

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 but not 2020.

This means you'll be able to compare about 75% 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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Workgroup climate		Job and manager factors	Public sector values	Custom questions	Demographics

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Custom questions

- Questions requested by your organisation

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- Age, defence force and education
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- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
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Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2019

43%
(3603)

Comparator 39%
Public Sector 46%

2021

36%
(2991)

Comparator 29%
Public Sector 39%

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Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Custom questions	Demographics
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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.

2019

72

Comparator 69
Public Sector 67

2021

75

Comparator 71
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 75.

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.

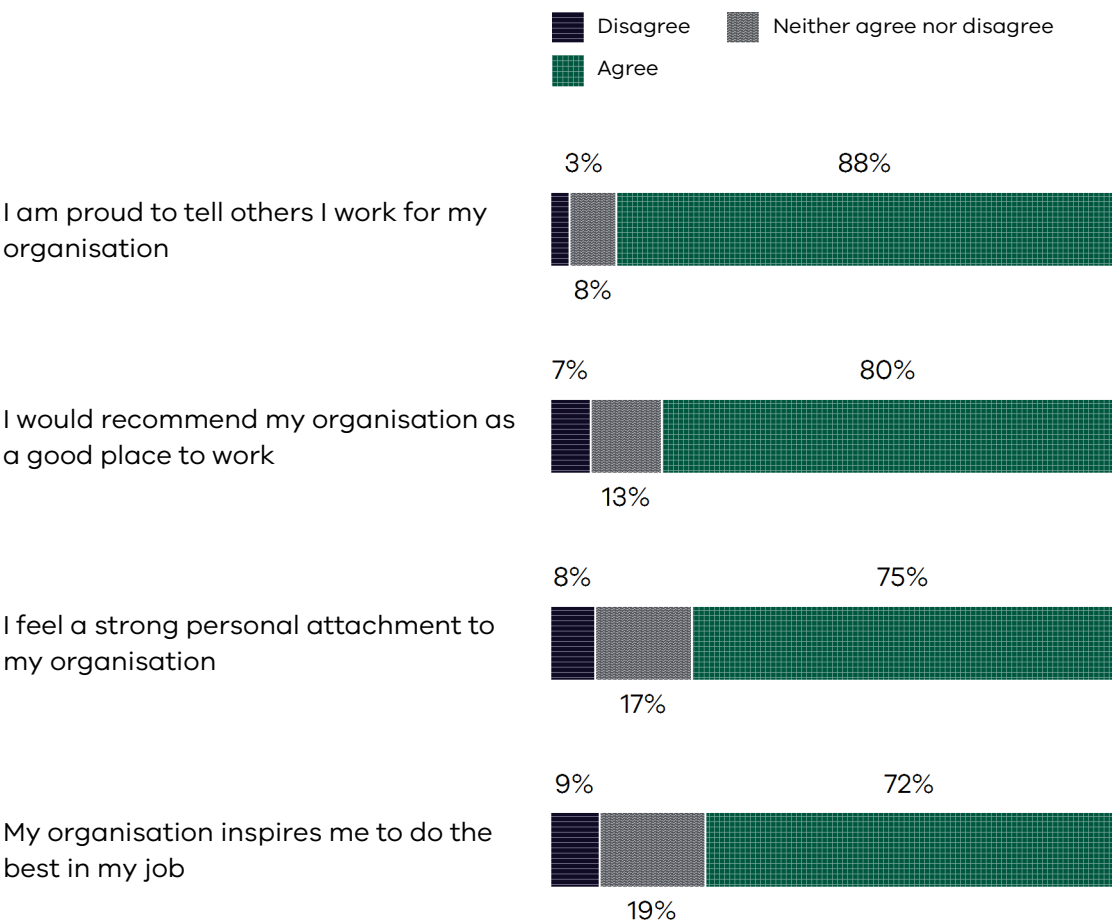
Example

88% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	88 %	66 %	81 %	93 %
76 %	80 %	58 %	74 %	84 %
69 %	75 %	55 %	68 %	80 %
70 %	72 %	54 %	64 %	88 %

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 75.

Why this is important

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

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

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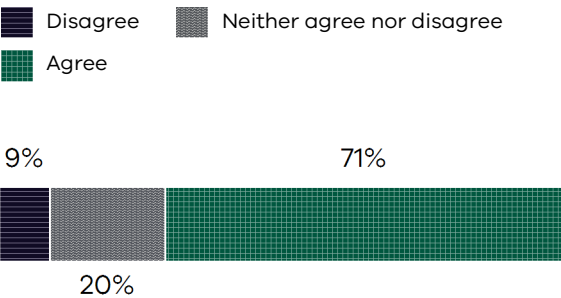
Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

My organisation motivates me to help achieve its objectives

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	71 %	52 %	63 %	80 %

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.

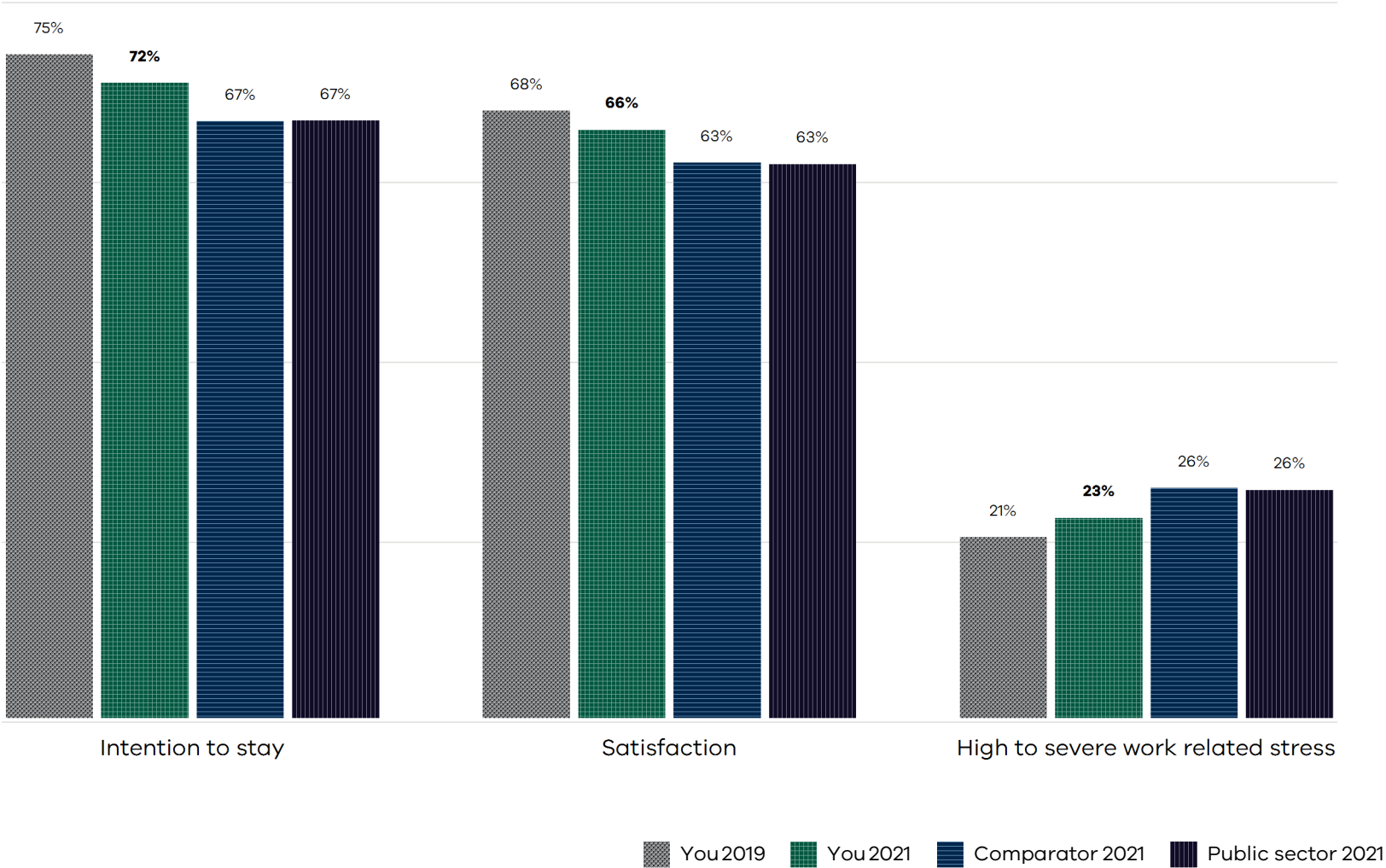
Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Intention to stay which is down from 75% in 2019.

Compared to:

- 67% 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.

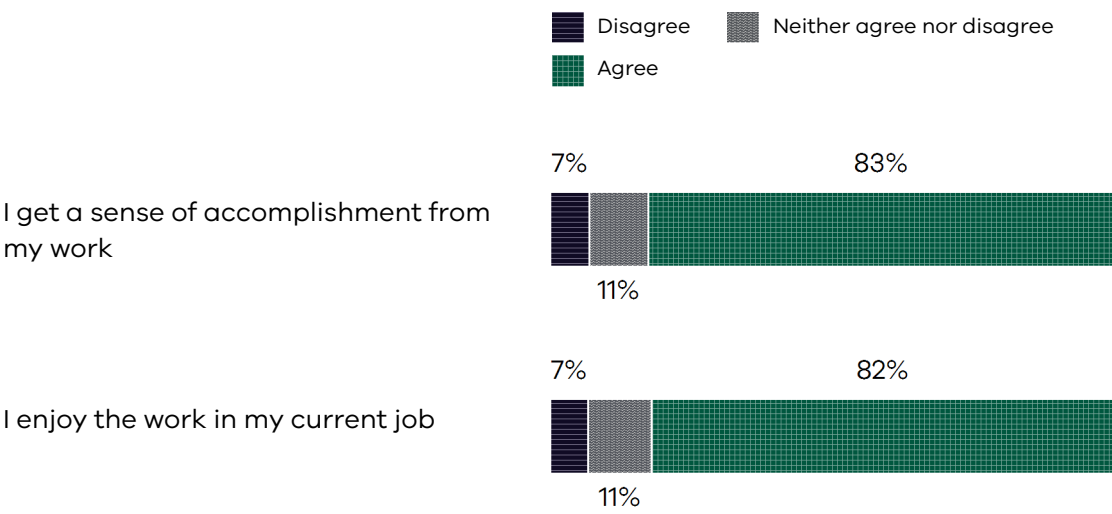
Example

83% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	83 %	72 %	79 %	93 %
82 %	82 %	73 %	79 %	90 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

'Satisfied' combines responses for satisfied and very satisfied and 'Dissatisfied' combines responses for dissatisfied and very dissatisfied.

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

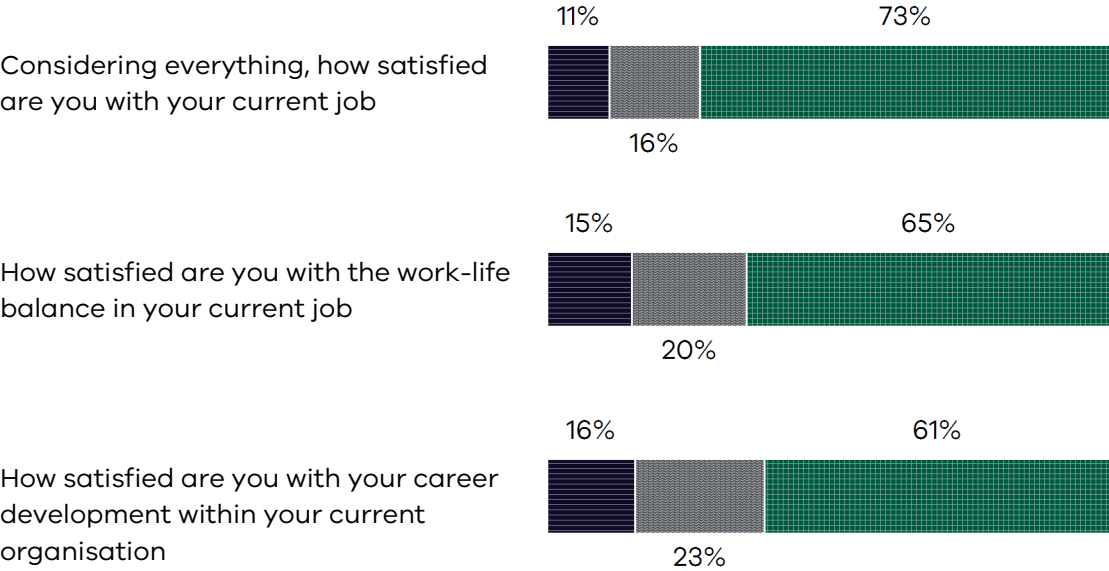
Example

73% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You		Comparator		
2019	2021	Lowest	Average	Highest
74 %	73 %	61 %	69 %	86 %
67 %	65 %	59 %	64 %	84 %
65 %	61 %	49 %	56 %	67 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

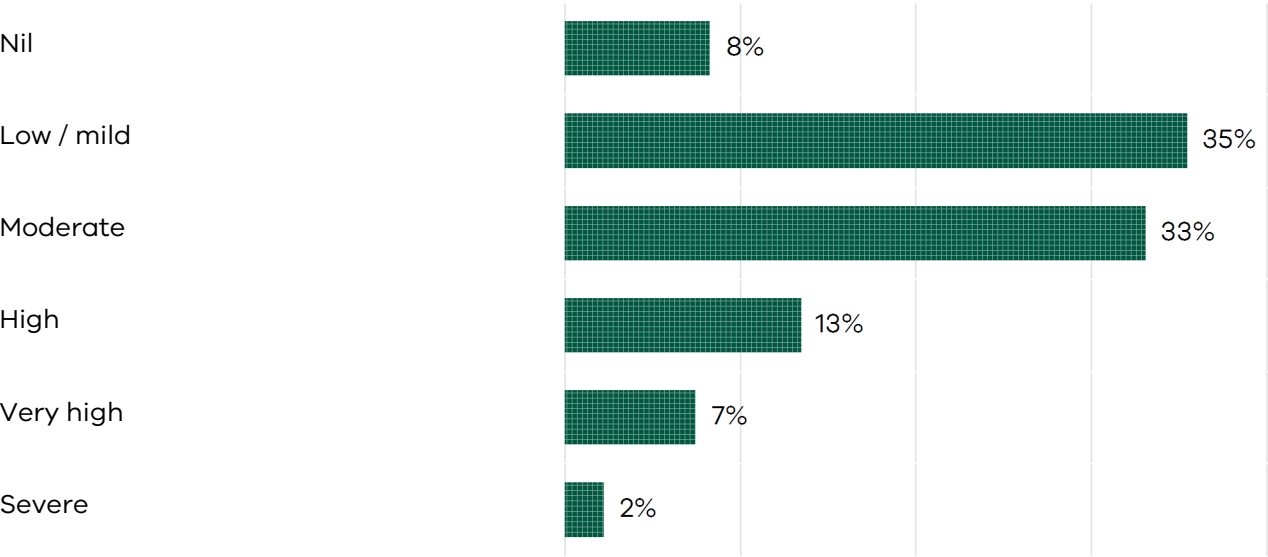
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2019 and your comparator.

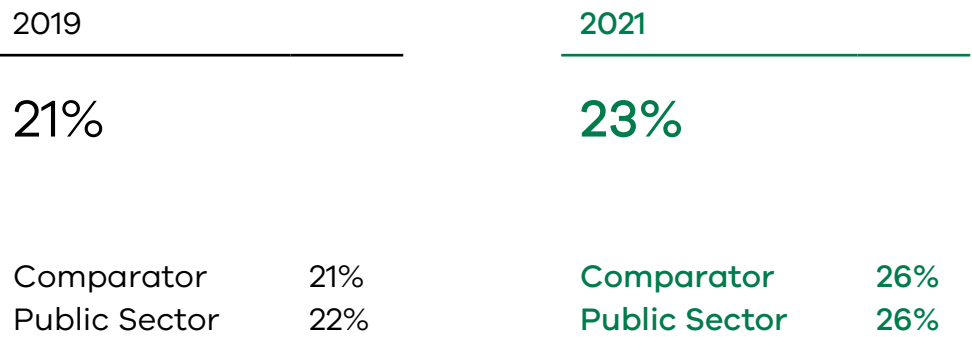
Example

23% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

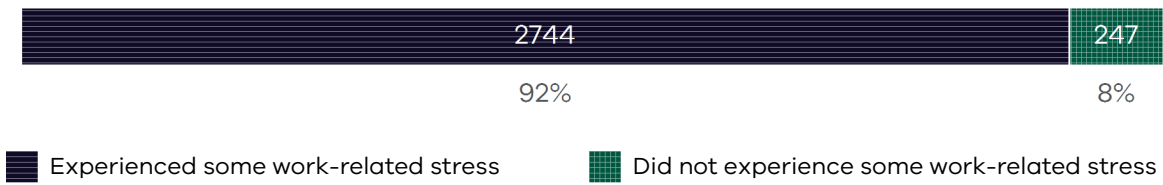
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 92%, 55% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	55%	55%	51%
Time pressure	43%	43%	42%
Other changes due to COVID-19	20%	18%	15%
Dealing with clients, patients or stakeholders	18%	15%	14%
Competing home and work responsibilities	13%	12%	12%
Content, variety, or difficulty of work	12%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	12%	14%	12%
Work schedule or hours	11%	9%	8%
Management of work (e.g. supervision, training, information, support)	11%	13%	13%
Other	8%	9%	9%

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.

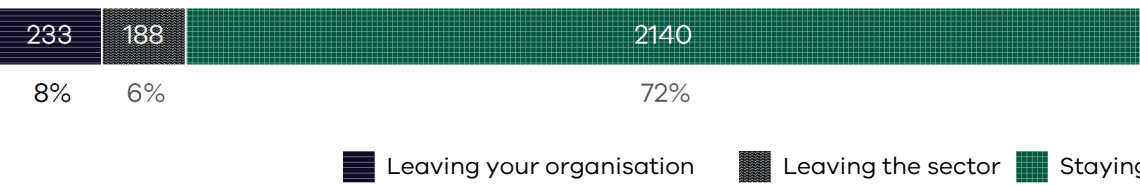
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

14% of your staff who did the survey said they intended to leave.

Of that 14%, 39% said it was from 'Limited future career opportunities at my organisation'.

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
Limited future career opportunities at my organisation	39%	38%	42%
Opportunity to broaden experience	37%	39%	40%
Limited recognition for doing a good job	36%	38%	32%
Limited opportunities to gain further experience at my organisation	30%	31%	33%
Opportunity to seek/take a promotion elsewhere	29%	30%	33%
Lack of confidence in senior leadership	28%	34%	34%
Excessive workload	27%	28%	25%
Limited developmental/educational opportunities at my organisation	27%	25%	24%
Better remuneration	22%	24%	26%
Limited involvement in decisions affecting my job and career	21%	20%	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

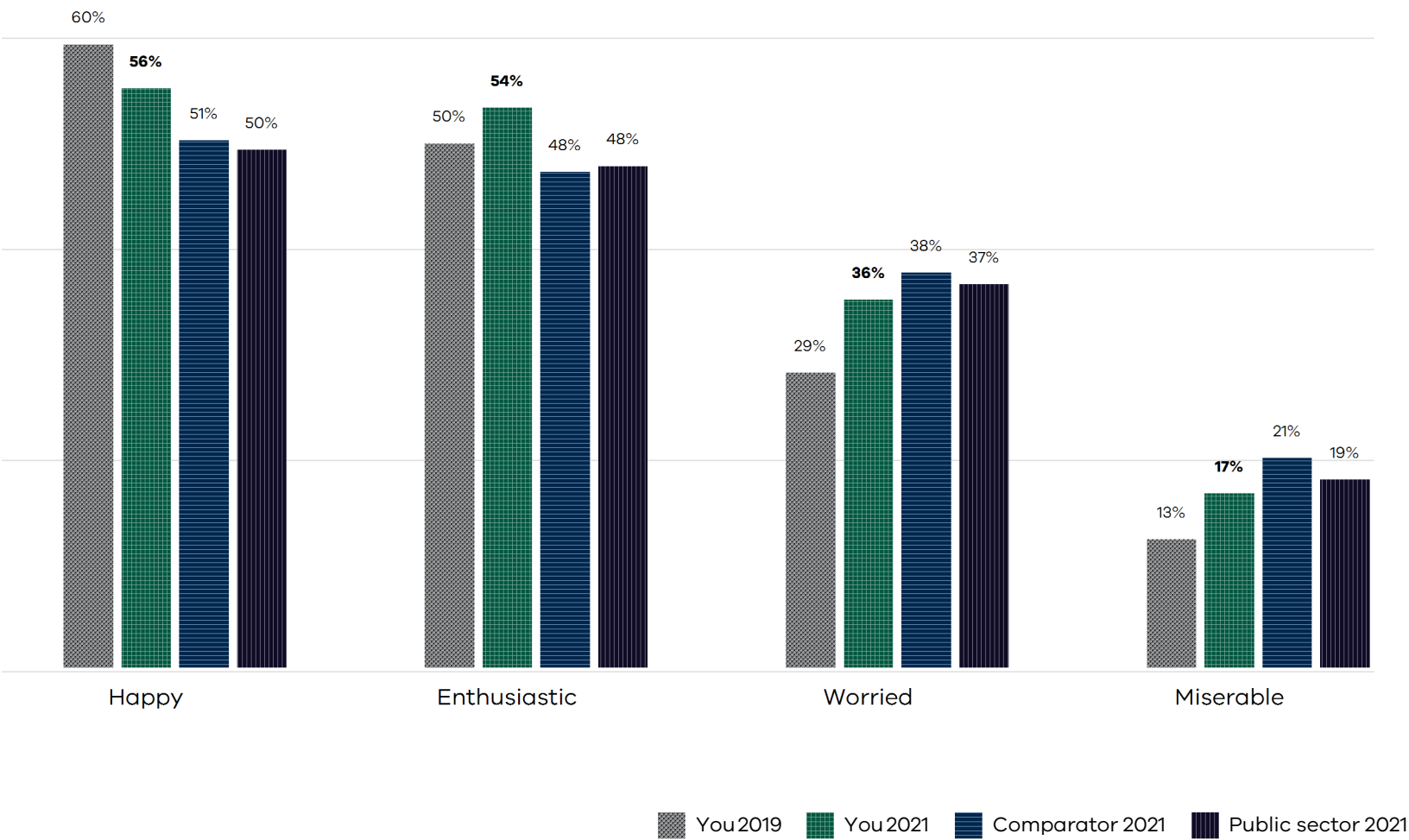
Each label represents a question in the survey about emotional effects of work. Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

Example

- In 2021:
- 56% of your staff who did the survey said work made them feel happy in 2021, which is down from 60% in 2019
- 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.

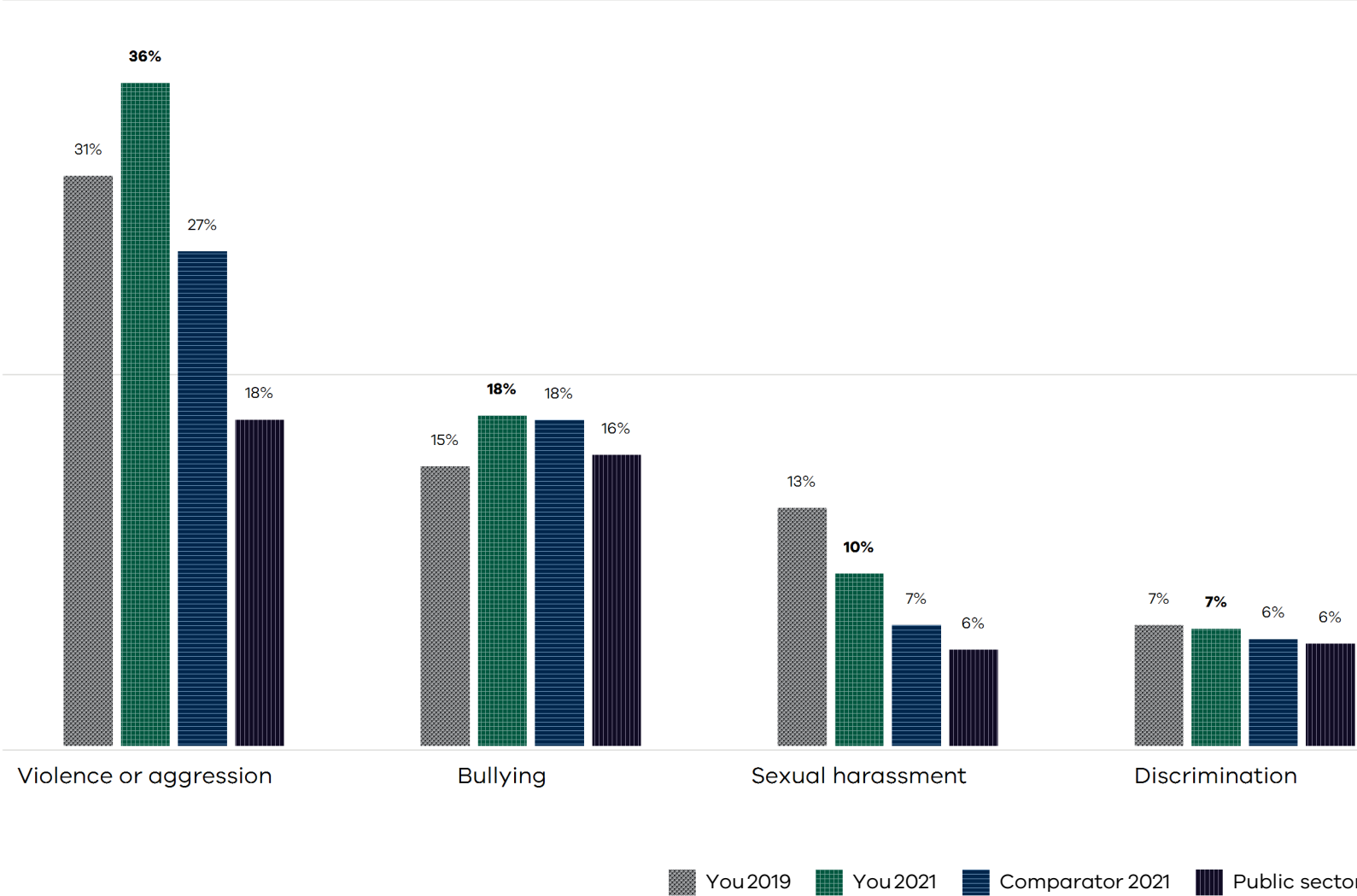
Example

In 2021:

- 36% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 31% in 2019.

Compared to:

- 27% 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.

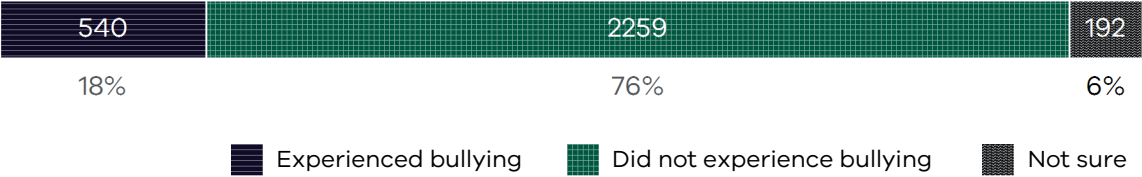
In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 71% 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 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	71%	70%	69%
Exclusion or isolation	35%	40%	42%
Intimidation and/or threats	33%	33%	32%
Verbal abuse	24%	21%	20%
Withholding essential information for me to do my job	19%	23%	27%
Other	13%	15%	15%
Being assigned meaningless tasks unrelated to the job	12%	13%	13%
Being given impossible assignment(s)	6%	8%	9%
Interference with my personal property and/or work equipment	4%	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.

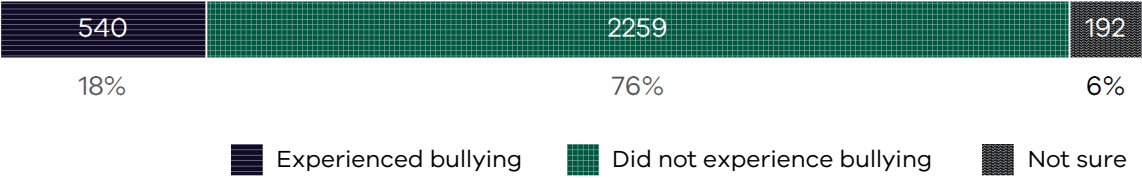
In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced bullying, of which

- 41% said the top way they reported the bullying was 'Told a manager'.
- 87% 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 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	40%	41%	46%	47%
Told a colleague	43%	39%	42%	42%
Told a friend or family member	34%	36%	35%	34%
Told the person the behaviour was not OK	0%	17%	16%	17%
I did not tell anyone about the bullying	15%	17%	12%	12%
Submitted a formal complaint	12%	13%	12%	12%
Told someone else	13%	11%	12%	12%
Told Human Resources	9%	8%	12%	12%
Told employee assistance program (EAP) or peer support	0%	7%	8%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

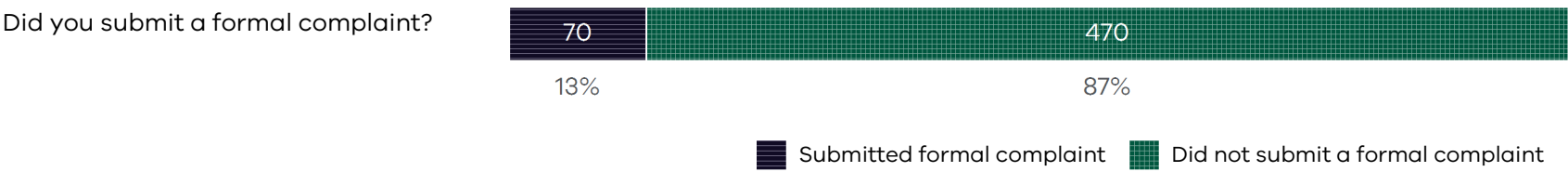
What this is
This is why staff who experienced bullying chose not to submit a formal complaint.

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

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

Example
87% of your staff who experienced bullying did not submit a formal complaint, of which:

- 50% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	45%	50%	51%	53%
I didn't think it would make a difference	59%	46%	52%	50%
I believed there would be negative consequences for my career	36%	37%	38%	40%
I didn't think it was serious enough	0%	23%	17%	16%
I didn't feel safe to report the incident	0%	19%	19%	19%
I thought the complaint process would be embarrassing or difficult	0%	15%	15%	14%
Other	13%	11%	13%	12%
I believed there would be negative consequences for the person I was going to complain about	11%	10%	11%	10%
I didn't need to because I made the bullying stop	13%	9%	6%	7%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	7%	7%	8%

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, 18% 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.

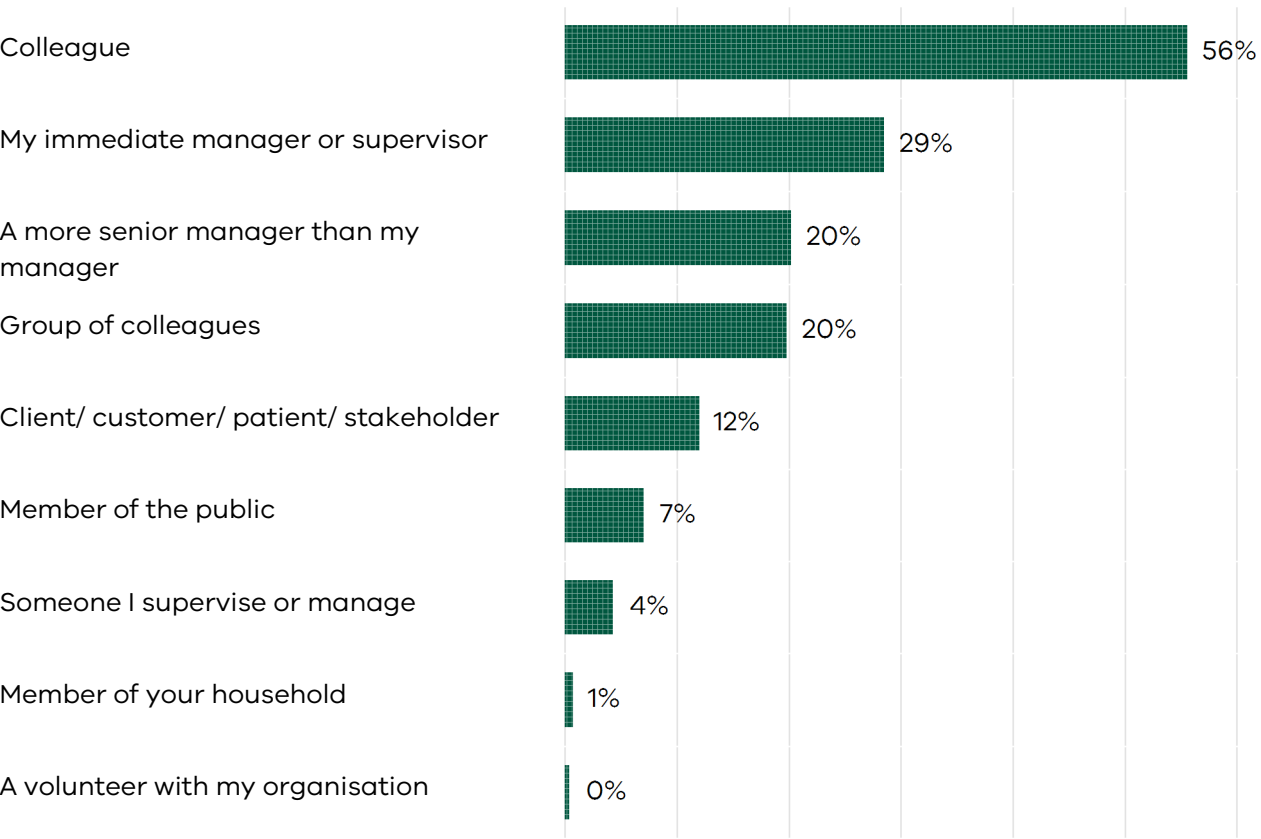
Each row is one perpetrator or group of perpetrators.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 56% said it was by 'Colleague'.

540 people (18% 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, 18% of your staff said they experienced bullying.

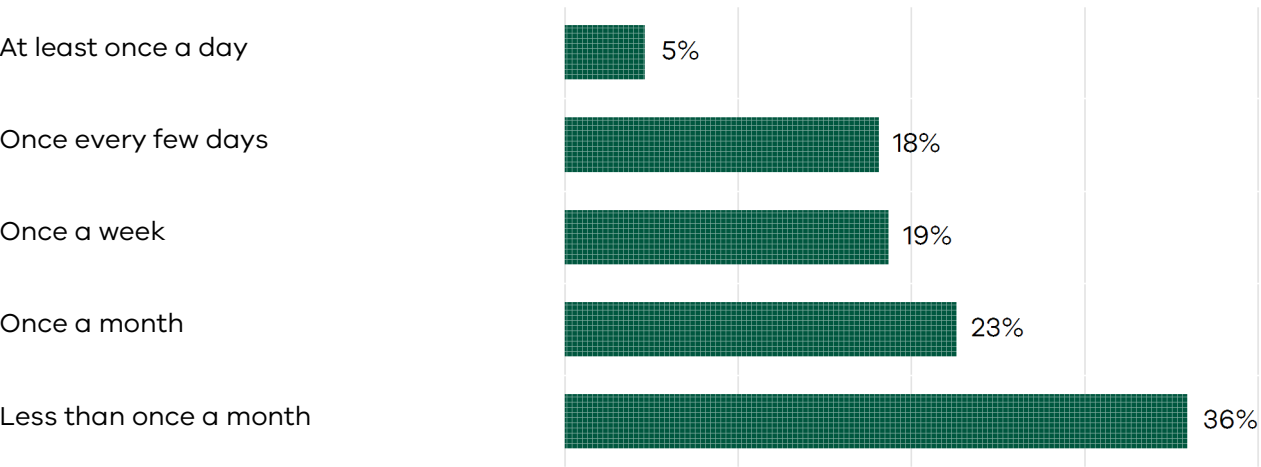
If they did, they could tell us how often they experienced this behaviour.

Example

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 5% 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.

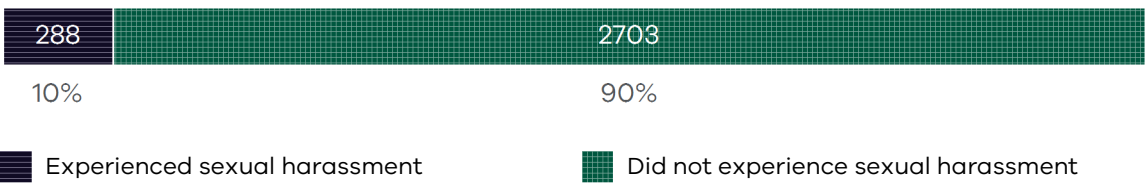
In descending order, the table shows the top 10 answers.

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 57% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	50%	57%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	59%	52%	51%	50%
Inappropriate physical contact (including momentary or brief physical contact)	25%	25%	22%	17%
Inappropriate staring or leering that made you feel intimidated	22%	20%	17%	15%
Unwelcome touching, hugging, cornering or kissing	22%	18%	17%	14%
Sexual gestures, indecent exposure or inappropriate display of the body	16%	13%	9%	6%
Any other unwelcome conduct of a sexual nature	8%	7%	6%	7%
Request or pressure for sex or other sexual acts	2%	3%	1%	1%
Repeated or inappropriate invitations to go out on dates	5%	3%	4%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1%	1%	2%	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.

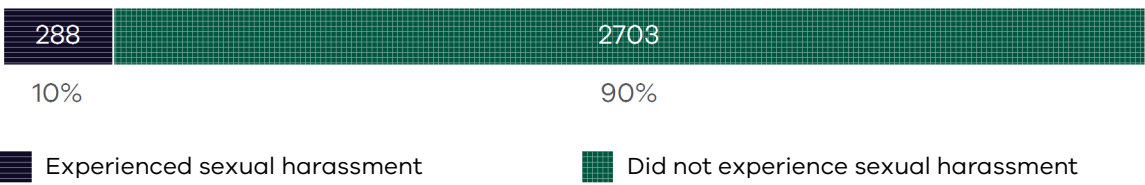
If they did, they could tell us with one or more answers how they responded.

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

Example

10% of your staff who did the survey said they experienced sexual harassment. Of those, 43% 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 2019	You 2021	Comparator 2021	Public sector 2021
Told the person the behaviour was not OK	45%	43%	37%	31%
Tried to laugh it off or forget about it	38%	41%	40%	41%
Pretended it didn't bother you	42%	39%	43%	45%
Avoided the person(s) by staying away from them	34%	38%	39%	36%
Told a colleague	34%	35%	33%	29%
Told a friend or family member	18%	26%	21%	21%
Told a manager	20%	25%	21%	20%
Avoided locations where the behaviour might occur	12%	13%	14%	13%
Submitted a formal complaint	4%	6%	5%	5%
Took time off work	3%	5%	4%	5%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

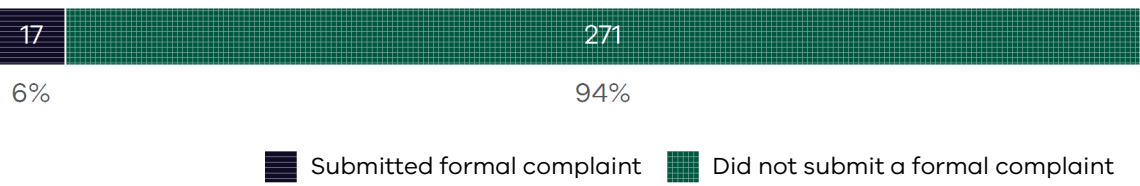
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

94% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 48% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	48%	49%	45%
I didn't think it would make a difference	47%	41%	38%	39%
I believed there would be negative consequences for my reputation	19%	21%	26%	33%
I didn't need to because I no longer had contact with the person(s) who harassed me	17%	17%	10%	9%
I didn't need to because I made the harassment stop	21%	14%	14%	12%
I believed there would be negative consequences for my career	11%	12%	15%	21%
I thought the complaint process would be embarrassing or difficult	0%	12%	10%	11%
Other	21%	10%	12%	7%
I believed there would be negative consequences for the person I was going to complain about	10%	10%	12%	13%
I didn't feel safe to report the incident	0%	4%	6%	8%

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, 10% 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.

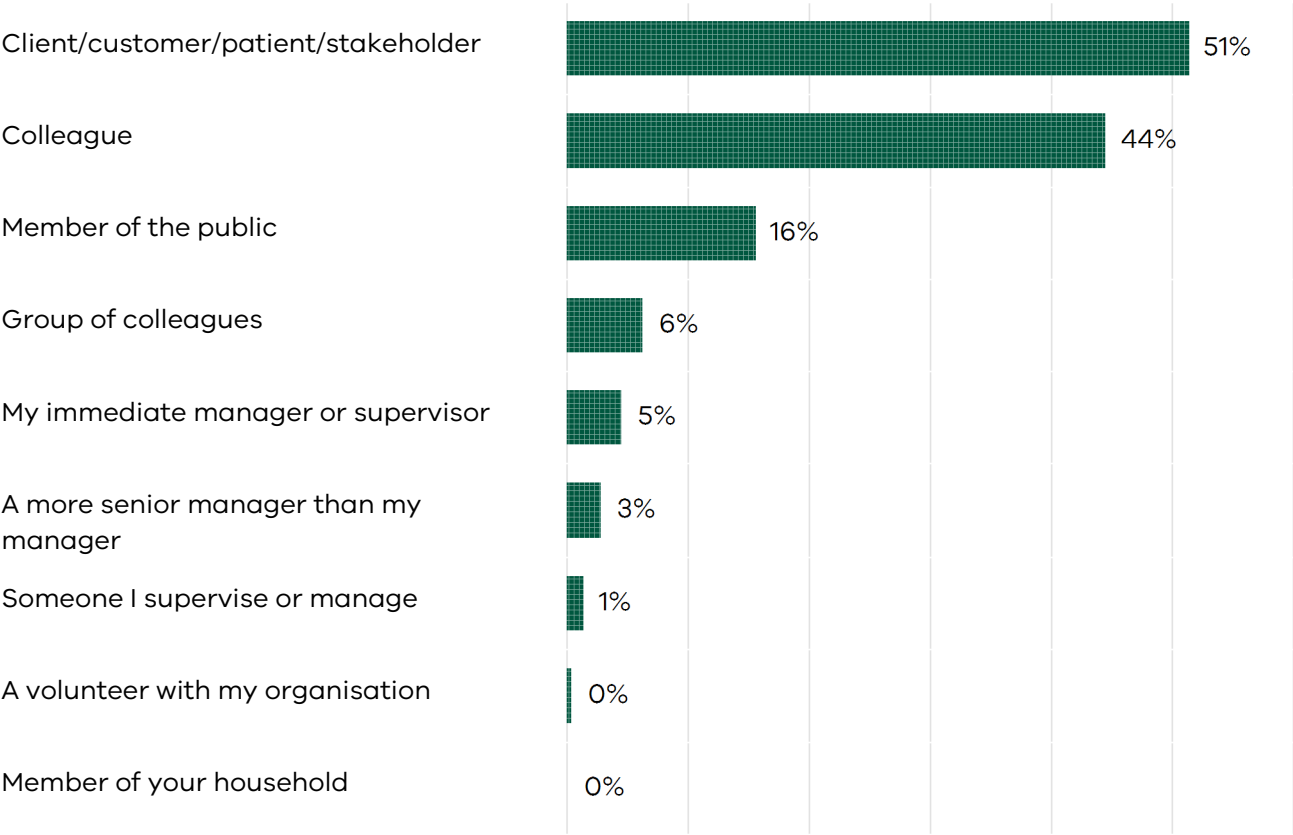
Each row is one perpetrator or group of perpetrators.

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 51% said it was by ‘Client/customer/patient/stakeholder’.

288 people (10% 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

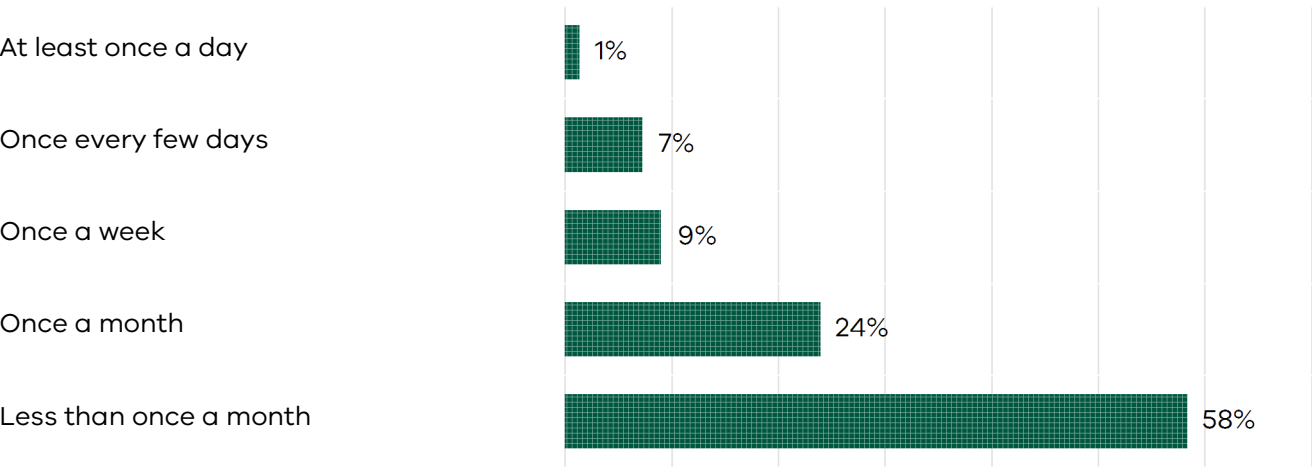
In this year’s survey, 10% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

10% of your staff who did the survey said they experienced sexual harassment. Of that 10%, 1% 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.

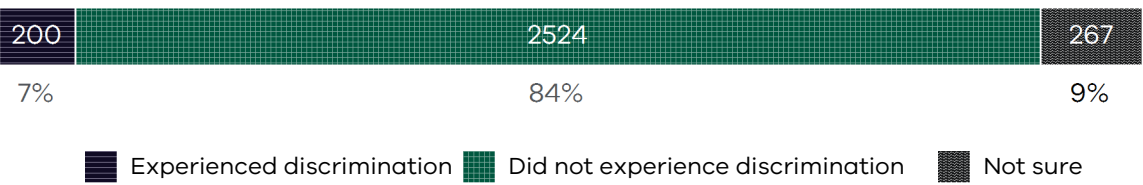
In descending order, the table shows the top 10 answers.

Example

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

Of that 7%, 32% said it was 'Employment activity'.

Have you experienced discrimination at work?



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

	You 2019	You 2021	Comparator 2021	Public sector 2021
Employment activity	31%	32%	31%	27%
Race	21%	28%	26%	17%
Age	29%	23%	23%	26%
Sex	15%	15%	9%	17%
Parent or carer status (including pregnancy and breastfeeding)	0%	14%	16%	15%
Gender identity	5%	10%	5%	9%
Physical features	8%	9%	7%	6%
Disability	6%	6%	8%	8%
Personal association with someone who has any of the above attributes (whether as a relative or otherwise)	11%	5%	9%	7%
Religious belief or activity	0%	5%	4%	4%

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.

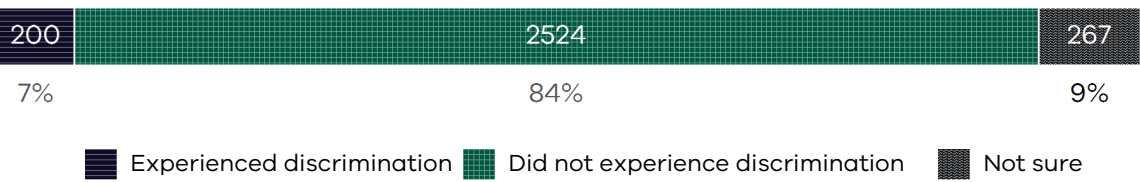
In descending order, the table shows the top 10 types.

Example

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

Of that 7%, 42% said it was 'Other'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	52%	42%	40%	38%
Opportunities for promotion	33%	36%	33%	37%
Opportunities for training	21%	29%	23%	24%
Denied flexible work arrangements or other adjustments	0%	22%	28%	21%
Employment security - threats of dismissal or termination	13%	13%	12%	11%
Opportunities for transfer/secondment	7%	12%	11%	19%
Access to leave	13%	8%	9%	8%
Pay or conditions offered by employer	11%	7%	8%	9%

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.

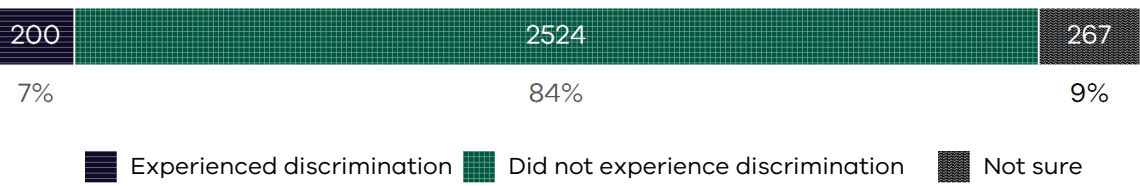
In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced discrimination, of which

- 39% said the top way they reported the discrimination was 'Told a colleague'.
- 92% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a colleague	45%	39%	38%	38%
Told a friend or family member	34%	37%	33%	32%
Told a manager	27%	25%	26%	28%
I did not tell anyone about the discrimination	24%	24%	23%	24%
Told someone else	16%	13%	14%	14%
Told the person the behaviour was not OK	0%	11%	10%	9%
Told Human Resources	10%	9%	11%	10%
Submitted a formal complaint	7%	8%	9%	8%
Told employee assistance program (EAP) or peer support	0%	7%	7%	8%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

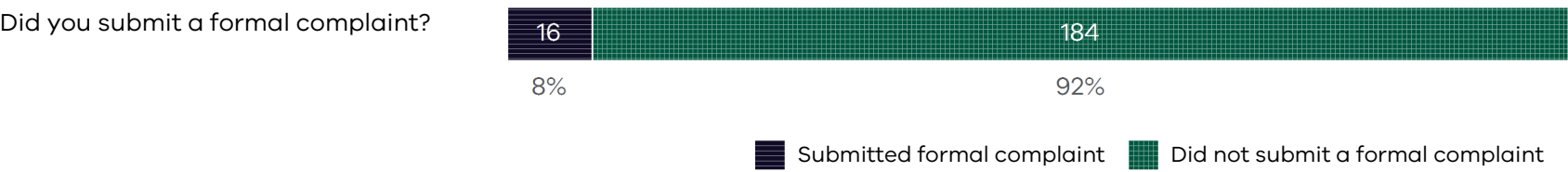
How to read this

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

Example

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

- 57% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	51%	57%	54%	56%
I didn't think it would make a difference	60%	55%	59%	57%
I believed there would be negative consequences for my career	45%	52%	50%	54%
I didn't feel safe to report the incident	0%	18%	22%	19%
I didn't think it was serious enough	0%	14%	13%	12%
I thought the complaint process would be embarrassing or difficult	0%	11%	14%	13%
I believed there would be negative consequences for the person I was going to complain about	12%	10%	11%	9%
Other	14%	9%	9%	10%
I didn't know who to talk to	0%	7%	6%	6%
I was advised not to	0%	5%	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, 7% of your staff said they experienced discrimination.

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

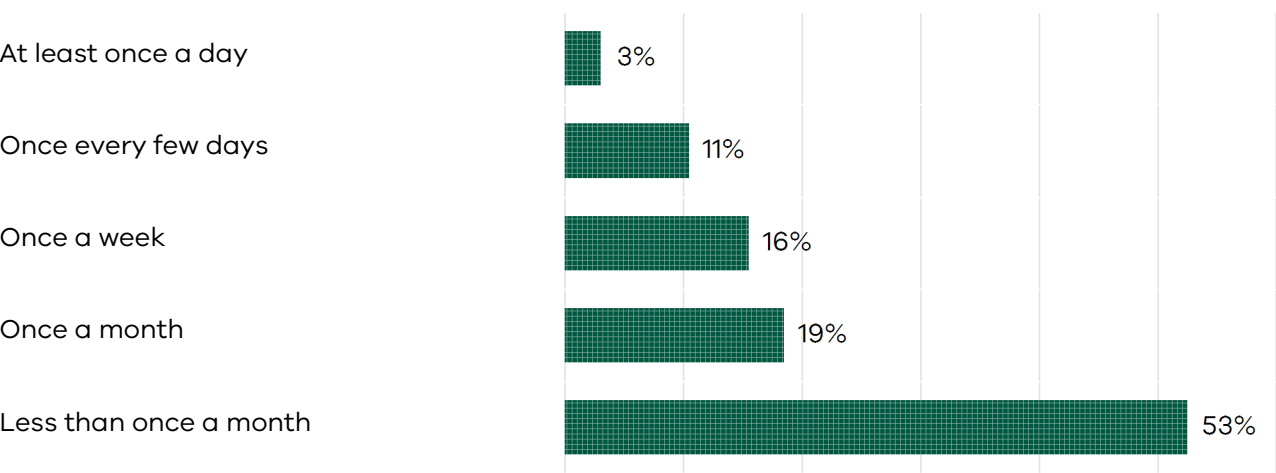
The graph shows how often staff were experiencing discrimination.

Example

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

Of that 7%, 3% 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.

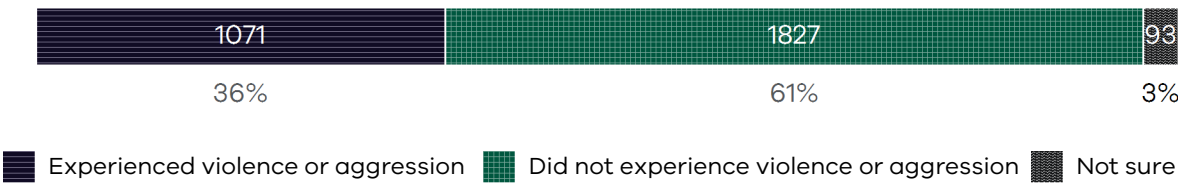
How to read this

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

36% of your staff who did the survey said they experienced violence or aggression. Of that 36%, 90% 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 2021	Comparator 2021	Public sector 2021
Abusive language	90%	85%	81%
Intimidating behaviour	71%	70%	69%
Threats of violence	51%	39%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	42%	32%	28%
Damage to my property or work equipment	13%	10%	7%
Other	3%	3%	12%
Stalking, including cyber-stalking	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

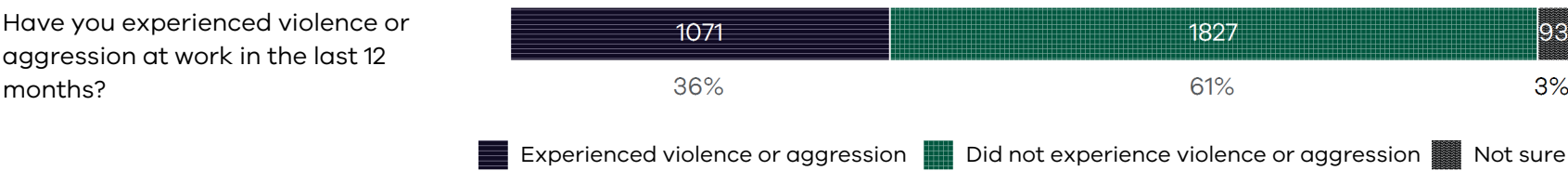
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

36% of your staff who did the survey said they experienced violence or aggression, fo which

- 55% said the top way they reported the violence or aggression was 'Told a manager'
- 62% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	53%	52%
Told a colleague	53%	50%	46%
Told the person the behaviour was not OK	40%	38%	33%
Submitted a formal incident report	38%	34%	32%
Told a friend or family member	22%	21%	20%
I did not tell anyone about the incident(s)	6%	7%	8%
Told someone else	5%	6%	6%
Told employee assistance program (EAP) or peer support	2%	2%	3%
Told Human Resources	2%	3%	4%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

62% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 40% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?



Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	40%	36%	33%
I didn't think it would make a difference	48%	34%	39%	39%
Other	44%	27%	24%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	17%	15%	15%
I didn't need to because I made the violence or aggression stop	0%	16%	16%	16%
I believed there would be negative consequences for my reputation	8%	7%	11%	16%
I believed there would be negative consequences for my career	7%	5%	8%	12%
I didn't know how to make a complaint	0%	4%	3%	3%
I thought the complaint process would be embarrassing or difficult	0%	3%	4%	4%
I believed there would be negative consequences for the person I was going to complain about	3%	2%	3%	4%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

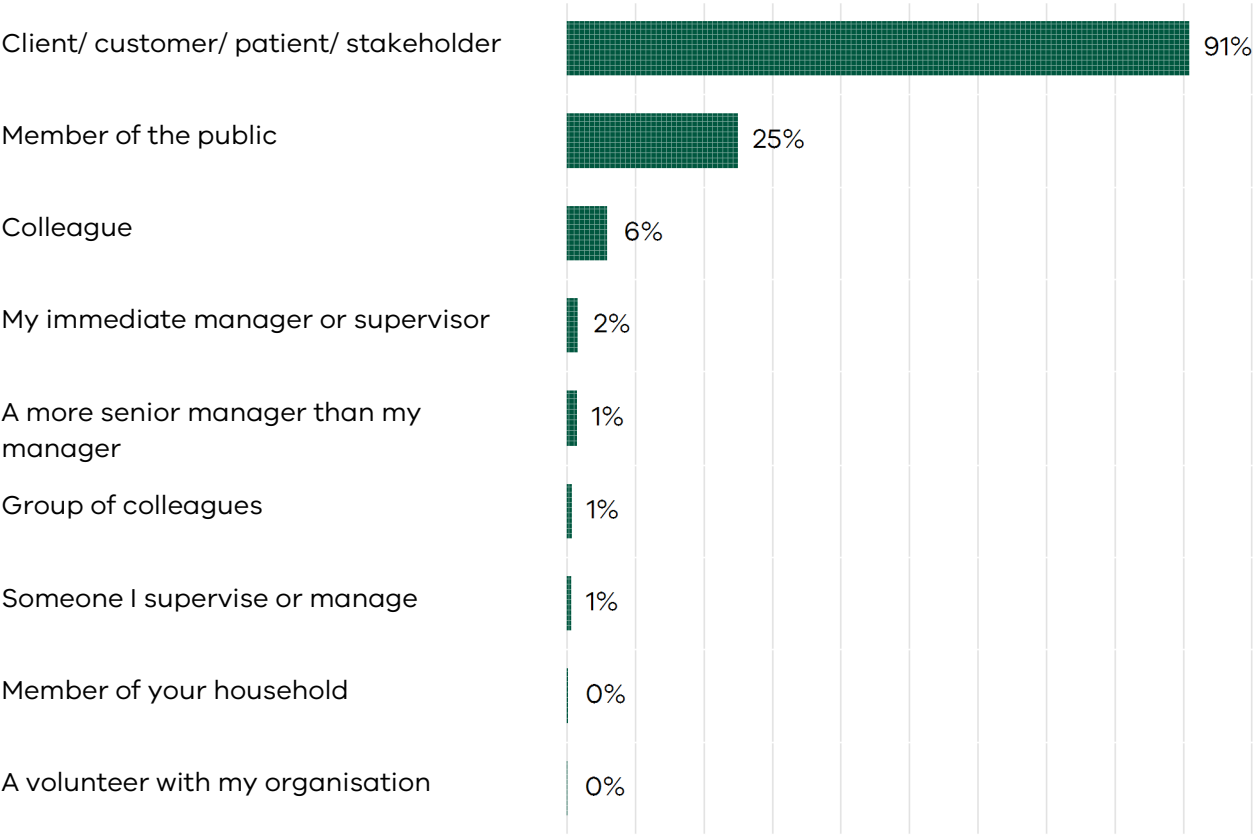
Each row is one perpetrator or a group of perpetrators.

Example

36% of your staff who did the survey said they experienced violence or aggression.

Of that 36%, 91% said it was 'Client/ customer/ patient/ stakeholder'.

1071 people (36% 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

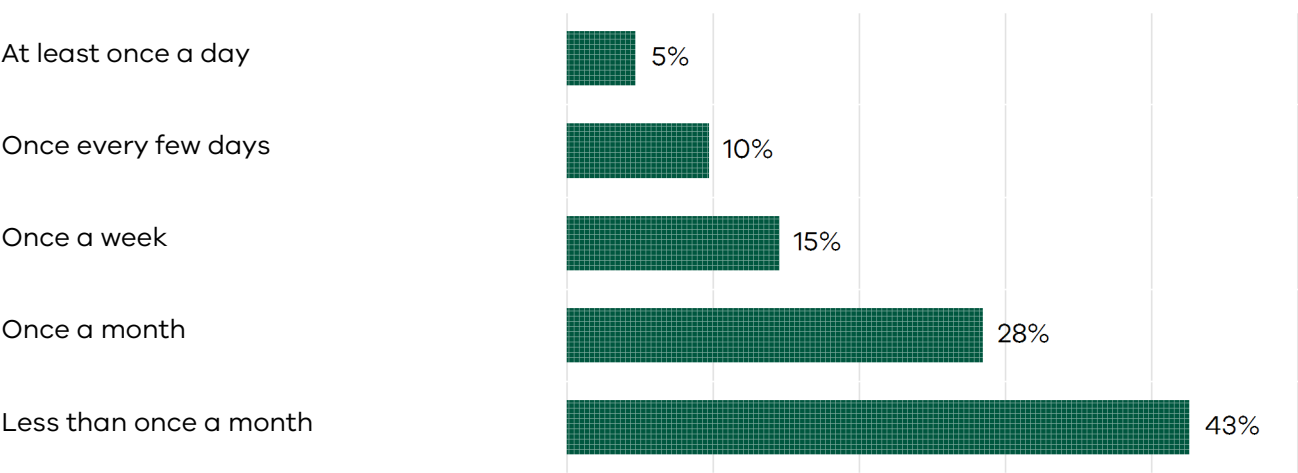
In this year’s survey, 36% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

36% of your staff who did the survey said they experienced violence or aggression. Of that 36%, 5% 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

31% of your staff who did the survey said they witnessed some negative behaviour at work.

69% 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 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	66%	69%	71%	77%
Bullying of a colleague	19%	19%	19%	16%
Violence or aggression against a colleague	17%	13%	10%	6%
Discrimination against a colleague	8%	9%	9%	8%
Sexual harassment of a colleague	2%	2%	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**
- 31% of your staff who did the survey witnessed negative behaviour, of which:
- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 8% took no action.



When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	73%	72%	72%
Told a manager	37%	36%	37%
Told the person the behaviour was not OK	31%	28%	25%
Spoke to the person who behaved in a negative way	29%	24%	22%
Told a colleague	24%	22%	21%
Submitted a formal complaint	8%	6%	6%
Took no action	8%	8%	7%
Other	7%	7%	7%
Told Human Resources	4%	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

66% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



People matter

survey 2021

Have your say

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Job enrichment', the 'You 2021' column shows 92% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2019' column, you have a 2% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	92%	-2%	90%
Workgroup support	I am able to work effectively with others in my workgroup	92%	Not asked in 2019	90%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	91%	Not asked in 2019	89%
Meaningful work	I feel that I can make a worthwhile contribution at work	90%	Not asked in 2019	87%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	-2%	87%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	-2%	88%
Engagement	I am proud to tell others I work for my organisation	88%	+6%	81%
Manager leadership	My manager ensures clients receive a high standard of service	88%	+0%	84%
Meaningful work	I am achieving something important through my work	88%	Not asked in 2019	85%
Job enrichment	I clearly understand what I am expected to do in this job	88%	-3%	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

You can also compare your 2021 scores against your 2019 scores and your 2021 comparator group.

Example

On the first row 'Learning and development', the 'You 2021' column shows 35% 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 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	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)	35%	Not asked in 2019	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	47%	Not asked in 2019	43%
Learning and development	I feel I have an equal chance at promotion in my organisation	47%	Not asked in 2019	44%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	+4%	41%
Workload	I have enough time to do my job effectively	52%	-1%	49%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	52%	Not asked in 2019	50%
Manager support	My manager has regular conversations with me about my learning and development	55%	Not asked in 2019	51%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	56%	-13%	53%
Manager support	I receive adequate recognition for my contributions and accomplishments	56%	+0%	52%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	+10%	49%

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 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2021' column shows 57% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Increase from 2019' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	+10%	49%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	+9%	50%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	68%	+9%	63%
Engagement	I am proud to tell others I work for my organisation	88%	+6%	81%
Engagement	I feel a strong personal attachment to my organisation	75%	+6%	68%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	62%	+6%	56%
Engagement	I would recommend my organisation as a good place to work	80%	+4%	74%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	+4%	41%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	77%	+4%	71%
Organisational integrity	My organisation encourages respectful workplace behaviours	85%	+3%	81%

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 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 56% of your staff agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

In the 'Decrease from 2019' column, you have a 13% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	56%	-13%	53%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	57%	-11%	55%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	61%	-11%	58%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	63%	-8%	57%
Equal employment opportunity	Disability is not a barrier to success in my organisation	58%	-7%	59%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	78%	-7%	74%
Quality service delivery	My workgroup strives to make the best use of its resources	81%	-7%	77%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	75%	-7%	73%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	74%	-6%	71%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	75%	-5%	74%

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 'Senior leadership', the 'You2021' column shows 69% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 9 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	69%	+9%	60%
Senior leadership	Senior leaders support staff to work in an environment of change	66%	+9%	57%
Engagement	My organisation inspires me to do the best in my job	72%	+8%	64%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	+8%	49%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	+8%	50%
Senior leadership	Senior leaders demonstrate honesty and integrity	69%	+8%	61%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	+7%	41%
Engagement	My organisation motivates me to help achieve its objectives	71%	+7%	63%
Engagement	I am proud to tell others I work for my organisation	88%	+7%	81%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	58%	+7%	51%

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 'Job enrichment', the 'You 2021' column shows 74% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 3 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	74%	-3%	77%
Safety climate	My organisation provides a physically safe work environment	75%	-1%	76%
Equal employment opportunity	Disability is not a barrier to success in my organisation	58%	-1%	59%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	65%	-1%	66%

People matter

survey 2021

Have your say

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

What this is

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

Why this is important

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

How to read this

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

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

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

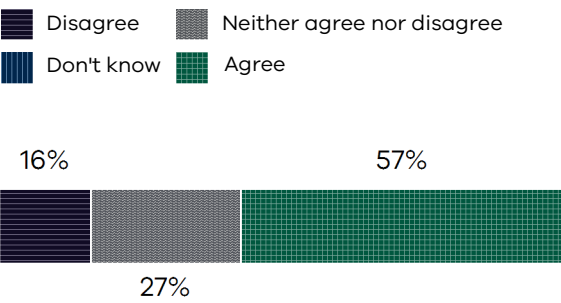
Example

57% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

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

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	57 %	43 %	50 %	63 %

People matter

survey 2021

Have your say

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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

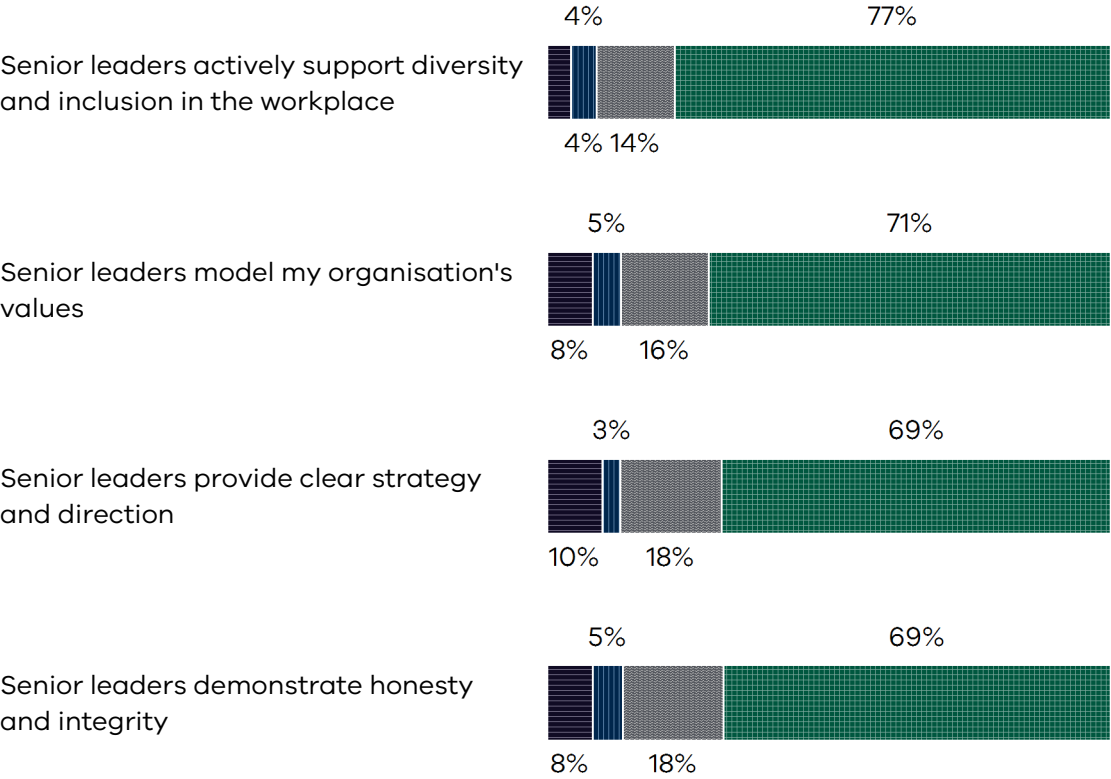
Example

77% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
74 %	77 %	59 %	71 %	88 %
69 %	71 %	54 %	65 %	89 %
68 %	69 %	50 %	60 %	82 %
69 %	69 %	51 %	61 %	85 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

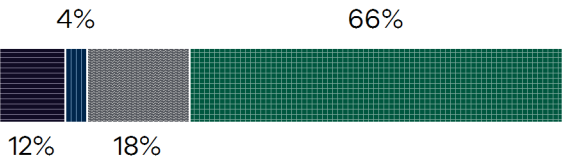
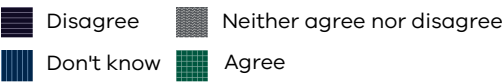
Example

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

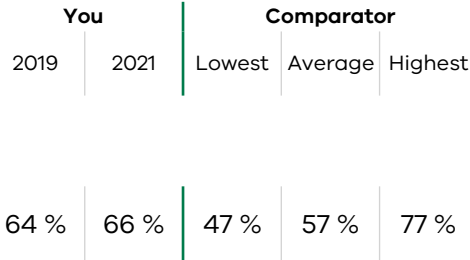
Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results



People matter

survey 2021

Have your say

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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.

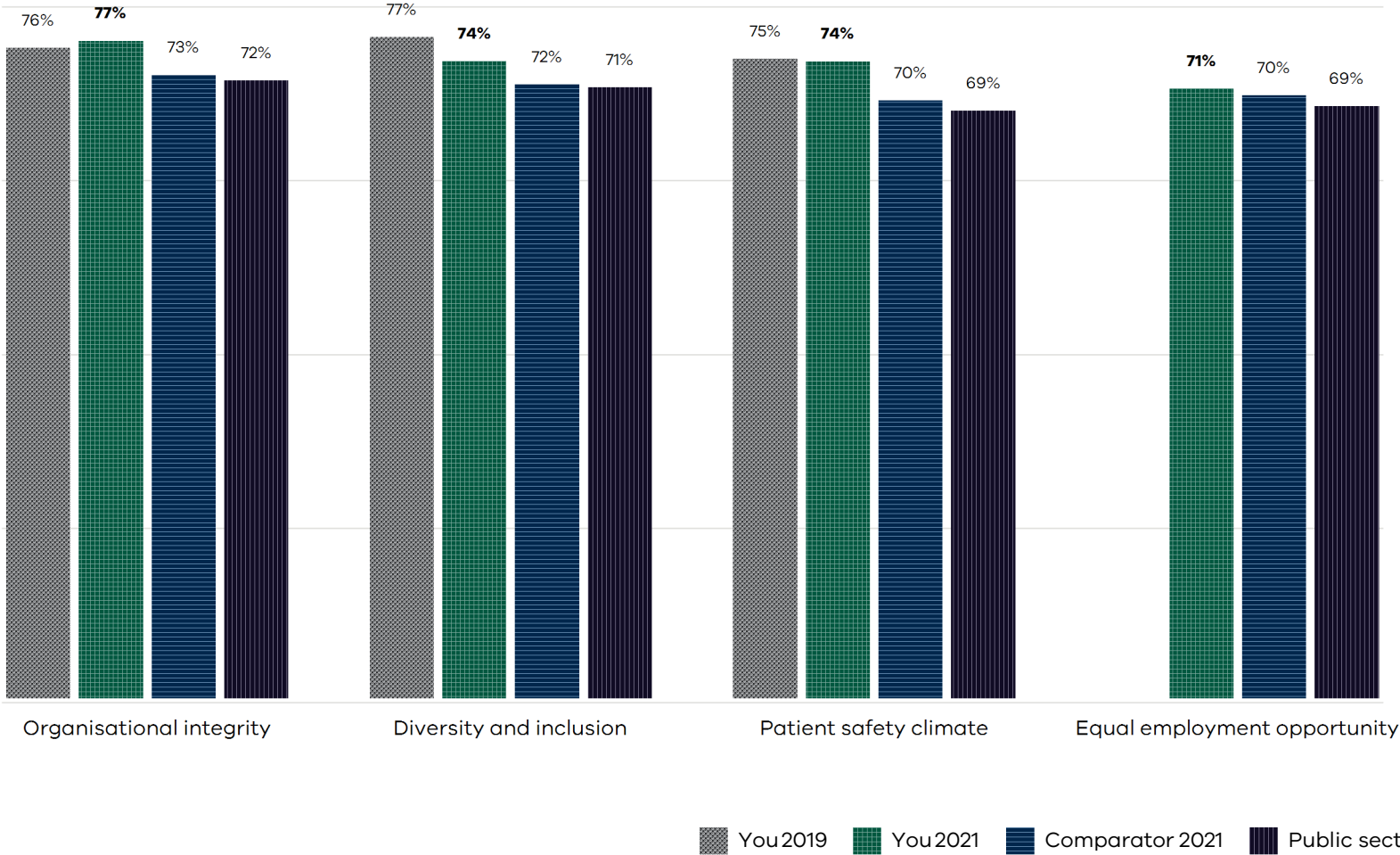
How to read this

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:
- 77% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 76% in 2019.
- Compared to:
- 73% of staff at your comparator and 72% 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.

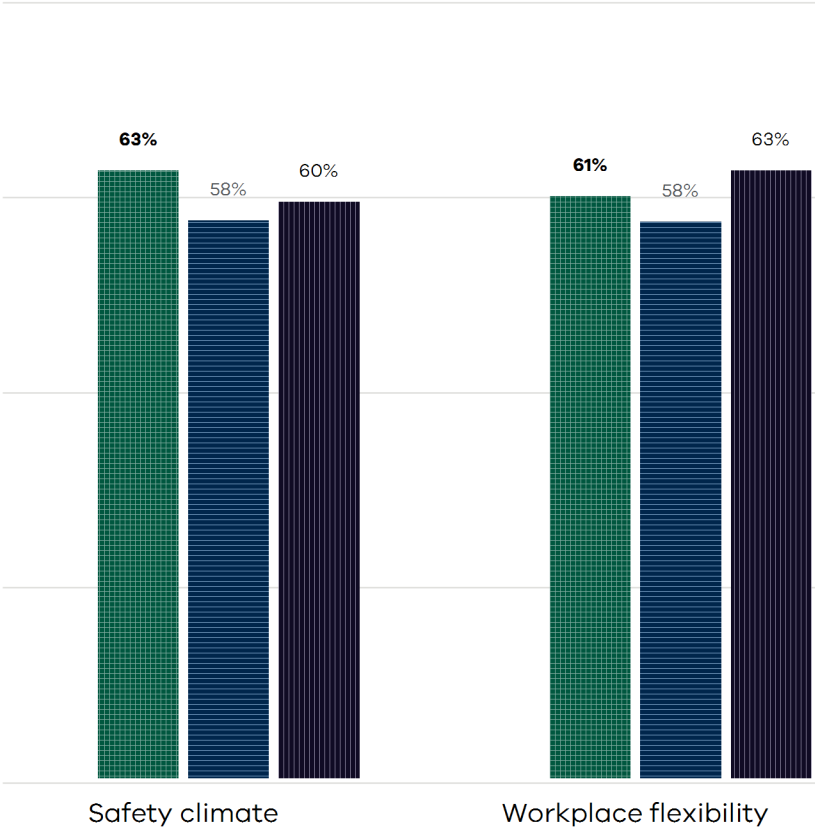
Example

In 2021:

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

Compared to:

- 58% of staff at your comparator and 60% of staff across the public sector.



You 2019 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

85% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	85 %	70 %	81 %	91 %
81 %	85 %	66 %	80 %	92 %
82 %	84 %	73 %	82 %	94 %
80 %	83 %	67 %	79 %	86 %

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.

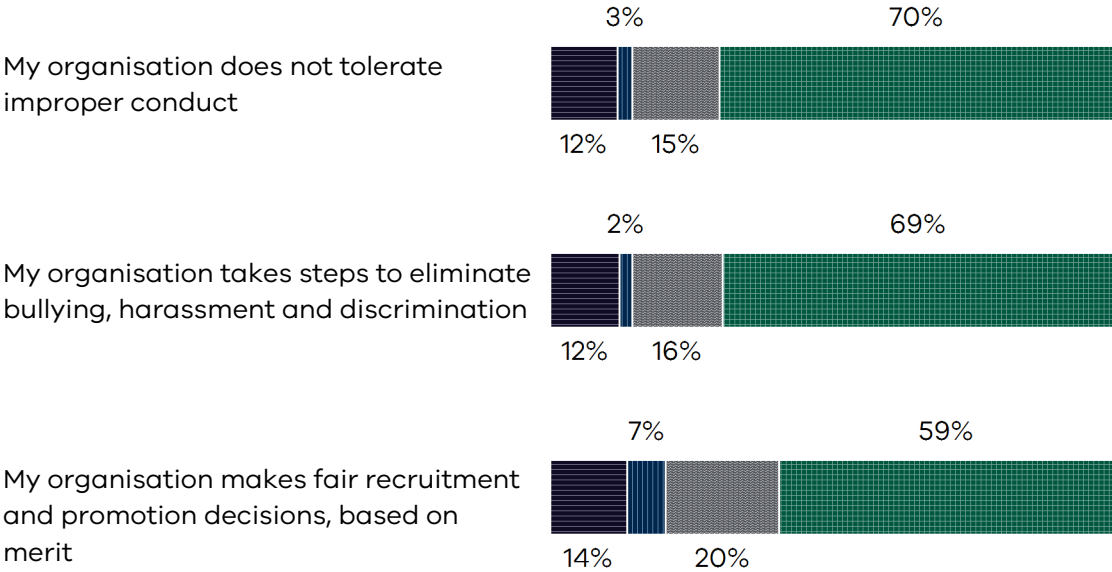
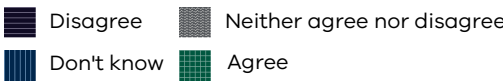
Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
69 %	70 %	51 %	67 %	84 %
72 %	69 %	52 %	66 %	76 %
63 %	59 %	41 %	54 %	63 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

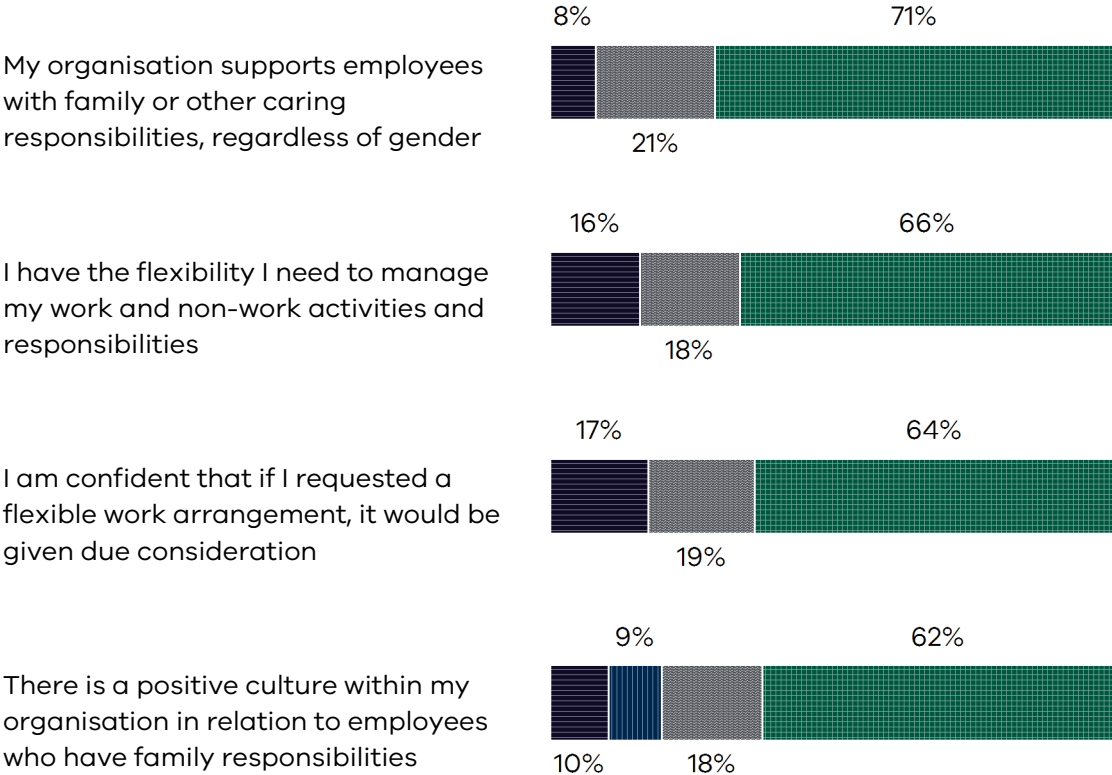
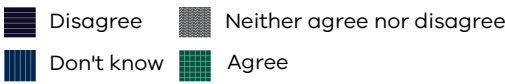
Example

71% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	71 %	59 %	67 %	88 %
Not asked	66 %	58 %	65 %	86 %
64 %	64 %	54 %	60 %	74 %
Not asked	62 %	52 %	60 %	74 %

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.

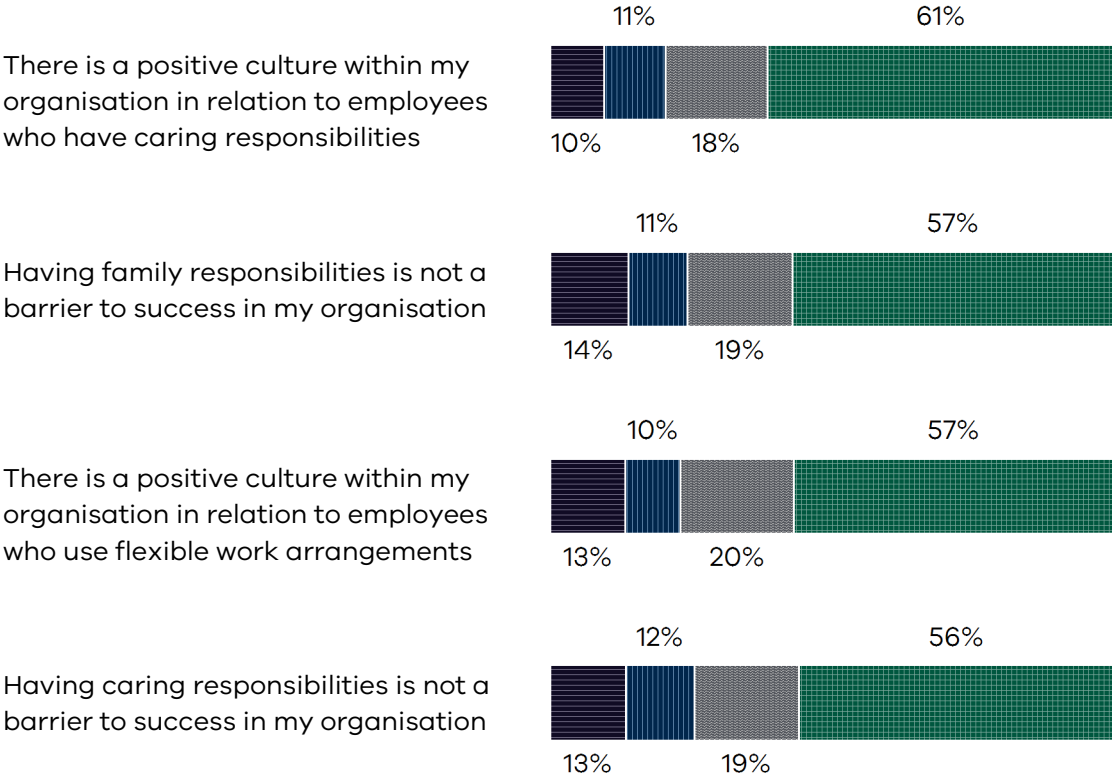
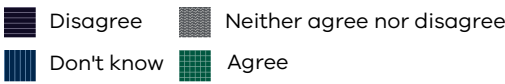
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

61% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
72 %	61 %	50 %	58 %	72 %
Not asked	57 %	49 %	55 %	72 %
68 %	57 %	47 %	55 %	65 %
68 %	56 %	47 %	53 %	67 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

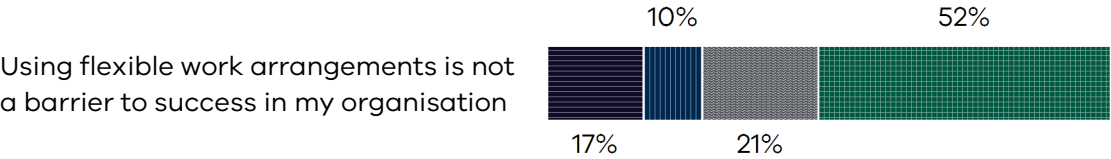
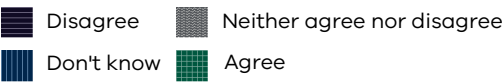
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

52% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	52 %	45 %	50 %	65 %

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

36% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	37%	36%	35%	38%
Part-time	31%	28%	28%	19%
Shift swap	25%	26%	21%	12%
Flexible start and finish times	15%	16%	16%	23%
Using leave to work flexible hours	15%	13%	10%	8%
Working from an alternative location (e.g. home, hub/shared work space)	0%	13%	18%	24%
Study leave	13%	9%	7%	4%
Working more hours over fewer days	7%	7%	6%	6%
Other	2%	2%	2%	2%
Job sharing	2%	2%	2%	1%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

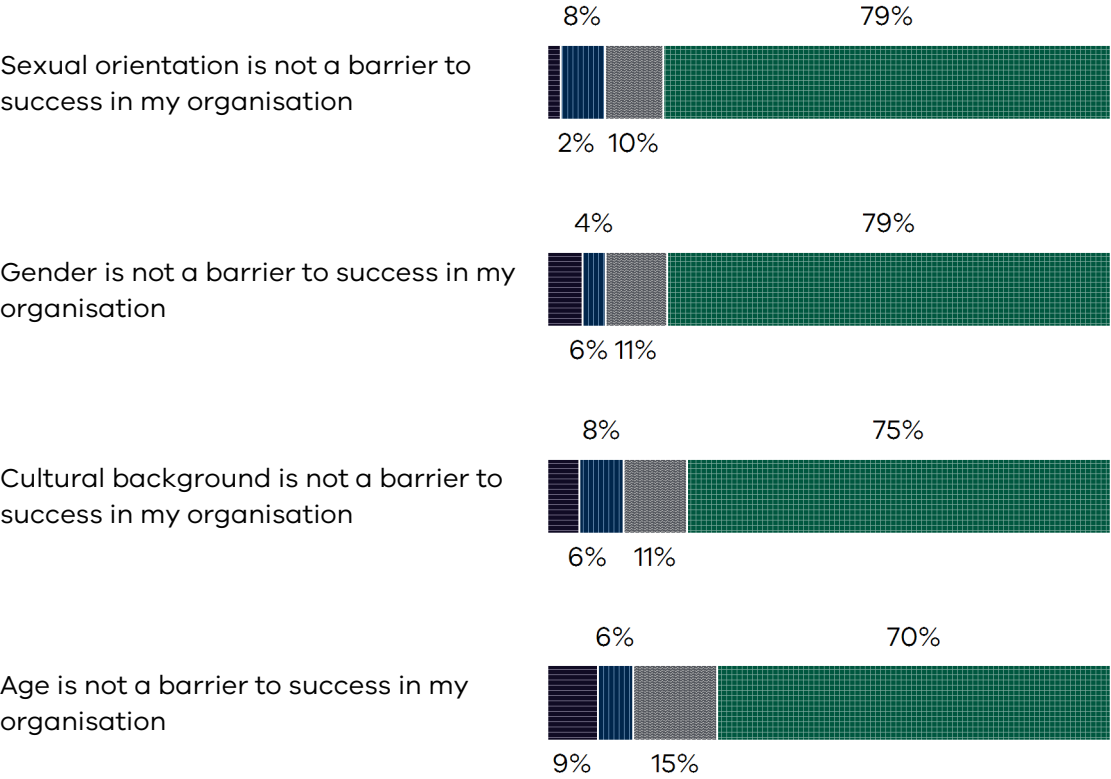
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	79 %	70 %	77 %	88 %
Not asked	79 %	67 %	77 %	91 %
80 %	75 %	65 %	74 %	88 %
73 %	70 %	64 %	69 %	86 %

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.

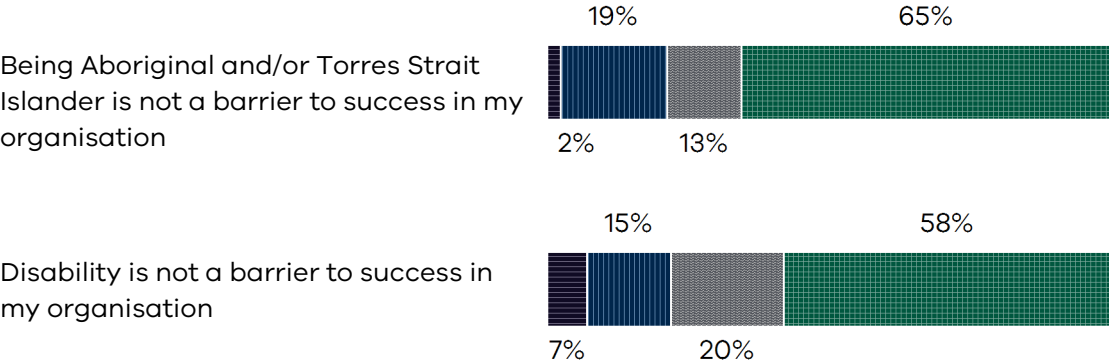
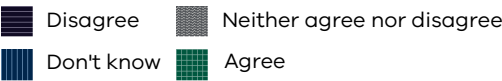
Example

65% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	65 %	58 %	66 %	83 %
65 %	58 %	50 %	59 %	74 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of *Leading the way* and the Victorian public sector mental health and wellbeing charter.

How to read this

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

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

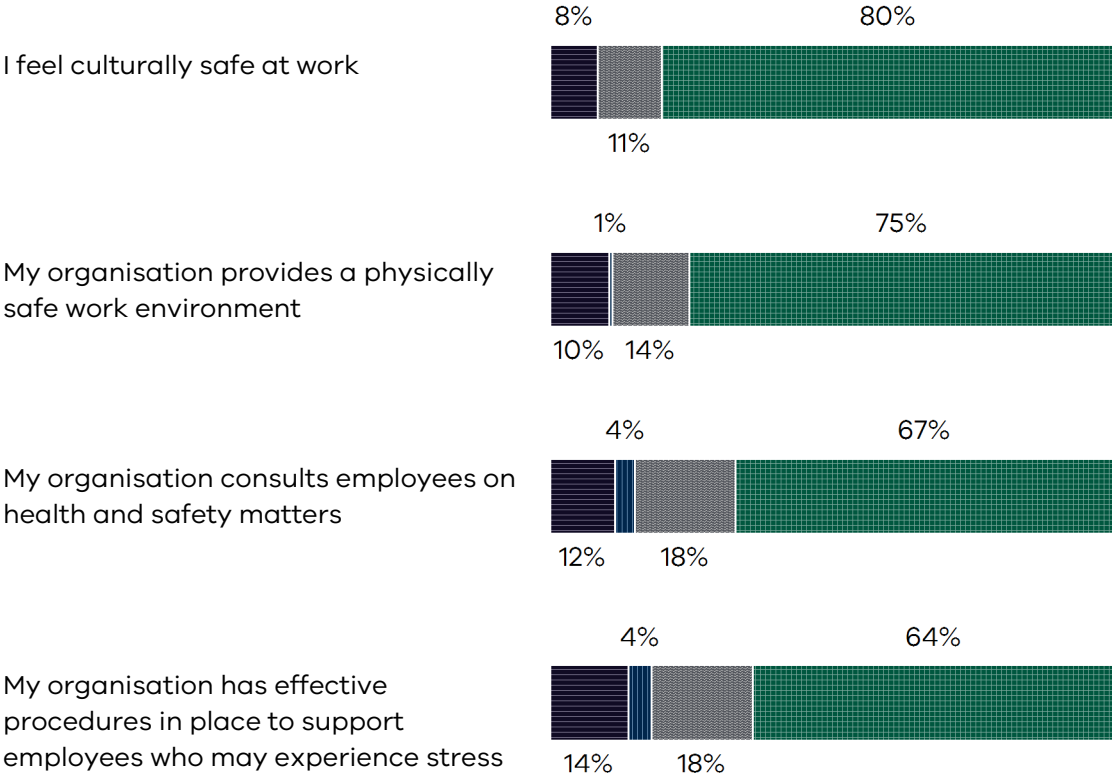
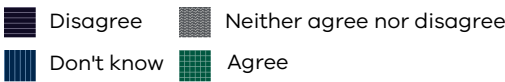
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	80 %	64 %	78 %	88 %
Not asked	75 %	58 %	76 %	95 %
69 %	67 %	54 %	63 %	88 %
66 %	64 %	49 %	57 %	67 %

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

58% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

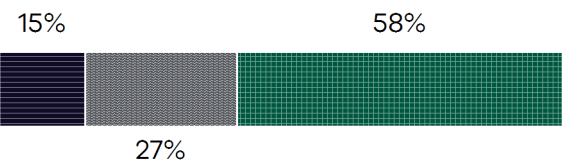
Survey question

Your results

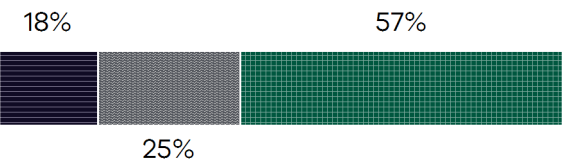
Benchmark agree results



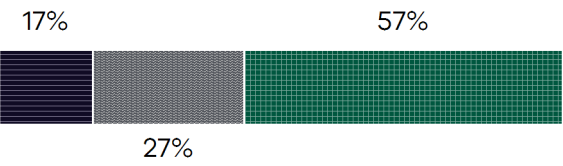
In my workplace, there is good communication about psychological safety issues that affect me



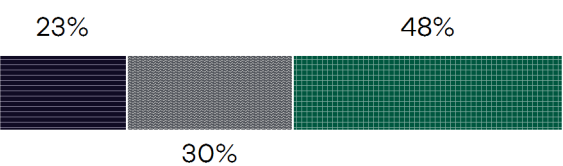
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



You		Comparator		
2019	2021	Lowest	Average	Highest
55 %	58 %	42 %	51 %	70 %
48 %	57 %	41 %	50 %	74 %
47 %	57 %	41 %	49 %	68 %
44 %	48 %	32 %	41 %	57 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

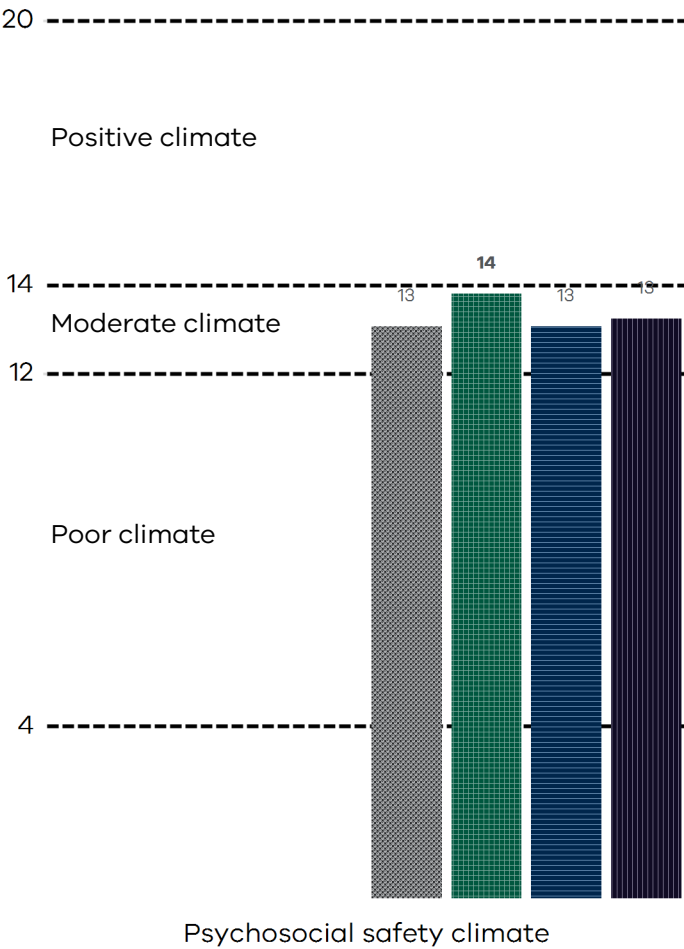
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 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.

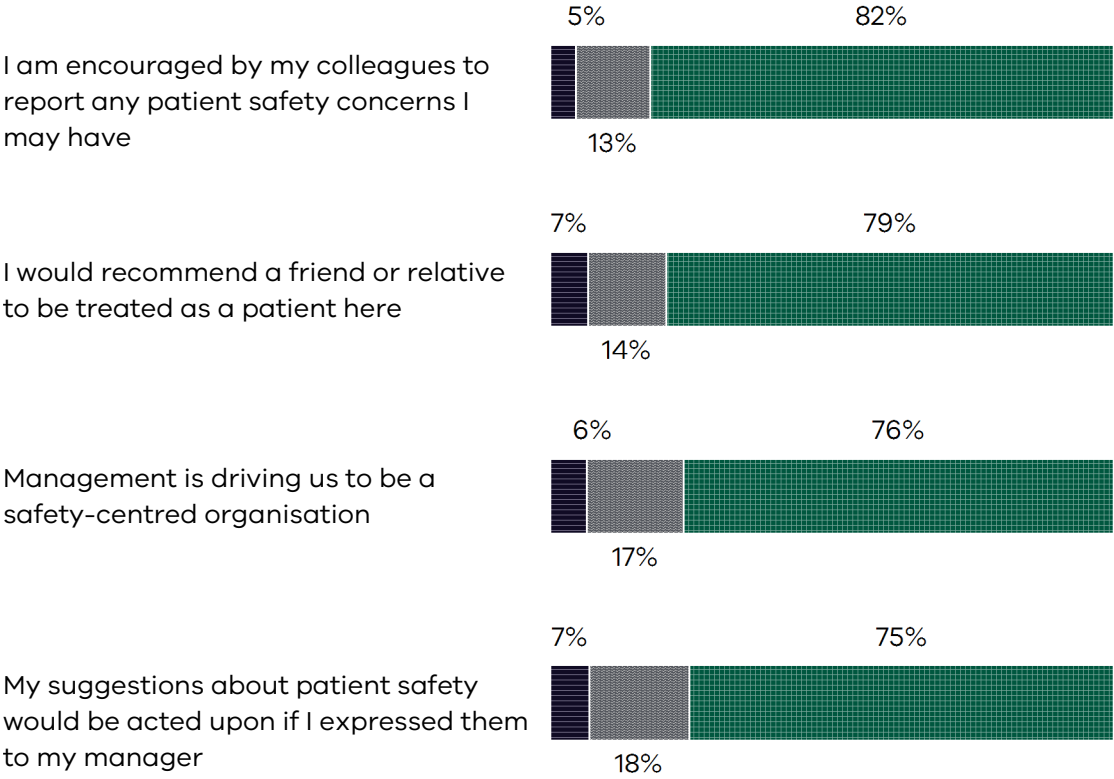
Example

82% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	82 %	72 %	80 %	91 %
77 %	79 %	41 %	75 %	92 %
76 %	76 %	56 %	70 %	89 %
75 %	75 %	63 %	71 %	88 %

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.

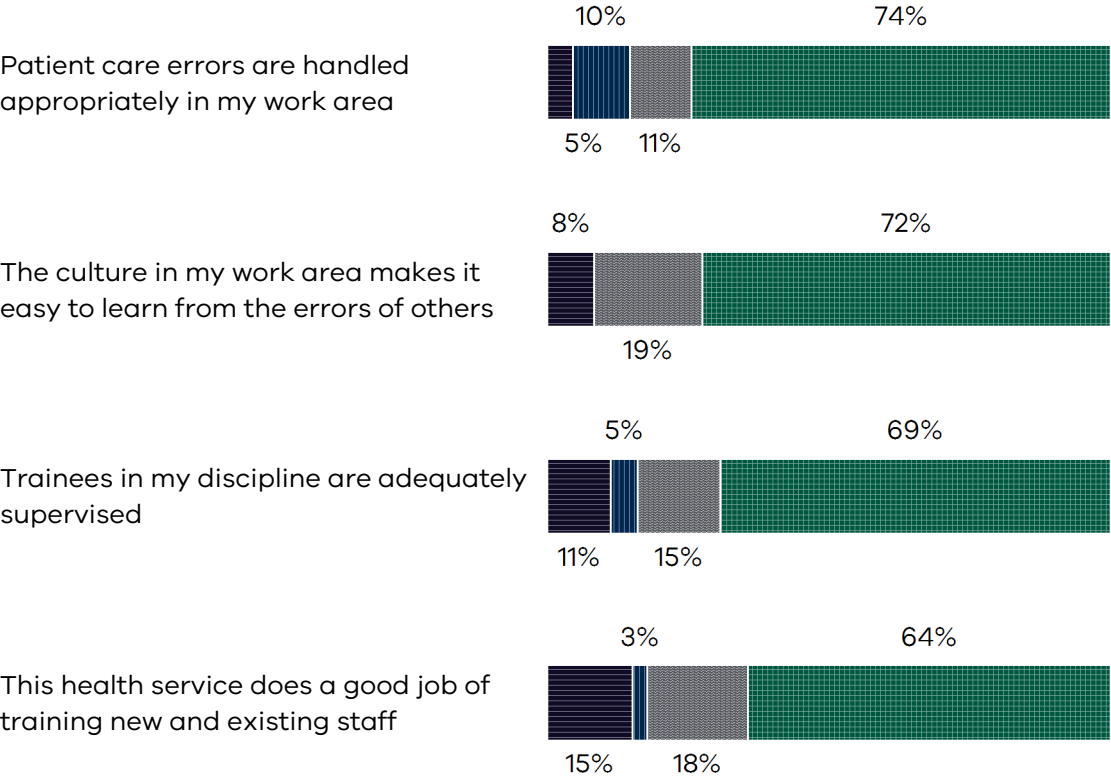
Example

74% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
76 %	74 %	59 %	72 %	76 %
73 %	72 %	57 %	68 %	74 %
69 %	69 %	54 %	64 %	71 %
69 %	64 %	45 %	59 %	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.

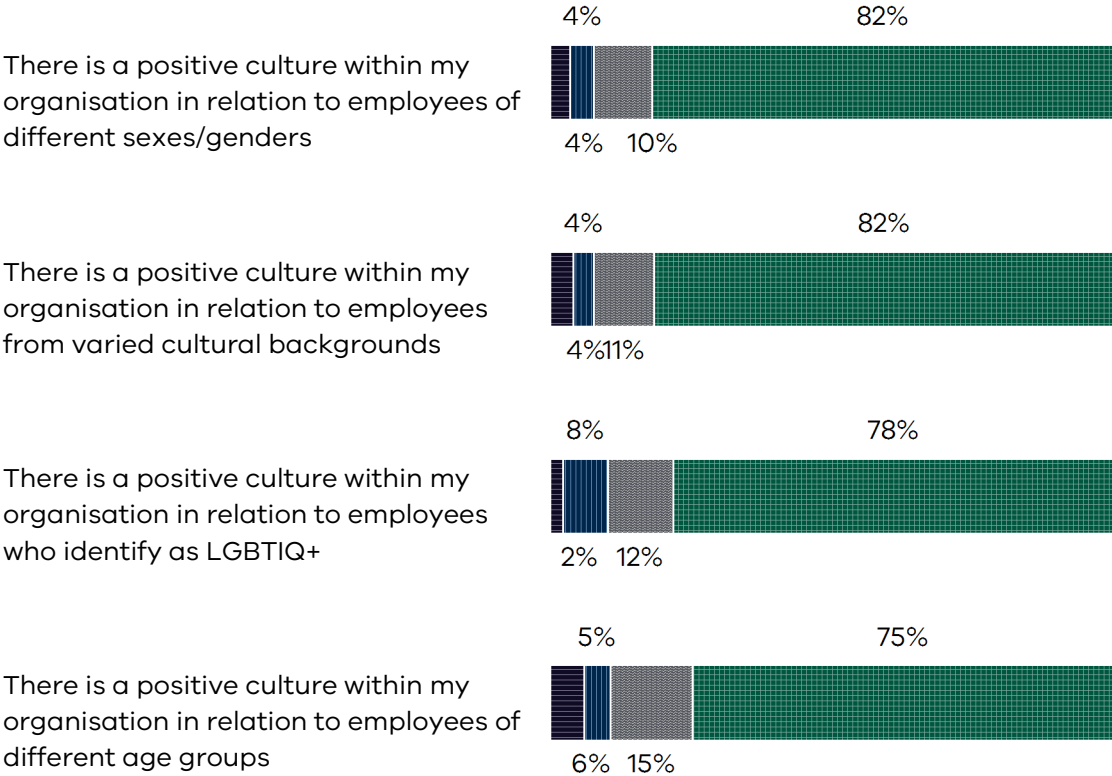
Example

82% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
85 %	82 %	70 %	79 %	83 %
86 %	82 %	67 %	79 %	90 %
78 %	78 %	62 %	71 %	83 %
82 %	75 %	65 %	73 %	89 %

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.

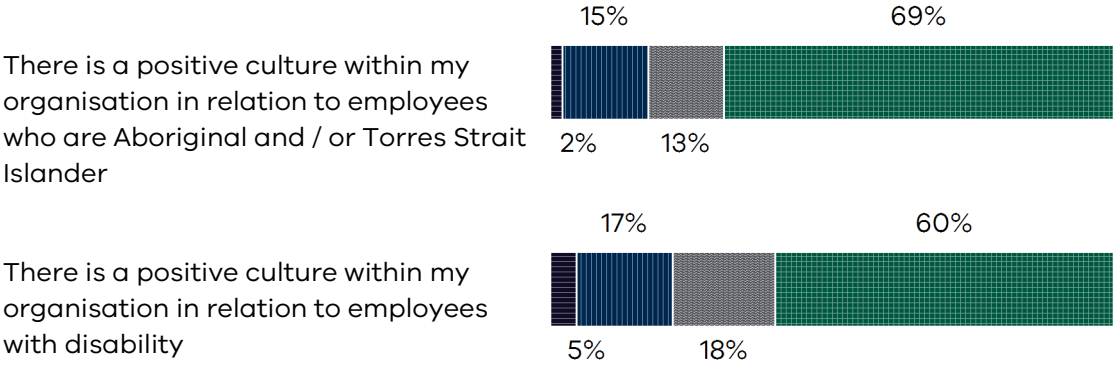
Example

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 in relation to employees who are Aboriginal and / or Torres Strait Islander’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
67 %	69 %	57 %	68 %	90 %
65 %	60 %	49 %	60 %	76 %

Organisational climate

Gender equality supporting measures

What this is

These are new questions to support Workplace Gender Audits, in addition to existing People matter survey questions on gender equality.

Your excel files show all of the questions you can use in your workplace gender audits.

Why this is important

Under the [Gender Equality Act 2020](#), organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

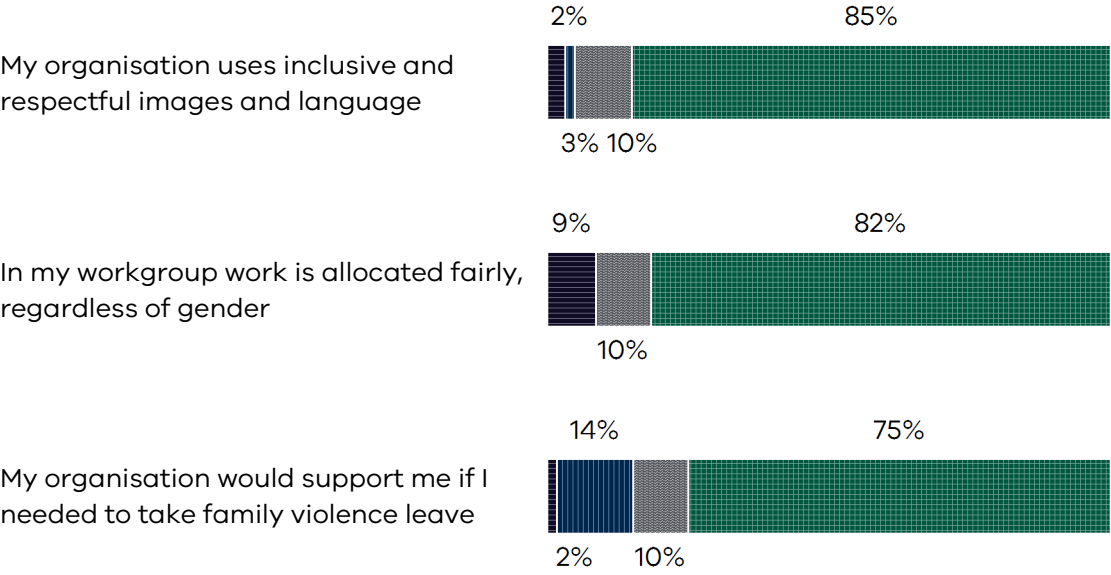
Example

85% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	85 %	76 %	84 %	98 %
Not asked	82 %	75 %	81 %	88 %
Not asked	75 %	61 %	70 %	86 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

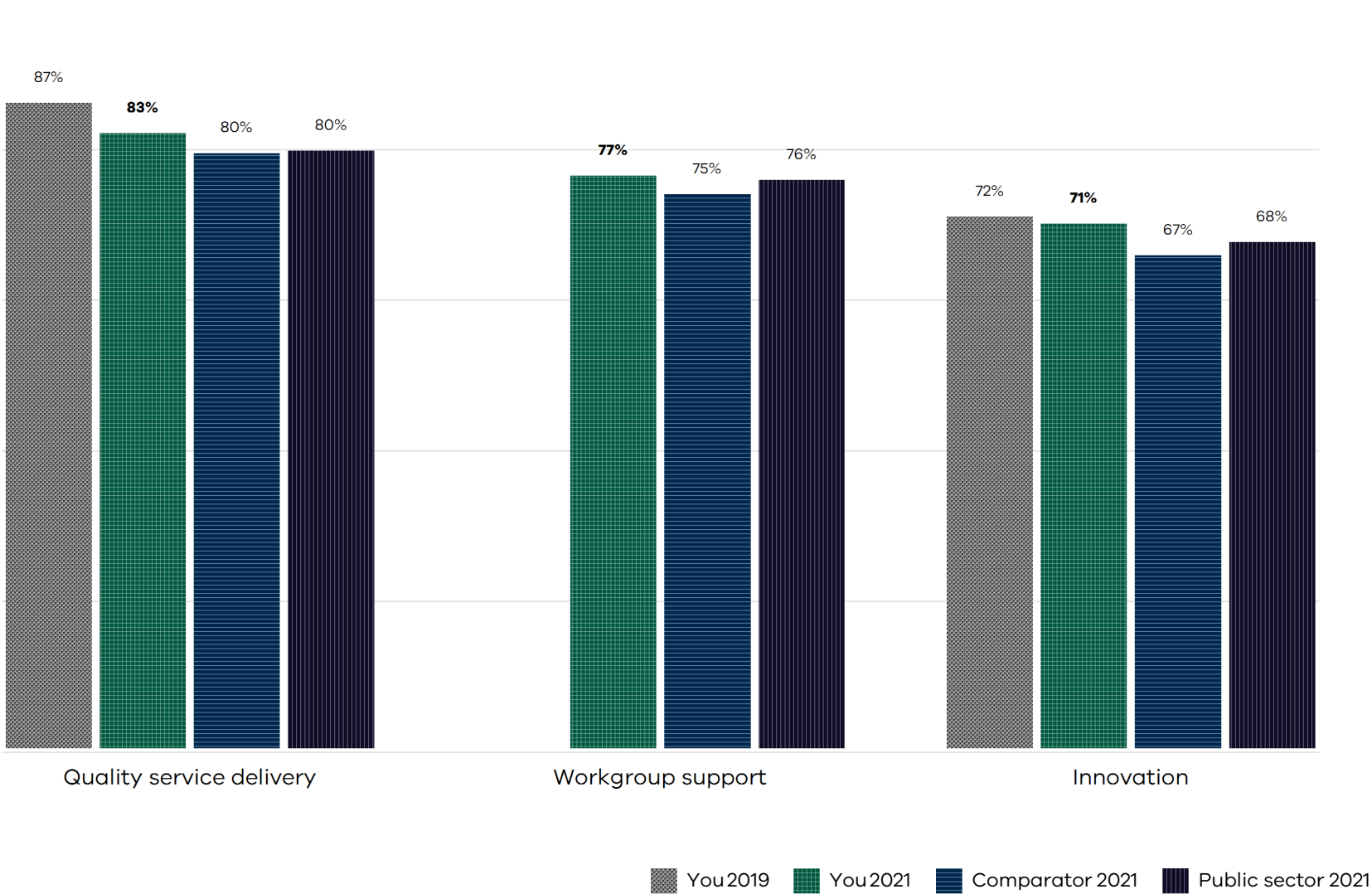
Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about which is down from 87% in 2019.

Compared to:

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



Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

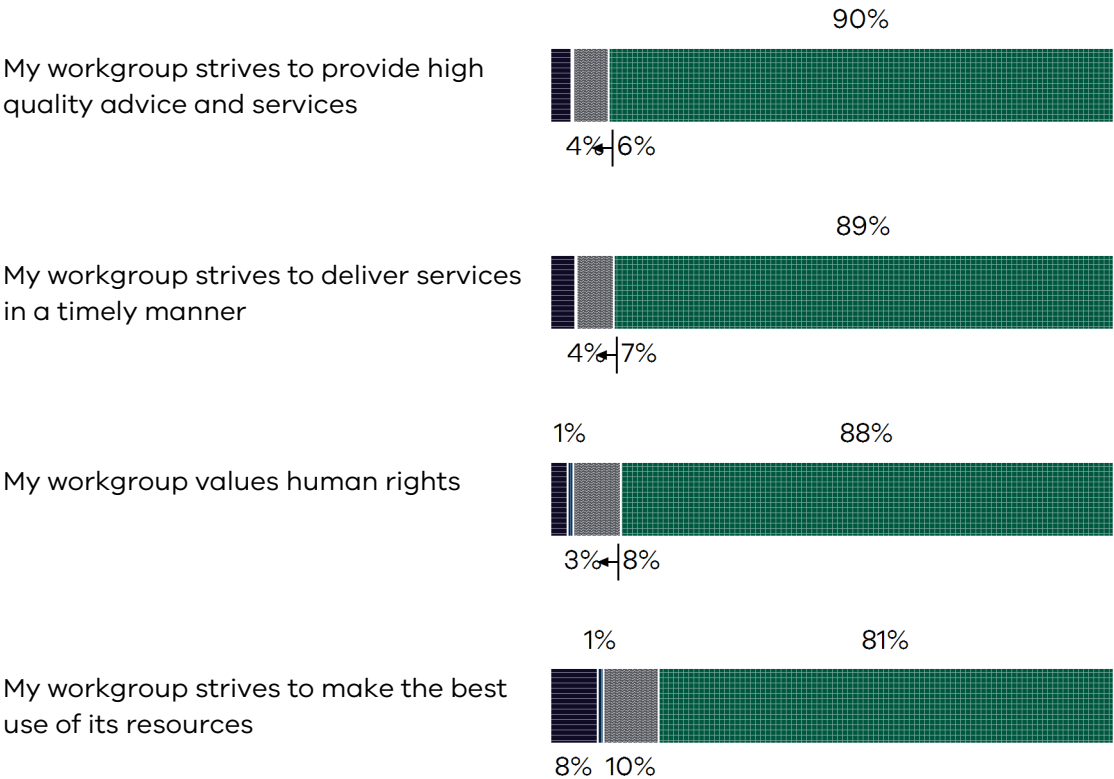
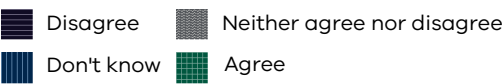
Example

90% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
92 %	90 %	82 %	87 %	98 %
91 %	89 %	82 %	88 %	95 %
88 %	88 %	81 %	86 %	98 %
88 %	81 %	73 %	77 %	88 %

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.

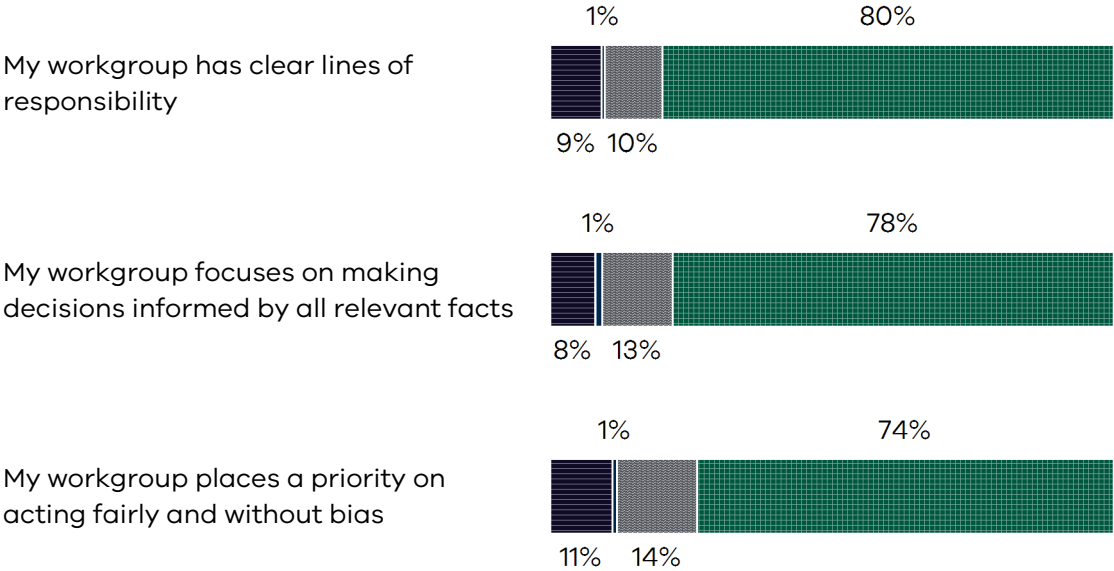
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	80 %	69 %	77 %	87 %
85 %	78 %	68 %	74 %	88 %
80 %	74 %	66 %	71 %	87 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

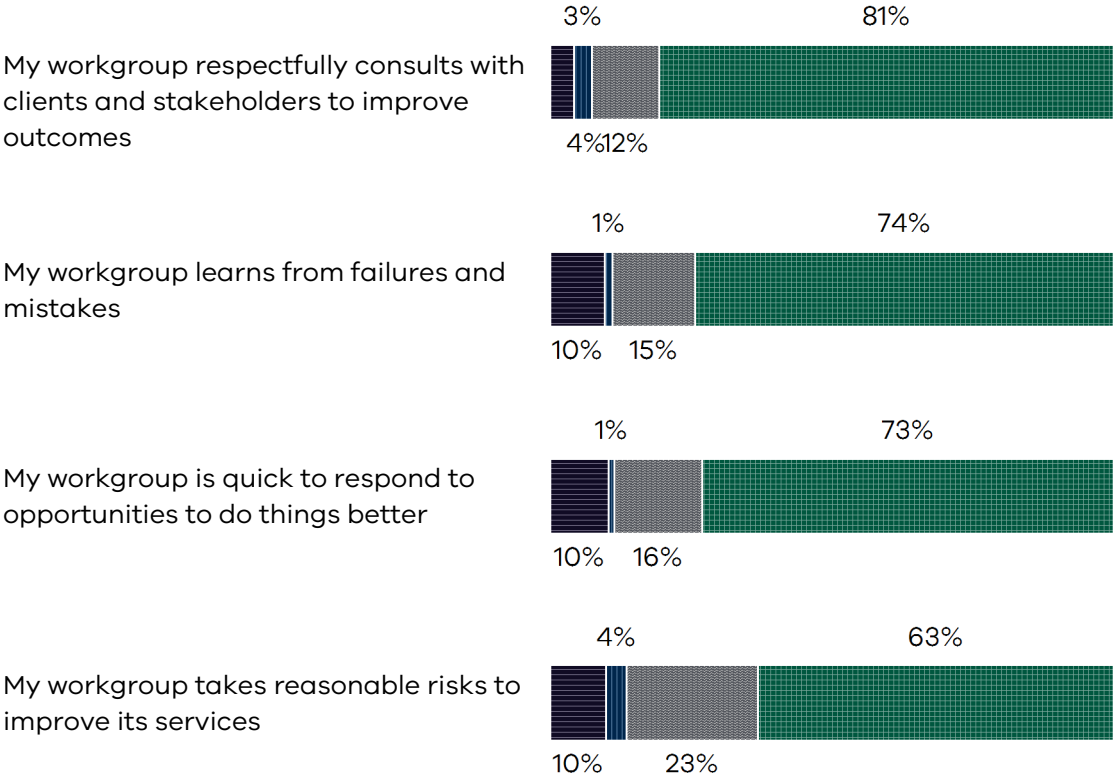
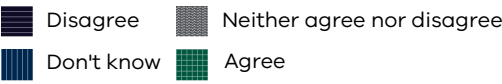
Example

81% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	81 %	73 %	78 %	91 %
76 %	74 %	58 %	69 %	77 %
71 %	73 %	62 %	68 %	79 %
66 %	63 %	54 %	59 %	71 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

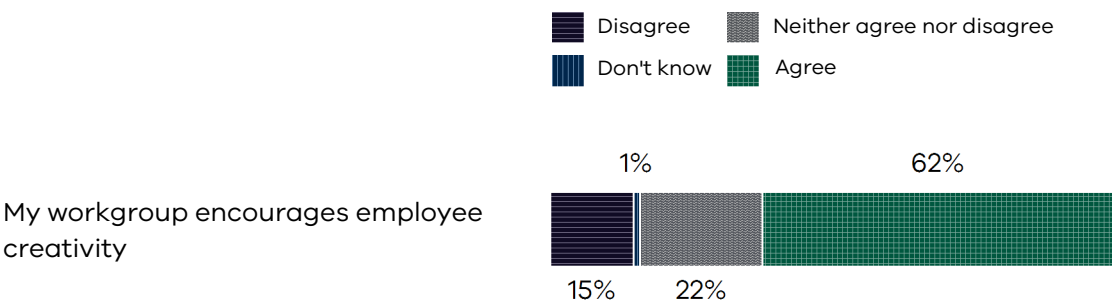
Example

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	62 %	52 %	58 %	77 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

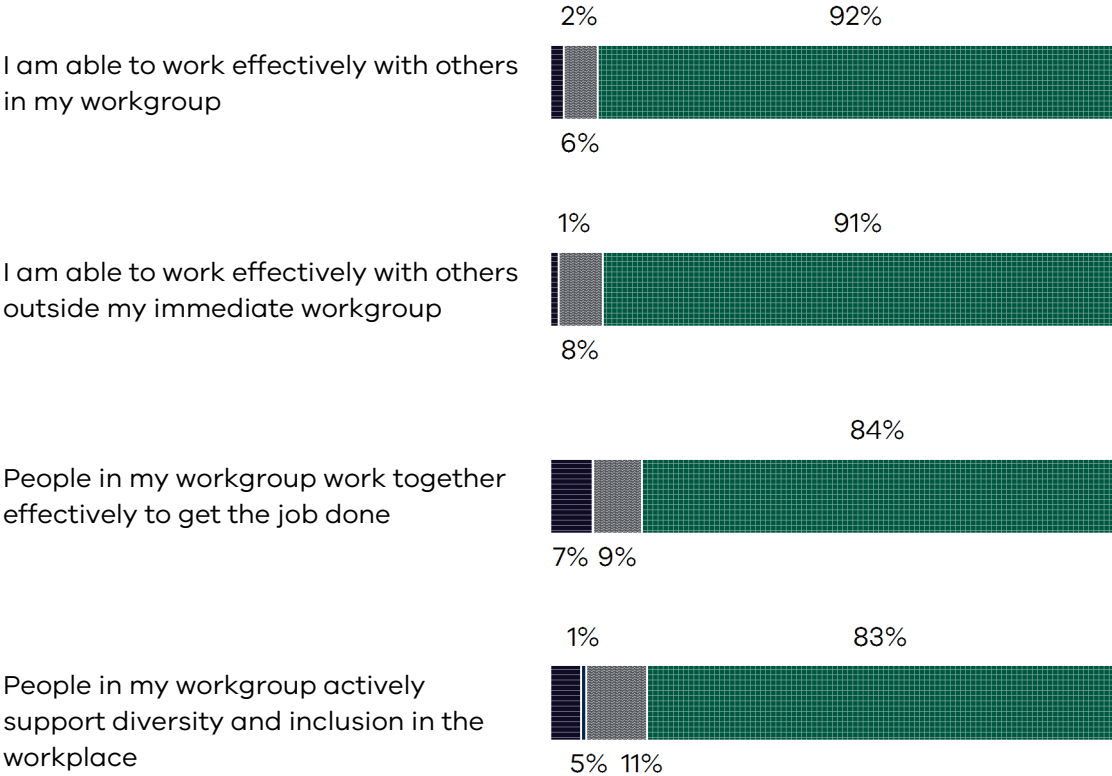
Example

92% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	92 %	86 %	90 %	95 %
Not asked	91 %	83 %	89 %	92 %
85 %	84 %	74 %	80 %	84 %
84 %	83 %	75 %	82 %	90 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

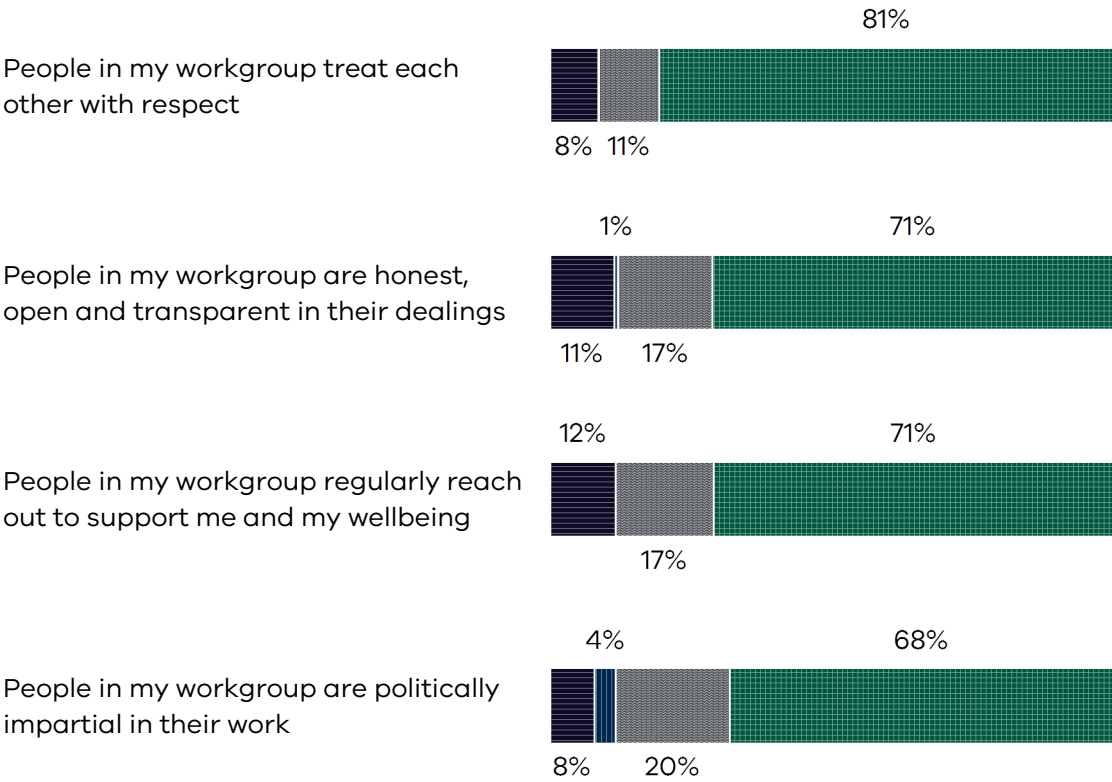
Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	81 %	73 %	79 %	86 %
74 %	71 %	62 %	68 %	76 %
Not asked	71 %	61 %	67 %	82 %
71 %	68 %	61 %	68 %	77 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

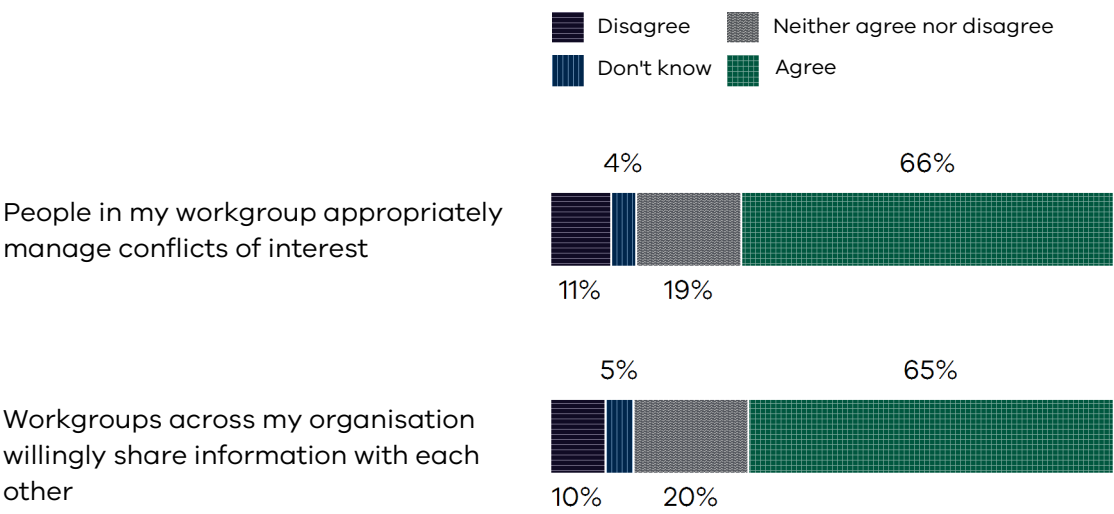
Example

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
69 %	66 %	57 %	64 %	73 %
64 %	65 %	45 %	59 %	68 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

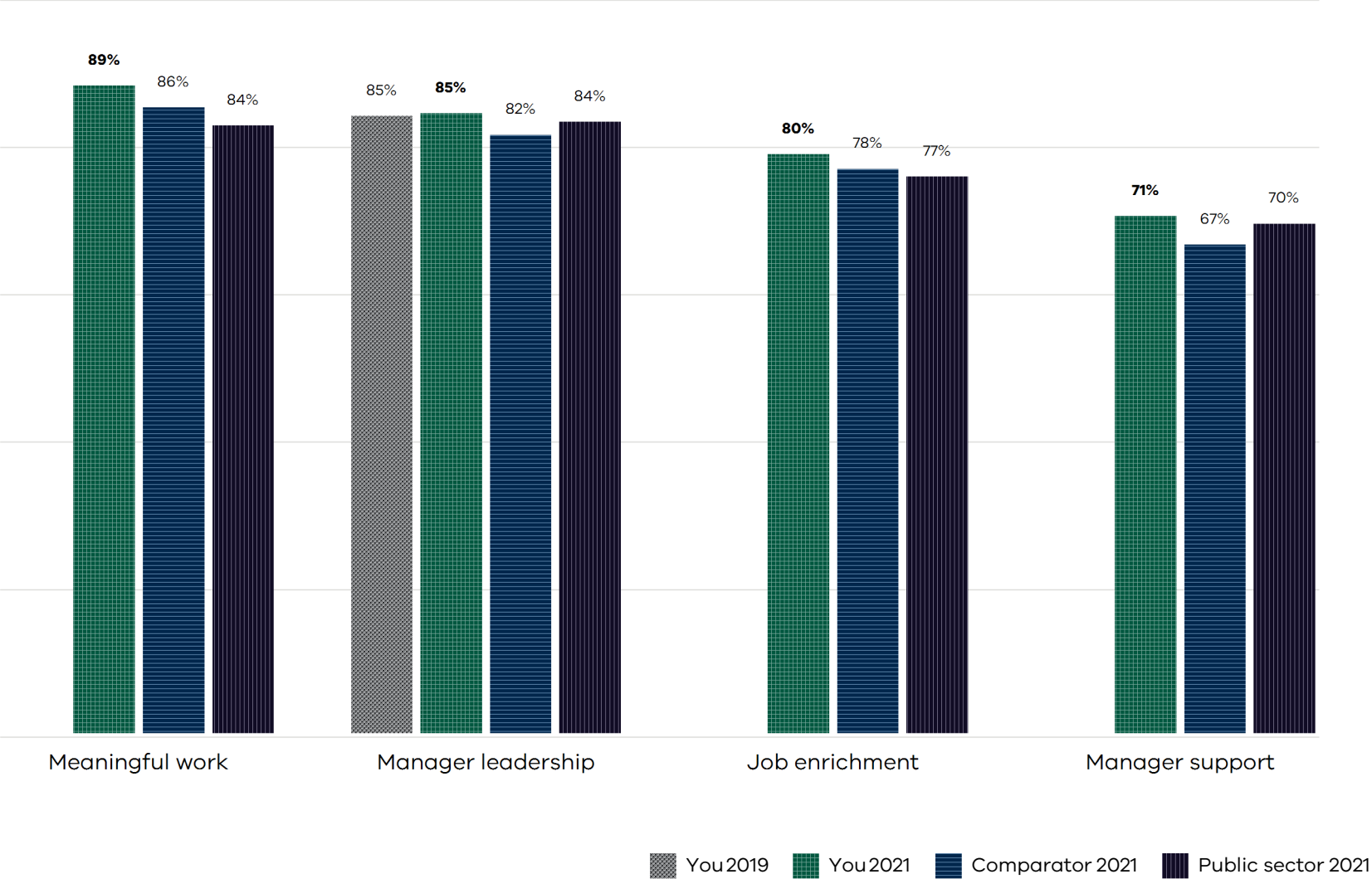
Example

In 2021:

- 89% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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



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.

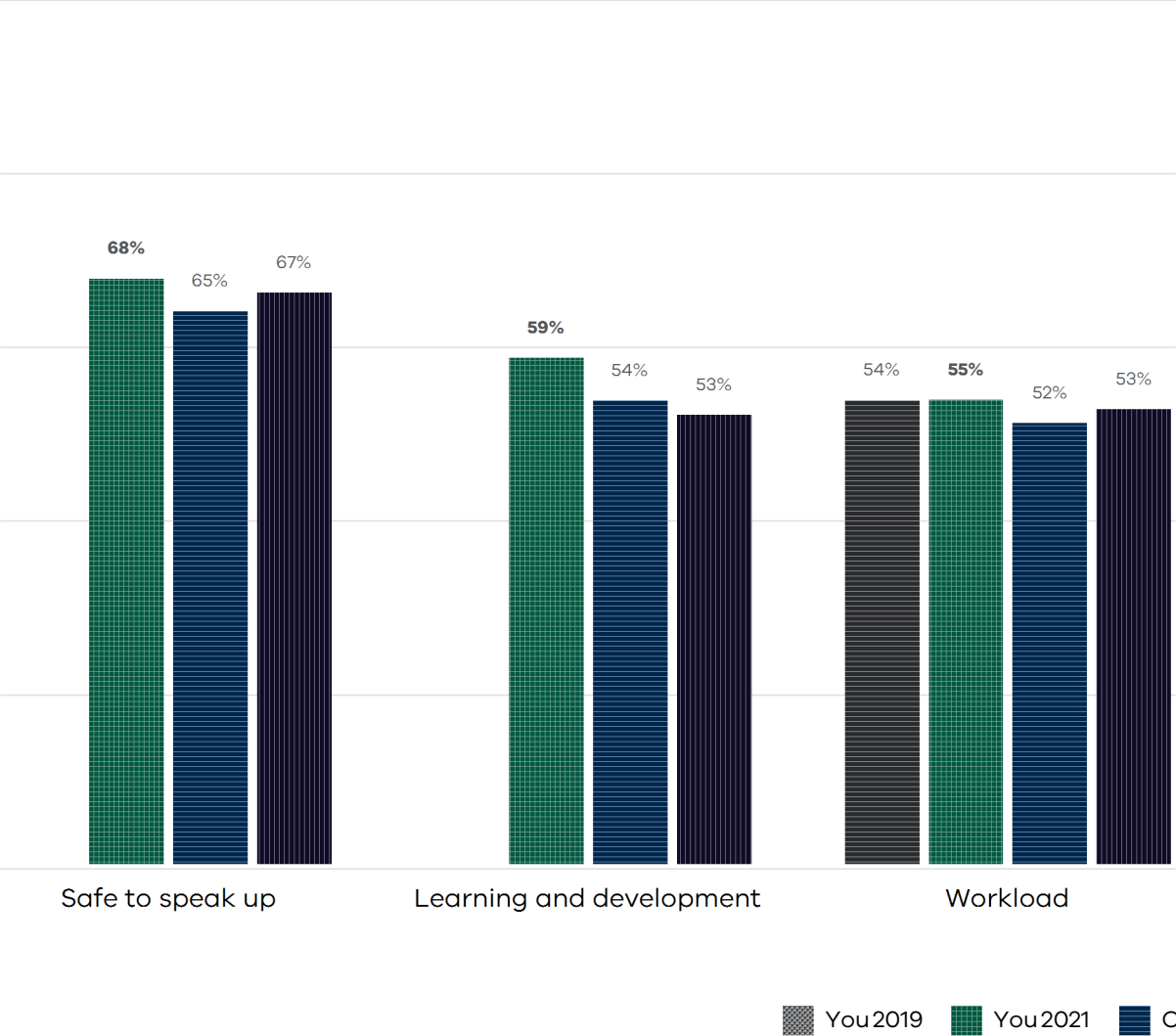
Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

88% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
88 %	88 %	79 %	84 %	99 %
87 %	87 %	80 %	84 %	96 %
86 %	87 %	78 %	84 %	99 %
84 %	85 %	77 %	82 %	93 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

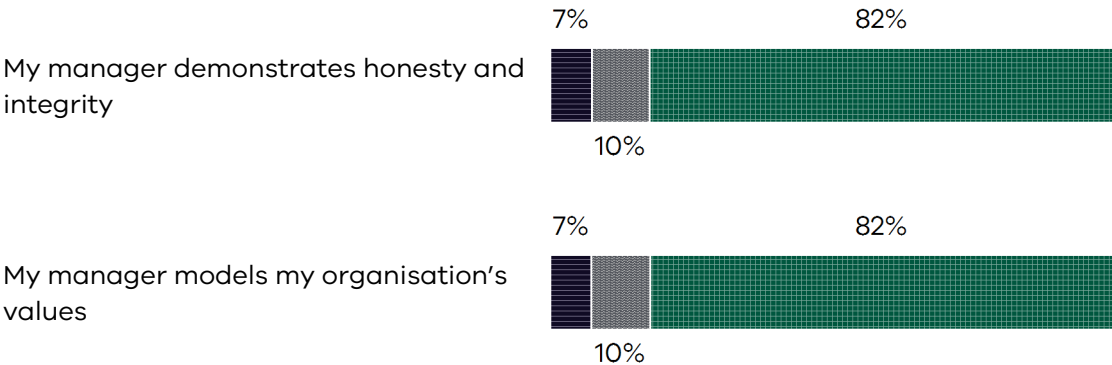
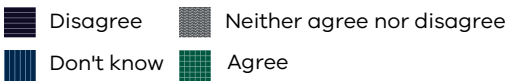
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	82 %	75 %	80 %	93 %
82 %	82 %	74 %	79 %	93 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

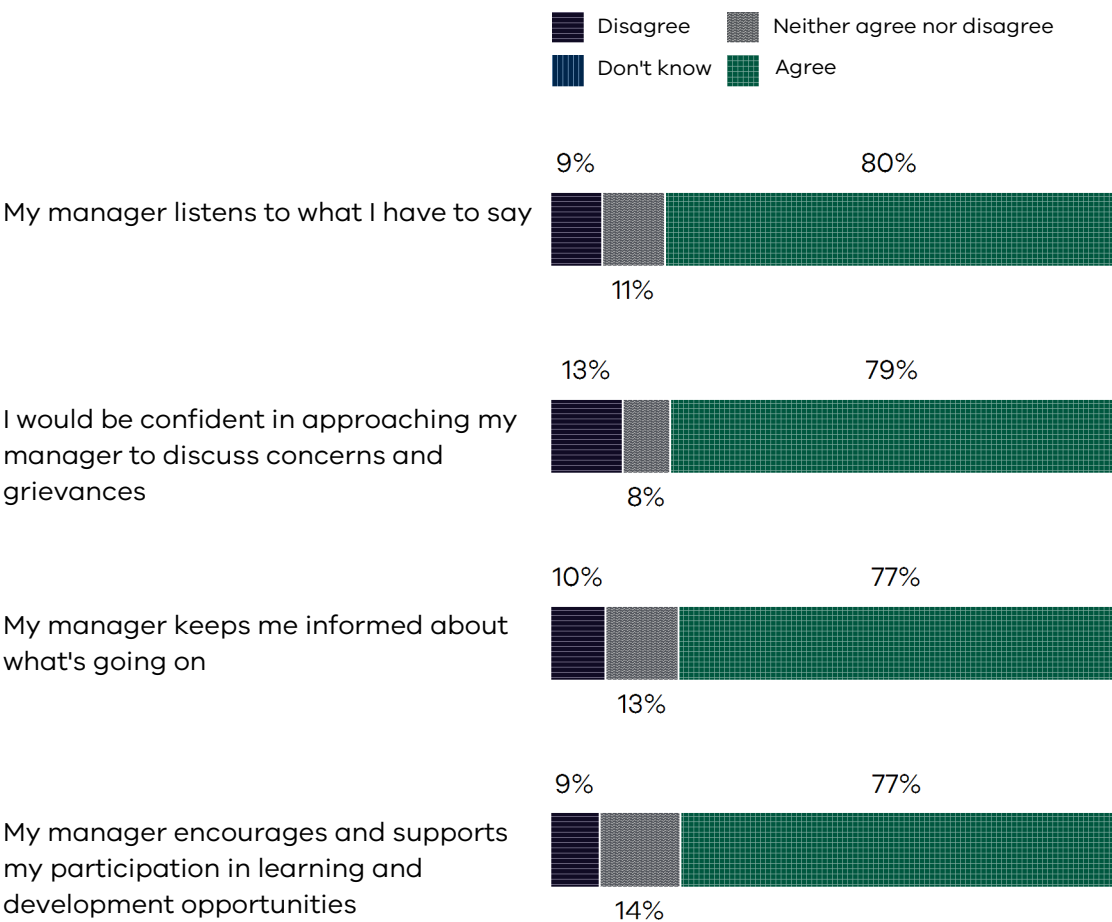
Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	80 %	73 %	77 %	89 %
77 %	79 %	70 %	75 %	87 %
76 %	77 %	65 %	72 %	83 %
79 %	77 %	66 %	73 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

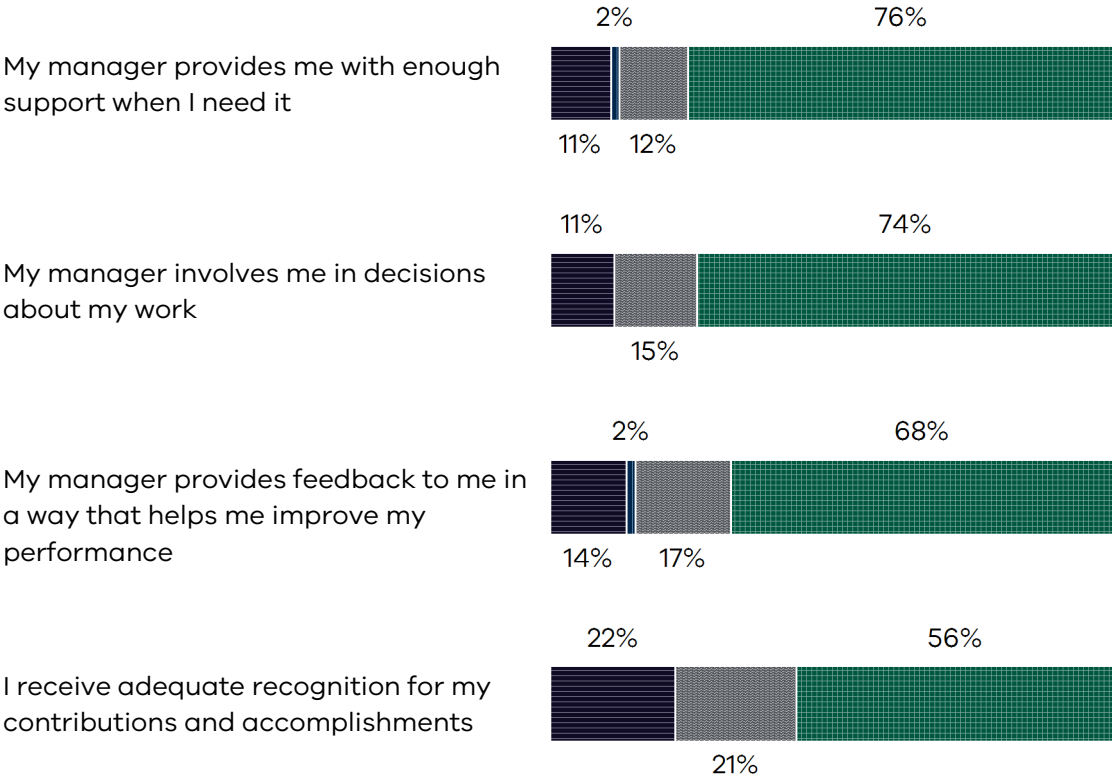
Example

76% 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	2021	Lowest	Average	Highest
Not asked	76 %	66 %	71 %	84 %
76 %	74 %	66 %	71 %	85 %
71 %	68 %	58 %	63 %	79 %
56 %	56 %	42 %	52 %	70 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

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

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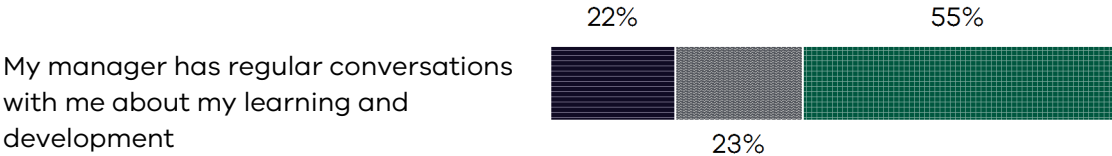
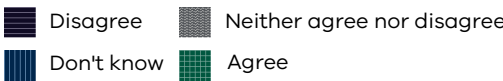
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

55% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	55 %	44 %	51 %	79 %

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.

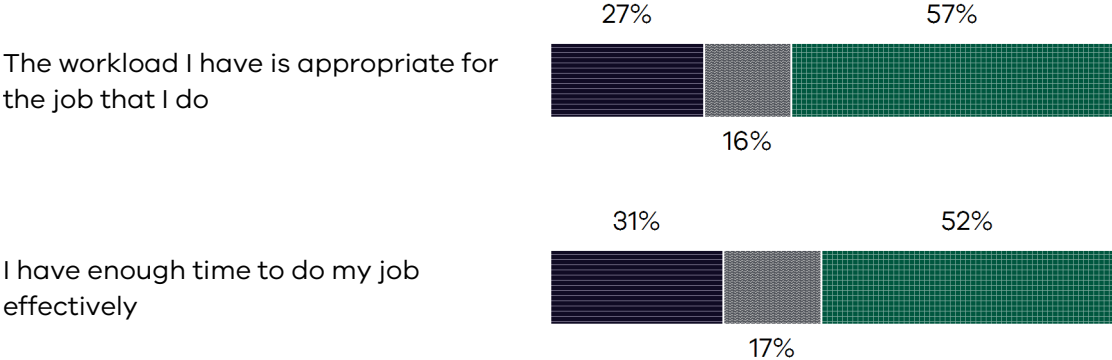
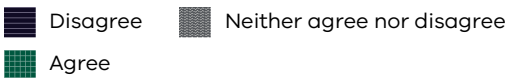
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% 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

You		Comparator		
2019	2021	Lowest	Average	Highest
56 %	57 %	49 %	55 %	66 %
53 %	52 %	41 %	49 %	61 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

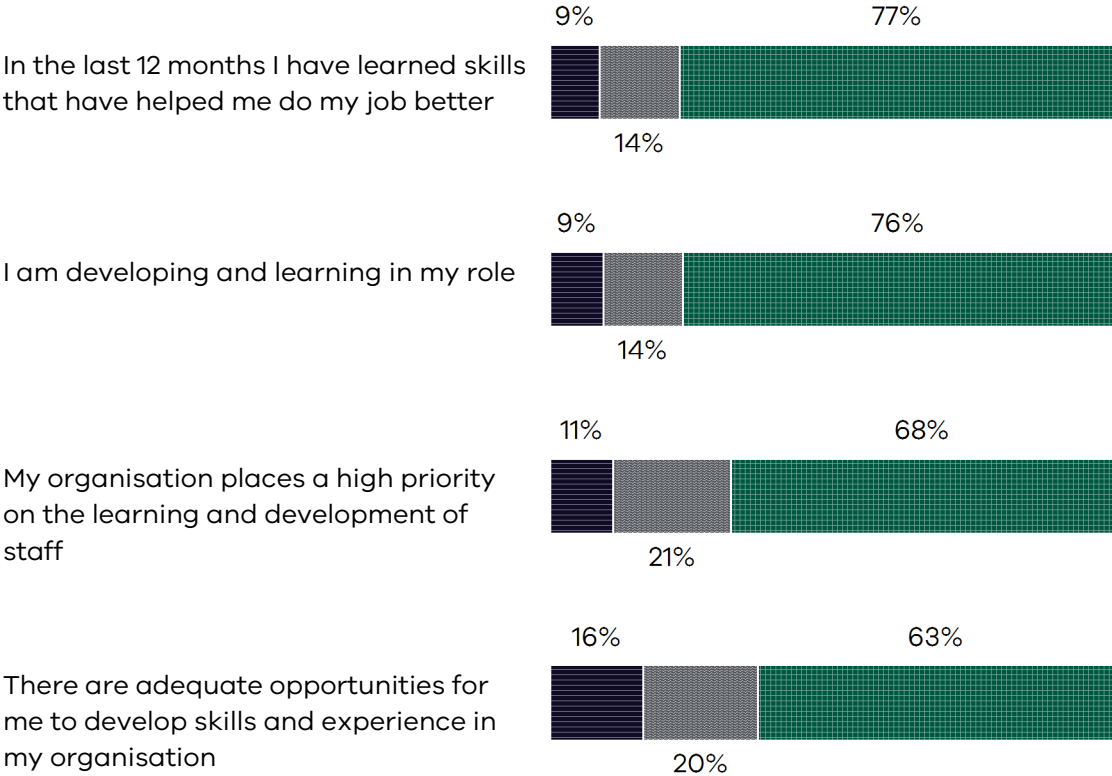
Example

77% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	77 %	62 %	72 %	86 %
Not asked	76 %	64 %	72 %	88 %
69 %	68 %	47 %	62 %	81 %
71 %	63 %	46 %	57 %	84 %

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.

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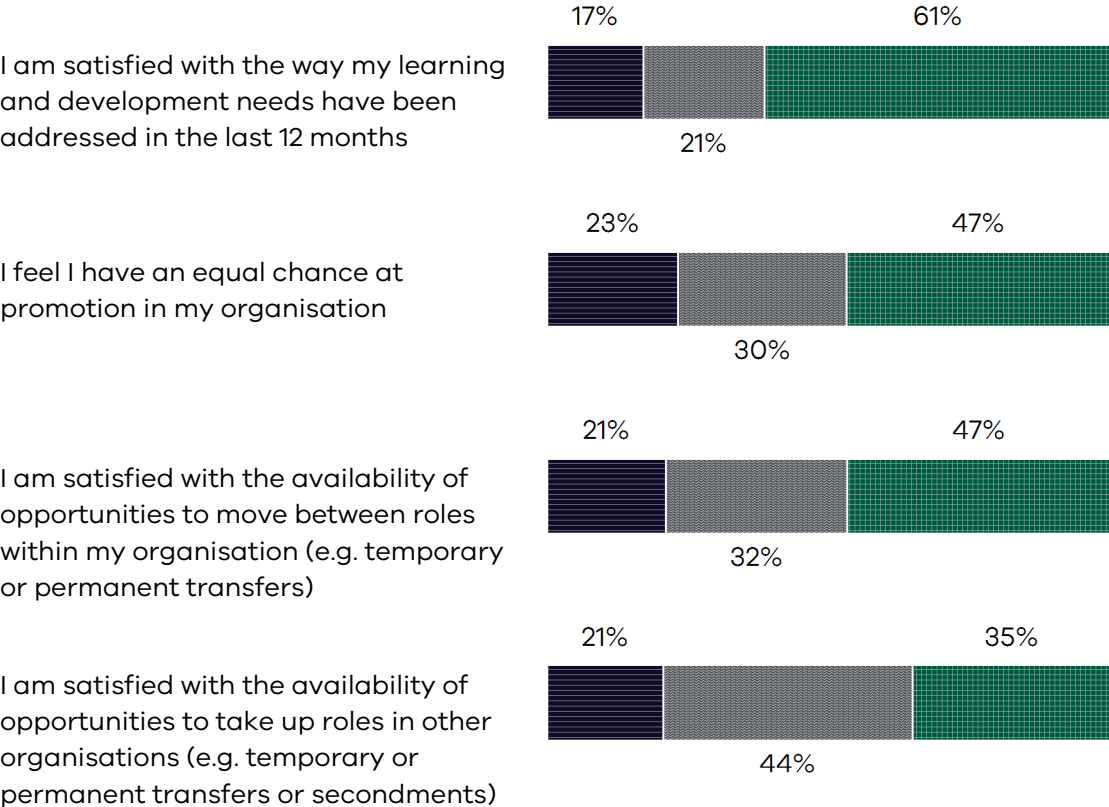
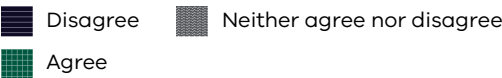
Example

61% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	61 %	44 %	55 %	81 %
Not asked	47 %	33 %	44 %	53 %
Not asked	47 %	34 %	43 %	53 %
Not asked	35 %	28 %	31 %	35 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

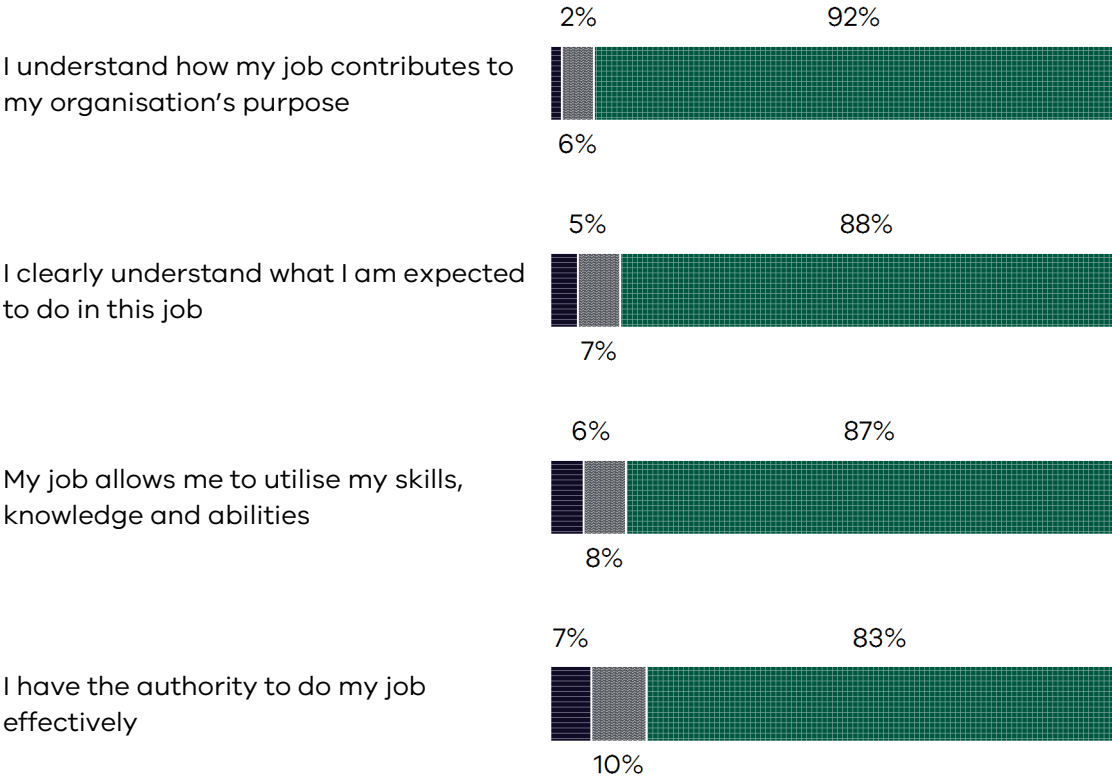
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	92 %	85 %	90 %	96 %
90 %	88 %	76 %	85 %	93 %
87 %	87 %	79 %	84 %	91 %
85 %	83 %	72 %	78 %	93 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

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

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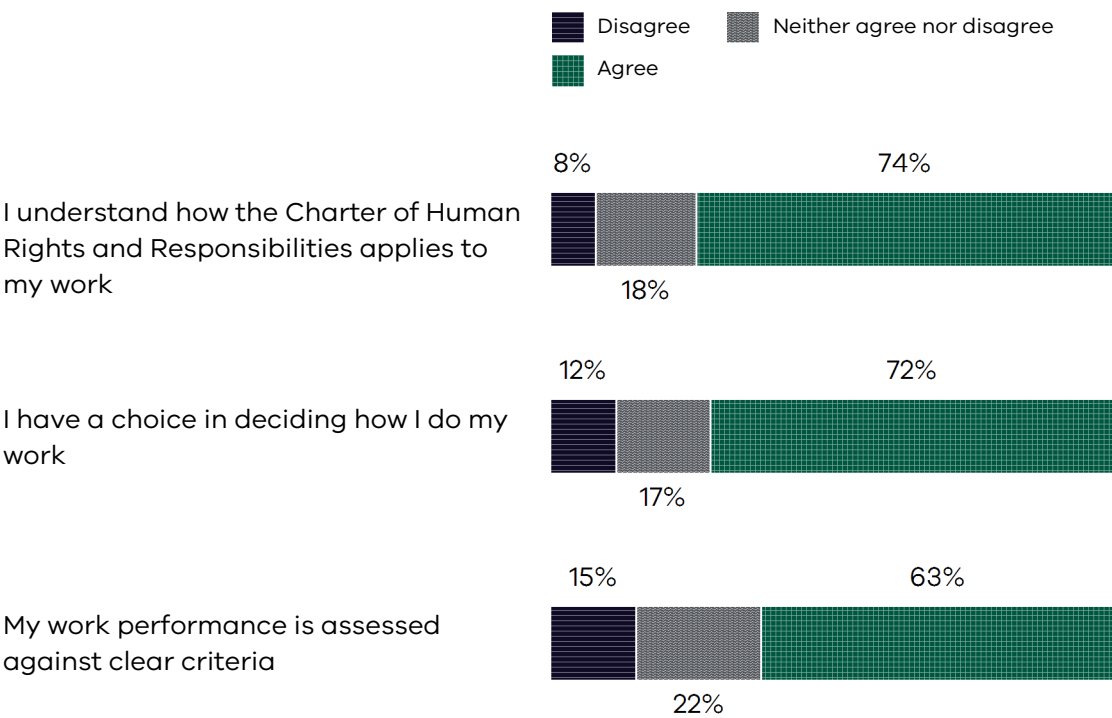
Example

74% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
72 %	74 %	71 %	77 %	91 %
72 %	72 %	63 %	68 %	81 %
Not asked	63 %	51 %	61 %	91 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

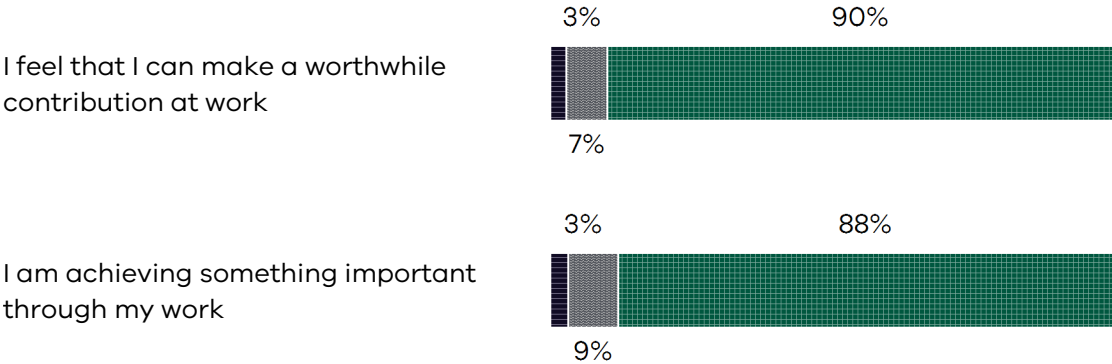
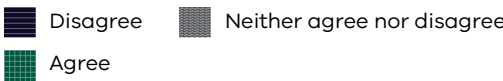
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	90 %	82 %	87 %	95 %
Not asked	88 %	76 %	85 %	98 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

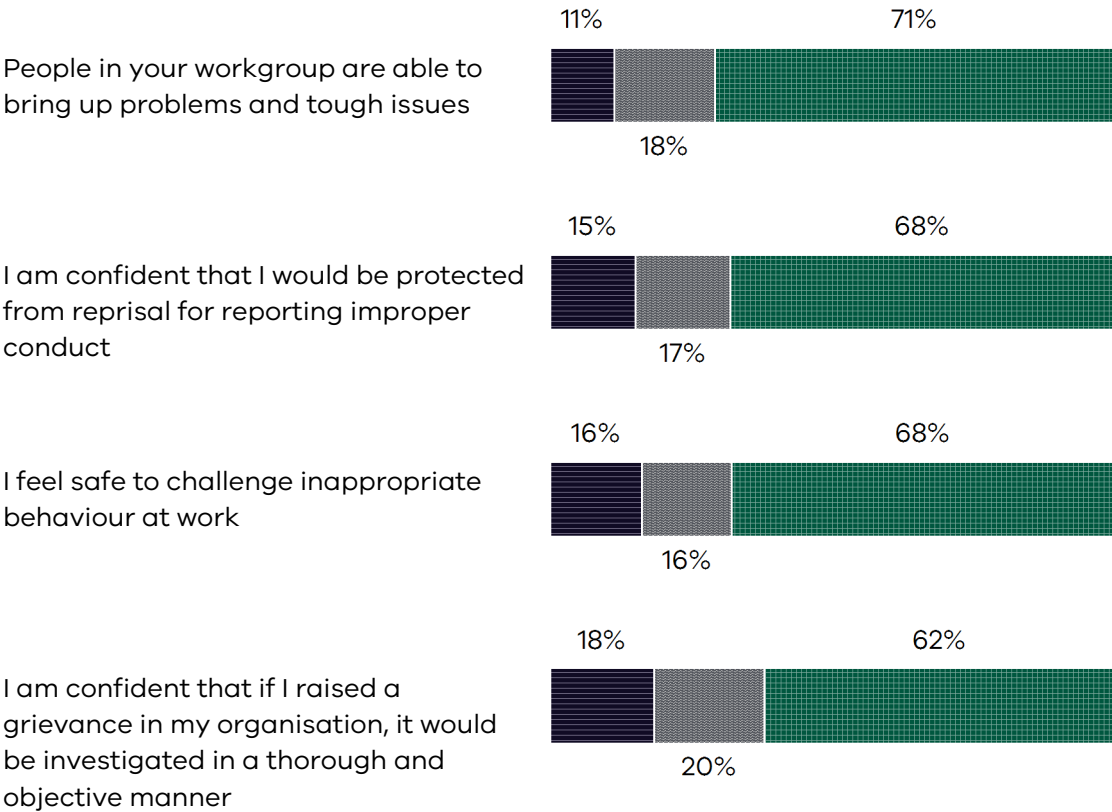
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% 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

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	71 %	63 %	67 %	74 %
59 %	68 %	52 %	63 %	74 %
Not asked	68 %	51 %	61 %	72 %
57 %	62 %	43 %	56 %	66 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

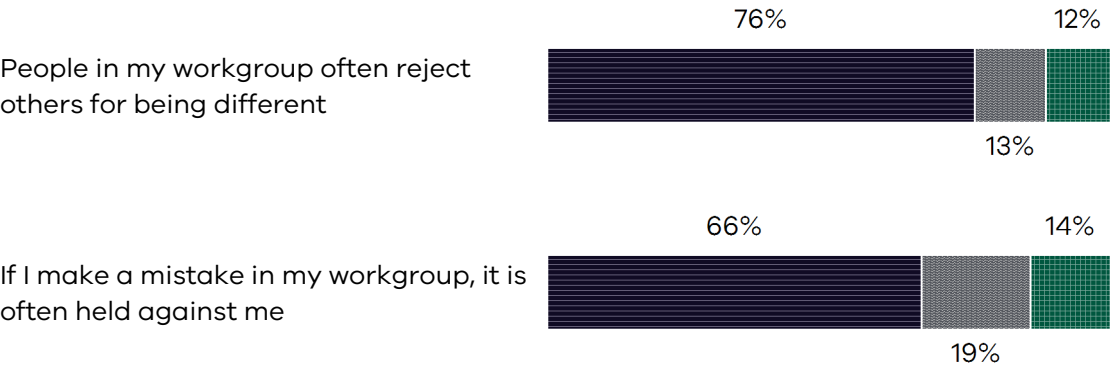
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

76% 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

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

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

35% 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	35%	35%	36%
There are no noticeable barriers	20%	18%	18%
Communication processes	18%	20%	19%
Technology limitations	15%	22%	20%
Poor work-life balance	15%	13%	12%
Decision making and authorisation processes	14%	18%	23%
Other	13%	15%	13%
Administrative processes (including leave and HR requirements)	13%	16%	19%
Poor mental health or wellbeing	11%	11%	11%
Limited social interactions with the team	9%	10%	11%

People matter

survey 2021

Have your say

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

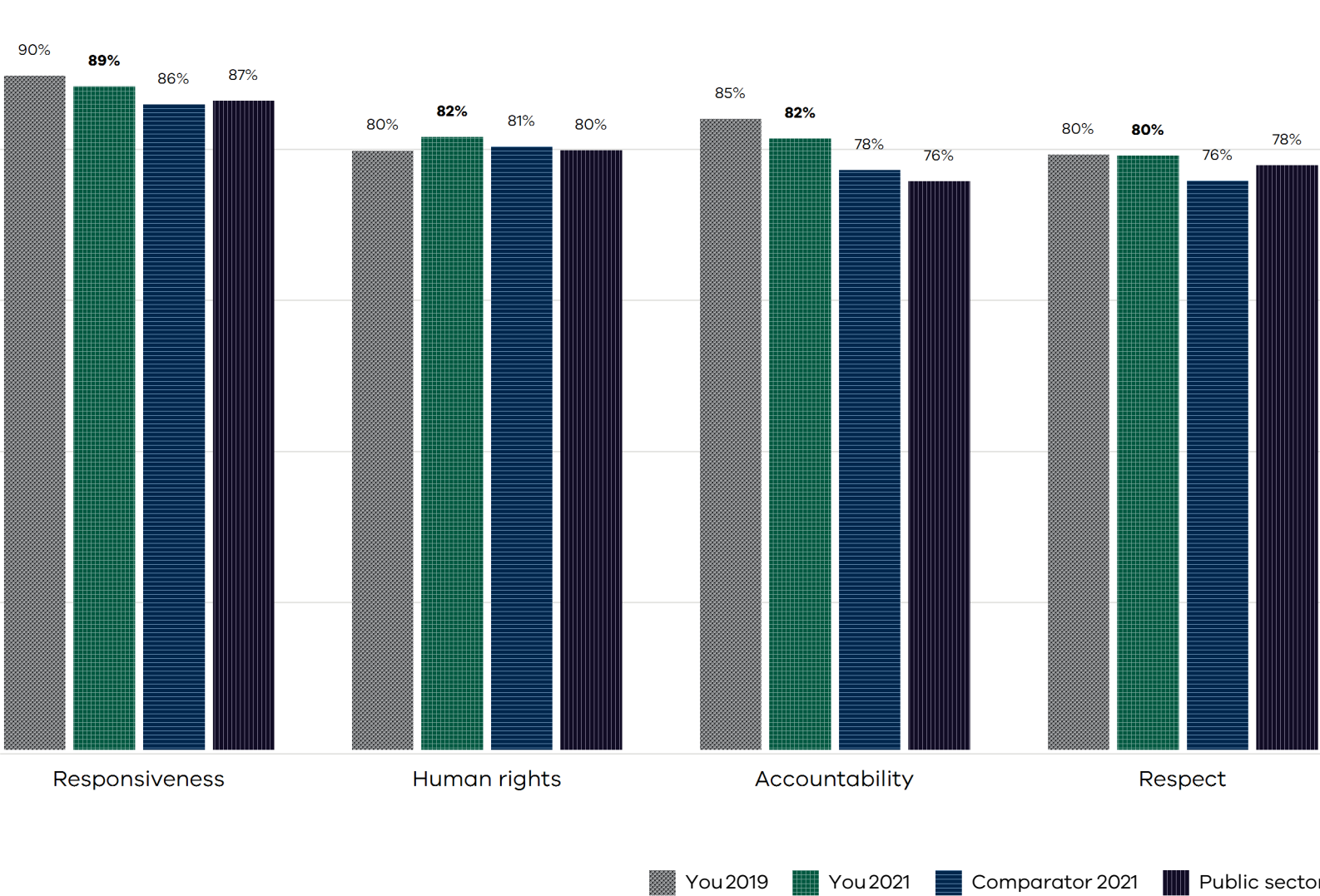
Example

In 2021:

- 89% of your staff who did the survey responded positively to questions about Responsiveness, which is down 1% in 2019.

Compared to:

- 86% 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.

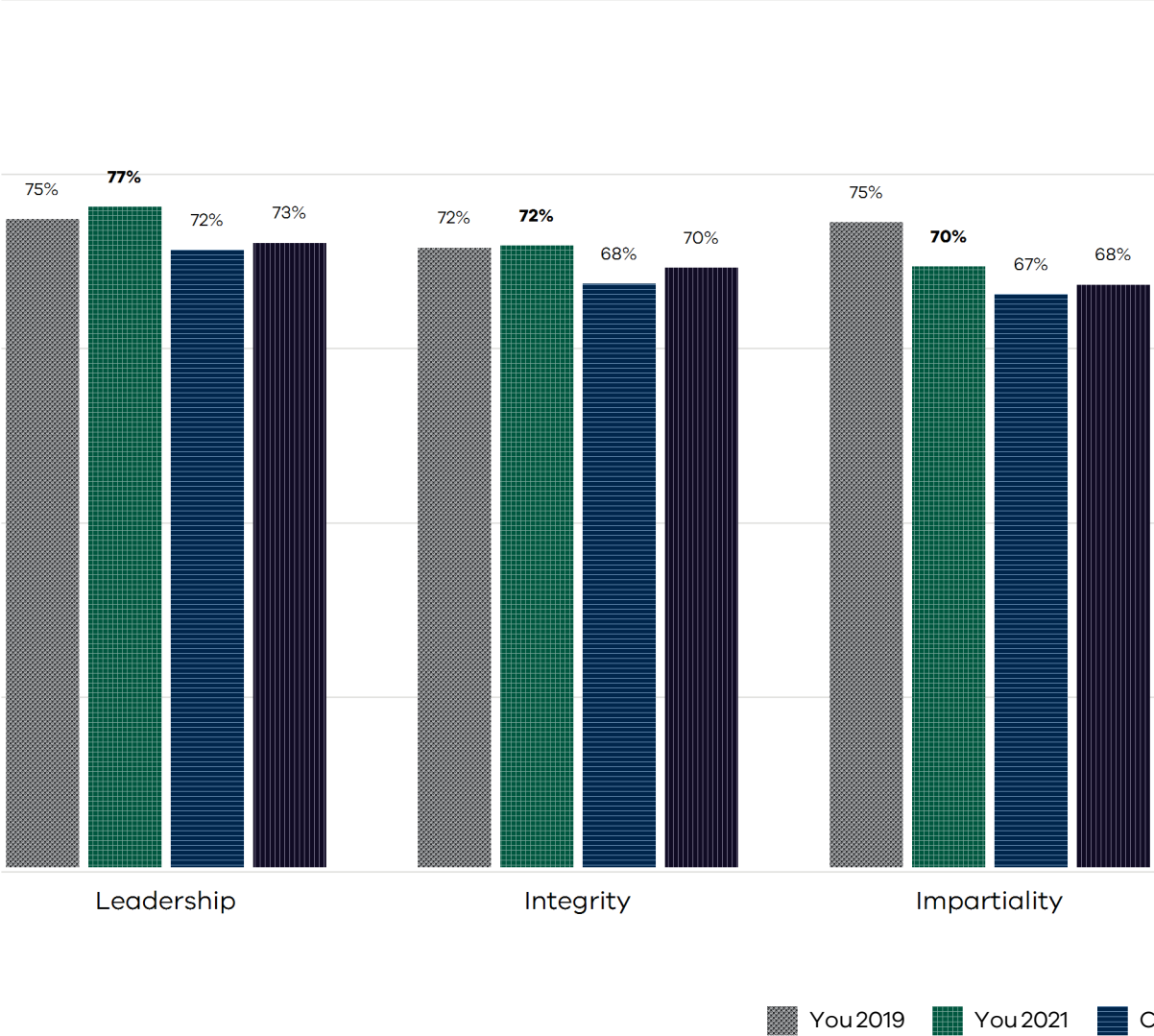
How to read this

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:
- 77% of your staff who did the survey responded positively to questions about Leadership , which is up 1% in 2019.
- Compared to:
- 72% of staff at your comparator and 73% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

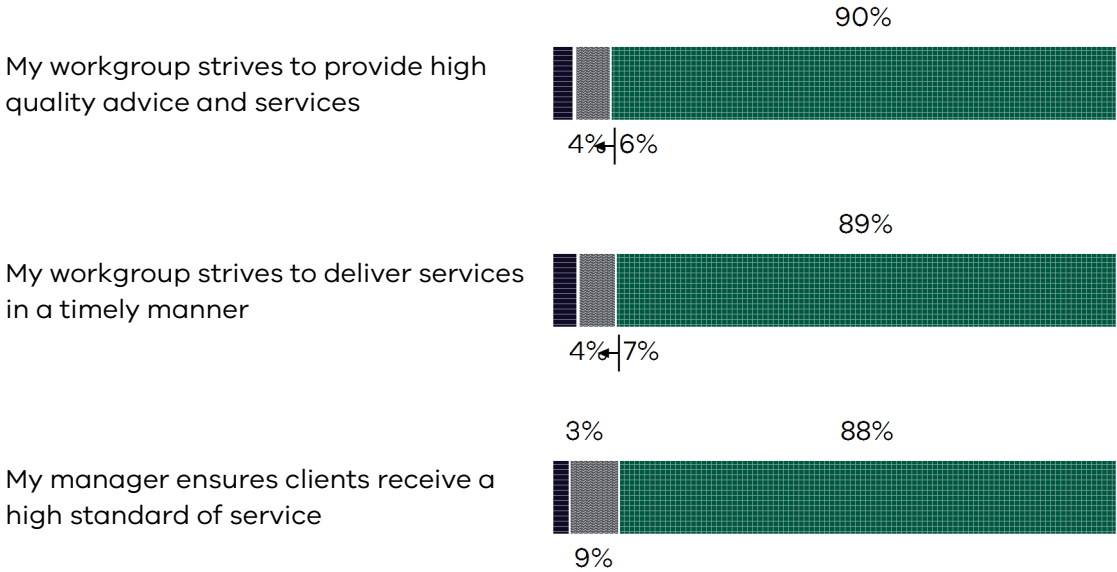
Example

90% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
92 %	90 %	82 %	87 %	98 %
91 %	89 %	82 %	88 %	95 %
88 %	88 %	79 %	84 %	99 %

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.

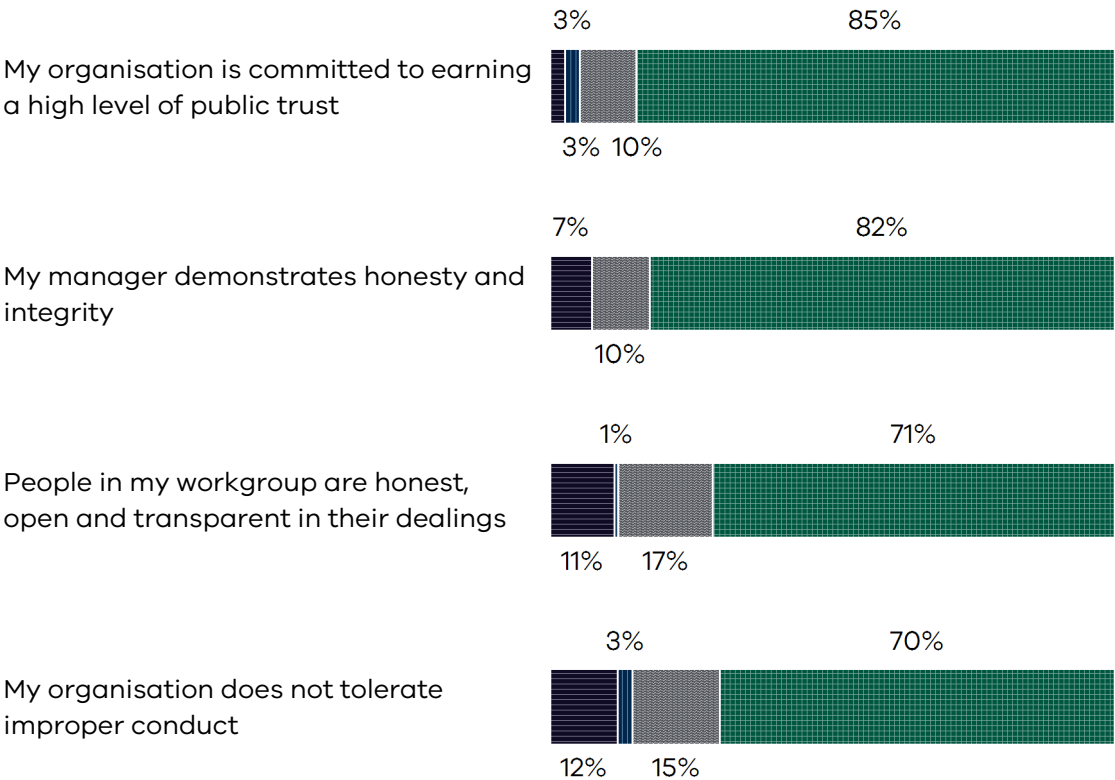
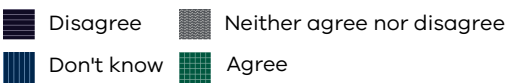
Example

85% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	85 %	66 %	80 %	92 %
83 %	82 %	75 %	80 %	93 %
74 %	71 %	62 %	68 %	76 %
69 %	70 %	51 %	67 %	84 %

Public sector values

Integrity 2 of 2

What this is

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

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

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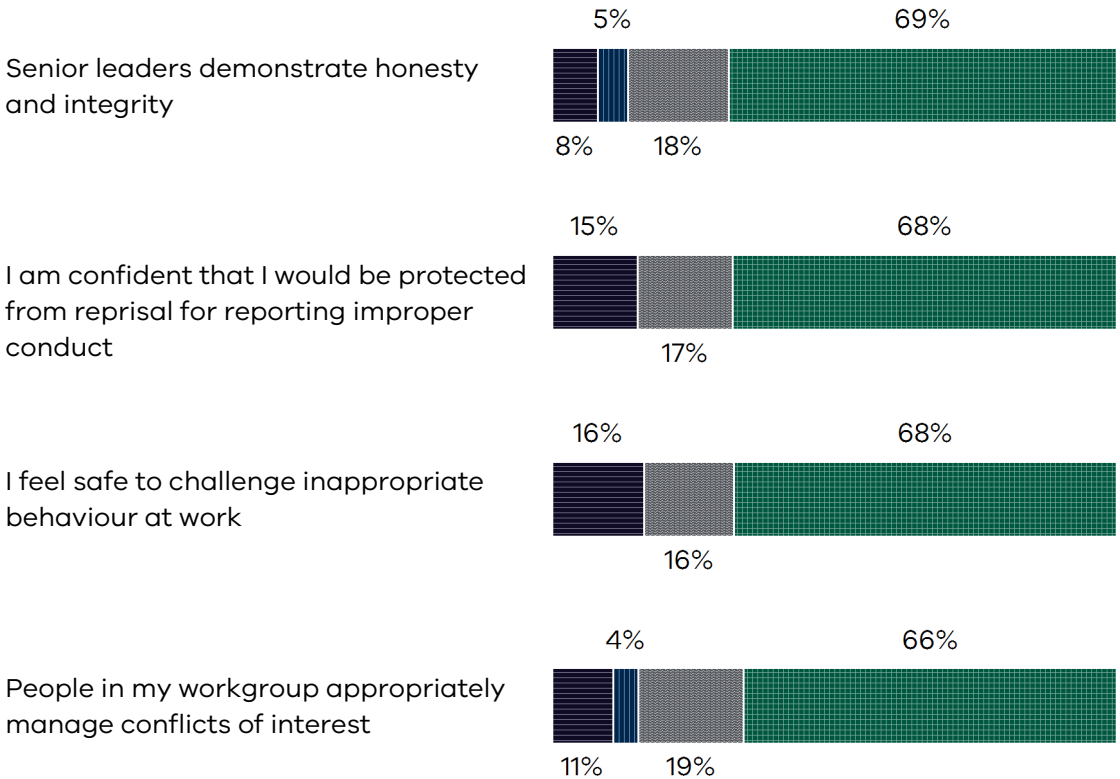
Example

69% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
69 %	69 %	51 %	61 %	85 %
59 %	68 %	52 %	63 %	74 %
Not asked	68 %	51 %	61 %	72 %
69 %	66 %	57 %	64 %	73 %

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.

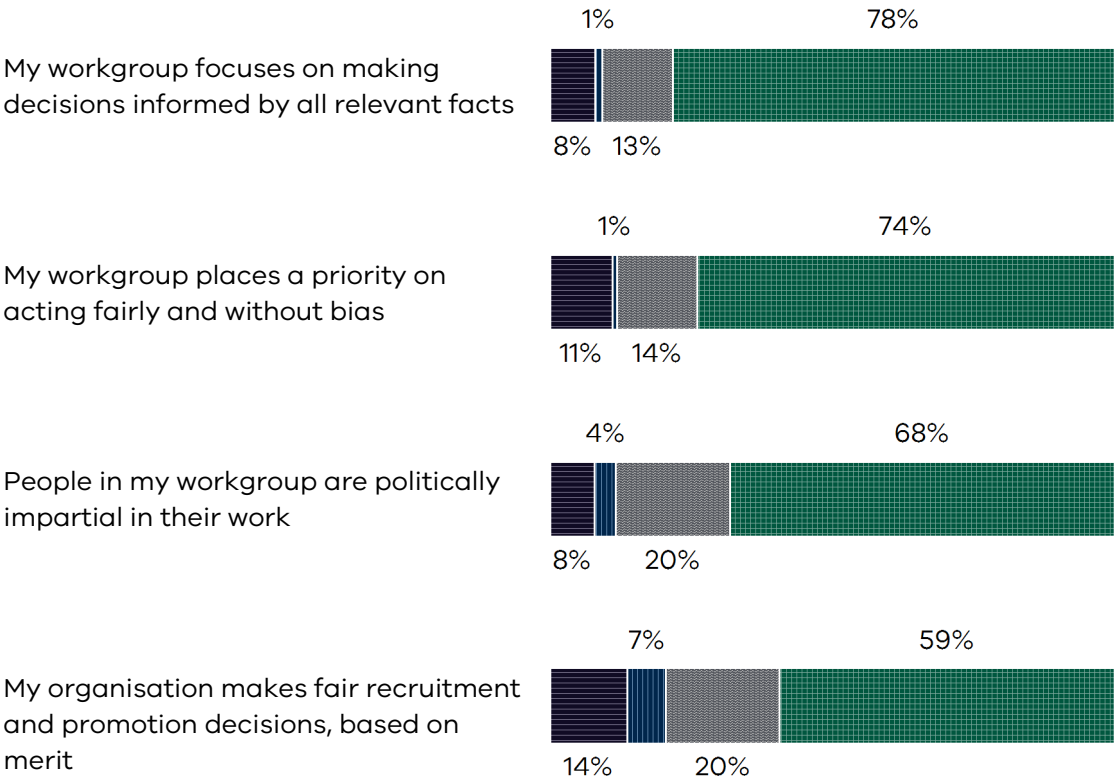
Example

78% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
85 %	78 %	68 %	74 %	88 %
80 %	74 %	66 %	71 %	87 %
71 %	68 %	61 %	68 %	77 %
63 %	59 %	41 %	54 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

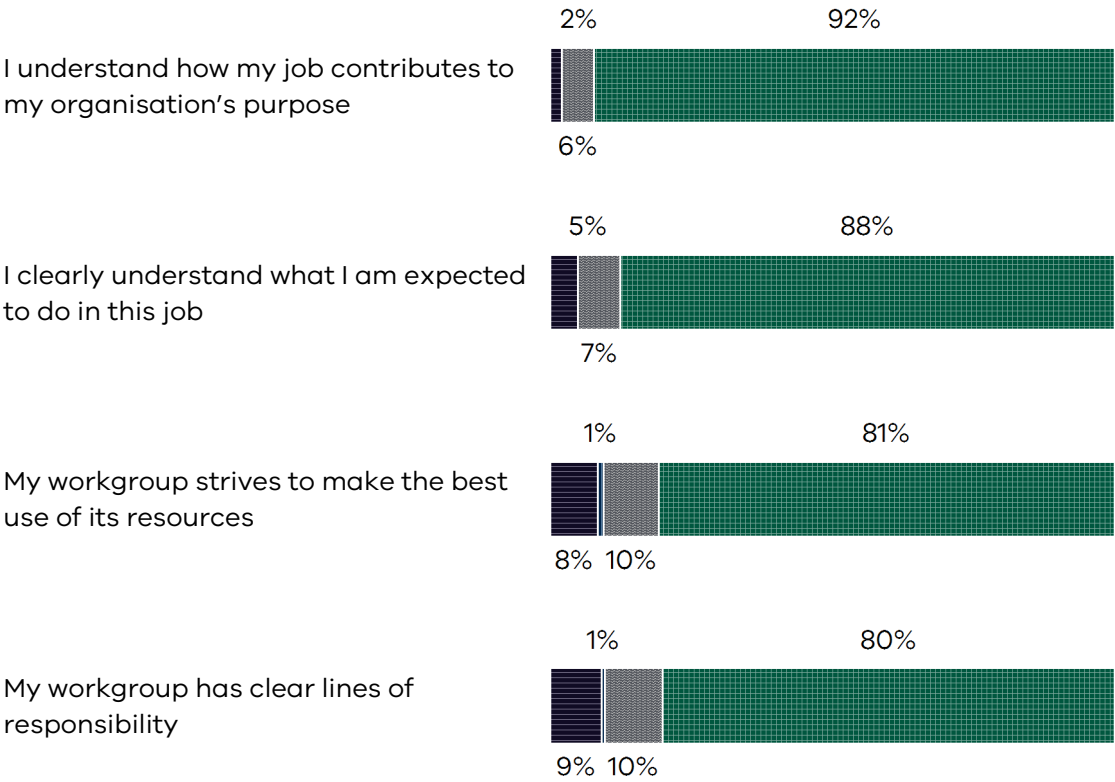
Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	92 %	85 %	90 %	96 %
90 %	88 %	76 %	85 %	93 %
88 %	81 %	73 %	77 %	88 %
83 %	80 %	69 %	77 %	87 %

Public sector values

Accountability 2 of 2

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Example

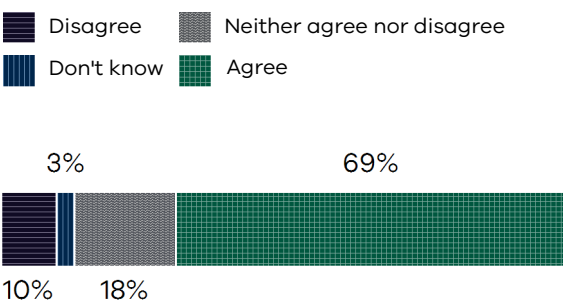
69% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	69 %	50 %	60 %	82 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

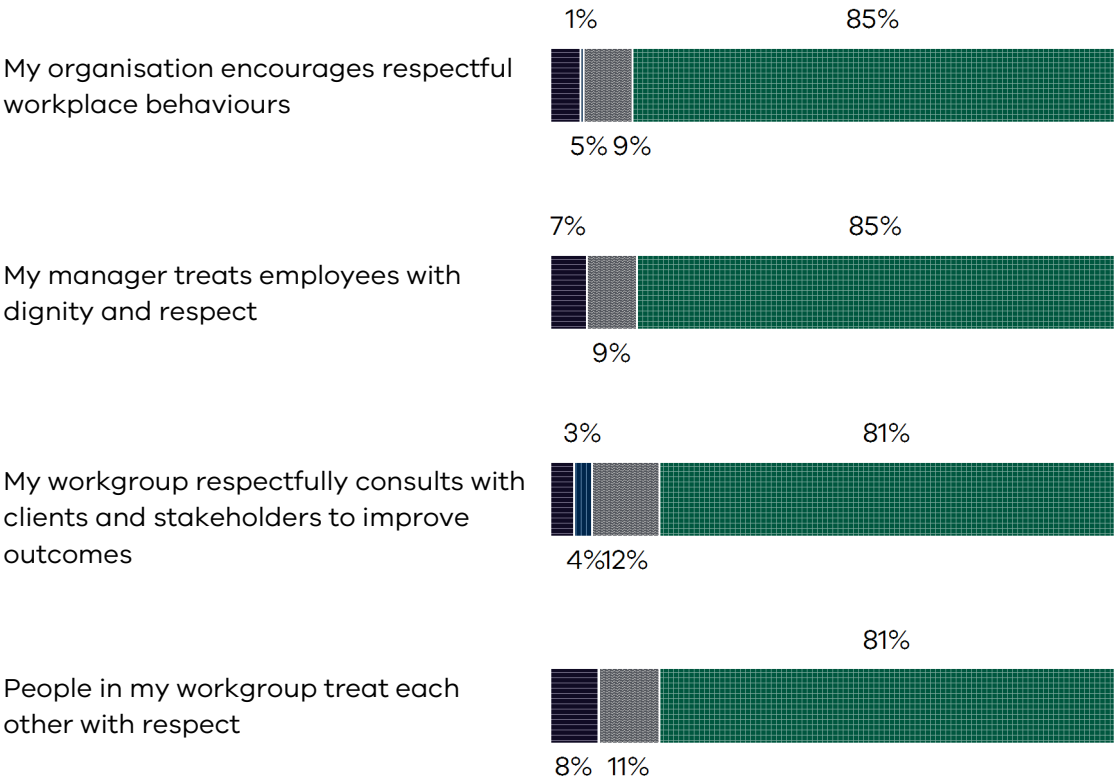
Example

85% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	85 %	70 %	81 %	91 %
84 %	85 %	77 %	82 %	93 %
80 %	81 %	73 %	78 %	91 %
82 %	81 %	73 %	79 %	86 %

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.

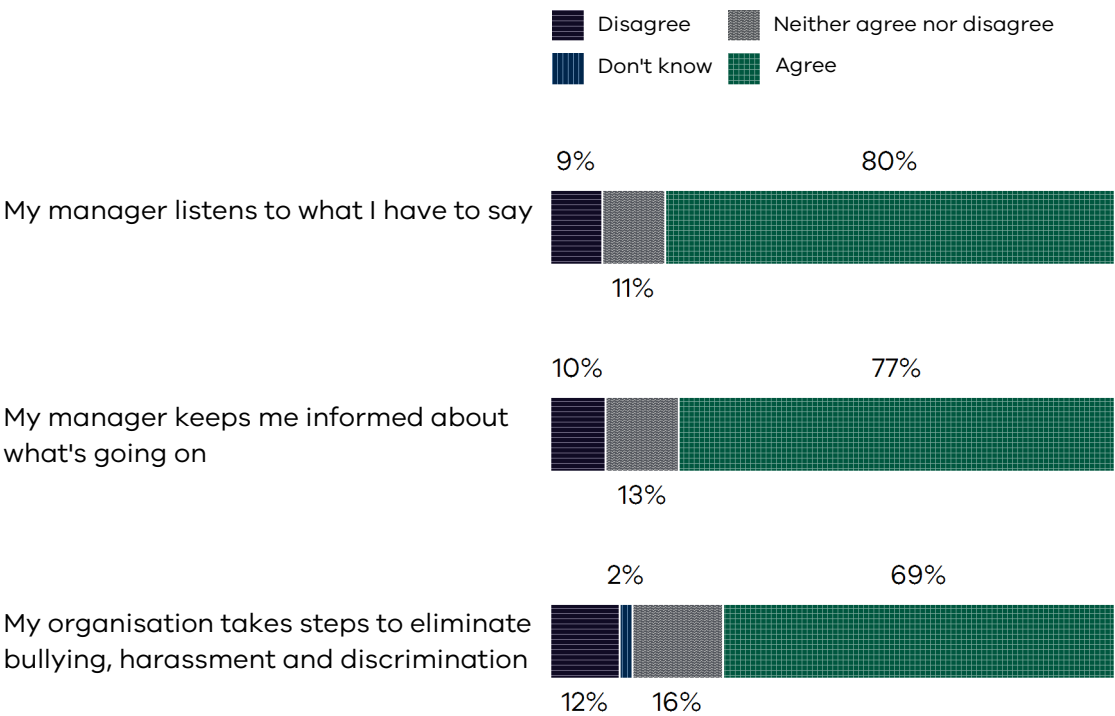
Example

80% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	80 %	73 %	77 %	89 %
76 %	77 %	65 %	72 %	83 %
72 %	69 %	52 %	66 %	76 %

Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

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

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

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

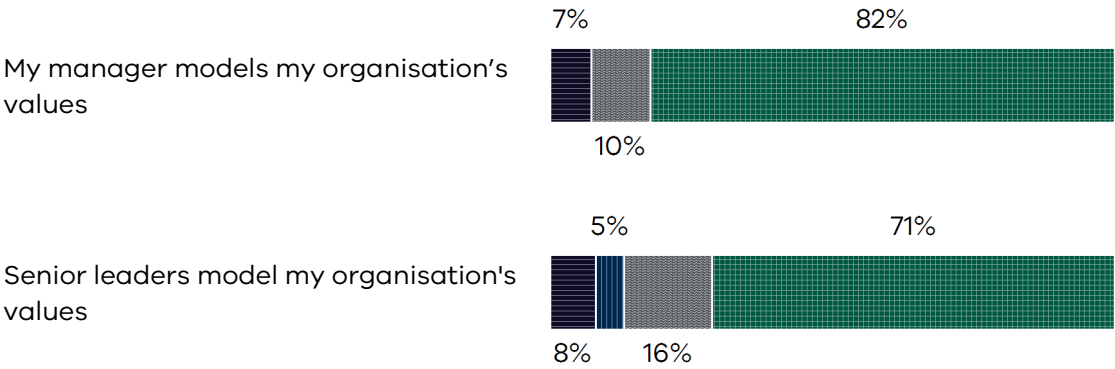
Example

82% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	82 %	74 %	79 %	93 %
69 %	71 %	54 %	65 %	89 %

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

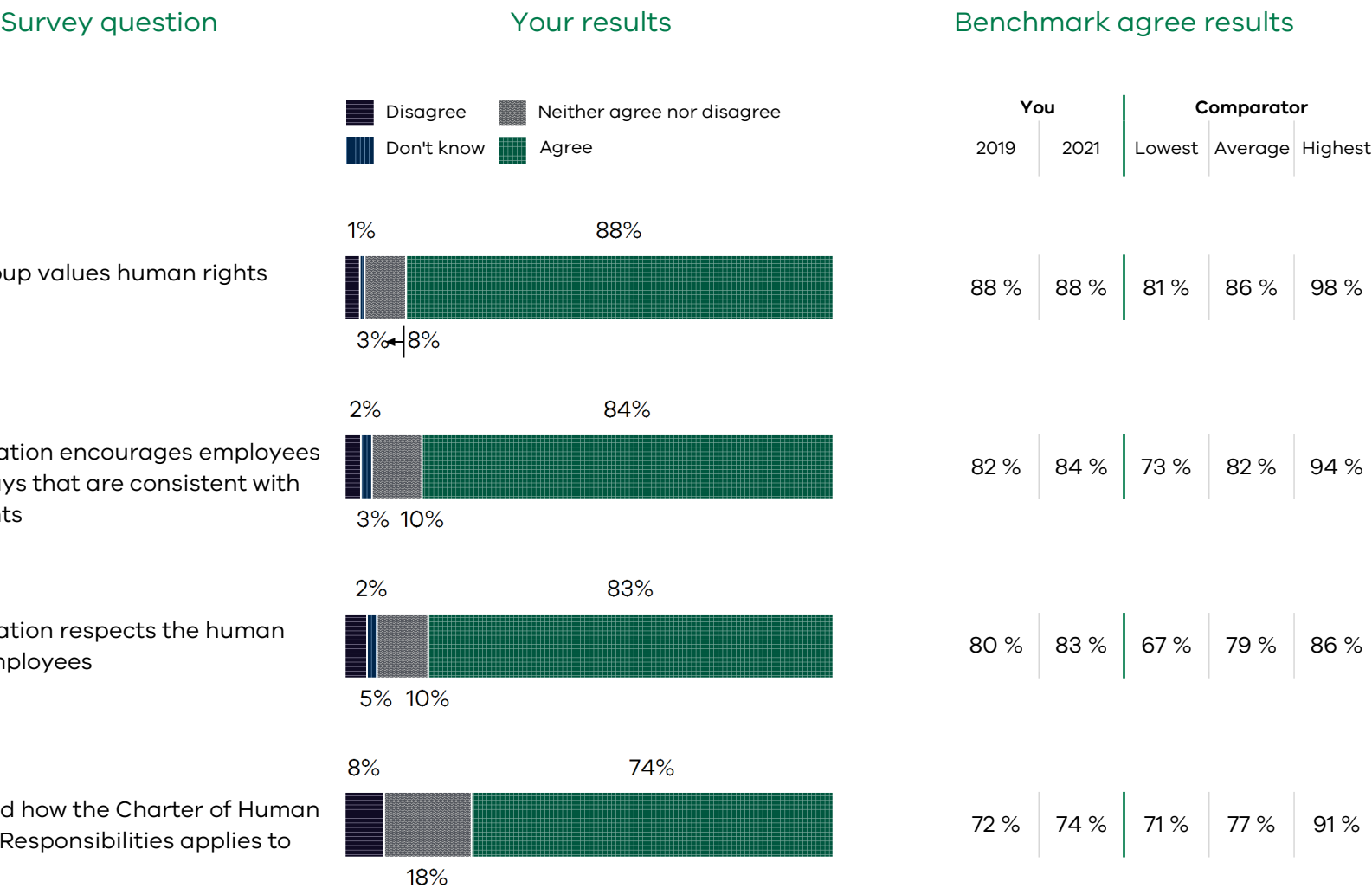
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.



People matter

survey 2021

Have your say

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

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

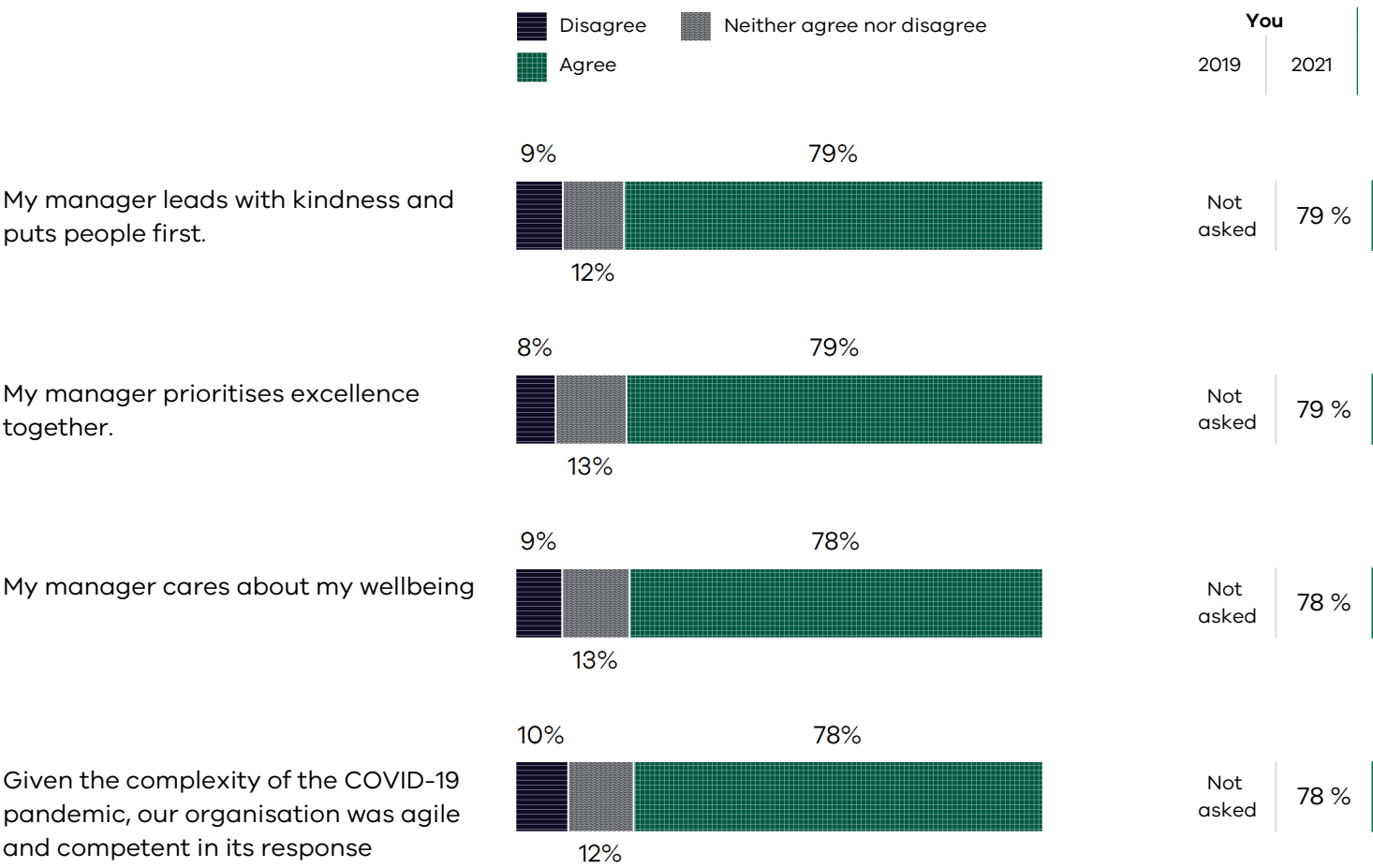
Example

79% of staff who did the survey agreed or strongly agreed with 'My manager leads with kindness and puts people first.'

Survey question

Your results

Benchmark results



Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

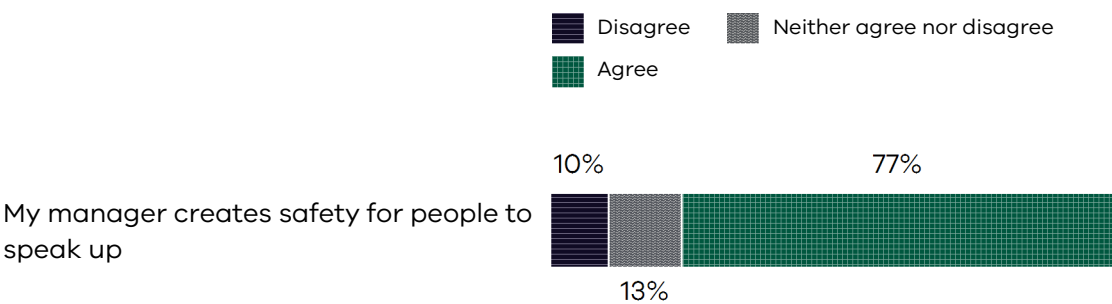
Example

77% of staff who did the survey agreed or strongly agreed with 'My manager creates safety for people to speak up'.

Survey question

Your results

Benchmark results



You	
2019	2021
Not asked	77 %

People matter

survey 2021

Have your say

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Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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Age	(n)	%
15-34 years	1007	34%
35-54 years	1307	44%
55+ years	440	15%
Prefer not to say	237	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	31	1%
No	2817	94%
Prefer not to say	143	5%

Highest level of formal education	(n)	%
Doctoral Degree level	165	6%
Master Degree level	617	21%
Graduate Diploma or Graduate Certificate level	620	21%
Bachelor Degree level incl. honours degrees	937	31%
Advanced Diploma or Diploma level	148	5%
Certificate III or IV level	149	5%
Year 12 or equivalent (VCE/Leaving certificate)	86	3%
Certificate I or II level	9	0%
Lower than Certificate I or equivalent	6	0%
Prefer not to say	254	8%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	17	1%
Non Aboriginal and/or Torres Strait Islander	2796	93%
Prefer not to say	178	6%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	7	41%
No	6	35%
Don't know	4	24%

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

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Do you identify as a person with a disability?

	(n)	%
Yes	121	4%
No	2645	88%
Prefer not to say	225	8%

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

	(n)	%
Yes	86	71%
No	32	26%
Prefer not to say	3	2%

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	11	34%
I do not require any adjustments to be made to perform my role	9	28%
My disability does not impact on my ability to perform my role	9	28%
Other	3	9%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Woman	2005	67%
Man	654	22%
Prefer not to say	303	10%
Non-binary and I use a different term	29	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	26	1%
No	2671	89%
Prefer not to say	294	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	9	0%
No	2612	87%
Don't know	118	4%
Prefer not to say	252	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	2316	77%
Prefer not to say	410	14%
Gay or lesbian	112	4%
Bisexual	91	3%
Don't know	23	1%
I use a different term	17	1%
Pansexual	16	1%
Asexual	6	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	1817	61%
Not born in Australia	803	27%
Prefer not to say	371	12%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	6	1%
1 to less than 2 years ago	15	2%
More than 20 years ago	318	40%
2 to less than 5 years ago	69	9%
5 to less than 10 years ago	126	16%
10 to less than 20 years ago	269	33%

Language other than English spoken with family or community	(n)	%
Yes	793	27%
No	1896	63%
Prefer not to say	302	10%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

	(n)	%
Other	254	32%
Filipino	93	12%
Mandarin	89	11%
Hindi	63	8%
Italian	57	7%
Cantonese	55	7%
Greek	50	6%
Vietnamese	39	5%
Tagalog	37	5%
Arabic	27	3%
Spanish	26	3%
Sinhalese	22	3%
French	21	3%
Tamil	21	3%
Punjabi	18	2%

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

	(n)	%
German	15	2%
Macedonian	15	2%
Korean	13	2%
Indonesian	11	1%
Urdu	8	1%
Australian Indigenous Language	2	0%

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

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Cultural identity	(n)	%
Australian	1864	62%
Prefer not to say	365	12%
English, Irish, Scottish and/or Welsh	264	9%
East and/or South-East Asian	264	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	233	8%
South Asian	110	4%
Other	91	3%
New Zealander	69	2%
African (including Central, West, Southern and East African)	47	2%
Central Asian	43	1%
Middle Eastern and/or North African	31	1%
North American	16	1%
Pacific Islander	13	0%
Aboriginal and/or Torres Strait Islander	13	0%
Central and/or South American	9	0%
Maori	7	0%

Religion	(n)	%
No religion	1379	46%
Christianity	894	30%
Prefer not to say	400	13%
Other	104	3%
Buddhism	75	3%
Hinduism	72	2%
Islam	39	1%
Judaism	14	0%
Sikhism	14	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	1518	51%
Part-Time	1473	49%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	626	23%
\$65k to \$95k	844	31%
\$95k to \$125k	550	20%
\$125k or more	269	10%
Prefer not to say	446	16%

Organisational tenure	(n)	%
<1 year	334	11%
1 to less than 2 years	329	11%
2 to less than 5 years	688	23%
5 to less than 10 years	599	20%
10 to less than 20 years	691	23%
More than 20 years	350	12%

Management responsibility	(n)	%
Non-manager	2479	83%
Other manager	356	12%
Manager of other manager(s)	156	5%

Employment type	(n)	%
Ongoing and executive	2188	73%
Fixed term	547	18%
Other	256	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	2138	71%
I have moved to a different role within my organisation (including acting roles)	696	23%
I have moved to my role from a different Victorian public sector organisation	94	3%
I have moved to my role from outside the Victorian public sector	63	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

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Primary workplace location over the last 3 months

	(n)	%
Melbourne CBD	1953	65%
Melbourne: Suburbs	1006	34%
Other city or town	25	1%
Outside Victoria	2	0%
Ballarat	2	0%
Bendigo	2	0%
Geelong	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)	1465	49%
A main office	940	31%
A hub/shared work space	286	10%
Other (please specify)	163	5%
Home/private location	137	5%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	1565	52%
Home/private location	550	18%
A frontline or service delivery location (that is not a main office or home/private location)	484	16%
A main office	469	16%
A hub/shared work space	164	5%
Other	64	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:

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

	(n)	%
No, I have not requested adjustments	2275	76%
Flexible working arrangements	477	16%
Physical modifications or improvements to the workplace	230	8%
Career development support strategies	103	3%
Other	61	2%
Job redesign or role sharing	56	2%
Accessible communications technologies	21	1%

Why did you make this request?*

	(n)	%
Health	286	40%
Work-life balance	255	36%
Family responsibilities	182	25%
Caring responsibilities	166	23%
Other	102	14%
Study commitments	60	8%
Disability	26	4%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	481	67%
The adjustments I needed were not made	162	23%
The adjustments I needed were made but the process was unsatisfactory	73	10%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Caring responsibility	(n)	%
None of the above	1282	43%
Primary school aged child(ren)	491	16%
Secondary school aged child(ren)	409	14%
Prefer not to say	328	11%
Frail or aged person(s)	298	10%
Child(ren) - younger than preschool age	268	9%
Person(s) with a medical condition	215	7%
Person(s) with a mental illness	208	7%
Preschool aged child(ren)	188	6%
Person(s) with disability	150	5%
Other	75	3%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	1263	42%
Medical Employees	321	11%
Personal service worker	19	1%
Allied health professional	393	13%
Other health professional	311	10%
Management, Administration and Corporate support	511	17%
Support services	143	5%
Lived experience specific worker	29	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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

	(n)	%
Hospital-based services	2489	83%
Community-based services	501	17%

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

	(n)	%
Aged care	153	5%
Critical care	252	8%
Drug and alcohol	5	0%
Emergency	103	3%
Maternity care	1	0%
Medical	443	15%
Mental health	543	18%
Mixed medical/surgical	147	5%
Palliative care	20	1%
Peri-operative	172	6%
Rehabilitation	95	3%
Surgical	253	8%
Other	803	27%



**Victorian
Public Sector
Commission**



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