

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 2020 but not 2019.

This means you'll be able to compare about 38% 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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People matter

survey 2021

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- Age, defence force and education
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- Gender, variations in sex characteristics and sexual orientation
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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.

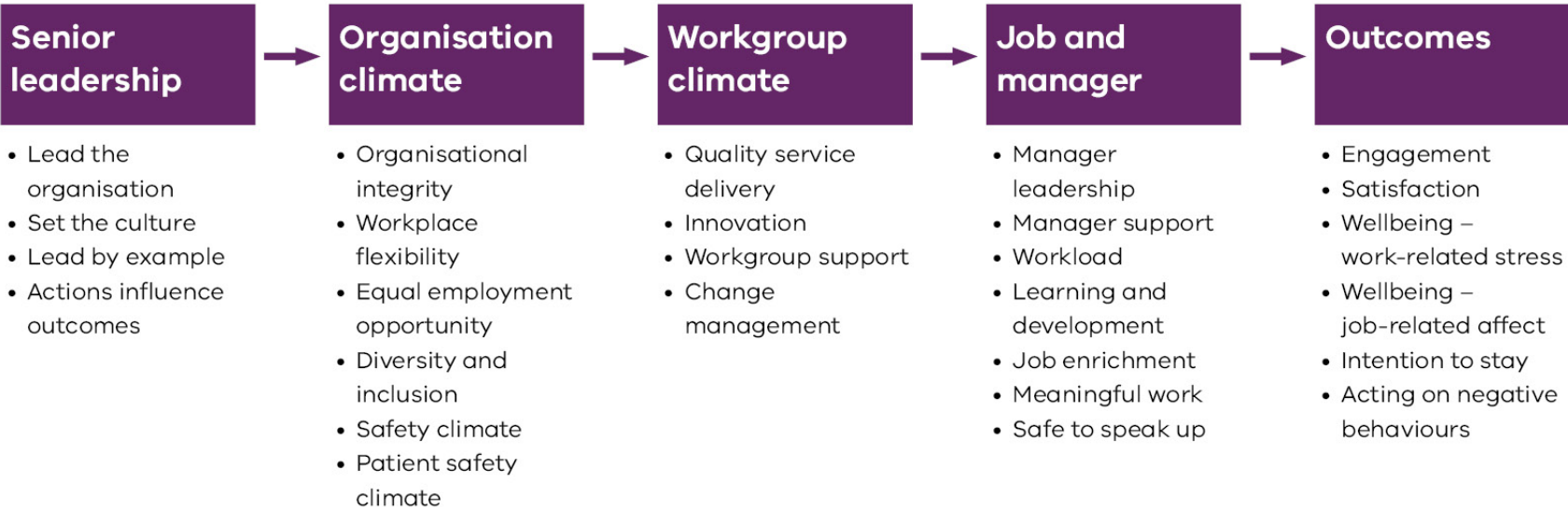
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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'.

Central Gippsland Region Water Corporation

Central Highlands Region Water Corporation

Coliban Region Water Corporation

East Gippsland Region Water Corporation

Gippsland and Southern Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Westernport Region Water Corporation

Yarra Valley Water Corporation

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2020

56%
(107)

Comparator 71%
Public Sector 49%

2021

76%
(150)

Comparator 76%
Public Sector 39%

People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

76

Comparator 71
Public Sector 68

2021

72

Comparator 74
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 72.

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.

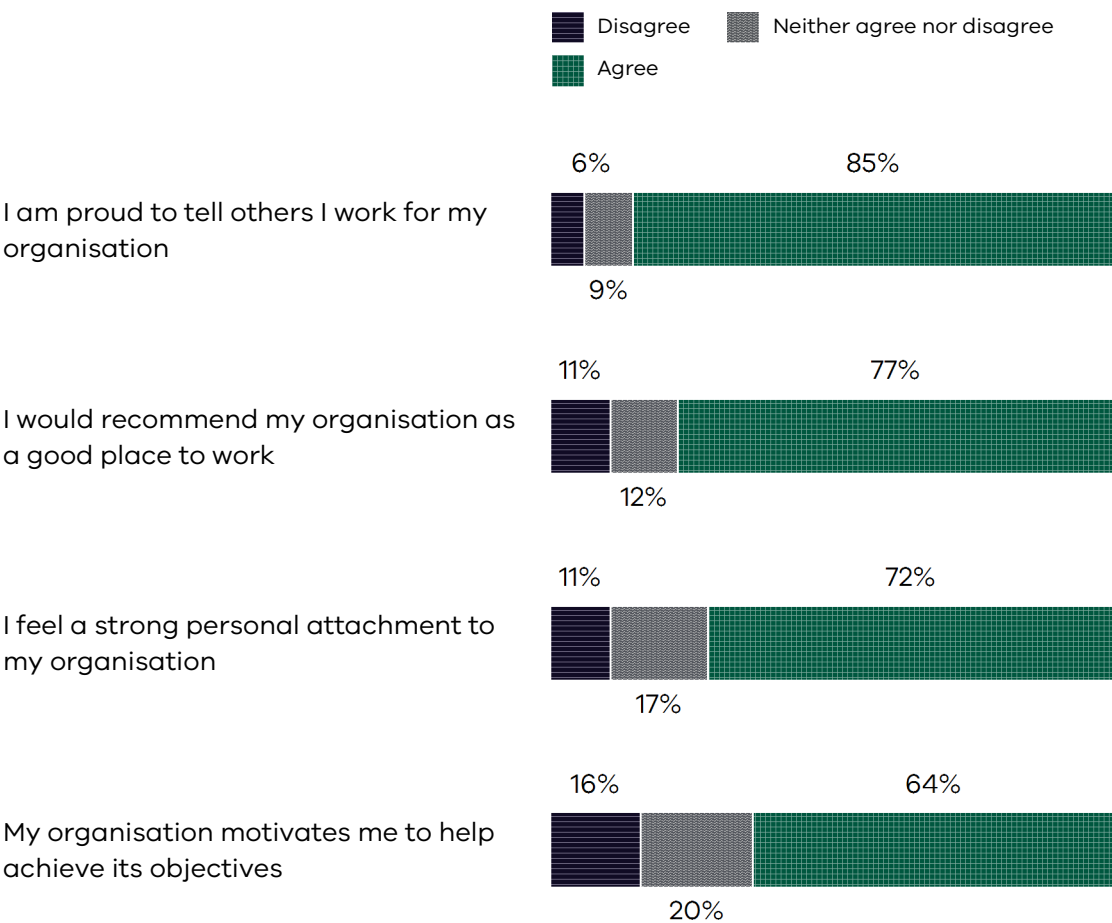
Example

85% 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		
2020	2021	Lowest	Average	Highest
83 %	85 %	54 %	82 %	92 %
79 %	77 %	49 %	80 %	91 %
77 %	72 %	49 %	71 %	85 %
69 %	64 %	52 %	72 %	85 %

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 72.

Why this is important

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

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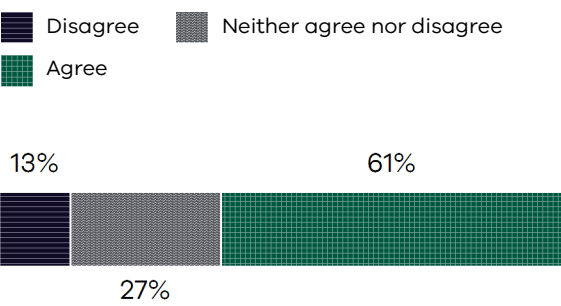
Example

61% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

My organisation inspires me to do the best in my job

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
70 %	61 %	44 %	69 %	86 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

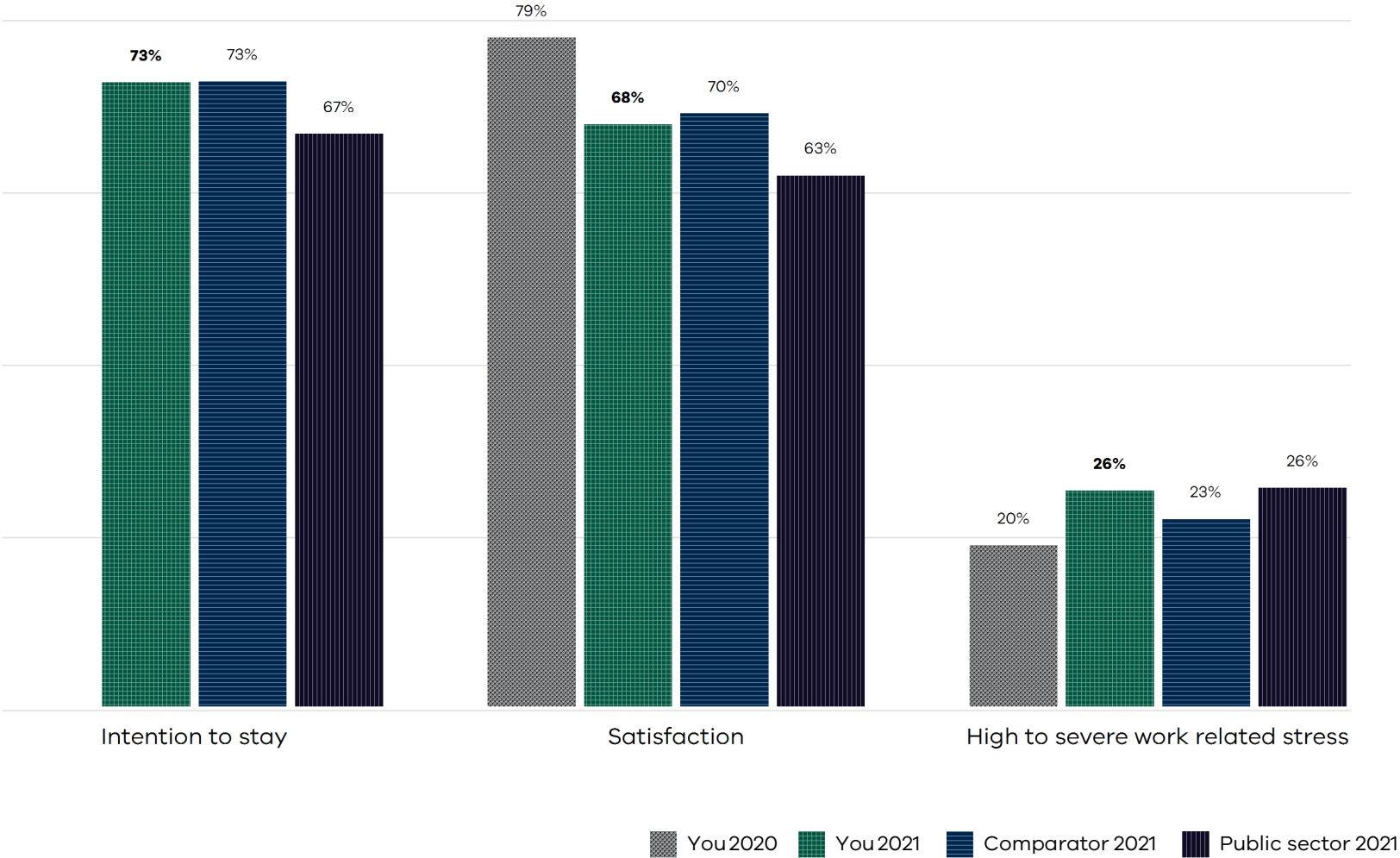
Example

In 2021:

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

Compared to:

- 73% 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

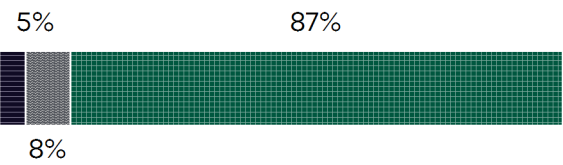
87% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

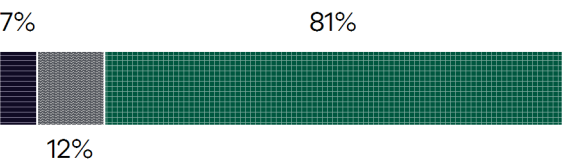
Your results



I enjoy the work in my current job



I get a sense of accomplishment from my work



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	87 %	76 %	84 %	91 %
Not asked	81 %	73 %	82 %	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.

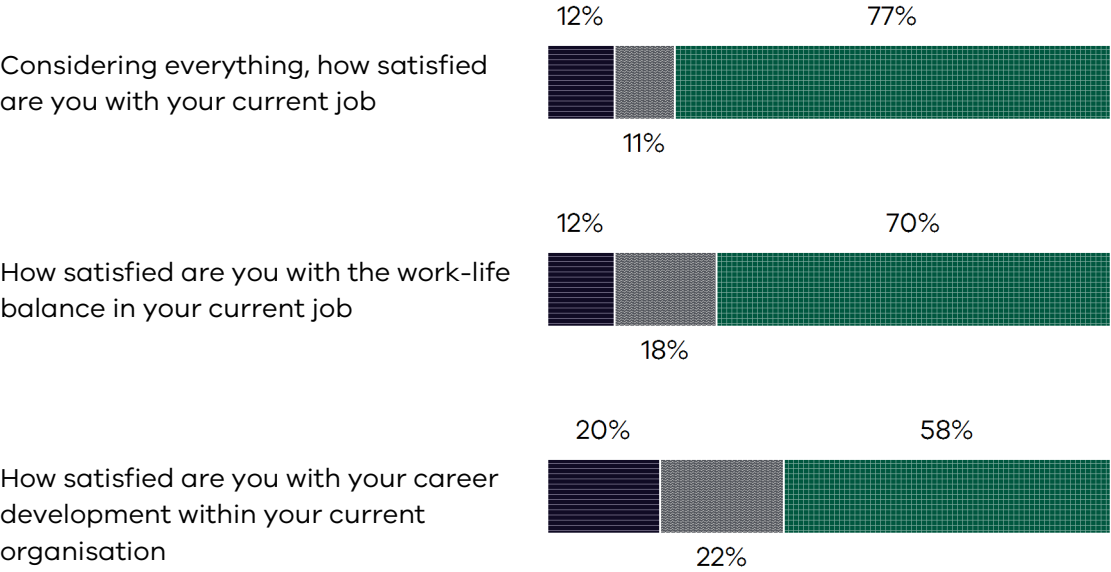
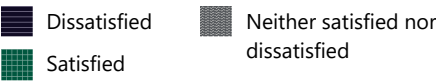
Example

77% 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		
2020	2021	Lowest	Average	Highest
84 %	77 %	63 %	76 %	88 %
81 %	70 %	65 %	76 %	84 %
70 %	58 %	51 %	58 %	71 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

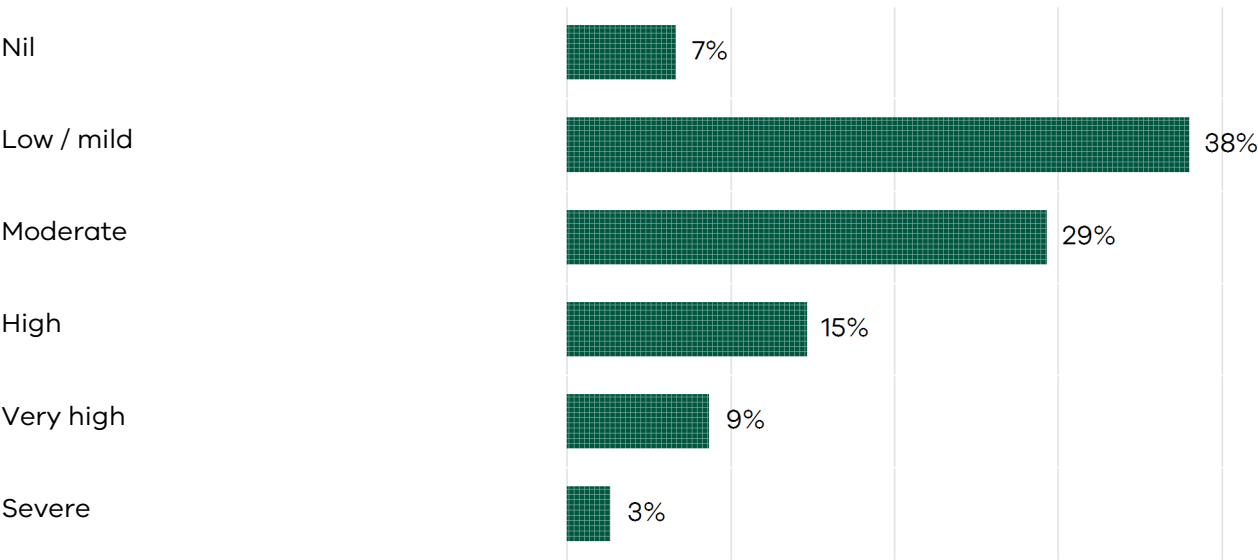
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

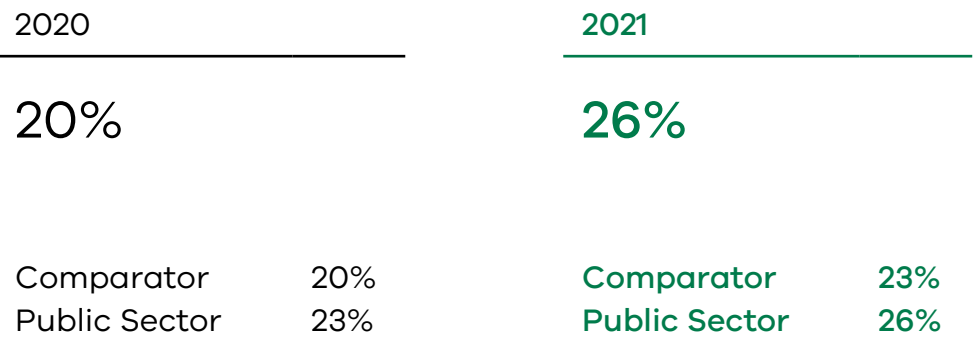
Example

26% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 23% 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.

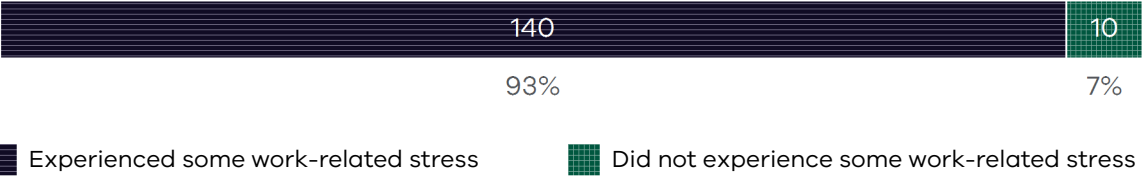
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 40% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	36%	40%	52%	51%
Time pressure	41%	27%	42%	42%
Management of work (e.g. supervision, training, information, support)	20%	20%	12%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	11%	16%	10%	12%
Dealing with clients, patients or stakeholders	14%	14%	15%	14%
Competing home and work responsibilities	16%	13%	12%	12%
Organisation or workplace change	4%	11%	13%	11%
Other	14%	11%	10%	9%
Other changes due to COVID-19	6%	11%	12%	15%
Unclear job expectations	13%	11%	12%	11%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

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

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

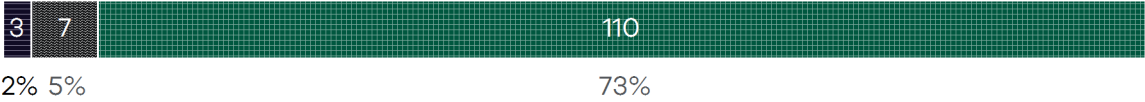
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

7% of your staff who did the survey said they intended to leave.

Of that 7%, 50% said it was from 'Better remuneration'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Better remuneration	50%	34%	26%
Limited future career opportunities at my organisation	50%	44%	42%
Opportunity to broaden experience	50%	39%	40%
Limited recognition for doing a good job	40%	26%	32%
Lack of confidence in senior leadership	30%	34%	34%
Limited involvement in decisions affecting my job and career	30%	14%	20%
Opportunity to seek/take a promotion elsewhere	30%	29%	33%
Desire to relocate interstate or overseas	20%	11%	7%
Excessive workload	20%	19%	25%
Lack of organisational stability	20%	15%	18%

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

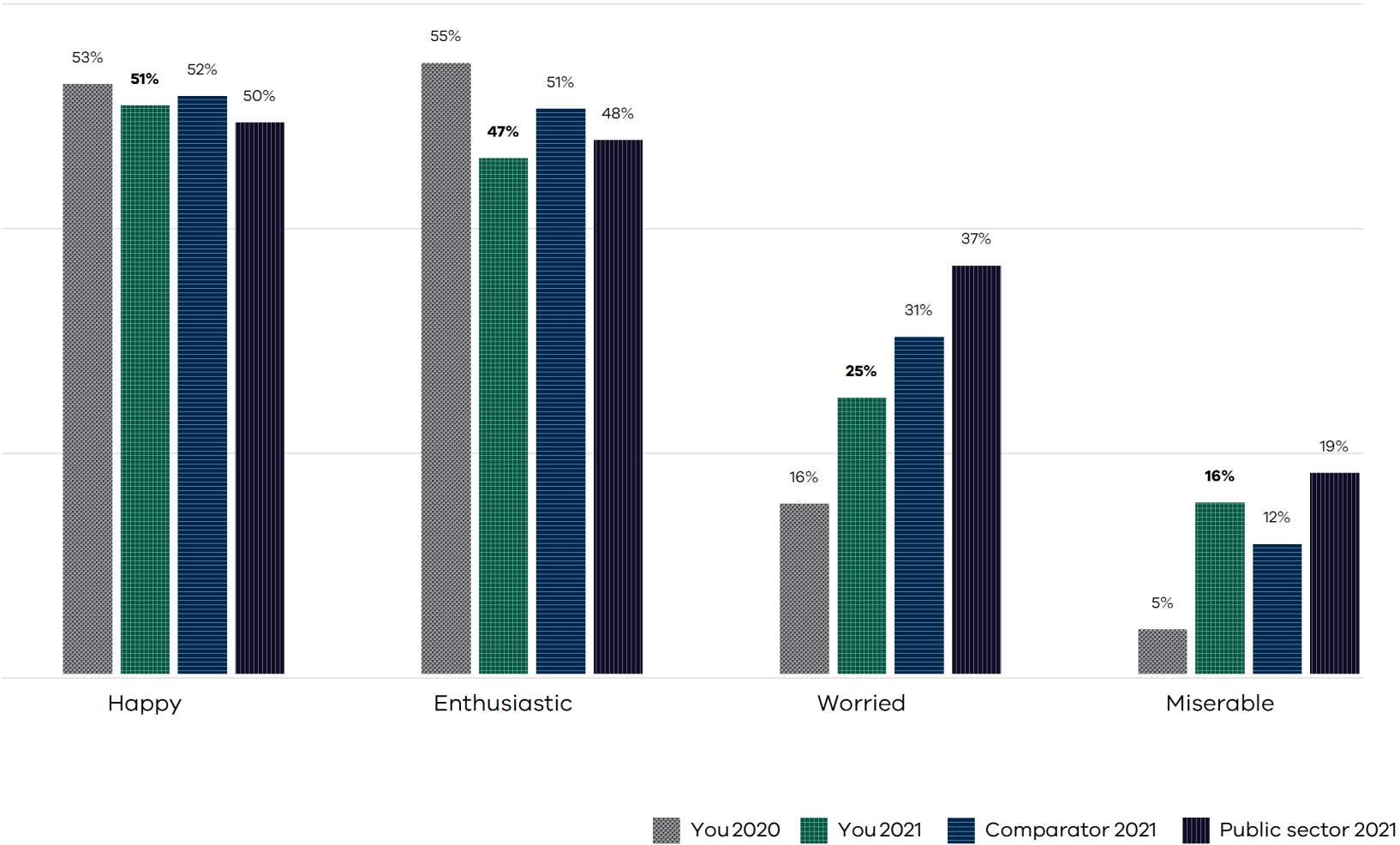
In 2021:

- 51% of your staff who did the survey said work made them feel happy in 2021, which is down from 53% in 2020

Compared to:

- 52% 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.

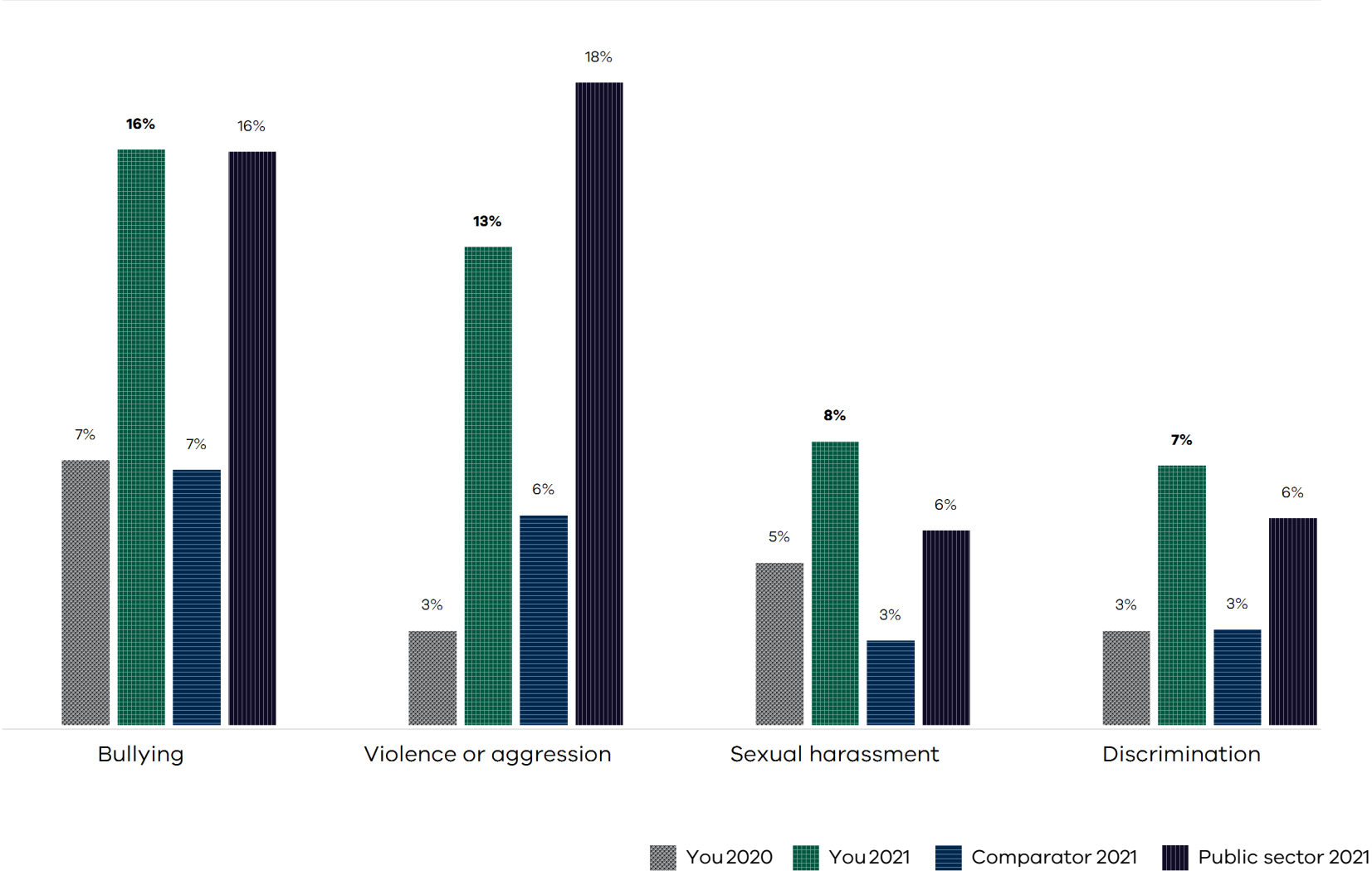
Example

In 2021:

- 16% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 7% in 2020.

Compared to:

- 7% of staff at your comparator and 16% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

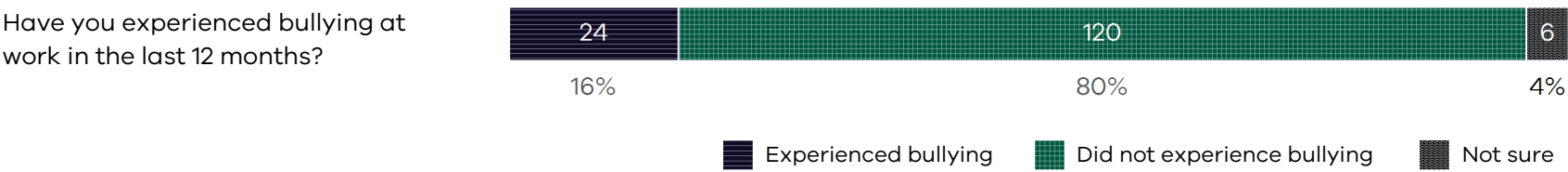
If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

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

Of that 16%, 83% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.



If you experienced bullying, what type of bullying did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	100%	83%	61%	69%
Exclusion or isolation	25%	67%	40%	42%
Intimidation and/or threats	25%	54%	21%	32%
Withholding essential information for me to do my job	25%	38%	26%	27%
Verbal abuse	13%	21%	16%	20%
Being assigned meaningless tasks unrelated to the job	13%	13%	11%	13%
Being given impossible assignment(s)	0%	8%	10%	9%
Other	13%	8%	14%	15%
Interference with my personal property and/or work equipment	0%	4%	3%	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.

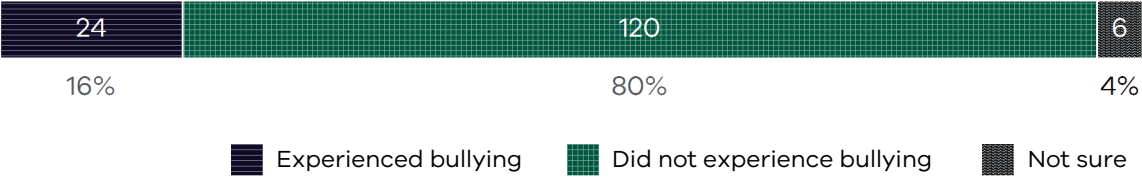
In descending order, the table shows the answers.

Example

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

- 42% said the top way they reported the bullying was 'Told a friend or family member'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	50%	42%	27%	34%
Told a colleague	50%	29%	37%	42%
I did not tell anyone about the bullying	0%	25%	16%	12%
Told a manager	25%	21%	48%	47%
Told Human Resources	25%	13%	17%	12%
Told someone else	25%	8%	6%	12%
Told the person the behaviour was not OK	0%	8%	12%	17%

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.

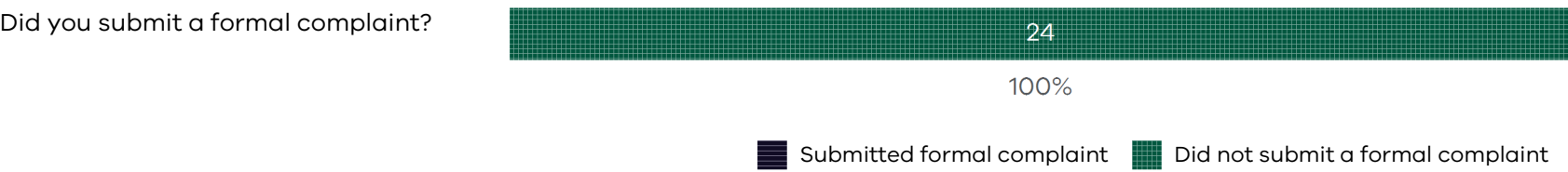
How to read this

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

100% of your staff who experienced bullying did not submit a formal complaint, of which:

- 71% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	71%	54%	53%
I believed there would be negative consequences for my career	63%	43%	40%
I didn't think it would make a difference	46%	46%	50%
I didn't feel safe to report the incident	38%	11%	19%
I thought the complaint process would be embarrassing or difficult	38%	15%	14%
I didn't think it was serious enough	17%	20%	16%
Other	13%	10%	12%
I believed there would be negative consequences for the person I was going to complain about	4%	12%	10%
I didn't know how to make a complaint	4%	7%	5%
I didn't know who to talk to	4%	4%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year’s survey, 16% 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.

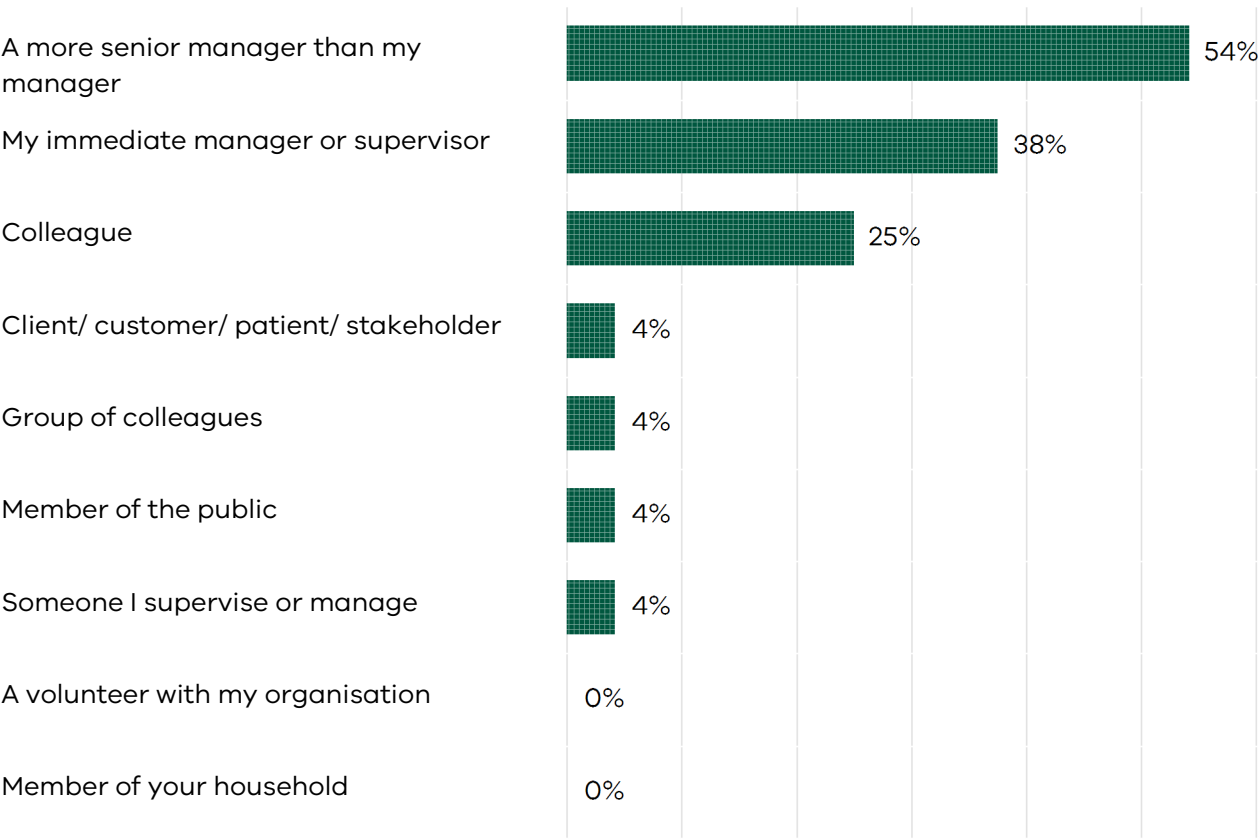
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 16%, 54% said it was by 'A more senior manager than my manager'.

24 people (16% 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.

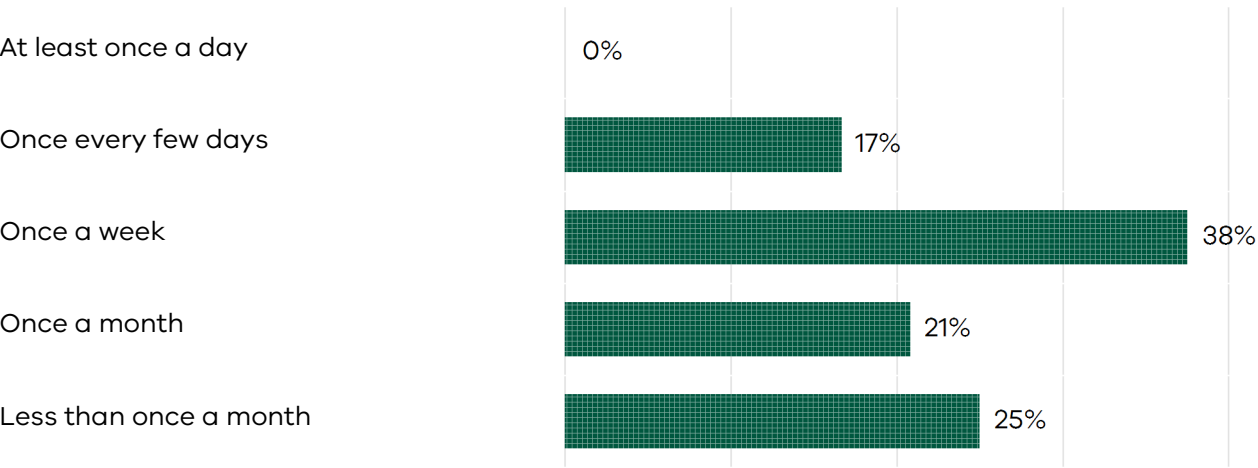
How to read this

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

Example

16% of your staff who did the survey said they experienced bullying.
Of that 16%, 0% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

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.

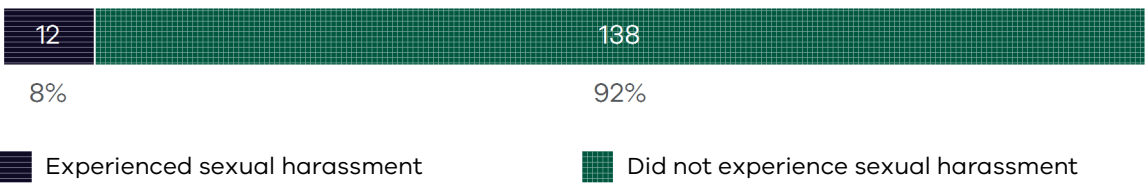
In descending order, the table shows the top 10 answers.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of those, 67% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	80%	67%	65%	54%
Intrusive questions about your private life or comments about your physical appearance	20%	50%	43%	50%
Inappropriate staring or leering that made you feel intimidated	0%	33%	4%	15%
Unwelcome touching, hugging, cornering or kissing	0%	17%	2%	14%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	8%	0%	6%
Sexually explicit email or SMS message	0%	8%	2%	1%
Any other unwelcome conduct of a sexual nature	0%	0%	4%	7%
Inappropriate physical contact (including momentary or brief physical contact)	0%	0%	8%	17%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	4%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	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.

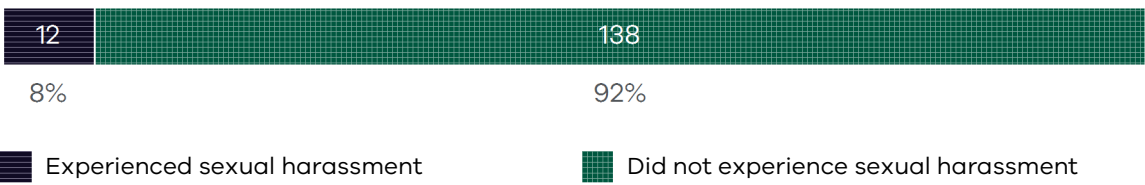
If they did, they could tell us with one or more answers how they responded.

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

Example

8% of your staff who did the survey said they experienced sexual harassment. Of those, 42% said their top response was 'Tried to laugh it off or forget about it'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	40%	42%	41%	41%
Pretended it didn't bother you	60%	33%	55%	45%
Told a friend or family member	0%	25%	20%	21%
Took time off work	0%	25%	4%	5%
Avoided locations where the behaviour might occur	20%	17%	10%	13%
Avoided the person(s) by staying away from them	40%	17%	18%	36%
Told a manager	0%	17%	18%	20%
Other	0%	8%	4%	7%
Told a colleague	20%	8%	20%	29%
Told someone else	0%	8%	16%	6%

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.

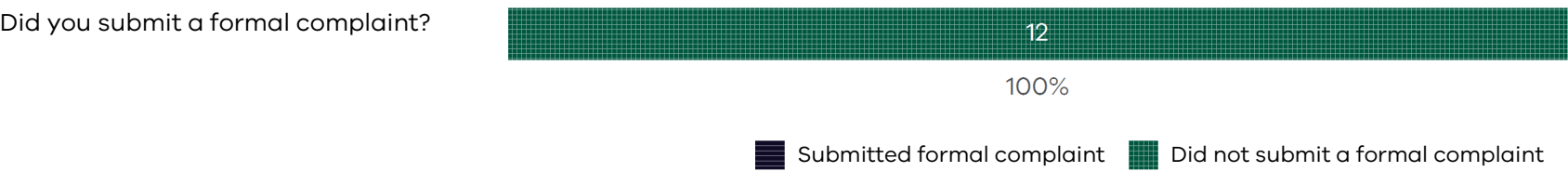
How to read this

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

100% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 67% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	67%	33%	33%
I believed there would be negative consequences for my career	42%	16%	21%
I didn't feel safe to report the incident	42%	8%	8%
I didn't think it was serious enough	33%	47%	45%
I didn't think it would make a difference	25%	29%	39%
I thought the complaint process would be embarrassing or difficult	25%	12%	11%

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, 8% 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.

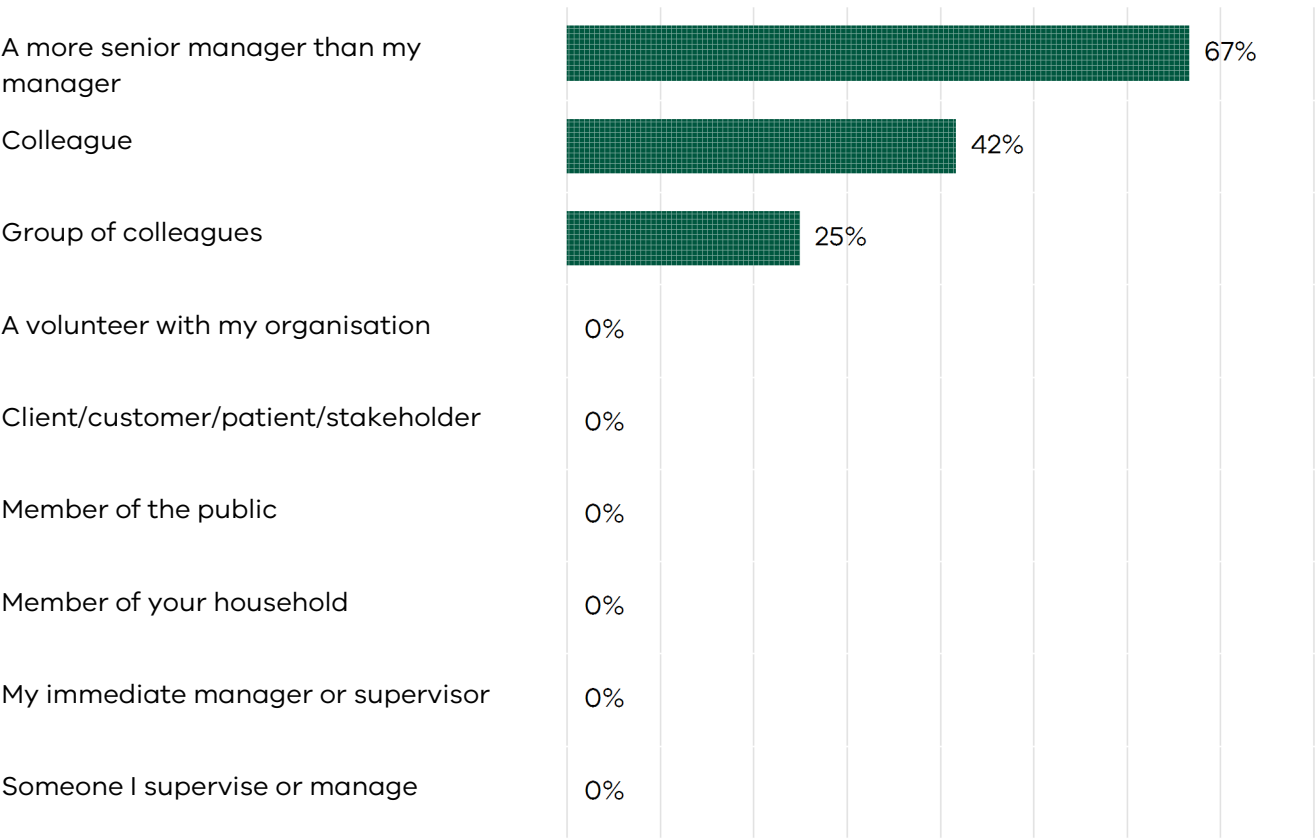
Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced sexual harassment.

Of that 8%, 67% said it was by ‘A more senior manager than my manager’.

12 people (8% 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

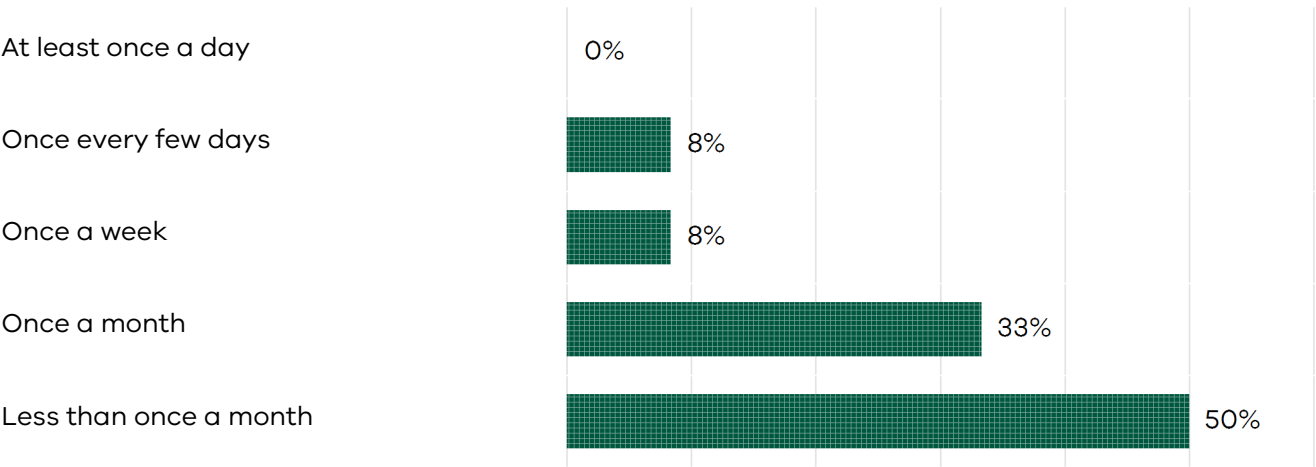
In this year's survey, 8% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

8% of your staff who did the survey said they experienced sexual harassment. Of that 8%, 0% said it was 'At least once a day'.

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



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.

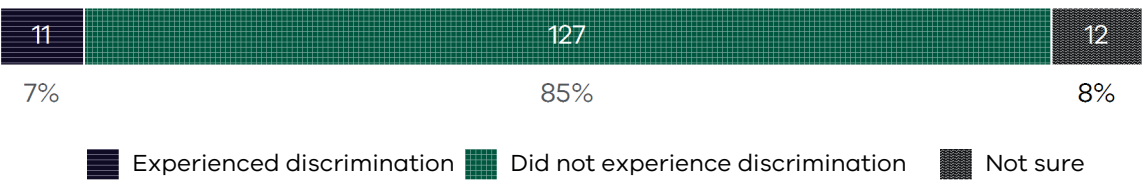
In descending order, the table shows the top 10 types.

Example

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

Of that 7%, 36% said it was 'Access to leave'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Access to leave	0%	36%	5%	8%
Denied flexible work arrangements or other adjustments	0%	36%	18%	21%
Opportunities for promotion	33%	27%	28%	37%
Opportunities for training	33%	27%	19%	24%
Other	33%	27%	42%	38%
Employment security - threats of dismissal or termination	33%	18%	7%	11%
Pay or conditions offered by employer	33%	9%	11%	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.

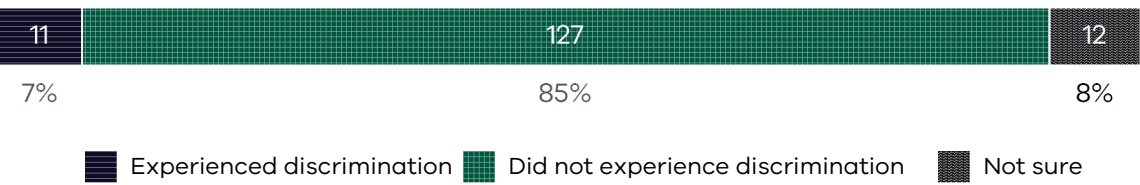
In descending order, the table shows the answers.

Example

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

- 36% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
I did not tell anyone about the discrimination	0%	36%	39%	24%
Told a colleague	67%	27%	25%	38%
Told a friend or family member	33%	27%	14%	32%
Told someone else	0%	27%	5%	14%
Told a manager	33%	9%	33%	28%
Told the person the behaviour was not OK	0%	9%	9%	9%

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.

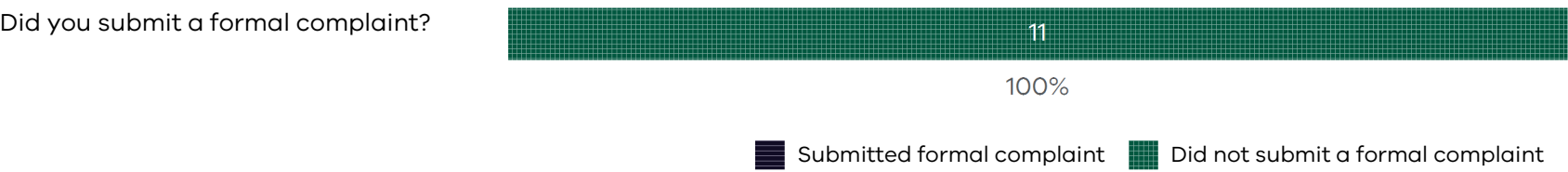
How to read this

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

100% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 91% said the top reason was 'I believed there would be negative consequences for my career'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	91%	43%	54%
I believed there would be negative consequences for my reputation	82%	50%	56%
I didn't think it would make a difference	64%	59%	57%
I thought the complaint process would be embarrassing or difficult	45%	11%	13%
I didn't feel safe to report the incident	36%	9%	19%
I believed there would be negative consequences for the person I was going to complain about	18%	9%	9%
I didn't think it was serious enough	18%	11%	12%

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

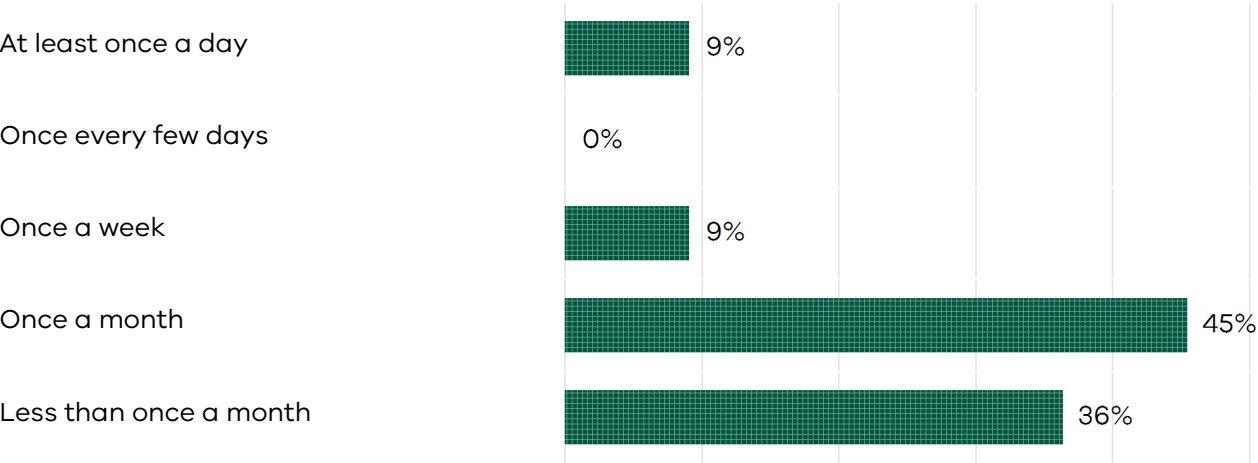
In this year’s survey, 7% of your staff said they experienced discrimination. If they did, they could tell us how often they experienced this behaviour.

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%, 9% 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.

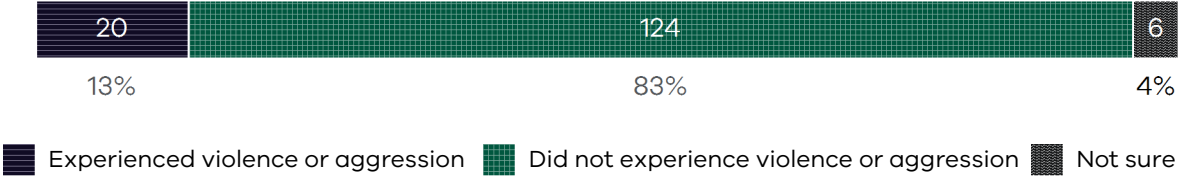
In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced violence or aggression.

Of that 13%, 80% said it was from 'Intimidating behaviour'.

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



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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	100%	80%	64%	69%
Abusive language	0%	25%	68%	81%

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

13% of your staff who did the survey said they experienced violence or aggression, fo which

- 30% said the top way they reported the violence or aggression was 'Told a manager'
- 100% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	100%	30%	58%	52%
Told a colleague	67%	25%	42%	46%
I did not tell anyone about the incident(s)	0%	20%	11%	8%
Told a friend or family member	67%	20%	23%	20%
Told Human Resources	33%	10%	13%	4%
Told someone else	33%	10%	3%	6%
Told the person the behaviour was not OK	0%	10%	15%	33%

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

100% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 60% 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 incident report?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	60%	27%	16%
I believed there would be negative consequences for my career	55%	19%	12%
I didn't think it would make a difference	45%	39%	39%
I didn't feel safe to report the incident	15%	5%	5%
I didn't think it was serious enough	15%	33%	33%
Other	15%	11%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	10%	16%	15%
I thought the complaint process would be embarrassing or difficult	10%	6%	4%
I didn't need to because I made the violence or aggression stop	5%	12%	16%
I was advised not to	5%	2%	3%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

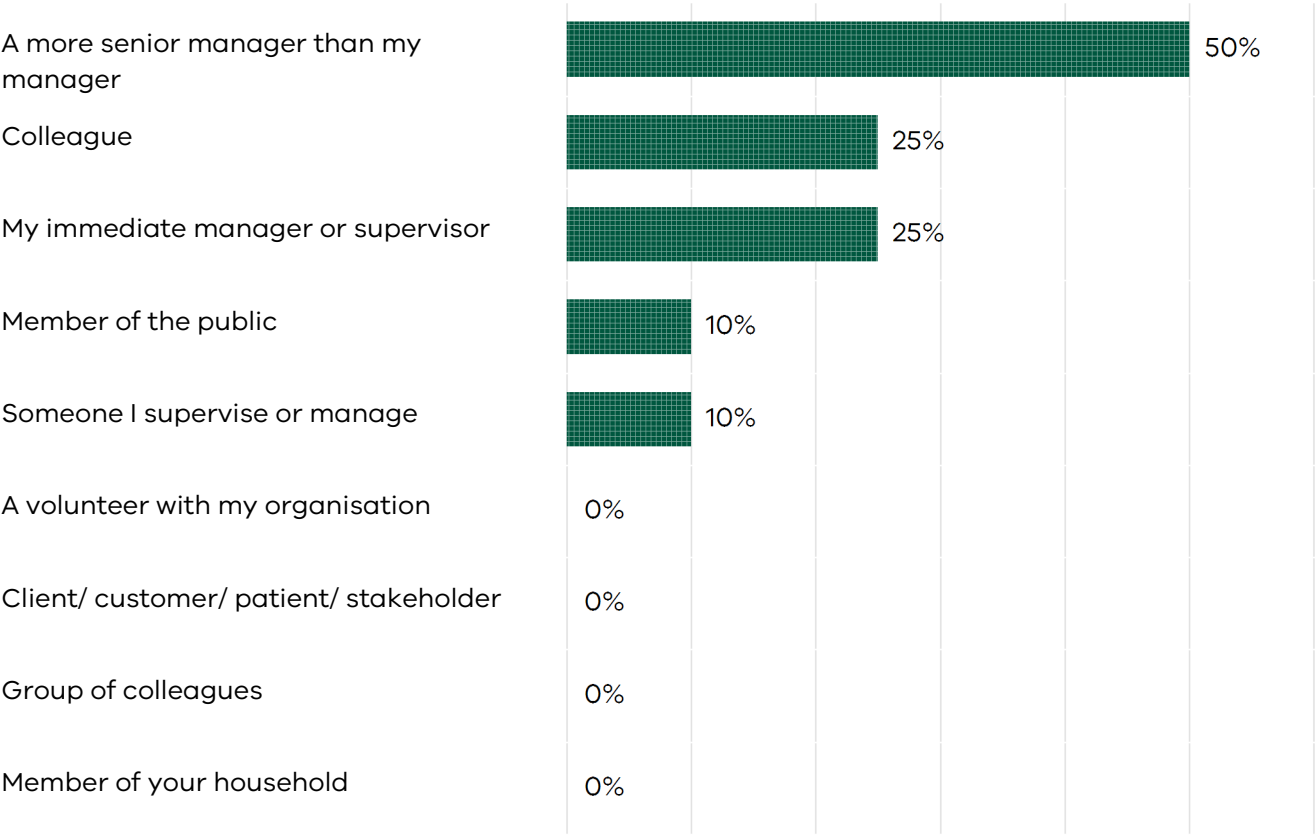
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

13% of your staff who did the survey said they experienced violence or aggression. Of that 13%, 50% said it was 'A more senior manager than my manager'.

20 people (13% 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

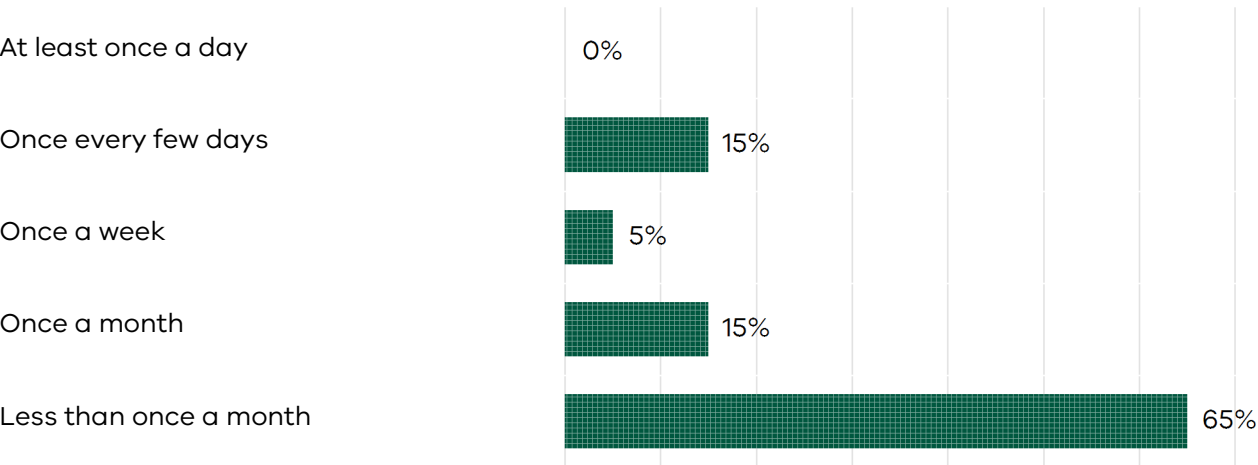
In this year’s survey, 13% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

13% of your staff who did the survey said they experienced violence or aggression. Of that 13%, 0% 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.

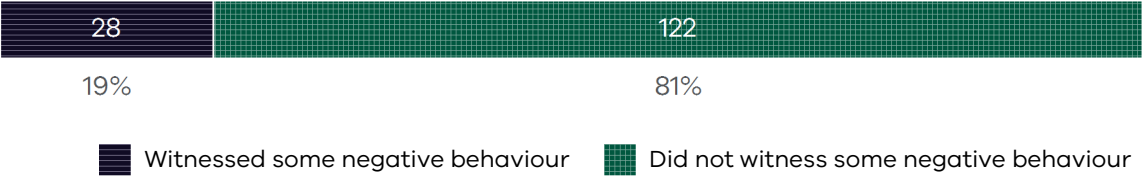
In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they witnessed some negative behaviour at work.

81% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	81%	89%	77%
Bullying of a colleague	13%	8%	16%
Discrimination against a colleague	7%	4%	8%
Violence or aggression against a colleague	5%	1%	6%
Sexual harassment of a colleague	2%	0%	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.

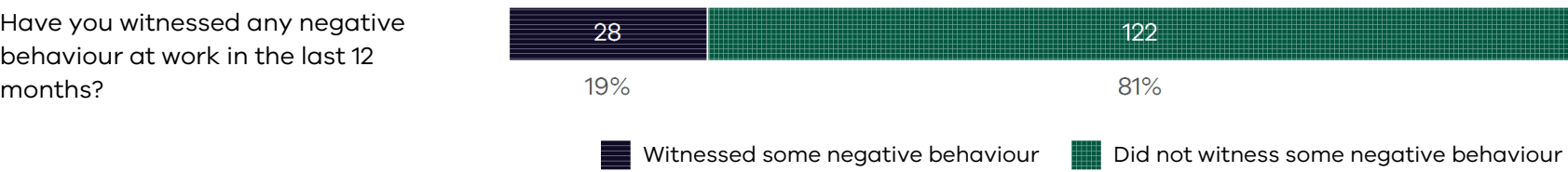
How to read this

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**
- 19% of your staff who did the survey witnessed negative behaviour, of which:
- 46% said the top action they took was 'Spoke to the person who experienced the behaviour'.
 - 29% 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	46%	68%	72%
Took no action	29%	8%	7%
Told a manager	25%	32%	37%
Other	18%	5%	7%
Told the person the behaviour was not OK	11%	20%	25%
Spoke to the person who behaved in a negative way	4%	18%	22%
Told a colleague	4%	18%	21%

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Quality service delivery', the 'You 2021' column shows 94% of your staff agreed with 'My workgroup strives to provide high quality advice and services'. This question was not asked in 2020.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	Not asked in 2020	93%
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	-5%	93%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+1%	94%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+9%	91%
Safety climate	My organisation provides a physically safe work environment	92%	Not asked in 2020	95%
Quality service delivery	My workgroup strives to deliver services in a timely manner	90%	Not asked in 2020	94%
Manager leadership	My manager is committed to workplace safety	89%	Not asked in 2020	94%
Organisational integrity	My organisation is committed to earning a high level of public trust	89%	Not asked in 2020	91%
Safety climate	My organisation consults employees on health and safety matters	89%	Not asked in 2020	89%
Innovation	My workgroup respectfully consults with clients and stakeholders to improve outcomes	89%	Not asked in 2020	88%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 27% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27%	Not asked in 2020	31%
Taking action	My organisation has taken positive action on the results of last year's survey	39%	Not asked in 2020	40%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2020	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	43%	-8%	54%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	48%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	48%	Not asked in 2020	57%
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	49%	Not asked in 2020	67%
Taking action	I believe my organisation will take positive action on the results of this year's survey	50%	Not asked in 2020	58%
Manager support	My manager has regular conversations with me about my learning and development	51%	Not asked in 2020	63%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	52%	-6%	59%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 77% of your staff agreed with 'People in my workgroup regularly reach out to support me and my wellbeing'.

In the 'Increase from 2020' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	77%	+10%	77%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+9%	91%
Workgroup support	Workgroups across my organisation willingly share information with each other	57%	+6%	62%
Workgroup support	People in my workgroup work together effectively to get the job done	87%	+4%	88%
Engagement	I am proud to tell others I work for my organisation	85%	+2%	82%
Manager support	My manager listens to what I have to say	81%	+2%	88%
Workgroup support	I am able to work effectively with others in my workgroup	93%	+1%	94%
Manager support	My manager keeps me informed about what's going on	69%	+0%	80%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Satisfaction', the 'You 2021' column shows 58% of your staff were satisfied with 'How satisfied are you with your career development within your current organisation'.

In the 'Decrease from 2020' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Satisfaction	How satisfied are you with your career development within your current organisation	58%	-12%	58%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	69%	-12%	82%
Meaningful work	I am achieving something important through my work	81%	-12%	85%
Satisfaction	How satisfied are you with the work-life balance in your current job	70%	-11%	76%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	-10%	65%
Engagement	My organisation inspires me to do the best in my job	61%	-9%	69%
Senior leadership	Senior leaders provide clear strategy and direction	56%	-8%	64%
Safety climate	All levels of my organisation are involved in the prevention of stress	43%	-8%	54%
Job enrichment	I have a choice in deciding how I do my work	75%	-8%	84%
Job enrichment	I clearly understand what I am expected to do in this job	79%	-7%	84%

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 'Job enrichment', the 'You 2021' column shows 79% 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 11 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	79%	+11%	69%
Workload	I have enough time to do my job effectively	63%	+5%	58%
Workload	The workload I have is appropriate for the job that I do	68%	+5%	63%
Satisfaction	I enjoy the work in my current job	87%	+4%	84%
Engagement	I am proud to tell others I work for my organisation	85%	+3%	82%
Satisfaction	Considering everything, how satisfied are you with your current job	77%	+2%	76%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	93%	+1%	91%
Engagement	I feel a strong personal attachment to my organisation	72%	+1%	71%
Quality service delivery	My workgroup strives to provide high quality advice and services	94%	+1%	93%
Innovation	My workgroup takes reasonable risks to improve its services	69%	+1%	68%

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 'Senior leadership', the 'You2021' column shows 52% of your staff agreed with 'Senior leaders demonstrate honesty and integrity'.

The 'difference' column, shows that agreement for this question was 20 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders demonstrate honesty and integrity	52%	-20%	72%
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	49%	-18%	67%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	63%	-18%	80%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	58%	-17%	75%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	56%	-17%	73%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	62%	-16%	78%
Senior leadership	Senior leaders model my organisation's values	58%	-15%	73%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	56%	-15%	71%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	57%	-15%	72%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	67%	-14%	81%

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	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

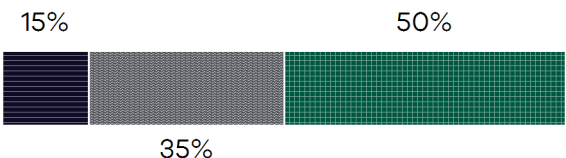
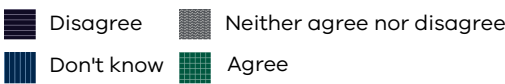
50% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

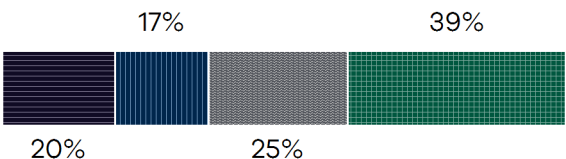
Your results

Benchmark agree results

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



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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	50 %	34 %	58 %	79 %
Not asked	39 %	20 %	40 %	59 %

People matter

survey 2021

Have your say

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

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

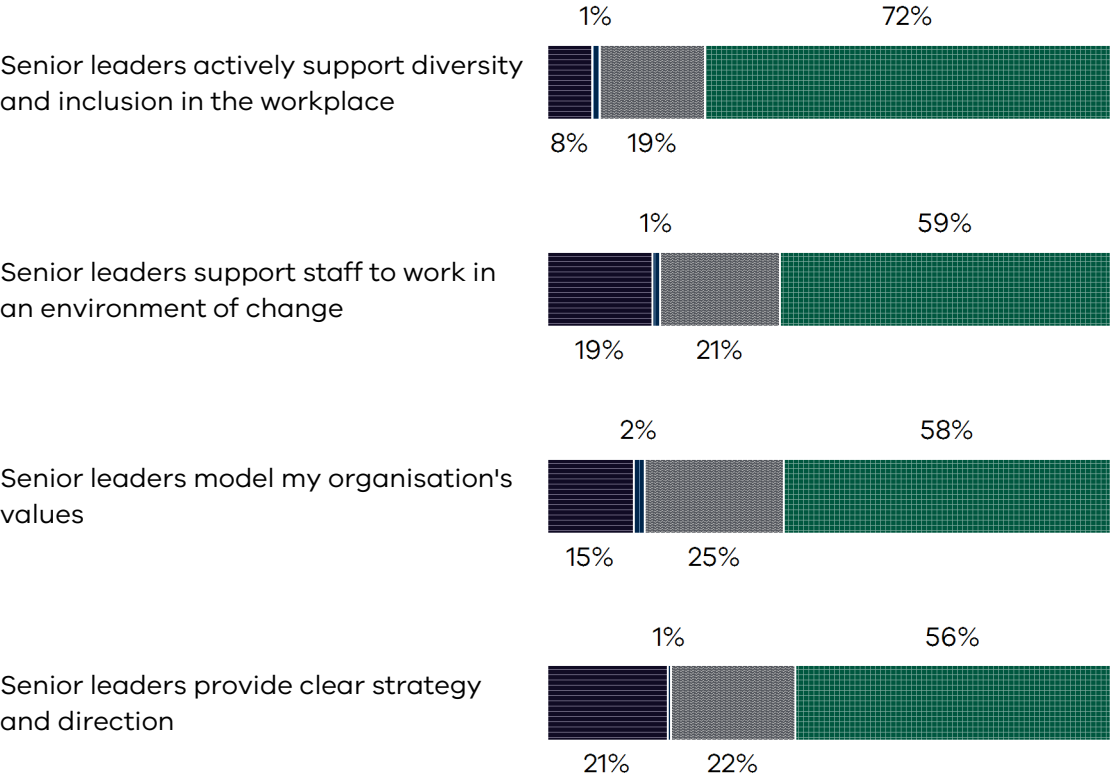
Example

72% 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		
2020	2021	Lowest	Average	Highest
Not asked	72 %	59 %	82 %	97 %
65 %	59 %	46 %	70 %	86 %
Not asked	58 %	48 %	73 %	88 %
64 %	56 %	39 %	64 %	86 %

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.

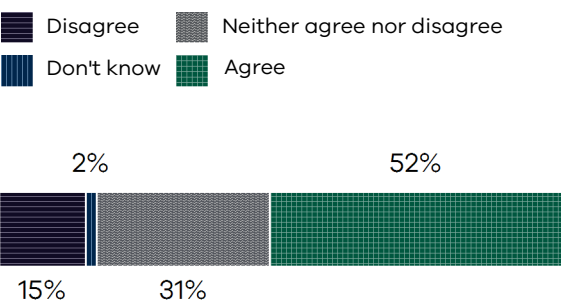
Example

52% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Senior leaders demonstrate honesty and integrity

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	52 %	45 %	72 %	84 %

People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

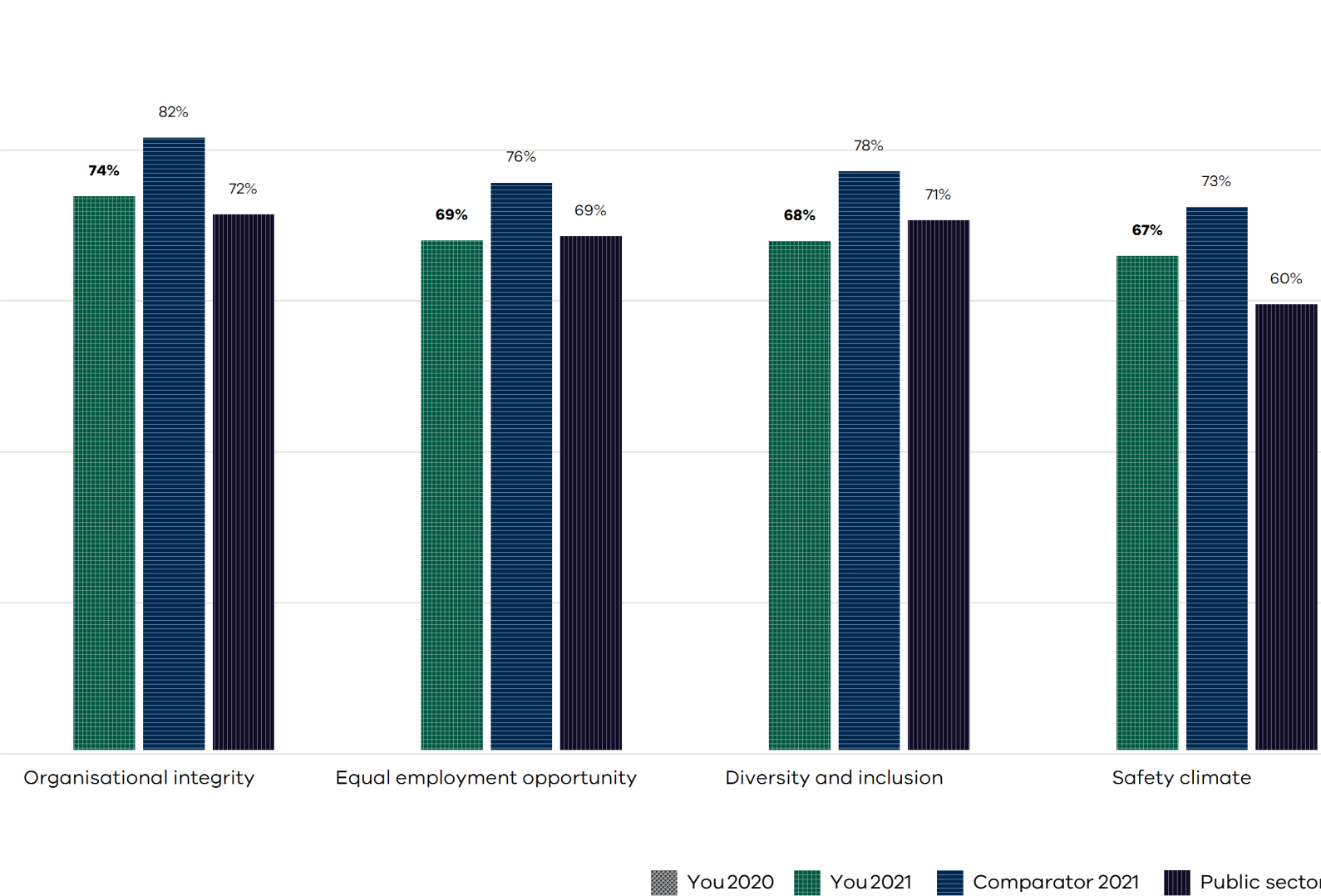
Example

In 2021:

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

Compared to:

- 82% 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.

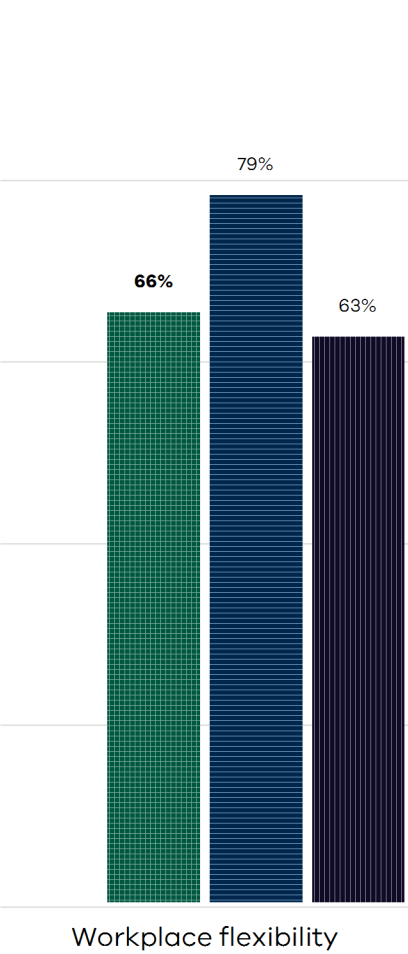
Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 79% of staff at your comparator and 63% of staff across the public sector.



You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

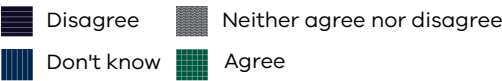
Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	89 %	60 %	91 %	98 %
Not asked	87 %	65 %	87 %	95 %
Not asked	85 %	67 %	91 %	96 %
Not asked	83 %	64 %	89 %	95 %

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.

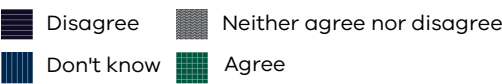
Example

66% 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		
2020	2021	Lowest	Average	Highest
Not asked	66 %	58 %	80 %	93 %
Not asked	63 %	53 %	80 %	91 %
Not asked	48 %	36 %	57 %	74 %

Organisational climate

Workplace flexibility 1 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.

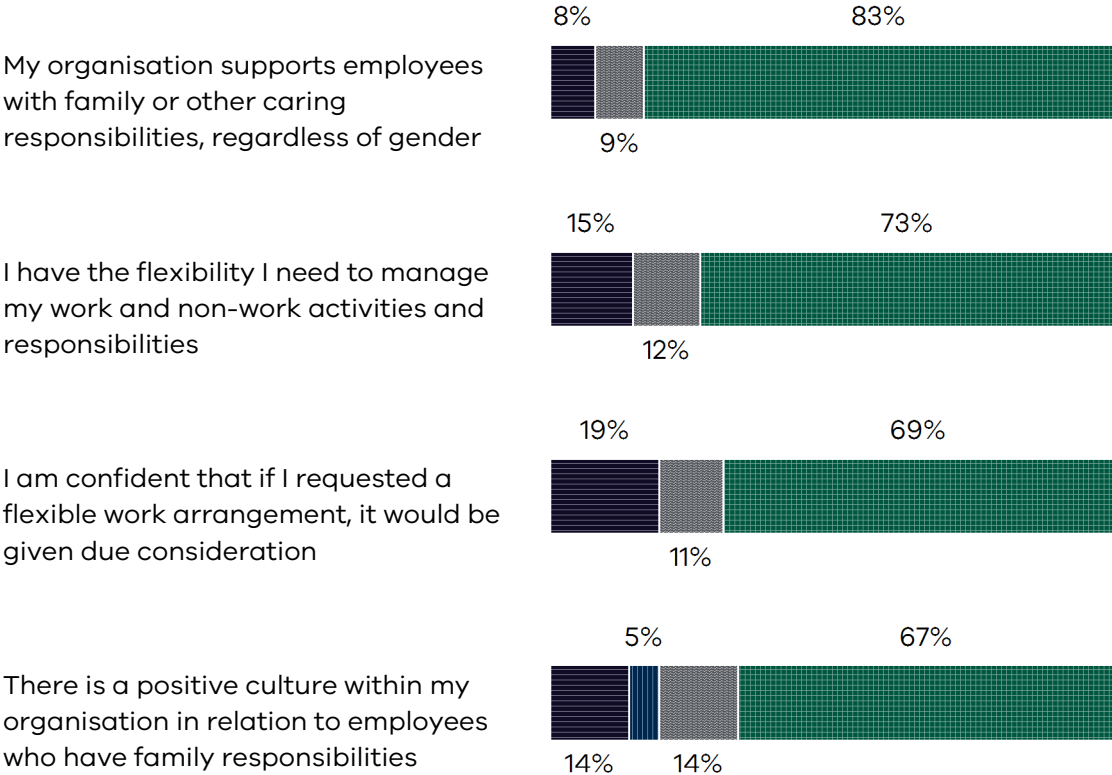
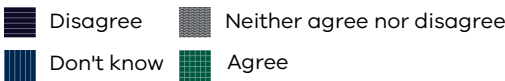
Example

83% 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		
2020	2021	Lowest	Average	Highest
Not asked	83 %	81 %	88 %	95 %
Not asked	73 %	78 %	84 %	90 %
81 %	69 %	71 %	82 %	95 %
Not asked	67 %	73 %	81 %	90 %

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.

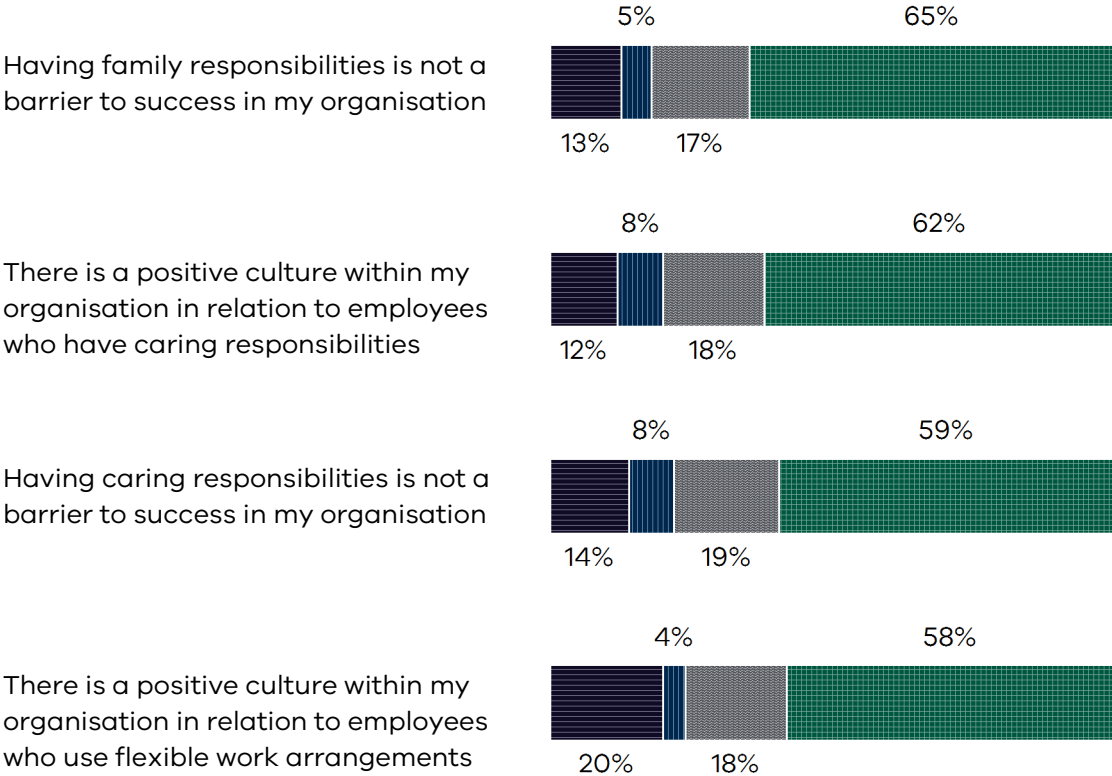
Example

65% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	65 %	70 %	77 %	84 %
Not asked	62 %	69 %	78 %	91 %
Not asked	59 %	61 %	73 %	83 %
Not asked	58 %	60 %	75 %	91 %

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.

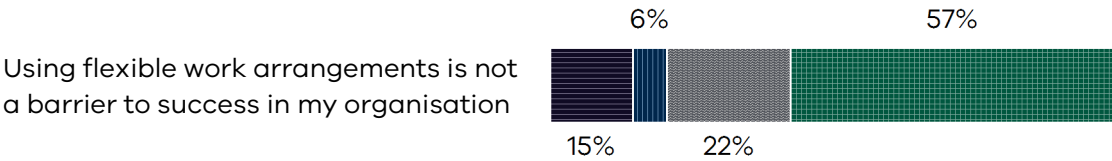
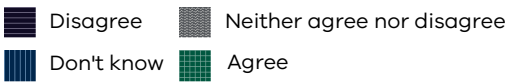
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

57% 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		
2020	2021	Lowest	Average	Highest
Not asked	57 %	60 %	72 %	90 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

47% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	47%	38%	38%
Working from an alternative location (e.g. home, hub/shared work space)	27%	36%	24%
Flexible start and finish times	15%	32%	23%
Working more hours over fewer days	7%	5%	6%
Part-time	7%	11%	19%
Using leave to work flexible hours	5%	8%	8%
Purchased leave	5%	3%	2%
Other	5%	2%	2%
Job sharing	1%	2%	1%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

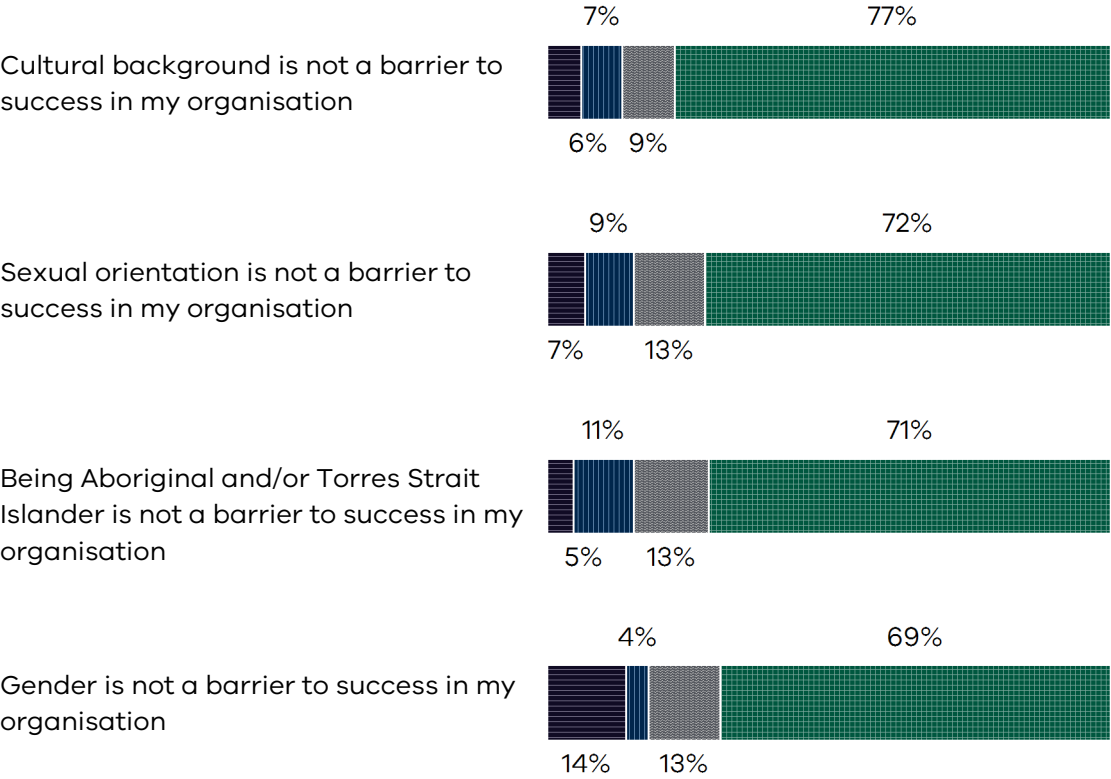
Example

77% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	77 %	62 %	81 %	95 %
Not asked	72 %	59 %	80 %	91 %
Not asked	71 %	59 %	78 %	91 %
Not asked	69 %	59 %	79 %	93 %

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.

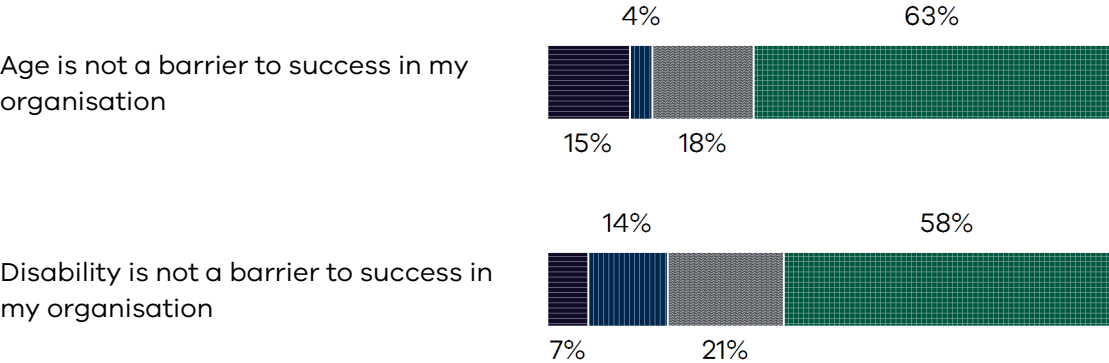
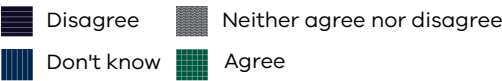
Example

63% of your staff who did the survey agreed or strongly agreed with 'Age is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	63 %	61 %	71 %	82 %
Not asked	58 %	46 %	69 %	83 %

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.

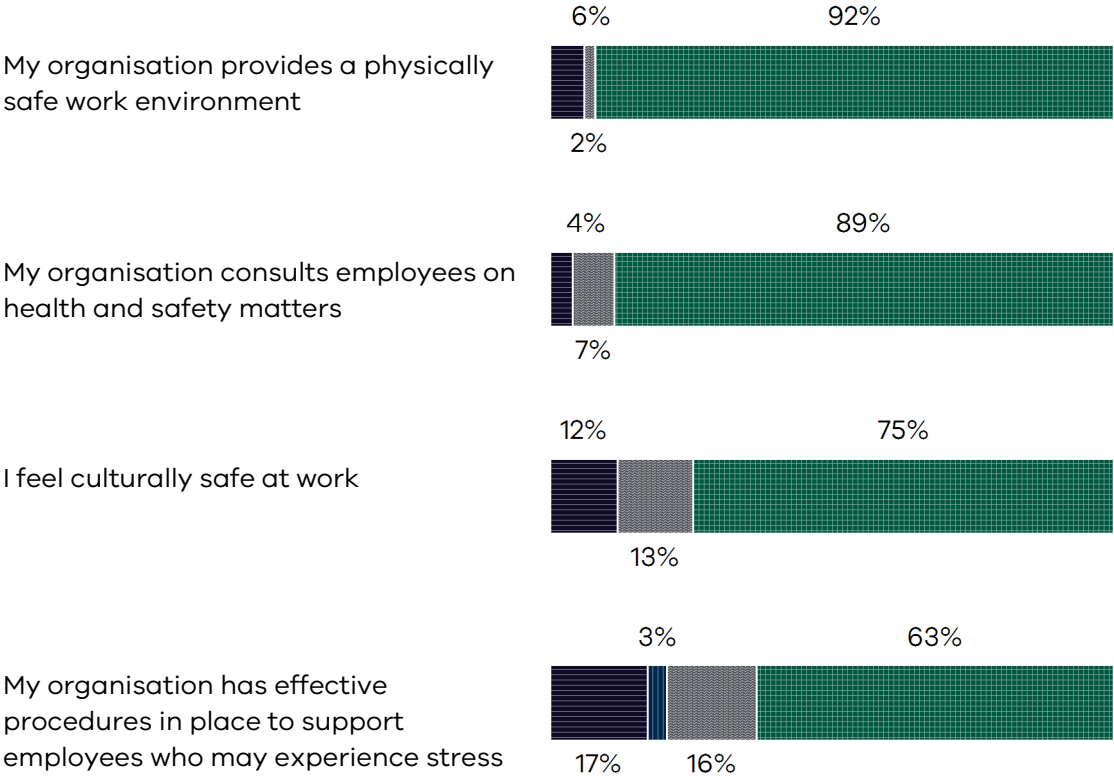
Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	92 %	86 %	95 %	100 %
Not asked	89 %	73 %	89 %	100 %
Not asked	75 %	65 %	84 %	95 %
66 %	63 %	46 %	69 %	81 %

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

59% 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'.

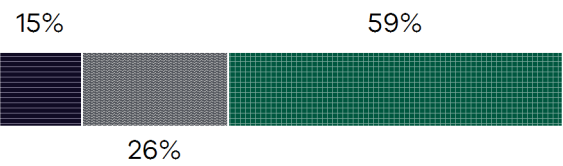
Survey question

Your results

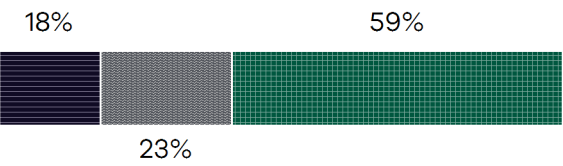
Benchmark agree results



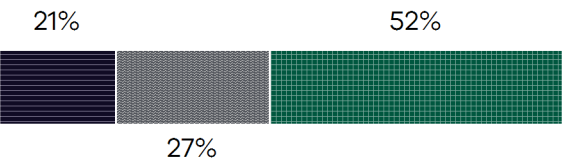
In my workplace, there is good communication about psychological safety issues that affect me



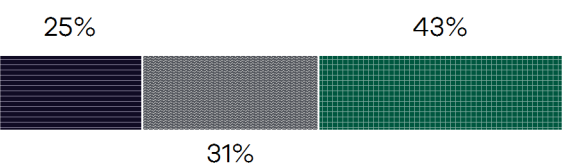
Senior leaders consider the psychological health of employees to be as important as productivity



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		
2020	2021	Lowest	Average	Highest
62 %	59 %	48 %	69 %	88 %
69 %	59 %	44 %	65 %	83 %
58 %	52 %	38 %	59 %	74 %
51 %	43 %	28 %	54 %	66 %

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.

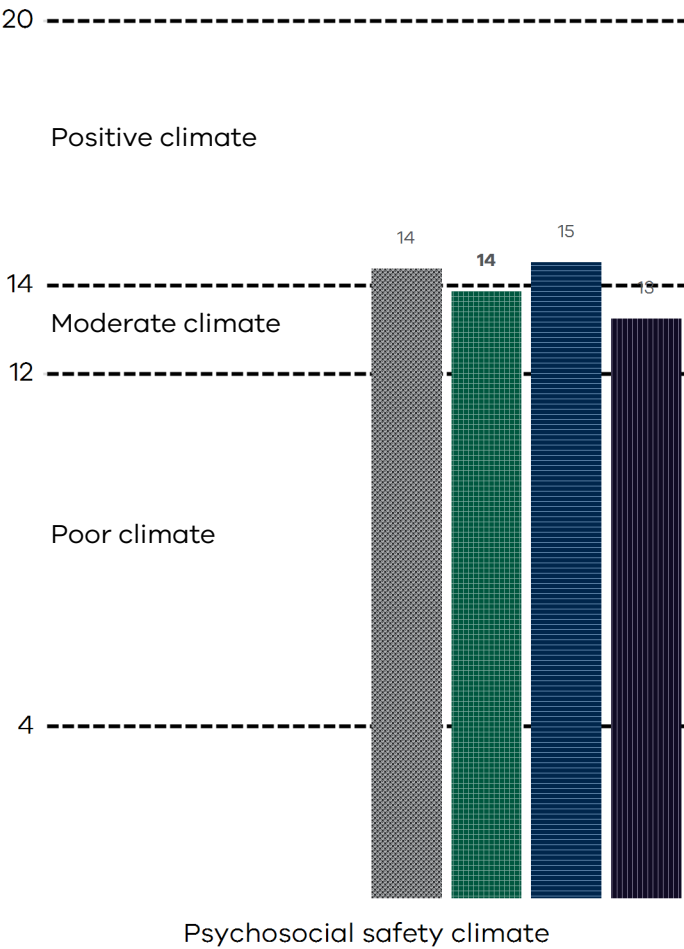
A score of:

- 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 2020 You 2021 Comparator 2021 Public sector 2021

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.

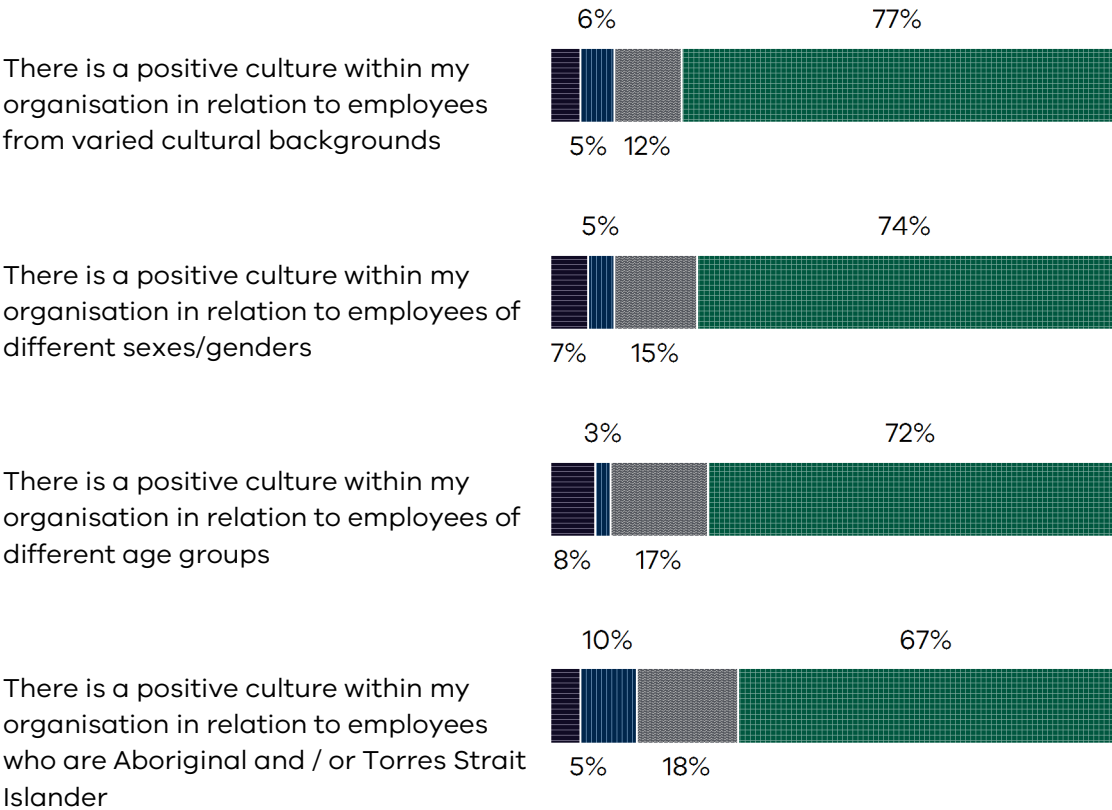
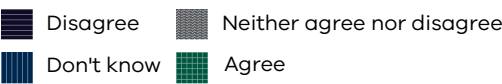
Example

77% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees from varied cultural backgrounds’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	77 %	59 %	83 %	93 %
Not asked	74 %	62 %	82 %	92 %
Not asked	72 %	55 %	78 %	86 %
Not asked	67 %	60 %	80 %	95 %

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.

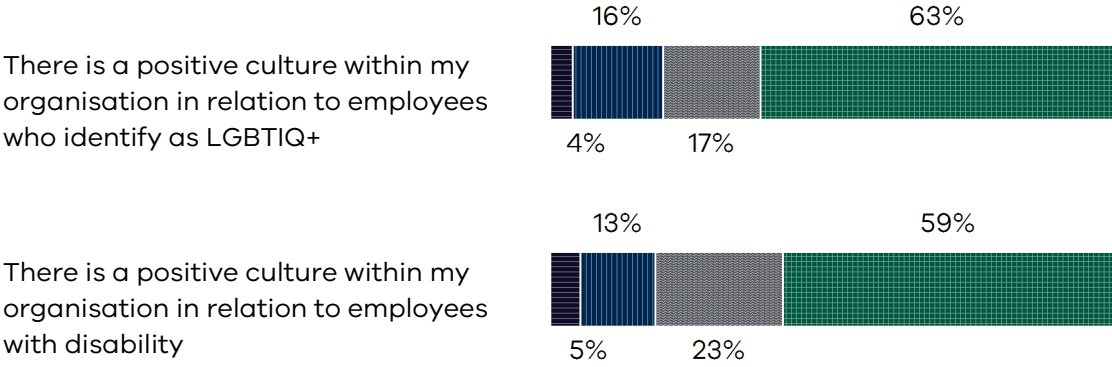
Example

63% 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 identify as LGBTIQ+’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	63 %	41 %	72 %	94 %
Not asked	59 %	45 %	71 %	82 %

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.

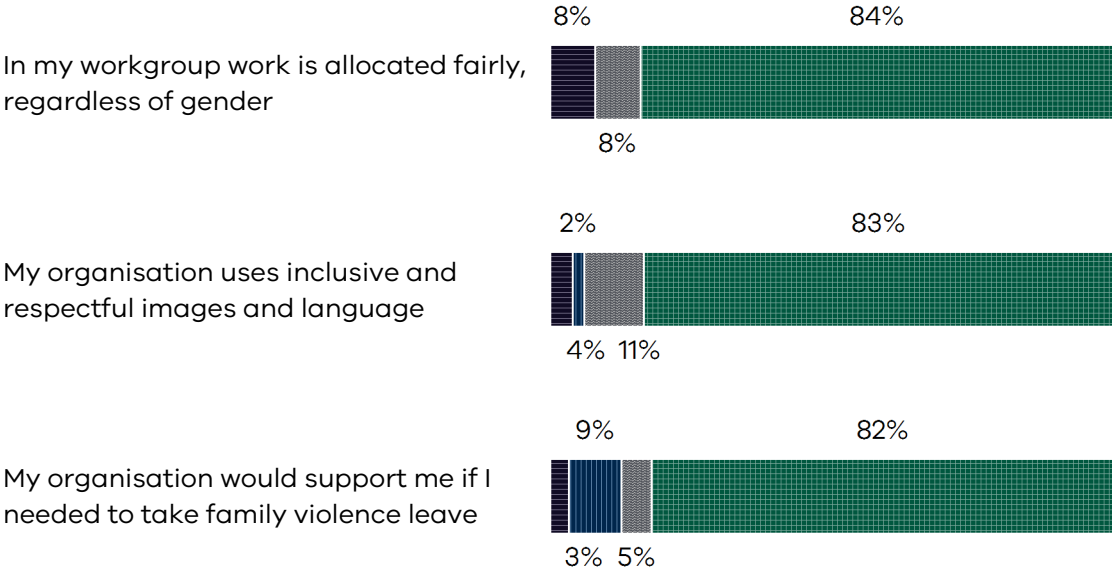
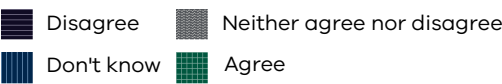
Example

84% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	84 %	78 %	85 %	91 %
Not asked	83 %	69 %	88 %	95 %
Not asked	82 %	74 %	88 %	93 %

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

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.

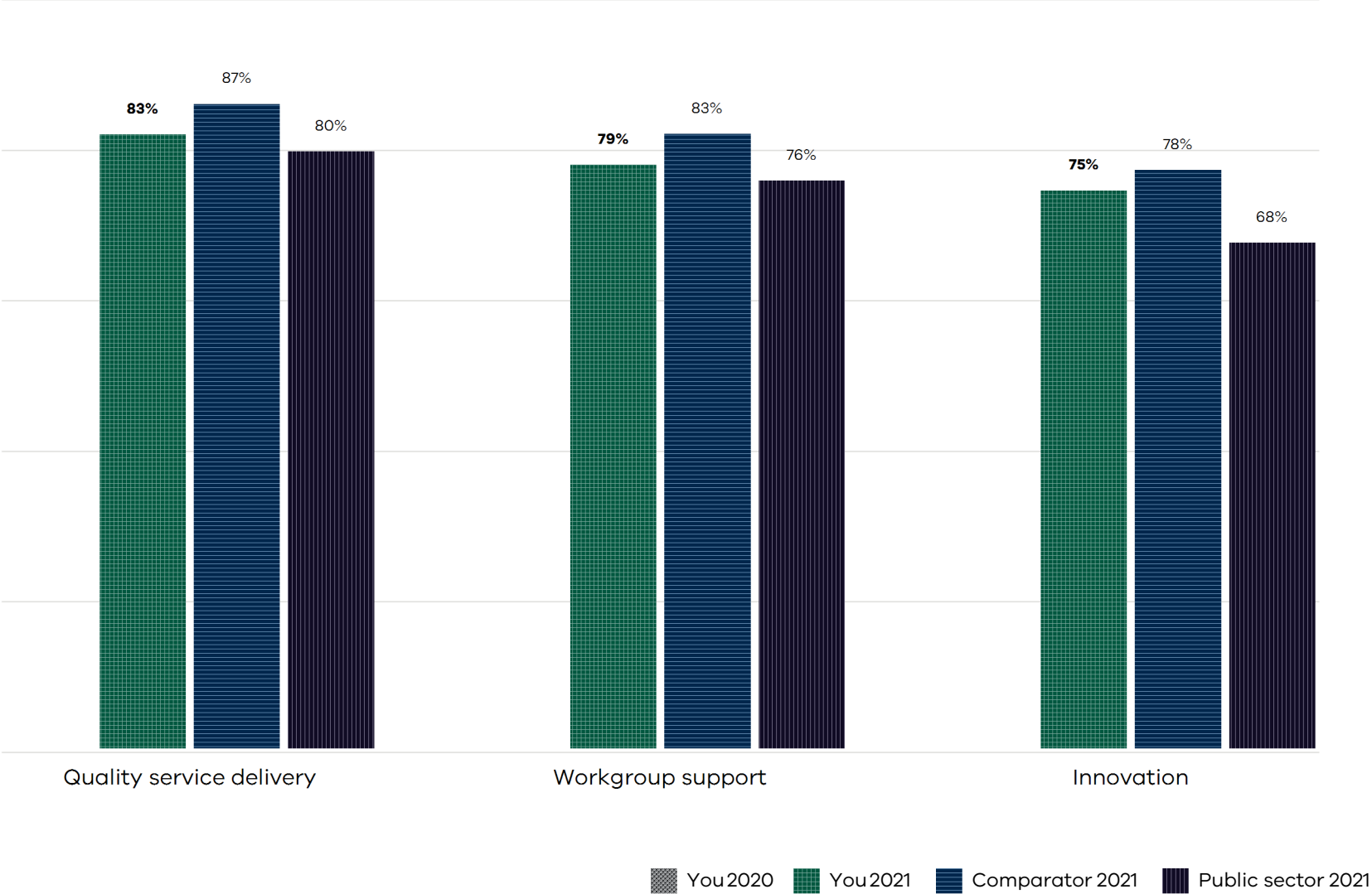
Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about .

Compared to:

- 87% 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.

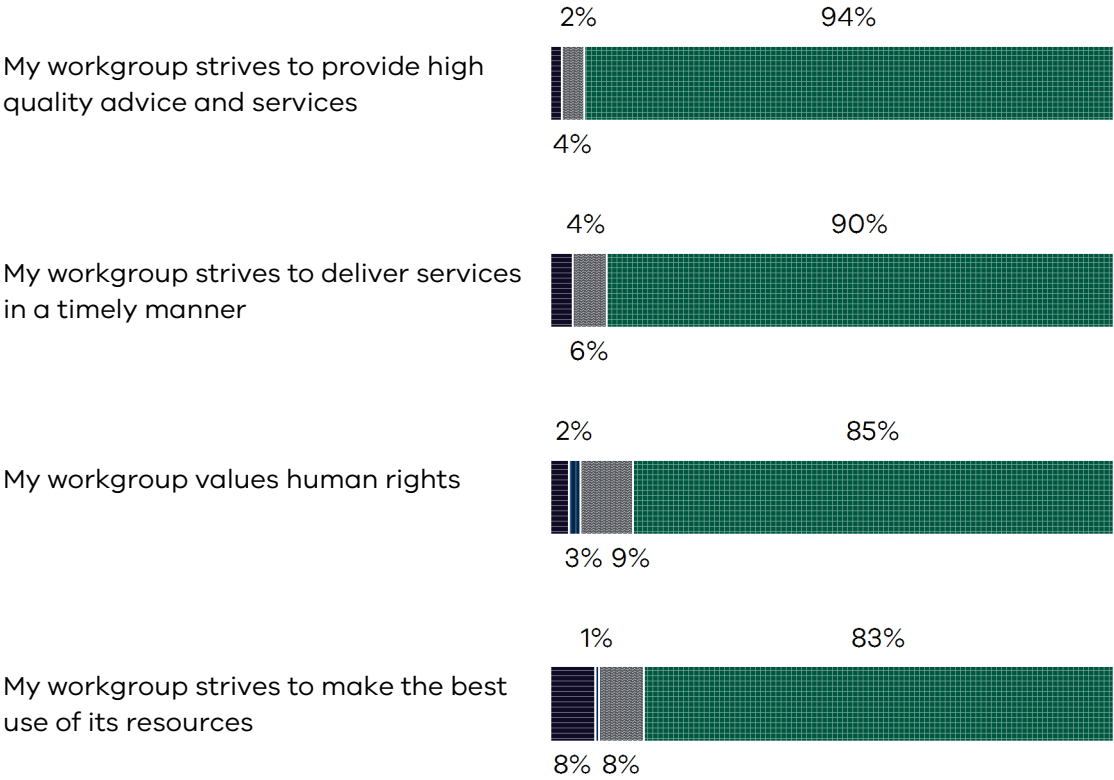
Example

94% 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		
2020	2021	Lowest	Average	Highest
Not asked	94 %	88 %	93 %	95 %
Not asked	90 %	89 %	94 %	98 %
Not asked	85 %	81 %	90 %	95 %
Not asked	83 %	74 %	84 %	89 %

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.

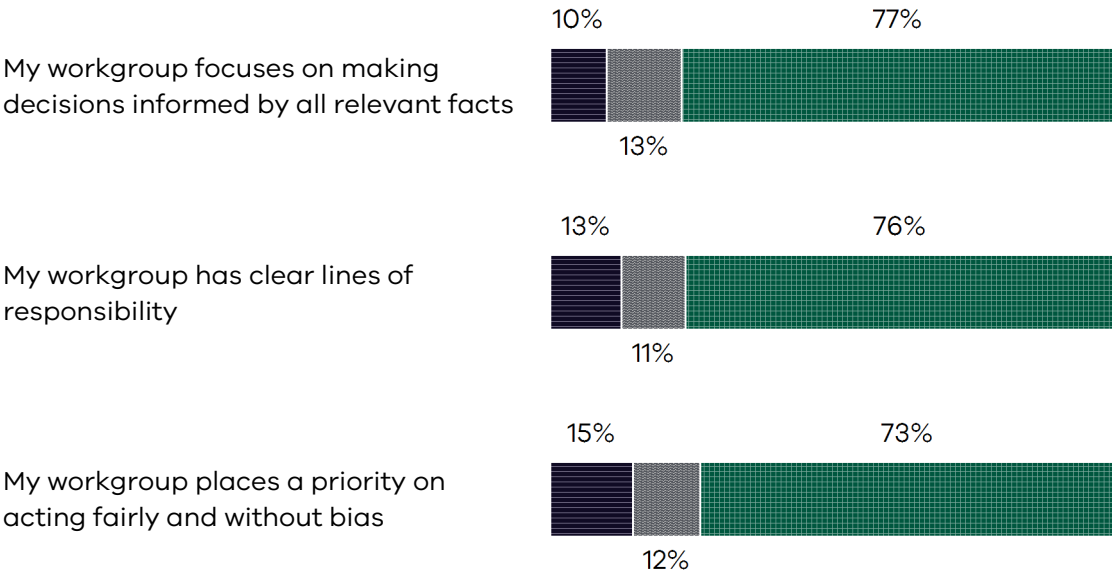
Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	77 %	77 %	84 %	91 %
Not asked	76 %	69 %	78 %	88 %
Not asked	73 %	76 %	84 %	90 %

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.

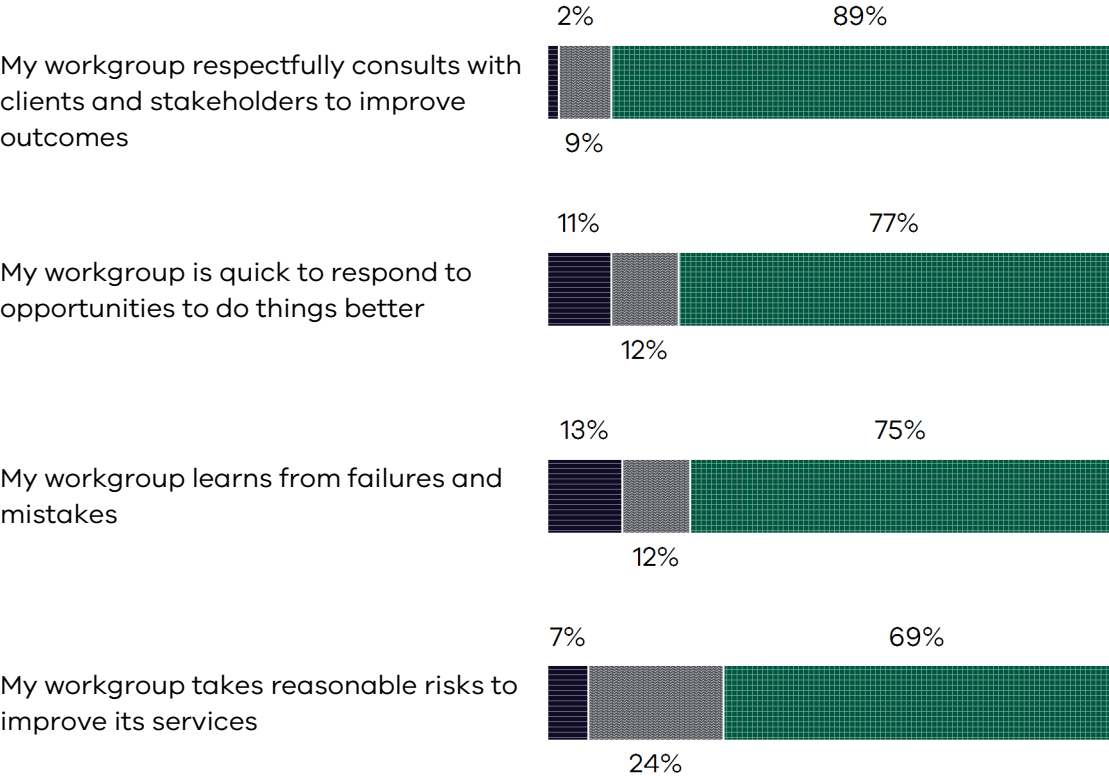
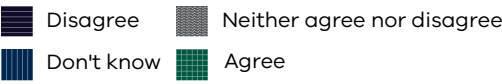
Example

89% 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		
2020	2021	Lowest	Average	Highest
Not asked	89 %	82 %	88 %	93 %
Not asked	77 %	73 %	79 %	85 %
Not asked	75 %	72 %	80 %	86 %
Not asked	69 %	54 %	68 %	77 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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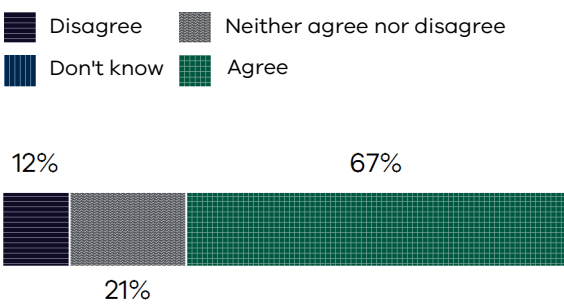
Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

My workgroup encourages employee creativity

Your results



Benchmark agree results

You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	67 %	66 %	74 %	83 %

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.

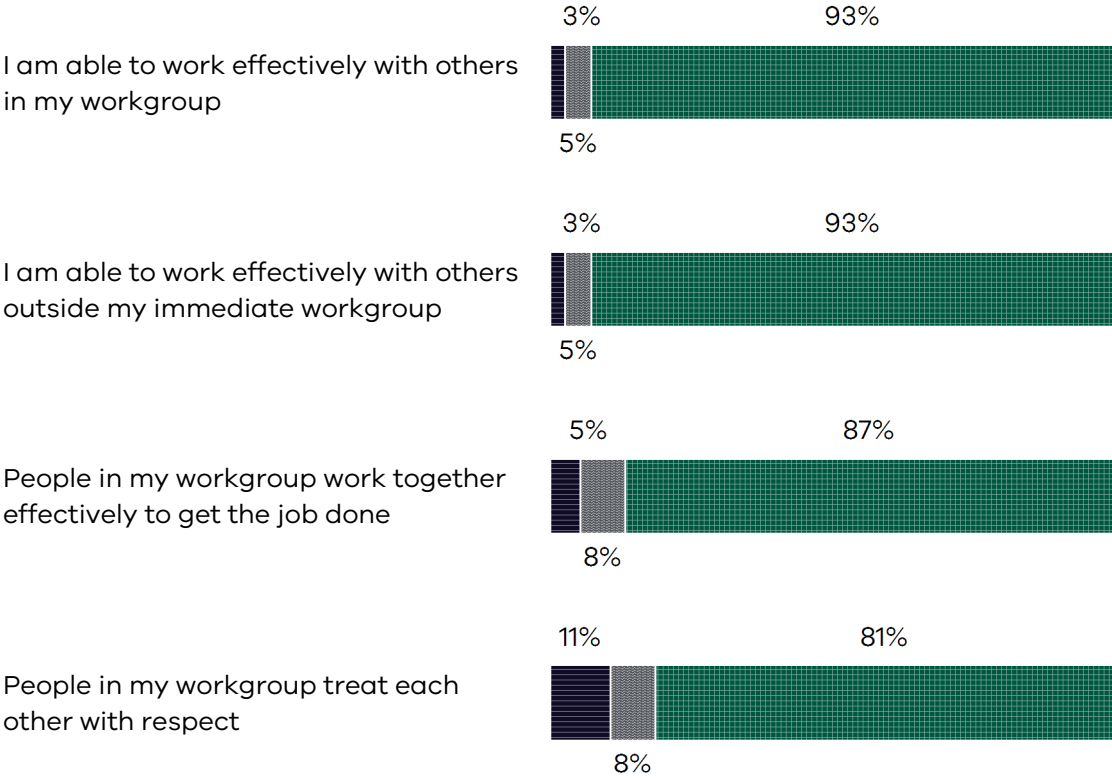
Example

93% 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		
2020	2021	Lowest	Average	Highest
92 %	93 %	92 %	94 %	96 %
84 %	93 %	84 %	91 %	97 %
82 %	87 %	85 %	88 %	91 %
88 %	81 %	84 %	90 %	94 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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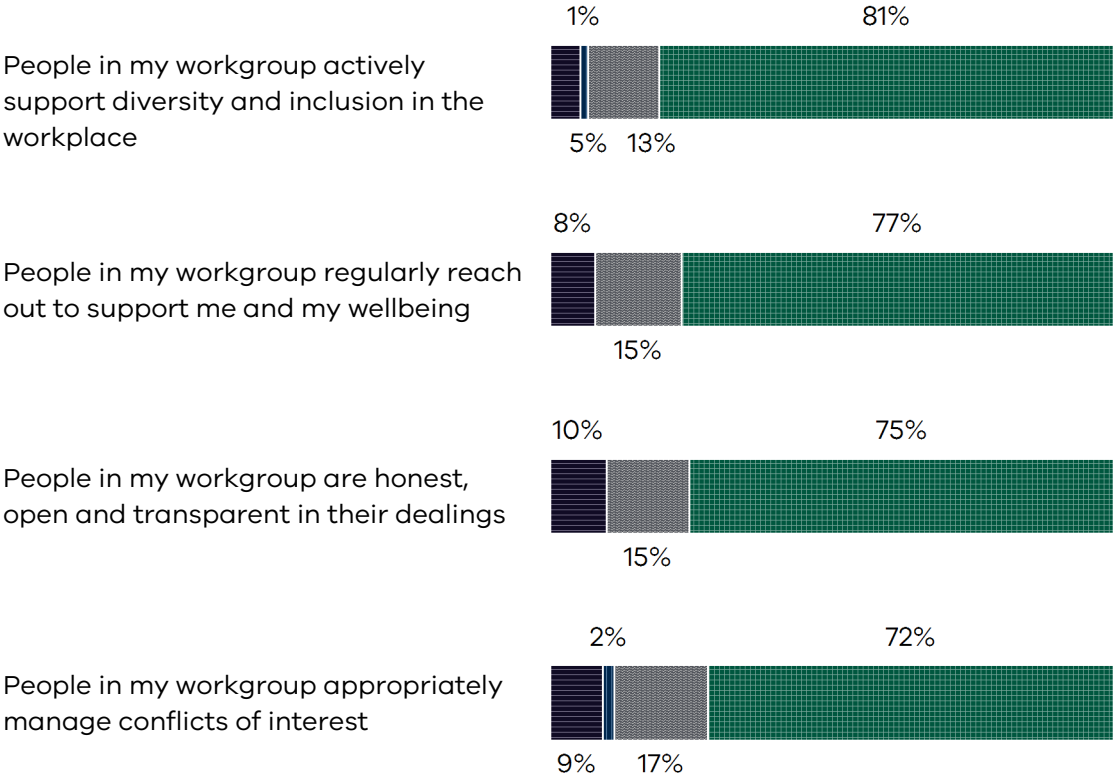
Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	81 %	77 %	87 %	93 %
66 %	77 %	62 %	77 %	85 %
Not asked	75 %	76 %	81 %	86 %
Not asked	72 %	72 %	79 %	88 %

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.

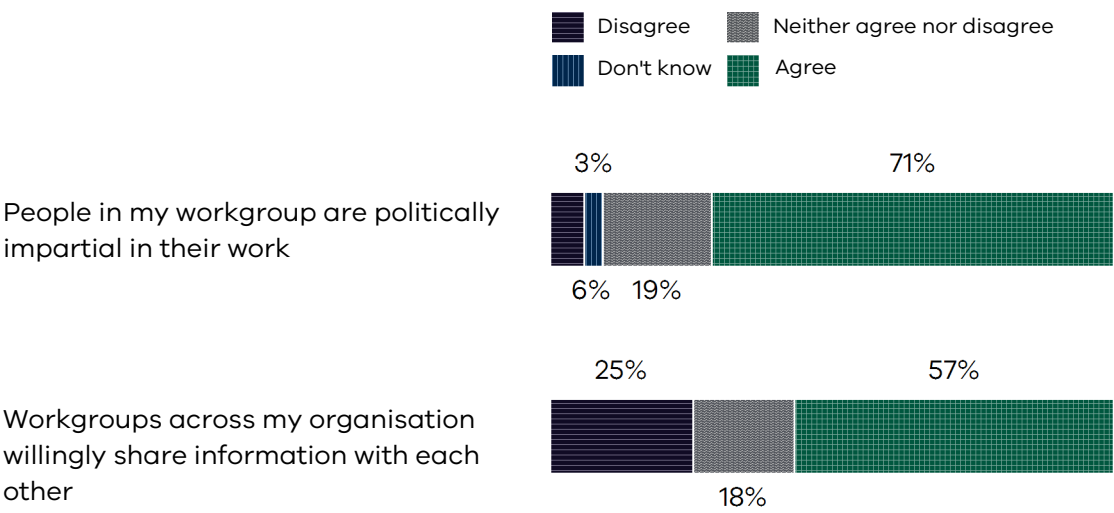
Example

71% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	71 %	67 %	77 %	86 %
50 %	57 %	42 %	62 %	74 %

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.

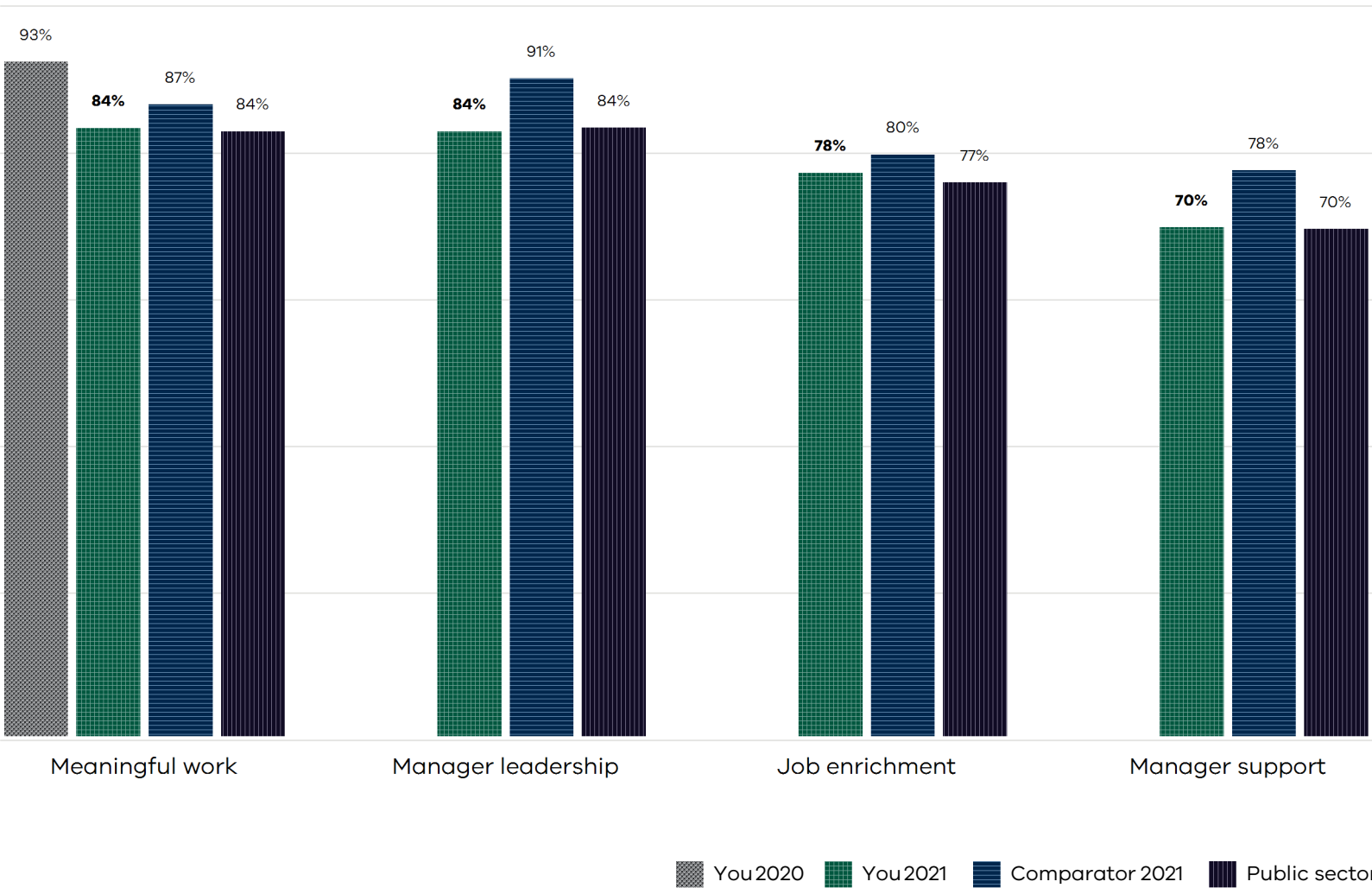
Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

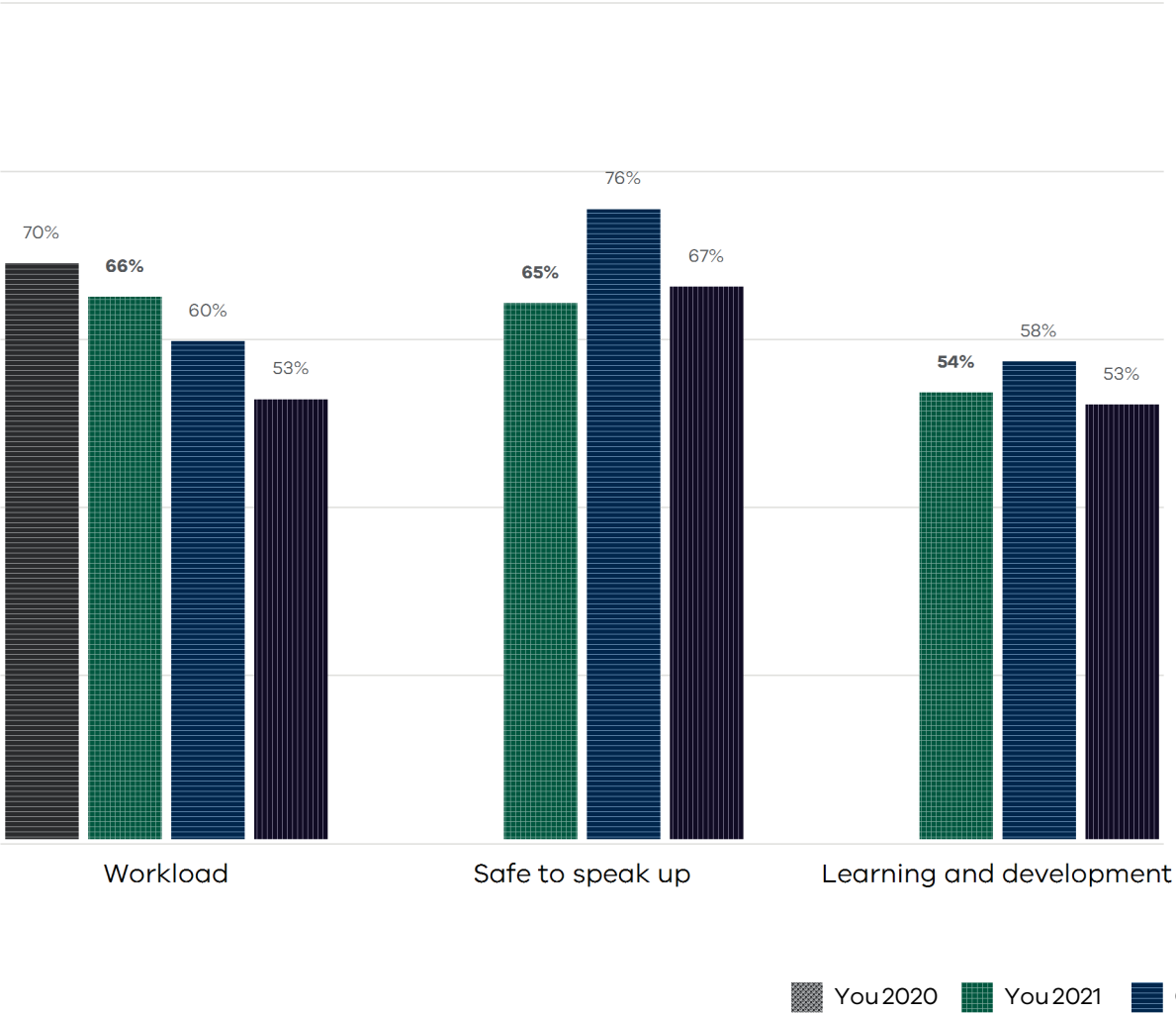
Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Workload.

Compared to:

- 60% of staff at your comparator and 53% of staff across the public sector.



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

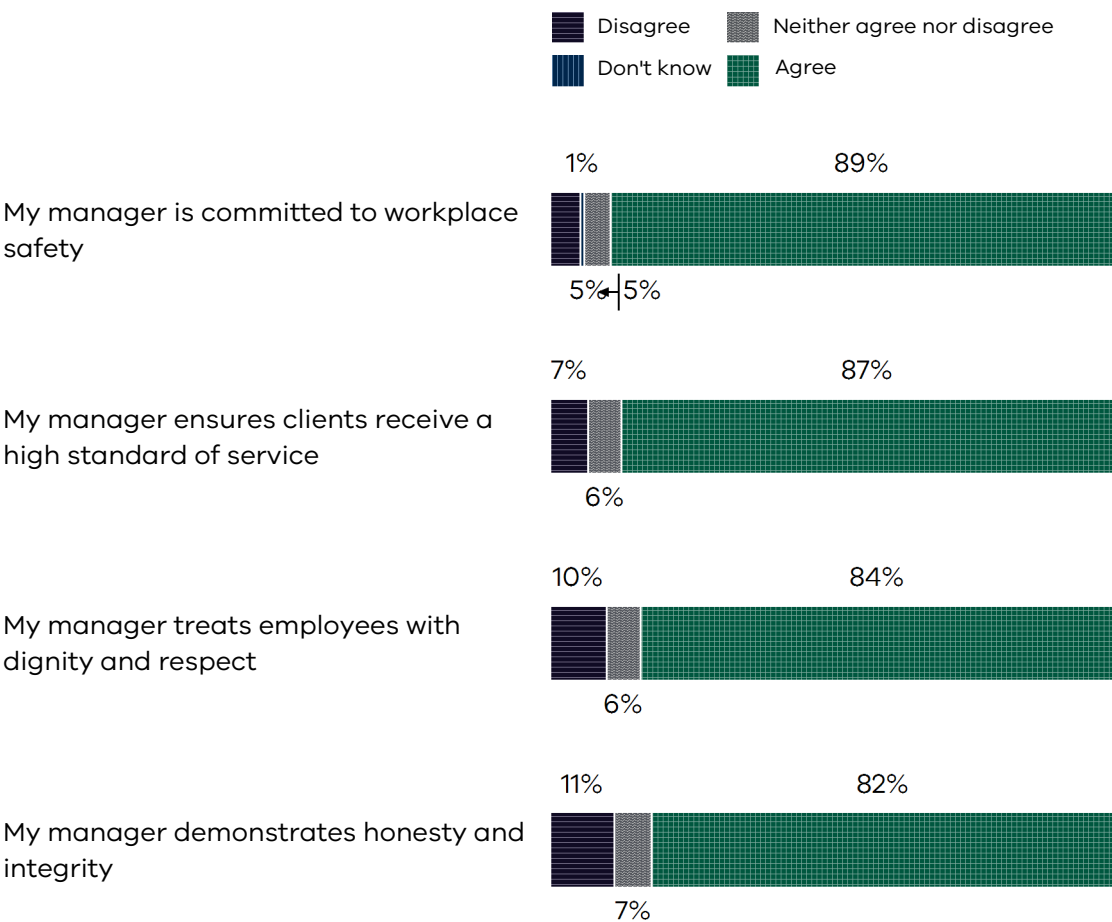
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	89 %	87 %	94 %	98 %
Not asked	87 %	84 %	92 %	98 %
Not asked	84 %	83 %	91 %	96 %
Not asked	82 %	81 %	89 %	94 %

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.

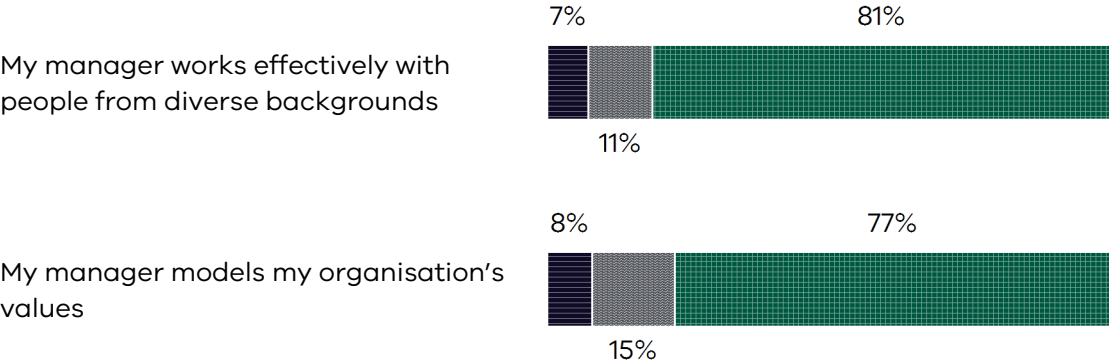
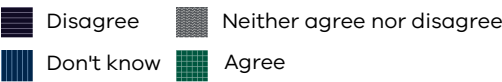
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	81 %	82 %	91 %	96 %
Not asked	77 %	81 %	87 %	95 %

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.

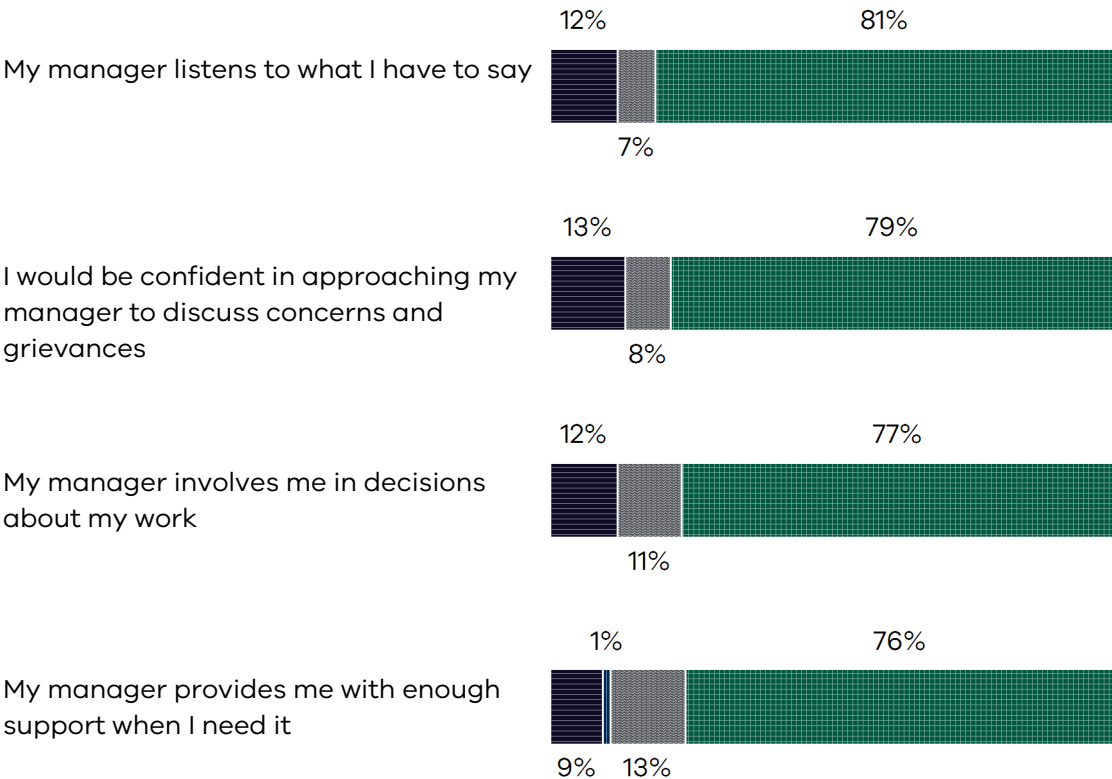
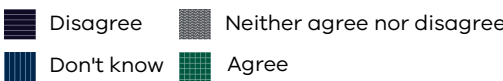
Example

81% 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		
2020	2021	Lowest	Average	Highest
79 %	81 %	78 %	88 %	93 %
Not asked	79 %	80 %	85 %	90 %
81 %	77 %	74 %	86 %	90 %
80 %	76 %	73 %	84 %	92 %

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.

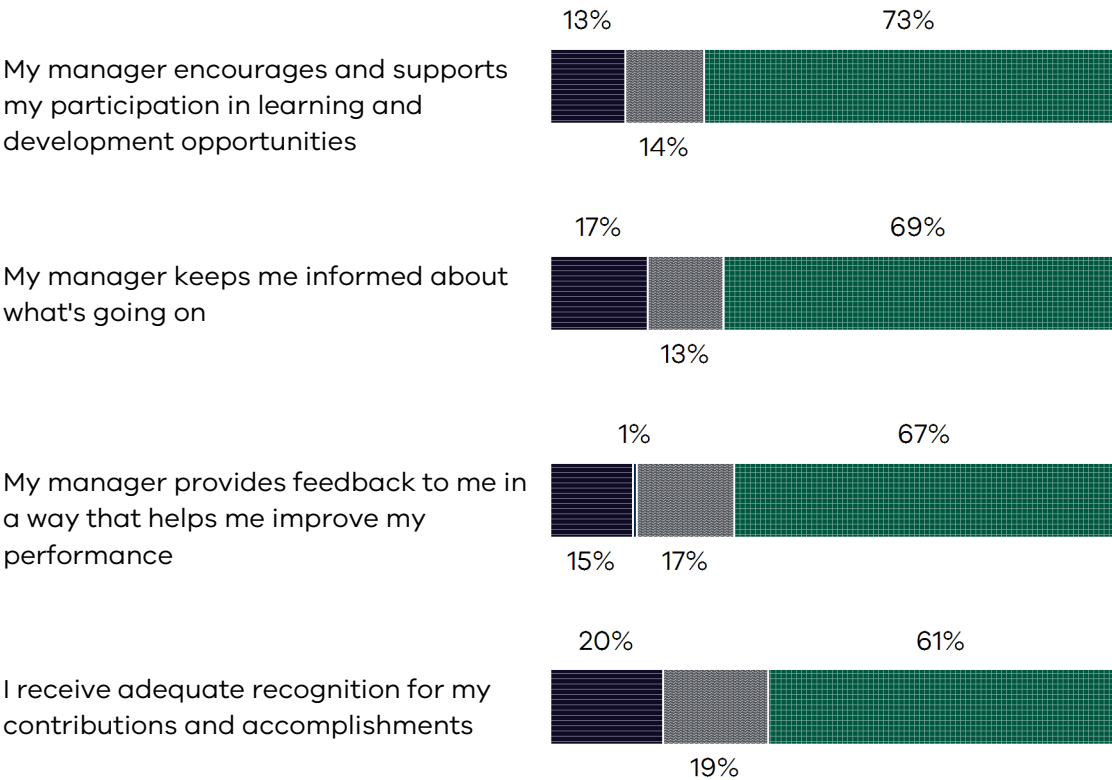
Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	73 %	70 %	81 %	86 %
69 %	69 %	68 %	80 %	88 %
74 %	67 %	66 %	76 %	82 %
Not asked	61 %	52 %	61 %	75 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

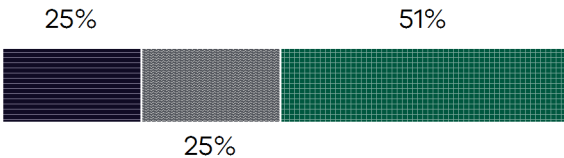
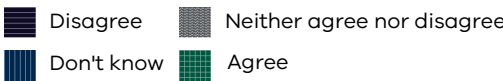
51% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

Survey question

Your results

Benchmark agree results

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



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	51 %	46 %	63 %	72 %

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.

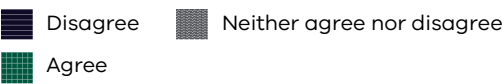
Example

68% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

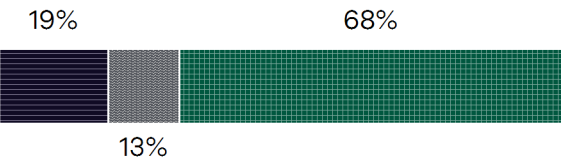
Survey question

Your results

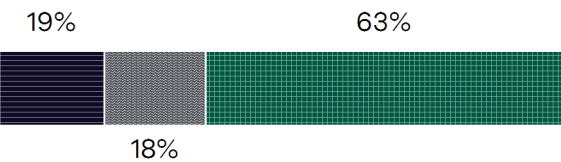
Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2020	2021	Lowest	Average	Highest
70 %	68 %	47 %	63 %	71 %
69 %	63 %	41 %	58 %	67 %

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.

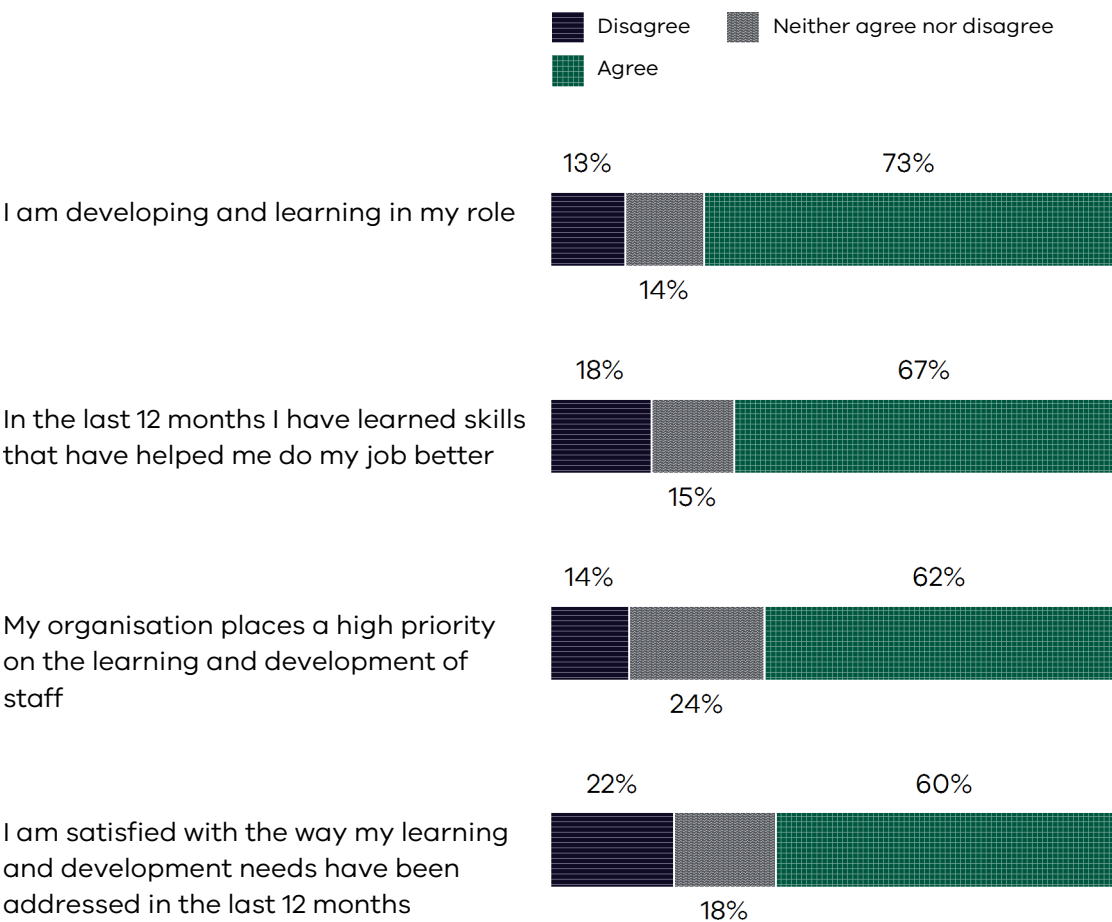
Example

73% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	73 %	56 %	75 %	86 %
Not asked	67 %	63 %	74 %	83 %
Not asked	62 %	35 %	67 %	78 %
Not asked	60 %	43 %	60 %	69 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

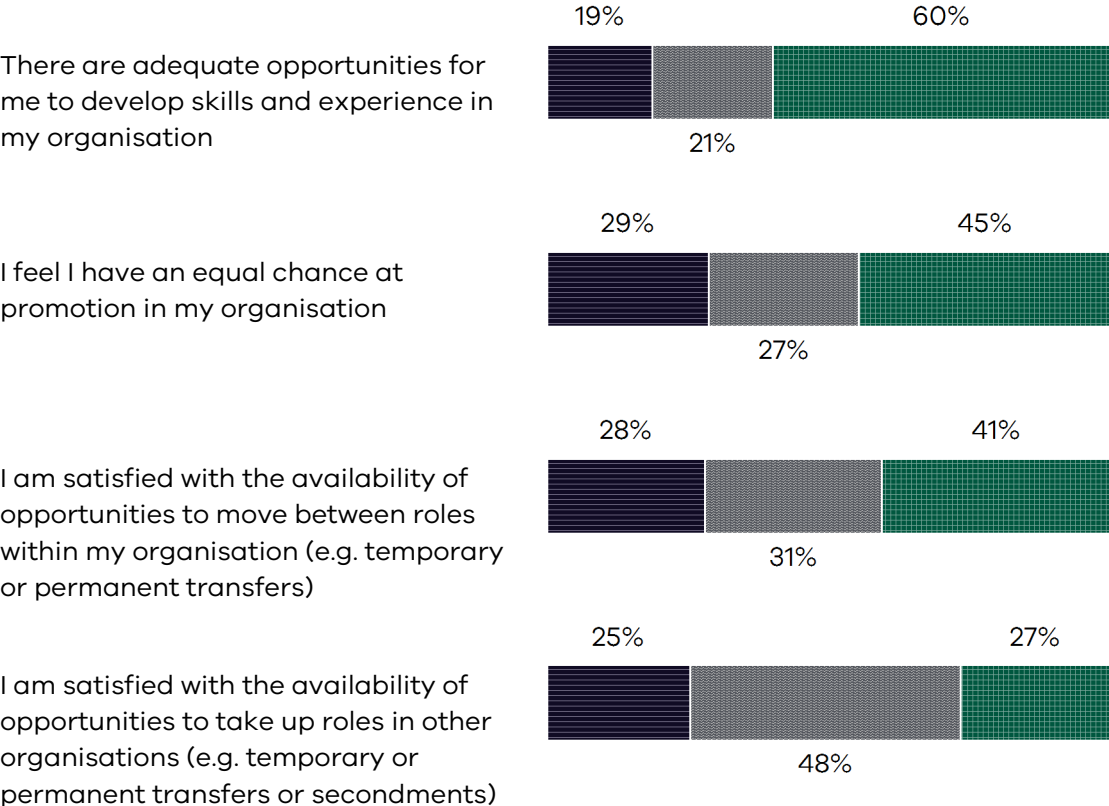
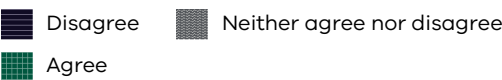
Example

60% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	60 %	44 %	63 %	72 %
Not asked	45 %	32 %	48 %	64 %
Not asked	41 %	24 %	45 %	54 %
Not asked	27 %	21 %	31 %	50 %

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.

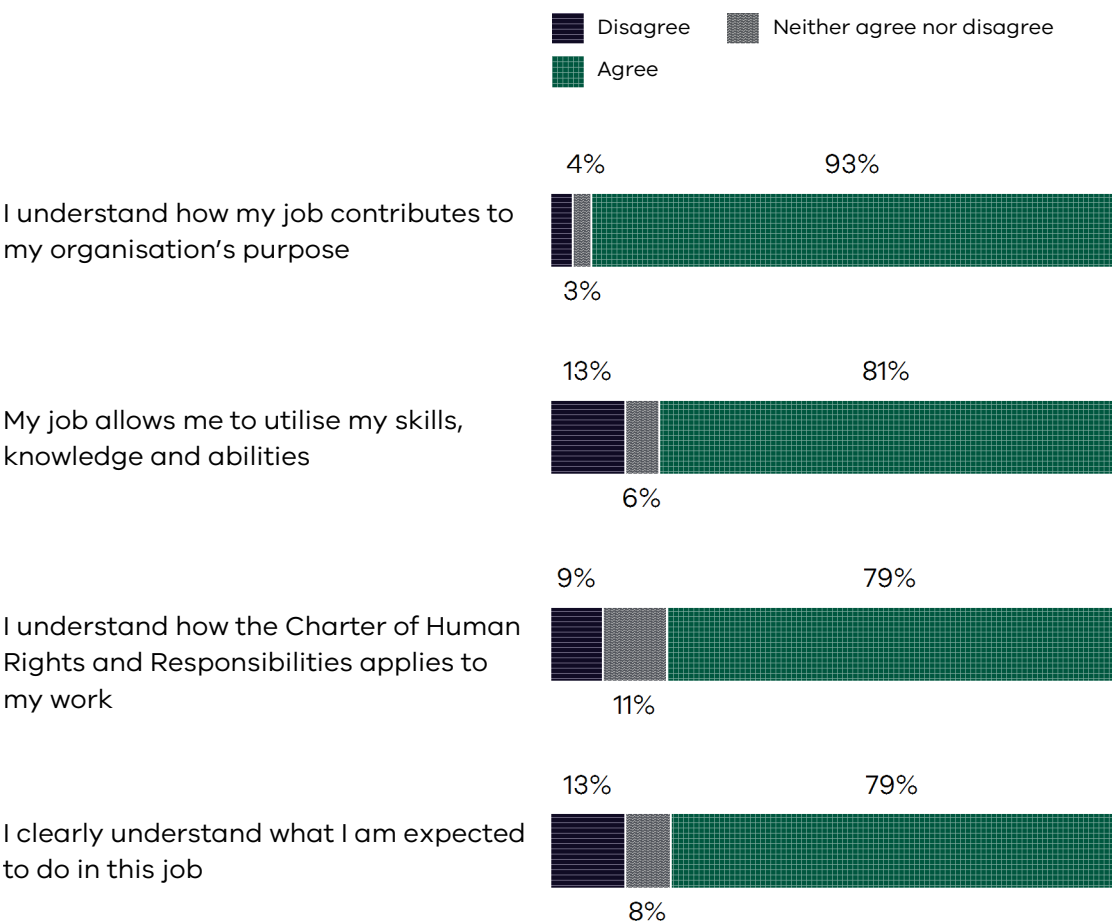
Example

93% 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		
2020	2021	Lowest	Average	Highest
98 %	93 %	90 %	93 %	97 %
87 %	81 %	77 %	85 %	93 %
Not asked	79 %	55 %	69 %	84 %
86 %	79 %	76 %	84 %	93 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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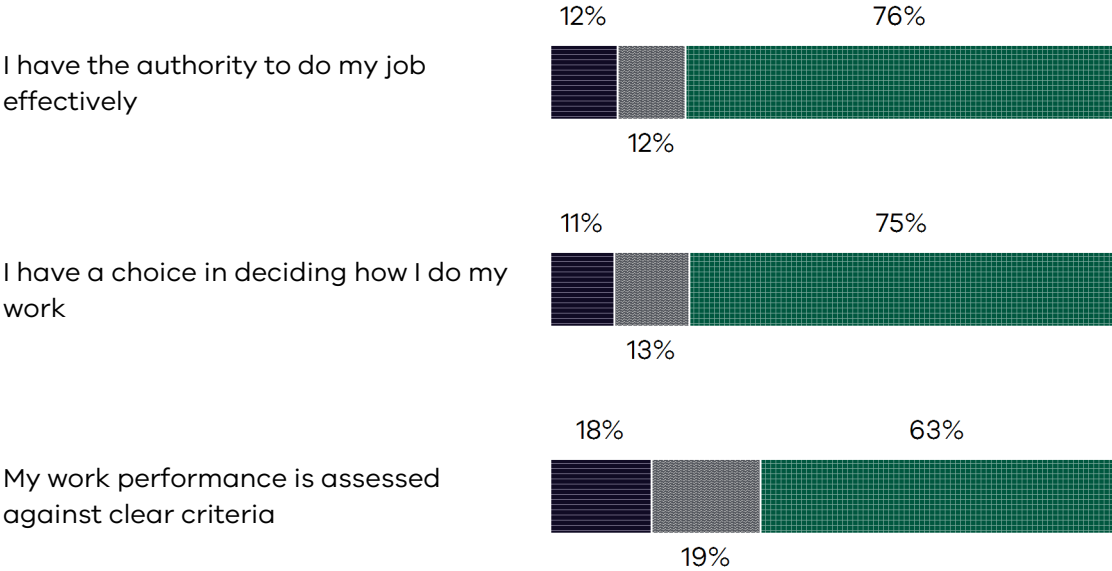
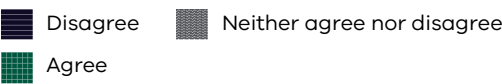
Example

76% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	76 %	75 %	84 %	90 %
83 %	75 %	79 %	84 %	90 %
Not asked	63 %	47 %	63 %	84 %

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.

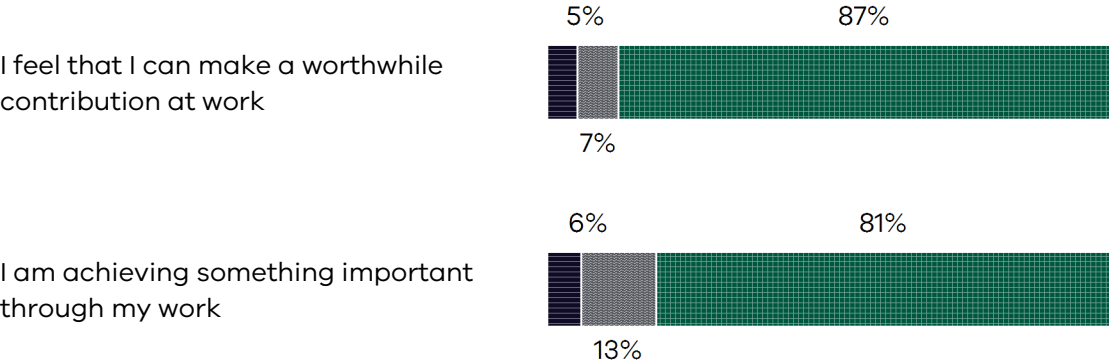
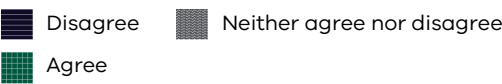
Example

87% 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		
2020	2021	Lowest	Average	Highest
93 %	87 %	82 %	89 %	97 %
93 %	81 %	81 %	85 %	94 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

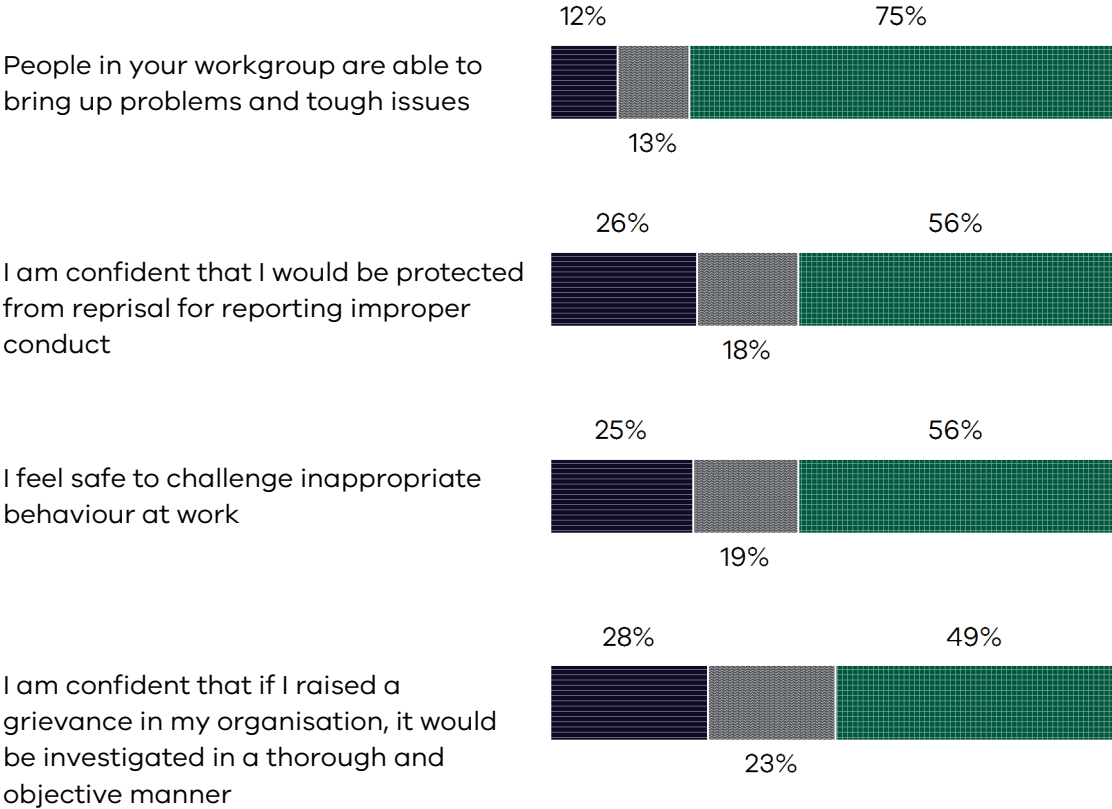
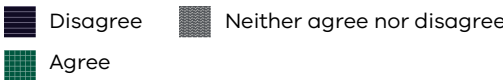
Example

75% 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		
2020	2021	Lowest	Average	Highest
80 %	75 %	76 %	81 %	86 %
Not asked	56 %	49 %	71 %	88 %
Not asked	56 %	56 %	73 %	86 %
Not asked	49 %	43 %	67 %	88 %

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.

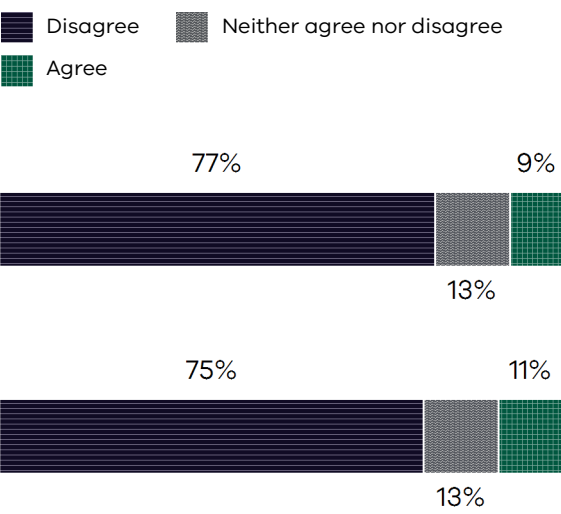
Example

77% 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		
2020	2021	Lowest	Average	Highest
Not asked	77 %	81 %	86 %	90 %
Not asked	75 %	66 %	79 %	85 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

29% of staff who did the survey said 'Decision making and authorisation processes' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Decision making and authorisation processes	29%	23%	23%
Too many competing priorities	27%	39%	36%
There are no noticeable barriers	19%	20%	18%
Administrative processes (including leave and HR requirements)	18%	16%	19%
Communication processes	18%	14%	19%
Poor mental health or wellbeing	15%	11%	11%
Other	14%	9%	13%
Difficulties in separating work from other aspects of my life	13%	11%	10%
Poor work-life balance	11%	7%	12%
Family/household commitments (carer responsibilities, child education responsibilities)	10%	8%	9%

People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

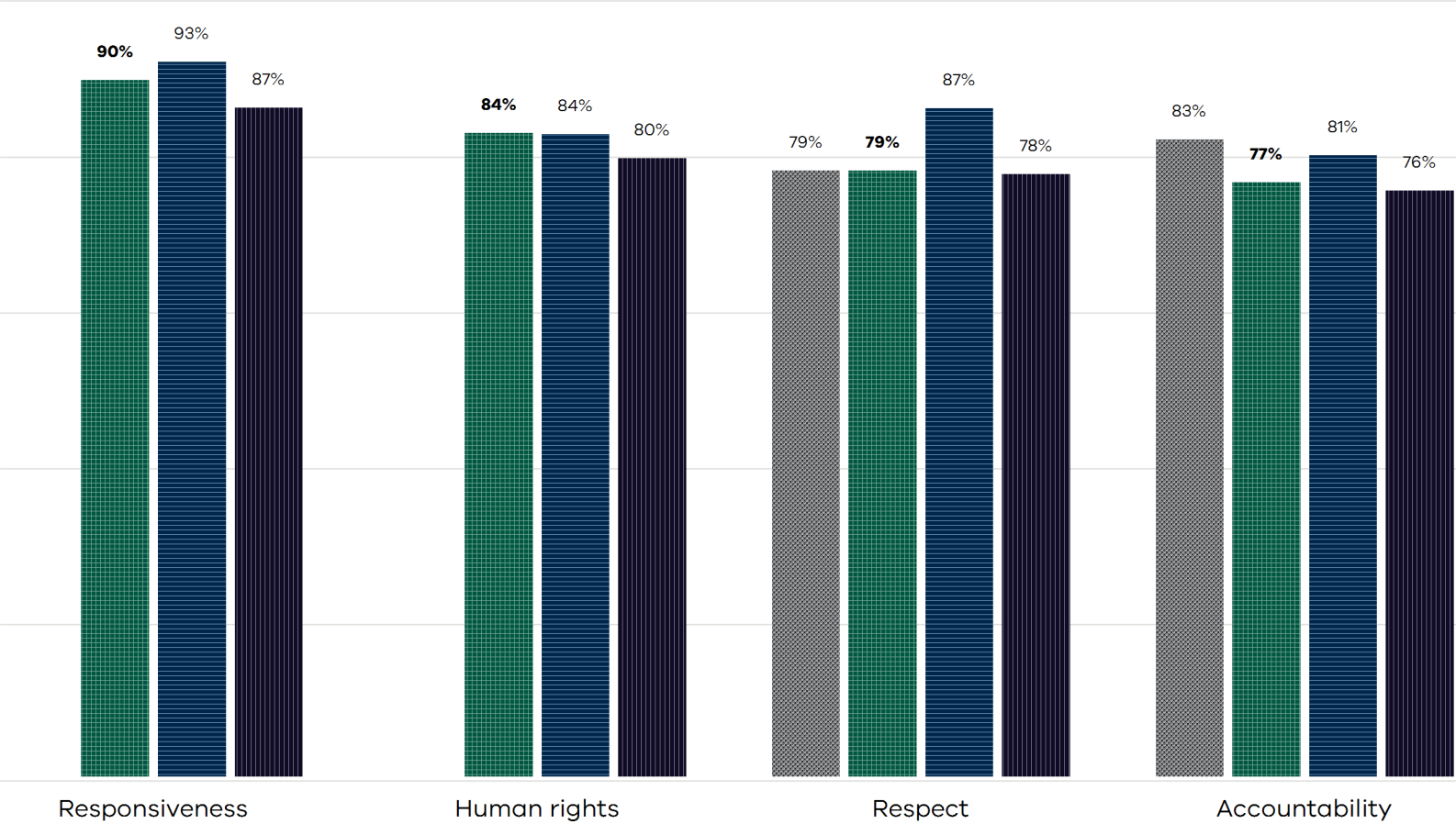
Example

In 2021:

- 90% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 93% of staff at your comparator and 87% of staff across the public sector.



You2020 You2021 Comparator 2021 Public sector 2021

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.

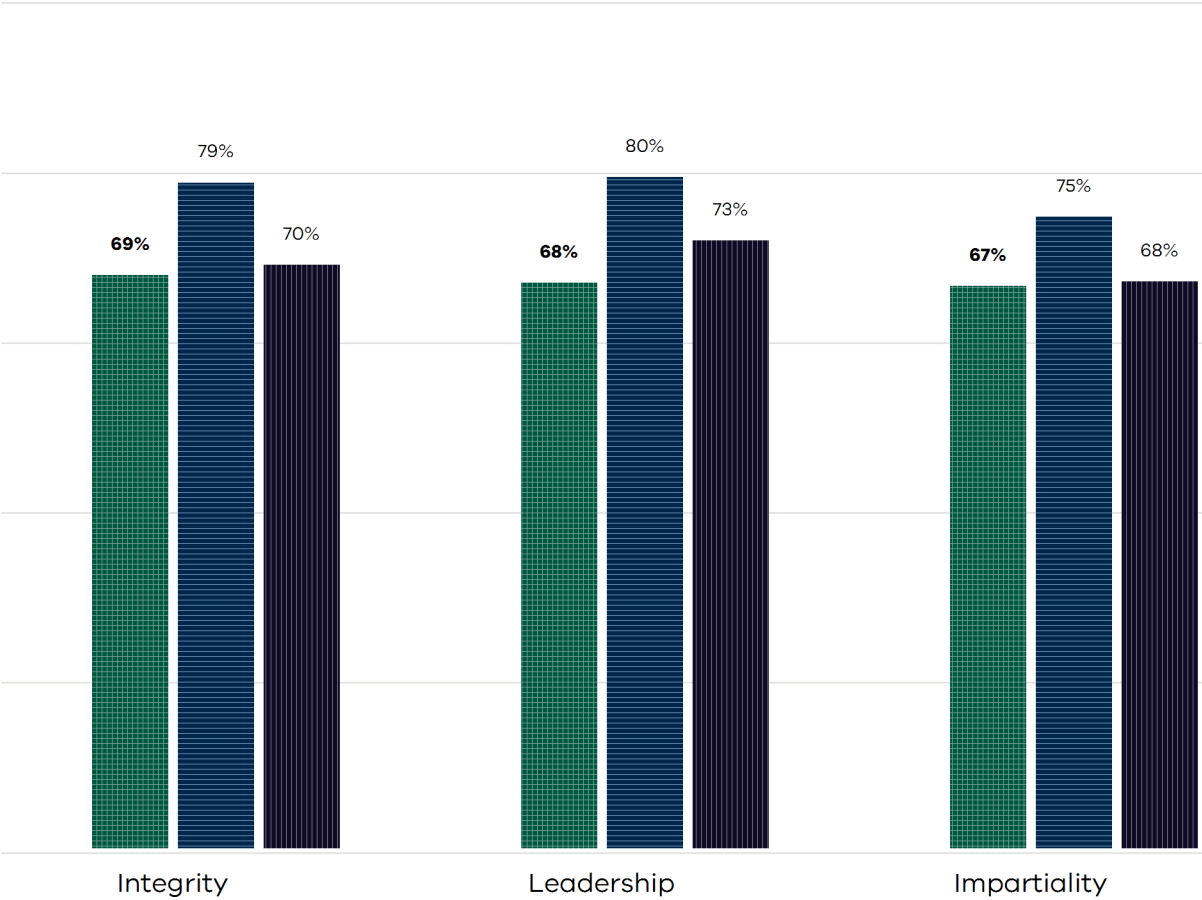
Example

In 2021:

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

Compared to:

- 79% of staff at your comparator and 70% of staff across the public sector.



You 2020 You 2021 Comparator 2021 Public sector 2021

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

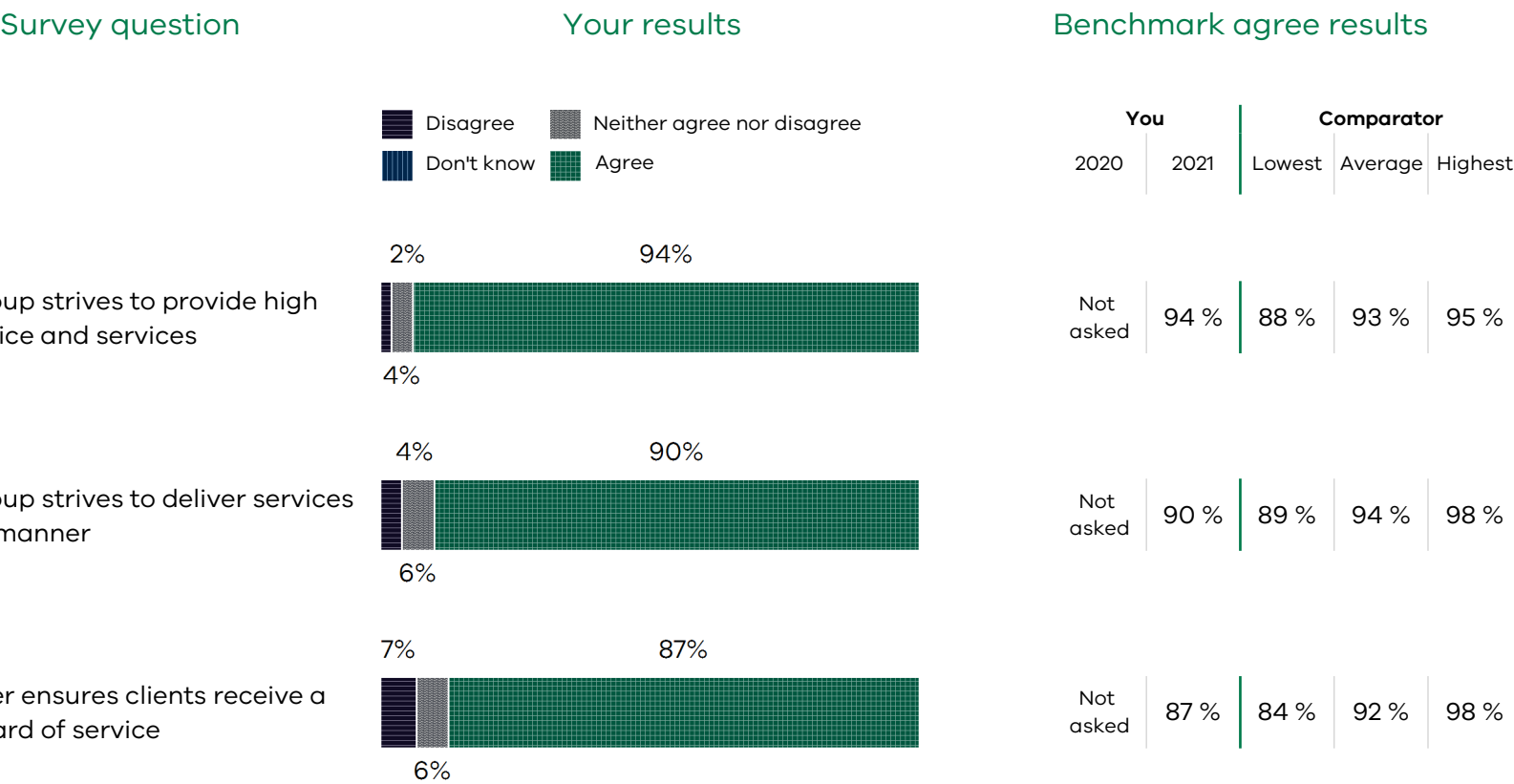
Under 'Your results', see results for each question in descending order by most agreed.

'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

94% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.



Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

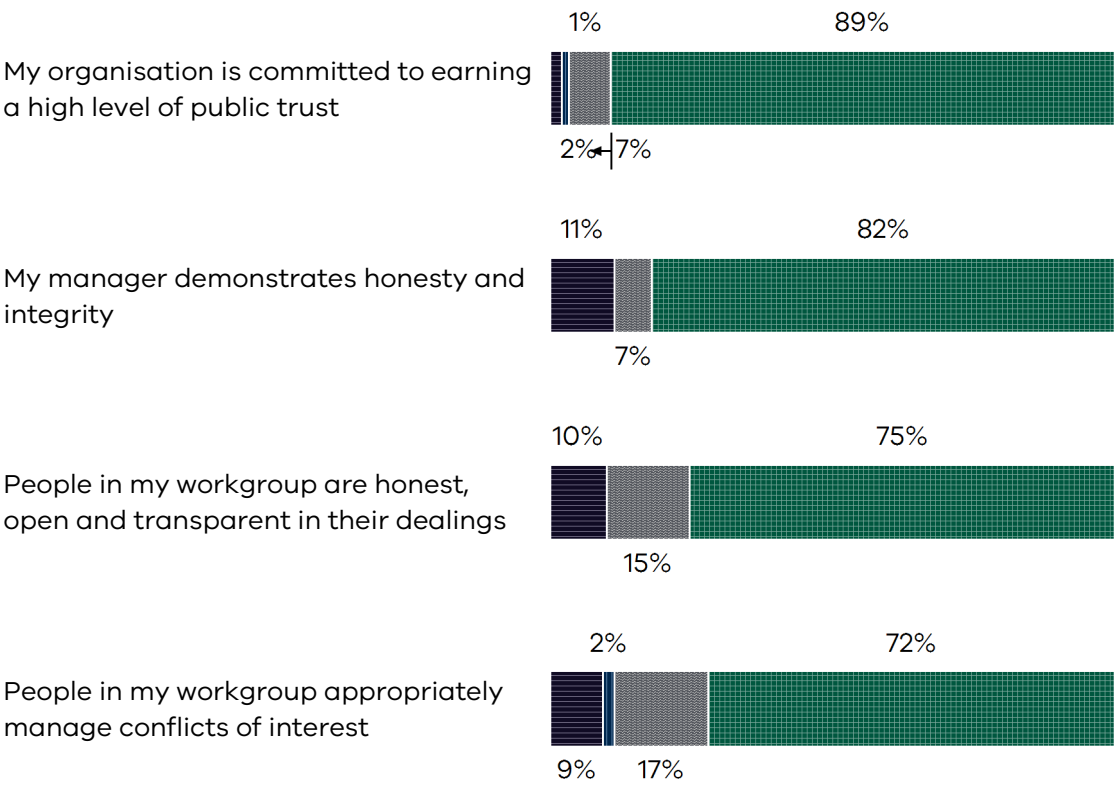
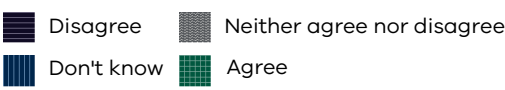
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% 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		
2020	2021	Lowest	Average	Highest
Not asked	89 %	60 %	91 %	98 %
Not asked	82 %	81 %	89 %	94 %
Not asked	75 %	76 %	81 %	86 %
Not asked	72 %	72 %	79 %	88 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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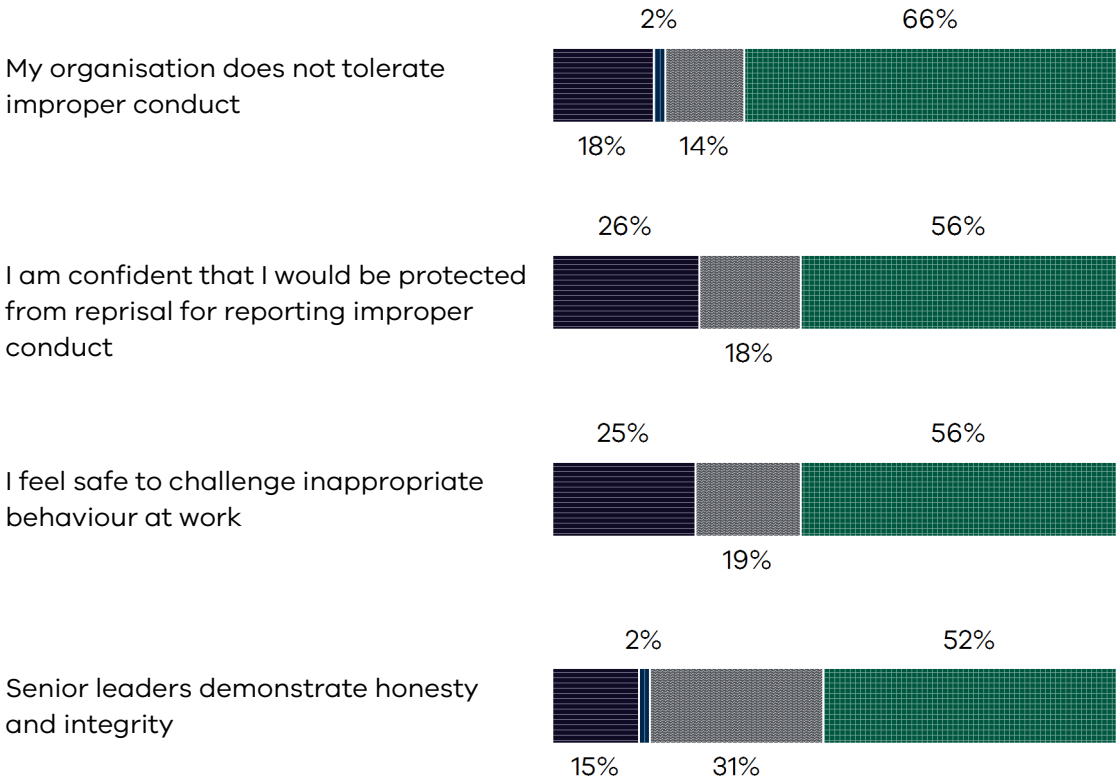
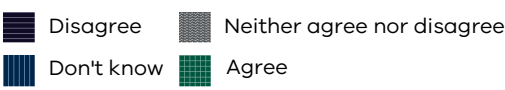
Example

66% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	66 %	58 %	80 %	93 %
Not asked	56 %	49 %	71 %	88 %
Not asked	56 %	56 %	73 %	86 %
Not asked	52 %	45 %	72 %	84 %

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.

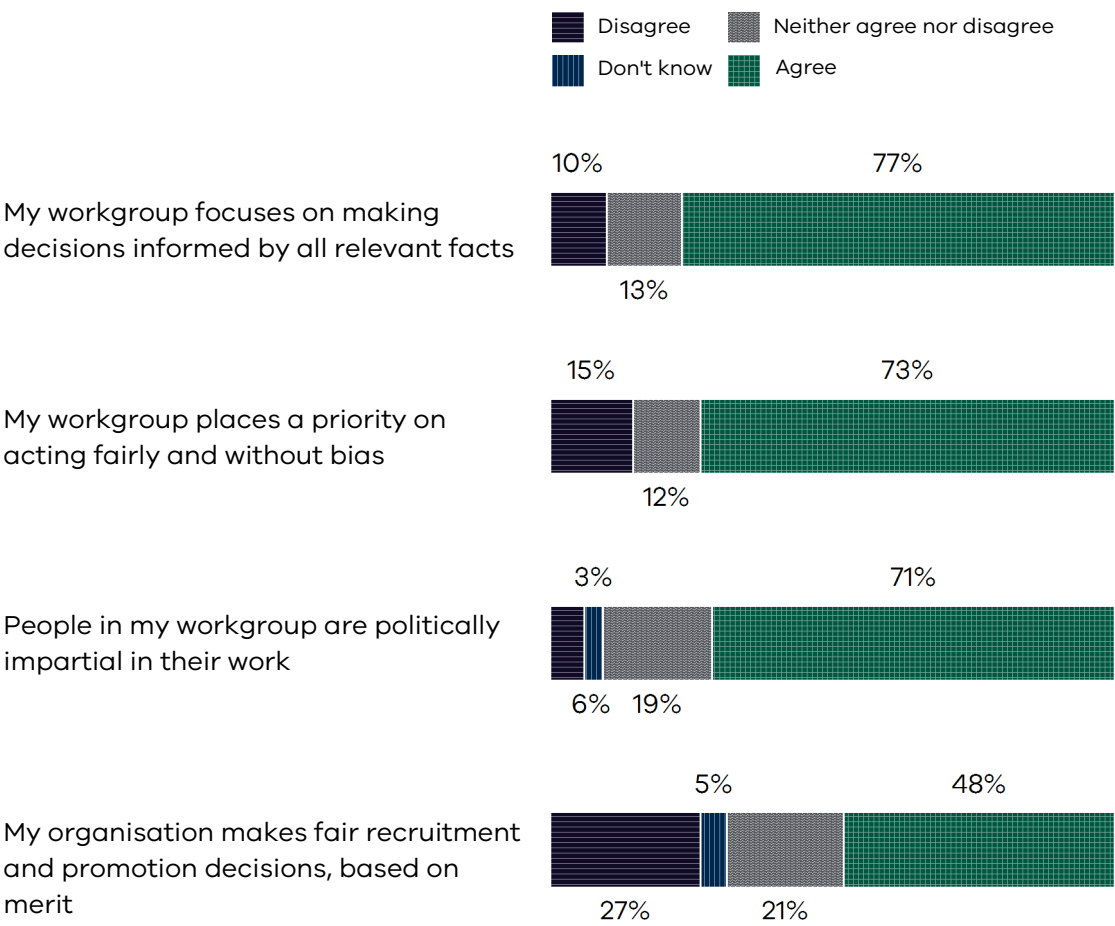
Example

77% 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		
2020	2021	Lowest	Average	Highest
Not asked	77 %	77 %	84 %	91 %
Not asked	73 %	76 %	84 %	90 %
Not asked	71 %	67 %	77 %	86 %
Not asked	48 %	36 %	57 %	74 %

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.

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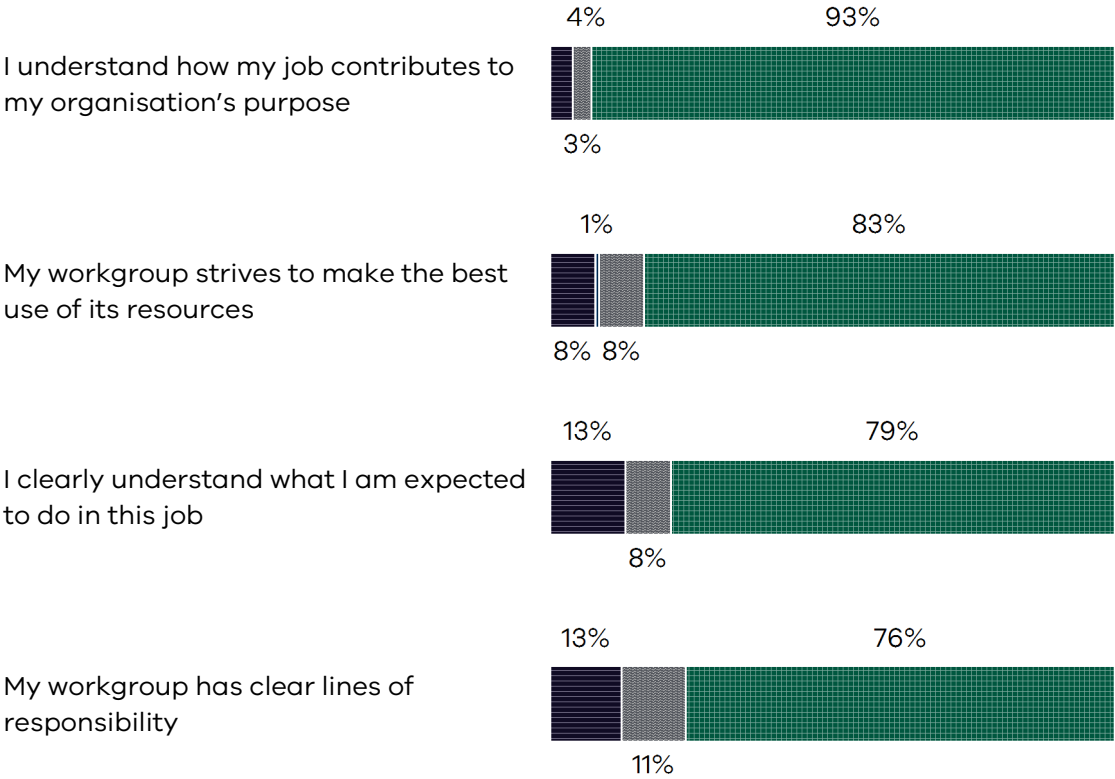
Example

93% 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		
2020	2021	Lowest	Average	Highest
98 %	93 %	90 %	93 %	97 %
Not asked	83 %	74 %	84 %	89 %
86 %	79 %	76 %	84 %	93 %
Not asked	76 %	69 %	78 %	88 %

Public sector values

Accountability 2 of 2

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

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Example

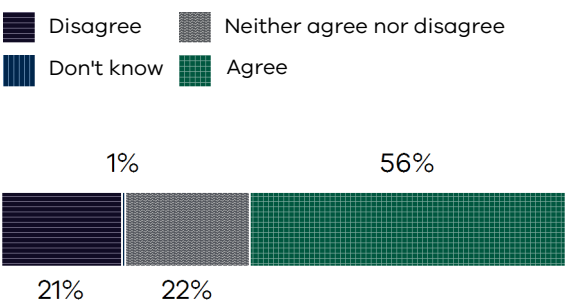
56% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You		Comparator		
2020	2021	Lowest	Average	Highest
64 %	56 %	39 %	64 %	86 %

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.

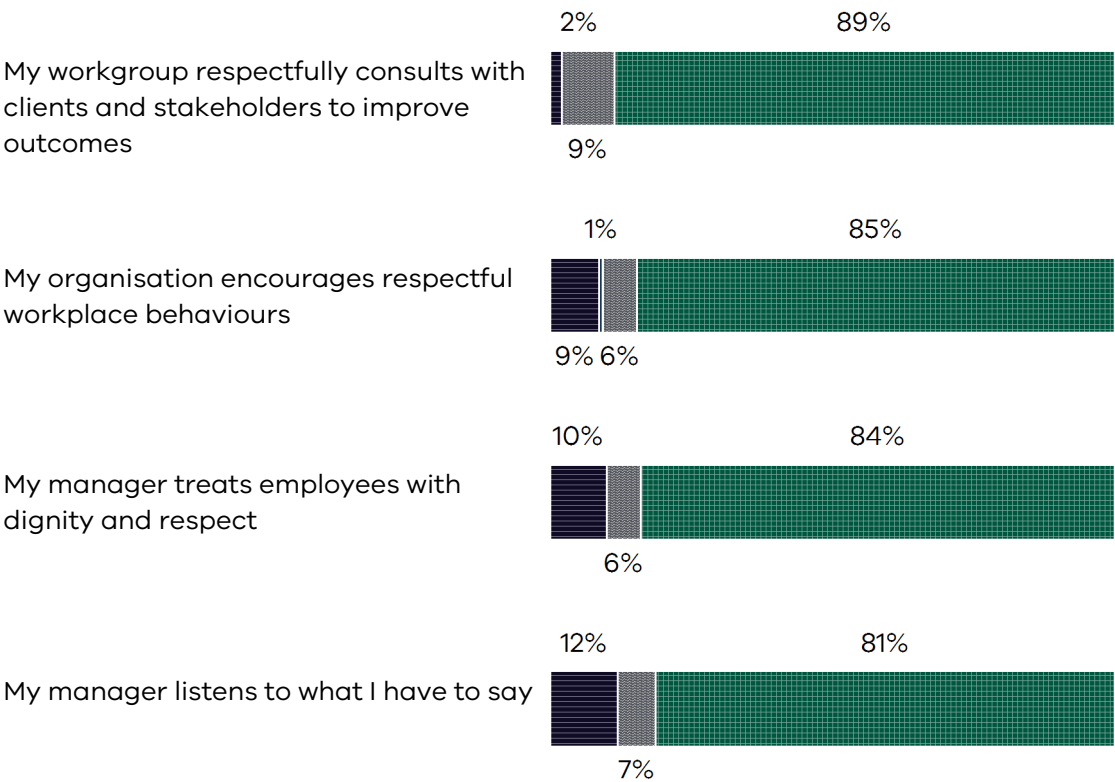
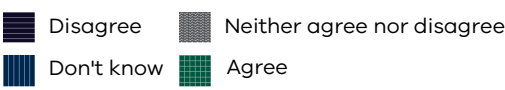
Example

89% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
Not asked	89 %	82 %	88 %	93 %
Not asked	85 %	67 %	91 %	96 %
Not asked	84 %	83 %	91 %	96 %
79 %	81 %	78 %	88 %	93 %

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.

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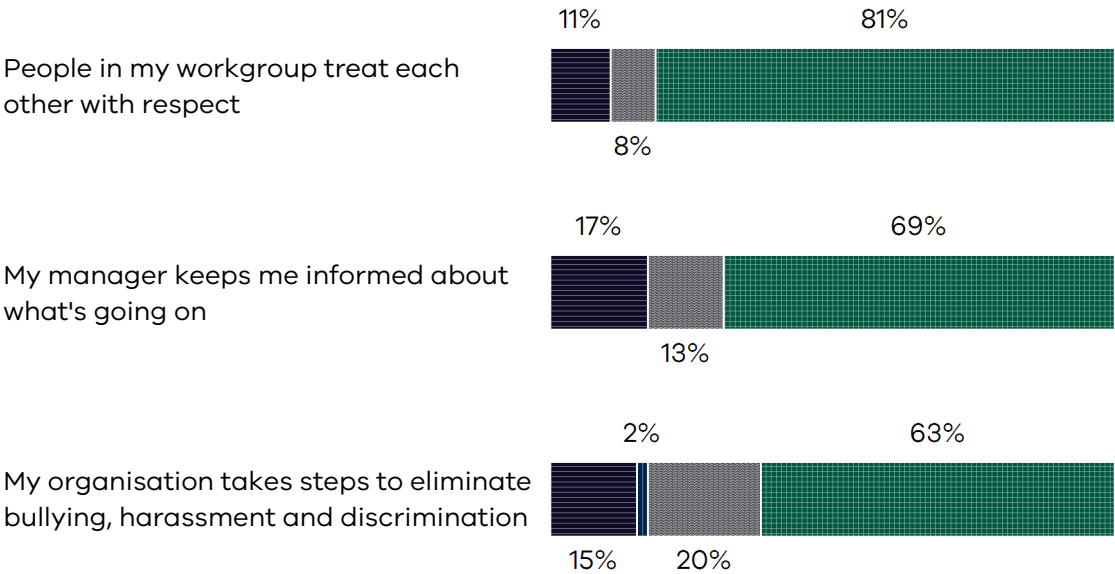
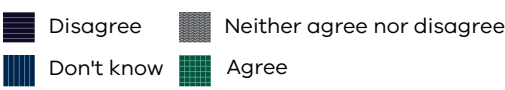
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2020	2021	Lowest	Average	Highest
88 %	81 %	84 %	90 %	94 %
69 %	69 %	68 %	80 %	88 %
Not asked	63 %	53 %	80 %	91 %

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.

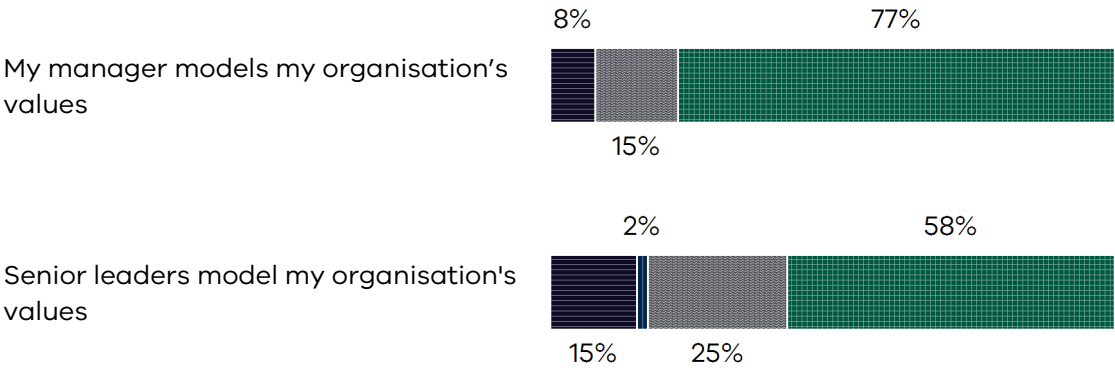
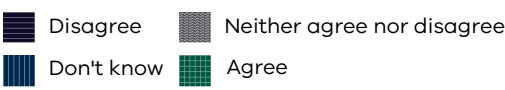
Example

77% 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		
2020	2021	Lowest	Average	Highest
Not asked	77 %	81 %	87 %	95 %
Not asked	58 %	48 %	73 %	88 %

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

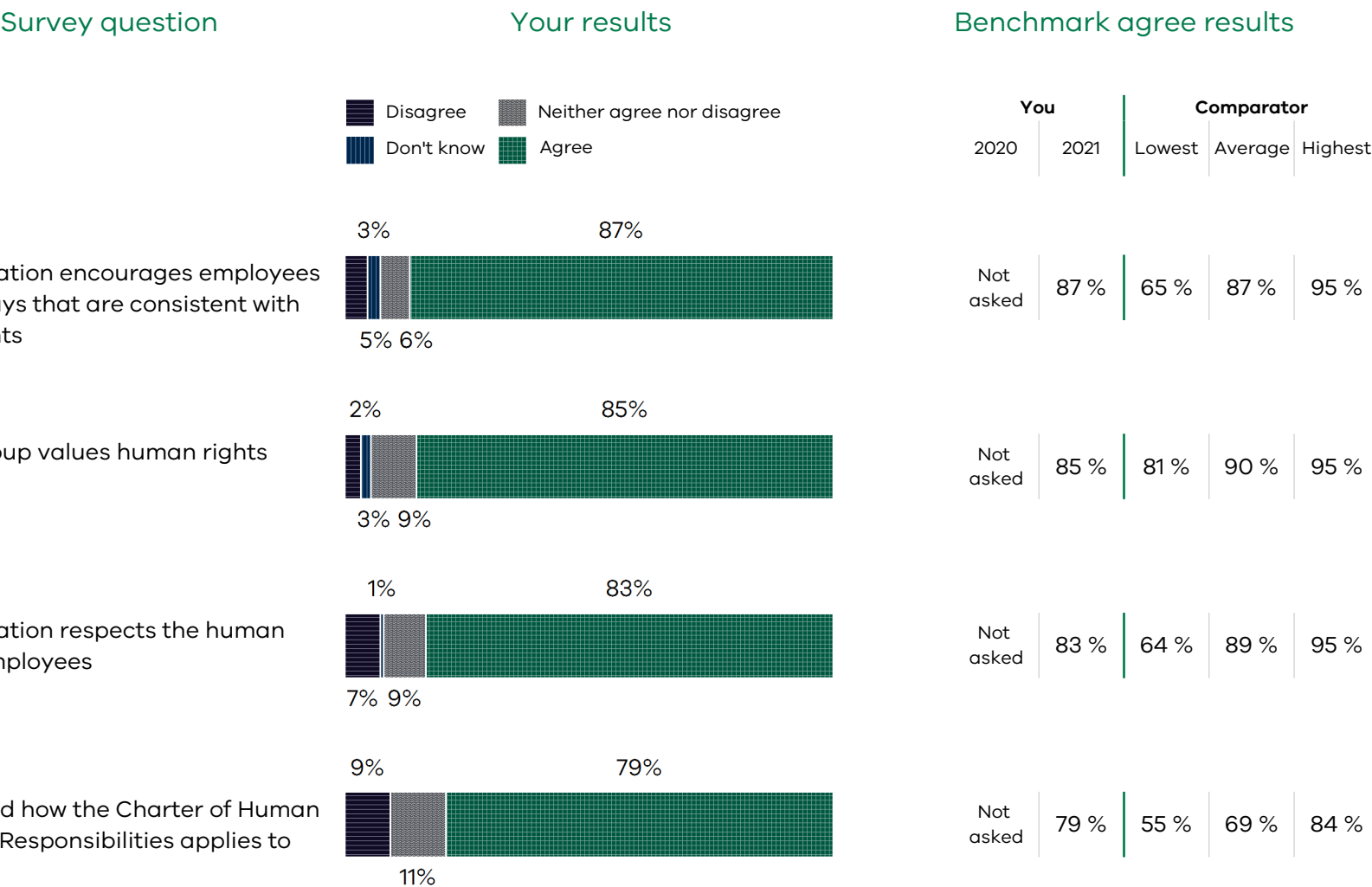
Under 'Your results', see results for each question in descending order by most agreed.

'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

87% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with 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	Demographics	
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Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	27	18%
35-54 years	73	49%
55+ years	24	16%
Prefer not to say	26	17%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	5	3%
No	127	85%
Prefer not to say	18	12%

Highest level of formal education	(n)	%
Doctoral Degree level	1	1%
Master Degree level	8	5%
Graduate Diploma or Graduate Certificate level	8	5%
Bachelor Degree level incl. honours degrees	30	20%
Advanced Diploma or Diploma level	20	13%
Certificate III or IV level	50	33%
Year 12 or equivalent (VCE/Leaving certificate)	10	7%
Certificate I or II level	2	1%
Lower than Certificate I or equivalent	1	1%
Prefer not to say	20	13%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	3	2%
Non Aboriginal and/or Torres Strait Islander	130	87%
Prefer not to say	17	11%

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.

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Do you identify as a person with a disability?	(n)	%
Yes	6	4%
No	125	83%
Prefer not to say	19	13%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	4	67%
No	2	33%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	1	50%
My disability does not impact on my ability to perform my role	1	50%

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

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How would you describe your gender?	(n)	%
Man	74	49%
Woman	48	32%
Prefer not to say	27	18%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	128	85%
Prefer not to say	21	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	122	81%
Don't know	8	5%
Prefer not to say	20	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	118	79%
Prefer not to say	25	17%
Gay or lesbian	2	1%
Bisexual	2	1%
I use a different term	2	1%
Pansexual	1	1%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Country of birth	(n)	%
Born in Australia	127	85%
Not born in Australia	7	5%
Prefer not to say	16	11%

When did you first arrive in Australia?*	(n)	%
More than 20 years ago	1	14%
2 to less than 5 years ago	2	29%
5 to less than 10 years ago	1	14%
10 to less than 20 years ago	3	43%

Language other than English spoken with family or community	(n)	%
Yes	4	3%
No	128	85%
Prefer not to say	18	12%

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

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

	(n)	%
Other	3	75%
Hindi	1	25%
Italian	1	25%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	118	79%
Prefer not to say	19	13%
English, Irish, Scottish and/or Welsh	8	5%
Aboriginal and/or Torres Strait Islander	3	2%
South Asian	2	1%
Other	1	1%
Central Asian	1	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	1	1%

Religion	(n)	%
No religion	75	50%
Christianity	42	28%
Prefer not to say	27	18%
Other	4	3%
Hinduism	2	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	131	87%
Part-Time	19	13%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	20	14%
\$65k to \$95k	62	44%
\$95k to \$125k	20	14%
\$125k or more	14	10%
Prefer not to say	25	18%

Organisational tenure	(n)	%
<1 year	17	11%
1 to less than 2 years	7	5%
2 to less than 5 years	30	20%
5 to less than 10 years	42	28%
10 to less than 20 years	39	26%
More than 20 years	15	10%

Management responsibility	(n)	%
Non-manager	102	68%
Other manager	38	25%
Manager of other manager(s)	10	7%

Employment type	(n)	%
Ongoing and executive	130	87%
Fixed term	11	7%
Other	9	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	116	77%
I have moved to a different role within my organisation (including acting roles)	29	19%
I have moved to my role from outside the Victorian public sector	4	3%
I have moved to my role from a different Victorian public sector organisation	1	1%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months

	(n)	%
Wodonga	108	72%
Other city or town	31	21%
Wangaratta	9	6%
Outside Victoria	2	1%

Primary workplace type over the past 3 months*

	(n)	%
A main office	92	61%
A frontline or service delivery location (that is not a main office or home/private location)	33	22%
Home/private location	12	8%
Other (please specify)	7	5%
A hub/shared work space	6	4%

Other workplace type over the past 3 months*

	(n)	%
Home/private location	77	51%
No, I have not worked from any other locations	35	23%
A main office	26	17%
A frontline or service delivery location (that is not a main office or home/private location)	21	14%
A hub/shared work space	9	6%
Other	5	3%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

	(n)	%
No, I have not requested adjustments	95	63%
Flexible working arrangements	44	29%
Physical modifications or improvements to the workplace	15	10%
Other	3	2%
Career development support strategies	2	1%
Accessible communications technologies	1	1%

Why did you make this request?*

	(n)	%
Work-life balance	31	56%
Caring responsibilities	19	35%
Health	17	31%
Family responsibilities	15	27%
Other	9	16%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	31	56%
The adjustments I needed were not made	18	33%
The adjustments I needed were made but the process was unsatisfactory	6	11%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	45	30%
Primary school aged child(ren)	39	26%
Secondary school aged child(ren)	31	21%
Prefer not to say	27	18%
Child(ren) - younger than preschool age	18	12%
Preschool aged child(ren)	12	8%
Frail or aged person(s)	12	8%
Person(s) with a mental illness	8	5%
Person(s) with disability	5	3%
Person(s) with a medical condition	3	2%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

Understanding how many people you have in each business unit 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.

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Which of the following best describes the business unit in which you work

	(n)	%
Operations	58	39%
Corporate	34	23%
Assets	32	21%
Customer Service	22	15%
Sustainability	4	3%



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