

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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- Accountability
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- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring

Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

Report overview

Your comparator group2 of 2

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Victorian Auditor-General's Office

Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Victorian Public Sector Commission

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

88%
(50)

Comparator 70%
Public Sector 49%

2021

77%
(44)

Comparator 50%
Public Sector 39%

People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

73

Comparator 69
Public Sector 68

2021

78

Comparator 72
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 78.

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.

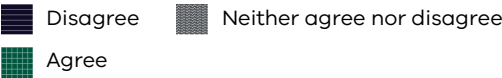
Example

86% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

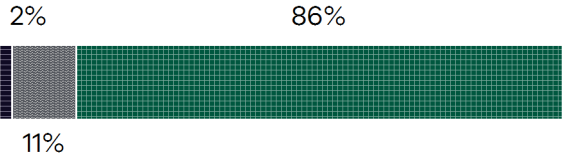
Survey question

Your results

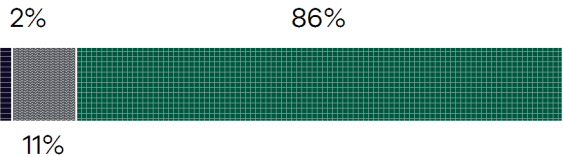
Benchmark agree results



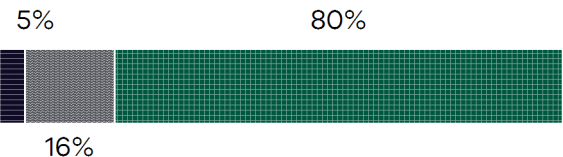
I am proud to tell others I work for my organisation



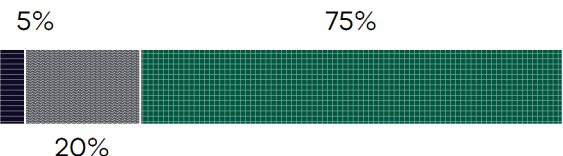
I would recommend my organisation as a good place to work



My organisation inspires me to do the best in my job



My organisation motivates me to help achieve its objectives



| You | | | Comparator | | |
|------|------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 60 % | 72 % | 86 % | 51 % | 81 % | 100 % |
| 70 % | 76 % | 86 % | 38 % | 72 % | 95 % |
| 67 % | 64 % | 80 % | 30 % | 67 % | 91 % |
| 67 % | 72 % | 75 % | 32 % | 70 % | 94 % |

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 78.

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.

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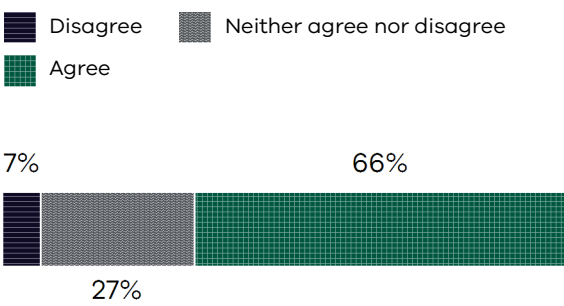
Example

66% 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

| 2019 | You | | 2021 | Comparator | | |
|------|------|------|------|------------|---------|---------|
| | 2020 | | | Lowest | Average | Highest |
| | 58 % | 64 % | 66 % | 42 % | 65 % | 95 % |

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

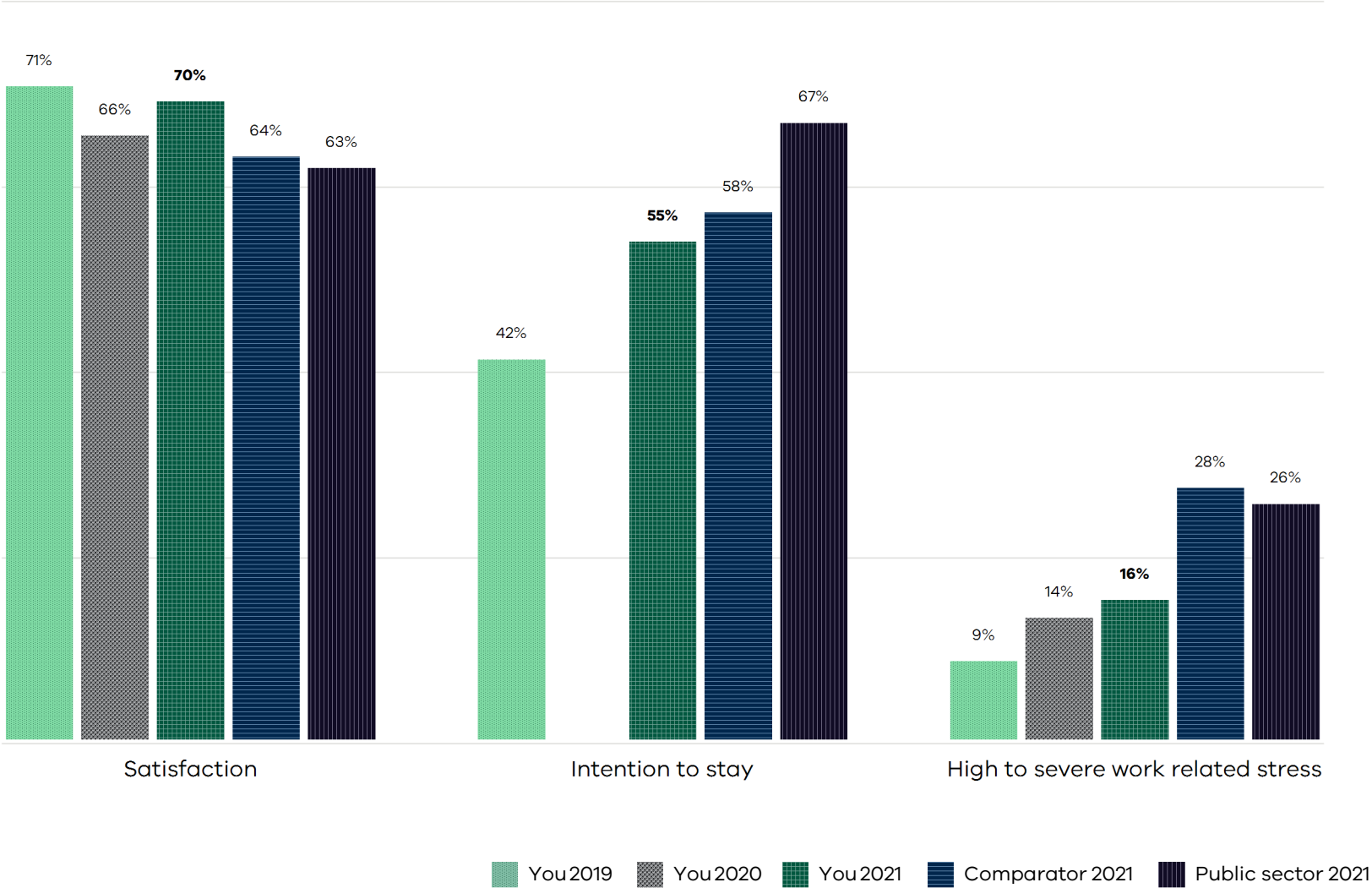
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 70% of your staff who did the survey responded positively to questions about Satisfaction which is up from 66% in 2020.

Compared to:

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



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

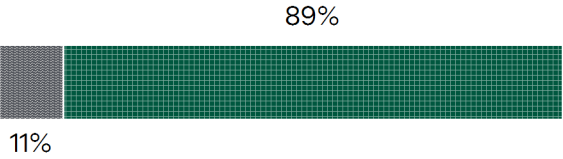
Survey question

Your results

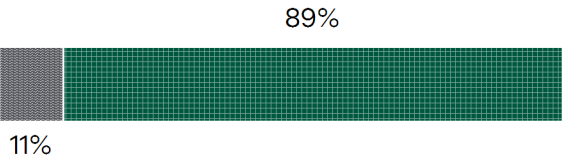
Benchmark agree results



I enjoy the work in my current job



I get a sense of accomplishment from my work



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 79 % | Not asked | 89 % | 67 % | 79 % | 100 % |
| 84 % | Not asked | 89 % | 61 % | 77 % | 96 % |

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

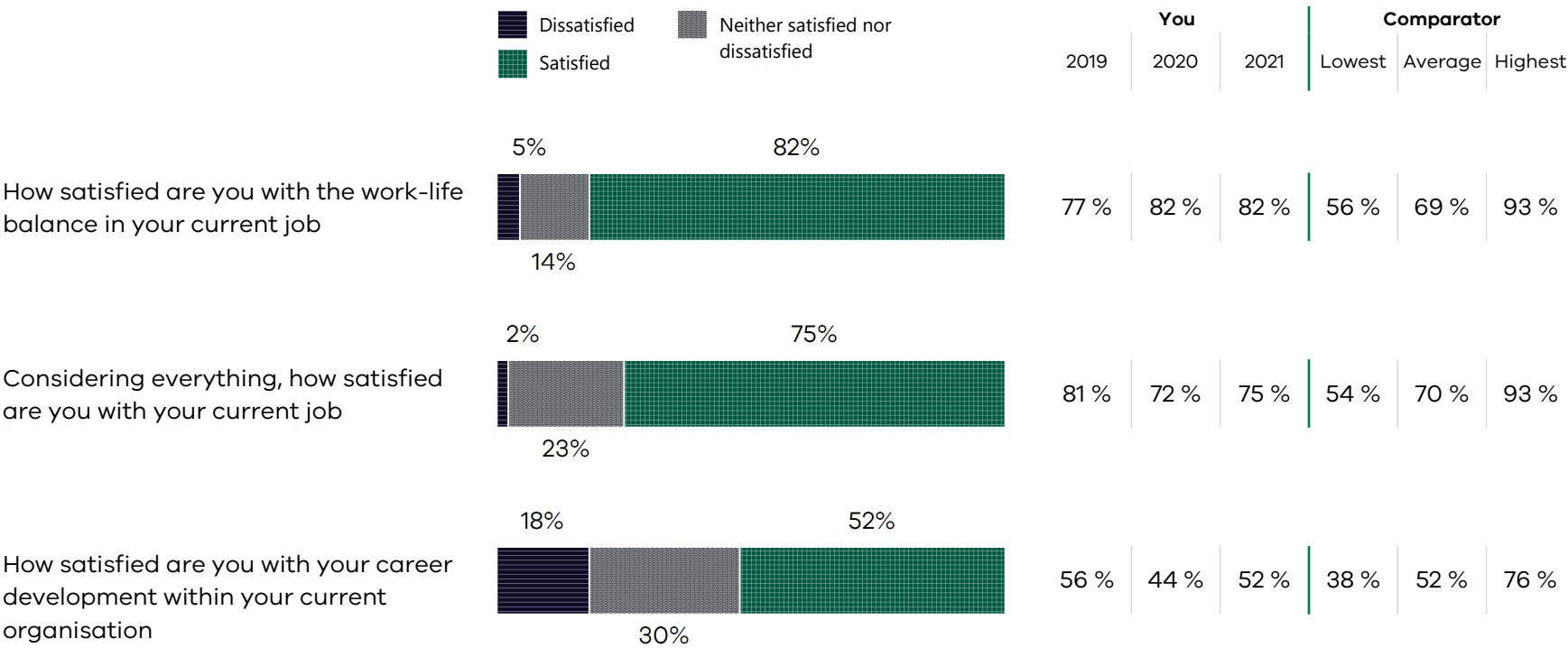
Example

82% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question

Your results

Benchmark satisfied results



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.

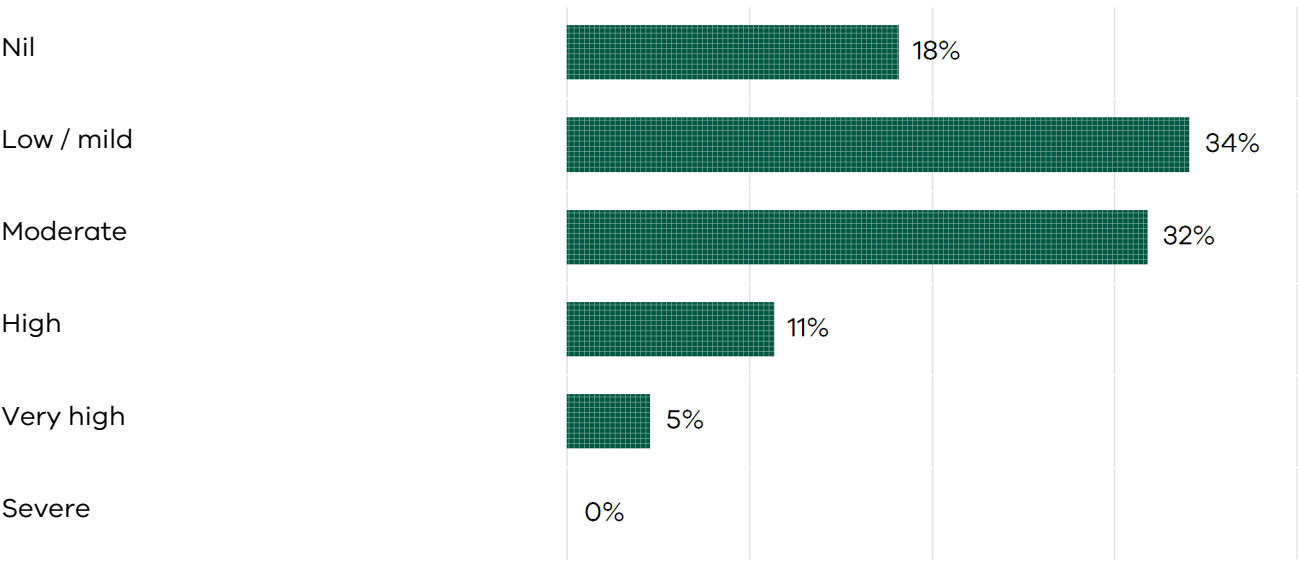
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

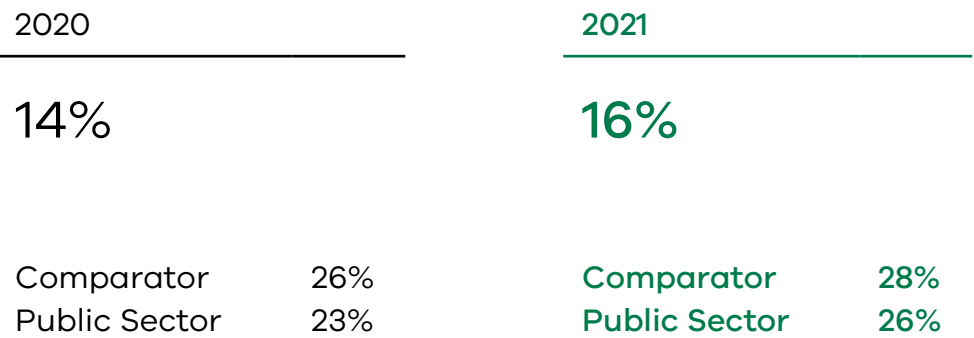
Example

16% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey said they experienced mild to severe stress.

Of that 82%, 56% 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 | 32% | 56% | 47% | 42% |
| Workload | 34% | 44% | 52% | 51% |
| Other changes due to COVID-19 | 18% | 22% | 11% | 15% |
| Competing home and work responsibilities | 23% | 19% | 12% | 12% |
| Unclear job expectations | 25% | 17% | 14% | 11% |
| Management of work (e.g. supervision, training, information, support) | 14% | 14% | 13% | 13% |
| Dealing with clients, patients or stakeholders | 14% | 11% | 15% | 14% |
| Content, variety, or difficulty of work | 9% | 8% | 14% | 12% |
| Incivility, bullying, harassment or discrimination | 7% | 8% | 5% | 7% |
| Other | 9% | 8% | 8% | 9% |

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.

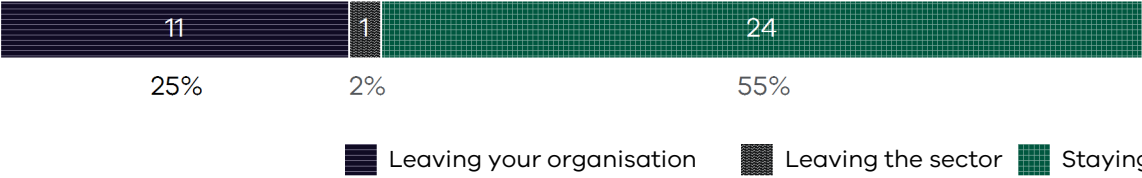
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

27% of your staff who did the survey said they intended to leave.

Of that 27%, 67% said it was from 'Opportunity to broaden experience'.

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



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

| | You 2021 | Comparator 2021 | Public sector 2021 |
|---|----------|-----------------|--------------------|
| Opportunity to broaden experience | 67% | 49% | 40% |
| Opportunity to seek/take a promotion elsewhere | 58% | 44% | 33% |
| Limited future career opportunities at my organisation | 42% | 51% | 42% |
| Better remuneration | 33% | 30% | 26% |
| Limited opportunities to gain further experience at my organisation | 33% | 39% | 33% |
| Better location/reduced travel time | 25% | 8% | 13% |
| Limited developmental/educational opportunities at my organisation | 25% | 24% | 24% |
| Limited recognition for doing a good job | 25% | 26% | 32% |
| Lack of confidence in senior leadership | 17% | 31% | 34% |
| Excessive workload | 8% | 22% | 25% |

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

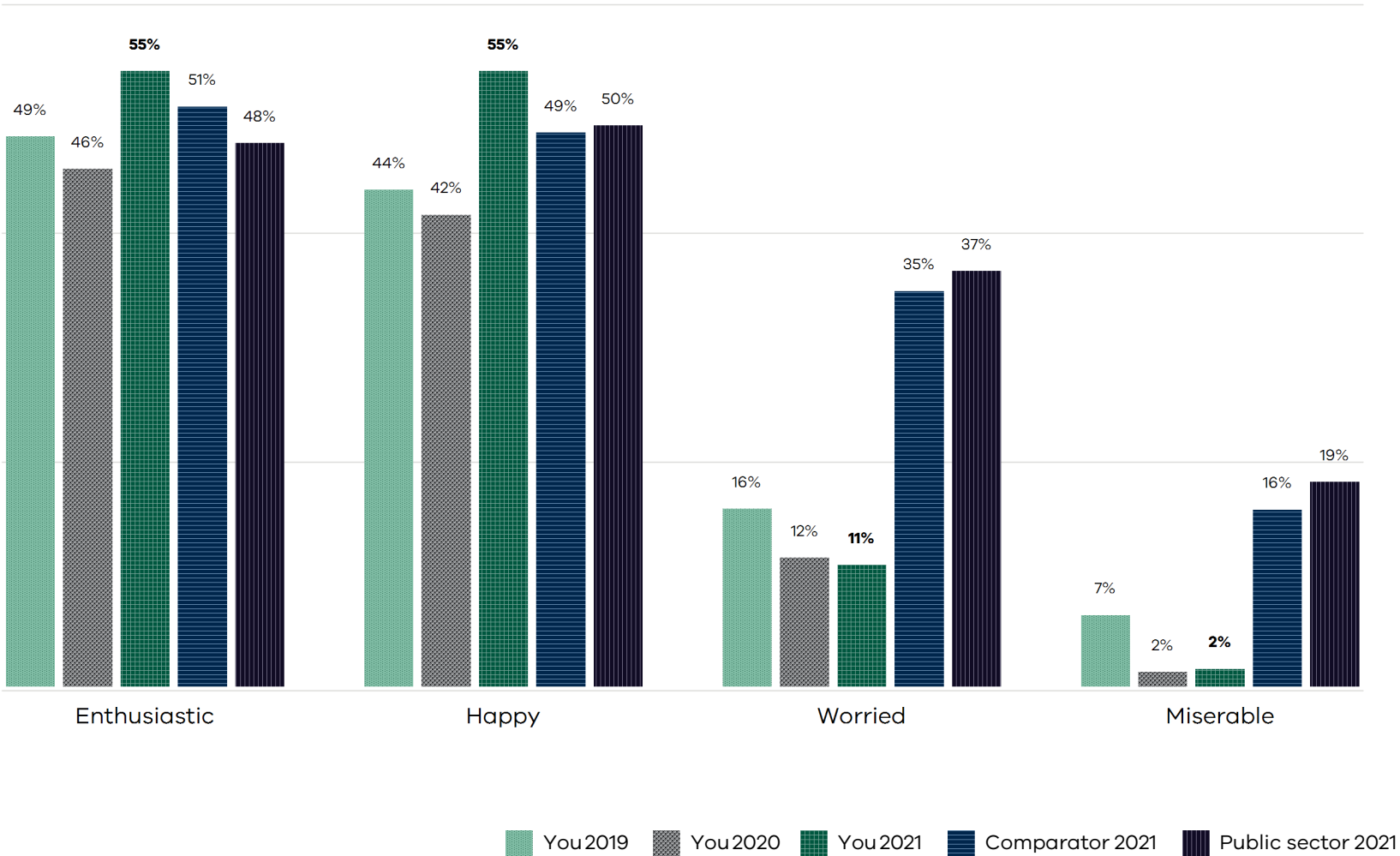
In 2021:

- 55% of your staff who did the survey said work made them feel happy in 2021, which is up from 42% in 2020

Compared to:

- 49% of staff at your comparator and 50% of staff across the public sector.

Thinking about the last three months, how often has work made you feel ...



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

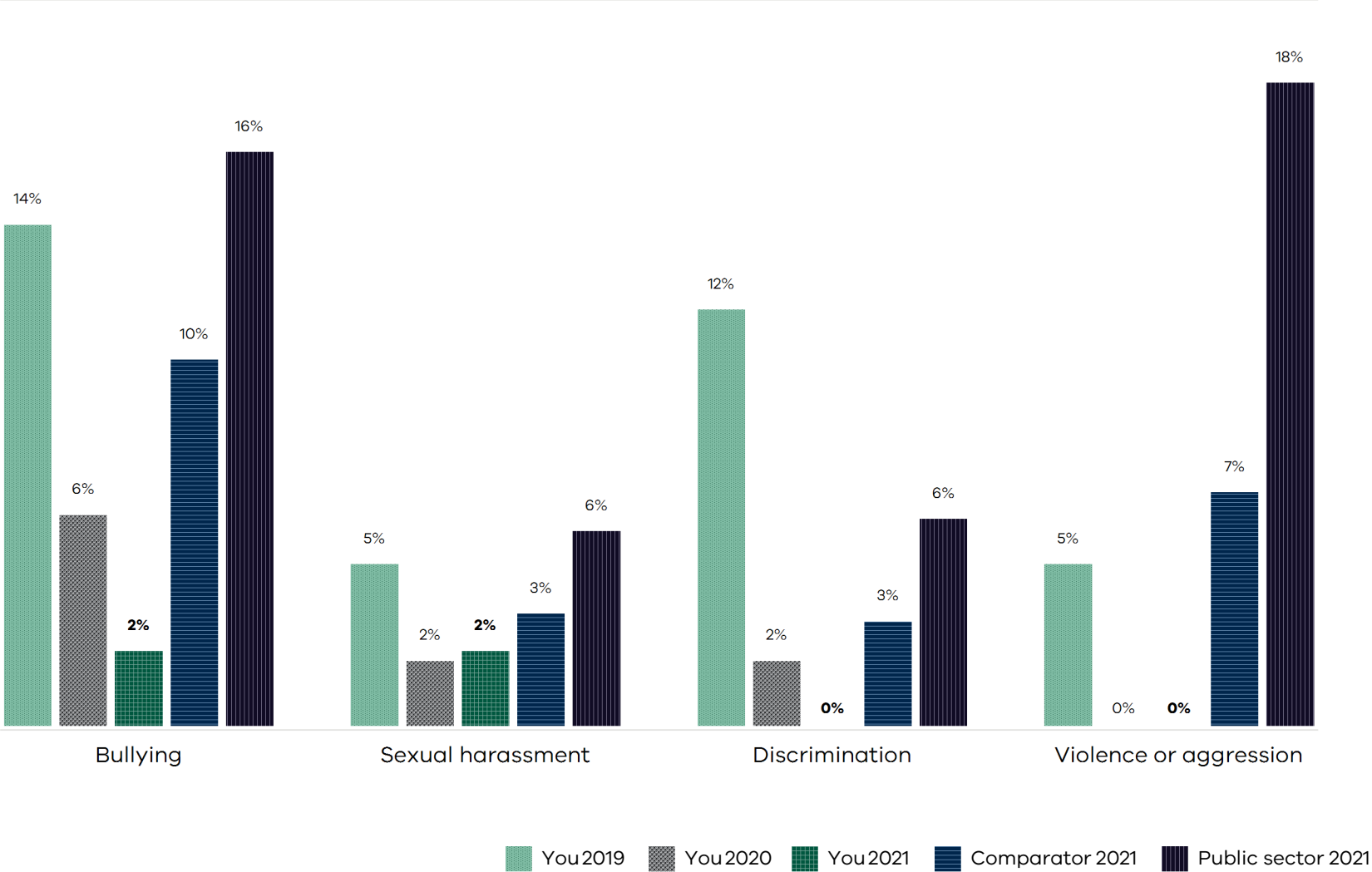
Example

In 2021:

- 2% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 6% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

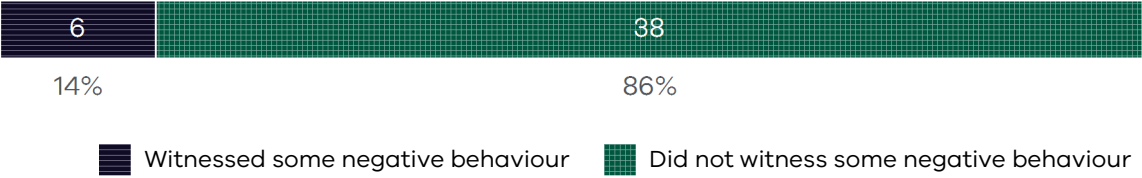
They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed. In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they witnessed some negative behaviour at work.

86% 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 | 86% | 85% | 77% |
| Bullying of a colleague | 11% | 12% | 16% |
| Discrimination against a colleague | 5% | 5% | 8% |

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

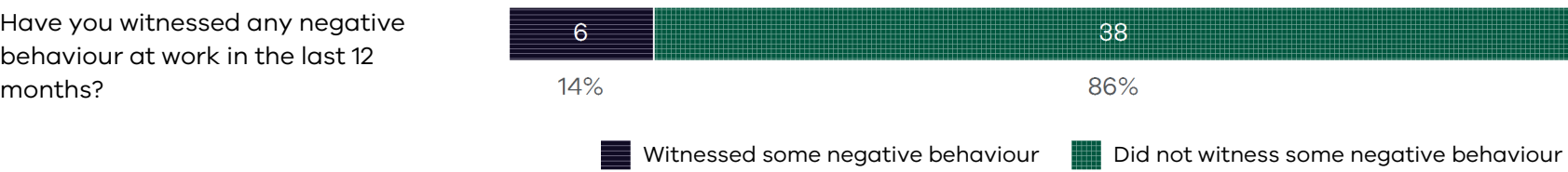
How to read this

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

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

The table shows the answers in descending order.

- Example**
- 14% of your staff who did the survey witnessed negative behaviour, of which:
- 50% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 0% took no action.



| When you witnessed the above behaviour(s), did you do any of the following? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|----------|-----------------|--------------------|
| Spoke to the person who experienced the behaviour | 50% | 75% | 72% |
| Told a colleague | 33% | 18% | 21% |
| Told Human Resources | 33% | 12% | 6% |
| Told a manager | 17% | 35% | 37% |

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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 100% 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 | 100% | Not asked in 2020 | 87% |
| Supporting question - gender equality | My organisation uses inclusive and respectful images and language | 100% | Not asked in 2020 | 85% |
| Supporting question - gender equality | My organisation would support me if I needed to take family violence leave | 100% | Not asked in 2020 | 79% |
| Manager leadership | My manager works effectively with people from diverse backgrounds | 98% | Not asked in 2020 | 90% |
| Quality service delivery | My workgroup strives to provide high quality advice and services | 98% | Not asked in 2020 | 92% |
| Job enrichment | I have a choice in deciding how I do my work | 95% | +9% | 78% |
| Job enrichment | I understand how my job contributes to my organisation's purpose | 95% | +1% | 91% |
| Manager leadership | My manager is committed to workplace safety | 95% | Not asked in 2020 | 89% |
| Meaningful work | I feel that I can make a worthwhile contribution at work | 95% | +7% | 85% |
| Organisational integrity | My organisation is committed to earning a high level of public trust | 95% | Not asked in 2020 | 83% |

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 30% 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) | 30% | Not asked in 2020 | 30% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 32% | Not asked in 2020 | 37% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 39% | Not asked in 2020 | 44% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 52% | +8% | 52% |
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 57% | Not asked in 2020 | 68% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 59% | Not asked in 2020 | 55% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 59% | Not asked in 2020 | 60% |
| Learning and development | There are adequate opportunities for me to develop skills and experience in my organisation | 61% | Not asked in 2020 | 58% |
| Safe to speak up | I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 61% | Not asked in 2020 | 62% |
| Manager support | My manager has regular conversations with me about my learning and development | 66% | Not asked in 2020 | 59% |

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 'Workgroup support', the 'You 2021' column shows 82% of your staff agreed with 'Workgroups across my organisation willingly share information with each other'.

In the 'Increase from 2020' column, you have a 18% increase, which is a positive trend.

| Question group | Most improved from last year | You 2021 | Increase from 2020 | Comparator 2021 |
|-------------------|--|----------|--------------------|-----------------|
| Workgroup support | Workgroups across my organisation willingly share information with each other | 82% | +18% | 62% |
| Engagement | My organisation inspires me to do the best in my job | 80% | +16% | 67% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 89% | +15% | 61% |
| Engagement | I am proud to tell others I work for my organisation | 86% | +14% | 81% |
| Senior leadership | Senior leaders provide clear strategy and direction | 68% | +12% | 62% |
| Workgroup support | People in my workgroup regularly reach out to support me and my wellbeing | 89% | +11% | 77% |
| Engagement | I would recommend my organisation as a good place to work | 86% | +10% | 72% |
| Job enrichment | I have a choice in deciding how I do my work | 95% | +9% | 78% |
| Manager support | My manager involves me in decisions about my work | 93% | +9% | 83% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 52% | +8% | 52% |

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 'Workload', the 'You 2021' column shows 66% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 6% decrease, which is a negative trend.

| Question subgroup | Largest decline from last year | You 2021 | Decrease from 2020 | Comparator 2021 |
|-----------------------|---|----------|--------------------|-----------------|
| Workload | The workload I have is appropriate for the job that I do | 66% | -6% | 59% |
| Job enrichment | My job allows me to utilise my skills, knowledge and abilities | 86% | -4% | 81% |
| Workgroup support | People in my workgroup treat each other with respect | 91% | -3% | 90% |
| Workload | I have enough time to do my job effectively | 73% | -1% | 55% |
| Workplace flexibility | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 93% | -1% | 80% |
| Satisfaction | How satisfied are you with the work-life balance in your current job | 82% | 0% | 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 'Safety climate', the 'You 2021' column shows 89% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

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 |
|---------------------------------------|--|----------|------------|-----------------|
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 89% | +28% | 61% |
| Taking action | My organisation has taken positive action on the results of last year's survey | 66% | +27% | 39% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 86% | +27% | 60% |
| Taking action | I believe my organisation will take positive action on the results of this year's survey | 82% | +26% | 56% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 82% | +24% | 57% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 70% | +24% | 47% |
| Innovation | My workgroup encourages employee creativity | 89% | +22% | 67% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 80% | +21% | 58% |
| Supporting question - gender equality | My organisation would support me if I needed to take family violence leave | 100% | +21% | 79% |
| Workgroup support | Workgroups across my organisation willingly share information with each other | 82% | +20% | 62% |

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Safe to speak up', the 'You 2021' column shows 57% of your staff agreed with 'I feel safe to challenge inappropriate behaviour at work'.

The 'difference' column, shows that agreement for this question was 11 percentage points lower in your organisation than in your comparator.

| Question subgroup | Biggest negative difference from comparator | You 2021 | Difference | Comparator 2021 |
|--------------------------|--|----------|------------|-----------------|
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 57% | -11% | 68% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+ | 68% | -6% | 74% |
| Manager support | I would be confident in approaching my manager to discuss concerns and grievances | 77% | -6% | 83% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 39% | -5% | 44% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 32% | -5% | 37% |
| Quality service delivery | My workgroup places a priority on acting fairly and without bias | 80% | -3% | 82% |
| Manager support | My manager provides me with enough support when I need it | 80% | -2% | 81% |
| Manager leadership | My manager ensures clients receive a high standard of service | 89% | -1% | 90% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 59% | -1% | 60% |
| Safe to speak up | I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner | 61% | -1% | 62% |

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

82% 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'.

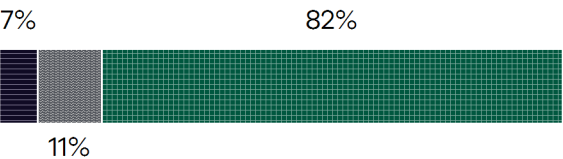
Survey question

Your results

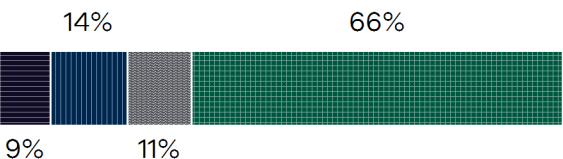
Benchmark agree results



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 | 82 % | 27 % | 56 % | 96 % |
| Not asked | Not asked | 66 % | 11 % | 39 % | 91 % |

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.

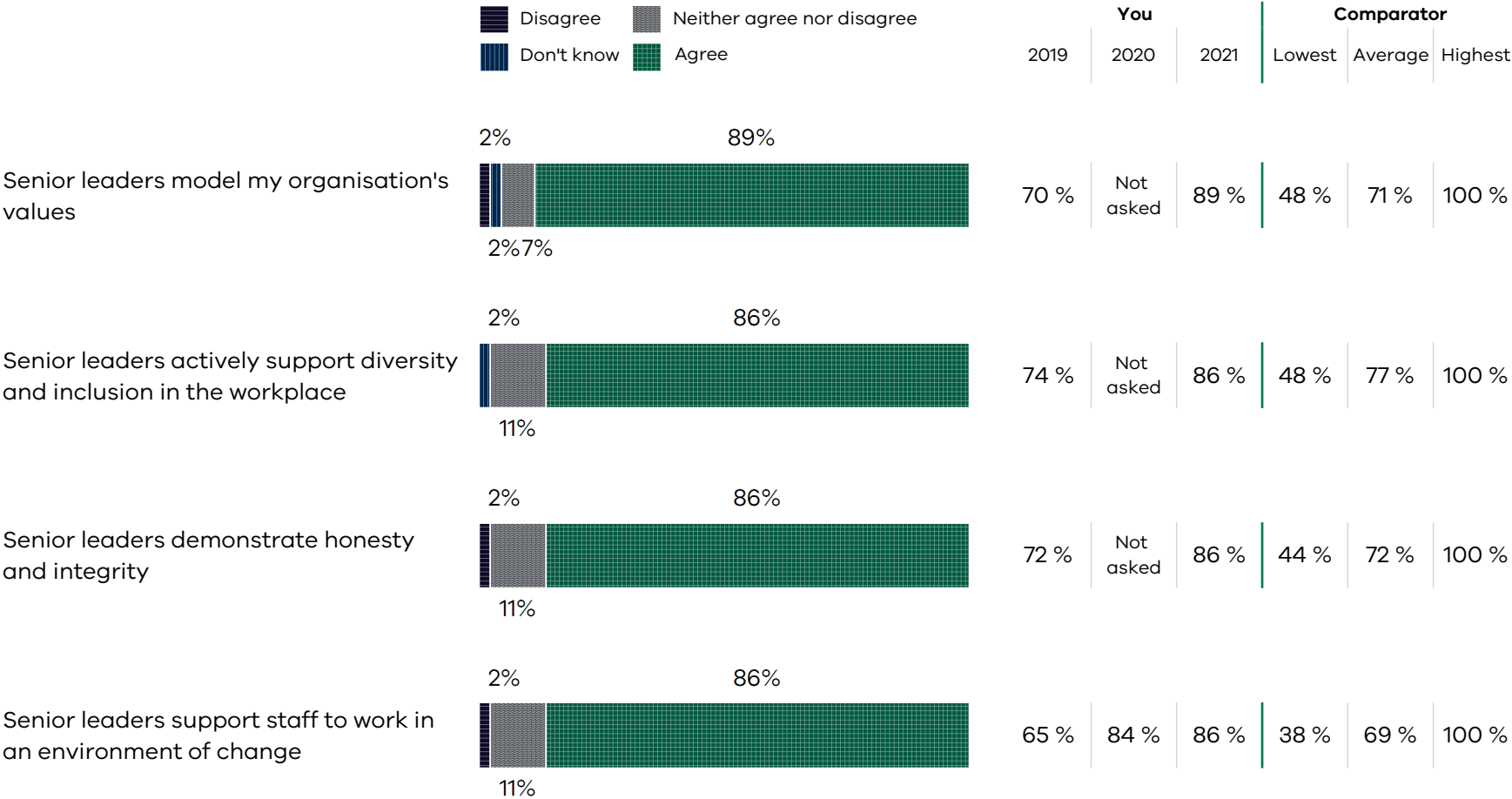
Example

89% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

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.

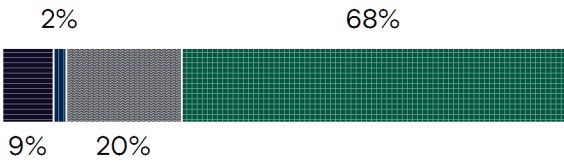
Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

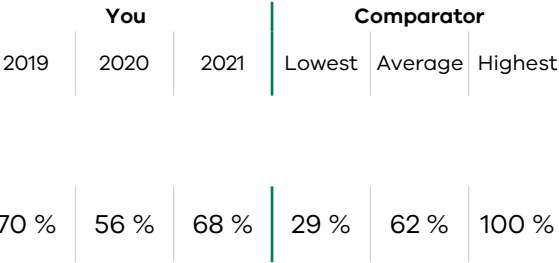
Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results



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.

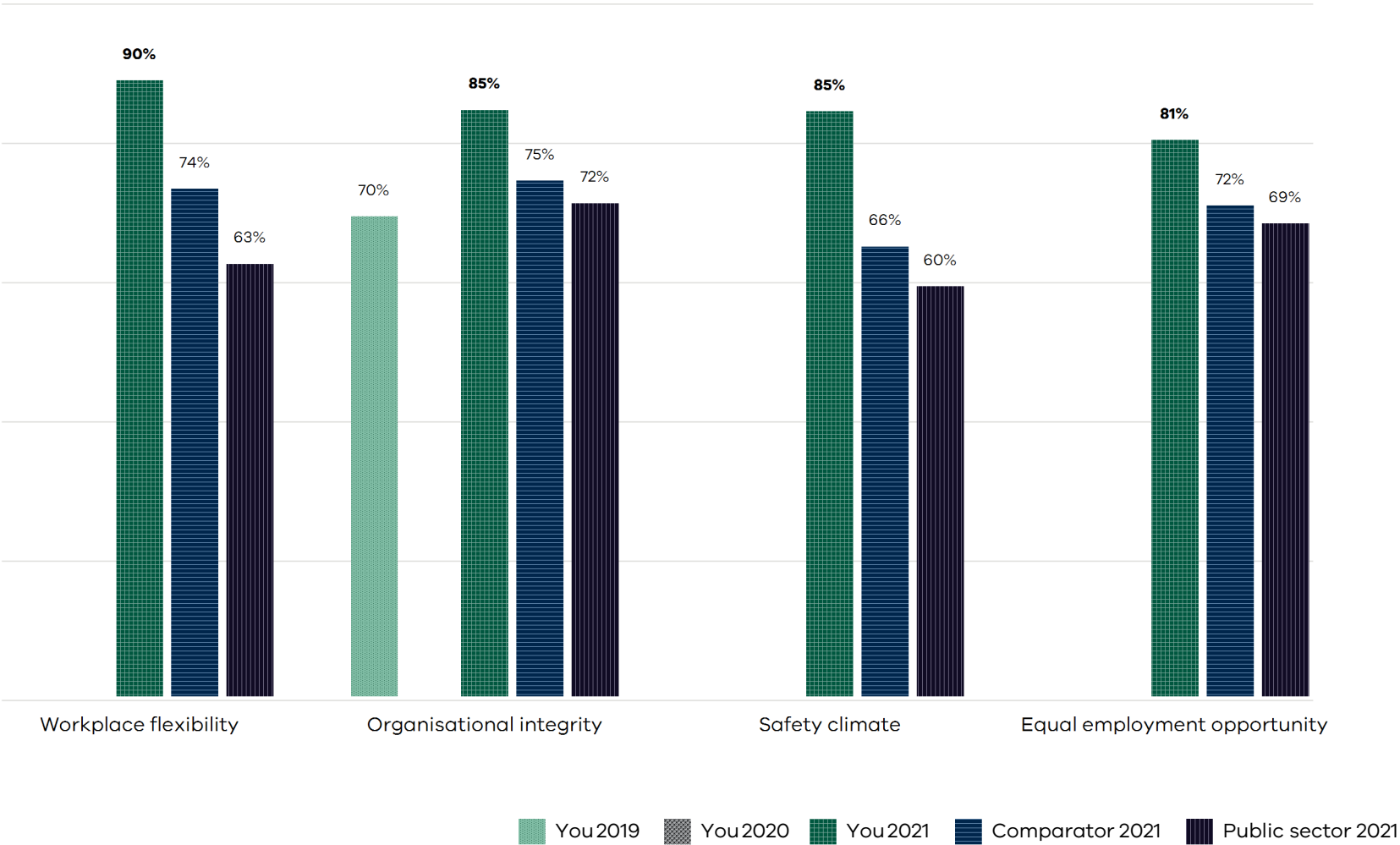
Example

In 2021:

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

Compared to:

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



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

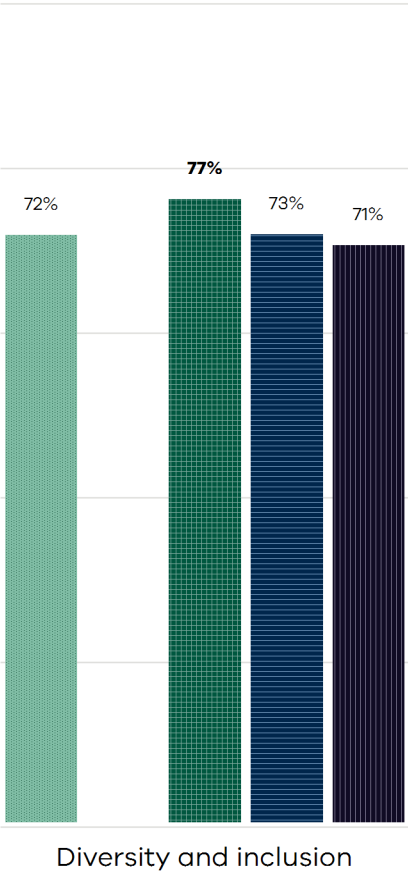
Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

- 73% of staff at your comparator and 71% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

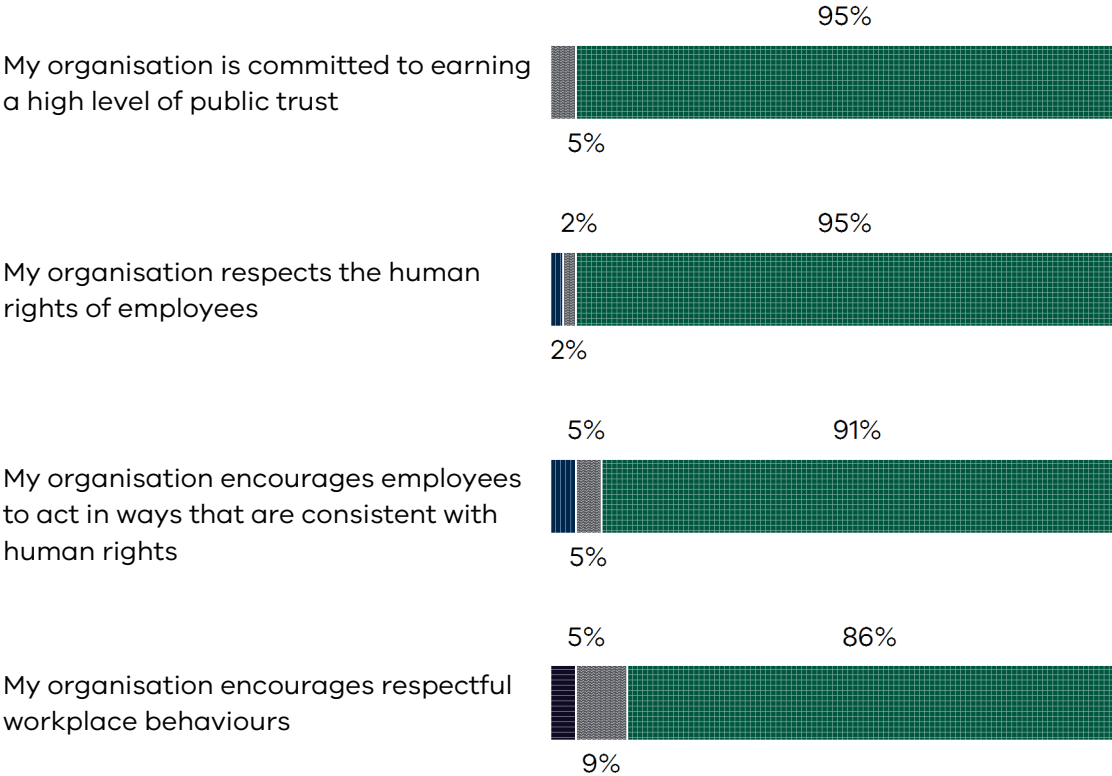
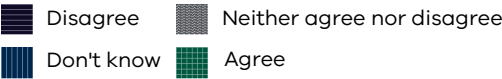
Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 81 % | Not asked | 95 % | 48 % | 83 % | 100 % |
| 77 % | Not asked | 95 % | 63 % | 83 % | 100 % |
| 67 % | Not asked | 91 % | 59 % | 82 % | 100 % |
| 86 % | Not asked | 86 % | 63 % | 84 % | 100 % |

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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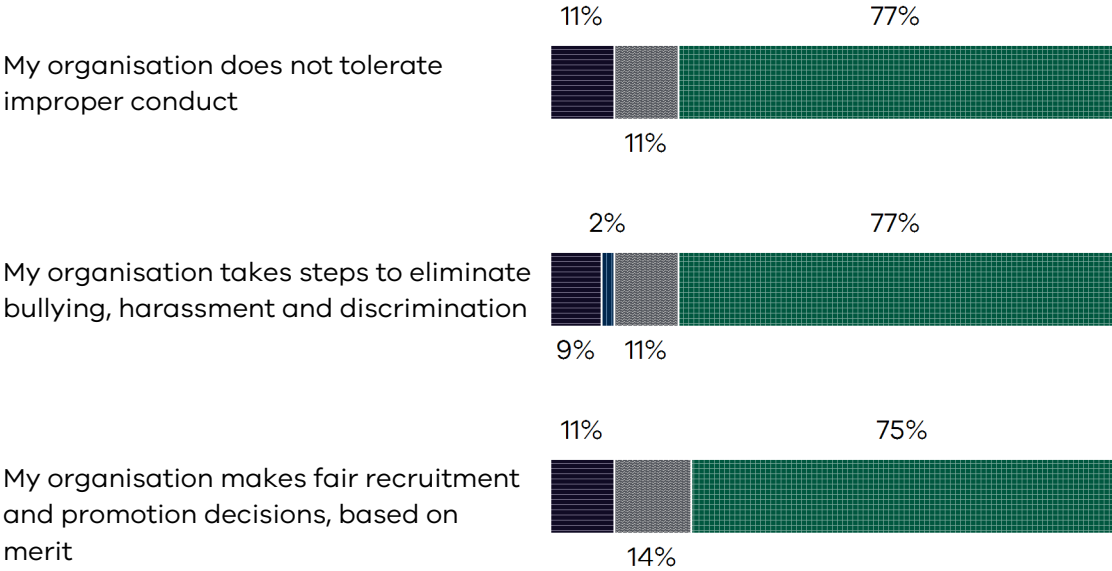
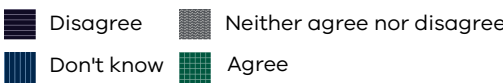
Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 63 % | Not asked | 77 % | 40 % | 70 % | 100 % |
| 65 % | Not asked | 77 % | 43 % | 67 % | 100 % |
| 51 % | Not asked | 75 % | 27 % | 57 % | 94 % |

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

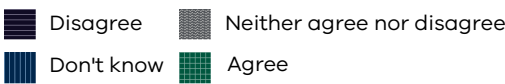
Example

95% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

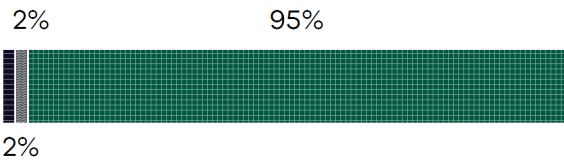
Survey question

Your results

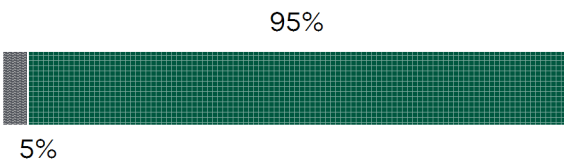
Benchmark agree results



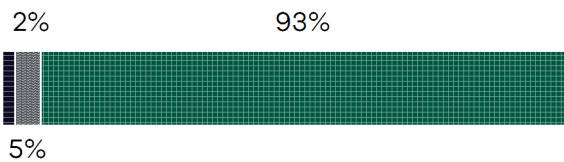
I have the flexibility I need to manage my work and non-work activities and responsibilities



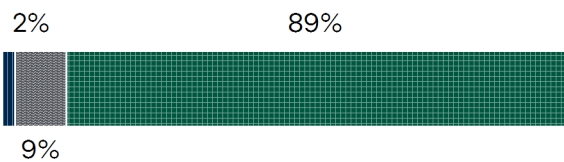
My organisation supports employees with family or other caring responsibilities, regardless of gender



I am confident that if I requested a flexible work arrangement, it would be given due consideration



There is a positive culture within my organisation in relation to employees who have family responsibilities



| You | | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | Not asked | 95 % | 61 % | 79 % | 96 % |
| Not asked | Not asked | 95 % | 63 % | 82 % | 100 % |
| 77 % | 94 % | 93 % | 61 % | 80 % | 98 % |
| Not asked | Not asked | 89 % | 55 % | 75 % | 96 % |

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

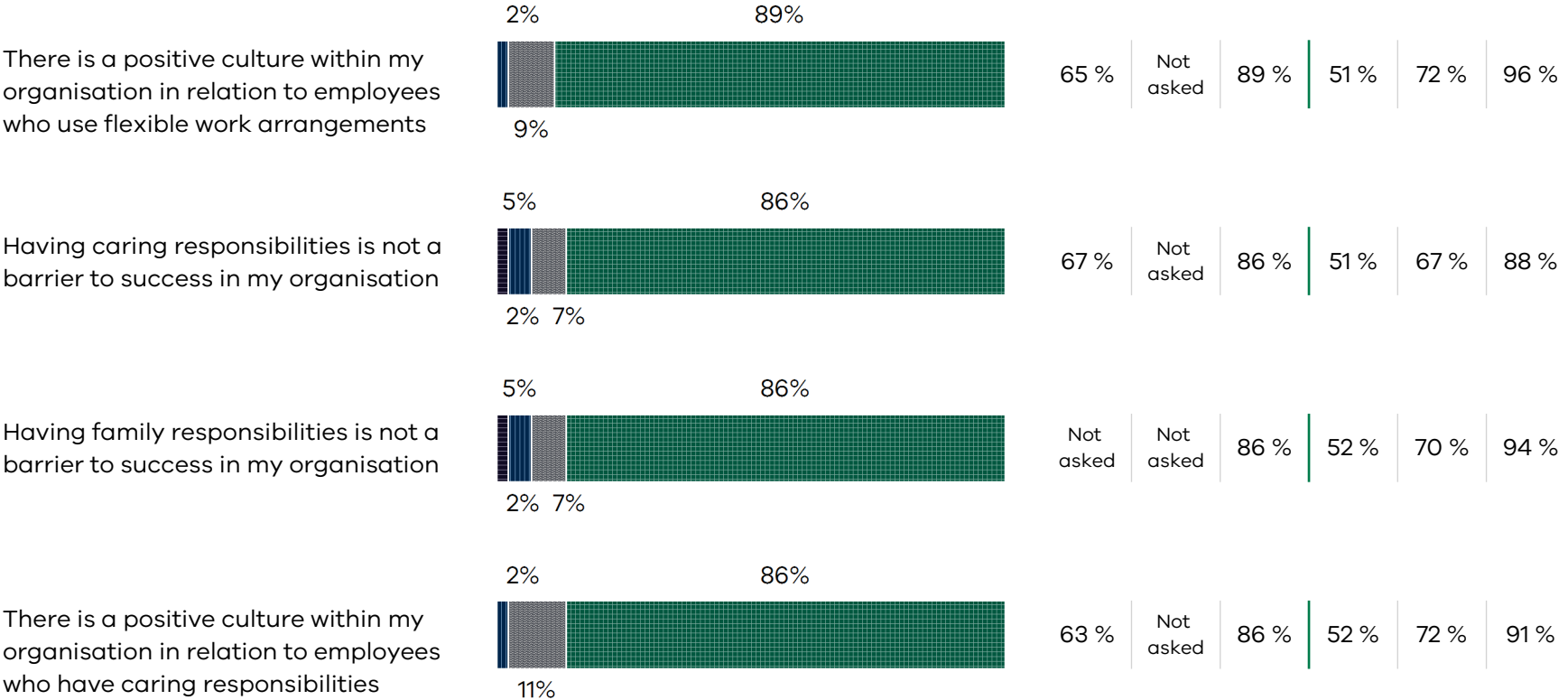
Example

89% 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



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.

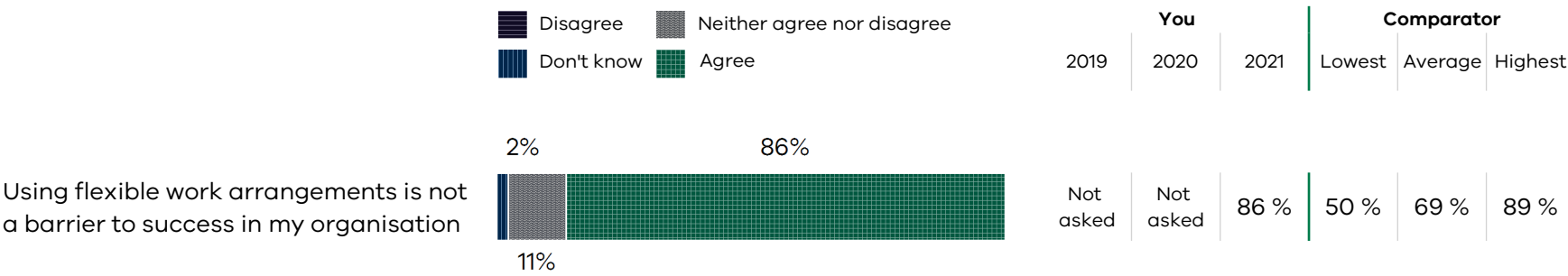
Example

86% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



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

50% 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) | 50% | 42% | 24% |
| Flexible start and finish times | 48% | 29% | 23% |
| No, I do not use any flexible work arrangements | 25% | 35% | 38% |
| Part-time | 7% | 10% | 19% |
| Using leave to work flexible hours | 7% | 6% | 8% |
| Working more hours over fewer days | 7% | 5% | 6% |
| Study leave | 7% | 2% | 4% |
| Purchased leave | 2% | 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.

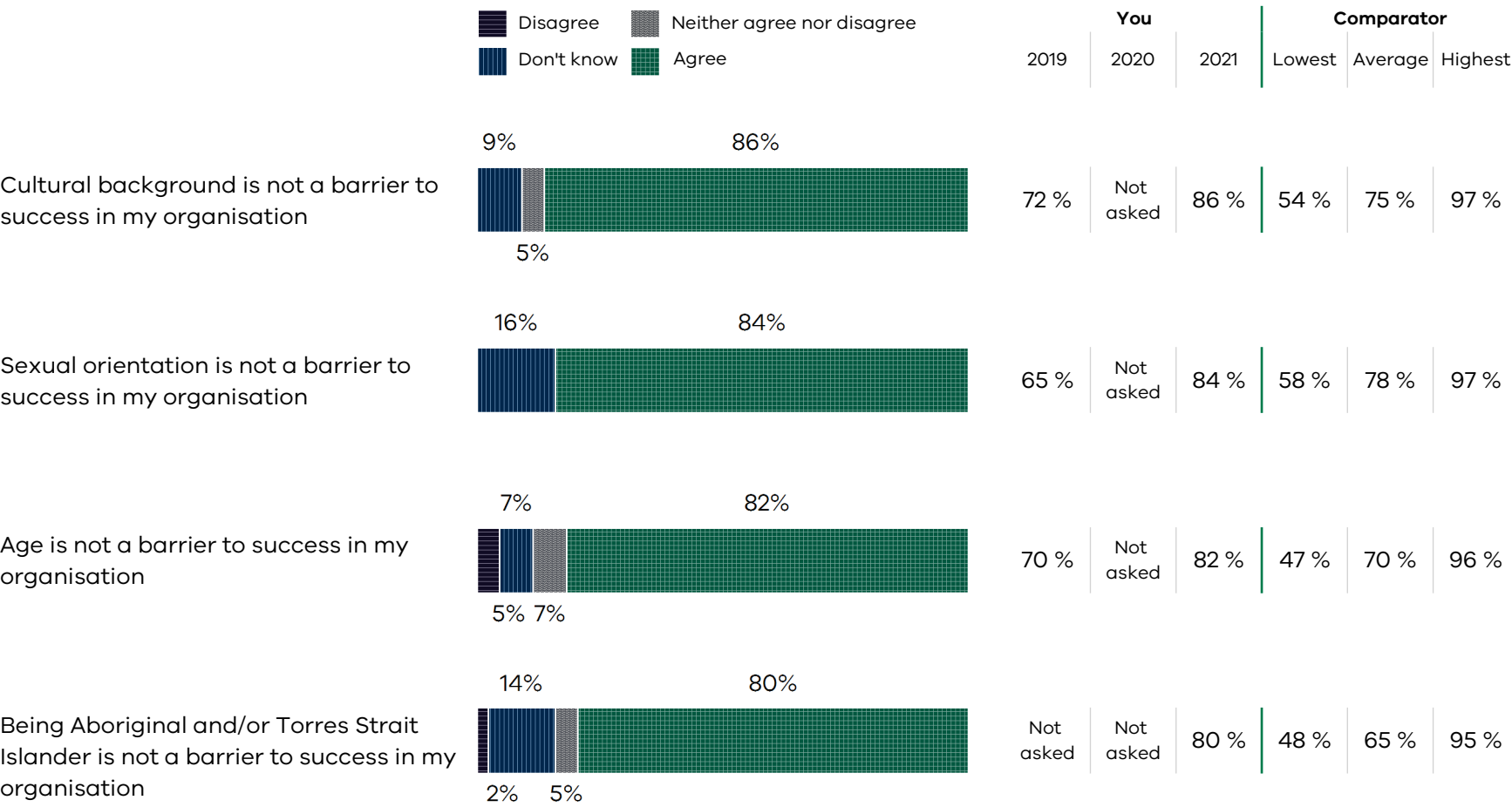
Example

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.

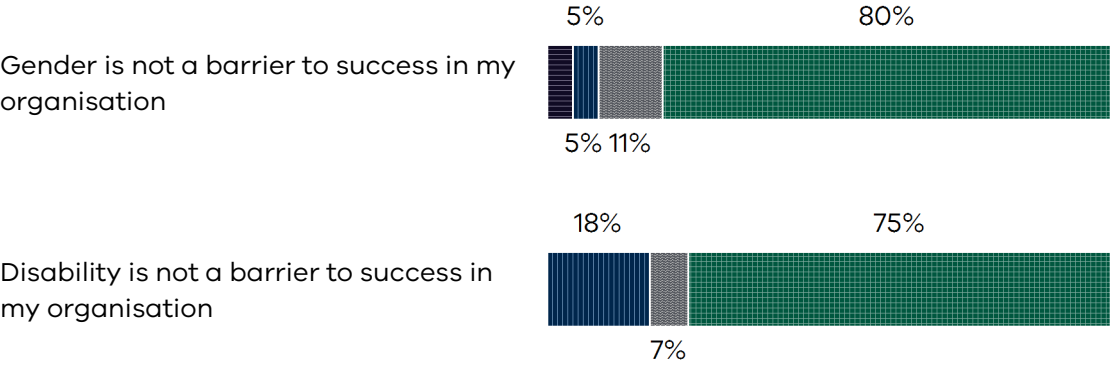
Example

80% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



| You | | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | Not asked | 80 % | 52 % | 79 % | 100 % |
| 58 % | Not asked | 75 % | 40 % | 62 % | 92 % |

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

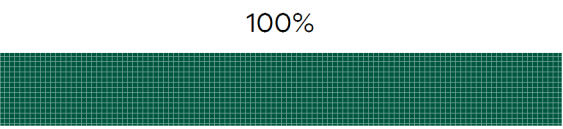
Survey question

Your results



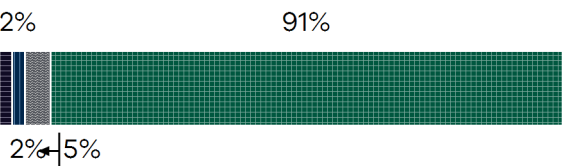
Benchmark agree results

My organisation provides a physically safe work environment



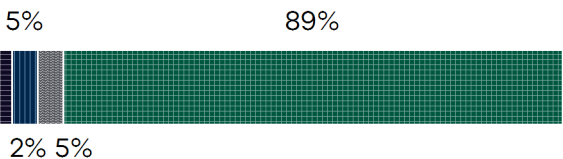
| You | | | Comparator | | |
|-----------|-----------|-------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | Not asked | 100 % | 61 % | 87 % | 100 % |

My organisation consults employees on health and safety matters



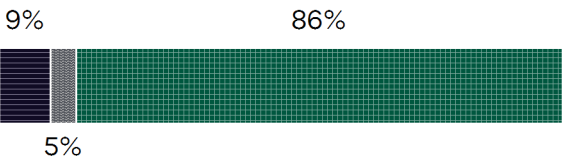
| | | | | | |
|------|-----------|------|------|------|------|
| 72 % | Not asked | 91 % | 52 % | 75 % | 96 % |
|------|-----------|------|------|------|------|

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



| | | | | | |
|------|------|------|------|------|------|
| 42 % | 74 % | 89 % | 41 % | 61 % | 85 % |
|------|------|------|------|------|------|

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



| | | | | | |
|------|------|------|------|------|------|
| 47 % | 82 % | 86 % | 40 % | 60 % | 94 % |
|------|------|------|------|------|------|

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

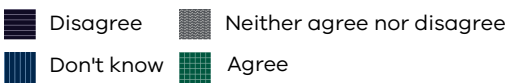
Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

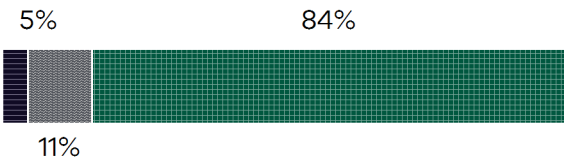
Survey question

Your results

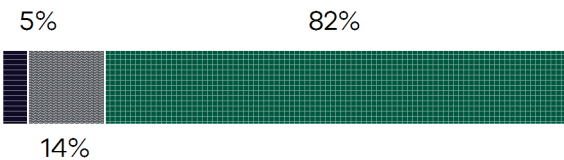
Benchmark agree results



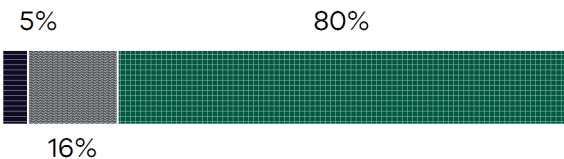
I feel culturally safe at work



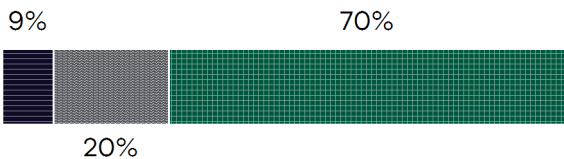
Senior leaders show support for stress prevention through involvement and commitment



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



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



| You | | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | Not asked | 84 % | 64 % | 81 % | 97 % |
| 35 % | 80 % | 82 % | 37 % | 57 % | 94 % |
| 40 % | 72 % | 80 % | 30 % | 58 % | 89 % |
| 35 % | 64 % | 70 % | 27 % | 47 % | 75 % |

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

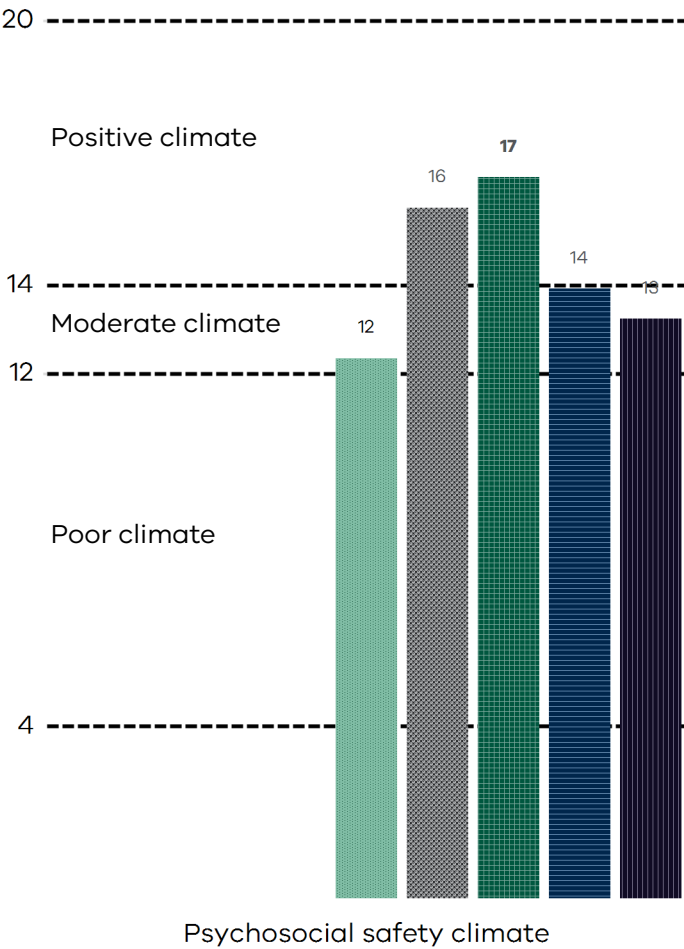
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 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.

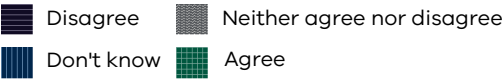
Example

86% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

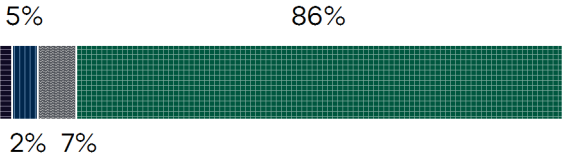
Survey question

Your results

Benchmark agree results



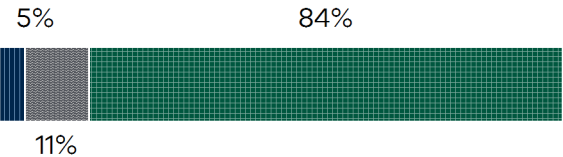
There is a positive culture within my organisation in relation to employees of different sexes/genders



| 2019 | You | | 2021 | Comparator | | |
|------|------|--|------|------------|---------|---------|
| | 2020 | | | Lowest | Average | Highest |

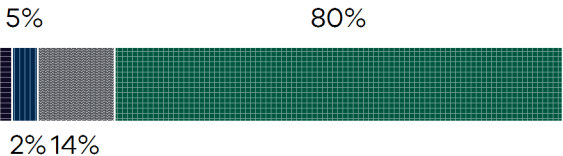
| | | | | | |
|------|-----------|------|------|------|------|
| 77 % | Not asked | 86 % | 57 % | 81 % | 97 % |
|------|-----------|------|------|------|------|

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds



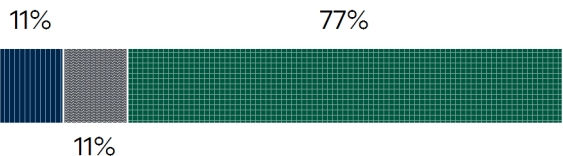
| | | | | | |
|------|-----------|------|------|------|------|
| 79 % | Not asked | 84 % | 58 % | 79 % | 95 % |
|------|-----------|------|------|------|------|

There is a positive culture within my organisation in relation to employees of different age groups



| | | | | | |
|------|-----------|------|------|------|------|
| 81 % | Not asked | 80 % | 51 % | 74 % | 97 % |
|------|-----------|------|------|------|------|

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



| | | | | | |
|------|-----------|------|------|------|------|
| 70 % | Not asked | 77 % | 35 % | 67 % | 96 % |
|------|-----------|------|------|------|------|

Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

68% 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 identify as LGBTIQ+’.

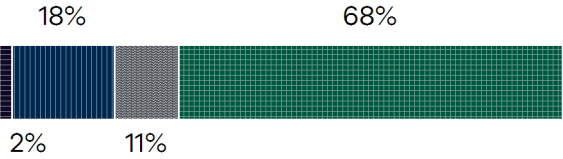
Survey question

Your results

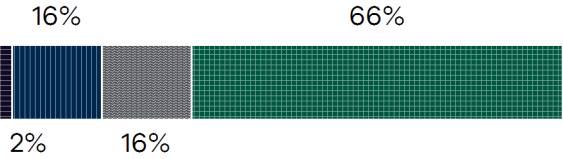
Benchmark agree results



There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+



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



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 67 % | Not asked | 68 % | 51 % | 74 % | 96 % |
| 60 % | Not asked | 66 % | 37 % | 61 % | 92 % |

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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

Example

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

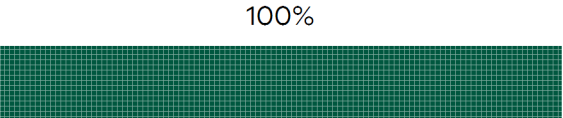
Survey question

Your results

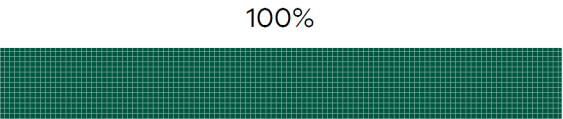
Benchmark agree results



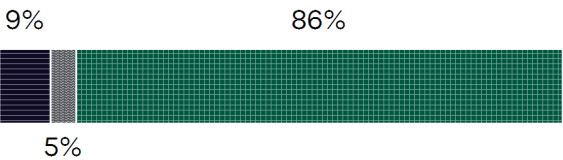
My organisation uses inclusive and respectful images and language



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



In my workgroup work is allocated fairly, regardless of gender



| You | | | Comparator | | |
|-----------|-----------|-------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | Not asked | 100 % | 60 % | 85 % | 100 % |
| Not asked | Not asked | 100 % | 54 % | 79 % | 100 % |
| Not asked | Not asked | 86 % | 74 % | 85 % | 96 % |

People matter

survey 2021

Have your say

| Report overview | People outcomes | | Key differences | Taking action | Senior leadership |
|---|--|---|---|---|---|
| <ul style="list-style-type: none"> About your report Privacy and anonymity Survey's theoretical framework Your comparator group Your response rate | <ul style="list-style-type: none"> Scorecard: engagement index Engagement Scorecard: satisfaction, stress, intention to stay Satisfaction Work-related stress levels Work-related stress causes Intention to stay | <ul style="list-style-type: none"> Scorecard: emotional effects of work Scorecard: negative behaviour Bullying Sexual harassment Discrimination Violence and aggression Witnessing negative behaviours | <ul style="list-style-type: none"> Highest scoring Lowest scoring 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.

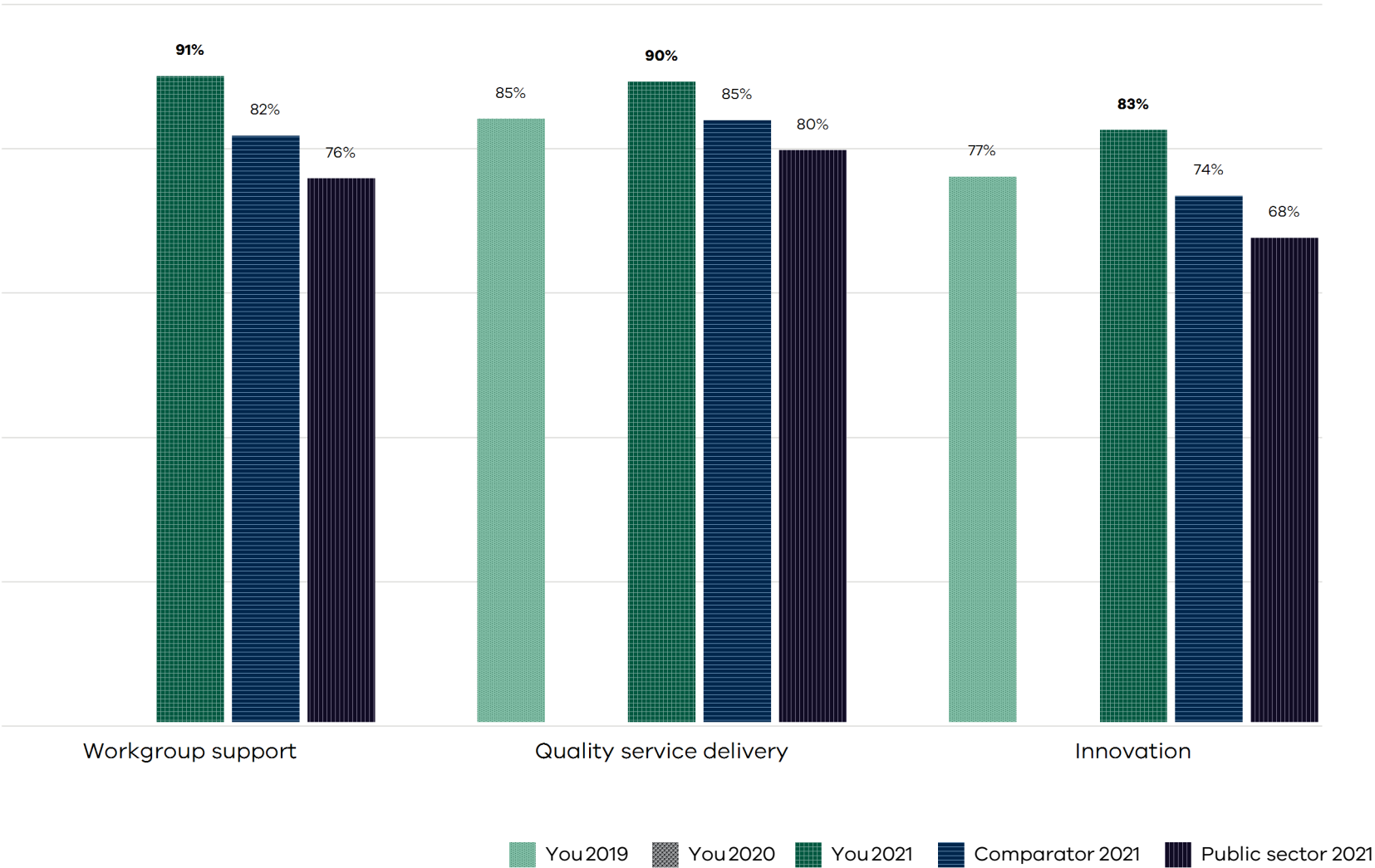
Example

In 2021:

- 91% of your staff who did the survey responded positively to questions about .

Compared to:

- 82% of staff at your comparator and 76% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

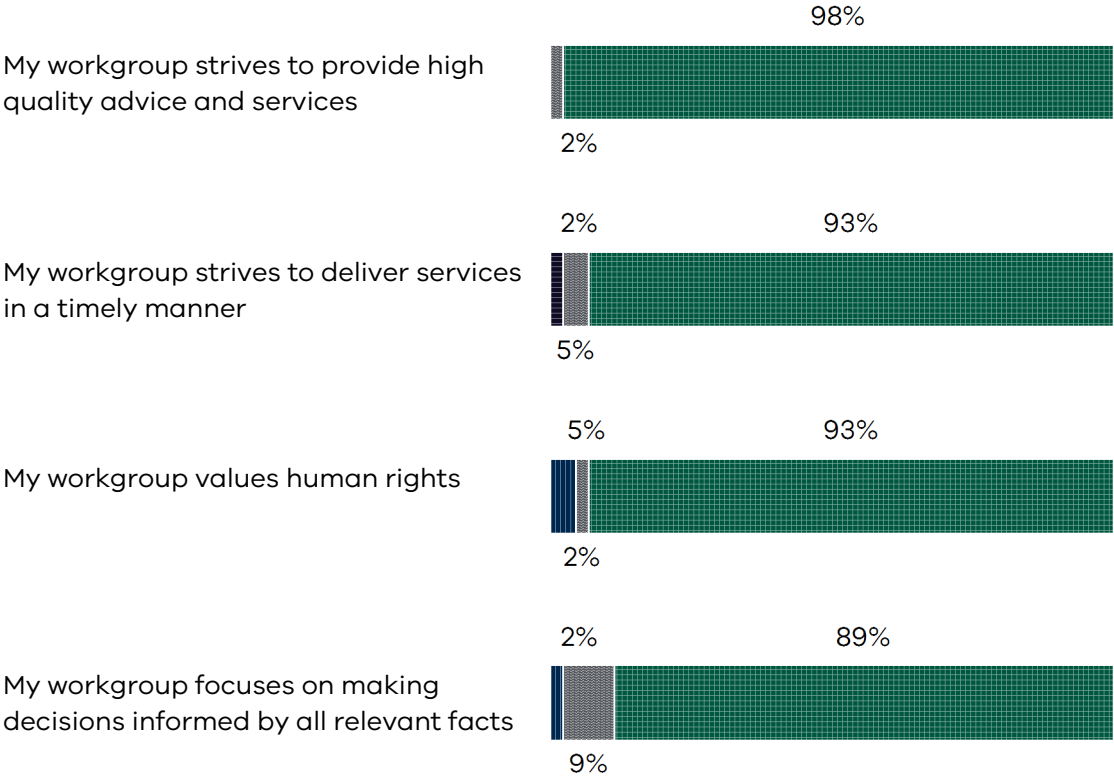
Example

98% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 95 % | Not asked | 98 % | 78 % | 92 % | 100 % |
| 98 % | Not asked | 93 % | 70 % | 91 % | 100 % |
| 86 % | Not asked | 93 % | 75 % | 88 % | 100 % |
| 81 % | Not asked | 89 % | 63 % | 80 % | 96 % |

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

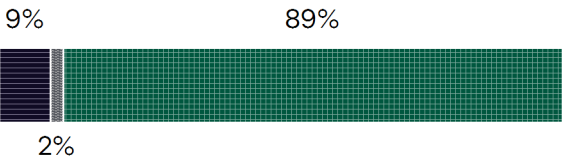
Survey question

Your results

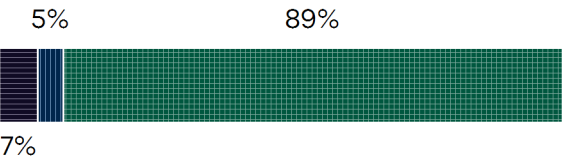
Benchmark agree results



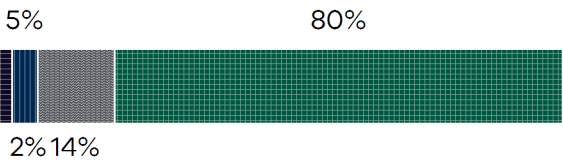
My workgroup has clear lines of responsibility



My workgroup strives to make the best use of its resources



My workgroup places a priority on acting fairly and without bias



| You | | | Comparator | | |
|------|------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |

| | | | | | |
|------|-----------|------|------|------|------|
| 70 % | Not asked | 89 % | 65 % | 77 % | 94 % |
|------|-----------|------|------|------|------|

| | | | | | |
|------|-----------|------|------|------|-------|
| 86 % | Not asked | 89 % | 68 % | 81 % | 100 % |
|------|-----------|------|------|------|-------|

| | | | | | |
|------|-----------|------|------|------|------|
| 77 % | Not asked | 80 % | 68 % | 82 % | 97 % |
|------|-----------|------|------|------|------|

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

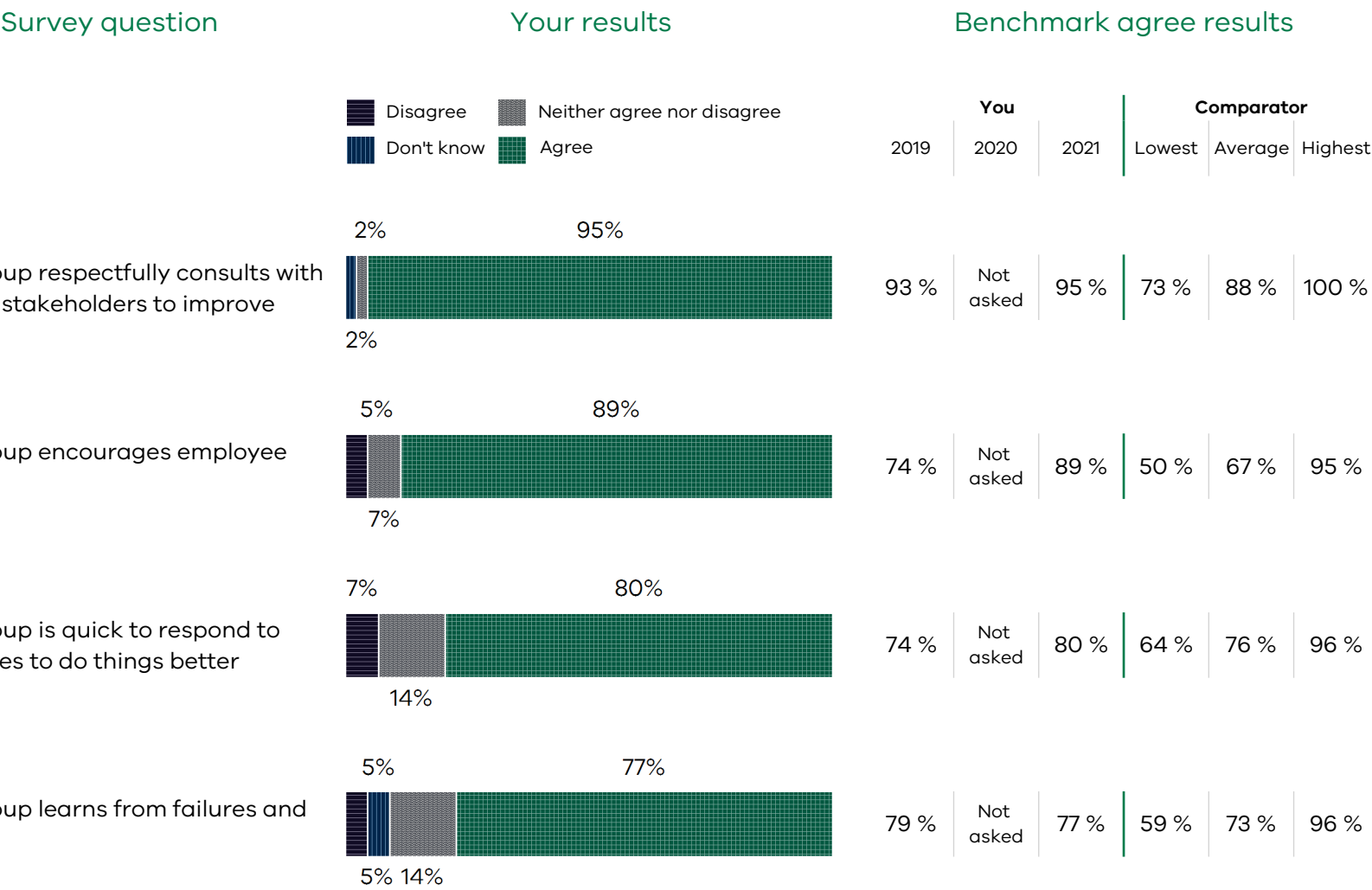
Under 'Your results', see results for each question in descending order by most agreed.

'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

95% 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.

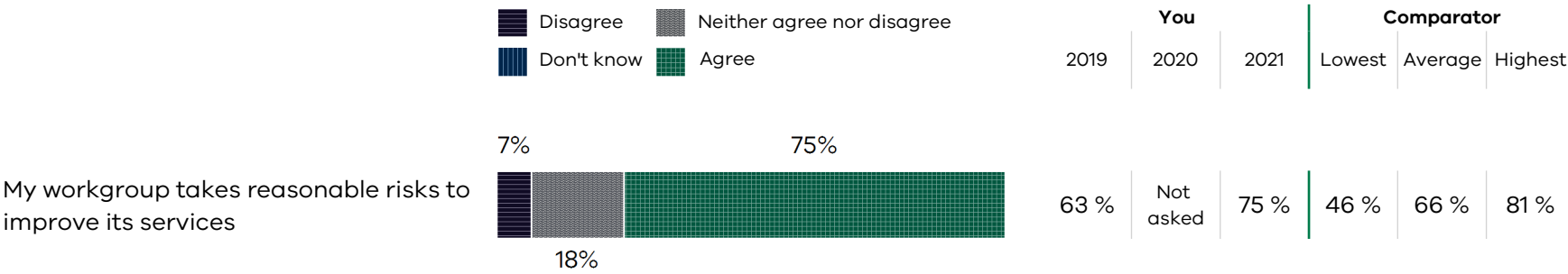
Example

75% 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

95% 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



| 2019 | You | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | 90 % | 95 % | 83 % | 92 % | 100 % |
| 86 % | Not asked | 95 % | 68 % | 86 % | 100 % |
| 81 % | 88 % | 95 % | 71 % | 87 % | 96 % |
| 72 % | Not asked | 93 % | 65 % | 81 % | 97 % |

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.

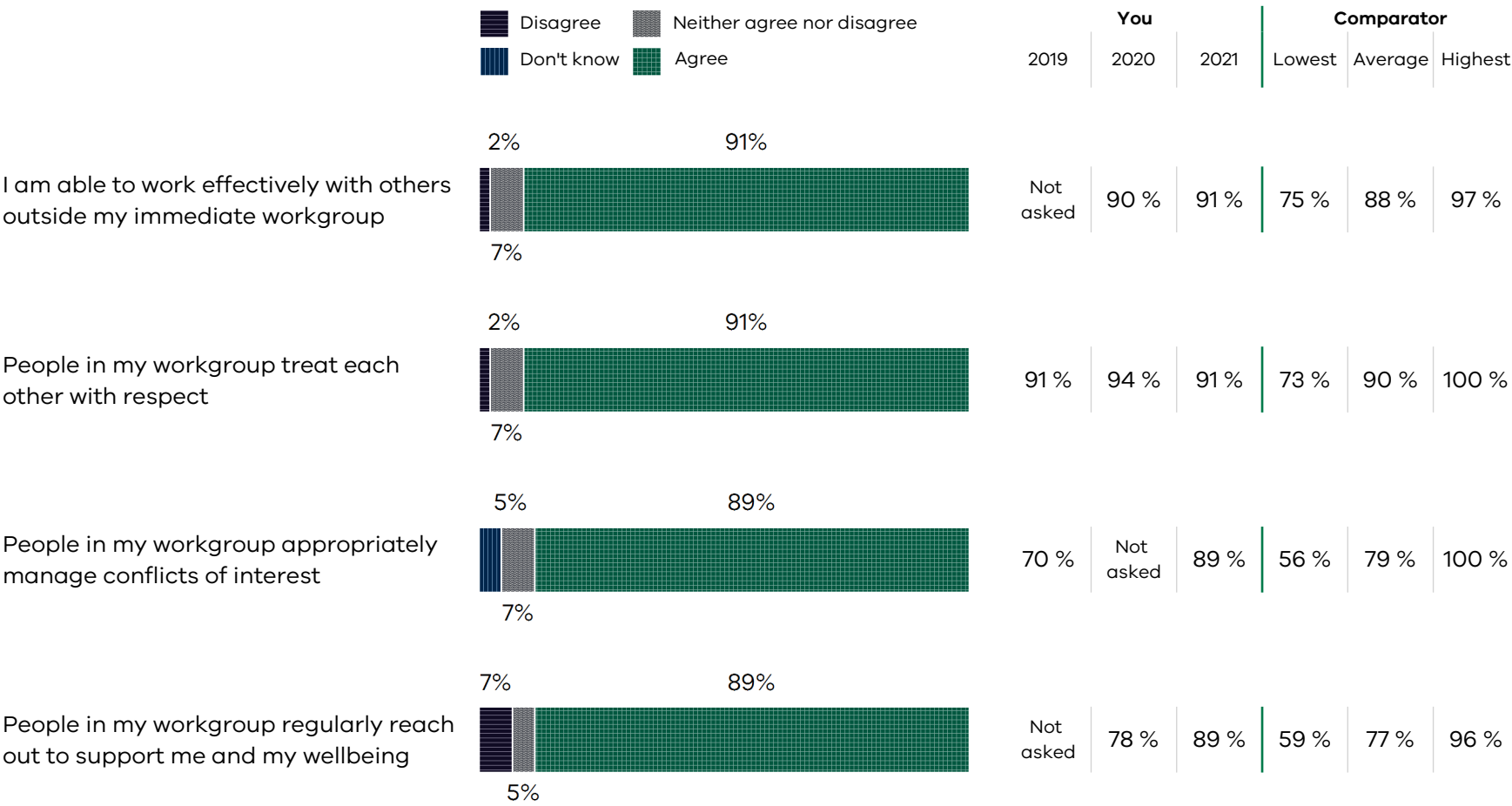
Example

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

Survey question

Your results

Benchmark agree results



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

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

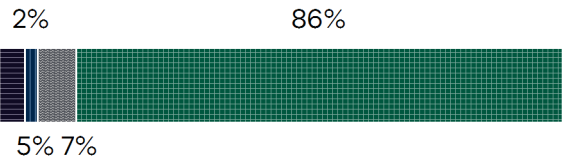
Survey question

Your results

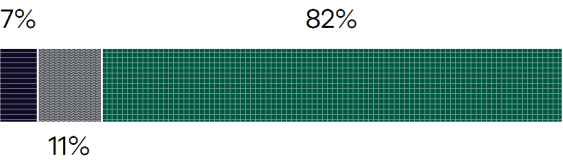
Benchmark agree results



People in my workgroup are politically impartial in their work



Workgroups across my organisation willingly share information with each other



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 65 % | Not asked | 86 % | 63 % | 82 % | 97 % |
| 56 % | 64 % | 82 % | 37 % | 62 % | 87 % |

People matter

survey 2021

Have your say

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

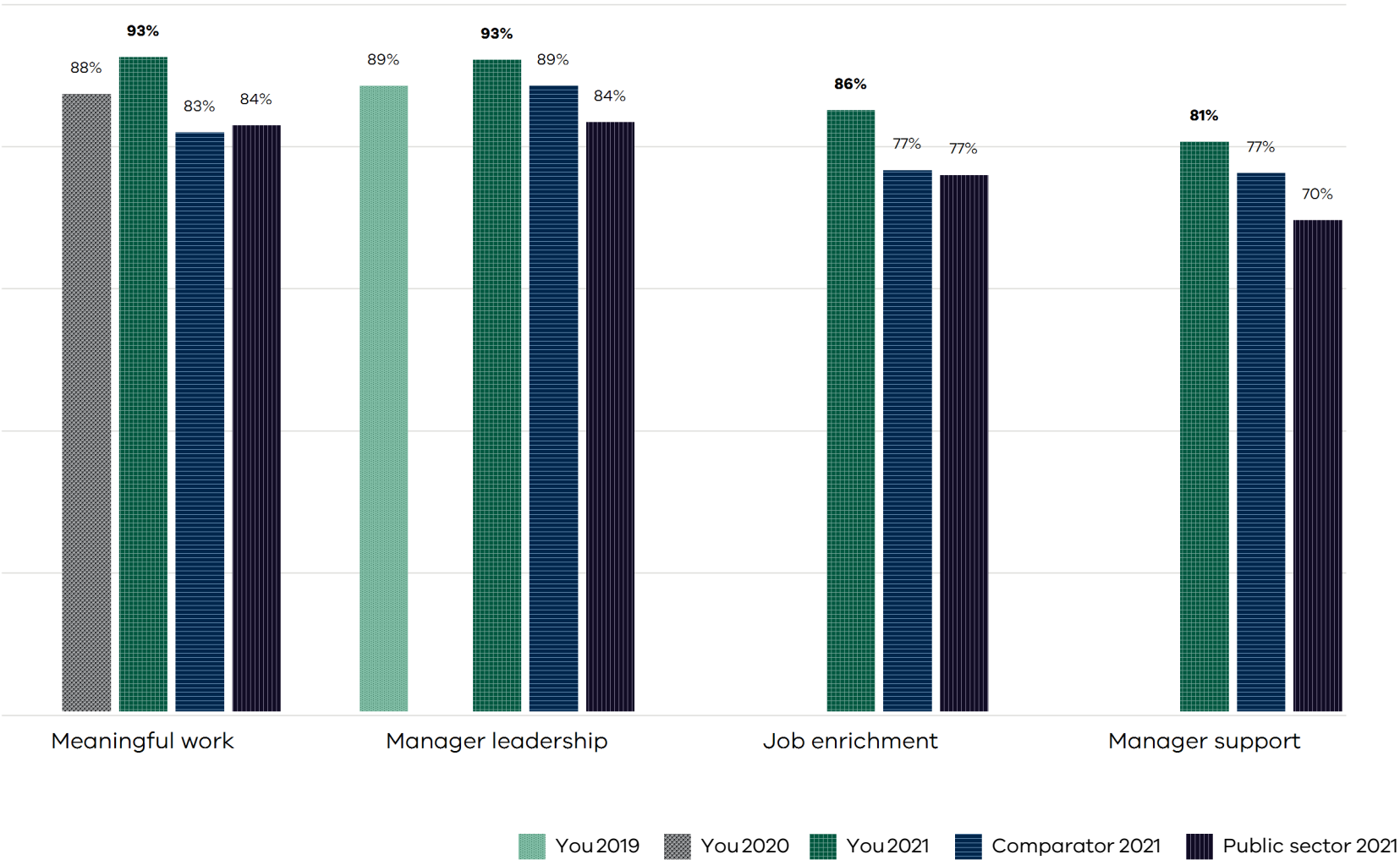
Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

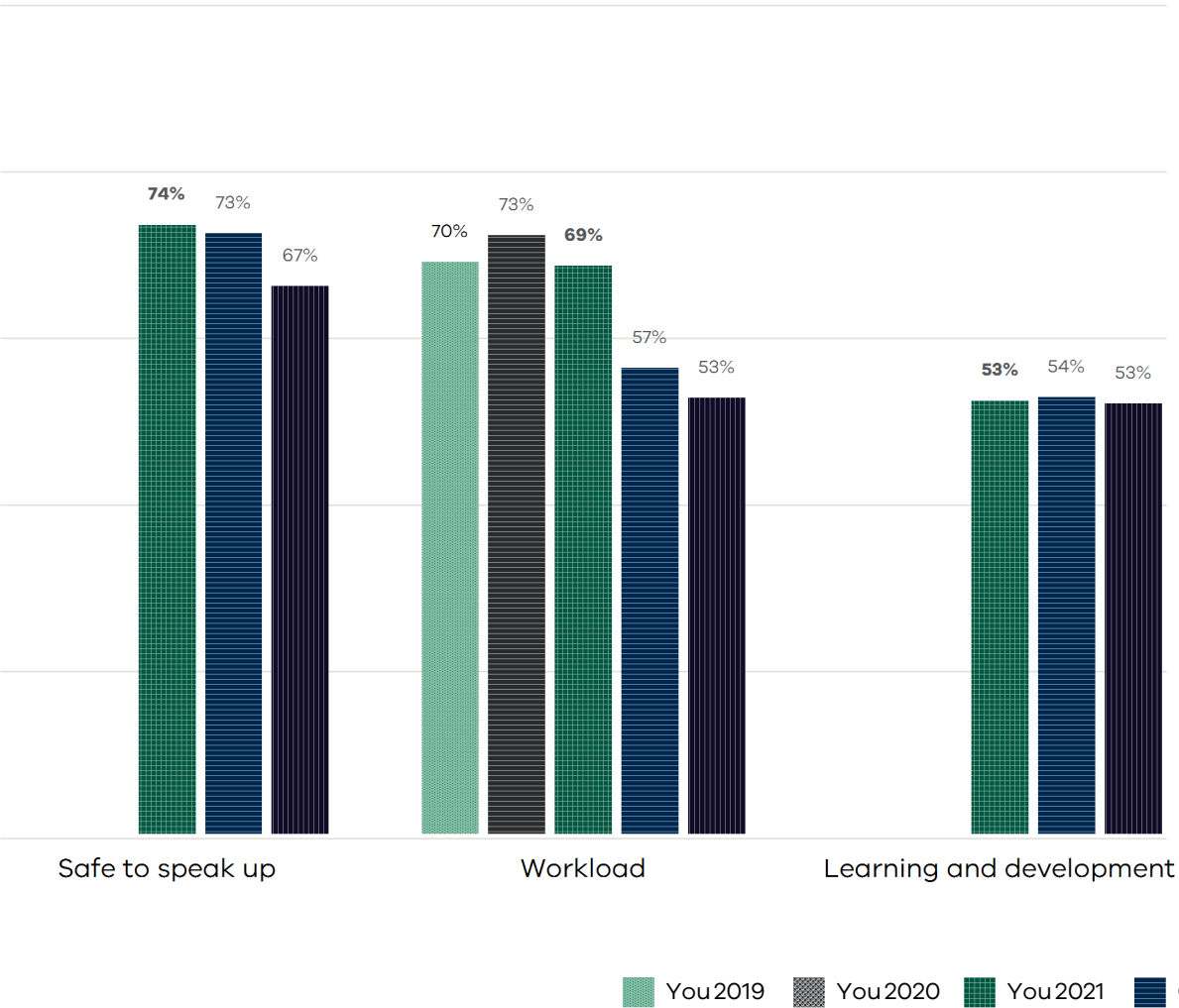
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

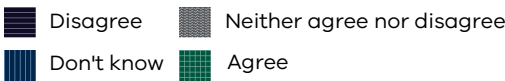
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

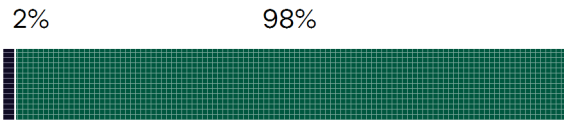
98% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question

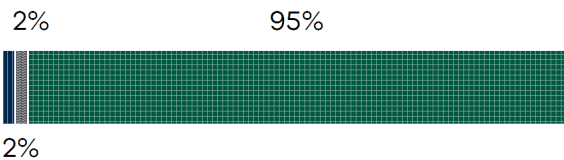
Your results



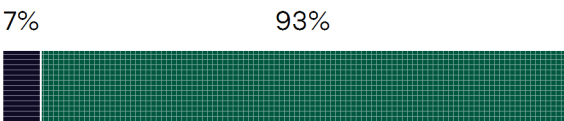
My manager works effectively with people from diverse backgrounds



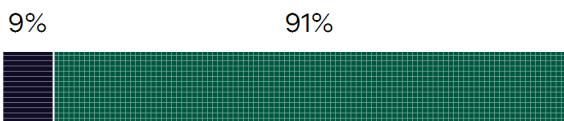
My manager is committed to workplace safety



My manager demonstrates honesty and integrity



My manager models my organisation's values



Benchmark agree results

| 2019 | You | | 2021 | Comparator | | |
|------|-----------|------|------|------------|---------|---------|
| | 2020 | | | Lowest | Average | Highest |
| | 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 91 % | Not asked | 98 % | 78 % | 90 % | 100 % | |
| 81 % | Not asked | 95 % | 77 % | 89 % | 100 % | |
| 95 % | Not asked | 93 % | 70 % | 89 % | 100 % | |
| 88 % | Not asked | 91 % | 67 % | 86 % | 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.

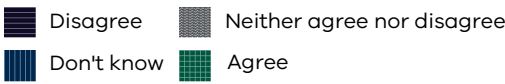
Example

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

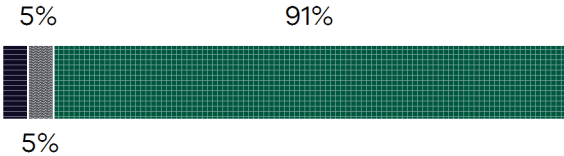
Survey question

Your results

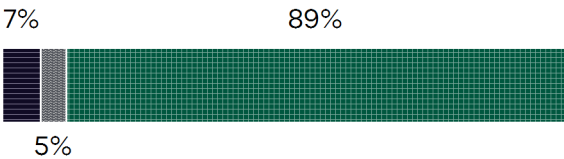
Benchmark agree results



My manager treats employees with dignity and respect



My manager ensures clients receive a high standard of service



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 88 % | Not asked | 91 % | 79 % | 90 % | 100 % |
| 91 % | Not asked | 89 % | 76 % | 90 % | 100 % |

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

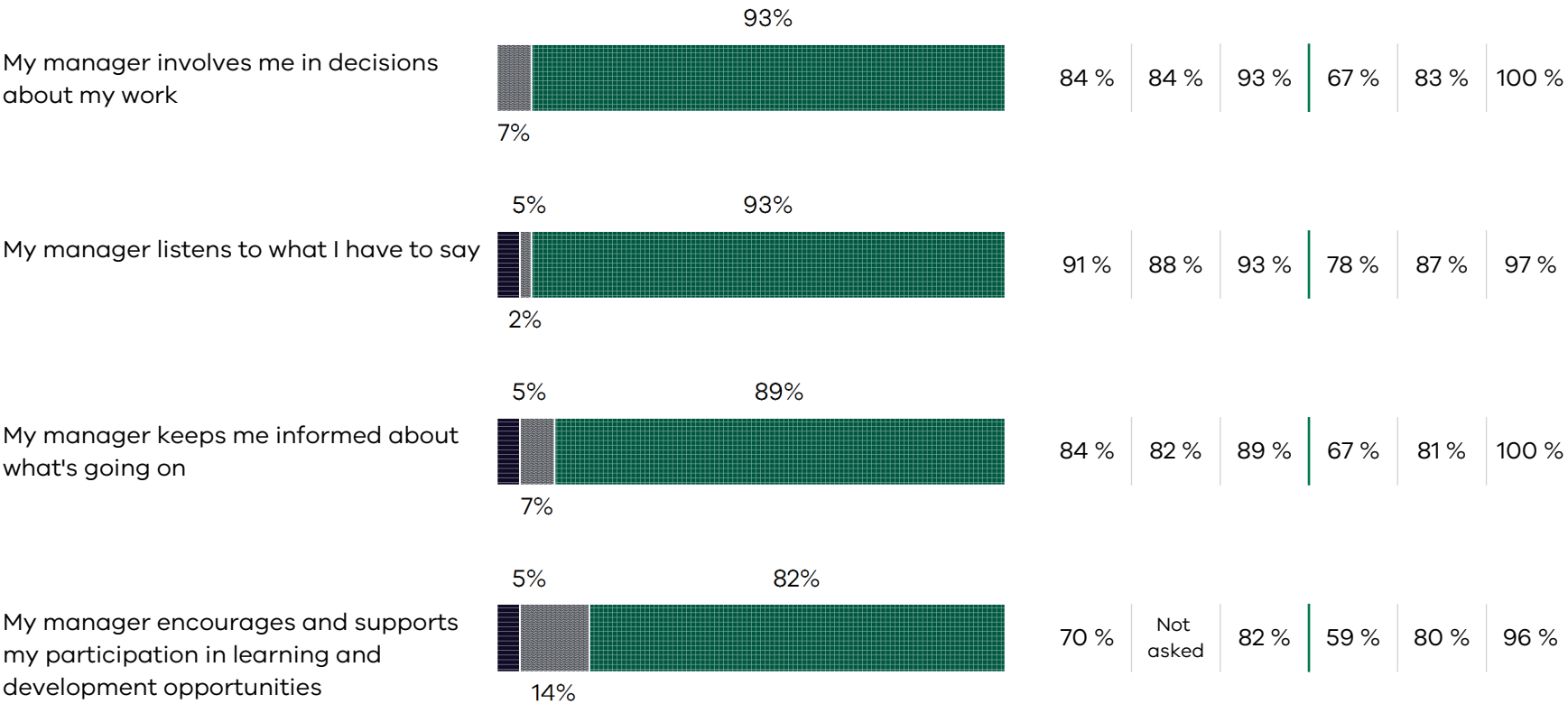
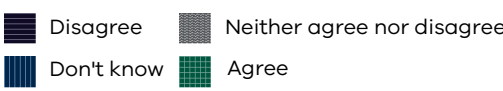
Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

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.

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

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

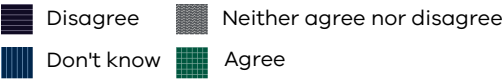
Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

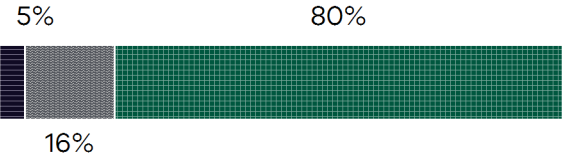
Survey question

Your results

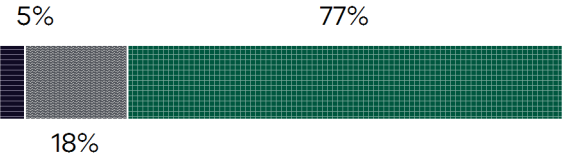
Benchmark agree results



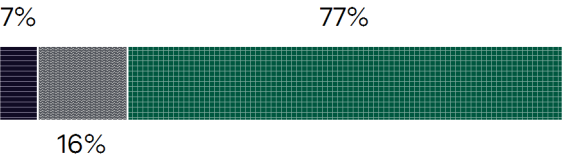
My manager provides me with enough support when I need it



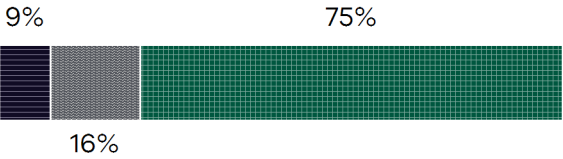
I would be confident in approaching my manager to discuss concerns and grievances



My manager provides feedback to me in a way that helps me improve my performance



I receive adequate recognition for my contributions and accomplishments



| 2019 | You | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | 78 % | 80 % | 67 % | 81 % | 96 % |
| 77 % | Not asked | 77 % | 73 % | 83 % | 100 % |
| 70 % | 70 % | 77 % | 52 % | 72 % | 94 % |
| 63 % | Not asked | 75 % | 46 % | 64 % | 90 % |

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

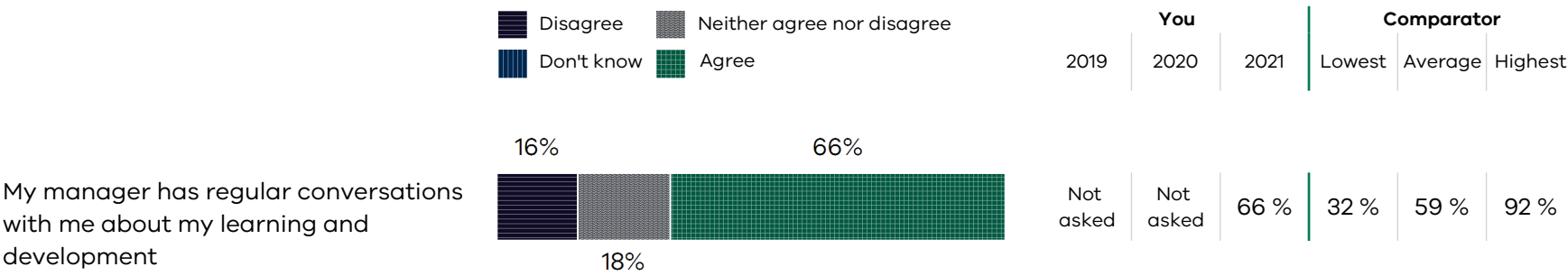
Example

66% 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.

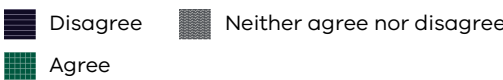
Example

73% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

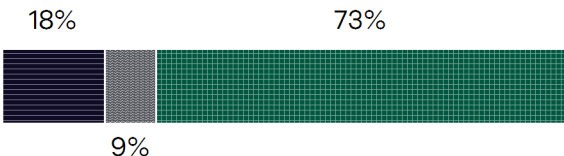
Survey question

Your results

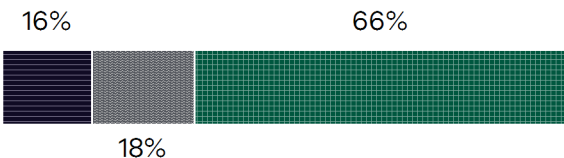
Benchmark agree results



I have enough time to do my job effectively



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



| You | | | Comparator | | |
|------|------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 70 % | 74 % | 73 % | 42 % | 55 % | 89 % |
| 70 % | 72 % | 66 % | 39 % | 59 % | 85 % |

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

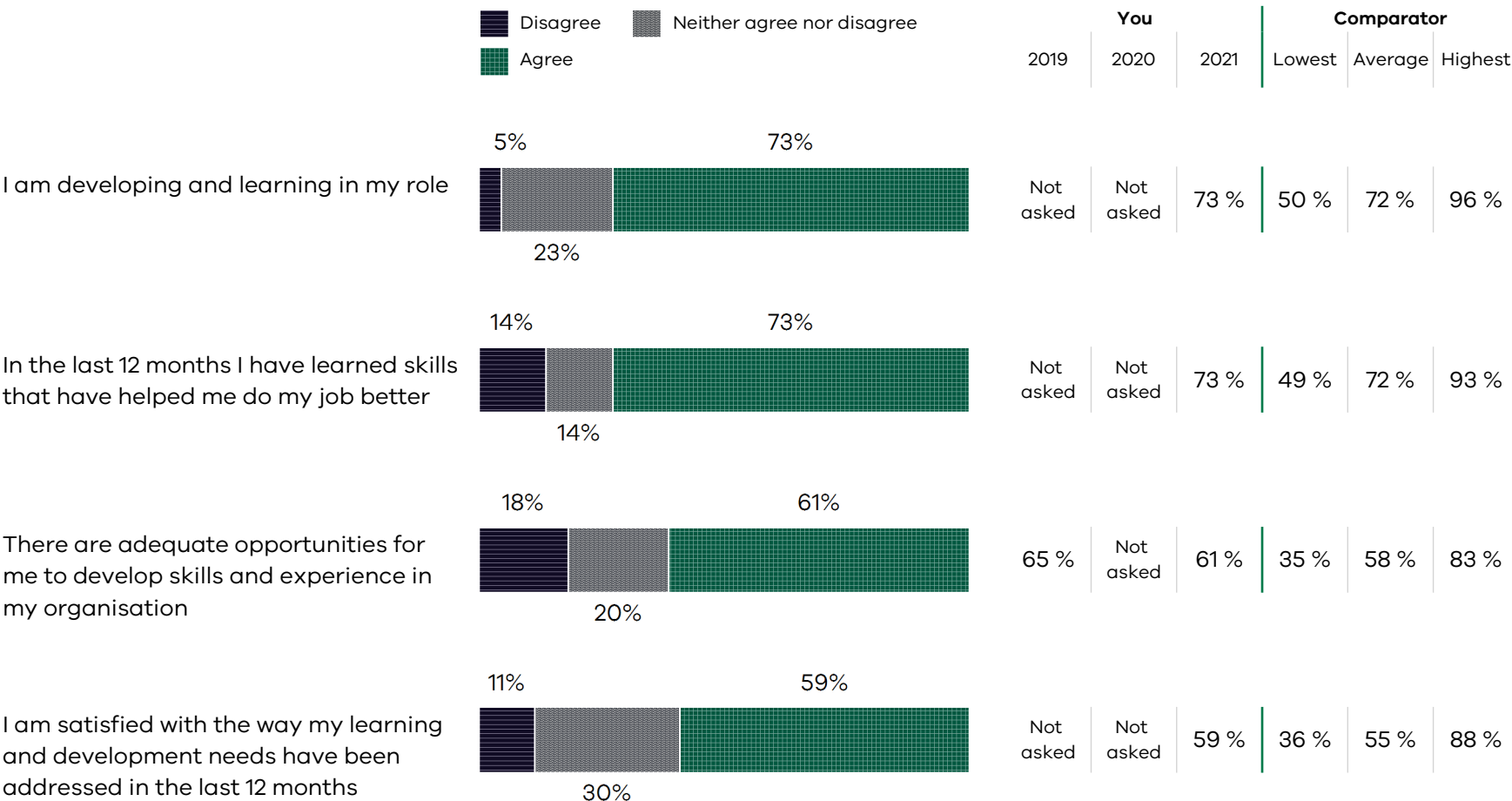
Example

73% of your staff who did the survey agreed or strongly agreed with 'I am 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.

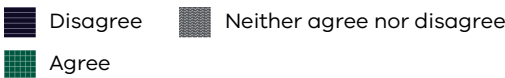
Example

59% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff.'

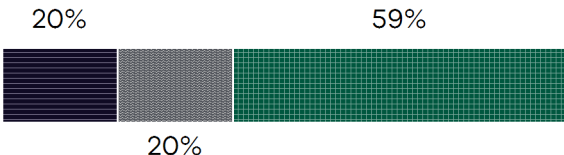
Survey question

Your results

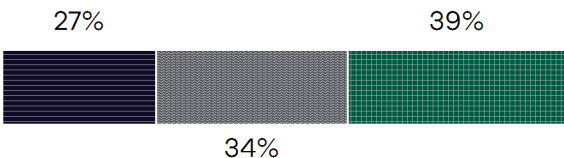
Benchmark agree results



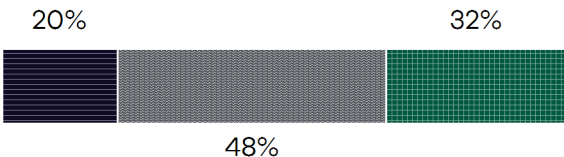
My organisation places a high priority on the learning and development of staff



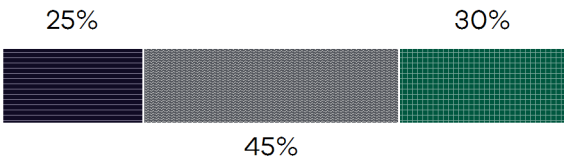
I feel I have an equal chance at promotion in my organisation



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)



| You | | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 49 % | Not asked | 59 % | 34 % | 60 % | 93 % |
| Not asked | Not asked | 39 % | 20 % | 44 % | 78 % |
| Not asked | Not asked | 32 % | 19 % | 37 % | 57 % |
| Not asked | Not asked | 30 % | 13 % | 30 % | 57 % |

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

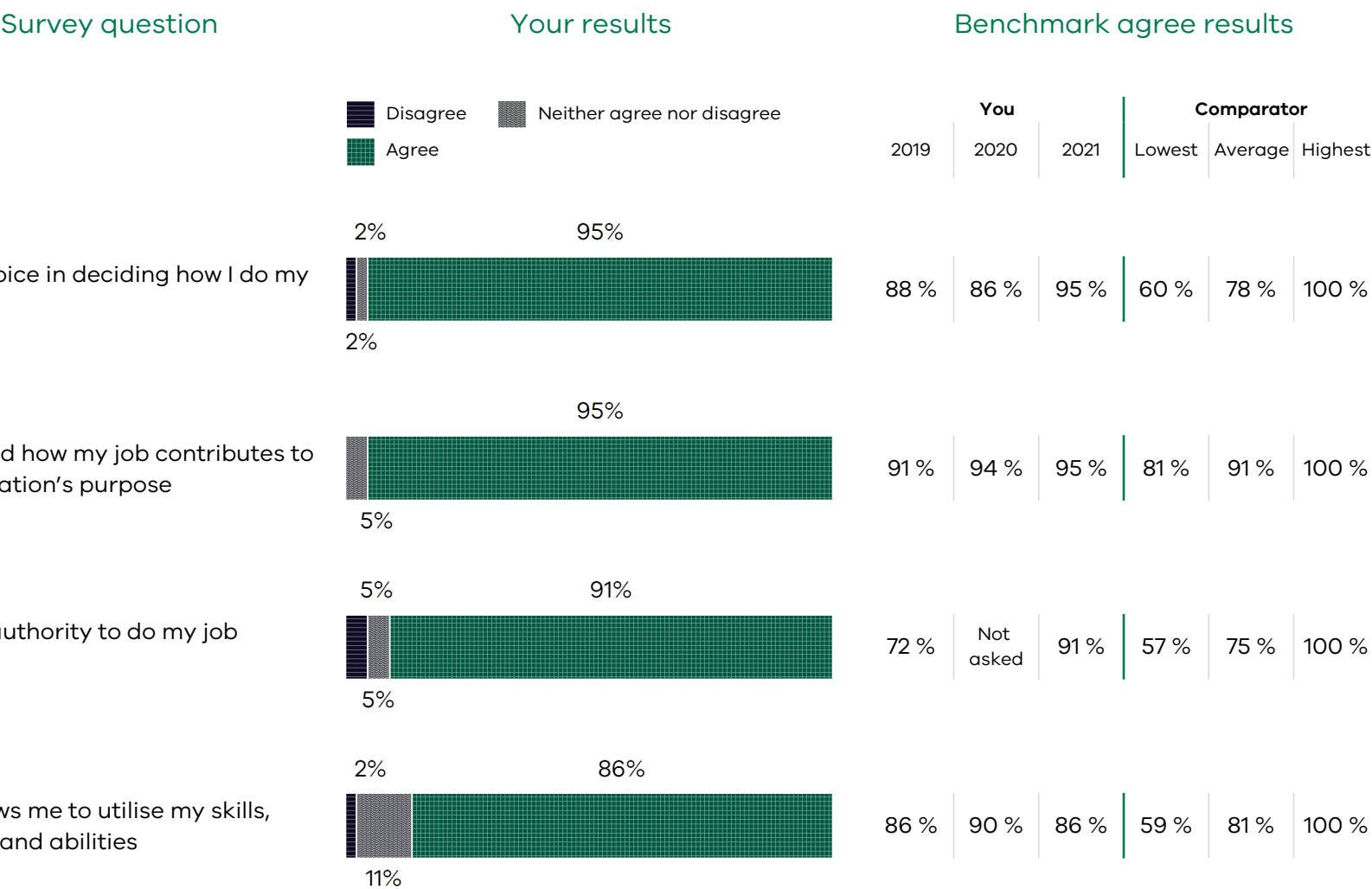
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.



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.

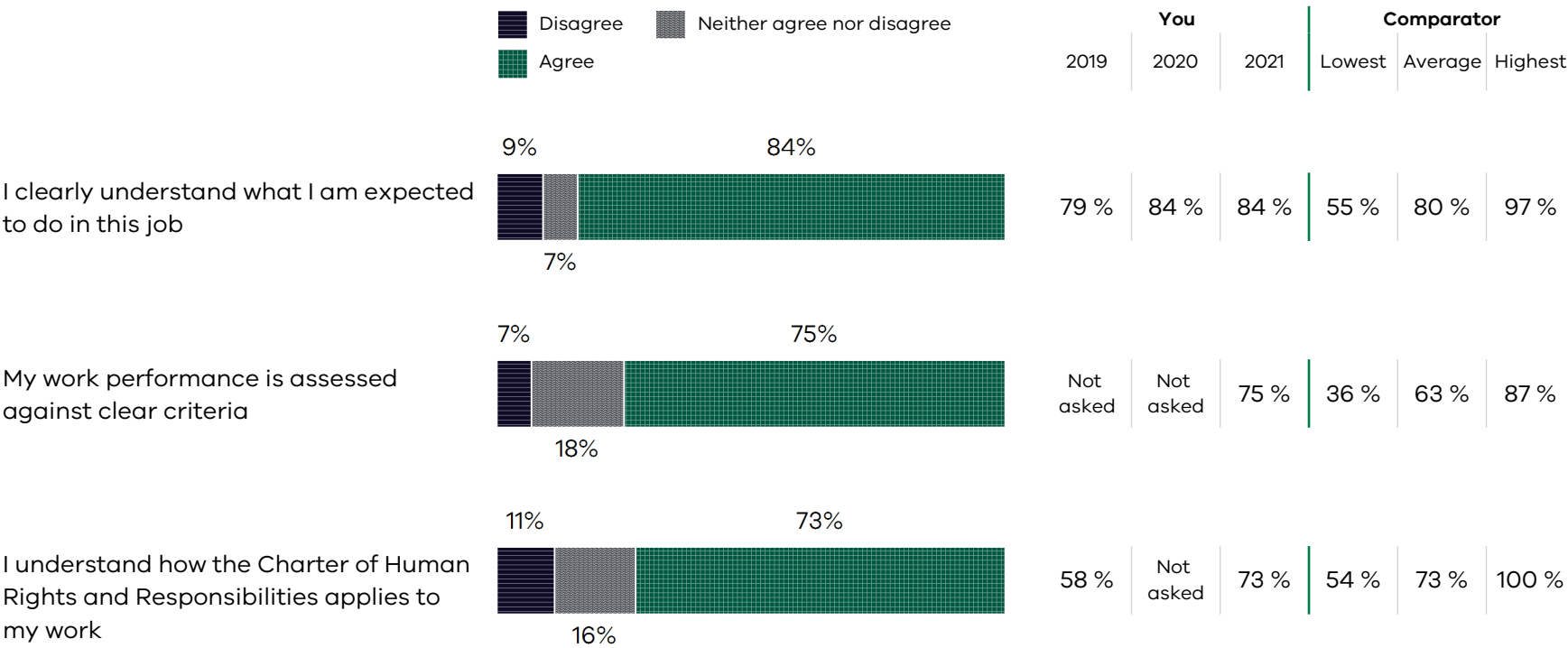
Example

84% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question

Your results

Benchmark agree results



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.

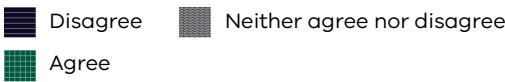
Example

95% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

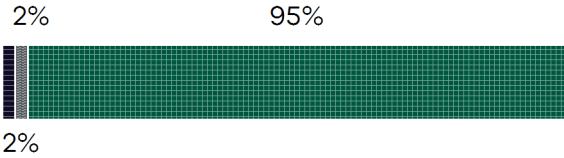
Survey question

Your results

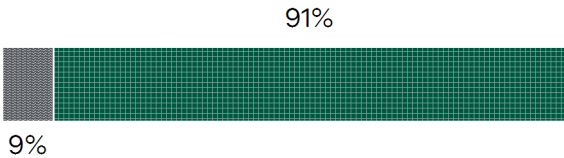
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



| 2019 | You | | Comparator | | |
|-----------|------|------|------------|---------|---------|
| | 2020 | 2021 | Lowest | Average | Highest |
| | | | | | |
| Not asked | 88 % | 95 % | 73 % | 85 % | 100 % |
| Not asked | 88 % | 91 % | 62 % | 80 % | 100 % |

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

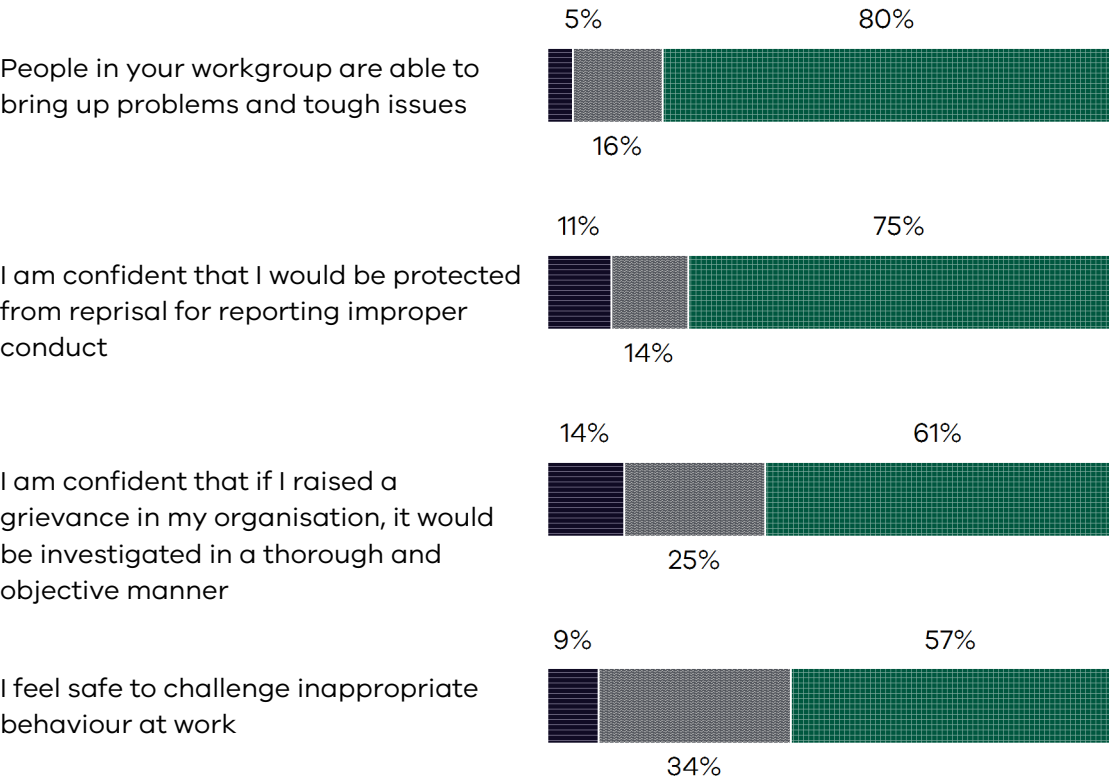
Example

80% 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



| 2019 | You | | Comparator | | |
|-----------|-----------|------|------------|---------|---------|
| | 2020 | 2021 | Lowest | Average | Highest |
| Not asked | 76 % | 80 % | 61 % | 78 % | 97 % |
| 42 % | Not asked | 75 % | 51 % | 69 % | 100 % |
| 49 % | Not asked | 61 % | 38 % | 62 % | 94 % |
| Not asked | Not asked | 57 % | 49 % | 68 % | 100 % |

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

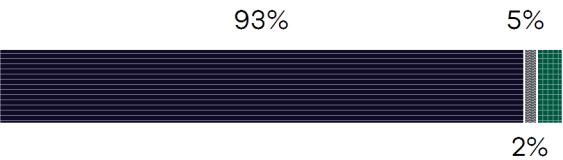
Survey question

Your results

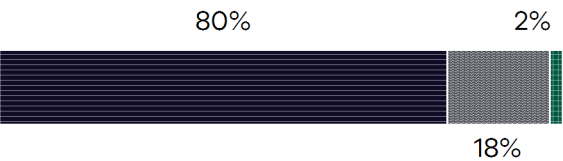
Benchmark disagree results



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 | 93 % | 75 % | 85 % | 100 % |
| Not asked | Not asked | 80 % | 61 % | 77 % | 96 % |

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

41% 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 | 41% | 40% | 36% |
| Decision making and authorisation processes | 25% | 29% | 23% |
| Other | 25% | 11% | 13% |
| Absence of visibility of team progress and deliverables | 14% | 11% | 9% |
| Communication processes | 14% | 16% | 19% |
| Family/household commitments (carer responsibilities, child education responsibilities) | 14% | 8% | 9% |
| There are no noticeable barriers | 14% | 16% | 18% |
| Limited social interactions with the team | 9% | 15% | 11% |
| Poor work-life balance | 9% | 12% | 12% |
| Difficulties in separating work from other aspects of my life | 7% | 13% | 10% |

People matter

survey 2021

Have your say

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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.

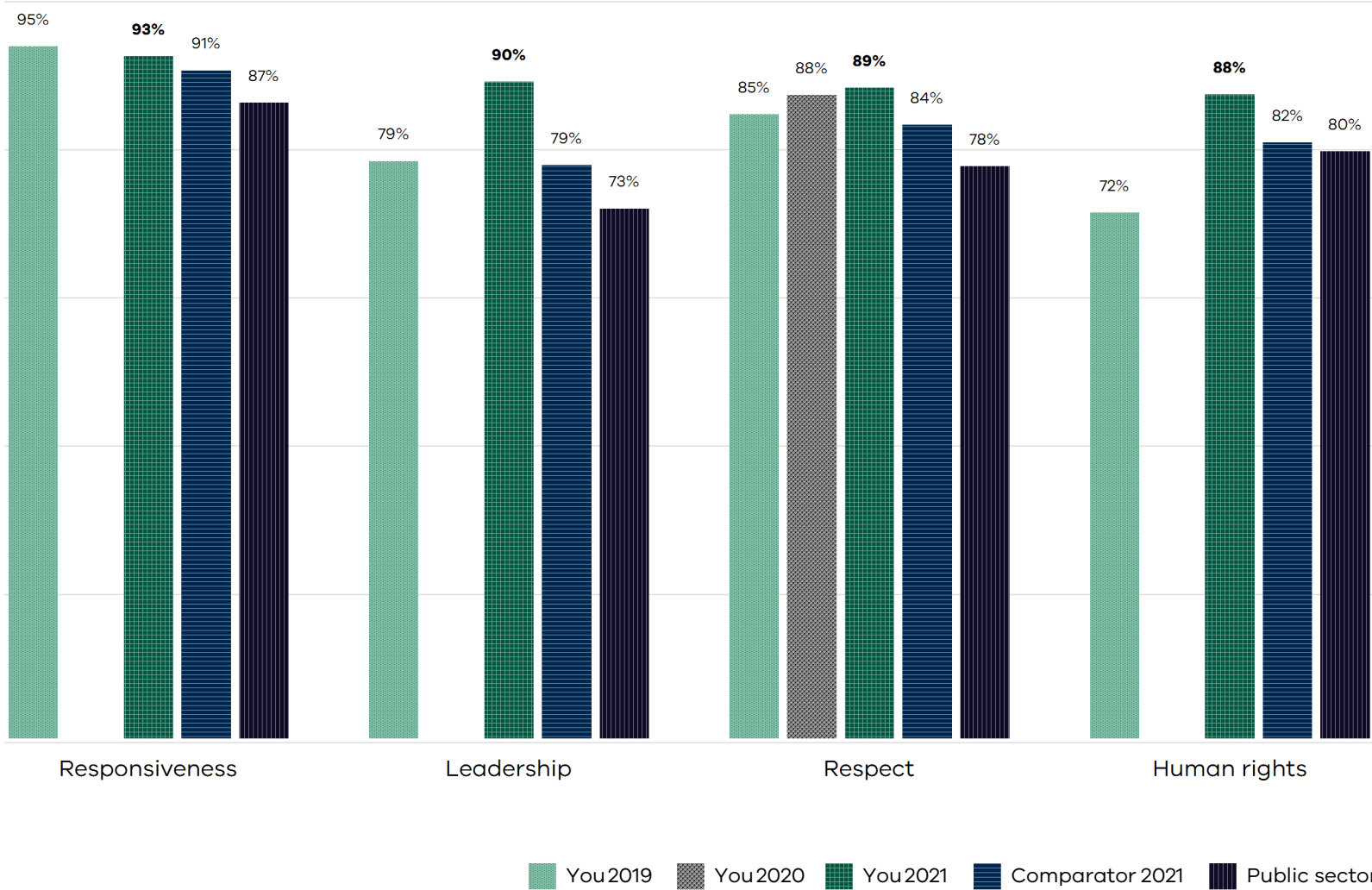
How to read this

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:
- 91% 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.

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

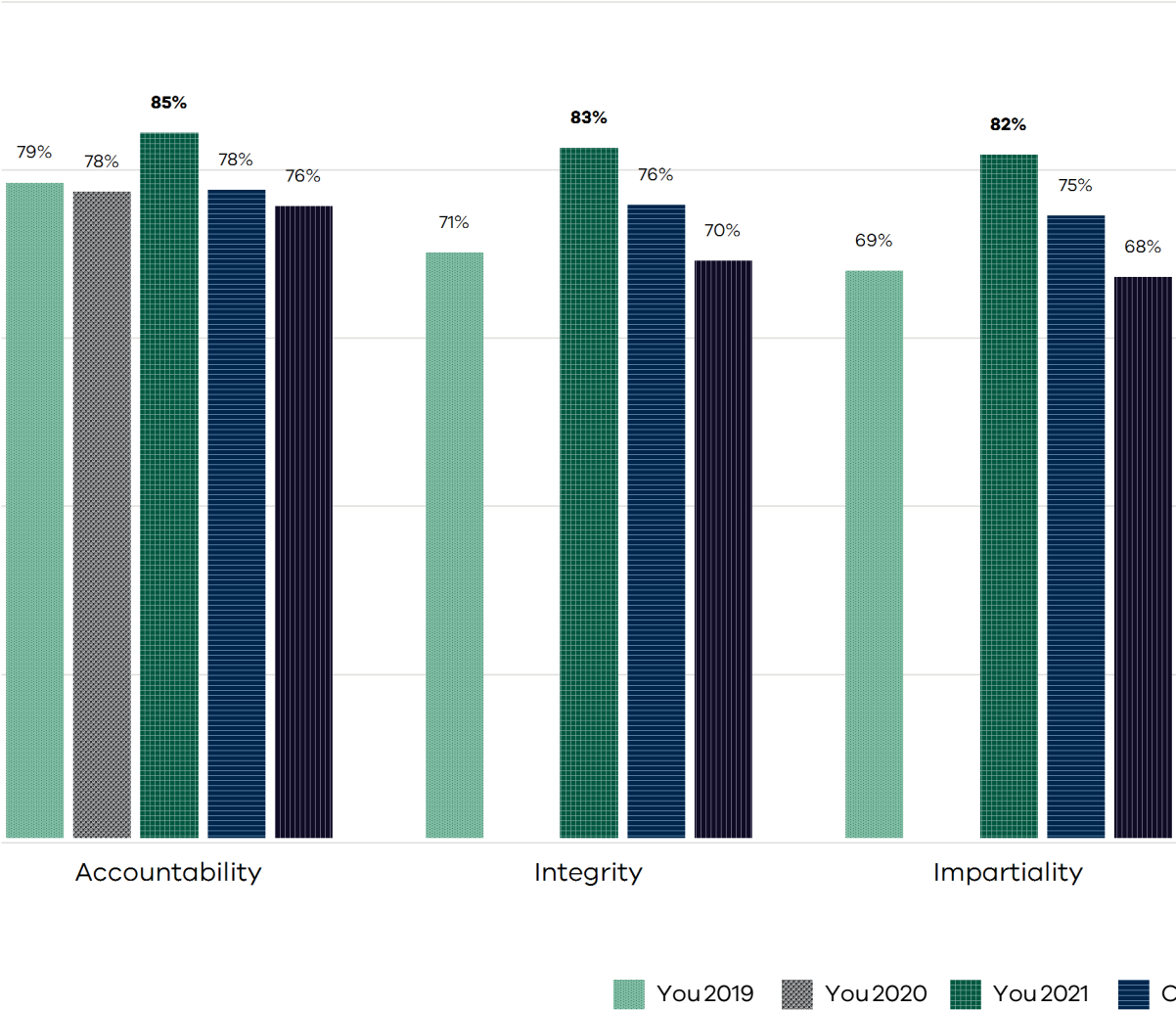
Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about Accountability, which is up 6% in 2019.

Compared to:

- 78% of staff at your comparator and 76% 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.

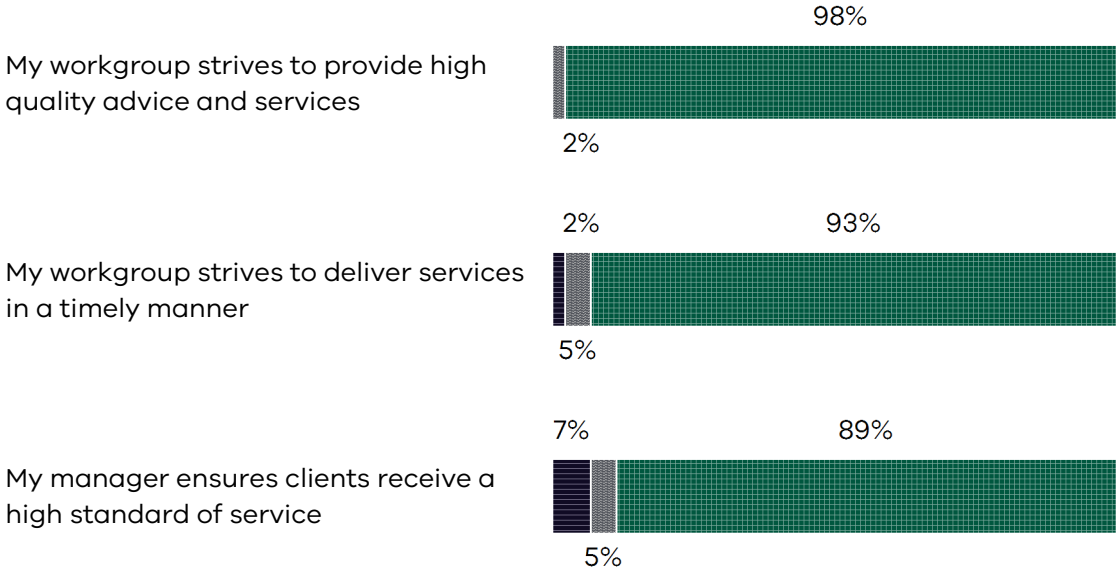
Example

98% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 95 % | Not asked | 98 % | 78 % | 92 % | 100 % |
| 98 % | Not asked | 93 % | 70 % | 91 % | 100 % |
| 91 % | Not asked | 89 % | 76 % | 90 % | 100 % |

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

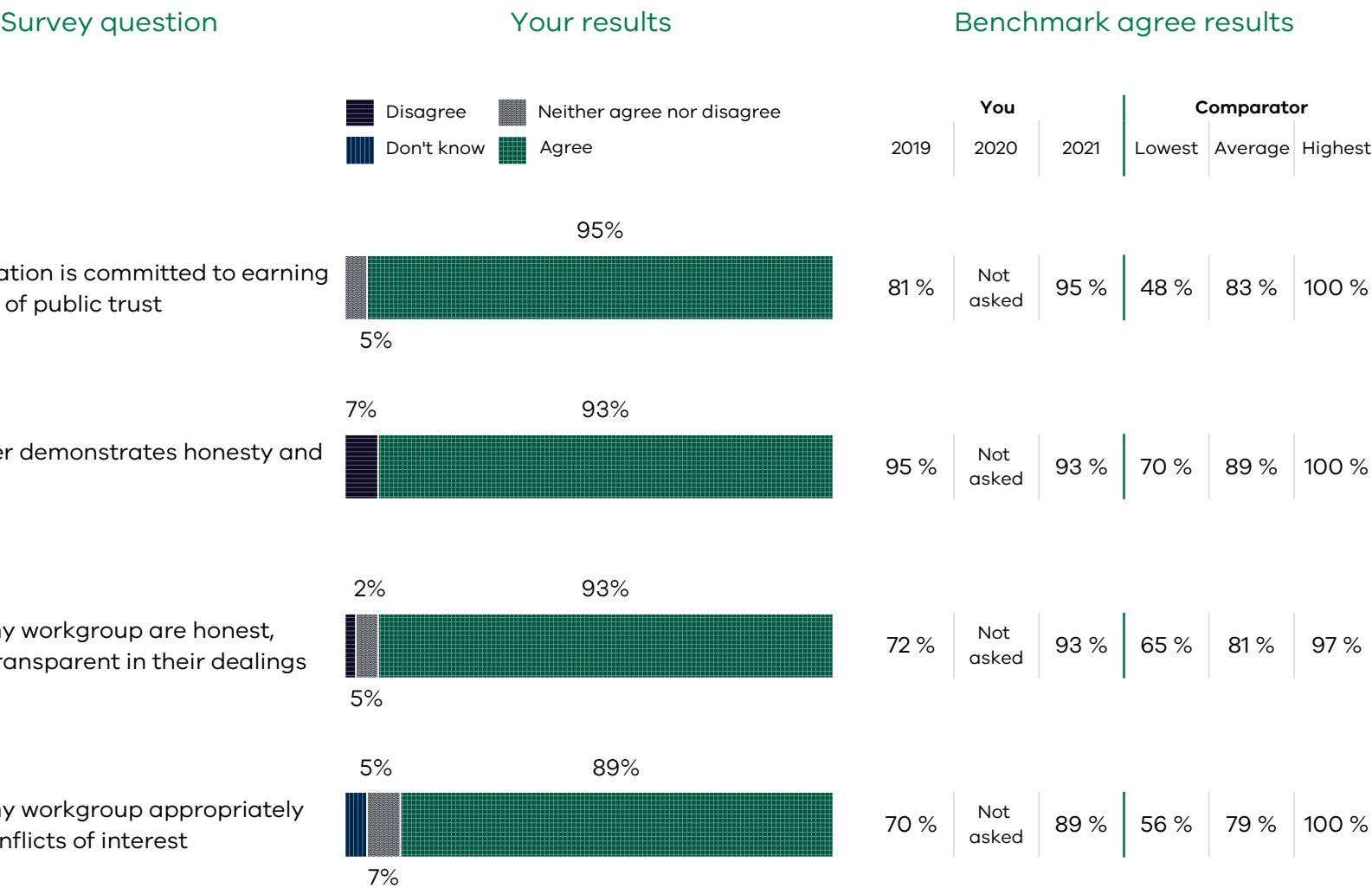
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Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% 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

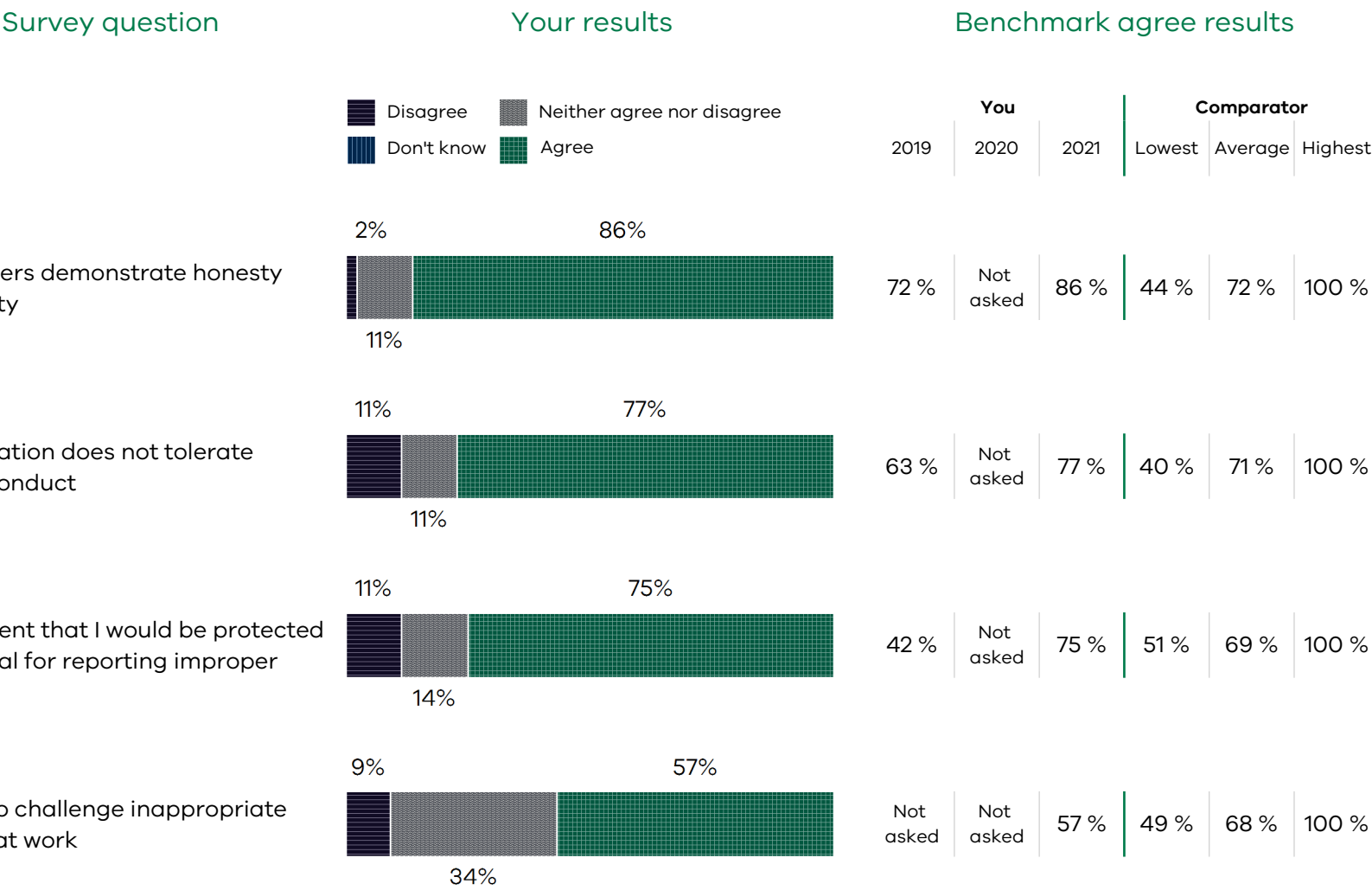
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Example

86% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.



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.

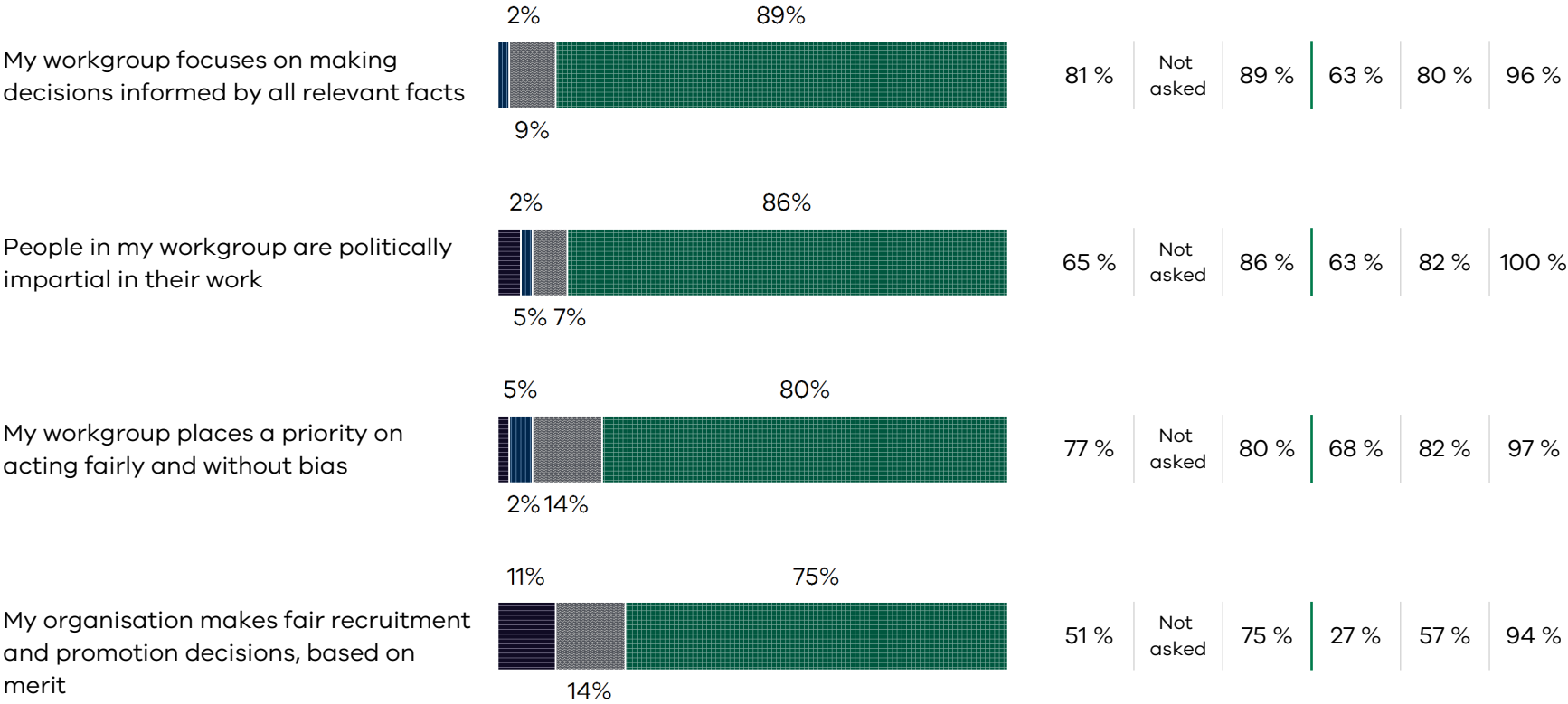
Example

89% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

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.

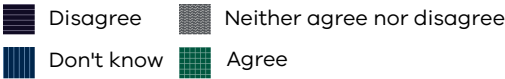
Example

95% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

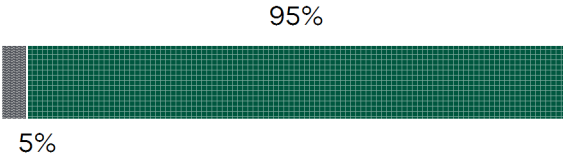
Survey question

Your results

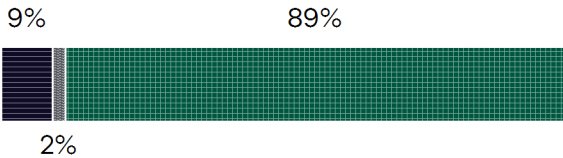
Benchmark agree results



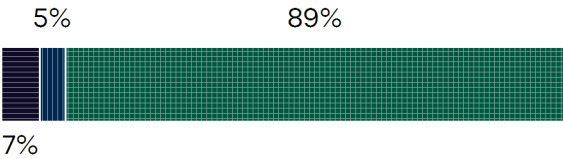
I understand how my job contributes to my organisation's purpose



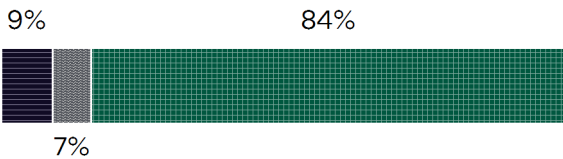
My workgroup has clear lines of responsibility



My workgroup strives to make the best use of its resources



I clearly understand what I am expected to do in this job



| You | | | Comparator | | |
|------|-----------|------|------------|---------|---------|
| 2019 | 2020 | 2021 | Lowest | Average | Highest |
| 91 % | 94 % | 95 % | 81 % | 91 % | 100 % |
| 70 % | Not asked | 89 % | 65 % | 77 % | 94 % |
| 86 % | Not asked | 89 % | 68 % | 81 % | 100 % |
| 79 % | 84 % | 84 % | 55 % | 80 % | 100 % |

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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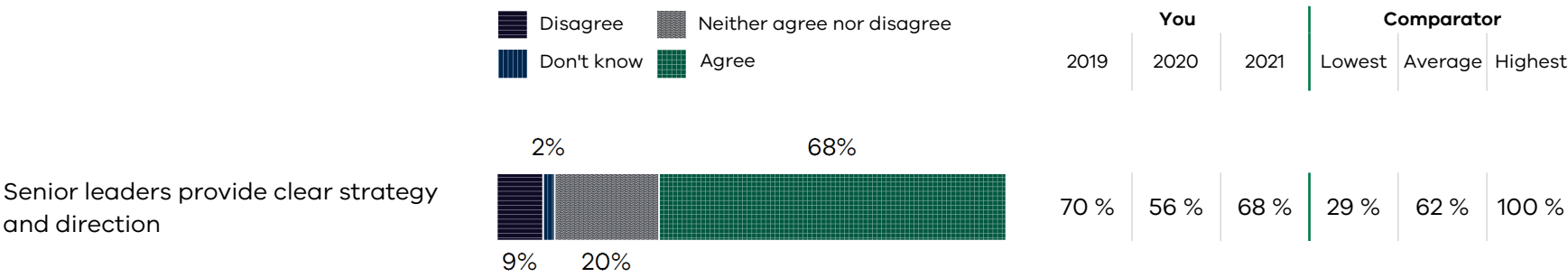
Example

68% 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

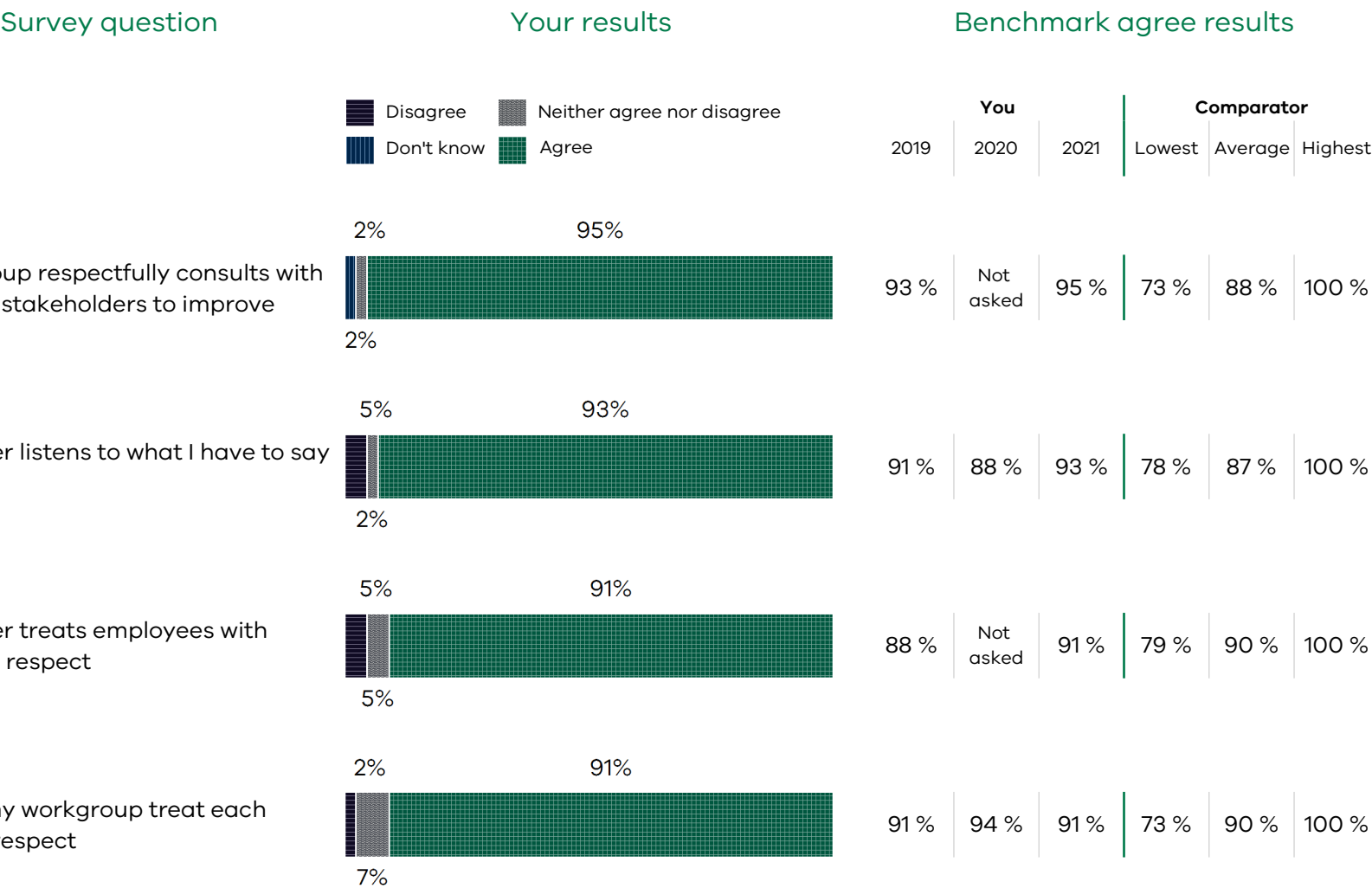
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



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

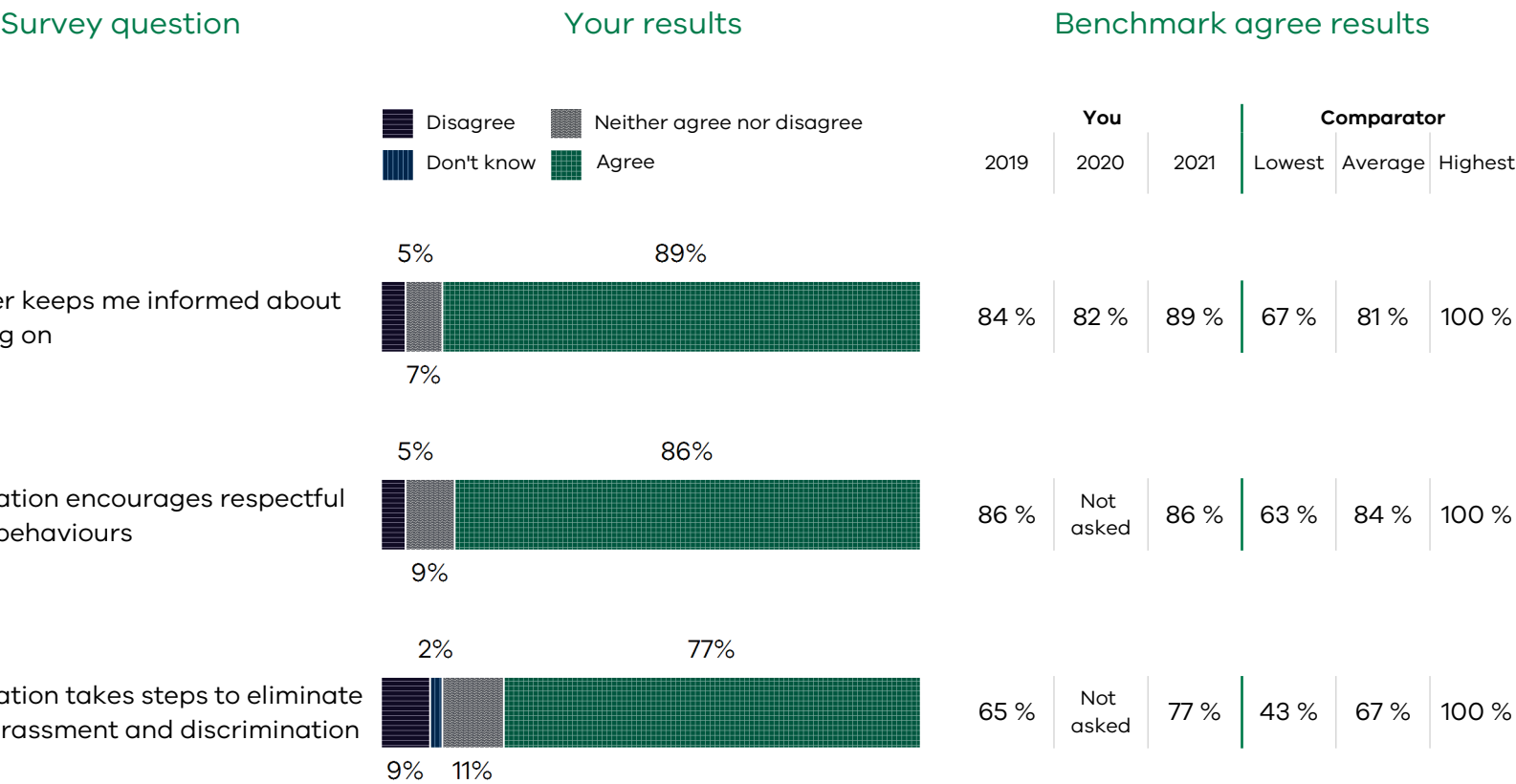
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Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.



Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

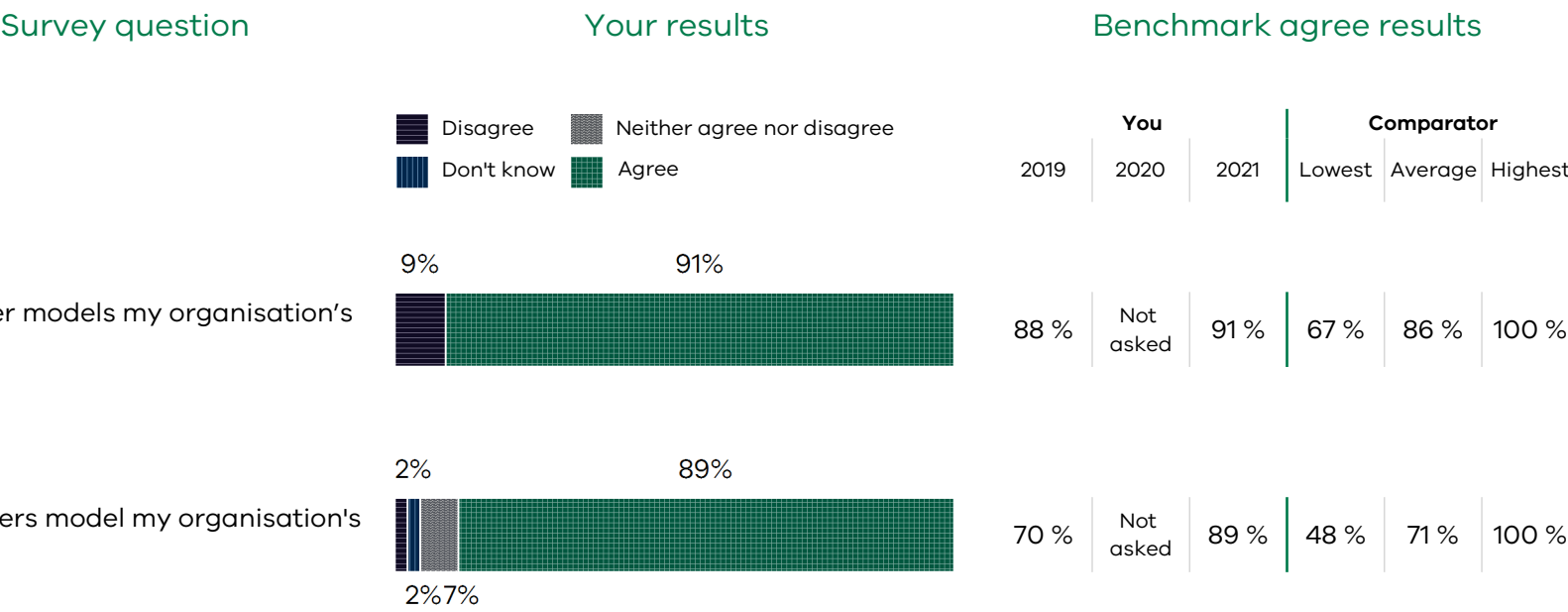
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Example

91% 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.

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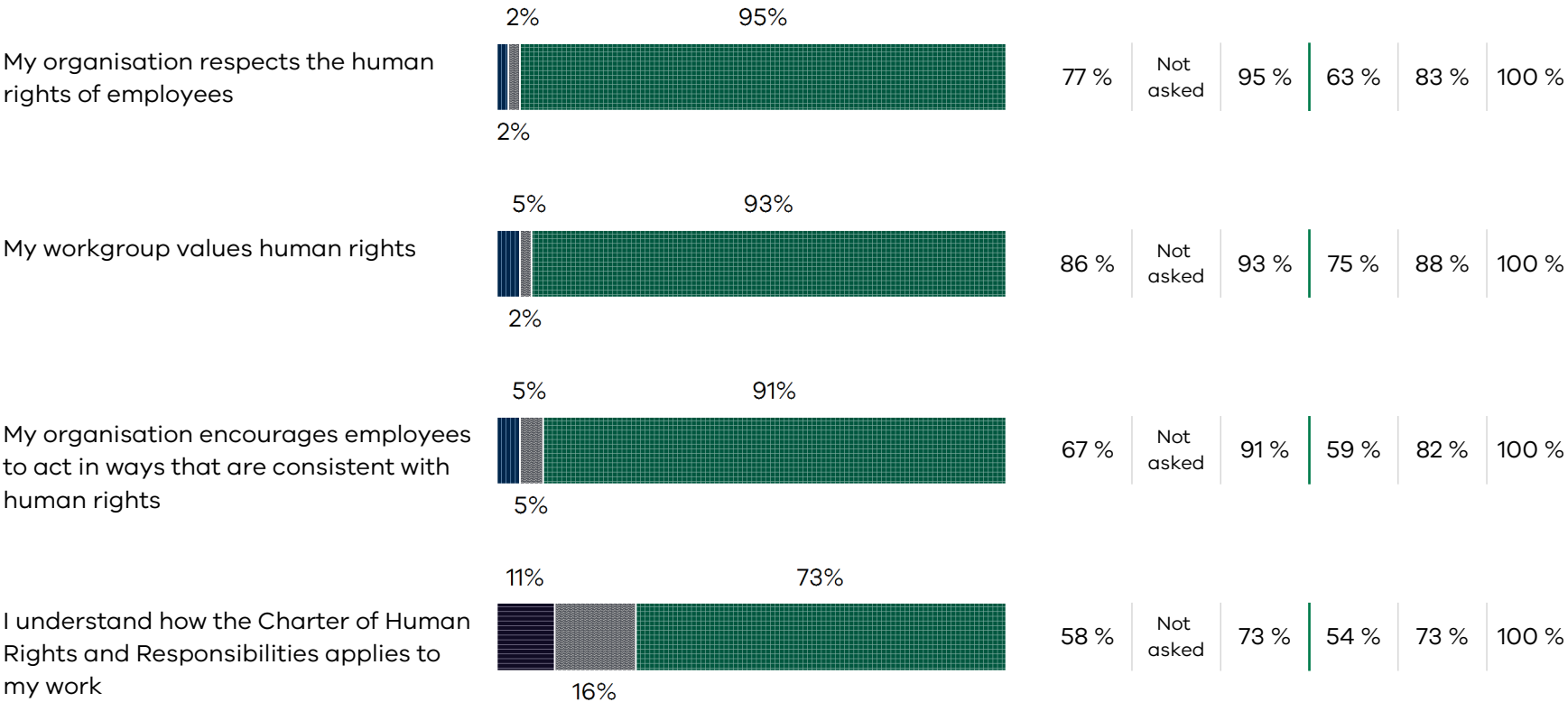
Example

95% 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



People matter

survey 2021

Have your say

| Report overview | People outcomes | | Key differences | Taking action | Senior leadership |
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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
- 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.

| Age | (n) | % |
|-------------------|-----|-----|
| 15-34 years | 5 | 11% |
| 35-54 years | 26 | 59% |
| 55+ years | 5 | 11% |
| Prefer not to say | 8 | 18% |

| Have you served in the Australian Defence Force (permanent or reservist)? | (n) | % |
|---|-----|-----|
| No | 38 | 86% |
| Prefer not to say | 6 | 14% |

| Highest level of formal education | (n) | % |
|--|-----|-----|
| Master Degree level | 10 | 23% |
| Graduate Diploma or Graduate Certificate level | 5 | 11% |
| Bachelor Degree level incl. honours degrees | 18 | 41% |
| Advanced Diploma or Diploma level | 3 | 7% |
| Certificate III or IV level | 1 | 2% |
| Prefer not to say | 7 | 16% |

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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| Aboriginal and/or Torres Strait Islander | (n) | % |
|--|-----|-----|
| Yes | 1 | 2% |
| Non Aboriginal and/or Torres Strait Islander | 38 | 86% |
| Prefer not to say | 5 | 11% |

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.

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| Do you identify as a person with a disability? | (n) | % |
|--|-----|-----|
| Yes | 1 | 2% |
| No | 34 | 77% |
| Prefer not to say | 9 | 20% |

| If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)? | (n) | % |
|--|-----|------|
| Yes | 1 | 100% |

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

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| How would you describe your gender? | (n) | % |
|---------------------------------------|-----|-----|
| Woman | 23 | 52% |
| Man | 11 | 25% |
| Prefer not to say | 9 | 20% |
| Non-binary and I use a different term | 1 | 2% |

| Are you trans, non-binary or gender diverse? | (n) | % |
|--|-----|-----|
| Yes | 1 | 2% |
| No | 34 | 77% |
| Prefer not to say | 9 | 20% |

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

| | (n) | % |
|-------------------|-----|-----|
| No | 34 | 77% |
| Prefer not to say | 10 | 23% |

How do you describe your sexual orientation?

| | (n) | % |
|-------------------------|-----|-----|
| Straight (heterosexual) | 30 | 68% |
| Prefer not to say | 12 | 27% |
| Bisexual | 1 | 2% |
| Gay or lesbian | 1 | 2% |

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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| Country of birth | (n) | % |
|-----------------------|-----|-----|
| Born in Australia | 28 | 64% |
| Not born in Australia | 6 | 14% |
| Prefer not to say | 10 | 23% |

| When did you first arrive in Australia?* | (n) | % |
|--|-----|-----|
| More than 20 years ago | 3 | 50% |
| 5 to less than 10 years ago | 2 | 33% |
| 10 to less than 20 years ago | 1 | 17% |

| Language other than English spoken with family or community | (n) | % |
|---|-----|-----|
| Yes | 8 | 18% |
| No | 29 | 66% |
| Prefer not to say | 7 | 16% |

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

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

| | (n) | % |
|------------|-----|-----|
| Other | 4 | 50% |
| Cantonese | 2 | 25% |
| Vietnamese | 2 | 25% |
| French | 1 | 13% |
| German | 1 | 13% |
| Sinhalese | 1 | 13% |
| Spanish | 1 | 13% |

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 | 30 | 68% |
| Prefer not to say | 9 | 20% |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 6 | 14% |
| English, Irish, Scottish and/or Welsh | 4 | 9% |
| East and/or South-East Asian | 4 | 9% |
| South Asian | 2 | 5% |
| Other | 2 | 5% |
| New Zealander | 1 | 2% |
| Aboriginal and/or Torres Strait Islander | 1 | 2% |

| Religion | (n) | % |
|-------------------|-----|-----|
| No religion | 27 | 61% |
| Prefer not to say | 10 | 23% |
| Christianity | 5 | 11% |
| Buddhism | 1 | 2% |
| Hinduism | 1 | 2% |

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How we protect anonymity and privacy

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

| Working arrangement | (n) | % |
|---------------------|-----|-----|
| Full-Time | 42 | 95% |
| Part-Time | 2 | 5% |

| Gross base salary (ongoing/fixed term only) | (n) | % |
|---|-----|-----|
| Below \$65k | 1 | 2% |
| \$65k to \$95k | 6 | 14% |
| \$95k to \$125k | 16 | 38% |
| \$125k or more | 14 | 33% |
| Prefer not to say | 5 | 12% |

| Organisational tenure | (n) | % |
|--------------------------|-----|-----|
| <1 year | 3 | 7% |
| 1 to less than 2 years | 5 | 11% |
| 2 to less than 5 years | 20 | 45% |
| 5 to less than 10 years | 13 | 30% |
| 10 to less than 20 years | 3 | 7% |

| Management responsibility | (n) | % |
|-----------------------------|-----|-----|
| Non-manager | 28 | 64% |
| Manager of other manager(s) | 8 | 18% |
| Other manager | 8 | 18% |

| Employment type | (n) | % |
|-----------------------|-----|-----|
| Ongoing and executive | 40 | 91% |
| Fixed term | 2 | 5% |
| Other | 2 | 5% |

| Have you moved between roles in the last 12 months?* | (n) | % |
|--|-----|-----|
| I have not moved between roles | 40 | 91% |
| I have moved to a different role within my organisation (including acting roles) | 4 | 9% |

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

Primary workplace location over the last 3 months

| | (n) | % |
|--------------------|-----|-----|
| Melbourne: Suburbs | 36 | 82% |
| Melbourne CBD | 8 | 18% |

Primary workplace type over the past 3 months*

| | (n) | % |
|-----------------------|-----|-----|
| Home/private location | 41 | 93% |
| A main office | 3 | 7% |

Other workplace type over the past 3 months*

| | (n) | % |
|--|-----|-----|
| A main office | 37 | 84% |
| Home/private location | 11 | 25% |
| No, I have not worked from any other locations | 2 | 5% |
| Other | 1 | 2% |

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

| | (n) | % |
|---|-----|-----|
| No, I have not requested adjustments | 25 | 57% |
| Flexible working arrangements | 16 | 36% |
| Physical modifications or improvements to the workplace | 8 | 18% |
| Job redesign or role sharing | 1 | 2% |
| Accessible communications technologies | 1 | 2% |
| Career development support strategies | 1 | 2% |

Why did you make this request?*

| | (n) | % |
|-------------------------|-----|-----|
| Health | 9 | 47% |
| Work-life balance | 8 | 42% |
| Family responsibilities | 5 | 26% |
| Caring responsibilities | 4 | 21% |
| Study commitments | 2 | 11% |
| Disability | 1 | 5% |
| Other | 1 | 5% |

What was your experience with making the request?

| | (n) | % |
|---|-----|-----|
| The adjustments I needed were made and the process was satisfactory | 18 | 95% |
| The adjustments I needed were made but the process was unsatisfactory | 1 | 5% |

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 | 13 | 30% |
| Prefer not to say | 11 | 25% |
| Primary school aged child(ren) | 7 | 16% |
| Secondary school aged child(ren) | 5 | 11% |
| Child(ren) - younger than preschool age | 4 | 9% |
| Preschool aged child(ren) | 4 | 9% |
| Person(s) with a medical condition | 3 | 7% |
| Person(s) with a mental illness | 2 | 5% |
| Frail or aged person(s) | 2 | 5% |
| Other | 2 | 5% |
| Person(s) with disability | 1 | 2% |



**Victorian
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