

People matter survey 2021

Have your say

Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that live the public sector values.

Report contents

The visual on the right shows you what sections we've included in this report for your organisation's survey results.

Comparing data in this report

Your organisation took part in the survey in 2019 but not 2020.

This means you'll be able to compare about 75% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage.

This means some percentages may not add up to 100%.

Survey questions and definitions

Download Survey questions: [People matter survey 2021 \(DOCX, 62KB\)](#) to see how we asked questions and defined concepts in the 2021 survey

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People matter

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- Lowest scoring
- Most improved
- Most declined
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- Taking action questions

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- Senior leadership questions

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Job and manager factors

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- Meaningful work
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- Barriers to optimal work

Public sector values

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

Demographics

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

Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

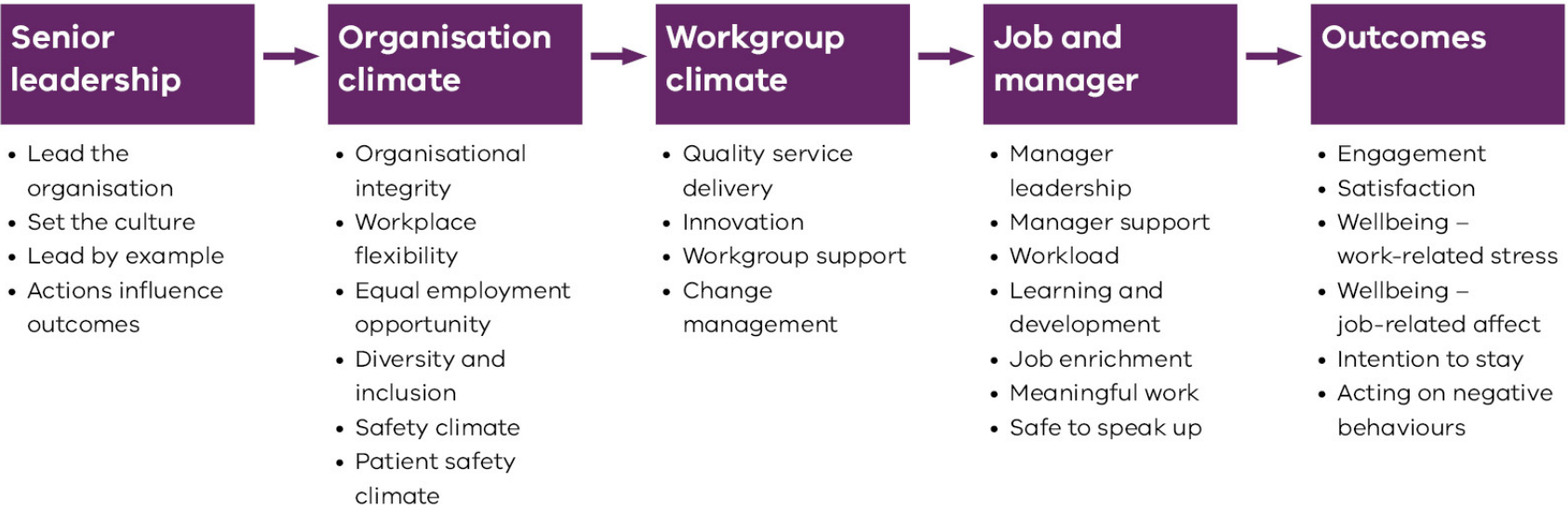
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2019

45%
(2381)

Comparator 39%
Public Sector 46%

2021

28%
(1431)

Comparator 30%
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.

2019

67

Comparator 70
Public Sector 67

2021

63

Comparator 72
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 63.

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

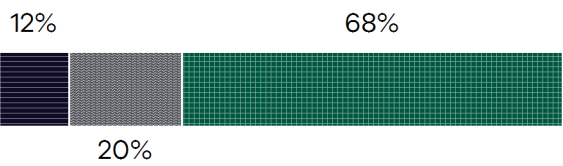
68% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question

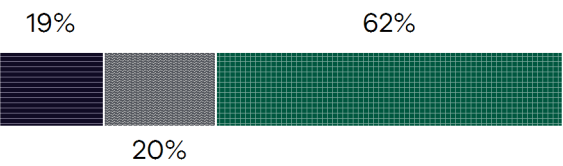
Your results



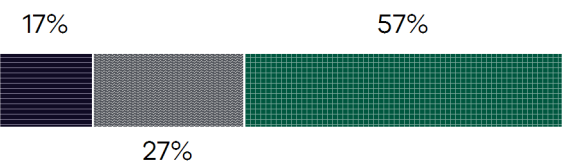
I am proud to tell others I work for my organisation



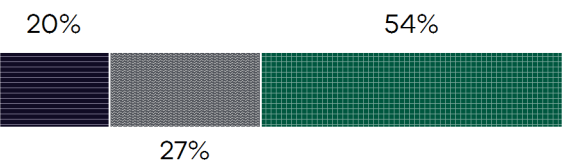
I would recommend my organisation as a good place to work



I feel a strong personal attachment to my organisation



My organisation inspires me to do the best in my job



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
73 %	68 %	66 %	83 %	93 %
71 %	62 %	58 %	76 %	84 %
61 %	57 %	55 %	70 %	80 %
62 %	54 %	55 %	66 %	88 %

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 63.

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.

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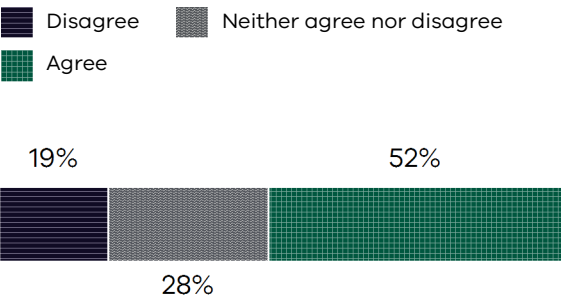
Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

My organisation motivates me to help achieve its objectives

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
61 %	52 %	55 %	65 %	80 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

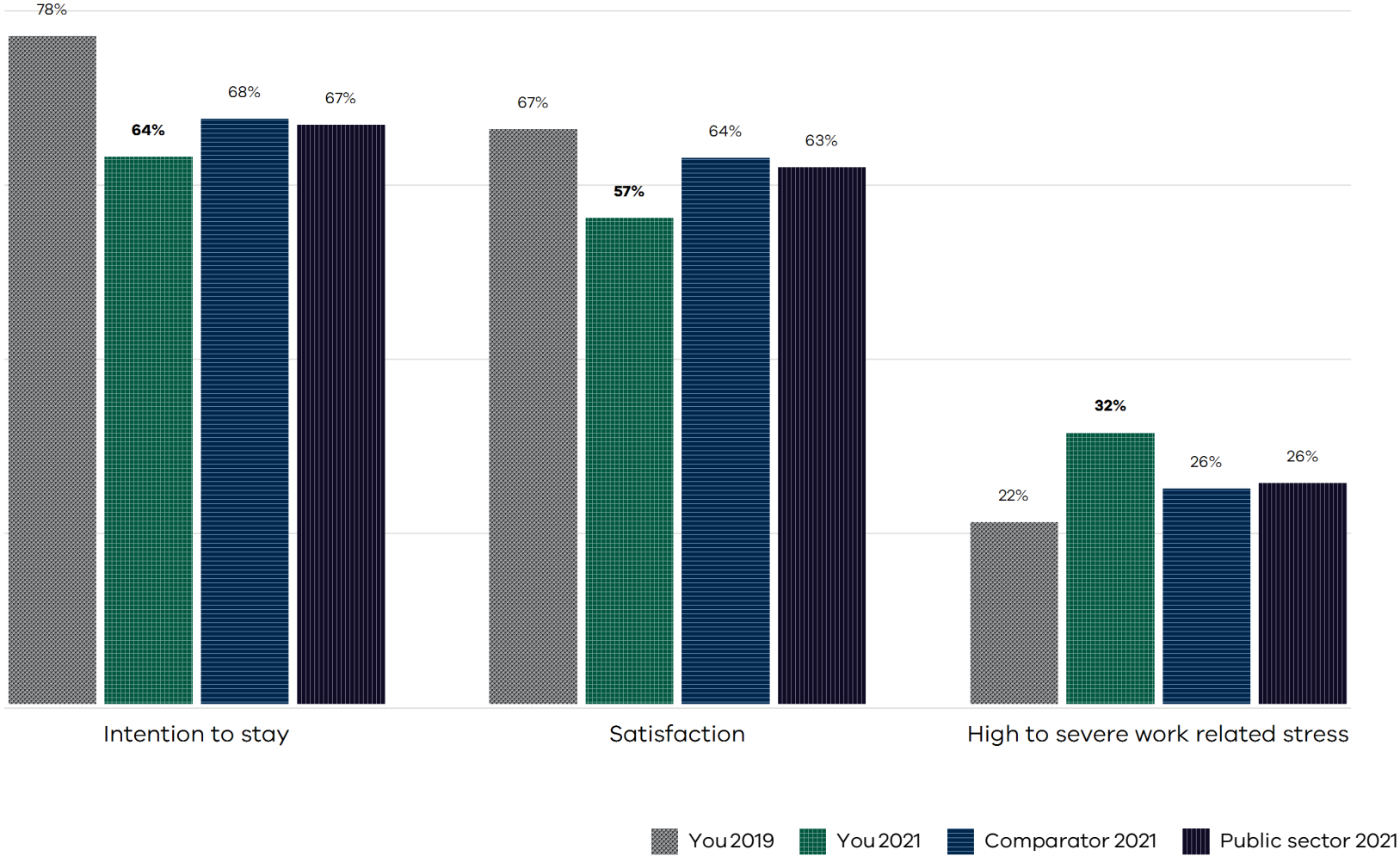
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 64% of your staff who did the survey responded positively to questions about Intention to stay which is down from 78% in 2019.

Compared to:

- 68% 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.

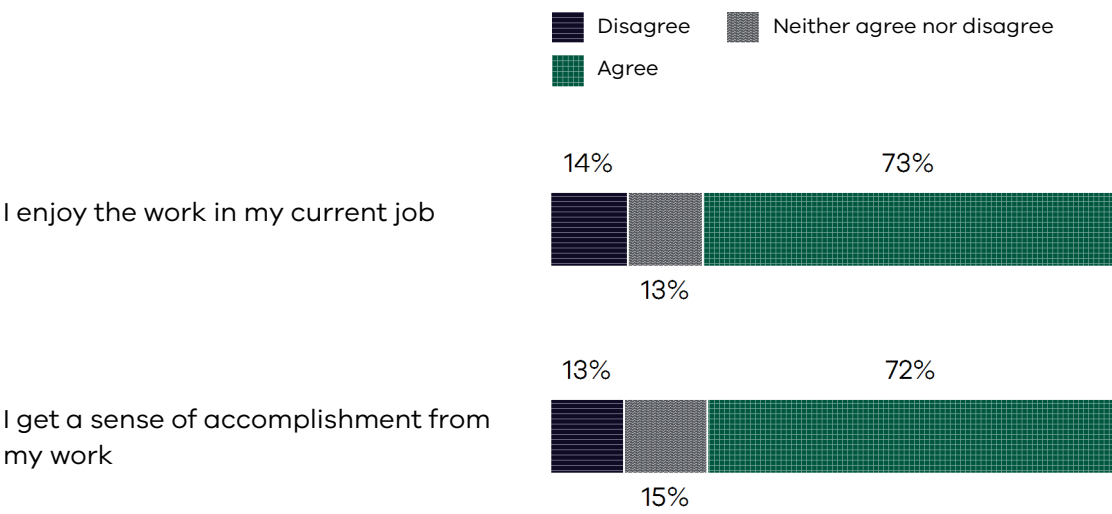
Example

73% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	73 %	75 %	80 %	90 %
78 %	72 %	75 %	80 %	93 %

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.

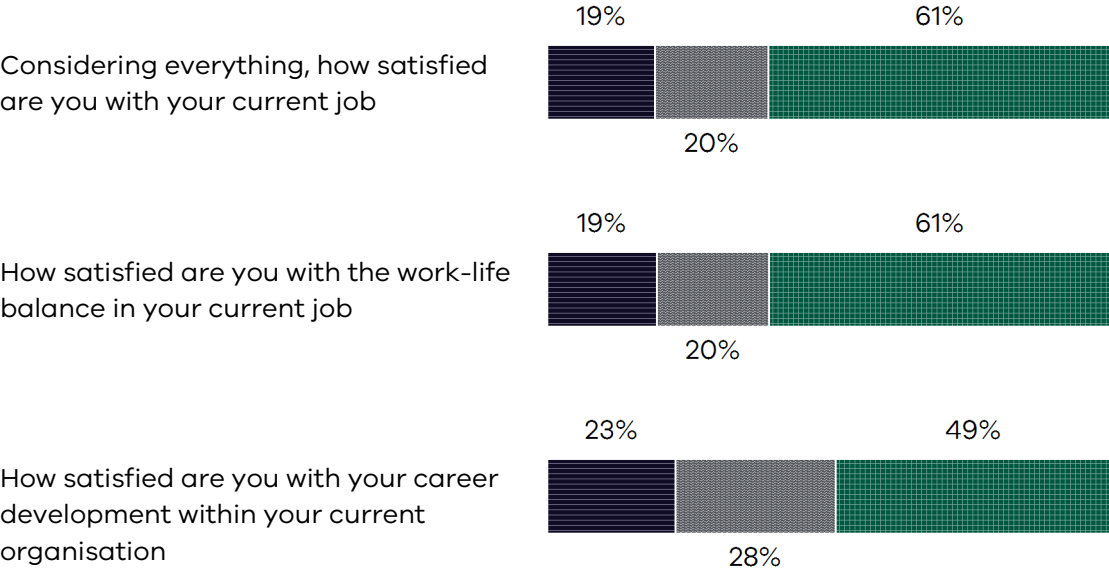
Example

61% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You		Comparator		
2019	2021	Lowest	Average	Highest
73 %	61 %	63 %	70 %	86 %
68 %	61 %	59 %	64 %	84 %
60 %	49 %	51 %	57 %	67 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

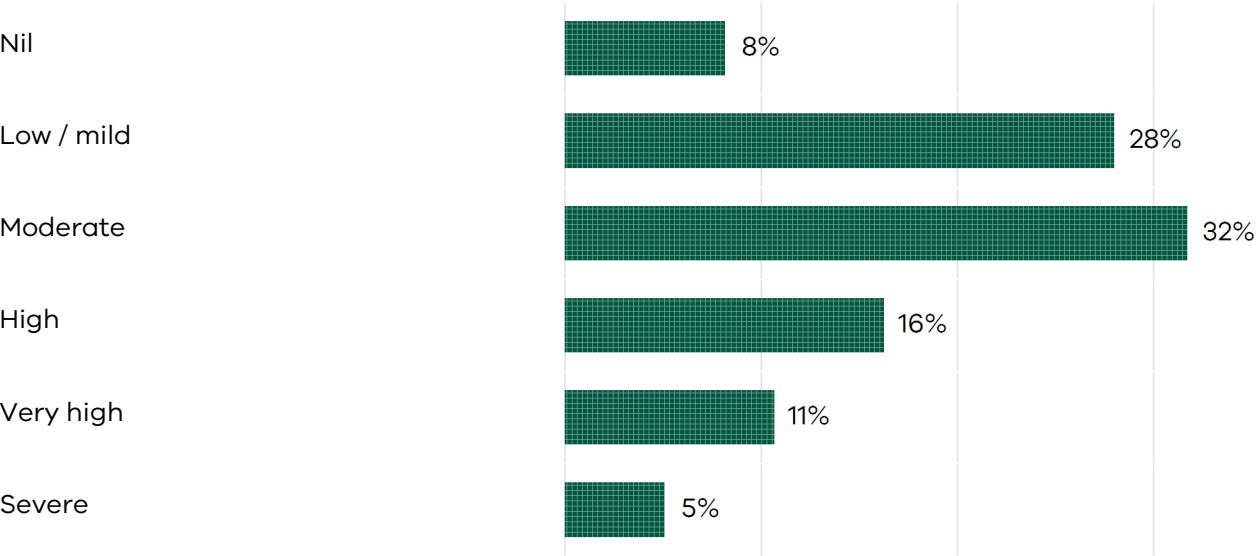
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

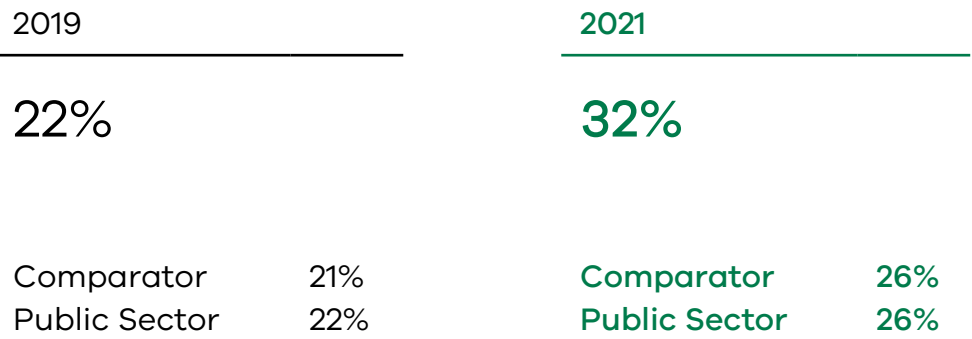
Example

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

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

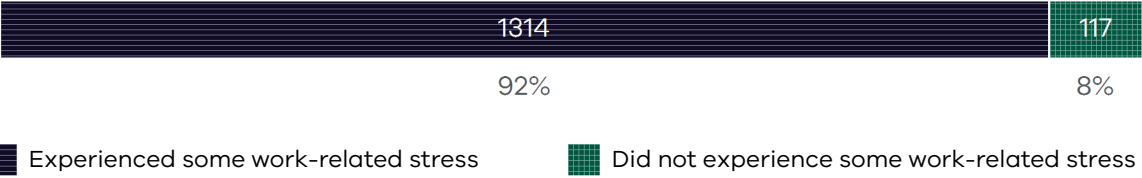
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

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

Of that 92%, 57% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	57%	55%	51%
Time pressure	45%	43%	42%
Other changes due to COVID-19	24%	18%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	14%	12%
Management of work (e.g. supervision, training, information, support)	12%	13%	13%
Dealing with clients, patients or stakeholders	12%	16%	14%
Physical environment	11%	8%	5%
Other	11%	9%	9%
Competing home and work responsibilities	11%	12%	12%
Organisation or workplace change	10%	9%	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.

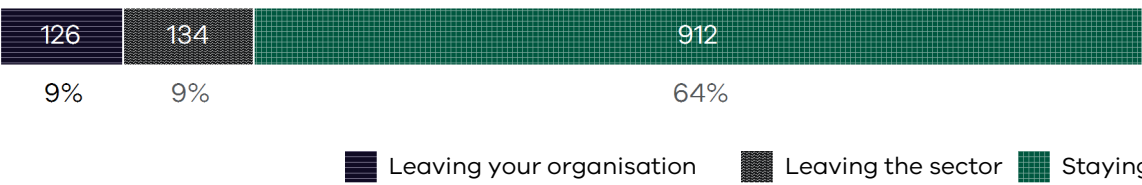
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

18% of your staff who did the survey said they intended to leave.

Of that 18%, 45% said it was from 'Limited recognition for doing a good job'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Limited recognition for doing a good job	45%	38%	32%
Lack of confidence in senior leadership	39%	33%	34%
Limited future career opportunities at my organisation	38%	38%	42%
Opportunity to broaden experience	36%	39%	40%
Excessive workload	35%	28%	25%
Limited opportunities to gain further experience at my organisation	29%	31%	33%
Limited developmental/educational opportunities at my organisation	26%	25%	24%
Opportunity to seek/take a promotion elsewhere	23%	30%	33%
Better remuneration	22%	23%	26%
Limited involvement in decisions affecting my job and career	21%	20%	20%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

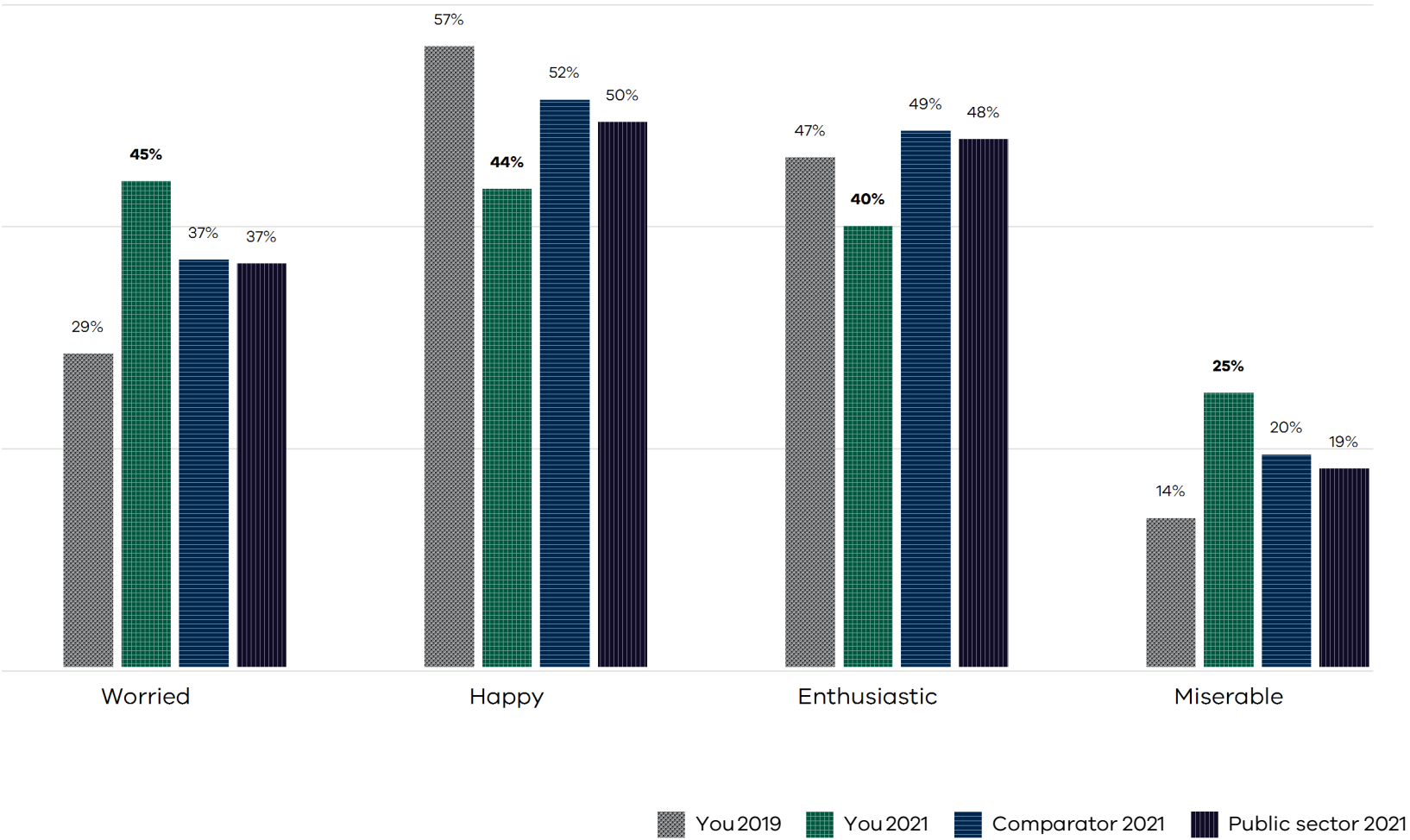
In 2021:

- 44% of your staff who did the survey said work made them feel happy in 2021, which is down from 57% in 2019

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.

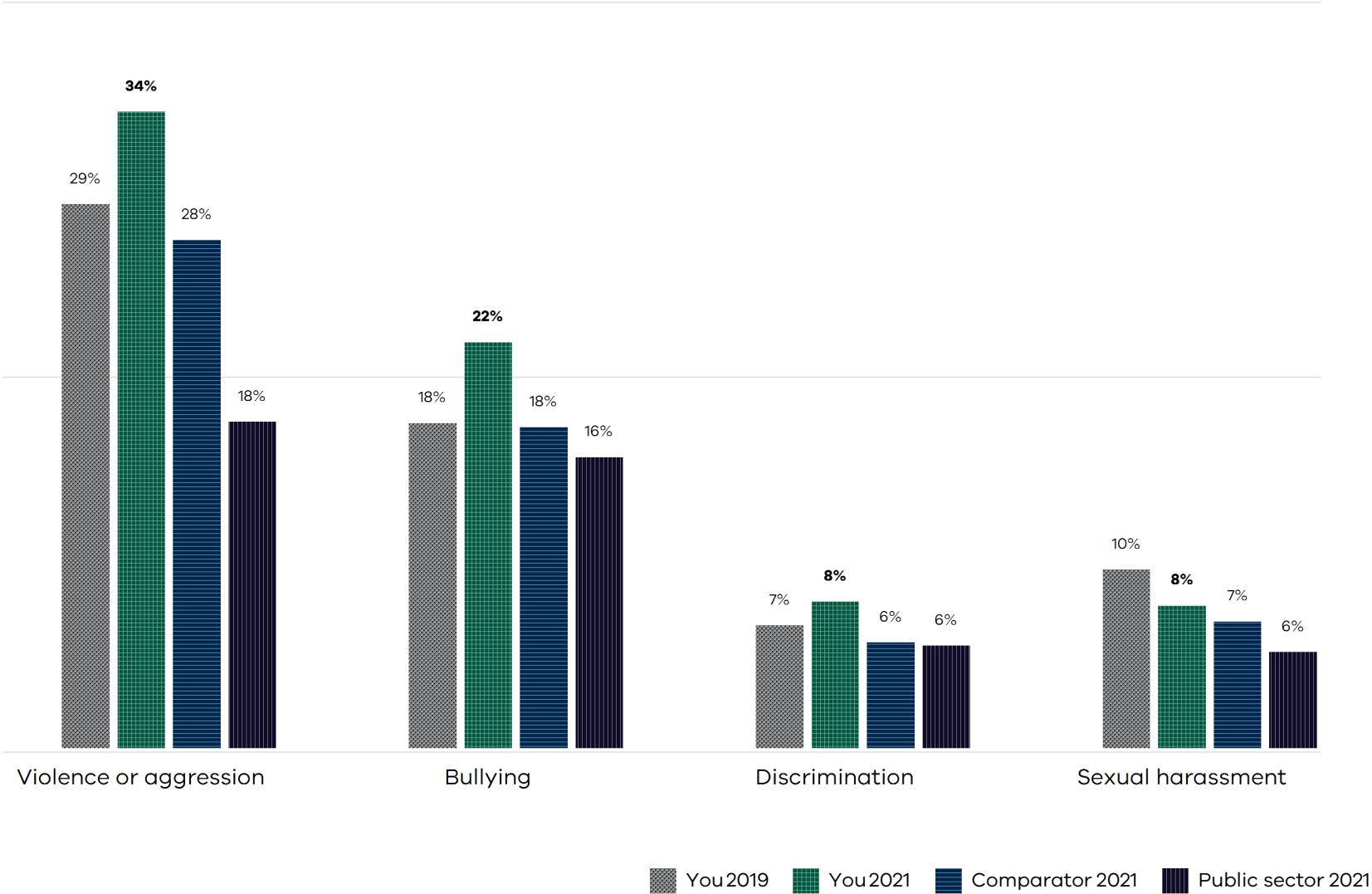
Example

In 2021:

- 34% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 29% in 2019.

Compared to:

- 28% of staff at your comparator and 18% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

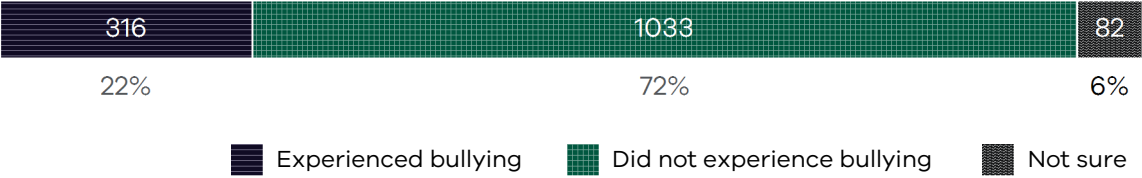
In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 70% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	70%	70%	69%
Exclusion or isolation	46%	39%	42%
Intimidation and/or threats	32%	33%	32%
Withholding essential information for me to do my job	25%	22%	27%
Verbal abuse	20%	22%	20%
Other	19%	15%	15%
Being assigned meaningless tasks unrelated to the job	11%	13%	13%
Being given impossible assignment(s)	9%	8%	9%
Interference with my personal property and/or work equipment	5%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

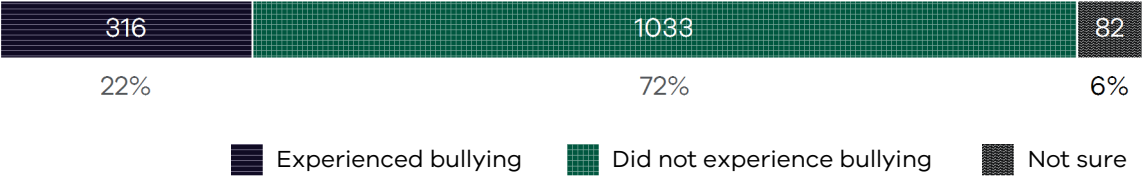
In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced bullying, of which

- 46% said the top way they reported the bullying was 'Told a manager'.
- 88% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	43%	46%	45%	47%
Told a colleague	37%	39%	42%	42%
Told a friend or family member	33%	35%	35%	34%
Told the person the behaviour was not OK	0%	18%	16%	17%
Told Human Resources	13%	18%	11%	12%
Submitted a formal complaint	16%	12%	13%	12%
Told someone else	9%	12%	11%	12%
I did not tell anyone about the bullying	13%	11%	13%	12%
Told employee assistance program (EAP) or peer support	0%	8%	8%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

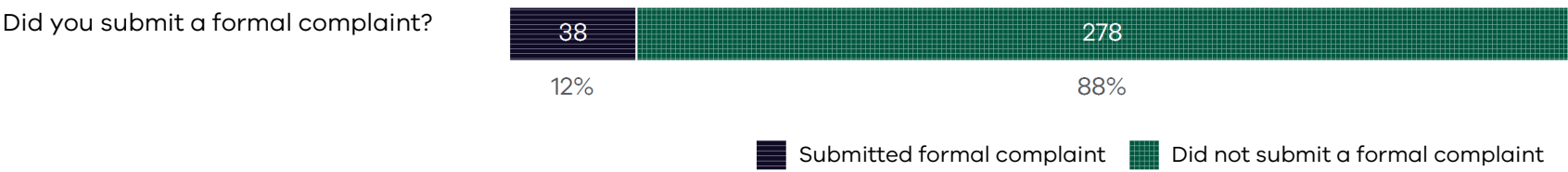
What this is
This is why staff who experienced bullying chose not to submit a formal complaint.

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

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

Example
88% of your staff who experienced bullying did not submit a formal complaint, of which:

- 53% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	48%	53%	51%	53%
I didn't think it would make a difference	58%	46%	52%	50%
I believed there would be negative consequences for my career	41%	38%	38%	40%
I didn't feel safe to report the incident	0%	23%	19%	19%
Other	11%	15%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	10%	15%	11%	10%
I didn't think it was serious enough	0%	15%	18%	16%
I thought the complaint process would be embarrassing or difficult	0%	9%	15%	14%
I was advised not to	0%	8%	5%	5%
I didn't need to because I made the bullying stop	10%	6%	6%	7%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year’s survey, 22% 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.

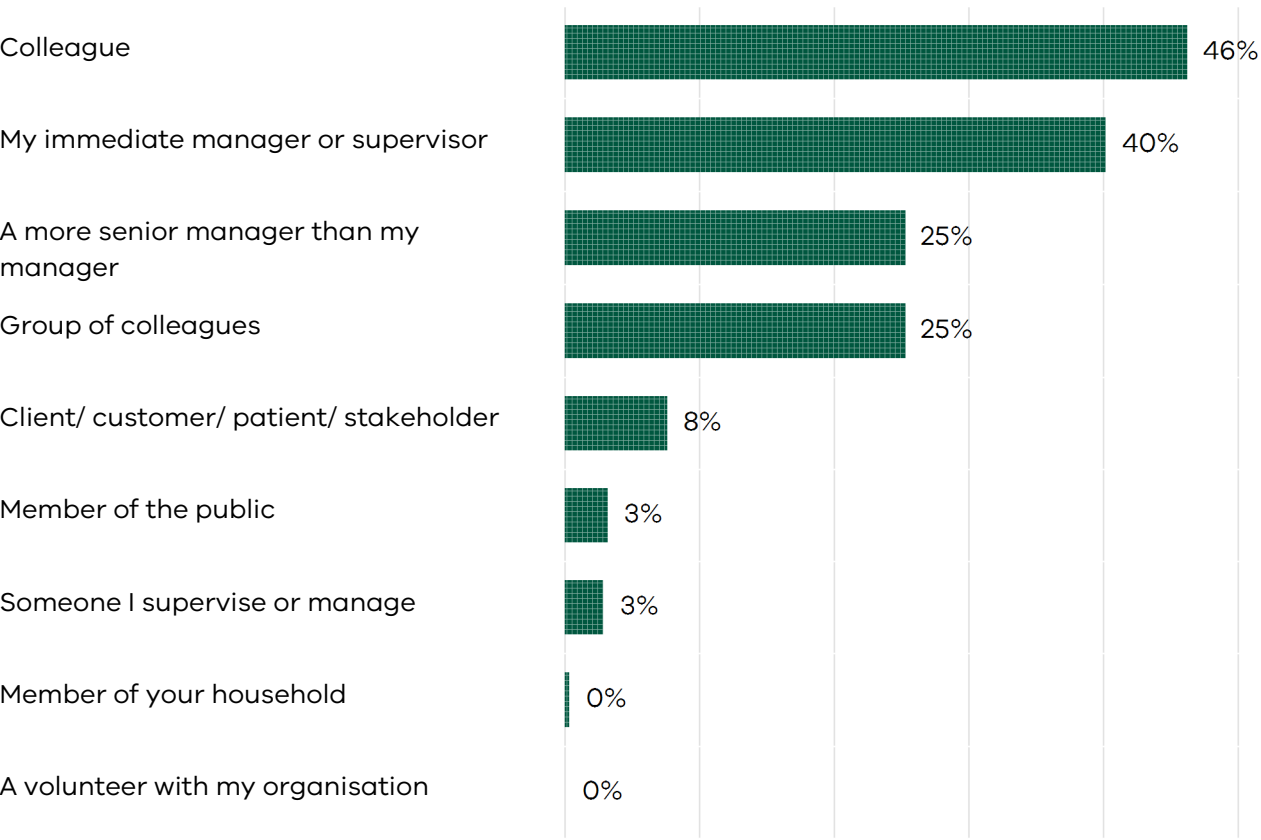
Each row is one perpetrator or group of perpetrators.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 46% said it was by 'Colleague'.

316 people (22% 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, 22% of your staff said they experienced bullying.

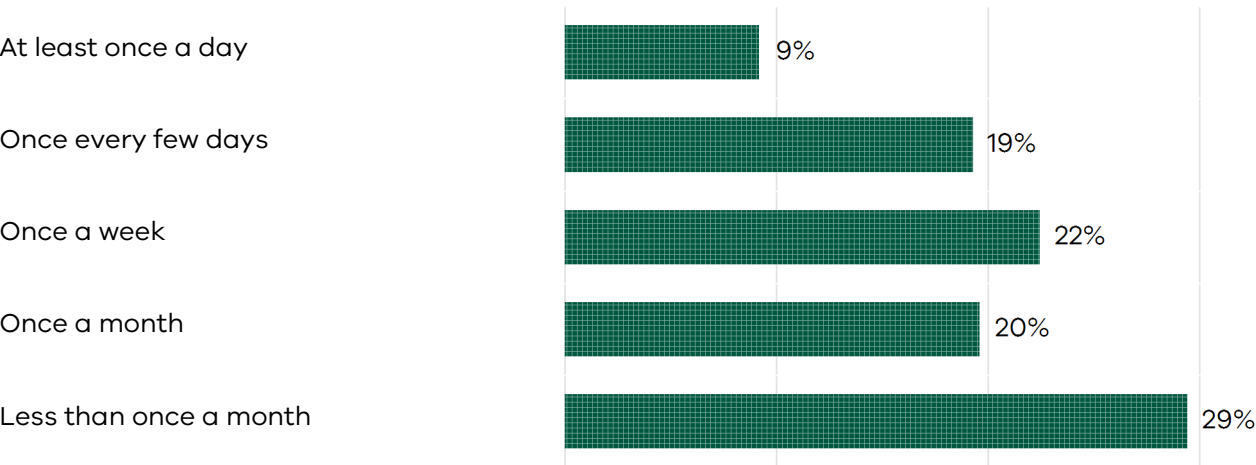
If they did, they could tell us how often they experienced this behaviour.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 9% 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.

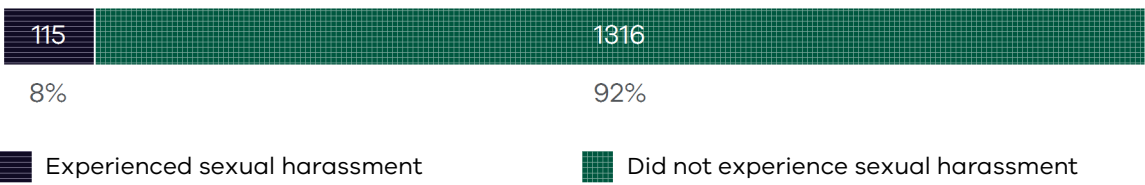
In descending order, the table shows the top 10 answers.

Example

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

Of those, 59% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	46%	59%	53%	54%
Intrusive questions about your private life or comments about your physical appearance	54%	46%	52%	50%
Inappropriate physical contact (including momentary or brief physical contact)	18%	20%	23%	17%
Inappropriate staring or leering that made you feel intimidated	15%	20%	18%	15%
Unwelcome touching, hugging, cornering or kissing	16%	14%	17%	14%
Sexual gestures, indecent exposure or inappropriate display of the body	6%	12%	9%	6%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	2%	5%	1%	1%
Sexually explicit pictures, posters or gifts that made you feel offended	0%	4%	1%	1%
Any other unwelcome conduct of a sexual nature	4%	3%	6%	7%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	3%	3%	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.

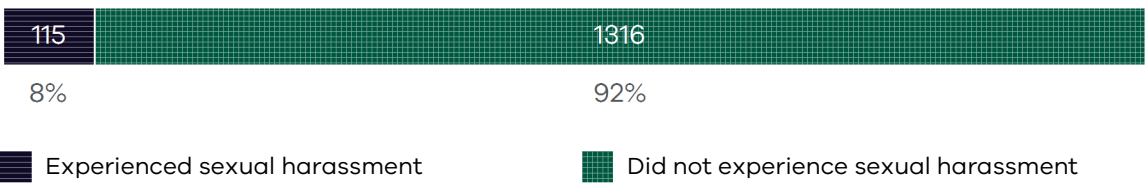
If they did, they could tell us with one or more answers how they responded.

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, 47% said their top response was 'Pretended it didn't bother you'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	47%	47%	42%	45%
Tried to laugh it off or forget about it	40%	44%	40%	41%
Avoided the person(s) by staying away from them	35%	38%	39%	36%
Told the person the behaviour was not OK	35%	35%	38%	31%
Told a colleague	26%	26%	34%	29%
Told a manager	24%	20%	22%	20%
Told a friend or family member	22%	19%	22%	21%
Avoided locations where the behaviour might occur	11%	17%	14%	13%
Took time off work	4%	6%	4%	5%
Told someone else	4%	5%	5%	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.

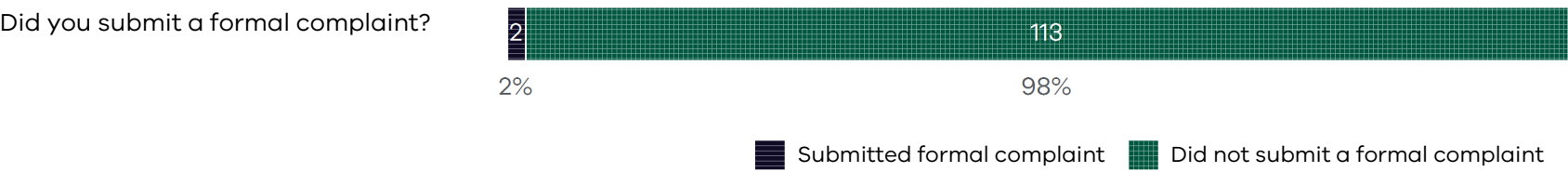
How to read this

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

98% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 45% said the top reason was 'I didn't think it was serious enough'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	45%	49%	45%
I didn't think it would make a difference	46%	35%	39%	39%
I believed there would be negative consequences for my reputation	24%	20%	25%	33%
I believed there would be negative consequences for my career	14%	15%	15%	21%
I didn't need to because I made the harassment stop	23%	14%	14%	12%
Other	18%	14%	12%	7%
I believed there would be negative consequences for the person I was going to complain about	11%	13%	11%	13%
I didn't need to because I no longer had contact with the person(s) who harassed me	18%	13%	11%	9%
I thought the complaint process would be embarrassing or difficult	0%	10%	10%	11%
I didn't know how to make a complaint	0%	7%	4%	4%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year's survey, 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.

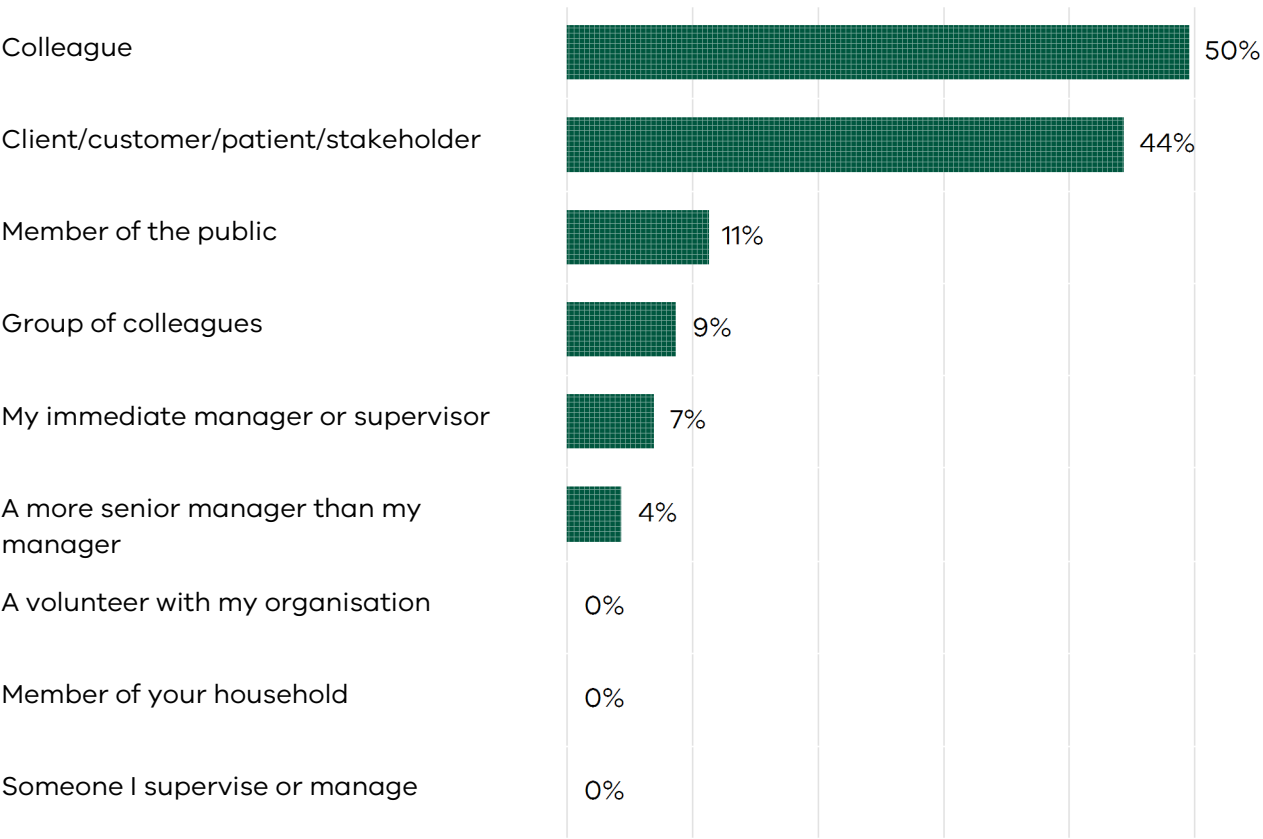
In descending order, the bar chart shows the perpetrators with the largest number of responses.

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%, 50% said it was by 'Colleague'.

115 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

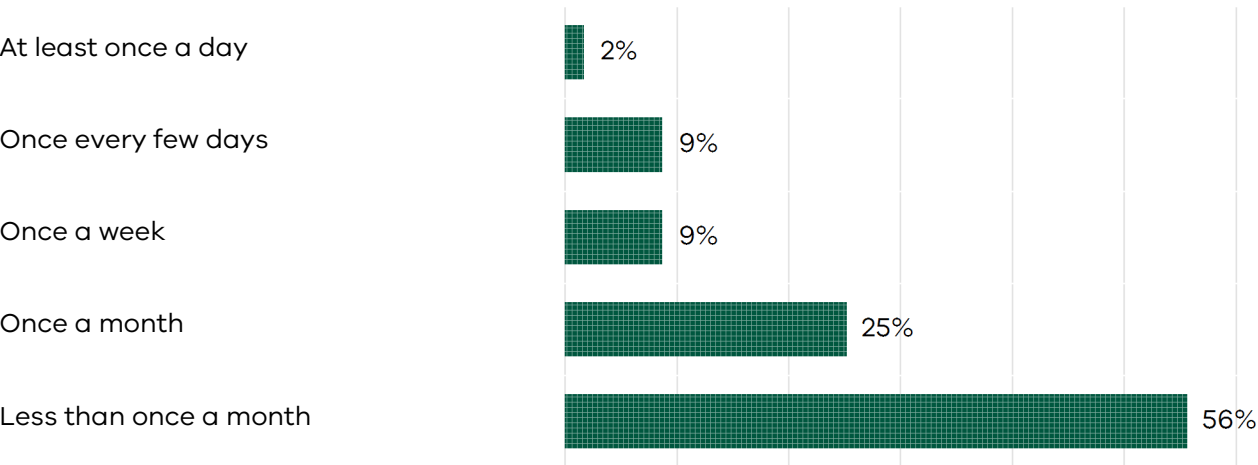
In this year’s survey, 8% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

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%, 2% said it was 'At least once a day'.

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



People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination. If they did, they could tell us with one or more answers what attributes the discrimination was based on. In descending order, the table shows the top 10 answers.

Example

8% of your staff who did the survey said they experienced discrimination. Of that 8%, 34% said it was 'Employment activity'.



If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Employment activity	39%	34%	31%	27%
Age	22%	25%	23%	26%
Parent or carer status (including pregnancy and breastfeeding)	0%	13%	16%	15%
Race	17%	13%	27%	17%
Disability	8%	11%	7%	8%
Industrial and/or political activity	0%	9%	6%	6%
Personal association with someone who has any of the above attributes (whether as a relative or otherwise)	9%	9%	8%	7%

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

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

Of that 8%, 35% said it was 'Other'.



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	63%	35%	40%	38%
Opportunities for promotion	20%	33%	34%	37%
Denied flexible work arrangements or other adjustments	0%	22%	27%	21%
Opportunities for training	17%	20%	24%	24%
Opportunities for transfer/secondment	6%	17%	11%	19%
Employment security - threats of dismissal or termination	15%	14%	12%	11%
Pay or conditions offered by employer	15%	8%	8%	9%
Access to leave	11%	6%	9%	8%

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.

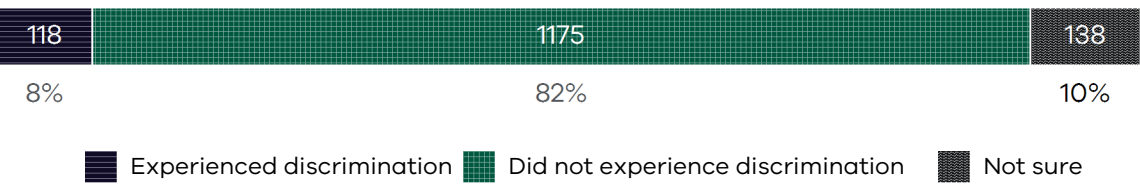
In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced discrimination, of which

- 35% said the top way they reported the discrimination was 'Told a colleague'.
- 90% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a colleague	35%	35%	39%	38%
Told a friend or family member	39%	34%	34%	32%
Told a manager	30%	31%	25%	28%
I did not tell anyone about the discrimination	18%	16%	23%	24%
Told someone else	10%	15%	14%	14%
Told Human Resources	14%	13%	10%	10%
Submitted a formal complaint	13%	10%	8%	8%
Told the person the behaviour was not OK	0%	10%	10%	9%
Told employee assistance program (EAP) or peer support	0%	7%	7%	8%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

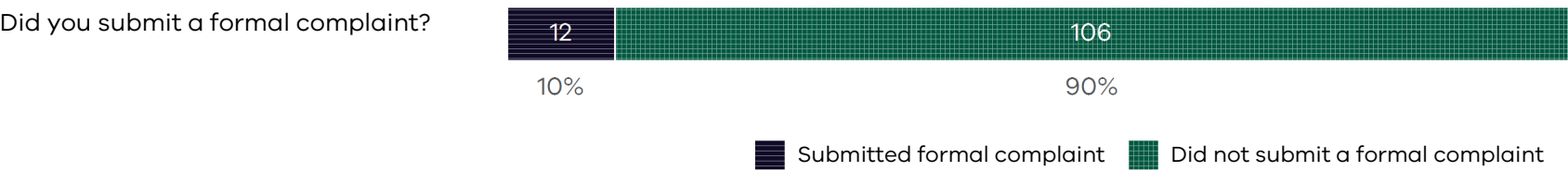
How to read this

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

Example

90% of your staff who experienced discrimination did not submit a formal complaint, 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 complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	53%	60%	54%	56%
I believed there would be negative consequences for my career	45%	57%	50%	54%
I didn't think it would make a difference	58%	57%	58%	57%
I didn't feel safe to report the incident	0%	30%	21%	19%
I thought the complaint process would be embarrassing or difficult	0%	17%	13%	13%
I believed there would be negative consequences for the person I was going to complain about	13%	11%	11%	9%
I didn't think it was serious enough	0%	8%	14%	12%
I didn't know who to talk to	0%	6%	6%	6%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	8%	4%	3%	3%
I was advised not to	0%	4%	4%	4%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year’s survey, 8% of your staff said they experienced discrimination.

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

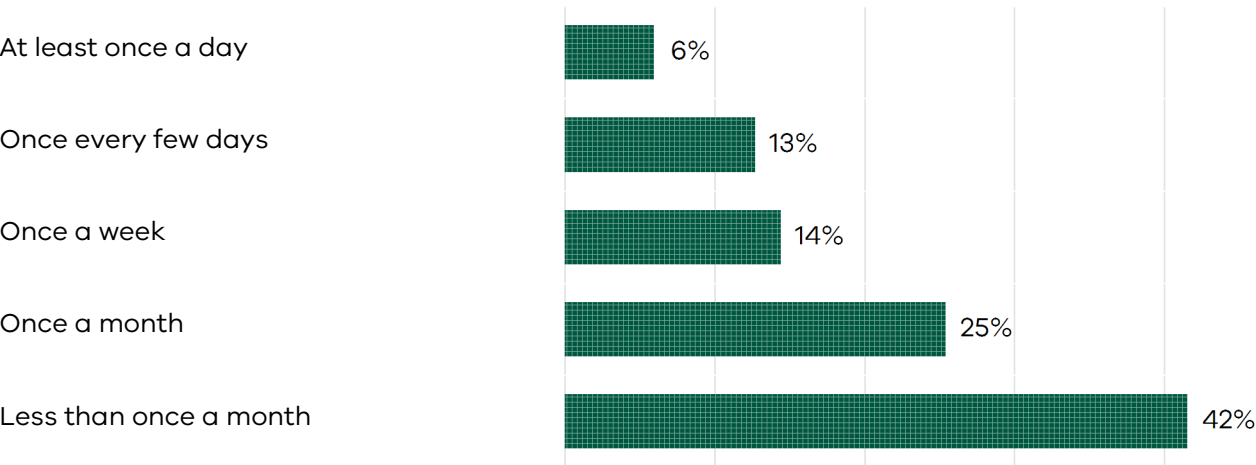
The graph shows how often staff were experiencing discrimination.

Example

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

Of that 8%, 6% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

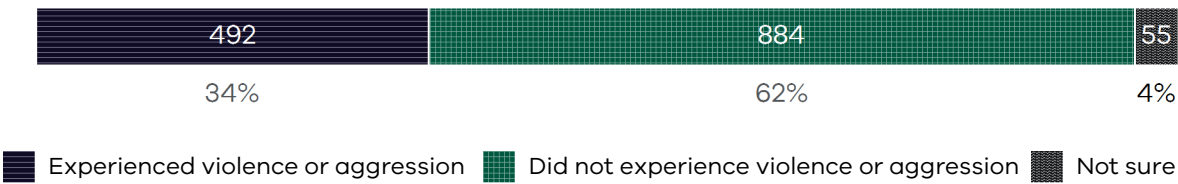
How to read this

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

Example

34% of your staff who did the survey said they experienced violence or aggression. Of that 34%, 87% said it was from 'Abusive language'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Abusive language	87%	85%	81%
Intimidating behaviour	67%	71%	69%
Threats of violence	44%	40%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	35%	33%	28%
Damage to my property or work equipment	9%	11%	7%
Other	3%	3%	12%
Stalking, including cyber-stalking	1%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

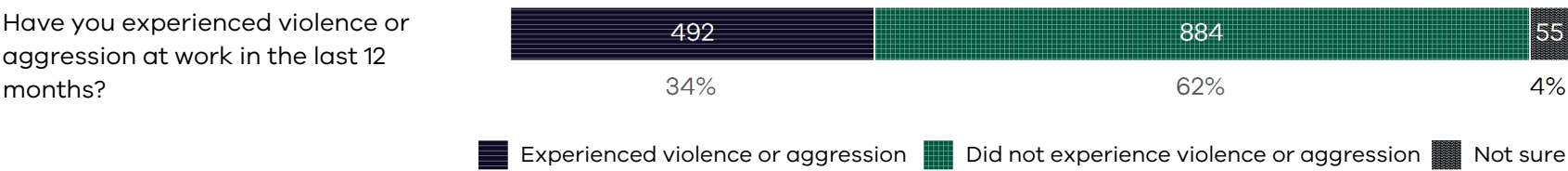
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

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

- 54% said the top way they reported the violence or aggression was 'Told a manager'
- 66% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	54%	53%	52%
Told a colleague	43%	51%	46%
Told the person the behaviour was not OK	37%	38%	33%
Submitted a formal incident report	34%	35%	32%
Told a friend or family member	18%	21%	20%
I did not tell anyone about the incident(s)	6%	7%	8%
Told someone else	6%	6%	6%
Told Human Resources	5%	3%	4%
Told employee assistance program (EAP) or peer support	4%	2%	3%

Negative behaviour

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

What this is

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

Why this is important

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

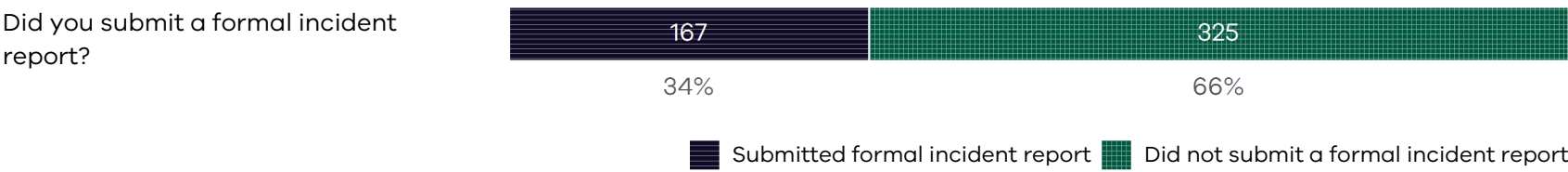
How to read this

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

Example

66% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 40% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	51%	40%	38%	39%
I didn't think it was serious enough	0%	35%	37%	33%
Other	40%	24%	24%	12%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	18%	15%	15%
I didn't need to because I made the violence or aggression stop	0%	16%	16%	16%
I believed there would be negative consequences for my reputation	12%	11%	10%	16%
I believed there would be negative consequences for my career	8%	7%	8%	12%
I didn't feel safe to report the incident	0%	4%	4%	5%
I thought the complaint process would be embarrassing or difficult	0%	4%	3%	4%
I believed there would be negative consequences for the person I was going to complain about	4%	3%	3%	4%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

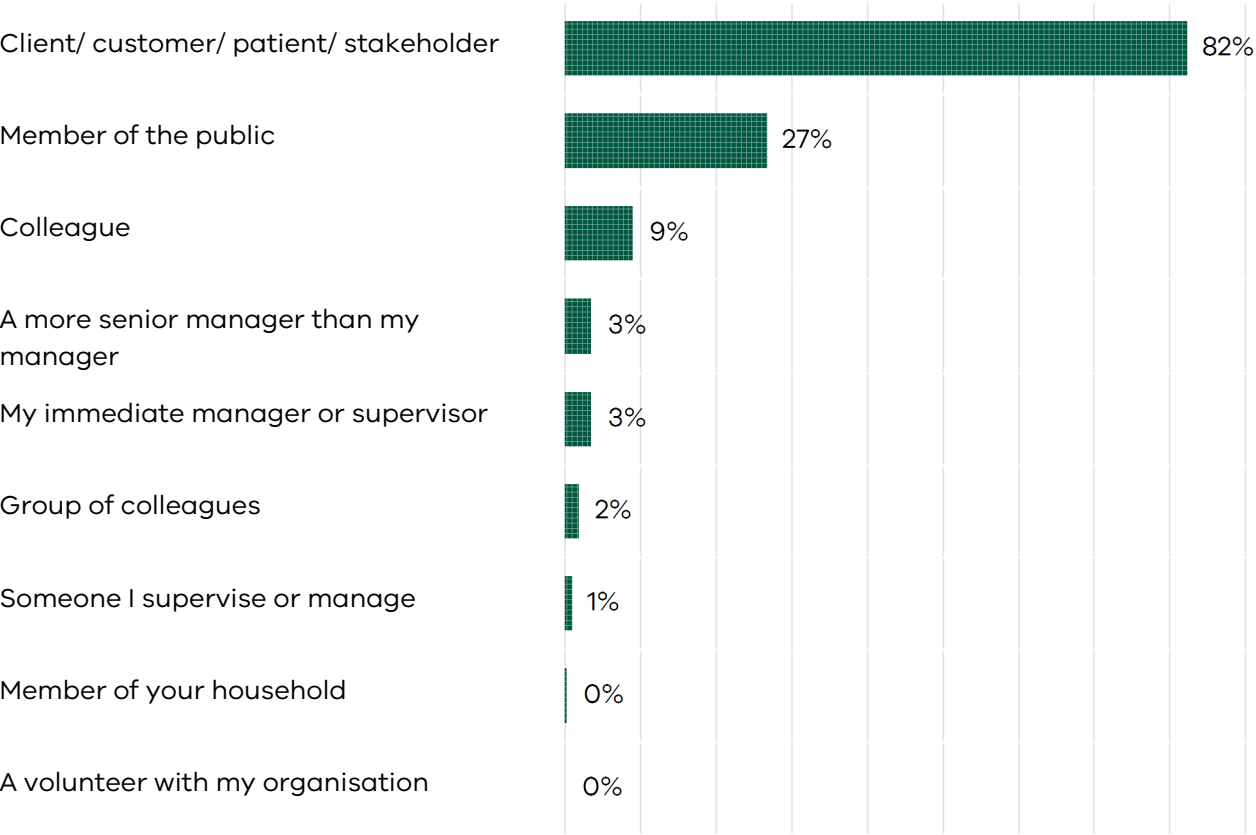
Each row is one perpetrator or a group of perpetrators.

Example

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

Of that 34%, 82% said it was 'Client/ customer/ patient/ stakeholder'.

492 people (34% of staff) experienced violence or aggression (You2021)



Negative behaviour

Frequency of violence and aggression

What this is

This is how often staff experienced violence or aggression.

Why this is important

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

How to read this

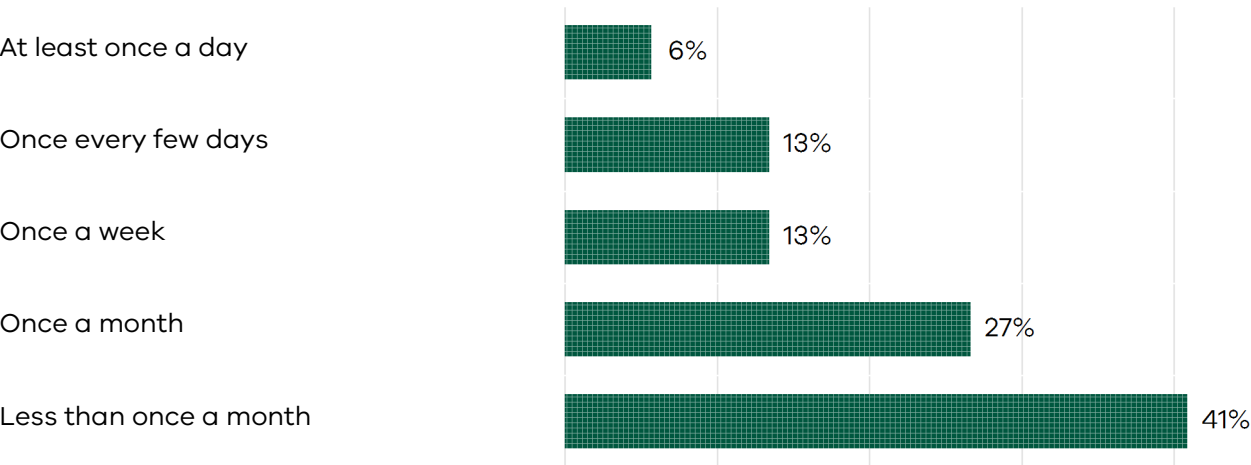
In this year’s survey, 34% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

34% of your staff who did the survey said they experienced violence or aggression. Of that 34%, 6% 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

33% of your staff who did the survey said they witnessed some negative behaviour at work.

67% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	66%	67%	71%	77%
Bullying of a colleague	22%	21%	19%	16%
Discrimination against a colleague	9%	11%	9%	8%
Violence or aggression against a colleague	12%	11%	10%	6%
Sexual harassment of a colleague	1%	1%	2%	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

33% of your staff who did the survey witnessed negative behaviour, of which:

- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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



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

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	75%	72%	72%
Told a manager	38%	36%	37%
Told the person the behaviour was not OK	30%	28%	25%
Spoke to the person who behaved in a negative way	25%	25%	22%
Told a colleague	19%	22%	21%
Took no action	7%	8%	7%
Told Human Resources	7%	5%	6%
Other	6%	7%	7%
Submitted a formal complaint	5%	7%	6%

People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

This is how satisfied a staff member was with how your organisation managed their complaint.

Why this is important

When staff submit a formal complaint for negative behaviours, they should feel your organisation will manage it effectively and professionally.

How to read this

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

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

Example

53% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



People matter

survey 2021

Have your say

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 88% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

This question was not asked in 2019.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	88%	Not asked in 2019	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	86%	-7%	91%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	86%	Not asked in 2019	90%
Meaningful work	I feel that I can make a worthwhile contribution at work	85%	Not asked in 2019	88%
Quality service delivery	My workgroup strives to deliver services in a timely manner	84%	-8%	88%
Job enrichment	I clearly understand what I am expected to do in this job	83%	-6%	85%
Quality service delivery	My workgroup values human rights	82%	-5%	87%
Quality service delivery	My workgroup strives to provide high quality advice and services	82%	-9%	88%
Manager leadership	My manager works effectively with people from diverse backgrounds	81%	-3%	85%
Meaningful work	I am achieving something important through my work	81%	Not asked in 2019	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 28% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	28%	Not asked in 2019	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	32%	-5%	42%
Learning and development	I feel I have an equal chance at promotion in my organisation	39%	Not asked in 2019	44%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	39%	Not asked in 2019	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	41%	+1%	50%
Workload	I have enough time to do my job effectively	41%	-7%	50%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	41%	+1%	51%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	42%	-6%	52%
Manager support	I receive adequate recognition for my contributions and accomplishments	42%	-7%	53%
Taking action	I believe my organisation will take positive action on the results of this year's survey	43%	Not asked in 2019	52%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

In this table, your trend is shown in the 'Increase from 2019' column.

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

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

Example

On the first row 'Safety climate', the 'You 2021' column shows 41% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

In the 'Increase from 2019' column, you have a 1% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	41%	+1%	51%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	41%	+1%	50%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 2019' column.

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

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

Example

On the first row 'Workplace flexibility', the 'You 2021' column shows 50% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

In the 'Decrease from 2019' column, you have a 24% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	50%	-24%	59%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	47%	-24%	54%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	48%	-18%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	67%	-16%	73%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	48%	-15%	59%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	68%	-15%	75%
Equal employment opportunity	Disability is not a barrier to success in my organisation	58%	-15%	59%
Patient safety climate	This health service does a good job of training new and existing staff	45%	-15%	61%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	49%	-14%	59%
Safety climate	My organisation consults employees on health and safety matters	54%	-14%	65%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 80% 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 4 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	80%	+4%	76%

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 'Engagement', the 'You 2021' column shows 68% of your staff agreed with 'I am proud to tell others I work for my organisation'.

The 'difference' column, shows that agreement for this question was 16 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	68%	-16%	83%
Patient safety climate	This health service does a good job of training new and existing staff	45%	-15%	61%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	62%	-14%	76%
Engagement	I would recommend my organisation as a good place to work	62%	-14%	76%
Learning and development	My organisation places a high priority on the learning and development of staff	50%	-14%	63%
Safety climate	My organisation provides a physically safe work environment	64%	-13%	77%
Engagement	I feel a strong personal attachment to my organisation	57%	-13%	70%
Engagement	My organisation motivates me to help achieve its objectives	52%	-13%	65%
Engagement	My organisation inspires me to do the best in my job	54%	-13%	66%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	44%	-12%	57%

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

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.

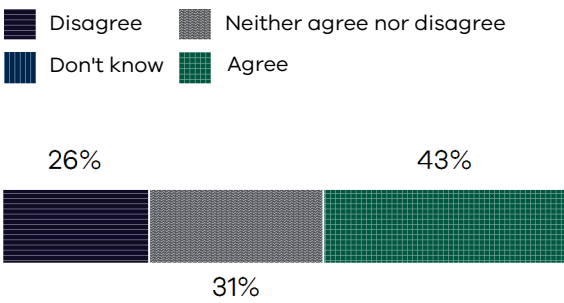
Example

43% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question

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

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	43 %	43 %	52 %	63 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

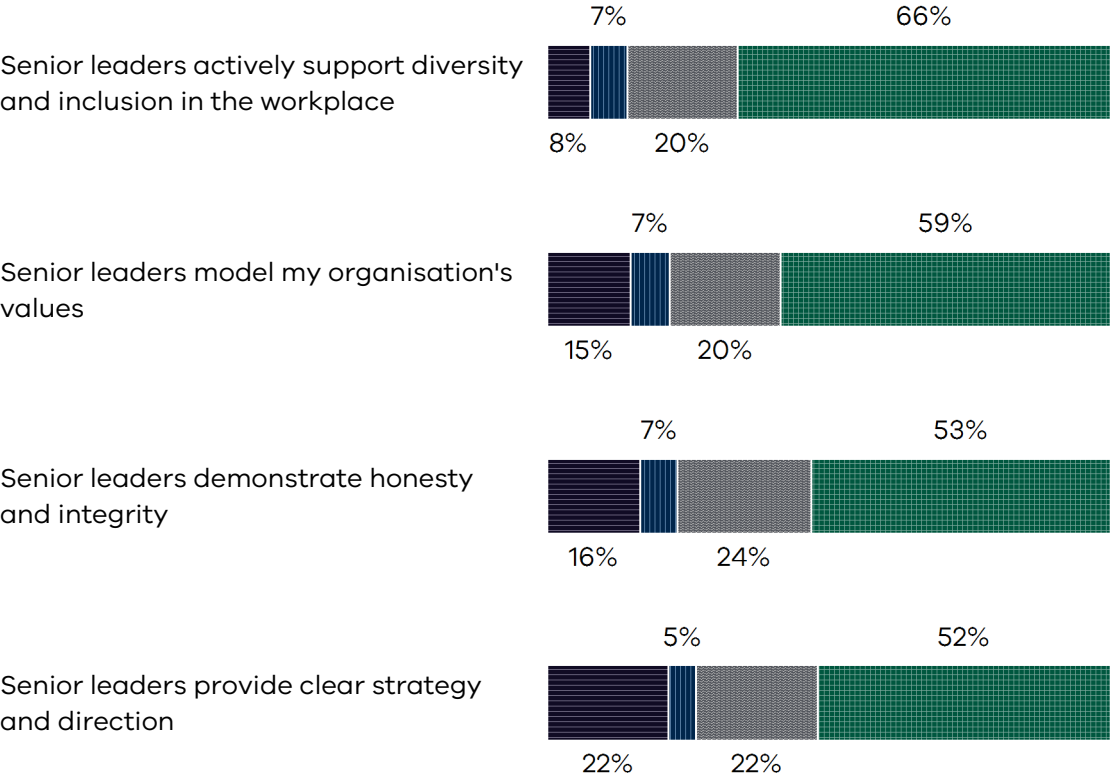
Example

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
71 %	66 %	59 %	72 %	88 %
63 %	59 %	54 %	66 %	89 %
62 %	53 %	51 %	63 %	85 %
61 %	52 %	50 %	62 %	82 %

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.

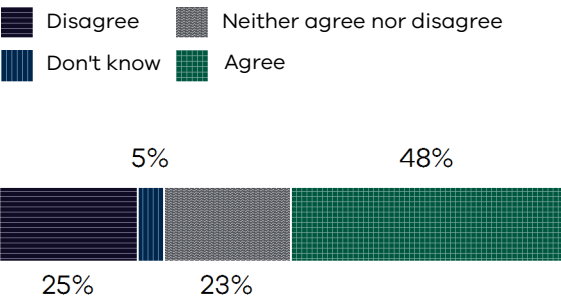
Example

48% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
57 %	48 %	47 %	59 %	77 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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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.

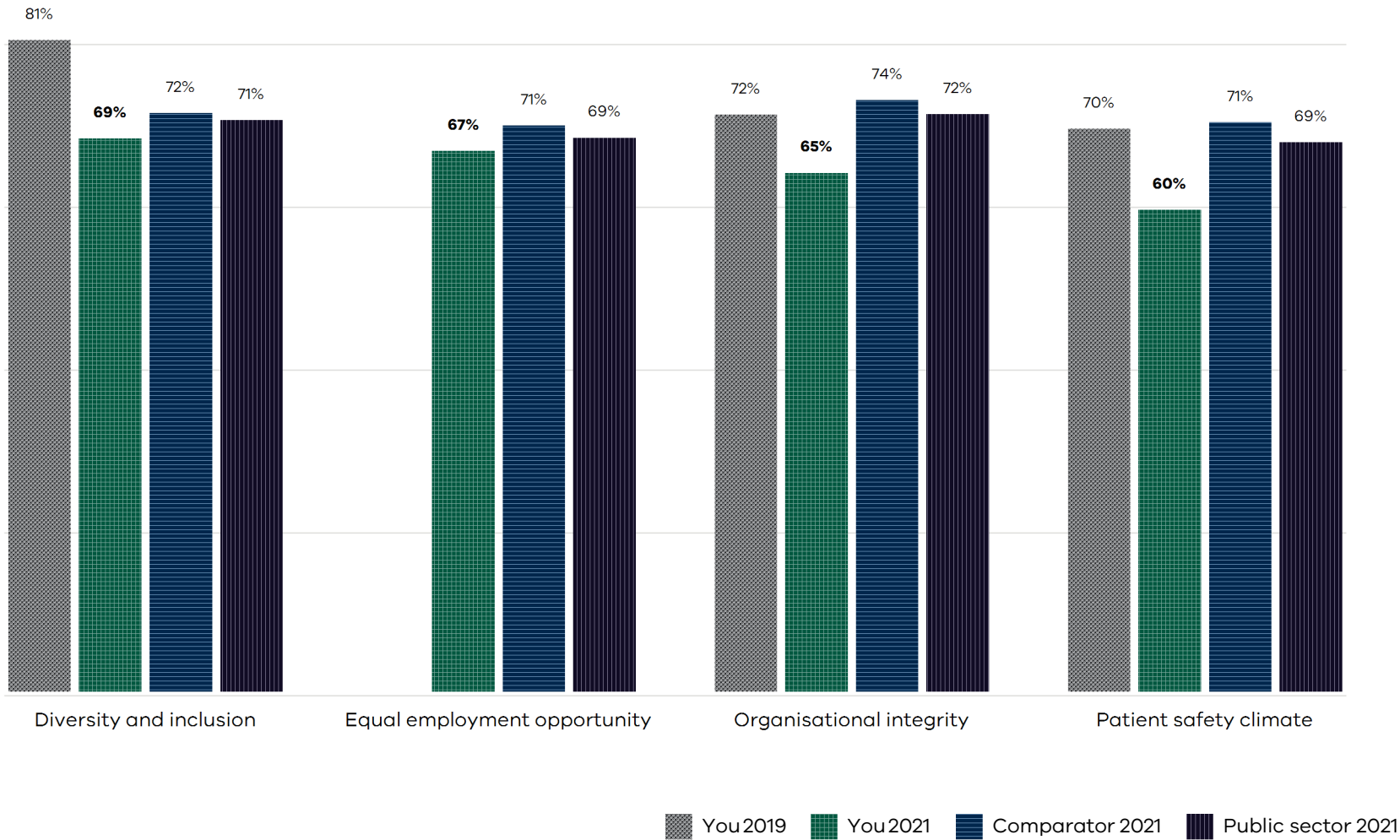
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Diversity and inclusion which is down from 81% in 2019.

Compared to:

- 72% of staff at your comparator and 71% 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.

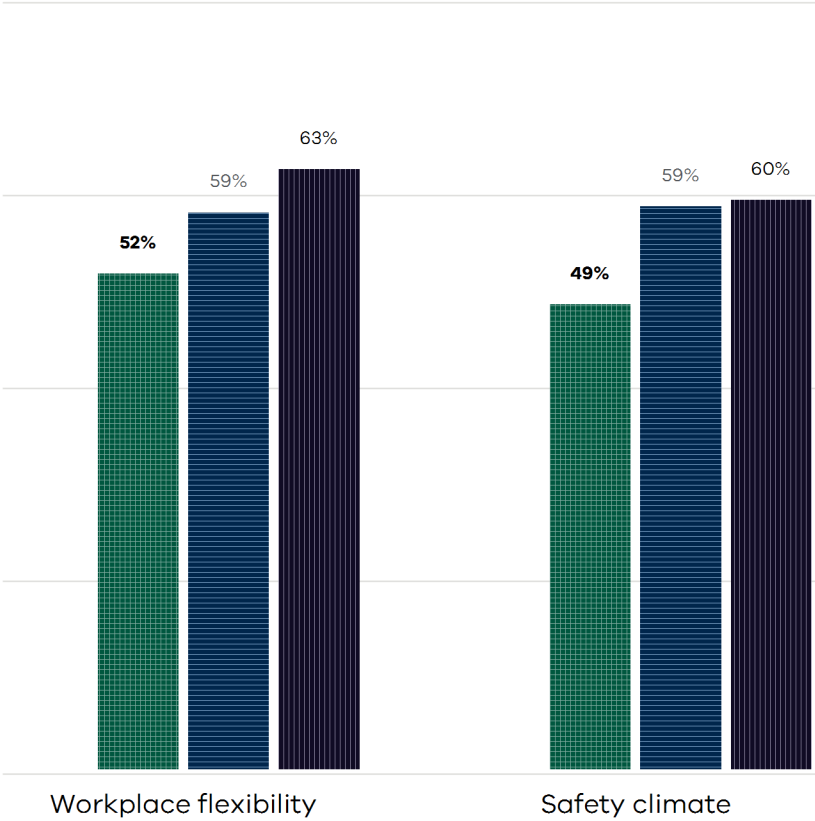
Example

In 2021:

- 52% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 59% of staff at your comparator and 63% of staff across the public sector.



You 2019 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

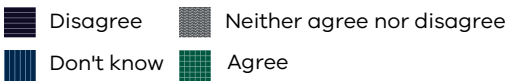
Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	76 %	73 %	82 %	94 %
79 %	75 %	70 %	82 %	91 %
77 %	70 %	66 %	82 %	92 %
77 %	70 %	67 %	80 %	86 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

59% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
67 %	59 %	51 %	68 %	84 %
67 %	56 %	52 %	67 %	76 %
57 %	47 %	41 %	55 %	63 %

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

61% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

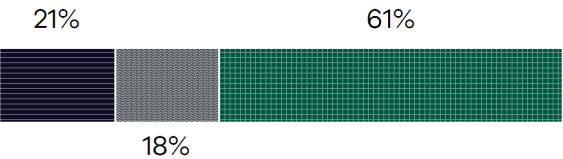
Survey question

Your results

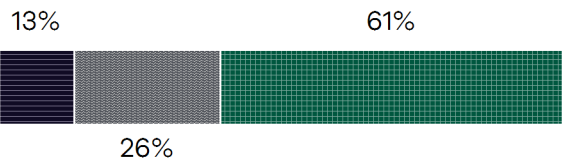
Benchmark agree results



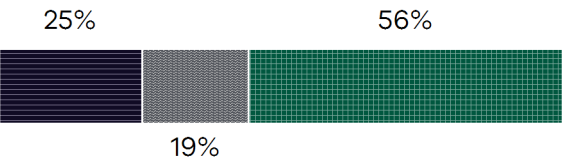
I have the flexibility I need to manage my work and non-work activities and responsibilities



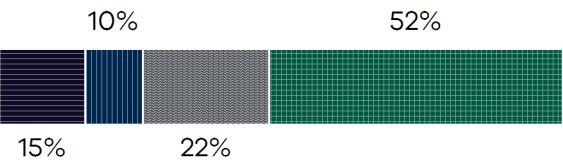
My organisation supports employees with family or other caring responsibilities, regardless of gender



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



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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	61 %	58 %	65 %	86 %
Not asked	61 %	59 %	68 %	88 %
59 %	56 %	54 %	61 %	74 %
Not asked	52 %	54 %	61 %	74 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

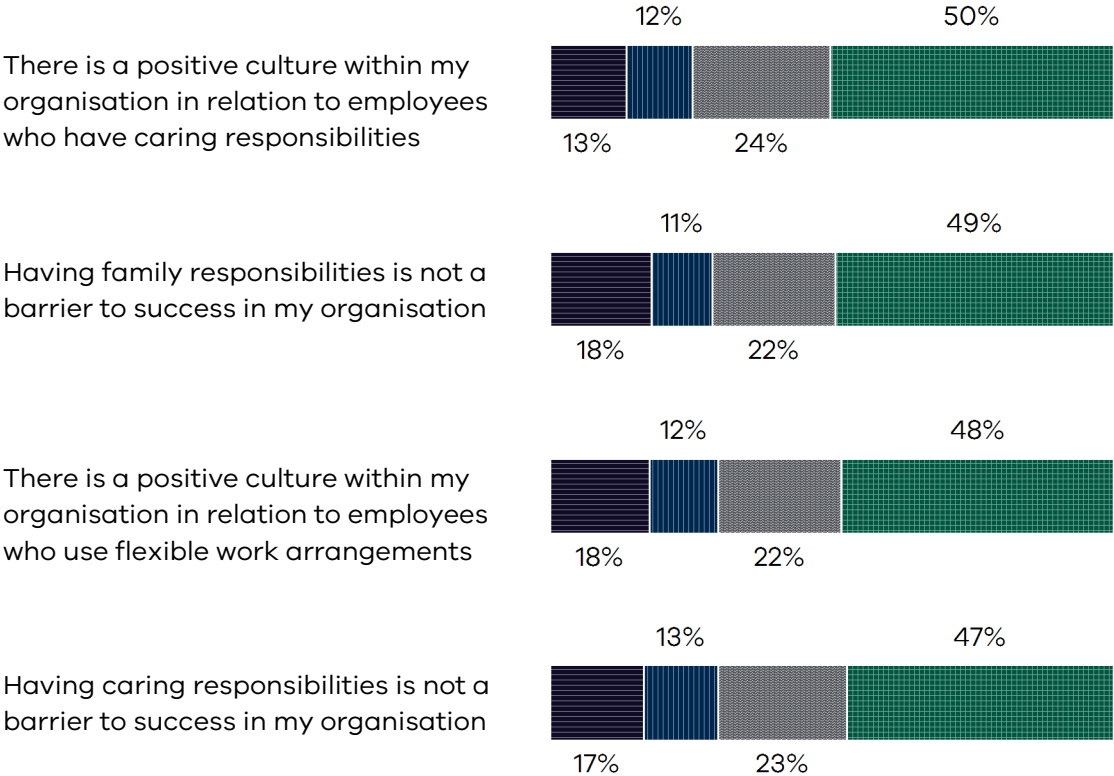
Example

50% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
75 %	50 %	52 %	59 %	72 %
Not asked	49 %	50 %	56 %	72 %
67 %	48 %	47 %	56 %	65 %
71 %	47 %	47 %	54 %	67 %

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

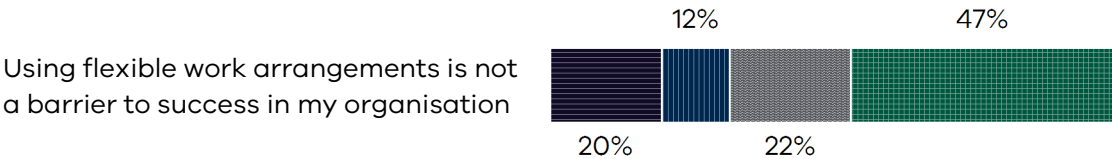
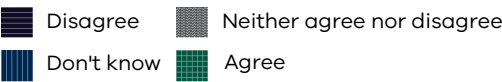
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

47% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	47 %	45 %	51 %	65 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

37% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	33%	37%	35%	38%
Part-time	39%	32%	28%	19%
Shift swap	27%	18%	22%	12%
Working from an alternative location (e.g. home, hub/shared work space)	0%	15%	17%	24%
Flexible start and finish times	13%	12%	16%	23%
Using leave to work flexible hours	14%	10%	11%	8%
Study leave	10%	5%	7%	4%
Working more hours over fewer days	4%	5%	6%	6%
Other	2%	3%	2%	2%
Purchased leave	3%	3%	1%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

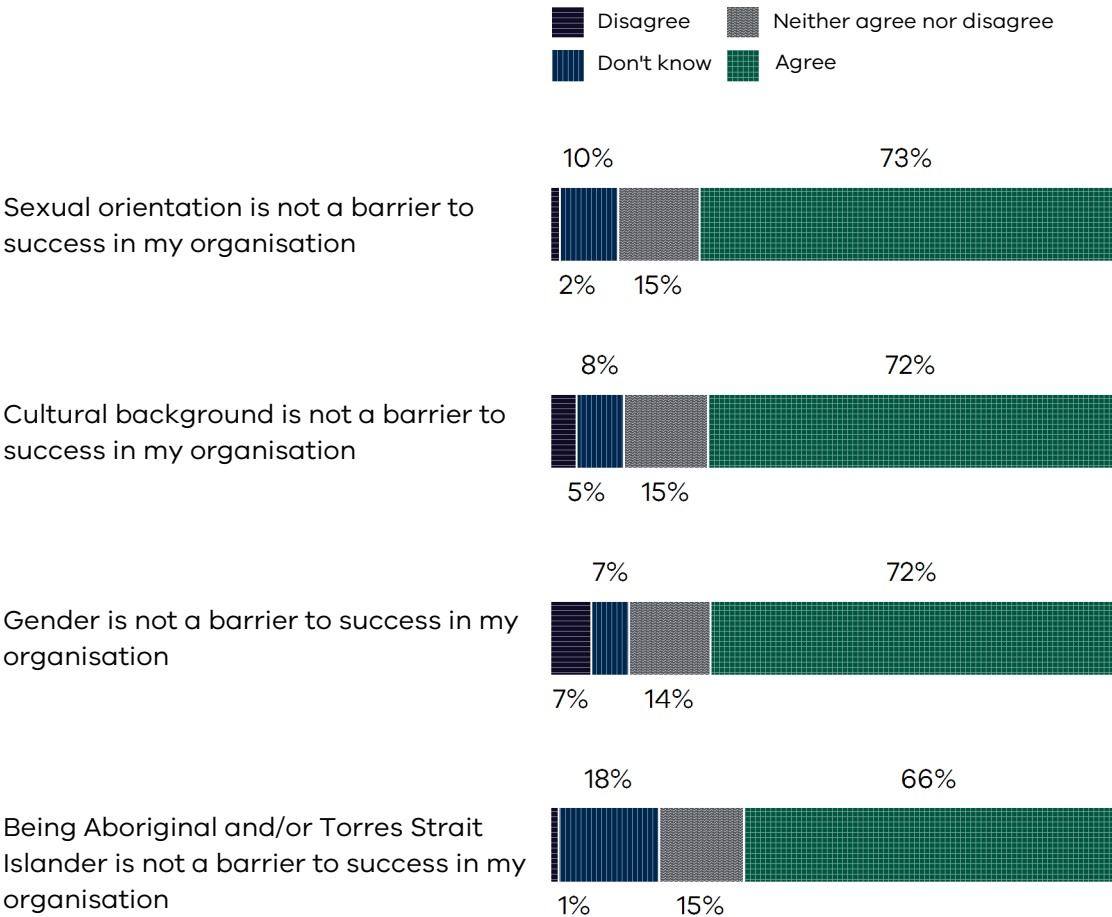
Example

73% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
85 %	73 %	70 %	77 %	88 %
84 %	72 %	65 %	74 %	88 %
Not asked	72 %	67 %	77 %	91 %
Not asked	66 %	58 %	66 %	83 %

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.

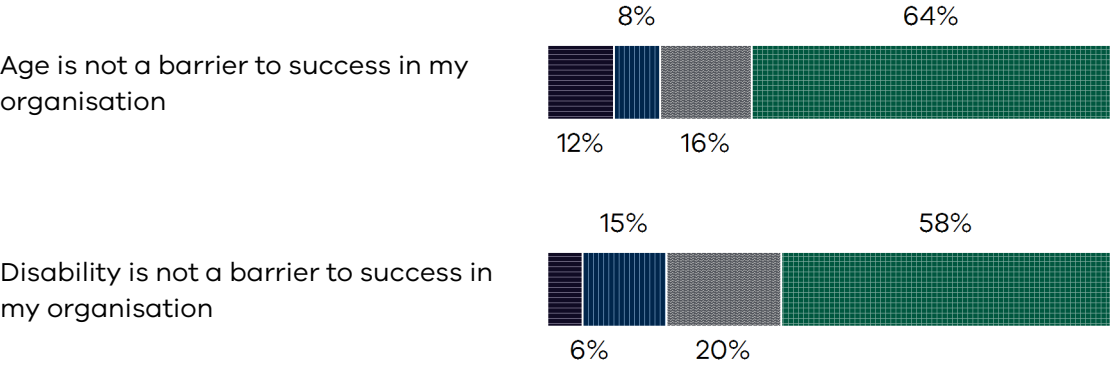
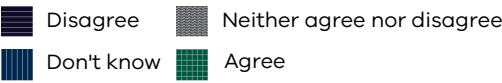
Example

64% 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		
2019	2021	Lowest	Average	Highest
76 %	64 %	65 %	70 %	86 %
73 %	58 %	50 %	59 %	74 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

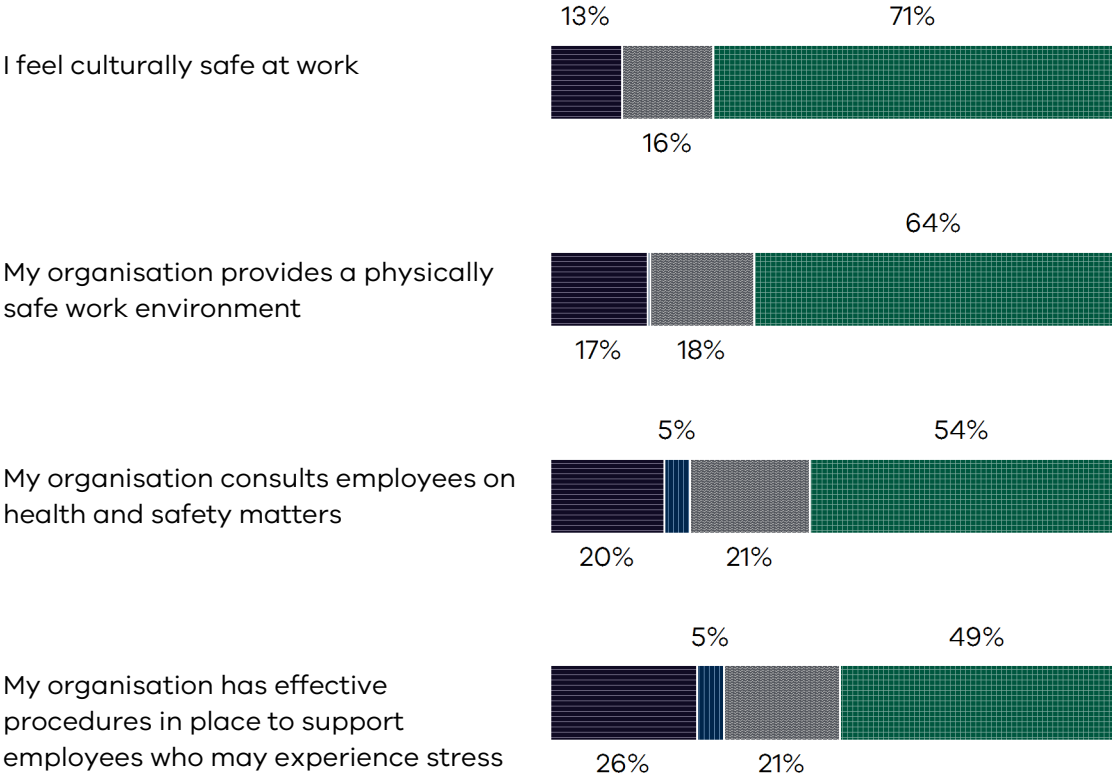
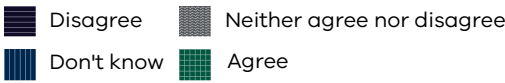
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	71 %	64 %	79 %	88 %
Not asked	64 %	58 %	77 %	95 %
68 %	54 %	54 %	65 %	88 %
63 %	49 %	49 %	59 %	67 %

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

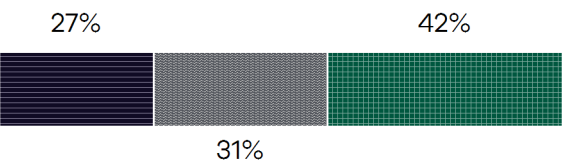
42% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Survey question

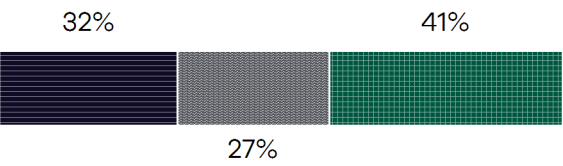
Your results



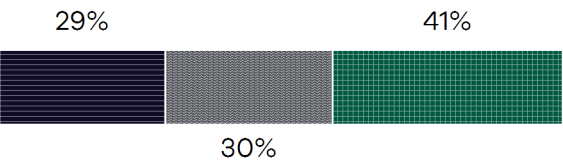
In my workplace, there is good communication about psychological safety issues that affect me



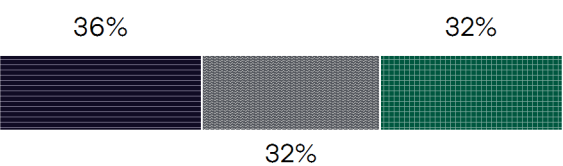
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
48 %	42 %	43 %	52 %	70 %
41 %	41 %	43 %	51 %	74 %
40 %	41 %	41 %	50 %	68 %
38 %	32 %	33 %	42 %	57 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

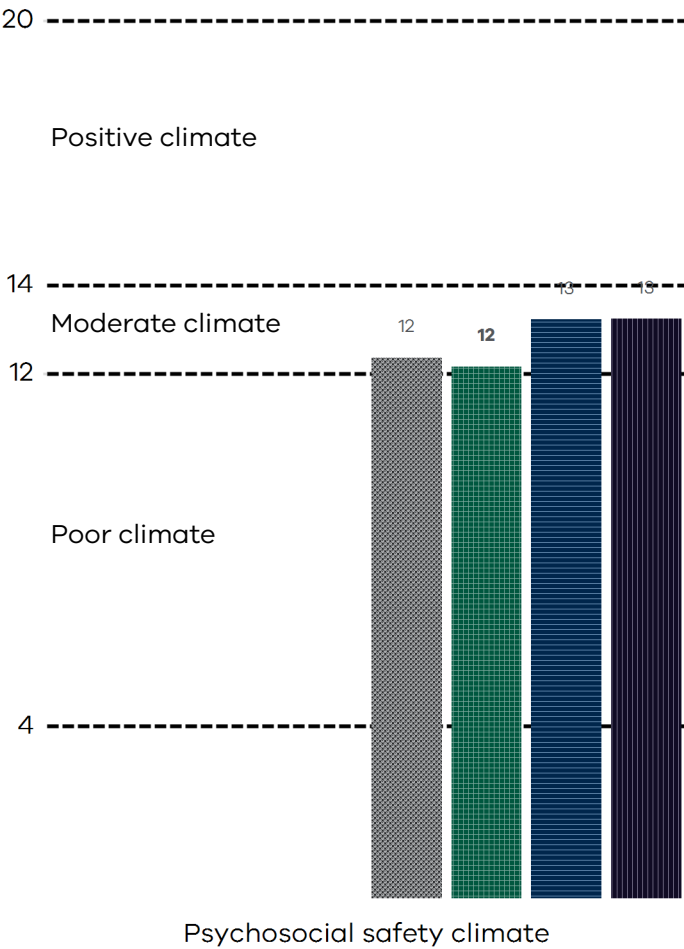
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

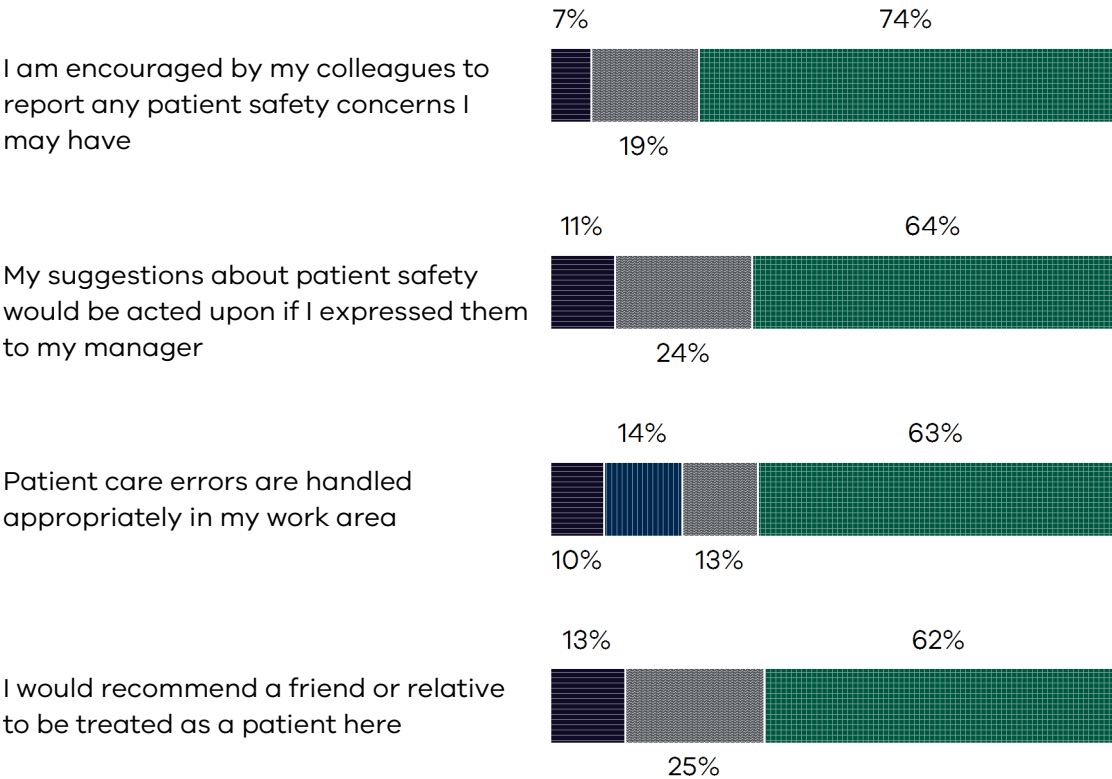
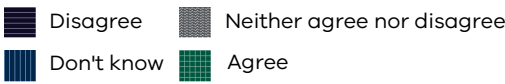
Example

74% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	74 %	72 %	81 %	91 %
72 %	64 %	63 %	72 %	88 %
74 %	63 %	59 %	73 %	76 %
74 %	62 %	41 %	76 %	92 %

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

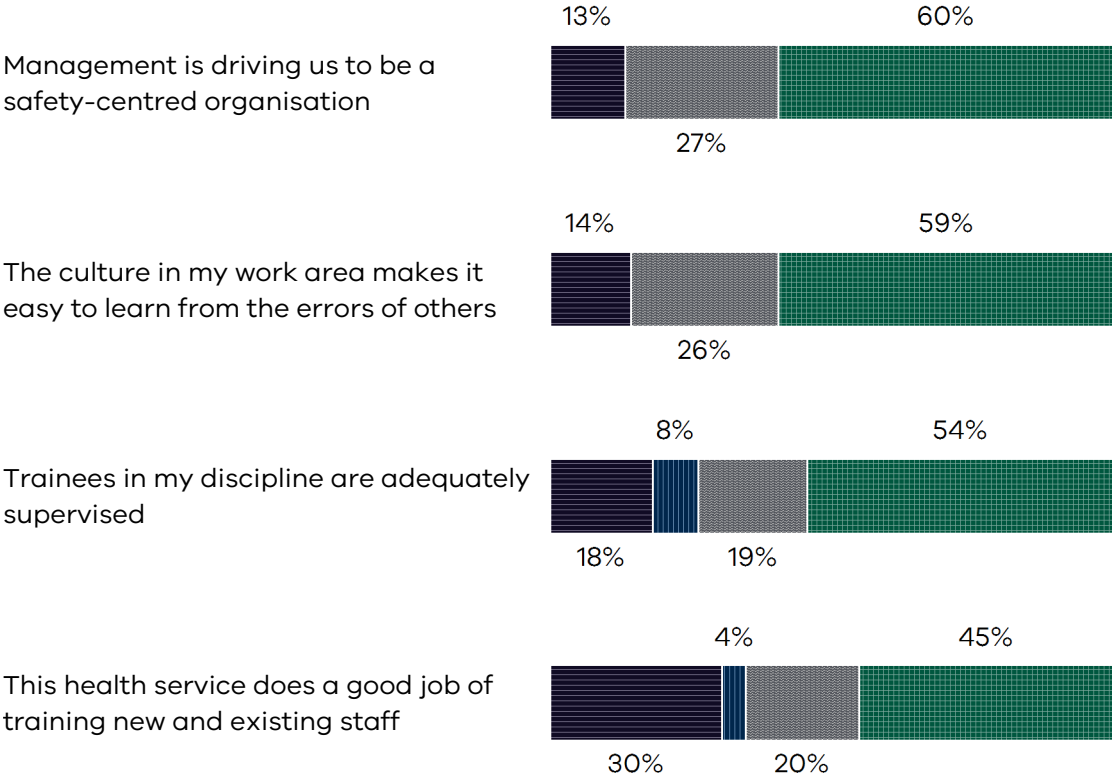
Example

60% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
71 %	60 %	56 %	71 %	89 %
68 %	59 %	57 %	69 %	74 %
63 %	54 %	55 %	65 %	71 %
60 %	45 %	45 %	61 %	67 %

Organisational climate

Diversity and inclusion 1 of 2

What this is

This is how well your organisation’s culture supports diversity in the workplace.

Why this is important

If staff feel valued and included, it can lead to a positive work environment and higher engagement and productivity.

How to read this

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

‘Agree’ combines responses for agree and strongly agree and ‘Disagree’ combines responses for disagree and strongly disagree.

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

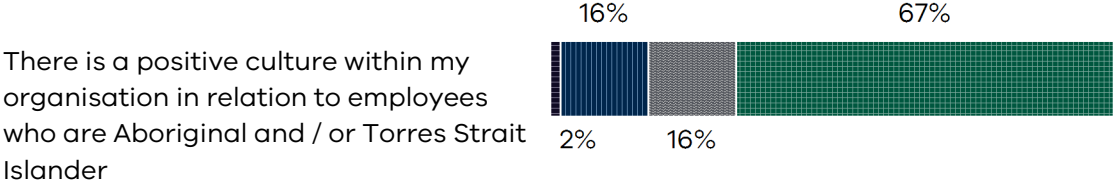
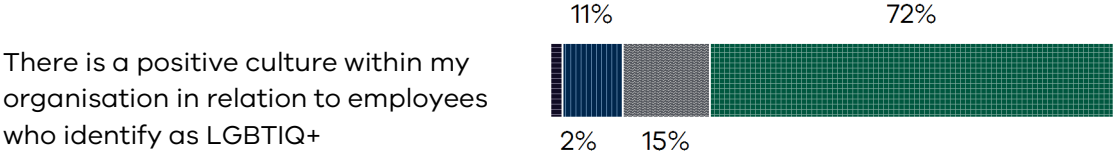
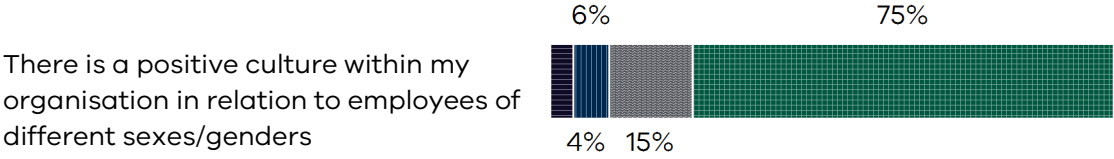
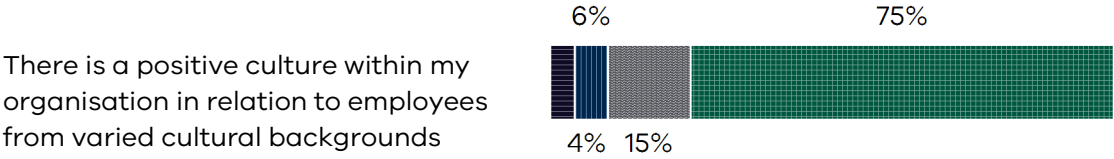
Example

75% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees from varied cultural backgrounds’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	75 %	67 %	79 %	90 %
86 %	75 %	70 %	79 %	83 %
81 %	72 %	62 %	72 %	83 %
77 %	67 %	57 %	68 %	90 %

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.

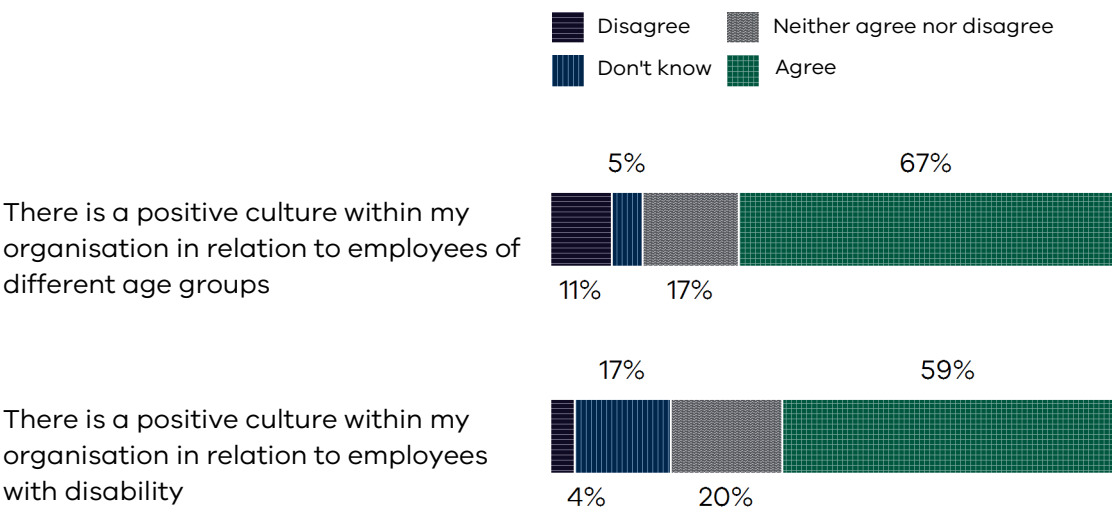
Example

67% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different age groups’.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	67 %	65 %	73 %	89 %
73 %	59 %	49 %	60 %	76 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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

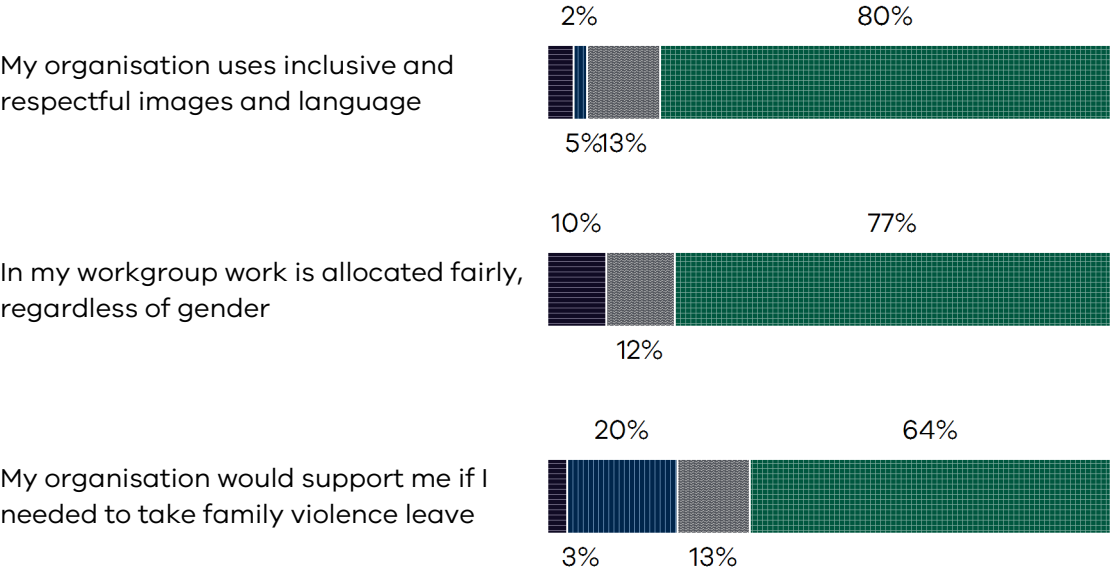
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	80 %	76 %	85 %	98 %
Not asked	77 %	75 %	81 %	88 %
Not asked	64 %	61 %	71 %	86 %

People matter

survey 2021

Have your say

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

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

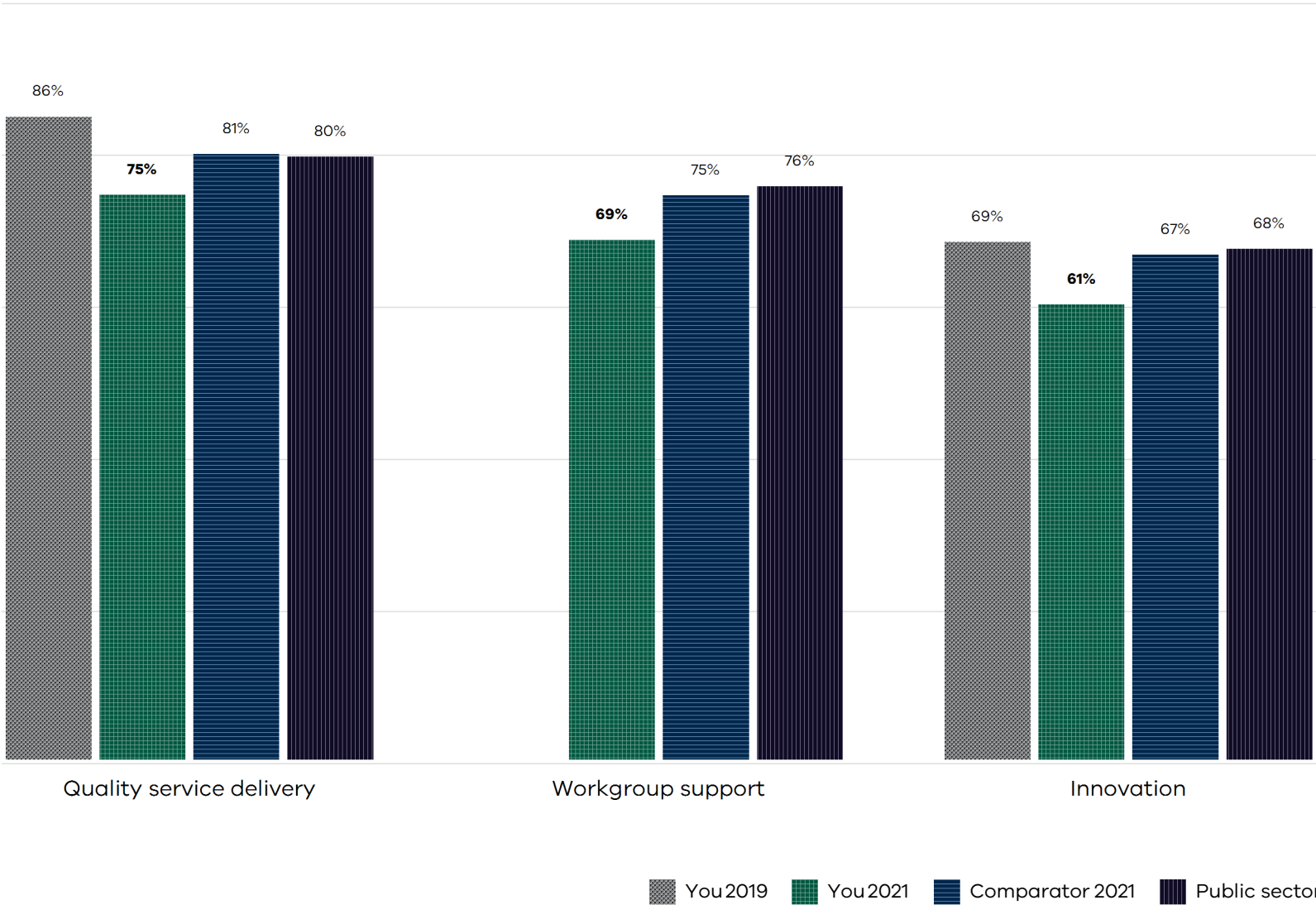
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about which is down from 86% in 2019.

Compared to:

- 81% 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.

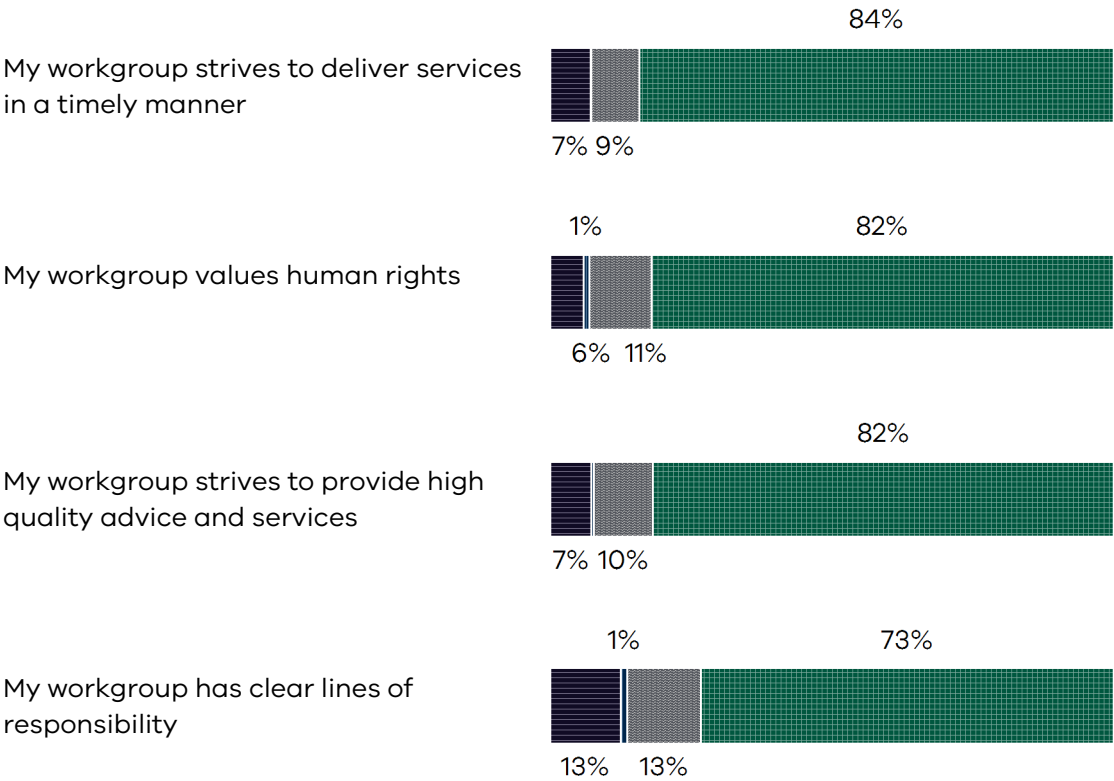
Example

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
92 %	84 %	82 %	88 %	95 %
87 %	82 %	81 %	87 %	98 %
91 %	82 %	83 %	88 %	98 %
82 %	73 %	69 %	77 %	87 %

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.

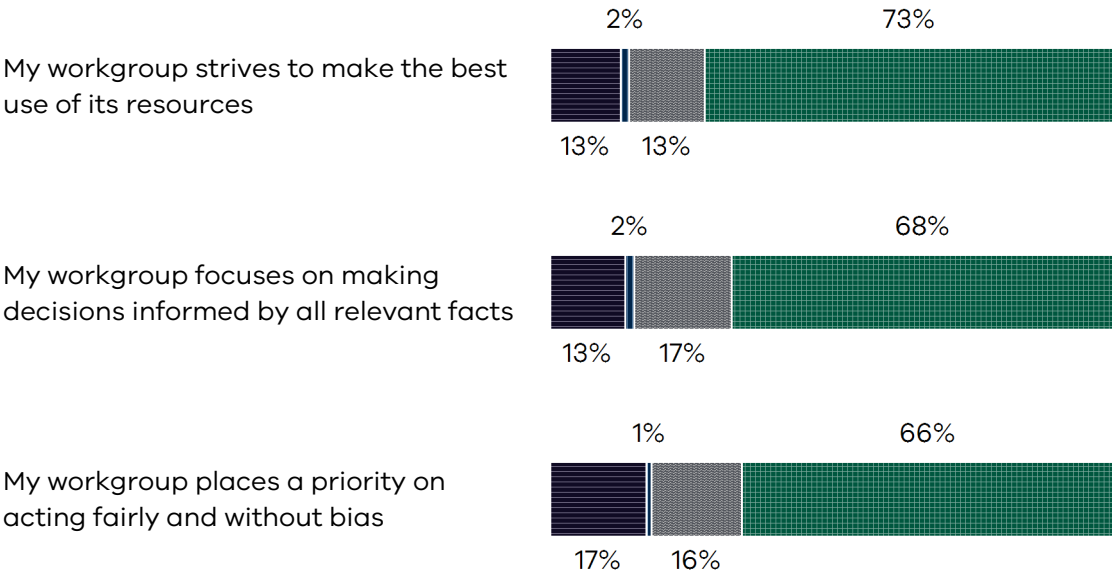
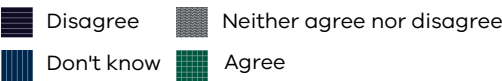
Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to make the best use of its resources'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	73 %	73 %	78 %	88 %
83 %	68 %	69 %	75 %	88 %
78 %	66 %	67 %	72 %	87 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

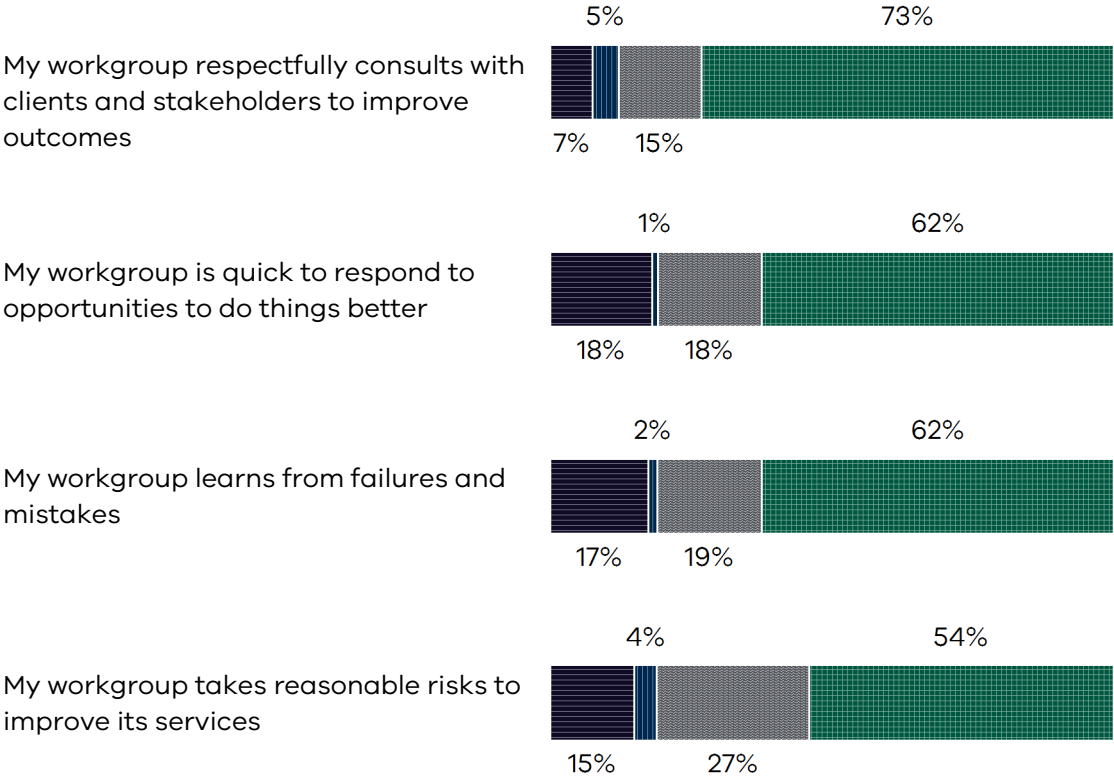
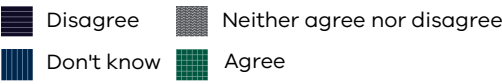
Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
78 %	73 %	74 %	78 %	91 %
71 %	62 %	66 %	69 %	79 %
71 %	62 %	58 %	70 %	77 %
64 %	54 %	57 %	60 %	71 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

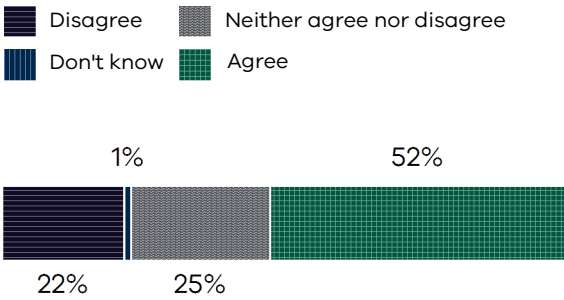
Example

52% 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		
2019	2021	Lowest	Average	Highest
62 %	52 %	56 %	59 %	77 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

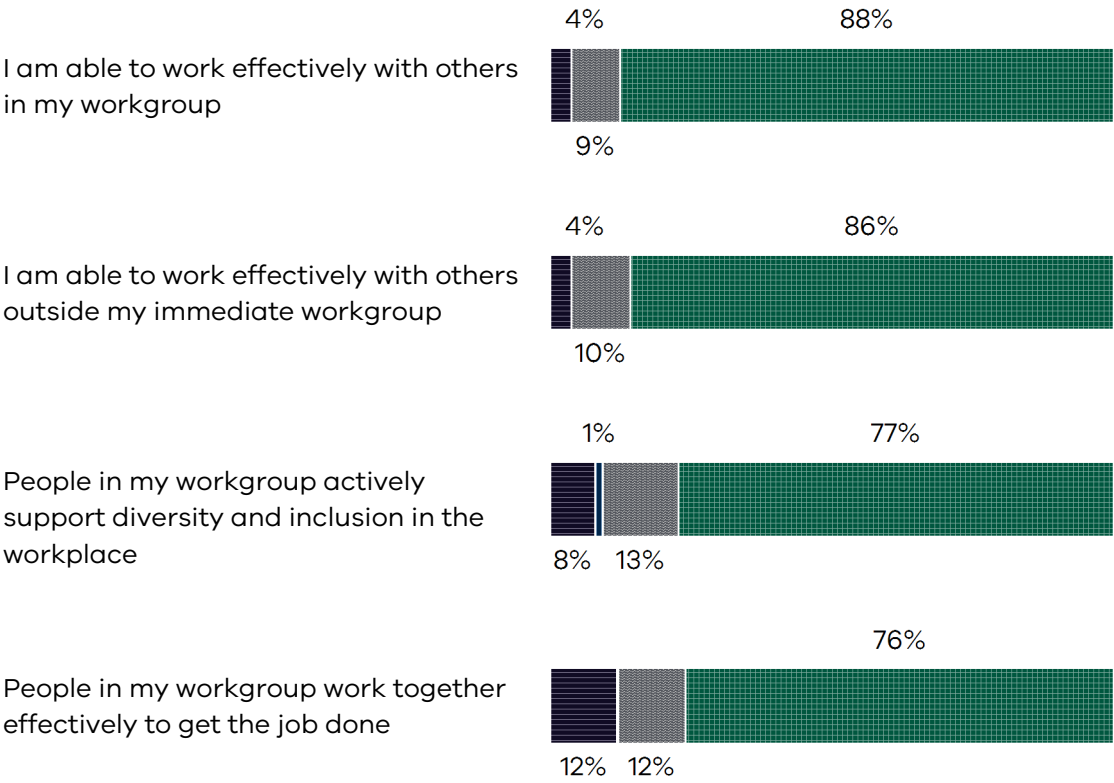
Example

88% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	88 %	86 %	90 %	95 %
Not asked	86 %	83 %	90 %	92 %
84 %	77 %	75 %	82 %	90 %
84 %	76 %	74 %	81 %	84 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

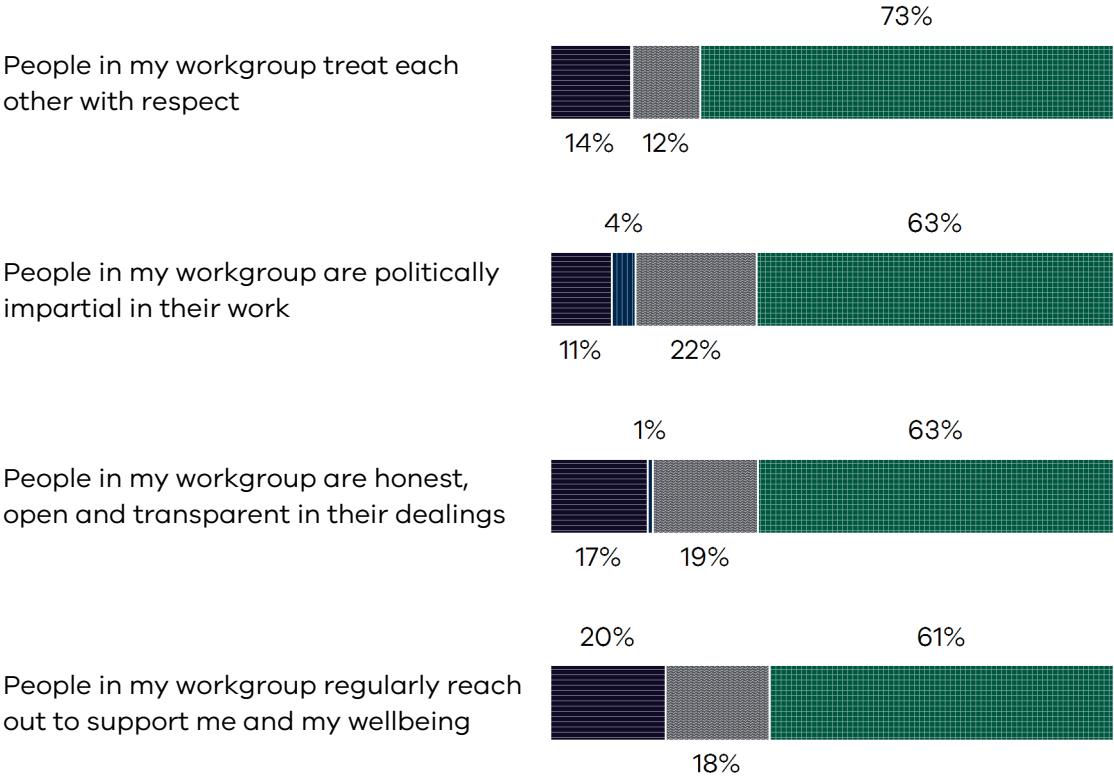
Example

73% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
79 %	73 %	76 %	79 %	86 %
68 %	63 %	61 %	68 %	77 %
72 %	63 %	62 %	69 %	76 %
Not asked	61 %	64 %	68 %	82 %

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.

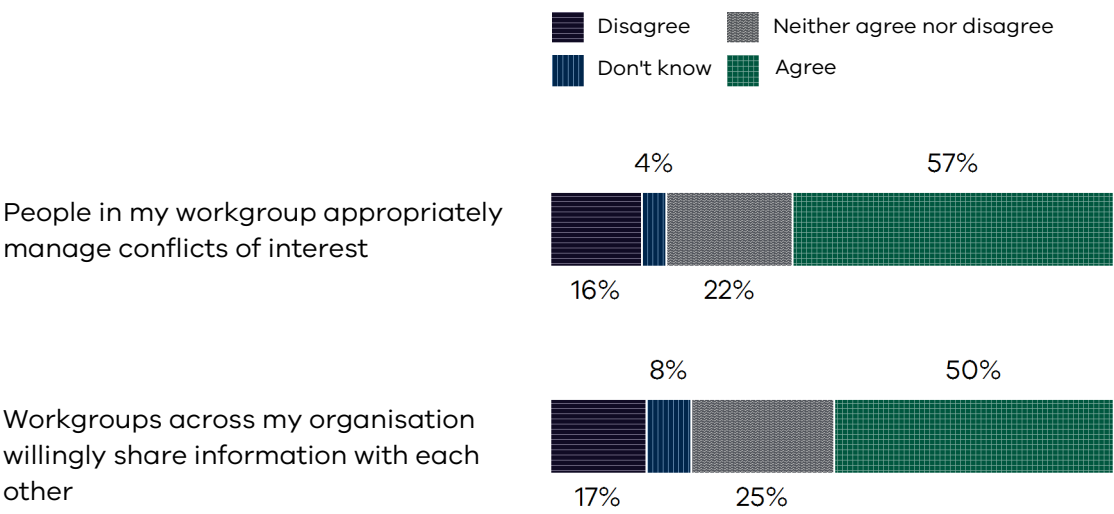
Example

57% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
66 %	57 %	60 %	64 %	73 %
59 %	50 %	45 %	61 %	68 %

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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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.

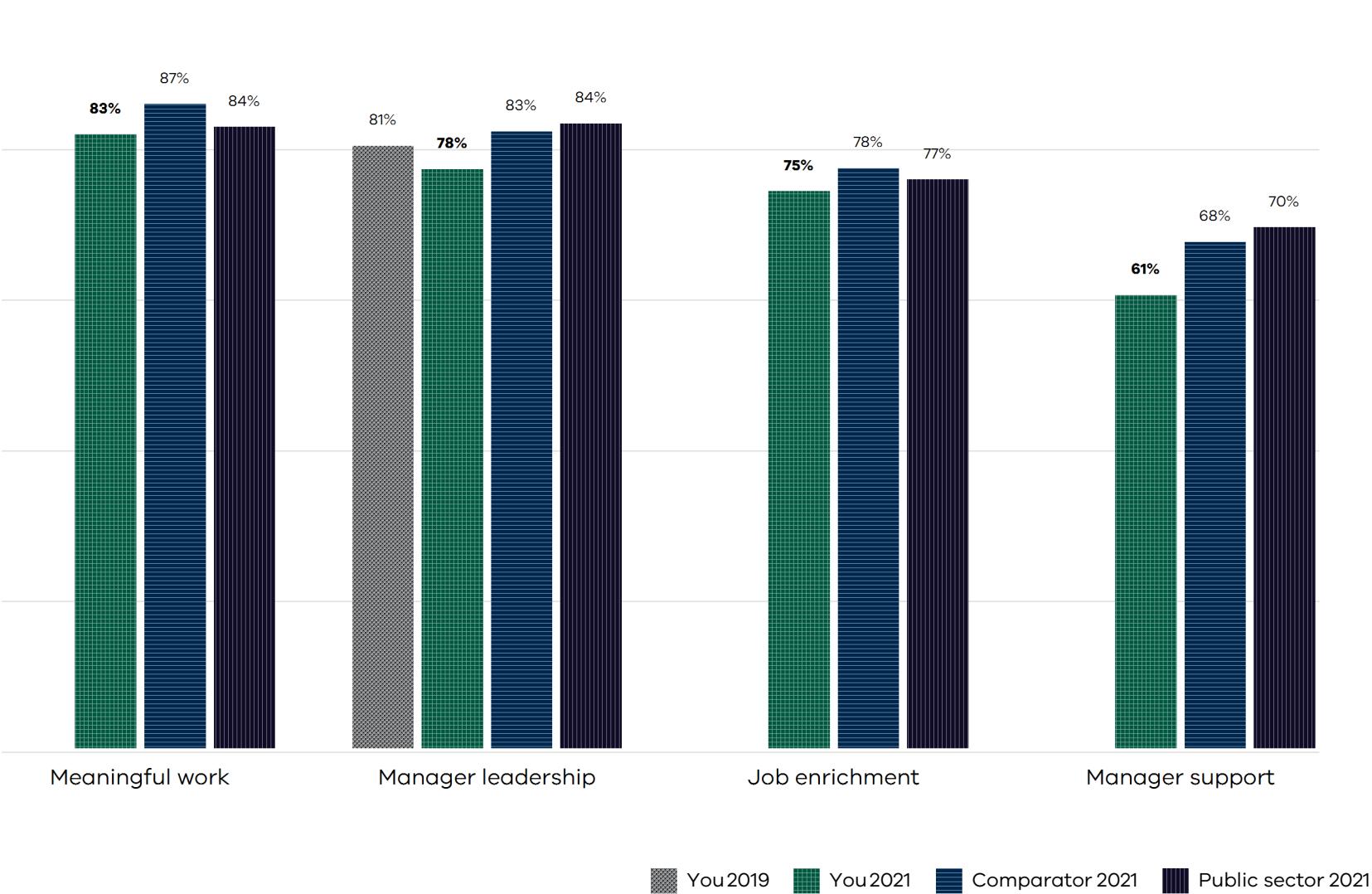
Example

In 2021:

- 83% 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.

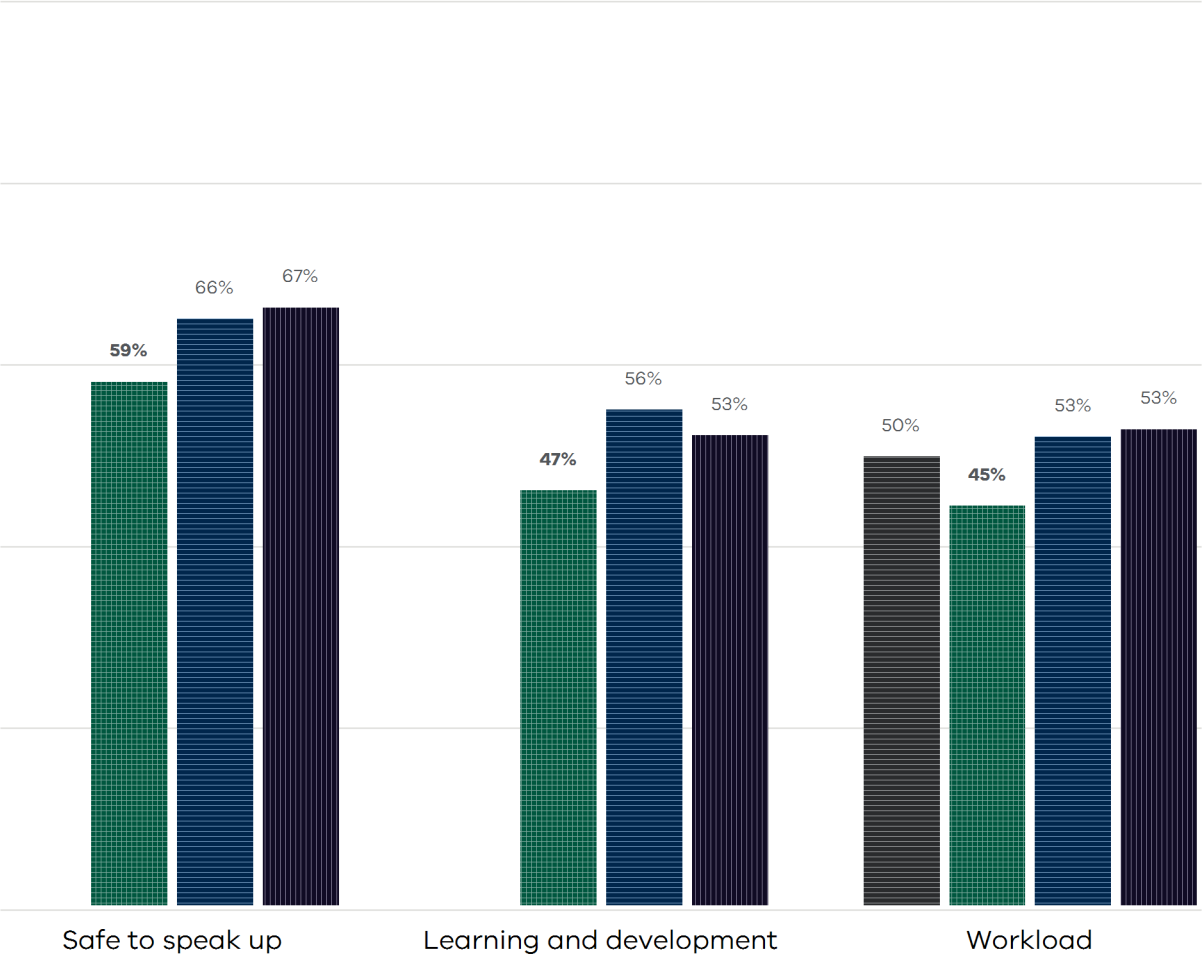
Example

In 2021:

- 59% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



You 2019 You 2021 Comparator 2021 Public sector 2021

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.

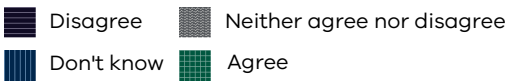
Example

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		
2019	2021	Lowest	Average	Highest
83 %	81 %	80 %	85 %	96 %
84 %	80 %	79 %	85 %	99 %
82 %	79 %	78 %	85 %	99 %
80 %	78 %	77 %	83 %	93 %

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

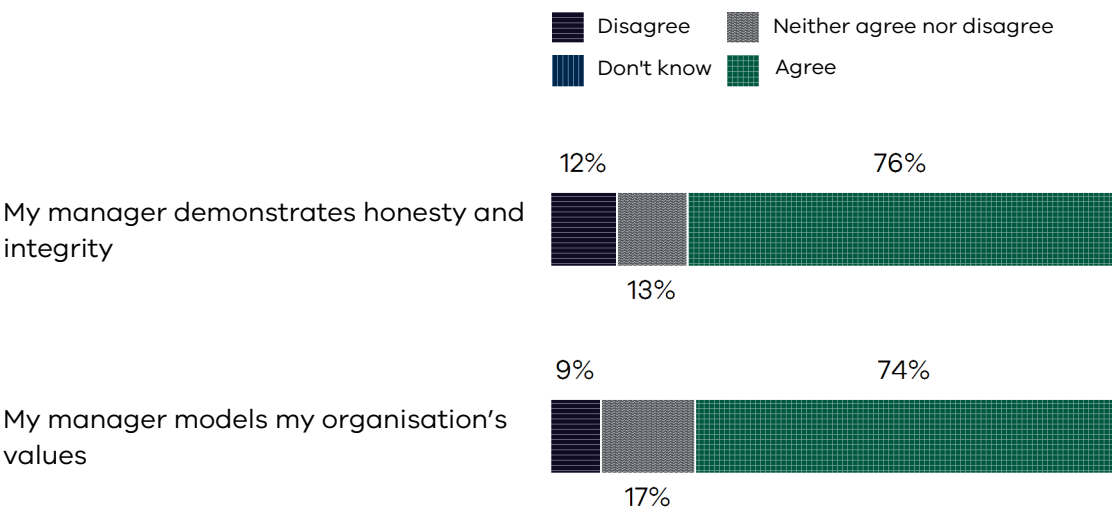
Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
79 %	76 %	75 %	80 %	93 %
78 %	74 %	74 %	80 %	93 %

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

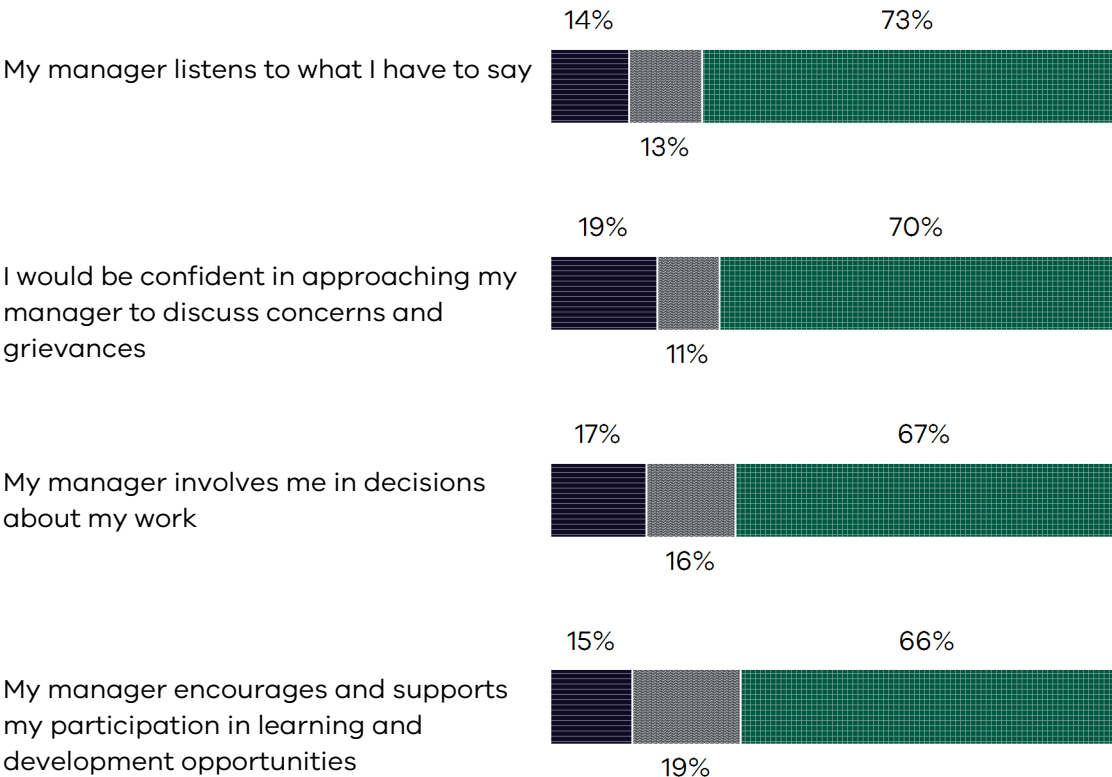
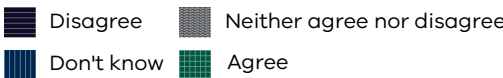
Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	73 %	73 %	78 %	89 %
73 %	70 %	73 %	75 %	87 %
70 %	67 %	66 %	72 %	85 %
73 %	66 %	68 %	74 %	86 %

Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

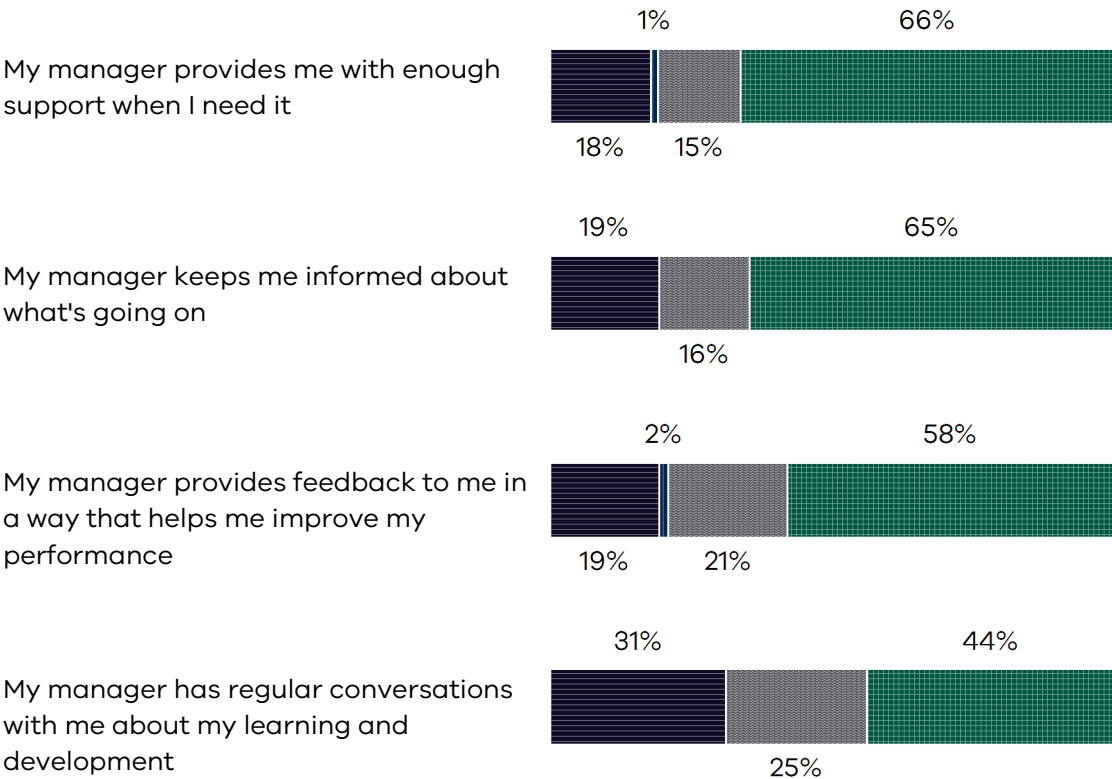
Example

66% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	66 %	67 %	72 %	84 %
69 %	65 %	67 %	73 %	83 %
67 %	58 %	61 %	64 %	79 %
Not asked	44 %	48 %	52 %	79 %

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.

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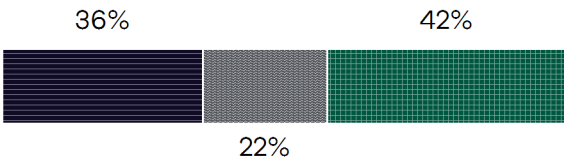
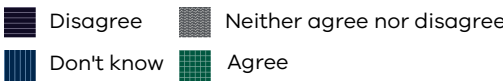
Example

42% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

I receive adequate recognition for my contributions and accomplishments

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
49 %	42 %	47 %	53 %	70 %

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.

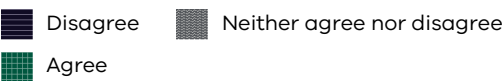
Example

49% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

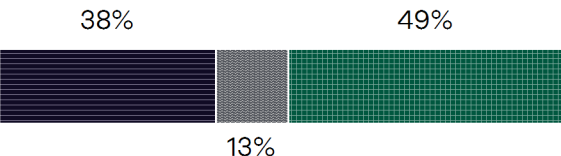
Survey question

Your results

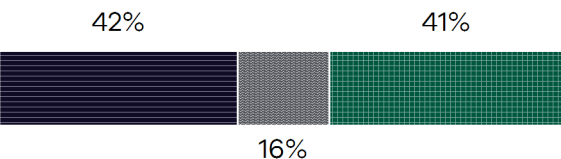
Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2019	2021	Lowest	Average	Highest
53 %	49 %	49 %	55 %	66 %
48 %	41 %	43 %	50 %	61 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

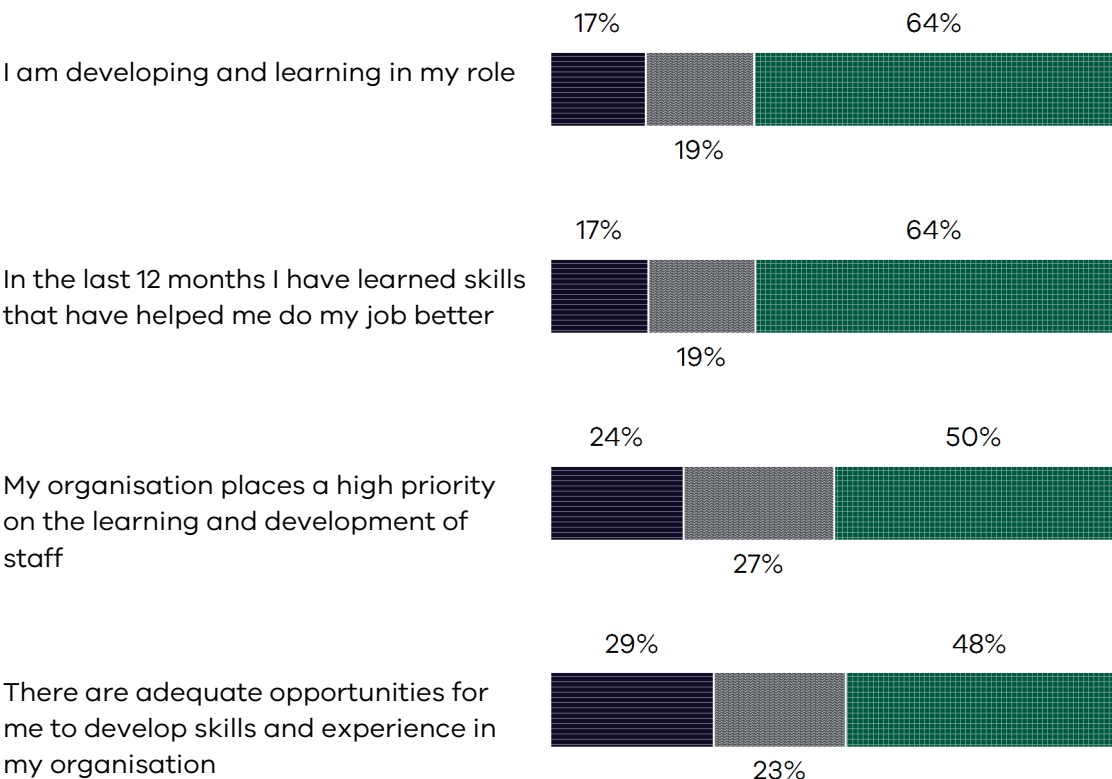
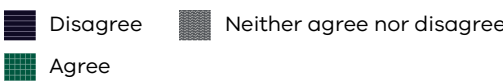
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	64 %	66 %	73 %	88 %
Not asked	64 %	62 %	73 %	86 %
58 %	50 %	47 %	63 %	81 %
63 %	48 %	46 %	59 %	84 %

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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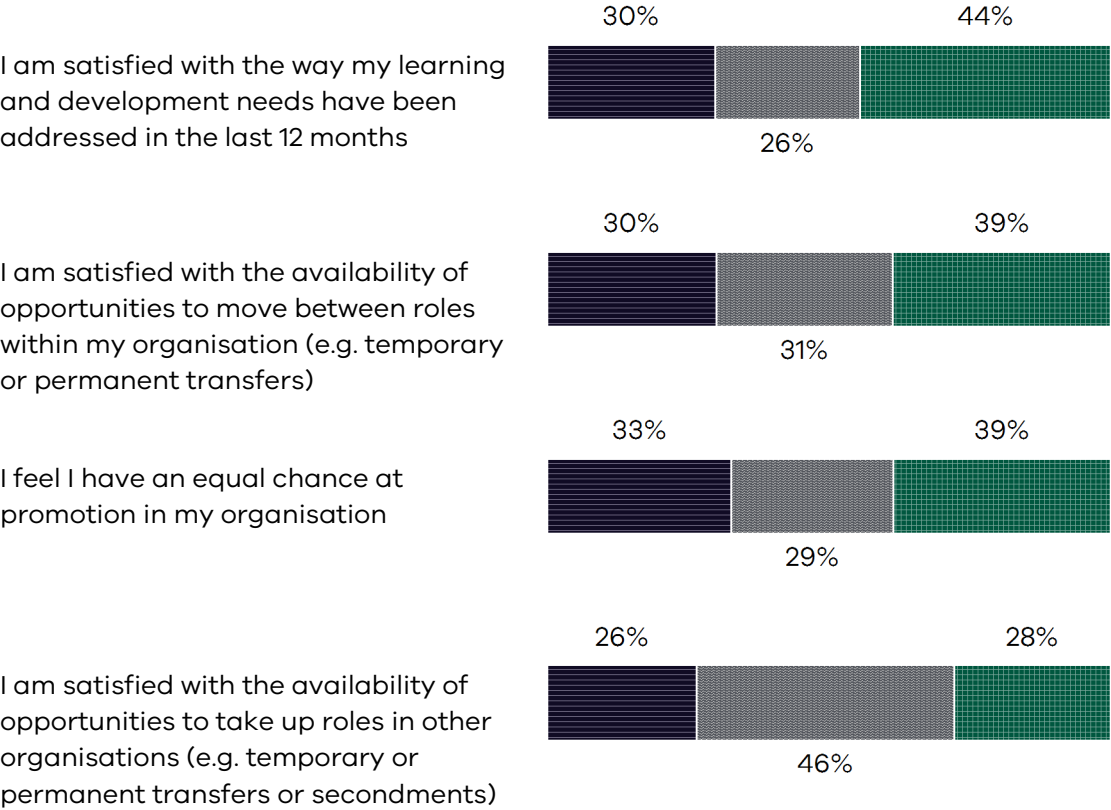
Example

44% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	44 %	49 %	57 %	81 %
Not asked	39 %	34 %	44 %	53 %
Not asked	39 %	33 %	44 %	53 %
Not asked	28 %	28 %	32 %	35 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

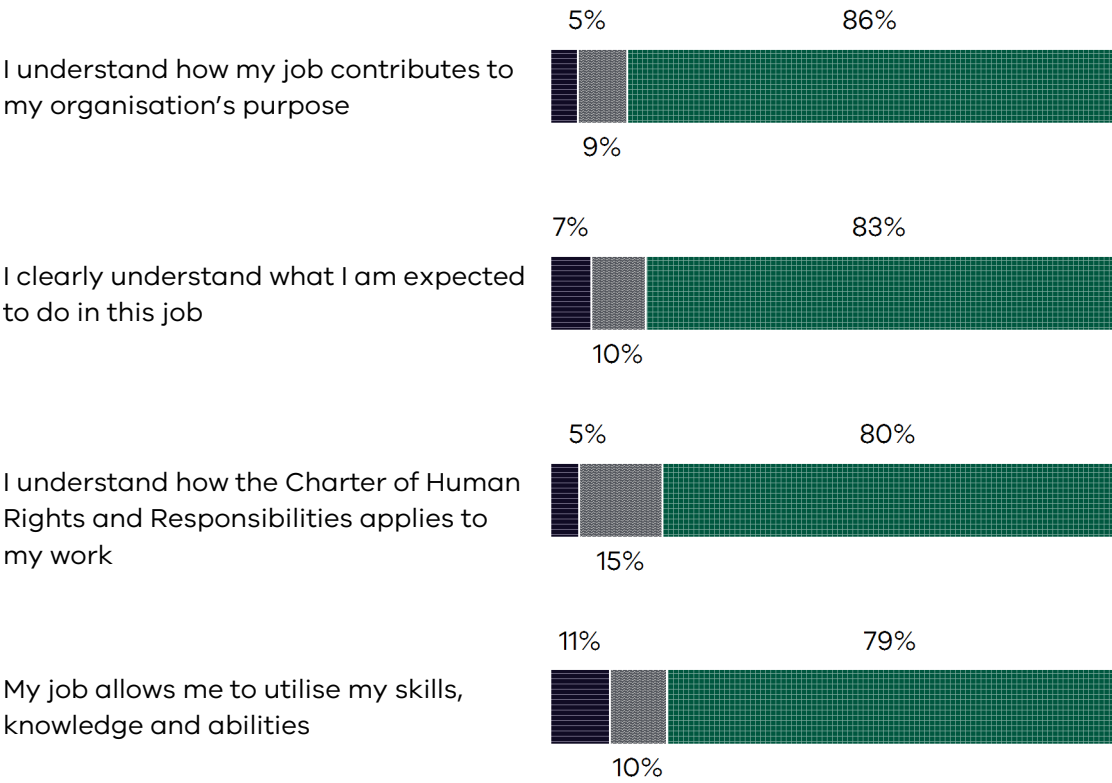
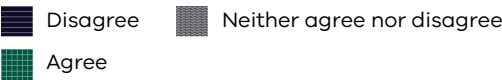
Example

86% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	86 %	85 %	91 %	96 %
89 %	83 %	76 %	85 %	93 %
82 %	80 %	71 %	76 %	91 %
84 %	79 %	80 %	84 %	91 %

Job and manager factors

Job enrichment 2 of 2

What this is

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

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

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

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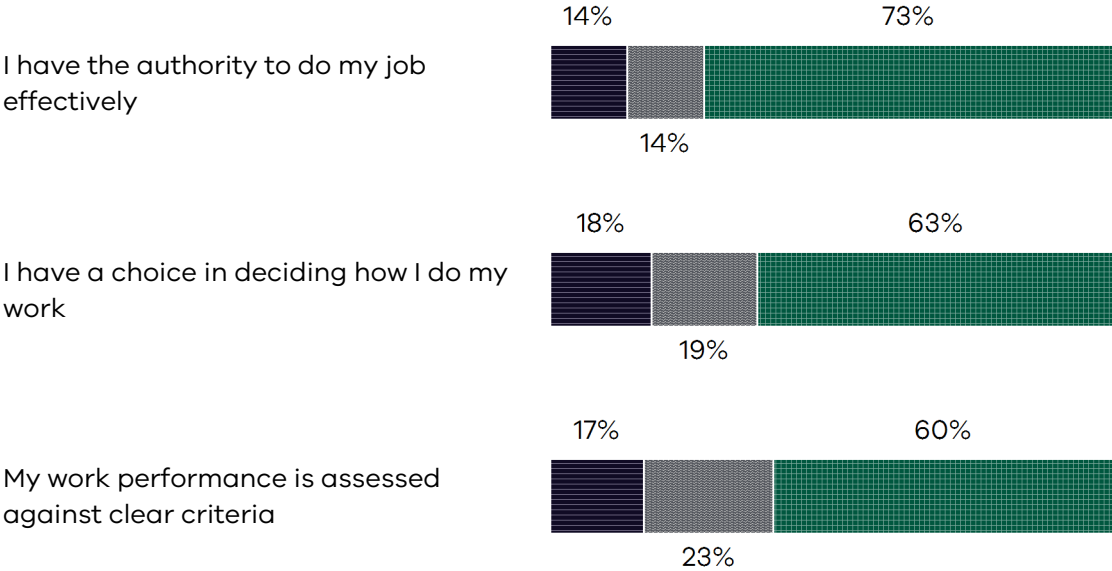
Example

73% 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		
2019	2021	Lowest	Average	Highest
81 %	73 %	72 %	79 %	93 %
68 %	63 %	66 %	69 %	81 %
Not asked	60 %	51 %	61 %	91 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

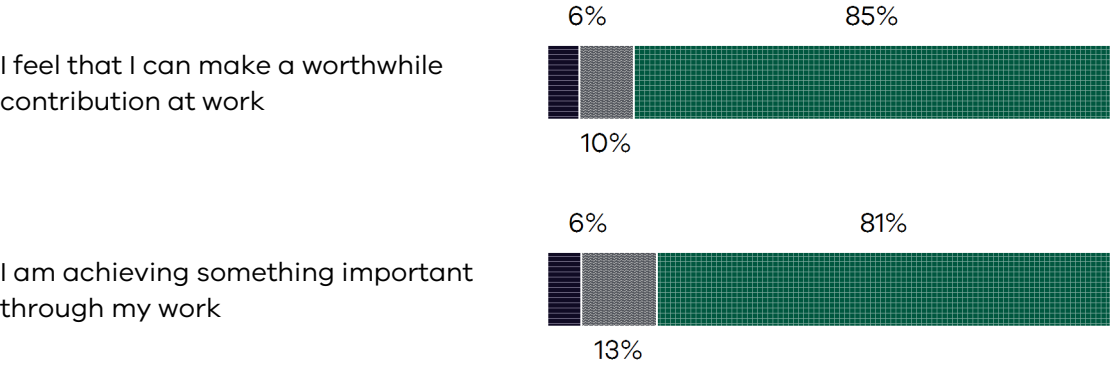
Example

85% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	85 %	82 %	88 %	95 %
Not asked	81 %	76 %	85 %	98 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

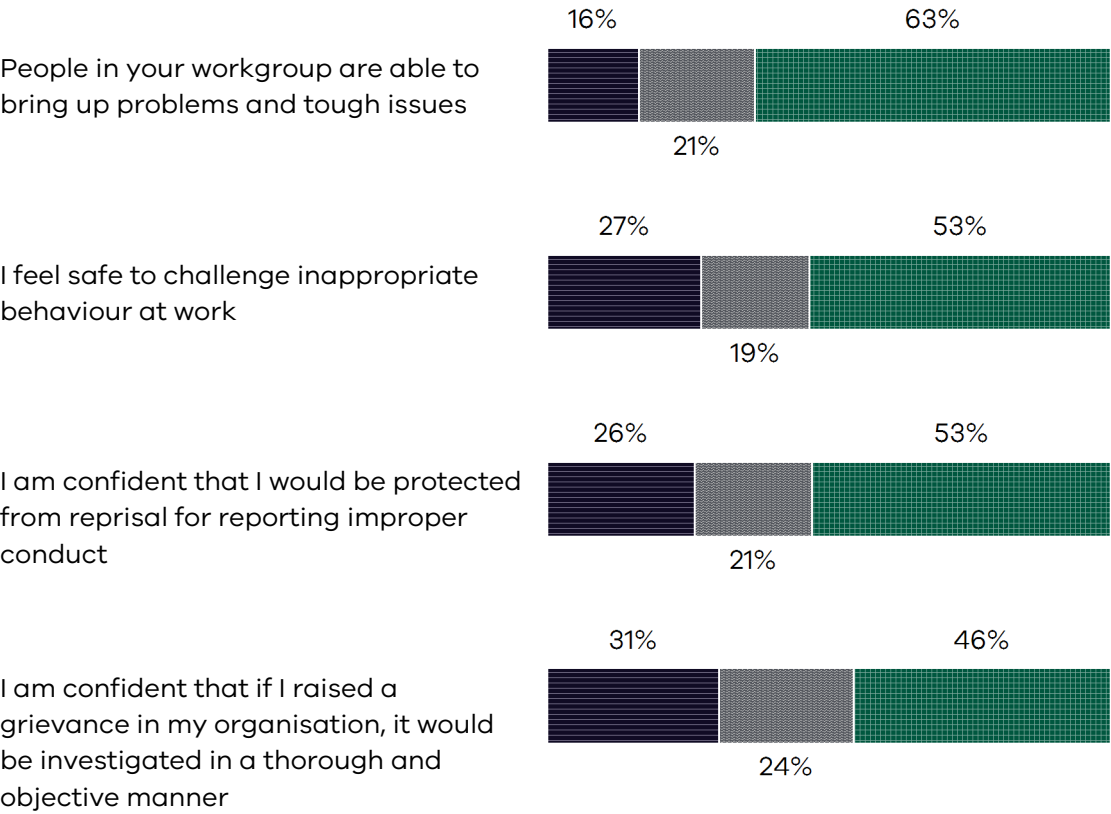
Example

63% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	63 %	64 %	68 %	74 %
Not asked	53 %	51 %	63 %	72 %
54 %	53 %	52 %	64 %	74 %
51 %	46 %	43 %	57 %	66 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

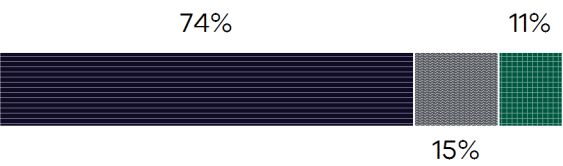
74% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question

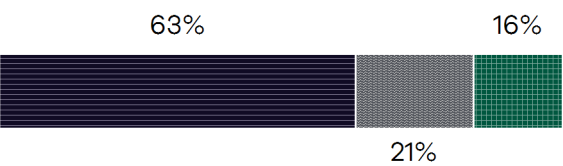
Your results



People in my workgroup often reject others for being different



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



Benchmark disagree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	74 %	72 %	76 %	85 %
Not asked	63 %	60 %	66 %	76 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

34% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	34%	36%	36%
Technology limitations	30%	20%	20%
Communication processes	22%	20%	19%
Other	20%	14%	13%
Decision making and authorisation processes	17%	17%	23%
Administrative processes (including leave and HR requirements)	17%	15%	19%
There are no noticeable barriers	16%	19%	18%
Poor mental health or wellbeing	13%	10%	11%
Limited social interactions with the team	12%	10%	11%
Poor work-life balance	11%	13%	12%

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

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.

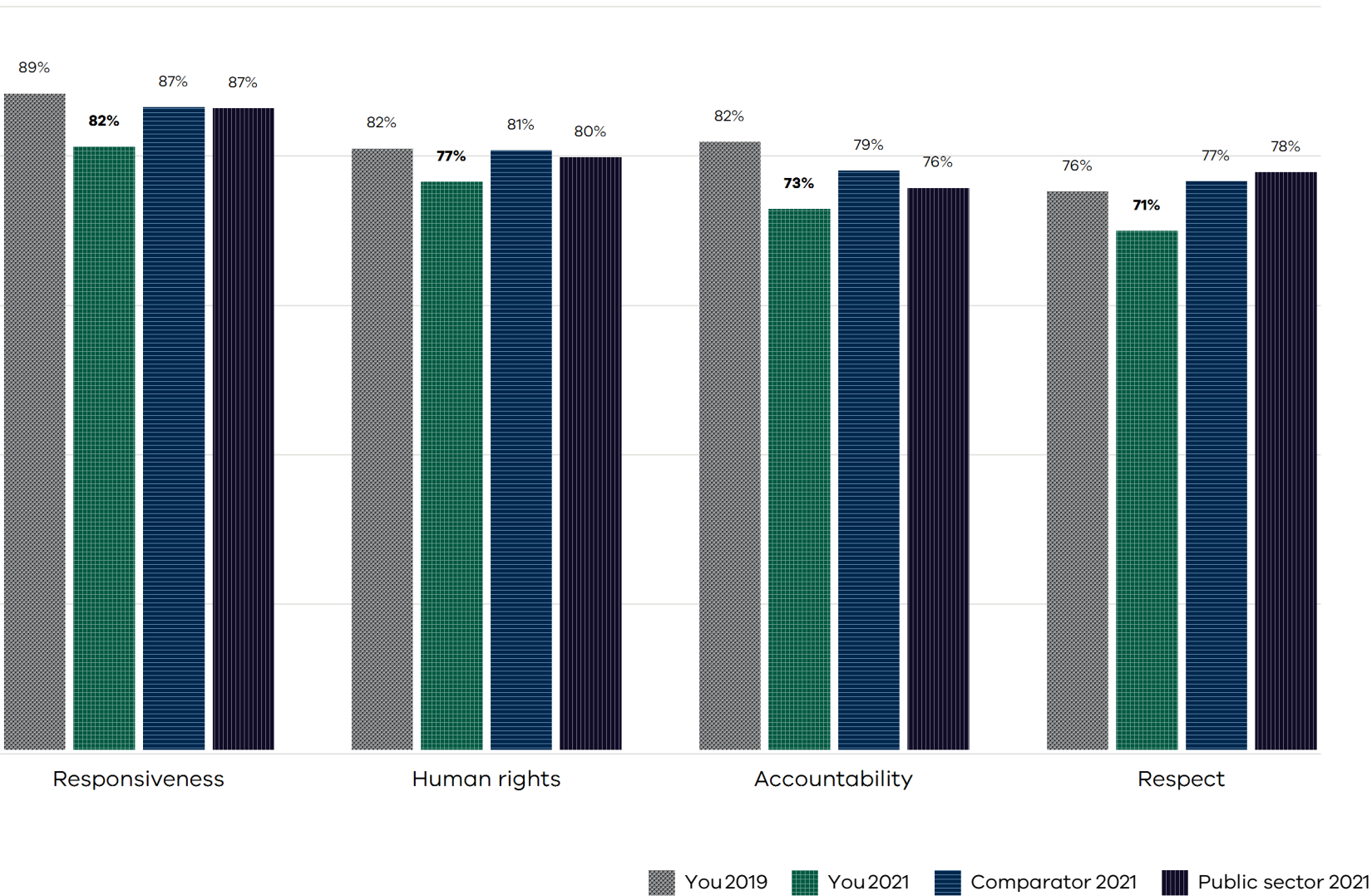
Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Responsiveness, which is down 7% in 2019.

Compared to:

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



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

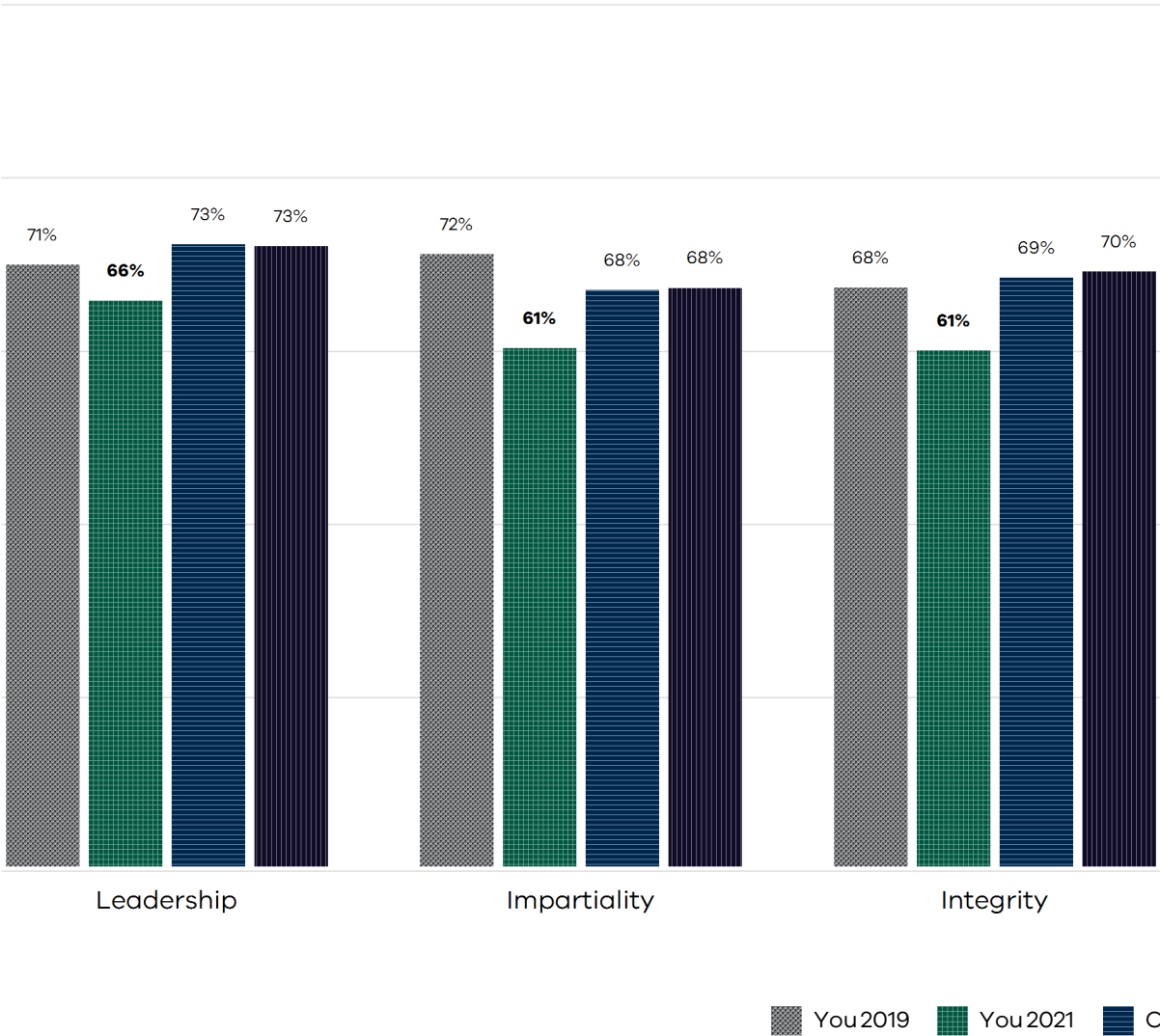
Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Leadership , which is down 4% in 2019.

Compared to:

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



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

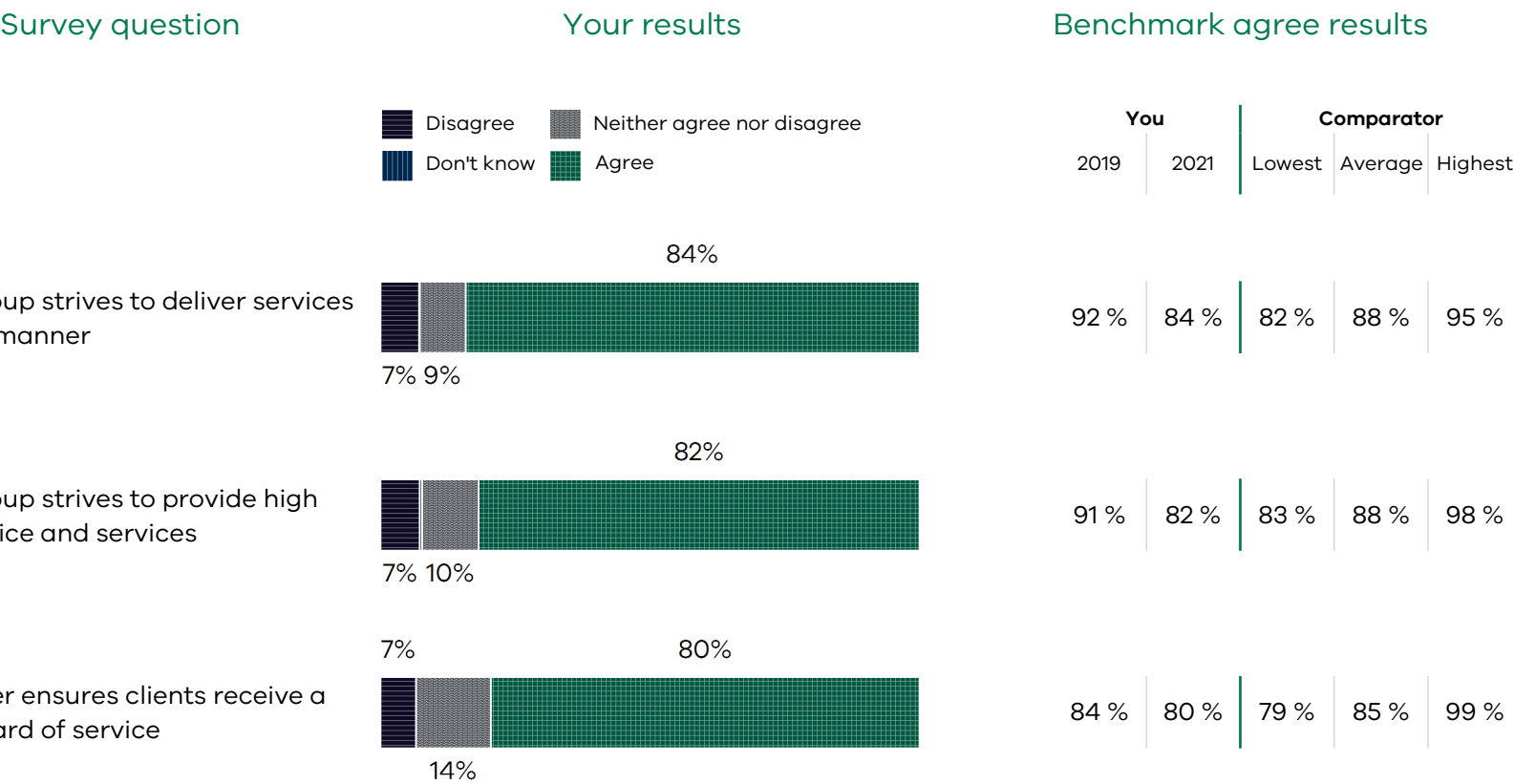
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

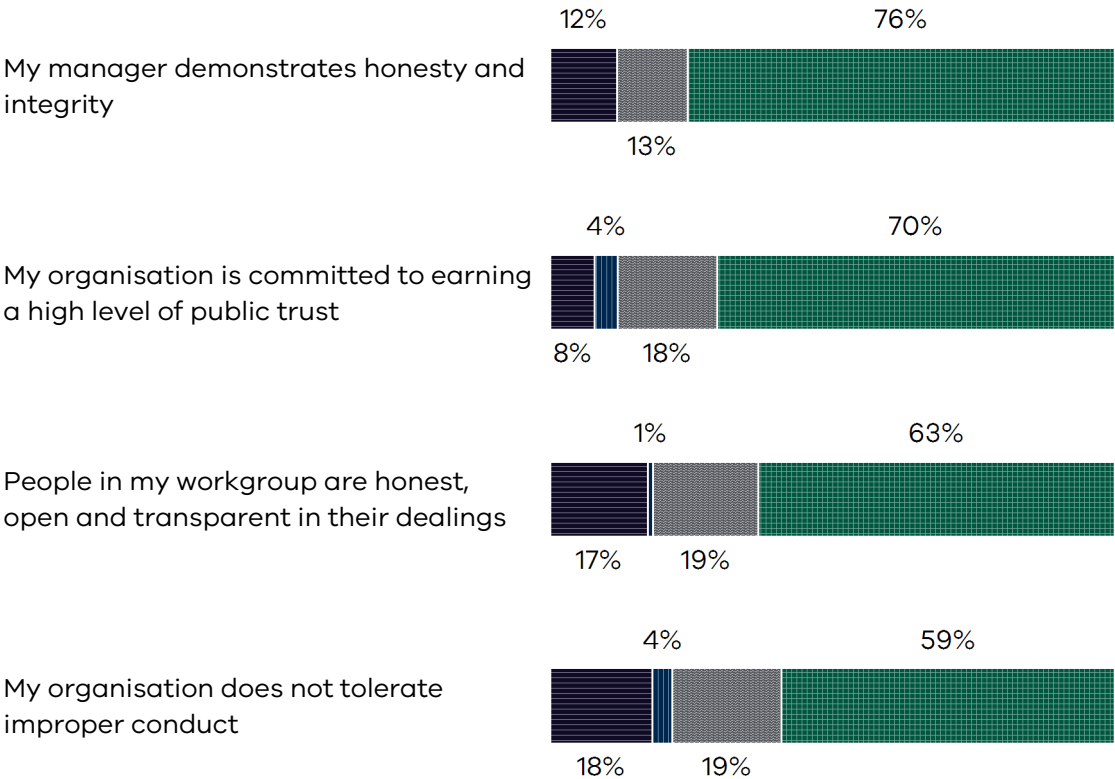
Example

76% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
79 %	76 %	75 %	80 %	93 %
77 %	70 %	66 %	82 %	92 %
72 %	63 %	62 %	69 %	76 %
67 %	59 %	51 %	68 %	84 %

Public sector values

Integrity 2 of 2

What this is

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Why this is important

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

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'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.

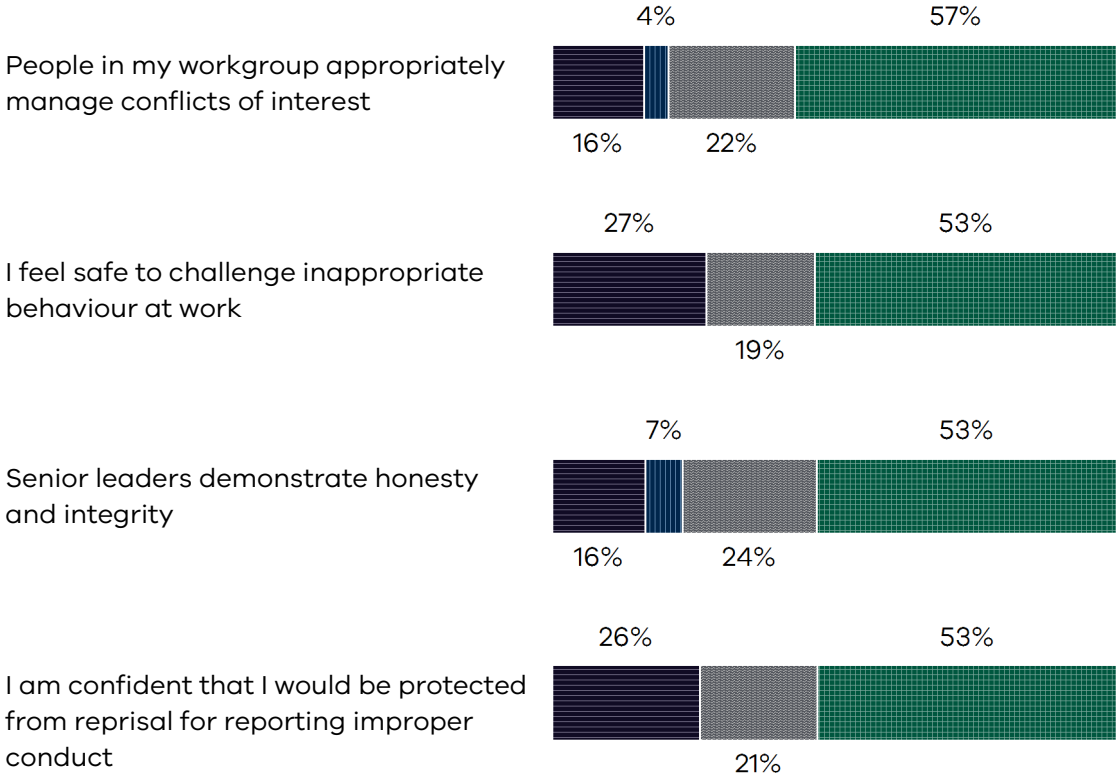
Example

57% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
66 %	57 %	60 %	64 %	73 %
Not asked	53 %	51 %	63 %	72 %
62 %	53 %	51 %	63 %	85 %
54 %	53 %	52 %	64 %	74 %

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

68% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	68 %	69 %	75 %	88 %
78 %	66 %	67 %	72 %	87 %
68 %	63 %	61 %	68 %	77 %
57 %	47 %	41 %	55 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

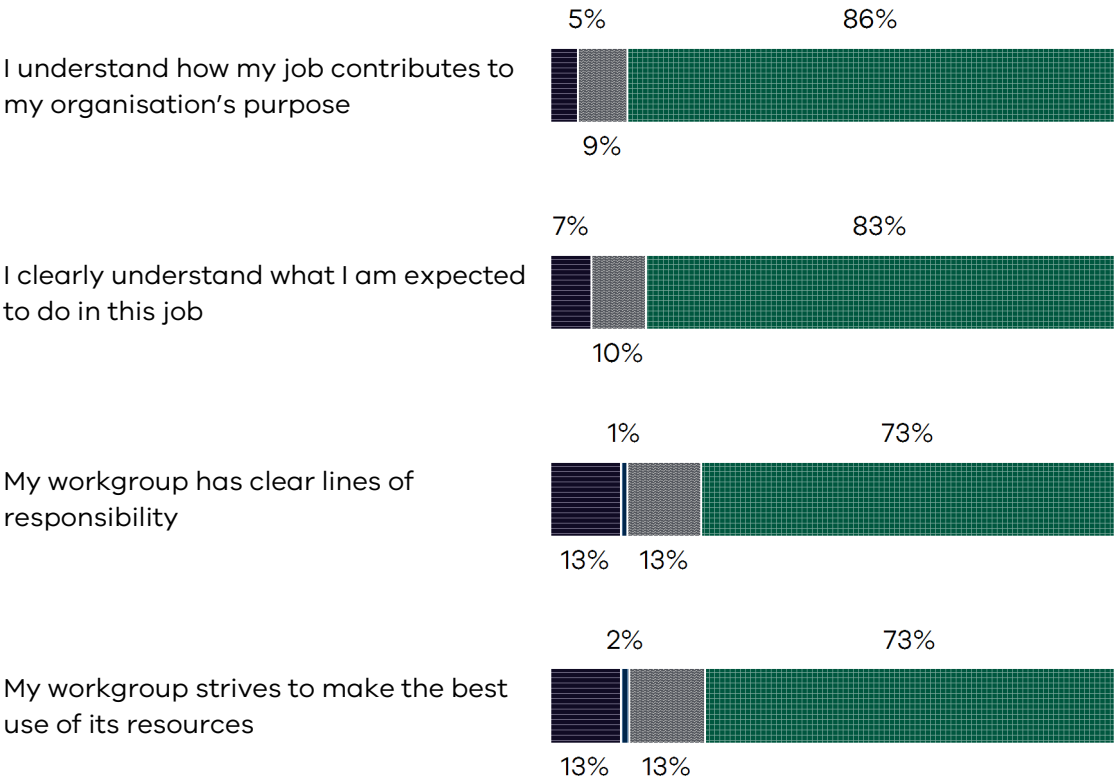
Example

86% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	86 %	85 %	91 %	96 %
89 %	83 %	76 %	85 %	93 %
82 %	73 %	69 %	77 %	87 %
86 %	73 %	73 %	78 %	88 %

Public sector values

Accountability 2 of 2

What this is

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

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

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

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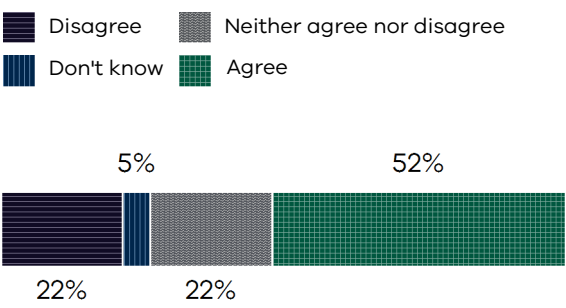
Example

52% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
61 %	52 %	50 %	62 %	82 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

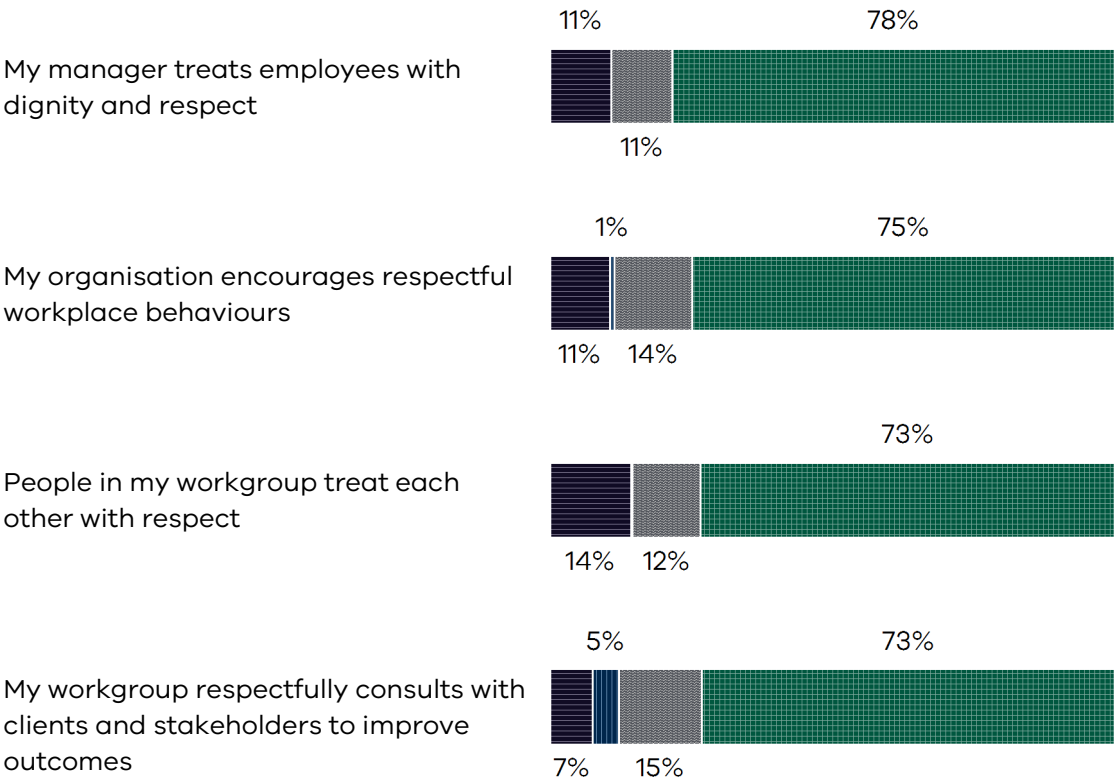
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results



Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	78 %	77 %	83 %	93 %
79 %	75 %	70 %	82 %	91 %
79 %	73 %	76 %	79 %	86 %
78 %	73 %	74 %	78 %	91 %

Public sector values

Respect 2 of 2

What this is

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

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

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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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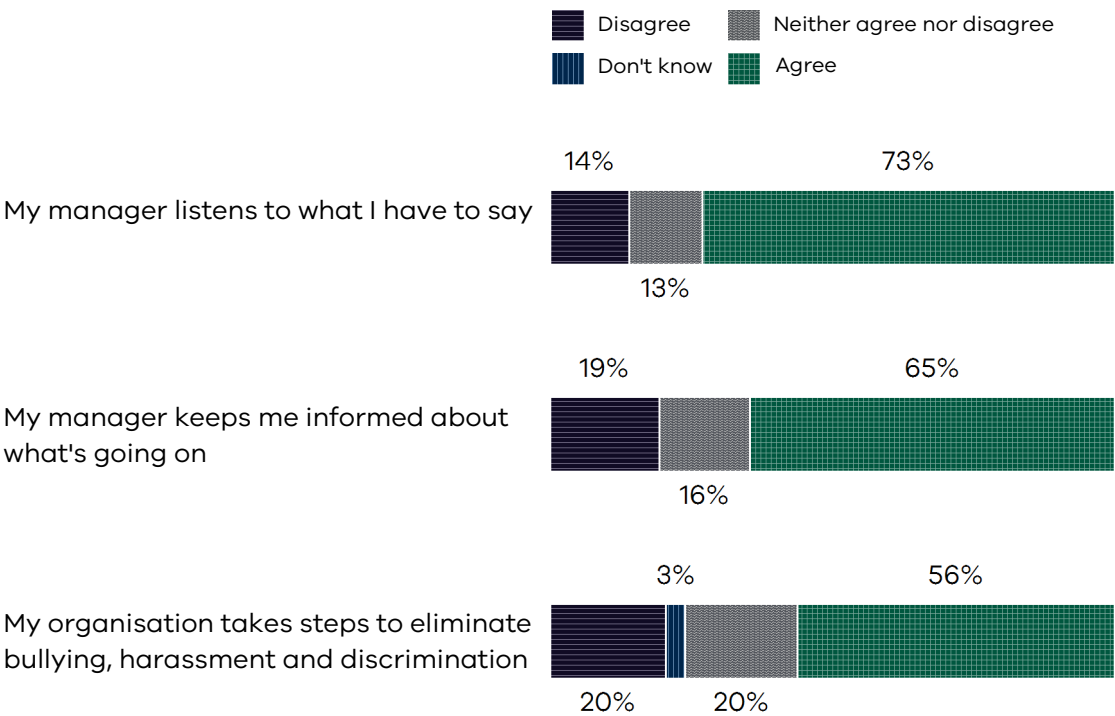
Example

73% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	73 %	73 %	78 %	89 %
69 %	65 %	67 %	73 %	83 %
67 %	56 %	52 %	67 %	76 %

Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

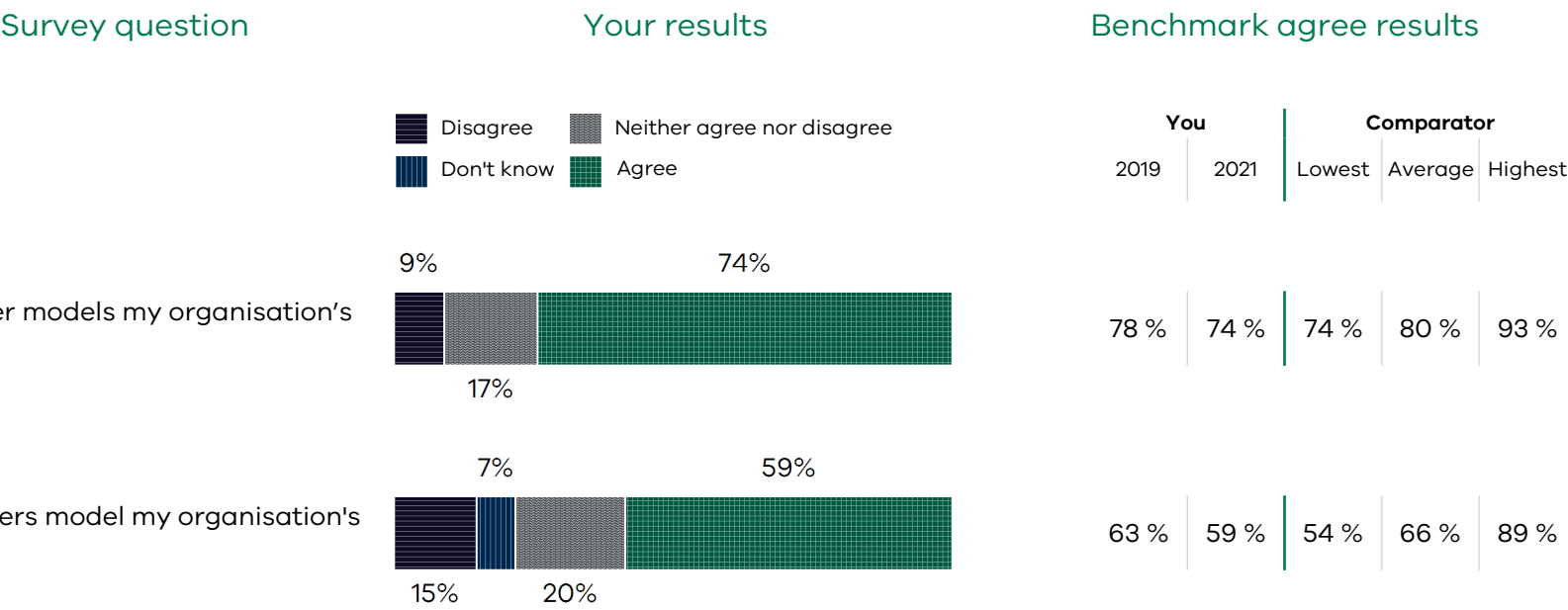
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

74% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
87 %	82 %	81 %	87 %	98 %
82 %	80 %	71 %	76 %	91 %
81 %	76 %	73 %	82 %	94 %
77 %	70 %	67 %	80 %	86 %

People matter

survey 2021

Have your say

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Age	(n)	%
15-34 years	305	21%
35-54 years	712	50%
55+ years	298	21%
Prefer not to say	116	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	28	2%
No	1318	92%
Prefer not to say	85	6%

Highest level of formal education	(n)	%
Doctoral Degree level	21	1%
Master Degree level	217	15%
Graduate Diploma or Graduate Certificate level	241	17%
Bachelor Degree level incl. honours degrees	490	34%
Advanced Diploma or Diploma level	119	8%
Certificate III or IV level	144	10%
Year 12 or equivalent (VCE/Leaving certificate)	51	4%
Certificate I or II level	7	0%
Lower than Certificate I or equivalent	4	0%
Prefer not to say	137	10%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	11	1%
Non Aboriginal and/or Torres Strait Islander	1335	93%
Prefer not to say	85	6%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	6	55%
No	5	45%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Do you identify as a person with a disability?	(n)	%
Yes	71	5%
No	1228	86%
Prefer not to say	132	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	45	63%
No	17	24%
Prefer not to say	9	13%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	9	53%
I feel that sharing my disability information will reflect negatively on me	5	29%
I do not require any adjustments to be made to perform my role	3	18%

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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How would you describe your gender?	(n)	%
Woman	1080	75%
Man	187	13%
Prefer not to say	147	10%
Non-binary and I use a different term	17	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	13	1%
No	1277	89%
Prefer not to say	141	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	3	0%
No	1267	89%
Don't know	47	3%
Prefer not to say	114	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1145	80%
Prefer not to say	179	13%
Bisexual	35	2%
Gay or lesbian	24	2%
I use a different term	17	1%
Don't know	16	1%
Asexual	8	1%
Pansexual	7	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	995	70%
Not born in Australia	288	20%
Prefer not to say	148	10%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	1	0%
1 to less than 2 years ago	1	0%
More than 20 years ago	111	39%
2 to less than 5 years ago	12	4%
5 to less than 10 years ago	39	14%
10 to less than 20 years ago	124	43%

Language other than English spoken with family or community	(n)	%
Yes	183	13%
No	1134	79%
Prefer not to say	114	8%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

	(n)	%
Other	76	42%
Hindi	26	14%
Mandarin	14	8%
Tamil	14	8%
French	12	7%
Punjabi	12	7%
Cantonese	9	5%
Greek	8	4%
Spanish	8	4%
Italian	7	4%
Tagalog	7	4%
Filipino	6	3%
Arabic	5	3%
German	5	3%
Sinhalese	5	3%

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

	(n)	%
Vietnamese	4	2%
Indonesian	2	1%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	1023	71%
Prefer not to say	160	11%
English, Irish, Scottish and/or Welsh	147	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	58	4%
South Asian	43	3%
East and/or South-East Asian	40	3%
Other	23	2%
New Zealander	15	1%
African (including Central, West, Southern and East African)	12	1%
Aboriginal and/or Torres Strait Islander	9	1%
Middle Eastern and/or North African	8	1%
Central Asian	5	0%
Pacific Islander	3	0%
North American	2	0%
Maori	2	0%
Central and/or South American	1	0%

Religion	(n)	%
No religion	692	48%
Christianity	431	30%
Prefer not to say	201	14%
Other	38	3%
Hinduism	29	2%
Buddhism	14	1%
Sikhism	13	1%
Judaism	8	1%
Islam	5	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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Working arrangement	(n)	%
Full-Time	537	38%
Part-Time	894	62%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	333	25%
\$65k to \$95k	454	35%
\$95k to \$125k	237	18%
\$125k or more	70	5%
Prefer not to say	220	17%

Organisational tenure	(n)	%
<1 year	154	11%
1 to less than 2 years	118	8%
2 to less than 5 years	311	22%
5 to less than 10 years	297	21%
10 to less than 20 years	392	27%
More than 20 years	159	11%

Management responsibility	(n)	%
Non-manager	1146	80%
Other manager	207	14%
Manager of other manager(s)	78	5%

Employment type	(n)	%
Ongoing and executive	1135	79%
Fixed term	179	13%
Other	117	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	1041	73%
I have moved to a different role within my organisation (including acting roles)	318	22%
I have moved to my role from a different Victorian public sector organisation	45	3%
I have moved to my role from outside the Victorian public sector	27	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Primary workplace location over the last 3 months

	(n)	%
Melbourne: Suburbs	1206	84%
Other city or town	183	13%
Melbourne CBD	39	3%
Horsham	2	0%
Outside Victoria	1	0%

Primary workplace type over the past 3 months*

	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	689	48%
A main office	382	27%
A hub/shared work space	164	11%
Home/private location	127	9%
Other (please specify)	69	5%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	714	50%
Home/private location	301	21%
A frontline or service delivery location (that is not a main office or home/private location)	232	16%
A main office	227	16%
A hub/shared work space	112	8%
Other	25	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

	(n)	%
No, I have not requested adjustments	1031	72%
Flexible working arrangements	250	17%
Physical modifications or improvements to the workplace	123	9%
Career development support strategies	43	3%
Other	37	3%
Job redesign or role sharing	36	3%
Accessible communications technologies	13	1%

Why did you make this request?*

	(n)	%
Health	131	33%
Work-life balance	119	30%
Family responsibilities	102	26%
Caring responsibilities	91	23%
Other	72	18%
Disability	20	5%
Study commitments	20	5%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	229	57%
The adjustments I needed were not made	122	31%
The adjustments I needed were made but the process was unsatisfactory	49	12%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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Caring responsibility	(n)	%
None of the above	468	33%
Primary school aged child(ren)	303	21%
Secondary school aged child(ren)	278	19%
Frail or aged person(s)	192	13%
Child(ren) - younger than preschool age	160	11%
Prefer not to say	159	11%
Person(s) with a mental illness	128	9%
Person(s) with a medical condition	122	9%
Preschool aged child(ren)	116	8%
Person(s) with disability	81	6%
Other	33	2%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	586	41%
Medical Employees	56	4%
Personal service worker	24	2%
Allied health professional	238	17%
Other health professional	89	6%
Management, Administration and Corporate support	336	23%
Support services	86	6%
Lived experience specific worker	16	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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

	(n)	%
Hospital-based services	1047	73%
Community-based services	384	27%

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

	(n)	%
Aged care	77	5%
Critical care	47	3%
Drug and alcohol	10	1%
Emergency	109	8%
Maternity care	55	4%
Medical	131	9%
Mental health	123	9%
Mixed medical/surgical	46	3%
Neonatal care	14	1%
Palliative care	12	1%
Paediatrics	29	2%
Peri-operative	45	3%
Rehabilitation	120	8%
Surgical	68	5%
Other	545	38%



**Victorian
Public Sector
Commission**



vpsc.vic.gov.au/peoplemattersurvey

