

People matter survey 2021

Have your say

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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People matter

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- Most declined
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- Senior leadership questions

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Demographics

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- Disability
- Gender, variations in sex characteristics and sexual orientation
- Cultural diversity
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- Caring
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- Primary role

Report overview

Privacy and anonymity

To protect you, we:

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

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

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

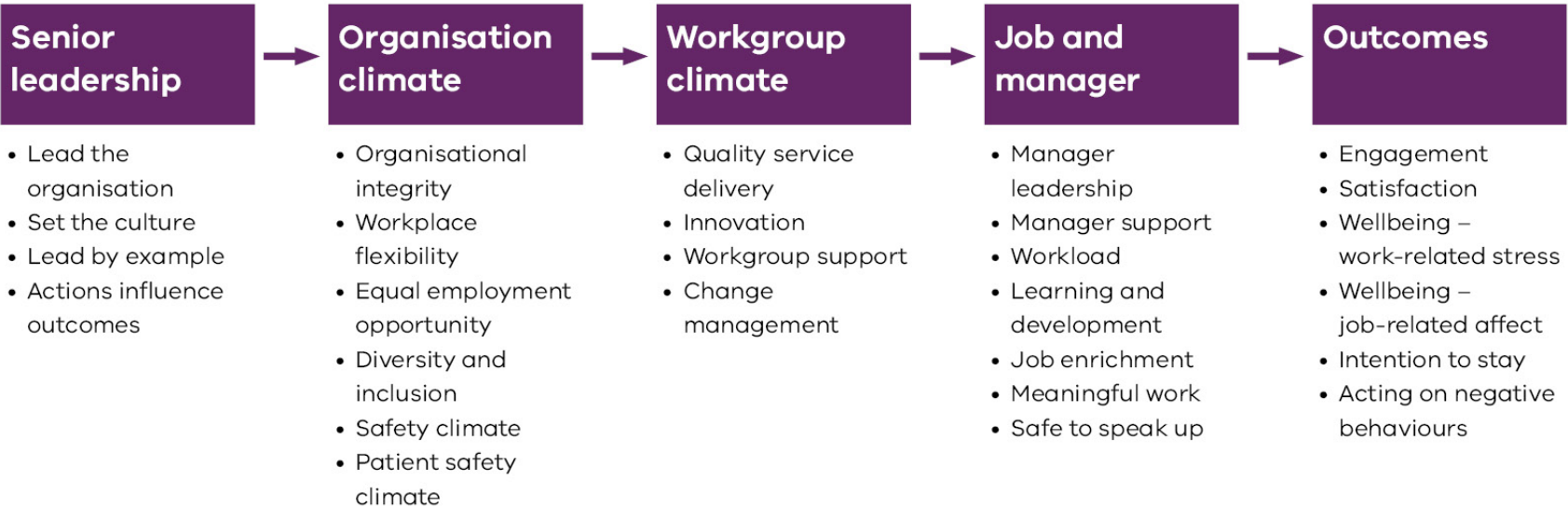
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Albury Wodonga Health	Wimmera Health Care Group
Bairnsdale Regional Health Service	
Ballarat Health Services	
Barwon Health	
Central Gippsland Health Service	
Echuca Regional Health	
Goulburn Valley Health Services	
Latrobe Regional Hospital	
Mildura Base Public Hospital	
Northeast Health Wangaratta	
South West Healthcare	
Swan Hill District Health	
West Gippsland Healthcare Group	

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

70%
(419)

Comparator	42%
Public Sector	49%

2021

47%
(325)

Comparator	28%
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		2021	
68		69	
Comparator	66	Comparator	67
Public Sector	68	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 69.

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.

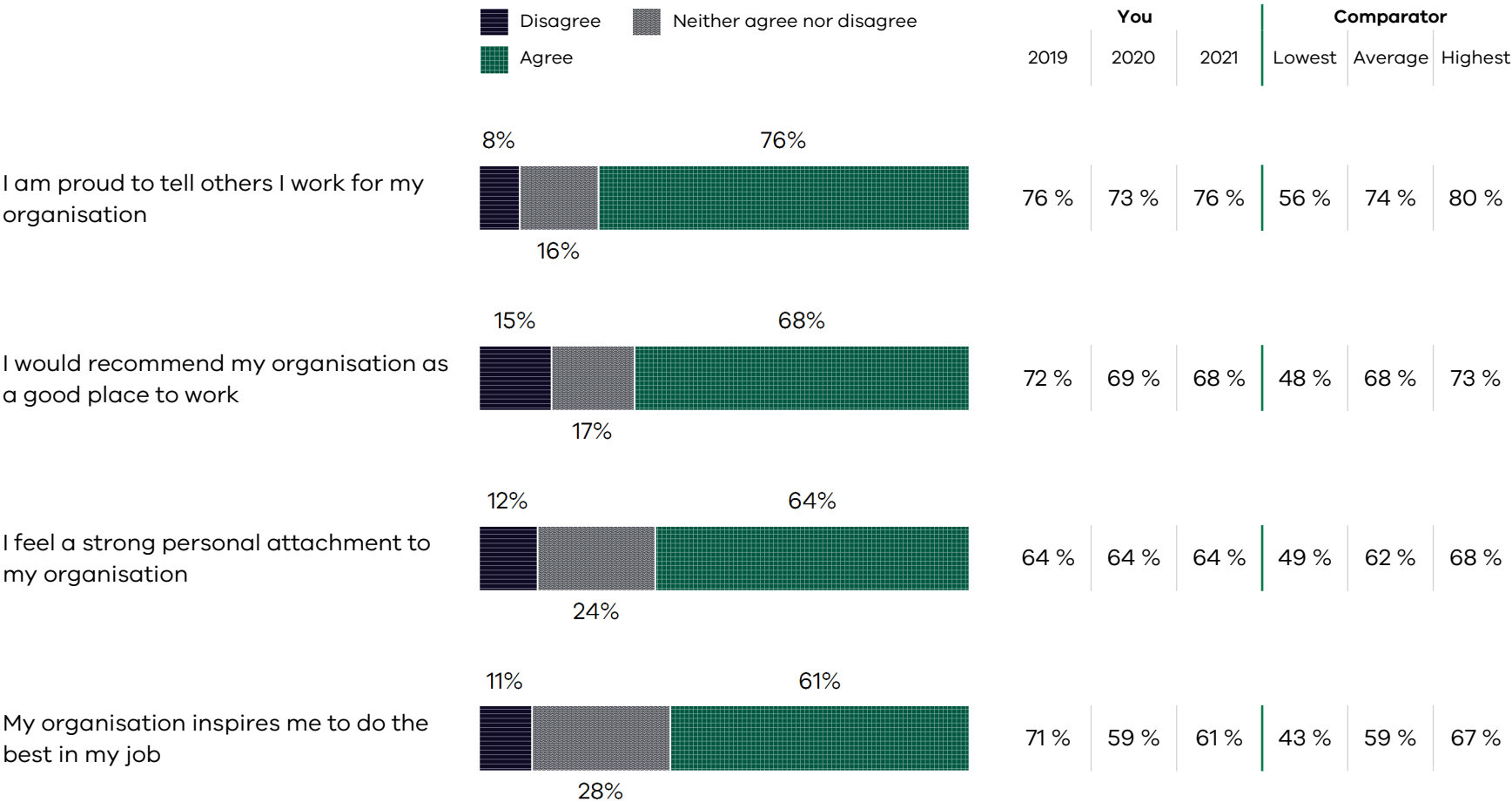
Example

76% 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 69.

Why this is important

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

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

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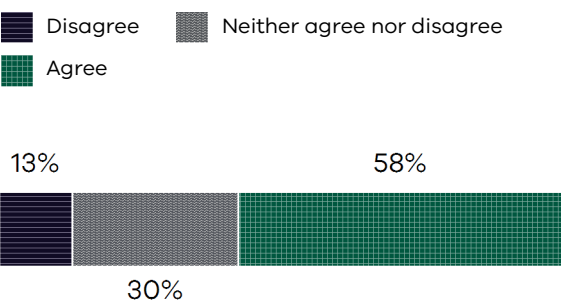
Example

58% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

My organisation motivates me to help achieve its objectives

Your results



Benchmark agree results

	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	70 %	60 %	58 %	40 %	58 %	65 %

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.

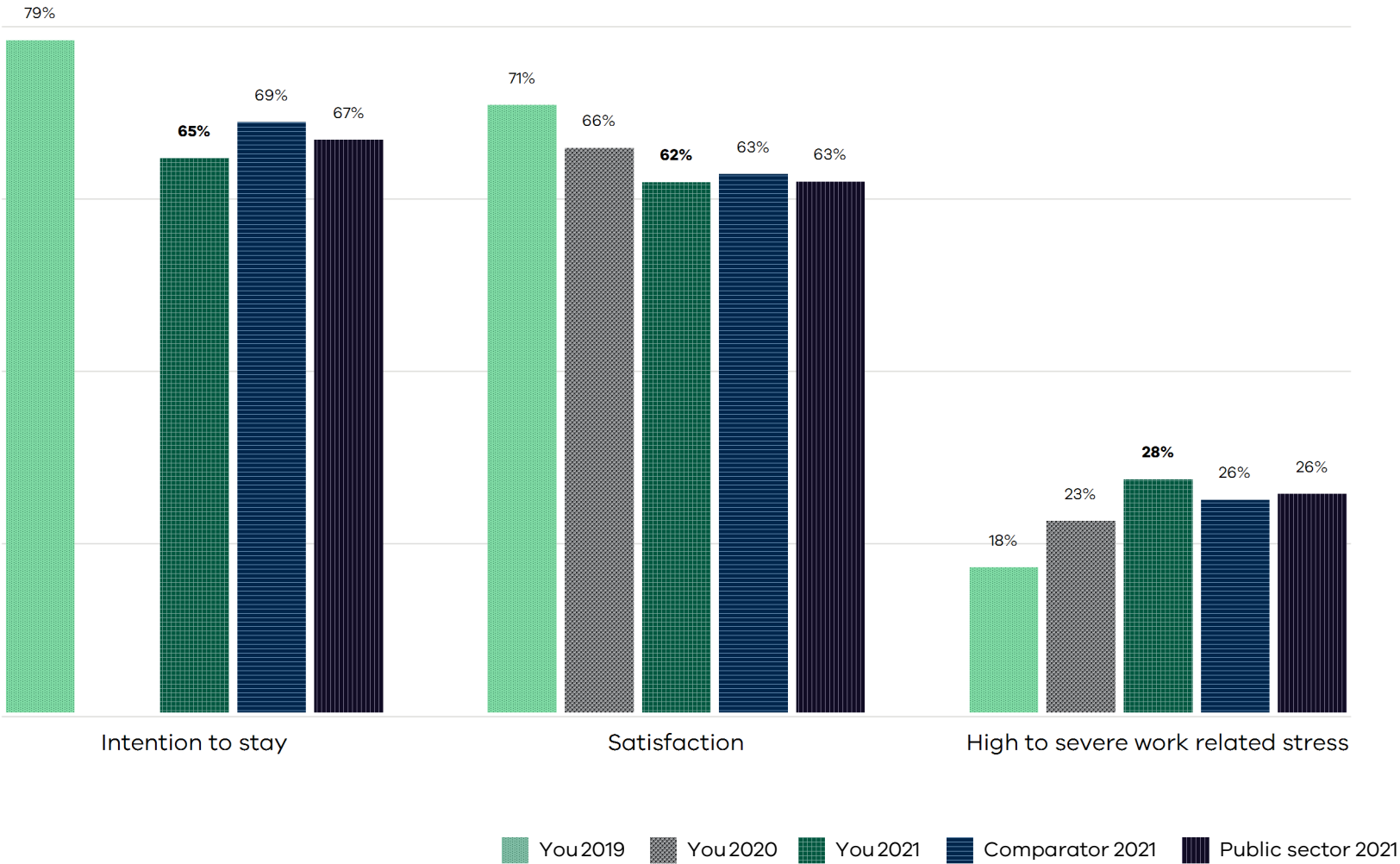
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

- In 2021:
- 65% of your staff who did the survey responded positively to questions about Intention to stay.

Compared to:

- 69% of staff at your comparator and 67% of staff across the public sector.



People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

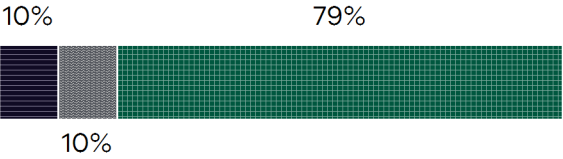
Survey question

Your results

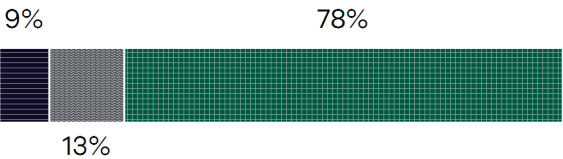
Benchmark agree results



I enjoy the work in my current job



I get a sense of accomplishment from my work



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
85 %	Not asked	79 %	74 %	80 %	84 %
82 %	Not asked	78 %	71 %	80 %	84 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

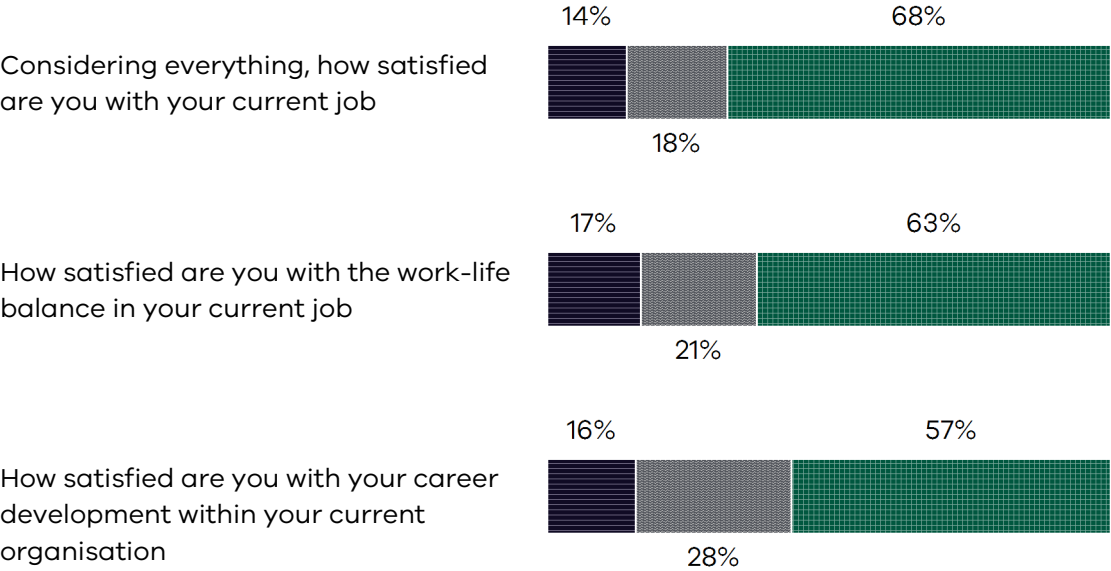
Example

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

Survey question

Your results

Benchmark satisfied results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
77 %	72 %	68 %	57 %	68 %	72 %
68 %	65 %	63 %	60 %	65 %	70 %
69 %	62 %	57 %	45 %	57 %	62 %

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.

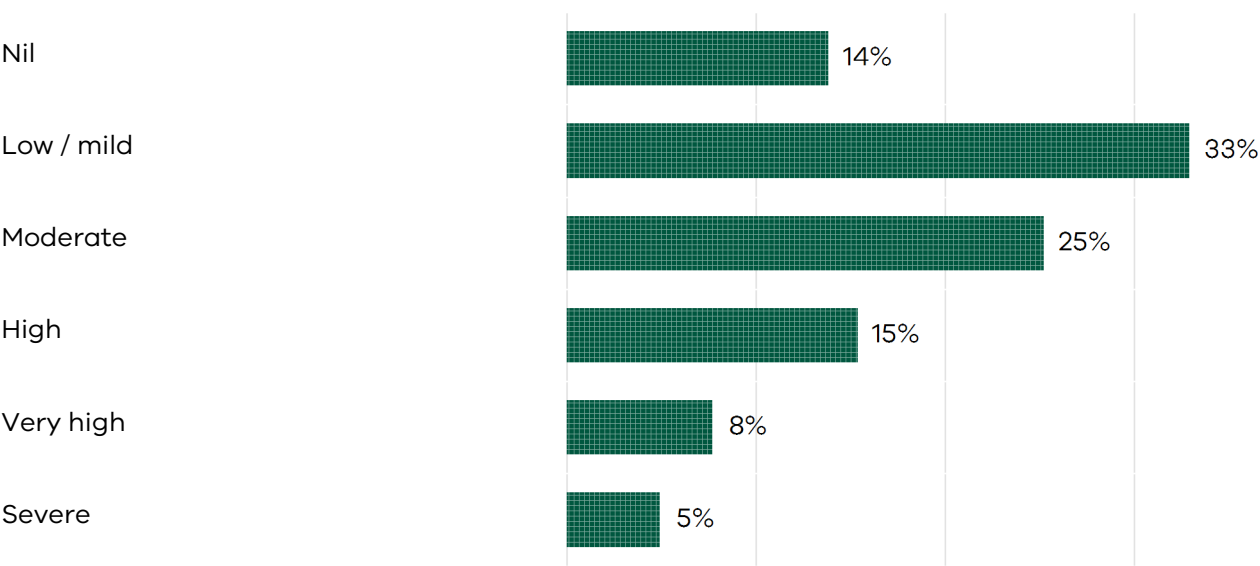
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

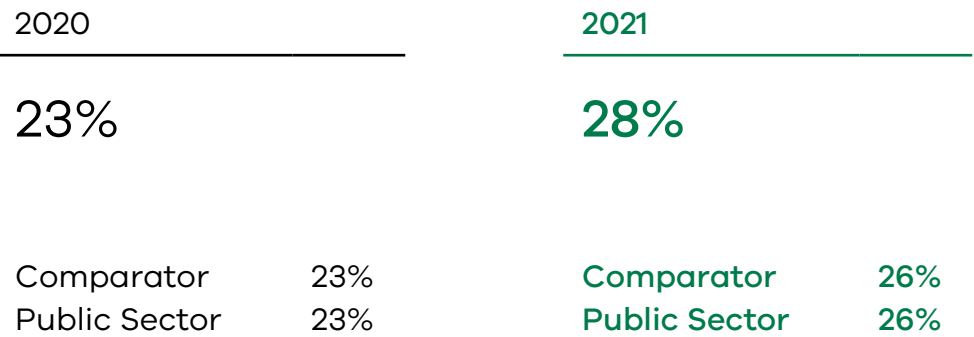
Example

28% 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.

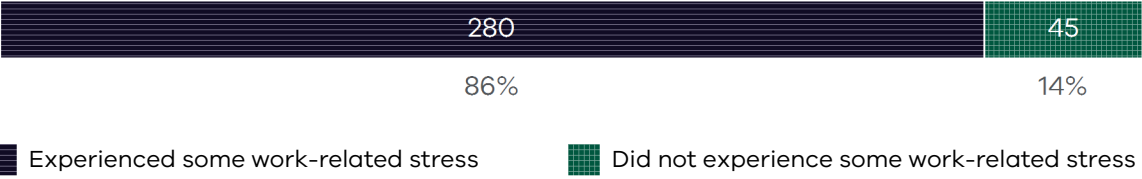
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

86% of your staff who did the survey said they experienced mild to severe stress.

Of that 86%, 54% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	52%	54%	56%	51%
Time pressure	42%	45%	43%	42%
Other changes due to COVID-19	20%	16%	14%	15%
Dealing with clients, patients or stakeholders	11%	15%	14%	14%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	14%	16%	12%
Management of work (e.g. supervision, training, information, support)	14%	13%	13%	13%
Content, variety, or difficulty of work	11%	12%	12%	12%
Work schedule or hours	9%	11%	9%	8%
Incivility, bullying, harassment or discrimination	8%	11%	11%	7%
Other	10%	10%	9%	9%

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.

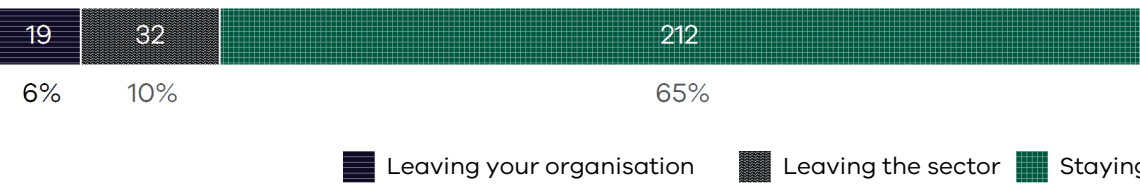
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

Example

16% of your staff who did the survey said they intended to leave.

Of that 16%, 39% said it was from 'Opportunity to broaden experience'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Opportunity to broaden experience	39%	37%	40%
Limited recognition for doing a good job	37%	39%	32%
Limited opportunities to gain further experience at my organisation	35%	33%	33%
Lack of confidence in senior leadership	33%	39%	34%
Excessive workload	31%	27%	25%
Limited future career opportunities at my organisation	29%	37%	42%
Poor relationship with my colleagues and/or manager	29%	21%	15%
Better location/reduced travel time	25%	15%	13%
Lack of organisational stability	25%	23%	18%
Limited developmental/educational opportunities at my organisation	24%	25%	24%

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

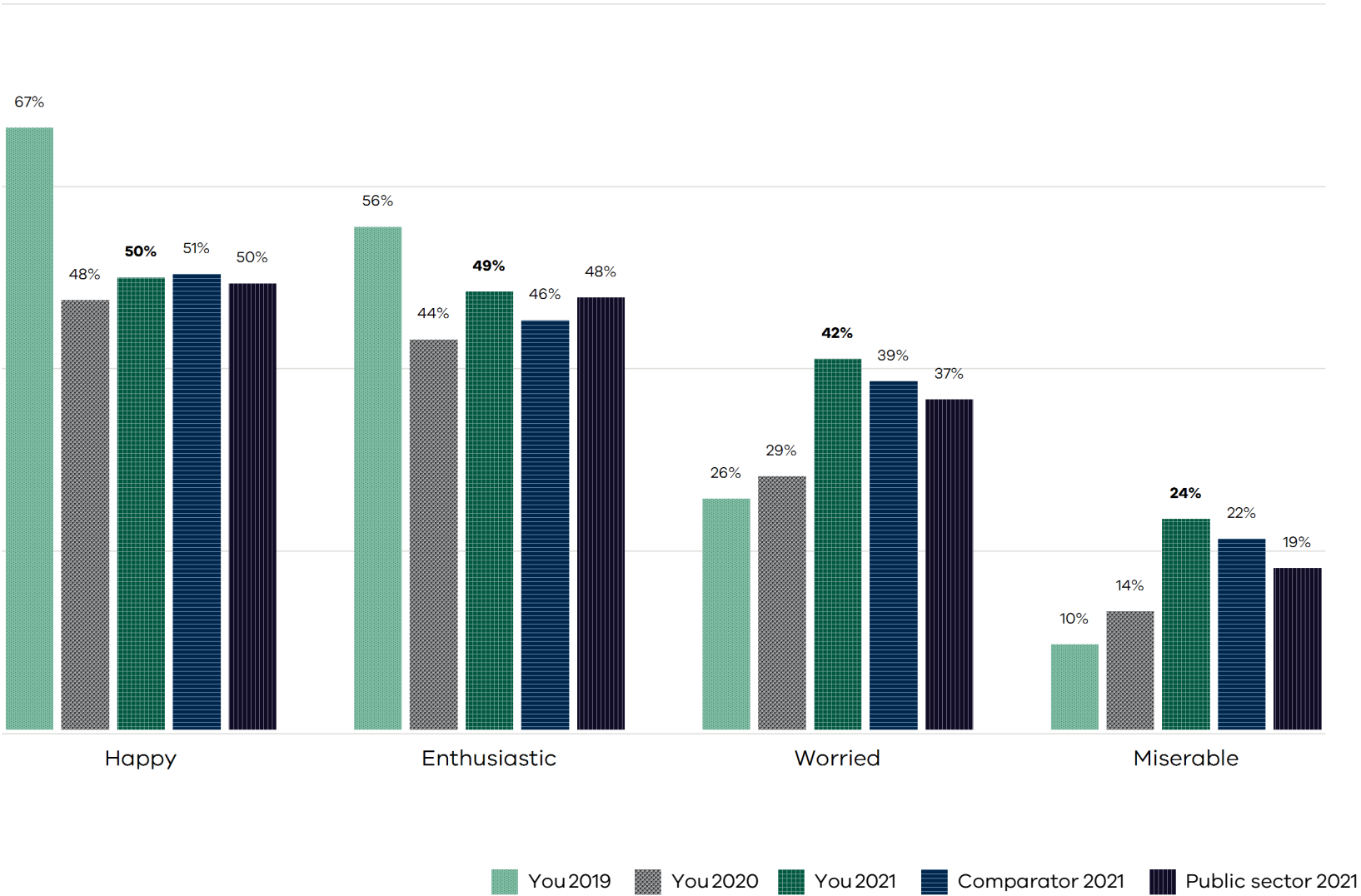
In 2021:

- 50% of your staff who did the survey said work made them feel happy in 2021, which is up from 48% 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.

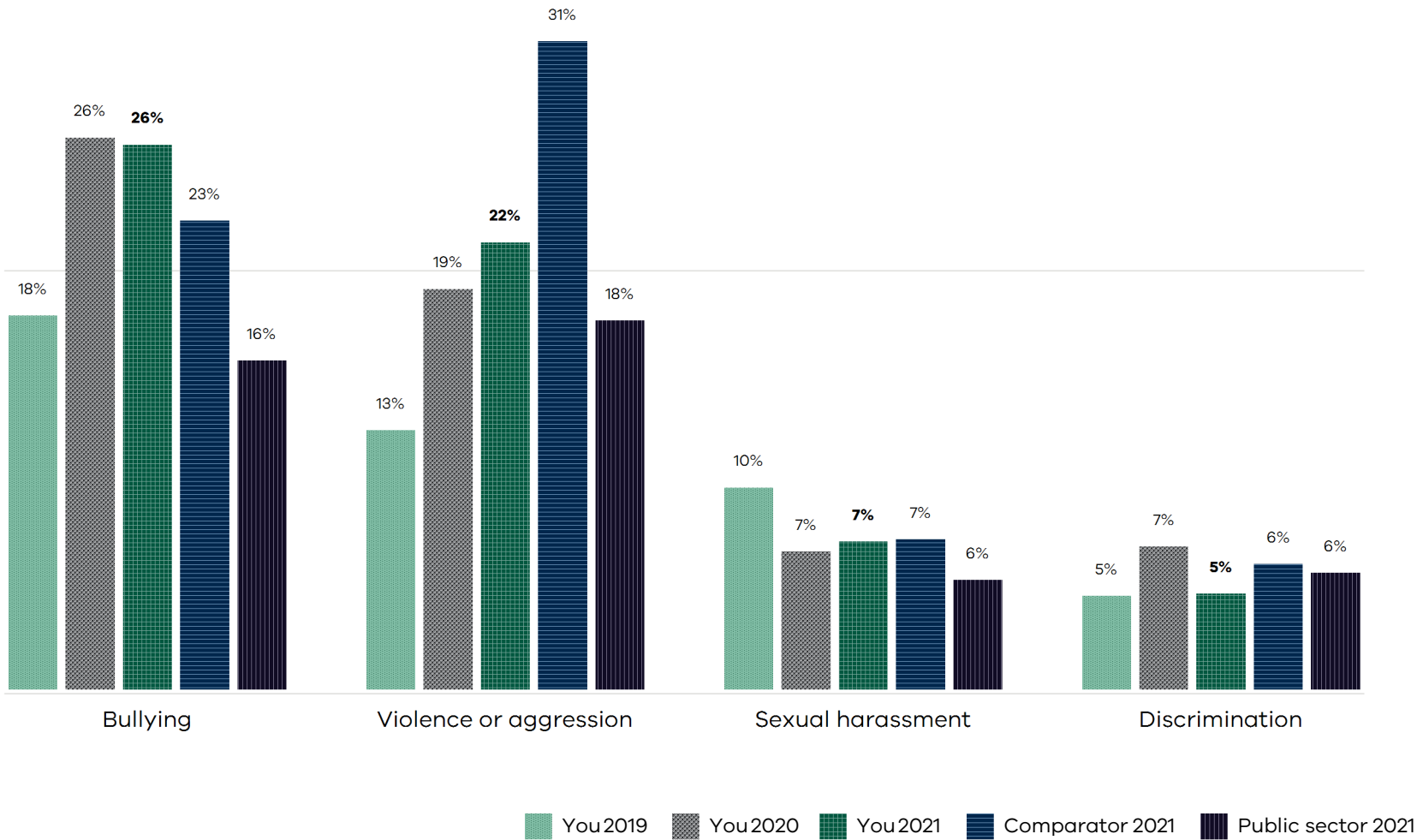
Example

In 2021:

- 26% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 26% in 2020.

Compared to:

- 23% of staff at your comparator and 16% of staff across the public sector.



People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

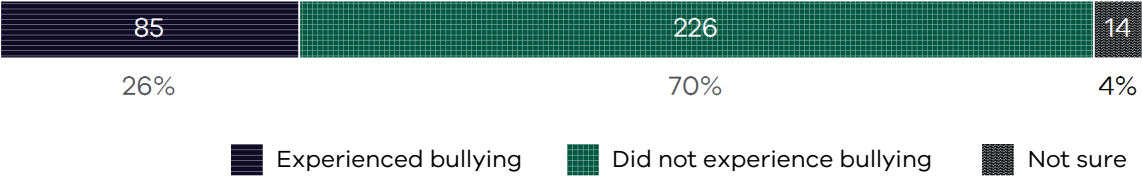
In descending order, the table shows the answers.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 62% 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%	62%	72%	69%
Exclusion or isolation	41%	40%	43%	42%
Intimidation and/or threats	30%	39%	35%	32%
Verbal abuse	18%	27%	23%	20%
Withholding essential information for me to do my job	17%	22%	25%	27%
Being assigned meaningless tasks unrelated to the job	12%	14%	10%	13%
Other	19%	12%	13%	15%
Being given impossible assignment(s)	9%	11%	7%	9%
Interference with my personal property and/or work equipment	8%	1%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

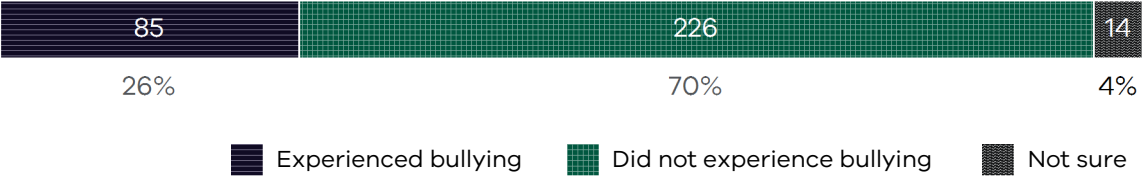
In descending order, the table shows the answers.

Example

26% of your staff who did the survey said they experienced bullying, of which

- 41% said the top way they reported the bullying was 'Told a manager'.
- 81% said they didn't submit a formal complaint.

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



Did you tell anyone about the bullying?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a manager	40%	41%	47%	47%
Told a colleague	39%	40%	43%	42%
Told a friend or family member	25%	28%	34%	34%
Submitted a formal complaint	10%	19%	12%	12%
Told Human Resources	5%	16%	12%	12%
Told the person the behaviour was not OK	0%	15%	18%	17%
Told someone else	10%	14%	12%	12%
I did not tell anyone about the bullying	18%	11%	11%	12%
Told employee assistance program (EAP) or peer support	0%	5%	7%	9%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

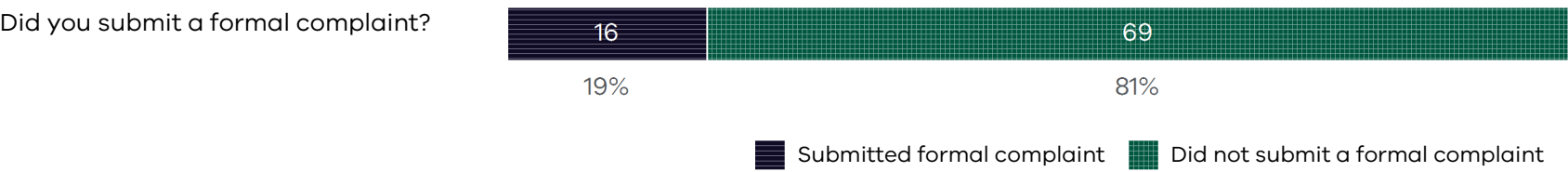
How to read this

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

Example

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

- 48% 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	48%	51%	53%
I didn't think it would make a difference	42%	52%	50%
I believed there would be negative consequences for my career	25%	33%	40%
I didn't think it was serious enough	19%	17%	16%
I believed there would be negative consequences for the person I was going to complain about	16%	10%	10%
I didn't feel safe to report the incident	14%	18%	19%
Other	14%	10%	12%
I didn't need to because I no longer had contact with the person(s) who bullied me	7%	5%	8%
I thought the complaint process would be embarrassing or difficult	6%	11%	14%
I didn't know who to talk to	4%	4%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year’s survey, 26% 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.

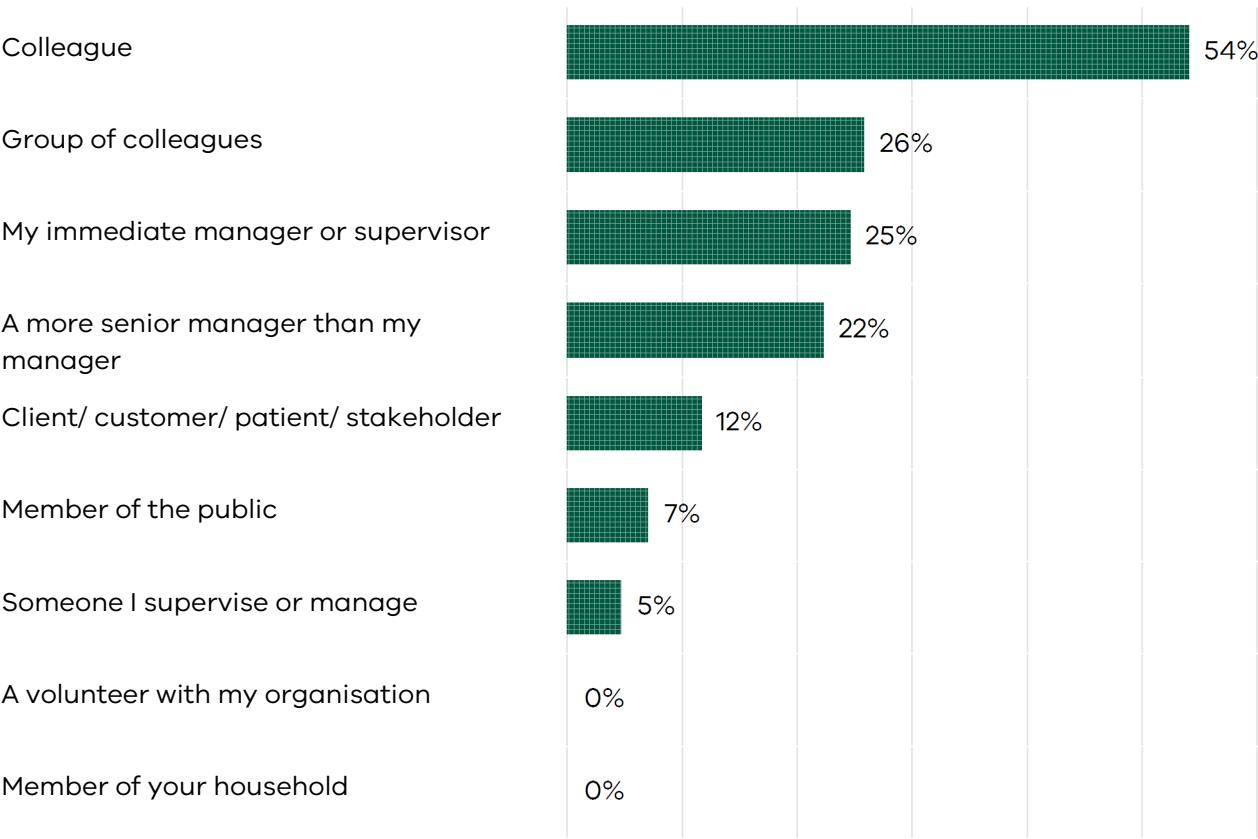
Each row is one perpetrator or group of perpetrators.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 54% said it was by 'Colleague'.

85 people (26% 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, 26% of your staff said they experienced bullying.

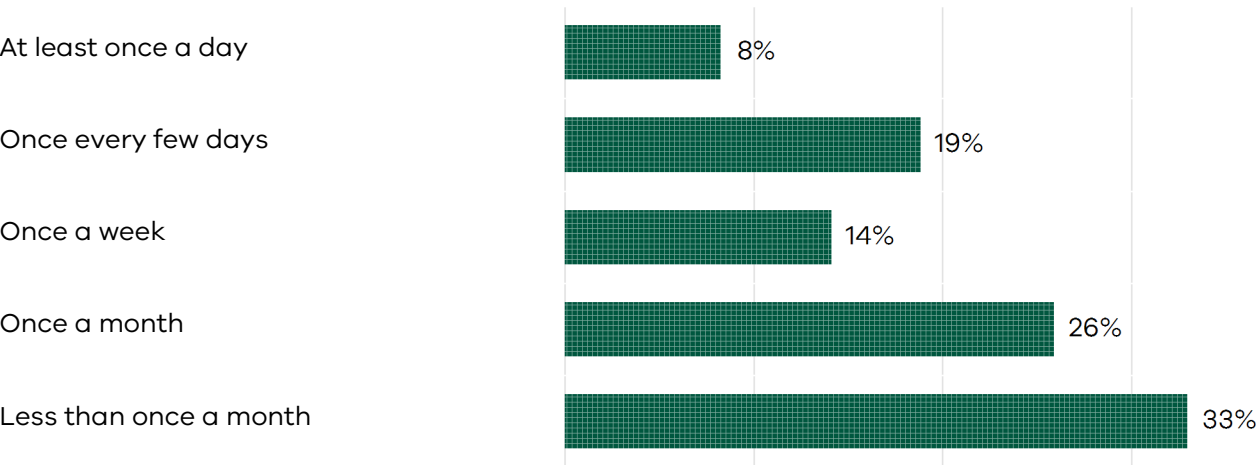
If they did, they could tell us how often they experienced this behaviour.

Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 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.

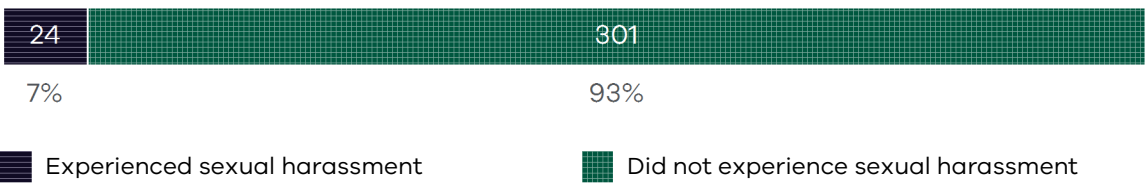
In descending order, the table shows the top 10 answers.

Example

7% 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	69%	54%	52%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	31%	42%	55%	54%
Inappropriate physical contact (including momentary or brief physical contact)	31%	38%	20%	17%
Unwelcome touching, hugging, cornering or kissing	14%	29%	15%	14%
Sexual gestures, indecent exposure or inappropriate display of the body	7%	21%	6%	6%
Inappropriate staring or leering that made you feel intimidated	10%	8%	17%	15%
Any other unwelcome conduct of a sexual nature	3%	8%	7%	7%
Sexually explicit pictures, posters or gifts that made you feel offended	3%	0%	0%	1%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	0%	2%	3%
Repeated or inappropriate invitations to go out on dates	0%	0%	3%	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.

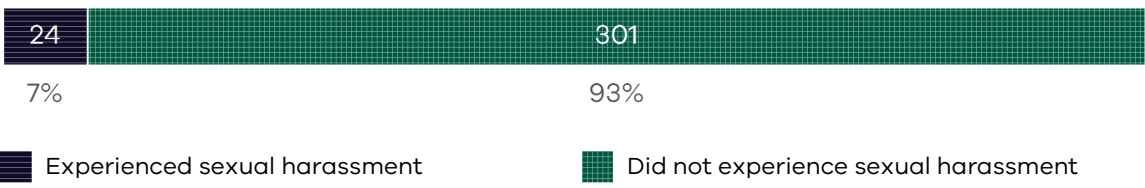
If they did, they could tell us with one or more answers how they responded.

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

Example

7% of your staff who did the survey said they experienced sexual harassment. Of those, 54% said their top response was 'Tried to laugh it off or forget about it'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	52%	54%	37%	41%
Avoided the person(s) by staying away from them	24%	50%	38%	36%
Told the person the behaviour was not OK	31%	46%	39%	31%
Pretended it didn't bother you	52%	42%	43%	45%
Told a manager	21%	33%	21%	20%
Told a colleague	14%	29%	34%	29%
Avoided locations where the behaviour might occur	14%	21%	15%	13%
Told a friend or family member	34%	21%	22%	21%
Told someone else	7%	13%	5%	6%
Took time off work	0%	8%	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

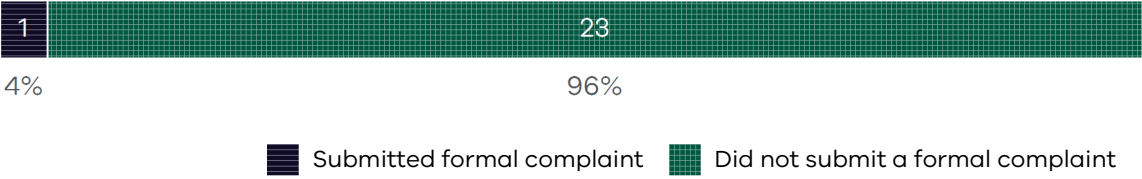
In the survey, we asked staff to tell us if they'd experienced sexual harassment at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

96% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 48% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?



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	48%	29%	33%
I didn't think it was serious enough	39%	43%	45%
I didn't think it would make a difference	30%	44%	39%
I believed there would be negative consequences for my career	22%	15%	21%
I believed there would be negative consequences for the person I was going to complain about	13%	8%	13%
I didn't feel safe to report the incident	13%	7%	8%
Other	9%	11%	7%
I didn't need to because I made the harassment stop	4%	12%	12%
I didn't need to because I no longer had contact with the person(s) who harassed me	4%	9%	9%
I thought the complaint process would be embarrassing or difficult	4%	9%	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, 7% 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.

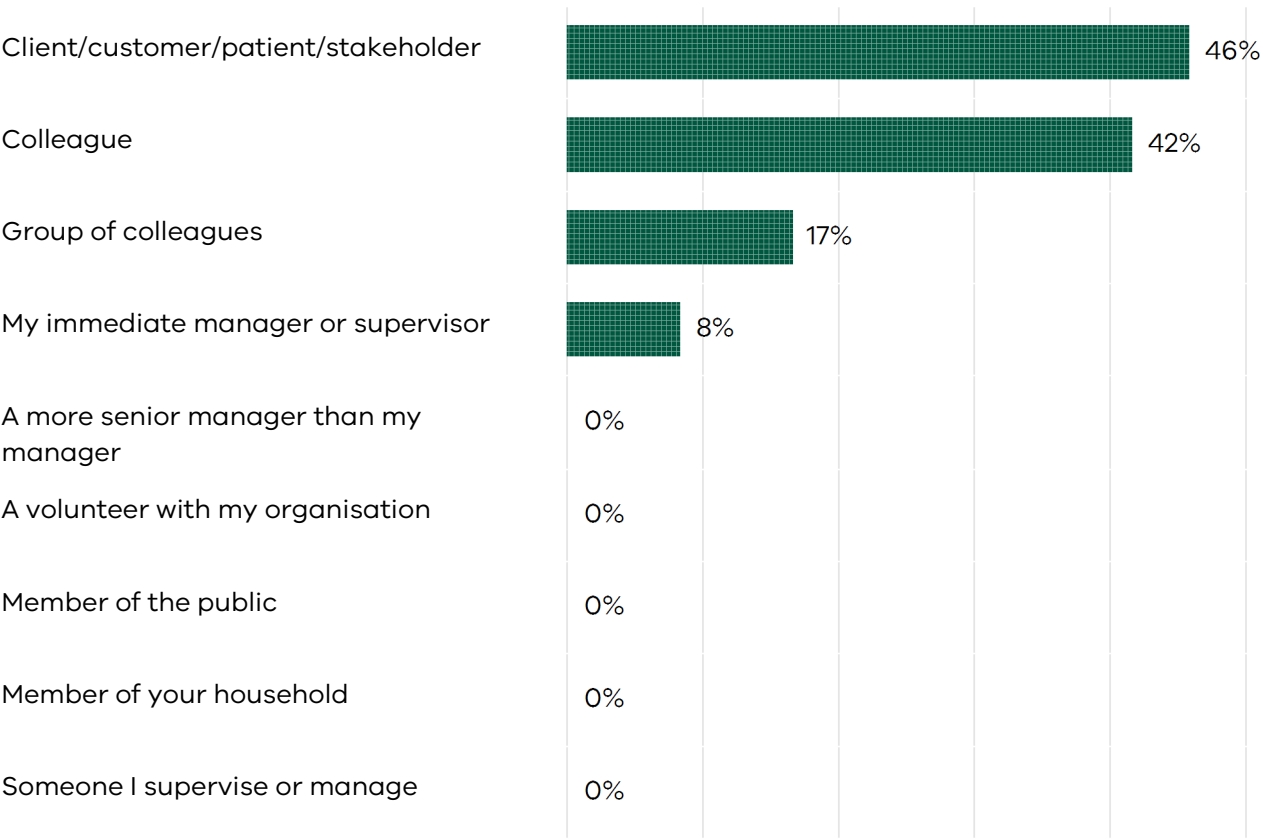
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 7%, 46% said it was by ‘Client/customer/patient/stakeholder’.

24 people (7% 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

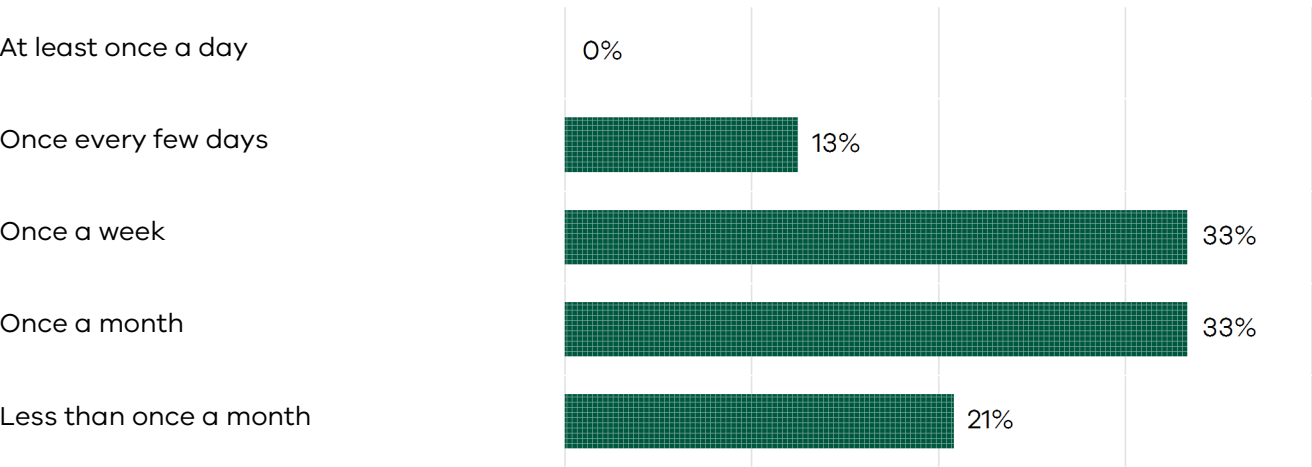
In this year’s survey, 7% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

7% of your staff who did the survey said they experienced sexual harassment. Of that 7%, 0% said it was 'At least once a day'.

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



People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

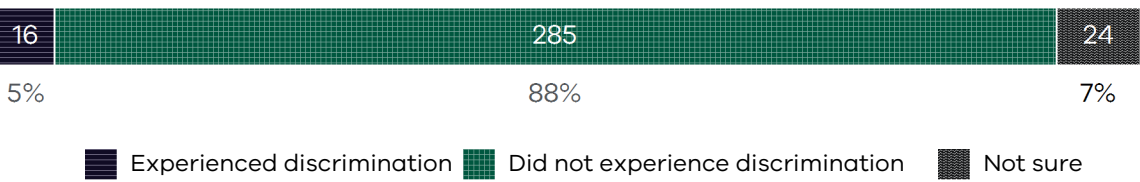
In descending order, the table shows the top 10 types.

Example

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

Of that 5%, 63% said it was 'Other'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	57%	63%	43%	38%
Opportunities for promotion	30%	38%	27%	37%
Access to leave	13%	31%	9%	8%
Denied flexible work arrangements or other adjustments	0%	31%	25%	21%
Employment security - threats of dismissal or termination	13%	25%	14%	11%
Opportunities for training	17%	19%	19%	24%
Opportunities for transfer/secondment	7%	13%	9%	19%
Pay or conditions offered by employer	7%	13%	11%	9%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

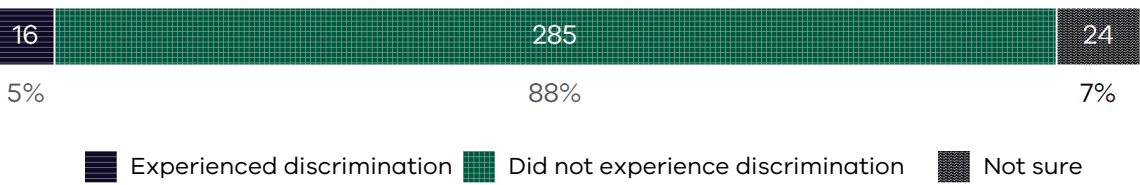
In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced discrimination, of which

- 50% said the top way they reported the discrimination was 'Told a friend or family member'.
- 88% 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 friend or family member	33%	50%	39%	32%
Told a colleague	17%	38%	39%	38%
Told a manager	33%	38%	27%	28%
Told employee assistance program (EAP) or peer support	0%	25%	8%	8%
Told Human Resources	3%	25%	10%	10%
Told someone else	10%	25%	13%	14%
Told the person the behaviour was not OK	0%	25%	11%	9%
I did not tell anyone about the discrimination	27%	19%	19%	24%
Submitted a formal complaint	0%	13%	8%	8%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

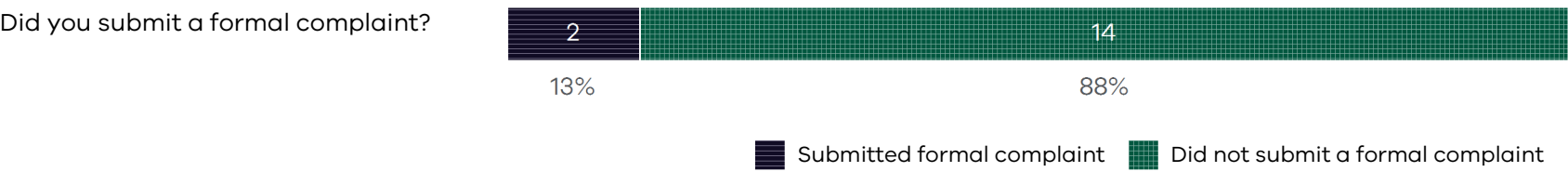
How to read this

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

Example

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

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



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	71%	52%	56%
I believed there would be negative consequences for my career	43%	46%	54%
I didn't feel safe to report the incident	36%	20%	19%
I didn't think it would make a difference	36%	58%	57%
I believed there would be negative consequences for the person I was going to complain about	14%	10%	9%
I didn't think it was serious enough	14%	13%	12%
I thought the complaint process would be embarrassing or difficult	14%	10%	13%
I was advised not to	14%	4%	4%
I didn't know how to make a complaint	7%	4%	5%
I didn't know who to talk to	7%	6%	6%

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

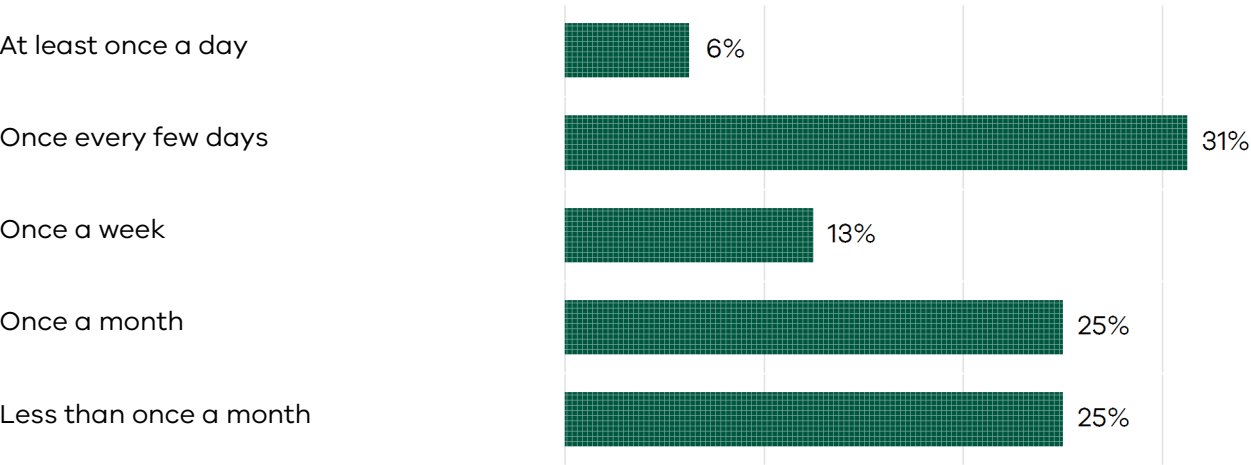
In this year’s survey, 5% of your staff said they experienced discrimination.
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing discrimination.

Example

5% of your staff who did the survey said they experienced discrimination.
Of that 5%, 6% said it was 'At least once a day'.

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



Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

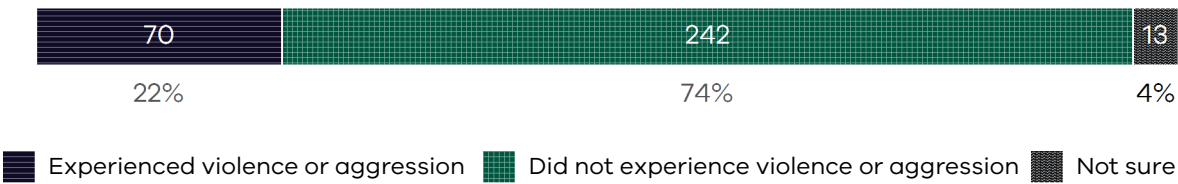
How to read this

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

Example

22% of your staff who did the survey said they experienced violence or aggression. Of that 22%, 79% 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	77%	79%	87%	81%
Intimidating behaviour	62%	63%	66%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	37%	49%	34%	28%
Threats of violence	26%	31%	41%	39%
Damage to my property or work equipment	2%	4%	9%	7%
Other	4%	4%	3%	12%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression, fo which

- 50% said the top way they reported the violence or aggression was 'Told a colleague'
- 79% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	53%	50%	47%	46%
Told a manager	57%	47%	52%	52%
Told the person the behaviour was not OK	0%	36%	38%	33%
Submitted a formal incident report	31%	21%	35%	32%
Told a friend or family member	22%	17%	17%	20%
I did not tell anyone about the incident(s)	5%	7%	6%	8%
Told someone else	7%	7%	6%	6%
Told Human Resources	4%	3%	3%	4%
Told employee assistance program (EAP) or peer support	0%	1%	3%	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

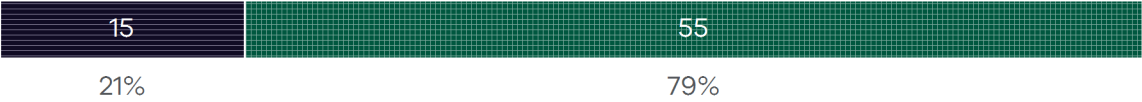
In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

79% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 47% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?



Submitted formal incident report Did not submit a formal incident report

Please tell us why you did not submit a formal incident report?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	47%	42%	39%
I didn't think it was serious enough	31%	31%	33%
I believed there would be negative consequences for my reputation	24%	13%	16%
I believed there would be negative consequences for my career	16%	8%	12%
I didn't need to because I made the violence or aggression stop	16%	16%	16%
Other	16%	23%	12%
I didn't feel safe to report the incident	11%	4%	5%
I believed there would be negative consequences for the person I was going to complain about	7%	2%	4%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	4%	14%	15%
I thought the complaint process would be embarrassing or difficult	4%	4%	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.

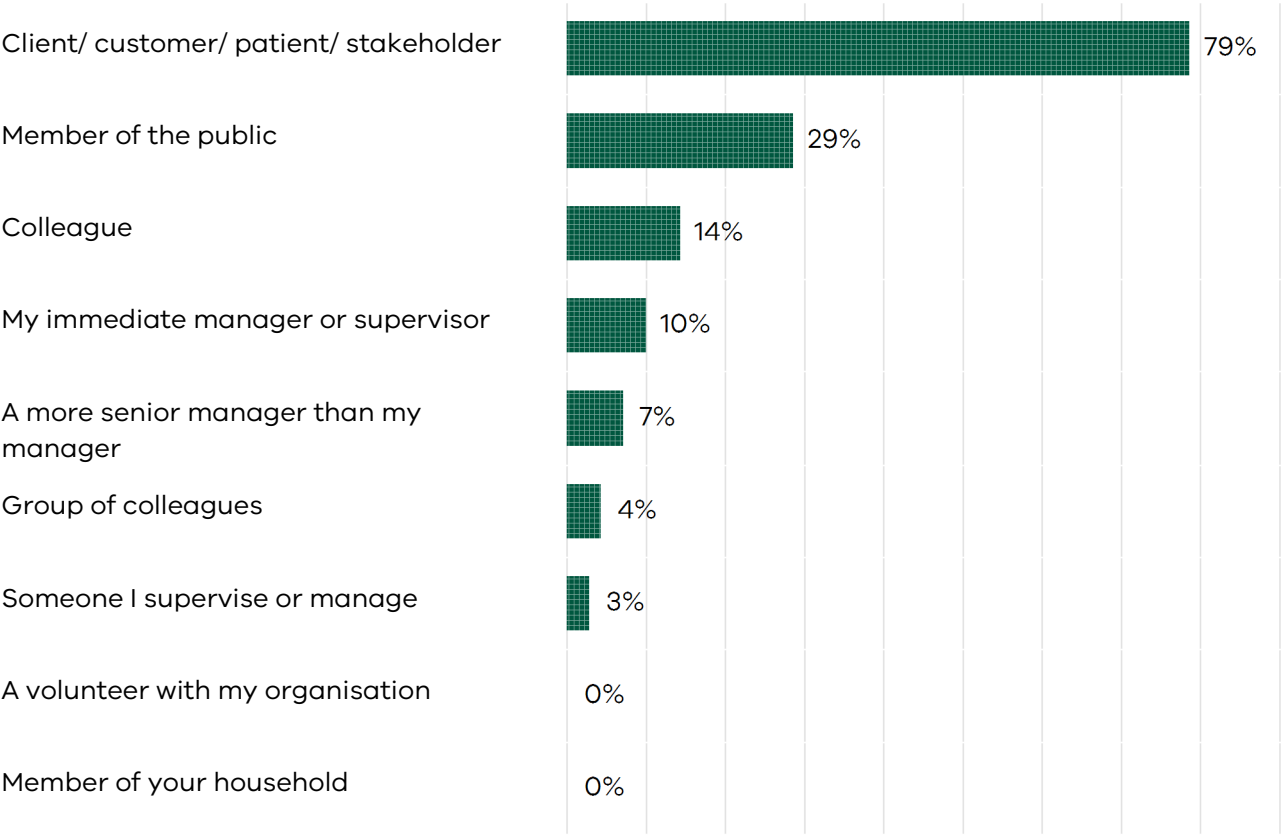
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

22% of your staff who did the survey said they experienced violence or aggression. Of that 22%, 79% said it was 'Client/ customer/ patient/ stakeholder'.

70 people (22% 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

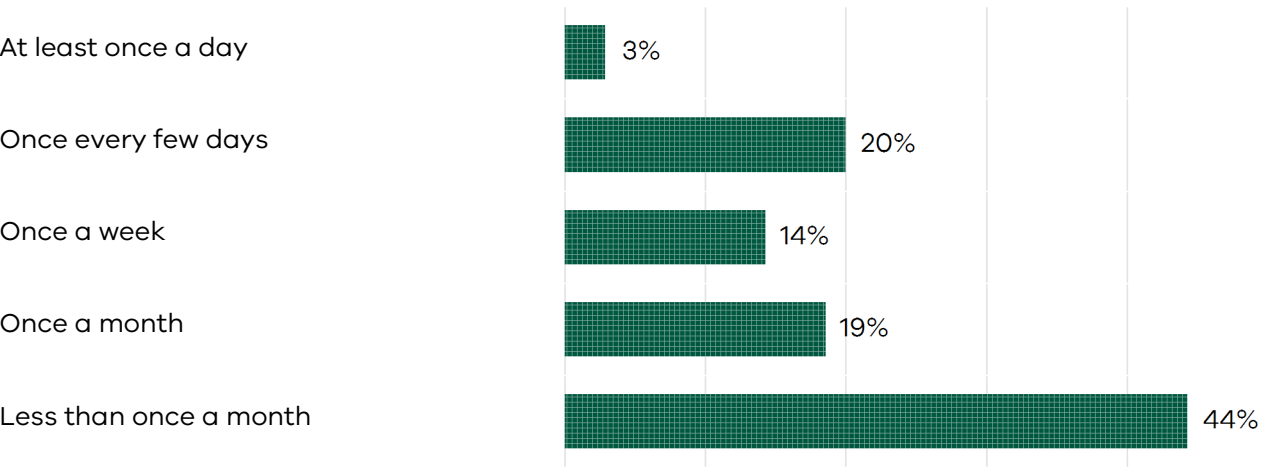
In this year’s survey, 22% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

Example

22% of your staff who did the survey said they experienced violence or aggression. Of that 22%, 3% said it was by 'At least once a day'.
Of that 22%, 3% 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

32% of your staff who did the survey said they witnessed some negative behaviour at work.

68% 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	68%	66%	77%
Bullying of a colleague	27%	24%	16%
Discrimination against a colleague	8%	11%	8%
Violence or aggression against a colleague	8%	10%	6%
Sexual harassment of a colleague	1%	1%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

32% of your staff who did the survey witnessed negative behaviour, of which:

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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



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	72%	73%	72%
Told a manager	39%	40%	37%
Told the person the behaviour was not OK	20%	29%	25%
Spoke to the person who behaved in a negative way	17%	24%	22%
Told a colleague	17%	20%	21%
Other	12%	6%	7%
Told Human Resources	9%	5%	6%
Submitted a formal complaint	8%	6%	6%
Took no action	6%	6%	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

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



People matter

survey 2021

Have your say

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

Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 90% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2020' column, you have a 5% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	-5%	89%
Workgroup support	I am able to work effectively with others in my workgroup	88%	+1%	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	+1%	89%
Job enrichment	I clearly understand what I am expected to do in this job	85%	-4%	83%
Meaningful work	I feel that I can make a worthwhile contribution at work	85%	-2%	87%
Manager leadership	My manager is committed to workplace safety	84%	Not asked in 2020	82%
Quality service delivery	My workgroup values human rights	84%	Not asked in 2020	85%
Manager leadership	My manager works effectively with people from diverse backgrounds	84%	Not asked in 2020	82%
Quality service delivery	My workgroup strives to deliver services in a timely manner	83%	Not asked in 2020	86%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	83%	Not asked in 2020	79%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2021' column shows 24% of your staff agreed with 'My organisation has taken positive action on the results of last year's survey'.

This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Taking action	My organisation has taken positive action on the results of last year's survey	24%	Not asked in 2020	26%
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)	25%	Not asked in 2020	29%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	Not asked in 2020	41%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	42%	Not asked in 2020	42%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	+3%	34%
Taking action	I believe my organisation will take positive action on the results of this year's survey	43%	Not asked in 2020	42%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	44%	-6%	41%
Workload	I have enough time to do my job effectively	44%	-1%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	46%	-2%	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	46%	-5%	40%

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 'Patient safety climate', the 'You 2021' column shows 64% of your staff agreed with 'The culture in my work area makes it easy to learn from the errors of others'.

In the 'Increase from 2020' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	64%	+5%	64%
Workgroup support	People in my workgroup work together effectively to get the job done	76%	+4%	77%
Workgroup support	People in my workgroup regularly reach out to support me and my wellbeing	69%	+4%	66%
Manager support	My manager listens to what I have to say	79%	+4%	75%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	70%	+3%	68%
Manager support	My manager involves me in decisions about my work	72%	+3%	69%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	+3%	34%
Manager support	My manager keeps me informed about what's going on	71%	+3%	67%
Engagement	I am proud to tell others I work for my organisation	76%	+2%	74%
Manager support	My manager provides me with enough support when I need it	70%	+2%	69%

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 'Patient safety climate', the 'You 2021' column shows 66% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'. In the 'Decrease from 2020' column, you have a 6% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	66%	-6%	66%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	44%	-6%	41%
Satisfaction	How satisfied are you with your career development within your current organisation	57%	-5%	57%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	46%	-5%	40%
Job enrichment	I understand how my job contributes to my organisation's purpose	90%	-5%	89%
Workload	The workload I have is appropriate for the job that I do	48%	-5%	54%
Patient safety climate	Management is driving us to be a safety-centred organisation	64%	-5%	64%
Meaningful work	I am achieving something important through my work	79%	-5%	84%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	56%	-4%	60%
Satisfaction	Considering everything, how satisfied are you with your current job	68%	-4%	68%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Senior leadership', the 'You2021' column shows 66% of your staff agreed with 'Senior leaders provide clear strategy and direction'.

The 'difference' column, shows that agreement for this question was 13 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Senior leadership	Senior leaders provide clear strategy and direction	66%	+13%	53%
Organisational integrity	My organisation does not tolerate improper conduct	66%	+8%	58%
Senior leadership	Senior leaders model my organisation's values	65%	+8%	57%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	+7%	34%
Senior leadership	Senior leaders demonstrate honesty and integrity	61%	+7%	54%
Equal employment opportunity	Disability is not a barrier to success in my organisation	65%	+6%	58%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	46%	+6%	40%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	63%	+6%	57%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	54%	+6%	49%
Senior leadership	Senior leaders support staff to work in an environment of change	55%	+6%	49%

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 'Diversity and inclusion', the 'You 2021' column shows 56% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTQ+'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTQ+	56%	-10%	66%
Learning and development	In the last 12 months I have learned skills that have helped me do my job better	62%	-7%	70%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	65%	-6%	71%
Learning and development	I feel I have an equal chance at promotion in my organisation	35%	-6%	41%
Quality service delivery	My workgroup strives to provide high quality advice and services	80%	-6%	86%
Workload	The workload I have is appropriate for the job that I do	48%	-5%	54%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	73%	-5%	78%
Meaningful work	I am achieving something important through my work	79%	-5%	84%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	61%	-5%	66%
Patient safety climate	Trainees in my discipline are adequately supervised	53%	-4%	58%

People matter

survey 2021

Have your say

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

Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

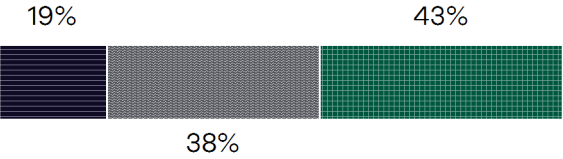
Survey question

Your results

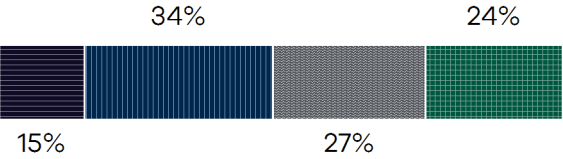
Benchmark agree results



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	43 %	27 %	42 %	57 %
Not asked	Not asked	24 %	18 %	26 %	42 %

People matter

survey 2021

Have your say

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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.

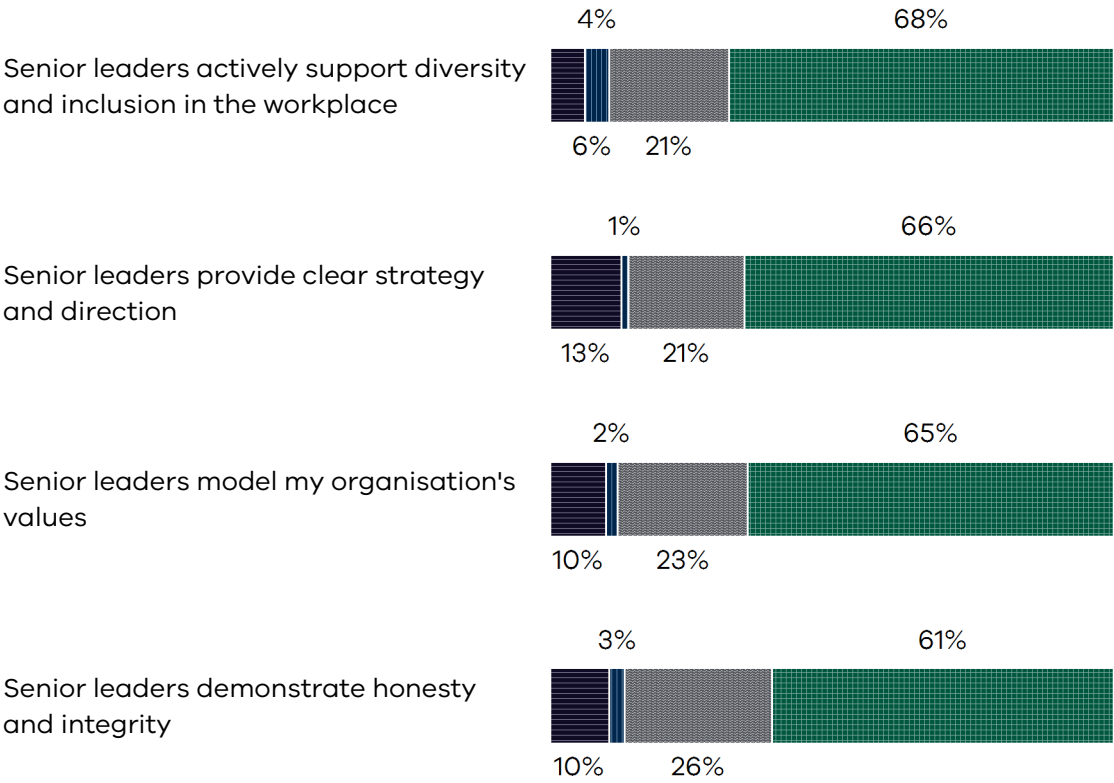
Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
80 %	Not asked	68 %	45 %	65 %	76 %
77 %	66 %	66 %	36 %	53 %	63 %
77 %	Not asked	65 %	37 %	57 %	69 %
71 %	Not asked	61 %	36 %	54 %	65 %

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.

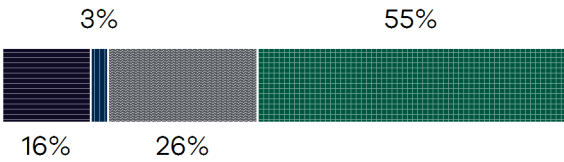
Example

55% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question

Senior leaders support staff to work in an environment of change

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
67 %	59 %	55 %	33 %	49 %	59 %

People matter

survey 2021

Have your say

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

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

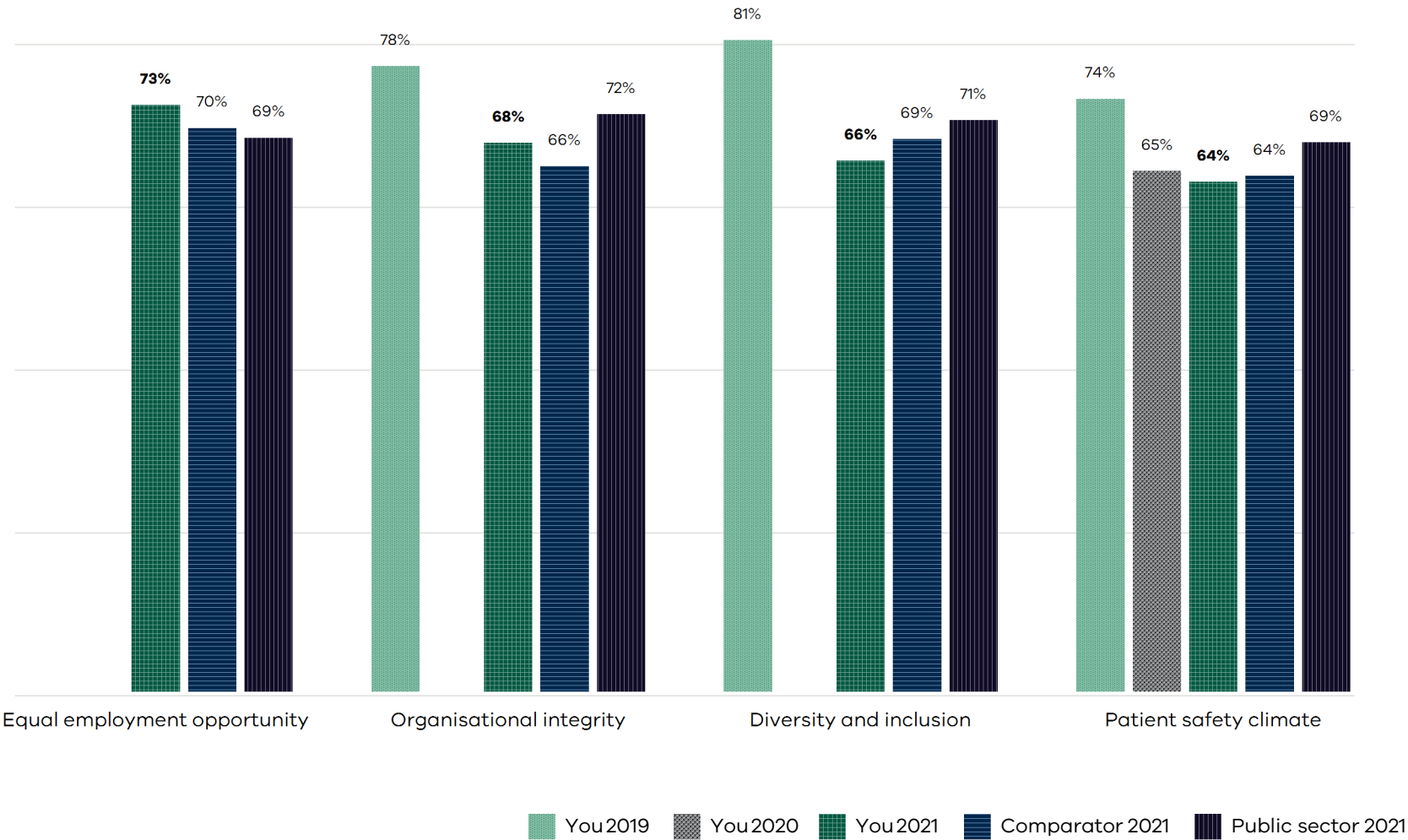
Example

In 2021:

- 73% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 70% 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.

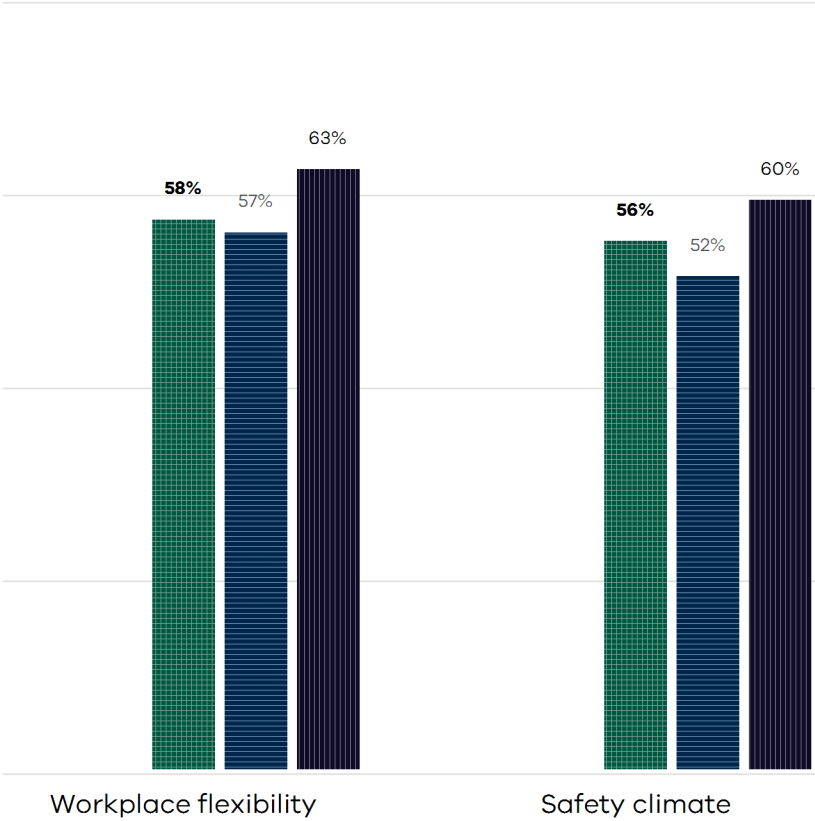
Example

In 2021:

- 58% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

- 57% of staff at your comparator and 63% of staff across the public sector.



You2019 You2020 You2021 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.

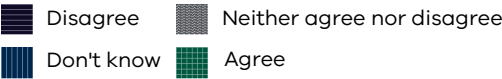
Example

78% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
85 %	Not asked	78 %	61 %	77 %	83 %
83 %	Not asked	76 %	49 %	73 %	82 %
81 %	Not asked	74 %	56 %	74 %	82 %
83 %	Not asked	73 %	59 %	74 %	82 %

Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

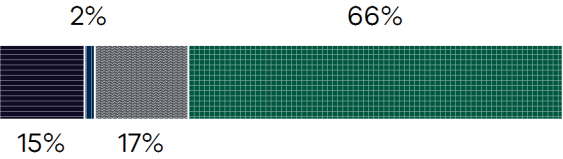
Survey question

Your results

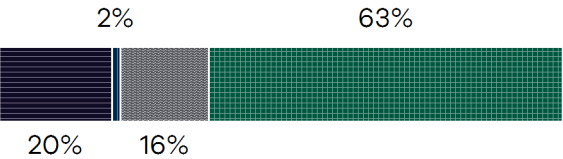
Benchmark agree results



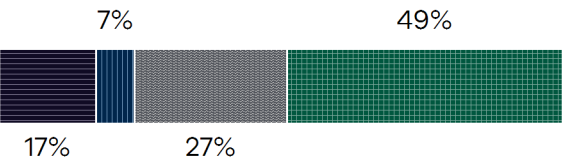
My organisation does not tolerate improper conduct



My organisation takes steps to eliminate bullying, harassment and discrimination



My organisation makes fair recruitment and promotion decisions, based on merit



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
74 %	Not asked	66 %	39 %	58 %	67 %
77 %	Not asked	63 %	39 %	57 %	64 %
63 %	Not asked	49 %	34 %	47 %	54 %

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.

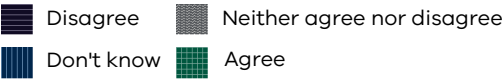
Example

67% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

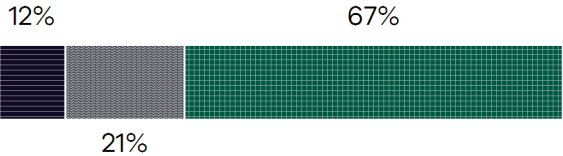
Survey question

Your results

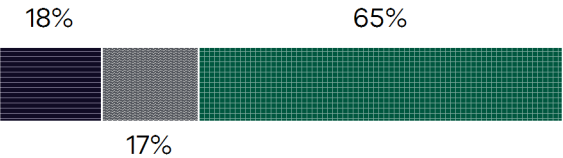
Benchmark agree results



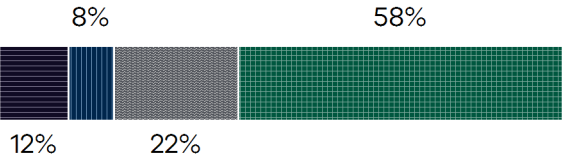
My organisation supports employees with family or other caring responsibilities, regardless of gender



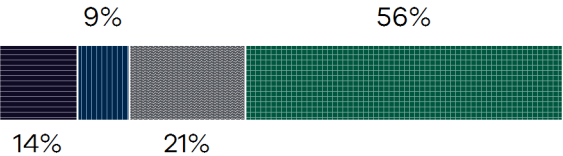
I have the flexibility I need to manage my work and non-work activities and responsibilities



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	67 %	53 %	64 %	71 %
Not asked	Not asked	65 %	56 %	65 %	71 %
Not asked	Not asked	58 %	46 %	58 %	65 %
77 %	Not asked	56 %	45 %	52 %	60 %

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

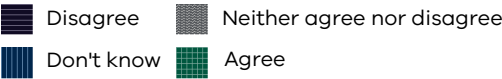
Example

56% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

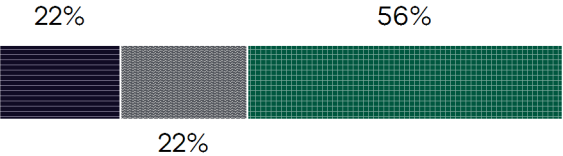
Survey question

Your results

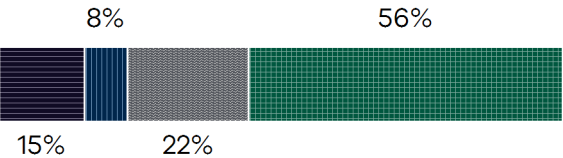
Benchmark agree results



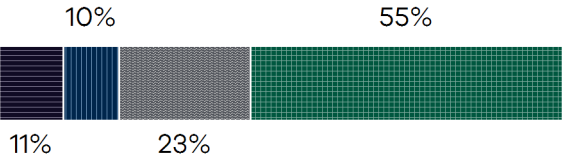
I am confident that if I requested a flexible work arrangement, it would be given due consideration



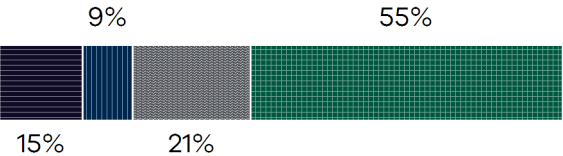
Having family responsibilities is not a barrier to success in my organisation



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
63 %	60 %	56 %	53 %	60 %	67 %
Not asked	Not asked	56 %	46 %	55 %	61 %
79 %	Not asked	55 %	45 %	56 %	64 %
72 %	Not asked	55 %	43 %	52 %	59 %

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.

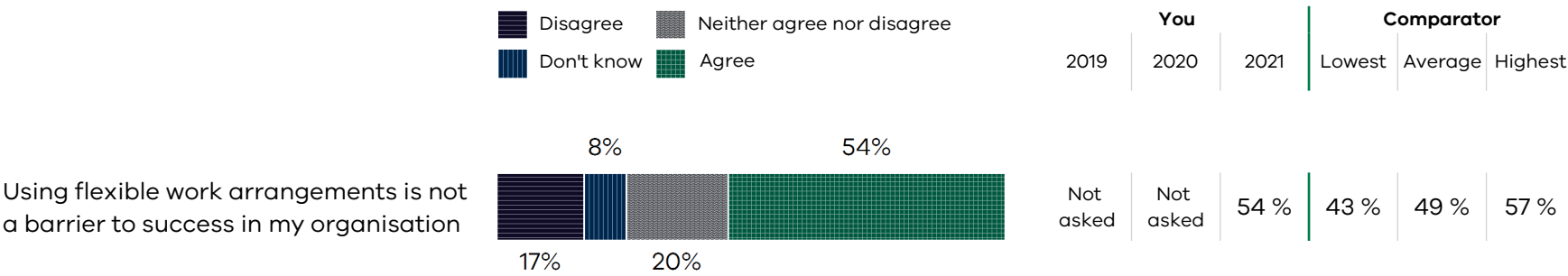
Example

54% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



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

40% 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	40%	37%	38%
Part-time	29%	32%	19%
Shift swap	20%	20%	12%
Flexible start and finish times	15%	16%	23%
Working from an alternative location (e.g. home, hub/shared work space)	9%	8%	24%
Using leave to work flexible hours	7%	10%	8%
Study leave	7%	9%	4%
Working more hours over fewer days	4%	5%	6%
Other	3%	3%	2%
Purchased leave	2%	1%	2%

Organisational climate

Equal employment opportunity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

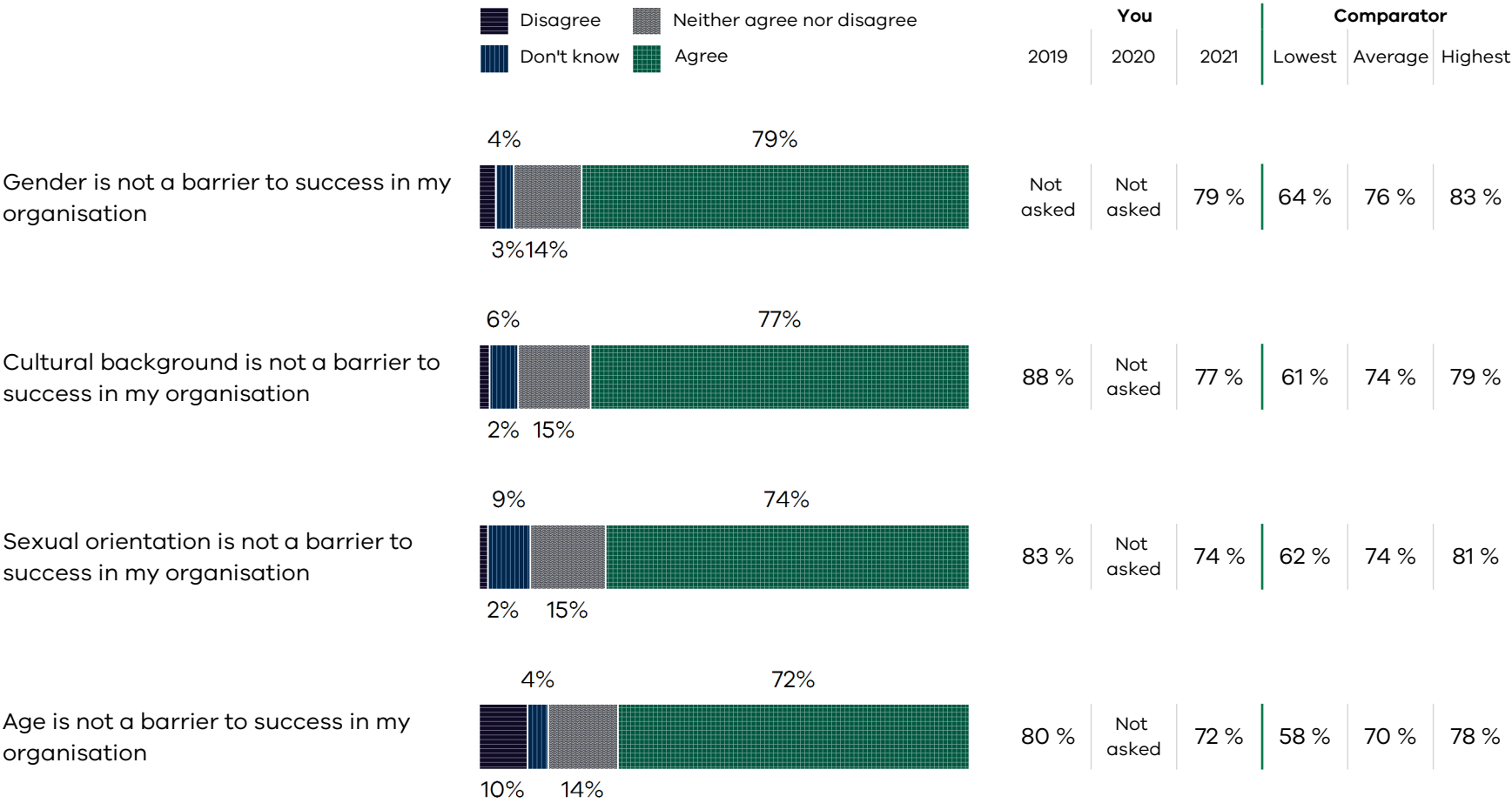
Example

79% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

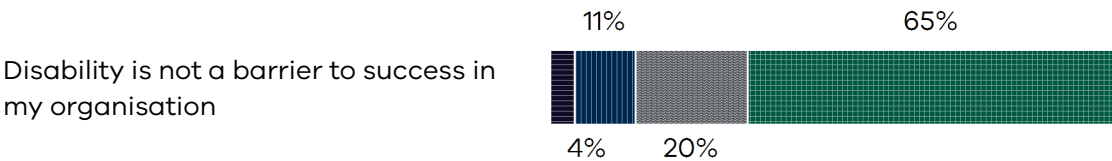
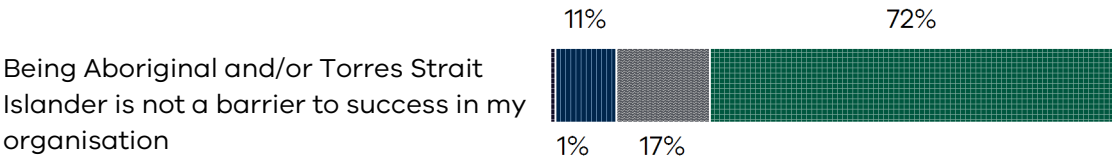
Example

72% of your staff who did the survey agreed or strongly agreed with '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	72 %	59 %	70 %	80 %
75 %	Not asked	65 %	47 %	58 %	66 %

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.

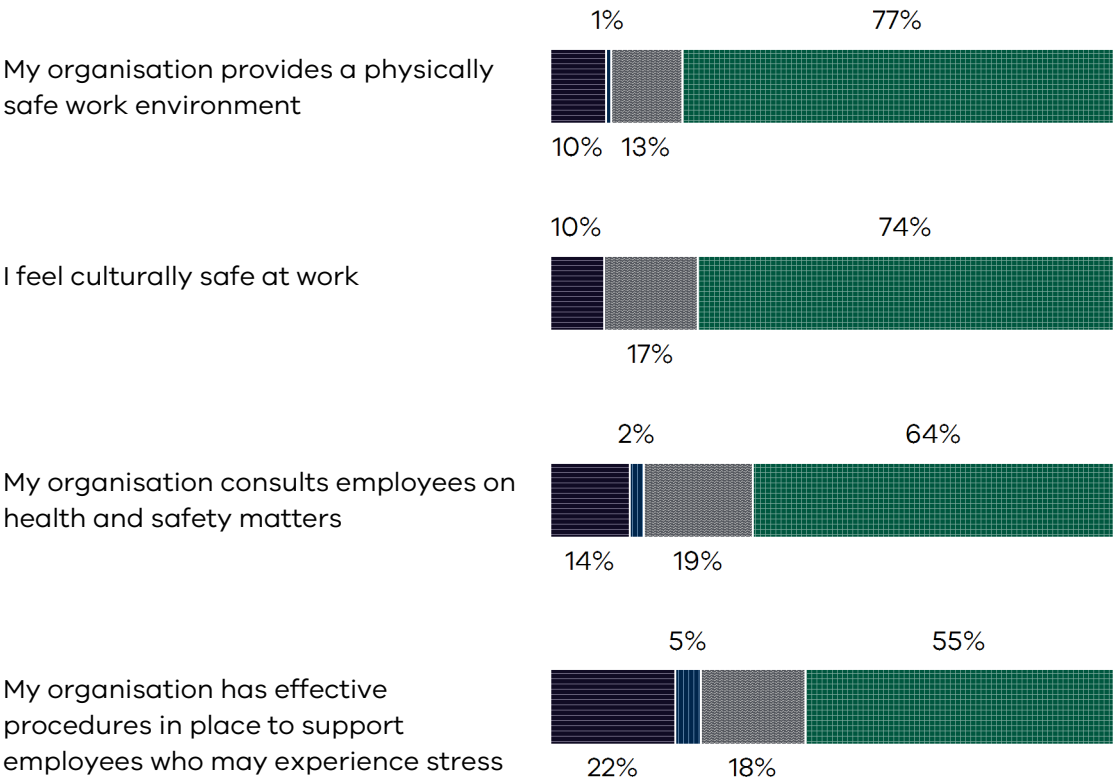
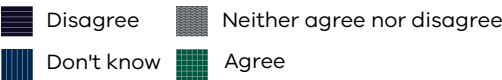
Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	77 %	60 %	74 %	85 %
Not asked	Not asked	74 %	59 %	74 %	81 %
77 %	Not asked	64 %	47 %	59 %	66 %
73 %	59 %	55 %	43 %	51 %	61 %

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

46% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

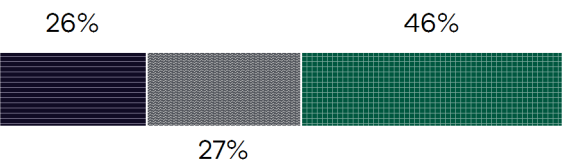
Survey question

Your results

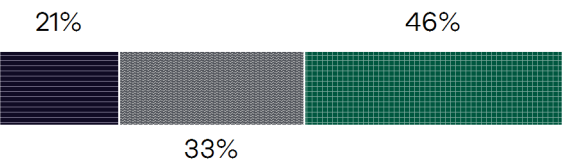
Benchmark agree results



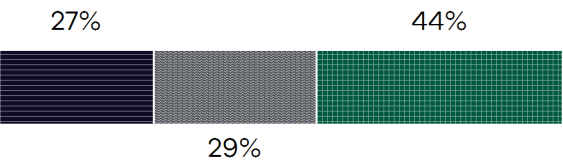
Senior leaders show support for stress prevention through involvement and commitment



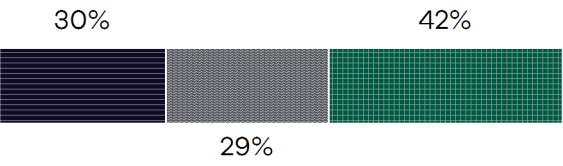
In my workplace, there is good communication about psychological safety issues that affect me



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
50 %	52 %	46 %	29 %	40 %	50 %
58 %	47 %	46 %	35 %	44 %	50 %
54 %	50 %	44 %	29 %	41 %	50 %
49 %	39 %	42 %	22 %	34 %	43 %

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.

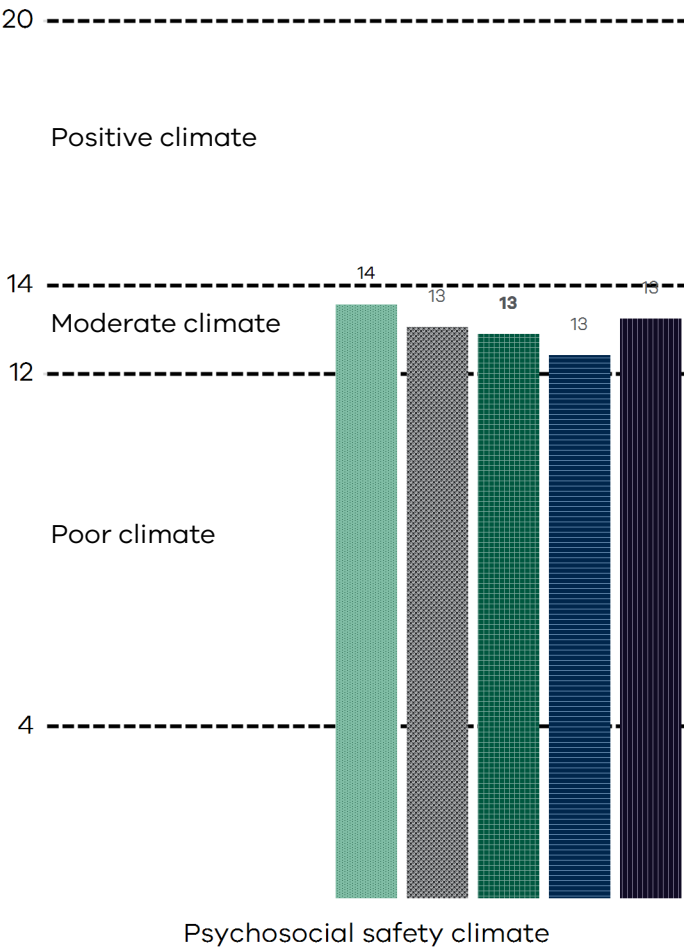
A score of:

- 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.

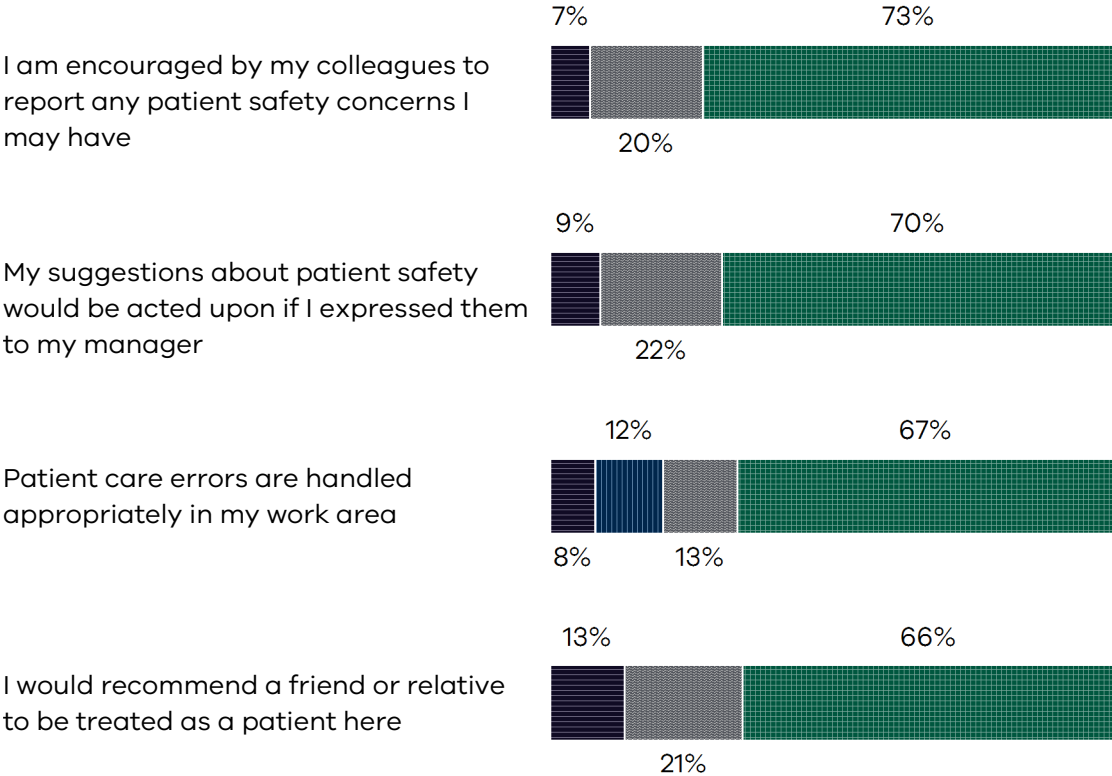
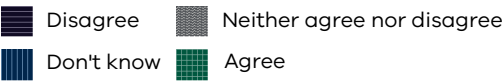
Example

73% 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



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
85 %	77 %	73 %	67 %	78 %	86 %	
78 %	67 %	70 %	55 %	68 %	73 %	
75 %	65 %	67 %	57 %	67 %	73 %	
77 %	72 %	66 %	49 %	66 %	77 %	

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

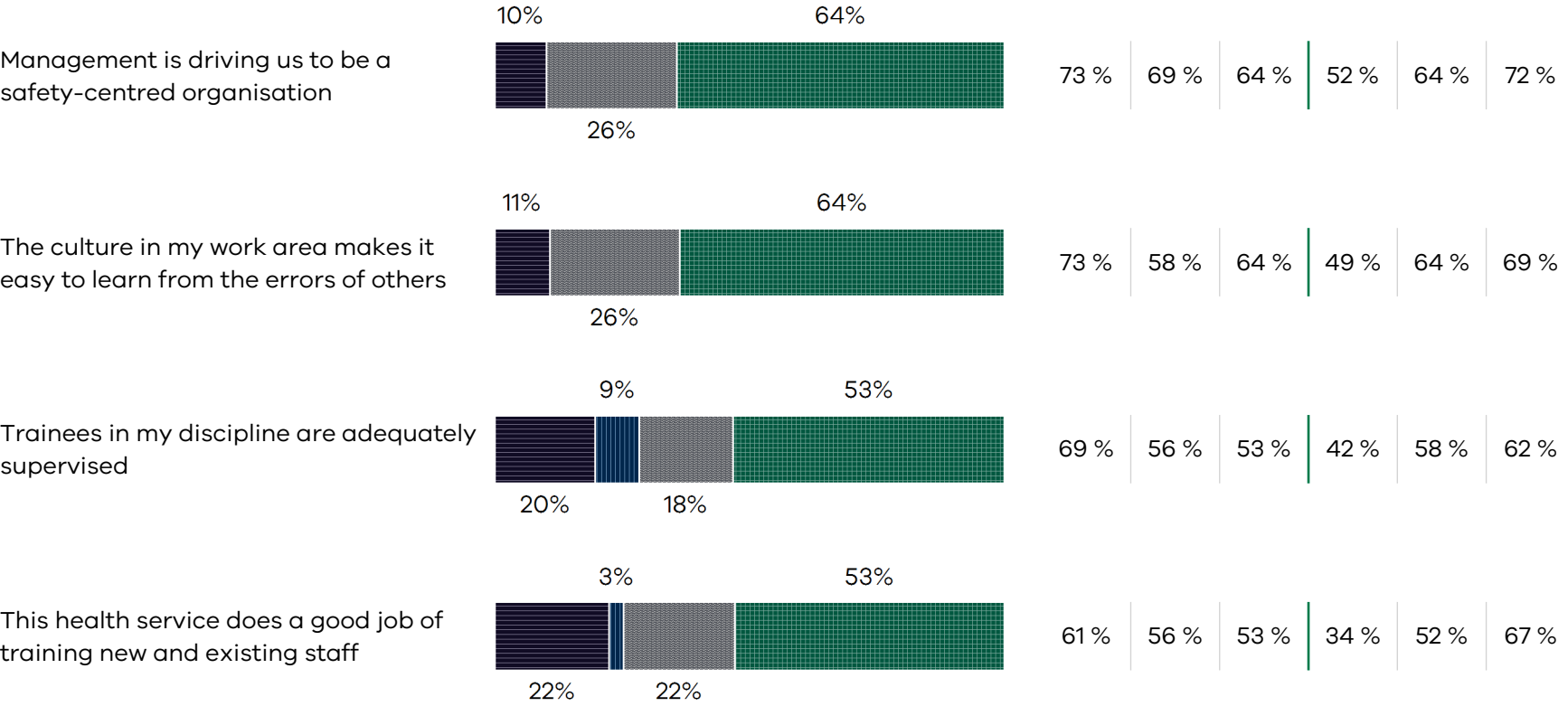
Example

64% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

Survey question

Your results

Benchmark agree results



Organisational climate

Diversity and inclusion 1 of 2

What this is

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

Why this is important

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

How to read this

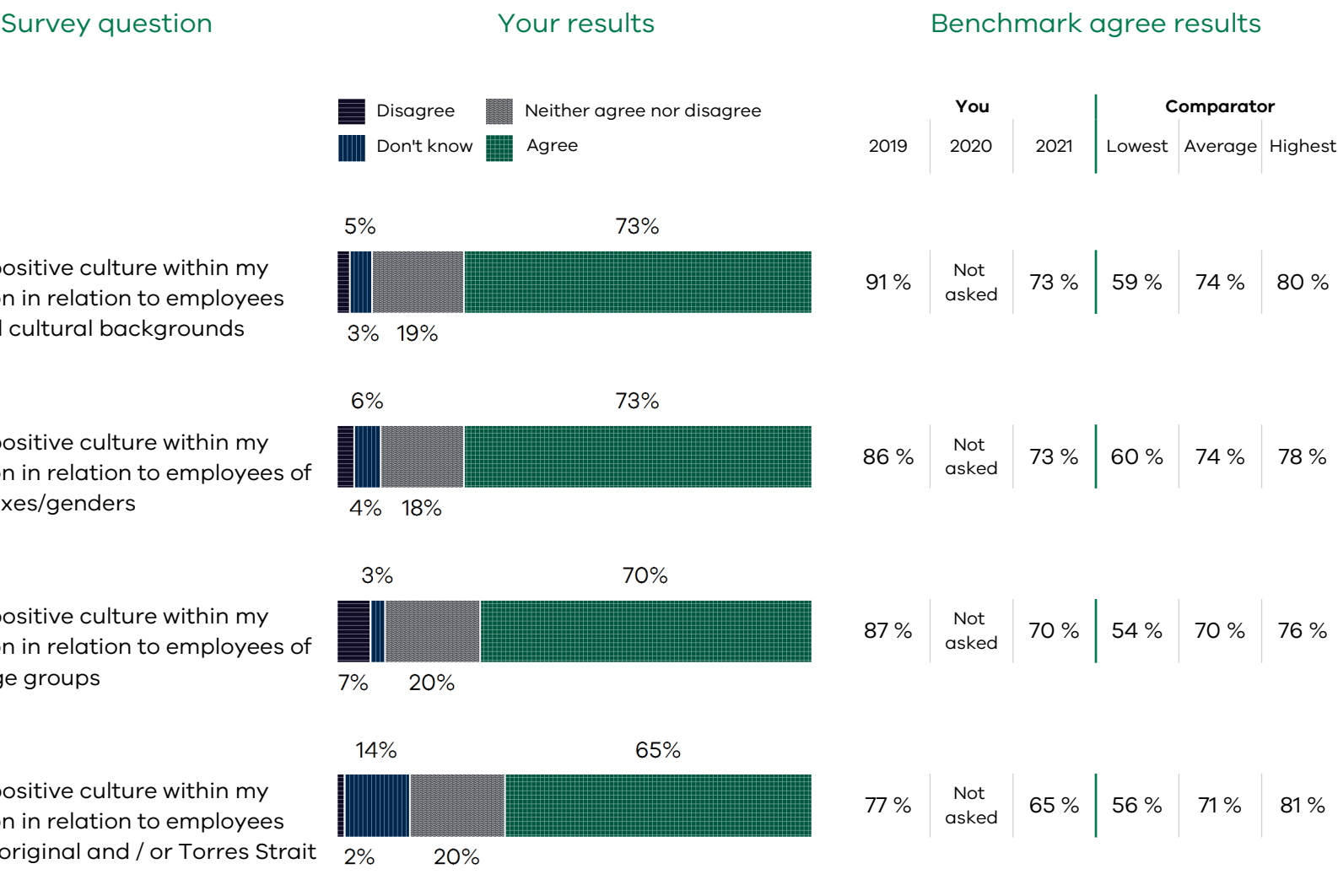
Under ‘Your results’, see results for each question in descending order by most agreed.

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees from varied cultural backgrounds’.



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

60% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees with disability’.

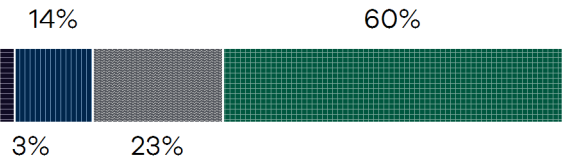
Survey question

Your results

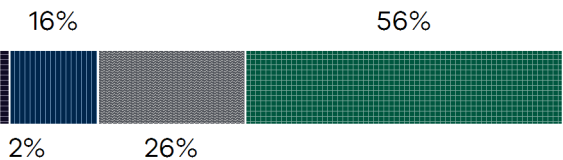
Benchmark agree results



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
73 %	Not asked	60 %	42 %	59 %	67 %
71 %	Not asked	56 %	51 %	66 %	75 %

Organisational climate

Gender equality supporting measures

What this is

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

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

Why this is important

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

How to read this

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

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

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

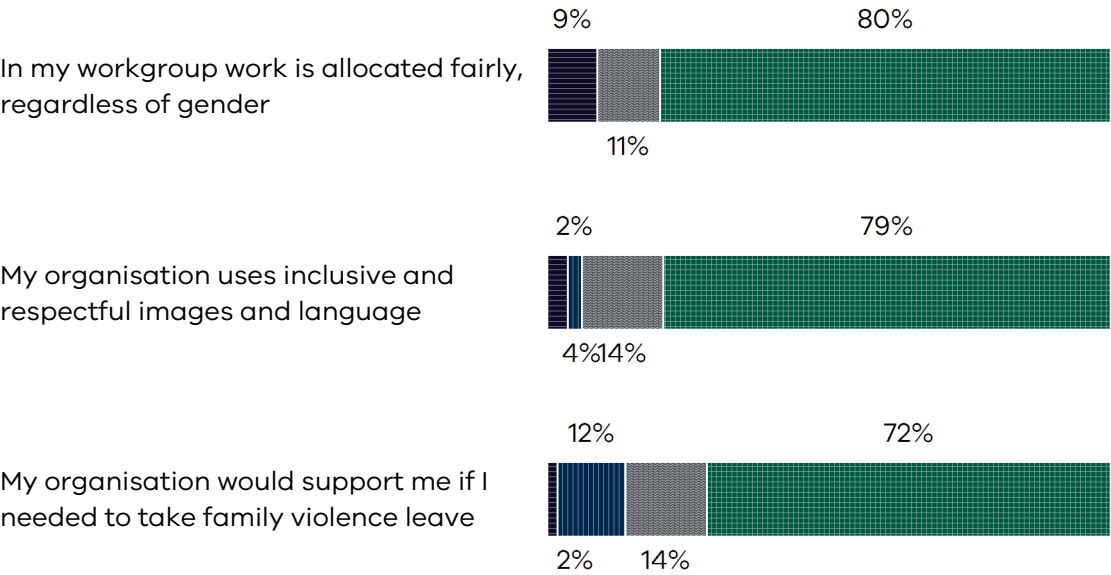
Example

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

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	80 %	68 %	79 %	82 %
Not asked	Not asked	79 %	60 %	79 %	83 %
Not asked	Not asked	72 %	56 %	70 %	80 %

People matter

survey 2021

Have your say

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

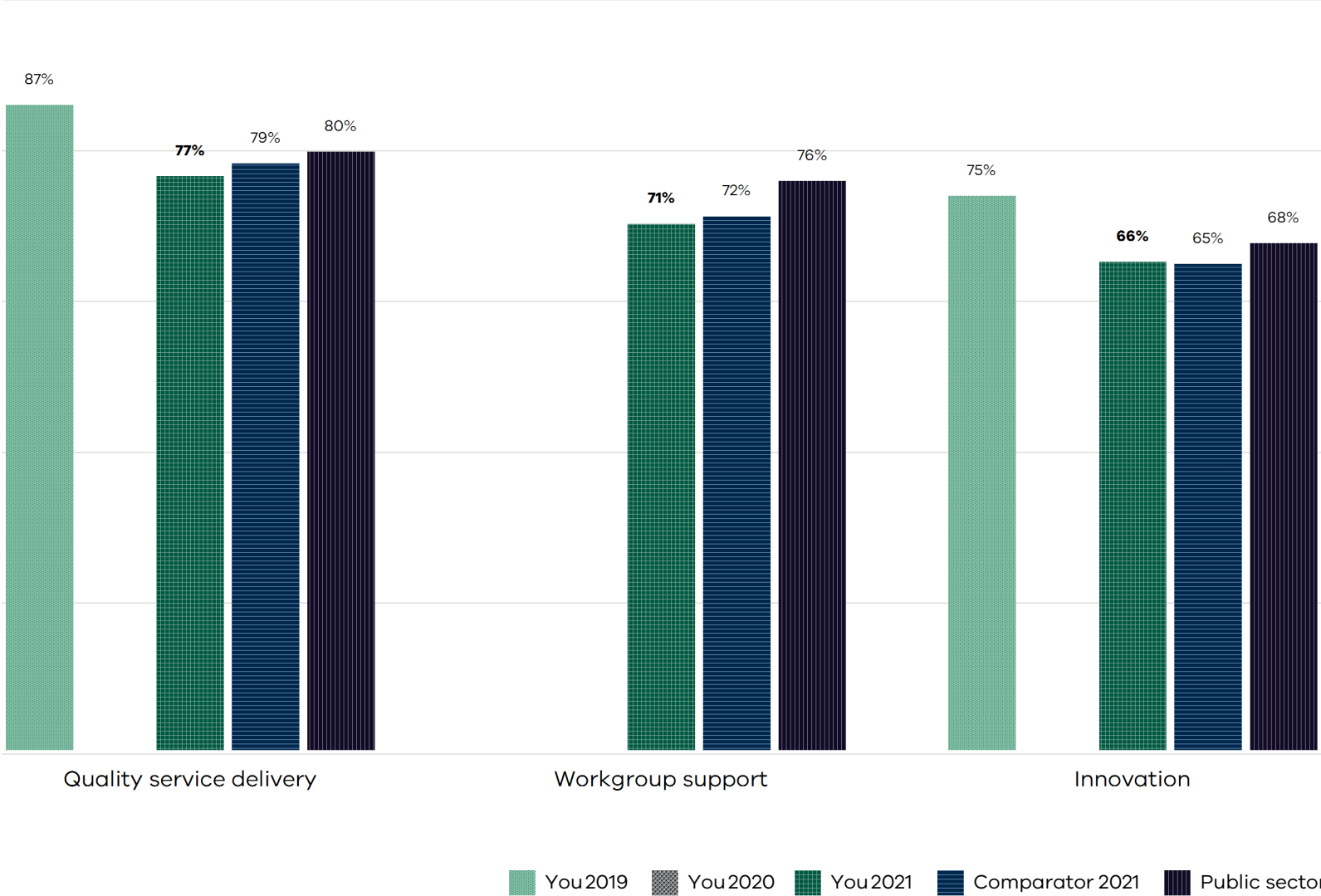
Example

In 2021:

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

Compared to:

- 79% 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.

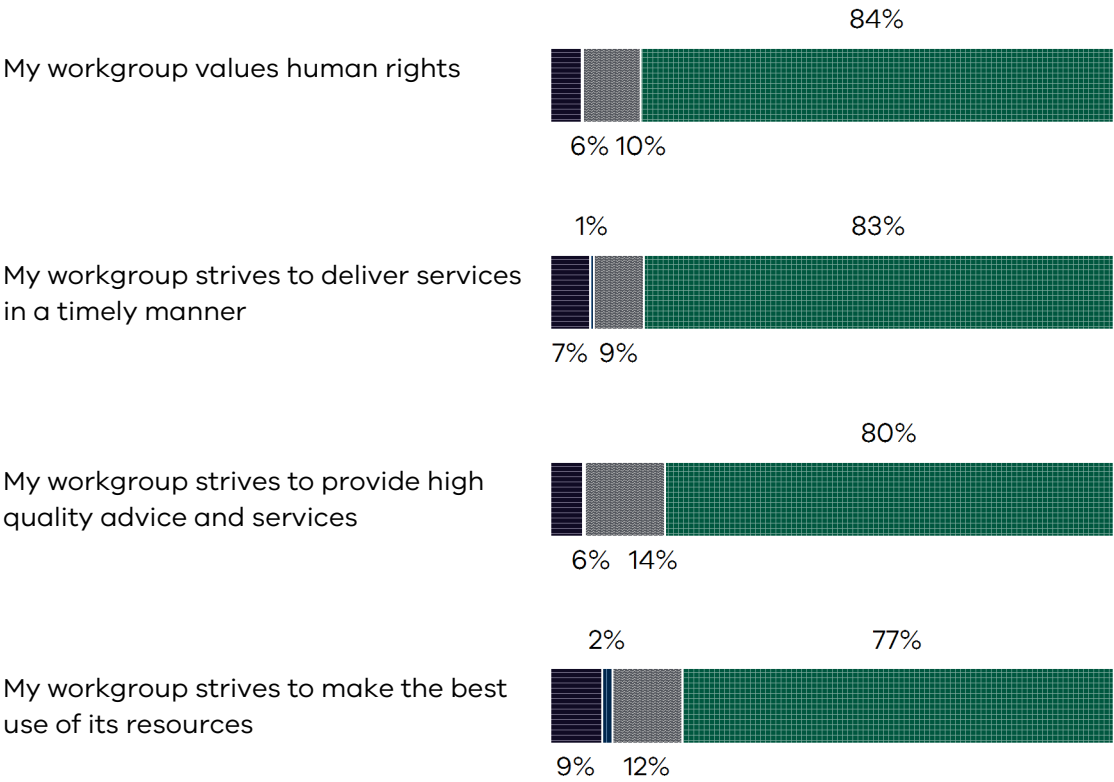
Example

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
89 %	Not asked	84 %	81 %	85 %	88 %
92 %	Not asked	83 %	85 %	86 %	89 %
92 %	Not asked	80 %	81 %	86 %	90 %
89 %	Not asked	77 %	69 %	77 %	82 %

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

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

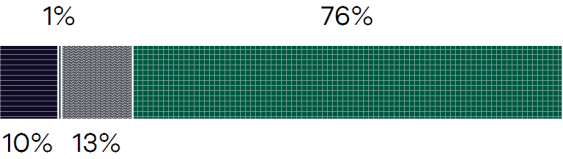
Survey question

Your results

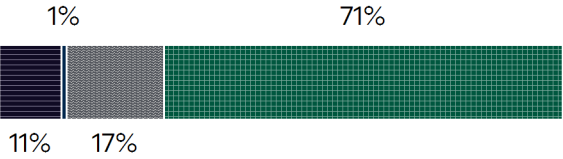
Benchmark agree results



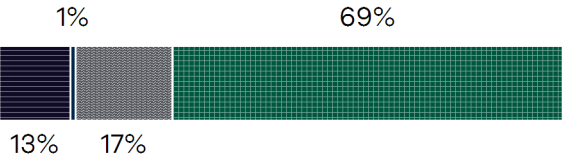
My workgroup has clear lines of responsibility



My workgroup focuses on making decisions informed by all relevant facts



My workgroup places a priority on acting fairly and without bias



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest

81 %	Not asked	76 %	63 %	74 %	79 %
------	-----------	------	------	------	------

84 %	Not asked	71 %	64 %	73 %	78 %
------	-----------	------	------	------	------

78 %	Not asked	69 %	60 %	70 %	75 %
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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.

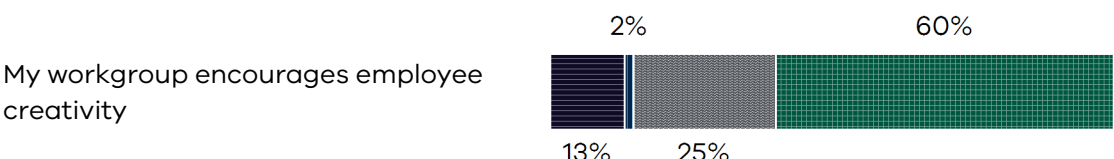
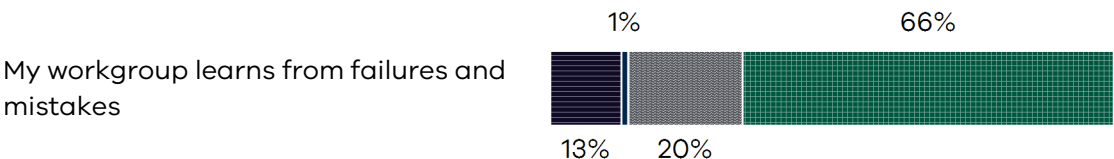
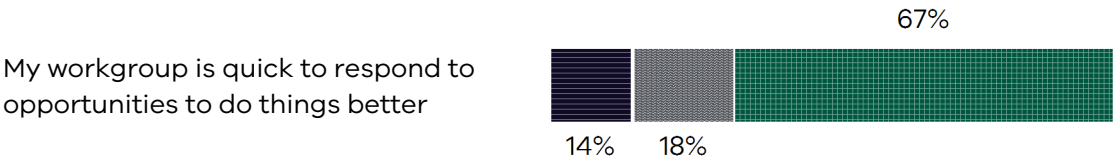
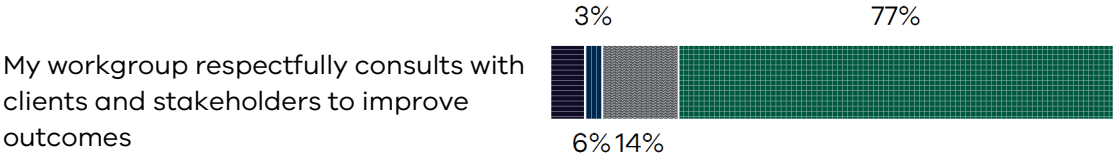
Example

77% 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
84 %	Not asked	77 %	72 %	77 %	82 %
75 %	Not asked	67 %	60 %	67 %	73 %
77 %	Not asked	66 %	57 %	67 %	74 %
71 %	Not asked	60 %	46 %	58 %	65 %

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.

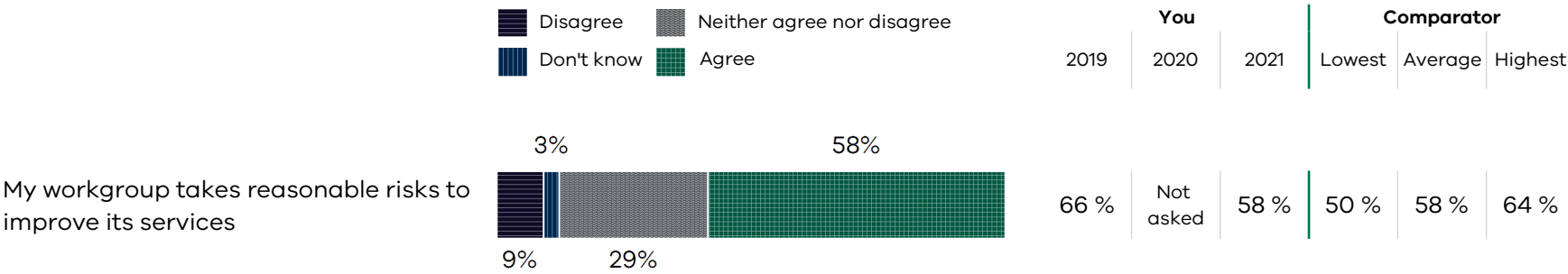
Example

58% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question

Your results

Benchmark agree results



Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

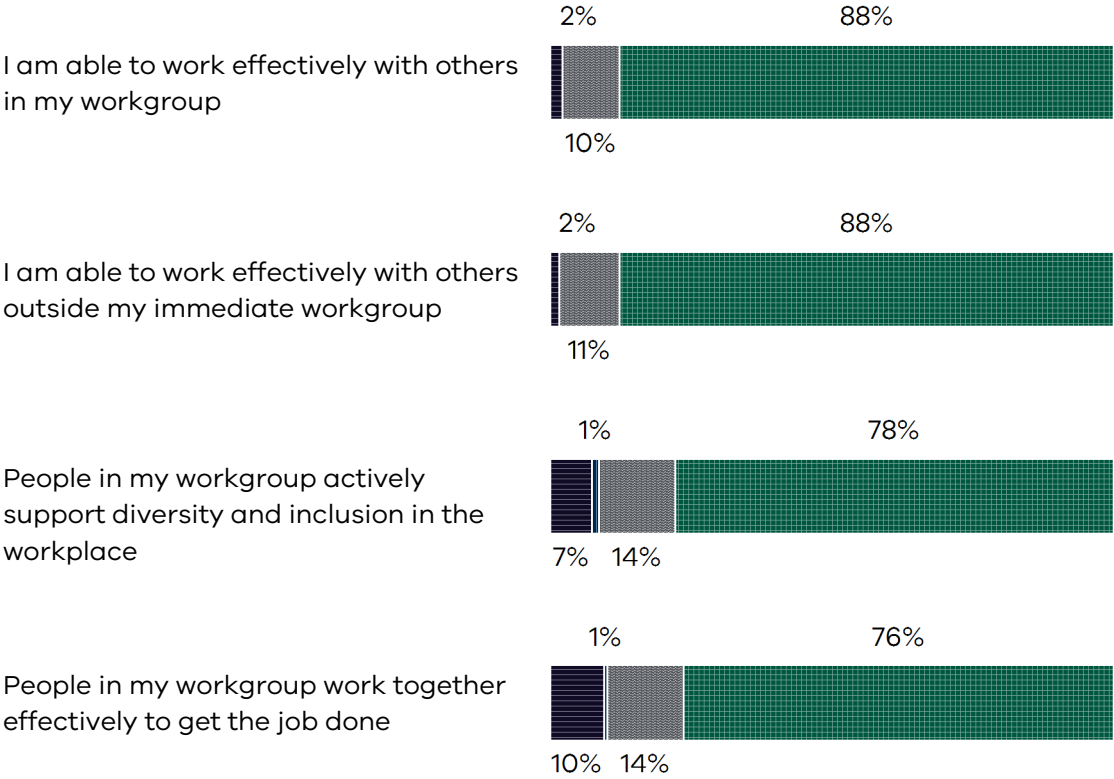
Example

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

Survey question

Your results

Benchmark agree results



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
	Not asked	87 %	88 %	85 %	89 %	92 %
	Not asked	86 %	88 %	85 %	89 %	92 %
	84 %	Not asked	78 %	71 %	79 %	84 %
	82 %	72 %	76 %	72 %	77 %	85 %

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.

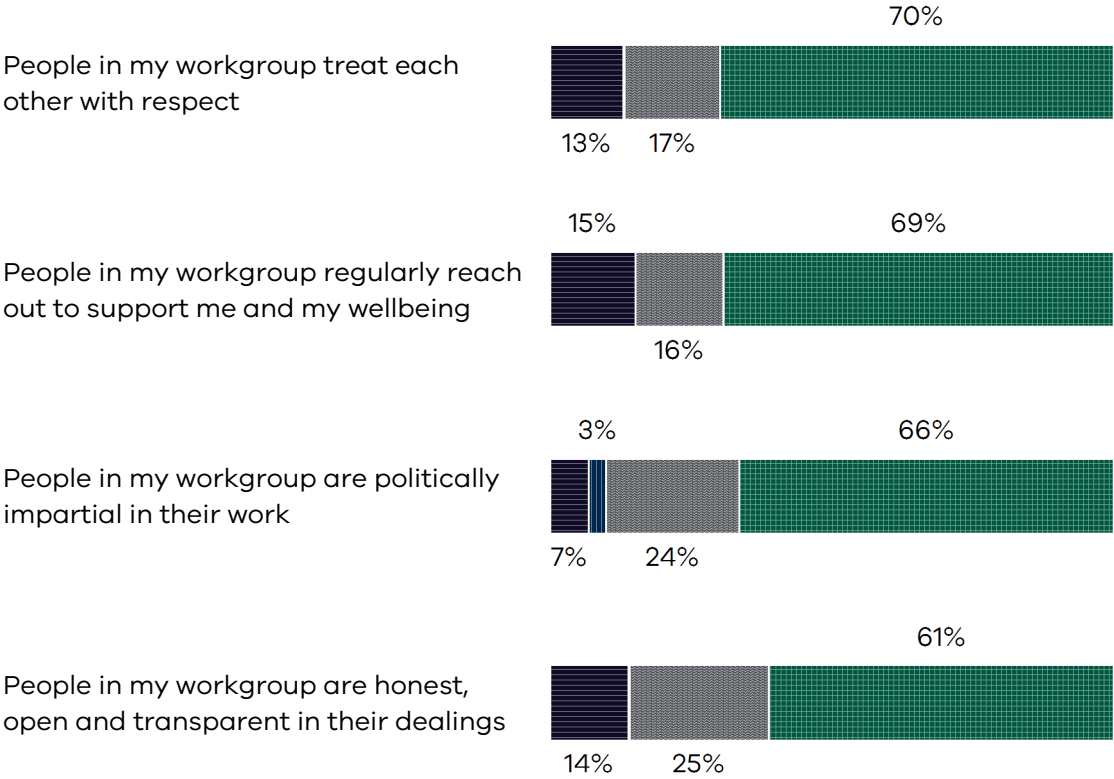
Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
76 %	73 %	70 %	61 %	73 %	77 %
Not asked	65 %	69 %	58 %	66 %	72 %
74 %	Not asked	66 %	63 %	67 %	72 %
70 %	Not asked	61 %	54 %	66 %	71 %

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'.

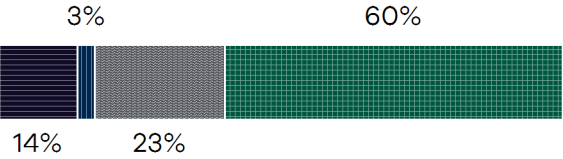
Survey question

Your results

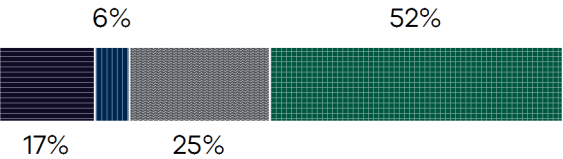
Benchmark agree results



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
65 %	Not asked	60 %	49 %	60 %	65 %
63 %	53 %	52 %	35 %	53 %	60 %

People matter

survey 2021

Have your say

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

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.

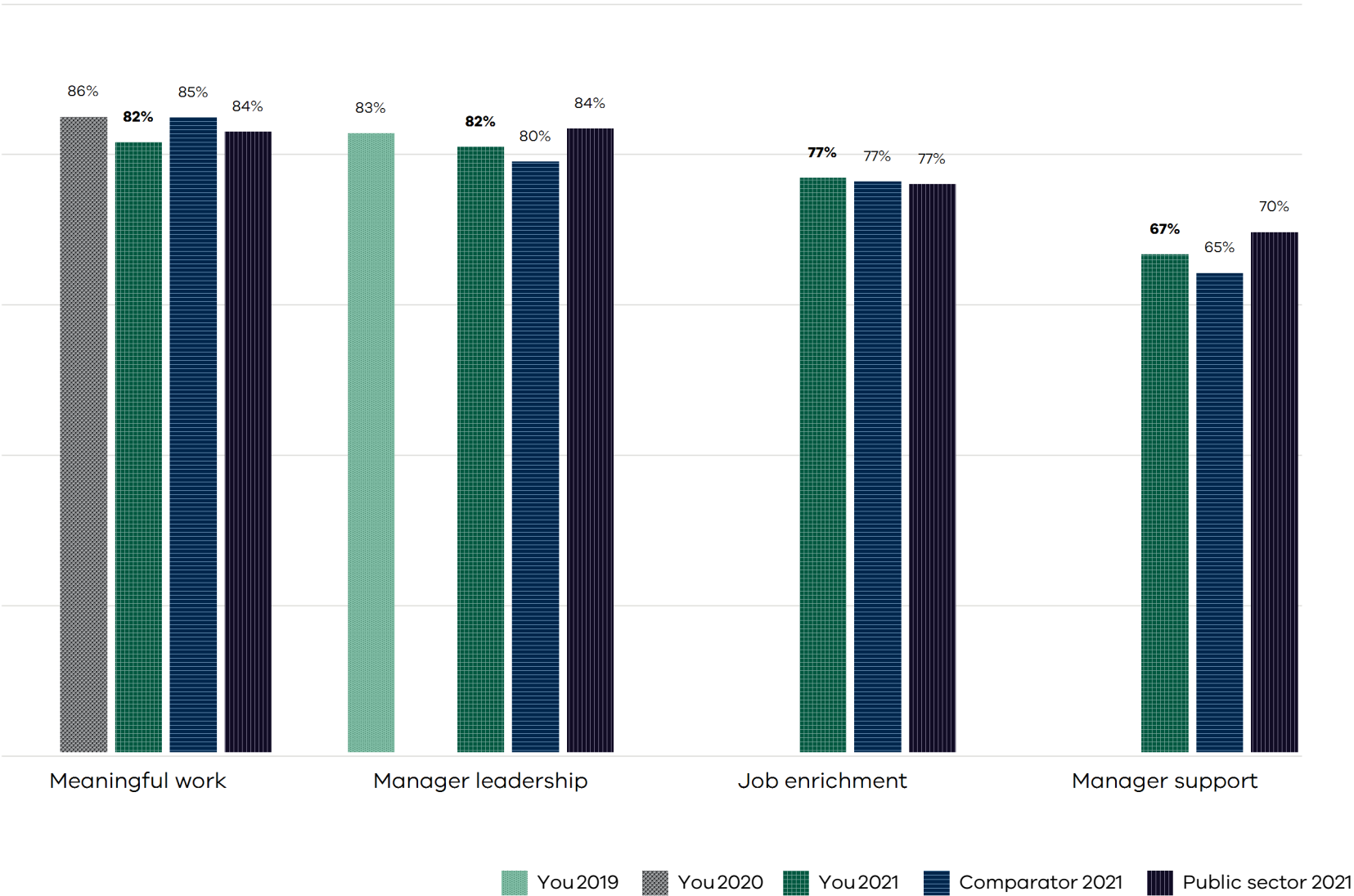
Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 85% of staff at your comparator and 84% of staff across the public sector.



Job and manager factors

Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

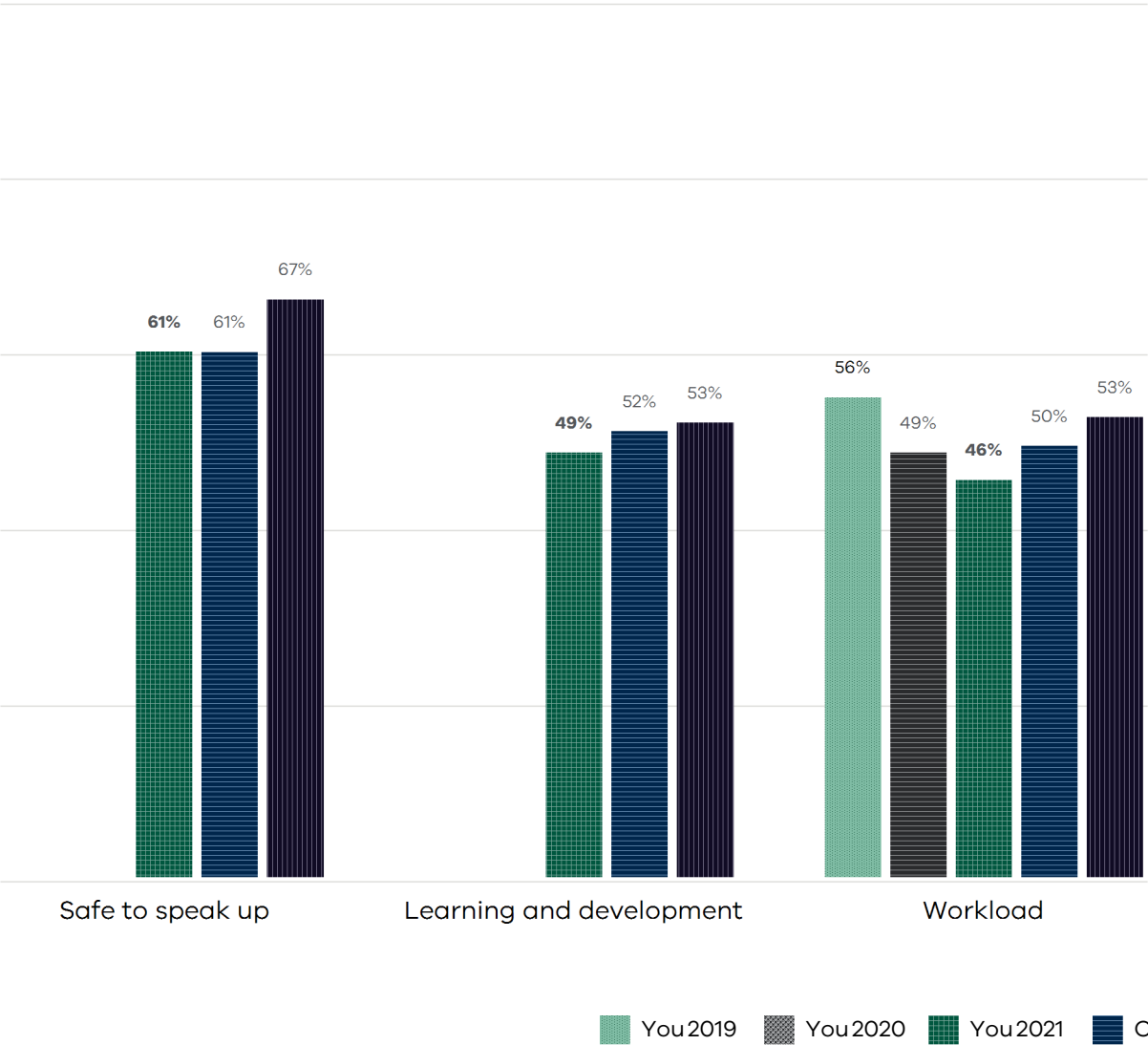
Example

In 2021:

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

Compared to:

- 61% of staff at your comparator and 67% of staff across the public sector.



Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

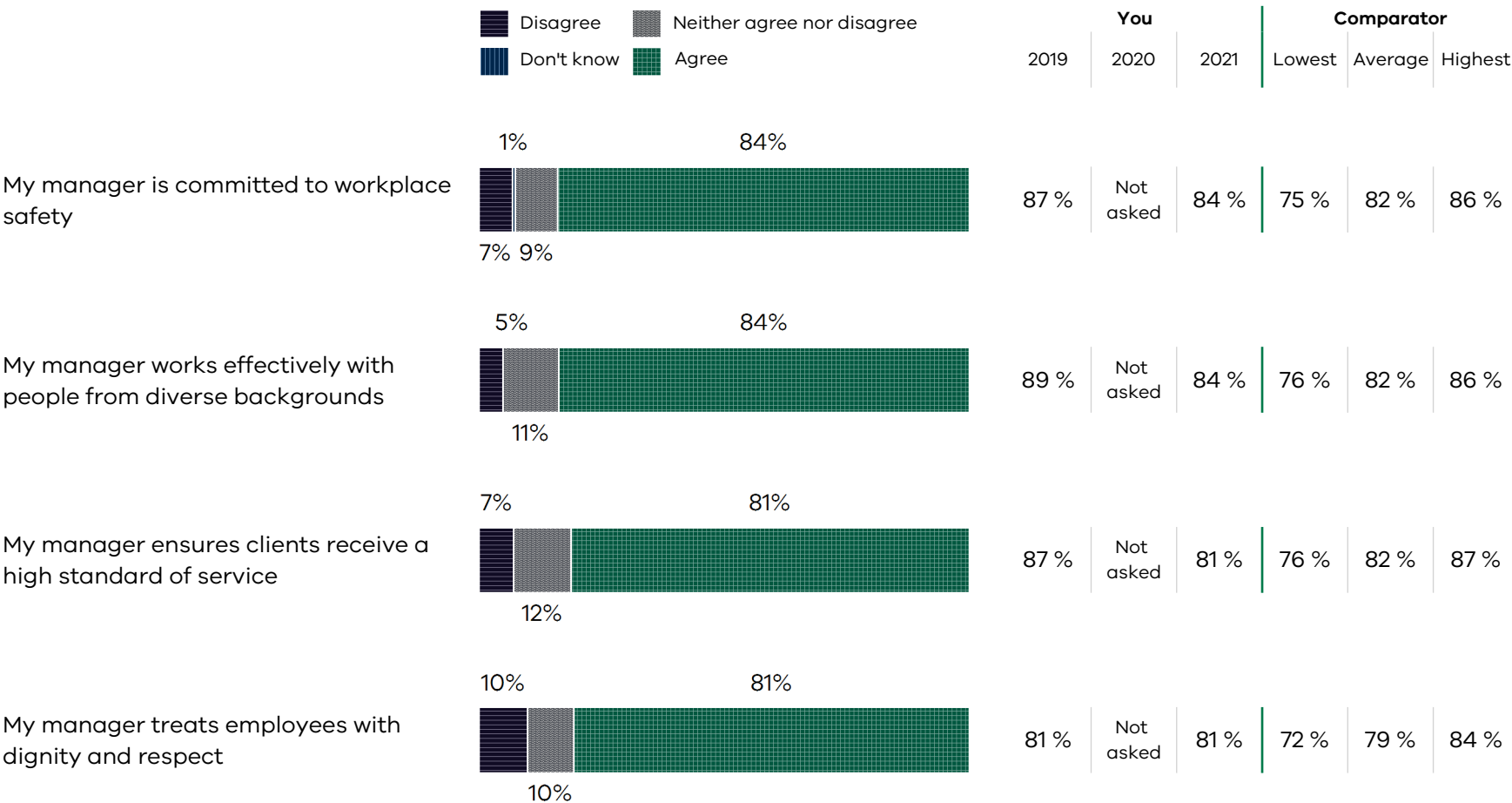
Example

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

Survey question

Your results

Benchmark agree results



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.

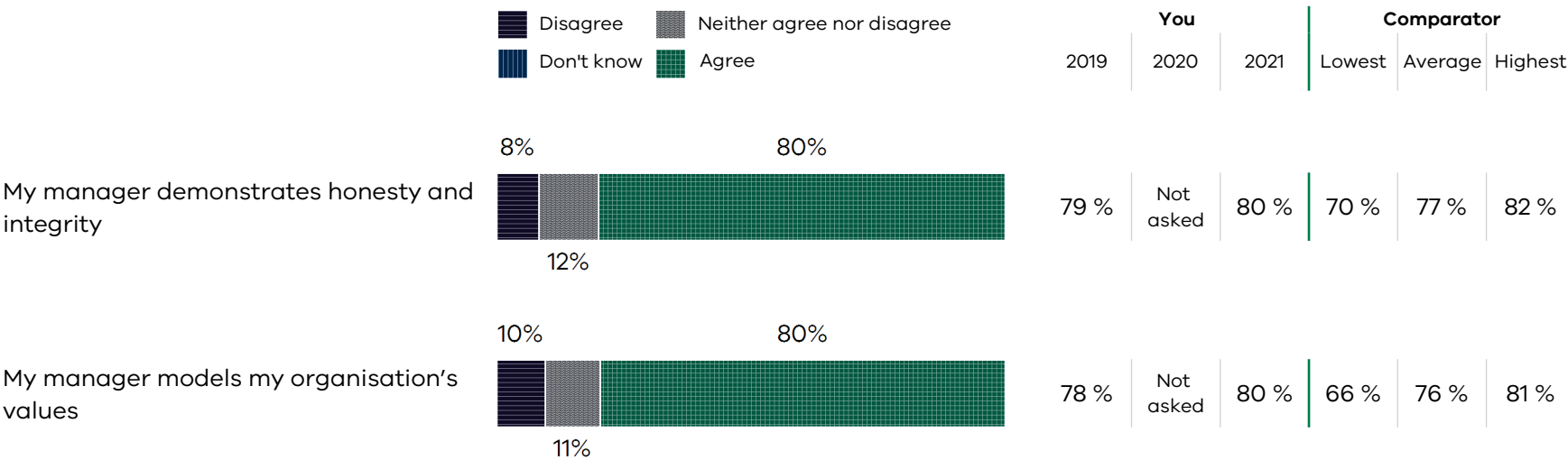
Example

80% 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.

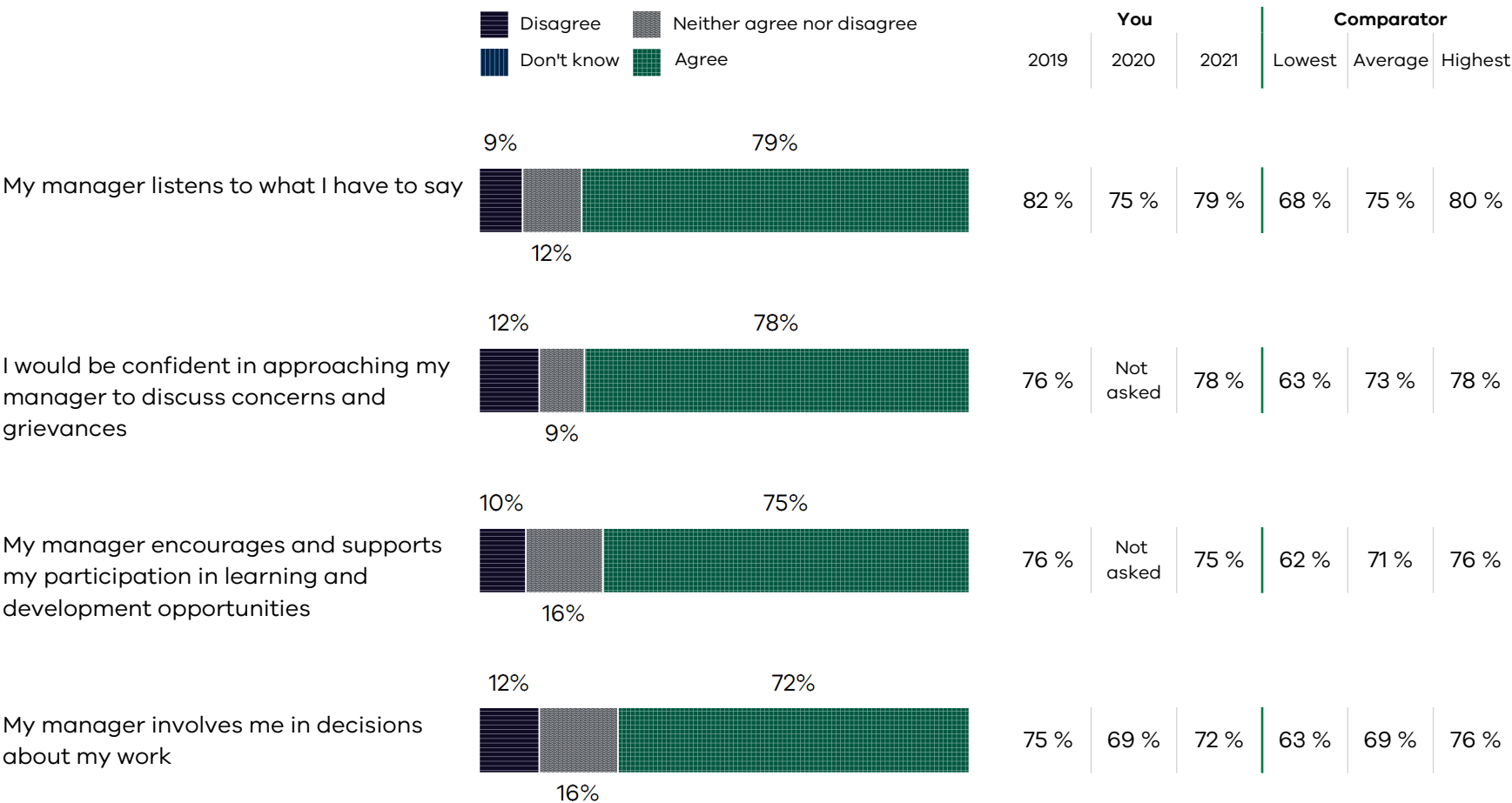
Example

79% 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

71% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

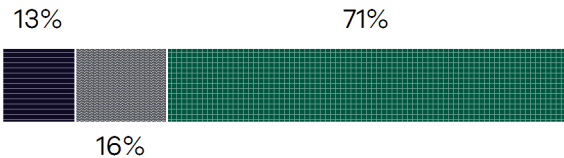
Survey question

Your results

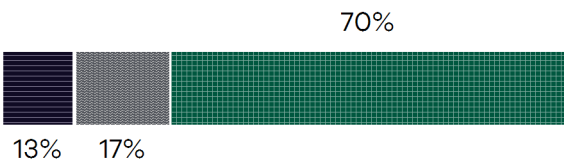
Benchmark agree results



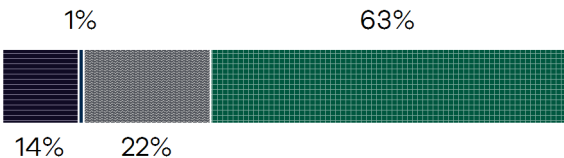
My manager keeps me informed about what's going on



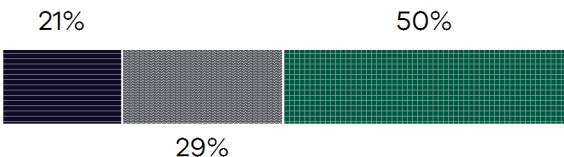
My manager provides me with enough support when I need it



My manager provides feedback to me in a way that helps me improve my performance



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
71 %	68 %	71 %	57 %	67 %	73 %
Not asked	68 %	70 %	60 %	69 %	74 %
72 %	64 %	63 %	49 %	61 %	71 %
Not asked	Not asked	50 %	37 %	47 %	57 %

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.

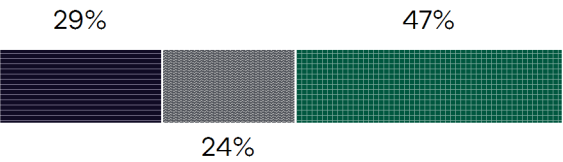
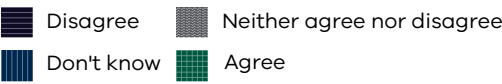
Example

47% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

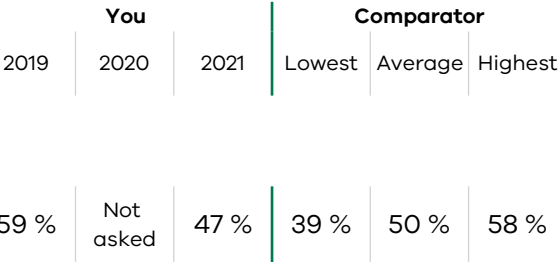
Survey question

I receive adequate recognition for my contributions and accomplishments

Your results



Benchmark agree results



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.

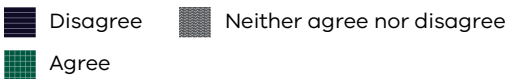
Example

48% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

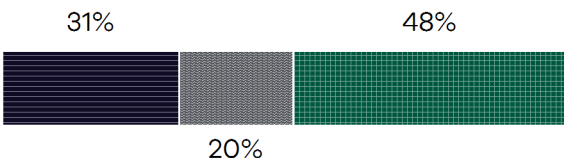
Survey question

Your results

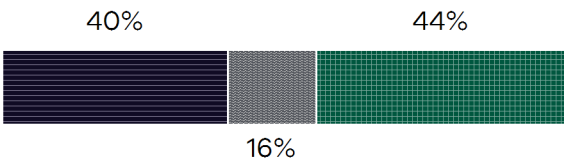
Benchmark agree results



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
57 %	53 %	48 %	44 %	54 %	63 %
54 %	46 %	44 %	38 %	47 %	57 %

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.

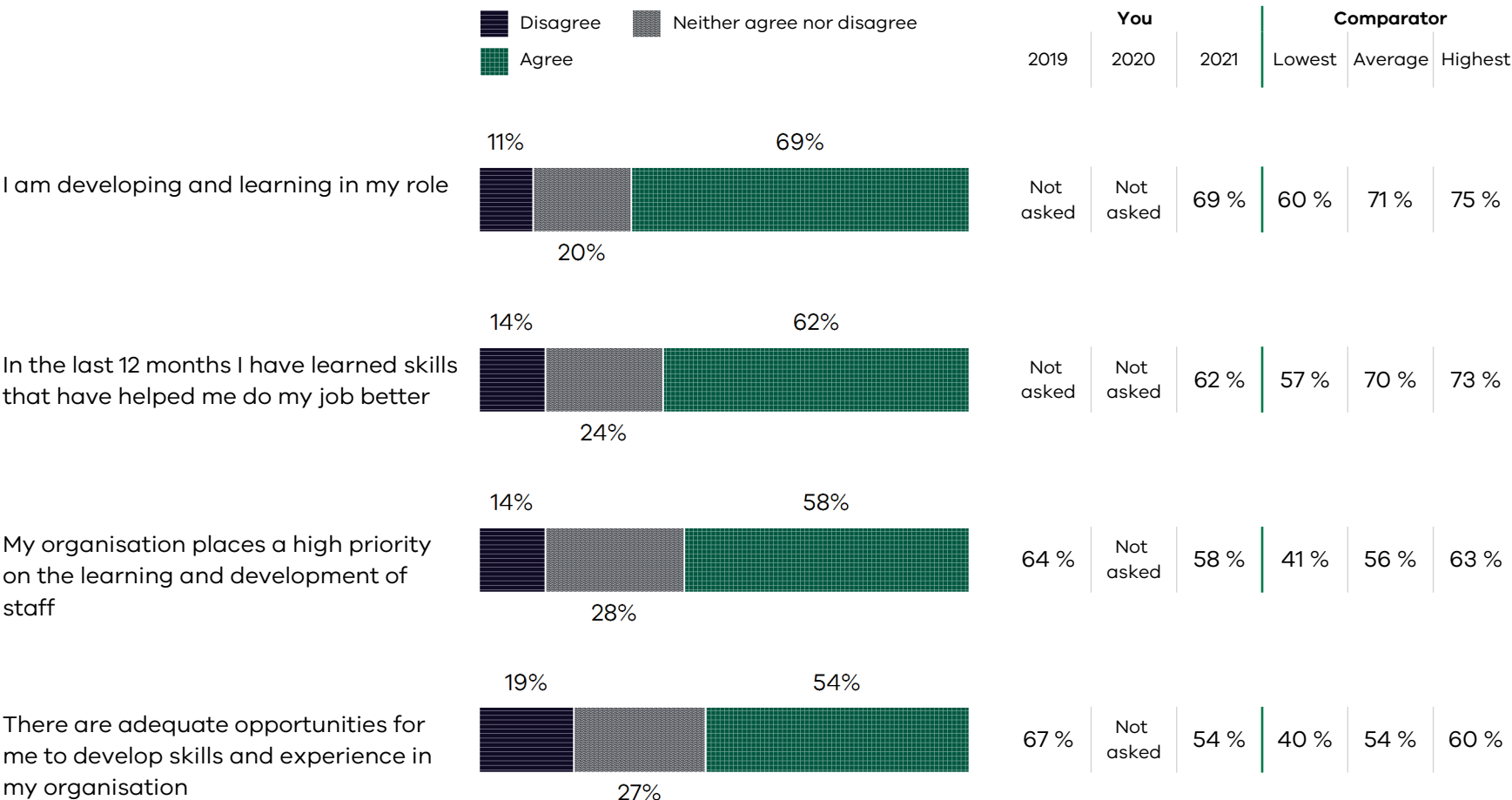
Example

69% 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



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.

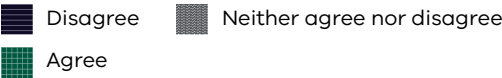
Example

50% 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'.

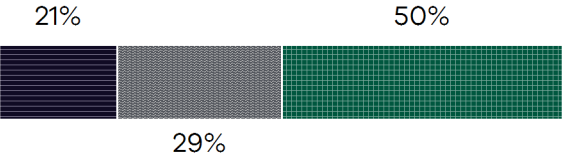
Survey question

Your results

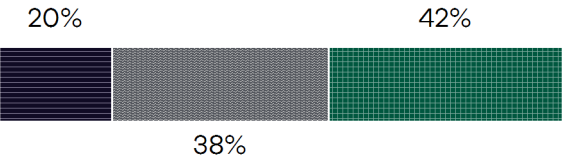
Benchmark agree results



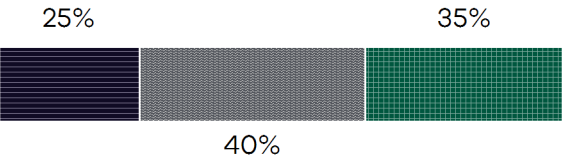
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



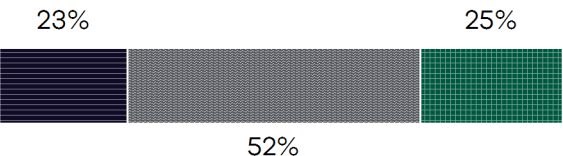
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)



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	50 %	37 %	52 %	60 %
Not asked	Not asked	42 %	33 %	42 %	47 %
Not asked	Not asked	35 %	30 %	41 %	48 %
Not asked	Not asked	25 %	21 %	29 %	37 %

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.

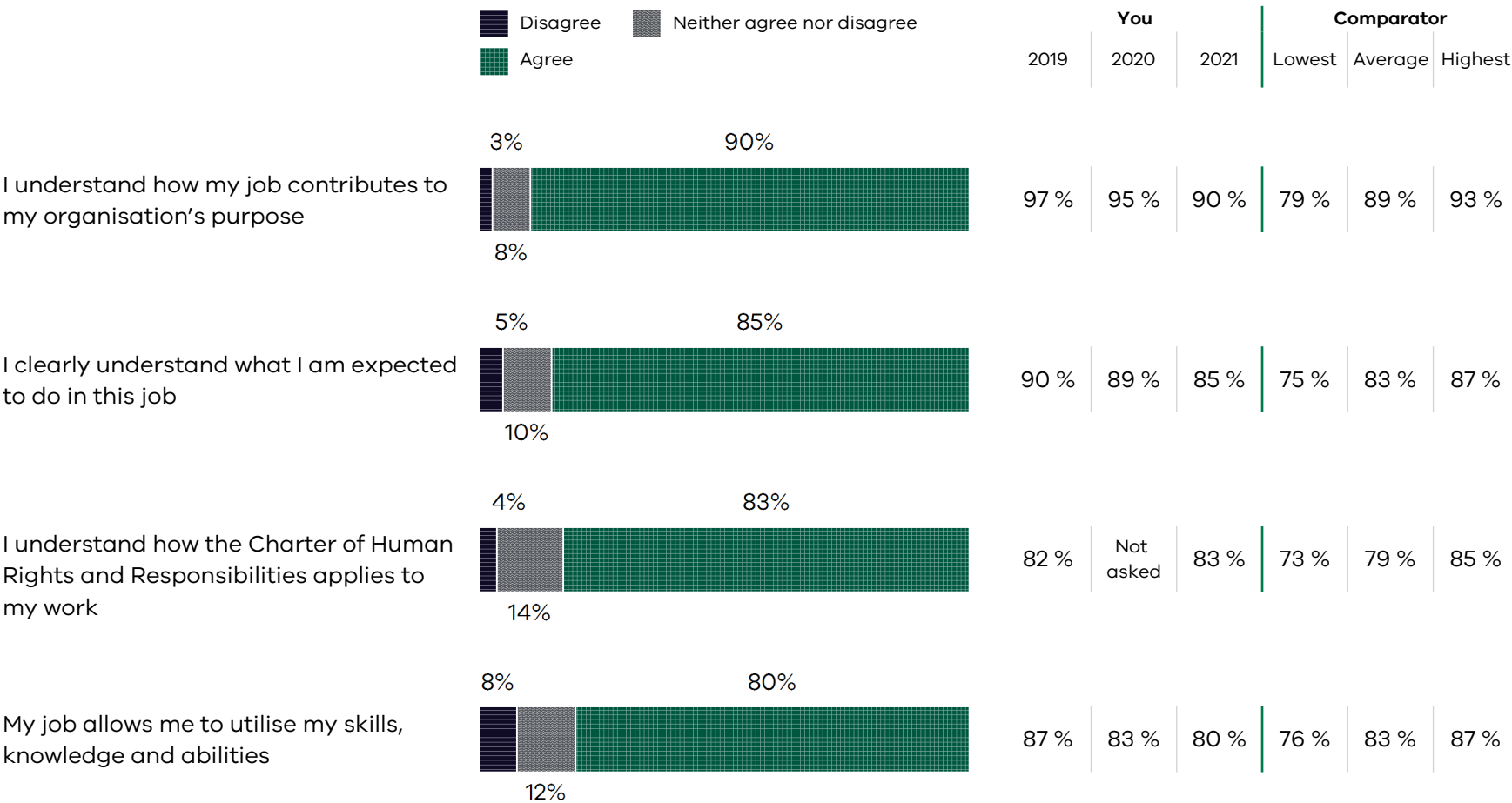
Example

90% 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.

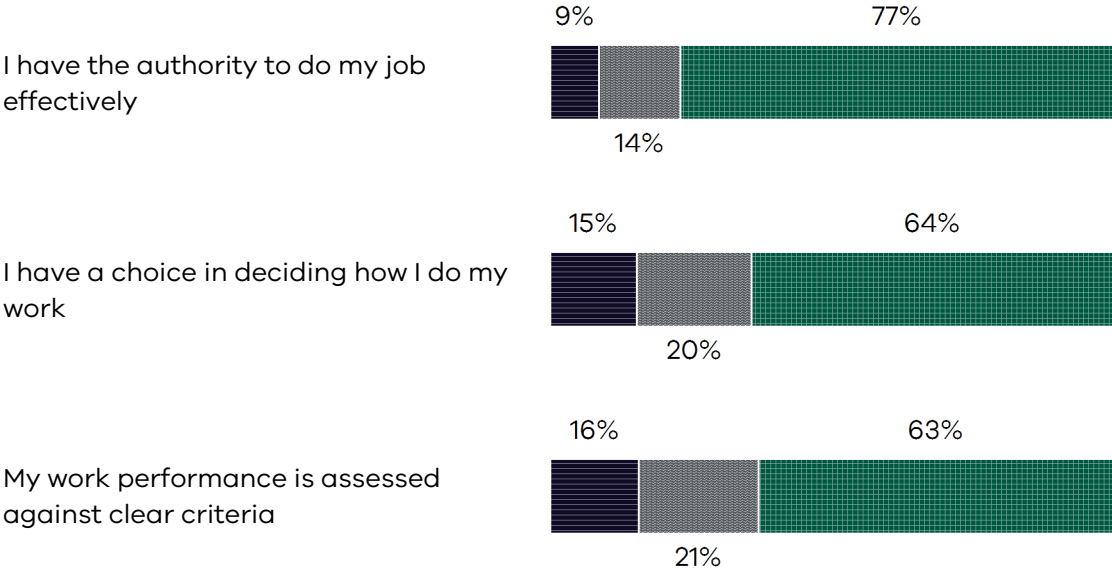
Example

77% 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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
86 %	Not asked	77 %	66 %	77 %	81 %
73 %	64 %	64 %	59 %	68 %	75 %
Not asked	Not asked	63 %	44 %	59 %	68 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

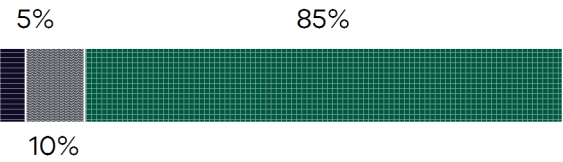
Survey question

Your results

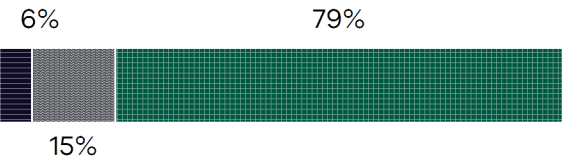
Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	87 %	85 %	79 %	87 %	90 %
I am achieving something important through my work	Not asked	84 %	79 %	79 %	84 %	87 %

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

62% 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'.

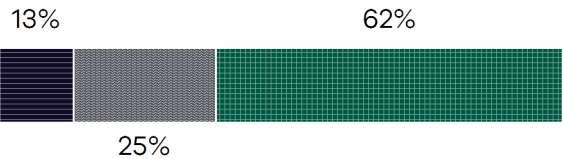
Survey question

Your results

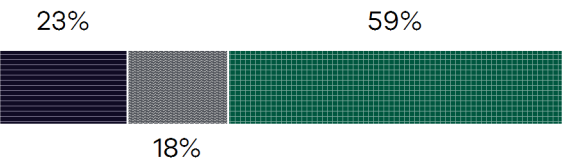
Benchmark agree results



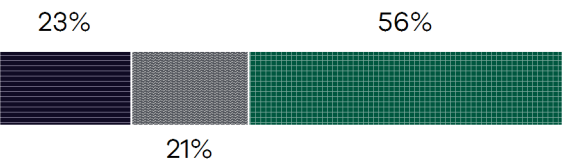
People in your workgroup are able to bring up problems and tough issues



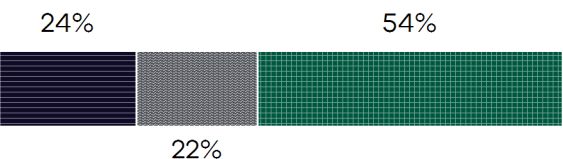
I feel safe to challenge inappropriate behaviour at work



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



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



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
People in your workgroup are able to bring up problems and tough issues	Not asked	65 %	62 %	53 %	65 %	69 %
I feel safe to challenge inappropriate behaviour at work	Not asked	Not asked	59 %	40 %	56 %	62 %
I am confident that I would be protected from reprisal for reporting improper conduct	58 %	Not asked	56 %	43 %	57 %	64 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	57 %	Not asked	54 %	36 %	49 %	57 %

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

70% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

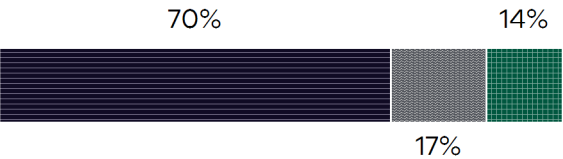
Survey question

Your results

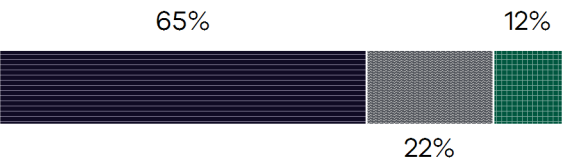
Benchmark disagree results



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	70 %	67 %	73 %	78 %
Not asked	Not asked	65 %	58 %	66 %	73 %

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

33% 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	33%	34%	36%
There are no noticeable barriers	27%	20%	18%
Technology limitations	21%	25%	20%
Communication processes	20%	24%	19%
Administrative processes (including leave and HR requirements)	12%	16%	19%
Decision making and authorisation processes	12%	18%	23%
Poor work-life balance	10%	11%	12%
Limited social interactions with the team	10%	7%	11%
Other	10%	14%	13%
Poor mental health or wellbeing	9%	10%	11%

People matter

survey 2021

Have your say

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

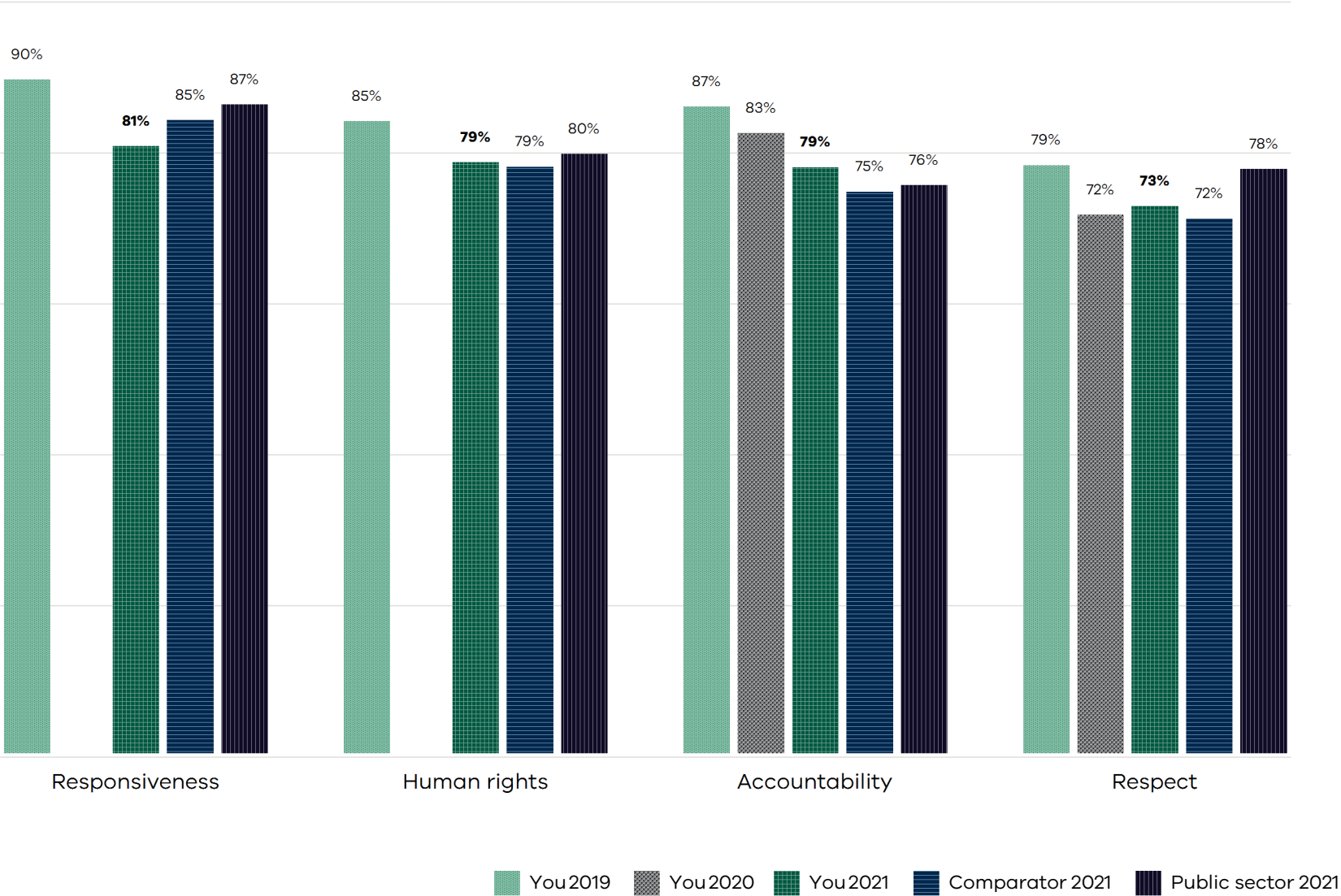
Example

In 2021:

- 81% of your staff who did the survey responded positively to questions about Responsiveness, which is down 9% in 2019.

Compared to:

- 85% 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.

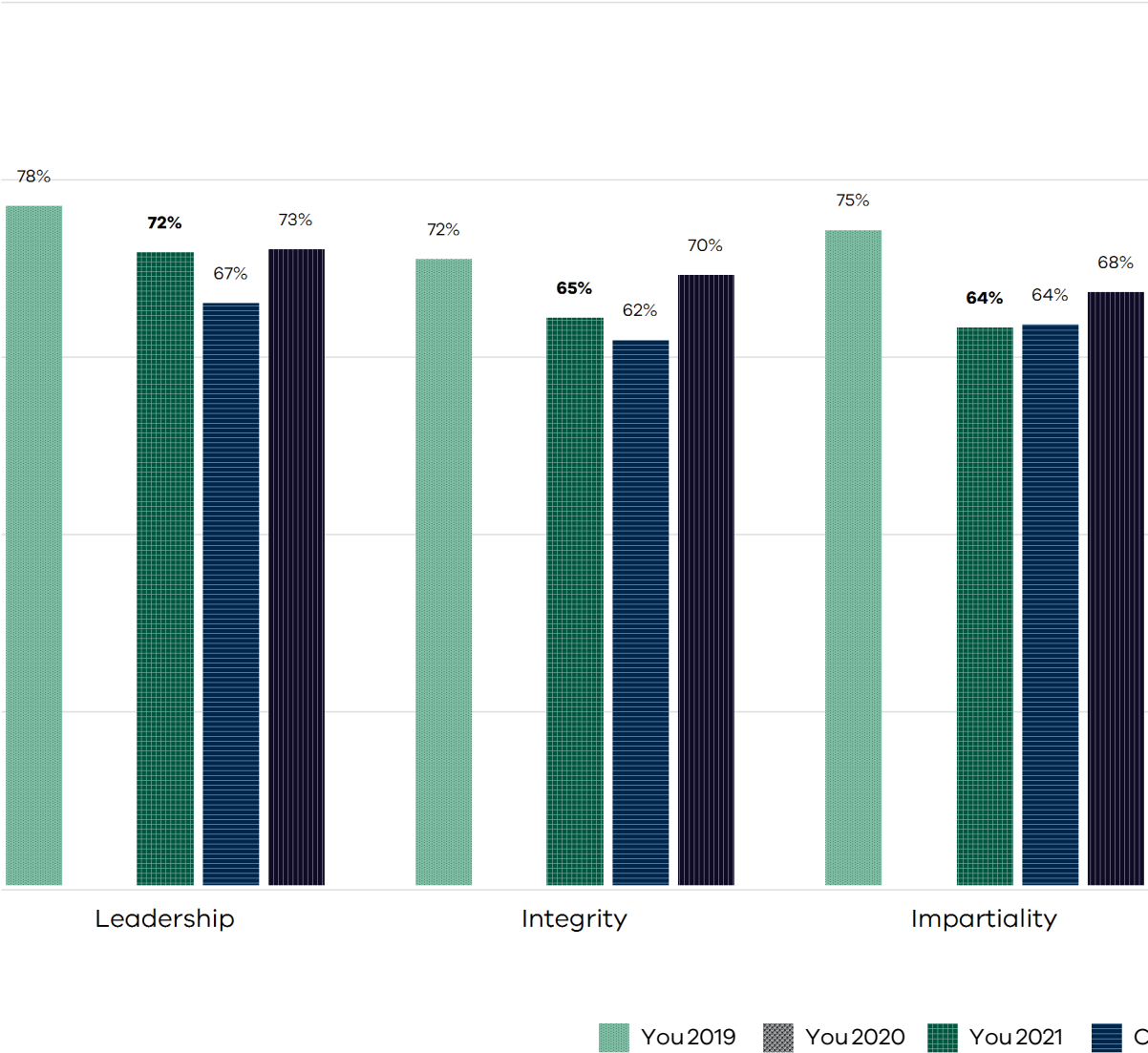
Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Leadership , which is down 5% in 2019.

Compared to:

- 67% 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.

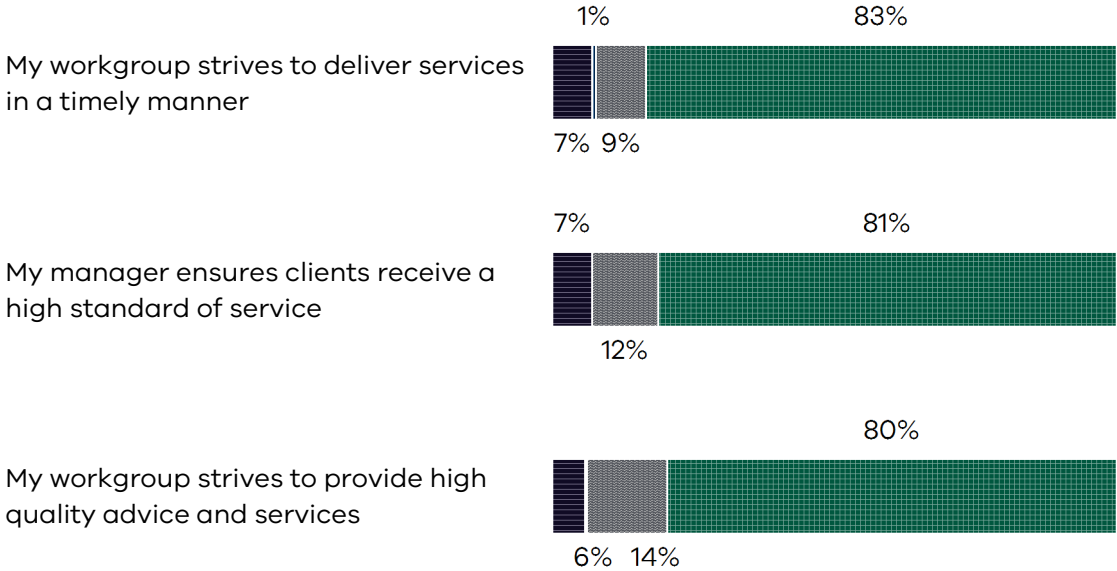
Example

83% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
92 %	Not asked	83 %	85 %	86 %	89 %
87 %	Not asked	81 %	76 %	82 %	87 %
92 %	Not asked	80 %	81 %	86 %	90 %

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.

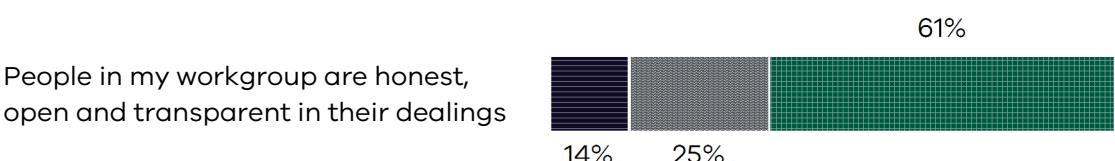
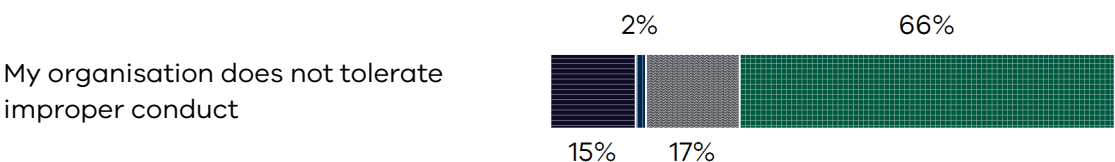
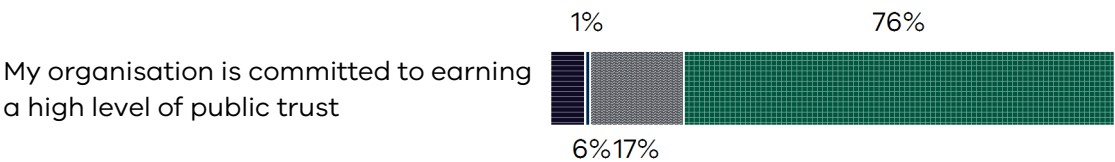
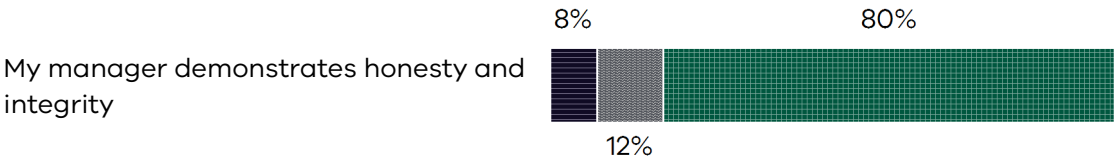
Example

80% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
79 %	Not asked	80 %	70 %	77 %	82 %
83 %	Not asked	76 %	49 %	73 %	82 %
74 %	Not asked	66 %	39 %	58 %	67 %
70 %	Not asked	61 %	54 %	66 %	71 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

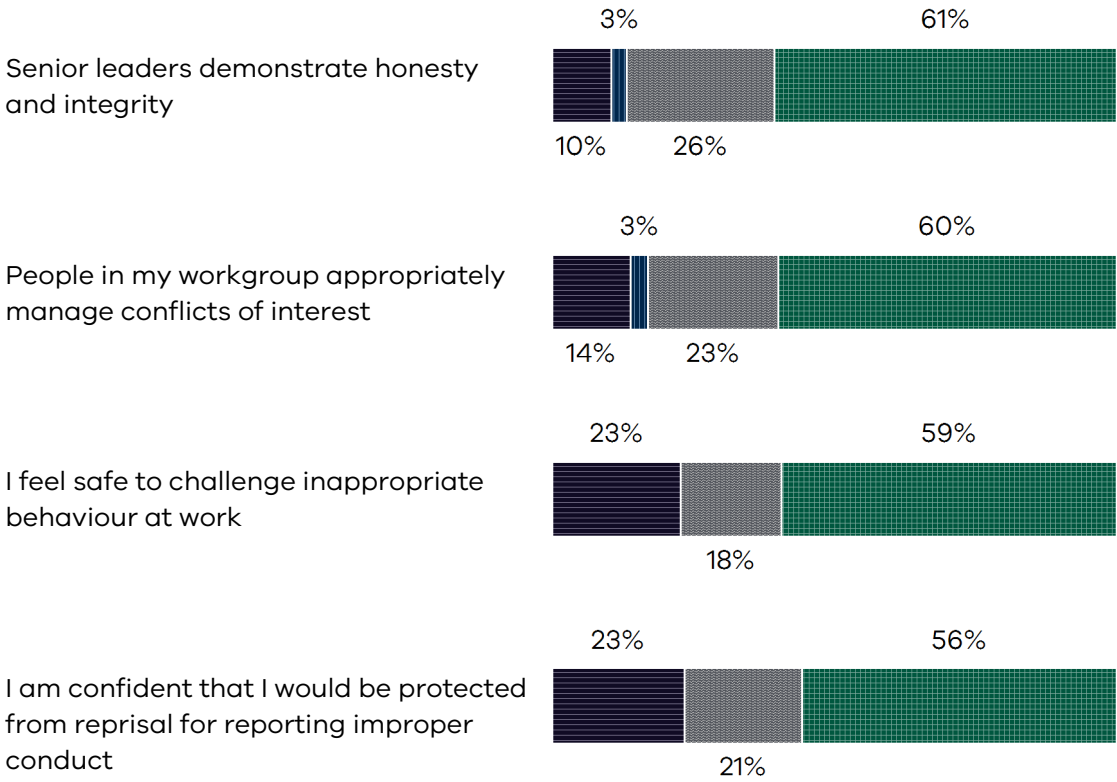
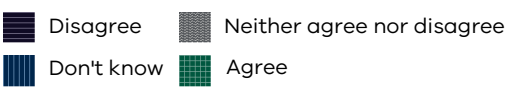
Example

61% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
71 %	Not asked	61 %	36 %	54 %	65 %
65 %	Not asked	60 %	49 %	60 %	65 %
Not asked	Not asked	59 %	40 %	56 %	62 %
58 %	Not asked	56 %	43 %	57 %	64 %

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.

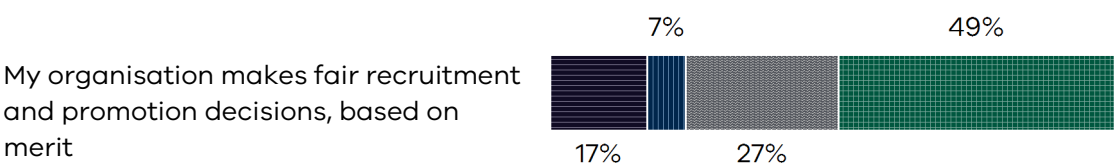
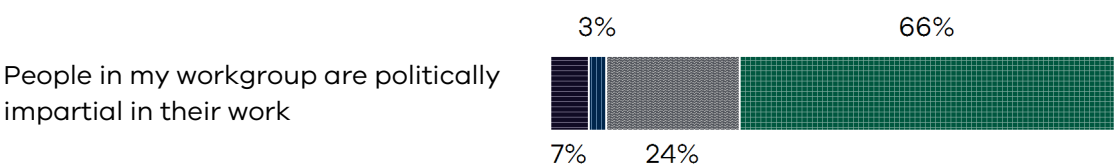
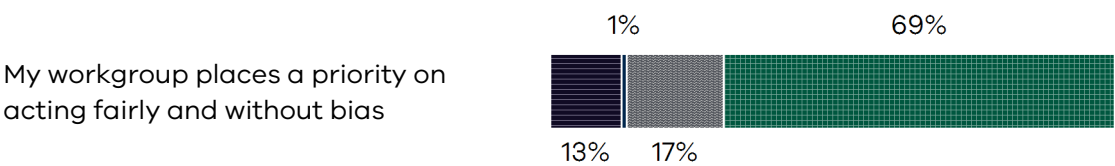
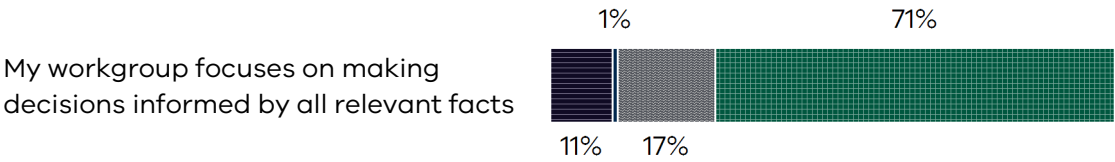
Example

71% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	71 %	64 %	73 %	78 %
78 %	Not asked	69 %	60 %	70 %	75 %
74 %	Not asked	66 %	63 %	67 %	72 %
63 %	Not asked	49 %	34 %	47 %	54 %

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.

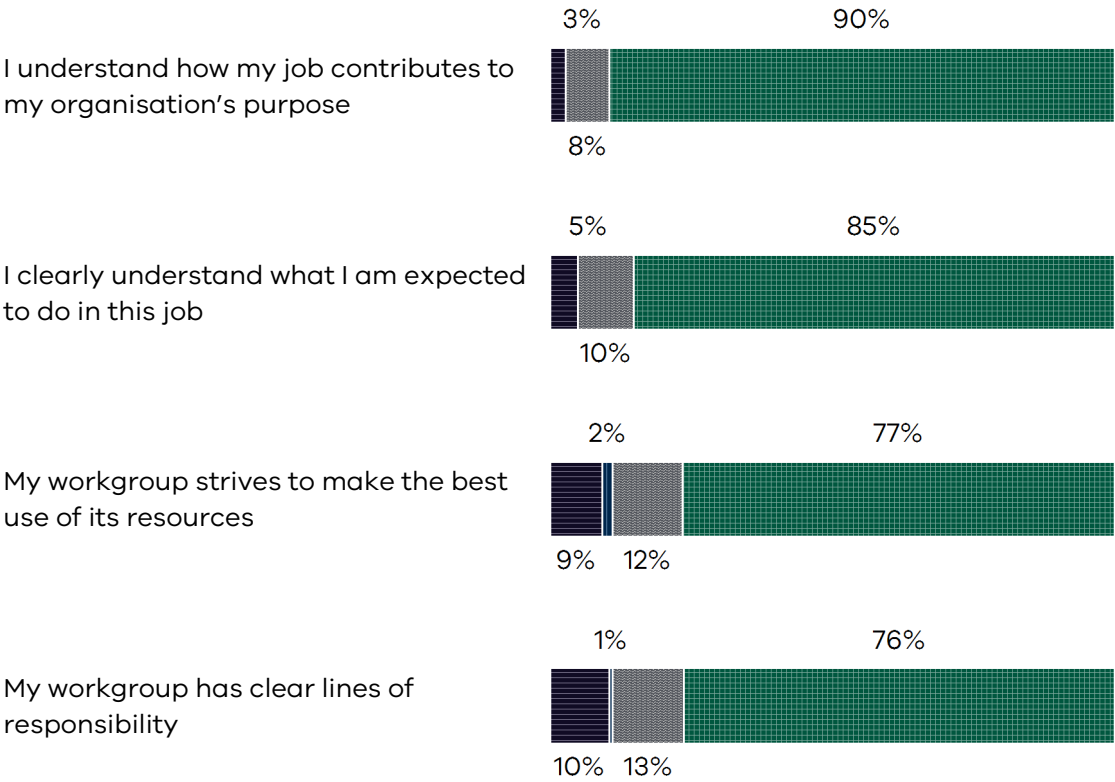
Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
97 %	95 %	90 %	79 %	89 %	93 %
90 %	89 %	85 %	75 %	83 %	87 %
89 %	Not asked	77 %	69 %	77 %	82 %
81 %	Not asked	76 %	63 %	74 %	79 %

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.

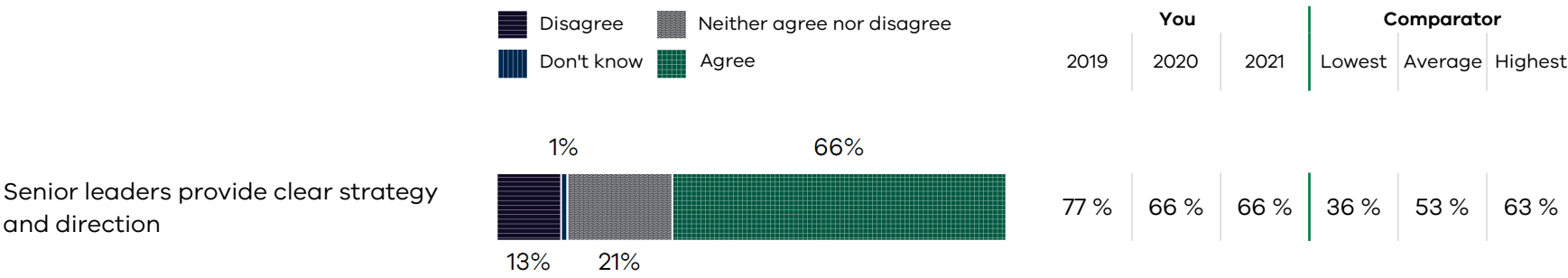
Example

66% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

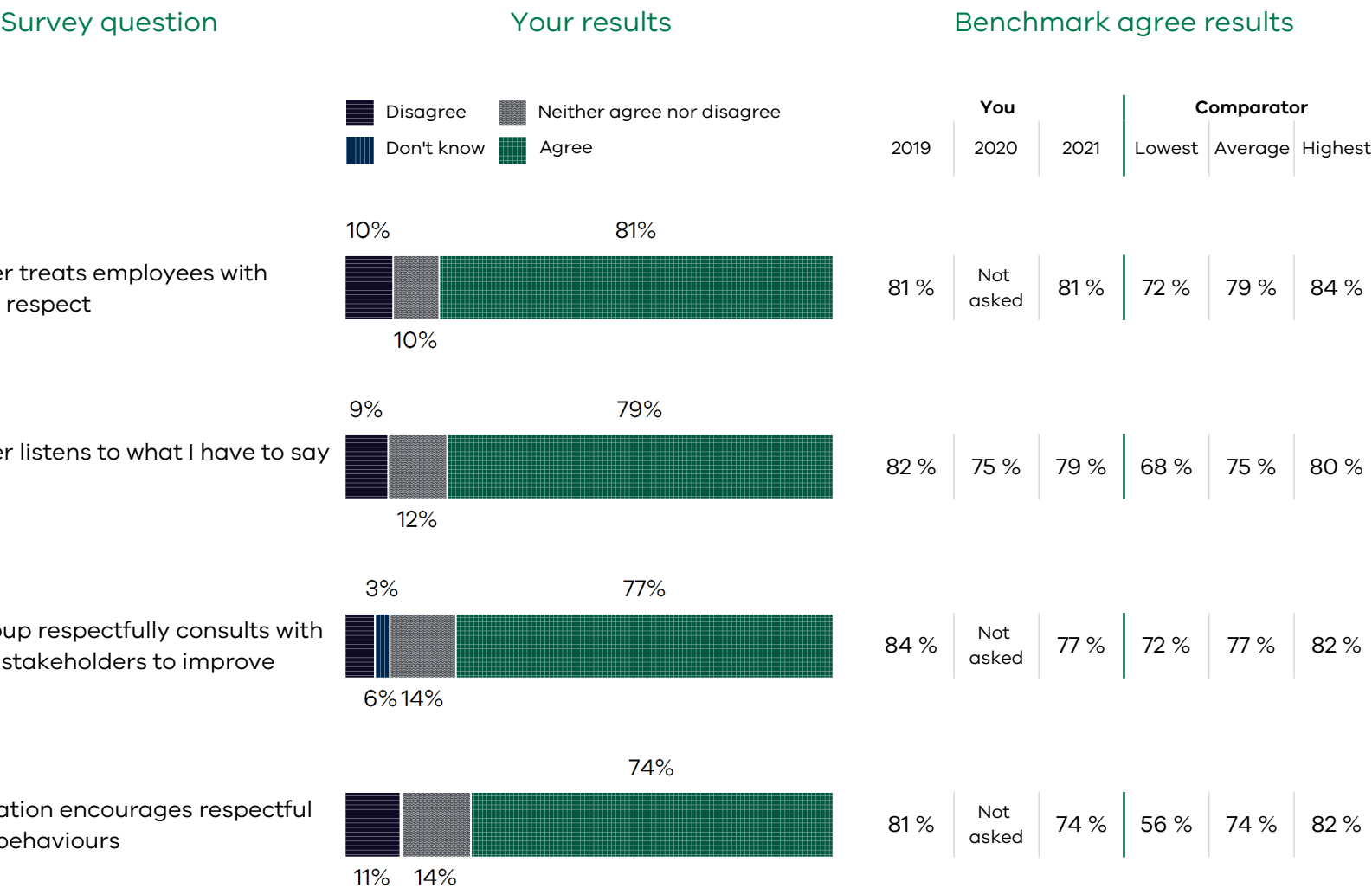
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

81% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.



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.

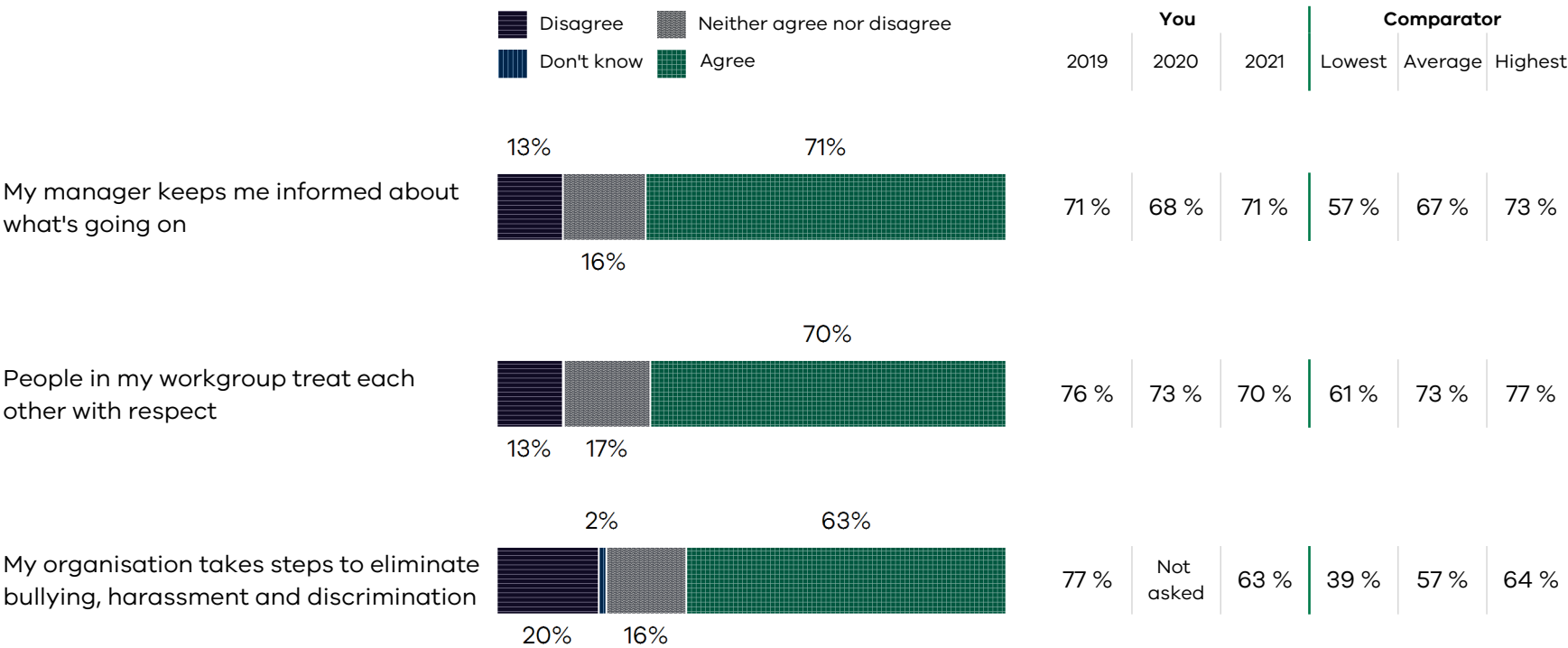
Example

71% of staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

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

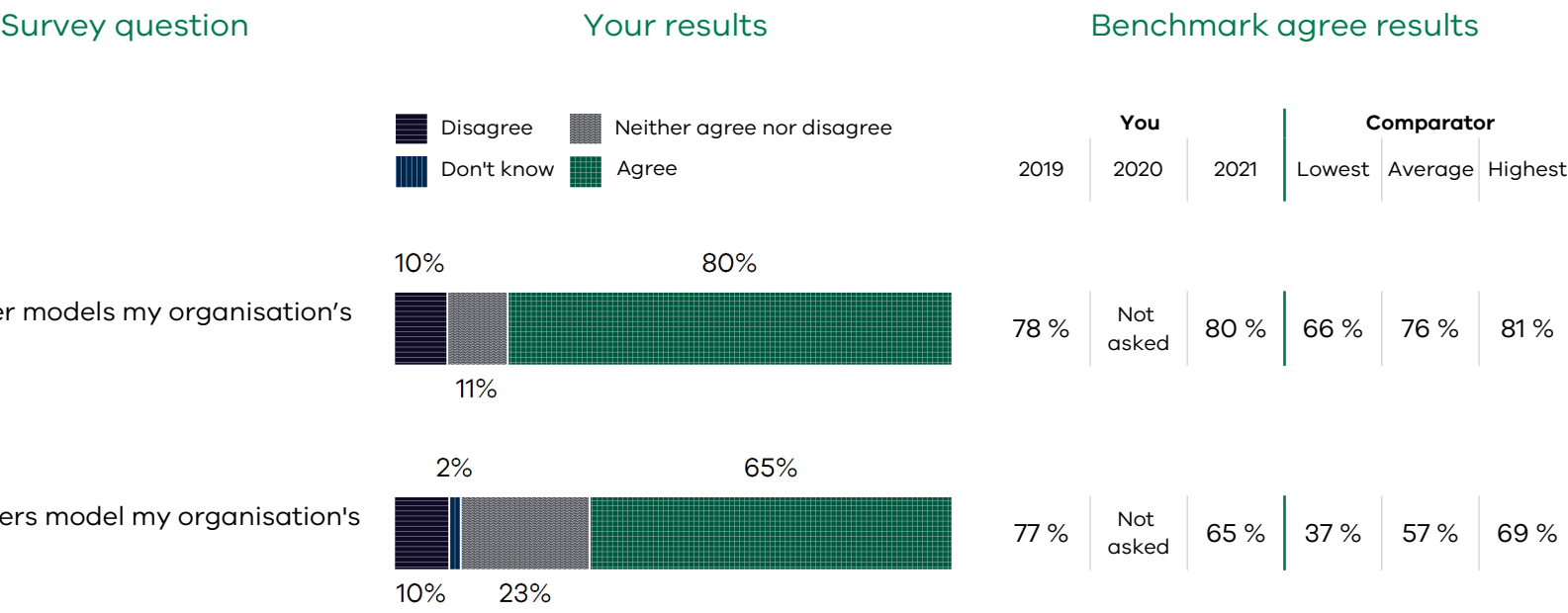
Under 'Your results', see results for each question in descending order by most agreed.

'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

80% 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.

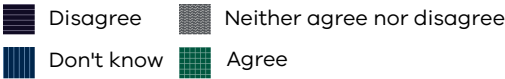
Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

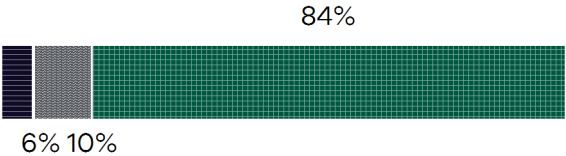
Survey question

Your results

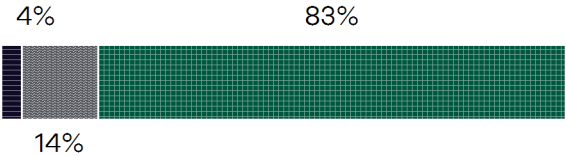
Benchmark agree results



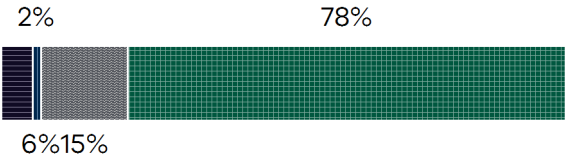
My workgroup values human rights



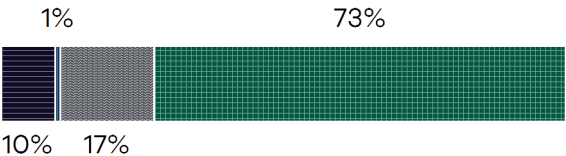
I understand how the Charter of Human Rights and Responsibilities applies to my work



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



My organisation respects the human rights of employees



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
89 %	Not asked	84 %	81 %	85 %	88 %
82 %	Not asked	83 %	73 %	79 %	85 %
85 %	Not asked	78 %	61 %	77 %	83 %
83 %	Not asked	73 %	59 %	74 %	82 %

People matter

survey 2021

Have your say

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

Demographics

Age, Australian defence force and education

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff.

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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Age	(n)	%
15-34 years	70	22%
35-54 years	118	36%
55+ years	101	31%
Prefer not to say	36	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	4	1%
No	299	92%
Prefer not to say	22	7%

Highest level of formal education	(n)	%
Doctoral Degree level	4	1%
Master Degree level	17	5%
Graduate Diploma or Graduate Certificate level	62	19%
Bachelor Degree level incl. honours degrees	71	22%
Advanced Diploma or Diploma level	33	10%
Certificate III or IV level	44	14%
Year 12 or equivalent (VCE/Leaving certificate)	30	9%
Certificate I or II level	3	1%
Lower than Certificate I or equivalent	2	1%
Prefer not to say	59	18%

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	7	2%
Non Aboriginal and/or Torres Strait Islander	285	88%
Prefer not to say	33	10%

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	14	4%
No	273	84%
Prefer not to say	38	12%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	8	57%
No	3	21%
Prefer not to say	3	21%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	2	67%
My disability does not impact on my ability to perform my role	1	33%

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	227	70%
Man	48	15%
Prefer not to say	46	14%
Non-binary and I use a different term	4	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	274	84%
Prefer not to say	49	15%

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

	(n)	%
No	273	84%
Don't know	12	4%
Prefer not to say	40	12%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	252	78%
Prefer not to say	53	16%
Don't know	8	2%
Gay or lesbian	4	1%
Bisexual	4	1%
I use a different term	3	1%
Pansexual	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

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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	263	81%
Not born in Australia	34	10%
Prefer not to say	28	9%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	3	9%
More than 20 years ago	11	32%
2 to less than 5 years ago	9	26%
5 to less than 10 years ago	4	12%
10 to less than 20 years ago	7	21%

Language other than English spoken with family or community	(n)	%
Yes	30	9%
No	264	81%
Prefer not to say	31	10%

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	16	53%
Hindi	5	17%
Filipino	3	10%
Australian Indigenous Language	2	7%
Mandarin	2	7%
Spanish	2	7%
Cantonese	1	3%
French	1	3%
Korean	1	3%
Punjabi	1	3%
Tagalog	1	3%
Tamil	1	3%

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

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

Cultural identity	(n)	%
Australian	256	79%
Prefer not to say	33	10%
English, Irish, Scottish and/or Welsh	16	5%
East and/or South-East Asian	9	3%
South Asian	7	2%
Aboriginal and/or Torres Strait Islander	6	2%
New Zealander	3	1%
African (including Central, West, Southern and East African)	3	1%
Other	2	1%
Central Asian	2	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	2	1%
Maori	2	1%

Religion	(n)	%
Christianity	139	43%
No religion	116	36%
Prefer not to say	55	17%
Other	12	4%
Hinduism	2	1%
Judaism	1	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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- 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	113	35%
Part-Time	212	65%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	139	46%
\$65k to \$95k	71	24%
\$95k to \$125k	33	11%
\$125k or more	9	3%
Prefer not to say	47	16%

Organisational tenure	(n)	%
<1 year	50	15%
1 to less than 2 years	26	8%
2 to less than 5 years	73	22%
5 to less than 10 years	60	18%
10 to less than 20 years	62	19%
More than 20 years	54	17%

Management responsibility	(n)	%
Non-manager	261	80%
Other manager	43	13%
Manager of other manager(s)	21	6%

Employment type	(n)	%
Ongoing and executive	252	78%
Fixed term	47	14%
Other	26	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	262	81%
I have moved to a different role within my organisation (including acting roles)	50	15%
I have moved to my role from outside the Victorian public sector	7	2%
I have moved to my role from a different Victorian public sector organisation	6	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months

	(n)	%
Other city or town	316	97%
Outside Victoria	2	1%
Geelong	2	1%
Warrnambool	2	1%
Wodonga	1	0%
Horsham	1	0%
Ballarat	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)	139	43%
A main office	102	31%
A hub/shared work space	45	14%
Other (please specify)	23	7%
Home/private location	16	5%

Other workplace type over the past 3 months*

	(n)	%
No, I have not worked from any other locations	225	69%
Home/private location	45	14%
A frontline or service delivery location (that is not a main office or home/private location)	26	8%
A main office	22	7%
A hub/shared work space	19	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.

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
No, I have not requested adjustments	247	76%
Flexible working arrangements	62	19%
Physical modifications or improvements to the workplace	17	5%
Job redesign or role sharing	5	2%
Accessible communications technologies	3	1%
Career development support strategies	3	1%
Other	2	1%

Why did you make this request?*

	(n)	%
Family responsibilities	28	36%
Health	27	35%
Work-life balance	25	32%
Caring responsibilities	23	29%
Other	8	10%
Study commitments	6	8%
Disability	3	4%

What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	55	71%
The adjustments I needed were not made	15	19%
The adjustments I needed were made but the process was unsatisfactory	8	10%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

- 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.

Caring responsibility	(n)	%
None of the above	121	37%
Secondary school aged child(ren)	60	18%
Primary school aged child(ren)	50	15%
Prefer not to say	49	15%
Frail or aged person(s)	43	13%
Person(s) with a medical condition	30	9%
Child(ren) - younger than preschool age	27	8%
Person(s) with a mental illness	27	8%
Person(s) with disability	23	7%
Preschool aged child(ren)	18	6%
Other	9	3%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	137	42%
Medical Employees	7	2%
Personal service worker	16	5%
Allied health professional	22	7%
Other health professional	14	4%
Management, Administration and Corporate support	73	22%
Support services	54	17%
Lived experience specific worker	2	1%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Hospital-based services	253	78%
Community-based services	72	22%

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

	(n)	%
Aged care	93	29%
Critical care	4	1%
Emergency	11	3%
Medical	34	10%
Mental health	2	1%
Mixed medical/surgical	15	5%
Palliative care	1	0%
Paediatrics	3	1%
Peri-operative	19	6%
Rehabilitation	4	1%
Surgical	17	5%
Other	122	38%



**Victorian
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