People matter survey 2021

Have your say

Victorian Auditor-General's Office
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 38% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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

Demographics

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

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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
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Workplace flexibility • Equal employment opportunity • Diversity and inclusion • Safety climate • Patient safety climate	• Quality service delivery • Innovation • Workgroup support • Change management	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Safe to speak up	• 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

Report overview

Your comparator group1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bushfire Recovery Victoria

CenITex

Commercial Passenger Vehicles Victoria

Commission for Children and Young People

Court Services Victoria

Emergency Services Superannuation Board

Environment Protection Authority

Essential Services Commission

Family Safety Victoria

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Major Transport Infrastructure Authority

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Public Transport Safety Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Report overview

Your comparator group 2 of 2

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How we use this in your report

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Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

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	
73% (135)		80% (148)	
Comparator	70%	Comparator	49%
Public Sector	49%	Public Sector	39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020	
77	
Comparator	69
Public Sector	68

2021	
75	
Comparator	72
Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 75.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

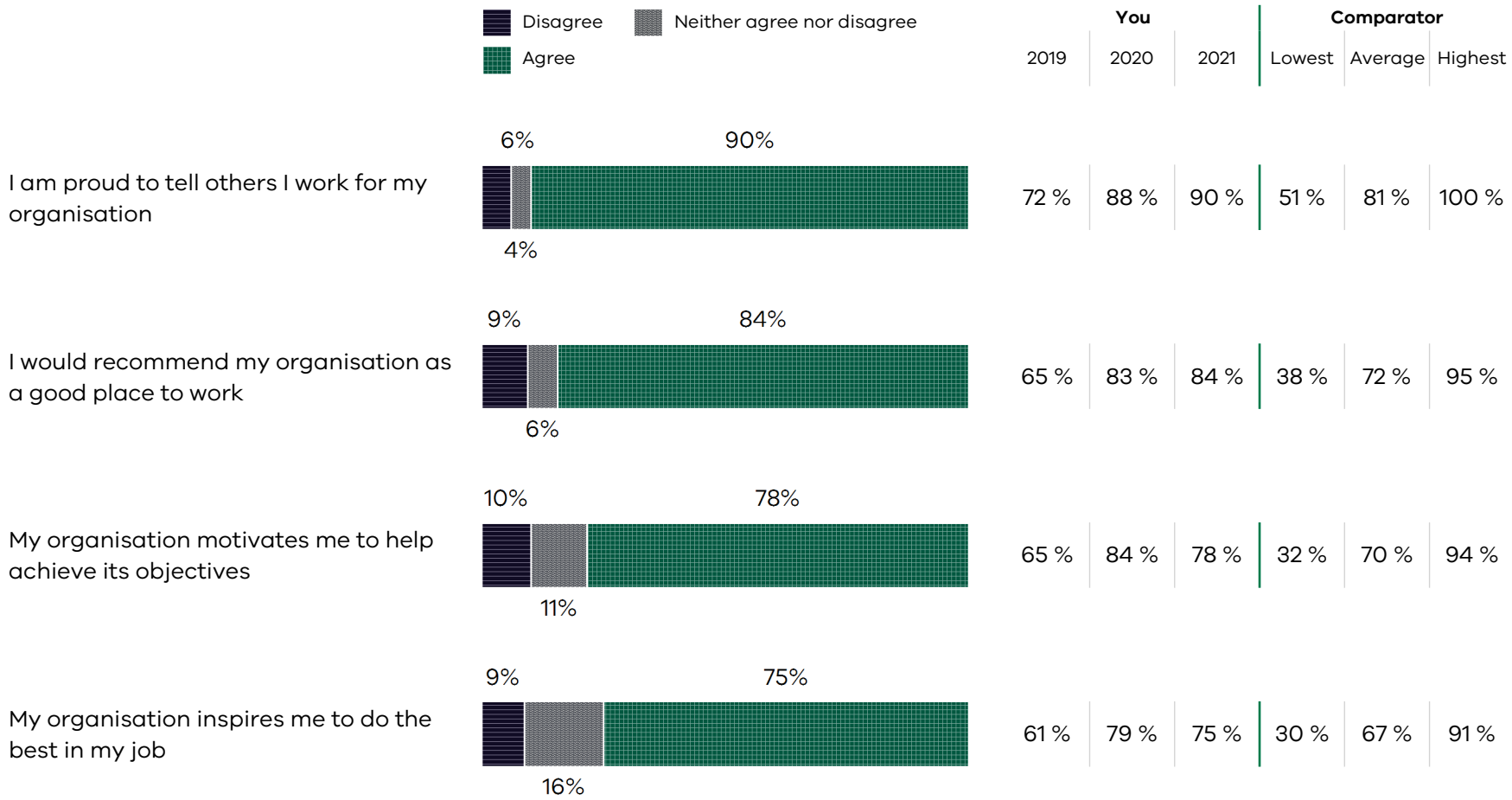
Under 'Your results', see results for each question in descending order by most agreed.

'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

90% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 75.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

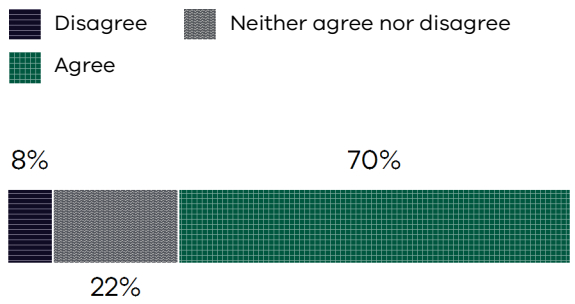
Under 'Your results', see results for each question in descending order by most agreed.

'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

70% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I feel a strong personal attachment to my organisation		53 %	71 %	70 %	42 %	65 %	95 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

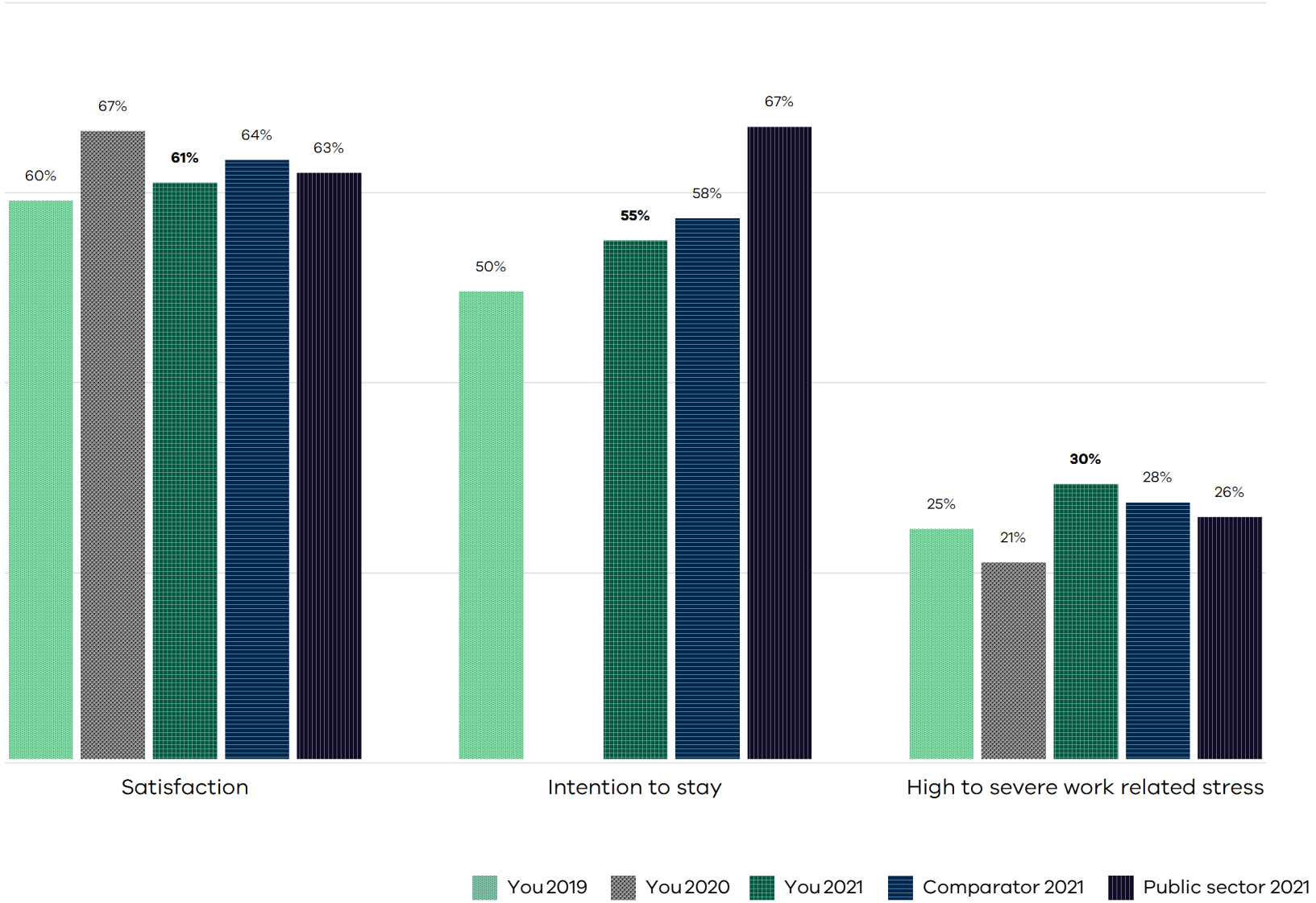
Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Satisfaction which is down from 67% in 2020.

Compared to:

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



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

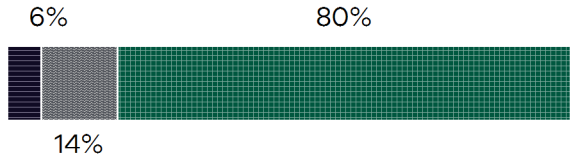
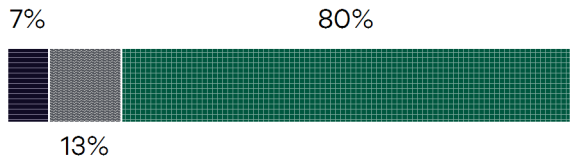
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question	Your results	Benchmark agree results					
	Disagree / Neither agree nor disagree / Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job		76 %	Not asked	80 %	67 %	79 %	100 %
I get a sense of accomplishment from my work		74 %	Not asked	80 %	61 %	77 %	96 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

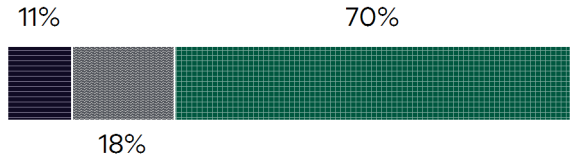
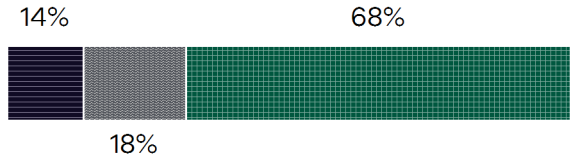
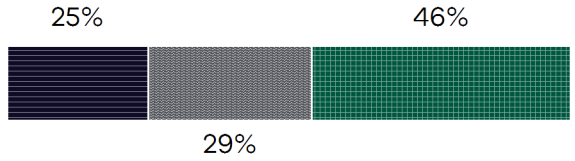
Under 'Your results', see results for each question in descending order by most satisfied.

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

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

Example

70% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job		68 %	74 %	70 %	56 %	69 %	93 %
Considering everything, how satisfied are you with your current job		65 %	74 %	68 %	54 %	70 %	93 %
How satisfied are you with your career development within your current organisation		46 %	53 %	46 %	38 %	53 %	76 %

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.

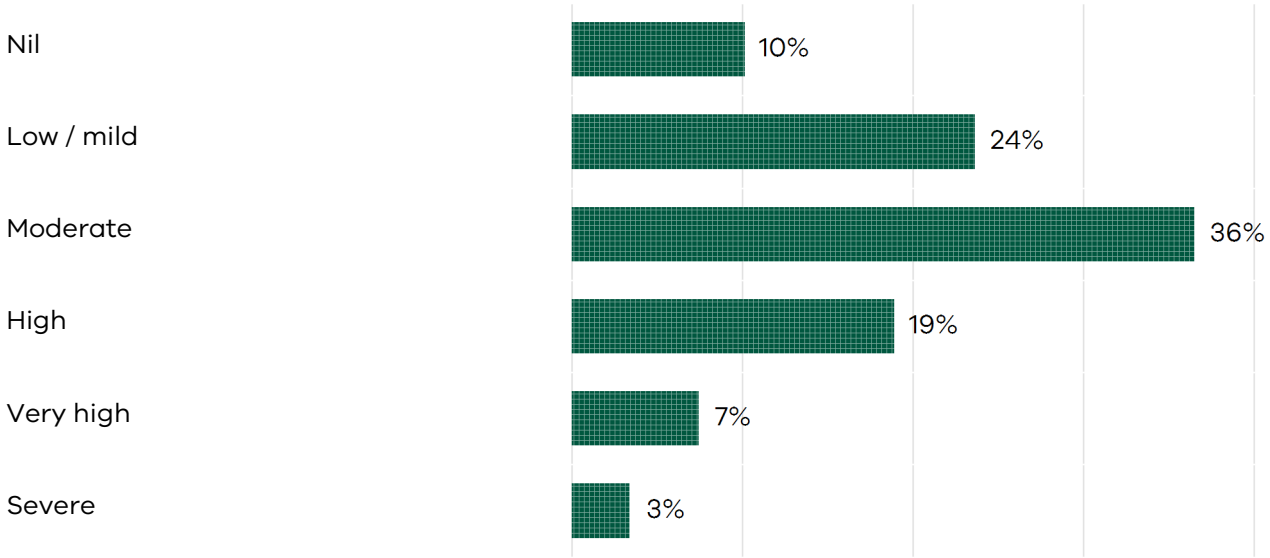
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

30% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress

2020		2021	
21%		30%	
Comparator	26%	Comparator	28%
Public Sector	23%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

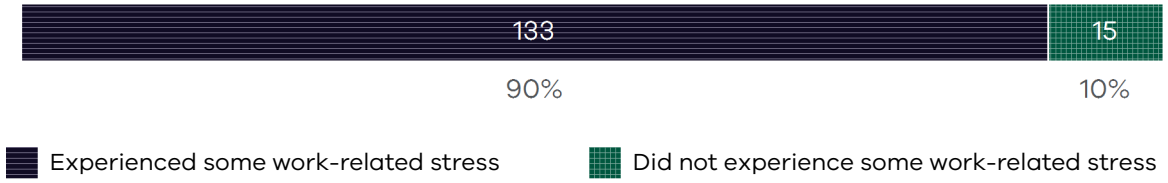
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 90%, 65% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Time pressure	57%	65%	46%	42%
Workload	38%	55%	51%	51%
Management of work (e.g. supervision, training, information, support)	14%	18%	13%	13%
Content, variety, or difficulty of work	13%	14%	14%	12%
Dealing with clients, patients or stakeholders	19%	13%	15%	14%
Competing home and work responsibilities	23%	12%	12%	12%
Working from home	11%	11%	10%	4%
Ability to choose how my work is done	3%	10%	6%	5%
Other changes due to COVID-19	8%	10%	12%	15%
Other	4%	9%	8%	9%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

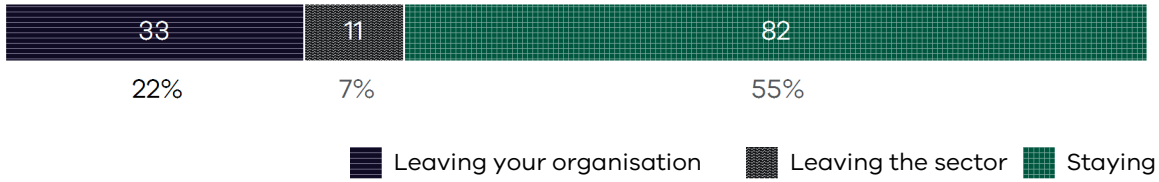
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

30% of your staff who did the survey said they intended to leave.

Of that 30%, 59% said it was from 'Limited future career opportunities at my organisation'.

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



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	59%	51%	42%
Opportunity to seek/take a promotion elsewhere	50%	44%	33%
Opportunity to broaden experience	43%	49%	40%
Better remuneration	32%	30%	26%
Limited opportunities to gain further experience at my organisation	30%	39%	33%
Excessive workload	25%	22%	25%
Limited recognition for doing a good job	23%	27%	32%
Limited developmental/educational opportunities at my organisation	20%	24%	24%
My interests do not match my job role	18%	15%	14%
Limited involvement in decisions affecting my job and career	16%	19%	20%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

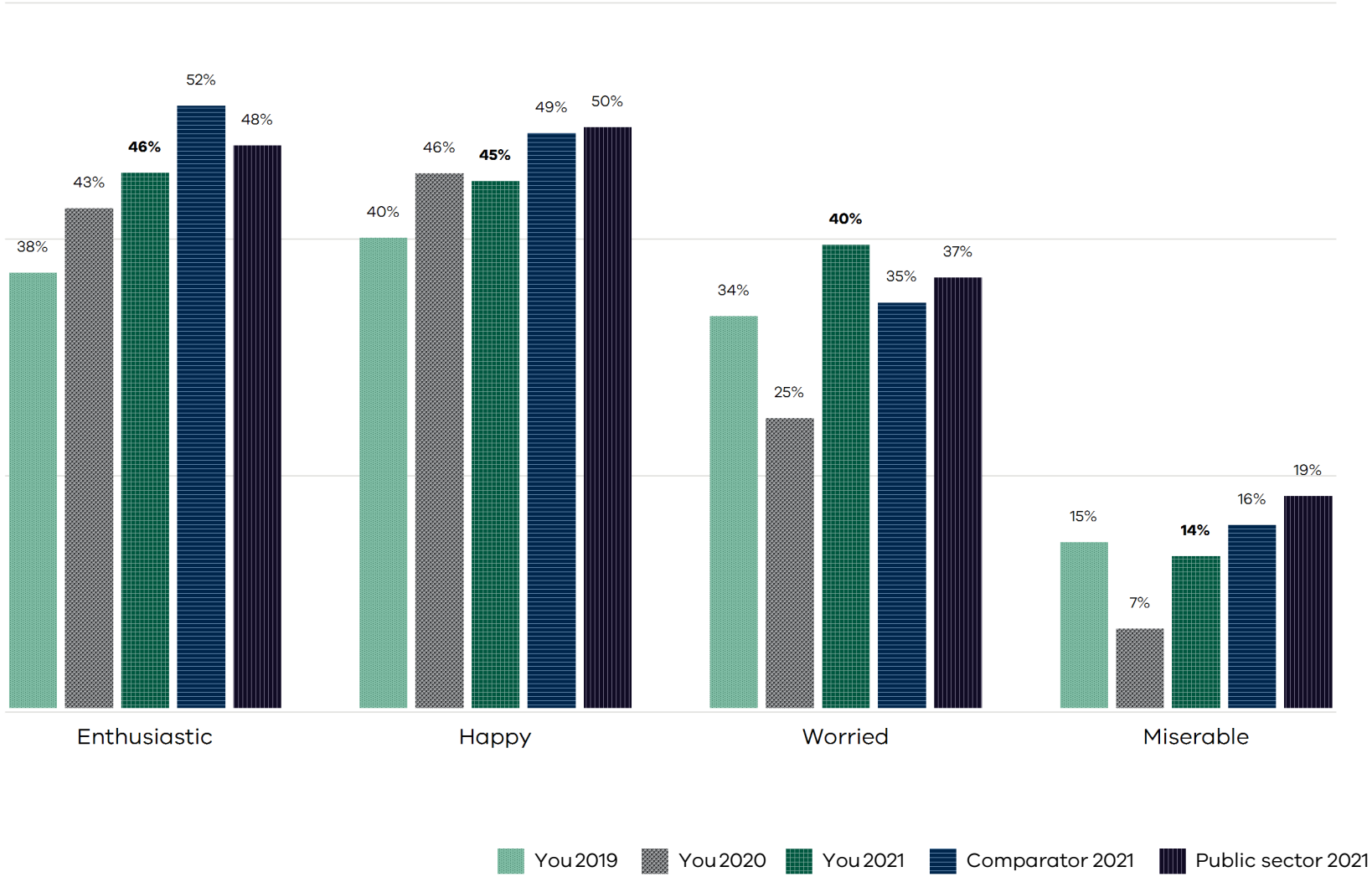
In 2021:

- 45% of your staff who did the survey said work made them feel happy in 2021, which is down from 46% in 2020

Compared to:

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

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



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

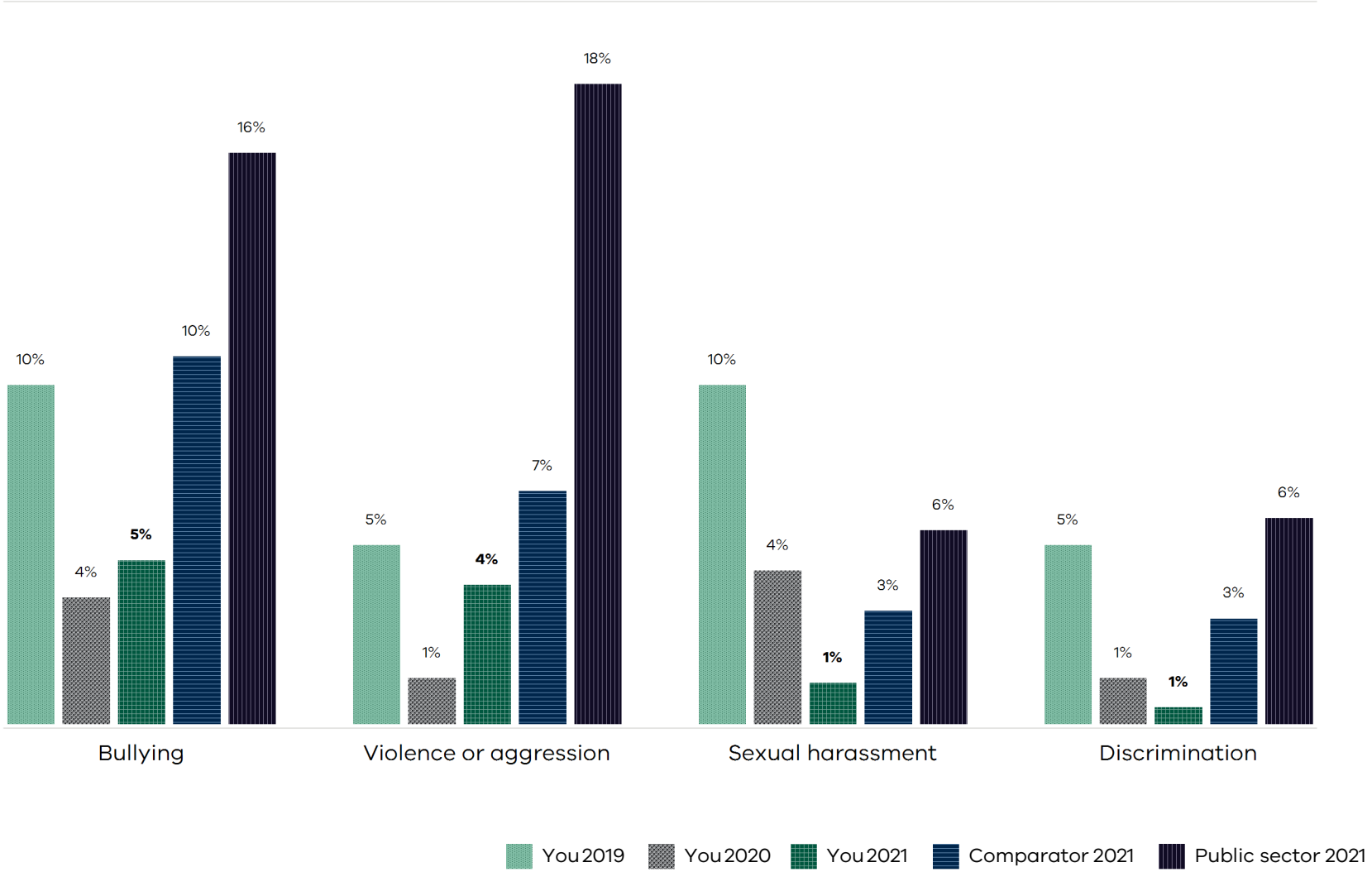
Example

In 2021:

- 5% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 4% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

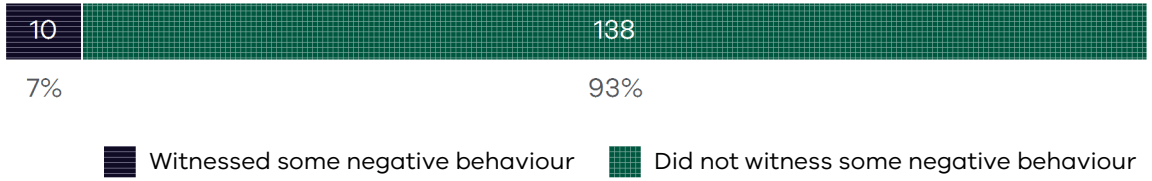
In descending order, the table shows the answers.

Example

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

93% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	93%	84%	77%
Bullying of a colleague	7%	12%	16%
Discrimination against a colleague	1%	5%	8%
Violence or aggression against a colleague	1%	2%	6%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

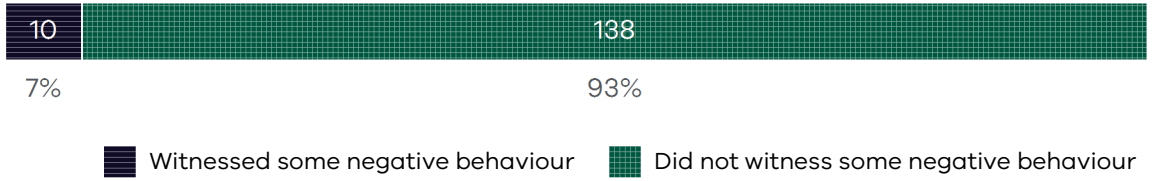
The table shows the answers in descending order.

Example

7% of your staff who did the survey witnessed negative behaviour, of which:

- 90% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 10% took no action.

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



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	90%	75%	72%
Told a colleague	30%	18%	21%
Other	20%	6%	7%
Told a manager	20%	35%	37%
Told Human Resources	20%	12%	6%
Told the person the behaviour was not OK	20%	18%	25%
Spoke to the person who behaved in a negative way	10%	15%	22%
Took no action	10%	8%	7%

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 96% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	96%	Not asked in 2020	92%
Workgroup support	I am able to work effectively with others in my workgroup	96%	+4%	92%
Job enrichment	I understand how my job contributes to my organisation's purpose	95%	-2%	91%
Organisational integrity	My organisation is committed to earning a high level of public trust	95%	Not asked in 2020	83%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	95%	Not asked in 2020	88%
Workgroup support	People in my workgroup treat each other with respect	95%	0%	89%
Manager leadership	My manager demonstrates honesty and integrity	94%	Not asked in 2020	89%
Manager leadership	My manager treats employees with dignity and respect	94%	Not asked in 2020	90%
Safety climate	My organisation provides a physically safe work environment	93%	Not asked in 2020	87%
Manager leadership	My manager works effectively with people from diverse backgrounds	93%	Not asked in 2020	90%

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 28% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	28%	Not asked in 2020	30%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	34%	Not asked in 2020	37%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	44%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-7%	53%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	51%	Not asked in 2020	61%
Workload	I have enough time to do my job effectively	56%	-9%	55%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	57%	Not asked in 2020	55%
Manager support	I receive adequate recognition for my contributions and accomplishments	58%	Not asked in 2020	64%
Equal employment opportunity	Disability is not a barrier to success in my organisation	59%	Not asked in 2020	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	59%	-6%	47%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 96% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
In the 'Increase from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	96%	+4%	92%
Engagement	I am proud to tell others I work for my organisation	90%	+2%	81%
Engagement	I would recommend my organisation as a good place to work	84%	+1%	72%
Workgroup support	People in my workgroup work together effectively to get the job done	93%	+1%	87%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	+1%	88%
Job enrichment	I have a choice in deciding how I do my work	84%	+1%	78%
Meaningful work	I am achieving something important through my work	81%	+0%	80%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 67% of your staff agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
In the 'Decrease from 2020' column, you have a 14% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	-14%	58%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	76%	-13%	57%
Senior leadership	Senior leaders support staff to work in an environment of change	83%	-12%	69%
Workload	I have enough time to do my job effectively	56%	-9%	55%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	76%	-9%	60%
Manager support	My manager listens to what I have to say	83%	-9%	88%
Workload	The workload I have is appropriate for the job that I do	61%	-7%	59%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-7%	53%
Satisfaction	Considering everything, how satisfied are you with your current job	68%	-6%	70%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	83%	-6%	77%

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 'Taking action', the 'You 2021' column shows 63% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 25 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	63%	+25%	38%
Learning and development	My organisation places a high priority on the learning and development of staff	80%	+21%	60%
Senior leadership	Senior leaders provide clear strategy and direction	81%	+20%	61%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	76%	+19%	57%
Taking action	I believe my organisation will take positive action on the results of this year's survey	75%	+19%	56%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	84%	+18%	67%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	76%	+17%	60%
Safety climate	My organisation consults employees on health and safety matters	91%	+17%	75%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	89%	+14%	75%
Senior leadership	Senior leaders support staff to work in an environment of change	83%	+14%	69%

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 62% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

The 'difference' column, shows that agreement for this question was 13 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 identify as LGBTIQ+	62%	-13%	75%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	61%	-12%	73%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	51%	-10%	61%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-7%	53%
Manager support	I receive adequate recognition for my contributions and accomplishments	58%	-6%	64%
Manager support	My manager listens to what I have to say	83%	-4%	88%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	61%	-4%	66%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	76%	-3%	79%
Equal employment opportunity	Disability is not a barrier to success in my organisation	59%	-3%	62%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	64%	-3%	67%

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Taking action

What this is

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

Why this is important

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

How to read this

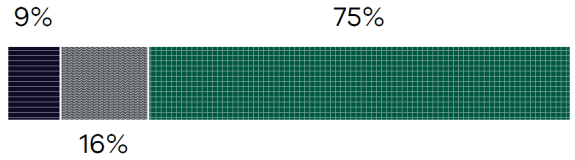
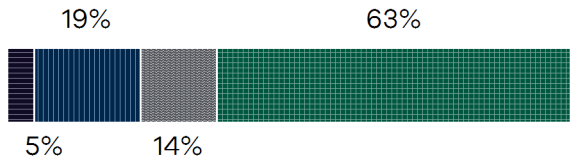
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question	Your results	Benchmark agree results					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey		Not asked	Not asked	75 %	27 %	56 %	96 %
My organisation has taken positive action on the results of last year's survey		Not asked	Not asked	63 %	11 %	38 %	91 %

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

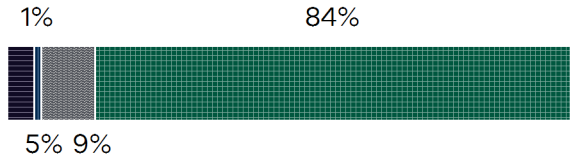
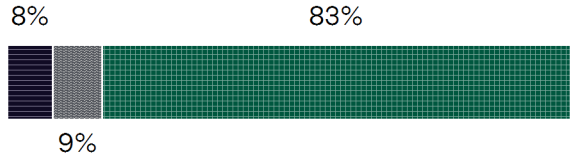
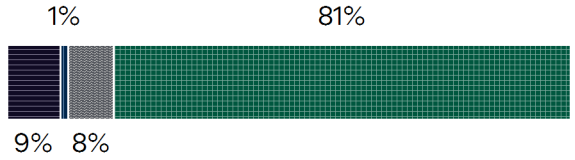
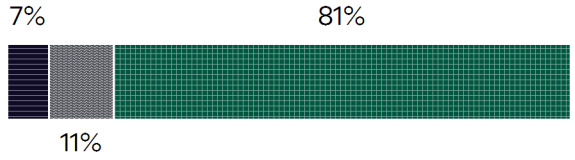
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% 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		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace		76 %	Not asked	84 %	48 %	77 %	100 %
Senior leaders support staff to work in an environment of change		60 %	95 %	83 %	38 %	69 %	100 %
Senior leaders model my organisation's values		69 %	Not asked	81 %	48 %	71 %	100 %
Senior leaders provide clear strategy and direction		72 %	84 %	81 %	29 %	61 %	100 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

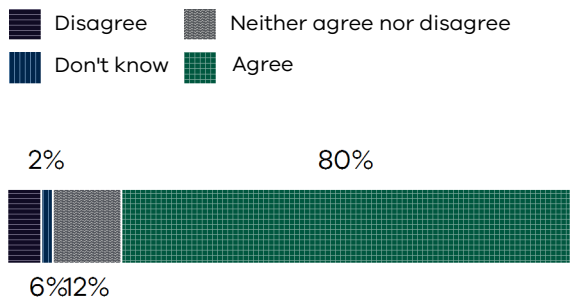
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity		74 %	Not asked	80 %	44 %	72 %	100 %

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

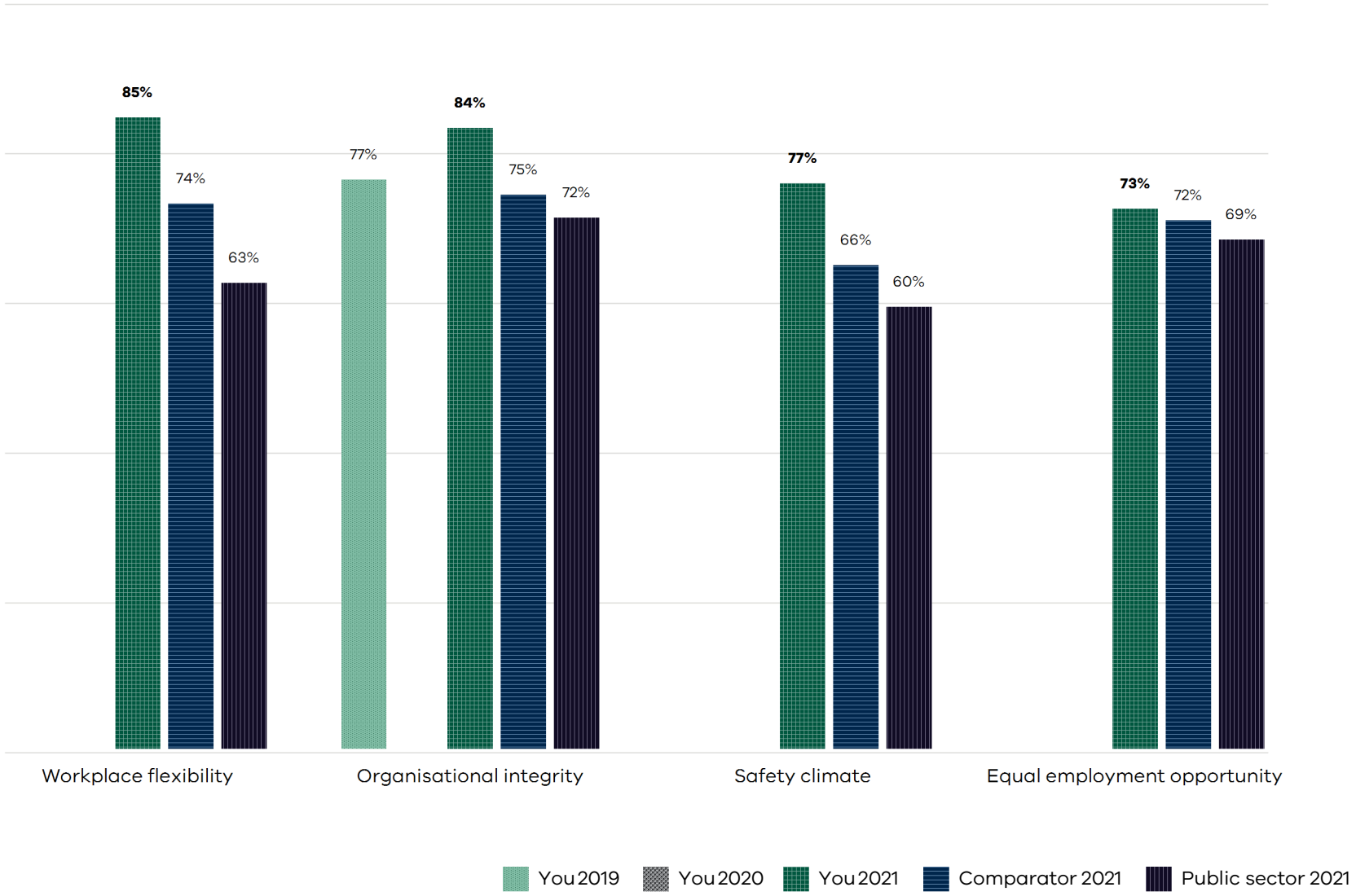
Example

In 2021:

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

Compared to:

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



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

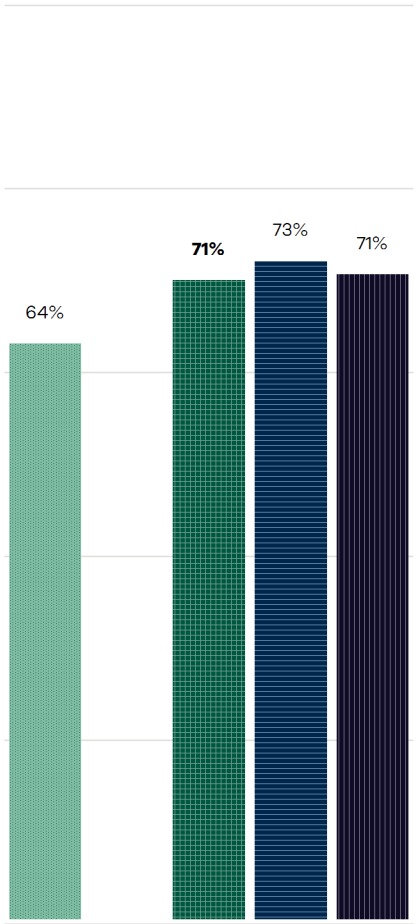
Example

In 2021:

- 71% of your staff who did the survey responded positively to questions about Diversity and inclusion.

Compared to:

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



Diversity and inclusion

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

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

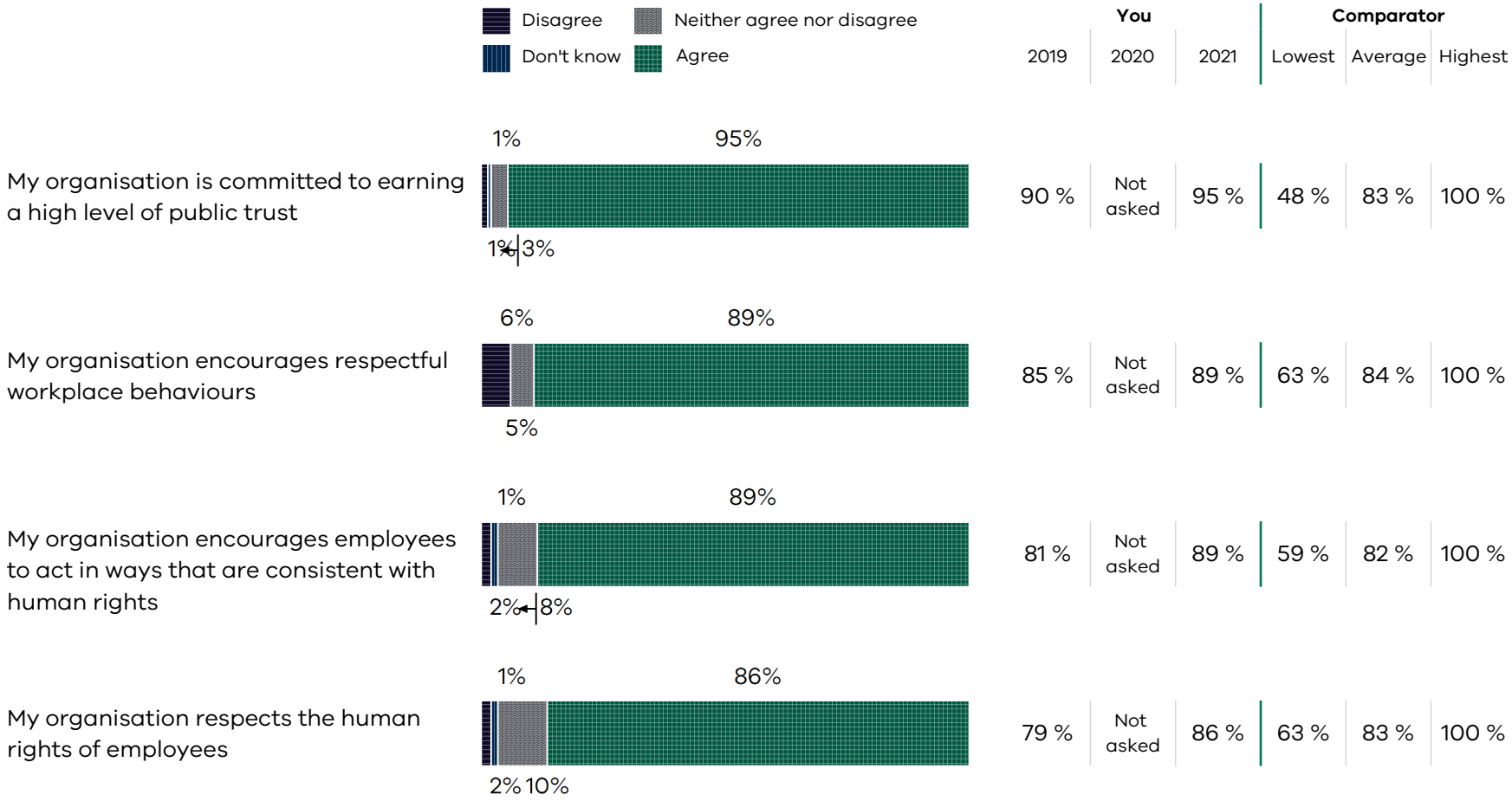
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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

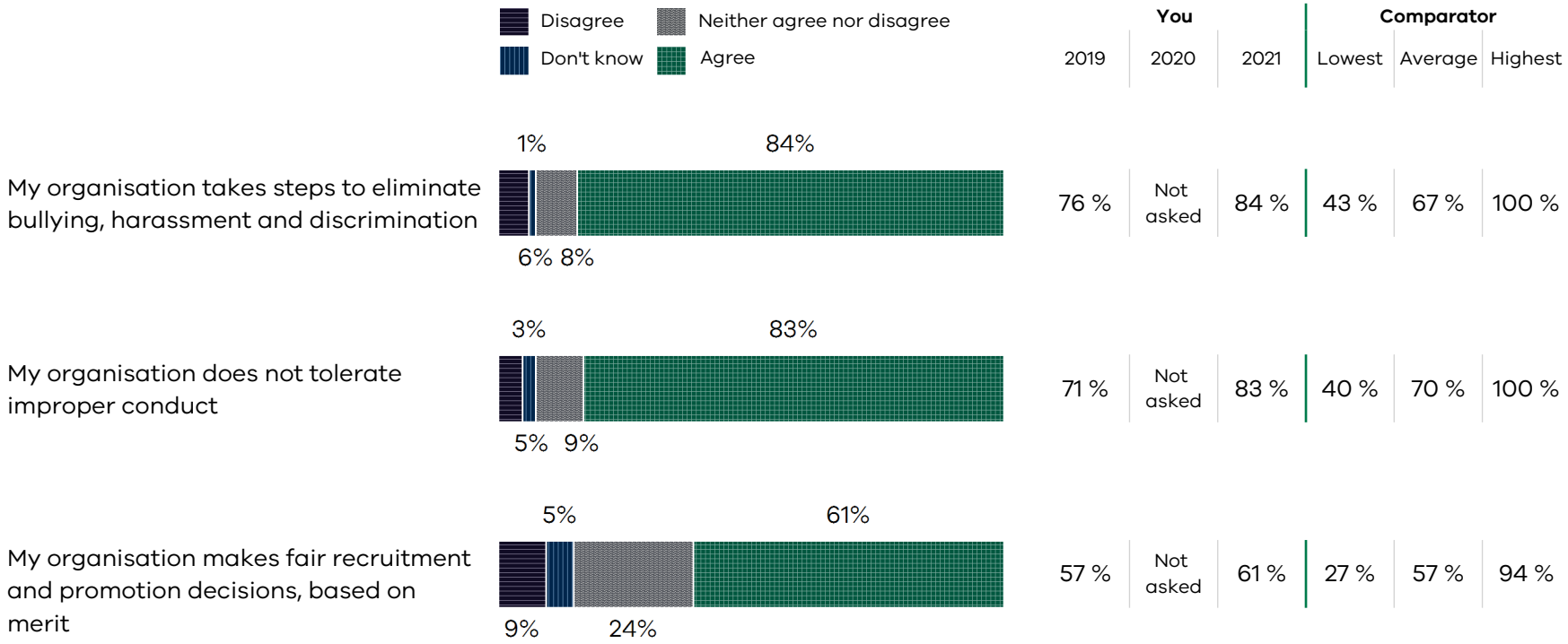
Under 'Your results', see results for each question in descending order by most agreed.

'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

84% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

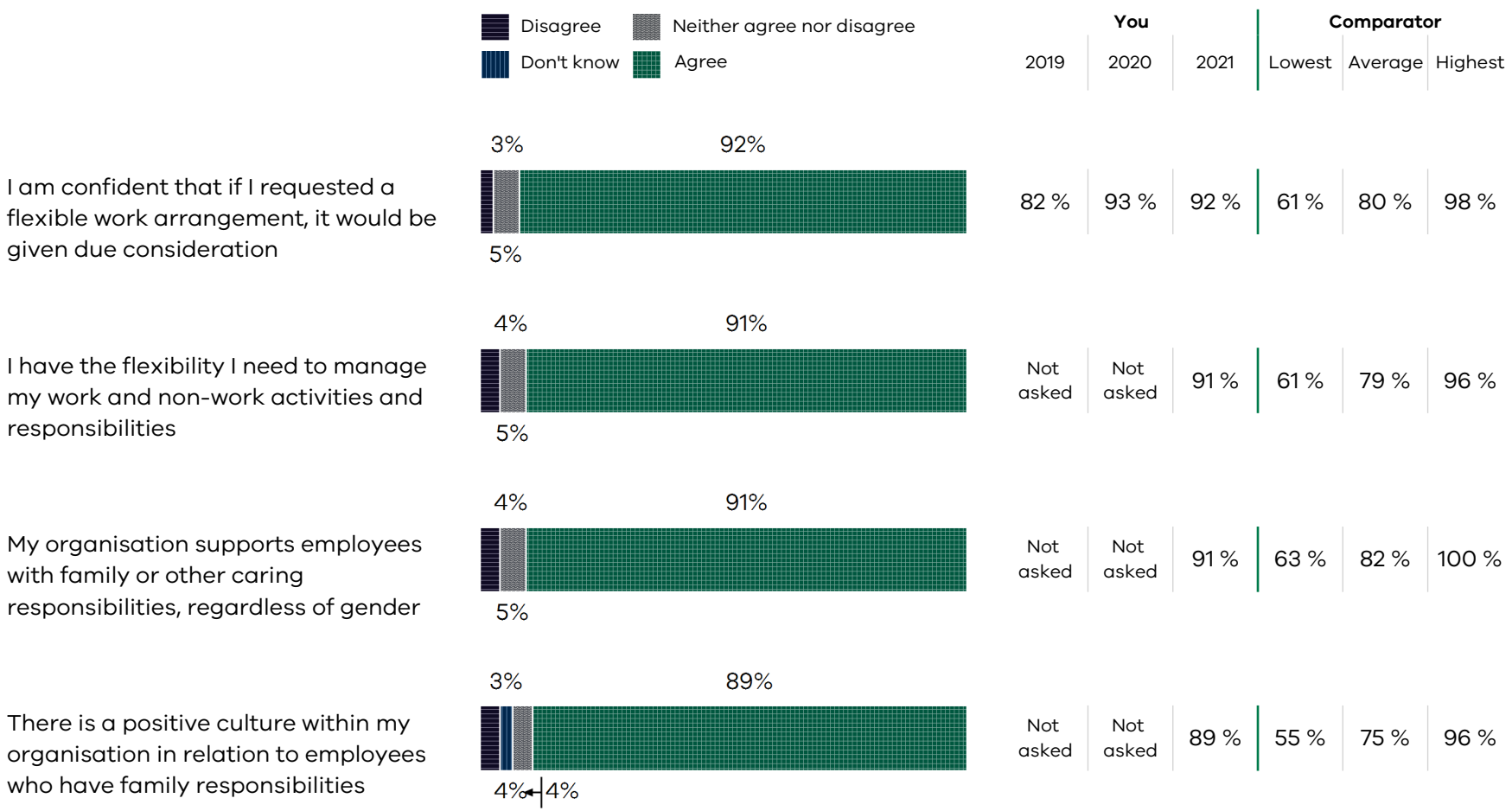
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.



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

85% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree, Neither agree nor disagree, Don't know, Agree						
There is a positive culture within my organisation in relation to employees who have caring responsibilities	5% 85% 4% 6%	75 %	Not asked	85 %	52 %	72 %	91 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	4% 84% 5% 7%	76 %	Not asked	84 %	51 %	72 %	96 %
Having family responsibilities is not a barrier to success in my organisation	5% 81% 4% 9%	Not asked	Not asked	81 %	52 %	70 %	94 %
Using flexible work arrangements is not a barrier to success in my organisation	8% 78% 6% 7%	Not asked	Not asked	78 %	50 %	68 %	89 %

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

78% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

Survey question	Your results	Benchmark agree results					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Having caring responsibilities is not a barrier to success in my organisation	8%, 78%, 5%, 9%	65 %	Not asked	78 %	51 %	67 %	88 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

44% of staff who did the survey said the flexible work arrangement they used was 'Flexible start and finish times'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Flexible start and finish times	44%	29%	23%
Working from an alternative location (e.g. home, hub/shared work space)	36%	42%	24%
No, I do not use any flexible work arrangements	30%	35%	38%
Part-time	14%	10%	19%
Using leave to work flexible hours	13%	6%	8%
Study leave	9%	2%	4%
Working more hours over fewer days	7%	5%	6%
Other	1%	2%	2%
Purchased leave	1%	2%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

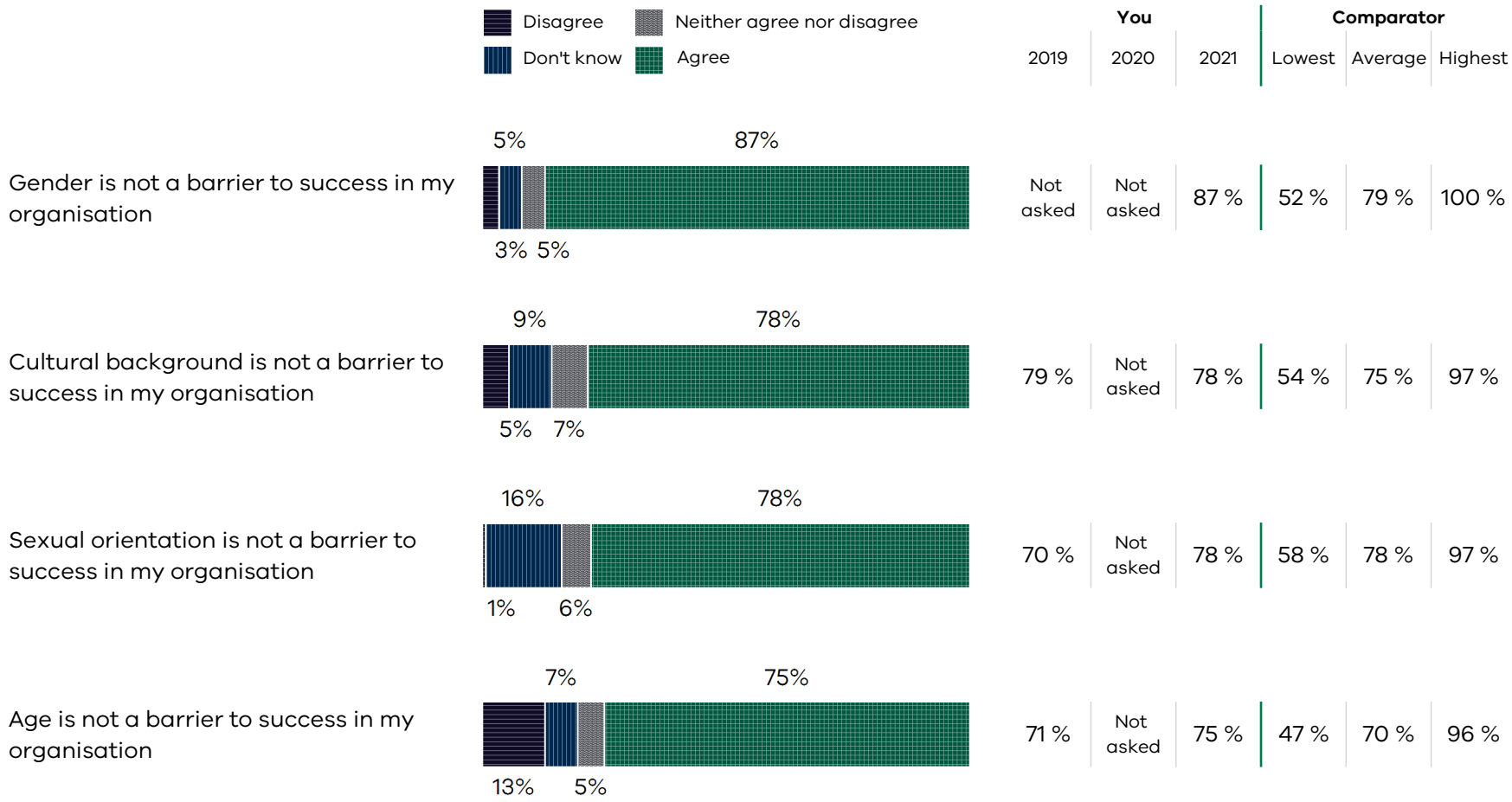
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.



Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

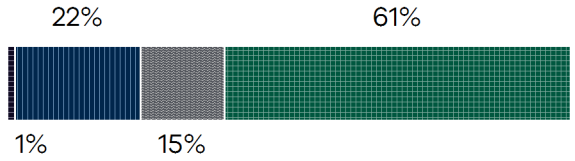
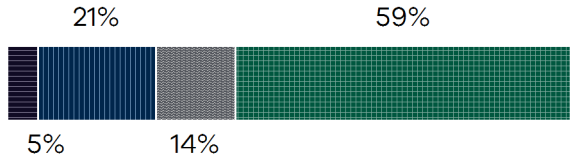
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

61% 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					
	Disagree, Neither agree nor disagree, Don't know, Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation		Not asked	Not asked	61 %	48 %	66 %	95 %
Disability is not a barrier to success in my organisation		53 %	Not asked	59 %	40 %	62 %	92 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

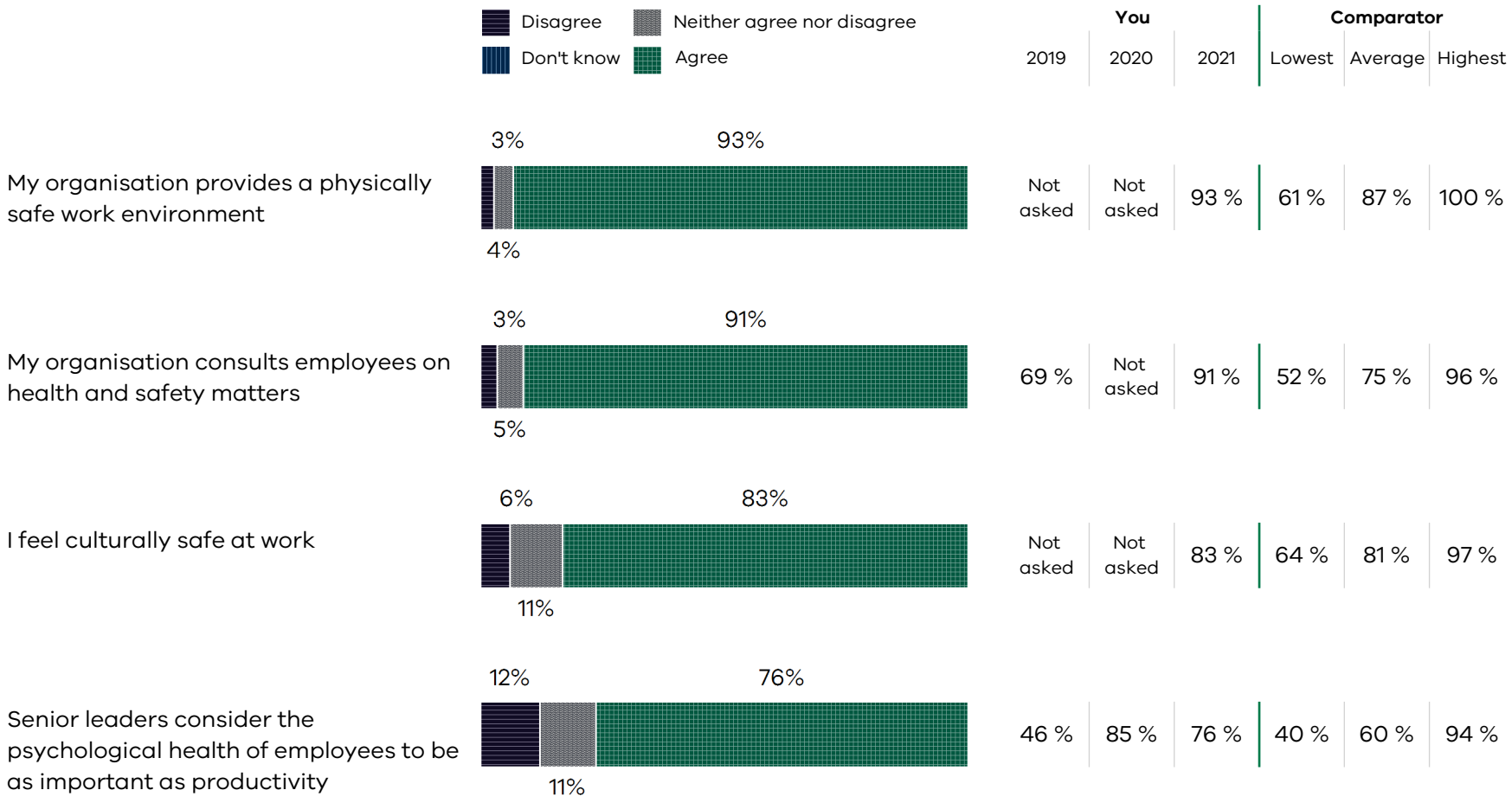
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.



Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

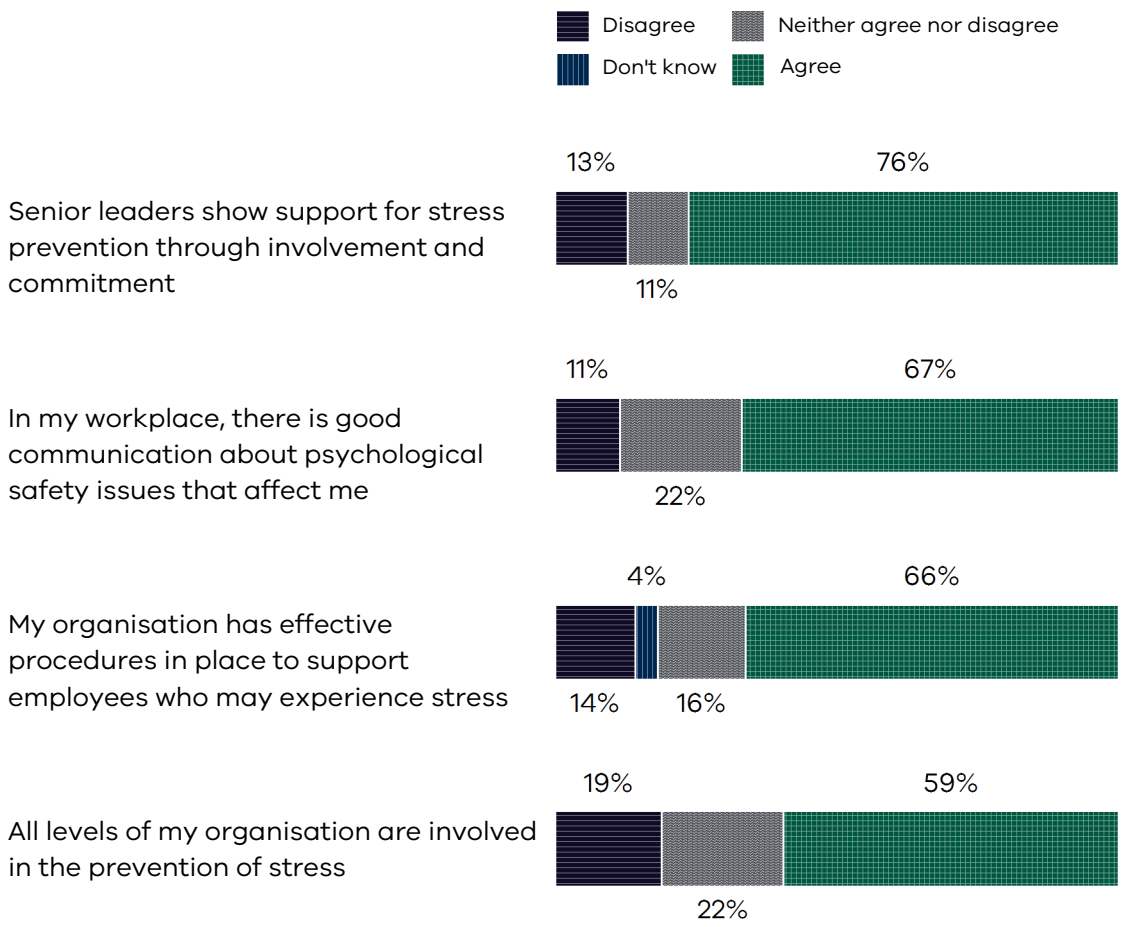
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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.

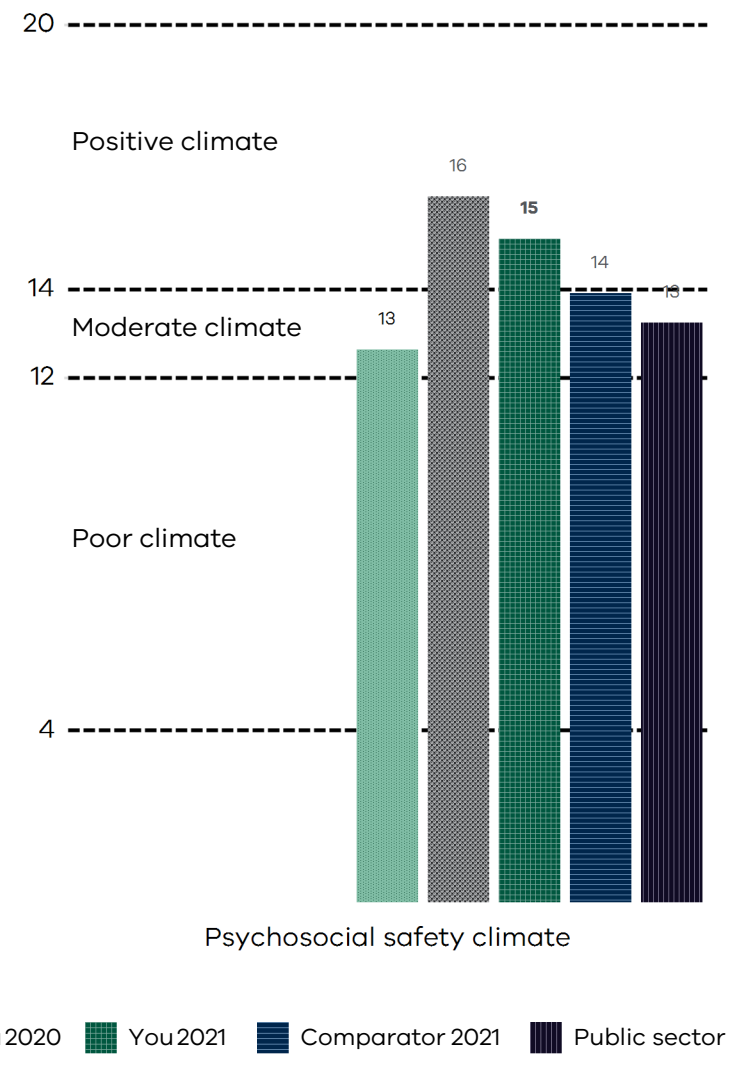
A score of:

- 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



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

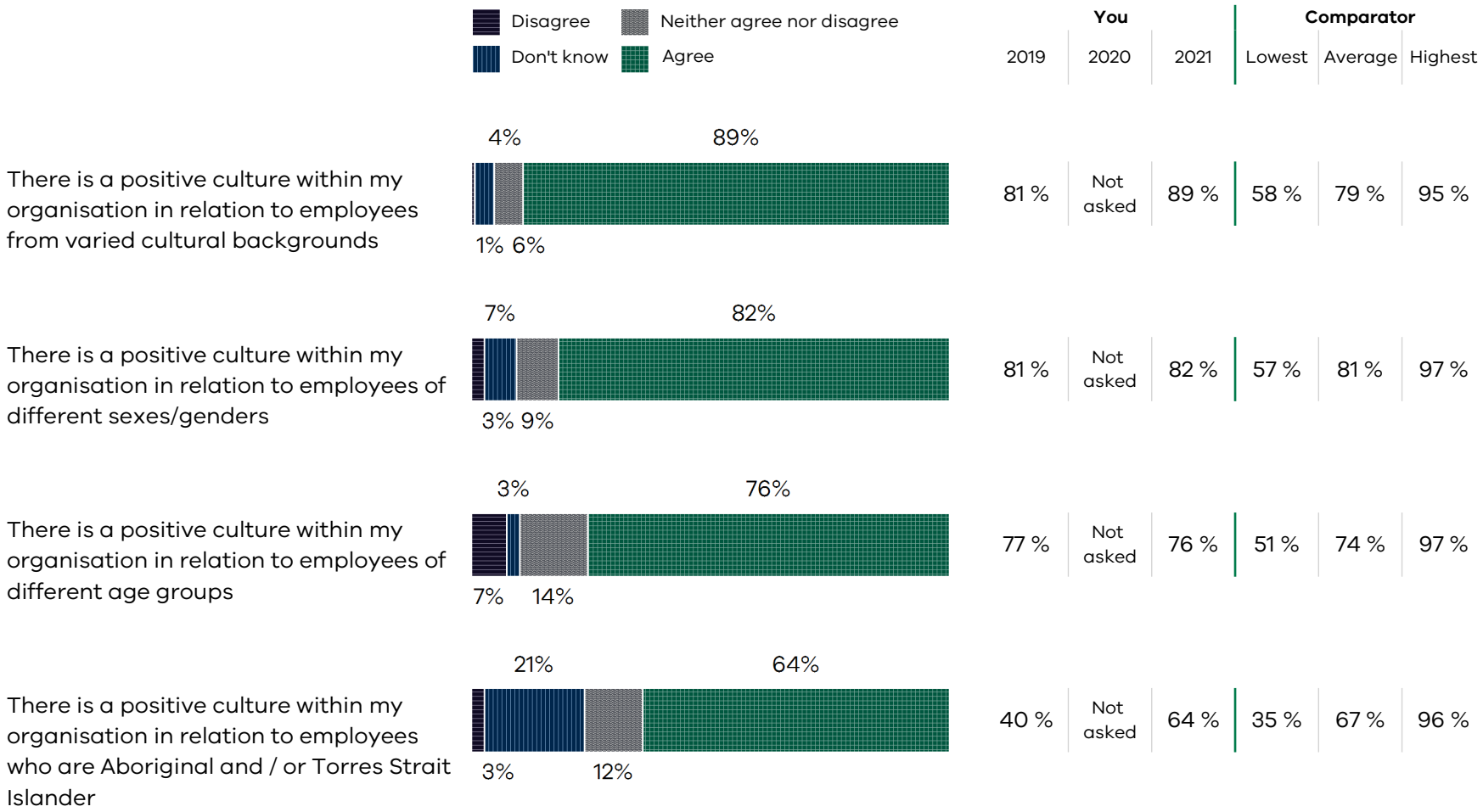
Under 'Your results', see results for each question in descending order by most agreed.

'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

89% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.



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

62% 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					
	Disagree, Neither agree nor disagree, Don't know, 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+	20%, 62%, 2%, 16%	56 %	Not asked	62 %	51 %	75 %	96 %
There is a positive culture within my organisation in relation to employees with disability	24%, 51%, 5%, 20%	47 %	Not asked	51 %	37 %	61 %	92 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.
Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

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

How to read this

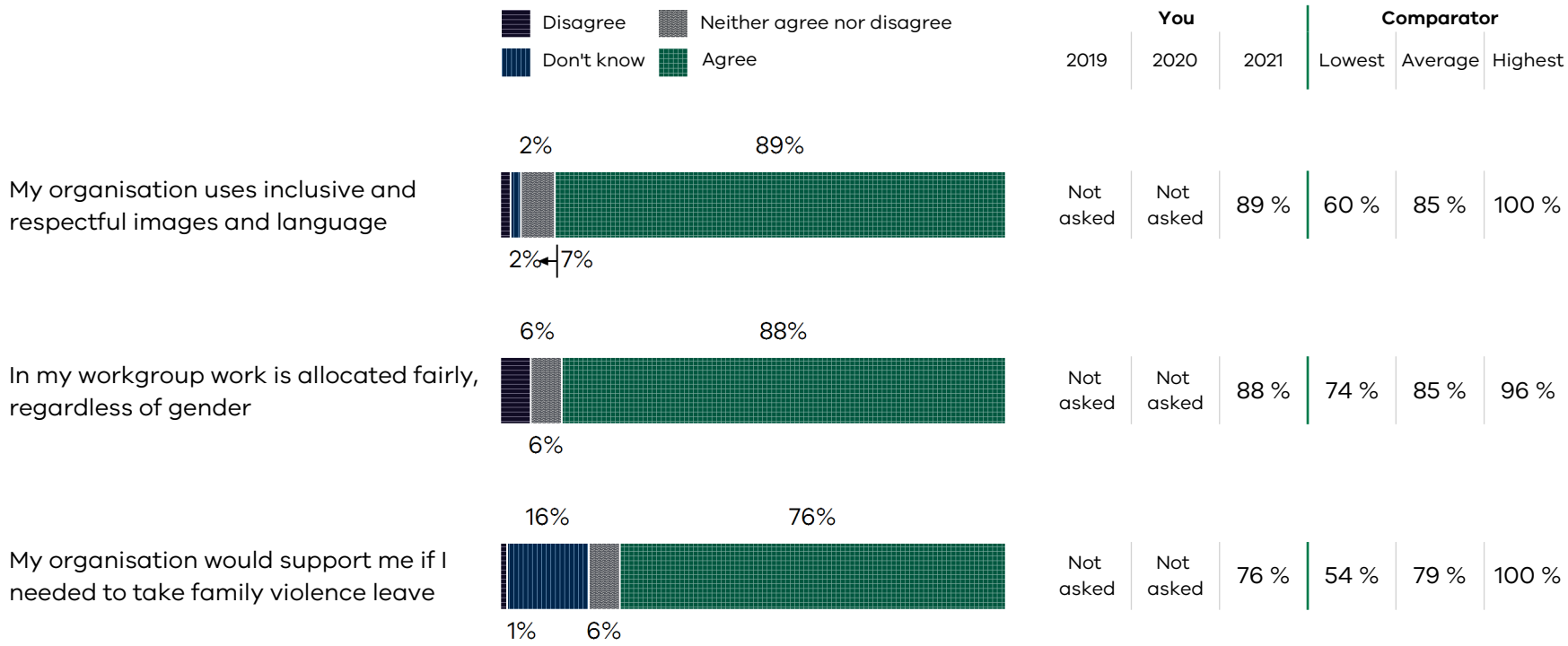
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.



People matter survey 2021

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- Respect
- Leadership
- Human rights

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

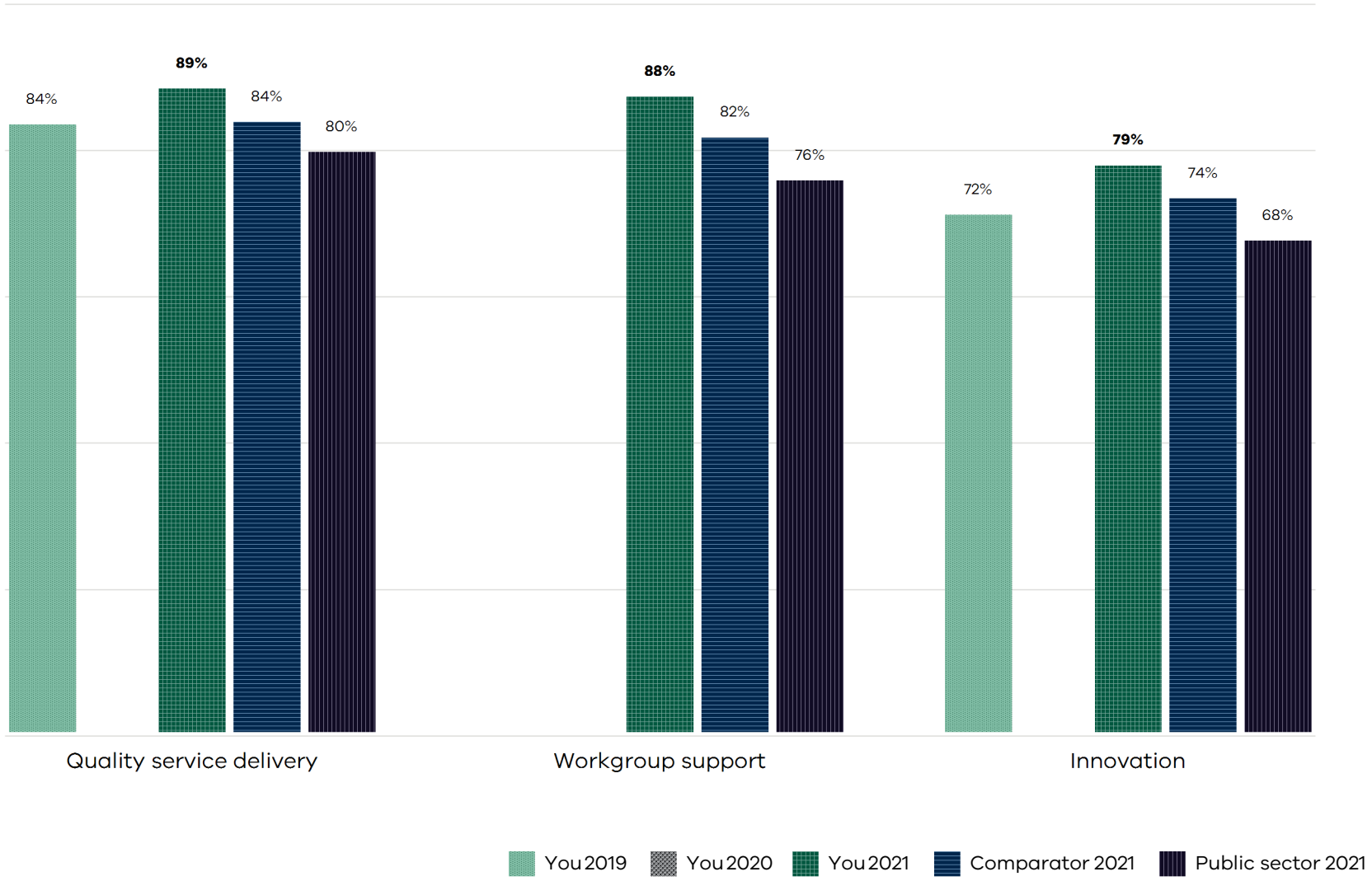
Example

In 2021:

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

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

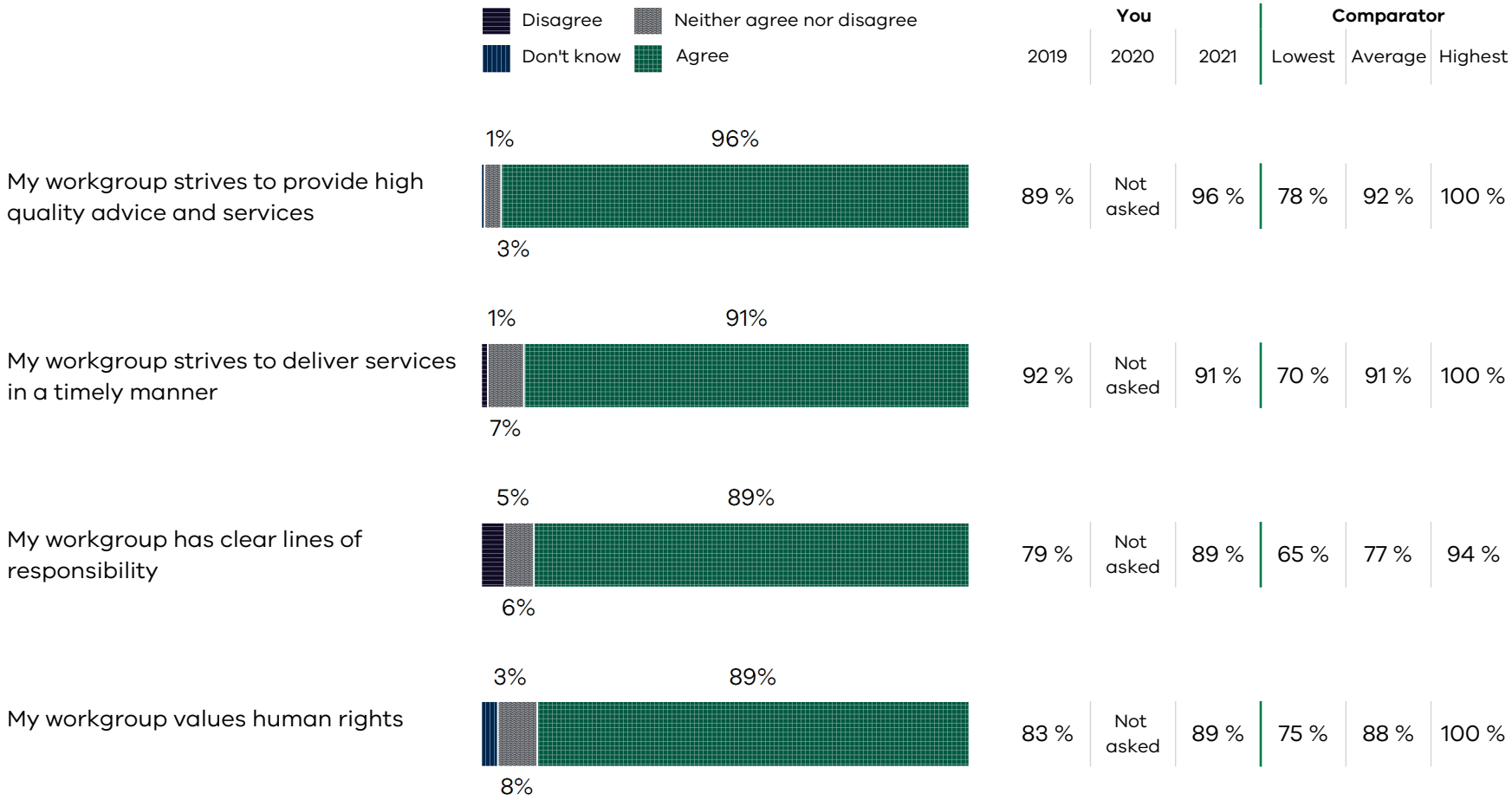
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

96% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

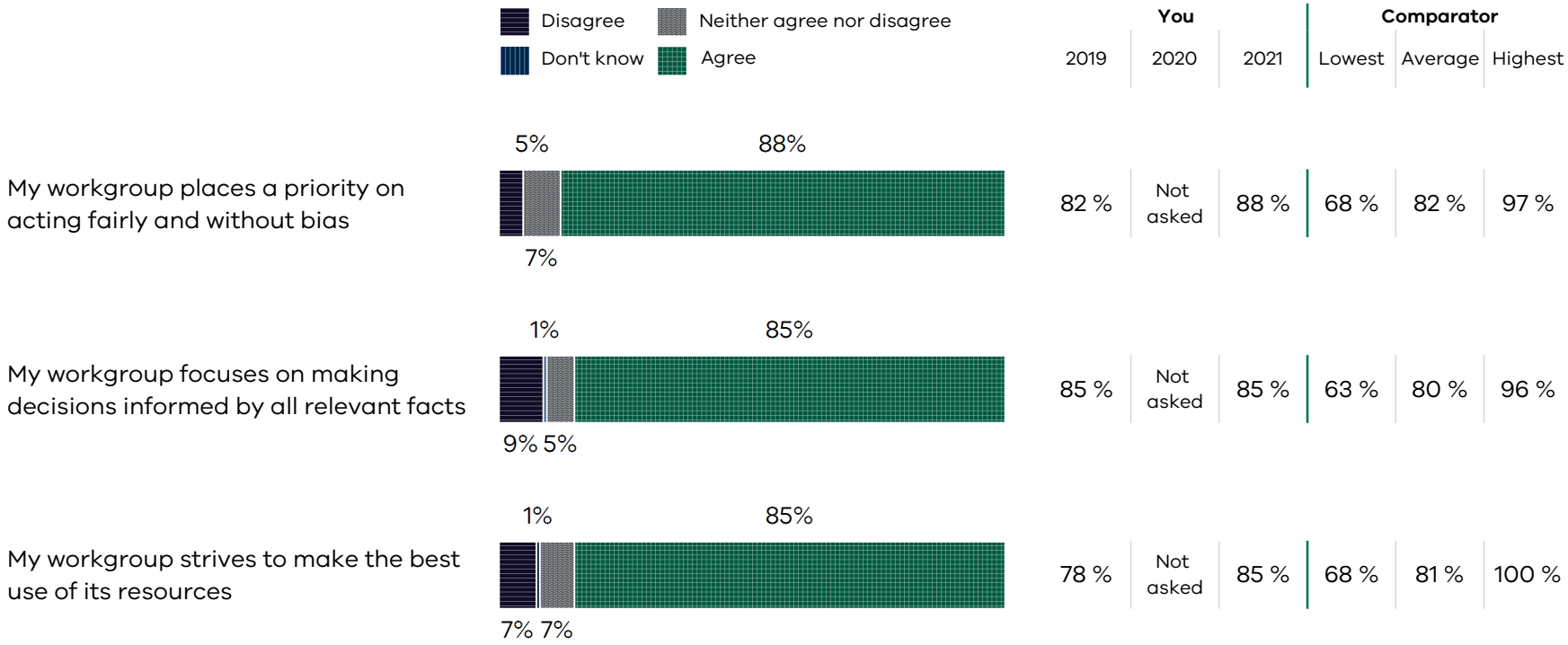
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.



Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

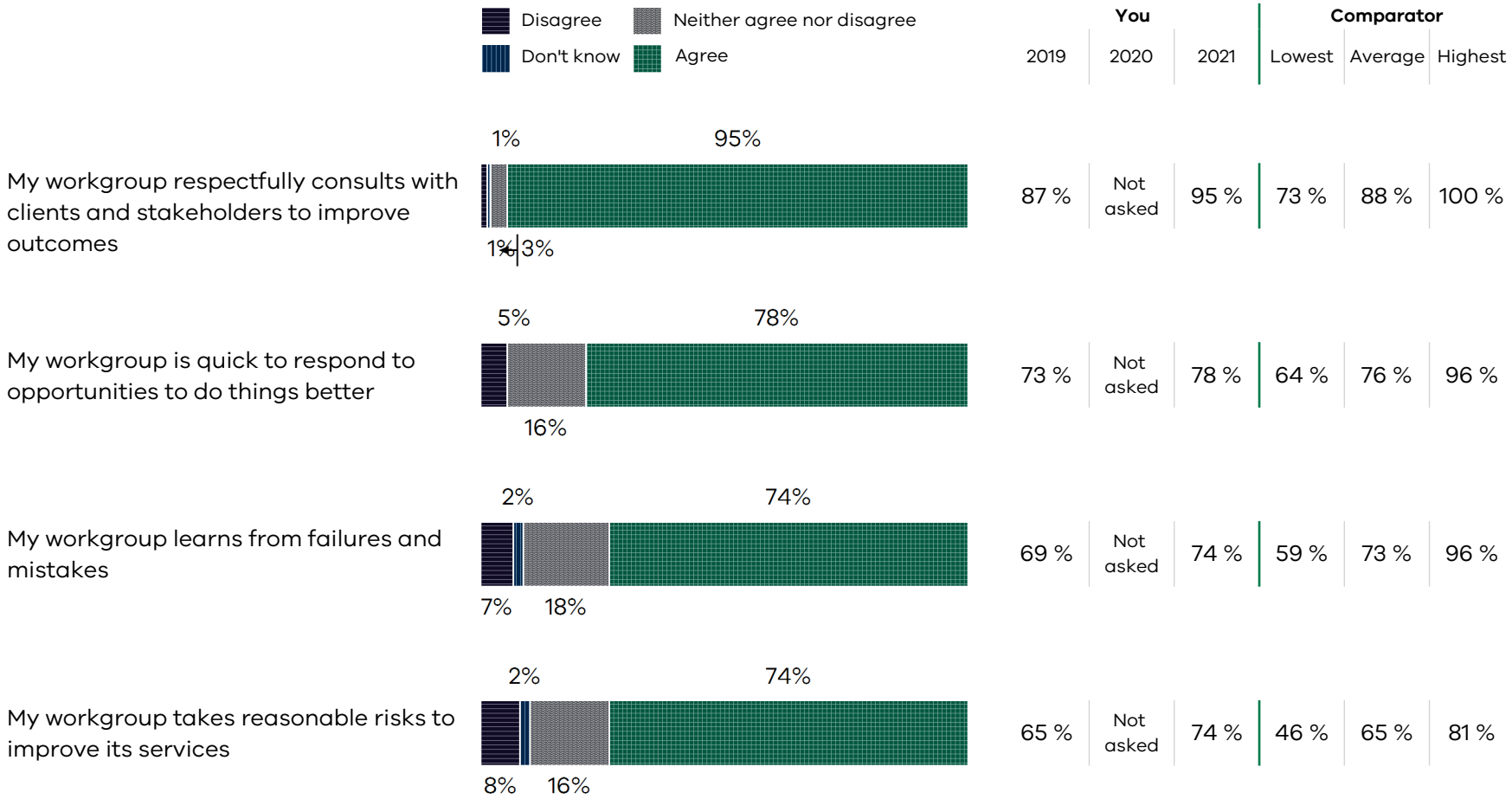
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

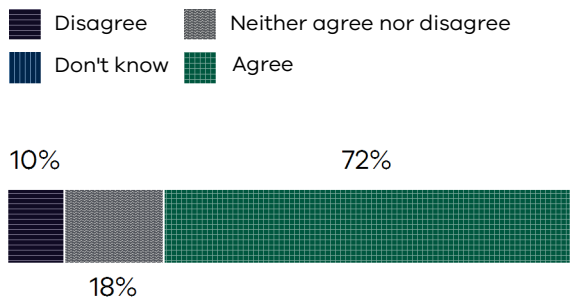
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup encourages employee creativity		65 %	Not asked	72 %	50 %	67 %	95 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

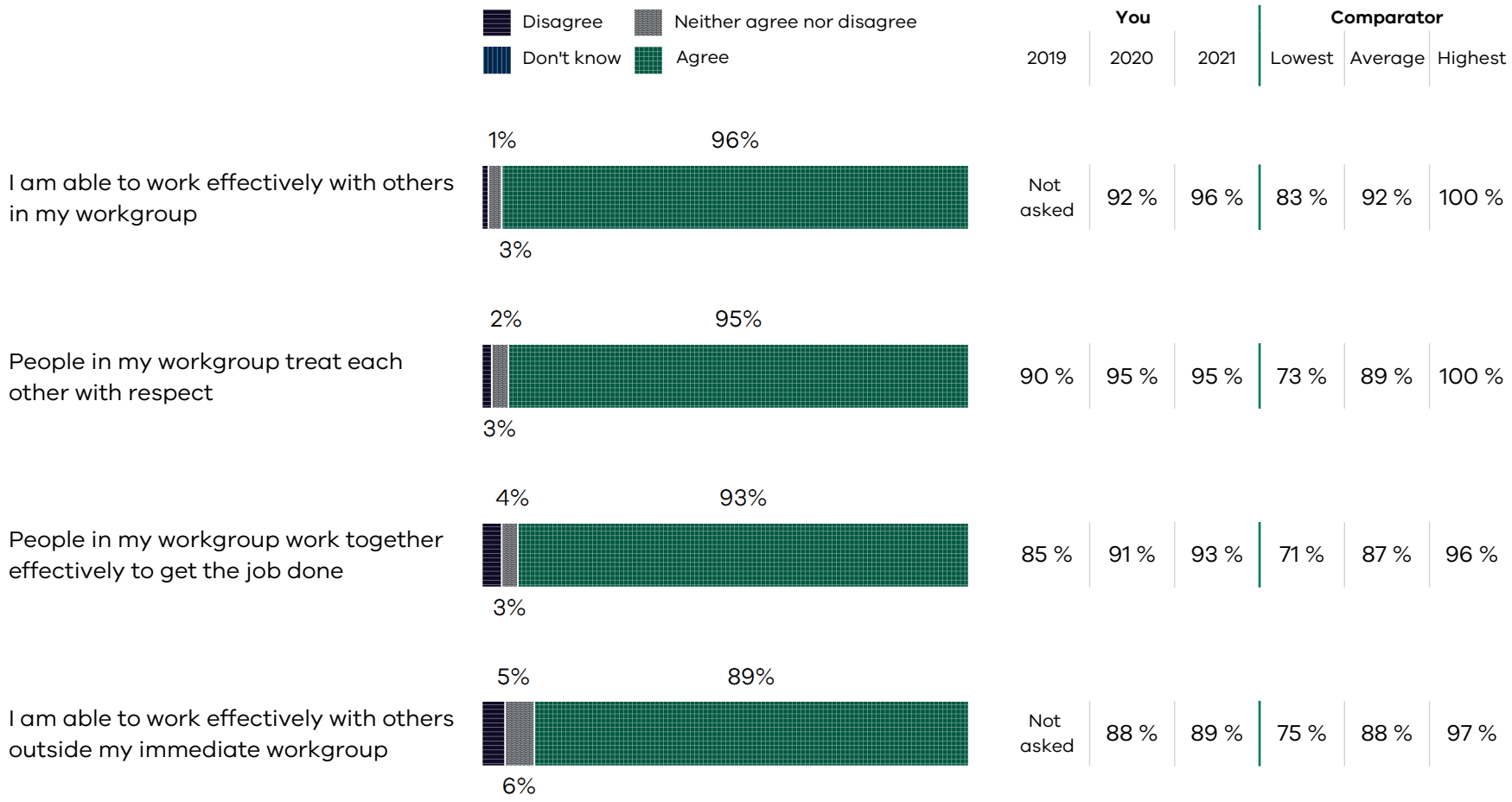
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

96% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.



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

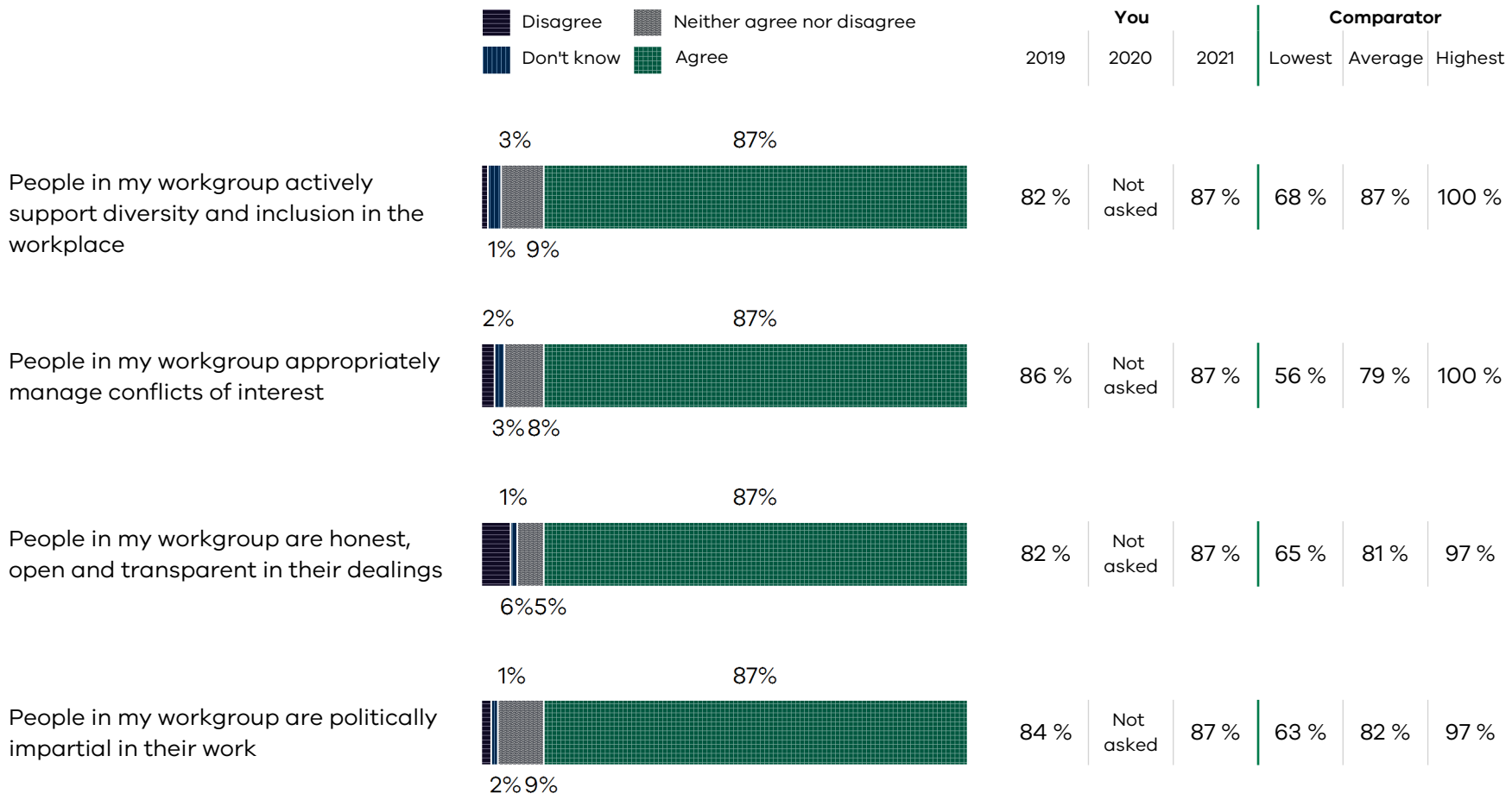
Under 'Your results', see results for each question in descending order by most agreed.

'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

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.



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

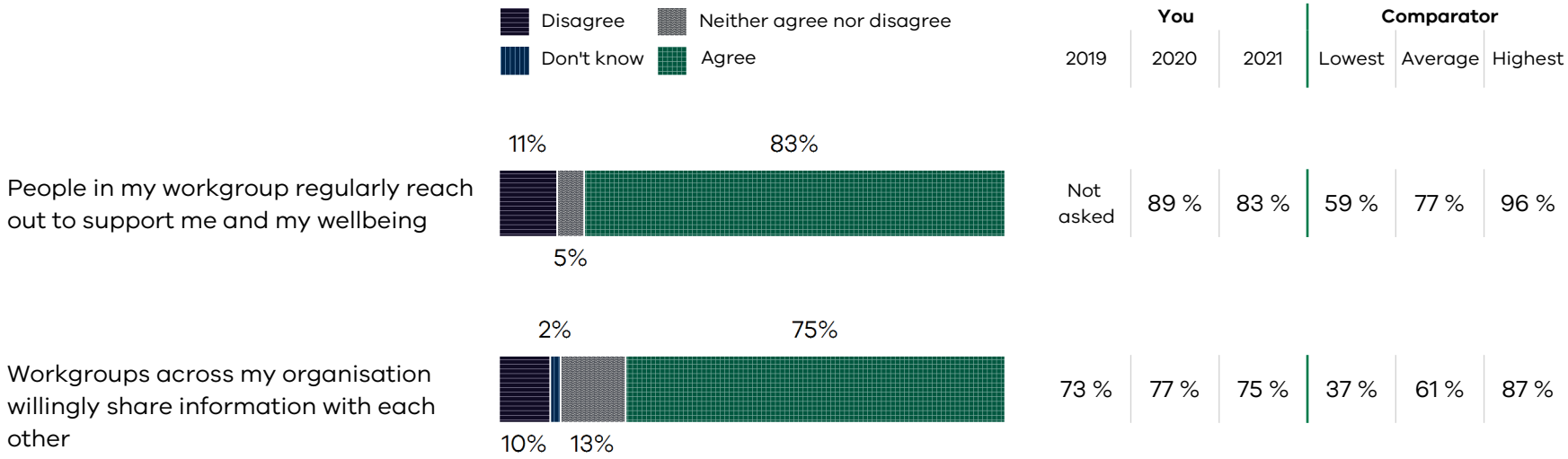
Under 'Your results', see results for each question in descending order by most agreed.

'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

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.



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- Leadership
- Human rights

Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

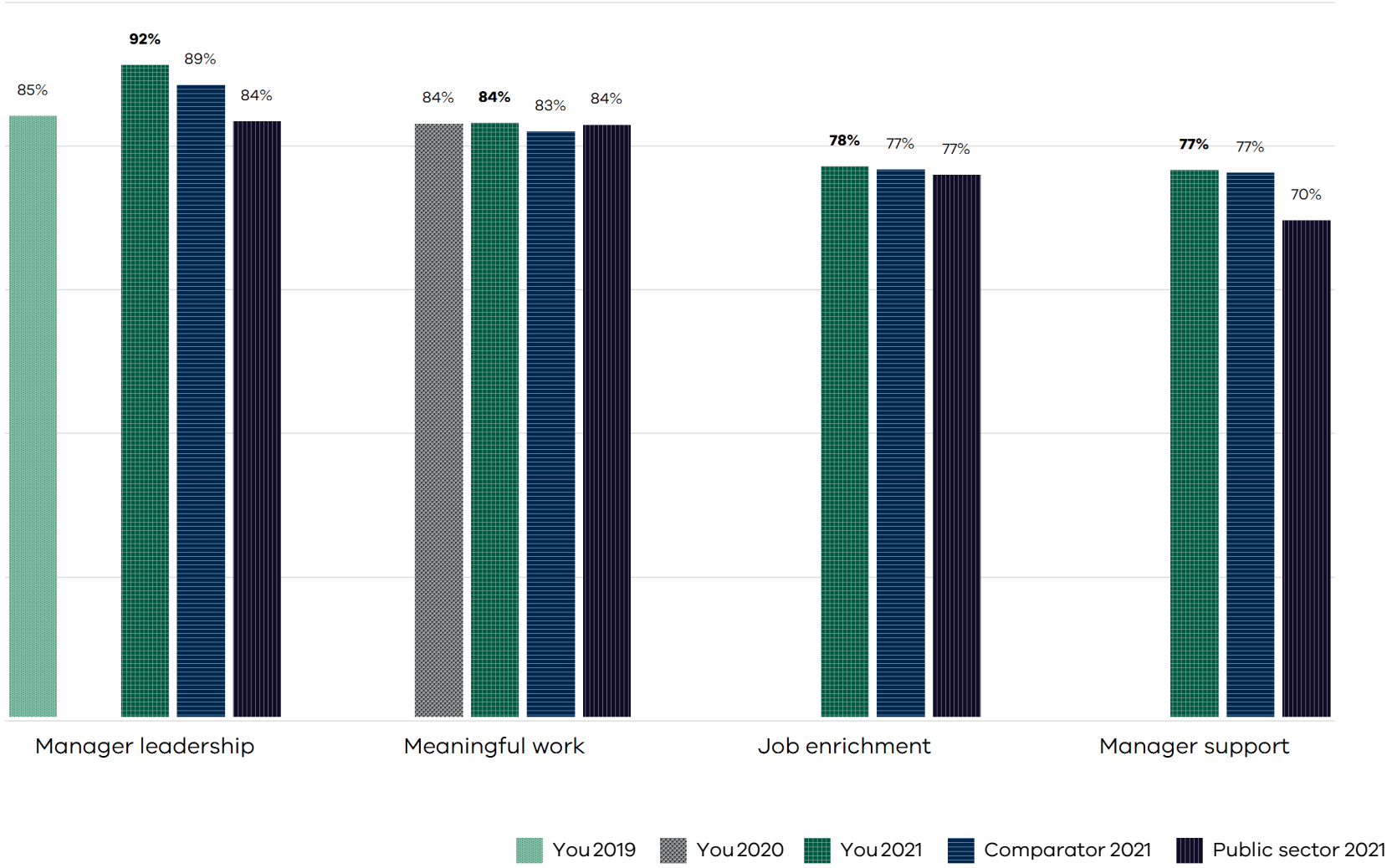
Example

In 2021:

- 92% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

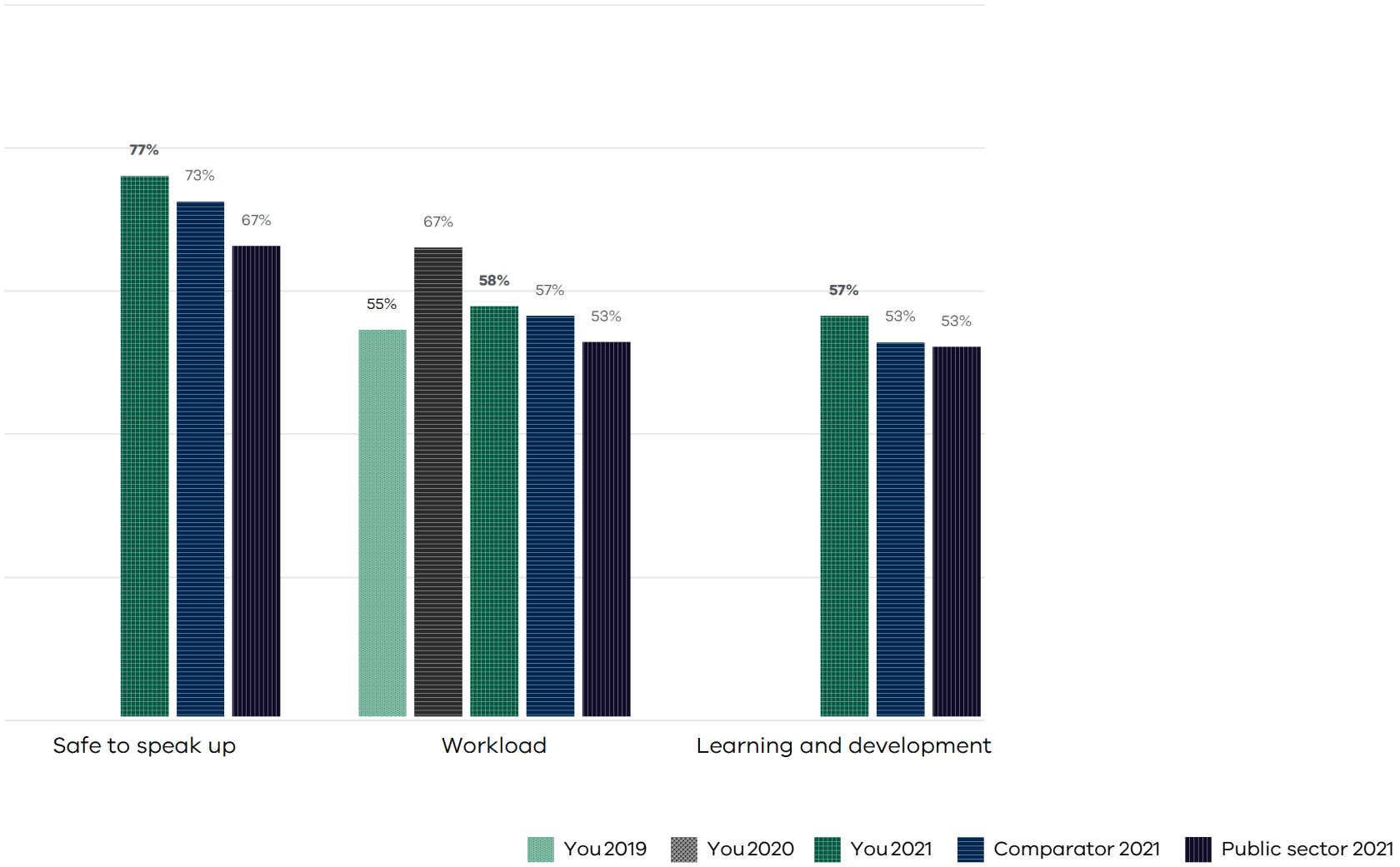
Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

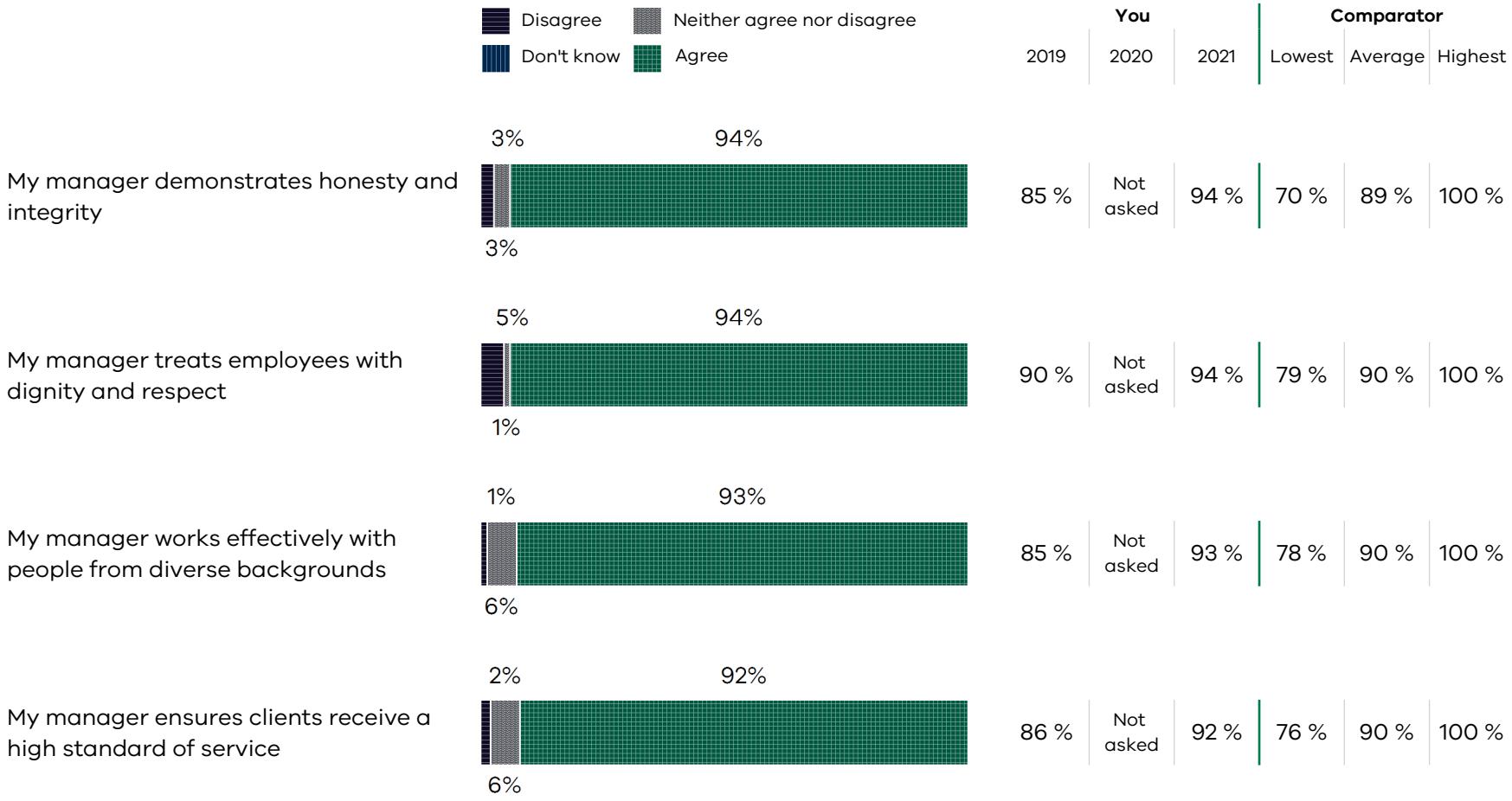
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.



Job and manager factors

Manager leadership 2 of 2

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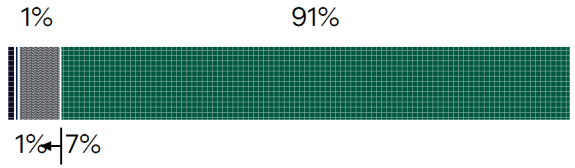
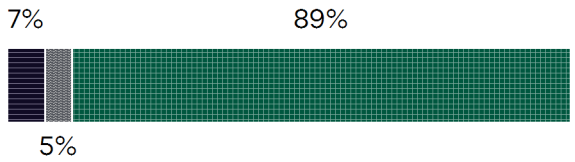
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My manager is committed to workplace safety		82 %	Not asked	91 %	77 %	89 %	100 %
My manager models my organisation's values		82 %	Not asked	89 %	67 %	86 %	100 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

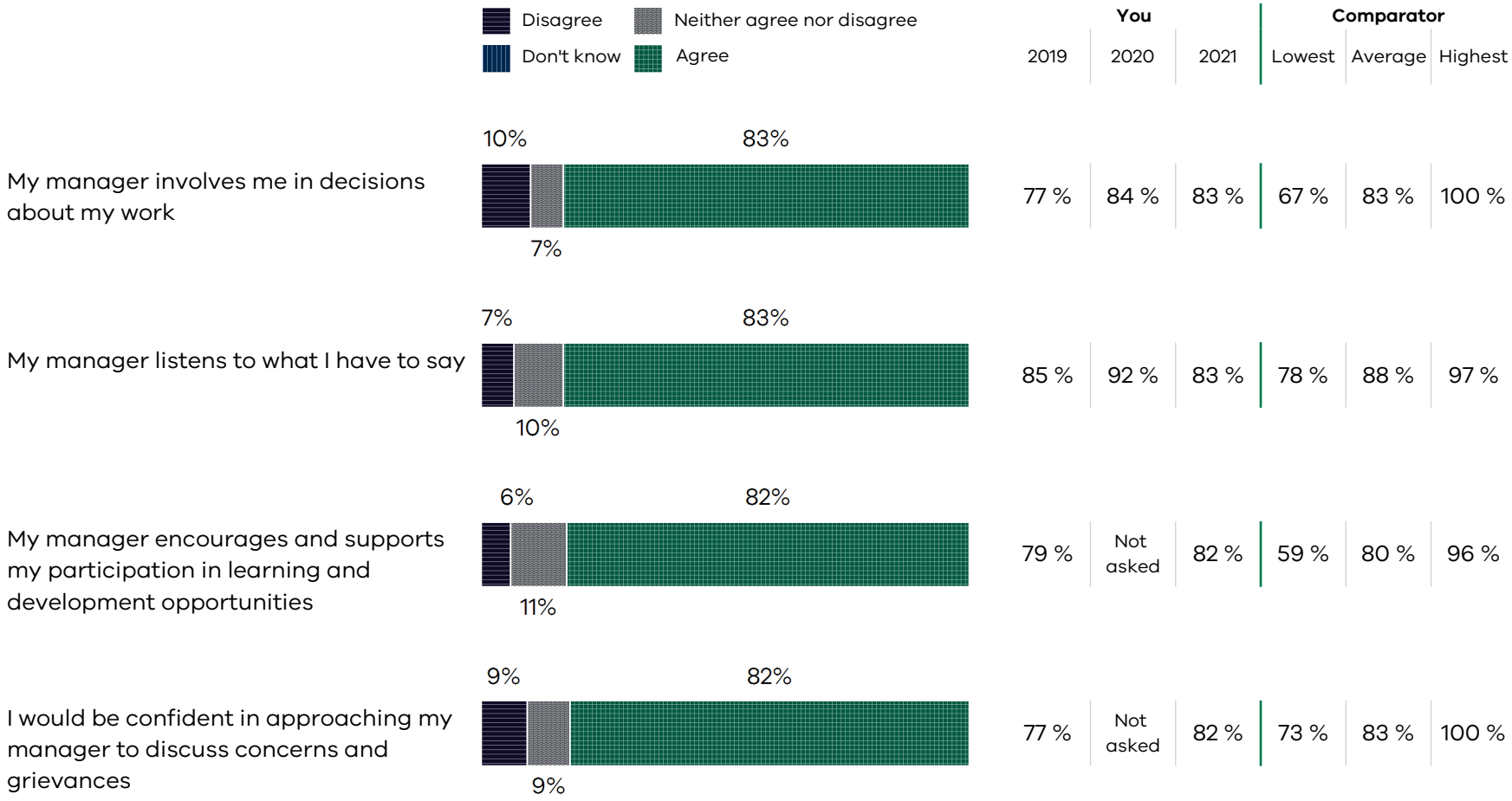
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.



Job and manager factors

Manager support 2 of 3

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Why this is important

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How to read this

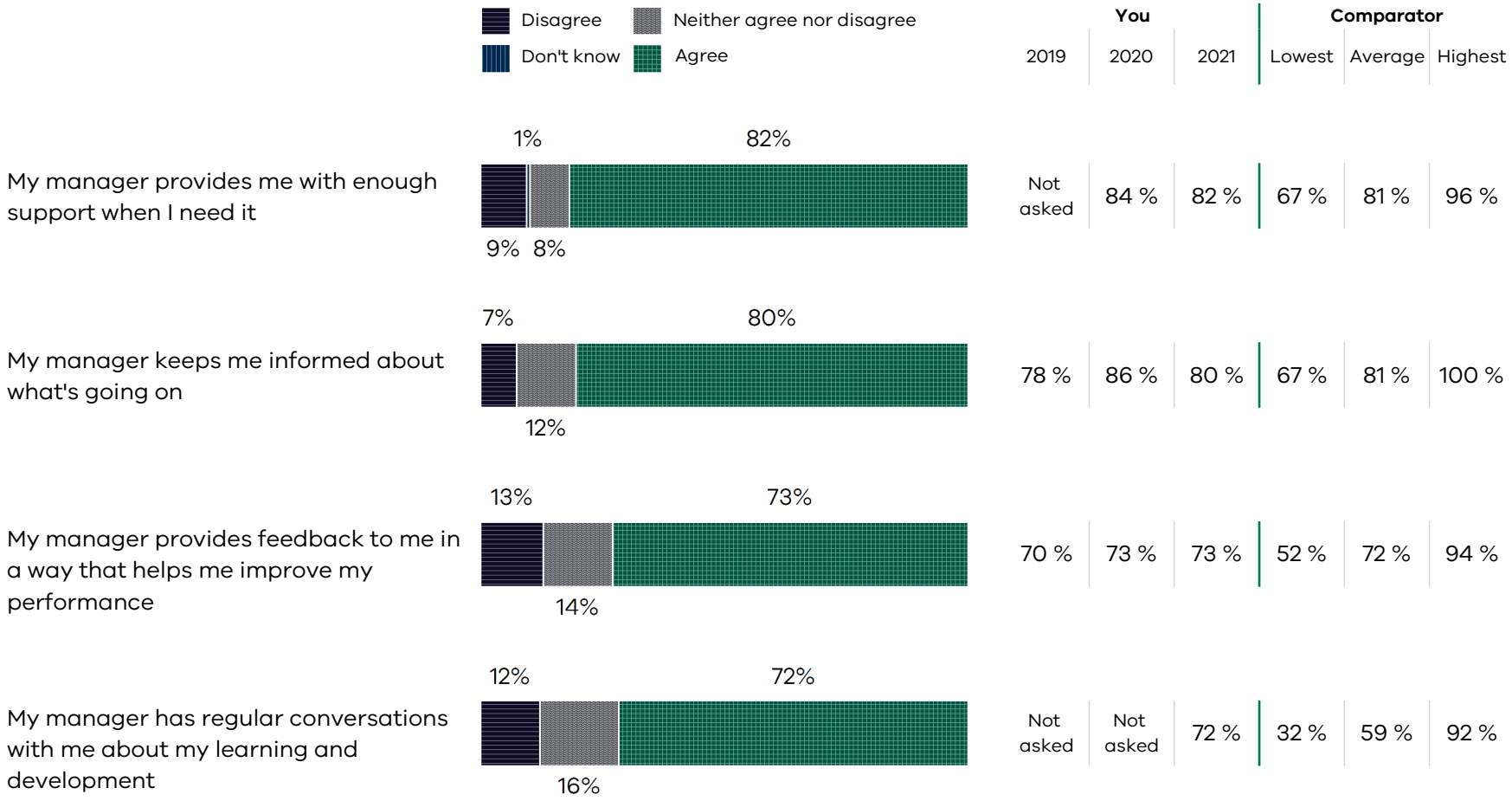
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.



Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

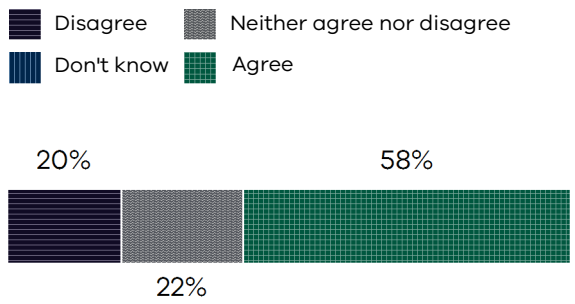
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

58% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I receive adequate recognition for my contributions and accomplishments		49 %	Not asked	58 %	46 %	64 %	90 %

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

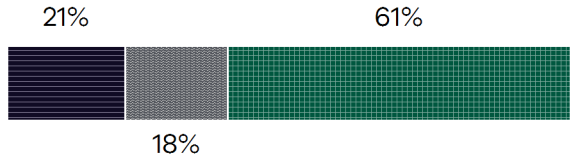
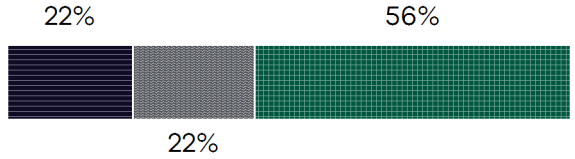
Under 'Your results', see results for each question in descending order by most agreed.

'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

61% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results	Benchmark agree results					
	Disagree / Neither agree nor disagree / Agree	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do		57 %	68 %	61 %	39 %	59 %	85 %
I have enough time to do my job effectively		54 %	65 %	56 %	42 %	55 %	89 %

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

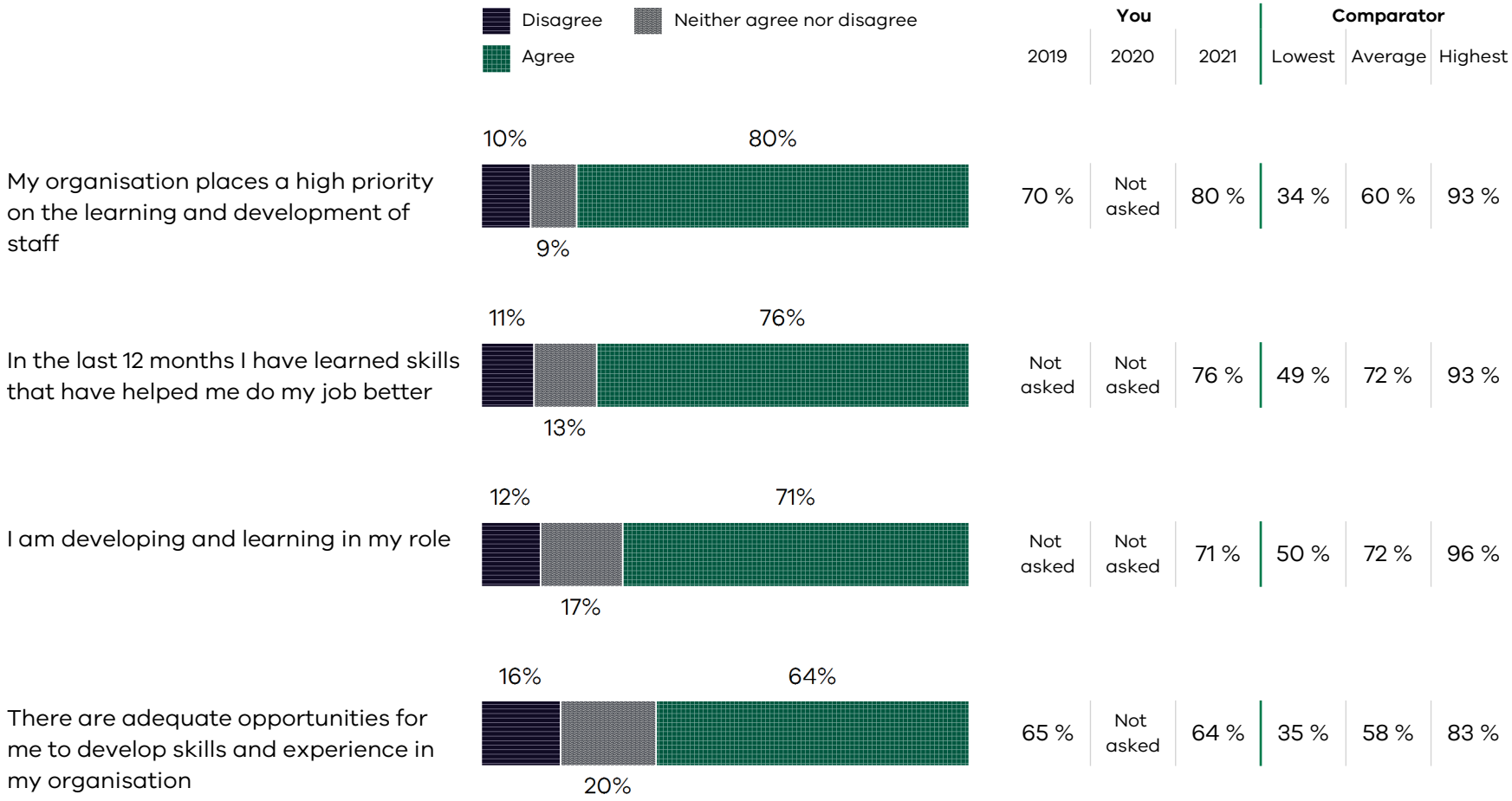
Under 'Your results', see results for each question in descending order by most agreed.

'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

80% 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'.



Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

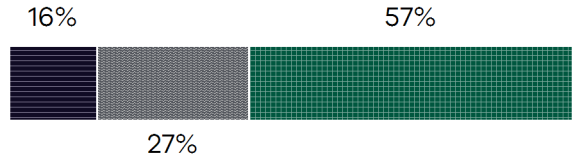
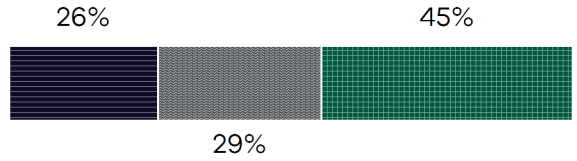
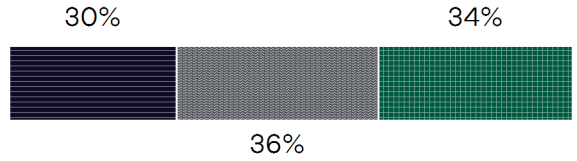
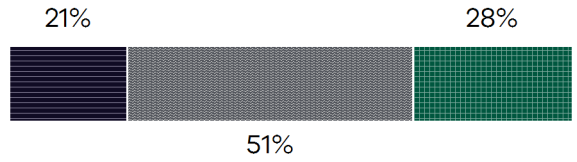
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

57% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months		Not asked	Not asked	57 %	36 %	55 %	88 %
I feel I have an equal chance at promotion in my organisation		Not asked	Not asked	45 %	20 %	44 %	78 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)		Not asked	Not asked	34 %	19 %	37 %	57 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)		Not asked	Not asked	28 %	13 %	30 %	57 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

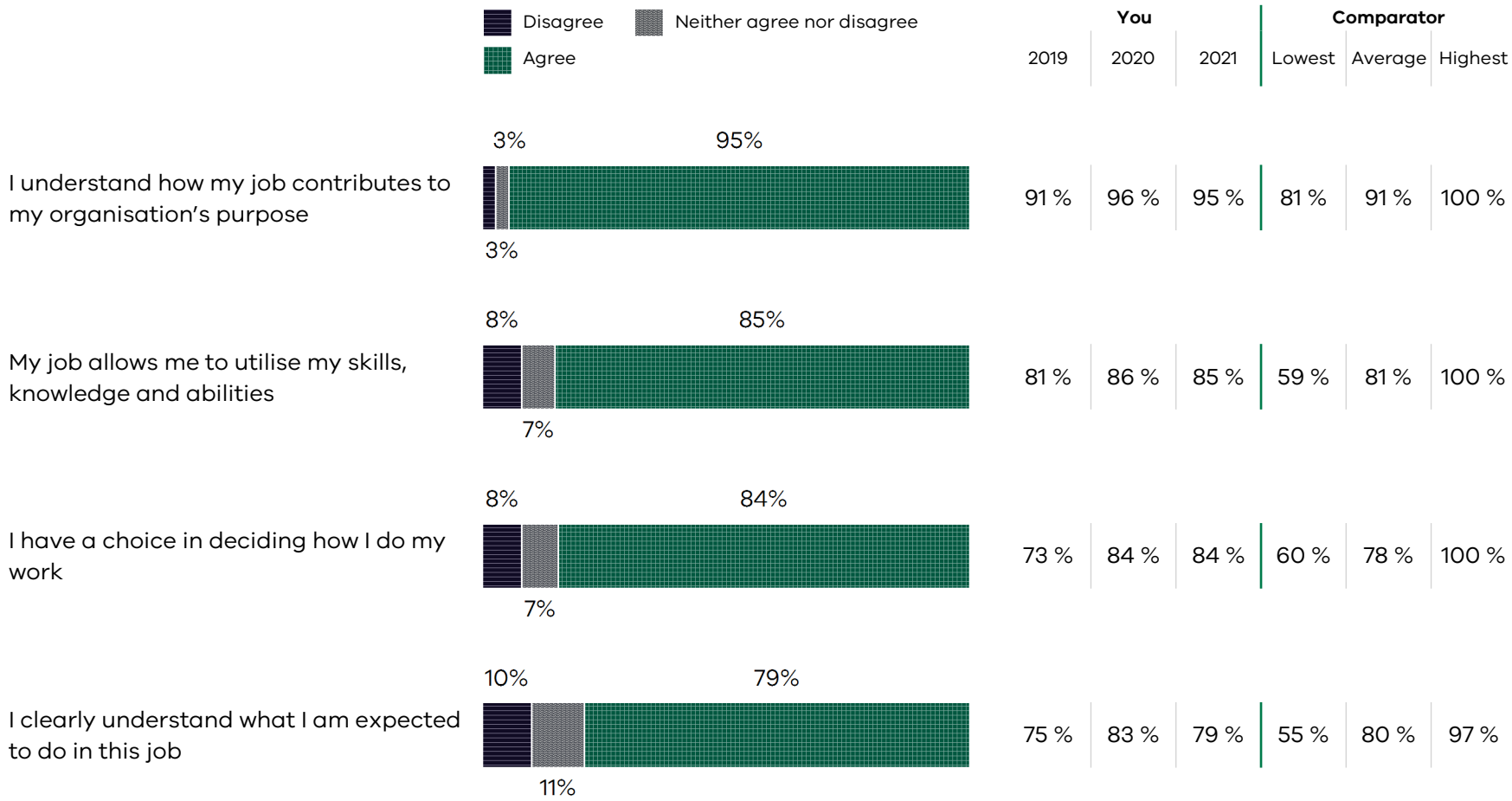
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Job and manager factors

Job enrichment 2 of 2

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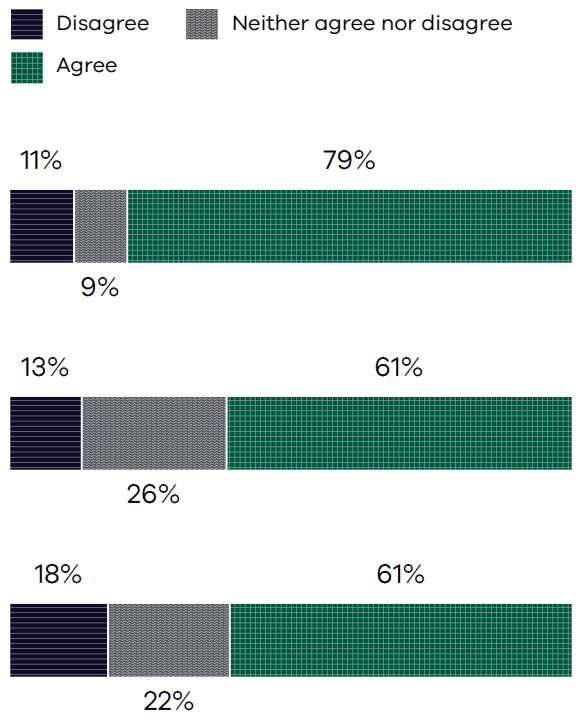
Under 'Your results', see results for each question in descending order by most agreed.

'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 have the authority to do my job effectively'.



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

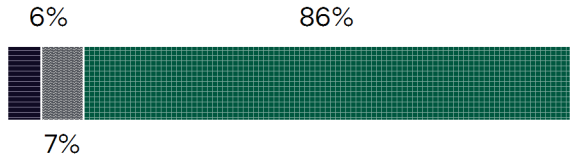
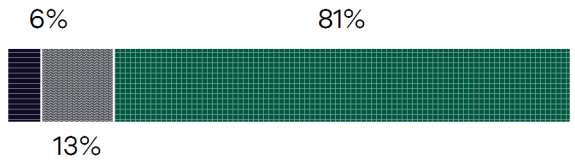
Under 'Your results', see results for each question in descending order by most agreed.

'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					
	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		Not asked	87 %	86 %	73 %	85 %	100 %
I am achieving something important through my work		Not asked	81 %	81 %	62 %	80 %	100 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

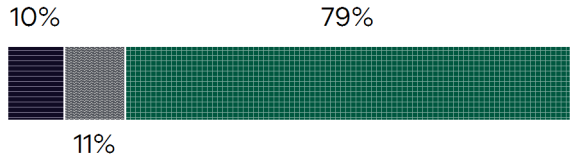
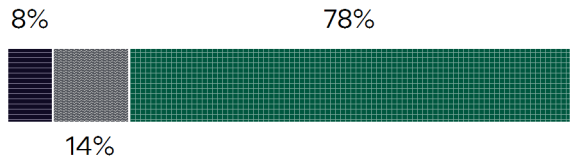
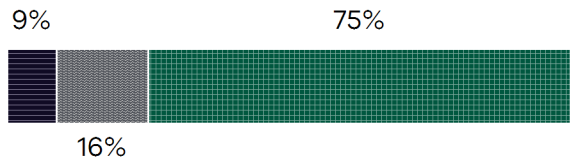
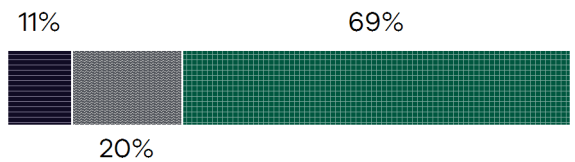
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues		Not asked	81 %	79 %	61 %	78 %	97 %
I am confident that I would be protected from reprisal for reporting improper conduct		60 %	Not asked	78 %	51 %	69 %	100 %
I feel safe to challenge inappropriate behaviour at work		Not asked	Not asked	75 %	49 %	67 %	100 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner		57 %	Not asked	69 %	38 %	62 %	94 %

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

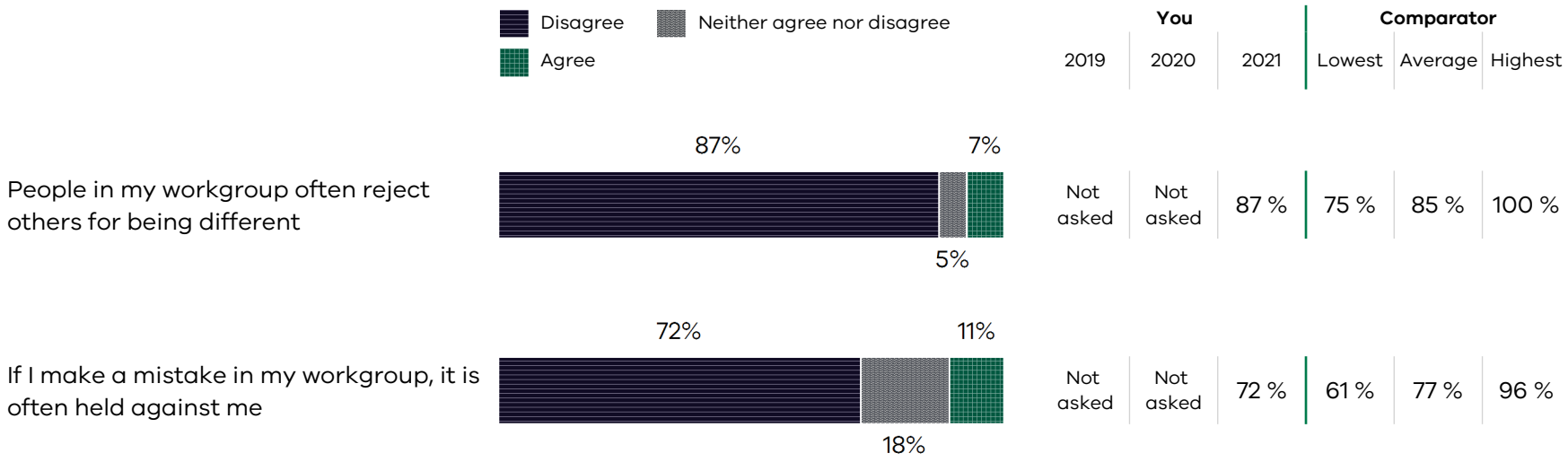
Under 'Your results', see results for each question in descending order by most disagreed.

'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

87% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.



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

37% 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	37%	40%	36%
Difficulties in separating work from other aspects of my life	25%	13%	10%
Decision making and authorisation processes	23%	29%	23%
Limited social interactions with the team	23%	15%	11%
There are no noticeable barriers	16%	16%	18%
Poor mental health or wellbeing	15%	12%	11%
Poor work-life balance	14%	12%	12%
Absence of visibility of team progress and deliverables	13%	11%	9%
Administrative processes (including leave and HR requirements)	13%	16%	19%
Communication processes	11%	16%	19%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

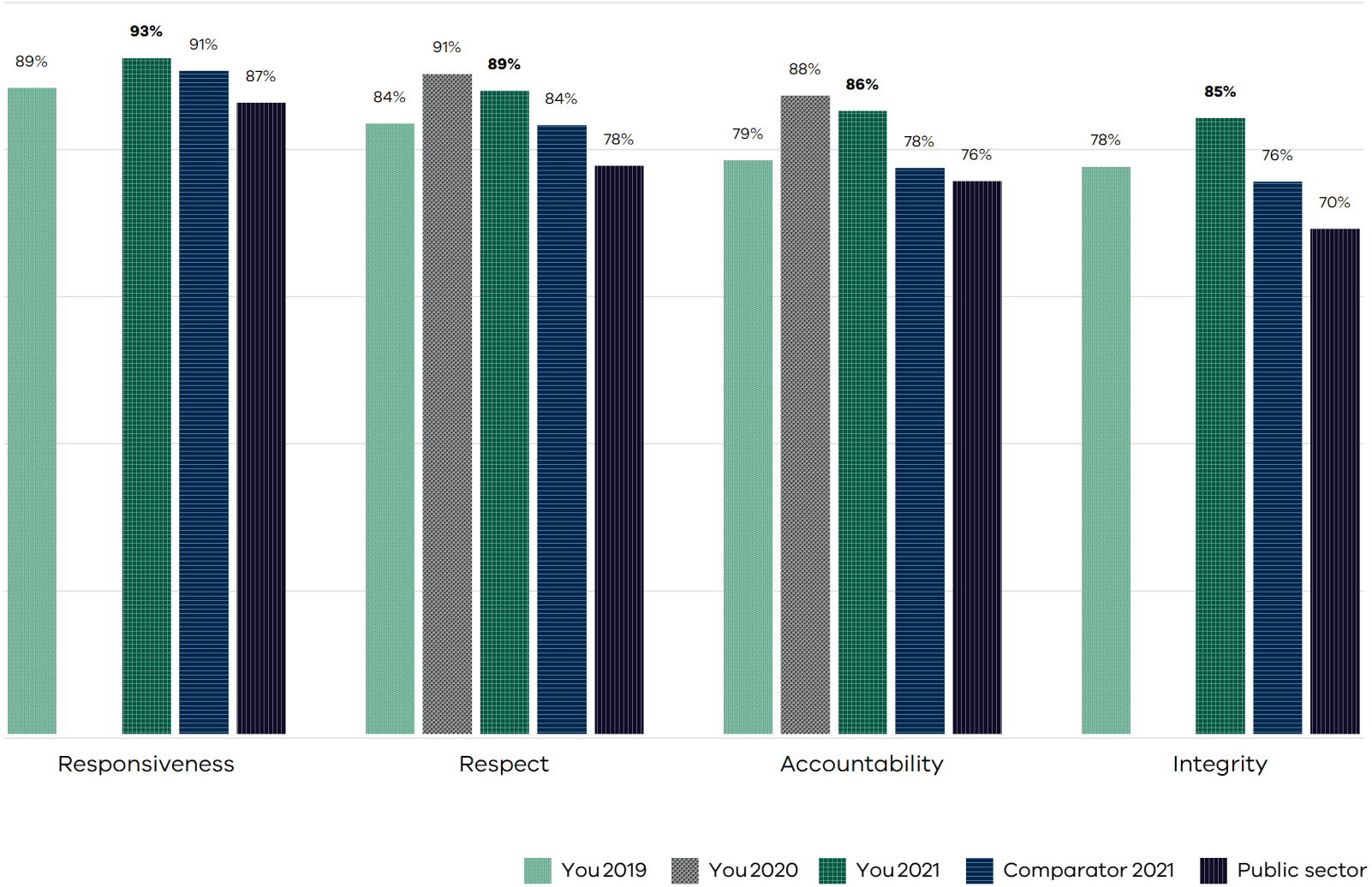
Example

In 2021:

- 93% of your staff who did the survey responded positively to questions about Responsiveness , which is up 4% in 2019.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

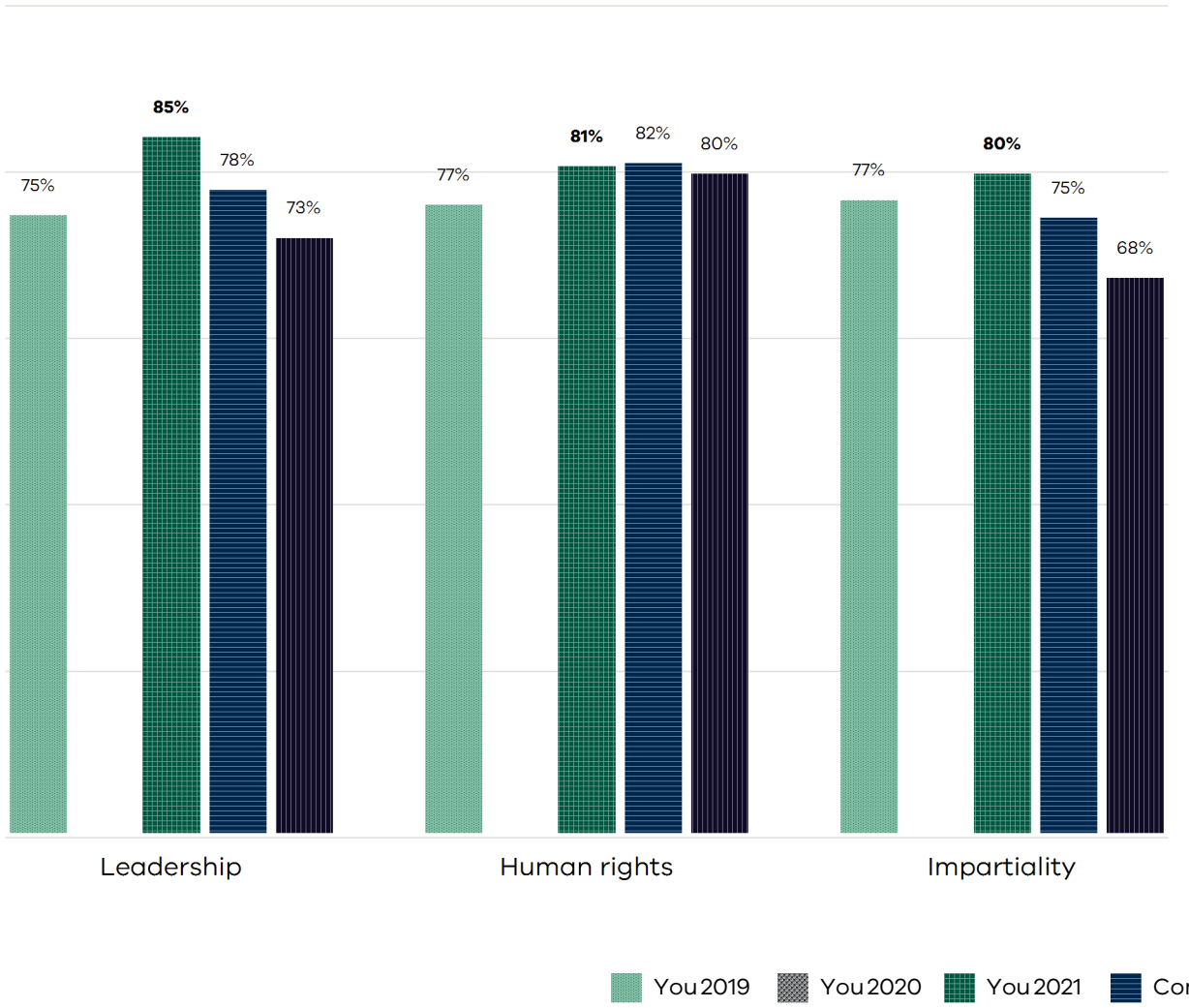
Example

In 2021:

- 85% of your staff who did the survey responded positively to questions about Leadership , which is up 9% in 2019.

Compared to:

- 78% of staff at your comparator and 73% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

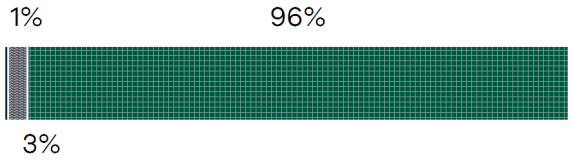
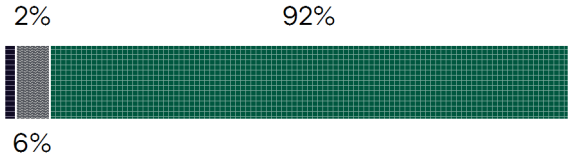
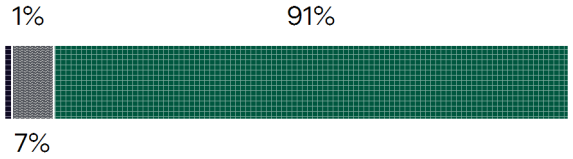
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

96% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup strives to provide high quality advice and services		89 %	Not asked	96 %	78 %	92 %	100 %
My manager ensures clients receive a high standard of service		86 %	Not asked	92 %	76 %	90 %	100 %
My workgroup strives to deliver services in a timely manner		92 %	Not asked	91 %	70 %	91 %	100 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

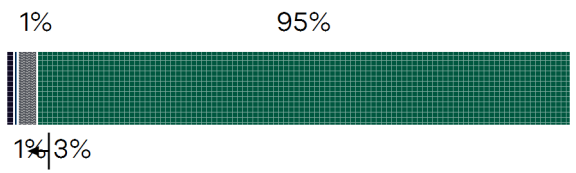
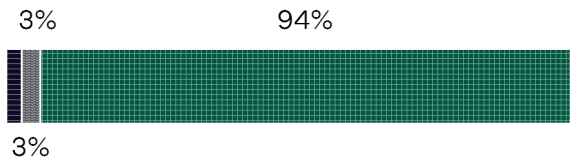
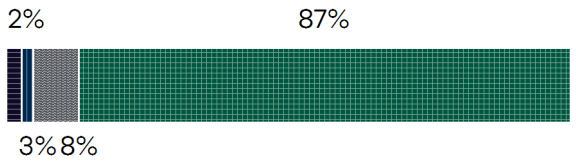
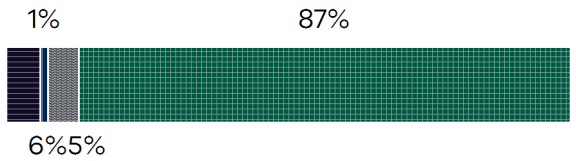
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust		90 %	Not asked	95 %	48 %	83 %	100 %
My manager demonstrates honesty and integrity		85 %	Not asked	94 %	70 %	89 %	100 %
People in my workgroup appropriately manage conflicts of interest		86 %	Not asked	87 %	56 %	79 %	100 %
People in my workgroup are honest, open and transparent in their dealings		82 %	Not asked	87 %	65 %	81 %	97 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

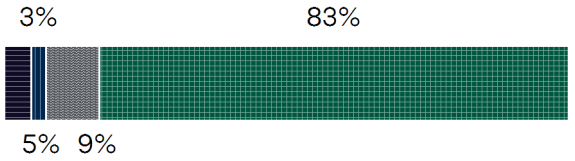
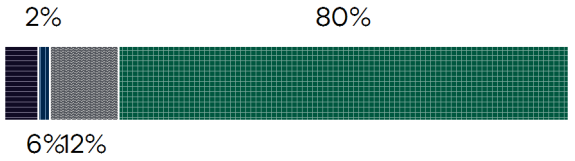
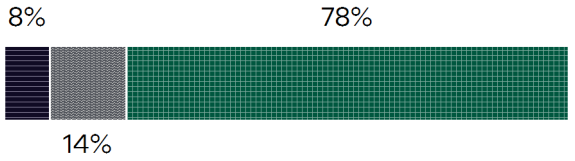
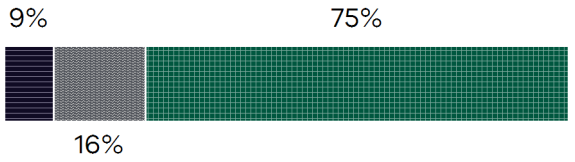
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

83% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct		71 %	Not asked	83 %	40 %	70 %	100 %
Senior leaders demonstrate honesty and integrity		74 %	Not asked	80 %	44 %	72 %	100 %
I am confident that I would be protected from reprisal for reporting improper conduct		60 %	Not asked	78 %	51 %	69 %	100 %
I feel safe to challenge inappropriate behaviour at work		Not asked	Not asked	75 %	49 %	67 %	100 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My workgroup places a priority on acting fairly and without bias	5% 88% 7%	82 %	Not asked	88 %	68 %	82 %	97 %
People in my workgroup are politically impartial in their work	1% 87% 2% 9%	84 %	Not asked	87 %	63 %	82 %	100 %
My workgroup focuses on making decisions informed by all relevant facts	1% 85% 9% 5%	85 %	Not asked	85 %	63 %	80 %	96 %
My organisation makes fair recruitment and promotion decisions, based on merit	5% 61% 9% 24%	57 %	Not asked	61 %	27 %	57 %	94 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

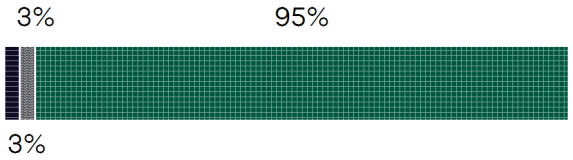
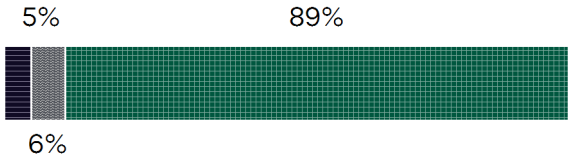
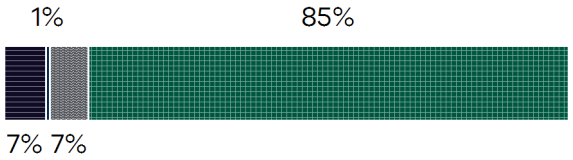
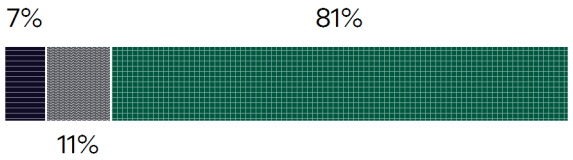
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose		91 %	96 %	95 %	81 %	91 %	100 %
My workgroup has clear lines of responsibility		79 %	Not asked	89 %	65 %	77 %	94 %
My workgroup strives to make the best use of its resources		78 %	Not asked	85 %	68 %	81 %	100 %
Senior leaders provide clear strategy and direction		72 %	84 %	81 %	29 %	61 %	100 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

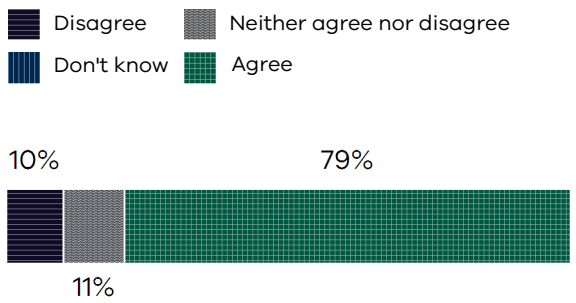
Under 'Your results', see results for each question in descending order by most agreed.

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

Survey question	Your results	Benchmark agree results					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I clearly understand what I am expected to do in this job		75 %	83 %	79 %	55 %	80 %	100 %

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

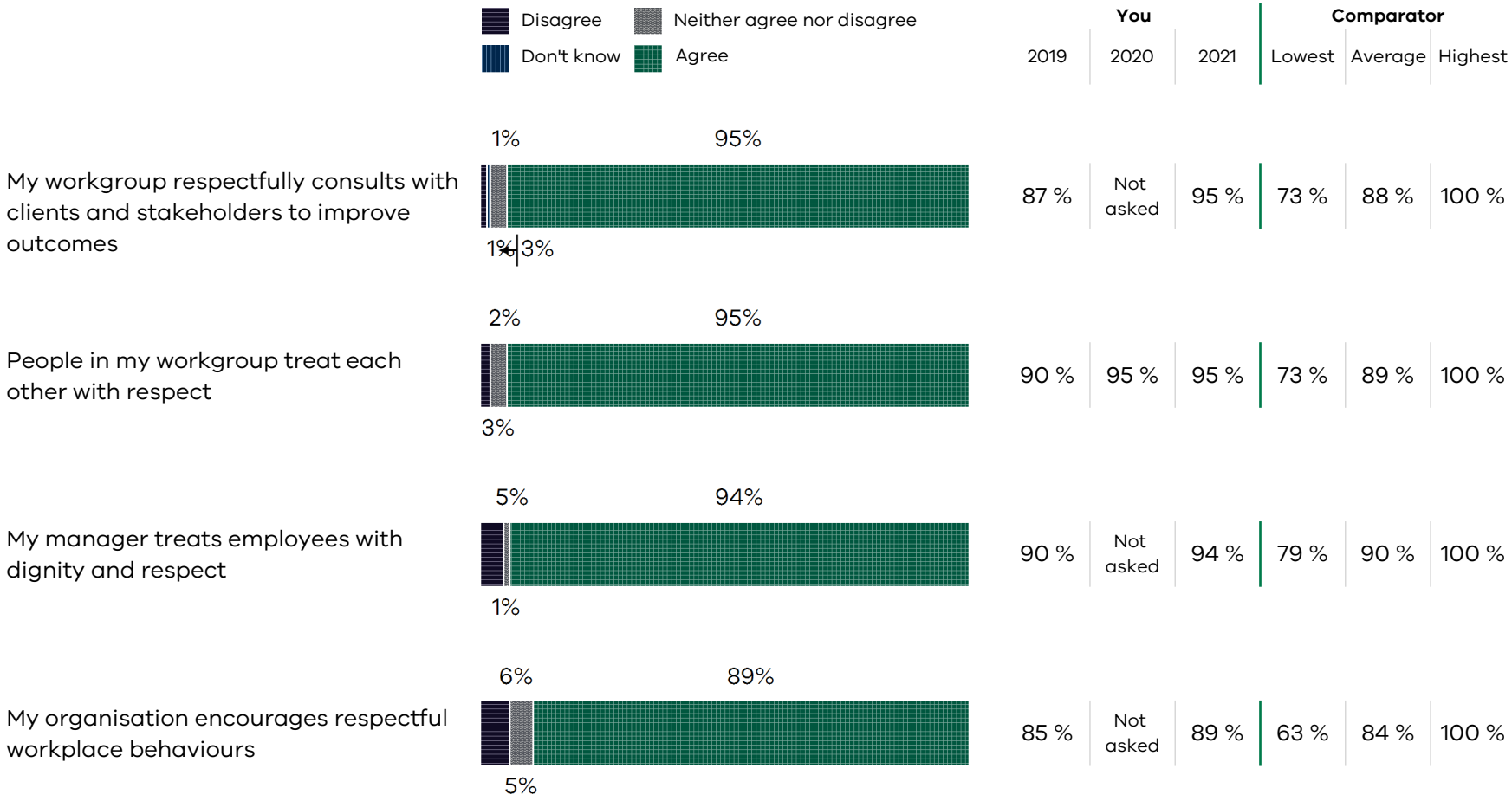
Under 'Your results', see results for each question in descending order by most agreed.

'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

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



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

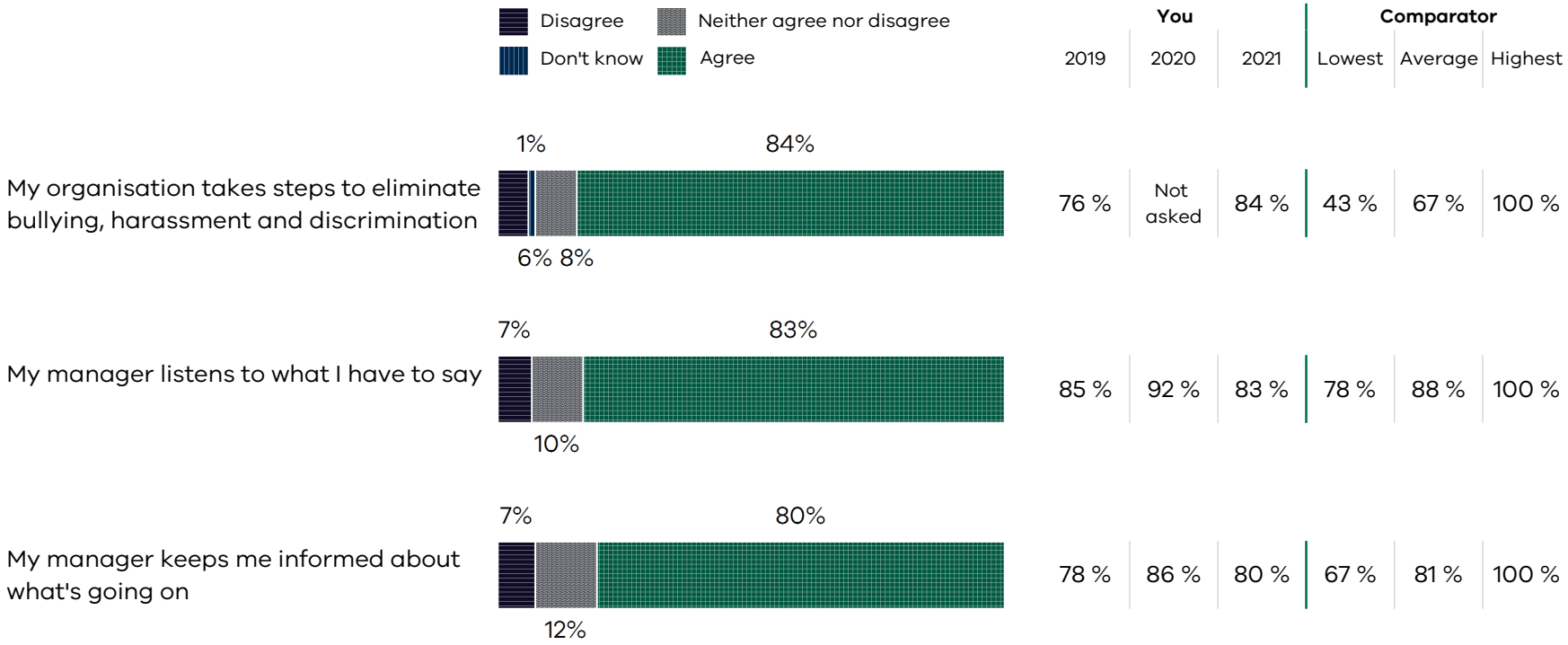
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.



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

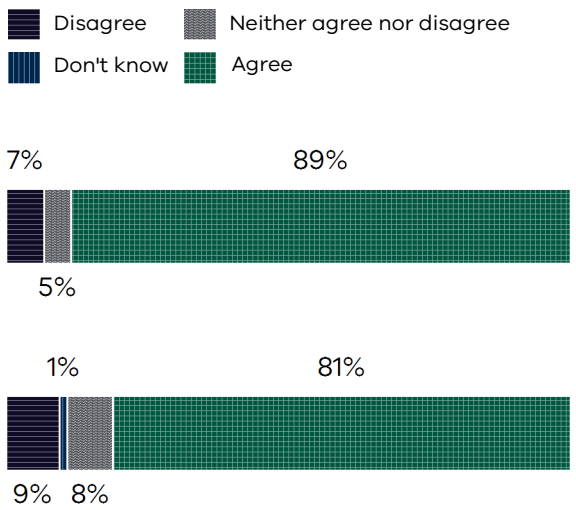
Under 'Your results', see results for each question in descending order by most agreed.

'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

89% 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					
		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values		82 %	Not asked	89 %	67 %	86 %	100 %
Senior leaders model my organisation's values		69 %	Not asked	81 %	48 %	71 %	100 %

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

89% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	You			Comparator		
	Disagree, Neither agree nor disagree, Don't know, Agree	2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% 89% 2% 8%	81 %	Not asked	89 %	59 %	82 %	100 %
My workgroup values human rights	3% 89% 8%	83 %	Not asked	89 %	75 %	88 %	100 %
My organisation respects the human rights of employees	1% 86% 2% 10%	79 %	Not asked	86 %	63 %	83 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	13% 61% 26%	63 %	Not asked	61 %	54 %	73 %	100 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	**63**	43%
35-54 years	**64**	43%
55+ years	**5**	3%
Prefer not to say	**16**	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**1**	1%
No	**141**	95%
Prefer not to say	**6**	4%

Highest level of formal education	(n)	%
Doctoral Degree level	**7**	5%
Master Degree level	**38**	26%
Graduate Diploma or Graduate Certificate level	**26**	18%
Bachelor Degree level incl. honours degrees	**63**	43%
Advanced Diploma or Diploma level	**3**	2%
Certificate III or IV level	**2**	1%
Prefer not to say	**9**	6%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2021 survey.

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**141**	95%
Prefer not to say	**7**	5%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	**10**	7%
No	**129**	87%
Prefer not to say	**9**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**5**	50%
No	**4**	40%
Prefer not to say	**1**	10%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	**2**	50%
I feel that sharing my disability information will reflect negatively on me	**1**	25%
I do not require any adjustments to be made to perform my role	**1**	25%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

How would you describe your gender?	(n)	%
Woman	**71**	48%
Man	**61**	41%
Prefer not to say	**15**	10%
Non-binary and I use a different term	**1**	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	**1**	1%
No	**138**	93%
Prefer not to say	**9**	6%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	**132**	89%
Don't know	**8**	5%
Prefer not to say	**8**	5%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	**119**	80%
Prefer not to say	**17**	11%
Bisexual	**4**	3%
Gay or lesbian	**3**	2%
Asexual	**2**	1%
Pansexual	**1**	1%
I use a different term	**1**	1%
Don't know	**1**	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**85**	57%
Not born in Australia	**46**	31%
Prefer not to say	**17**	11%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	**1**	2%
More than 20 years ago	**10**	22%
2 to less than 5 years ago	**6**	13%
5 to less than 10 years ago	**18**	39%
10 to less than 20 years ago	**11**	24%

Language other than English spoken with family or community	(n)	%
Yes	**50**	34%
No	**81**	55%
Prefer not to say	**17**	11%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Mandarin	**15**	30%
Other	**12**	24%
Cantonese	**7**	14%
Hindi	**4**	8%
Sinhalese	**3**	6%
Urdu	**3**	6%
Vietnamese	**3**	6%
Italian	**2**	4%
Punjabi	**2**	4%
Spanish	**2**	4%
Arabic	**1**	2%
Greek	**1**	2%
Indonesian	**1**	2%
Korean	**1**	2%
Tamil	**1**	2%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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- don't release results when fewer than 10 people in a demographic group have responded to the survey
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Cultural identity	(n)	%
Australian	**78**	53%
East and/or South-East Asian	**31**	21%
Prefer not to say	**19**	13%
English, Irish, Scottish and/or Welsh	**15**	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**14**	9%
South Asian	**9**	6%
African (including Central, West, Southern and East African)	**5**	3%
North American	**3**	2%
Middle Eastern and/or North African	**2**	1%
Other	**1**	1%
Central Asian	**1**	1%

Religion	(n)	%
No religion	**67**	45%
Christianity	**36**	24%
Prefer not to say	**23**	16%
Buddhism	**8**	5%
Hinduism	**5**	3%
Islam	**4**	3%
Other	**4**	3%
Judaism	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Working arrangement	(n)	%
Full-Time	**129**	87%
Part-Time	**19**	13%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**6**	4%
$65k to $95k	**46**	32%
$95k to $125k	**42**	29%
$125k or more	**34**	23%
Prefer not to say	**17**	12%

Organisational tenure	(n)	%
<1 year	**20**	14%
1 to less than 2 years	**27**	18%
2 to less than 5 years	**51**	34%
5 to less than 10 years	**26**	18%
10 to less than 20 years	**21**	14%
More than 20 years	**3**	2%

Management responsibility	(n)	%
Non-manager	**90**	61%
Other manager	**37**	25%
Manager of other manager(s)	**21**	14%

Employment type	(n)	%
Ongoing and executive	**129**	87%
Fixed term	**16**	11%
Other	**3**	2%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**107**	72%
I have moved to a different role within my organisation (including acting roles)	**35**	24%
I have moved to my role from outside the Victorian public sector	**5**	3%
I have moved to my role from a different Victorian public sector organisation	**1**	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**109**	74%
Melbourne CBD	**31**	21%
Geelong	**3**	2%
Other city or town	**2**	1%
Outside Victoria	**2**	1%
Ballarat	**1**	1%

Primary workplace type over the past 3 months*	(n)	%
Home/private location	**146**	99%
A main office	**2**	1%

Other workplace type over the past 3 months*	(n)	%
A main office	**87**	59%
No, I have not worked from any other locations	**42**	28%
Home/private location	**35**	24%
Other	**5**	3%
A hub/shared work space	**3**	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**105**	71%
Flexible working arrangements	**29**	20%
Physical modifications or improvements to the workplace	**20**	14%

Why did you make this request?*	(n)	%
Caring responsibilities	**13**	30%
Family responsibilities	**13**	30%
Work-life balance	**13**	30%
Health	**12**	28%
Study commitments	**5**	12%
Other	**5**	12%
Disability	**3**	7%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**41**	95%
The adjustments I needed were made but the process was unsatisfactory	**1**	2%
The adjustments I needed were not made	**1**	2%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Caring responsibility	(n)	%
None of the above	**66**	45%
Primary school aged child(ren)	**40**	27%
Child(ren) - younger than preschool age	**16**	11%
Secondary school aged child(ren)	**16**	11%
Frail or aged person(s)	**12**	8%
Preschool aged child(ren)	**10**	7%
Person(s) with a mental illness	**9**	6%
Prefer not to say	**8**	5%
Other	**7**	5%
Person(s) with disability	**6**	4%
Person(s) with a medical condition	**5**	3%

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