

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 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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- Lowest scoring
- Most improved
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- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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Custom questions

- Questions requested by your organisation

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- Age, defence force and education
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- Disability
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Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alfred Health	Victorian Institute of Forensic Mental Health
Austin Health	Western Health
Dental Health Services Victoria	
Eastern Health	
Melbourne Health	
Monash Health	
Northern Health	
Peninsula Health	
Peter MacCallum Cancer Centre	
Royal Children's Hospital	
Royal Victorian Eye and Ear Hospital	
Royal Women's Hospital	
The Queen Elizabeth Centre	
Tweddle Child and Family Health Service	

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

17%
(1197)

Comparator 58%
Public Sector 49%

2021

28%
(1944)

Comparator 29%
Public Sector 39%



People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

62

Comparator 73
Public Sector 68

2021

60

Comparator 71
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 60.

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.

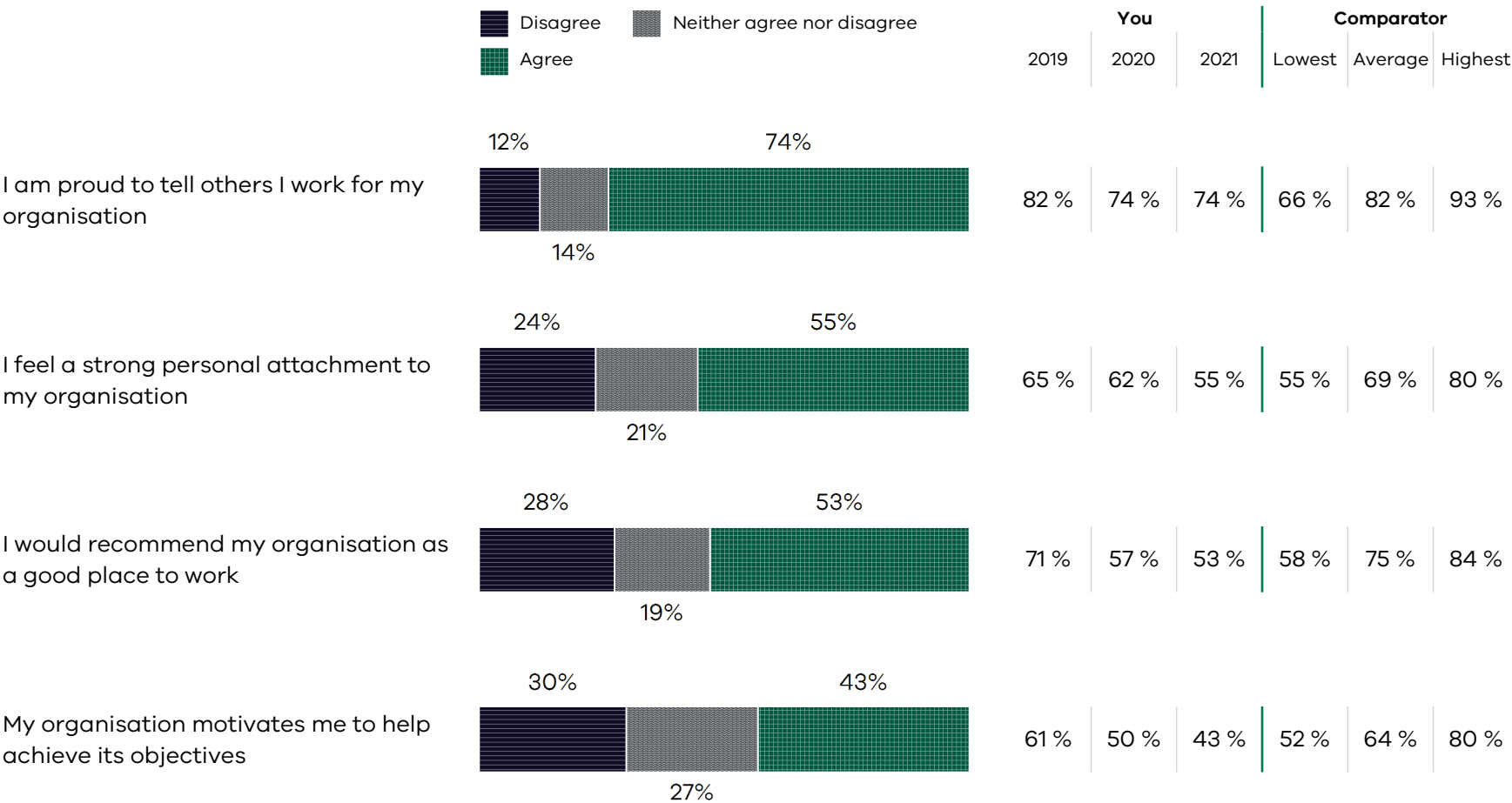
Example

74% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



People outcomes

Engagement question results 2 of 2

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 60.

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.

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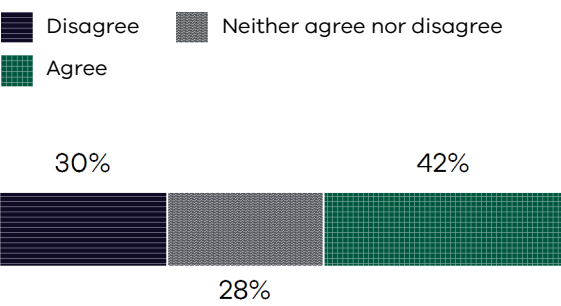
Example

42% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

My organisation inspires me to do the best in my job

Your results



Benchmark agree results

2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
62 %	50 %		42 %	54 %	65 %	88 %

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.

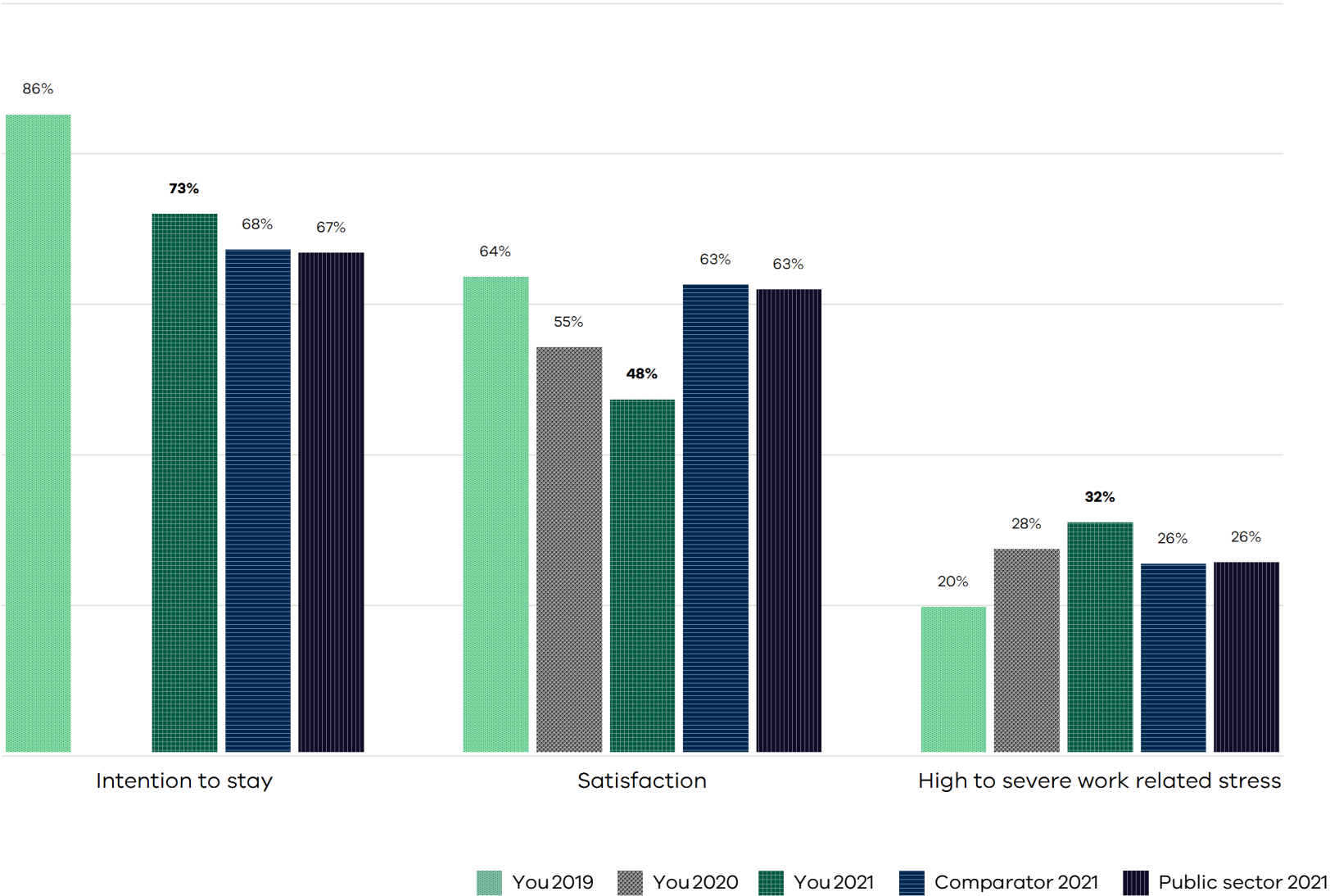
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

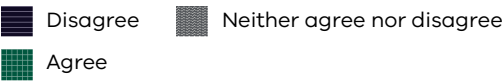
Example

71% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

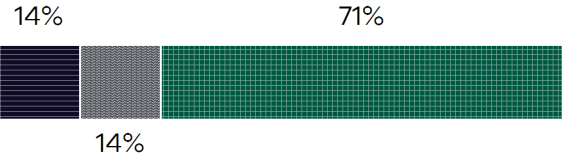
Survey question

Your results

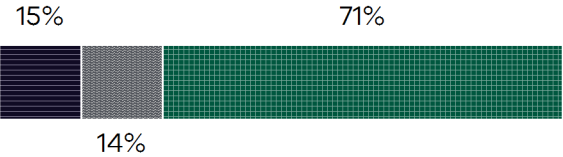
Benchmark agree results



I get a sense of accomplishment from my work



I enjoy the work in my current job



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
81 %	Not asked	71 %	72 %	80 %	93 %
85 %	Not asked	71 %	73 %	79 %	90 %

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.

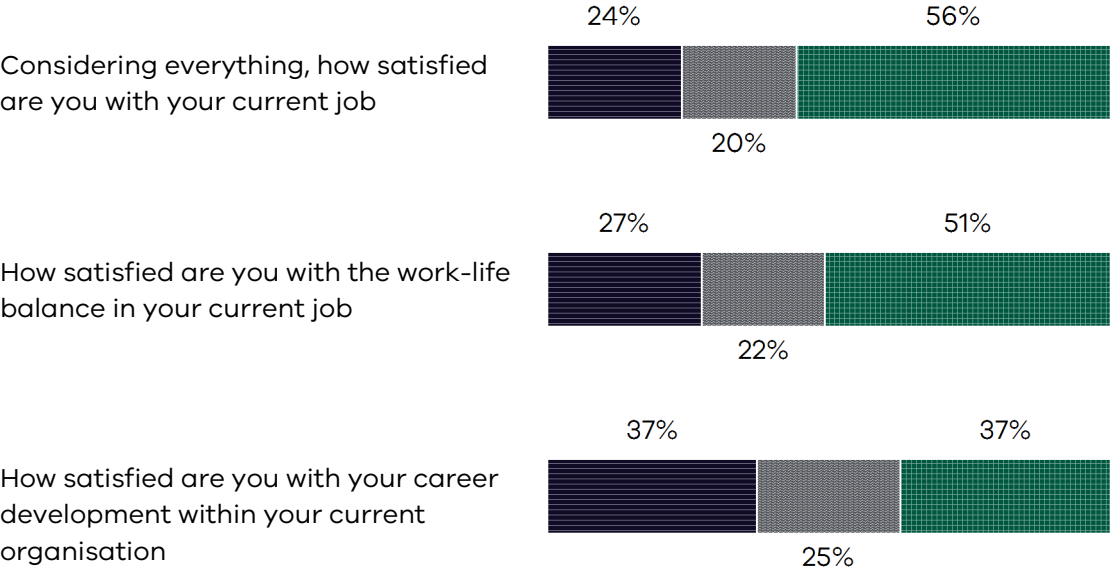
Example

56% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
74 %	63 %	56 %	61 %	69 %	86 %
64 %	58 %	51 %	59 %	64 %	84 %
54 %	43 %	37 %	49 %	57 %	67 %

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.

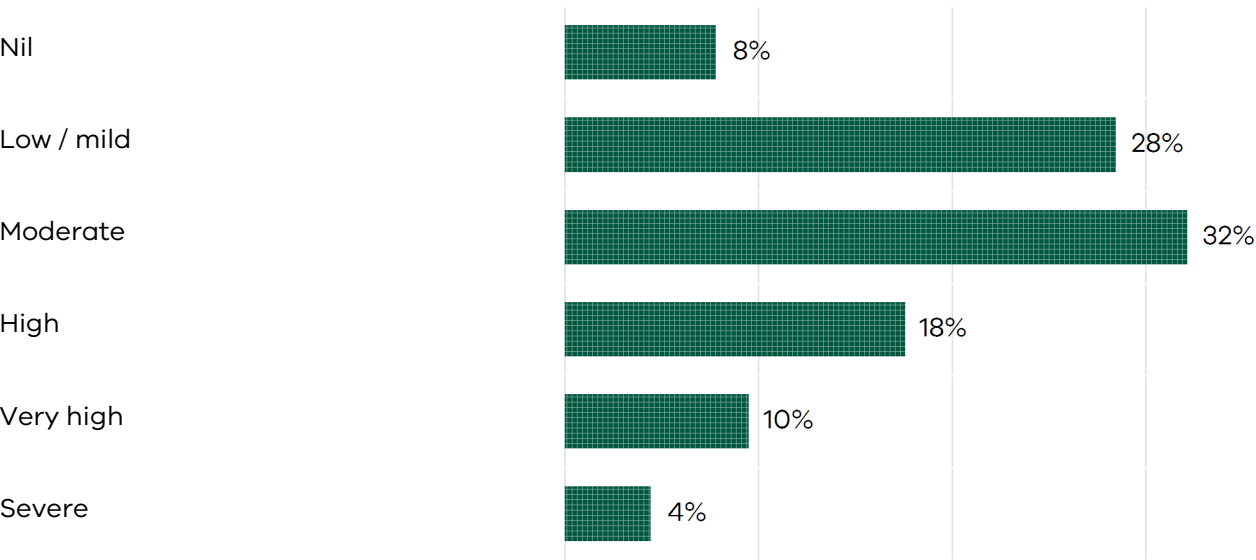
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

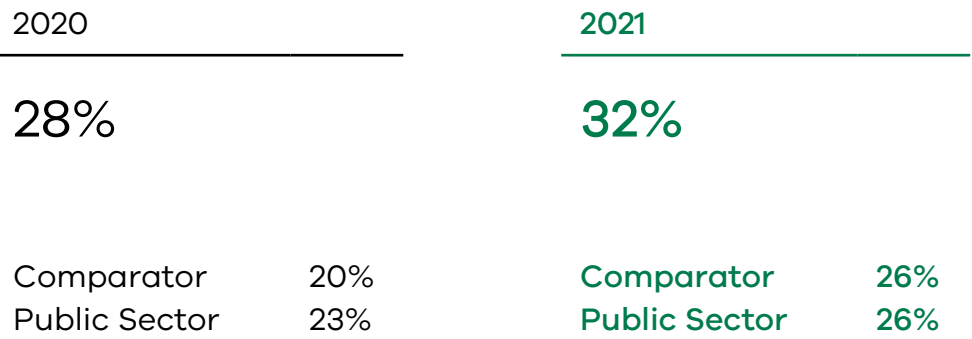
Example

32% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey said they experienced mild to severe stress.

Of that 92%, 54% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	36%	54%	55%	51%
Time pressure	31%	33%	43%	42%
Work schedule or hours	15%	23%	9%	8%
Management of work (e.g. supervision, training, information, support)	19%	18%	13%	13%
Competing home and work responsibilities	17%	17%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	16%	14%	12%
Incivility, bullying, harassment or discrimination	16%	14%	8%	7%
Other changes due to COVID-19	19%	13%	19%	15%
Work that doesn't match my skills or experience	7%	12%	5%	7%
Organisation or workplace change	10%	11%	9%	11%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

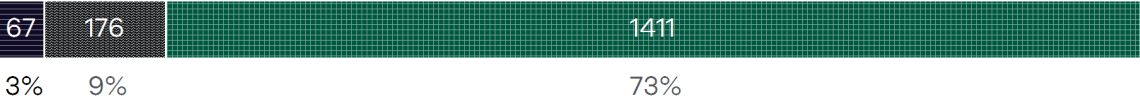
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

13% of your staff who did the survey said they intended to leave.

Of that 13%, 58% said it was from 'Lack of confidence in senior leadership'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	58%	33%	34%
Limited future career opportunities at my organisation	56%	38%	42%
Limited recognition for doing a good job	48%	38%	32%
Limited opportunities to gain further experience at my organisation	42%	31%	33%
Excessive workload	38%	28%	25%
Limited developmental/educational opportunities at my organisation	33%	25%	24%
Opportunity to broaden experience	30%	38%	40%
Limited involvement in decisions affecting my job and career	29%	20%	20%
Lack of organisational stability	28%	14%	18%
Opportunity to seek/take a promotion elsewhere	26%	30%	33%

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

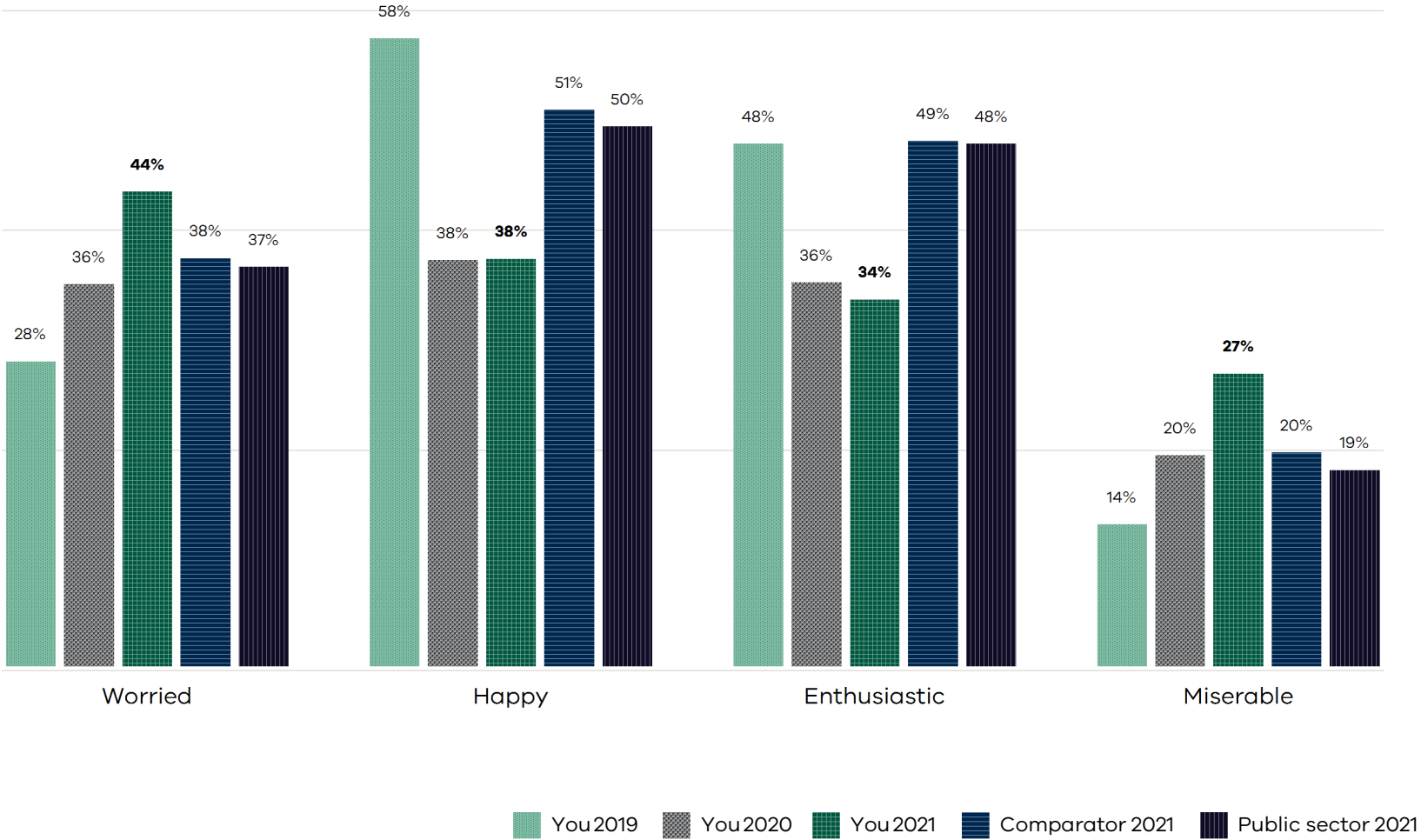
In 2021:

- 38% of your staff who did the survey said work made them feel happy in 2021, which is up from 38% 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 ...



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.

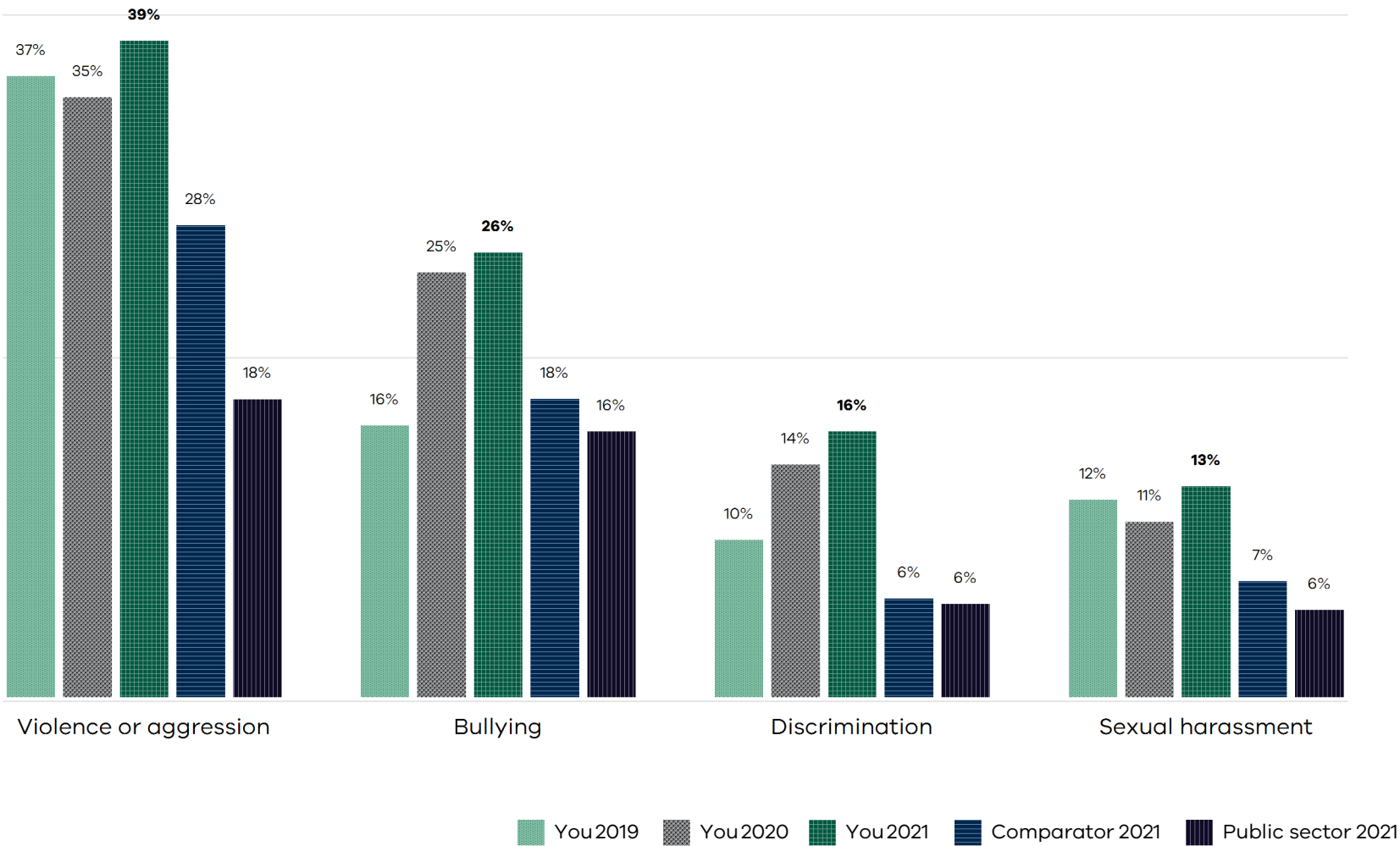
Example

In 2021:

- 39% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 35% in 2020.

Compared to:

- 28% of staff at your comparator and 18% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

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.

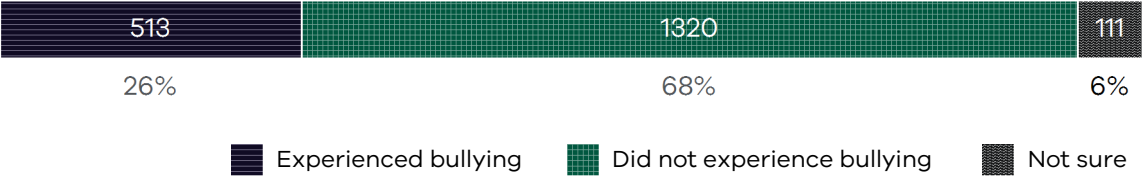
In descending order, the table shows the answers.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 69% 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?



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%	69%	70%	69%
Exclusion or isolation	50%	49%	39%	42%
Intimidation and/or threats	37%	40%	33%	32%
Withholding essential information for me to do my job	31%	27%	23%	27%
Verbal abuse	14%	18%	22%	20%
Other	19%	13%	15%	15%
Being assigned meaningless tasks unrelated to the job	10%	10%	13%	13%
Being given impossible assignment(s)	9%	7%	8%	9%
Interference with my personal property and/or work equipment	5%	7%	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.

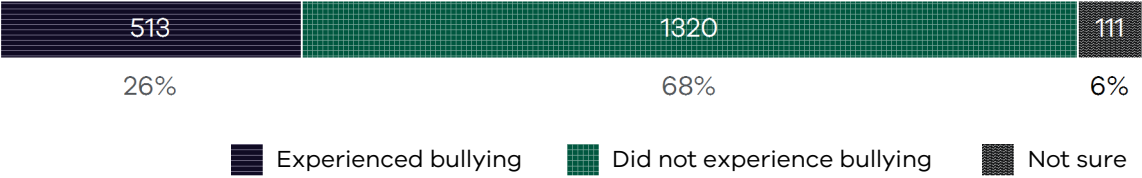
In descending order, the table shows the answers.

Example

26% 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'.
- 83% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	46%	45%	47%
Told a colleague	44%	43%	42%	42%
Told a friend or family member	37%	39%	35%	34%
Told the person the behaviour was not OK	0%	18%	16%	17%
Submitted a formal complaint	16%	17%	12%	12%
I did not tell anyone about the bullying	10%	13%	13%	12%
Told someone else	16%	12%	11%	12%
Told Human Resources	12%	10%	12%	12%
Told employee assistance program (EAP) or peer support	0%	7%	8%	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.

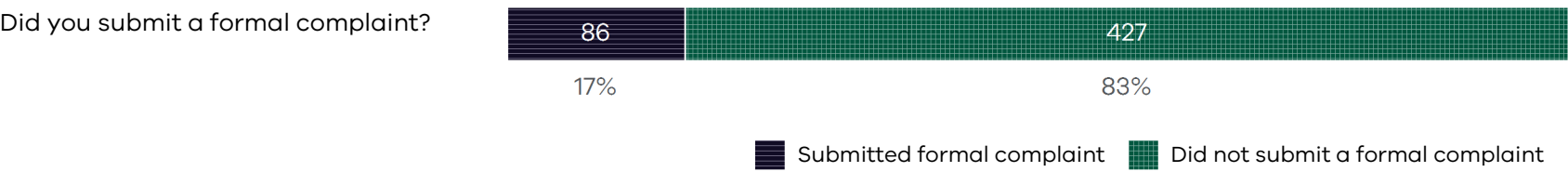
How to read this

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

83% of your staff who experienced bullying did not submit a formal complaint, of which:

- 62% said the top reason was 'I believed there would be negative consequences for my reputation'.



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 reputation	62%	51%	53%
I believed there would be negative consequences for my career	56%	38%	40%
I didn't think it would make a difference	54%	51%	50%
I didn't feel safe to report the incident	22%	19%	19%
I thought the complaint process would be embarrassing or difficult	19%	15%	14%
I didn't think it was serious enough	13%	18%	16%
I believed there would be negative consequences for the person I was going to complain about	11%	11%	10%
Other	10%	12%	12%
I didn't need to because I no longer had contact with the person(s) who bullied me	10%	7%	8%
I was advised not to	8%	5%	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, 26% 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.

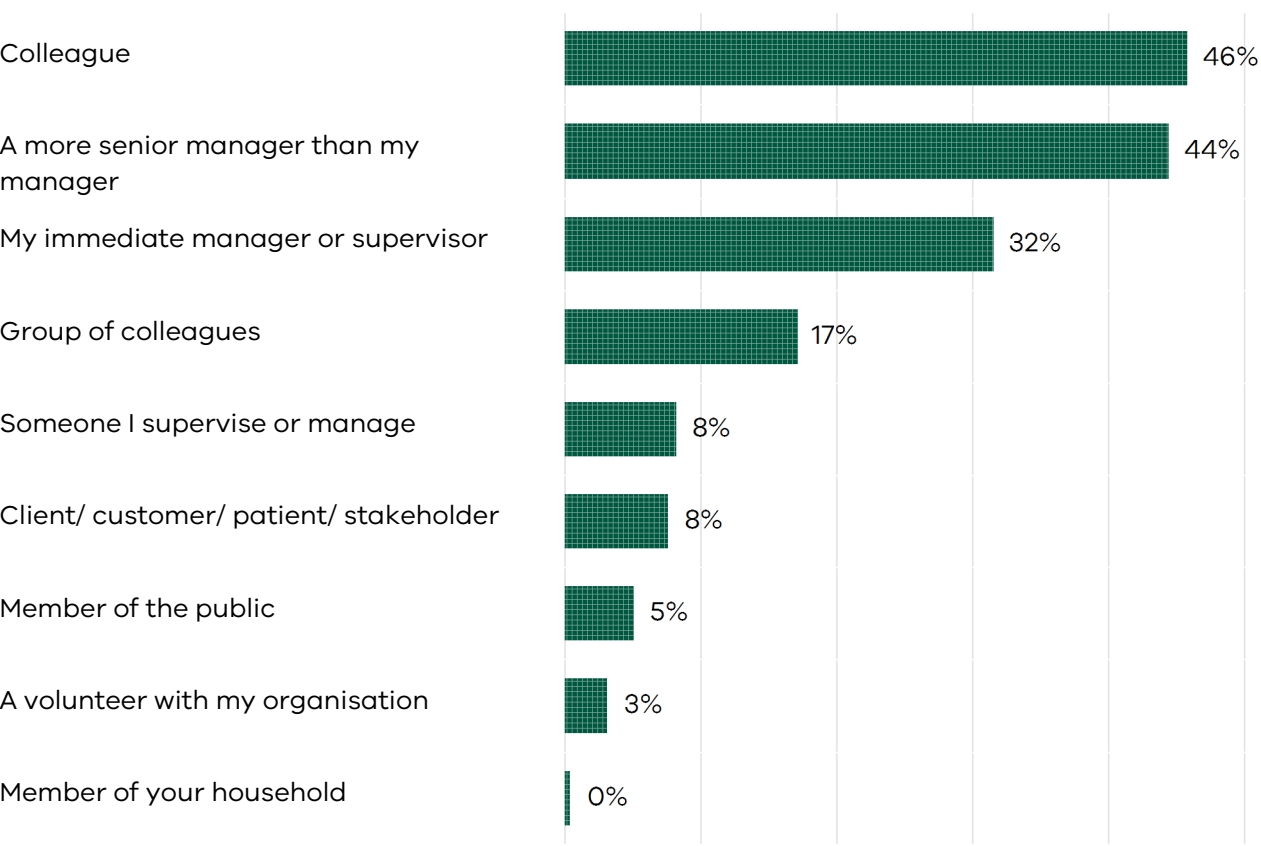
Each row is one perpetrator or group of perpetrators.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 46% said it was by 'Colleague'.

513 people (26% of staff) experienced bullying (You2021)



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, 26% of your staff said they experienced bullying.

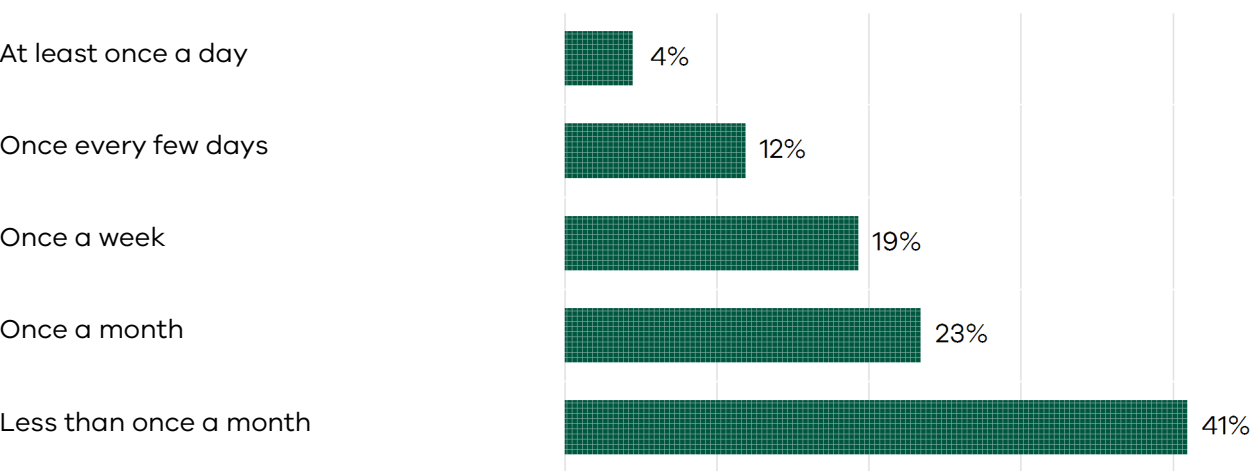
If they did, they could tell us how often they experienced this behaviour.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 4% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



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.

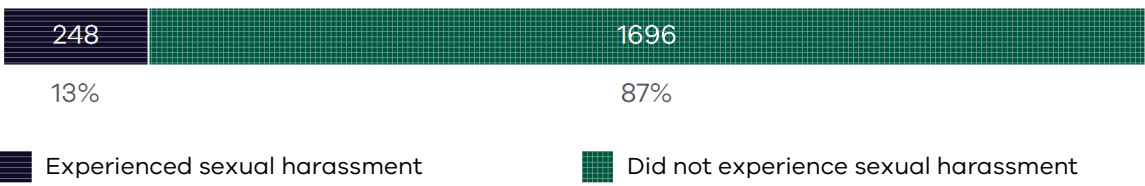
In descending order, the table shows the top 10 answers.

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of those, 67% 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?



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)	57%	67%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	51%	56%	51%	50%
Inappropriate physical contact (including momentary or brief physical contact)	18%	24%	23%	17%
Inappropriate staring or leering that made you feel intimidated	13%	18%	18%	15%
Unwelcome touching, hugging, cornering or kissing	13%	17%	17%	14%
Sexual gestures, indecent exposure or inappropriate display of the body	6%	10%	9%	6%
Any other unwelcome conduct of a sexual nature	7%	8%	6%	7%
Repeated or inappropriate invitations to go out on dates	4%	5%	4%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	3%	4%	2%	3%
Sexually explicit pictures, posters or gifts that made you feel offended	1%	4%	1%	1%

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

13% of your staff who did the survey said they experienced sexual harassment.

Of those, 50% said their top response was 'Pretended it didn't bother you'.



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	41%	50%	43%	45%
Tried to laugh it off or forget about it	38%	49%	40%	41%
Avoided the person(s) by staying away from them	37%	35%	39%	36%
Told the person the behaviour was not OK	41%	31%	38%	31%
Told a colleague	28%	24%	33%	29%
Told a friend or family member	24%	23%	22%	21%
Avoided locations where the behaviour might occur	16%	13%	14%	13%
Told a manager	19%	12%	22%	20%
Took time off work	9%	7%	4%	5%
Submitted a formal complaint	9%	4%	5%	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

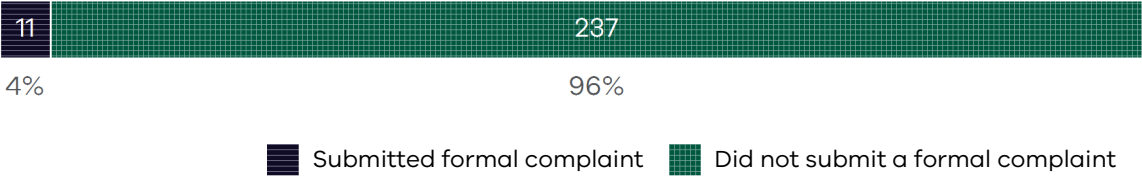
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

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

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

Did you 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	49%	38%	39%
I believed there would be negative consequences for my reputation	43%	25%	33%
I didn't think it was serious enough	37%	49%	45%
I believed there would be negative consequences for my career	35%	15%	21%
I thought the complaint process would be embarrassing or difficult	17%	10%	11%
I believed there would be negative consequences for the person I was going to complain about	14%	11%	13%
I didn't need to because I no longer had contact with the person(s) who harassed me	14%	11%	9%
I didn't feel safe to report the incident	9%	6%	8%
I didn't need to because I made the harassment stop	9%	14%	12%
Other	6%	12%	7%

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, 13% of your staff said they experienced sexual harassment.

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

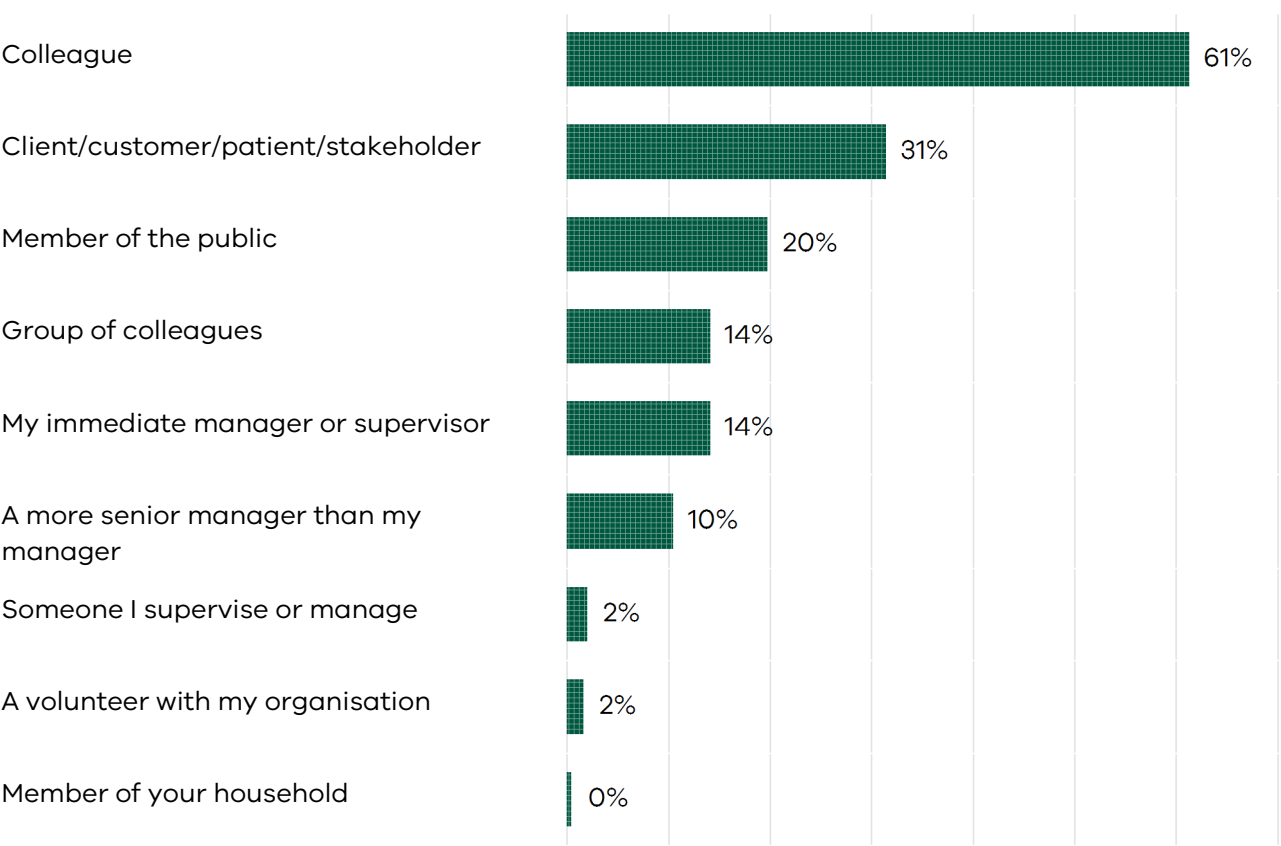
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

13% of your staff who did the survey said they experienced sexual harassment. Of that 13%, 61% said it was by 'Colleague'.

248 people (13% of staff) experienced sexual harassment (You2021)



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

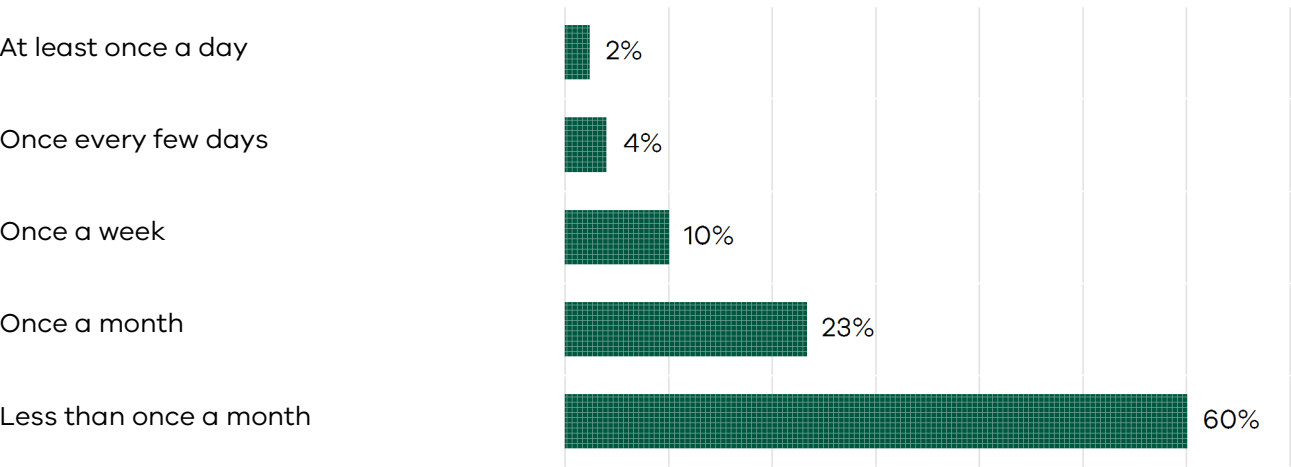
In this year's survey, 13% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

13% of your staff who did the survey said they experienced sexual harassment. Of that 13%, 2% said it was 'At least once a day'.

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



People outcomes

Discrimination

What this is

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

Why this is important

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

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 attributes the discrimination was based on. In descending order, the table shows the top 10 answers.

Example

16% of your staff who did the survey said they experienced discrimination. Of that 16%, 29% said it was 'Age'.



If you experienced discrimination, which attributes was this based on?	You 2020	You 2021	Comparator 2021	Public sector 2021
Age	23%	29%	23%	26%
Employment activity	37%	27%	31%	27%
Sex	24%	25%	10%	17%
Parent or carer status (including pregnancy and breastfeeding)	26%	24%	15%	15%
Gender identity	0%	11%	6%	9%
Disability	0%	7%	7%	8%
Personal association with someone who has any of the above attributes (whether as a relative or otherwise)	10%	7%	8%	7%
Industrial and/or political activity	9%	5%	6%	6%
Physical features	0%	4%	7%	6%
Race	0%	4%	26%	17%

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

16% of your staff who did the survey said they experienced discrimination.

Of that 16%, 54% said it was 'Opportunities for promotion'.



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	45%	54%	34%	37%
Opportunities for transfer/secondment	32%	40%	11%	19%
Opportunities for training	27%	32%	24%	24%
Denied flexible work arrangements or other adjustments	0%	24%	27%	21%
Other	30%	21%	40%	38%
Pay or conditions offered by employer	17%	11%	8%	9%
Access to leave	9%	9%	9%	8%
Employment security - threats of dismissal or termination	12%	9%	12%	11%

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.

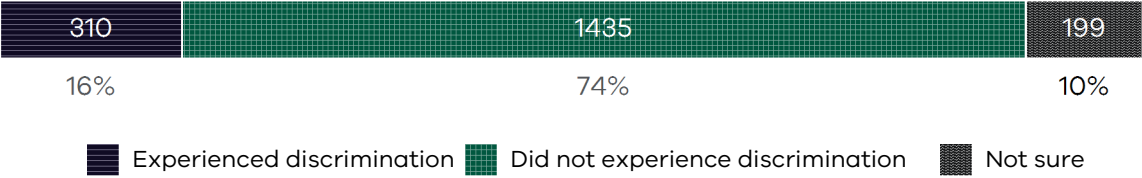
In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced discrimination, of which

- 42% said the top way they reported the discrimination was 'Told a colleague'.
- 86% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	43%	42%	39%	38%
Told a friend or family member	42%	34%	34%	32%
Told a manager	41%	33%	26%	28%
I did not tell anyone about the discrimination	18%	19%	23%	24%
Submitted a formal complaint	9%	14%	9%	8%
Told someone else	17%	14%	14%	14%
Told the person the behaviour was not OK	0%	10%	10%	9%
Told Human Resources	9%	9%	10%	10%
Told employee assistance program (EAP) or peer support	0%	5%	7%	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.

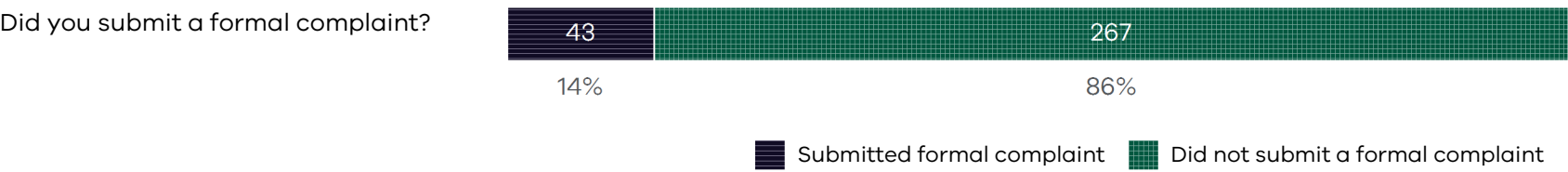
How to read this

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

86% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 68% said the top reason was 'I believed there would be negative consequences for my career'.



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	68%	50%	54%
I believed there would be negative consequences for my reputation	61%	54%	56%
I didn't think it would make a difference	57%	58%	57%
I didn't feel safe to report the incident	13%	22%	19%
I thought the complaint process would be embarrassing or difficult	12%	14%	13%
I didn't think it was serious enough	10%	13%	12%
I was advised not to	9%	4%	4%
I believed there would be negative consequences for the person I was going to complain about	8%	11%	9%
Other	7%	9%	10%
I didn't know who to talk to	4%	6%	6%

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

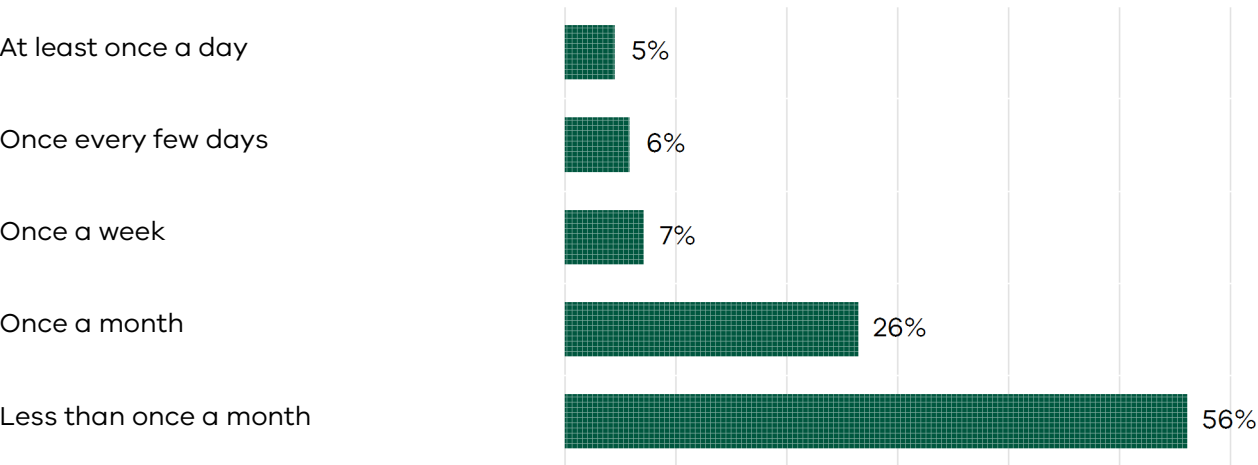
In this year’s survey, 16% of your staff said they experienced discrimination.
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing discrimination.

Example

16% of your staff who did the survey said they experienced discrimination.
Of that 16%, 5% said it was 'At least once a day'.

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



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.

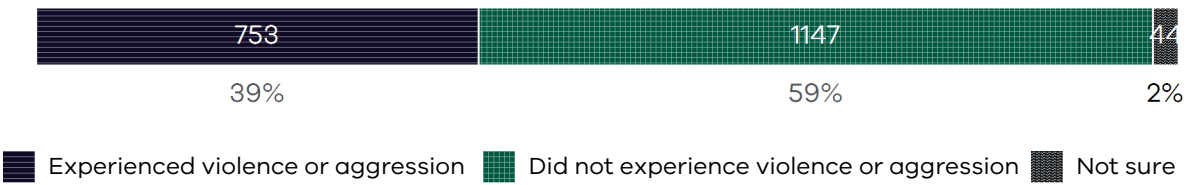
How to read this

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

39% of your staff who did the survey said they experienced violence or aggression. Of that 39%, 89% said it was from 'Abusive language'.

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



If you experienced violence or aggression, what type did you experience?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	85%	89%	85%	81%
Intimidating behaviour	72%	71%	70%	69%
Threats of violence	54%	64%	41%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	22%	29%	34%	28%
Damage to my property or work equipment	4%	6%	11%	7%
Other	3%	2%	3%	12%
Stalking, including cyber-stalking	1%	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

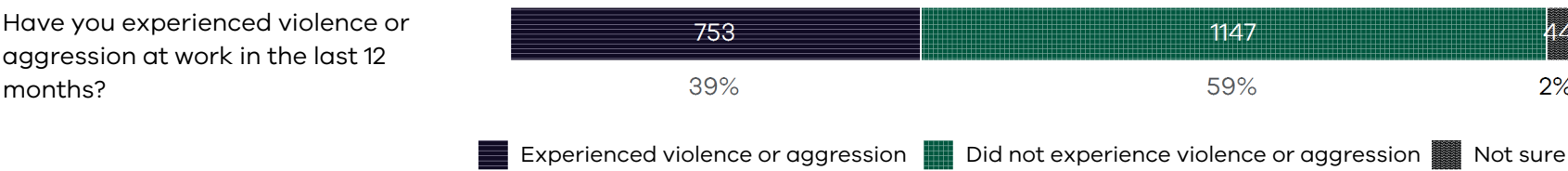
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

39% of your staff who did the survey said they experienced violence or aggression, fo which

- 41% said the top way they reported the violence or aggression was 'Told a colleague'
- 72% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	44%	41%	50%	46%
Told the person the behaviour was not OK	0%	36%	38%	33%
Told a manager	35%	32%	53%	52%
Submitted a formal incident report	29%	28%	35%	32%
Told a friend or family member	28%	19%	21%	20%
I did not tell anyone about the incident(s)	21%	17%	7%	8%
Told someone else	8%	8%	6%	6%
Told employee assistance program (EAP) or peer support	0%	4%	2%	3%
Told Human Resources	3%	3%	3%	4%

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

72% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 46% said the top reason was 'I didn't think it would make a difference'.

Did you 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	46%	39%	39%
I didn't think it was serious enough	41%	36%	33%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	25%	16%	15%
I didn't need to because I made the violence or aggression stop	18%	16%	16%
Other	17%	24%	12%
I believed there would be negative consequences for my reputation	11%	10%	16%
I believed there would be negative consequences for my career	9%	8%	12%
I thought the complaint process would be embarrassing or difficult	4%	3%	4%
I didn't feel safe to report the incident	3%	4%	5%
I believed there would be negative consequences for the person I was going to complain about	2%	3%	4%

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.

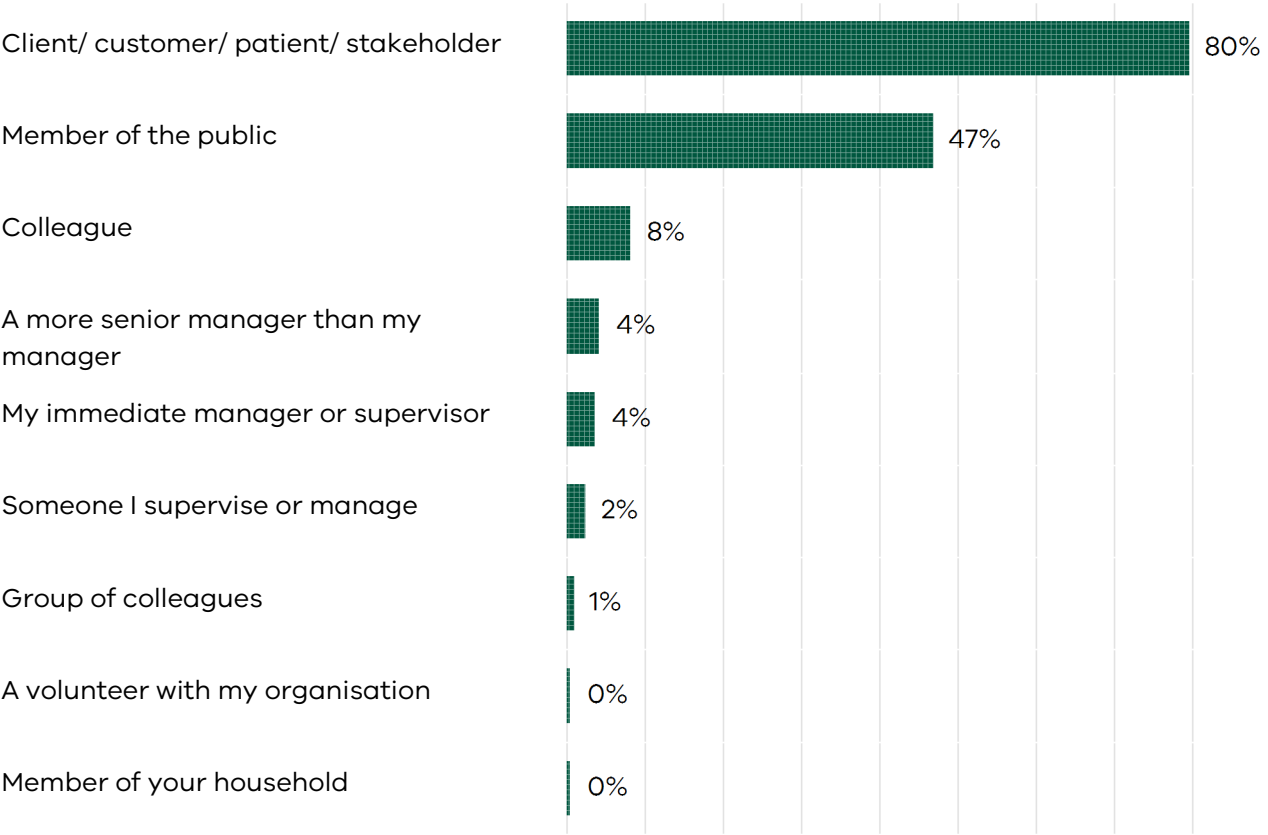
Each row is one perpetrator or a group of perpetrators.

Example

39% of your staff who did the survey said they experienced violence or aggression.

Of that 39%, 80% said it was 'Client/ customer/ patient/ stakeholder'.

753 people (39% of staff) experienced violence or aggression (You2021)



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

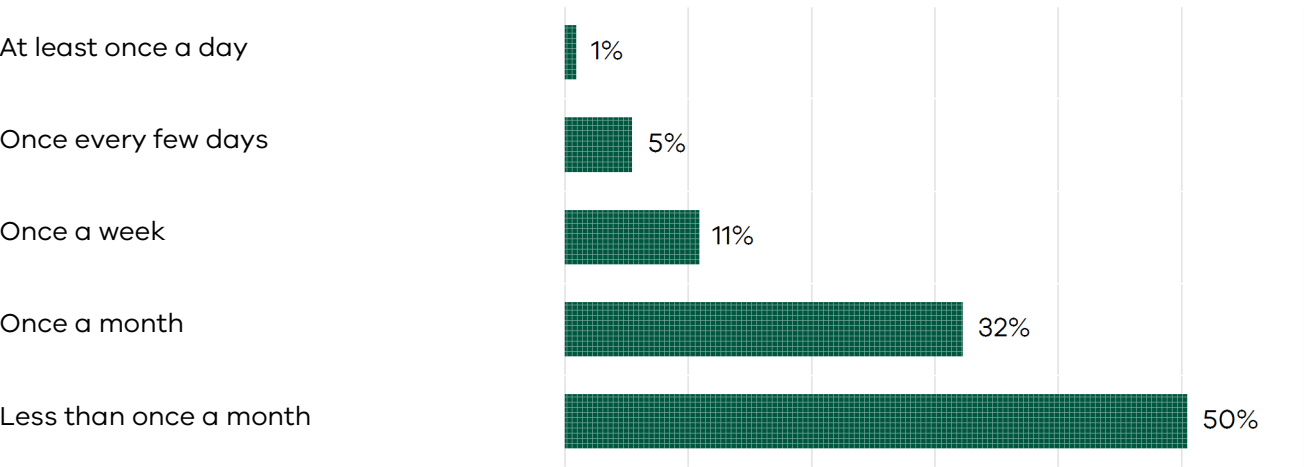
In this year’s survey, 39% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

39% of your staff who did the survey said they experienced violence or aggression. Of that 39%, 1% said it was by 'At least once a day'.

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



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

37% of your staff who did the survey said they witnessed some negative behaviour at work.

63% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	63%	71%	77%
Bullying of a colleague	25%	19%	16%
Discrimination against a colleague	20%	9%	8%
Violence or aggression against a colleague	8%	10%	6%
Sexual harassment of a colleague	5%	2%	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.

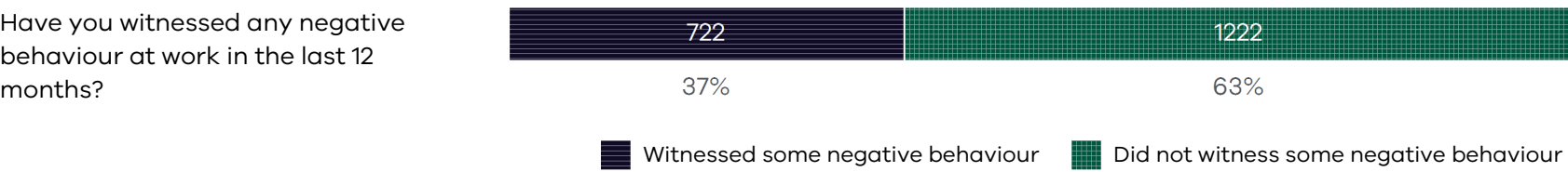
How to read this

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**
- 37% of your staff who did the survey witnessed negative behaviour, of which:
- 71% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 9% took no action.



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	71%	73%	72%
Told a manager	32%	37%	37%
Told the person the behaviour was not OK	29%	28%	25%
Spoke to the person who behaved in a negative way	23%	25%	22%
Told a colleague	18%	22%	21%
Took no action	9%	8%	7%
Submitted a formal complaint	8%	7%	6%
Told Human Resources	6%	5%	6%
Other	5%	7%	7%

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

59% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



People matter

survey 2021

Have your say

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

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 'Workgroup support', the 'You 2021' column shows 87% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

In the 'Change from 2020' column, you have a 2% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	87%	+2%	90%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	+4%	90%
Quality service delivery	My workgroup strives to deliver services in a timely manner	84%	Not asked in 2020	88%
Job enrichment	I understand how my job contributes to my organisation's purpose	83%	-5%	91%
Organisational integrity	My organisation is committed to earning a high level of public trust	81%	Not asked in 2020	81%
Workgroup support	People in my workgroup work together effectively to get the job done	80%	+4%	81%
Quality service delivery	My workgroup strives to provide high quality advice and services	79%	Not asked in 2020	88%
Manager leadership	My manager is committed to workplace safety	79%	Not asked in 2020	85%
Manager leadership	My manager treats employees with dignity and respect	79%	Not asked in 2020	82%
Manager leadership	My manager ensures clients receive a high standard of service	77%	Not asked in 2020	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 12% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	12%	Not asked in 2020	32%
Taking action	My organisation has taken positive action on the results of last year's survey	16%	Not asked in 2020	32%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	18%	Not asked in 2020	54%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	20%	Not asked in 2020	43%
Learning and development	I feel I have an equal chance at promotion in my organisation	23%	Not asked in 2020	44%
Taking action	I believe my organisation will take positive action on the results of this year's survey	25%	Not asked in 2020	51%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	27%	Not asked in 2020	50%
Equal employment opportunity	Disability is not a barrier to success in my organisation	28%	Not asked in 2020	59%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	28%	Not asked in 2020	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	29%	-3%	42%

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 'Patient safety climate', the 'You 2021' column shows 51% of your staff agreed with 'Trainees in my discipline are adequately supervised'.

In the 'Increase from 2020' column, you have a 6% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Patient safety climate	Trainees in my discipline are adequately supervised	51%	+6%	64%
Workgroup support	People in my workgroup work together effectively to get the job done	80%	+4%	81%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	+4%	90%
Patient safety climate	This health service does a good job of training new and existing staff	48%	+4%	60%
Manager support	My manager involves me in decisions about my work	64%	+3%	72%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	60%	+3%	68%
Manager support	My manager listens to what I have to say	74%	+3%	77%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	63%	+3%	80%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	48%	+3%	68%
Workgroup support	I am able to work effectively with others in my workgroup	87%	+2%	90%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workload', the 'You 2021' column shows 41% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	41%	-15%	55%
Senior leadership	Senior leaders support staff to work in an environment of change	32%	-14%	58%
Senior leadership	Senior leaders provide clear strategy and direction	35%	-12%	61%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	-11%	50%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	33%	-11%	50%
Workload	I have enough time to do my job effectively	41%	-10%	49%
Satisfaction	How satisfied are you with the work-life balance in your current job	51%	-8%	64%
Engagement	My organisation inspires me to do the best in my job	42%	-7%	65%
Satisfaction	Considering everything, how satisfied are you with your current job	56%	-7%	69%
Meaningful work	I am achieving something important through my work	74%	-7%	85%

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.

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 18% of your staff agreed with 'My organisation makes fair recruitment and promotion decisions, based on merit'.

The 'difference' column, shows that agreement for this question was 36 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 makes fair recruitment and promotion decisions, based on merit	18%	-36%	54%
Equal employment opportunity	Gender is not a barrier to success in my organisation	44%	-33%	77%
Equal employment opportunity	Disability is not a barrier to success in my organisation	28%	-31%	59%
Organisational integrity	My organisation does not tolerate improper conduct	38%	-29%	68%
Workgroup support	Workgroups across my organisation willingly share information with each other	32%	-29%	60%
Senior leadership	Senior leaders demonstrate honesty and integrity	34%	-28%	62%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	28%	-28%	56%
Senior leadership	Senior leaders model my organisation's values	38%	-28%	66%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	36%	-27%	63%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	40%	-27%	66%

People matter

survey 2021

Have your say

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

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

25% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

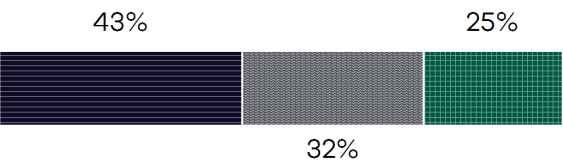
Survey question

Your results

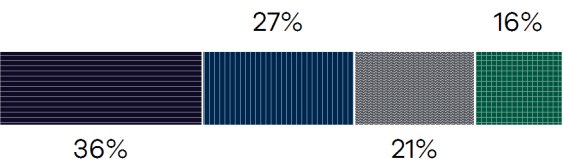
Benchmark agree results



I believe my organisation will take positive action on the results of this year's survey



My organisation has taken positive action on the results of last year's survey



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	25 %	43 %	51 %	63 %
Not asked	Not asked	16 %	30 %	32 %	43 %

People matter

survey 2021

Have your say

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

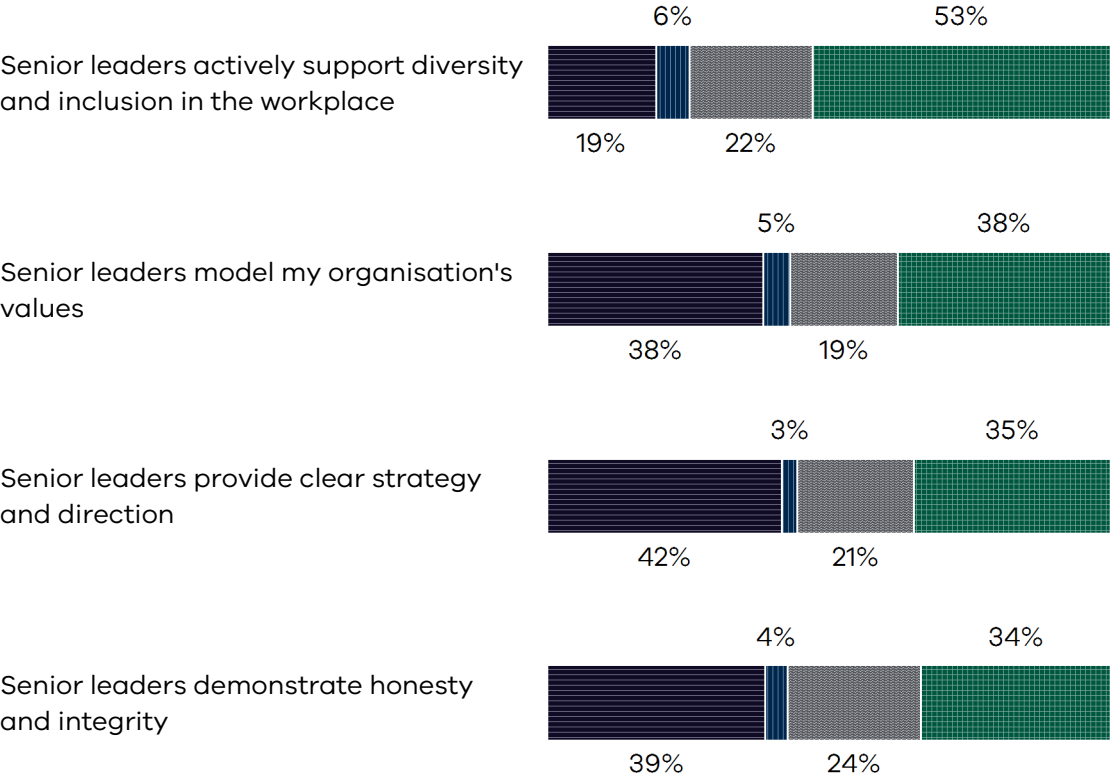
Example

53% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	Not asked	53 %	59 %	72 %	88 %
62 %	Not asked	38 %	54 %	66 %	89 %
61 %	47 %	35 %	50 %	61 %	82 %
58 %	Not asked	34 %	51 %	62 %	85 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

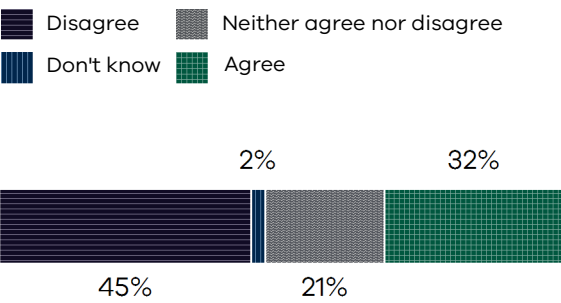
32% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

Benchmark agree results

Senior leaders support staff to work in an environment of change



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
54 %	45 %	32 %	47 %	58 %	77 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

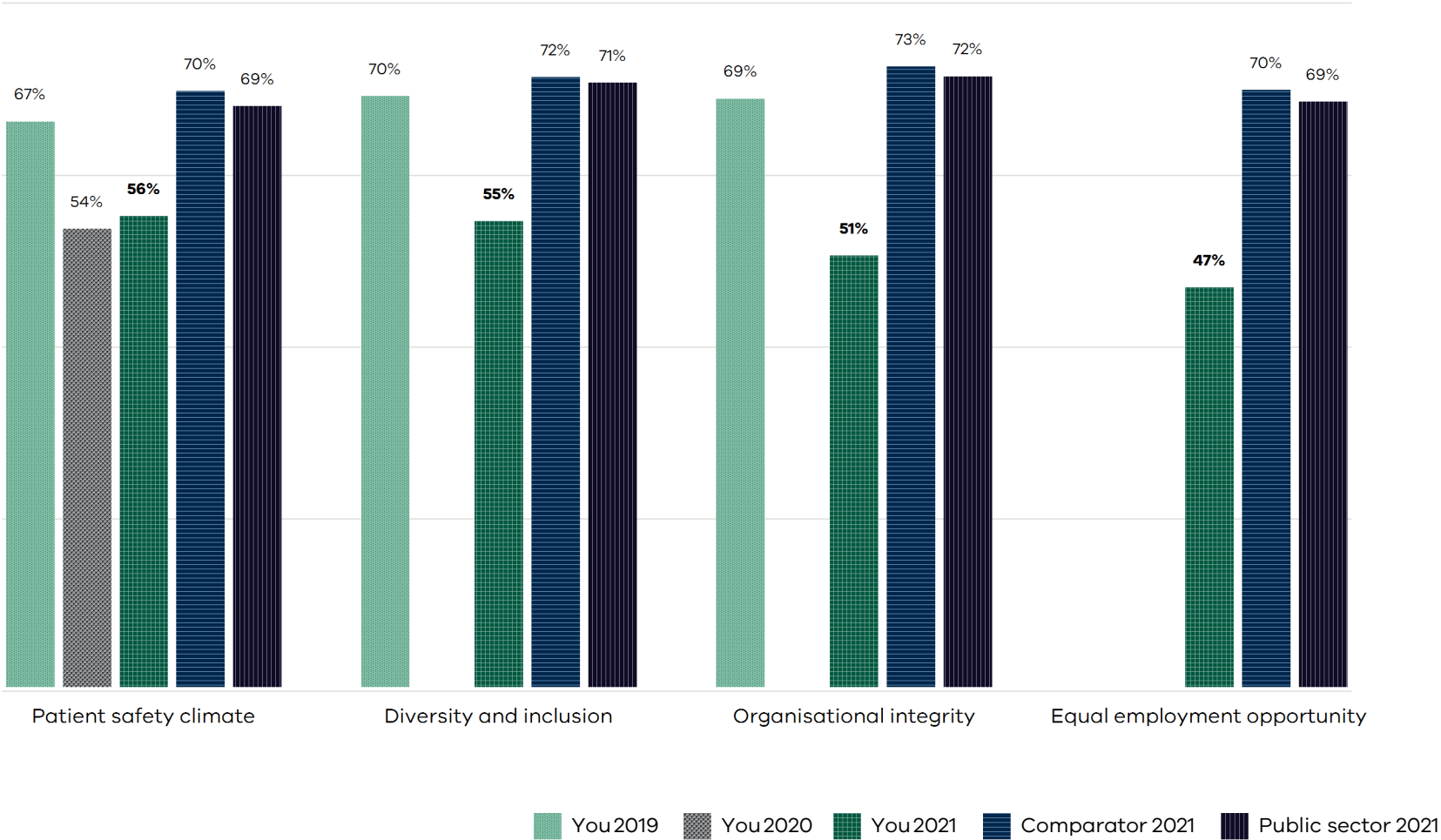
Example

In 2021:

- 56% of your staff who did the survey responded positively to questions about Patient safety climate which is up from 54% in 2020.

Compared to:

- 70% of staff at your comparator and 69% of staff across the public sector.



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

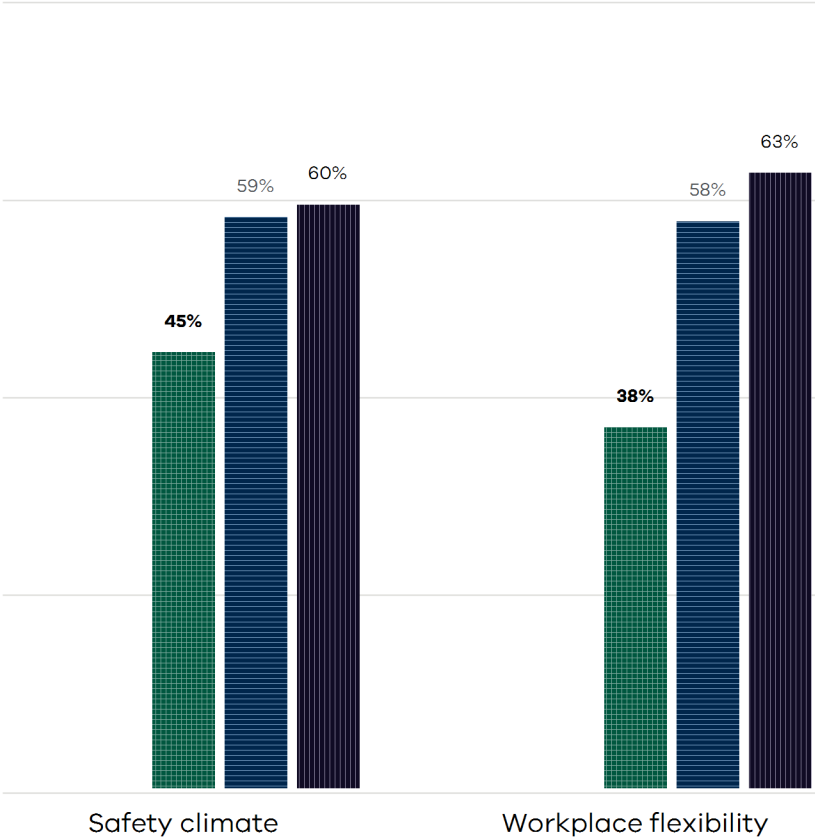
Example

In 2021:

- 45% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 59% of staff at your comparator and 60% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

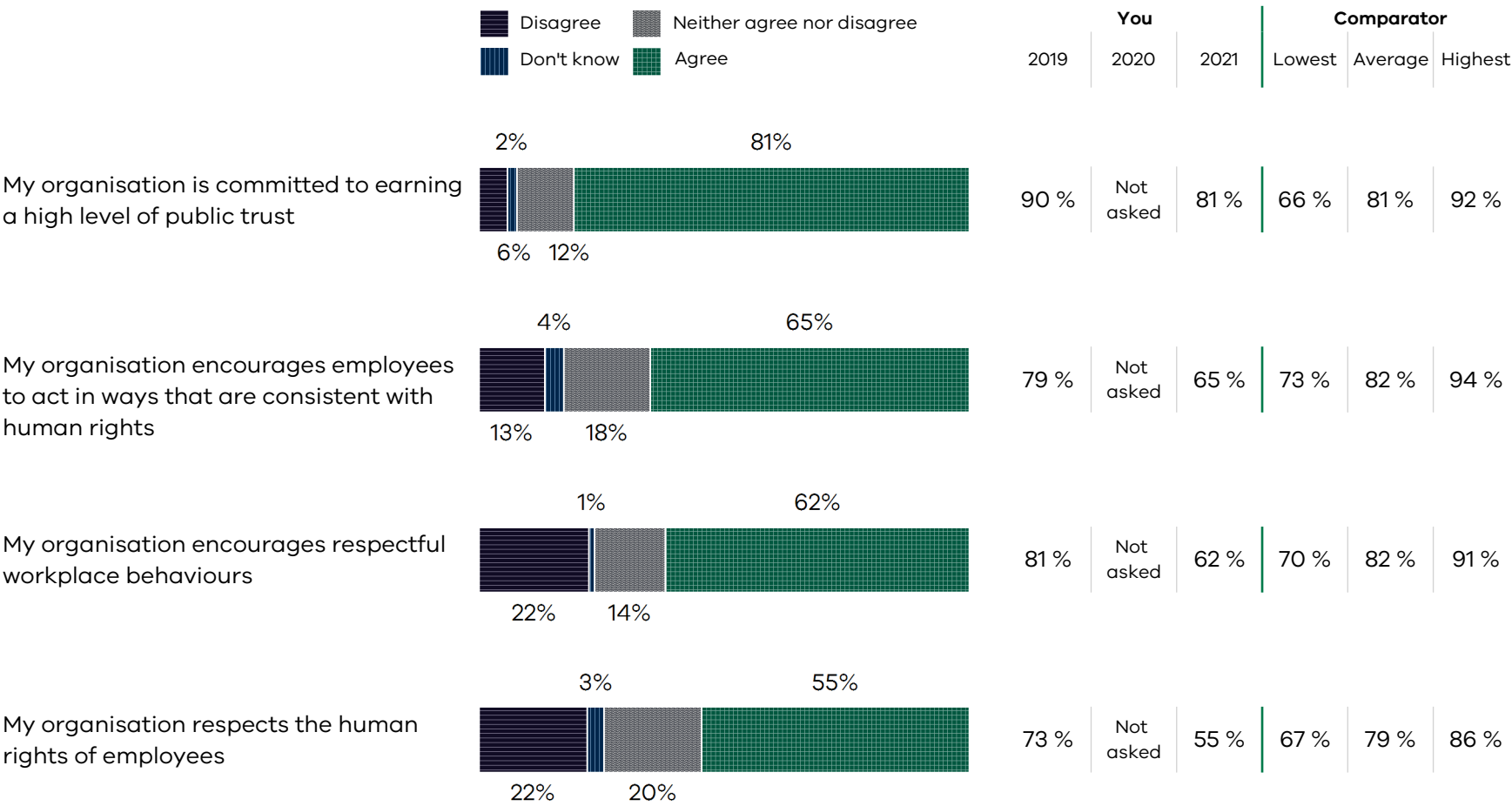
Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

40% 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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
67 %	Not asked		40 %	52 %	66 %	76 %
60 %	Not asked		38 %	51 %	68 %	84 %
36 %	Not asked		18 %	41 %	54 %	63 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

49% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

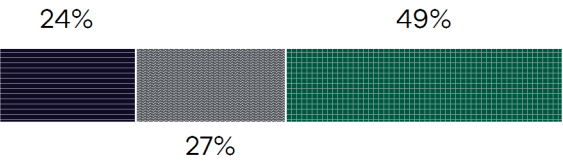
Survey question

Your results

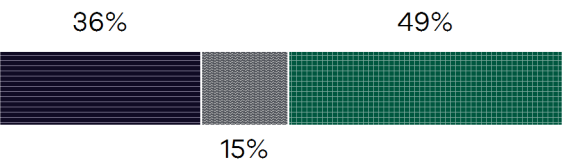
Benchmark agree results



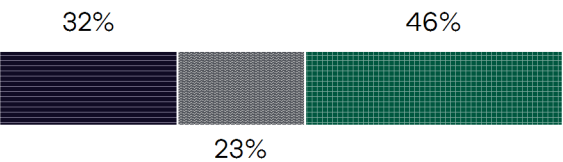
My organisation supports employees with family or other caring responsibilities, regardless of gender



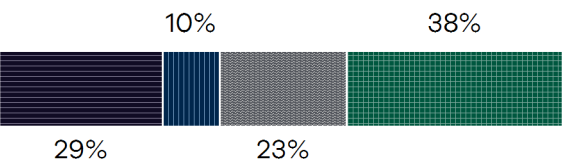
I have the flexibility I need to manage my work and non-work activities and responsibilities



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	49 %	59 %	68 %	88 %
Not asked	Not asked	49 %	58 %	65 %	86 %
57 %	51 %	46 %	54 %	60 %	74 %
Not asked	Not asked	38 %	52 %	60 %	74 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

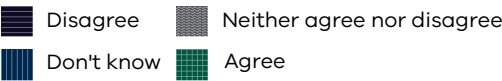
Example

36% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

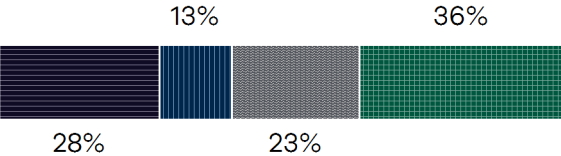
Survey question

Your results

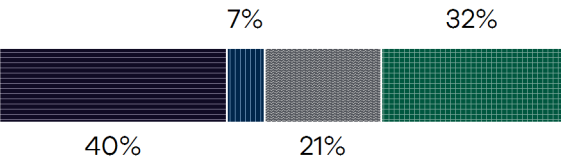
Benchmark agree results



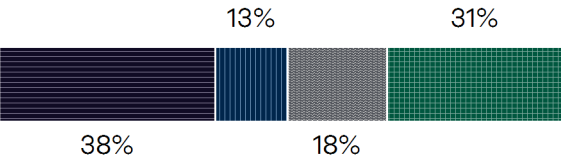
There is a positive culture within my organisation in relation to employees who have caring responsibilities



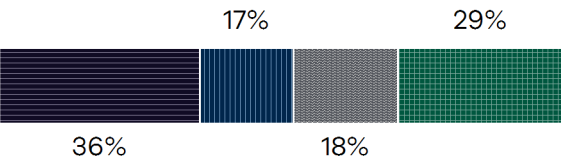
There is a positive culture within my organisation in relation to employees who use flexible work arrangements



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
60 %	Not asked	36 %	50 %	58 %	72 %
62 %	Not asked	32 %	47 %	55 %	65 %
Not asked	Not asked	31 %	49 %	55 %	72 %
55 %	Not asked	29 %	47 %	54 %	67 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

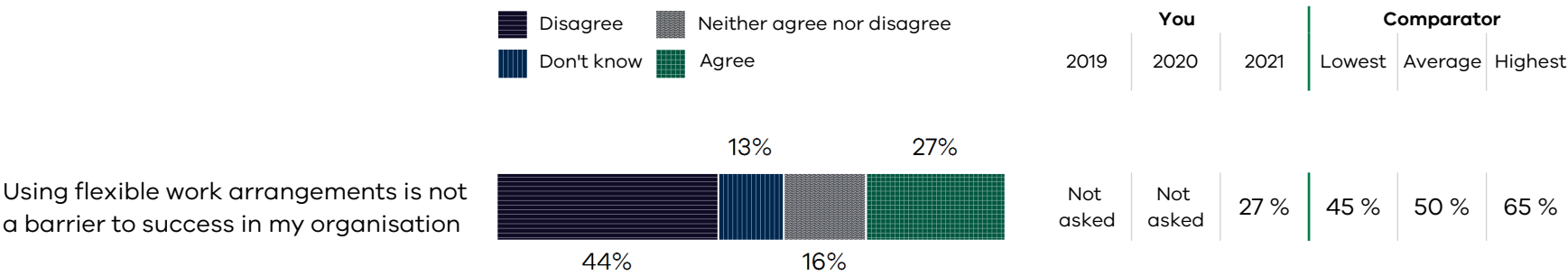
Example

27% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

48% 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	48%	35%	38%
Shift swap	23%	22%	12%
Working from an alternative location (e.g. home, hub/shared work space)	12%	17%	24%
Flexible start and finish times	12%	16%	23%
Part-time	9%	28%	19%
Using leave to work flexible hours	8%	11%	8%
Other	6%	2%	2%
Working more hours over fewer days	5%	6%	6%
Purchased leave	1%	1%	2%
Job sharing	1%	2%	1%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

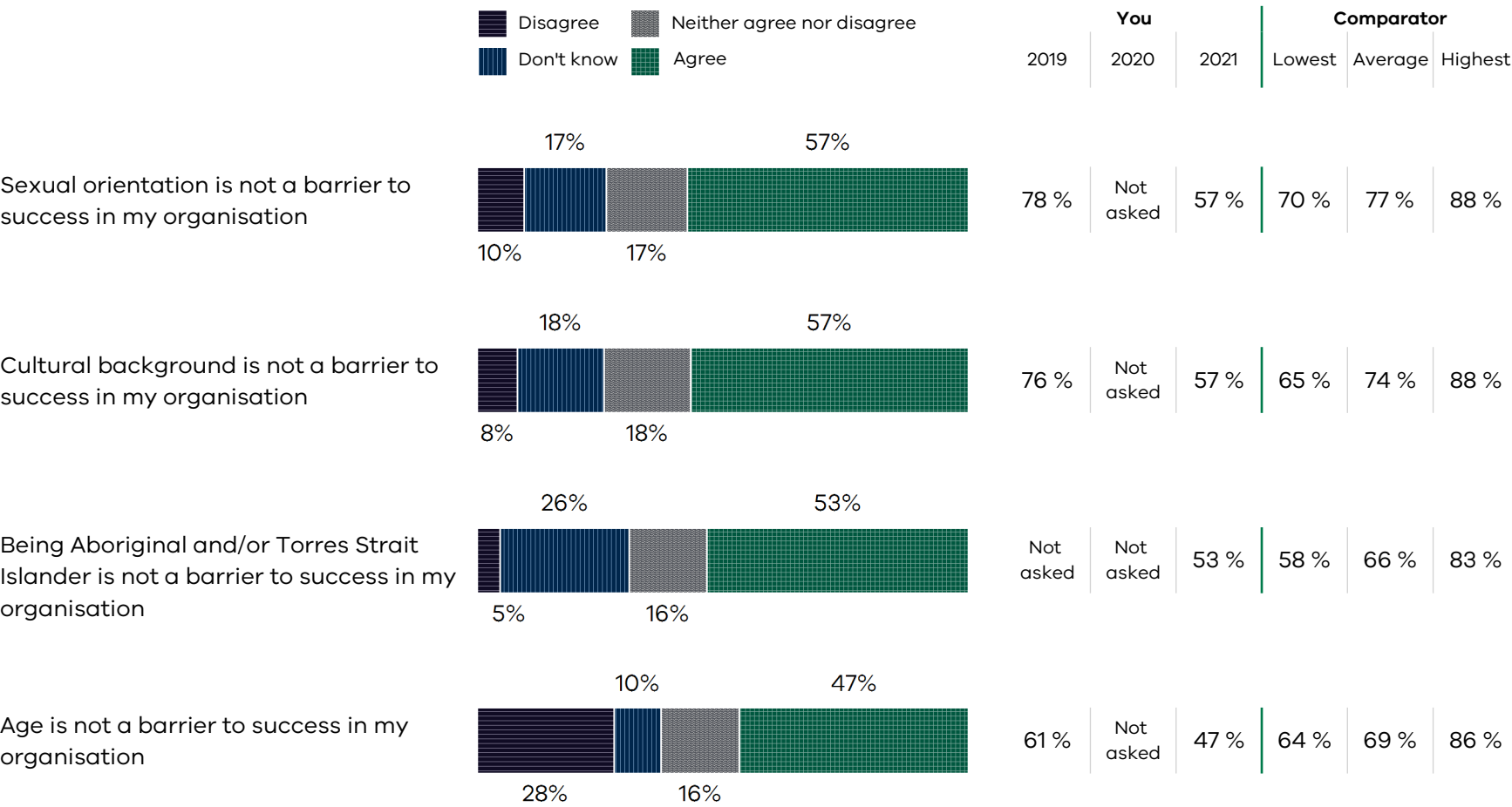
Example

57% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

44% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

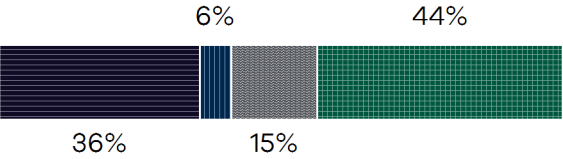
Survey question

Your results

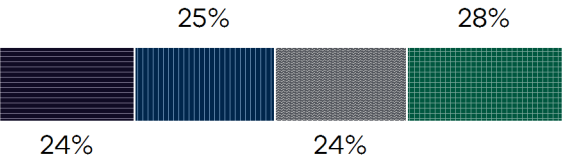
Benchmark agree results



Gender is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	44 %	67 %	77 %	91 %
41 %	Not asked	28 %	50 %	59 %	74 %

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.

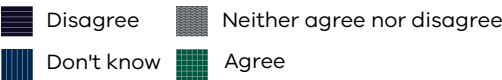
Example

62% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

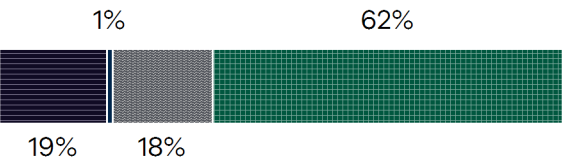
Survey question

Your results

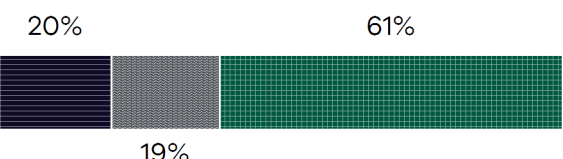
Benchmark agree results



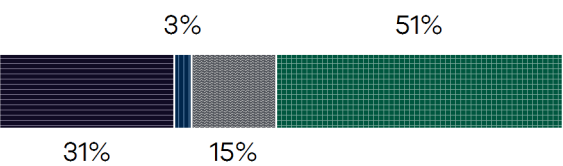
My organisation provides a physically safe work environment



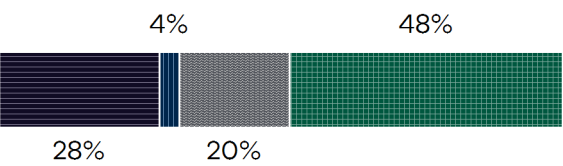
I feel culturally safe at work



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



My organisation consults employees on health and safety matters



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	62 %	58 %	76 %	95 %
Not asked	Not asked	61 %	64 %	78 %	88 %
70 %	54 %	51 %	49 %	58 %	67 %
69 %	Not asked	48 %	54 %	64 %	88 %

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.

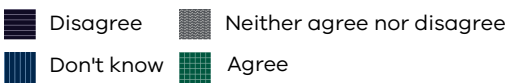
Example

47% 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'.

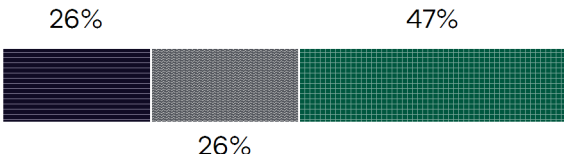
Survey question

Your results

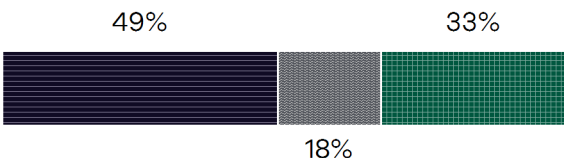
Benchmark agree results



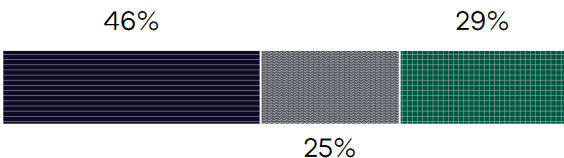
In my workplace, there is good communication about psychological safety issues that affect me



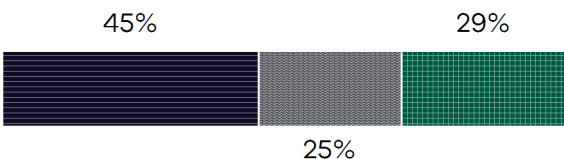
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	50 %	47 %	42 %	52 %	70 %
52 %	44 %	33 %	41 %	50 %	74 %
52 %	41 %	29 %	41 %	50 %	68 %
51 %	32 %	29 %	32 %	42 %	57 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

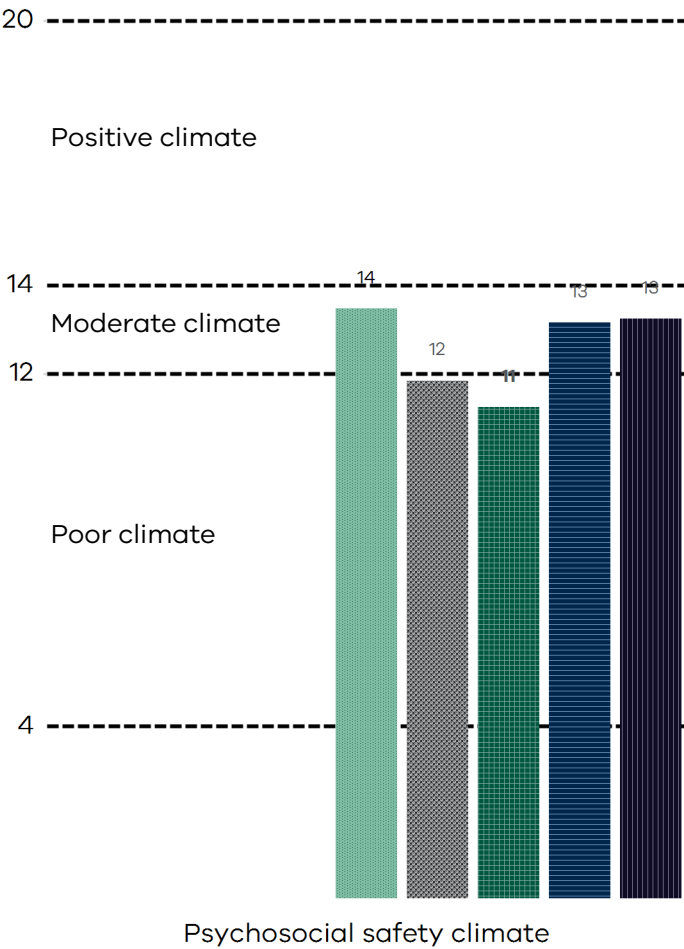
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

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.

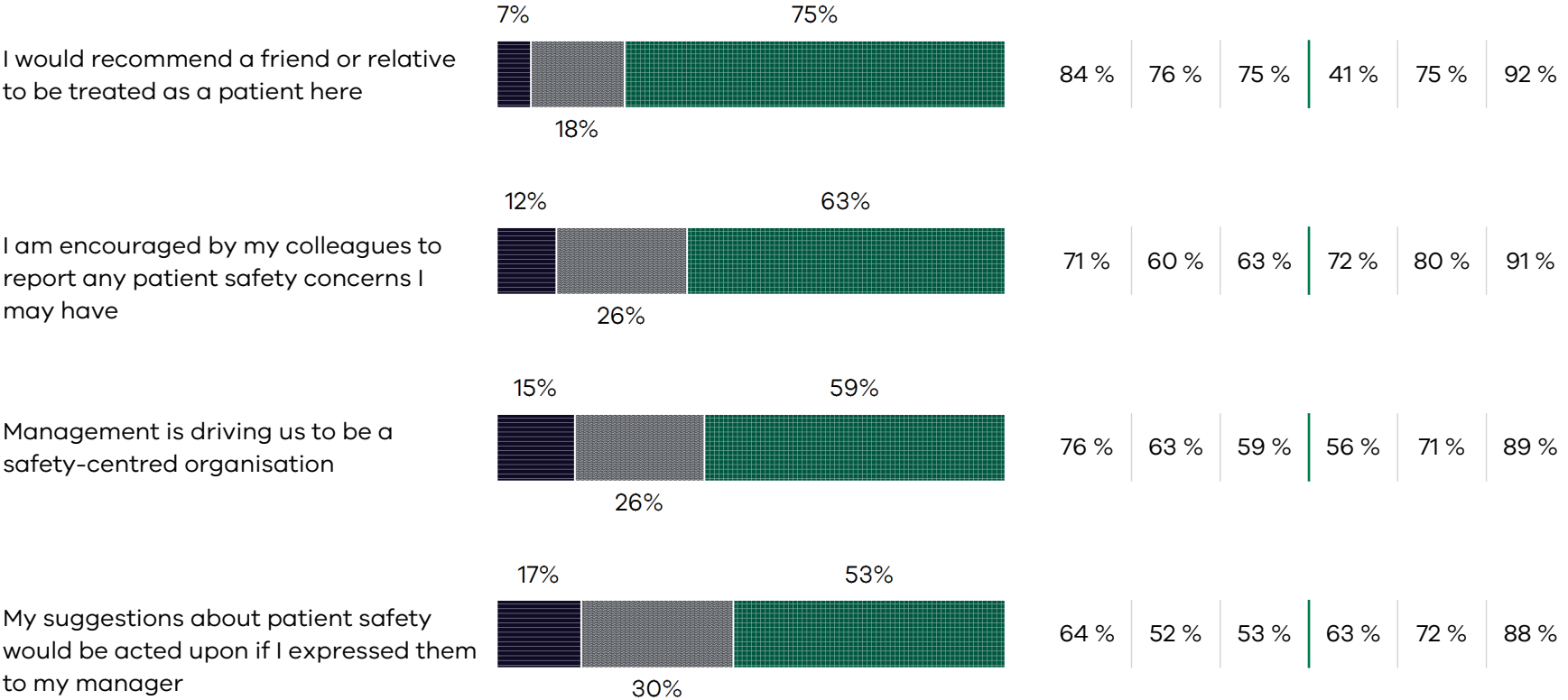
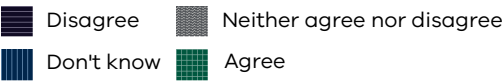
Example

75% 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

Benchmark agree results



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.

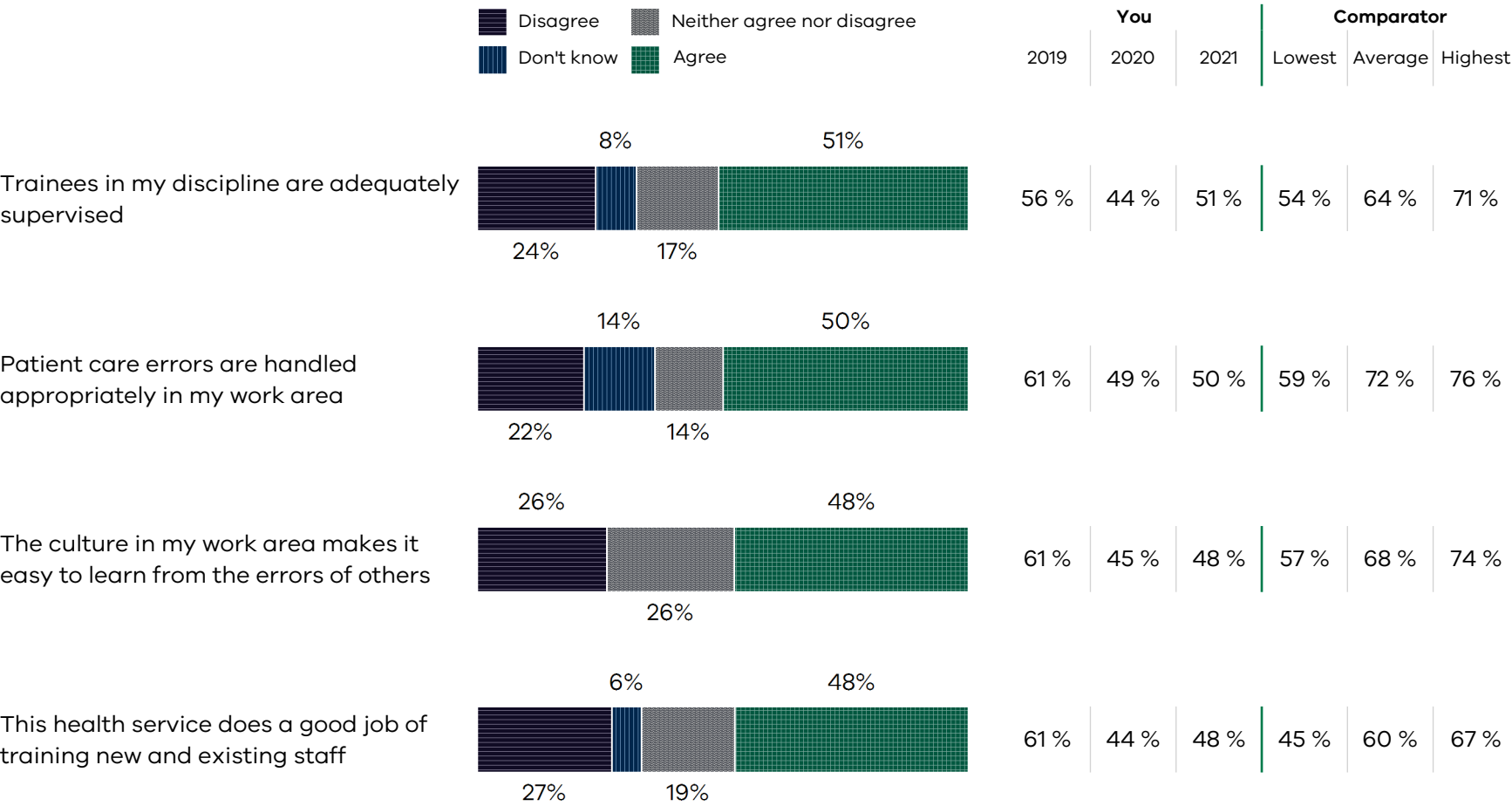
Example

51% of your staff who did the survey agreed or strongly agreed with 'Trainees in my discipline are adequately supervised'.

Survey question

Your results

Benchmark agree results



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

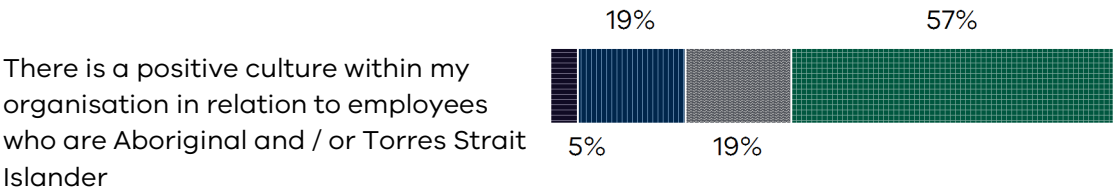
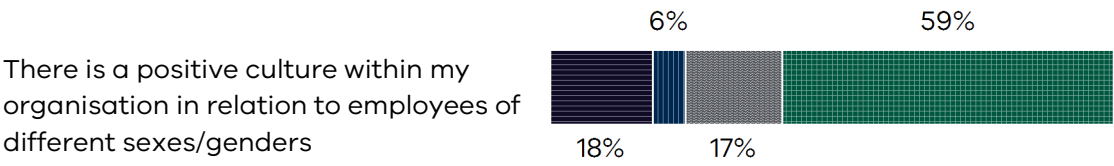
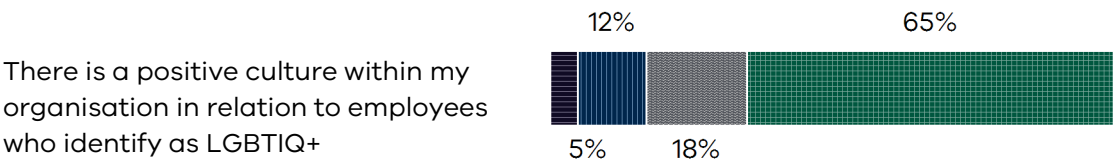
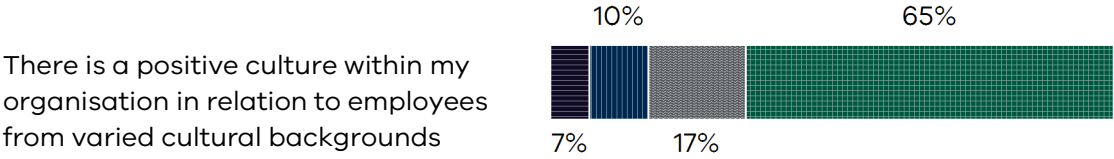
Example

65% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees from varied cultural backgrounds’.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
80 %	Not asked	65 %	67 %	79 %	90 %
76 %	Not asked	65 %	62 %	72 %	83 %
79 %	Not asked	59 %	70 %	79 %	83 %
69 %	Not asked	57 %	57 %	68 %	90 %

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

52% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

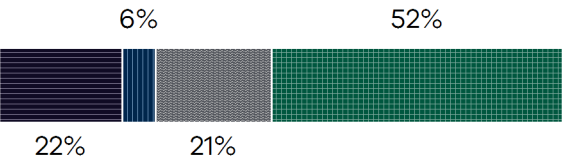
Survey question

Your results

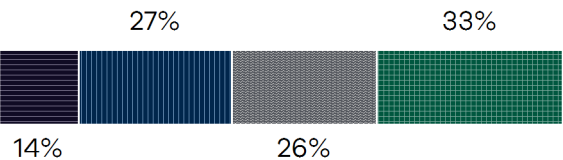
Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	Not asked	52 %	65 %	73 %	89 %
42 %	Not asked	33 %	49 %	60 %	76 %

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.

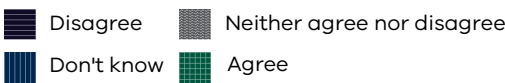
Example

73% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

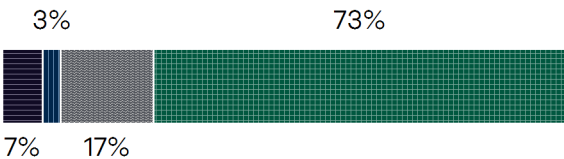
Survey question

Your results

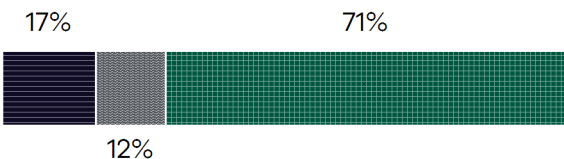
Benchmark agree results



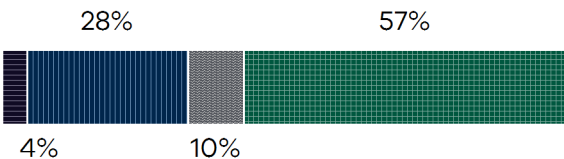
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	73 %	76 %	84 %	98 %
Not asked	Not asked	71 %	75 %	81 %	88 %
Not asked	Not asked	57 %	61 %	70 %	86 %

People matter

survey 2021

Have your say

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

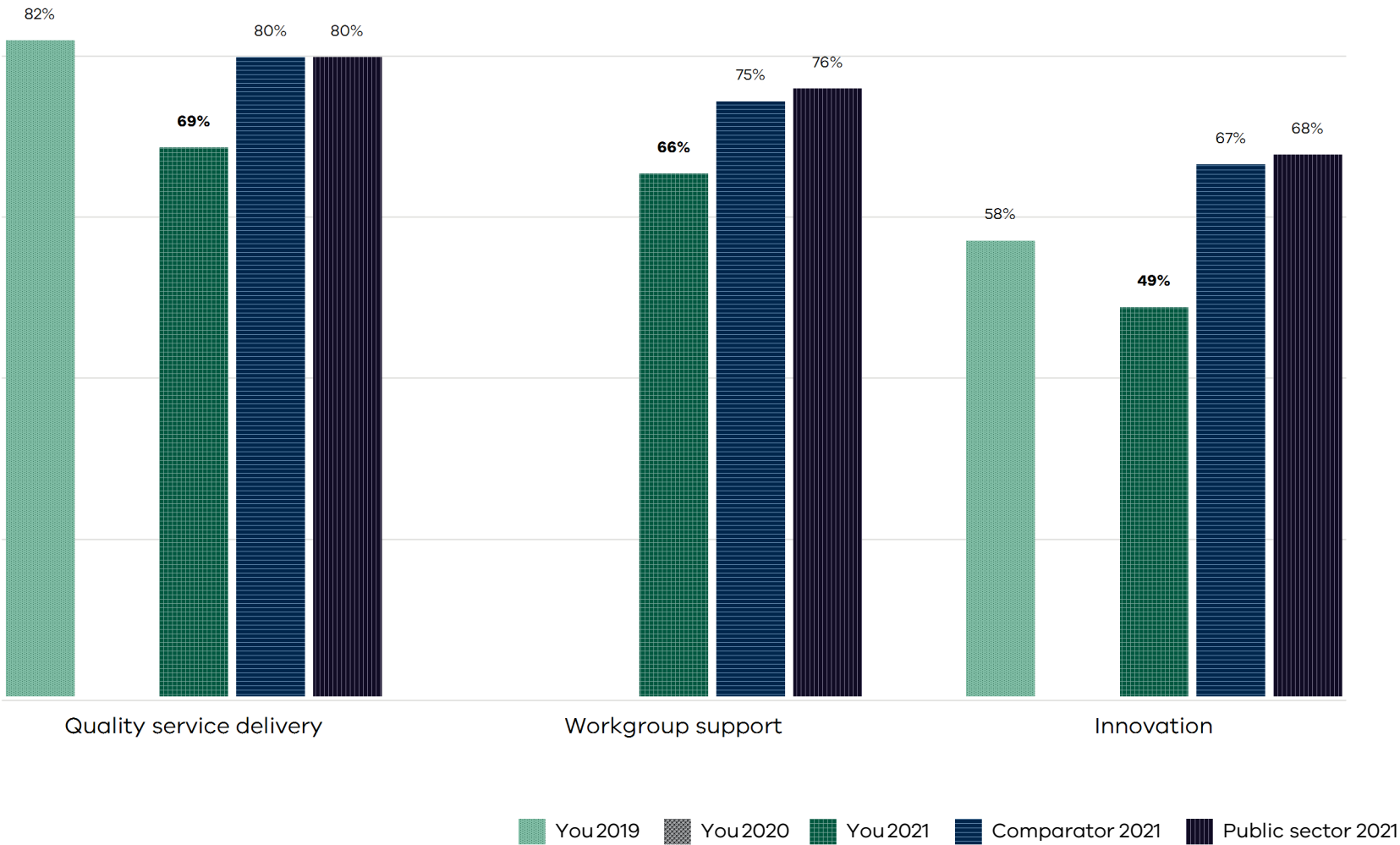
Example

In 2021:

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

Compared to:

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



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.

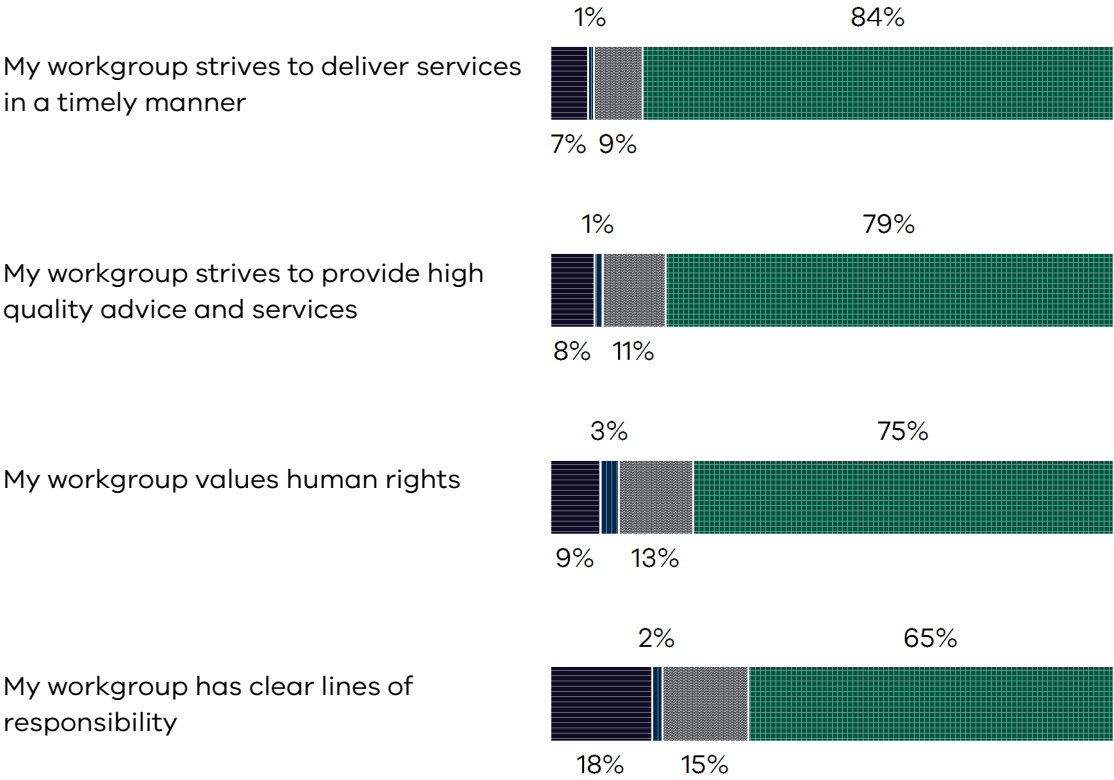
Example

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	2019	2020	2021	Lowest	Average	Highest
	93 %	Not asked	84 %	82 %	88 %	95 %
	91 %	Not asked	79 %	82 %	88 %	98 %
	80 %	Not asked	75 %	81 %	86 %	98 %
	77 %	Not asked	65 %	69 %	77 %	87 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

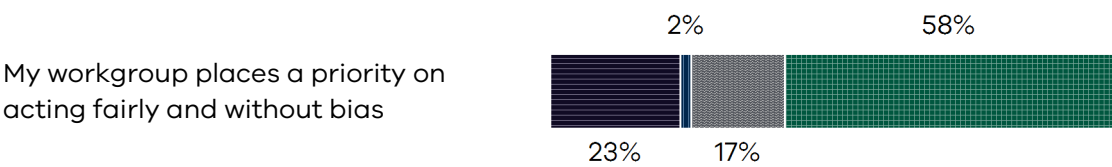
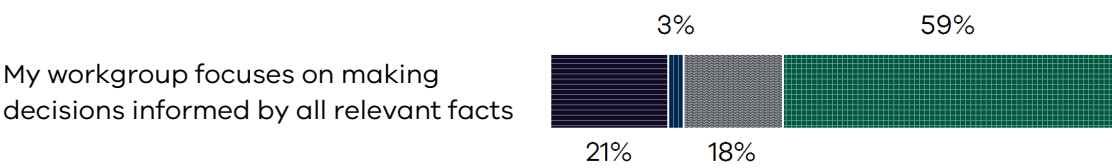
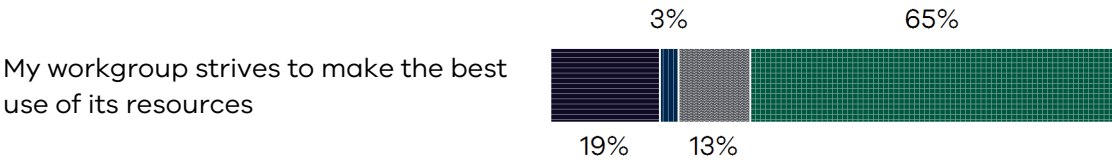
Example

65% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
83 %	Not asked	65 %	73 %	78 %	88 %
79 %	Not asked	59 %	68 %	75 %	88 %
74 %	Not asked	58 %	66 %	72 %	87 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

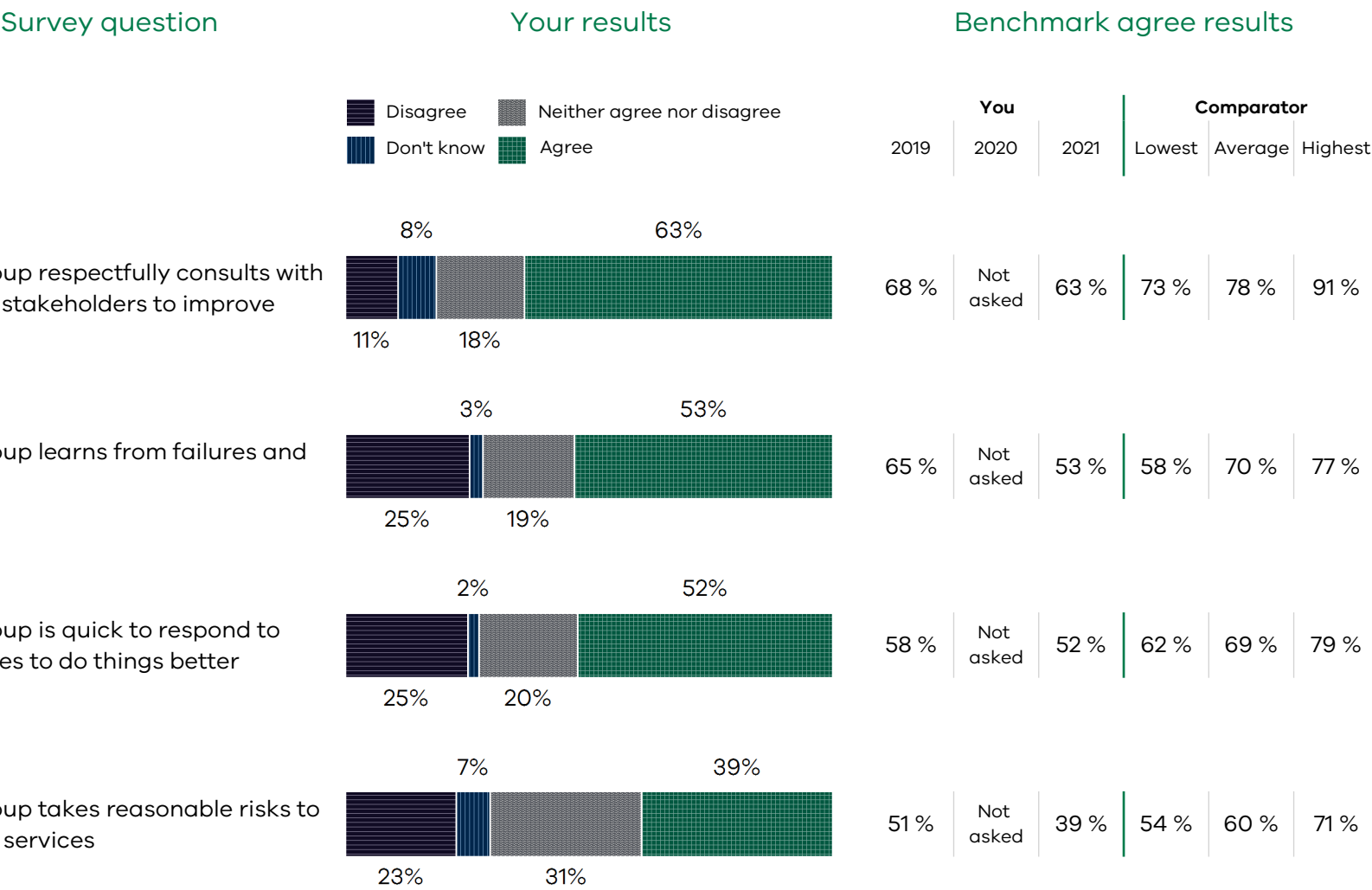
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

63% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

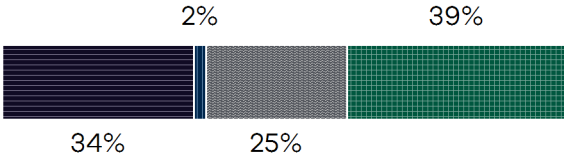
Example

39% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

My workgroup encourages employee creativity

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
46 %	Not asked	39 %	52 %	59 %	77 %

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

87% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup	Not asked	86 %	87 %	86 %	90 %	95 %
I am able to work effectively with others outside my immediate workgroup	Not asked	83 %	87 %	83 %	90 %	92 %
People in my workgroup work together effectively to get the job done	87 %	75 %	80 %	74 %	81 %	84 %
People in my workgroup treat each other with respect	81 %	73 %	75 %	73 %	79 %	86 %

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.

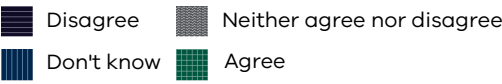
Example

73% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
81 %	Not asked	73 %	75 %	82 %	90 %
Not asked	57 %	60 %	61 %	68 %	82 %
64 %	Not asked	57 %	61 %	68 %	77 %
68 %	Not asked	57 %	62 %	68 %	76 %

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

52% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

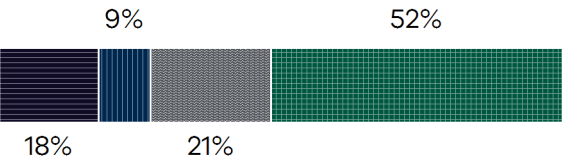
Survey question

Your results

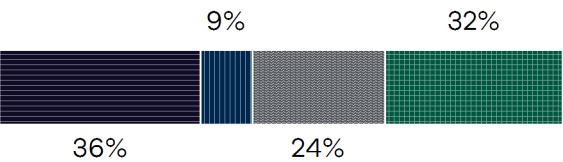
Benchmark agree results



People in my workgroup appropriately manage conflicts of interest



Workgroups across my organisation willingly share information with each other



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
60 %	Not asked	52 %	57 %	64 %	73 %
46 %	36 %	32 %	45 %	60 %	68 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Custom questions	Demographics
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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.

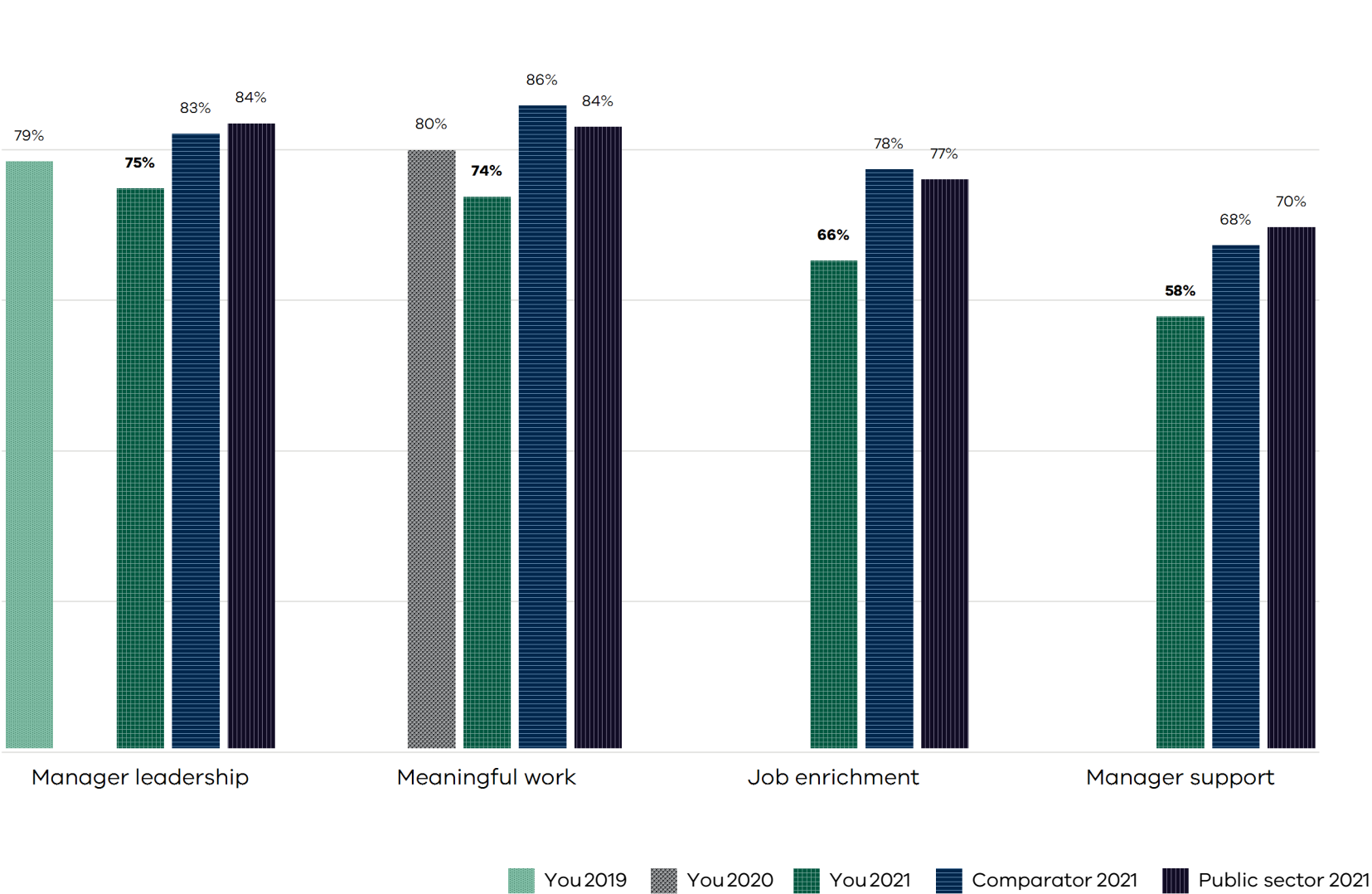
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

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



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

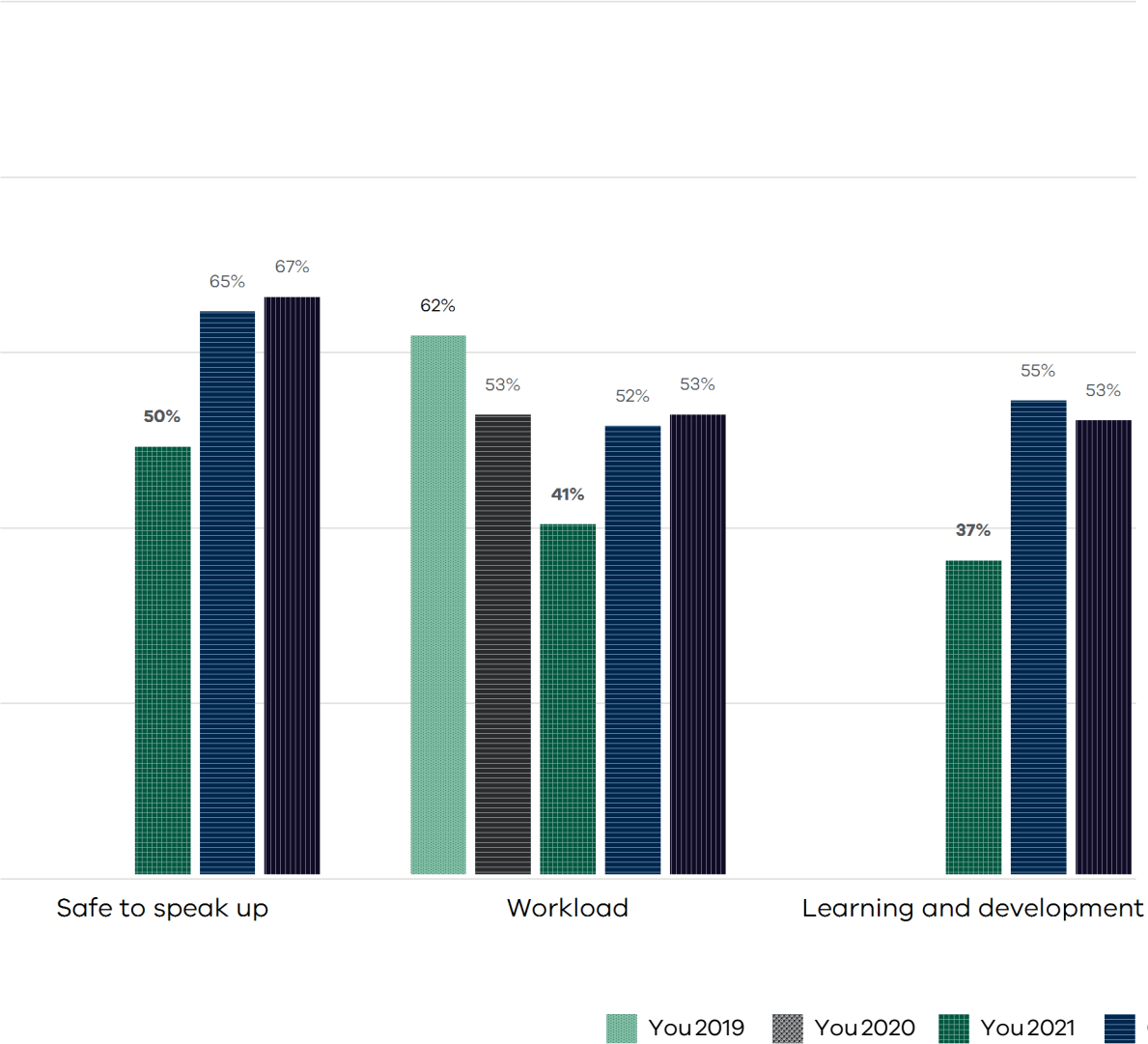
Example

In 2021:

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

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

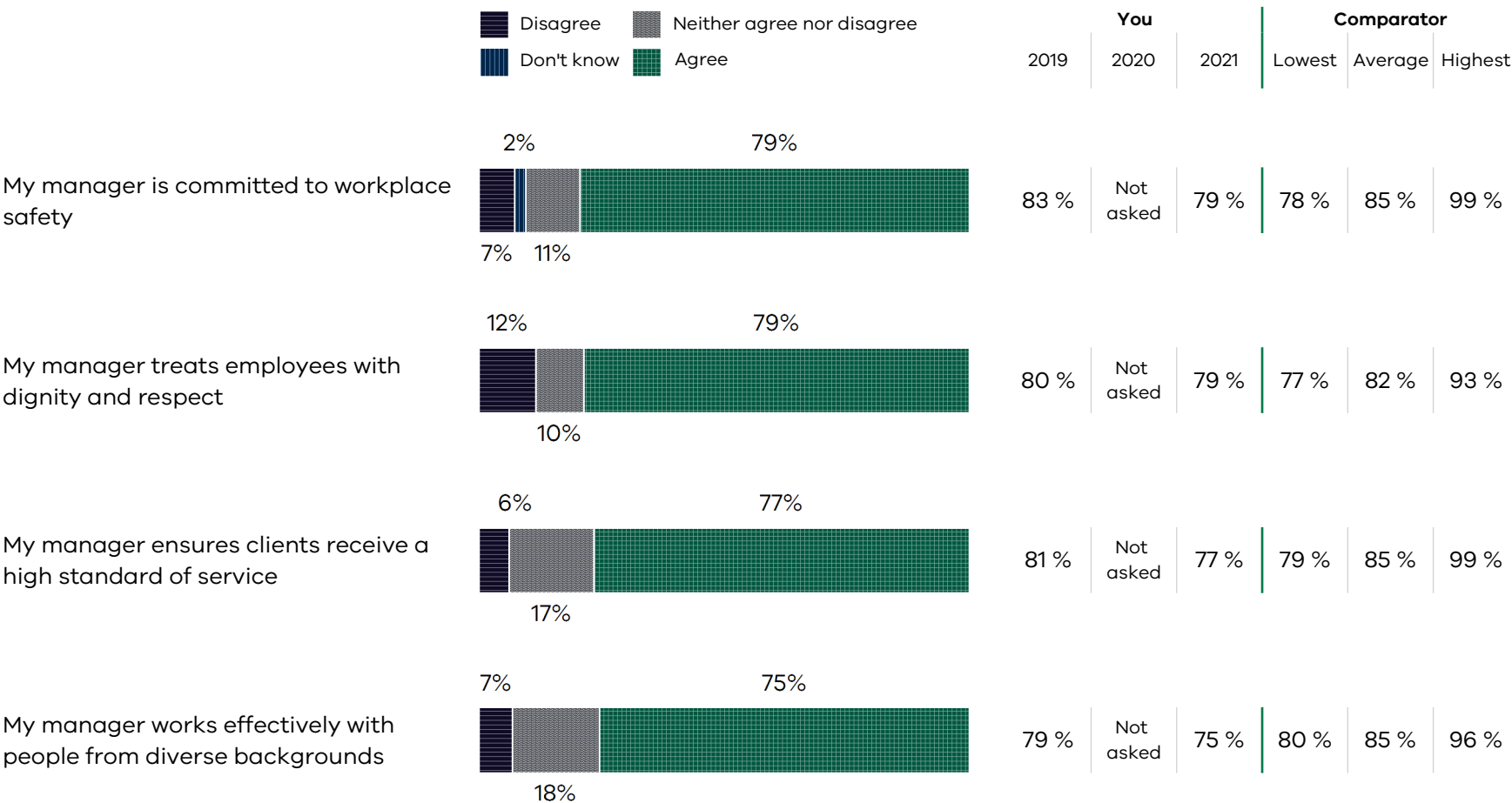
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

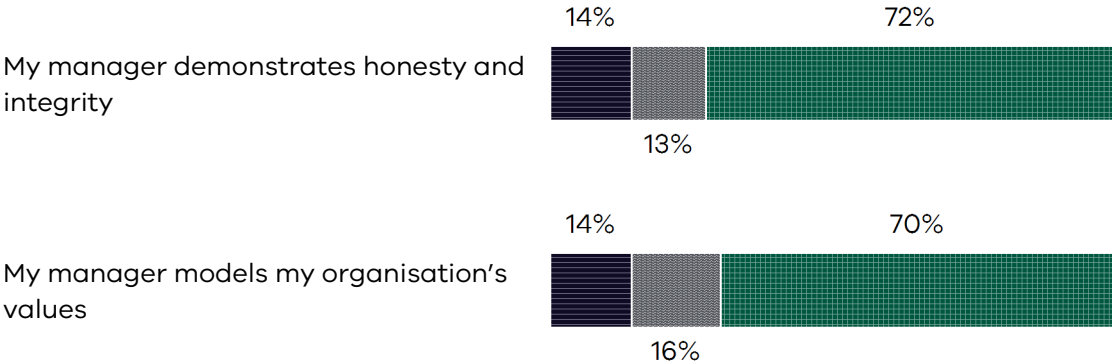
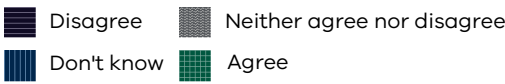
Example

72% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
77 %	Not asked	72 %	75 %	80 %	93 %
74 %	Not asked	70 %	74 %	79 %	93 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

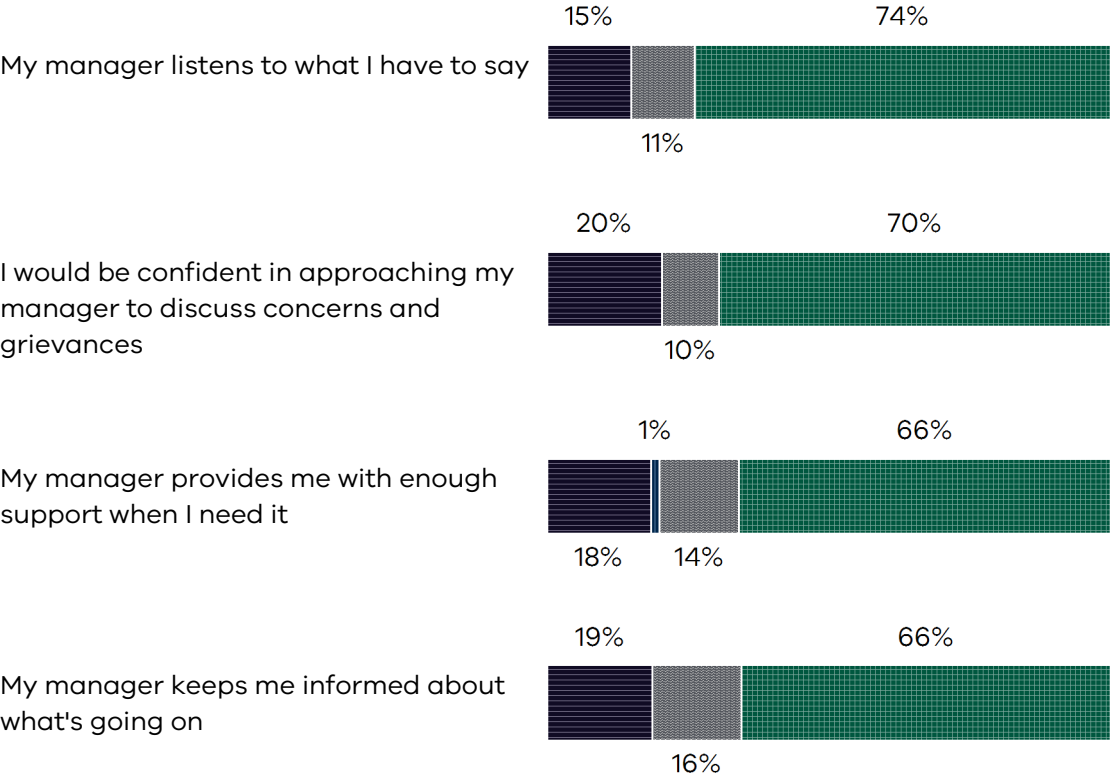
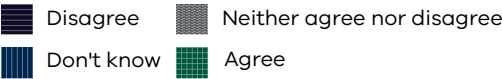
Example

74% 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
79 %	71 %	74 %	73 %	77 %	89 %
72 %	Not asked	70 %	70 %	75 %	87 %
Not asked	64 %	66 %	66 %	72 %	84 %
70 %	65 %	66 %	65 %	73 %	83 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

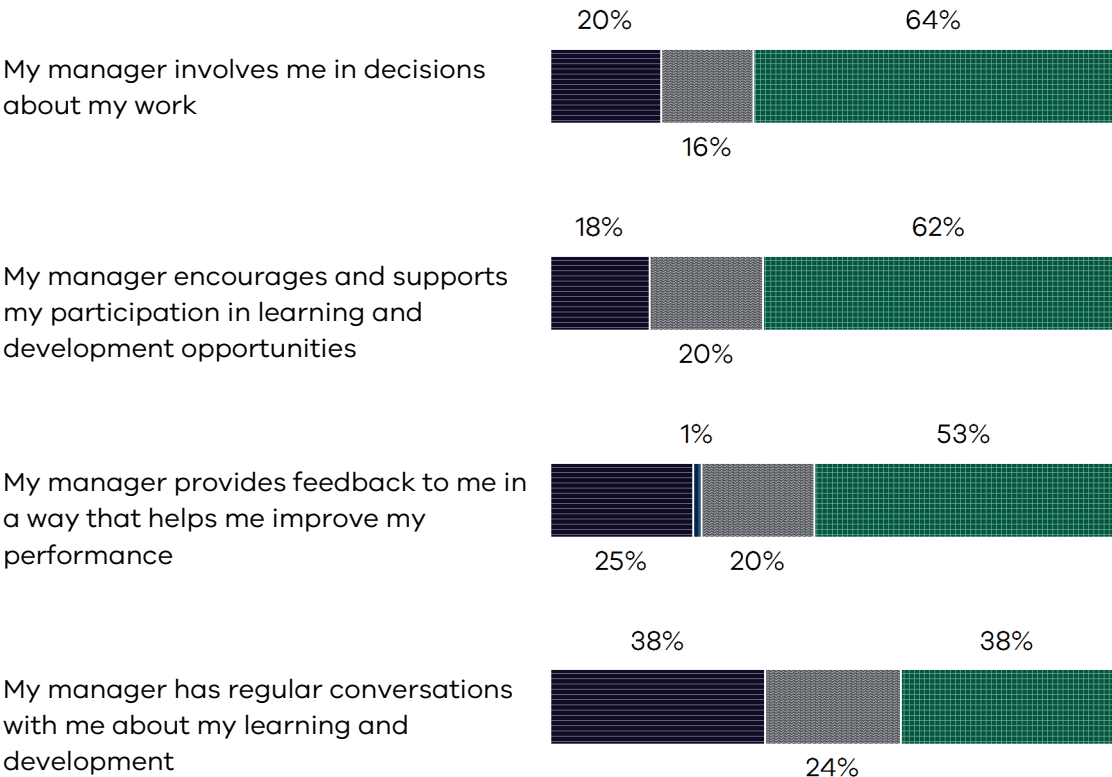
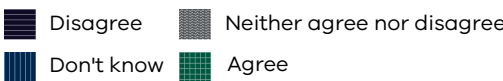
Example

64% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	68 %	61 %	64 %	66 %	72 %	85 %
	68 %	Not asked	62 %	66 %	74 %	86 %
	59 %	52 %	53 %	58 %	64 %	79 %
	Not asked	Not asked	38 %	44 %	52 %	79 %

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.

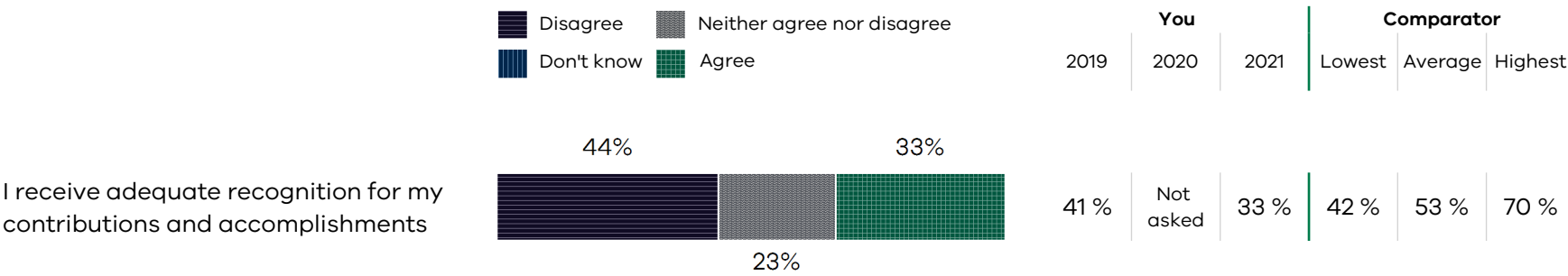
Example

33% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

Workload and time pressure are the most prominent causes of work-related stress.

How to read this

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

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

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

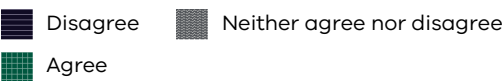
Example

41% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

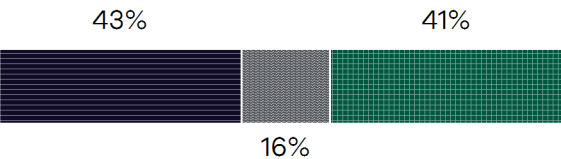
Survey question

Your results

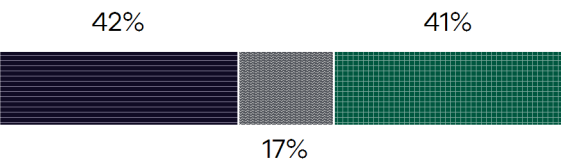
Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
66 %	56 %	41 %	49 %	55 %	66 %
59 %	51 %	41 %	41 %	49 %	61 %

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.

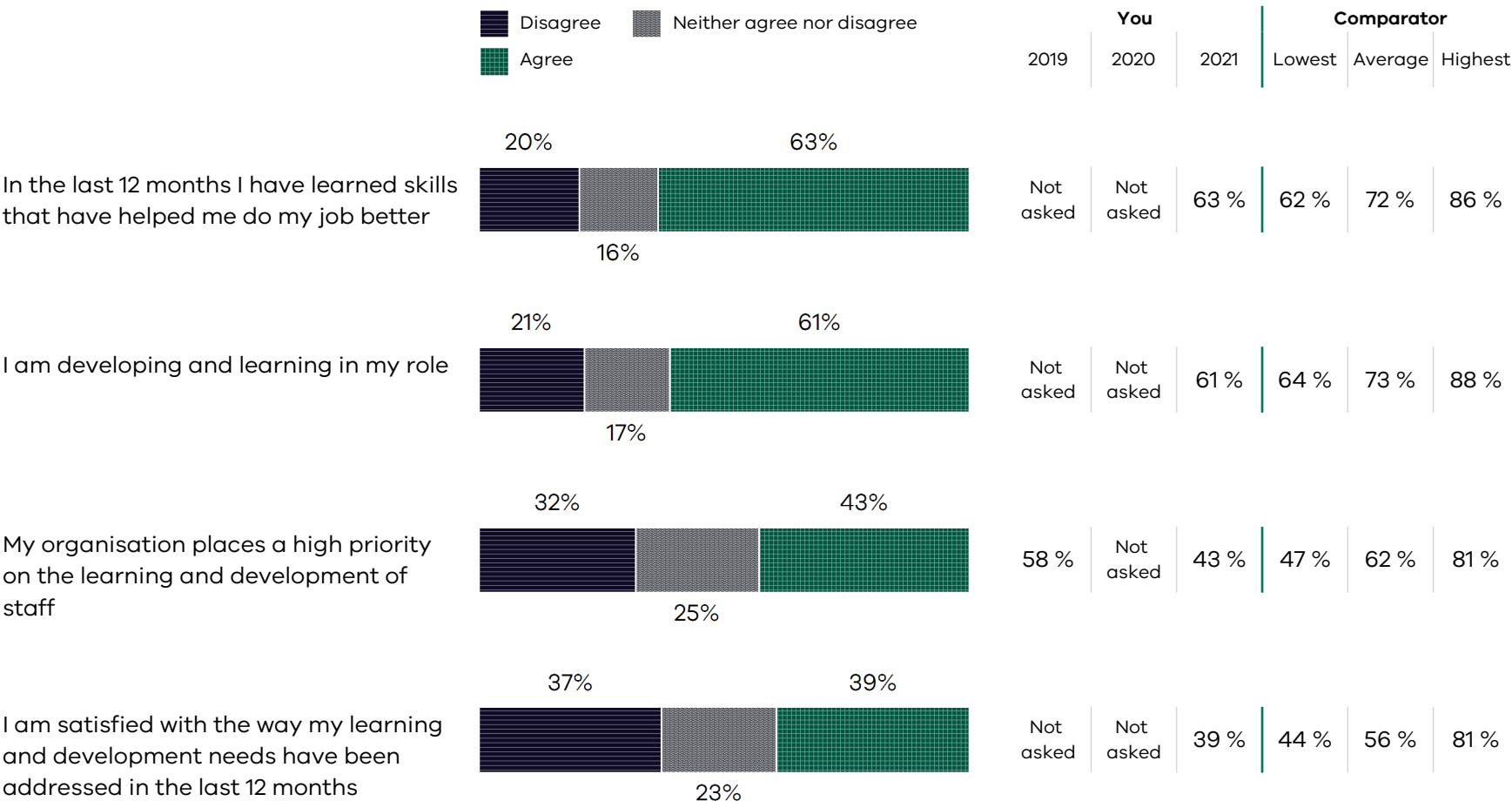
Example

63% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

33% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

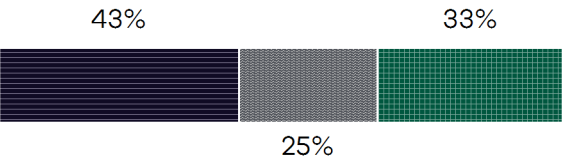
Survey question

Your results

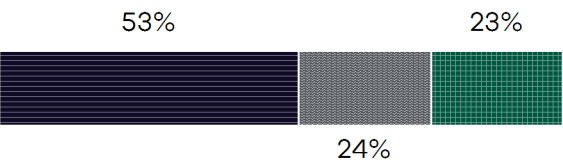
Benchmark agree results



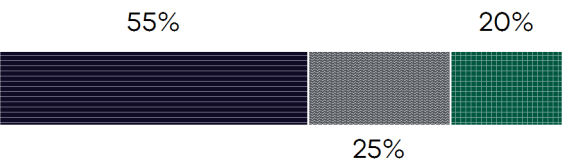
There are adequate opportunities for me to develop skills and experience in my organisation



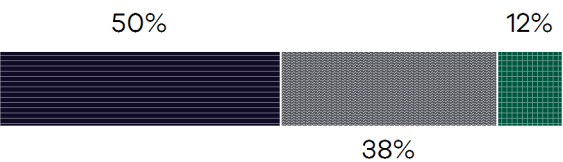
I feel I have an equal chance at promotion in my organisation



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



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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
58 %	Not asked	33 %	46 %	58 %	84 %
Not asked	Not asked	23 %	33 %	44 %	53 %
Not asked	Not asked	20 %	34 %	43 %	53 %
Not asked	Not asked	12 %	28 %	32 %	35 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

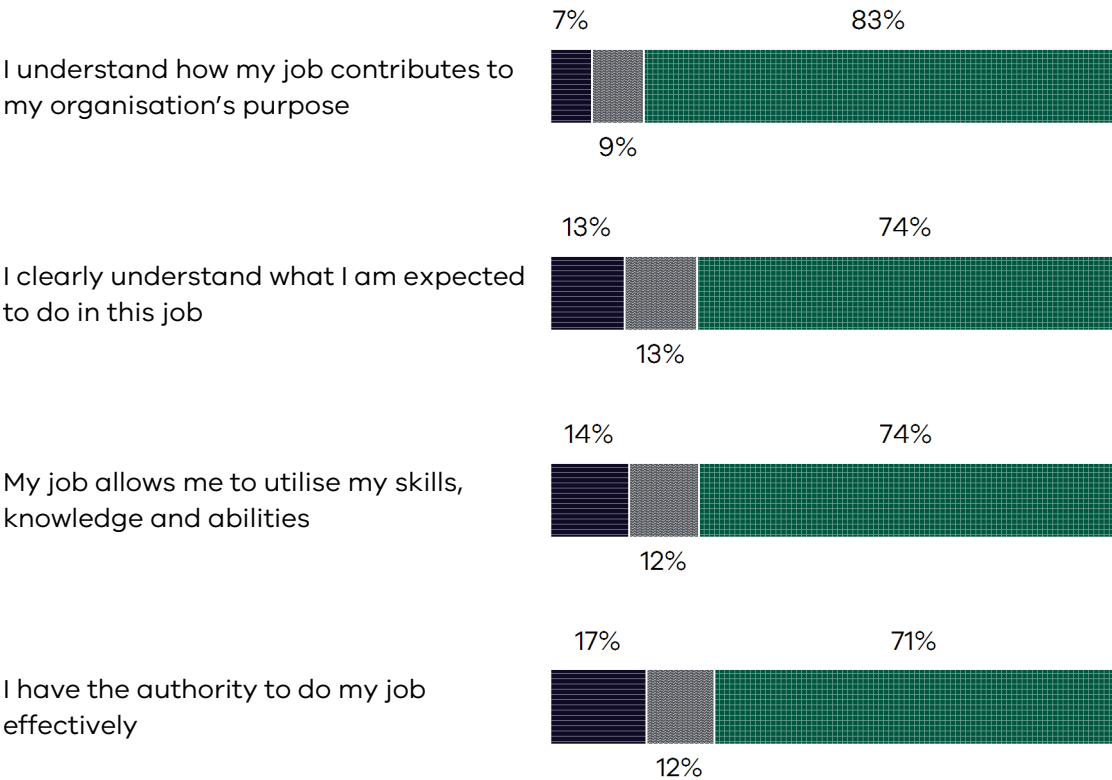
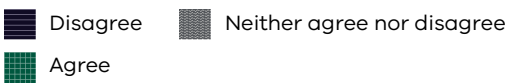
Example

83% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
91 %	88 %	83 %	85 %	91 %	96 %
85 %	79 %	74 %	76 %	85 %	93 %
85 %	76 %	74 %	79 %	84 %	91 %
84 %	Not asked	71 %	72 %	79 %	93 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

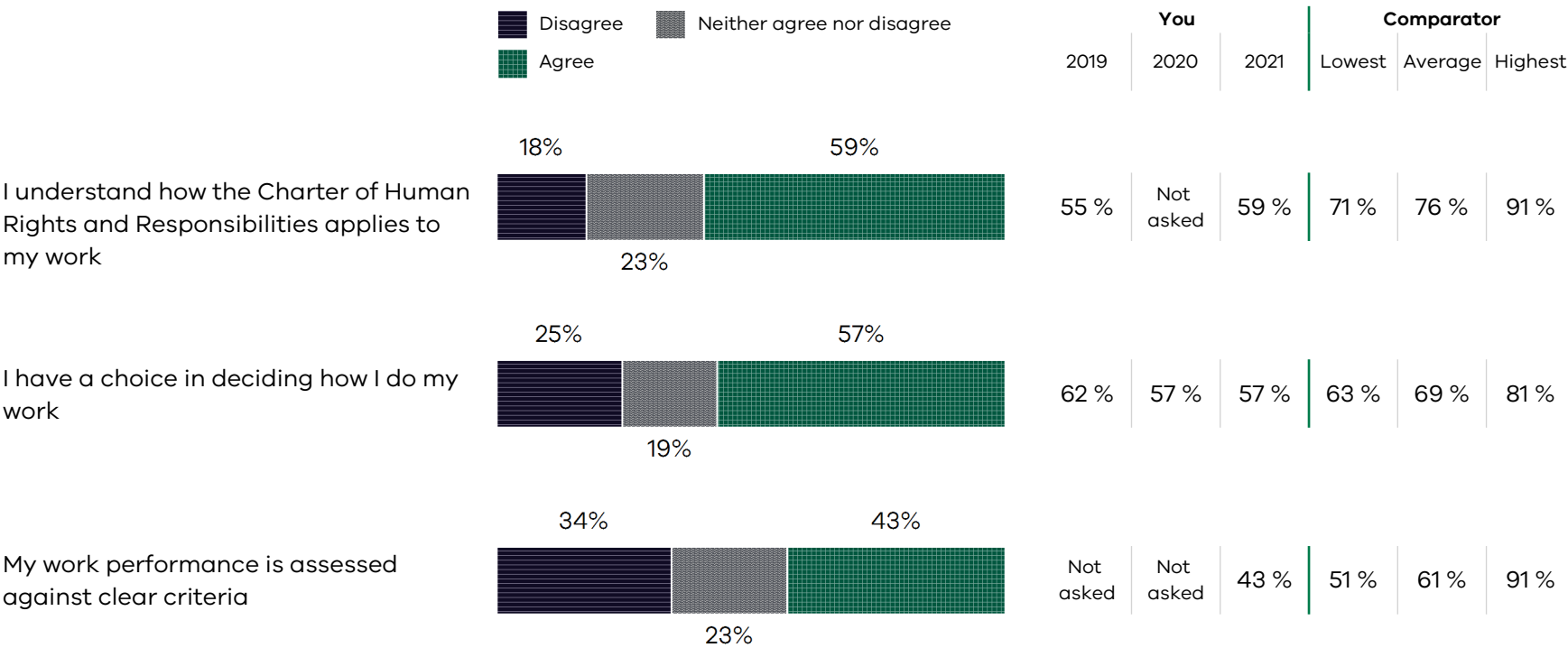
Example

59% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

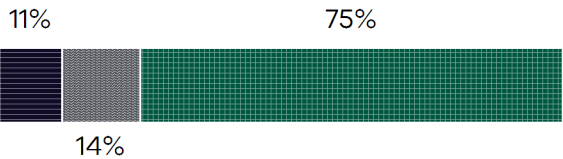
Survey question

Your results

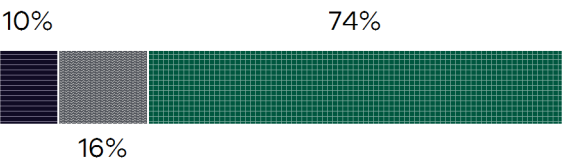
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	80 %	75 %	82 %	88 %	95 %
I am achieving something important through my work	Not asked	81 %	74 %	76 %	85 %	98 %

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.

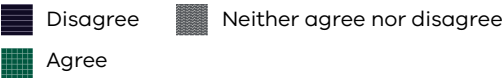
Example

59% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

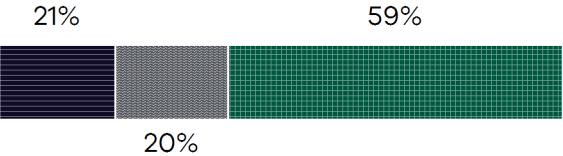
Survey question

Your results

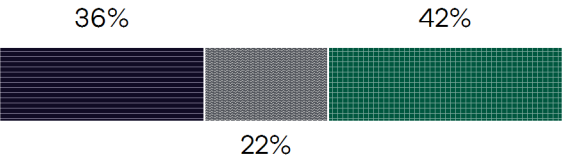
Benchmark agree results



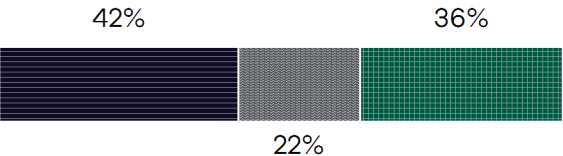
People in your workgroup are able to bring up problems and tough issues



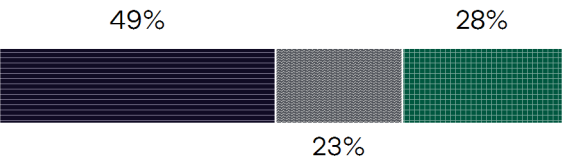
I feel safe to challenge inappropriate behaviour at work



I am confident that I would be protected from reprisal for reporting improper conduct



I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	59 %	59 %	63 %	67 %	74 %
Not asked	Not asked	42 %	51 %	62 %	72 %
45 %	Not asked	36 %	52 %	63 %	74 %
42 %	Not asked	28 %	43 %	56 %	66 %

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

75% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

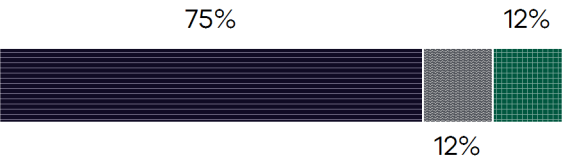
Survey question

Your results

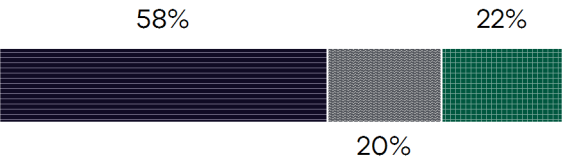
Benchmark disagree results



People in my workgroup often reject others for being different



If I make a mistake in my workgroup, it is often held against me



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	75 %	72 %	76 %	85 %
Not asked	Not asked	58 %	60 %	66 %	76 %

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

29% 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	29%	35%	36%
Administrative processes (including leave and HR requirements)	27%	16%	19%
Decision making and authorisation processes	23%	17%	23%
Poor work-life balance	21%	13%	12%
Technology limitations	21%	21%	20%
Communication processes	20%	20%	19%
Poor mental health or wellbeing	18%	11%	11%
Other	17%	15%	13%
Difficulties in separating work from other aspects of my life	14%	9%	10%
Family/household commitments (carer responsibilities, child education responsibilities)	14%	9%	9%

People matter

survey 2021

Have your say

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

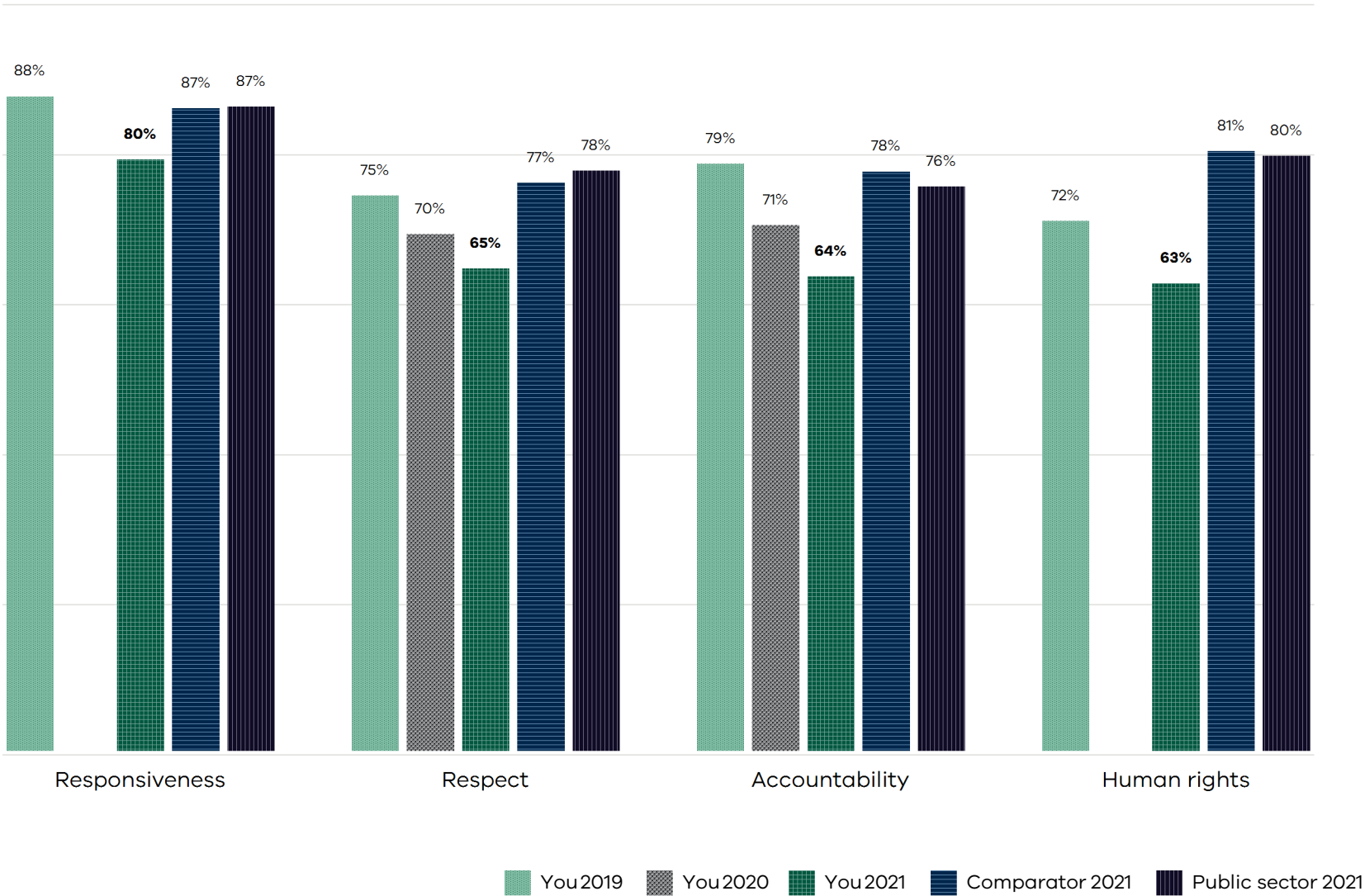
Example

In 2021:

- 80% of your staff who did the survey responded positively to questions about Responsiveness, which is down 8% in 2019.

Compared to:

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



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

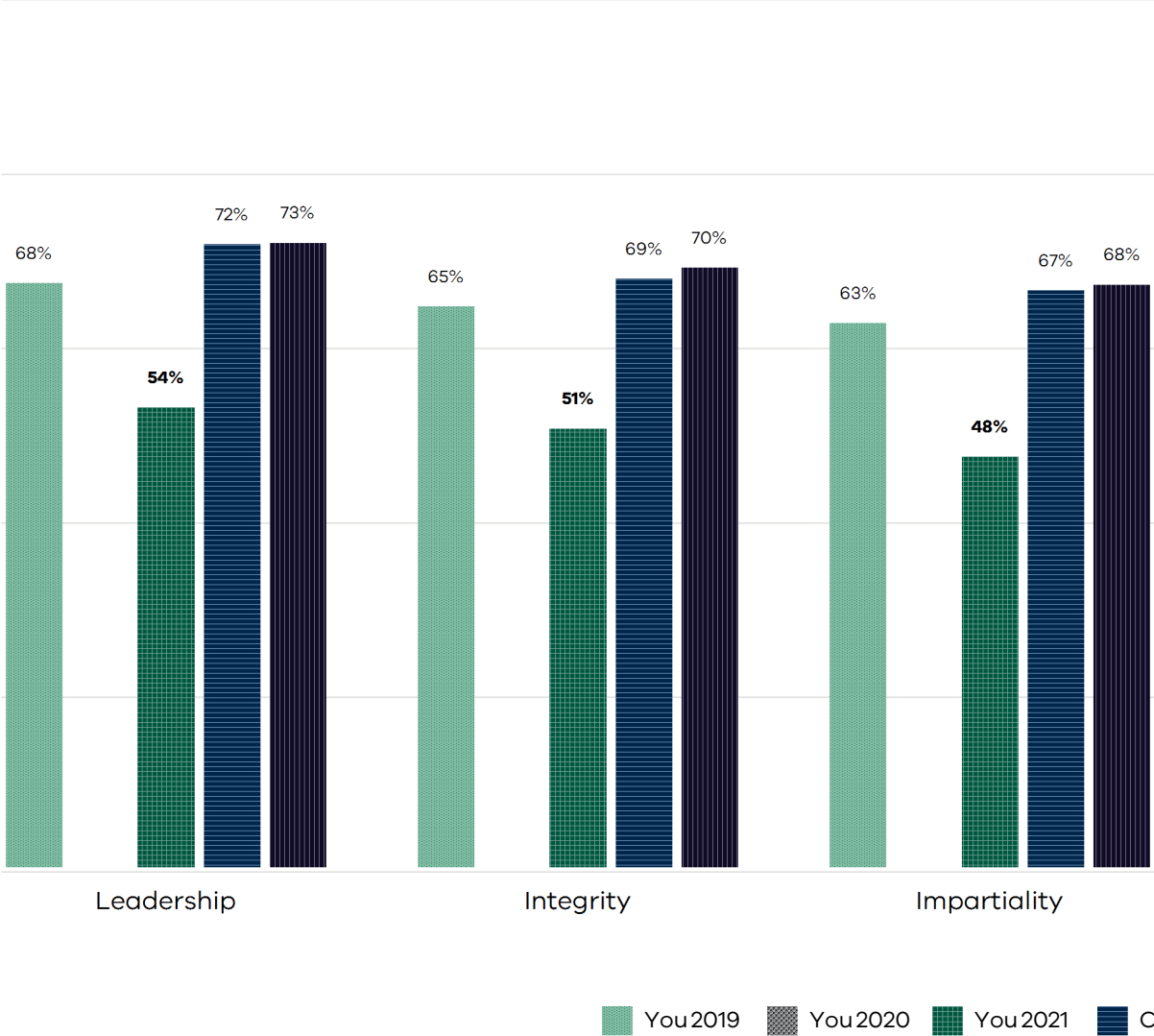
Example

In 2021:

- 54% of your staff who did the survey responded positively to questions about Leadership , which is down 14% in 2019.

Compared to:

- 72% of staff at your comparator and 73% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

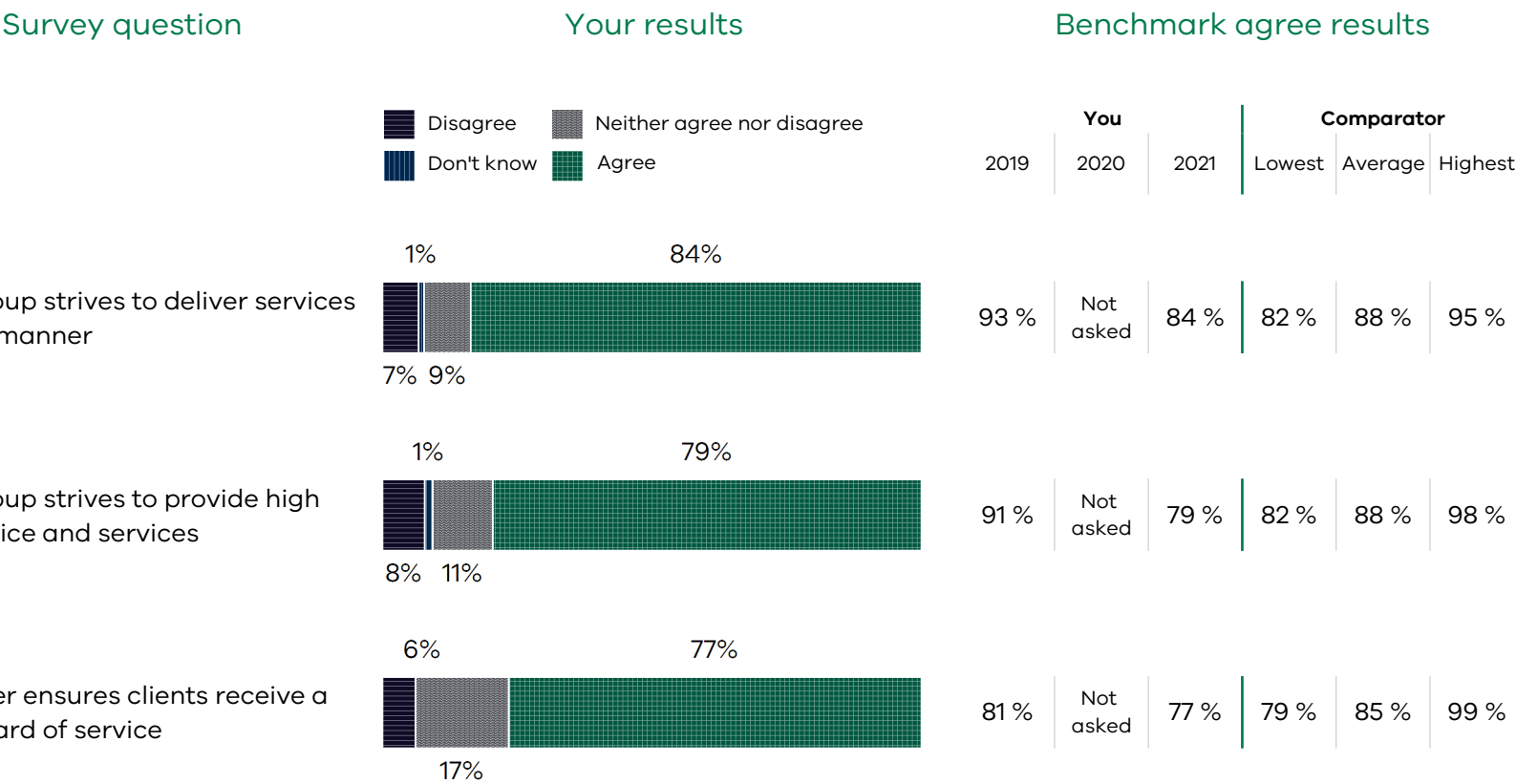
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

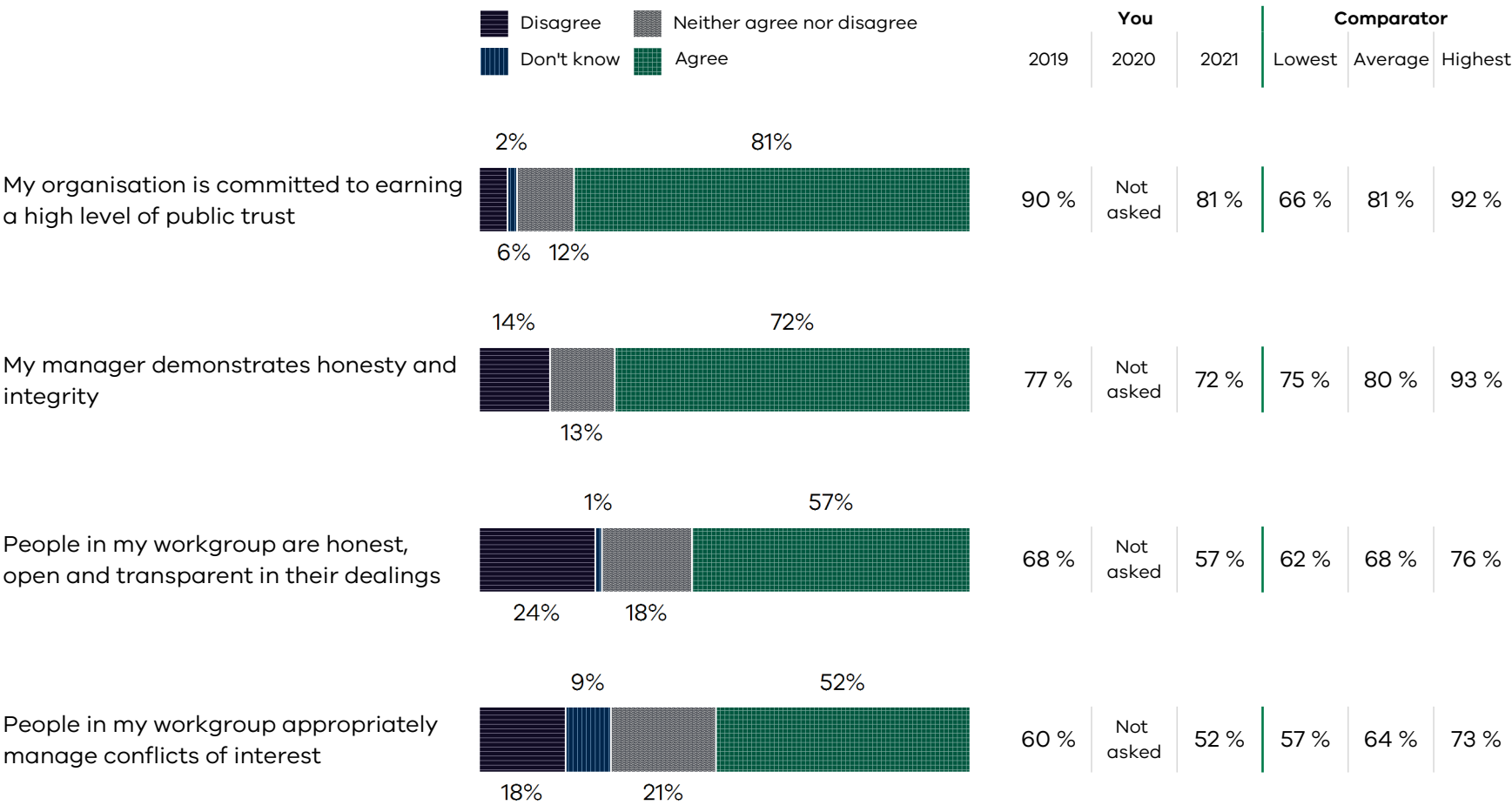
Example

81% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

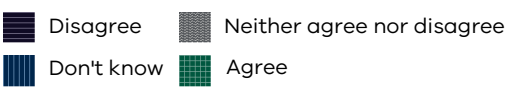
Example

42% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

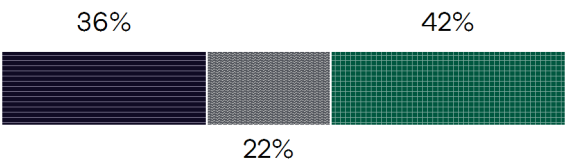
Survey question

Your results

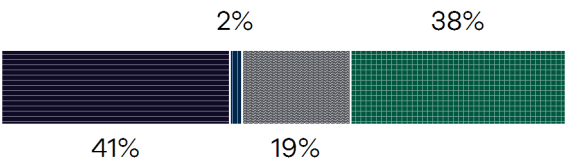
Benchmark agree results



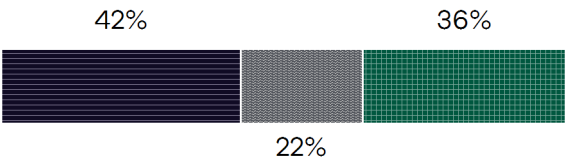
I feel safe to challenge inappropriate behaviour at work



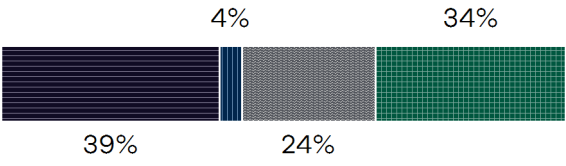
My organisation does not tolerate improper conduct



I am confident that I would be protected from reprisal for reporting improper conduct



Senior leaders demonstrate honesty and integrity



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	42 %	51 %	62 %	72 %
60 %	Not asked	38 %	51 %	68 %	84 %
45 %	Not asked	36 %	52 %	63 %	74 %
58 %	Not asked	34 %	51 %	62 %	85 %

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.

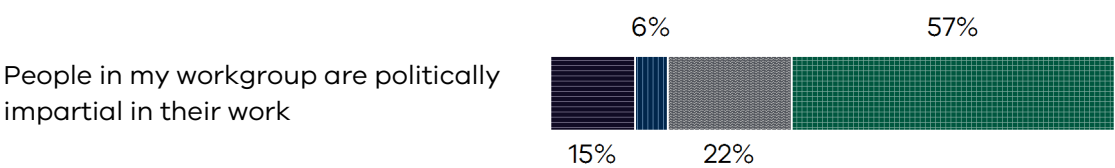
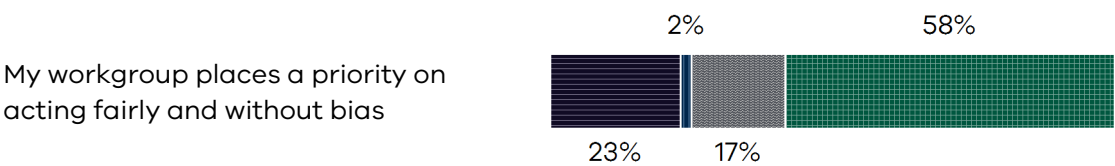
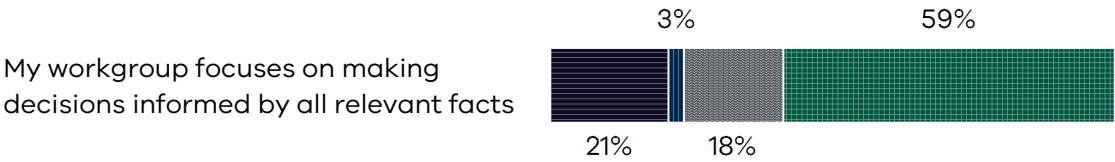
Example

59% 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		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	59 %	68 %	75 %	88 %
74 %	Not asked	58 %	66 %	72 %	87 %
64 %	Not asked	57 %	61 %	68 %	77 %
36 %	Not asked	18 %	41 %	54 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

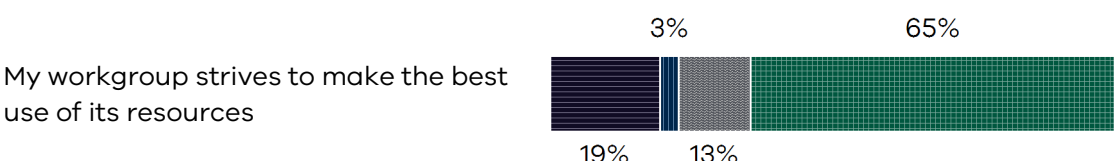
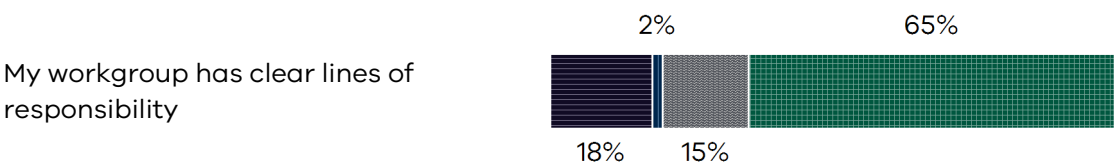
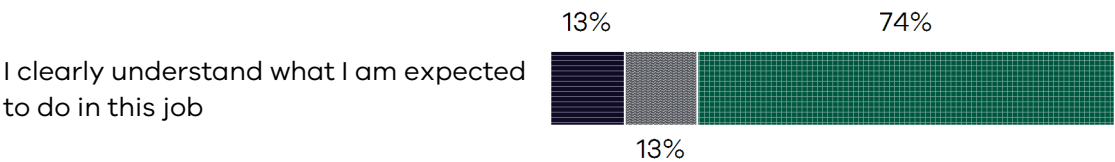
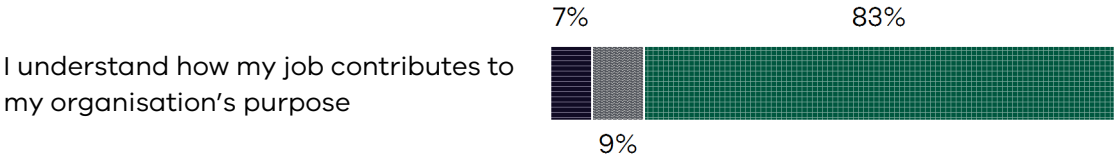
Example

83% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
91 %	88 %	83 %	85 %	91 %	96 %
85 %	79 %	74 %	76 %	85 %	93 %
77 %	Not asked	65 %	69 %	77 %	87 %
83 %	Not asked	65 %	73 %	78 %	88 %

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

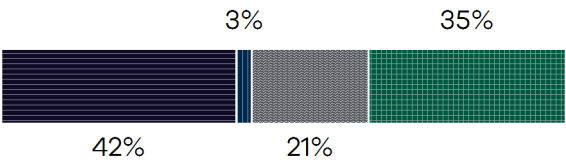
35% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
61 %	47 %	35 %	50 %	61 %	82 %

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

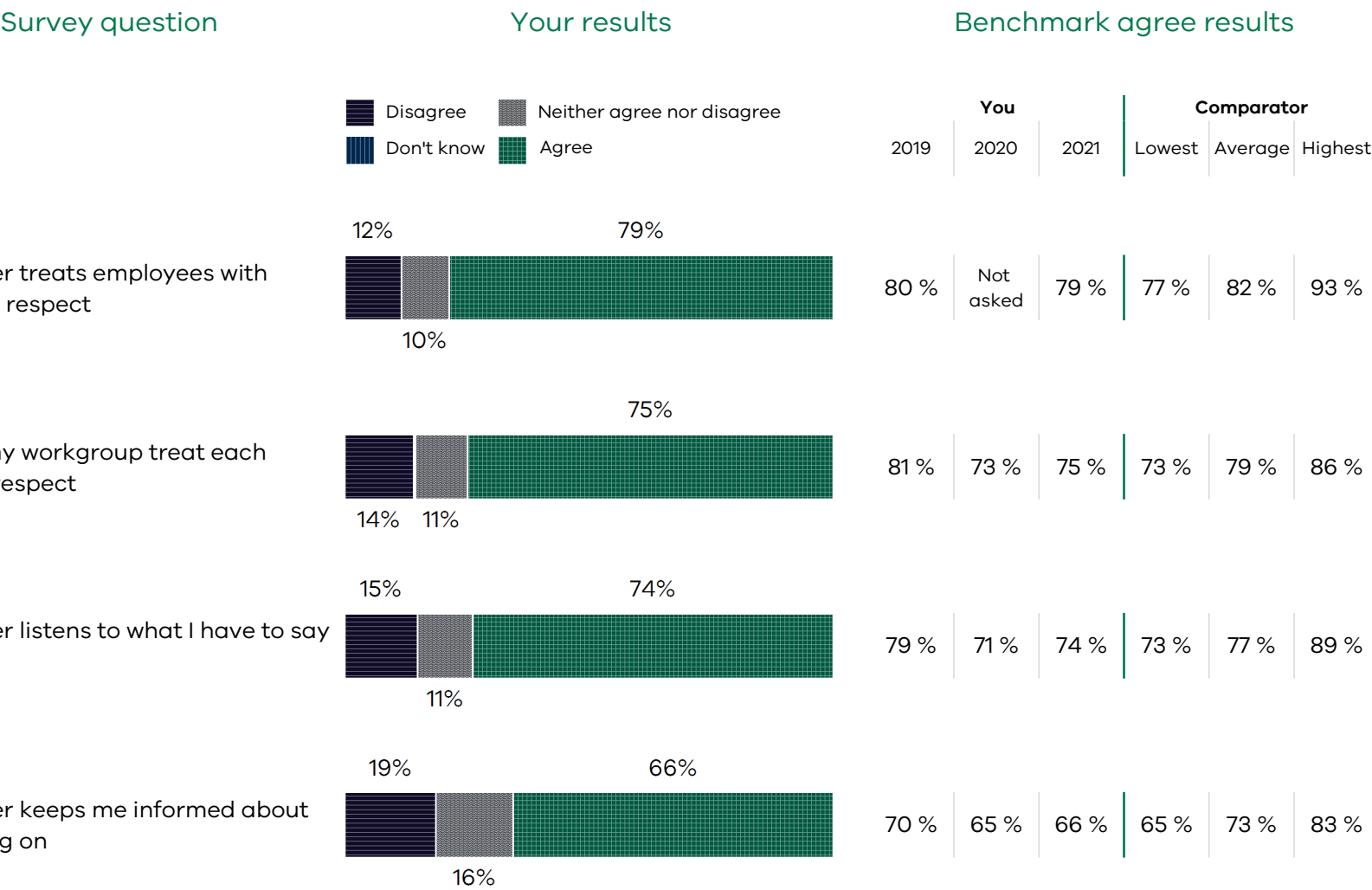
Under 'Your results', see results for each question in descending order by most agreed.

'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

79% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

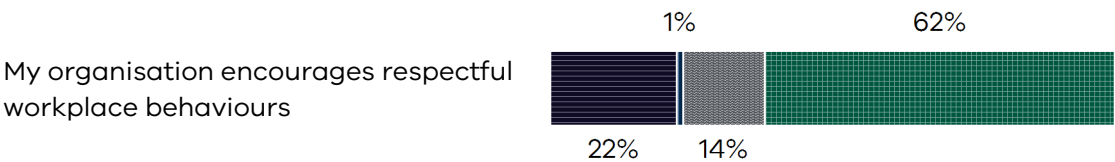
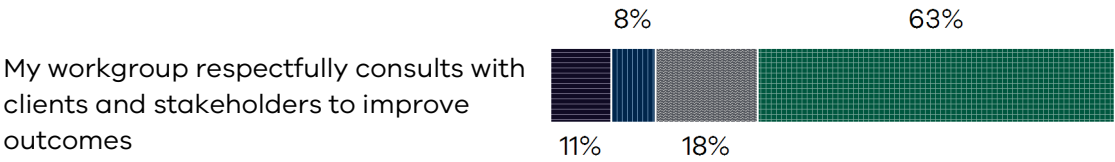
Example

63% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
68 %	Not asked	63 %	73 %	78 %	91 %
81 %	Not asked	62 %	70 %	82 %	91 %
67 %	Not asked	40 %	52 %	66 %	76 %

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

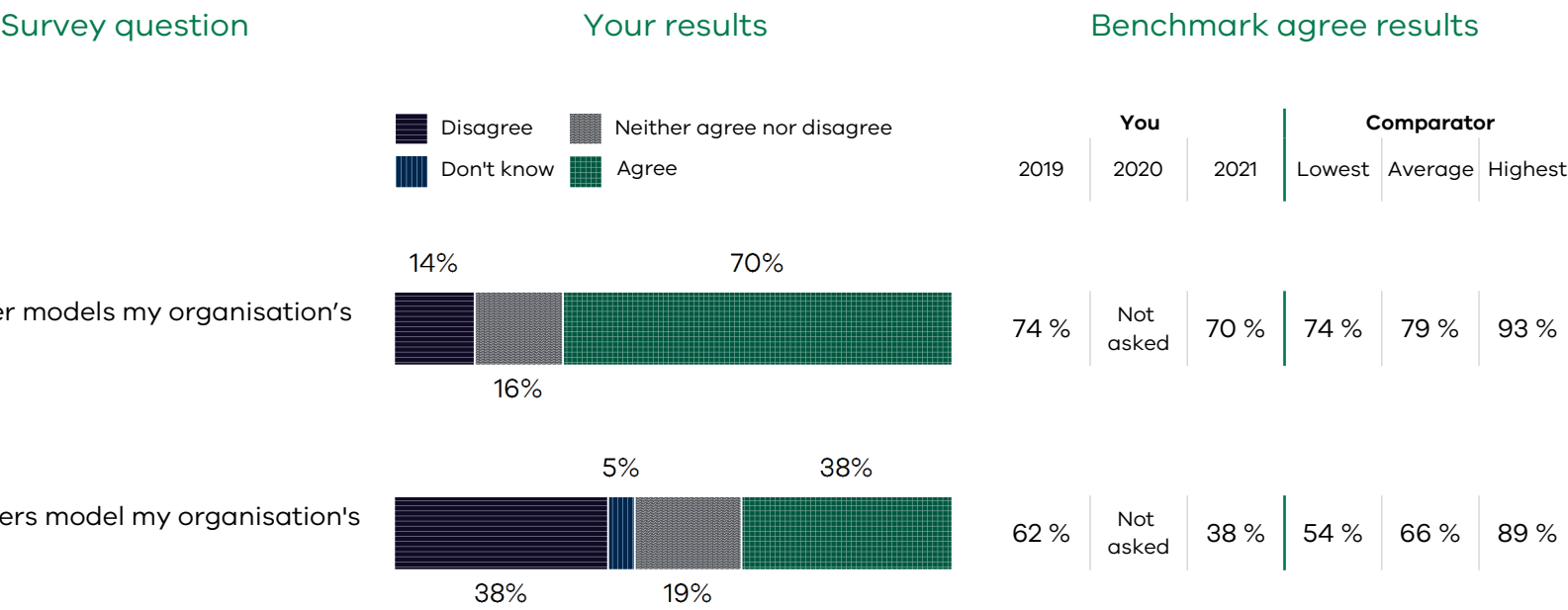
Under 'Your results', see results for each question in descending order by most agreed.

'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

70% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

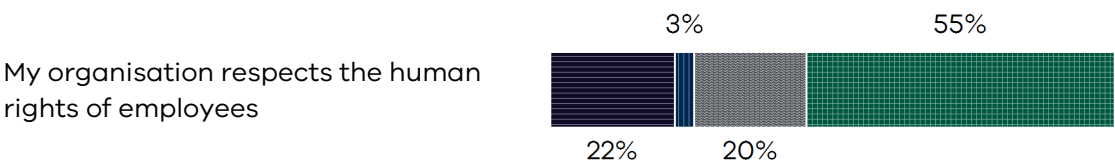
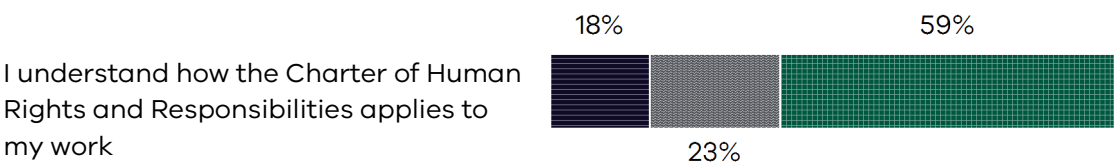
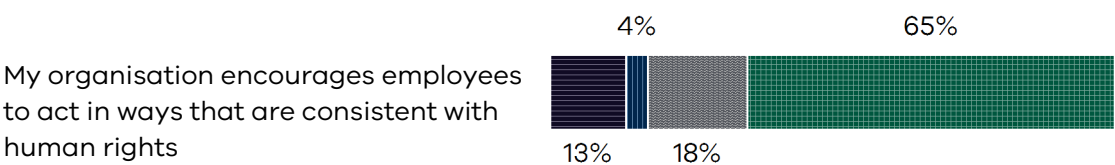
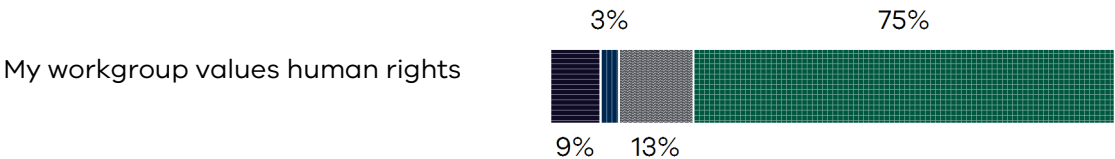
Example

75% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	75 %	81 %	86 %	98 %
79 %	Not asked	65 %	73 %	82 %	94 %
55 %	Not asked	59 %	71 %	76 %	91 %
73 %	Not asked	55 %	67 %	79 %	86 %

People matter

survey 2021

Have your say

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

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

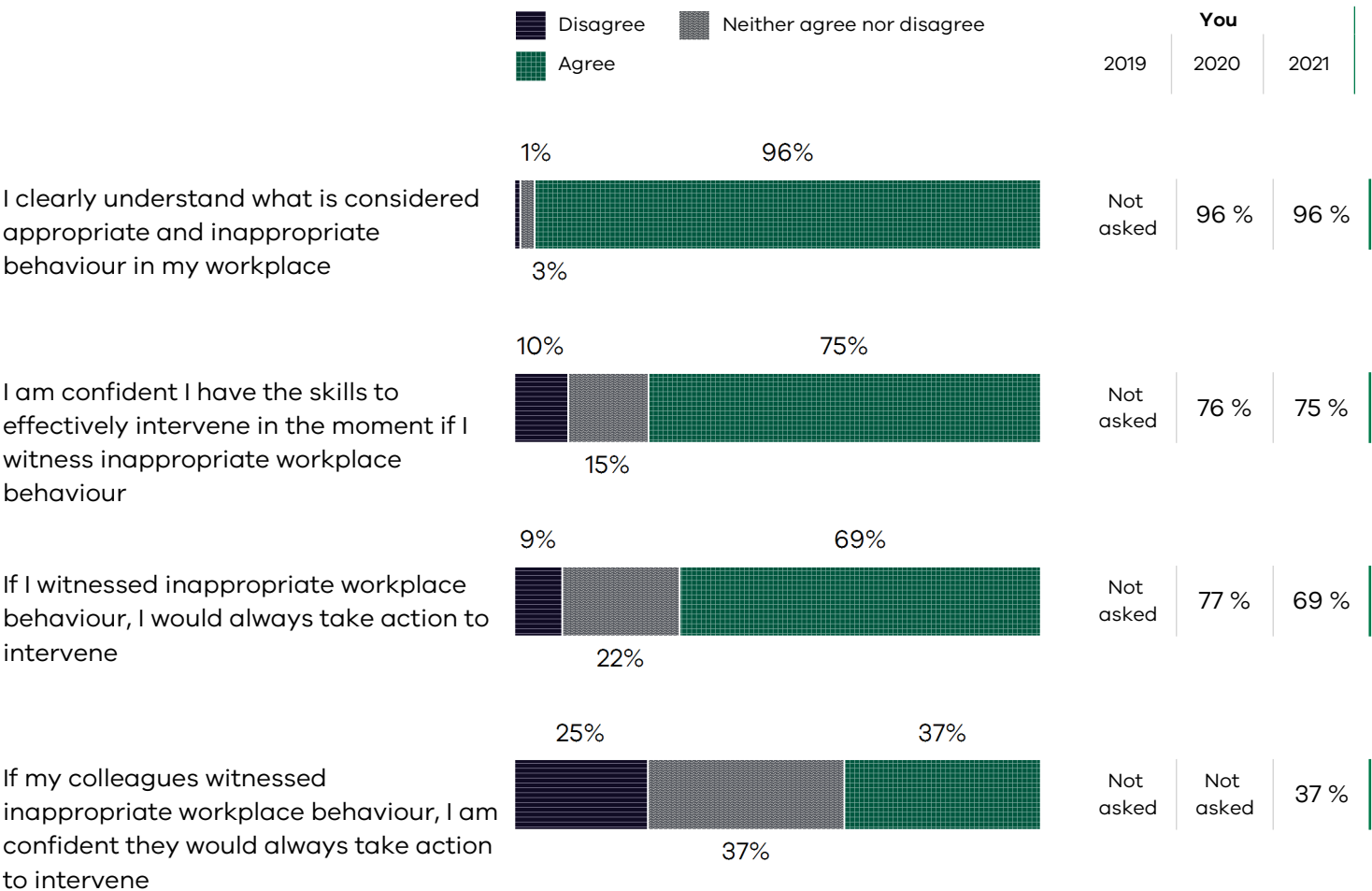
Example

96% of staff who did the survey agreed or strongly agreed with 'I clearly understand what is considered appropriate and inappropriate behaviour in my workplace'.

Survey question

Your results

Benchmark results



Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

The table shows you responses to the question 'In the past 6 months, how has AV progressed on our strategic outcome of 'a great place to work and volunteer'.

Example

35% of staff who did the survey responded 'No change' to the question.

In the past 6 months, how has AV progressed on our strategic outcome of 'a great place to work and volunteer'	You 2021
No change	35%
Slightly improved	23%
Significantly worsened	19%
Slightly worsened	19%
Significantly improved	4%

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2021 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

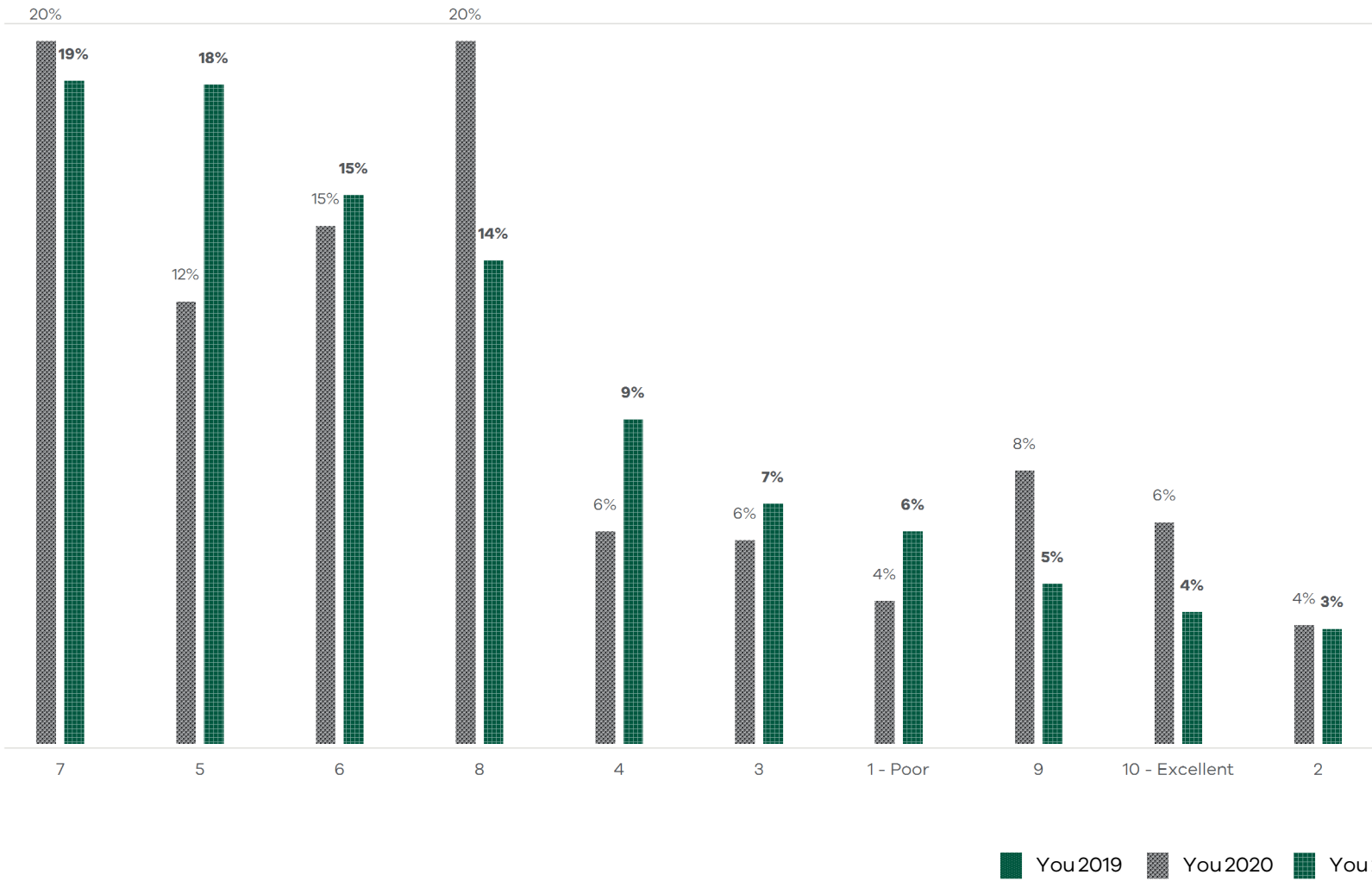
How to read this

Each label shows you the response to the question 'AV's current level of effort with regard to social and environmental responsibility is'.

Example

19% of staff who did the survey responded with '7'.

AV's current level of effort with regard to social and environmental responsibility is



People matter

survey 2021

Have your say

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

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	566	29%
35-54 years	899	46%
55+ years	290	15%
Prefer not to say	189	10%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	92	5%
No	1714	88%
Prefer not to say	138	7%

Highest level of formal education	(n)	%
Doctoral Degree level	13	1%
Master Degree level	159	8%
Graduate Diploma or Graduate Certificate level	427	22%
Bachelor Degree level incl. honours degrees	887	46%
Advanced Diploma or Diploma level	184	9%
Certificate III or IV level	69	4%
Year 12 or equivalent (VCE/Leaving certificate)	37	2%
Certificate I or II level	13	1%
Lower than Certificate I or equivalent	4	0%
Prefer not to say	151	8%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	20	1%
Non Aboriginal and/or Torres Strait Islander	1779	92%
Prefer not to say	145	7%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	5	25%
No	9	45%
Don't know	3	15%
Prefer not to say	3	15%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	82	4%
No	1665	86%
Prefer not to say	197	10%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	44	54%
No	34	41%
Prefer not to say	4	5%

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	16	47%
My disability does not impact on my ability to perform my role	7	21%
I do not require any adjustments to be made to perform my role	6	18%
Other	5	15%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

How would you describe your gender?	(n)	%
Man	878	45%
Woman	813	42%
Prefer not to say	236	12%
Non-binary and I use a different term	17	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	12	1%
No	1717	88%
Prefer not to say	215	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	2	0%
No	1699	87%
Don't know	56	3%
Prefer not to say	187	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1525	78%
Prefer not to say	263	14%
Gay or lesbian	61	3%
Bisexual	52	3%
Asexual	12	1%
I use a different term	12	1%
Pansexual	10	1%
Don't know	9	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

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	1689	87%
Not born in Australia	154	8%
Prefer not to say	101	5%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	2	1%
More than 20 years ago	97	63%
2 to less than 5 years ago	5	3%
5 to less than 10 years ago	9	6%
10 to less than 20 years ago	41	27%

Language other than English spoken with family or community	(n)	%
Yes	124	6%
No	1690	87%
Prefer not to say	130	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:

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

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

	(n)	%
Other	40	32%
Italian	20	16%
Mandarin	12	10%
German	10	8%
Hindi	10	8%
Spanish	9	7%
French	8	6%
Greek	8	6%
Cantonese	7	6%
Filipino	5	4%
Arabic	4	3%
Indonesian	4	3%
Vietnamese	4	3%
Punjabi	3	2%
Tamil	3	2%

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

	(n)	%
Macedonian	2	2%
Tagalog	2	2%
Urdu	2	2%
Sinhalese	1	1%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	1643	85%
English, Irish, Scottish and/or Welsh	152	8%
Prefer not to say	141	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	97	5%
East and/or South-East Asian	28	1%
New Zealander	23	1%
Aboriginal and/or Torres Strait Islander	20	1%
Other	15	1%
African (including Central, West, Southern and East African)	9	0%
South Asian	7	0%
Middle Eastern and/or North African	4	0%
North American	3	0%
Central Asian	3	0%
Central and/or South American	2	0%

Religion	(n)	%
No religion	1109	57%
Christianity	501	26%
Prefer not to say	244	13%
Other	50	3%
Buddhism	16	1%
Hinduism	11	1%
Judaism	9	0%
Islam	3	0%
Sikhism	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:

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

Working arrangement	(n)	%
Full-Time	1567	81%
Part-Time	377	19%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	42	2%
\$65k to \$95k	165	9%
\$95k to \$125k	815	47%
\$125k or more	469	27%
Prefer not to say	255	15%

Organisational tenure	(n)	%
<1 year	67	3%
1 to less than 2 years	138	7%
2 to less than 5 years	415	21%
5 to less than 10 years	417	21%
10 to less than 20 years	585	30%
More than 20 years	322	17%

Management responsibility	(n)	%
Non-manager	1543	79%
Other manager	216	11%
Manager of other manager(s)	185	10%

Employment type	(n)	%
Ongoing and executive	1661	85%
Other	198	10%
Fixed term	85	4%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	1339	69%
I have moved to a different role within my organisation (including acting roles)	575	30%
I have moved to my role from a different Victorian public sector organisation	15	1%
I have moved to my role from outside the Victorian public sector	15	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
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Primary workplace location over the last 3 months

	(n)	%
Melbourne: Suburbs	919	47%
Other city or town	462	24%
Melbourne CBD	104	5%
Geelong	100	5%
Ballarat	80	4%
Latrobe	78	4%
Bendigo	72	4%
Shepparton	29	1%
Warrnambool	25	1%
Horsham	21	1%
Wangaratta	18	1%
Wodonga	17	1%
Mildura	11	1%
Outside Victoria	8	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)	1235	64%
Home/private location	428	22%
A main office	165	8%
A hub/shared work space	66	3%
Other (please specify)	50	3%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	1034	53%
A frontline or service delivery location (that is not a main office or home/private location)	397	20%
A main office	331	17%
Home/private location	285	15%
A hub/shared work space	91	5%
Other	36	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

	(n)	%
No, I have not requested adjustments	1362	70%
Flexible working arrangements	431	22%
Physical modifications or improvements to the workplace	108	6%
Career development support strategies	83	4%
Other	41	2%
Job redesign or role sharing	30	2%
Accessible communications technologies	10	1%

Why did you make this request?*

	(n)	%
Work-life balance	230	40%
Health	219	38%
Family responsibilities	200	34%
Caring responsibilities	158	27%
Other	77	13%
Study commitments	32	5%
Disability	18	3%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	288	49%
The adjustments I needed were not made	173	30%
The adjustments I needed were made but the process was unsatisfactory	121	21%

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.

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Caring responsibility	(n)	%
None of the above	710	37%
Primary school aged child(ren)	395	20%
Secondary school aged child(ren)	333	17%
Child(ren) - younger than preschool age	235	12%
Prefer not to say	216	11%
Frail or aged person(s)	194	10%
Preschool aged child(ren)	155	8%
Person(s) with a medical condition	107	6%
Person(s) with a mental illness	90	5%
Person(s) with disability	77	4%
Other	49	3%

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

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	89	5%
Medical Employees	243	13%
Personal service worker	11	1%
Allied health professional	244	13%
Other health professional	890	46%
Management, Administration and Corporate support	398	21%
Support services	40	2%
Lived experience specific worker	22	1%

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.

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

	(n)	%
Hospital-based services	244	13%
Community-based services	1693	87%

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

	(n)	%
Aged care	3	0%
Critical care	72	4%
Drug and alcohol	1	0%
Emergency	1417	73%
Medical	64	3%
Mental health	10	1%
Mixed medical/surgical	1	0%
Paediatrics	2	0%
Rehabilitation	2	0%
Other	365	19%



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