People matter survey 2021

Have your say

Royal Women's Hospital
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

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

Demographics

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

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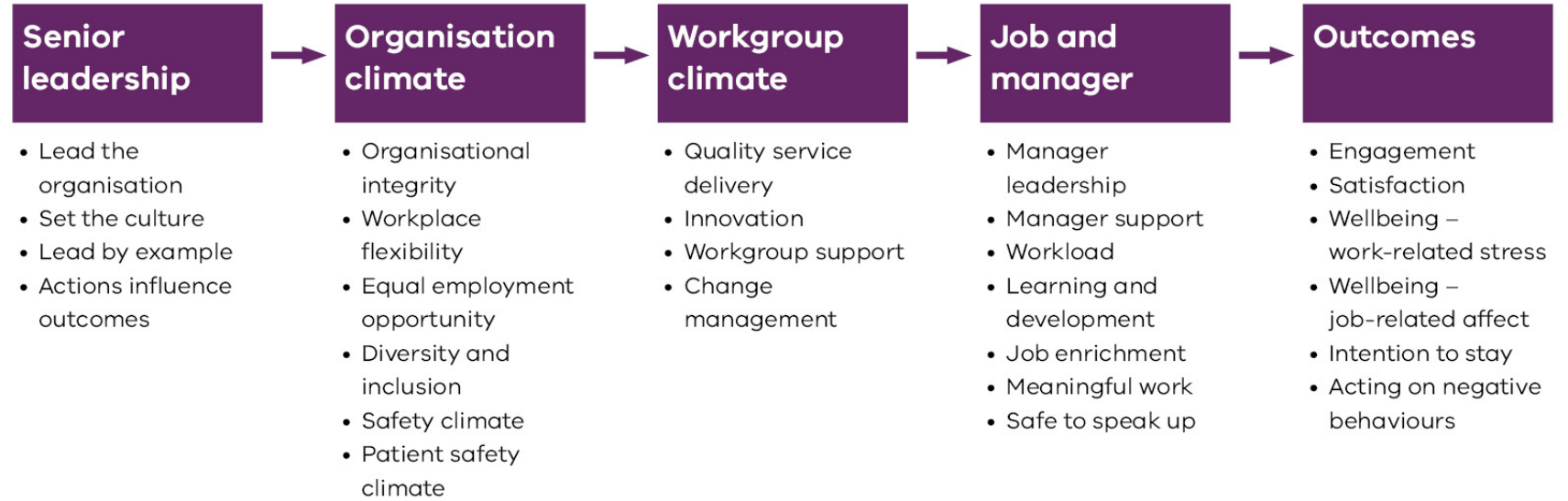
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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.

Senior leadership → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Change management

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

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

Responsiveness | Integrity | Impartiality | Accountability | Respect | Leadership | Human Rights

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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

Peninsula Health

Peter MacCallum Cancer Centre

Royal Children's Hospital

Royal Victorian Eye and Ear 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

34%
(720)

Comparator	40%
Public Sector	46%

2021

17%
(365)

Comparator	30%
Public Sector	39%

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People matter survey 2021

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2019	
74	
Comparator	70
Public Sector	67

2021	
74	
Comparator	71
Public Sector	70

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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 74.

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.
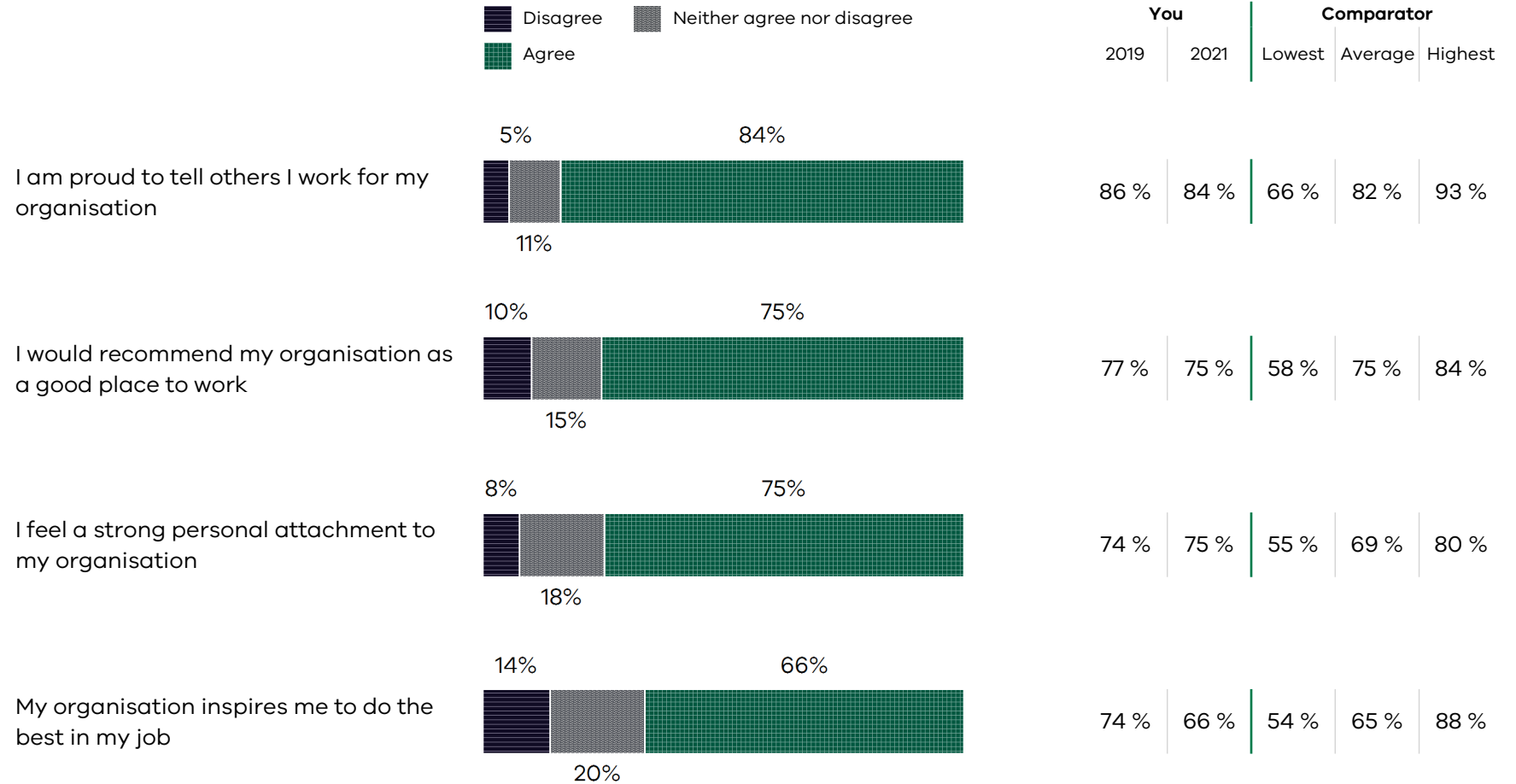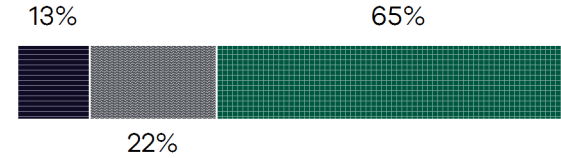
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	5% / 11% / 84%	86 %	84 %	66 %	82 %	93 %
I would recommend my organisation as a good place to work	10% / 15% / 75%	77 %	75 %	58 %	75 %	84 %
I feel a strong personal attachment to my organisation	8% / 18% / 75%	74 %	75 %	55 %	69 %	80 %
My organisation inspires me to do the best in my job	14% / 20% / 66%	74 %	66 %	54 %	65 %	88 %

People outcomes

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 74.

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

65% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.
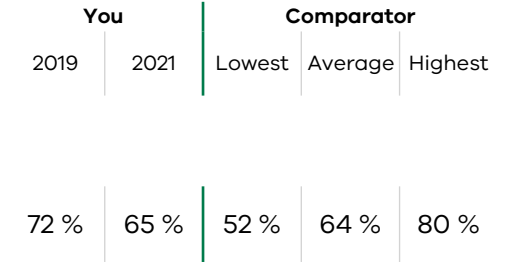
Survey question

Your results

Benchmark agree results

- ■ Disagree
- ▨ Neither agree nor disagree
- ▨ Agree

My organisation motivates me to help achieve its objectives

13%   65%
22%

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	72 %	65 %	52 %	64 %	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.
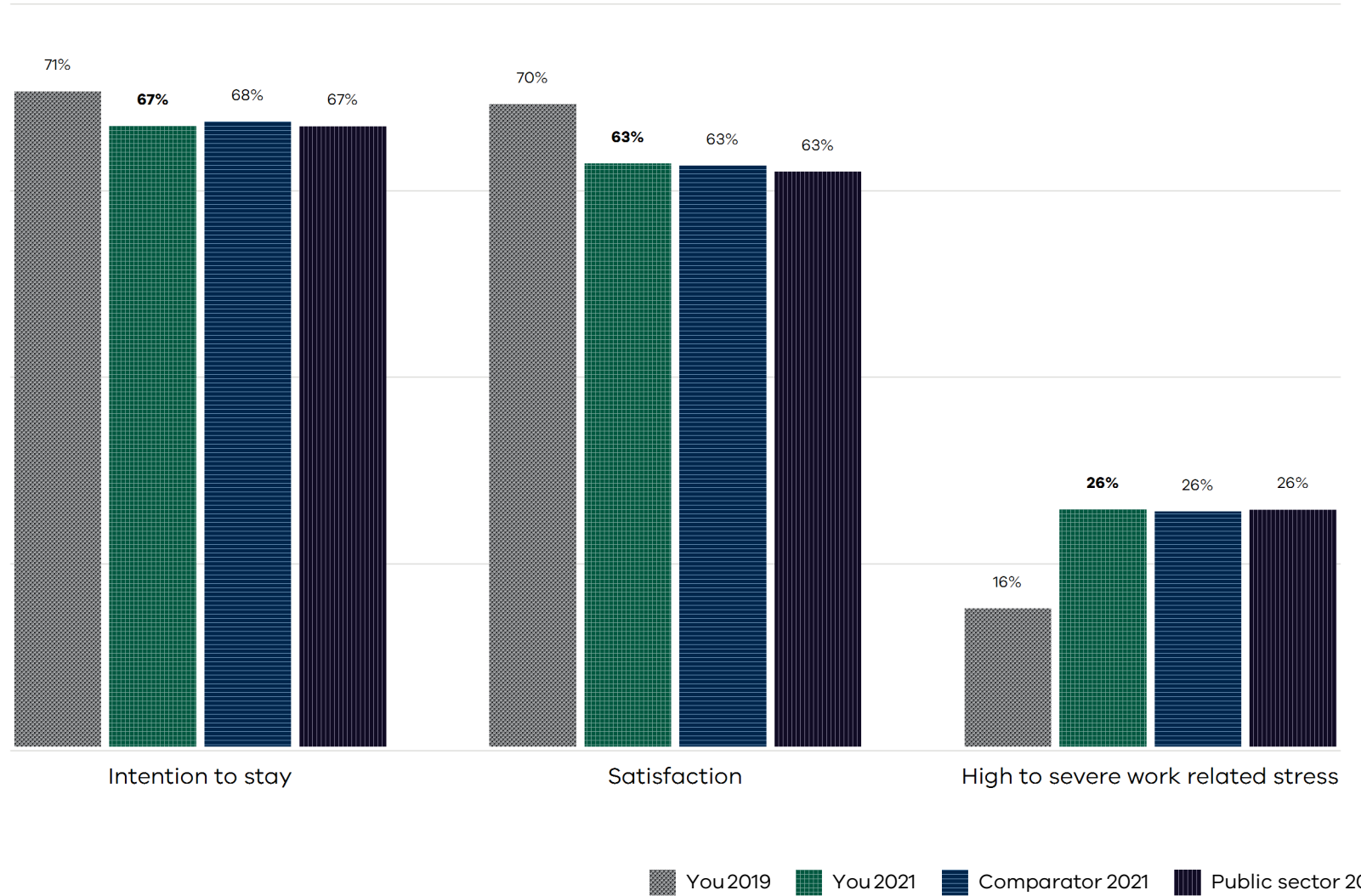
Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Intention to stay which is down from 71% in 2019.

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.

Intention to stay: You 2019 71%, You 2021 67%, Comparator 2021 68%, Public sector 2021 67%

Satisfaction: You 2019 70%, You 2021 63%, Comparator 2021 63%, Public sector 2021 63%

High to severe work related stress: You 2019 16%, You 2021 26%, Comparator 2021 26%, Public sector 2021 26%

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

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.
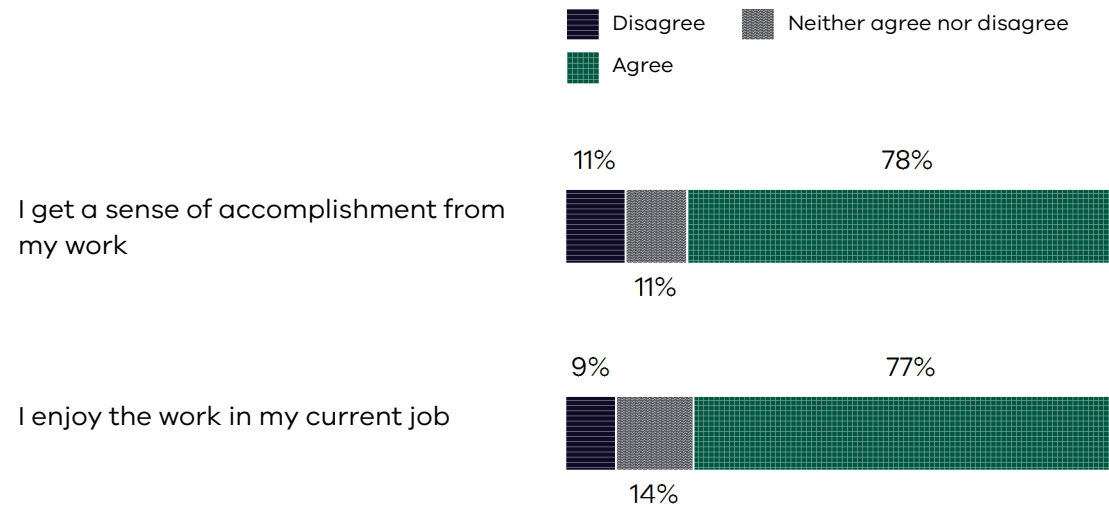
Example

78% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question
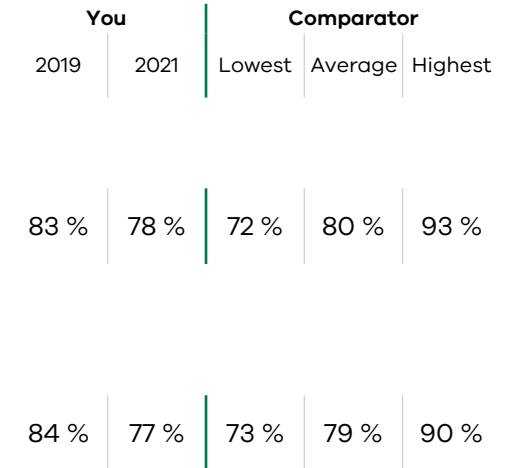
Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Benchmark agree results

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
I get a sense of accomplishment from my work	11% / 11% / 78%	83 %	78 %	72 %	80 %	93 %
I enjoy the work in my current job	9% / 14% / 77%	84 %	77 %	73 %	79 %	90 %

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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

68% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
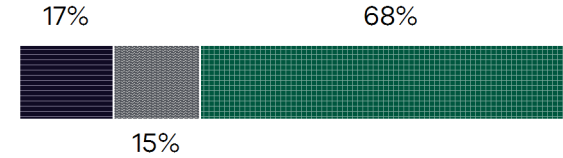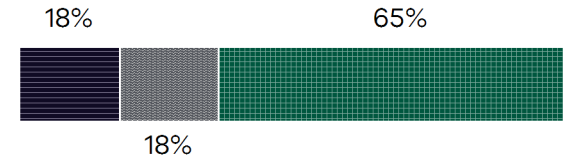
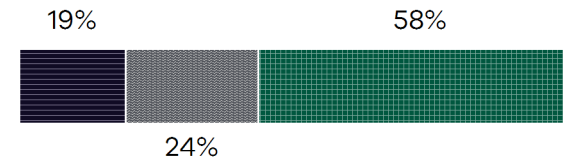| Survey question | Your results | | | | Benchmark satisfied results | | | | |

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

| | | You | | Comparator | | |
Survey question		2019	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	17% / 15% / 68%	75 %	68 %	61 %	69 %	86 %
How satisfied are you with the work-life balance in your current job	18% / 18% / 65%	69 %	65 %	59 %	64 %	84 %
How satisfied are you with your career development within your current organisation	19% / 24% / 58%	65 %	58 %	49 %	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

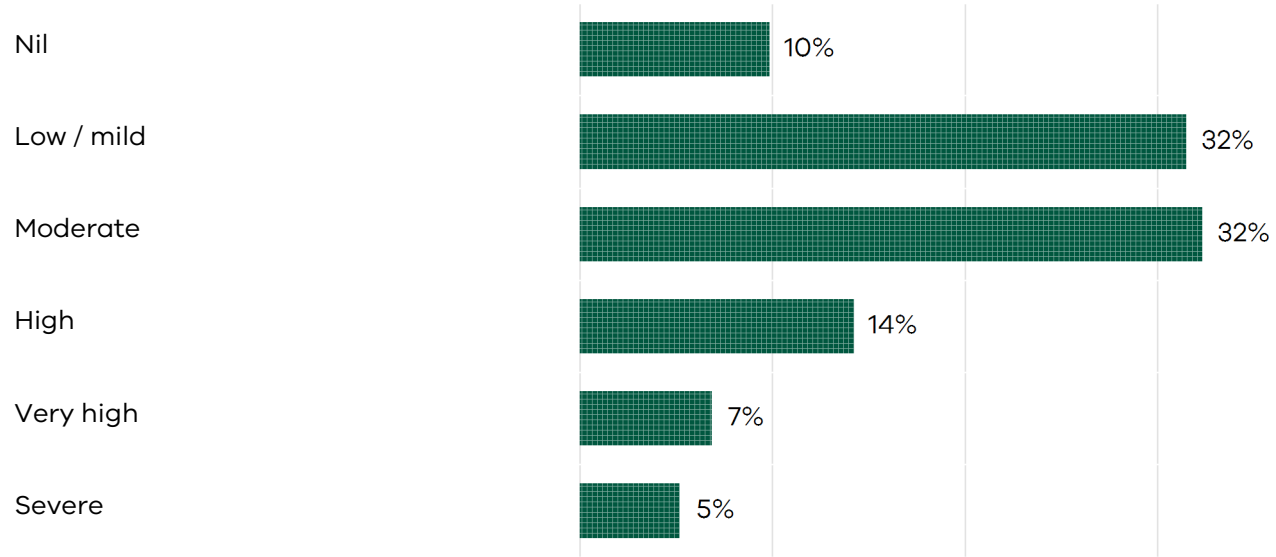In this survey we asked staff to tell us their stress level.

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.
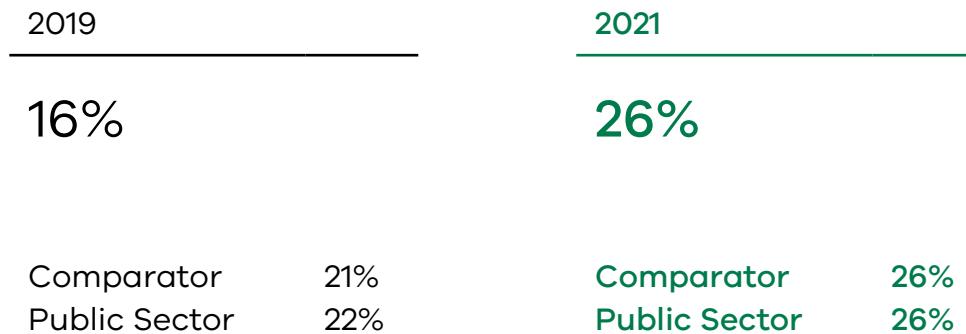
Example

26% 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)

Nil	10%
Low / mild	32%
Moderate	32%
High	14%
Very high	7%
Severe	5%

Reported levels of high to severe stress

2019	2021
16%	26%
Comparator 21%	Comparator 26%
Public Sector 22%	Public Sector 26%

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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

90% of your staff who did the survey said they experienced mild to severe stress.

Of that 90%, 53% said the top reason was 'Workload'.

	329	36
	90%	10%

■ Experienced some work-related stress ▦ Did not experience some work-related stress
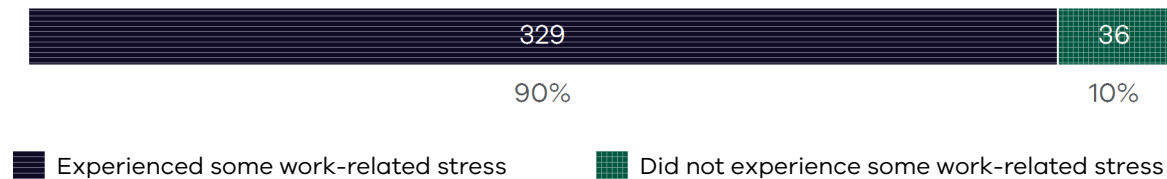
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	53%	55%	51%
Time pressure	43%	43%	42%
Other changes due to COVID-19	24%	19%	15%
Competing home and work responsibilities	15%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	14%	12%
Dealing with clients, patients or stakeholders	12%	16%	14%
Content, variety, or difficulty of work	11%	12%	12%
Incivility, bullying, harassment or discrimination	11%	8%	7%
Management of work (e.g. supervision, training, information, support)	10%	13%	13%
Work schedule or hours	10%	9%	8%

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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

17% of your staff who did the survey said they intended to leave.

Of that 17%, 39% said it was from 'Opportunity to broaden experience'.

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

31	30	246
8%	8%	67%
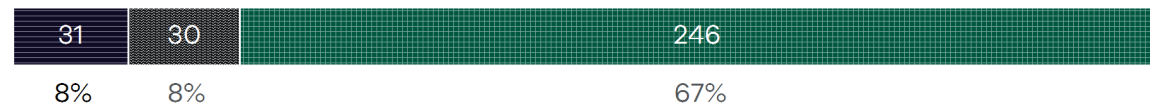
■ Leaving your organisation ▨ Leaving the sector ▨ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	39%	38%	40%
Opportunity to seek/take a promotion elsewhere	38%	30%	33%
Lack of confidence in senior leadership	34%	33%	34%
Limited recognition for doing a good job	34%	38%	32%
Excessive workload	33%	28%	25%
Limited future career opportunities at my organisation	33%	38%	42%
Better remuneration	31%	23%	26%
Limited opportunities to gain further experience at my organisation	31%	31%	33%
Better location/reduced travel time	28%	18%	13%
Limited developmental/educational opportunities at my organisation	23%	25%	24%

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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.

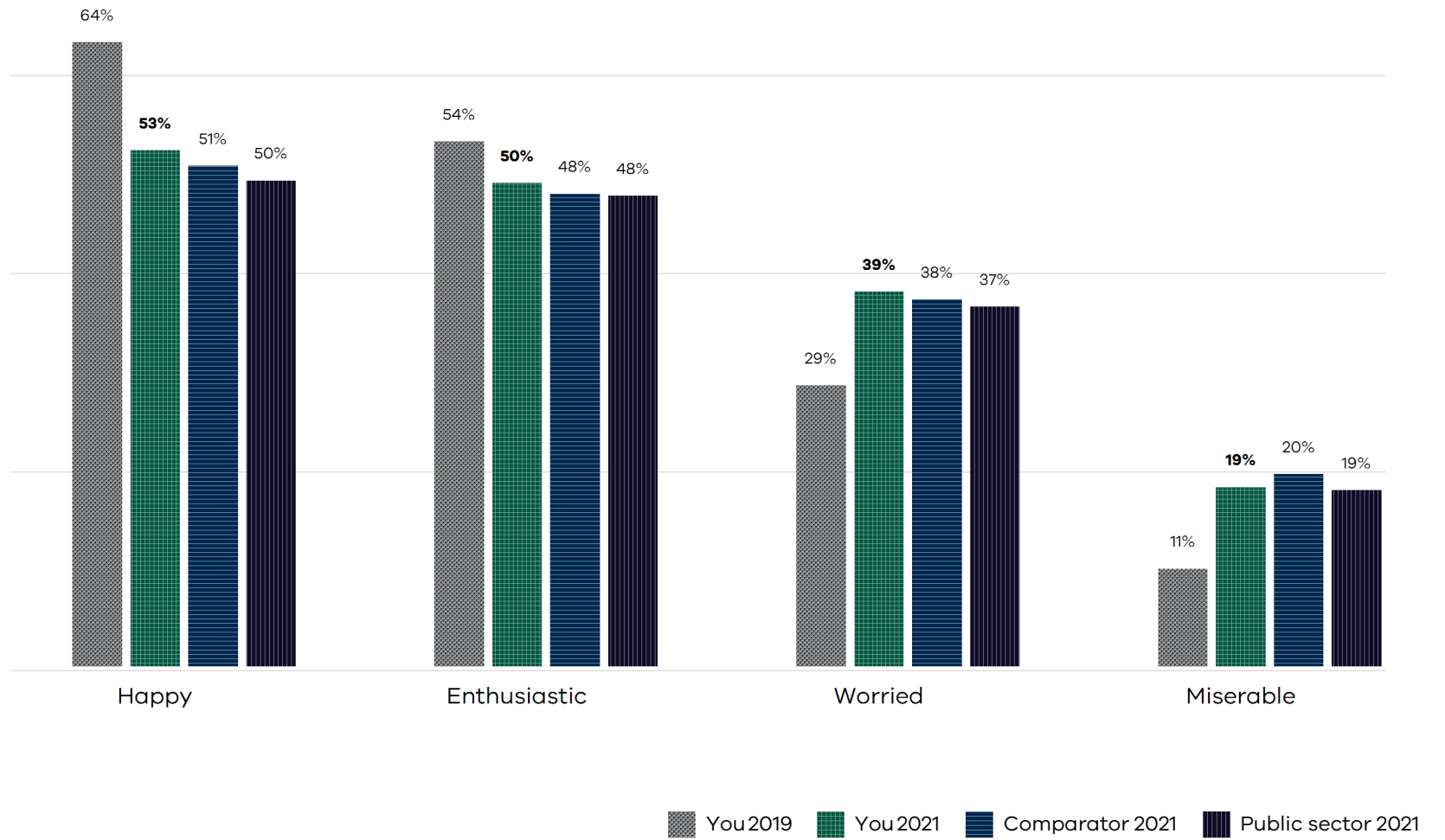You can compare these with your comparator and the public sector.

Example

In 2021:

- 53% of your staff who did the survey said work made them feel happy in 2021, which is down from 64% in 2019

Compared to:

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

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

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Happy: 64%, 53%, 51%, 50%
Enthusiastic: 54%, 50%, 48%, 48%
Worried: 29%, 39%, 38%, 37%
Miserable: 11%, 19%, 20%, 19%

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.

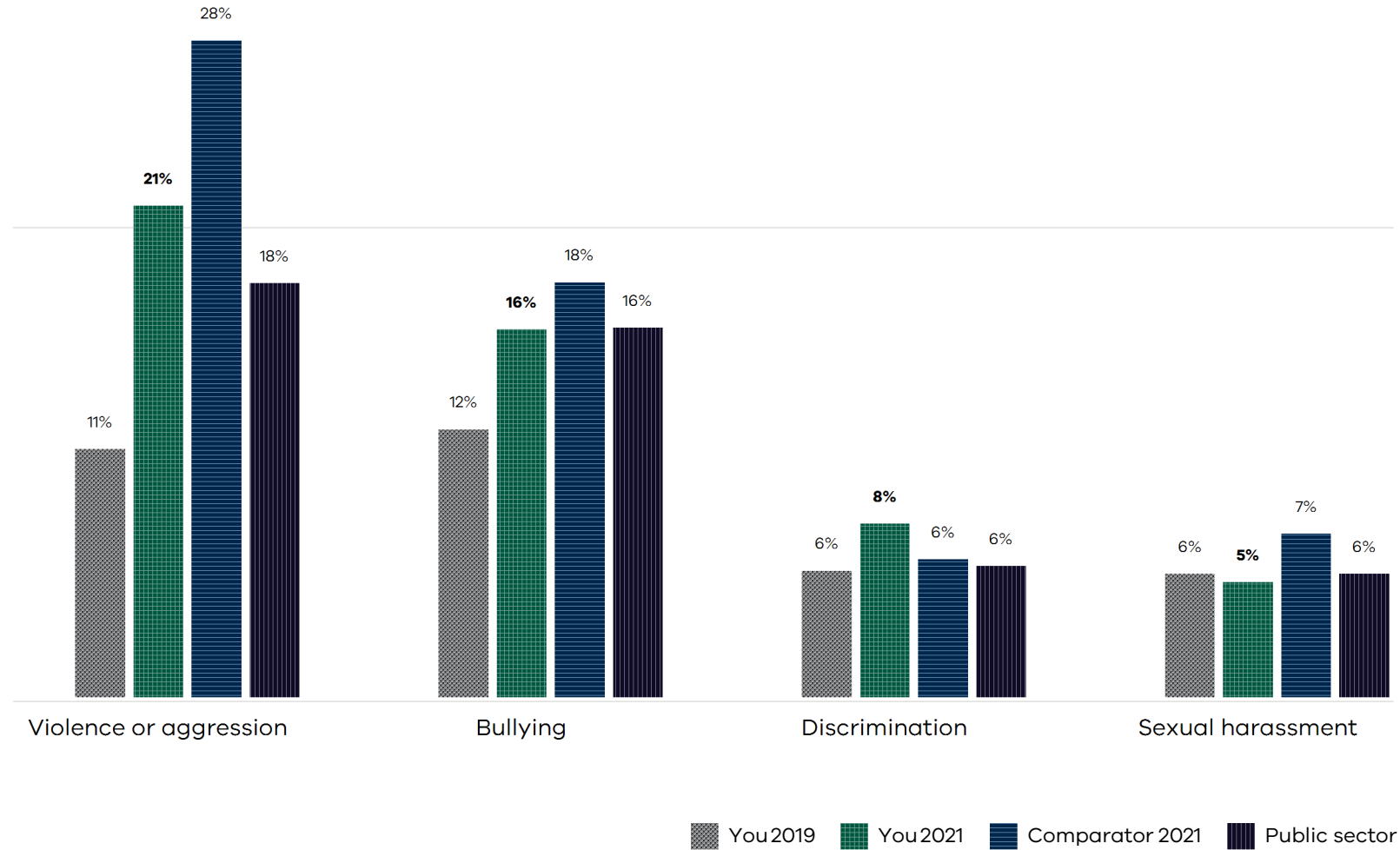You can compare these with your comparator and the public sector.

Example

In 2021:

- 21% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 11% in 2019.

Compared to:

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

Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Violence or aggression: 11%, 21%, 28%, 18%
Bullying: 12%, 16%, 18%, 16%
Discrimination: 6%, 8%, 6%, 6%
Sexual harassment: 6%, 5%, 7%, 6%

People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 16%, 76% 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?

58	286	21
16%	78%	6%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
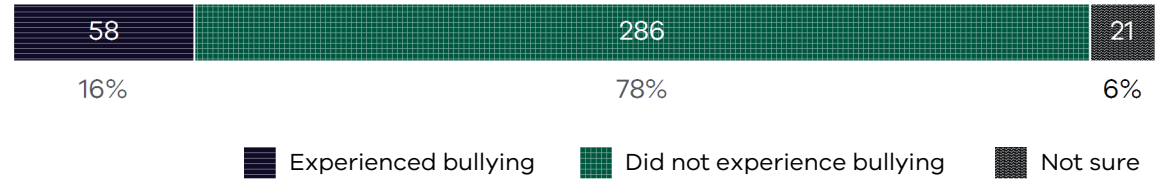
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	76%	70%	69%
Exclusion or isolation	52%	39%	42%
Intimidation and/or threats	34%	33%	32%
Withholding essential information for me to do my job	33%	22%	27%
Verbal abuse	21%	22%	20%
Other	16%	15%	15%
Being assigned meaningless tasks unrelated to the job	14%	13%	13%
Being given impossible assignment(s)	10%	8%	9%
Interference with my personal property and/or work equipment	7%	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

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

- 57% said the top way they reported the bullying was 'Told a manager'.
- 81% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	58	286	21
	16%	78%	6%

■ Experienced bullying　■ Did not experience bullying　■ Not sure
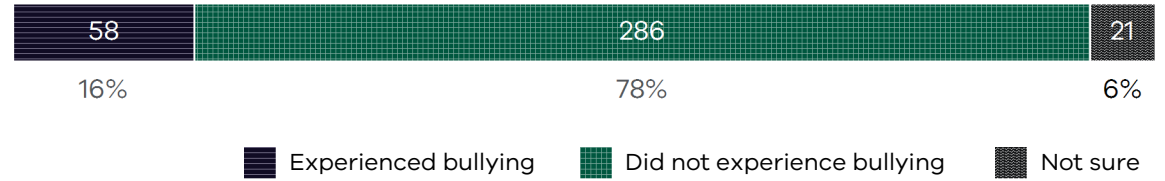
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	36%	57%	45%	47%
Told a colleague	37%	43%	42%	42%
Told a friend or family member	20%	28%	35%	34%
Told Human Resources	17%	22%	11%	12%
Submitted a formal complaint	13%	19%	12%	12%
Told someone else	5%	17%	11%	12%
Told employee assistance program (EAP) or peer support	0%	16%	8%	9%
Told the person the behaviour was not OK	0%	16%	16%	17%
I did not tell anyone about the bullying	24%	7%	13%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 51% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

11	47
19%	81%

■ Submitted formal complaint ■ Did not submit a formal complaint
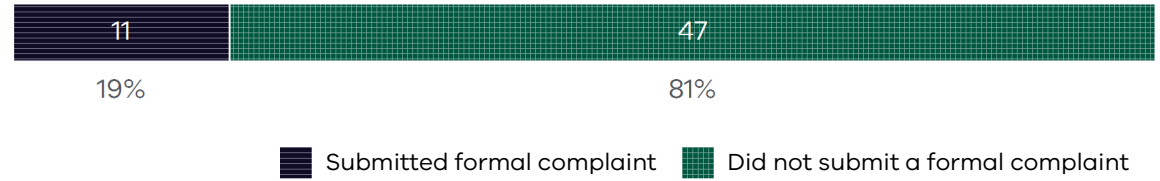
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	44%	51%	51%	53%
I didn't think it would make a difference	60%	45%	51%	50%
I believed there would be negative consequences for my career	32%	34%	38%	40%
I didn't feel safe to report the incident	0%	19%	19%	19%
I didn't think it was serious enough	0%	15%	18%	16%
I thought the complaint process would be embarrassing or difficult	0%	13%	15%	14%
I didn't know how to make a complaint	0%	9%	5%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	7%	9%	7%	8%
I was advised not to	0%	9%	5%	5%
Other	11%	9%	12%	12%

Victorian Public Sector Commission

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People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

In descending order, the bar chart shows the perpetrators with the largest number of responses.
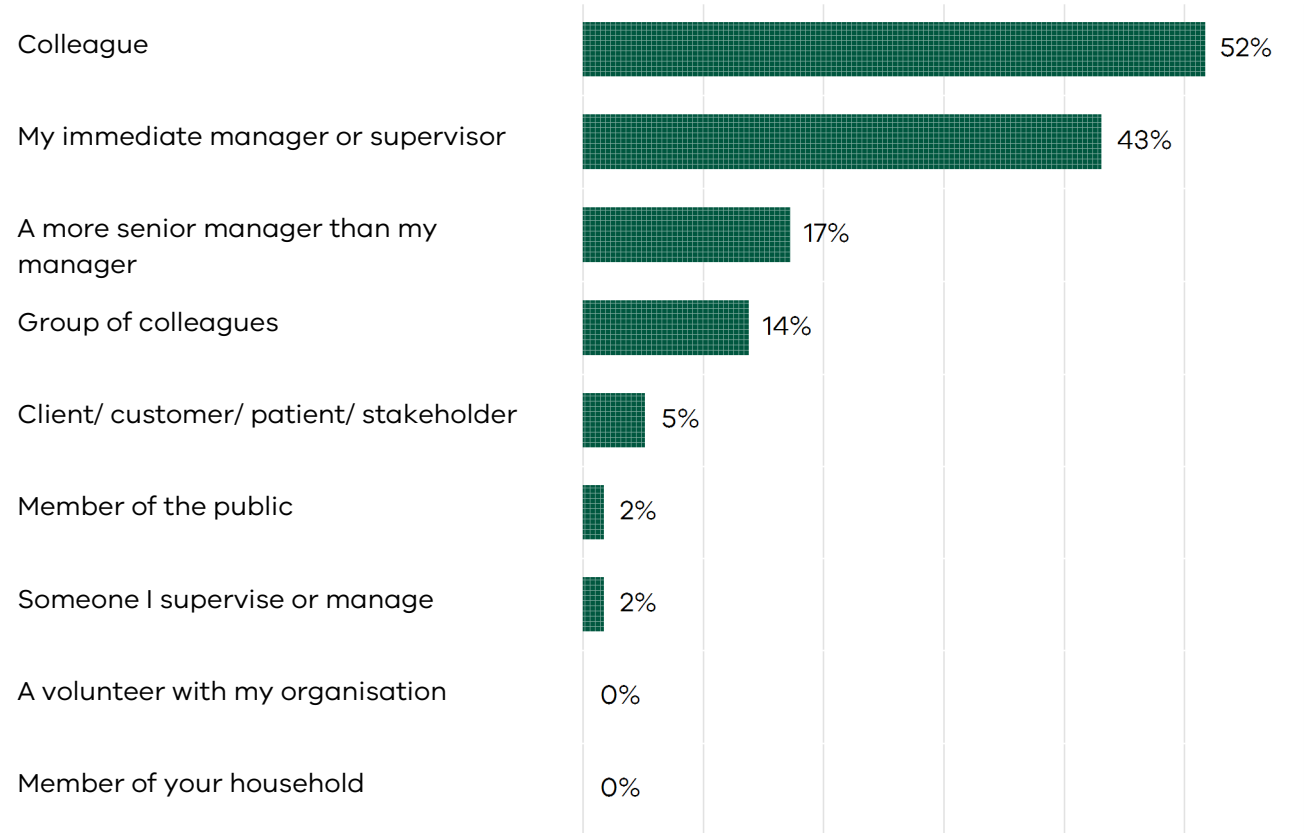
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 16%, 52% said it was by 'Colleague'.

58 people (16% of staff) experienced bullying (You2021)

Perpetrator	%
Colleague	52%
My immediate manager or supervisor	43%
A more senior manager than my manager	17%
Group of colleagues	14%
Client/ customer/ patient/ stakeholder	5%
Member of the public	2%
Someone I supervise or manage	2%
A volunteer with my organisation	0%
Member of your household	0%

Victorian Public Sector Commission

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People outcomes

Frequency of bullying

What this is

This is how often staff experienced bullying.

Why this is important

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

How to read this

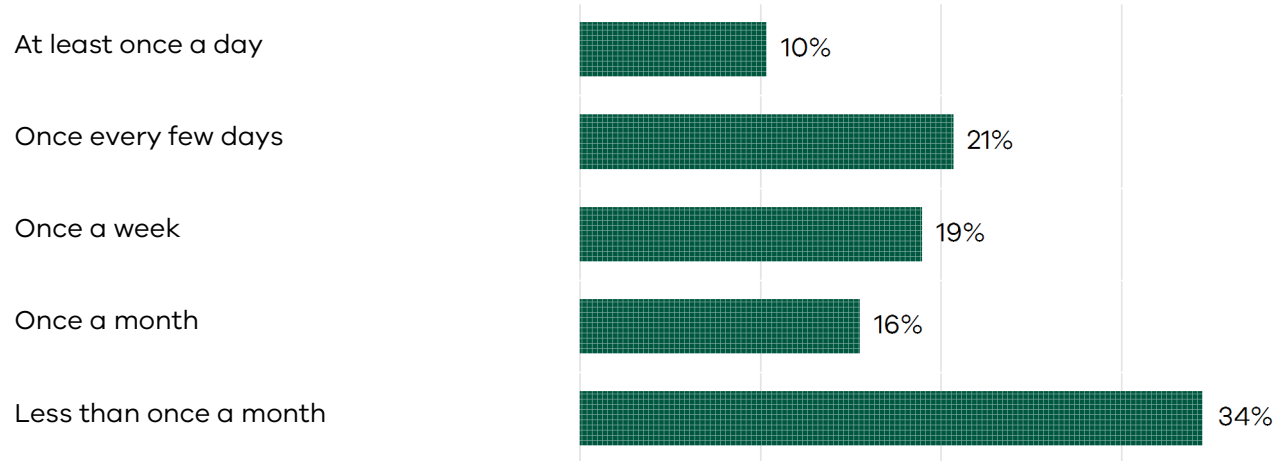In this year's survey, 16% of your staff said they experienced bullying.

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

Example

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

Of that 16%, 10% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

Category	Percentage
At least once a day	10%
Once every few days	21%
Once a week	19%
Once a month	16%
Less than once a month	34%

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

5% of your staff who did the survey said they experienced sexual harassment.

Of those, 58% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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

19	346
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
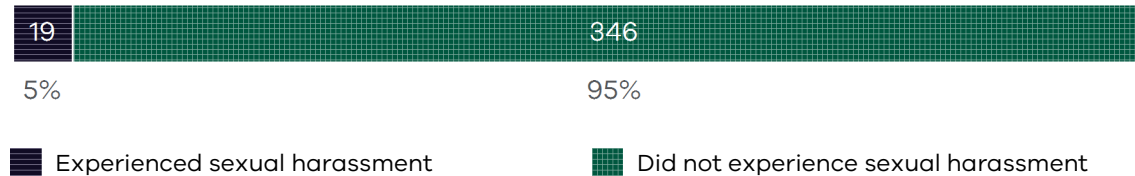
Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	70%	58%	51%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	25%	42%	53%	54%
Unwelcome touching, hugging, cornering or kissing	18%	16%	17%	14%
Any other unwelcome conduct of a sexual nature	3%	11%	6%	7%
Inappropriate physical contact (including momentary or brief physical contact)	20%	5%	23%	17%
Sexual gestures, indecent exposure or inappropriate display of the body	5%	5%	9%	6%
Inappropriate staring or leering that made you feel intimidated	13%	0%	18%	15%
Repeated or inappropriate invitations to go out on dates	5%	0%	4%	3%
Sexually explicit email or SMS message	5%	0%	1%	1%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	3%	0%	2%	3%

Victorian Public Sector Commission

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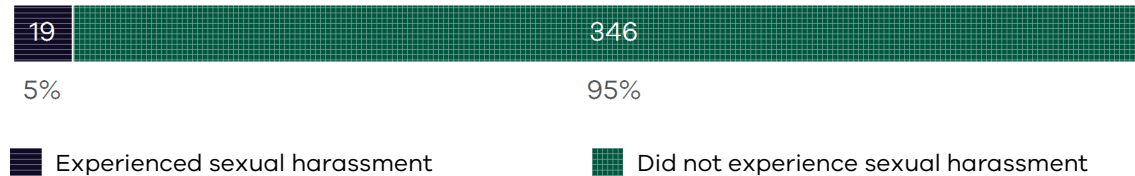
In descending order, the table shows the top 10 responses.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of those, 42% said their top response was 'Pretended it didn't bother you'.

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

19	346
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment

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	50%	42%	43%	45%
Tried to laugh it off or forget about it	33%	42%	40%	41%
Told a colleague	18%	32%	33%	29%
Told the person the behaviour was not OK	15%	32%	38%	31%
Avoided the person(s) by staying away from them	35%	26%	39%	36%
Told a manager	8%	26%	22%	20%
Told a friend or family member	20%	21%	22%	21%
Avoided locations where the behaviour might occur	10%	11%	14%	13%
Told Human Resources	8%	11%	2%	3%
Sought a transfer to another role/location/roster	3%	5%	1%	2%

Victorian Public Sector Commission

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People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

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

Did you submit a formal complaint?

19
100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
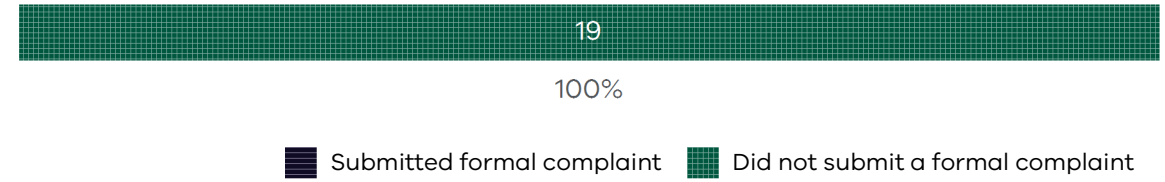
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	38%	32%	25%	33%
I didn't think it was serious enough	0%	32%	49%	45%
I didn't think it would make a difference	54%	21%	39%	39%
I believed there would be negative consequences for my career	26%	16%	15%	21%
I didn't need to because I made the harassment stop	8%	16%	14%	12%
I believed there would be negative consequences for the person I was going to complain about	5%	11%	11%	13%
I didn't feel safe to report the incident	0%	11%	6%	8%
I didn't know how to make a complaint	0%	5%	4%	4%
I thought the complaint process would be embarrassing or difficult	0%	5%	10%	11%
Other	23%	5%	12%	7%

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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, 5% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.
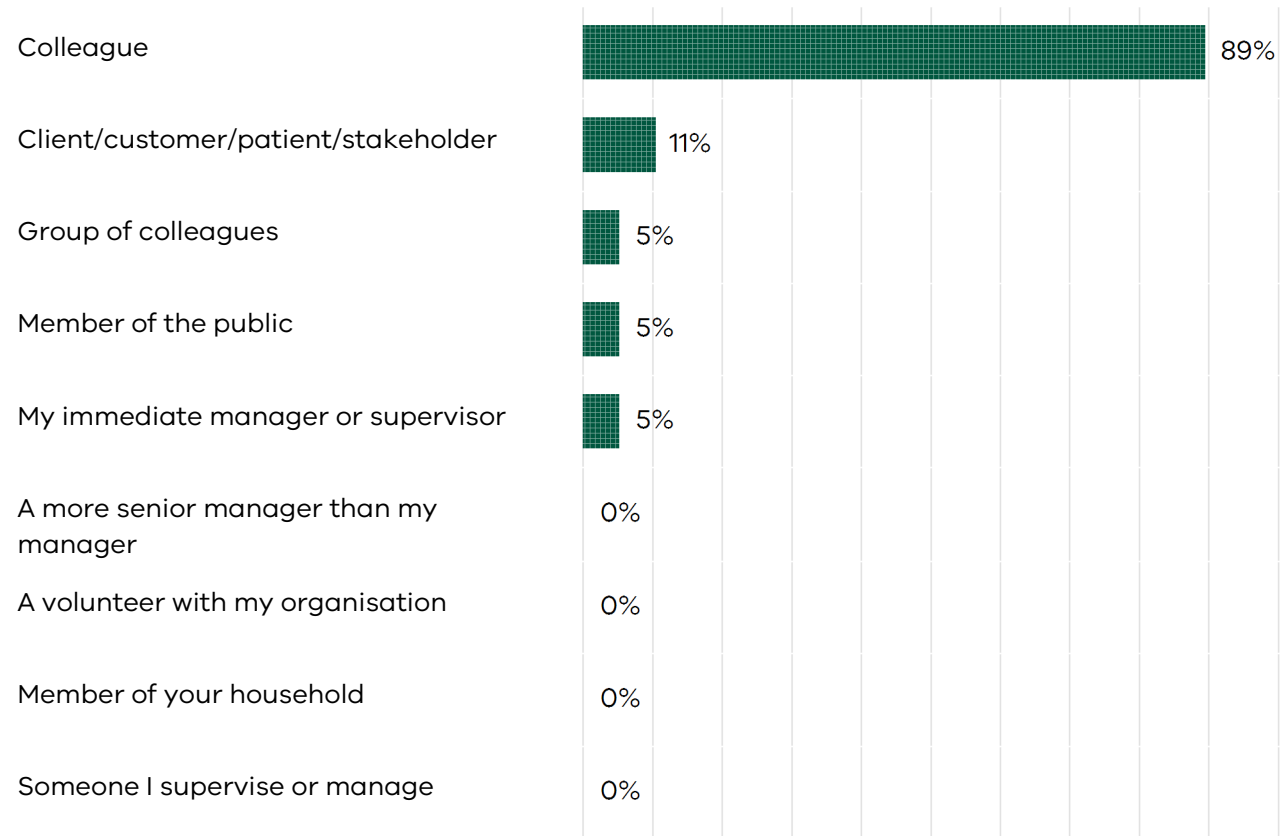
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of that 5%, 89% said it was by 'Colleague'.

19 people (5% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Colleague	89%
Client/customer/patient/stakeholder	11%
Group of colleagues	5%
Member of the public	5%
My immediate manager or supervisor	5%
A more senior manager than my manager	0%
A volunteer with my organisation	0%
Member of your household	0%
Someone I supervise or manage	0%

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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, 5% of your staff said they experienced sexual harassment.

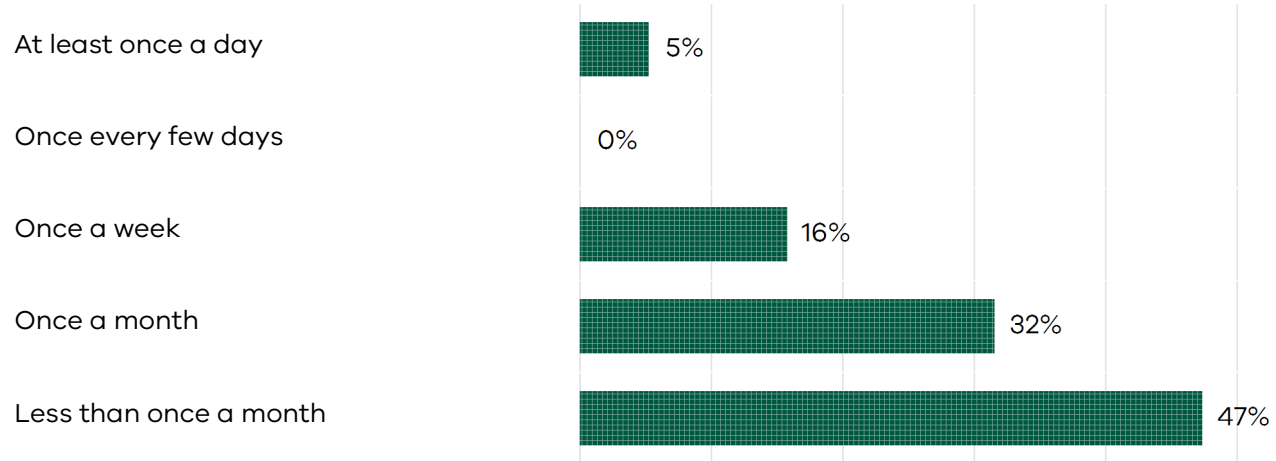If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of that 5%, 5% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	5%
Once every few days	0%
Once a week	16%
Once a month	32%
Less than once a month	47%

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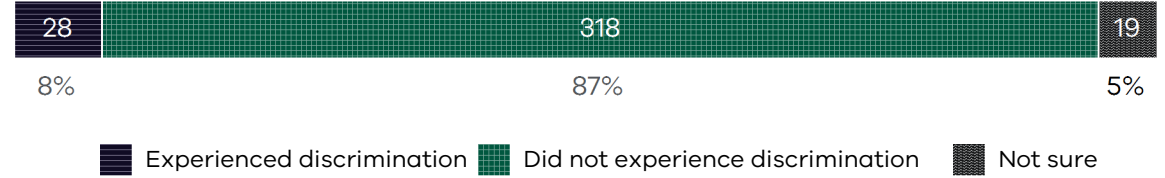
In descending order, the table shows the top 10 answers.

Example

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

Of that 8%, 46% said it was 'Employment activity'.

Have you experienced discrimination at work?

28	318	19
8%	87%	5%

■ Experienced discrimination   ▨ Did not experience discrimination   ▨ Not sure

If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Employment activity	27%	46%	31%	27%

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%, 39% said it was 'Opportunities for promotion'.

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

28	318	19
8%	87%	5%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
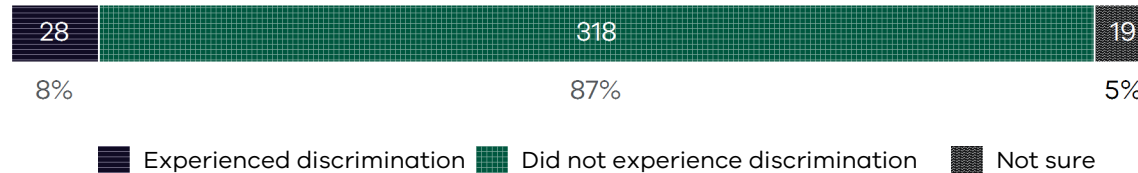
If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	46%	39%	34%	37%
Other	39%	39%	40%	38%
Denied flexible work arrangements or other adjustments	0%	32%	27%	21%
Opportunities for training	24%	25%	24%	24%
Access to leave	10%	11%	9%	8%
Employment security - threats of dismissal or termination	7%	11%	12%	11%
Pay or conditions offered by employer	15%	7%	8%	9%
Opportunities for transfer/secondment	2%	4%	11%	19%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 39% said the top way they reported the discrimination was 'Told a friend or family member'.

- 86% said they didn't submit a formal complaint.

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

28	318	19
8%	87%	5%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
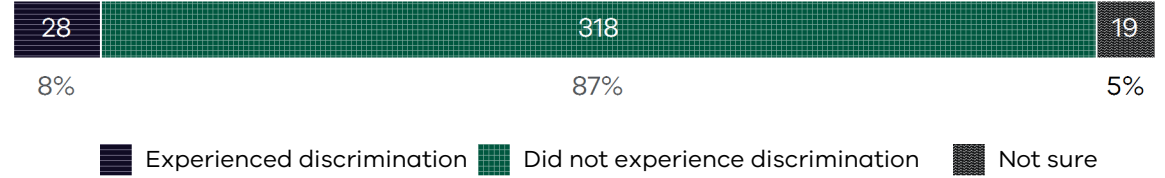
Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	20%	39%	34%	32%
Told a manager	24%	36%	26%	28%
Told a colleague	39%	32%	39%	38%
I did not tell anyone about the discrimination	24%	29%	23%	24%
Told Human Resources	12%	21%	10%	10%
Submitted a formal complaint	10%	14%	8%	8%
Told someone else	2%	14%	14%	14%
Told employee assistance program (EAP) or peer support	0%	11%	7%	8%
Told the person the behaviour was not OK	0%	11%	10%	9%

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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

86% of your staff who experienced discrimination did not submit a formal complaint, of which:

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

Did you submit a formal complaint?

4	24
14%	86%
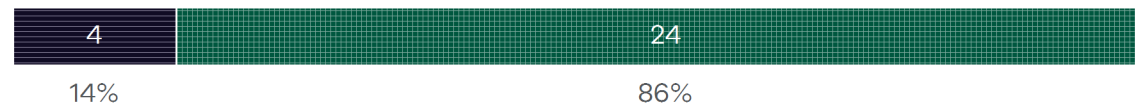
■ Submitted formal complaint ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	41%	71%	54%	56%
I believed there would be negative consequences for my career	32%	50%	50%	54%
I didn't think it would make a difference	62%	50%	58%	57%
I didn't feel safe to report the incident	0%	17%	22%	19%
I believed there would be negative consequences for the person I was going to complain about	11%	13%	11%	9%
I didn't think it was serious enough	0%	13%	13%	12%
I thought the complaint process would be embarrassing or difficult	0%	13%	14%	13%
I didn't know how to make a complaint	0%	4%	4%	5%
I didn't know who to talk to	0%	4%	6%	6%
Other	16%	4%	9%	10%

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%, 7% said it was 'At least once a day'.

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

At least once a day	7%
Once every few days	7%
Once a week	14%
Once a month	18%
Less than once a month	54%
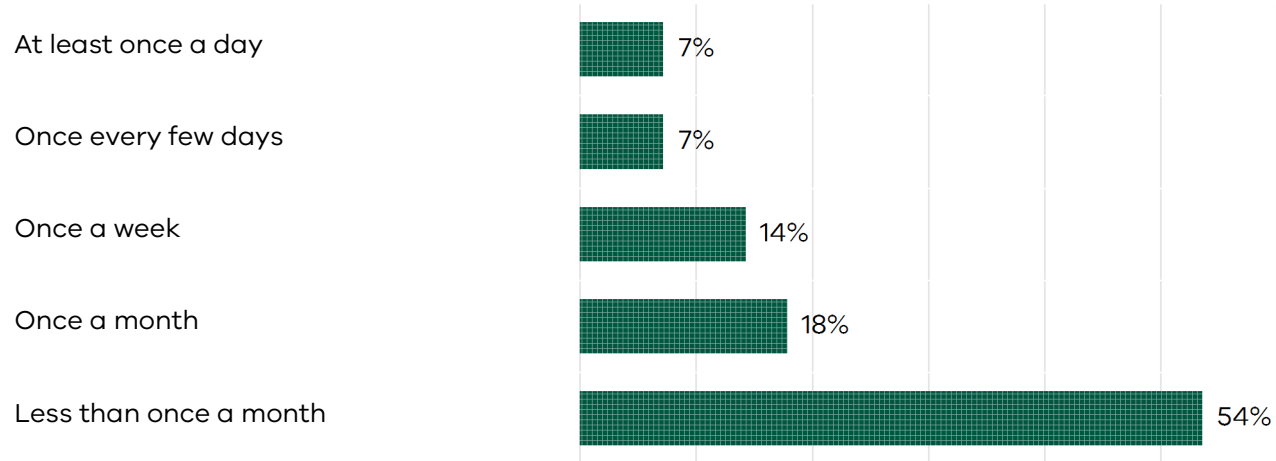
Negative behaviour

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

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 87% said it was from 'Abusive language'.

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

77	282	6
21%	77%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
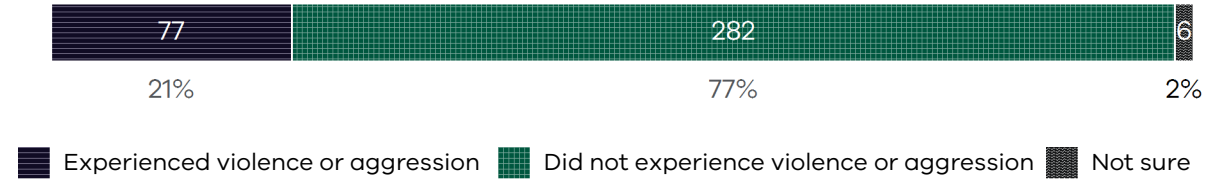
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Abusive language	87%	85%	81%
Intimidating behaviour	73%	70%	69%
Threats of violence	16%	41%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	4%	34%	28%
Other	3%	3%	12%
Damage to my property or work equipment	1%	11%	7%
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

21% of your staff who did the survey said they experienced violence or aggression, fo which

- 58% said the top way they reported the violence or agression was 'Told a manager'
- 74% said they didn't submit a formal incident report.

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

77	282	6
21%	77%	2%

■ Experienced violence or aggression ■ Did not experience violence or aggression ▨ Not sure
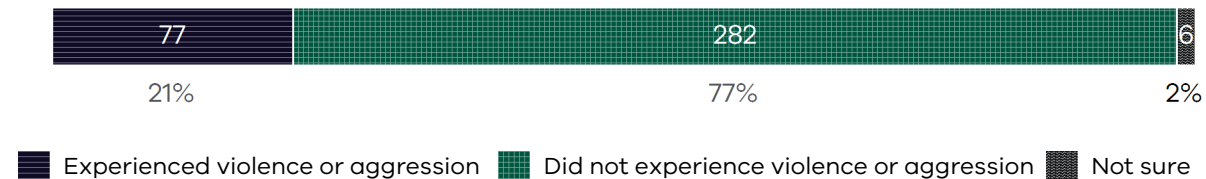
Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	58%	53%	52%
Told a colleague	55%	50%	46%
Told the person the behaviour was not OK	30%	38%	33%
Submitted a formal incident report	26%	35%	32%
Told a friend or family member	25%	21%	20%
Told Human Resources	8%	3%	4%
Told someone else	6%	6%	6%
I did not tell anyone about the incident(s)	5%	7%	8%

Victorian Public Sector Commission

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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

74% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 42% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

20	57
26%	74%
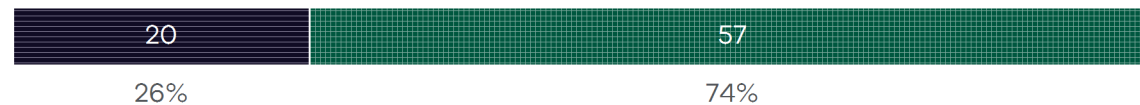
■ Submitted formal incident report ■ Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	61%	42%	38%	39%
I didn't think it was serious enough	0%	39%	36%	33%
Other	38%	19%	24%	12%
I believed there would be negative consequences for my reputation	11%	16%	10%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	16%	16%	15%
I didn't need to because I made the violence or aggression stop	0%	12%	16%	16%
I believed there would be negative consequences for my career	13%	9%	8%	12%
I didn't know how to make a complaint	0%	5%	3%	3%
I didn't know who to talk to	0%	4%	1%	2%
I was advised not to	0%	4%	3%	3%

Victorian Public Sector Commission

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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.

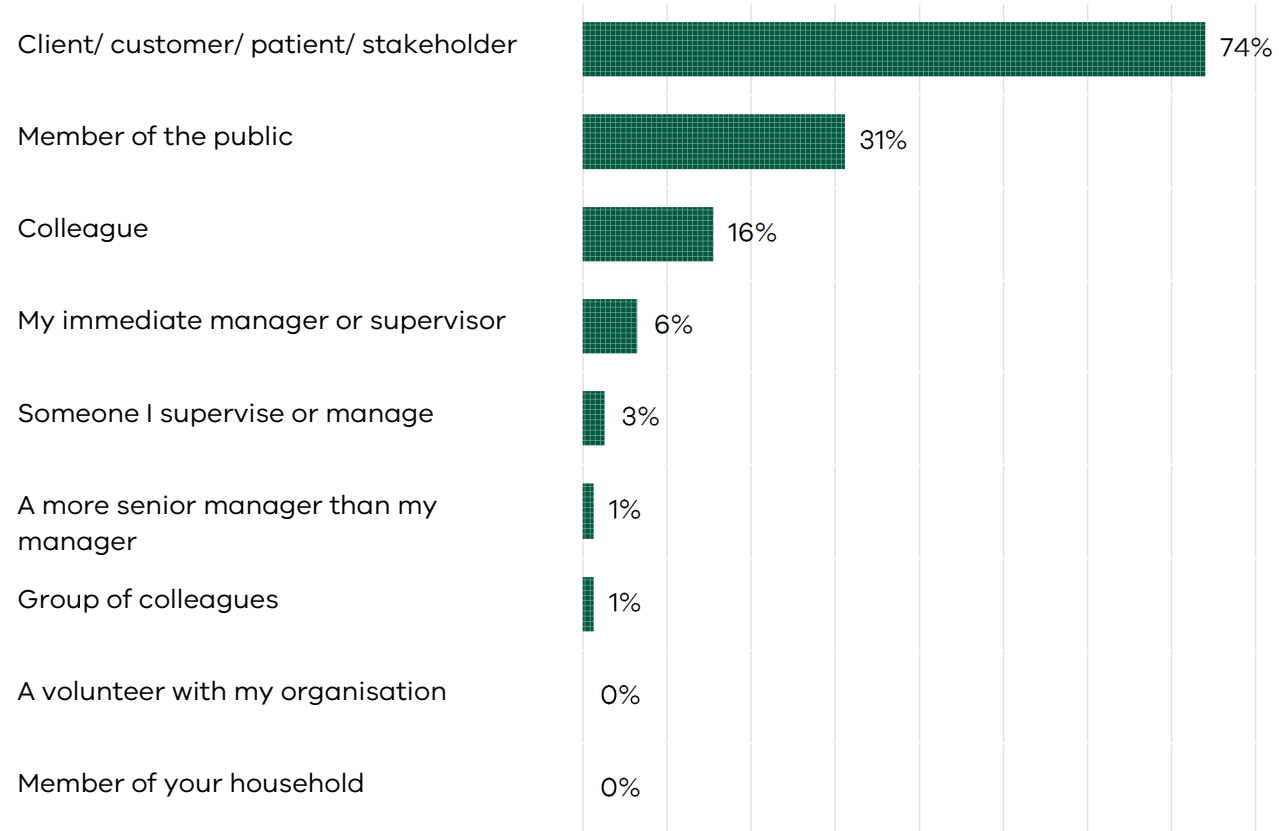In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 74% said it was 'Client/ customer/ patient/ stakeholder'.

77 people (21% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	74%
Member of the public	31%
Colleague	16%
My immediate manager or supervisor	6%
Someone I supervise or manage	3%
A more senior manager than my manager	1%
Group of colleagues	1%
A volunteer with my organisation	0%
Member of your household	0%

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.
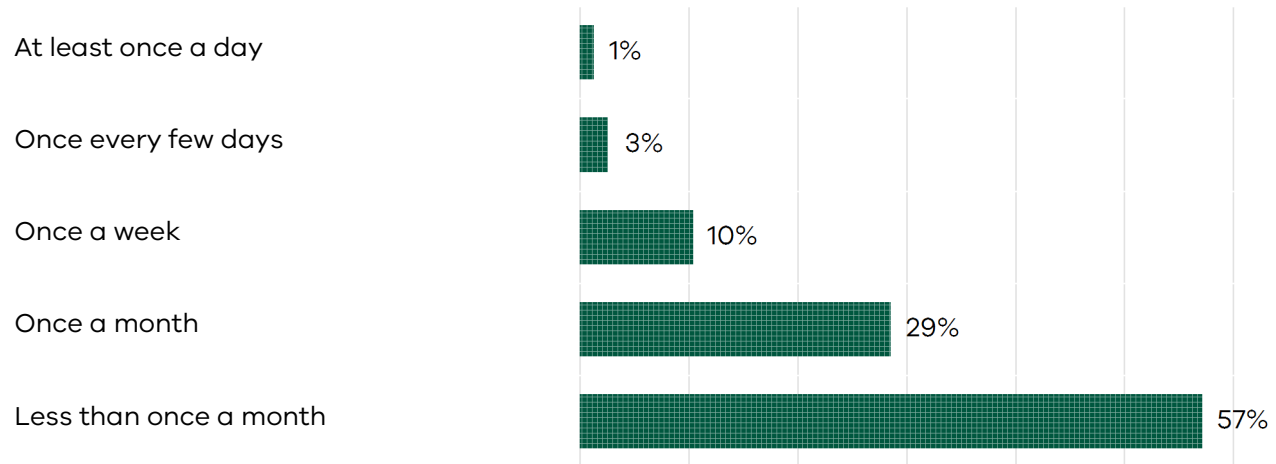
How to read this

In this year's survey, 21% 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

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 1% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	1%
Once every few days	3%
Once a week	10%
Once a month	29%
Less than once a month	57%

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

23% of your staff who did the survey said they witnessed some negative behaviour at work.

77% 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?

85	280
23%	77%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

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	72%	77%	71%	77%
Bullying of a colleague	19%	17%	19%	16%
Discrimination against a colleague	8%	8%	9%	8%
Violence or aggression against a colleague	6%	5%	10%	6%
Sexual harassment of a colleague	1%	0%	2%	1%

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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

23% of your staff who did the survey witnessed negative behaviour, of which:

- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

85	280
23%	77%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed the above behaviour(s), did you do any of the following?	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	73%	73%	72%
Told a manager	35%	37%	37%
Told a colleague	24%	22%	21%
Told the person the behaviour was not OK	21%	29%	25%
Spoke to the person who behaved in a negative way	15%	25%	22%
Told Human Resources	9%	5%	6%
Other	8%	7%	7%
Took no action	6%	8%	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

40% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.
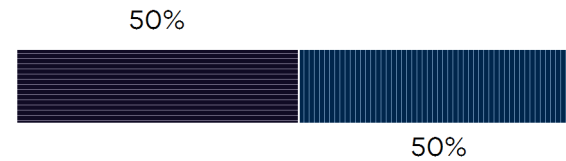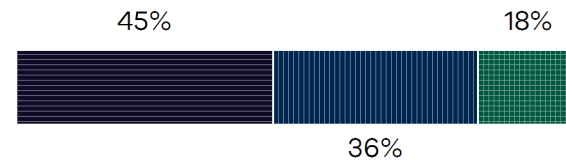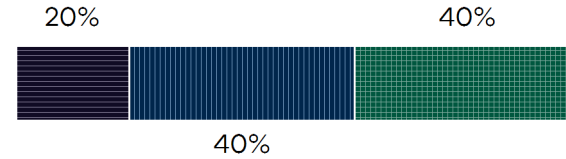
Survey question	Your results	Benchmark satisfied results

Survey question

Were you satisfied with the way your formal complaint was handled

Your results

	No		Don't know
	Yes		

Survey question		Benchmark satisfied results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
Violence or aggression	20% / 40% / 40%	50 %	40 %	27 %	56 %	100 %
Bullying	45% / 36% / 18%	36 %	18 %	0 %	25 %	100 %
Discrimination	50% / 50%	25 %	0 %	0 %	16 %	50 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 92% of your staff agreed with 'I am able to work effectively with others outside my immediate 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 outside my immediate workgroup	92%	Not asked in 2019	89%
Job enrichment	I understand how my job contributes to my organisation's purpose	91%	-2%	91%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	-3%	88%
Workgroup support	I am able to work effectively with others in my workgroup	90%	Not asked in 2019	90%
Quality service delivery	My workgroup strives to deliver services in a timely manner	88%	-4%	88%
Manager leadership	My manager ensures clients receive a high standard of service	86%	+3%	85%
Organisational integrity	My organisation is committed to earning a high level of public trust	86%	0%	81%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	86%	Not asked in 2019	84%
Meaningful work	I feel that I can make a worthwhile contribution at work	85%	Not asked in 2019	88%
Quality service delivery	My workgroup values human rights	85%	-3%	86%

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 30% 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)	30%	Not asked in 2019	32%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2019	43%
Safety climate	All levels of my organisation are involved in the prevention of stress	44%	-2%	42%
Learning and development	I feel I have an equal chance at promotion in my organisation	46%	Not asked in 2019	44%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	51%	Not asked in 2019	50%
Manager support	My manager has regular conversations with me about my learning and development	51%	Not asked in 2019	52%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	+4%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	+7%	50%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	53%	-16%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	0%	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 53% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Increase from 2019' column, you have a 7% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	+7%	50%
Manager leadership	My manager treats employees with dignity and respect	84%	+4%	82%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	80%	+4%	76%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	+4%	50%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	65%	+4%	63%
Manager leadership	My manager demonstrates honesty and integrity	81%	+3%	80%
Manager leadership	My manager ensures clients receive a high standard of service	86%	+3%	85%
Manager leadership	My manager models my organisation's values	80%	+3%	79%
Manager leadership	My manager works effectively with people from diverse backgrounds	84%	+2%	85%
Manager support	My manager involves me in decisions about my work	74%	+1%	71%

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 53% of your staff agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

In the 'Decrease from 2019' column, you have a 16% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	53%	-16%	54%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	57%	-15%	58%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	54%	-11%	55%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	58%	-9%	58%
Patient safety climate	Patient care errors are handled appropriately in my work area	64%	-9%	72%
Equal employment opportunity	Disability is not a barrier to success in my organisation	61%	-9%	59%
Patient safety climate	This health service does a good job of training new and existing staff	60%	-8%	60%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	78%	-8%	75%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	59%	-8%	58%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	63%	-8%	68%

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 'Supporting question – gender equality', the 'You 2021' column shows 80% of your staff agreed with 'My organisation would support me if I needed to take family violence leave'.

The 'difference' column, shows that agreement for this question was 10 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Supporting question - gender equality	My organisation would support me if I needed to take family violence leave	80%	+10%	70%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	78%	+9%	68%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	73%	+7%	66%
Engagement	I feel a strong personal attachment to my organisation	75%	+6%	69%
Workload	I have enough time to do my job effectively	55%	+6%	49%
Safety climate	My organisation provides a physically safe work environment	82%	+5%	76%
Manager support	I receive adequate recognition for my contributions and accomplishments	58%	+5%	52%
Organisational integrity	My organisation is committed to earning a high level of public trust	86%	+5%	81%
Equal employment opportunity	Sexual orientation is not a barrier to success in my organisation	81%	+4%	77%
Quality service delivery	My workgroup strives to make the best use of its resources	82%	+4%	78%

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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 'Patient safety climate', the 'You 2021' column shows 64% of your staff agreed with 'Patient care errors are handled appropriately in my work area'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Patient safety climate	Patient care errors are handled appropriately in my work area	64%	-9%	72%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	67%	-5%	72%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	63%	-5%	68%
Learning and development	My organisation places a high priority on the learning and development of staff	57%	-5%	62%
Patient safety climate	Management is driving us to be a safety-centred organisation	66%	-5%	71%
Manager support	My manager encourages and supports my participation in learning and development opportunities	70%	-4%	74%
Patient safety climate	Trainees in my discipline are adequately supervised	61%	-4%	64%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	69%	-4%	72%
Safety climate	I feel culturally safe at work	75%	-3%	78%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	59%	-3%	62%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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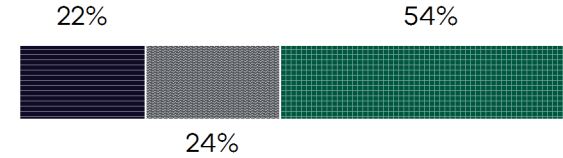
Example

54% 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'.
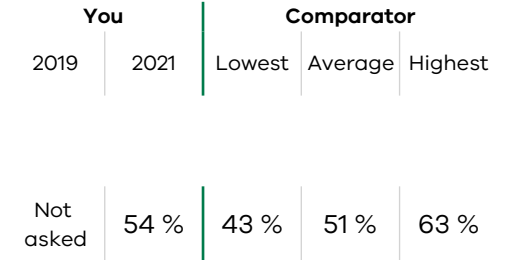
Survey question

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

Your results

| Disagree | Neither agree nor disagree |
| Don't know | Agree |

22%   54%

24%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	54 %	43 %	51 %	63 %

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Senior leadership

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.
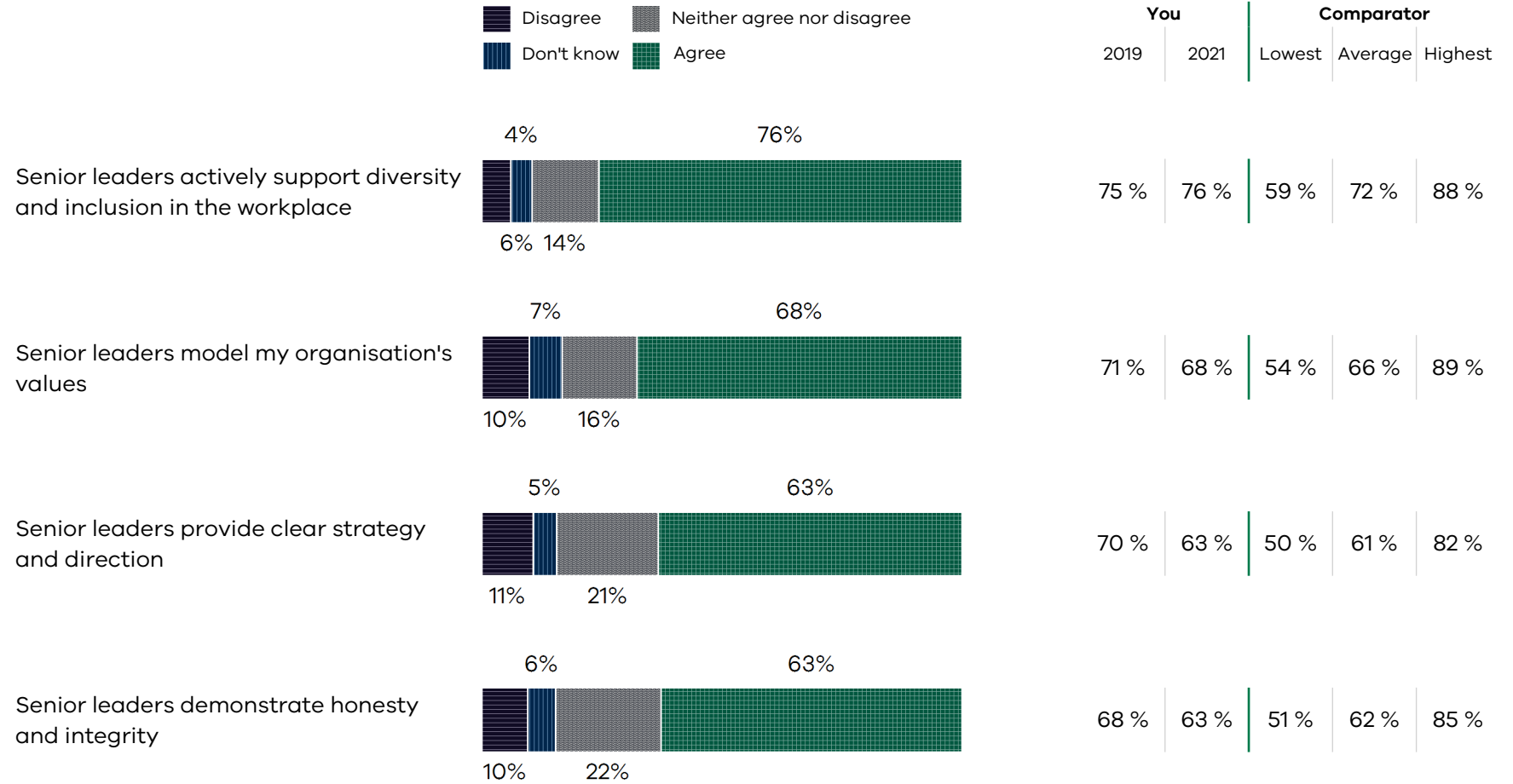
Example

76% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree					
Senior leaders actively support diversity and inclusion in the workplace	4% 76% / 6% 14%	75 %	76 %	59 %	72 %	88 %
Senior leaders model my organisation's values	7% 68% / 10% 16%	71 %	68 %	54 %	66 %	89 %
Senior leaders provide clear strategy and direction	5% 63% / 11% 21%	70 %	63 %	50 %	61 %	82 %
Senior leaders demonstrate honesty and integrity	6% 63% / 10% 22%	68 %	63 %	51 %	62 %	85 %

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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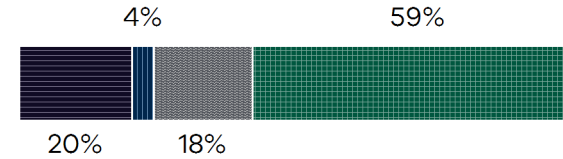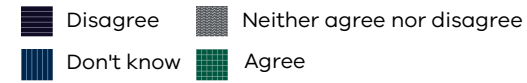
Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.
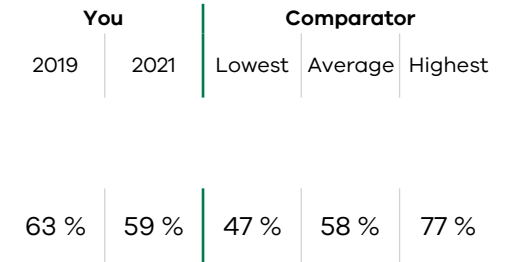
Survey question

Your results

Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Senior leaders support staff to work in an environment of change

20%　4%　18%　59%

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	63 %	59 %	47 %	58 %	77 %

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Organisational climate

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.
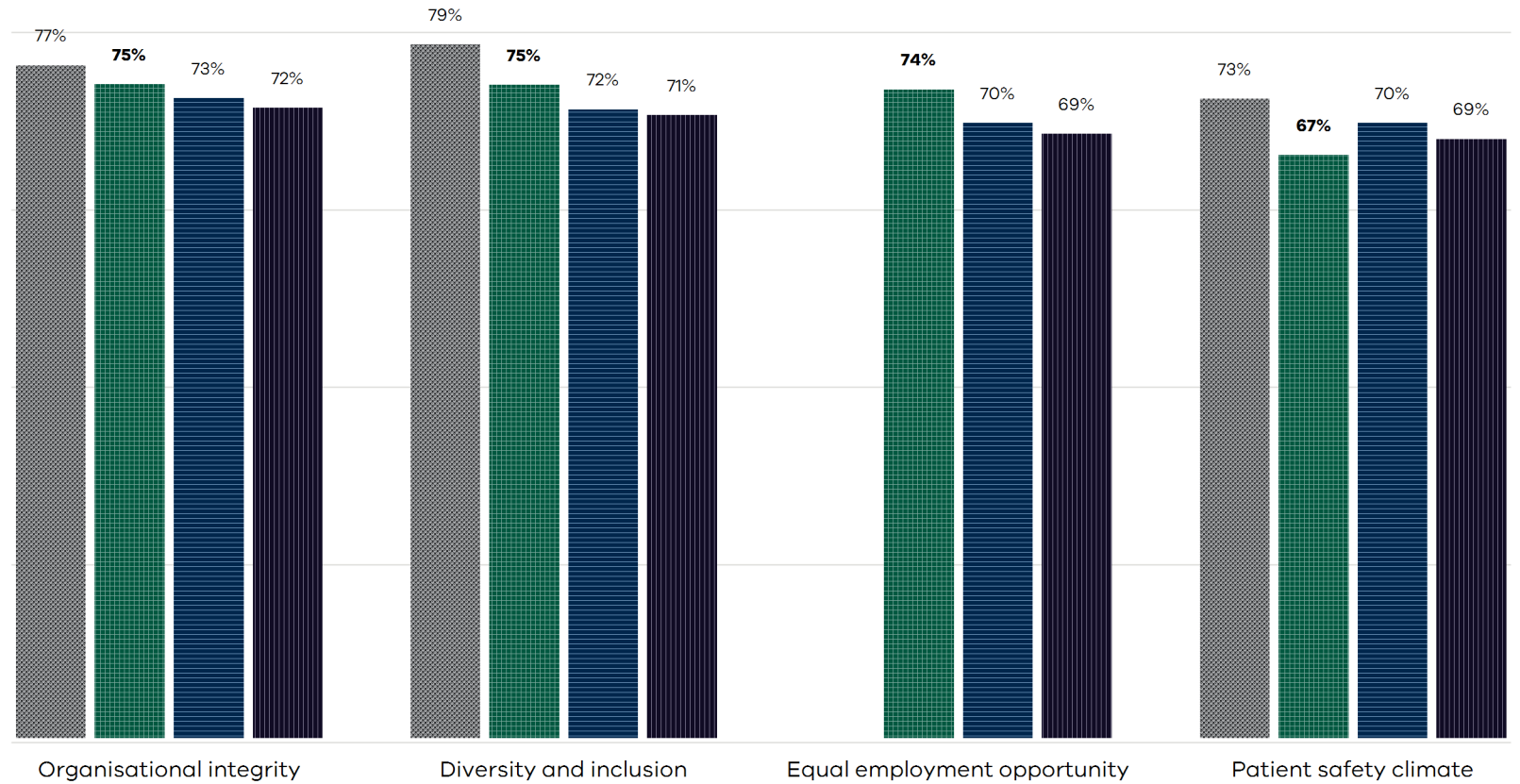
Example

In 2021:

- 75% of your staff who did the survey responded positively to questions about Organisational integrity which is down from 77% in 2019.

Compared to:

- 73% of staff at your comparator and 72% of staff across the public sector.

Chart data:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Organisational integrity	77%	75%	73%	72%
Diversity and inclusion	79%	75%	72%	71%
Equal employment opportunity		74%	70%	69%
Patient safety climate	73%	67%	70%	69%

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Organisational climate

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.
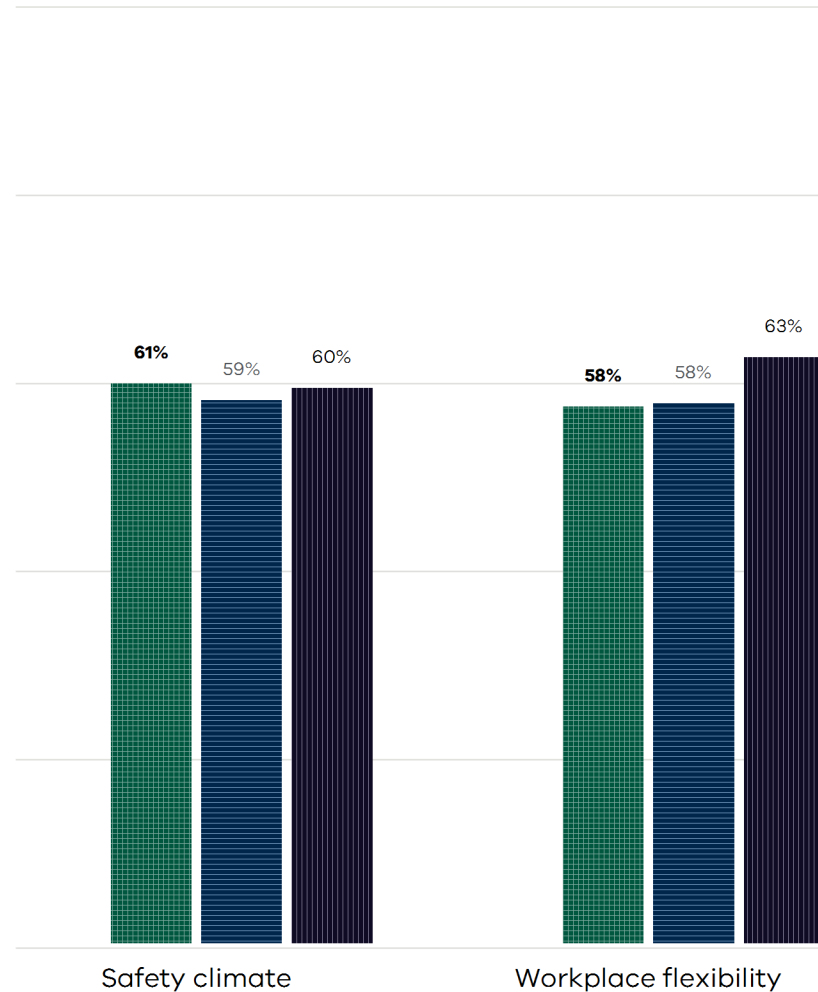
Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 59% of staff at your comparator and 60% of staff across the public sector.

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Safety climate: 61%, 59%, 60%
Workplace flexibility: 58%, 58%, 63%

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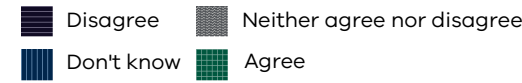
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
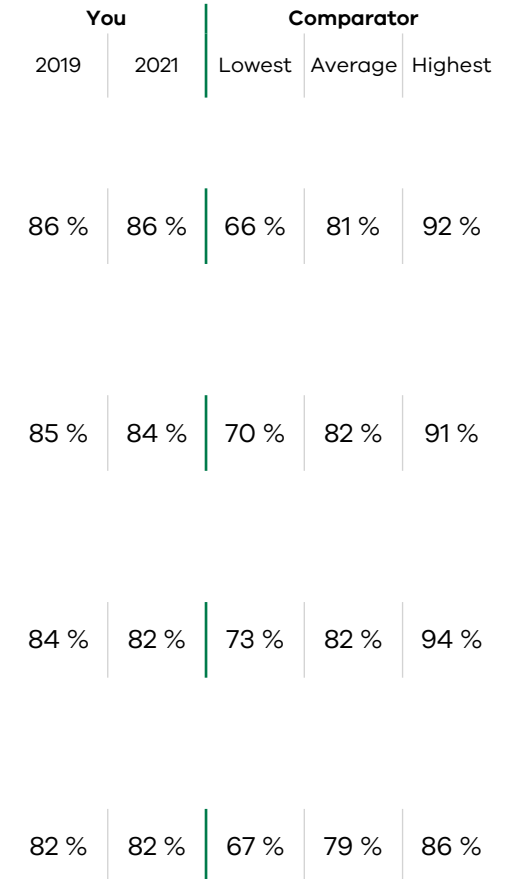
Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust — 1% / 86% / 3% 10%	86 %	86 %	66 %	81 %	92 %
My organisation encourages respectful workplace behaviours — 84% / 7% 8%	85 %	84 %	70 %	82 %	91 %
My organisation encourages employees to act in ways that are consistent with human rights — 2% / 82% / 4% 12%	84 %	82 %	73 %	82 %	94 %
My organisation respects the human rights of employees — 2% / 82% / 7% 9%	82 %	82 %	67 %	79 %	86 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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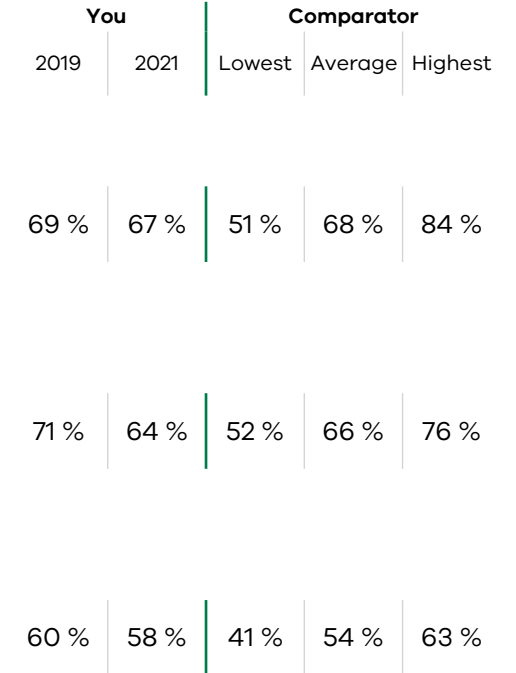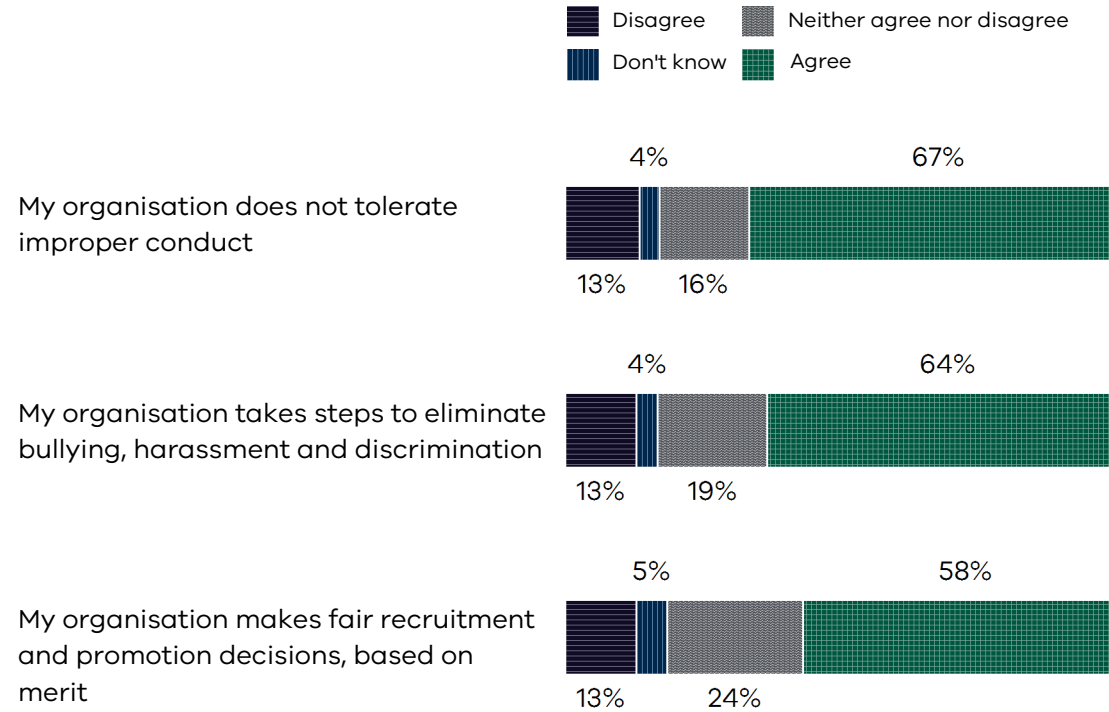
Example

67% 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				

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	13% / 4% / 16% / 67%	69 %	67 %	51 %	68 %	84 %
My organisation takes steps to eliminate bullying, harassment and discrimination	13% / 4% / 19% / 64%	71 %	64 %	52 %	66 %	76 %
My organisation makes fair recruitment and promotion decisions, based on merit	13% / 5% / 24% / 58%	60 %	58 %	41 %	54 %	63 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

66% 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'.
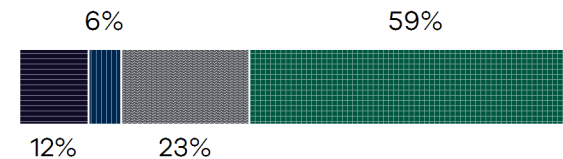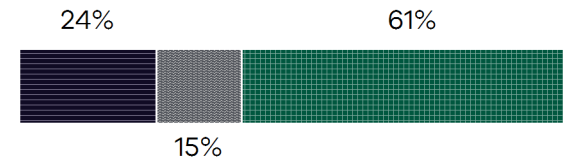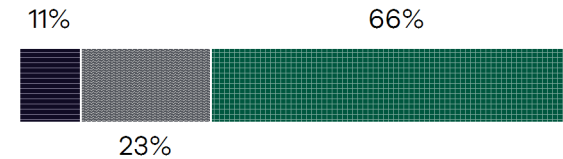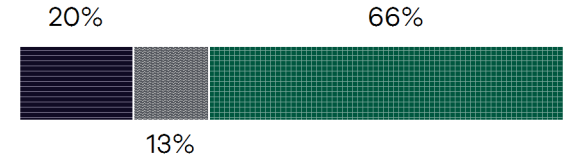
Survey question	Your results					

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities (20% / 13% / 66%)	Not asked	66 %	58 %	65 %	86 %
My organisation supports employees with family or other caring responsibilities, regardless of gender (11% / 23% / 66%)	Not asked	66 %	59 %	68 %	88 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration (24% / 15% / 61%)	60 %	61 %	54 %	60 %	74 %
There is a positive culture within my organisation in relation to employees who have family responsibilities (12% / 6% / 23% / 59%)	Not asked	59 %	52 %	60 %	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

57% 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'.
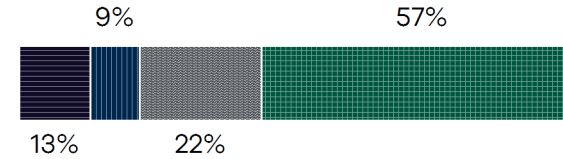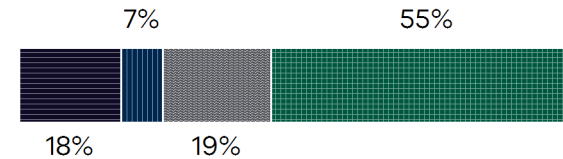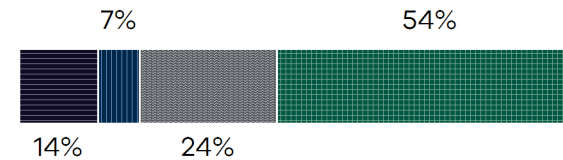
Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	Disagree 13%, Don't know, Neither agree nor disagree 22%, 9%, Agree 57%	72 %	57 %	50 %	58 %	72 %
Having family responsibilities is not a barrier to success in my organisation	Disagree 18%, 7%, Neither agree nor disagree 19%, Agree 55%	Not asked	55 %	49 %	55 %	72 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	Disagree 14%, 7%, Neither agree nor disagree 24%, Agree 54%	65 %	54 %	47 %	55 %	65 %
Having caring responsibilities is not a barrier to success in my organisation	Disagree 17%, 9%, Neither agree nor disagree 21%, Agree 53%	69 %	53 %	47 %	54 %	67 %

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
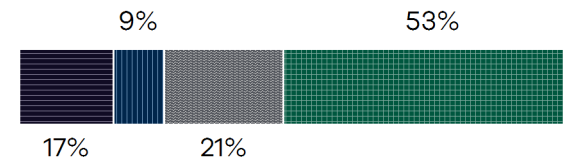
Organisational climate

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

51% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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

21% | 8% | 20% | 51%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	51 %	45 %	50 %	65 %

Victorian Public Sector Commission

VICTORIA State Government
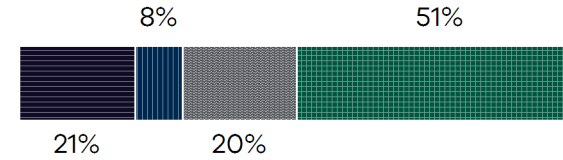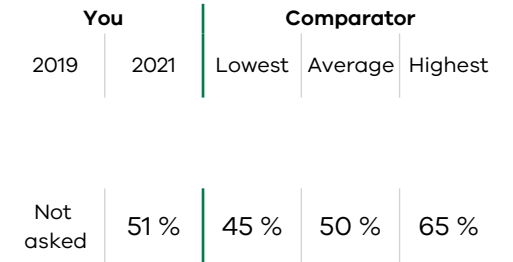
Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

37% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Part-time	38%	37%	28%	19%
No, I do not use any flexible work arrangements	35%	29%	35%	38%
Flexible start and finish times	18%	22%	16%	23%
Working from an alternative location (e.g. home, hub/shared work space)	0%	20%	17%	24%
Shift swap	18%	16%	22%	12%
Using leave to work flexible hours	11%	10%	11%	8%
Study leave	9%	6%	7%	4%
Working more hours over fewer days	4%	6%	6%	6%
Other	2%	2%	2%	2%
Job sharing	3%	1%	2%	1%

Victorian Public Sector Commission

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Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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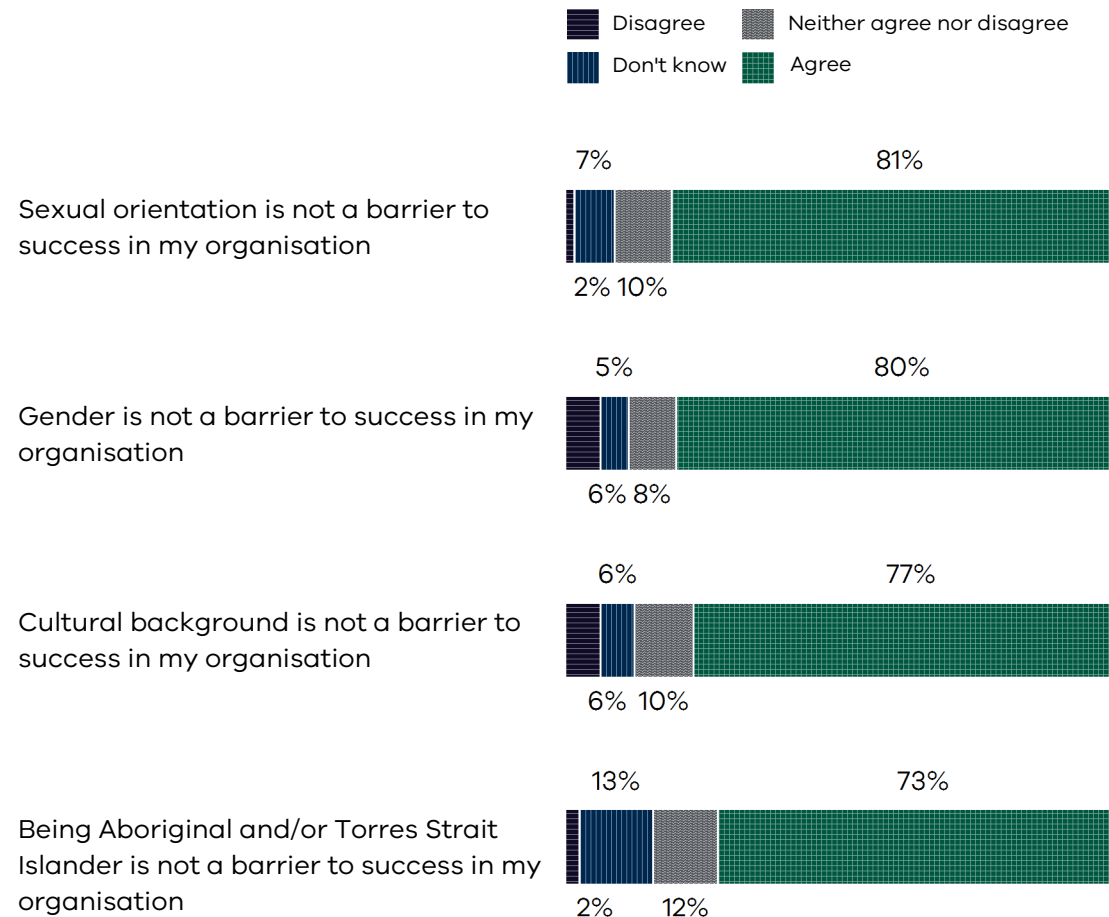
Example

81% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation	7% / 81% / 2% / 10%	84 %	81 %	70 %	77 %	88 %
Gender is not a barrier to success in my organisation	5% / 80% / 6% / 8%	Not asked	80 %	67 %	77 %	91 %
Cultural background is not a barrier to success in my organisation	6% / 77% / 6% / 10%	83 %	77 %	65 %	74 %	88 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	13% / 73% / 2% / 12%	Not asked	73 %	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.
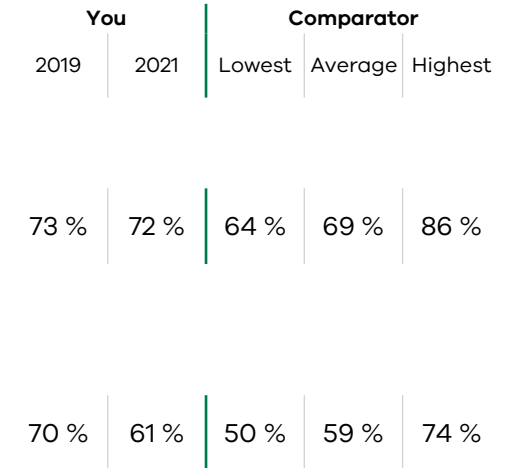
Example

72% 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

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

| | You | | Comparator | | |
Survey question	2019	2021	Lowest	Average	Highest
Age is not a barrier to success in my organisation	73 %	72 %	64 %	69 %	86 %
Disability is not a barrier to success in my organisation	70 %	61 %	50 %	59 %	74 %

Age is not a barrier to success in my organisation: 10%, 5%, 13%, 72%

Disability is not a barrier to success in my organisation: 6%, 13%, 19%, 61%

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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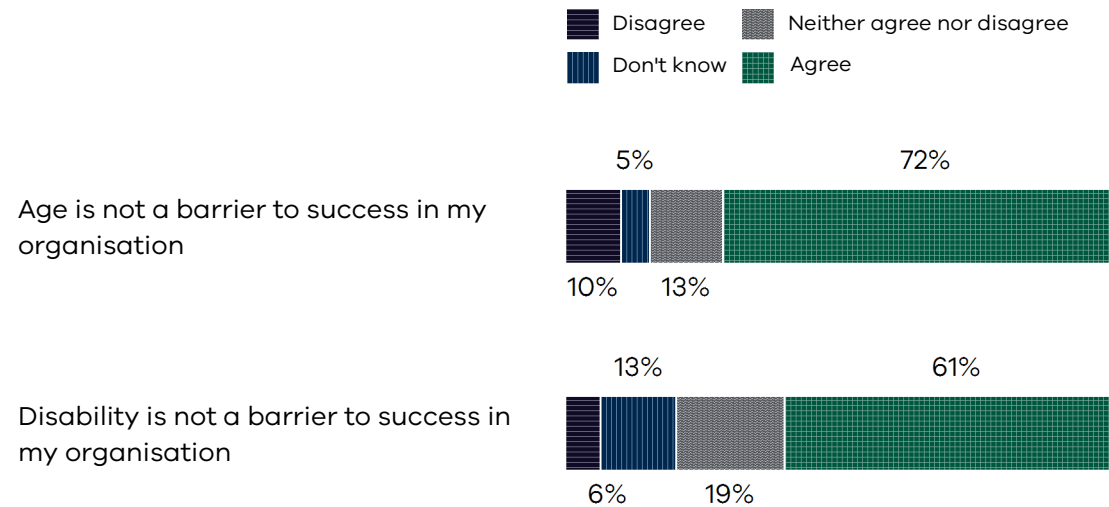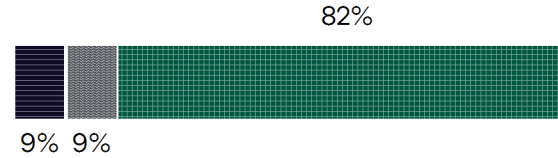
Example

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

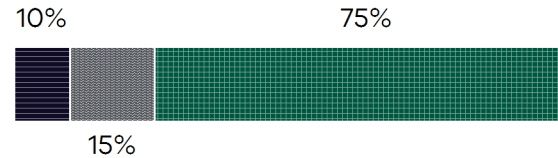| Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment (Disagree 9%, Neither 9%, Agree 82%)	Not asked	82 %	58 %	76 %	95 %
I feel culturally safe at work (Disagree 10%, Neither 15%, Agree 75%)	Not asked	75 %	64 %	78 %	88 %
My organisation consults employees on health and safety matters (Disagree 12%, Don't know 3%, Neither 19%, Agree 66%)	70 %	66 %	54 %	64 %	88 %
My organisation has effective procedures in place to support employees who may experience stress (Disagree 22%, Don't know 2%, Neither 17%, Agree 59%)	67 %	59 %	49 %	58 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

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

53% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree · Neither agree nor disagree · Don't know · Agree

		You		Comparator		
Survey question	Your results	2019	2021	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	21% / 25% / 53%	54 %	53 %	42 %	52 %	70 %
Senior leaders show support for stress prevention through involvement and commitment	25% / 22% / 53%	46 %	53 %	41 %	50 %	68 %
Senior leaders consider the psychological health of employees to be as important as productivity	25% / 22% / 52%	49 %	52 %	41 %	50 %	74 %
All levels of my organisation are involved in the prevention of stress	30% / 26% / 44%	45 %	44 %	32 %	42 %	57 %

Victorian Public Sector Commission

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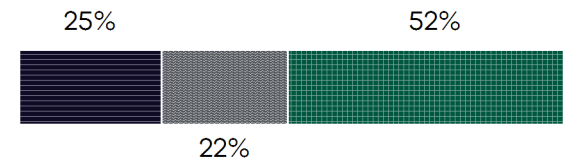
Organisational climate

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
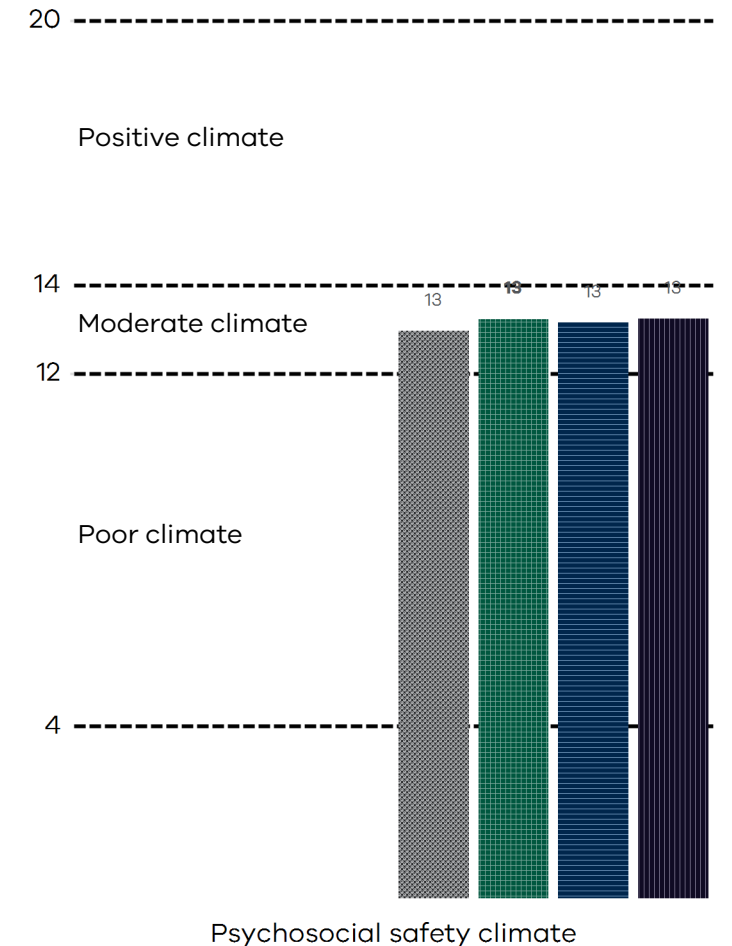
Psychosocial safety climate

Legend: 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

77% 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	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	6% / 17% / 77%	79 %	77 %	72 %	80 %	91 %
I would recommend a friend or relative to be treated as a patient here	10% / 13% / 77%	81 %	77 %	41 %	75 %	92 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	12% / 22% / 67%	74 %	67 %	63 %	72 %	88 %
Management is driving us to be a safety-centred organisation	13% / 21% / 66%	71 %	66 %	56 %	71 %	89 %

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

Victorian Public Sector Commission

VICTORIA State Government

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.
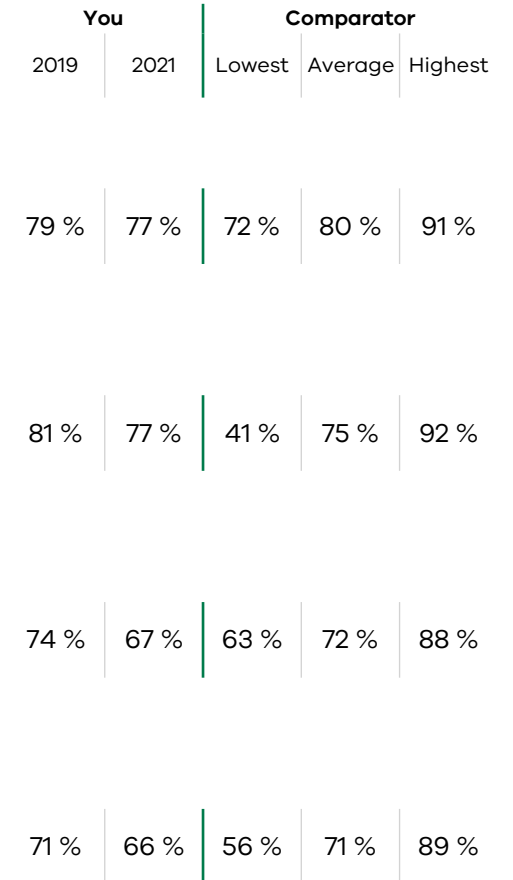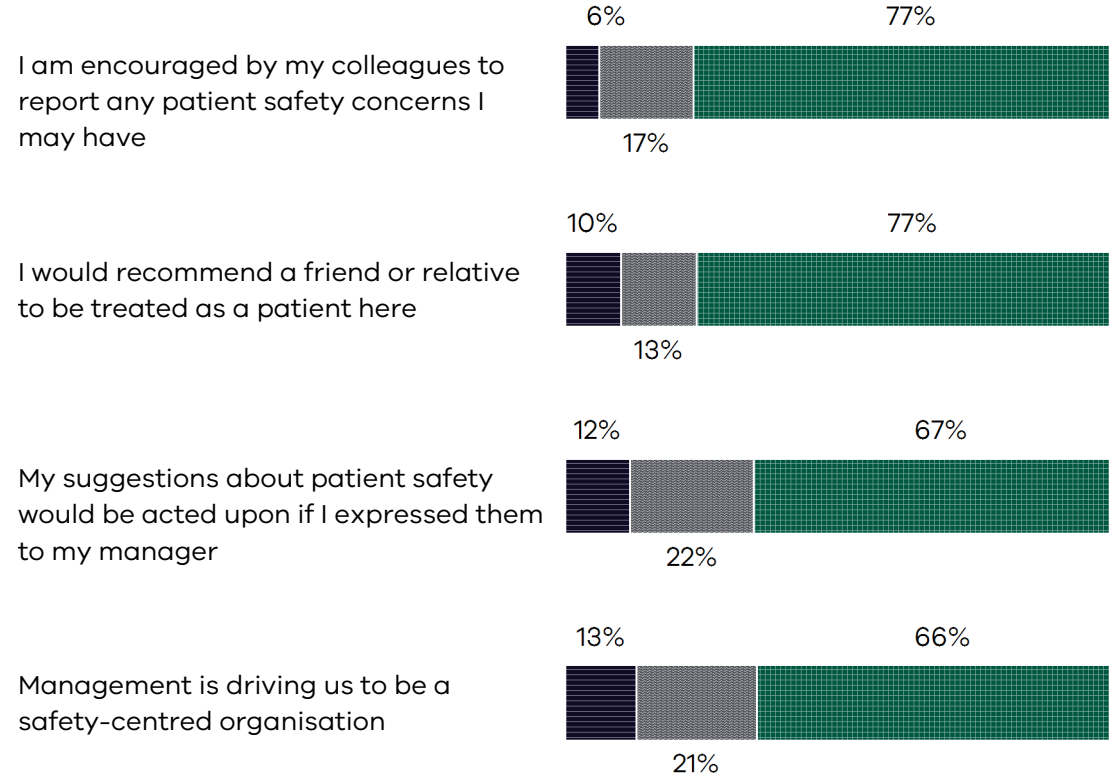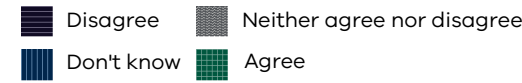
Example

64% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	8% / 16% / 13% / 64%	72 %	64 %	59 %	72 %	76 %
The culture in my work area makes it easy to learn from the errors of others	14% / 23% / 63%	71 %	63 %	57 %	68 %	74 %
Trainees in my discipline are adequately supervised	12% / 8% / 19% / 61%	68 %	61 %	54 %	64 %	71 %
This health service does a good job of training new and existing staff	16% / 7% / 17% / 60%	68 %	60 %	45 %	60 %	67 %

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

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.

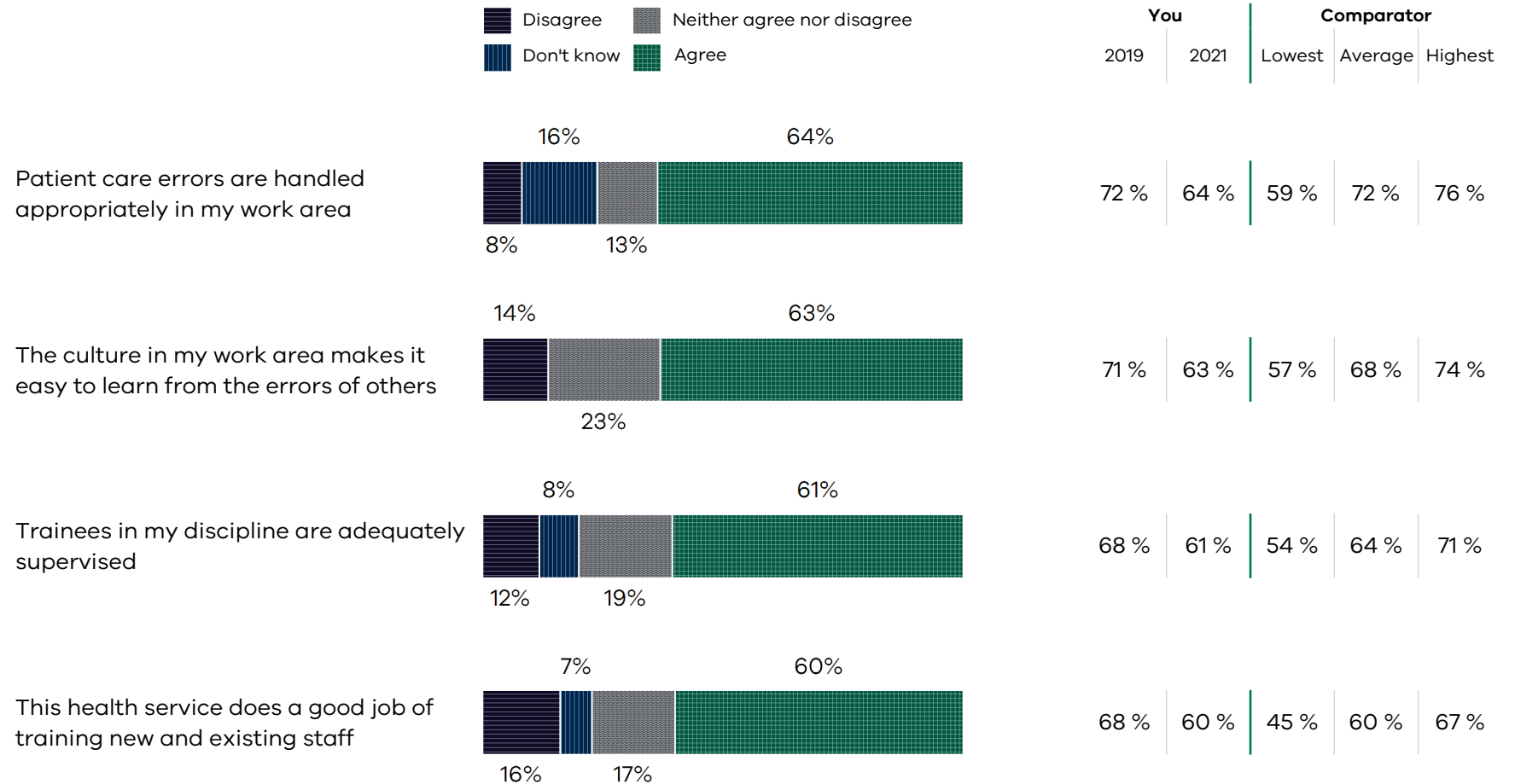Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% 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**		
	Disagree ▨ Neither agree nor disagree Don't know ▨ Agree		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	3% 80% / 5% 12%		86 %	80 %	67 %	79 %	90 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	4% 79% / 5% 12%		84 %	79 %	70 %	79 %	83 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	10% 78% / 2% 10%		78 %	78 %	57 %	68 %	90 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	9% 75% / 3% 13%		79 %	75 %	62 %	72 %	83 %

Organisational climate

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.

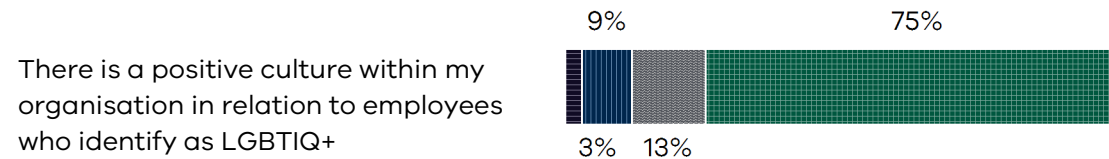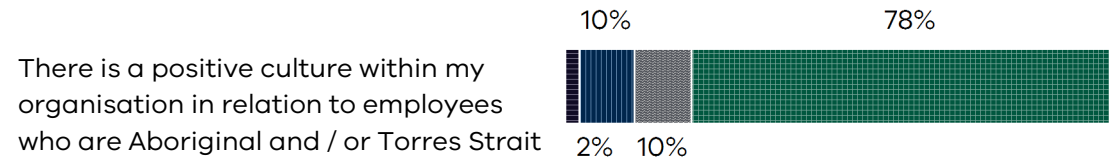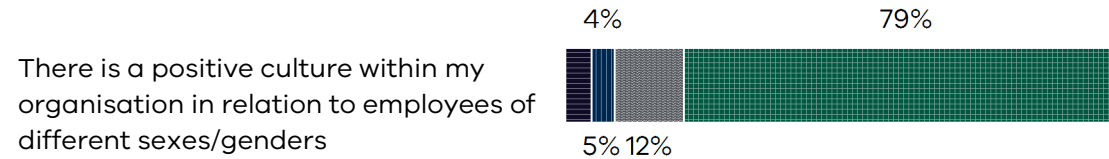Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
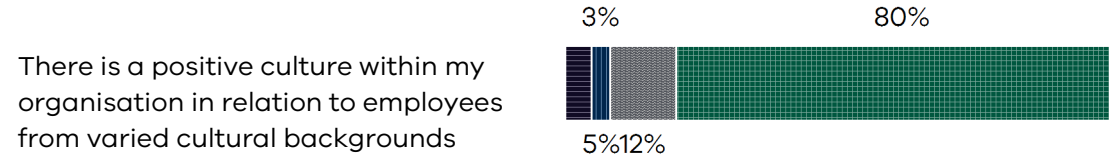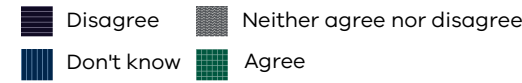
Example

73% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

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

3%   73%
8%   16%

79 %	73 %	65 %	73 %	89 %
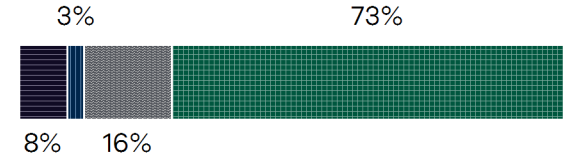
There is a positive culture within my organisation in relation to employees with disability

14%   63%
5%   18%

70 %	63 %	49 %	60 %	76 %

Victorian Public Sector Commission

VICTORIA State Government
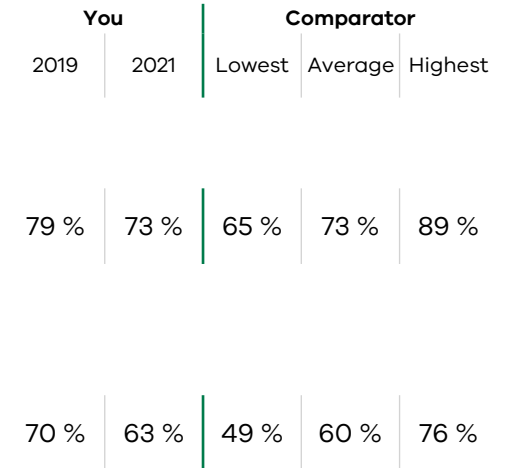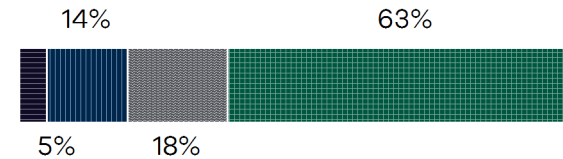
Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

How to read this

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

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

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

Example

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

Survey question	Your results					

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
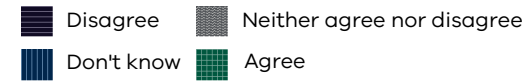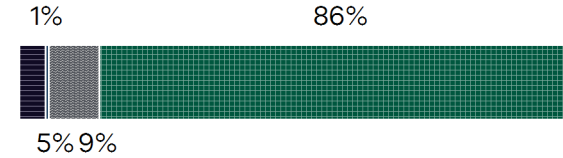
	You		**Comparator**		
Survey question	2019	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language (1% / 5% / 9% / 86%)	Not asked	86 %	76 %	84 %	98 %
In my workgroup work is allocated fairly, regardless of gender (8% / 9% / 83%)	Not asked	83 %	75 %	81 %	88 %
My organisation would support me if I needed to take family violence leave (10% / 4% / 5% / 80%)	Not asked	80 %	61 %	70 %	86 %

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- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
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- Highest scoring
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Senior leadership
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- Workplace flexibility
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Public sector values
- Scorecard
- Responsiveness
- Integrity
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- 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

Victorian Public Sector Commission

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Workgroup climate

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:

- 82% of your staff who did the survey responded positively to questions about which is down from 88% in 2019.

Compared to:

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

Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Quality service delivery: 88%, 82%, 80%, 80%
Workgroup support: 75%, 75%, 76%
Innovation: 70%, 67%, 67%, 68%
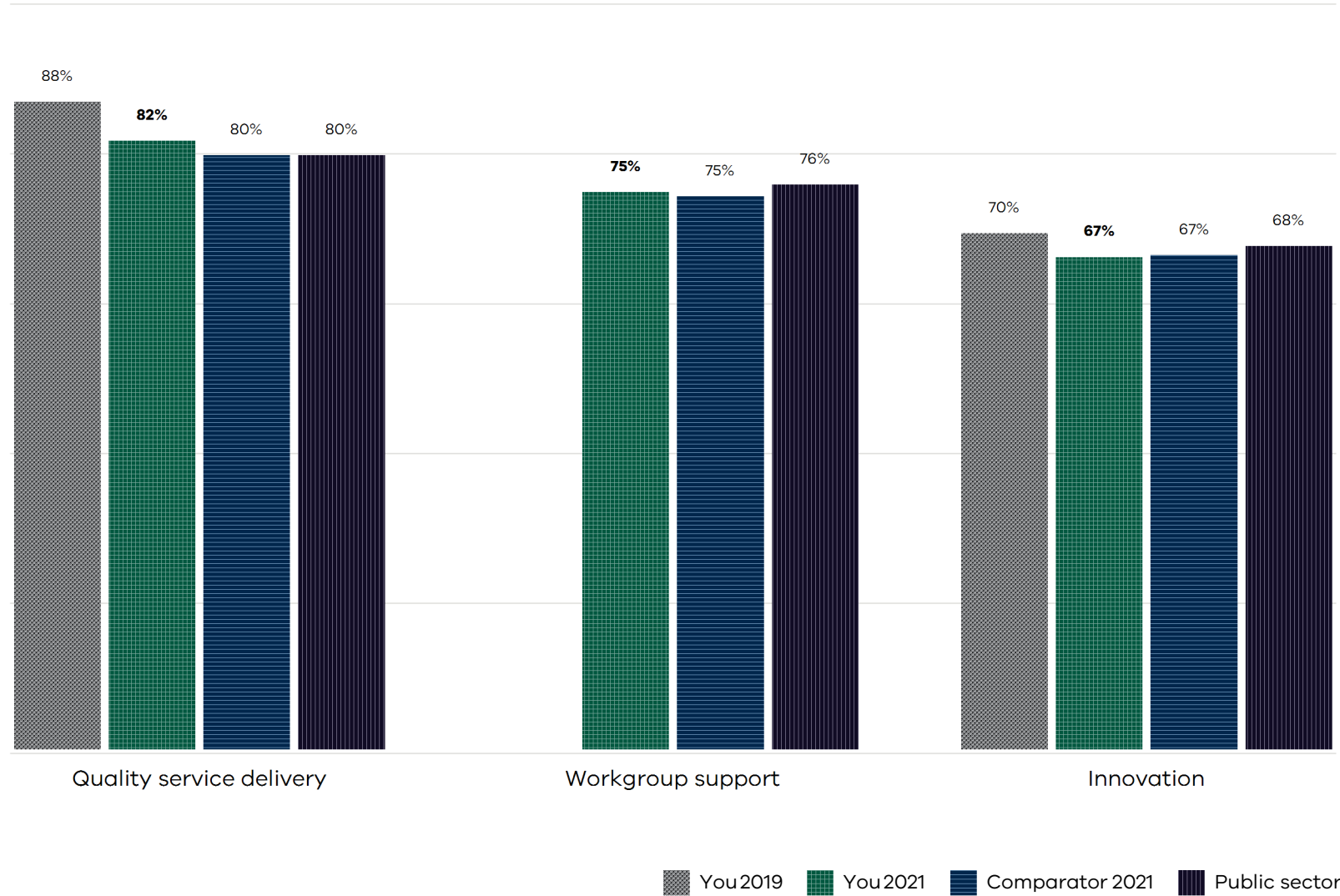
Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

| Survey question | Your results | Benchmark agree results |

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services (4%, 90%, 6%)	93 %	90 %	82 %	88 %	98 %
My workgroup strives to deliver services in a timely manner (6%, 88%, 5%)	92 %	88 %	82 %	88 %	95 %
My workgroup values human rights (85%, 4% 11%)	88 %	85 %	81 %	86 %	98 %
My workgroup strives to make the best use of its resources (1%, 82%, 8% 9%)	90 %	82 %	73 %	78 %	88 %

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Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question	Your results					

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility — 9%, 10%, 80%	82 %	80 %	69 %	77 %	87 %
My workgroup focuses on making decisions informed by all relevant facts — 8%, 1%, 13%, 78%	86 %	78 %	68 %	75 %	88 %
My workgroup places a priority on acting fairly and without bias — 10%, 1%, 16%, 74%	81 %	74 %	66 %	72 %	87 %

Victorian Public Sector Commission

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Workgroup climate

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.
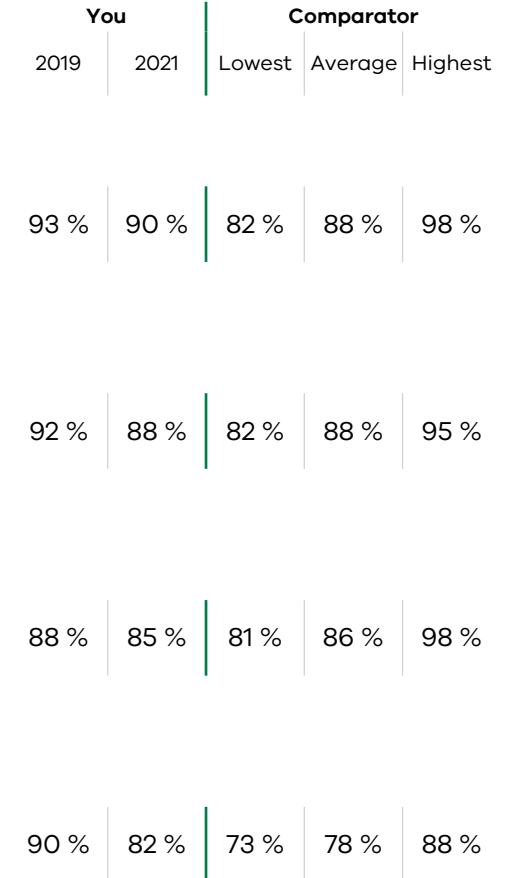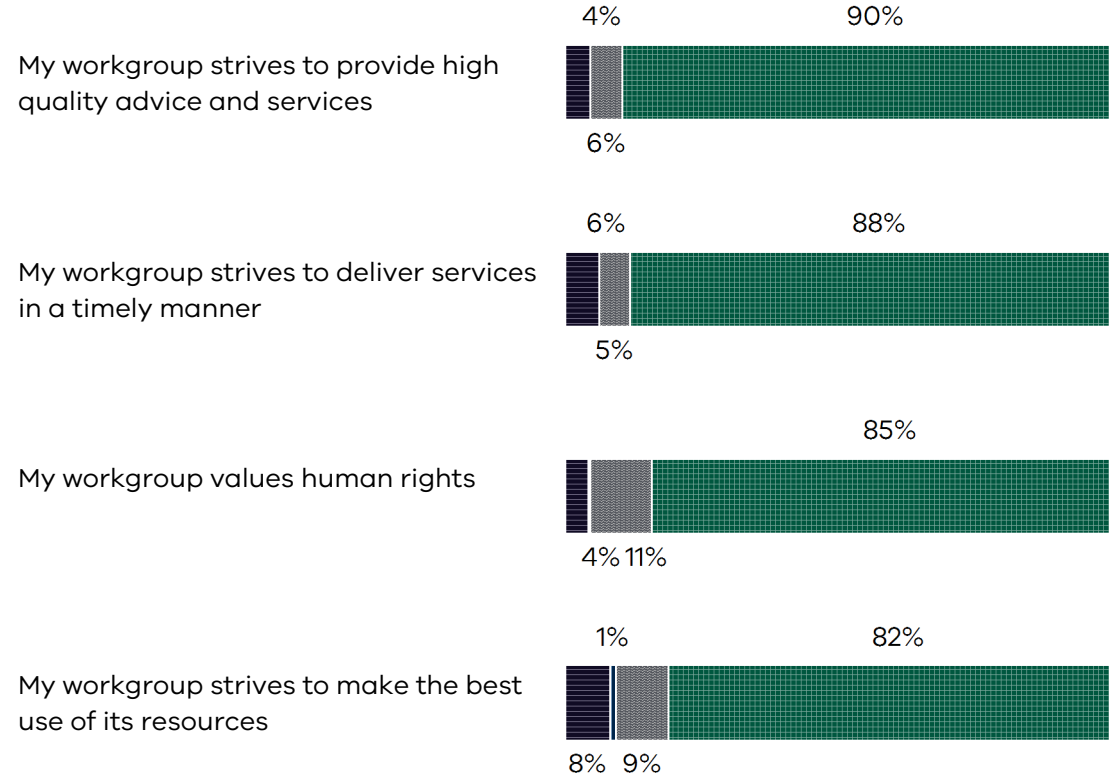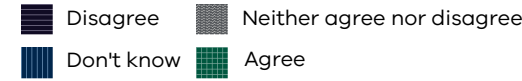
Example

78% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5% / 78% / 7% / 11%	80 %	78 %	73 %	78 %	91 %
My workgroup is quick to respond to opportunities to do things better	1% / 70% / 15% / 14%	70 %	70 %	62 %	69 %	79 %
My workgroup learns from failures and mistakes	1% / 68% / 10% / 20%	74 %	68 %	58 %	70 %	77 %
My workgroup takes reasonable risks to improve its services	4% / 59% / 13% / 24%	64 %	59 %	54 %	60 %	71 %

Victorian Public Sector Commission

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Workgroup climate

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.
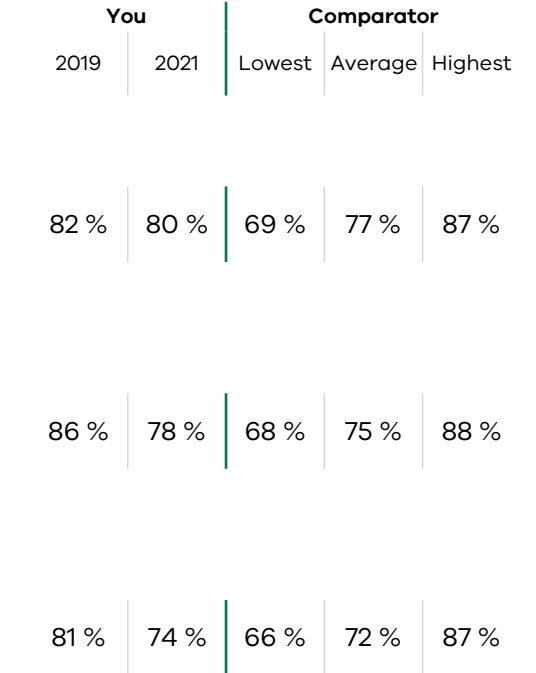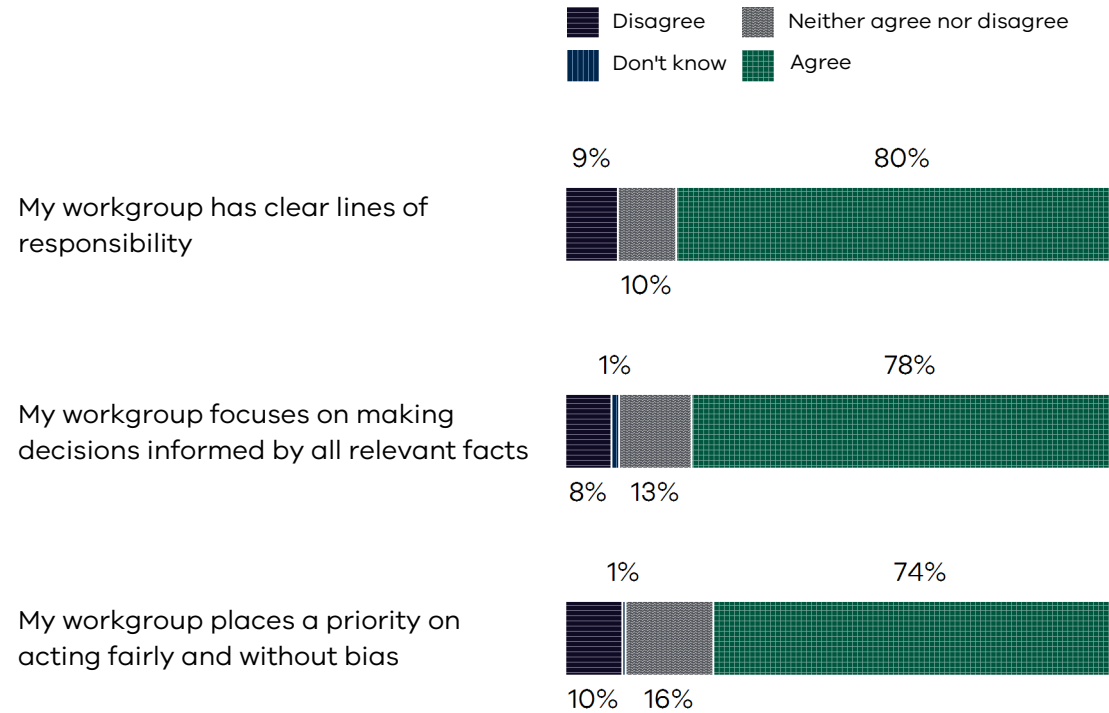
Example

58% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

My workgroup encourages employee creativity

20% / 1% / 21% / 58%

| 61 % | 58 % | 52 % | 59 % | 77 % |

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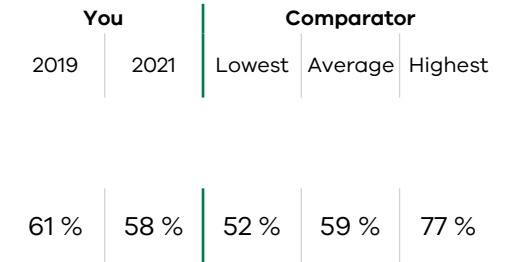
Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

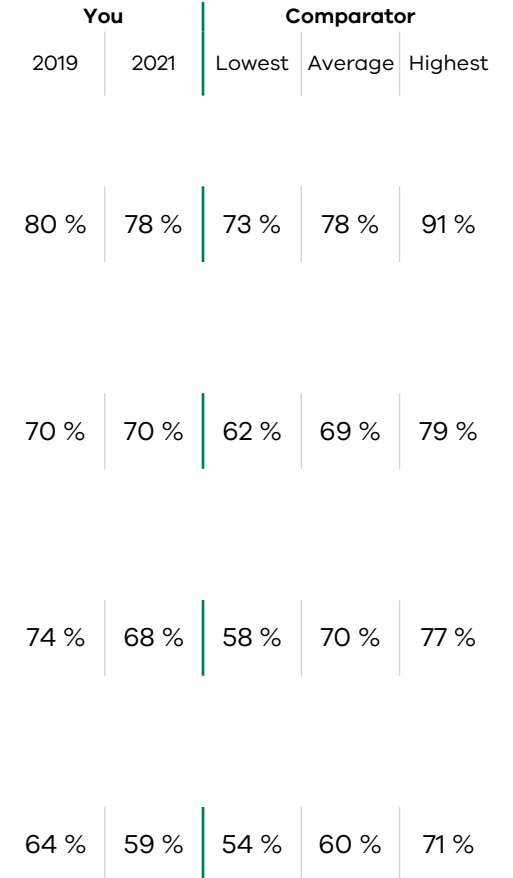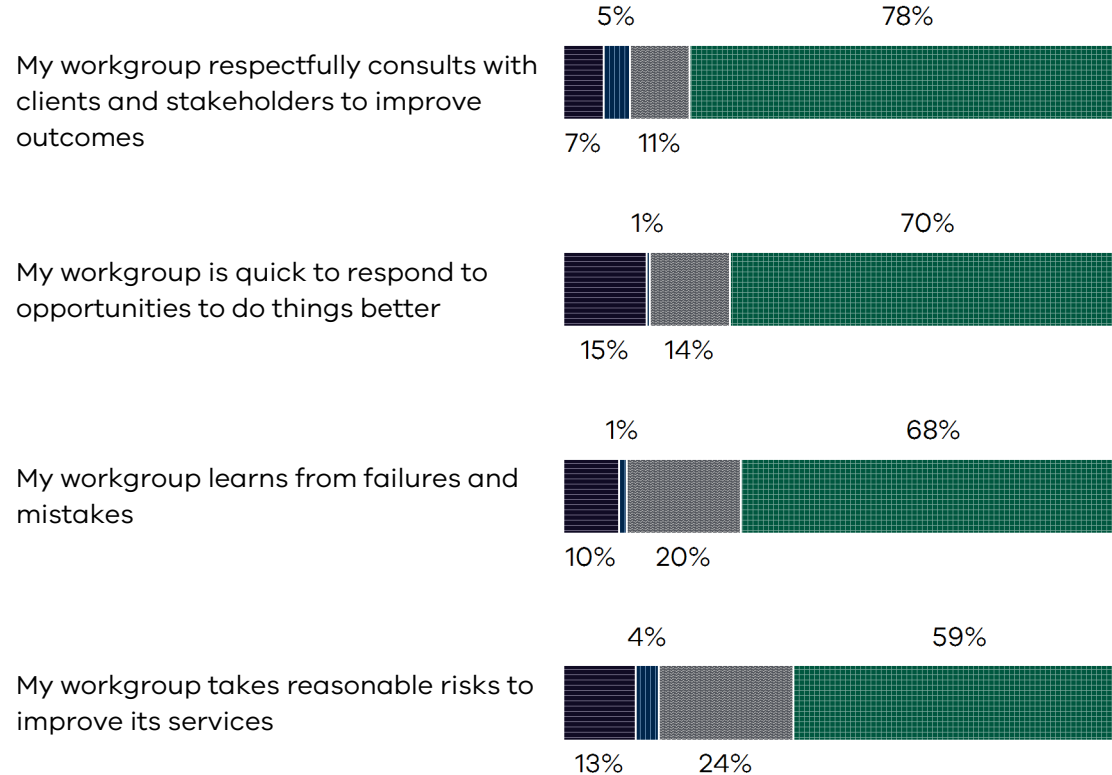Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	2% Disagree, 5% Neither, 92% Agree	Not asked	92 %	83 %	89 %	91 %
I am able to work effectively with others in my workgroup	4% Disagree, 6% Neither, 90% Agree	Not asked	90 %	86 %	90 %	95 %
People in my workgroup work together effectively to get the job done	8% Disagree, 10% Neither, 82% Agree	89 %	82 %	74 %	81 %	84 %
People in my workgroup actively support diversity and inclusion in the workplace	1% Disagree, 6% Don't know, 12% Neither, 82% Agree	87 %	82 %	75 %	82 %	90 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

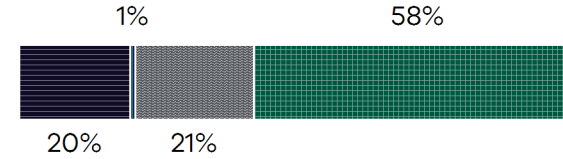Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

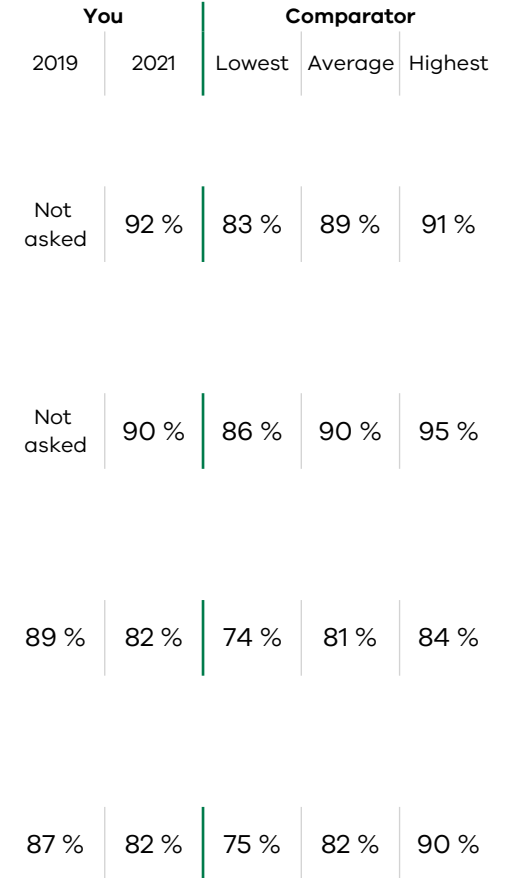81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	11% / 8% / 81%	85 %	81 %	73 %	79 %	86 %
People in my workgroup are honest, open and transparent in their dealings	12% / 1% / 18% / 69%	76 %	69 %	62 %	68 %	76 %
People in my workgroup are politically impartial in their work	10% / 3% / 18% / 68%	76 %	68 %	61 %	68 %	77 %
People in my workgroup regularly reach out to support me and my wellbeing	16% / 17% / 67%	Not asked	67 %	61 %	68 %	82 %
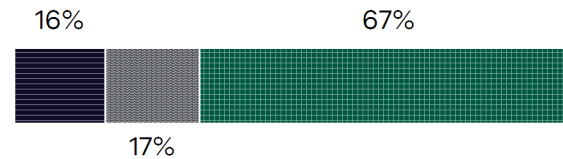
Workgroup climate

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.

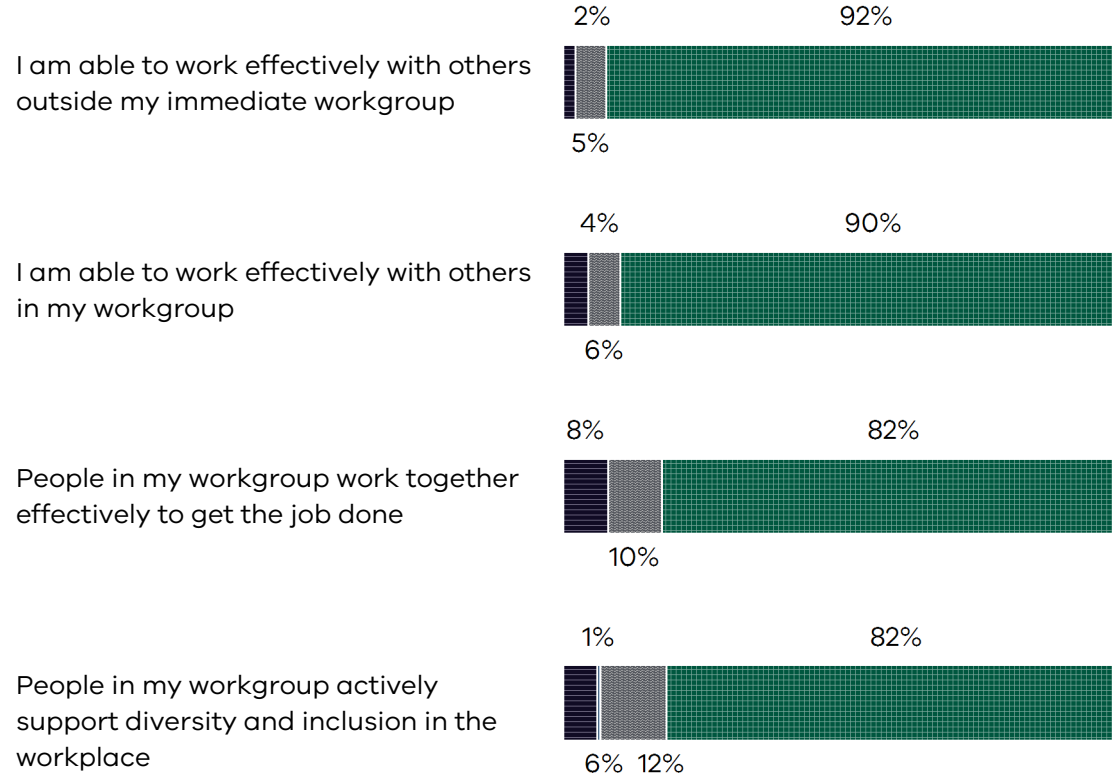Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	12% / 5% / 18% / 65%	70 %	65 %	57 %	64 %	73 %
Workgroups across my organisation willingly share information with each other	14% / 8% / 19% / 58%	64 %	58 %	45 %	60 %	68 %

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- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
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- Scorecard: emotional effects of work
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- Highest scoring
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- Most improved
- Most declined
- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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- 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

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 84% of staff across the public sector.
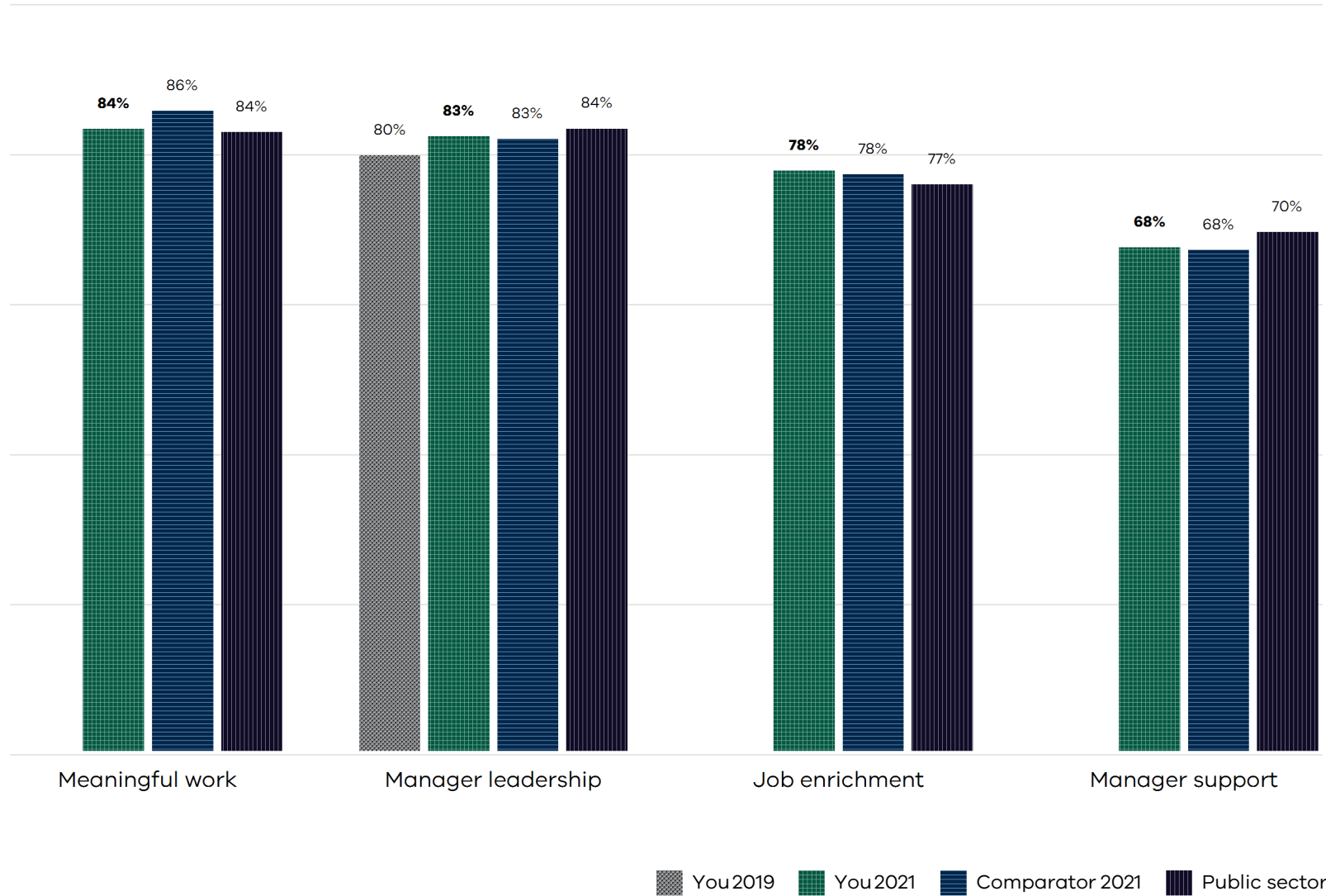
Chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Meaningful work		84%	86%	84%
Manager leadership	80%	83%	83%	84%
Job enrichment		78%	78%	77%
Manager support		68%	68%	70%

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

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

Compared to:

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

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Safe to speak up: 66%, 65%, 67%
Workload: 58%, 56%, 52%, 53%
Learning and development: 53%, 55%, 53%
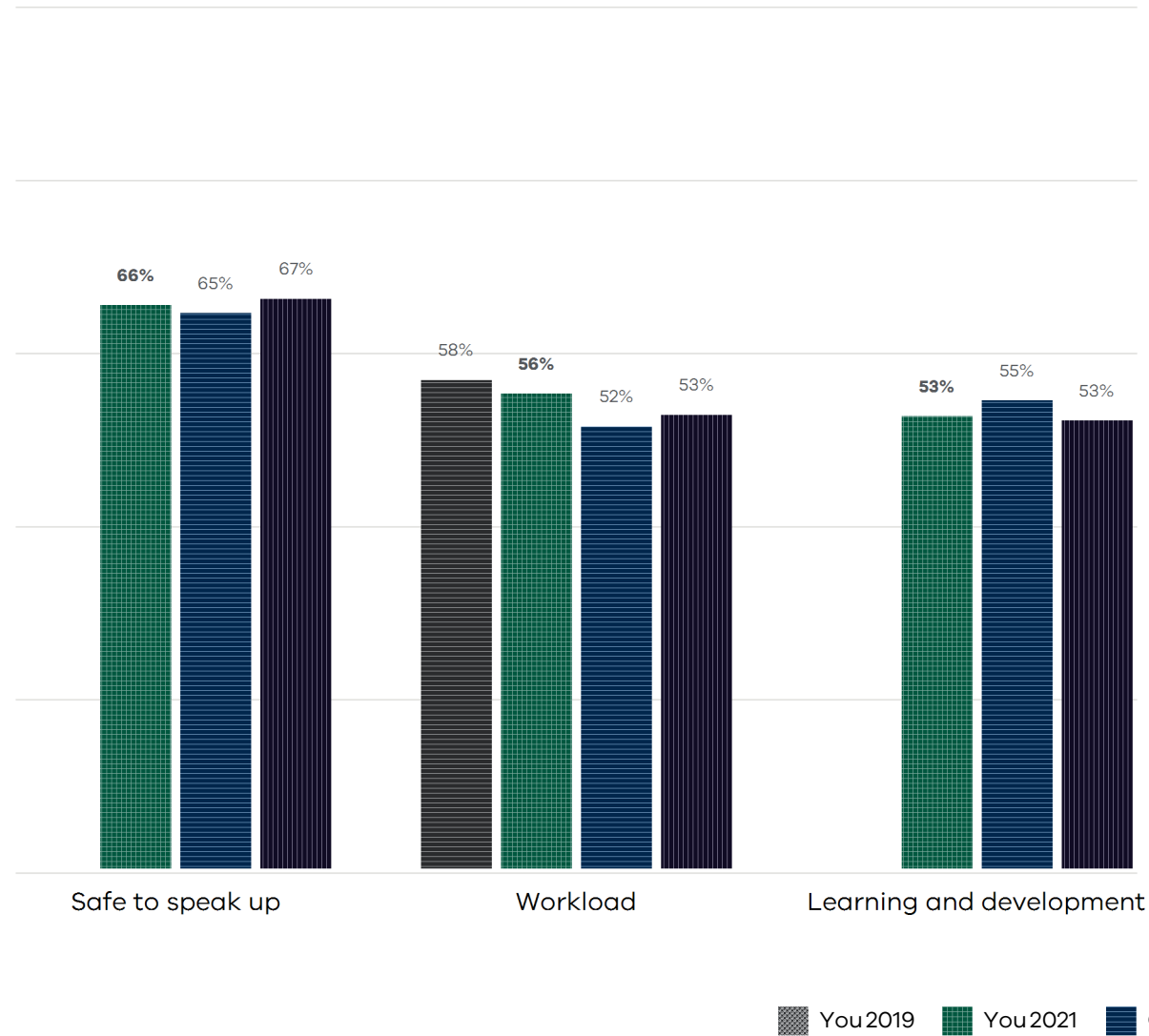
Job and manager factors

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

86% of your staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager ensures clients receive a high standard of service	6% / 86% / 8%		83 %	86 %	79 %	85 %	99 %
My manager treats employees with dignity and respect	9% / 84% / 7%		79 %	84 %	77 %	82 %	93 %
My manager works effectively with people from diverse backgrounds	4% / 84% / 12%		82 %	84 %	80 %	85 %	96 %
My manager is committed to workplace safety	2% / 84% / 6% 8%		83 %	84 %	78 %	85 %	99 %

Job and manager factors

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 demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▥ Don't know ▦ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity	78 %	81 %	75 %	80 %	93 %
My manager models my organisation's values	77 %	80 %	74 %	79 %	93 %

My manager demonstrates honesty and integrity — 8%, 11%, 81%

My manager models my organisation's values — 9%, 11%, 80%

Victorian Public Sector Commission

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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.
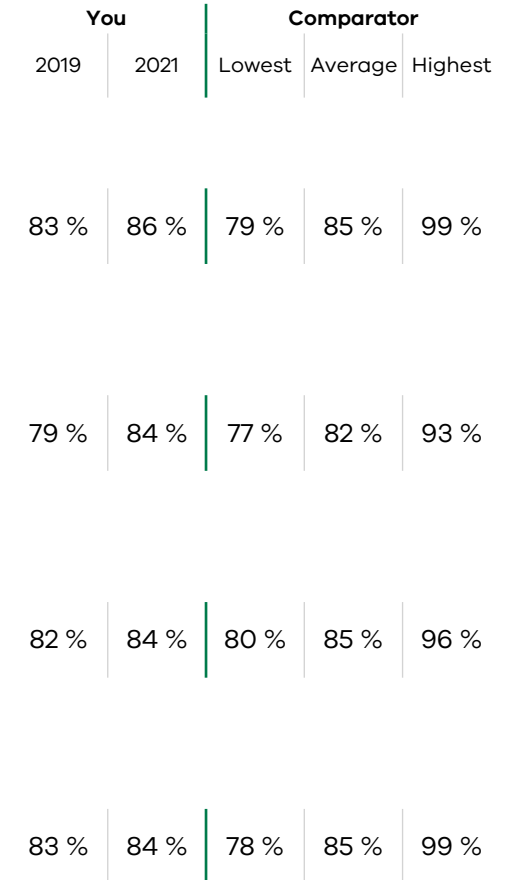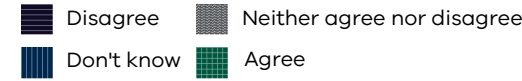
Example

78% 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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say (Disagree 10%, Neither 12%, Agree 78%)	81 %	78 %	73 %	77 %	89 %
My manager involves me in decisions about my work (Disagree 15%, Neither 11%, Agree 74%)	72 %	74 %	66 %	71 %	85 %
I would be confident in approaching my manager to discuss concerns and grievances (Disagree 18%, Neither 9%, Agree 73%)	73 %	73 %	70 %	75 %	87 %
My manager keeps me informed about what's going on (Disagree 15%, Neither 12%, Agree 73%)	73 %	73 %	65 %	73 %	83 %

Victorian Public Sector Commission

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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.
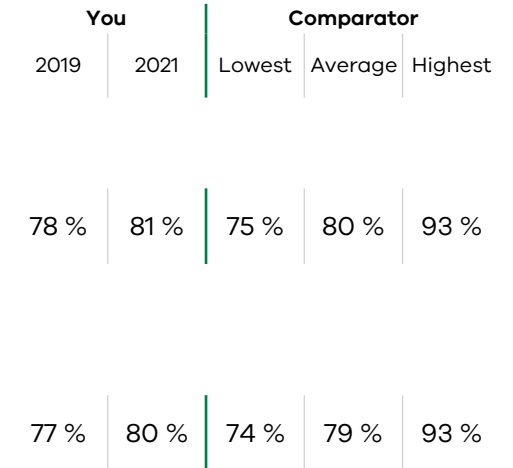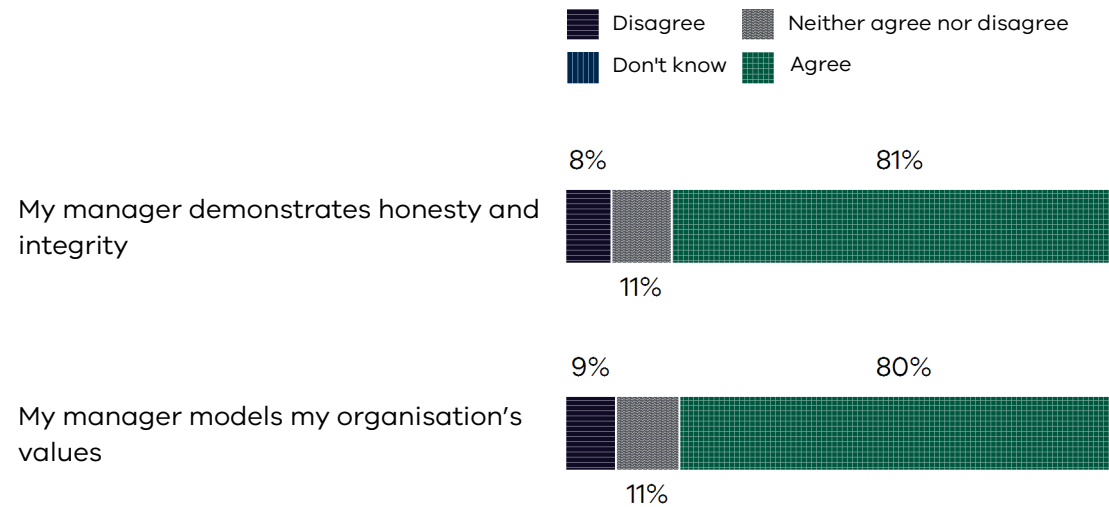
Example

72% 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					

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager provides me with enough support when I need it (2% · 15% · 12% · 72%)	Not asked	72 %	66 %	72 %	84 %
My manager encourages and supports my participation in learning and development opportunities (12% · 19% · 70%)	75 %	70 %	66 %	74 %	86 %
My manager provides feedback to me in a way that helps me improve my performance (2% · 15% · 17% · 66%)	69 %	66 %	58 %	64 %	79 %
I receive adequate recognition for my contributions and accomplishments (26% · 16% · 58%)	58 %	58 %	42 %	52 %	70 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

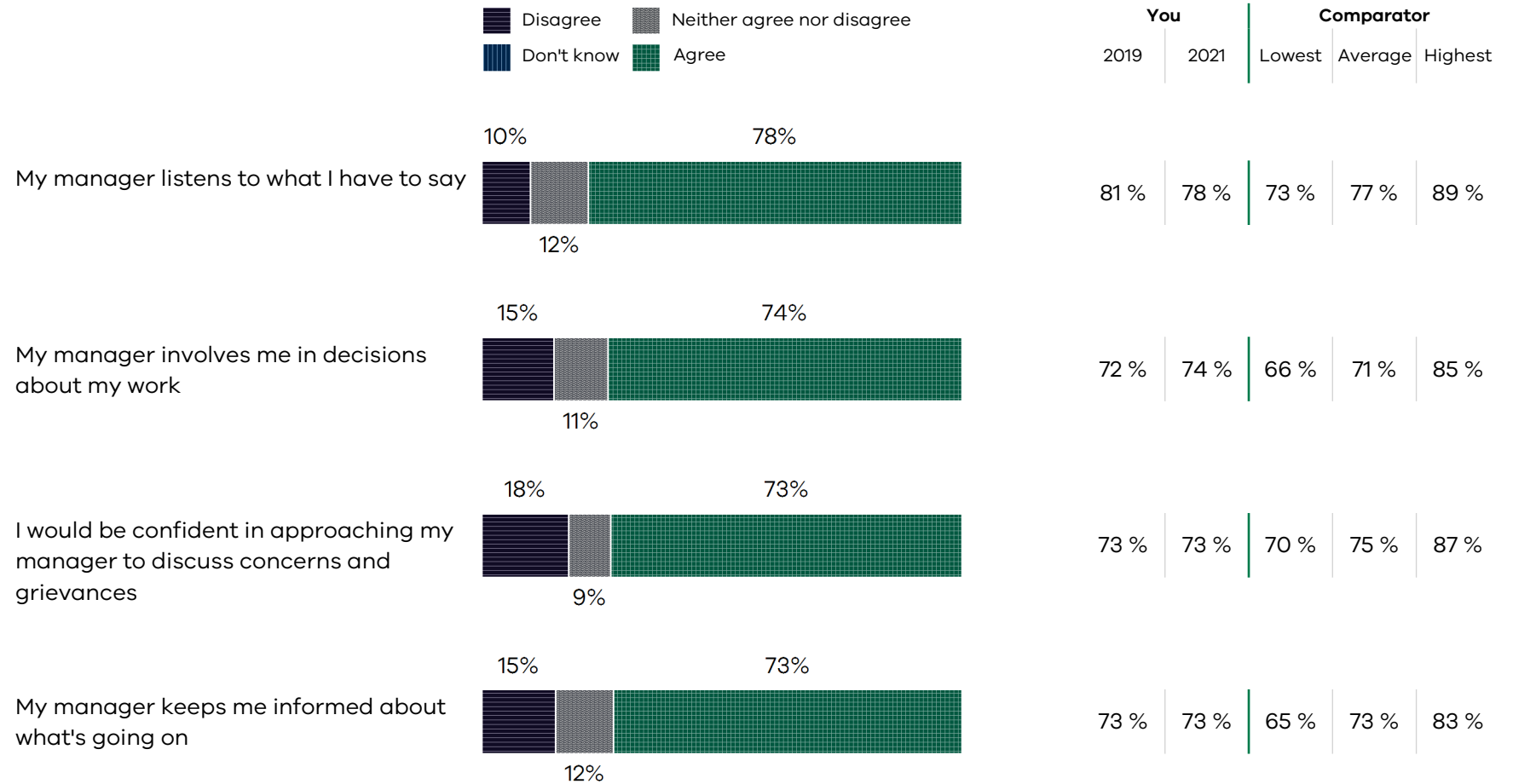Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My manager has regular conversations with me about my learning and development	Not asked	51 %	44 %	52 %	79 %

Your results bar: 24% Disagree, 25% Neither agree nor disagree, 51% Agree
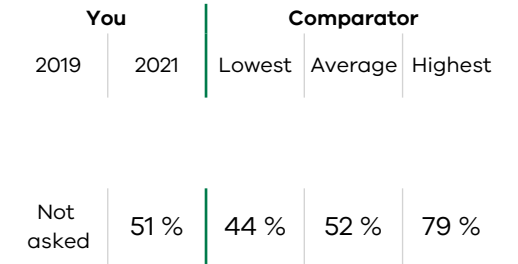
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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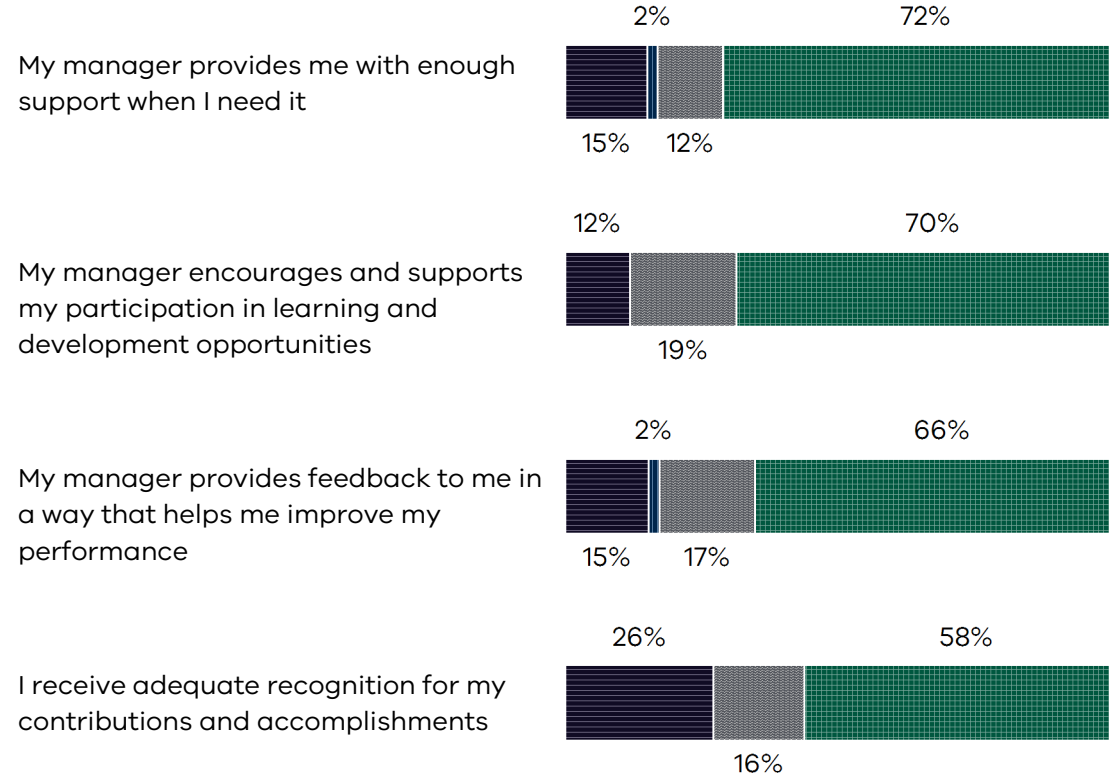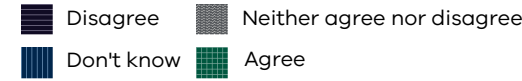
Example

57% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree ■ | Neither agree nor disagree ■ | Agree ■

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	33%	10%	57%	58 %	57 %	49 %	55 %	66 %
I have enough time to do my job effectively	35%	10%	55%	57 %	55 %	41 %	49 %	61 %
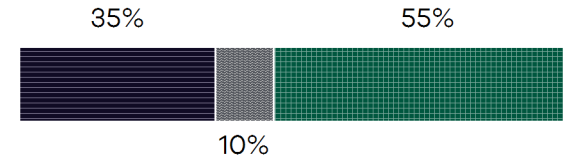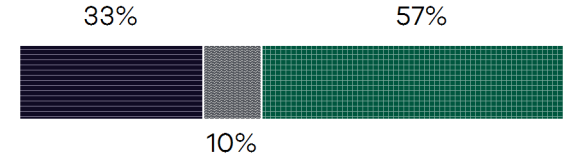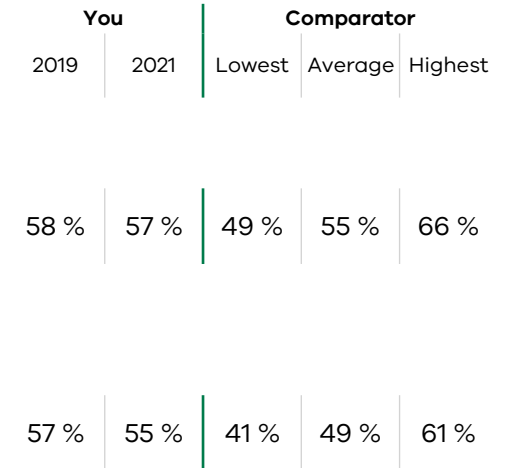
Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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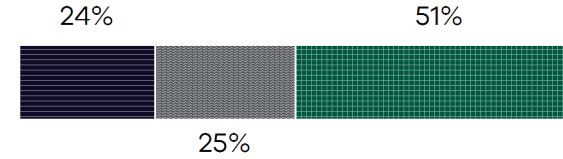
Example

70% 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				

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You		**Comparator**		
	2019	2021	Lowest	Average	Highest
I am developing and learning in my role — Disagree 13%, Neither 17%, Agree 70%	Not asked	70 %	64 %	73 %	88 %
In the last 12 months I have learned skills that have helped me do my job better — Disagree 14%, Neither 18%, Agree 69%	Not asked	69 %	62 %	72 %	86 %
There are adequate opportunities for me to develop skills and experience in my organisation — Disagree 21%, Neither 22%, Agree 58%	67 %	58 %	46 %	58 %	84 %
My organisation places a high priority on the learning and development of staff — Disagree 17%, Neither 26%, Agree 57%	64 %	57 %	47 %	62 %	81 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

56% 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'.
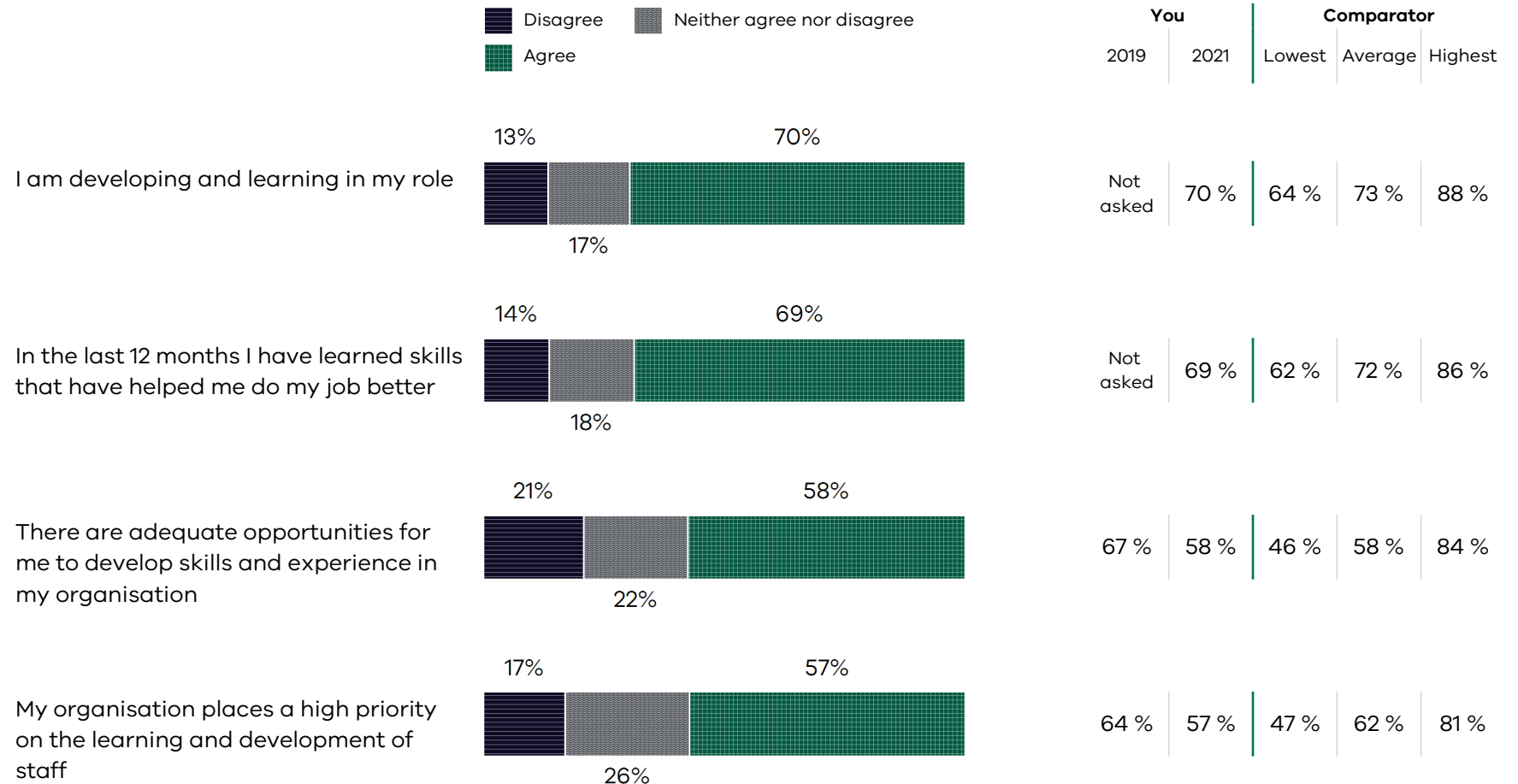
| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (Disagree 23%, Neither 21%, Agree 56%)	Not asked	56 %	44 %	56 %	81 %
I feel I have an equal chance at promotion in my organisation (Disagree 25%, Neither 29%, Agree 46%)	Not asked	46 %	33 %	44 %	53 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) (Disagree 24%, Neither 35%, Agree 41%)	Not asked	41 %	34 %	43 %	53 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) (Disagree 22%, Neither 48%, Agree 30%)	Not asked	30 %	28 %	32 %	35 %

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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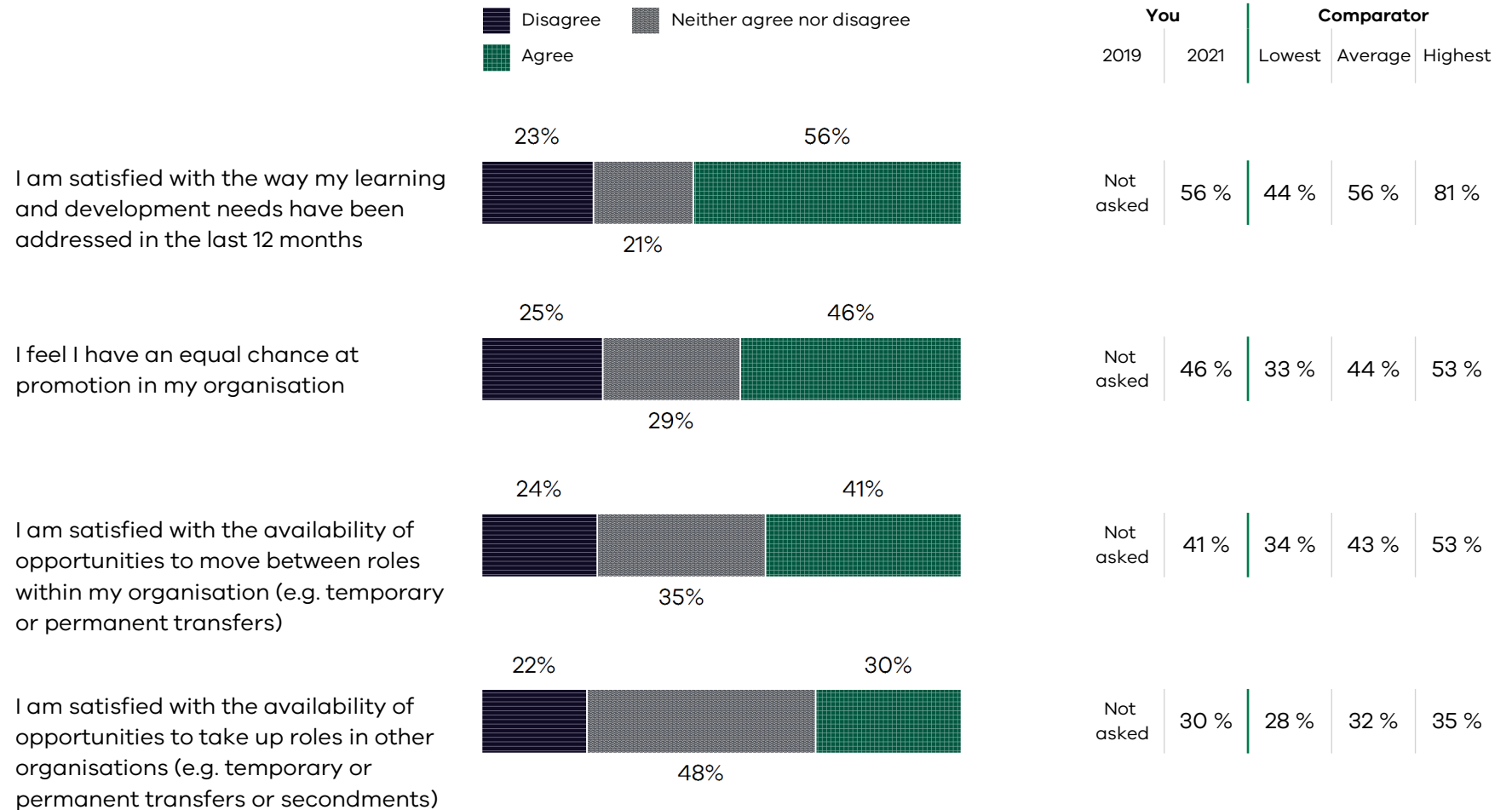
Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question — Your results — Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose — 1% / 7% / 91%	93 %	91 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job — 8% / 8% / 84%	89 %	84 %	76 %	85 %	93 %
My job allows me to utilise my skills, knowledge and abilities — 8% / 8% / 84%	86 %	84 %	79 %	84 %	91 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 6% / 14% / 80%	76 %	80 %	71 %	76 %	91 %

Victorian Public Sector Commission

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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.
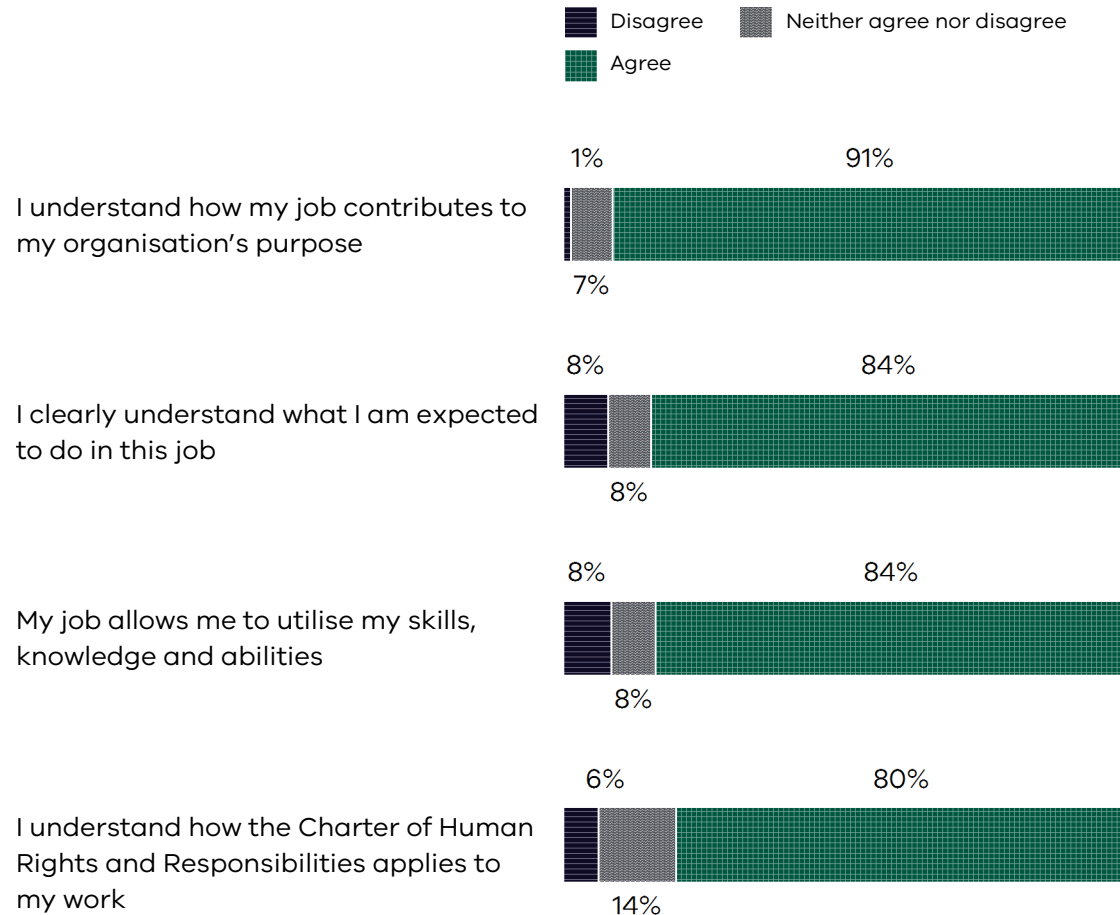
Example

79% 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					

Legend: Disagree · Neither agree nor disagree · Agree

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
I have the authority to do my job effectively — 12% / 9% / 79%	85 %	79 %	72 %	79 %	93 %
I have a choice in deciding how I do my work — 16% / 15% / 69%	69 %	69 %	63 %	69 %	81 %
My work performance is assessed against clear criteria — 14% / 25% / 61%	Not asked	61 %	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.
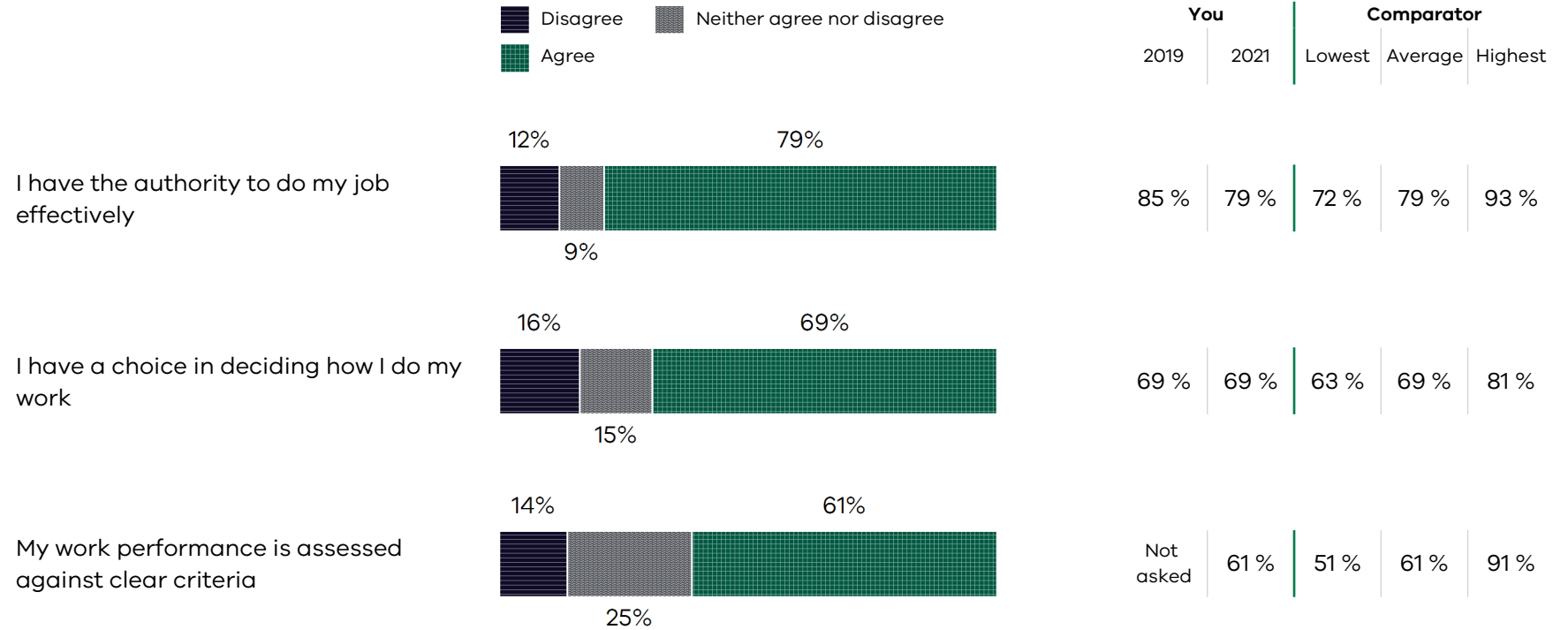
Example

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

Legend: Disagree, Neither agree nor disagree, Agree

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	5% / 10% / 85%	Not asked	85 %	82 %	88 %	95 %
I am achieving something important through my work	5% / 12% / 83%	Not asked	83 %	76 %	85 %	98 %
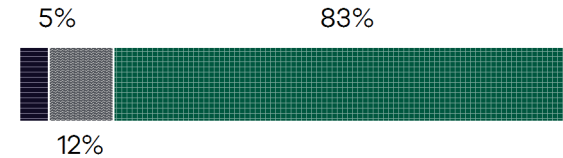
Job and manager factors

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.
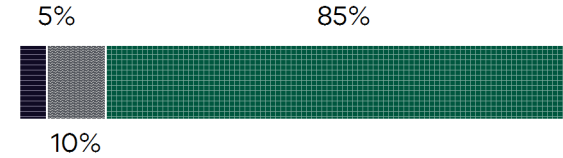
Example

68% 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

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
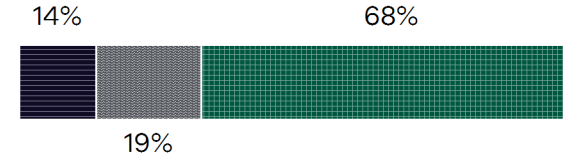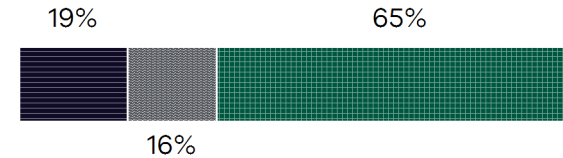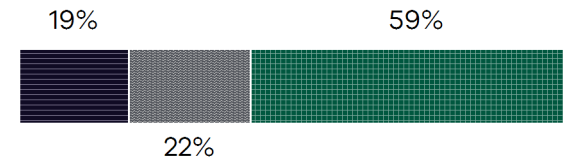
	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues (14% / 19% / 68%)	Not asked	68 %	63 %	67 %	74 %
I am confident that I would be protected from reprisal for reporting improper conduct (19% / 16% / 65%)	61 %	65 %	52 %	63 %	74 %
I feel safe to challenge inappropriate behaviour at work (19% / 22% / 59%)	Not asked	59 %	51 %	62 %	72 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner (25% / 19% / 56%)	59 %	56 %	43 %	56 %	66 %

Job and manager factors

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

82% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

Survey question · Your results · Benchmark disagree results
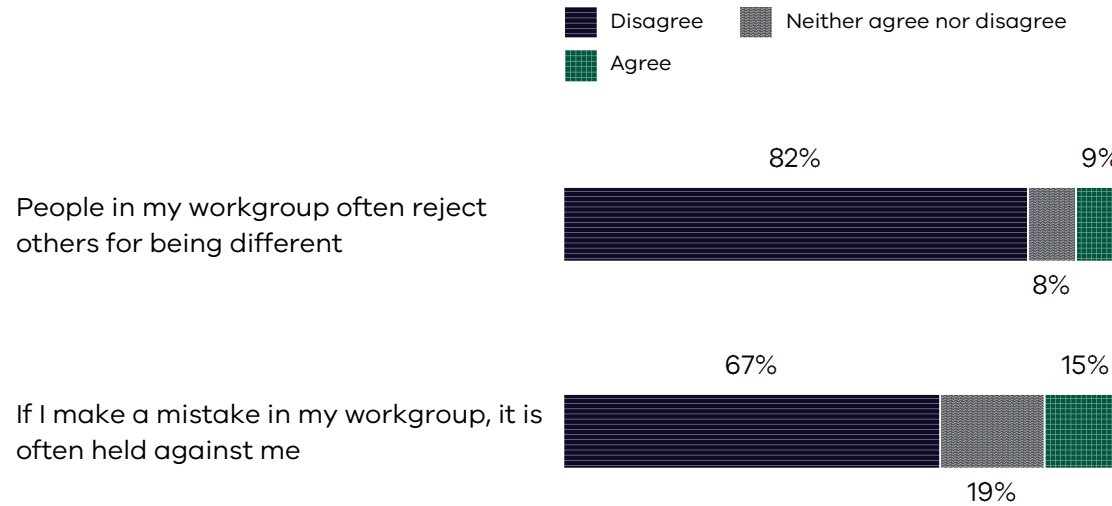
Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different (82% disagree, 8% neither, 9% agree)	Not asked	82 %	72 %	76 %	85 %
If I make a mistake in my workgroup, it is often held against me (67% disagree, 19% neither, 15% agree)	Not asked	67 %	60 %	66 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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

39% 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	39%	35%	36%
There are no noticeable barriers	18%	18%	18%
Communication processes	18%	20%	19%
Technology limitations	18%	21%	20%
Poor work-life balance	15%	13%	12%
Other	15%	15%	13%
Absence of visibility of team progress and deliverables	14%	9%	9%
Administrative processes (including leave and HR requirements)	13%	16%	19%
Poor mental health or wellbeing	12%	11%	11%
Decision making and authorisation processes	12%	17%	23%

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Public sector values

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:

- 88% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2019.

Compared to:

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

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Responsiveness: 89%, 88%, 87%, 87%
Human rights: 83%, 82%, 81%, 80%
Accountability: 85%, 80%, 78%, 76%
Respect: 79%, 77%, 77%, 78%

Public sector values

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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.

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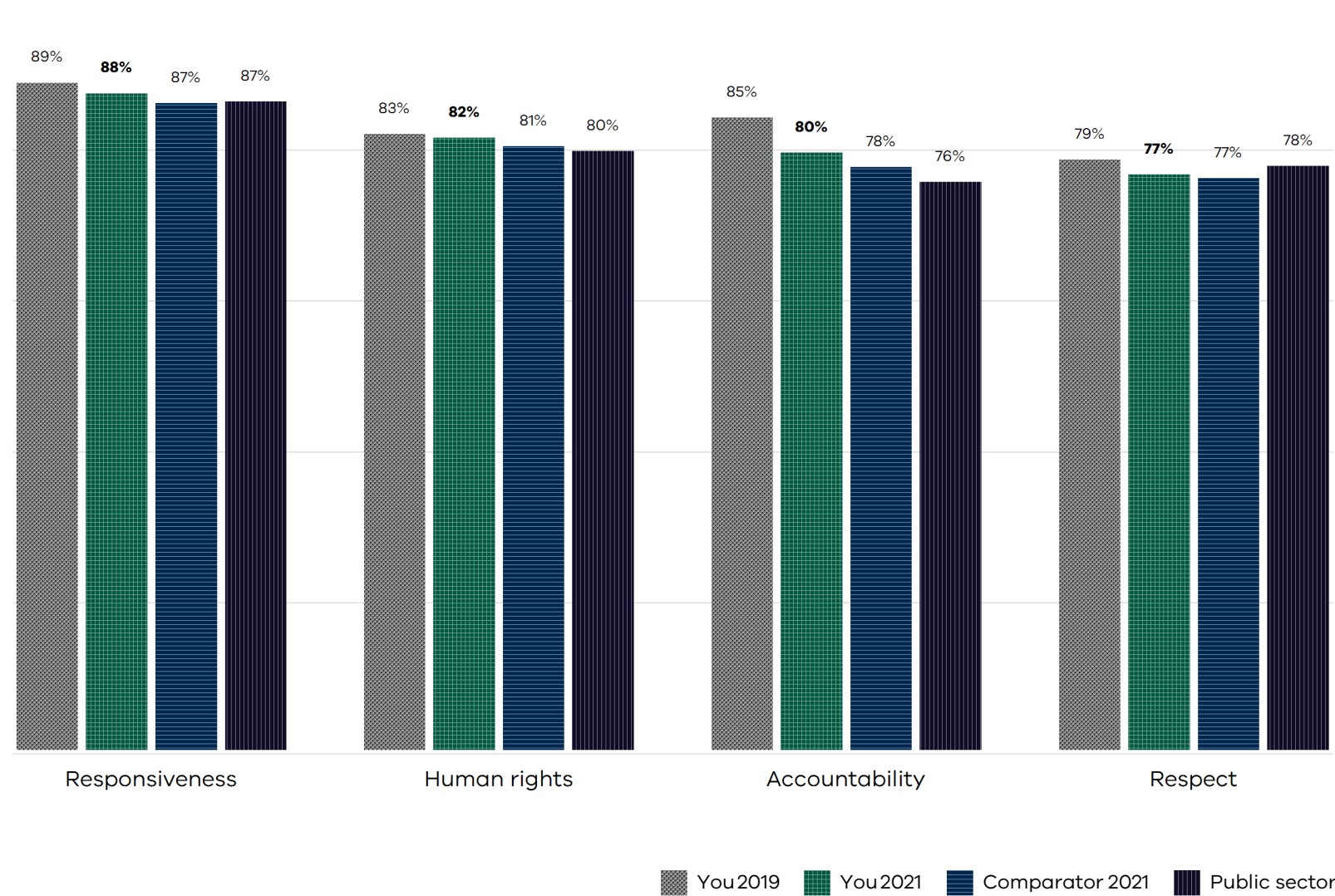
Example

In 2021:

- 74% of your staff who did the survey responded positively to questions about Leadership , which is down 0% in 2019.

Compared to:

- 72% of staff at your comparator and 73% of staff across the public sector.

| | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |

Leadership: 74%, 74%, 72%, 73%
Integrity: 73%, 69%, 69%, 70%
Impartiality: 76%, 69%, 67%, 68%
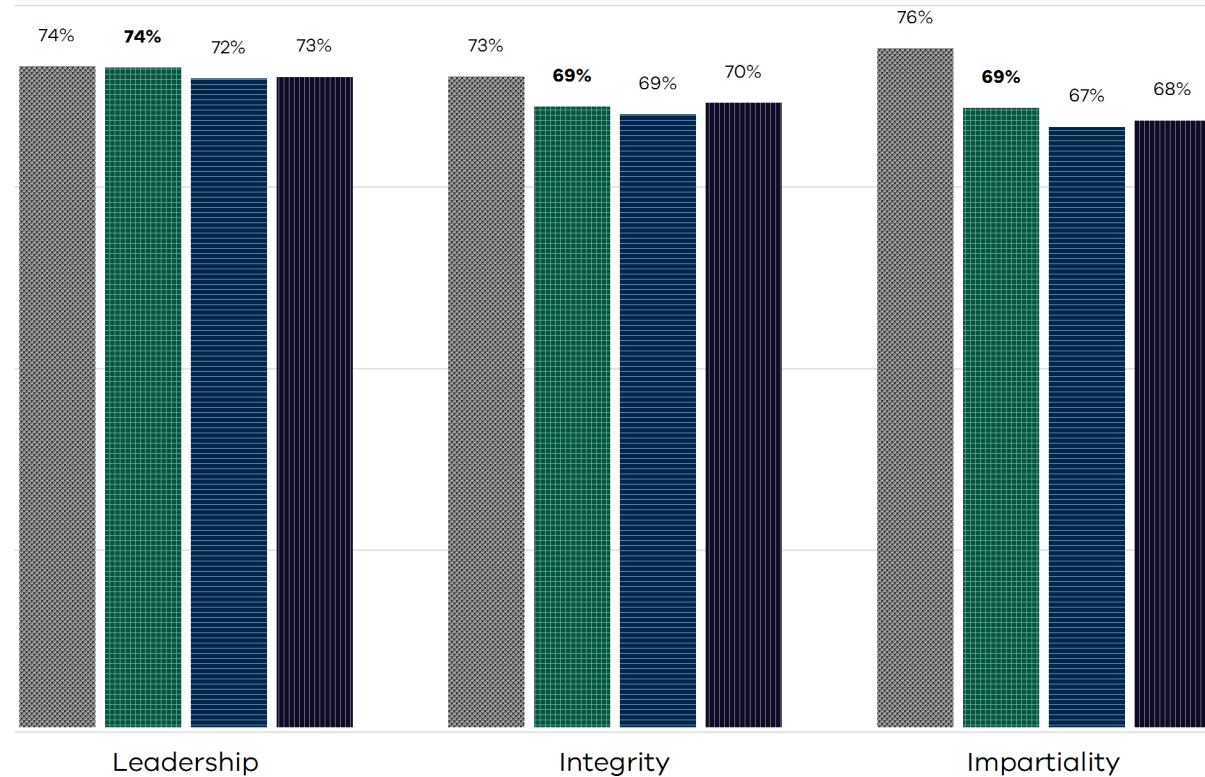
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results					

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services — 4% / 6% / 90%	93 %	90 %	82 %	88 %	98 %
My workgroup strives to deliver services in a timely manner — 6% / 5% / 88%	92 %	88 %	82 %	88 %	95 %
My manager ensures clients receive a high standard of service — 6% / 8% / 86%	83 %	86 %	79 %	85 %	99 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

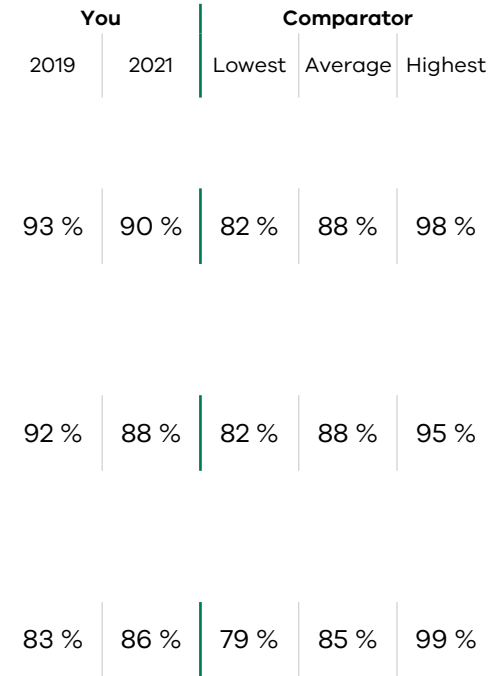Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results				

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust (Disagree 1%, Agree 86%, 3% / 10%)	86 %	86 %	66 %	81 %	92 %
My manager demonstrates honesty and integrity (8%, 81%, 11%)	78 %	81 %	75 %	80 %	93 %
People in my workgroup are honest, open and transparent in their dealings (1%, 69%, 12% / 18%)	76 %	69 %	62 %	68 %	76 %
My organisation does not tolerate improper conduct (4%, 67%, 13% / 16%)	69 %	67 %	51 %	68 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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.

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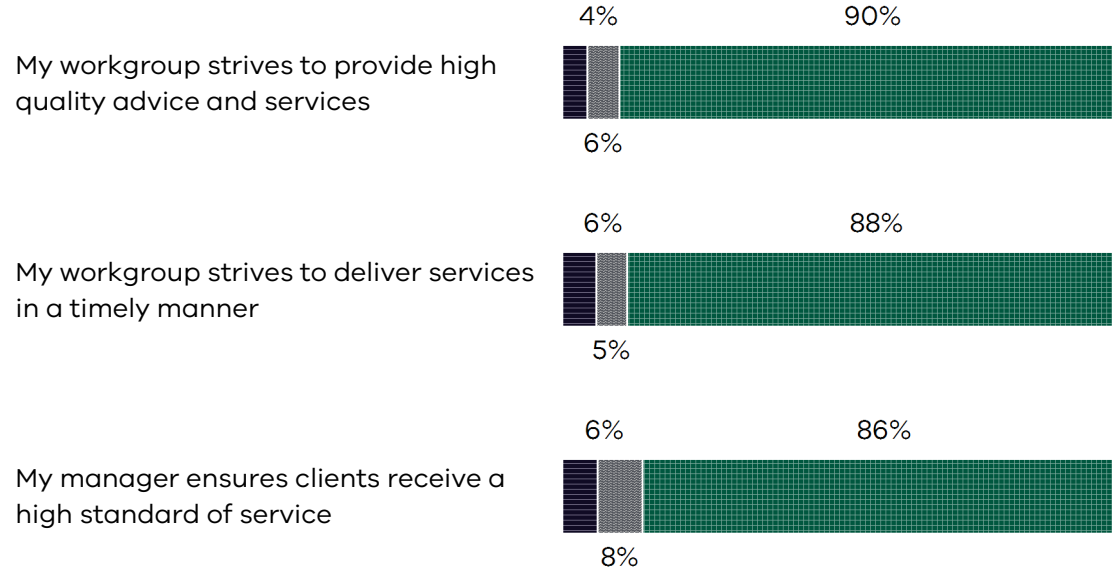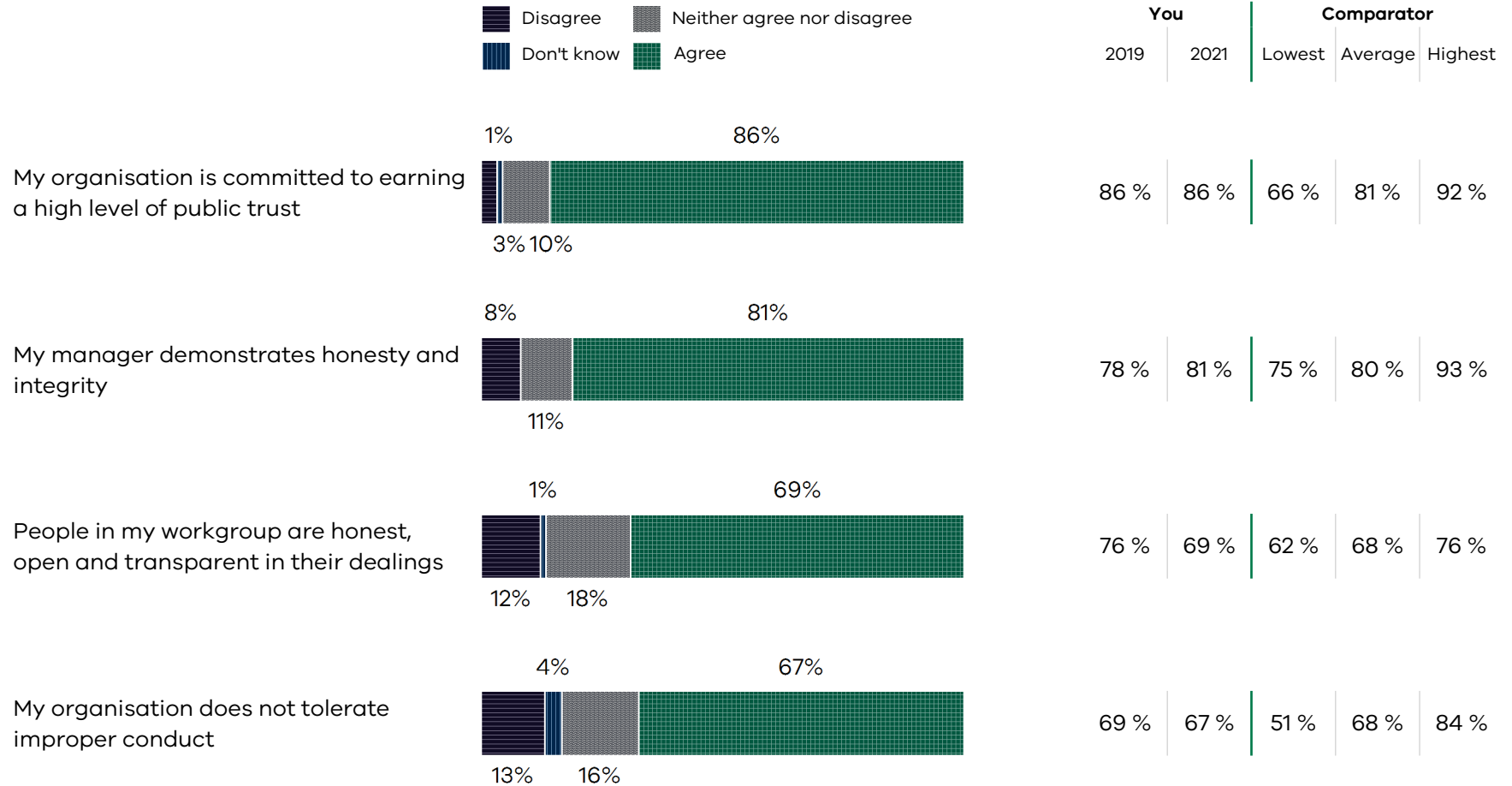
Example

65% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	70 %	65 %	57 %	64 %	73 %
I am confident that I would be protected from reprisal for reporting improper conduct	61 %	65 %	52 %	63 %	74 %
Senior leaders demonstrate honesty and integrity	68 %	63 %	51 %	62 %	85 %
I feel safe to challenge inappropriate behaviour at work	Not asked	59 %	51 %	62 %	72 %

People in my workgroup appropriately manage conflicts of interest — 12% / 5% / 18% / 65%

I am confident that I would be protected from reprisal for reporting improper conduct — 19% / 16% / 65%

Senior leaders demonstrate honesty and integrity — 10% / 6% / 22% / 63%

I feel safe to challenge inappropriate behaviour at work — 19% / 22% / 59%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

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

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

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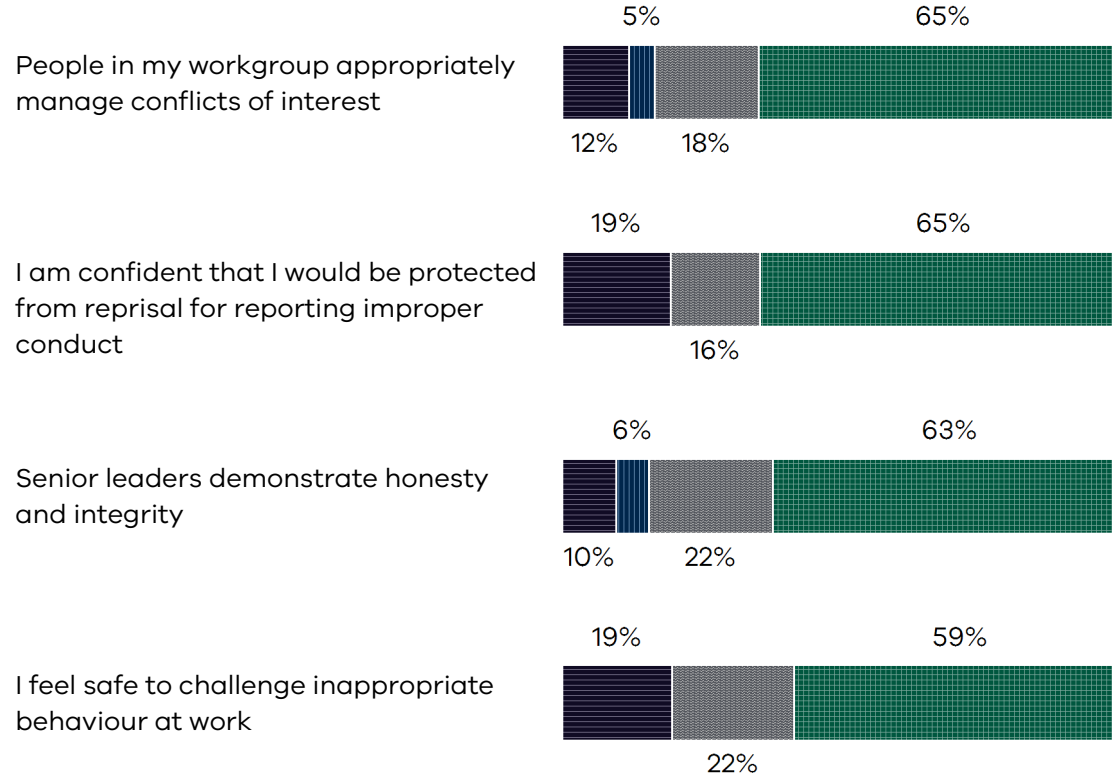
Example

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

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Survey question	Your results (Disagree / Don't know / Neither / Agree)	2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	8% / 1% / 13% / 78%	86 %	78 %	68 %	75 %	88 %
My workgroup places a priority on acting fairly and without bias	10% / 1% / 16% / 74%	81 %	74 %	66 %	72 %	87 %
People in my workgroup are politically impartial in their work	10% / 3% / 18% / 68%	76 %	68 %	61 %	68 %	77 %
My organisation makes fair recruitment and promotion decisions, based on merit	13% / 5% / 24% / 58%	60 %	58 %	41 %	54 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

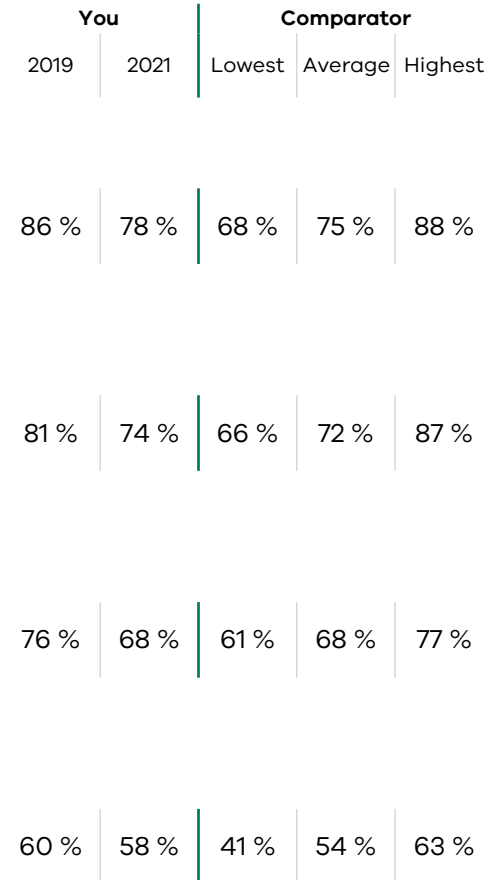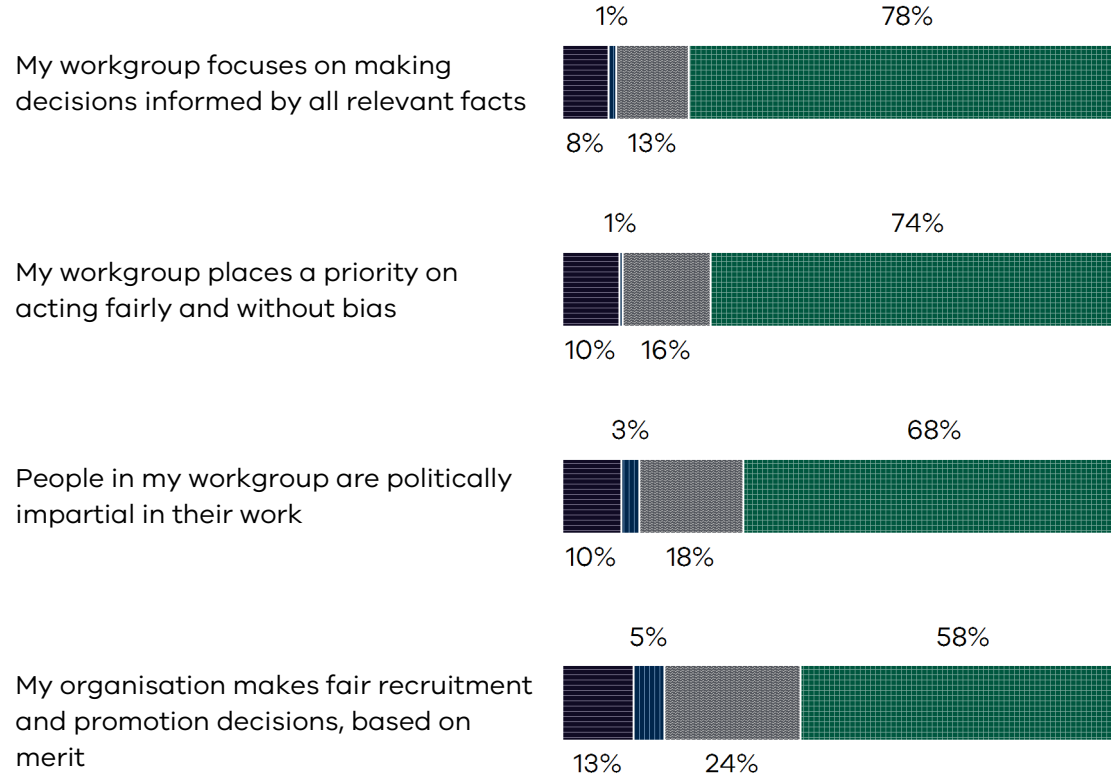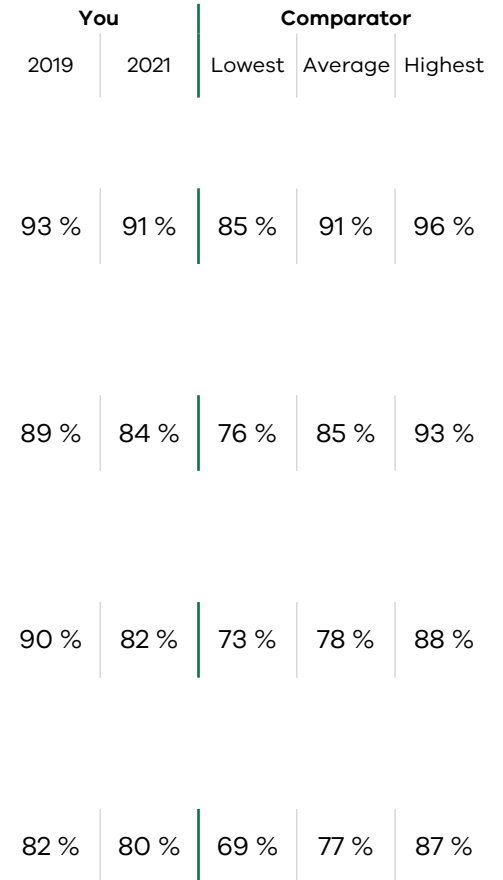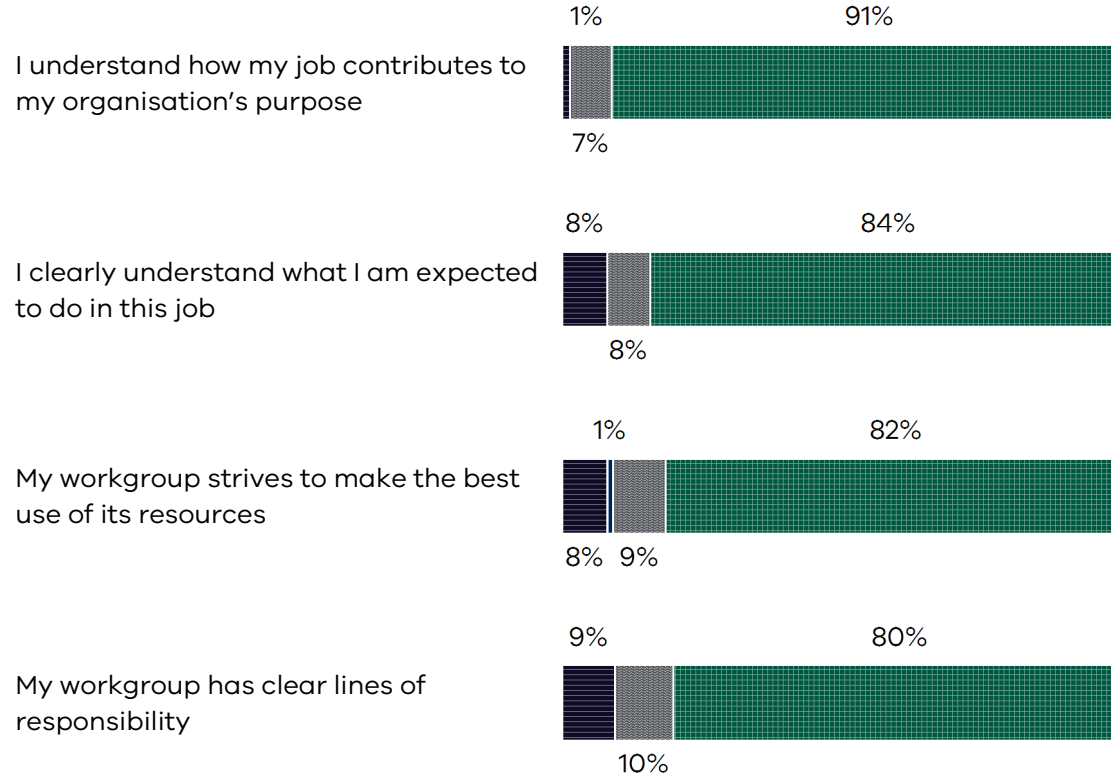Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	1% / 91% / 7%	93 %	91 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job	8% / 84% / 8%	89 %	84 %	76 %	85 %	93 %
My workgroup strives to make the best use of its resources	1% / 82% / 8% 9%	90 %	82 %	73 %	78 %	88 %
My workgroup has clear lines of responsibility	9% / 80% / 10%	82 %	80 %	69 %	77 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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.

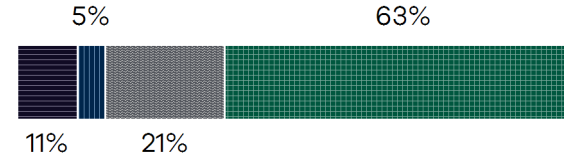Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Senior leaders provide clear strategy and direction

5% — 63%

11% — 21%

Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	63 %	50 %	61 %	82 %

Victorian Public Sector Commission

VICTORIA State Government
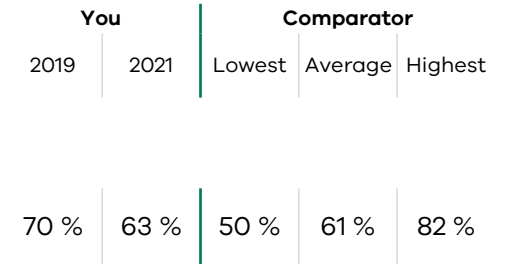
Public sector values

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.
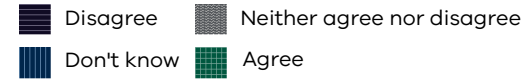
Example

84% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
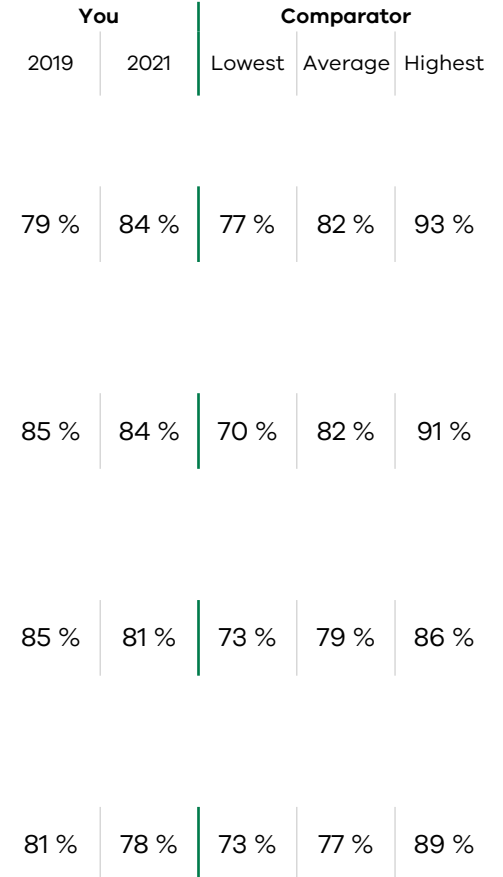
| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect — 9% / 7% / 84%	79 %	84 %	77 %	82 %	93 %
My organisation encourages respectful workplace behaviours — 7% / 8% / 84%	85 %	84 %	70 %	82 %	91 %
People in my workgroup treat each other with respect — 11% / 8% / 81%	85 %	81 %	73 %	79 %	86 %
My manager listens to what I have to say — 10% / 12% / 78%	81 %	78 %	73 %	77 %	89 %

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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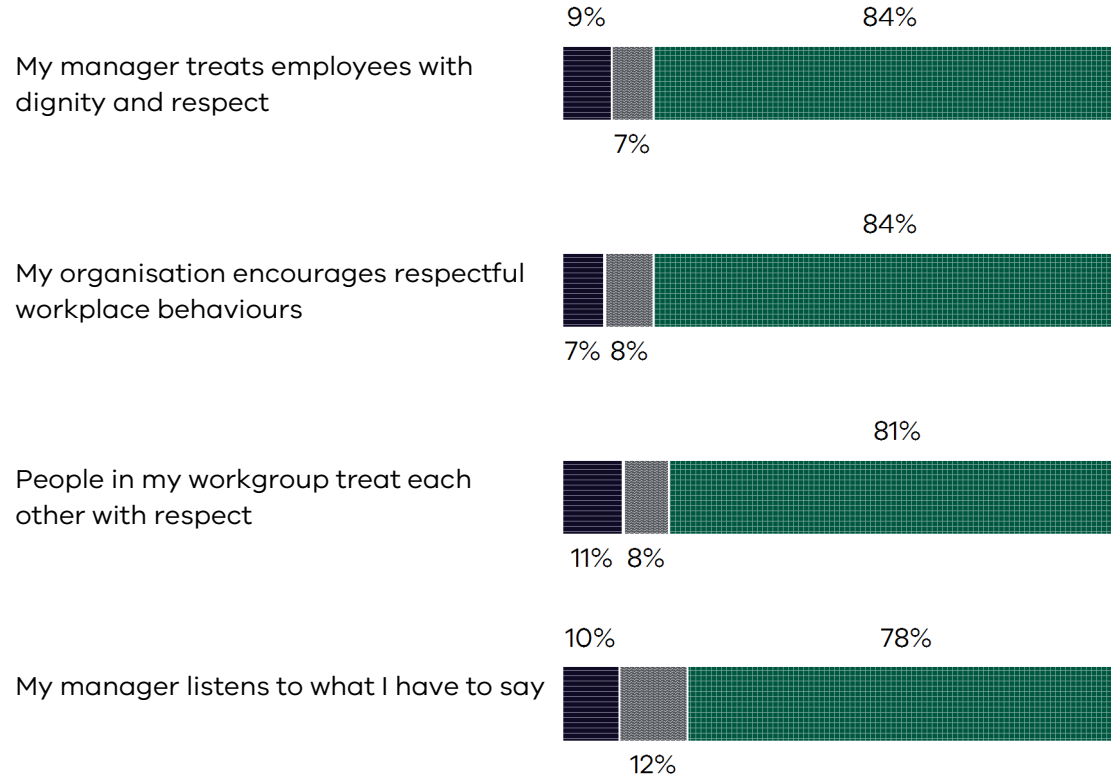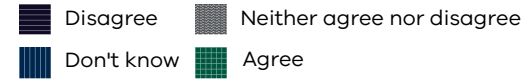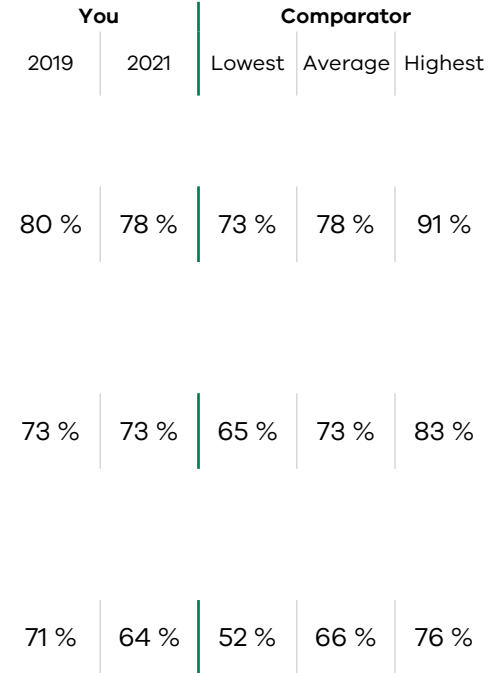
Example

78% of staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree					
My workgroup respectfully consults with clients and stakeholders to improve outcomes	5% ... 78%, 7%, 11%	80 %	78 %	73 %	78 %	91 %
My manager keeps me informed about what's going on	15% ... 73%, 12%	73 %	73 %	65 %	73 %	83 %
My organisation takes steps to eliminate bullying, harassment and discrimination	4% ... 64%, 13%, 19%	71 %	64 %	52 %	66 %	76 %

Victorian Public Sector Commission

VICTORIA State Government

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.
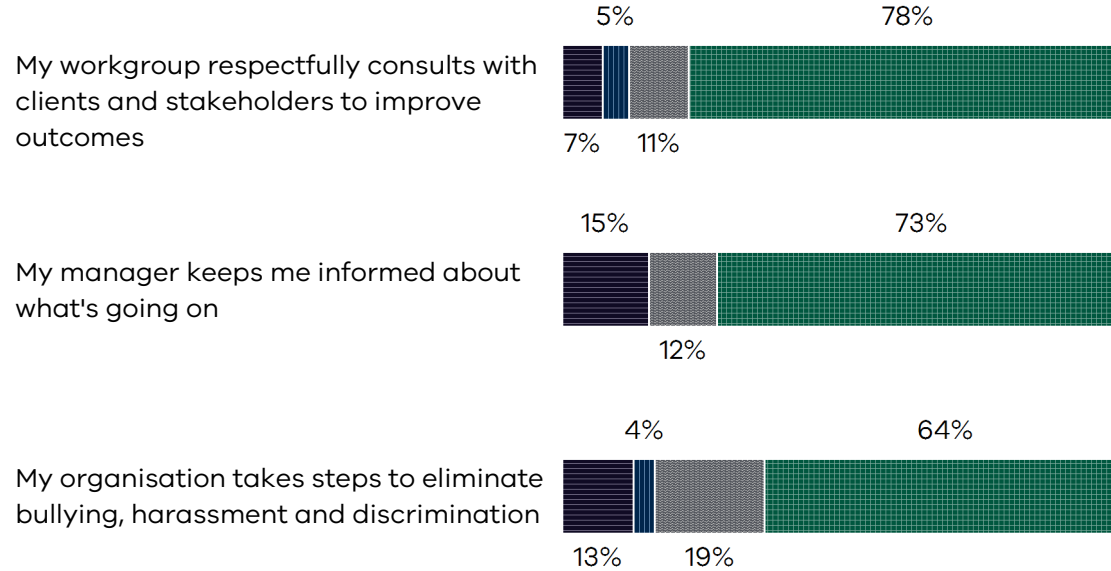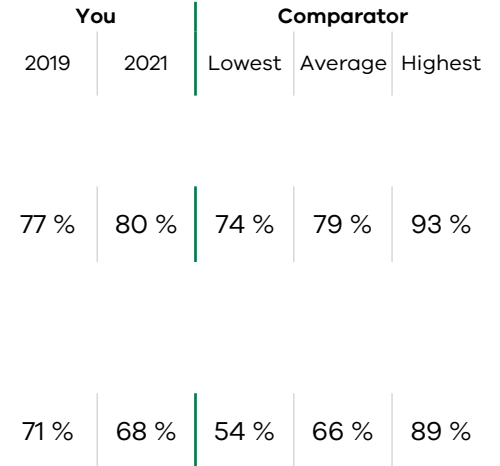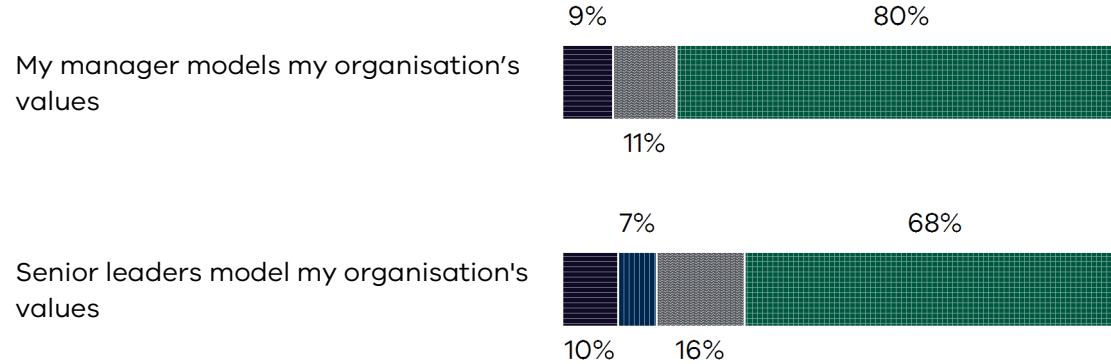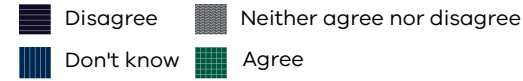
Example

80% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results		Benchmark agree results				

Survey question | **Your results** | **Benchmark agree results**

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You		**Comparator**		
	2019	2021	Lowest	Average	Highest
My manager models my organisation's values	77 %	80 %	74 %	79 %	93 %
Senior leaders model my organisation's values	71 %	68 %	54 %	66 %	89 %

My manager models my organisation's values — Disagree 9%, Don't know 11%, Agree 80%

Senior leaders model my organisation's values — Disagree 7%, Don't know 10%, Neither agree nor disagree 16%, Agree 68%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

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

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

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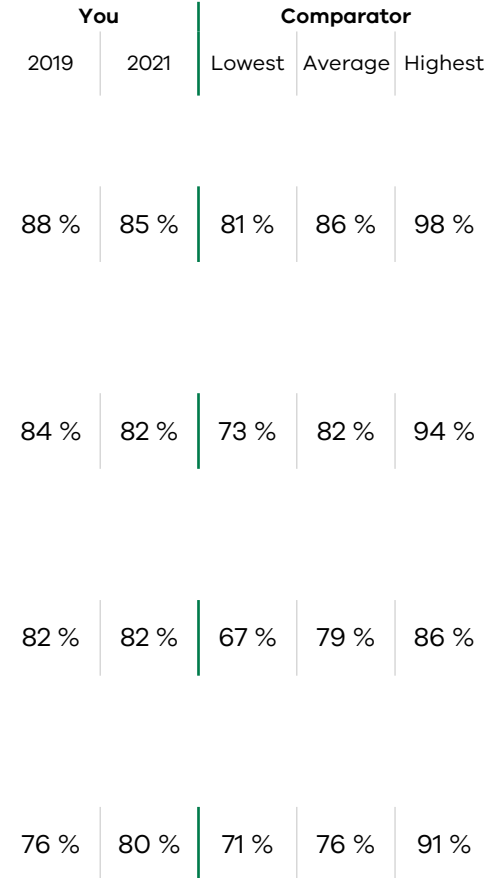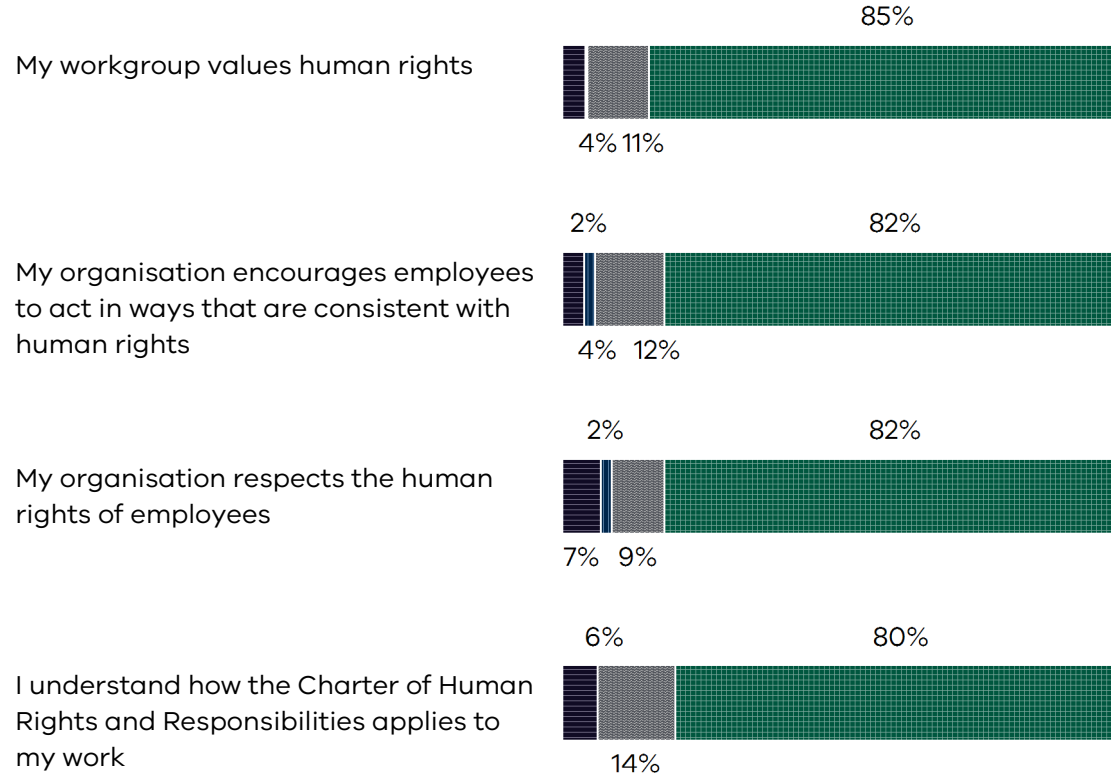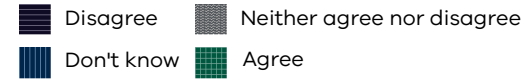
Example

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

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My workgroup values human rights — 85% Agree, 4% / 11%	88 %	85 %	81 %	86 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights — 2%, 82% Agree, 4% / 12%	84 %	82 %	73 %	82 %	94 %
My organisation respects the human rights of employees — 2%, 82% Agree, 7% / 9%	82 %	82 %	67 %	79 %	86 %
I understand how the Charter of Human Rights and Responsibilities applies to my work — 6%, 80% Agree, 14%	76 %	80 %	71 %	76 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	78	21%
35-54 years	163	45%
55+ years	90	25%
Prefer not to say	34	9%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	3	1%
No	344	94%
Prefer not to say	18	5%

Highest level of formal education	(n)	%
Doctoral Degree level	16	4%
Master Degree level	73	20%
Graduate Diploma or Graduate Certificate level	82	22%
Bachelor Degree level incl. honours degrees	104	28%
Advanced Diploma or Diploma level	23	6%
Certificate III or IV level	20	5%
Year 12 or equivalent (VCE/Leaving certificate)	14	4%
Lower than Certificate I or equivalent	1	0%
Prefer not to say	32	9%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	1%
Non Aboriginal and/or Torres Strait Islander	**348**	95%
Prefer not to say	**14**	4%

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	**20**	5%
No	**322**	88%
Prefer not to say	**23**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**11**	55%
No	**9**	45%

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	**5**	56%
I do not require any adjustments to be made to perform my role	**2**	22%
I feel that sharing my disability information will reflect negatively on me	**1**	11%
Other	**1**	11%

Victorian Public Sector Commission

VICTORIA State Government

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.

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How would you describe your gender?	(n)	%
Woman	309	85%
Man	29	8%
Prefer not to say	24	7%
Non-binary and I use a different term	3	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	340	93%
Prefer not to say	23	6%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	336	92%
Don't know	7	2%
Prefer not to say	21	6%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	284	78%
Prefer not to say	40	11%
Bisexual	14	4%
Gay or lesbian	14	4%
Don't know	5	1%
Pansexual	4	1%
I use a different term	3	1%
Asexual	1	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.

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Country of birth	(n)	%
Born in Australia	**249**	68%
Not born in Australia	**80**	22%
Prefer not to say	**36**	10%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	**1**	1%
More than 20 years ago	**34**	43%
2 to less than 5 years ago	**5**	6%
5 to less than 10 years ago	**9**	11%
10 to less than 20 years ago	**31**	39%

Language other than English spoken with family or community	(n)	%
Yes	**69**	19%
No	**262**	72%
Prefer not to say	**34**	9%

Demographics

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**19**	28%
Italian	**10**	14%
Cantonese	**7**	10%
Greek	**6**	9%
Mandarin	**6**	9%
Sinhalese	**6**	9%
Spanish	**5**	7%
Vietnamese	**5**	7%
Arabic	**3**	4%
Filipino	**3**	4%
German	**2**	3%
Hindi	**2**	3%
Punjabi	**2**	3%
French	**1**	1%
Macedonian	**1**	1%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Tamil	**1**	1%
Urdu	**1**	1%

Demographics

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.

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Cultural identity	(n)	%
Australian	248	68%
English, Irish, Scottish and/or Welsh	45	12%
Prefer not to say	39	11%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	34	9%
Other	16	4%
East and/or South-East Asian	13	4%
New Zealander	11	3%
Middle Eastern and/or North African	4	1%
African (including Central, West, Southern and East African)	4	1%
Aboriginal and/or Torres Strait Islander	3	1%
Maori	3	1%
North American	2	1%
South Asian	2	1%
Central Asian	2	1%
Pacific Islander	1	0%
Central and/or South American	1	0%

Religion	(n)	%
No religion	166	45%
Christianity	113	31%
Prefer not to say	43	12%
Other	18	5%
Judaism	8	2%
Buddhism	7	2%
Hinduism	6	2%
Islam	3	1%
Sikhism	1	0%

Demographics

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	**144**	39%
Part-Time	**221**	61%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**85**	25%
$65k to $95k	**100**	29%
$95k to $125k	**70**	20%
$125k or more	**33**	10%
Prefer not to say	**56**	16%

Organisational tenure	(n)	%
<1 year	**39**	11%
1 to less than 2 years	**40**	11%
2 to less than 5 years	**88**	24%
5 to less than 10 years	**58**	16%
10 to less than 20 years	**87**	24%
More than 20 years	**53**	15%

Management responsibility	(n)	%
Non-manager	**292**	80%
Other manager	**52**	14%
Manager of other manager(s)	**21**	6%

Employment type	(n)	%
Ongoing and executive	**276**	76%
Fixed term	**68**	19%
Other	**21**	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**273**	75%
I have moved to a different role within my organisation (including acting roles)	**66**	18%
I have moved to my role from a different Victorian public sector organisation	**20**	5%
I have moved to my role from outside the Victorian public sector	**6**	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	**251**	69%
Melbourne: Suburbs	**110**	30%
Geelong	**2**	1%
Other city or town	**2**	1%

Primary workplace type over the past 3 months*	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	**153**	42%
A main office	**139**	38%
Home/private location	**31**	8%
A hub/shared work space	**22**	6%
Other (please specify)	**20**	5%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**168**	46%
Home/private location	**113**	31%
A main office	**68**	19%
A frontline or service delivery location (that is not a main office or home/private location)	**43**	12%
A hub/shared work space	**8**	2%
Other	**7**	2%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	276	76%
Flexible working arrangements	70	19%
Physical modifications or improvements to the workplace	20	5%
Job redesign or role sharing	6	2%
Career development support strategies	6	2%
Other	5	1%
Accessible communications technologies	1	0%

Why did you make this request?*	(n)	%
Work-life balance	39	44%
Family responsibilities	33	37%
Caring responsibilities	26	29%
Health	26	29%
Other	9	10%
Study commitments	7	8%
Disability	4	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	65	73%
The adjustments I needed were not made	17	19%
The adjustments I needed were made but the process was unsatisfactory	7	8%

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

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Caring responsibility	(n)	%
None of the above	**154**	42%
Secondary school aged child(ren)	**65**	18%
Primary school aged child(ren)	**58**	16%
Frail or aged person(s)	**37**	10%
Prefer not to say	**33**	9%
Child(ren) - younger than preschool age	**32**	9%
Preschool aged child(ren)	**29**	8%
Person(s) with a mental illness	**20**	5%
Person(s) with a medical condition	**15**	4%
Other	**15**	4%
Person(s) with disability	**13**	4%

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	150	41%
Medical Employees	23	6%
Personal service worker	4	1%
Allied health professional	22	6%
Other health professional	19	5%
Management, Administration and Corporate support	142	39%
Support services	5	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

	(n)	%
Hospital-based services	**354**	97%
Community-based services	**11**	3%

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

	(n)	%
Critical care	**1**	0%
Drug and alcohol	**3**	1%
Emergency	**4**	1%
Maternity care	**105**	29%
Medical	**17**	5%
Mental health	**2**	1%
Mixed medical/surgical	**6**	2%
Neonatal care	**32**	9%
Peri-operative	**36**	10%
Surgical	**13**	4%
Other	**146**	40%

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