

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

Demographics

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

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Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

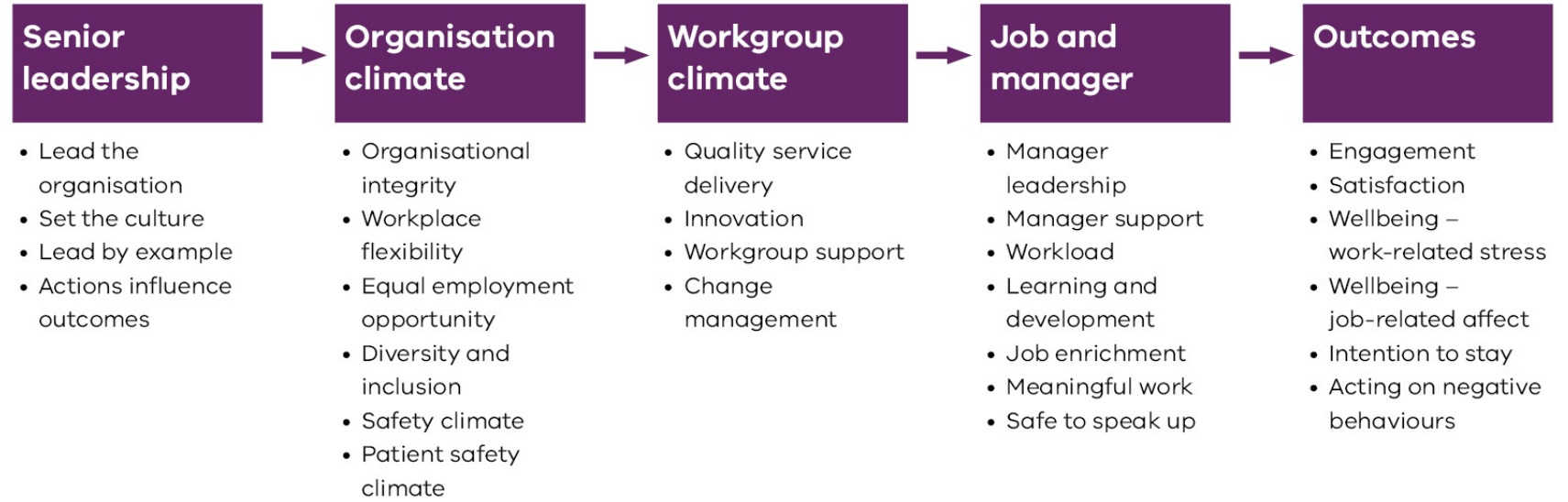
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Albury Wodonga Health

Bairnsdale Regional Health Service

Ballarat Health Services

Barwon Health

Central Gippsland Health Service

Goulburn Valley Health Services

Latrobe Regional Hospital

Mildura Base Public Hospital

Northeast Health Wangaratta

South West Healthcare

Swan Hill District Health

West Gippsland Healthcare Group

Western District Health Service

Wimmera Health Care Group

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

47%
(328)

Comparator 43%
Public Sector 49%

2021

34%
(280)

Comparator 29%
Public Sector 39%

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

67

Comparator 66
Public Sector 68

2021

67

Comparator 67
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 67.

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.

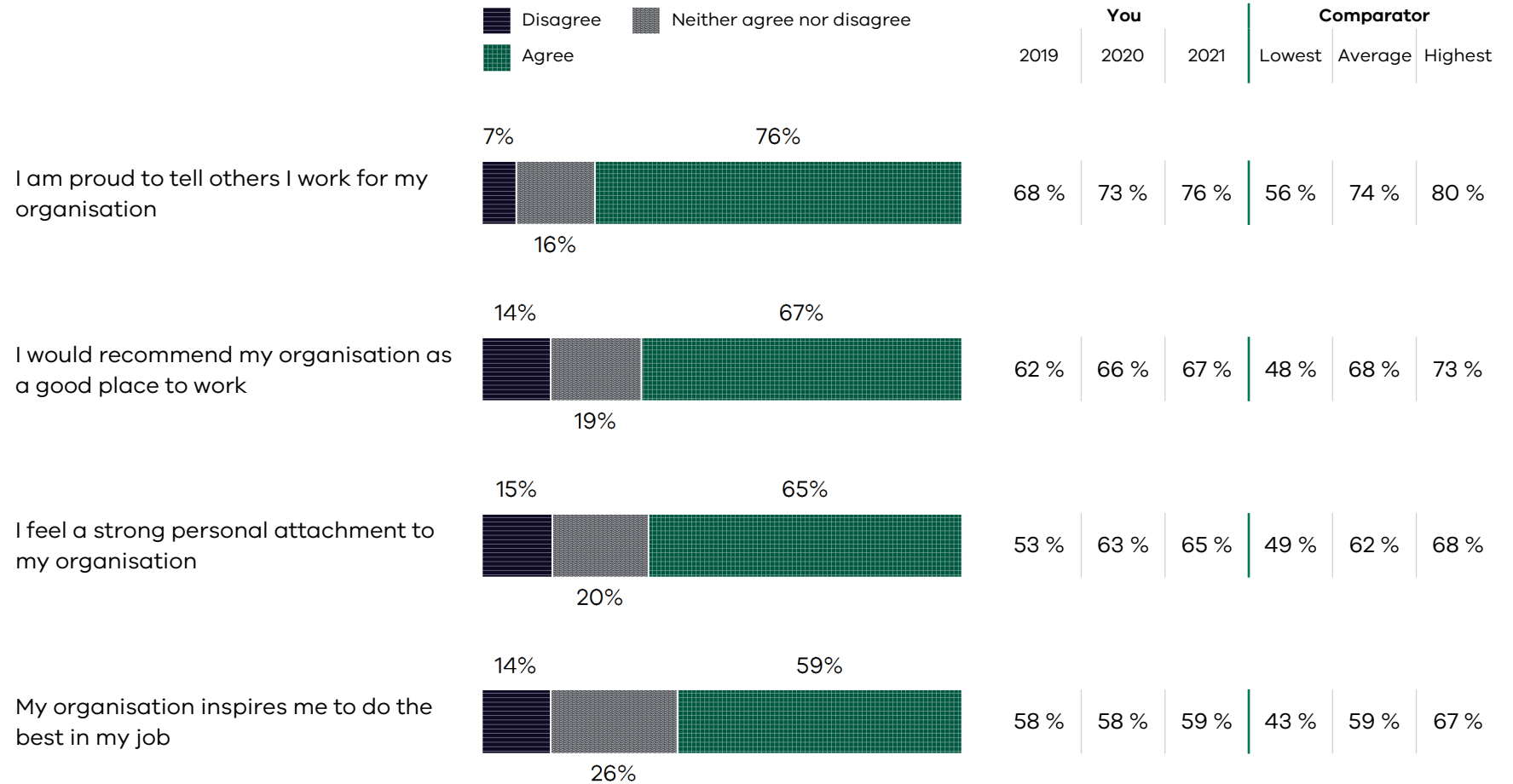
Example

76% 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 67.

Why this is important

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

How to read this

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

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

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

Example

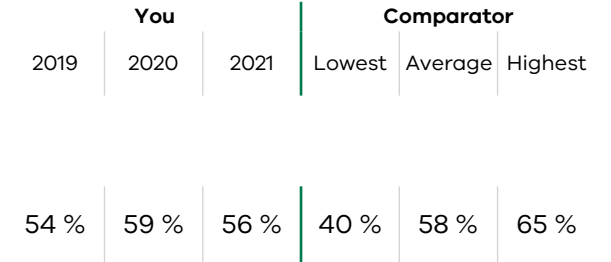
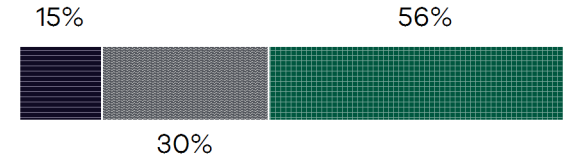
56% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

Benchmark agree results

My organisation motivates me to help achieve its objectives



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.

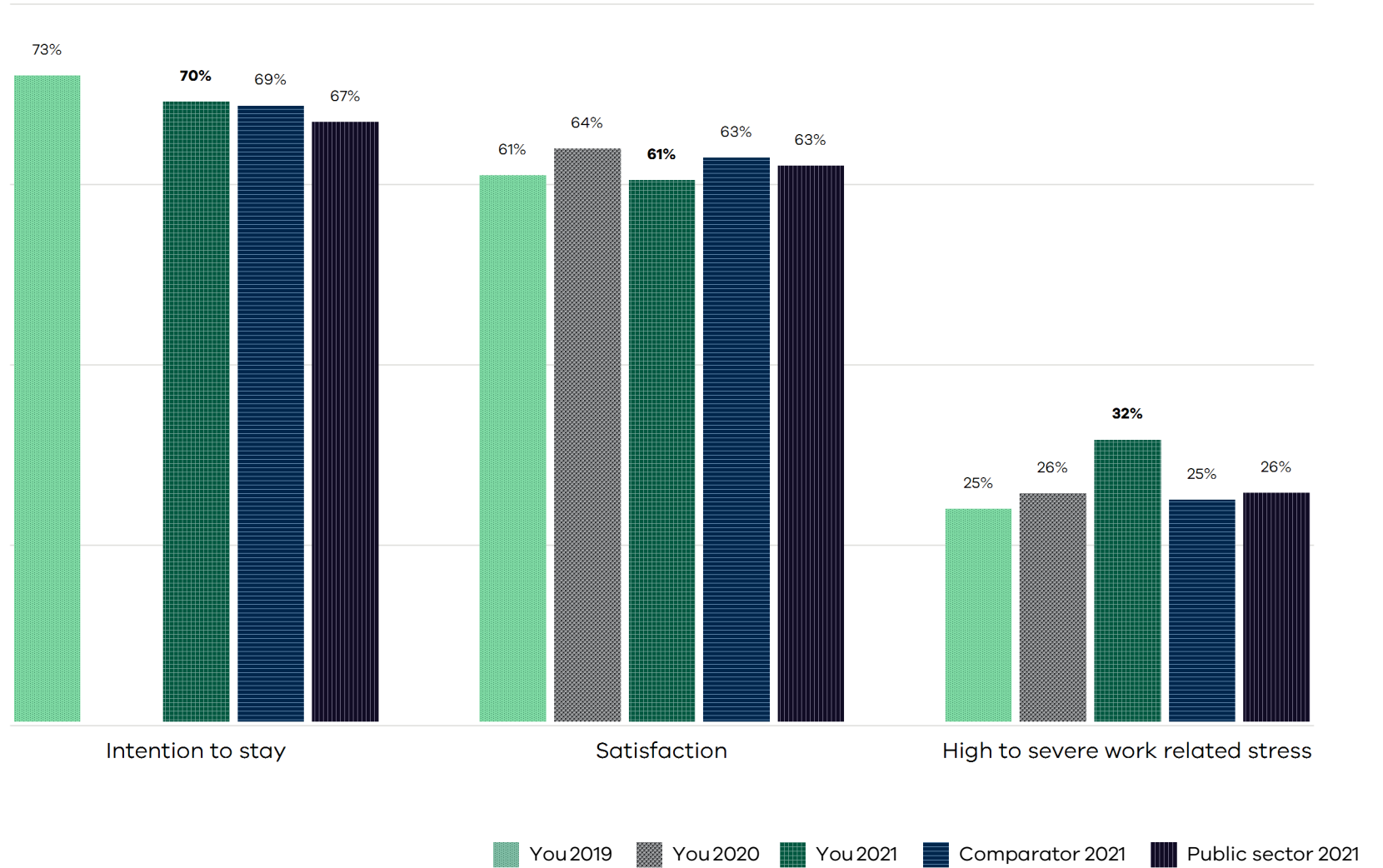
Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

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



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.

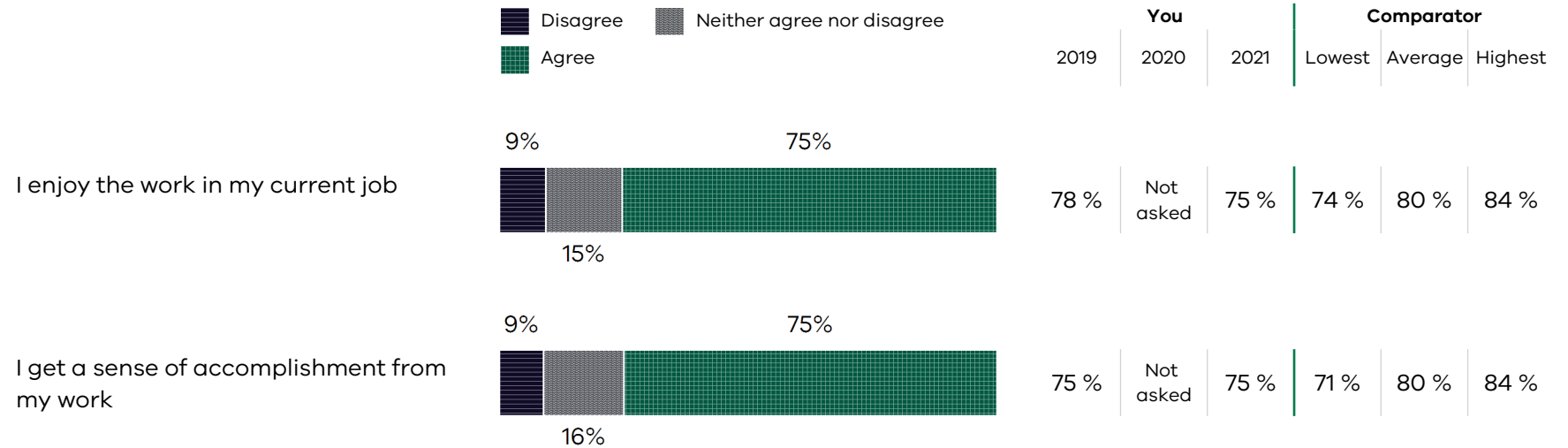
Example

75% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



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

62% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

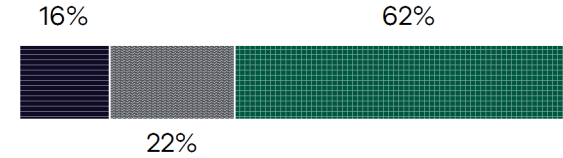
Survey question

Your results

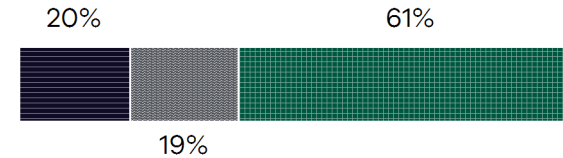
Benchmark satisfied results



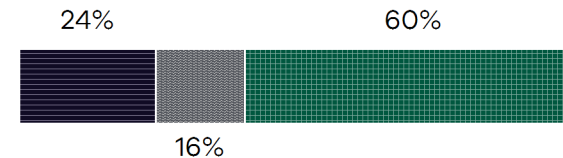
Considering everything, how satisfied are you with your current job



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	65 %	68 %	62 %	57 %	68 %	72 %
How satisfied are you with your career development within your current organisation	56 %	60 %	61 %	45 %	57 %	62 %
How satisfied are you with the work-life balance in your current job	64 %	66 %	60 %	60 %	65 %	70 %

People outcomes

Work-related stress levels

What this is

This is the level of stress experienced by employees in response to work-related factors.

Why this is important

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

How to read this

In this survey we asked staff to tell us their stress level.

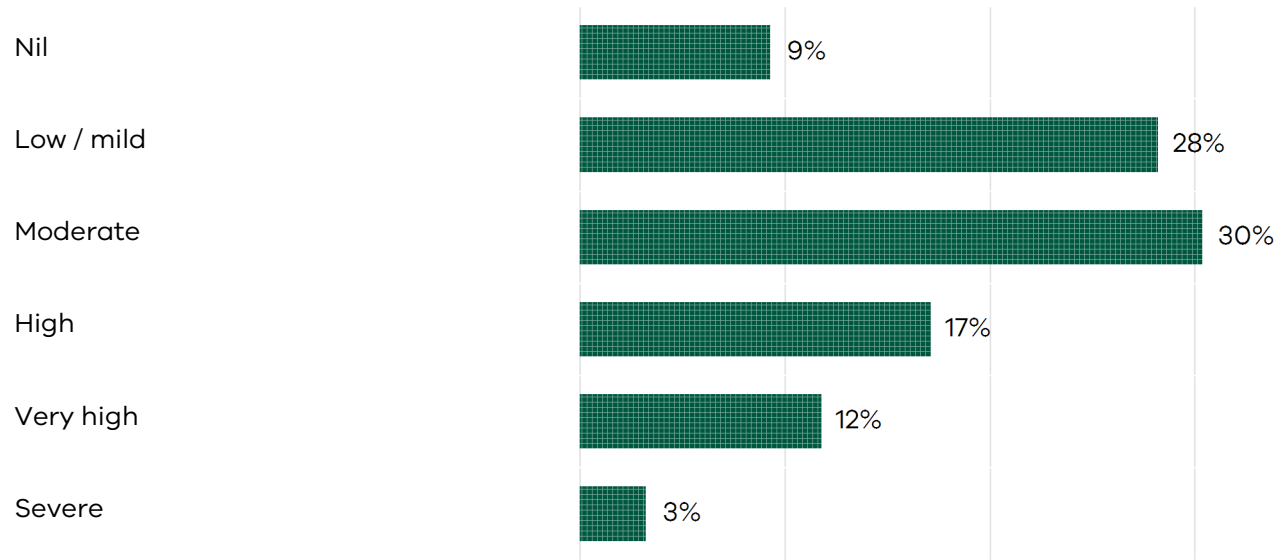
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2020 and your comparator.

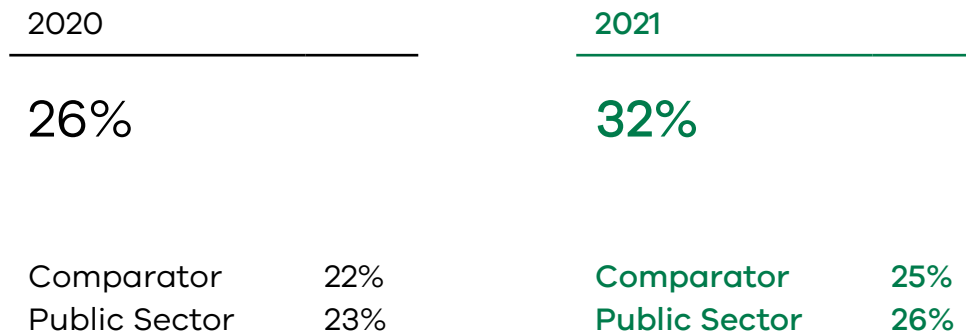
Example

32% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 25% of staff in your comparator group and 26% of staff across the public sector.

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



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.

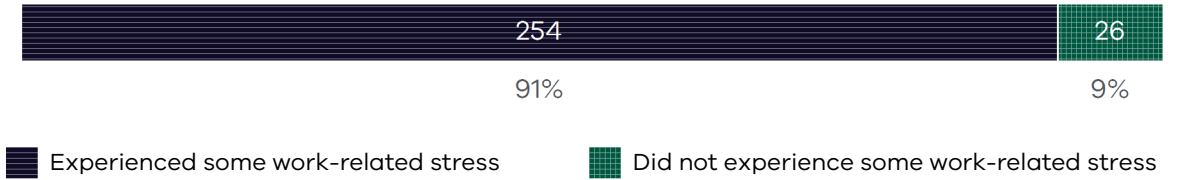
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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%, 61% 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	56%	61%	56%	51%
Time pressure	43%	42%	43%	42%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	24%	16%	12%
Incivility, bullying, harassment or discrimination	17%	19%	11%	7%
Management of work (e.g. supervision, training, information, support)	12%	19%	13%	13%
Other changes due to COVID-19	16%	10%	15%	15%
Organisation or workplace change	3%	9%	9%	11%
Competing home and work responsibilities	9%	9%	11%	12%
Other	7%	9%	9%	9%
Physical environment	5%	9%	9%	5%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

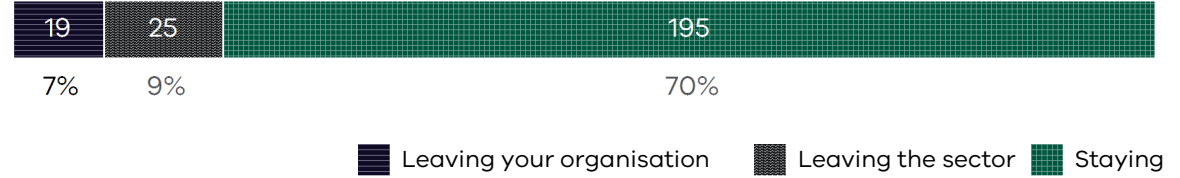
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

16% of your staff who did the survey said they intended to leave.

Of that 16%, 45% said it was from 'Lack of confidence in senior leadership'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	45%	38%	34%
Limited recognition for doing a good job	36%	39%	32%
Limited future career opportunities at my organisation	34%	37%	42%
Limited opportunities to gain further experience at my organisation	34%	33%	33%
Opportunity to broaden experience	34%	37%	40%
Excessive workload	27%	27%	25%
Poor relationship with my colleagues and/or manager	25%	21%	15%
Better remuneration	20%	21%	26%
Limited developmental/educational opportunities at my organisation	18%	25%	24%
Limited involvement in decisions affecting my job and career	16%	21%	20%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

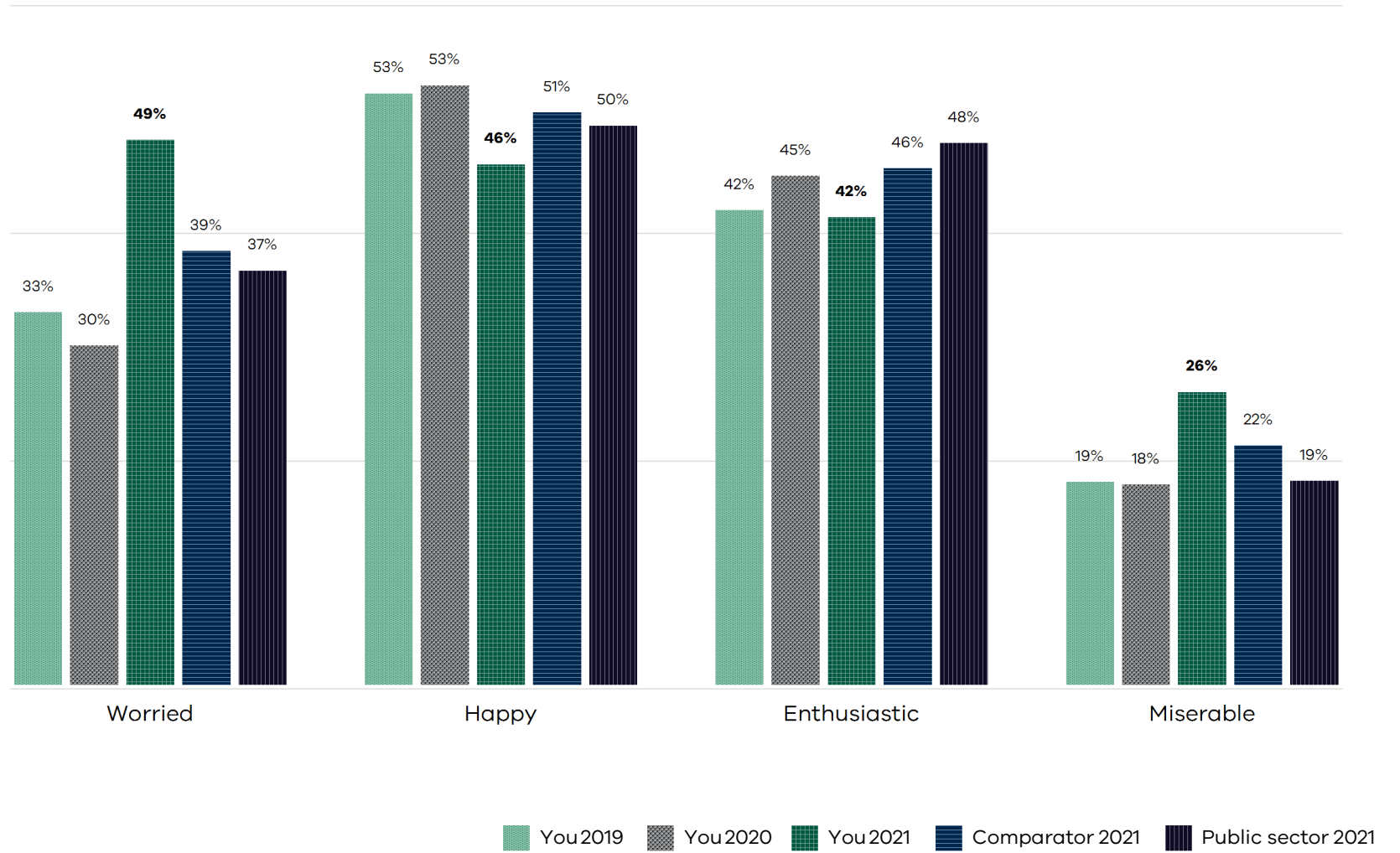
In 2021:

- 46% of your staff who did the survey said work made them feel happy in 2021, which is down from 53% in 2020

Compared to:

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

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



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

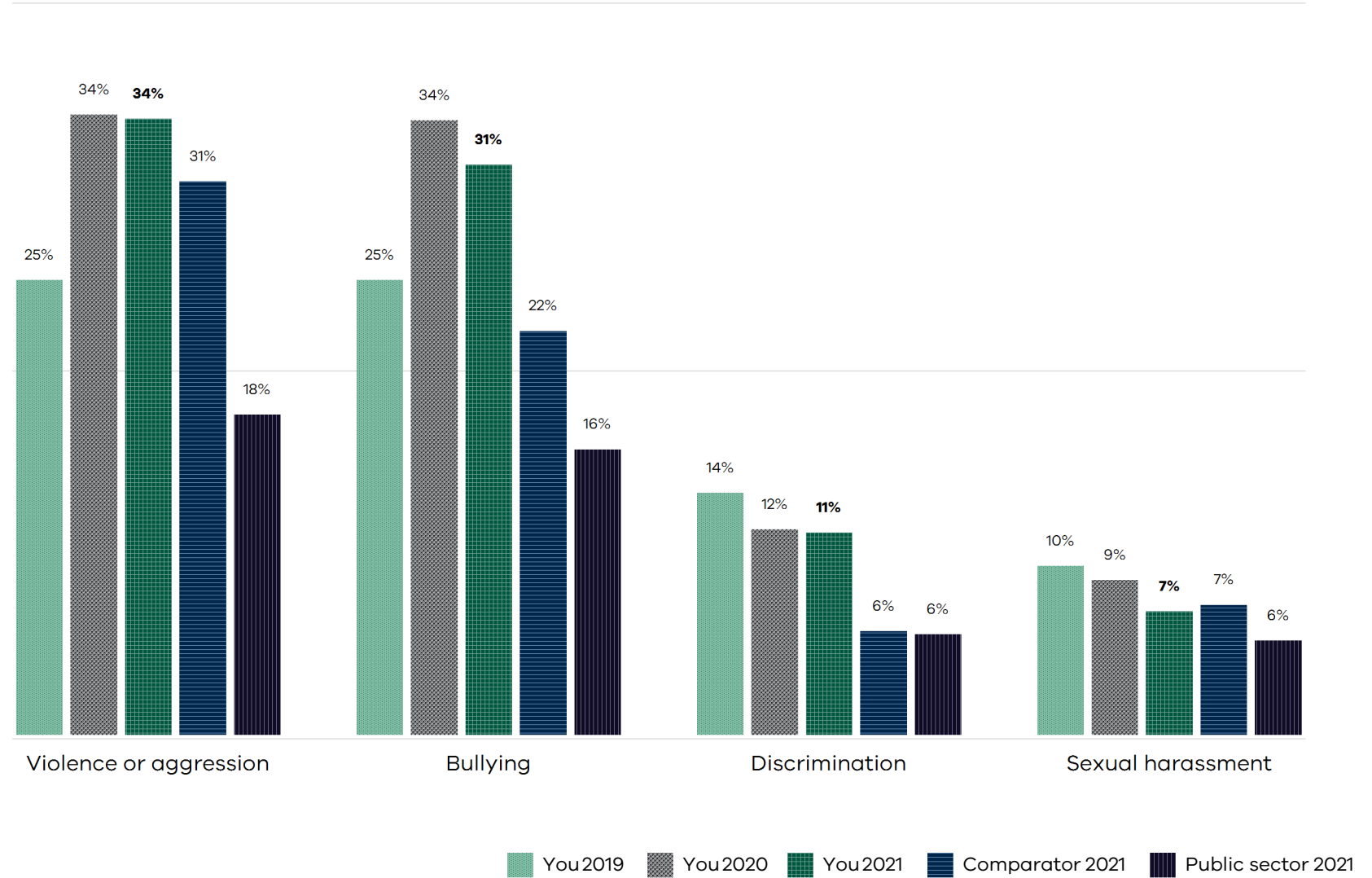
Example

In 2021:

- 34% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 34% in 2020.

Compared to:

- 31% 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.

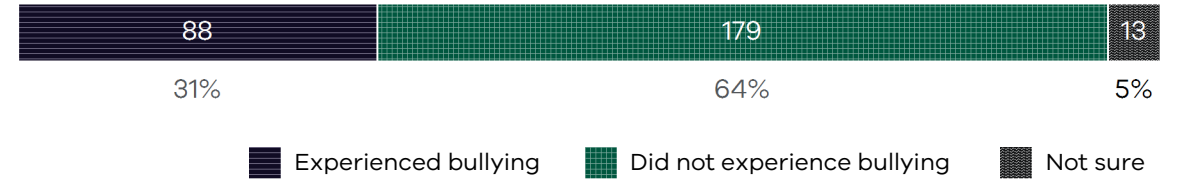
In descending order, the table shows the answers.

Example

31% of your staff who did the survey said they experienced bullying.

Of that 31%, 74% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



If you experienced bullying, what type of bullying did you experience?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	72%	74%	71%	69%
Exclusion or isolation	45%	48%	42%	42%
Intimidation and/or threats	41%	31%	35%	32%
Withholding essential information for me to do my job	27%	23%	25%	27%
Other	16%	20%	13%	15%
Being assigned meaningless tasks unrelated to the job	14%	14%	10%	13%
Being given impossible assignment(s)	8%	9%	8%	9%
Verbal abuse	18%	8%	24%	20%
Interference with my personal property and/or work equipment	4%	2%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

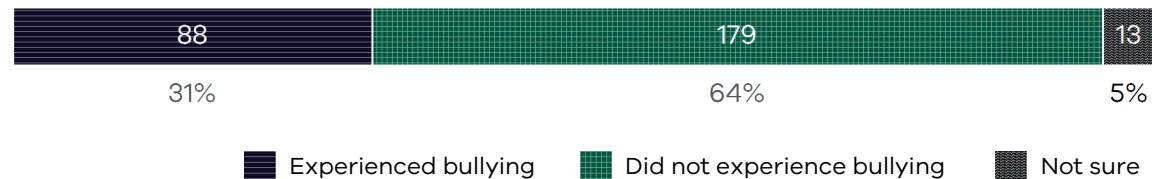
In descending order, the table shows the answers.

Example

31% of your staff who did the survey said they experienced bullying, of which

- 51% said the top way they reported the bullying was 'Told a colleague'.
- 89% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	50%	51%	42%	42%
Told a friend or family member	32%	38%	33%	34%
Told a manager	42%	32%	48%	47%
Submitted a formal complaint	14%	11%	12%	12%
Told Human Resources	16%	11%	12%	12%
Told someone else	10%	11%	12%	12%
Told the person the behaviour was not OK	0%	10%	18%	17%
I did not tell anyone about the bullying	10%	8%	11%	12%
Told employee assistance program (EAP) or peer support	0%	7%	7%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

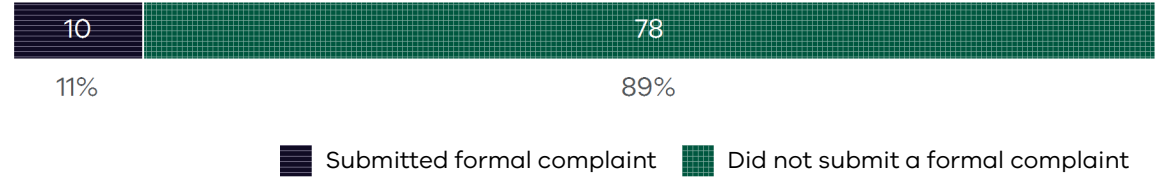
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

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

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

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?

	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	68%	50%	53%
I didn't think it would make a difference	50%	51%	50%
I believed there would be negative consequences for my career	36%	33%	40%
I didn't feel safe to report the incident	17%	17%	19%
I thought the complaint process would be embarrassing or difficult	14%	10%	14%
I didn't think it was serious enough	13%	17%	16%
I believed there would be negative consequences for the person I was going to complain about	10%	10%	10%
I didn't know who to talk to	6%	4%	5%
Other	4%	11%	12%
I didn't need to because I made the bullying stop	3%	7%	7%

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, 31% 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.

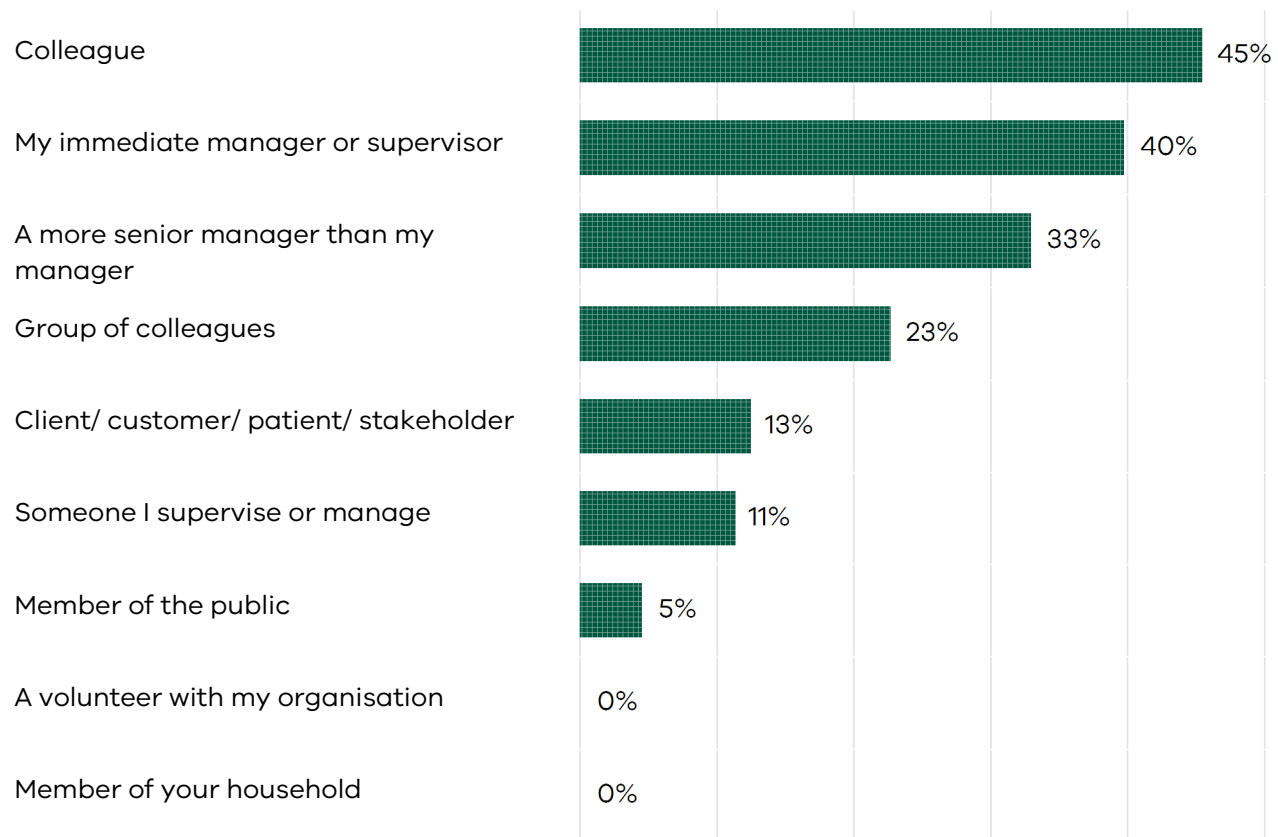
Each row is one perpetrator or group of perpetrators.

Example

31% of your staff who did the survey said they experienced bullying.

Of that 31%, 45% said it was by 'Colleague'.

88 people (31% 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, 31% of your staff said they experienced bullying.

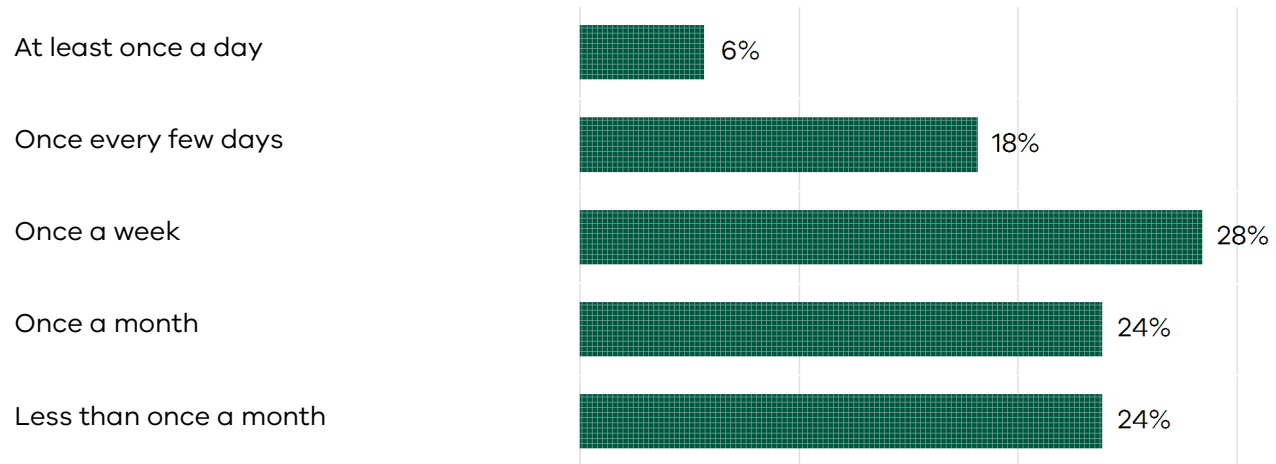
If they did, they could tell us how often they experienced this behaviour.

Example

31% of your staff who did the survey said they experienced bullying.

Of that 31%, 6% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

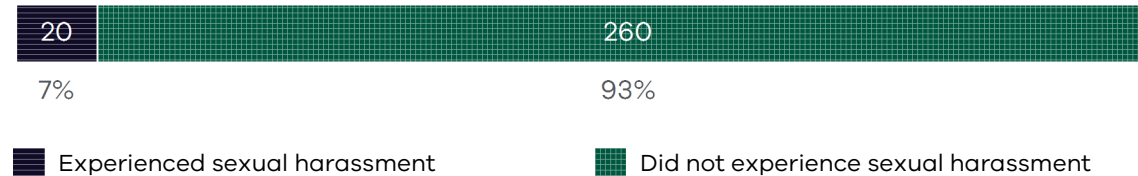
In descending order, the table shows the top 10 answers.

Example

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

Of those, 65% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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



Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	62%	65%	52%	50%
Inappropriate staring or leering that made you feel intimidated	21%	25%	17%	15%
Inappropriate physical contact (including momentary or brief physical contact)	14%	20%	21%	17%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	55%	15%	56%	54%
Any other unwelcome conduct of a sexual nature	7%	10%	6%	7%
Sexual gestures, indecent exposure or inappropriate display of the body	10%	5%	7%	6%
Unwelcome touching, hugging, cornering or kissing	7%	5%	16%	14%
Request or pressure for sex or other sexual acts	3%	5%	1%	1%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	2%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	3%	3%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

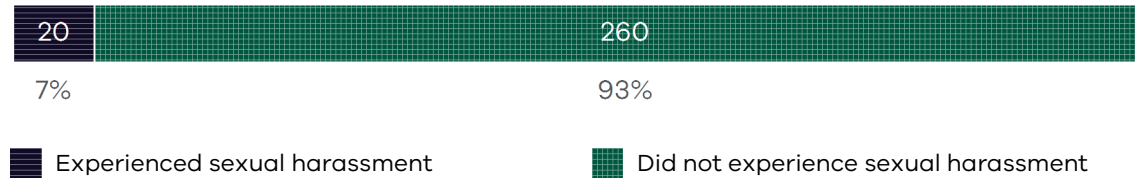
If they did, they could tell us with one or more answers how they responded.

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

Example

7% of your staff who did the survey said they experienced sexual harassment. Of those, 60% said their top response was 'Told the person the behaviour was not OK'.

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



When the harassment happened to you, did you respond in any of the following ways?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Told the person the behaviour was not OK	38%	60%	38%	31%
Told a manager	10%	50%	20%	20%
Told a colleague	28%	35%	33%	29%
Avoided the person(s) by staying away from them	21%	25%	39%	36%
Pretended it didn't bother you	59%	20%	44%	45%
Told a friend or family member	28%	20%	22%	21%
Avoided locations where the behaviour might occur	14%	15%	15%	13%
Took time off work	10%	15%	4%	5%
Tried to laugh it off or forget about it	24%	15%	39%	41%
Sought a transfer to another role/location/roster	0%	5%	2%	2%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

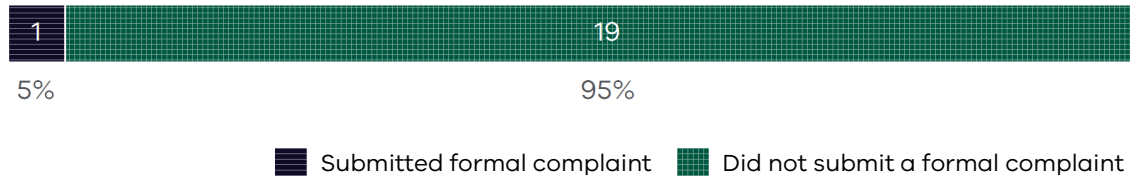
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

95% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 32% said the top reason was 'I believed there would be negative consequences for my reputation!'

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?

	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	32%	29%	33%
I didn't think it was serious enough	26%	44%	45%
I didn't think it would make a difference	26%	44%	39%
I thought the complaint process would be embarrassing or difficult	26%	9%	11%
I believed there would be negative consequences for my career	21%	15%	21%
I didn't need to because I no longer had contact with the person(s) who harassed me	16%	9%	9%
Other	16%	10%	7%
I believed there would be negative consequences for the person I was going to complain about	5%	8%	13%
I didn't feel safe to report the incident	5%	7%	8%
I didn't know who to talk to	5%	5%	4%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

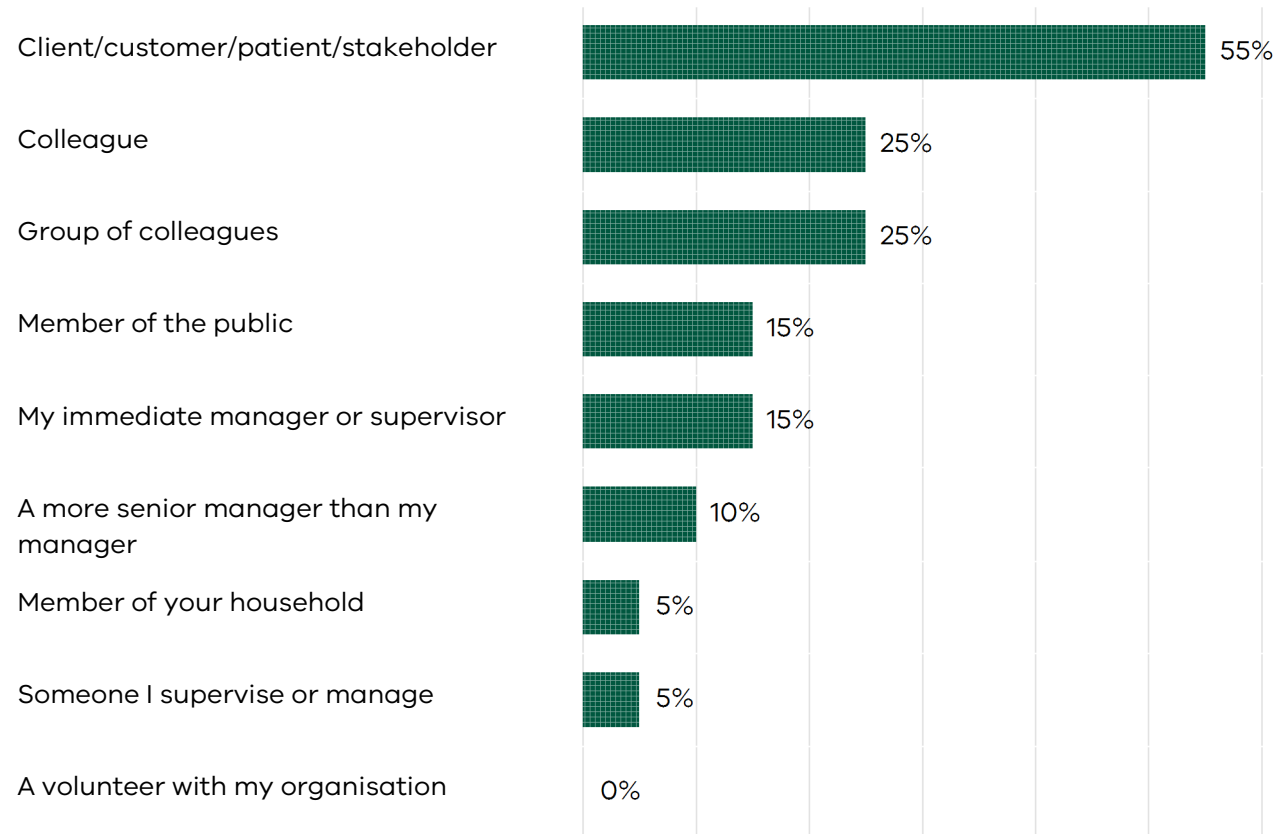
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 7%, 55% said it was by 'Client/customer/patient/stakeholder'.

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



People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

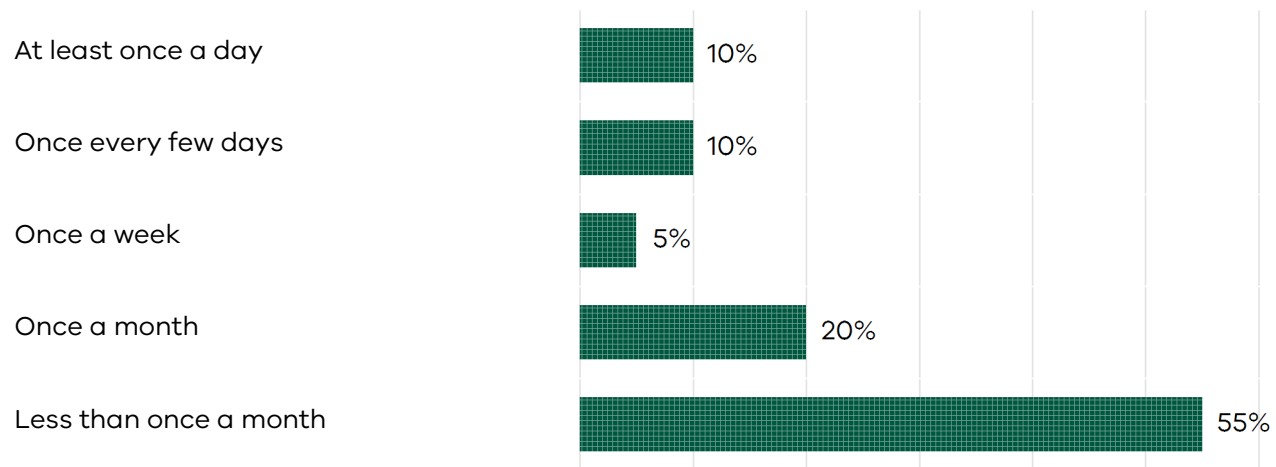
In this year's survey, 7% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

7% of your staff who did the survey said they experienced sexual harassment. Of that 7%, 10% said it was 'At least once a day'.

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



People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

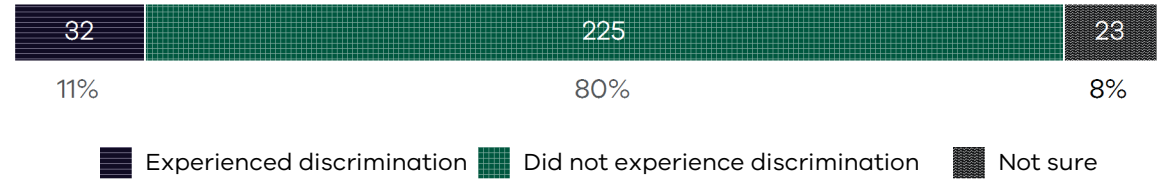
In descending order, the table shows the top 10 answers.

Example

11% of your staff who did the survey said they experienced discrimination.

Of that 11%, 41% said it was 'Age'.

Have you experienced discrimination at work?



If you experienced discrimination, which attributes was this based on?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Age	37%	41%	25%	26%

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

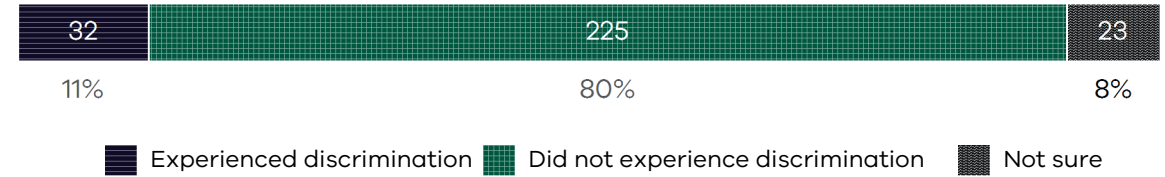
In descending order, the table shows the top 10 types.

Example

11% of your staff who did the survey said they experienced discrimination.

Of that 11%, 41% said it was 'Denied flexible work arrangements or other adjustments'.

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



If you experienced discrimination, what type of discrimination did you experience?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Denied flexible work arrangements or other adjustments	0%	41%	24%	21%
Other	50%	34%	44%	38%
Opportunities for promotion	29%	28%	27%	37%
Employment security - threats of dismissal or termination	26%	22%	14%	11%
Pay or conditions offered by employer	26%	19%	11%	9%
Access to leave	13%	13%	10%	8%
Opportunities for training	24%	13%	20%	24%
Opportunities for transfer/secondment	11%	6%	10%	19%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

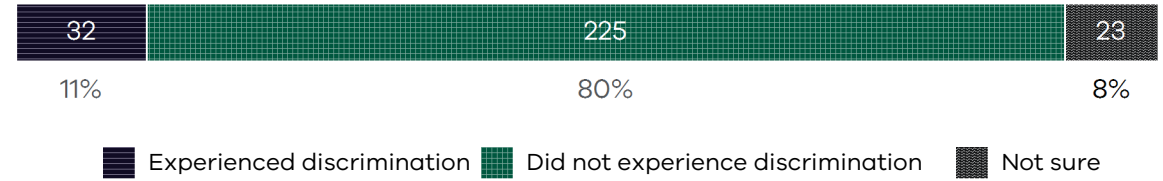
In descending order, the table shows the answers.

Example

11% of your staff who did the survey said they experienced discrimination, of which

- 47% said the top way they reported the discrimination was 'Told a friend or family member'.
- 81% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	26%	47%	39%	32%
Told a colleague	37%	41%	38%	38%
Submitted a formal complaint	13%	19%	8%	8%
Told a manager	21%	16%	28%	28%
Told employee assistance program (EAP) or peer support	0%	16%	8%	8%
Told someone else	16%	16%	13%	14%
I did not tell anyone about the discrimination	29%	9%	20%	24%
Told Human Resources	24%	6%	11%	10%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

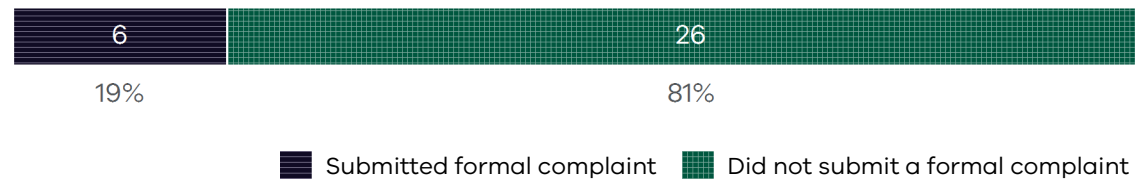
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

81% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 73% said the top reason was 'I believed there would be negative consequences for my reputation!'

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?

	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	73%	51%	56%
I believed there would be negative consequences for my career	62%	45%	54%
I didn't think it would make a difference	46%	58%	57%
I didn't feel safe to report the incident	31%	20%	19%
I didn't think it was serious enough	12%	13%	12%
I believed there would be negative consequences for the person I was going to complain about	4%	10%	9%
I didn't know how to make a complaint	4%	4%	5%
I thought the complaint process would be embarrassing or difficult	4%	11%	13%
I was advised not to	4%	4%	4%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 11% of your staff said they experienced discrimination.

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

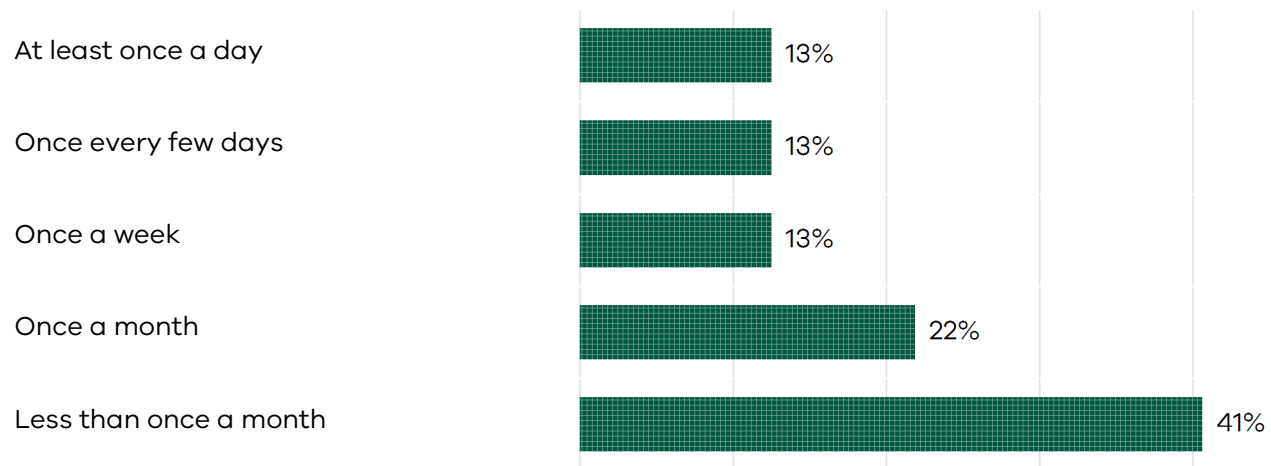
The graph shows how often staff were experiencing discrimination.

Example

11% of your staff who did the survey said they experienced discrimination.

Of that 11%, 13% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

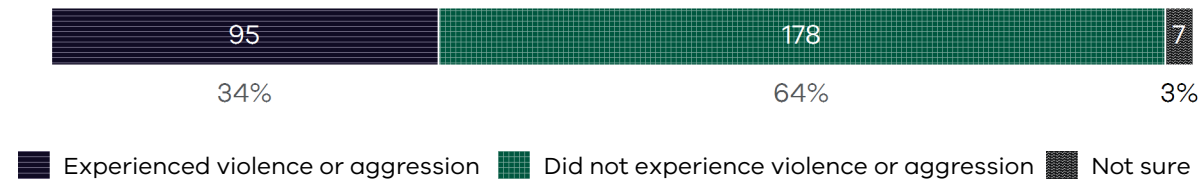
In descending order, the table shows the answers.

Example

34% of your staff who did the survey said they experienced violence or aggression.

Of that 34%, 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	80%	87%	86%	81%
Intimidating behaviour	71%	64%	66%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	38%	37%	34%	28%
Threats of violence	38%	34%	41%	39%
Damage to my property or work equipment	7%	6%	9%	7%
Other	2%	4%	3%	12%
Stalking, including cyber-stalking	1%	1%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

34% of your staff who did the survey said they experienced violence or aggression, fo which

- 54% said the top way they reported the violence or aggression was 'Told a manager'
- 79% said they didn't submit a formal incident report.

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



Did you tell anyone about the incident?

	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	65%	54%	52%	52%
Told a colleague	42%	41%	47%	46%
Told the person the behaviour was not OK	0%	38%	37%	33%
Submitted a formal incident report	32%	21%	35%	32%
Told a friend or family member	16%	14%	17%	20%
Told someone else	9%	11%	6%	6%
I did not tell anyone about the incident(s)	3%	4%	6%	8%
Told Human Resources	7%	2%	3%	4%
Told employee assistance program (EAP) or peer support	0%	1%	3%	3%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

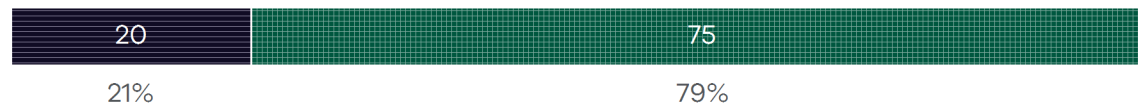
In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

79% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 36% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?



Submitted formal incident report Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	36%	42%	39%
I didn't think it was serious enough	24%	31%	33%
Other	24%	23%	12%
I didn't need to because I made the violence or aggression stop	20%	16%	16%
I believed there would be negative consequences for my career	16%	8%	12%
I believed there would be negative consequences for my reputation	16%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	13%	15%
I believed there would be negative consequences for the person I was going to complain about	3%	2%	4%
I didn't feel safe to report the incident	3%	4%	5%
I was advised not to	1%	3%	3%

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.

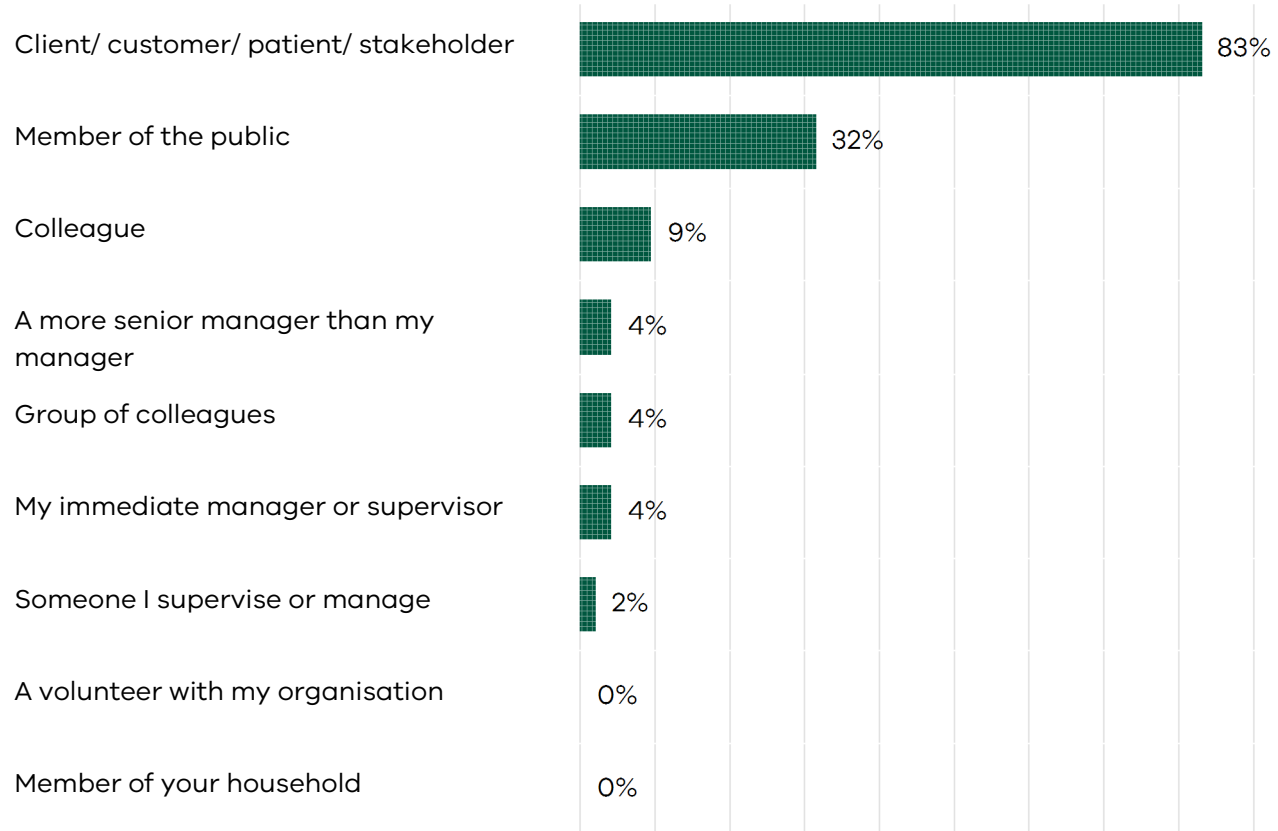
Each row is one perpetrator or a group of perpetrators.

Example

34% of your staff who did the survey said they experienced violence or aggression.

Of that 34%, 83% said it was 'Client/ customer/ patient/ stakeholder'.

95 people (34% 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

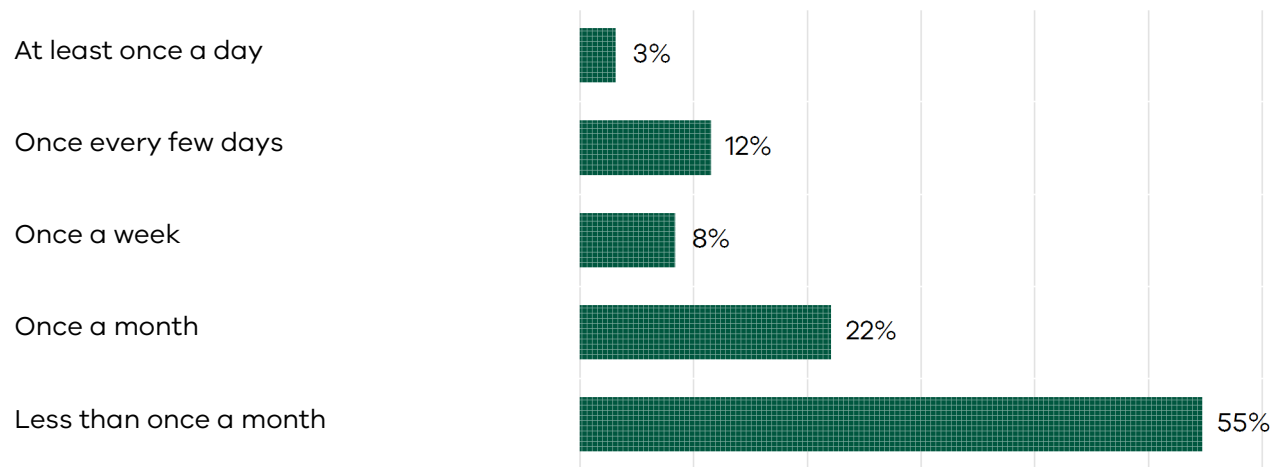
In this year's survey, 34% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

34% of your staff who did the survey said they experienced violence or aggression. Of that 34%, 3% 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

42% of your staff who did the survey said they witnessed some negative behaviour at work.

58% 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	58%	66%	77%
Bullying of a colleague	33%	24%	16%
Discrimination against a colleague	13%	11%	8%
Violence or aggression against a colleague	11%	10%	6%
Sexual harassment of a colleague	1%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

42% of your staff who did the survey witnessed negative behaviour, of which:

- 70% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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



When you witnessed the above behaviour(s), did you do any of the following?

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	70%	73%	72%
Told a manager	36%	40%	37%
Told the person the behaviour was not OK	23%	29%	25%
Spoke to the person who behaved in a negative way	22%	24%	22%
Told a colleague	17%	20%	21%
Other	6%	6%	7%
Submitted a formal complaint	5%	6%	6%
Took no action	5%	6%	7%
Told Human Resources	3%	5%	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

100% of staff who did the survey were satisfied with the way your organisation handled their formal 'Sexual harassment' complaint.



People matter

survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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 91% 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 2% decrease, which is a negative 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	91%	-2%	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	+3%	89%
Workgroup support	I am able to work effectively with others in my workgroup	88%	+1%	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	88%	Not asked in 2020	86%
Quality service delivery	My workgroup strives to deliver services in a timely manner	88%	Not asked in 2020	86%
Meaningful work	I am achieving something important through my work	86%	+1%	84%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	Not asked in 2020	79%
Meaningful work	I feel that I can make a worthwhile contribution at work	84%	-3%	87%
Quality service delivery	My workgroup values human rights	84%	Not asked in 2020	85%
Job enrichment	I clearly understand what I am expected to do in this job	81%	-8%	84%

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	28%
Safety climate	All levels of my organisation are involved in the prevention of stress	34%	0%	35%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	39%	-9%	41%
Learning and development	I feel I have an equal chance at promotion in my organisation	40%	Not asked in 2020	41%
Manager support	My manager has regular conversations with me about my learning and development	41%	Not asked in 2020	47%
Workload	I have enough time to do my job effectively	41%	-6%	47%
Taking action	My organisation has taken positive action on the results of last year's survey	42%	Not asked in 2020	24%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	43%	-3%	45%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	43%	Not asked in 2020	42%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	43%	-6%	42%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Engagement', the 'You 2021' column shows 76% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Increase from 2020' column, you have a 3% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	76%	+3%	74%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	89%	+3%	89%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	53%	+2%	60%
Engagement	I feel a strong personal attachment to my organisation	65%	+2%	62%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	80%	+1%	77%
Engagement	My organisation inspires me to do the best in my job	59%	+1%	59%
Workgroup support	I am able to work effectively with others in my workgroup	88%	+1%	89%
Meaningful work	I am achieving something important through my work	86%	+1%	84%
Satisfaction	How satisfied are you with your career development within your current organisation	61%	+1%	57%
Job enrichment	I have a choice in deciding how I do my work	69%	+1%	68%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Workload', the 'You 2021' column shows 48% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 9% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	48%	-9%	54%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	39%	-9%	41%
Manager support	My manager keeps me informed about what's going on	57%	-8%	68%
Job enrichment	I clearly understand what I am expected to do in this job	81%	-8%	84%
Manager support	My manager provides me with enough support when I need it	61%	-7%	69%
Patient safety climate	Trainees in my discipline are adequately supervised	51%	-6%	58%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	43%	-6%	42%
Workload	I have enough time to do my job effectively	41%	-6%	47%
Satisfaction	Considering everything, how satisfied are you with your current job	62%	-6%	68%
Satisfaction	How satisfied are you with the work-life balance in your current job	60%	-6%	65%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 42% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

The 'difference' column, shows that agreement for this question was 18 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	42%	+18%	24%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	76%	+11%	64%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	74%	+9%	65%
Taking action	I believe my organisation will take positive action on the results of this year's survey	50%	+8%	42%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	81%	+7%	74%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	+6%	79%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	71%	+6%	65%
Equal employment opportunity	Gender is not a barrier to success in my organisation	81%	+5%	76%
Equal employment opportunity	Disability is not a barrier to success in my organisation	63%	+5%	59%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	75%	+4%	71%

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 'Safe to speak up', the 'You 2021' column shows 53% of your staff agreed with 'People in your workgroup are able to bring up problems and tough issues'.

The 'difference' column, shows that agreement for this question was 13 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	53%	-13%	65%
Workgroup support	People in my workgroup treat each other with respect	61%	-12%	73%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	54%	-12%	66%
Manager support	My manager keeps me informed about what's going on	57%	-11%	68%
Manager leadership	My manager models my organisation's values	66%	-11%	77%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	60%	-10%	70%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	50%	-10%	60%
Quality service delivery	My workgroup has clear lines of responsibility	65%	-10%	75%
Manager support	I would be confident in approaching my manager to discuss concerns and grievances	64%	-10%	74%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	48%	-9%	57%

People matter

survey 2021

Have your say

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- Highest scoring
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- Human rights

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- Aboriginal and/or Torres Strait Islander
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- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

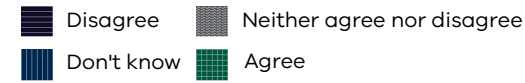
Example

50% 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'.

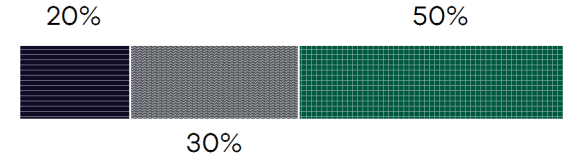
Survey question

Your results

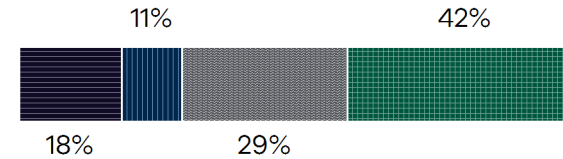
Benchmark agree results



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
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	50 %	27 %	42 %	57 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	42 %	18 %	24 %	30 %

People matter

survey 2021

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Key differences

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

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- Taking action questions

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- Categories
- Primary role

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.

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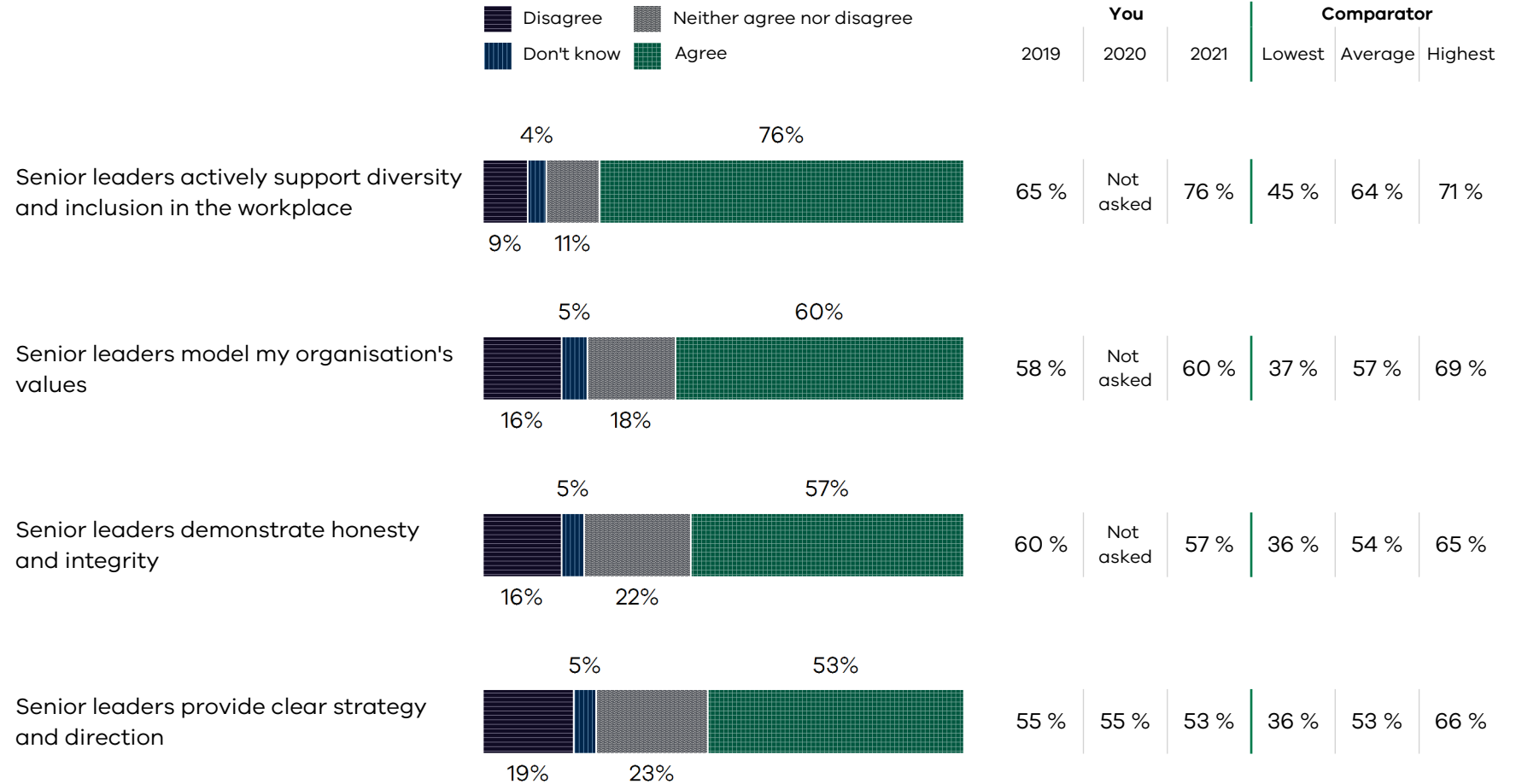
Example

76% 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



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.

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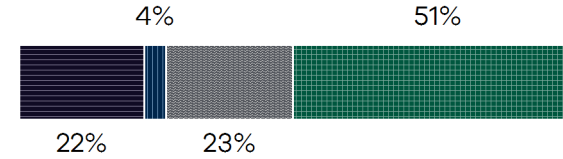
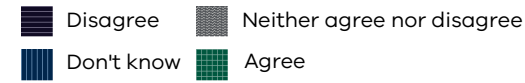
Example

51% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

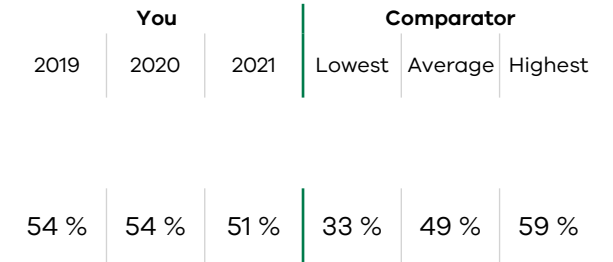
Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results



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survey 2021

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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.

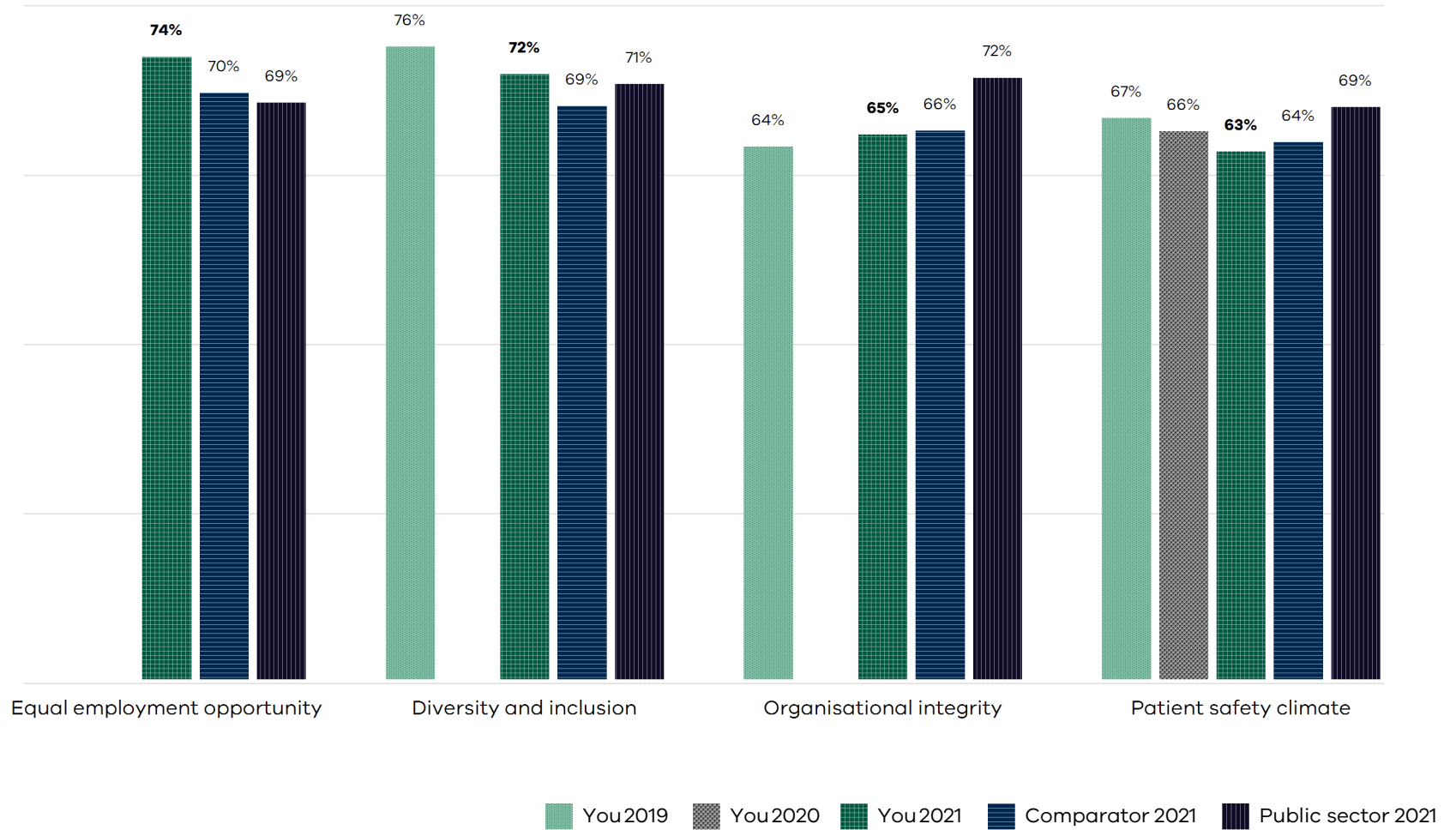
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

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



Organisational climate

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

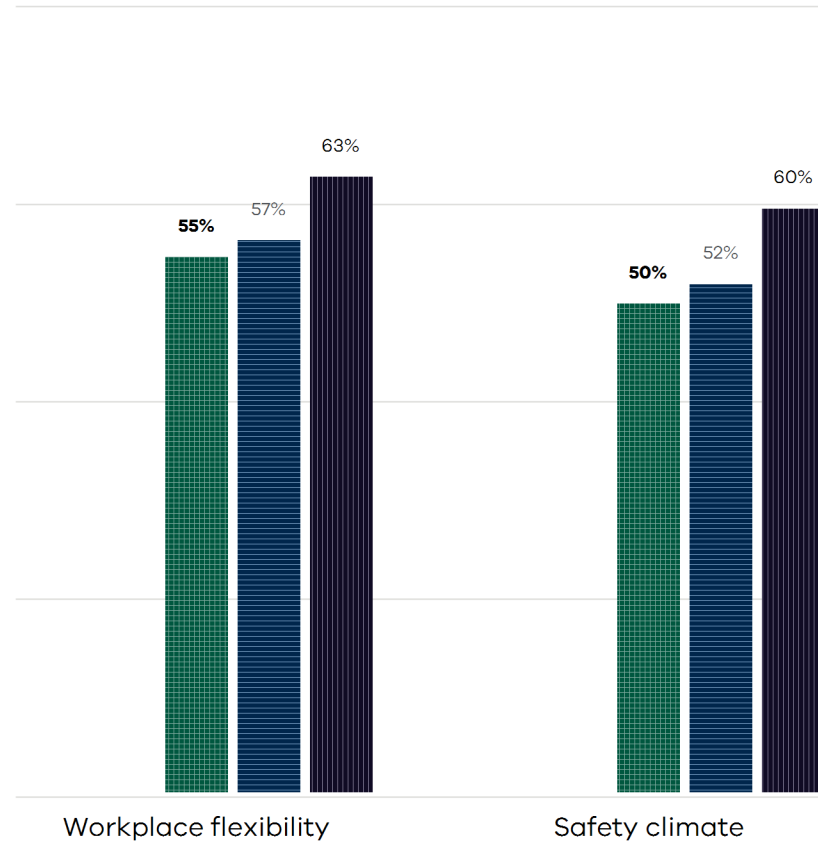
Example

In 2021:

- 55% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 57% of staff at your comparator and 63% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

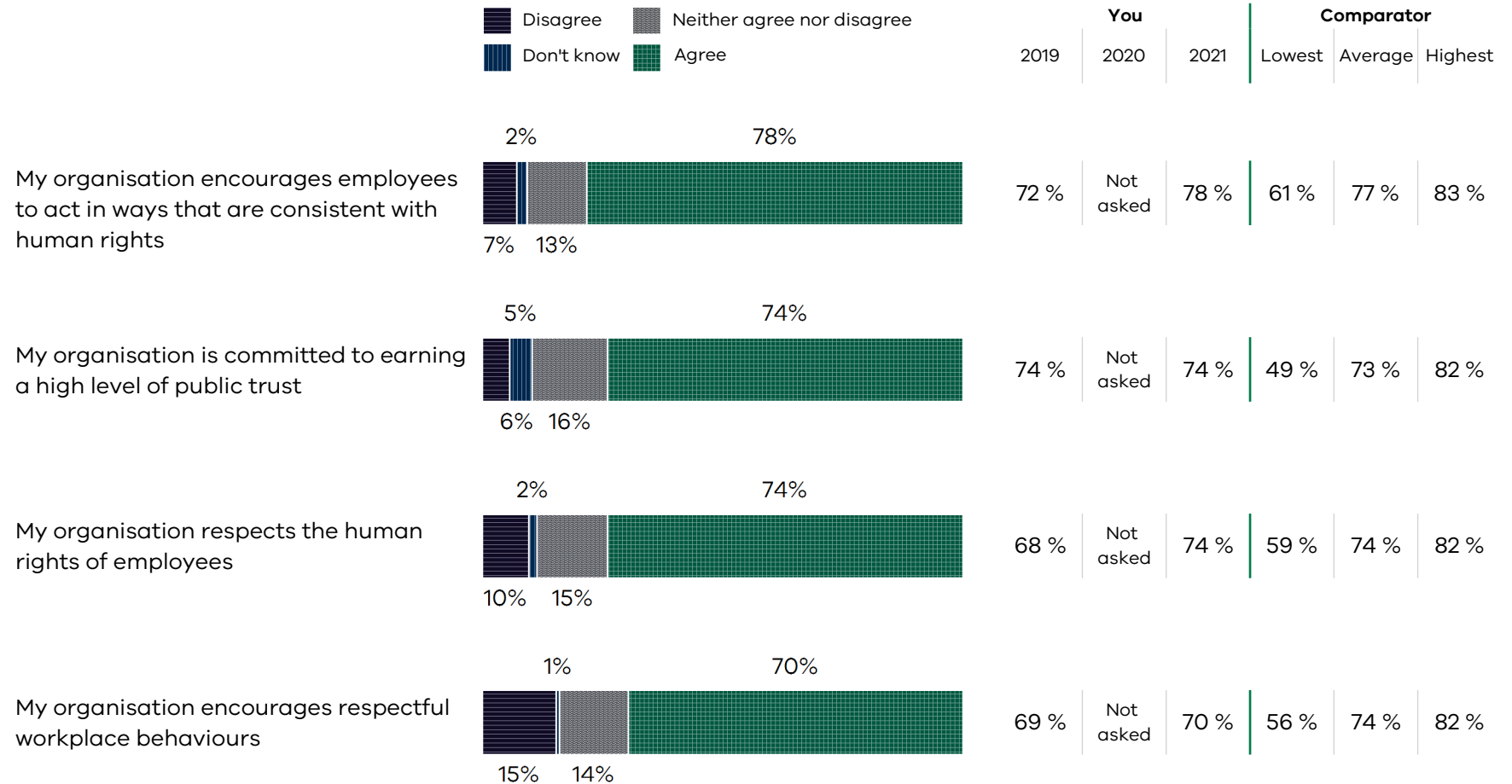
Example

78% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

Benchmark agree results



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.

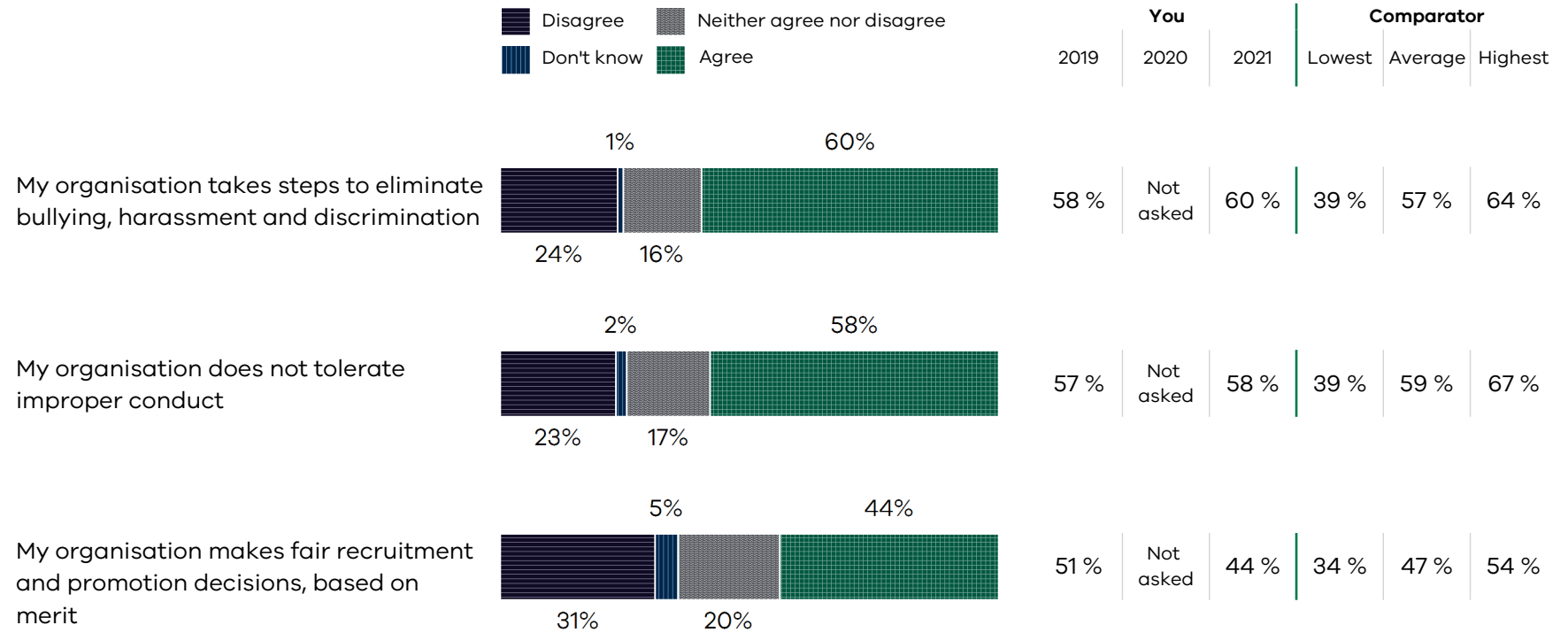
Example

60% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

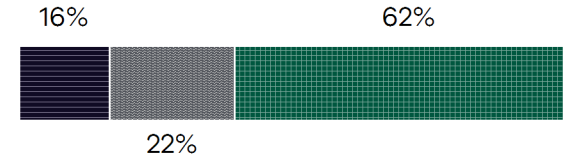
62% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

Survey question

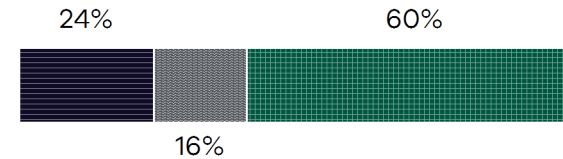
Your results

Benchmark agree results

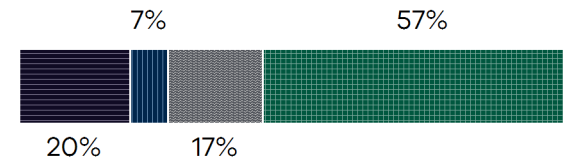
My organisation supports employees with family or other caring responsibilities, regardless of gender



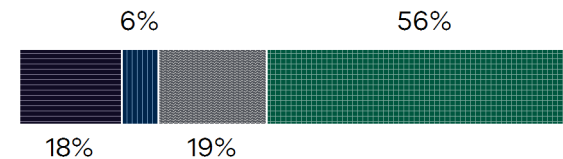
I have the flexibility I need to manage my work and non-work activities and responsibilities



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	Not asked	Not asked	62 %	53 %	65 %	71 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	Not asked	Not asked	60 %	56 %	65 %	71 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	Not asked	Not asked	57 %	46 %	58 %	65 %
Having family responsibilities is not a barrier to success in my organisation	Not asked	Not asked	56 %	46 %	55 %	61 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

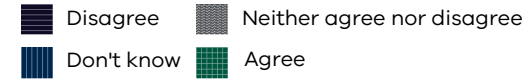
Example

55% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

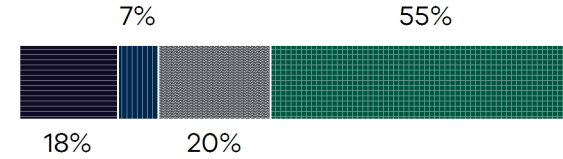
Survey question

Your results

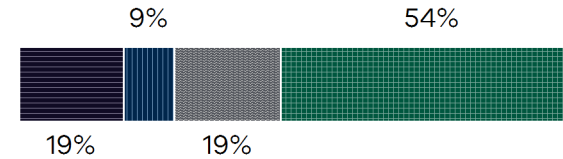
Benchmark agree results



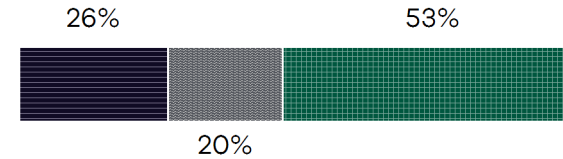
Having caring responsibilities is not a barrier to success in my organisation



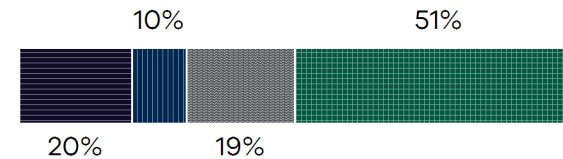
There is a positive culture within my organisation in relation to employees who have caring responsibilities



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
67 %	Not asked	55 %	45 %	52 %	60 %	
67 %	Not asked	54 %	45 %	56 %	64 %	
53 %	51 %	53 %	55 %	60 %	67 %	
65 %	Not asked	51 %	43 %	52 %	59 %	

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

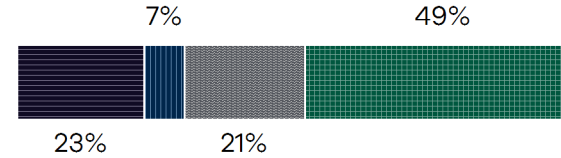
Example

49% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

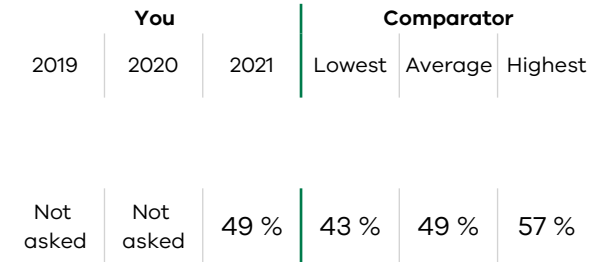
Survey question

Using flexible work arrangements is not a barrier to success in my organisation

Your results



Benchmark agree results



Organisational climate

Workplace flexibility 4 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

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

43% 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	43%	32%	19%
Shift swap	35%	20%	12%
Flexible start and finish times	26%	15%	23%
No, I do not use any flexible work arrangements	23%	38%	38%
Using leave to work flexible hours	14%	10%	8%
Study leave	11%	9%	4%
Working from an alternative location (e.g. home, hub/shared work space)	9%	8%	24%
Working more hours over fewer days	8%	5%	6%
Job sharing	3%	2%	1%
Other	2%	3%	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.

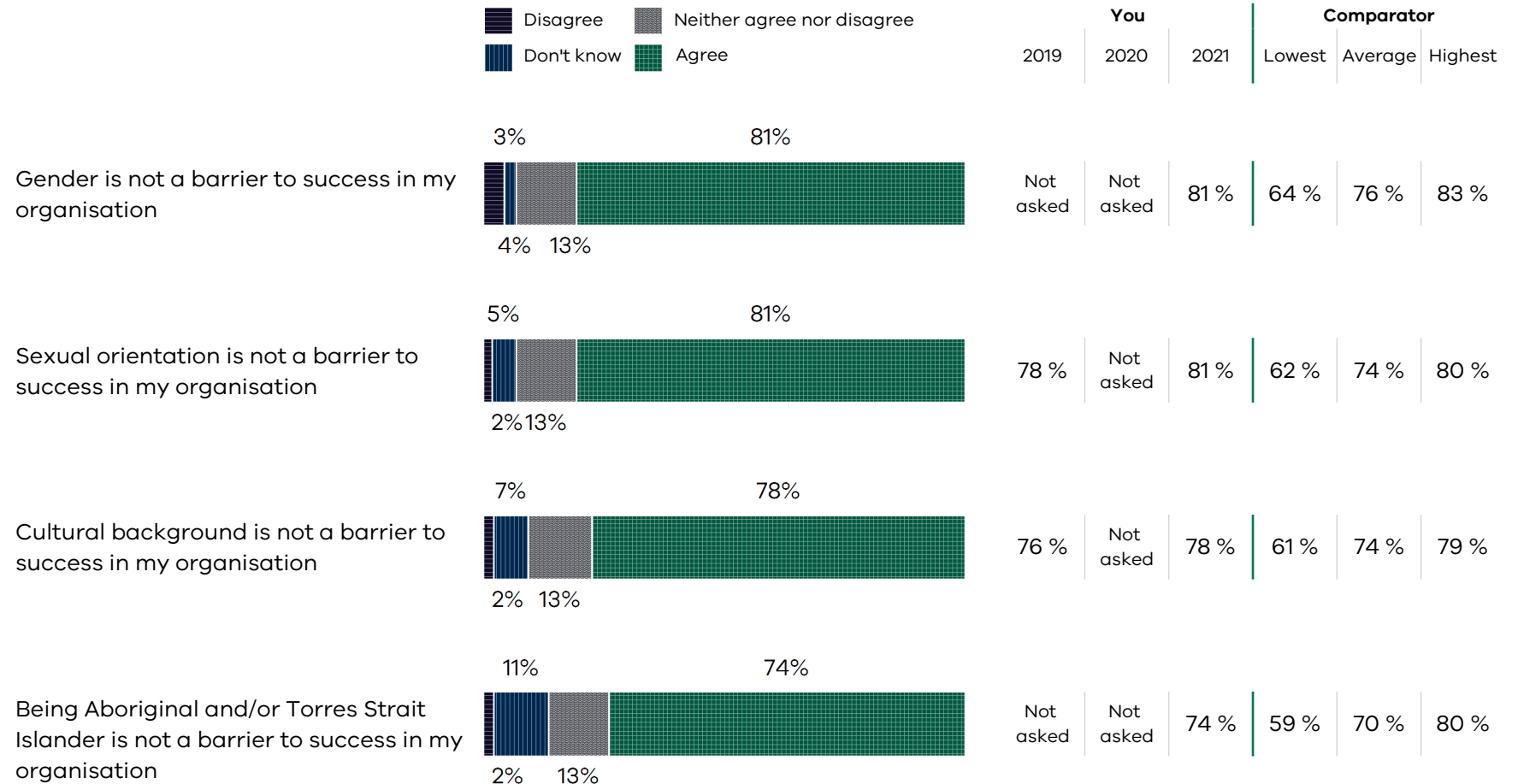
Example

81% 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



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

71% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

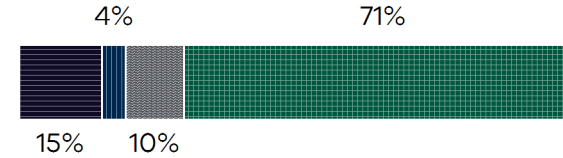
Survey question

Your results

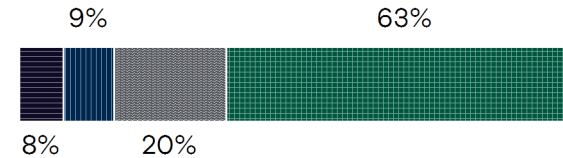
Benchmark agree results



Age is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	73 %	Not asked	71 %	58 %	70 %	78 %
Disability is not a barrier to success in my organisation	68 %	Not asked	63 %	47 %	59 %	66 %

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

72% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

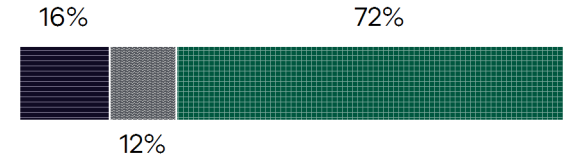
Survey question

Your results

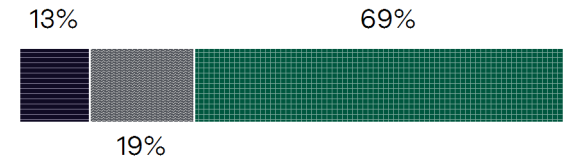
Benchmark agree results



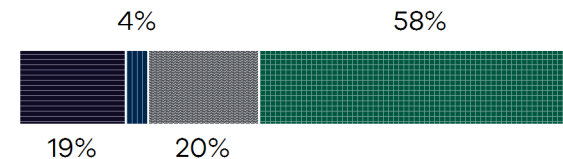
My organisation provides a physically safe work environment



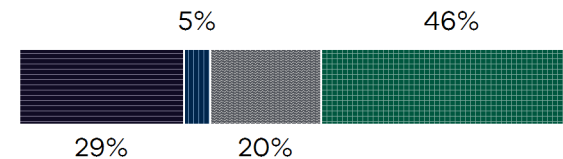
I feel culturally safe at work



My organisation consults employees on health and safety matters



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	Not asked	Not asked	72 %	60 %	74 %	85 %
2020	Not asked	Not asked	69 %	59 %	74 %	81 %
2021	66 %	Not asked	58 %	47 %	59 %	66 %
2022	57 %	47 %	46 %	43 %	51 %	61 %

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

43% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

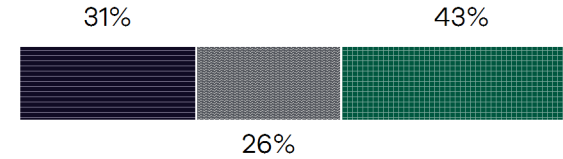
Survey question

Your results

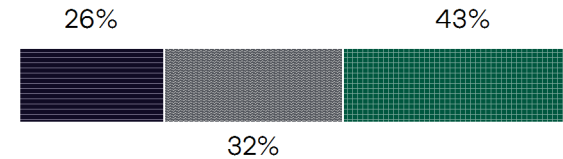
Benchmark agree results



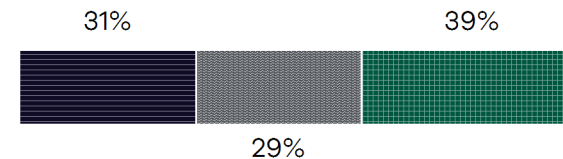
Senior leaders consider the psychological health of employees to be as important as productivity



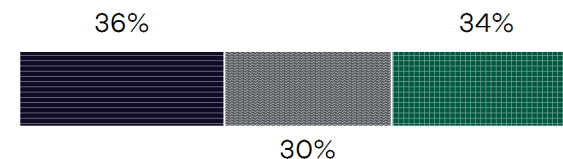
In my workplace, there is good communication about psychological safety issues that affect me



Senior leaders show support for stress prevention through involvement and commitment



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	38 %	49 %	43 %	29 %	42 %	50 %
	45 %	46 %	43 %	35 %	45 %	50 %
	36 %	48 %	39 %	29 %	41 %	50 %
	34 %	34 %	34 %	22 %	35 %	43 %

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.

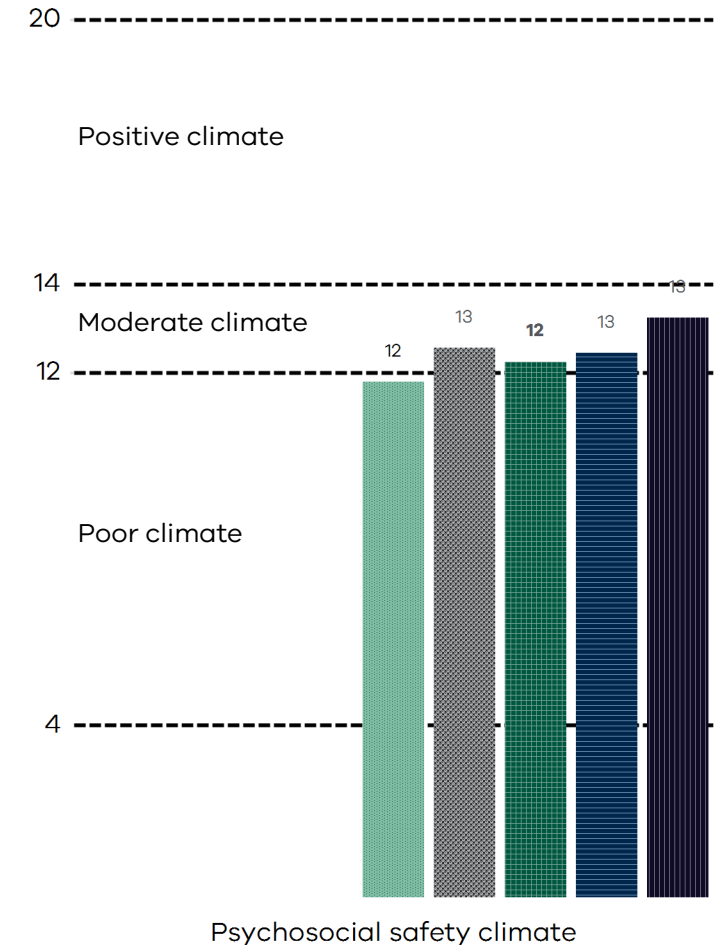
A score of:

- 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.

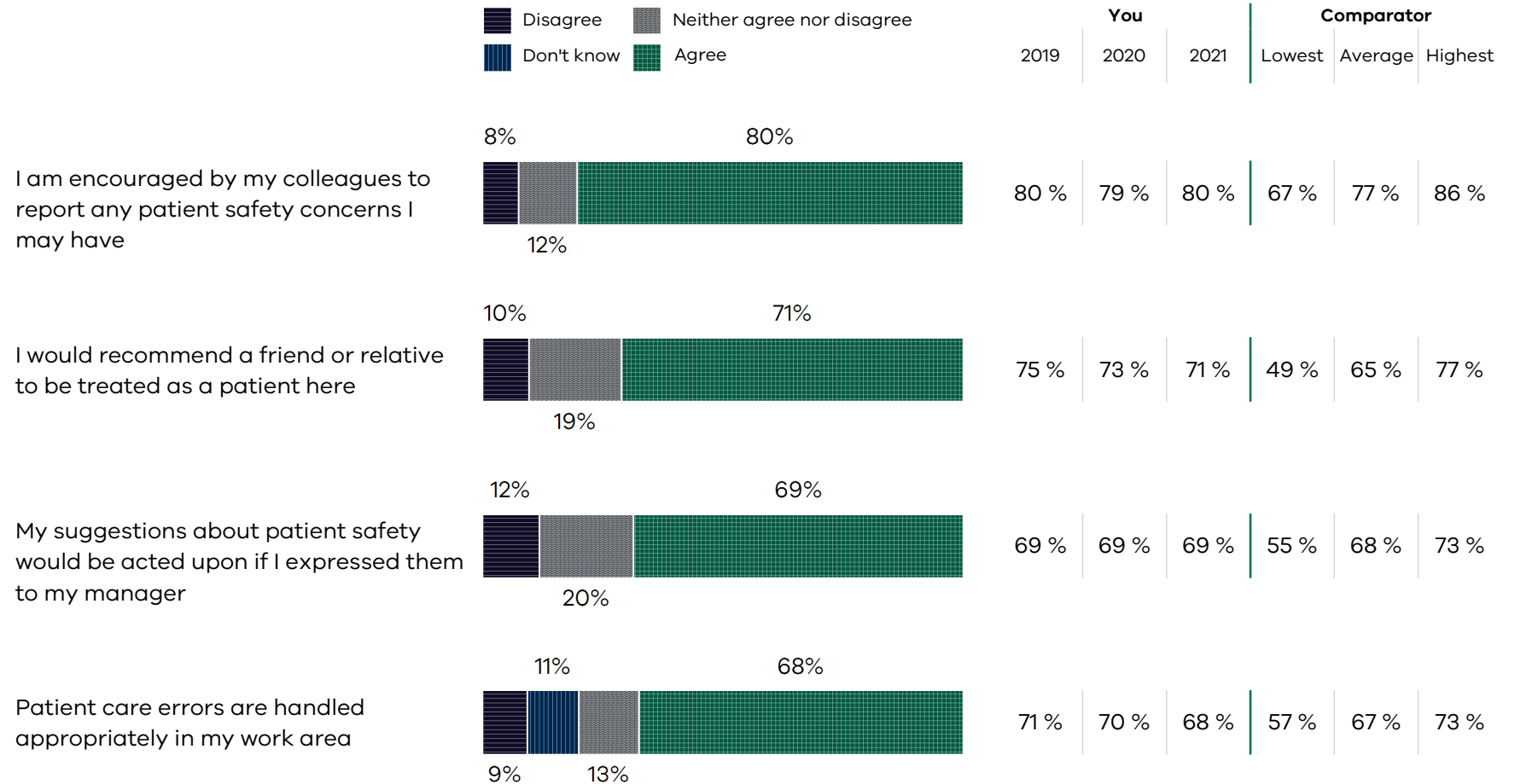
Example

80% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question

Your results

Benchmark agree results



Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

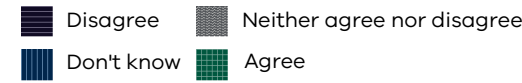
Example

60% of your staff who did the survey agreed or strongly agreed with 'The culture in my work area makes it easy to learn from the errors of others'.

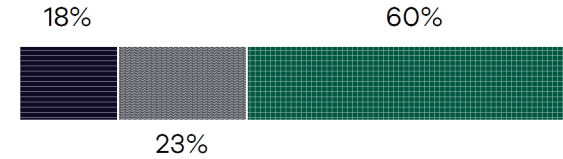
Survey question

Your results

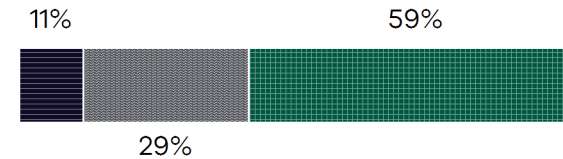
Benchmark agree results



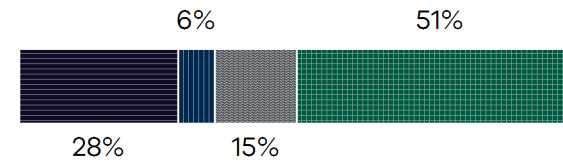
The culture in my work area makes it easy to learn from the errors of others



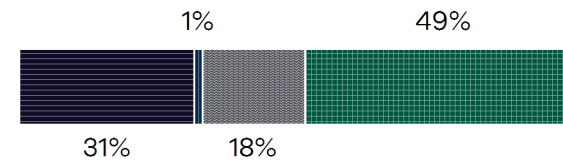
Management is driving us to be a safety-centred organisation



Trainees in my discipline are adequately supervised



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	64 %	60 %	60 %	49 %	64 %	69 %
	65 %	64 %	59 %	52 %	64 %	72 %
	58 %	57 %	51 %	42 %	58 %	62 %
	57 %	54 %	49 %	34 %	52 %	67 %

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.

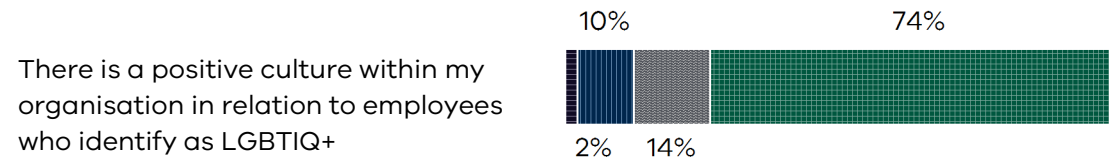
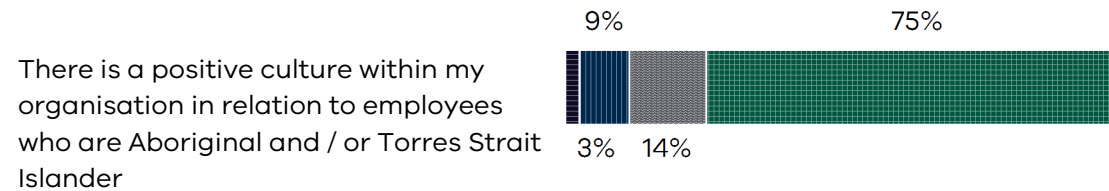
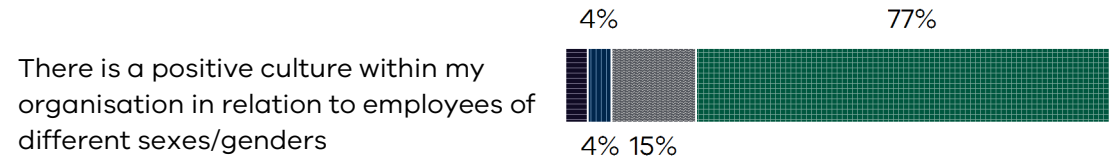
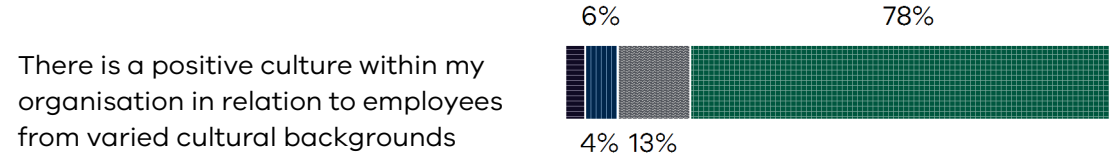
Example

78% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question

Your results

Benchmark agree results



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	78 %	59 %	74 %	80 %	
81 %	Not asked	77 %	60 %	74 %	78 %	
77 %	Not asked	75 %	56 %	71 %	81 %	
73 %	Not asked	74 %	51 %	65 %	75 %	

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.

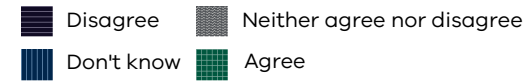
Example

69% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different age groups'.

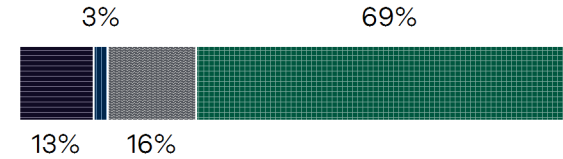
Survey question

Your results

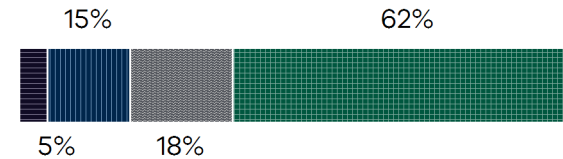
Benchmark agree results



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



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	69 %	54 %	70 %	76 %	
65 %	Not asked	62 %	42 %	58 %	67 %	

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.

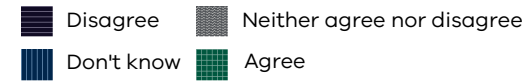
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

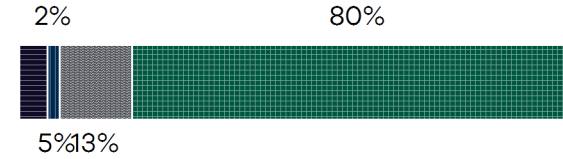
Survey question

Your results

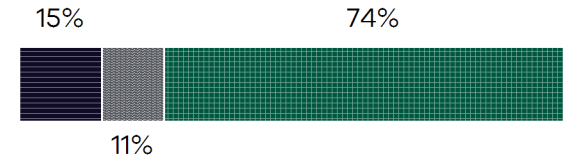
Benchmark agree results



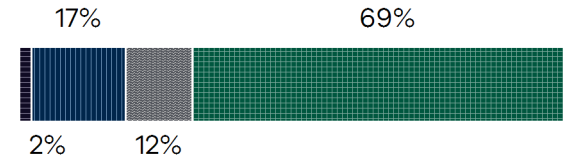
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



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



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	Not asked	Not asked	80 %	60 %	79 %	83 %
In my workgroup work is allocated fairly, regardless of gender	Not asked	Not asked	74 %	68 %	79 %	82 %
My organisation would support me if I needed to take family violence leave	Not asked	Not asked	69 %	56 %	70 %	80 %

People matter

survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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.

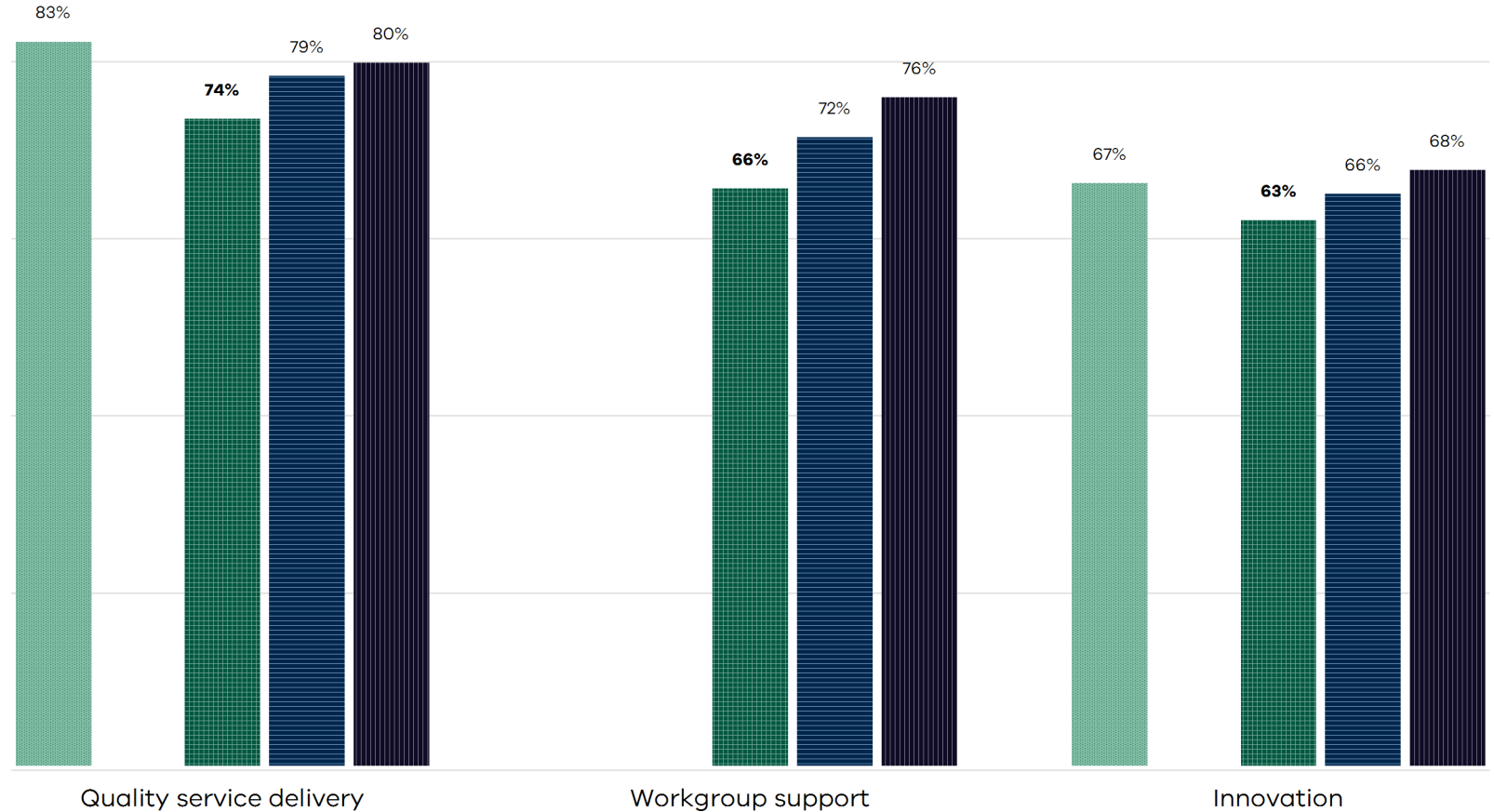
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about .

Compared to:

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



■ You 2019 ■ You 2020 ■ You 2021 ■ 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

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

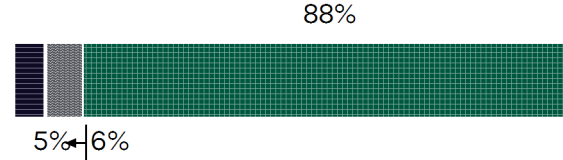
Survey question

Your results

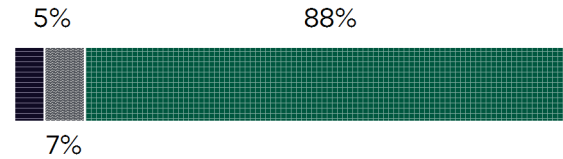
Benchmark agree results



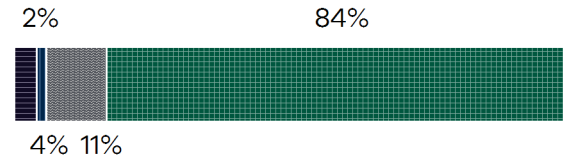
My workgroup strives to provide high quality advice and services



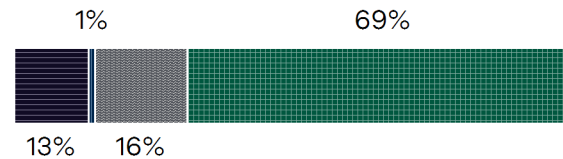
My workgroup strives to deliver services in a timely manner



My workgroup values human rights



My workgroup strives to make the best use of its resources



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
2019	89 %	Not asked	88 %	80 %	86 %	90 %
2020	91 %	Not asked	88 %	83 %	86 %	89 %
2021	81 %	Not asked	84 %	81 %	85 %	88 %
2022	86 %	Not asked	69 %	69 %	77 %	82 %

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

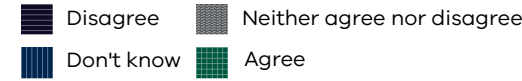
Example

65% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

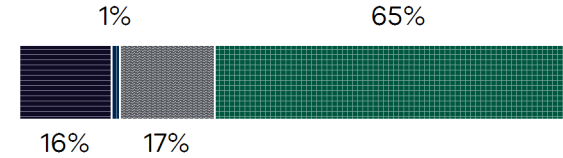
Survey question

Your results

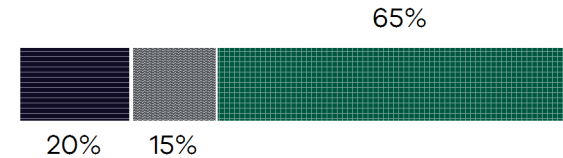
Benchmark agree results



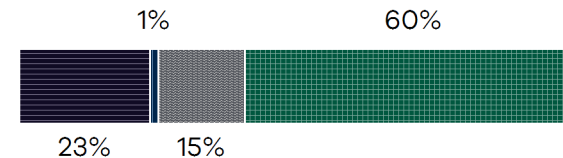
My workgroup focuses on making decisions informed by all relevant facts



My workgroup has clear lines of responsibility



My workgroup places a priority on acting fairly and without bias



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest

80 %	Not asked	65 %	64 %	73 %	78 %
------	-----------	------	------	------	------

75 %	Not asked	65 %	63 %	75 %	79 %
------	-----------	------	------	------	------

76 %	Not asked	60 %	61 %	70 %	75 %
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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.

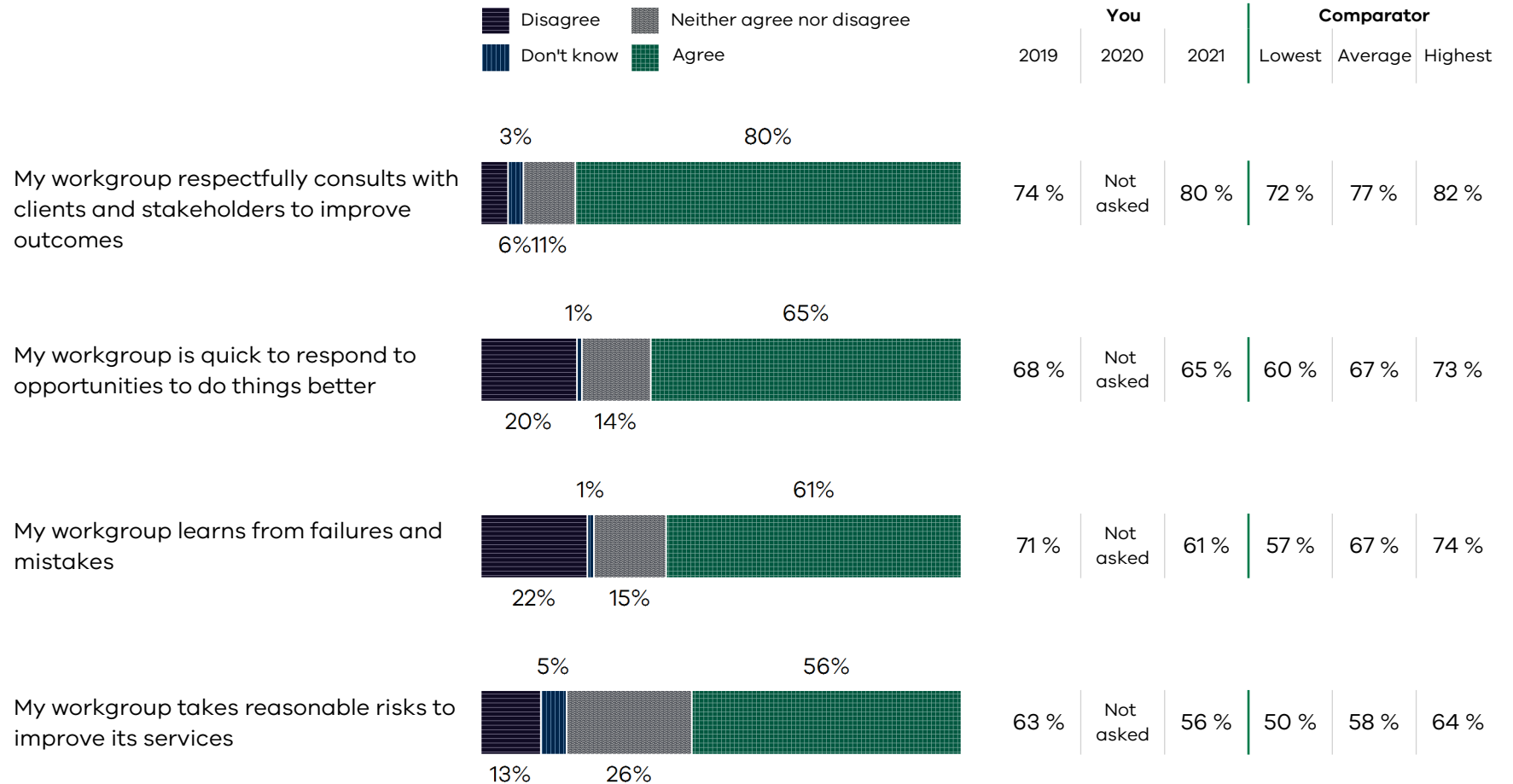
Example

80% 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



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.

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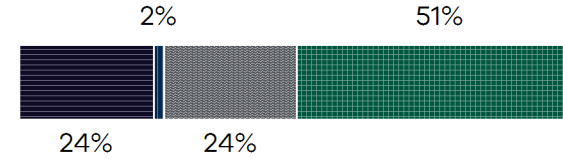
Example

51% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

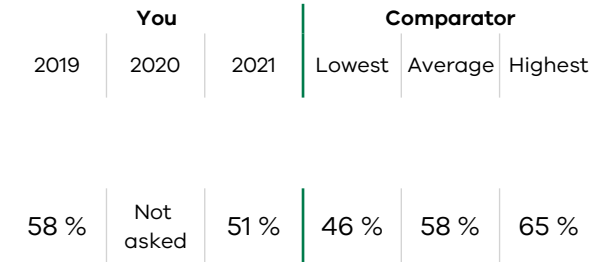
Survey question

My workgroup encourages employee creativity

Your results



Benchmark agree results



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.

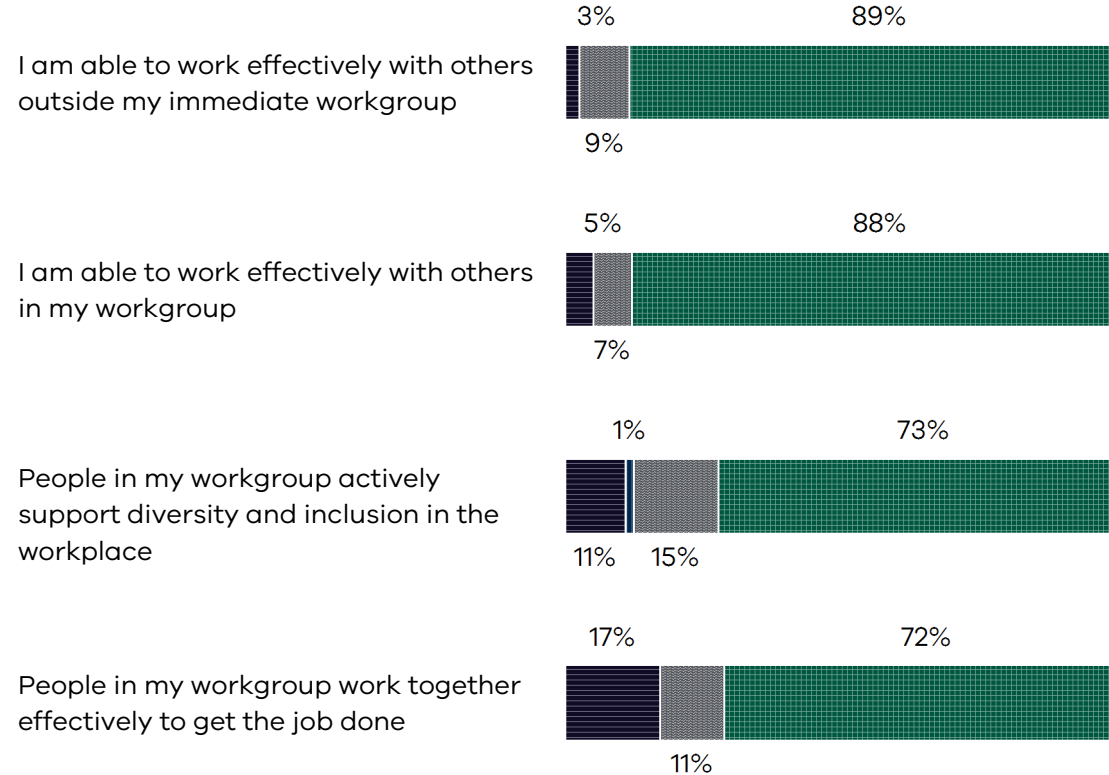
Example

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

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Not asked	86 %	89 %	85 %	89 %	92 %
I am able to work effectively with others in my workgroup	Not asked	87 %	88 %	85 %	89 %	92 %
People in my workgroup actively support diversity and inclusion in the workplace	76 %	Not asked	73 %	71 %	79 %	84 %
People in my workgroup work together effectively to get the job done	81 %	72 %	72 %	72 %	77 %	85 %

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.

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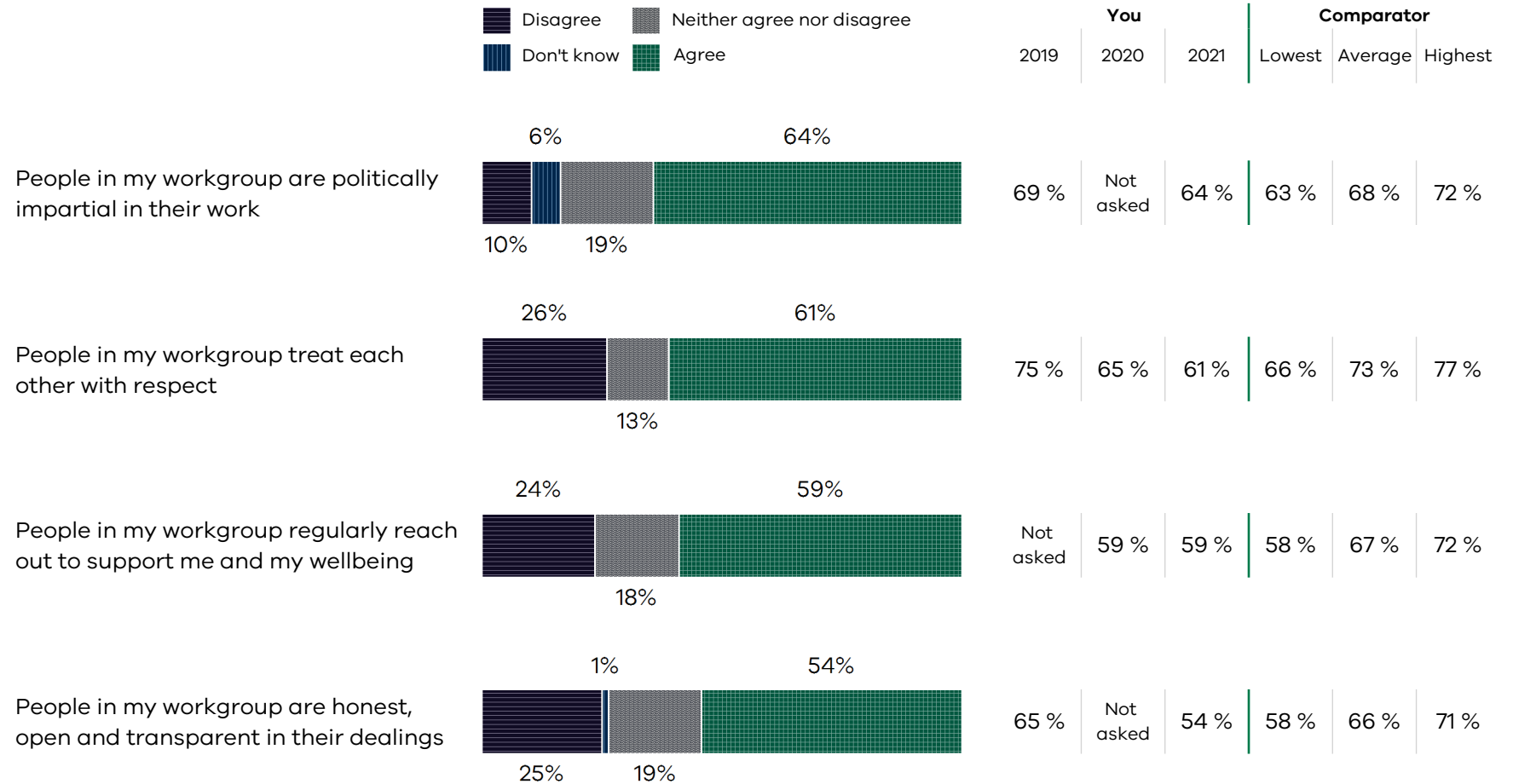
Example

64% 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

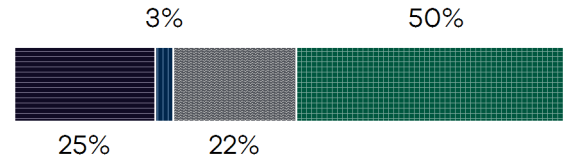
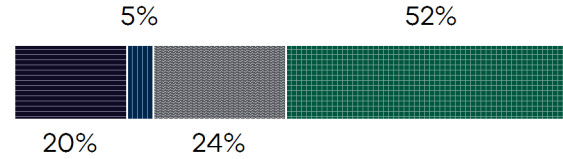
52% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

Survey question

Workgroups across my organisation willingly share information with each other

People in my workgroup appropriately manage conflicts of interest

Your results



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
Workgroups across my organisation willingly share information with each other	53 %	53 %	52 %	35 %	53 %	60 %
People in my workgroup appropriately manage conflicts of interest	64 %	Not asked	50 %	49 %	60 %	65 %

People matter

survey 2021

Have your say

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- Engagement
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- Satisfaction
- Work-related stress levels
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- Scorecard: negative behaviour
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- Highest scoring
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Demographics

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

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

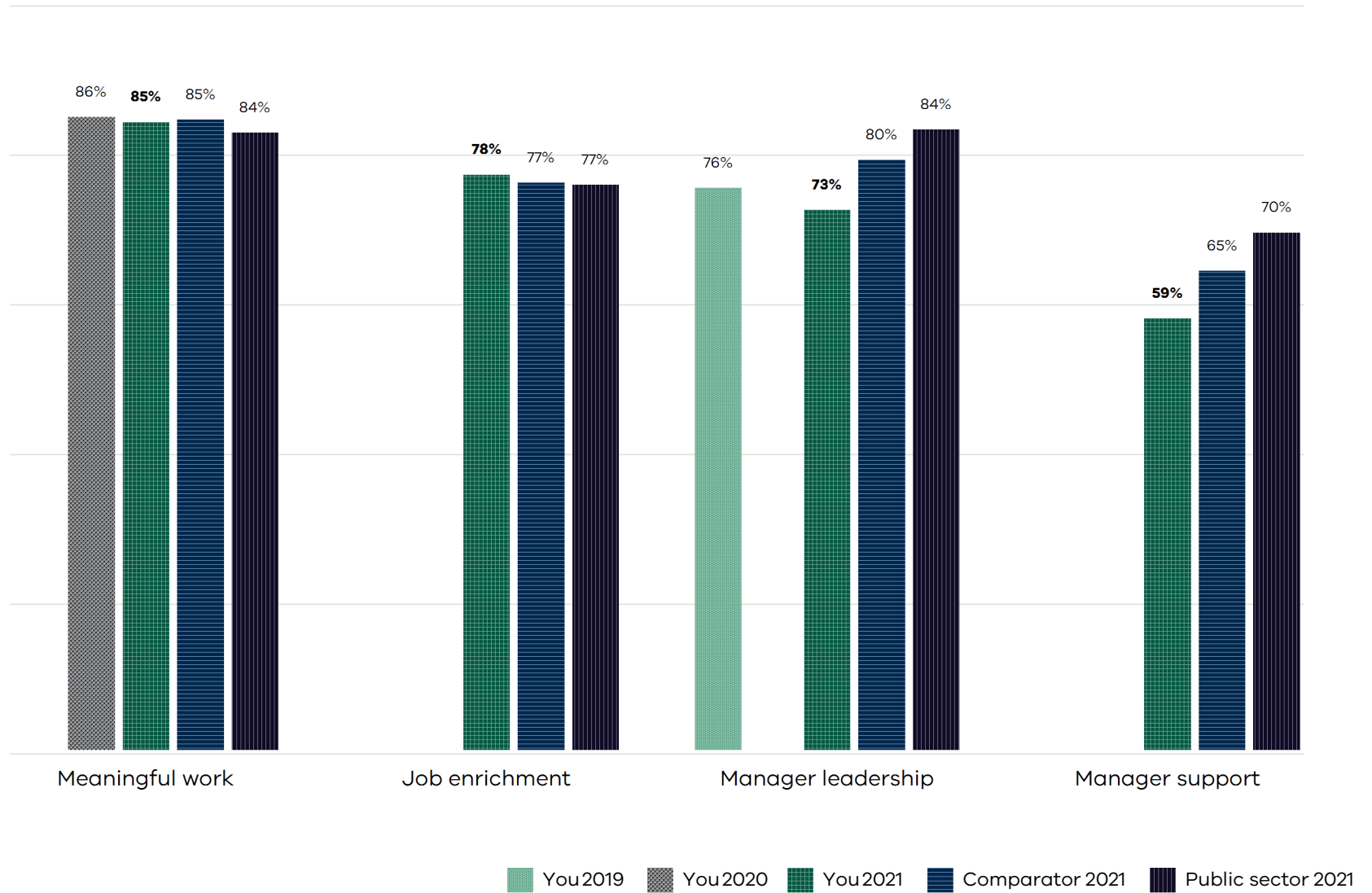
Example

In 2021:

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

Compared to:

- 85% 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.

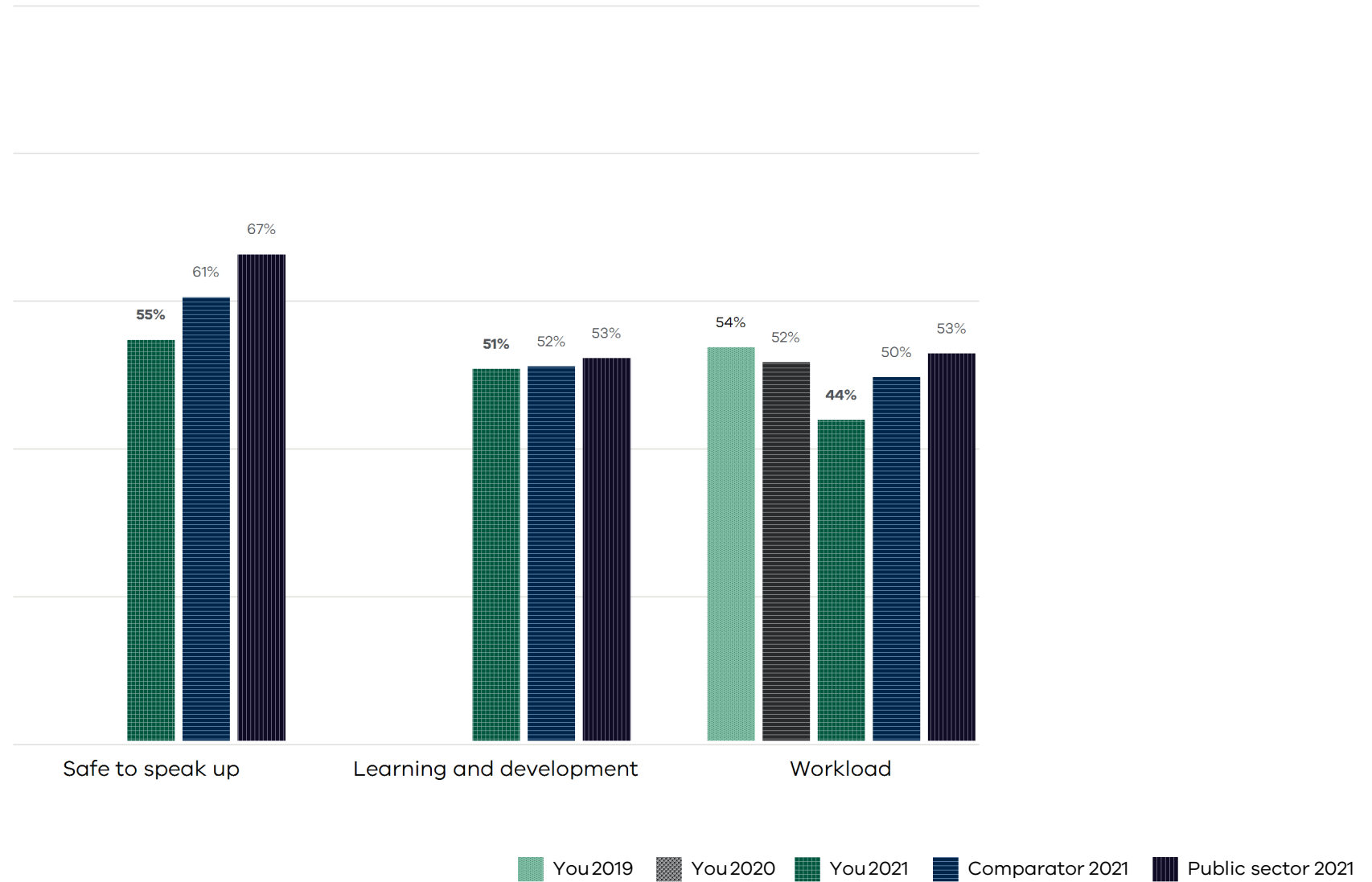
Example

In 2021:

- 55% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



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.

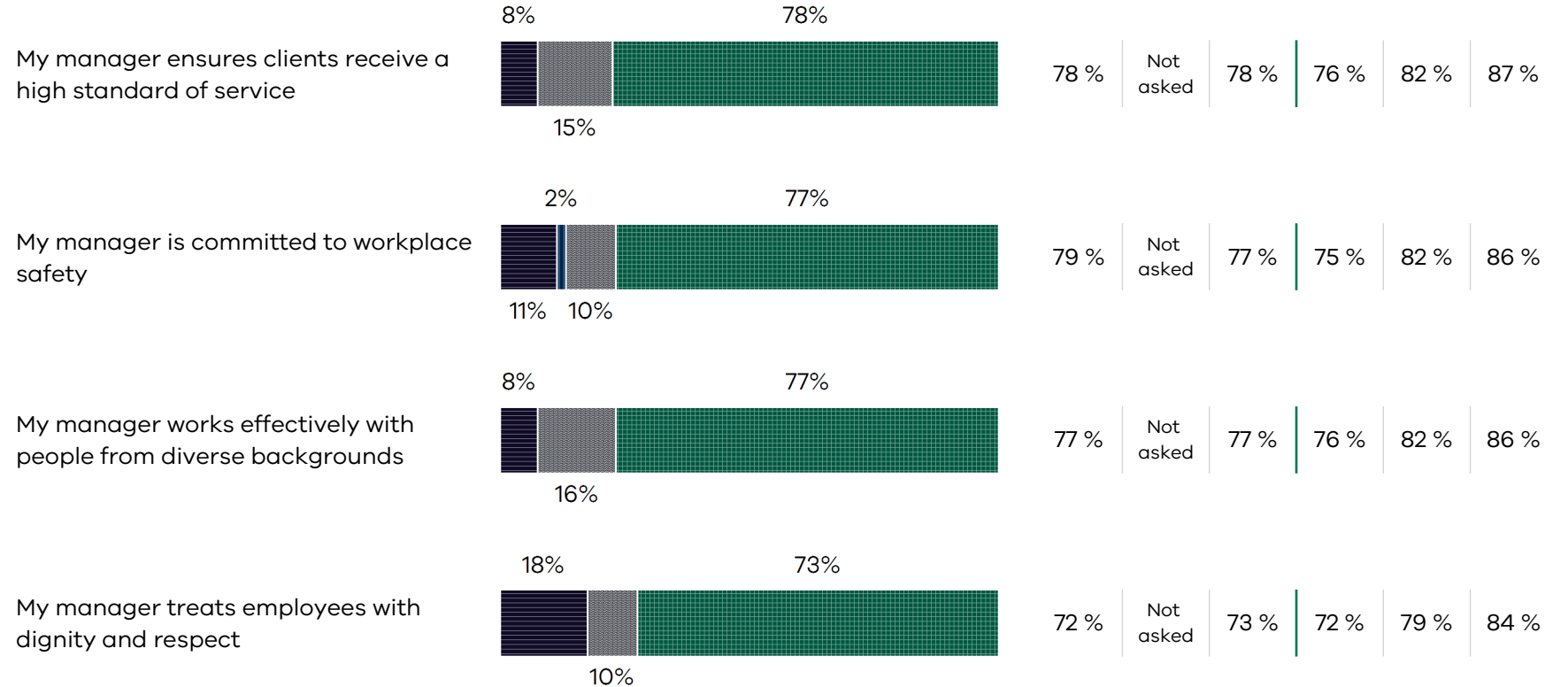
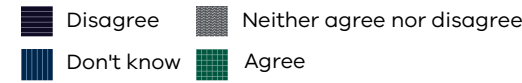
Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

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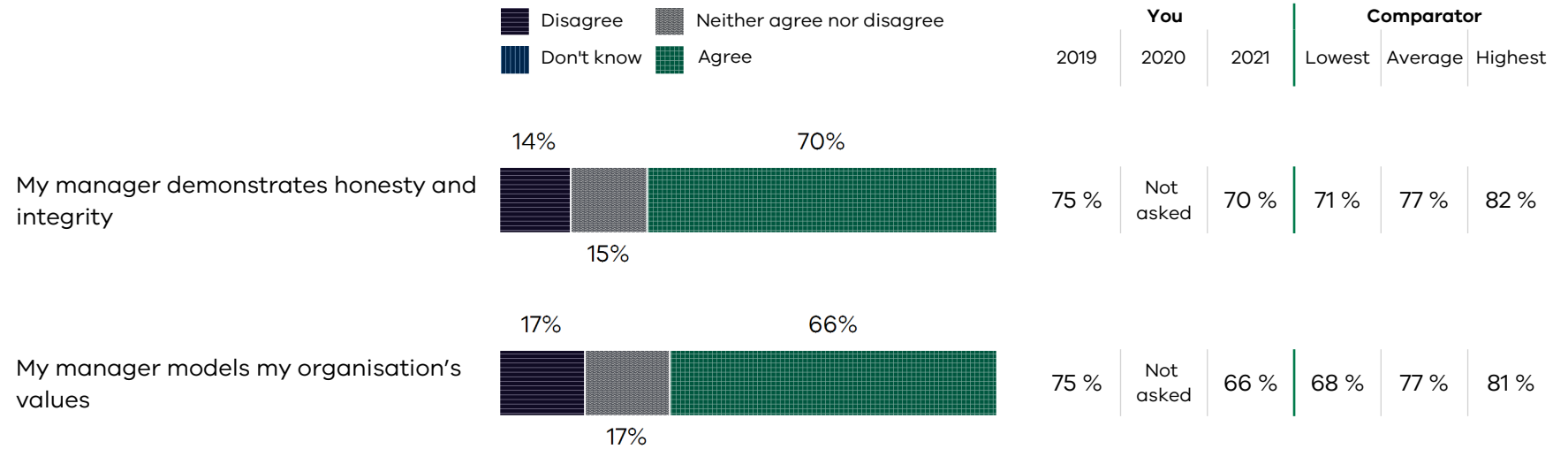
Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



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.

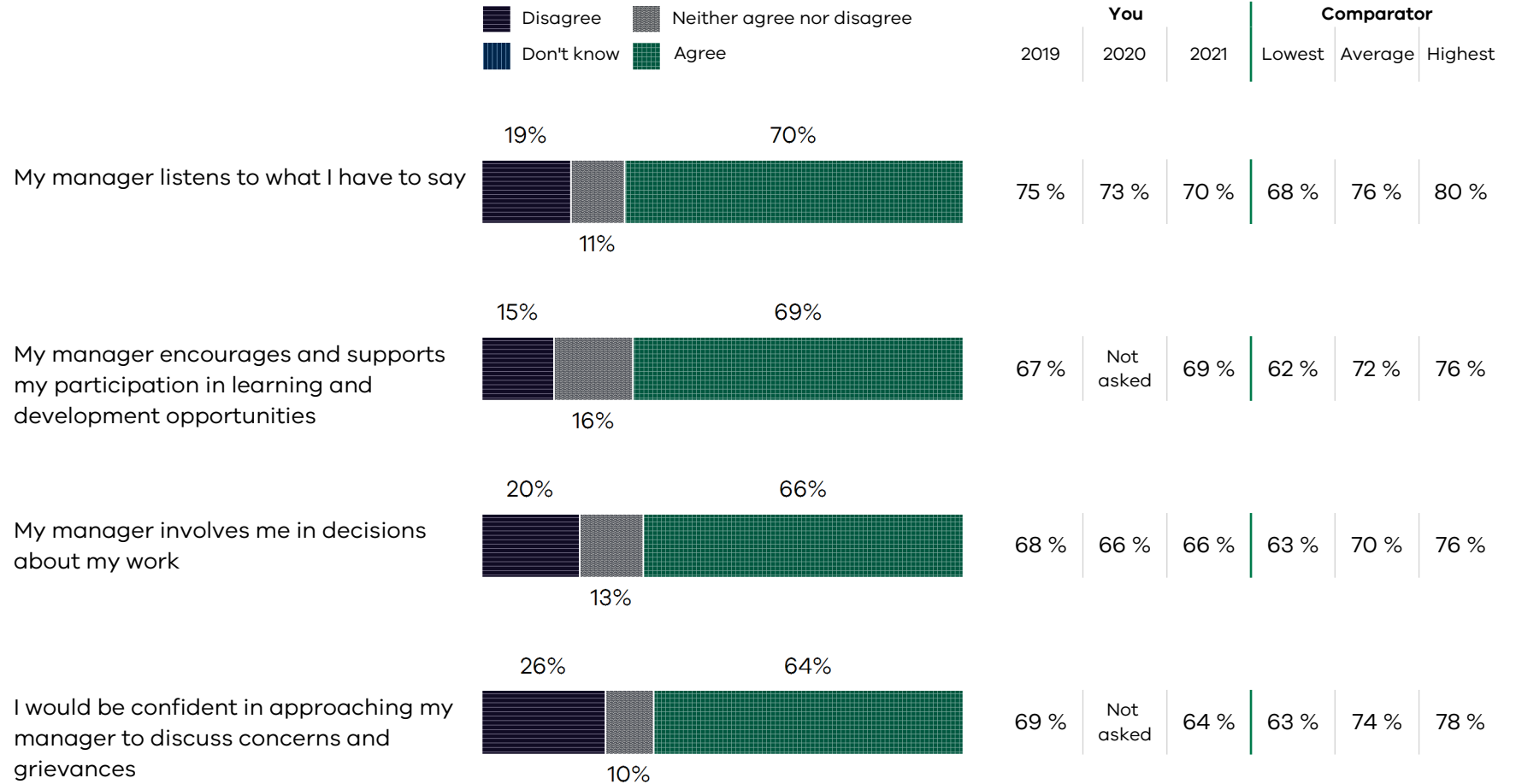
Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



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.

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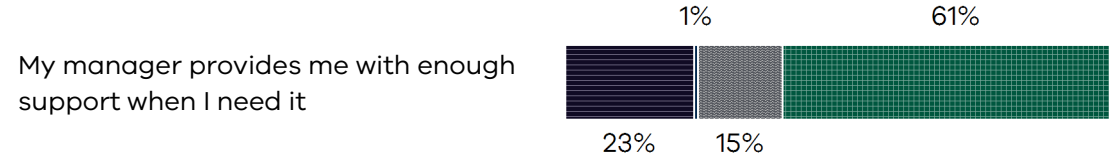
Example

61% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it	Not asked	68 %	61 %	60 %	69 %	74 %
My manager keeps me informed about what's going on	64 %	66 %	57 %	62 %	68 %	73 %
My manager provides feedback to me in a way that helps me improve my performance	64 %	58 %	55 %	49 %	61 %	71 %
I receive adequate recognition for my contributions and accomplishments	51 %	Not asked	45 %	39 %	50 %	58 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

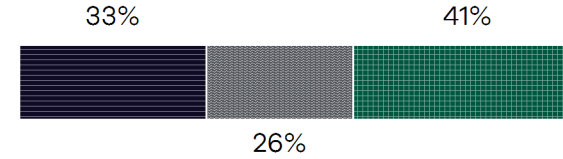
Example

41% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

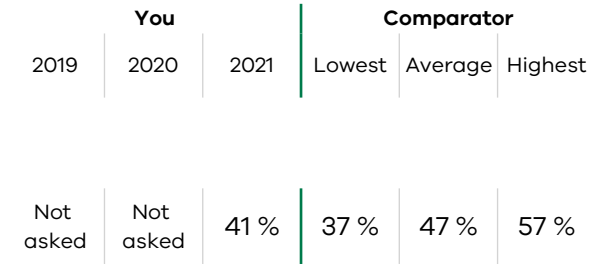
Survey question

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

Your results



Benchmark agree results



Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

48% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

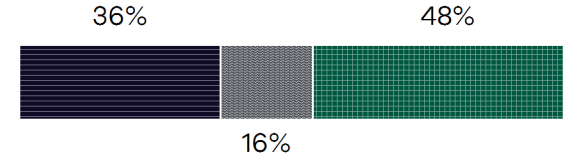
Survey question

Your results

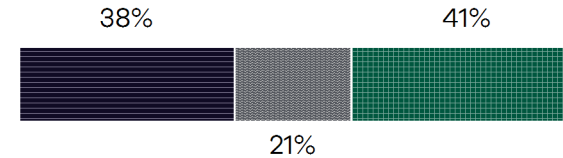
Benchmark agree results



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



I have enough time to do my job effectively



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	57 %	57 %	48 %	44 %	54 %	63 %
I have enough time to do my job effectively	51 %	47 %	41 %	38 %	47 %	57 %

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.

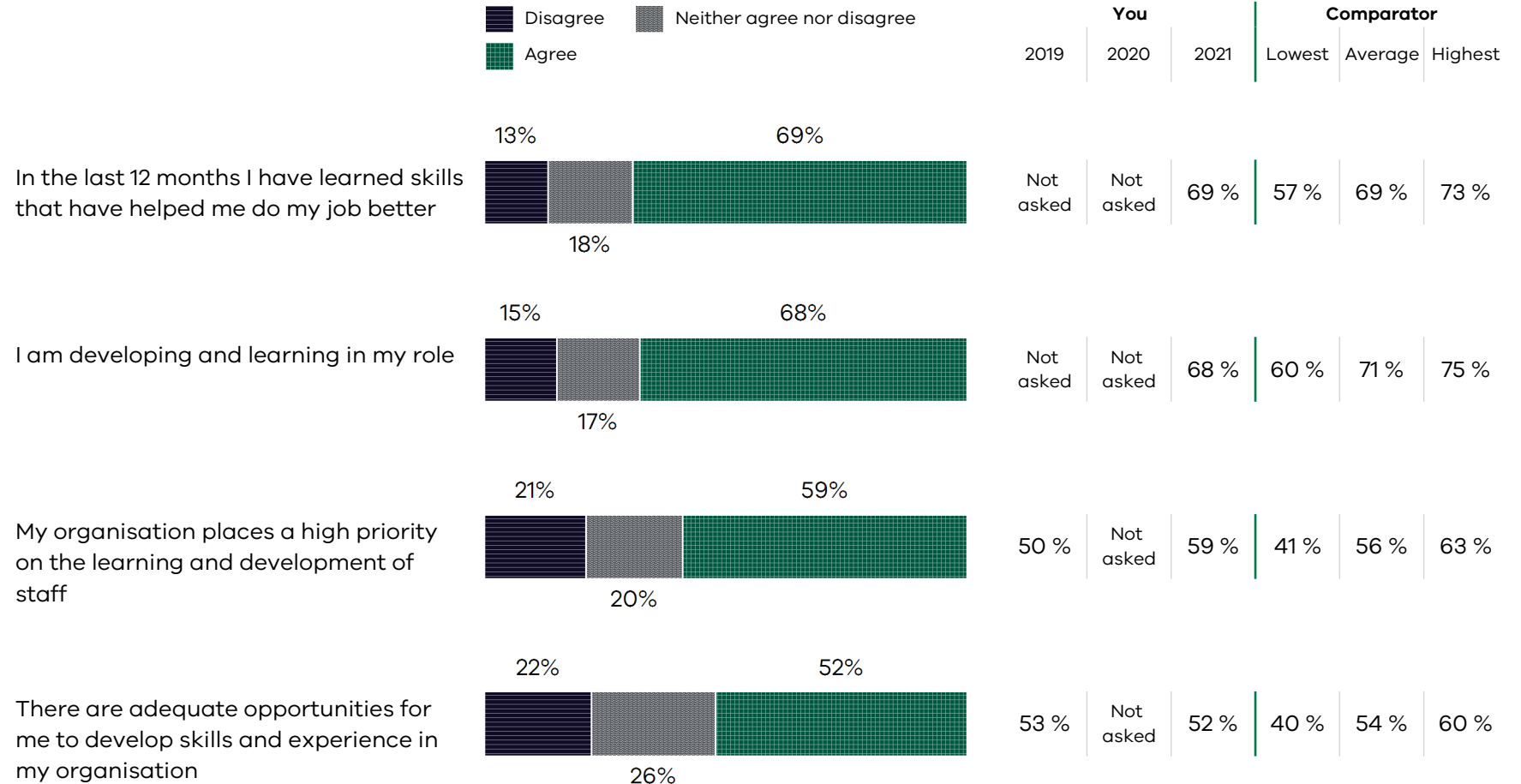
Example

69% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

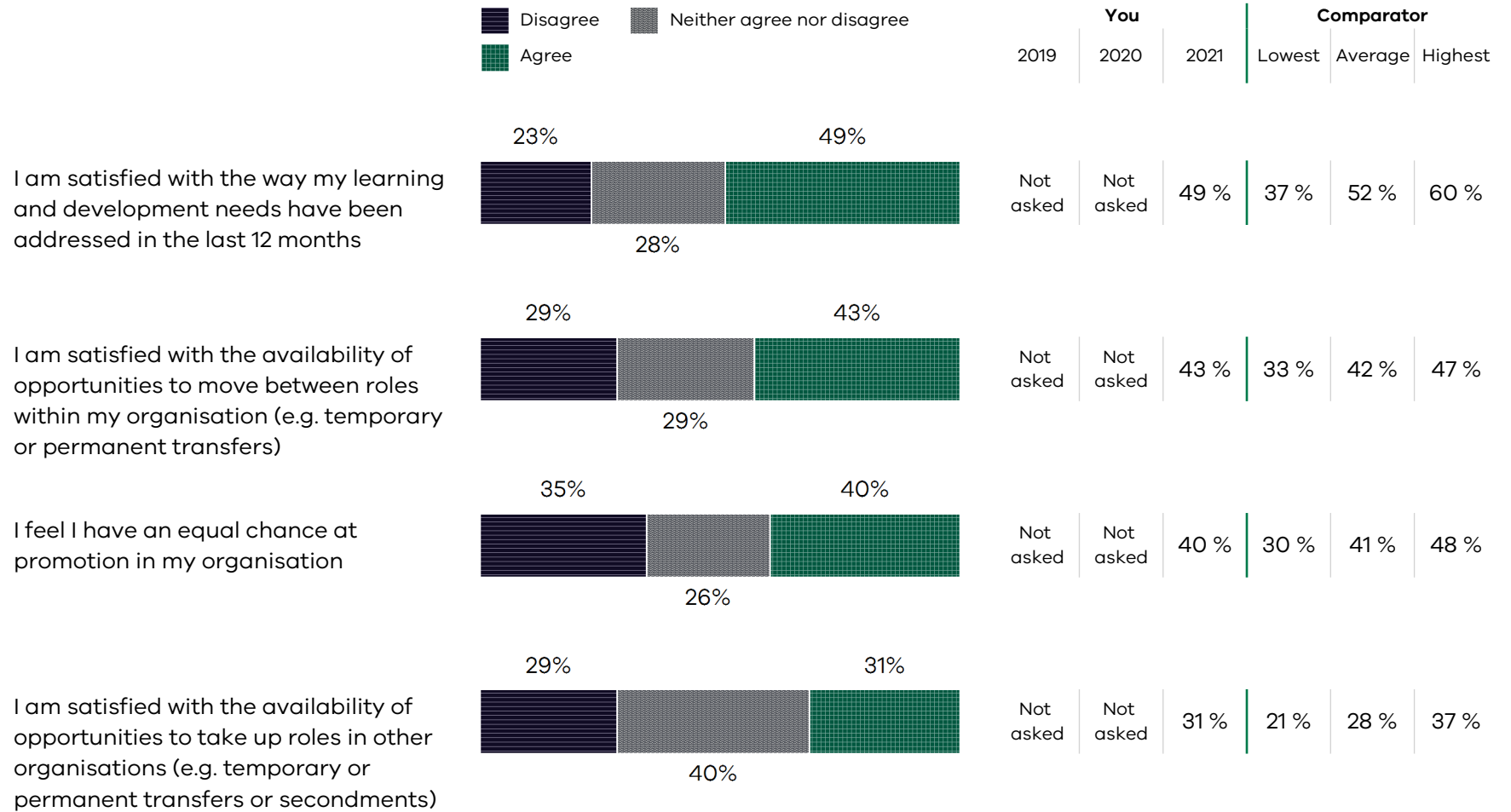
Example

49% 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



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.

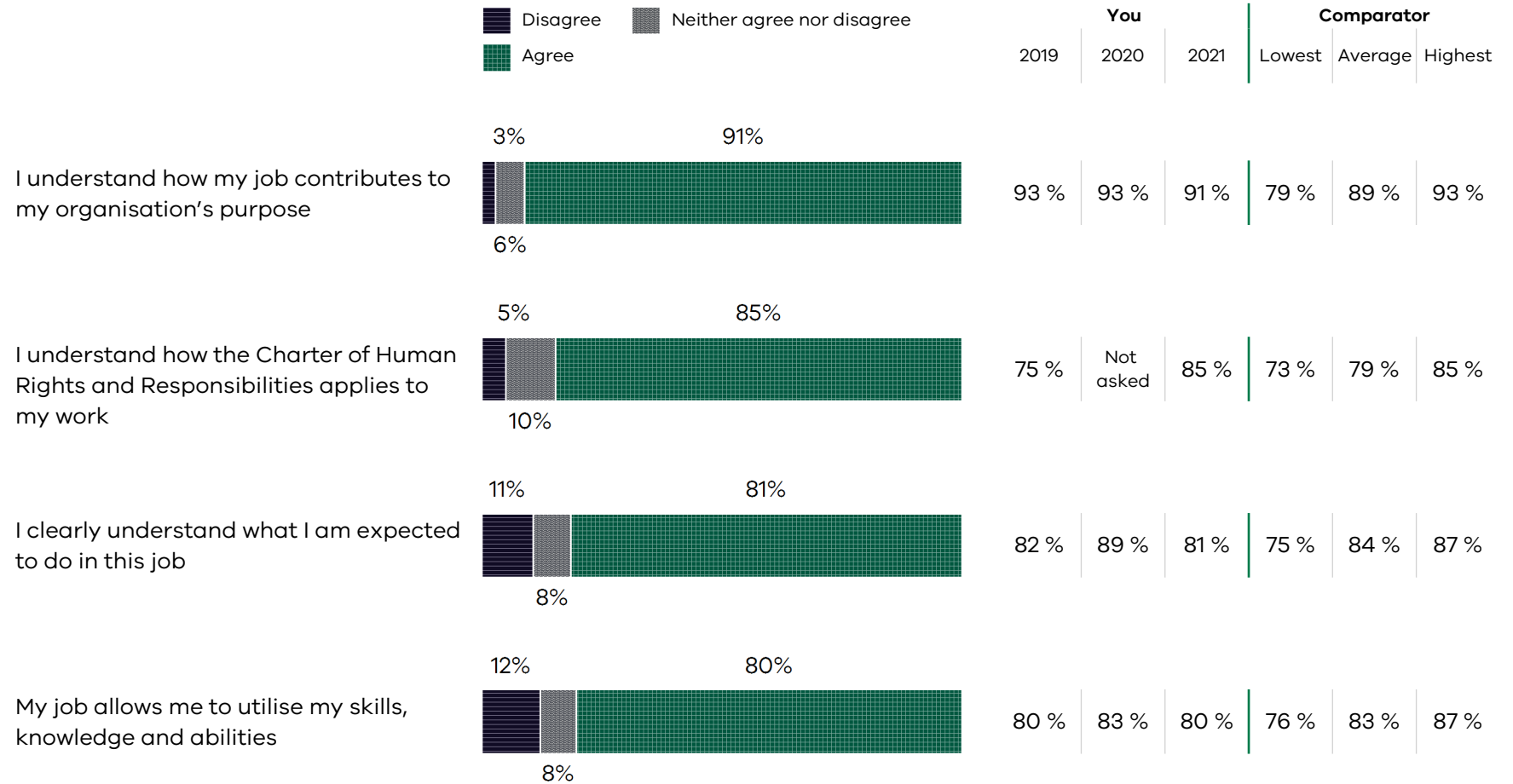
Example

91% 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



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.

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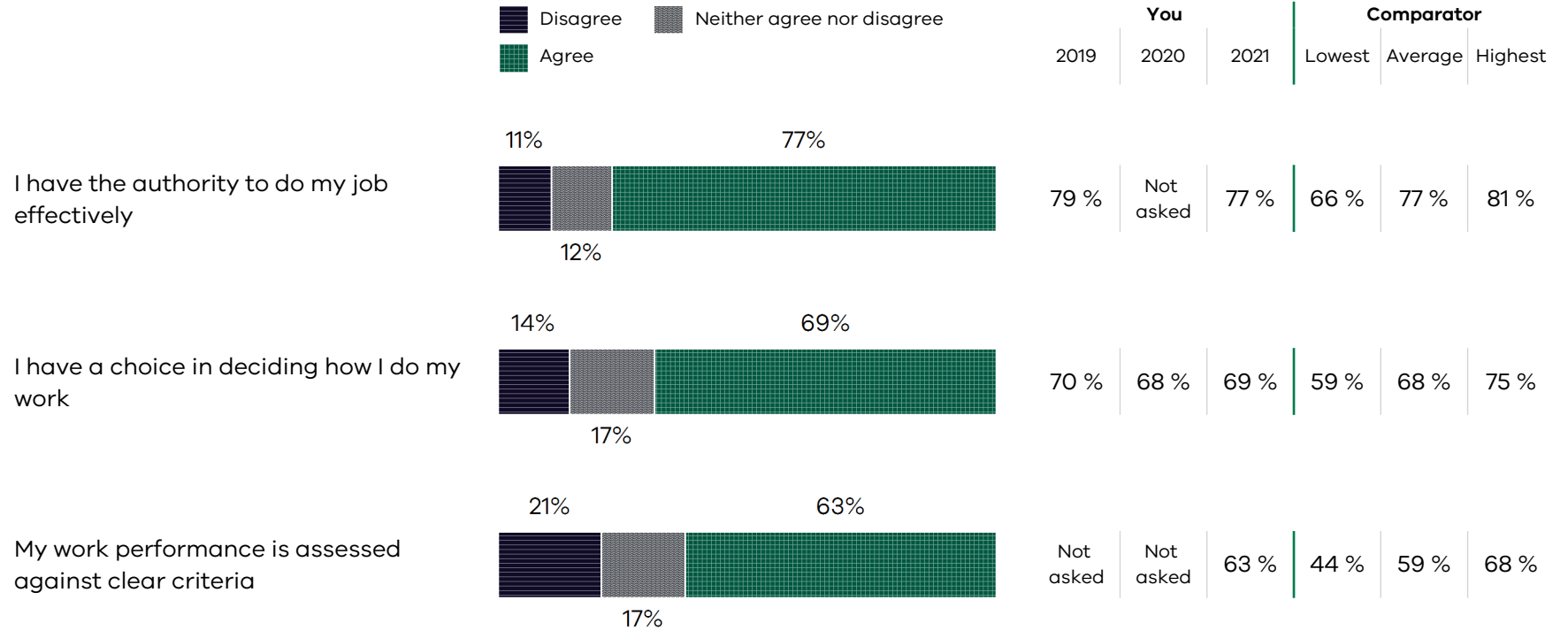
Example

77% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

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.

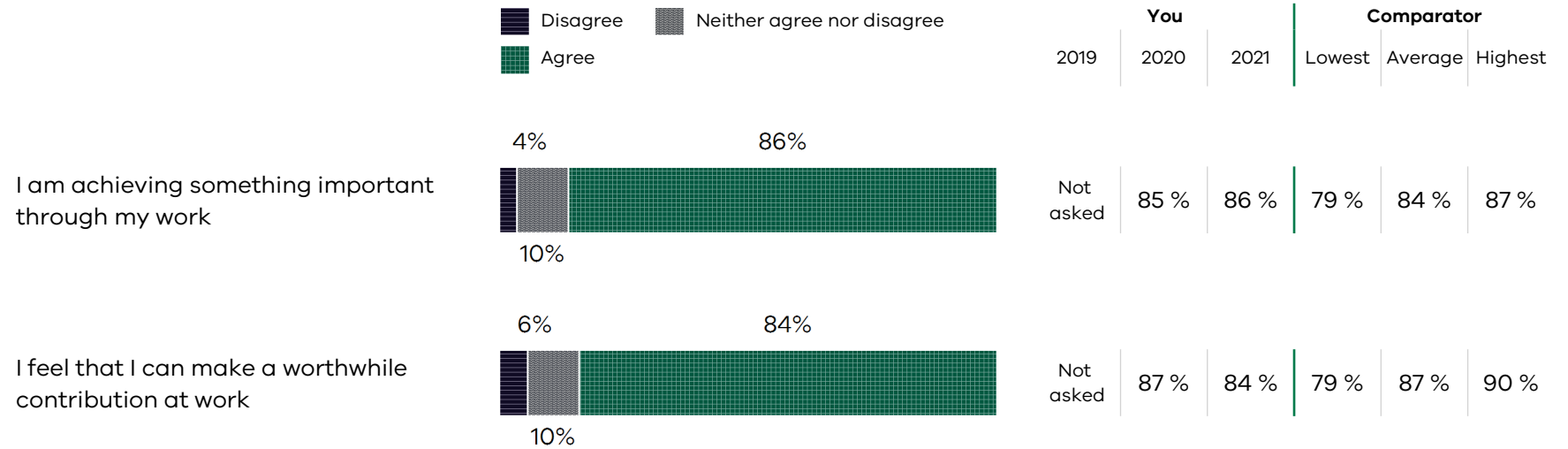
Example

86% of your staff who did the survey agreed or strongly agreed with 'I am achieving something important through my work'.

Survey question

Your results

Benchmark agree results



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

53% 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'.

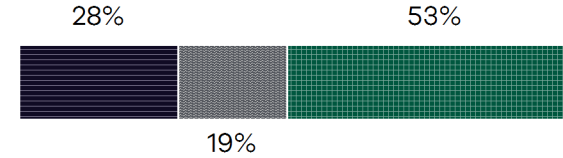
Survey question

Your results

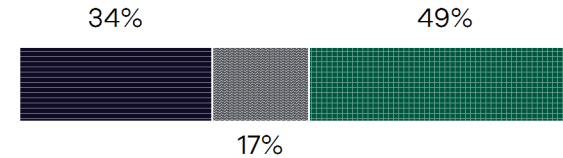
Benchmark agree results



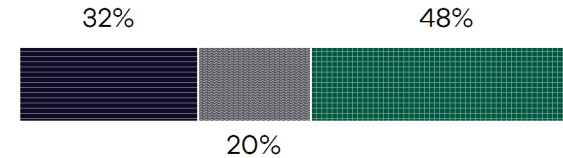
People in your workgroup are able to bring up problems and tough issues



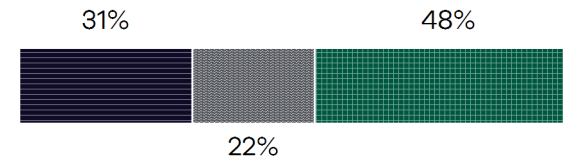
I feel safe to challenge inappropriate behaviour at work



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	57 %	53 %	54 %	65 %	69 %
Not asked	Not asked	49 %	40 %	56 %	62 %
47 %	Not asked	48 %	43 %	57 %	64 %
46 %	Not asked	48 %	36 %	49 %	57 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

73% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

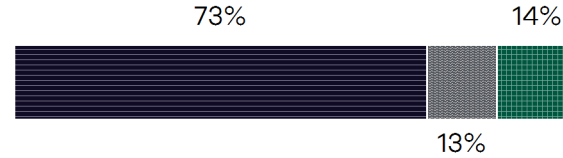
Survey question

Your results

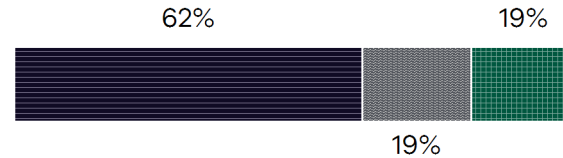
Benchmark disagree results



People in my workgroup often reject others for being different



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



Year	You		Comparator		
	2020	2021	Lowest	Average	Highest
2019					
Not asked	Not asked	73 %	67 %	73 %	78 %
Not asked	Not asked	62 %	58 %	66 %	73 %

Job and manager factors

Barriers to optimal work

What this is

This is what staff feel stops them from working in an optimal way.

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

In the survey, we asked staff to tell us the most significant barriers that prevented them from working optimally. They could select more than one barrier.

Example

42% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?

	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	42%	34%	36%
Communication processes	24%	24%	19%
Technology limitations	20%	25%	20%
There are no noticeable barriers	20%	20%	18%
Decision making and authorisation processes	19%	18%	23%
Other	19%	14%	13%
Administrative processes (including leave and HR requirements)	12%	16%	19%
Absence of visibility of team progress and deliverables	11%	9%	9%
Poor work-life balance	11%	11%	12%
Poor mental health or wellbeing	8%	10%	11%

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survey 2021

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- Scorecard: negative behaviour
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- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

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- Meaningful work
- Safe to speak up
- Barriers to optimal work

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
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Demographics

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

Public sector values

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.

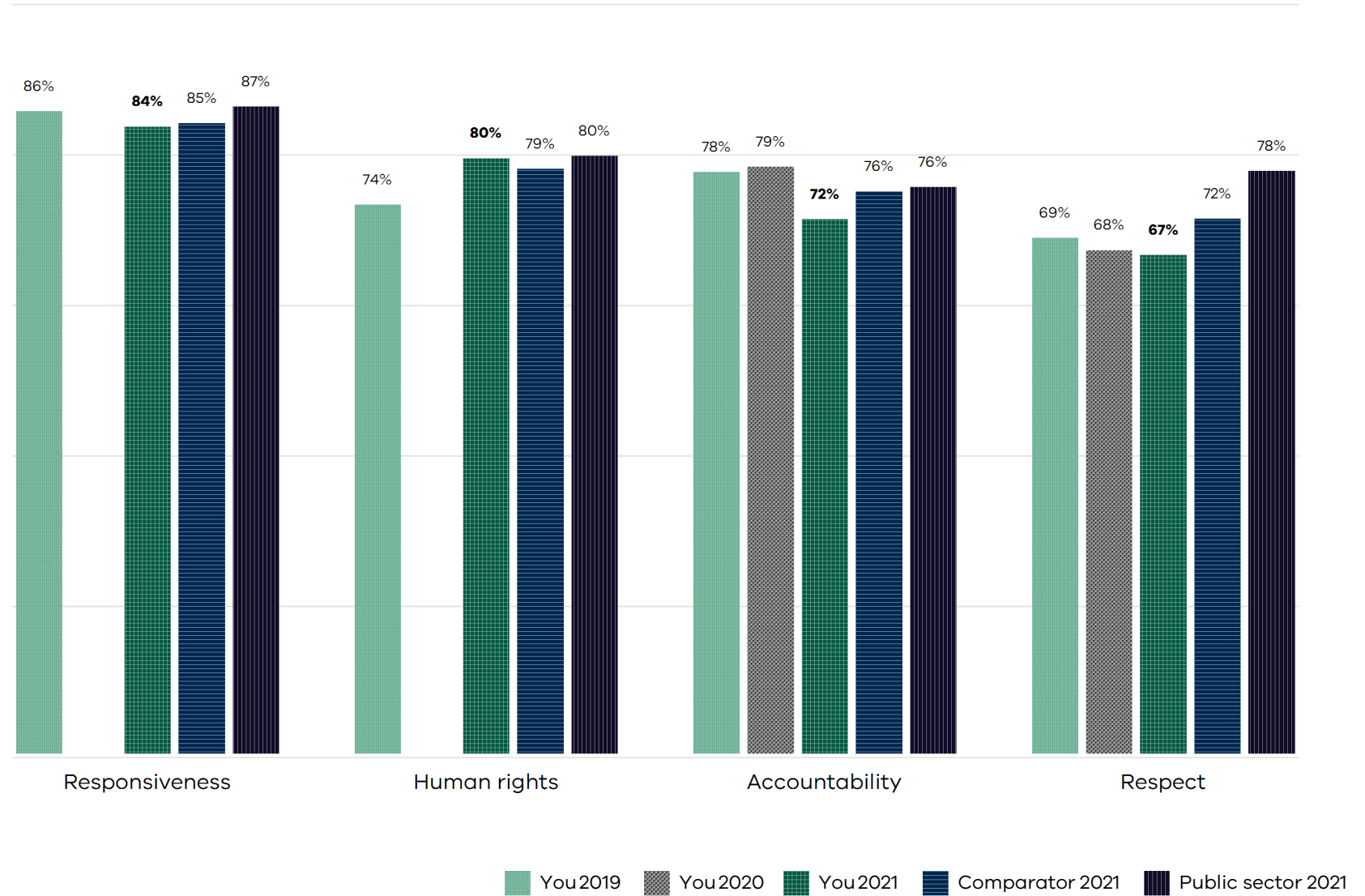
Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Responsiveness, which is down 2% in 2019.

Compared to:

- 85% of staff at your comparator and 87% of staff across the public sector.



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

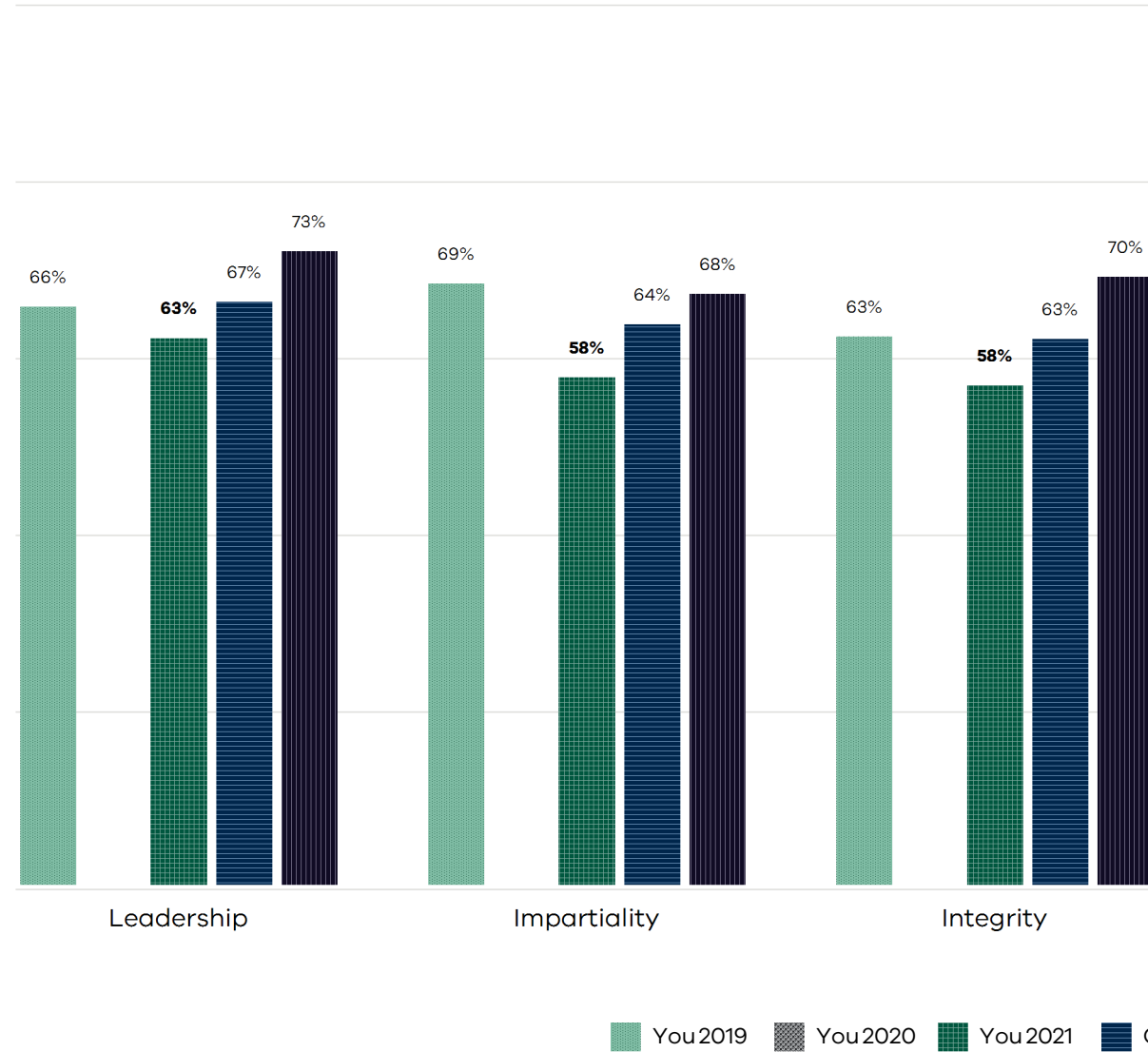
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Leadership, which is down 4% in 2019.

Compared to:

- 67% 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

88% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

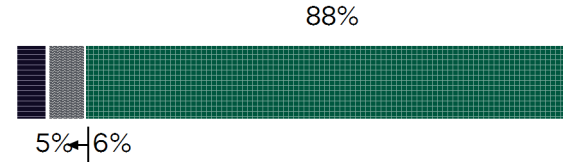
Survey question

Your results

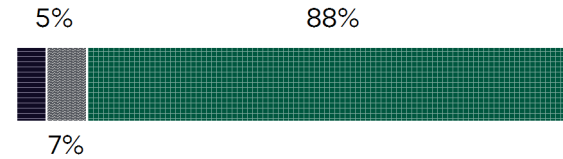
Benchmark agree results



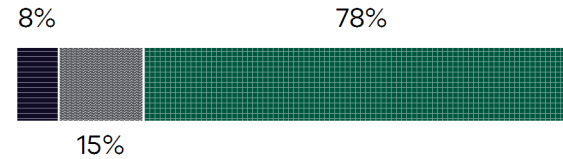
My workgroup strives to provide high quality advice and services



My workgroup strives to deliver services in a timely manner



My manager ensures clients receive a high standard of service



Year	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	89 %	Not asked	88 %	80 %	86 %	90 %
	91 %	Not asked	88 %	83 %	86 %	89 %
	78 %	Not asked	78 %	76 %	82 %	87 %

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.

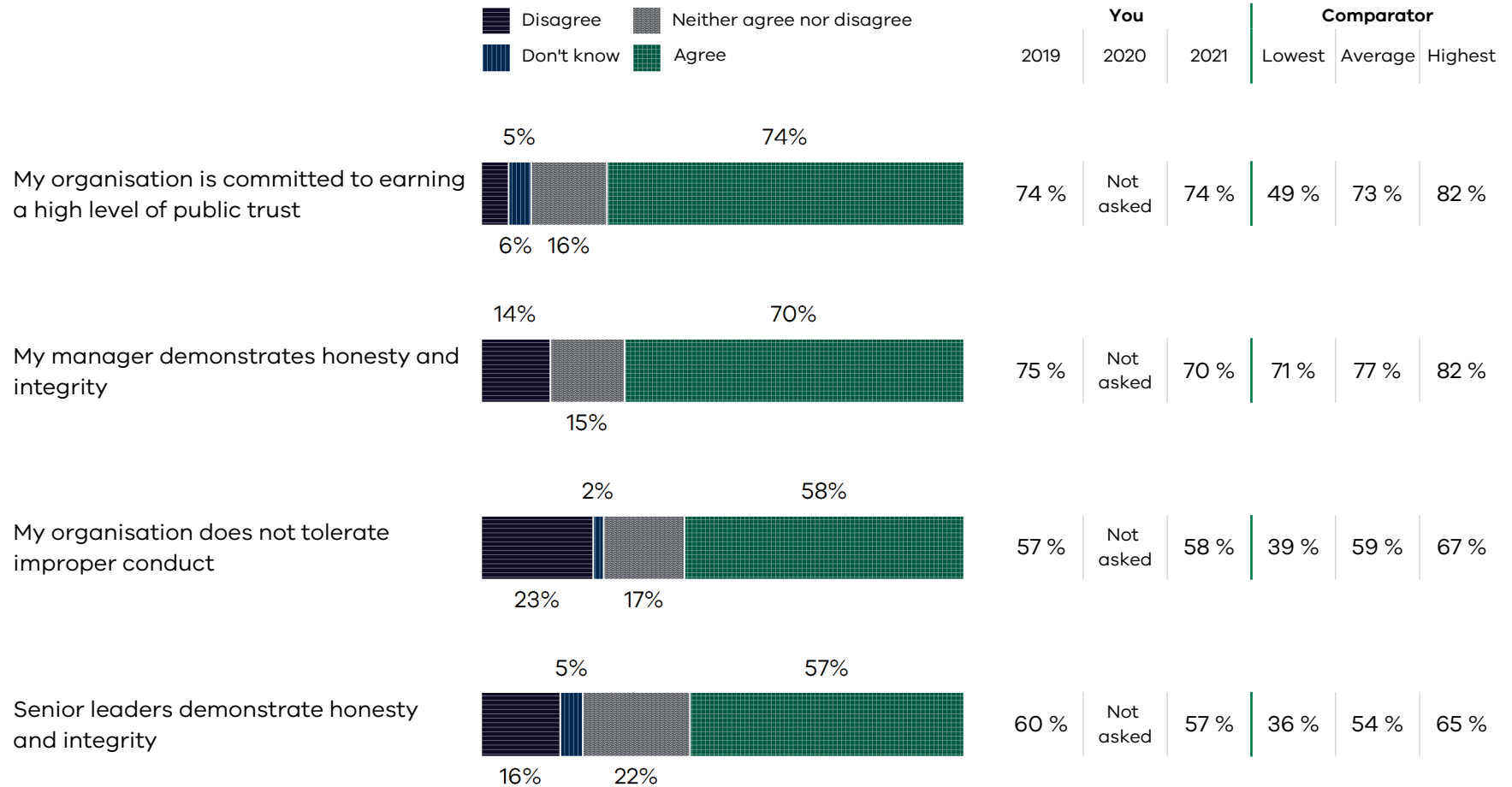
Example

74% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

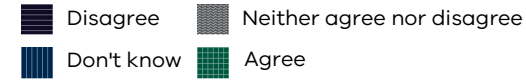
Example

54% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

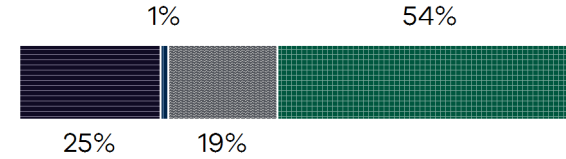
Survey question

Your results

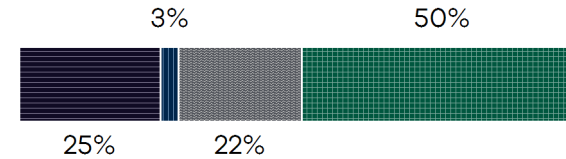
Benchmark agree results



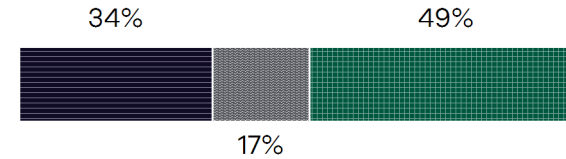
People in my workgroup are honest, open and transparent in their dealings



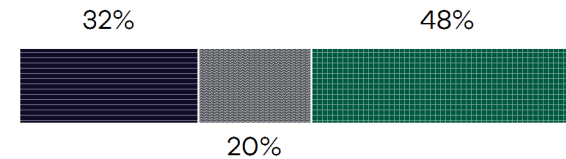
People in my workgroup appropriately manage conflicts of interest



I feel safe to challenge inappropriate behaviour at work



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



Year	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
2019	65 %	Not asked	54 %	58 %	66 %	71 %
	64 %	Not asked	50 %	49 %	60 %	65 %
	Not asked	Not asked	49 %	40 %	56 %	62 %
	47 %	Not asked	48 %	43 %	57 %	64 %

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.

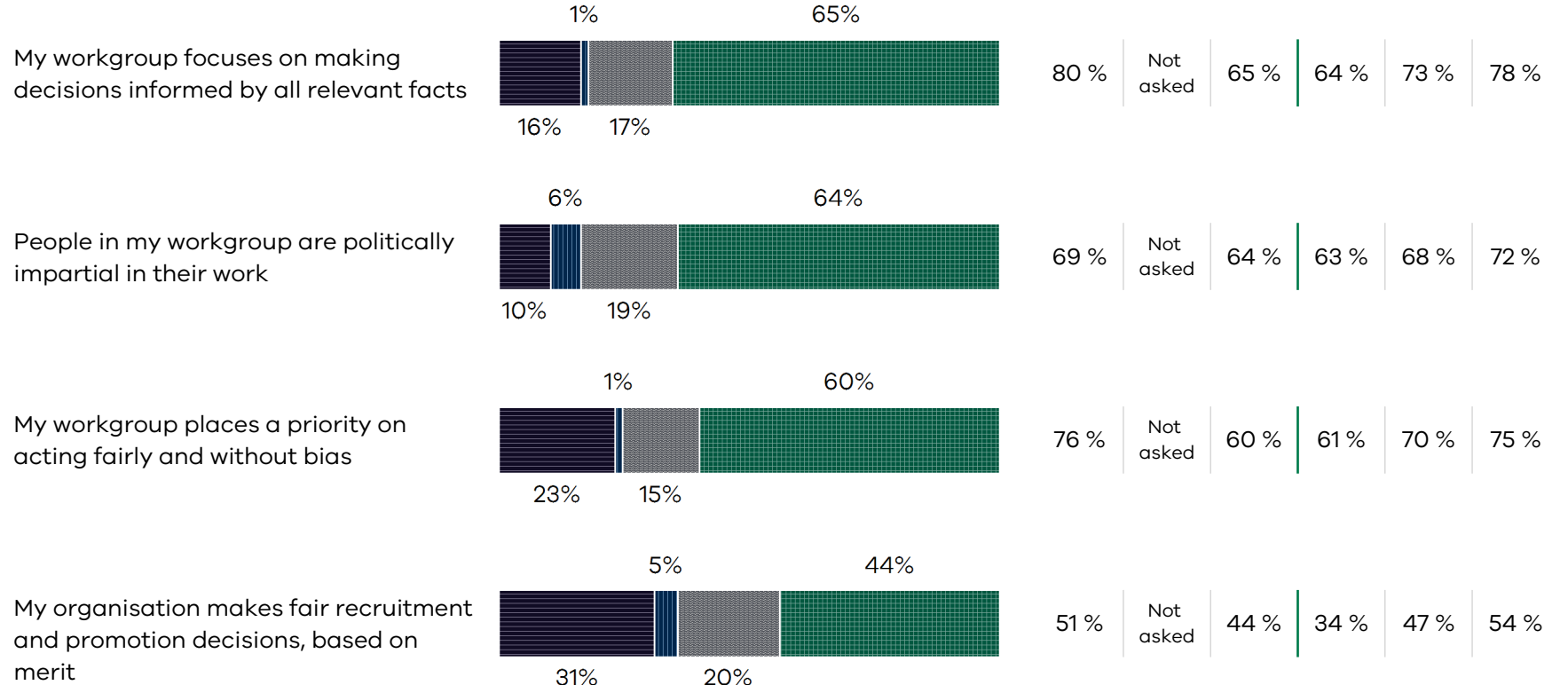
Example

65% 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.

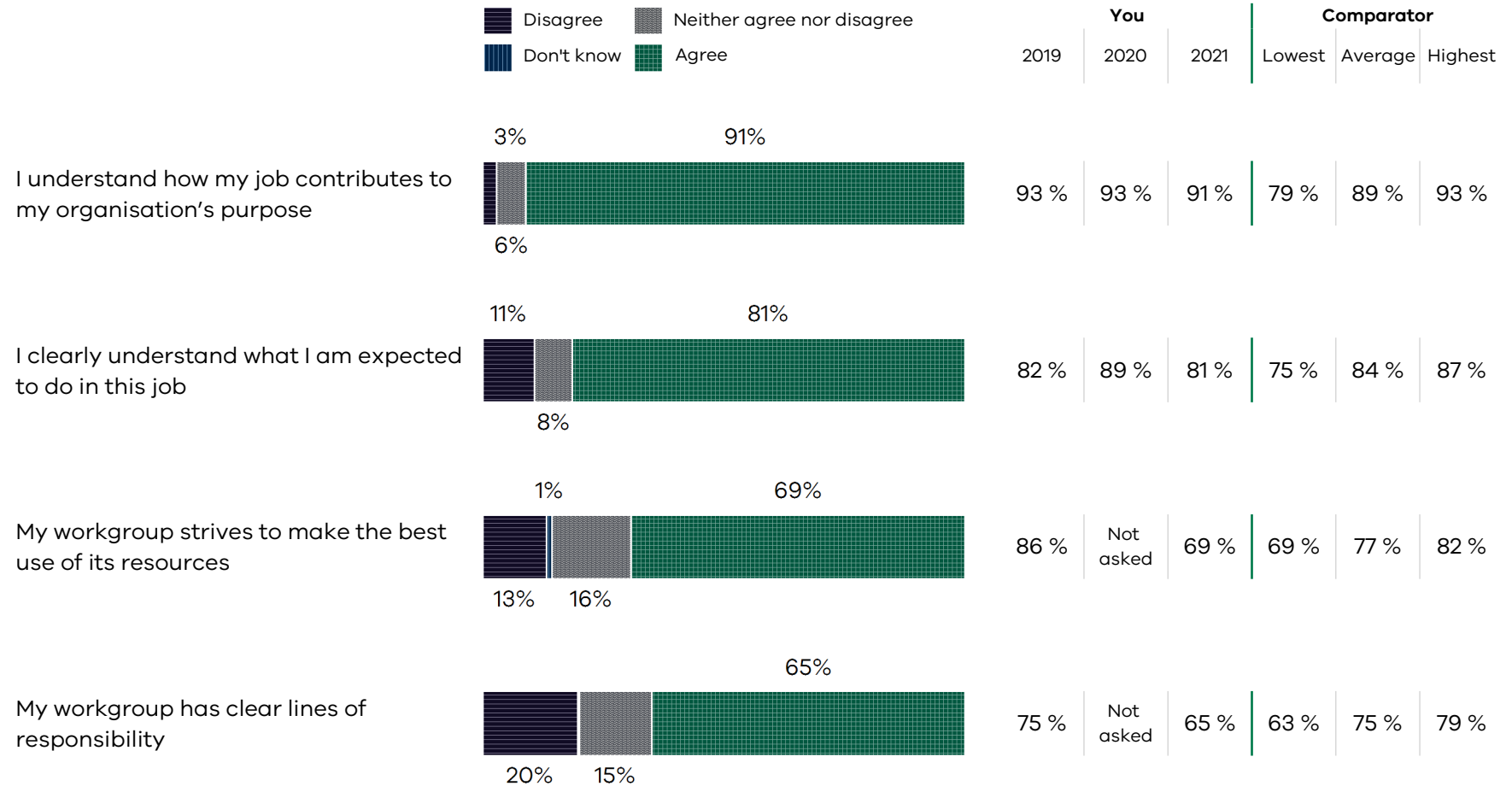
Example

91% 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



Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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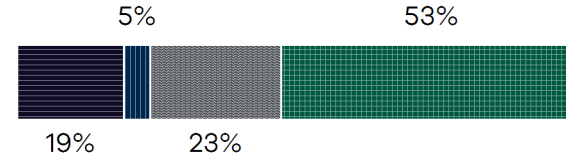
Example

53% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

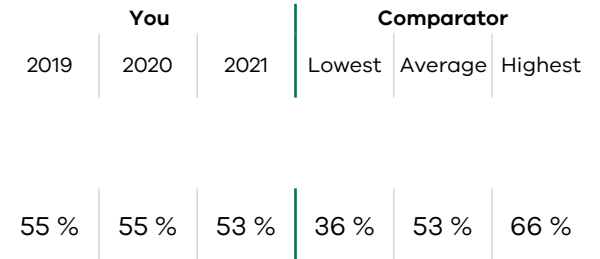
Survey question

Senior leaders provide clear strategy and direction

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.

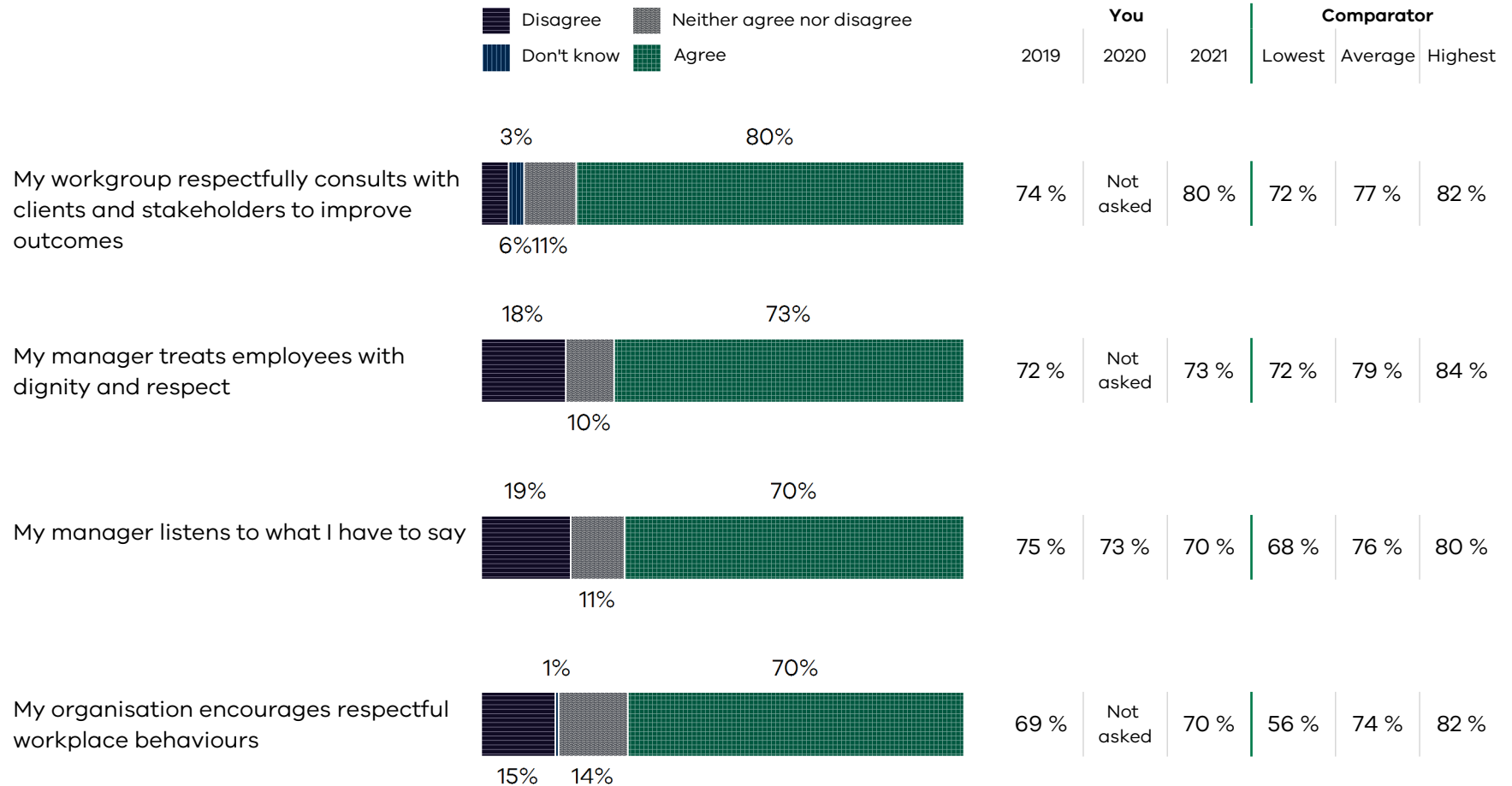
Example

80% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



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.

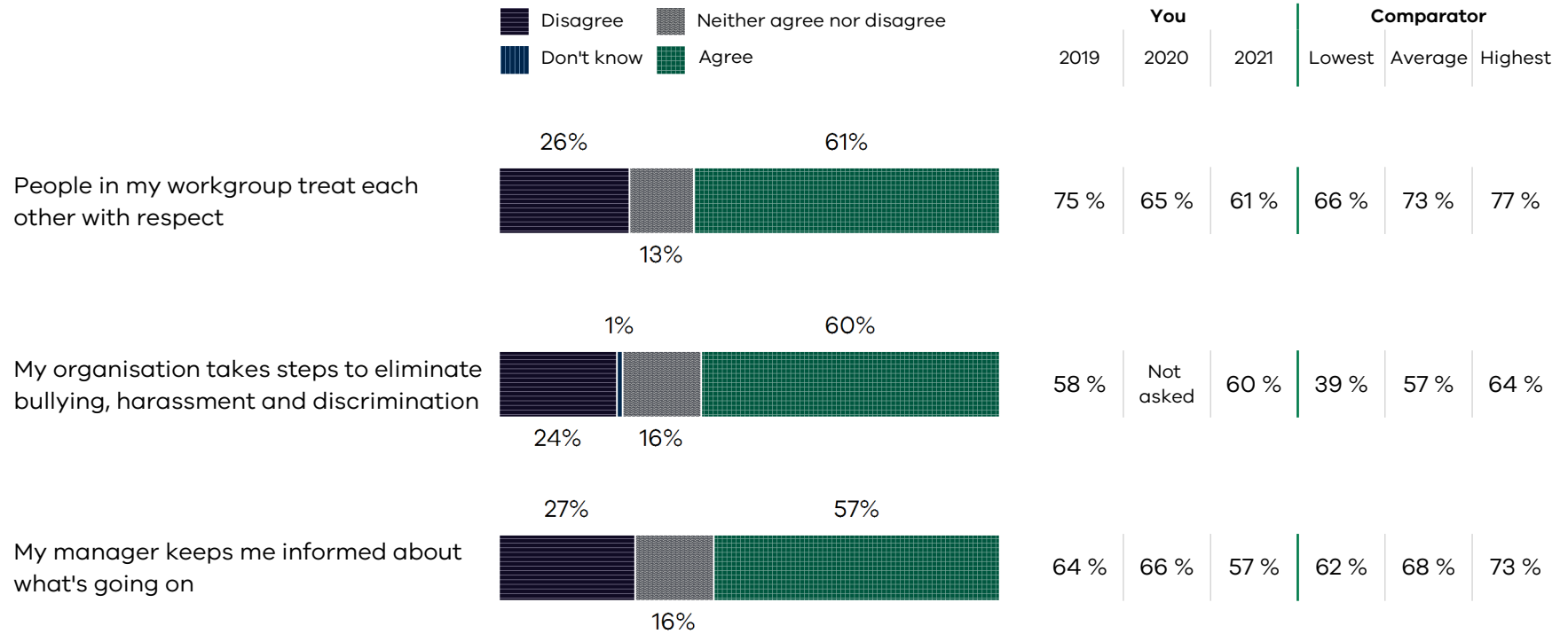
Example

61% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



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.

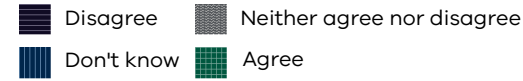
Example

66% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

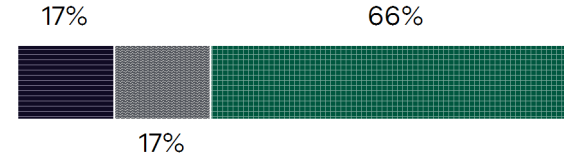
Survey question

Your results

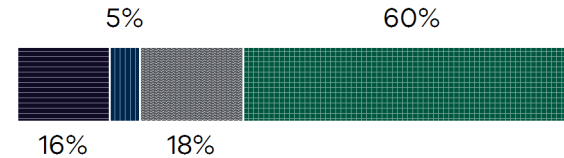
Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



Year	You		Comparator			
	2019	2020	2021	Lowest	Average	Highest
	75 %	Not asked	66 %	68 %	77 %	81 %
	58 %	Not asked	60 %	37 %	57 %	69 %

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

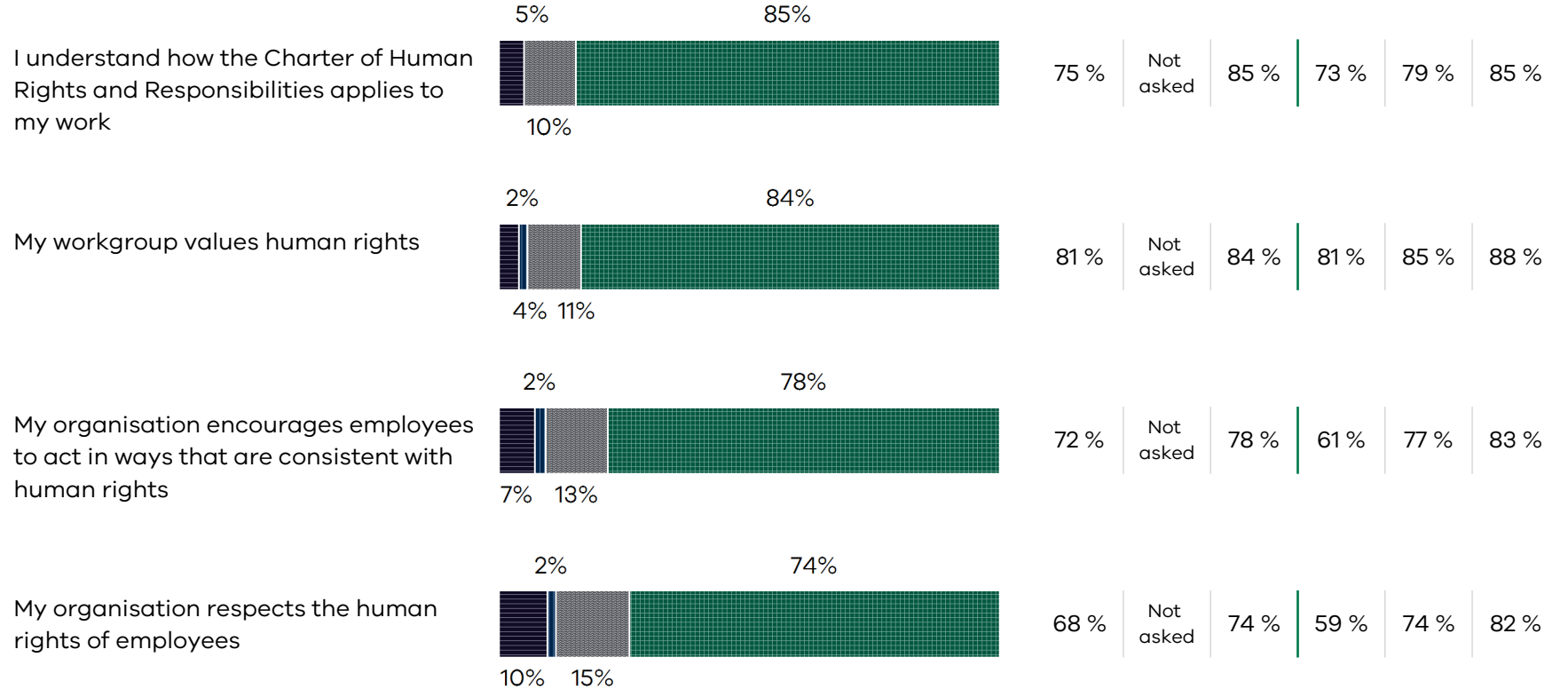
Example

85% 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



People matter

survey 2021

Have your say

Report overview

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

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

- 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	52	19%
35-54 years	140	50%
55+ years	52	19%
Prefer not to say	36	13%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	4	1%
No	260	93%
Prefer not to say	16	6%

Highest level of formal education	(n)	%
Doctoral Degree level	3	1%
Master Degree level	25	9%
Graduate Diploma or Graduate Certificate level	70	25%
Bachelor Degree level incl. honours degrees	80	29%
Advanced Diploma or Diploma level	28	10%
Certificate III or IV level	35	13%
Year 12 or equivalent (VCE/Leaving certificate)	7	3%
Certificate I or II level	1	0%
Lower than Certificate I or equivalent	1	0%
Prefer not to say	30	11%

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
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- 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	4	1%
Non Aboriginal and/or Torres Strait Islander	262	94%
Prefer not to say	14	5%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?

	(n)	%
Yes	11	4%
No	251	90%
Prefer not to say	18	6%

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

	(n)	%
Yes	6	55%
No	4	36%
Prefer not to say	1	9%

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

	(n)	%
I feel that sharing my disability information will reflect negatively on me	3	75%
Other	1	25%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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- 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	238	85%
Prefer not to say	24	9%
Man	17	6%
Non-binary and I use a different term	1	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	255	91%
Prefer not to say	24	9%

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

	(n)	%
Yes	1	0%
No	254	91%
Don't know	11	4%
Prefer not to say	14	5%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	241	86%
Prefer not to say	32	11%
Bisexual	3	1%
Gay or lesbian	2	1%
I use a different term	2	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	255	91%
Not born in Australia	14	5%
Prefer not to say	11	4%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	9	64%
2 to less than 5 years ago	2	14%
5 to less than 10 years ago	3	21%

Language other than English spoken with family or community

	(n)	%
Yes	8	3%
No	258	92%
Prefer not to say	14	5%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Other	4	50%
French	2	25%
Cantonese	1	13%
Hindi	1	13%
Italian	1	13%
Mandarin	1	13%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	254	91%
Prefer not to say	13	5%
English, Irish, Scottish and/or Welsh	13	5%
Aboriginal and/or Torres Strait Islander	4	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	4	1%
South Asian	3	1%
North American	2	1%
Other	2	1%
East and/or South-East Asian	2	1%
Middle Eastern and/or North African	1	0%
New Zealander	1	0%
African (including Central, West, Southern and East African)	1	0%

Religion	(n)	%
No religion	120	43%
Christianity	104	37%
Prefer not to say	38	14%
Other	14	5%
Buddhism	2	1%
Hinduism	2	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	68	24%
Part-Time	212	76%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	112	41%
\$65k to \$95k	82	30%
\$95k to \$125k	31	11%
\$125k or more	11	4%
Prefer not to say	37	14%

Organisational tenure	(n)	%
<1 year	26	9%
1 to less than 2 years	16	6%
2 to less than 5 years	66	24%
5 to less than 10 years	67	24%
10 to less than 20 years	56	20%
More than 20 years	49	18%

Management responsibility	(n)	%
Non-manager	228	81%
Other manager	39	14%
Manager of other manager(s)	13	5%

Employment type	(n)	%
Ongoing and executive	240	86%
Fixed term	33	12%
Other	7	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	206	74%
I have moved to a different role within my organisation (including acting roles)	60	21%
I have moved to my role from a different Victorian public sector organisation	8	3%
I have moved to my role from outside the Victorian public sector	6	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Primary workplace location over the last 3 months

	(n)	%
Other city or town	278	99%
Melbourne: Suburbs	1	0%
Bendigo	1	0%

Primary workplace type over the past 3 months*

	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	137	49%
A main office	88	31%
A hub/shared work space	37	13%
Other (please specify)	16	6%
Home/private location	2	1%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	166	59%
A frontline or service delivery location (that is not a main office or home/private location)	40	14%
Home/private location	37	13%
A main office	34	12%
A hub/shared work space	13	5%
Other	5	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
No, I have not requested adjustments	184	66%
Flexible working arrangements	61	22%
Physical modifications or improvements to the workplace	28	10%
Career development support strategies	21	8%
Other	12	4%
Job redesign or role sharing	8	3%
Accessible communications technologies	3	1%

Why did you make this request?*

	(n)	%
Work-life balance	35	36%
Health	34	35%
Family responsibilities	23	24%
Other	21	22%
Caring responsibilities	15	16%
Study commitments	11	11%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	58	60%
The adjustments I needed were not made	31	32%
The adjustments I needed were made but the process was unsatisfactory	7	7%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
None of the above	96	34%
Secondary school aged child(ren)	65	23%
Primary school aged child(ren)	51	18%
Frail or aged person(s)	38	14%
Prefer not to say	31	11%
Person(s) with a mental illness	30	11%
Child(ren) - younger than preschool age	29	10%
Person(s) with a medical condition	27	10%
Person(s) with disability	25	9%
Preschool aged child(ren)	16	6%
Other	3	1%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	136	49%
Medical Employees	2	1%
Personal service worker	9	3%
Allied health professional	52	19%
Other health professional	15	5%
Management, Administration and Corporate support	46	16%
Support services	19	7%
Lived experience specific worker	1	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

	(n)	%
Hospital-based services	223	80%
Community-based services	57	20%

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

	(n)	%
Aged care	14	5%
Critical care	7	3%
Drug and alcohol	2	1%
Emergency	23	8%
Maternity care	9	3%
Medical	32	11%
Mental health	6	2%
Mixed medical/surgical	9	3%
Palliative care	3	1%
Paediatrics	4	1%
Peri-operative	17	6%
Rehabilitation	52	19%
Surgical	8	3%
Other	94	34%



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