People matter survey 2021

Have your say

Yea and District Memorial Hospital
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 40% 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

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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- Your response rate

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- Work-related stress causes
- Intention to stay

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- Sexual harassment
- Discrimination
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Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
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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.
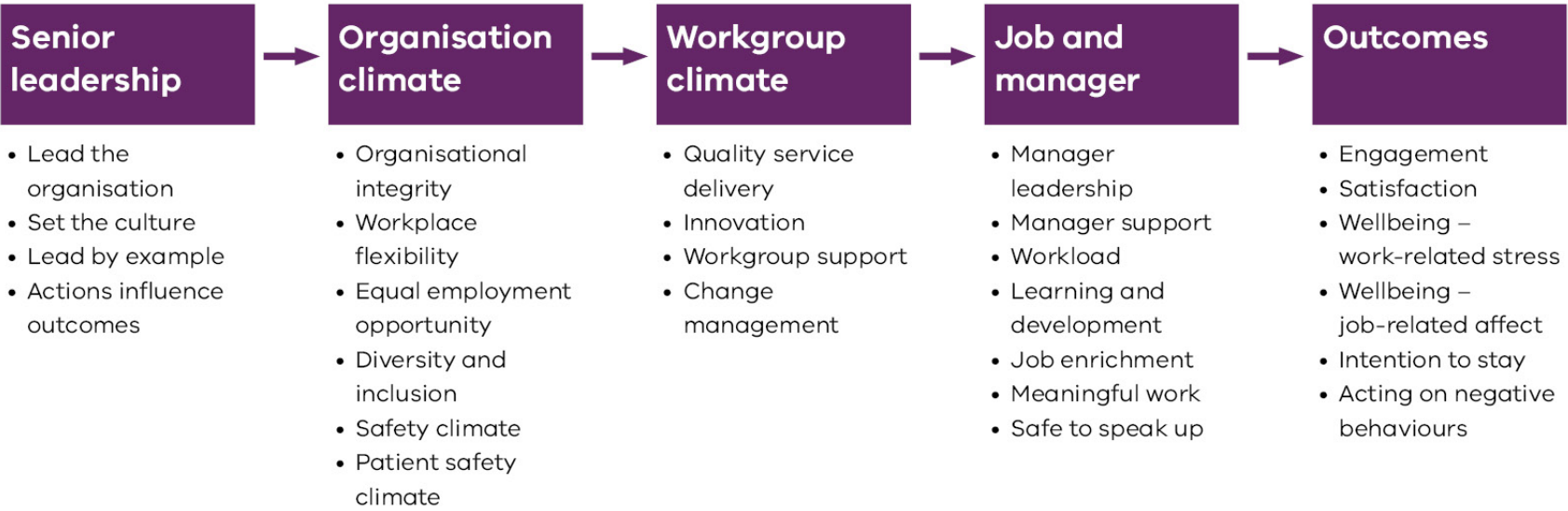
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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.

Senior leadership → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Change management

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

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Victorian Public Sector Commission

VICTORIA State Government

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'.

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Edenhope and District Memorial Hospital

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kilmore District Health

Kooweerup Regional Health Service

Maldon Hospital

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

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		2021	
42%		**21%**	
(25)		**(14)**	
Comparator	49%	Comparator	52%
Public Sector	49%	Public Sector	39%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

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- About your report
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- Your comparator group
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People outcomes

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- Satisfaction
- Work-related stress levels
- Work-related stress causes
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- Sexual harassment
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- Taking action questions

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- Senior leadership questions

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

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- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

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Victorian Public Sector Commission

VICTORIA State Government

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		2021	
71		**74**	
Comparator	71	Comparator	73
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 74.

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.
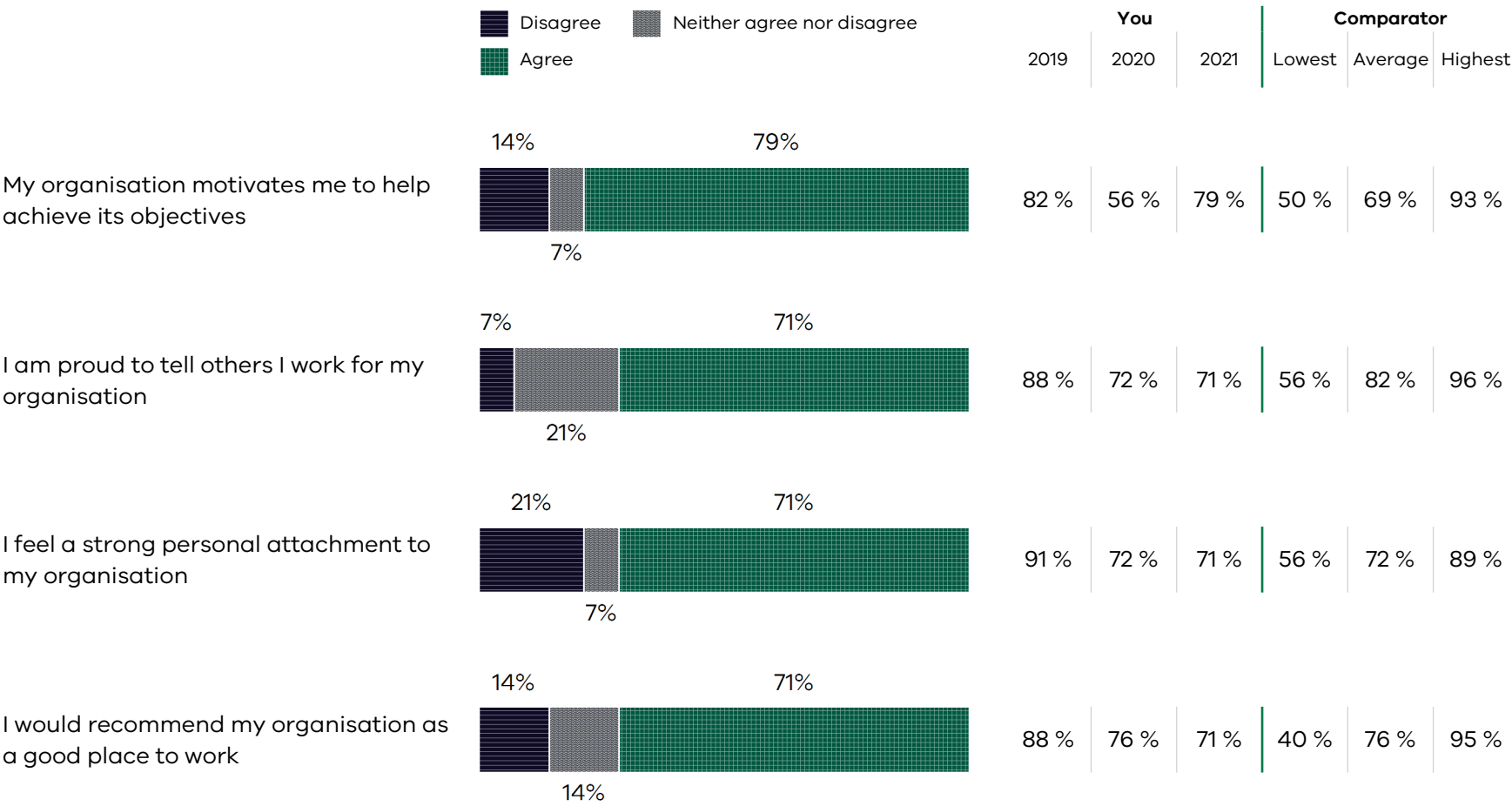
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question	Your results						

Your results legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation motivates me to help achieve its objectives	14% / 7% / 79%	82 %	56 %	79 %	50 %	69 %	93 %
I am proud to tell others I work for my organisation	7% / 21% / 71%	88 %	72 %	71 %	56 %	82 %	96 %
I feel a strong personal attachment to my organisation	21% / 7% / 71%	91 %	72 %	71 %	56 %	72 %	89 %
I would recommend my organisation as a good place to work	14% / 14% / 71%	88 %	76 %	71 %	40 %	76 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

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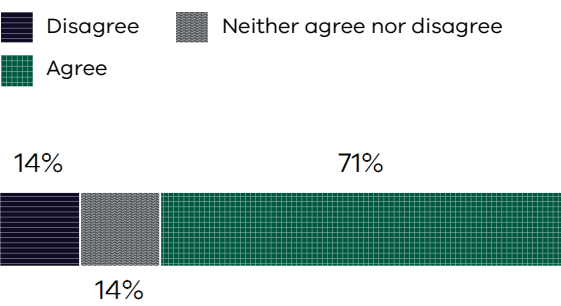
Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	14% / 14% / 71%	74 %	56 %	71 %	44 %	70 %	93 %

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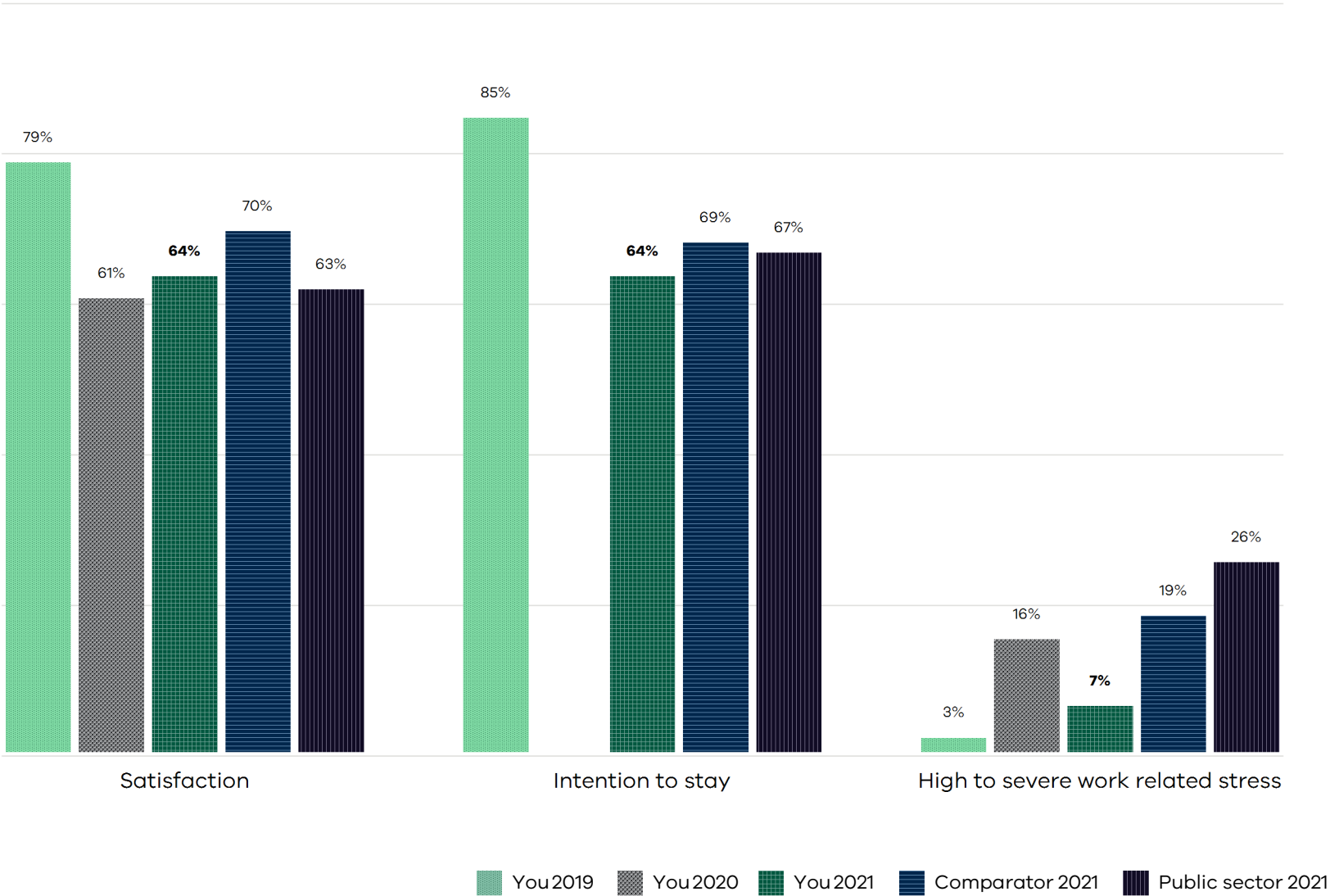
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 64% of your staff who did the survey responded positively to questions about Satisfaction which is up from 61% in 2020.

Compared to:

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

Bar chart legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Satisfaction: 79%, 61%, 64%, 70%, 63%
Intention to stay: 85%, 64%, 69%, 67%
High to severe work related stress: 3%, 16%, 7%, 19%, 26%

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.
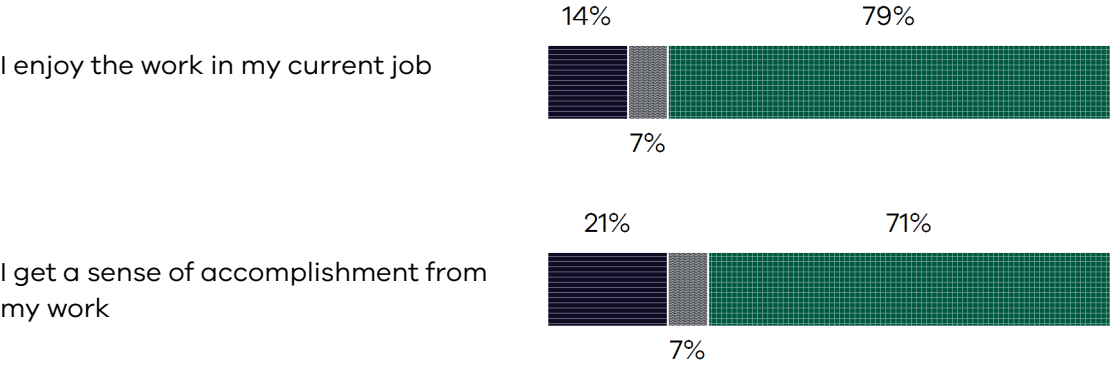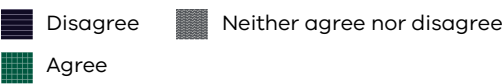
Example

79% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results		

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	Benchmark agree results — You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	14% / 7% / 79%	91 %	Not asked	79 %	66 %	83 %	94 %
I get a sense of accomplishment from my work	21% / 7% / 71%	82 %	Not asked	71 %	70 %	84 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

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.
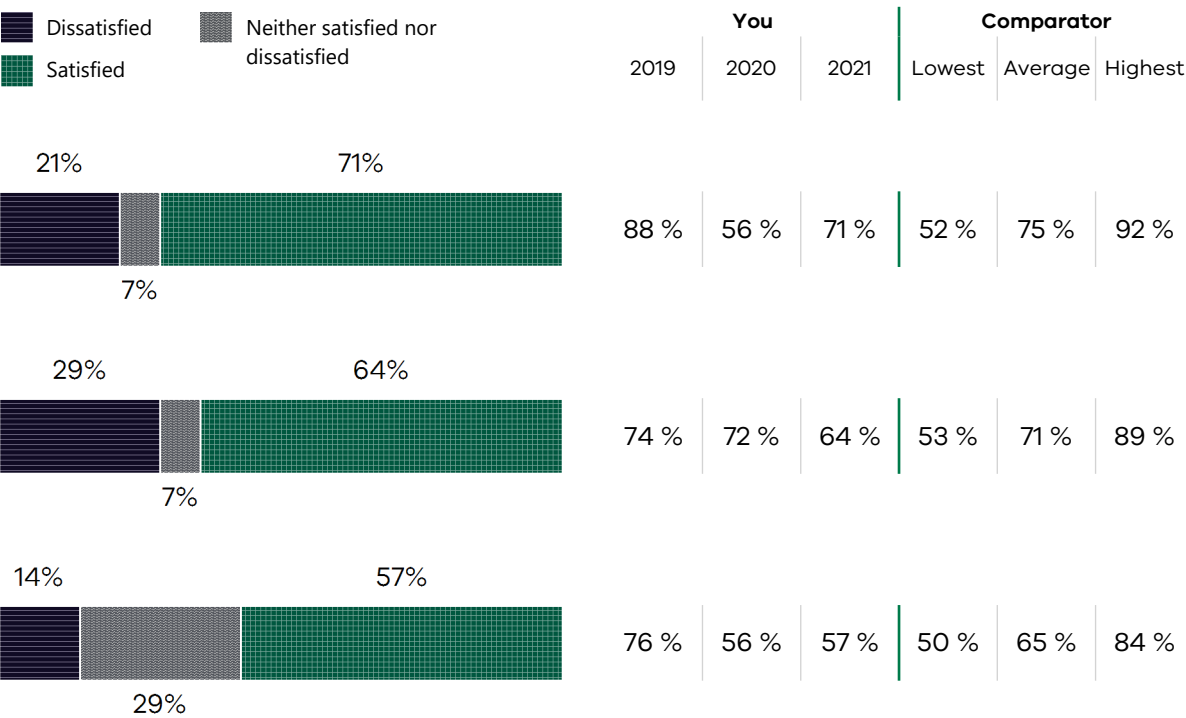
Example

71% 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			

Legend:
- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

Survey question	Dissatisfied	Neither	Satisfied	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	21%	7%	71%	88 %	56 %	71 %	52 %	75 %	92 %
How satisfied are you with the work-life balance in your current job	29%	7%	64%	74 %	72 %	64 %	53 %	71 %	89 %
How satisfied are you with your career development within your current organisation	14%	29%	57%	76 %	56 %	57 %	50 %	65 %	84 %

Your results — **Benchmark satisfied results**

Columns: **You** (2019, 2020, 2021), **Comparator** (Lowest, Average, Highest)

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VICTORIA State Government

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

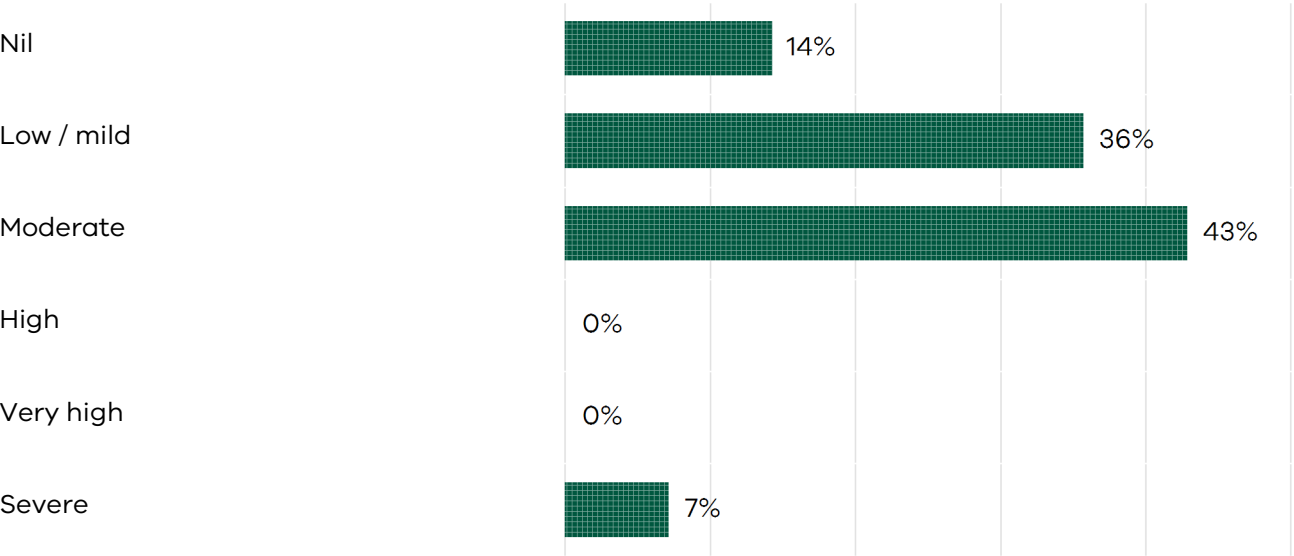In this survey we asked staff to tell us their stress level.

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.
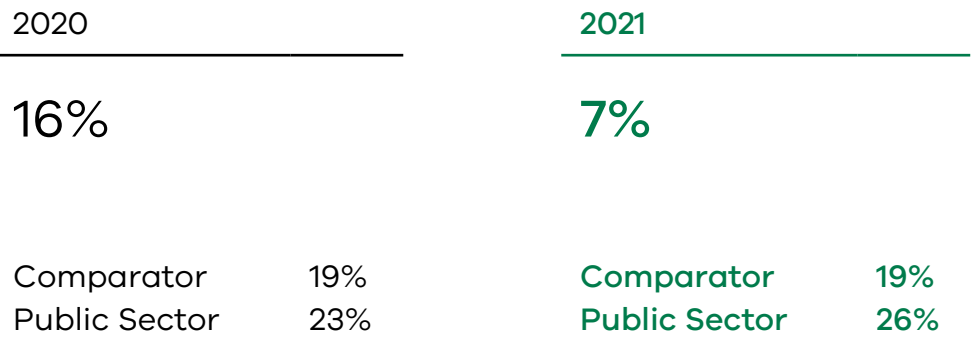
Example

7% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% 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)

Category	Value
Nil	14%
Low / mild	36%
Moderate	43%
High	0%
Very high	0%
Severe	7%

Reported levels of high to severe stress

2020		2021	
16%		**7%**	
Comparator	19%	Comparator	19%
Public Sector	23%	Public Sector	26%

Victorian Public Sector Commission

VICTORIA State Government

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

86% of your staff who did the survey said they experienced mild to severe stress.

Of that 86%, 75% said the top reason was 'Workload'.

	12		2
	86%		14%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
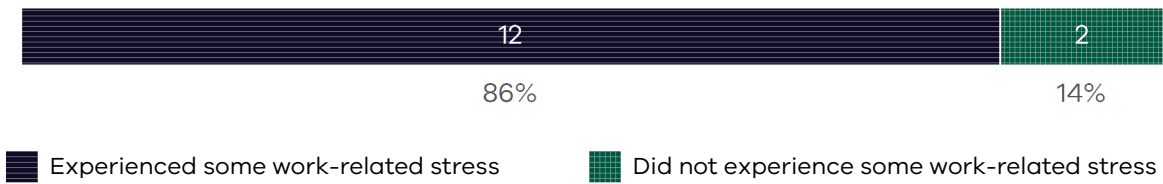
Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	59%	75%	50%	51%
Time pressure	36%	58%	40%	42%
Dealing with clients, patients or stakeholders	27%	25%	13%	14%
Other changes due to COVID-19	23%	25%	24%	15%
Content, variety, or difficulty of work	9%	8%	9%	12%
Incivility, bullying, harassment or discrimination	9%	8%	10%	7%
Organisation or workplace change	5%	8%	8%	11%
Physical environment	5%	8%	7%	5%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	8%	16%	12%

Victorian Public Sector Commission

VICTORIA State Government

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

21% of your staff who did the survey said they intended to leave.

Of that 21%, 67% said it was from 'Limited future career opportunities at my organisation'.

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

2	1	9
14%	7%	64%
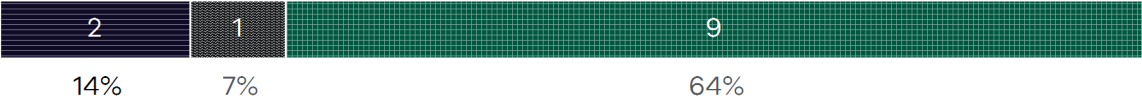
■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	67%	29%	42%
Limited recognition for doing a good job	67%	32%	32%
Opportunity to broaden experience	67%	33%	40%
Better location/reduced travel time	33%	20%	13%
Excessive workload	33%	22%	25%
Lack of confidence in senior leadership	33%	36%	34%
Lack of organisational stability	33%	17%	18%
Limited developmental/educational opportunities at my organisation	33%	22%	24%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	33%	9%	11%
Limited involvement in decisions affecting my job and career	33%	14%	20%

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VICTORIA State Government

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.
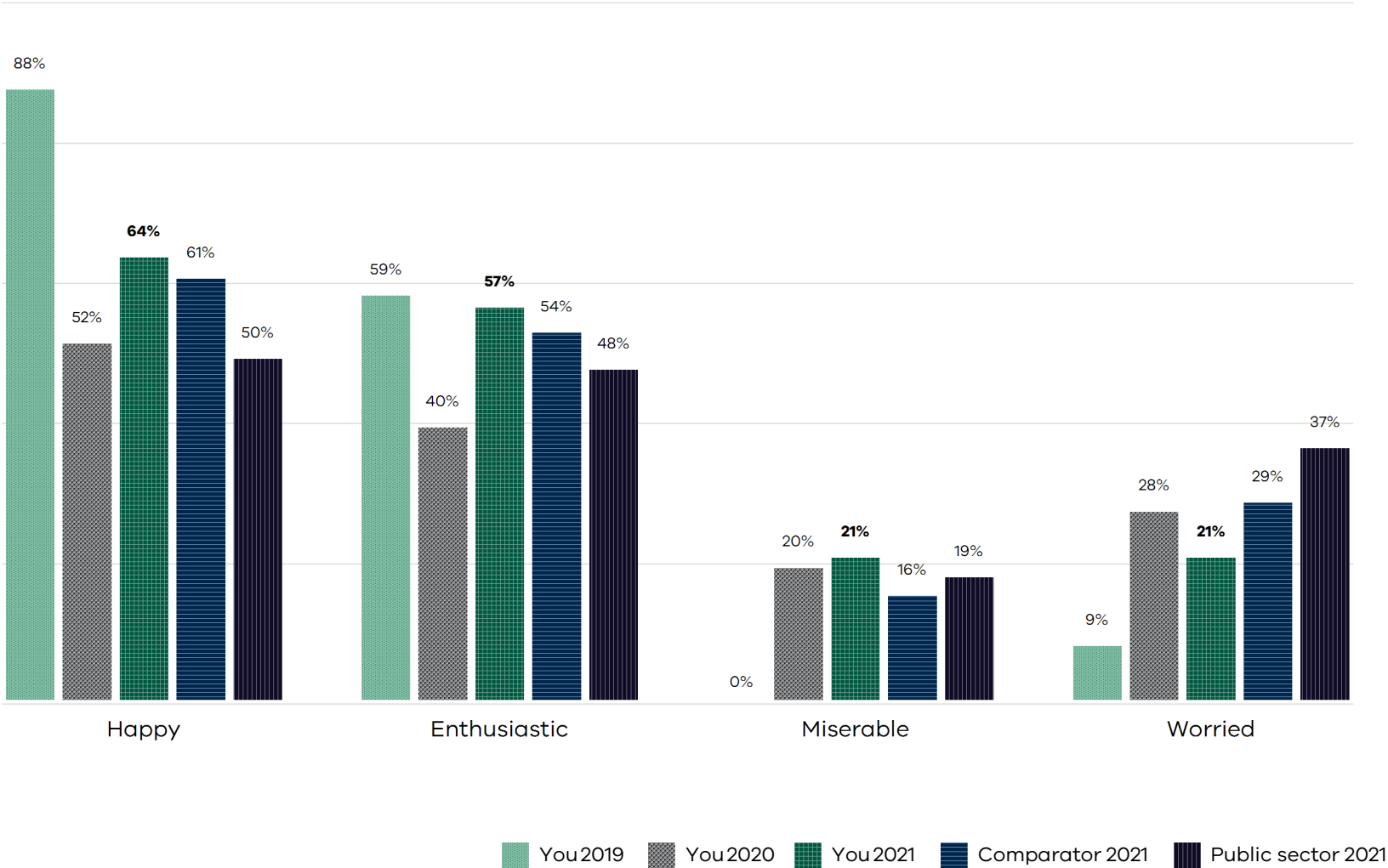
Example

In 2021:

- 64% of your staff who did the survey said work made them feel happy in 2021, which is up from 52% in 2020

Compared to:

- 61% 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 ...

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Happy: 88%, 52%, 64%, 61%, 50%
Enthusiastic: 59%, 40%, 57%, 54%, 48%
Miserable: 0%, 20%, 21%, 16%, 19%
Worried: 9%, 28%, 21%, 29%, 37%

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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.

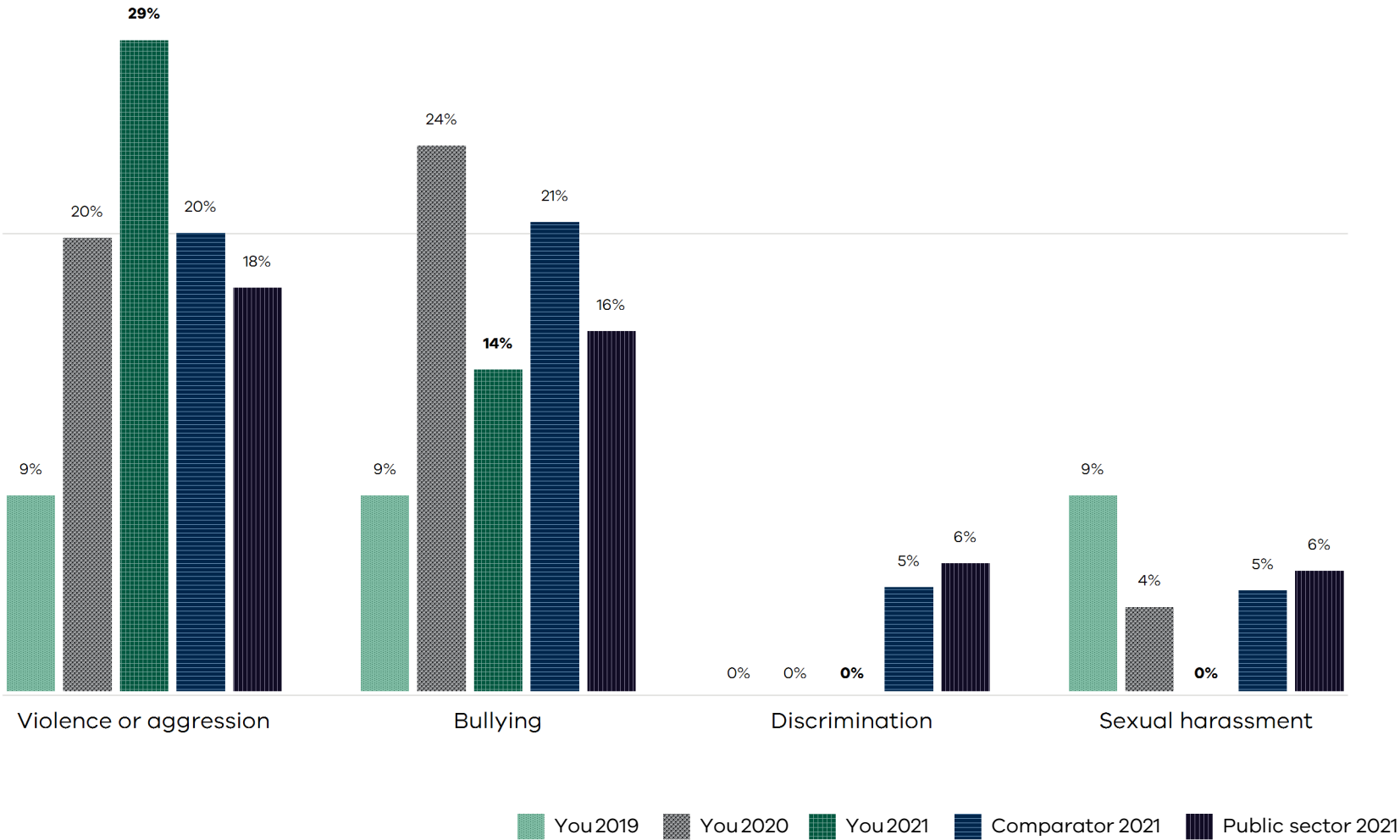You can compare these with your comparator and the public sector.

Example

In 2021:

- 29% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 20% in 2020.

Compared to:

- 20% of staff at your comparator and 18% of staff across the public sector.

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Violence or aggression: 9%, 20%, 29%, 20%, 18%
Bullying: 9%, 24%, 14%, 21%, 16%
Discrimination: 0%, 0%, 0%, 5%, 6%
Sexual harassment: 9%, 4%, 0%, 5%, 6%

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

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.

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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

29% of your staff who did the survey said they witnessed some negative behaviour at work.

71% 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?

4	10
29%	71%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

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	71%	74%	77%
Bullying of a colleague	21%	20%	16%
Violence or aggression against a colleague	14%	5%	6%
Discrimination against a colleague	7%	8%	8%

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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

29% of your staff who did the survey witnessed negative behaviour, of which:

- 100% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 0% took no action.

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

4	10
29%	71%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour

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	100%	71%	72%
Told a manager	50%	40%	37%
Spoke to the person who behaved in a negative way	25%	23%	22%
Told a colleague	25%	17%	21%
Told the person the behaviour was not OK	25%	25%	25%

People matter survey 2021

Have your say

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

People outcomes
- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Victorian Public Sector Commission

VICTORIA State Government

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 93% 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	93%	Not asked in 2020	73%
Safety climate	My organisation provides a physically safe work environment	93%	Not asked in 2020	83%
Quality service delivery	My workgroup strives to deliver services in a timely manner	93%	Not asked in 2020	86%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+5%	89%
Job enrichment	I clearly understand what I am expected to do in this job	86%	-6%	86%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	86%	Not asked in 2020	89%
Learning and development	My organisation places a high priority on the learning and development of staff	86%	Not asked in 2020	68%
Manager leadership	My manager demonstrates honesty and integrity	86%	Not asked in 2020	80%
Manager leadership	My manager ensures clients receive a high standard of service	86%	Not asked in 2020	85%
Manager leadership	My manager is committed to workplace safety	86%	Not asked in 2020	86%

Victorian Public Sector Commission

VICTORIA State Government

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 feel I have an equal chance at promotion in my organisation'.
This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I feel I have an equal chance at promotion in my organisation	29%	Not asked in 2020	47%
Workload	I have enough time to do my job effectively	29%	-11%	54%
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	36%	Not asked in 2020	37%
Taking action	My organisation has taken positive action on the results of last year's survey	36%	Not asked in 2020	35%
Manager support	My manager has regular conversations with me about my learning and development	43%	Not asked in 2020	53%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	43%	Not asked in 2020	73%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	50%	Not asked in 2020	52%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	50%	Not asked in 2020	72%
Equal employment opportunity	Disability is not a barrier to success in my organisation	50%	Not asked in 2020	71%
Safety climate	All levels of my organisation are involved in the prevention of stress	50%	+2%	50%

Victorian Public Sector Commission

VICTORIA State Government

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 'Safety climate', the 'You 2021' column shows 79% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
In the 'Increase from 2020' column, you have a 23% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	79%	+23%	64%
Engagement	My organisation motivates me to help achieve its objectives	79%	+23%	69%
Manager support	My manager involves me in decisions about my work	79%	+19%	75%
Senior leadership	Senior leaders support staff to work in an environment of change	79%	+19%	62%
Patient safety climate	Trainees in my discipline are adequately supervised	64%	+16%	62%
Satisfaction	Considering everything, how satisfied are you with your current job	71%	+15%	75%
Manager support	My manager keeps me informed about what's going on	71%	+15%	72%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	71%	+15%	67%
Engagement	My organisation inspires me to do the best in my job	71%	+15%	70%
Patient safety climate	Management is driving us to be a safety-centred organisation	86%	+14%	76%

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 'Job enrichment', the 'You 2021' column shows 71% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Decrease from 2020' column, you have a 25% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	71%	-25%	92%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	64%	-20%	83%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	50%	-18%	58%
Meaningful work	I am achieving something important through my work	71%	-17%	85%
Job enrichment	I have a choice in deciding how I do my work	71%	-17%	75%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	71%	-17%	78%
Workload	I have enough time to do my job effectively	29%	-11%	54%
Satisfaction	How satisfied are you with the work-life balance in your current job	64%	-8%	71%
Job enrichment	I clearly understand what I am expected to do in this job	86%	-6%	86%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	50%	-6%	68%

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 'Safe to speak up', the 'You 2021' column shows 86% of your staff agreed with 'I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
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	86%	+23%	63%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	79%	+20%	58%
Safety climate	My organisation consults employees on health and safety matters	93%	+19%	73%
Learning and development	My organisation places a high priority on the learning and development of staff	86%	+17%	68%
Senior leadership	Senior leaders support staff to work in an environment of change	79%	+16%	62%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	79%	+14%	64%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	79%	+13%	65%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	79%	+13%	65%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	79%	+13%	66%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	79%	+13%	66%

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 'Diversity and inclusion', the 'You 2021' column shows 43% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	43%	-30%	73%
Workload	I have enough time to do my job effectively	29%	-25%	54%
Supporting question - gender equality	In my workgroup work is allocated fairly, regardless of gender	57%	-25%	82%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	50%	-22%	72%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	57%	-22%	79%
Equal employment opportunity	Disability is not a barrier to success in my organisation	50%	-21%	71%
Job enrichment	I understand how my job contributes to my organisation's purpose	71%	-21%	92%
Learning and development	I feel I have an equal chance at promotion in my organisation	29%	-19%	47%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	64%	-18%	83%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	50%	-18%	68%

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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

64% 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'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
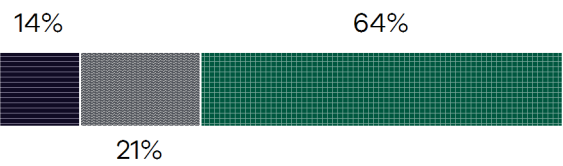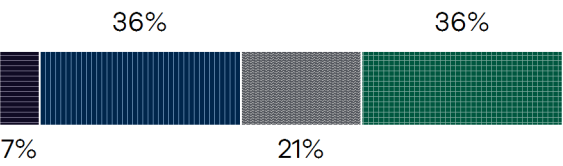
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will take positive action on the results of this year's survey	14% / 21% / 64%	Not asked	Not asked	64 %	34 %	54 %	78 %
My organisation has taken positive action on the results of last year's survey	7% / 36% / 21% / 36%	Not asked	Not asked	36 %	11 %	35 %	72 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

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

86% 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							
		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	7% / 7% / 86%	71 %	Not asked	86 %	58 %	74 %	95 %
Senior leaders support staff to work in an environment of change	14% / 7% / 79%	68 %	60 %	79 %	40 %	62 %	93 %
Senior leaders demonstrate honesty and integrity	7% / 7% / 14% / 71%	85 %	Not asked	71 %	38 %	66 %	89 %
Senior leaders model my organisation's values	7% / 7% / 14% / 71%	74 %	Not asked	71 %	50 %	70 %	91 %

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

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.
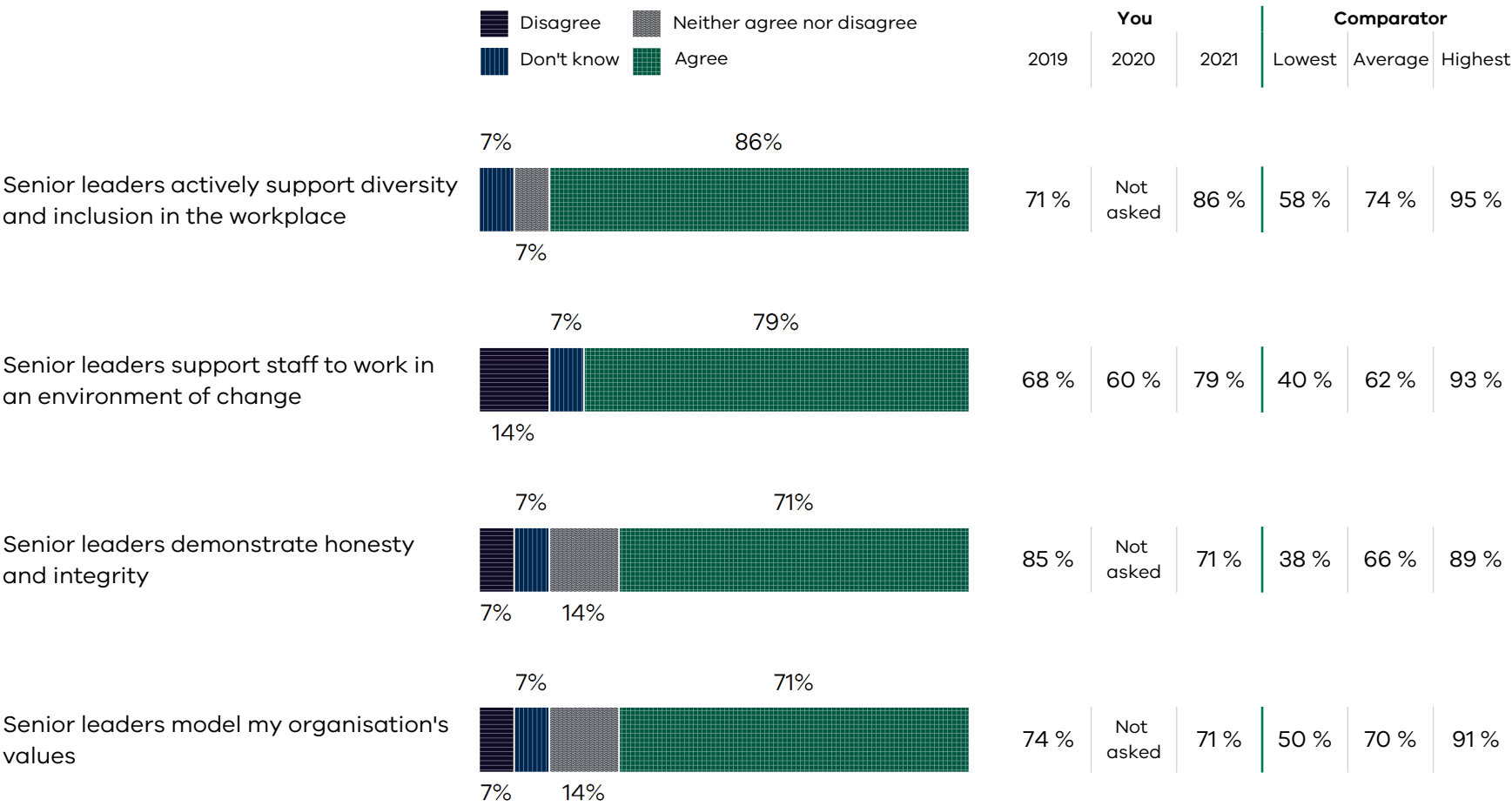
Example

71% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	7% / 7% / 14% / 71%	62 %	60 %	71 %	38 %	64 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

Workgroup climate
- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

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

Public sector values
- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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:

- 82% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 74% of staff at your comparator and 72% of staff across the public sector.

Chart legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	84%		82%	74%	72%
Workplace flexibility			75%	70%	63%
Patient safety climate	82%	68%	73%	73%	69%
Safety climate			71%	65%	60%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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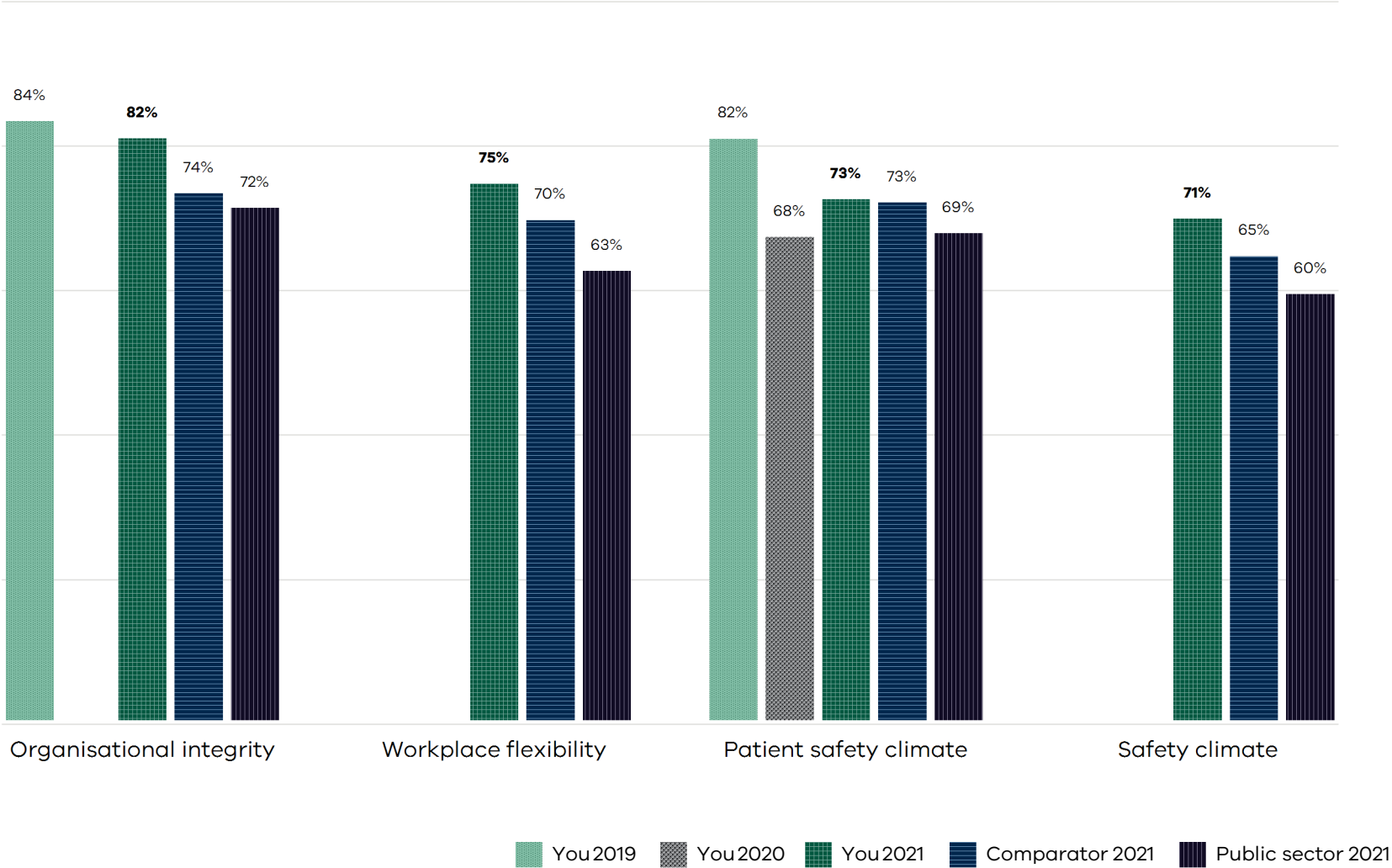
Why this is important

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:

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

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.
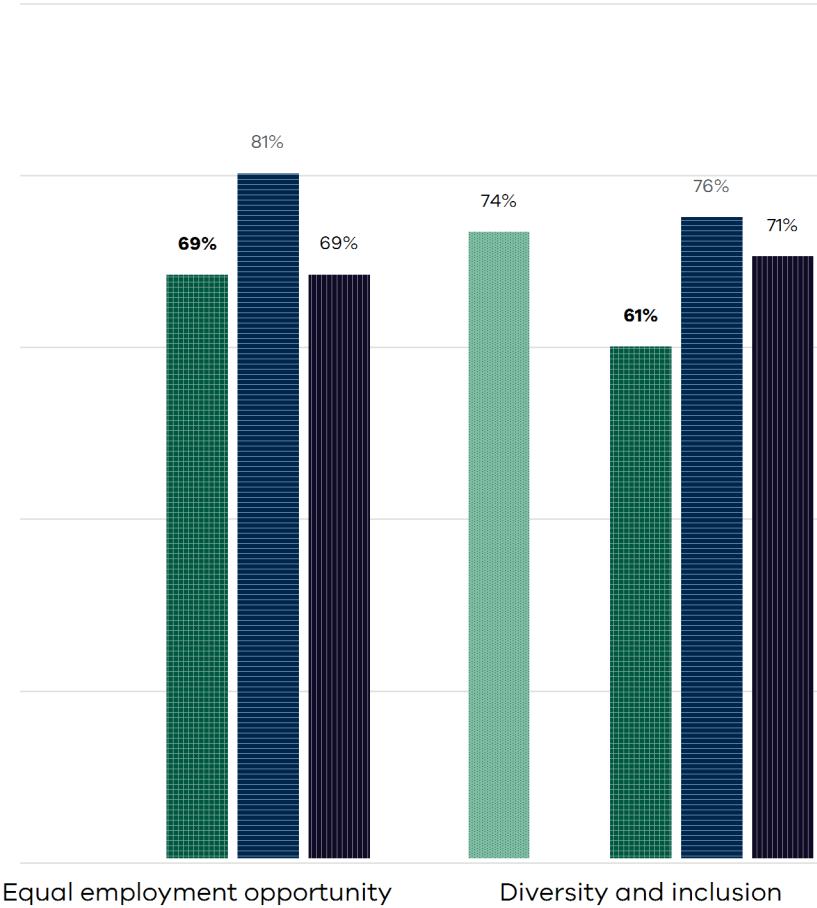
Chart — Organisational climate by factor:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity		69%	81%	69%
Diversity and inclusion	74%	61%	76%	71%

Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% 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						

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▩ Agree

		You			**Comparator**		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	7% / 86% (7%)	91 %	Not asked	86 %	62 %	83 %	96 %
My organisation encourages respectful workplace behaviours	7% / 86% (7%)	94 %	Not asked	86 %	54 %	79 %	93 %
My organisation is committed to earning a high level of public trust	7% / 86% (7%)	88 %	Not asked	86 %	60 %	81 %	97 %
My organisation respects the human rights of employees	7% / 86% (7%)	91 %	Not asked	86 %	62 %	81 %	95 %

Victorian Public Sector Commission

VICTORIA State Government

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.
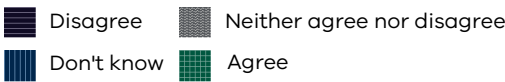
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	Disagree 14%, Neither 7%, Agree 79%	76 %	Not asked	79 %	38 %	69 %	85 %
My organisation makes fair recruitment and promotion decisions, based on merit	Disagree 14%, Don't know 7%, Agree 79%	71 %	Not asked	79 %	42 %	58 %	78 %
My organisation takes steps to eliminate bullying, harassment and discrimination	Disagree 7%, Don't know 7%, Neither 14%, Agree 71%	76 %	Not asked	71 %	42 %	66 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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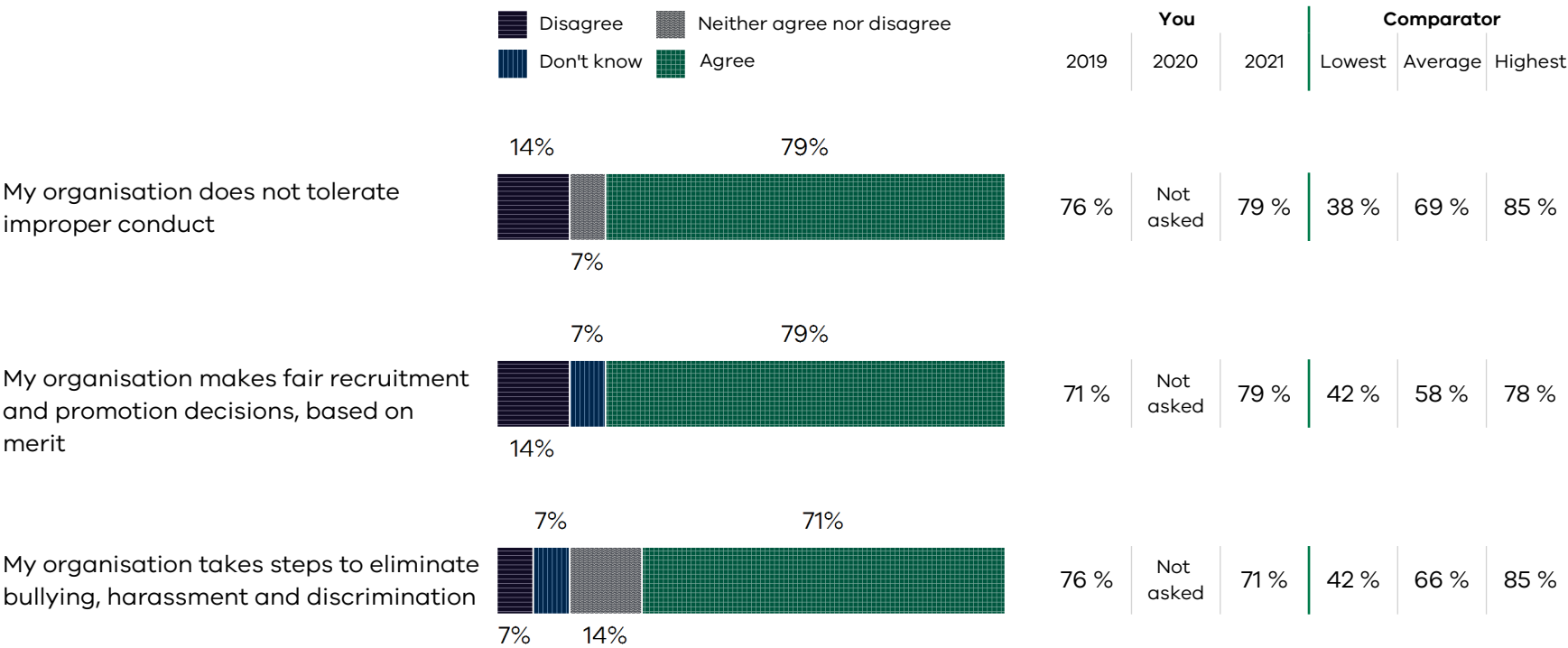
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.
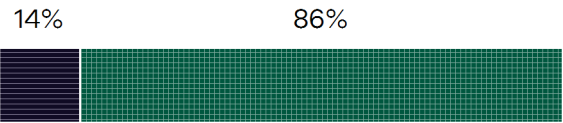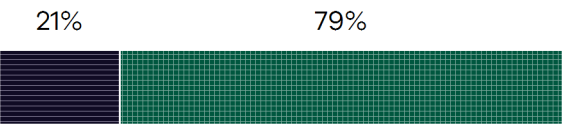
Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	14% / 86%	Not asked	Not asked	86 %	59 %	77 %	93 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	21% / 79%	Not asked	Not asked	79 %	58 %	73 %	88 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	7% / 79% / 7% / 7%	94 %	Not asked	79 %	55 %	70 %	89 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	7% / 79% / 7% / 7%	Not asked	Not asked	79 %	58 %	72 %	90 %
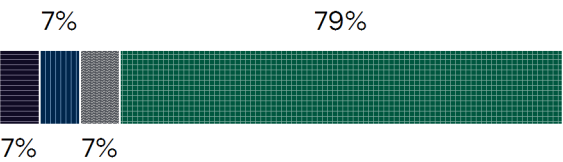
Victorian Public Sector Commission

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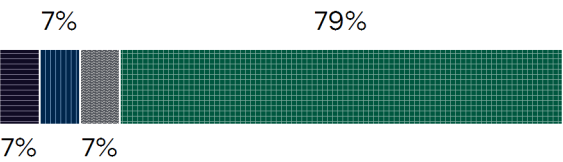
Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
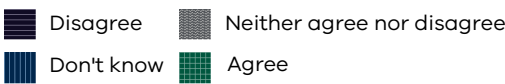
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	7% / 7% / 7% / 79%	88 %	Not asked	79 %	50 %	65 %	86 %
Using flexible work arrangements is not a barrier to success in my organisation	14% / 7% / 79%	Not asked	Not asked	79 %	51 %	66 %	86 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	14% / 14% / 71%	91 %	68 %	71 %	56 %	69 %	86 %
Having caring responsibilities is not a barrier to success in my organisation	14% / 7% / 14% / 64%	94 %	Not asked	64 %	54 %	70 %	88 %

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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.
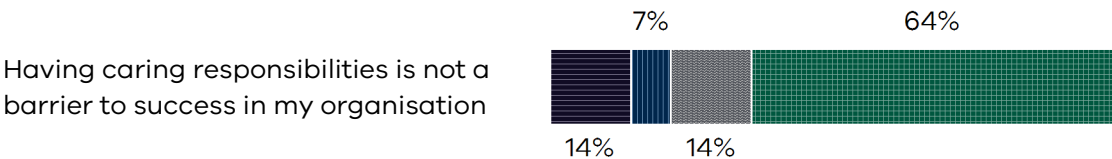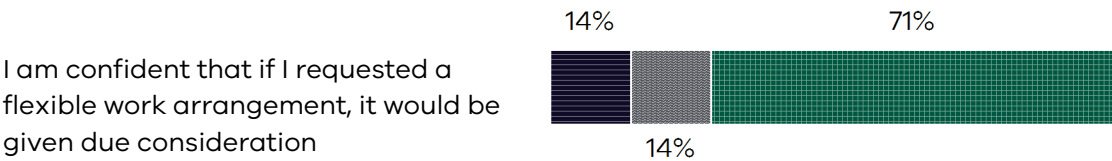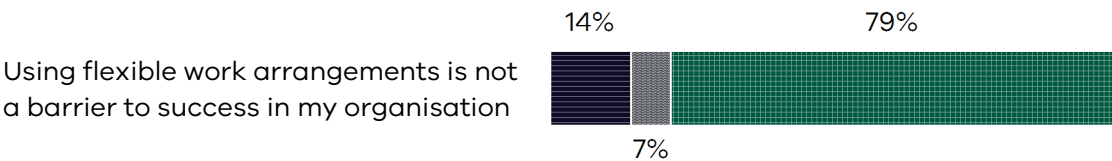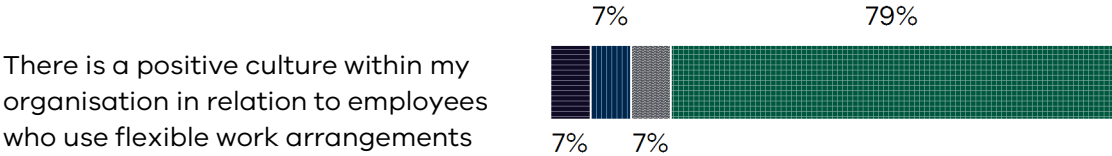
Example

64% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question

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

Your results

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

7% 64%
14% 14%

Benchmark agree results

| | You | | | | Comparator | |
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	64 %	56 %	71 %	89 %

Victorian Public Sector Commission

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Organisational climate

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

64% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Part-time	64%	39%	19%
No, I do not use any flexible work arrangements	36%	30%	38%
Flexible start and finish times	21%	18%	23%
Shift swap	14%	26%	12%
Study leave	7%	8%	4%
Working more hours over fewer days	7%	5%	6%
Job sharing	7%	3%	1%

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.
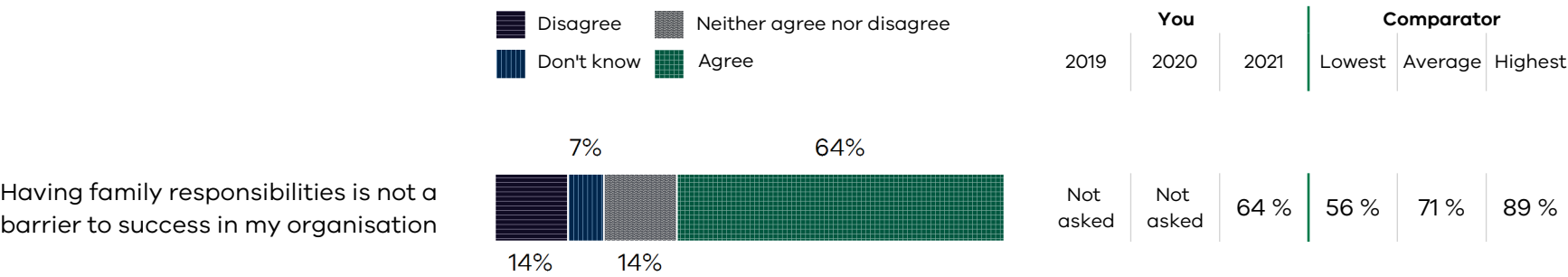
Example

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

Survey question	Your results						

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

		You			**Comparator**		
		2019	2020	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	7% / 7% / 7% / 79%	82 %	Not asked	79 %	75 %	81 %	91 %
Cultural background is not a barrier to success in my organisation	7% / 14% / 79%	79 %	Not asked	79 %	74 %	84 %	97 %
Gender is not a barrier to success in my organisation	14% / 7% / 79%	Not asked	Not asked	79 %	71 %	86 %	97 %
Sexual orientation is not a barrier to success in my organisation	7% / 21% / 71%	74 %	Not asked	71 %	71 %	84 %	92 %

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Organisational climate

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.
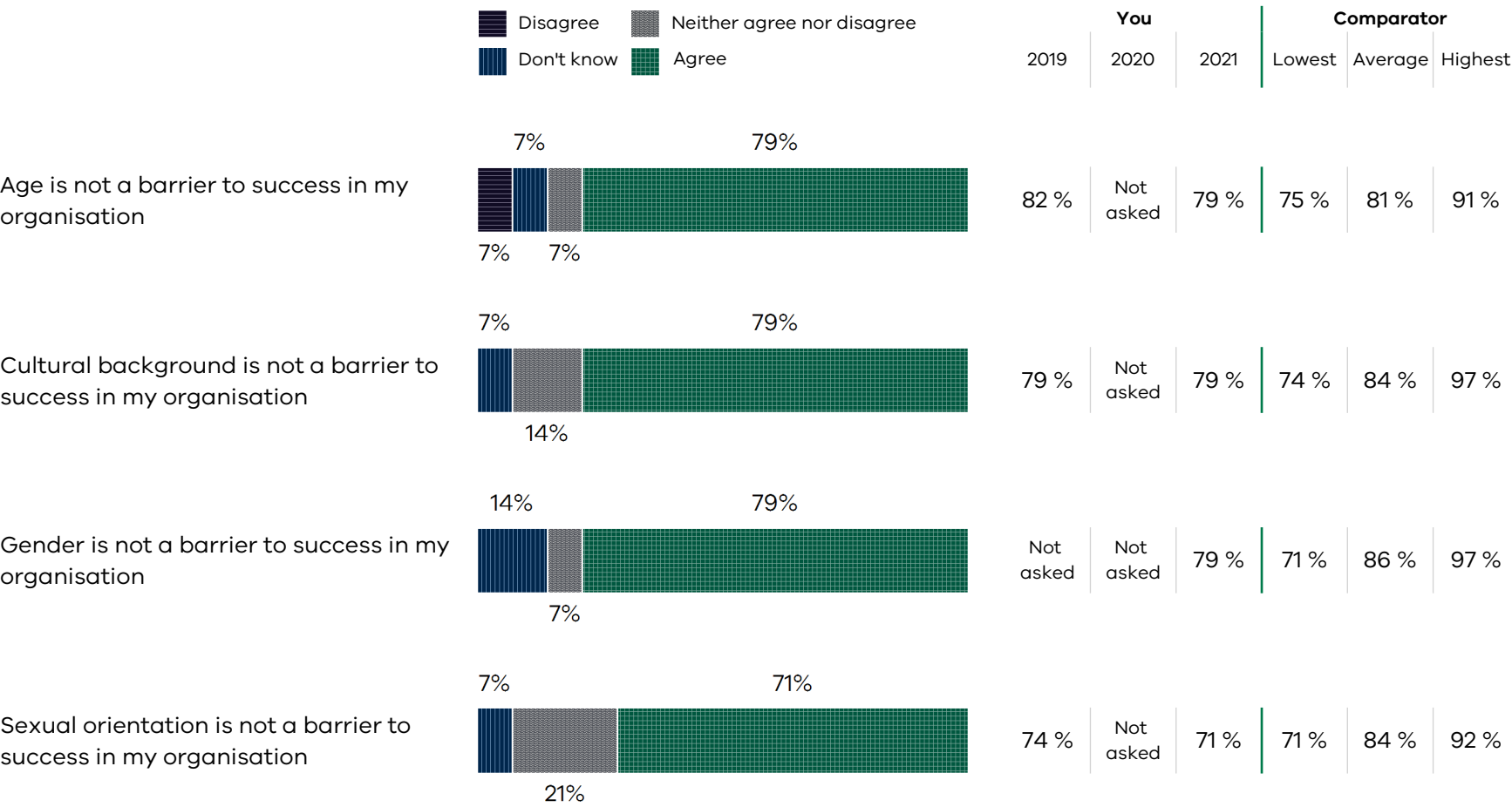
Example

57% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	21% / 21% / 57%	Not asked	Not asked	57 %	70 %	79 %	96 %
Disability is not a barrier to success in my organisation	7% / 14% / 29% / 50%	68 %	Not asked	50 %	61 %	71 %	84 %

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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.

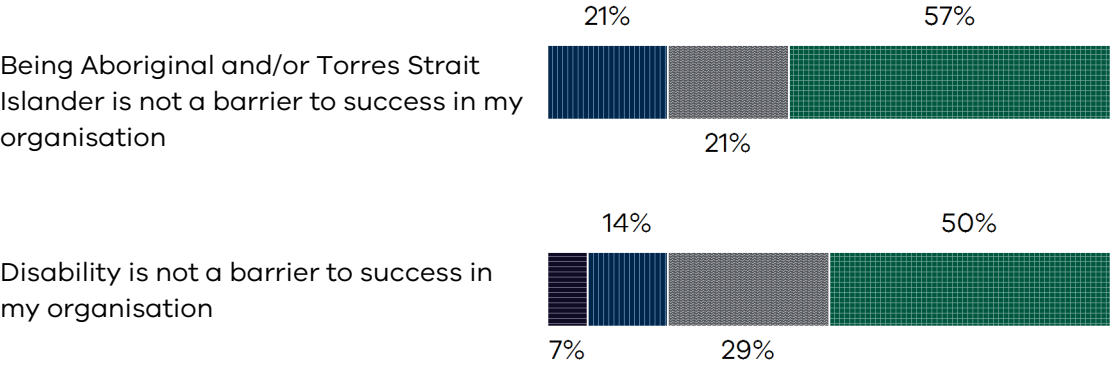Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation consults employees on health and safety matters'.
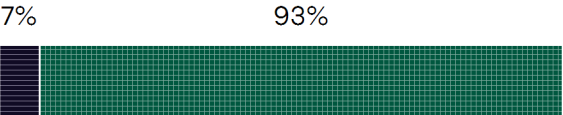
Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation consults employees on health and safety matters	7% / 93%	91 %	Not asked	93 %	54 %	73 %	96 %
My organisation provides a physically safe work environment	7% / 93%	Not asked	Not asked	93 %	62 %	83 %	97 %
I feel culturally safe at work	21% / 79%	Not asked	Not asked	79 %	62 %	81 %	94 %
My organisation has effective procedures in place to support employees who may experience stress	14% / 7% / 79%	74 %	56 %	79 %	42 %	64 %	86 %
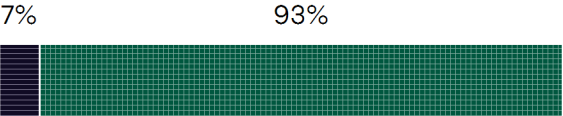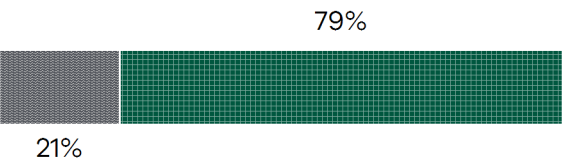
Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

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
64% 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'.

Legend: Disagree · Neither agree nor disagree · Don't know · Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 21%, Neither 14%, Agree 64%	65 %	64 %	64 %	38 %	57 %	86 %
Senior leaders show support for stress prevention through involvement and commitment	Disagree 14%, Neither 29%, Agree 57%	65 %	52 %	57 %	34 %	56 %	84 %
All levels of my organisation are involved in the prevention of stress	Disagree 21%, Neither 29%, Agree 50%	56 %	48 %	50 %	28 %	50 %	76 %
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 14%, Neither 36%, Agree 50%	71 %	68 %	50 %	38 %	58 %	81 %

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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
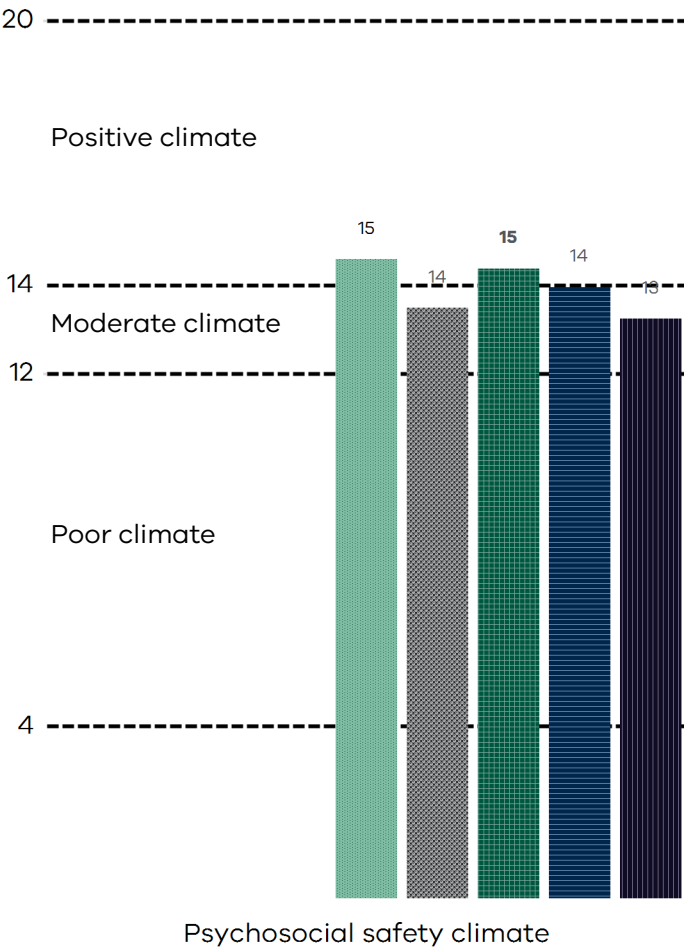
Psychosocial safety climate

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

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 'Management is driving us to be a safety-centred organisation'.
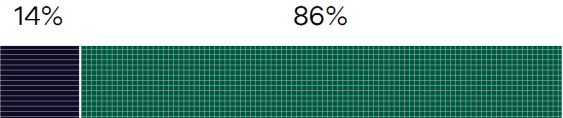
Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Management is driving us to be a safety-centred organisation	14% Disagree / 86% Agree	85 %	72 %	86 %	58 %	76 %	92 %
Patient care errors are handled appropriately in my work area	7% / 86% Agree / 7%	82 %	76 %	86 %	56 %	75 %	91 %
I am encouraged by my colleagues to report any patient safety concerns I may have	14% / 7% / 79% Agree	97 %	80 %	79 %	73 %	85 %	97 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	7% / 14% / 79% Agree	82 %	76 %	79 %	56 %	77 %	89 %
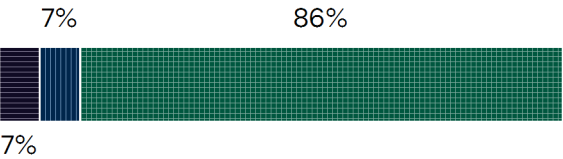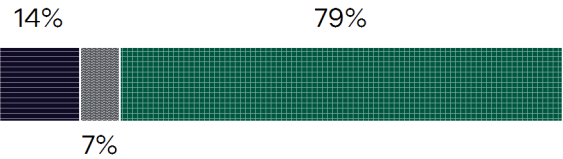
Legend: Disagree, Don't know, Neither agree nor disagree, Agree
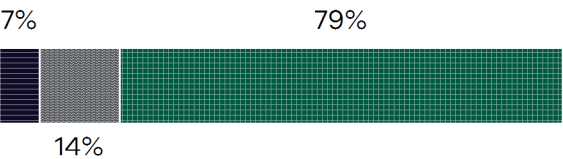
Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I would recommend a friend or relative to be treated as a patient here	7% / 21% / 71%	91 %	88 %	71 %	60 %	78 %	96 %
The culture in my work area makes it easy to learn from the errors of others	14% / 21% / 64%	82 %	52 %	64 %	38 %	67 %	88 %
Trainees in my discipline are adequately supervised	7% / 14% / 14% / 64%	65 %	48 %	64 %	31 %	62 %	87 %
This health service does a good job of training new and existing staff	14% / 29% / 57%	68 %	52 %	57 %	40 %	62 %	92 %

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

79% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.

Survey question	Your results			Benchmark agree results			

Legend: ■ Disagree ■ Don't know ▨ Neither agree nor disagree ▨ Agree

	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different age groups	91 %	Not asked	79 %	60 %	79 %	90 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	79 %	Not asked	71 %	69 %	82 %	94 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	88 %	Not asked	64 %	66 %	81 %	92 %
There is a positive culture within my organisation in relation to employees with disability	65 %	Not asked	57 %	53 %	68 %	88 %

Your results bars:
- Different age groups: 14% / 7% / 79%
- Varied cultural backgrounds: 7% / 21% / 71%
- Different sexes/genders: 7% / 29% / 64%
- Disability: 7% / 14% / 21% / 57%

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.
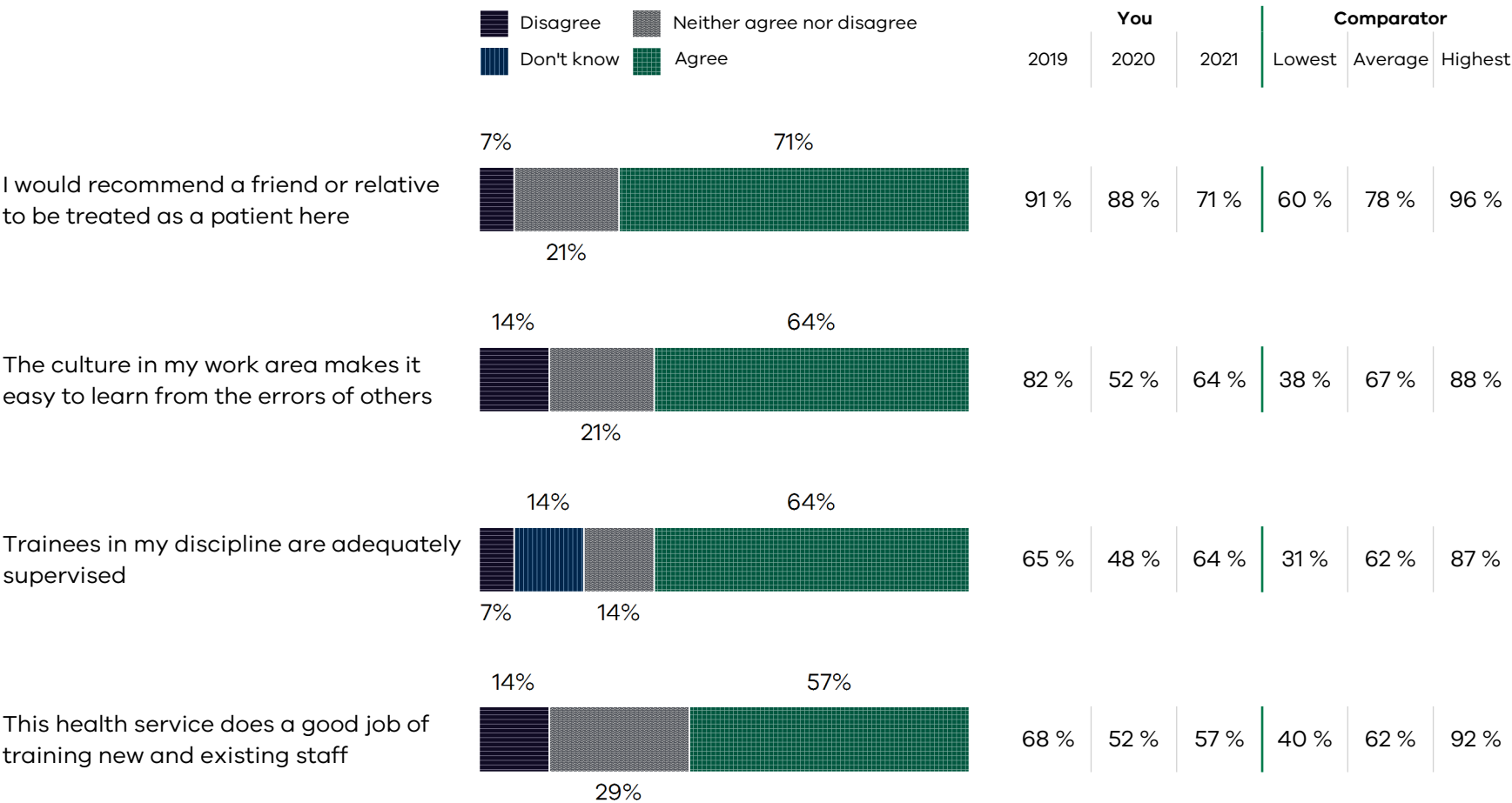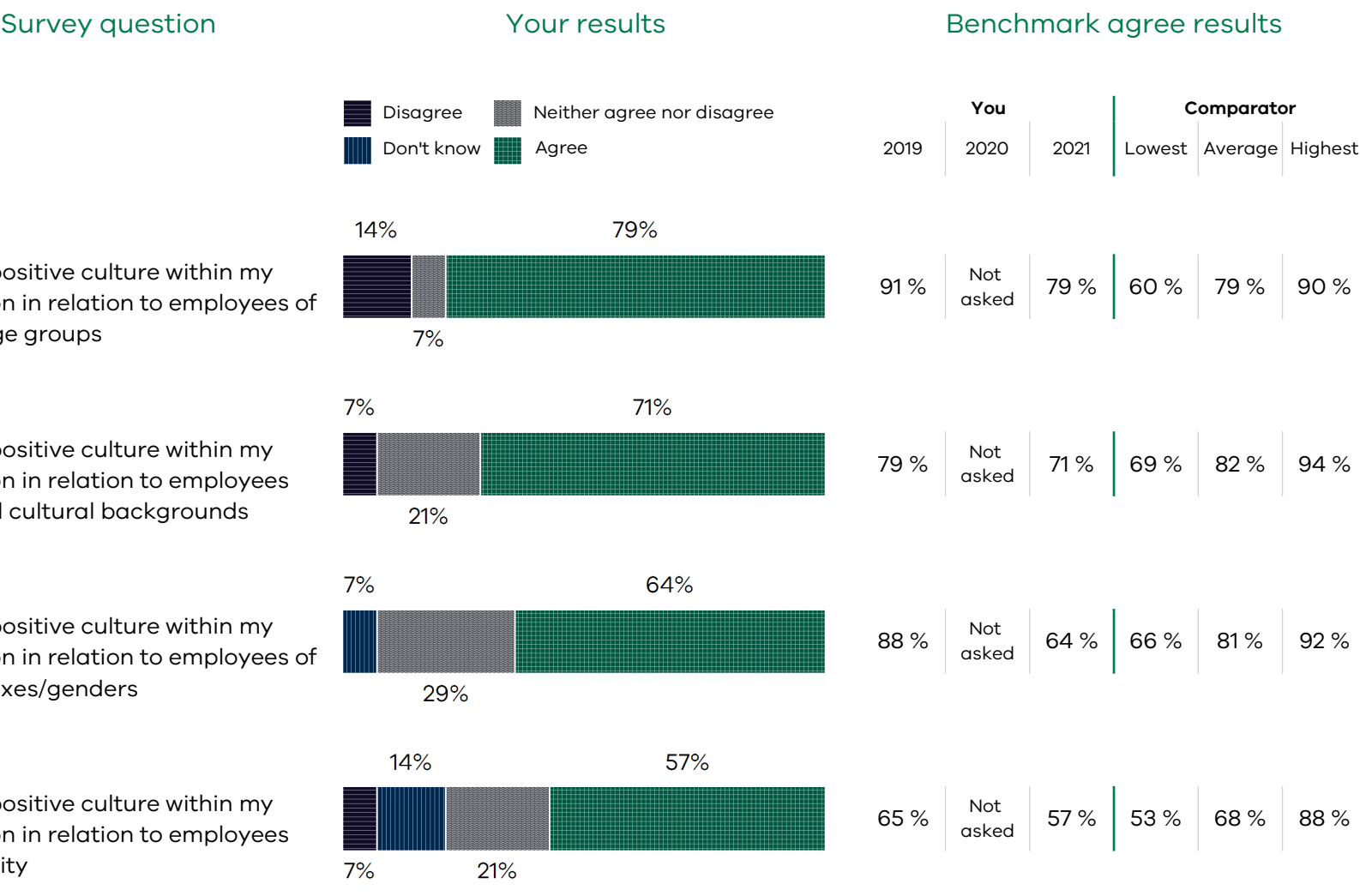
Example

50% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

Survey question	Your results			Benchmark agree results				

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

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

29% / 21% / 50%

59 %	Not asked	50 %	53 %	72 %	88 %

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

29% / 29% / 43%
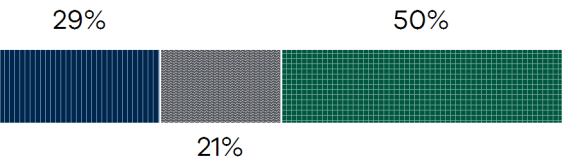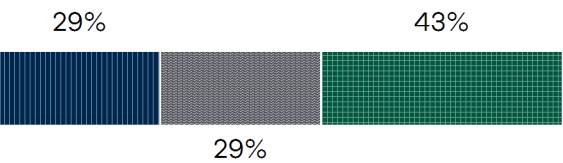
62 %	Not asked	43 %	59 %	73 %	92 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

Example

79% 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

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
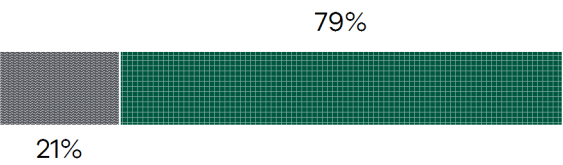
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	21% / 79%	Not asked	Not asked	79 %	54 %	83 %	94 %
My organisation would support me if I needed to take family violence leave	21% / 79%	Not asked	Not asked	79 %	71 %	81 %	97 %
In my workgroup work is allocated fairly, regardless of gender	7% / 36% / 57%	Not asked	Not asked	57 %	62 %	82 %	92 %
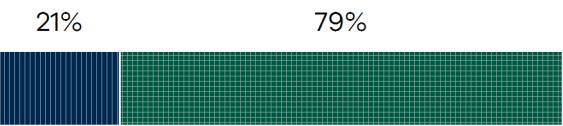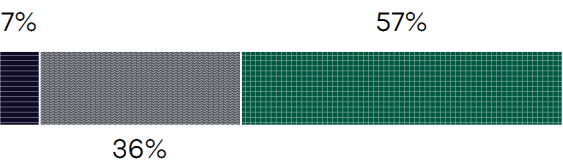
Victorian Public Sector Commission

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People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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:

- 81% of your staff who did the survey responded positively to questions about .

Compared to:

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

Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021

Quality service delivery: 92%, 81%, 80%, 80%
Workgroup support: 73%, 73%, 76%
Innovation: 74%, 66%, 70%, 68%
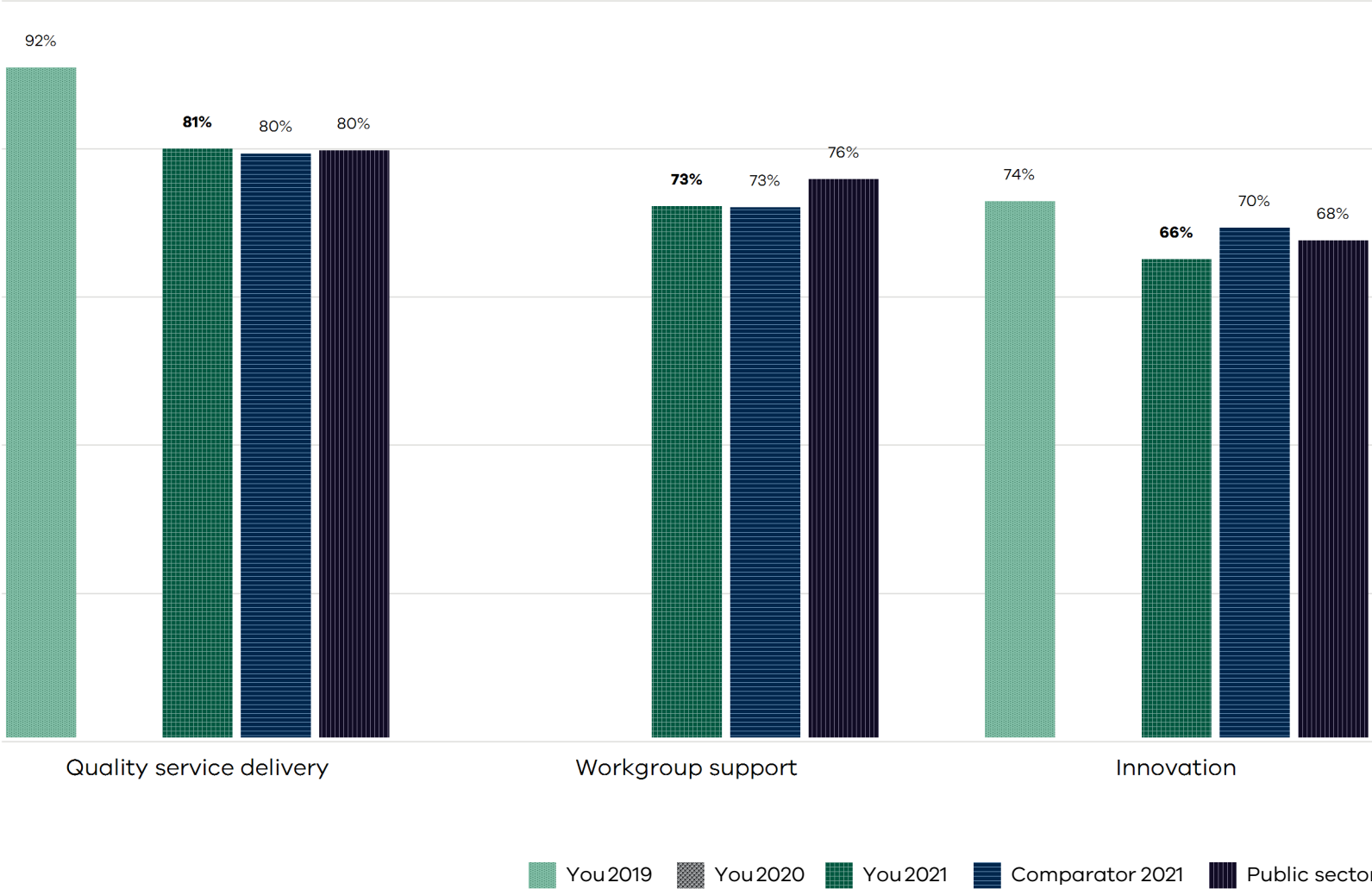
Workgroup climate

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

93% 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						

Your results legend: Disagree | Neither agree nor disagree | Don't know | Agree

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner (7% / 93%)	97 %	Not asked	93 %	70 %	86 %	96 %
My workgroup strives to make the best use of its resources (7% / 7% / 86%)	85 %	Not asked	86 %	50 %	79 %	92 %
My workgroup strives to provide high quality advice and services (14% / 86%)	97 %	Not asked	86 %	66 %	86 %	97 %
My workgroup has clear lines of responsibility (14% / 7% / 79%)	91 %	Not asked	79 %	58 %	76 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

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

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup values human rights (7% / 14% / 79%)	94 %	Not asked	79 %	64 %	87 %	97 %
My workgroup focuses on making decisions informed by all relevant facts (14% / 7% / 7% / 71%)	88 %	Not asked	71 %	50 %	74 %	89 %
My workgroup places a priority on acting fairly and without bias (14% / 14% / 71%)	88 %	Not asked	71 %	44 %	72 %	88 %

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.
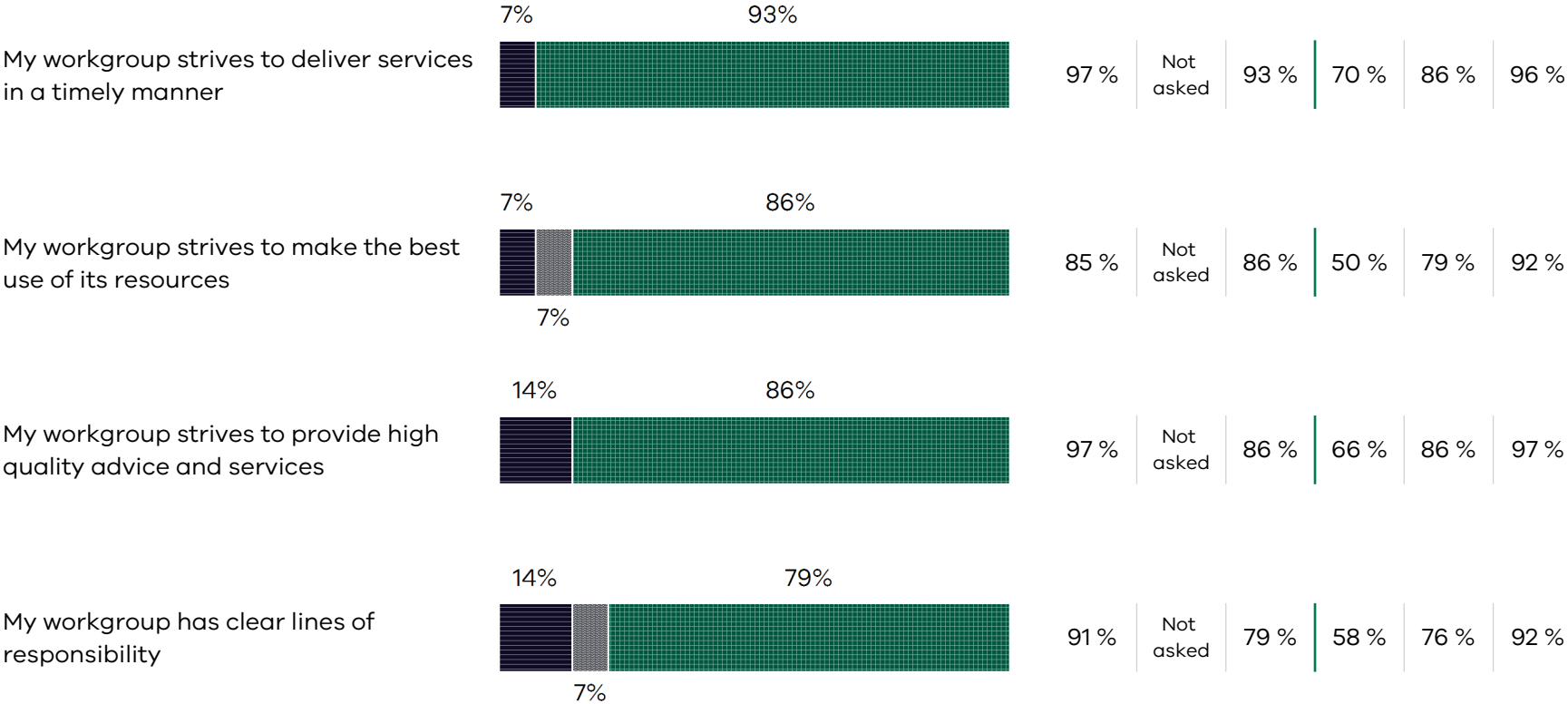
Example

86% 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 |

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (14% / 86%)	85 %	Not asked	86 %	62 %	81 %	90 %
My workgroup is quick to respond to opportunities to do things better (21% / 7% / 71%)	82 %	Not asked	71 %	46 %	72 %	86 %
My workgroup learns from failures and mistakes (14% / 7% / 14% / 64%)	79 %	Not asked	64 %	40 %	69 %	86 %
My workgroup takes reasonable risks to improve its services (21% / 21% / 57%)	62 %	Not asked	57 %	48 %	64 %	84 %

Workgroup climate

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

50% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.
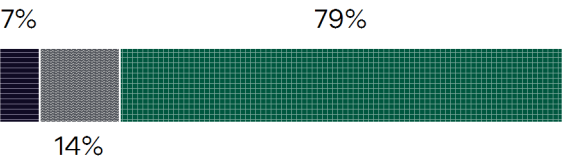
Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup encourages employee creativity	59 %	Not asked	50 %	38 %	64 %	85 %

Your results bar: 21% Disagree, 29% Neither agree nor disagree, 50% Agree

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

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.
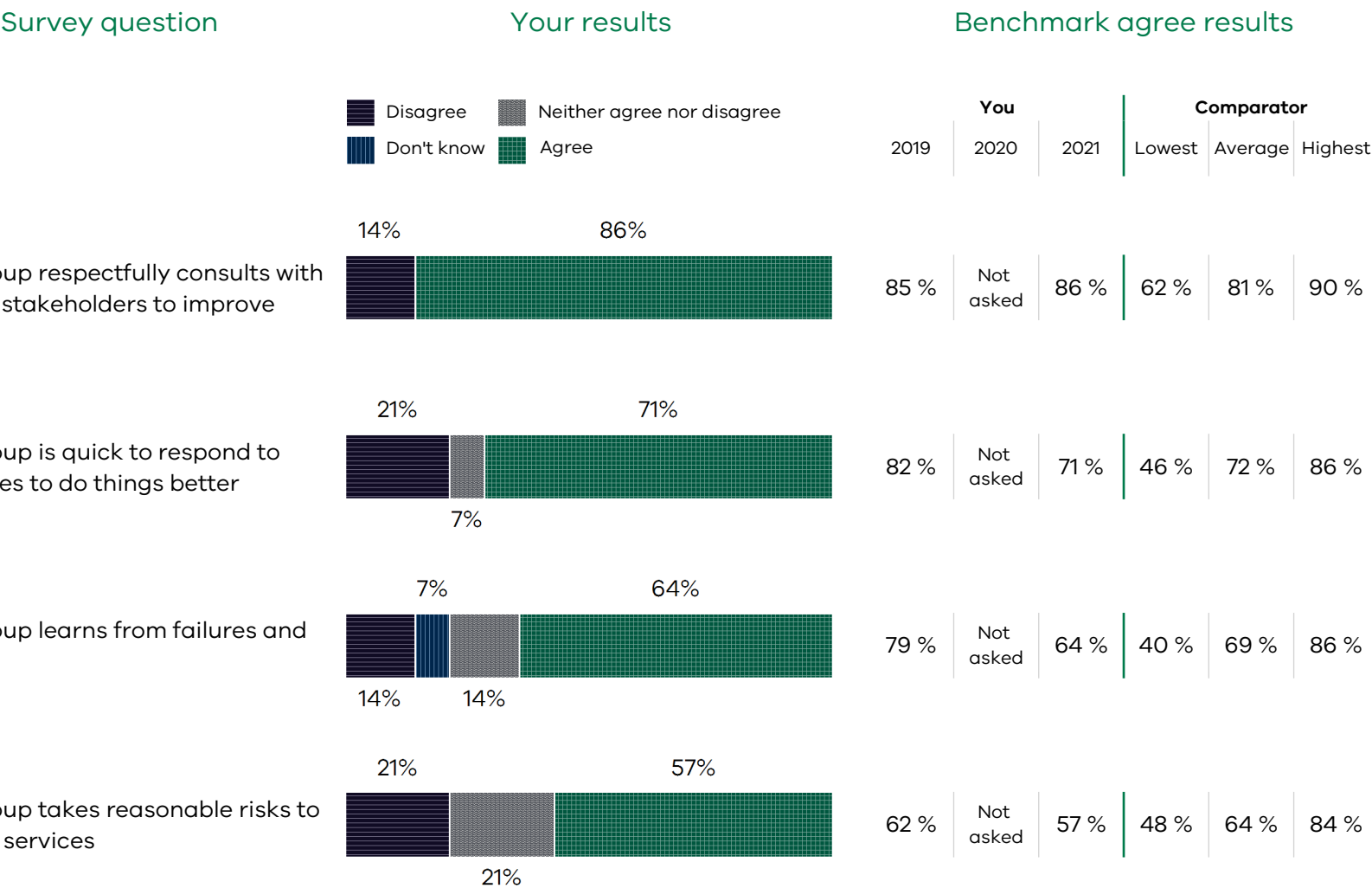
How to read this

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

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
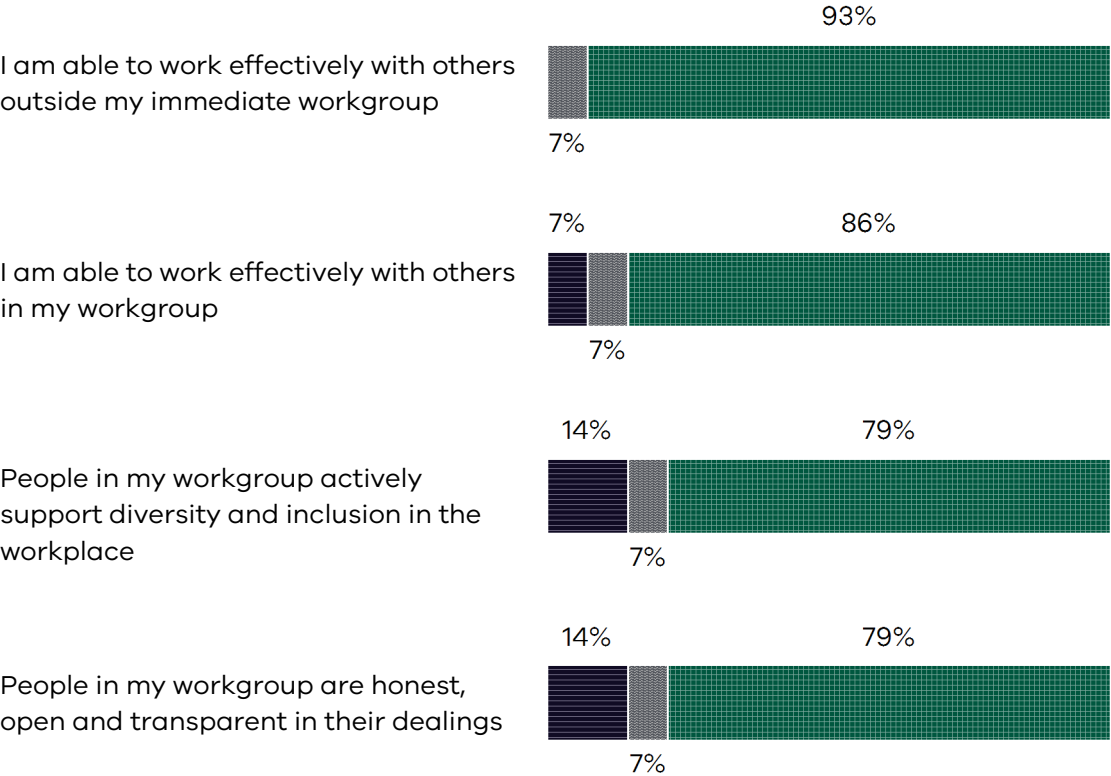
Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
			2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	93% — 7%		Not asked	88 %	93 %	82 %	89 %	96 %
I am able to work effectively with others in my workgroup	7% — 86% — 7%		Not asked	80 %	86 %	66 %	90 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	14% — 79% — 7%		88 %	Not asked	79 %	50 %	79 %	94 %
People in my workgroup are honest, open and transparent in their dealings	14% — 79% — 7%		88 %	Not asked	79 %	24 %	66 %	85 %

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

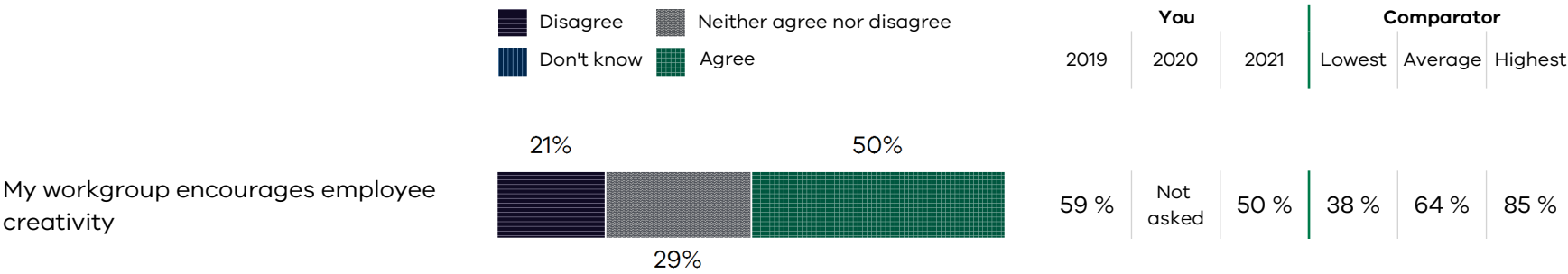Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	21% Disagree / 79% Agree	85 %	76 %	79 %	26 %	72 %	89 %
People in my workgroup work together effectively to get the job done	14% Disagree / 14% Neither / 71% Agree	91 %	64 %	71 %	42 %	76 %	92 %
People in my workgroup appropriately manage conflicts of interest	7% Disagree / 7% Don't know / 21% Neither / 64% Agree	74 %	Not asked	64 %	28 %	60 %	77 %
People in my workgroup are politically impartial in their work	14% Disagree / 21% Neither / 64% Agree	76 %	Not asked	64 %	42 %	68 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

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

64% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Disagree	Don't know	Neither	Agree	2019	You 2020	2021	Comparator Lowest	Average	Highest
Workgroups across my organisation willingly share information with each other	7%	7%	21%	64%	74 %	56 %	64 %	38 %	59 %	81 %
People in my workgroup regularly reach out to support me and my wellbeing	14%		36%	50%	Not asked	56 %	50 %	34 %	68 %	86 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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Job and manager factors

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:

- 85% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

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

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Manager leadership	83%		85%	83%	84%
Meaningful work		88%	79%	87%	84%
Job enrichment			76%	82%	77%
Manager support			71%	70%	70%
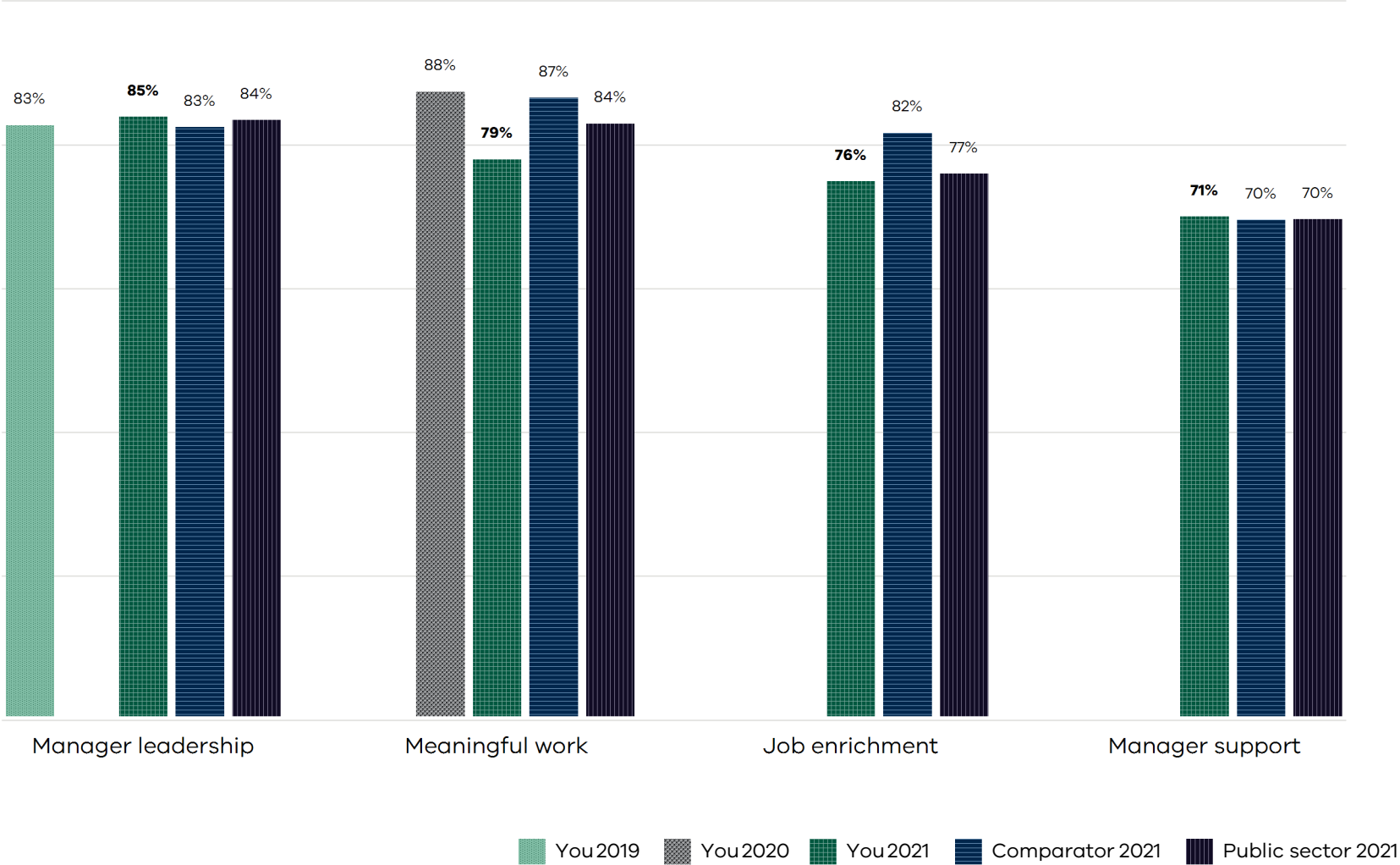
Job and manager factors

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:

- 67% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 66% of staff at your comparator and 67% of staff across the public sector.

Bar chart showing:

Safe to speak up: You 2021 67%, Comparator 2021 66%, Public sector 2021 67%

Learning and development: You 2021 58%, Comparator 2021 59%, Public sector 2021 53%

Workload: You 2019 60%, You 2020 44%, You 2021 43%, Comparator 2021 57%, Public sector 2021 53%

Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

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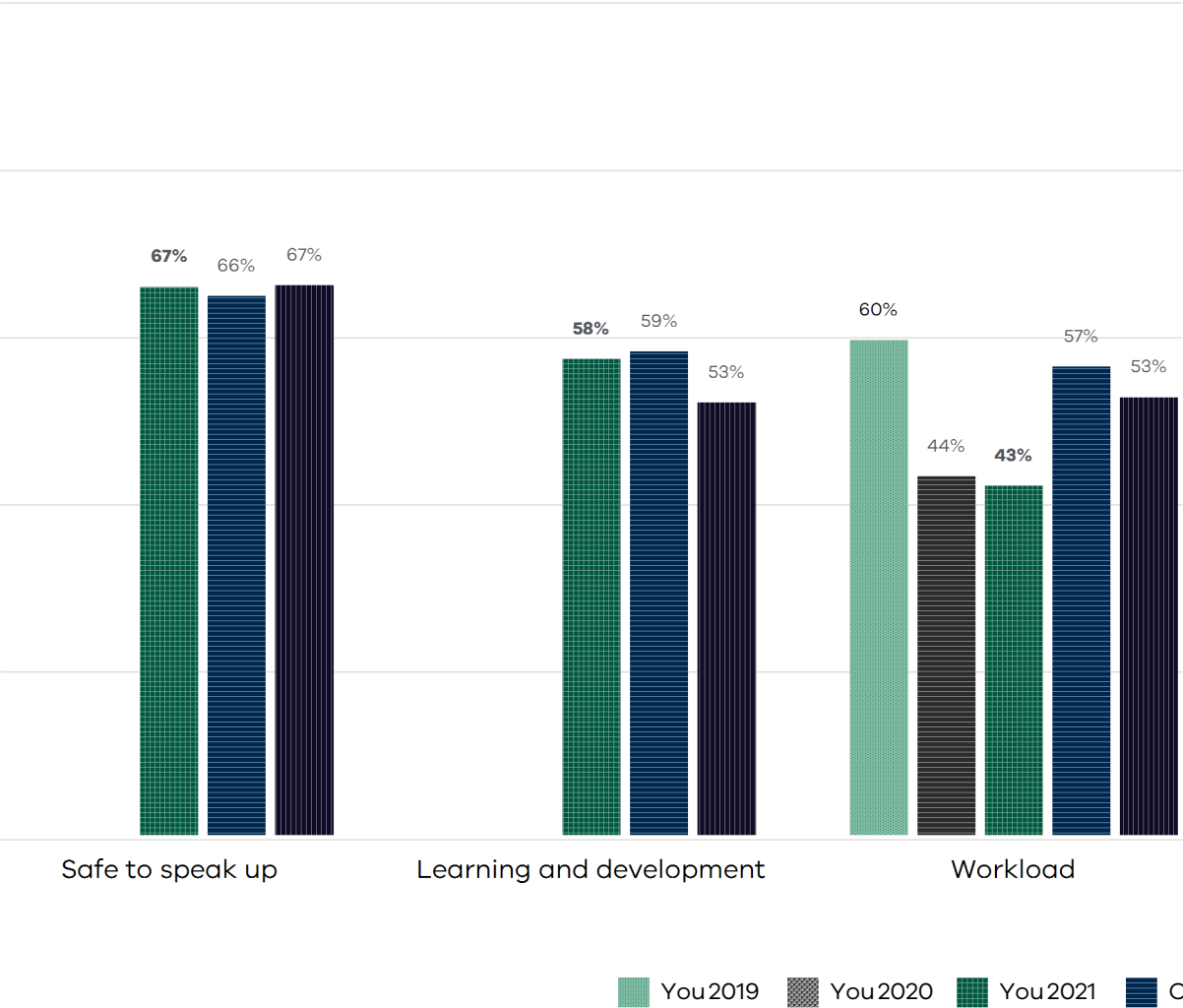
Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

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

Survey question / Your results / Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▩ Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	14% / 86%	82 %	Not asked	86 %	54 %	80 %	94 %
My manager ensures clients receive a high standard of service	14% / 86%	88 %	Not asked	86 %	68 %	85 %	95 %
My manager is committed to workplace safety	7% / 7% / 86%	91 %	Not asked	86 %	64 %	86 %	96 %
My manager models my organisation's values	7% / 7% / 86%	76 %	Not asked	86 %	56 %	79 %	96 %

Job and manager factors

Manager leadership 2 of 2

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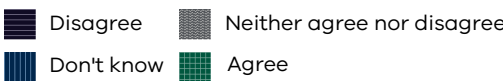
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

Legend: Disagree · Neither agree nor disagree · Don't know · Agree

Benchmark agree results
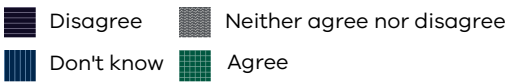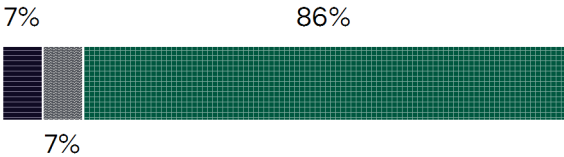
		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	7% / 86% / 7%	79 %	Not asked	86 %	56 %	82 %	93 %
My manager works effectively with people from diverse backgrounds	7% / 79% / 14%	82 %	Not asked	79 %	72 %	85 %	95 %
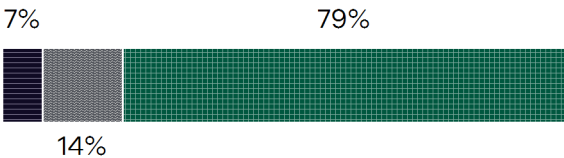
Victorian Public Sector Commission

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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

86% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
	Legend: Disagree / Don't know / Neither agree nor disagree / Agree	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	14% / 86%	88 %	80 %	86 %	64 %	79 %	93 %
I would be confident in approaching my manager to discuss concerns and grievances	7% / 14% / 79%	82 %	Not asked	79 %	60 %	78 %	89 %
My manager encourages and supports my participation in learning and development opportunities	7% / 14% / 79%	76 %	Not asked	79 %	58 %	76 %	89 %
My manager involves me in decisions about my work	7% / 14% / 79%	71 %	60 %	79 %	58 %	75 %	90 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

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

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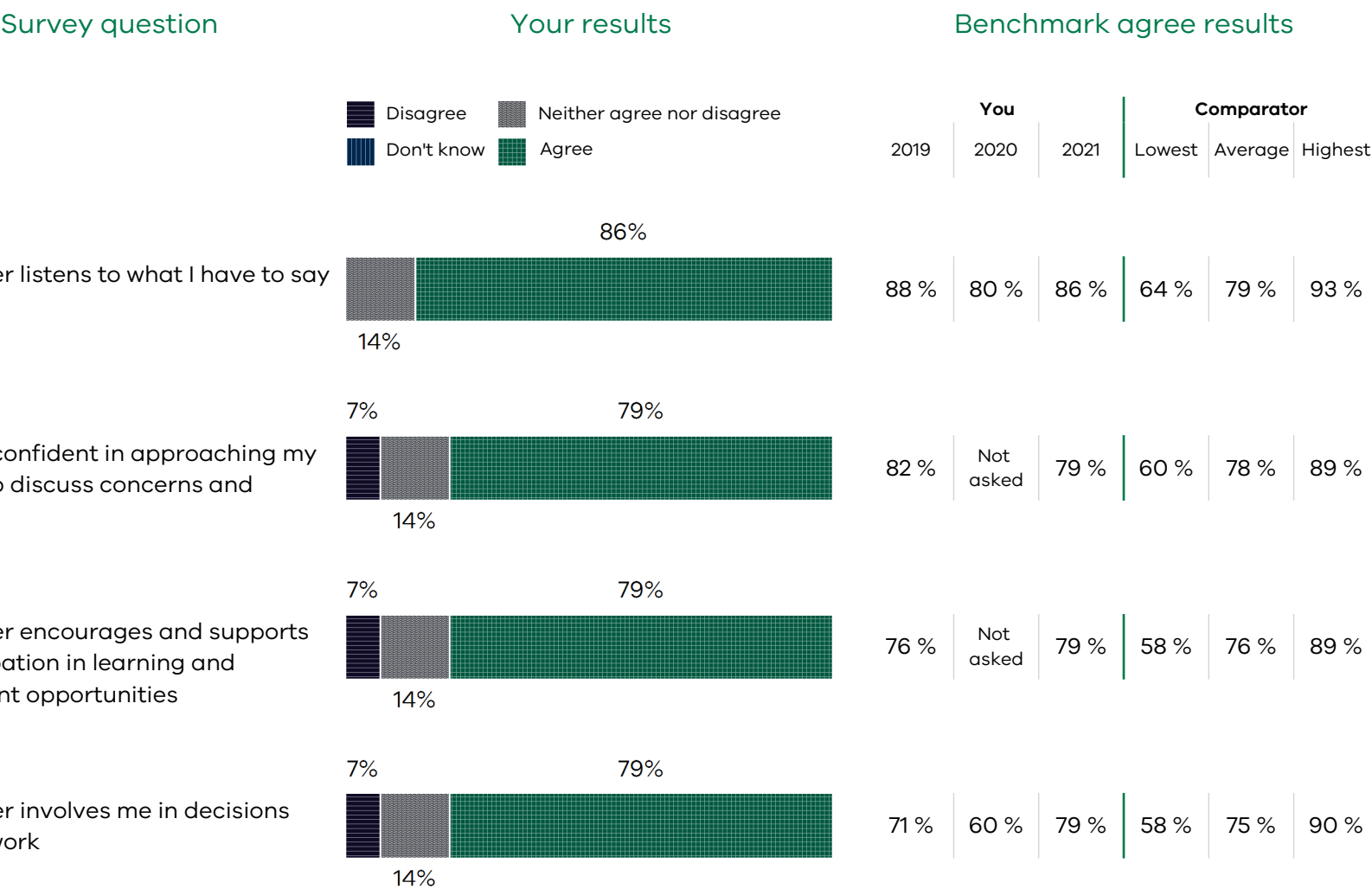
How to read this

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

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results		Benchmark agree results				

Your results legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	29% / 71%	65 %	56 %	71 %	46 %	72 %	89 %
My manager provides feedback to me in a way that helps me improve my performance	29% / 71%	76 %	56 %	71 %	46 %	67 %	85 %
I receive adequate recognition for my contributions and accomplishments	14% / 21% / 64%	50 %	Not asked	64 %	42 %	58 %	81 %
My manager provides me with enough support when I need it	7% / 29% / 64%	Not asked	68 %	64 %	46 %	74 %	87 %

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.

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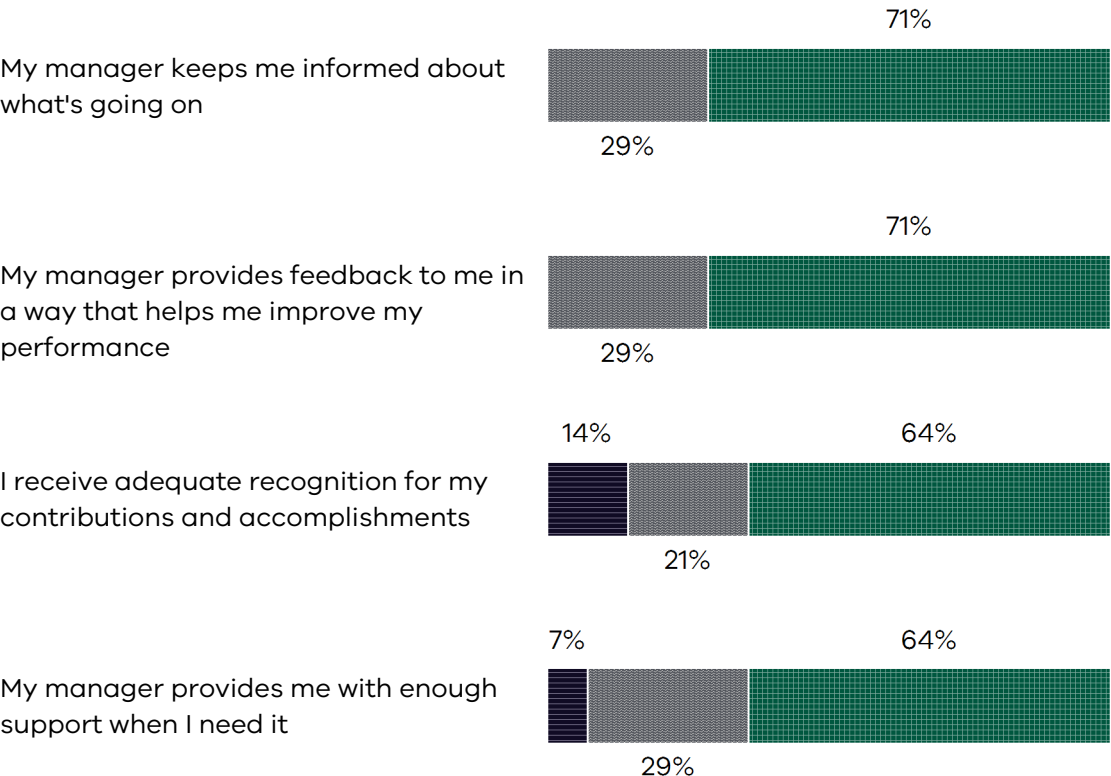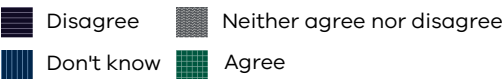
Example

43% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

| Survey question | Your results | Benchmark agree results |

Your results

- Disagree
- Neither agree nor disagree
- Don't know
- Agree

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

7% 50% 43%

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	43 %	34 %	53 %	78 %

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.
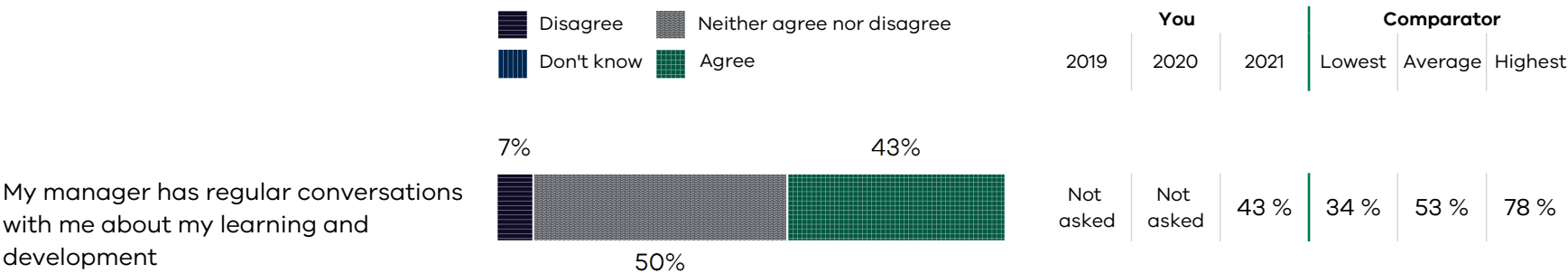
Example

57% 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							

Your results legend: Disagree / Neither agree nor disagree / Agree

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	29% / 14% / 57%	65 %	48 %	57 %	43 %	61 %	89 %
I have enough time to do my job effectively	43% / 29% / 29%	56 %	40 %	29 %	32 %	54 %	81 %

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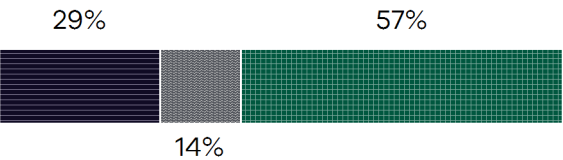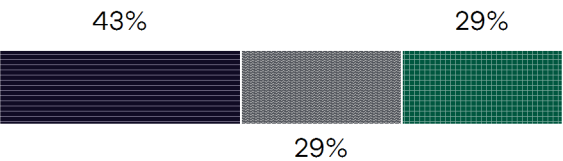
Job and manager factors

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.
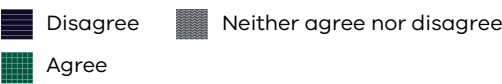
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.

Survey question	Your results						

Your results legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results
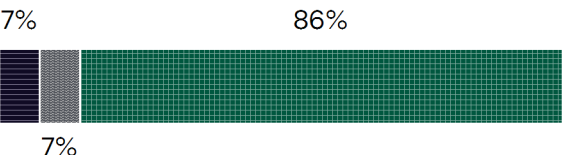
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation places a high priority on the learning and development of staff	7% / 7% / 86%	71 %	Not asked	86 %	51 %	68 %	87 %
There are adequate opportunities for me to develop skills and experience in my organisation	7% / 21% / 71%	74 %	Not asked	71 %	46 %	62 %	85 %
I am developing and learning in my role	14% / 21% / 64%	Not asked	Not asked	64 %	58 %	74 %	90 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	21% / 14% / 64%	Not asked	Not asked	64 %	44 %	61 %	84 %
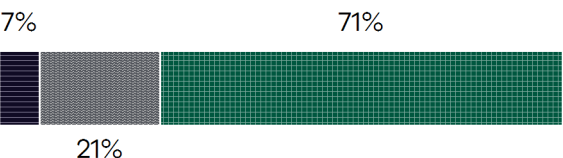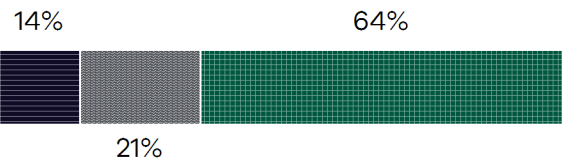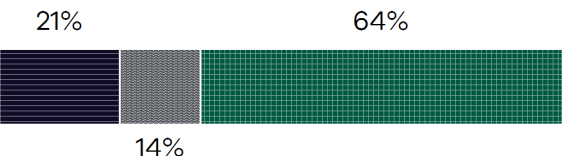
Job and manager factors

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.

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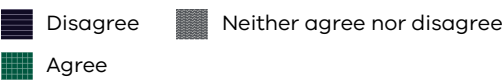
Example

64% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question	Your results	Benchmark agree results

Legend: Disagree / Neither agree nor disagree / Agree

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
In the last 12 months I have learned skills that have helped me do my job better	14%	21%	64%	Not asked	Not asked	64 %	59 %	70 %	92 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	14%	36%	50%	Not asked	Not asked	50 %	34 %	52 %	68 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	14%	50%	36%	Not asked	Not asked	36 %	13 %	37 %	64 %
I feel I have an equal chance at promotion in my organisation	7%	64%	29%	Not asked	Not asked	29 %	34 %	47 %	73 %

Victorian Public Sector Commission

VICTORIA State Government

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.
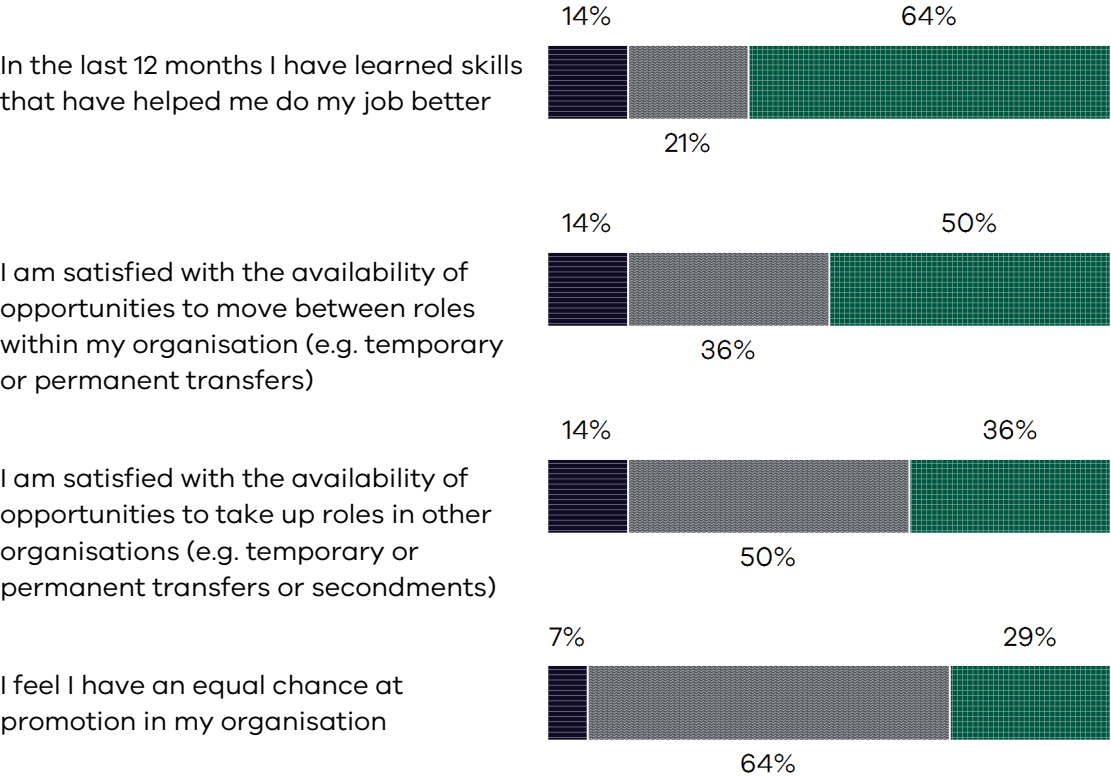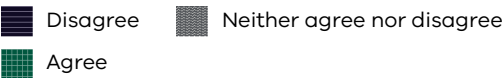
Example

86% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results						

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

	Your results	You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	7% · 7% · 86%	94 %	92 %	86 %	75 %	86 %	96 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	14% · 86%	91 %	Not asked	86 %	79 %	89 %	98 %
My work performance is assessed against clear criteria	14% · 7% · 79%	Not asked	Not asked	79 %	46 %	69 %	90 %
I have a choice in deciding how I do my work	14% · 14% · 71%	91 %	88 %	71 %	52 %	75 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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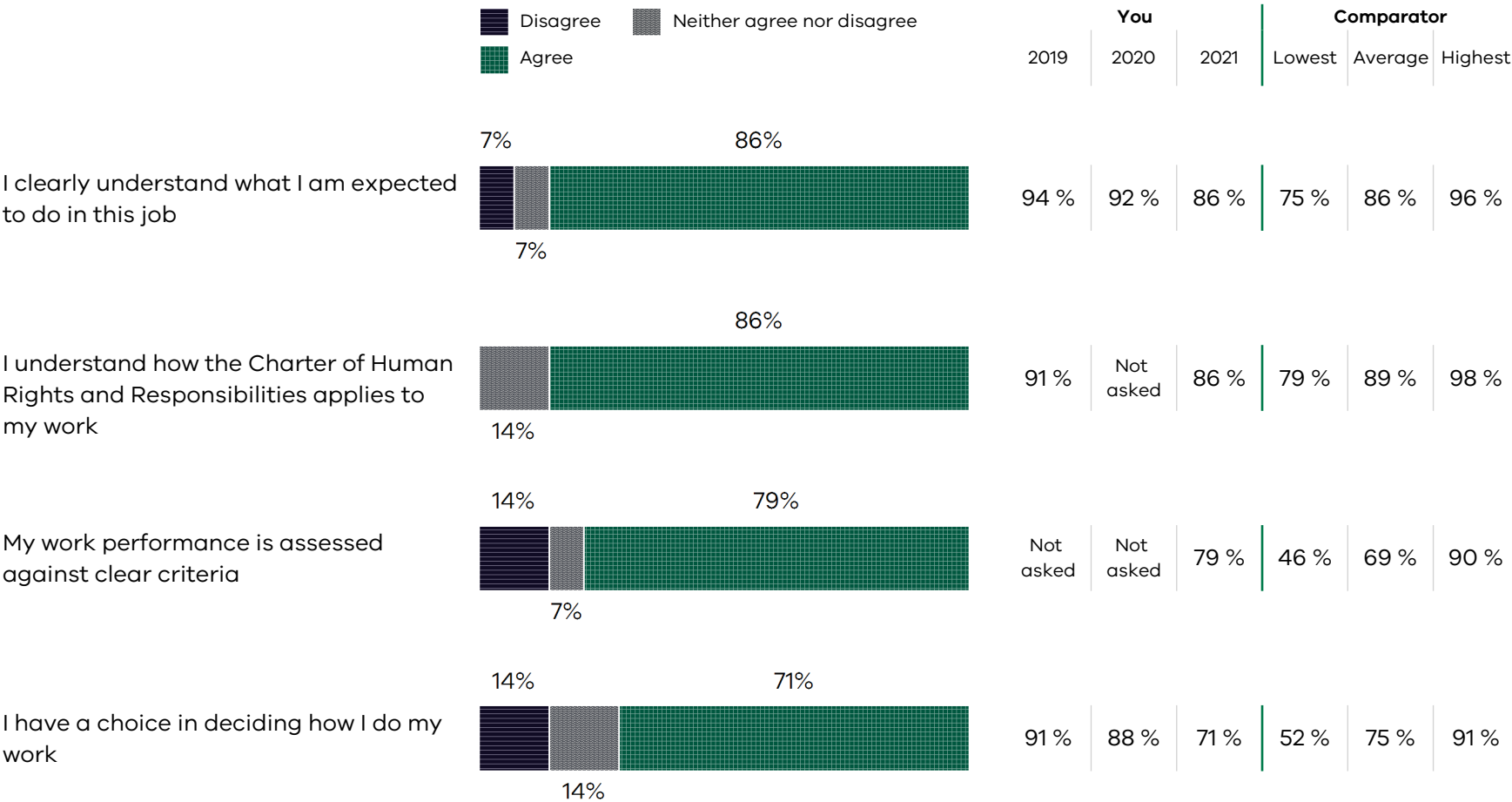
Example

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

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▨ Agree

Benchmark agree results

Survey question	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I have the authority to do my job effectively	88 %	Not asked	71 %	71 %	82 %	94 %
I understand how my job contributes to my organisation's purpose	100 %	96 %	71 %	80 %	92 %	100 %
My job allows me to utilise my skills, knowledge and abilities	88 %	84 %	64 %	69 %	83 %	94 %

Your results:

I have the authority to do my job effectively — 14% (Disagree), 14% (Neither), 71% (Agree)

I understand how my job contributes to my organisation's purpose — 7% (Disagree), 21% (Neither), 71% (Agree)

My job allows me to utilise my skills, knowledge and abilities — 14% (Disagree), 21% (Neither), 64% (Agree)

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.
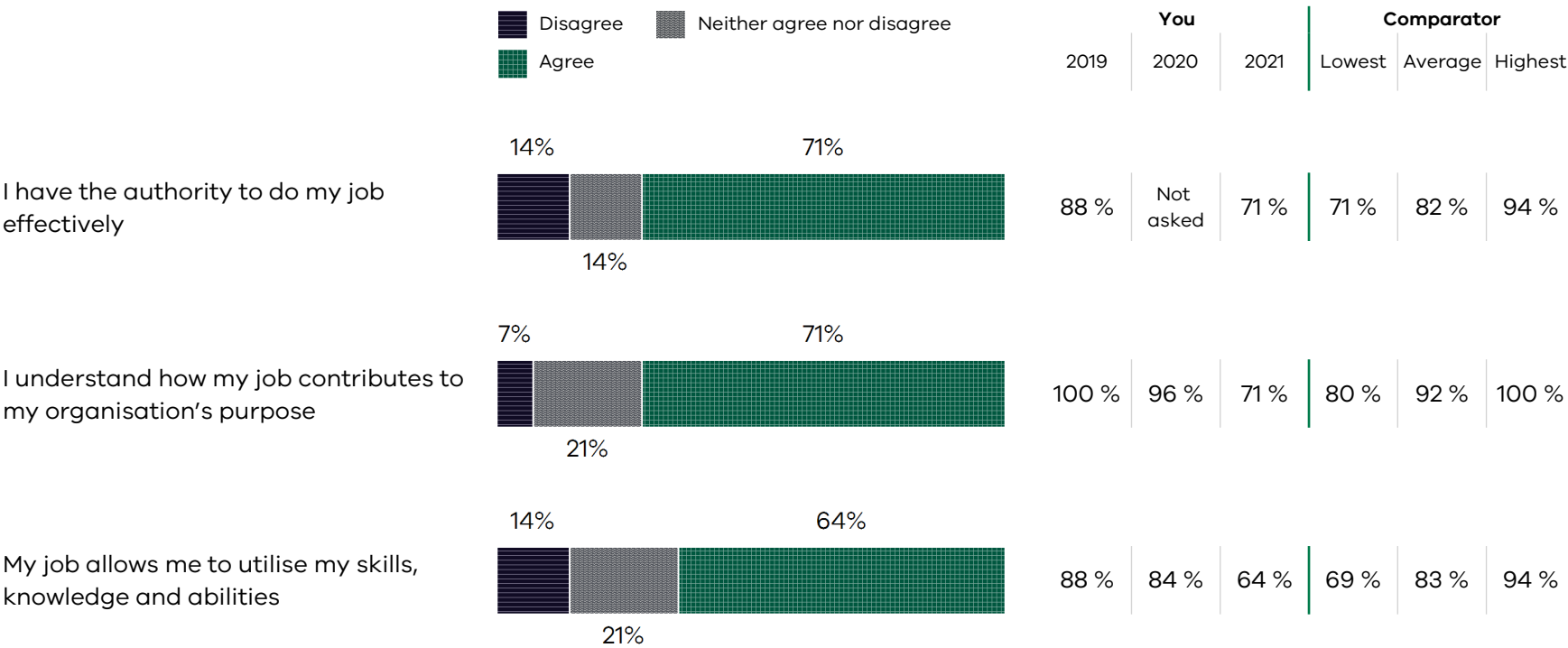
Example

86% 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
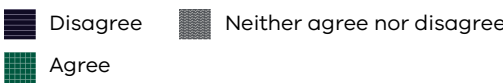
Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree
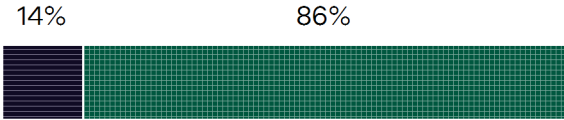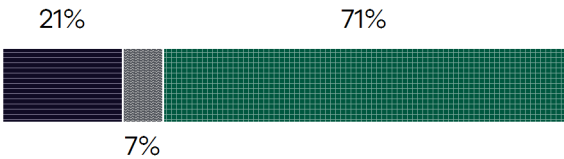
	You			Comparator		
2019	2020	2021	Lowest	Average	Highest

I feel that I can make a worthwhile contribution at work

14% 86%

| Not asked | 88 % | 86 % | 74 % | 89 % | 97 % |

I am achieving something important through my work

21% 7% 71%

| Not asked | 88 % | 71 % | 68 % | 85 % | 94 % |

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

86% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner'.

Survey question

Your results

- ■ Disagree
- ▦ Neither agree nor disagree
- ▦ Agree

Benchmark agree results

		You			Comparator	
Survey question	2019	2020	2021	Lowest	Average	Highest
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner — 7% / 7% / 86%	68 %	Not asked	86 %	40 %	63 %	79 %
I am confident that I would be protected from reprisal for reporting improper conduct — 7% / 14% / 79%	68 %	Not asked	79 %	44 %	65 %	82 %
I feel safe to challenge inappropriate behaviour at work — 14% / 29% / 57%	Not asked	Not asked	57 %	34 %	64 %	78 %
People in your workgroup are able to bring up problems and tough issues — 21% / 21% / 57%	Not asked	60 %	57 %	32 %	68 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

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.
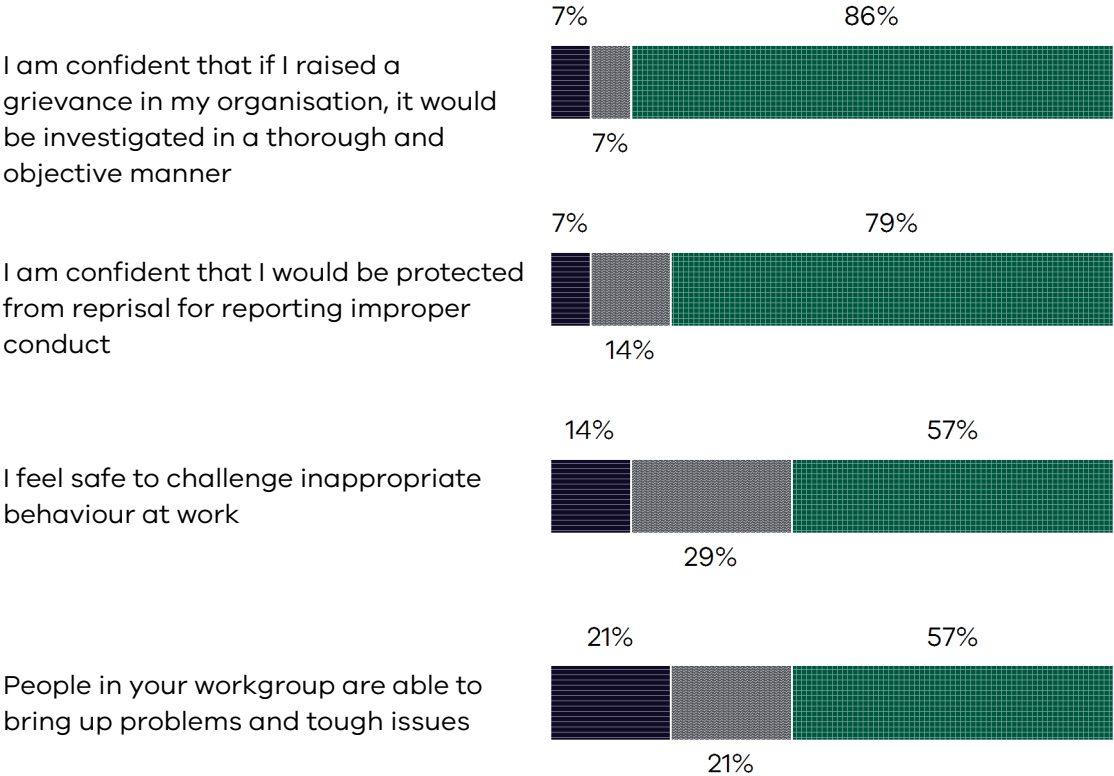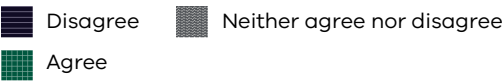
Example

64% 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				

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	64% / 14% / 21%	Not asked	Not asked	64 %	52 %	69 %	94 %
If I make a mistake in my workgroup, it is often held against me	57% / 29% / 14%	Not asked	Not asked	57 %	36 %	64 %	81 %
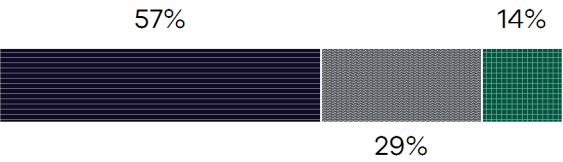
Victorian Public Sector Commission

VICTORIA State Government

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

43% 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	43%	26%	36%
Administrative processes (including leave and HR requirements)	29%	10%	19%
Communication processes	29%	22%	19%
Decision making and authorisation processes	29%	13%	23%
Other	14%	11%	13%
Technology limitations	14%	14%	20%
Concern about the risks to my physical health	7%	6%	6%
Difficulties in separating work from other aspects of my life	7%	6%	10%
Financial burden of doing my job in the current environment	7%	2%	2%
Insufficient autonomy	7%	5%	9%

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Public sector values

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:

- 88% of your staff who did the survey responded positively to questions about Responsiveness , which is down 6% in 2019.

Compared to:

- 86% of staff at your comparator and 87% of staff across the public sector.
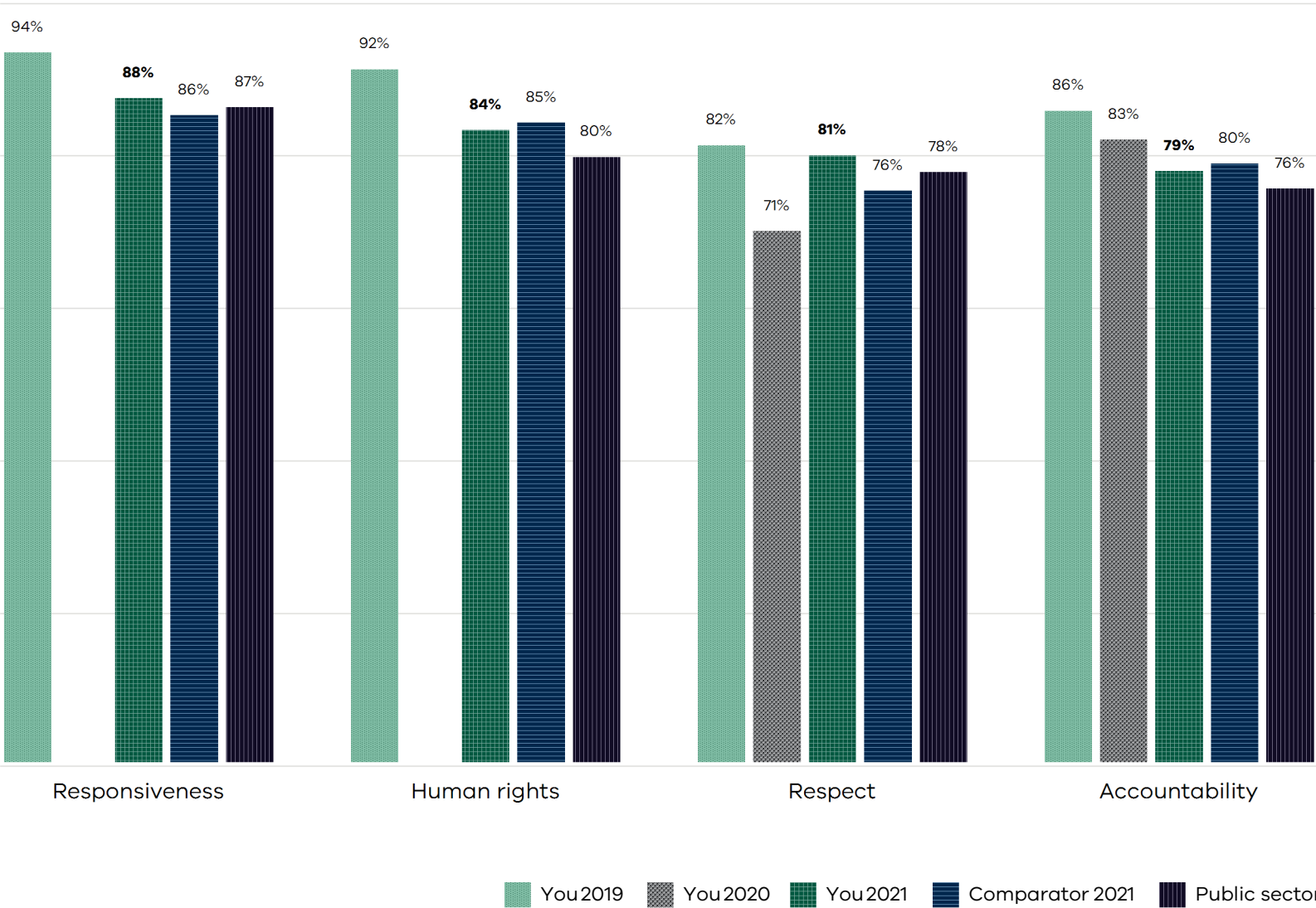
Legend: You 2019 | You 2020 | You 2021 | Comparator 2021 | Public sector 2021

Responsiveness: 94%, 88%, 86%, 87%
Human rights: 92%, 84%, 85%, 80%
Respect: 82%, 71%, 81%, 76%, 78%
Accountability: 86%, 83%, 79%, 80%, 76%

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Example

In 2021:

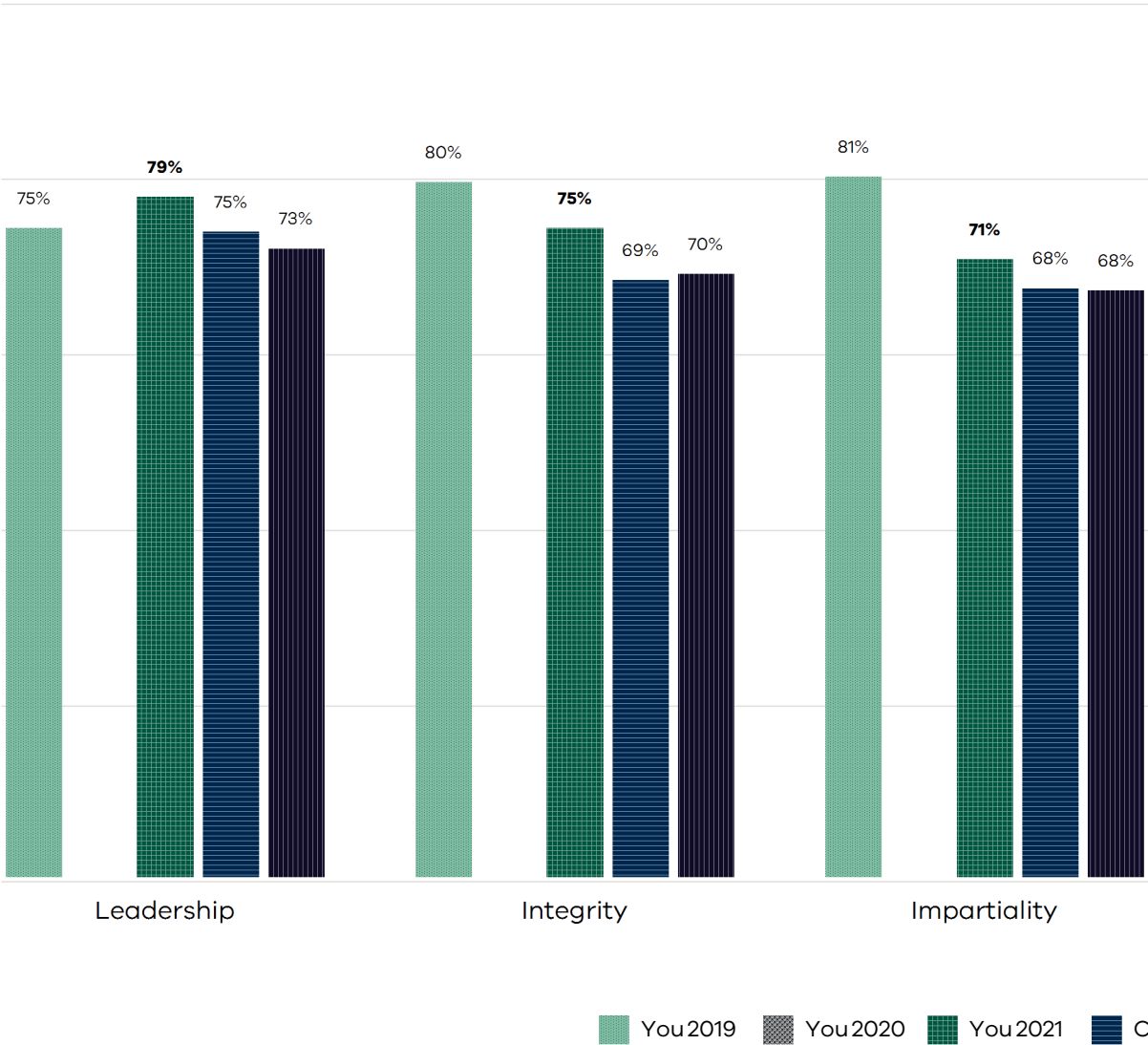- 79% of your staff who did the survey responded positively to questions about Leadership , which is up 4% in 2019.

Compared to:

- 75% of staff at your comparator and 73% of staff across the public sector.

Bar chart of public sector values. Leadership: 75%, 79%, 75%, 73%. Integrity: 80%, 75%, 69%, 70%. Impartiality: 81%, 71%, 68%, 68%. Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021.

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results		You			Comparator		
		2019	2020	2021		Lowest	Average	Highest

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Disagree	Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to deliver services in a timely manner	7%	93%	97 %	Not asked	93 %	70 %	86 %	96 %
My manager ensures clients receive a high standard of service	14%	86%	88 %	Not asked	86 %	68 %	85 %	95 %
My workgroup strives to provide high quality advice and services	14%	86%	97 %	Not asked	86 %	66 %	86 %	97 %

Public sector values

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.
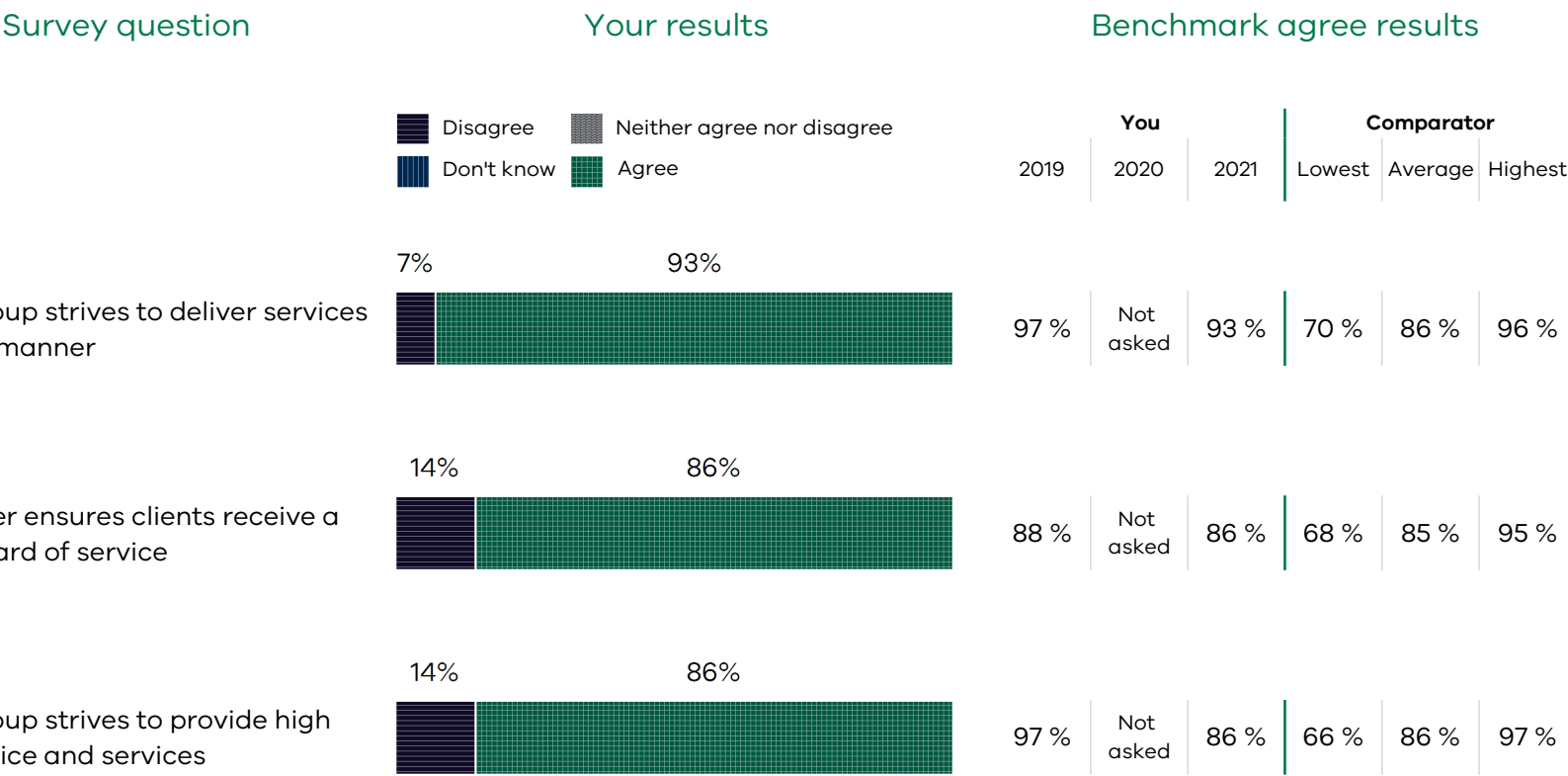
How to read this

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

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

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	86% agree, 14% neither	82 %	Not asked	86 %	54 %	80 %	94 %
My organisation is committed to earning a high level of public trust	86% agree, 7% disagree, 7% neither	88 %	Not asked	86 %	60 %	81 %	97 %
I am confident that I would be protected from reprisal for reporting improper conduct	79% agree, 7% disagree, 14% neither	68 %	Not asked	79 %	44 %	65 %	82 %
My organisation does not tolerate improper conduct	79% agree, 14% disagree, 7% neither	76 %	Not asked	79 %	38 %	69 %	85 %

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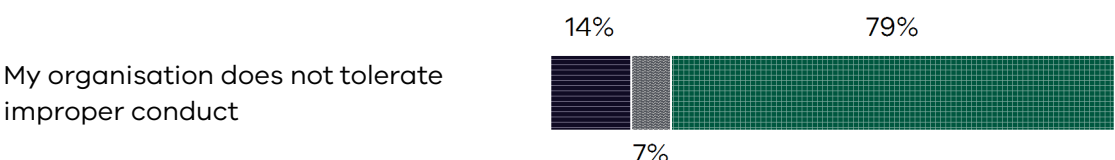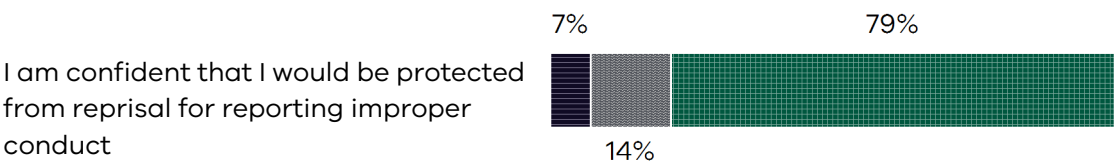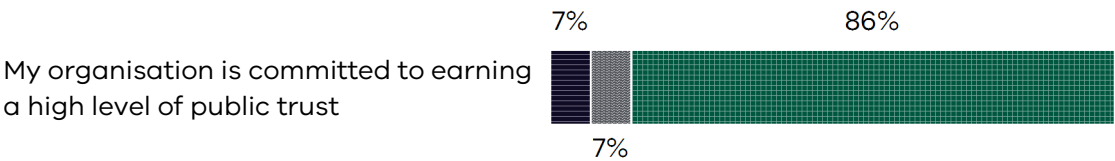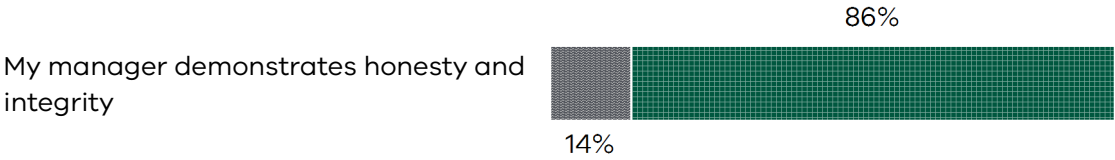
Example

79% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question	Your results	Benchmark agree results					
			You		**Comparator**		
		2019	2020	2021	Lowest	Average	Highest

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	Disagree	Don't know / Neither	Agree	2019	2020	2021	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	14%	7%	79%	88 %	Not asked	79 %	24 %	66 %	85 %
Senior leaders demonstrate honesty and integrity	7% / 7%	14%	71%	85 %	Not asked	71 %	38 %	66 %	89 %
People in my workgroup appropriately manage conflicts of interest	7% / 7%	21%	64%	74 %	Not asked	64 %	28 %	60 %	77 %
I feel safe to challenge inappropriate behaviour at work	14%	29%	57%	Not asked	Not asked	57 %	34 %	64 %	78 %

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.
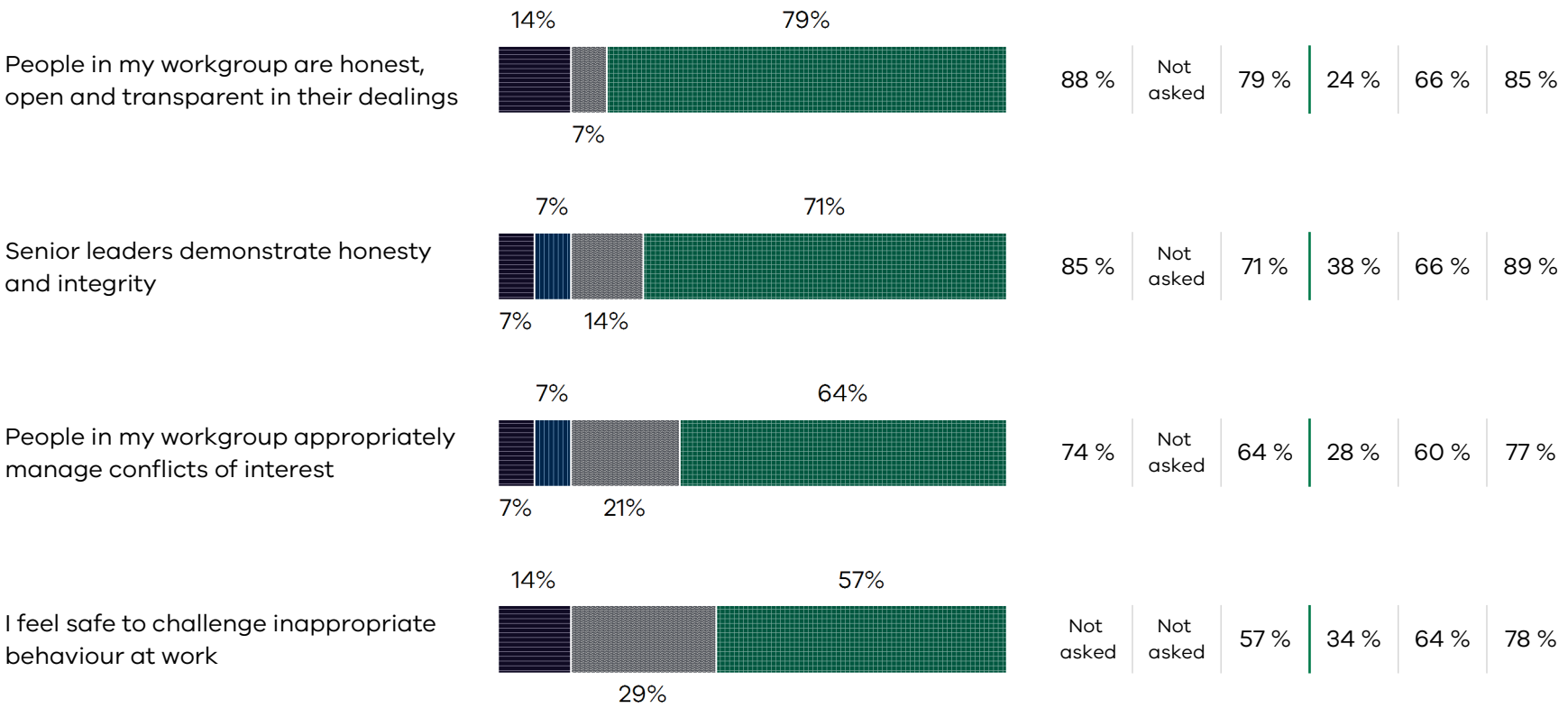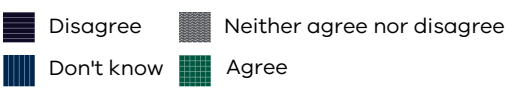
Example

79% of staff who did the survey agreed or strongly agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.
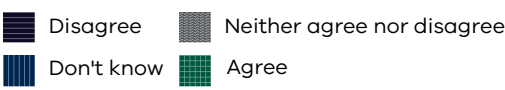
Survey question	Your results		2019	You 2020	2021	Comparator Lowest	Average	Highest
	Disagree / Don't know / Neither agree nor disagree / Agree							
My organisation makes fair recruitment and promotion decisions, based on merit	14% / 7% / 79%		71 %	Not asked	79 %	42 %	58 %	78 %
My workgroup focuses on making decisions informed by all relevant facts	14% / 7% / 7% / 71%		88 %	Not asked	71 %	50 %	74 %	89 %
My workgroup places a priority on acting fairly and without bias	14% / 14% / 71%		88 %	Not asked	71 %	44 %	72 %	88 %
People in my workgroup are politically impartial in their work	14% / 21% / 64%		76 %	Not asked	64 %	42 %	68 %	84 %

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.

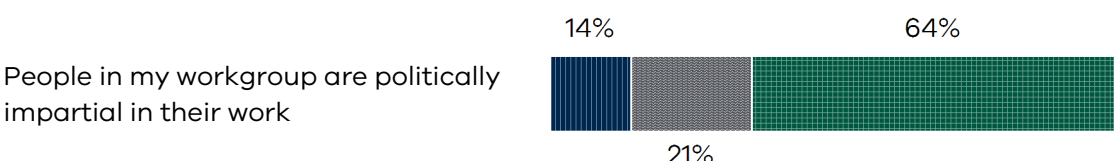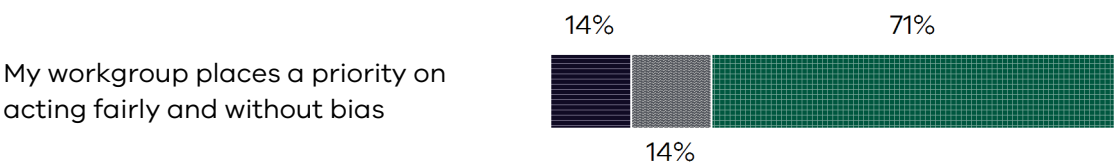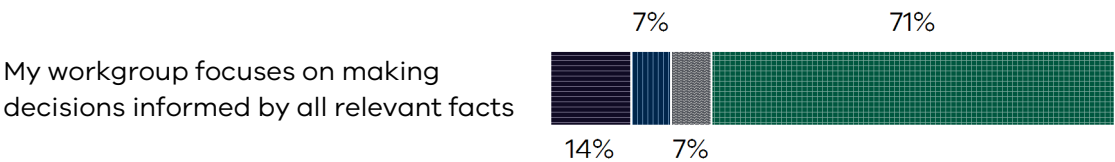Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
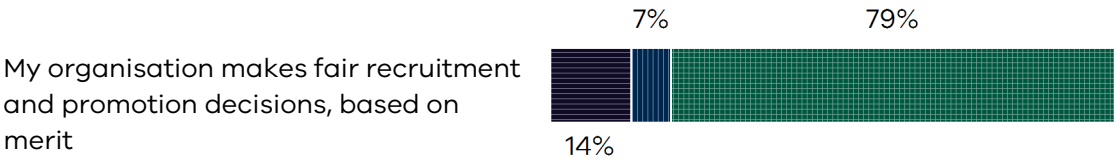
Example

86% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I clearly understand what I am expected to do in this job	7% / 86% / 7%	94 %	92 %	86 %	75 %	86 %	96 %
My workgroup strives to make the best use of its resources	7% / 86% / 7%	85 %	Not asked	86 %	50 %	79 %	92 %
My workgroup has clear lines of responsibility	14% / 79% / 7%	91 %	Not asked	79 %	58 %	76 %	92 %
I understand how my job contributes to my organisation's purpose	7% / 71% / 21%	100 %	96 %	71 %	80 %	92 %	100 %

Public sector values

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

71% 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

| | | Disagree | Neither agree nor disagree |
| | | Don't know | Agree |

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest

| Senior leaders provide clear strategy and direction | 7% / 7% / 14% / 71% | 62 % | 60 % | 71 % | 38 % | 64 % | 92 % |

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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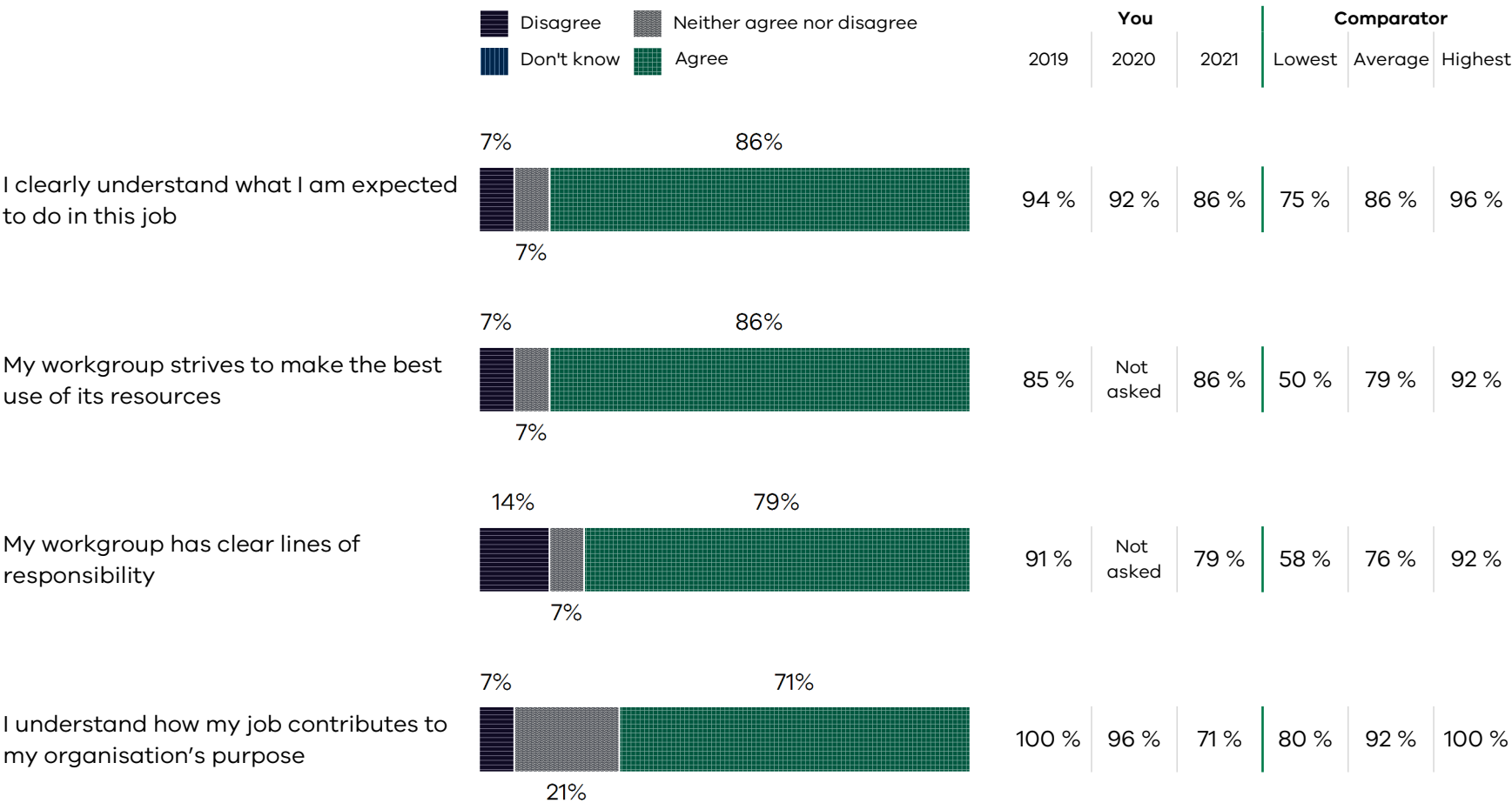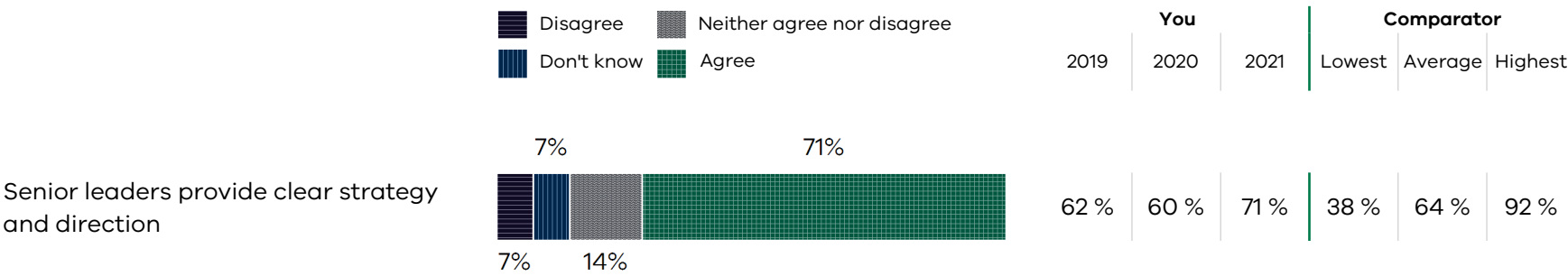
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results			Benchmark agree results			

Legend: ■ Disagree ▩ Neither agree nor disagree ▦ Don't know ▦ Agree

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say (14% / 86%)	88 %	80 %	86 %	64 %	79 %	93 %
My manager treats employees with dignity and respect (7% / 7% / 86%)	79 %	Not asked	86 %	56 %	82 %	93 %
My organisation encourages respectful workplace behaviours (7% / 7% / 86%)	94 %	Not asked	86 %	54 %	79 %	93 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes (14% / 86%)	85 %	Not asked	86 %	62 %	81 %	90 %

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.
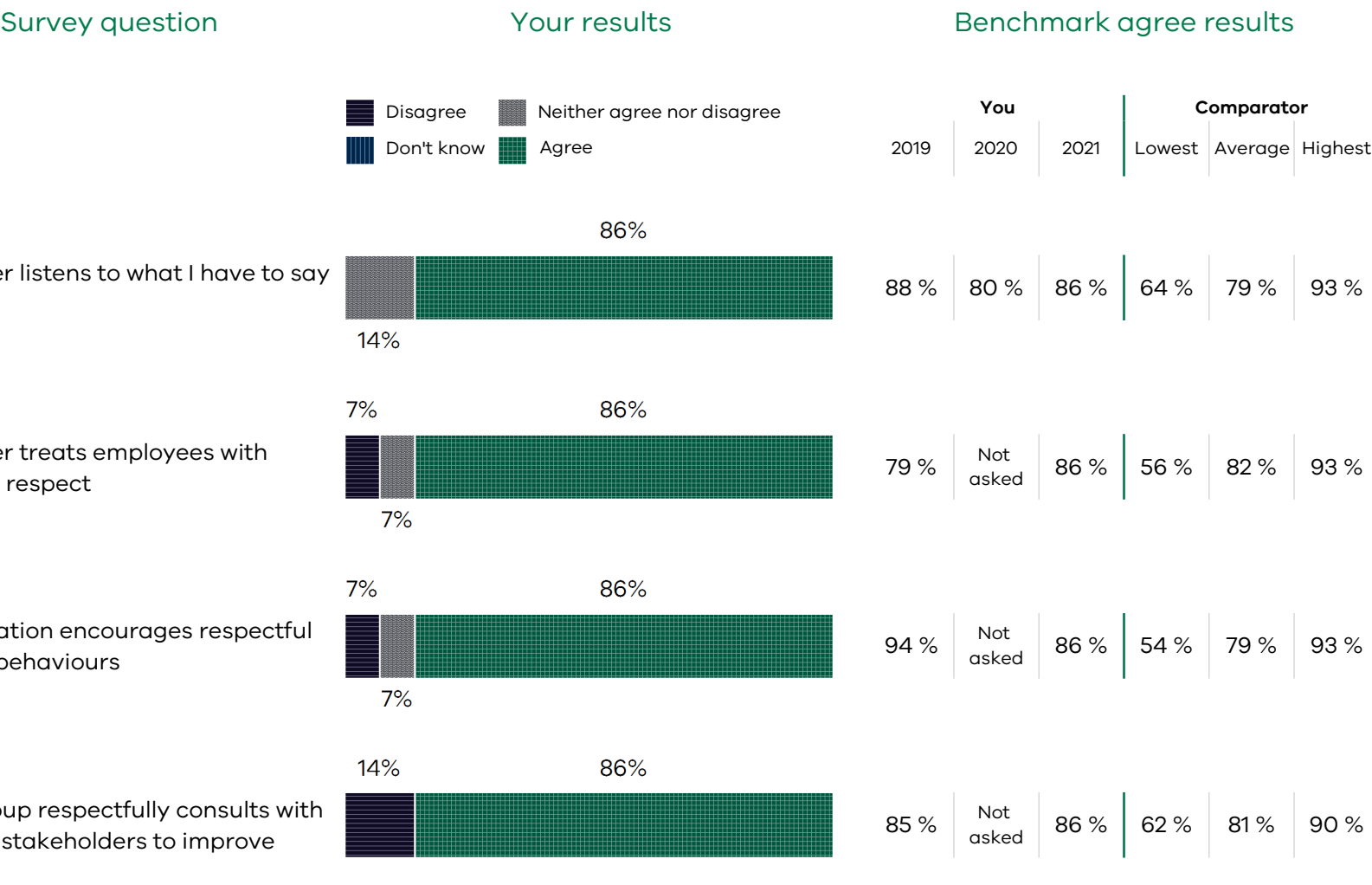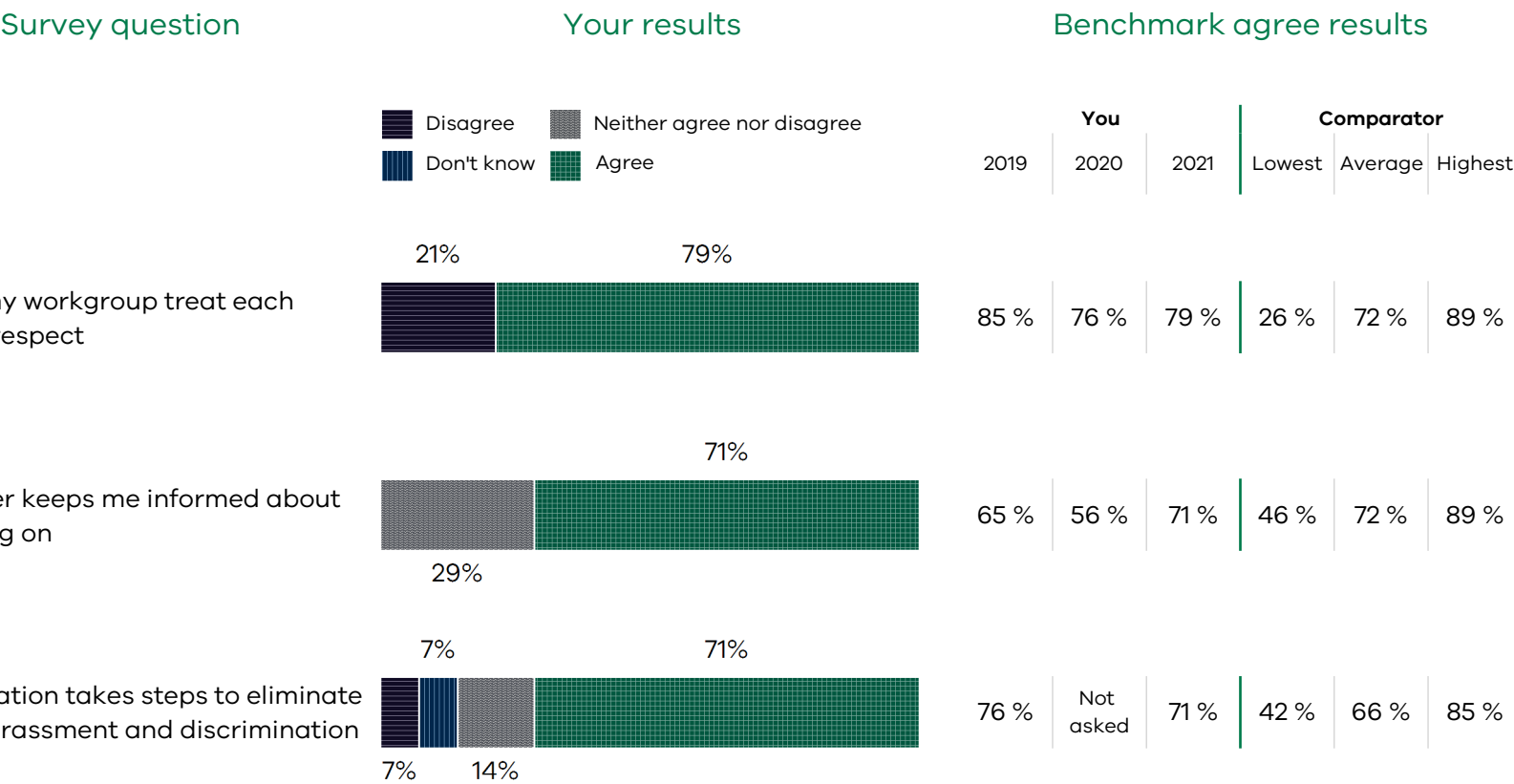
How to read this

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

79% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
			2019	2020	2021	Lowest	Average	Highest

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	21% Disagree, 79% Agree	85 %	76 %	79 %	26 %	72 %	89 %
My manager keeps me informed about what's going on	29% Neither, 71% Agree	65 %	56 %	71 %	46 %	72 %	89 %
My organisation takes steps to eliminate bullying, harassment and discrimination	7% Disagree, 7% Don't know, 14% Neither, 71% Agree	76 %	Not asked	71 %	42 %	66 %	85 %

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.
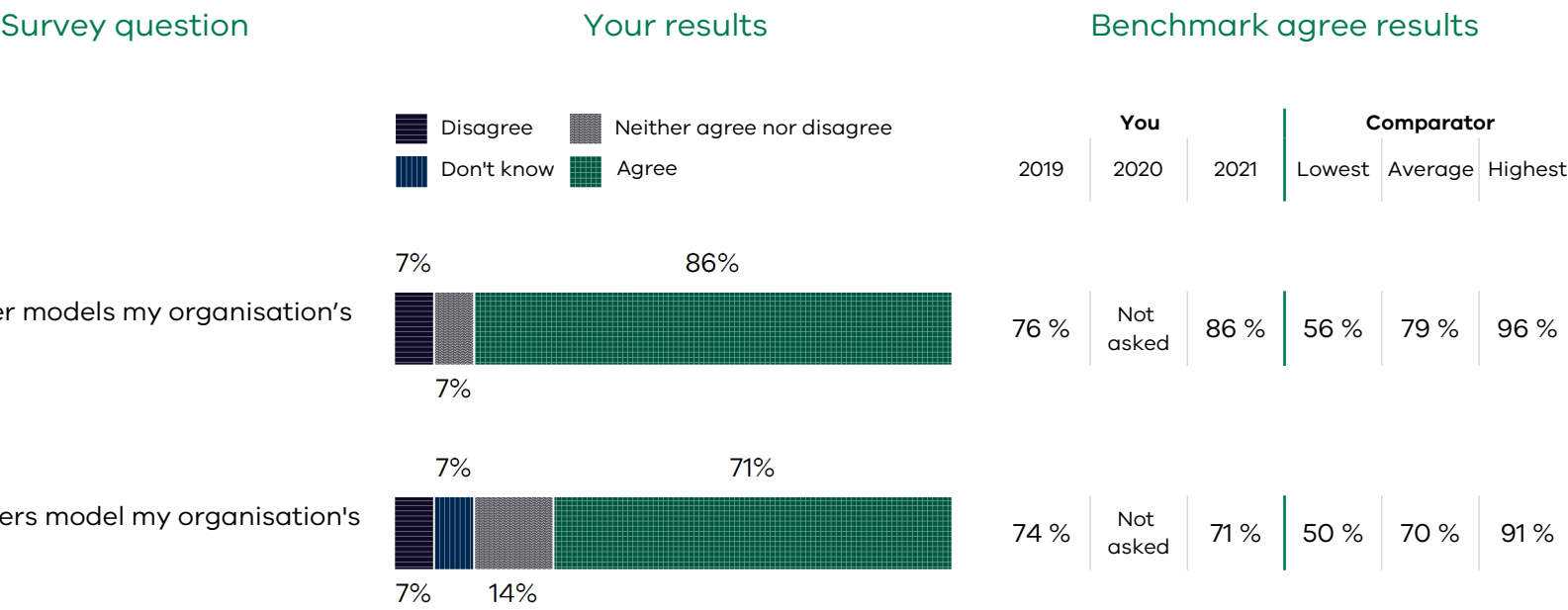
How to read this

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

86% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
			You			**Comparator**	
My manager models my organisation's values	7% / 7% / 86%	76 %	Not asked	86 %	56 %	79 %	96 %
Senior leaders model my organisation's values	7% / 14% / 71%	74 %	Not asked	71 %	50 %	70 %	91 %

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.
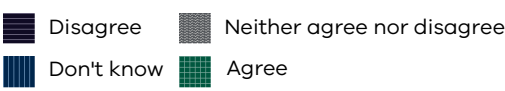
Example

86% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	Neither agree nor disagree 14%, Agree 86%	91 %	Not asked	86 %	79 %	89 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights	Disagree 7%, Neither 7%, Agree 86%	91 %	Not asked	86 %	62 %	83 %	96 %
My organisation respects the human rights of employees	Disagree 7%, Neither 7%, Agree 86%	91 %	Not asked	86 %	62 %	81 %	95 %
My workgroup values human rights	Disagree 7%, Neither 14%, Agree 79%	94 %	Not asked	79 %	64 %	87 %	97 %

Legend: Disagree, Don't know, Neither agree nor disagree, Agree

Victorian Public Sector Commission

VICTORIA State Government

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