

# People matter survey 2021

Have your say

## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

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

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

### Rounding of percentages

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

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

### Survey questions and definitions

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

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# People matter

## survey 2021

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## Report overview

### Privacy and anonymity

To protect you, we:

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

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

# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

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

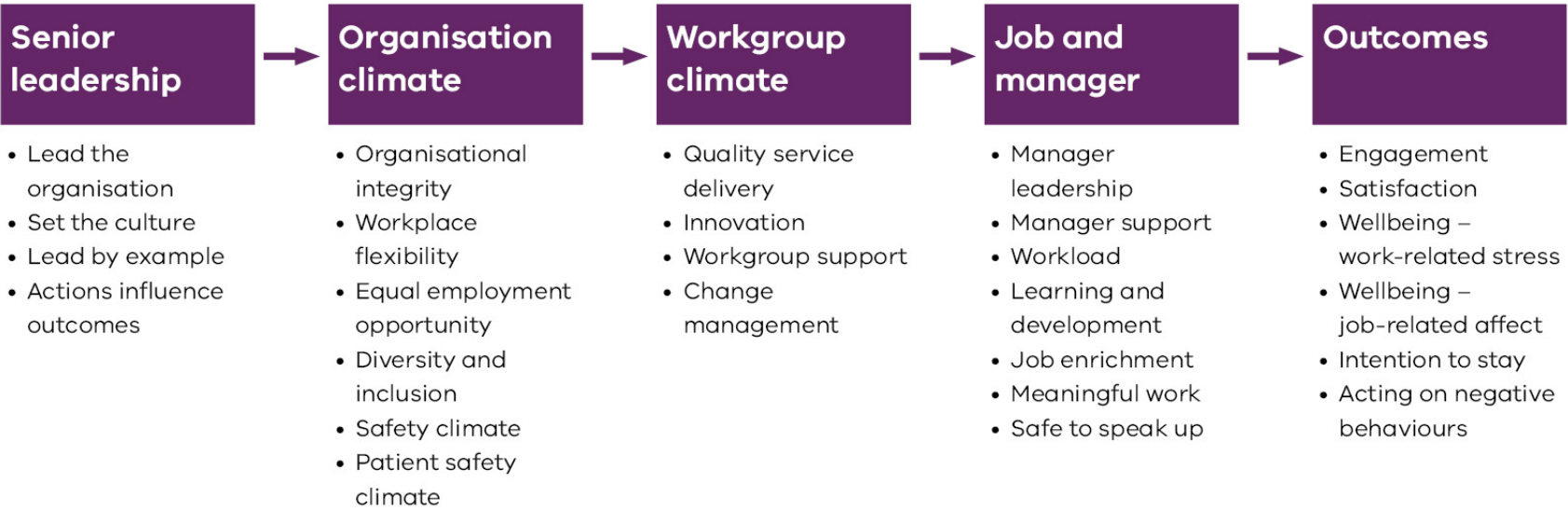
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### Our public sector values

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

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

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



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



# Report overview

## Your comparator group

### What this is

This is a list of similar organisations to yours.

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

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

### How we use this in your report

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

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

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

Central Gippsland Region Water Corporation

Central Highlands Region Water Corporation

Coliban Region Water Corporation

East Gippsland Region Water Corporation

Gippsland and Southern Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

North East Region Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Yarra Valley Water Corporation

# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

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

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

### How to read this

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

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

2020

78%  
(69)

Comparator 70%  
Public Sector 49%

2021

68%  
(58)

Comparator 76%  
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

77

Comparator 71  
Public Sector 68

2021

82

Comparator 73  
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 82.

### 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.

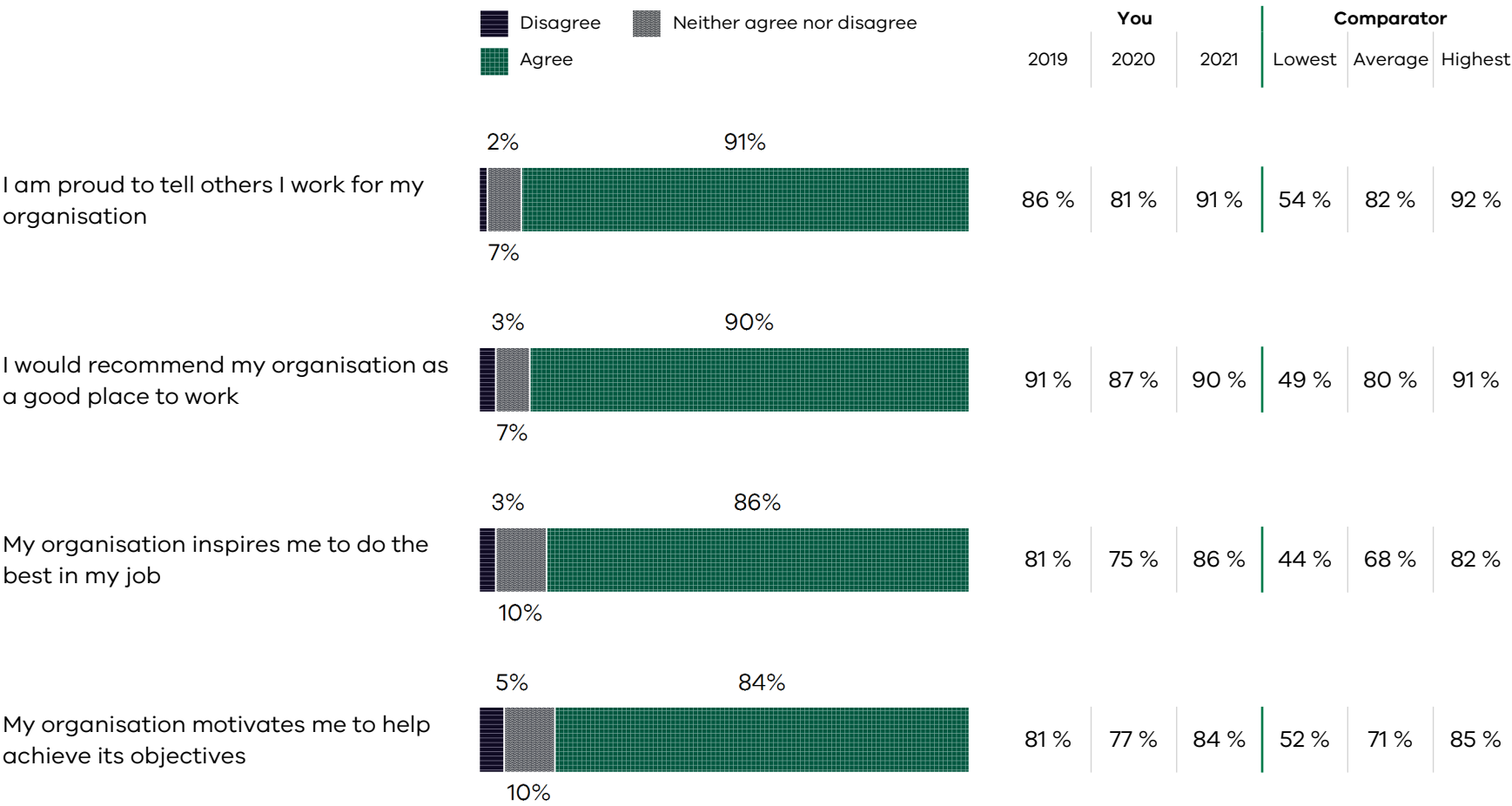
### Example

91% 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



People outcomes

Engagement question results 2 of 2

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

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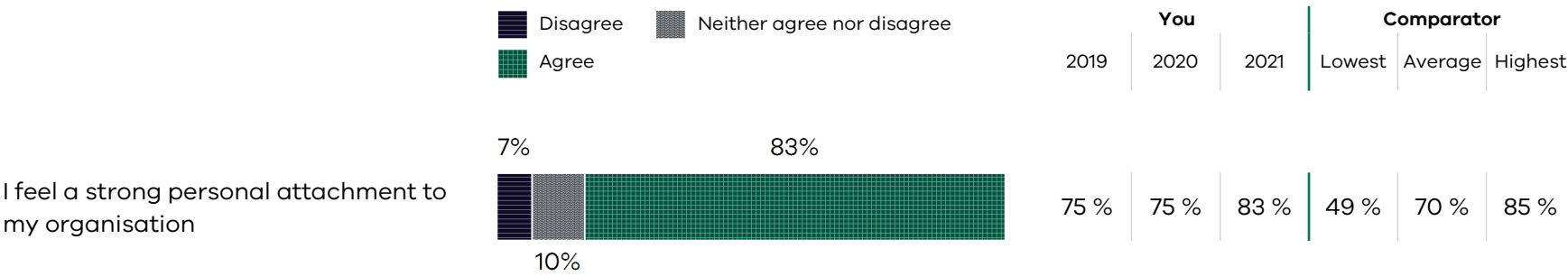
Example

83% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results



# 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.

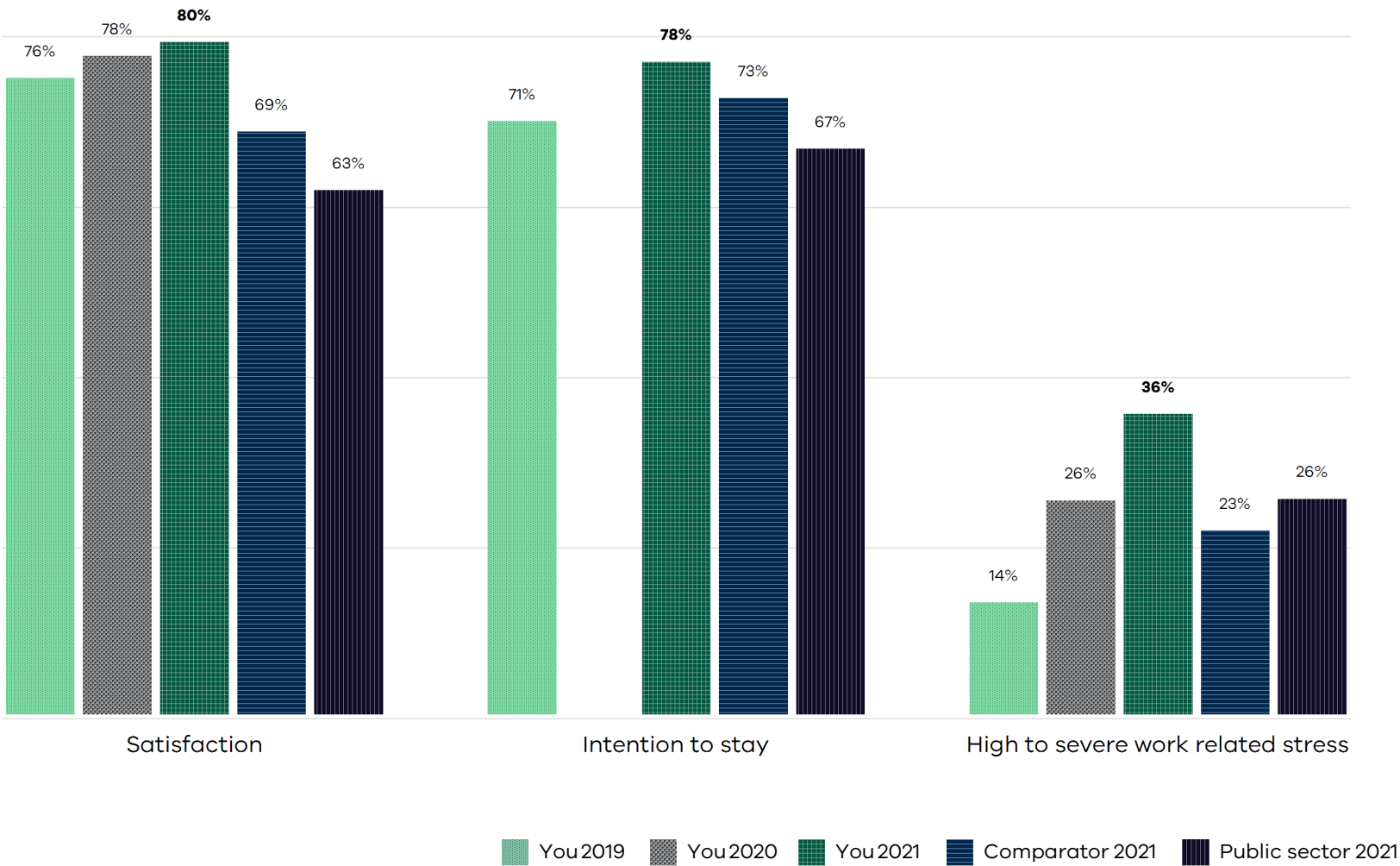
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

## Example

- In 2021:
- 80% of your staff who did the survey responded positively to questions about Satisfaction which is up from 78% in 2020.

## Compared to:

- 69% 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.

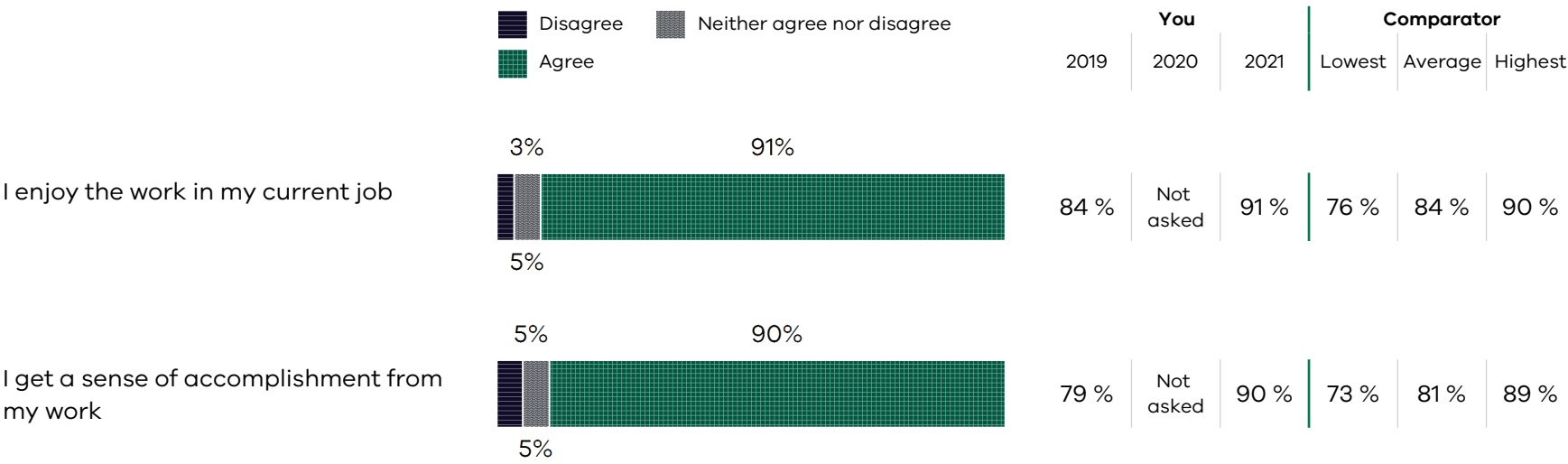
Example

91% 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



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.

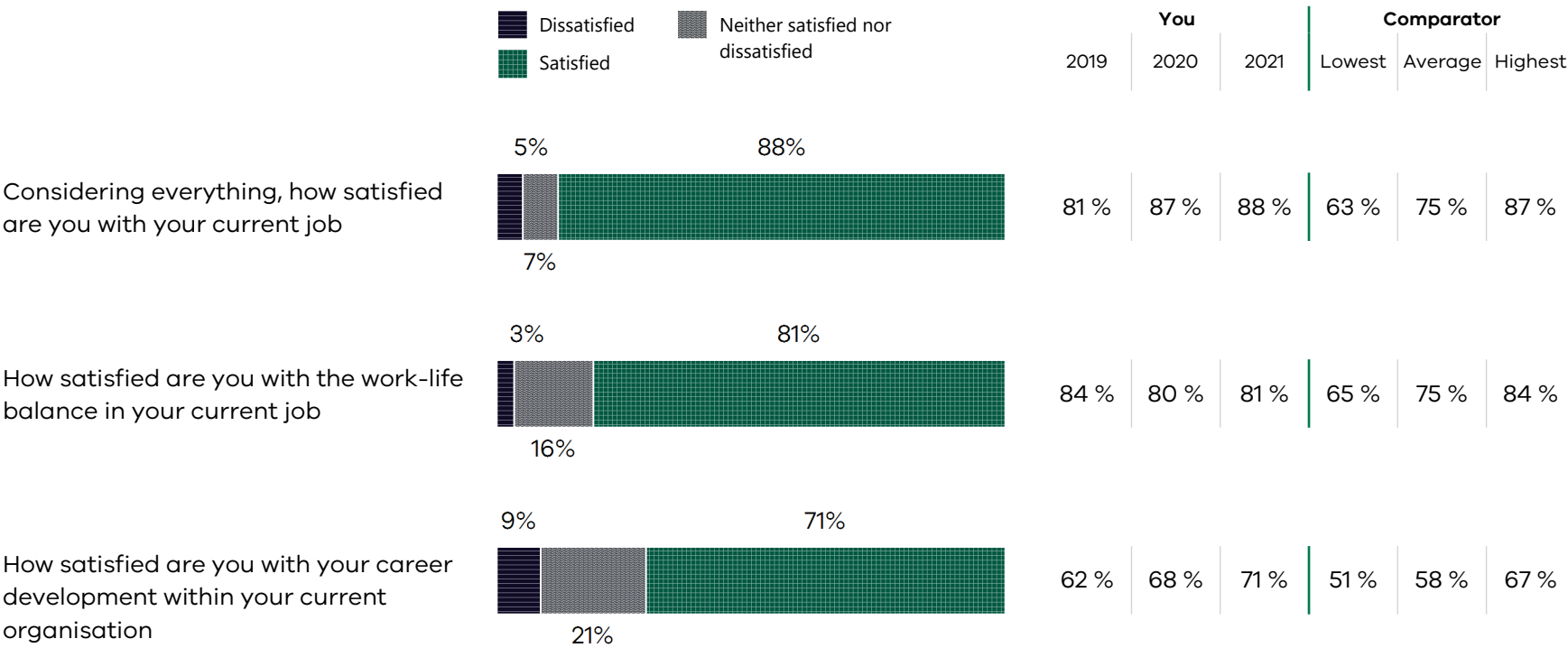
Example

88% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

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

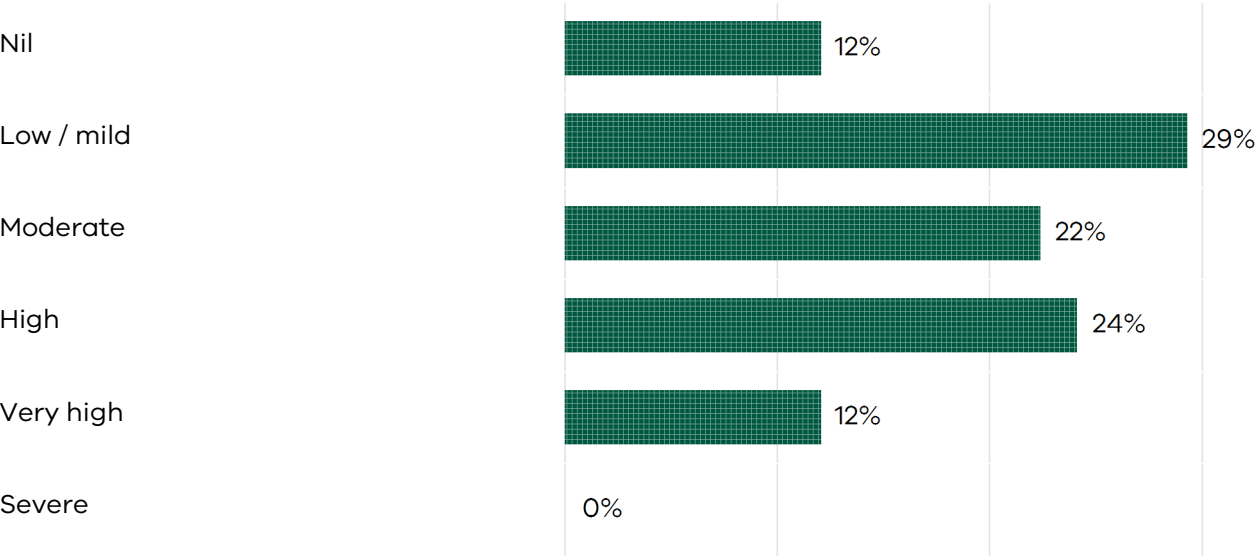
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

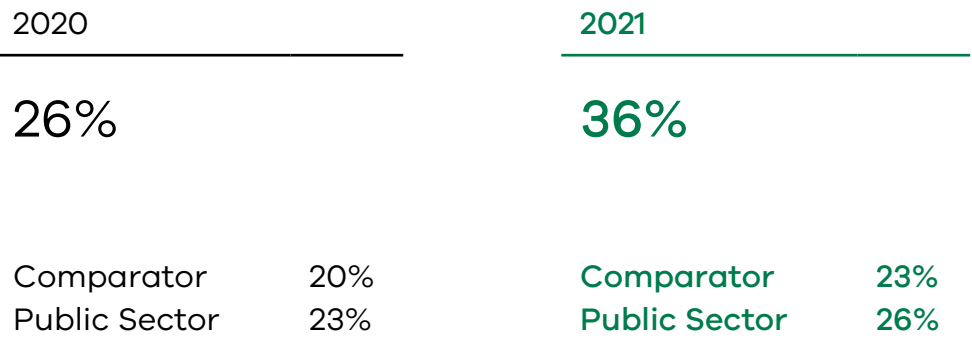
### Example

36% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% 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.

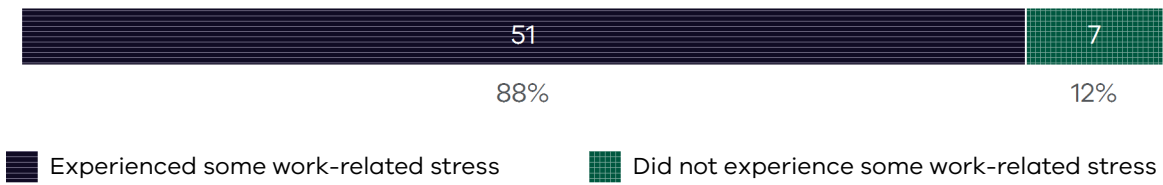
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

88% of your staff who did the survey said they experienced mild to severe stress.

Of that 88%, 65% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	56%	65%	51%	51%
Time pressure	36%	59%	40%	42%
Other changes due to COVID-19	18%	22%	12%	15%
Competing home and work responsibilities	16%	14%	12%	12%
Management of work (e.g. supervision, training, information, support)	18%	12%	13%	13%
Organisation or workplace change	3%	12%	13%	11%
Dealing with clients, patients or stakeholders	13%	10%	15%	14%
Content, variety, or difficulty of work	8%	8%	13%	12%
Other	13%	8%	10%	9%
Unclear job expectations	7%	6%	12%	11%



## People outcomes

### Intention to stay

#### What this is

This is what your staff intend to do with their careers in the near future.

#### Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.

#### How to read this

In the survey, we ask staff to tell us if they intend to leave their organisation, leave the sector or stay.

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.

In descending order, the table shows the top 10 reasons for leaving.

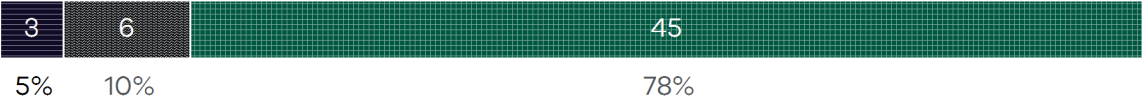
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

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

Of that 16%, 78% said it was from 'Better remuneration'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Better remuneration	78%	33%	26%
Limited future career opportunities at my organisation	44%	44%	42%
Opportunity to broaden experience	44%	39%	40%
Desire to relocate interstate or overseas	33%	11%	7%
Limited developmental/educational opportunities at my organisation	33%	21%	24%
Limited opportunities to gain further experience at my organisation	33%	33%	33%
Opportunity to seek/take a promotion elsewhere	33%	29%	33%
End of contract/secondment	22%	8%	11%
Limited recognition for doing a good job	22%	26%	32%
Poor relationship with my colleagues and/or manager	22%	12%	15%

# People outcomes

## Scorecard: emotional effects of work

### What this is

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

### Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

### How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

### Example

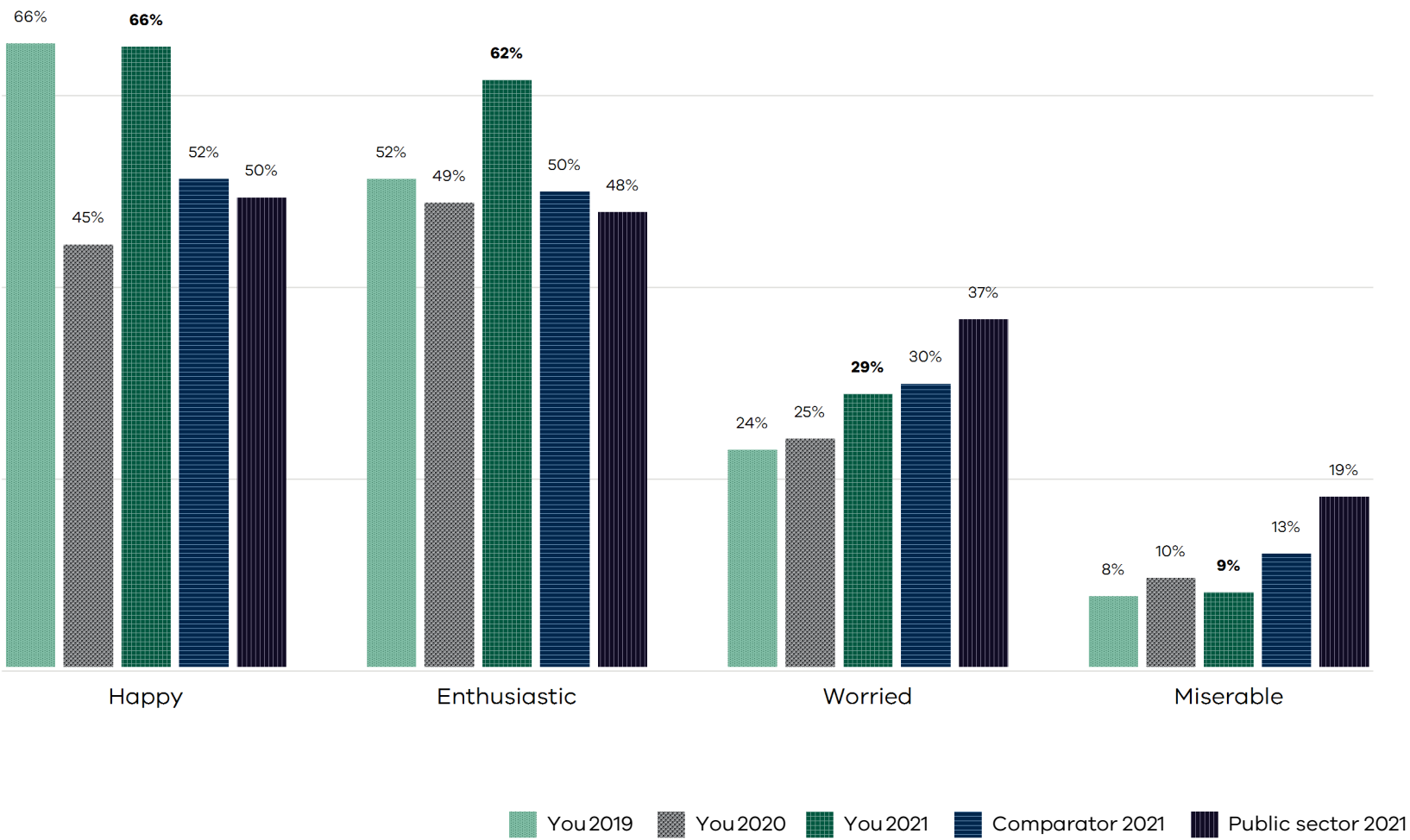
In 2021:

- 66% of your staff who did the survey said work made them feel happy in 2021, which is up from 45% in 2020

Compared to:

- 52% of staff at your comparator and 50% of staff across the public sector.

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



# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

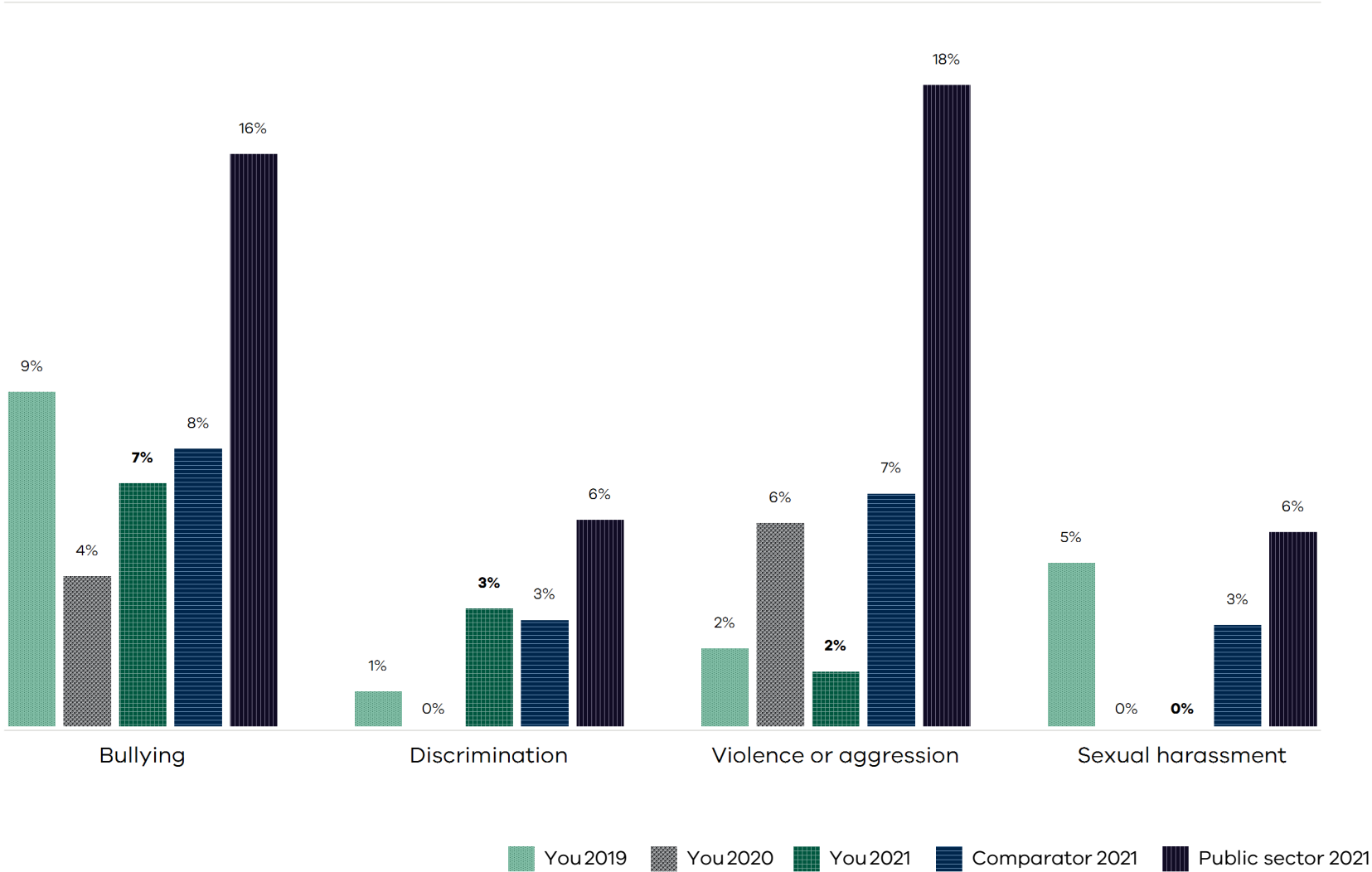
### Example

In 2021:

- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 4% in 2020.

Compared to:

- 8% 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

### Discrimination

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

# People outcomes

## Violence and aggression

### What this is

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

### Why this is important

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

### Why there is no data here

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

## Negative behaviour

### Witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

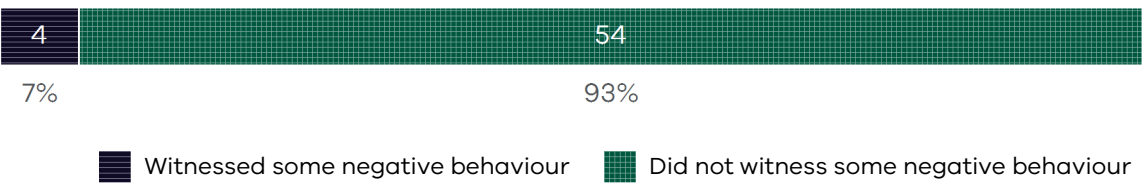
They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed. In descending order, the table shows the answers.

#### Example

7% of your staff who did the survey said they witnessed some negative behaviour at work.

93% 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	93%	88%	77%
Bullying of a colleague	7%	8%	16%
Discrimination against a colleague	2%	4%	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**
- 7% of your staff who did the survey witnessed negative behaviour, of which:
- 75% 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	75%	66%	72%
Told a manager	25%	31%	37%



# People matter

## survey 2021

Have your say

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## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2021' column shows 100% of your staff agreed with 'My organisation consults employees on health and safety matters'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Safety climate	My organisation consults employees on health and safety matters	100%	Not asked in 2020	89%
Safety climate	My organisation provides a physically safe work environment	100%	Not asked in 2020	94%
Manager leadership	My manager ensures clients receive a high standard of service	98%	Not asked in 2020	91%
Manager leadership	My manager is committed to workplace safety	98%	Not asked in 2020	94%
Quality service delivery	My workgroup strives to deliver services in a timely manner	98%	Not asked in 2020	93%
Job enrichment	I understand how my job contributes to my organisation's purpose	97%	-1%	93%
Meaningful work	I feel that I can make a worthwhile contribution at work	97%	+7%	89%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	97%	Not asked in 2020	81%
Manager leadership	My manager models my organisation's values	95%	Not asked in 2020	86%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	95%	Not asked in 2020	78%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 29% 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)	29%	Not asked in 2020	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	53%	Not asked in 2020	45%
Taking action	My organisation has taken positive action on the results of last year's survey	59%	Not asked in 2020	39%
Workload	I have enough time to do my job effectively	62%	+8%	58%
Innovation	My workgroup takes reasonable risks to improve its services	62%	Not asked in 2020	68%
Learning and development	I feel I have an equal chance at promotion in my organisation	64%	Not asked in 2020	47%
Workload	The workload I have is appropriate for the job that I do	66%	+8%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	66%	-3%	53%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	69%	Not asked in 2020	60%
Manager support	I receive adequate recognition for my contributions and accomplishments	69%	Not asked in 2020	61%

## 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 'Engagement', the 'You 2021' column shows 86% of your staff agreed with 'My organisation inspires me to do the best in my job'.

In the 'Increase from 2020' column, you have a 11% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	My organisation inspires me to do the best in my job	86%	+11%	68%
Engagement	I am proud to tell others I work for my organisation	91%	+10%	82%
Workgroup support	Workgroups across my organisation willingly share information with each other	74%	+9%	62%
Workload	I have enough time to do my job effectively	62%	+8%	58%
Manager support	My manager keeps me informed about what's going on	88%	+8%	79%
Engagement	My organisation motivates me to help achieve its objectives	84%	+8%	71%
Workload	The workload I have is appropriate for the job that I do	66%	+8%	63%
Engagement	I feel a strong personal attachment to my organisation	83%	+7%	70%
Meaningful work	I feel that I can make a worthwhile contribution at work	97%	+7%	89%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	86%	+6%	80%

# Key differences

## Most declined

### What this is

This is where staff feel their organisation has most declined.

### How to read this

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

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

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

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

### Example

On the first row 'Safety climate', the 'You 2021' column shows 74% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Decrease from 2020' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	74%	-10%	58%
Senior leadership	Senior leaders support staff to work in an environment of change	86%	-5%	69%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	81%	-4%	69%
Safety climate	All levels of my organisation are involved in the prevention of stress	66%	-3%	53%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	83%	-1%	64%
Job enrichment	I understand how my job contributes to my organisation's purpose	97%	-1%	93%
Workgroup support	People in my workgroup treat each other with respect	88%	0%	89%
Manager support	My manager involves me in decisions about my work	90%	0%	85%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	81%	0%	75%

## 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 'Senior leadership', the 'You2021' column shows 86% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 24 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	86%	+24%	62%
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	88%	+23%	65%
Taking action	I believe my organisation will take positive action on the results of this year's survey	79%	+22%	57%
Job enrichment	My work performance is assessed against clear criteria	84%	+22%	62%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	88%	+21%	67%
Taking action	My organisation has taken positive action on the results of last year's survey	59%	+20%	39%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	90%	+19%	70%
Engagement	My organisation inspires me to do the best in my job	86%	+18%	68%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	83%	+18%	64%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	88%	+18%	70%



## 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 'Innovation', the 'You 2021' column shows 62% of your staff agreed with 'My workgroup takes reasonable risks to improve its services'.

The 'difference' column, shows that agreement for this question was 6 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Innovation	My workgroup takes reasonable risks to improve its services	62%	-6%	68%
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)	29%	-1%	31%
Manager support	My manager listens to what I have to say	86%	-1%	87%
Workgroup support	People in my workgroup treat each other with respect	88%	-1%	89%
Supporting question - gender equality	In my workgroup work is allocated fairly, regardless of gender	84%	0%	85%

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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

79% 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'.

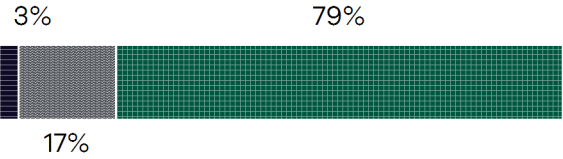
Survey question

Your results

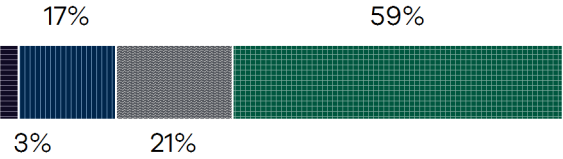
Benchmark agree results



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	79 %	34 %	57 %	73 %
Not asked	Not asked	59 %	20 %	39 %	55 %

# People matter

## survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

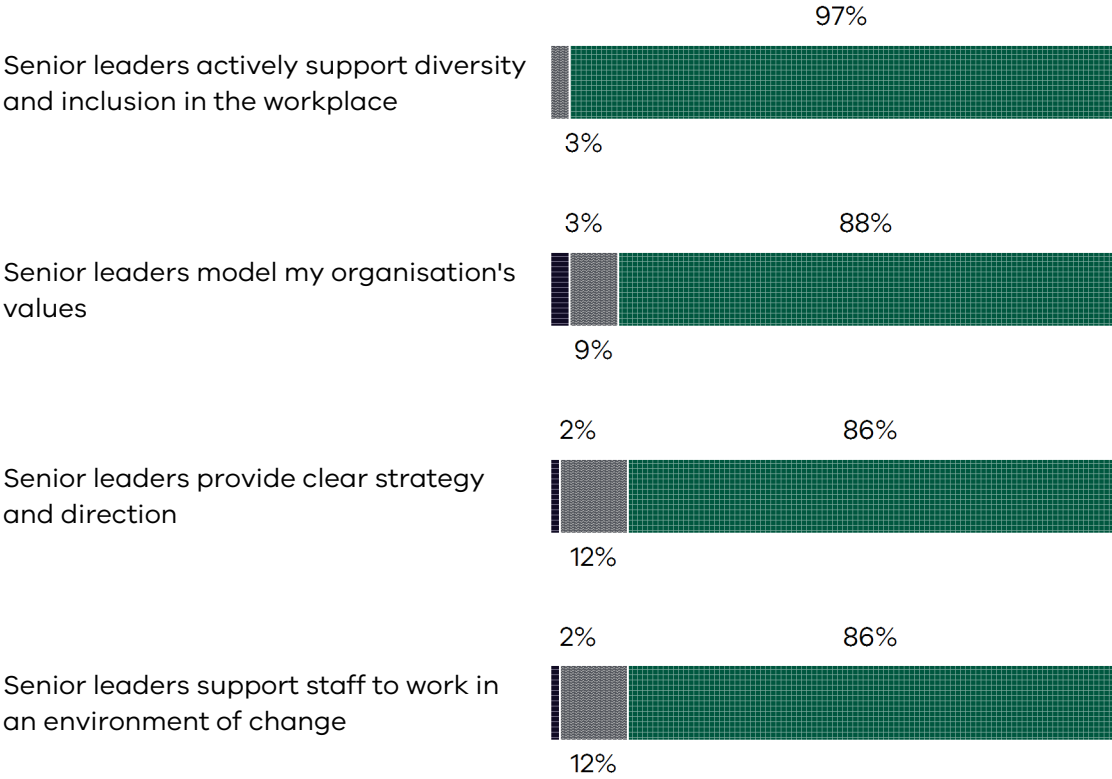
Example

97% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
92 %	Not asked	97 %	59 %	81 %	92 %
86 %	Not asked	88 %	48 %	72 %	84 %
89 %	83 %	86 %	39 %	62 %	77 %
89 %	91 %	86 %	46 %	69 %	82 %

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.

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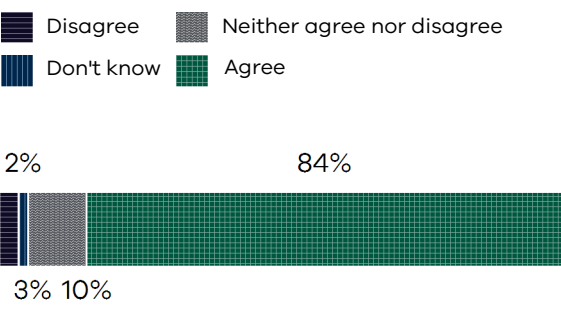
Example

84% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Senior leaders demonstrate honesty and integrity

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
87 %	Not asked	84 %	45 %	70 %	82 %



# People matter

## survey 2021

### Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

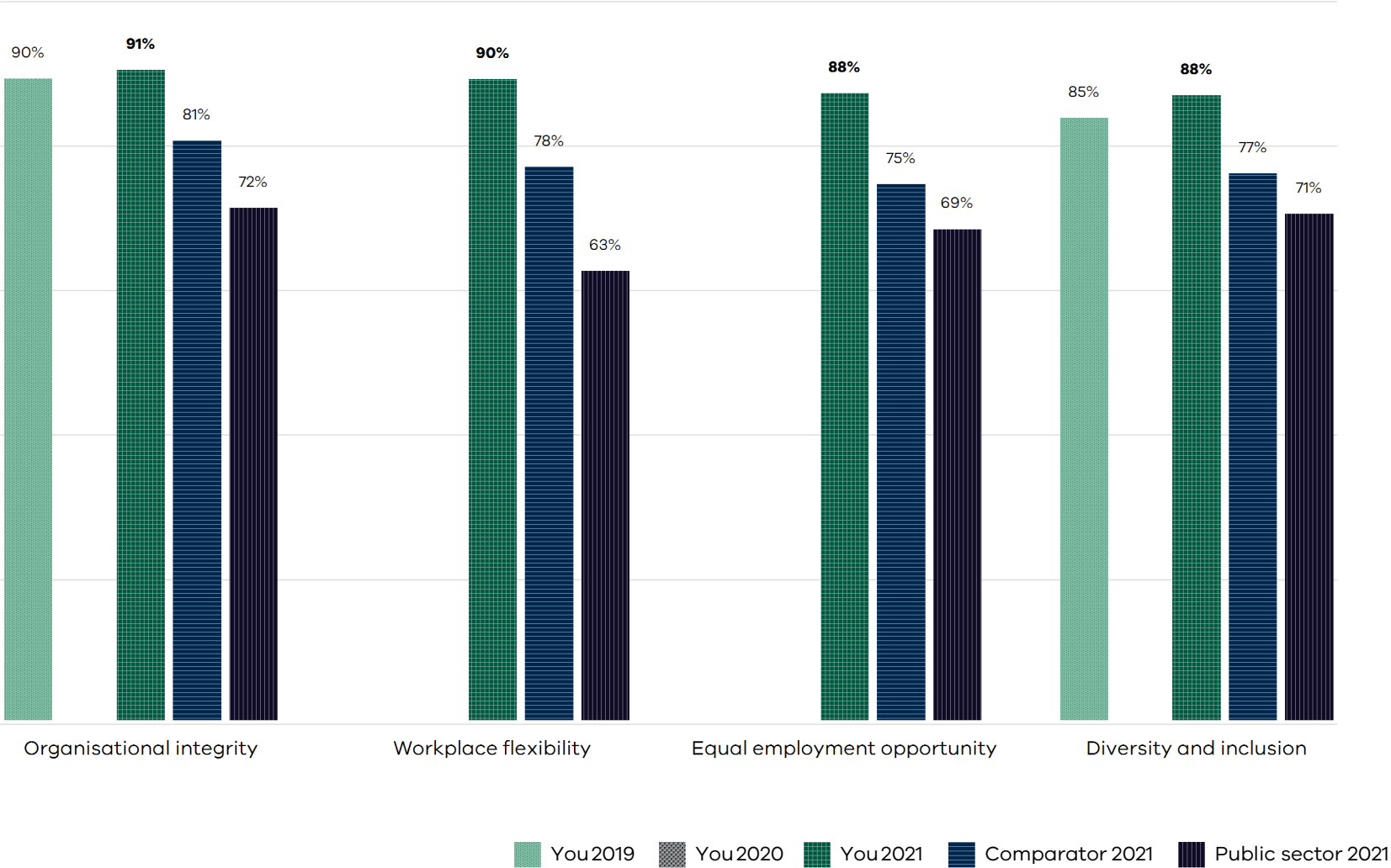
### Example

In 2021:

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

Compared to:

- 81% of staff at your comparator and 72% of staff across the public sector.



# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

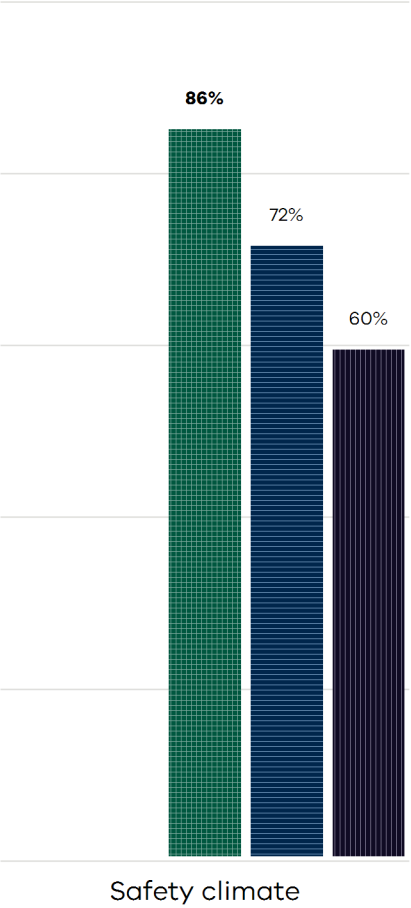
### Example

In 2021:

- 86% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 72% of staff at your comparator and 60% of staff across the public sector.



You2019 You2020 You2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

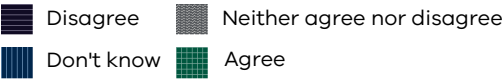
Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
96 %	Not asked	95 %	65 %	87 %	93 %
98 %	Not asked	95 %	67 %	90 %	96 %
96 %	Not asked	95 %	60 %	91 %	98 %
96 %	Not asked	95 %	64 %	88 %	95 %

# Organisational climate

## Organisational integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

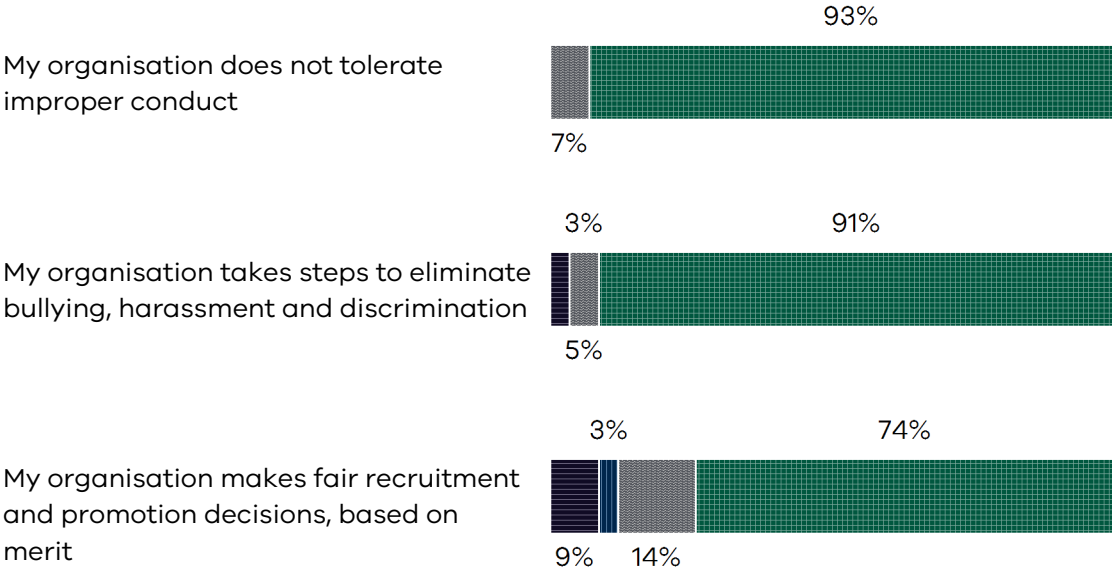
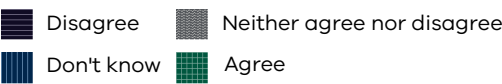
### Example

93% 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
81 %	Not asked	93 %	58 %	79 %	86 %
93 %	Not asked	91 %	53 %	79 %	85 %
68 %	Not asked	74 %	36 %	56 %	67 %

# 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.

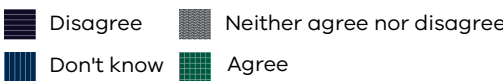
### Example

95% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

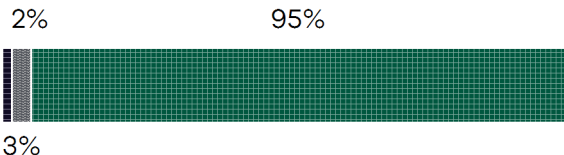
## Survey question

## Your results

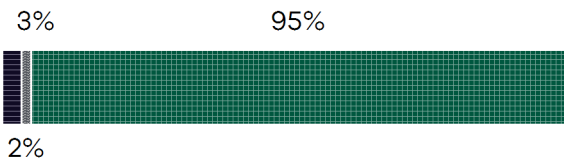
## Benchmark agree results



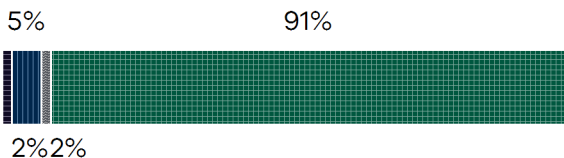
I am confident that if I requested a flexible work arrangement, it would be given due consideration



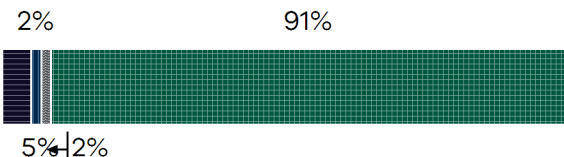
My organisation supports employees with family or other caring responsibilities, regardless of gender



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



There is a positive culture within my organisation in relation to employees who use flexible work arrangements



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
88 %	88 %	95 %	69 %	81 %	88 %
Not asked	Not asked	95 %	81 %	88 %	92 %
85 %	Not asked	91 %	62 %	76 %	84 %
85 %	Not asked	91 %	58 %	74 %	81 %



# 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.

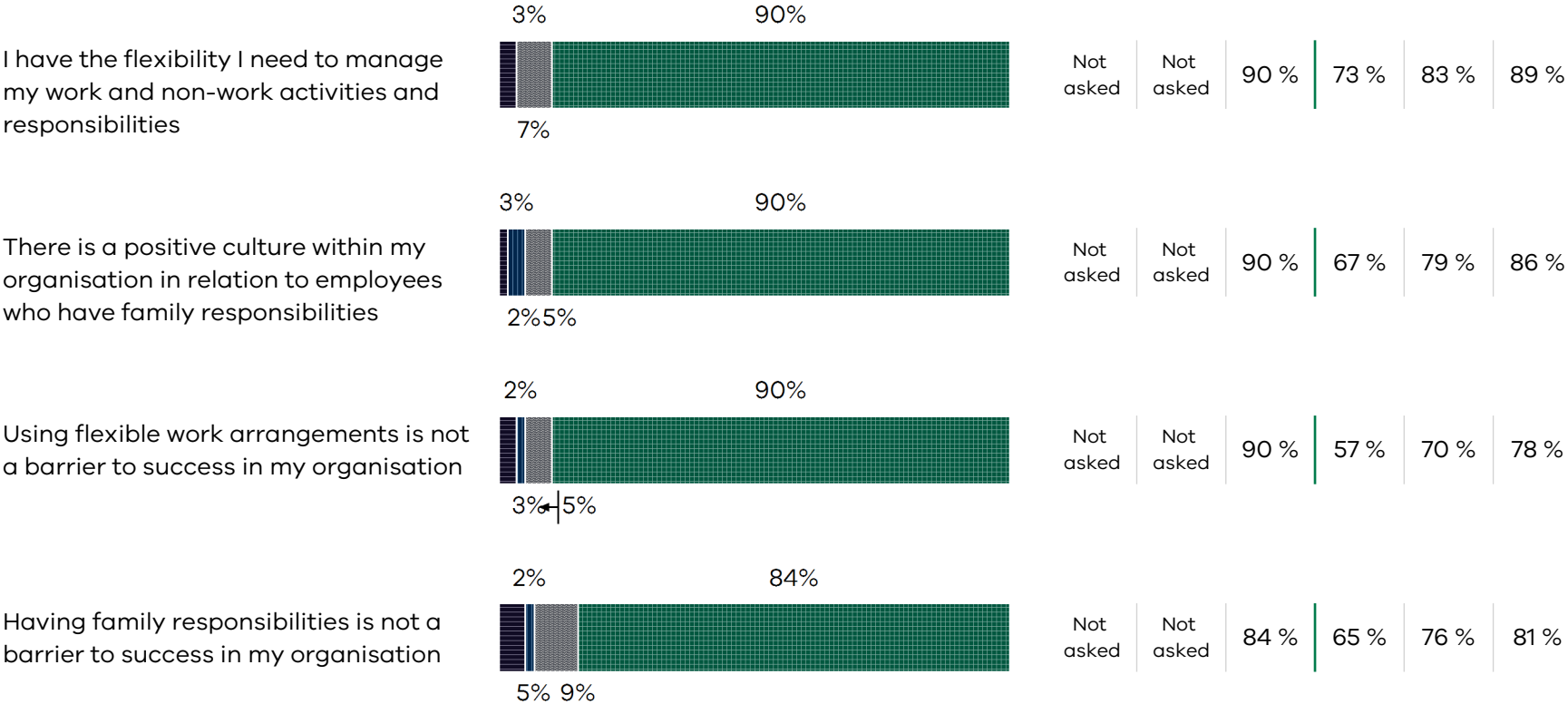
### Example

90% 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



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.

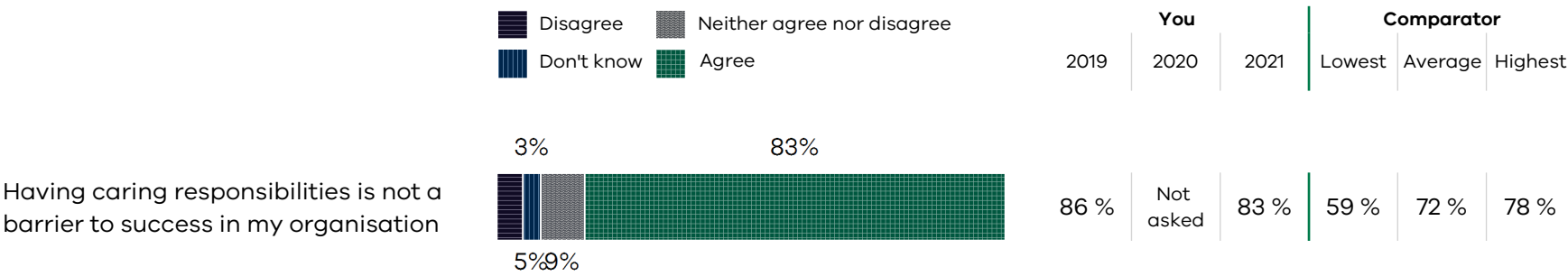
Example

83% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



# Organisational climate

## Workplace flexibility 4 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

The table shows you what flexible work arrangements staff use.

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

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

### Example

48% 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)	48%	35%	24%
Flexible start and finish times	29%	31%	23%
No, I do not use any flexible work arrangements	26%	39%	38%
Part-time	16%	11%	19%
Using leave to work flexible hours	10%	8%	8%
Working more hours over fewer days	7%	5%	6%
Study leave	5%	1%	4%
Purchased leave	3%	3%	2%
Other	2%	3%	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.

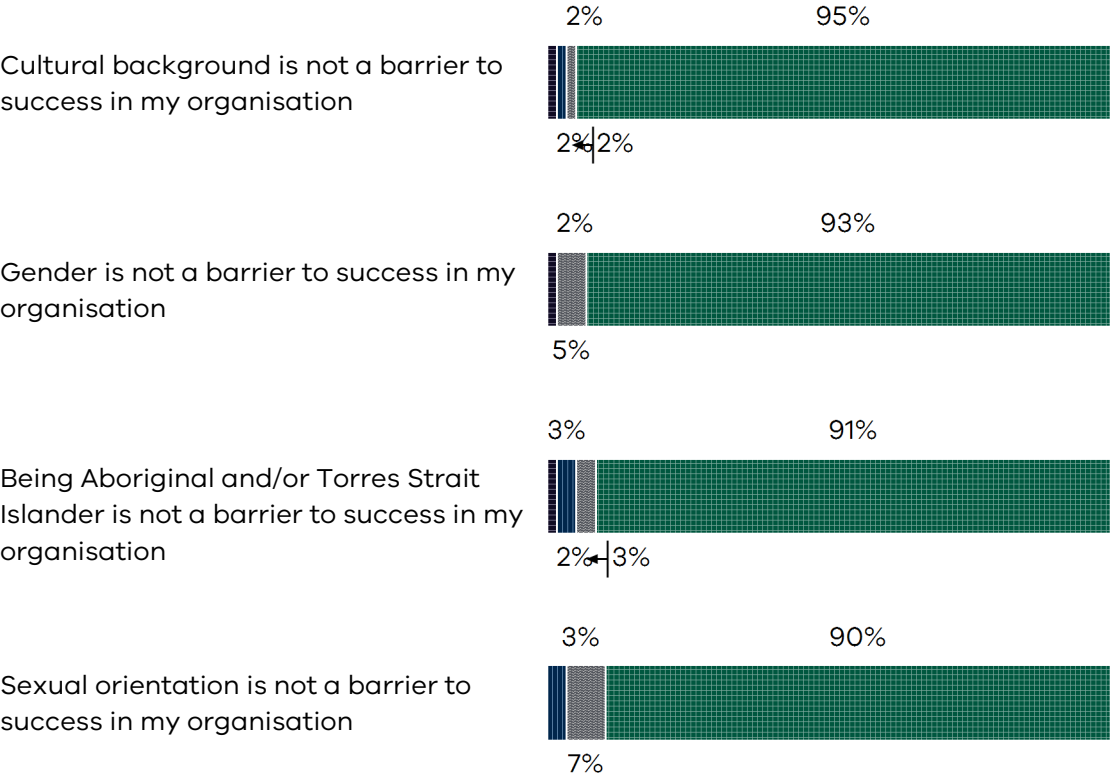
### Example

95% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
96 %	Not asked	95 %	62 %	80 %	87 %
Not asked	Not asked	93 %	59 %	78 %	85 %
Not asked	Not asked	91 %	59 %	77 %	88 %
86 %	Not asked	90 %	59 %	79 %	91 %

# 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.

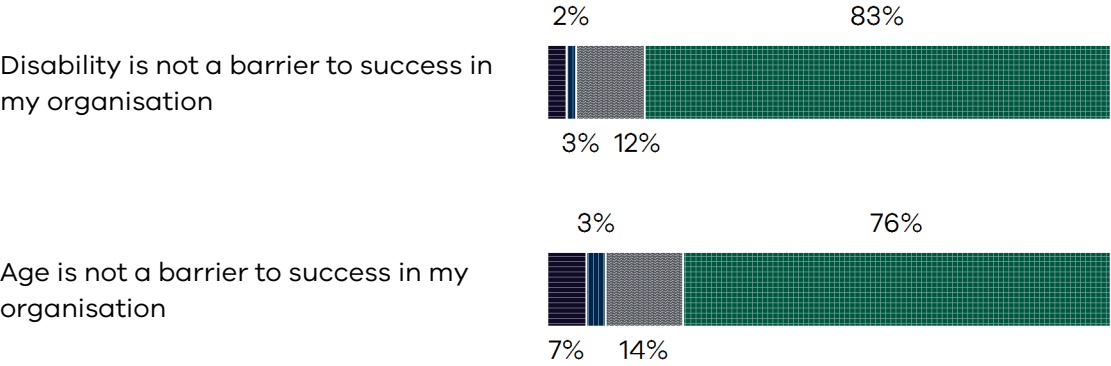
### Example

83% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	83 %	46 %	68 %	79 %
82 %	Not asked	76 %	61 %	70 %	82 %

# 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.

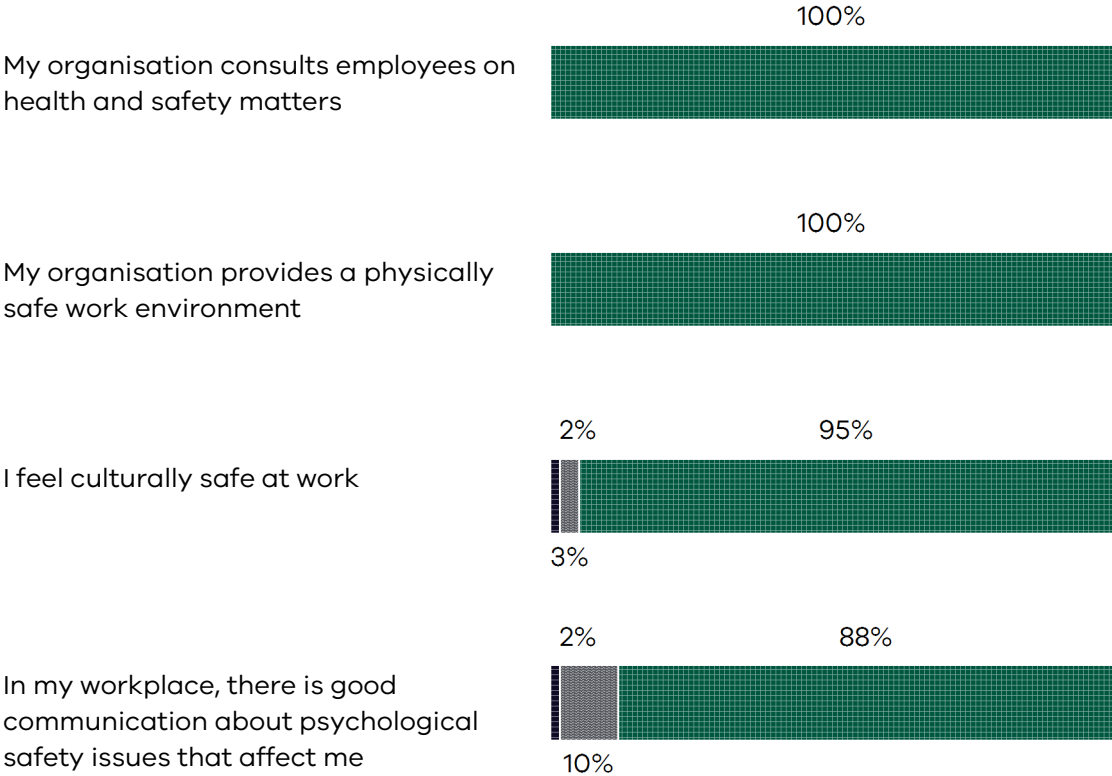
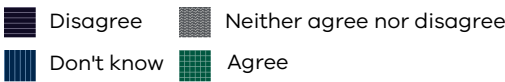
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

100% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.

## Survey question

## Your results



## Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
94 %	Not asked	100 %	73 %	89 %	94 %
Not asked	Not asked	100 %	86 %	94 %	97 %
Not asked	Not asked	95 %	65 %	83 %	91 %
82 %	86 %	88 %	48 %	67 %	75 %

# 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

83% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

## Survey question

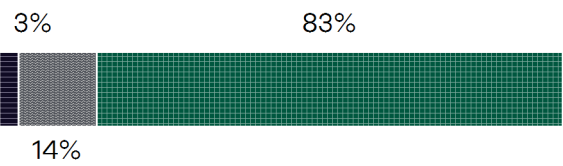
## Your results

## Benchmark agree results



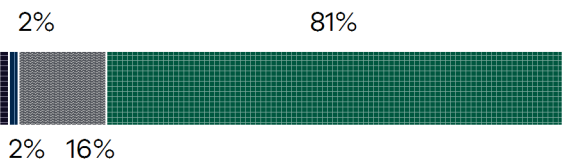
You			Comparator		
2019	2020	2021	Lowest	Average	Highest

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



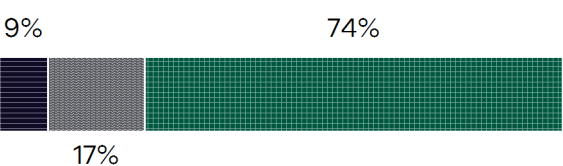
74 %	84 %	83 %	44 %	64 %	75 %
------	------	------	------	------	------

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



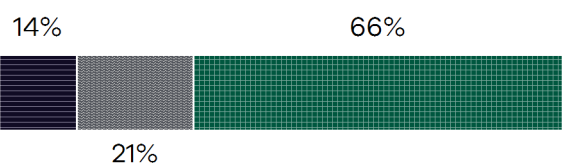
89 %	86 %	81 %	46 %	69 %	81 %
------	------	------	------	------	------

Senior leaders show support for stress prevention through involvement and commitment



74 %	84 %	74 %	38 %	58 %	69 %
------	------	------	------	------	------

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



75 %	68 %	66 %	28 %	53 %	64 %
------	------	------	------	------	------



# 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.

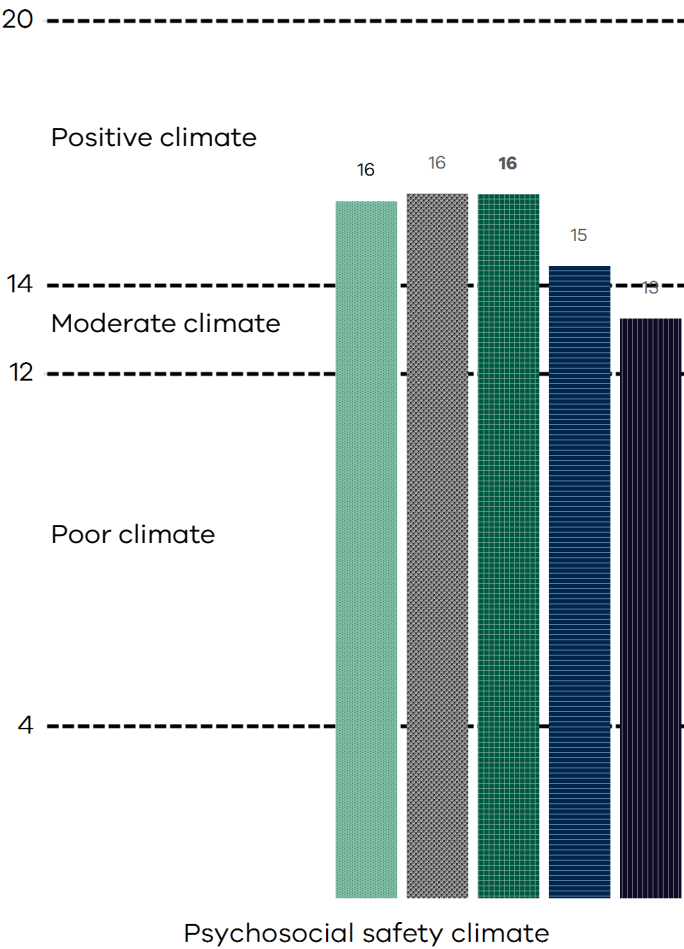
A score of:

- 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.

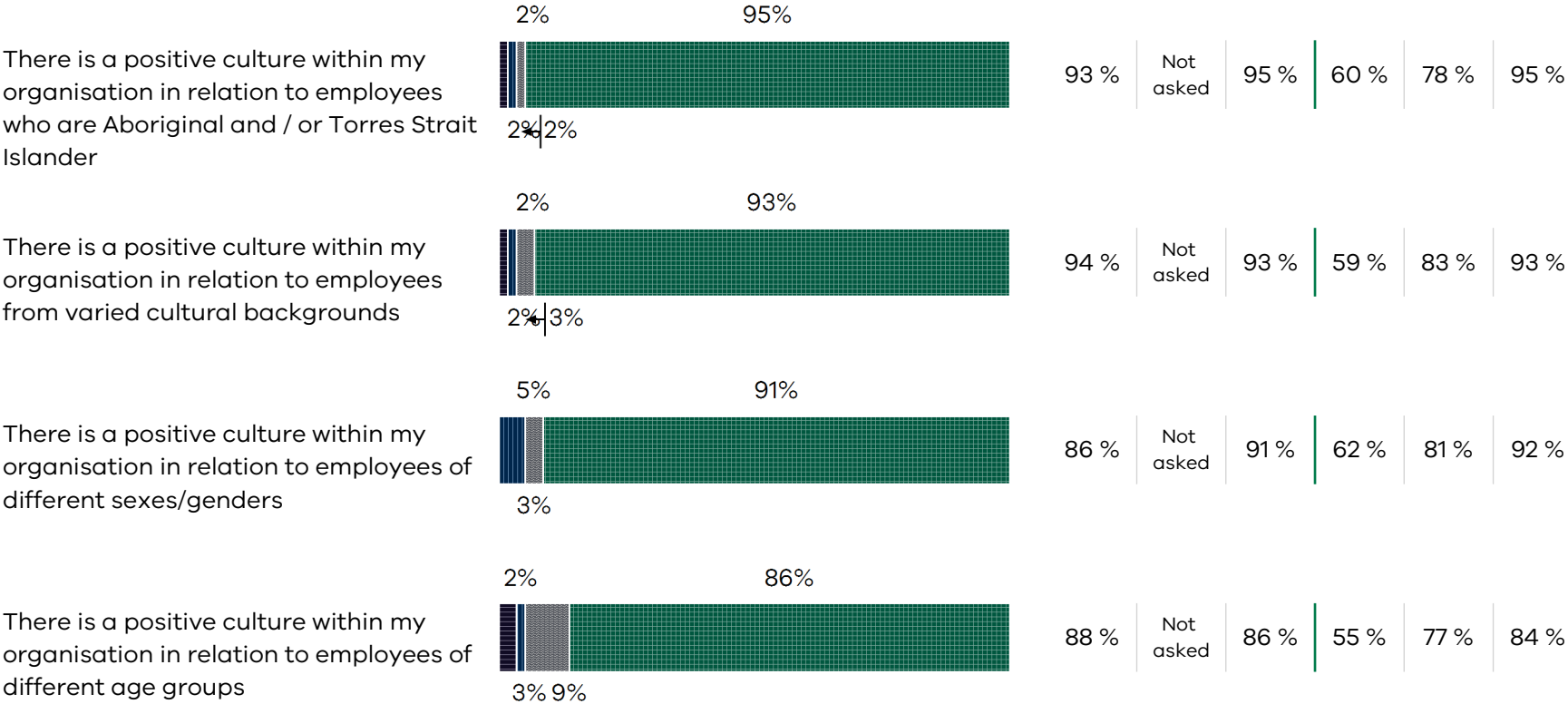
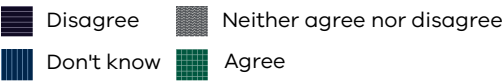
### Example

95% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander’.

## Survey question

## Your results

## Benchmark agree results



# 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

81% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees with disability’.

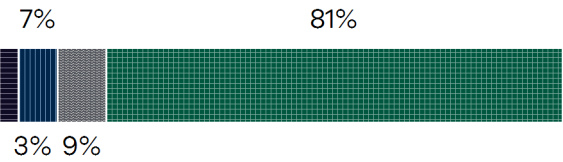
## Survey question

## Your results

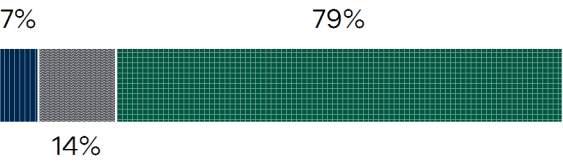
## Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	81 %	45 %	70 %	82 %
66 %	Not asked	79 %	41 %	71 %	94 %

# 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

95% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

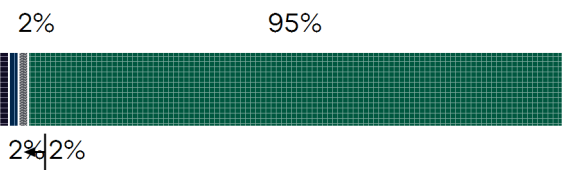
## Survey question

## Your results

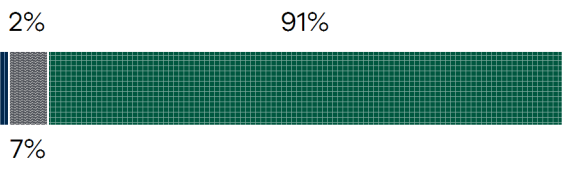
## Benchmark agree results



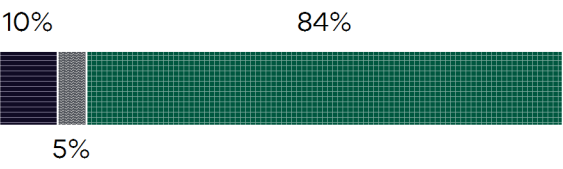
My organisation uses inclusive and respectful images and language



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	95 %	69 %	88 %	95 %
Not asked	Not asked	91 %	74 %	87 %	93 %
Not asked	Not asked	84 %	78 %	85 %	91 %

# People matter

## survey 2021

### Have your say

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

# 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.

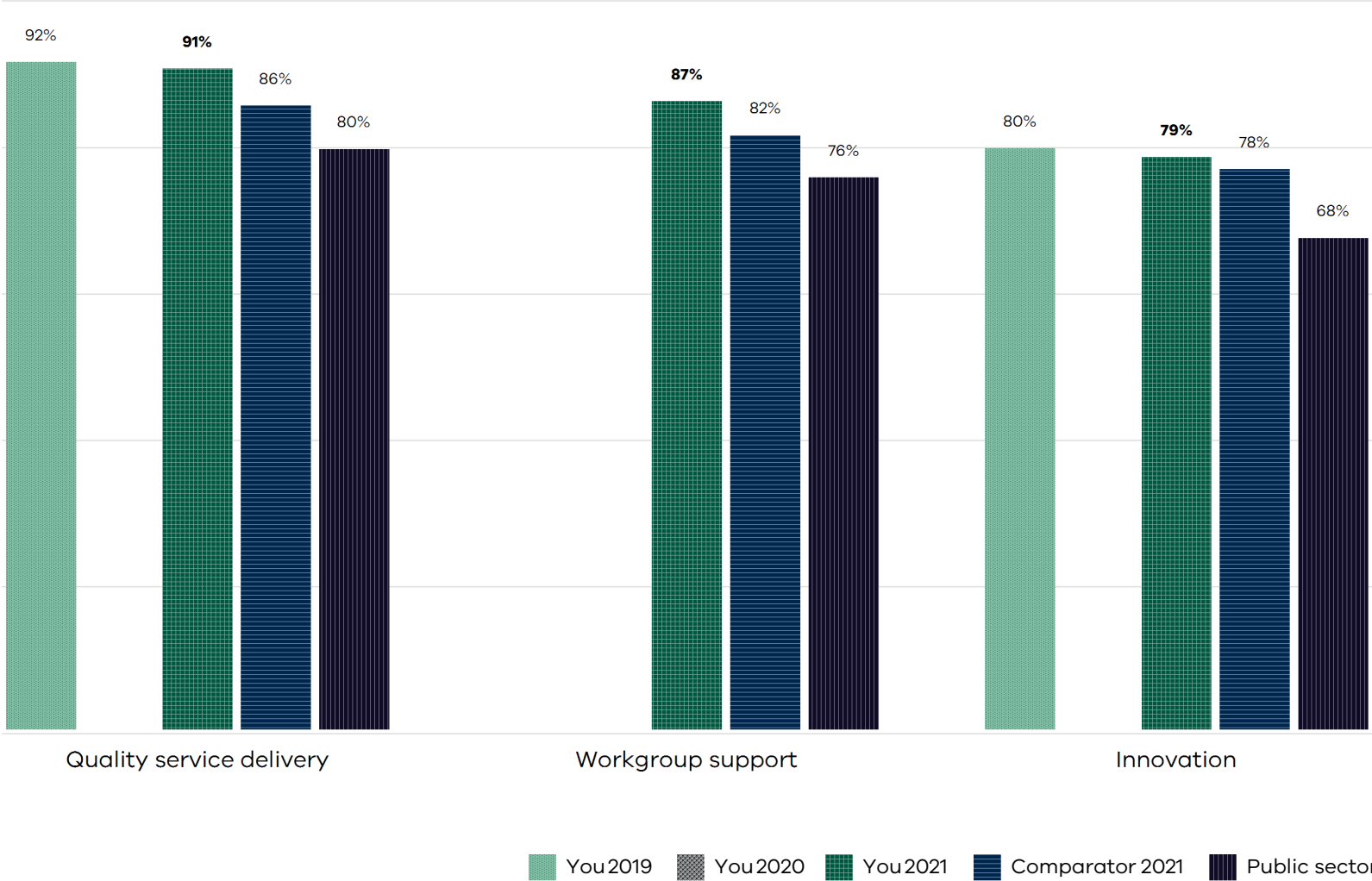
### Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 80% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

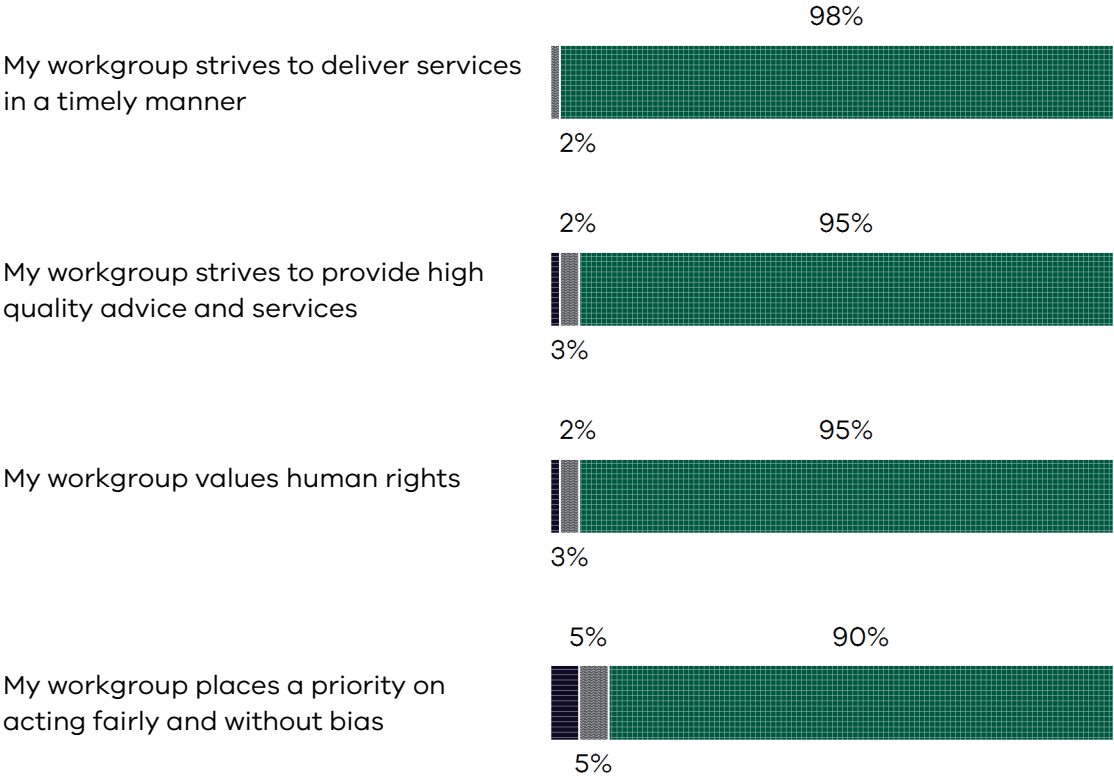
Example

98% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
100 %	Not asked	98 %	89 %	93 %	97 %
95 %	Not asked	95 %	88 %	93 %	95 %
93 %	Not asked	95 %	81 %	89 %	94 %
88 %	Not asked	90 %	73 %	83 %	90 %



# 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

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

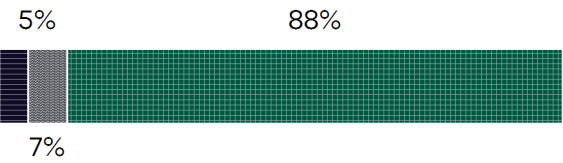
## Survey question

## Your results

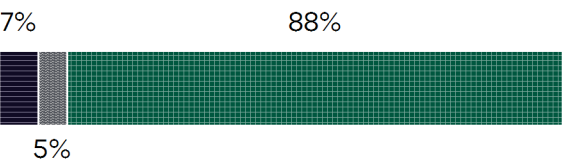
## Benchmark agree results



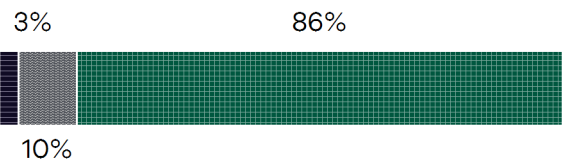
My workgroup has clear lines of responsibility



My workgroup strives to make the best use of its resources



My workgroup focuses on making decisions informed by all relevant facts



You			Comparator		
2019	2020	2021	Lowest	Average	Highest

85 %	Not asked	88 %	69 %	78 %	88 %
------	-----------	------	------	------	------

92 %	Not asked	88 %	74 %	84 %	89 %
------	-----------	------	------	------	------

93 %	Not asked	86 %	77 %	84 %	91 %
------	-----------	------	------	------	------

# Workgroup climate

## Innovation 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

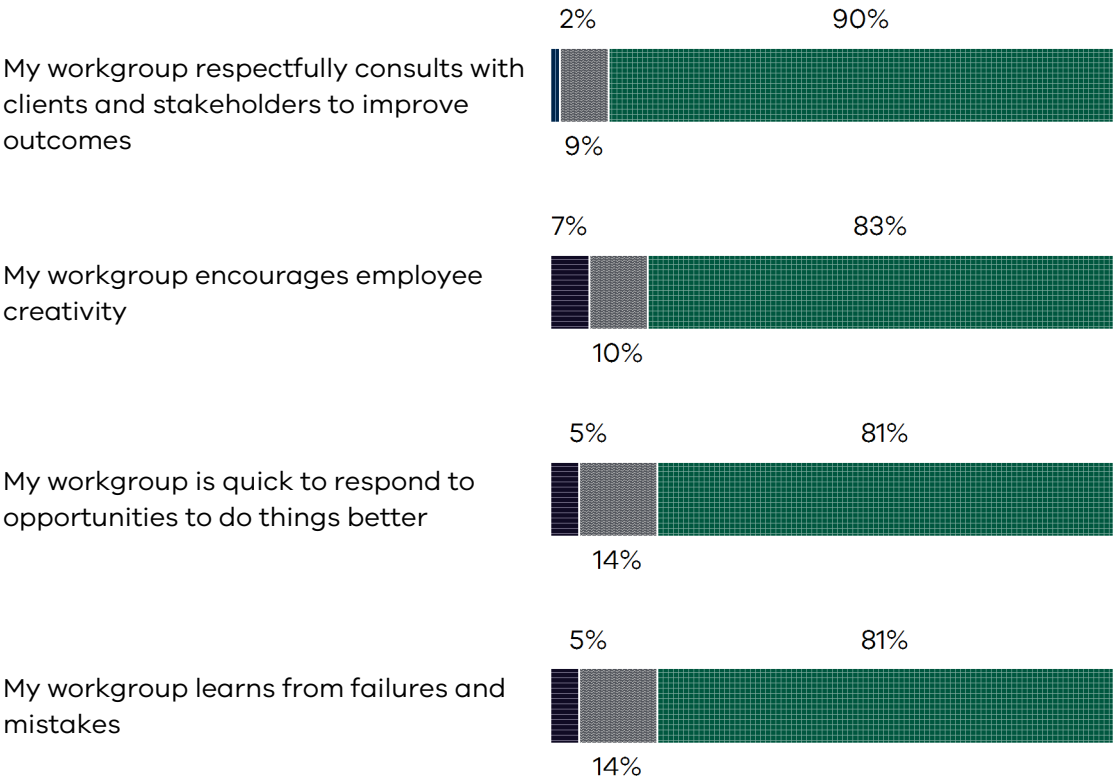
### Example

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
85 %	Not asked		90 %	82 %	88 %	93 %
81 %	Not asked		83 %	66 %	73 %	81 %
82 %	Not asked		81 %	73 %	79 %	85 %
86 %	Not asked		81 %	72 %	80 %	86 %

# 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.

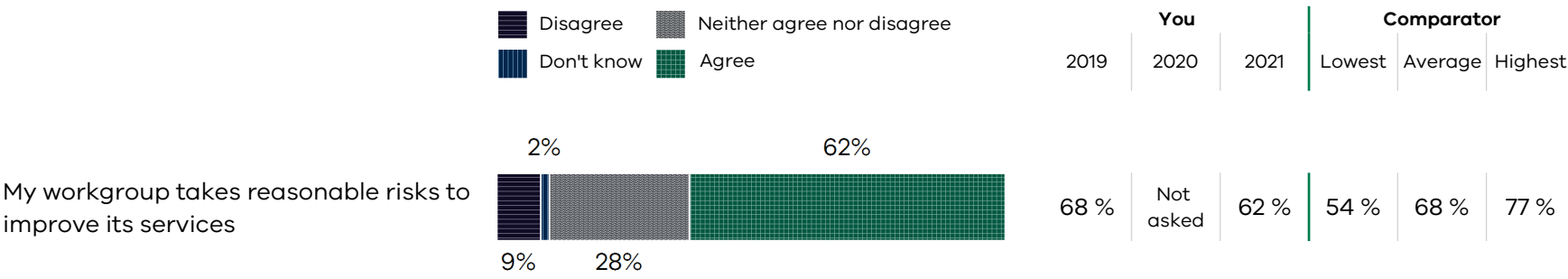
### Example

62% 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.

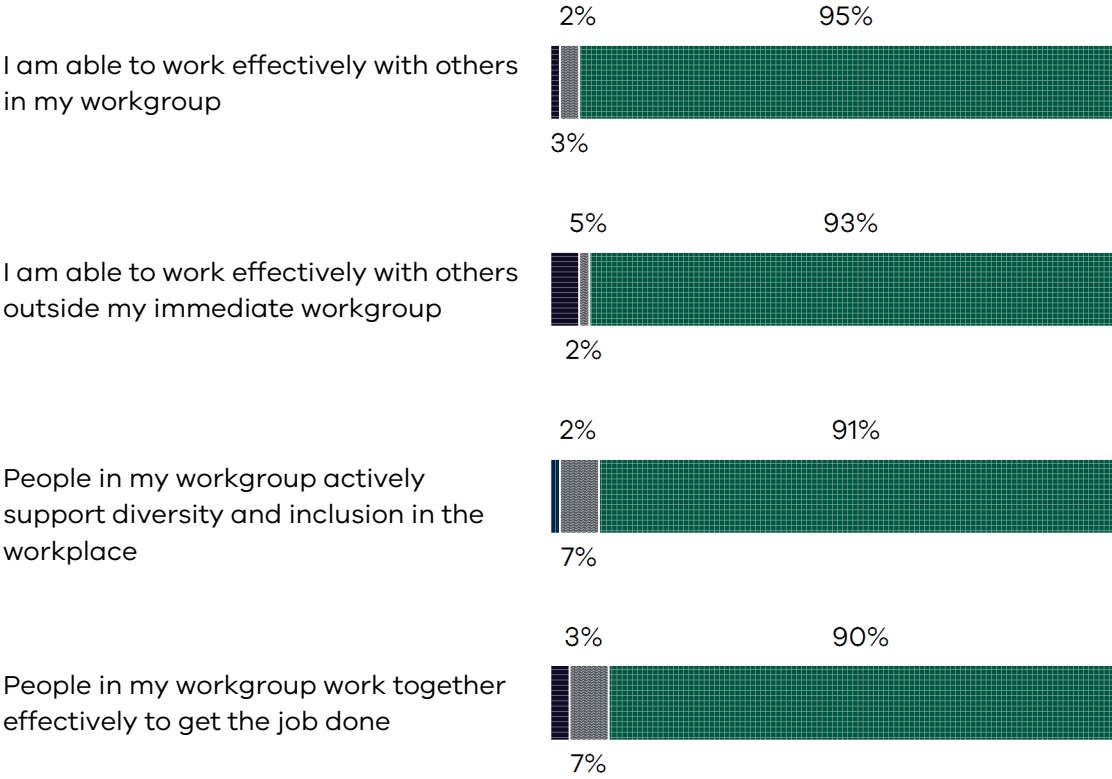
Example

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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup	Not asked	93 %	95 %	92 %	94 %	96 %
I am able to work effectively with others outside my immediate workgroup	Not asked	88 %	93 %	84 %	91 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	85 %	Not asked	91 %	77 %	87 %	93 %
People in my workgroup work together effectively to get the job done	88 %	84 %	90 %	85 %	88 %	91 %

# 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.

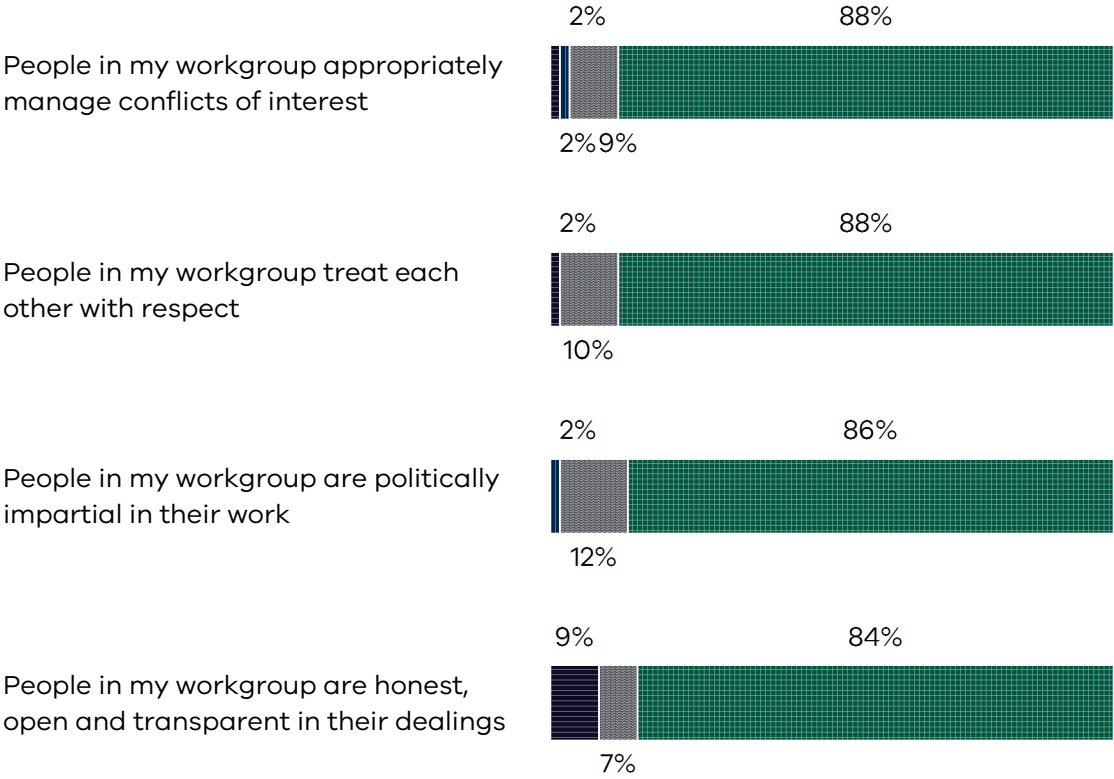
### Example

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	88 %	72 %	78 %	83 %
80 %	88 %	88 %	81 %	89 %	94 %
75 %	Not asked	86 %	67 %	76 %	85 %
82 %	Not asked	84 %	75 %	80 %	86 %

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.

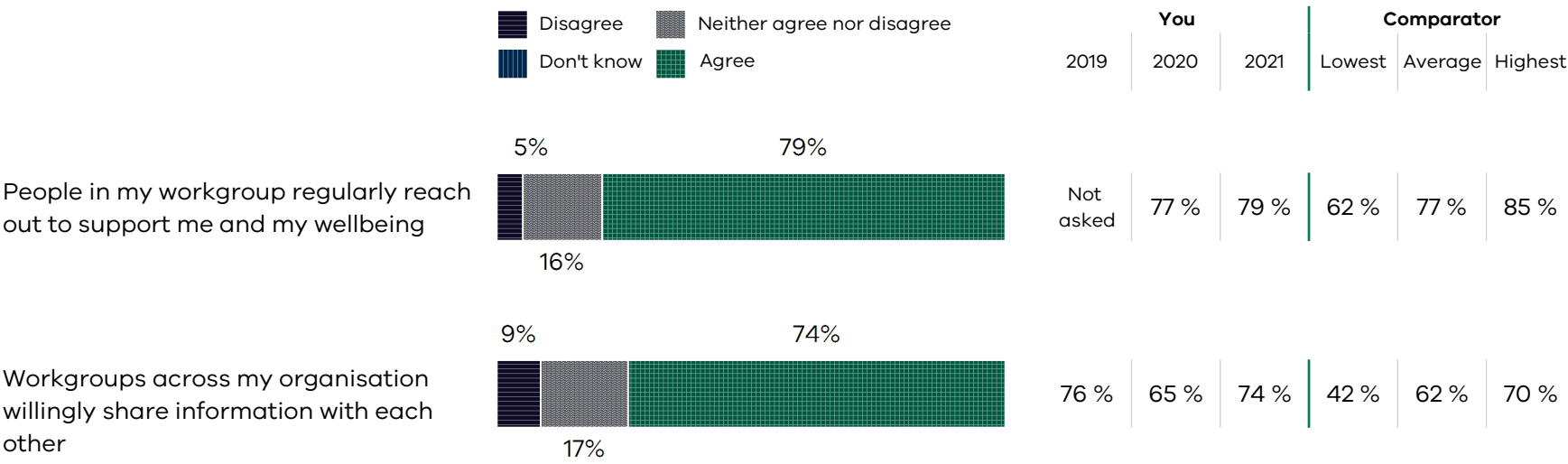
Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

Survey question

Your results

Benchmark agree results



# People matter

## survey 2021

Have your say

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



# 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.

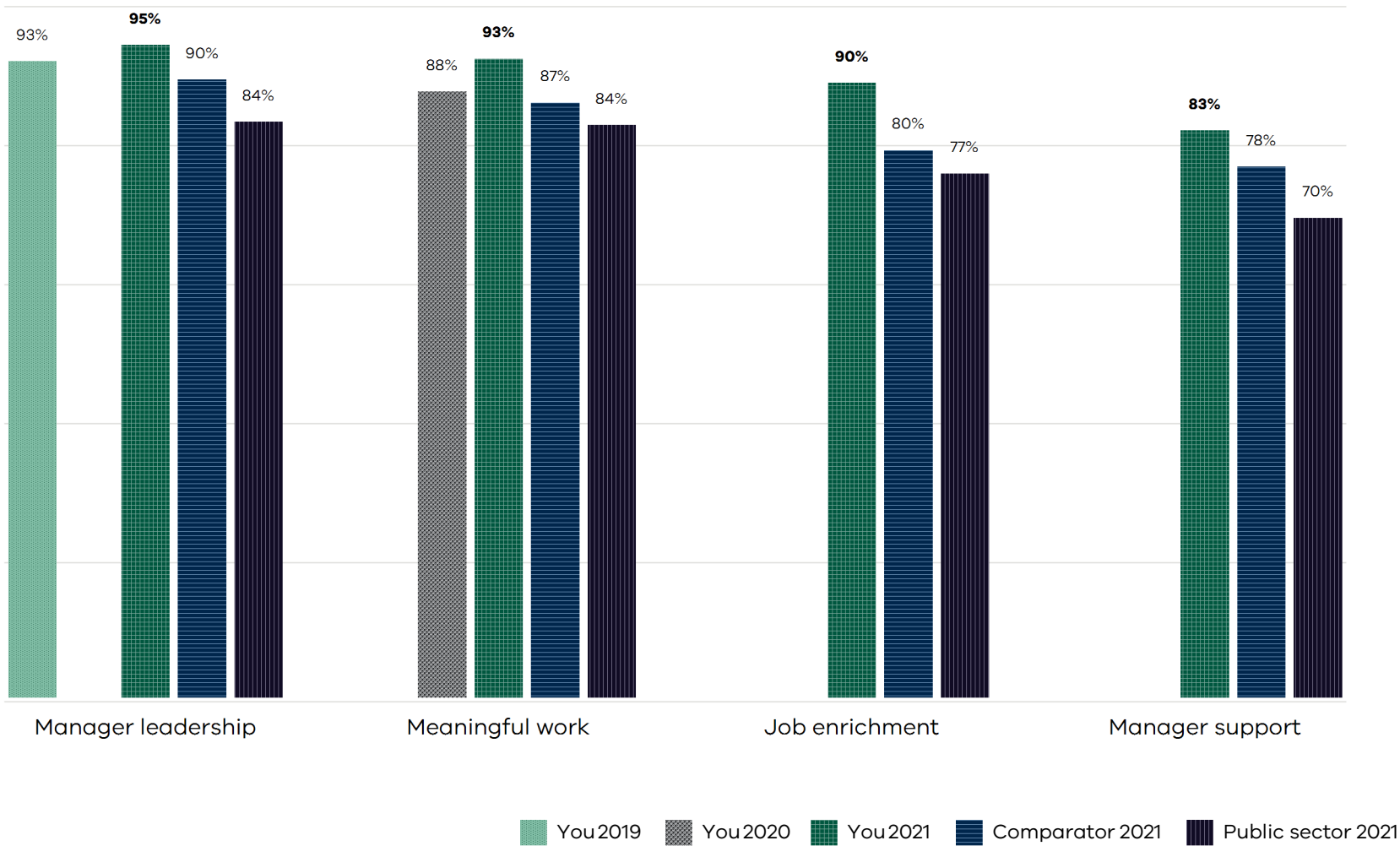
### Example

In 2021:

- 95% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 90% 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.

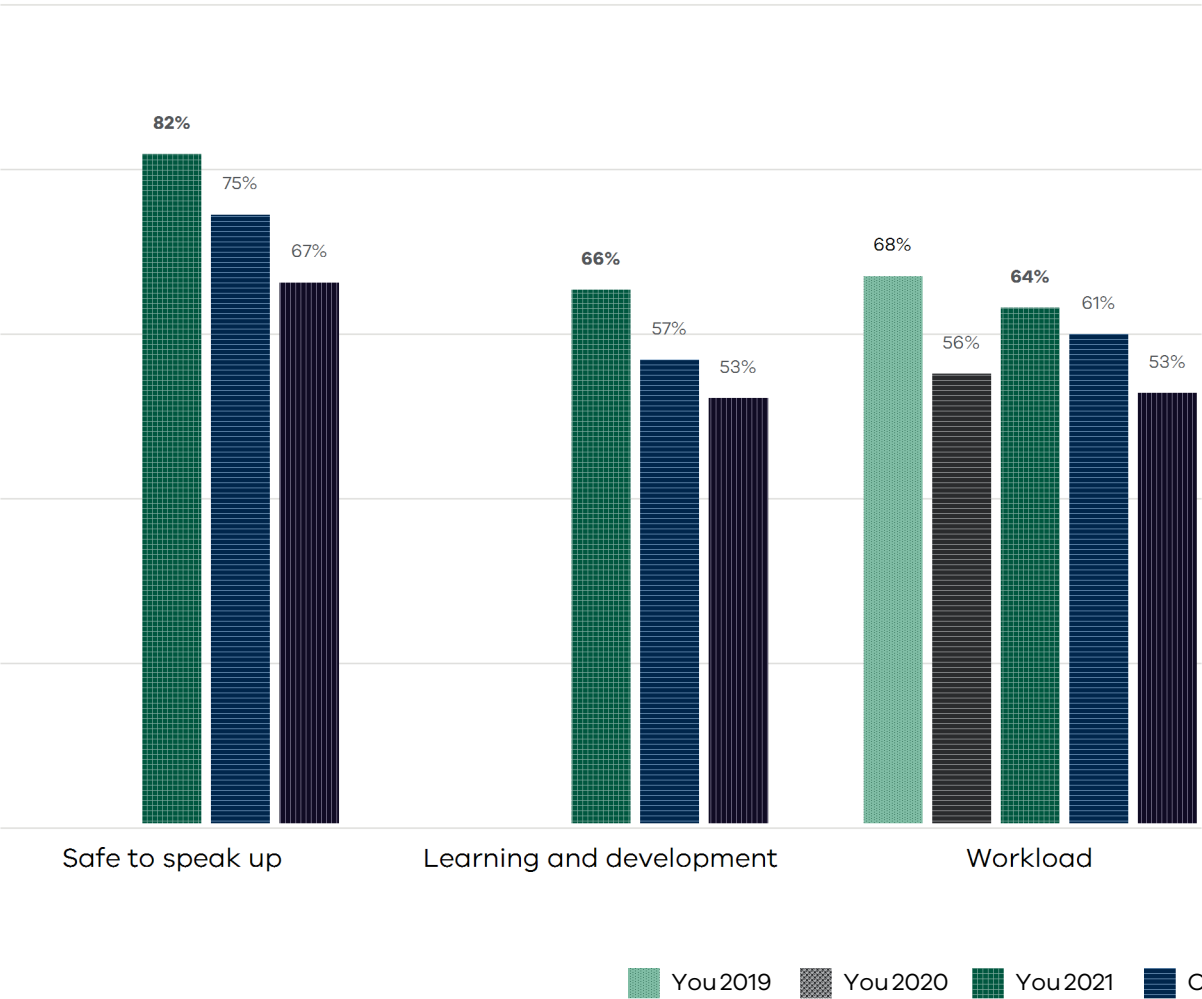
### Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 75% 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.

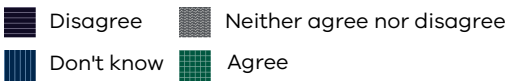
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

98% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

## Survey question

## Your results



## Benchmark agree results

2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
98 %	Not asked	98 %	84 %	91 %	96 %	
96 %	Not asked	98 %	87 %	94 %	97 %	
91 %	Not asked	95 %	77 %	86 %	92 %	
88 %	Not asked	93 %	81 %	88 %	94 %	

# 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

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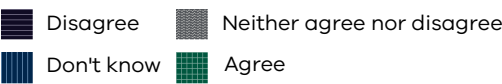
### Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

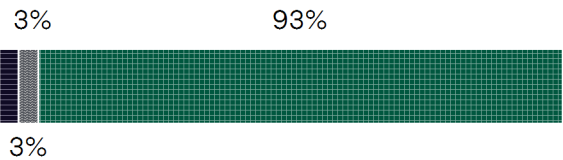
## Survey question

## Your results

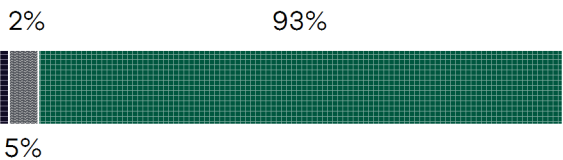
## Benchmark agree results



My manager treats employees with dignity and respect



My manager works effectively with people from diverse backgrounds



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
88 %	Not asked	93 %	83 %	91 %	96 %
95 %	Not asked	93 %	81 %	90 %	96 %

# 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.

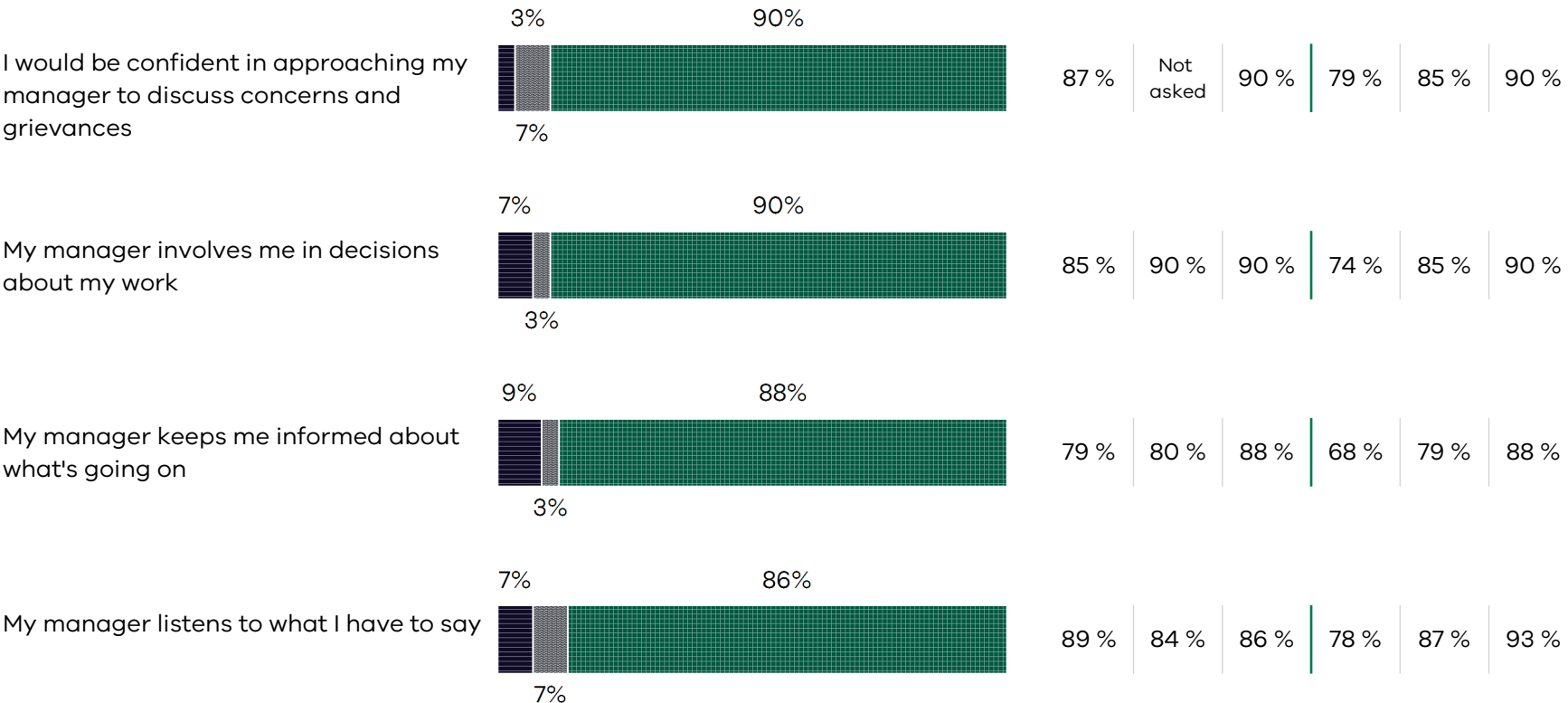
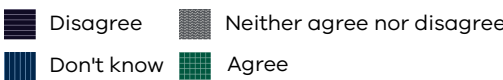
### Example

90% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

## Survey question

## Your results

## Benchmark agree results



Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

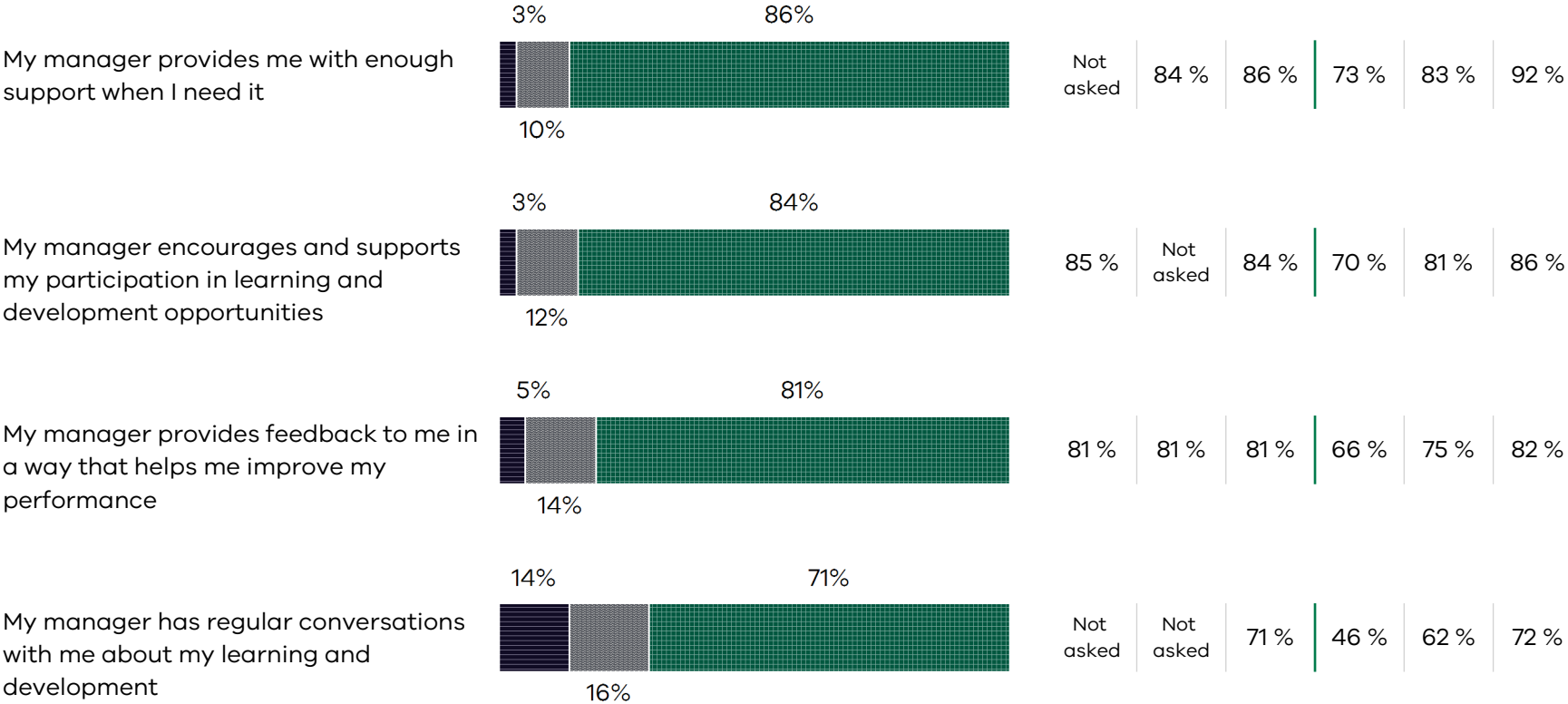
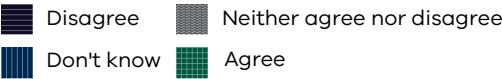
Example

86% 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



# 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.

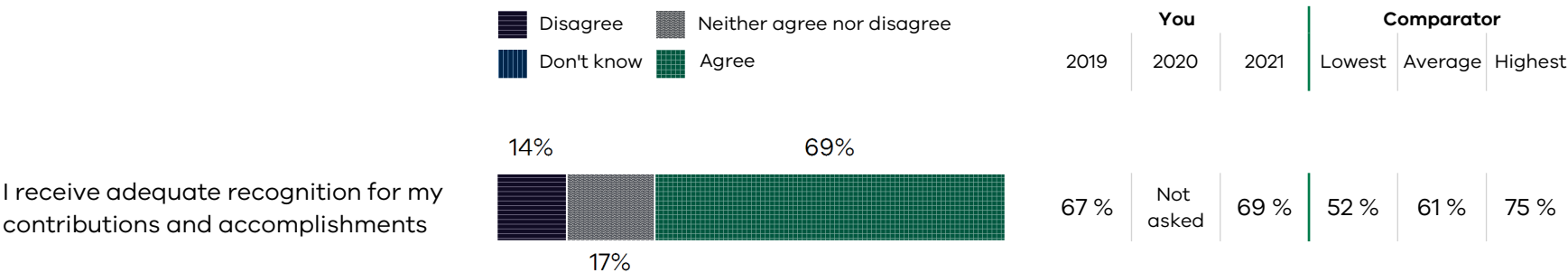
### Example

69% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

## Survey question

## Your results

## Benchmark agree results





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.

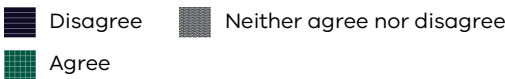
Example

66% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

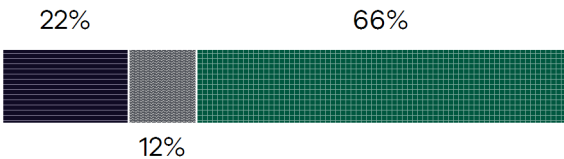
Survey question

Your results

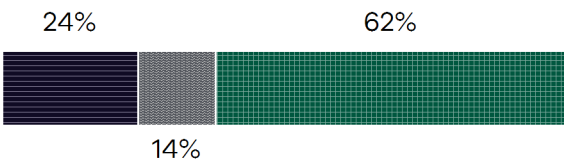
Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
64 %	58 %	66 %	47 %	63 %	71 %
72 %	54 %	62 %	41 %	58 %	67 %

# 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.

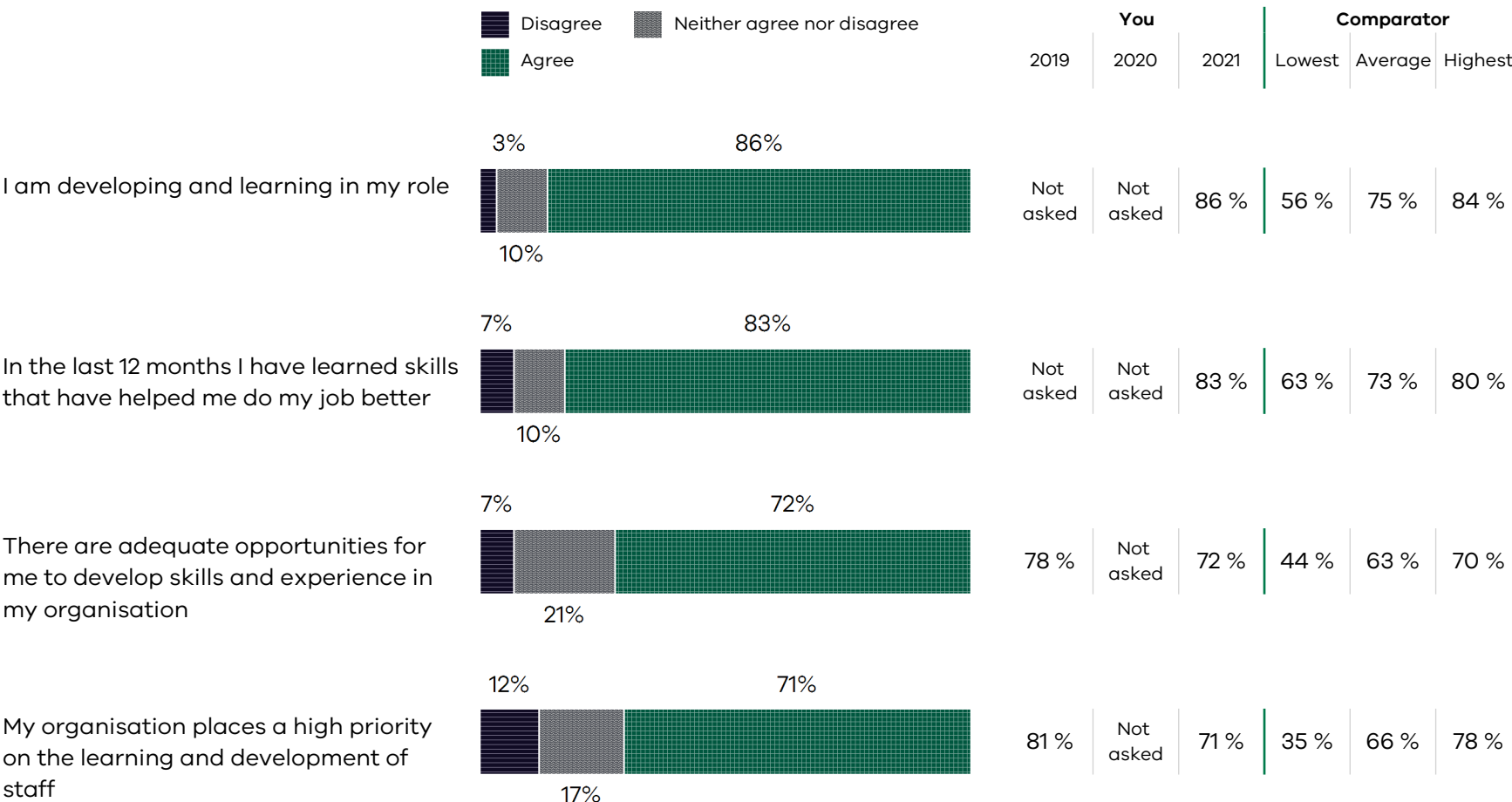
### Example

86% 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.

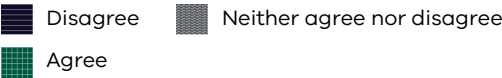
Example

69% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

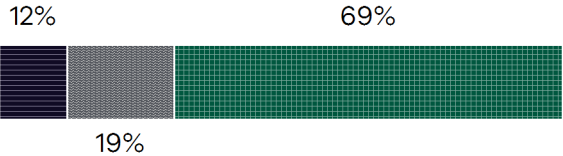
Survey question

Your results

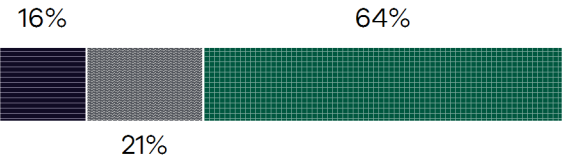
Benchmark agree results



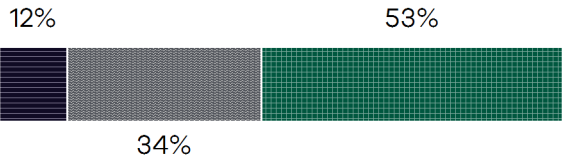
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



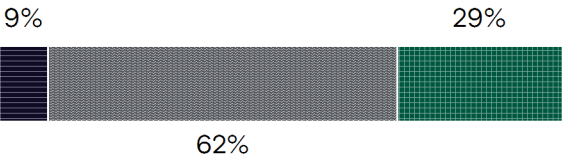
I feel I have an equal chance at promotion in my organisation



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	69 %	43 %	60 %	66 %
Not asked	Not asked	64 %	32 %	47 %	57 %
Not asked	Not asked	53 %	24 %	45 %	54 %
Not asked	Not asked	29 %	21 %	31 %	50 %

# 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.

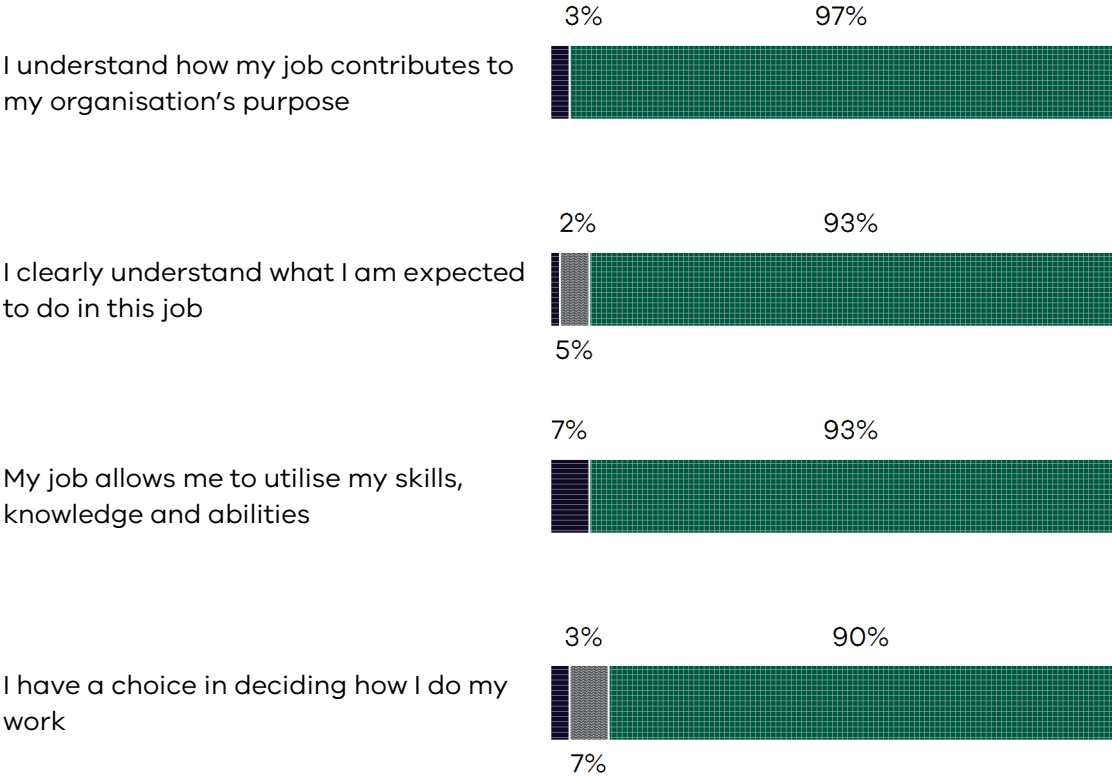
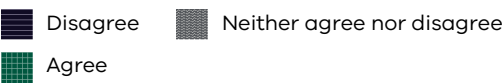
### Example

97% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
96 %	97 %	97 %	90 %	93 %	97 %
88 %	91 %	93 %	76 %	84 %	88 %
85 %	87 %	93 %	77 %	85 %	88 %
82 %	86 %	90 %	75 %	83 %	90 %

# Job and manager factors

## Job enrichment 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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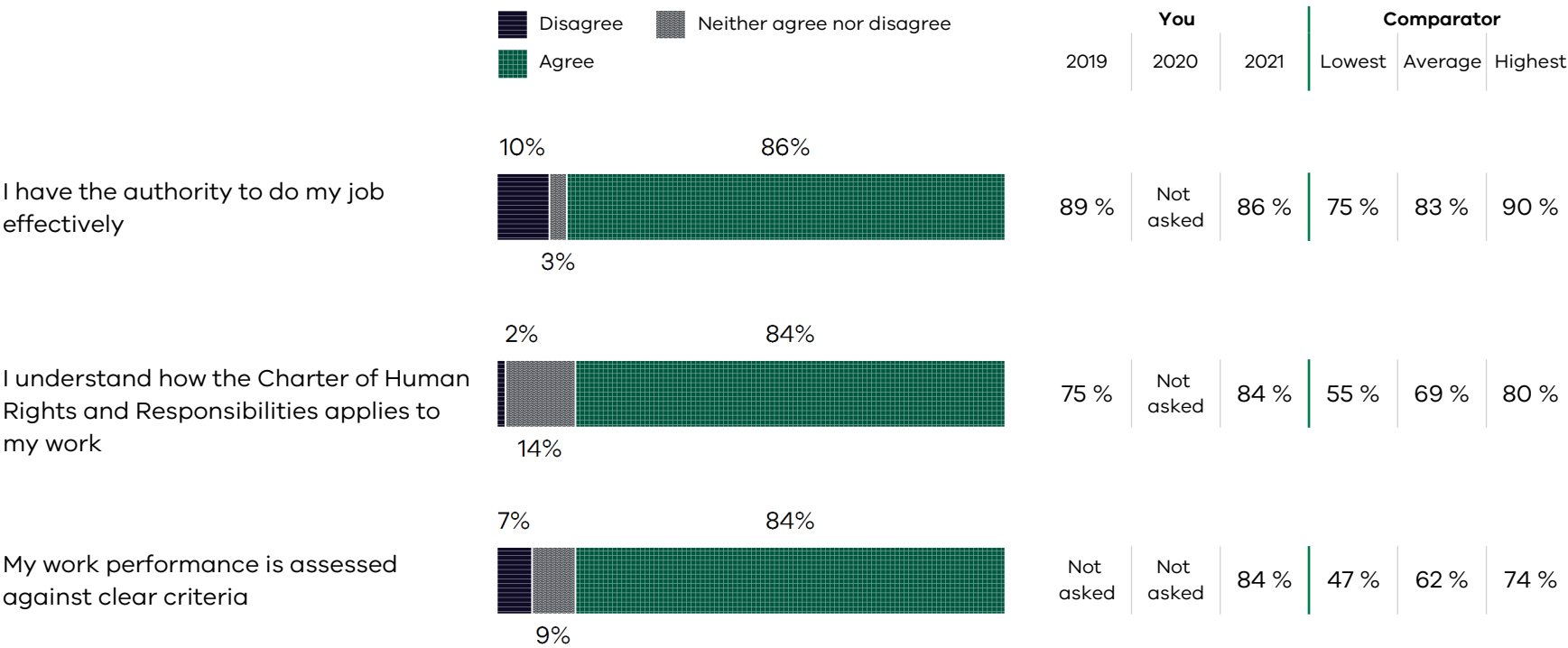
### Example

86% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

## Survey question

## Your results

## Benchmark agree results



# 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.

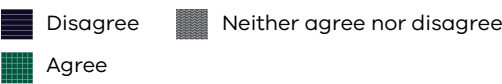
### Example

97% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

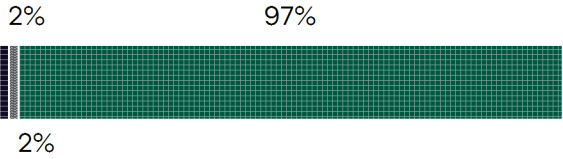
## Survey question

## Your results

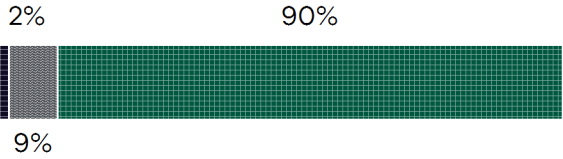
## Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	90 %	97 %	82 %	89 %	94 %
I am achieving something important through my work	Not asked	87 %	90 %	81 %	85 %	94 %

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.

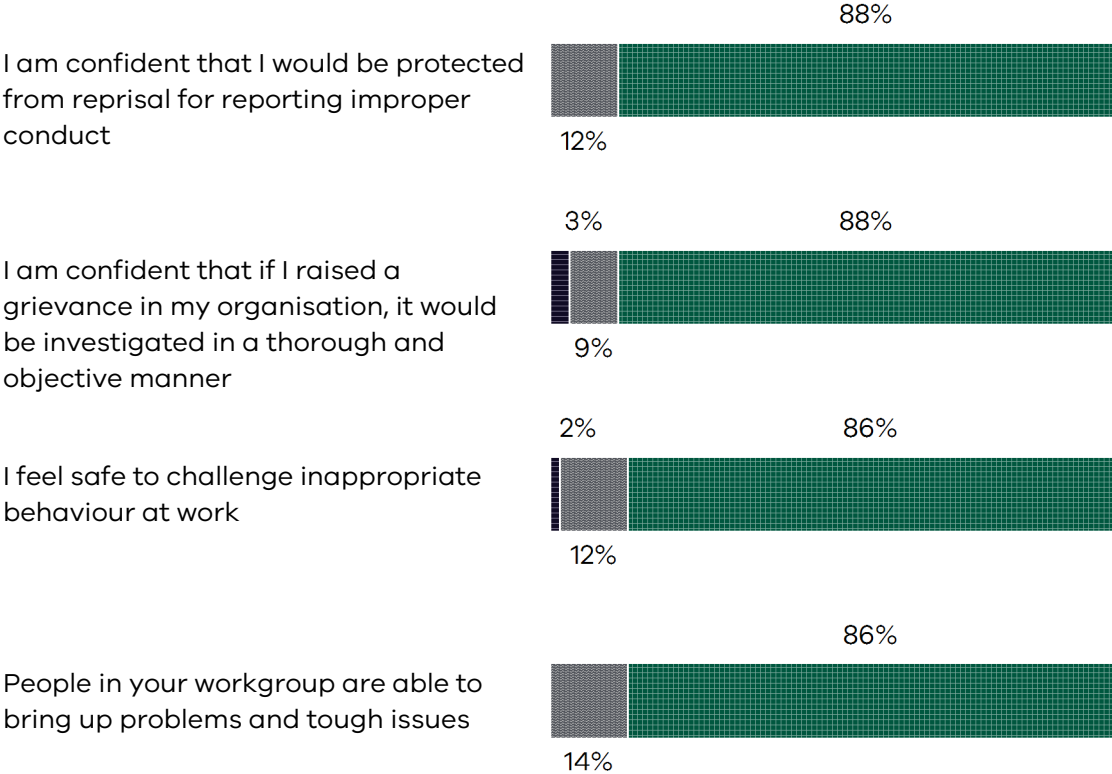
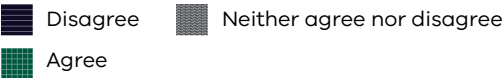
Example

88% of your staff who did the survey agreed or strongly agreed with ‘I am confident that I would be protected from reprisal for reporting improper conduct’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
78 %	Not asked	88 %	49 %	70 %	82 %
74 %	Not asked	88 %	43 %	65 %	75 %
Not asked	Not asked	86 %	56 %	71 %	78 %
Not asked	80 %	86 %	75 %	80 %	84 %



# 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.

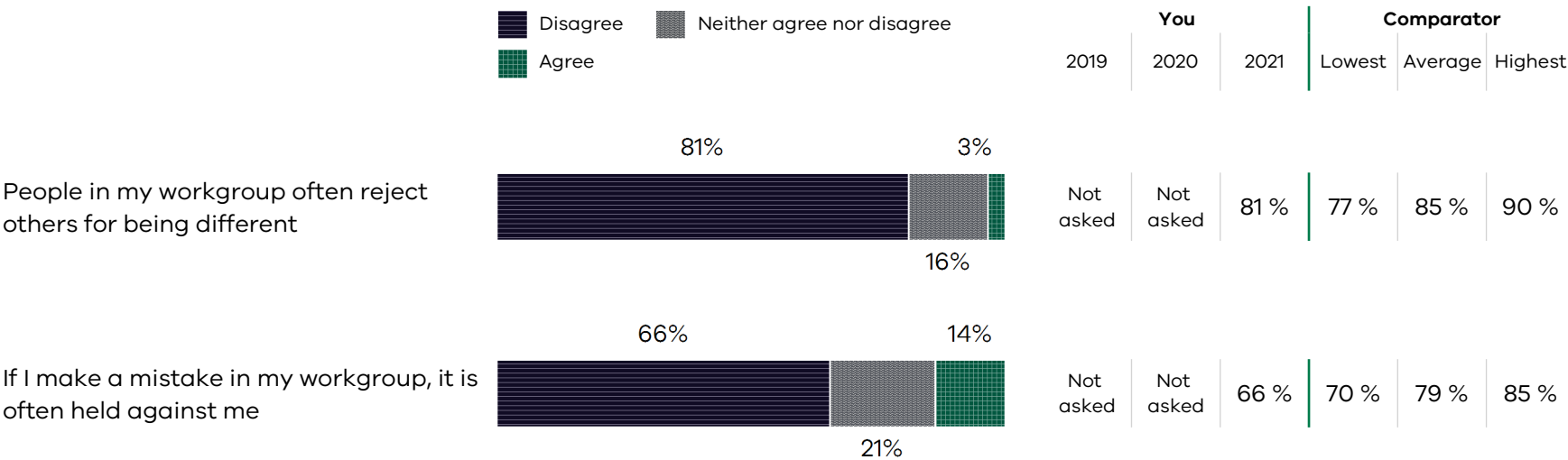
### Example

81% 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



# 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

40% 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	40%	38%	36%
Technology limitations	21%	17%	20%
There are no noticeable barriers	21%	20%	18%
Decision making and authorisation processes	16%	24%	23%
Communication processes	12%	14%	19%
Limited social interactions with the team	12%	10%	11%
Poor mental health or wellbeing	12%	11%	11%
Other	10%	10%	13%
Poor work-life balance	10%	8%	12%
Administrative processes (including leave and HR requirements)	9%	16%	19%

# People matter

## survey 2021

### Have your say

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

# 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.

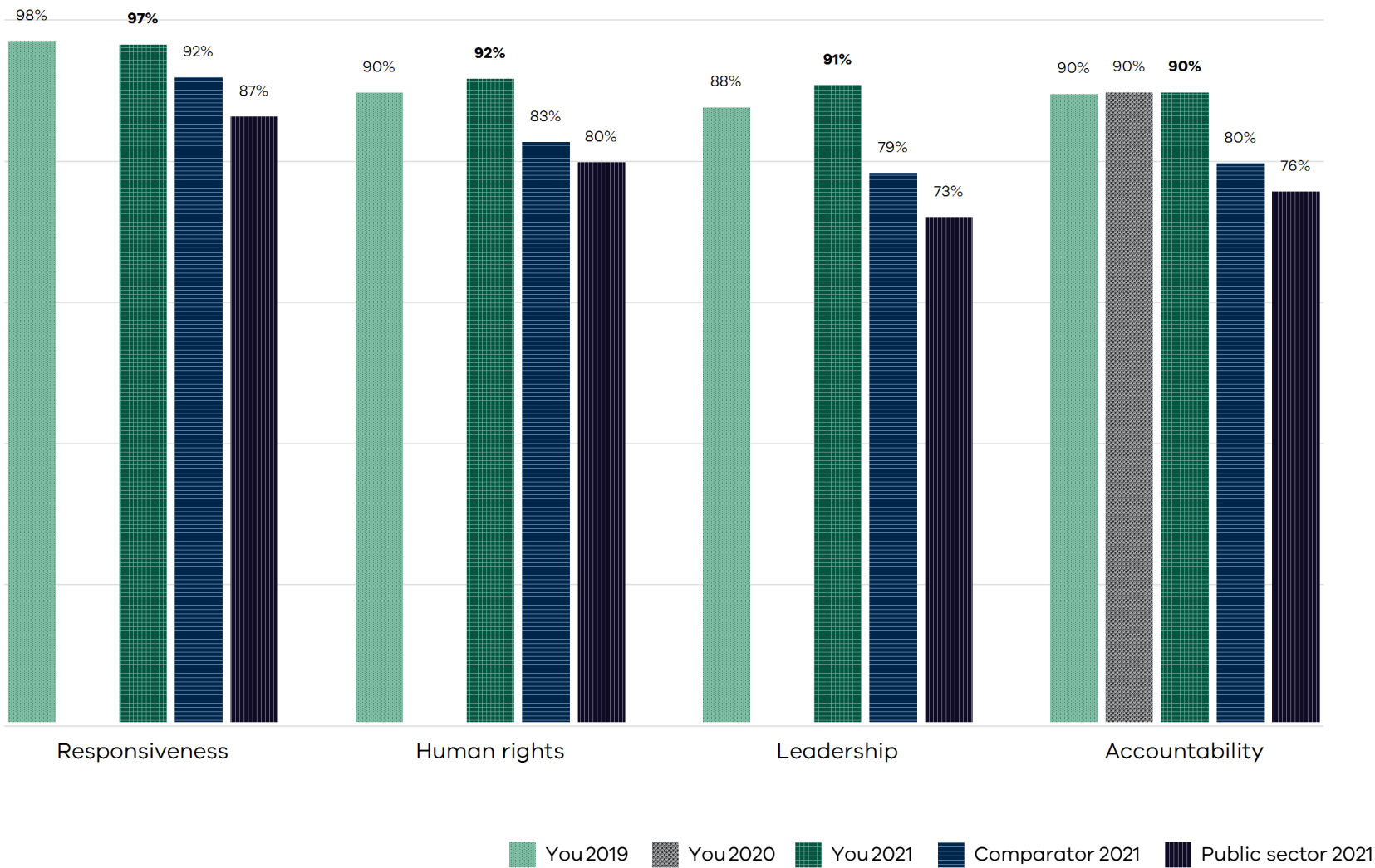
### Example

In 2021:

- 97% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2019.

Compared to:

- 92% of staff at your comparator and 87% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

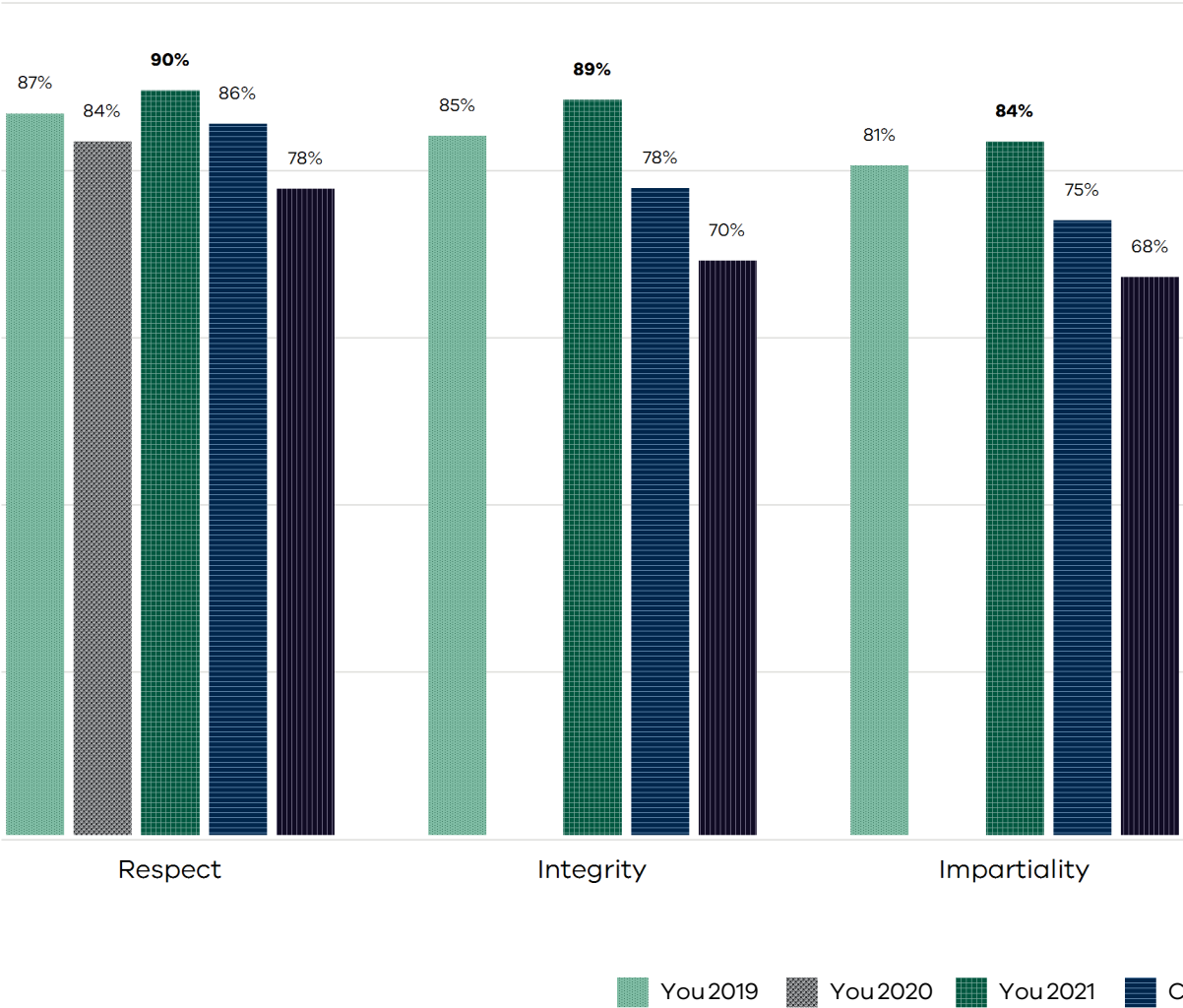
### How to read this

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

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

### Example

- In 2021:
- 90% of your staff who did the survey responded positively to questions about Respect, which is up 3% in 2019.
- Compared to:
- 86% of staff at your comparator and 78% 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

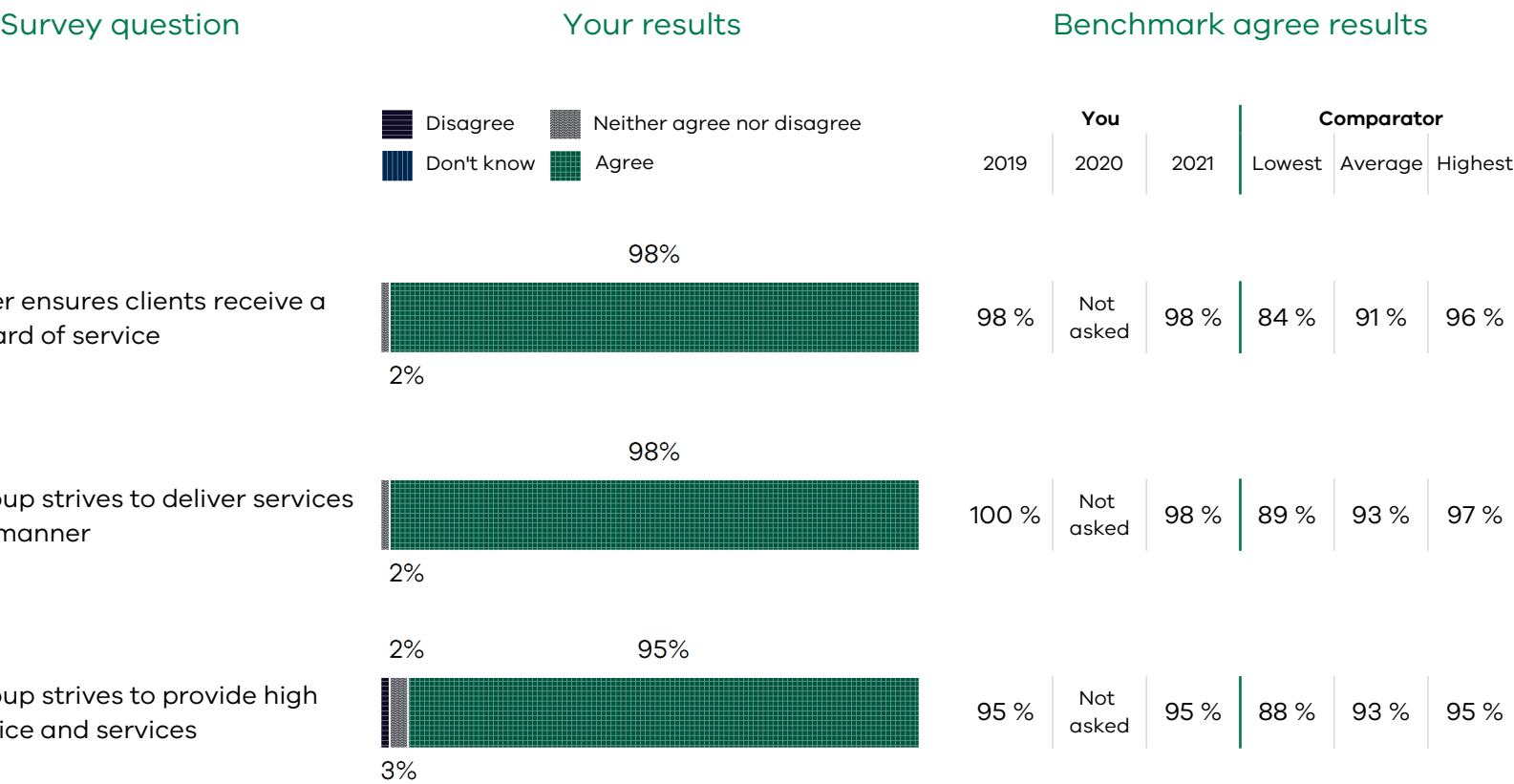
Under 'Your results', see results for each question in descending order by most agreed.

'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 manager ensures clients receive a high standard of service'.



# 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

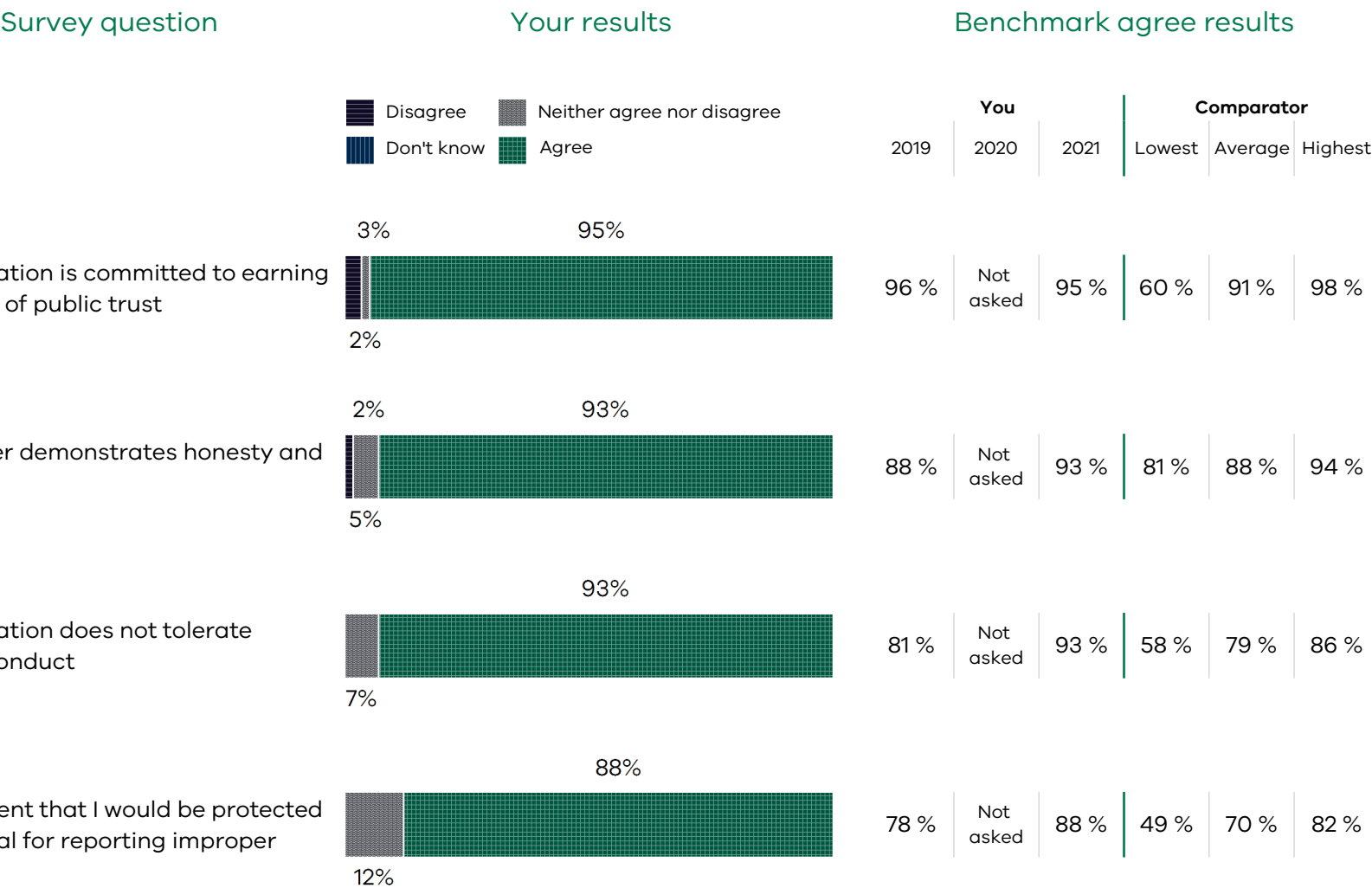
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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 organisation is committed to earning a high level of public trust'.





# Public sector values

## Integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

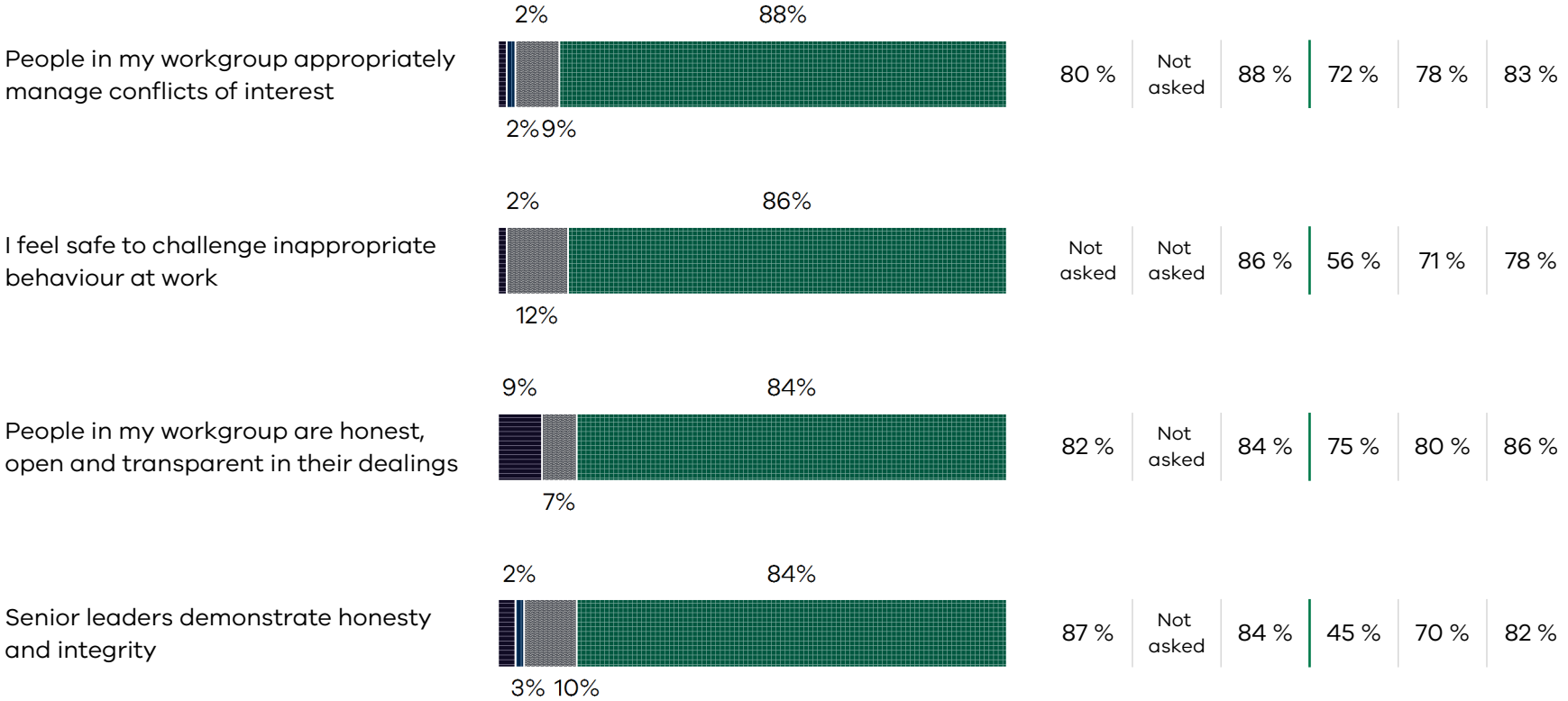
### Example

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

## Survey question

## Your results

## Benchmark agree results



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

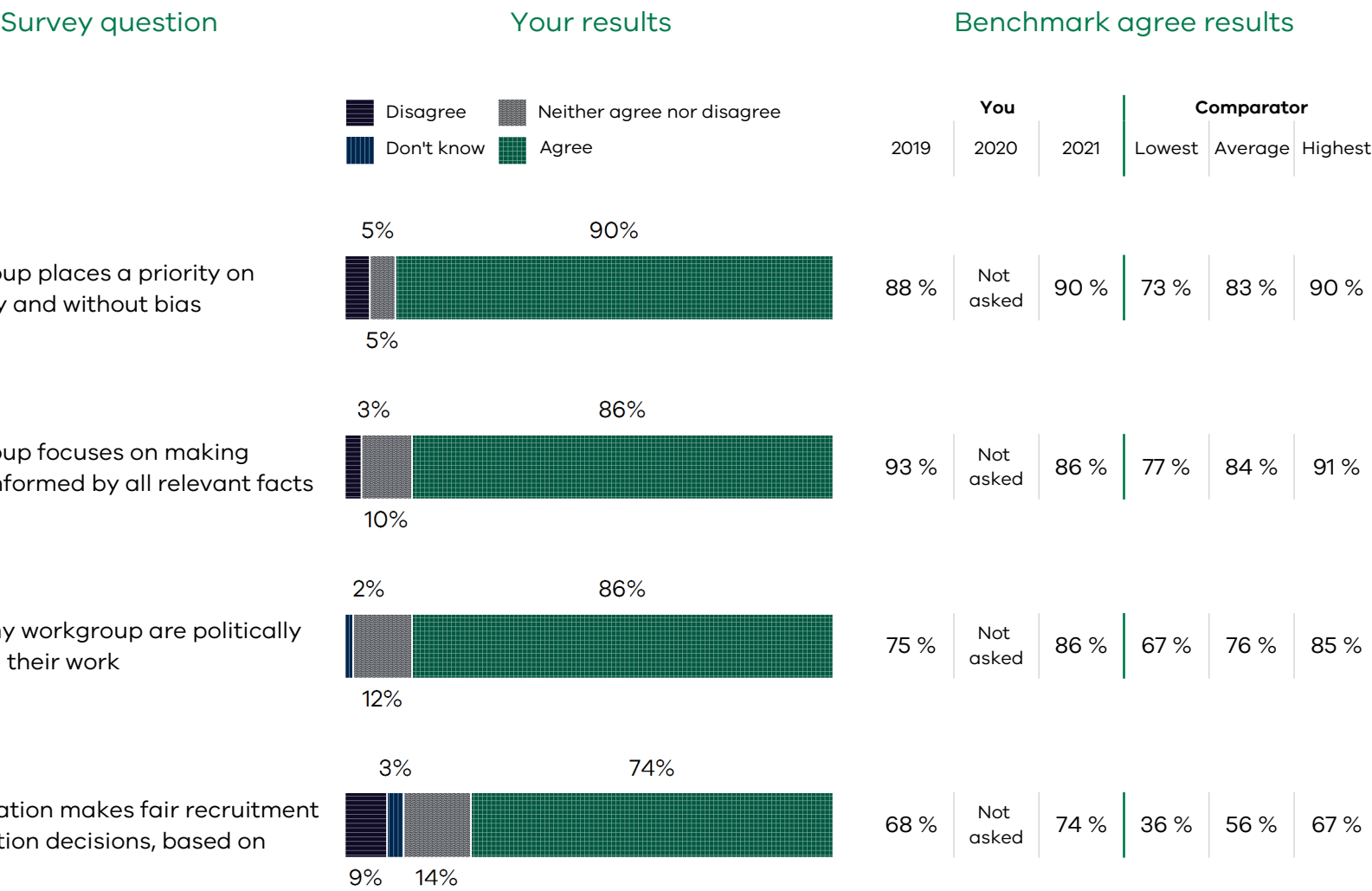
Under 'Your results', see results for each question in descending order by most agreed.

'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

90% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.



# 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.

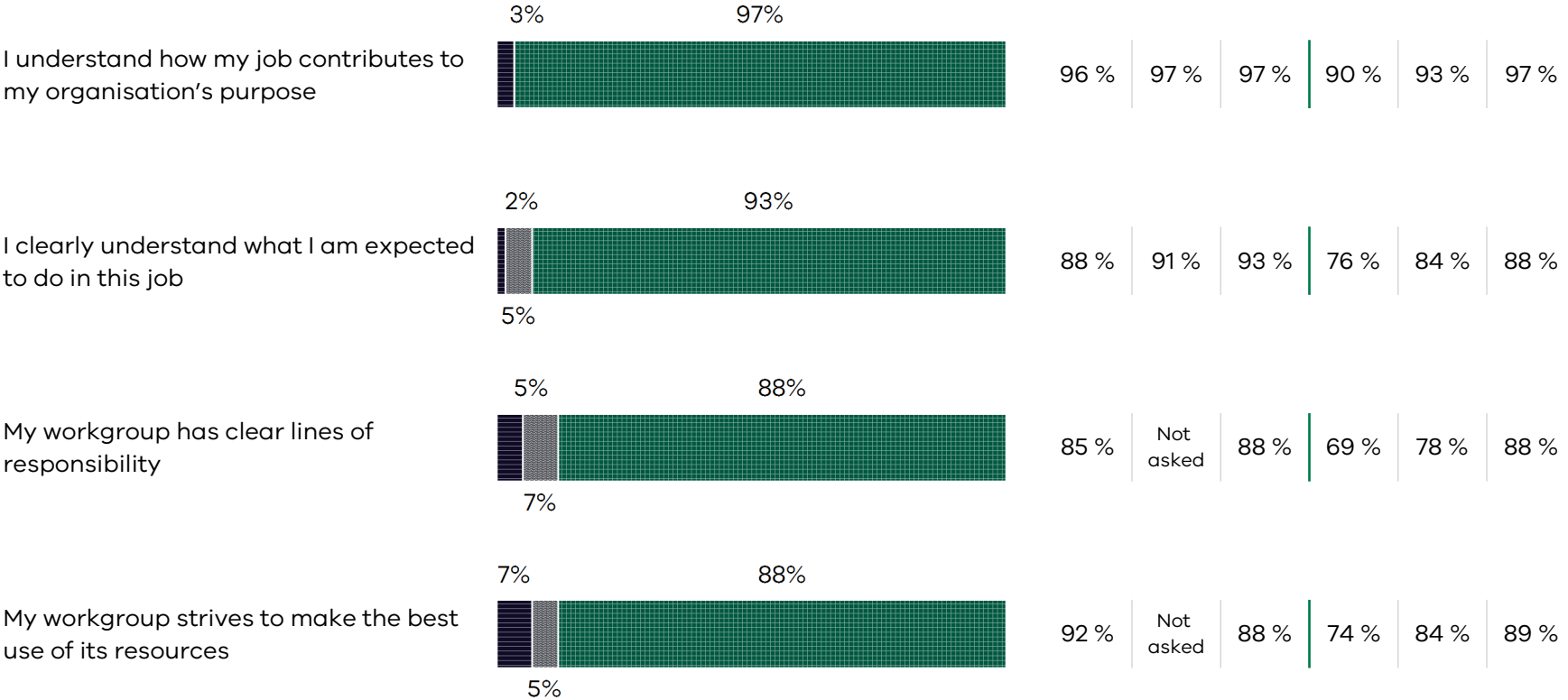
### Example

97% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question

## Your results

## Benchmark agree results



Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

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

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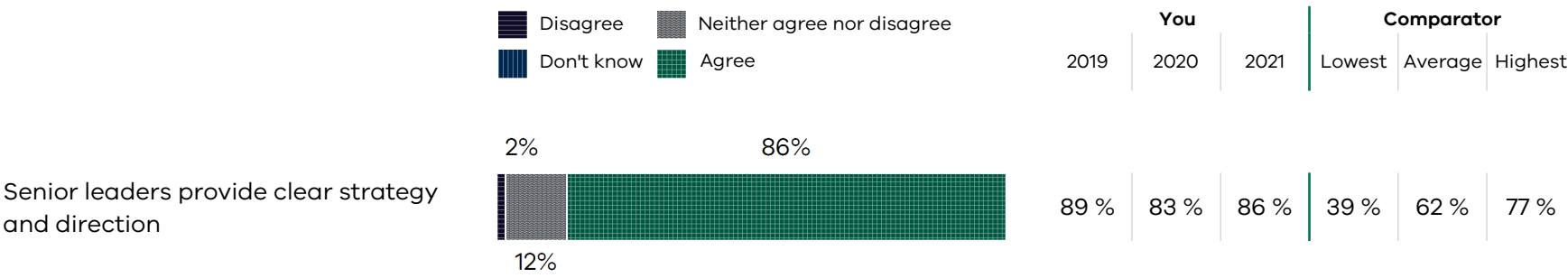
Example

86% 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



Respect 1 of 2

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

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

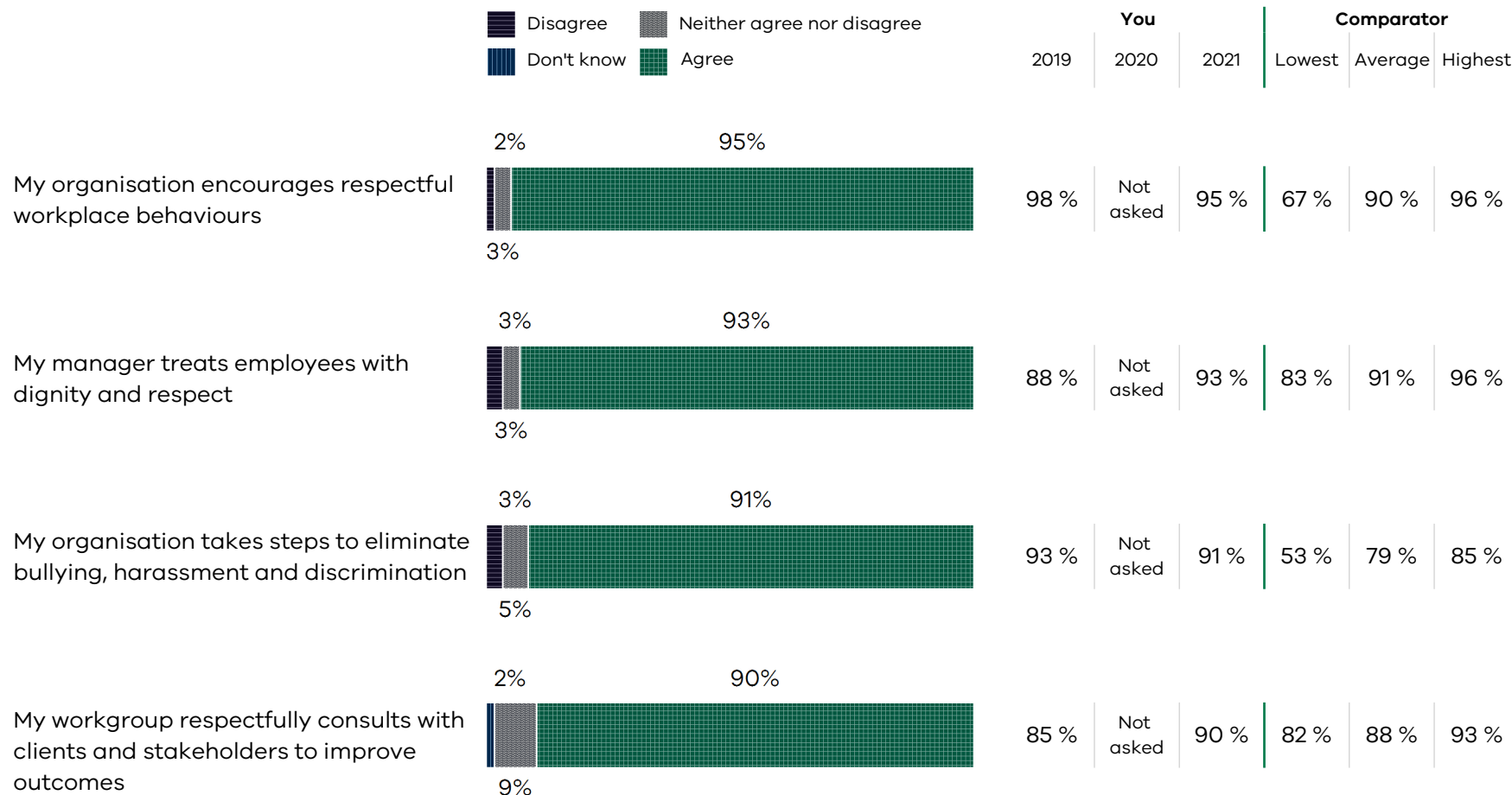
Under 'Your results', see results for each question in descending order by most agreed.

'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.

95% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

## Benchmark agree results



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% 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

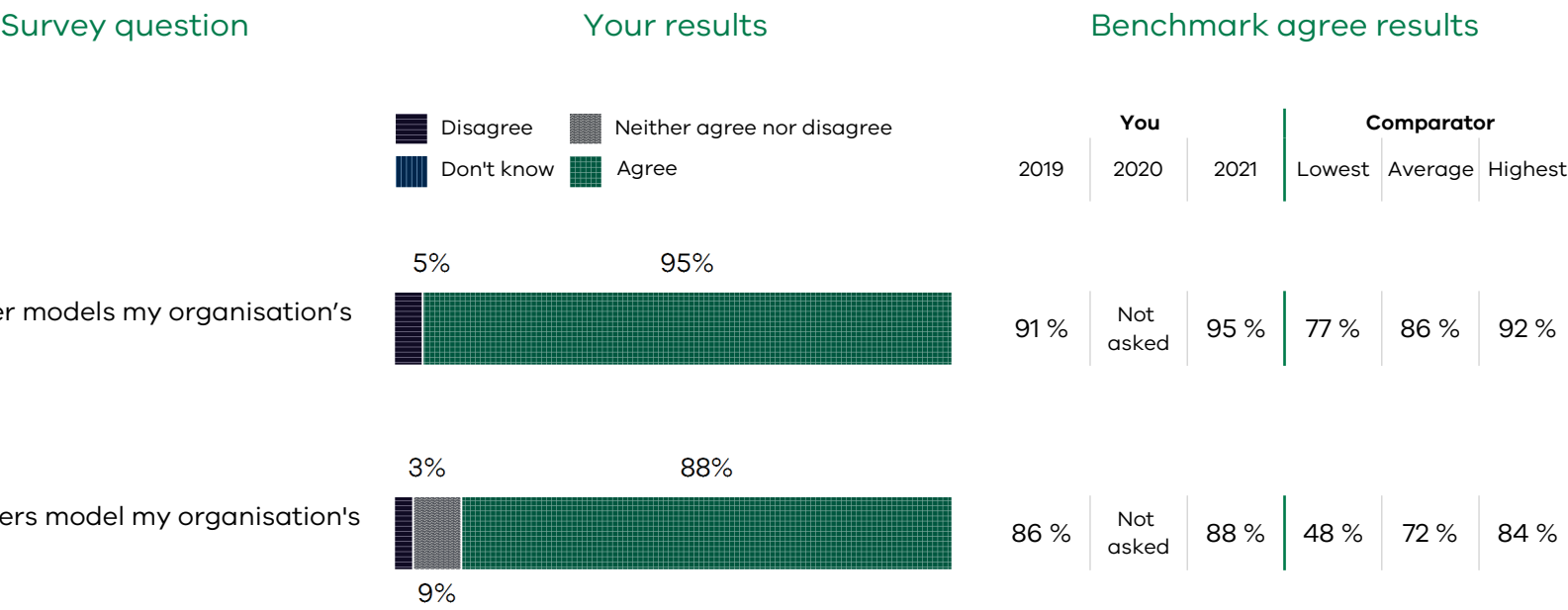
Under 'Your results', see results for each question in descending order by most agreed.

'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 'My manager models my organisation's values'.





# Public sector values

## Human rights

### What this is

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

### Why this is important

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

### How to read this

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

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

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

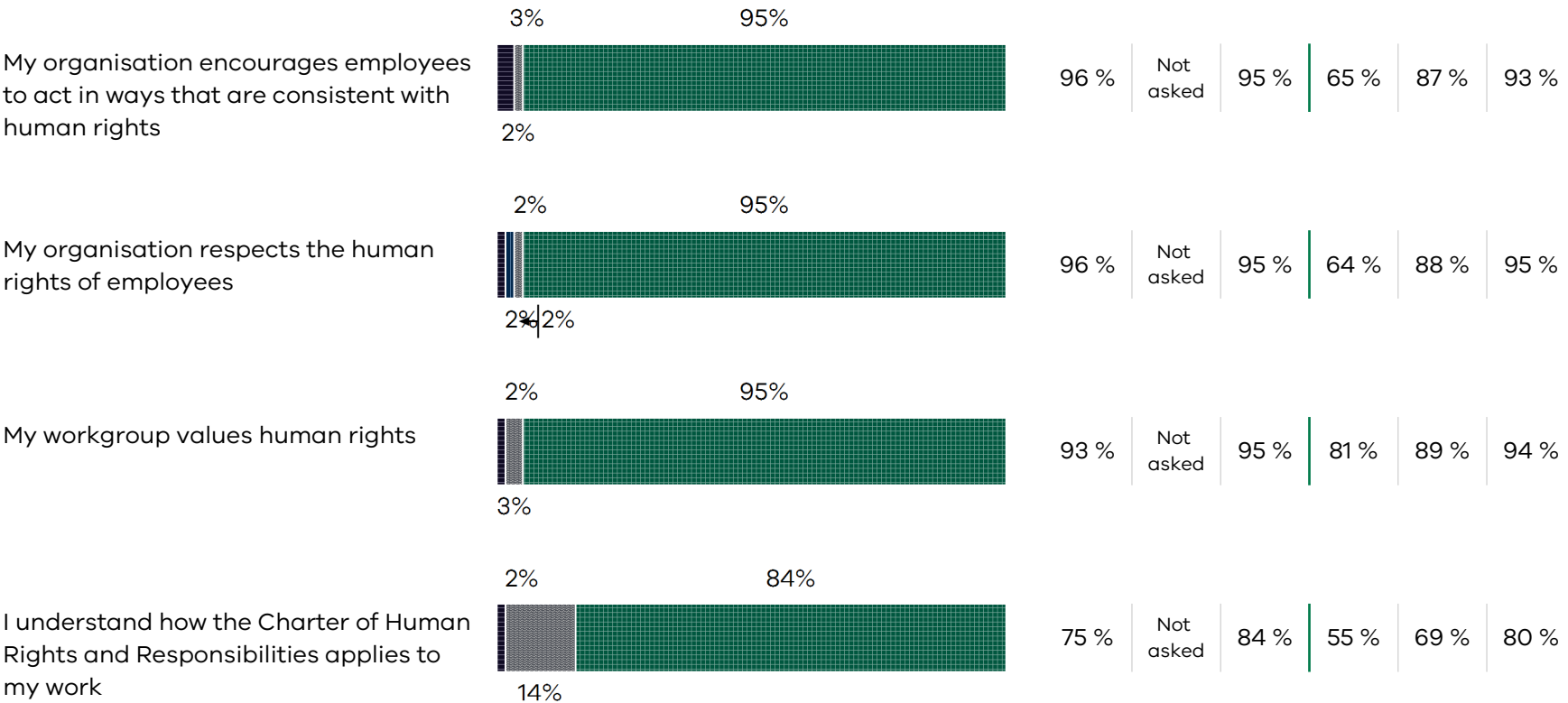
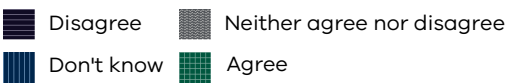
### Example

95% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

## Survey question

## Your results

## Benchmark agree results



# People matter

## survey 2021

### Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
<ul style="list-style-type: none"> <li>About your report</li> <li>Privacy and anonymity</li> <li>Survey's theoretical framework</li> <li>Your comparator group</li> <li>Your response rate</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: engagement index</li> <li>Engagement</li> <li>Scorecard: satisfaction, stress, intention to stay</li> <li>Satisfaction</li> <li>Work-related stress levels</li> <li>Work-related stress causes</li> <li>Intention to stay</li> </ul>	<ul style="list-style-type: none"> <li>Scorecard: emotional effects of work</li> <li>Scorecard: negative behaviour</li> <li>Bullying</li> <li>Sexual harassment</li> <li>Discrimination</li> <li>Violence and aggression</li> <li>Witnessing negative behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Highest scoring</li> <li>Lowest scoring</li> <li>Most improved</li> <li>Most declined</li> <li>Biggest positive difference from comparator</li> <li>Biggest negative difference from comparator</li> </ul>	<ul style="list-style-type: none"> <li>Taking action questions</li> </ul>	<ul style="list-style-type: none"> <li>Senior leadership questions</li> </ul>
Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Demographics	
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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	6	10%
35-54 years	31	53%
55+ years	16	28%
Prefer not to say	5	9%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	2	3%
No	54	93%
Prefer not to say	2	3%

Highest level of formal education	(n)	%
Master Degree level	6	10%
Graduate Diploma or Graduate Certificate level	8	14%
Bachelor Degree level incl. honours degrees	14	24%
Advanced Diploma or Diploma level	10	17%
Certificate III or IV level	6	10%
Year 12 or equivalent (VCE/Leaving certificate)	6	10%
Certificate I or II level	2	3%
Lower than Certificate I or equivalent	1	2%
Prefer not to say	5	9%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	2%
Non Aboriginal and/or Torres Strait Islander	55	95%
Prefer not to say	2	3%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- 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.

Do you identify as a person with a disability?	(n)	%
Yes	4	7%
No	50	86%
Prefer not to say	4	7%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	3	75%
No	1	25%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	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

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

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

How would you describe your gender?	(n)	%
Man	30	52%
Woman	21	36%
Prefer not to say	6	10%
Non-binary and I use a different term	1	2%

Are you trans, non-binary or gender diverse?	(n)	%
No	55	95%
Prefer not to say	3	5%

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

	(n)	%
No	52	90%
Don't know	4	7%
Prefer not to say	2	3%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	52	90%
Prefer not to say	3	5%
Gay or lesbian	1	2%
I use a different term	1	2%
Don't know	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.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	48	83%
Not born in Australia	5	9%
Prefer not to say	5	9%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	3	60%
5 to less than 10 years ago	1	20%
10 to less than 20 years ago	1	20%

Language other than English spoken with family or community	(n)	%
Yes	5	9%
No	52	90%
Prefer not to say	1	2%



# Demographics

## Cultural diversity 2 of 3

### What this is

These are the personal characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Other	2	40%
German	1	20%
Hindi	1	20%
Sinhalese	1	20%
Spanish	1	20%
Tamil	1	20%

## 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:

- 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.

Cultural identity	(n)	%
Australian	48	83%
English, Irish, Scottish and/or Welsh	5	9%
Prefer not to say	3	5%
Other	2	3%
East and/or South-East Asian	2	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	2	3%
Aboriginal and/or Torres Strait Islander	1	2%

Religion	(n)	%
No religion	40	69%
Christianity	8	14%
Prefer not to say	6	10%
Other	2	3%
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.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	48	83%
Part-Time	10	17%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	14	25%
\$65k to \$95k	23	41%
\$95k to \$125k	5	9%
\$125k or more	13	23%
Prefer not to say	1	2%

Organisational tenure	(n)	%
<1 year	6	10%
1 to less than 2 years	1	2%
2 to less than 5 years	21	36%
5 to less than 10 years	15	26%
10 to less than 20 years	12	21%
More than 20 years	3	5%

Management responsibility	(n)	%
Non-manager	39	67%
Other manager	13	22%
Manager of other manager(s)	6	10%

Employment type	(n)	%
Ongoing and executive	50	86%
Fixed term	6	10%
Other	2	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	39	67%
I have moved to a different role within my organisation (including acting roles)	19	33%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- 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.

#### Primary workplace location over the last 3 months

	(n)	%
Other city or town	48	83%
Melbourne: Suburbs	5	9%
Latrobe	4	7%
Outside Victoria	1	2%

#### Primary workplace type over the past 3 months\*

	(n)	%
Home/private location	25	43%
A main office	23	40%
A frontline or service delivery location (that is not a main office or home/private location)	9	16%
A hub/shared work space	1	2%

#### Other workplace type over the past 3 months\*

	(n)	%
A main office	28	48%
Home/private location	24	41%
No, I have not worked from any other locations	13	22%
A frontline or service delivery location (that is not a main office or home/private location)	3	5%

# 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	30	52%
Flexible working arrangements	25	43%
Physical modifications or improvements to the workplace	5	9%
Accessible communications technologies	1	2%

## Why did you make this request?\*

	(n)	%
Work-life balance	14	50%
Caring responsibilities	9	32%
Family responsibilities	7	25%
Health	6	21%
Other	4	14%
Disability	2	7%
Study commitments	2	7%

## What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	26	93%
The adjustments I needed were made but the process was unsatisfactory	1	4%
The adjustments I needed were not made	1	4%

# 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	24	41%
Primary school aged child(ren)	12	21%
Frail or aged person(s)	10	17%
Secondary school aged child(ren)	8	14%
Child(ren) - younger than preschool age	6	10%
Prefer not to say	4	7%
Preschool aged child(ren)	4	7%
Person(s) with a medical condition	2	3%
Other	2	3%
Person(s) with disability	1	2%
Person(s) with a mental illness	1	2%

# Demographics

## Business units

### What is this

This shows the business unit in which your staff work.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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.

## Which of the following best describes the business unit in which you work

	(n)	%
Corporate	21	36%
Operations	12	21%
Assets	12	21%
Customer Service	11	19%
Sustainability	2	3%





**Victorian  
Public Sector  
Commission**



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