People matter survey 2021

Have your say

Albury Wodonga Health
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 40% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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- Responsiveness
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- 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
- Categories
- Primary role

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bairnsdale Regional Health Service

Ballarat Health Services

Barwon Health

Central Gippsland Health Service

Echuca Regional Health

Goulburn Valley Health Services

Latrobe Regional Hospital

Mildura Base Public Hospital

Northeast Health Wangaratta

South West Healthcare

Swan Hill District Health

West Gippsland Healthcare Group

Western District Health Service

Wimmera Health Care Group

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
18%	**14%**
(428)	**(336)**

Comparator	52%		Comparator	30%
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		2021	
60		**57**	
Comparator	67	Comparator	67
Public Sector	68	Public Sector	70

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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 57.

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.
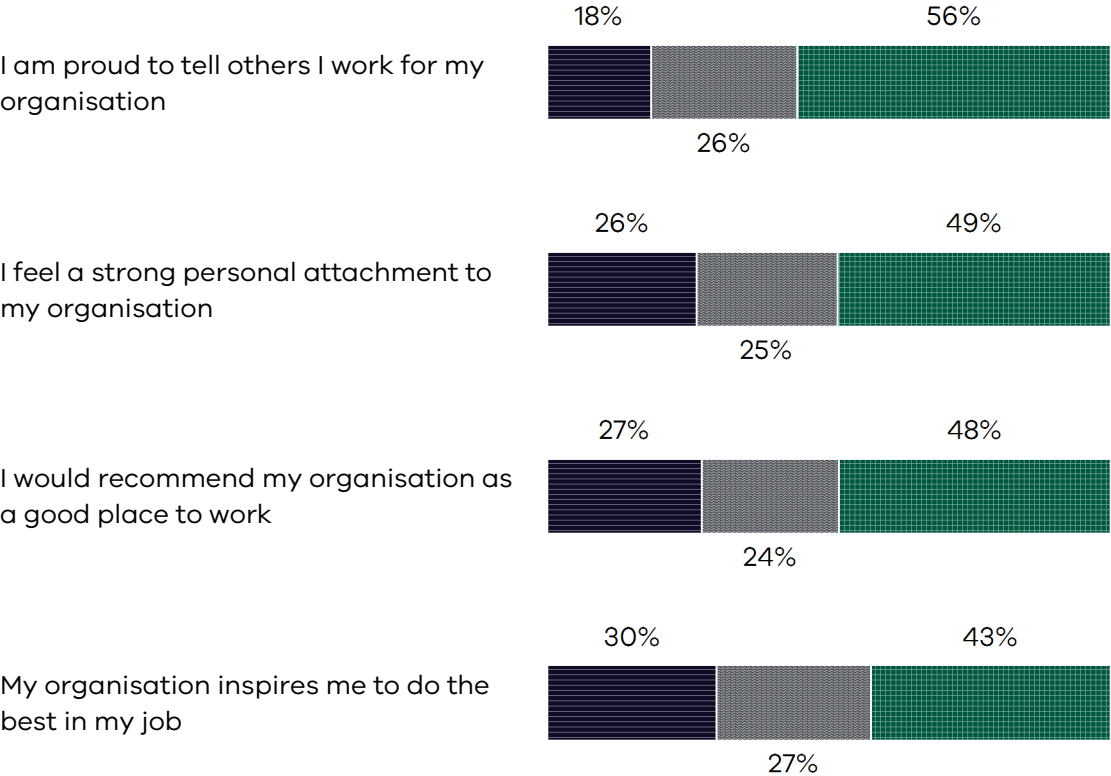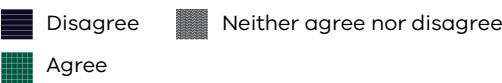
Example

56% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results			Benchmark agree results					
				You			**Comparator**		
	Disagree	Neither agree nor disagree	Agree	2019	2020	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation	18%	26%	56%	65 %	59 %	56 %	66 %	75 %	80 %
I feel a strong personal attachment to my organisation	26%	25%	49%	55 %	57 %	49 %	57 %	63 %	68 %
I would recommend my organisation as a good place to work	27%	24%	48%	64 %	54 %	48 %	60 %	69 %	73 %
My organisation inspires me to do the best in my job	30%	27%	43%	57 %	43 %	43 %	48 %	60 %	67 %

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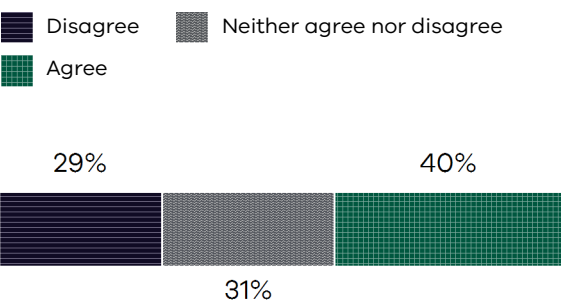
Example

40% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question			You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	Disagree 29% / Neither 31% / Agree 40%	57 %	45 %	40 %	49 %	58 %	65 %

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.
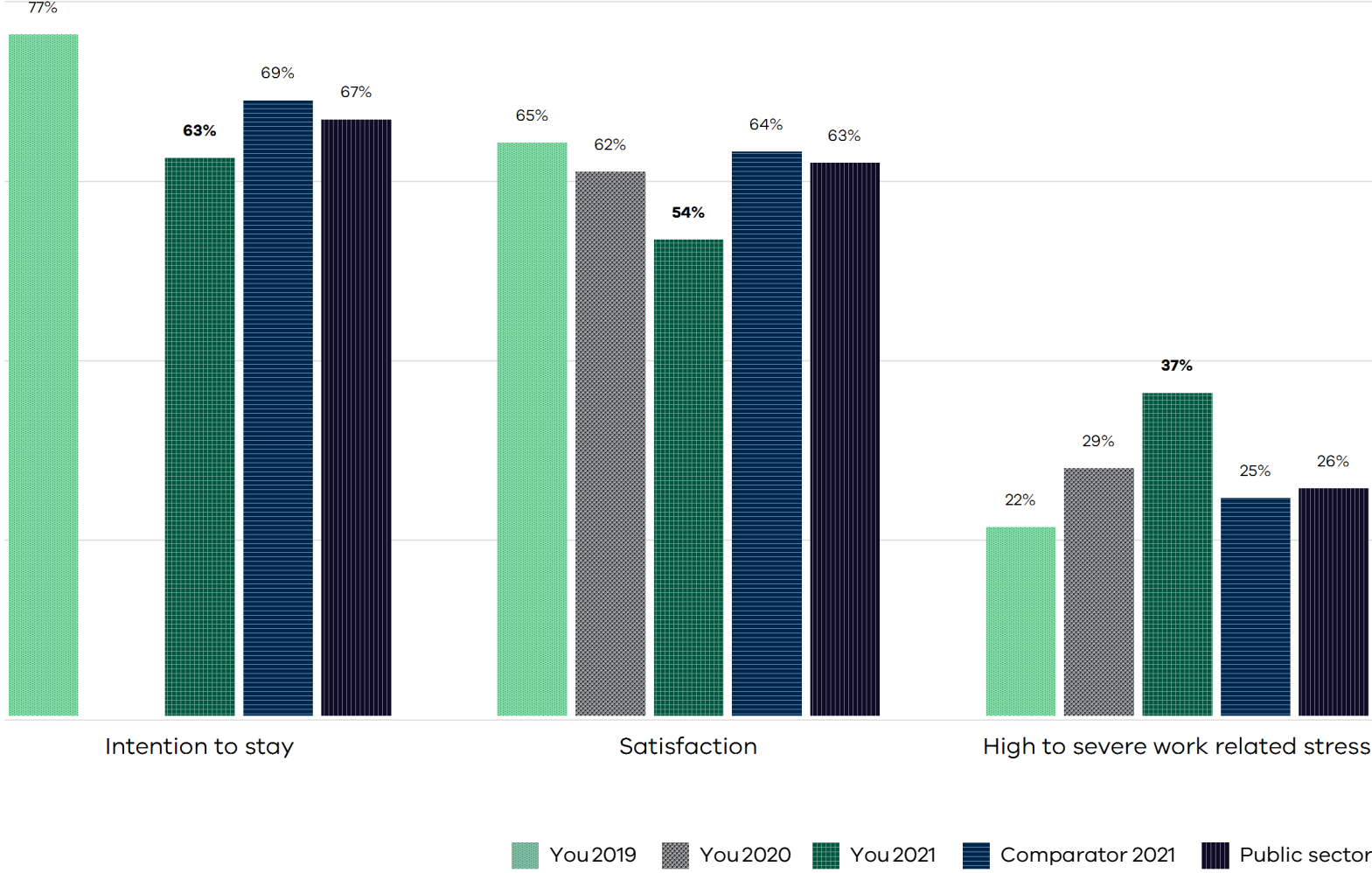
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 69% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: 77%, 63%, 69%, 67%

Satisfaction: 65%, 62%, 54%, 64%, 63%

High to severe work related stress: 22%, 29%, 37%, 25%, 26%

People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

74% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.
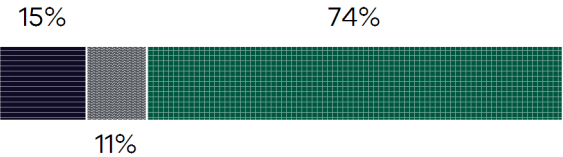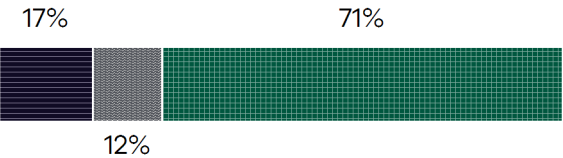
Survey question

Your results

■ Disagree ▦ Neither agree nor disagree
▦ Agree

I enjoy the work in my current job

15% 74%
11%

I get a sense of accomplishment from my work

17% 71%
12%

Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I enjoy the work in my current job	81 %	Not asked	74 %	75 %	80 %	84 %
I get a sense of accomplishment from my work	78 %	Not asked	71 %	73 %	80 %	84 %

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.
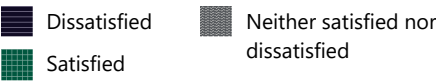
Example

60% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.
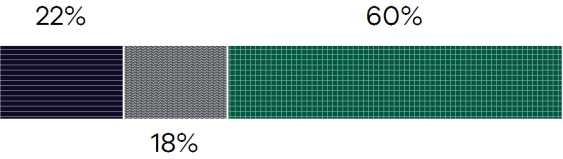
Survey question / Your results / Benchmark satisfied results

Legend: Dissatisfied · Satisfied · Neither satisfied nor dissatisfied
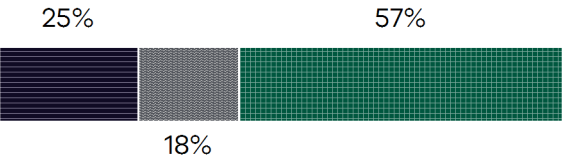
Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
How satisfied are you with the work-life balance in your current job	22% / 18% / 60%	66 %	65 %	60 %	60 %	65 %	70 %
Considering everything, how satisfied are you with your current job	25% / 18% / 57%	70 %	68 %	57 %	60 %	69 %	72 %
How satisfied are you with your career development within your current organisation	29% / 26% / 45%	58 %	51 %	45 %	51 %	58 %	62 %
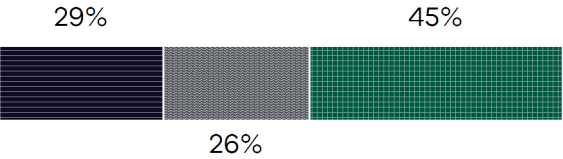
Victorian Public Sector Commission

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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

37% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 25% 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)

Nil	7%
Low / mild	27%
Moderate	29%
High	17%
Very high	14%
Severe	6%

Reported levels of high to severe stress

2020		2021	
29%		**37%**	
Comparator	22%	Comparator	25%
Public Sector	23%	Public Sector	26%
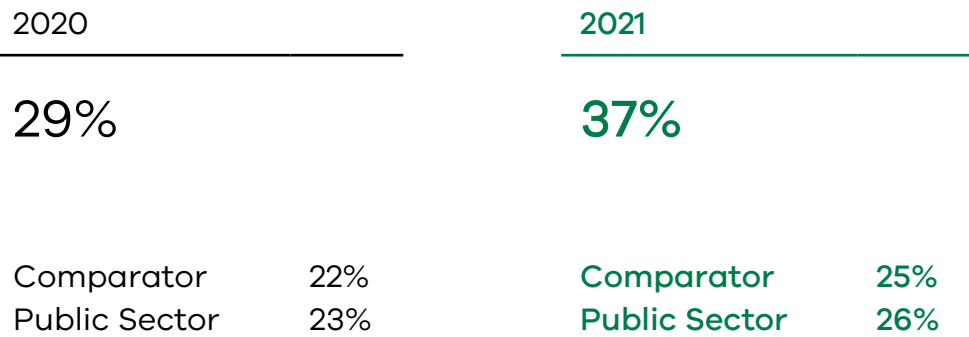
People outcomes

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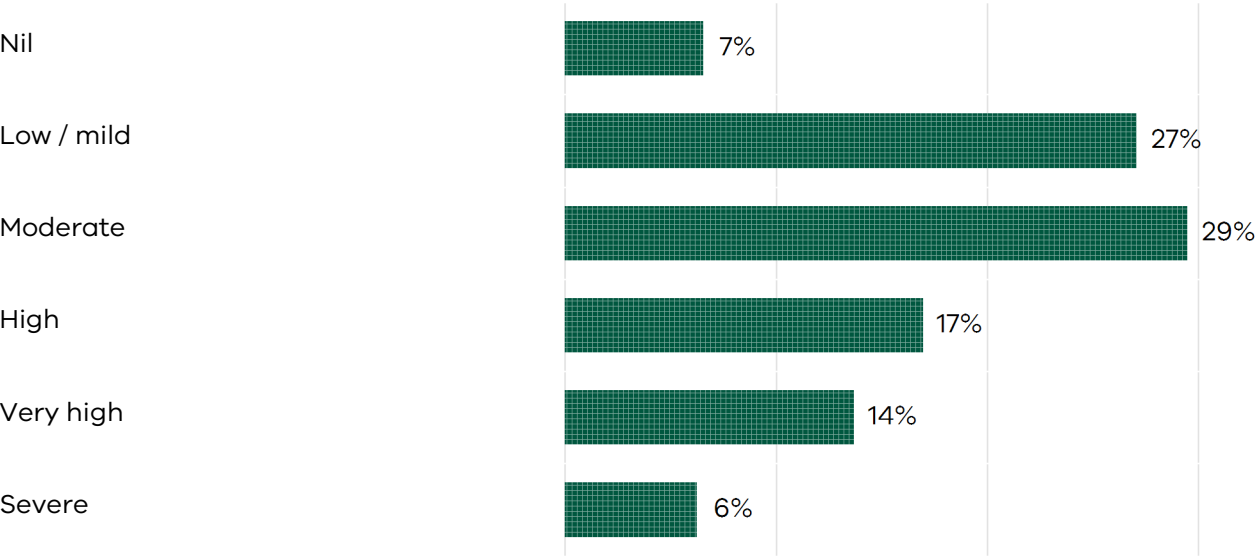
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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.
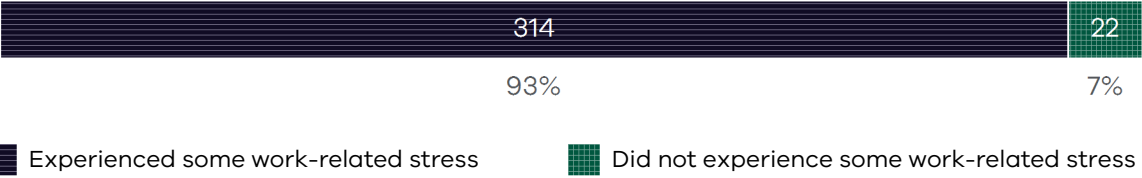
Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 60% said the top reason was 'Workload'.

	314		22
	93%		7%

■ Experienced some work-related stress   ■ Did not experience some work-related stress

Of those that experienced work related stress it was from …	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	49%	60%	56%	51%
Time pressure	36%	38%	43%	42%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	18%	16%	12%
Organisation or workplace change	19%	16%	9%	11%
Incivility, bullying, harassment or discrimination	14%	16%	11%	7%
Other changes due to COVID-19	16%	15%	14%	15%
Dealing with clients, patients or stakeholders	15%	13%	14%	14%
Content, variety, or difficulty of work	10%	12%	12%	12%
Competing home and work responsibilities	10%	11%	11%	12%
Unclear job expectations	11%	11%	9%	11%

Victorian Public Sector Commission

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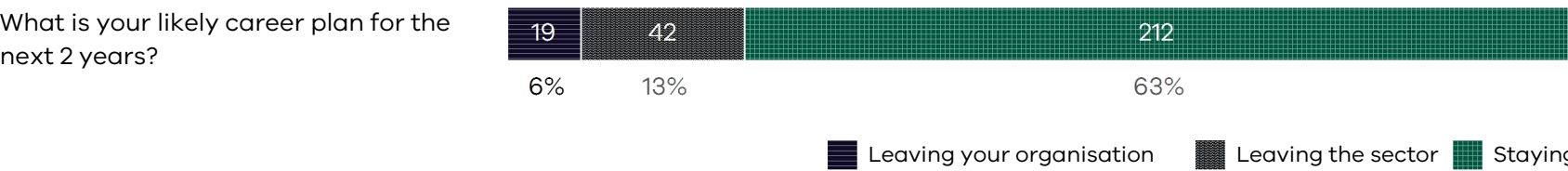
In descending order, the table shows the top 10 reasons for leaving.

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

18% of your staff who did the survey said they intended to leave.

Of that 18%, 49% said it was from 'Lack of confidence in senior leadership'.

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

19	42	212
6%	13%	63%

■ Leaving your organisation ▦ Leaving the sector ▣ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	49%	38%	34%
Lack of organisational stability	43%	22%	18%
Limited future career opportunities at my organisation	43%	36%	42%
Limited recognition for doing a good job	39%	39%	32%
Limited developmental/educational opportunities at my organisation	38%	24%	24%
Limited opportunities to gain further experience at my organisation	38%	33%	33%
Excessive workload	36%	27%	25%
Opportunity to broaden experience	28%	37%	40%
Poor relationship with my colleagues and/or manager	26%	21%	15%
Limited involvement in decisions affecting my job and career	25%	21%	20%

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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:

- 43% of your staff who did the survey said work made them feel happy in 2021, which is down from 46% in 2020

Compared to:

- 51% of staff at your comparator and 50% of staff across the public sector.

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

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

Worried: 31%, 38%, 52%, 39%, 37%
Happy: 58%, 46%, 43%, 51%, 50%
Enthusiastic: 46%, 43%, 38%, 46%, 48%
Miserable: 17%, 17%, 32%, 21%, 19%
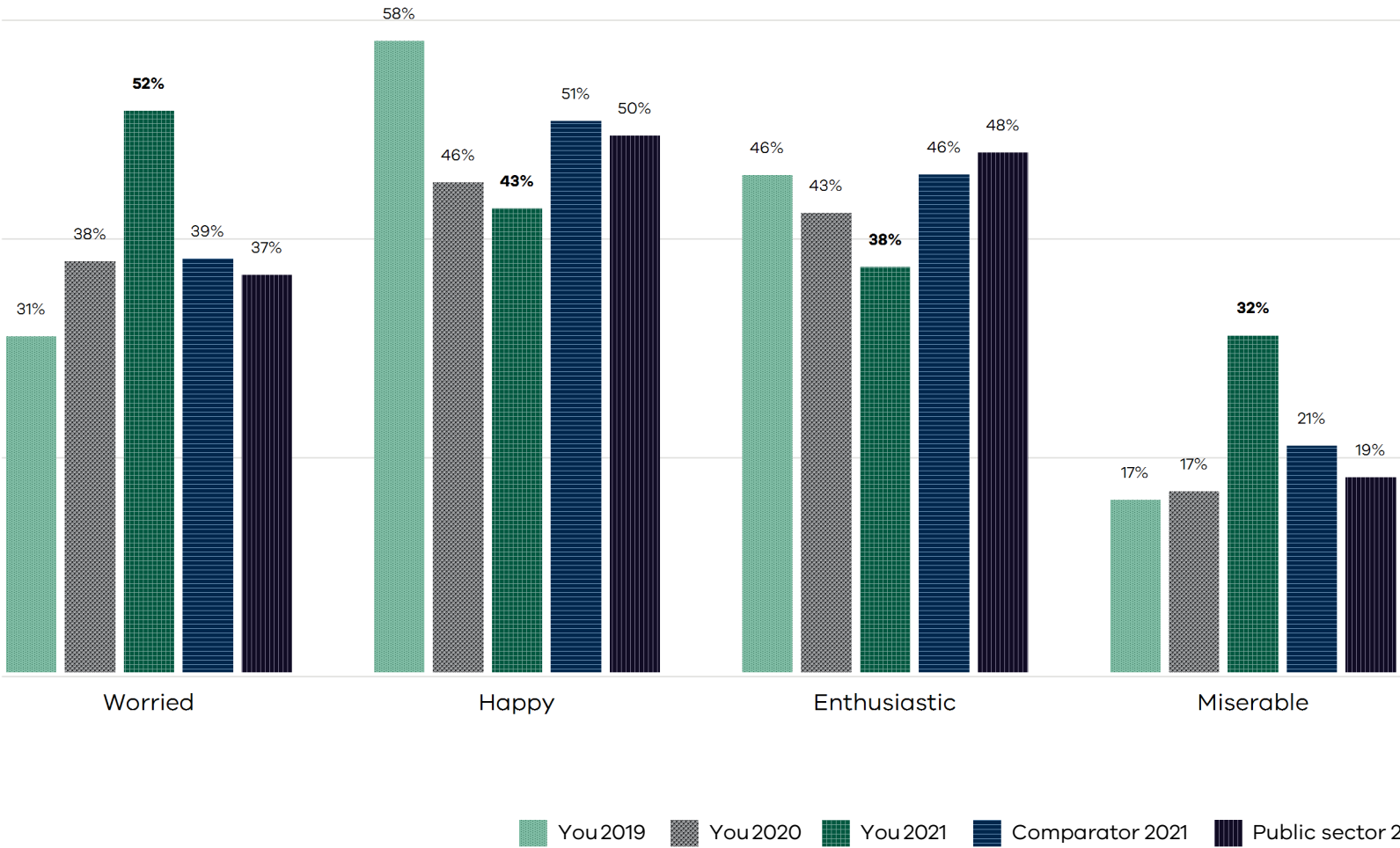
People outcomes

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:

- 37% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 36% in 2020.

Compared to:

- 30% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 33%, 36%, 37%, 30%, 18%
Bullying: 21%, 27%, 33%, 22%, 16%
Discrimination: 9%, 9%, 8%, 6%, 6%
Sexual harassment: 11%, 8%, 7%, 7%, 6%
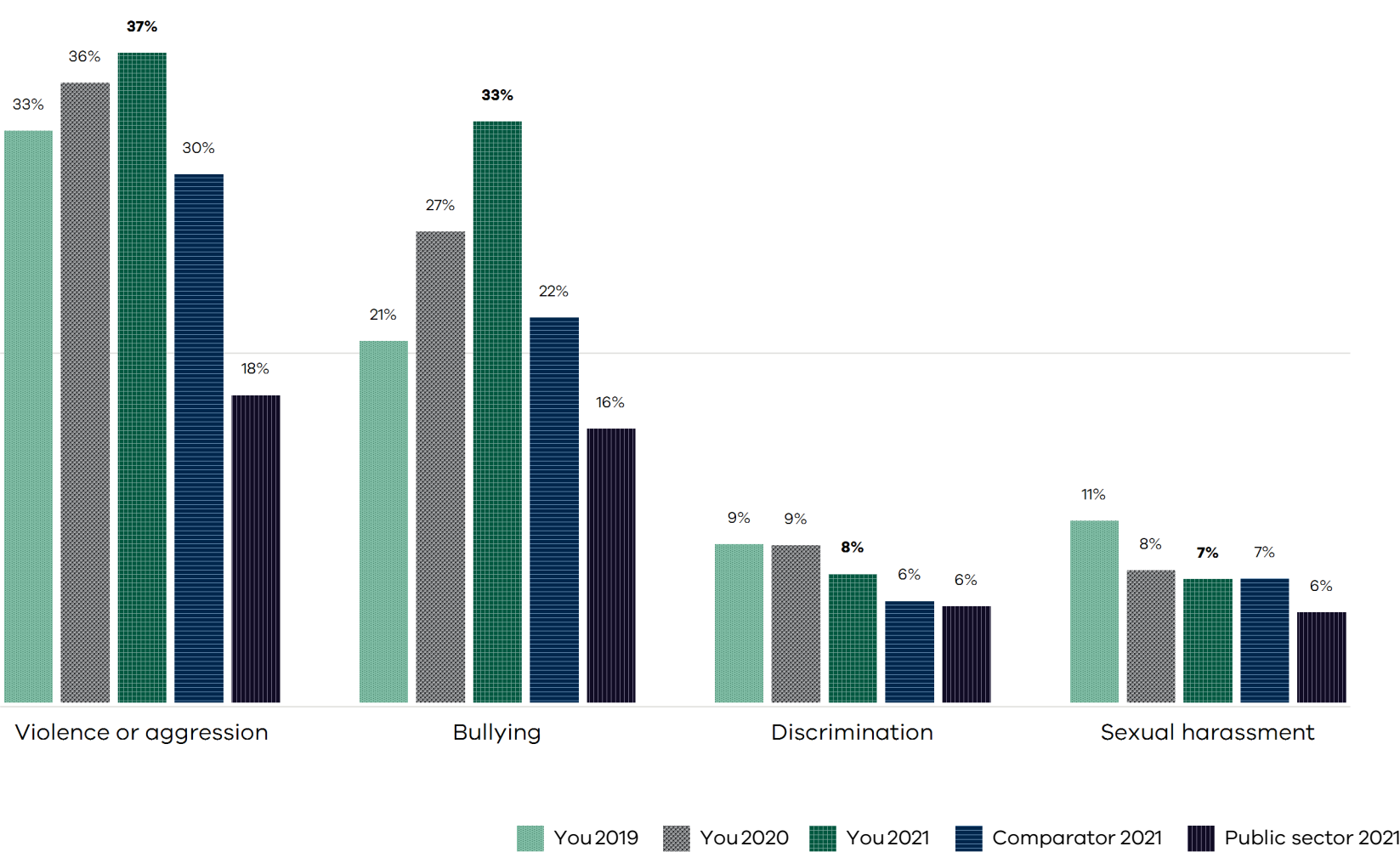
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

33% of your staff who did the survey said they experienced bullying.

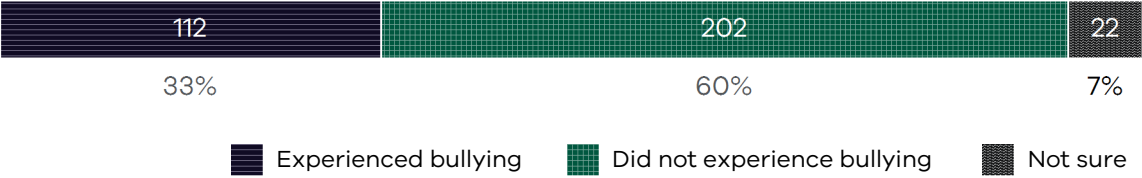Of that 33%, 70% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

112	202	22
33%	60%	7%

■ Experienced bullying　■ Did not experience bullying　■ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	68%	70%	71%	69%
Exclusion or isolation	52%	42%	43%	42%
Intimidation and/or threats	37%	34%	35%	32%
Withholding essential information for me to do my job	35%	21%	25%	27%
Verbal abuse	21%	21%	24%	20%
Being assigned meaningless tasks unrelated to the job	8%	13%	10%	13%
Other	14%	12%	13%	15%
Being given impossible assignment(s)	9%	10%	8%	9%
Interference with my personal property and/or work equipment	7%	2%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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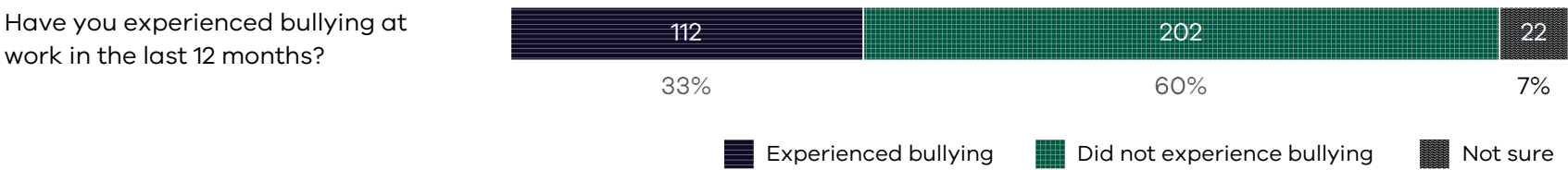
How to read this

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

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

In descending order, the table shows the answers.

Example

33% of your staff who did the survey said they experienced bullying, of which

- 46% said the top way they reported the bullying was 'Told a manager'.
- 88% said they didn't submit a formal complaint.

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

112	202	22
33%	60%	7%

■ Experienced bullying ■ Did not experience bullying ■ Not sure

Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	47%	46%	47%	47%
Told a colleague	39%	41%	43%	42%
Told a friend or family member	34%	29%	34%	34%
Told the person the behaviour was not OK	0%	14%	18%	17%
Submitted a formal complaint	13%	13%	12%	12%
I did not tell anyone about the bullying	10%	12%	11%	12%
Told someone else	8%	12%	12%	12%
Told Human Resources	17%	11%	12%	12%
Told employee assistance program (EAP) or peer support	0%	9%	7%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

88% of your staff who experienced bullying did not submit a formal complaint, of which:

- 58% said the top reason was 'I didn't think it would make a difference'.
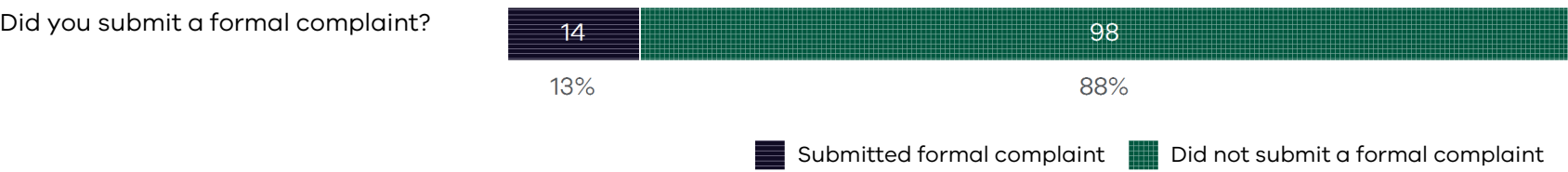
Did you submit a formal complaint?

14	98
13%	88%

■ Submitted formal complaint   ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	58%	51%	50%
I believed there would be negative consequences for my reputation	44%	51%	53%
I believed there would be negative consequences for my career	35%	33%	40%
I didn't think it was serious enough	18%	17%	16%
I didn't feel safe to report the incident	15%	18%	19%
I thought the complaint process would be embarrassing or difficult	14%	10%	14%
I believed there would be negative consequences for the person I was going to complain about	13%	10%	10%
I didn't need to because I made the bullying stop	10%	7%	7%
Other	10%	10%	12%
I was advised not to	6%	4%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 33% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

33% of your staff who did the survey said they experienced bullying.

Of that 33%, 57% said it was by 'Colleague'.

112 people (33% of staff) experienced bullying (You 2021)

Perpetrator	%
Colleague	57%
A more senior manager than my manager	32%
My immediate manager or supervisor	29%
Group of colleagues	24%
Client/ customer/ patient/ stakeholder	10%
Someone I supervise or manage	7%
Member of the public	4%
A volunteer with my organisation	1%
Member of your household	1%

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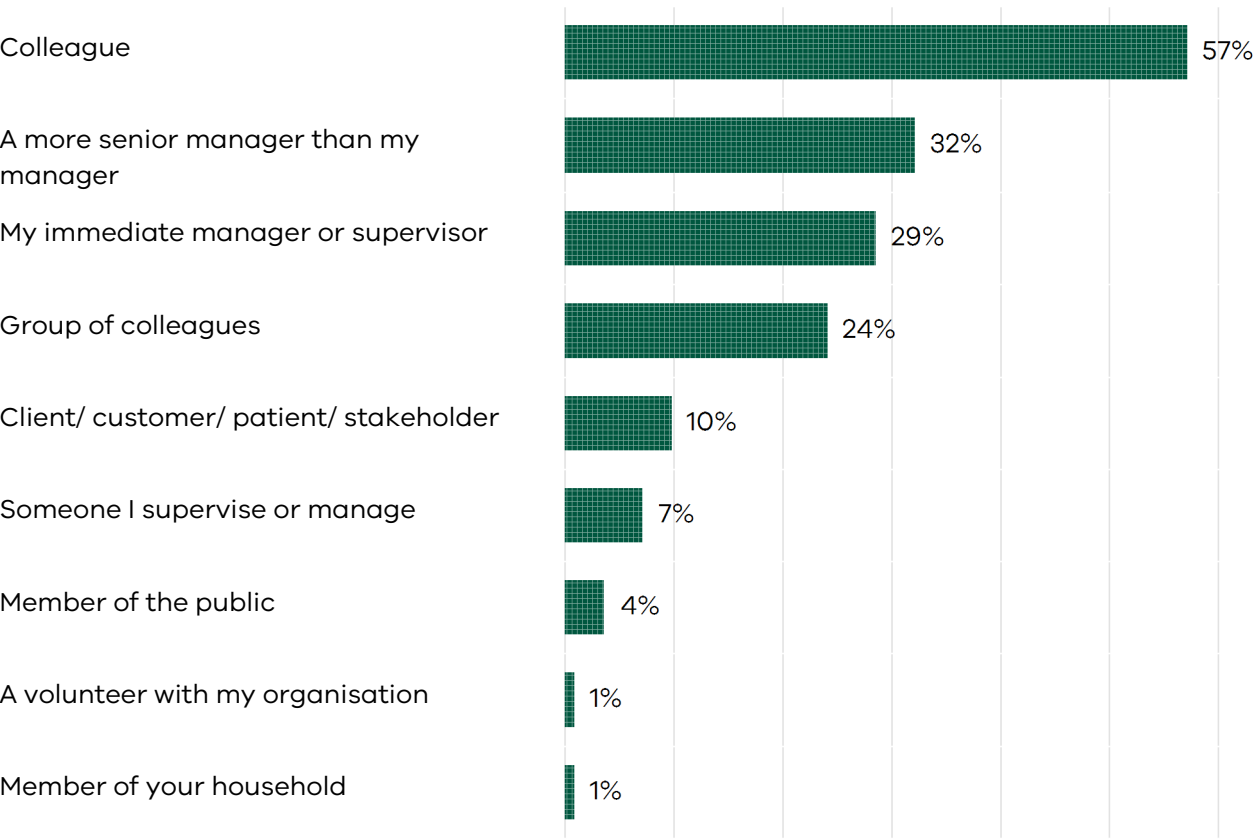
People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

In this year's survey, 33% of your staff said they experienced bullying.

If they did, they could tell us how often they experienced this behaviour.

Example

33% of your staff who did the survey said they experienced bullying.

Of that 33%, 7% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	7%
Once every few days	19%
Once a week	29%
Once a month	18%
Less than once a month	27%

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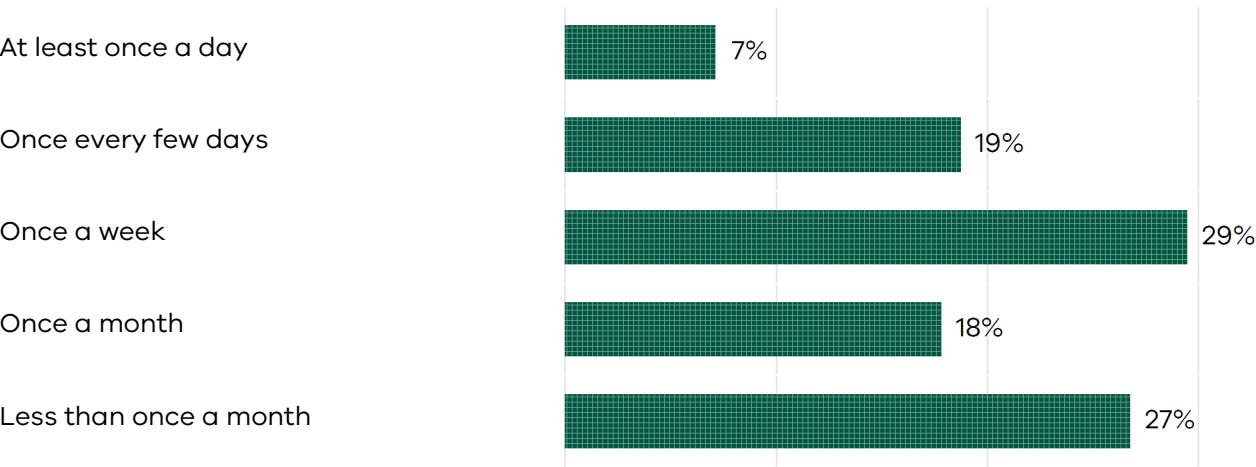
People outcomes

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.

How to read this

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

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

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

Example

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

Of those, 72% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

Have you experienced sexual harassment at work in the last 12 months?

25	311
7%	93%

■ Experienced sexual harassment ▦ Did not experience sexual harassment
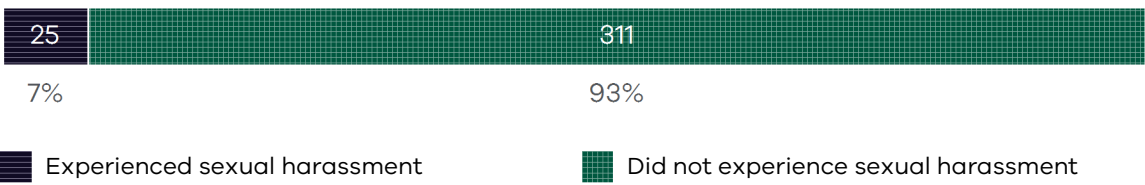
Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	41%	72%	54%	54%
Intrusive questions about your private life or comments about your physical appearance	50%	44%	53%	50%
Unwelcome touching, hugging, cornering or kissing	18%	20%	16%	14%
Inappropriate physical contact (including momentary or brief physical contact)	15%	16%	21%	17%
Inappropriate staring or leering that made you feel intimidated	6%	12%	17%	15%
Sexual gestures, indecent exposure or inappropriate display of the body	6%	8%	7%	6%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	12%	4%	2%	3%
Any other unwelcome conduct of a sexual nature	3%	4%	7%	7%
Repeated or inappropriate invitations to go out on dates	3%	4%	3%	3%
Request or pressure for sex or other sexual acts	0%	0%	1%	1%

Victorian Public Sector Commission

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People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

If they did, they could tell us with one or more answers how they responded.

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

Example

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

Of those, 48% said their top response was 'Told the person the behaviour was not OK'.

Have you experienced sexual harassment at work in the last 12 months?

25	311
7%	93%

■ Experienced sexual harassment ▦ Did not experience sexual harassment
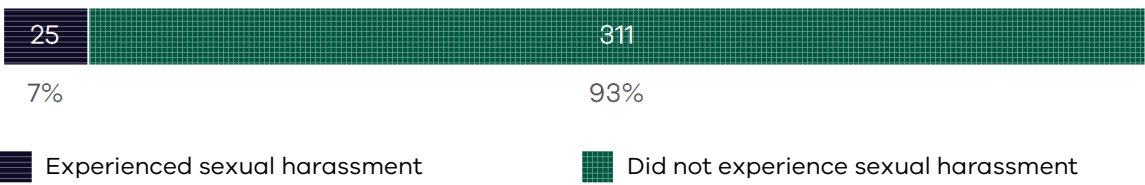
When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told the person the behaviour was not OK	38%	48%	39%	31%
Avoided the person(s) by staying away from them	21%	36%	38%	36%
Pretended it didn't bother you	35%	32%	44%	45%
Told a colleague	26%	32%	34%	29%
Told a manager	21%	32%	21%	20%
Avoided locations where the behaviour might occur	12%	16%	15%	13%
Tried to laugh it off or forget about it	29%	16%	39%	41%
Told a friend or family member	18%	12%	22%	21%
Sought a transfer to another role/location/roster	0%	4%	2%	2%
Submitted a formal complaint	3%	4%	4%	5%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

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

Example

96% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 54% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

1	24
4%	96%

■ Submitted formal complaint   ■ Did not submit a formal complaint
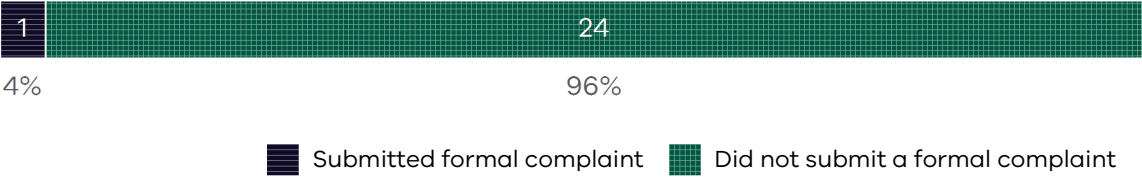
Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	54%	43%	39%
I didn't think it was serious enough	33%	44%	45%
I believed there would be negative consequences for my career	29%	15%	21%
I believed there would be negative consequences for my reputation	29%	29%	33%
I believed there would be negative consequences for the person I was going to complain about	17%	8%	13%
I didn't feel safe to report the incident	17%	7%	8%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%	9%	9%
I thought the complaint process would be embarrassing or difficult	13%	9%	11%
I didn't know who to talk to	4%	5%	4%
I didn't need to because I made the harassment stop	4%	12%	12%

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People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 7%, 60% said it was by 'Colleague'.

25 people (7% of staff) experienced sexual harassment (You2021)

Colleague	60%
Client/customer/patient/stakeholder	40%
Group of colleagues	16%
My immediate manager or supervisor	12%
A more senior manager than my manager	4%
Member of the public	4%
Someone I supervise or manage	4%
A volunteer with my organisation	0%
Member of your household	0%

Victorian Public Sector Commission

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People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.

How to read this

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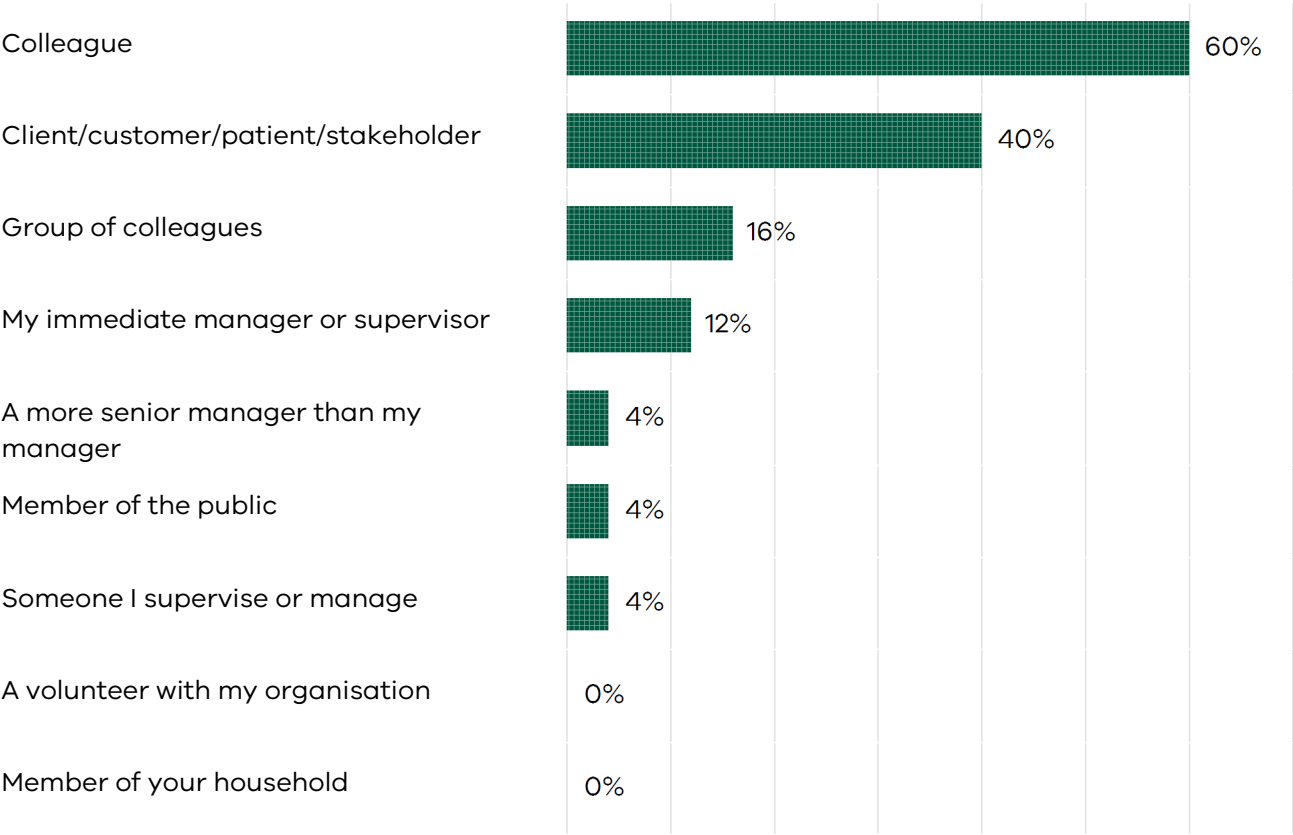
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 7%, 0% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

Frequency	Percentage
At least once a day	0%
Once every few days	4%
Once a week	28%
Once a month	32%
Less than once a month	36%

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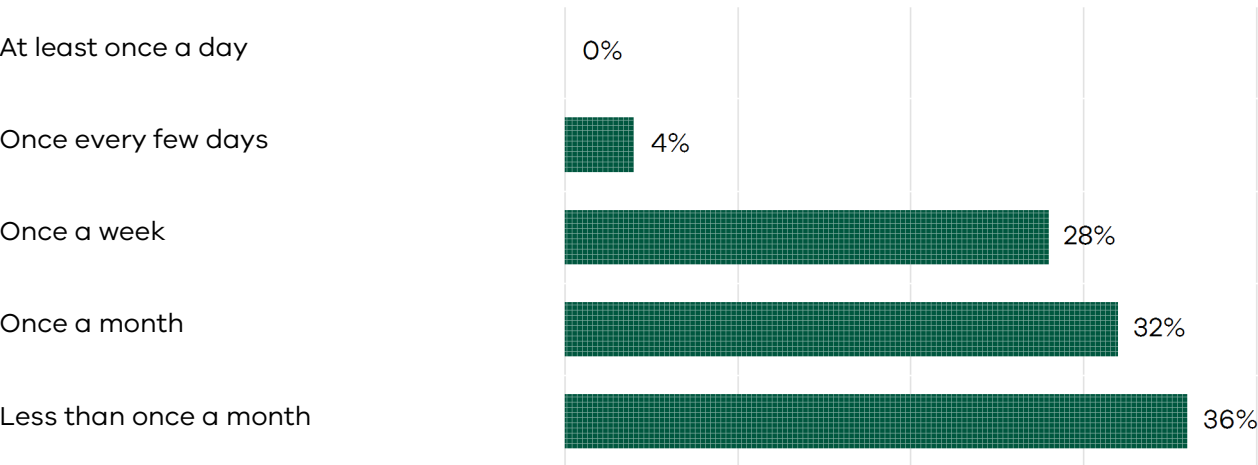
People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

8% of your staff who did the survey said they experienced discrimination.

Of that 8%, 46% said it was 'Opportunities for promotion'.

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

26	271	39
8%	81%	12%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	33%	46%	26%	37%
Other	45%	31%	44%	38%
Denied flexible work arrangements or other adjustments	0%	23%	26%	21%
Opportunities for training	10%	23%	19%	24%
Pay or conditions offered by employer	23%	19%	11%	9%
Employment security - threats of dismissal or termination	13%	12%	14%	11%
Opportunities for transfer/secondment	10%	12%	9%	19%
Access to leave	10%	4%	10%	8%

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People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced discrimination, of which

- 46% said the top way they reported the discrimination was 'Told a colleague'.
- 92% said they didn't submit a formal complaint.

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

26	271	39
8%	81%	12%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
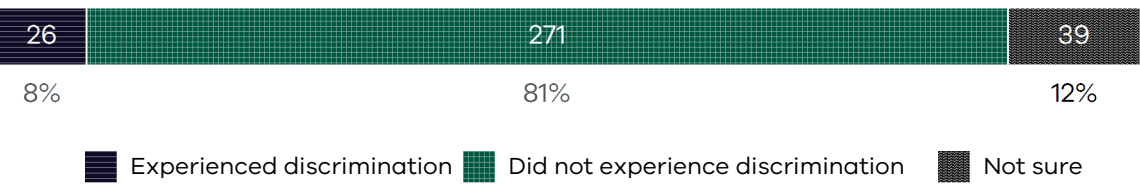
Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	45%	46%	38%	38%
Told a manager	28%	35%	27%	28%
Told a friend or family member	40%	27%	40%	32%
I did not tell anyone about the discrimination	18%	23%	19%	24%
Told Human Resources	10%	19%	10%	10%
Submitted a formal complaint	8%	8%	9%	8%
Told the person the behaviour was not OK	0%	8%	12%	9%
Told employee assistance program (EAP) or peer support	0%	4%	9%	8%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

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

Example

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

- 54% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?
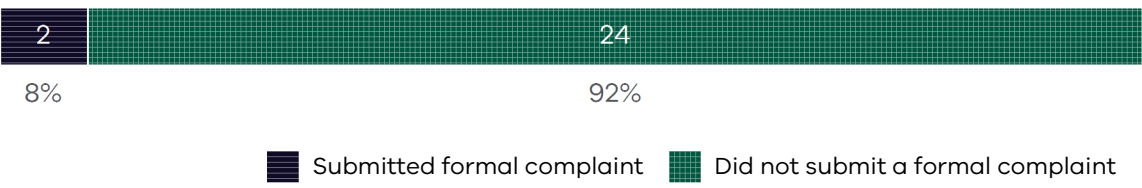
2	24
8%	92%

■ Submitted formal complaint ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	54%	46%	54%
I believed there would be negative consequences for my reputation	54%	53%	56%
I didn't think it would make a difference	50%	58%	57%
I didn't feel safe to report the incident	25%	21%	19%
I thought the complaint process would be embarrassing or difficult	21%	10%	13%
I didn't know who to talk to	13%	5%	6%
I didn't think it was serious enough	8%	13%	12%
I believed there would be negative consequences for the person I was going to complain about	4%	10%	9%
I didn't need to because I made the discrimination stop	4%	3%	3%
I was advised not to	4%	4%	4%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

Understanding the frequency staff experienced discrimination may help organisations work out what action to take.

How to read this

In this year's survey, 8% of your staff said they experienced discrimination.

If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing discrimination.

Example

8% of your staff who did the survey said they experienced discrimination.

Of that 8%, 0% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

Frequency	Percentage
At least once a day	0%
Once every few days	27%
Once a week	23%
Once a month	15%
Less than once a month	35%
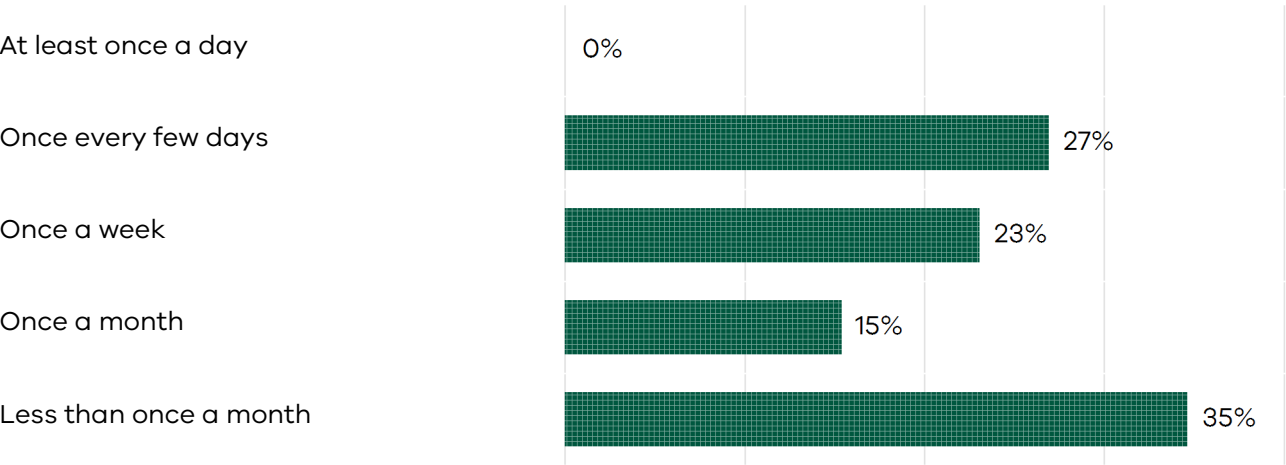
Negative behaviour

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.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

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

In descending order, the table shows the answers.

Example

37% of your staff who did the survey said they experienced violence or aggression.

Of that 37%, 85% said it was from 'Abusive language'.

Have you experienced violence or aggression at work in the last 12 months?

125	200	11
37%	60%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
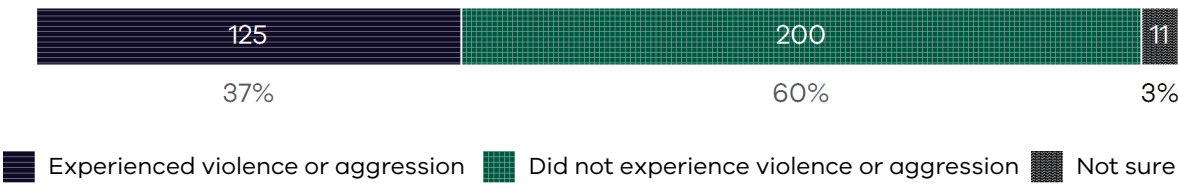
If you experienced violence or aggression, what type did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	78%	85%	87%	81%
Intimidating behaviour	69%	70%	66%	69%
Threats of violence	37%	44%	40%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	26%	34%	34%	28%
Damage to my property or work equipment	7%	10%	9%	7%
Other	3%	2%	3%	12%
Stalking, including cyber-stalking	0%	2%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

This is who staff told about what violence and aggression they experienced.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

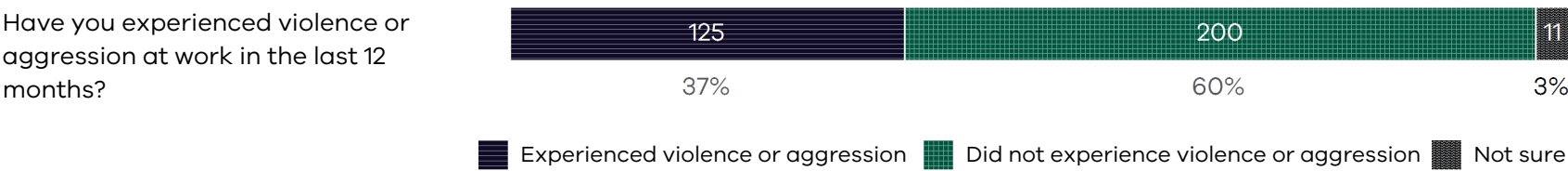If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

37% of your staff who did the survey said they experienced violence or aggression, fo which

- 54% said the top way they reported the violence or agression was 'Told a manager'
- 66% said they didn't submit a formal incident report.

Have you experienced violence or aggression at work in the last 12 months?

125	200	11
37%	60%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ▨ Not sure

Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	49%	54%	52%	52%
Told a colleague	49%	49%	47%	46%
Told the person the behaviour was not OK	0%	36%	38%	33%
Submitted a formal incident report	30%	34%	35%	32%
Told a friend or family member	14%	14%	17%	20%
Told Human Resources	7%	11%	3%	4%
I did not tell anyone about the incident(s)	9%	10%	5%	8%
Told someone else	5%	4%	6%	6%
Told employee assistance program (EAP) or peer support	0%	3%	2%	3%

Negative behaviour

Violence and aggression - reasons for not submitting a formal incident report

What this is

This is why staff who experienced violence or aggression chose not to submit a formal incident report.

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

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

Example

66% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 49% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

42	83
34%	66%

■ Submitted formal incident report ▦ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	49%	41%	39%
I didn't think it was serious enough	28%	31%	33%
Other	23%	23%	12%
I didn't need to because I made the violence or aggression stop	16%	16%	16%
I believed there would be negative consequences for my career	14%	8%	12%
I believed there would be negative consequences for my reputation	14%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	12%	13%	15%
I didn't feel safe to report the incident	6%	4%	5%
I was advised not to	6%	3%	3%
I thought the complaint process would be embarrassing or difficult	5%	4%	4%

Victorian Public Sector Commission

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Negative behaviour

Perpetrators of violence and aggression

What this is

This is who staff have said are responsible for violence and aggression.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

37% of your staff who did the survey said they experienced violence or aggression.

Of that 37%, 79% said it was 'Client/ customer/ patient/ stakeholder'.

125 people (37% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	79%
Member of the public	25%
Colleague	17%
My immediate manager or supervisor	8%
A more senior manager than my manager	5%
Group of colleagues	2%
Someone I supervise or manage	1%
A volunteer with my organisation	0%
Member of your household	0%
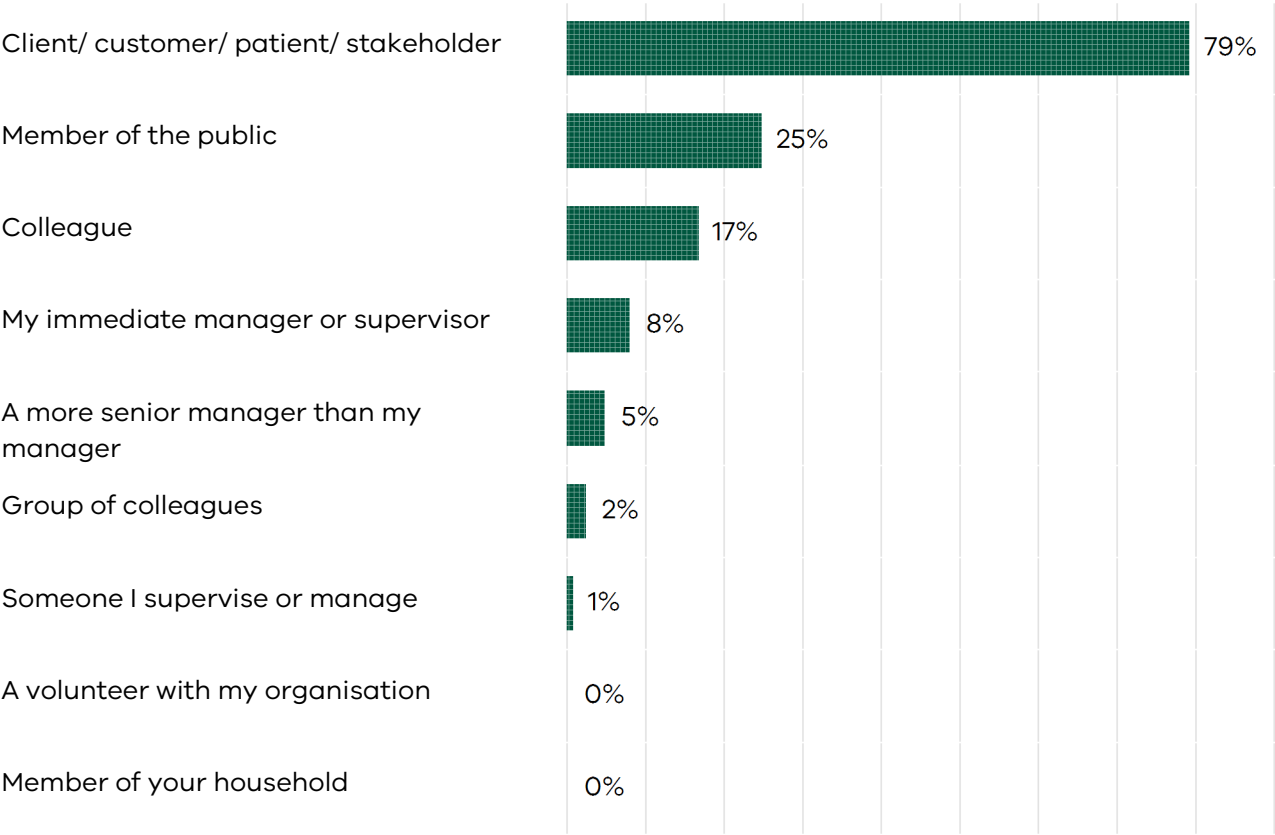
Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

Understanding the frequency staff experienced violence or aggression may help organisations work out what action to take.

How to read this

In this year's survey, 37% of your staff said they experienced violence or aggression.

If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing violence or aggression.

Example

37% of your staff who did the survey said they experienced violence or aggression.

Of that 37%, 6% said it was by 'At least once a day'.

How often have you experienced the behaviour(s)? (You2021)

At least once a day	6%
Once every few days	8%
Once a week	16%
Once a month	20%
Less than once a month	50%
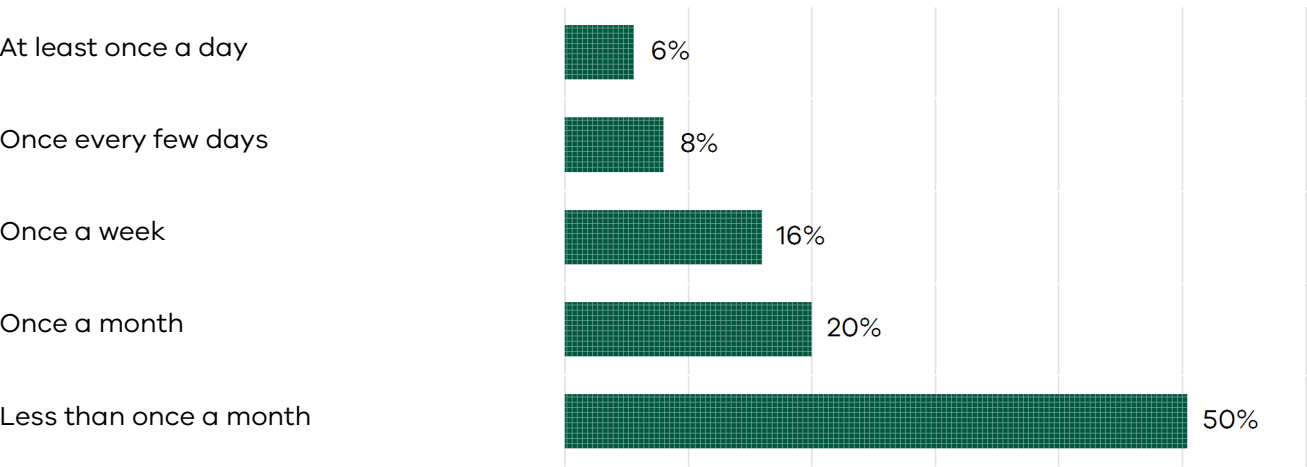
Negative behaviour

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

46% of your staff who did the survey said they witnessed some negative behaviour at work.

54% 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?

153	183
46%	54%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
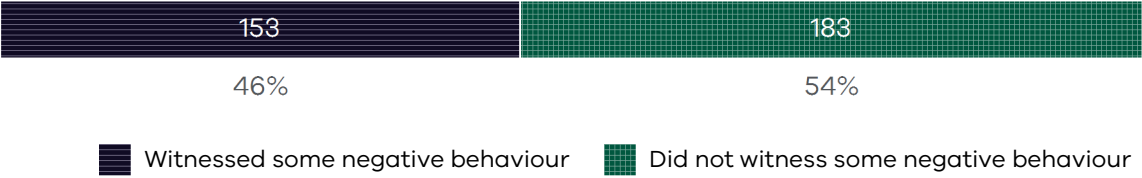
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	54%	66%	77%
Bullying of a colleague	37%	24%	16%
Discrimination against a colleague	13%	11%	8%
Violence or aggression against a colleague	13%	10%	6%
Sexual harassment of a colleague	3%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

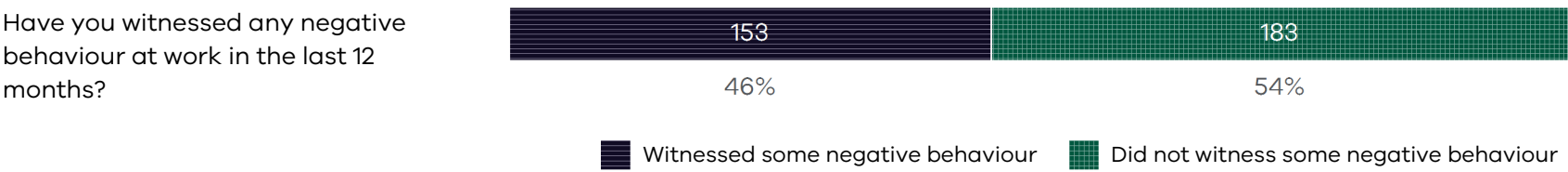In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

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

The table shows the answers in descending order.

Example

46% of your staff who did the survey witnessed negative behaviour, of which:

- 65% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 12% took no action.

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

153	183
46%	54%

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

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	65%	73%	72%
Told a manager	43%	39%	37%
Spoke to the person who behaved in a negative way	27%	24%	22%
Told the person the behaviour was not OK	25%	29%	25%
Told a colleague	22%	20%	21%
Took no action	12%	5%	7%
Told Human Resources	10%	4%	6%
Submitted a formal complaint	7%	6%	6%
Other	6%	6%	7%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

50% of staff who did the survey were satisfied with the way your organisation handled their formal 'Discrimination' complaint.

Were you satisfied with the way your formal complaint was handled

Legend: No | Don't know | Yes

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Discrimination	No 50% / Yes 50%	13 %	Not asked	50 %	0 %	13 %	27 %
Violence or aggression	No 40% / Don't know 19% / Yes 40%	50 %	Not asked	40 %	33 %	53 %	70 %
Bullying	No 57% / Don't know 14% / Yes 29%	30 %	Not asked	29 %	0 %	22 %	50 %
Sexual harassment	No 100%	0 %	Not asked	0 %	0 %	24 %	100 %

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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 85% of your staff agreed with 'My workgroup strives to deliver services in a timely manner'.
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 deliver services in a timely manner	85%	Not asked in 2020	86%
Workgroup support	I am able to work effectively with others in my workgroup	85%	+2%	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	+3%	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	81%	Not asked in 2020	86%
Quality service delivery	My workgroup values human rights	81%	Not asked in 2020	85%
Meaningful work	I feel that I can make a worthwhile contribution at work	79%	-8%	87%
Job enrichment	I understand how my job contributes to my organisation's purpose	79%	-9%	90%
Meaningful work	I am achieving something important through my work	79%	-9%	84%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	76%	-8%	83%
Manager leadership	My manager ensures clients receive a high standard of service	76%	Not asked in 2020	82%

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 'Taking action', the 'You 2021' column shows 18% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	18%	Not asked in 2020	27%
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)	21%	Not asked in 2020	29%
Safety climate	All levels of my organisation are involved in the prevention of stress	22%	-4%	35%
Taking action	I believe my organisation will take positive action on the results of this year's survey	27%	Not asked in 2020	43%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	-11%	41%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	29%	-11%	42%
Learning and development	I feel I have an equal chance at promotion in my organisation	30%	Not asked in 2020	42%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	33%	Not asked in 2020	42%
Senior leadership	Senior leaders support staff to work in an environment of change	33%	-10%	50%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	34%	Not asked in 2020	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 85% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.
In the 'Increase from 2020' column, you have a 3% 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 outside my immediate workgroup	85%	+3%	89%
Patient safety climate	Patient care errors are handled appropriately in my work area	57%	+2%	67%
Workgroup support	I am able to work effectively with others in my workgroup	85%	+2%	89%

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 29% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

In the 'Decrease from 2020' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	29%	-11%	42%
Workload	The workload I have is appropriate for the job that I do	44%	-11%	54%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	-11%	41%
Satisfaction	Considering everything, how satisfied are you with your current job	57%	-11%	69%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	49%	-10%	66%
Senior leadership	Senior leaders support staff to work in an environment of change	33%	-10%	50%
Job enrichment	I have a choice in deciding how I do my work	59%	-9%	68%
Job enrichment	I understand how my job contributes to my organisation's purpose	79%	-9%	90%
Workgroup support	Workgroups across my organisation willingly share information with each other	35%	-9%	54%
Meaningful work	I am achieving something important through my work	79%	-9%	84%

Victorian Public Sector Commission

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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.

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

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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 'Organisational integrity', the 'You 2021' column shows 49% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	49%	–25%	74%
Senior leadership	Senior leaders model my organisation's values	37%	–22%	58%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	45%	–21%	66%
Engagement	I would recommend my organisation as a good place to work	48%	–21%	69%
Organisational integrity	My organisation does not tolerate improper conduct	39%	–21%	60%
Engagement	I am proud to tell others I work for my organisation	56%	–19%	75%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	60%	–19%	80%
Senior leadership	Senior leaders demonstrate honesty and integrity	36%	–19%	55%
Patient safety climate	This health service does a good job of training new and existing staff	34%	–19%	53%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	39%	–18%	58%

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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

27% 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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- 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	27 %	32 %	43 %	57 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	18 %	21 %	27 %	42 %

I believe my organisation will take positive action on the results of this year's survey: 36% / 37% / 27%

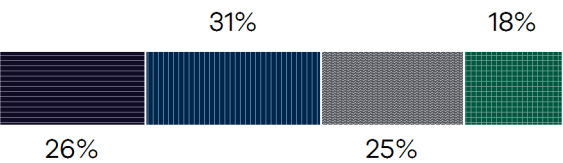My organisation has taken positive action on the results of last year's survey: 26% / 31% / 25% / 18%

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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

45% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders actively support diversity and inclusion in the workplace	Disagree 13%, Don't know 14%, Neither agree nor disagree 29%, Agree 45%	61 %	Not asked	45 %	57 %	66 %	76 %
Senior leaders model my organisation's values	Disagree 27%, Don't know 11%, Neither agree nor disagree 25%, Agree 37%	57 %	Not asked	37 %	47 %	58 %	69 %
Senior leaders demonstrate honesty and integrity	Disagree 26%, Don't know 8%, Neither agree nor disagree 29%, Agree 36%	56 %	Not asked	36 %	43 %	55 %	65 %
Senior leaders provide clear strategy and direction	Disagree 35%, Don't know 6%, Neither agree nor disagree 23%, Agree 36%	55 %	42 %	36 %	41 %	54 %	66 %

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

Senior leadership

What this is

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

Why this is important

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

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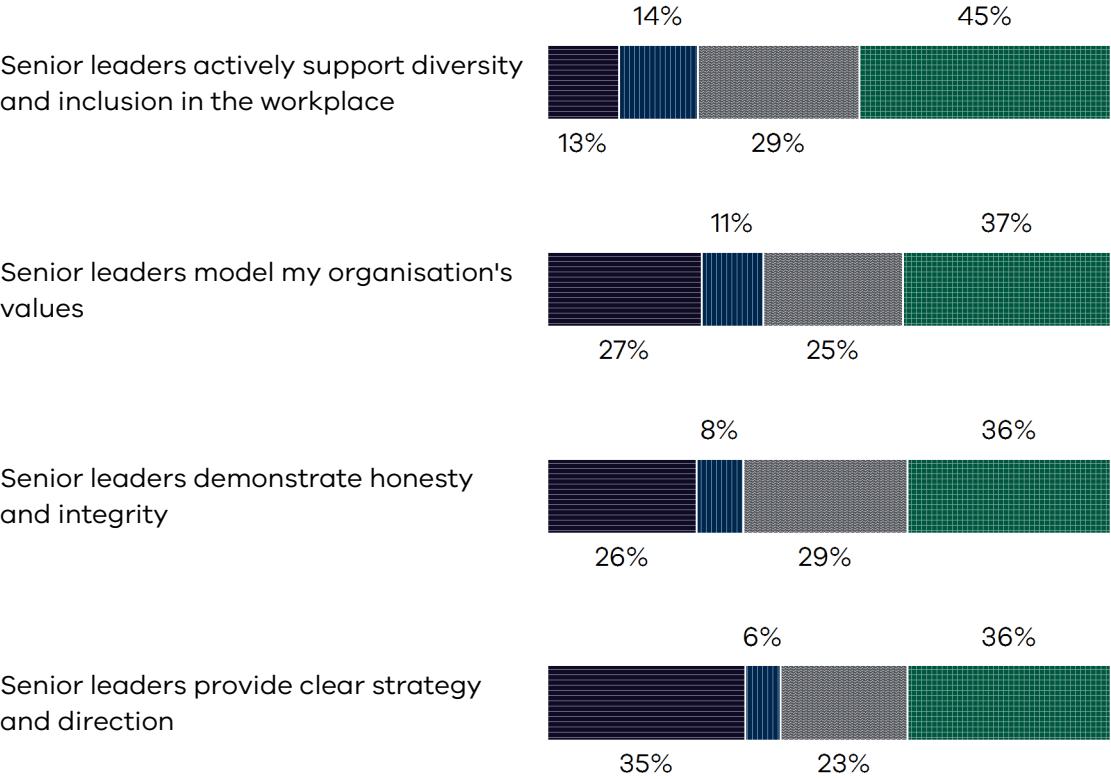
Example

33% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question	Your results	Benchmark agree results

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

		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	36% Disagree, 7% Don't know, 24% Neither agree nor disagree, 33% Agree	52 %	43 %	33 %	40 %	50 %	59 %

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Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 58% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 71% of staff at your comparator and 69% of staff across the public sector.

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

Factor	You 2019	You 2020	You 2021	Comparator 2021	Public sector 2021
Equal employment opportunity			58%	71%	69%
Diversity and inclusion	69%		54%	70%	71%
Patient safety climate	64%	54%	51%	65%	69%
Workplace flexibility			48%	57%	63%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

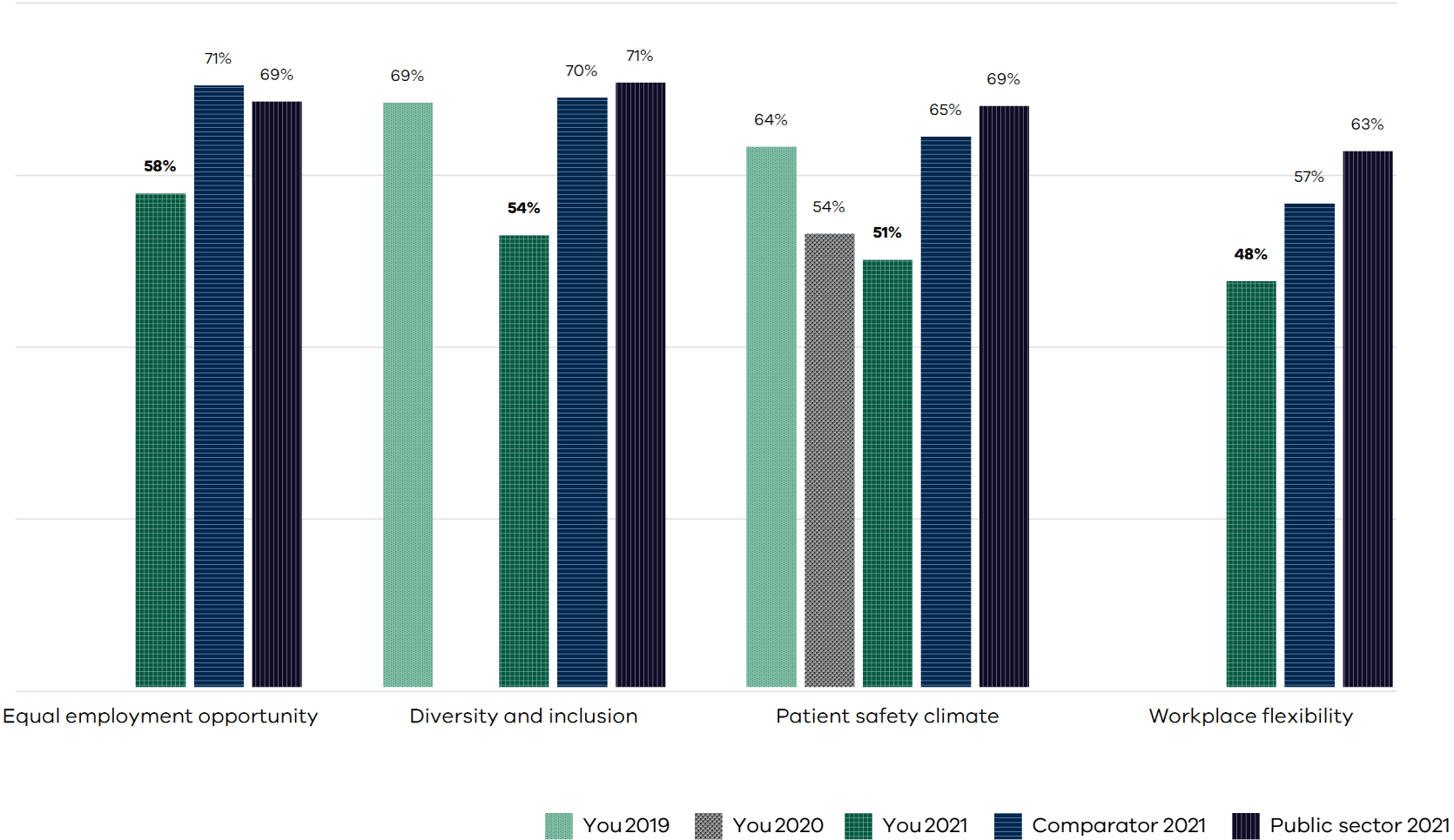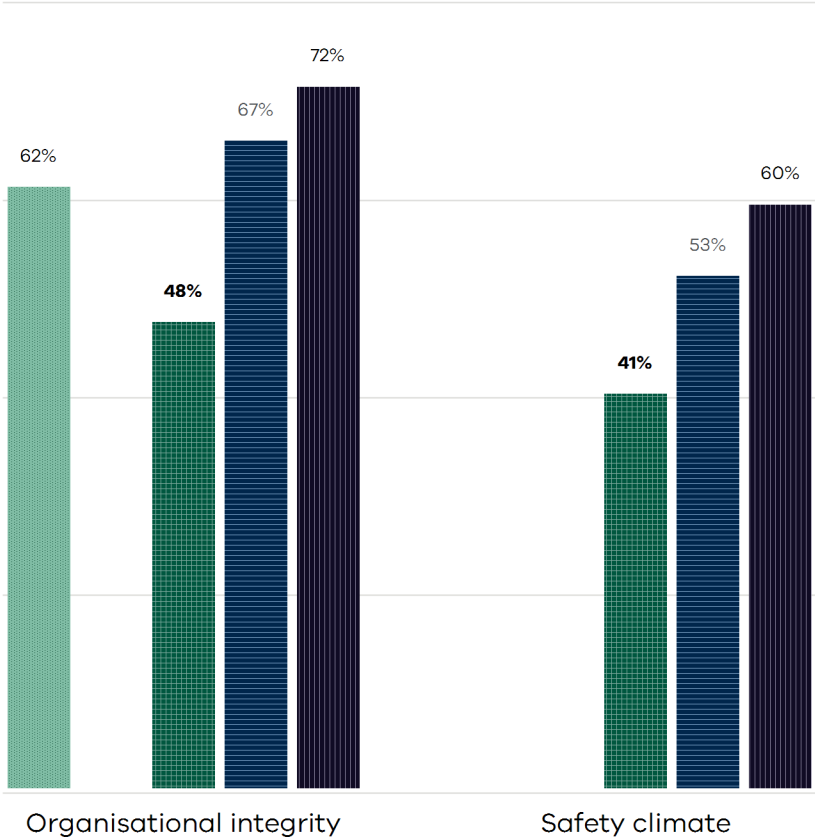## Example

In 2021:

- 48% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 67% of staff at your comparator and 72% of staff across the public sector.

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

Organisational integrity: 62%, 48%, 67%, 72%
Safety climate: 41%, 53%, 60%

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

61% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	4% ... 61% / 12% 23%	70 %	Not asked	61 %	72 %	78 %	83 %
My organisation respects the human rights of employees	6% ... 59% / 16% 19%	69 %	Not asked	59 %	67 %	75 %	82 %
My organisation encourages respectful workplace behaviours	1% ... 56% / 25% 18%	67 %	Not asked	56 %	64 %	75 %	82 %
My organisation is committed to earning a high level of public trust	7% ... 49% / 17% 27%	65 %	Not asked	49 %	58 %	74 %	82 %

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

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Organisational climate

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.
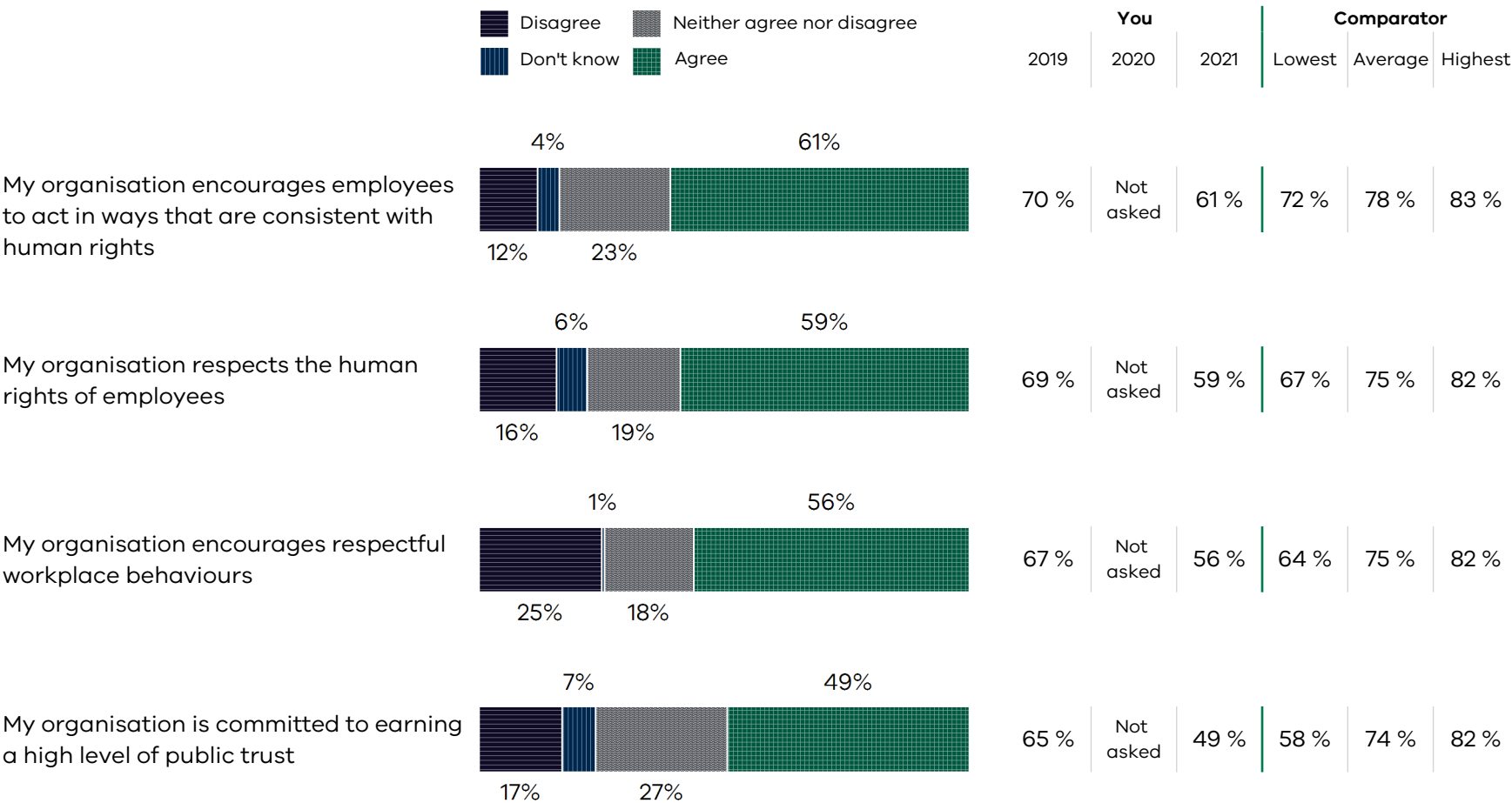
Example

39% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question / Your results / Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (Disagree 34%, Don't know 4%, Neither 23%, Agree 39%)	59 %	Not asked	39 %	48 %	58 %	64 %
My organisation does not tolerate improper conduct (Disagree 36%, Don't know 4%, Neither 22%, Agree 39%)	54 %	Not asked	39 %	47 %	60 %	67 %
My organisation makes fair recruitment and promotion decisions, based on merit (Disagree 37%, Don't know 7%, Neither 22%, Agree 34%)	48 %	Not asked	34 %	40 %	47 %	54 %

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.
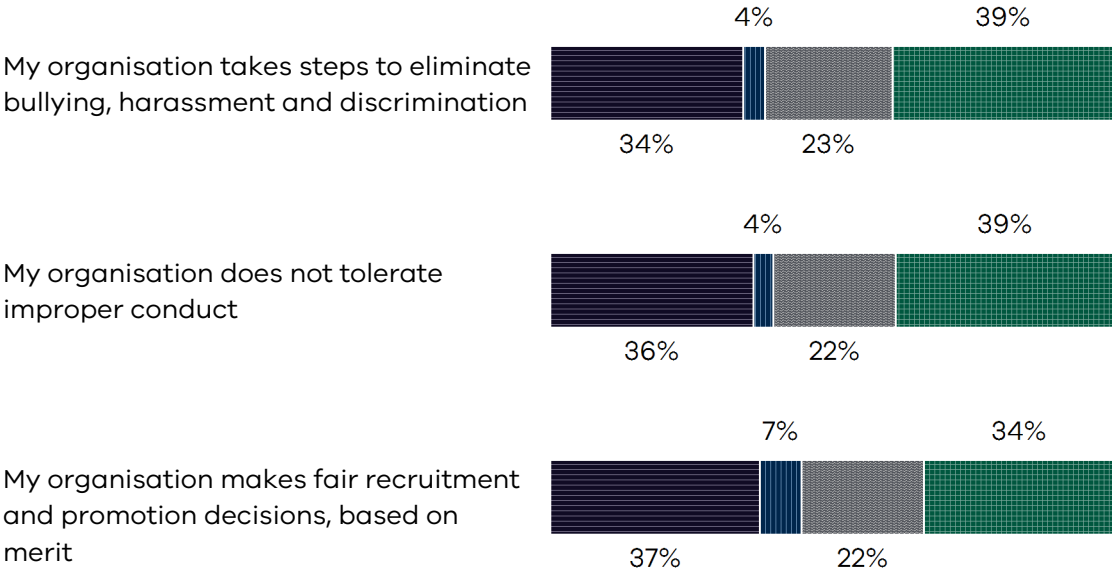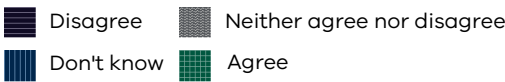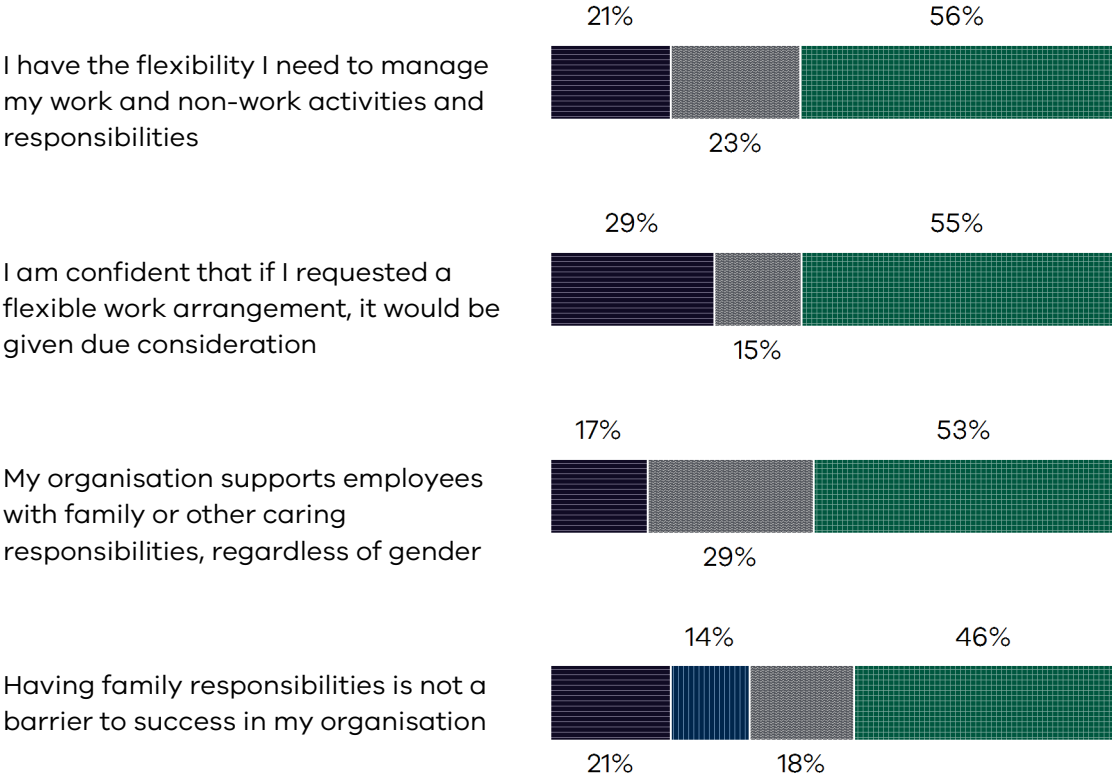
Example

56% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	Disagree 21%, Neither 23%, Agree 56%	Not asked	Not asked	56 %	60 %	66 %	71 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	Disagree 29%, Neither 15%, Agree 55%	61 %	57 %	55 %	53 %	60 %	67 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	Disagree 17%, Neither 29%, Agree 53%	Not asked	Not asked	53 %	59 %	65 %	71 %
Having family responsibilities is not a barrier to success in my organisation	Disagree 21%, Don't know 14%, Neither 18%, Agree 46%	Not asked	Not asked	46 %	49 %	55 %	61 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.
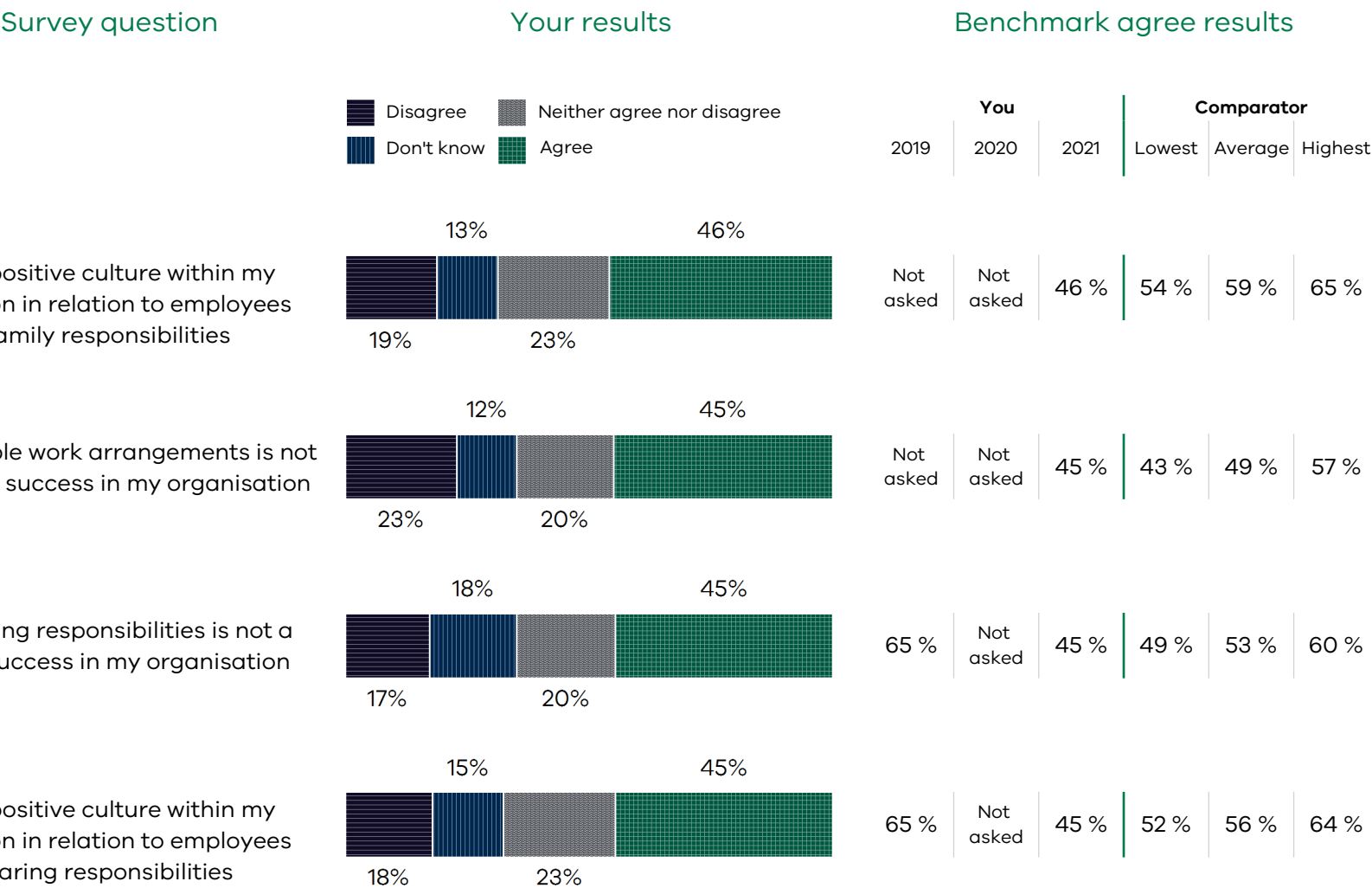
How to read this

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

46% 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 family responsibilities'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
There is a positive culture within my organisation in relation to employees who have family responsibilities	19% / 13% / 23% / 46%	Not asked	Not asked	46 %	54 %	59 %	65 %
Using flexible work arrangements is not a barrier to success in my organisation	23% / 12% / 20% / 45%	Not asked	Not asked	45 %	43 %	49 %	57 %
Having caring responsibilities is not a barrier to success in my organisation	17% / 18% / 20% / 45%	65 %	Not asked	45 %	49 %	53 %	60 %
There is a positive culture within my organisation in relation to employees who have caring responsibilities	18% / 15% / 23% / 45%	65 %	Not asked	45 %	52 %	56 %	64 %

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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.
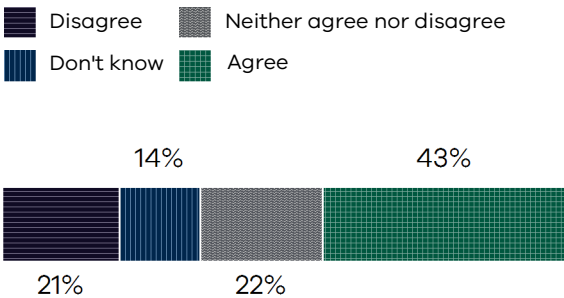
Example

43% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

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

Your results

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

14%   43%

21%   22%

Benchmark agree results

	You			Comparator		
2019	2020	2021		Lowest	Average	Highest
64 %	Not asked	43 %		48 %	52 %	59 %

Victorian Public Sector Commission

VICTORIA State Government

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

31% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	31%	38%	38%
Part-time	29%	32%	19%
Flexible start and finish times	21%	16%	23%
Shift swap	20%	20%	12%
Working from an alternative location (e.g. home, hub/shared work space)	16%	8%	24%
Using leave to work flexible hours	9%	10%	8%
Working more hours over fewer days	7%	5%	6%
Study leave	6%	9%	4%
Job sharing	3%	2%	1%
Other	3%	3%	2%

Victorian Public Sector Commission

VICTORIA State Government

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.
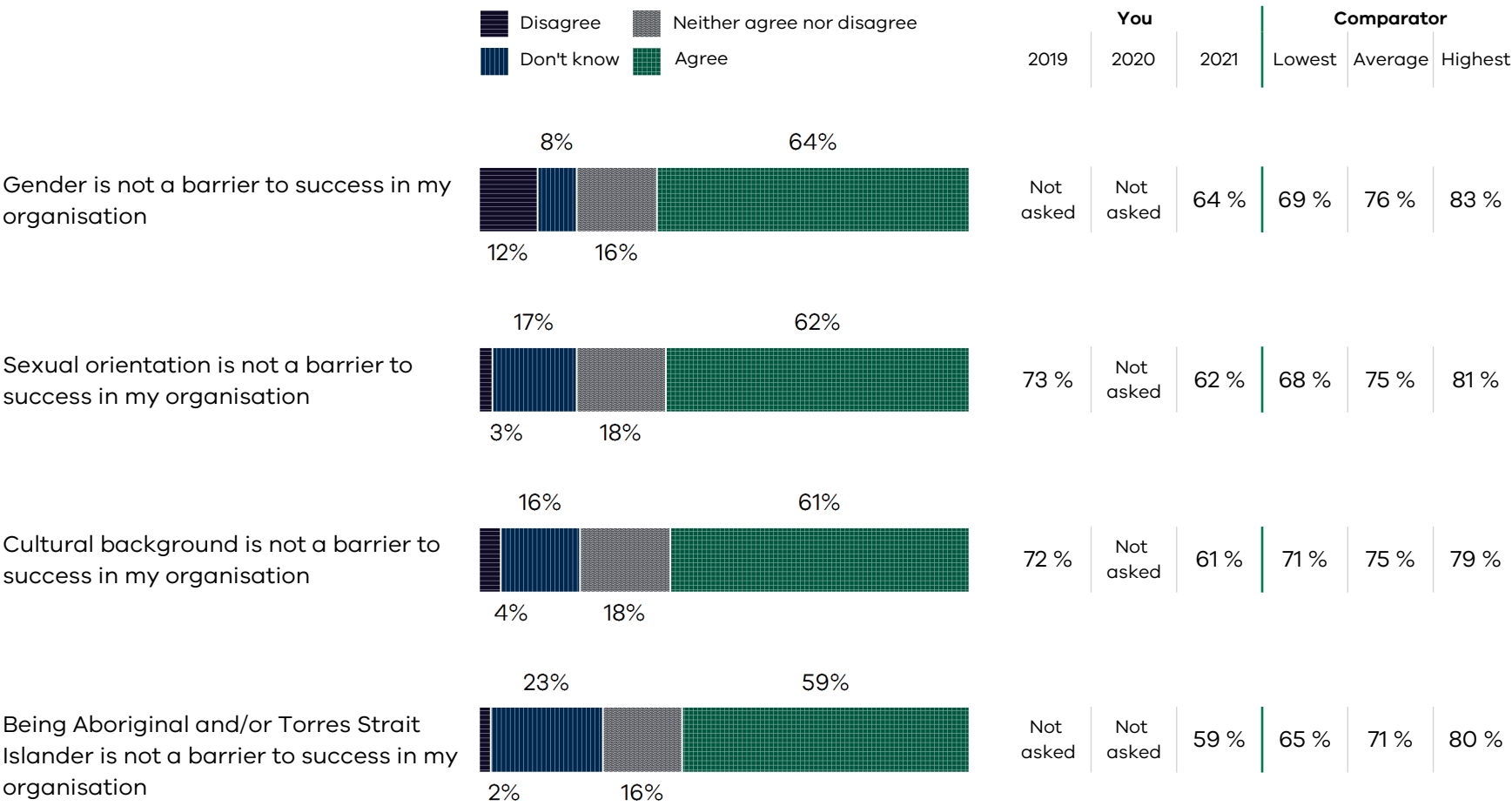
Example

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

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation (12% / 8% / 16% / 64%)		Not asked	Not asked	64 %	69 %	76 %	83 %
Sexual orientation is not a barrier to success in my organisation (3% / 17% / 18% / 62%)		73 %	Not asked	62 %	68 %	75 %	81 %
Cultural background is not a barrier to success in my organisation (4% / 16% / 18% / 61%)		72 %	Not asked	61 %	71 %	75 %	79 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation (2% / 23% / 16% / 59%)		Not asked	Not asked	59 %	65 %	71 %	80 %

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

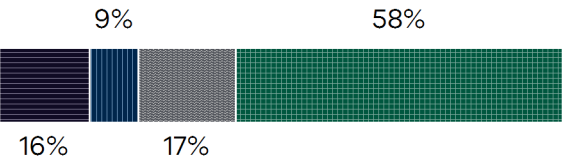58% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.
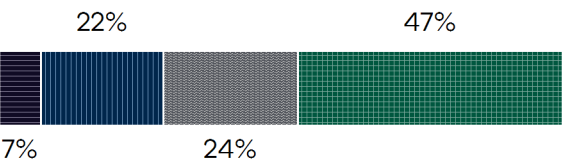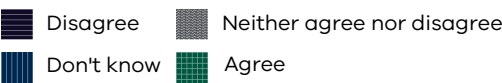
Survey question	Your results					

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

Benchmark agree results

	You			Comparator		
Survey question	2019	2020	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	69 %	Not asked	58 %	66 %	70 %	78 %
Disability is not a barrier to success in my organisation	60 %	Not asked	47 %	53 %	59 %	66 %

Your results — Age is not a barrier to success in my organisation: Disagree 16%, Don't know 9%, Neither agree nor disagree 17%, Agree 58%

Your results — Disability is not a barrier to success in my organisation: Disagree 7%, Don't know 22%, Neither agree nor disagree 24%, Agree 47%

Victorian Public Sector Commission

VICTORIA State Government

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.
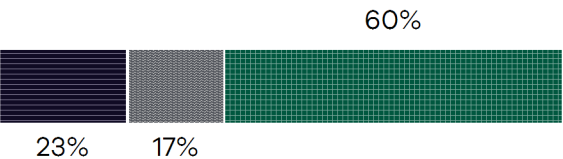
Example

60% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.
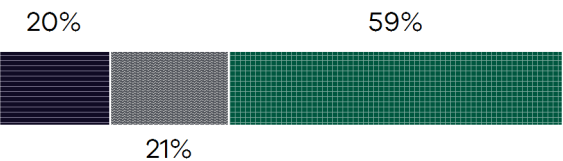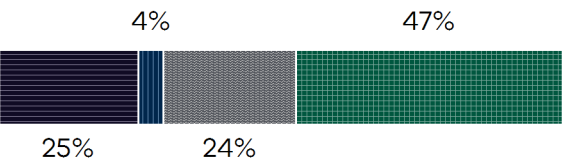
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	Disagree 23%, Neither 17%, Agree 60%	Not asked	Not asked	60 %	69 %	74 %	85 %
I feel culturally safe at work	Disagree 20%, Neither 21%, Agree 59%	Not asked	Not asked	59 %	66 %	74 %	81 %
My organisation consults employees on health and safety matters	Disagree 25%, Don't know 4%, Neither 24%, Agree 47%	65 %	Not asked	47 %	51 %	60 %	66 %
My organisation has effective procedures in place to support employees who may experience stress	Disagree 33%, Don't know 6%, Neither 16%, Agree 45%	58 %	48 %	45 %	43 %	51 %	61 %

Victorian Public Sector Commission

VICTORIA State Government

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.
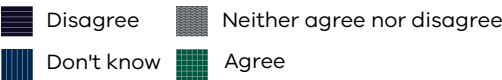
Example

35% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
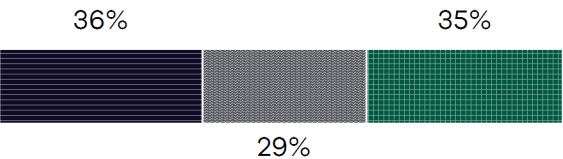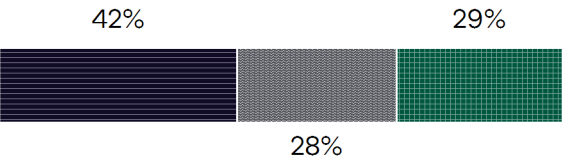
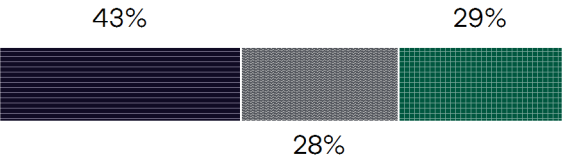| Survey question	Your results	Benchmark agree results

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

	You			**Comparator**		
	2019	2020	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me — 36% / 29% / 35%	49 %	40 %	35 %	38 %	45 %	50 %
Senior leaders consider the psychological health of employees to be as important as productivity — 42% / 28% / 29%	40 %	41 %	29 %	36 %	42 %	50 %
Senior leaders show support for stress prevention through involvement and commitment — 43% / 28% / 29%	39 %	40 %	29 %	33 %	41 %	50 %
All levels of my organisation are involved in the prevention of stress — 45% / 33% / 22%	38 %	26 %	22 %	25 %	35 %	43 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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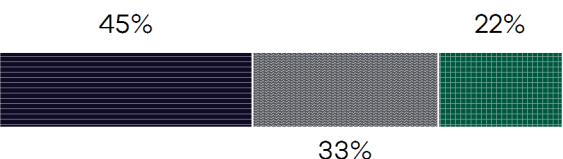2. All levels of my organisation are involved in the prevention of stress
3. Senior leaders consider the psychological health of employees to be as important as productivity
4. Senior leaders show support for stress prevention through involvement and commitment

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

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

How to interpret your score

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

A score of:

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

Adverse outcomes can include:

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

Benchmark results
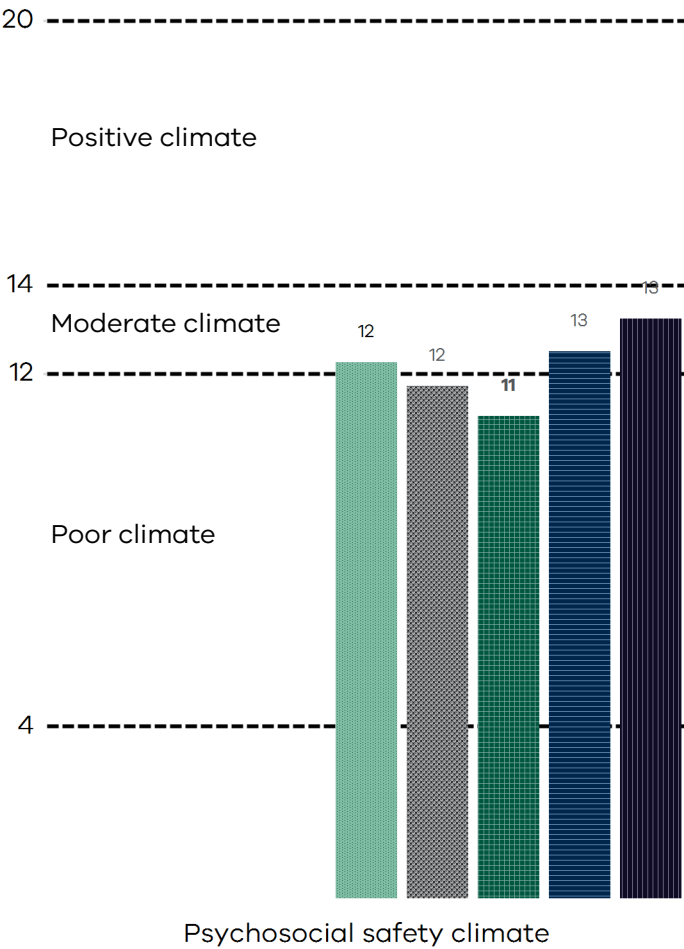
Psychosocial safety climate

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

Victorian Public Sector Commission — Victoria State Government

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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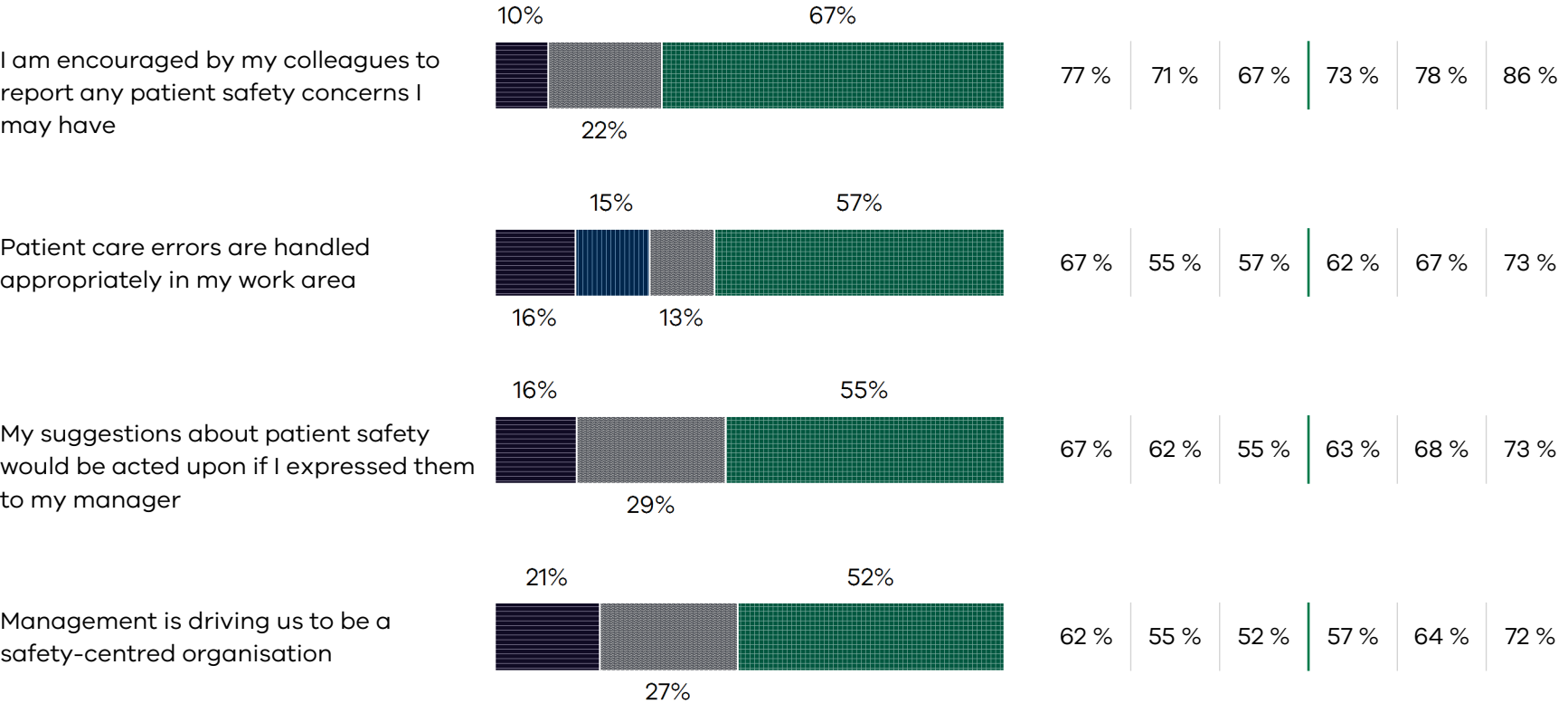
Example

67% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

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

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

Survey question	Disagree	Neither	Agree	2019	2020	2021	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	10%	22%	67%	77 %	71 %	67 %	73 %	78 %	86 %
Patient care errors are handled appropriately in my work area	16% / 13%	15%	57%	67 %	55 %	57 %	62 %	67 %	73 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	16%	29%	55%	67 %	62 %	55 %	63 %	68 %	73 %
Management is driving us to be a safety-centred organisation	21%	27%	52%	62 %	55 %	52 %	57 %	64 %	72 %

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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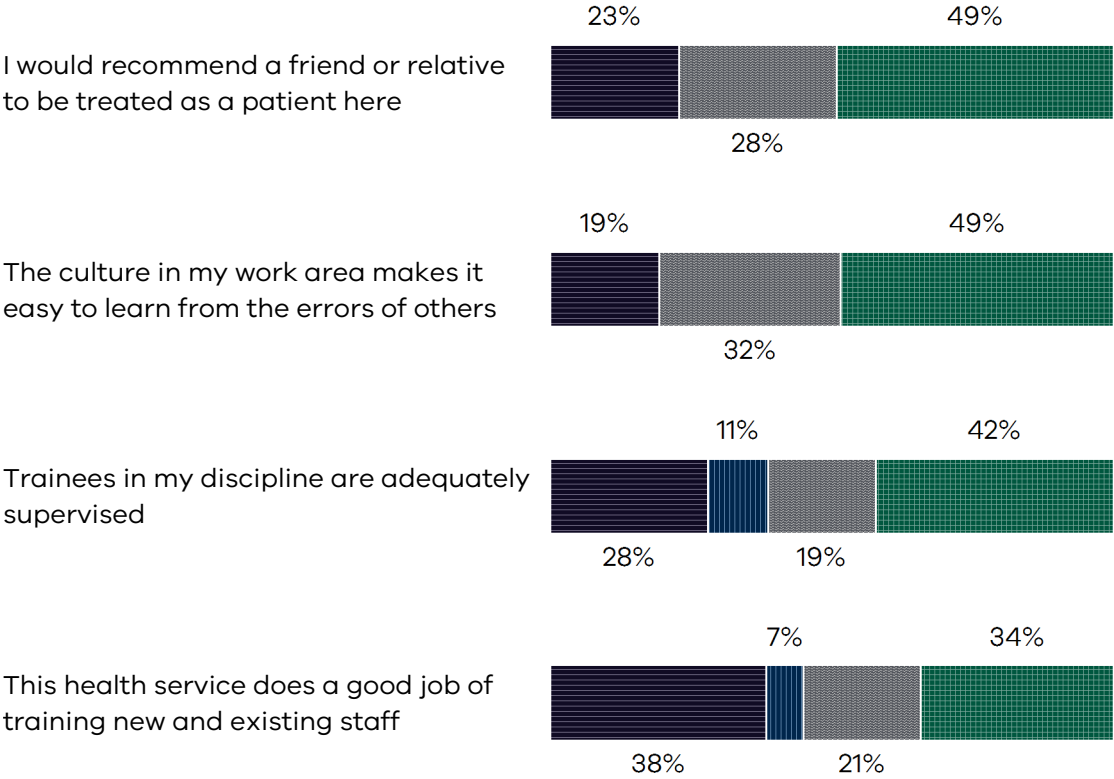
Example

49% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

Survey question	Your results	You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I would recommend a friend or relative to be treated as a patient here	Disagree 23% / Neither 28% / Agree 49%	67 %	60 %	49 %	53 %	66 %	77 %
The culture in my work area makes it easy to learn from the errors of others	Disagree 19% / Neither 32% / Agree 49%	62 %	49 %	49 %	58 %	65 %	69 %
Trainees in my discipline are adequately supervised	Disagree 28% / Don't know 11% / Neither 19% / Agree 42%	56 %	43 %	42 %	51 %	58 %	62 %
This health service does a good job of training new and existing staff	Disagree 38% / Don't know 7% / Neither 21% / Agree 34%	52 %	35 %	34 %	43 %	53 %	67 %

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

Victorian Public Sector Commission

VICTORIA State Government

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.
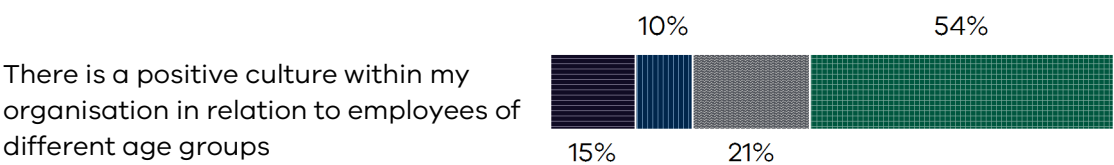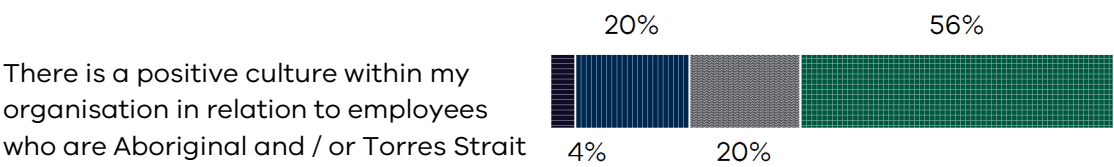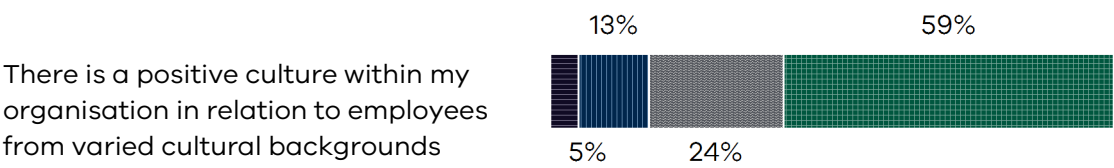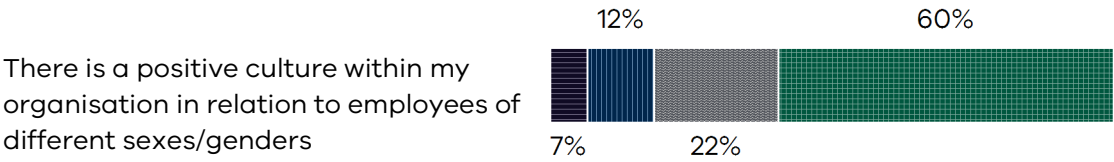
Example

60% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

Survey question	Your results						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	7% / 12% / 22% / 60%	76 %	Not asked	60 %	67 %	75 %	78 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	5% / 13% / 24% / 59%	73 %	Not asked	59 %	71 %	75 %	80 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	4% / 20% / 20% / 56%	66 %	Not asked	56 %	65 %	72 %	81 %
There is a positive culture within my organisation in relation to employees of different age groups	15% / 10% / 21% / 54%	74 %	Not asked	54 %	63 %	70 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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.
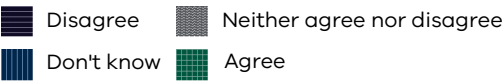
Example

51% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.
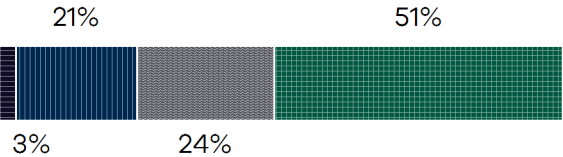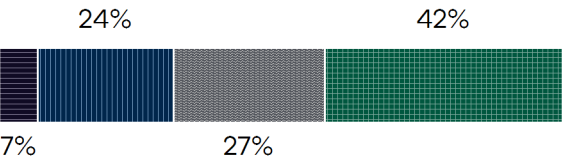
Survey question	Your results		Benchmark agree results

Legend: Disagree | 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+	66 %	Not asked	51 %	56 %	66 %	75 %
There is a positive culture within my organisation in relation to employees with disability	58 %	Not asked	42 %	49 %	59 %	67 %

Your results (first question): 3% Disagree, 21% Don't know, 24% Neither agree nor disagree, 51% Agree

Your results (second question): 7% Disagree, 24% Don't know, 27% Neither agree nor disagree, 42% Agree

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.
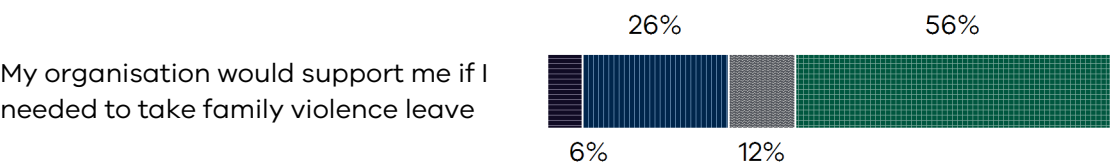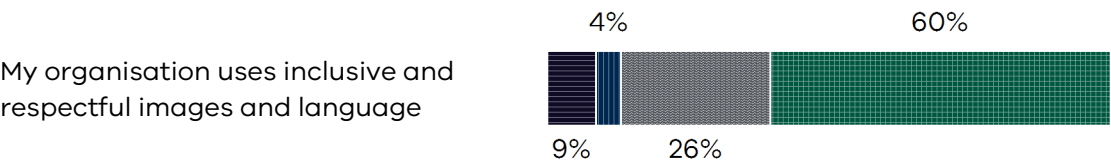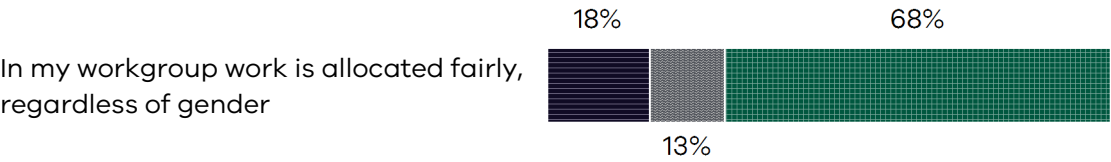
Example

68% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
In my workgroup work is allocated fairly, regardless of gender	18% / 13% / 68%	Not asked	Not asked	68 %	70 %	79 %	82 %
My organisation uses inclusive and respectful images and language	4% / 9% / 26% / 60%	Not asked	Not asked	60 %	73 %	80 %	83 %
My organisation would support me if I needed to take family violence leave	26% / 6% / 12% / 56%	Not asked	Not asked	56 %	68 %	71 %	80 %

People matter survey 2021

Have your say

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- Survey's theoretical framework
- Your comparator group
- Your response rate

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

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

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

Taking action
- Taking action questions

Senior leadership
- Senior leadership questions

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

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

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

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

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
- Categories
- Primary role

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:

- 72% of your staff who did the survey responded positively to questions about .

Compared to:

- 79% of staff at your comparator and 80% of staff across the public sector.

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

Quality service delivery: 82%, 72%, 79%, 80%
Workgroup support: 64%, 72%, 76%
Innovation: 65%, 57%, 66%, 68%

Victorian Public Sector Commission

VICTORIA State Government
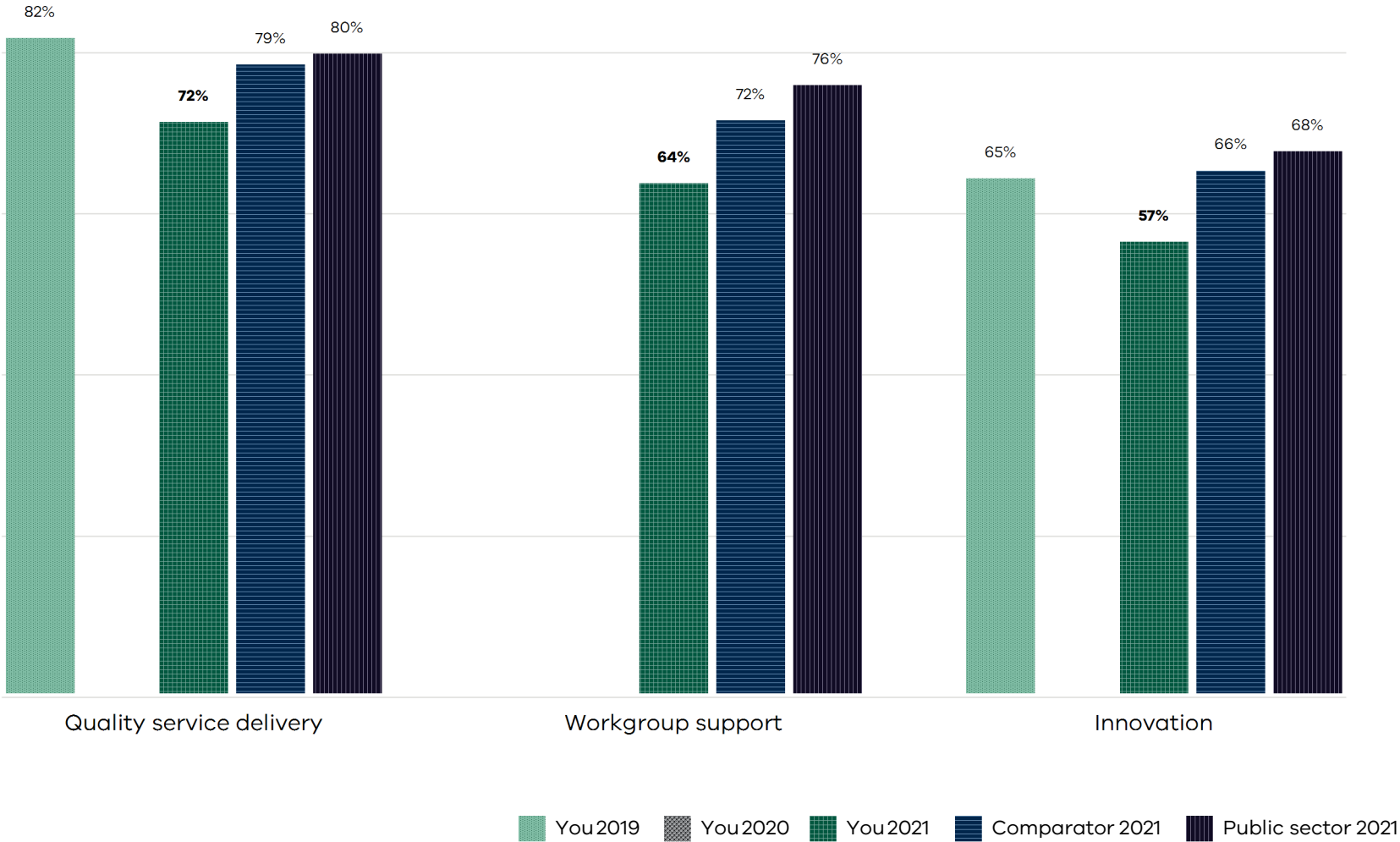
Workgroup climate

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

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

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

Survey question	Your results	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner	85% (5% 9%)	90 %	Not asked	85 %	83 %	86 %	89 %
My workgroup strives to provide high quality advice and services	81% (8% 11%)	90 %	Not asked	81 %	80 %	86 %	90 %
My workgroup values human rights	81% (7% 13%)	82 %	Not asked	81 %	81 %	85 %	88 %
My workgroup strives to make the best use of its resources	69% (16% 15%)	84 %	Not asked	69 %	69 %	78 %	82 %

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.

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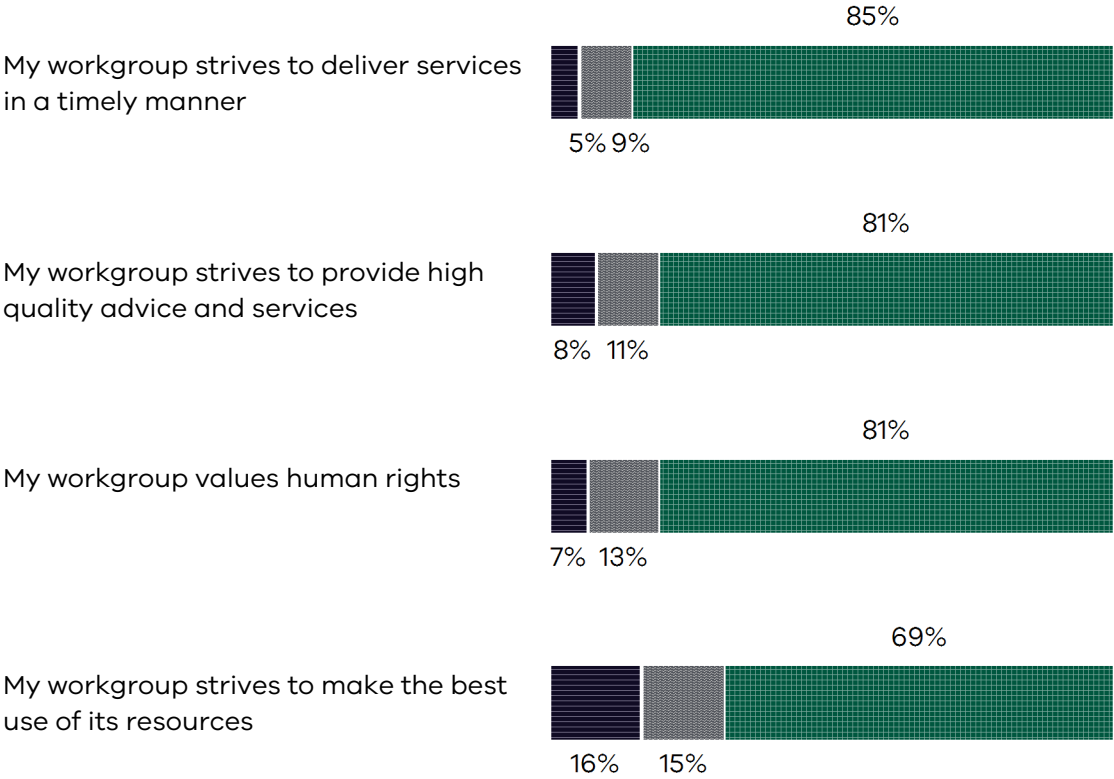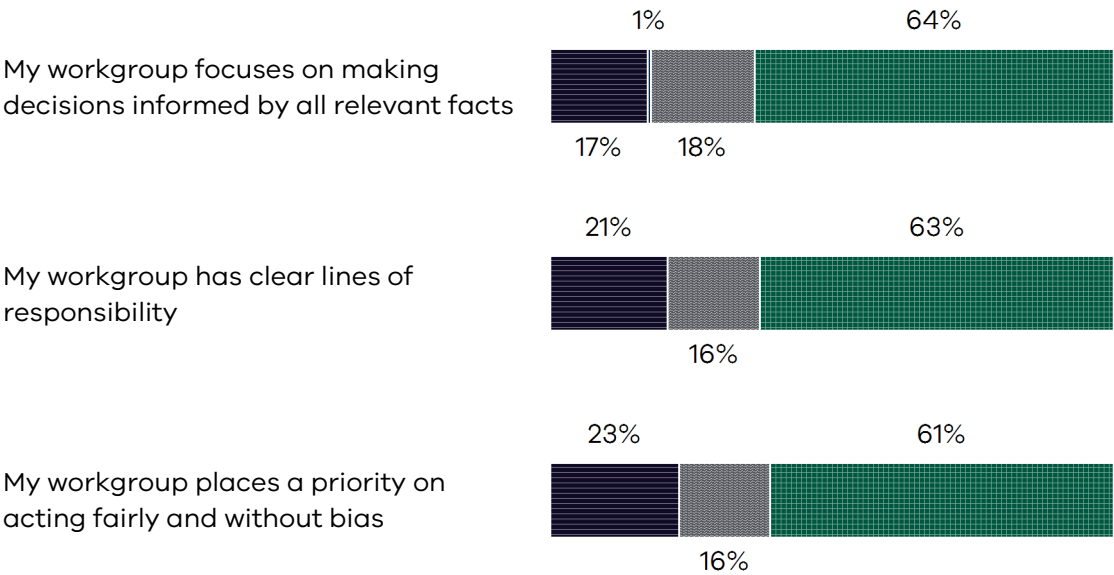
Example

64% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results						

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

		You			**Comparator**		
Survey question	Your results	2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	17% / 18% / 64% (1%)	81 %	Not asked	64 %	65 %	73 %	78 %
My workgroup has clear lines of responsibility	21% / 16% / 63%	75 %	Not asked	63 %	65 %	75 %	79 %
My workgroup places a priority on acting fairly and without bias	23% / 16% / 61%	74 %	Not asked	61 %	60 %	70 %	75 %

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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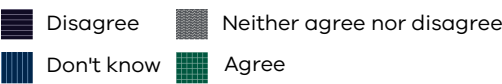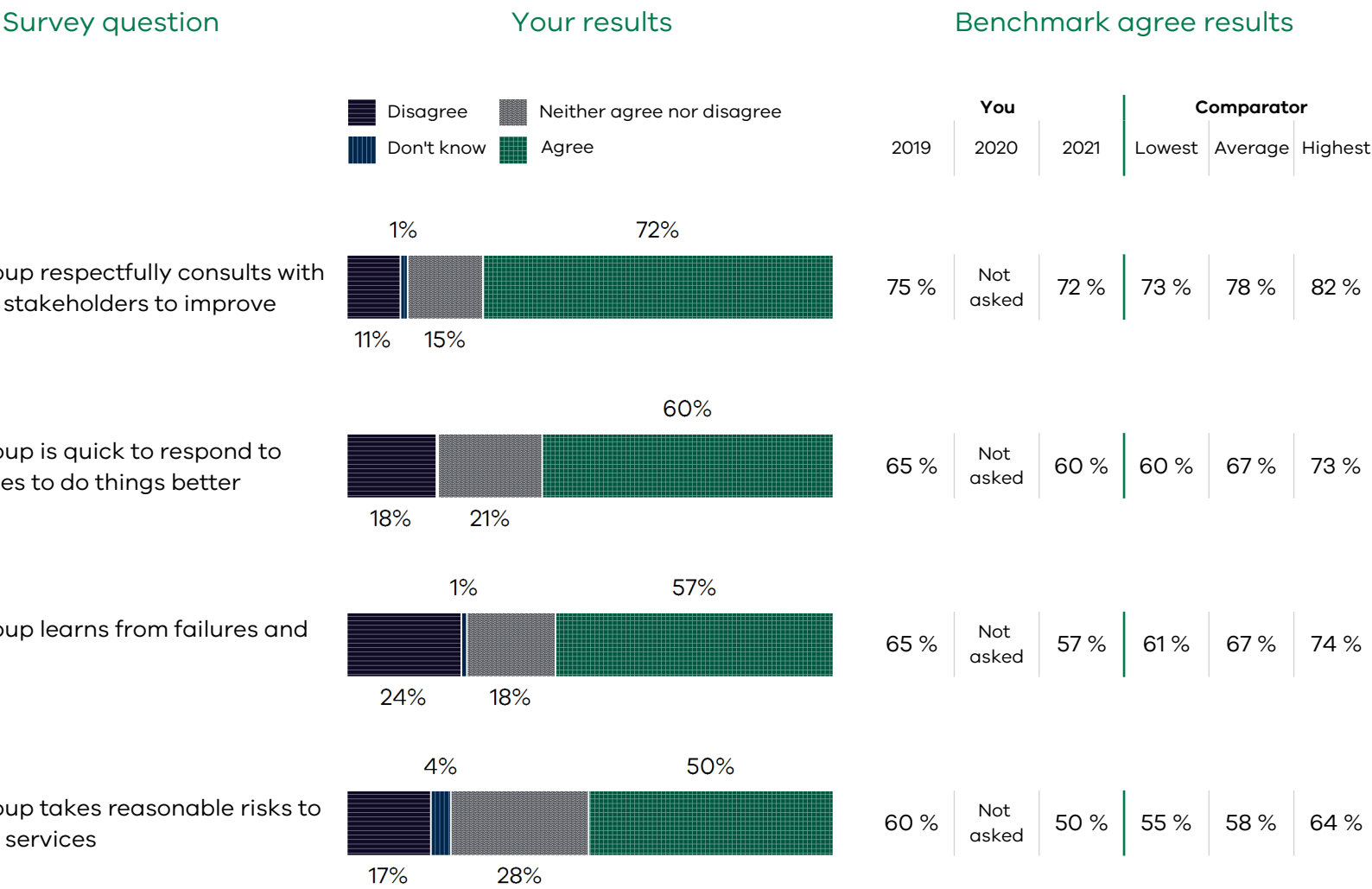
Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes — 11% / 1% / 15% / 72%	75 %	Not asked	72 %	73 %	78 %	82 %
My workgroup is quick to respond to opportunities to do things better — 18% / 21% / 60%	65 %	Not asked	60 %	60 %	67 %	73 %
My workgroup learns from failures and mistakes — 24% / 1% / 18% / 57%	65 %	Not asked	57 %	61 %	67 %	74 %
My workgroup takes reasonable risks to improve its services — 17% / 4% / 28% / 50%	60 %	Not asked	50 %	55 %	58 %	64 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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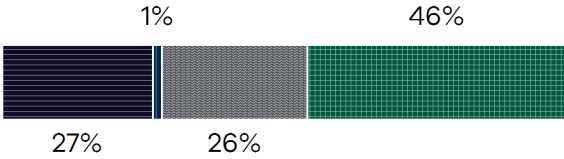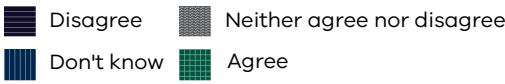
Example

46% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My workgroup encourages employee creativity	Disagree 27%, Don't know 1%, Neither agree nor disagree 26%, Agree 46%	60 %	Not asked	46 %	51 %	59 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

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.

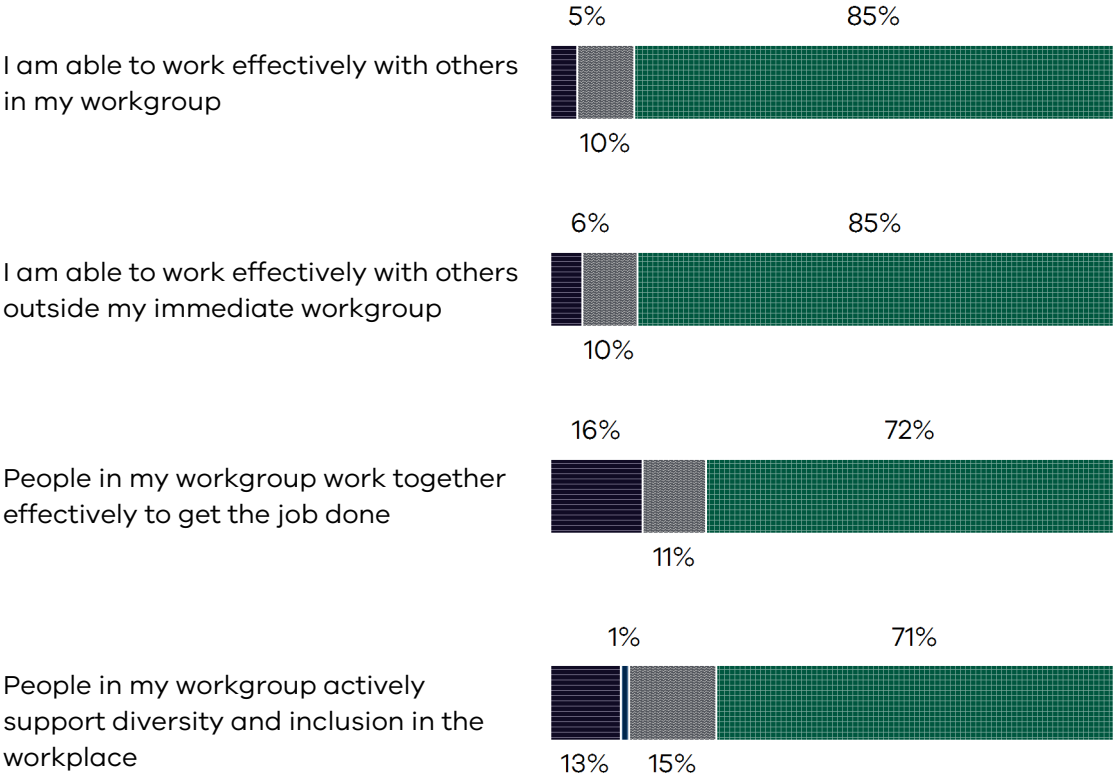Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question	Your results							

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup	Not asked	83 %	85 %	86 %	89 %	92 %
I am able to work effectively with others outside my immediate workgroup	Not asked	82 %	85 %	86 %	89 %	92 %
People in my workgroup work together effectively to get the job done	82 %	73 %	72 %	72 %	77 %	85 %
People in my workgroup actively support diversity and inclusion in the workplace	74 %	Not asked	71 %	73 %	79 %	84 %

Your results bar values:
- I am able to work effectively with others in my workgroup: 5% / 10% / 85%
- I am able to work effectively with others outside my immediate workgroup: 6% / 10% / 85%
- People in my workgroup work together effectively to get the job done: 16% / 11% / 72%
- People in my workgroup actively support diversity and inclusion in the workplace: 13% / 1% / 15% / 71%

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.

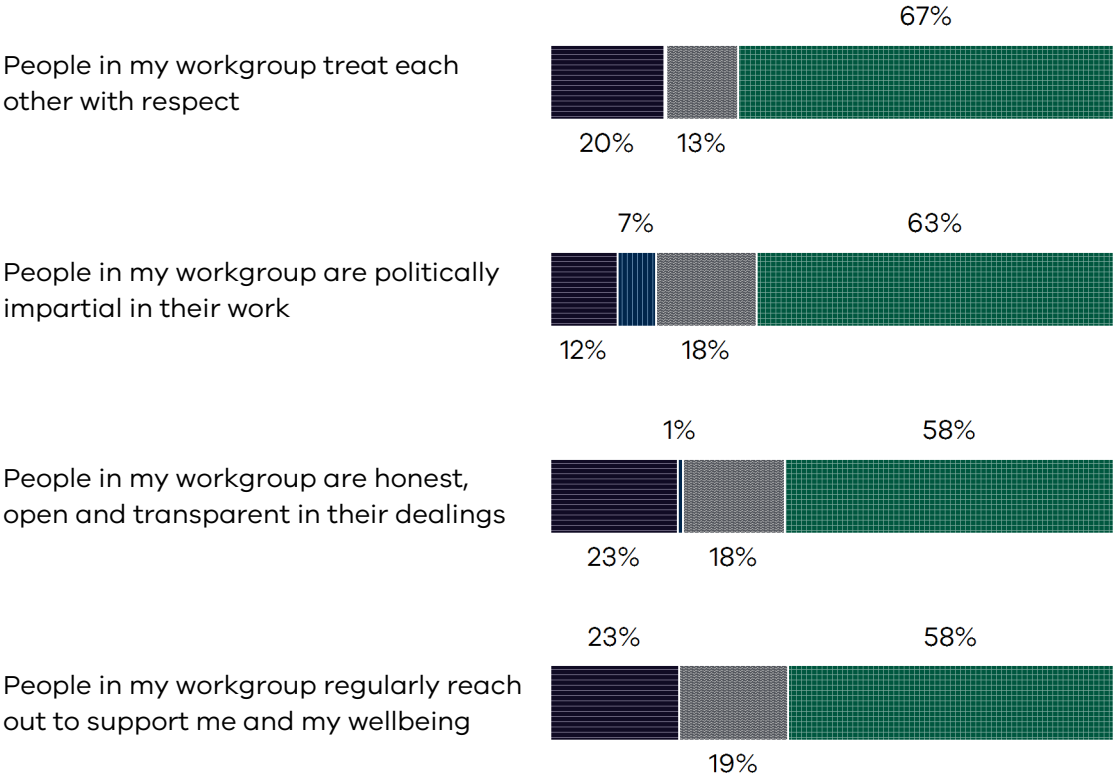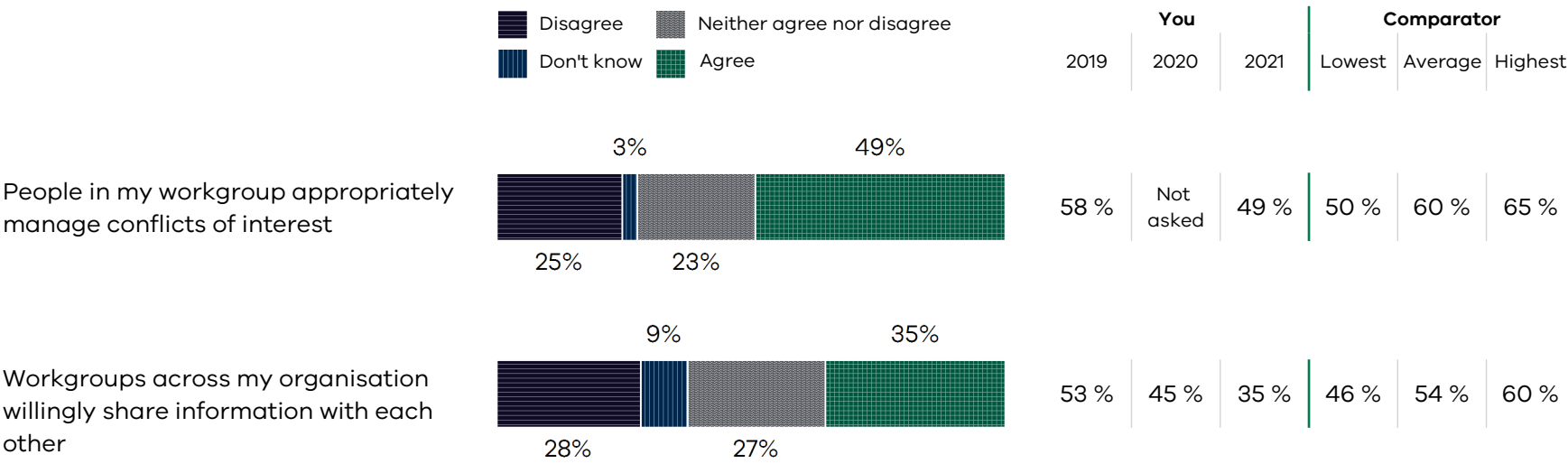Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
People in my workgroup treat each other with respect	20% / 13% / 67%	70 %	71 %	67 %	61 %	73 %	77 %
People in my workgroup are politically impartial in their work	12% / 7% / 18% / 63%	64 %	Not asked	63 %	64 %	68 %	72 %
People in my workgroup are honest, open and transparent in their dealings	23% / 1% / 18% / 58%	64 %	Not asked	58 %	54 %	66 %	71 %
People in my workgroup regularly reach out to support me and my wellbeing	23% / 19% / 58%	Not asked	59 %	58 %	59 %	67 %	72 %

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

49% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

Survey question	Your results			You			Comparator		
			2019	2020	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	25% / 3% / 23% / 49%		58 %	Not asked	49 %	50 %	60 %	65 %
Workgroups across my organisation willingly share information with each other	28% / 9% / 27% / 35%		53 %	45 %	35 %	46 %	54 %	60 %

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
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- Diversity and inclusion
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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
- Categories
- Primary role

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.
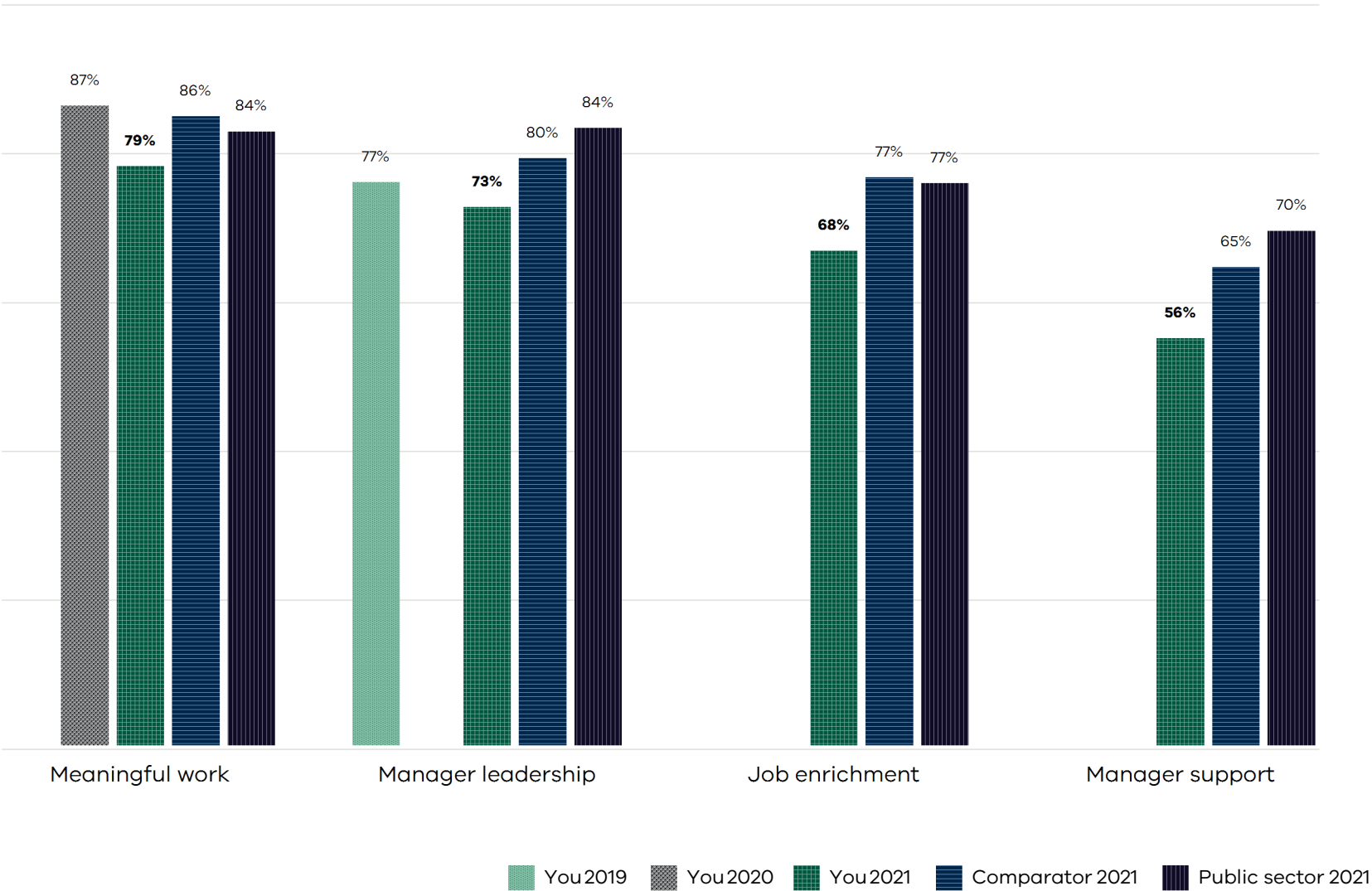
Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 84% of staff across the public sector.

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

Meaningful work: 87%, 79%, 86%, 84%
Manager leadership: 77%, 73%, 80%, 84%
Job enrichment: 68%, 77%, 77%
Manager support: 56%, 65%, 70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

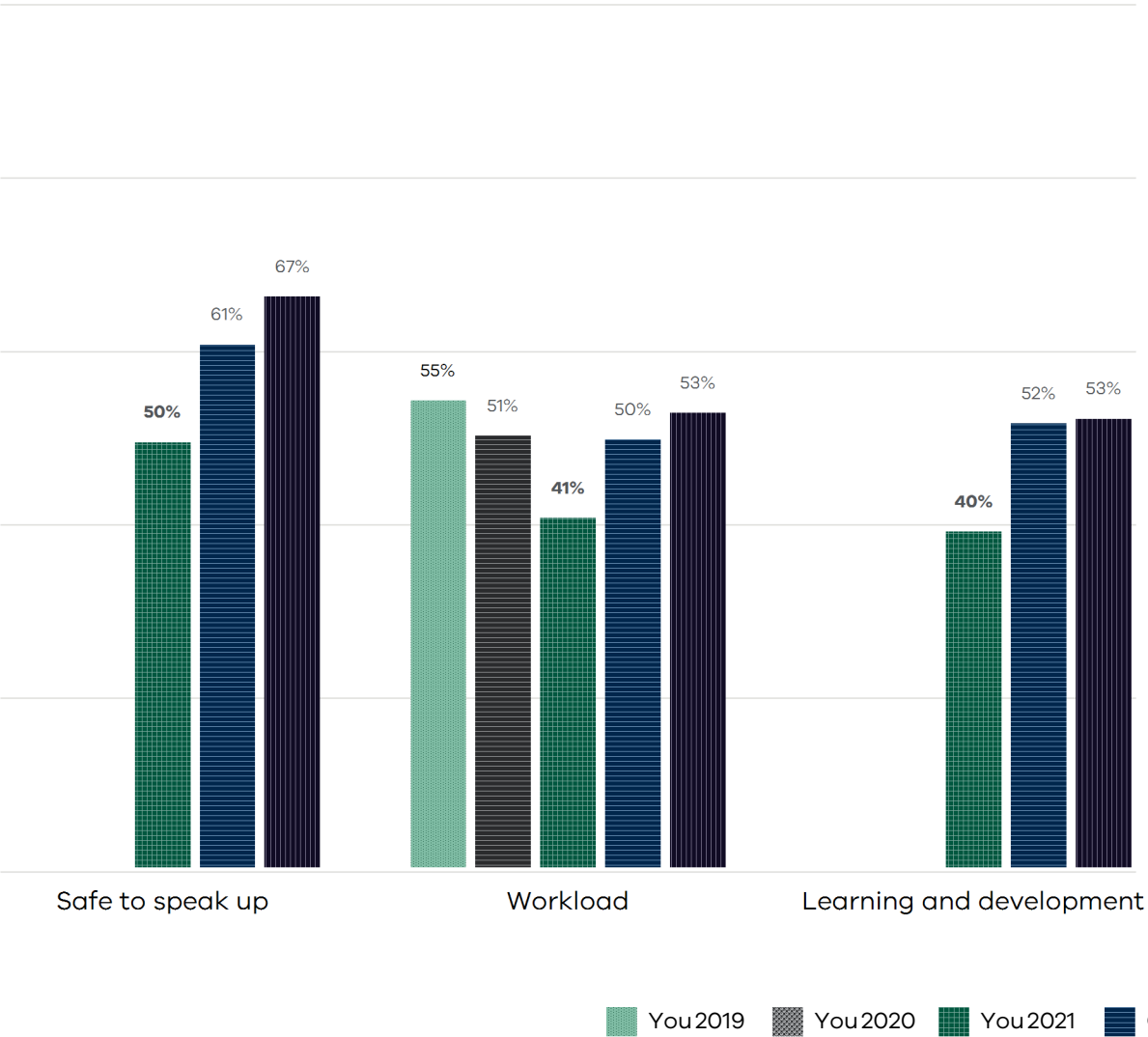Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

• 50% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

• 61% of staff at your comparator and 67% of staff across the public sector.

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

Safe to speak up: 50%, 61%, 67%
Workload: 55%, 51%, 41%, 50%, 53%
Learning and development: 40%, 52%, 53%

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.
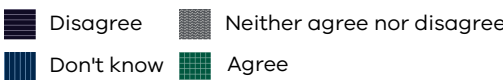
Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.
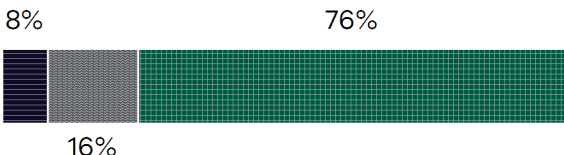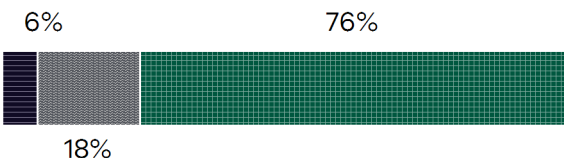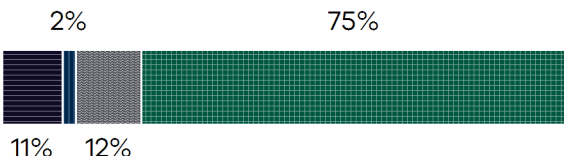
Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager ensures clients receive a high standard of service	82 %	Not asked	76 %	77 %	82 %	87 %
My manager works effectively with people from diverse backgrounds	77 %	Not asked	76 %	77 %	82 %	86 %
My manager is committed to workplace safety	79 %	Not asked	75 %	77 %	82 %	86 %
My manager treats employees with dignity and respect	75 %	Not asked	74 %	72 %	79 %	84 %

Your results bars:
- My manager ensures clients receive a high standard of service: 8% disagree, 16% neither, 76% agree
- My manager works effectively with people from diverse backgrounds: 6% disagree, 18% neither, 76% agree
- My manager is committed to workplace safety: 11% disagree, 2% don't know, 12% neither, 75% agree
- My manager treats employees with dignity and respect: 14% disagree, 13% neither, 74% agree

Victorian Public Sector Commission

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Job and manager factors

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.

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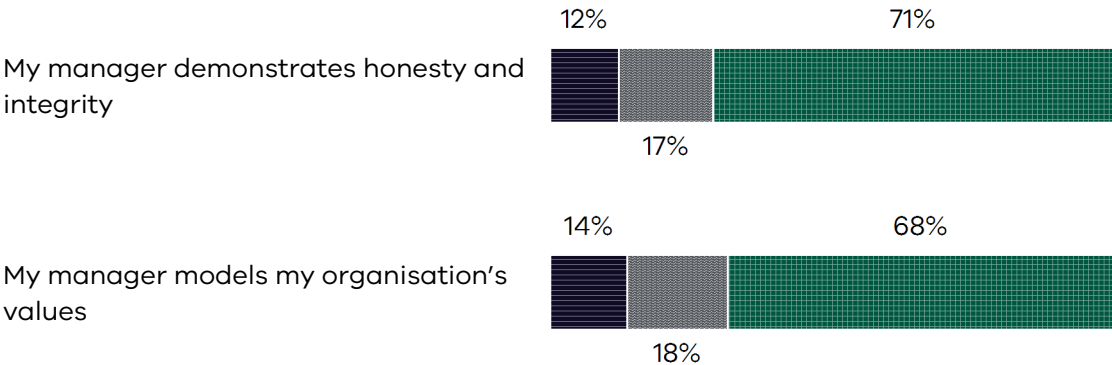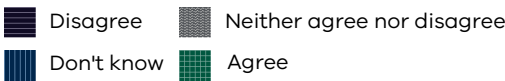
Example

71% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	12% / 17% / 71%	74 %	Not asked	71 %	70 %	77 %	82 %
My manager models my organisation's values	14% / 18% / 68%	73 %	Not asked	68 %	66 %	76 %	81 %

Job and manager factors

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.

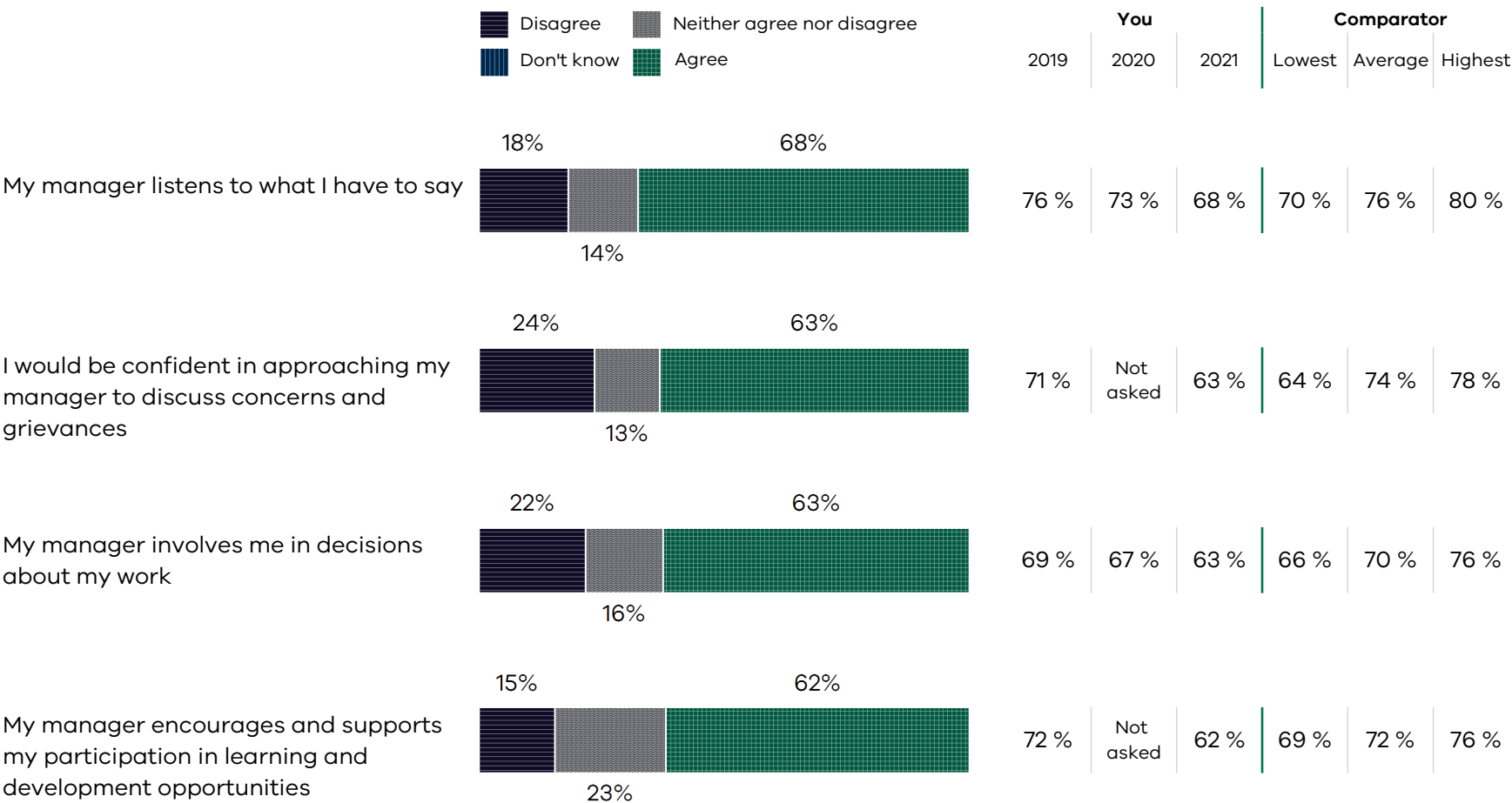Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

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

Survey question	Disagree	Neither	Agree	Don't know	2019	2020	2021	Lowest	Average	Highest
My manager listens to what I have to say	18%		68%	14%	76 %	73 %	68 %	70 %	76 %	80 %
I would be confident in approaching my manager to discuss concerns and grievances	24%		63%	13%	71 %	Not asked	63 %	64 %	74 %	78 %
My manager involves me in decisions about my work	22%		63%	16%	69 %	67 %	63 %	66 %	70 %	76 %
My manager encourages and supports my participation in learning and development opportunities	15%		62%	23%	72 %	Not asked	62 %	69 %	72 %	76 %

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Job and manager factors

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

62% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.
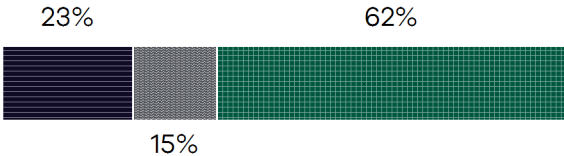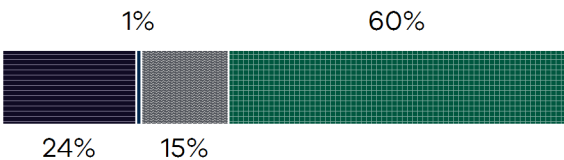
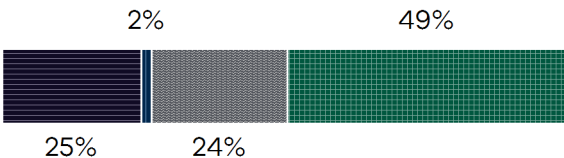| Survey question	Your results			Benchmark agree results					
					You			**Comparator**	
	Disagree	Neither agree nor disagree		2019	2020	2021	Lowest	Average	Highest
	Don't know	Agree							
My manager keeps me informed about what's going on	23% / 15% / 62%			66 %	64 %	62 %	57 %	68 %	73 %
My manager provides me with enough support when I need it	24% / 1% / 15% / 60%			Not asked	65 %	60 %	61 %	69 %	74 %
My manager provides feedback to me in a way that helps me improve my performance	25% / 2% / 24% / 49%			62 %	53 %	49 %	55 %	61 %	71 %
I receive adequate recognition for my contributions and accomplishments	38% / 23% / 39%			50 %	Not asked	39 %	44 %	50 %	58 %
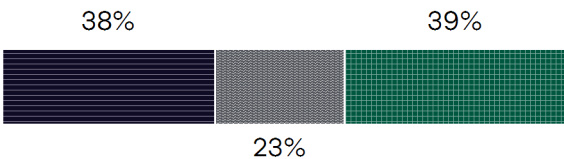
Job and manager factors

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.
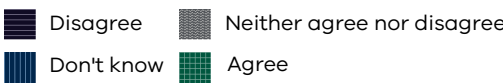
Example

37% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.
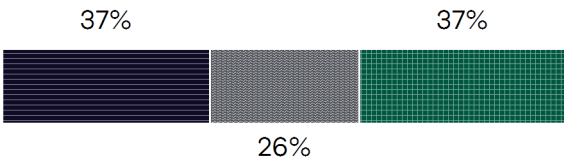
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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

37% | 37%
26%

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	Not asked	37 %	41 %	48 %	57 %

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.
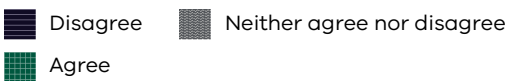
Example

44% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree | Neither agree nor disagree | Agree
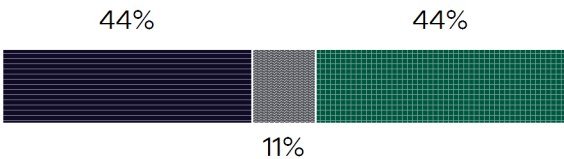
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	Disagree 44% / Neither 11% / Agree 44%	55 %	55 %	44 %	48 %	54 %	63 %
I have enough time to do my job effectively	Disagree 45% / Neither 16% / Agree 38%	55 %	46 %	38 %	41 %	47 %	57 %
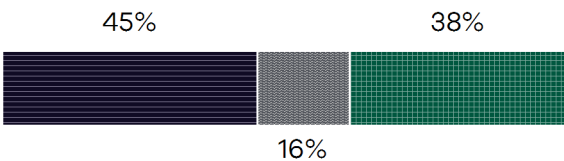
Victorian Public Sector Commission

VICTORIA State Government

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

60% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.
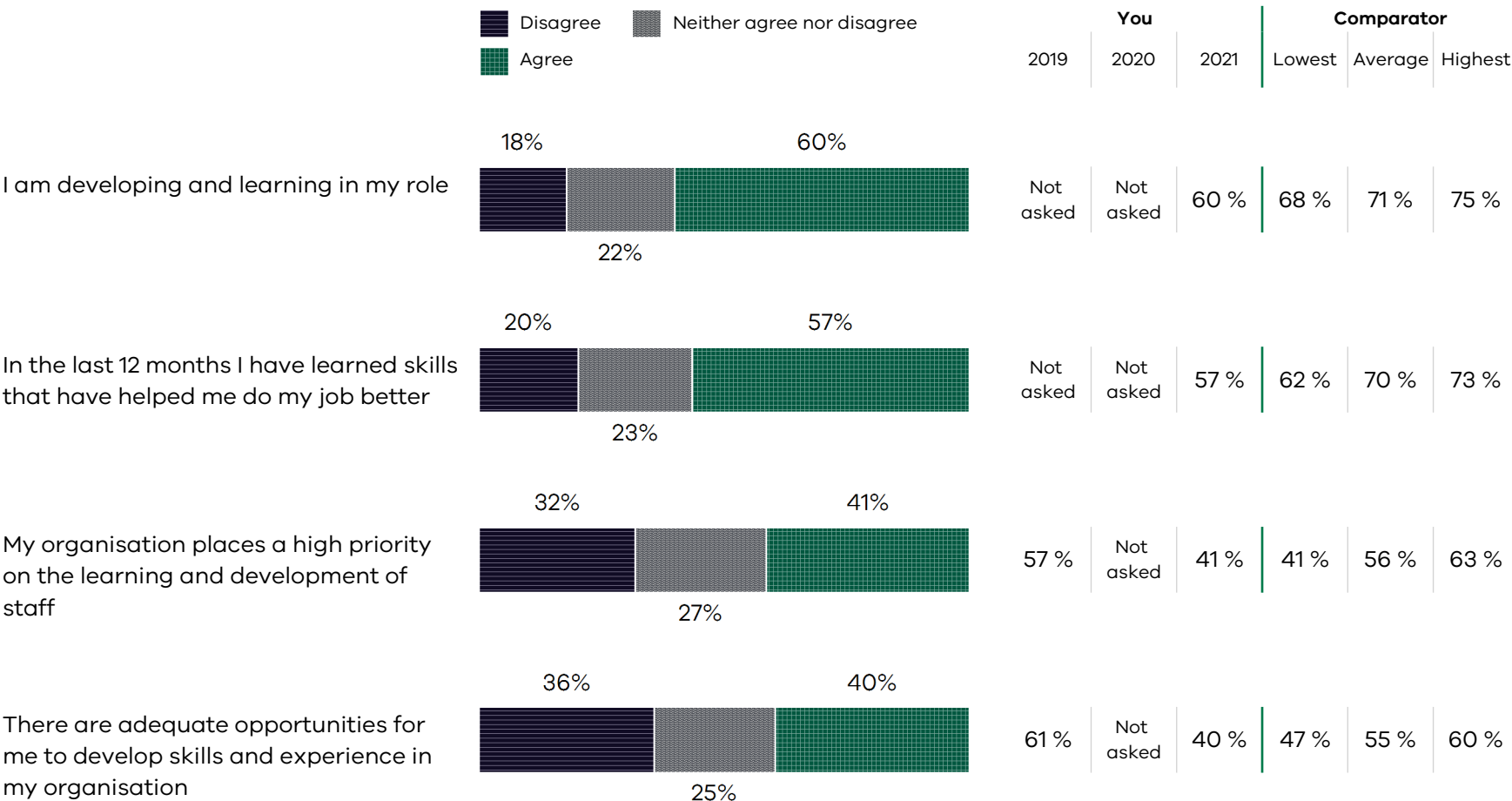
Survey question | Your results | Benchmark agree results

Legend: Disagree / Neither agree nor disagree / Agree

Survey question	Disagree	Neither	Agree	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	18%	22%	60%	Not asked	Not asked	60 %	68 %	71 %	75 %
In the last 12 months I have learned skills that have helped me do my job better	20%	23%	57%	Not asked	Not asked	57 %	62 %	70 %	73 %
My organisation places a high priority on the learning and development of staff	32%	27%	41%	57 %	Not asked	41 %	41 %	56 %	63 %
There are adequate opportunities for me to develop skills and experience in my organisation	36%	25%	40%	61 %	Not asked	40 %	47 %	55 %	60 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

37% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.
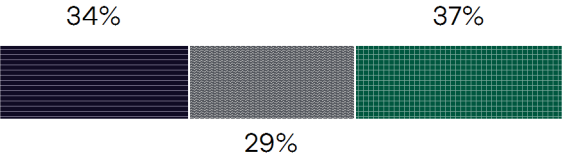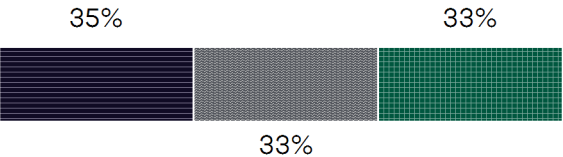
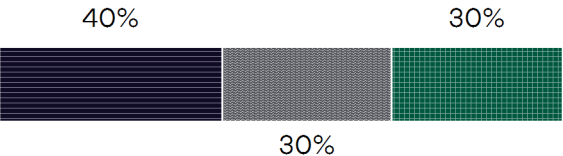## Survey question / Your results / Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▧ Agree

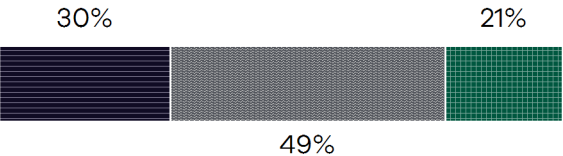| Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (Disagree 34%, Neither 29%, Agree 37%)	Not asked	Not asked	37 %	42 %	53 %	60 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) (Disagree 35%, Neither 33%, Agree 33%)	Not asked	Not asked	33 %	37 %	42 %	47 %
I feel I have an equal chance at promotion in my organisation (Disagree 40%, Neither 30%, Agree 30%)	Not asked	Not asked	30 %	35 %	42 %	48 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) (Disagree 30%, Neither 49%, Agree 21%)	Not asked	Not asked	21 %	22 %	29 %	37 %

Job and manager factors

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.
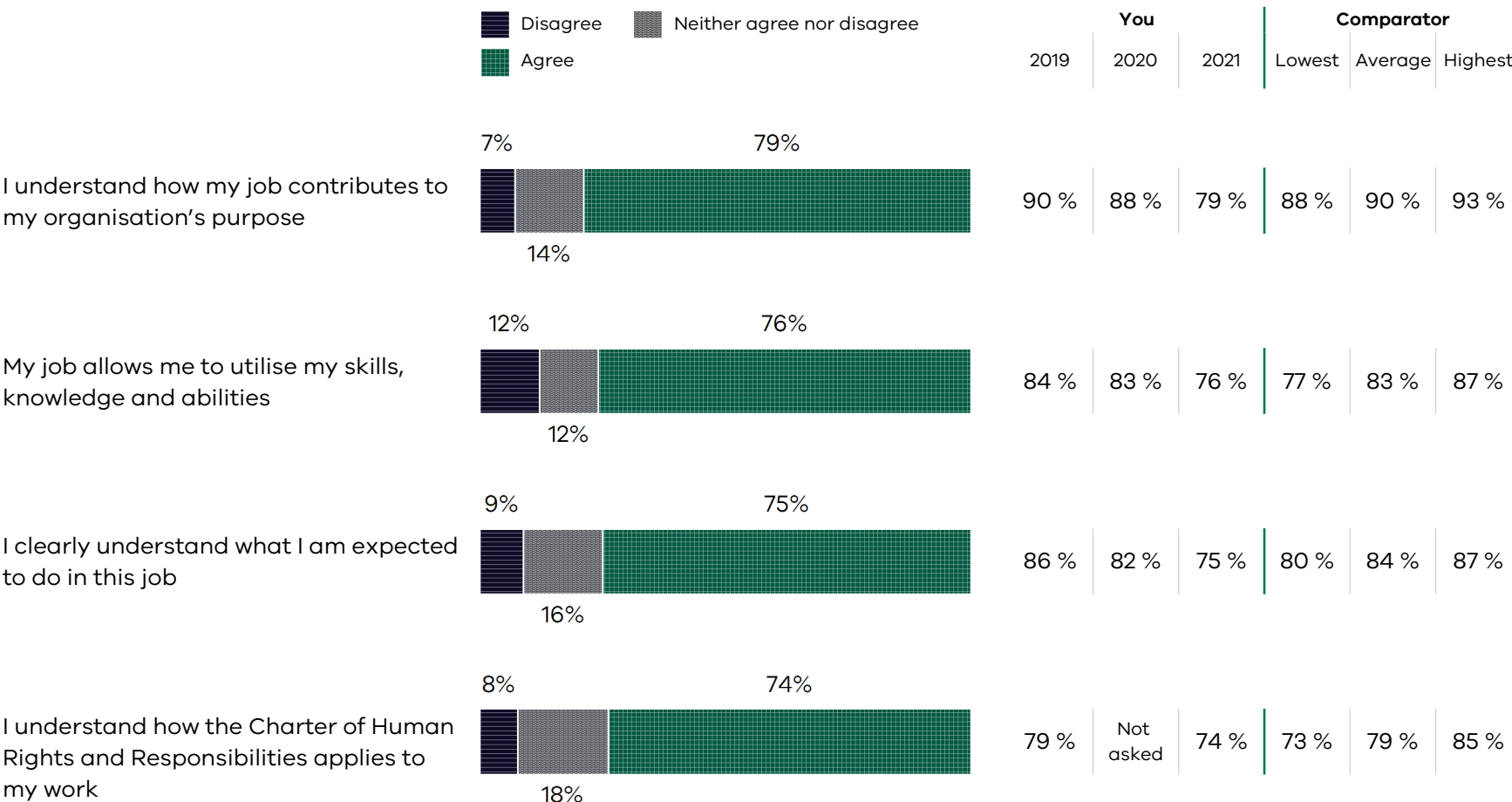
Example

79% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question | Your results | Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	7% / 14% / 79%	90 %	88 %	79 %	88 %	90 %	93 %
My job allows me to utilise my skills, knowledge and abilities	12% / 12% / 76%	84 %	83 %	76 %	77 %	83 %	87 %
I clearly understand what I am expected to do in this job	9% / 16% / 75%	86 %	82 %	75 %	80 %	84 %	87 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 18% / 74%	79 %	Not asked	74 %	73 %	79 %	85 %

Job and manager factors

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.
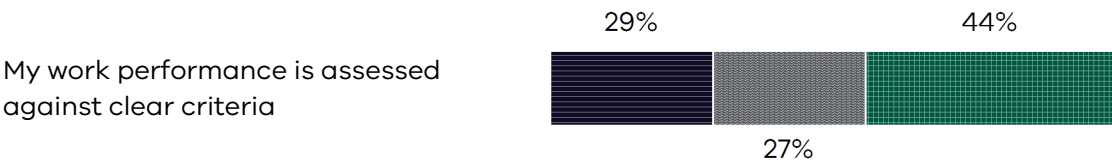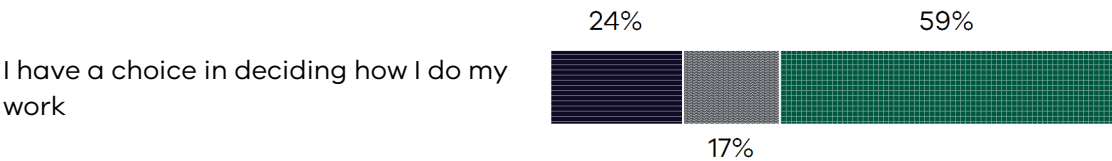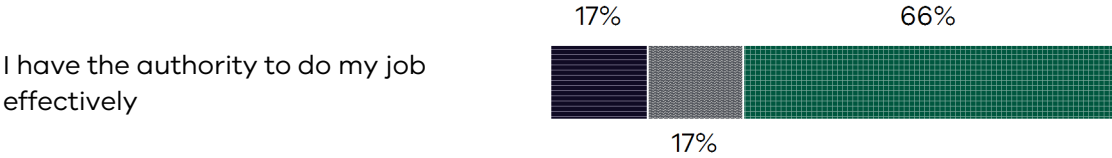
Example

66% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question	Your results						
		2019	You 2020	2021	Comparator Lowest	Average	Highest
I have the authority to do my job effectively	Disagree 17% · Neither 17% · Agree 66%	82 %	Not asked	66 %	72 %	77 %	81 %
I have a choice in deciding how I do my work	Disagree 24% · Neither 17% · Agree 59%	72 %	69 %	59 %	64 %	68 %	75 %
My work performance is assessed against clear criteria	Disagree 29% · Neither 27% · Agree 44%	Not asked	Not asked	44 %	55 %	60 %	68 %

Legend: Disagree · Neither agree nor disagree · Agree

Job and manager factors

Meaningful work

What this is

This is how staff feel about their contribution and how worthwhile their work is.

Why this is important

Staff who feel their work is meaningful can help achieve individual, team and organisational outcomes.

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Agree
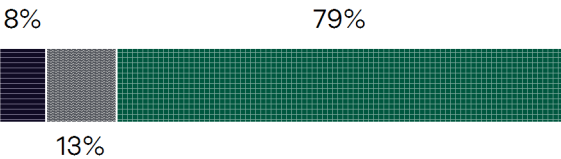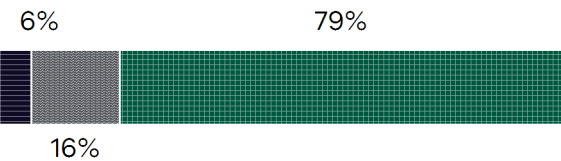
Survey question		2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I feel that I can make a worthwhile contribution at work	8% / 13% / 79%	Not asked	87 %	79 %	83 %	87 %	90 %
I am achieving something important through my work	6% / 16% / 79%	Not asked	87 %	79 %	79 %	84 %	87 %

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

54% 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'.
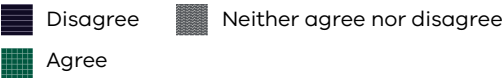
Legend: ■ Disagree ▨ Neither agree nor disagree ▩ Agree
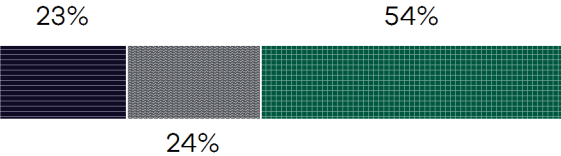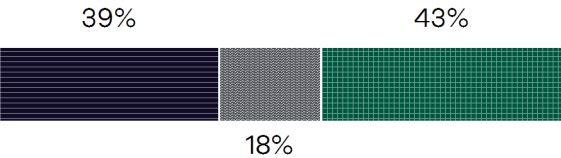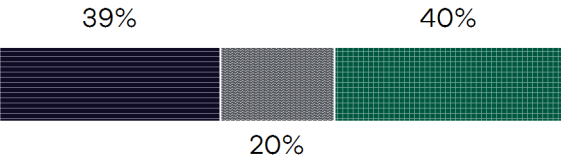
Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	23% / 24% / 54%	Not asked	59 %	54 %	53 %	65 %	69 %
I am confident that I would be protected from reprisal for reporting improper conduct	39% / 18% / 43%	47 %	Not asked	43 %	48 %	57 %	64 %
I feel safe to challenge inappropriate behaviour at work	39% / 20% / 40%	Not asked	Not asked	40 %	49 %	56 %	62 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	43% / 22% / 36%	43 %	Not asked	36 %	42 %	50 %	57 %
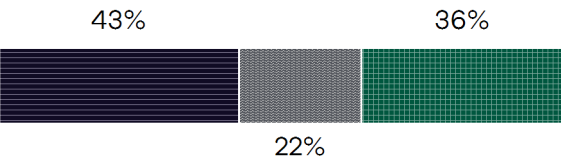
Job and manager factors

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

69% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question	Your results		Benchmark disagree results					

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
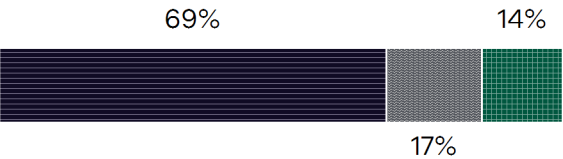
		You			Comparator		
Survey question		2019	2020	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	69% Disagree, 17% Neither, 14% Agree	Not asked	Not asked	69 %	67 %	73 %	78 %
If I make a mistake in my workgroup, it is often held against me	59% Disagree, 24% Neither, 17% Agree	Not asked	Not asked	59 %	58 %	66 %	73 %

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

42% 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	42%	34%	36%
Communication processes	29%	23%	19%
Technology limitations	26%	24%	20%
Decision making and authorisation processes	23%	18%	23%
Administrative processes (including leave and HR requirements)	22%	16%	19%
Absence of visibility of team progress and deliverables	16%	9%	9%
Other	16%	14%	13%
Insufficient autonomy	12%	7%	9%
Poor work-life balance	12%	11%	12%
Poor mental health or wellbeing	12%	10%	11%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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
- Categories
- Primary role

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Responsiveness , which is down 6% in 2019.

Compared to:

- 85% of staff at your comparator and 87% of staff across the public sector.
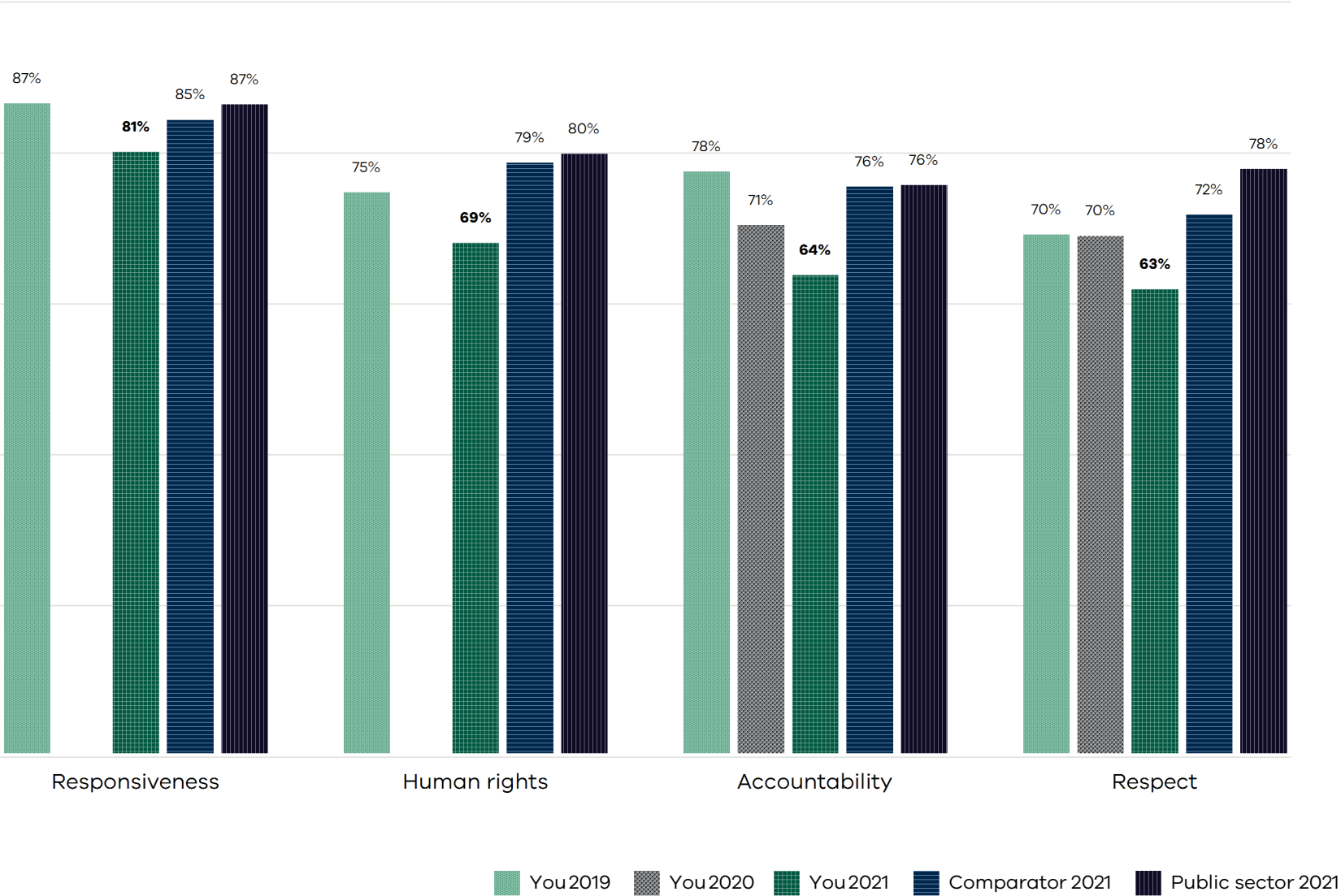
Legend: You 2019 · You 2020 · You 2021 · Comparator 2021 · Public sector 2021

Responsiveness: 87%, 81%, 85%, 87%
Human rights: 75%, 69%, 79%, 80%
Accountability: 78%, 71%, 64%, 76%, 76%
Respect: 70%, 70%, 63%, 72%, 78%

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 55% of your staff who did the survey responded positively to questions about Impartiality , which is down 12% in 2019.

Compared to:

- 65% of staff at your comparator and 68% of staff across the public sector.

Bar chart showing, for Impartiality: 67% (You 2019), 55% (You 2021), 65% (Comparator 2021), 68% (Public sector 2021). For Leadership: 65% (You 2019), 53% (You 2021), 67% (Comparator 2021), 73% (Public sector 2021). For Integrity: 60% (You 2019), 48% (You 2021), 63% (Comparator 2021), 70% (Public sector 2021). Legend: You 2019, You 2020, You 2021, Comparator 2021, Public sector 2021.
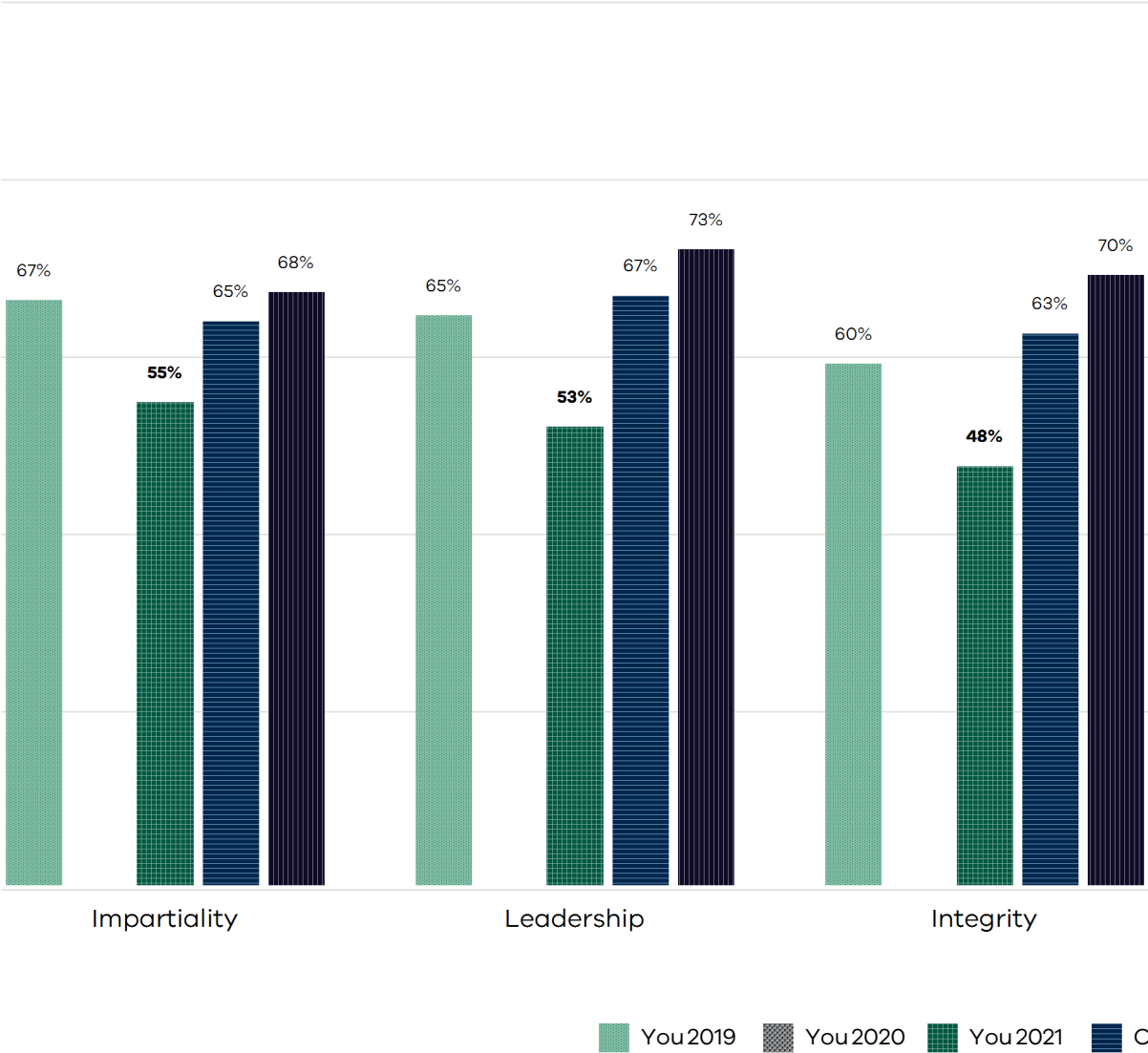
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

85% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question	Your results				Benchmark agree results		

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner	5% / 9% / 85%	90 %	Not asked	85 %	83 %	86 %	89 %
My workgroup strives to provide high quality advice and services	8% / 11% / 81%	90 %	Not asked	81 %	80 %	86 %	90 %
My manager ensures clients receive a high standard of service	8% / 16% / 76%	82 %	Not asked	76 %	77 %	82 %	87 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

71% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree (dark navy)
- Neither agree nor disagree (grey)
- Don't know (blue)
- Agree (green)

Survey question	Disagree	Neither	Agree	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	12%	17%	71%	74 %	Not asked	71 %	70 %	77 %	82 %
People in my workgroup are honest, open and transparent in their dealings	23%	1% / 18%	58%	64 %	Not asked	58 %	54 %	66 %	71 %
My organisation is committed to earning a high level of public trust	17%	7% / 27%	49%	65 %	Not asked	49 %	58 %	74 %	82 %
People in my workgroup appropriately manage conflicts of interest	25%	3% / 23%	49%	58 %	Not asked	49 %	50 %	60 %	65 %

Public sector values

What this is

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

Why this is important

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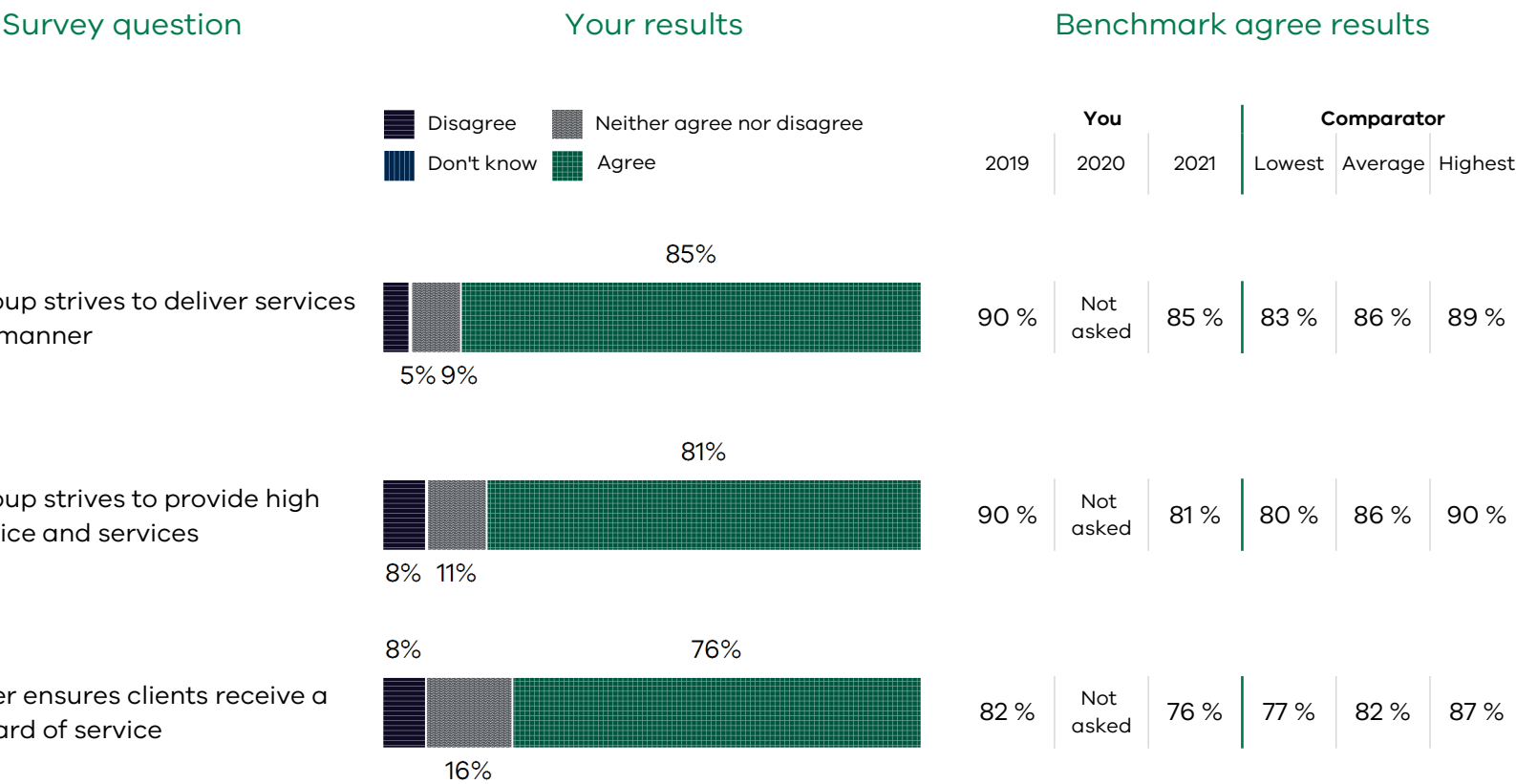
How to read this

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

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

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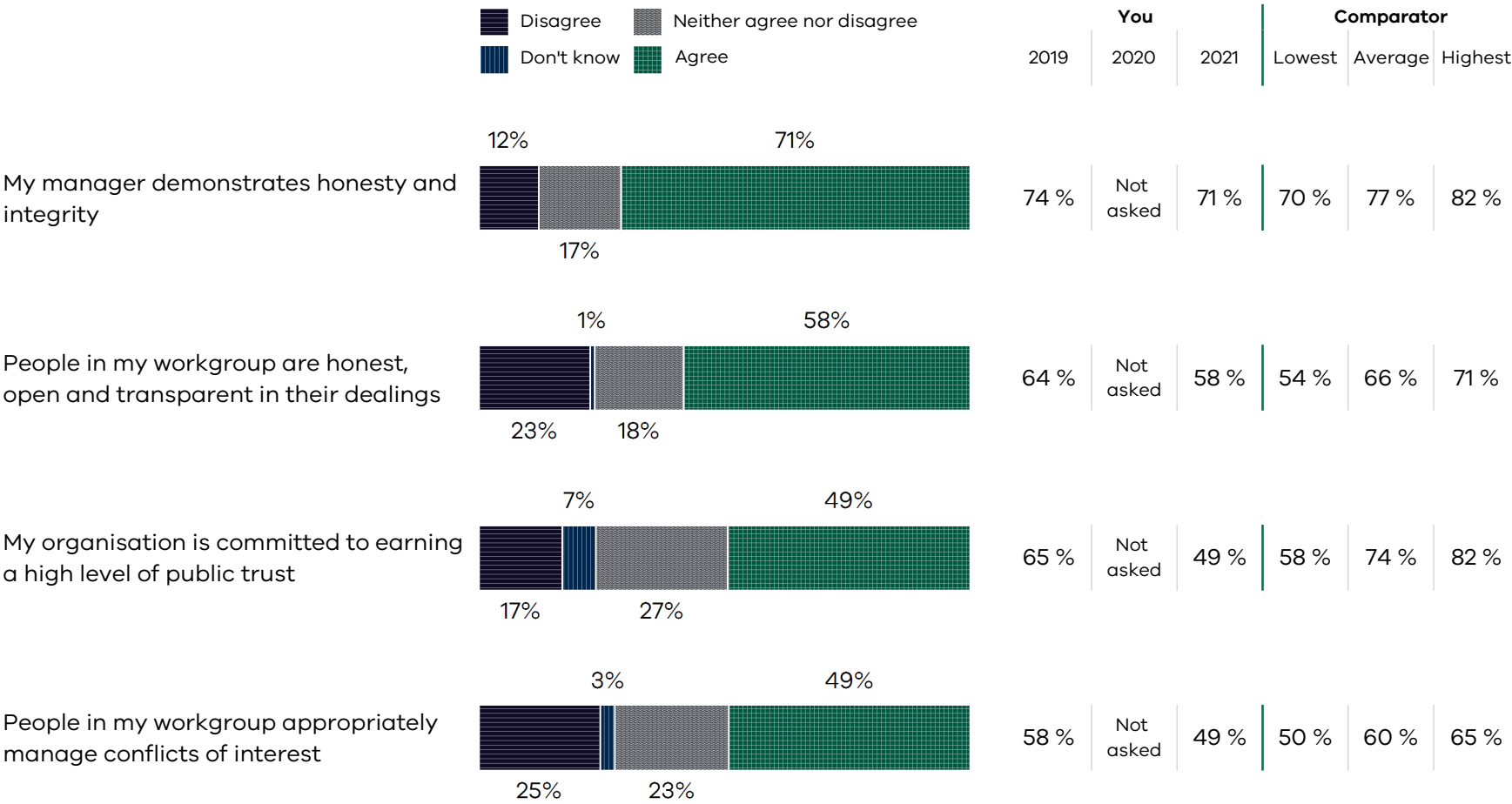
Example

43% of staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

Survey question | Your results | Benchmark agree results

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

Survey question	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am confident that I would be protected from reprisal for reporting improper conduct (39% / 18% / 43%)	47 %	Not asked	43 %	48 %	57 %	64 %
I feel safe to challenge inappropriate behaviour at work (39% / 20% / 40%)	Not asked	Not asked	40 %	49 %	56 %	62 %
My organisation does not tolerate improper conduct (36% / 4% / 22% / 39%)	54 %	Not asked	39 %	47 %	60 %	67 %
Senior leaders demonstrate honesty and integrity (26% / 8% / 29% / 36%)	56 %	Not asked	36 %	43 %	55 %	65 %

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.
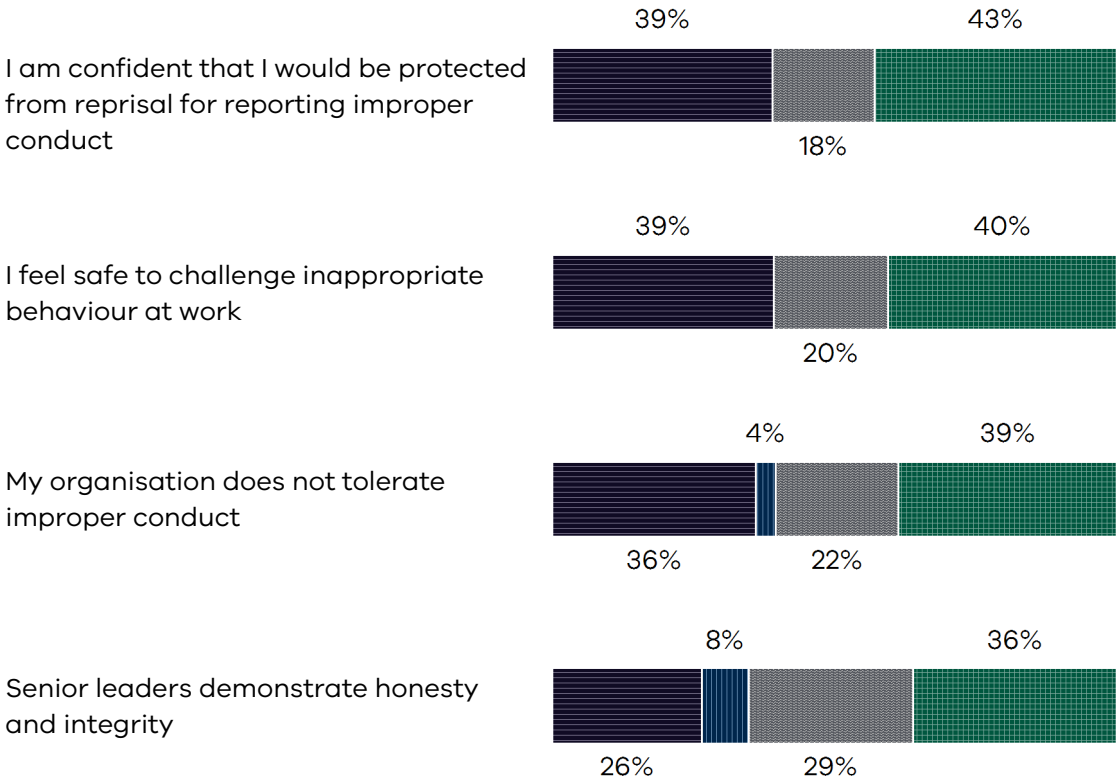
Example

64% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
	Disagree / Don't know / Neither agree nor disagree / Agree		2019	2020	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	17% / 18% / 1% / 64%		81 %	Not asked	64 %	65 %	73 %	78 %
People in my workgroup are politically impartial in their work	12% / 7% / 18% / 63%		64 %	Not asked	63 %	64 %	68 %	72 %
My workgroup places a priority on acting fairly and without bias	23% / 16% / 61%		74 %	Not asked	61 %	60 %	70 %	75 %
My organisation makes fair recruitment and promotion decisions, based on merit	37% / 7% / 22% / 34%		48 %	Not asked	34 %	40 %	47 %	54 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

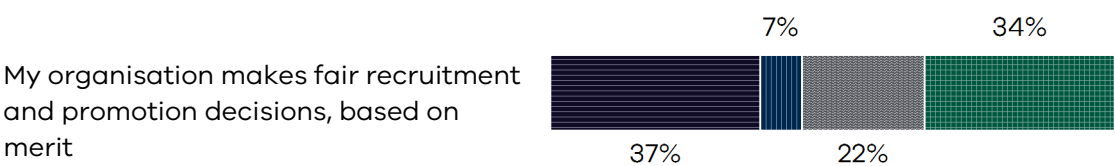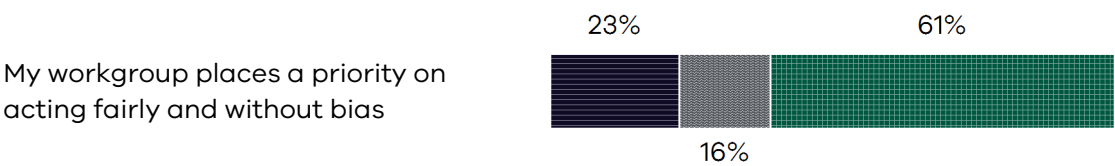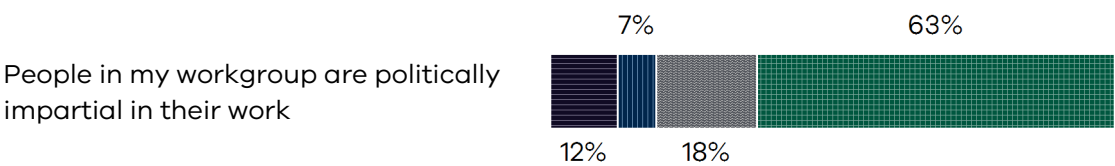Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
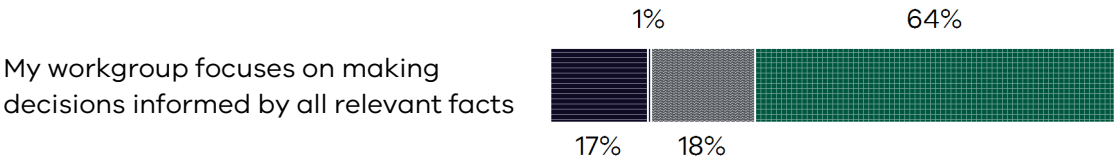
Example

79% 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						

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	7% / 14% / 79%	90 %	88 %	79 %	88 %	90 %	93 %
I clearly understand what I am expected to do in this job	9% / 16% / 75%	86 %	82 %	75 %	80 %	84 %	87 %
My workgroup strives to make the best use of its resources	16% / 15% / 69%	84 %	Not asked	69 %	69 %	78 %	82 %
My workgroup has clear lines of responsibility	21% / 16% / 63%	75 %	Not asked	63 %	65 %	75 %	79 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

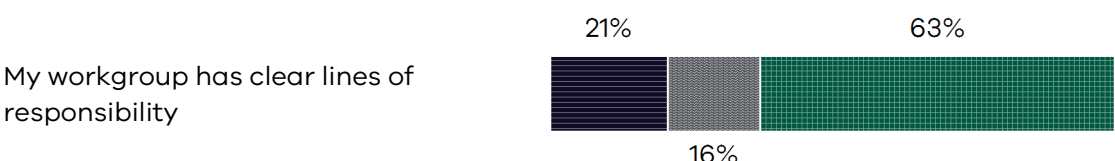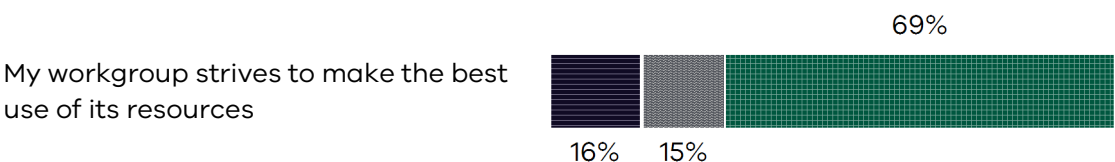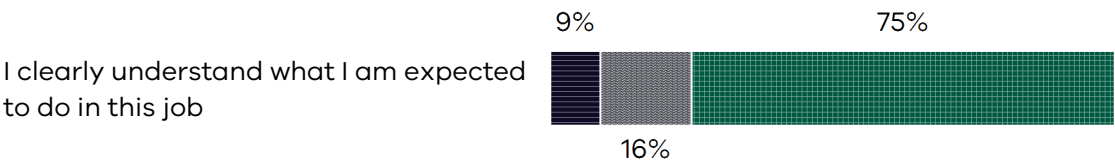Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
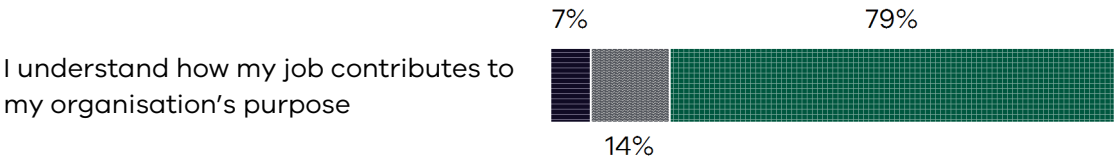
Example

36% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

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

Senior leaders provide clear strategy and direction

6% | 36%
35% | 23%

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	55 %	42 %	36 %	41 %	54 %	66 %

Victorian Public Sector Commission

VICTORIA State Government

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.
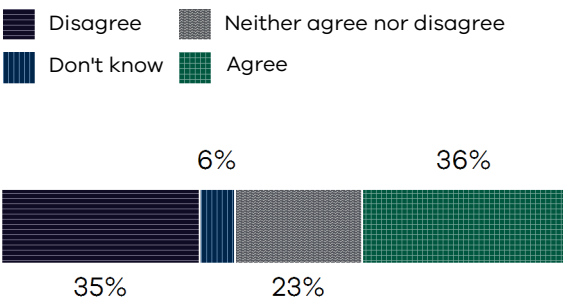
Example

74% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	Your results (Disagree / Don't know / Neither / Agree)	2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	14% / 13% / 74%	75 %	Not asked	74 %	72 %	79 %	84 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	11% / 1% / 15% / 72%	75 %	Not asked	72 %	73 %	78 %	82 %
My manager listens to what I have to say	18% / 14% / 68%	76 %	73 %	68 %	70 %	76 %	80 %
People in my workgroup treat each other with respect	20% / 13% / 67%	70 %	71 %	67 %	61 %	73 %	77 %

Public sector values

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.
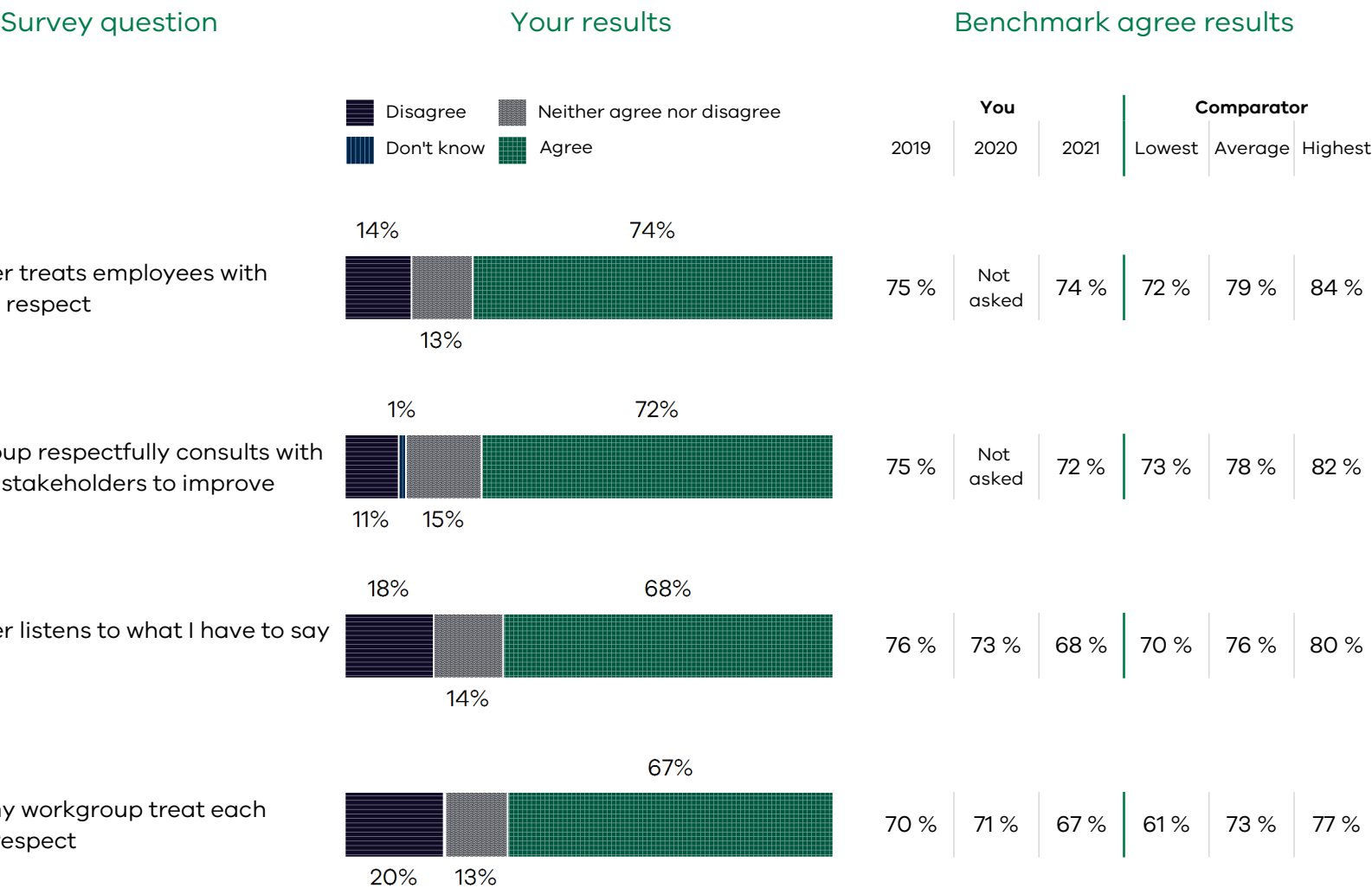
How to read this

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

62% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results						

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

Survey question	Your results	You 2019	You 2020	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager keeps me informed about what's going on	23% / 15% / 62%	66 %	64 %	62 %	57 %	68 %	73 %
My organisation encourages respectful workplace behaviours	25% / 18% / 1% / 56%	67 %	Not asked	56 %	64 %	75 %	82 %
My organisation takes steps to eliminate bullying, harassment and discrimination	34% / 4% / 23% / 39%	59 %	Not asked	39 %	48 %	58 %	64 %

Victorian Public Sector Commission

VICTORIA State Government

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.
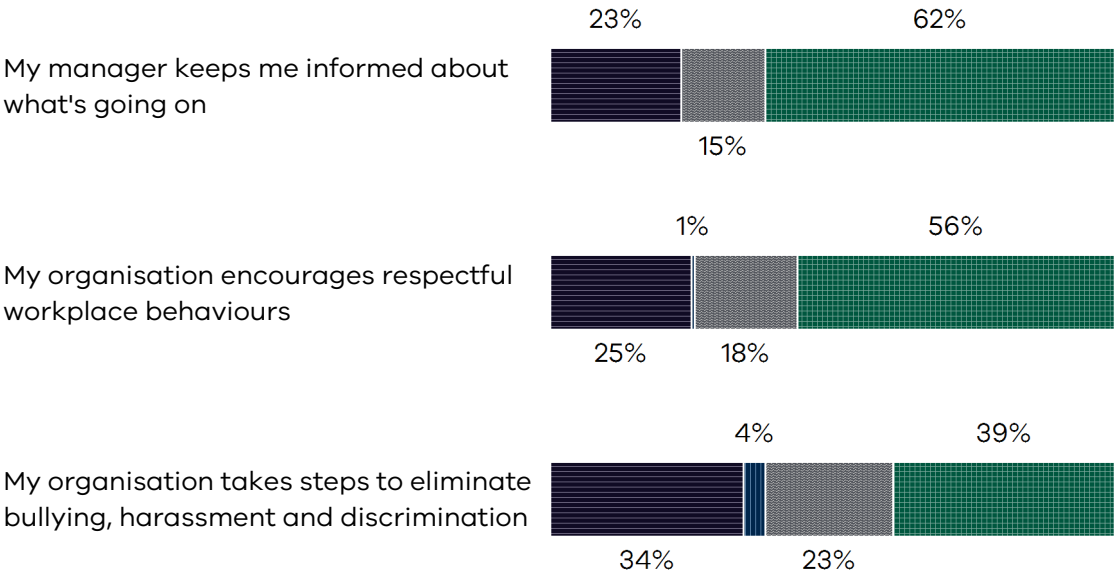
Example

68% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		

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

Survey question		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
My manager models my organisation's values	14% / 18% / 68%	73 %	Not asked	68 %	66 %	76 %	81 %
Senior leaders model my organisation's values	27% / 11% / 25% / 37%	57 %	Not asked	37 %	47 %	58 %	69 %

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.
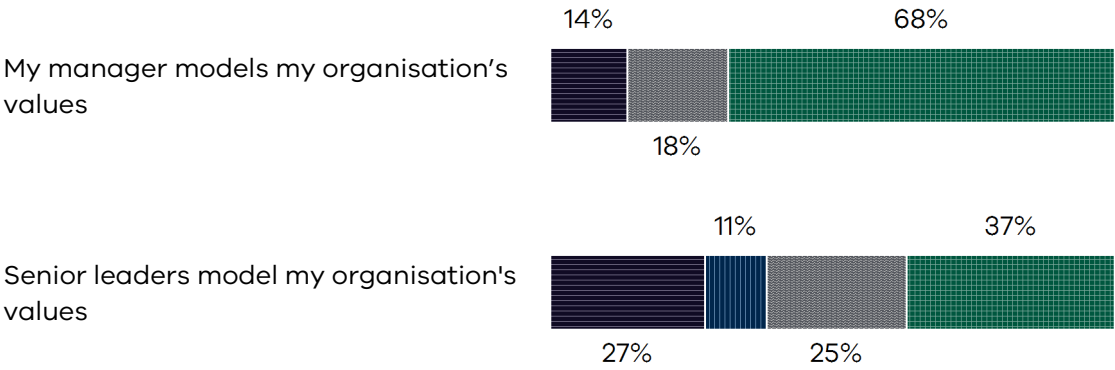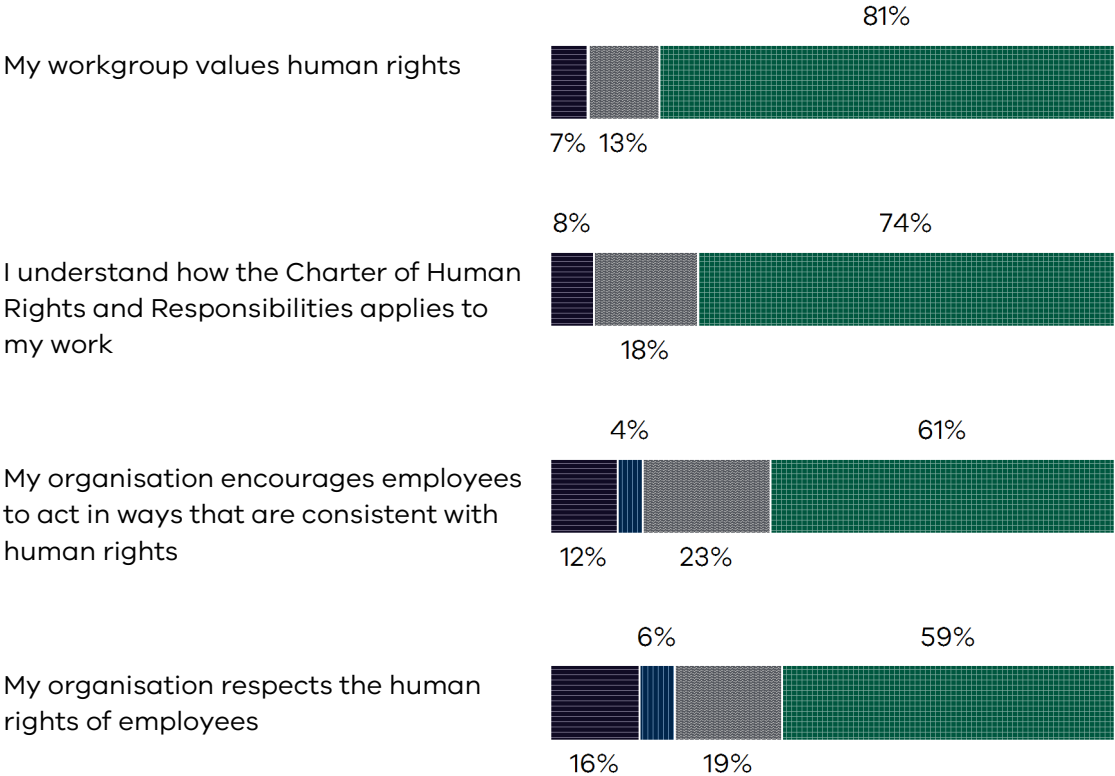
Example

81% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results		You			Comparator		
		2019	2020	2021	Lowest	Average	Highest
Legend: Disagree, Don't know, Neither agree nor disagree, Agree								
My workgroup values human rights	7% / 13% / 81%	82 %	Not asked	81 %	81 %	85 %	88 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 18% / 74%	79 %	Not asked	74 %	73 %	79 %	85 %
My organisation encourages employees to act in ways that are consistent with human rights	12% / 4% / 23% / 61%	70 %	Not asked	61 %	72 %	78 %	83 %
My organisation respects the human rights of employees	16% / 6% / 19% / 59%	69 %	Not asked	59 %	67 %	75 %	82 %

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

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
- Categories
- Primary role

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:

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Age	(n)	%
15-34 years	**54**	16%
35-54 years	**173**	51%
55+ years	**83**	25%
Prefer not to say	**26**	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**14**	4%
No	**306**	91%
Prefer not to say	**16**	5%

Highest level of formal education	(n)	%
Doctoral Degree level	**7**	2%
Master Degree level	**45**	13%
Graduate Diploma or Graduate Certificate level	**92**	27%
Bachelor Degree level incl. honours degrees	**101**	30%
Advanced Diploma or Diploma level	**25**	7%
Certificate III or IV level	**30**	9%
Year 12 or equivalent (VCE/Leaving certificate)	**9**	3%
Certificate I or II level	**1**	0%
Lower than Certificate I or equivalent	**1**	0%
Prefer not to say	**25**	7%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

To protect you, we:

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	3	1%
Non Aboriginal and/or Torres Strait Islander	309	92%
Prefer not to say	24	7%

Victorian Public Sector Commission

VICTORIA State Government

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:
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Do you identify as a person with a disability?

	(n)	%
Yes	**18**	5%
No	**287**	85%
Prefer not to say	**31**	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	**9**	50%
No	**7**	39%
Prefer not to say	**2**	11%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
I feel that sharing my disability information will reflect negatively on me	**3**	43%
Other	**2**	29%
I do not require any adjustments to be made to perform my role	**2**	29%

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

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How would you describe your gender?	(n)	%
Woman	239	71%
Man	54	16%
Prefer not to say	37	11%
Non-binary and I use a different term	6	2%

Are you trans, non-binary or gender diverse?	(n)	%
No	299	89%
Prefer not to say	37	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	292	87%
Don't know	9	3%
Prefer not to say	34	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	262	78%
Prefer not to say	51	15%
Don't know	6	2%
Gay or lesbian	6	2%
I use a different term	5	1%
Bisexual	3	1%
Asexual	2	1%
Pansexual	1	0%

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

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Country of birth	(n)	%
Born in Australia	**287**	85%
Not born in Australia	**27**	8%
Prefer not to say	**22**	7%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	**14**	52%
2 to less than 5 years ago	**1**	4%
5 to less than 10 years ago	**5**	19%
10 to less than 20 years ago	**7**	26%

Language other than English spoken with family or community	(n)	%
Yes	**20**	6%
No	**294**	88%
Prefer not to say	**22**	7%

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:

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	9	45%
German	3	15%
Spanish	3	15%
Hindi	2	10%
Arabic	1	5%
French	1	5%
Mandarin	1	5%
Punjabi	1	5%
Tamil	1	5%

Demographics

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

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Cultural identity	(n)	%
Australian	**284**	85%
Prefer not to say	**27**	8%
English, Irish, Scottish and/or Welsh	**21**	6%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**14**	4%
East and/or South-East Asian	**5**	1%
South Asian	**3**	1%
Aboriginal and/or Torres Strait Islander	**3**	1%
New Zealander	**2**	1%
North American	**1**	0%
African (including Central, West, Southern and East African)	**1**	0%
Central and/or South American	**1**	0%
Central Asian	**1**	0%

Religion	(n)	%
No religion	**146**	43%
Christianity	**121**	36%
Prefer not to say	**51**	15%
Other	**9**	3%
Hinduism	**5**	1%
Buddhism	**3**	1%
Islam	**1**	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	153	46%
Part-Time	183	54%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	53	17%
$65k to $95k	105	33%
$95k to $125k	74	23%
$125k or more	32	10%
Prefer not to say	52	16%

Organisational tenure	(n)	%
<1 year	37	11%
1 to less than 2 years	19	6%
2 to less than 5 years	78	23%
5 to less than 10 years	55	16%
10 to less than 20 years	105	31%
More than 20 years	42	13%

Management responsibility	(n)	%
Non-manager	272	81%
Other manager	38	11%
Manager of other manager(s)	26	8%

Employment type	(n)	%
Ongoing and executive	272	81%
Fixed term	44	13%
Other	20	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	242	72%
I have moved to a different role within my organisation (including acting roles)	80	24%
I have moved to my role from a different Victorian public sector organisation	8	2%
I have moved to my role from outside the Victorian public sector	6	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Primary workplace location over the last 3 months	(n)	%
Wodonga	**187**	56%
Outside Victoria	**75**	22%
Other city or town	**55**	16%
Wangaratta	**17**	5%
Warrnambool	**1**	0%
Ballarat	**1**	0%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	**161**	48%
A main office	**103**	31%
A hub/shared work space	**37**	11%
Other (please specify)	**19**	6%
Home/private location	**16**	5%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**181**	54%
Home/private location	**62**	18%
A frontline or service delivery location (that is not a main office or home/private location)	**49**	15%
A main office	**41**	12%
A hub/shared work space	**28**	8%
Other	**13**	4%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	236	70%
Flexible working arrangements	73	22%
Physical modifications or improvements to the workplace	27	8%
Career development support strategies	13	4%
Job redesign or role sharing	8	2%
Other	5	1%
Accessible communications technologies	4	1%

Why did you make this request?*	(n)	%
Work-life balance	37	37%
Health	31	31%
Family responsibilities	30	30%
Other	20	20%
Caring responsibilities	19	19%
Study commitments	7	7%
Disability	2	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	66	66%
The adjustments I needed were not made	22	22%
The adjustments I needed were made but the process was unsatisfactory	12	12%

Victorian Public Sector Commission

VICTORIA State Government

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

Caring responsibility	(n)	%
None of the above	**99**	29%
Secondary school aged child(ren)	**79**	24%
Primary school aged child(ren)	**76**	23%
Frail or aged person(s)	**62**	18%
Child(ren) - younger than preschool age	**44**	13%
Prefer not to say	**41**	12%
Preschool aged child(ren)	**37**	11%
Person(s) with a mental illness	**27**	8%
Person(s) with a medical condition	**26**	8%
Person(s) with disability	**25**	7%
Other	**8**	2%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

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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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	159	47%
Medical Employees	22	7%
Personal service worker	2	1%
Allied health professional	53	16%
Other health professional	9	3%
Management, Administration and Corporate support	78	23%
Support services	12	4%
Lived experience specific worker	1	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Which of the following best describes the primary operational area in which you work?

	(n)	%
Hospital-based services	**252**	75%
Community-based services	**84**	25%

Is your primary work role in one of the following areas?

	(n)	%
Aged care	**11**	3%
Critical care	**10**	3%
Emergency	**16**	5%
Maternity care	**12**	4%
Medical	**27**	8%
Mental health	**45**	13%
Mixed medical/surgical	**15**	4%
Palliative care	**2**	1%
Paediatrics	**8**	2%
Peri-operative	**24**	7%
Rehabilitation	**9**	3%
Surgical	**35**	10%
Other	**122**	36%

Victorian Public Sector Commission

VICTORIA State Government

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