

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

People matter

survey 2021

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Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

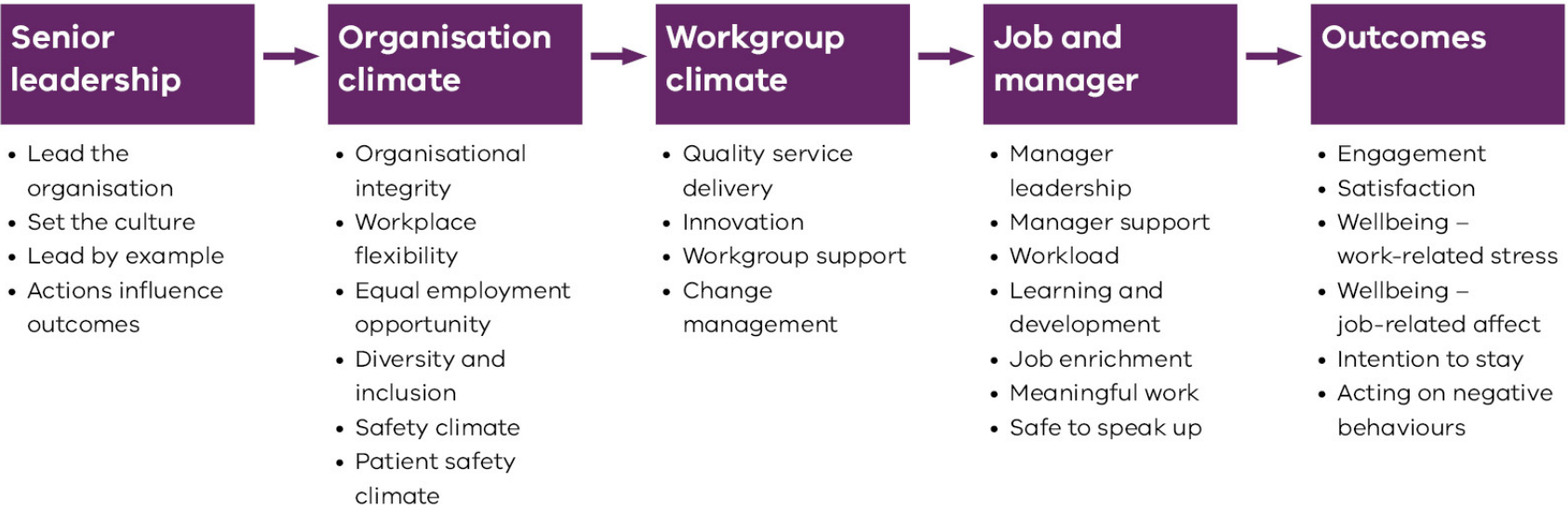
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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
Cohuna District Hospital	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

59%
(93)

Comparator 49%
Public Sector 49%

2021

56%
(96)

Comparator 51%
Public Sector 39%

People matter

survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020		2021	
67		71	
Comparator	71	Comparator	73
Public Sector	68	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 71.

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.

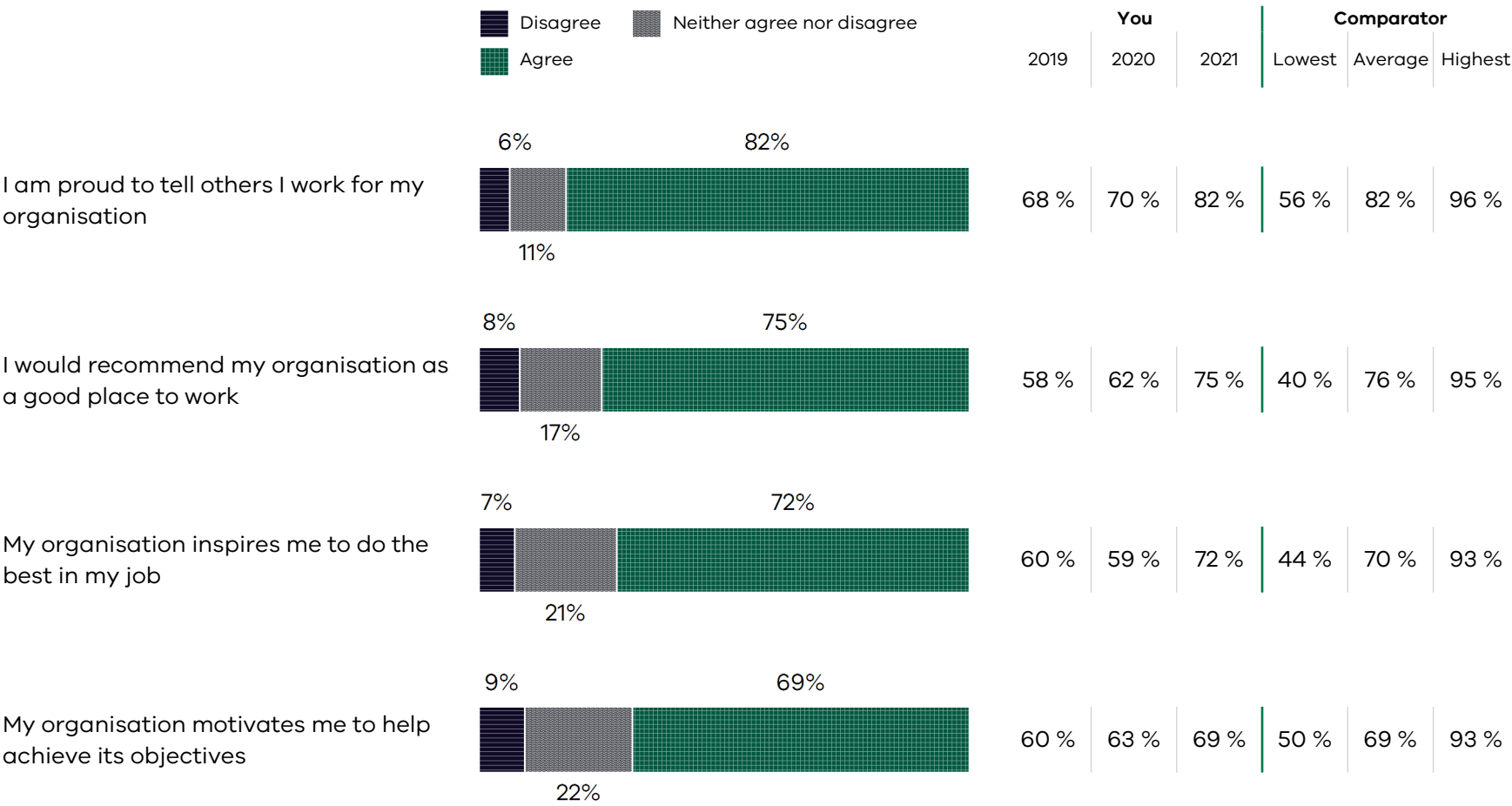
Example

82% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 71.

Why this is important

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

How to read this

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

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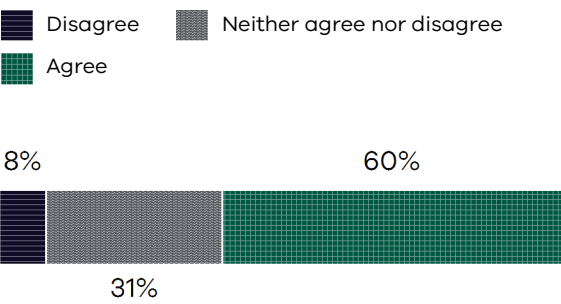
Example

60% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	62 %	58 %	60 %	56 %	73 %	89 %

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.

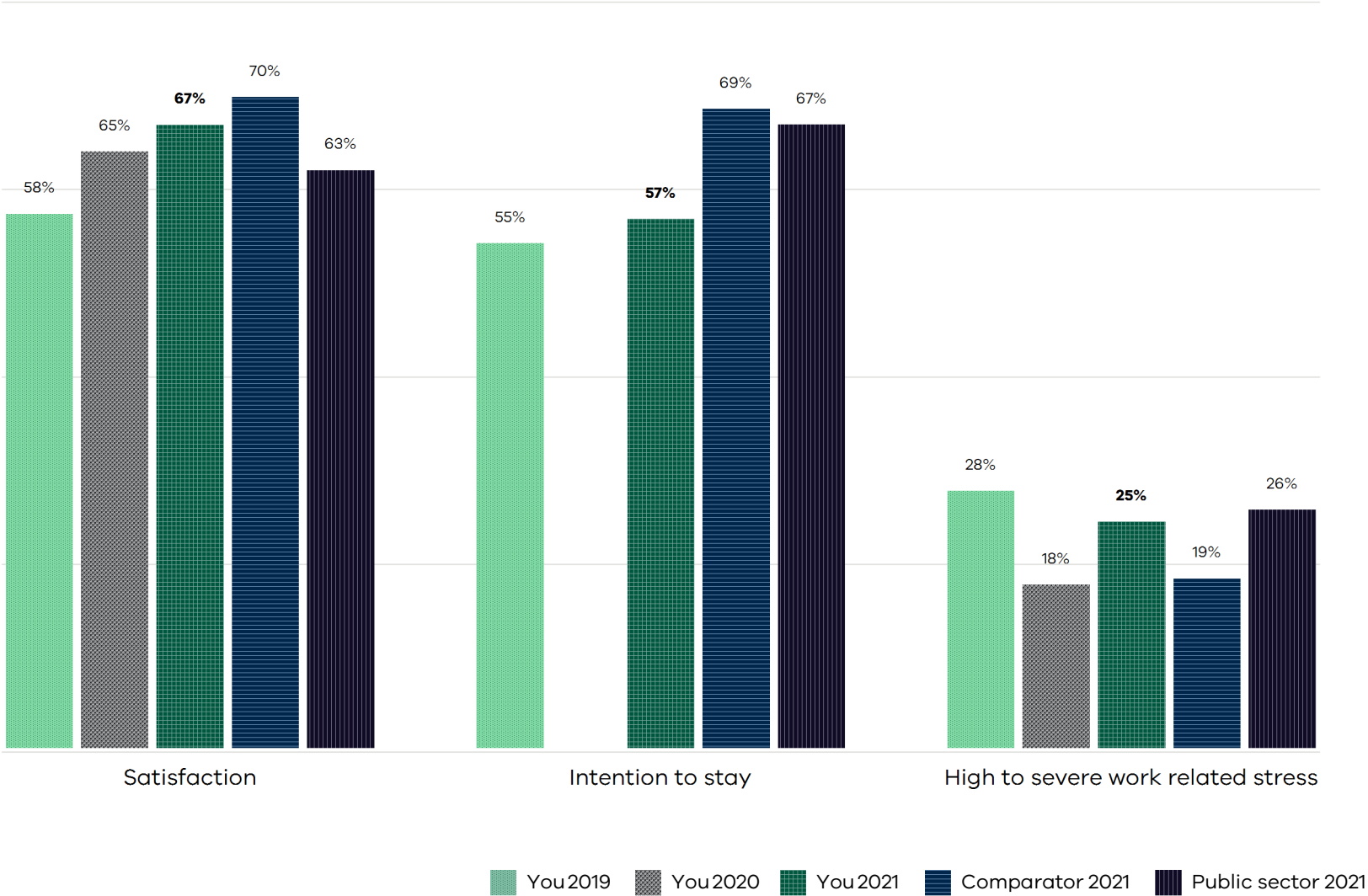
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 67% of your staff who did the survey responded positively to questions about Satisfaction which is up from 65% 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.

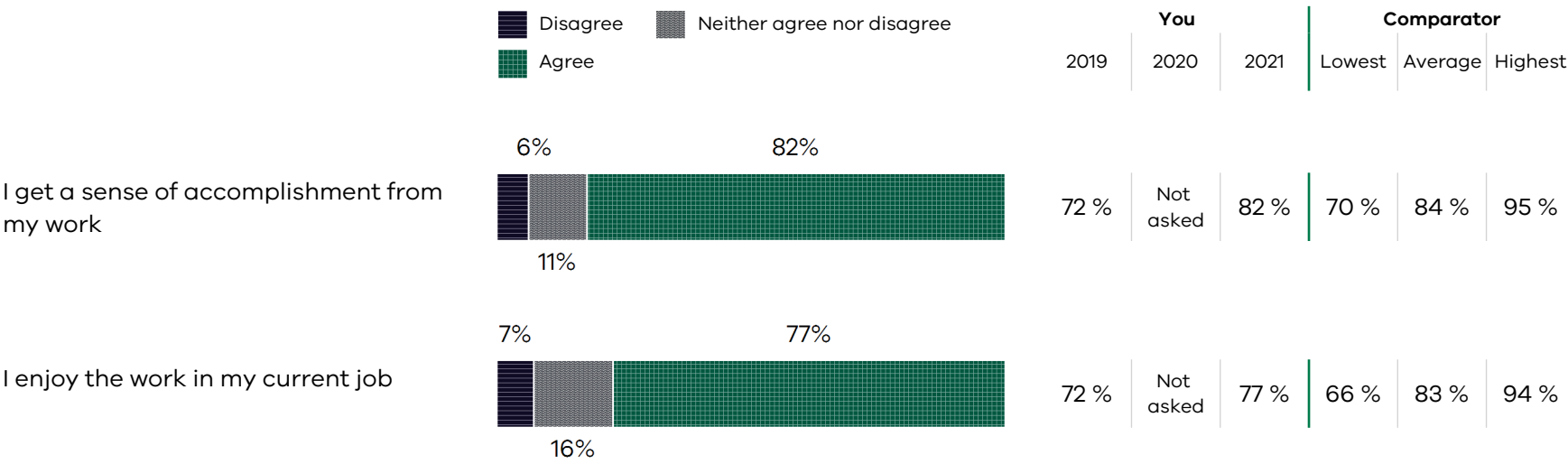
Example

82% 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



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.

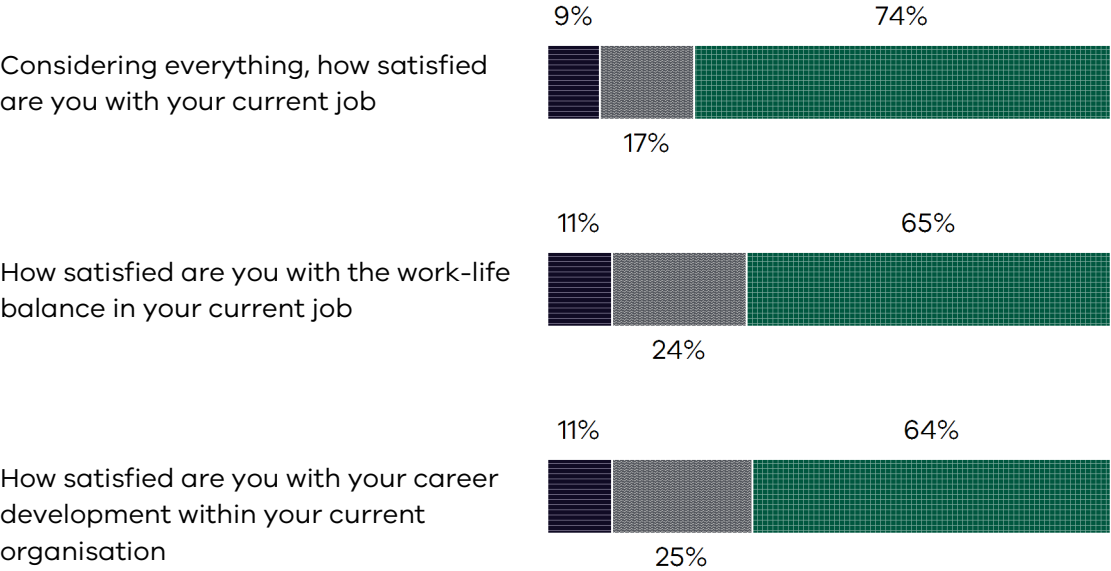
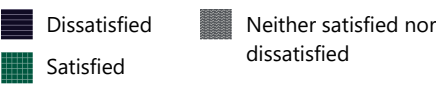
Example

74% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	62 %	74 %	52 %	75 %	92 %
58 %	70 %	65 %	53 %	71 %	89 %
53 %	61 %	64 %	50 %	65 %	84 %

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.

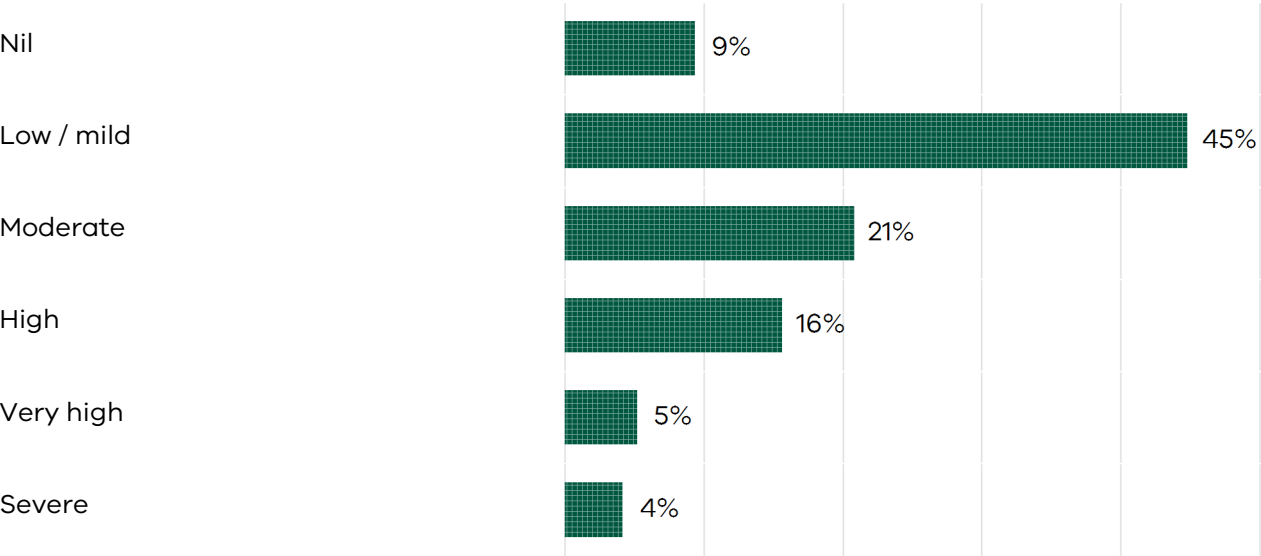
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

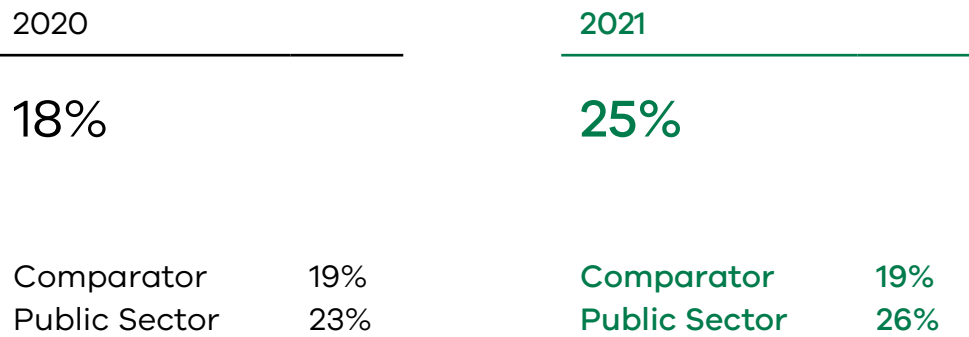
Example

25% 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.

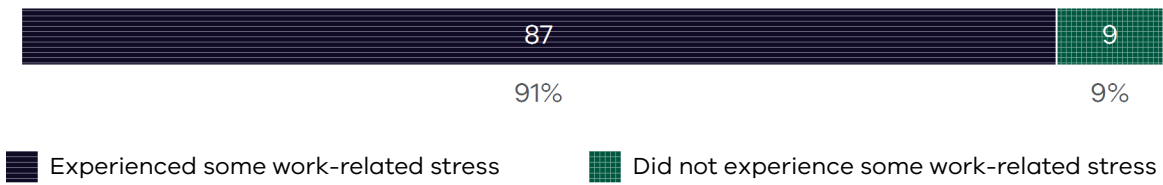
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 46% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	44%	46%	50%	51%
Time pressure	30%	37%	41%	42%
Other changes due to COVID-19	19%	23%	24%	15%
Dealing with clients, patients or stakeholders	18%	17%	13%	14%
Content, variety, or difficulty of work	8%	16%	8%	12%
Competing home and work responsibilities	16%	11%	11%	12%
Work that doesn't match my skills or experience	4%	11%	5%	7%
Physical environment	5%	9%	7%	5%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	23%	9%	16%	12%
Management of work (e.g. supervision, training, information, support)	17%	8%	11%	13%

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.

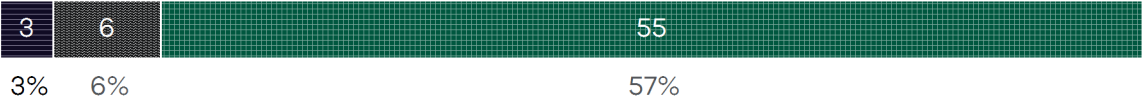
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

9% of your staff who did the survey said they intended to leave.

Of that 9%, 33% said it was from 'Better location/reduced travel time'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Better location/reduced travel time	33%	20%	13%
Limited developmental/educational opportunities at my organisation	33%	22%	24%
Limited recognition for doing a good job	33%	32%	32%
My interests do not match my job role	33%	15%	14%
Opportunity to broaden experience	33%	34%	40%
Opportunity to seek/take a promotion elsewhere	33%	15%	33%
Excessive workload	22%	22%	25%
Lack of organisational stability	22%	17%	18%
Limited involvement in decisions affecting my job and career	22%	14%	20%
Limited opportunities to gain further experience at my organisation	22%	29%	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

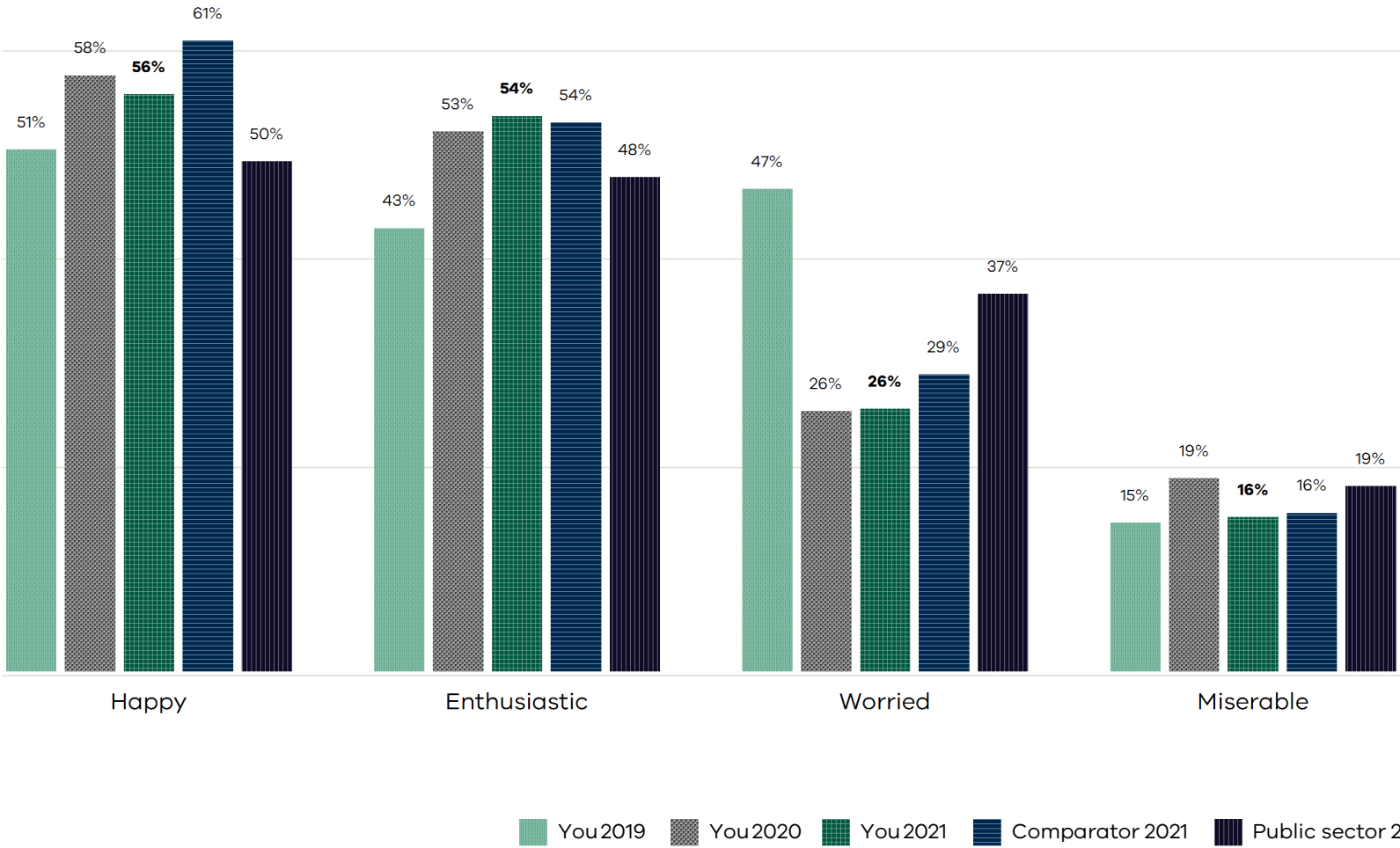
In 2021:

- 56% of your staff who did the survey said work made them feel happy in 2021, which is down from 58% in 2020

Compared to:

- 61% of staff at your comparator and 50% of staff across the public sector.

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



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.

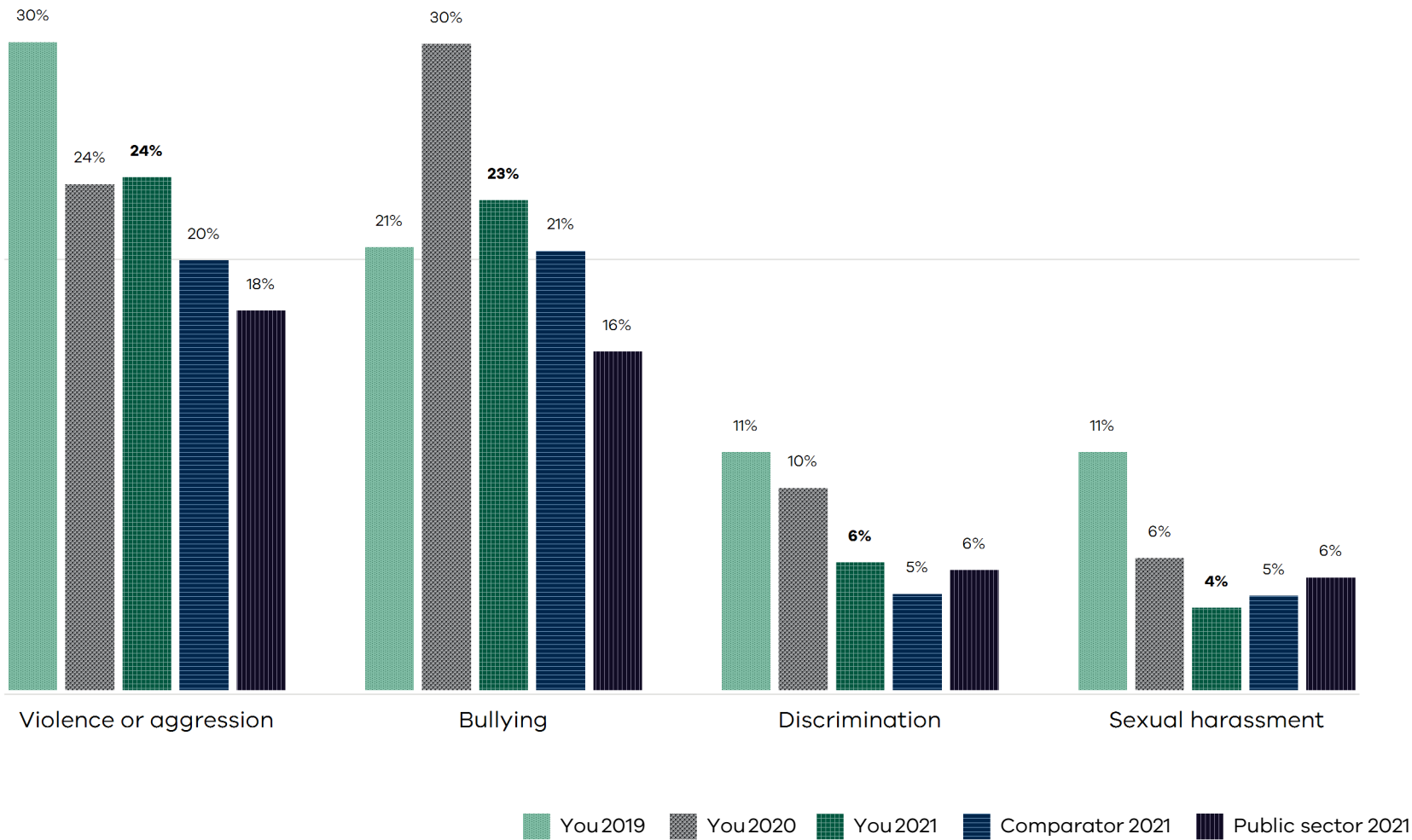
You can compare these with your comparator and the public sector.

Example

- In 2021:
- 24% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 24% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

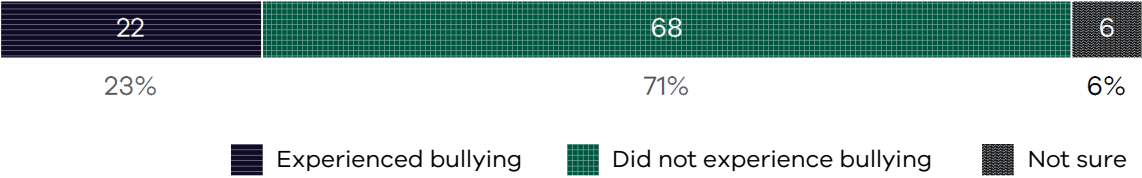
In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced bullying.

Of that 23%, 50% 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)	71%	50%	67%	69%
Exclusion or isolation	39%	27%	41%	42%
Verbal abuse	18%	27%	21%	20%
Intimidation and/or threats	36%	23%	33%	32%
Other	14%	18%	11%	15%
Being assigned meaningless tasks unrelated to the job	11%	14%	9%	13%
Withholding essential information for me to do my job	7%	9%	25%	27%
Being given impossible assignment(s)	0%	5%	5%	9%

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.

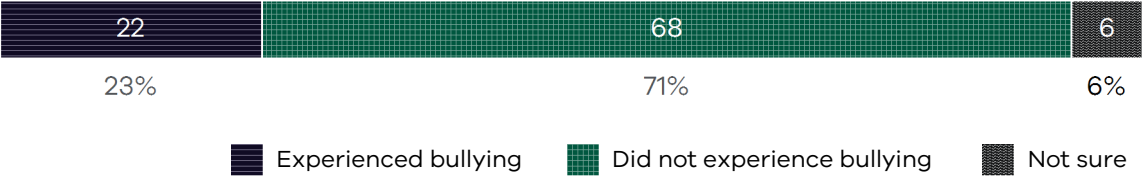
In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced bullying, of which

- 45% said the top way they reported the bullying was 'Told a manager'.
- 77% 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	64%	45%	47%	47%
Submitted a formal complaint	11%	23%	14%	12%
Told a friend or family member	36%	23%	28%	34%
Told a colleague	43%	18%	40%	42%
Told someone else	4%	18%	12%	12%
I did not tell anyone about the bullying	18%	14%	11%	12%
Told the person the behaviour was not OK	0%	14%	17%	17%
Told employee assistance program (EAP) or peer support	0%	5%	7%	9%
Told Human Resources	4%	5%	15%	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

77% of your staff who experienced bullying did not submit a formal complaint, of which:

- 35% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	35%	46%	50%
I believed there would be negative consequences for my reputation	29%	43%	53%
I believed there would be negative consequences for my career	24%	22%	40%
I didn't think it was serious enough	24%	15%	16%
I didn't feel safe to report the incident	12%	12%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	12%	4%	8%
I believed there would be negative consequences for the person I was going to complain about	6%	7%	10%
I didn't need to because I made the bullying stop	6%	7%	7%
I thought the complaint process would be embarrassing or difficult	6%	8%	14%
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, 23% 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.

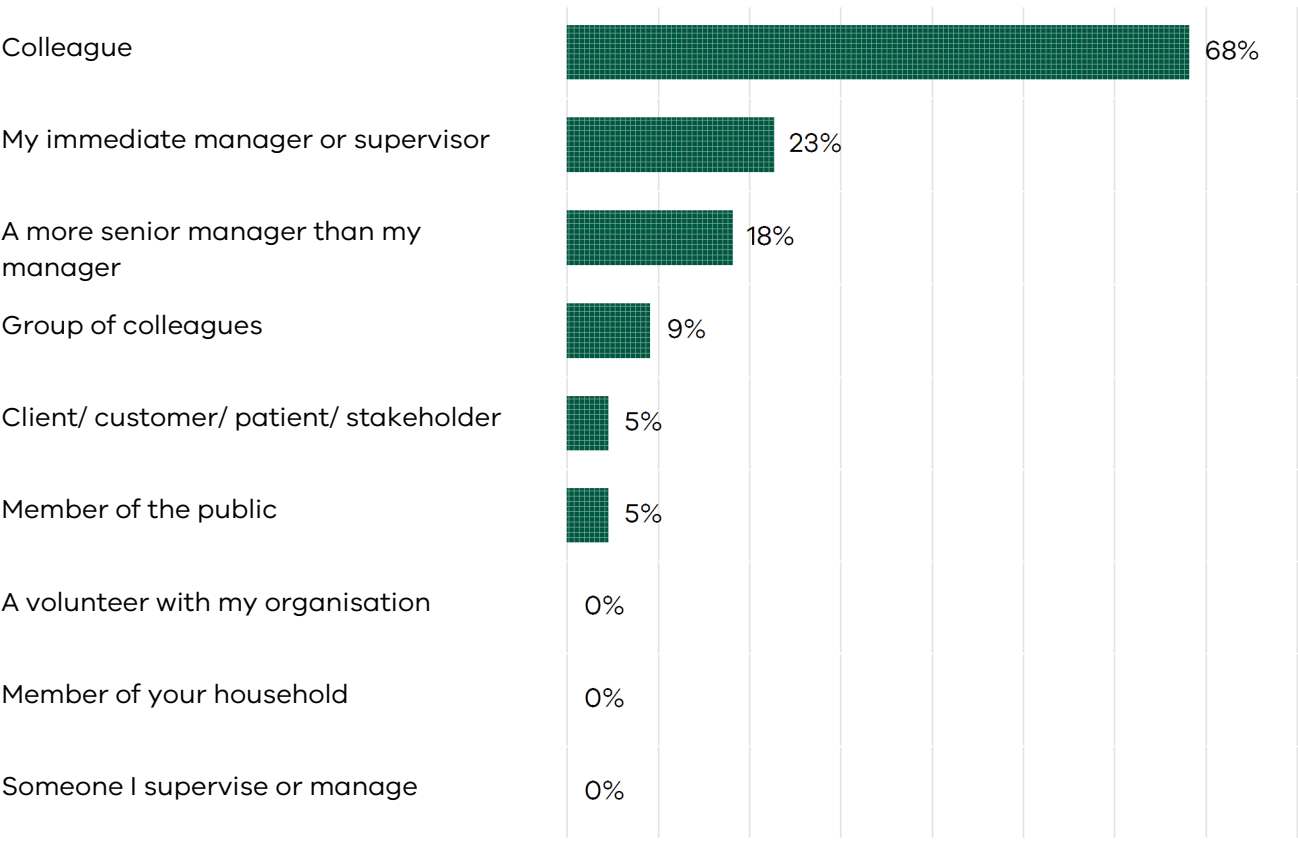
Each row is one perpetrator or group of perpetrators.

Example

23% of your staff who did the survey said they experienced bullying.

Of that 23%, 68% said it was by 'Colleague'.

22 people (23% 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.

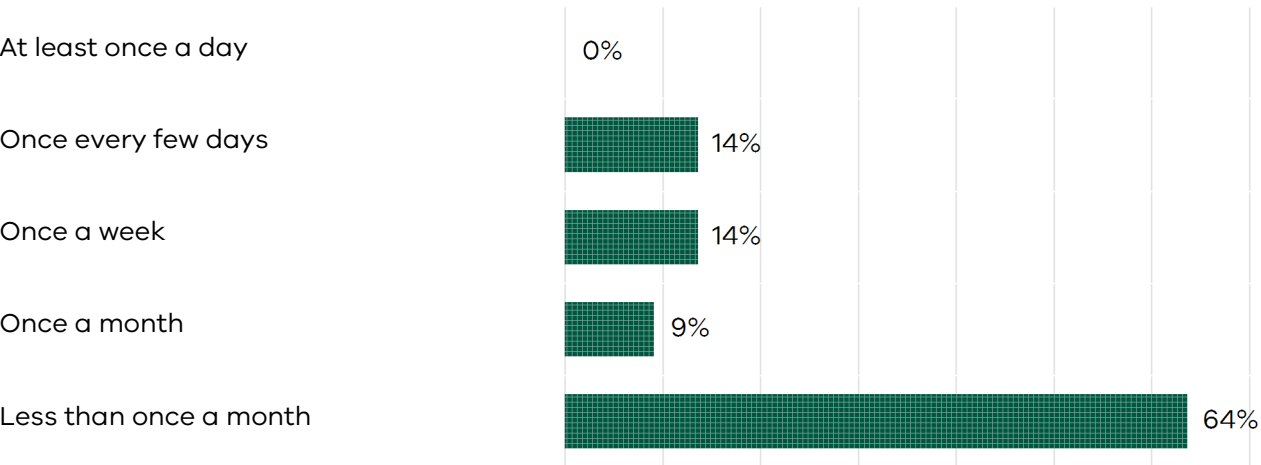
How to read this

In this year’s survey, 23% of your staff said they experienced bullying.
If they did, they could tell us how often they experienced this behaviour.

Example

23% of your staff who did the survey said they experienced bullying.
Of that 23%, 0% 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.

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

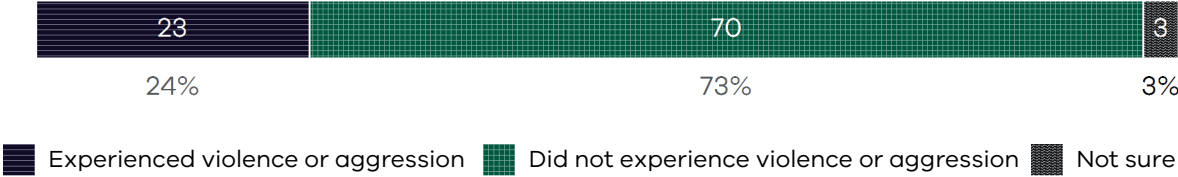
How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced. In descending order, the table shows the answers.

Example

24% of your staff who did the survey said they experienced violence or aggression. Of that 24%, 87% said it was from 'Abusive language'.

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



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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	50%	87%	74%	81%
Intimidating behaviour	50%	48%	53%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	45%	39%	35%	28%
Threats of violence	14%	17%	25%	39%
Damage to my property or work equipment	0%	4%	3%	7%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

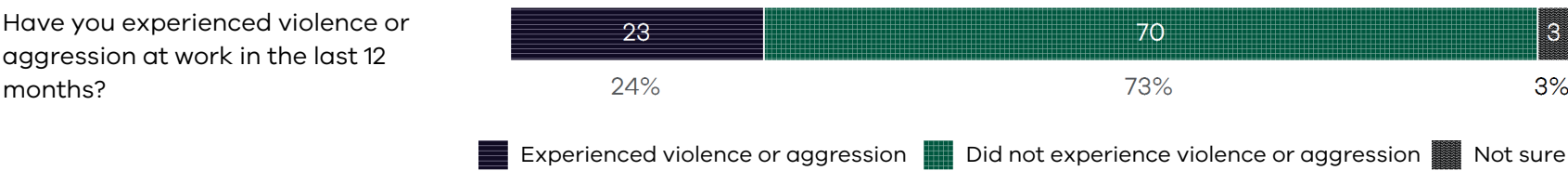
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

24% of your staff who did the survey said they experienced violence or aggression, fo which

- 57% said the top way they reported the violence or aggression was 'Told a manager'
- 52% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	57%	54%	52%
Submitted a formal incident report	55%	48%	42%	32%
Told a colleague	59%	43%	41%	46%
Told the person the behaviour was not OK	0%	22%	34%	33%
Told a friend or family member	23%	9%	11%	20%
Told someone else	0%	9%	3%	6%
Told Human Resources	5%	4%	5%	4%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

52% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 33% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?



Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	33%	34%	39%
I didn't need to because I made the violence or aggression stop	25%	13%	16%
I didn't think it was serious enough	25%	28%	33%
I believed there would be negative consequences for the person I was going to complain about	17%	4%	4%
Other	17%	23%	12%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

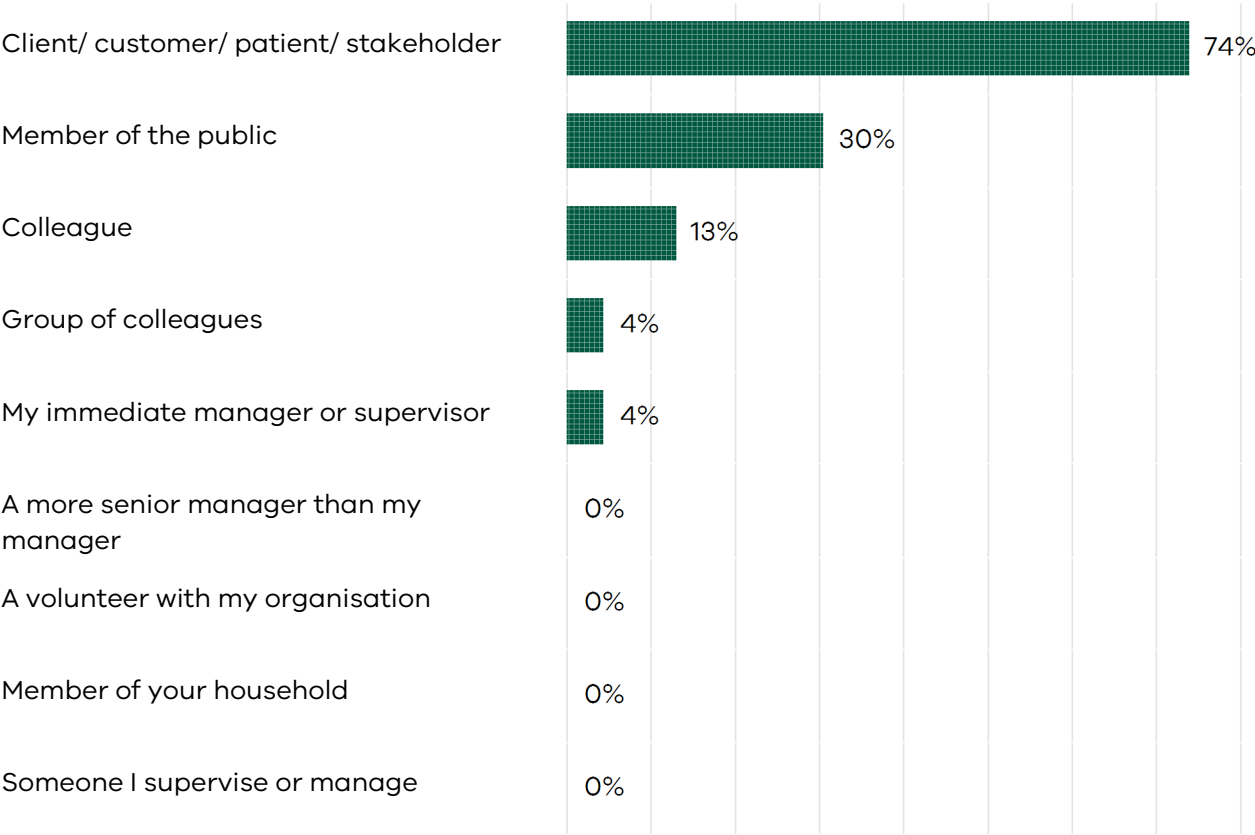
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

24% of your staff who did the survey said they experienced violence or aggression. Of that 24%, 74% said it was 'Client/ customer/ patient/ stakeholder'.

23 people (24% of staff) experienced violence or aggression (You2021)



Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

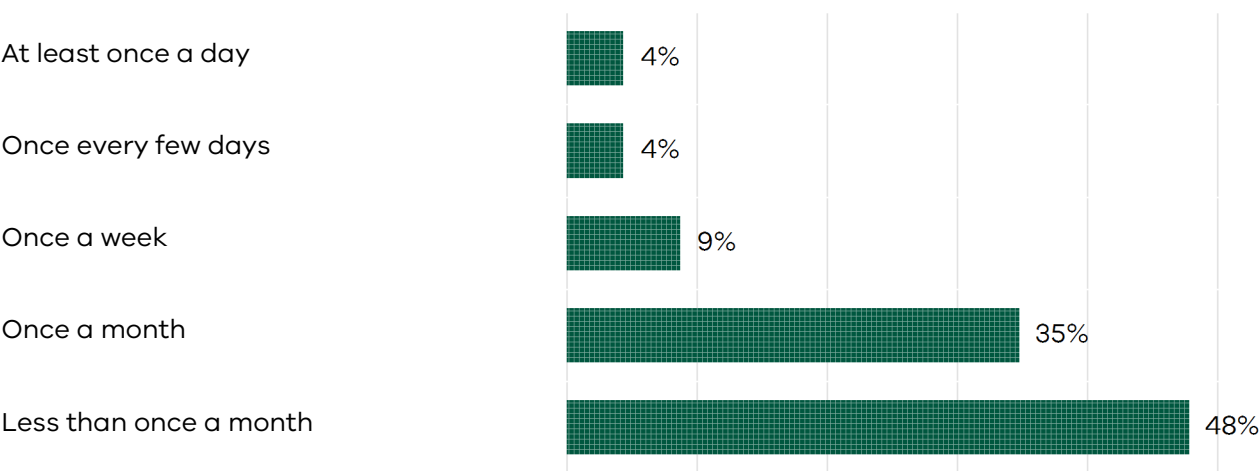
In this year’s survey, 24% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

24% of your staff who did the survey said they experienced violence or aggression. Of that 24%, 4% said it was by 'At least once a day'.

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



Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

26% of your staff who did the survey said they witnessed some negative behaviour at work.

74% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	74%	73%	77%
Bullying of a colleague	16%	20%	16%
Discrimination against a colleague	9%	8%	8%
Violence or aggression against a colleague	7%	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**
- 26% of your staff who did the survey witnessed negative behaviour, of which:
- 60% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 0% 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	60%	72%	72%
Told a manager	40%	40%	37%
Told the person the behaviour was not OK	32%	25%	25%
Spoke to the person who behaved in a negative way	16%	23%	22%
Other	12%	7%	7%
Told a colleague	12%	17%	21%
Told Human Resources	8%	8%	6%
Submitted a formal complaint	4%	8%	6%

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.

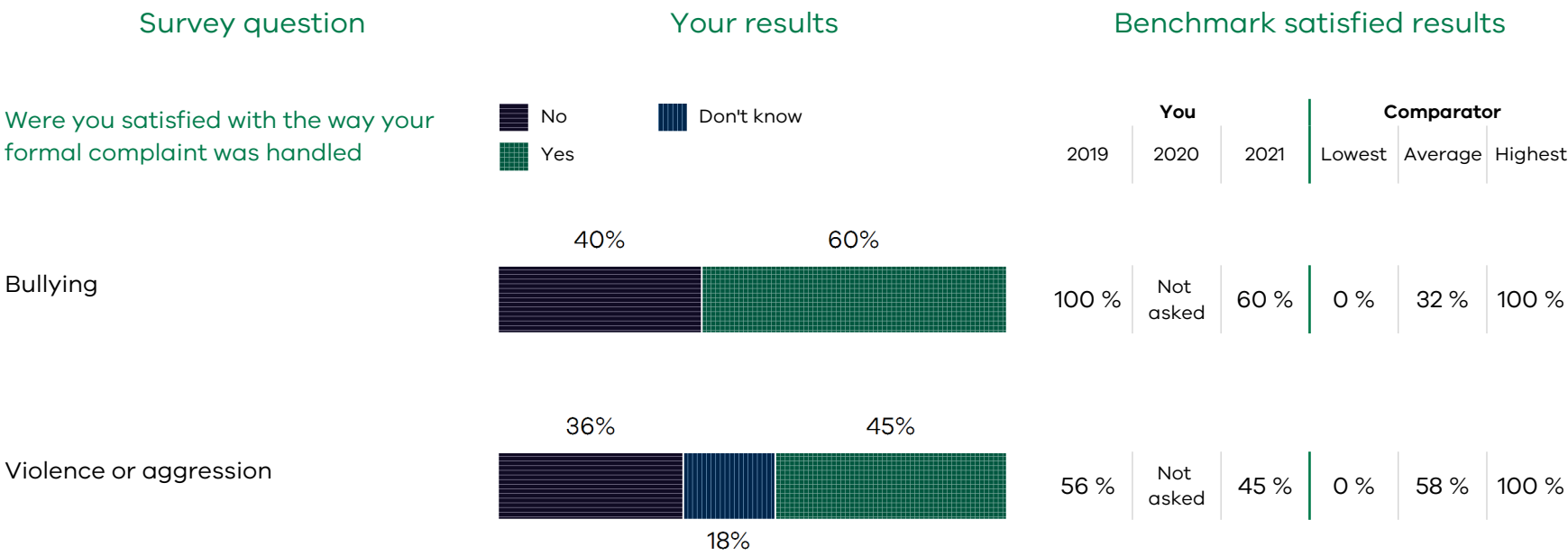
How to read this

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

60% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.



People matter

survey 2021

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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 'Job enrichment', the 'You 2021' column shows 94% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 1% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	94%	+1%	92%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	91%	Not asked in 2020	89%
Manager leadership	My manager is committed to workplace safety	89%	Not asked in 2020	86%
Meaningful work	I feel that I can make a worthwhile contribution at work	89%	+3%	89%
Workgroup support	I am able to work effectively with others in my workgroup	89%	+7%	90%
Equal employment opportunity	Gender is not a barrier to success in my organisation	88%	Not asked in 2020	86%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	86%	Not asked in 2020	83%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	+2%	89%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	85%	Not asked in 2020	84%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	85%	Not asked in 2020	83%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 31% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	31%	Not asked in 2020	37%
Taking action	My organisation has taken positive action on the results of last year's survey	35%	Not asked in 2020	35%
Patient safety climate	Trainees in my discipline are adequately supervised	44%	+3%	62%
Patient safety climate	This health service does a good job of training new and existing staff	45%	0%	62%
Learning and development	I feel I have an equal chance at promotion in my organisation	48%	Not asked in 2020	47%
Manager support	My manager has regular conversations with me about my learning and development	49%	Not asked in 2020	53%
Safety climate	All levels of my organisation are involved in the prevention of stress	51%	+2%	50%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	53%	Not asked in 2020	72%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	55%	Not asked in 2020	51%
Workload	I have enough time to do my job effectively	55%	+0%	54%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Patient safety climate', the 'You 2021' column shows 78% of your staff agreed with 'My suggestions about patient safety would be acted upon if I expressed them to my manager'.

In the 'Increase from 2020' column, you have a 17% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	78%	+17%	77%
Engagement	My organisation inspires me to do the best in my job	72%	+13%	70%
Engagement	I would recommend my organisation as a good place to work	75%	+13%	76%
Engagement	I am proud to tell others I work for my organisation	82%	+12%	82%
Satisfaction	Considering everything, how satisfied are you with your current job	74%	+12%	75%
Manager support	My manager keeps me informed about what's going on	75%	+8%	72%
Workgroup support	Workgroups across my organisation willingly share information with each other	61%	+8%	59%
Manager support	My manager involves me in decisions about my work	75%	+7%	75%
Workgroup support	I am able to work effectively with others in my workgroup	89%	+7%	90%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	61%	+7%	58%

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 'Senior leadership', the 'You 2021' column shows 64% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

In the 'Decrease from 2020' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	64%	-10%	64%
Workload	The workload I have is appropriate for the job that I do	55%	-9%	61%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	59%	-8%	56%
Job enrichment	My job allows me to utilise my skills, knowledge and abilities	79%	-7%	83%
Senior leadership	Senior leaders support staff to work in an environment of change	63%	-6%	62%
Satisfaction	How satisfied are you with the work-life balance in your current job	65%	-5%	71%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	63%	-5%	68%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	63%	-1%	68%
Patient safety climate	This health service does a good job of training new and existing staff	45%	0%	62%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	68%	0%	78%

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 'Safety climate', the 'You 2021' column shows 71% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

The 'difference' column, shows that agreement for this question was 14 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	71%	+14%	57%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	78%	+9%	69%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	79%	+9%	70%
Equal employment opportunity	Disability is not a barrier to success in my organisation	79%	+8%	71%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	77%	+7%	70%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	76%	+6%	70%
Manager support	My manager provides me with enough support when I need it	79%	+6%	73%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	72%	+6%	66%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	79%	+5%	74%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	77%	+5%	72%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Diversity and inclusion', the 'You 2021' column shows 53% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

The 'difference' column, shows that agreement for this question was 19 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	53%	-19%	72%
Patient safety climate	Trainees in my discipline are adequately supervised	44%	-19%	62%
Patient safety climate	This health service does a good job of training new and existing staff	45%	-17%	62%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	59%	-14%	73%
Patient safety climate	Patient care errors are handled appropriately in my work area	63%	-13%	75%
Engagement	I feel a strong personal attachment to my organisation	60%	-12%	73%
Quality service delivery	My workgroup has clear lines of responsibility	66%	-11%	77%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	68%	-11%	78%
Job enrichment	My work performance is assessed against clear criteria	59%	-10%	69%
Workgroup support	People in my workgroup work together effectively to get the job done	68%	-9%	76%

People matter

survey 2021

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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

57% 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'.

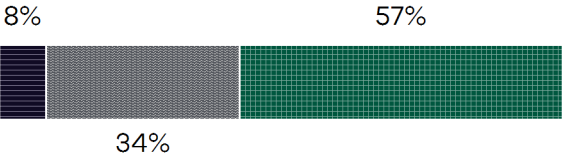
Survey question

Your results

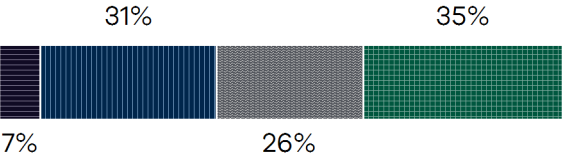
Benchmark agree results



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	57 %	34 %	54 %	78 %
Not asked	Not asked	35 %	11 %	35 %	72 %

People matter

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

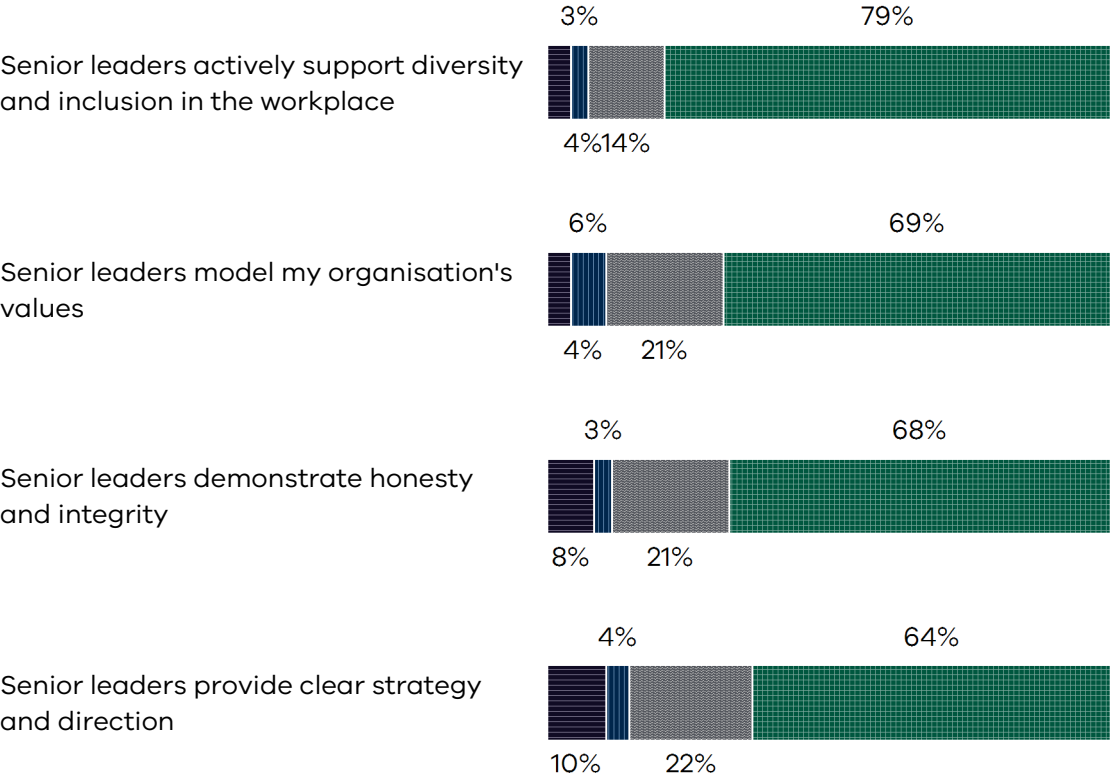
Example

79% 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		2021	Comparator		
	2020			Lowest	Average	Highest
57 %	Not asked	79 %	58 %	74 %	95 %	
58 %	Not asked	69 %	50 %	70 %	91 %	
60 %	Not asked	68 %	38 %	66 %	89 %	
57 %	73 %	64 %	38 %	64 %	92 %	

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.

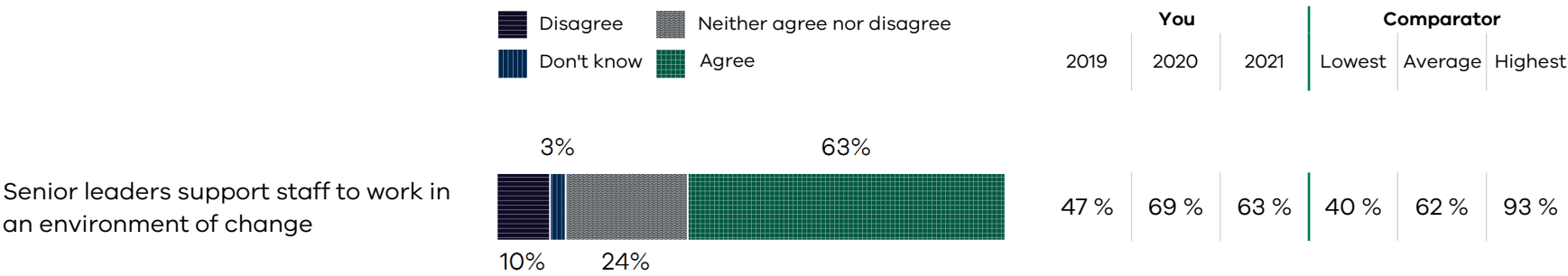
Example

63% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

Benchmark agree results



People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

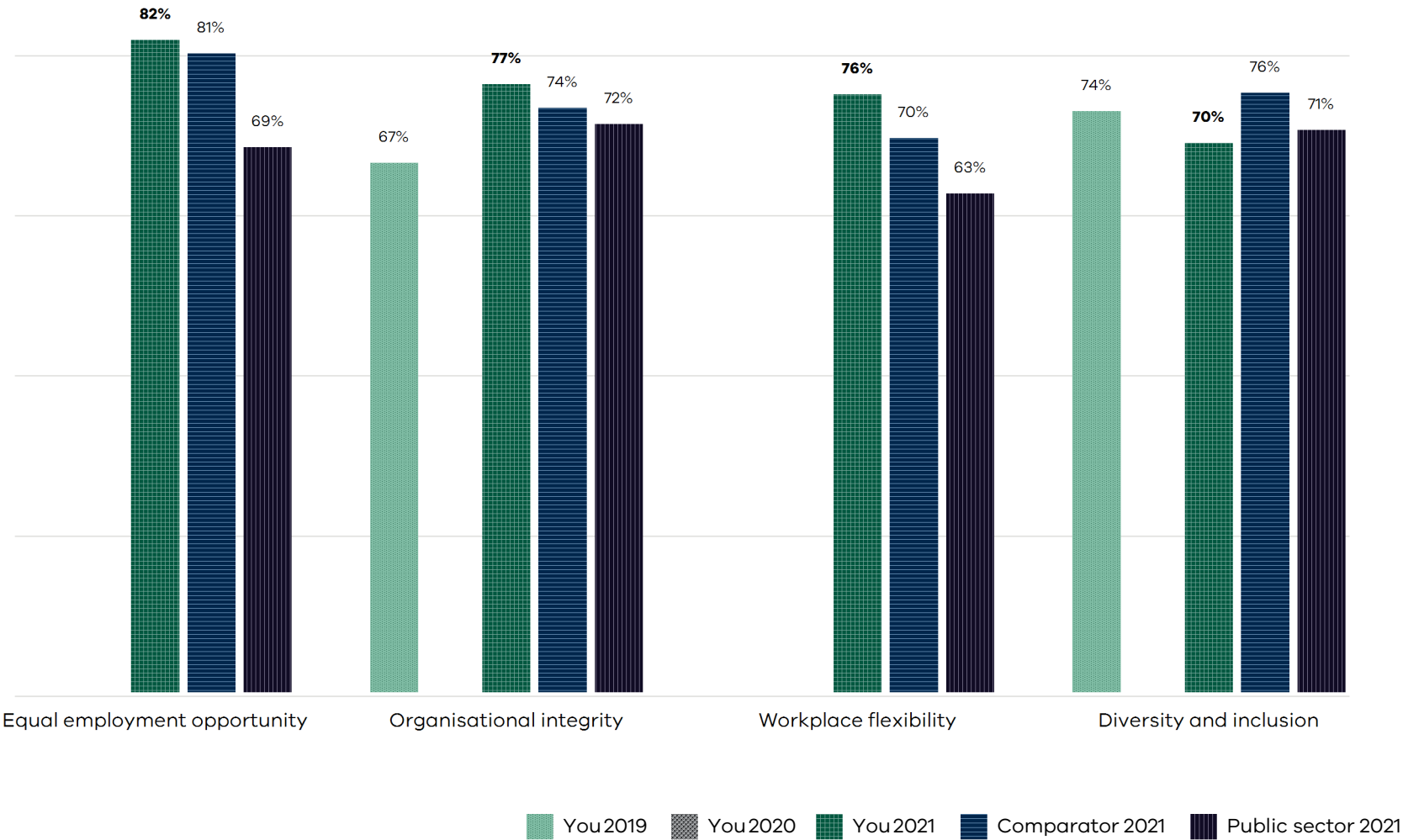
How to read this

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

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

Example

- In 2021:
- 82% 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.

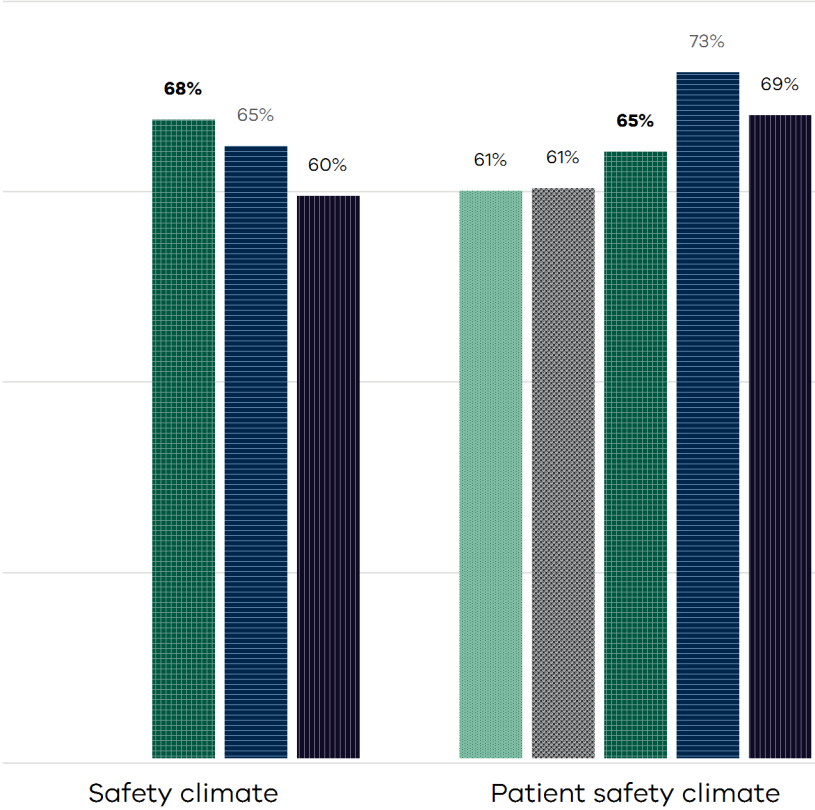
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 65% of staff at your comparator and 60% of staff across the public sector.



You2019 You2020 You2021 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

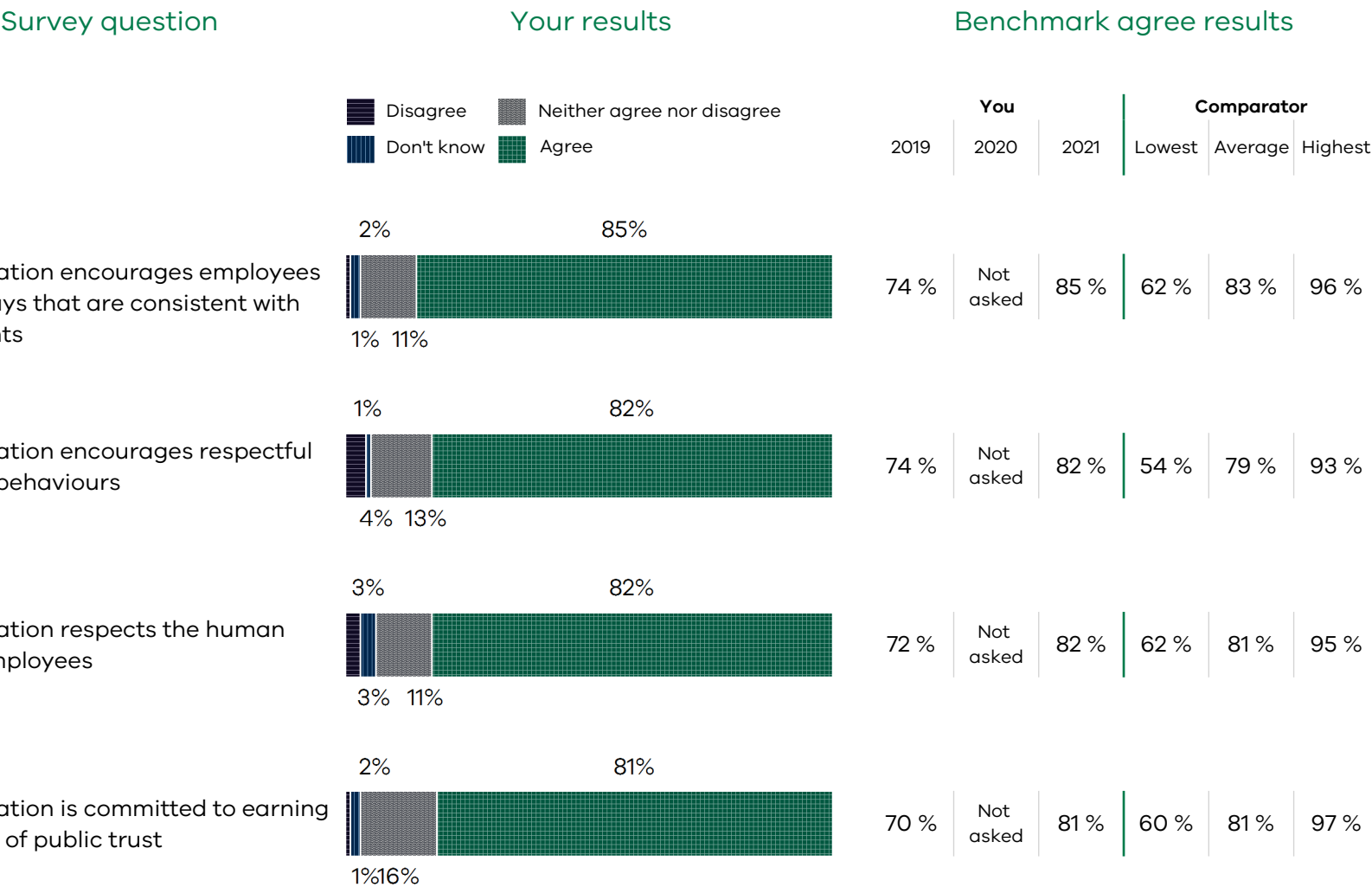
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% 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'.



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.

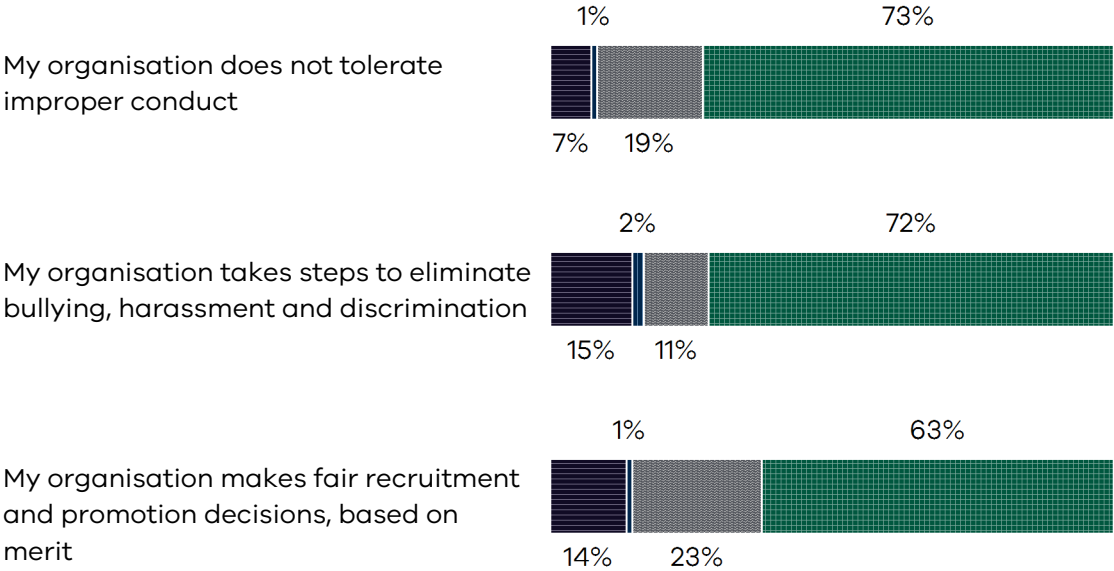
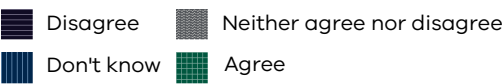
Example

73% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
64 %	Not asked	73 %	38 %	69 %	85 %
60 %	Not asked	72 %	42 %	66 %	85 %
57 %	Not asked	63 %	42 %	58 %	79 %

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

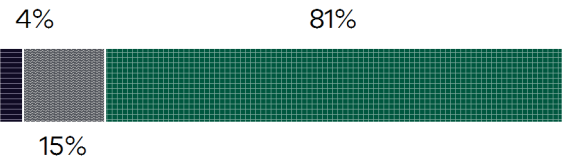
Survey question

Your results

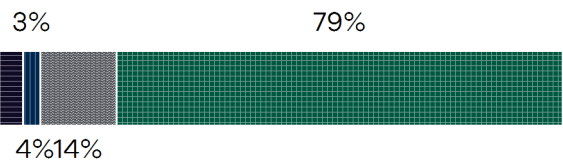
Benchmark agree results



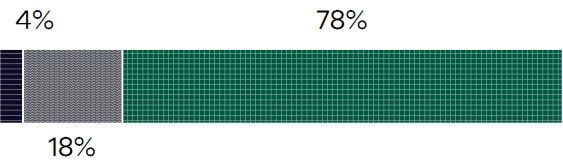
My organisation supports employees with family or other caring responsibilities, regardless of gender



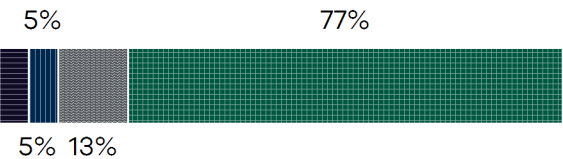
Having family responsibilities is not a barrier to success in my organisation



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	81 %	59 %	77 %	93 %
Not asked	Not asked	79 %	56 %	70 %	89 %
57 %	76 %	78 %	56 %	69 %	86 %
68 %	Not asked	77 %	55 %	70 %	89 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

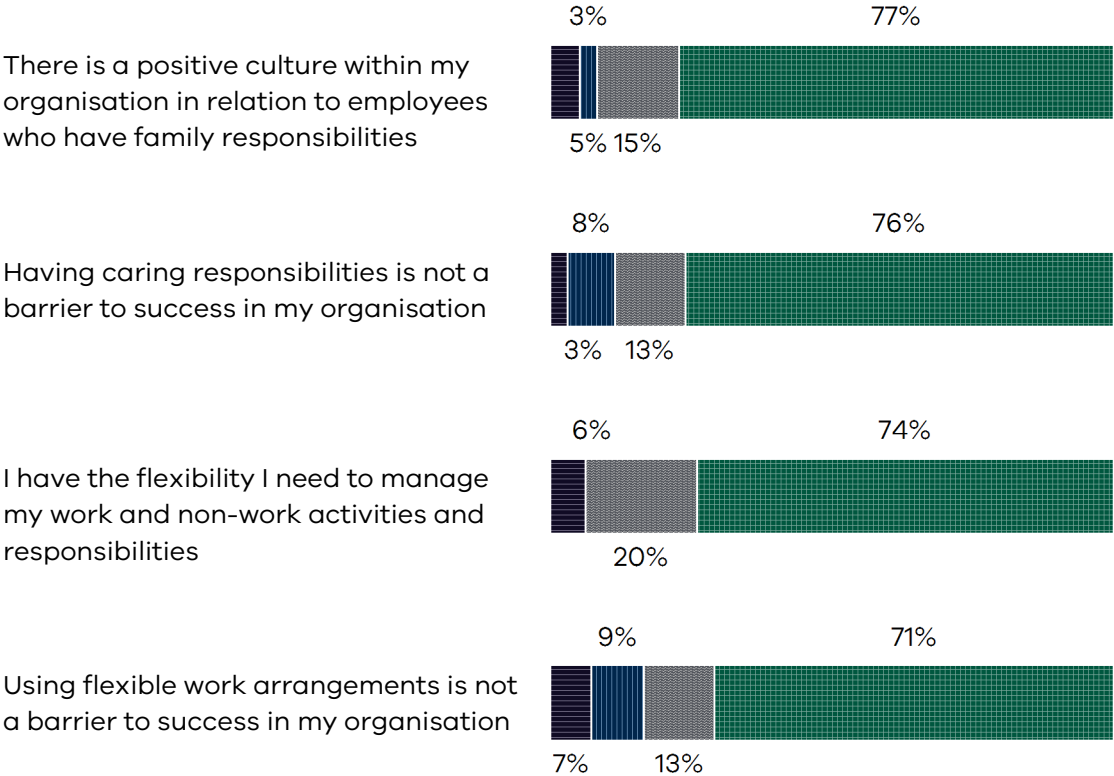
Example

77% 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	77 %	58 %	72 %	90 %
70 %	Not asked	76 %	54 %	70 %	88 %
Not asked	Not asked	74 %	58 %	73 %	88 %
Not asked	Not asked	71 %	51 %	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

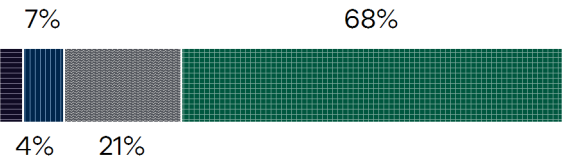
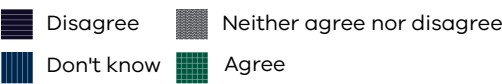
68% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

Your results

Benchmark agree results

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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	Not asked	68 %	50 %	65 %	86 %

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

36% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Part-time	36%	39%	19%
No, I do not use any flexible work arrangements	25%	30%	38%
Shift swap	23%	26%	12%
Flexible start and finish times	21%	18%	23%
Using leave to work flexible hours	16%	11%	8%
Study leave	9%	8%	4%
Working more hours over fewer days	7%	5%	6%
Job sharing	3%	3%	1%
Working from an alternative location (e.g. home, hub/shared work space)	2%	9%	24%
Other	1%	4%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

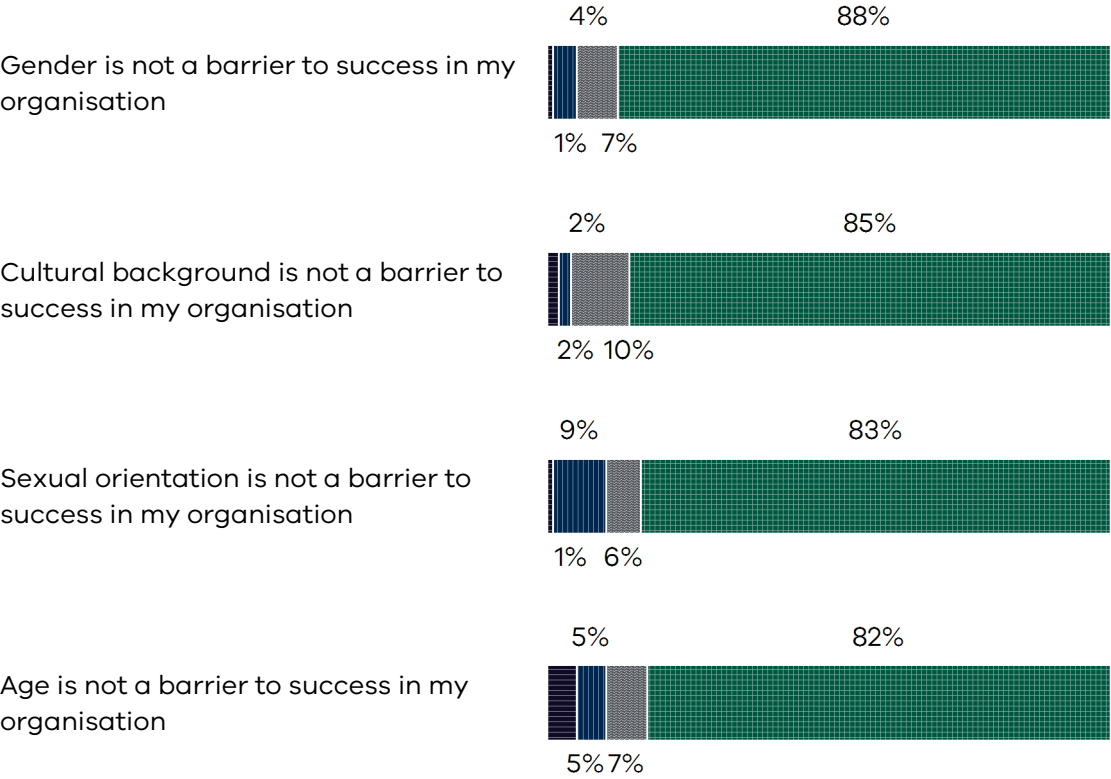
Example

88% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
Not asked	Not asked		88 %	71 %	86 %	97 %
85 %	Not asked		85 %	74 %	84 %	97 %
70 %	Not asked		83 %	71 %	84 %	92 %
77 %	Not asked		82 %	75 %	81 %	91 %

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.

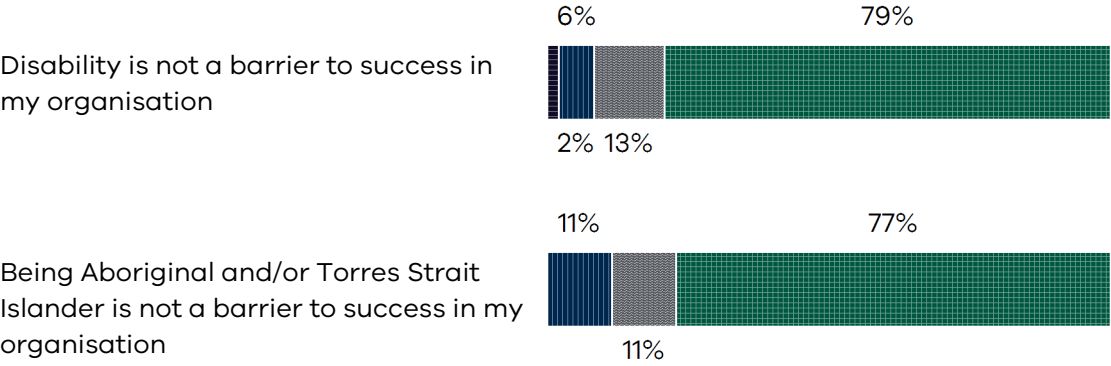
Example

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

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	Not asked	79 %	50 %	71 %	84 %
Not asked	Not asked	77 %	57 %	79 %	96 %

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.

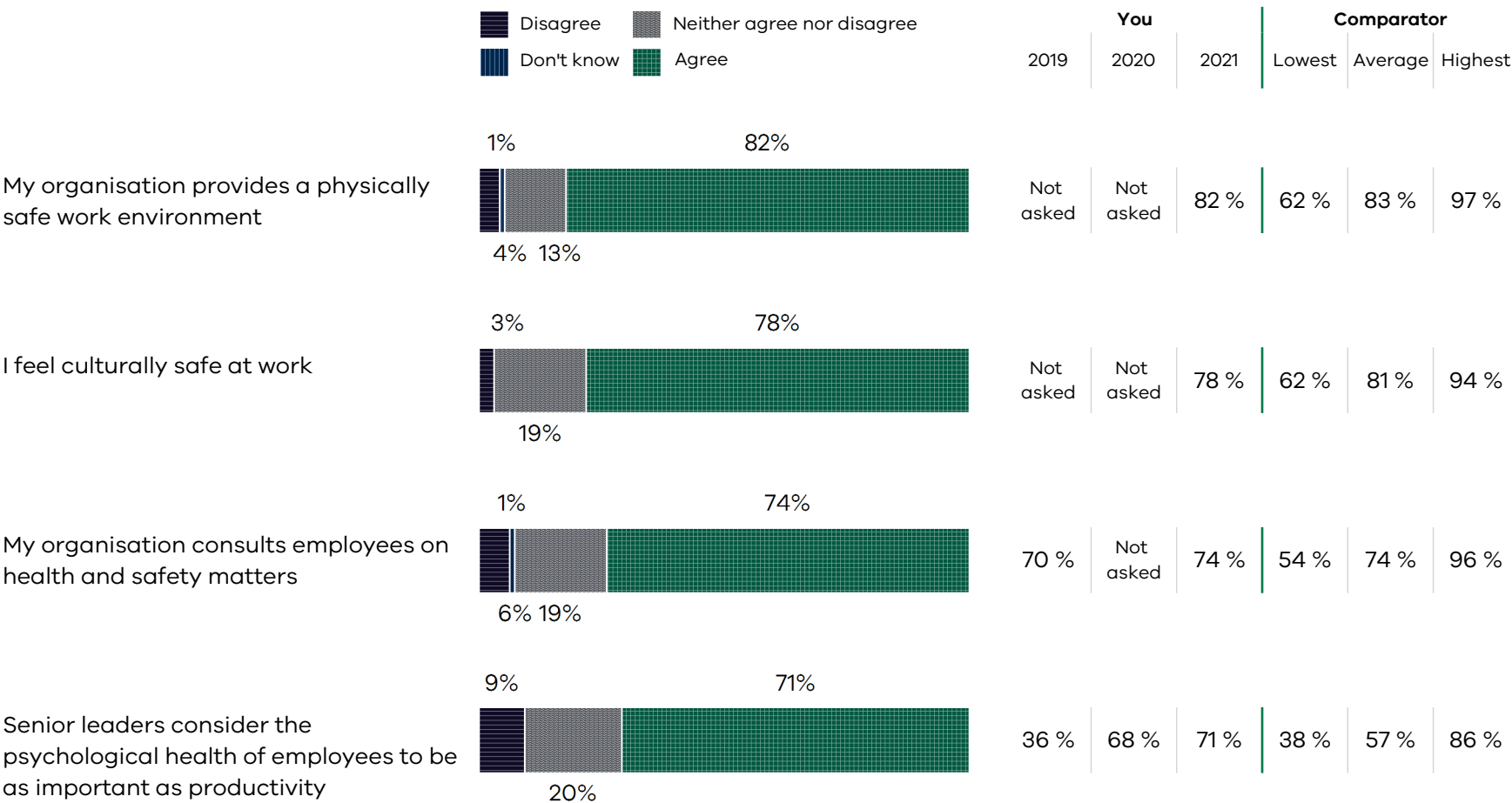
Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

Benchmark agree results



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

68% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

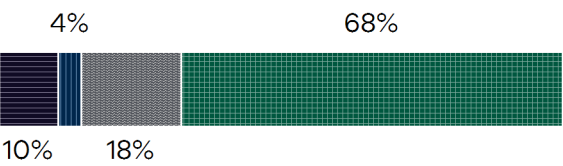
Survey question

Your results

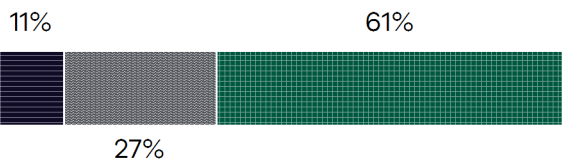
Benchmark agree results



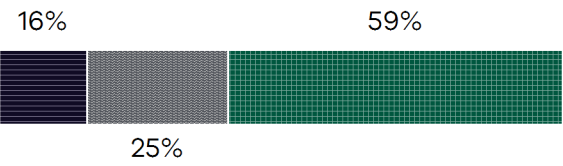
My organisation has effective procedures in place to support employees who may experience stress



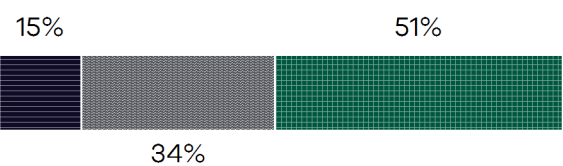
In my workplace, there is good communication about psychological safety issues that affect me



Senior leaders show support for stress prevention through involvement and commitment



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
43 %	68 %	68 %	42 %	64 %	86 %
34 %	55 %	61 %	38 %	58 %	81 %
34 %	68 %	59 %	34 %	56 %	84 %
26 %	49 %	51 %	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.

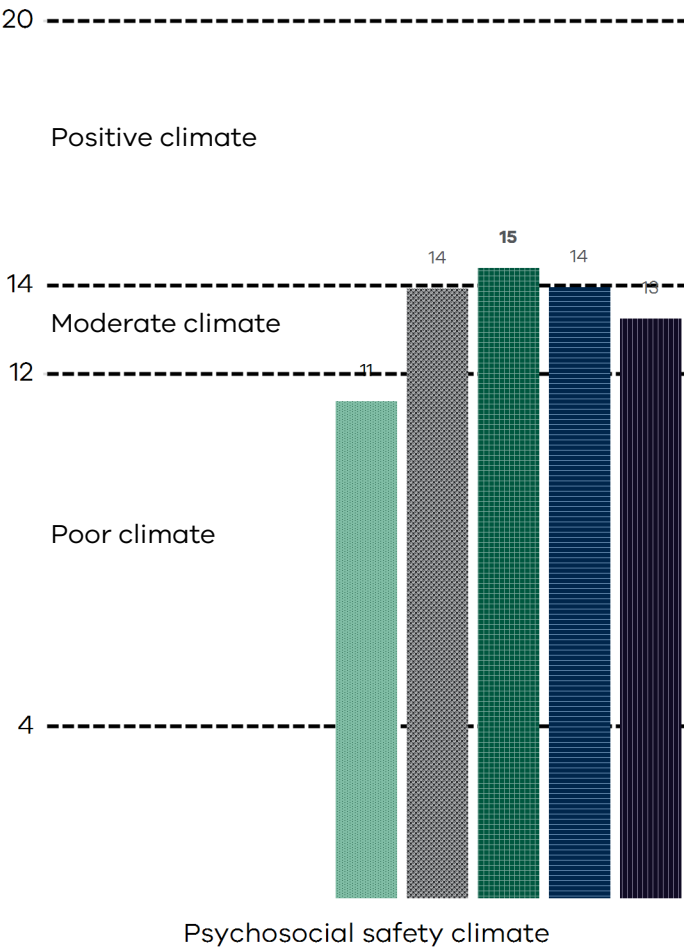
A score of:

- 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.

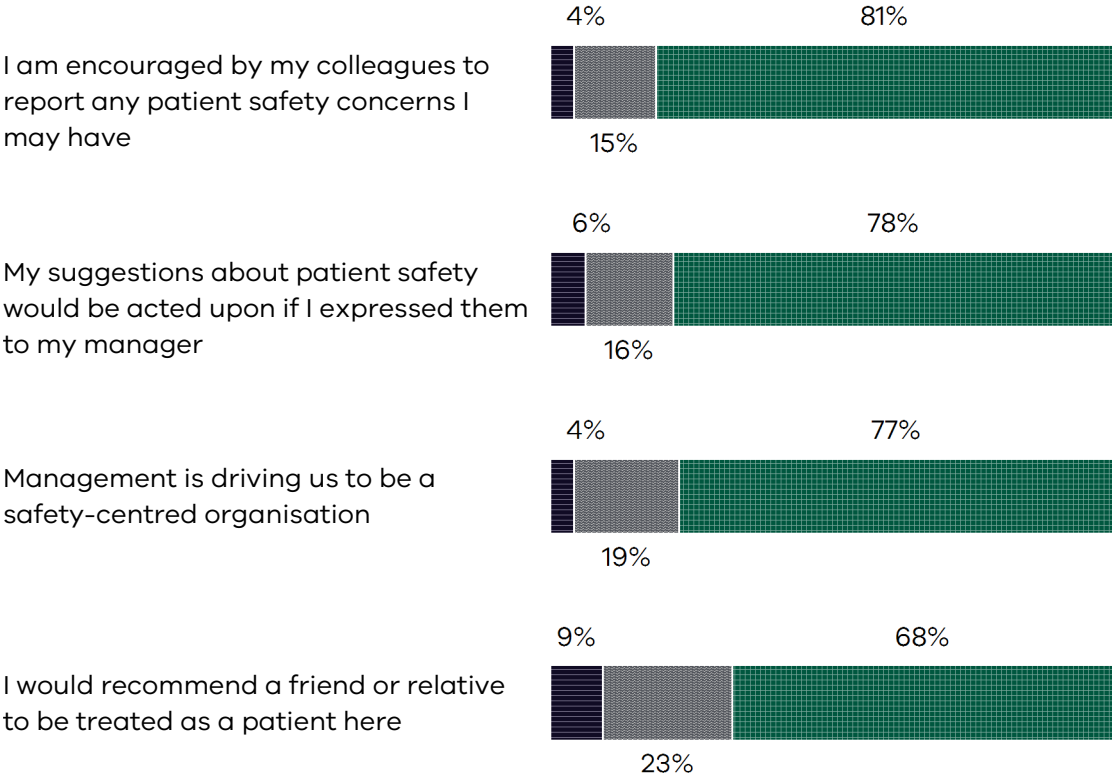
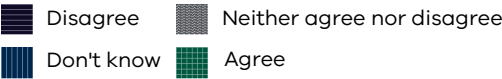
Example

81% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
81 %	81 %	81 %	73 %	85 %	97 %
62 %	61 %	78 %	56 %	77 %	89 %
74 %	73 %	77 %	58 %	77 %	92 %
64 %	68 %	68 %	60 %	78 %	96 %

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

63% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

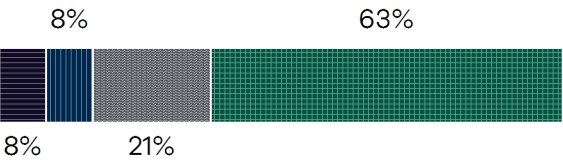
Survey question

Your results

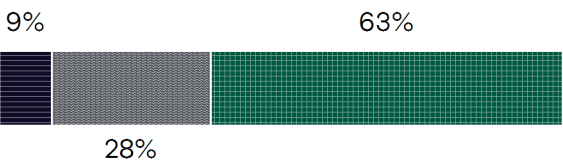
Benchmark agree results



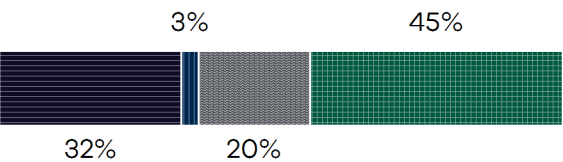
Patient care errors are handled appropriately in my work area



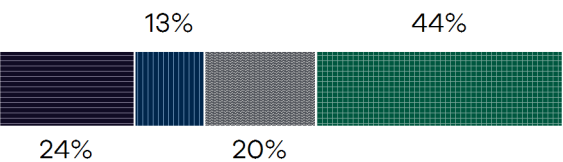
The culture in my work area makes it easy to learn from the errors of others



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



Trainees in my discipline are adequately supervised



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
51 %	61 %	63 %	56 %	75 %	91 %
57 %	57 %	63 %	38 %	67 %	88 %
42 %	45 %	45 %	40 %	62 %	92 %
55 %	41 %	44 %	31 %	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.

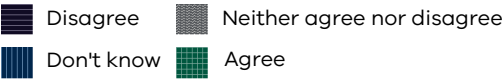
Example

79% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

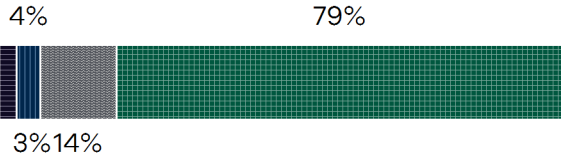
Survey question

Your results

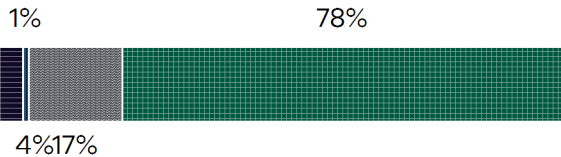
Benchmark agree results



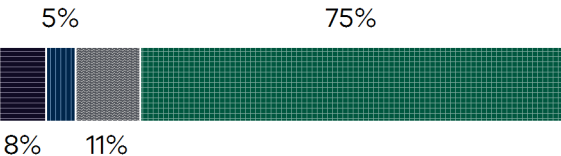
There is a positive culture within my organisation in relation to employees of different sexes/genders



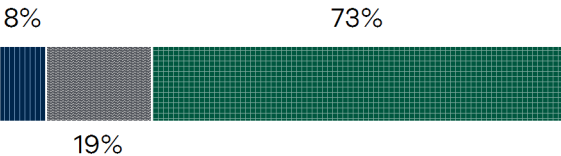
There is a positive culture within my organisation in relation to employees of different age groups



There is a positive culture within my organisation in relation to employees from varied cultural backgrounds



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
85 %	Not asked	79 %	64 %	81 %	92 %
81 %	Not asked	78 %	60 %	79 %	90 %
79 %	Not asked	75 %	69 %	82 %	94 %
70 %	Not asked	73 %	53 %	68 %	88 %

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.

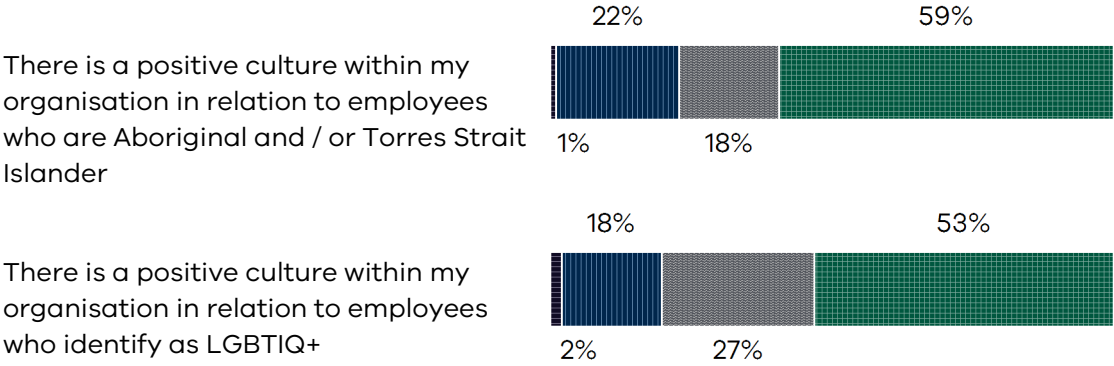
Example

59% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees in relation to employees who are Aboriginal and / or Torres Strait Islander’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	Not asked	59 %	43 %	73 %	92 %
57 %	Not asked	53 %	50 %	72 %	88 %

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.

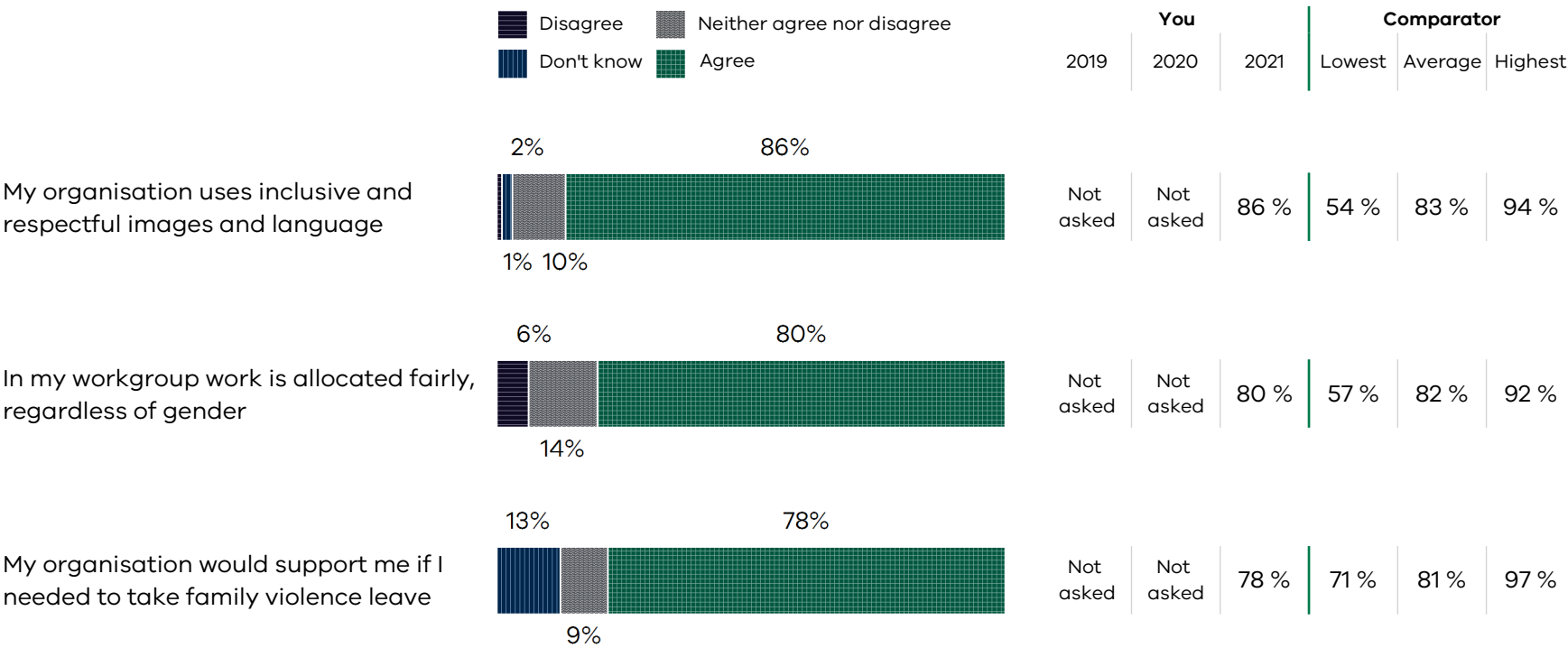
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question

Your results

Benchmark agree results



People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

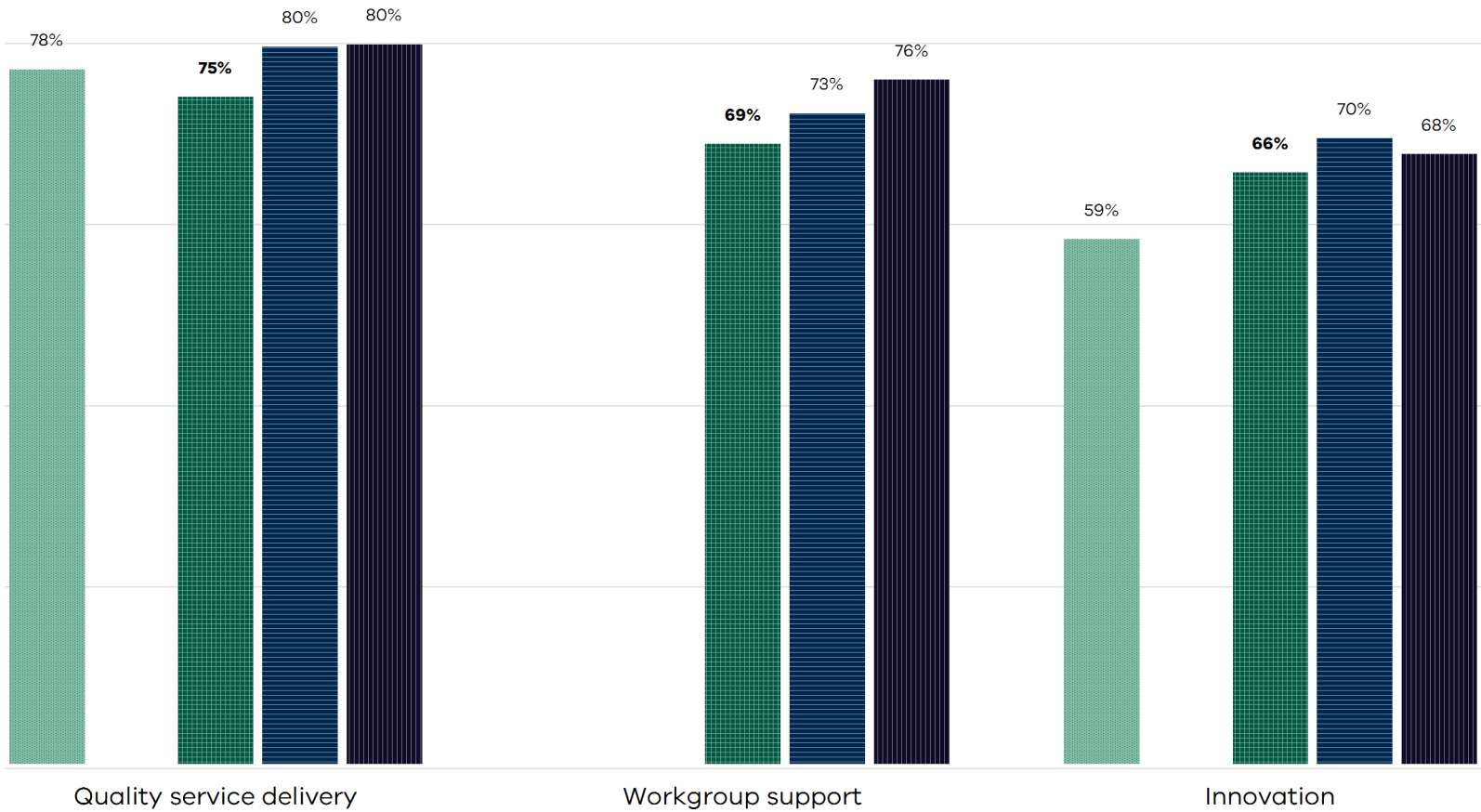
Example

In 2021:

- 75% 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.



You2019 You2020 You2021 Comparator 2021 Public sector 2021

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

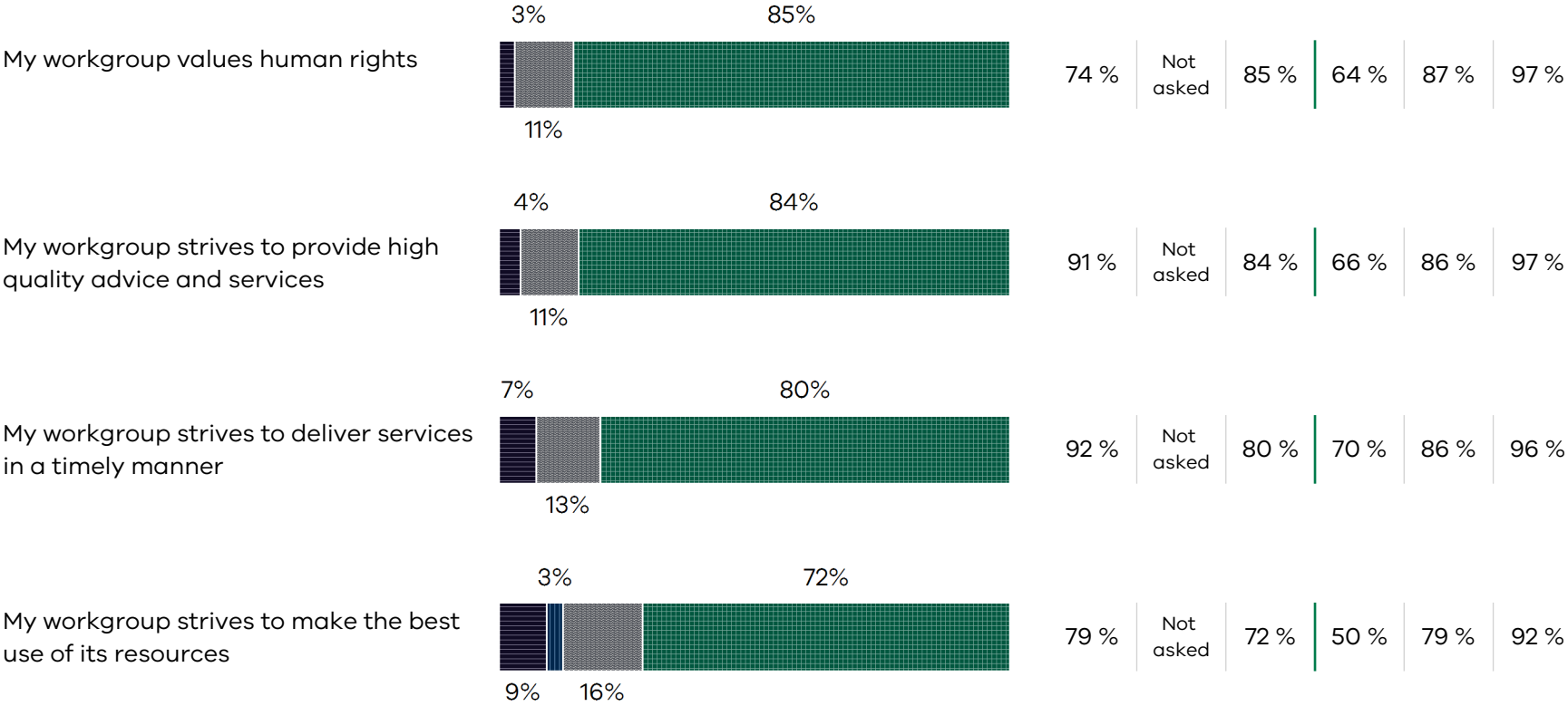
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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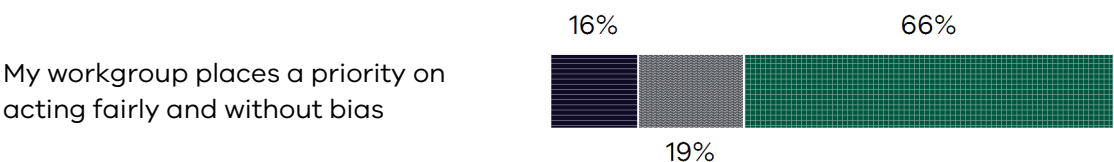
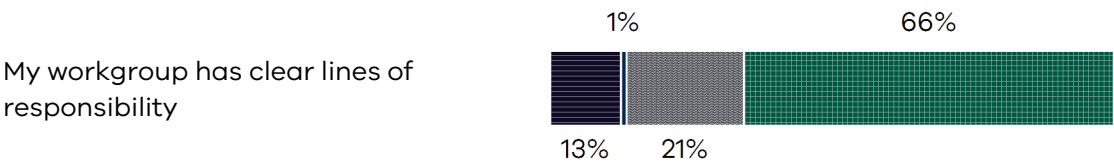
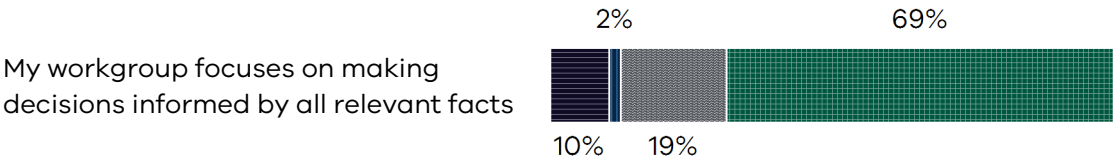
Example

69% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	69 %	50 %	74 %	89 %
64 %	Not asked	66 %	58 %	77 %	92 %
64 %	Not asked	66 %	44 %	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.

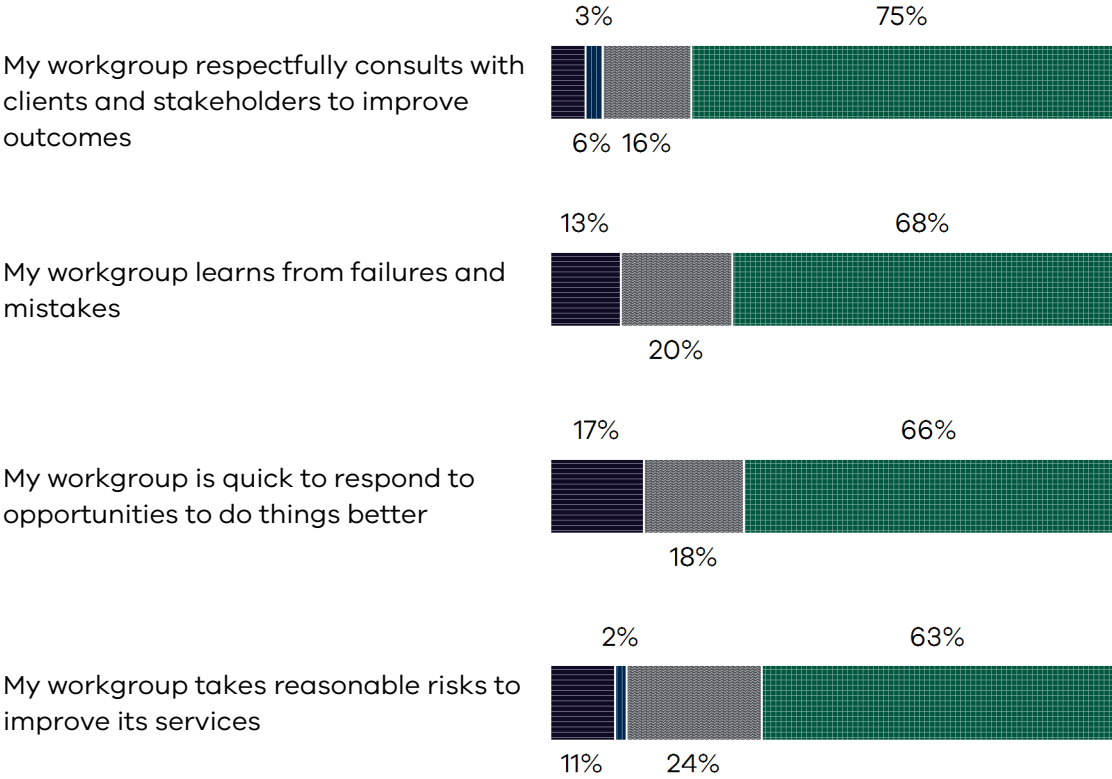
Example

75% 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		Comparator		
	2020	2021	Lowest	Average	Highest
68 %	Not asked	75 %	62 %	81 %	90 %
57 %	Not asked	68 %	40 %	69 %	86 %
60 %	Not asked	66 %	46 %	72 %	86 %
51 %	Not asked	63 %	48 %	64 %	84 %

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.

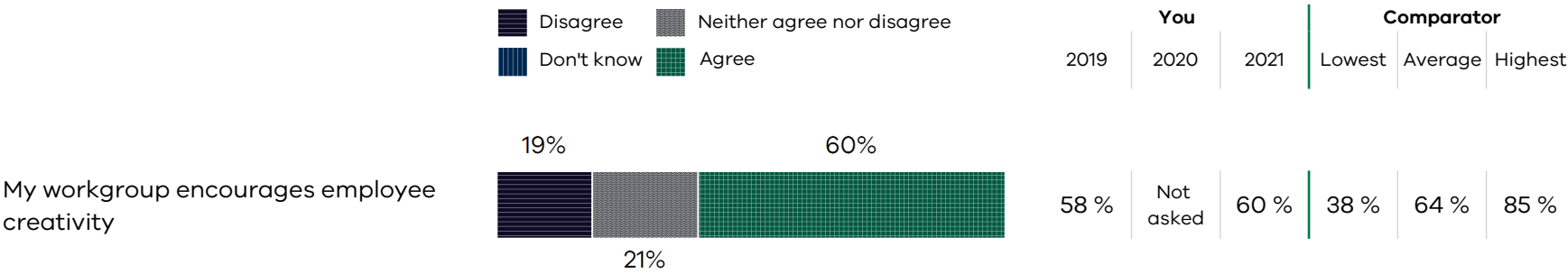
Example

60% 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

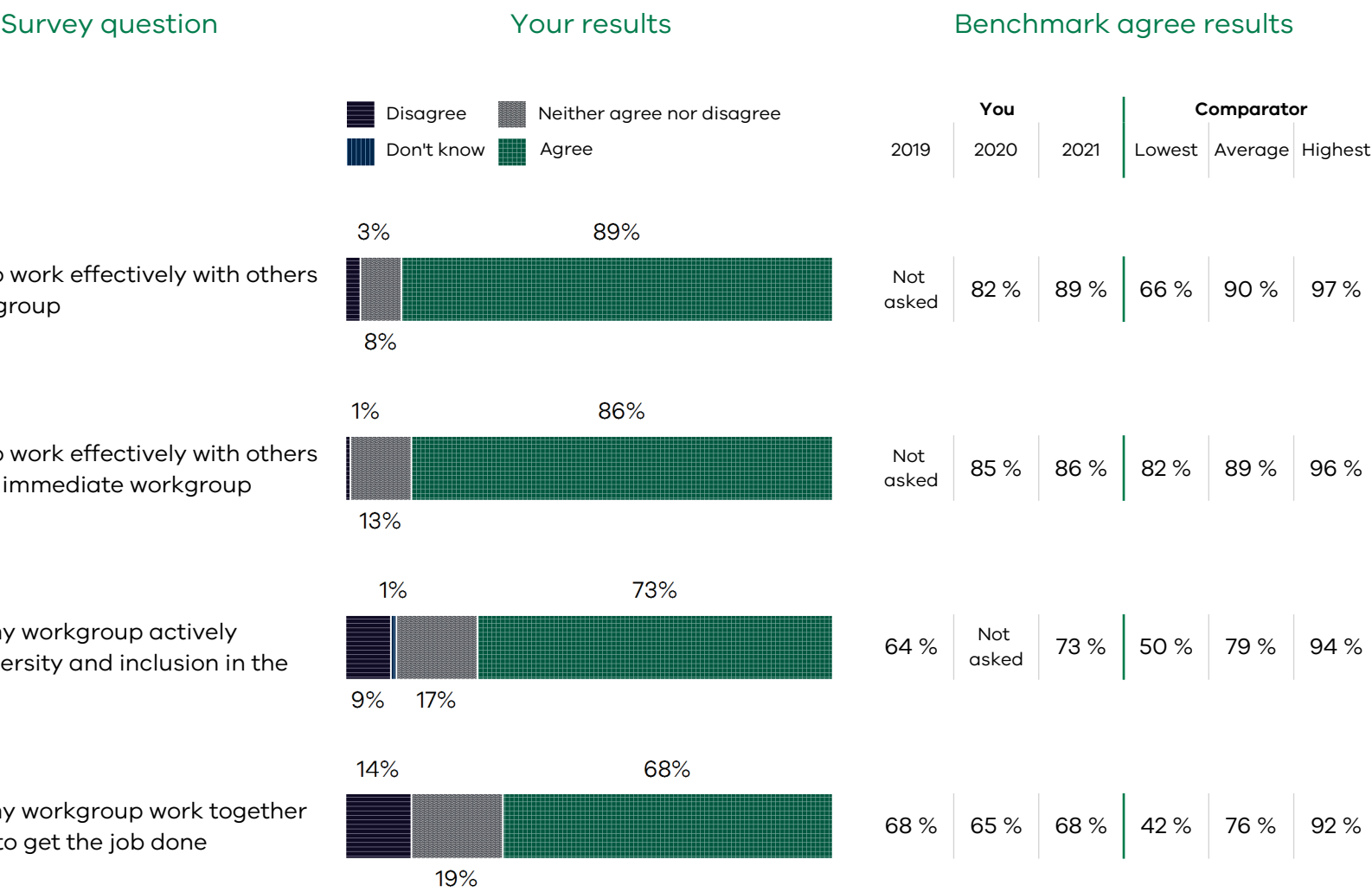
Under 'Your results', see results for each question in descending order by most agreed.

'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

89% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.



Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

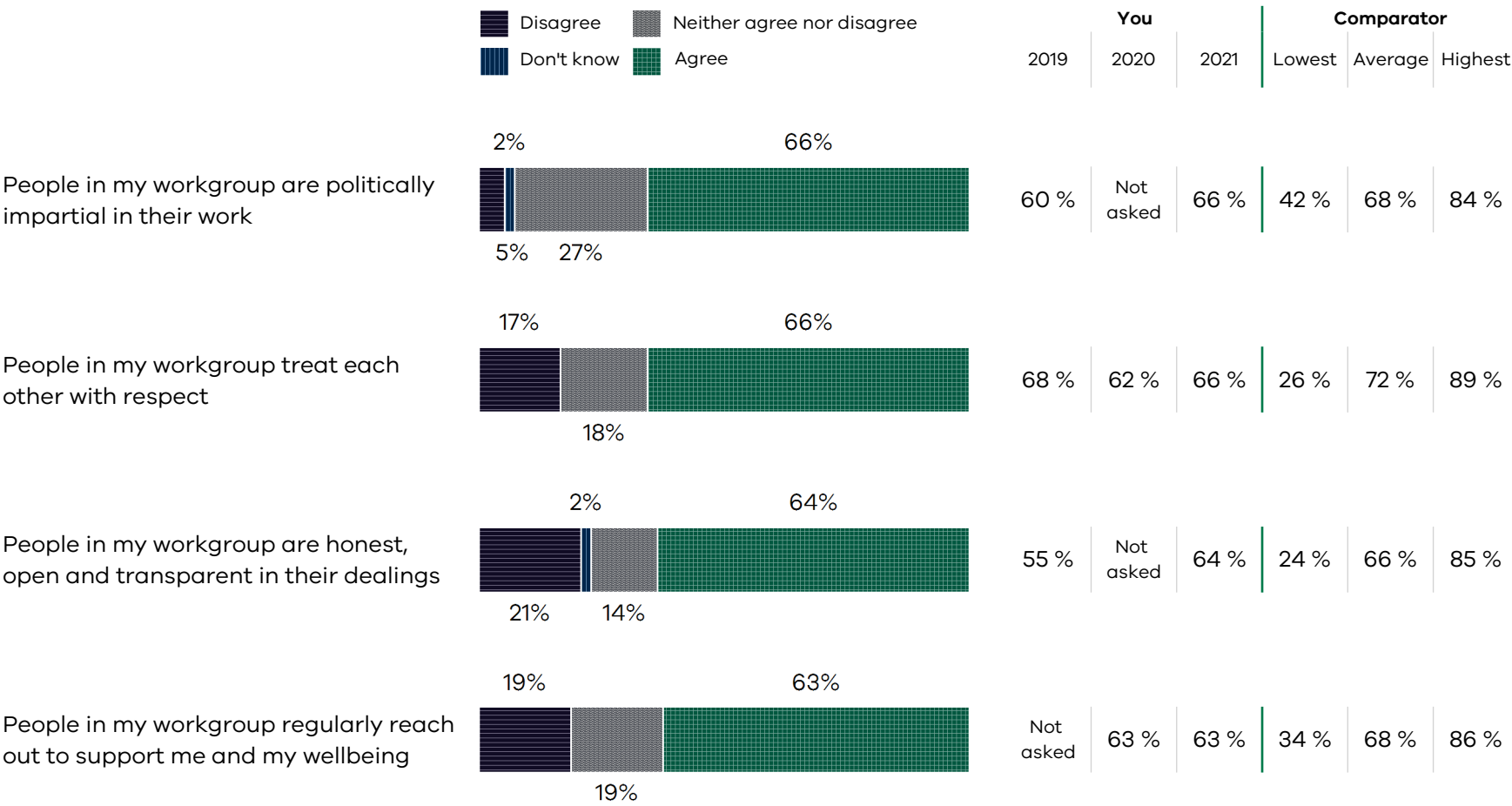
Example

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results



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

61% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

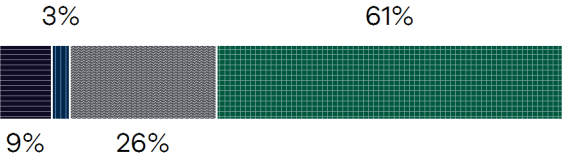
Survey question

Your results

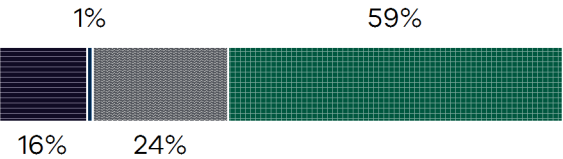
Benchmark agree results



Workgroups across my organisation willingly share information with each other



People in my workgroup appropriately manage conflicts of interest



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
43 %	54 %	61 %	38 %	59 %	81 %
55 %	Not asked	59 %	28 %	60 %	77 %

People matter

survey 2021

Have your say

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

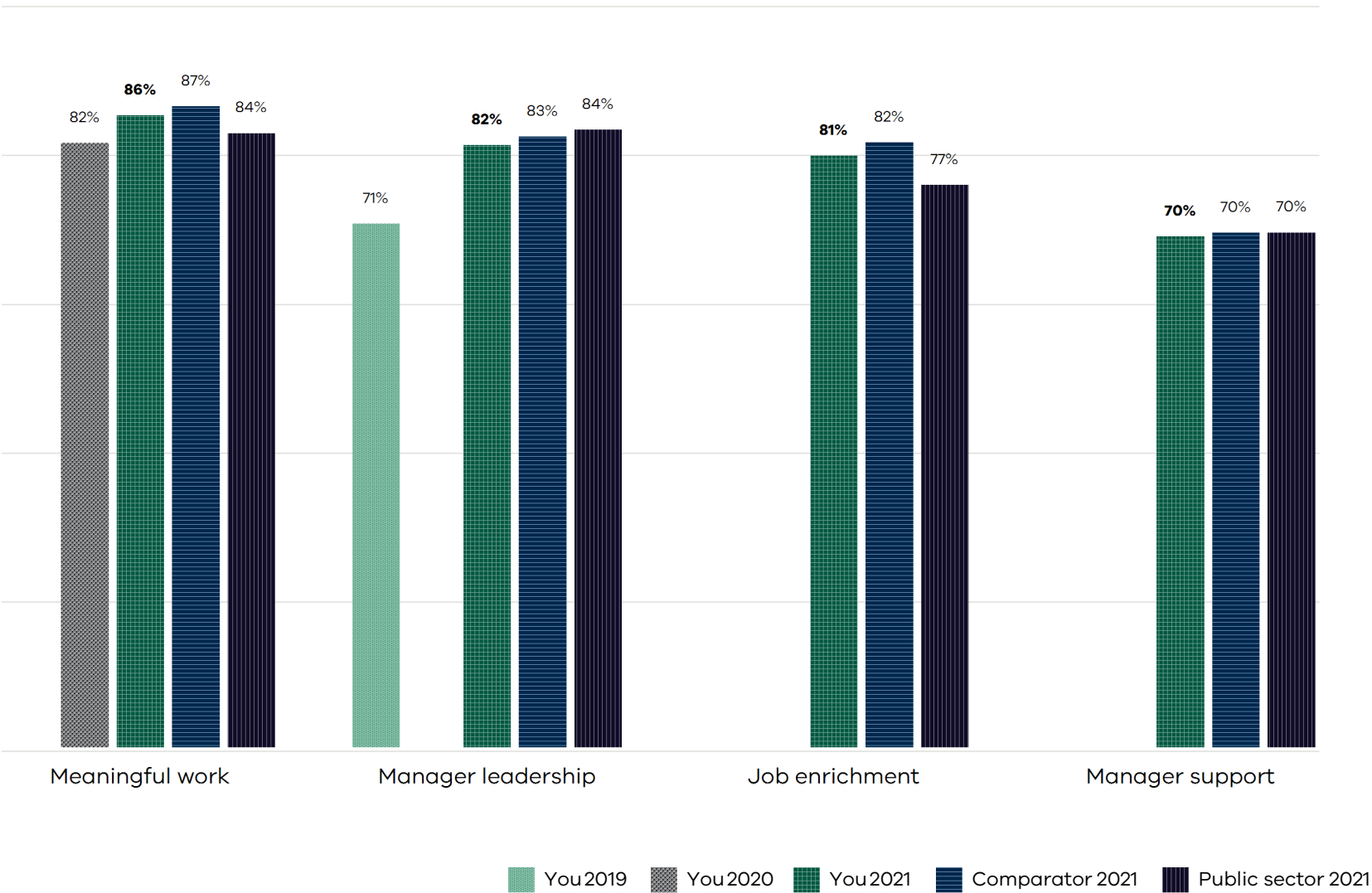
Example

In 2021:

- 86% 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.

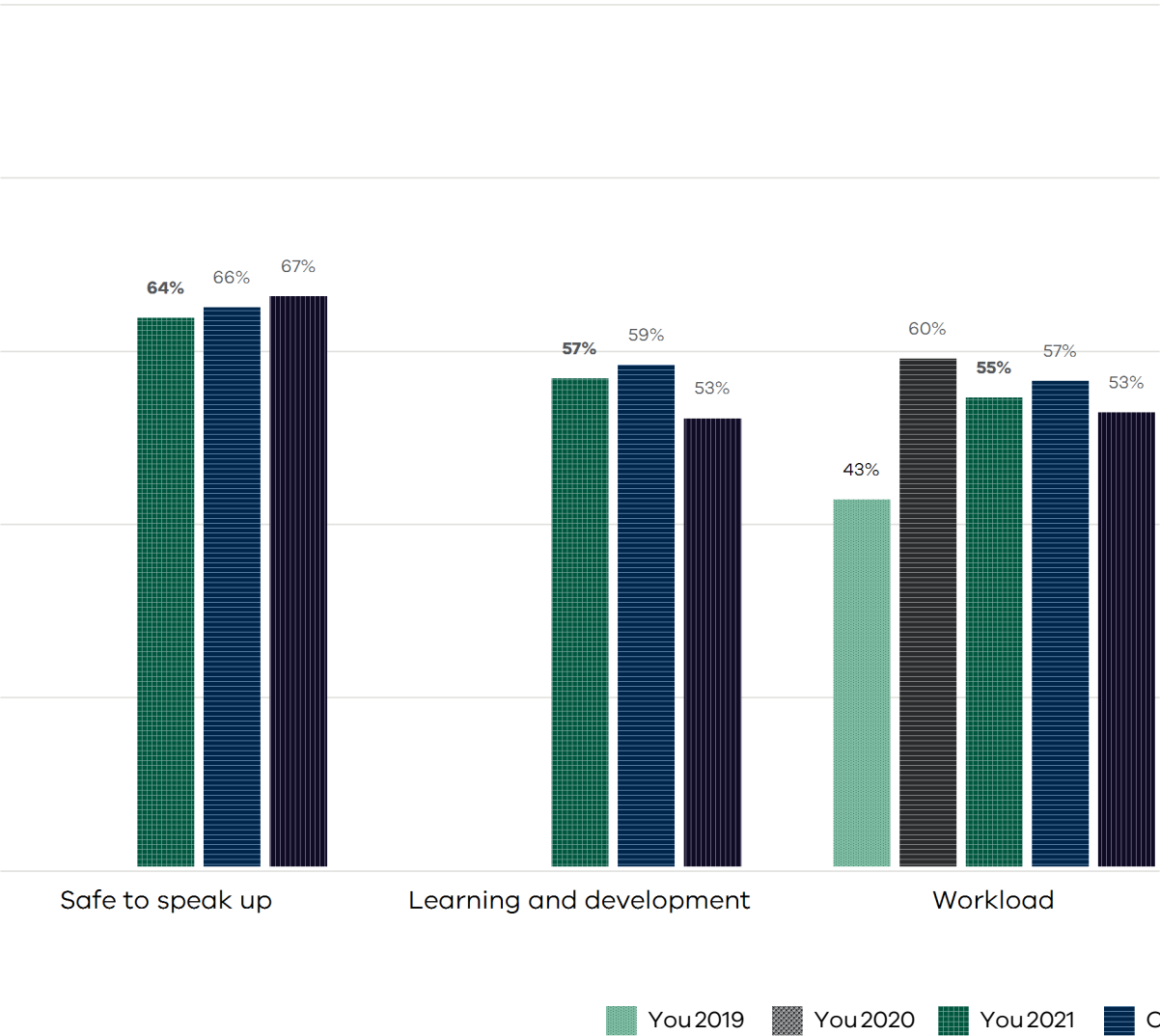
Example

In 2021:

- 64% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



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.

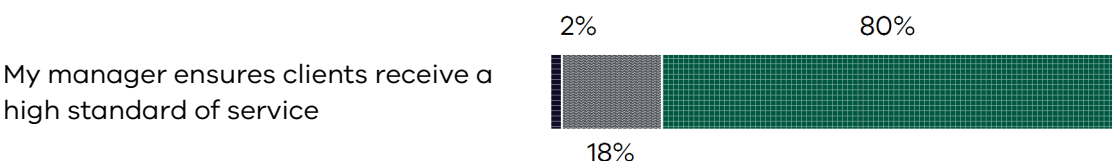
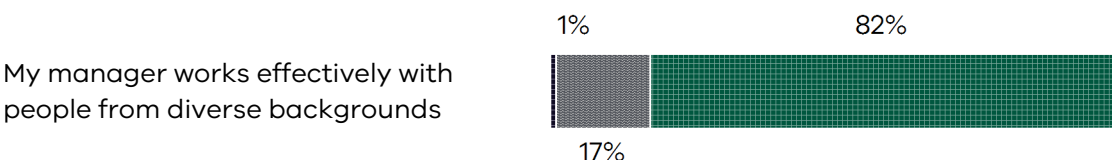
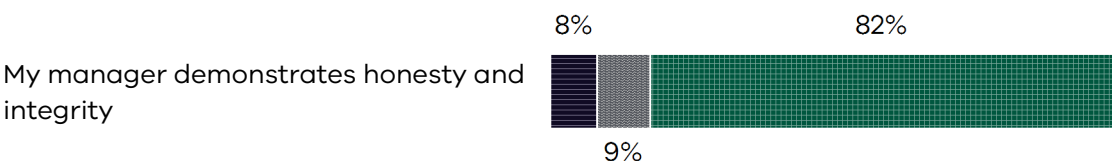
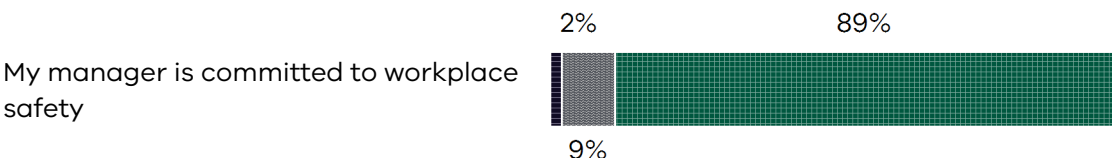
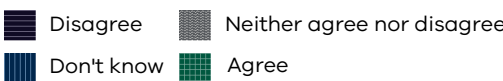
Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
77 %	Not asked	89 %	64 %	86 %	96 %	
68 %	Not asked	82 %	54 %	80 %	94 %	
70 %	Not asked	82 %	72 %	85 %	95 %	
77 %	Not asked	80 %	68 %	86 %	95 %	

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.

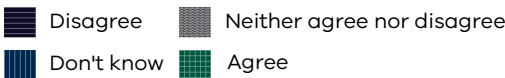
Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

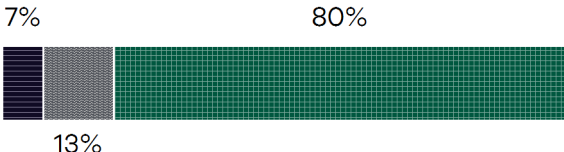
Survey question

Your results

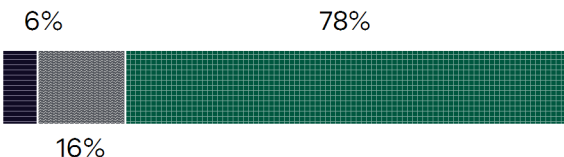
Benchmark agree results



My manager treats employees with dignity and respect



My manager models my organisation's values



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
70 %	Not asked	80 %	56 %	82 %	93 %
66 %	Not asked	78 %	56 %	79 %	96 %

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.

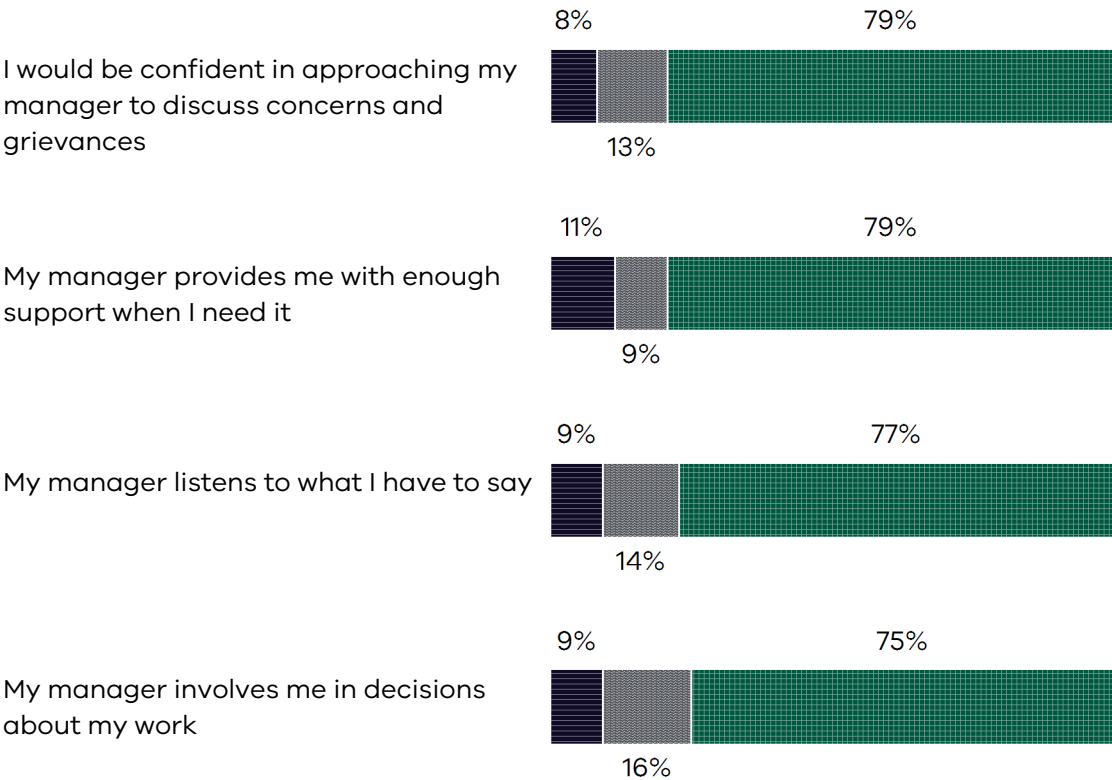
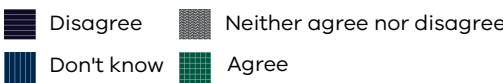
Example

79% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
66 %	Not asked	79 %	60 %	78 %	89 %	
Not asked	73 %	79 %	46 %	73 %	87 %	
72 %	74 %	77 %	64 %	79 %	93 %	
62 %	68 %	75 %	58 %	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

75% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

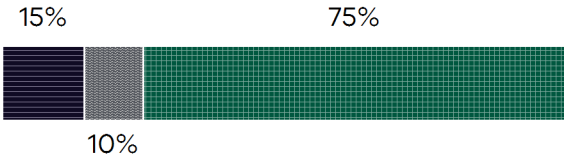
Survey question

Your results

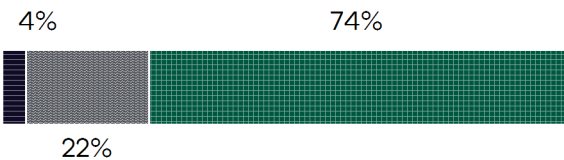
Benchmark agree results



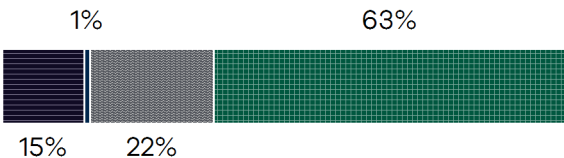
My manager keeps me informed about what's going on



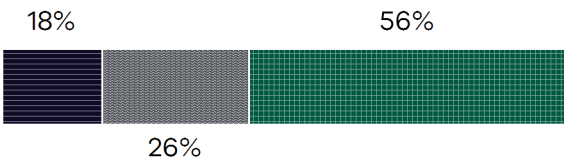
My manager encourages and supports my participation in learning and development opportunities



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



I receive adequate recognition for my contributions and accomplishments



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
57 %	67 %	75 %	46 %	72 %	89 %
60 %	Not asked	74 %	58 %	77 %	89 %
60 %	68 %	63 %	46 %	68 %	85 %
47 %	Not asked	56 %	42 %	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.

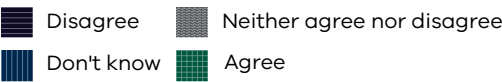
Example

49% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

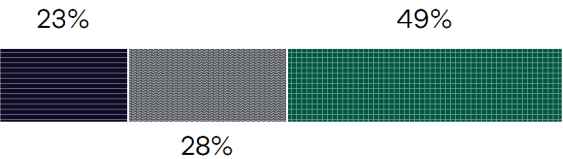
Survey question

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	49 %	34 %	53 %	78 %

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

55% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

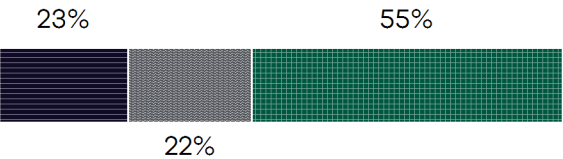
Survey question

Your results

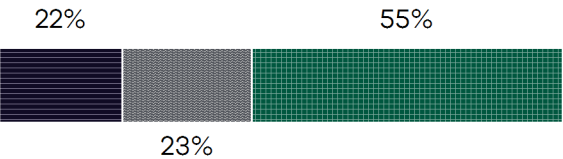
Benchmark agree results



I have enough time to do my job effectively



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
42 %	55 %	55 %	29 %	54 %	81 %
45 %	65 %	55 %	43 %	61 %	89 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

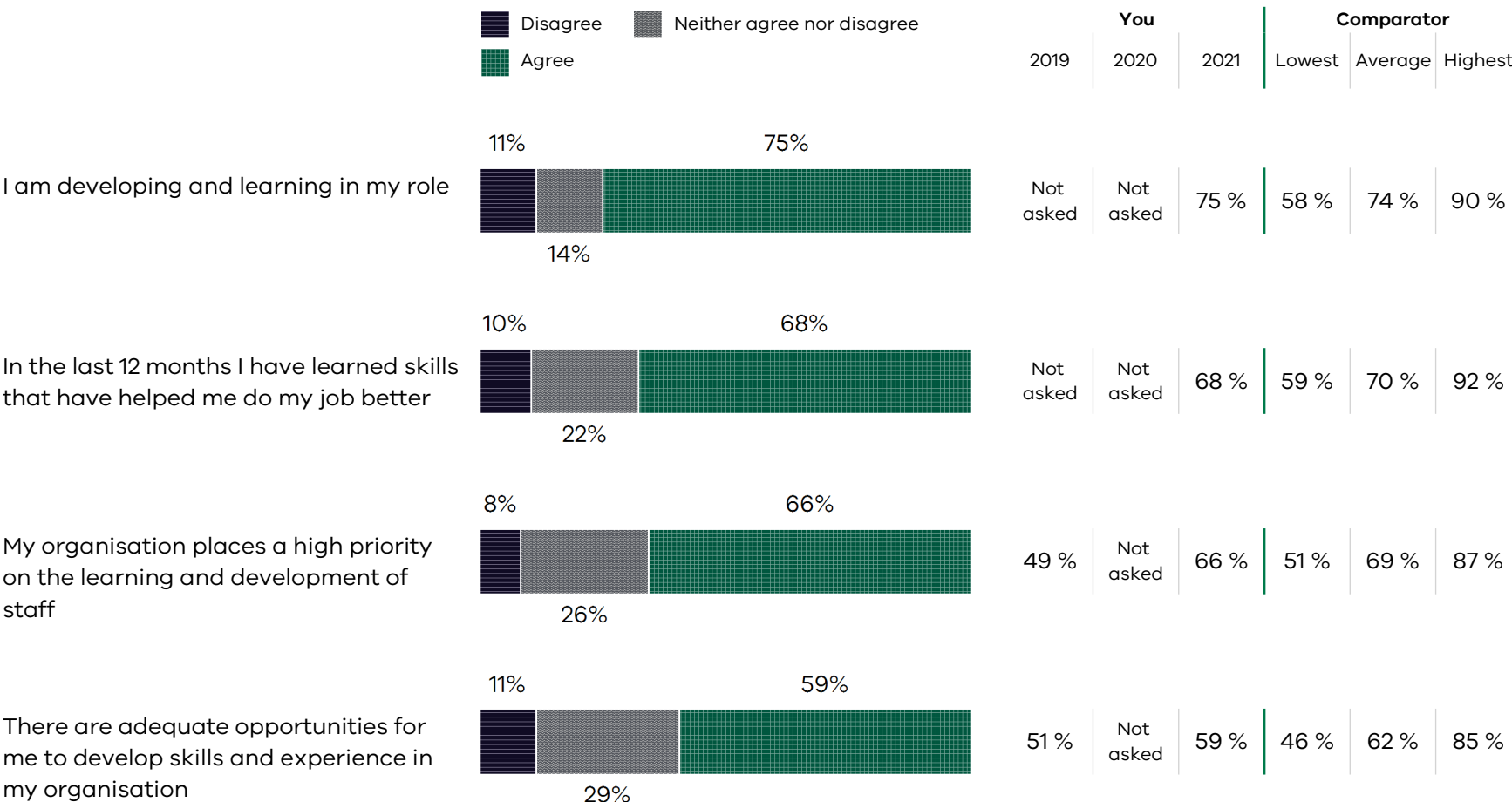
Example

75% 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.

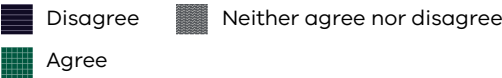
Example

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

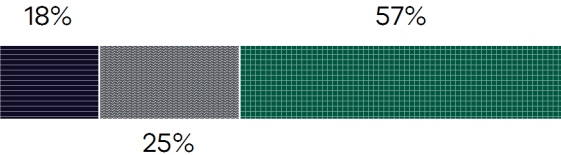
Survey question

Your results

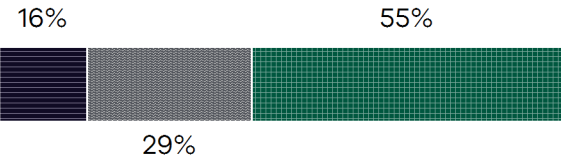
Benchmark agree results



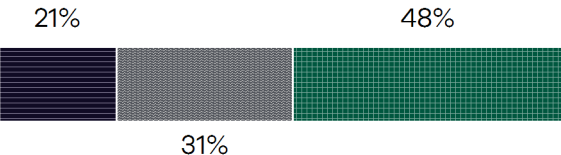
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



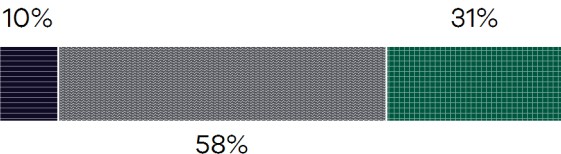
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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)



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	57 %	44 %	61 %	84 %
Not asked	Not asked	55 %	34 %	51 %	68 %
Not asked	Not asked	48 %	29 %	47 %	73 %
Not asked	Not asked	31 %	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.

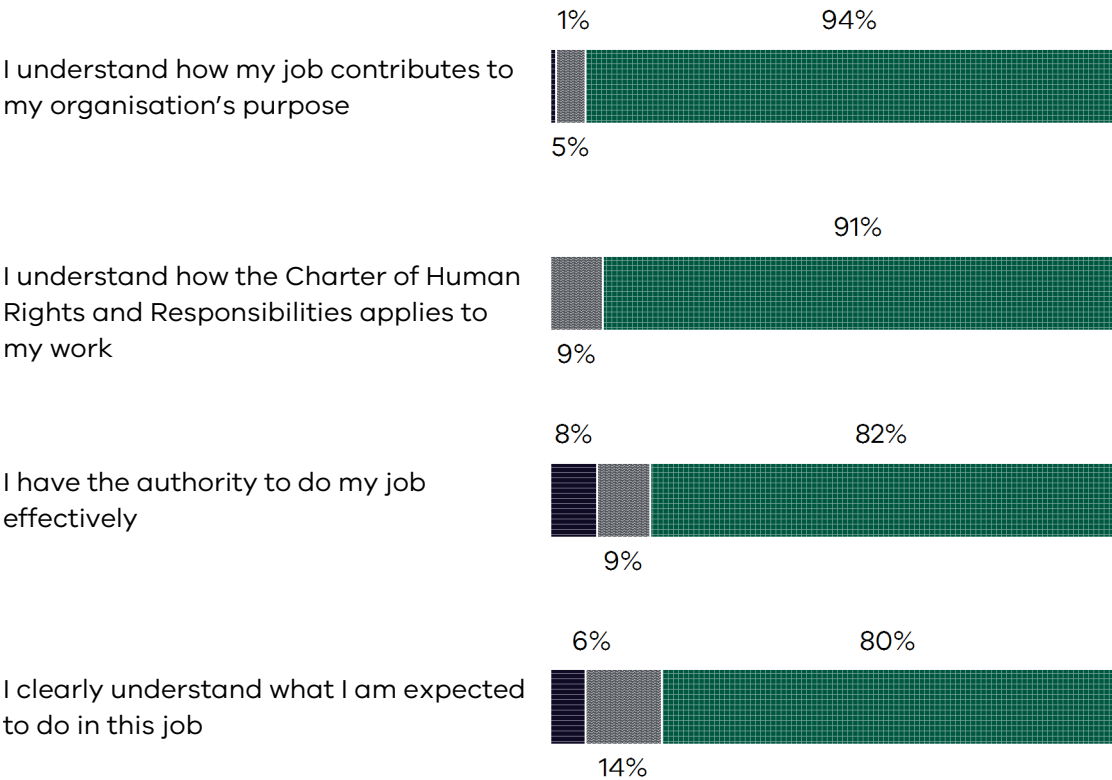
Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
94 %	92 %	94 %	71 %	92 %	100 %
87 %	Not asked	91 %	79 %	89 %	98 %
70 %	Not asked	82 %	71 %	82 %	94 %
81 %	78 %	80 %	75 %	87 %	96 %

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.

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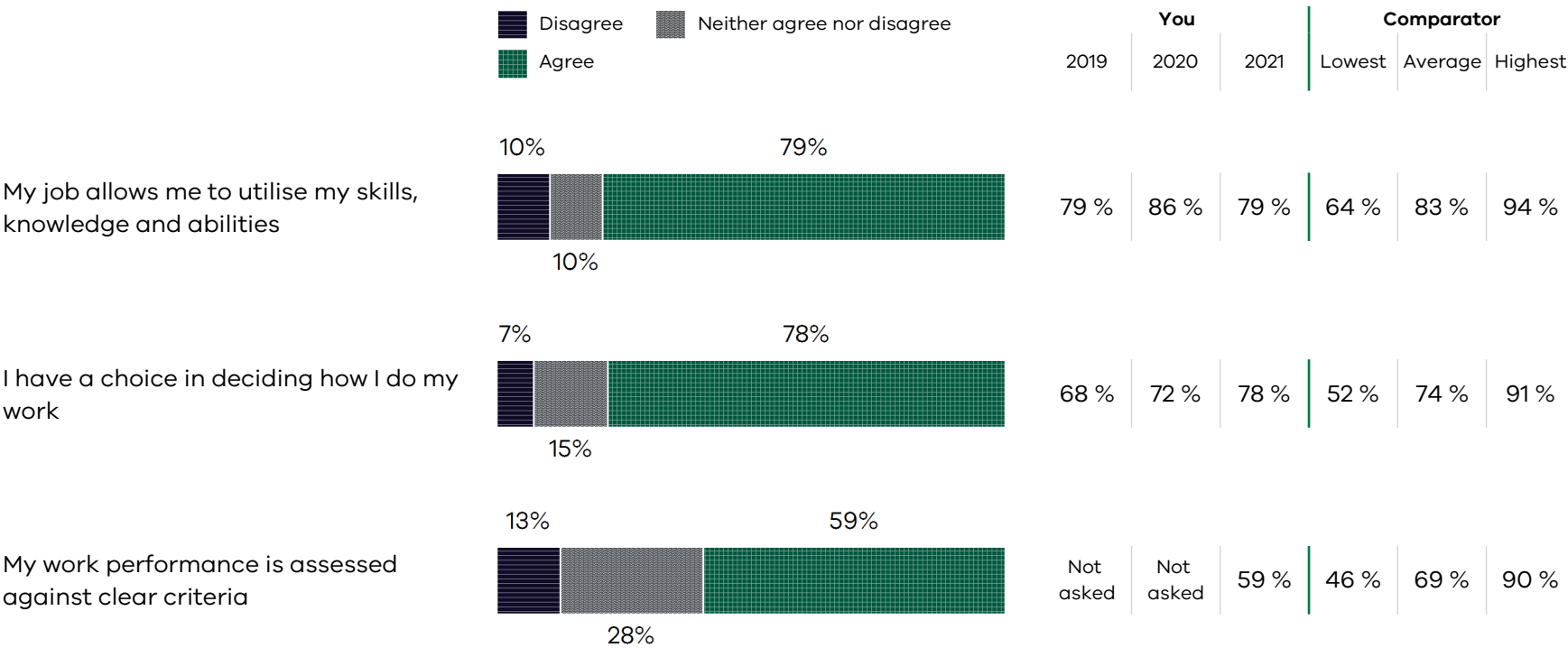
Example

79% 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



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

89% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

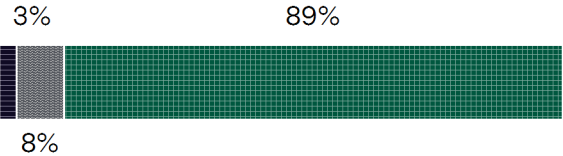
Survey question

Your results

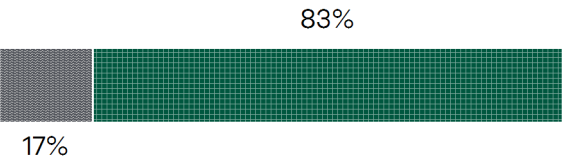
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	86 %	89 %	74 %	89 %	97 %
I am achieving something important through my work	Not asked	78 %	83 %	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.

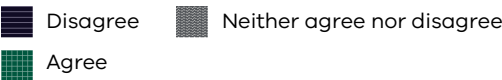
Example

72% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

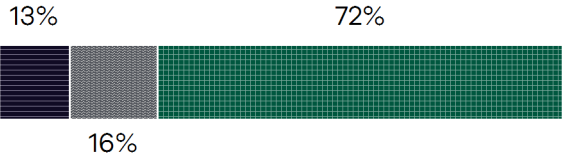
Survey question

Your results

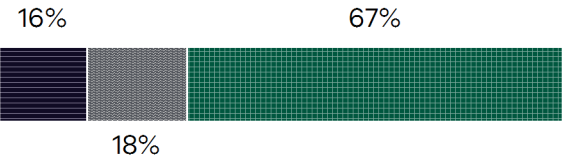
Benchmark agree results



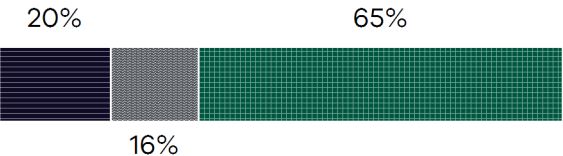
People in your workgroup are able to bring up problems and tough issues



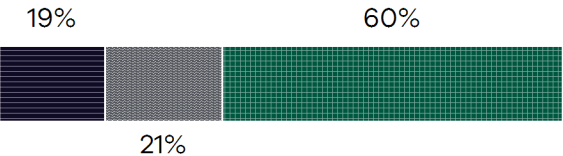
I feel safe to challenge inappropriate behaviour at work



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



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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	68 %	72 %	32 %	68 %	85 %
Not asked	Not asked	67 %	34 %	64 %	78 %
47 %	Not asked	65 %	44 %	66 %	82 %
49 %	Not asked	60 %	40 %	63 %	86 %

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.

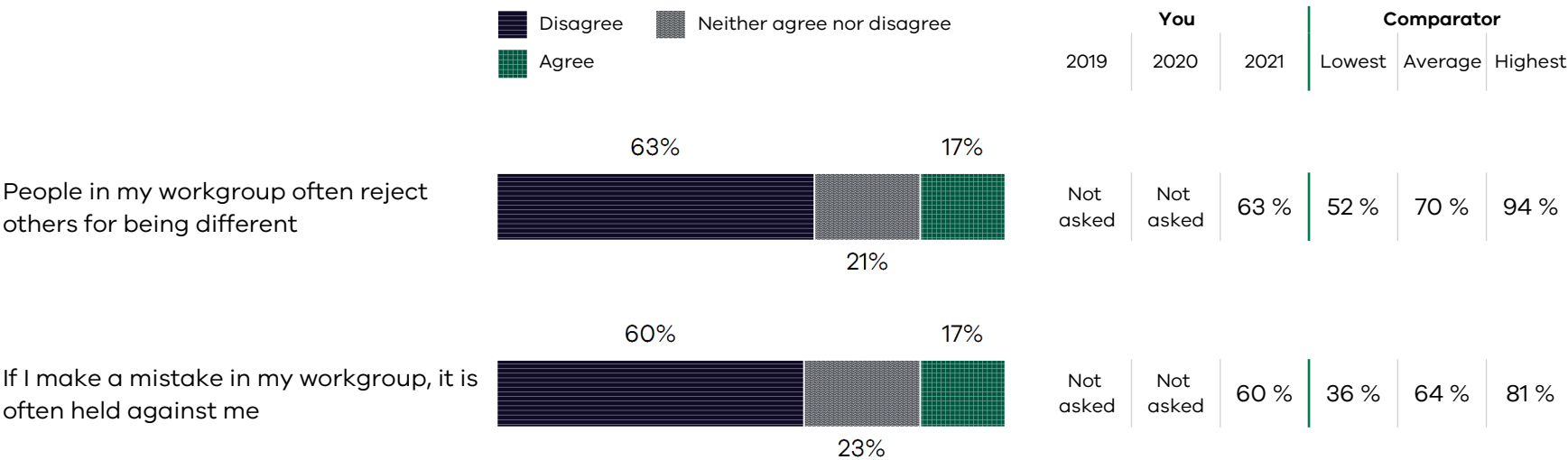
Example

63% 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



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

27% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	27%	26%	36%
Communication processes	25%	22%	19%
Administrative processes (including leave and HR requirements)	20%	10%	19%
Technology limitations	17%	14%	20%
There are no noticeable barriers	17%	29%	18%
Decision making and authorisation processes	15%	13%	23%
Other	13%	11%	13%
Poor mental health or wellbeing	13%	8%	11%
Absence of visibility of team progress and deliverables	11%	7%	9%
Concern about the risks to my physical health	11%	6%	6%

People matter

survey 2021

Have your say

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

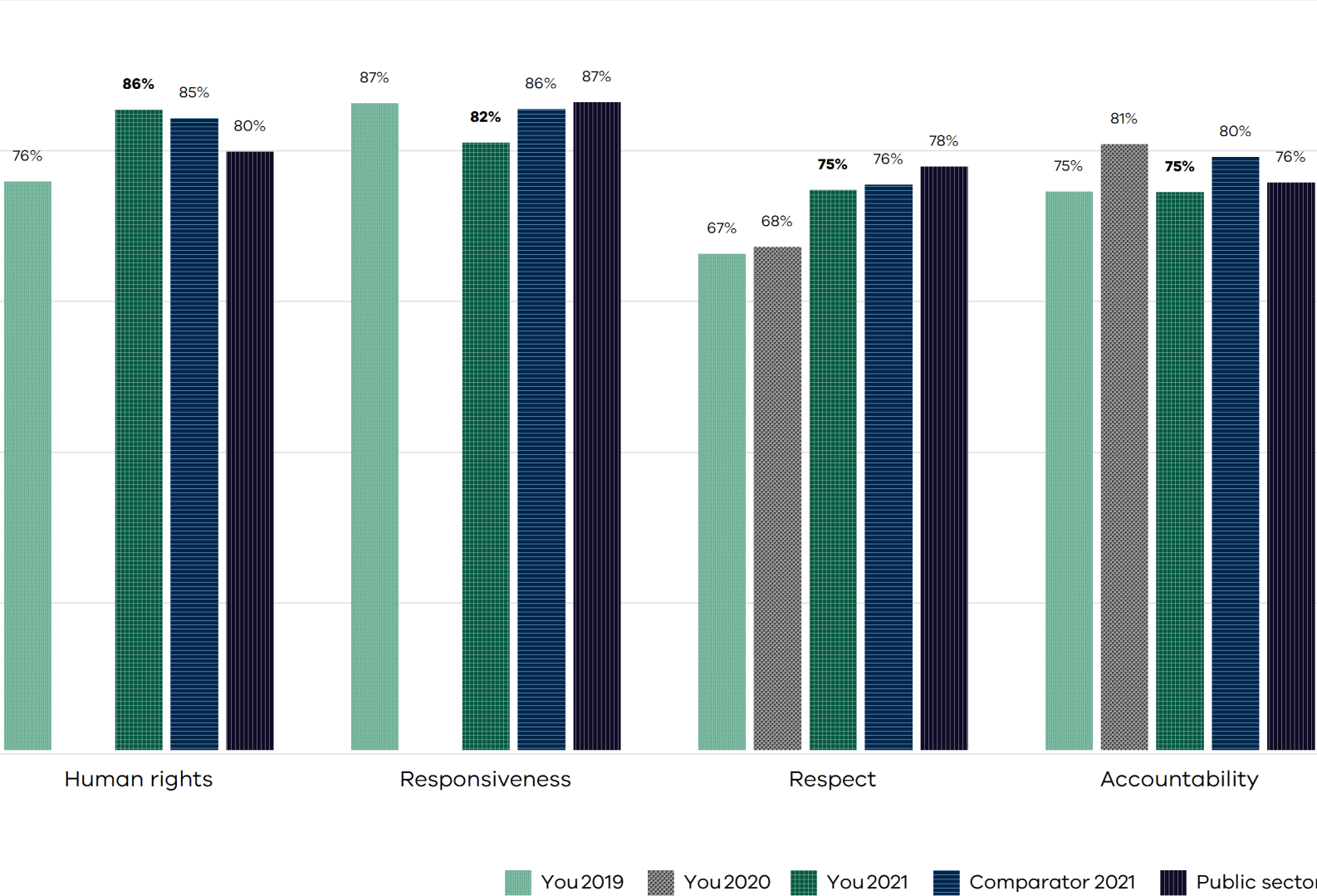
Example

In 2021:

- 86% of your staff who did the survey responded positively to questions about Human rights , which is up 10% 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.

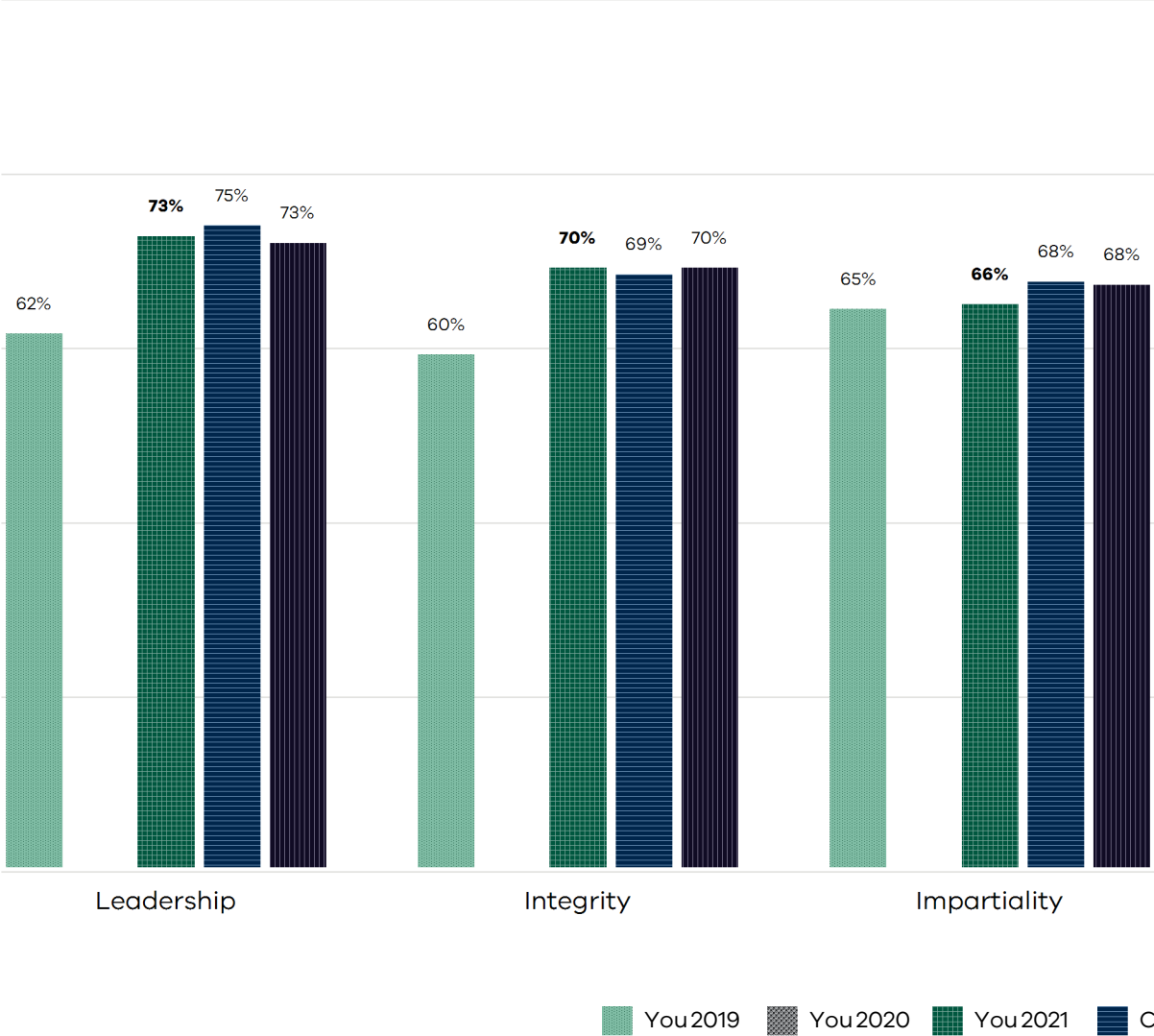
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Leadership , which is up 11% in 2019.

Compared to:

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



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



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.

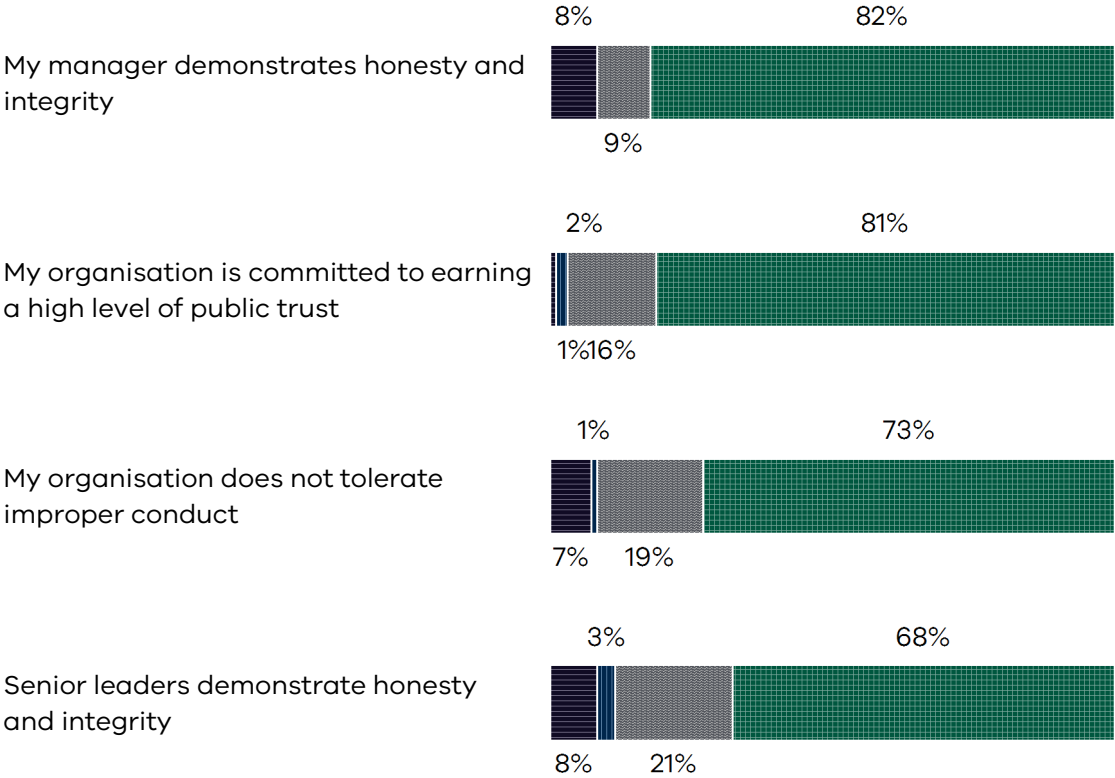
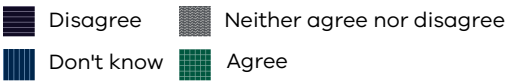
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	2019	2020	2021	Lowest	Average	Highest
	68 %	Not asked	82 %	54 %	80 %	94 %
	70 %	Not asked	81 %	60 %	81 %	97 %
	64 %	Not asked	73 %	38 %	69 %	85 %
	60 %	Not asked	68 %	38 %	66 %	89 %

Public sector values

Integrity 2 of 2

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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.

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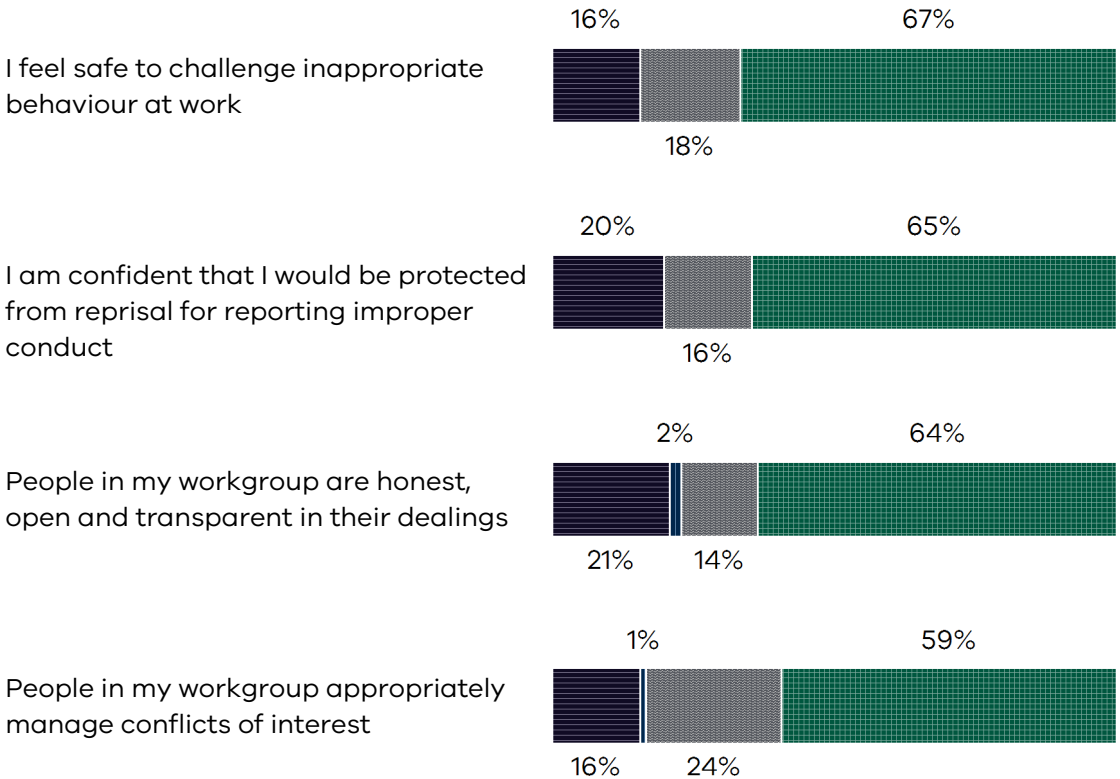
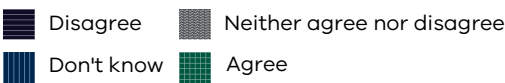
Example

67% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	67 %	34 %	64 %	78 %
47 %	Not asked	65 %	44 %	66 %	82 %
55 %	Not asked	64 %	24 %	66 %	85 %
55 %	Not asked	59 %	28 %	60 %	77 %

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.

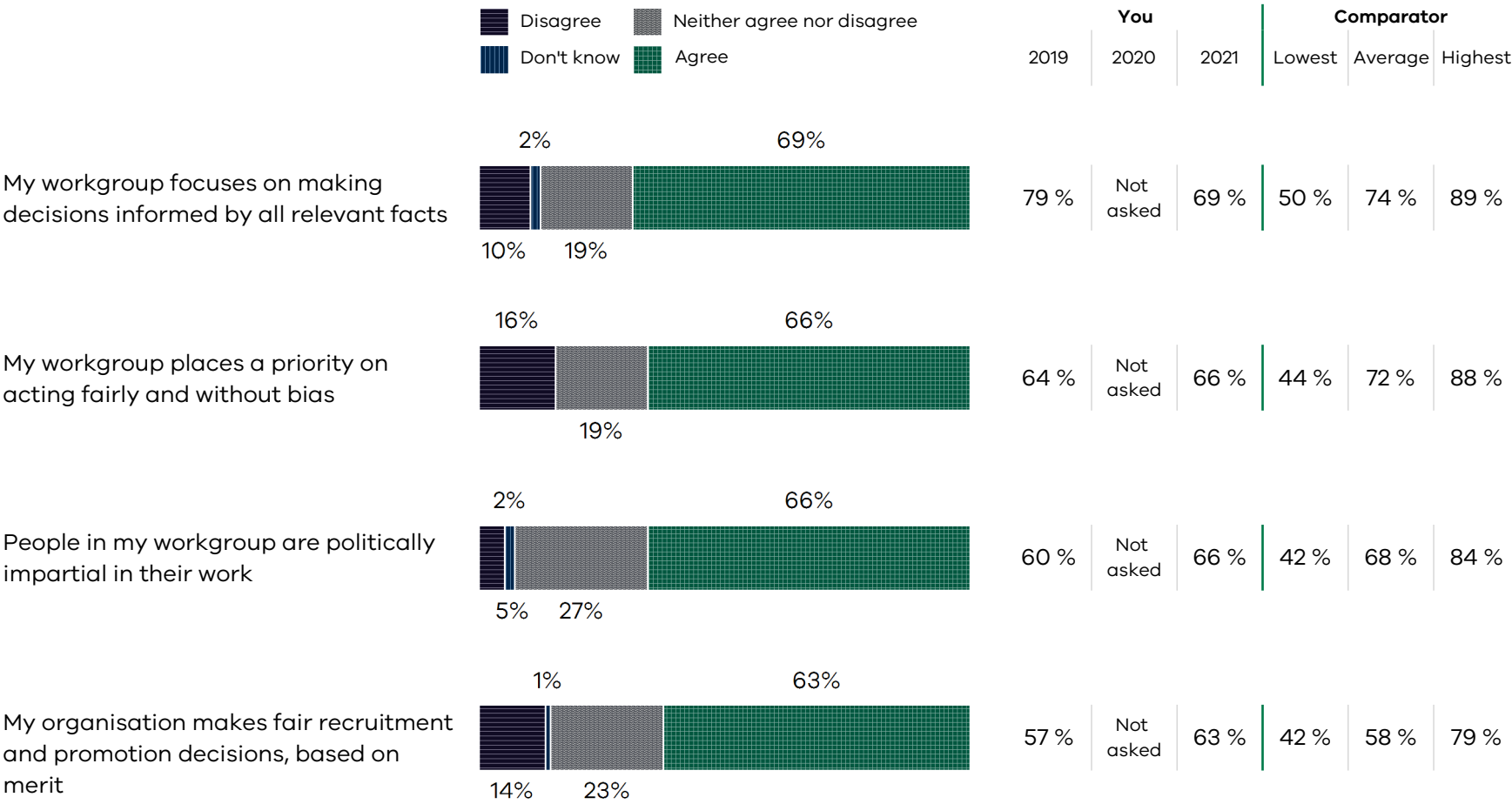
Example

69% 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



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.

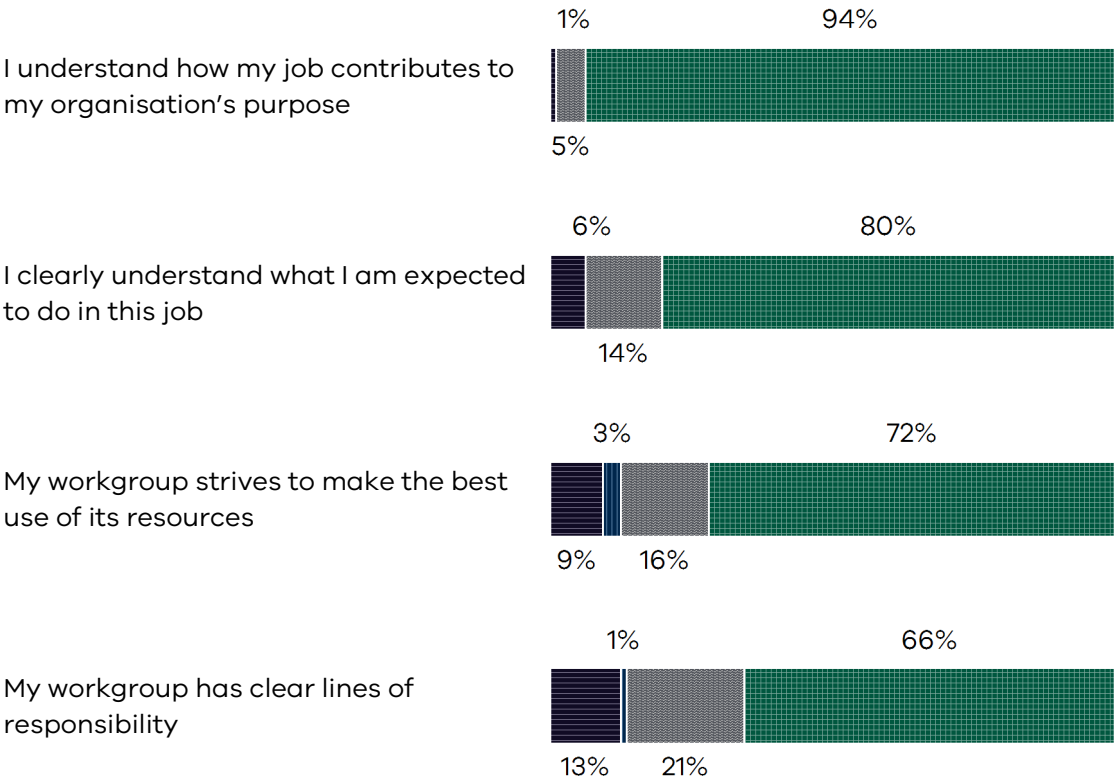
Example

94% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
94 %	92 %	94 %	71 %	92 %	100 %
81 %	78 %	80 %	75 %	87 %	96 %
79 %	Not asked	72 %	50 %	79 %	92 %
64 %	Not asked	66 %	58 %	77 %	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.

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

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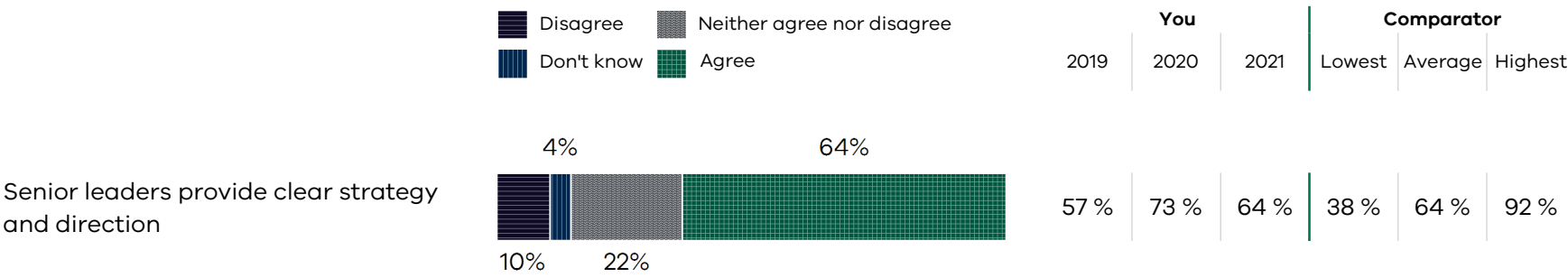
Example

64% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



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

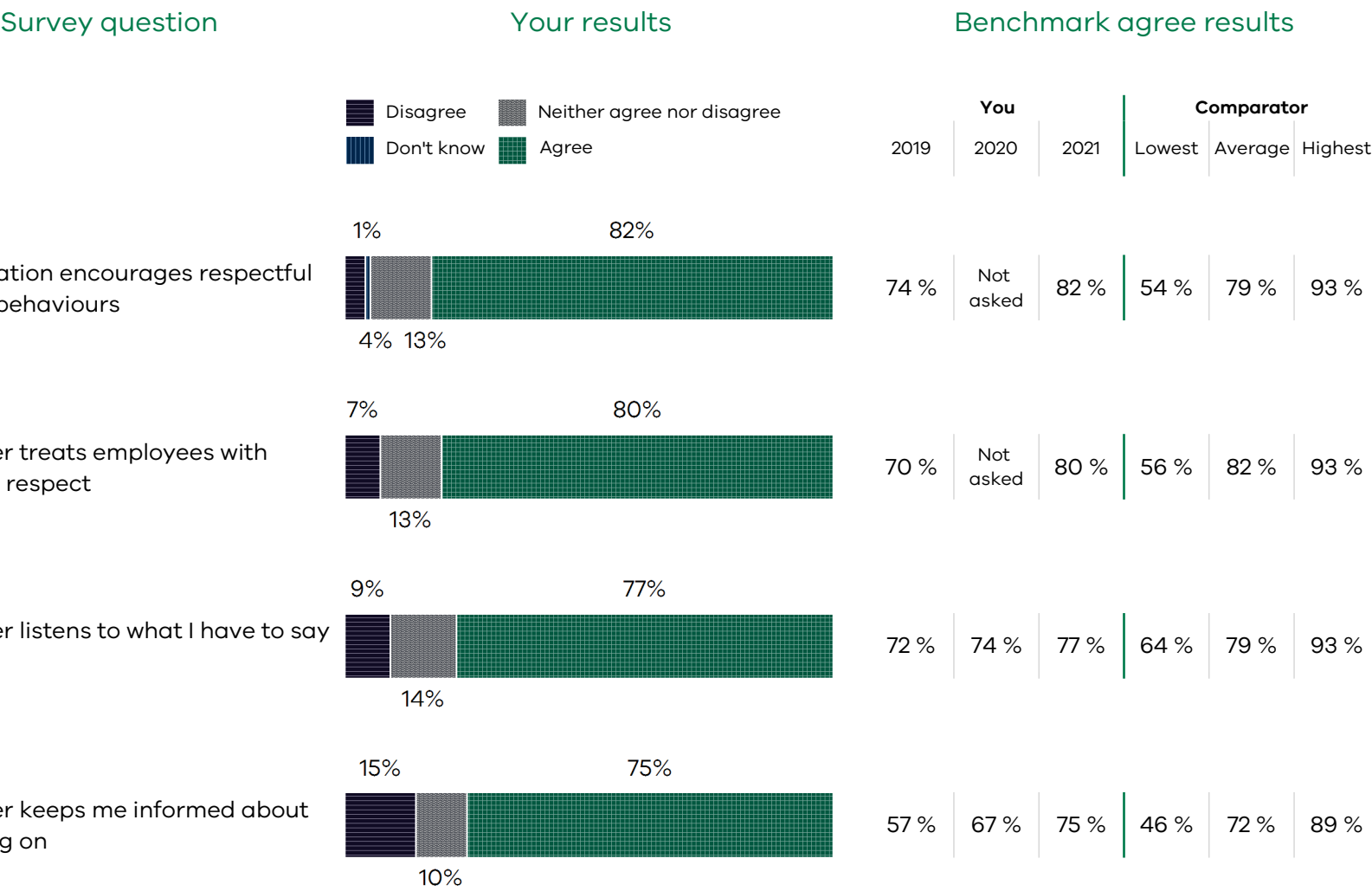
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



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

75% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.



Public sector values

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

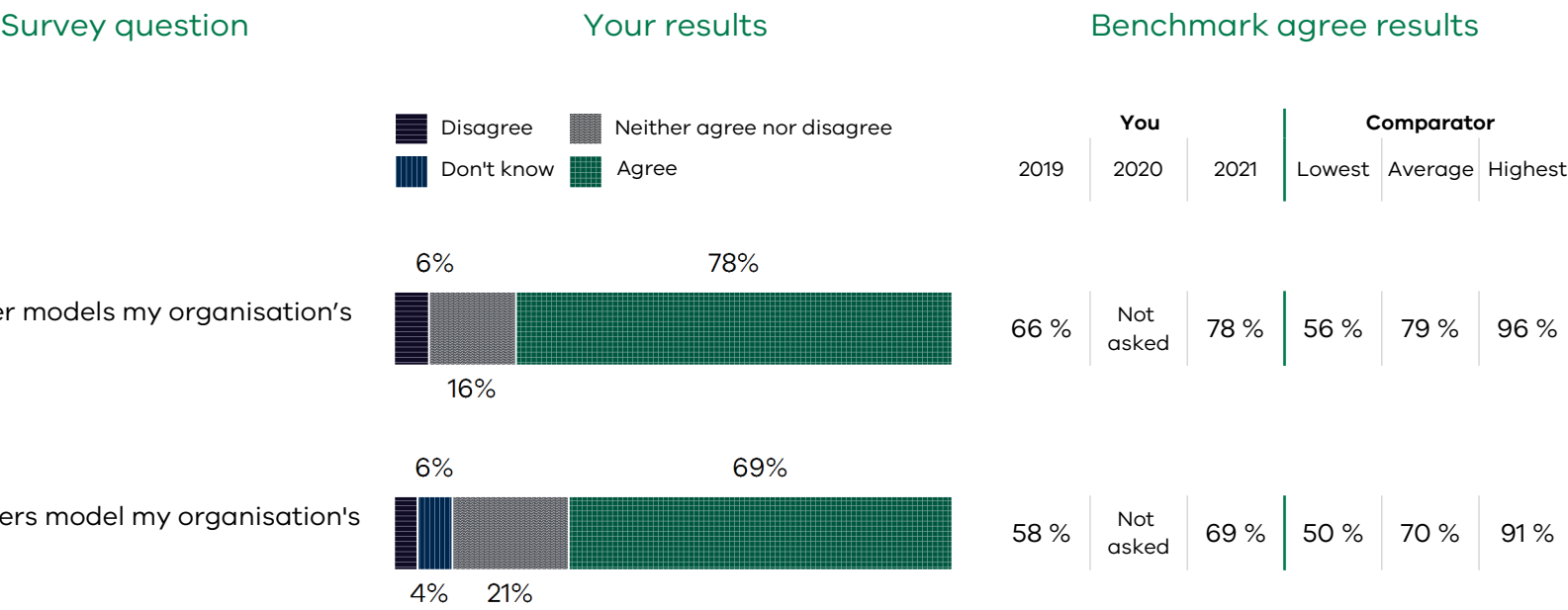
Under 'Your results', see results for each question in descending order by most agreed.

'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

78% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

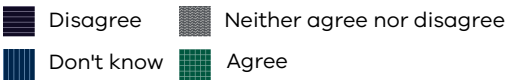
Example

91% 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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
87 %	Not asked	91 %	79 %	89 %	98 %
74 %	Not asked	85 %	62 %	83 %	96 %
74 %	Not asked	85 %	64 %	87 %	97 %
72 %	Not asked	82 %	62 %	81 %	95 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	22	23%
35-54 years	38	40%
55+ years	32	33%
Prefer not to say	4	4%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	1	1%
No	95	99%

Highest level of formal education	(n)	%
Master Degree level	9	9%
Graduate Diploma or Graduate Certificate level	10	10%
Bachelor Degree level incl. honours degrees	18	19%
Advanced Diploma or Diploma level	15	16%
Certificate III or IV level	21	22%
Year 12 or equivalent (VCE/Leaving certificate)	8	8%
Certificate I or II level	2	2%
Prefer not to say	13	14%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	7	7%
Non Aboriginal and/or Torres Strait Islander	88	92%
Prefer not to say	1	1%

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	2%
No	94	98%

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	78	81%
Man	15	16%
Prefer not to say	3	3%
Are you trans, non-binary or gender diverse?		
	(n)	%
No	94	98%
Prefer not to say	2	2%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	1%
No	88	92%
Don't know	5	5%
Prefer not to say	2	2%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	91	95%
Prefer not to say	4	4%
I use a different term	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Country of birth	(n)	%
Born in Australia	81	84%
Not born in Australia	10	10%
Prefer not to say	5	5%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	4	40%
More than 20 years ago	4	40%
2 to less than 5 years ago	1	10%
5 to less than 10 years ago	1	10%

Language other than English spoken with family or community	(n)	%
Yes	4	4%
No	86	90%
Prefer not to say	6	6%

Demographics

Cultural diversity 2 of 3

What this is

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Why this is important

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

	(n)	%
Filipino	3	75%
Tagalog	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

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Cultural identity	(n)	%
Australian	82	85%
Prefer not to say	6	6%
English, Irish, Scottish and/or Welsh	4	4%
East and/or South-East Asian	3	3%
Aboriginal and/or Torres Strait Islander	2	2%
New Zealander	1	1%
South Asian	1	1%
Central Asian	1	1%

Religion	(n)	%
Christianity	39	41%
No religion	35	36%
Prefer not to say	12	13%
Other	10	10%

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

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Working arrangement	(n)	%
Full-Time	17	18%
Part-Time	79	82%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	50	60%
\$65k to \$95k	11	13%
\$95k to \$125k	8	10%
\$125k or more	2	2%
Prefer not to say	12	14%

Organisational tenure	(n)	%
<1 year	19	20%
1 to less than 2 years	15	16%
2 to less than 5 years	15	16%
5 to less than 10 years	15	16%
10 to less than 20 years	17	18%
More than 20 years	15	16%

Management responsibility	(n)	%
Non-manager	79	82%
Other manager	11	11%
Manager of other manager(s)	6	6%

Employment type	(n)	%
Ongoing and executive	67	70%
Fixed term	16	17%
Other	13	14%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	72	75%
I have moved to a different role within my organisation (including acting roles)	20	21%
I have moved to my role from a different Victorian public sector organisation	4	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.

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Primary workplace location over the last 3 months

	(n)	%
Other city or town	92	96%
Wodonga	2	2%
Melbourne CBD	1	1%
Outside Victoria	1	1%

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)	41	43%
A main office	34	35%
A hub/shared work space	13	14%
Other (please specify)	6	6%
Home/private location	2	2%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	69	72%
A frontline or service delivery location (that is not a main office or home/private location)	13	14%
A main office	10	10%
Home/private location	4	4%
A hub/shared work space	3	3%

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.

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

	(n)	%
No, I have not requested adjustments	66	69%
Physical modifications or improvements to the workplace	16	17%
Flexible working arrangements	14	15%
Job redesign or role sharing	3	3%
Career development support strategies	2	2%
Accessible communications technologies	1	1%

Why did you make this request?*

	(n)	%
Health	15	50%
Work-life balance	8	27%
Family responsibilities	6	20%
Other	6	20%
Study commitments	3	10%
Caring responsibilities	2	7%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	26	87%
The adjustments I needed were not made	3	10%
The adjustments I needed were made but the process was unsatisfactory	1	3%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	37	39%
Primary school aged child(ren)	14	15%
Secondary school aged child(ren)	13	14%
Frail or aged person(s)	12	13%
Preschool aged child(ren)	11	11%
Person(s) with a medical condition	11	11%
Prefer not to say	8	8%
Child(ren) - younger than preschool age	7	7%
Person(s) with disability	6	6%
Person(s) with a mental illness	6	6%
Other	3	3%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	31	32%
Medical Employees	3	3%
Personal service worker	6	6%
Allied health professional	8	8%
Other health professional	3	3%
Management, Administration and Corporate support	25	26%
Support services	19	20%
Lived experience specific worker	1	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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

	(n)	%
Hospital-based services	58	60%
Community-based services	38	40%

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

	(n)	%
Aged care	41	43%
Emergency	2	2%
Medical	11	11%
Mental health	5	5%
Mixed medical/surgical	2	2%
Palliative care	1	1%
Rehabilitation	4	4%
Other	30	31%



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