

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Senior leadership questions

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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'.

- Departments of Parliament
- Launch Victoria
- Melbourne Market Authority
- Port of Hastings Development Authority
- State Trustees Limited
- V/Line Corporation
- VETASSESS
- Victoria Legal Aid
- Victorian Institute of Forensic Medicine
- Victorian Institute of Teaching
- Victorian Ports Corporation (Melbourne)
- Victorian Rail Track Corporation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

80%
(183)

Comparator 78%
Public Sector 49%

2021

75%
(181)

Comparator 48%
Public Sector 39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
77	

Comparator	69
Public Sector	68

2021	
77	

Comparator	68
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 77.

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.

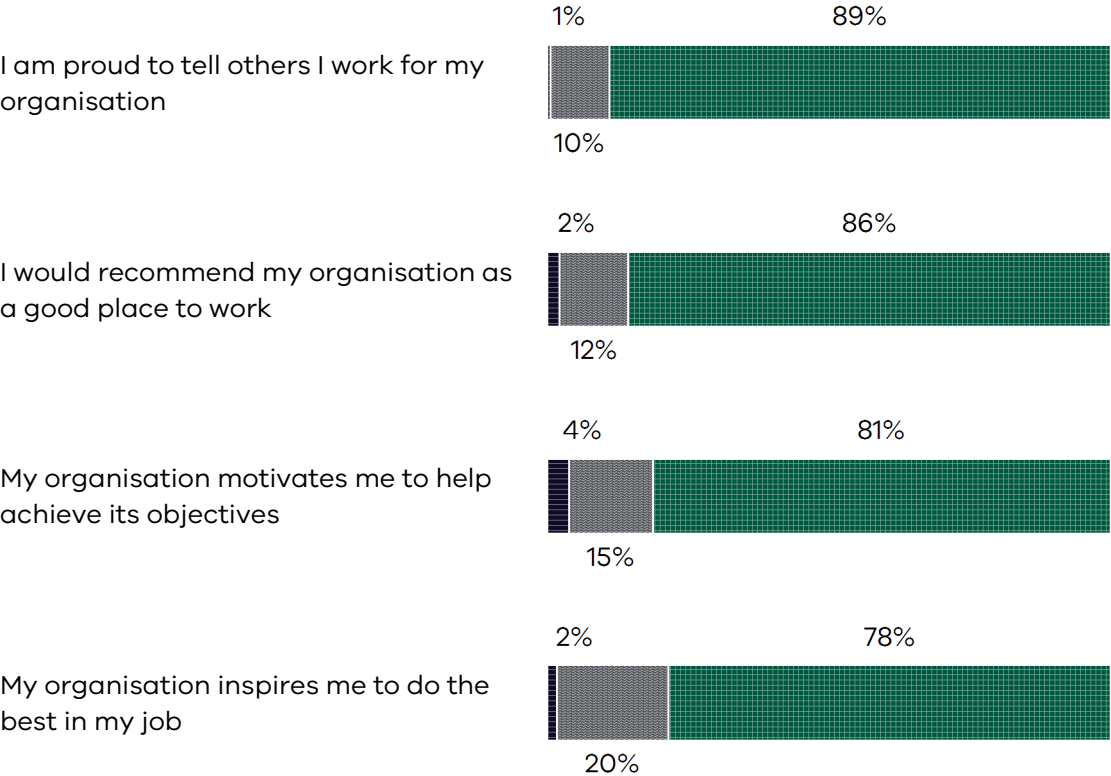
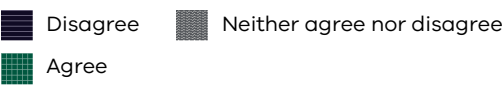
Example

89% 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	2020	2021	Lowest	Average	Highest
82 %	84 %	89 %	56 %	74 %	100 %
80 %	86 %	86 %	59 %	70 %	100 %
79 %	81 %	81 %	51 %	62 %	100 %
78 %	82 %	78 %	50 %	61 %	86 %

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

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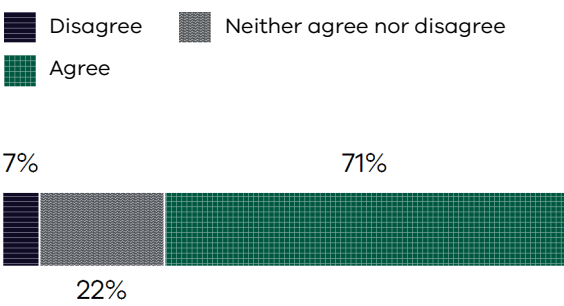
Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	69 %	75 %	71 %	56 %	64 %	90 %

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.

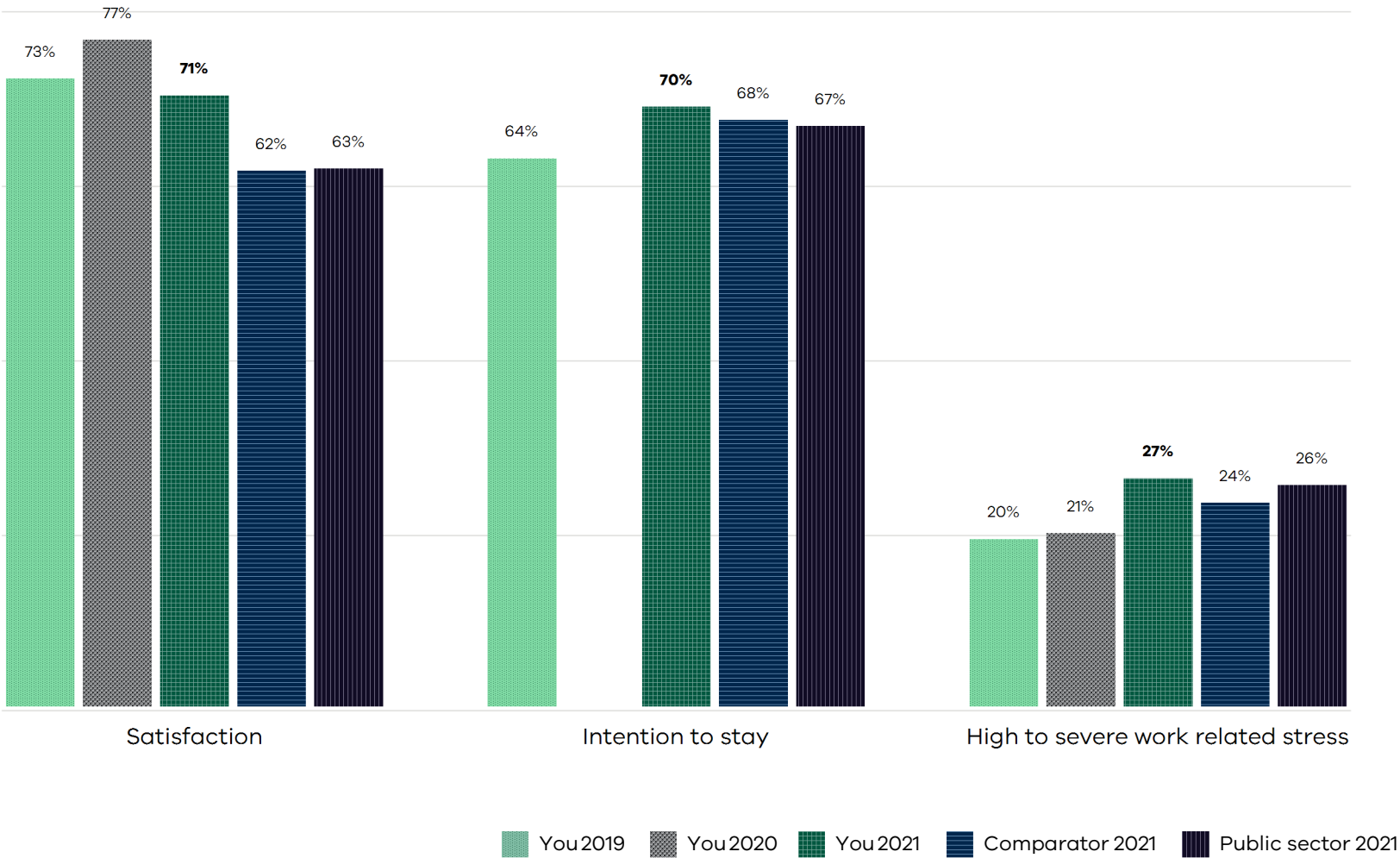
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 71% of your staff who did the survey responded positively to questions about Satisfaction which is down from 77% in 2020.

Compared to:

- 62% of staff at your comparator and 63% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

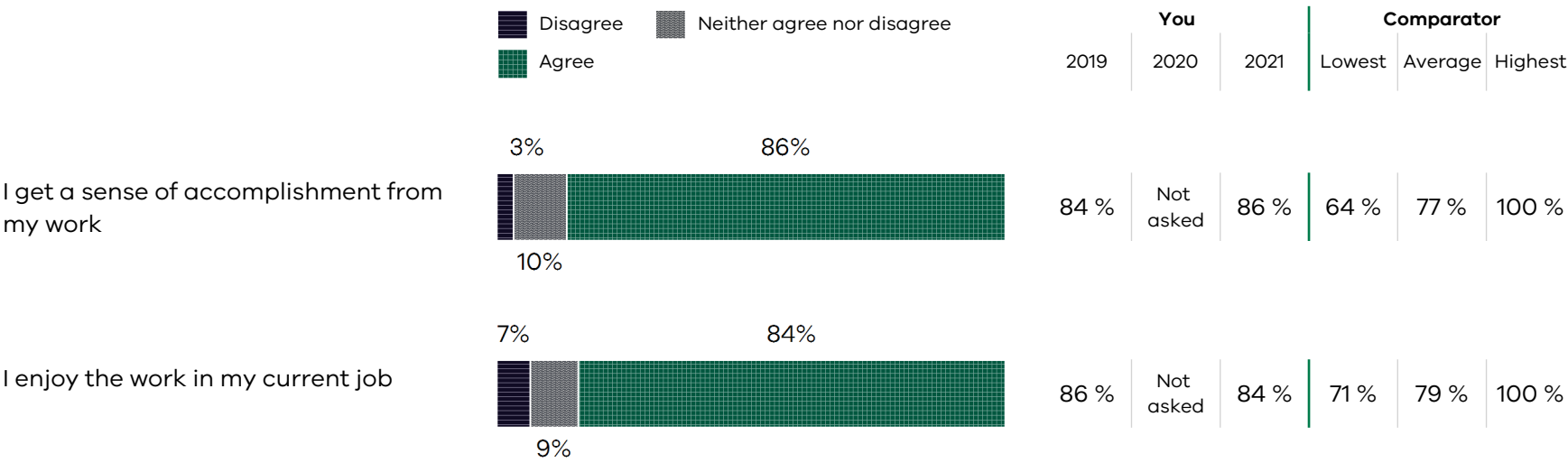
Example

86% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question

Your results

Benchmark agree results



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.

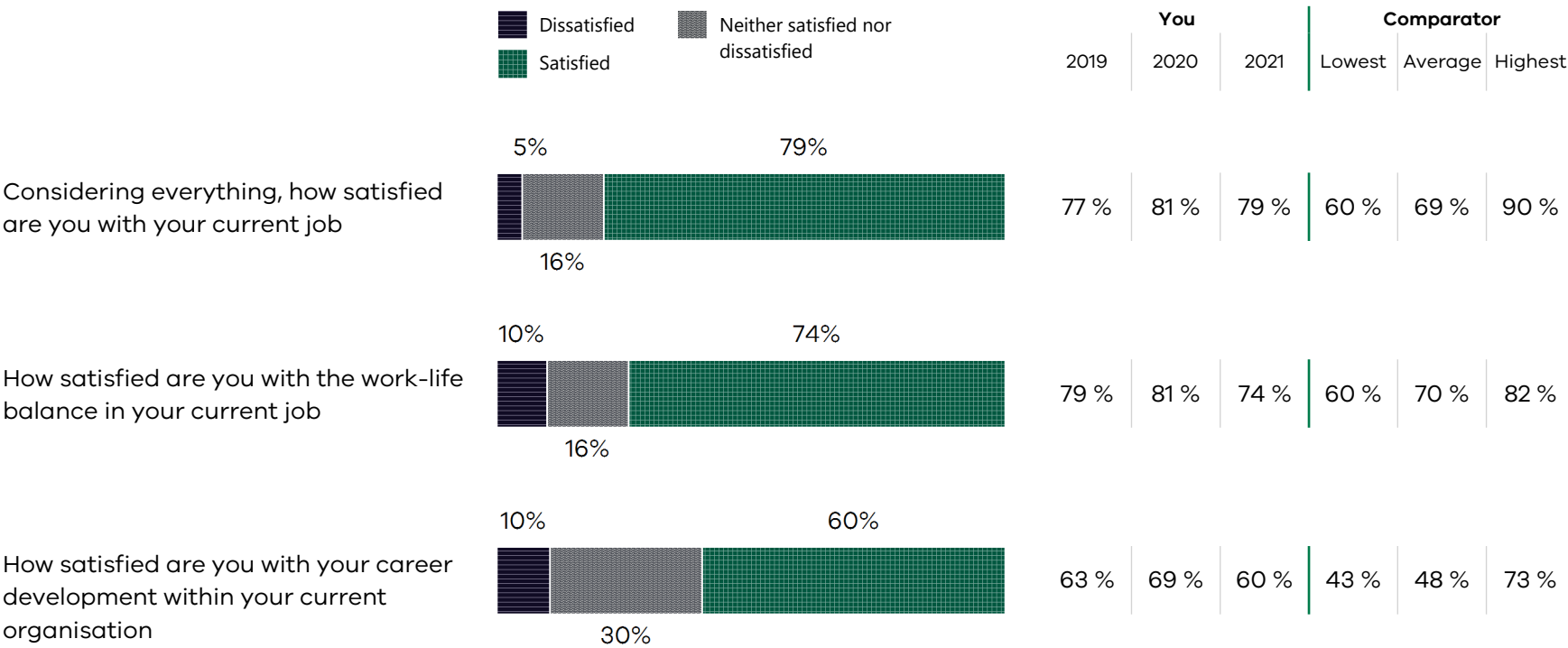
Example

79% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

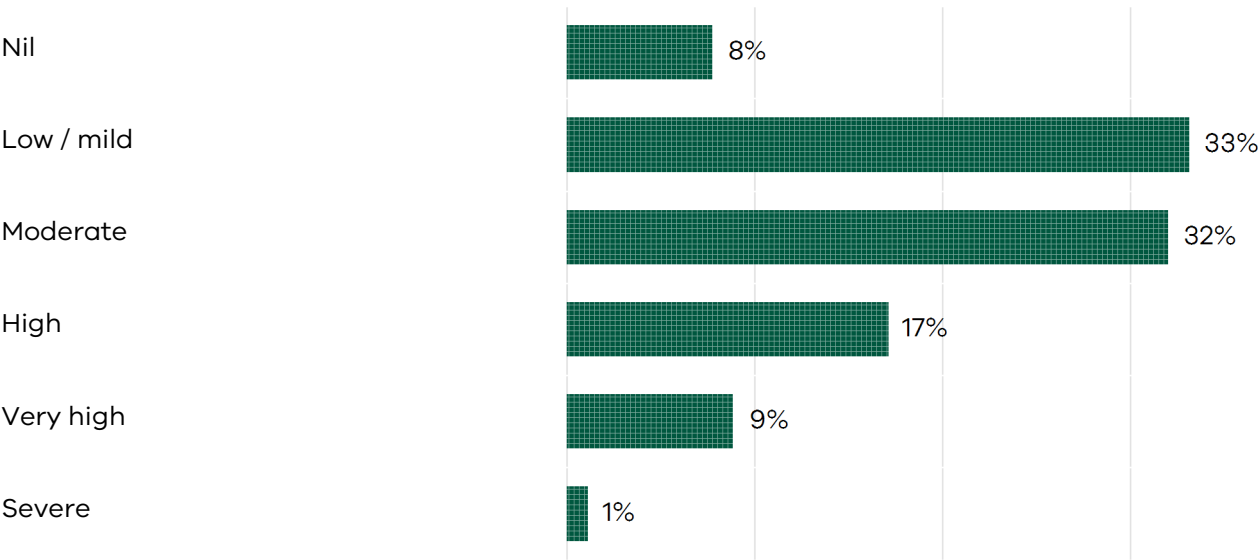
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

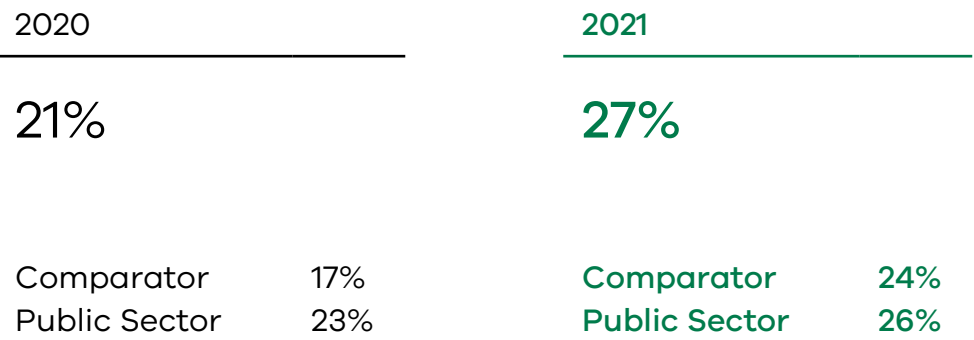
Example

27% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 24% 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.

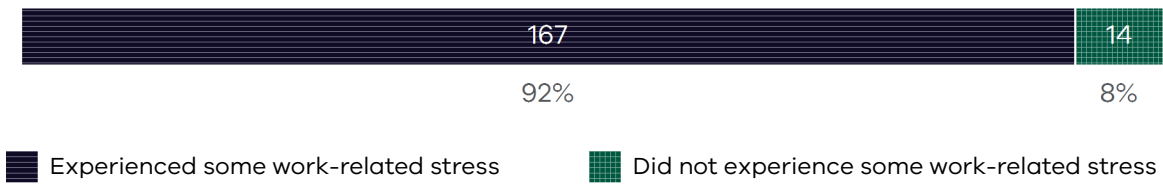
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

92% of your staff who did the survey said they experienced mild to severe stress.

Of that 92%, 60% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	41%	60%	41%	42%
Workload	49%	58%	47%	51%
Dealing with clients, patients or stakeholders	14%	15%	18%	14%
Competing home and work responsibilities	17%	14%	11%	12%
Content, variety, or difficulty of work	12%	13%	13%	12%
Other changes due to COVID-19	12%	11%	14%	15%
Management of work (e.g. supervision, training, information, support)	13%	10%	15%	13%
Unclear job expectations	12%	8%	11%	11%
Organisation or workplace change	5%	7%	11%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	12%	7%	11%	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.

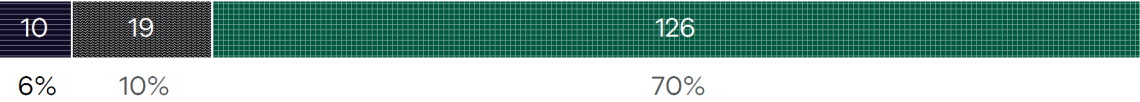
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

16% of your staff who did the survey said they intended to leave.

Of that 16%, 48% said it was from 'Opportunity to broaden experience'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	48%	46%	40%
Limited future career opportunities at my organisation	41%	58%	42%
Opportunity to seek/take a promotion elsewhere	41%	39%	33%
Limited opportunities to gain further experience at my organisation	38%	42%	33%
Better remuneration	34%	46%	26%
End of contract/secondment	24%	6%	11%
My interests do not match my job role	24%	11%	14%
Excessive workload	17%	21%	25%
Limited involvement in decisions affecting my job and career	14%	21%	20%
Poor relationship with my colleagues and/or manager	14%	11%	15%

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

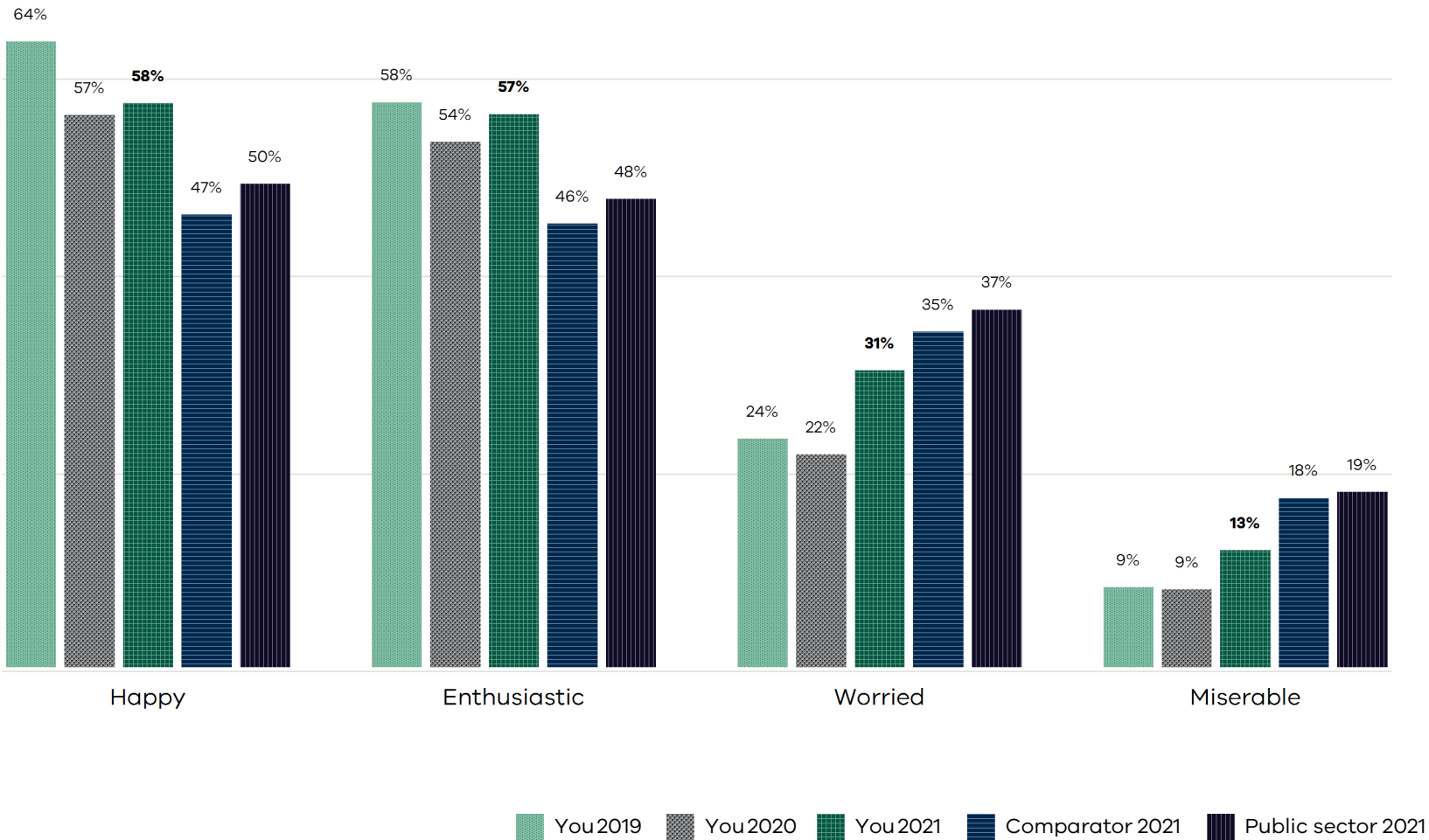
In 2021:

- 58% of your staff who did the survey said work made them feel happy in 2021, which is up from 57% in 2020

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.

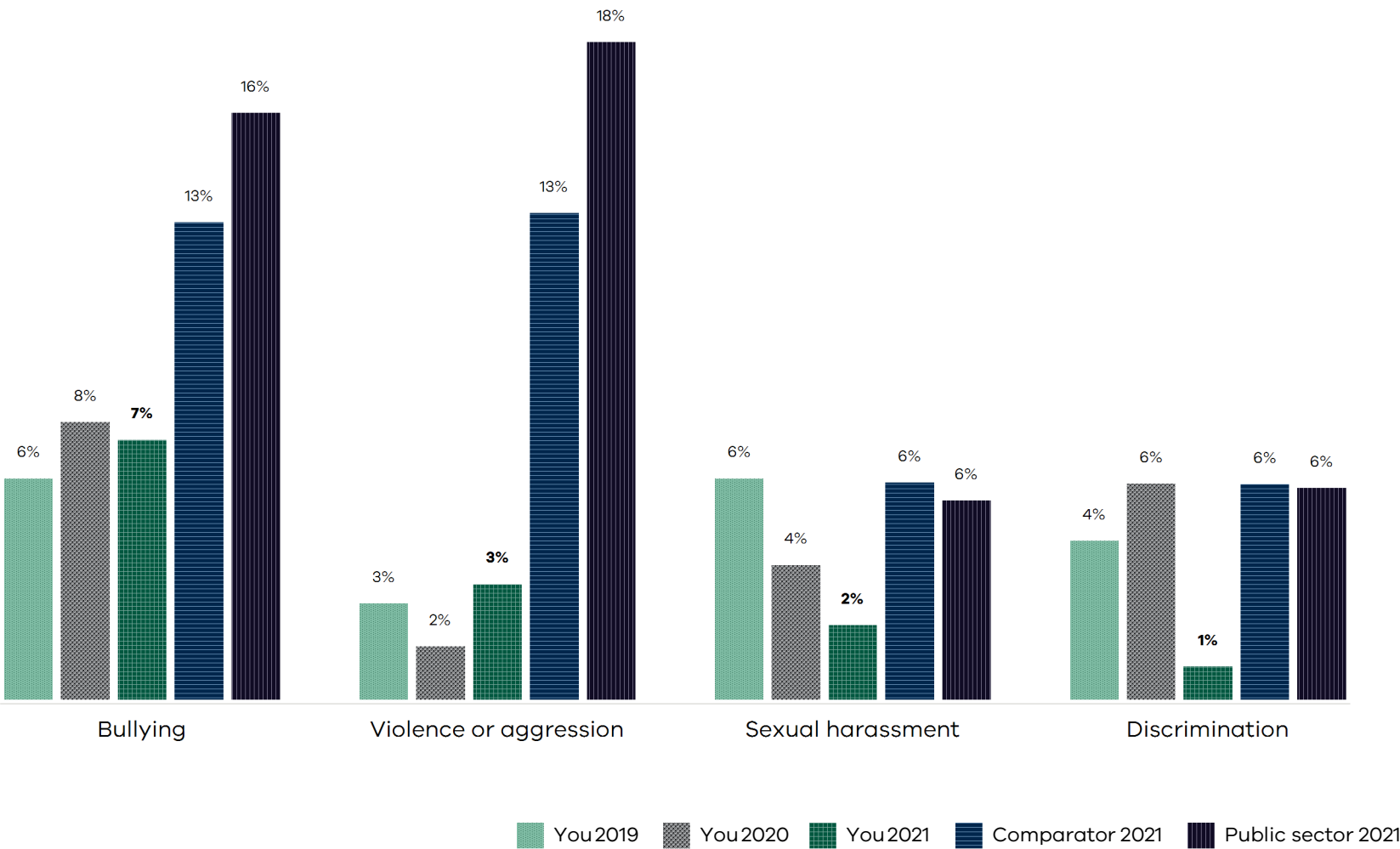
Example

In 2021:

- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 8% in 2020.

Compared to:

- 13% of staff at your comparator and 16% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

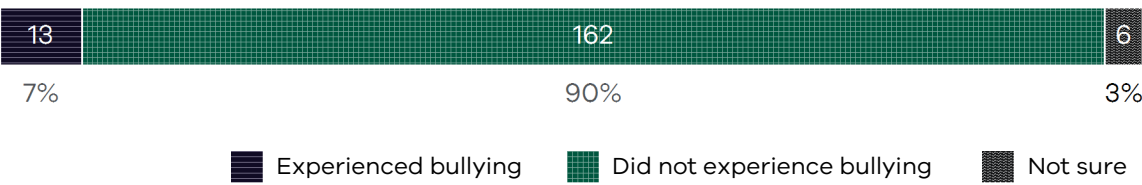
In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 77% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



If you experienced bullying, what type of bullying did you experience?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	79%	77%	63%	69%
Exclusion or isolation	50%	23%	46%	42%
Withholding essential information for me to do my job	43%	23%	29%	27%
Being assigned meaningless tasks unrelated to the job	29%	15%	14%	13%
Other	7%	15%	17%	15%
Intimidation and/or threats	21%	8%	37%	32%
Verbal abuse	7%	8%	21%	20%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

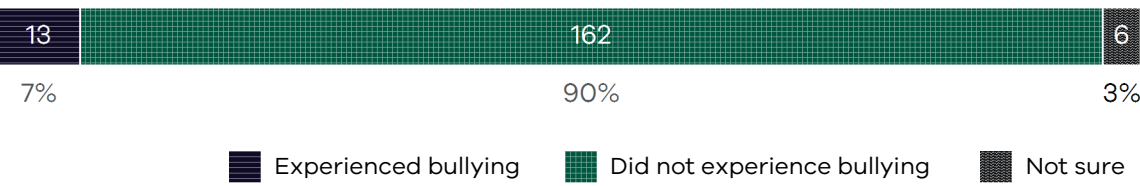
In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced bullying, of which

- 62% said the top way they reported the bullying was 'Told a colleague'.
- 92% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	64%	62%	44%	42%
Told a manager	36%	38%	43%	47%
Told Human Resources	36%	23%	18%	12%
Submitted a formal complaint	0%	8%	12%	12%
Told a friend or family member	14%	8%	31%	34%
Told someone else	14%	8%	14%	12%
Told the person the behaviour was not OK	0%	8%	15%	17%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

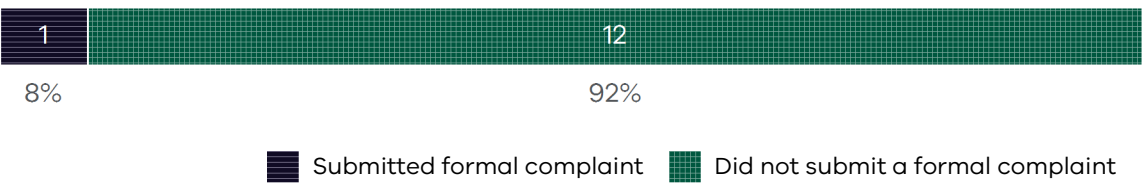
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

92% of your staff who experienced bullying did not submit a formal complaint, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	50%	54%	50%
I believed there would be negative consequences for my reputation	42%	55%	53%
I believed there would be negative consequences for my career	33%	47%	40%
I didn't think it was serious enough	25%	14%	16%
I believed there would be negative consequences for the person I was going to complain about	17%	12%	10%
I thought the complaint process would be embarrassing or difficult	17%	15%	14%
I didn't need to because I made the bullying stop	8%	8%	7%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	6%	8%
Other	8%	12%	12%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

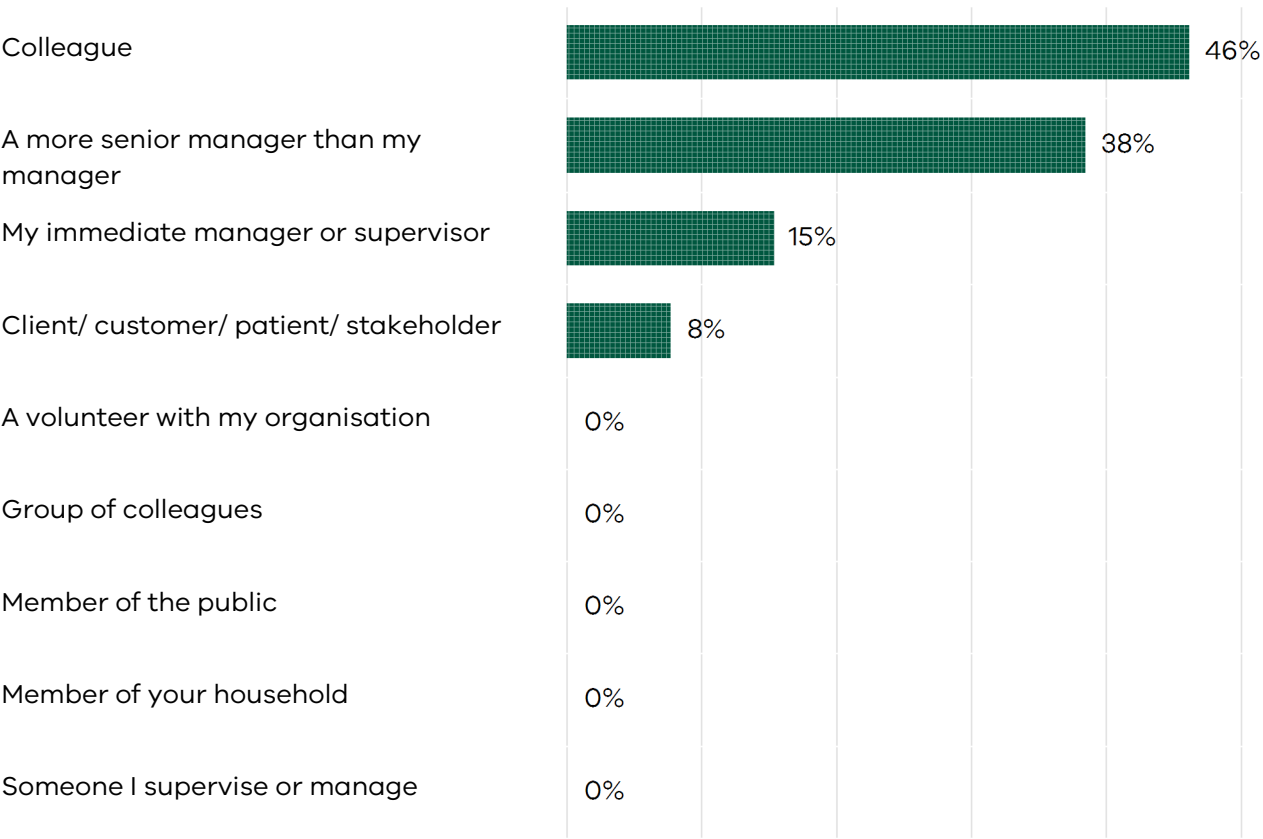
Why this is important

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

How to read this

In this year’s survey, 7% 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
7% of your staff who did the survey said they experienced bullying.
Of that 7%, 46% said it was by 'Colleague'.

13 people (7% 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.

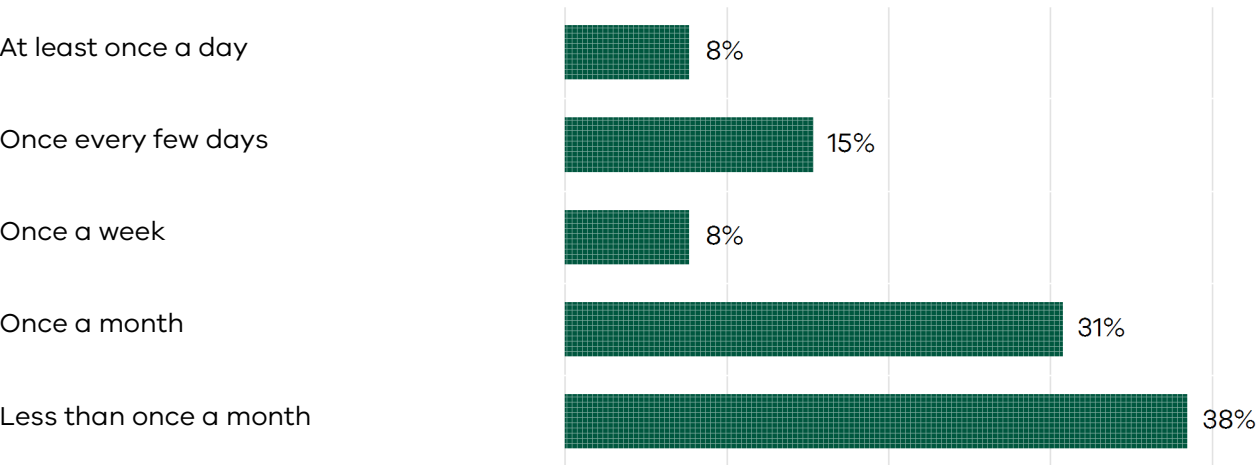
How to read this

In this year’s survey, 7% of your staff said they experienced bullying.
If they did, they could tell us how often they experienced this behaviour.

Example

7% of your staff who did the survey said they experienced bullying.
Of that 7%, 8% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

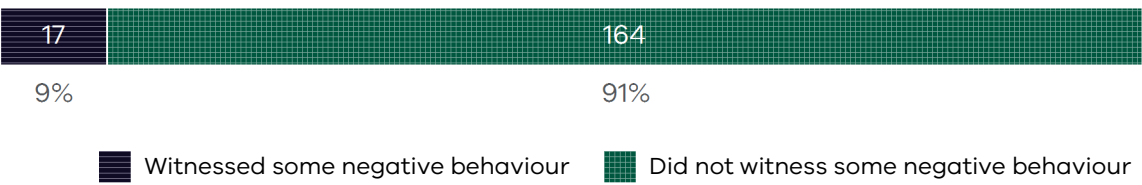
In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they witnessed some negative behaviour at work.

91% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	91%	81%	77%
Bullying of a colleague	8%	13%	16%
Discrimination against a colleague	3%	7%	8%
Violence or aggression against a colleague	1%	4%	6%
Sexual harassment of a colleague	1%	2%	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.

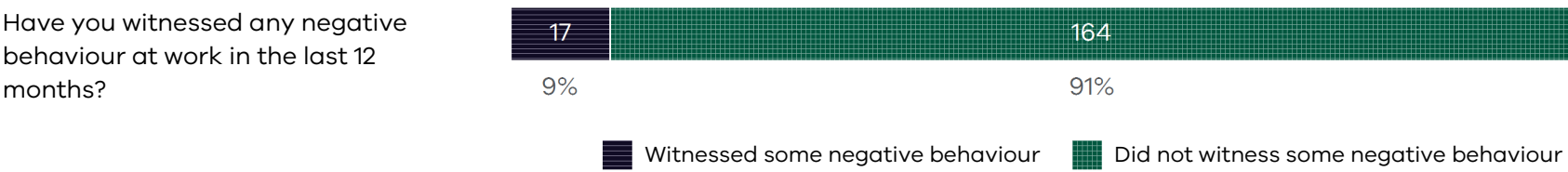
How to read this

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**
- 9% of your staff who did the survey witnessed negative behaviour, of which:
- 82% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 6% 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	82%	68%	72%
Told a manager	35%	31%	37%
Told Human Resources	24%	11%	6%
Told a colleague	18%	22%	21%
Spoke to the person who behaved in a negative way	12%	14%	22%
Told the person the behaviour was not OK	12%	18%	25%
Took no action	6%	11%	7%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

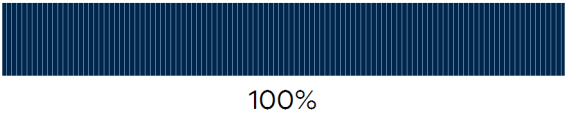
0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled



Bullying



Your results

Benchmark satisfied results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
50 %	Not asked	0 %	0 %	21 %	100 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 96% of your staff agreed with 'My organisation provides a physically safe work environment'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Safety climate	My organisation provides a physically safe work environment	96%	Not asked in 2020	86%
Workgroup support	I am able to work effectively with others in my workgroup	96%	+2%	92%
Quality service delivery	My workgroup strives to deliver services in a timely manner	94%	Not asked in 2020	87%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	94%	Not asked in 2020	83%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	86%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-3%	91%
Organisational integrity	My organisation encourages respectful workplace behaviours	93%	Not asked in 2020	83%
Workgroup support	People in my workgroup treat each other with respect	93%	+0%	85%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	93%	Not asked in 2020	79%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	93%	Not asked in 2020	78%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 36% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	36%	Not asked in 2020	22%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	42%	Not asked in 2020	33%
Learning and development	I feel I have an equal chance at promotion in my organisation	49%	Not asked in 2020	38%
Taking action	My organisation has taken positive action on the results of last year's survey	56%	Not asked in 2020	36%
Satisfaction	How satisfied are you with your career development within your current organisation	60%	-9%	48%
Safety climate	All levels of my organisation are involved in the prevention of stress	61%	+3%	43%
Workgroup support	Workgroups across my organisation willingly share information with each other	61%	0%	51%
Workload	I have enough time to do my job effectively	62%	+3%	55%
Workload	The workload I have is appropriate for the job that I do	64%	-1%	58%
Job enrichment	My work performance is assessed against clear criteria	66%	Not asked in 2020	60%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Manager support', the 'You 2021' column shows 92% of your staff agreed with 'My manager listens to what I have to say'.

In the 'Increase from 2020' column, you have a 6% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Manager support	My manager listens to what I have to say	92%	+6%	80%
Engagement	I am proud to tell others I work for my organisation	89%	+5%	74%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	82%	+5%	73%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	+4%	88%
Workgroup support	People in my workgroup work together effectively to get the job done	90%	+4%	84%
Workload	I have enough time to do my job effectively	62%	+3%	55%
Manager support	My manager keeps me informed about what's going on	89%	+3%	74%
Safety climate	All levels of my organisation are involved in the prevention of stress	61%	+3%	43%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	88%	+3%	79%
Workgroup support	I am able to work effectively with others in my workgroup	96%	+2%	92%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Satisfaction', the 'You 2021' column shows 60% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.

In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	60%	-9%	48%
Satisfaction	How satisfied are you with the work-life balance in your current job	74%	-7%	70%
Senior leadership	Senior leaders support staff to work in an environment of change	84%	-6%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	76%	-5%	51%
Senior leadership	Senior leaders provide clear strategy and direction	77%	-5%	54%
Engagement	I feel a strong personal attachment to my organisation	71%	-4%	64%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	78%	-4%	52%
Engagement	My organisation inspires me to do the best in my job	78%	-4%	61%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-3%	91%
Satisfaction	Considering everything, how satisfied are you with your current job	79%	-2%	69%

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 'Diversity and inclusion', the 'You 2021' column shows 91% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

The 'difference' column, shows that agreement for this question was 28 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	91%	+28%	63%
Senior leadership	Senior leaders model my organisation's values	86%	+26%	60%
Senior leadership	Senior leaders demonstrate honesty and integrity	85%	+26%	59%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	78%	+25%	52%
Learning and development	My organisation places a high priority on the learning and development of staff	76%	+25%	51%
Senior leadership	Senior leaders support staff to work in an environment of change	84%	+25%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	76%	+24%	51%
Taking action	I believe my organisation will take positive action on the results of this year's survey	72%	+24%	48%
Senior leadership	Senior leaders provide clear strategy and direction	77%	+23%	54%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	84%	+21%	63%

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.

As there is no negative difference from your comparator, we have no data to show on this page.

People matter

survey 2021

Have your say

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

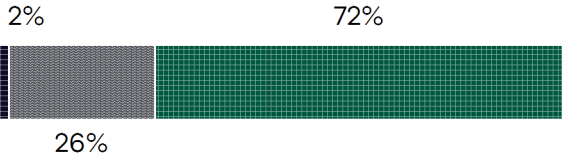
Survey question

Your results

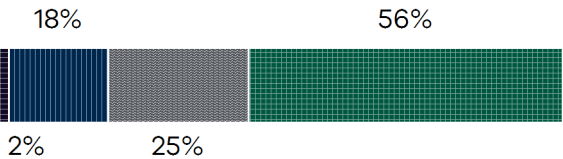
Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	72 %	38 %	48 %	90 %
Not asked	Not asked	56 %	22 %	36 %	60 %

People matter

survey 2021

Have your say

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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.

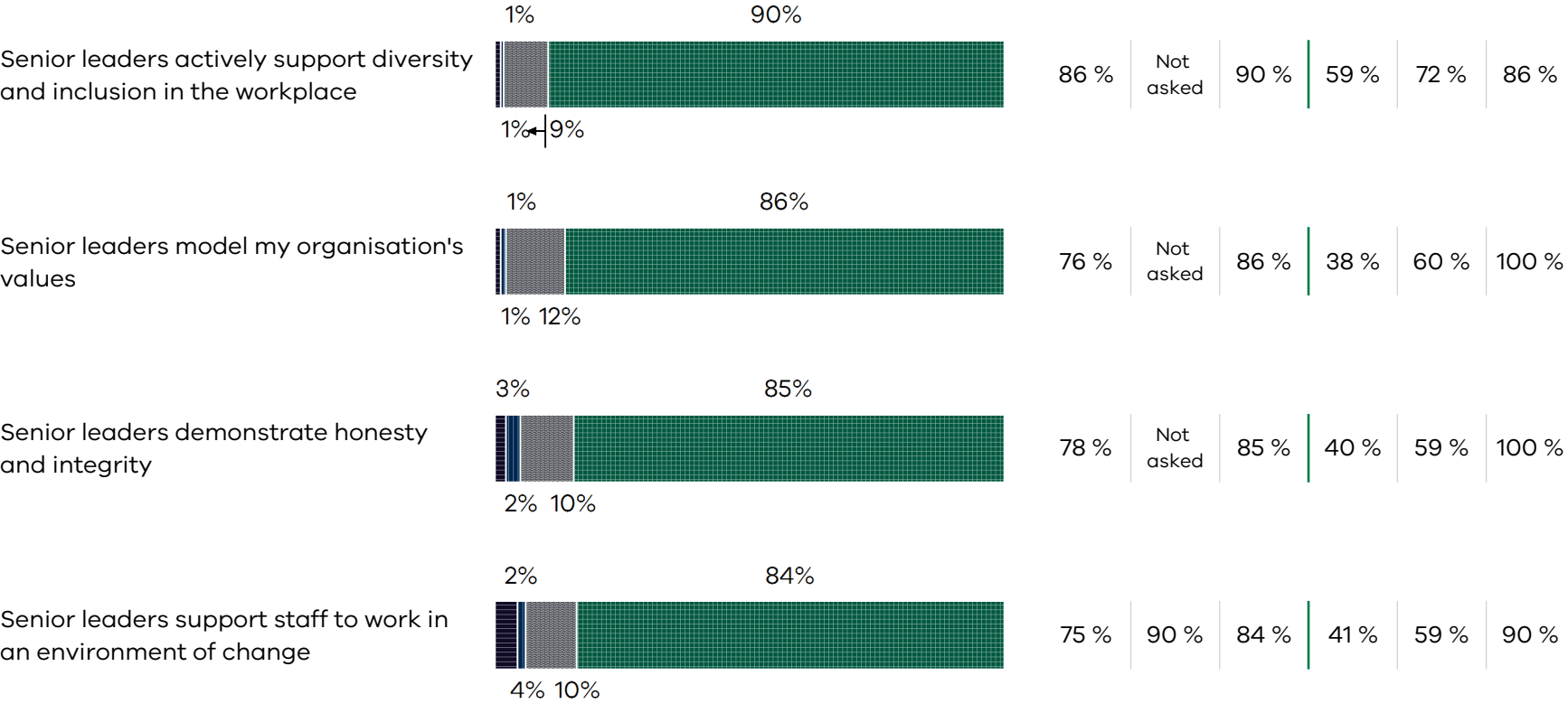
Example

90% 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



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.

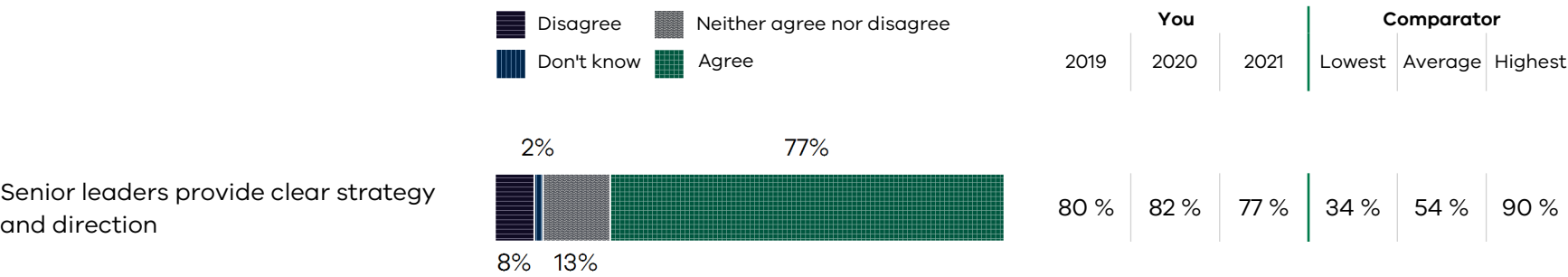
Example

77% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



People matter

survey 2021

Have your say

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

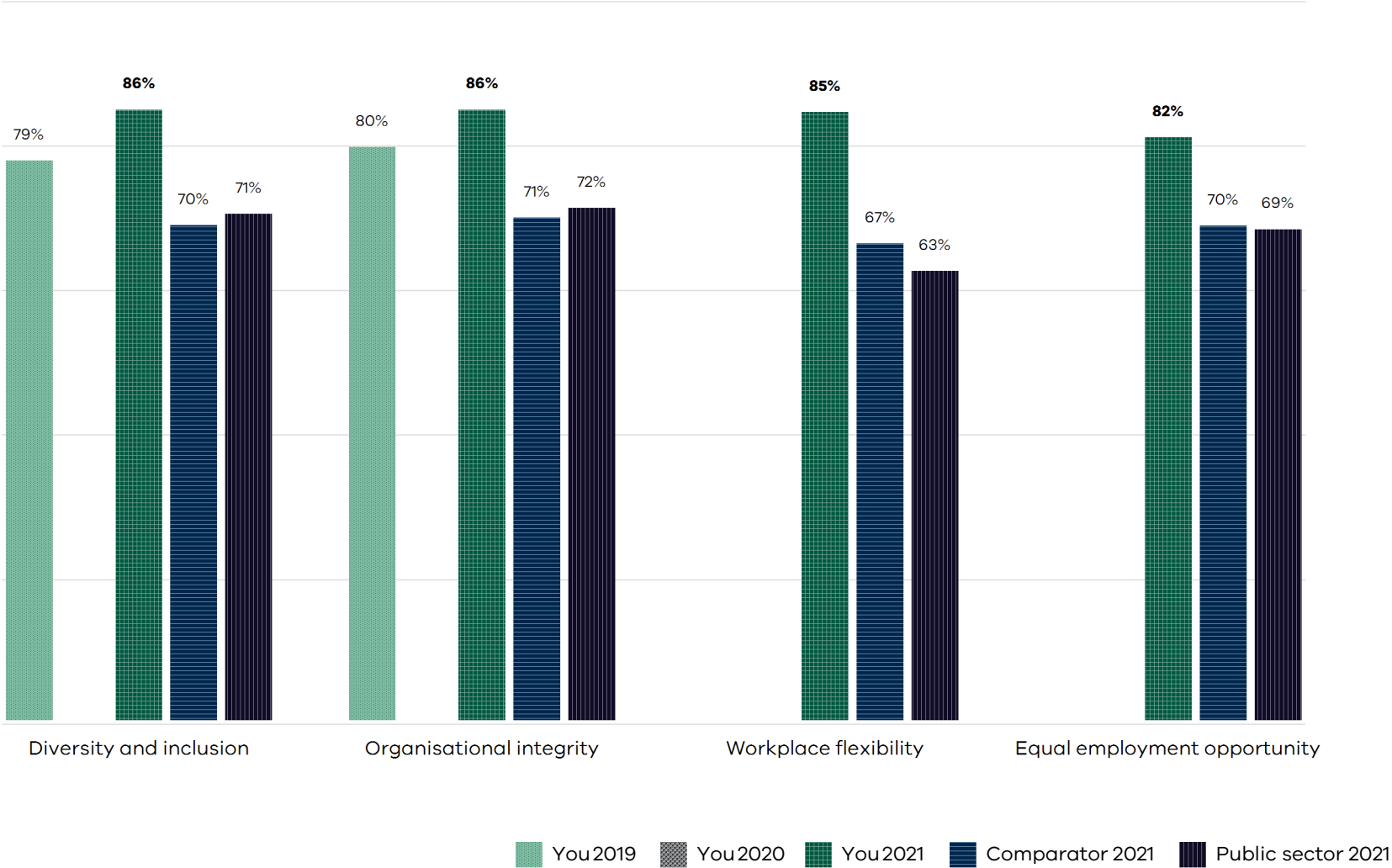
This page shows which factors are performing well and which factors you can look to improve.

How to read this

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

Example

- In 2021:
- 86% of your staff who did the survey responded positively to questions about Diversity and inclusion.
- Compared to:
- 70% of staff at your comparator and 71% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

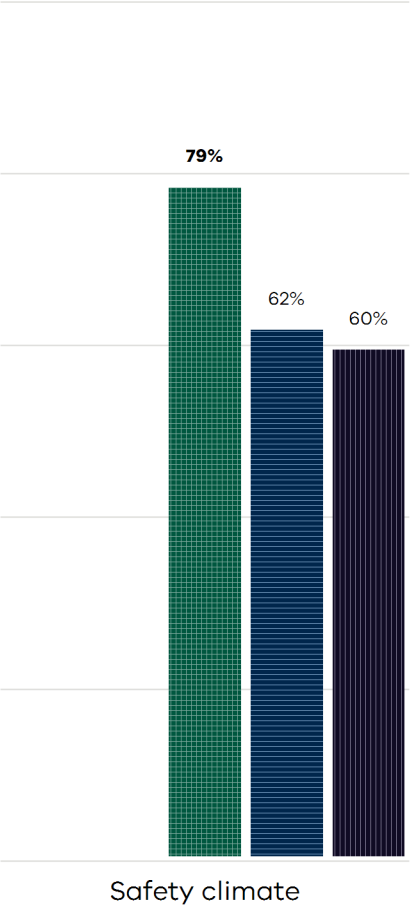
Example

In 2021:

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

Compared to:

- 62% of staff at your comparator and 60% of staff across the public sector.



You2019 You2020 You2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

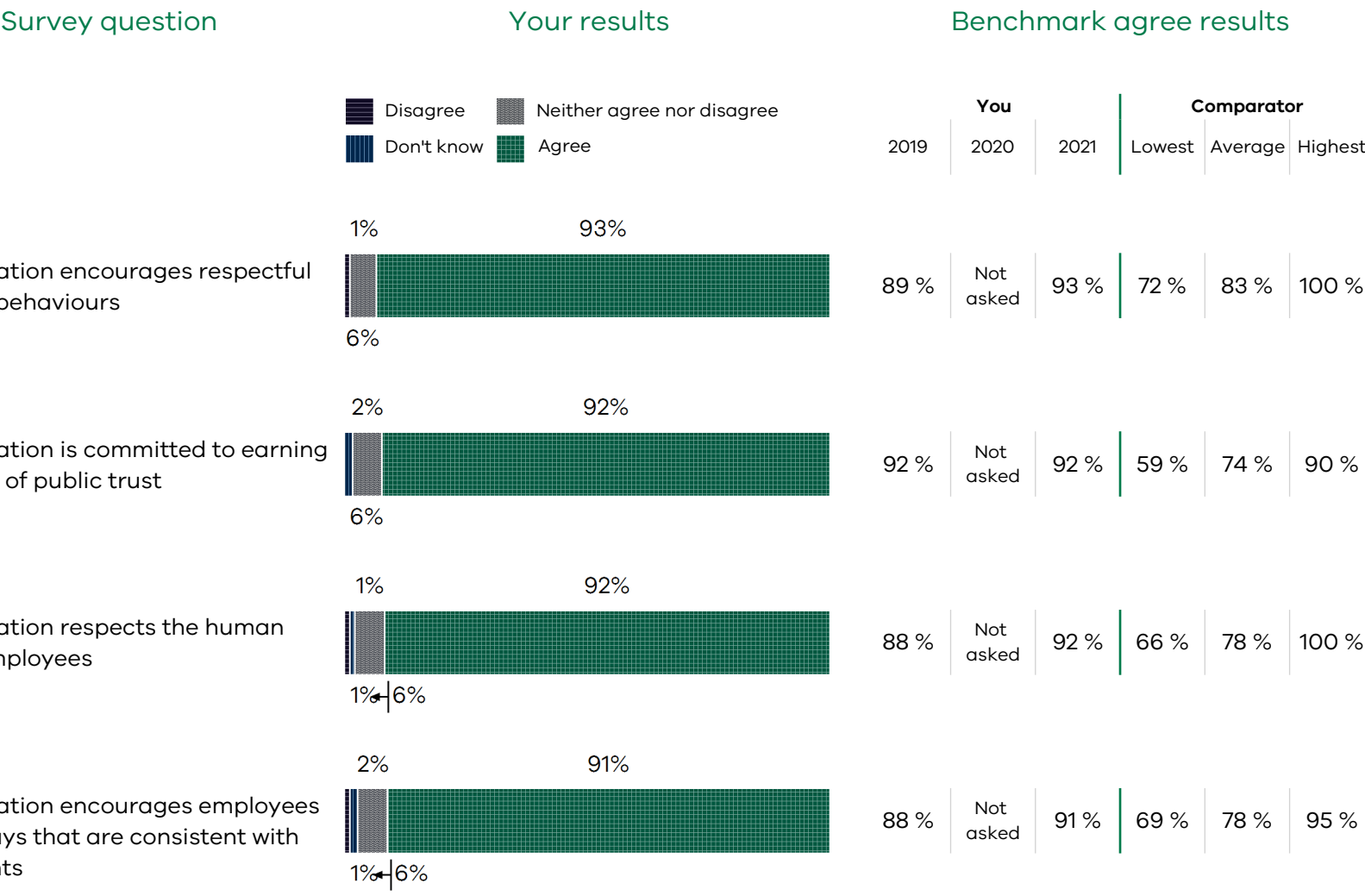
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



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.

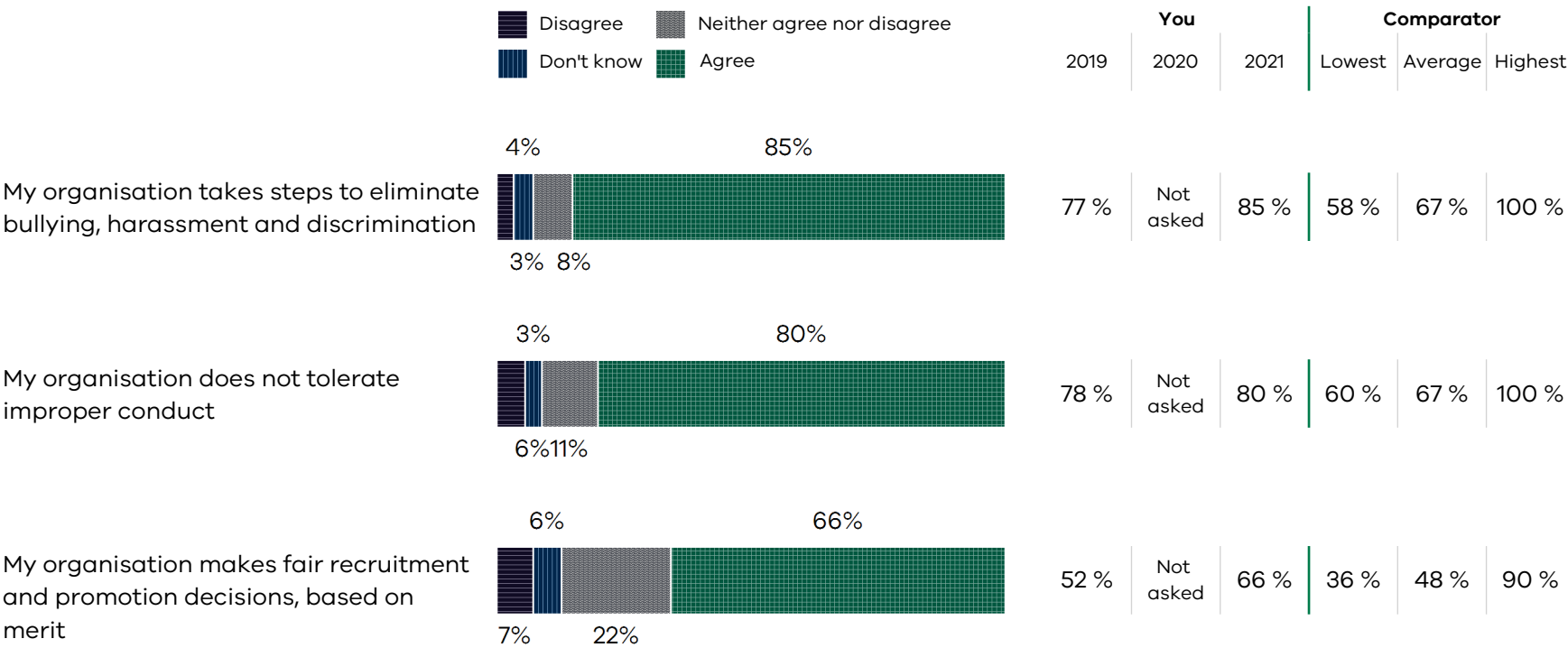
Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

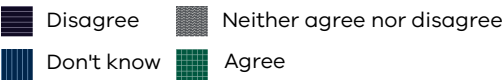
Example

92% 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'.

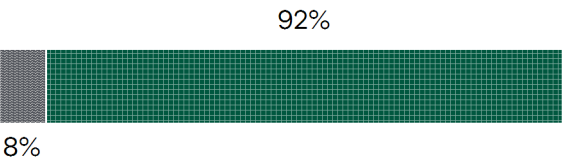
Survey question

Your results

Benchmark agree results



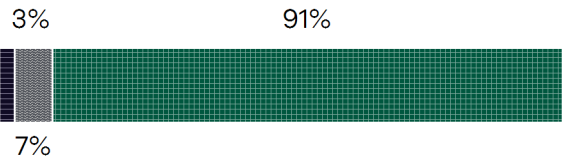
My organisation supports employees with family or other caring responsibilities, regardless of gender



You			Comparator		
2019	2020	2021	Lowest	Average	Highest

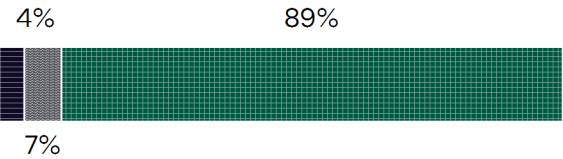
Not asked	Not asked	92 %	65 %	76 %	100 %
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I am confident that if I requested a flexible work arrangement, it would be given due consideration



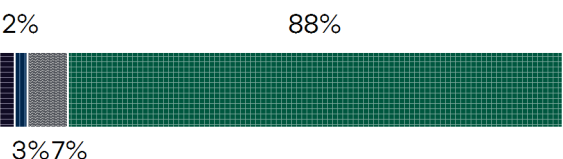
88 %	93 %	91 %	60 %	72 %	100 %
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I have the flexibility I need to manage my work and non-work activities and responsibilities



Not asked	Not asked	89 %	63 %	75 %	91 %
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There is a positive culture within my organisation in relation to employees who have family responsibilities



Not asked	Not asked	88 %	53 %	68 %	100 %
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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.

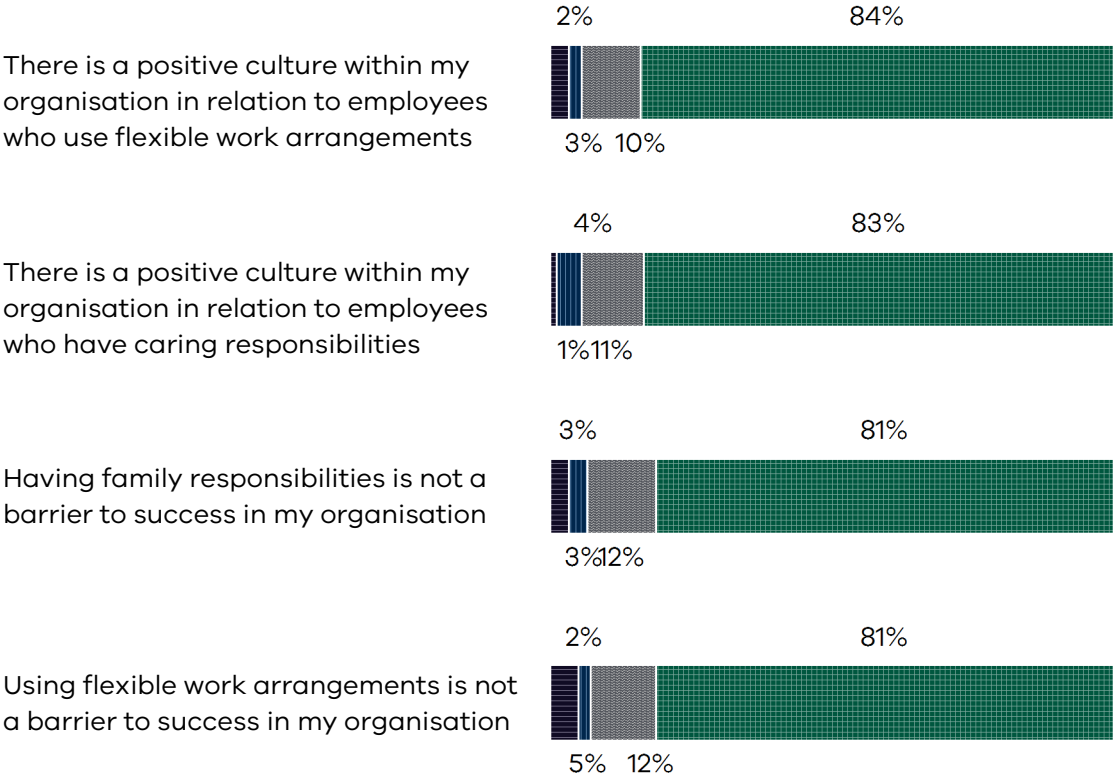
Example

84% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
89 %	Not asked	84 %	50 %	63 %	100 %
82 %	Not asked	83 %	50 %	65 %	100 %
Not asked	Not asked	81 %	54 %	64 %	100 %
Not asked	Not asked	81 %	50 %	60 %	100 %

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.

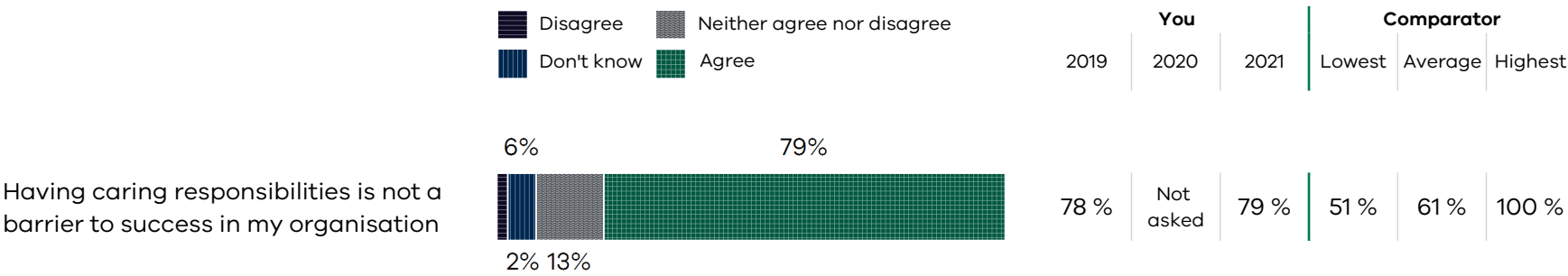
Example

79% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

56% of staff who did the survey said the flexible work arrangement they used was 'Working from an alternative location (e.g. home, hub/shared work space)'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Working from an alternative location (e.g. home, hub/shared work space)	56%	36%	24%
Flexible start and finish times	43%	29%	23%
No, I do not use any flexible work arrangements	26%	35%	38%
Part-time	13%	9%	19%
Using leave to work flexible hours	7%	7%	8%
Study leave	3%	2%	4%
Working more hours over fewer days	2%	4%	6%
Purchased leave	2%	3%	2%
Other	1%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

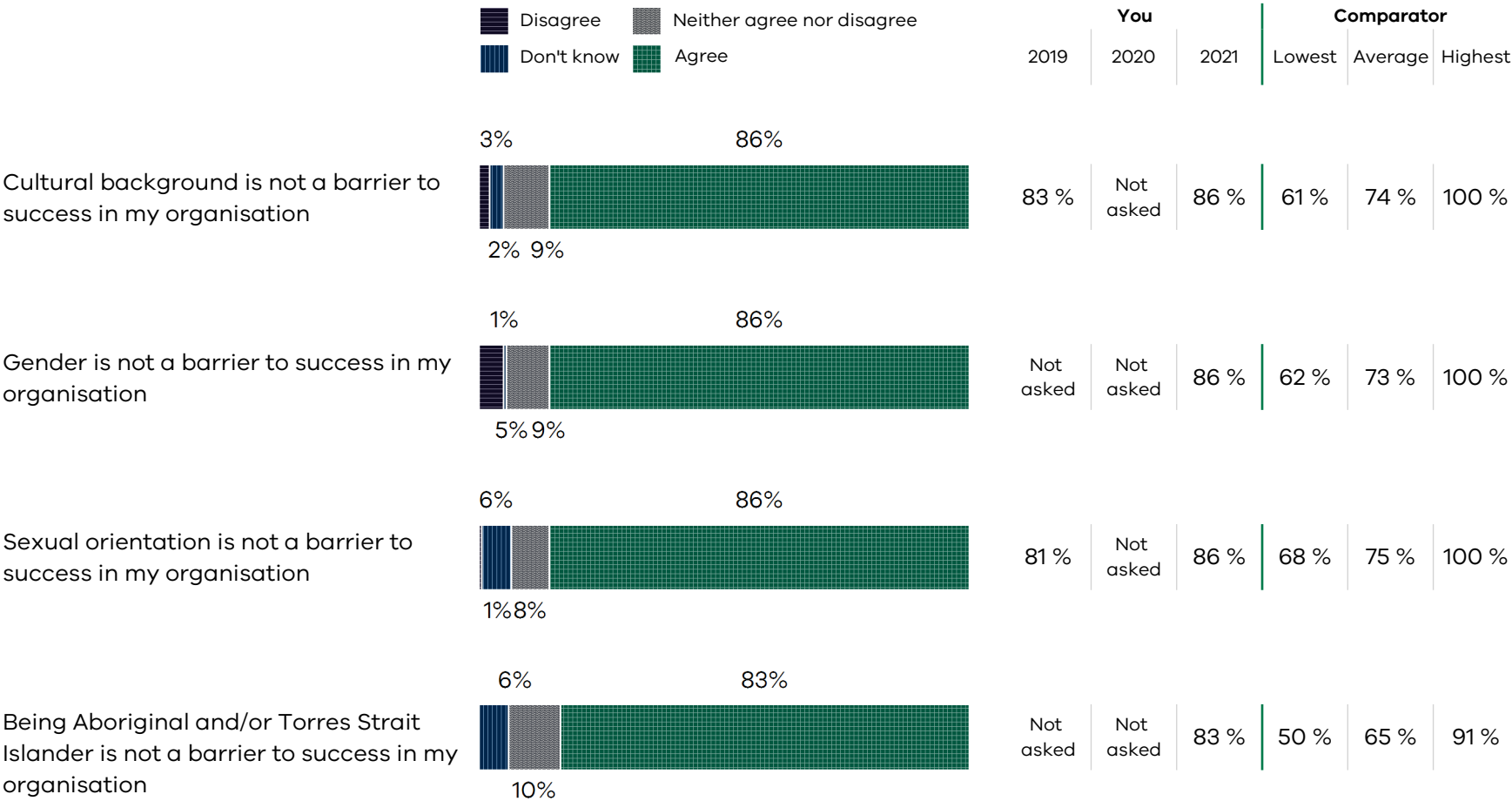
Example

86% 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



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.

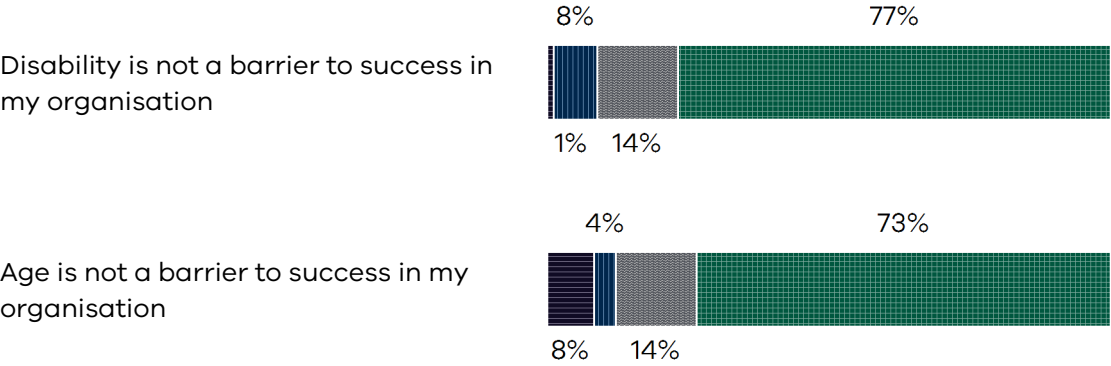
Example

77% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
73 %	Not asked	77 %	51 %	59 %	90 %
66 %	Not asked	73 %	61 %	70 %	100 %

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.

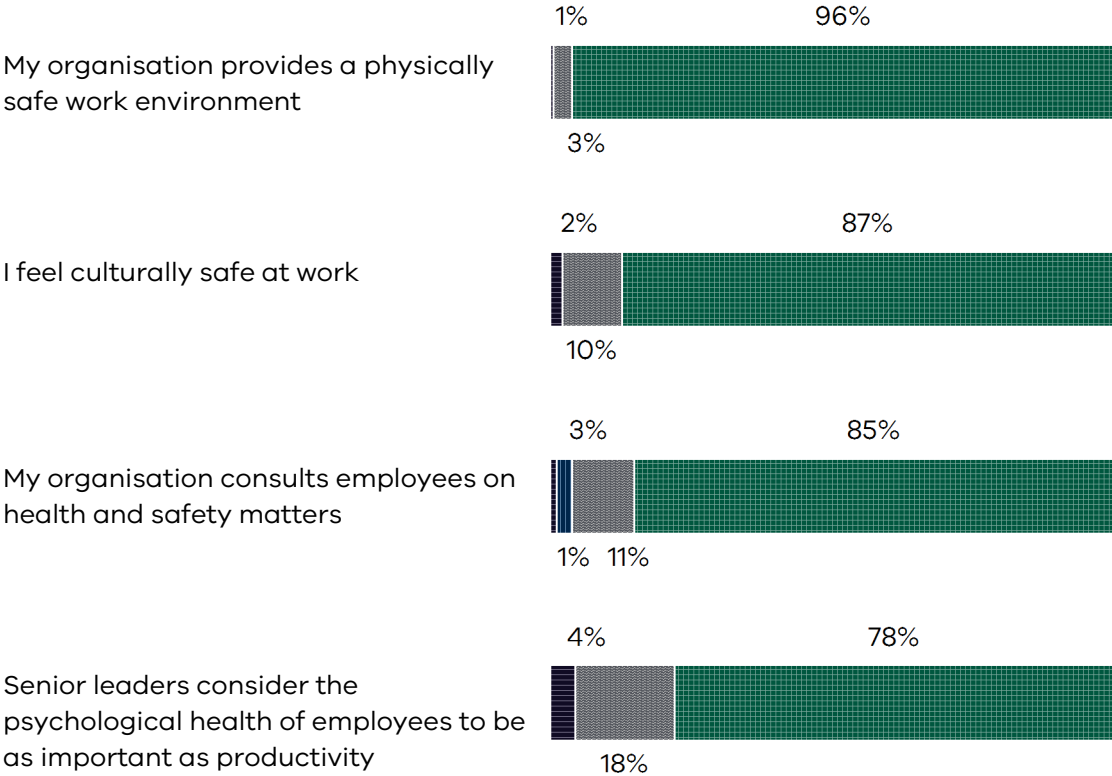
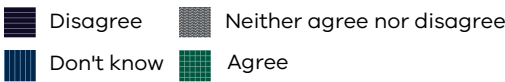
Example

96% 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	2020	2021	Lowest	Average	Highest
Not asked	Not asked	96 %	78 %	86 %	100 %
Not asked	Not asked	87 %	70 %	76 %	91 %
74 %	Not asked	85 %	68 %	74 %	95 %
58 %	82 %	78 %	34 %	52 %	90 %

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

76% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

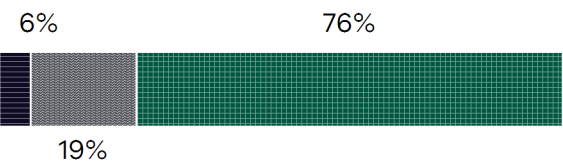
Survey question

Your results

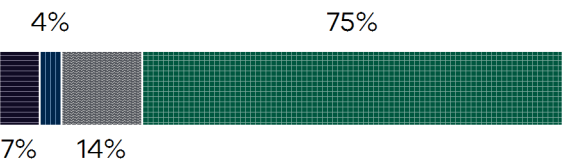
Benchmark agree results



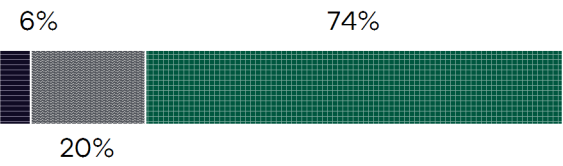
Senior leaders show support for stress prevention through involvement and commitment



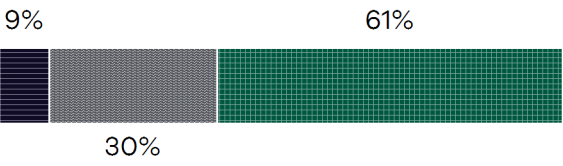
My organisation has effective procedures in place to support employees who may experience stress



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
51 %	81 %	76 %	40 %	51 %	100 %
77 %	76 %	75 %	57 %	61 %	100 %
60 %	76 %	74 %	45 %	56 %	90 %
47 %	58 %	61 %	36 %	43 %	100 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

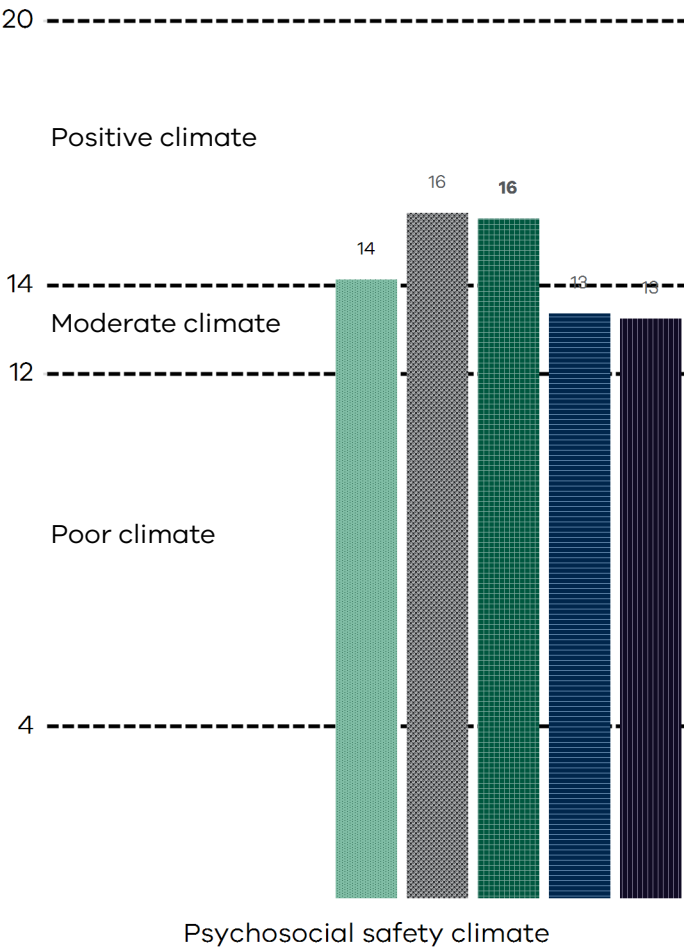
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

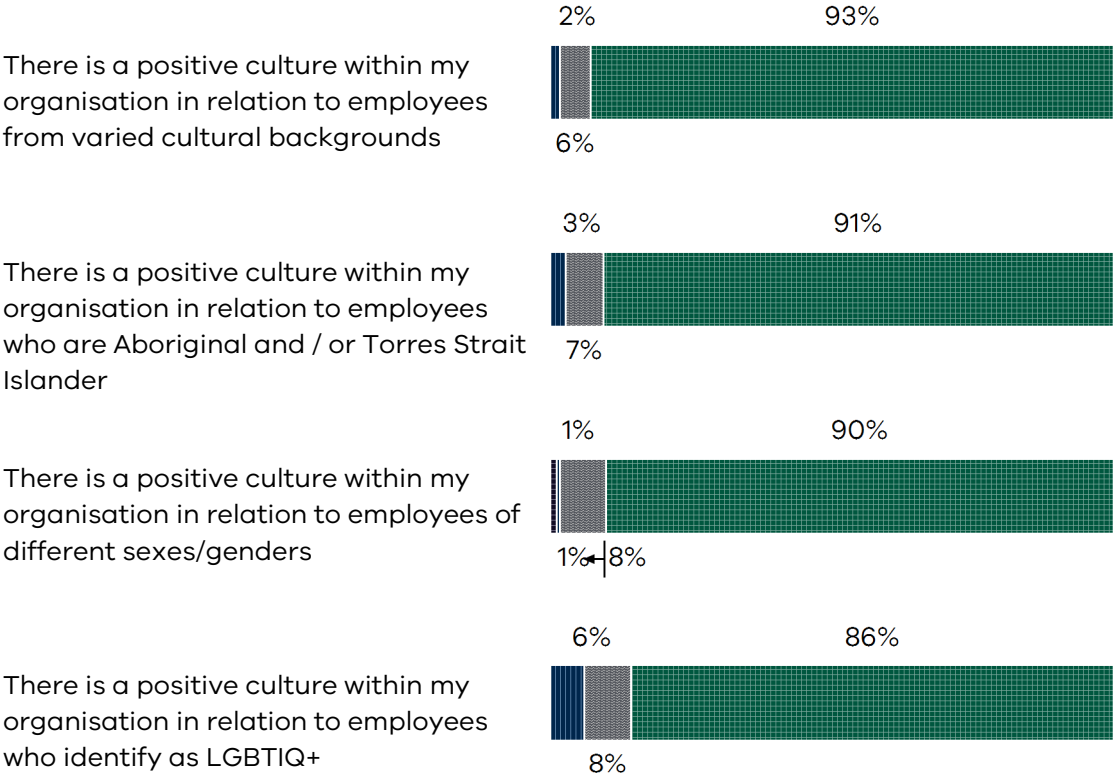
Example

93% 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	2020	2021	Lowest	Average	Highest
88 %	Not asked	93 %	73 %	79 %	95 %
75 %	Not asked	91 %	50 %	63 %	90 %
81 %	Not asked	90 %	67 %	76 %	100 %
78 %	Not asked	86 %	44 %	68 %	100 %

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

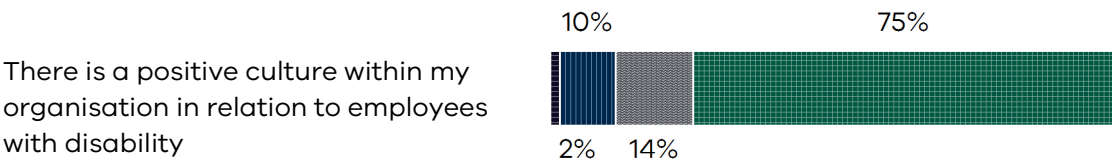
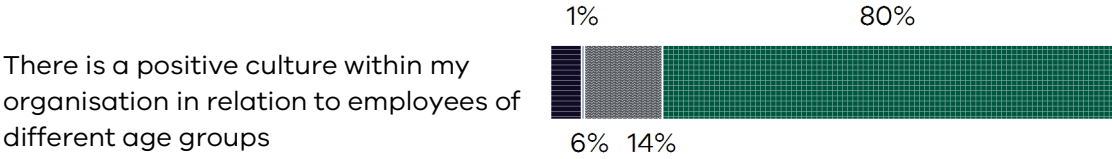
Example

80% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	Not asked	80 %	63 %	71 %	100 %
74 %	Not asked	75 %	47 %	61 %	90 %

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

94% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

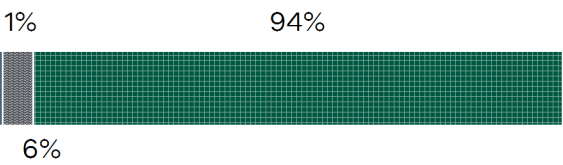
Survey question

Your results

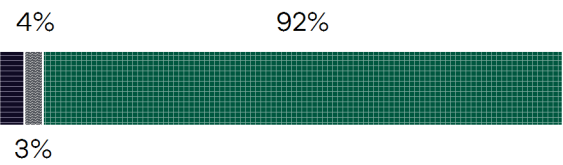
Benchmark agree results



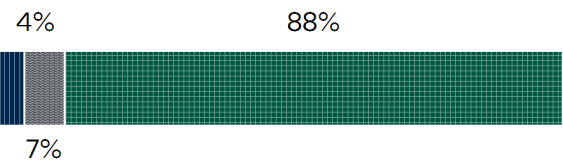
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	94 %	69 %	83 %	100 %
Not asked	Not asked	92 %	75 %	81 %	100 %
Not asked	Not asked	88 %	61 %	72 %	100 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

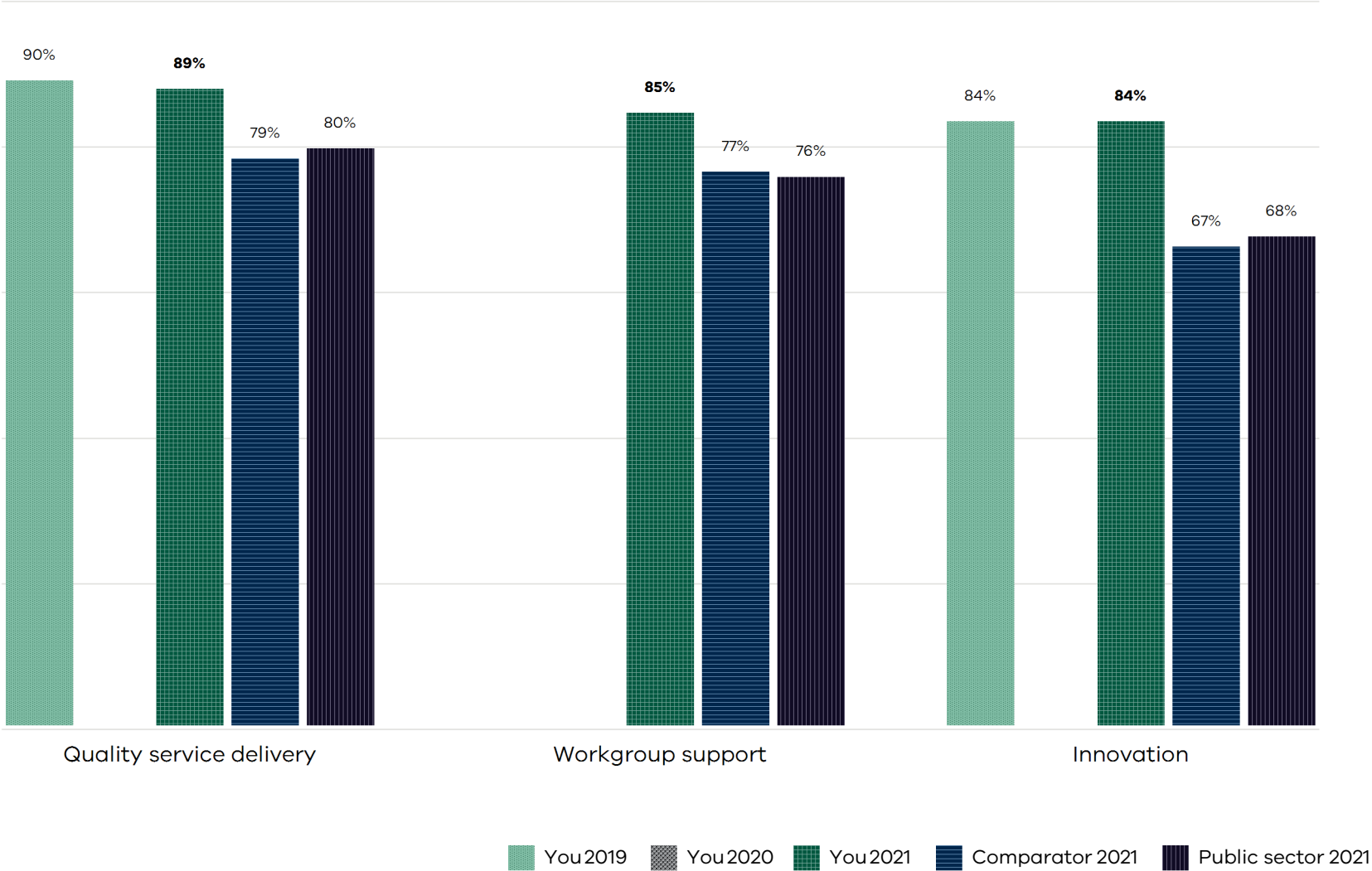
Example

In 2021:

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

Compared to:

- 79% 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

94% 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	2020	2021	Lowest	Average	Highest
95 %	Not asked	94 %	80 %	87 %	100 %
96 %	Not asked	94 %	78 %	86 %	95 %
88 %	Not asked	90 %	64 %	75 %	87 %
91 %	Not asked	89 %	75 %	82 %	91 %

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

87% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

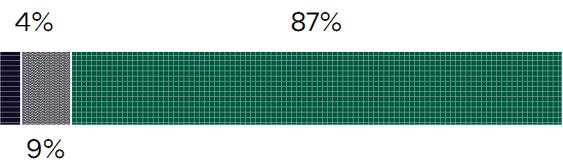
Survey question

Your results

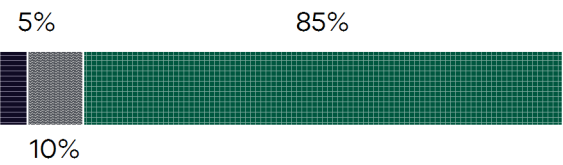
Benchmark agree results



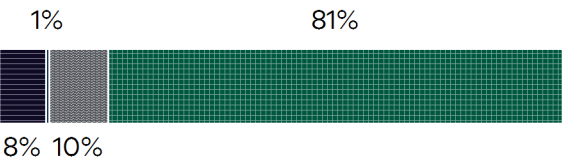
My workgroup places a priority on acting fairly and without bias



My workgroup focuses on making decisions informed by all relevant facts



My workgroup has clear lines of responsibility



You			Comparator		
2019	2020	2021	Lowest	Average	Highest

90 %	Not asked	87 %	68 %	75 %	91 %
------	-----------	------	------	------	------

91 %	Not asked	85 %	68 %	74 %	91 %
------	-----------	------	------	------	------

78 %	Not asked	81 %	63 %	74 %	91 %
------	-----------	------	------	------	------

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

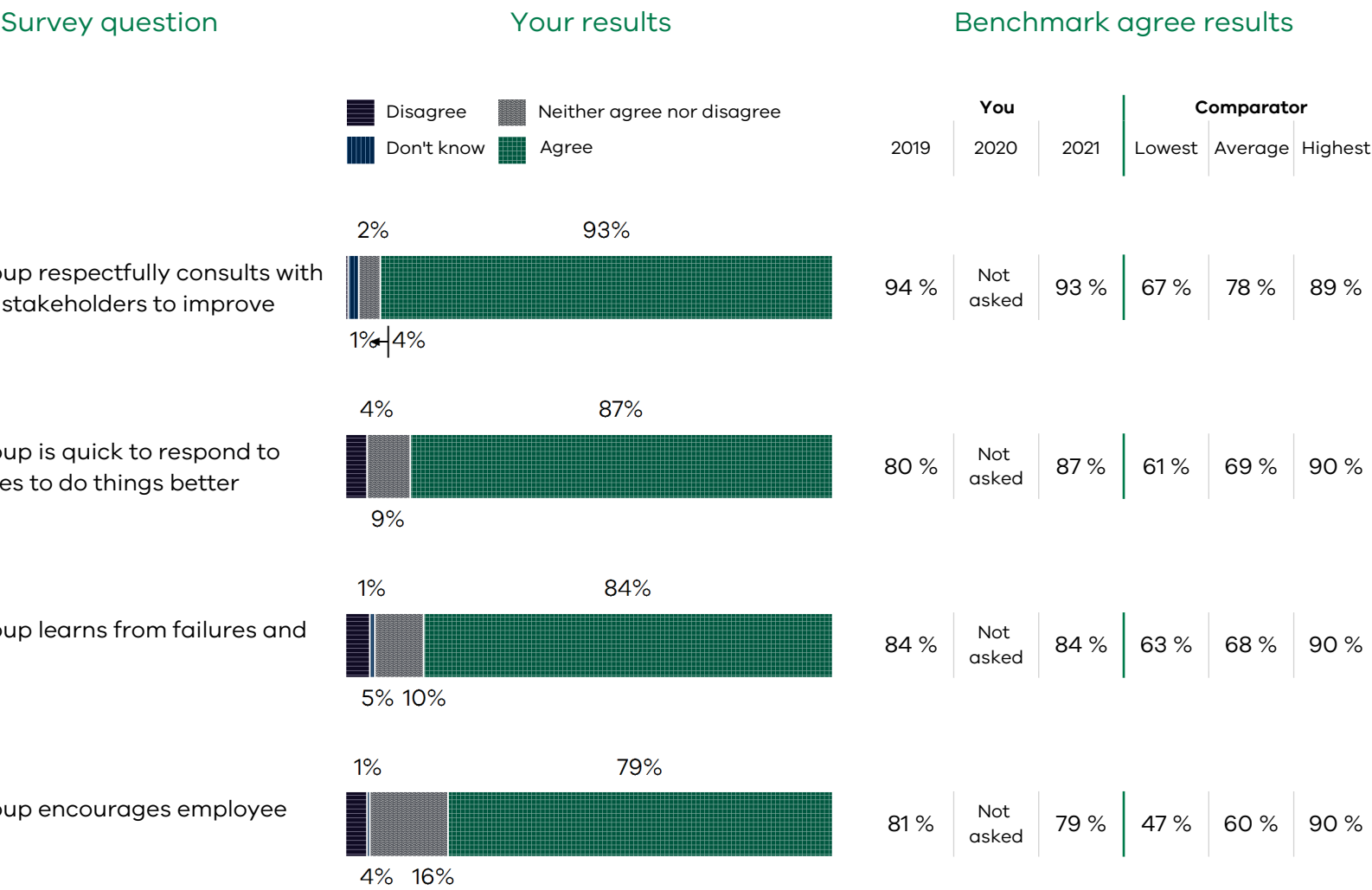
Under 'Your results', see results for each question in descending order by most agreed.

'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

93% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

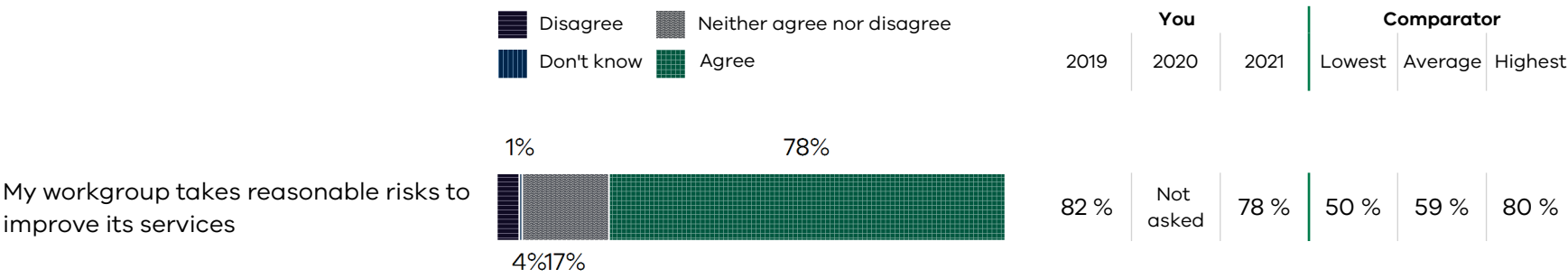
Example

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results



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.

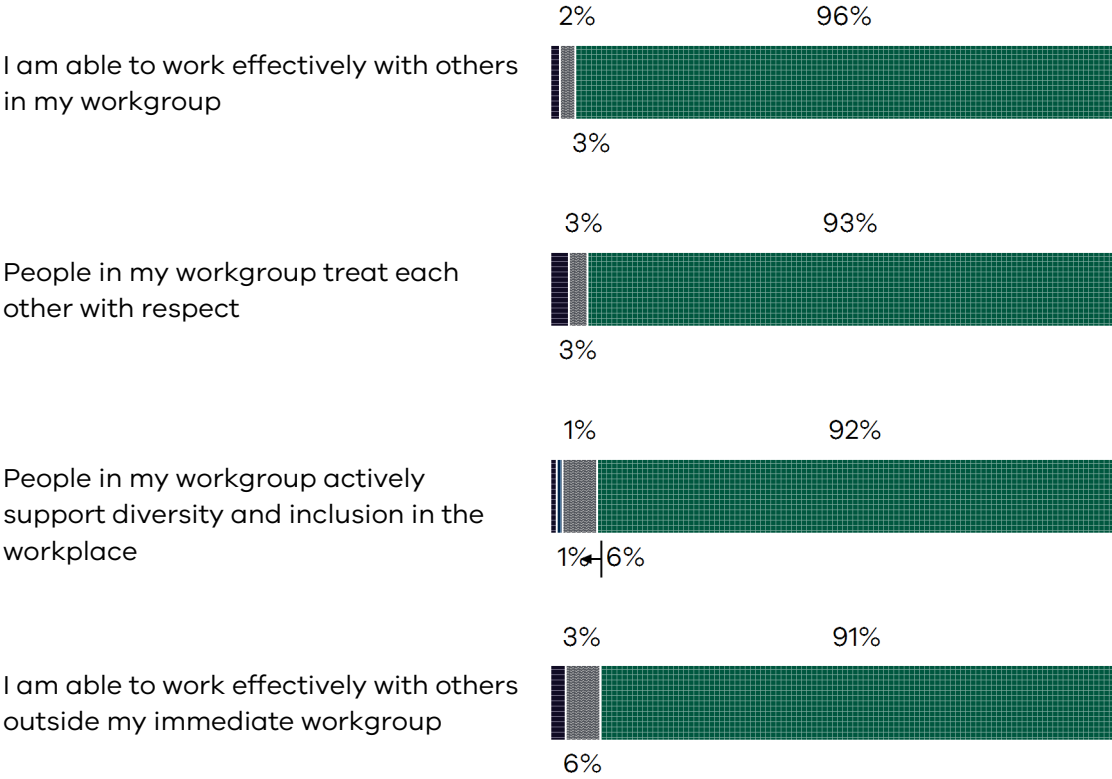
Example

96% 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	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup	Not asked	93 %	96 %	86 %	92 %	100 %
People in my workgroup treat each other with respect	94 %	93 %	93 %	77 %	85 %	100 %
People in my workgroup actively support diversity and inclusion in the workplace	92 %	Not asked	92 %	76 %	83 %	100 %
I am able to work effectively with others outside my immediate workgroup	Not asked	87 %	91 %	84 %	88 %	100 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

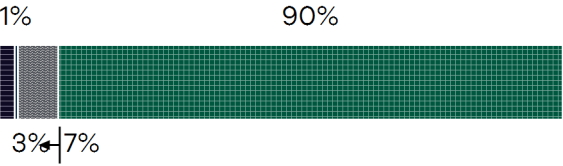
Survey question

Your results

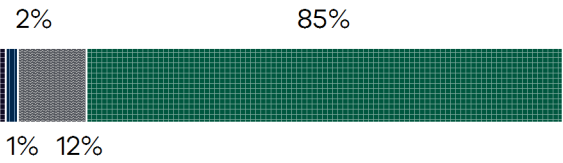
Benchmark agree results



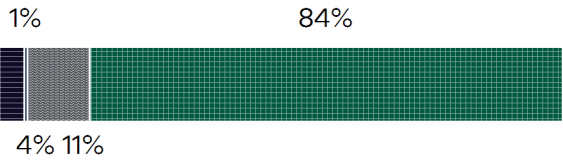
People in my workgroup work together effectively to get the job done



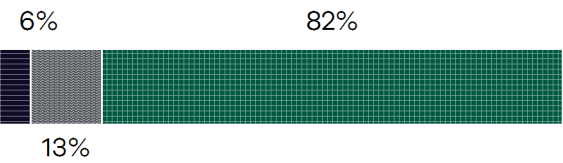
People in my workgroup are politically impartial in their work



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



People in my workgroup regularly reach out to support me and my wellbeing



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
91 %	86 %	90 %	73 %	84 %	100 %
86 %	Not asked	85 %	63 %	72 %	100 %
86 %	Not asked	84 %	62 %	74 %	90 %
Not asked	83 %	82 %	64 %	71 %	90 %

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

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

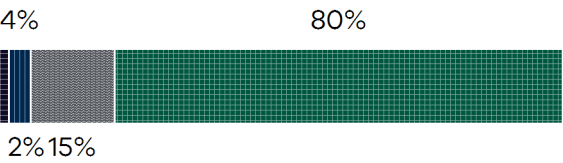
Survey question

Your results

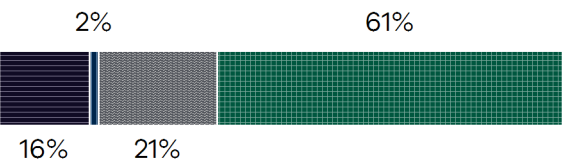
Benchmark agree results



People in my workgroup appropriately manage conflicts of interest



Workgroups across my organisation willingly share information with each other



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
85 %	Not asked	80 %	66 %	72 %	100 %
60 %	62 %	61 %	41 %	51 %	90 %

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.

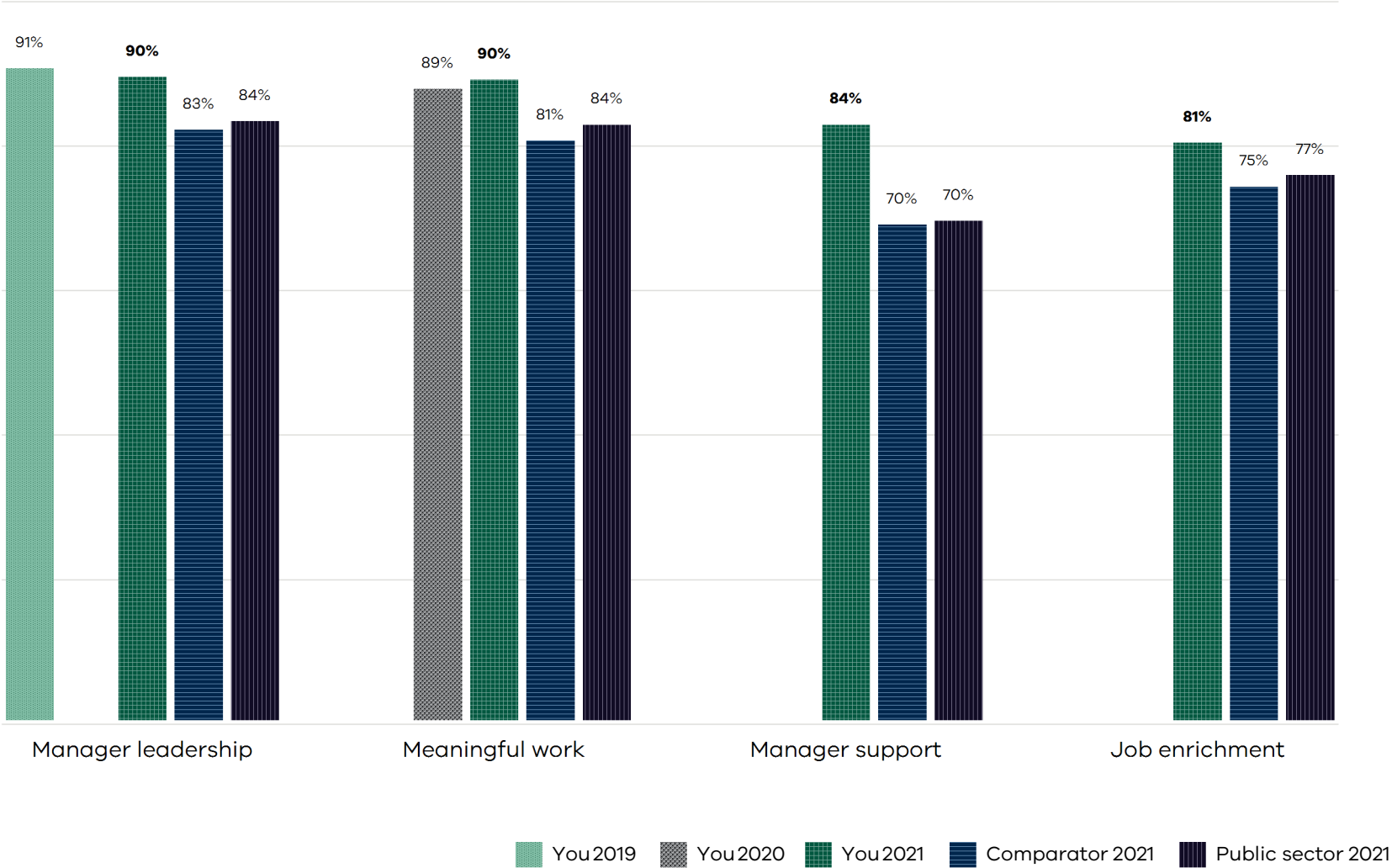
Example

In 2021:

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

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

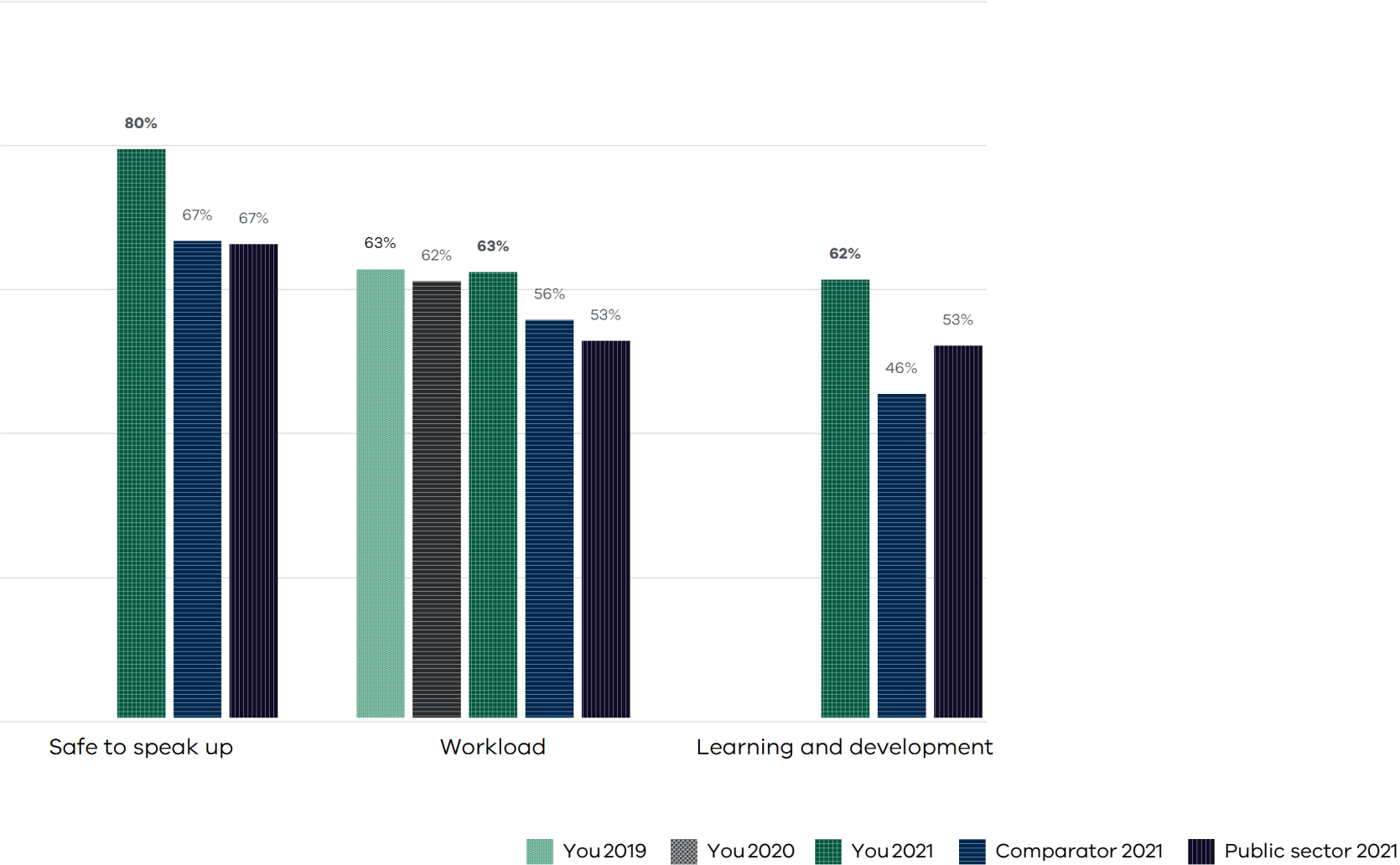
Example

In 2021:

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

Compared to:

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



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

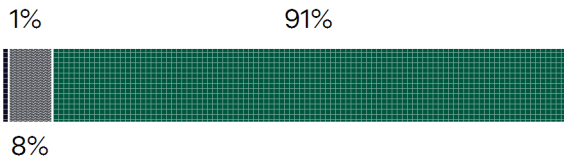
Survey question

Your results

Benchmark agree results



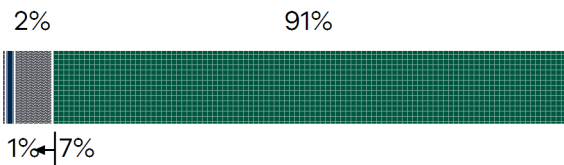
My manager ensures clients receive a high standard of service



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest

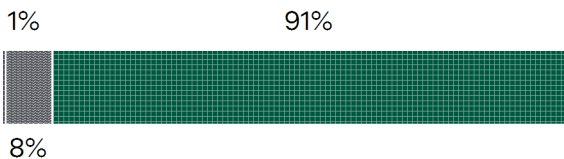
93 %	Not asked	91 %	75 %	82 %	100 %
------	-----------	------	------	------	-------

My manager is committed to workplace safety



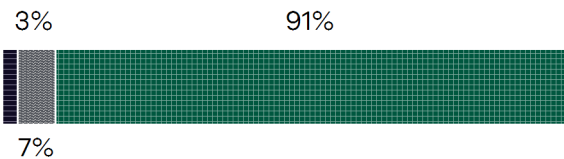
91 %	Not asked	91 %	80 %	87 %	100 %
------	-----------	------	------	------	-------

My manager works effectively with people from diverse backgrounds



93 %	Not asked	91 %	78 %	85 %	100 %
------	-----------	------	------	------	-------

My manager treats employees with dignity and respect



93 %	Not asked	91 %	76 %	84 %	100 %
------	-----------	------	------	------	-------

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

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.

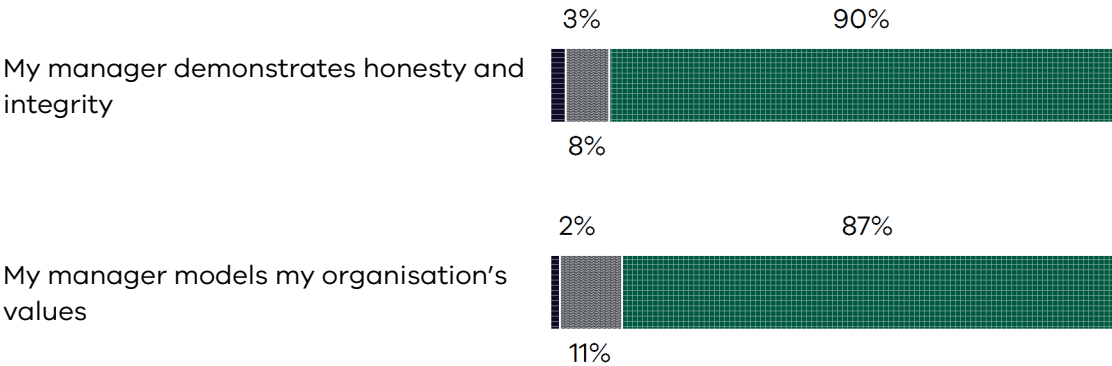
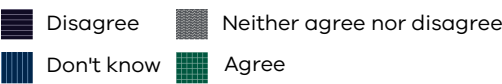
Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
91 %	Not asked	90 %	73 %	81 %	91 %
87 %	Not asked	87 %	64 %	78 %	100 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

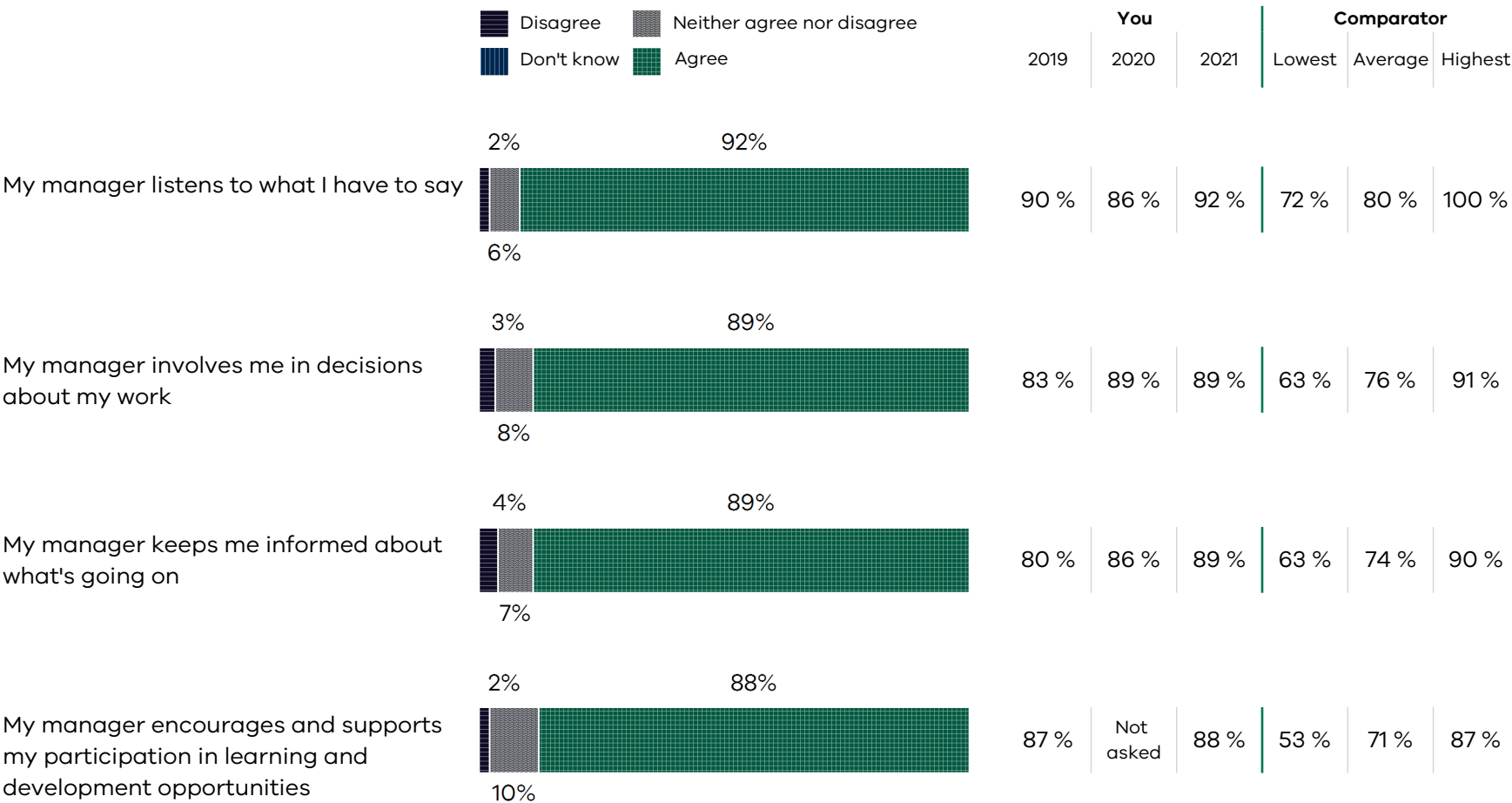
Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

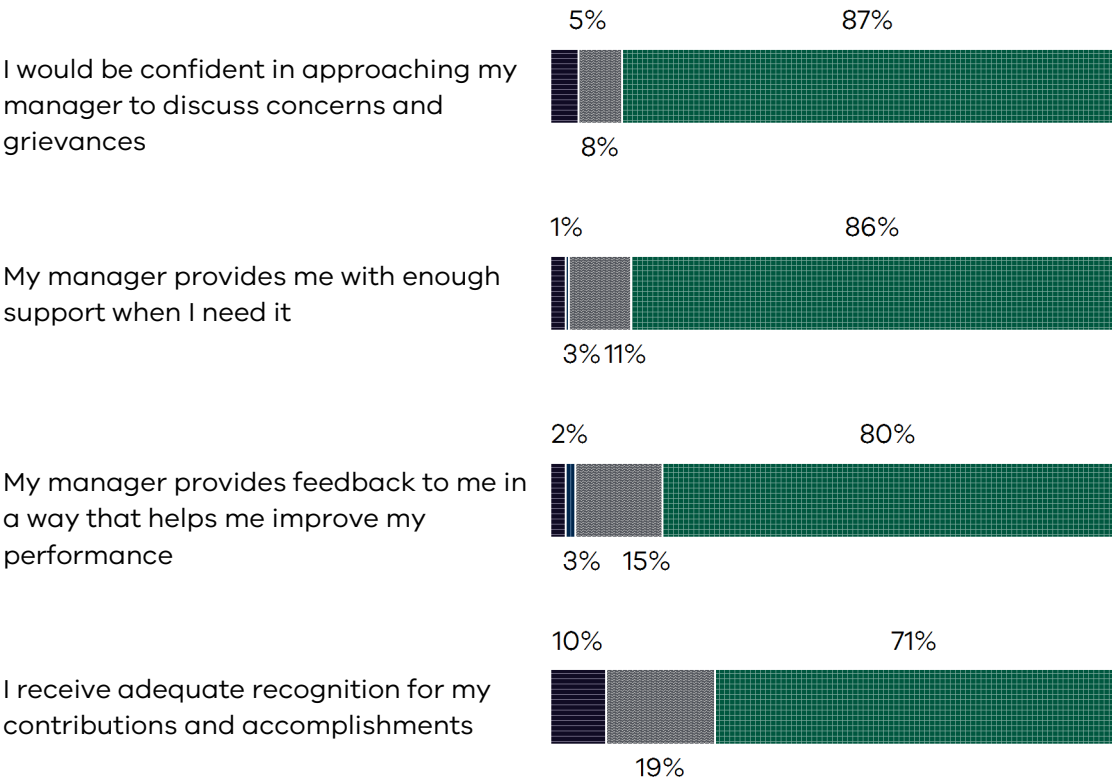
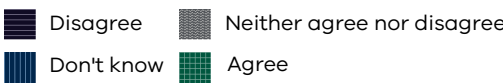
Example

87% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
87 %	Not asked	87 %	71 %	78 %	100 %
Not asked	84 %	86 %	69 %	76 %	100 %
75 %	79 %	80 %	56 %	67 %	90 %
69 %	Not asked	71 %	43 %	54 %	82 %

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.

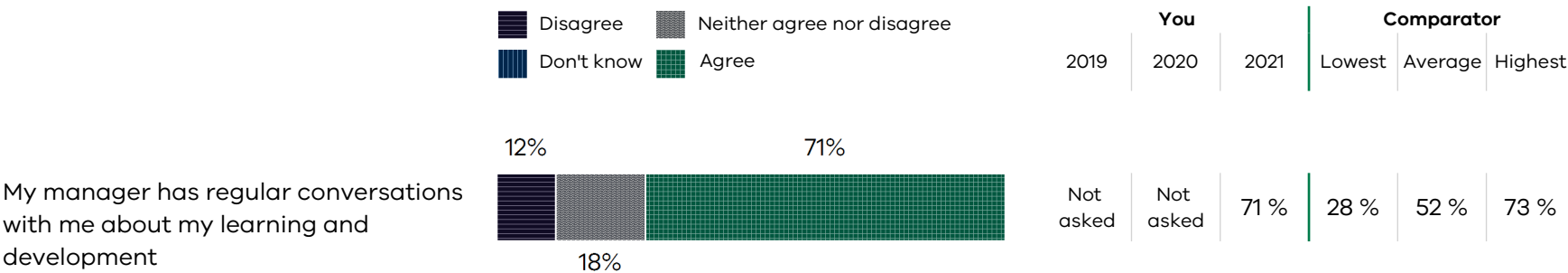
Example

71% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results



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

64% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

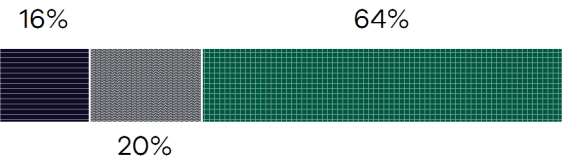
Survey question

Your results

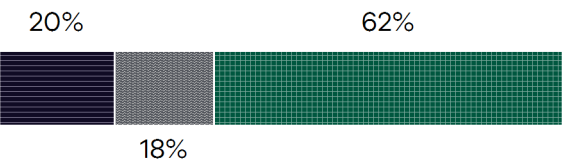
Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
64 %	65 %	64 %	38 %	58 %	82 %
63 %	58 %	62 %	34 %	55 %	80 %

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.

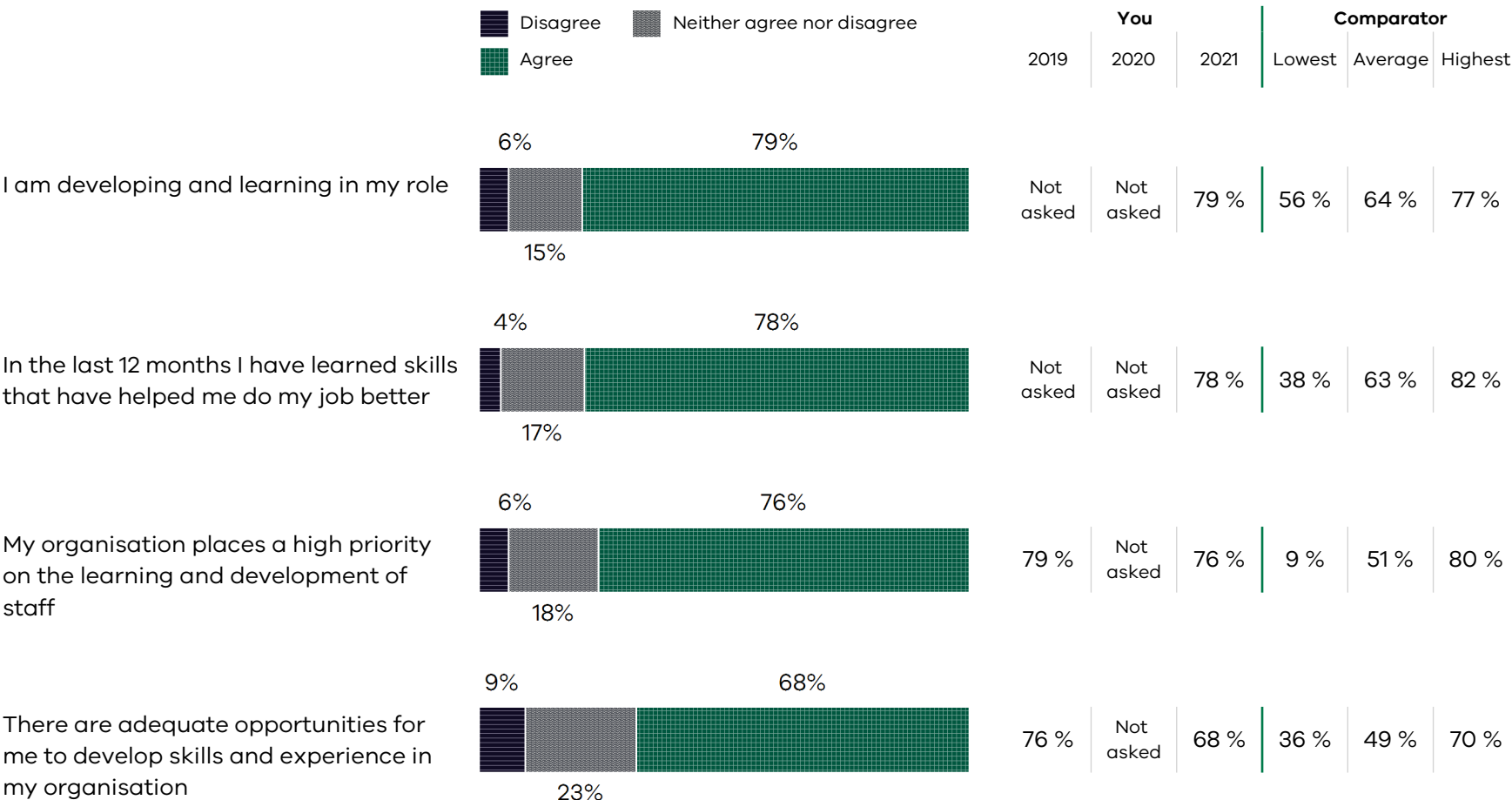
Example

79% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

Benchmark agree results



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.

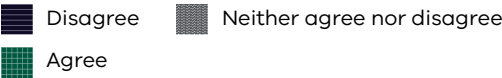
Example

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

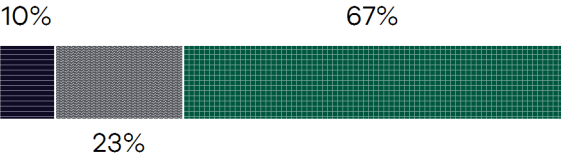
Survey question

Your results

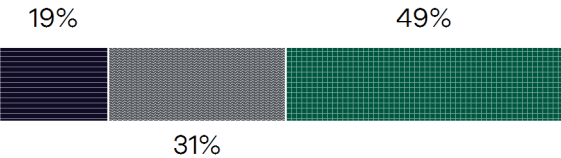
Benchmark agree results



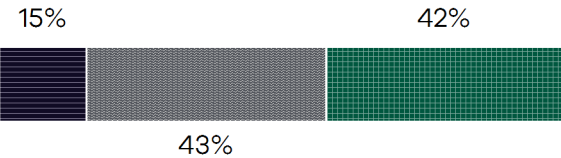
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



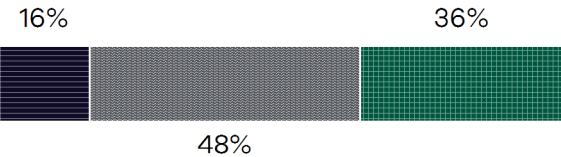
I feel I have an equal chance at promotion in my organisation



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



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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
Not asked	Not asked		67 %	36 %	49 %	66 %
Not asked	Not asked		49 %	34 %	38 %	55 %
Not asked	Not asked		42 %	19 %	33 %	48 %
Not asked	Not asked		36 %	9 %	22 %	40 %

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.

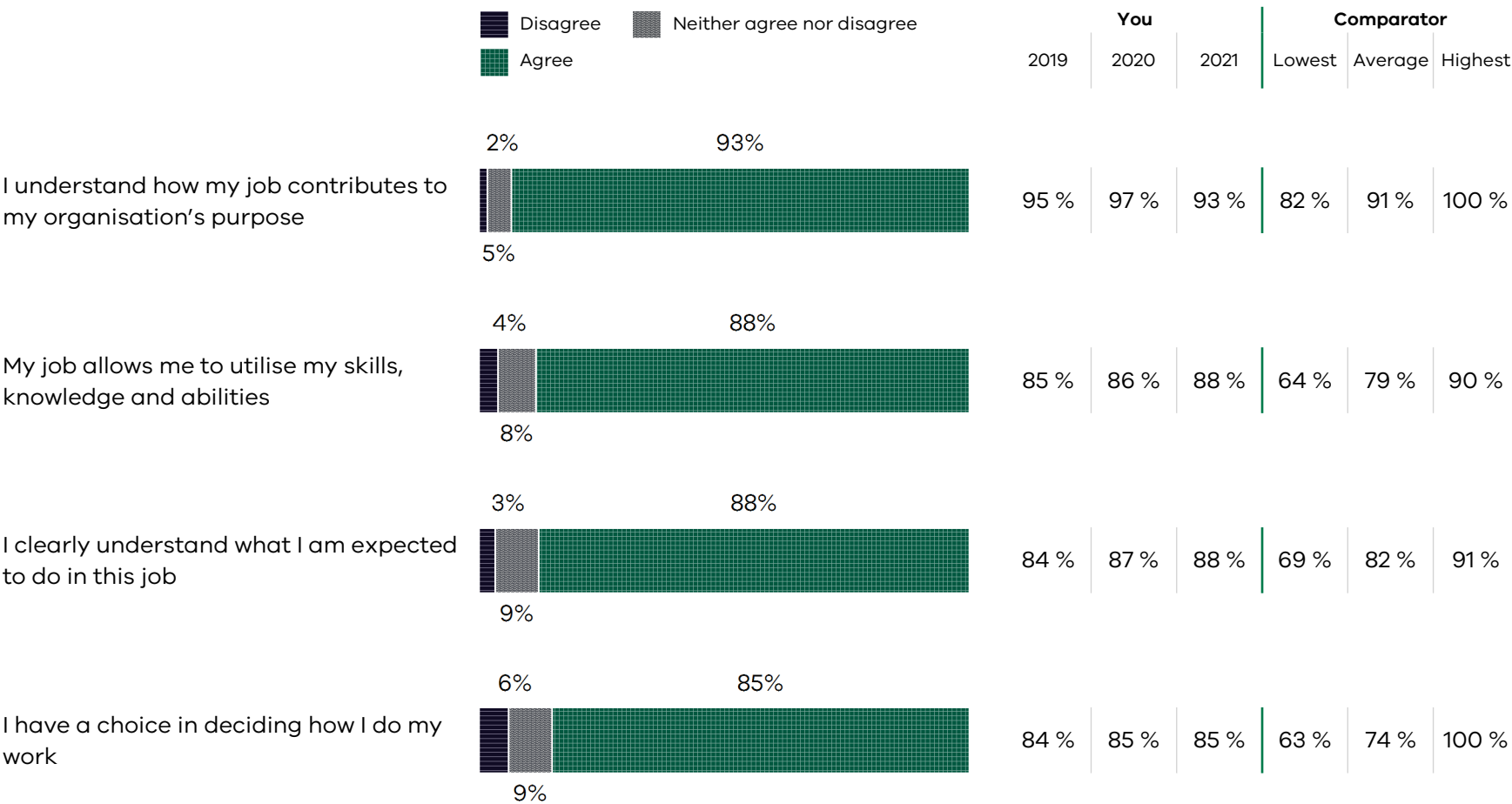
Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

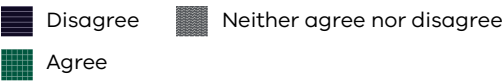
Example

80% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

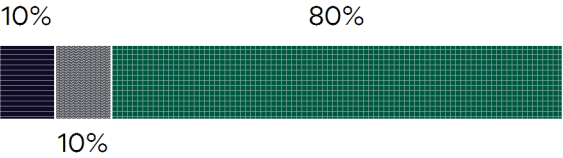
Survey question

Your results

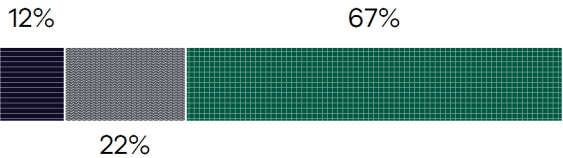
Benchmark agree results



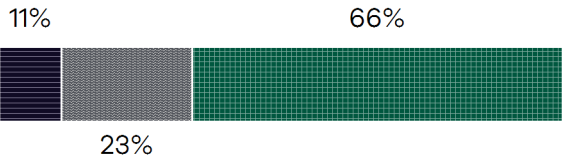
I have the authority to do my job effectively



I understand how the Charter of Human Rights and Responsibilities applies to my work



My work performance is assessed against clear criteria



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
85 %	Not asked	80 %	63 %	75 %	90 %
68 %	Not asked	67 %	36 %	65 %	85 %
Not asked	Not asked	66 %	44 %	60 %	80 %

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

92% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

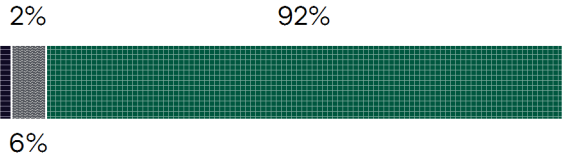
Survey question

Your results

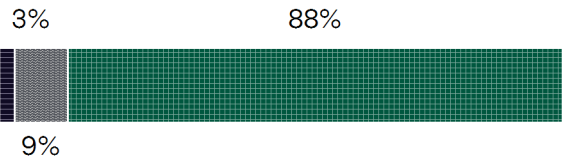
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	90 %	92 %	73 %	84 %	100 %
I am achieving something important through my work	Not asked	87 %	88 %	64 %	78 %	89 %

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.

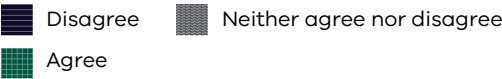
Example

82% 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'.

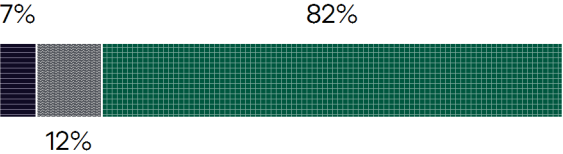
Survey question

Your results

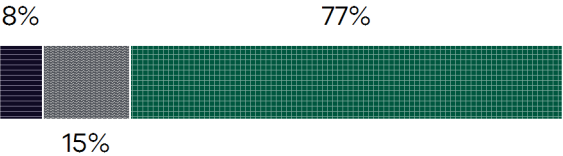
Benchmark agree results



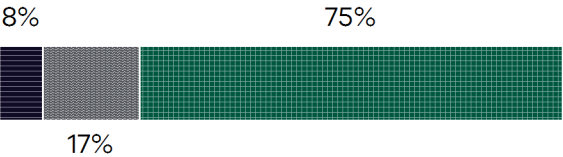
People in your workgroup are able to bring up problems and tough issues



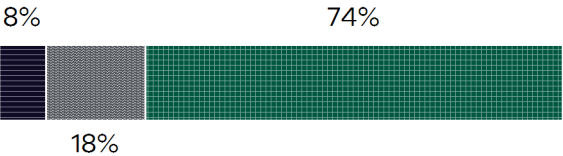
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



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



I feel safe to challenge inappropriate behaviour at work



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	77 %	82 %	67 %	73 %	86 %
69 %	Not asked	77 %	48 %	56 %	73 %
71 %	Not asked	75 %	52 %	61 %	82 %
Not asked	Not asked	74 %	58 %	64 %	80 %

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

92% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

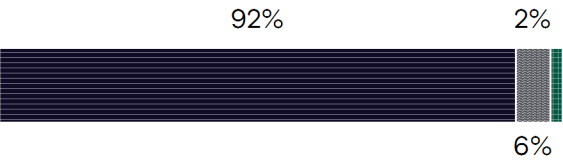
Survey question

Your results

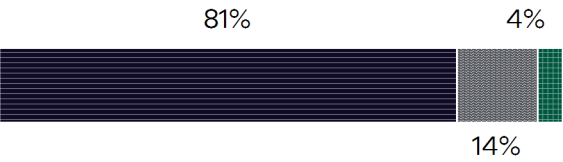
Benchmark disagree results



People in my workgroup often reject others for being different



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	92 %	64 %	80 %	100 %
Not asked	Not asked	81 %	64 %	70 %	100 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

38% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	38%	34%	36%
There are no noticeable barriers	25%	21%	18%
Decision making and authorisation processes	24%	26%	23%
Limited social interactions with the team	19%	11%	11%
Communication processes	18%	19%	19%
Difficulties in separating work from other aspects of my life	11%	10%	10%
Other	11%	11%	13%
Poor mental health or wellbeing	10%	11%	11%
Insufficient autonomy	9%	9%	9%
Technology limitations	9%	18%	20%

People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

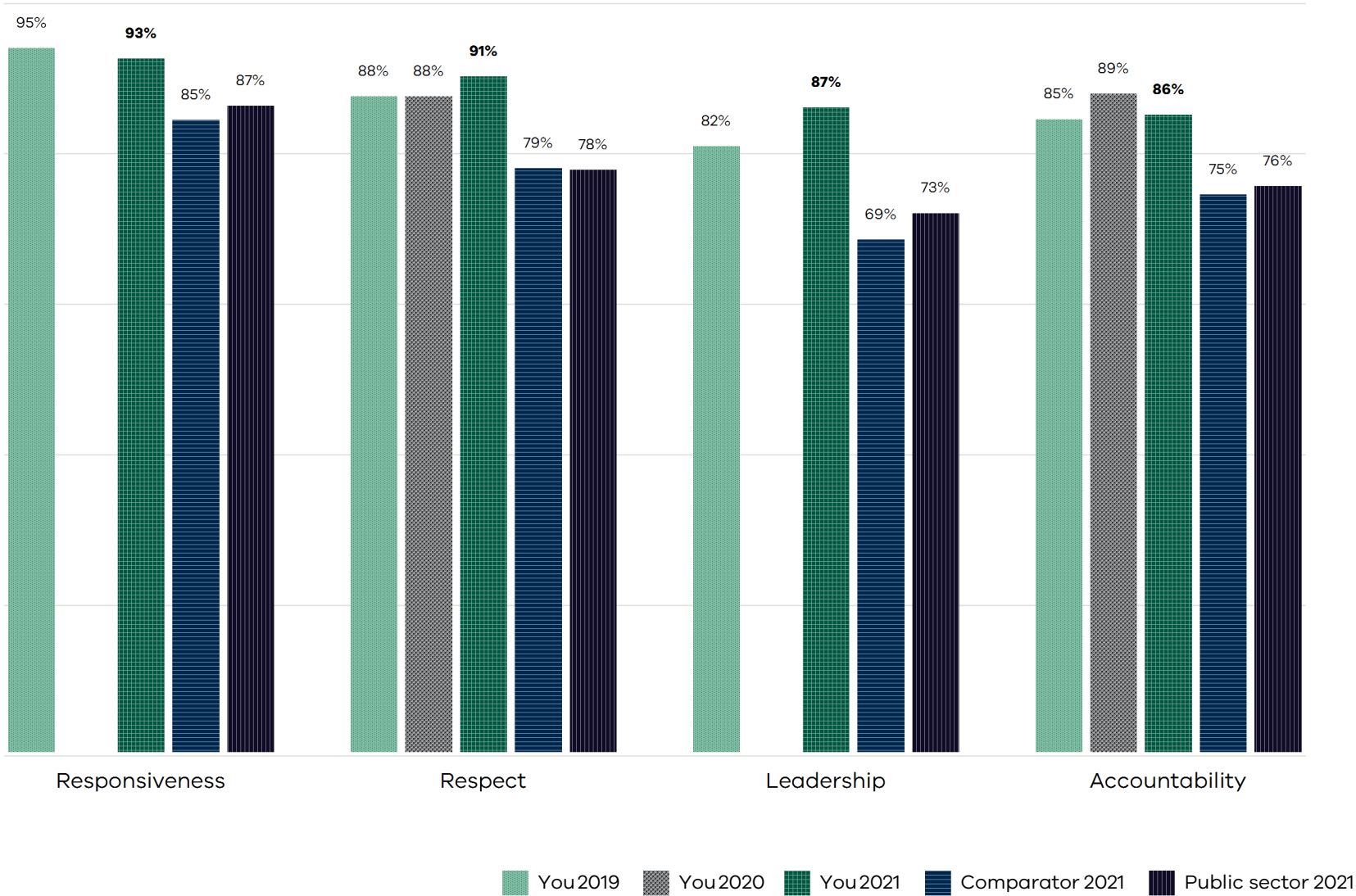
How to read this

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

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

Example

- In 2021:
- 93% of your staff who did the survey responded positively to questions about Responsiveness, which is down 1% in 2019.
- Compared to:
- 85% 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.

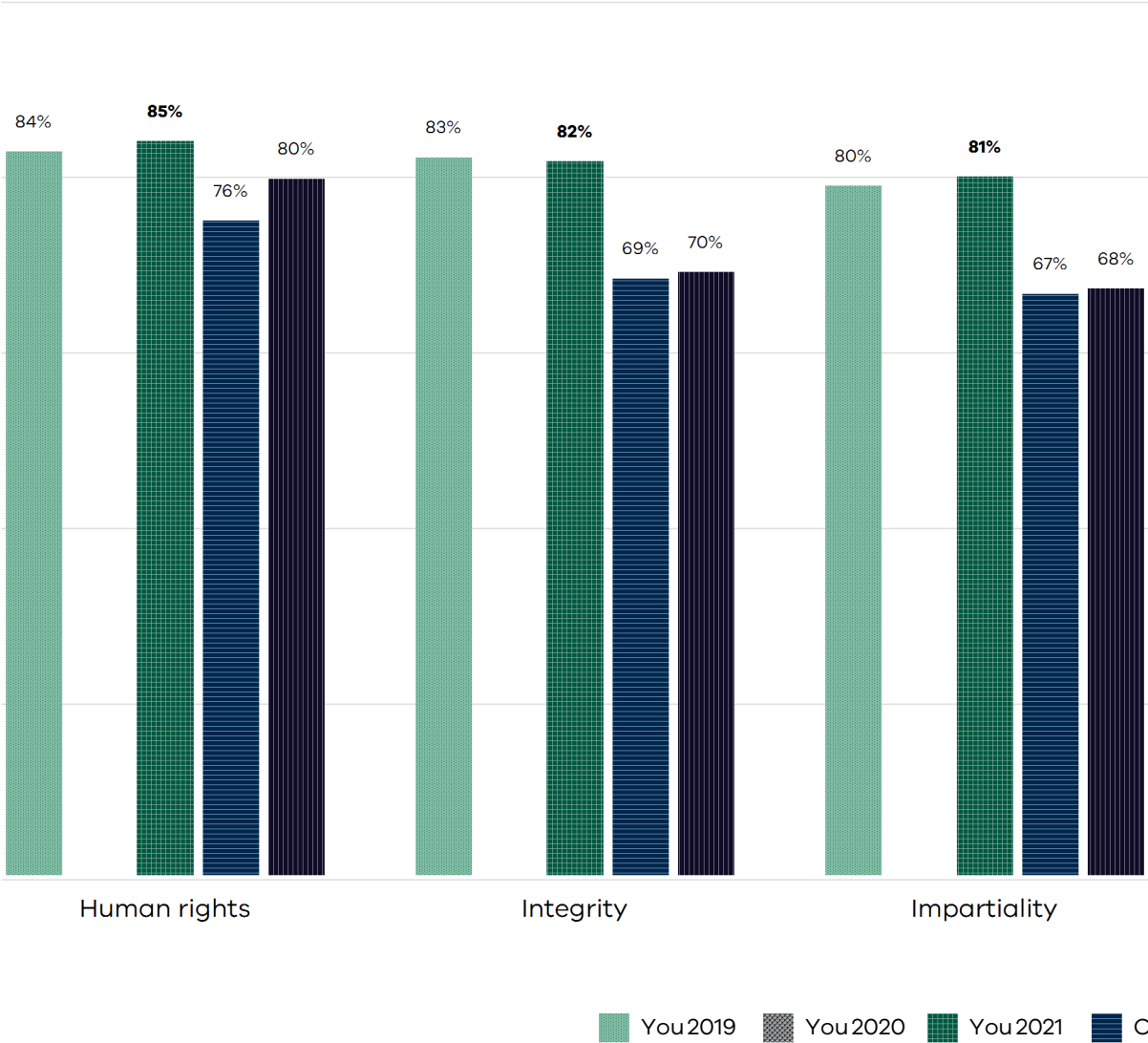
How to read this

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:
- 85% of your staff who did the survey responded positively to questions about Human rights , which is up 1% in 2019.
- Compared to:
- 76% of staff at your comparator and 80% 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.

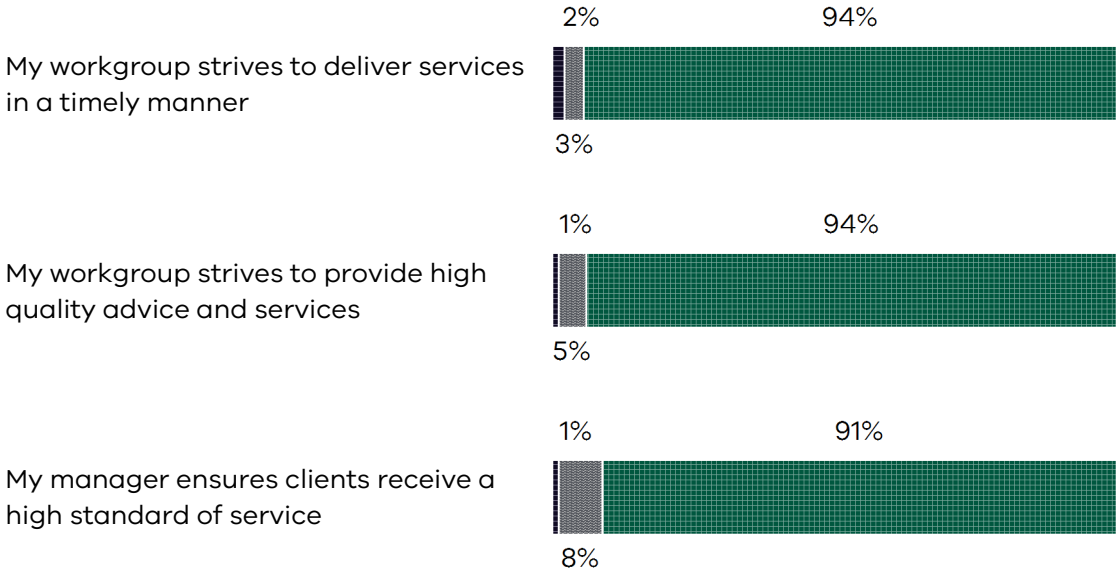
Example

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
95 %	Not asked	94 %	80 %	87 %	100 %
96 %	Not asked	94 %	60 %	86 %	100 %
93 %	Not asked	91 %	60 %	82 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

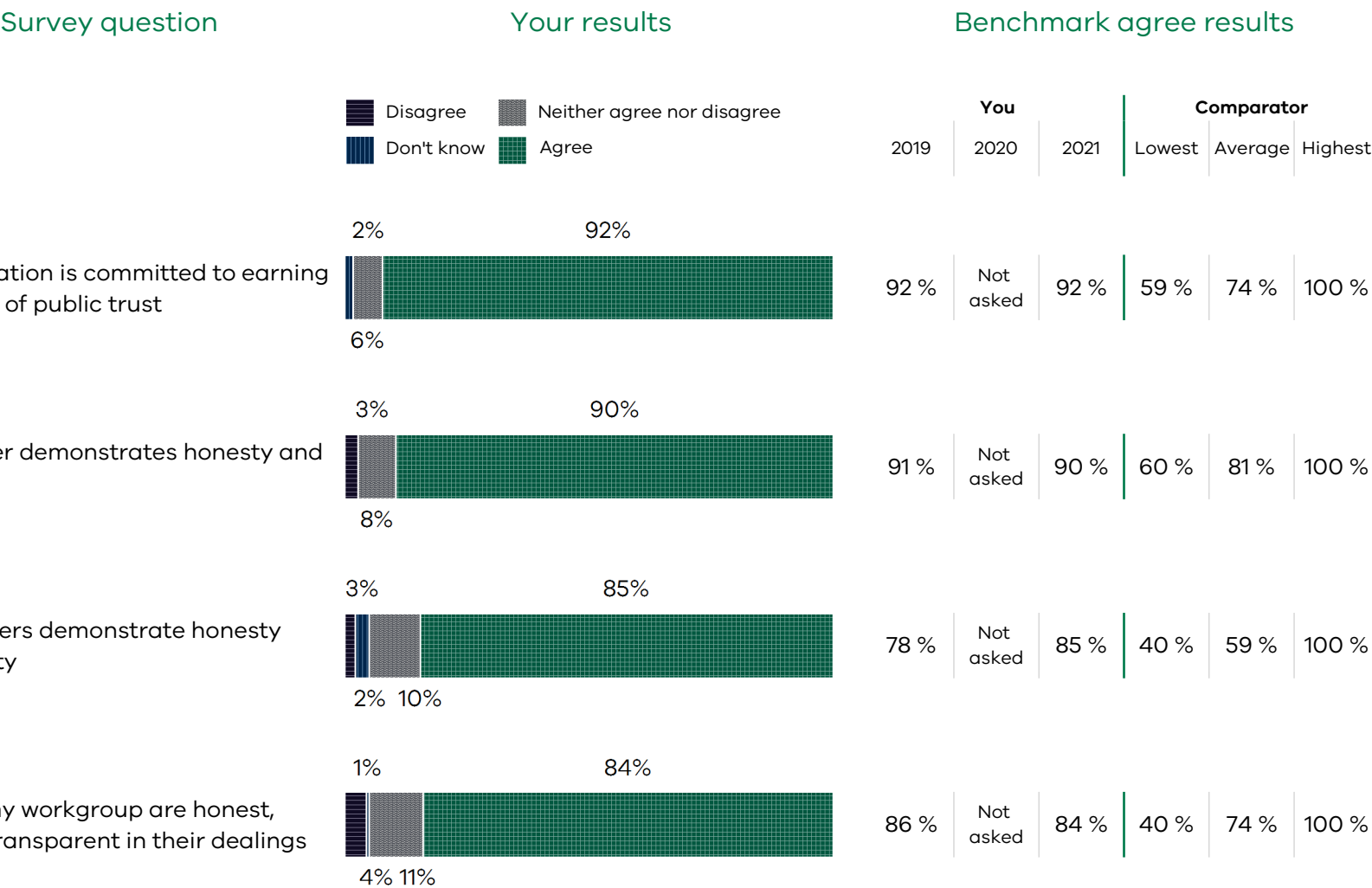
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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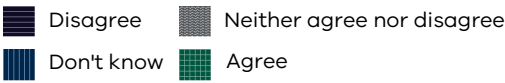
Example

80% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

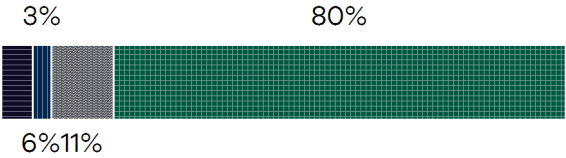
Survey question

Your results

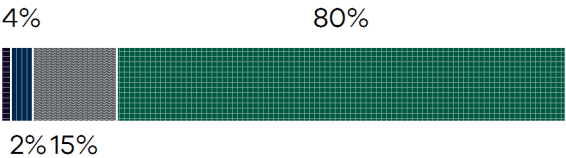
Benchmark agree results



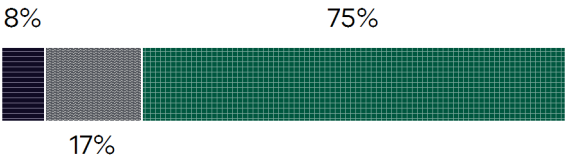
My organisation does not tolerate improper conduct



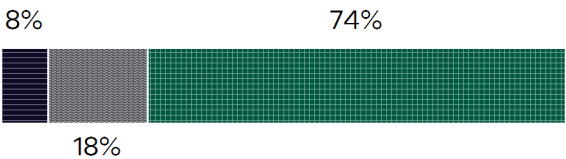
People in my workgroup appropriately manage conflicts of interest



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



I feel safe to challenge inappropriate behaviour at work



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	2019	2020	2021	Lowest	Average	Highest
78 %	Not asked	80 %	40 %	67 %	100 %	
85 %	Not asked	80 %	40 %	72 %	100 %	
71 %	Not asked	75 %	52 %	61 %	100 %	
Not asked	Not asked	74 %	40 %	64 %	100 %	

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

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

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

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

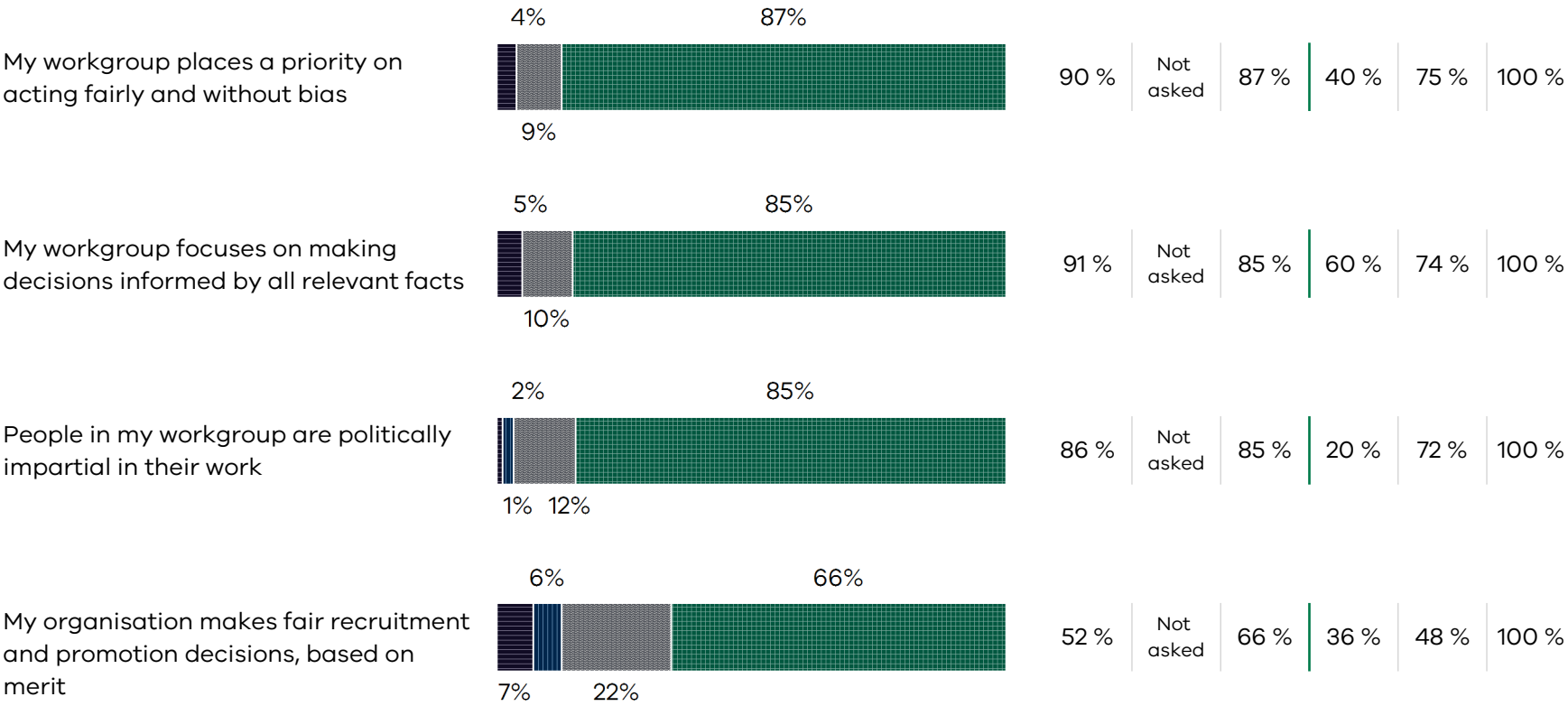
Example

87% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



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.

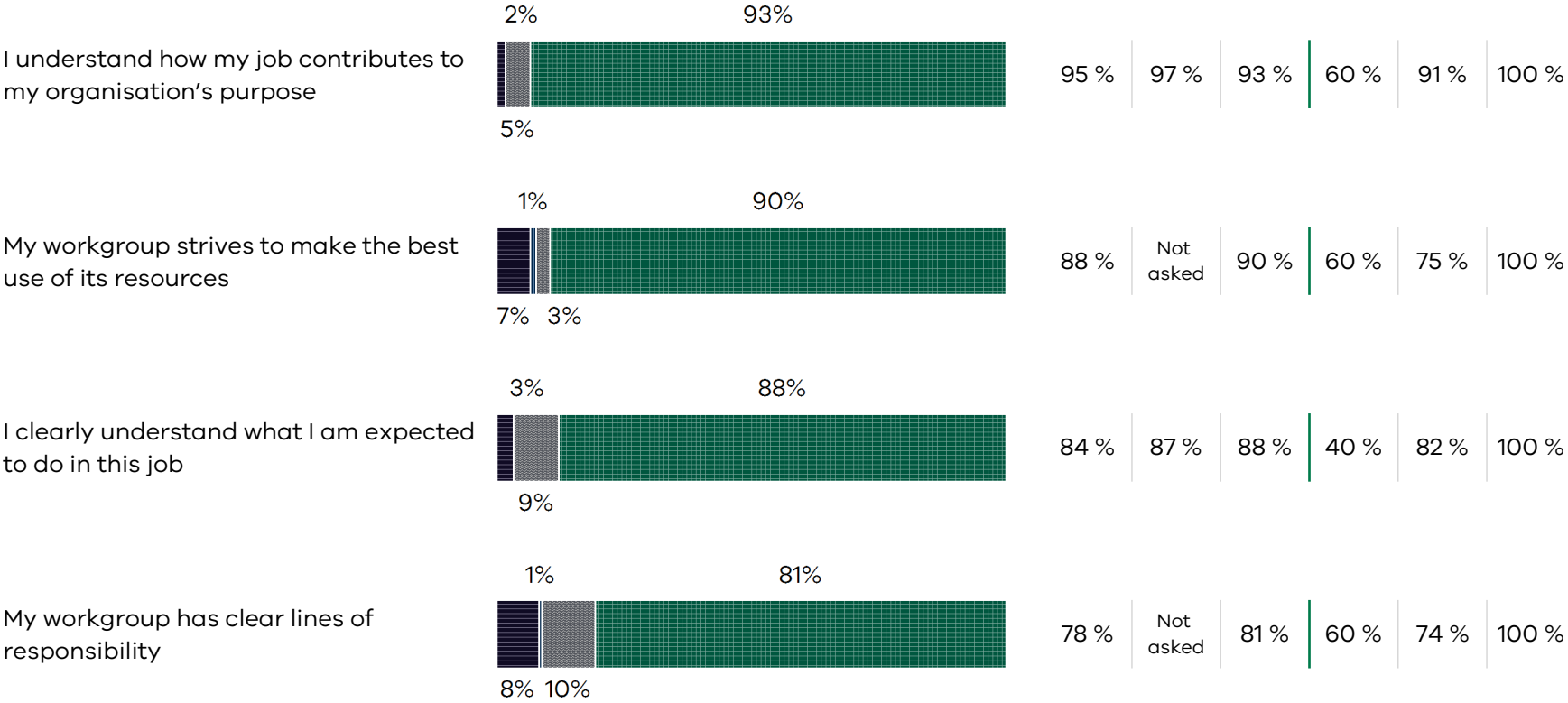
Example

93% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

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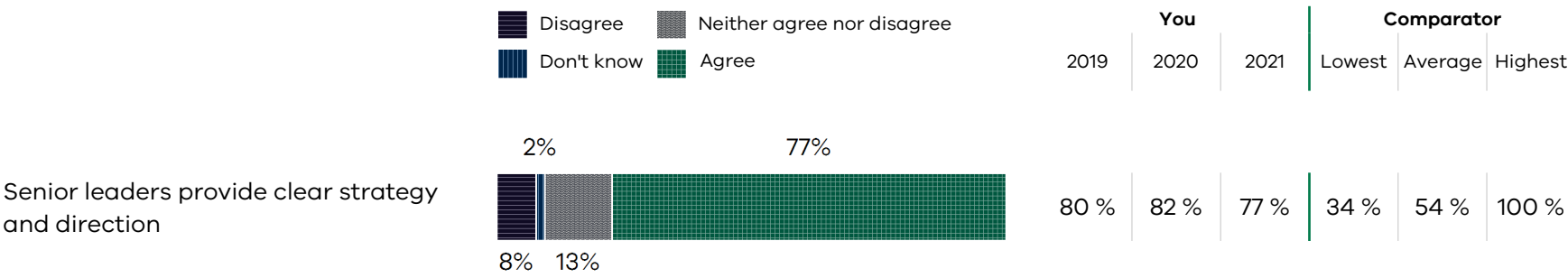
Example

77% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

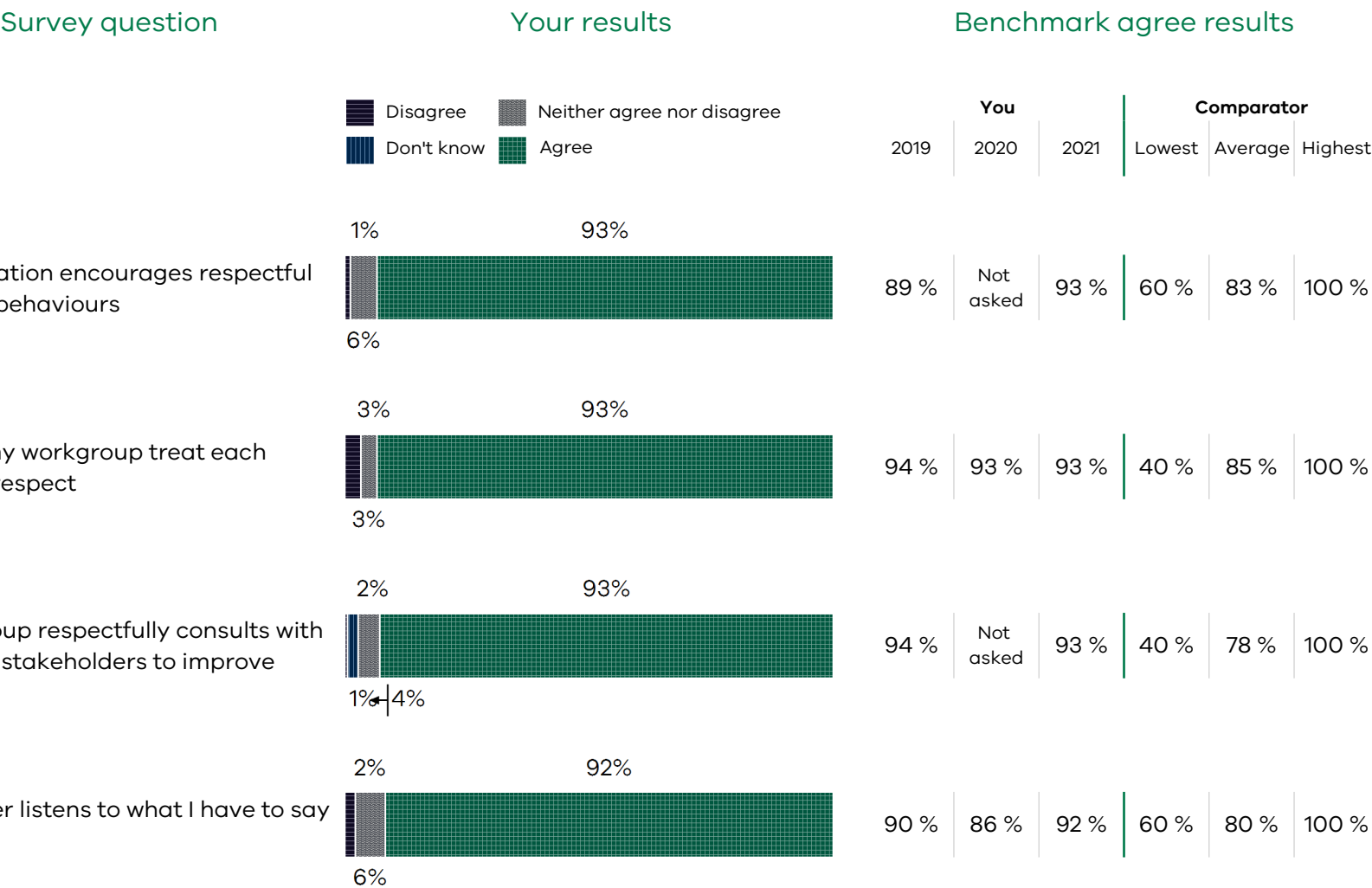
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



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.

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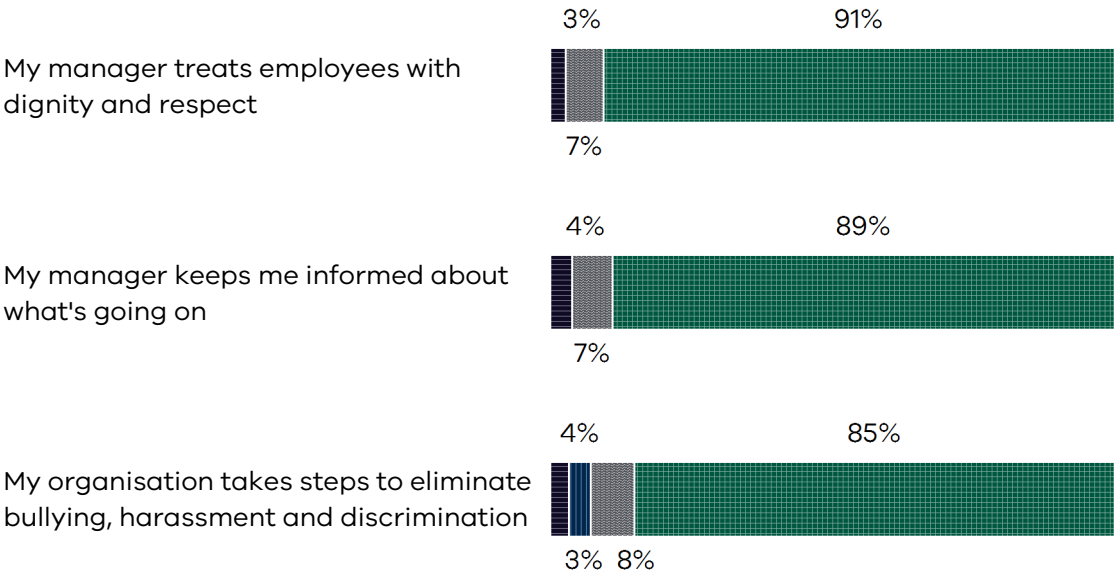
Example

91% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
93 %	Not asked	91 %	60 %	84 %	100 %
80 %	86 %	89 %	60 %	74 %	100 %
77 %	Not asked	85 %	40 %	67 %	100 %

Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

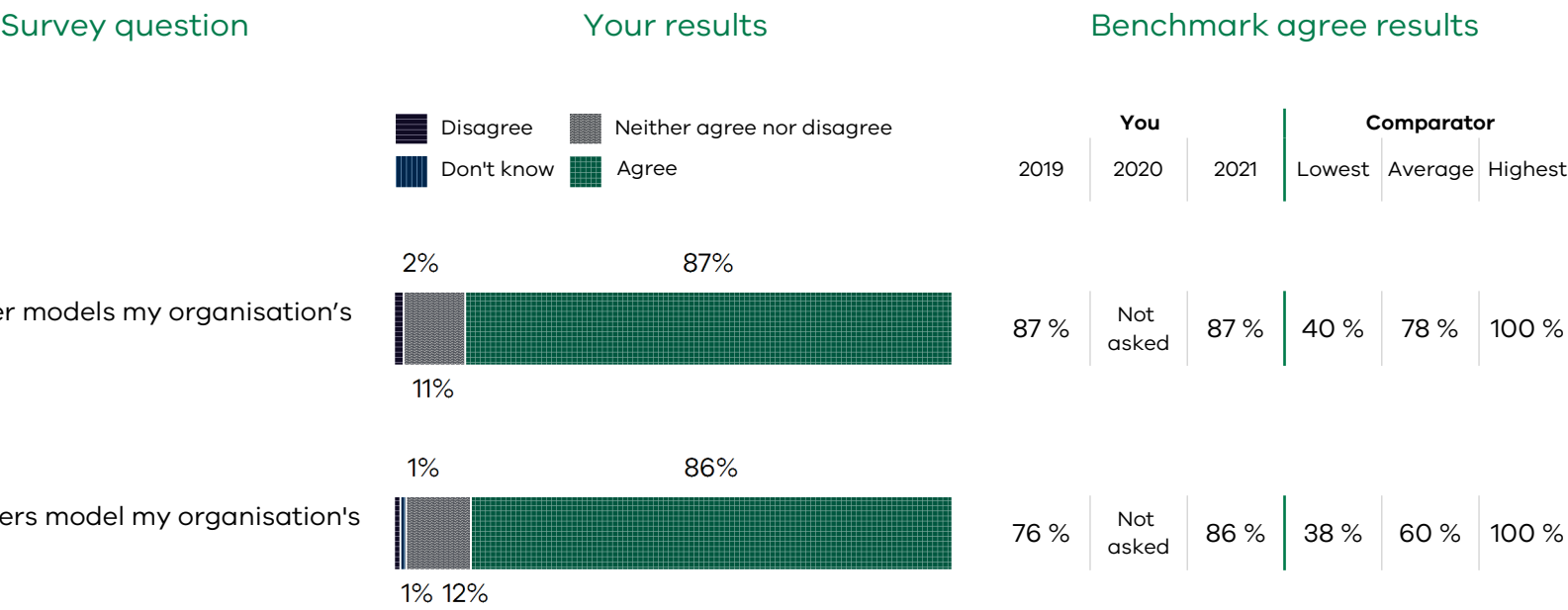
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

87% 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.

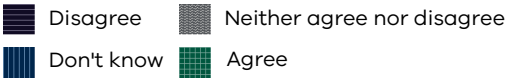
Example

92% of staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

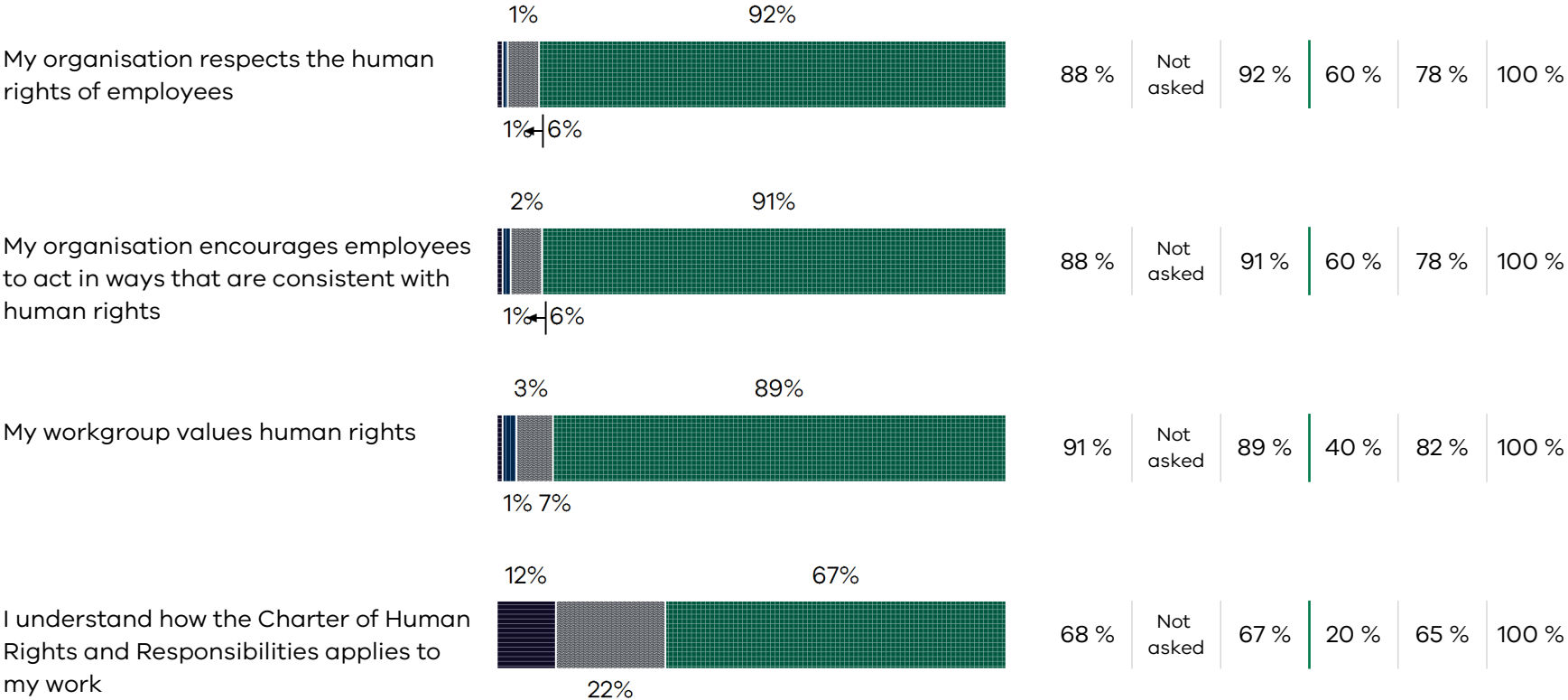
Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest



People matter

survey 2021

Have your say

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	35	19%
35-54 years	93	51%
55+ years	23	13%
Prefer not to say	30	17%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	3	2%
No	161	89%
Prefer not to say	17	9%

Highest level of formal education	(n)	%
Doctoral Degree level	1	1%
Master Degree level	31	17%
Graduate Diploma or Graduate Certificate level	29	16%
Bachelor Degree level incl. honours degrees	60	33%
Advanced Diploma or Diploma level	14	8%
Certificate III or IV level	9	5%
Year 12 or equivalent (VCE/Leaving certificate)	8	4%
Prefer not to say	29	16%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	167	92%
Prefer not to say	14	8%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	7	4%
No	151	83%
Prefer not to say	23	13%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	3	43%
No	3	43%
Prefer not to say	1	14%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	1	33%
My disability does not impact on my ability to perform my role	1	33%
Other	1	33%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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How would you describe your gender?	(n)	%
Woman	85	47%
Man	59	33%
Prefer not to say	36	20%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
No	147	81%
Prefer not to say	34	19%

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

	(n)	%
No	148	82%
Don't know	4	2%
Prefer not to say	29	16%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	134	74%
Prefer not to say	35	19%
Gay or lesbian	7	4%
Bisexual	3	2%
I use a different term	1	1%
Don't know	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	110	61%
Not born in Australia	39	22%
Prefer not to say	32	18%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	14	36%
2 to less than 5 years ago	5	13%
5 to less than 10 years ago	7	18%
10 to less than 20 years ago	13	33%

Language other than English spoken with family or community	(n)	%
Yes	45	25%
No	109	60%
Prefer not to say	27	15%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Other	16	36%
Hindi	9	20%
Mandarin	5	11%
Greek	4	9%
Spanish	4	9%
Cantonese	2	4%
Filipino	2	4%
French	2	4%
Indonesian	2	4%
Macedonian	2	4%
Punjabi	2	4%
Vietnamese	2	4%
Arabic	1	2%
Italian	1	2%
Tamil	1	2%

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

	(n)	%
Urdu	1	2%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	114	63%
Prefer not to say	31	17%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	23	13%
English, Irish, Scottish and/or Welsh	12	7%
East and/or South-East Asian	12	7%
South Asian	9	5%
New Zealander	3	2%
Middle Eastern and/or North African	2	1%
Central Asian	2	1%
North American	1	1%
Other	1	1%
African (including Central, West, Southern and East African)	1	1%

Religion	(n)	%
No religion	68	38%
Christianity	61	34%
Prefer not to say	32	18%
Hinduism	11	6%
Other	3	2%
Sikhism	3	2%
Islam	2	1%
Buddhism	1	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	155	86%
Part-Time	26	14%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	3	2%
\$65k to \$95k	14	8%
\$95k to \$125k	41	23%
\$125k or more	75	43%
Prefer not to say	42	24%

Organisational tenure	(n)	%
<1 year	32	18%
1 to less than 2 years	35	19%
2 to less than 5 years	56	31%
5 to less than 10 years	37	20%
10 to less than 20 years	21	12%

Management responsibility	(n)	%
Non-manager	139	77%
Other manager	24	13%
Manager of other manager(s)	18	10%

Employment type	(n)	%
Ongoing and executive	141	78%
Fixed term	34	19%
Other	6	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	134	74%
I have moved to a different role within my organisation (including acting roles)	36	20%
I have moved to my role from outside the Victorian public sector	7	4%
I have moved to my role from a different Victorian public sector organisation	4	2%

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	103	57%
Melbourne CBD	61	34%
Other city or town	9	5%
Geelong	4	2%
Latrobe	2	1%
Ballarat	2	1%

Primary workplace type over the past 3 months*

	(n)	%
Home/private location	163	90%
A main office	17	9%
Other (please specify)	1	1%

Other workplace type over the past 3 months*

	(n)	%
A main office	131	72%
Home/private location	66	36%
No, I have not worked from any other locations	18	10%
Other	2	1%
A frontline or service delivery location (that is not a main office or home/private location)	1	1%
A hub/shared work space	1	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

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

	(n)	%
No, I have not requested adjustments	131	72%
Flexible working arrangements	36	20%
Physical modifications or improvements to the workplace	14	8%
Career development support strategies	5	3%
Job redesign or role sharing	3	2%
Accessible communications technologies	3	2%
Other	3	2%

Why did you make this request?*

	(n)	%
Health	23	46%
Work-life balance	20	40%
Caring responsibilities	10	20%
Family responsibilities	10	20%
Study commitments	5	10%
Other	5	10%
Disability	1	2%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	46	92%
The adjustments I needed were not made	3	6%
The adjustments I needed were made but the process was unsatisfactory	1	2%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
None of the above	66	36%
Primary school aged child(ren)	31	17%
Prefer not to say	27	15%
Secondary school aged child(ren)	27	15%
Child(ren) - younger than preschool age	24	13%
Frail or aged person(s)	16	9%
Preschool aged child(ren)	12	7%
Person(s) with a mental illness	8	4%
Person(s) with a medical condition	5	3%
Other	5	3%
Person(s) with disability	3	2%



**Victorian
Public Sector
Commission**



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