

# 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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<ul style="list-style-type: none"><li>• Scorecard</li><li>• Organisational integrity</li><li>• Workplace flexibility</li><li>• Equal employment opportunity</li><li>• Psychosocial and physical safety climate</li><li>• Psychosocial safety climate score</li><li>• Patient safety climate</li><li>• Diversity and inclusion</li><li>• Gender equality supporting measures</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Quality service delivery</li><li>• Innovation</li><li>• Workgroup support</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Manager leadership</li><li>• Manager support</li><li>• Workload</li><li>• Learning and development</li><li>• Job enrichment</li><li>• Meaningful work</li><li>• Safe to speak up</li><li>• Barriers to optimal work</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Responsiveness</li><li>• Integrity</li><li>• Impartiality</li><li>• Accountability</li><li>• Respect</li><li>• Leadership</li><li>• Human rights</li></ul>	<ul style="list-style-type: none"><li>• Age, defence force and education</li><li>• Aboriginal and/or Torres Strait Islander</li><li>• Disability</li><li>• Gender, variations in sex characteristics and sexual orientation</li><li>• Cultural diversity</li><li>• Employment</li><li>• Adjustments</li><li>• Caring</li><li>• Categories</li><li>• Primary role</li></ul>	



# People matter

## survey 2021

Have your say

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- Senior leadership questions

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- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

## 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'.

Alexandra District Health	Inglewood and Districts Health Service	Rochester and Elmore District Health Service
Alpine Health	Kerang District Health	Rural Northwest Health
Beaufort and Skipton Health Service	Kilmore District Health	Seymour Health
Beechworth Health Service	Kooweerup Regional Health Service	South Gippsland Hospital
Boort District Health	Maldon Hospital	Terang and Mortlake Health Service
Casterton Memorial Hospital	Mallee Track Health and Community Service	Timboon and District Healthcare Service
Central Highlands Rural Health	Mansfield District Hospital	Yarram and District Health Service
Corryong Health	Moyne Health Services	Yarrawonga Health
East Wimmera Health Service	NCN Health	Yea and District Memorial Hospital
Edenhope and District Memorial Hospital	Omeo District Health	
Great Ocean Road Health	Orbost Regional Health	
Heathcote Health	Robinvale District Health Services	
Hesse Rural Health Service		
Heywood Rural Health		

# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

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

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

### How to read this

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

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

2020

41%  
(35)

Comparator 49%  
Public Sector 49%

2021

50%  
(50)

Comparator 51%  
Public Sector 39%

# People matter

## survey 2021

### Have your say

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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 71  
Public Sector 68

2021

60

Comparator 73  
Public Sector 70

# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 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

58% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

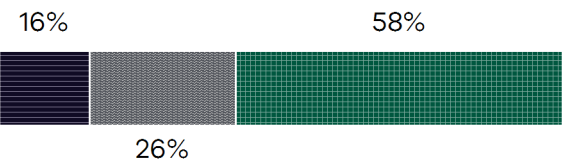
## Survey question

## Your results

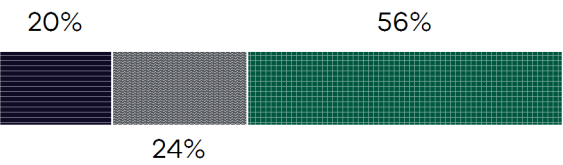
## Benchmark agree results



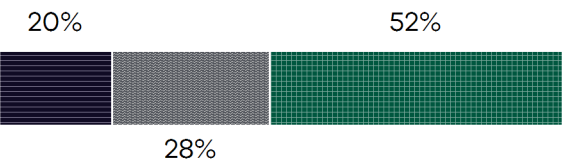
I feel a strong personal attachment to my organisation



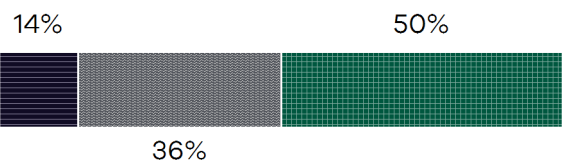
I am proud to tell others I work for my organisation



My organisation inspires me to do the best in my job



My organisation motivates me to help achieve its objectives



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	55 %	66 %	58 %	56 %	73 %	89 %
	69 %	74 %	56 %	68 %	82 %	96 %
	61 %	66 %	52 %	44 %	70 %	93 %
	63 %	69 %	50 %	50 %	70 %	93 %

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.

'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.

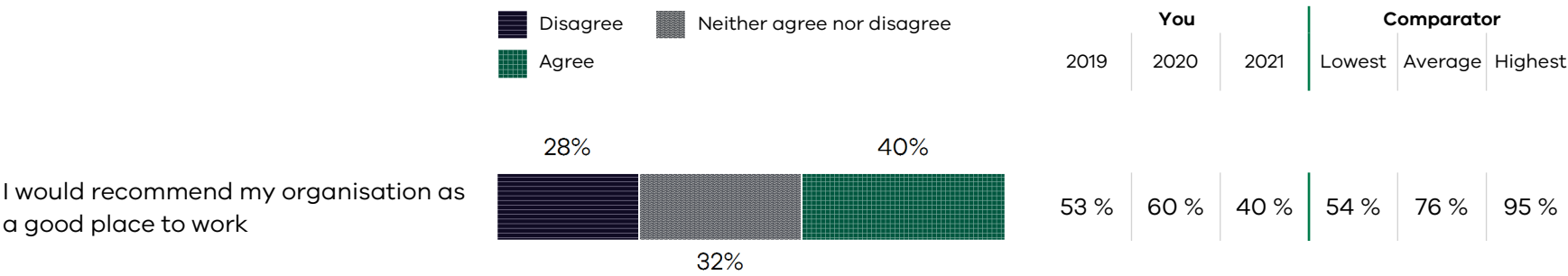
Example

40% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question

Your results

Benchmark agree results



# People outcomes

Scorecard: satisfaction, stress, intention to stay

## What this is

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

There are more people outcomes scorecards throughout this report.

## Why this is important

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

## How to read this

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

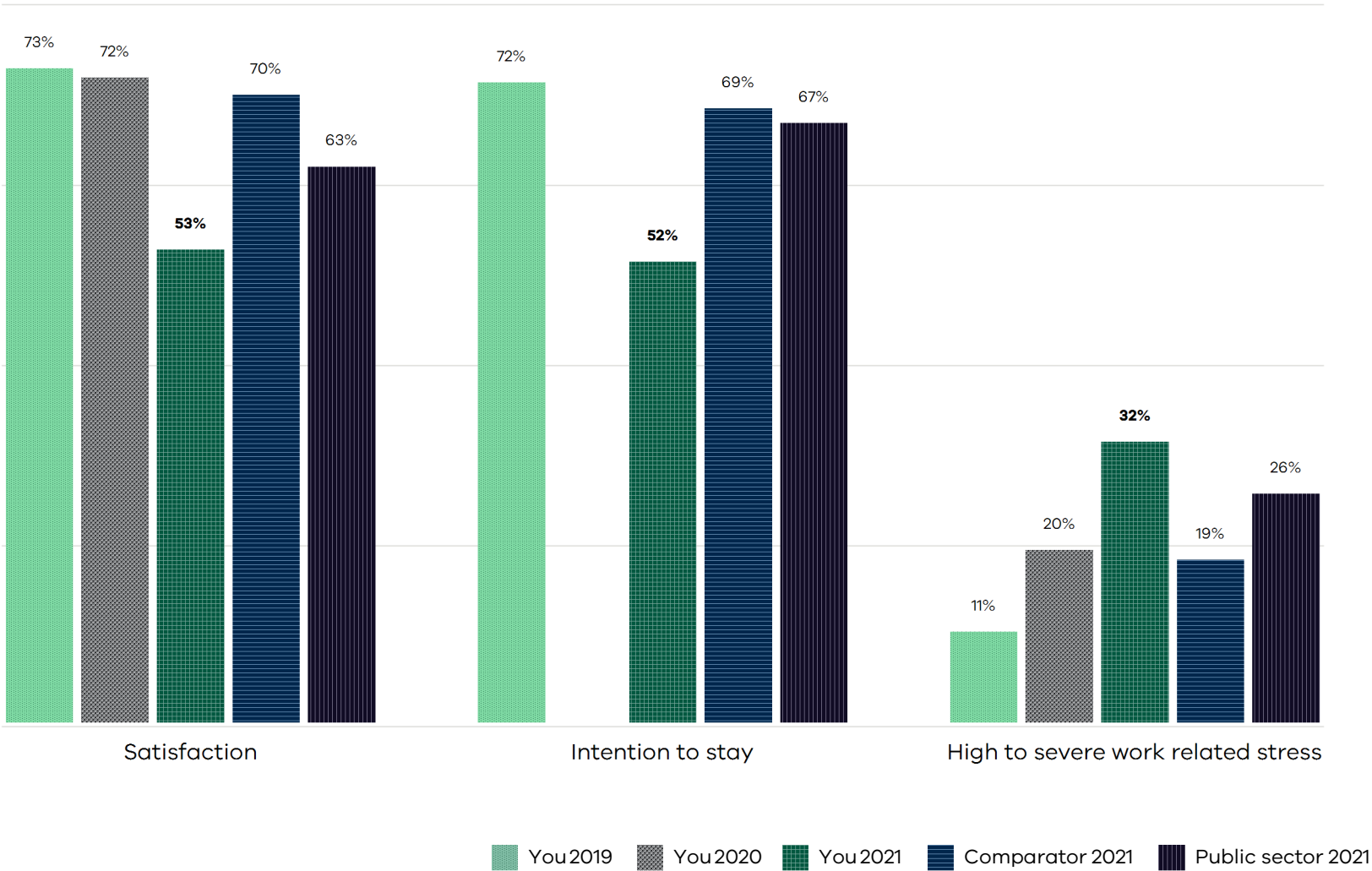
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

## Example

- In 2021:
- 53% of your staff who did the survey responded positively to questions about Satisfaction which is down from 72% in 2020.

Compared to:

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





# People outcomes

## Satisfaction question results 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

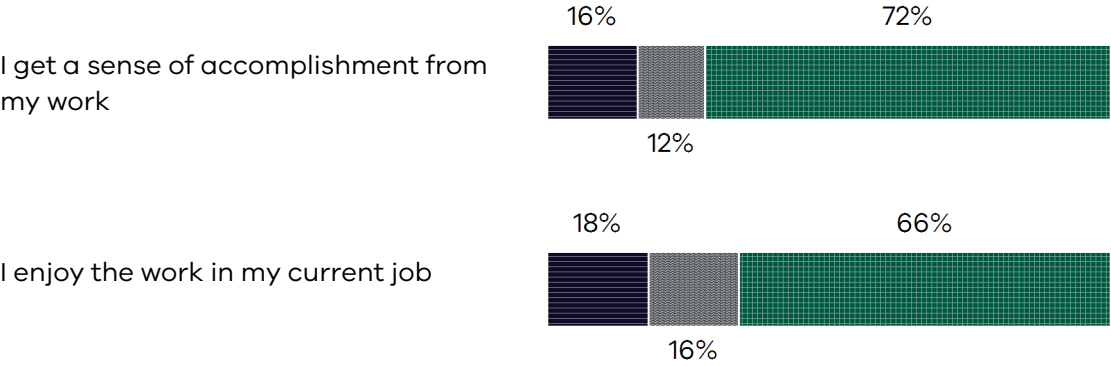
### Example

72% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
88 %	Not asked	72 %	70 %	84 %	95 %
92 %	Not asked	66 %	67 %	83 %	94 %

# 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

54% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

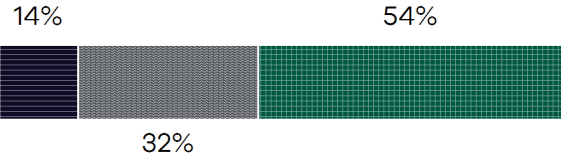
## Survey question

## Your results

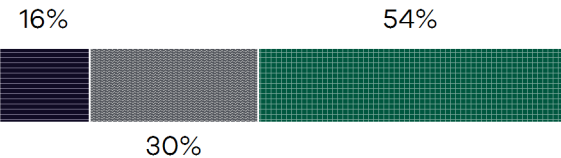
## Benchmark satisfied results



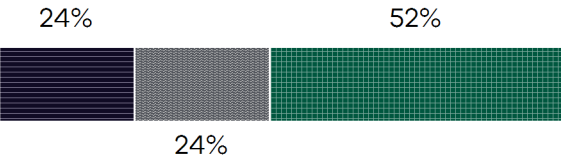
How satisfied are you with the work-life balance in your current job



How satisfied are you with your career development within your current organisation



Considering everything, how satisfied are you with your current job



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	74 %	54 %	53 %	71 %	89 %
70 %	74 %	54 %	50 %	65 %	84 %
75 %	69 %	52 %	58 %	75 %	92 %

# 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.

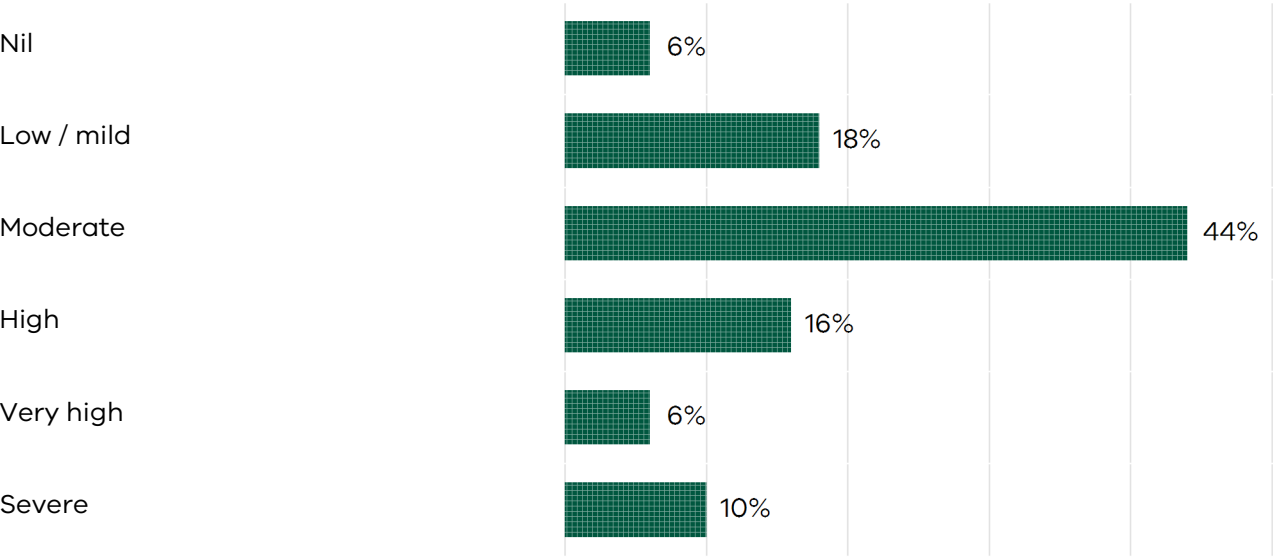
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

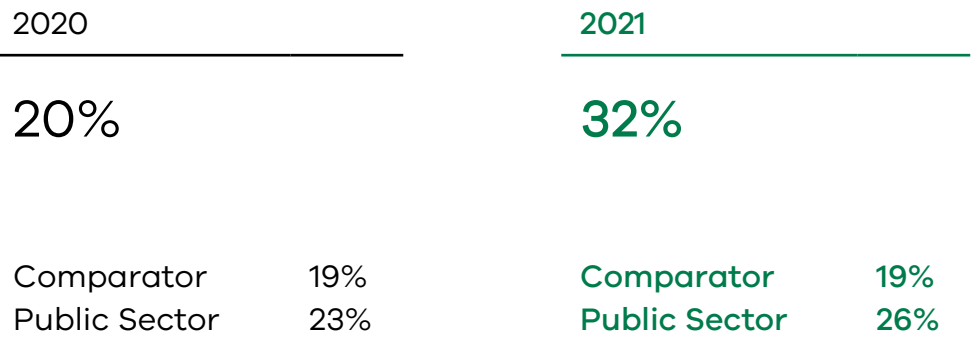
### Example

32% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% of staff in your comparator group and 26% of staff across the public sector.

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



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.

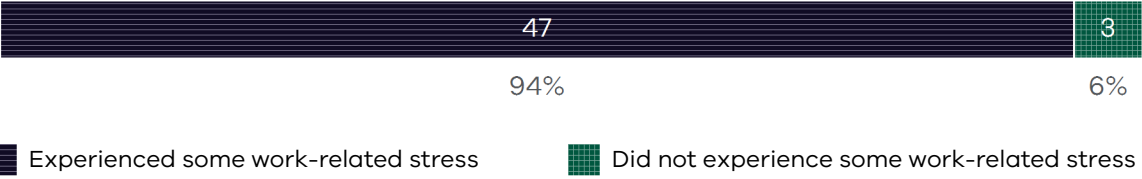
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 38% said the top reason was 'Social environment (e.g. relationships with colleagues, manager and/or senior leaders)'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	23%	38%	15%	12%
Workload	42%	34%	50%	51%
Incivility, bullying, harassment or discrimination	13%	28%	9%	7%
Management of work (e.g. supervision, training, information, support)	16%	26%	11%	13%
Time pressure	35%	23%	41%	42%
Unclear job expectations	6%	13%	8%	11%
Work schedule or hours	6%	13%	9%	8%
Organisation or workplace change	13%	11%	8%	11%
Other	6%	11%	10%	9%
Ability to choose how my work is done	3%	9%	4%	5%



## 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.

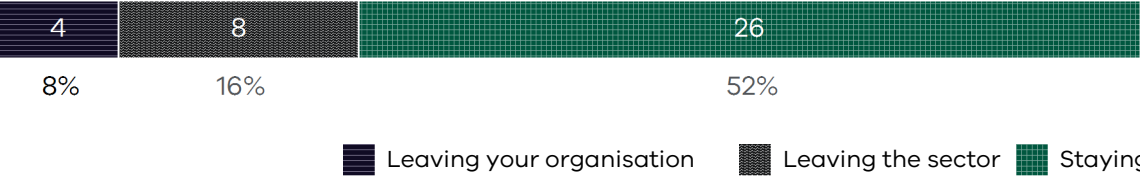
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

24% of your staff who did the survey said they intended to leave.

Of that 24%, 42% said it was from 'Lack of confidence in senior leadership'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	42%	36%	34%
Limited recognition for doing a good job	42%	32%	32%
Limited future career opportunities at my organisation	33%	29%	42%
Limited opportunities to gain further experience at my organisation	33%	29%	33%
Opportunity to broaden experience	33%	34%	40%
Poor relationship with my colleagues and/or manager	33%	15%	15%
Lack of organisational stability	25%	17%	18%
Limited involvement in decisions affecting my job and career	25%	14%	20%
Better remuneration	17%	14%	26%
Opportunity to seek/take a promotion elsewhere	17%	15%	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

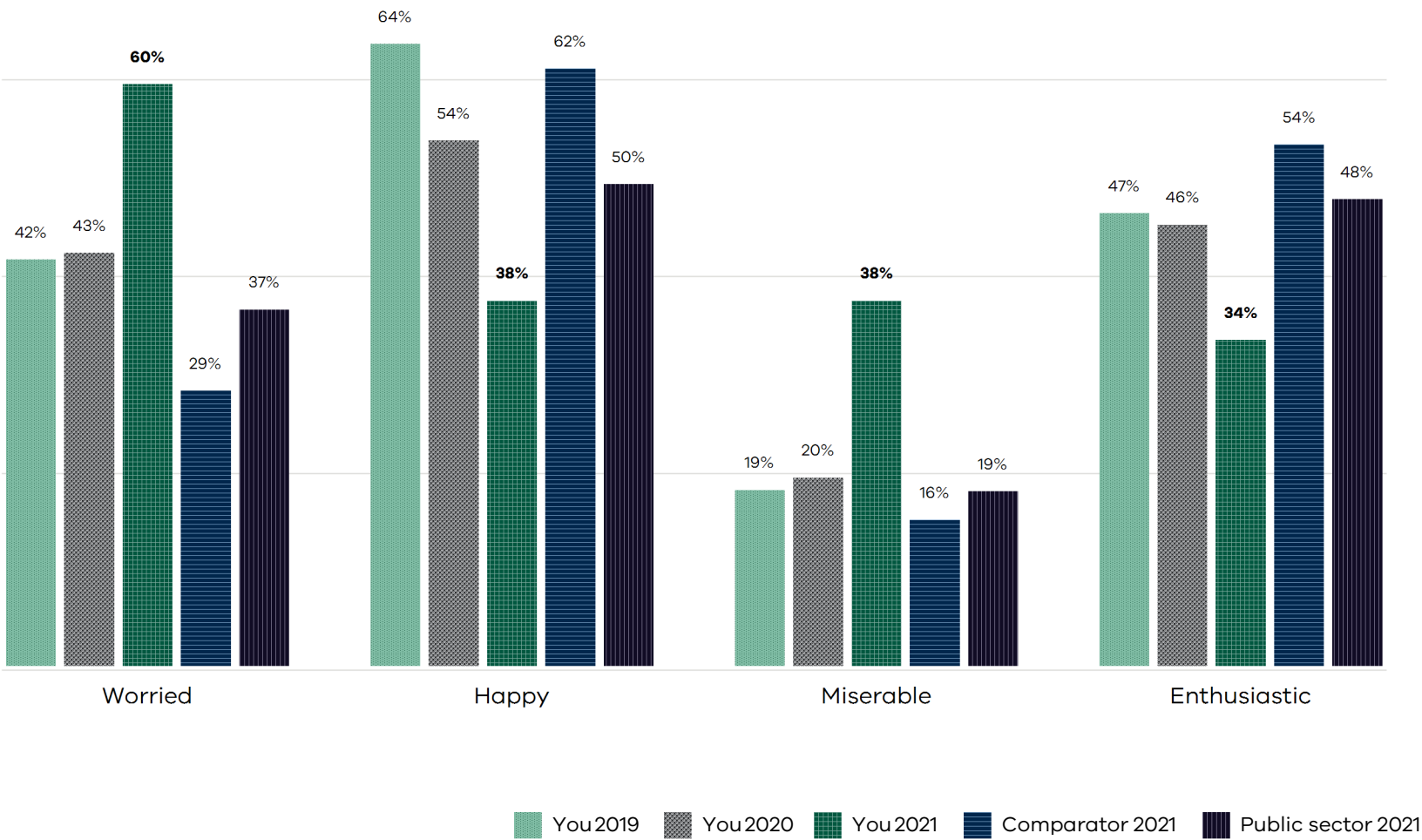
In 2021:

- 38% of your staff who did the survey said work made them feel happy in 2021, which is down from 54% in 2020

Compared to:

- 62% 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.

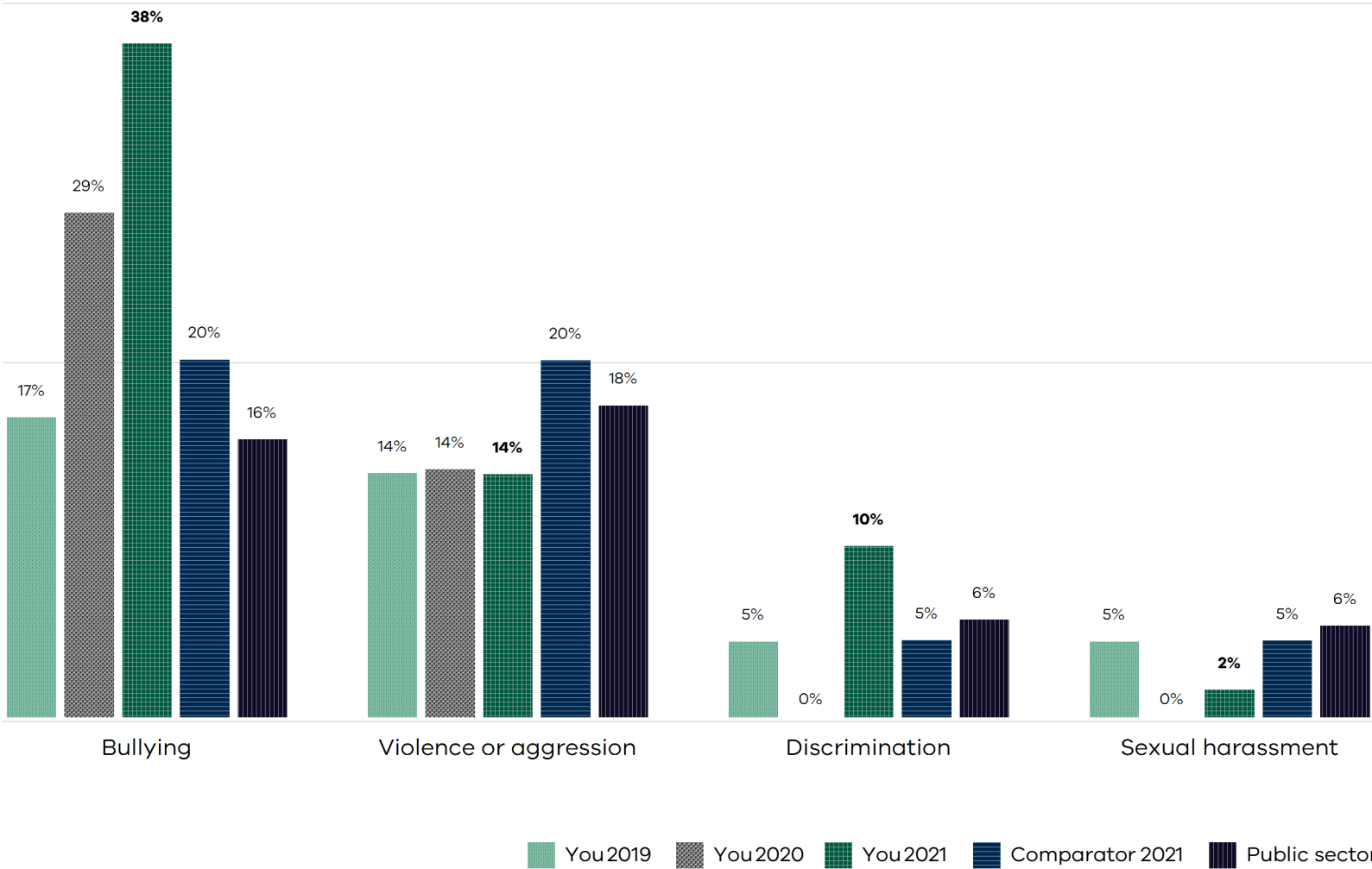
### Example

In 2021:

- 38% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 29% in 2020.

Compared to:

- 20% of staff at your comparator and 16% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### 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.

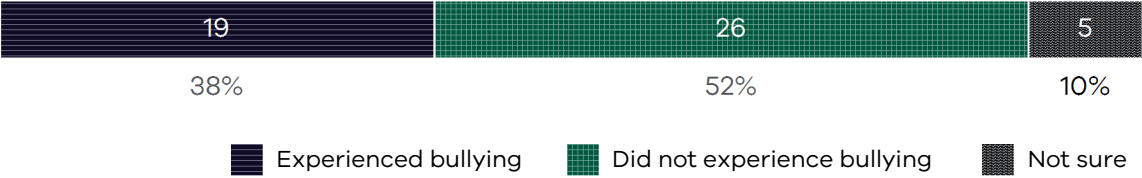
In descending order, the table shows the answers.

#### Example

38% of your staff who did the survey said they experienced bullying.

Of that 38%, 74% 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)	50%	74%	66%	69%
Exclusion or isolation	60%	68%	40%	42%
Intimidation and/or threats	50%	37%	33%	32%
Verbal abuse	10%	32%	21%	20%
Being given impossible assignment(s)	10%	26%	5%	9%
Withholding essential information for me to do my job	10%	26%	24%	27%
Other	40%	21%	11%	15%
Being assigned meaningless tasks unrelated to the job	0%	11%	9%	13%
Interference with my personal property and/or work equipment	0%	11%	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.

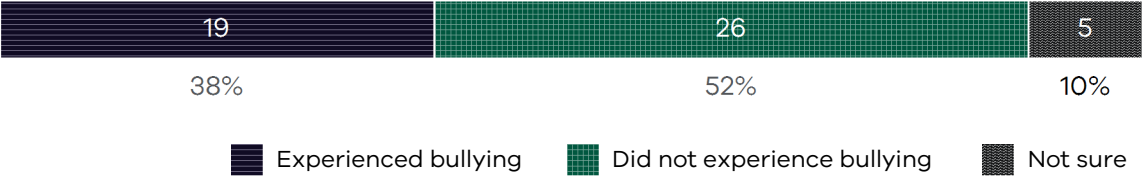
In descending order, the table shows the answers.

#### Example

38% of your staff who did the survey said they experienced bullying, of which

- 53% said the top way they reported the bullying was 'Told a manager'.
- 89% 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	60%	53%	46%	47%
Told a friend or family member	10%	37%	28%	34%
Told a colleague	20%	26%	39%	42%
Told employee assistance program (EAP) or peer support	0%	21%	7%	9%
Told the person the behaviour was not OK	0%	21%	17%	17%
Told Human Resources	20%	16%	14%	12%
Told someone else	10%	16%	12%	12%
Submitted a formal complaint	10%	11%	15%	12%
I did not tell anyone about the bullying	10%	5%	11%	12%

## 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

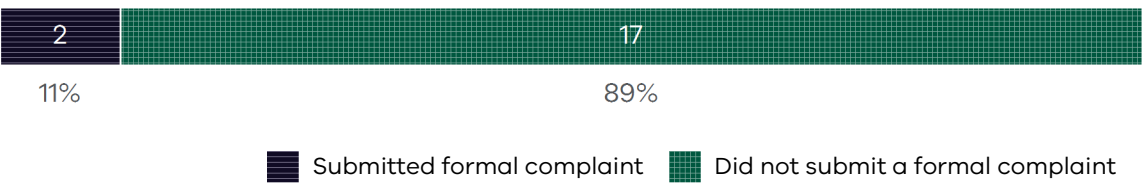
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

89% of your staff who experienced bullying did not submit a formal complaint, of which:

- 65% said the top reason was 'I believed there would be negative consequences for my reputation'.

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 believed there would be negative consequences for my reputation	65%	42%	53%
I didn't think it would make a difference	41%	46%	50%
I believed there would be negative consequences for my career	18%	22%	40%
I didn't feel safe to report the incident	18%	12%	19%
I didn't think it was serious enough	12%	15%	16%
I thought the complaint process would be embarrassing or difficult	12%	8%	14%
I didn't need to because I made the bullying stop	6%	7%	7%
Other	6%	12%	12%

# 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, 38% 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.

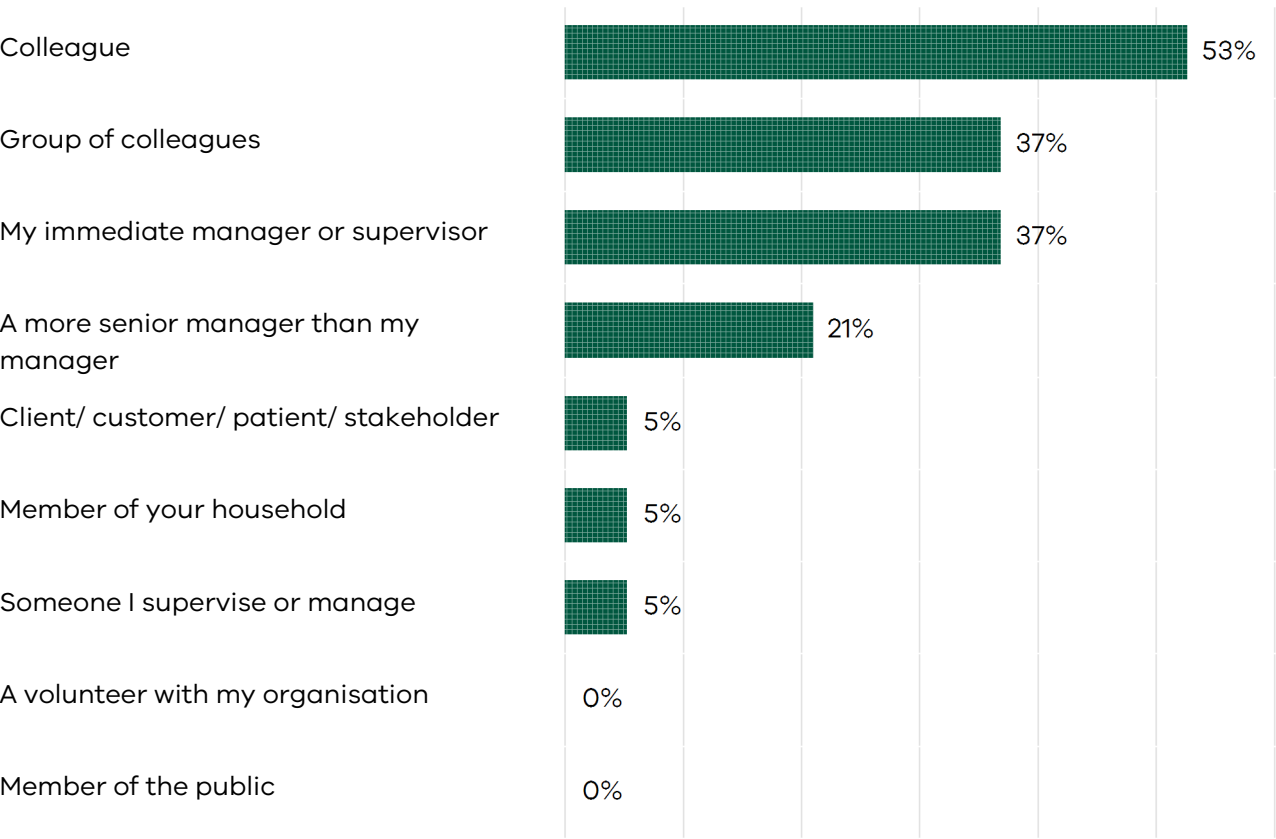
Each row is one perpetrator or group of perpetrators.

### Example

38% of your staff who did the survey said they experienced bullying.

Of that 38%, 53% said it was by 'Colleague'.

19 people (38% 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.

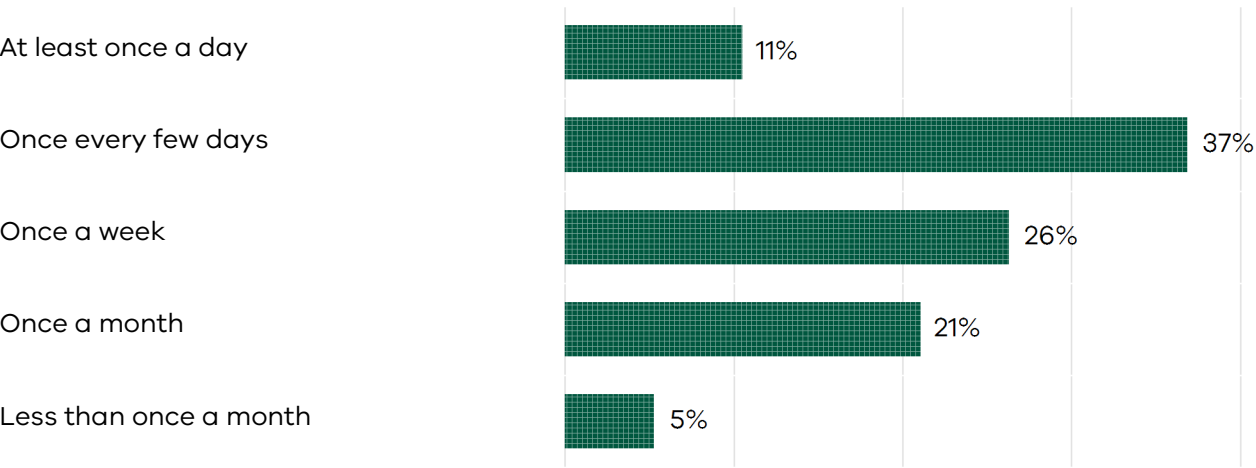
### How to read this

In this year’s survey, 38% of your staff said they experienced bullying.  
If they did, they could tell us how often they experienced this behaviour.

### Example

38% of your staff who did the survey said they experienced bullying.  
Of that 38%, 11% 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.

### Why there is no data here

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

# People outcomes

## Discrimination

### What this is

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

### Why this is important

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

### Why there is no data here

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

We do this to protect the respondents.



# People outcomes

## Violence and aggression

### What this is

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

### Why this is important

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

### Why there is no data here

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

# Negative behaviour

## Witnessing negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

52% of your staff who did the survey said they witnessed some negative behaviour at work.

48% said they witnessed Bullying of a colleague'.

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
Bullying of a colleague	48%	20%	16%
No, I have not witnessed any of the situations above	48%	74%	77%
Discrimination against a colleague	18%	8%	8%
Violence or aggression against a colleague	2%	5%	6%

## Negative behaviour

### Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

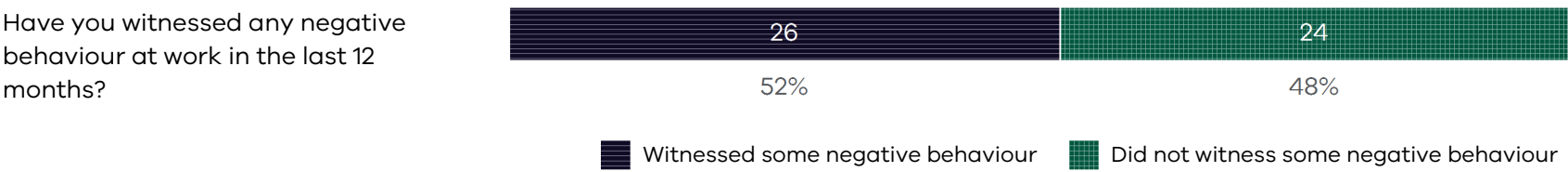
**How to read this**

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

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

The table shows the answers in descending order.

- Example**
- 52% of your staff who did the survey witnessed negative behaviour, of which:
- 65% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 4% 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	65%	72%	72%
Told a manager	38%	40%	37%
Told a colleague	27%	16%	21%
Told the person the behaviour was not OK	23%	26%	25%
Spoke to the person who behaved in a negative way	15%	23%	22%
Told Human Resources	15%	8%	6%
Other	8%	7%	7%
Took no action	4%	4%	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

0% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

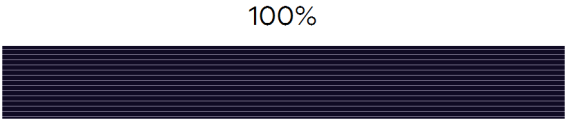
Survey question

Were you satisfied with the way your formal complaint was handled



Your results

Bullying



Benchmark satisfied results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
2019	2020	2021	Lowest	Average	Highest
0 %	Not asked	0 %	0 %	34 %	100 %

# People matter

## survey 2021

Have your say

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

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Workgroup support', the 'You2021' column shows 90% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

In the 'Change from 2020' column, you have a 4% 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 outside my immediate workgroup	90%	+4%	89%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	86%	Not asked in 2020	89%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	84%	Not asked in 2020	84%
Job enrichment	I understand how my job contributes to my organisation's purpose	80%	-11%	92%
Equal employment opportunity	Age is not a barrier to success in my organisation	80%	Not asked in 2020	81%
Equal employment opportunity	Gender is not a barrier to success in my organisation	80%	Not asked in 2020	87%
Meaningful work	I feel that I can make a worthwhile contribution at work	78%	-8%	89%
Job enrichment	I clearly understand what I am expected to do in this job	76%	-13%	87%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	76%	Not asked in 2020	82%
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	76%	Not asked in 2020	81%



## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Taking action', the 'You 2021' column shows 19% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	19%	Not asked in 2020	35%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	24%	Not asked in 2020	67%
Workgroup support	People in my workgroup treat each other with respect	26%	-25%	72%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	28%	Not asked in 2020	61%
Patient safety climate	Trainees in my discipline are adequately supervised	31%	-20%	62%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	32%	-19%	68%
Manager support	My manager has regular conversations with me about my learning and development	34%	Not asked in 2020	53%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	34%	Not asked in 2020	64%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	34%	-15%	68%
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	36%	Not asked in 2020	37%

# Key differences

## Most improved

### What this is

This is where staff feel their organisation has most improved.

### How to read this

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

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

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

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

### Example

On the first row 'Workgroup support', the 'You 2021' column shows 90% of your staff agreed with 'I am able to work effectively with others outside my immediate workgroup'.

In the 'Increase from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	+4%	89%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	+3%	57%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	+3%	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	40%	+3%	50%

# 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 'Patient safety climate', the 'You 2021' column shows 56% of your staff agreed with 'My suggestions about patient safety would be acted upon if I expressed them to my manager'.

In the 'Decrease from 2020' column, you have a 32% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	56%	-32%	77%
Manager support	My manager provides me with enough support when I need it	46%	-28%	74%
Patient safety climate	Patient care errors are handled appropriately in my work area	56%	-27%	75%
Workgroup support	People in my workgroup treat each other with respect	26%	-25%	72%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	38%	-25%	68%
Job enrichment	I have a choice in deciding how I do my work	52%	-22%	75%
Workgroup support	People in my workgroup work together effectively to get the job done	42%	-21%	77%
Satisfaction	How satisfied are you with the work-life balance in your current job	54%	-20%	71%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	-20%	65%
Patient safety climate	Trainees in my discipline are adequately supervised	31%	-20%	62%

## Key differences

### Biggest positive difference from comparator

#### What this is

This is where your staff have agreed more to a question compared to staff at similar organisations.

#### How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2021 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'difference' column.

#### Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 74% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTQ+'.

The 'difference' column, shows that agreement for this question was 2 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTQ+	74%	+2%	72%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	+1%	89%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	84%	+0%	84%

## 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 'Workgroup support', the 'You2021' column shows 26% of your staff agreed with 'People in my workgroup treat each other with respect'.

The 'difference' column, shows that agreement for this question was 46 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup treat each other with respect	26%	-46%	72%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	24%	-43%	67%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	32%	-36%	68%
Engagement	I would recommend my organisation as a good place to work	40%	-36%	76%
Workgroup support	People in my workgroup work together effectively to get the job done	42%	-35%	77%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	34%	-34%	68%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	28%	-33%	61%
Organisational integrity	My organisation does not tolerate improper conduct	38%	-32%	70%
Patient safety climate	Trainees in my discipline are adequately supervised	31%	-31%	62%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	34%	-30%	64%

# People matter

## survey 2021

Have your say

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

38% 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'.

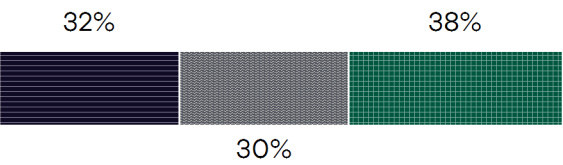
Survey question

Your results

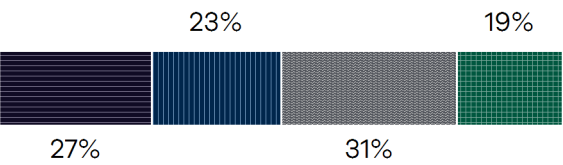
Benchmark agree results



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	38 %	34 %	54 %	78 %
Not asked	Not asked	19 %	11 %	35 %	72 %

# People matter

## survey 2021

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

# 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.

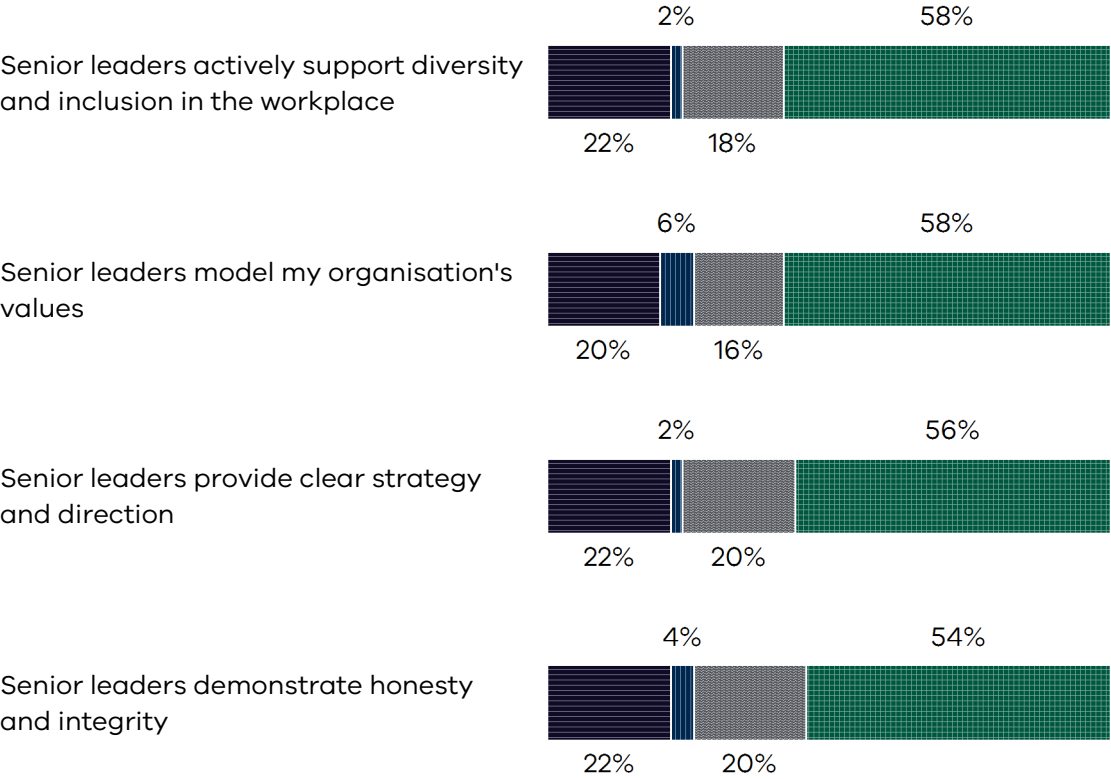
### Example

58% 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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
45 %	Not asked	58 %	58 %	74 %	95 %
38 %	Not asked	58 %	50 %	70 %	91 %
41 %	63 %	56 %	38 %	64 %	92 %
38 %	Not asked	54 %	38 %	66 %	89 %

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.

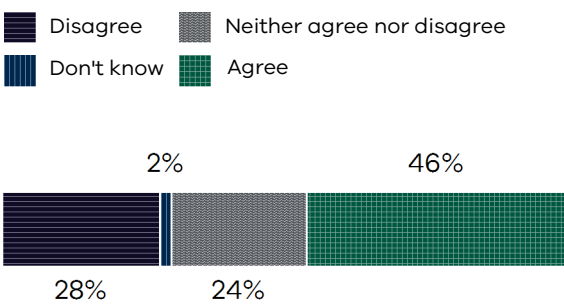
Example

46% 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

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	36 %	57 %	46 %	40 %	63 %	93 %

# People matter

## survey 2021

Have your say

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

# 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.

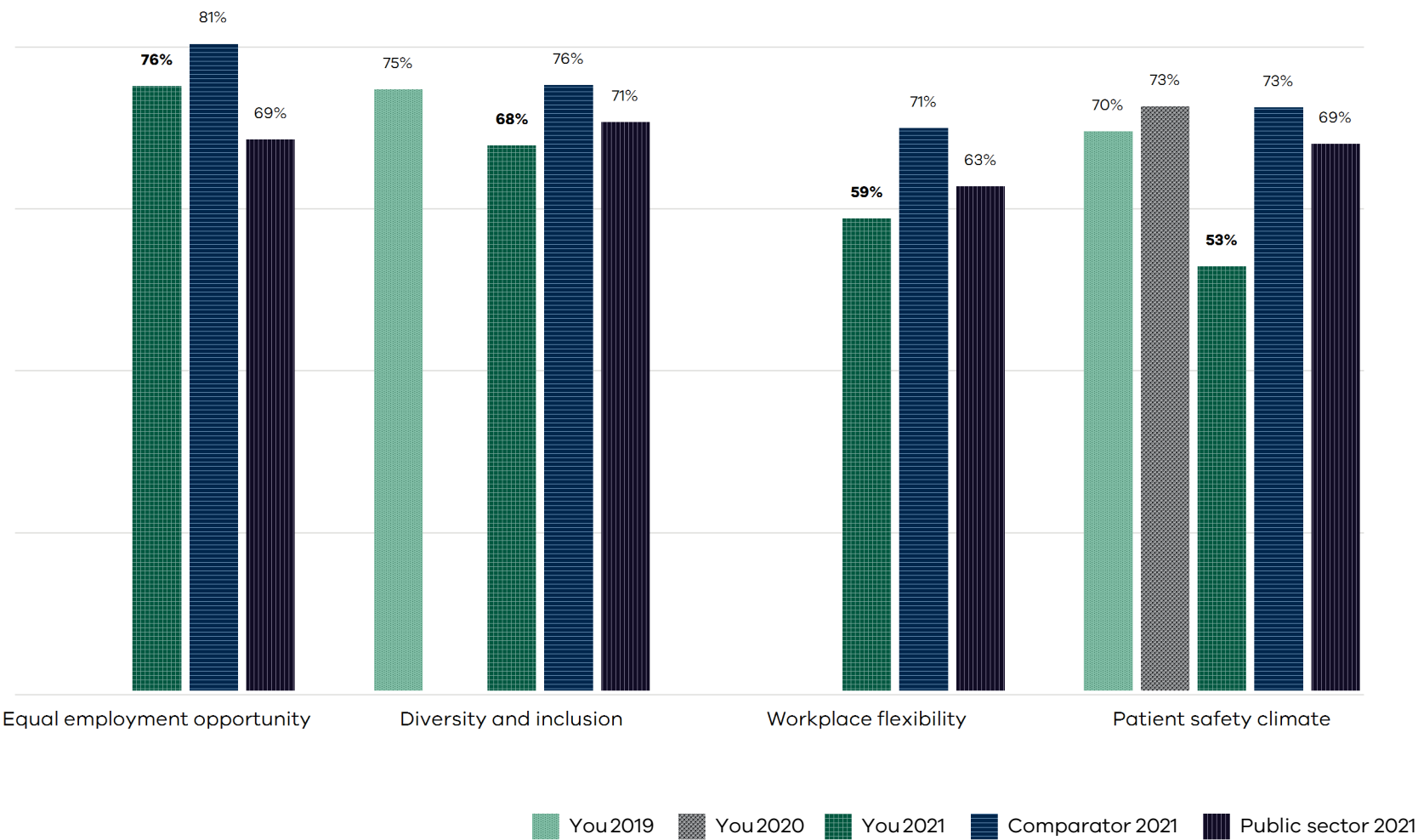
### Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.





# 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.

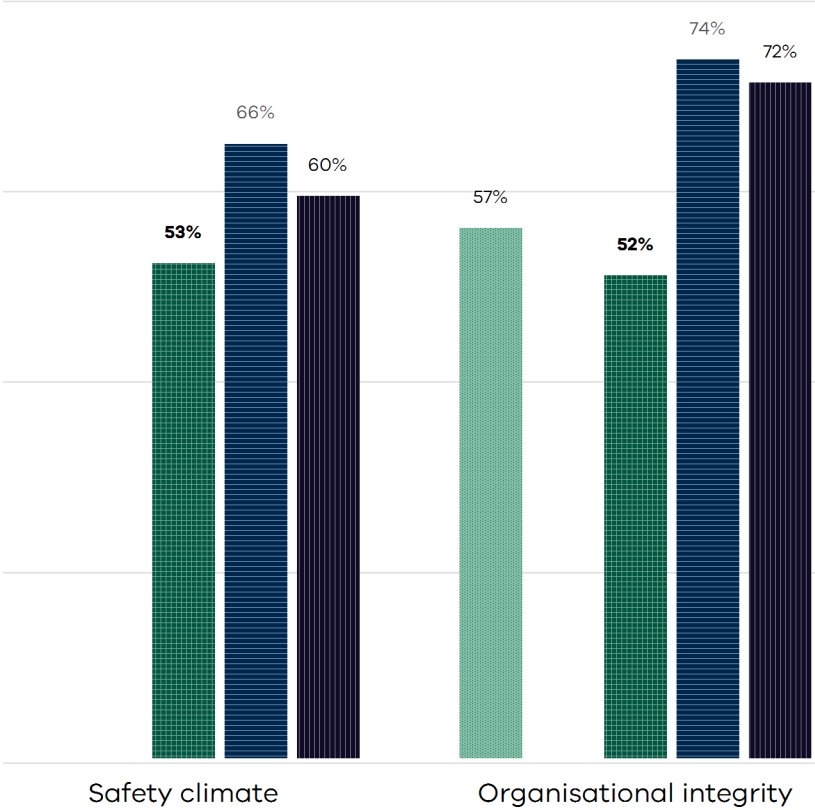
### Example

In 2021:

- 53% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 66% 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

62% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	Not asked	62 %	66 %	83 %	96 %
59 %	Not asked	62 %	66 %	81 %	95 %
75 %	Not asked	60 %	64 %	81 %	97 %
59 %	Not asked	54 %	62 %	80 %	93 %

# 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.

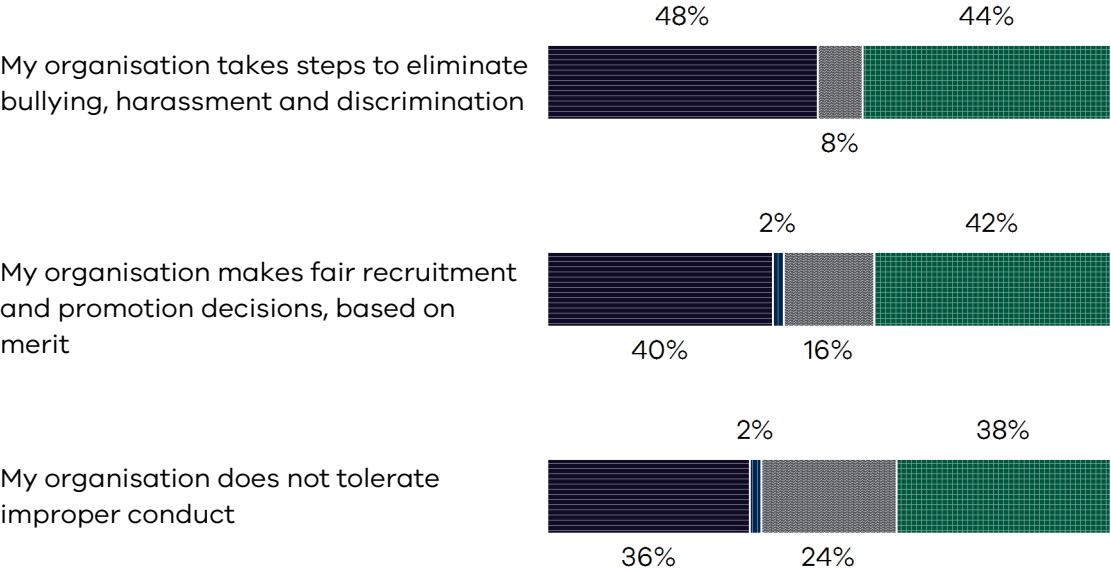
### Example

44% 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		Comparator		
	2020	2021	Lowest	Average	Highest
45 %	Not asked	44 %	42 %	67 %	85 %
41 %	Not asked	42 %	42 %	59 %	79 %
47 %	Not asked	38 %	50 %	70 %	85 %

# 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

62% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

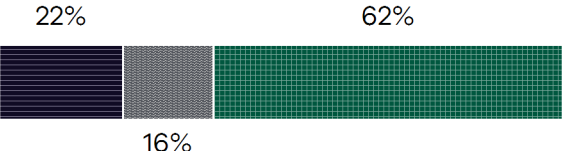
## Survey question

## Your results

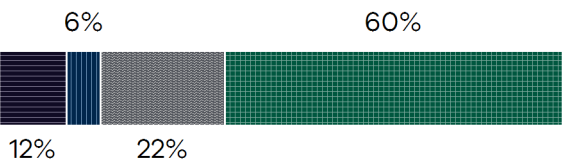
## Benchmark agree results



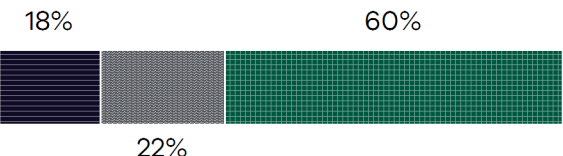
I have the flexibility I need to manage my work and non-work activities and responsibilities



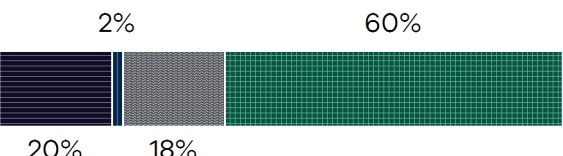
Having caring responsibilities is not a barrier to success in my organisation



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	62 %	58 %	73 %	88 %
77 %	Not asked	60 %	54 %	70 %	88 %
Not asked	Not asked	60 %	59 %	77 %	93 %
72 %	Not asked	60 %	55 %	70 %	89 %

# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

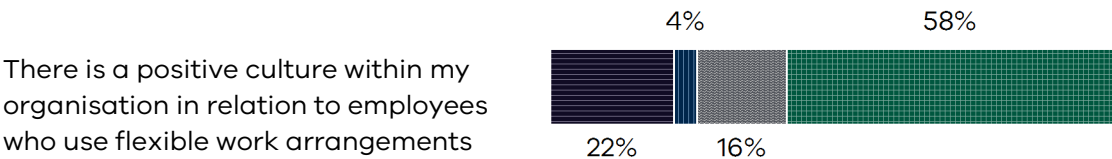
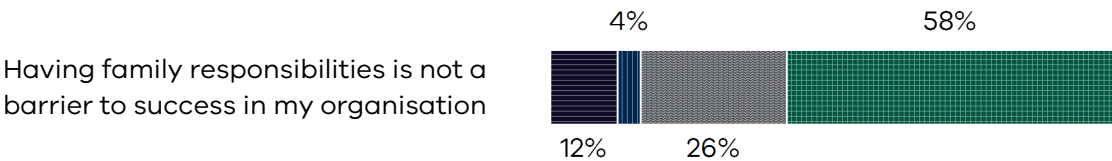
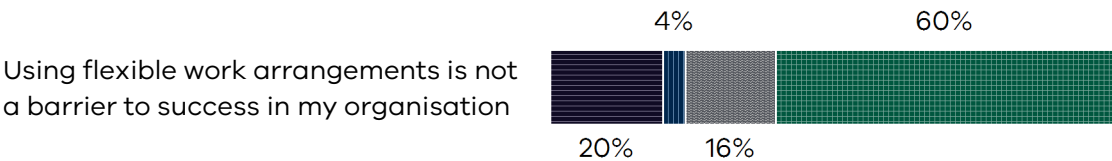
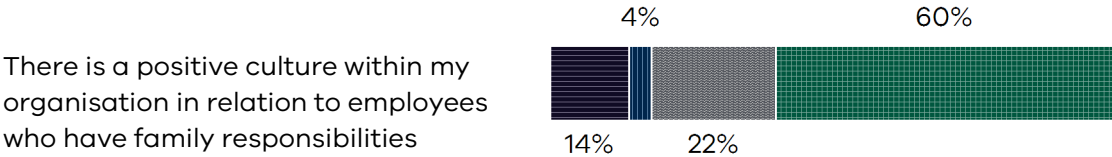
### Example

60% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have family responsibilities'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	60 %	58 %	72 %	90 %
Not asked	Not asked	60 %	51 %	66 %	86 %
Not asked	Not asked	58 %	56 %	71 %	89 %
64 %	Not asked	58 %	50 %	66 %	86 %

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.

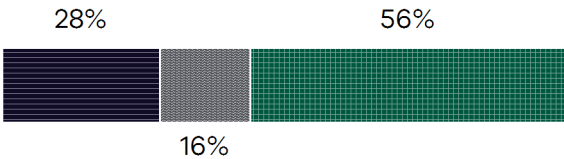
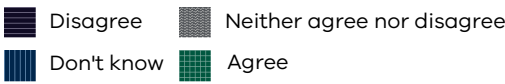
Example

56% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

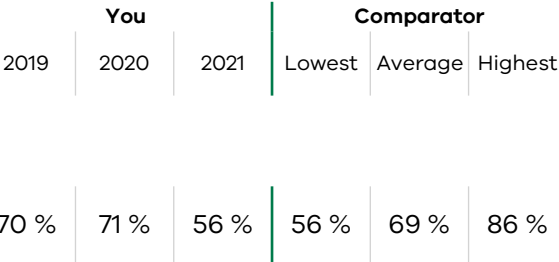
Survey question

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

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%	30%	38%
Part-time	24%	39%	19%
Shift swap	16%	26%	12%
Flexible start and finish times	8%	18%	23%
Other	8%	3%	2%
Working more hours over fewer days	6%	5%	6%
Using leave to work flexible hours	4%	11%	8%
Working from an alternative location (e.g. home, hub/shared work space)	4%	9%	24%
Job sharing	4%	3%	1%
Study leave	2%	8%	4%



# 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.

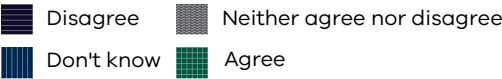
### Example

84% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

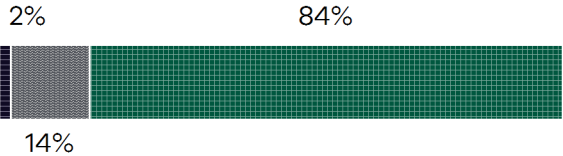
## Survey question

## Your results

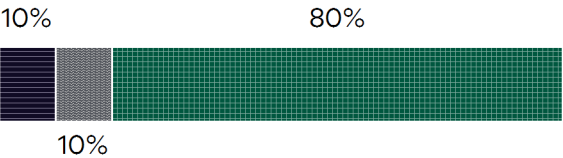
## Benchmark agree results



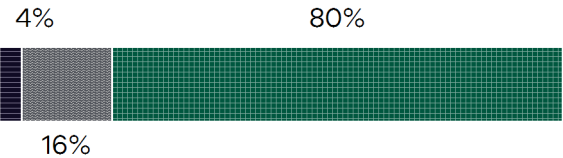
Sexual orientation is not a barrier to success in my organisation



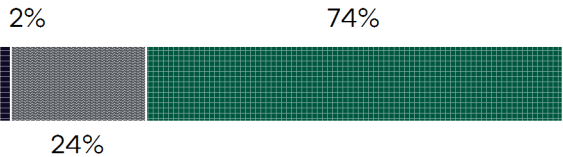
Age is not a barrier to success in my organisation



Gender is not a barrier to success in my organisation



Cultural background is not a barrier to success in my organisation



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	84 %	71 %	84 %	92 %
83 %	Not asked	80 %	75 %	81 %	91 %
Not asked	Not asked	80 %	71 %	87 %	97 %
81 %	Not asked	74 %	74 %	84 %	97 %

# 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.

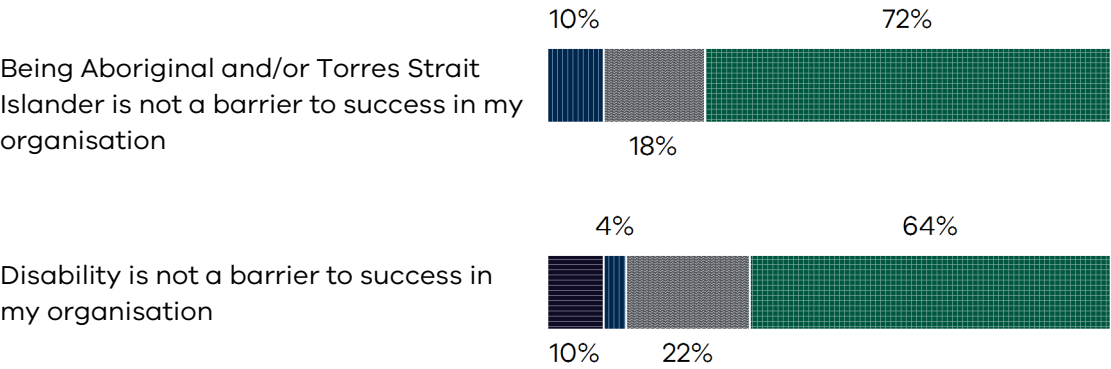
### Example

72% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	72 %	57 %	79 %	96 %
69 %	Not asked	64 %	50 %	71 %	84 %

# 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.

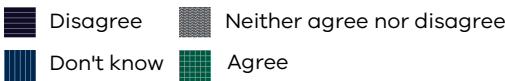
### Example

62% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

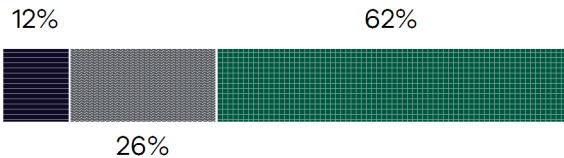
## Survey question

## Your results

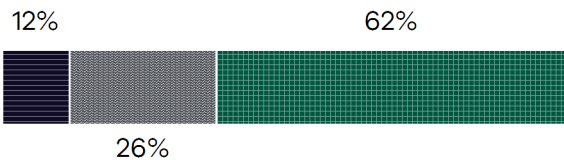
## Benchmark agree results



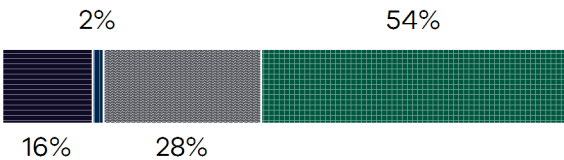
I feel culturally safe at work



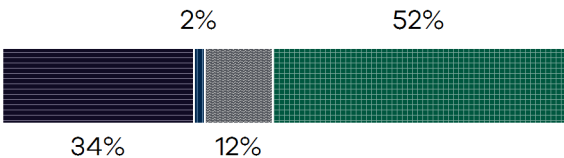
My organisation provides a physically safe work environment



My organisation consults employees on health and safety matters



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	62 %	69 %	81 %	94 %
Not asked	Not asked	62 %	73 %	84 %	97 %
67 %	Not asked	54 %	59 %	74 %	96 %
63 %	57 %	52 %	42 %	64 %	86 %

# 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

52% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

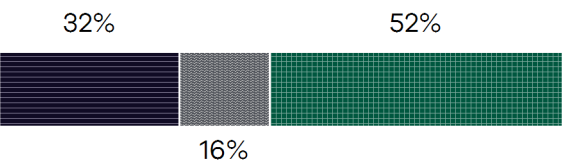
## Survey question

## Your results

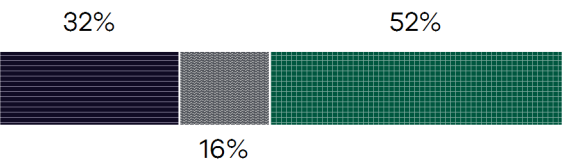
## Benchmark agree results



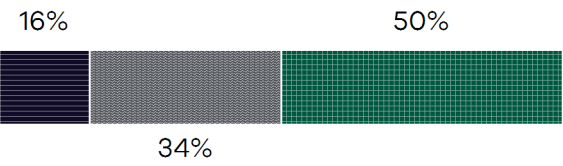
Senior leaders consider the psychological health of employees to be as important as productivity



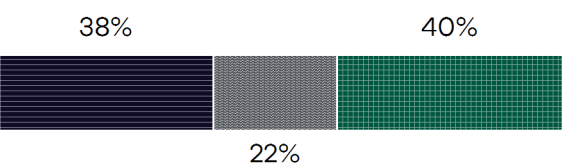
Senior leaders show support for stress prevention through involvement and commitment



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
36 %	49 %	52 %	38 %	57 %	86 %
36 %	49 %	52 %	34 %	56 %	84 %
42 %	57 %	50 %	38 %	58 %	81 %
34 %	37 %	40 %	28 %	50 %	76 %

# 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.

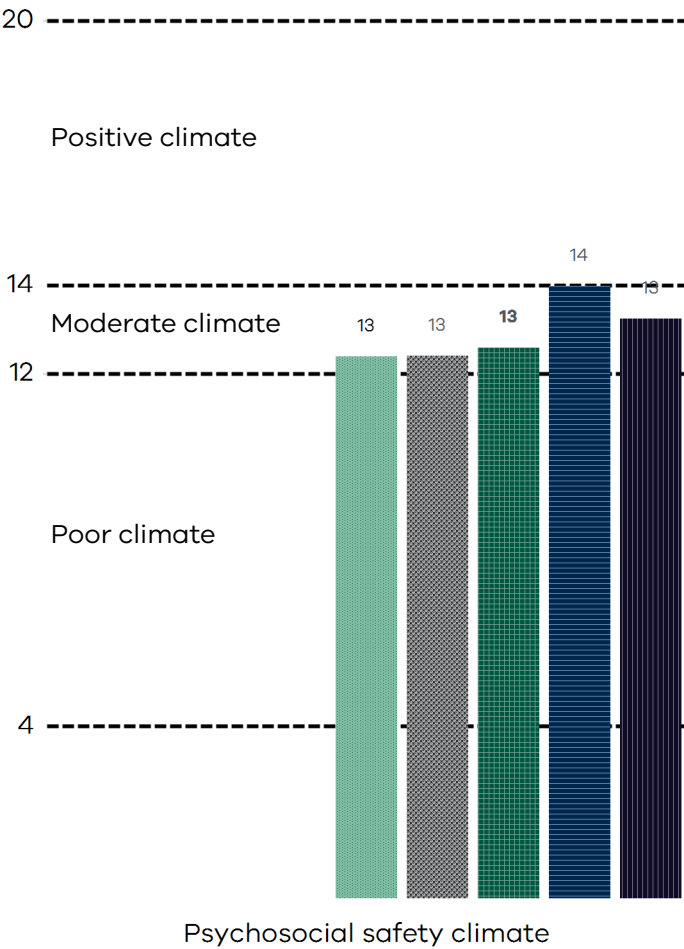
A score of:

- 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.

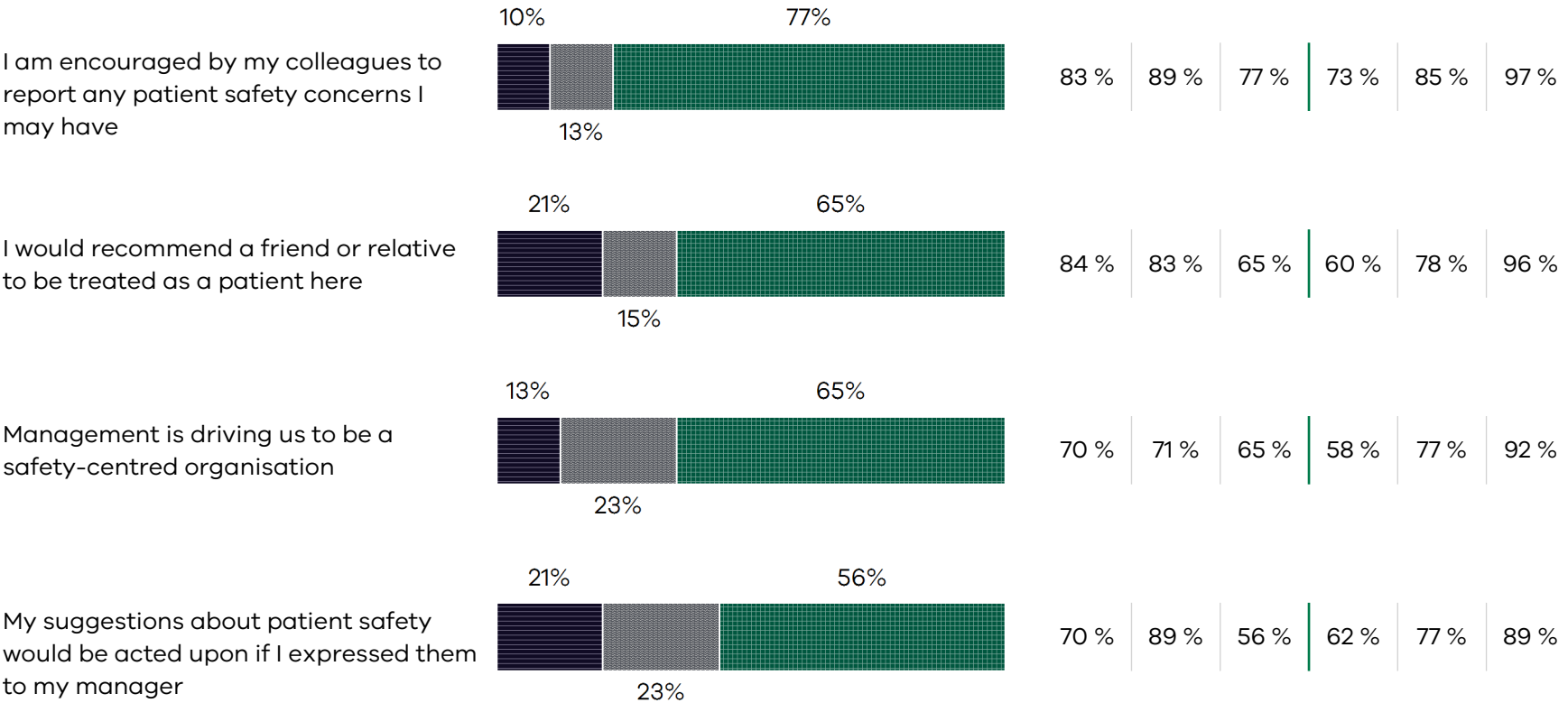
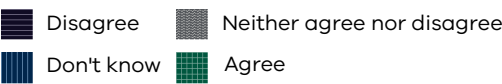
### Example

77% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

## Survey question

## Your results

## 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

56% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

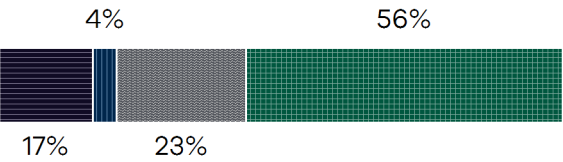
## Survey question

## Your results

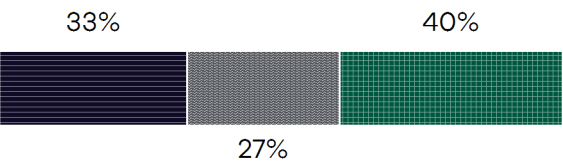
## Benchmark agree results



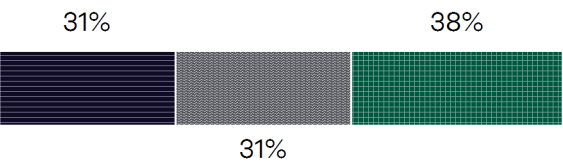
Patient care errors are handled appropriately in my work area



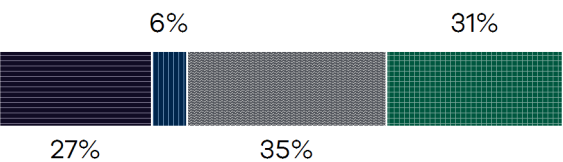
This health service does a good job of training new and existing staff



The culture in my work area makes it easy to learn from the errors of others



Trainees in my discipline are adequately supervised



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	83 %	56 %	61 %	75 %	91 %
58 %	57 %	40 %	41 %	62 %	92 %
63 %	63 %	38 %	47 %	68 %	88 %
61 %	51 %	31 %	40 %	62 %	87 %



# 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.

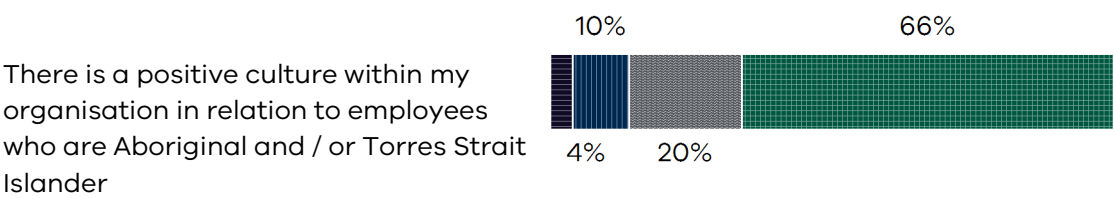
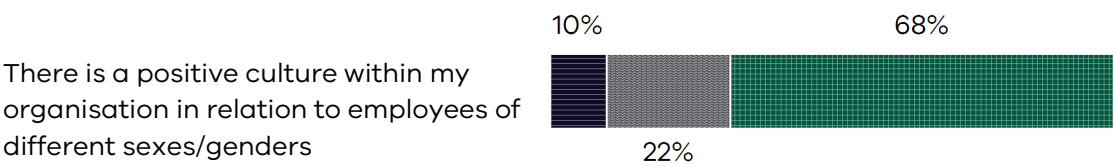
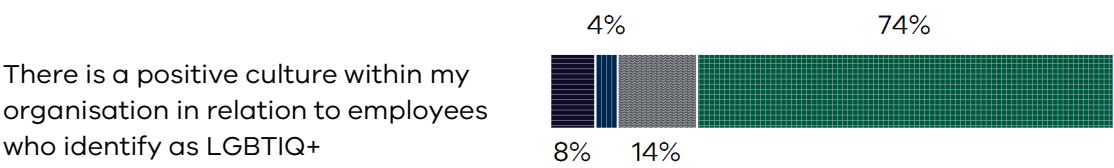
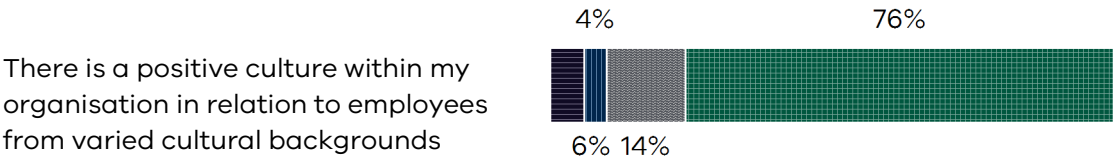
### Example

76% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	Not asked	76 %	69 %	82 %	94 %
73 %	Not asked	74 %	50 %	72 %	88 %
86 %	Not asked	68 %	64 %	81 %	92 %
72 %	Not asked	66 %	43 %	73 %	92 %

# 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.

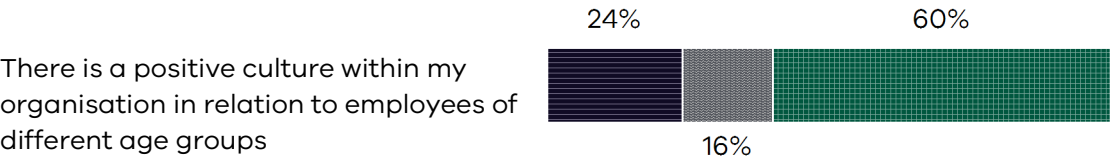
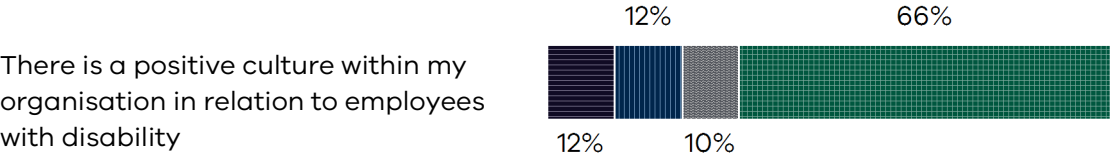
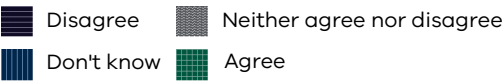
### Example

66% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees with disability’.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
63 %	Not asked	66 %	53 %	68 %	88 %
86 %	Not asked	60 %	68 %	79 %	90 %

# 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.

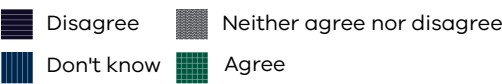
### Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

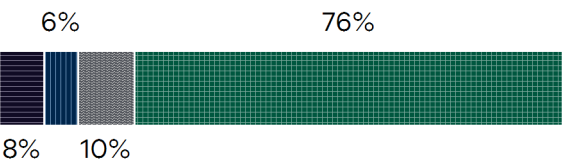
## Survey question

## Your results

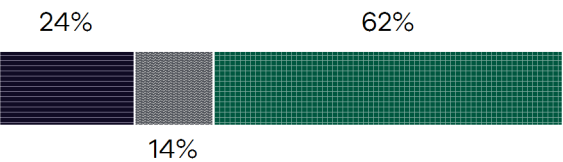
## Benchmark agree results



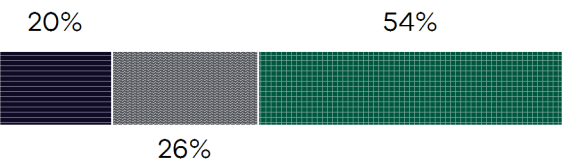
My organisation would support me if I needed to take family violence leave



In my workgroup work is allocated fairly, regardless of gender



My organisation uses inclusive and respectful images and language



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	76 %	71 %	81 %	97 %
Not asked	Not asked	62 %	57 %	82 %	92 %
Not asked	Not asked	54 %	60 %	83 %	94 %

# People matter

## survey 2021

Have your say

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

# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

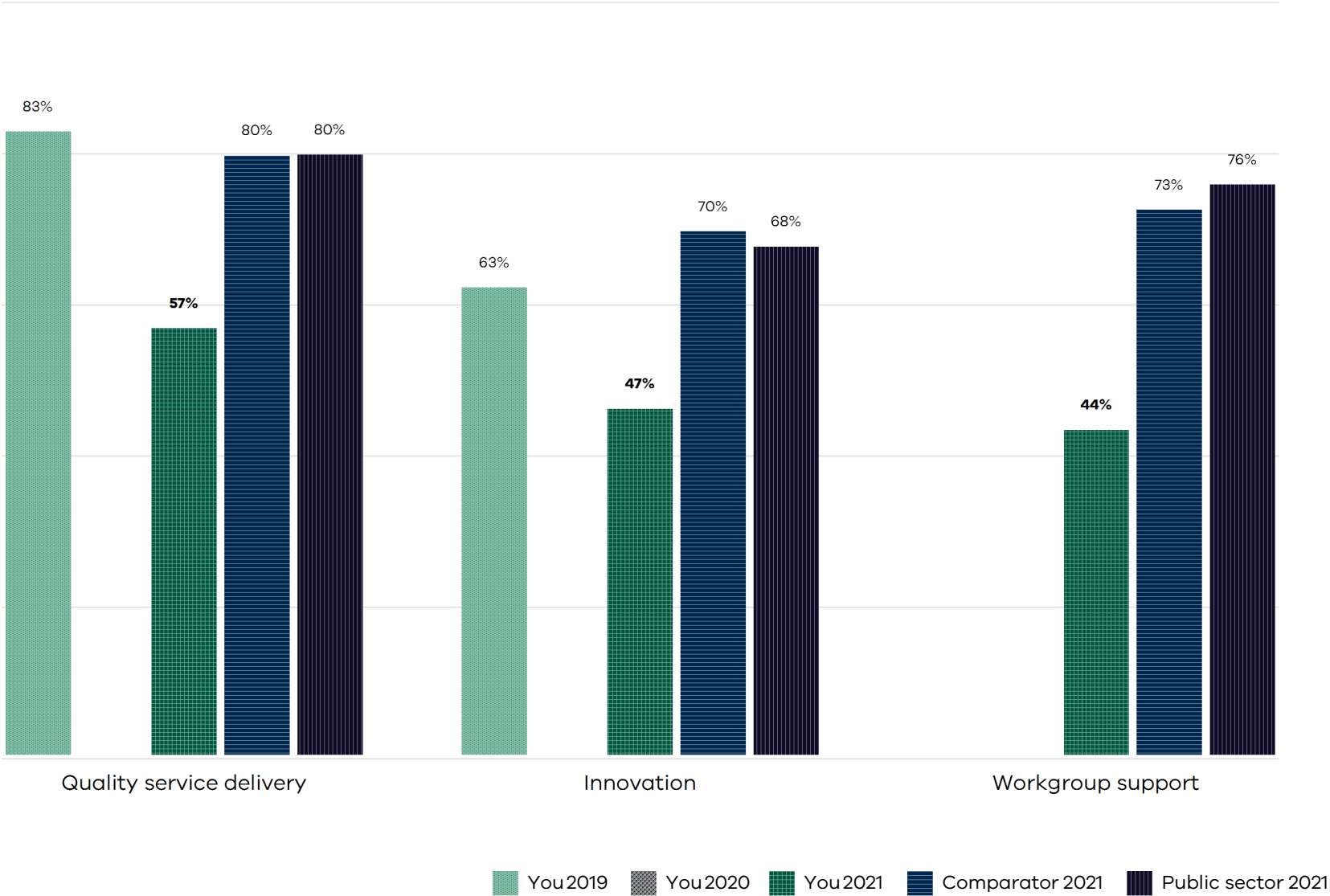
### Example

In 2021:

- 57% 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

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
94 %	Not asked	70 %	78 %	87 %	96 %
89 %	Not asked	66 %	76 %	86 %	97 %
84 %	Not asked	64 %	66 %	87 %	97 %
78 %	Not asked	58 %	62 %	77 %	92 %

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

50% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

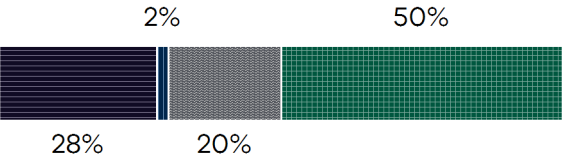
Survey question

Your results

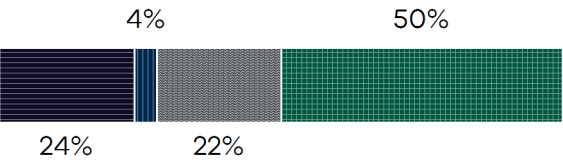
Benchmark agree results



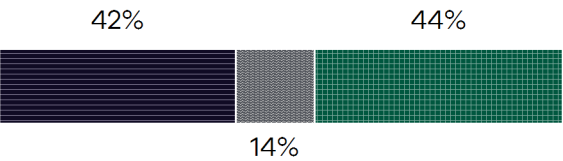
My workgroup focuses on making decisions informed by all relevant facts



My workgroup strives to make the best use of its resources



My workgroup places a priority on acting fairly and without bias



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	50 %	60 %	74 %	89 %
84 %	Not asked	50 %	67 %	79 %	92 %
70 %	Not asked	44 %	54 %	72 %	88 %



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

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
77 %	Not asked		62 %	70 %	81 %	90 %
55 %	Not asked		48 %	49 %	64 %	84 %
63 %	Not asked		46 %	53 %	72 %	86 %
66 %	Not asked		40 %	56 %	69 %	86 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

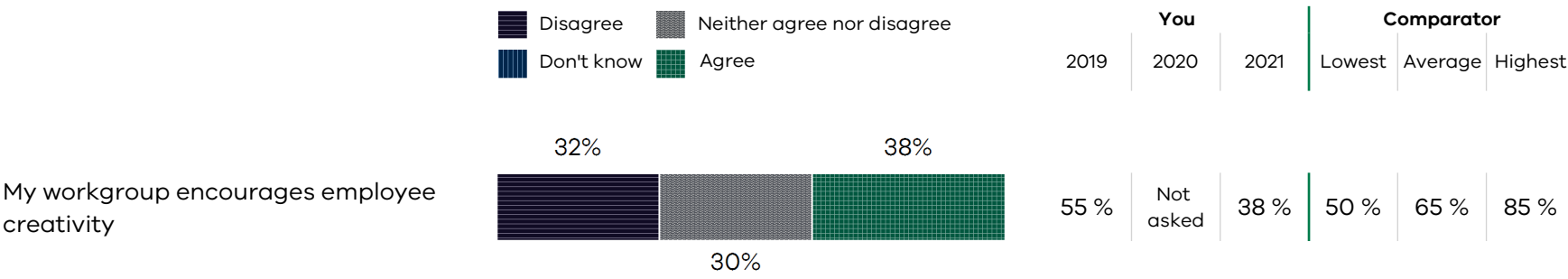
Example

38% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results



# Workgroup climate

## Workgroup support 1 of 3

### What this is

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

### Why this is important

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

### How to read this

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

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

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

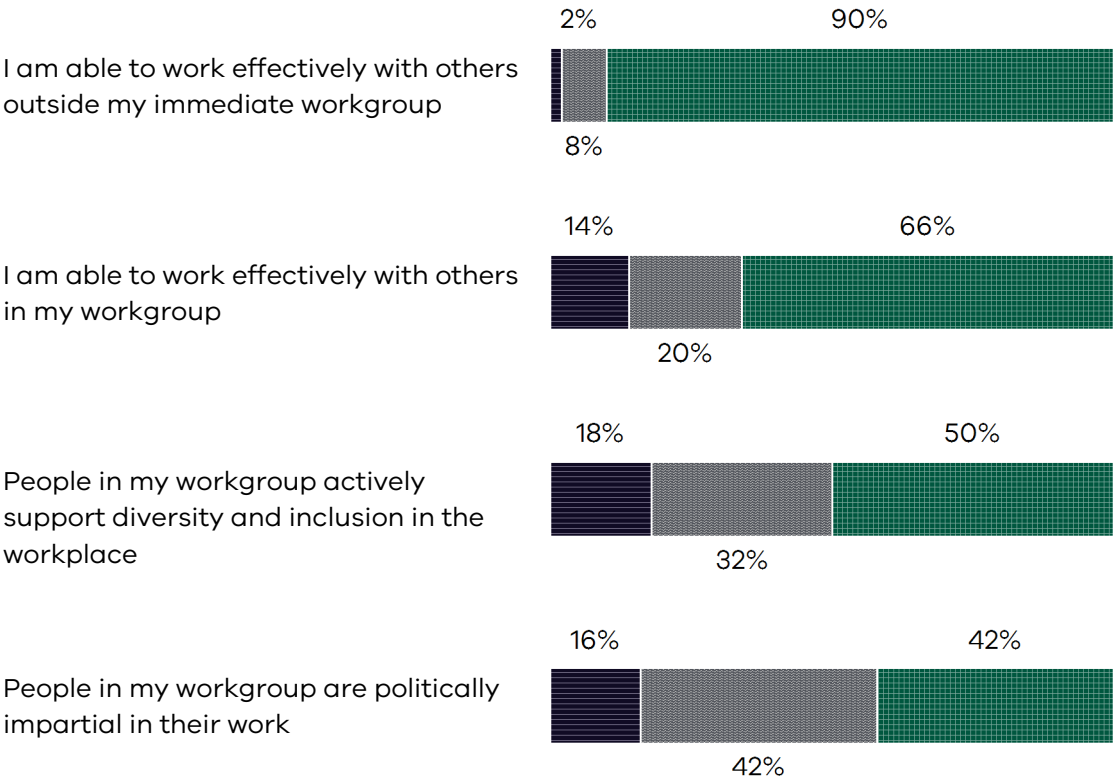
### Example

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

## Survey question

## Your results

## Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Not asked	86 %	90 %	82 %	89 %	96 %
I am able to work effectively with others in my workgroup	Not asked	83 %	66 %	81 %	90 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	73 %	Not asked	50 %	67 %	79 %	94 %
People in my workgroup are politically impartial in their work	64 %	Not asked	42 %	58 %	69 %	84 %

# 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.

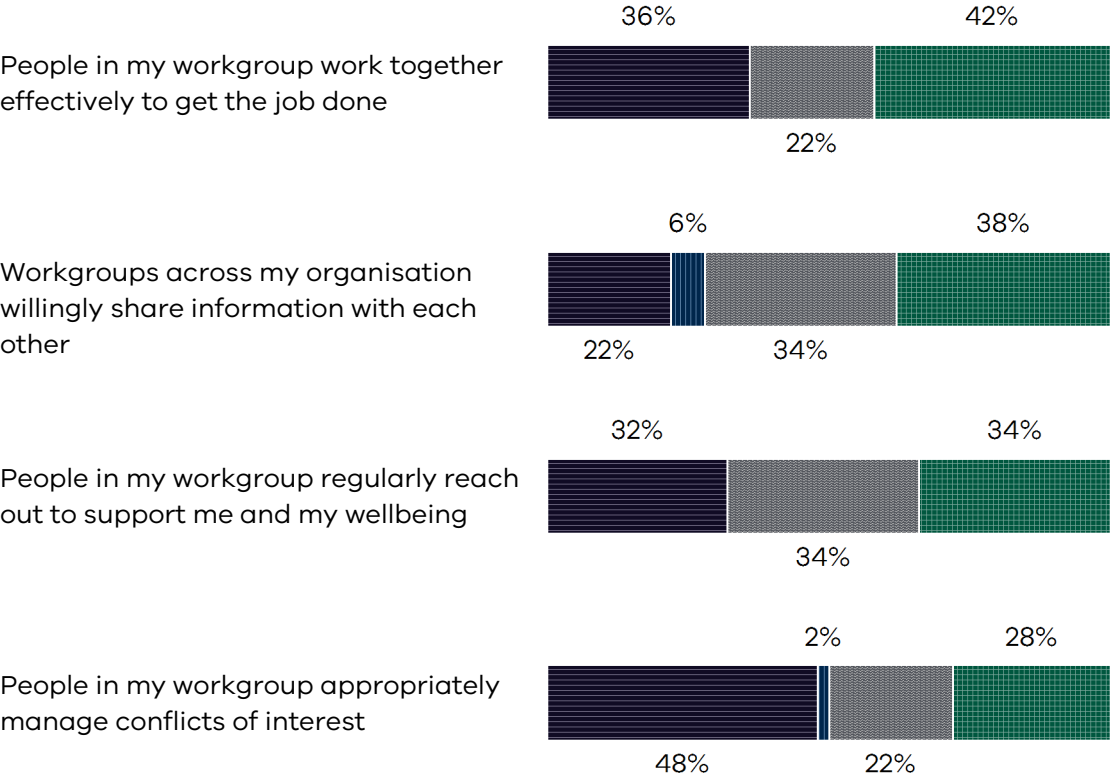
### Example

42% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	63 %	42 %	59 %	77 %	92 %
48 %	57 %	38 %	44 %	59 %	81 %
Not asked	49 %	34 %	48 %	68 %	86 %
50 %	Not asked	28 %	45 %	61 %	77 %

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

26% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

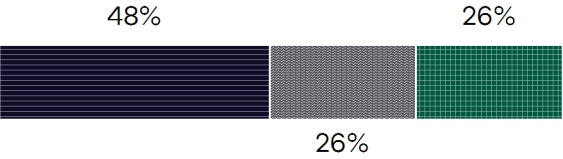
Survey question

Your results

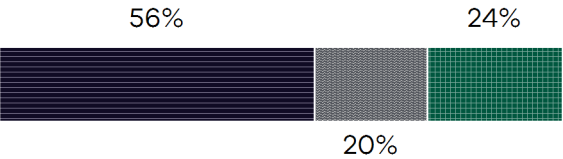
Benchmark agree results



People in my workgroup treat each other with respect



People in my workgroup are honest, open and transparent in their dealings



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
55 %	51 %	26 %	58 %	72 %	89 %
55 %	Not asked	24 %	52 %	67 %	85 %

# People matter

## survey 2021

Have your say

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

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

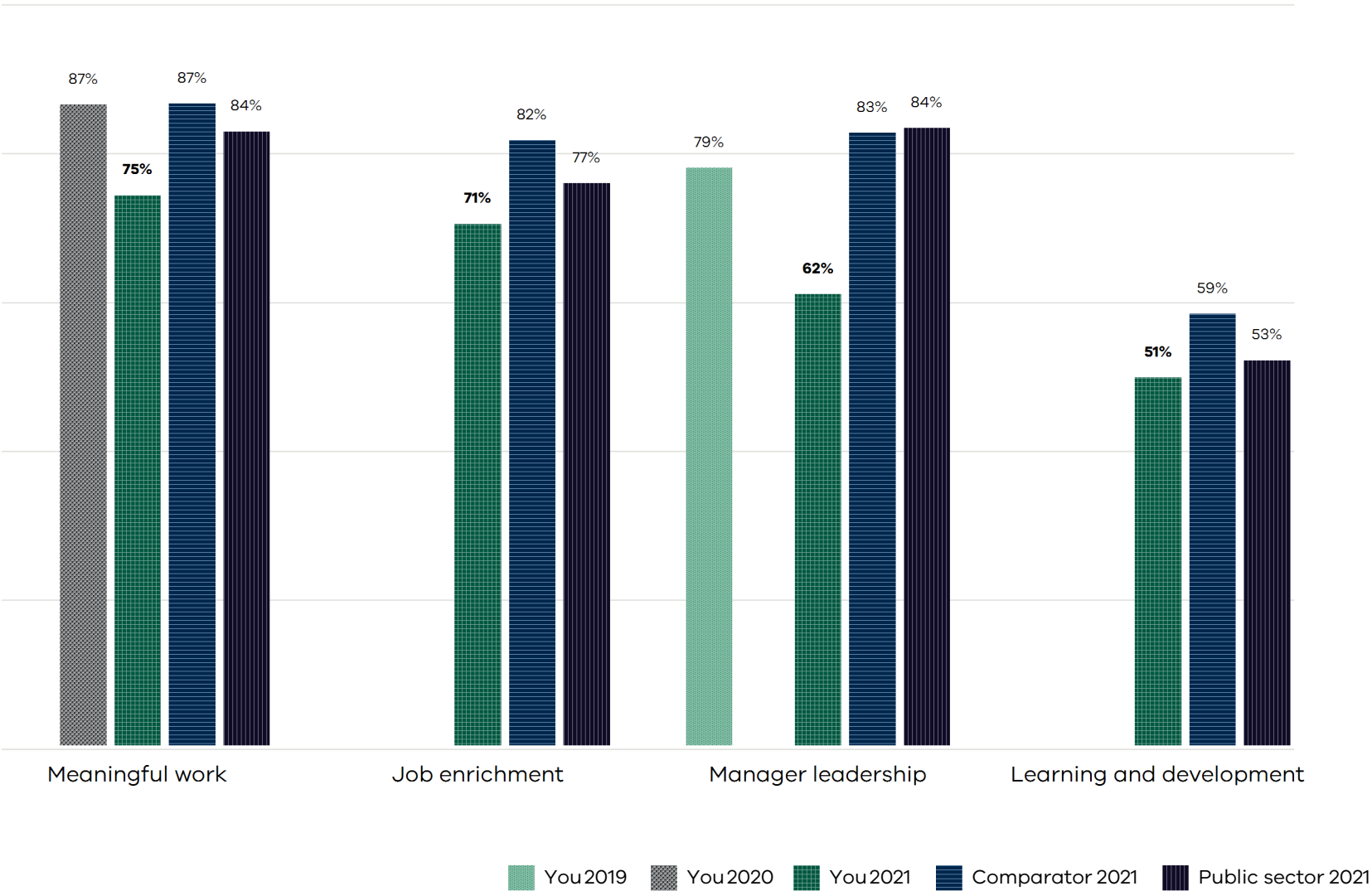
### Example

In 2021:

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

Compared to:

- 87% 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.

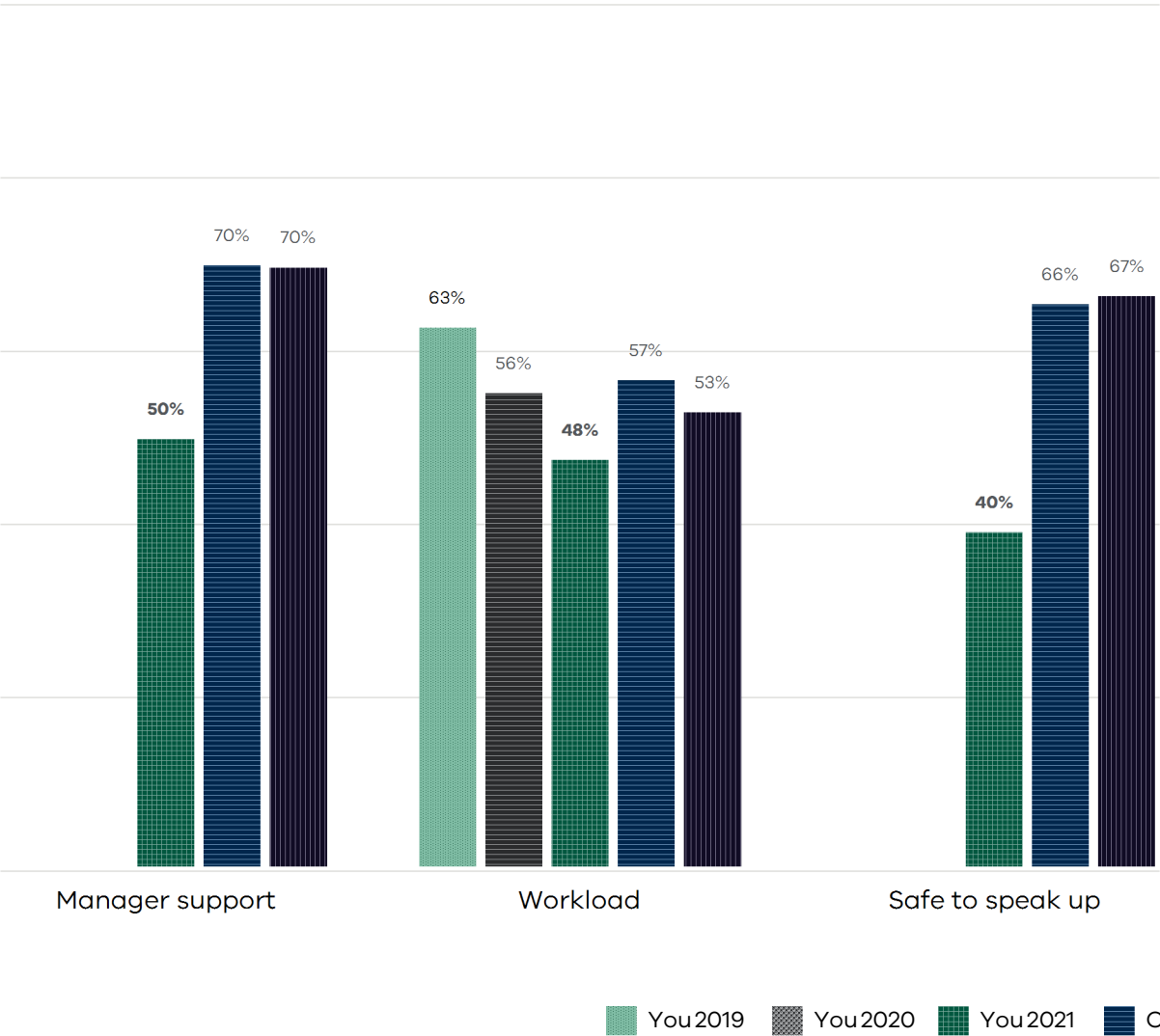
### Example

In 2021:

- 50% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 70% of staff at your comparator and 70% 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.

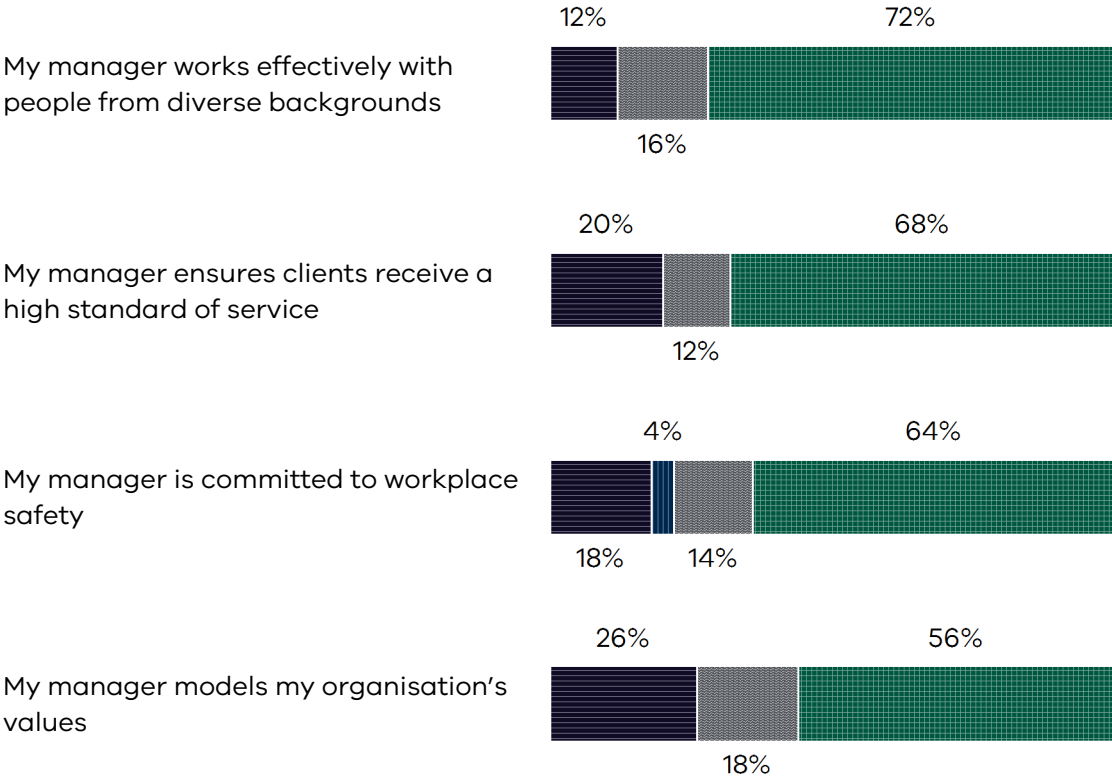
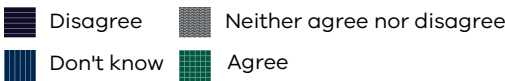
### Example

72% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
81 %	Not asked	72 %	75 %	85 %	95 %
81 %	Not asked	68 %	72 %	86 %	95 %
84 %	Not asked	64 %	75 %	87 %	96 %
73 %	Not asked	56 %	58 %	80 %	96 %

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

56% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

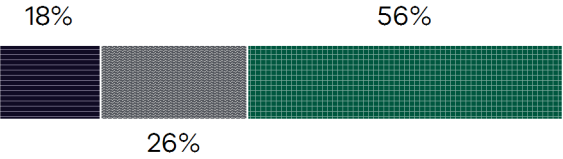
Survey question

Your results

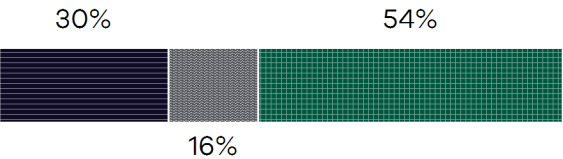
Benchmark agree results



My manager treats employees with dignity and respect



My manager demonstrates honesty and integrity



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	Not asked	56 %	67 %	82 %	93 %
80 %	Not asked	54 %	64 %	81 %	94 %

# 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

64% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

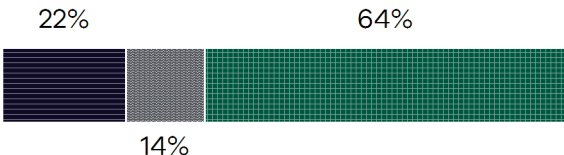
## Survey question

## Your results

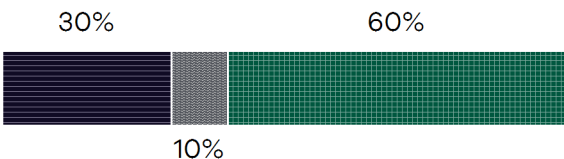
## Benchmark agree results



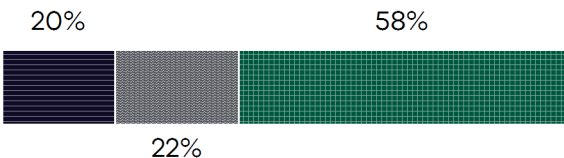
My manager listens to what I have to say



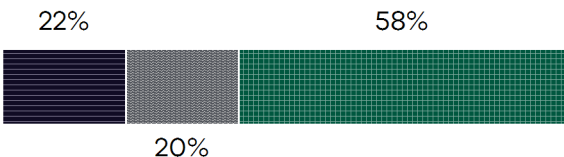
I would be confident in approaching my manager to discuss concerns and grievances



My manager encourages and supports my participation in learning and development opportunities



My manager involves me in decisions about my work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	74 %	64 %	67 %	79 %	93 %
64 %	Not asked	60 %	67 %	78 %	89 %
72 %	Not asked	58 %	62 %	77 %	89 %
72 %	71 %	58 %	61 %	75 %	90 %

# 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.

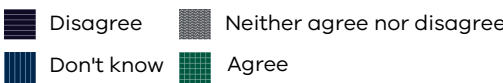
### Example

46% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

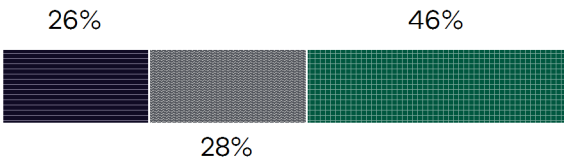
## Survey question

## Your results

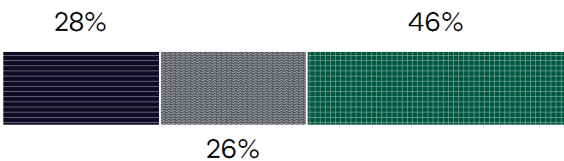
## Benchmark agree results



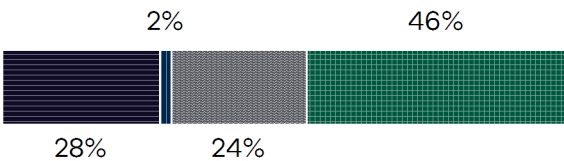
My manager keeps me informed about what's going on



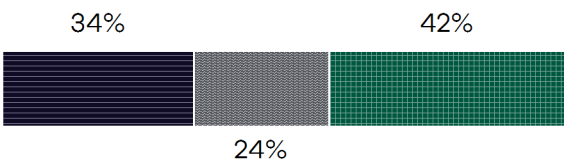
My manager provides feedback to me in a way that helps me improve my performance



My manager provides me with enough support when I need it



I receive adequate recognition for my contributions and accomplishments



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
69 %	66 %	46 %	58 %	73 %	89 %	
58 %	66 %	46 %	53 %	68 %	85 %	
Not asked	74 %	46 %	58 %	74 %	87 %	
44 %	Not asked	42 %	45 %	58 %	81 %	

# 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

34% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

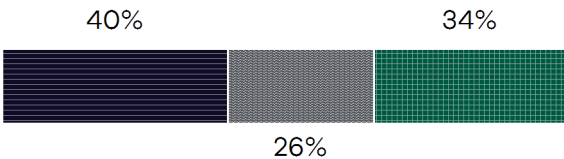
## Survey question

## Your results

## Benchmark agree results



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	34 %	35 %	53 %	78 %

# Job and manager factors

## Workload

### What this is

This is how staff feel about workload and time pressure.

### Why this is important

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

### How to read this

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

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

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

### Example

52% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

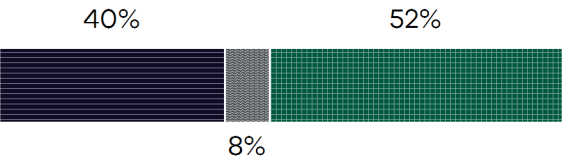
## Survey question

## Your results

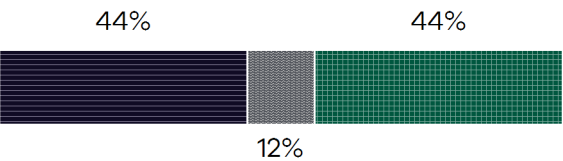
## Benchmark agree results



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
69 %	66 %	52 %	43 %	61 %	89 %
58 %	46 %	44 %	29 %	54 %	81 %



# 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.

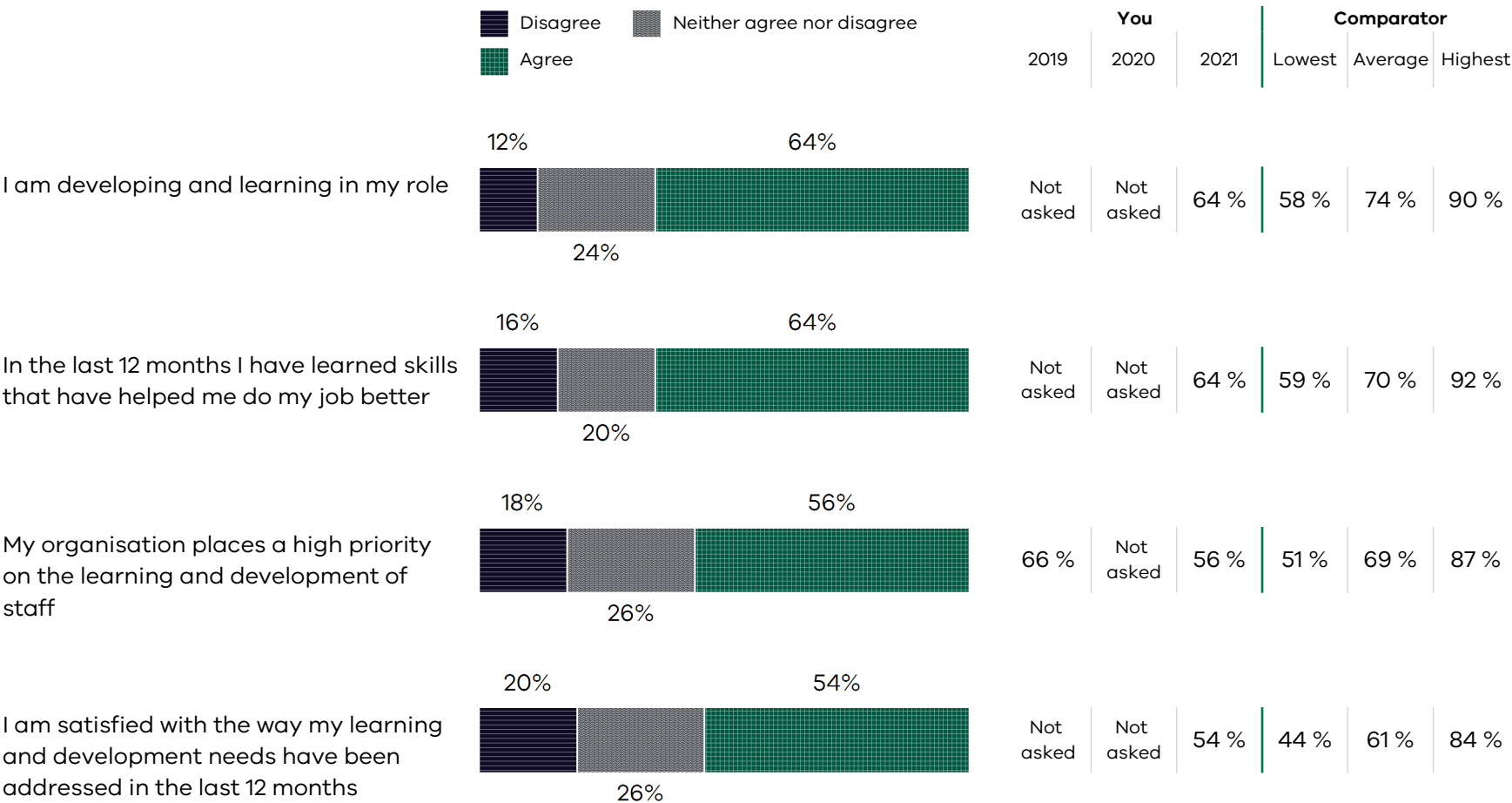
### Example

64% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Learning and development 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

48% 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'.

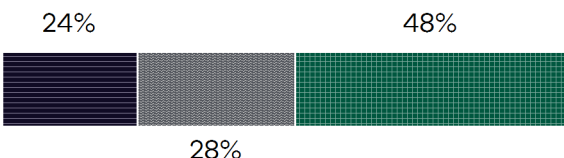
## Survey question

## Your results

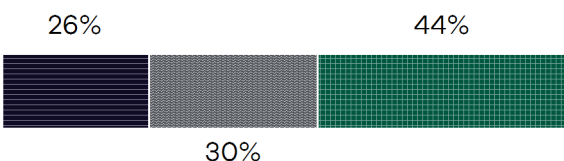
## Benchmark agree results



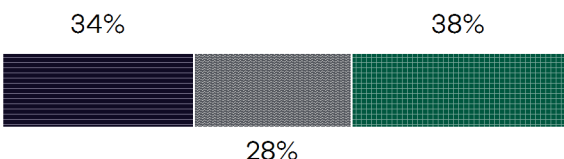
There are adequate opportunities for me to develop skills and experience in my organisation



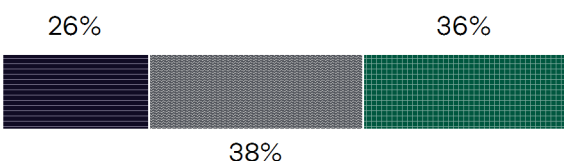
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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



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
69 %	Not asked	48 %	46 %	63 %	85 %
Not asked	Not asked	44 %	34 %	52 %	68 %
Not asked	Not asked	38 %	29 %	47 %	73 %
Not asked	Not asked	36 %	13 %	37 %	64 %

# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

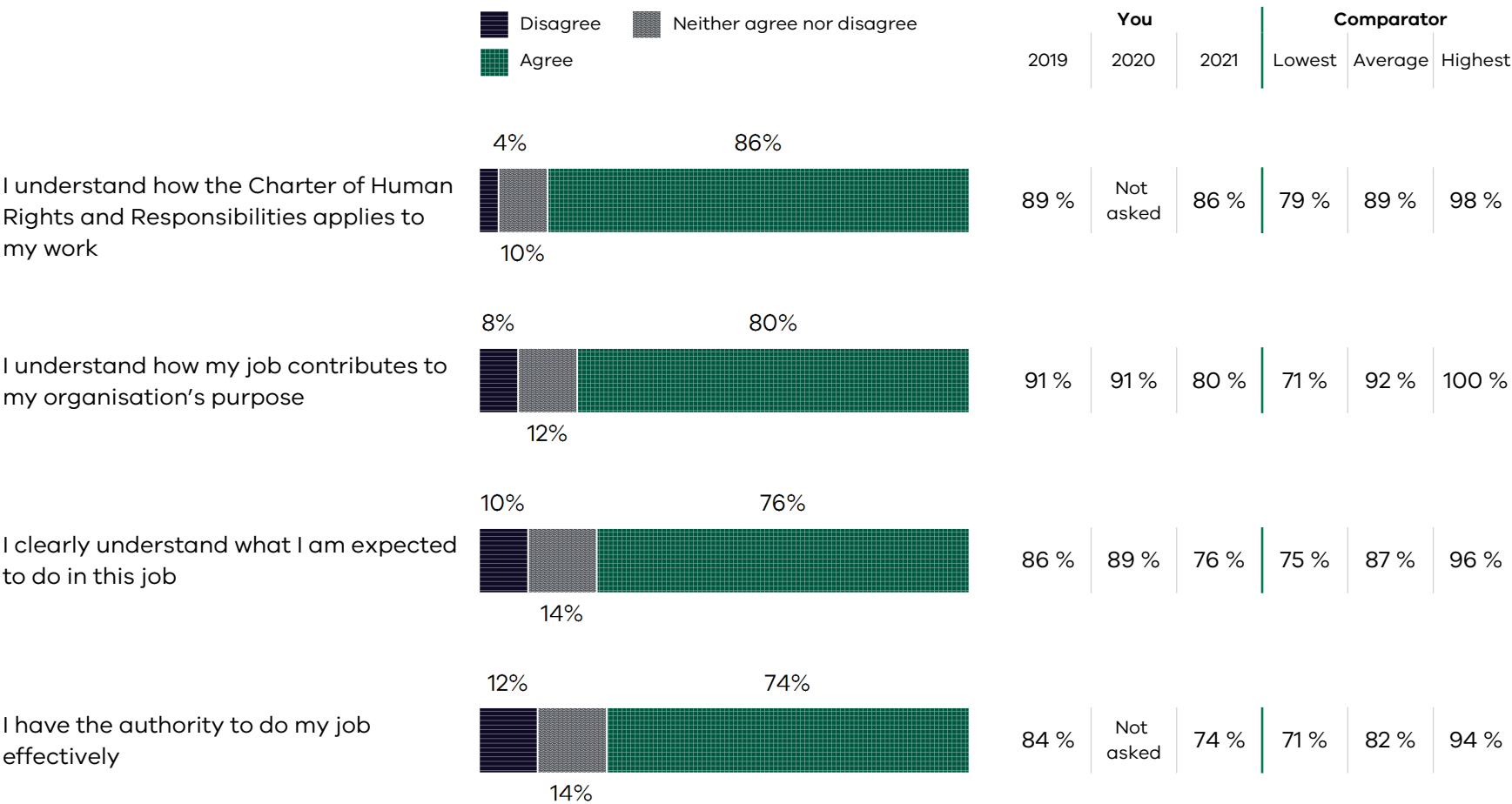
### Example

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

## Survey question

## Your results

## Benchmark agree results



# 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.

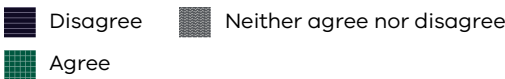
### Example

70% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

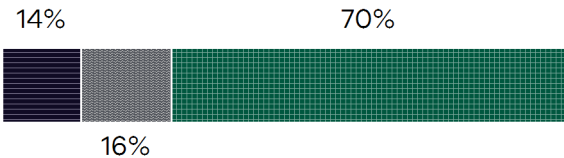
## Survey question

## Your results

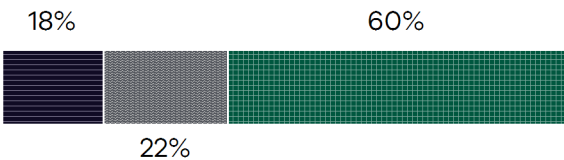
## Benchmark agree results



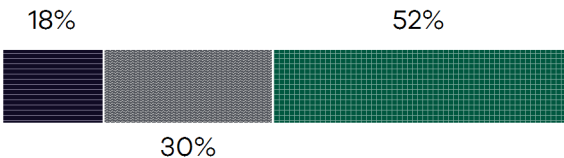
My job allows me to utilise my skills, knowledge and abilities



My work performance is assessed against clear criteria



I have a choice in deciding how I do my work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
86 %	77 %	70 %	64 %	83 %	94 %
Not asked	Not asked	60 %	46 %	69 %	90 %
59 %	74 %	52 %	59 %	75 %	91 %

# 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

78% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

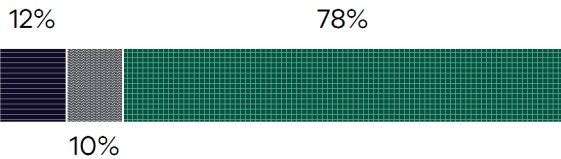
## Survey question

## Your results

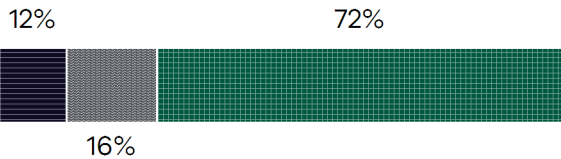
## Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	86 %	78 %	74 %	89 %	97 %
Not asked	89 %	72 %	68 %	85 %	94 %

# Job and manager factors

## Safe to speak up 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

44% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
44 %	Not asked	44 %	50 %	66 %	82 %
36 %	Not asked	40 %	47 %	63 %	86 %
Not asked	Not asked	34 %	52 %	64 %	78 %
Not asked	51 %	32 %	57 %	68 %	85 %

# 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

52% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

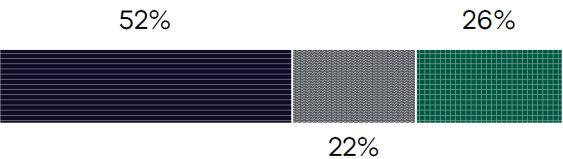
## Survey question

## Your results

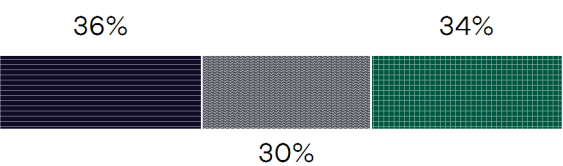
## Benchmark disagree results



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	52 %	52 %	70 %	94 %
Not asked	Not asked	36 %	53 %	64 %	81 %



## 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

28% of staff who did the survey said 'Communication processes' 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
Communication processes	28%	22%	19%
There are no noticeable barriers	20%	29%	18%
Poor mental health or wellbeing	18%	8%	11%
Too many competing priorities	18%	26%	36%
Other	16%	11%	13%
Decision making and authorisation processes	12%	13%	23%
Administrative processes (including leave and HR requirements)	10%	10%	19%
Limited social interactions with the team	10%	7%	11%
Poor work-life balance	10%	9%	12%
Technology limitations	10%	14%	20%

# People matter

## survey 2021

Have your say

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

# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

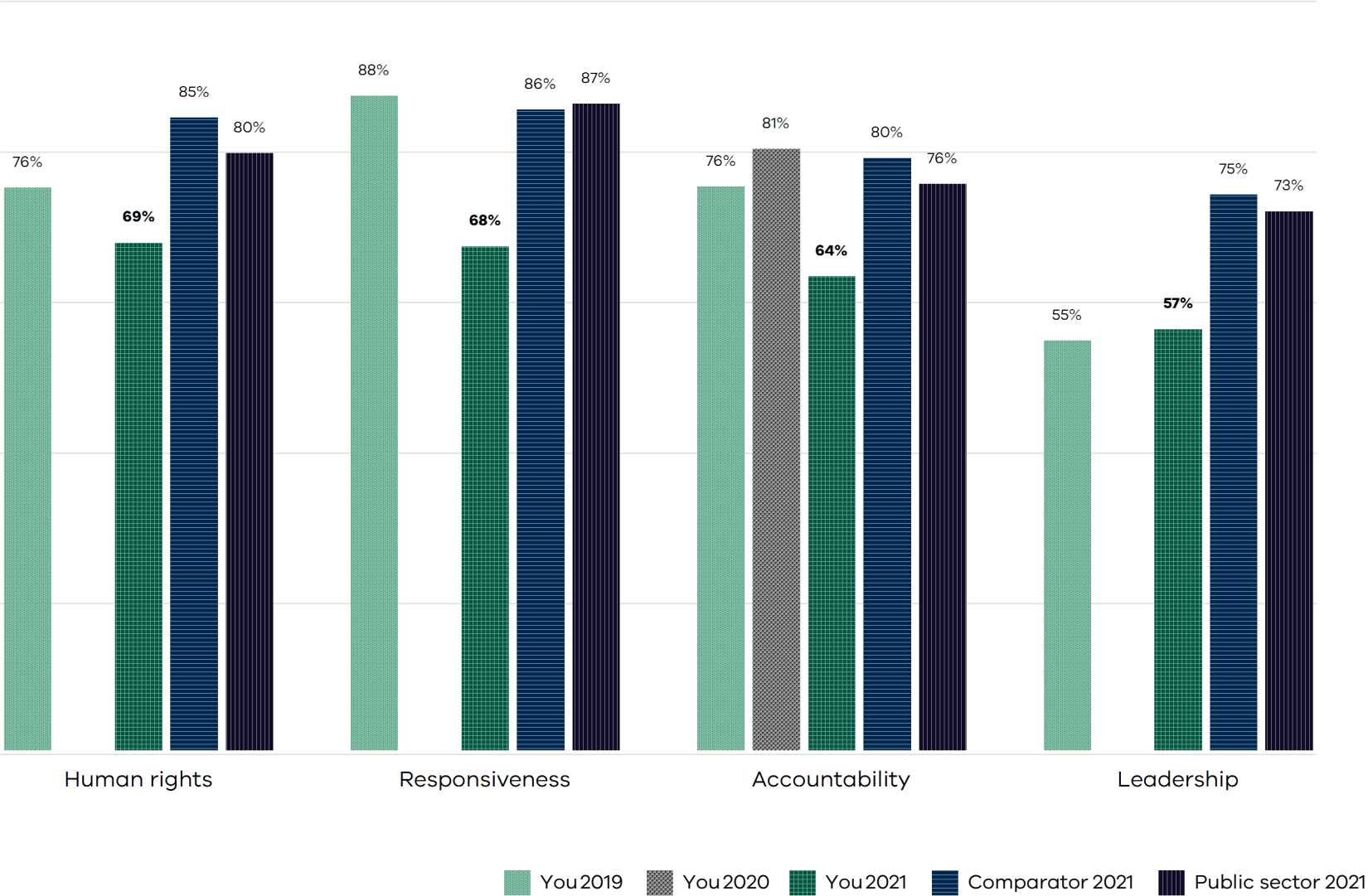
### Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Human rights , which is down 7% in 2019.

Compared to:

- 85% of staff at your comparator and 80% 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.

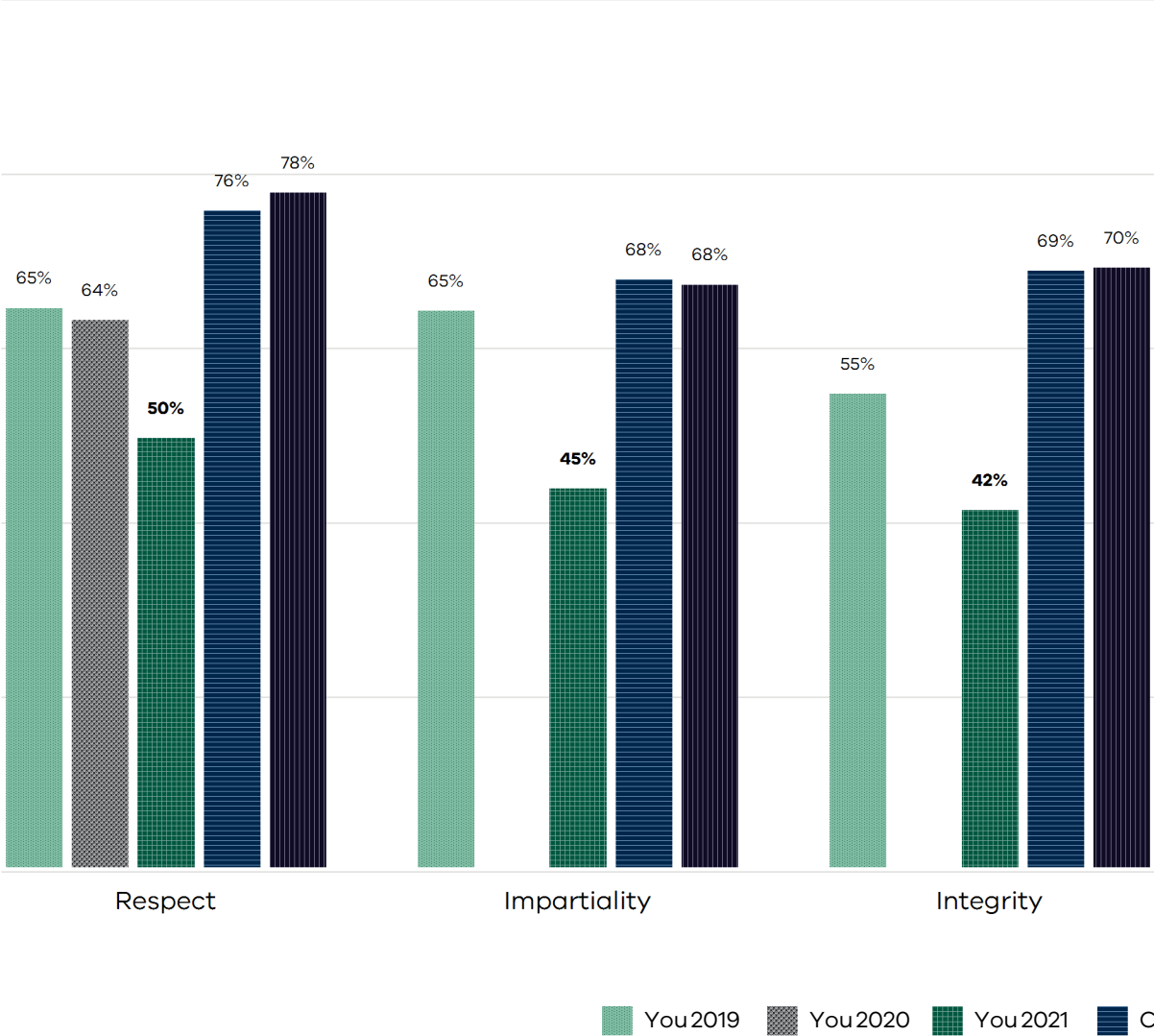
### Example

In 2021:

- 50% of your staff who did the survey responded positively to questions about Respect, which is down 15% in 2019.

Compared to:

- 76% of staff at your comparator and 78% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% 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

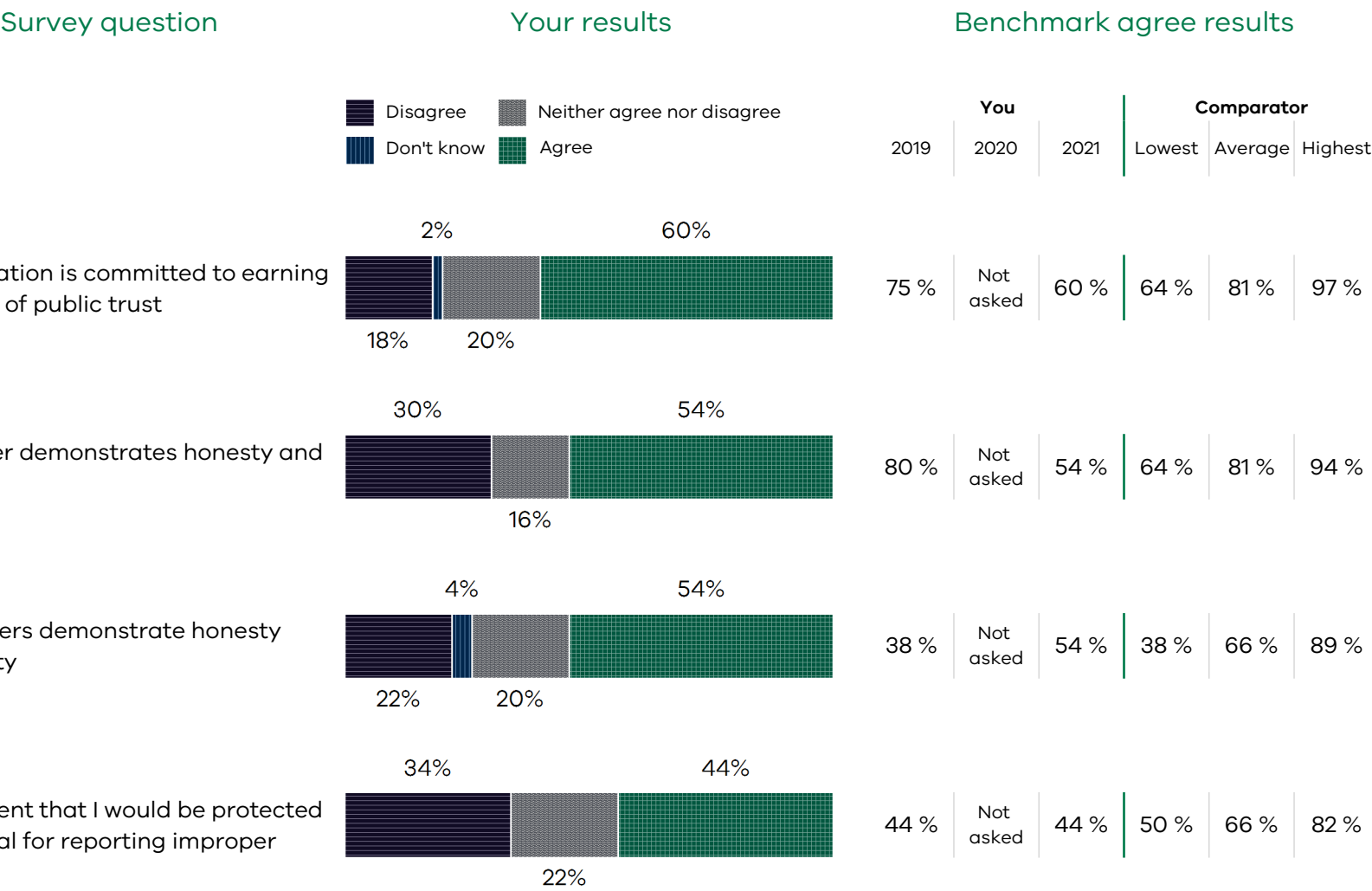
Under 'Your results', see results for each question in descending order by most agreed.

'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

60% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.



# Public sector values

## Integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

38% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

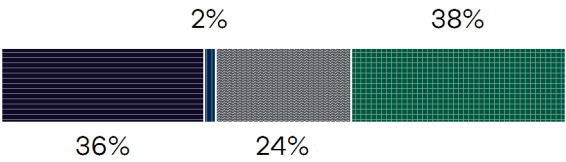
## Survey question

## Your results

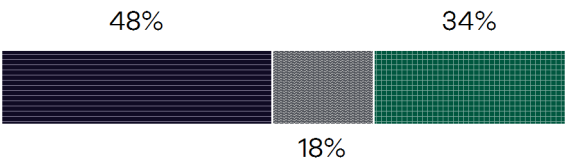
## Benchmark agree results



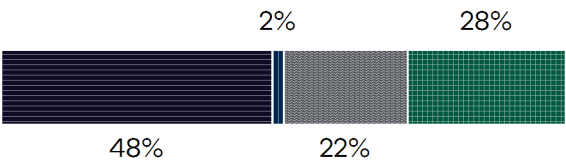
My organisation does not tolerate improper conduct



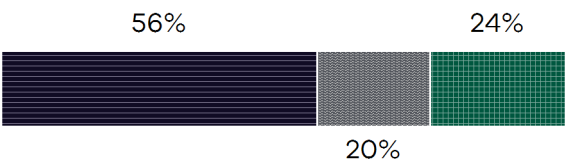
I feel safe to challenge inappropriate behaviour at work



People in my workgroup appropriately manage conflicts of interest



People in my workgroup are honest, open and transparent in their dealings



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
2019	2020	2021	Lowest	Average	Highest
47 %	Not asked	38 %	50 %	70 %	85 %
Not asked	Not asked	34 %	52 %	64 %	78 %
50 %	Not asked	28 %	45 %	61 %	77 %
55 %	Not asked	24 %	52 %	67 %	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.

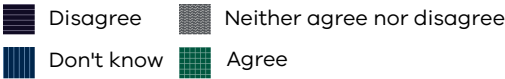
Example

50% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

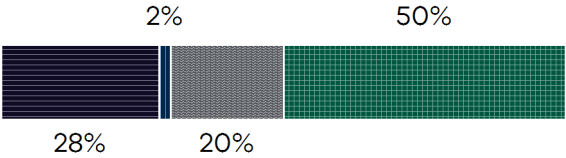
Survey question

Your results

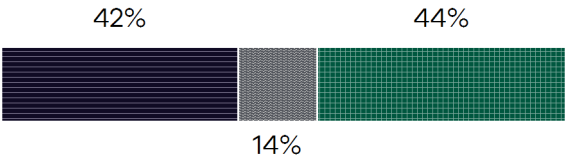
Benchmark agree results



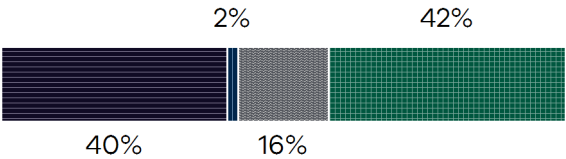
My workgroup focuses on making decisions informed by all relevant facts



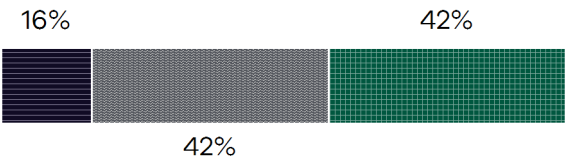
My workgroup places a priority on acting fairly and without bias



My organisation makes fair recruitment and promotion decisions, based on merit



People in my workgroup are politically impartial in their work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	50 %	60 %	74 %	89 %
70 %	Not asked	44 %	54 %	72 %	88 %
41 %	Not asked	42 %	42 %	59 %	79 %
64 %	Not asked	42 %	58 %	69 %	84 %

# Public sector values

## Accountability 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

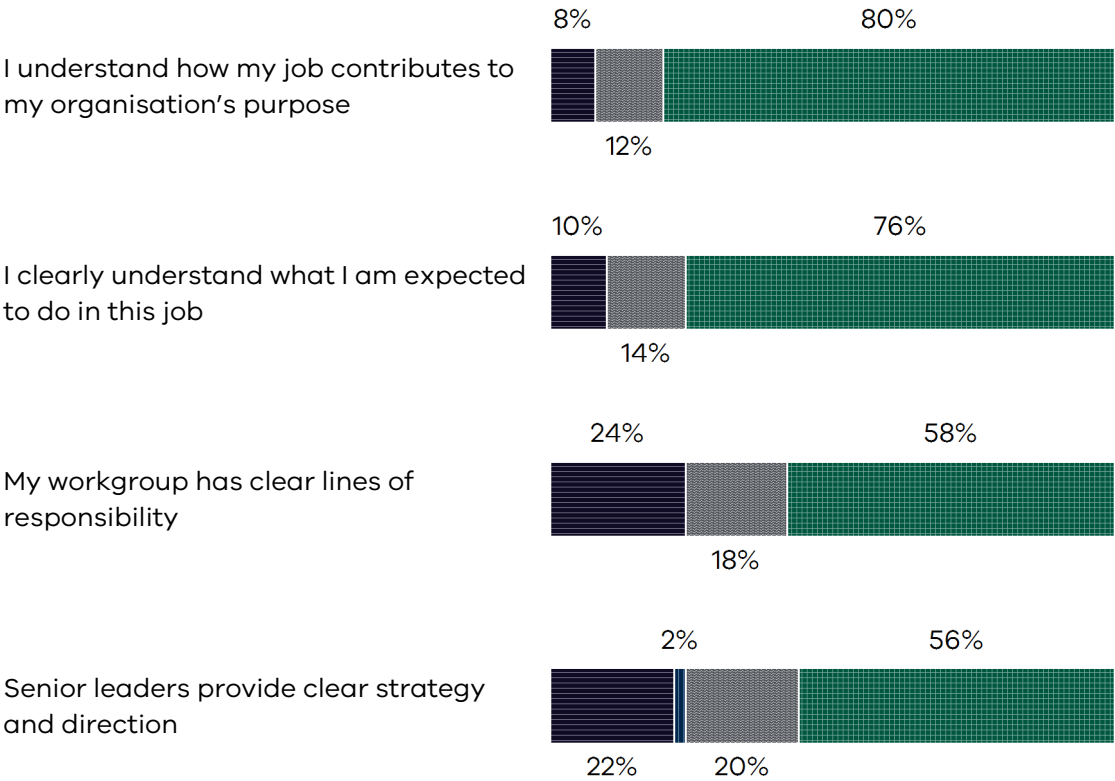
### Example

80% 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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	91 %	91 %	80 %	71 %	92 %	100 %
	86 %	89 %	76 %	75 %	87 %	96 %
	78 %	Not asked	58 %	62 %	77 %	92 %
	41 %	63 %	56 %	38 %	64 %	92 %

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.

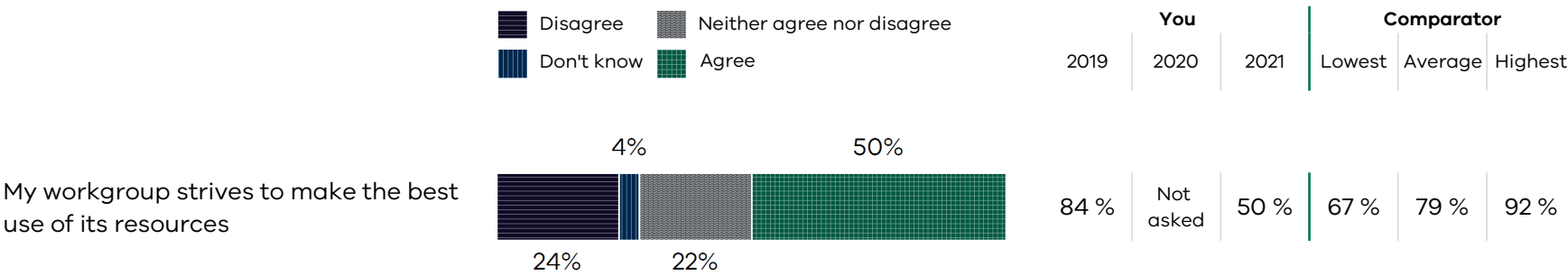
Example

50% of 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



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

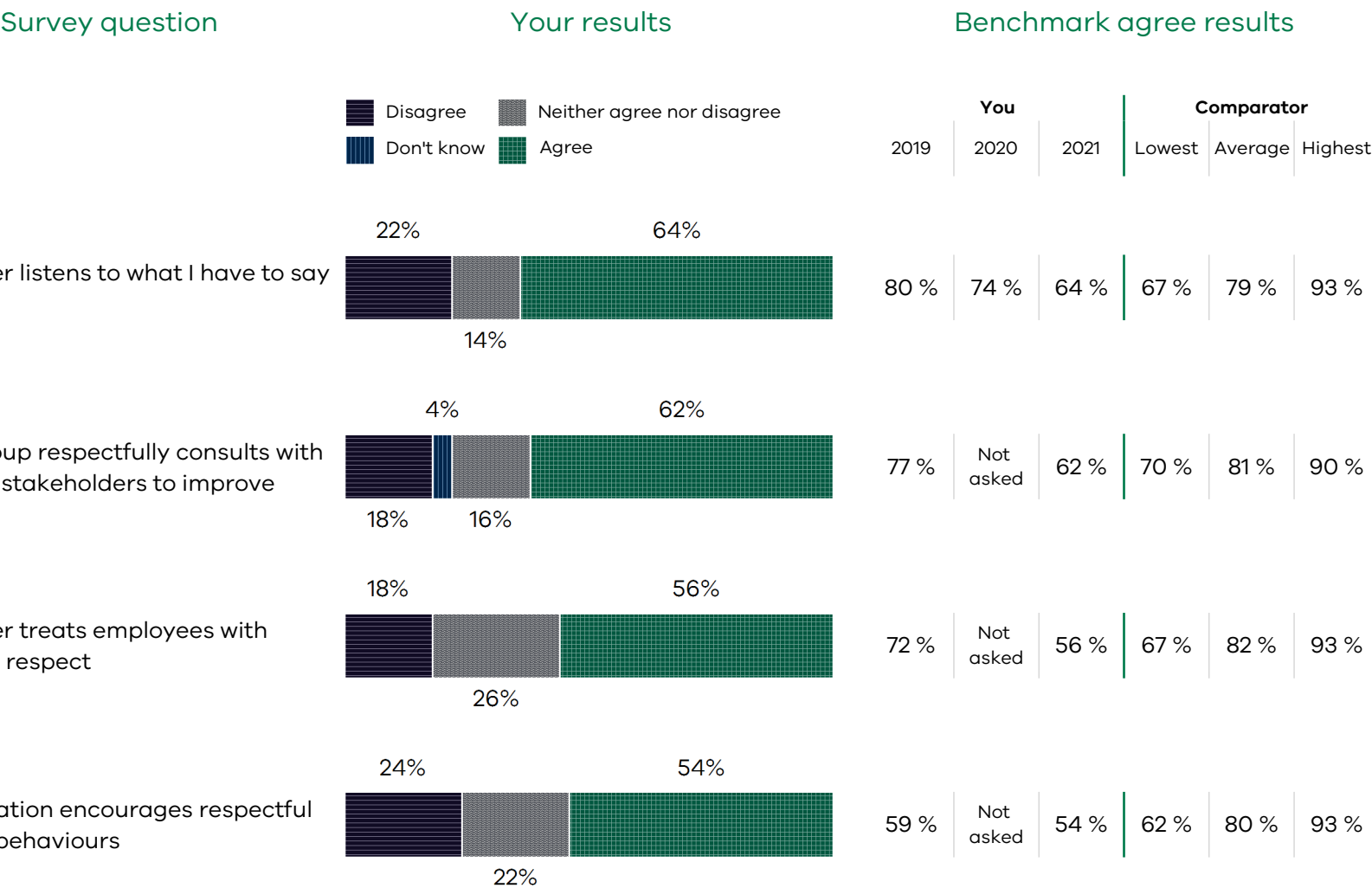
Under 'Your results', see results for each question in descending order by most agreed.

'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

64% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.



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

46% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.



# Public sector values

## Leadership

### What this is

Leadership is how your staff feel an organisation implements and promotes the public sector values.

### Why this is important

Good leadership plays a role in the development of workplace culture. It also gives Victorians confidence that staff in the public sector behave to a high standard.

### How to read this

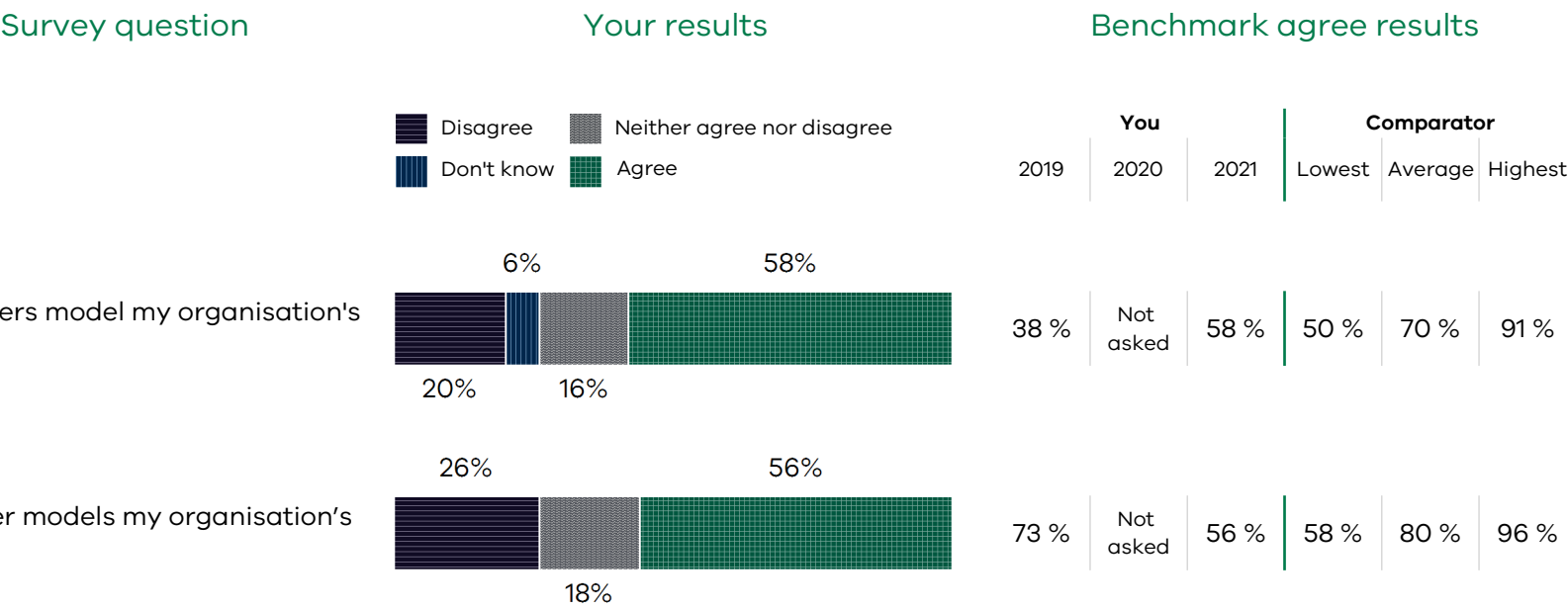
Under 'Your results', see results for each question in descending order by most agreed.

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

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

### Example

58% of staff who did the survey agreed or strongly agreed with 'Senior leaders model 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.

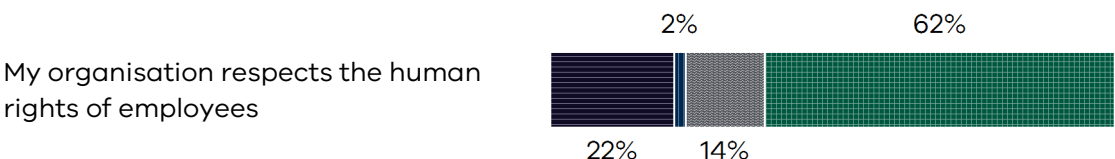
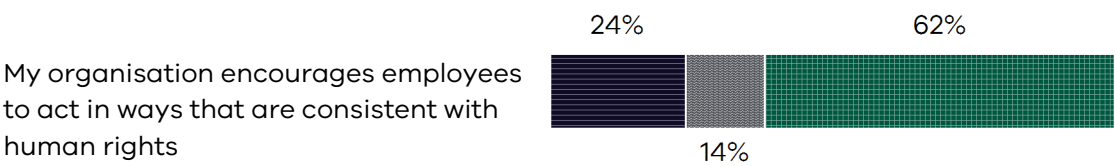
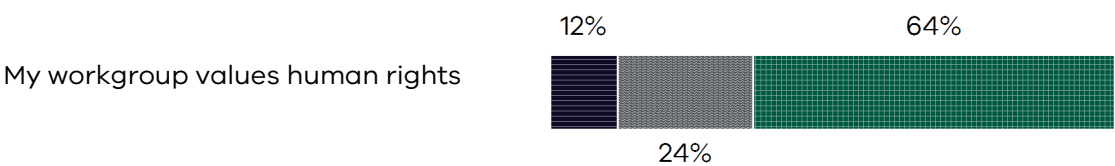
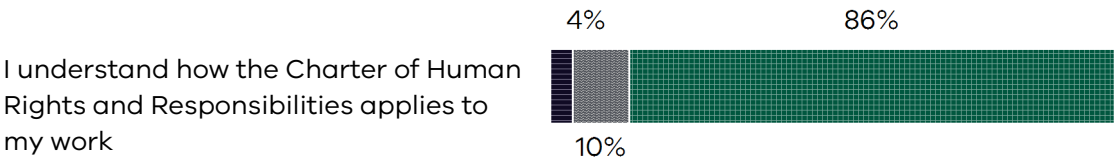
### Example

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

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
89 %	Not asked	86 %	79 %	89 %	98 %
84 %	Not asked	64 %	66 %	87 %	97 %
70 %	Not asked	62 %	66 %	83 %	96 %
59 %	Not asked	62 %	66 %	81 %	95 %



# People matter

## survey 2021

Have your say

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

## 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	7	14%
35-54 years	23	46%
55+ years	16	32%
Prefer not to say	4	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	44	88%
Prefer not to say	6	12%

Highest level of formal education	(n)	%
Master Degree level	1	2%
Graduate Diploma or Graduate Certificate level	11	22%
Bachelor Degree level incl. honours degrees	9	18%
Advanced Diploma or Diploma level	4	8%
Certificate III or IV level	8	16%
Year 12 or equivalent (VCE/Leaving certificate)	5	10%
Certificate I or II level	1	2%
Lower than Certificate I or equivalent	1	2%
Prefer not to say	10	20%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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- 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	1	2%
Non Aboriginal and/or Torres Strait Islander	45	90%
Prefer not to say	4	8%

## 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	2	4%
No	42	84%
Prefer not to say	6	12%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	2	100%

## Demographics

Gender, variations in sex characteristics and sexual orientation

### What this is

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

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

How would you describe your gender?	(n)	%
Woman	42	84%
Prefer not to say	4	8%
Non-binary and I use a different term	2	4%
Man	2	4%

Are you trans, non-binary or gender diverse?	(n)	%
No	44	88%
Prefer not to say	6	12%

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

	(n)	%
No	43	86%
Don't know	1	2%
Prefer not to say	6	12%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	42	84%
Prefer not to say	6	12%
Gay or lesbian	1	2%
I use a different term	1	2%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	47	94%
Not born in Australia	2	4%
Prefer not to say	1	2%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	2	100%

Language other than English spoken with family or community	(n)	%
Yes	4	8%
No	43	86%
Prefer not to say	3	6%

## 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	3	75%
Australian Indigenous Language	1	25%



## 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	46	92%
English, Irish, Scottish and/or Welsh	3	6%
Prefer not to say	2	4%

Religion	(n)	%
No religion	25	50%
Christianity	13	26%
Prefer not to say	8	16%
Other	4	8%

## 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	9	18%
Part-Time	41	82%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	17	43%
\$65k to \$95k	9	23%
\$95k to \$125k	7	18%
\$125k or more	1	3%
Prefer not to say	6	15%

Organisational tenure	(n)	%
<1 year	5	10%
1 to less than 2 years	4	8%
2 to less than 5 years	11	22%
5 to less than 10 years	11	22%
10 to less than 20 years	8	16%
More than 20 years	11	22%

Management responsibility	(n)	%
Non-manager	42	84%
Manager of other manager(s)	6	12%
Other manager	2	4%

Employment type	(n)	%
Ongoing and executive	37	74%
Other	10	20%
Fixed term	3	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	35	70%
I have moved to a different role within my organisation (including acting roles)	11	22%
I have moved to my role from a different Victorian public sector organisation	2	4%
I have moved to my role from outside the Victorian public sector	2	4%

# Demographics

## Employment characteristics 2 of 2

### What this is

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

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

## Primary workplace location over the last 3 months

	(n)	%
Other city or town	46	92%
Outside Victoria	3	6%
Bendigo	1	2%

## 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)	23	46%
A main office	14	28%
A hub/shared work space	8	16%
Other (please specify)	5	10%

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

	(n)	%
No, I have not worked from any other locations	40	80%
A main office	3	6%
Home/private location	3	6%
A frontline or service delivery location (that is not a main office or home/private location)	2	4%
A hub/shared work space	2	4%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
No, I have not requested adjustments	40	80%
Flexible working arrangements	5	10%
Other	3	6%
Physical modifications or improvements to the workplace	2	4%
Career development support strategies	1	2%

### Why did you make this request?\*

	(n)	%
Other	5	50%
Work-life balance	4	40%
Family responsibilities	2	20%
Caring responsibilities	1	10%
Health	1	10%

### What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	7	70%
The adjustments I needed were not made	3	30%

# Demographics

## Caring

### What this is

These are staff-reported caring responsibilities.

### Why this is important

This shows organisations what caring responsibilities their staff have.

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
None of the above	17	34%
Frail or aged person(s)	9	18%
Prefer not to say	8	16%
Primary school aged child(ren)	8	16%
Person(s) with a medical condition	6	12%
Child(ren) - younger than preschool age	5	10%
Preschool aged child(ren)	5	10%
Secondary school aged child(ren)	4	8%
Person(s) with disability	2	4%
Person(s) with a mental illness	1	2%
Other	1	2%

## Demographics

### Employment categories

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

- 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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### Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	24	50%
Personal service worker	2	4%
Management, Administration and Corporate support	9	19%
Support services	12	25%
Lived experience specific worker	1	2%

# Demographics

## Primary role

### What is this

This shows the primary role of your staff.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Hospital-based services	45	94%
Community-based services	3	6%

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

	(n)	%
Aged care	10	21%
Critical care	2	4%
Emergency	1	2%
Medical	8	17%
Mixed medical/surgical	9	19%
Peri-operative	1	2%
Surgical	1	2%
Other	16	33%





**Victorian  
Public Sector  
Commission**



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