

# People matter survey 2021

Have your say

## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

Your organisation took part in the survey in 2019 and 2020.

This means you'll be able to compare about 40% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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# People matter

## survey 2021

Have your say

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- Your response rate

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- Senior leadership questions

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



## Report overview

### Your comparator group

#### What this is

This is a list of similar organisations to yours.

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

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

#### How we use this in your report

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

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

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

Alexandra District Health	Inglewood and Districts Health Service	Rochester and Elmore District Health Service
Alpine Health	Kerang District Health	Seymour Health
Beaufort and Skipton Health Service	Kilmore District Health	South Gippsland Hospital
Beechworth Health Service	Kooweerup Regional Health Service	Terang and Mortlake Health Service
Boort District Health	Maldon Hospital	Timboon and District Healthcare Service
Casterton Memorial Hospital	Mallee Track Health and Community Service	Yarram and District Health Service
Central Highlands Rural Health	Mansfield District Hospital	Yarrawonga Health
Cohuna District Hospital	Moyne Health Services	Yea and District Memorial Hospital
Corryong Health	NCN Health	
East Wimmera Health Service	Omeo District Health	
Edenhope and District Memorial Hospital	Orbost Regional Health	
Great Ocean Road Health	Robinvale District Health Services	
Heathcote Health		
Hesse Rural Health Service		
Heywood Rural 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.

2020

38%  
(114)

Comparator 50%  
Public Sector 49%

2021

54%  
(158)

Comparator 51%  
Public Sector 39%

# People matter

## survey 2021

### Have your say

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# People outcomes

## Scorecard: employee engagement index

### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

### Why this is important

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

2020

70

Comparator 71  
Public Sector 68

2021

72

Comparator 73  
Public Sector 70

# People outcomes

## Engagement question results 1 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 72.

### Why this is important

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

### How to read this

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

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

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

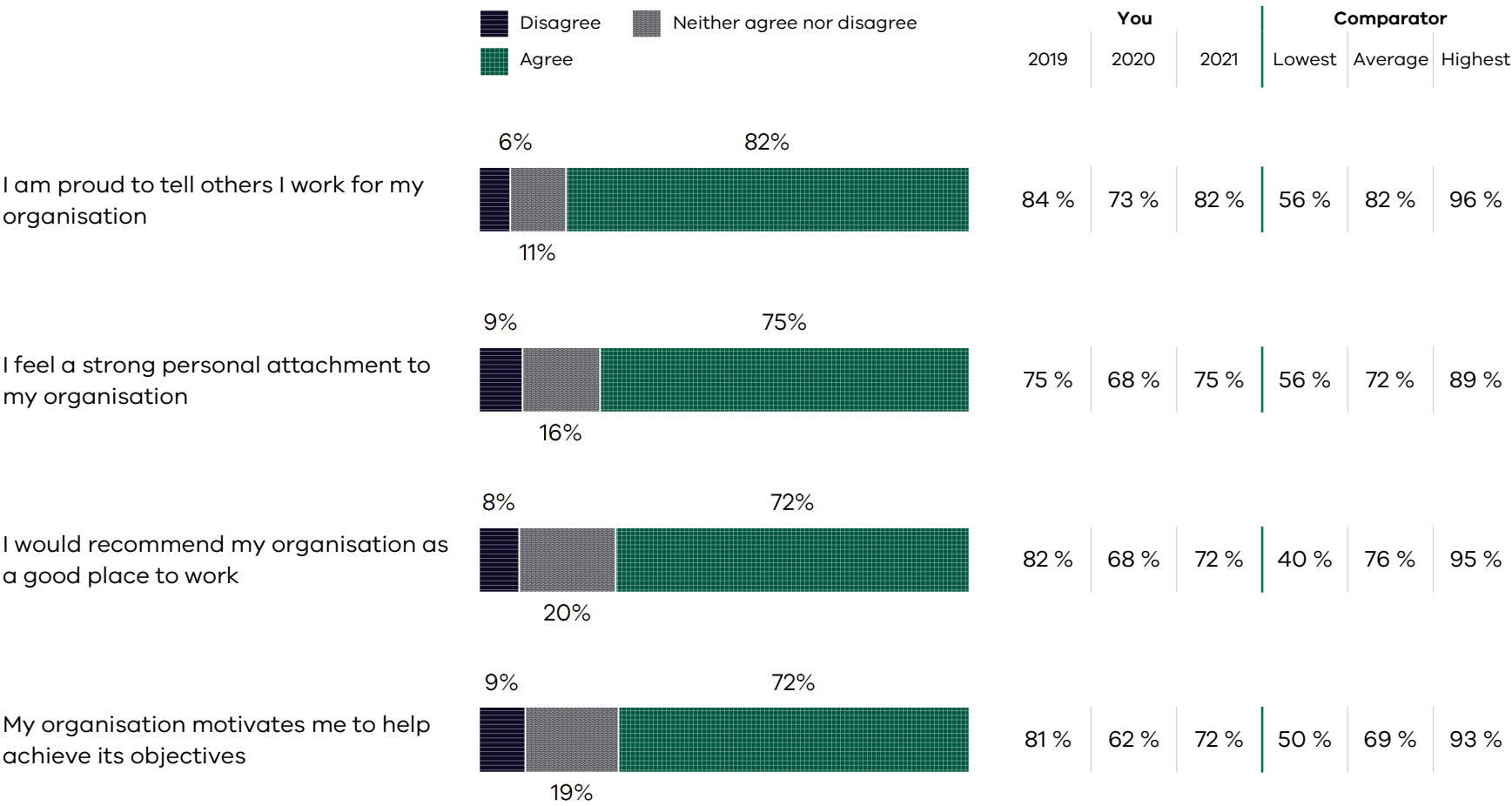
### Example

82% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

## Survey question

## Your results

## Benchmark agree results



# People outcomes

## Engagement question results 2 of 2

### What this is

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

### Your organisation's engagement index

Your 2021 index is 72.

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

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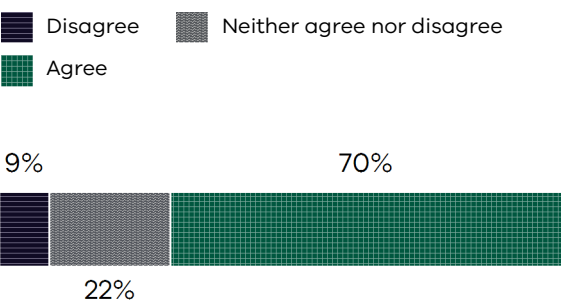
### Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

## Survey question

My organisation inspires me to do the best in my job

## Your results



## Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My organisation inspires me to do the best in my job	82 %	67 %	70 %	44 %	70 %	93 %

# 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.

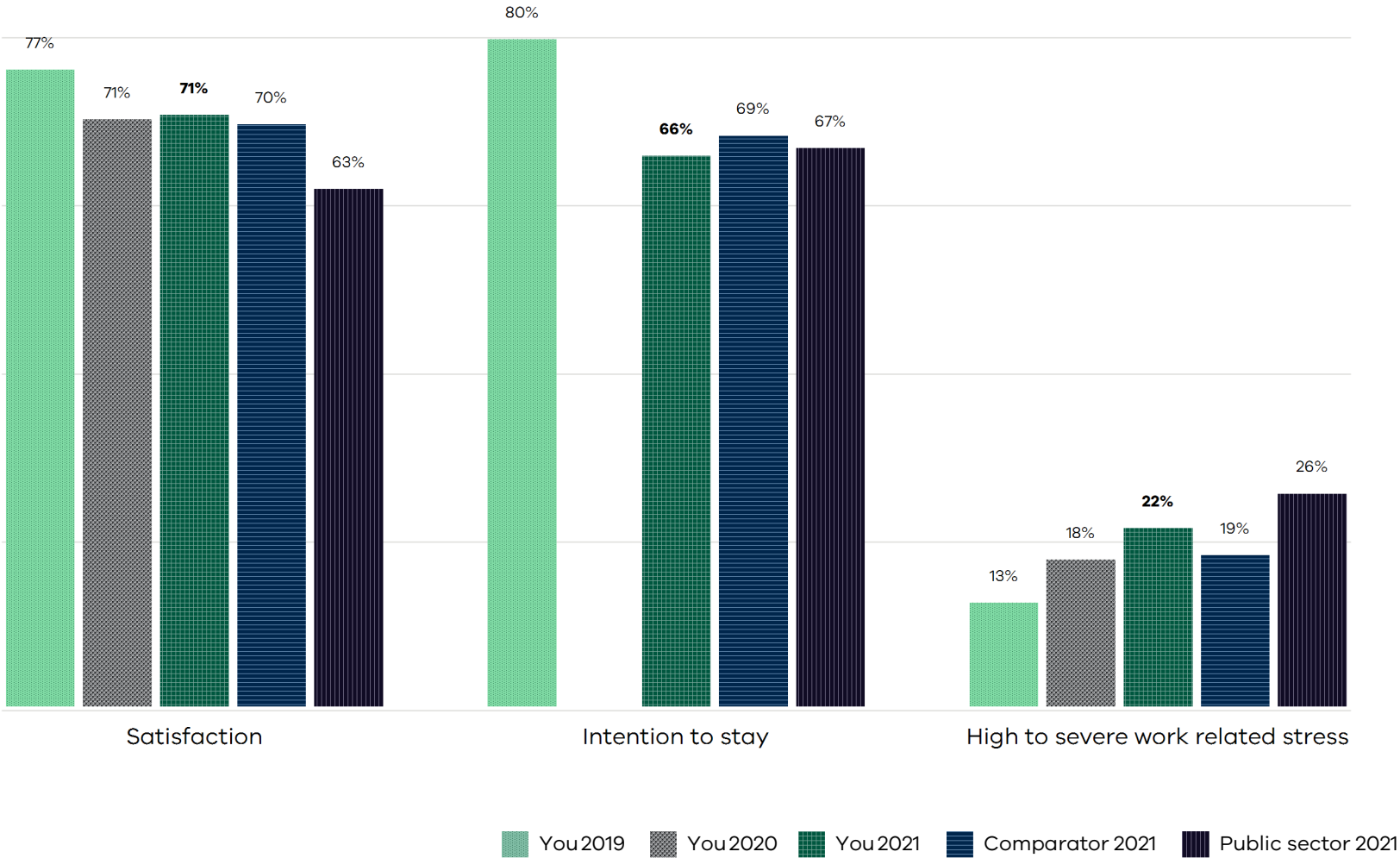
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

## Example

- In 2021:
- 71% of your staff who did the survey responded positively to questions about Satisfaction which is up from 71% in 2020.

Compared to:

- 70% of staff at your comparator and 63% of staff across the public sector.





People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

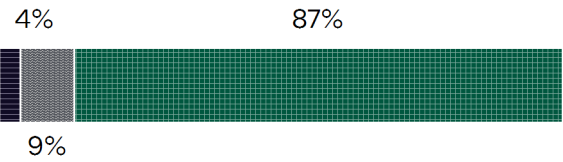
Survey question

Your results

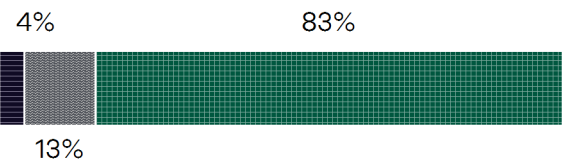
Benchmark agree results



I get a sense of accomplishment from my work



I enjoy the work in my current job



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	87 %	70 %	84 %	95 %
83 %	Not asked	83 %	66 %	83 %	94 %

# People outcomes

## Satisfaction question results 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

73% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work-life balance in your current job'.

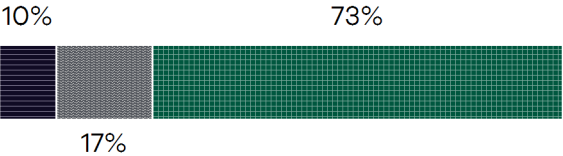
## Survey question

## Your results

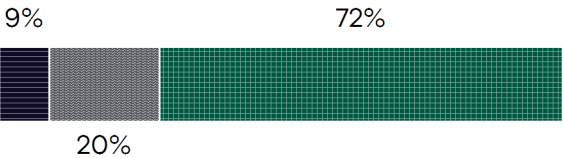
## Benchmark satisfied results



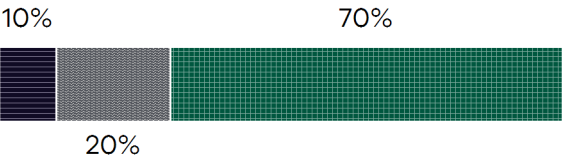
How satisfied are you with the work-life balance in your current job



Considering everything, how satisfied are you with your current job



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
78 %	73 %	73 %	53 %	71 %	89 %
77 %	73 %	72 %	52 %	75 %	92 %
74 %	67 %	70 %	50 %	65 %	84 %

# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

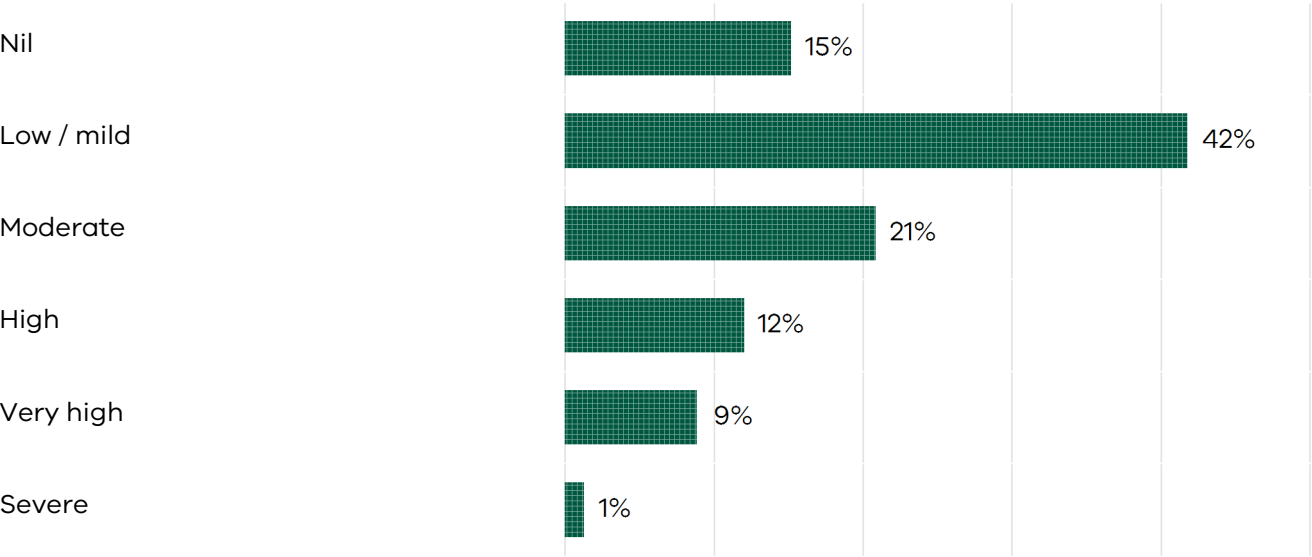
In this survey we asked staff to tell us their stress level.  
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

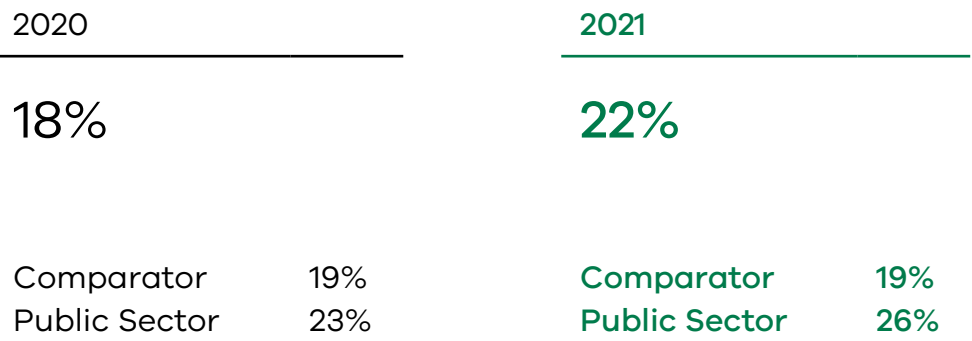
### Example

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 19% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

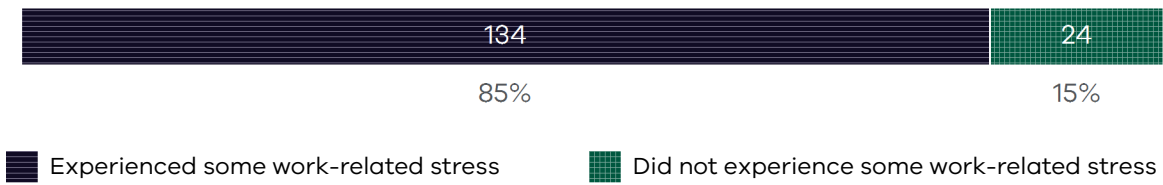
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

85% of your staff who did the survey said they experienced mild to severe stress.

Of that 85%, 47% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	52%	47%	50%	51%
Time pressure	36%	35%	41%	42%
Other changes due to COVID-19	22%	23%	24%	15%
Management of work (e.g. supervision, training, information, support)	18%	19%	11%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	26%	15%	16%	12%
Other	8%	11%	9%	9%
Unclear job expectations	9%	11%	8%	11%
Competing home and work responsibilities	5%	10%	11%	12%
Incivility, bullying, harassment or discrimination	16%	10%	10%	7%
Dealing with clients, patients or stakeholders	5%	9%	13%	14%



## 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.

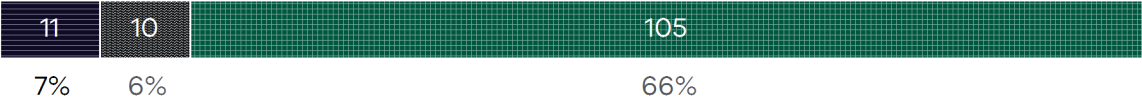
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

13% of your staff who did the survey said they intended to leave.

Of that 13%, 48% said it was from 'Better location/reduced travel time'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Better location/reduced travel time	48%	19%	13%
Lack of confidence in senior leadership	38%	36%	34%
Limited developmental/educational opportunities at my organisation	29%	22%	24%
Limited recognition for doing a good job	29%	32%	32%
Poor relationship with my colleagues and/or manager	29%	15%	15%
Lack of organisational stability	24%	17%	18%
Limited future career opportunities at my organisation	24%	30%	42%
Opportunity to seek/take a promotion elsewhere	24%	15%	33%
Better remuneration	19%	14%	26%
Excessive workload	19%	22%	25%

# 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

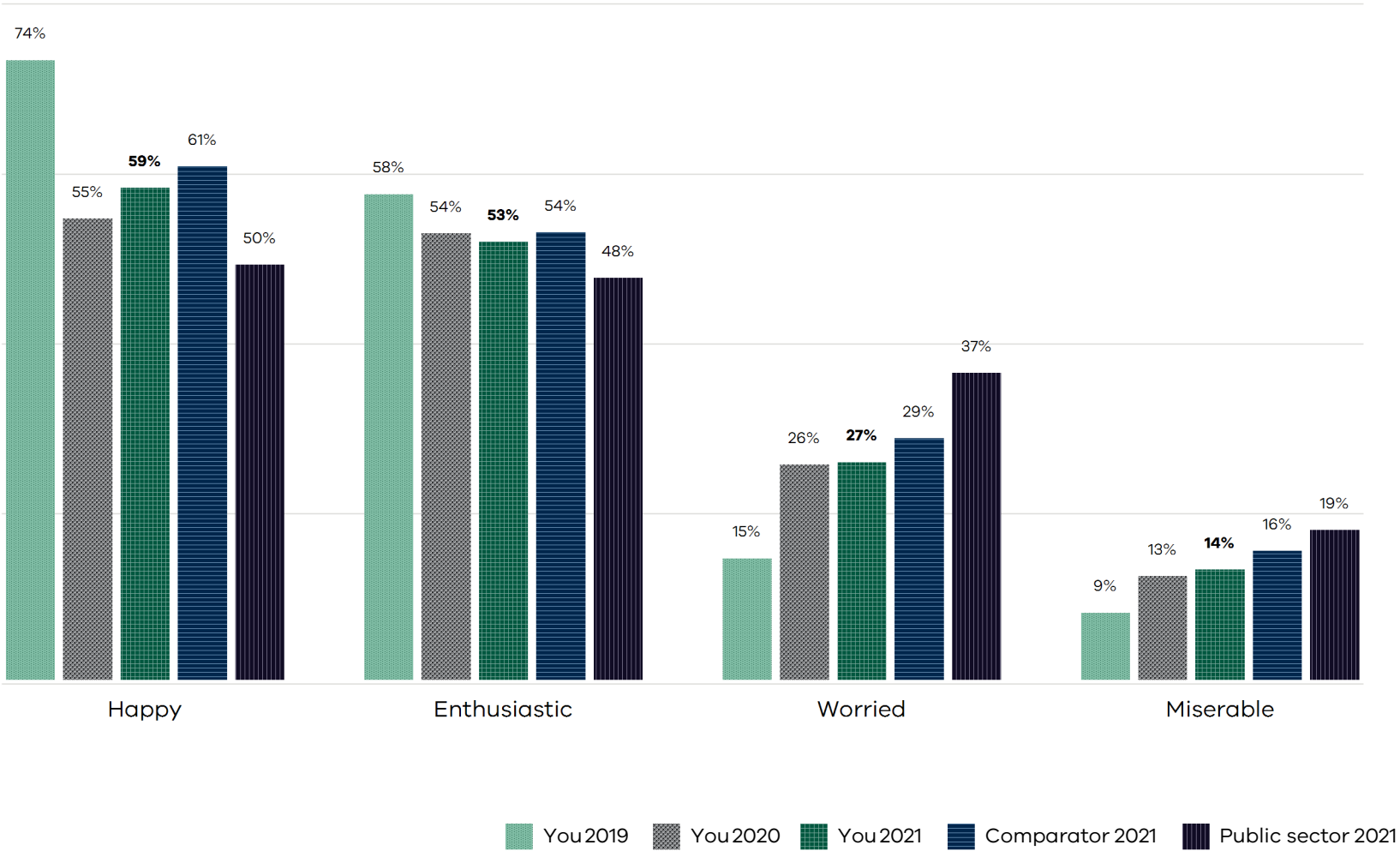
In 2021:

- 59% of your staff who did the survey said work made them feel happy in 2021, which is up from 55% in 2020

Compared to:

- 61% of staff at your comparator and 50% of staff across the public sector.

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



# People outcomes

## Scorecard: negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

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

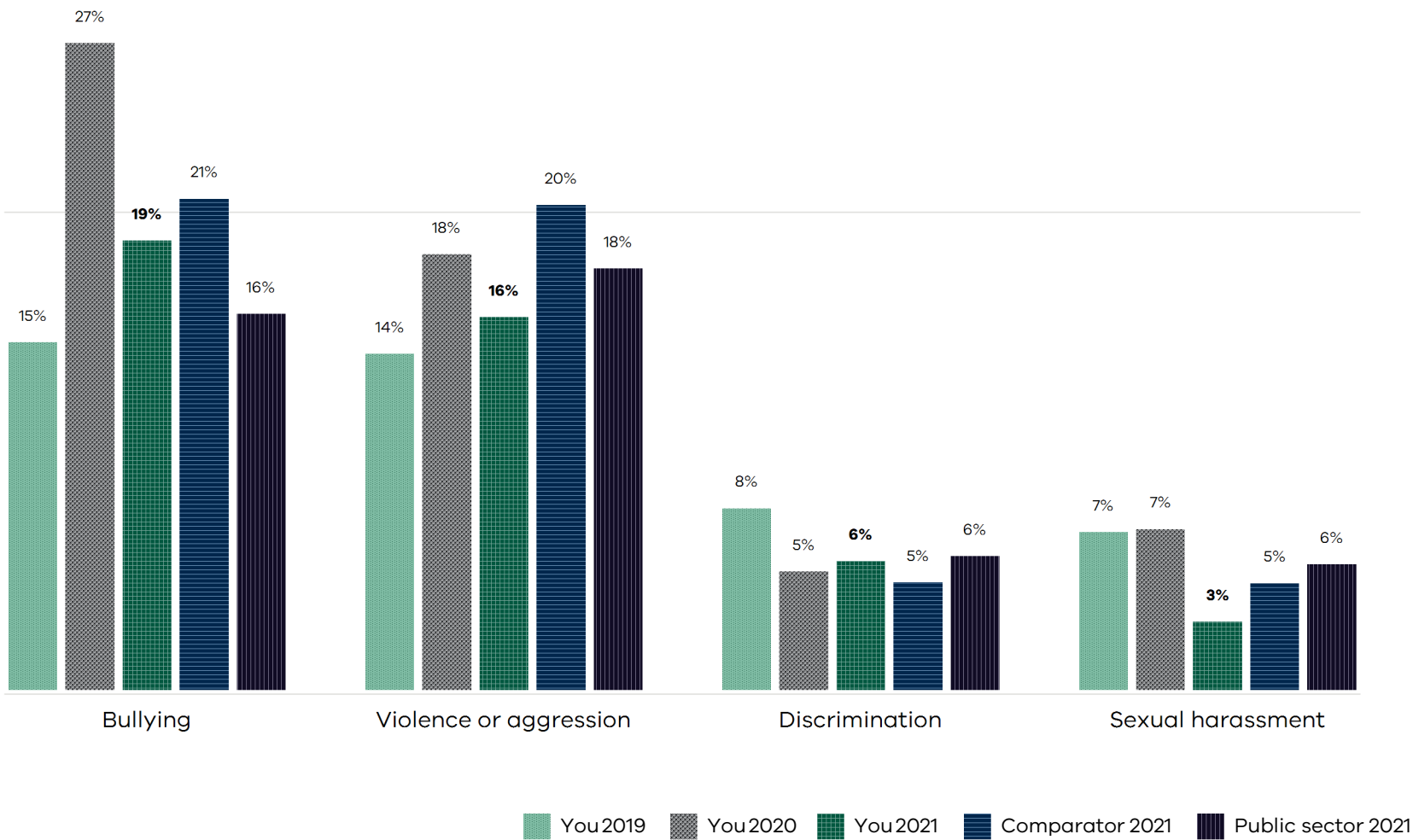
### Example

In 2021:

- 19% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 27% in 2020.

Compared to:

- 21% of staff at your comparator and 16% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

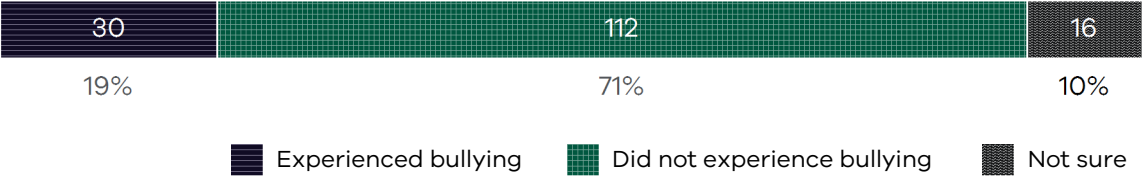
In descending order, the table shows the answers.

#### Example

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 60% said the top type was 'Exclusion or isolation'.

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



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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Exclusion or isolation	42%	60%	39%	42%
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	58%	50%	67%	69%
Intimidation and/or threats	42%	43%	32%	32%
Withholding essential information for me to do my job	19%	30%	24%	27%
Verbal abuse	29%	23%	21%	20%
Being assigned meaningless tasks unrelated to the job	6%	20%	9%	13%
Being given impossible assignment(s)	0%	7%	5%	9%
Interference with my personal property and/or work equipment	0%	7%	4%	4%
Other	3%	3%	12%	15%



## 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.

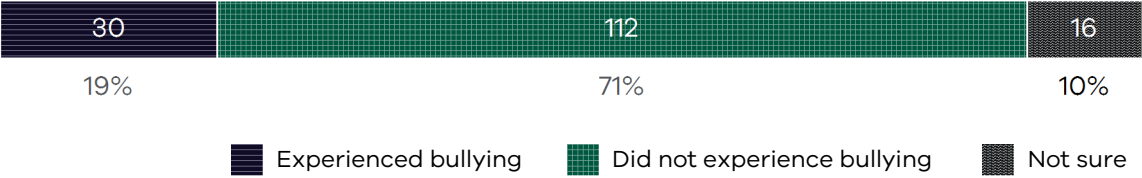
In descending order, the table shows the answers.

#### Example

19% of your staff who did the survey said they experienced bullying, of which

- 40% said the top way they reported the bullying was 'Told a manager'.
- 83% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	40%	47%	47%
Told a colleague	32%	27%	39%	42%
Told the person the behaviour was not OK	0%	27%	17%	17%
I did not tell anyone about the bullying	10%	23%	10%	12%
Told a friend or family member	32%	23%	28%	34%
Submitted a formal complaint	6%	17%	14%	12%
Told employee assistance program (EAP) or peer support	0%	13%	7%	9%
Told someone else	13%	13%	12%	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.

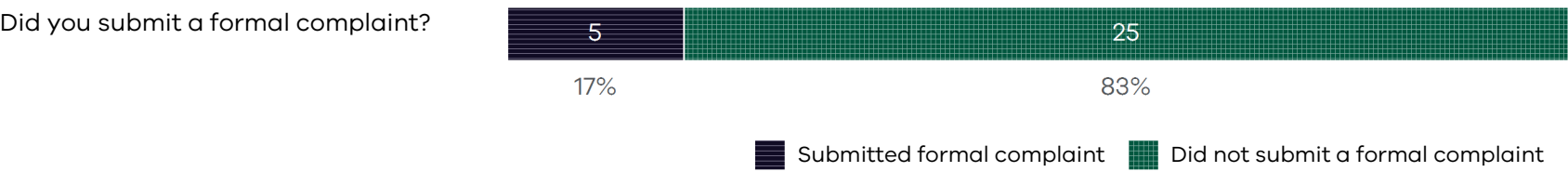
#### How to read this

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

83% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	56%	42%	53%
I didn't think it would make a difference	40%	46%	50%
I believed there would be negative consequences for my career	24%	22%	40%
I believed there would be negative consequences for the person I was going to complain about	24%	6%	10%
I didn't feel safe to report the incident	24%	12%	19%
I didn't think it was serious enough	20%	15%	16%
I was advised not to	16%	4%	5%
Other	12%	12%	12%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	4%	8%
I thought the complaint process would be embarrassing or difficult	4%	8%	14%

# 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, 19% 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.

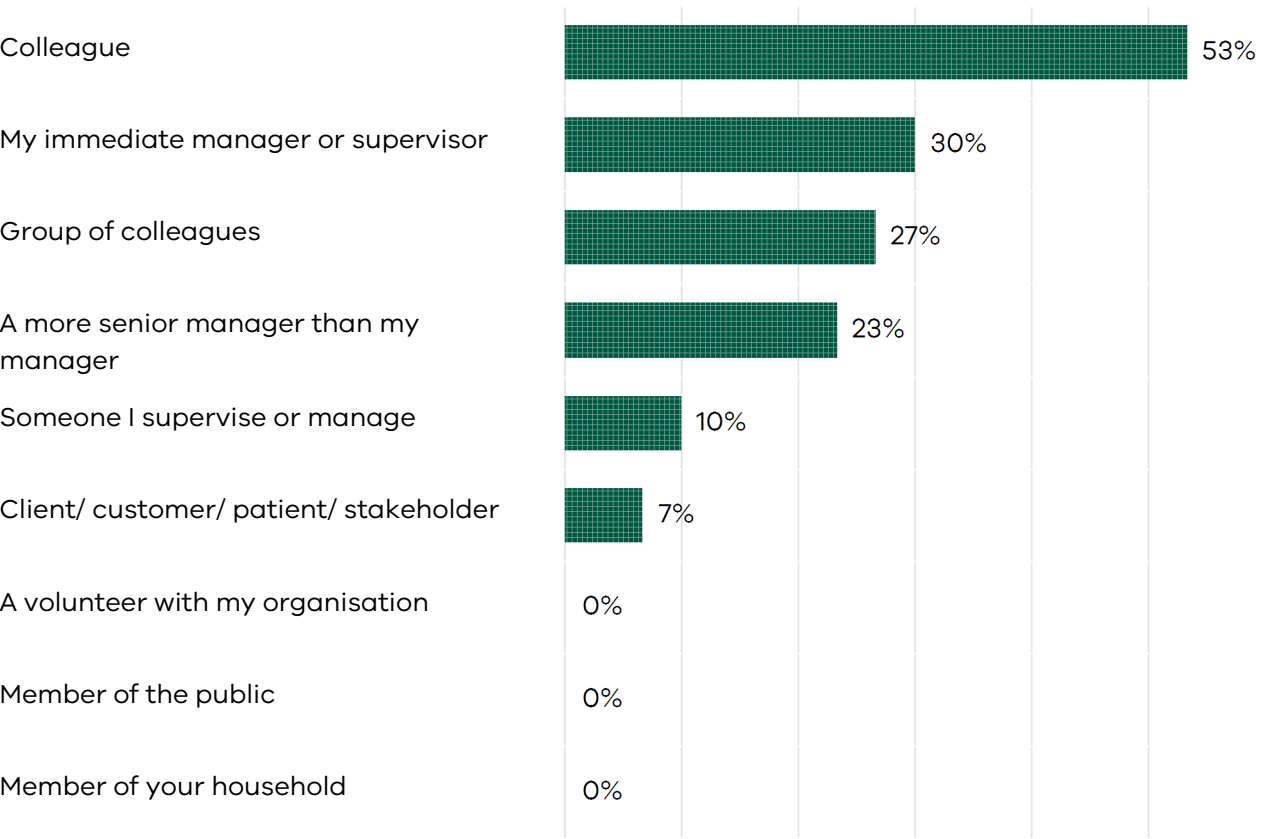
Each row is one perpetrator or group of perpetrators.

### Example

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 53% said it was by 'Colleague'.

30 people (19% of staff) experienced bullying (You2021)



# People outcomes

## Frequency of bullying

### What this is

This is how often staff experienced bullying.

### Why this is important

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

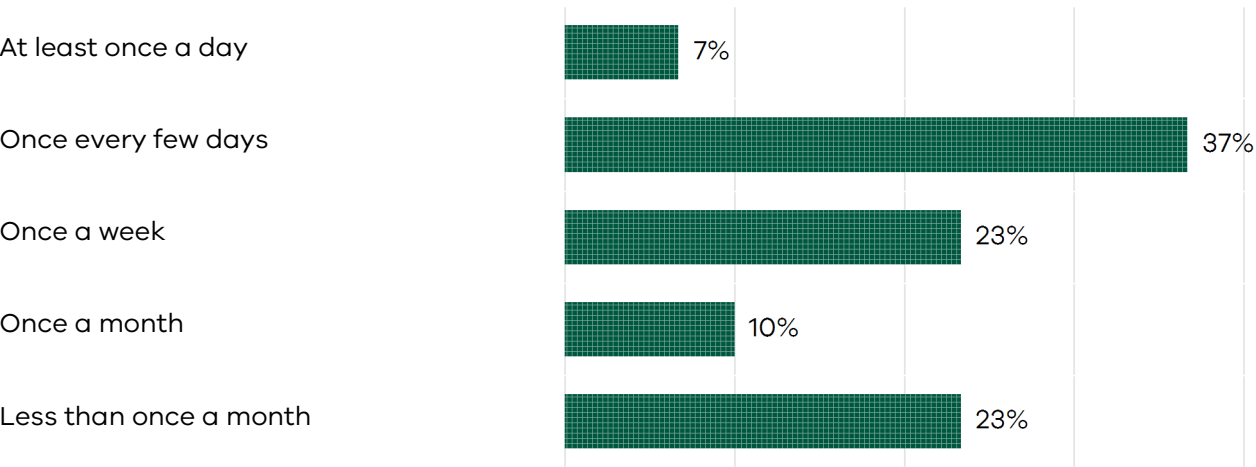
### How to read this

In this year’s survey, 19% of your staff said they experienced bullying.  
If they did, they could tell us how often they experienced this behaviour.

### Example

19% of your staff who did the survey said they experienced bullying.  
Of that 19%, 7% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)





# People outcomes

## Sexual harassment

### What this is

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

### Why this is important

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

### Why there is no data here

We've not published the results for this section because less than 10 people said they experienced sexual harassment. We do this to protect the respondents.

# 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.

### Why there is no data here

We've not published the results for this section because less than 10 people said they experienced discrimination.

We do this to protect the respondents.

# 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.

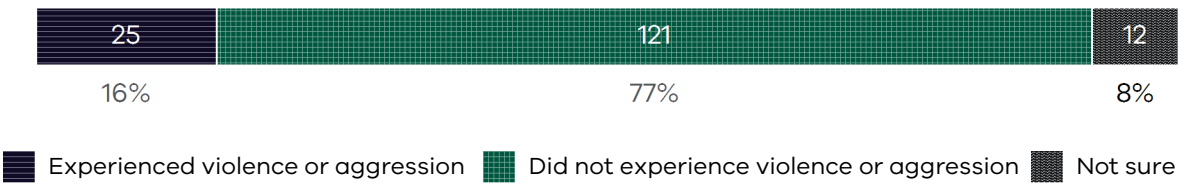
### How to read this

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

16% of your staff who did the survey said they experienced violence or aggression. Of that 16%, 52% said it was from 'Abusive language'.

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



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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Abusive language	86%	52%	75%	81%
Intimidating behaviour	57%	40%	53%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	57%	32%	35%	28%
Threats of violence	24%	16%	25%	39%
Other	0%	12%	3%	12%

**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**

16% of your staff who did the survey said they experienced violence or aggression, fo which

- 52% said the top way they reported the violence or aggression was 'Told a manager'
- 60% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	33%	52%	54%	52%
Submitted a formal incident report	33%	40%	42%	32%
Told a colleague	48%	32%	42%	46%
Told the person the behaviour was not OK	0%	20%	34%	33%
Told employee assistance program (EAP) or peer support	0%	12%	3%	3%
Told someone else	14%	12%	3%	6%
Told a friend or family member	14%	8%	11%	20%
I did not tell anyone about the incident(s)	14%	4%	5%	8%

## 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

60% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 27% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal incident report?



Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my career	27%	6%	12%
Other	27%	22%	12%
I believed there would be negative consequences for my reputation	20%	11%	16%
I didn't think it was serious enough	20%	28%	33%
I didn't feel safe to report the incident	13%	5%	5%
I didn't need to because I made the violence or aggression stop	13%	14%	16%
I didn't think it would make a difference	13%	35%	39%
I didn't know how to make a complaint	7%	1%	3%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	7%	7%	15%
I thought the complaint process would be embarrassing or difficult	7%	3%	4%

# Negative behaviour

## Perpetrators of violence and aggression

### What this is

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

### Why this is important

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

### How to read this

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

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

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

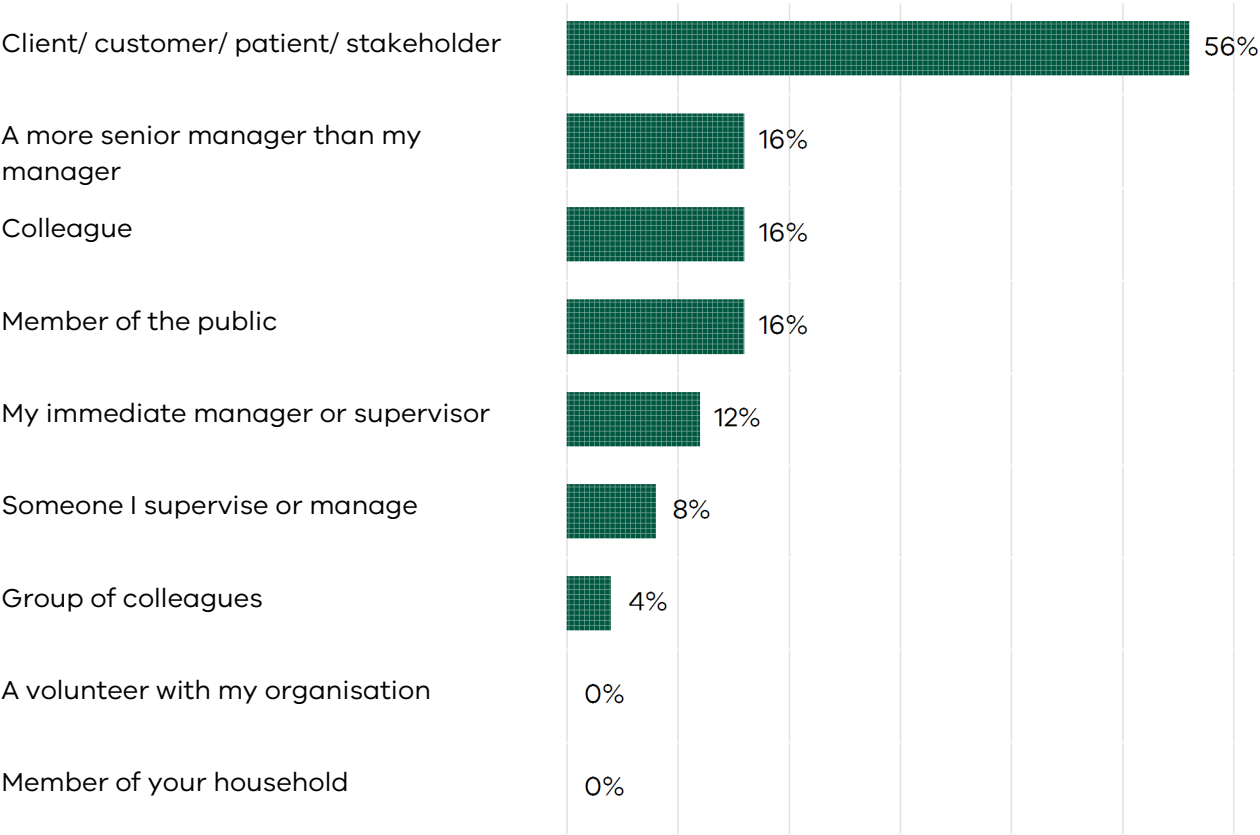
Each row is one perpetrator or a group of perpetrators.

### Example

16% of your staff who did the survey said they experienced violence or aggression.

Of that 16%, 56% said it was 'Client/ customer/ patient/ stakeholder'.

25 people (16% of staff) experienced violence or aggression (You2021)





# Negative behaviour

## Frequency of violence and aggression

### What this is

This is how often staff experienced violence or aggression.

### Why this is important

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

### How to read this

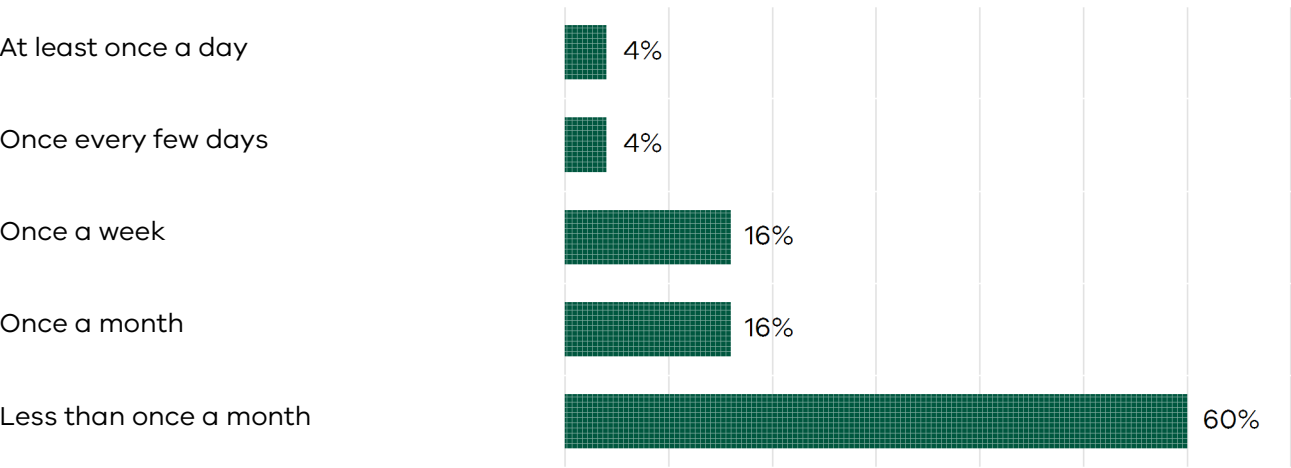
In this year’s survey, 16% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

### Example

16% of your staff who did the survey said they experienced violence or aggression. Of that 16%, 4% said it was by 'At least once a day'.

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



## Negative behaviour

### Witnessing negative behaviours

#### What this is

This is where staff witnessed people acting in a negative way against a colleague.

#### Why this is important

Witnessing negative behaviour can still have a negative impact on the person, as it does on the victim.

#### How to read this

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

They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed.

In descending order, the table shows the answers.

#### Example

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?



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	77%	73%	77%
Bullying of a colleague	15%	20%	16%
Discrimination against a colleague	12%	8%	8%
Violence or aggression against a colleague	3%	5%	6%
Sexual harassment of a colleague	1%	1%	1%

## Negative behaviour

### Taking action when witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

The table shows the answers in descending order.

#### Example

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

- 59% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 3% took no action.

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



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

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	59%	72%	72%
Spoke to the person who behaved in a negative way	32%	23%	22%
Told a manager	27%	40%	37%
Told the person the behaviour was not OK	24%	26%	25%
Told a colleague	16%	17%	21%
Submitted a formal complaint	14%	8%	6%
Other	8%	7%	7%
Took no action	3%	4%	7%

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.

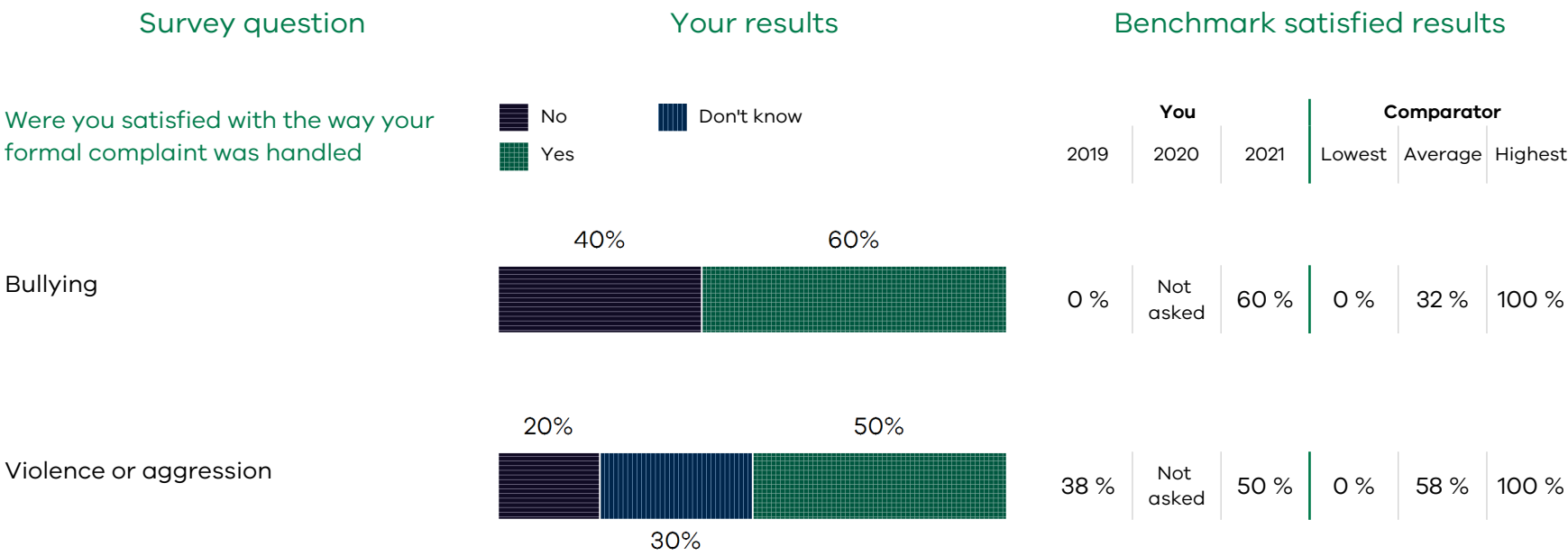
How to read this

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

60% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.



# People matter

## survey 2021

Have your say

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

## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Job enrichment', the 'You 2021' column shows 93% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 2% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	+2%	92%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	92%	+10%	89%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	90%	Not asked in 2020	89%
Equal employment opportunity	Gender is not a barrier to success in my organisation	89%	Not asked in 2020	86%
Workgroup support	I am able to work effectively with others in my workgroup	89%	+7%	90%
Job enrichment	I clearly understand what I am expected to do in this job	87%	+2%	86%
Meaningful work	I feel that I can make a worthwhile contribution at work	87%	+3%	89%
Satisfaction	I get a sense of accomplishment from my work	87%	Not asked in 2020	84%
Equal employment opportunity	Cultural background is not a barrier to success in my organisation	86%	Not asked in 2020	84%
Quality service delivery	My workgroup strives to deliver services in a timely manner	85%	Not asked in 2020	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 2020 scores and your 2021 comparator group.

#### Example

On the first row 'Taking action', the 'You 2021' column shows 27% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	27%	Not asked in 2020	35%
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)	42%	Not asked in 2020	37%
Learning and development	I feel I have an equal chance at promotion in my organisation	46%	Not asked in 2020	47%
Workload	I have enough time to do my job effectively	49%	-2%	54%
Manager support	My manager has regular conversations with me about my learning and development	49%	Not asked in 2020	53%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+11%	50%
Taking action	I believe my organisation will take positive action on the results of this year's survey	50%	Not asked in 2020	54%
Manager support	I receive adequate recognition for my contributions and accomplishments	52%	Not asked in 2020	58%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	53%	Not asked in 2020	52%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	+8%	58%

## Key differences

### Most improved

#### What this is

This is where staff feel their organisation has most improved.

#### How to read this

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

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2021' column shows 49% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'. In the 'Increase from 2020' column, you have a 11% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	+11%	50%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	92%	+10%	89%
Engagement	I am proud to tell others I work for my organisation	82%	+9%	82%
Engagement	My organisation motivates me to help achieve its objectives	72%	+9%	69%
Workgroup support	Workgroups across my organisation willingly share information with each other	56%	+9%	59%
Job enrichment	I have a choice in deciding how I do my work	77%	+8%	74%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	61%	+8%	57%
Manager support	My manager involves me in decisions about my work	72%	+8%	75%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	+8%	58%
Engagement	I feel a strong personal attachment to my organisation	75%	+8%	72%

## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

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

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

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

#### Example

On the first row 'Workload', the 'You 2021' column shows 62% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

In the 'Decrease from 2020' column, you have a 3% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workload	The workload I have is appropriate for the job that I do	62%	-3%	60%
Patient safety climate	This health service does a good job of training new and existing staff	59%	-3%	62%
Workload	I have enough time to do my job effectively	49%	-2%	54%
Senior leadership	Senior leaders support staff to work in an environment of change	59%	-2%	63%
Meaningful work	I am achieving something important through my work	84%	-2%	85%
Satisfaction	Considering everything, how satisfied are you with your current job	72%	-1%	75%
Workgroup support	People in my workgroup treat each other with respect	62%	-1%	72%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	72%	0%	77%
Patient safety climate	Trainees in my discipline are adequately supervised	55%	0%	62%
Satisfaction	How satisfied are you with the work-life balance in your current job	73%	0%	71%

## 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 'Learning and development', the 'You 2021' column shows 74% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

The 'difference' column, shows that agreement for this question was 6 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Learning and development	My organisation places a high priority on the learning and development of staff	74%	+6%	68%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees with disability	73%	+5%	68%
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)	42%	+5%	37%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77%	+5%	73%
Satisfaction	How satisfied are you with your career development within your current organisation	70%	+5%	65%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	70%	+4%	66%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	69%	+4%	65%
Workplace flexibility	My organisation supports employees with family or other caring responsibilities, regardless of gender	80%	+4%	77%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	74%	+4%	70%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	61%	+3%	57%

## 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 'Workgroup support', the 'You2021' column shows 56% of your staff agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

The 'difference' column, shows that agreement for this question was 11 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	56%	-11%	67%
Workgroup support	People in my workgroup treat each other with respect	62%	-10%	72%
Workgroup support	People in my workgroup work together effectively to get the job done	67%	-9%	77%
Taking action	My organisation has taken positive action on the results of last year's survey	27%	-8%	35%
Patient safety climate	Patient care errors are handled appropriately in my work area	67%	-8%	75%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	61%	-7%	68%
Quality service delivery	My workgroup strives to make the best use of its resources	72%	-7%	79%
Patient safety climate	Trainees in my discipline are adequately supervised	55%	-7%	62%
Supporting question - gender equality	My organisation uses inclusive and respectful images and language	76%	-7%	83%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	61%	-7%	68%

# People matter

## survey 2021

Have your say

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

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

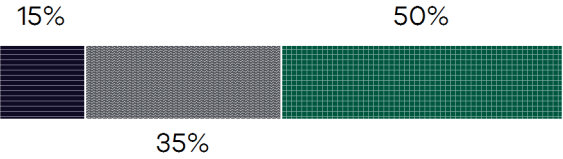
Survey question

Your results

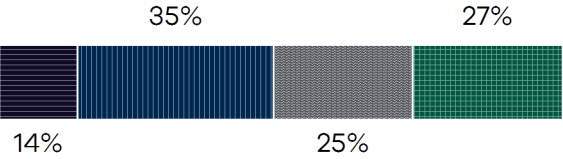
Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	50 %	34 %	54 %	78 %
Not asked	Not asked	27 %	11 %	35 %	72 %

# People matter

## survey 2021

Have your say

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

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

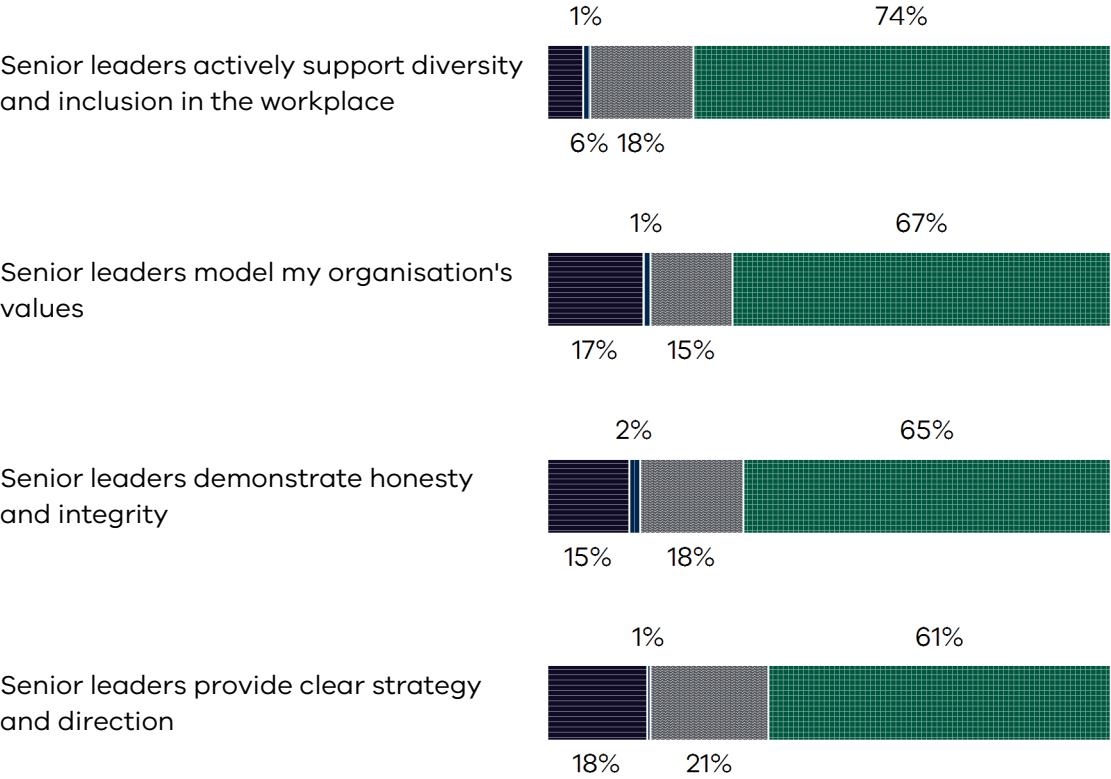
### Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
81 %	Not asked	74 %	58 %	74 %	95 %
79 %	Not asked	67 %	50 %	70 %	91 %
79 %	Not asked	65 %	38 %	66 %	89 %
78 %	56 %	61 %	38 %	64 %	92 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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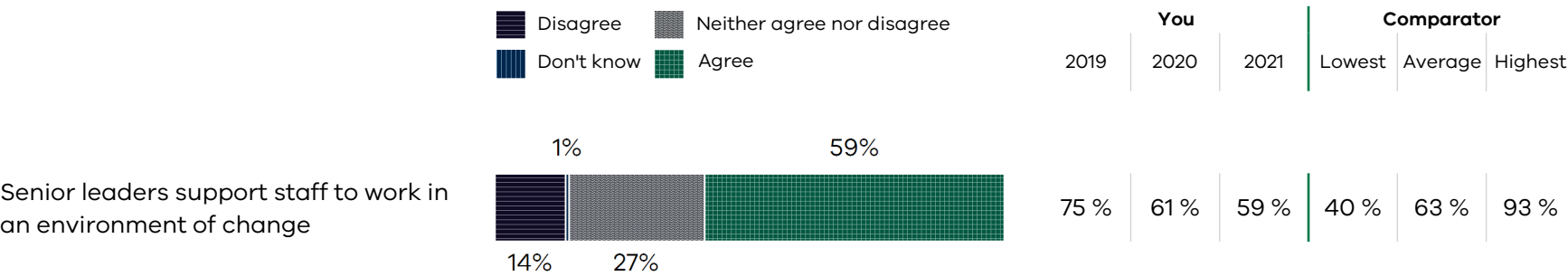
Example

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



# People matter

## survey 2021

Have your say

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

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

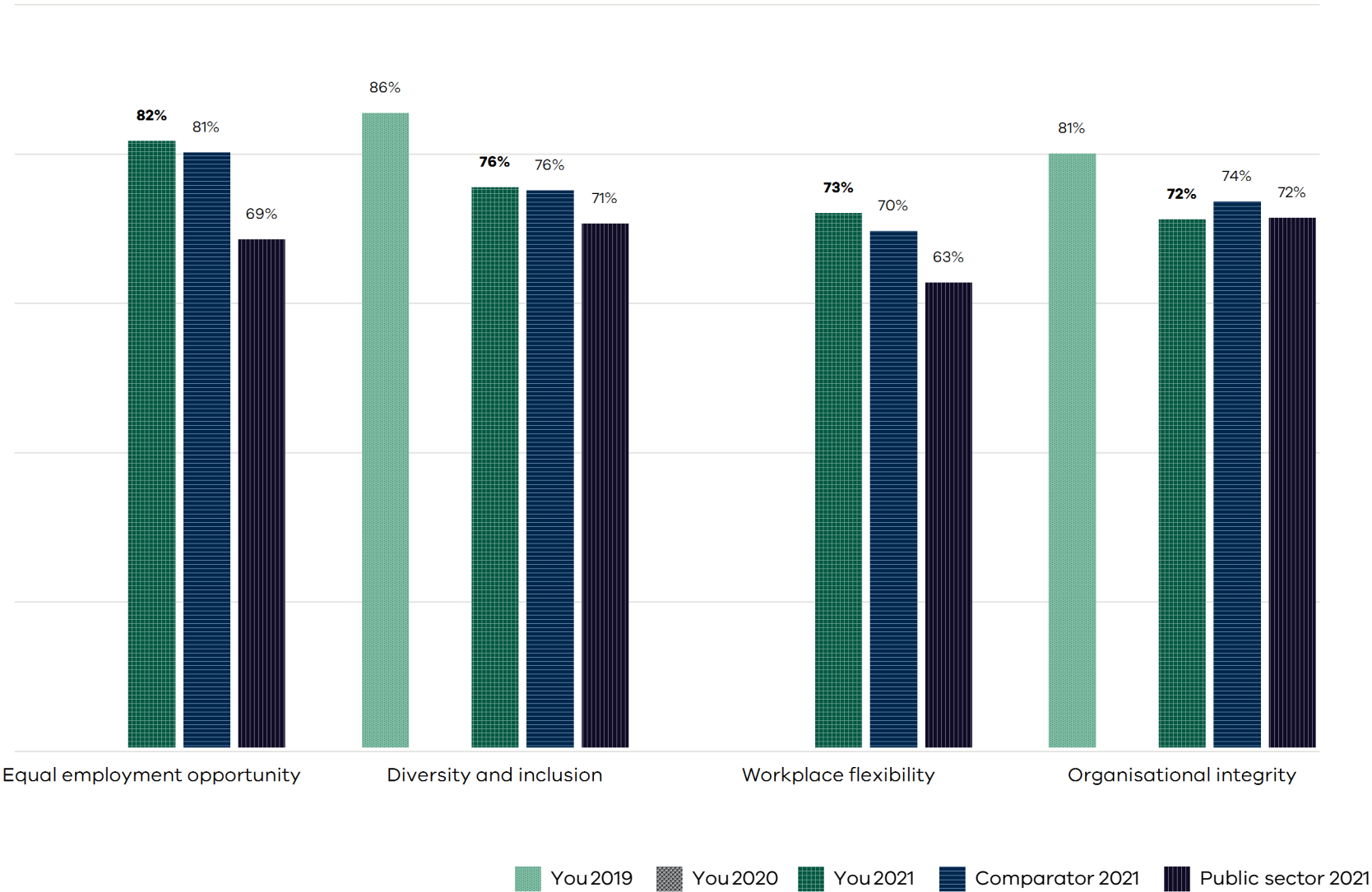
### Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 81% of staff at your comparator and 69% of staff across the public sector.





# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

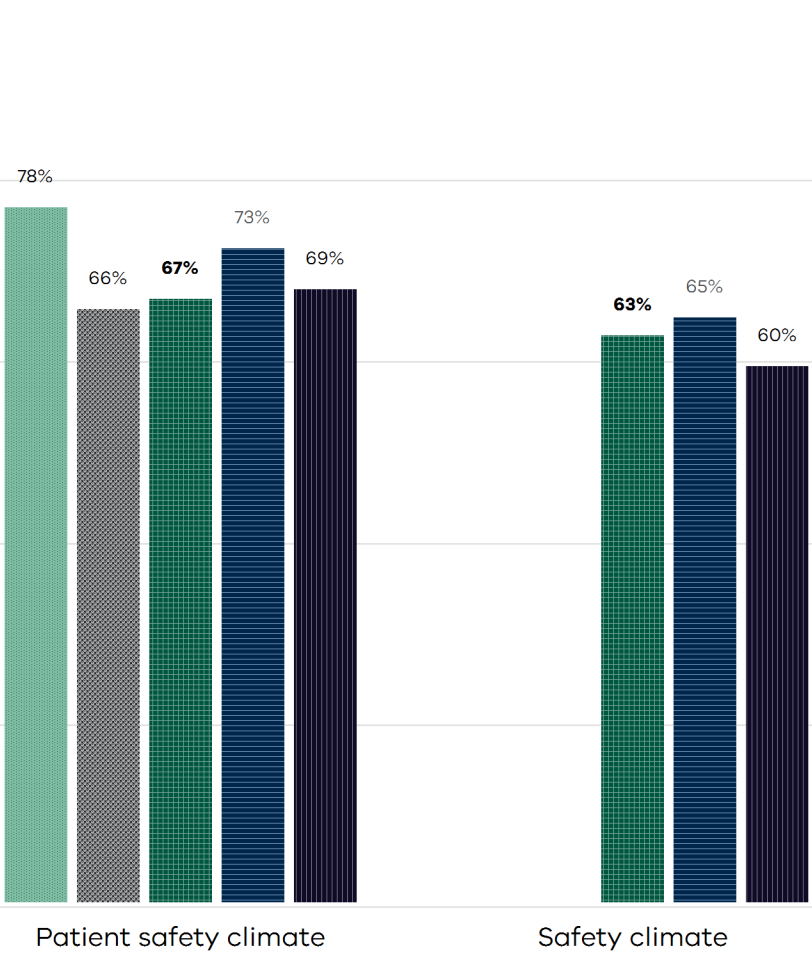
### Example

In 2021:

- 67% of your staff who did the survey responded positively to questions about Patient safety climate which is up from 66% in 2020.

Compared to:

- 73% of staff at your comparator and 69% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

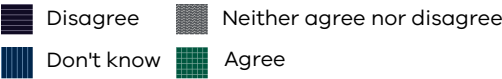
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

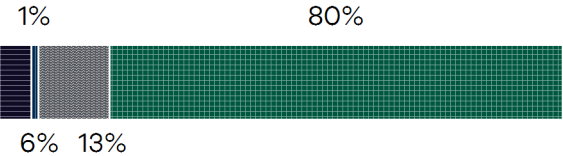
Survey question

Your results

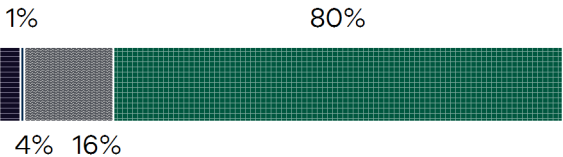
Benchmark agree results



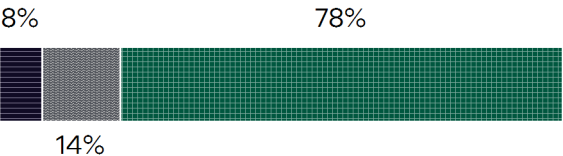
My organisation encourages employees to act in ways that are consistent with human rights



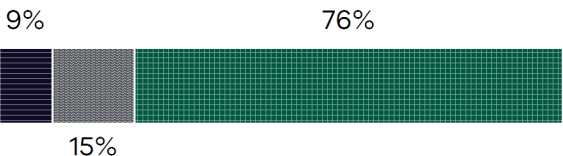
My organisation respects the human rights of employees



My organisation is committed to earning a high level of public trust



My organisation encourages respectful workplace behaviours



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
85 %	Not asked		80 %	62 %	83 %	96 %
85 %	Not asked		80 %	62 %	81 %	95 %
87 %	Not asked		78 %	60 %	81 %	97 %
85 %	Not asked		76 %	54 %	80 %	93 %

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.

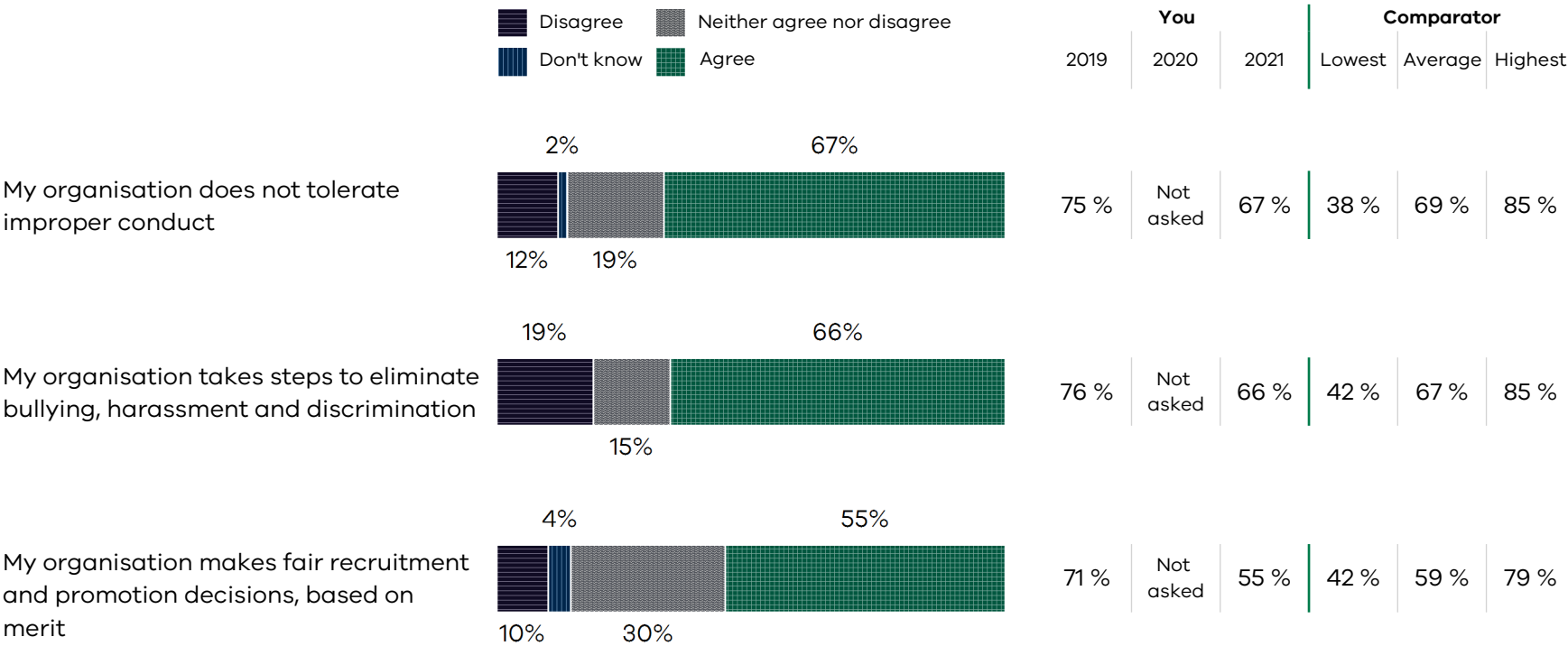
Example

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



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.

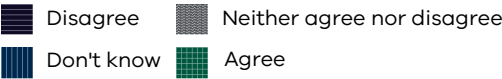
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

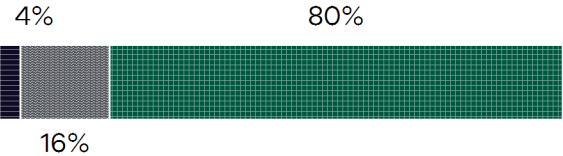
Survey question

Your results

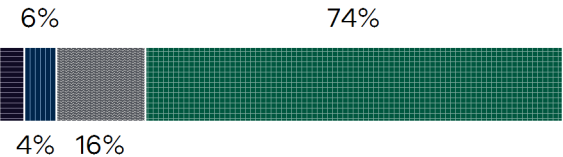
Benchmark agree results



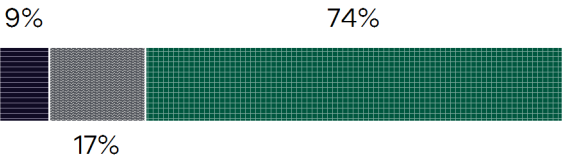
My organisation supports employees with family or other caring responsibilities, regardless of gender



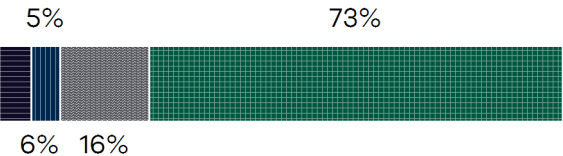
Having family responsibilities is not a barrier to success in my organisation



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	59 %	77 %	93 %
Not asked	Not asked	74 %	56 %	70 %	89 %
Not asked	Not asked	74 %	58 %	73 %	88 %
Not asked	Not asked	73 %	58 %	72 %	90 %

# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

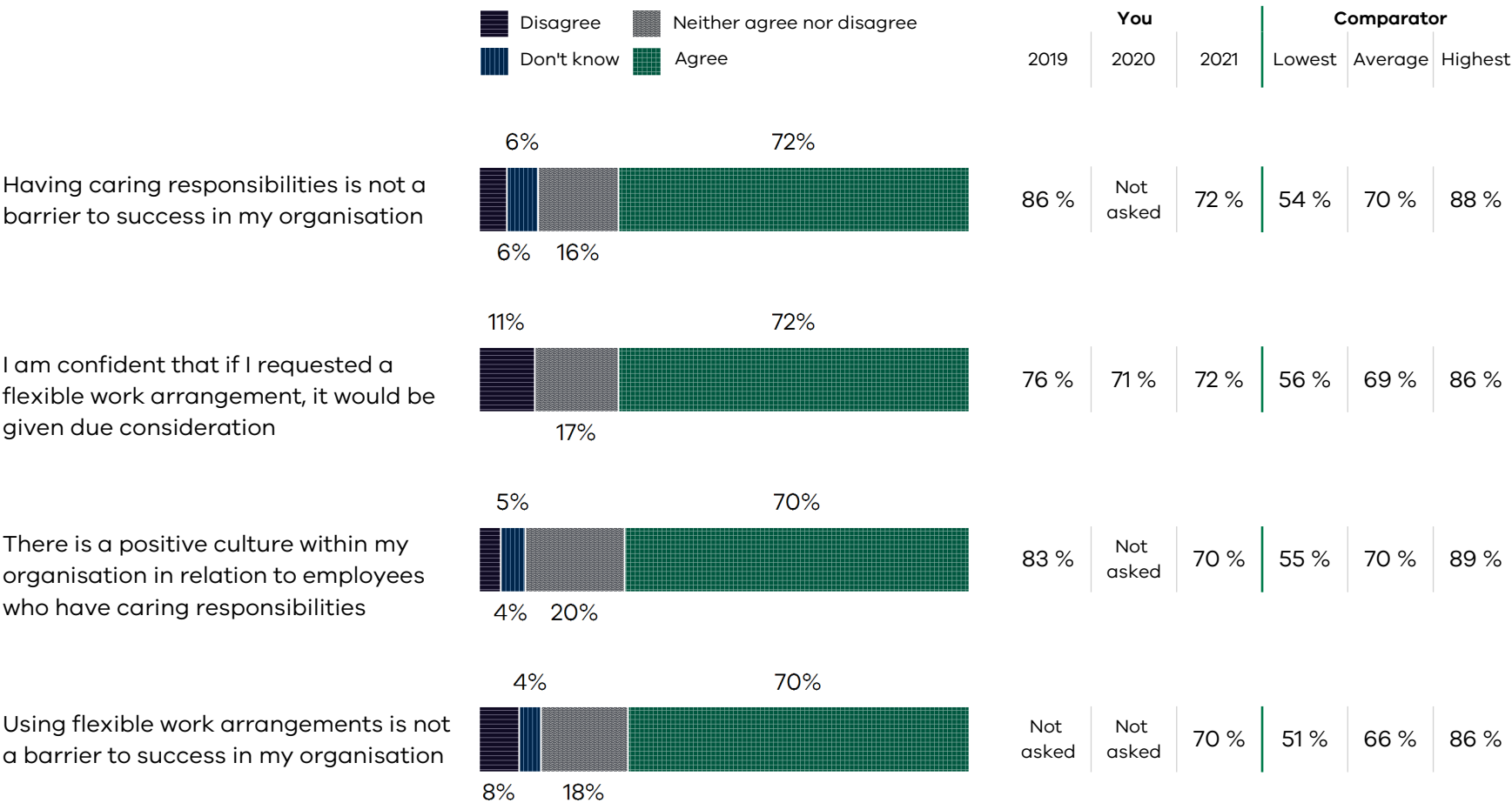
### Example

72% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



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.

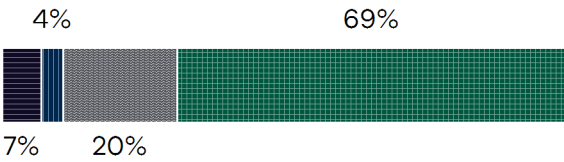
Example

69% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

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

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
83 %	Not asked	69 %	50 %	65 %	86 %

# 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

34% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
Part-time	34%	39%	19%
No, I do not use any flexible work arrangements	31%	30%	38%
Shift swap	19%	26%	12%
Flexible start and finish times	15%	18%	23%
Working from an alternative location (e.g. home, hub/shared work space)	13%	9%	24%
Study leave	12%	8%	4%
Using leave to work flexible hours	11%	11%	8%
Working more hours over fewer days	8%	5%	6%
Job sharing	3%	3%	1%
Other	3%	4%	2%



# Organisational climate

## Equal employment opportunity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

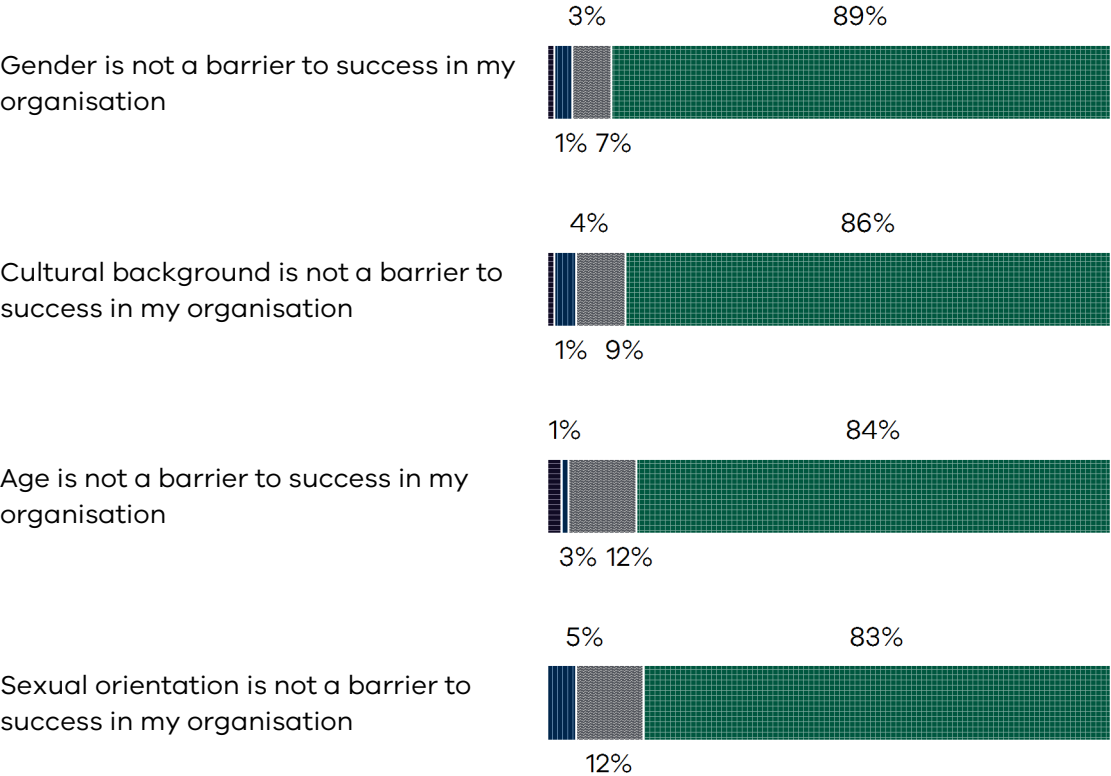
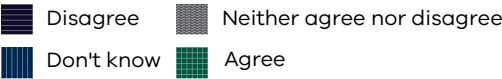
### Example

89% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	2019	2020	2021	Lowest	Average	Highest
Gender is not a barrier to success in my organisation	Not asked	Not asked	89 %	71 %	86 %	97 %
Cultural background is not a barrier to success in my organisation	87 %	Not asked	86 %	74 %	84 %	97 %
Age is not a barrier to success in my organisation	85 %	Not asked	84 %	75 %	81 %	91 %
Sexual orientation is not a barrier to success in my organisation	89 %	Not asked	83 %	71 %	84 %	92 %

# 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.

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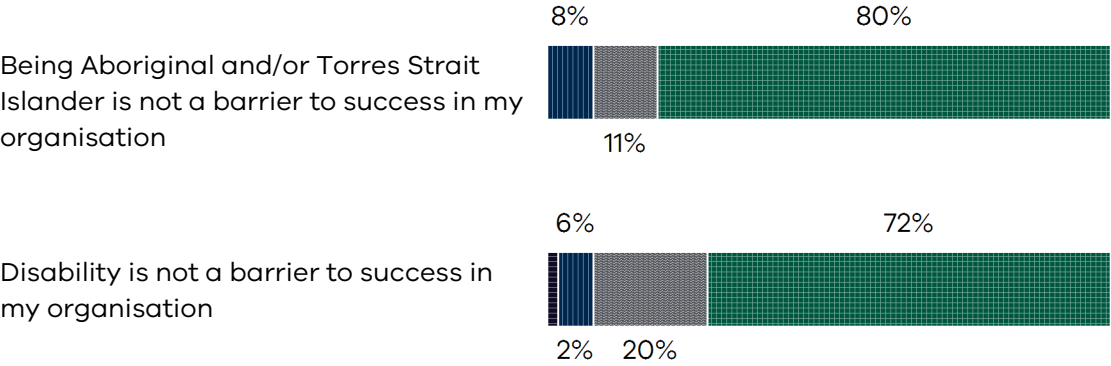
### Example

80% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	57 %	79 %	96 %
83 %	Not asked	72 %	50 %	71 %	84 %

# Organisational climate

## Psychosocial and physical safety climate question results 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

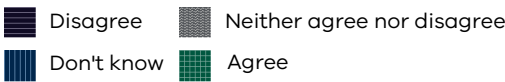
### Example

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

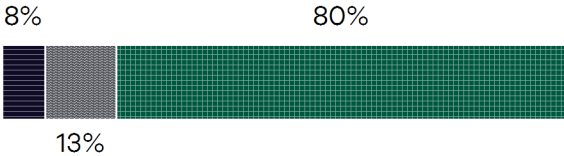
## Survey question

## Your results

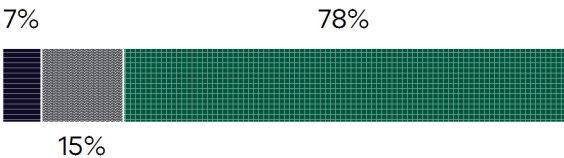
## Benchmark agree results



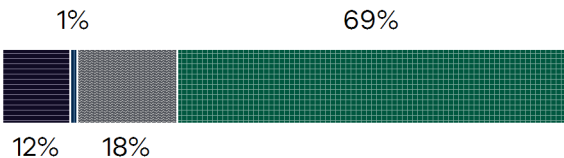
I feel culturally safe at work



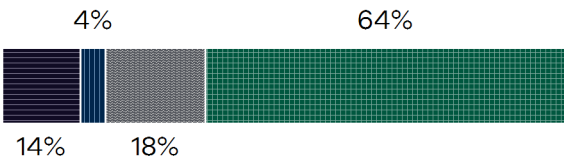
My organisation provides a physically safe work environment



My organisation consults employees on health and safety matters



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	62 %	81 %	94 %
Not asked	Not asked	78 %	62 %	84 %	97 %
86 %	Not asked	69 %	54 %	74 %	96 %
74 %	61 %	64 %	42 %	64 %	86 %

# 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

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

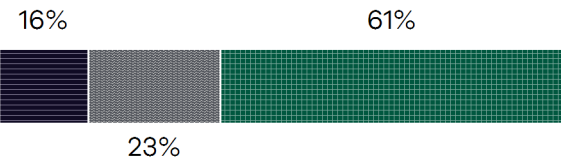
## Survey question

## Your results

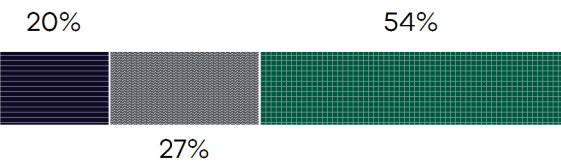
## Benchmark agree results



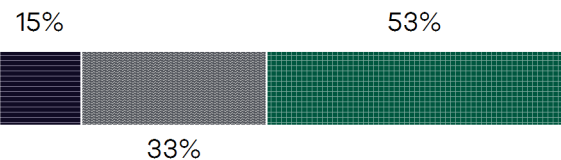
Senior leaders consider the psychological health of employees to be as important as productivity



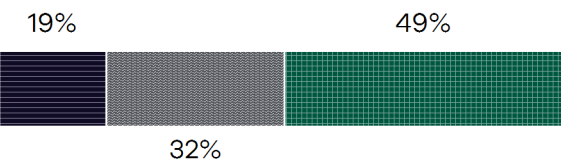
Senior leaders show support for stress prevention through involvement and commitment



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



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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
67 %	53 %	61 %	38 %	57 %	86 %	
64 %	49 %	54 %	34 %	56 %	84 %	
63 %	45 %	53 %	38 %	58 %	81 %	
54 %	39 %	49 %	28 %	50 %	76 %	

# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

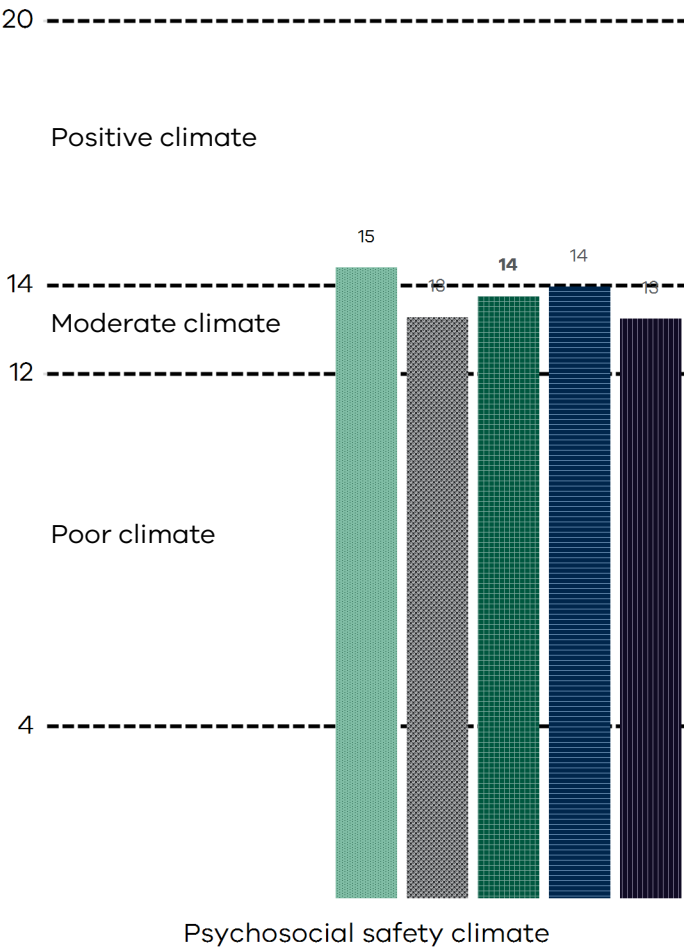
A score of:

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

Adverse outcomes can include:

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

## Benchmark results



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

# Organisational climate

## Patient safety climate 1 of 2

### What this is

This is the safety culture in a healthcare workplace.

### Why this is important

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

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

### How to read this

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

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

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

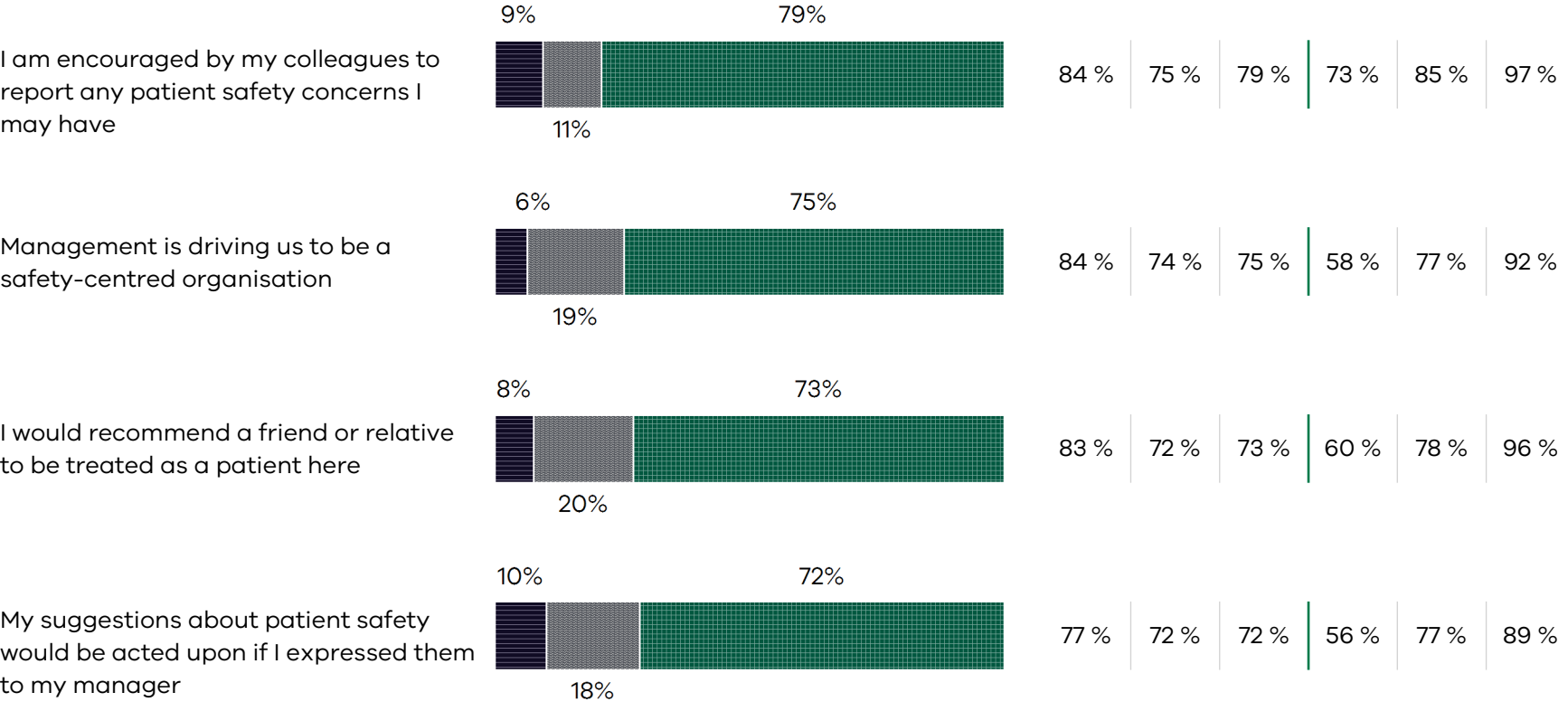
### Example

79% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

## Survey question

## Your results

## Benchmark agree results



# Organisational climate

## Patient safety climate 2 of 2

### What this is

This is the safety culture in a healthcare workplace.

### Why this is important

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

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

### How to read this

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

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

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

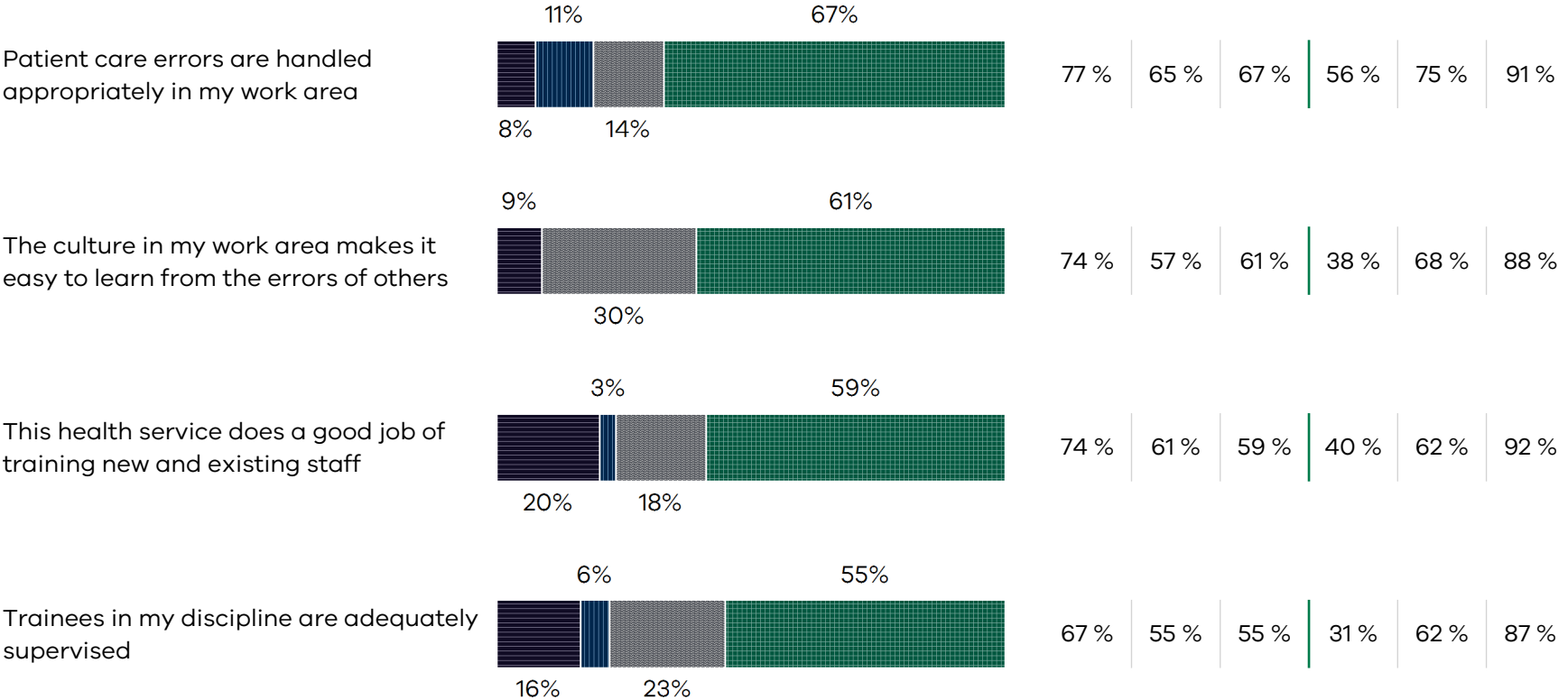
### Example

67% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

## Survey question

## Your results

## Benchmark agree results





# Organisational climate

## Diversity and inclusion 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

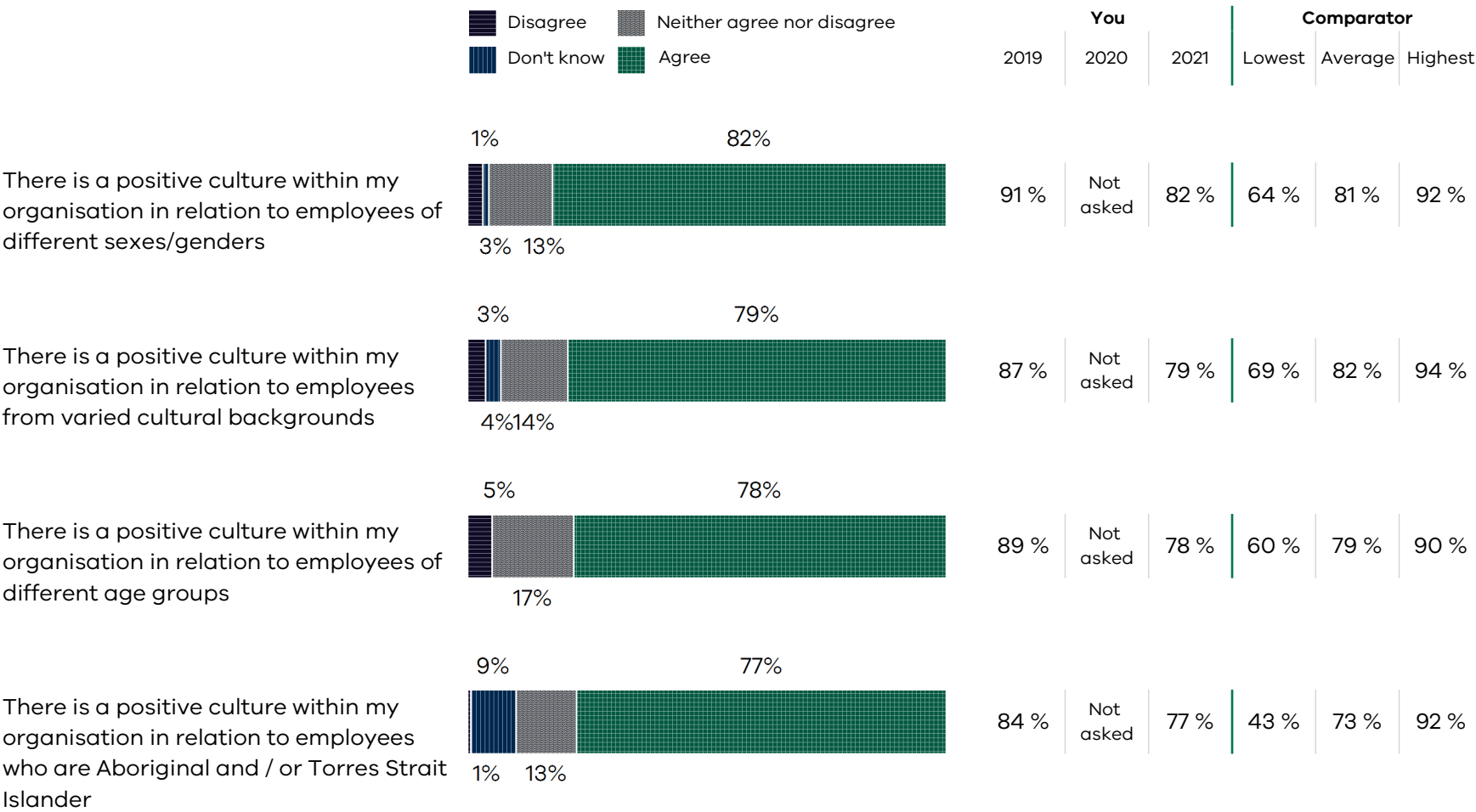
### Example

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

## Survey question

## Your results

## Benchmark agree results



Organisational climate

Diversity and inclusion 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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 with disability’.

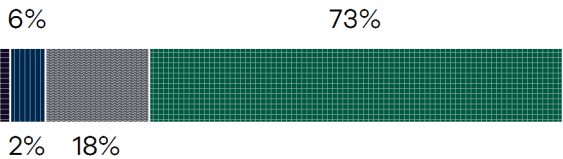
Survey question

Your results

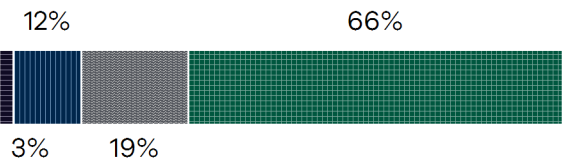
Benchmark agree results



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



There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	73 %	53 %	68 %	88 %
82 %	Not asked	66 %	50 %	72 %	88 %

# Organisational climate

## Gender equality supporting measures

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

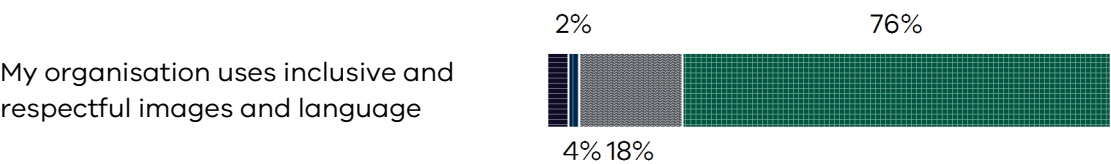
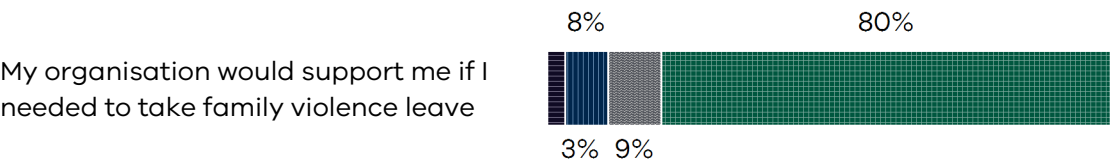
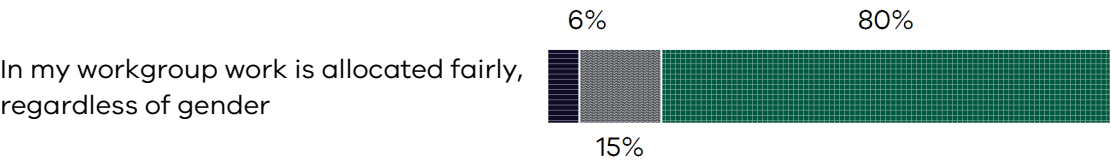
### Example

80% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	57 %	82 %	92 %
Not asked	Not asked	80 %	71 %	81 %	97 %
Not asked	Not asked	76 %	54 %	83 %	94 %

# People matter

## survey 2021

Have your say

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

# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

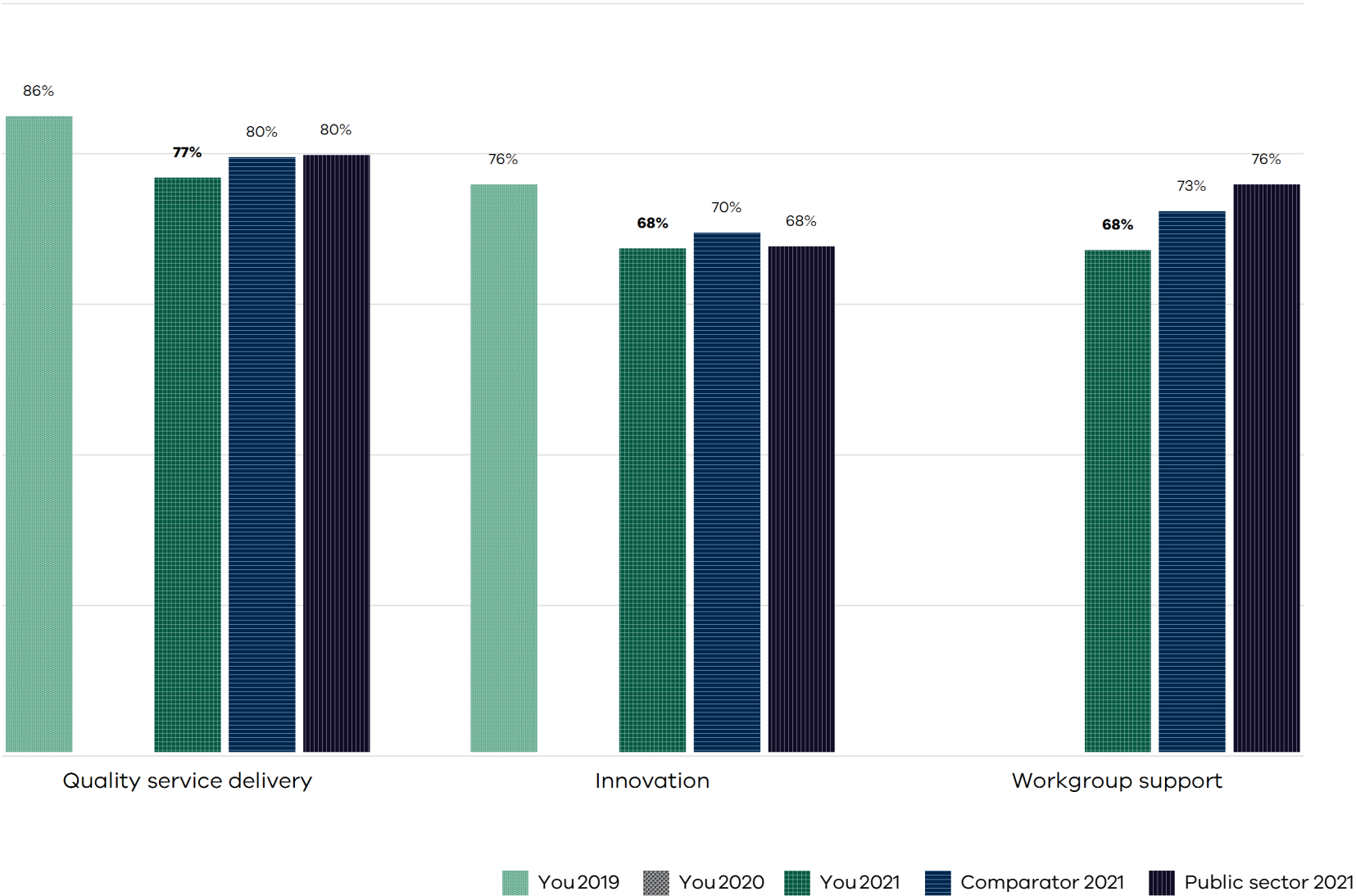
### Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about .

Compared to:

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



# Workgroup climate

## Quality service delivery 1 of 2

### What this is

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

### Why this is important

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

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

### How to read this

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

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

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

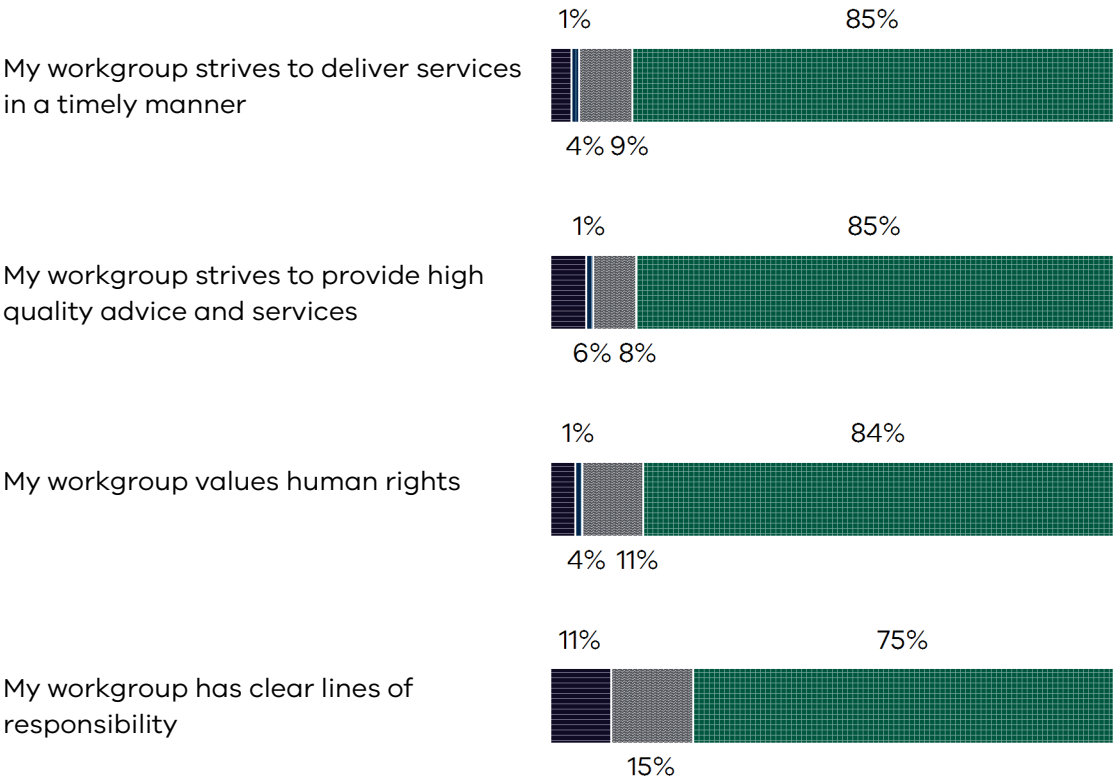
### Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
87 %	Not asked		85 %	70 %	86 %	96 %
90 %	Not asked		85 %	66 %	86 %	97 %
88 %	Not asked		84 %	64 %	87 %	97 %
82 %	Not asked		75 %	58 %	76 %	92 %

# Workgroup climate

## Quality service delivery 2 of 2

### What this is

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

### Why this is important

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

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

### How to read this

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

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

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

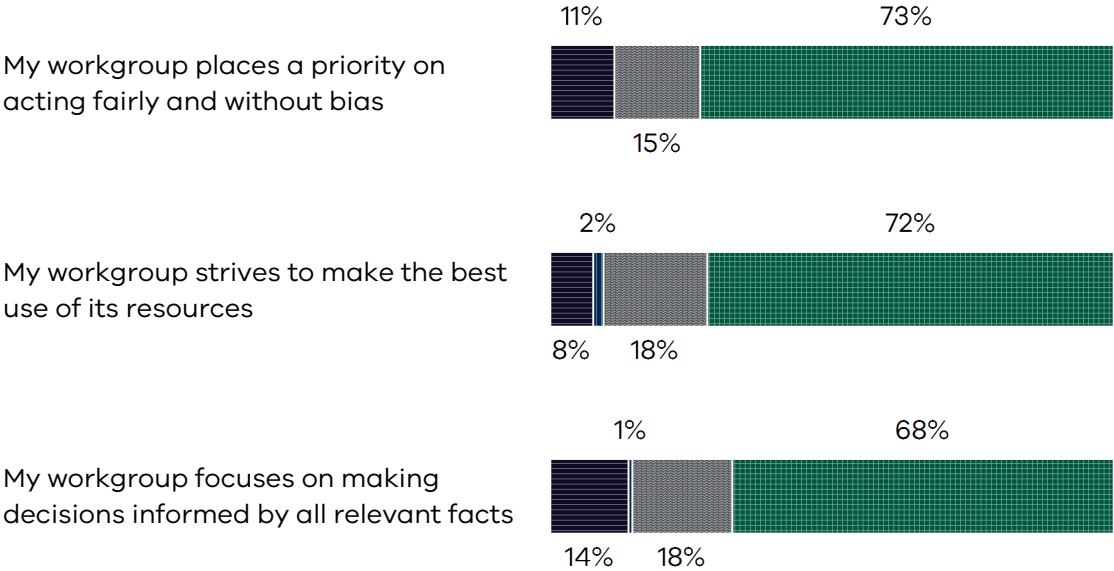
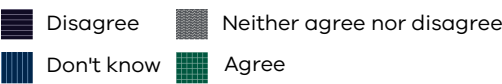
### Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	73 %	44 %	71 %	88 %
88 %	Not asked	72 %	50 %	79 %	92 %
84 %	Not asked	68 %	50 %	74 %	89 %



Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

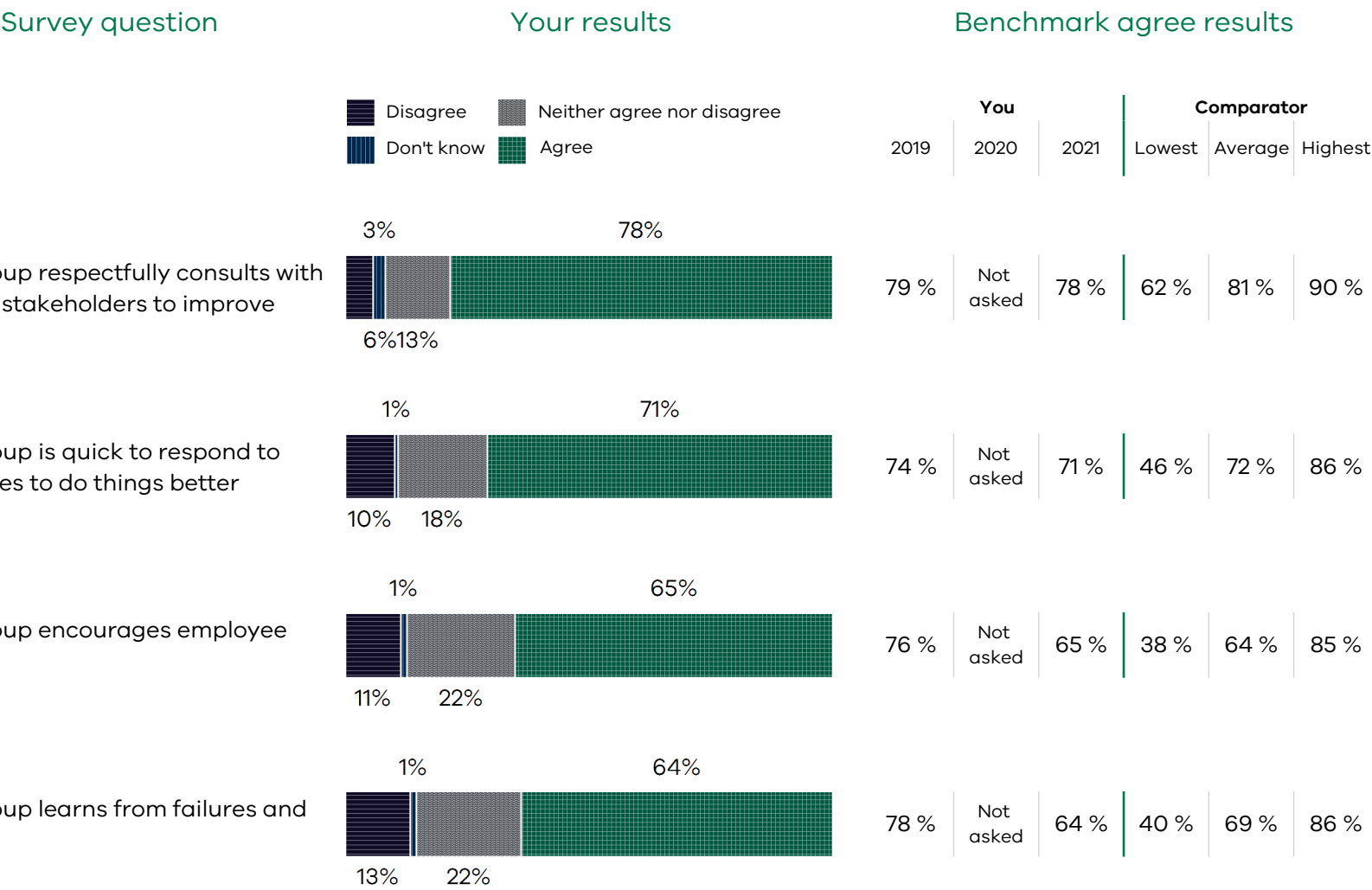
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

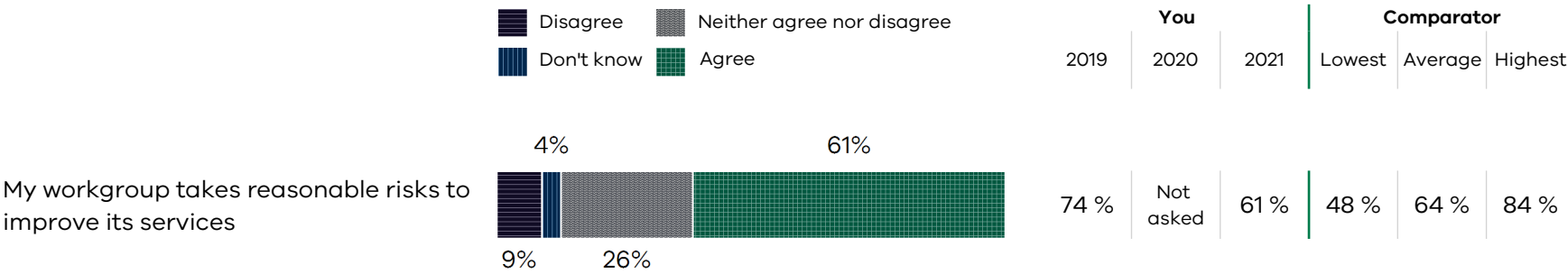
Example

61% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results



Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

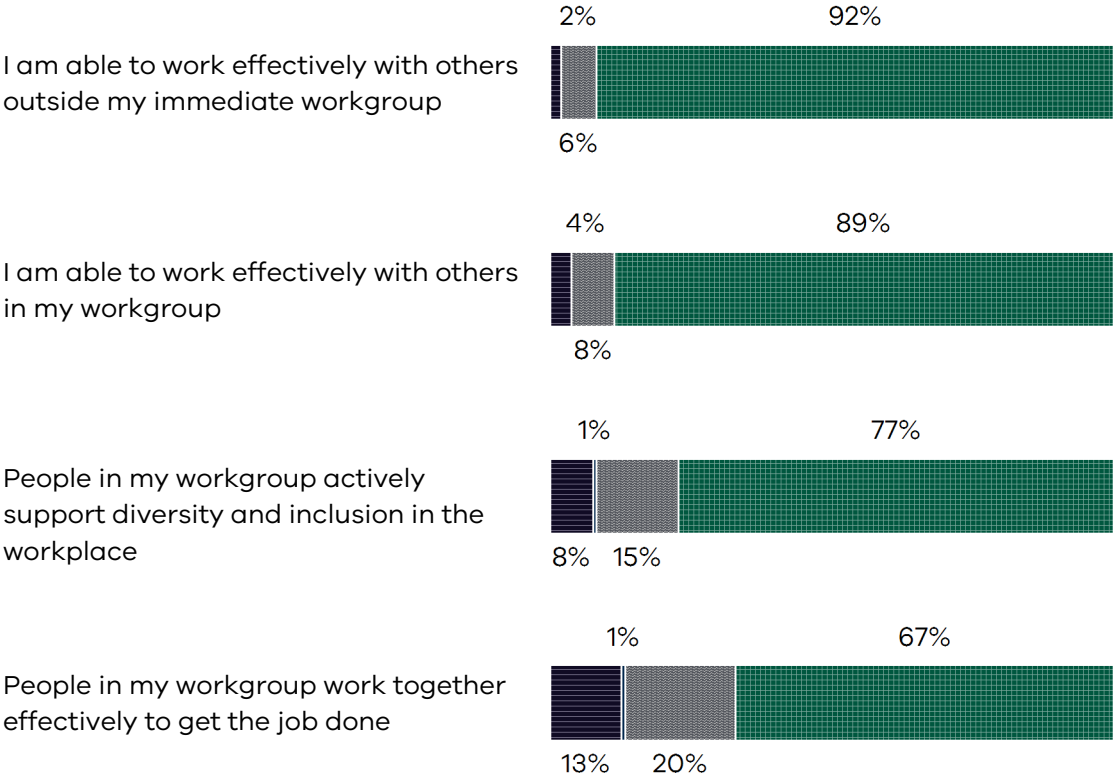
Example

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'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Not asked	82 %	92 %	82 %	89 %	96 %
I am able to work effectively with others in my workgroup	Not asked	82 %	89 %	66 %	90 %	97 %
People in my workgroup actively support diversity and inclusion in the workplace	79 %	Not asked	77 %	50 %	79 %	94 %
People in my workgroup work together effectively to get the job done	74 %	64 %	67 %	42 %	77 %	92 %

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

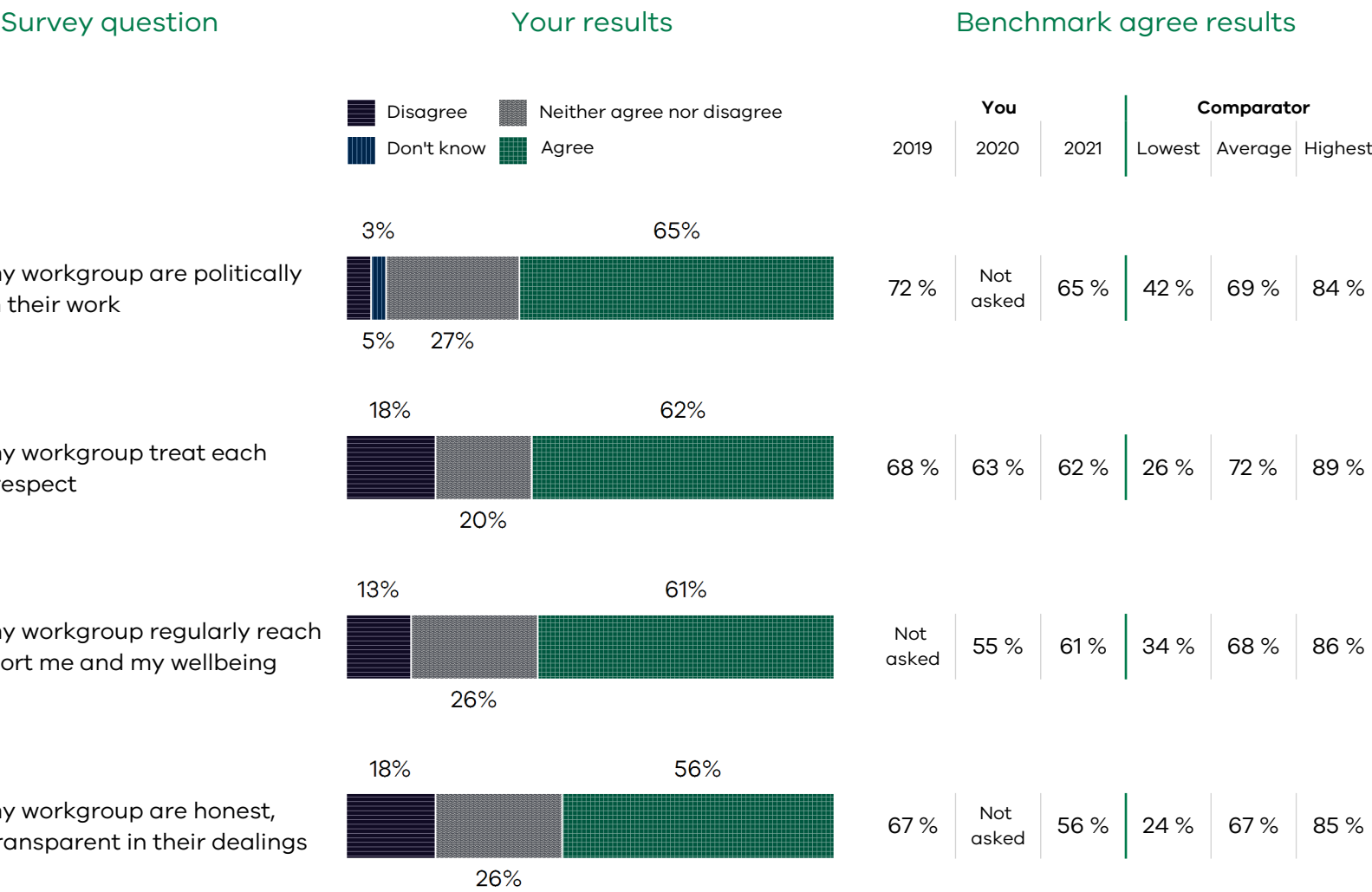
Under 'Your results', see results for each question in descending order by most agreed.

'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

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.



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

56% of your staff who did the survey agreed or strongly agreed with 'Workgroups across my organisation willingly share information with each other'.

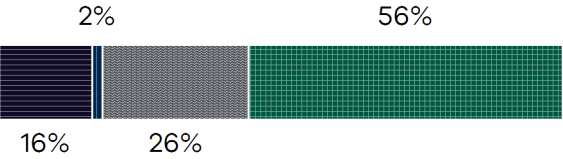
Survey question

Your results

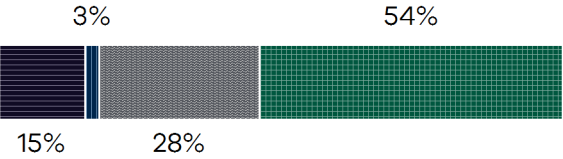
Benchmark agree results



Workgroups across my organisation willingly share information with each other



People in my workgroup appropriately manage conflicts of interest



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
68 %	46 %	56 %	38 %	59 %	81 %
63 %	Not asked	54 %	28 %	61 %	77 %

# People matter

## survey 2021

Have your say

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

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

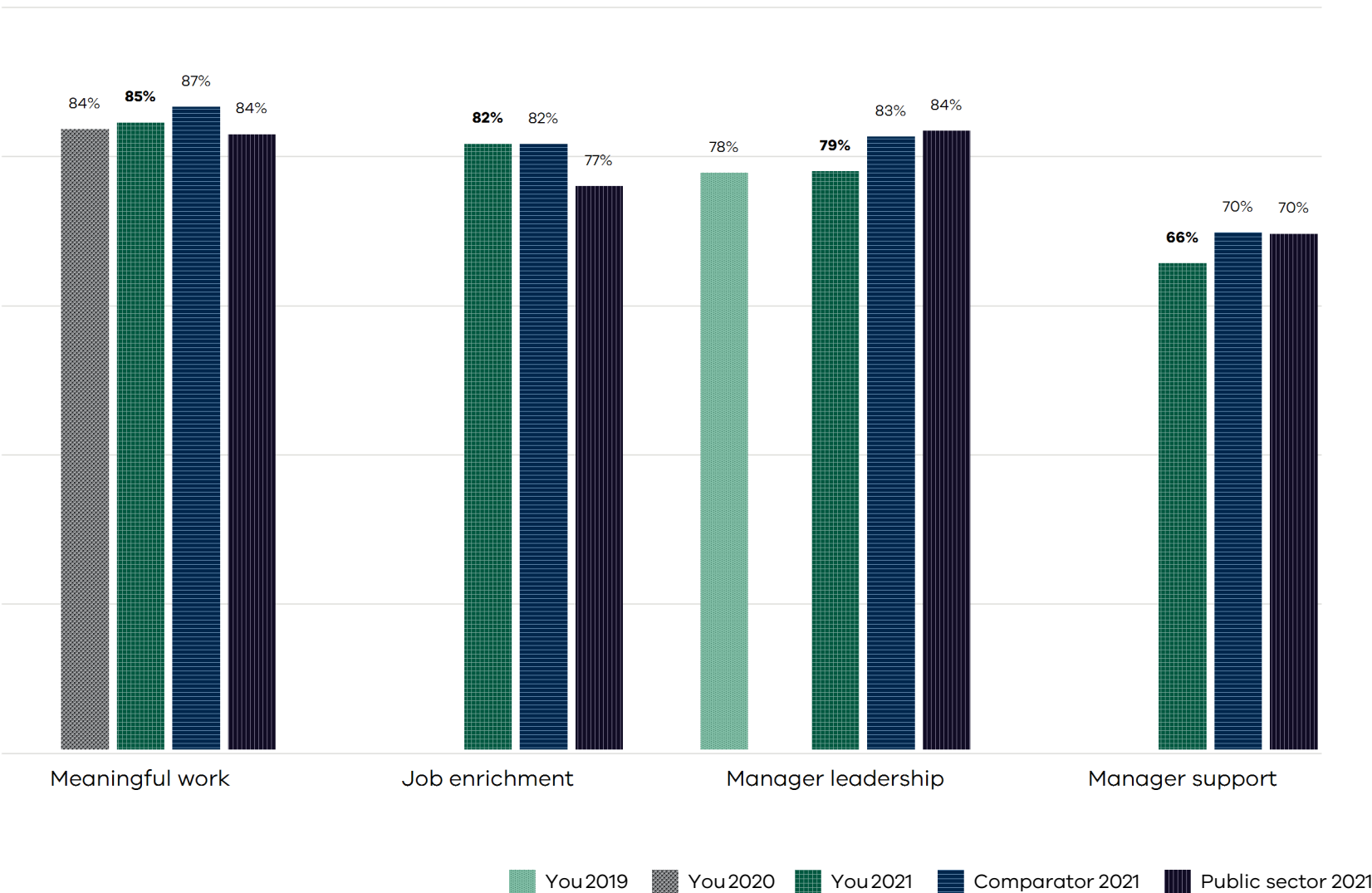
### Example

In 2021:

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

Compared to:

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





# Job and manager factors

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

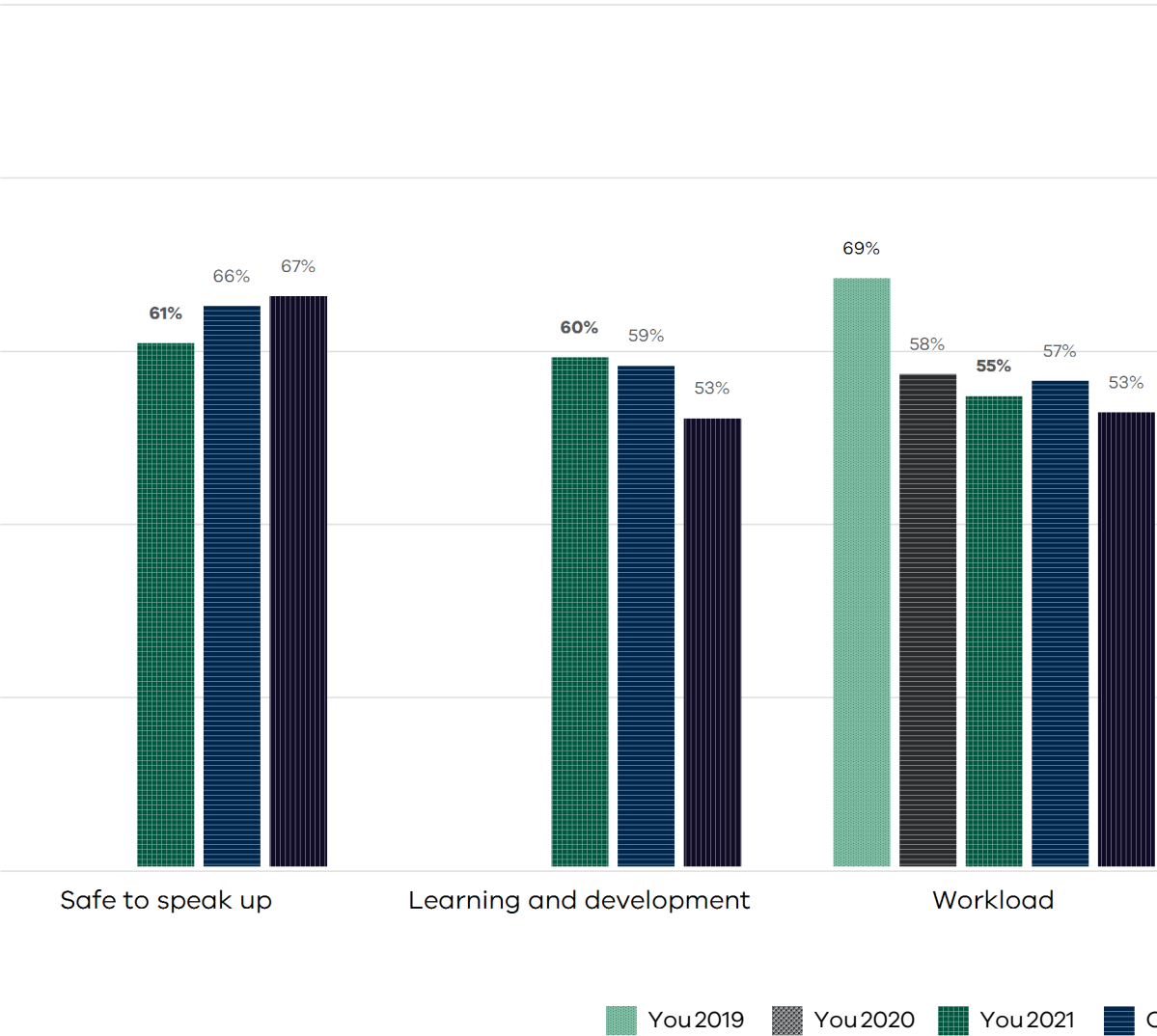
### Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



# 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.

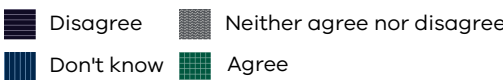
### Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

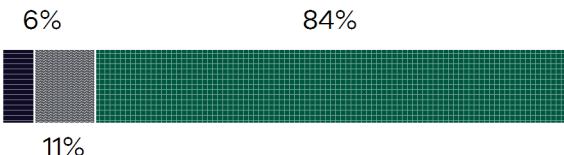
## Survey question

## Your results

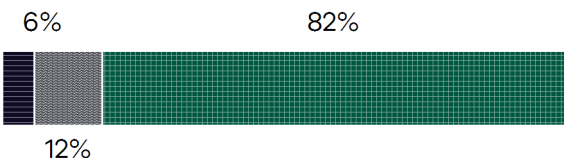
## Benchmark agree results



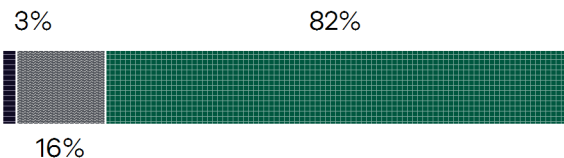
My manager is committed to workplace safety



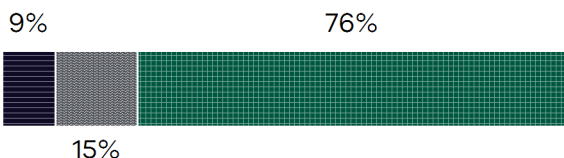
My manager ensures clients receive a high standard of service



My manager works effectively with people from diverse backgrounds



My manager treats employees with dignity and respect



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	84 %	64 %	86 %	96 %
83 %	Not asked	82 %	68 %	86 %	95 %
80 %	Not asked	82 %	72 %	85 %	95 %
76 %	Not asked	76 %	56 %	82 %	93 %

# Job and manager factors

## Manager leadership 2 of 2

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement.

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

### How to read this

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

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

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

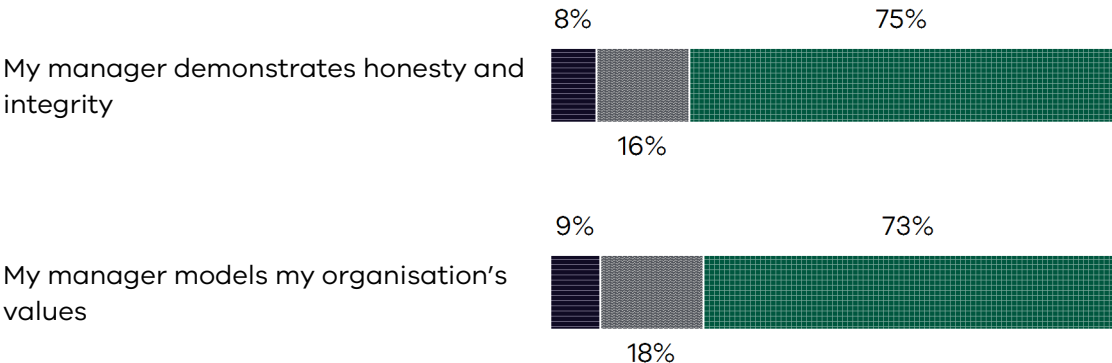
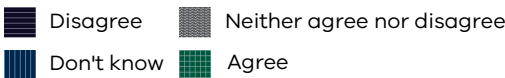
### Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
76 %	Not asked	75 %	54 %	81 %	94 %
75 %	Not asked	73 %	56 %	80 %	96 %

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.

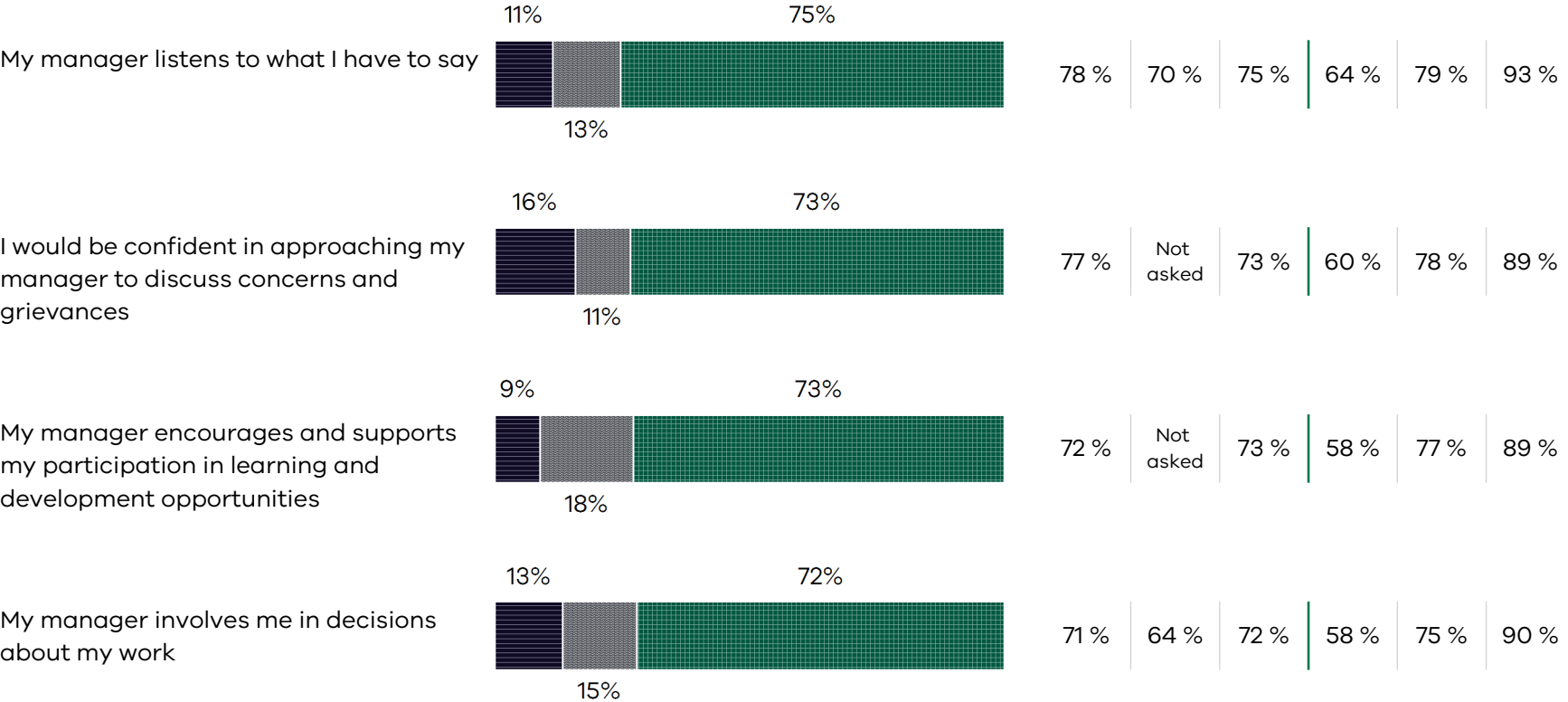
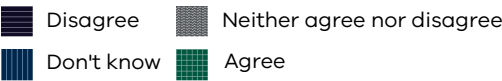
Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

Benchmark agree results



Job and manager factors

Manager support 2 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

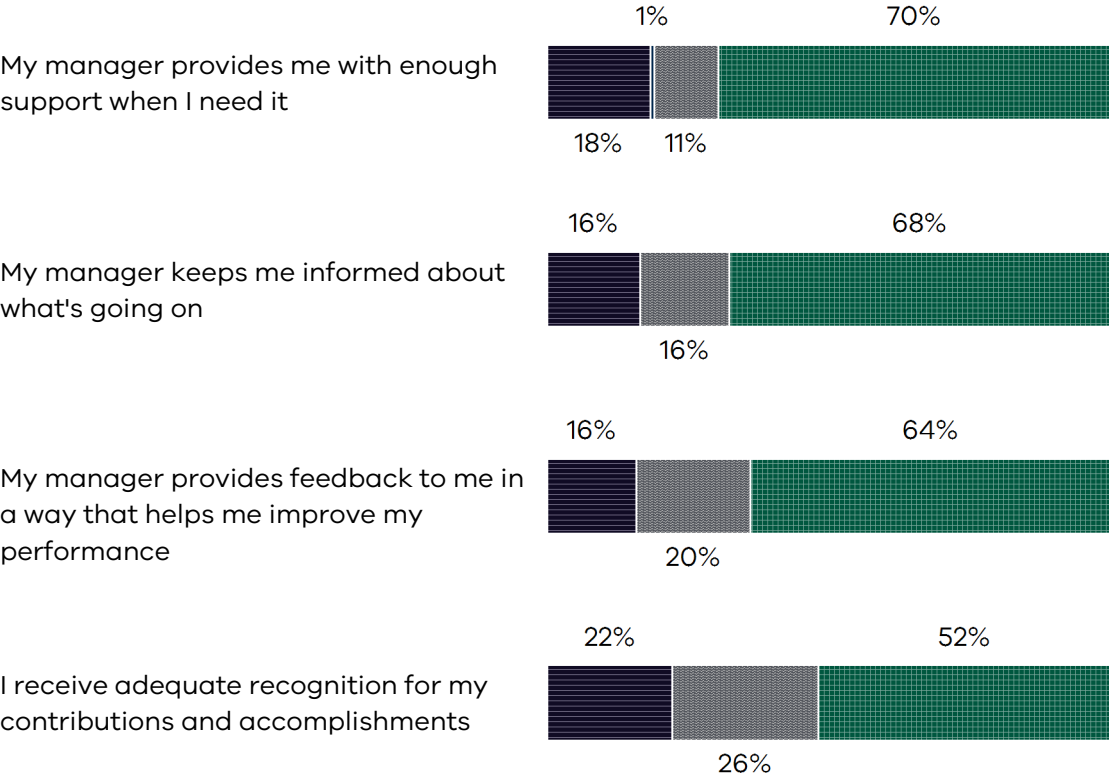
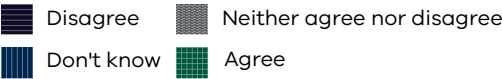
Example

70% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
My manager provides me with enough support when I need it	Not asked	65 %	70 %	46 %	74 %	87 %
My manager keeps me informed about what's going on	63 %	62 %	68 %	46 %	73 %	89 %
My manager provides feedback to me in a way that helps me improve my performance	64 %	62 %	64 %	46 %	68 %	85 %
I receive adequate recognition for my contributions and accomplishments	57 %	Not asked	52 %	42 %	58 %	81 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

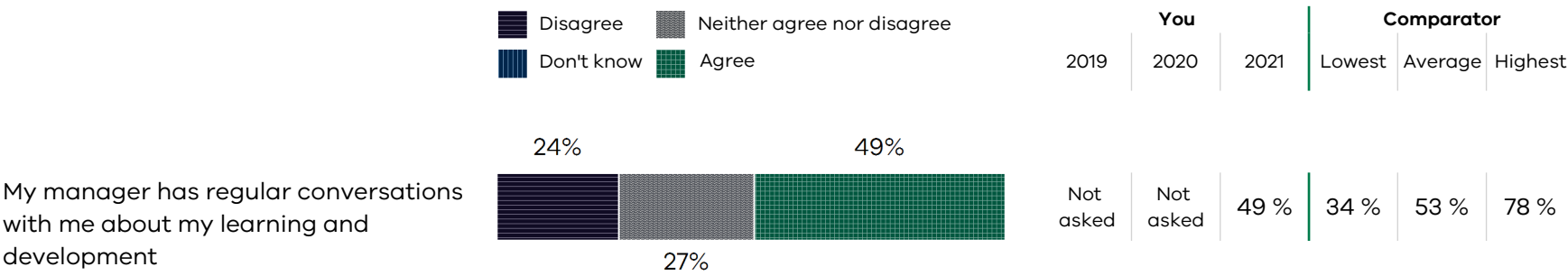
Example

49% 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



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

62% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

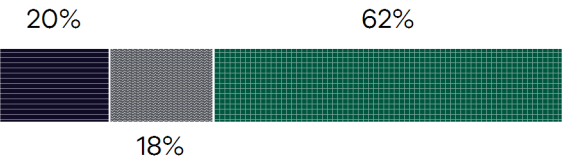
Survey question

Your results

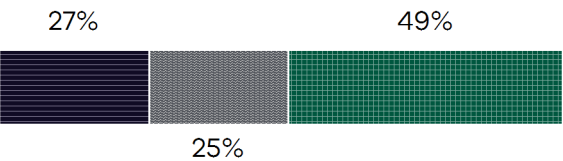
Benchmark agree results



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



I have enough time to do my job effectively



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
72 %	65 %	62 %	43 %	60 %	89 %
66 %	51 %	49 %	29 %	54 %	81 %



# 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.

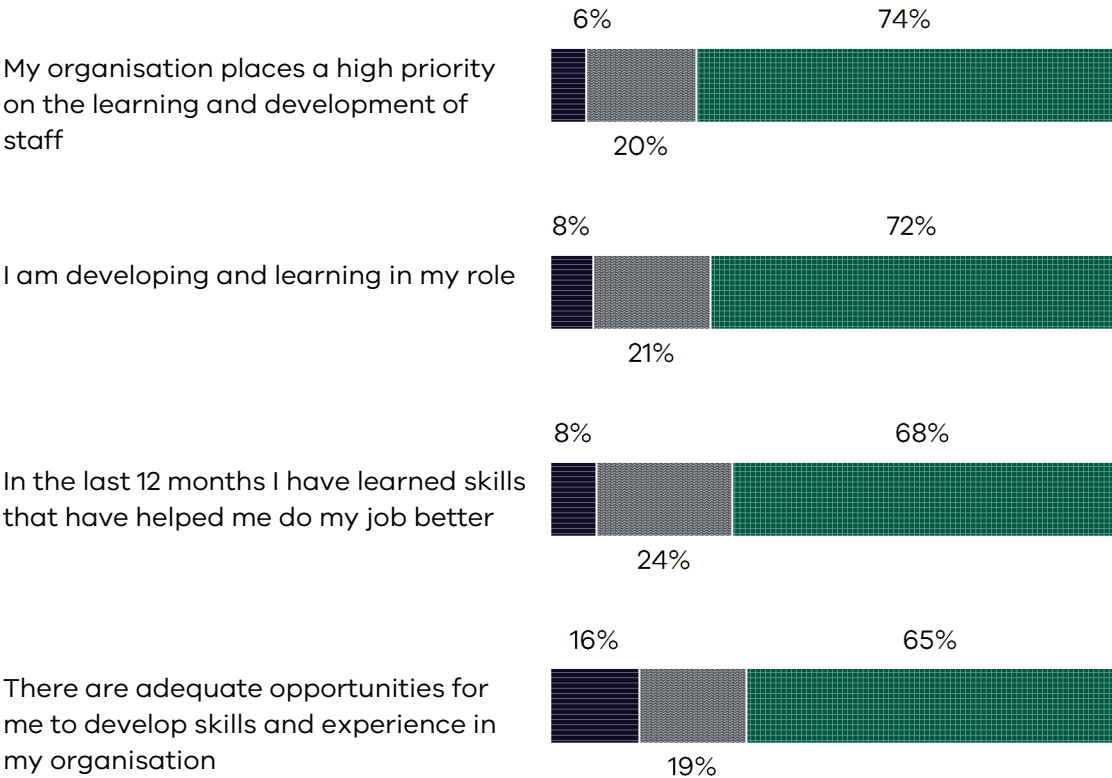
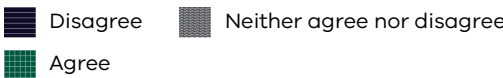
### Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff.'

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
81 %	Not asked	74 %	51 %	68 %	87 %
Not asked	Not asked	72 %	58 %	74 %	90 %
Not asked	Not asked	68 %	59 %	70 %	92 %
78 %	Not asked	65 %	46 %	62 %	85 %

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

59% 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'.

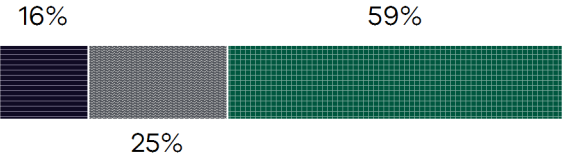
Survey question

Your results

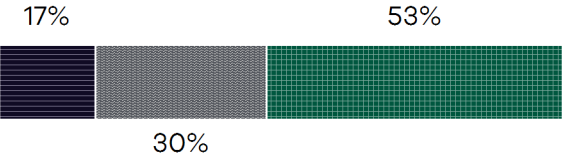
Benchmark agree results



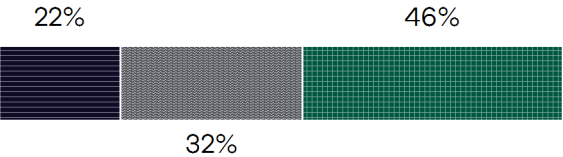
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



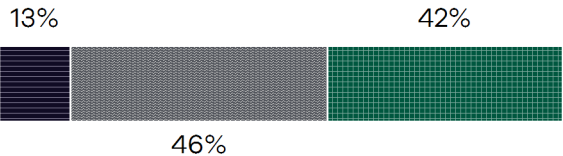
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



I feel I have an equal chance at promotion in my organisation



I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	59 %	44 %	61 %	84 %
Not asked	Not asked	53 %	34 %	52 %	68 %
Not asked	Not asked	46 %	29 %	47 %	73 %
Not asked	Not asked	42 %	13 %	37 %	64 %

# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

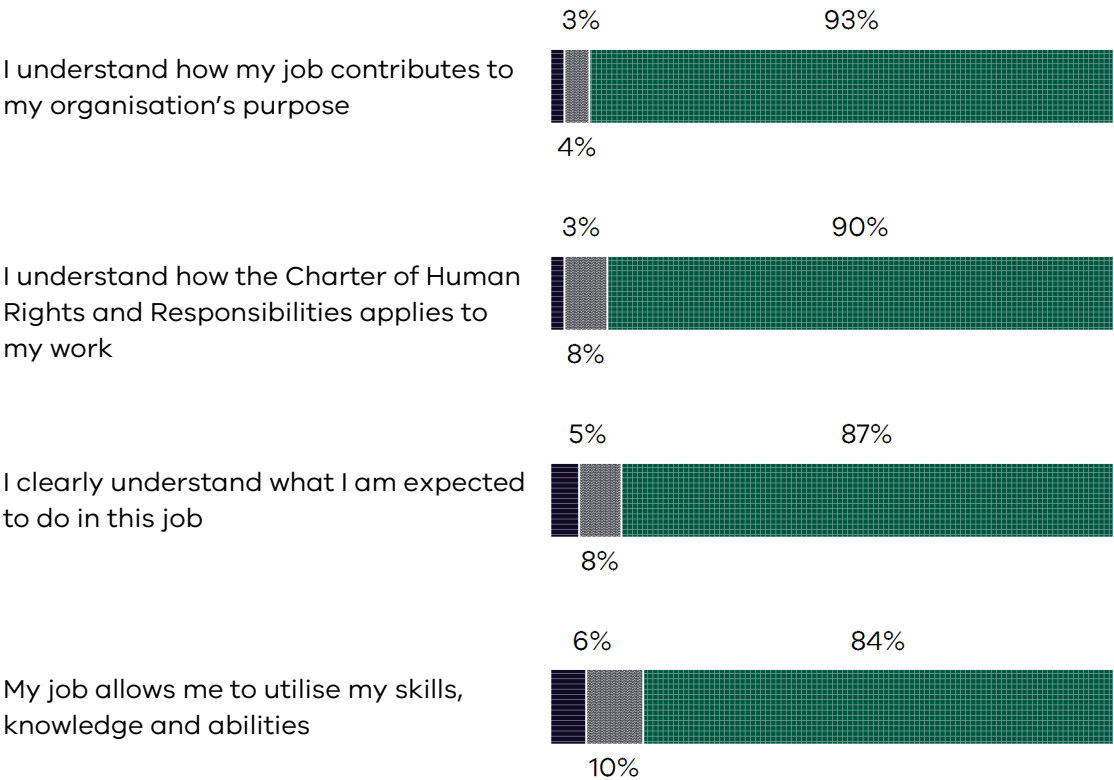
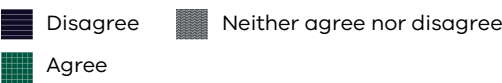
### Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
95 %	91 %	93 %	71 %	92 %	100 %
87 %	Not asked	90 %	79 %	89 %	98 %
90 %	85 %	87 %	75 %	86 %	96 %
83 %	82 %	84 %	64 %	82 %	94 %

# Job and manager factors

## Job enrichment 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

'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.

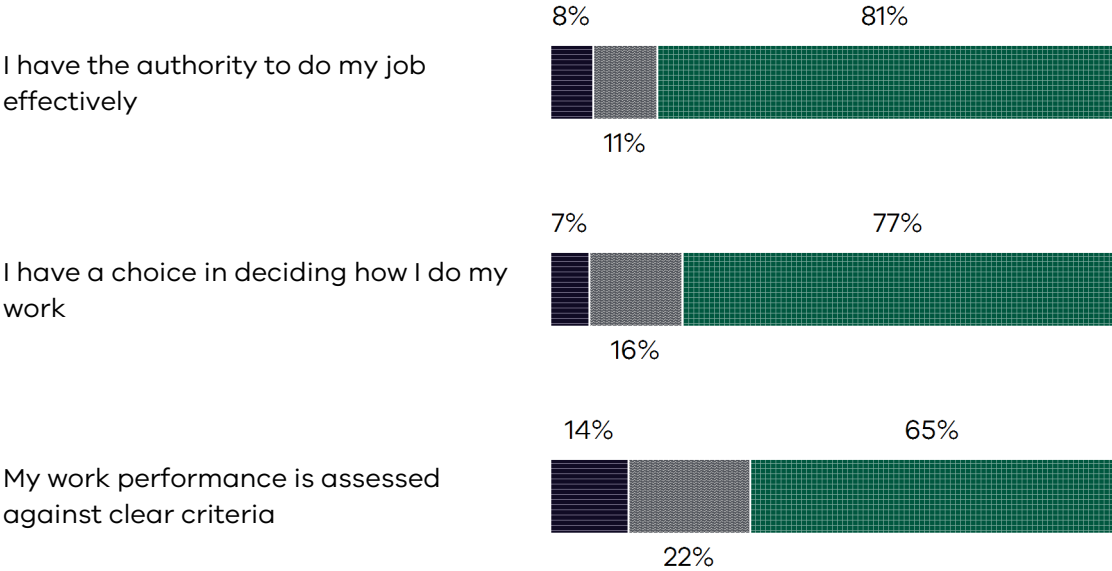
### Example

81% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
89 %	Not asked	81 %	71 %	82 %	94 %
70 %	68 %	77 %	52 %	74 %	91 %
Not asked	Not asked	65 %	46 %	69 %	90 %

## Job and manager factors

### Meaningful work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

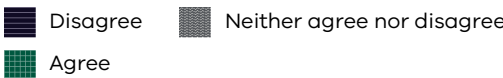
#### Example

87% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

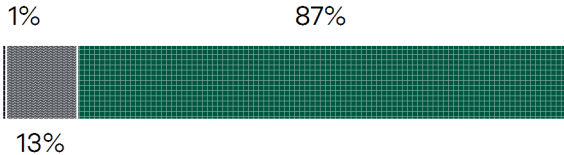
### Survey question

### Your results

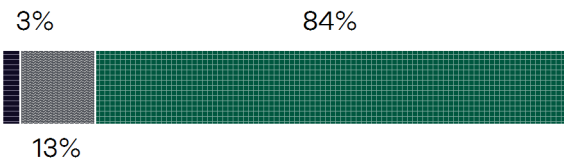
### Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	83 %	87 %	74 %	89 %	97 %
Not asked	85 %	84 %	68 %	85 %	94 %

# Job and manager factors

## Safe to speak up 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

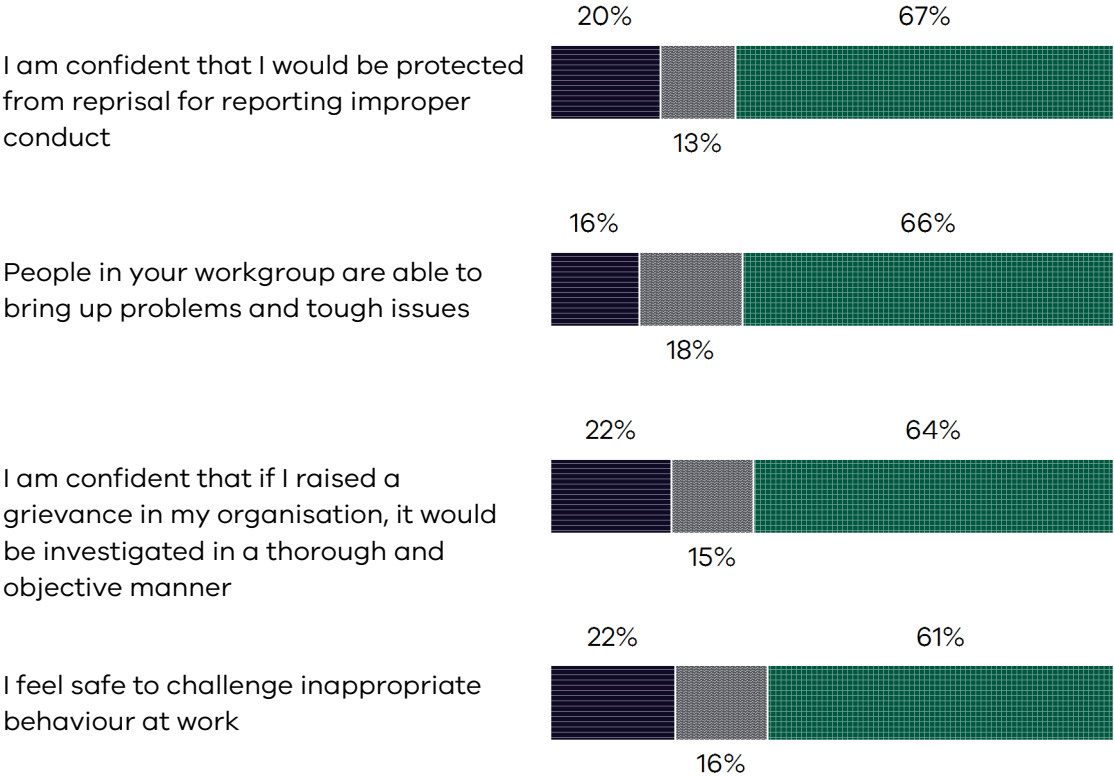
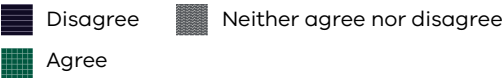
### Example

67% of your staff who did the survey agreed or strongly agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
59 %	Not asked	67 %	44 %	65 %	82 %
Not asked	59 %	66 %	32 %	68 %	85 %
61 %	Not asked	64 %	40 %	63 %	86 %
Not asked	Not asked	61 %	34 %	64 %	78 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

58% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

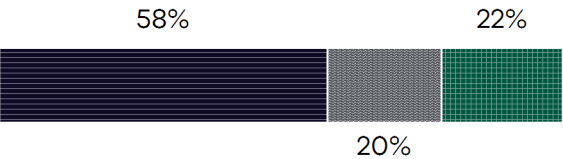
Survey question

Your results

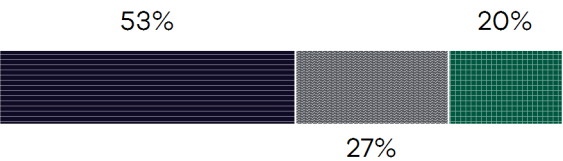
Benchmark disagree results



People in my workgroup often reject others for being different



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	58 %	52 %	70 %	94 %
Not asked	Not asked	53 %	36 %	65 %	81 %



## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

35% of staff who did the survey said 'There are no noticeable barriers' 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
There are no noticeable barriers	35%	28%	18%
Communication processes	25%	22%	19%
Too many competing priorities	23%	26%	36%
Absence of visibility of team progress and deliverables	12%	7%	9%
Decision making and authorisation processes	11%	13%	23%
Technology limitations	10%	14%	20%
Other	8%	11%	13%
Administrative processes (including leave and HR requirements)	8%	10%	19%
Difficulties in separating work from other aspects of my life	8%	6%	10%
Poor mental health or wellbeing	8%	8%	11%

# People matter

## survey 2021

Have your say

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

# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

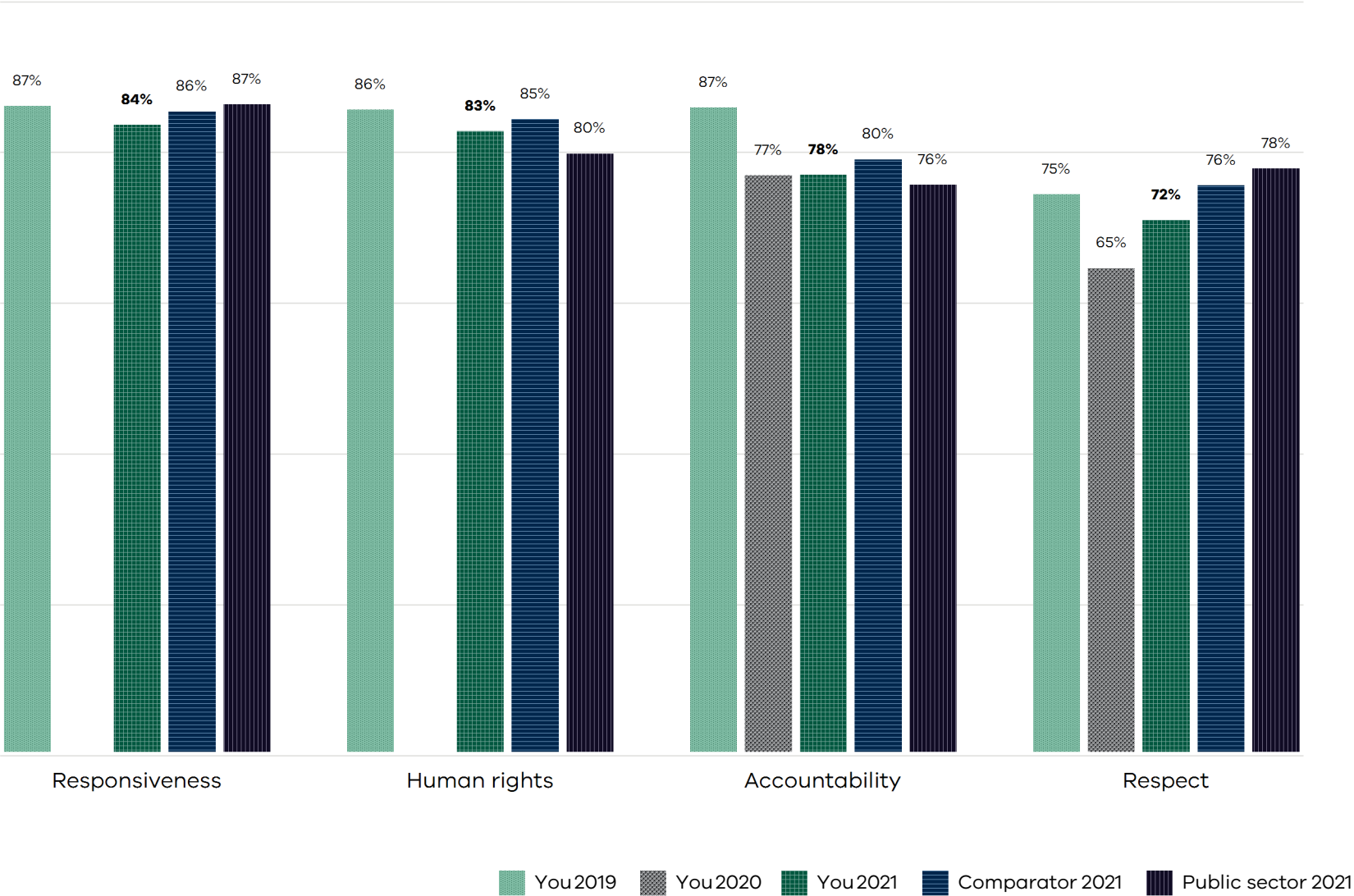
### Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Responsiveness , which is down 3% in 2019.

Compared to:

- 86% of staff at your comparator and 87% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

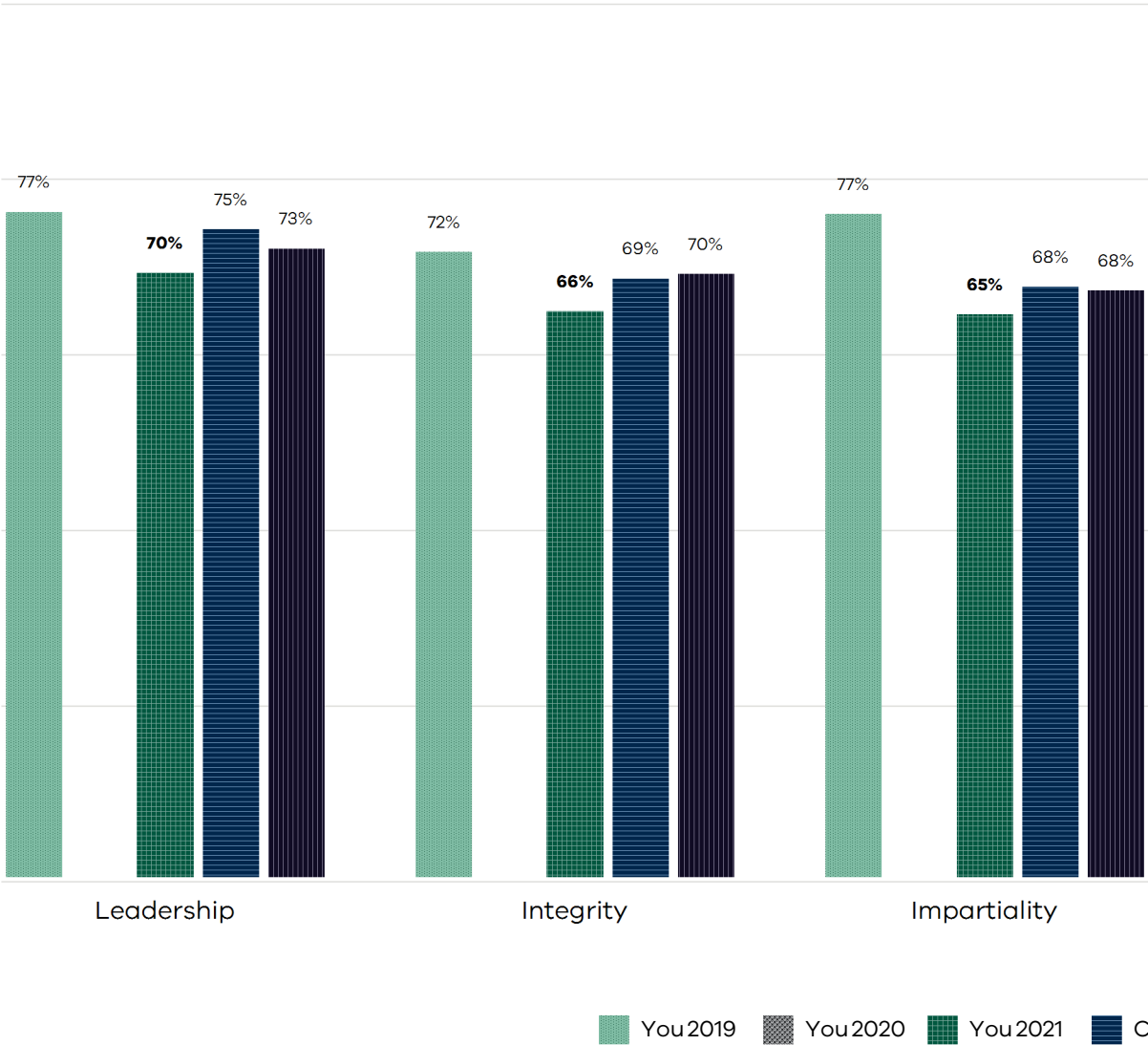
### Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Leadership , which is down 7% in 2019.

Compared to:

- 75% of staff at your comparator and 73% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

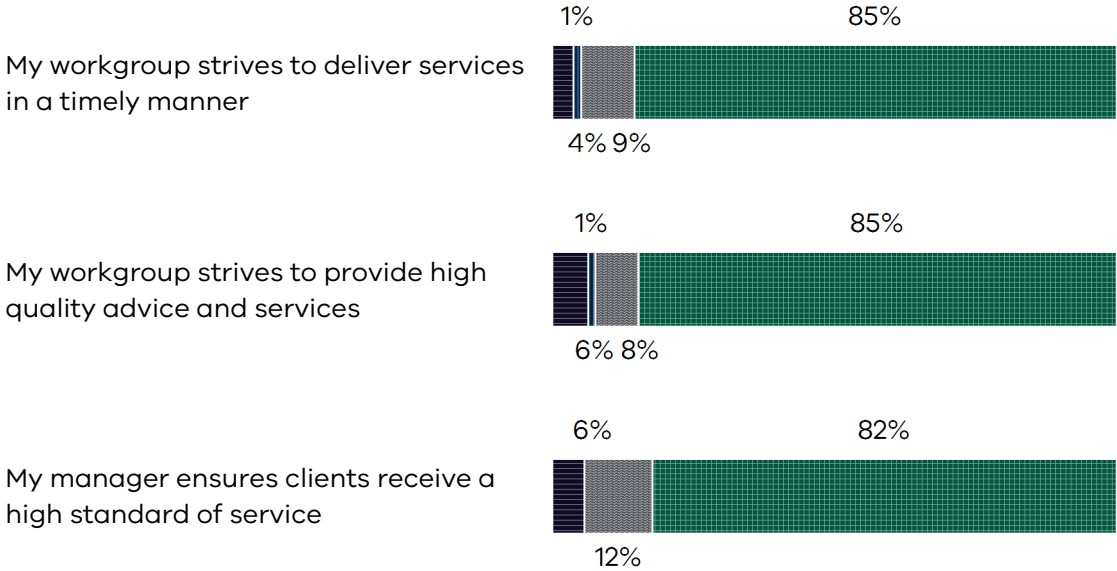
Example

85% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
87 %	Not asked	85 %	70 %	86 %	96 %
90 %	Not asked	85 %	66 %	86 %	97 %
83 %	Not asked	82 %	68 %	86 %	95 %

# 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.

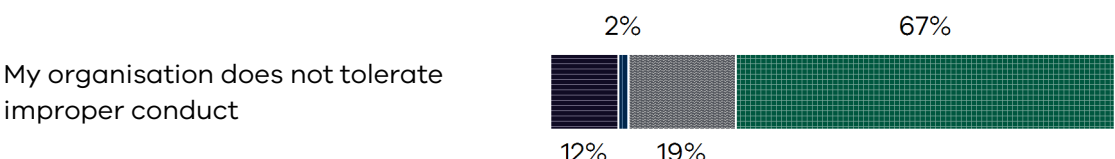
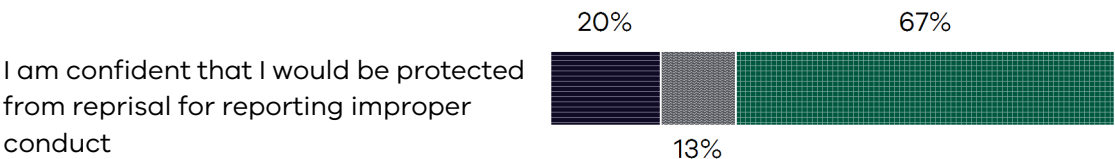
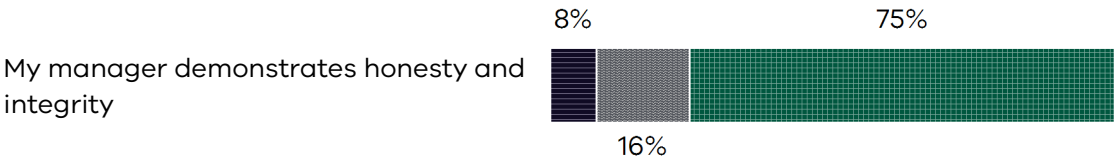
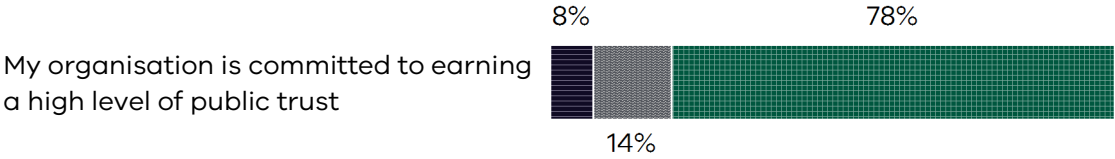
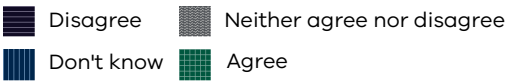
### Example

78% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
87 %	Not asked	78 %	60 %	81 %	97 %
76 %	Not asked	75 %	54 %	81 %	94 %
59 %	Not asked	67 %	44 %	65 %	82 %
75 %	Not asked	67 %	38 %	69 %	85 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

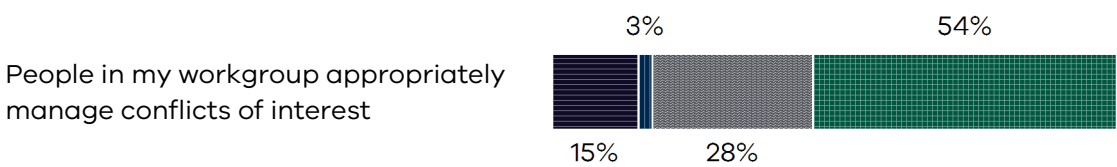
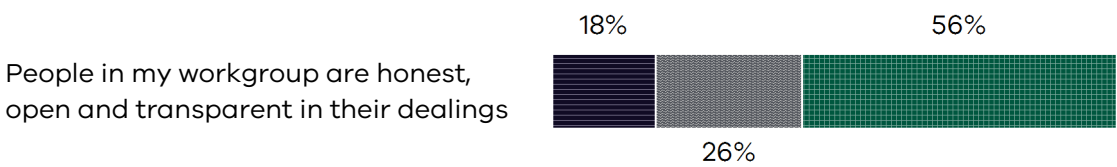
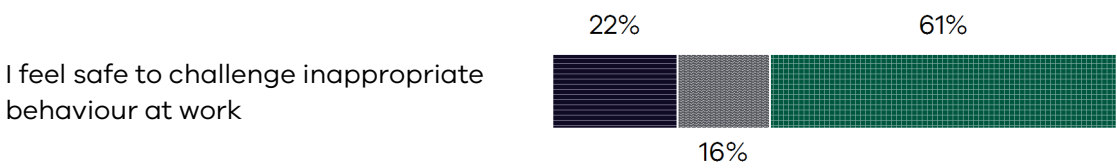
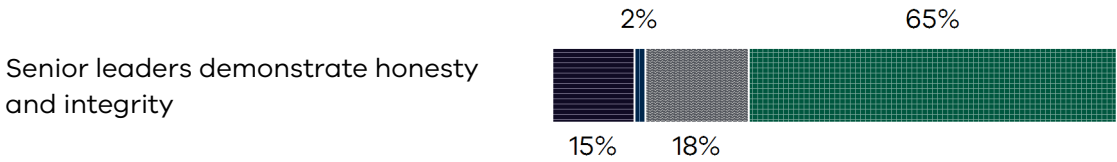
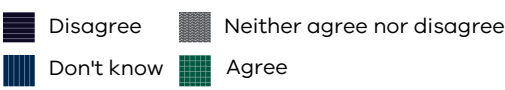
Example

65% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	65 %	38 %	66 %	89 %
Not asked	Not asked	61 %	34 %	64 %	78 %
67 %	Not asked	56 %	24 %	67 %	85 %
63 %	Not asked	54 %	28 %	61 %	77 %



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.

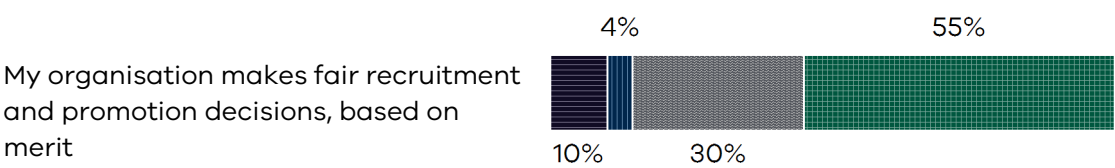
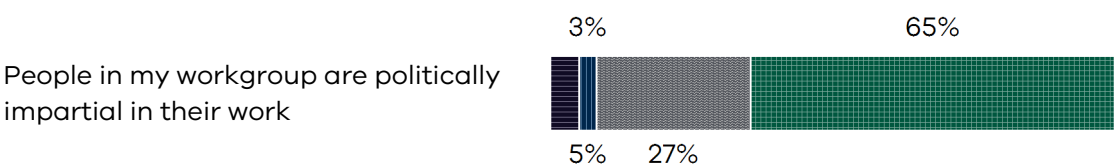
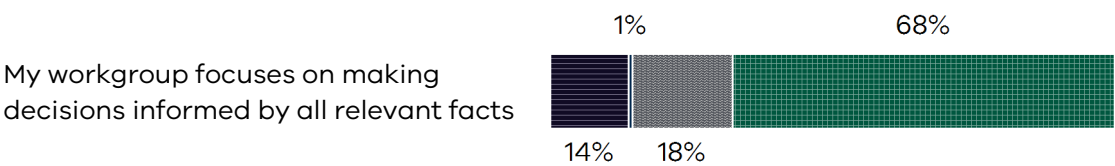
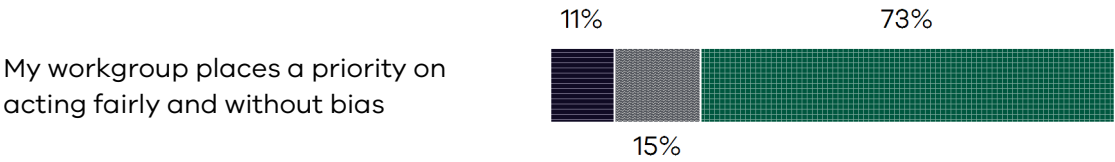
Example

73% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	73 %	44 %	71 %	88 %
84 %	Not asked	68 %	50 %	74 %	89 %
72 %	Not asked	65 %	42 %	69 %	84 %
71 %	Not asked	55 %	42 %	59 %	79 %

# 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.

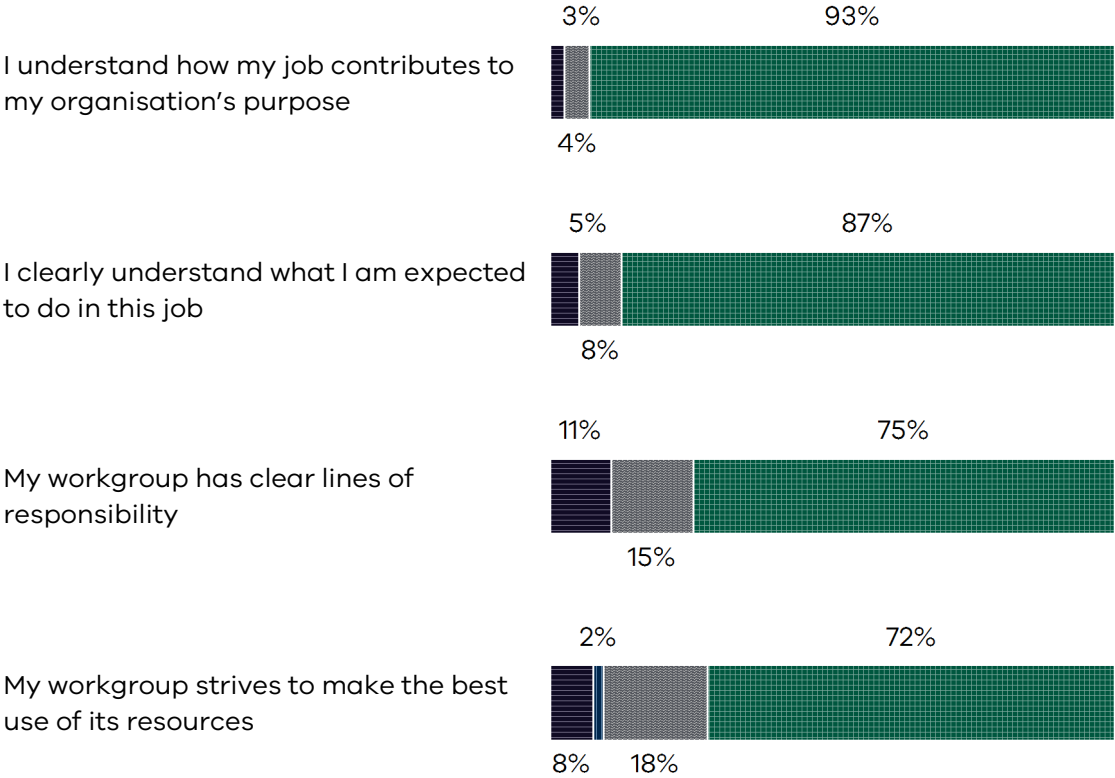
### Example

93% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
95 %	91 %	93 %	71 %	92 %	100 %	
90 %	85 %	87 %	75 %	86 %	96 %	
82 %	Not asked	75 %	58 %	76 %	92 %	
88 %	Not asked	72 %	50 %	79 %	92 %	

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

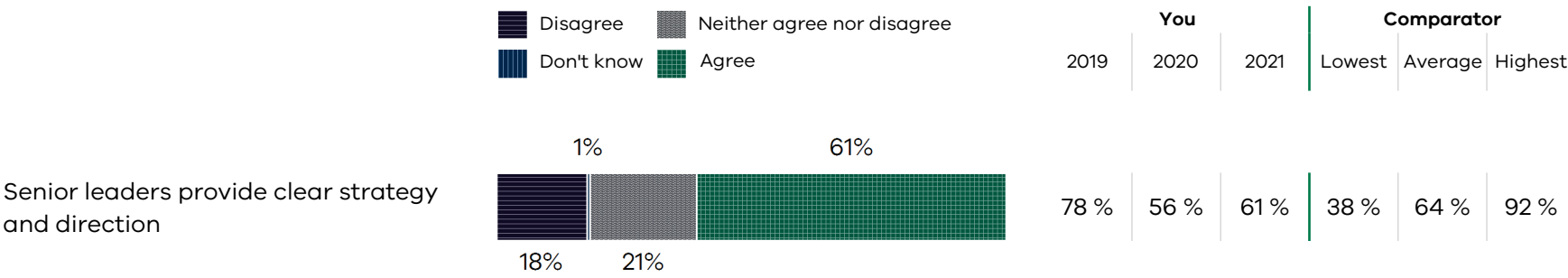
Example

61% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

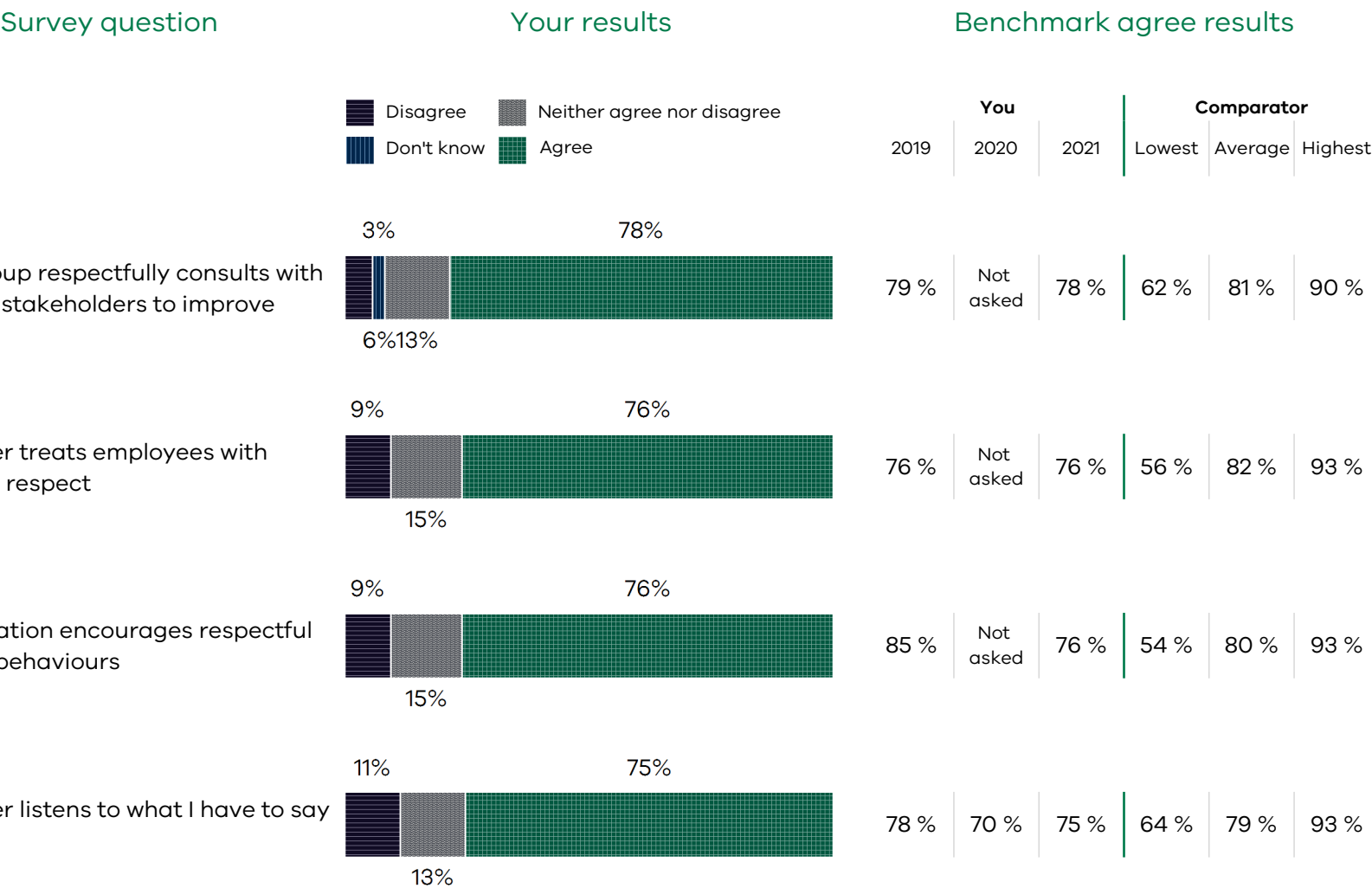
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



Public sector values

Respect 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

68% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.



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

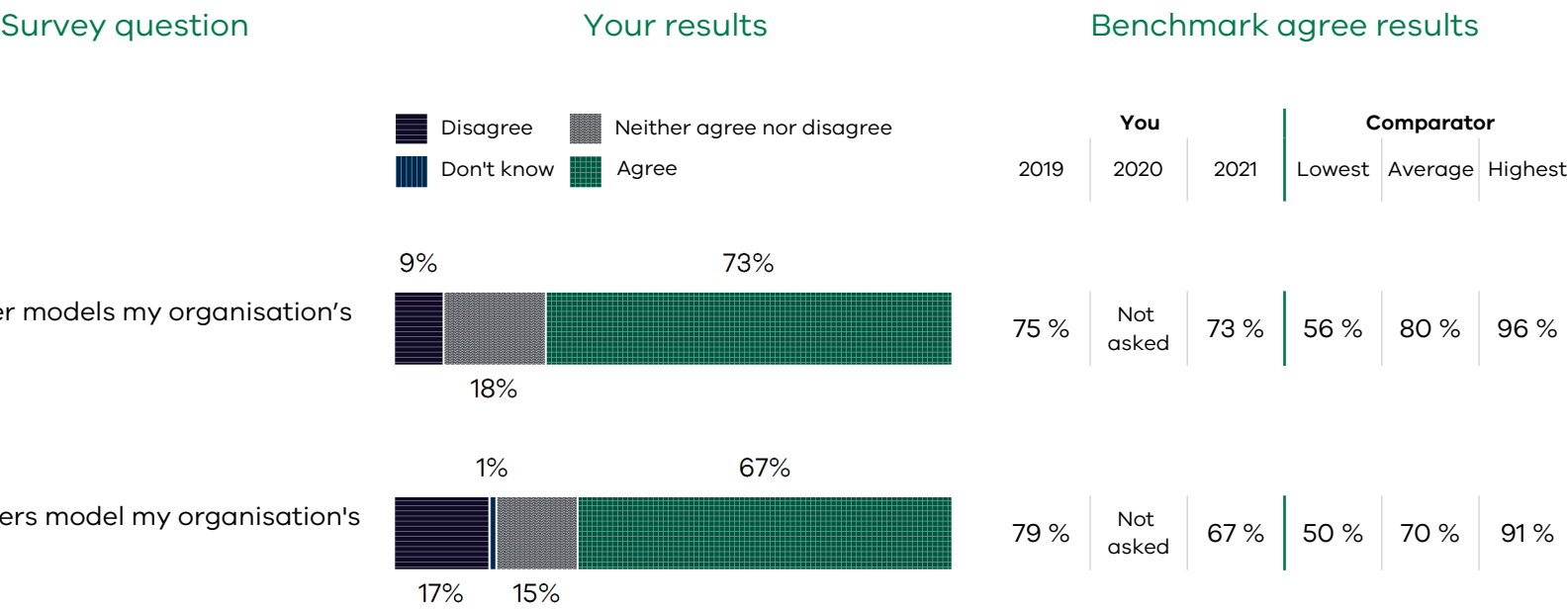
Under 'Your results', see results for each question in descending order by most agreed.

'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

73% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

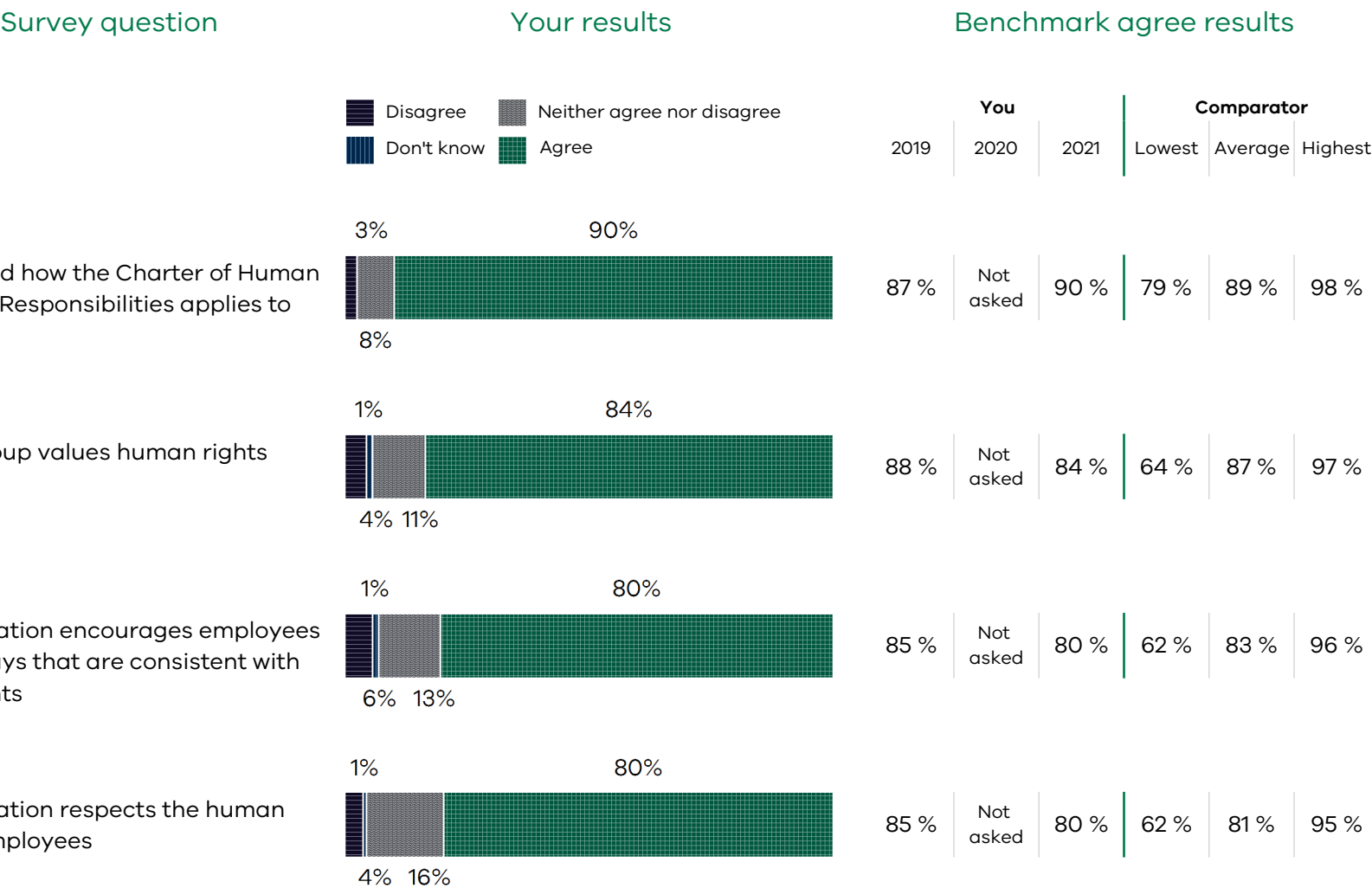
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.





# People matter

## survey 2021

Have your say

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

## 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	36	23%
35-54 years	54	34%
55+ years	48	30%
Prefer not to say	20	13%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
No	145	92%
Prefer not to say	13	8%

Highest level of formal education	(n)	%
Doctoral Degree level	1	1%
Master Degree level	6	4%
Graduate Diploma or Graduate Certificate level	21	13%
Bachelor Degree level incl. honours degrees	29	18%
Advanced Diploma or Diploma level	18	11%
Certificate III or IV level	25	16%
Year 12 or equivalent (VCE/Leaving certificate)	22	14%
Certificate I or II level	1	1%
Lower than Certificate I or equivalent	1	1%
Prefer not to say	34	22%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	2	1%
Non Aboriginal and/or Torres Strait Islander	139	88%
Prefer not to say	17	11%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Do you identify as a person with a disability?	(n)	%
Yes	8	5%
No	135	85%
Prefer not to say	15	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	7	88%
Prefer not to say	1	13%

## Demographics

Gender, variations in sex characteristics and sexual orientation

### What this is

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- 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.

How would you describe your gender?	(n)	%
Woman	118	75%
Prefer not to say	21	13%
Man	19	12%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	4	3%
No	132	84%
Prefer not to say	22	14%

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

	(n)	%
Yes	1	1%
No	125	79%
Don't know	14	9%
Prefer not to say	18	11%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	117	74%
Prefer not to say	30	19%
Don't know	3	2%
Bisexual	3	2%
I use a different term	2	1%
Gay or lesbian	2	1%
Pansexual	1	1%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	134	85%
Not born in Australia	15	9%
Prefer not to say	9	6%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	1	7%
More than 20 years ago	3	20%
2 to less than 5 years ago	2	13%
5 to less than 10 years ago	3	20%
10 to less than 20 years ago	6	40%

Language other than English spoken with family or community	(n)	%
Yes	13	8%
No	134	85%
Prefer not to say	11	7%

## Demographics

### Cultural diversity 2 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- 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.

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

	(n)	%
Other	9	69%
Filipino	2	15%
Hindi	2	15%
French	1	8%
Mandarin	1	8%



## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	129	82%
Prefer not to say	14	9%
English, Irish, Scottish and/or Welsh	10	6%
South Asian	3	2%
East and/or South-East Asian	3	2%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	2	1%
Middle Eastern and/or North African	1	1%
Other	1	1%
Aboriginal and/or Torres Strait Islander	1	1%
Central Asian	1	1%

Religion	(n)	%
No religion	58	37%
Christianity	49	31%
Prefer not to say	34	22%
Other	9	6%
Hinduism	5	3%
Buddhism	3	2%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

- 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.

Working arrangement	(n)	%
Full-Time	47	30%
Part-Time	111	70%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	60	45%
\$65k to \$95k	33	25%
\$95k to \$125k	9	7%
\$125k or more	3	2%
Prefer not to say	27	20%

Organisational tenure	(n)	%
<1 year	21	13%
1 to less than 2 years	23	15%
2 to less than 5 years	27	17%
5 to less than 10 years	28	18%
10 to less than 20 years	30	19%
More than 20 years	29	18%

Management responsibility	(n)	%
Non-manager	133	84%
Other manager	20	13%
Manager of other manager(s)	5	3%

Employment type	(n)	%
Ongoing and executive	120	76%
Other	26	16%
Fixed term	12	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	123	78%
I have moved to a different role within my organisation (including acting roles)	27	17%
I have moved to my role from outside the Victorian public sector	5	3%
I have moved to my role from a different Victorian public sector organisation	3	2%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

#### Primary workplace location over the last 3 months

	(n)	%
Other city or town	148	94%
Horsham	8	5%
Melbourne: Suburbs	1	1%
Ballarat	1	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)	63	40%
A main office	47	30%
A hub/shared work space	28	18%
Other (please specify)	16	10%
Home/private location	4	3%

#### Other workplace type over the past 3 months\*

	(n)	%
No, I have not worked from any other locations	104	66%
Home/private location	24	15%
A main office	16	10%
A frontline or service delivery location (that is not a main office or home/private location)	15	9%
A hub/shared work space	8	5%
Other	4	3%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

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	129	82%
Flexible working arrangements	22	14%
Physical modifications or improvements to the workplace	8	5%
Career development support strategies	7	4%
Accessible communications technologies	2	1%
Job redesign or role sharing	1	1%

### Why did you make this request?\*

	(n)	%
Work-life balance	8	28%
Caring responsibilities	7	24%
Other	7	24%
Family responsibilities	6	21%
Health	4	14%
Study commitments	3	10%
Disability	1	3%

### What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	24	83%
The adjustments I needed were made but the process was unsatisfactory	3	10%
The adjustments I needed were not made	2	7%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	56	35%
Prefer not to say	31	20%
Frail or aged person(s)	25	16%
Secondary school aged child(ren)	20	13%
Primary school aged child(ren)	18	11%
Child(ren) - younger than preschool age	13	8%
Person(s) with a medical condition	13	8%
Preschool aged child(ren)	12	8%
Person(s) with disability	12	8%
Person(s) with a mental illness	9	6%
Other	5	3%

## Demographics

### Employment categories

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

### Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	68	43%
Personal service worker	18	11%
Allied health professional	16	10%
Management, Administration and Corporate support	25	16%
Support services	30	19%
Lived experience specific worker	1	1%

# Demographics

## Primary role

### What is this

This shows the primary role of your staff.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Hospital-based services	132	84%
Community-based services	26	16%

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

	(n)	%
Aged care	83	53%
Medical	16	10%
Mixed medical/surgical	3	2%
Paediatrics	1	1%
Rehabilitation	3	2%
Other	52	33%





**Victorian  
Public Sector  
Commission**



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