

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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- Most improved
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- Biggest positive difference from comparator
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- Taking action questions

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- Senior leadership questions

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- Respect
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Custom questions

- Questions requested by your organisation

Demographics

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

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

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

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

84%
(598)

Comparator	55%
Public Sector	49%

2021

55%
(392)

Comparator	29%
Public Sector	39%

People matter

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People outcomes

Scorecard: employee engagement index

What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

Why this is important

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

2020

60

Comparator 75
Public Sector 68

2021

64

Comparator 71
Public Sector 70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 64.

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.

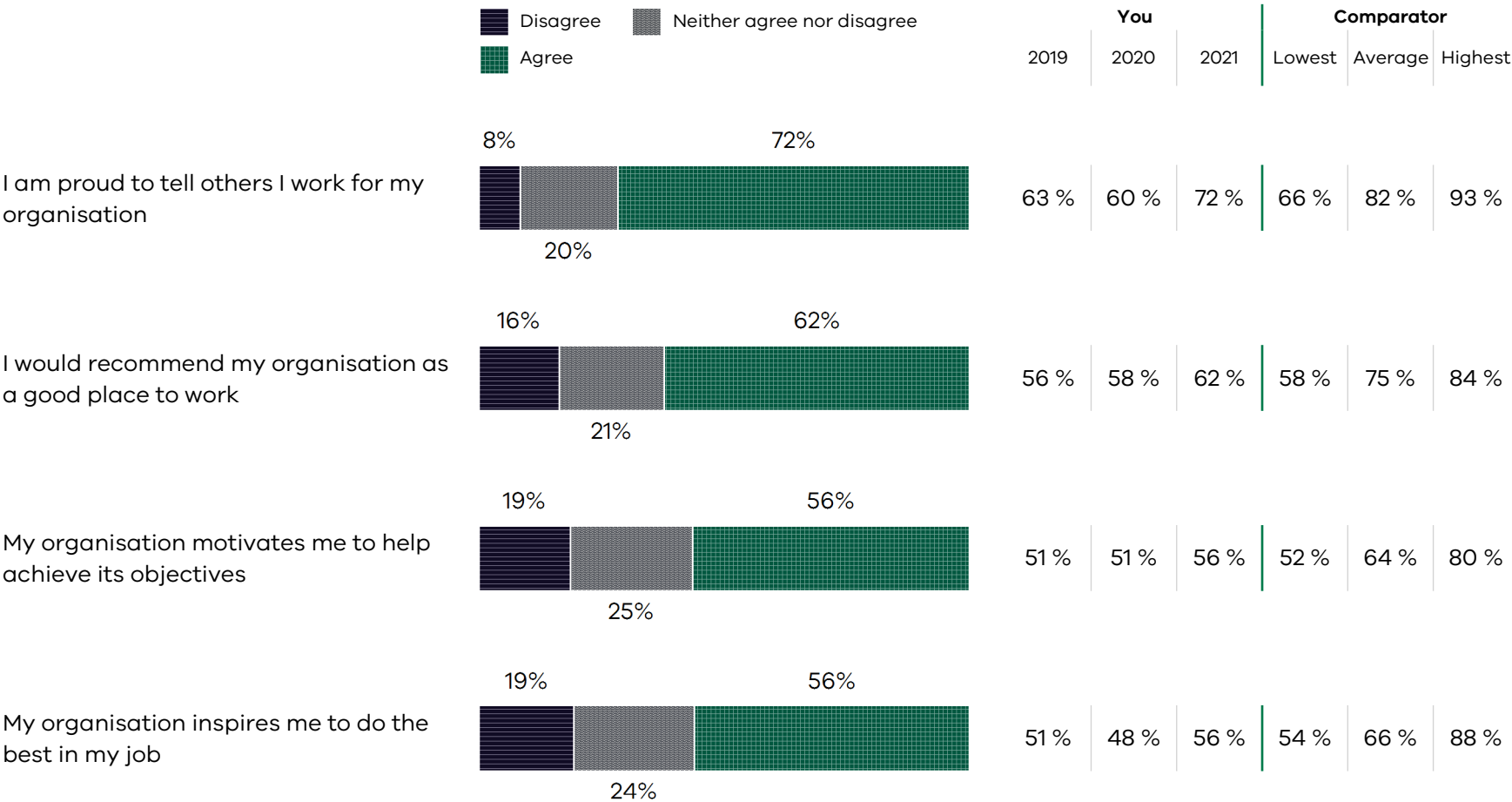
Example

72% 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 64.

Why this is important

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

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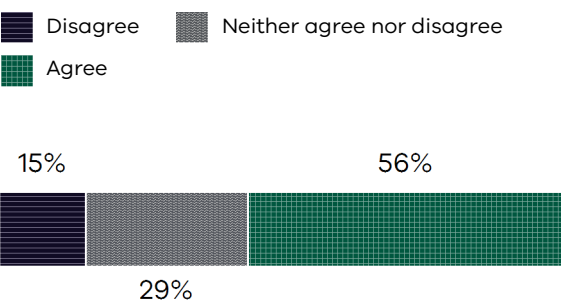
Example

56% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
50 %	52 %	56 %	55 %	69 %	80 %

People outcomes

Scorecard: satisfaction, stress, intention to stay

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

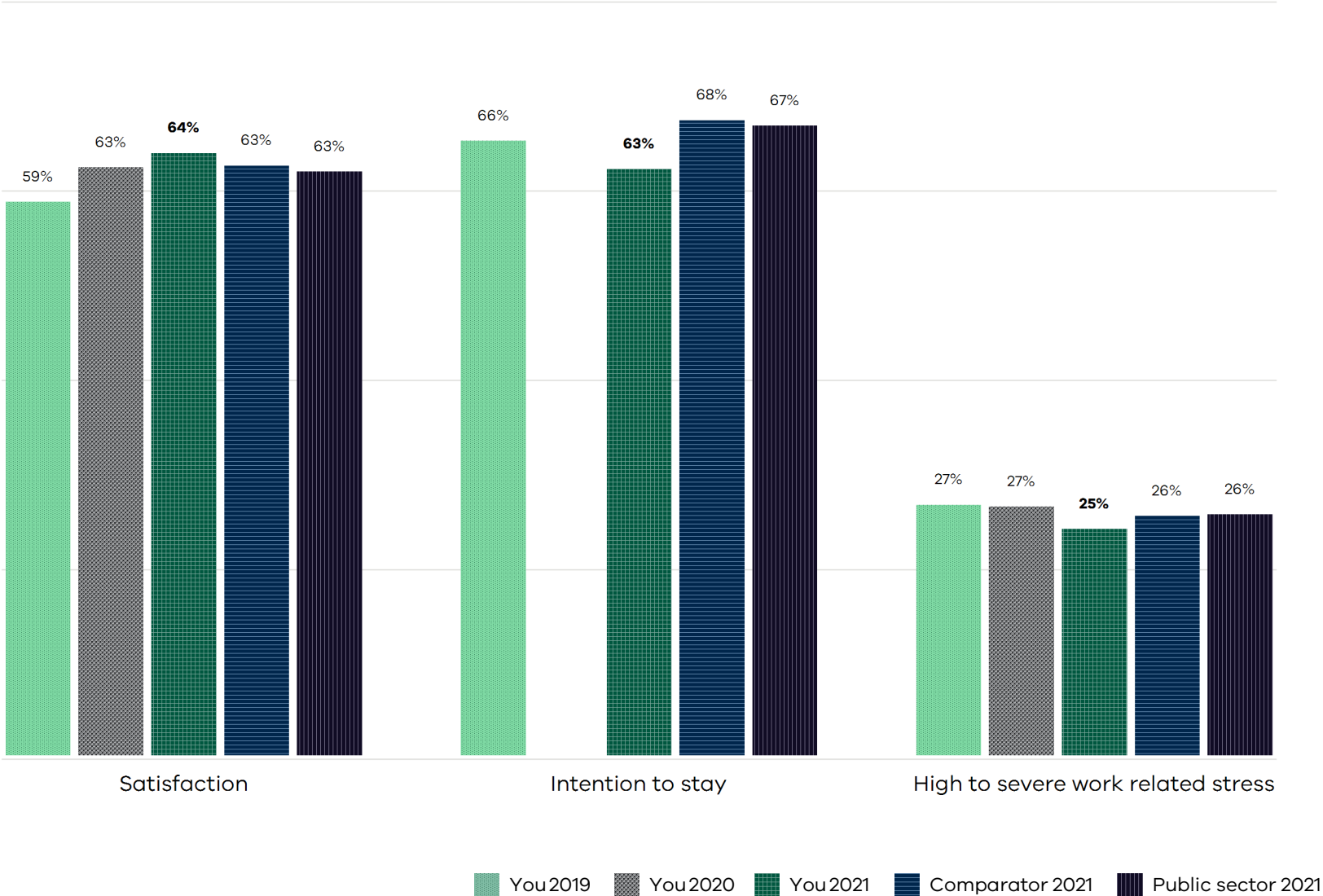
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 64% of your staff who did the survey responded positively to questions about Satisfaction which is up from 63% in 2020.

Compared to:

- 63% 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.

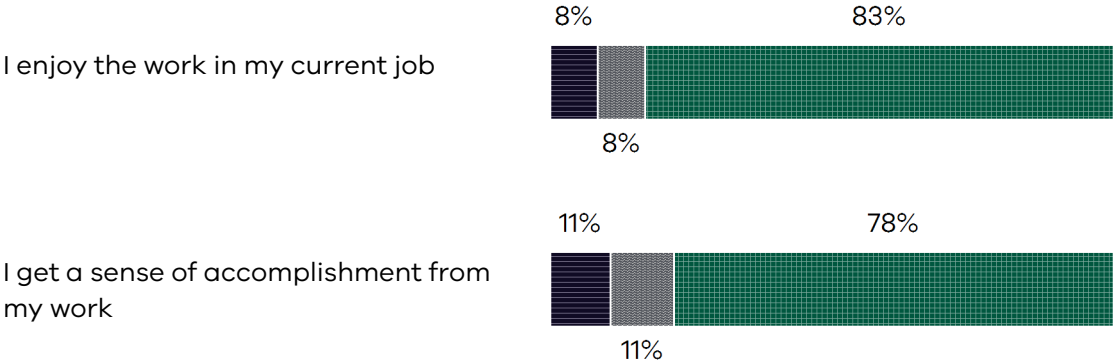
Example

83% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
75 %	Not asked	83 %	73 %	79 %	90 %
70 %	Not asked	78 %	72 %	80 %	93 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

70% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

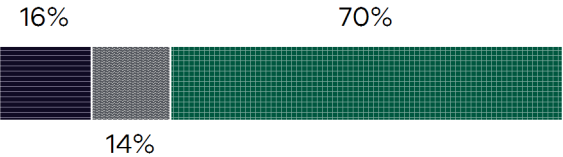
Survey question

Your results

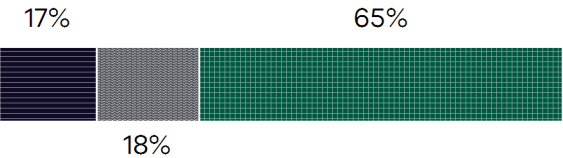
Benchmark satisfied results



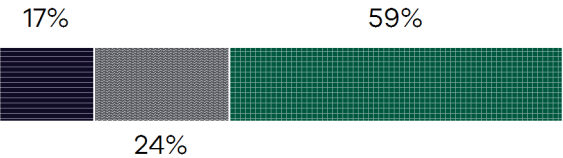
Considering everything, how satisfied are you with your current job



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
62 %	66 %	70 %	61 %	69 %	86 %
62 %	66 %	65 %	59 %	64 %	84 %
54 %	57 %	59 %	49 %	56 %	67 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

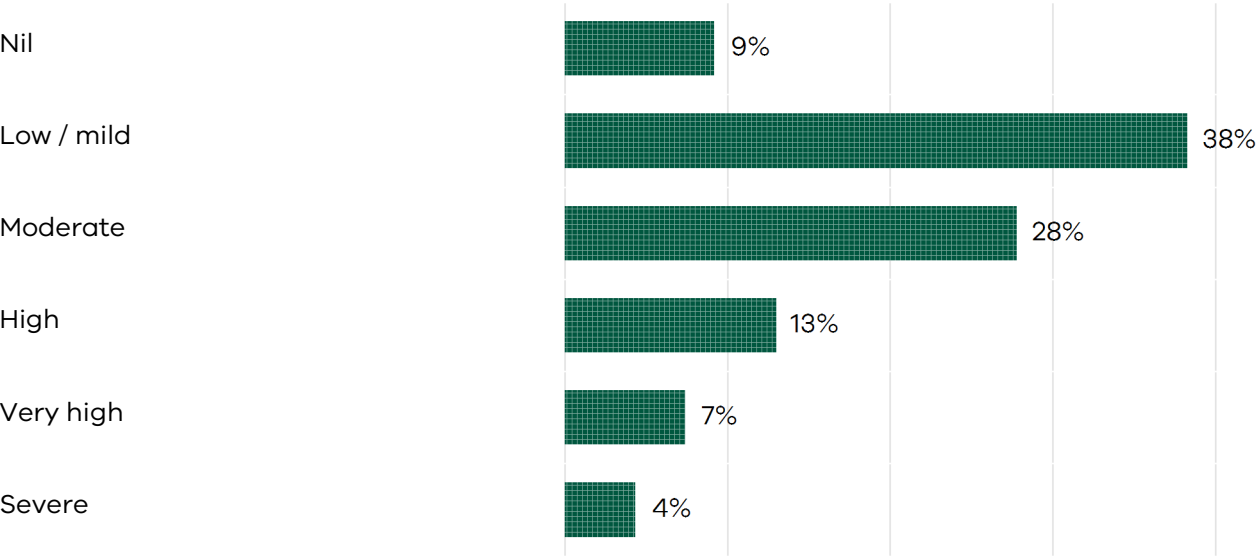
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

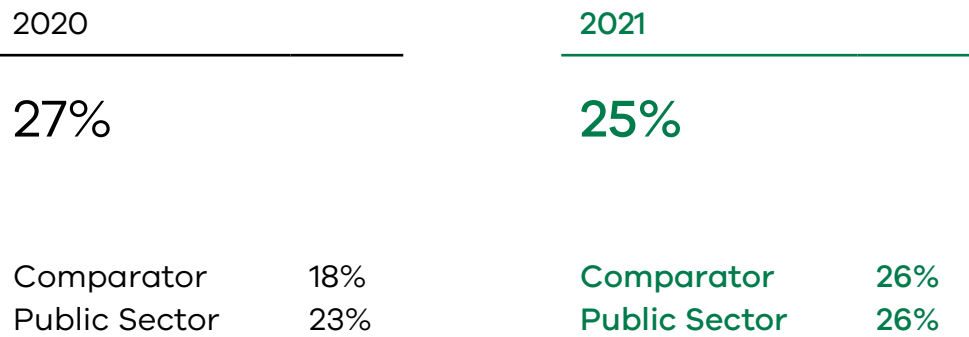
Example

25% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

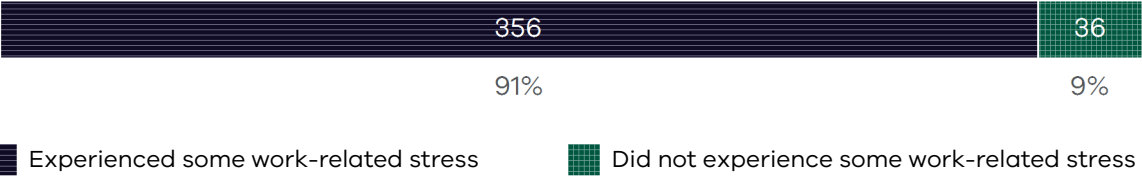
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 37% 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	40%	37%	55%	51%
Time pressure	31%	34%	43%	42%
Dealing with clients, patients or stakeholders	25%	22%	16%	14%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	17%	14%	12%
Incivility, bullying, harassment or discrimination	14%	16%	8%	7%
Other changes due to COVID-19	14%	16%	19%	15%
Physical environment	10%	13%	9%	5%
Unclear job expectations	14%	13%	8%	11%
Other	7%	12%	9%	9%
Competing home and work responsibilities	12%	11%	12%	12%

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.

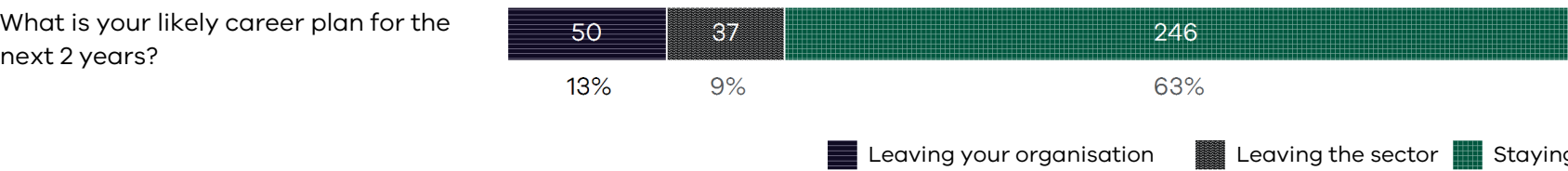
In descending order, the table shows the top 10 reasons for leaving.

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

22% of your staff who did the survey said they intended to leave.

Of that 22%, 48% said it was from 'Lack of confidence in senior leadership'.



Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	48%	33%	34%
Limited recognition for doing a good job	38%	38%	32%
Opportunity to broaden experience	38%	39%	40%
Limited future career opportunities at my organisation	36%	38%	42%
Opportunity to seek/take a promotion elsewhere	34%	30%	33%
Limited opportunities to gain further experience at my organisation	31%	31%	33%
Limited developmental/educational opportunities at my organisation	25%	25%	24%
Better remuneration	23%	23%	26%
Limited involvement in decisions affecting my job and career	21%	20%	20%
Excessive workload	20%	28%	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

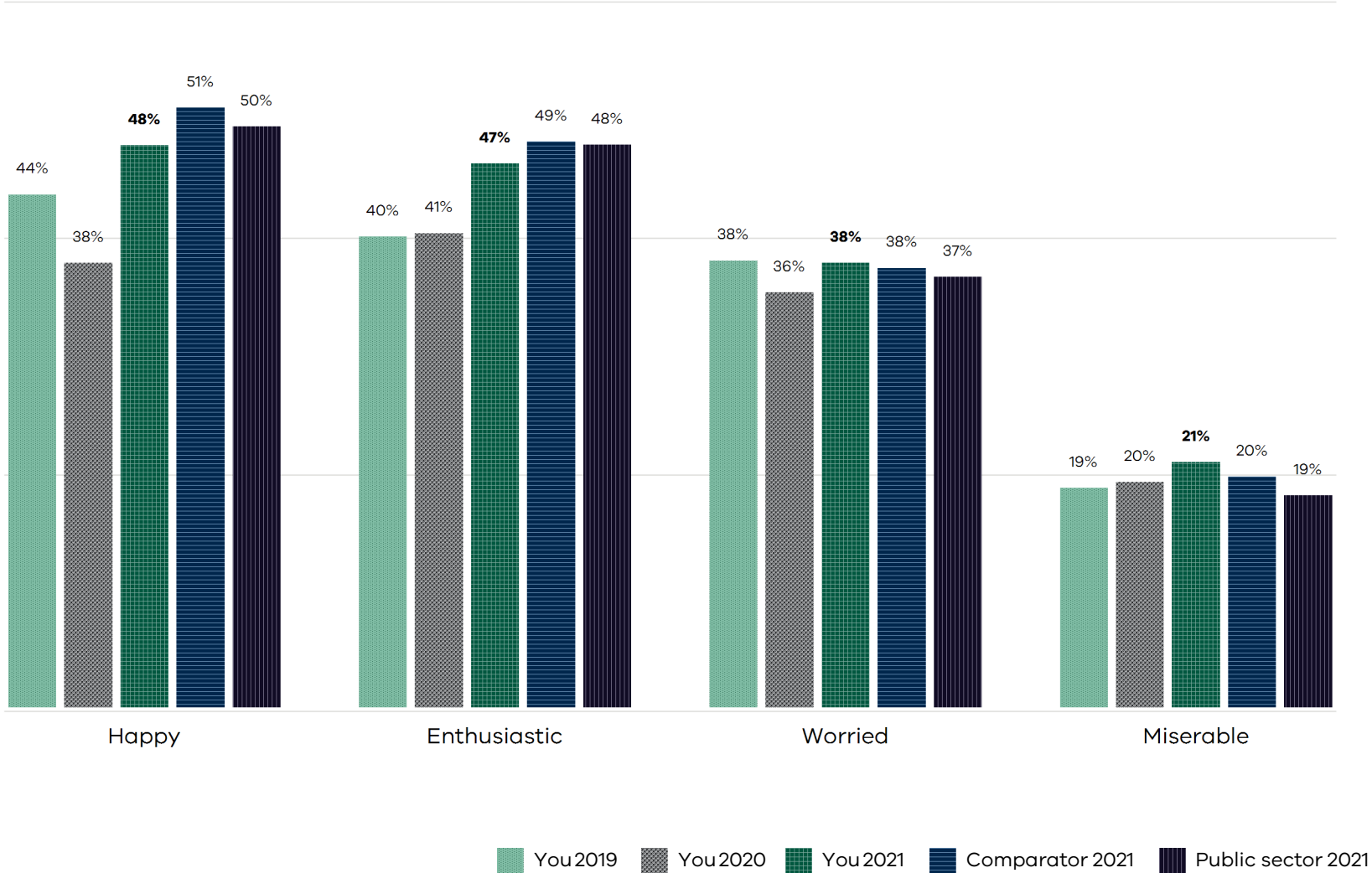
Each label represents a question in the survey about emotional effects of work. Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

Example

- In 2021:
- 48% of your staff who did the survey said work made them feel happy in 2021, which is up from 38% in 2020
- Compared to:
- 51% of staff at your comparator and 50% of staff across the public sector.

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



People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

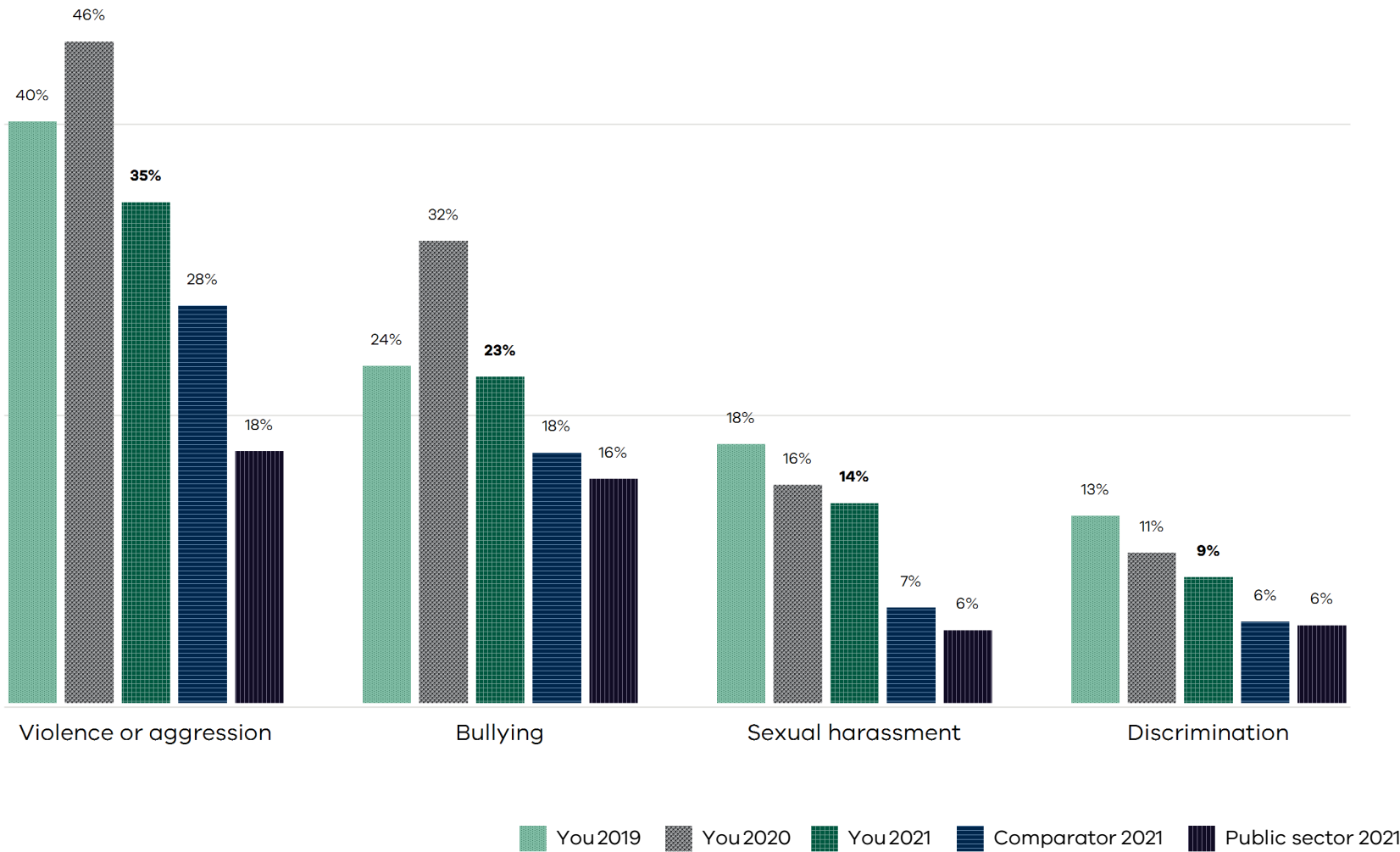
Example

In 2021:

- 35% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 46% in 2020.

Compared to:

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



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

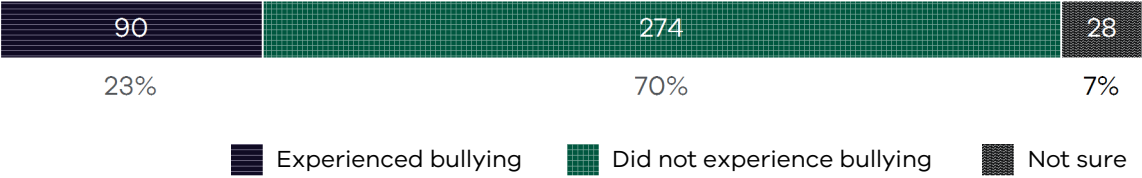
In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced bullying.

Of that 23%, 74% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



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

	You 2020	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	72%	74%	70%	69%
Exclusion or isolation	49%	46%	39%	42%
Intimidation and/or threats	31%	31%	33%	32%
Withholding essential information for me to do my job	31%	29%	22%	27%
Verbal abuse	19%	20%	22%	20%
Other	17%	18%	15%	15%
Being assigned meaningless tasks unrelated to the job	19%	16%	13%	13%
Interference with my personal property and/or work equipment	8%	7%	4%	4%
Being given impossible assignment(s)	9%	3%	8%	9%

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.

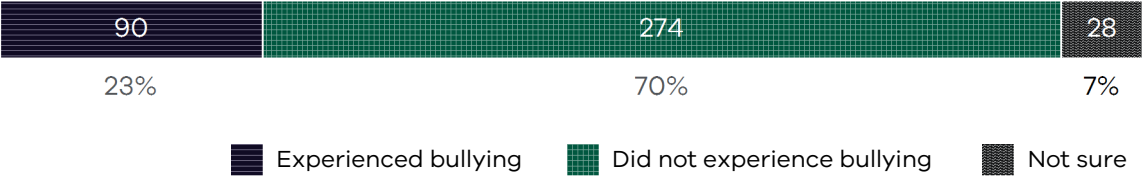
In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced bullying, of which

- 47% said the top way they reported the bullying was 'Told a manager'.
- 86% 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	37%	47%	45%	47%
Told a colleague	52%	33%	42%	42%
Told a friend or family member	35%	27%	35%	34%
Submitted a formal complaint	10%	14%	12%	12%
I did not tell anyone about the bullying	15%	12%	13%	12%
Told someone else	19%	12%	11%	12%
Told the person the behaviour was not OK	0%	10%	16%	17%
Told employee assistance program (EAP) or peer support	0%	8%	8%	9%
Told Human Resources	10%	8%	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.

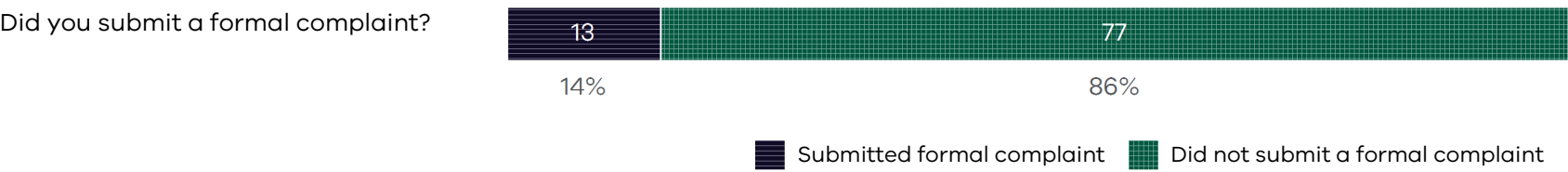
How to read this

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

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

- 52% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	52%	51%	50%
I believed there would be negative consequences for my reputation	49%	51%	53%
I believed there would be negative consequences for my career	34%	38%	40%
I didn't think it was serious enough	22%	17%	16%
I didn't feel safe to report the incident	18%	19%	19%
I thought the complaint process would be embarrassing or difficult	16%	15%	14%
I believed there would be negative consequences for the person I was going to complain about	12%	11%	10%
I didn't know who to talk to	9%	5%	5%
Other	9%	12%	12%
I didn't need to because I made the bullying stop	5%	6%	7%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year’s survey, 23% 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.

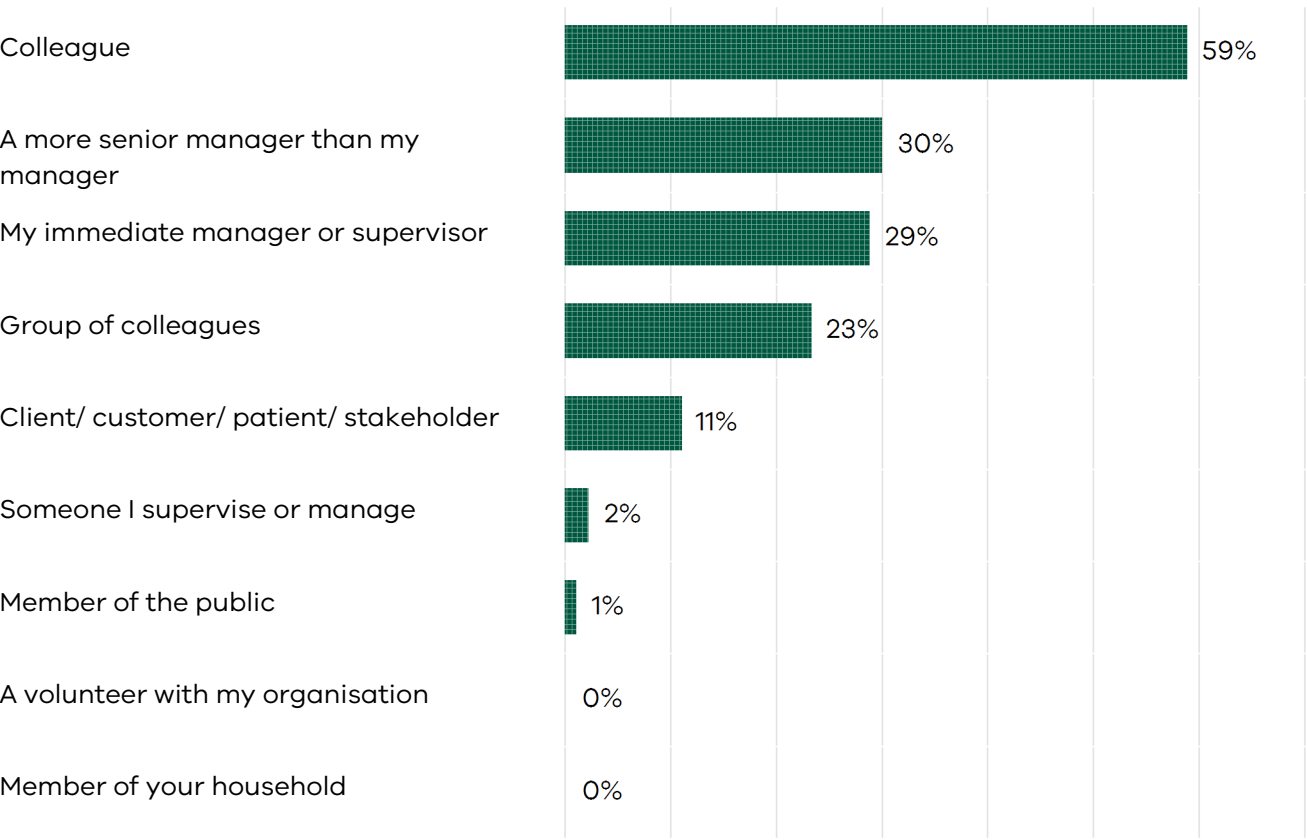
Each row is one perpetrator or group of perpetrators.

Example

23% of your staff who did the survey said they experienced bullying.

Of that 23%, 59% said it was by 'Colleague'.

90 people (23% 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, 23% of your staff said they experienced bullying.

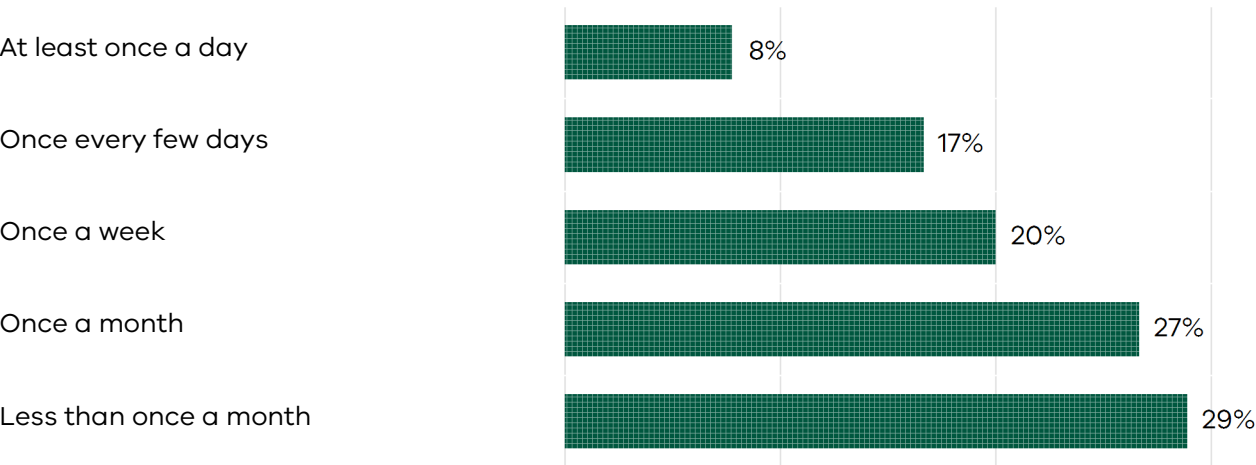
If they did, they could tell us how often they experienced this behaviour.

Example

23% of your staff who did the survey said they experienced bullying.

Of that 23%, 8% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)



People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

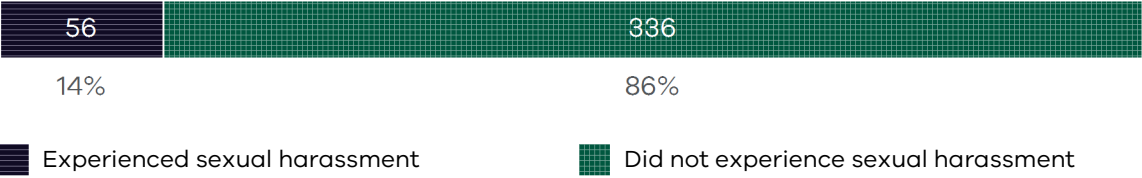
In descending order, the table shows the top 10 answers.

Example

14% of your staff who did the survey said they experienced sexual harassment.

Of those, 54% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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



Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	65%	54%	51%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	56%	46%	53%	54%
Inappropriate staring or leering that made you feel intimidated	26%	29%	18%	15%
Sexual gestures, indecent exposure or inappropriate display of the body	12%	21%	9%	6%
Inappropriate physical contact (including momentary or brief physical contact)	13%	18%	23%	17%
Unwelcome touching, hugging, cornering or kissing	19%	16%	17%	14%
Any other unwelcome conduct of a sexual nature	12%	14%	6%	7%
Repeated or inappropriate invitations to go out on dates	6%	11%	3%	3%
Request or pressure for sex or other sexual acts	3%	4%	2%	1%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	2%	4%	2%	3%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

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

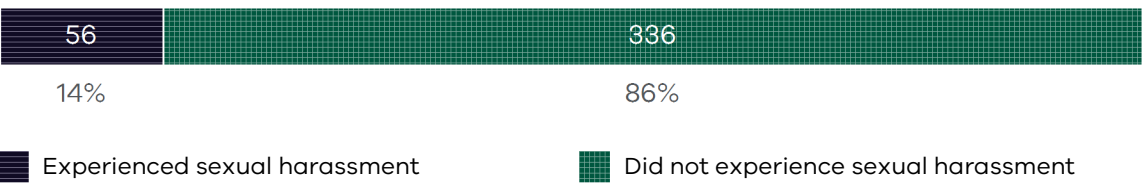
If they did, they could tell us with one or more answers how they responded.

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

Example

14% of your staff who did the survey said they experienced sexual harassment. Of those, 52% said their top response was 'Told the person the behaviour was not OK'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told the person the behaviour was not OK	48%	52%	38%	31%
Avoided the person(s) by staying away from them	40%	46%	39%	36%
Told a colleague	42%	39%	33%	29%
Pretended it didn't bother you	40%	30%	43%	45%
Told a manager	31%	23%	22%	20%
Tried to laugh it off or forget about it	33%	23%	41%	41%
Told a friend or family member	17%	21%	22%	21%
Avoided locations where the behaviour might occur	26%	20%	14%	13%
Told someone else	11%	11%	5%	6%
Submitted a formal complaint	9%	7%	5%	5%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

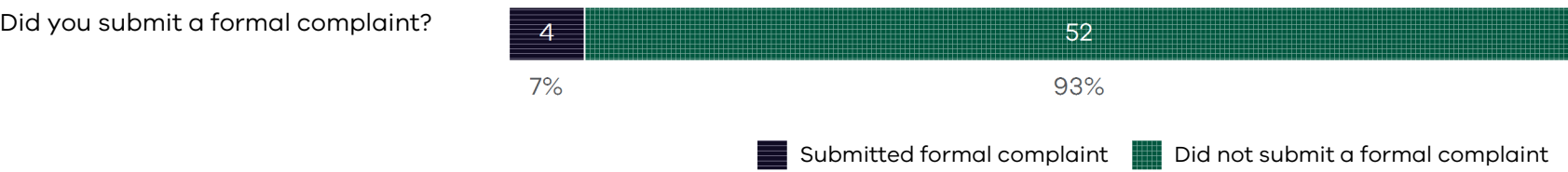
How to read this

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

Example

93% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 38% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	38%	38%	39%
I didn't think it was serious enough	37%	49%	45%
I believed there would be negative consequences for my reputation	29%	25%	33%
I didn't need to because I made the harassment stop	19%	14%	12%
I believed there would be negative consequences for my career	13%	15%	21%
I didn't feel safe to report the incident	10%	6%	8%
Other	8%	12%	7%
I believed there would be negative consequences for the person I was going to complain about	6%	12%	13%
I didn't know who to talk to	6%	3%	4%
I thought the complaint process would be embarrassing or difficult	4%	10%	11%

People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

In this year’s survey, 14% of your staff said they experienced sexual harassment.

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

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

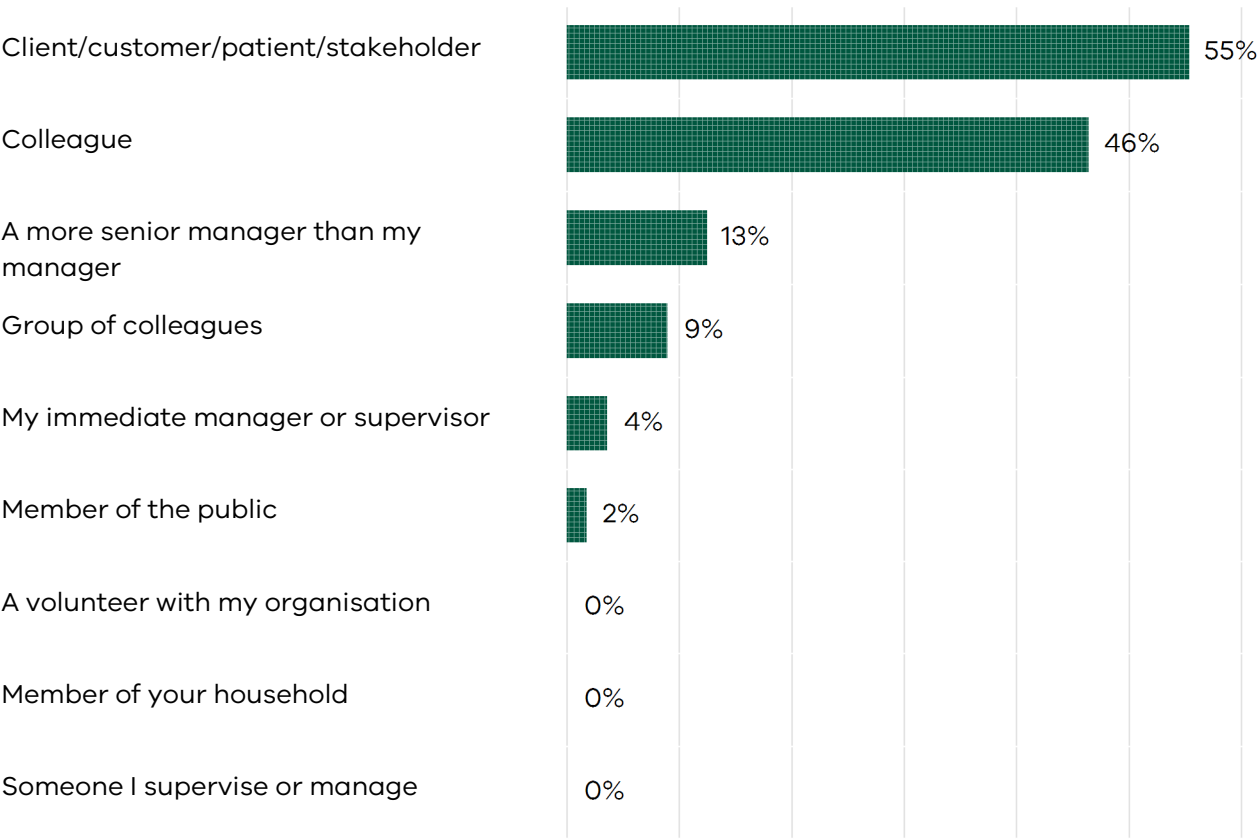
Each row is one perpetrator or group of perpetrators.

Example

14% of your staff who did the survey said they experienced sexual harassment.

Of that 14%, 55% said it was by ‘Client/customer/patient/stakeholder’.

56 people (14% of staff) experienced sexual harassment (You2021)



People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

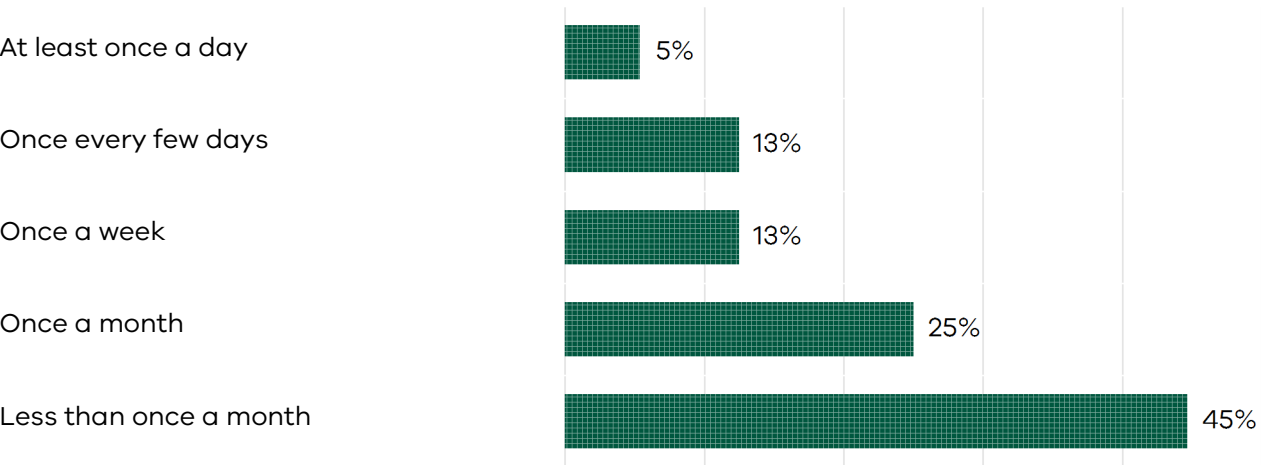
In this year’s survey, 14% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

14% of your staff who did the survey said they experienced sexual harassment. Of that 14%, 5% said it was 'At least once a day'.

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



People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.

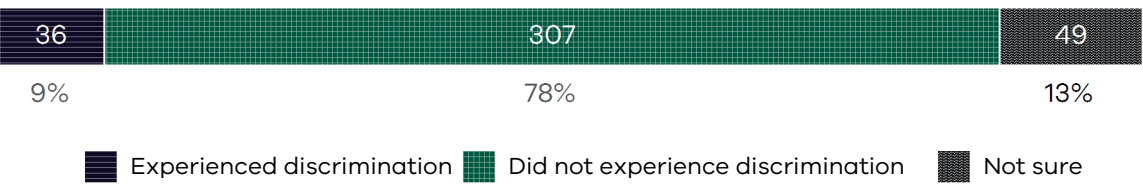
In descending order, the table shows the top 10 answers.

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 36% said it was 'Race'.

Have you experienced discrimination at work?



If you experienced discrimination, which attributes was this based on?	You 2020	You 2021	Comparator 2021	Public sector 2021
Race	34%	36%	26%	17%

People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 39% said it was 'Other'.



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	62%	39%	40%	38%
Opportunities for promotion	34%	33%	34%	37%
Denied flexible work arrangements or other adjustments	0%	31%	27%	21%
Opportunities for training	15%	22%	24%	24%
Opportunities for transfer/secondment	12%	19%	11%	19%
Access to leave	14%	17%	8%	8%
Employment security - threats of dismissal or termination	8%	14%	12%	11%
Pay or conditions offered by employer	11%	8%	8%	9%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

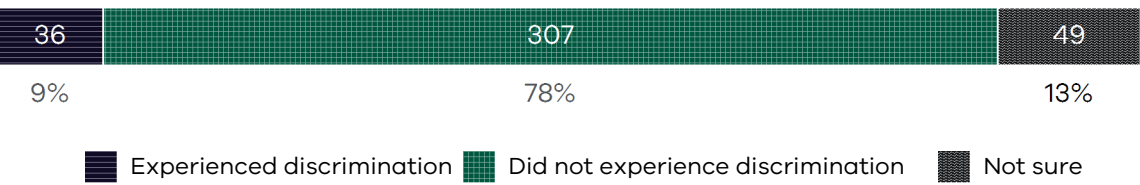
In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced discrimination, of which

- 33% said the top way they reported the discrimination was 'Told a colleague'.
- 83% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	51%	33%	39%	38%
Told a manager	25%	33%	26%	28%
Told a friend or family member	45%	25%	34%	32%
I did not tell anyone about the discrimination	17%	17%	23%	24%
Submitted a formal complaint	9%	17%	8%	8%
Told Human Resources	6%	14%	10%	10%
Told someone else	25%	14%	14%	14%
Told employee assistance program (EAP) or peer support	0%	11%	7%	8%
Told the person the behaviour was not OK	0%	11%	10%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

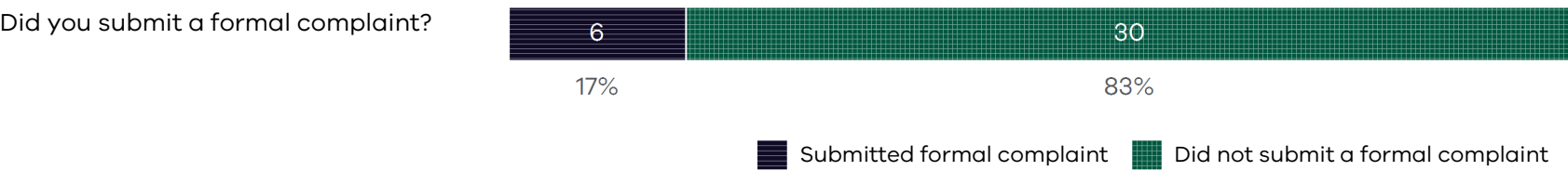
How to read this

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

Example

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

- 60% said the top reason was 'I believed there would be negative consequences for my reputation'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	60%	54%	56%
I believed there would be negative consequences for my career	50%	50%	54%
I didn't think it would make a difference	47%	59%	57%
I didn't feel safe to report the incident	33%	21%	19%
I thought the complaint process would be embarrassing or difficult	20%	13%	13%
I believed there would be negative consequences for the person I was going to complain about	17%	11%	9%
I didn't know who to talk to	17%	6%	6%
Other	13%	9%	10%
I didn't need to because I made the discrimination stop	10%	3%	3%
I was advised not to	10%	4%	4%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year’s survey, 9% of your staff said they experienced discrimination.

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

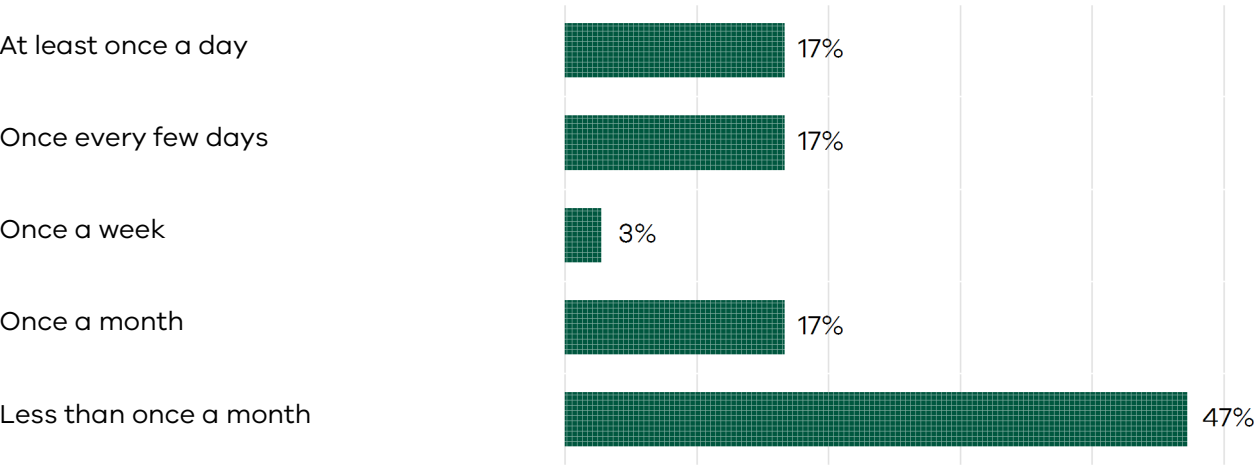
The graph shows how often staff were experiencing discrimination.

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 17% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

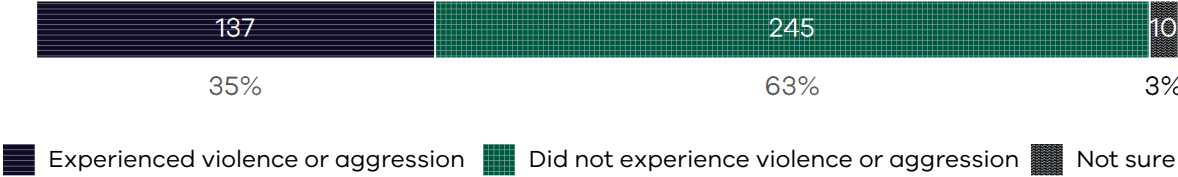
In descending order, the table shows the answers.

Example

35% of your staff who did the survey said they experienced violence or aggression.

Of that 35%, 92% 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	92%	92%	85%	81%
Intimidating behaviour	86%	84%	70%	69%
Threats of violence	72%	65%	40%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	32%	36%	33%	28%
Damage to my property or work equipment	16%	19%	10%	7%
Other	6%	7%	3%	12%
Stalking, including cyber-stalking	1%	3%	1%	1%

Negative behaviour

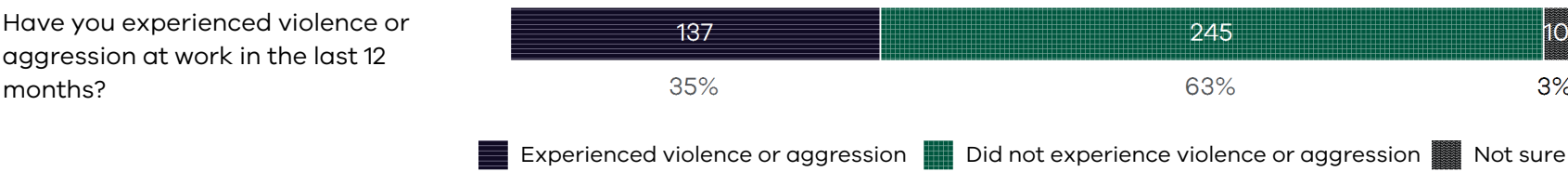
Telling someone about violence and aggression

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

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

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

- Example**
35% of your staff who did the survey said they experienced violence or aggression, fo which
- 61% said the top way they reported the violence or aggression was 'Submitted a formal incident report'
 - 39% 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
Submitted a formal incident report	59%	61%	34%	32%
Told a colleague	67%	50%	50%	46%
Told a manager	57%	43%	53%	52%
Told the person the behaviour was not OK	0%	43%	38%	33%
Told a friend or family member	28%	20%	21%	20%
Told Human Resources	3%	7%	3%	4%
Told someone else	11%	7%	6%	6%
I did not tell anyone about the incident(s)	3%	5%	7%	8%
Told employee assistance program (EAP) or peer support	0%	2%	2%	3%

Negative behaviour

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

What this is

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

Why this is important

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

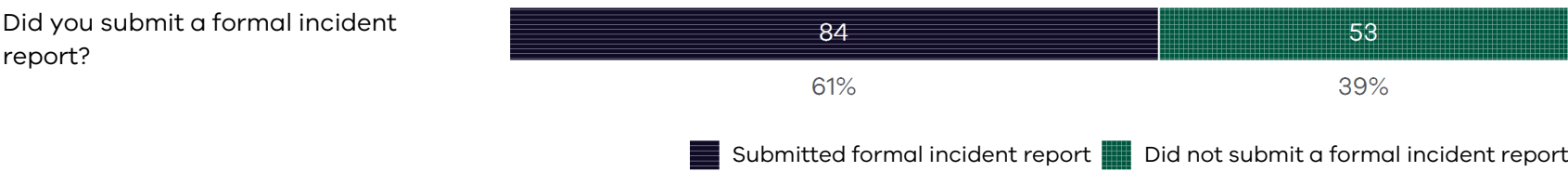
How to read this

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

Example

39% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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



Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	40%	36%	33%
I didn't think it would make a difference	38%	39%	39%
Other	19%	24%	12%
I believed there would be negative consequences for my reputation	15%	10%	16%
I believed there would be negative consequences for my career	9%	7%	12%
I didn't need to because I made the violence or aggression stop	9%	16%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	9%	16%	15%
I didn't feel safe to report the incident	6%	4%	5%
I thought the complaint process would be embarrassing or difficult	4%	3%	4%
I believed there would be negative consequences for the person I was going to complain about	2%	3%	4%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

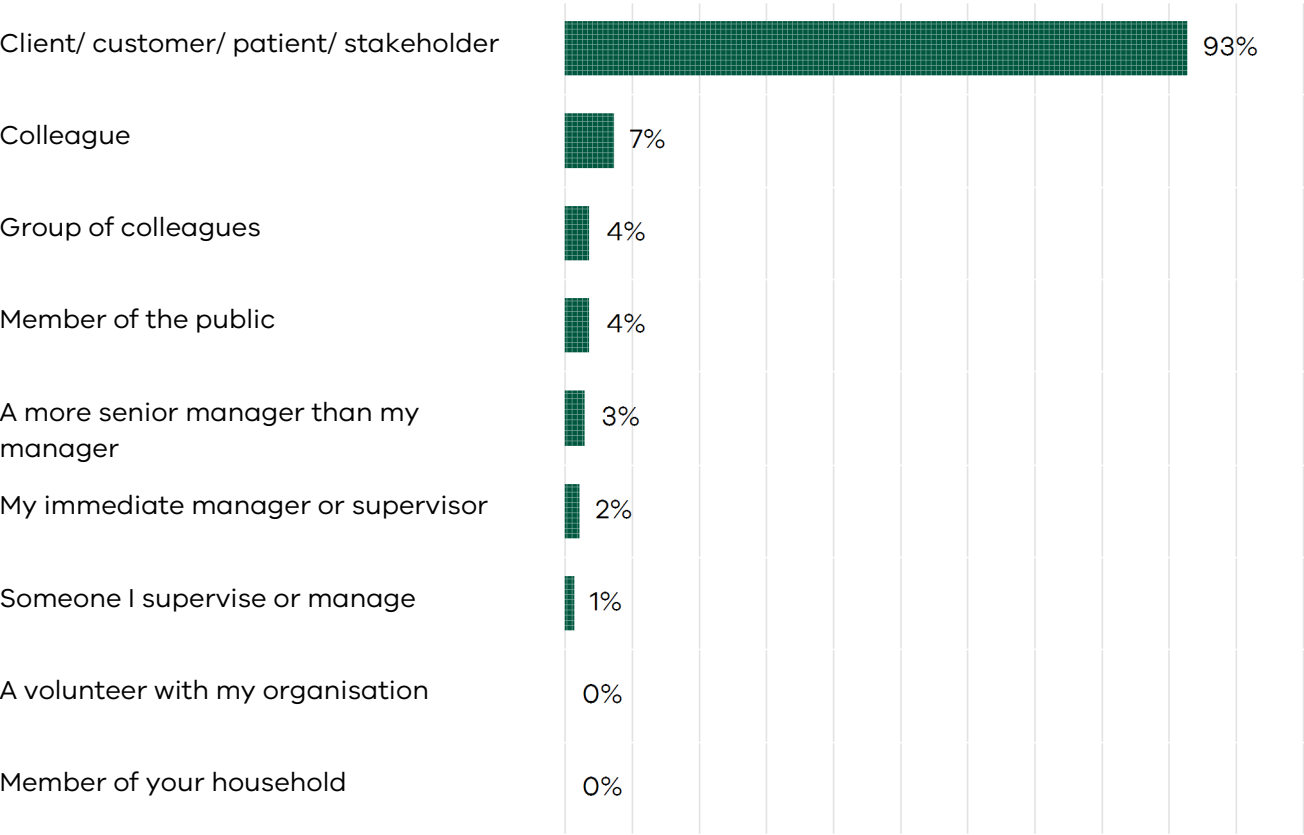
Each row is one perpetrator or a group of perpetrators.

Example

35% of your staff who did the survey said they experienced violence or aggression.

Of that 35%, 93% said it was 'Client/ customer/ patient/ stakeholder'.

137 people (35% 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

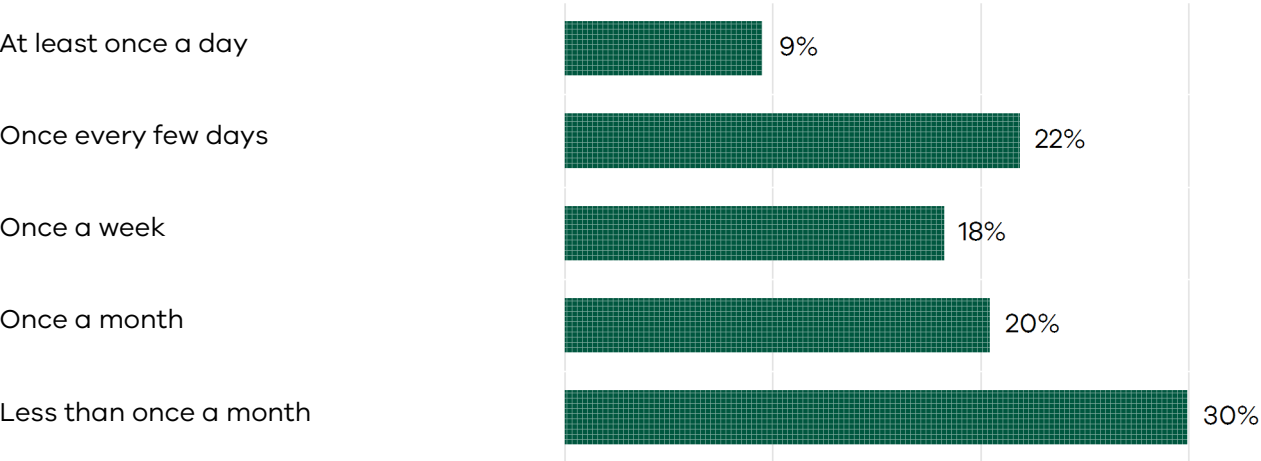
In this year’s survey, 35% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

35% of your staff who did the survey said they experienced violence or aggression. Of that 35%, 9% 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

42% of your staff who did the survey said they witnessed some negative behaviour at work.

58% 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	58%	71%	77%
Bullying of a colleague	26%	19%	16%
Violence or aggression against a colleague	17%	10%	6%
Discrimination against a colleague	14%	9%	8%
Sexual harassment of a colleague	5%	2%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

42% of your staff who did the survey witnessed negative behaviour, of which:

- 79% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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



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

	You 2021	Comparator 2021	Public sector 2021
Spoke to the person who experienced the behaviour	79%	72%	72%
Told a manager	35%	37%	37%
Told the person the behaviour was not OK	35%	28%	25%
Spoke to the person who behaved in a negative way	27%	25%	22%
Told a colleague	21%	22%	21%
Submitted a formal complaint	9%	7%	6%
Told Human Resources	7%	5%	6%
Took no action	7%	8%	7%
Other	4%	7%	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

54% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



Benchmark satisfied results

2019

2020

2021

Lowest

Average

Highest

59 %

Not asked

54 %

27 %

56 %

100 %

43 %

Not asked

50 %

0 %

14 %

30 %

36 %

Not asked

31 %

0 %

25 %

100 %

50 %

Not asked

25 %

33 %

47 %

86 %

People matter

survey 2021

Have your say

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

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 'Workgroup support', the 'You 2021' column shows 86% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

In the 'Change from 2020' column, you have a 7% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	86%	+7%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	85%	+0%	91%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	Not asked in 2020	76%
Quality service delivery	My workgroup strives to provide high quality advice and services	84%	Not asked in 2020	88%
Manager leadership	My manager treats employees with dignity and respect	83%	Not asked in 2020	82%
Quality service delivery	My workgroup values human rights	83%	Not asked in 2020	86%
Manager leadership	My manager works effectively with people from diverse backgrounds	83%	Not asked in 2020	85%
Satisfaction	I enjoy the work in my current job	83%	Not asked in 2020	79%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	83%	+8%	90%
Manager leadership	My manager is committed to workplace safety	83%	Not asked in 2020	85%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Learning and development', the 'You 2021' column shows 32% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	32%	Not asked in 2020	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	35%	+4%	42%
Taking action	My organisation has taken positive action on the results of last year's survey	39%	Not asked in 2020	31%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	41%	Not asked in 2020	55%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	41%	-1%	76%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	43%	-4%	50%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	43%	Not asked in 2020	57%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	44%	-2%	52%
Learning and development	I feel I have an equal chance at promotion in my organisation	45%	Not asked in 2020	44%
Taking action	I believe my organisation will take positive action on the results of this year's survey	46%	Not asked in 2020	51%

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 'Engagement', the 'You 2021' column shows 72% of your staff agreed with 'I am proud to tell others I work for my organisation'.

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
Engagement	I am proud to tell others I work for my organisation	72%	+11%	82%
Manager support	My manager involves me in decisions about my work	74%	+9%	71%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	83%	+8%	90%
Engagement	My organisation inspires me to do the best in my job	56%	+8%	66%
Workload	I have enough time to do my job effectively	60%	+8%	49%
Manager support	My manager listens to what I have to say	80%	+7%	77%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	70%	+7%	64%
Workgroup support	People in my workgroup work together effectively to get the job done	74%	+7%	81%
Workgroup support	I am able to work effectively with others in my workgroup	86%	+7%	90%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	57%	+6%	68%

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 'Safety climate', the 'You 2021' column shows 43% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Decrease from 2020' column, you have a 4% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	43%	-4%	50%
Patient safety climate	Management is driving us to be a safety-centred organisation	56%	-2%	71%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	44%	-2%	52%
Satisfaction	How satisfied are you with the work-life balance in your current job	65%	-1%	64%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	41%	-1%	76%
Job enrichment	I clearly understand what I am expected to do in this job	76%	0%	85%

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 'Workload', the 'You 2021' column shows 60% of your staff agreed with 'I have enough time to do my job effectively'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workload	I have enough time to do my job effectively	60%	+11%	49%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	+9%	76%
Taking action	My organisation has taken positive action on the results of last year's survey	39%	+8%	31%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	51%	+8%	43%
Workload	The workload I have is appropriate for the job that I do	61%	+6%	55%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	70%	+6%	64%
Manager support	My manager has regular conversations with me about my learning and development	57%	+5%	52%
Manager support	My manager encourages and supports my participation in learning and development opportunities	78%	+5%	74%
Satisfaction	I enjoy the work in my current job	83%	+4%	79%
Workplace flexibility	I have the flexibility I need to manage my work and non-work activities and responsibilities	68%	+3%	65%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You2021' column shows 41% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'.

The 'difference' column, shows that agreement for this question was 36 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	41%	-36%	76%
Safety climate	My organisation provides a physically safe work environment	58%	-18%	77%
Organisational integrity	My organisation does not tolerate improper conduct	51%	-17%	68%
Patient safety climate	Management is driving us to be a safety-centred organisation	56%	-15%	71%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	52%	-15%	67%
Safety climate	I feel culturally safe at work	64%	-15%	79%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	41%	-14%	55%
Engagement	I feel a strong personal attachment to my organisation	56%	-13%	69%
Safe to speak up	I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	43%	-13%	57%
Organisational integrity	My organisation is committed to earning a high level of public trust	68%	-13%	81%

People matter

survey 2021

Have your say

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

What this is

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

Why this is important

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

How to read this

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

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

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

Example

46% 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'.

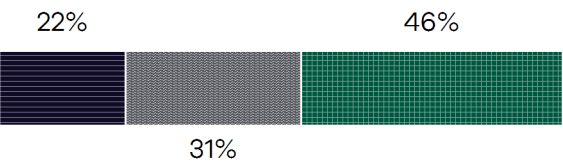
Survey question

Your results

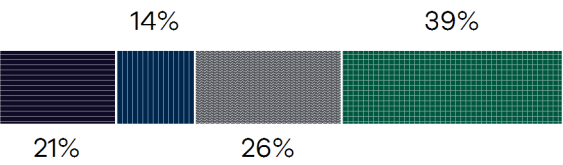
Benchmark agree results



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	46 %	43 %	51 %	63 %
Not asked	Not asked	39 %	30 %	31 %	43 %

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Senior leadership

Senior leadership 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

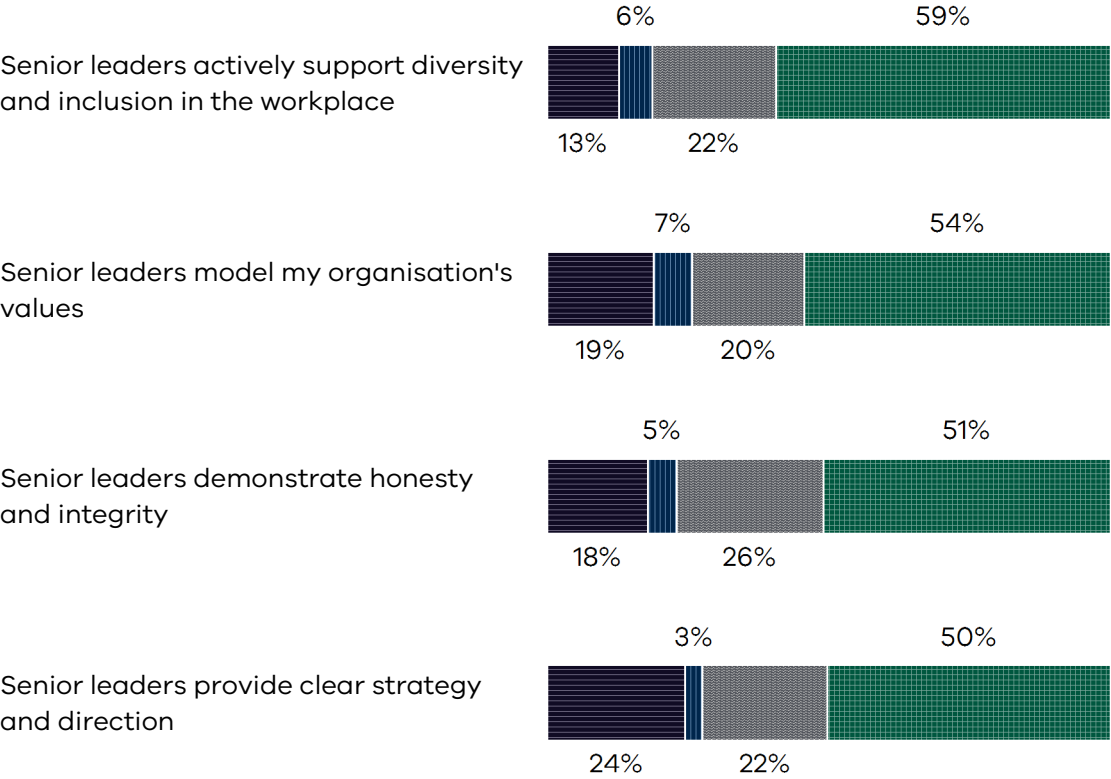
Example

59% 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
62 %	Not asked	59 %	66 %	72 %	88 %
48 %	Not asked	54 %	55 %	66 %	89 %
48 %	Not asked	51 %	52 %	62 %	85 %
43 %	48 %	50 %	50 %	61 %	82 %

Senior leadership

Senior leadership 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

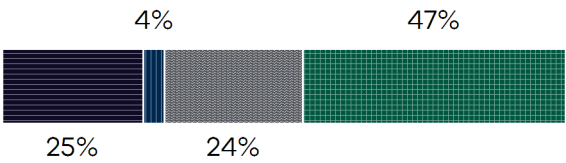
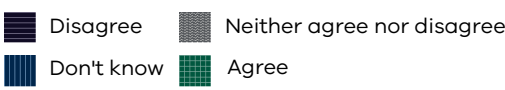
47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Your results

Benchmark agree results

Senior leaders support staff to work in an environment of change



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
43 %	46 %	47 %	47 %	59 %	77 %

People matter

survey 2021

Have your say

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Organisational climate

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

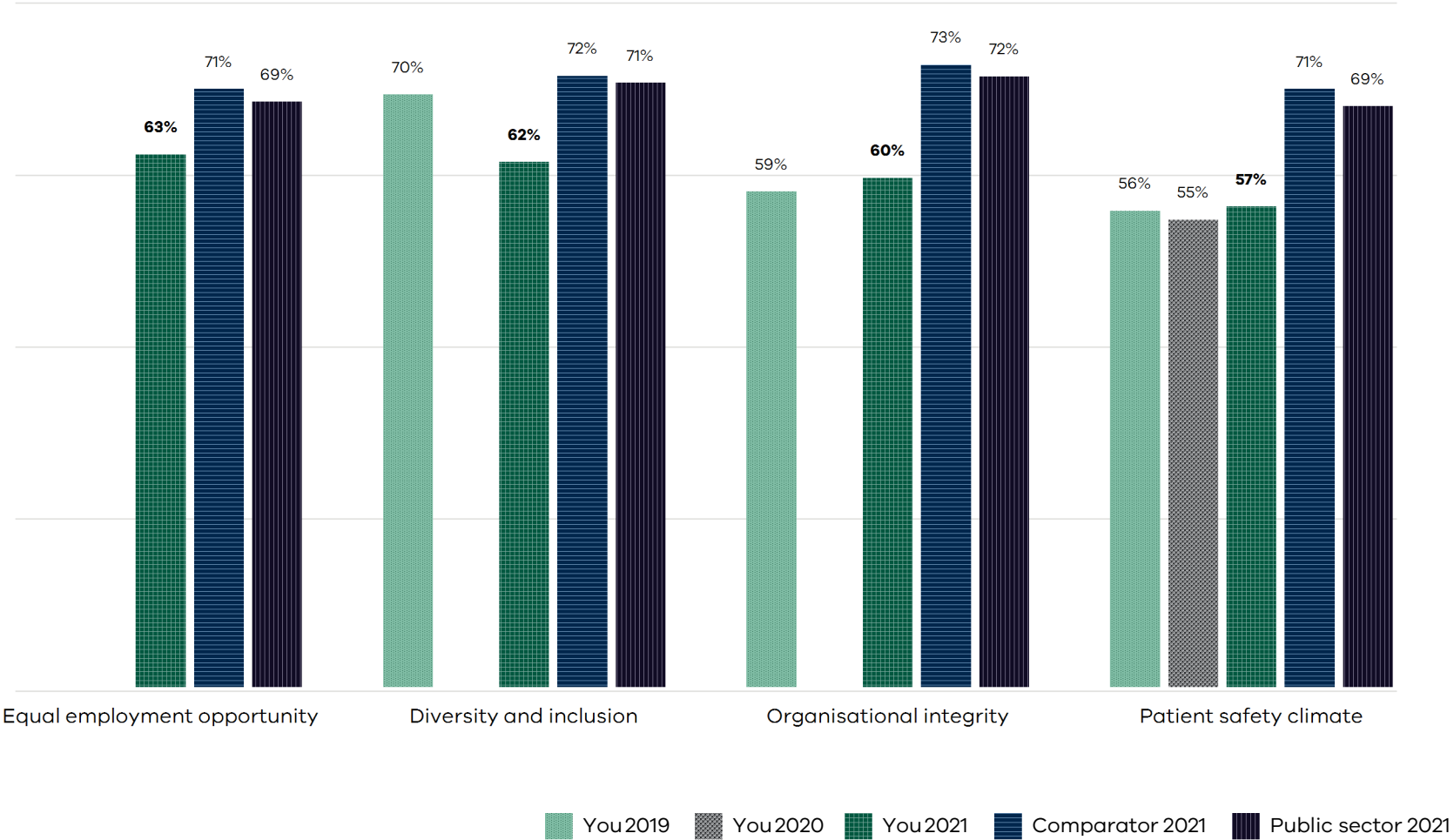
Example

In 2021:

- 63% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 71% 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.

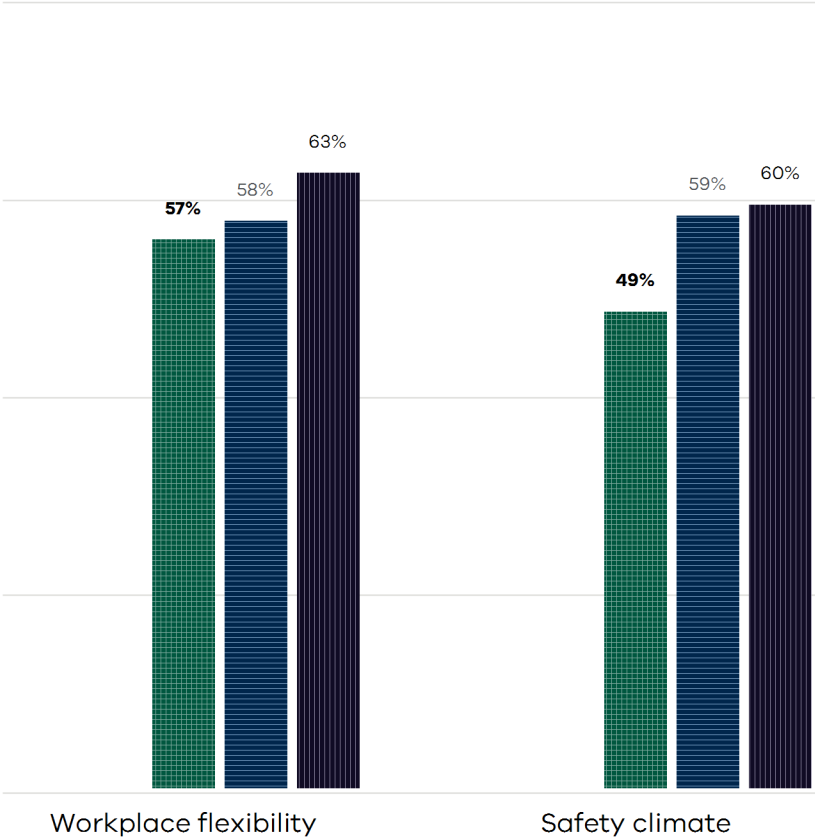
Example

In 2021:

- 57% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 58% of staff at your comparator and 63% 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

73% 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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
71 %	Not asked	73 %	74 %	82 %	94 %	
66 %	Not asked	70 %	72 %	82 %	91 %	
66 %	Not asked	68 %	66 %	81 %	92 %	
62 %	Not asked	67 %	70 %	80 %	86 %	

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

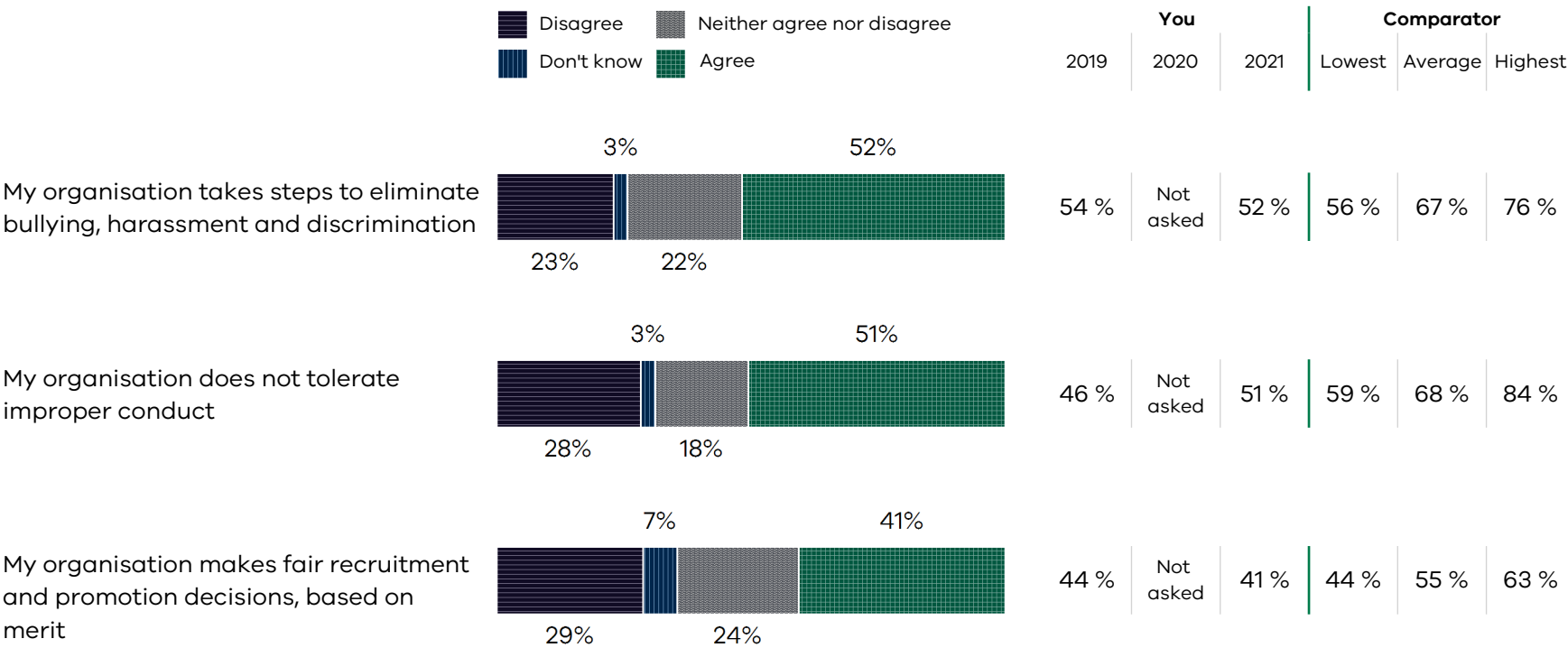
Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

68% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

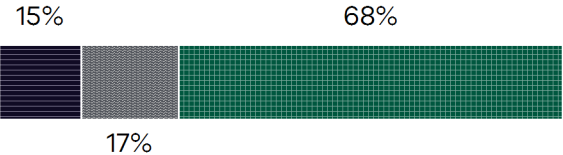
Survey question

Your results

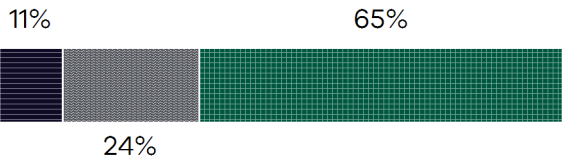
Benchmark agree results



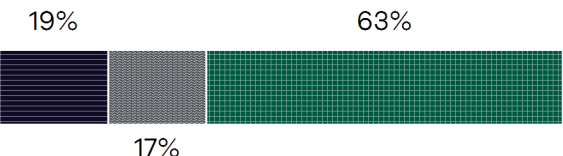
I have the flexibility I need to manage my work and non-work activities and responsibilities



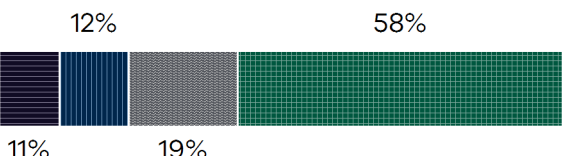
My organisation supports employees with family or other caring responsibilities, regardless of gender



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	68 %	58 %	65 %	86 %
Not asked	Not asked	65 %	59 %	68 %	88 %
62 %	61 %	63 %	54 %	60 %	74 %
Not asked	Not asked	58 %	52 %	60 %	74 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

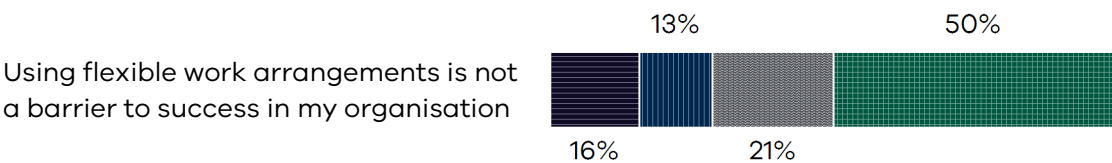
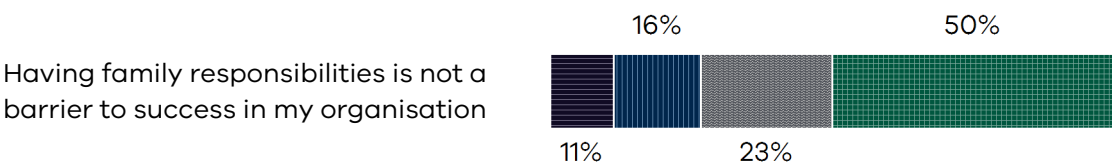
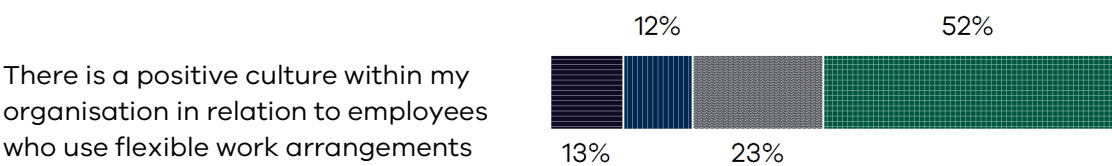
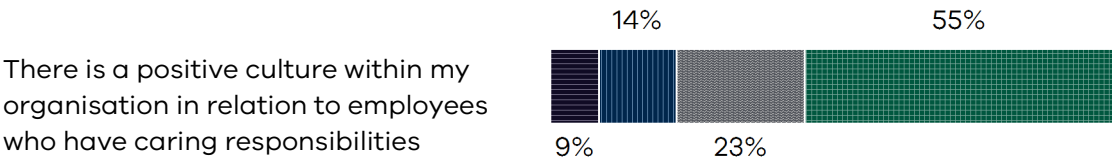
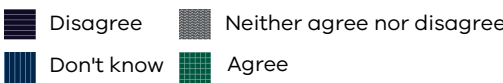
Example

55% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
66 %	Not asked	55 %	50 %	58 %	72 %
64 %	Not asked	52 %	47 %	55 %	65 %
Not asked	Not asked	50 %	49 %	55 %	72 %
Not asked	Not asked	50 %	45 %	50 %	65 %

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.

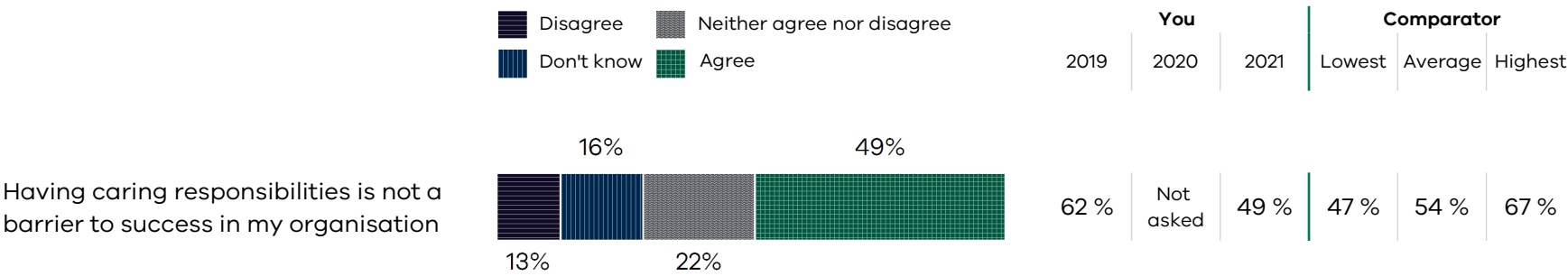
Example

49% 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 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

30% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	30%	35%	38%
Shift swap	24%	21%	12%
Working from an alternative location (e.g. home, hub/shared work space)	22%	17%	24%
Part-time	21%	28%	19%
Flexible start and finish times	15%	16%	23%
Using leave to work flexible hours	10%	11%	8%
Working more hours over fewer days	7%	6%	6%
Study leave	5%	7%	4%
Purchased leave	4%	1%	2%
Other	3%	2%	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.

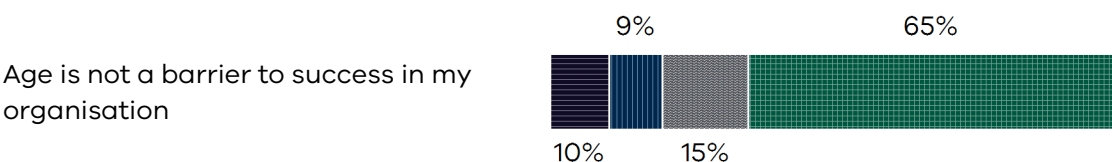
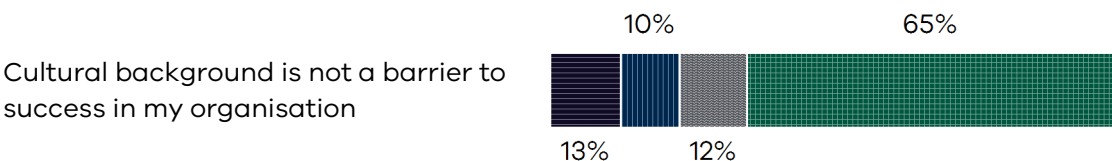
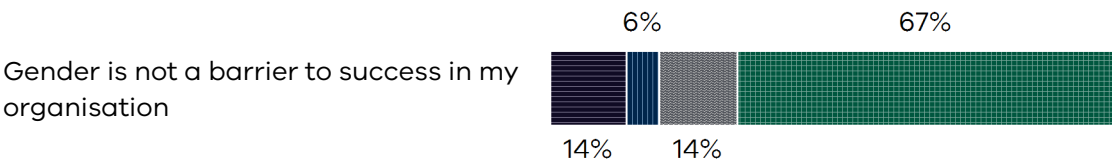
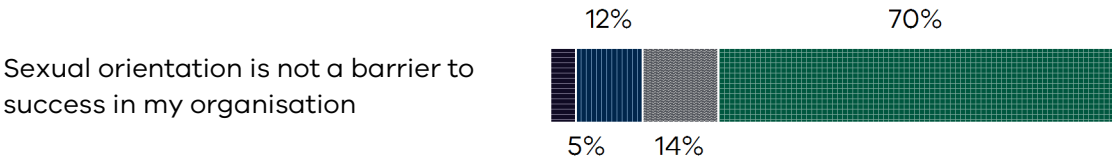
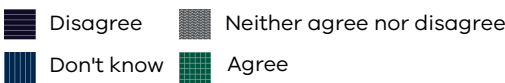
Example

70% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
74 %	Not asked	70 %	72 %	77 %	88 %
Not asked	Not asked	67 %	72 %	77 %	91 %
74 %	Not asked	65 %	71 %	75 %	88 %
67 %	Not asked	65 %	64 %	70 %	86 %

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

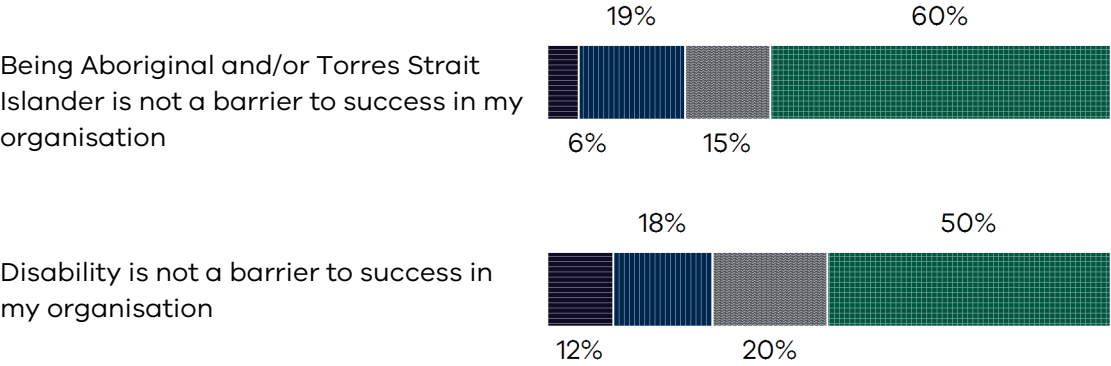
Example

60% 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	60 %	58 %	66 %	83 %
60 %	Not asked	50 %	53 %	59 %	74 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

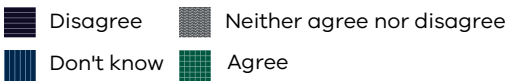
Example

64% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

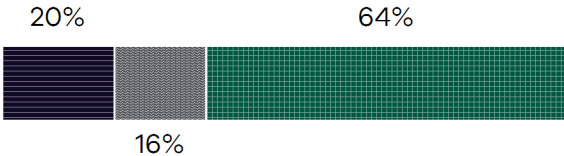
Survey question

Your results

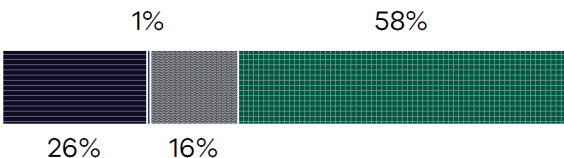
Benchmark agree results



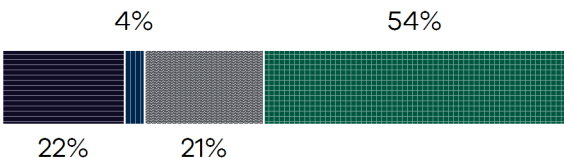
I feel culturally safe at work



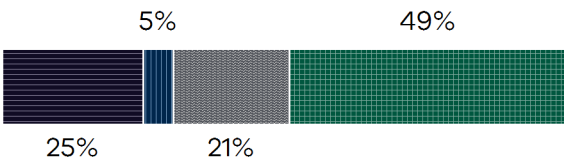
My organisation provides a physically safe work environment



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	64 %	71 %	79 %	88 %
Not asked	Not asked	58 %	64 %	77 %	95 %
51 %	Not asked	54 %	54 %	64 %	88 %
47 %	45 %	49 %	49 %	58 %	67 %

Organisational climate

Psychosocial and physical safety climate question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

48% 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'.

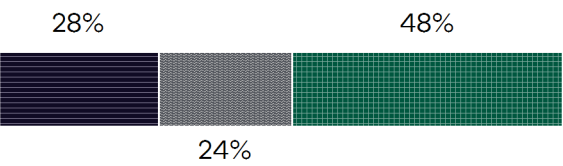
Survey question

Your results

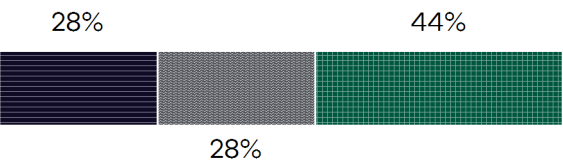
Benchmark agree results



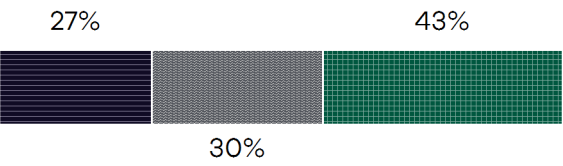
Senior leaders consider the psychological health of employees to be as important as productivity



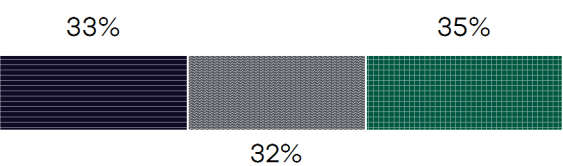
In my workplace, there is good communication about psychological safety issues that affect me



Senior leaders show support for stress prevention through involvement and commitment



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
34 %	46 %	48 %	41 %	51 %	74 %
40 %	46 %	44 %	42 %	52 %	70 %
33 %	46 %	43 %	41 %	50 %	68 %
30 %	31 %	35 %	32 %	42 %	57 %

Organisational climate

Psychosocial safety climate score

What this is

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

How we work out your score

We work out your score from these 4 questions:

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

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

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

How to interpret your score

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

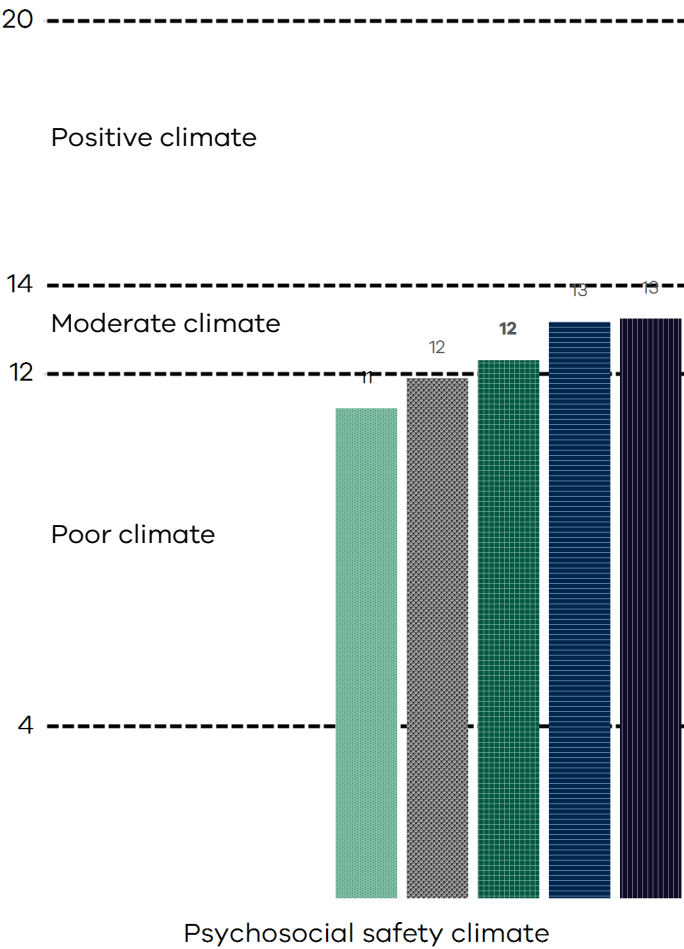
A score of:

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

Adverse outcomes can include:

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

Benchmark results



You 2019 You 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.

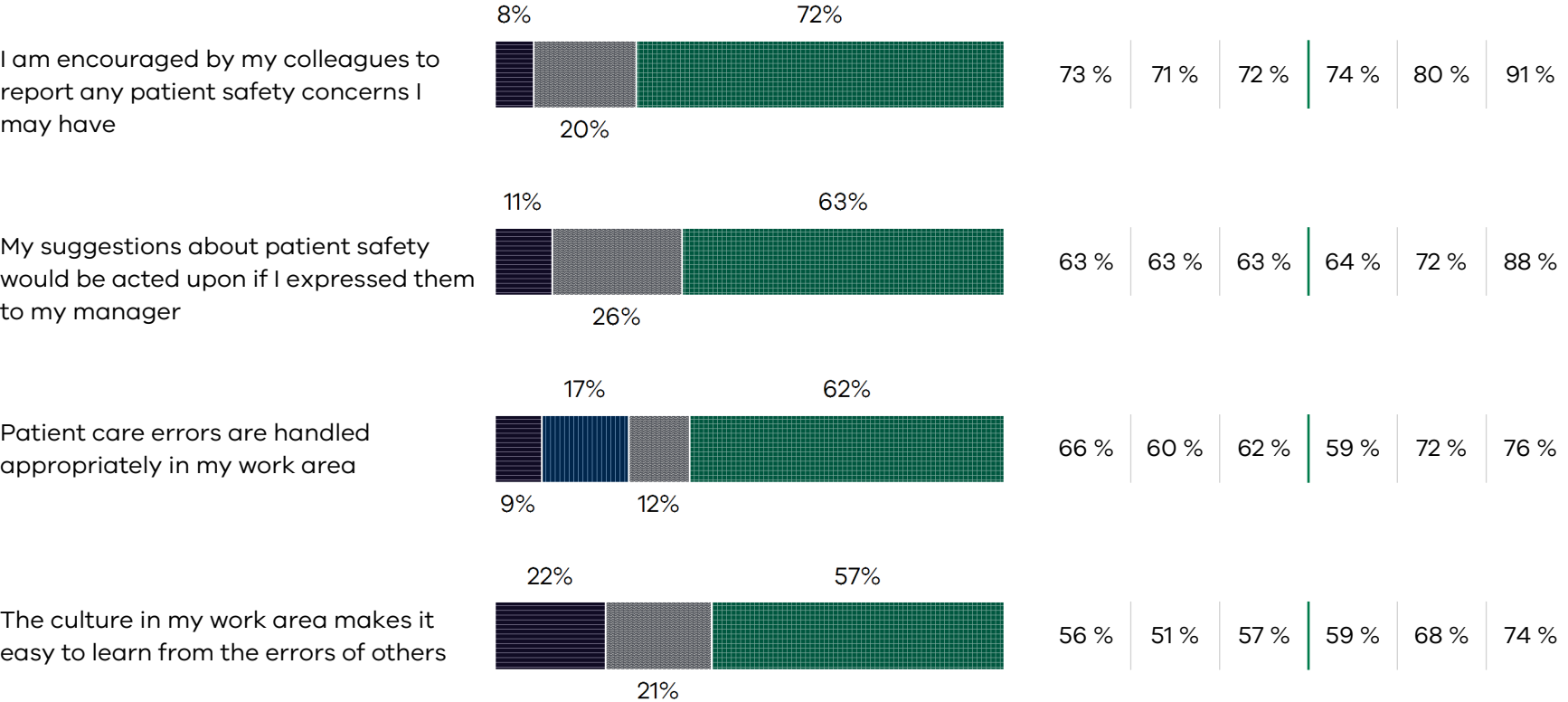
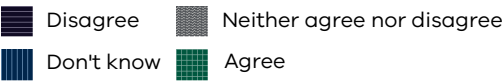
Example

72% 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

56% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

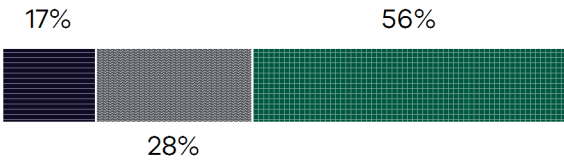
Survey question

Your results

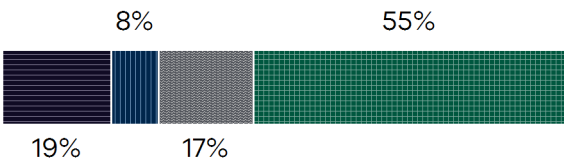
Benchmark agree results



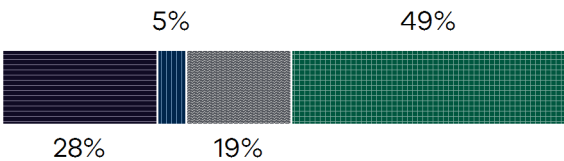
Management is driving us to be a safety-centred organisation



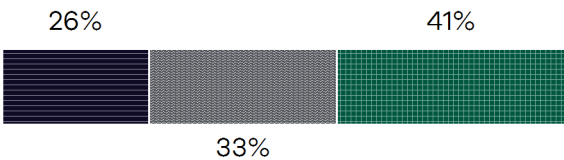
Trainees in my discipline are adequately supervised



This health service does a good job of training new and existing staff



I would recommend a friend or relative to be treated as a patient here



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
51 %	58 %	56 %	60 %	71 %	89 %
51 %	55 %	55 %	54 %	64 %	71 %
47 %	45 %	49 %	45 %	60 %	67 %
43 %	41 %	41 %	52 %	76 %	92 %

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.

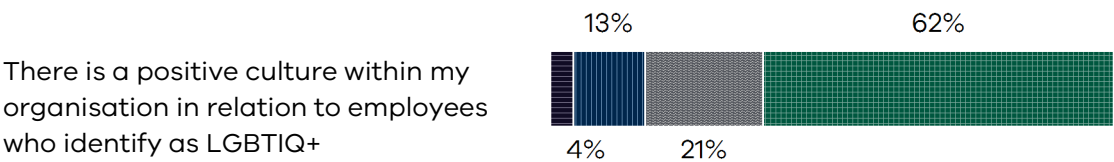
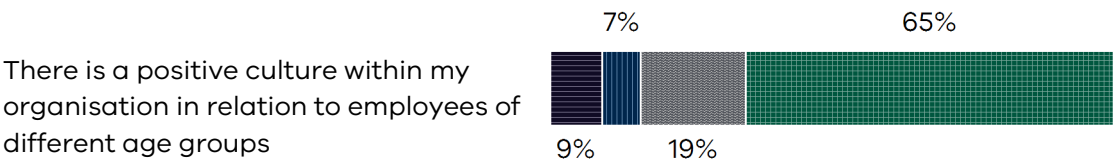
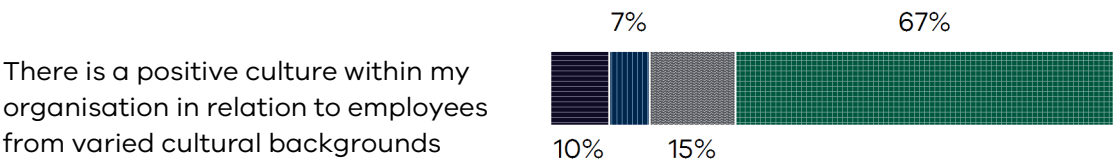
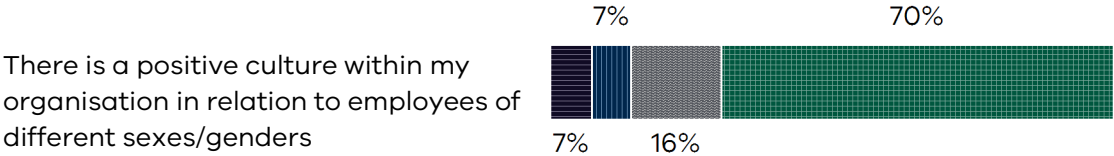
Example

70% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees of different sexes/genders’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
77 %	Not asked	70 %	73 %	79 %	83 %
78 %	Not asked	67 %	75 %	79 %	90 %
72 %	Not asked	65 %	67 %	73 %	89 %
72 %	Not asked	62 %	66 %	72 %	83 %

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.

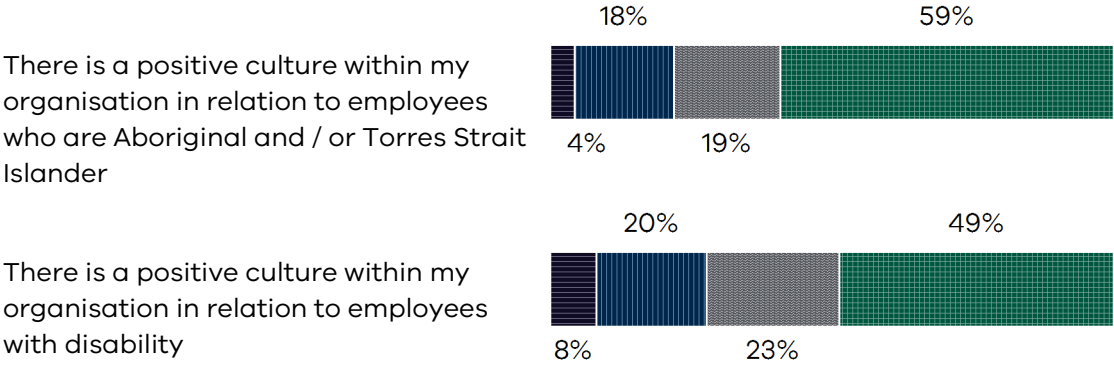
Example

59% 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 are Aboriginal and / or Torres Strait Islander’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
66 %	Not asked	59 %	57 %	69 %	90 %
54 %	Not asked	49 %	52 %	60 %	76 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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

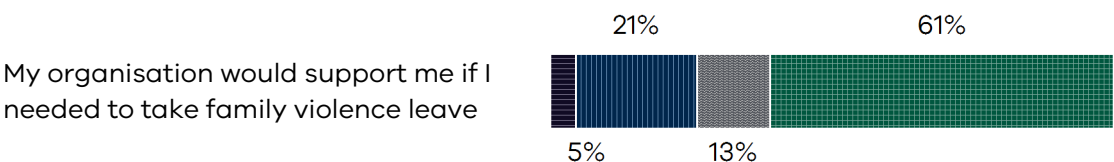
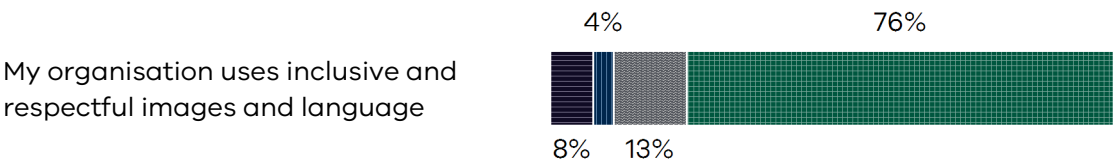
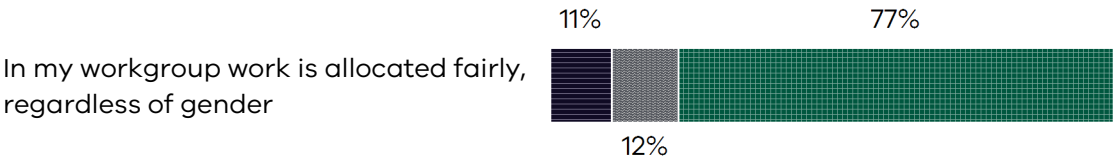
Example

77% 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	77 %	75 %	81 %	88 %
Not asked	Not asked	76 %	79 %	85 %	98 %
Not asked	Not asked	61 %	64 %	71 %	86 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

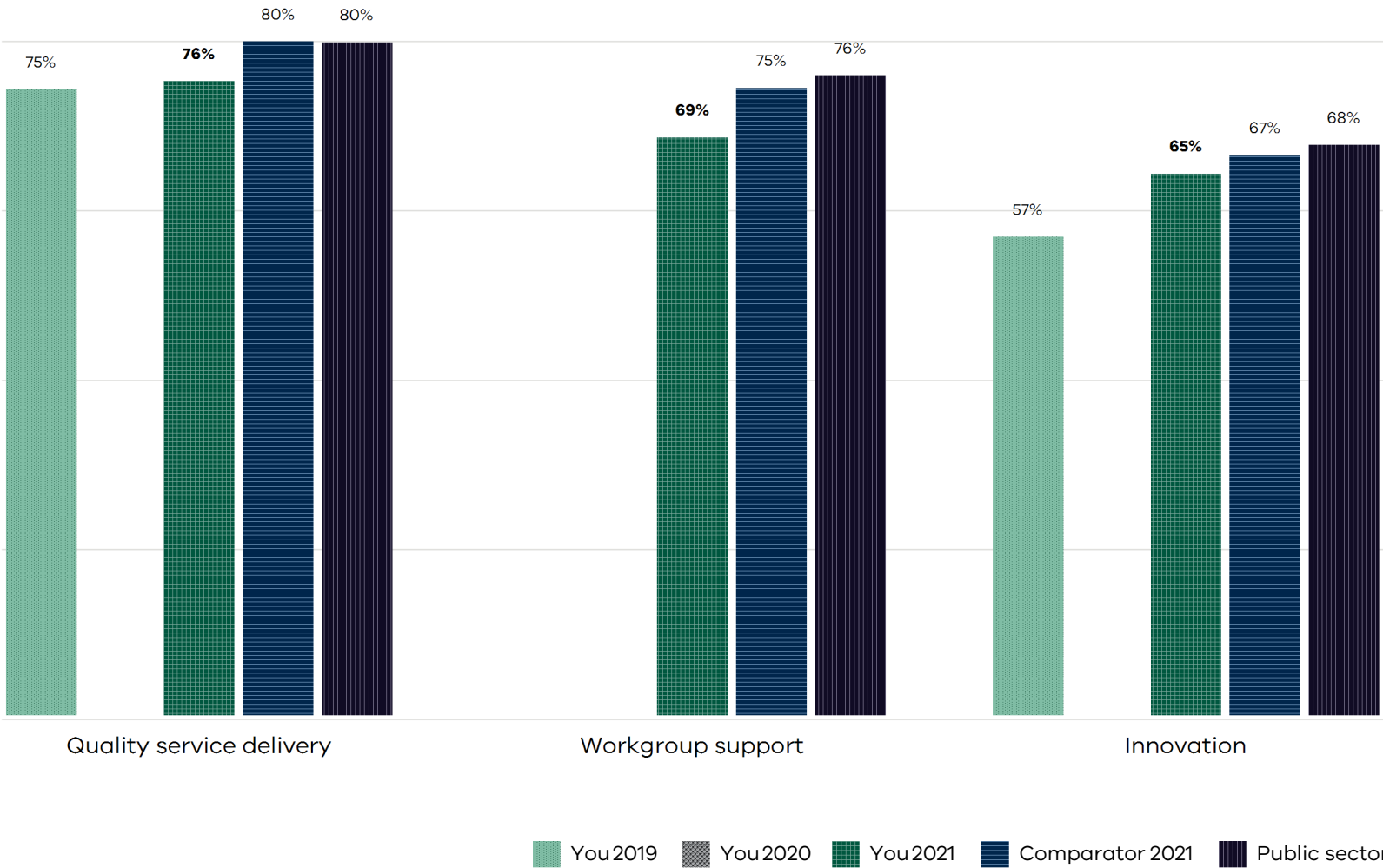
Example

In 2021:

- 76% 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.

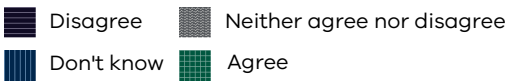
Example

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

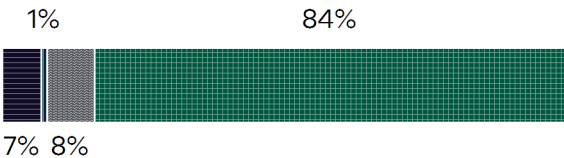
Survey question

Your results

Benchmark agree results



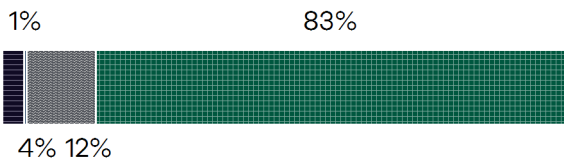
My workgroup strives to provide high quality advice and services



You			Comparator		
2019	2020	2021	Lowest	Average	Highest

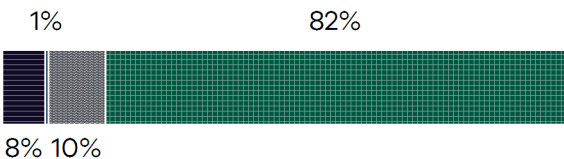
84 %	Not asked	84 %	82 %	88 %	98 %
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My workgroup values human rights



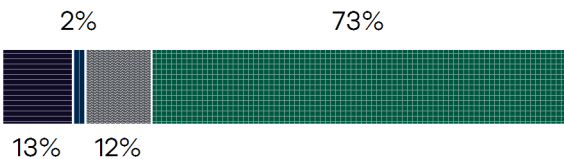
80 %	Not asked	83 %	81 %	86 %	98 %
------	-----------	------	------	------	------

My workgroup strives to deliver services in a timely manner



81 %	Not asked	82 %	83 %	88 %	95 %
------	-----------	------	------	------	------

My workgroup strives to make the best use of its resources



75 %	Not asked	73 %	73 %	78 %	88 %
------	-----------	------	------	------	------

Workgroup climate

Quality service delivery 2 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

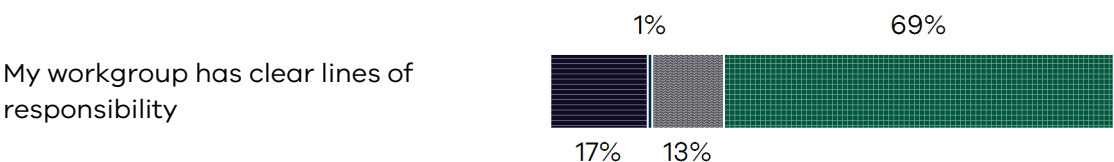
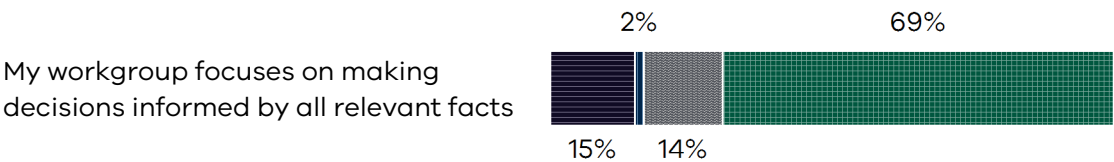
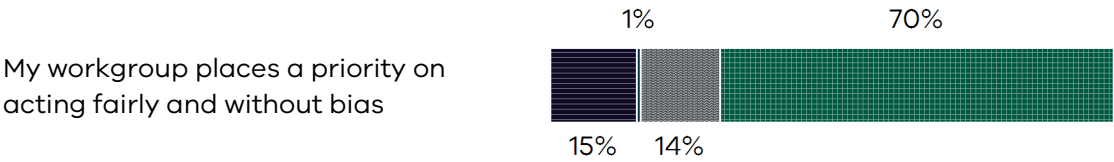
Example

70% 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
66 %	Not asked	70 %	66 %	72 %	87 %
73 %	Not asked	69 %	68 %	75 %	88 %
63 %	Not asked	69 %	73 %	77 %	87 %

Workgroup climate

Innovation 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

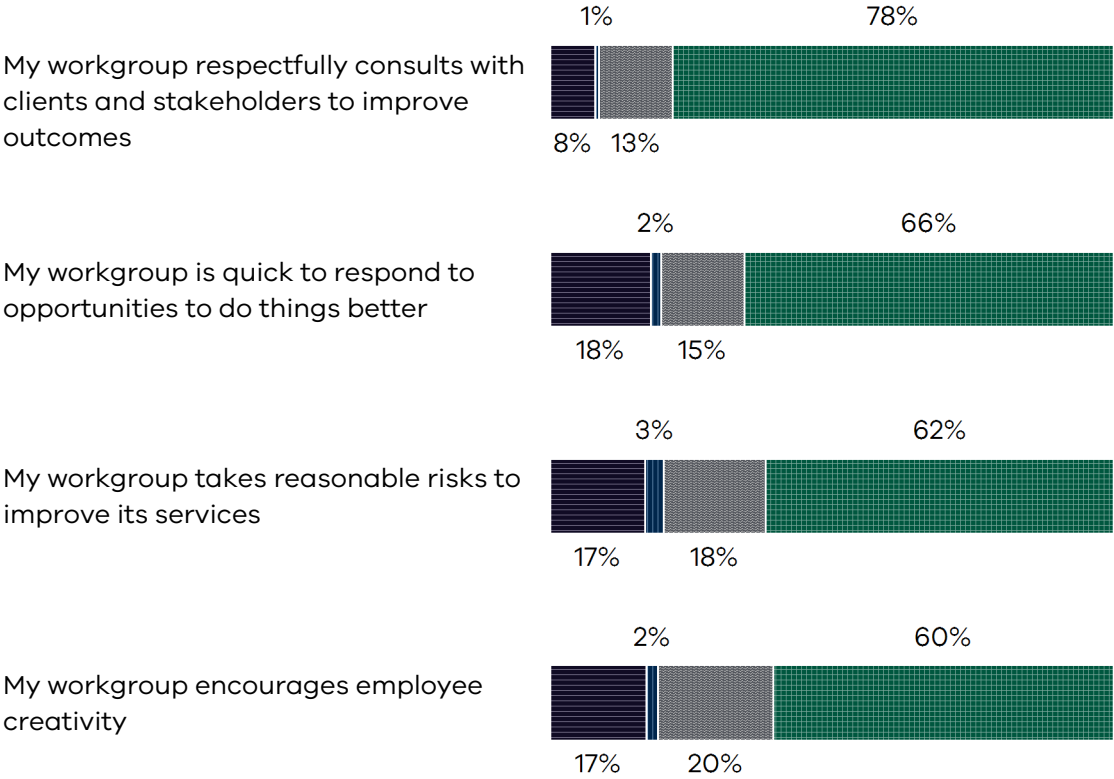
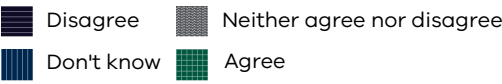
Example

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

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
71 %	Not asked	78 %	73 %	78 %	91 %
55 %	Not asked	66 %	62 %	69 %	79 %
57 %	Not asked	62 %	54 %	60 %	71 %
52 %	Not asked	60 %	52 %	59 %	77 %

Workgroup climate

Innovation 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

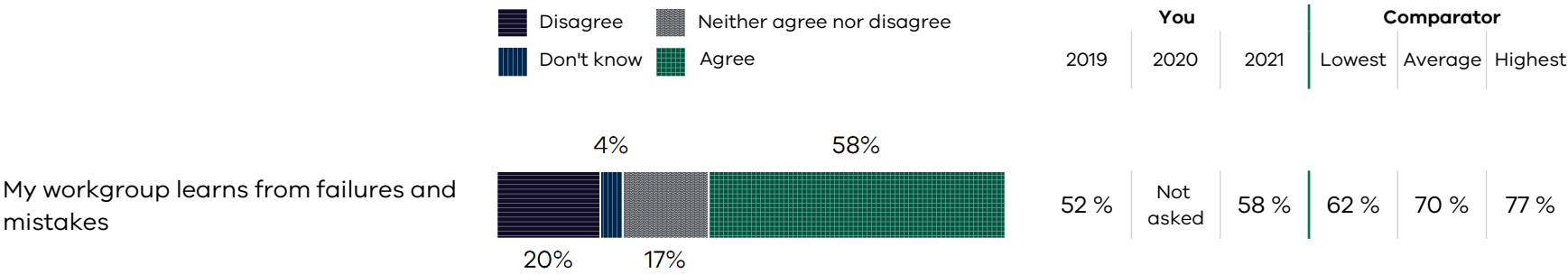
Example

58% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

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

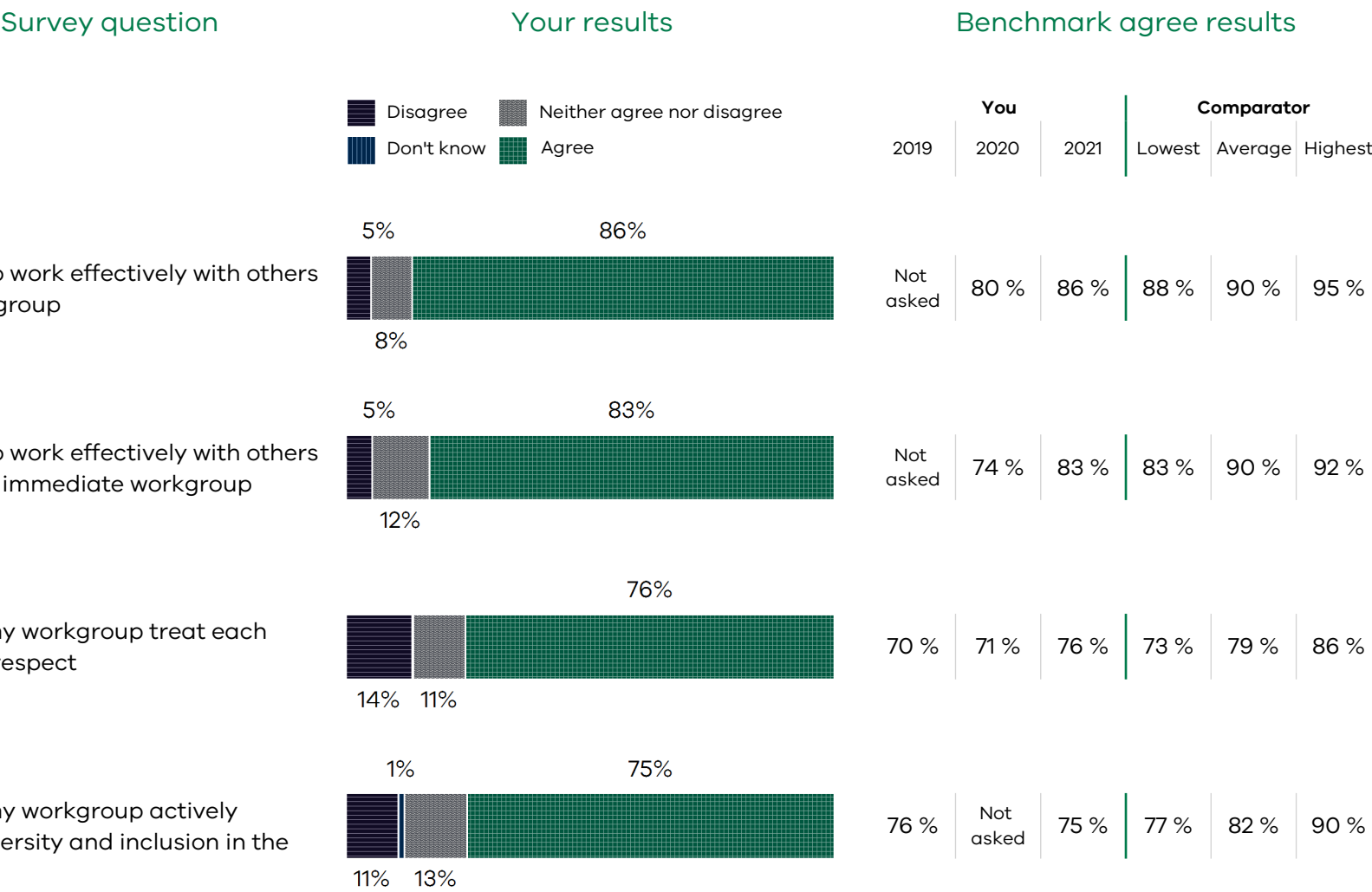
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.



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.

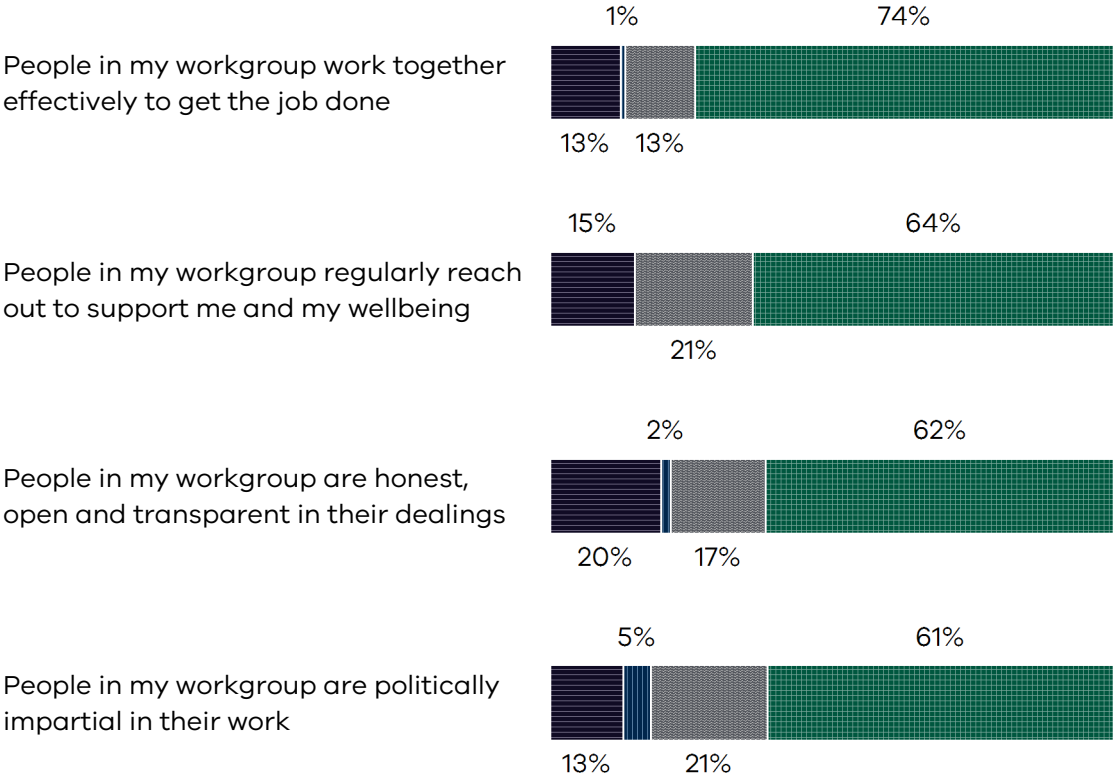
Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
74 %	67 %	74 %	76 %	81 %	84 %	
Not asked	60 %	64 %	61 %	68 %	82 %	
62 %	Not asked	62 %	63 %	69 %	76 %	
62 %	Not asked	61 %	63 %	68 %	77 %	

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

60% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

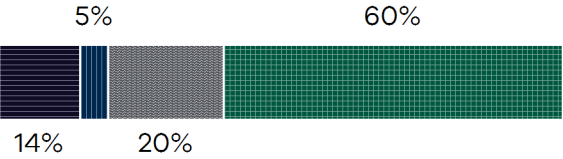
Survey question

Your results

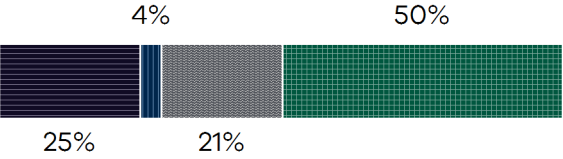
Benchmark agree results



People in my workgroup appropriately manage conflicts of interest



Workgroups across my organisation willingly share information with each other



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
56 %	Not asked	60 %	57 %	64 %	73 %
45 %	44 %	50 %	45 %	60 %	68 %

People matter

survey 2021

Have your say

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

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.

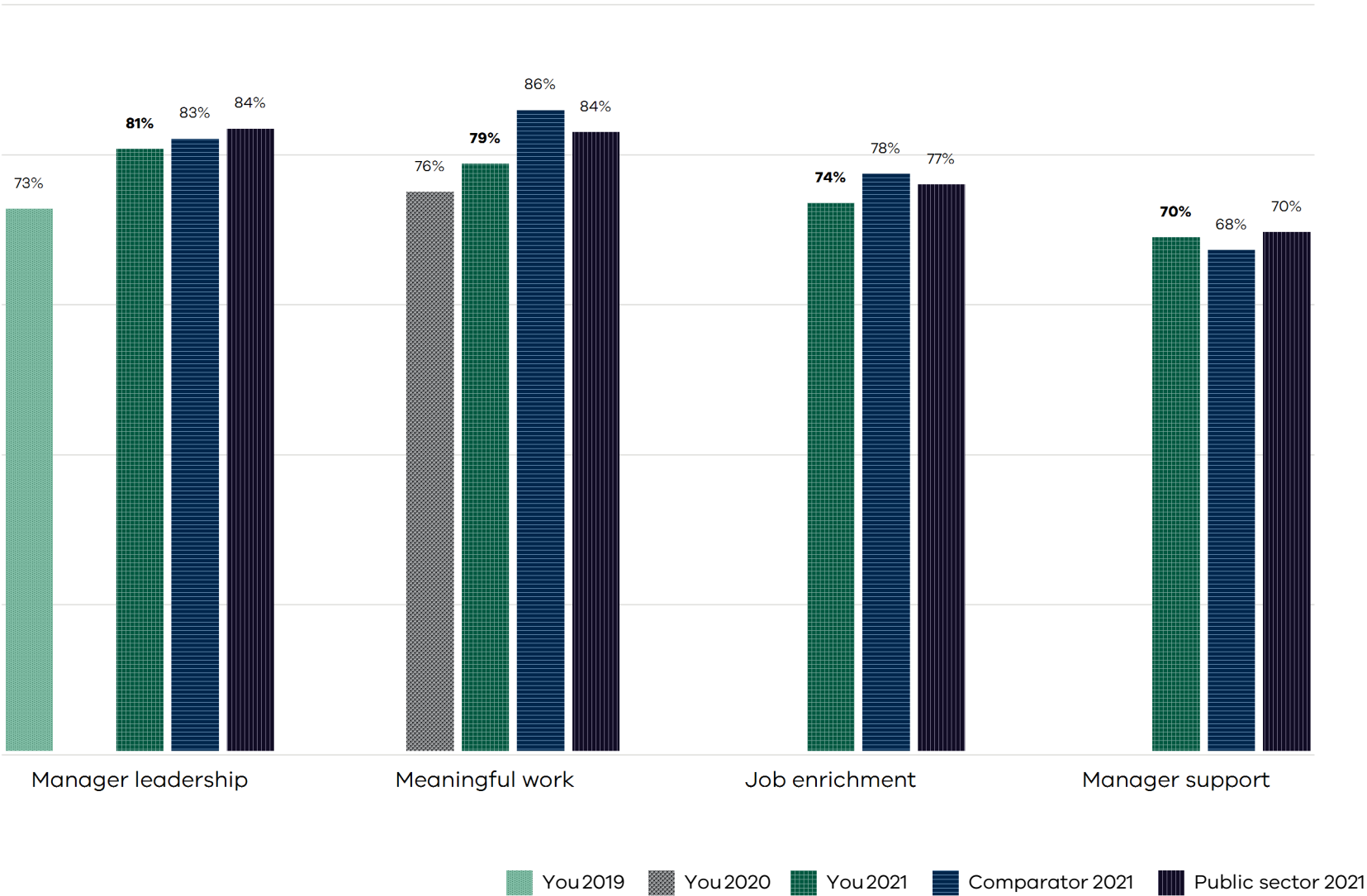
Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 83% 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.

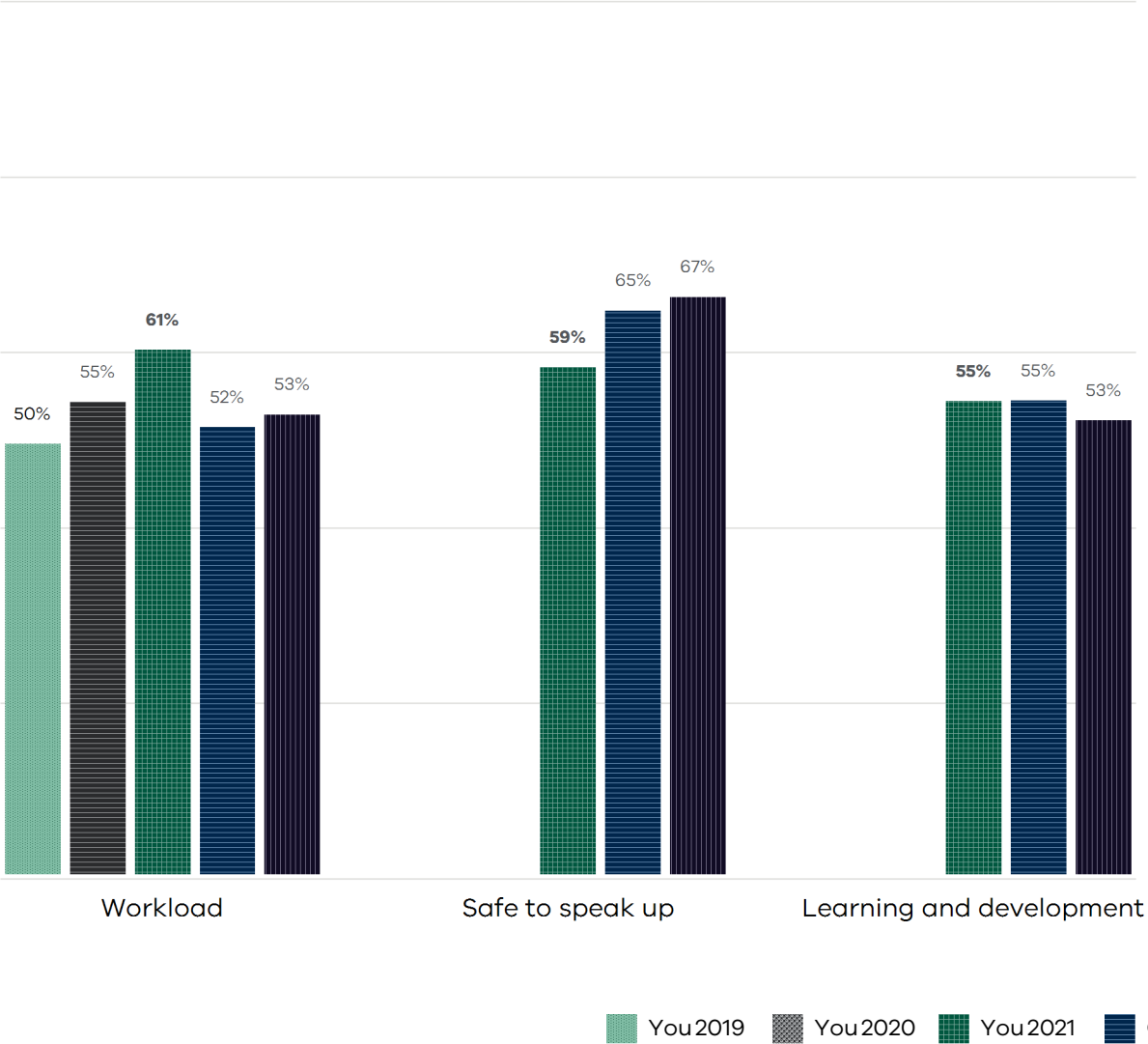
Example

In 2021:

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

Compared to:

- 52% of staff at your comparator and 53% of staff across the public sector.



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

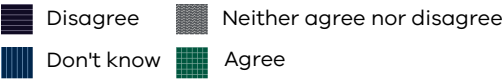
Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

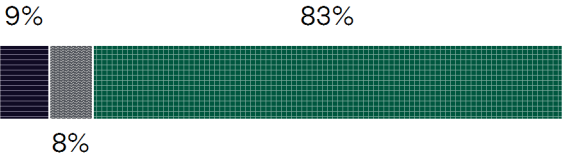
Survey question

Your results

Benchmark agree results



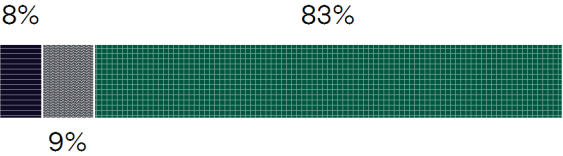
My manager treats employees with dignity and respect



You			Comparator		
2019	2020	2021	Lowest	Average	Highest

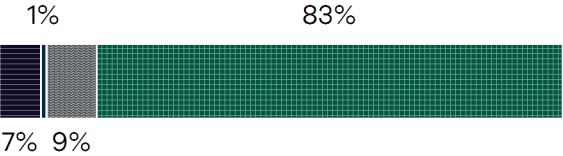
72 %	Not asked	83 %	77 %	82 %	93 %
------	-----------	------	------	------	------

My manager works effectively with people from diverse backgrounds



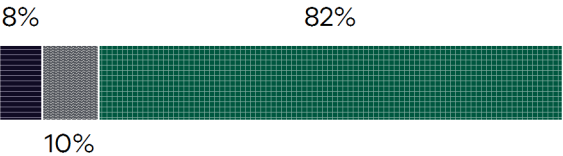
77 %	Not asked	83 %	80 %	85 %	96 %
------	-----------	------	------	------	------

My manager is committed to workplace safety



73 %	Not asked	83 %	78 %	85 %	99 %
------	-----------	------	------	------	------

My manager ensures clients receive a high standard of service



78 %	Not asked	82 %	79 %	85 %	99 %
------	-----------	------	------	------	------

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.

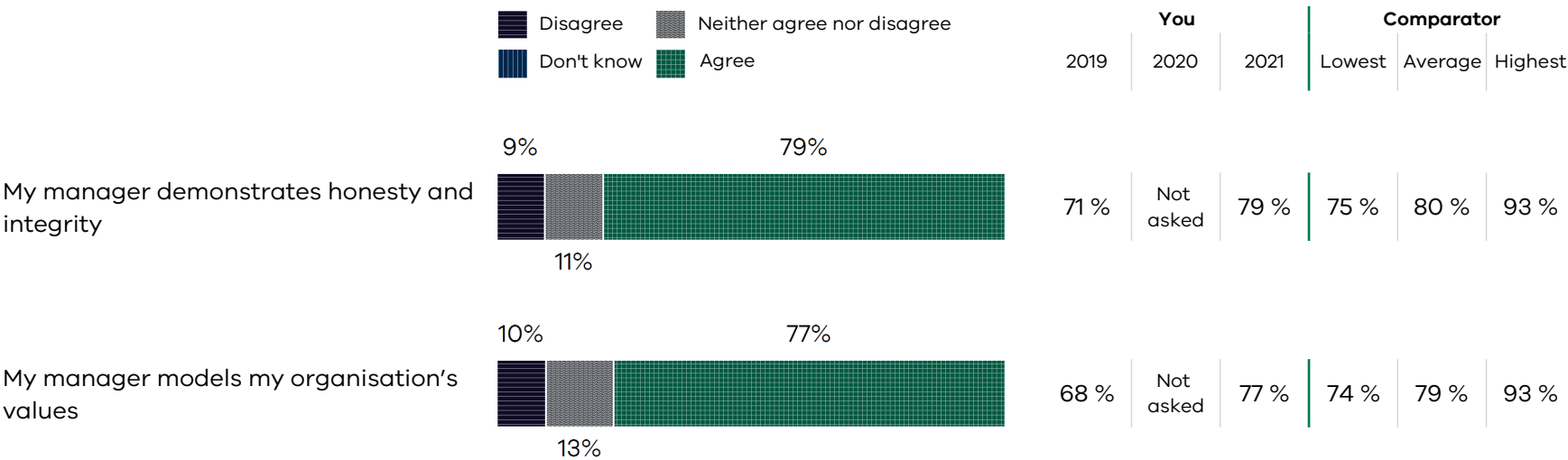
Example

79% 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



Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

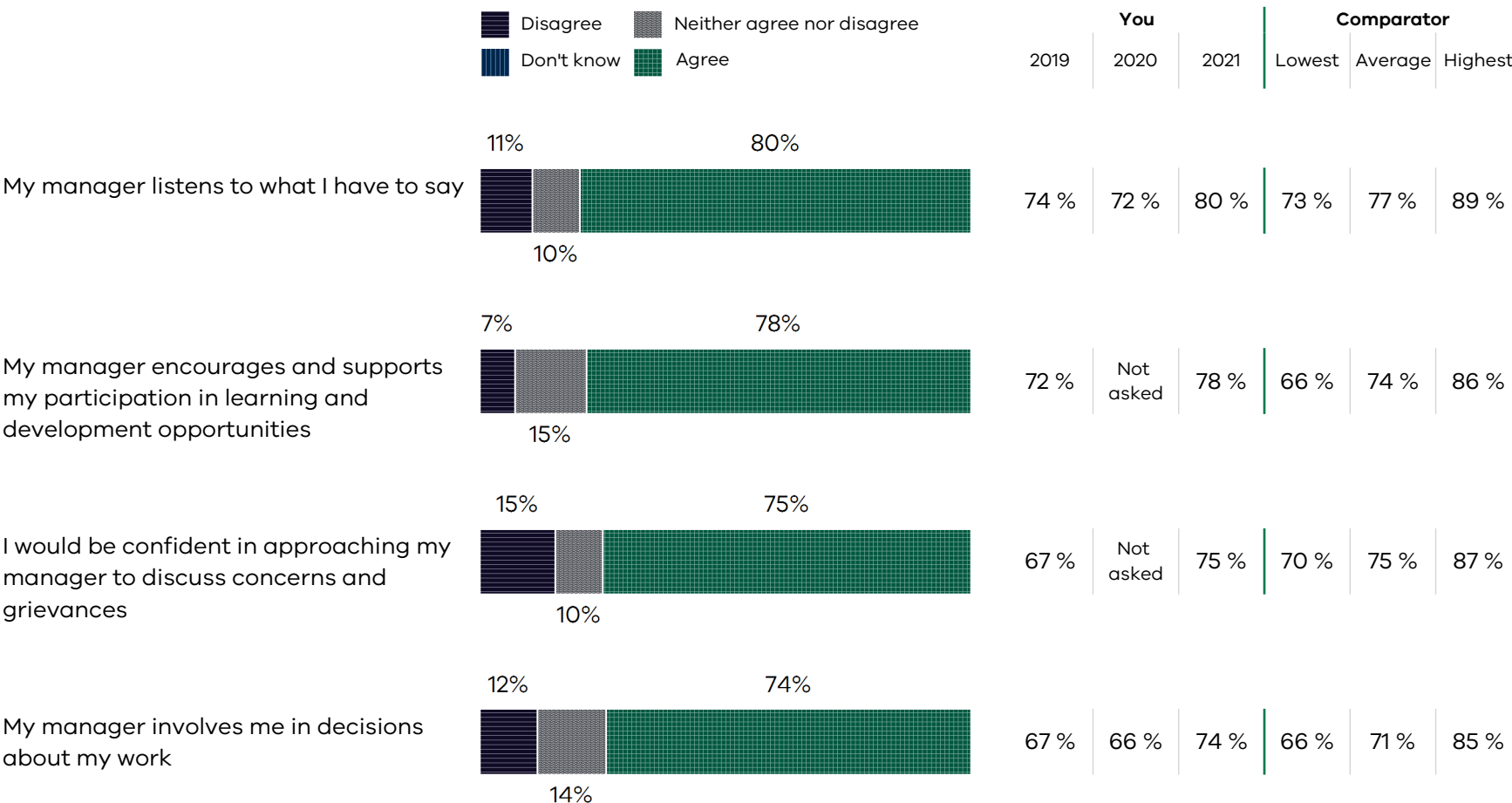
Example

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

Survey question

Your results

Benchmark agree results



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.

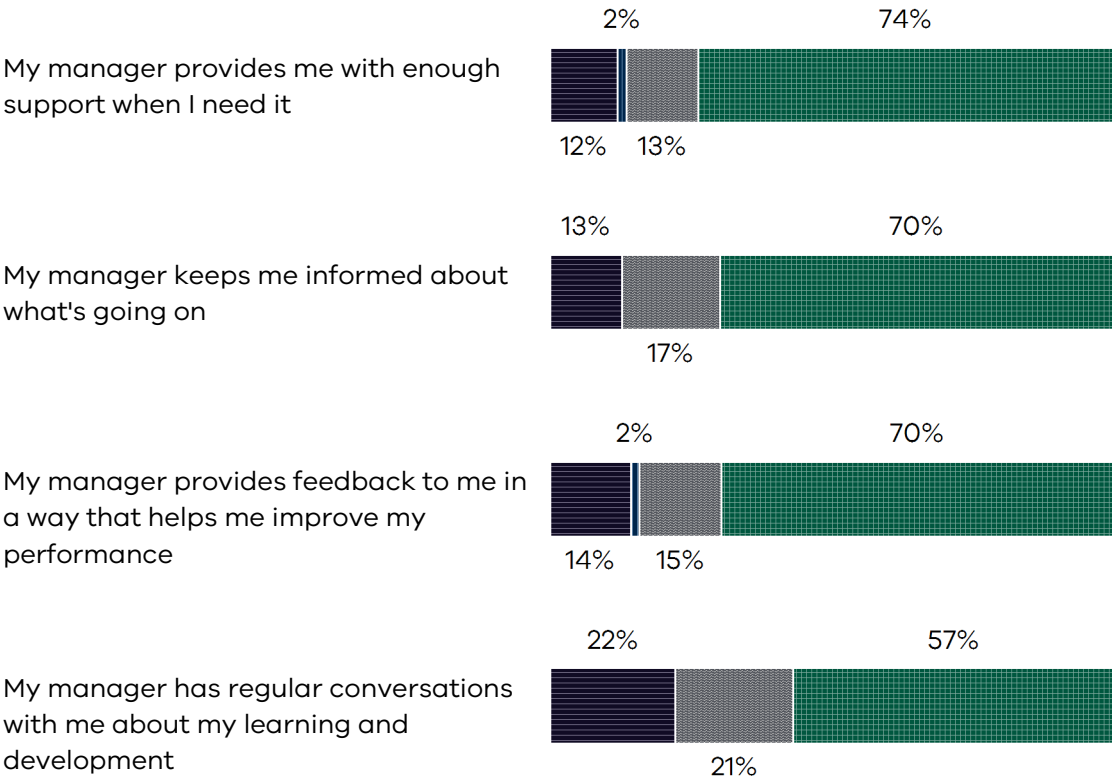
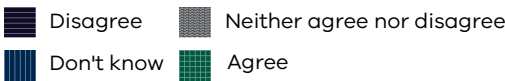
Example

74% 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	69 %	74 %	66 %	72 %	84 %
My manager keeps me informed about what's going on	62 %	68 %	70 %	65 %	73 %	83 %
My manager provides feedback to me in a way that helps me improve my performance	60 %	63 %	70 %	58 %	64 %	79 %
My manager has regular conversations with me about my learning and development	Not asked	Not asked	57 %	44 %	52 %	79 %

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

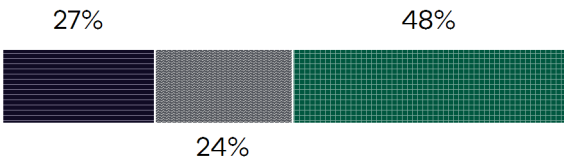
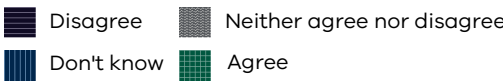
Example

48% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

Survey question

I receive adequate recognition for my contributions and accomplishments

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
49 %	Not asked	48 %	42 %	53 %	70 %

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

61% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

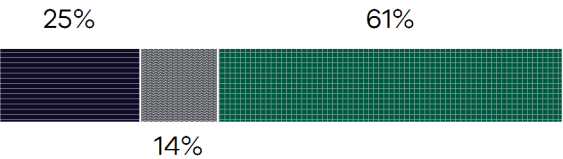
Survey question

Your results

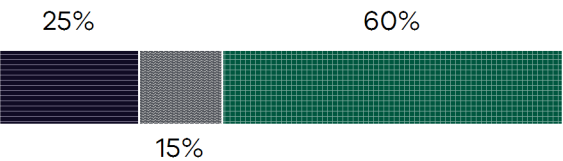
Benchmark agree results



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
51 %	57 %	61 %	49 %	55 %	66 %
49 %	53 %	60 %	41 %	49 %	61 %

Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

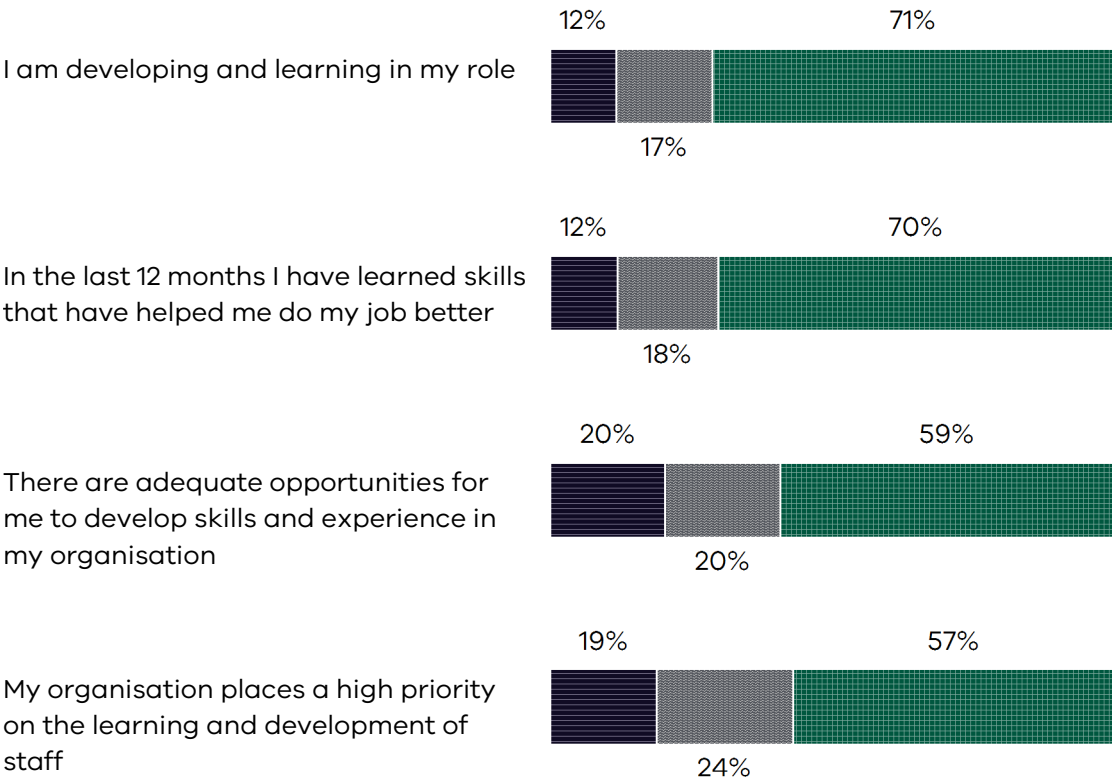
Example

71% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	Not asked	Not asked	71 %	64 %	73 %	88 %
	Not asked	Not asked	70 %	62 %	72 %	86 %
	66 %	Not asked	59 %	46 %	58 %	84 %
	62 %	Not asked	57 %	47 %	62 %	81 %

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.

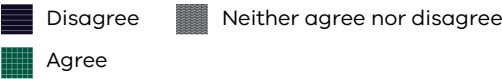
Example

55% 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'.

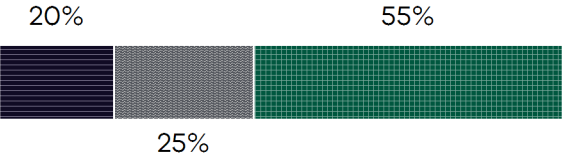
Survey question

Your results

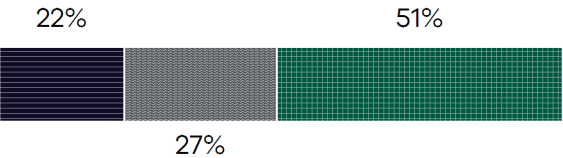
Benchmark agree results



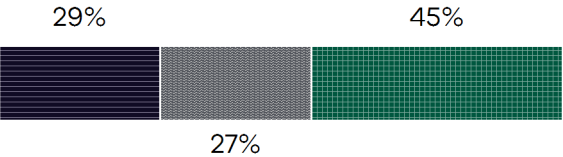
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



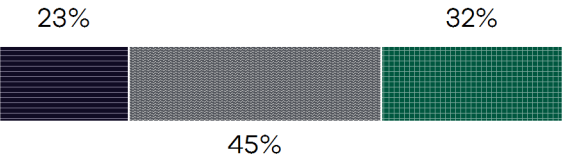
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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	55 %	44 %	56 %	81 %
Not asked	Not asked	51 %	34 %	43 %	53 %
Not asked	Not asked	45 %	33 %	44 %	53 %
Not asked	Not asked	32 %	28 %	32 %	35 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

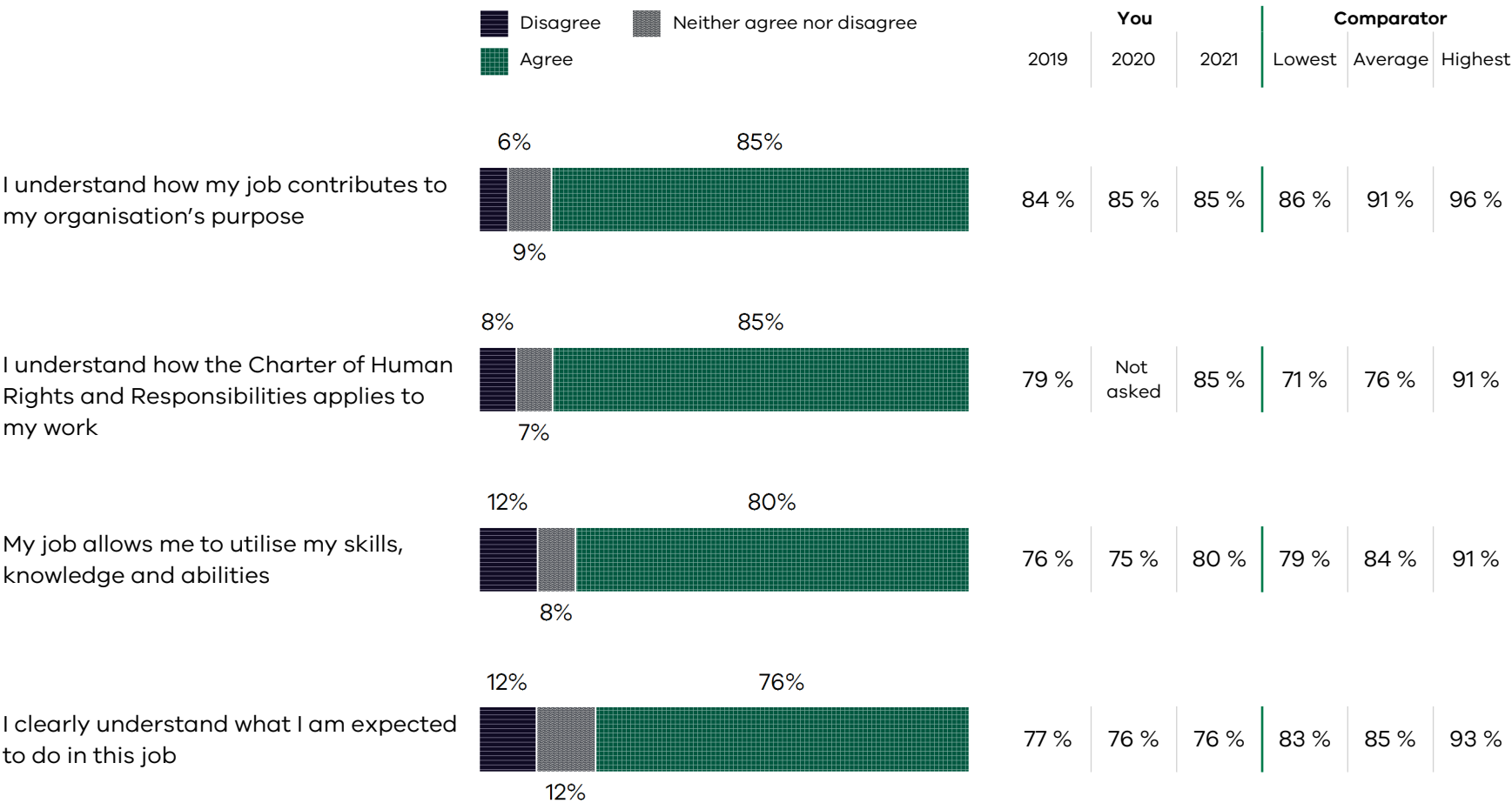
Example

85% 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



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.

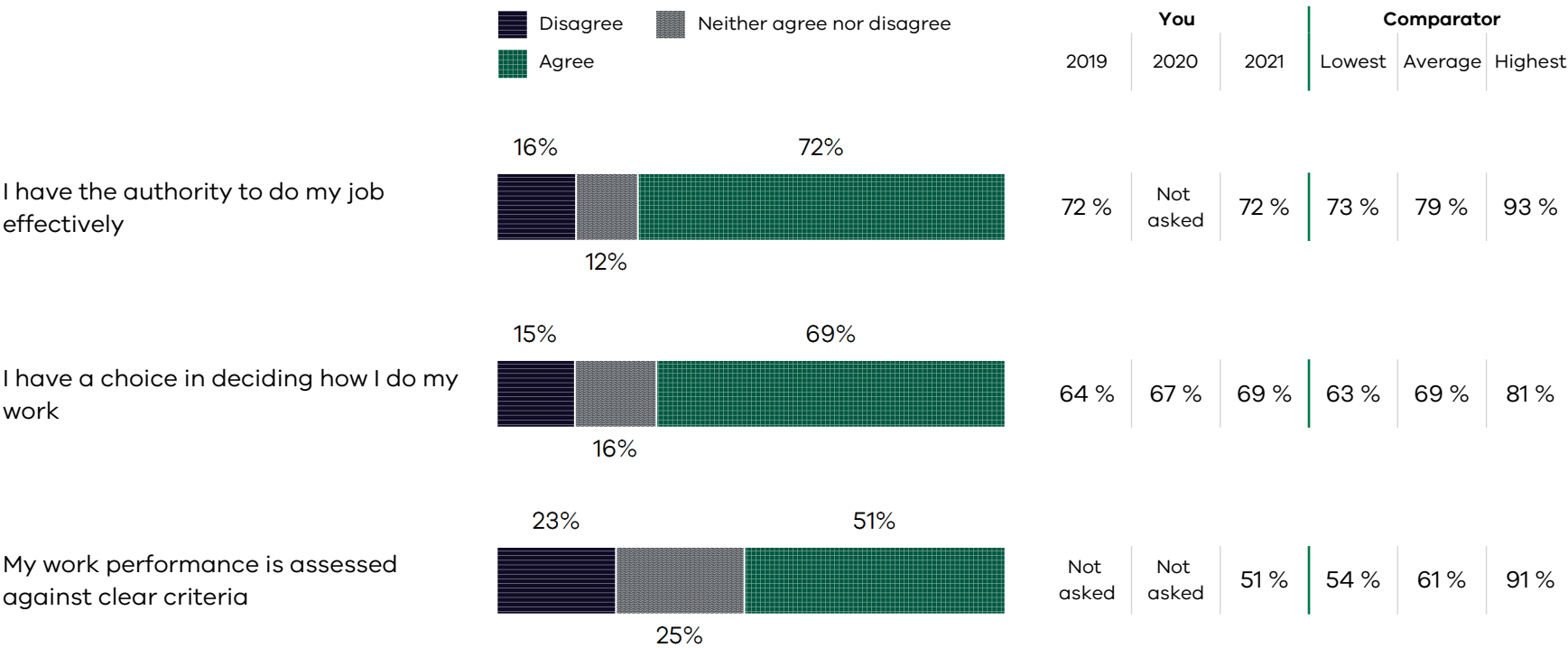
Example

72% 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



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

82% of your staff who did the survey agreed or strongly agreed with 'I feel that I can make a worthwhile contribution at work'.

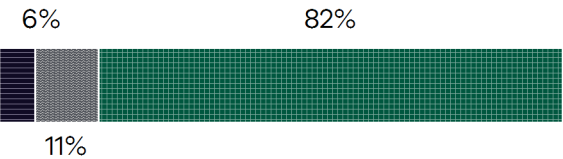
Survey question

Your results

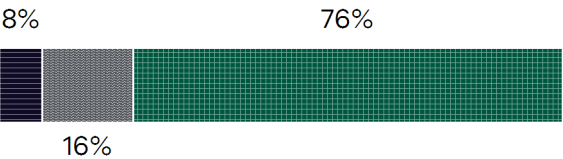
Benchmark agree results



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	77 %	82 %	85 %	88 %	95 %
Not asked	74 %	76 %	79 %	85 %	98 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

64% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

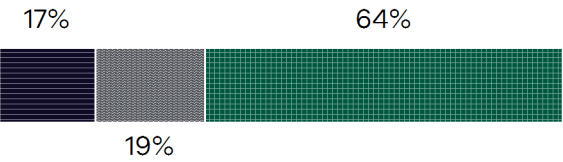
Survey question

Your results

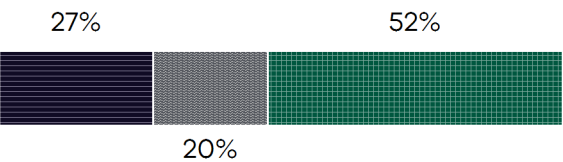
Benchmark agree results



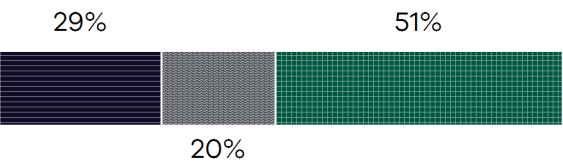
People in your workgroup are able to bring up problems and tough issues



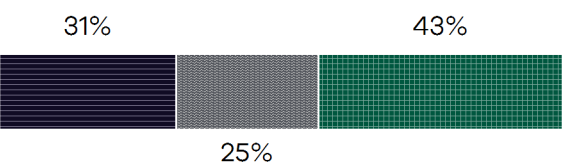
I am confident that I would be protected from reprisal for reporting improper conduct



I feel safe to challenge inappropriate behaviour at work



I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	59 %	64 %	63 %	67 %	74 %
41 %	Not asked	52 %	53 %	64 %	74 %
Not asked	Not asked	51 %	53 %	62 %	72 %
38 %	Not asked	43 %	46 %	57 %	66 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

77% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

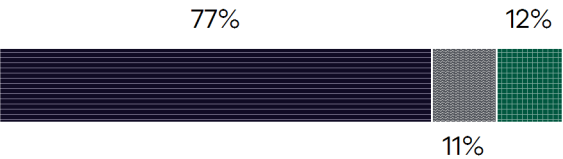
Survey question

Your results

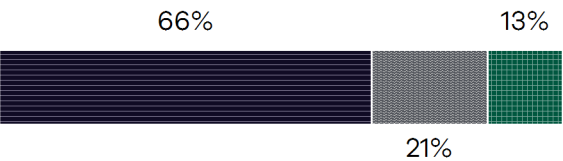
Benchmark disagree results



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	77 %	72 %	76 %	85 %
Not asked	Not asked	66 %	60 %	66 %	76 %

Job and manager factors

Barriers to optimal work

What this is

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

Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

How to read this

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

Example

30% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	30%	36%	36%
Technology limitations	24%	21%	20%
Decision making and authorisation processes	23%	17%	23%
Communication processes	20%	20%	19%
There are no noticeable barriers	18%	18%	18%
Administrative processes (including leave and HR requirements)	16%	16%	19%
Other	14%	15%	13%
Insufficient autonomy	13%	9%	9%
Absence of visibility of team progress and deliverables	11%	9%	9%
Concern about the risks to my physical health	11%	7%	6%

People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Custom questions	Demographics
<ul style="list-style-type: none"> Scorecard Organisational integrity Workplace flexibility Equal employment opportunity Psychosocial and physical safety climate Psychosocial safety climate score Patient safety climate Diversity and inclusion Gender equality supporting measures 	<ul style="list-style-type: none"> Scorecard Quality service delivery Innovation Workgroup support 	<ul style="list-style-type: none"> Scorecard Manager leadership Manager support Workload Learning and development Job enrichment Meaningful work Safe to speak up Barriers to optimal work 	<ul style="list-style-type: none"> Scorecard Responsiveness Integrity Impartiality Accountability Respect Leadership Human rights 	<ul style="list-style-type: none"> Questions requested by your organisation 	<ul style="list-style-type: none"> Age, defence force and education Aboriginal and/or Torres Strait Islander Disability Gender, variations in sex characteristics and sexual orientation Cultural diversity Employment Adjustments Caring Categories Primary role

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

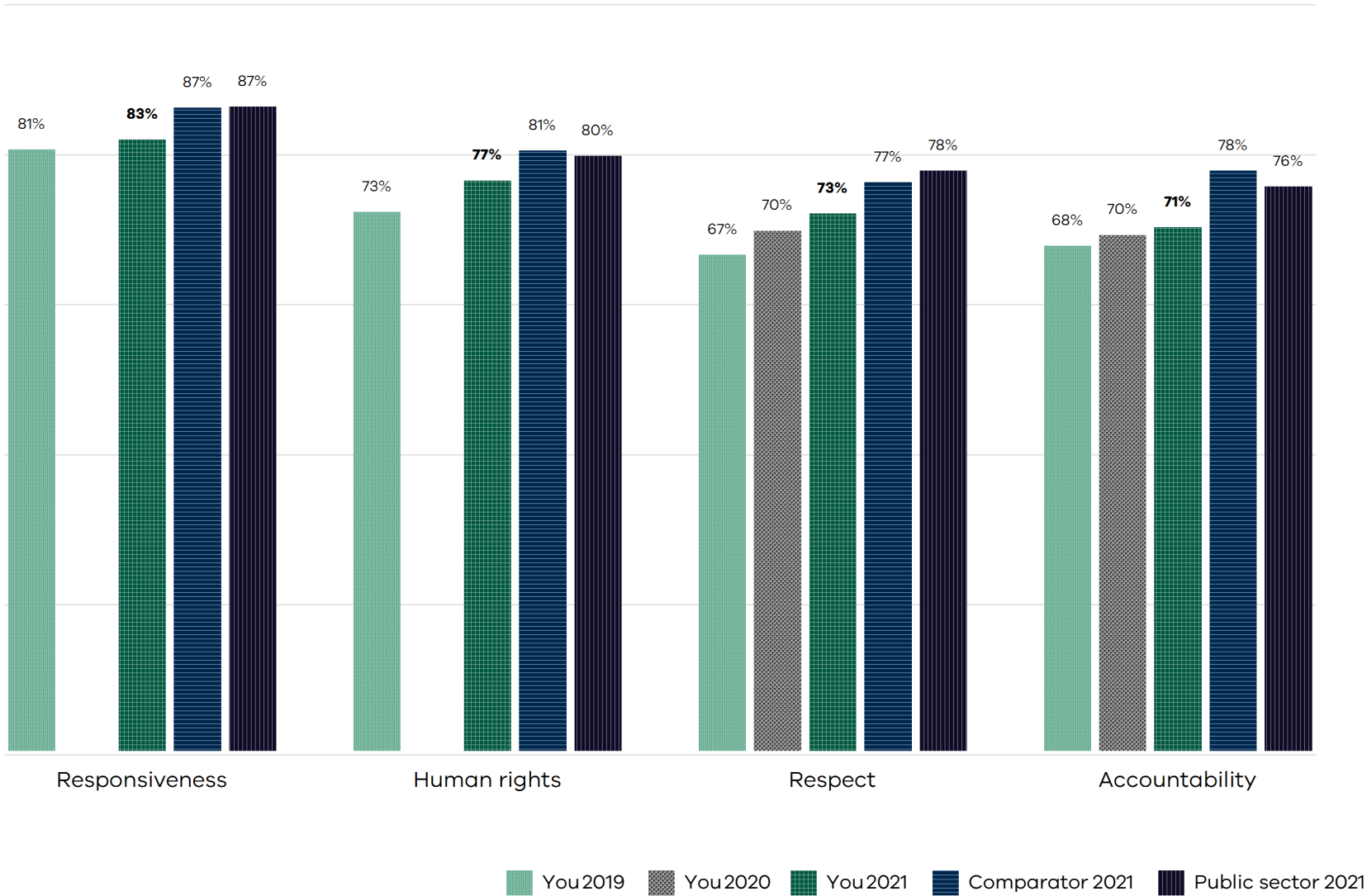
Example

In 2021:

- 83% of your staff who did the survey responded positively to questions about Responsiveness , which is up 1% in 2019.

Compared to:

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



Public sector values

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Leadership , which is up 8% in 2019.

Compared to:

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



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

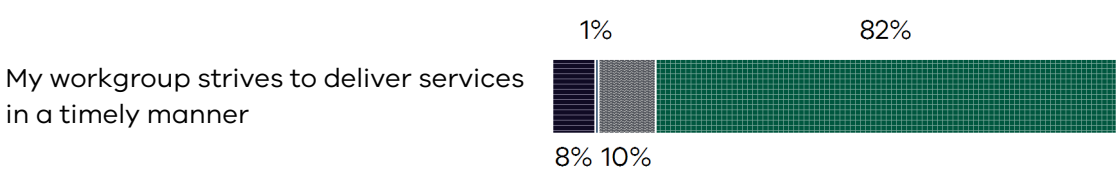
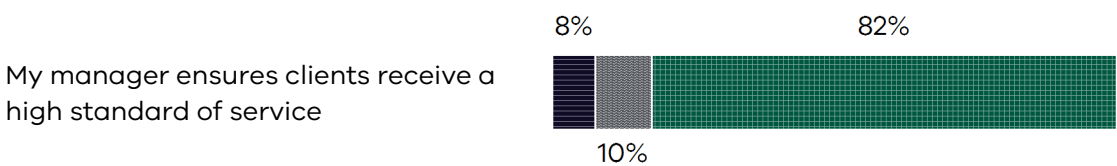
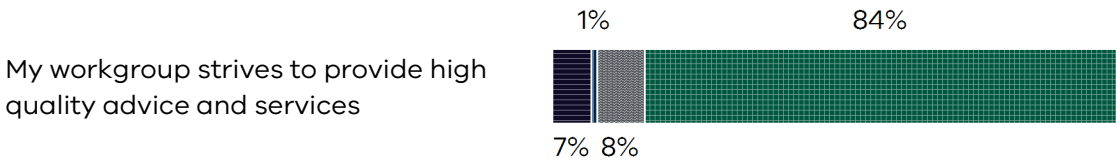
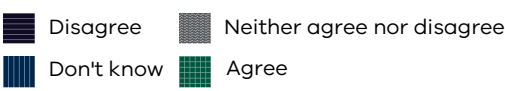
Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	84 %	82 %	88 %	98 %
78 %	Not asked	82 %	79 %	85 %	99 %
81 %	Not asked	82 %	83 %	88 %	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.

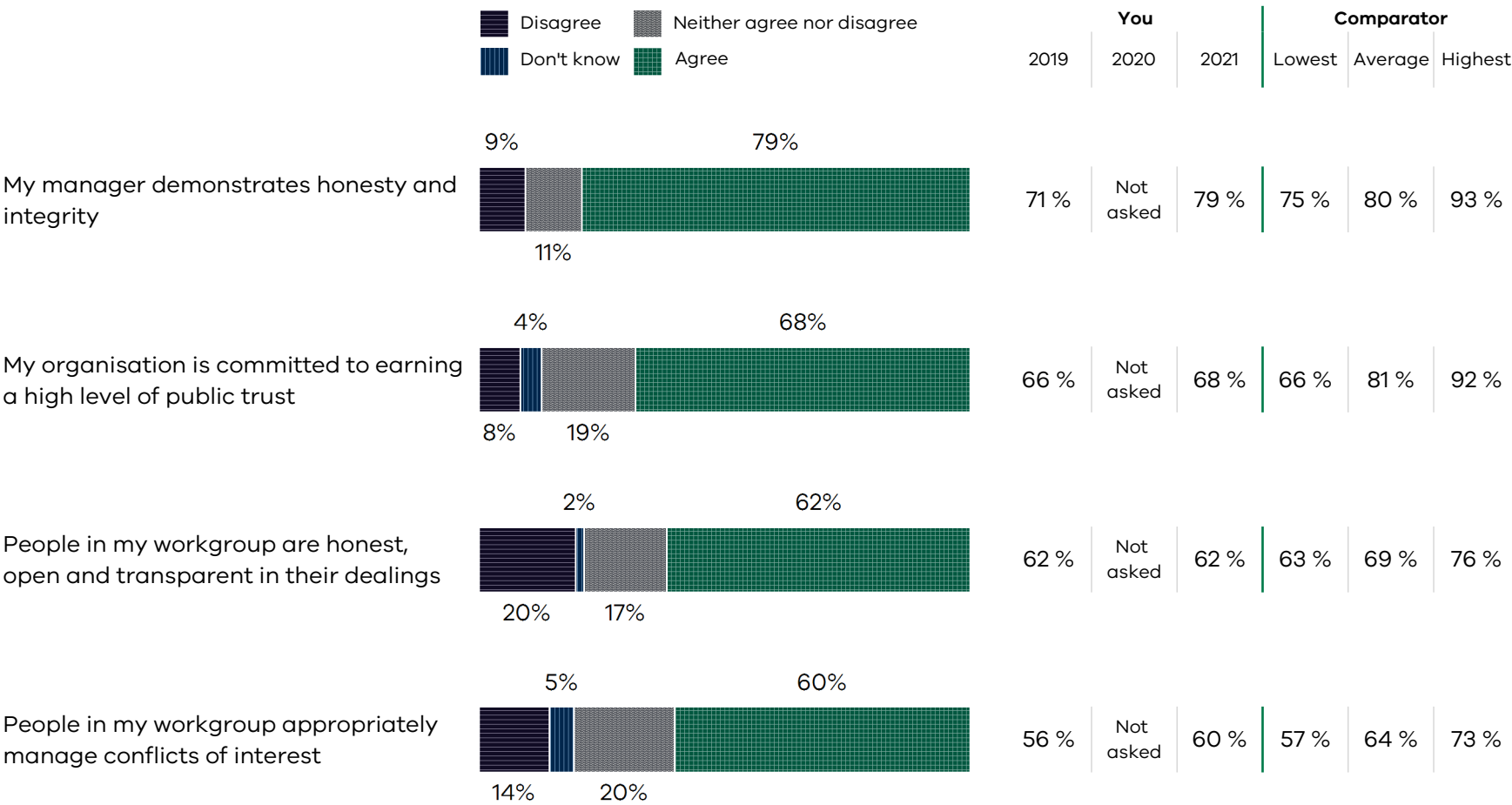
Example

79% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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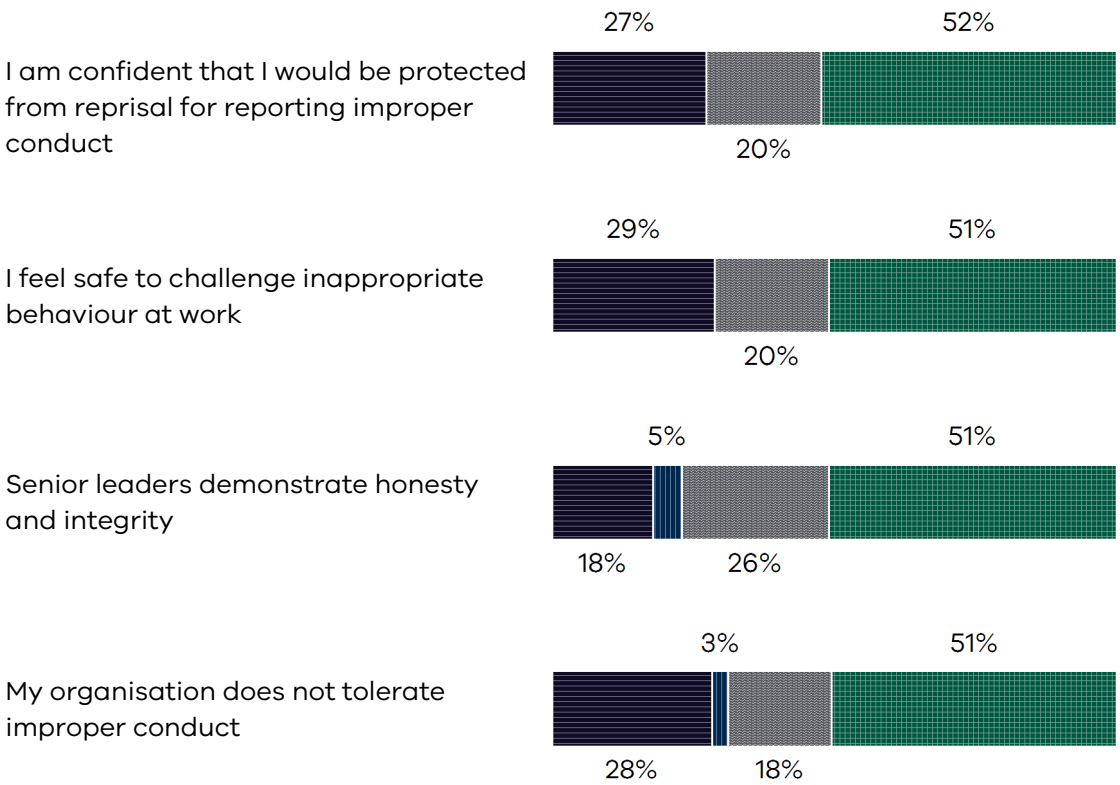
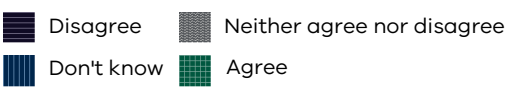
Example

52% of 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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
41 %	Not asked	52 %	53 %	64 %	74 %
Not asked	Not asked	51 %	53 %	62 %	72 %
48 %	Not asked	51 %	52 %	62 %	85 %
46 %	Not asked	51 %	59 %	68 %	84 %

Public sector values

Impartiality

What this is

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

Why this is important

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

How to read this

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

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

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

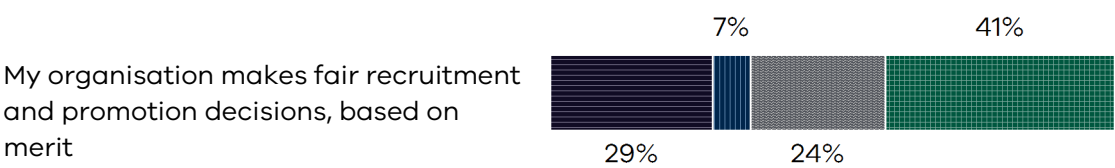
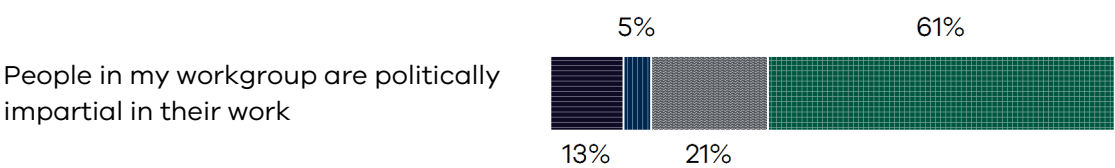
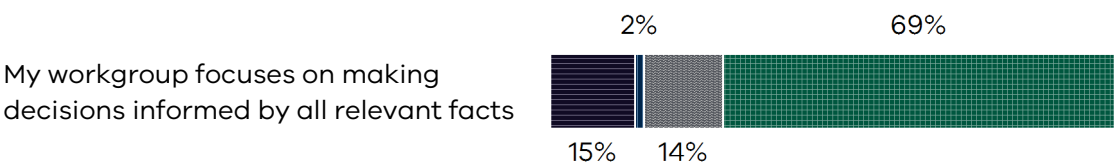
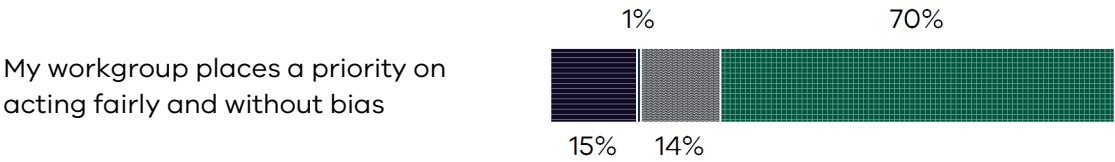
Example

70% 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
66 %	Not asked	70 %	66 %	72 %	87 %
73 %	Not asked	69 %	68 %	75 %	88 %
62 %	Not asked	61 %	63 %	68 %	77 %
44 %	Not asked	41 %	44 %	55 %	63 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

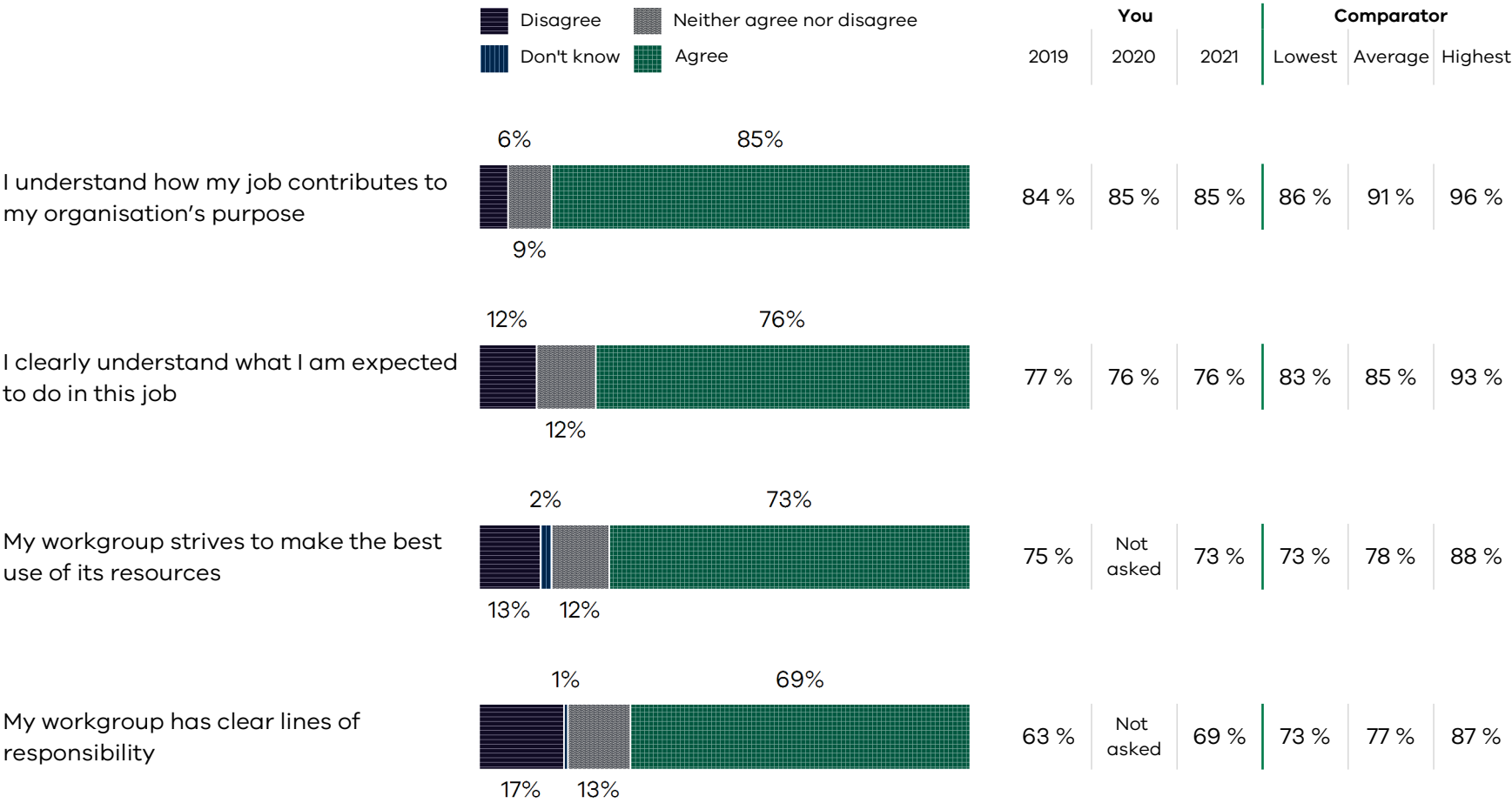
Example

85% 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



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

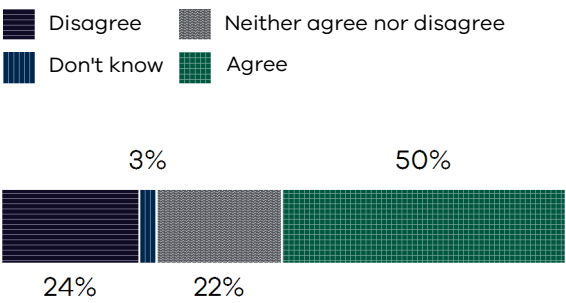
50% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
43 %	48 %	50 %	50 %	61 %	82 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

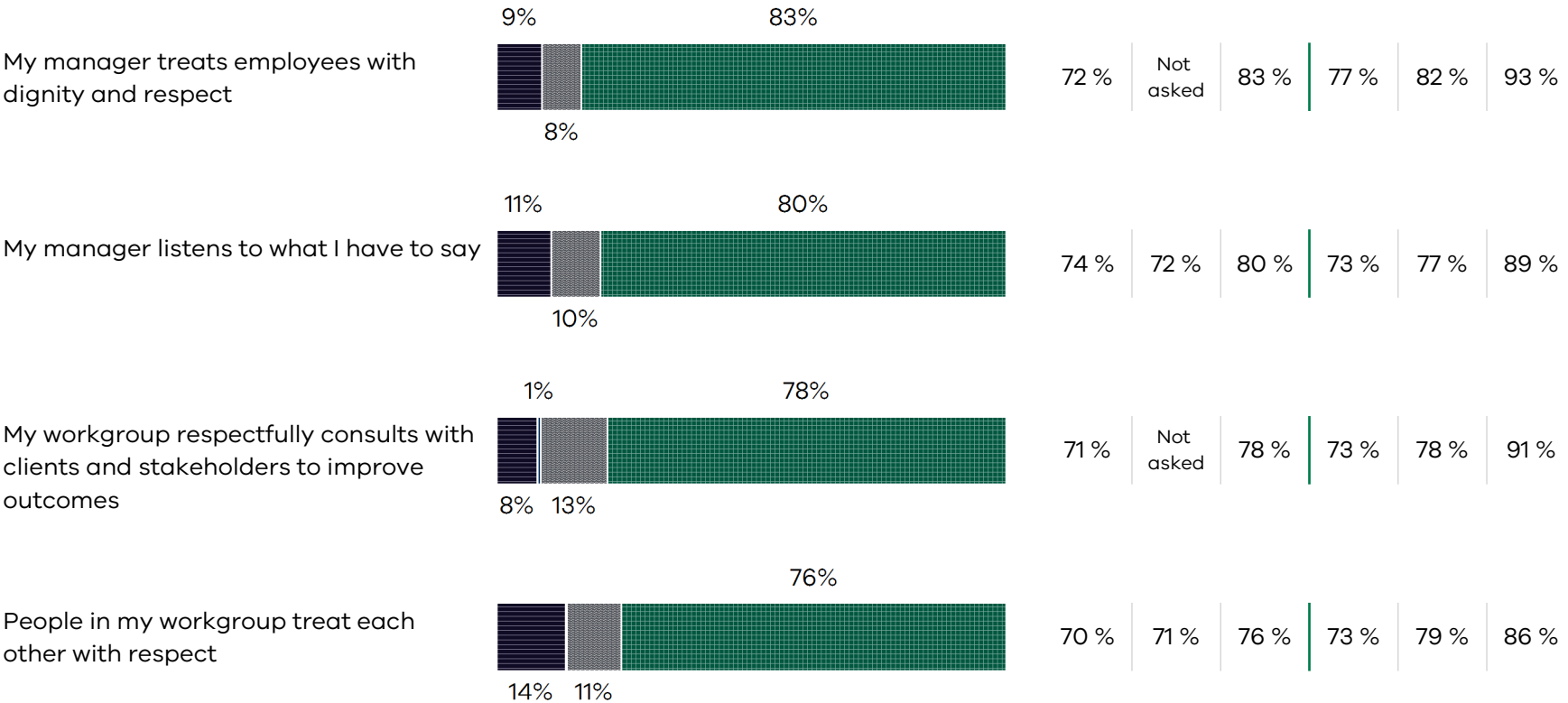
Example

83% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

Benchmark agree results



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.

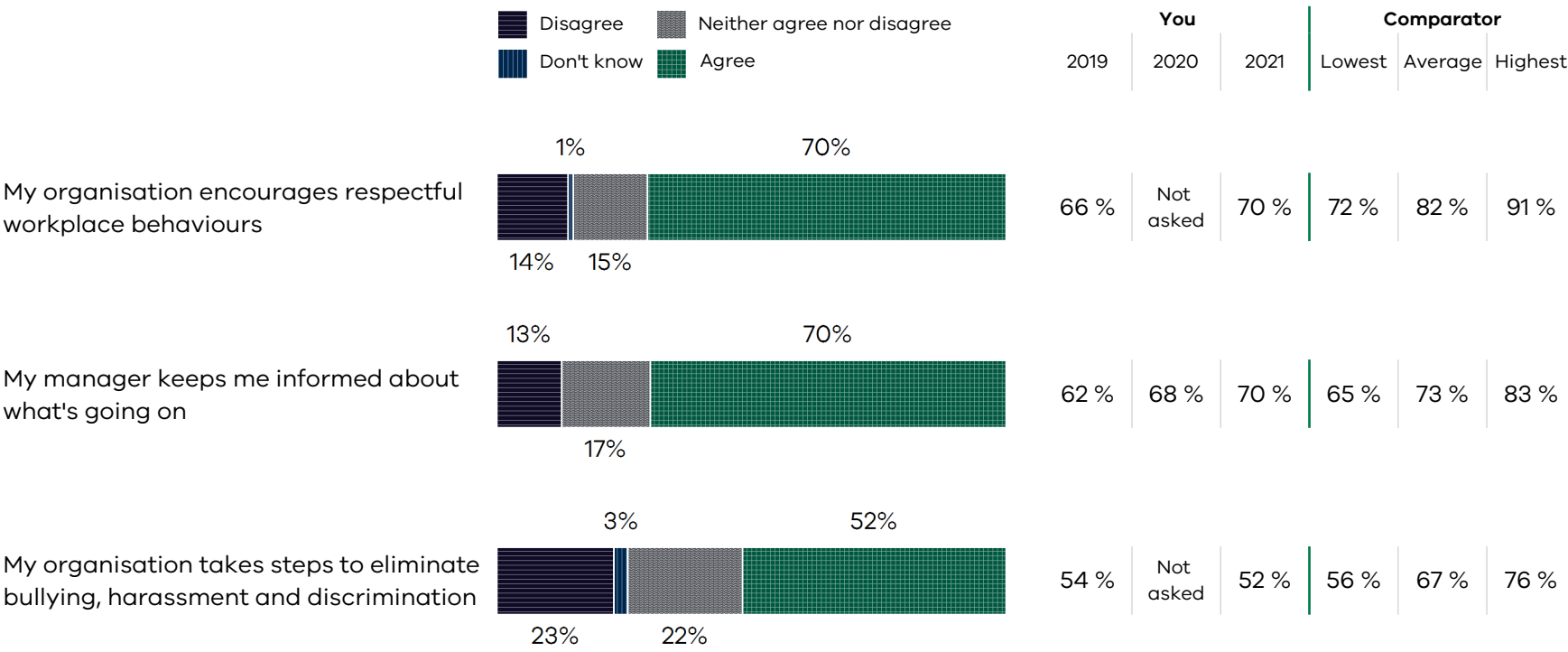
Example

70% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question

Your results

Benchmark agree results



Public sector values

Leadership

What this is

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

Why this is important

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

How to read this

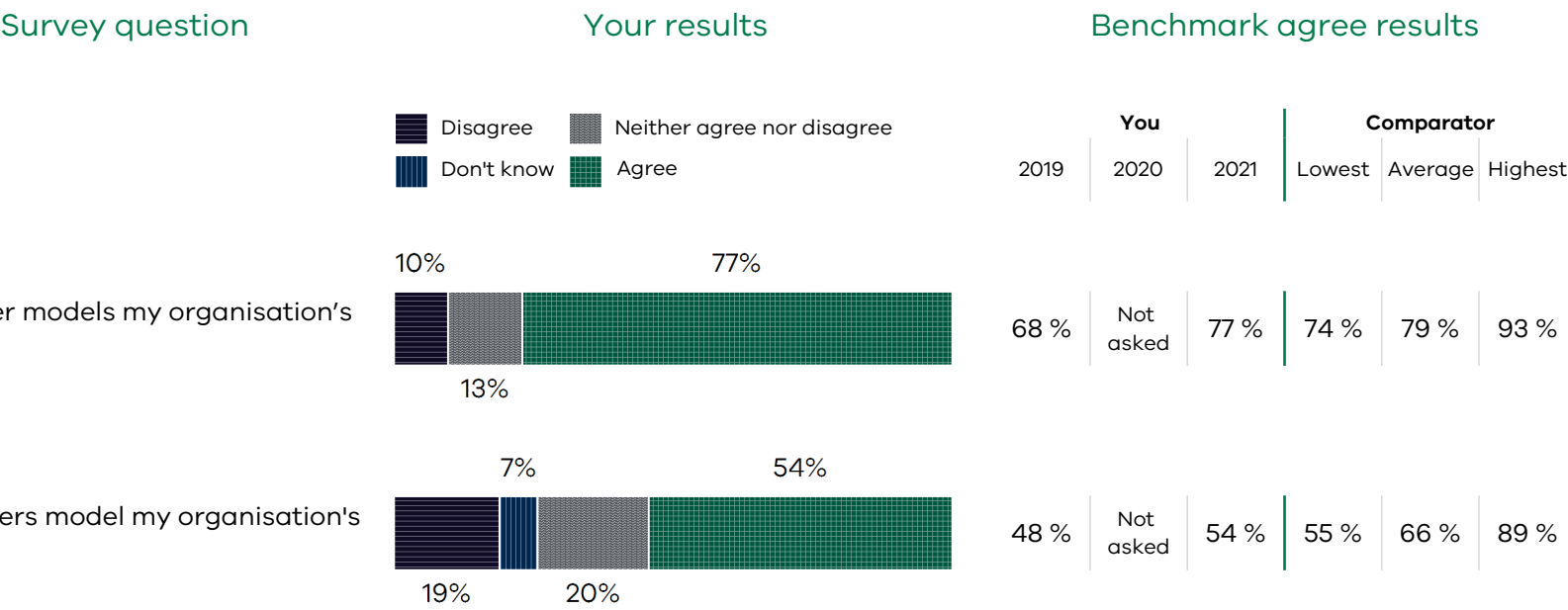
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

77% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.



Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

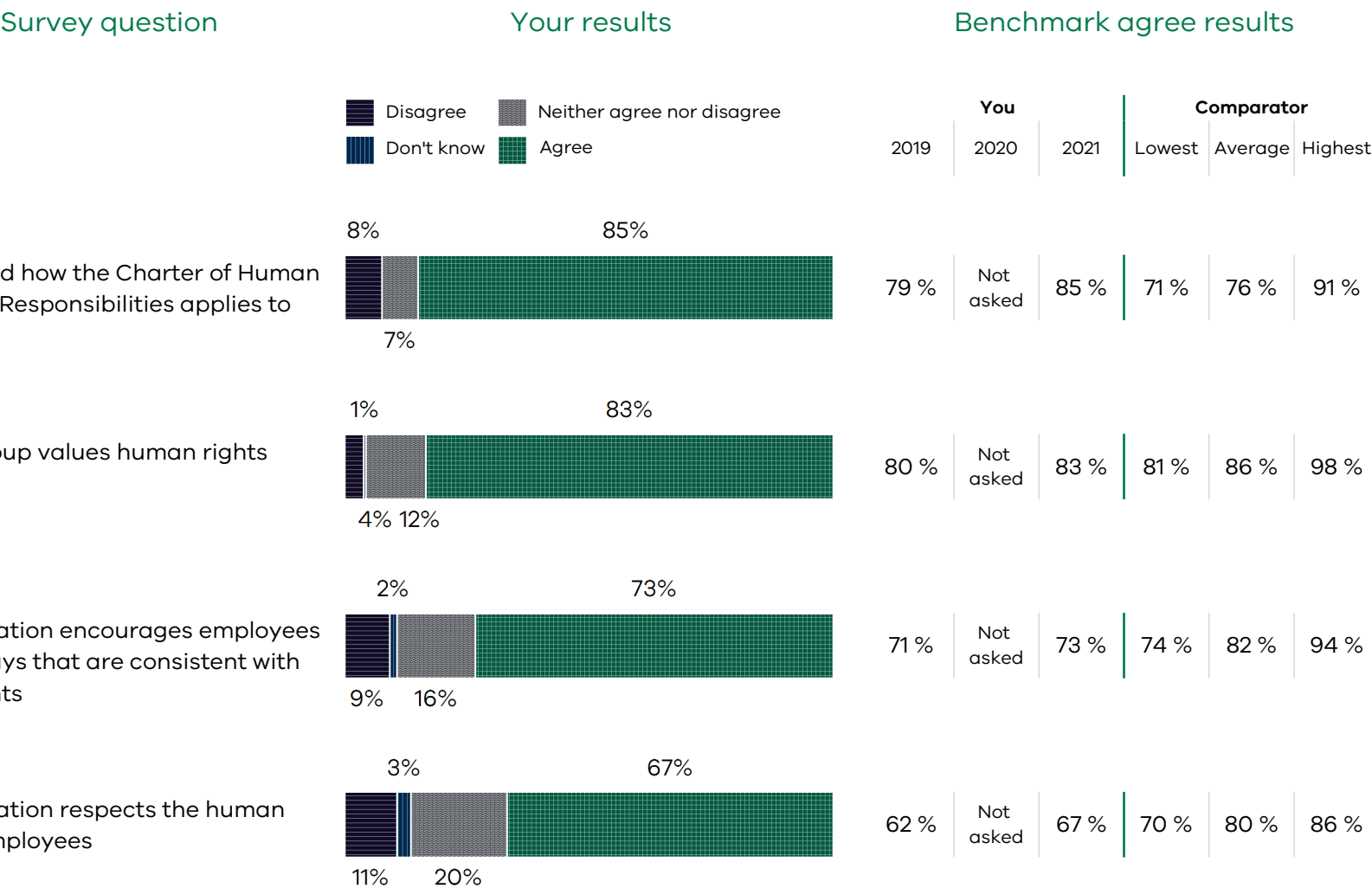
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

85% of staff who did the survey agreed or strongly agreed with '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"> About your report Privacy and anonymity Survey's theoretical framework Your comparator group Your response rate 	<ul style="list-style-type: none"> Scorecard: engagement index Engagement Scorecard: satisfaction, stress, intention to stay Satisfaction Work-related stress levels Work-related stress causes Intention to stay 	<ul style="list-style-type: none"> Scorecard: emotional effects of work Scorecard: negative behaviour Bullying Sexual harassment Discrimination Violence and aggression Witnessing negative behaviours 	<ul style="list-style-type: none"> Highest scoring Lowest scoring Most improved Most declined Biggest positive difference from comparator Biggest negative difference from comparator 	<ul style="list-style-type: none"> Taking action questions 	<ul style="list-style-type: none"> Senior leadership questions
Organisational climate	Workgroup climate	Job and manager factors	Public sector values	Custom questions	Demographics
<ul style="list-style-type: none"> Scorecard Organisational integrity Workplace flexibility Equal employment opportunity Psychosocial and physical safety climate Psychosocial safety climate score Patient safety climate Diversity and inclusion Gender equality supporting measures 	<ul style="list-style-type: none"> Scorecard Quality service delivery Innovation Workgroup support 	<ul style="list-style-type: none"> Scorecard Manager leadership Manager support Workload Learning and development Job enrichment Meaningful work Safe to speak up Barriers to optimal work 	<ul style="list-style-type: none"> Scorecard Responsiveness Integrity Impartiality Accountability Respect Leadership Human rights 	<ul style="list-style-type: none"> Questions requested by your organisation 	<ul style="list-style-type: none"> Age, defence force and education Aboriginal and/or Torres Strait Islander Disability Gender, variations in sex characteristics and sexual orientation Cultural diversity Employment Adjustments Caring Categories Primary role

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

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

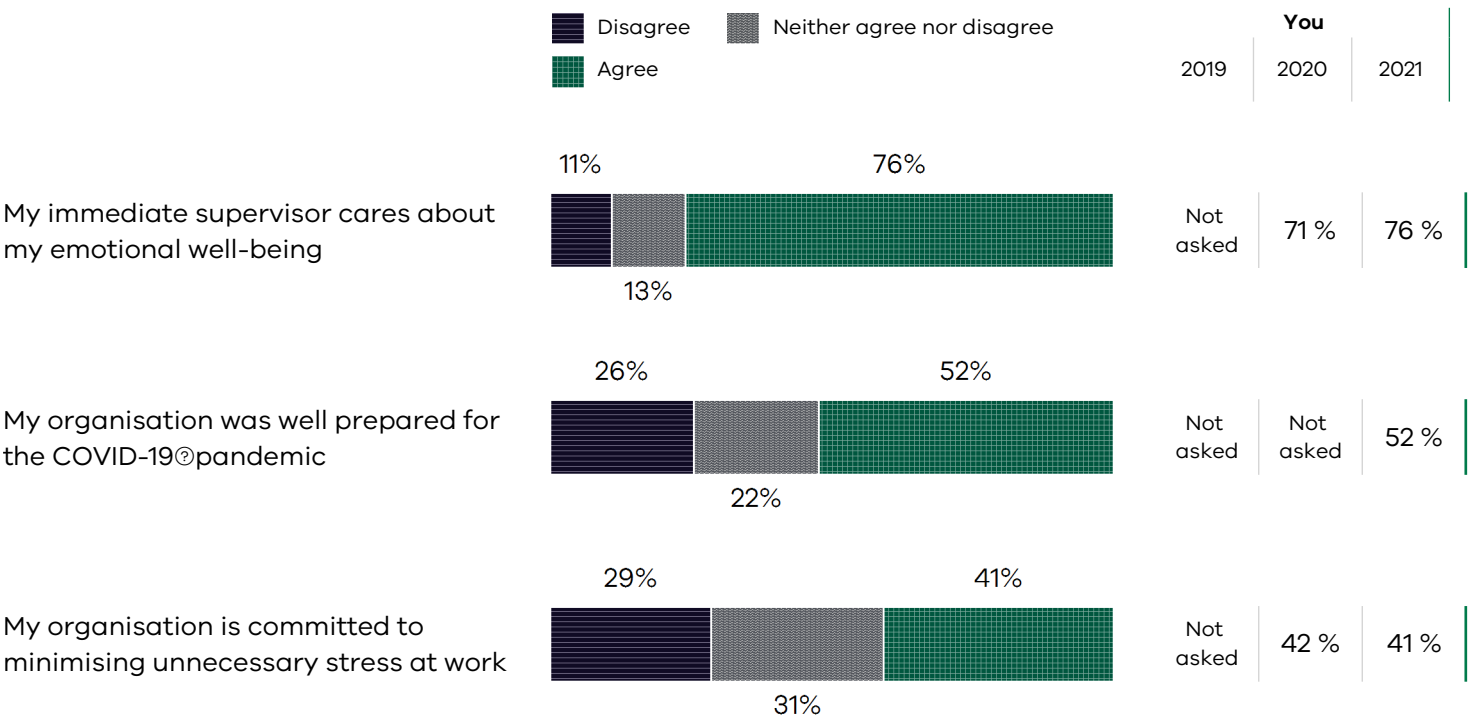
Example

76% of staff who did the survey agreed or strongly agreed with 'My immediate supervisor cares about my emotional well-being'.

Survey question

Your results

Benchmark results



People matter

survey 2021

Have your say

Report overview	People outcomes		Key differences	Taking action	Senior leadership
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Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	90	23%
35-54 years	212	54%
55+ years	46	12%
Prefer not to say	44	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	5	1%
No	357	91%
Prefer not to say	30	8%

Highest level of formal education	(n)	%
Doctoral Degree level	35	9%
Master Degree level	96	24%
Graduate Diploma or Graduate Certificate level	89	23%
Bachelor Degree level incl. honours degrees	71	18%
Advanced Diploma or Diploma level	21	5%
Certificate III or IV level	10	3%
Year 12 or equivalent (VCE/Leaving certificate)	9	2%
Certificate I or II level	1	0%
Lower than Certificate I or equivalent	1	0%
Prefer not to say	59	15%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	4	1%
Non Aboriginal and/or Torres Strait Islander	353	90%
Prefer not to say	35	9%

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:

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Do you identify as a person with a disability?

	(n)	%
Yes	24	6%
No	322	82%
Prefer not to say	46	12%

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

	(n)	%
Yes	13	54%
No	8	33%
Prefer not to say	3	13%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?

	(n)	%
I do not require any adjustments to be made to perform my role	3	38%
I feel that sharing my disability information will reflect negatively on me	3	38%
My disability does not impact on my ability to perform my role	2	25%

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:

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How would you describe your gender?	(n)	%
Woman	221	56%
Man	107	27%
Prefer not to say	62	16%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	323	82%
Prefer not to say	68	17%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	2	1%
No	324	83%
Don't know	11	3%
Prefer not to say	55	14%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	275	70%
Prefer not to say	76	19%
Bisexual	18	5%
Gay or lesbian	14	4%
Pansexual	4	1%
Don't know	3	1%
Asexual	1	0%
I use a different term	1	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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.

Country of birth	(n)	%
Born in Australia	221	56%
Not born in Australia	88	22%
Prefer not to say	83	21%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	3	3%
1 to less than 2 years ago	4	5%
More than 20 years ago	20	23%
2 to less than 5 years ago	18	20%
5 to less than 10 years ago	15	17%
10 to less than 20 years ago	28	32%

Language other than English spoken with family or community	(n)	%
Yes	76	19%
No	248	63%
Prefer not to say	68	17%

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	41	54%
Hindi	7	9%
Cantonese	5	7%
Filipino	4	5%
Italian	4	5%
Sinhalese	4	5%
Greek	3	4%
Punjabi	3	4%
German	2	3%
Macedonian	2	3%
Mandarin	2	3%
Tagalog	2	3%
Tamil	2	3%
Arabic	1	1%
French	1	1%

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

	(n)	%
Urdu	1	1%

Demographics

Cultural diversity 3 of 3

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

- 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	204	52%
Prefer not to say	86	22%
English, Irish, Scottish and/or Welsh	40	10%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	24	6%
South Asian	17	4%
East and/or South-East Asian	16	4%
African (including Central, West, Southern and East African)	13	3%
Other	12	3%
New Zealander	9	2%
North American	4	1%
Central Asian	4	1%
Maori	4	1%
Aboriginal and/or Torres Strait Islander	3	1%
Middle Eastern and/or North African	2	1%
Pacific Islander	1	0%

Religion	(n)	%
No religion	179	46%
Christianity	97	25%
Prefer not to say	83	21%
Other	10	3%
Buddhism	8	2%
Hinduism	8	2%
Islam	3	1%
Judaism	2	1%
Sikhism	2	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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	269	69%
Part-Time	123	31%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	38	10%
\$65k to \$95k	96	26%
\$95k to \$125k	112	30%
\$125k or more	54	15%
Prefer not to say	68	18%

Organisational tenure	(n)	%
<1 year	55	14%
1 to less than 2 years	50	13%
2 to less than 5 years	152	39%
5 to less than 10 years	54	14%
10 to less than 20 years	65	17%
More than 20 years	16	4%

Management responsibility	(n)	%
Non-manager	319	81%
Other manager	49	13%
Manager of other manager(s)	24	6%

Employment type	(n)	%
Ongoing and executive	310	79%
Fixed term	58	15%
Other	24	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	238	61%
I have moved to a different role within my organisation (including acting roles)	125	32%
I have moved to my role from a different Victorian public sector organisation	18	5%
I have moved to my role from outside the Victorian public sector	11	3%

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)	%
Melbourne: Suburbs	314	80%
Melbourne CBD	66	17%
Other city or town	7	2%
Geelong	3	1%
Ballarat	1	0%
Outside Victoria	1	0%

Primary workplace type over the past 3 months*

	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	164	42%
A main office	123	31%
Home/private location	59	15%
A hub/shared work space	32	8%
Other (please specify)	14	4%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	189	48%
Home/private location	104	27%
A main office	73	19%
A frontline or service delivery location (that is not a main office or home/private location)	44	11%
A hub/shared work space	24	6%
Other	4	1%

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.

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

	(n)	%
No, I have not requested adjustments	284	72%
Flexible working arrangements	80	20%
Physical modifications or improvements to the workplace	26	7%
Career development support strategies	9	2%
Job redesign or role sharing	6	2%
Other	6	2%
Accessible communications technologies	4	1%

Why did you make this request?*

	(n)	%
Work-life balance	48	44%
Health	37	34%
Caring responsibilities	30	28%
Family responsibilities	29	27%
Other	18	17%
Study commitments	8	7%
Disability	4	4%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	76	70%
The adjustments I needed were not made	18	17%
The adjustments I needed were made but the process was unsatisfactory	14	13%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

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Caring responsibility	(n)	%
None of the above	137	35%
Primary school aged child(ren)	73	19%
Prefer not to say	60	15%
Secondary school aged child(ren)	52	13%
Child(ren) - younger than preschool age	49	13%
Preschool aged child(ren)	33	8%
Frail or aged person(s)	31	8%
Person(s) with a mental illness	30	8%
Person(s) with a medical condition	24	6%
Person(s) with disability	20	5%
Other	13	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

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Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	183	47%
Medical Employees	30	8%
Personal service worker	3	1%
Allied health professional	39	10%
Other health professional	40	10%
Management, Administration and Corporate support	93	24%
Support services	1	0%
Lived experience specific worker	3	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

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

	(n)	%
Hospital-based services	279	71%
Community-based services	113	29%

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

	(n)	%
Critical care	1	0%
Medical	1	0%
Mental health	357	91%
Rehabilitation	3	1%
Other	30	8%



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