

# 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 37% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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# People matter

## survey 2021

Have your say

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- Cultural diversity
- Employment
- Adjustments
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- Categories

## 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'.

Bendigo Kangan Institute

Box Hill Institute Group

Chisholm Institute

Gippsland Institute of TAFE

Gordon Institute of TAFE

Goulburn Ovens Institute of TAFE

Holmesglen Institute

Melbourne Polytechnic

South West Institute of TAFE

Sunraysia Institute of TAFE

Wodonga Institute of TAFE

# 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

50%  
(175)

Comparator 55%  
Public Sector 49%

2021

66%  
(227)

Comparator 61%  
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		68	
Comparator	67	Comparator	68
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 68.

### 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.

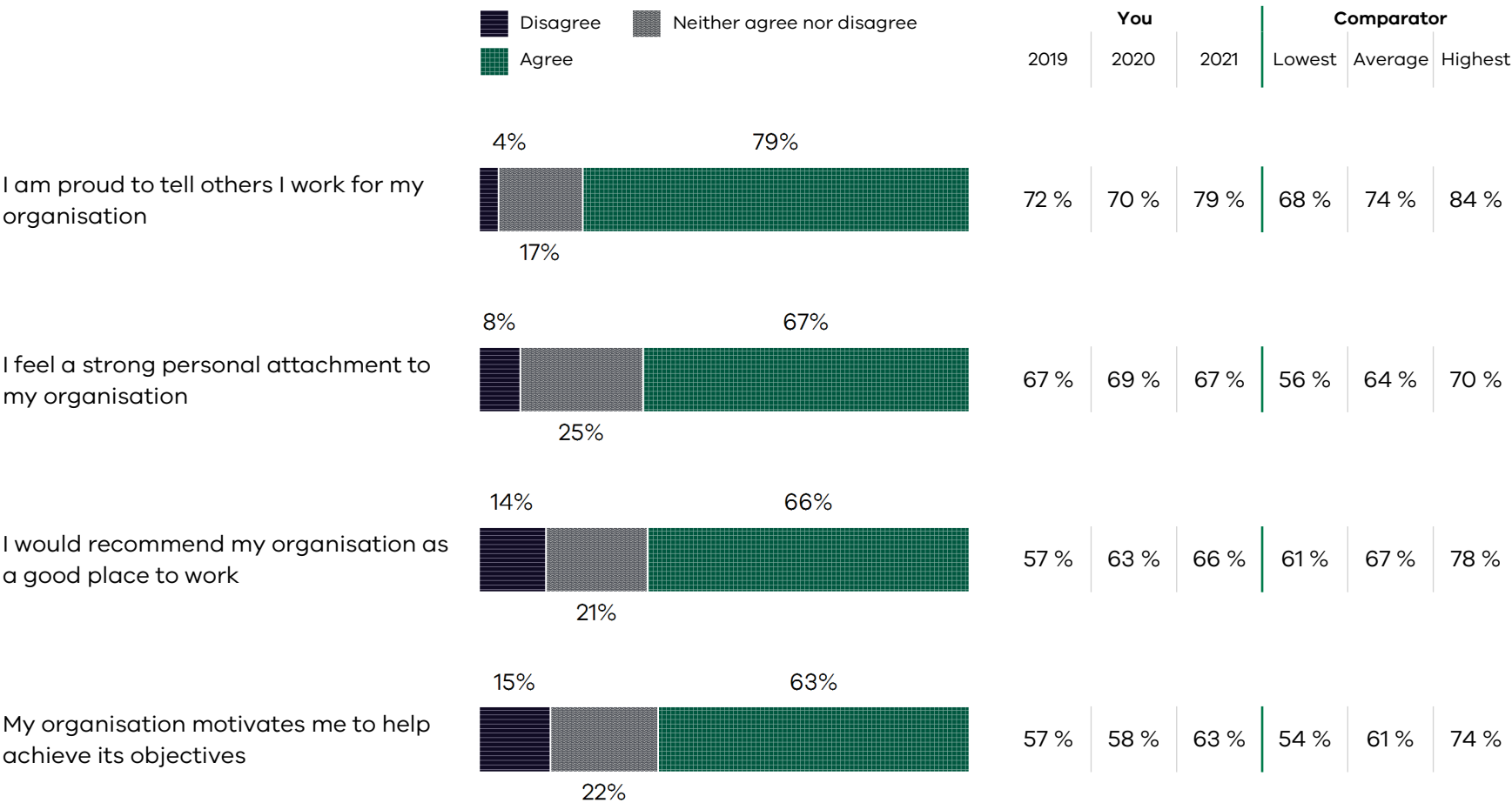
### Example

79% 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 68.

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

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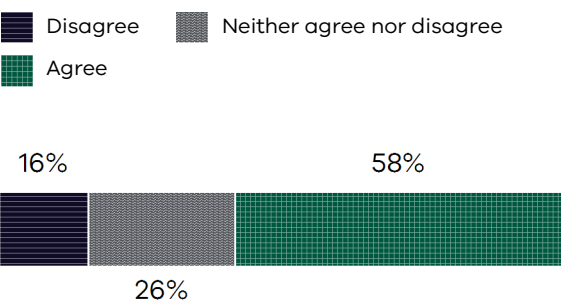
Example

58% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

My organisation inspires me to do the best in my job

Your results



Benchmark agree results

2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	54 %	59 %	58 %	51 %	60 %	72 %

# 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.

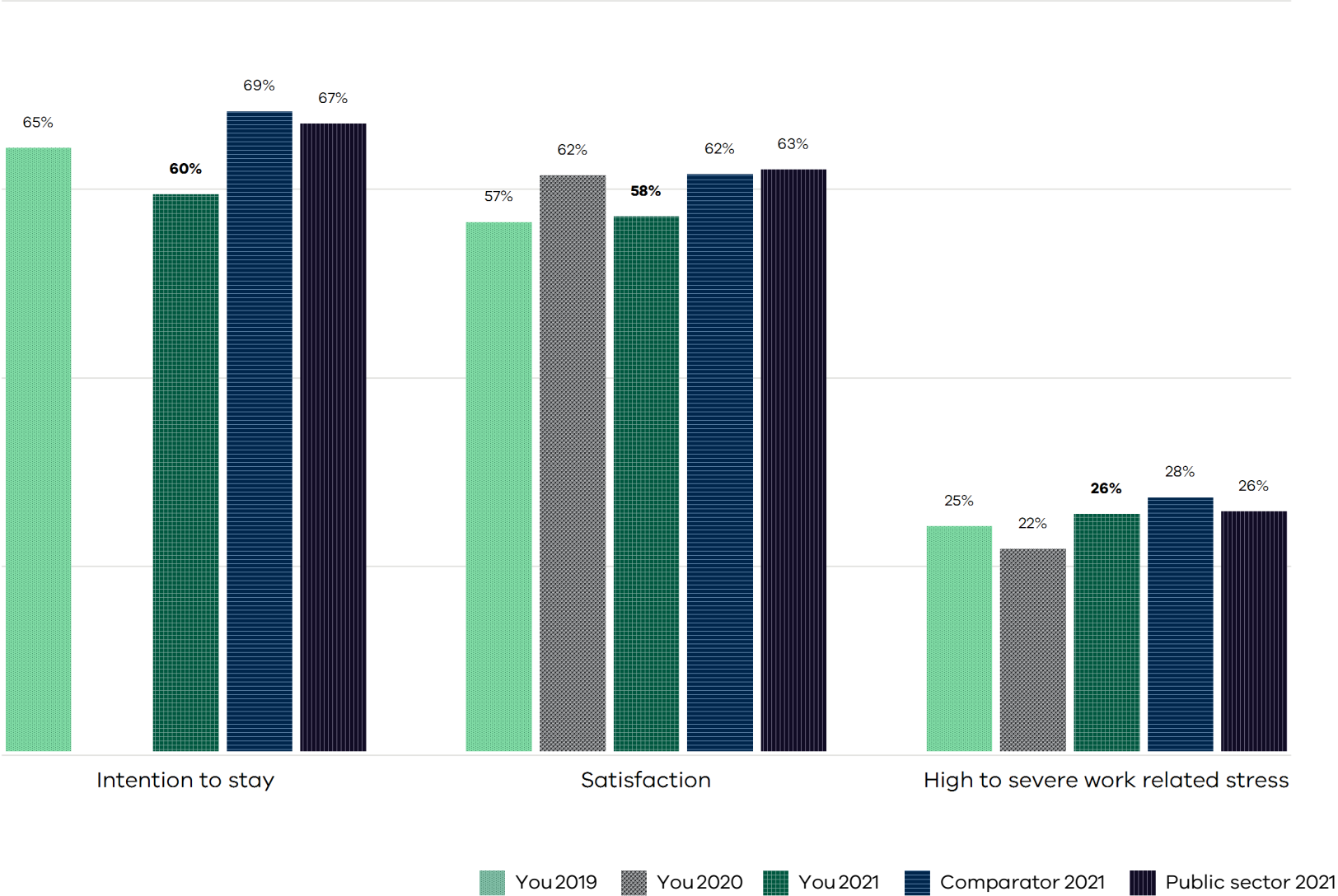
## Example

In 2021:

- 60% 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

76% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

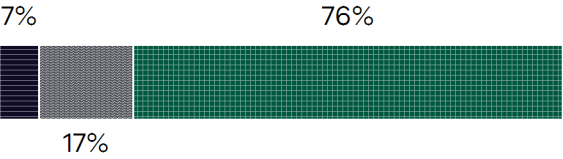
## Survey question

## Your results

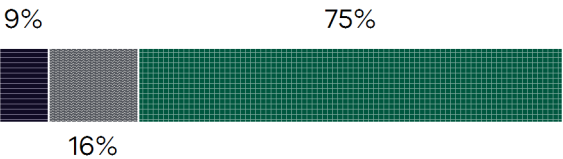
## Benchmark agree results



I get a sense of accomplishment from my work



I enjoy the work in my current job



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
79 %	Not asked	76 %	78 %	81 %	86 %
77 %	Not asked	75 %	76 %	80 %	87 %

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.

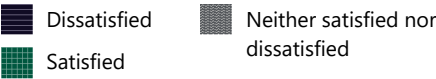
Example

67% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

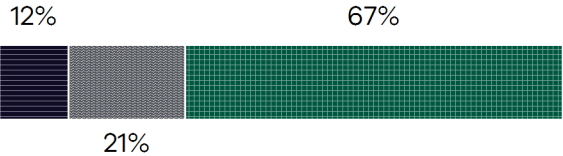
Survey question

Your results

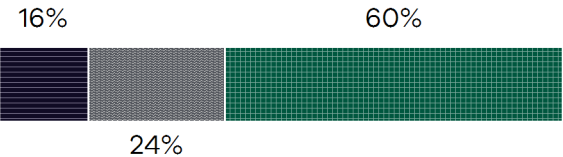
Benchmark satisfied results



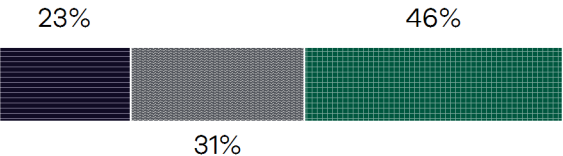
Considering everything, how satisfied are you with your current job



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
60 %	71 %	67 %	64 %	69 %	76 %
62 %	64 %	60 %	61 %	65 %	72 %
48 %	51 %	46 %	44 %	52 %	60 %

## 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.

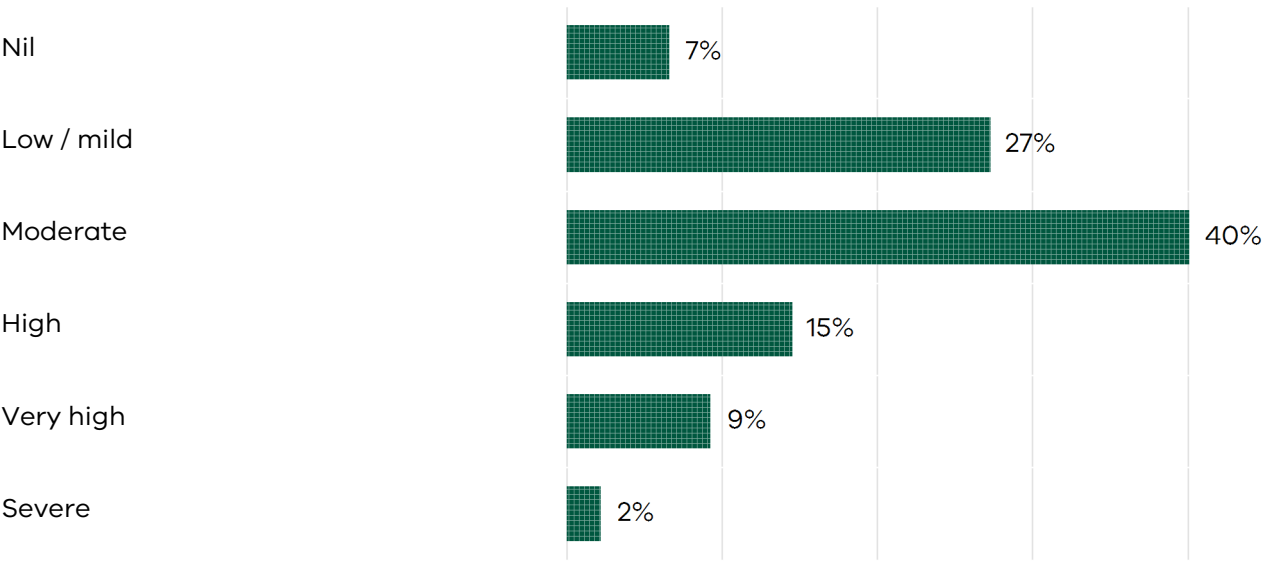
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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.

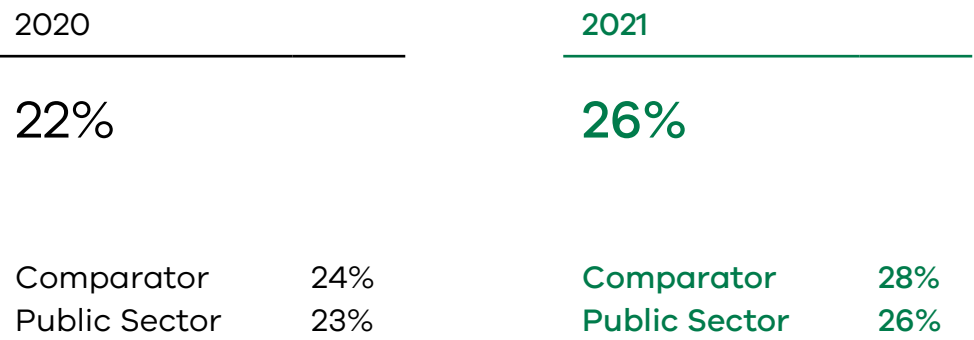
#### Example

26% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 28% 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.

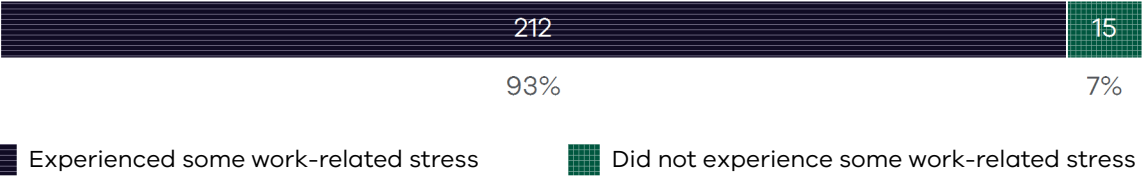
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 47% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2020	You 2021	Comparator 2021	Public sector 2021
Workload	38%	47%	50%	51%
Time pressure	36%	43%	41%	42%
Other changes due to COVID-19	20%	24%	16%	15%
Management of work (e.g. supervision, training, information, support)	13%	16%	14%	13%
Unclear job expectations	14%	15%	13%	11%
Dealing with clients, patients or stakeholders	17%	14%	14%	14%
Job security	21%	12%	13%	9%
Organisation or workplace change	7%	11%	11%	11%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	10%	9%	11%	12%
Other	5%	8%	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.

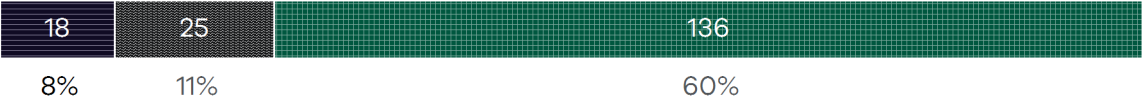
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

#### Example

19% of your staff who did the survey said they intended to leave.

Of that 19%, 63% said it was from 'Limited future career opportunities at my organisation'.

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



Leaving your organisation Leaving the sector Staying

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

	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	63%	45%	42%
Better remuneration	51%	41%	26%
Opportunity to broaden experience	47%	33%	40%
Limited opportunities to gain further experience at my organisation	42%	34%	33%
Opportunity to seek/take a promotion elsewhere	42%	30%	33%
Limited developmental/educational opportunities at my organisation	37%	29%	24%
Excessive workload	33%	32%	25%
Lack of confidence in senior leadership	30%	44%	34%
Limited recognition for doing a good job	26%	38%	32%
My interests do not match my job role	21%	13%	14%

# 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

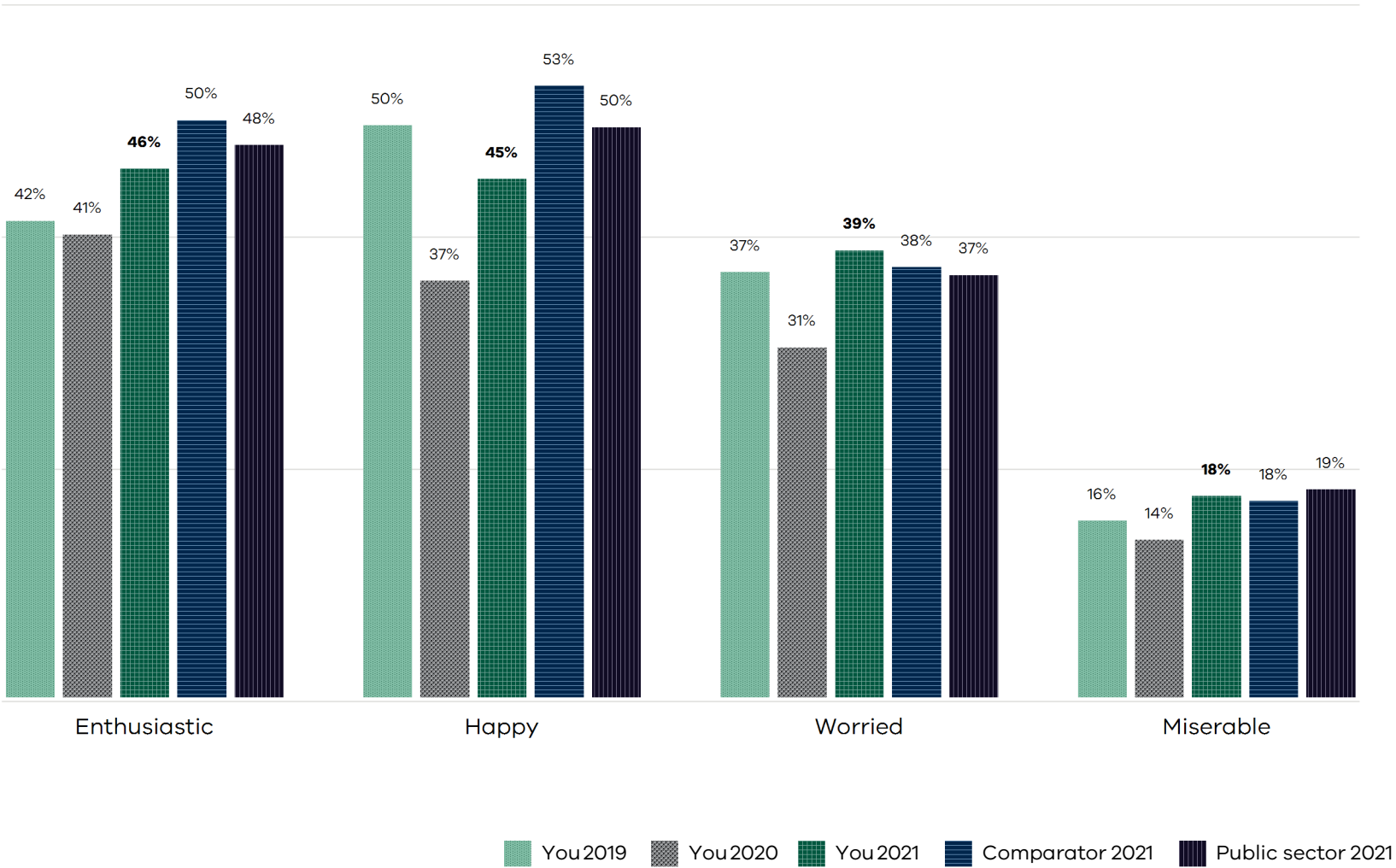
In 2021:

- 45% of your staff who did the survey said work made them feel happy in 2021, which is up from 37% in 2020

Compared to:

- 53% 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.

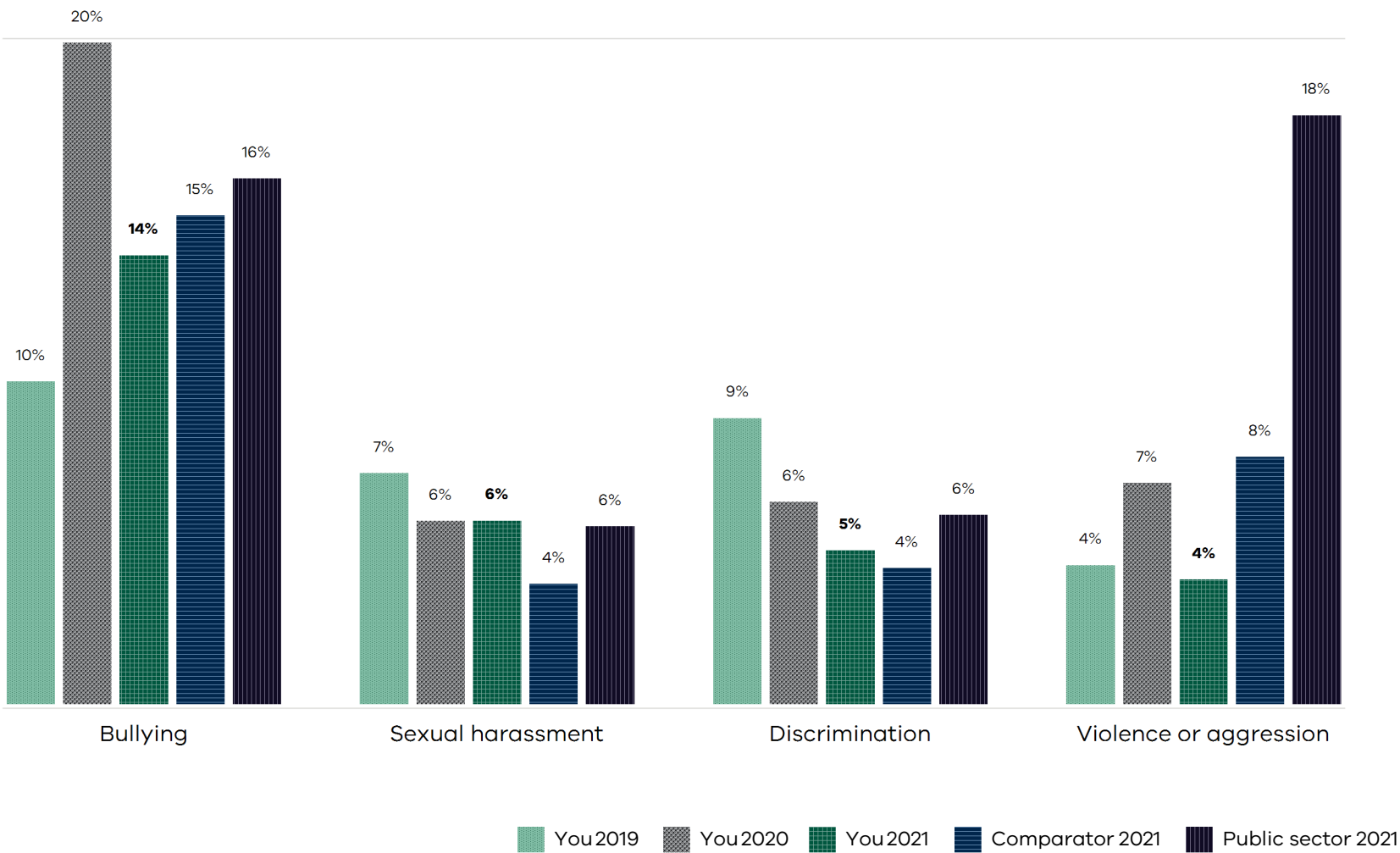
### Example

In 2021:

- 14% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 20% in 2020.

Compared to:

- 15% 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.

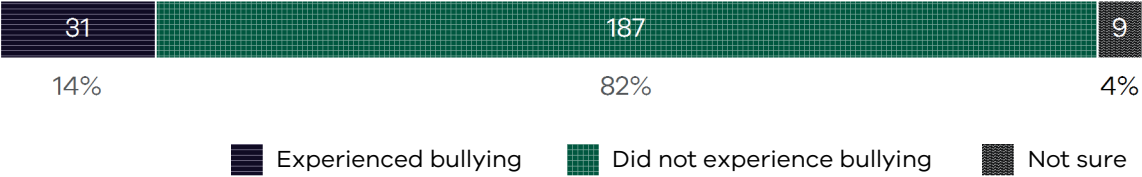
In descending order, the table shows the answers.

#### Example

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

Of that 14%, 55% 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)	60%	55%	65%	69%
Exclusion or isolation	46%	42%	37%	42%
Withholding essential information for me to do my job	40%	35%	31%	27%
Intimidation and/or threats	31%	29%	34%	32%
Verbal abuse	17%	29%	21%	20%
Being given impossible assignment(s)	14%	19%	13%	9%
Being assigned meaningless tasks unrelated to the job	20%	13%	10%	13%
Interference with my personal property and/or work equipment	11%	6%	4%	4%
Other	23%	6%	12%	15%



## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

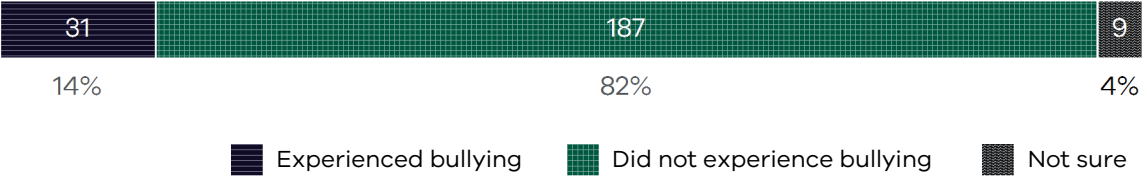
In descending order, the table shows the answers.

#### Example

14% of your staff who did the survey said they experienced bullying, of which

- 58% said the top way they reported the bullying was 'Told a friend or family member'.
- 87% 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 friend or family member	31%	58%	32%	34%
Told a colleague	49%	55%	42%	42%
Told a manager	46%	45%	46%	47%
Told the person the behaviour was not OK	0%	23%	15%	17%
Told Human Resources	34%	19%	18%	12%
Told someone else	9%	19%	11%	12%
I did not tell anyone about the bullying	9%	13%	11%	12%
Submitted a formal complaint	11%	13%	11%	12%
Told employee assistance program (EAP) or peer support	0%	10%	10%	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.

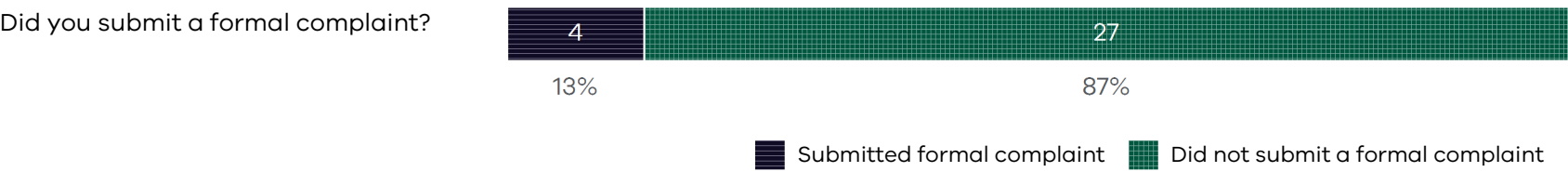
#### How to read this

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

87% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	56%	50%	50%
I believed there would be negative consequences for my reputation	52%	50%	53%
I believed there would be negative consequences for my career	41%	37%	40%
I didn't feel safe to report the incident	22%	15%	19%
Other	22%	11%	12%
I didn't think it was serious enough	19%	14%	16%
I thought the complaint process would be embarrassing or difficult	19%	11%	14%
I believed there would be negative consequences for the person I was going to complain about	15%	10%	10%
I didn't need to because I made the bullying stop	7%	7%	7%
I didn't know who to talk to	4%	3%	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, 14% 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.

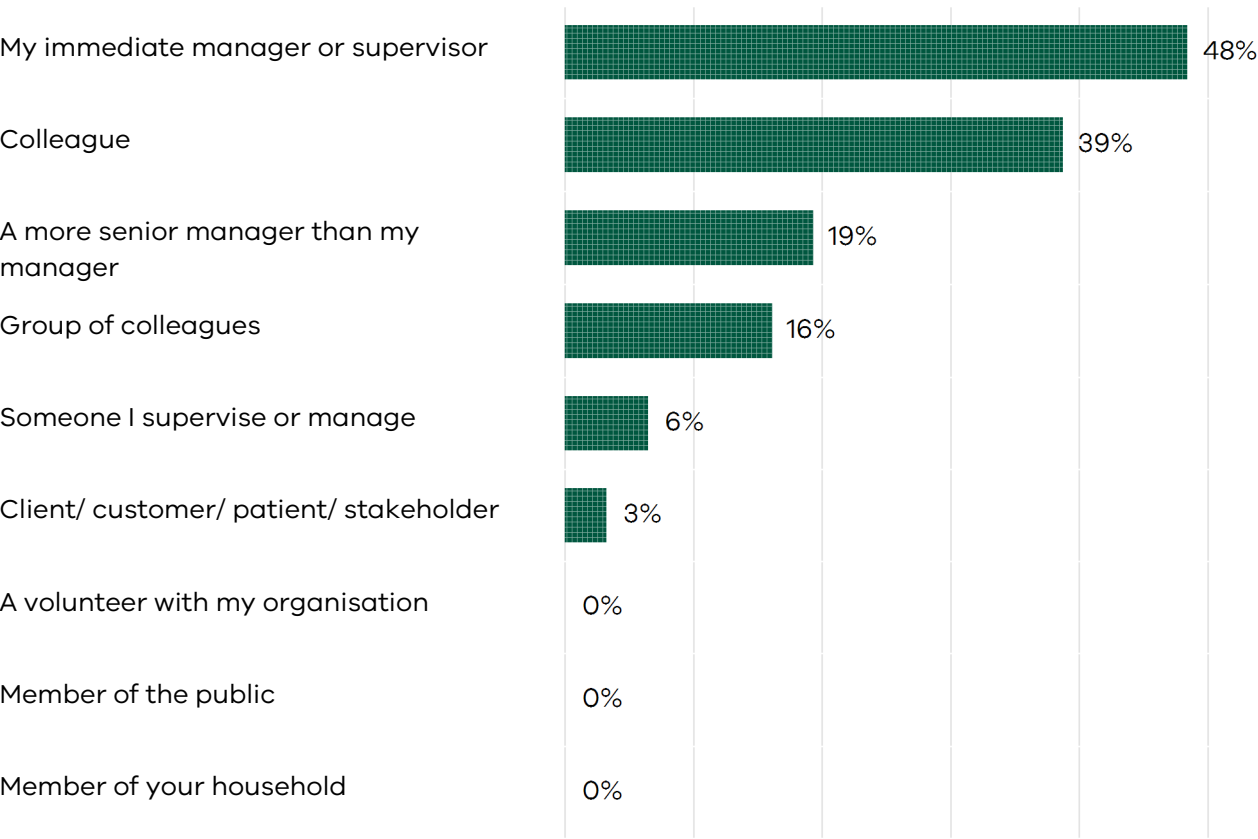
Each row is one perpetrator or group of perpetrators.

### Example

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

Of that 14%, 48% said it was by 'My immediate manager or supervisor'.

31 people (14% 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.

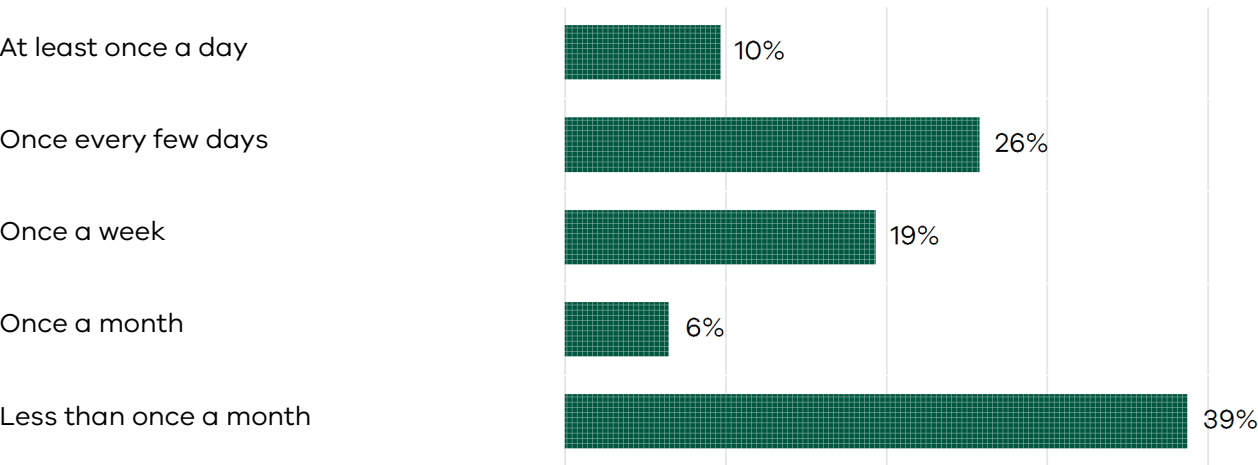
### How to read this

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

### Example

14% of your staff who did the survey said they experienced bullying.  
Of that 14%, 10% 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.

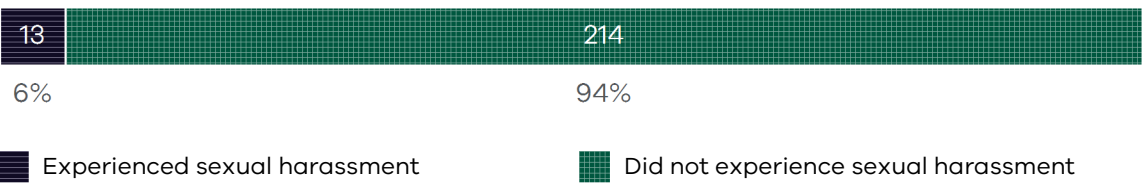
In descending order, the table shows the top 10 answers.

#### Example

6% of your staff who did the survey said they experienced sexual harassment.

Of those, 85% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

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



Behaviours reported	You 2020	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	50%	85%	49%	54%
Intrusive questions about your private life or comments about your physical appearance	30%	46%	53%	50%
Inappropriate staring or leering that made you feel intimidated	0%	23%	13%	15%
Unwelcome touching, hugging, cornering or kissing	30%	15%	8%	14%
Any other unwelcome conduct of a sexual nature	0%	15%	6%	7%
Inappropriate physical contact (including momentary or brief physical contact)	40%	8%	8%	17%
Sexual gestures, indecent exposure or inappropriate display of the body	10%	8%	3%	6%
Sexually explicit email or SMS message	10%	8%	0%	1%
Repeated or inappropriate invitations to go out on dates	0%	8%	1%	3%
Sexually explicit pictures, posters or gifts that made you feel offended	0%	8%	1%	1%

## 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.

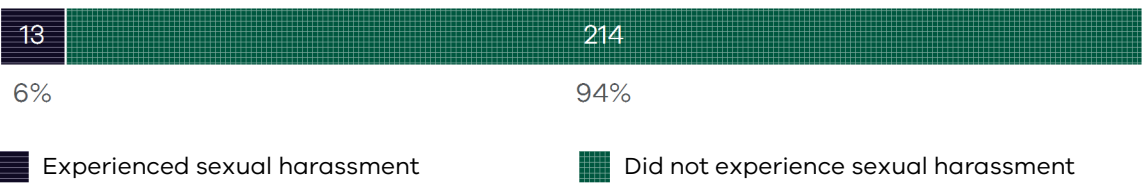
If they did, they could tell us with one or more answers how they responded.

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

#### Example

6% of your staff who did the survey said they experienced sexual harassment. Of those, 69% said their top response was 'Pretended it didn't bother you'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2020	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	30%	69%	46%	45%
Told a colleague	40%	31%	24%	29%
Told the person the behaviour was not OK	30%	31%	25%	31%
Tried to laugh it off or forget about it	60%	31%	30%	41%
Avoided the person(s) by staying away from them	40%	23%	35%	36%
Told a friend or family member	40%	23%	23%	21%
Told Human Resources	20%	23%	1%	3%
Avoided locations where the behaviour might occur	0%	15%	10%	13%
Told a manager	10%	15%	15%	20%
Other	10%	8%	3%	7%

**People outcomes**

Sexual harassment - reasons for not submitting a formal complaint

**What this is**

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

**Why this is important**

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

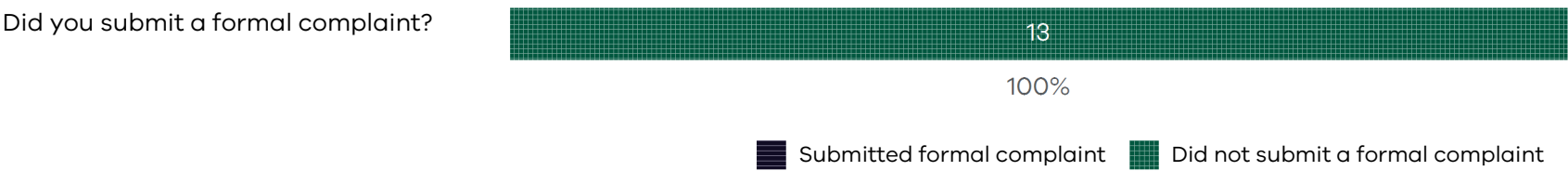
**How to read this**

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

**Example**

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

- 46% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal complaint?	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	46%	38%	39%
I didn't think it was serious enough	38%	39%	45%
I believed there would be negative consequences for my career	23%	26%	21%
I believed there would be negative consequences for my reputation	23%	40%	33%
I believed there would be negative consequences for the person I was going to complain about	15%	16%	13%
Other	15%	10%	7%
I thought the complaint process would be embarrassing or difficult	8%	12%	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, 6% 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.

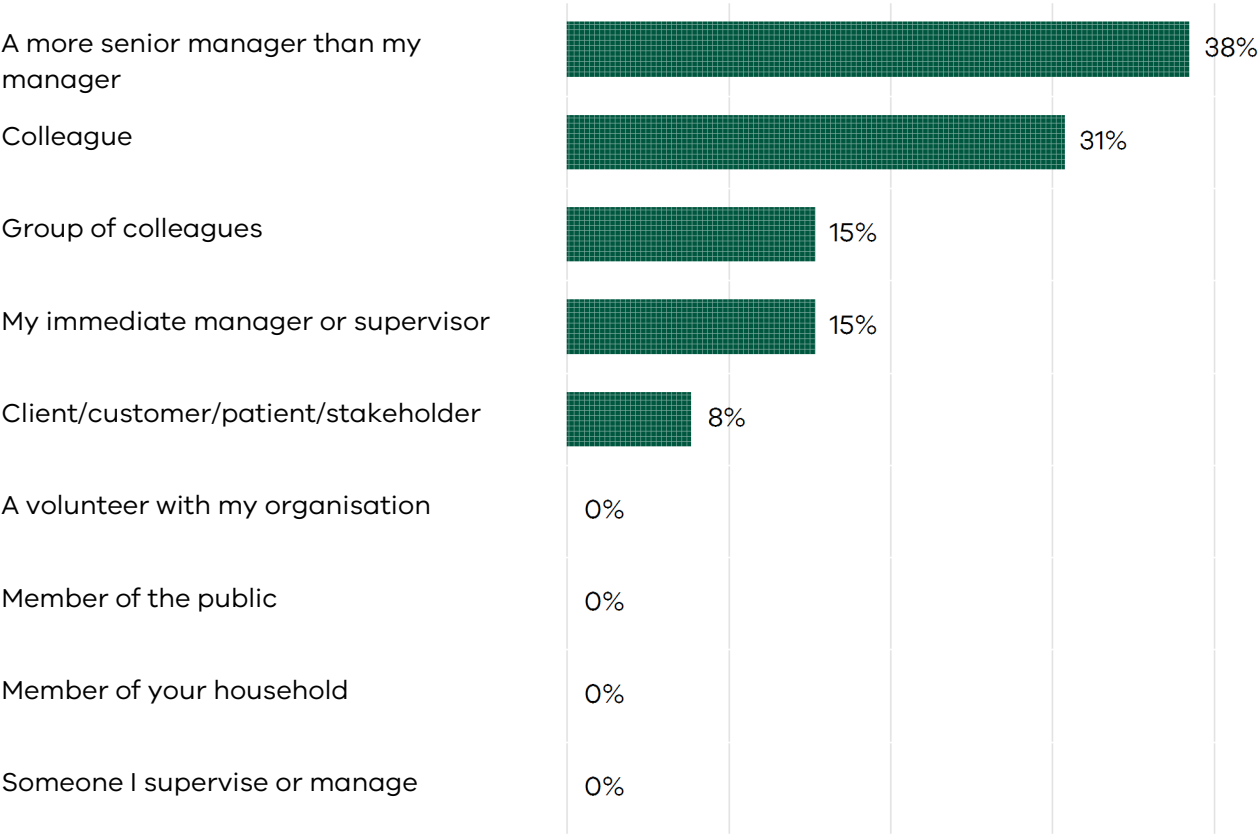
Each row is one perpetrator or group of perpetrators.

#### Example

6% of your staff who did the survey said they experienced sexual harassment.

Of that 6%, 38% said it was by 'A more senior manager than my manager'.

### 13 people (6% 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

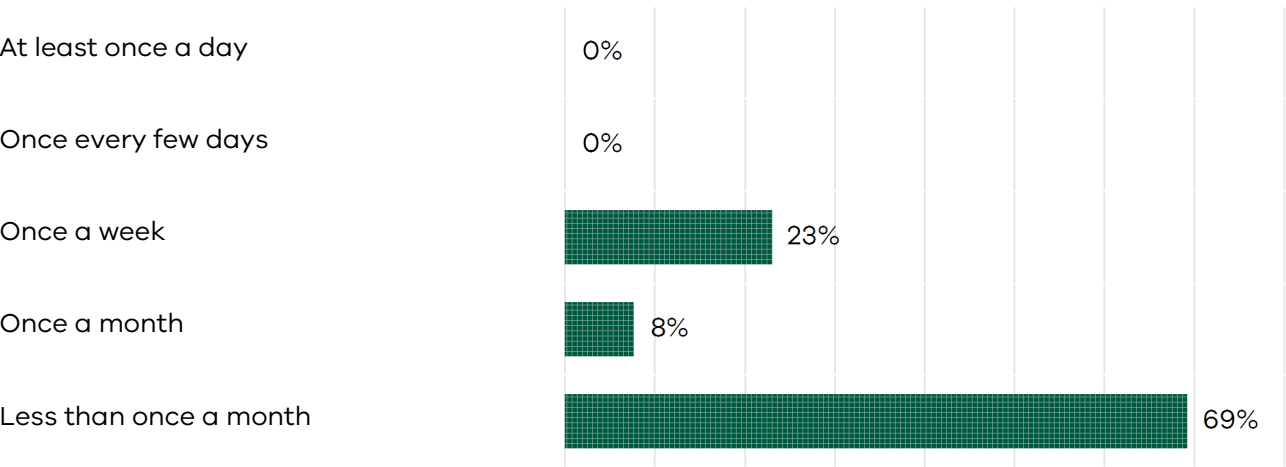
In this year’s survey, 6% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

#### Example

6% of your staff who did the survey said they experienced sexual harassment. Of that 6%, 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%, 45% said it was 'Other'.



If you experienced discrimination, what type of discrimination did you experience?	You 2020	You 2021	Comparator 2021	Public sector 2021
Other	45%	45%	39%	38%
Denied flexible work arrangements or other adjustments	0%	27%	18%	21%
Opportunities for promotion	0%	18%	26%	37%
Opportunities for training	18%	18%	22%	24%
Access to leave	18%	9%	7%	8%
Employment security - threats of dismissal or termination	45%	9%	20%	11%
Pay or conditions offered by employer	36%	9%	12%	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.

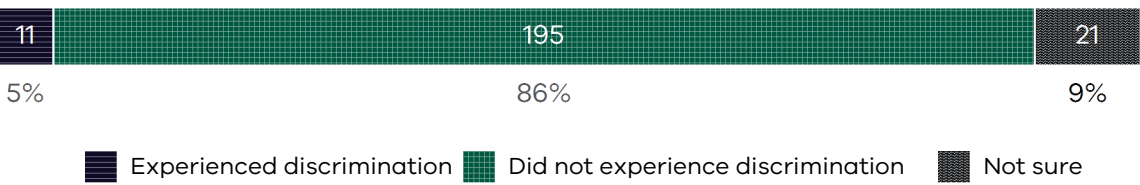
In descending order, the table shows the answers.

#### Example

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

- 55% said the top way they reported the discrimination was 'Told a colleague'.
- 100% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?	You 2020	You 2021	Comparator 2021	Public sector 2021
Told a colleague	45%	55%	37%	38%
Told a friend or family member	36%	45%	29%	32%
Told someone else	18%	36%	14%	14%
I did not tell anyone about the discrimination	9%	9%	19%	24%
Told a manager	27%	9%	29%	28%
Told employee assistance program (EAP) or peer support	0%	9%	15%	8%
Told Human Resources	36%	9%	15%	10%

## 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

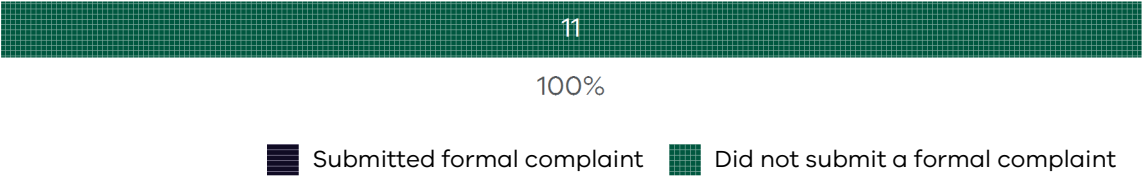
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

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

- 82% 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	82%	56%	56%
I didn't think it would make a difference	82%	52%	57%
I didn't feel safe to report the incident	45%	22%	19%
I believed there would be negative consequences for my career	36%	53%	54%
I thought the complaint process would be embarrassing or difficult	36%	16%	13%
I believed there would be negative consequences for the person I was going to complain about	27%	9%	9%
I didn't think it was serious enough	18%	12%	12%
Other	9%	11%	10%

# People outcomes

## Frequency of discrimination

### What this is

This is how often staff experienced discrimination.

### Why this is important

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

### How to read this

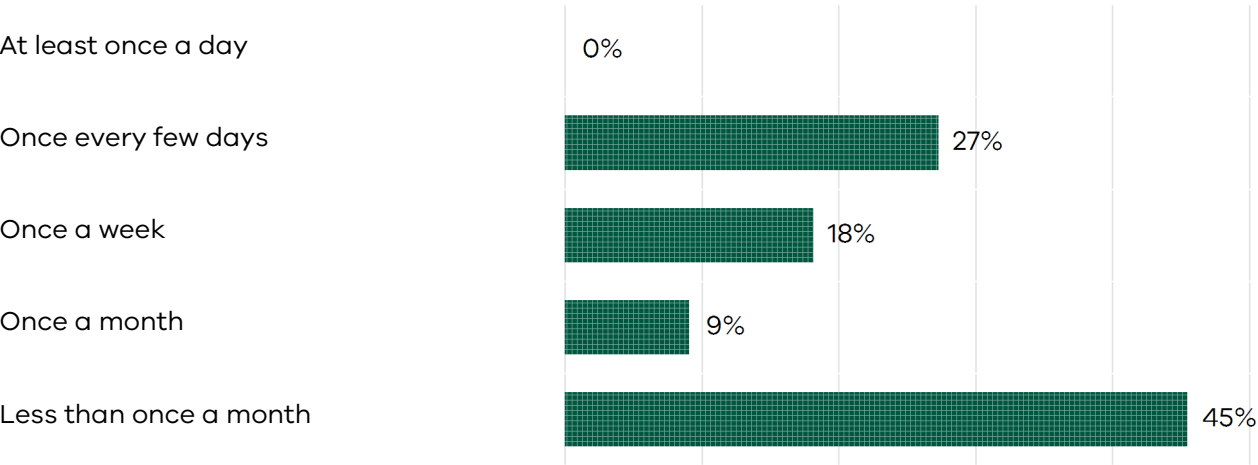
In this year’s survey, 5% of your staff said they experienced discrimination.  
If they did, they could tell us how often they experienced this behaviour.

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%, 0% said it was 'At least once a day'.

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



# People outcomes

## 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.

### Why there is no data here

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

## 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.

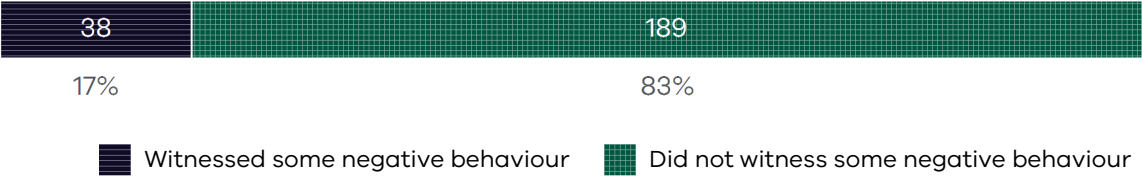
In descending order, the table shows the answers.

#### Example

17% of your staff who did the survey said they witnessed some negative behaviour at work.

83% 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	83%	82%	77%
Bullying of a colleague	11%	15%	16%
Discrimination against a colleague	6%	6%	8%
Sexual harassment of a colleague	2%	0%	1%
Violence or aggression against a colleague	1%	2%	6%

## 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**
- 17% of your staff who did the survey witnessed negative behaviour, of which:
- 63% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 11% took no action.



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	63%	72%	72%
Told a manager	34%	32%	37%
Told the person the behaviour was not OK	24%	20%	25%
Spoke to the person who behaved in a negative way	18%	15%	22%
Told a colleague	18%	23%	21%
Told Human Resources	11%	9%	6%
Took no action	11%	8%	7%
Submitted a formal complaint	8%	4%	6%
Other	3%	7%	7%



People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

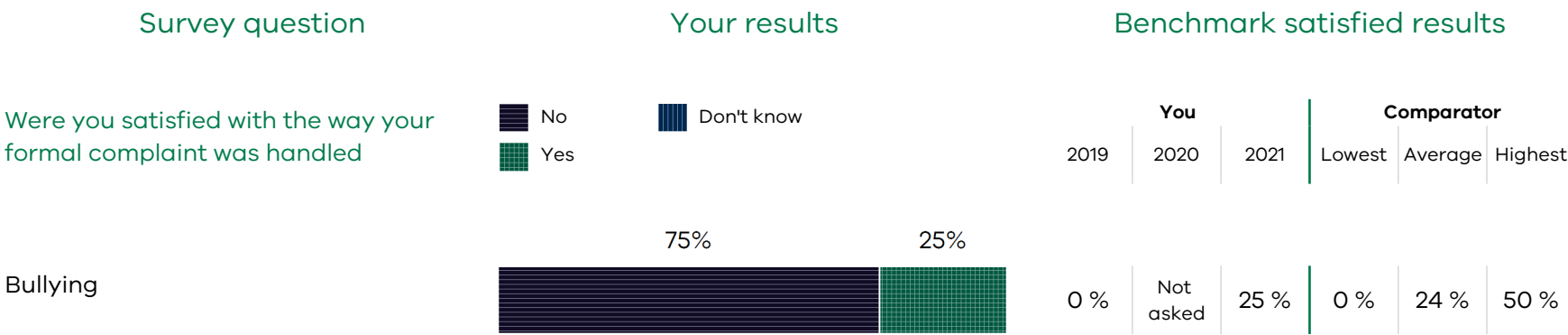
How to read this

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

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

Example

25% of staff who did the survey were satisfied with the way your organisation handled their formal 'Bullying' complaint.



# People matter

## survey 2021

Have your say

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

## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Workgroup support', the 'You 2021' column shows 89% of your staff agreed with 'I am able to work effectively with others in my workgroup'.

In the 'Change from 2020' column, you have a 4% increase, which is a positive trend.

Question group	Highest scoring questions	You 2021	Change from 2020	Comparator 2021
Workgroup support	I am able to work effectively with others in my workgroup	89%	+4%	90%
Job enrichment	I understand how my job contributes to my organisation's purpose	89%	-2%	89%
Manager leadership	My manager works effectively with people from diverse backgrounds	86%	Not asked in 2020	85%
Quality service delivery	My workgroup strives to deliver services in a timely manner	86%	Not asked in 2020	85%
Workgroup support	People in my workgroup actively support diversity and inclusion in the workplace	86%	Not asked in 2020	84%
Meaningful work	I feel that I can make a worthwhile contribution at work	85%	-1%	87%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	+6%	86%
Quality service delivery	My workgroup strives to provide high quality advice and services	84%	Not asked in 2020	85%
Manager leadership	My manager is committed to workplace safety	83%	Not asked in 2020	85%
Manager leadership	My manager ensures clients receive a high standard of service	83%	Not asked in 2020	82%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 27% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2020.

Question subgroup	Lowest scoring questions	You 2021	Change from 2020	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	27%	Not asked in 2020	24%
Taking action	My organisation has taken positive action on the results of last year's survey	29%	Not asked in 2020	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	33%	+2%	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)	34%	Not asked in 2020	35%
Learning and development	I feel I have an equal chance at promotion in my organisation	37%	Not asked in 2020	40%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	41%	-4%	52%
Workgroup support	Workgroups across my organisation willingly share information with each other	41%	-11%	50%
Taking action	I believe my organisation will take positive action on the results of this year's survey	43%	Not asked in 2020	51%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	46%	+2%	50%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-5%	52%

# Key differences

## Most improved

### What this is

This is where staff feel their organisation has most improved.

### How to read this

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

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

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

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

### Example

On the first row 'Engagement', the 'You 2021' column shows 79% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Increase from 2020' column, you have a 9% increase, which is a positive trend.

Question group	Most improved from last year	You 2021	Increase from 2020	Comparator 2021
Engagement	I am proud to tell others I work for my organisation	79%	+9%	74%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	85%	+6%	86%
Engagement	My organisation motivates me to help achieve its objectives	63%	+5%	61%
Manager support	My manager provides me with enough support when I need it	77%	+5%	74%
Workgroup support	I am able to work effectively with others in my workgroup	89%	+4%	90%
Safe to speak up	People in your workgroup are able to bring up problems and tough issues	71%	+4%	72%
Engagement	I would recommend my organisation as a good place to work	66%	+3%	67%
Workgroup support	People in my workgroup work together effectively to get the job done	81%	+2%	81%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	70%	+2%	65%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	46%	+2%	50%

## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

In this table, your trend is shown in the 'Decrease from 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 'Workplace flexibility', the 'You 2021' column shows 59% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'. In the 'Decrease from 2020' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2021	Decrease from 2020	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	59%	-11%	69%
Workgroup support	Workgroups across my organisation willingly share information with each other	41%	-11%	50%
Workload	I have enough time to do my job effectively	48%	-8%	47%
Workload	The workload I have is appropriate for the job that I do	56%	-7%	53%
Meaningful work	I am achieving something important through my work	78%	-6%	83%
Job enrichment	I clearly understand what I am expected to do in this job	82%	-6%	78%
Manager support	My manager involves me in decisions about my work	76%	-6%	76%
Senior leadership	Senior leaders support staff to work in an environment of change	52%	-5%	58%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-5%	52%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	41%	-4%	52%



## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Job enrichment', the 'You 2021' column shows 64% of your staff agreed with 'My work performance is assessed against clear criteria'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	My work performance is assessed against clear criteria	64%	+9%	56%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	80%	+7%	73%
Manager support	I receive adequate recognition for my contributions and accomplishments	59%	+5%	54%
Job enrichment	I clearly understand what I am expected to do in this job	82%	+5%	78%
Innovation	My workgroup learns from failures and mistakes	72%	+5%	67%
Innovation	My workgroup takes reasonable risks to improve its services	66%	+5%	61%
Manager support	My manager provides feedback to me in a way that helps me improve my performance	70%	+5%	65%
Engagement	I am proud to tell others I work for my organisation	79%	+4%	74%
Manager support	My manager provides me with enough support when I need it	77%	+3%	74%
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)	27%	+3%	24%

## 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 'Workplace flexibility', the 'You2021' column shows 46% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

The 'difference' column, shows that agreement for this question was 14 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	46%	-14%	60%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have family responsibilities	53%	-12%	64%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	51%	-11%	62%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	41%	-11%	52%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	49%	-9%	58%
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	59%	-9%	69%
Workgroup support	Workgroups across my organisation willingly share information with each other	41%	-9%	50%
Safety climate	All levels of my organisation are involved in the prevention of stress	33%	-8%	41%
Taking action	I believe my organisation will take positive action on the results of this year's survey	43%	-8%	51%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	52%	-8%	60%

# People matter

## survey 2021

Have your say

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

# 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'.

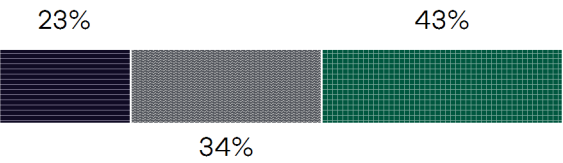
# Survey question

# Your results

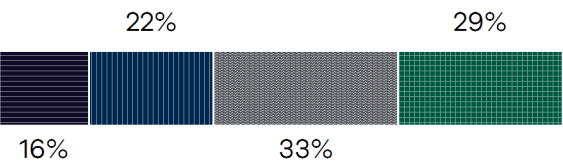
# Benchmark agree results



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 %	36 %	51 %	63 %
Not asked	Not asked	29 %	15 %	32 %	50 %

# People matter

## survey 2021

Have your say

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

# Senior leadership

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

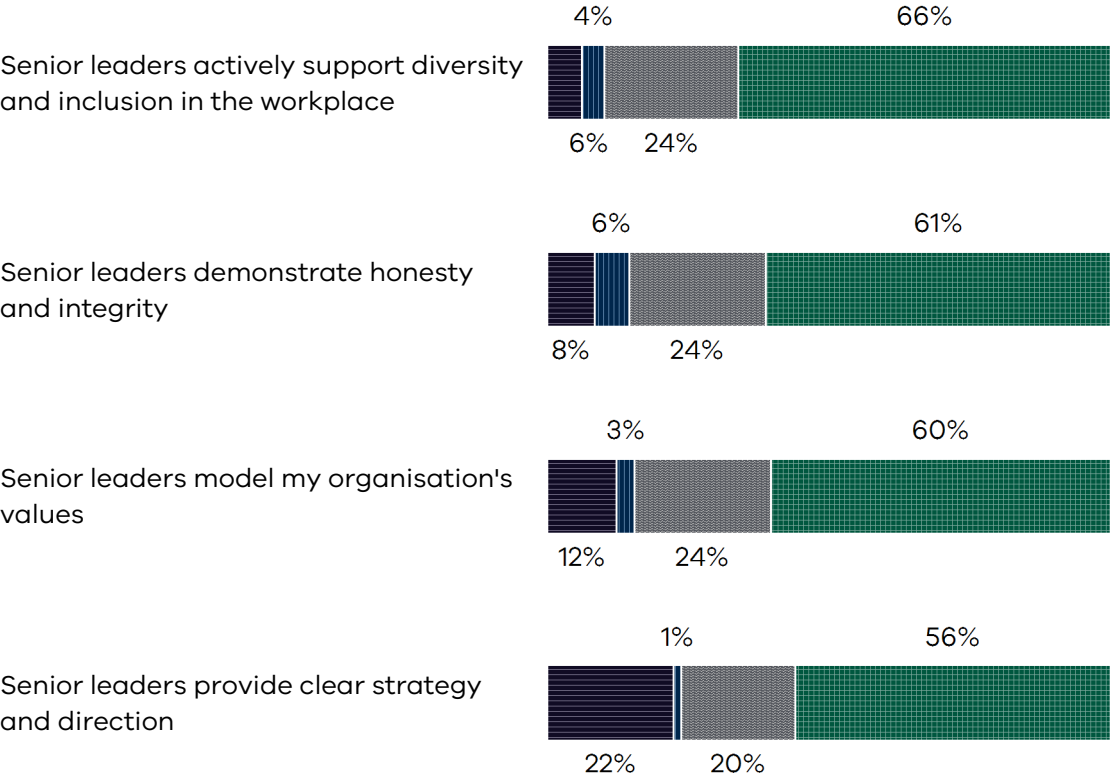
### Example

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

## Survey question

## Your results

## Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
59 %	Not asked	66 %	62 %	71 %	82 %
54 %	Not asked	61 %	47 %	60 %	73 %
50 %	Not asked	60 %	47 %	62 %	73 %
48 %	55 %	56 %	44 %	58 %	71 %



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.

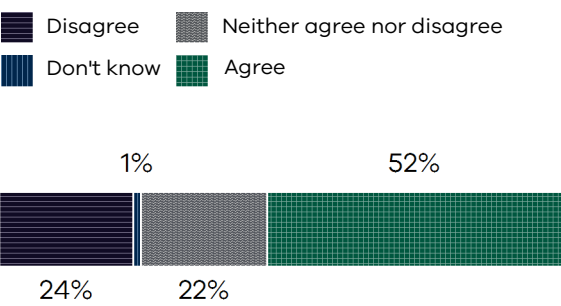
Example

52% 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
	44 %	58 %	52 %	45 %	58 %	71 %

# People matter

## survey 2021

Have your say

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

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

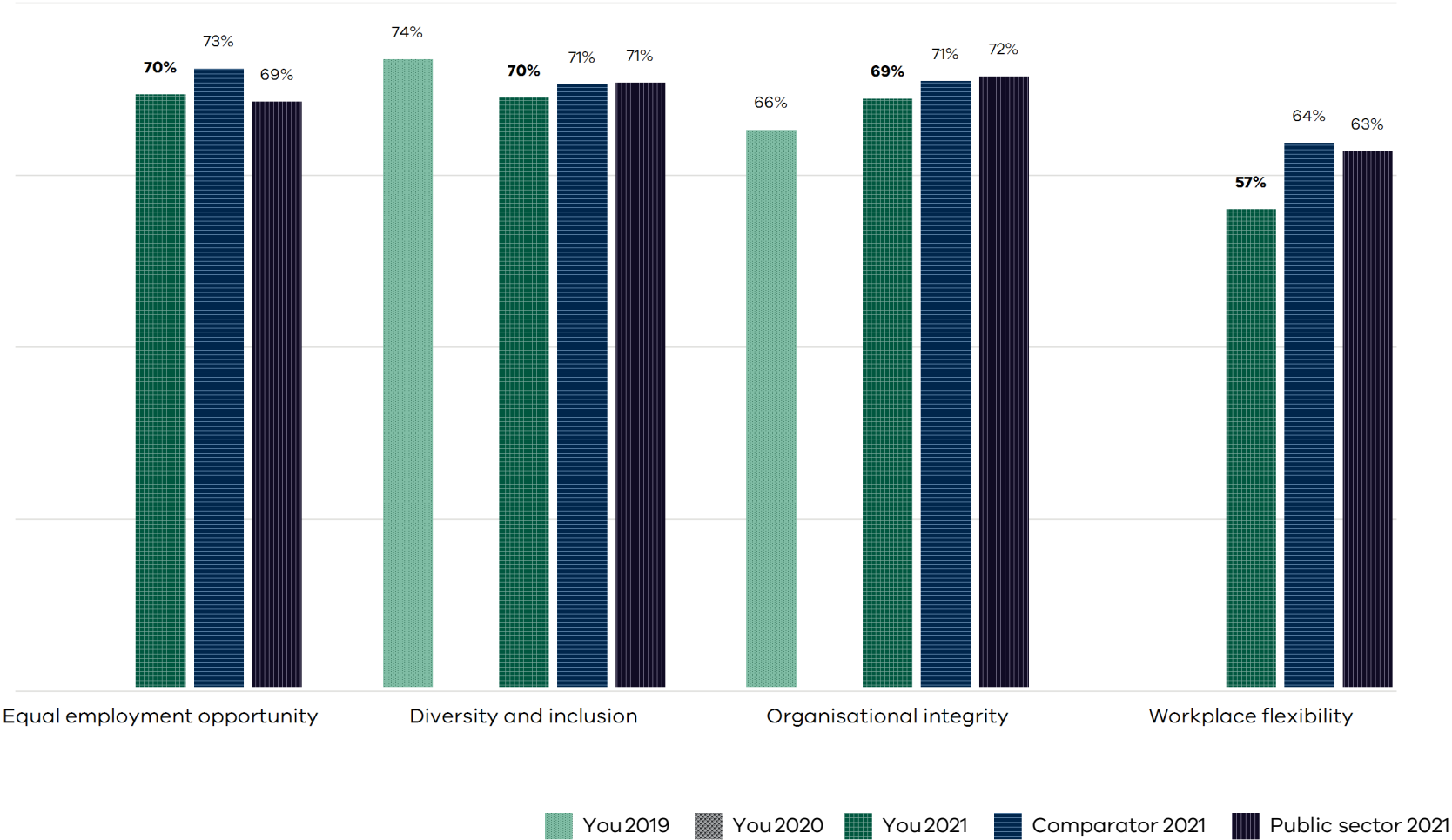
### Example

In 2021:

- 70% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 73% 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.

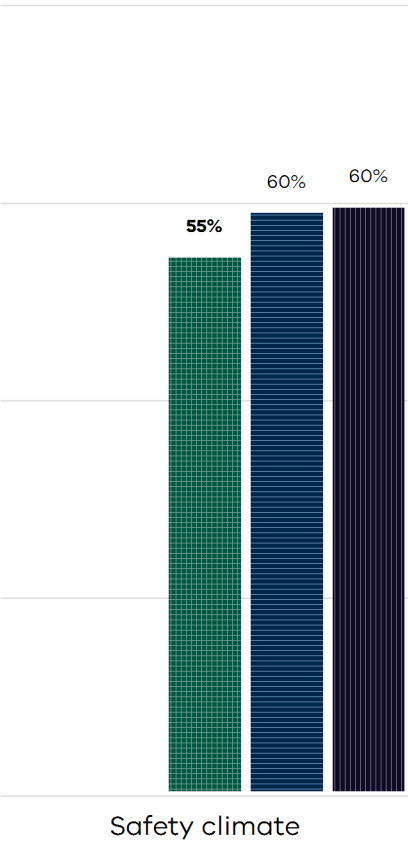
### Example

In 2021:

- 55% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

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



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

# Organisational climate

## Organisational integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

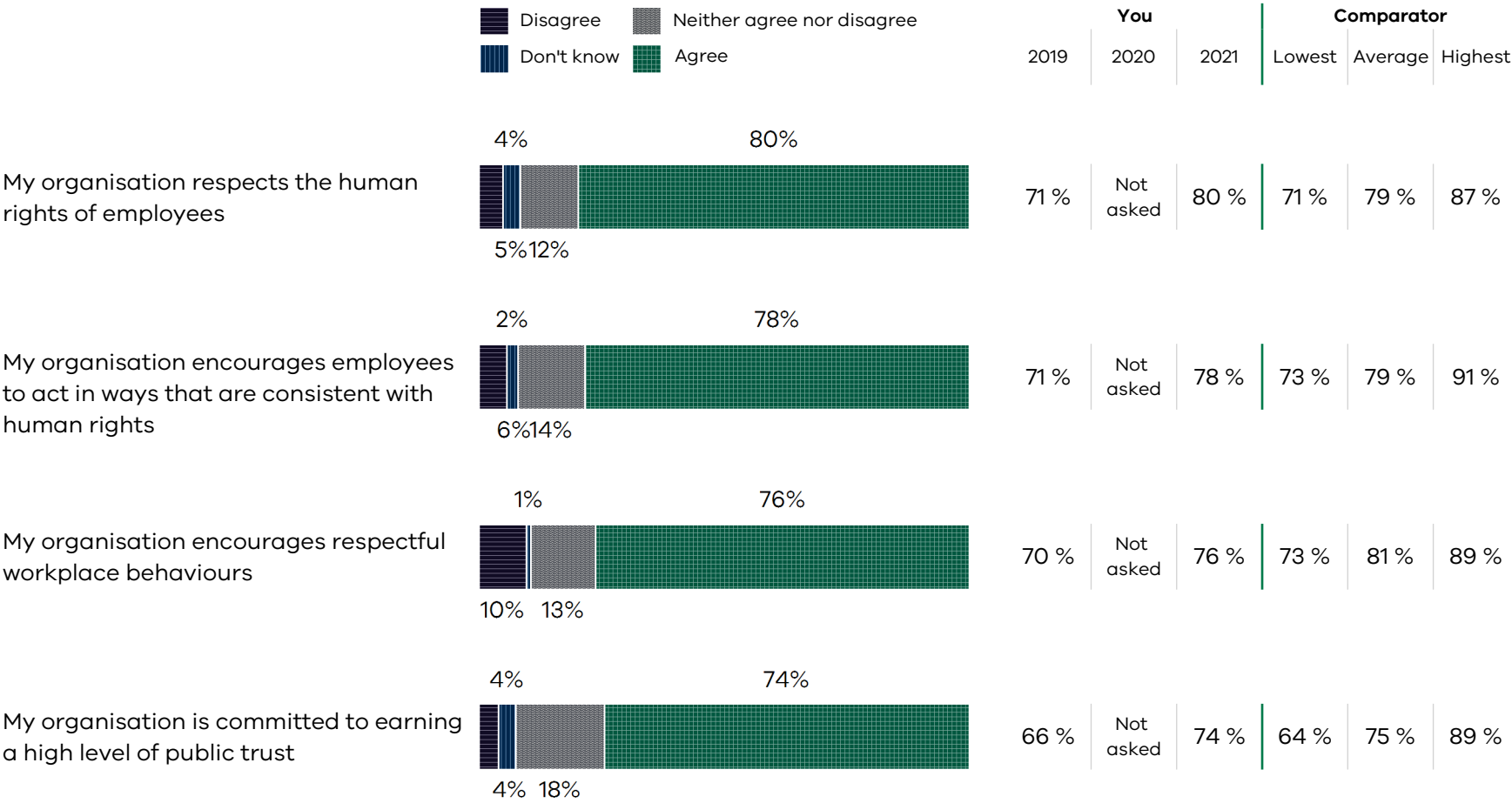
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation respects the human rights of employees'.

## Survey question

## Your results

## Benchmark agree results



# Organisational climate

## Organisational integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

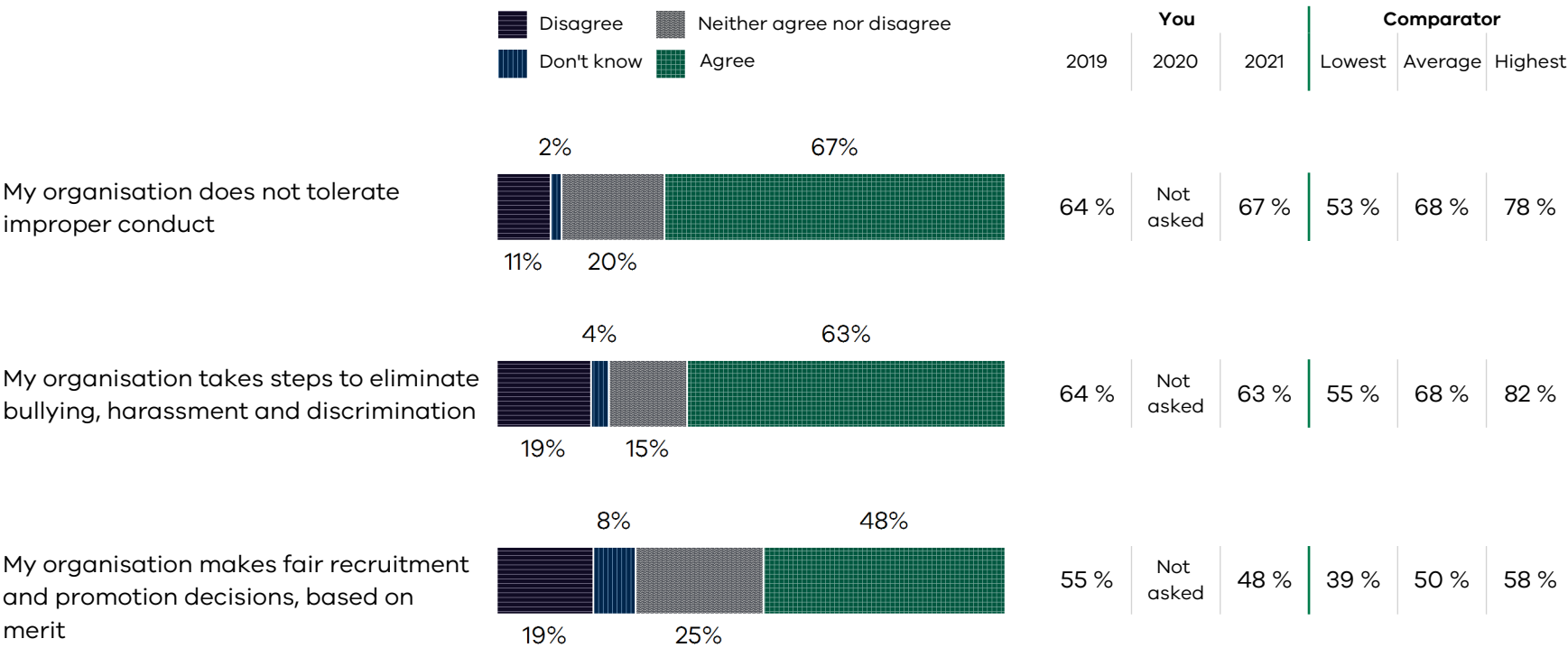
### Example

67% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

## Survey question

## Your results

## Benchmark agree results



# Organisational climate

## Workplace flexibility 1 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

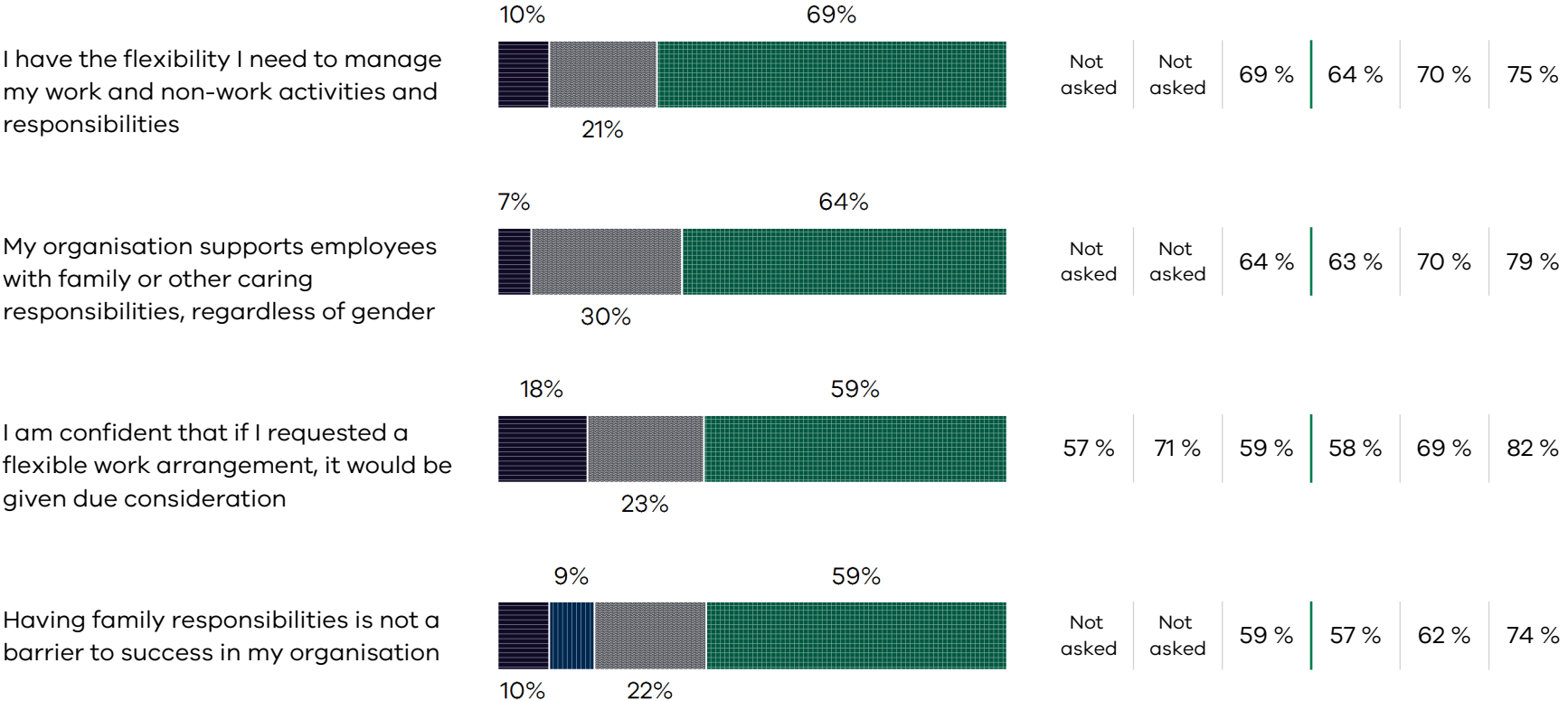
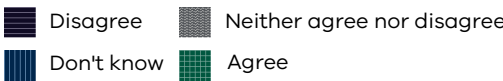
### Example

69% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

## Survey question

## Your results

## Benchmark agree results





# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

### Example

55% of your staff who did the survey agreed or strongly agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

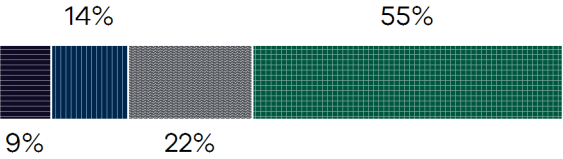
## Survey question

## Your results

## Benchmark agree results



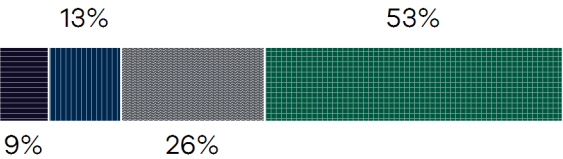
Having caring responsibilities is not a barrier to success in my organisation



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest

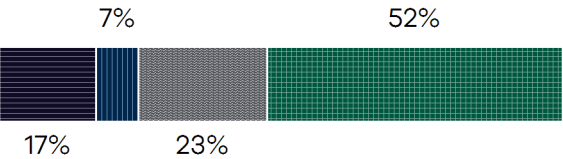
59 %	Not asked	55 %	52 %	59 %	71 %
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There is a positive culture within my organisation in relation to employees who have family responsibilities



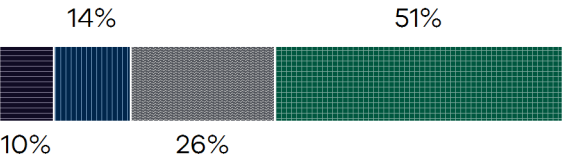
Not asked	Not asked	53 %	54 %	64 %	75 %
-----------	-----------	------	------	------	------

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



Not asked	Not asked	52 %	54 %	60 %	77 %
-----------	-----------	------	------	------	------

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



65 %	Not asked	51 %	52 %	62 %	74 %
------	-----------	------	------	------	------

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.

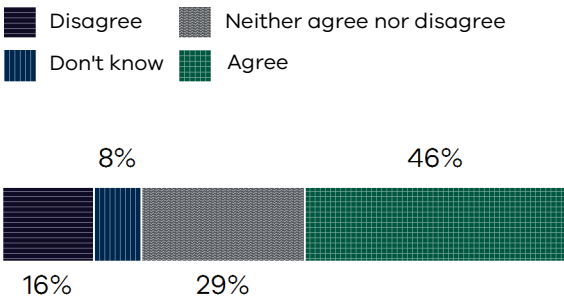
Example

46% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

Survey question

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

Your results



Benchmark agree results

You			Comparator		
2019	2020	2021	Lowest	Average	Highest
59 %	Not asked	46 %	52 %	60 %	77 %

## Organisational climate

### Workplace flexibility 4 of 4

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

The table shows you what flexible work arrangements staff use.

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

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

#### Example

52% 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	52%	43%	38%
Working from an alternative location (e.g. home, hub/shared work space)	26%	36%	24%
Flexible start and finish times	19%	19%	23%
Part-time	10%	14%	19%
Using leave to work flexible hours	5%	4%	8%
Other	4%	2%	2%
Working more hours over fewer days	3%	3%	6%
Shift swap	2%	2%	12%
Job sharing	0%	1%	1%

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.

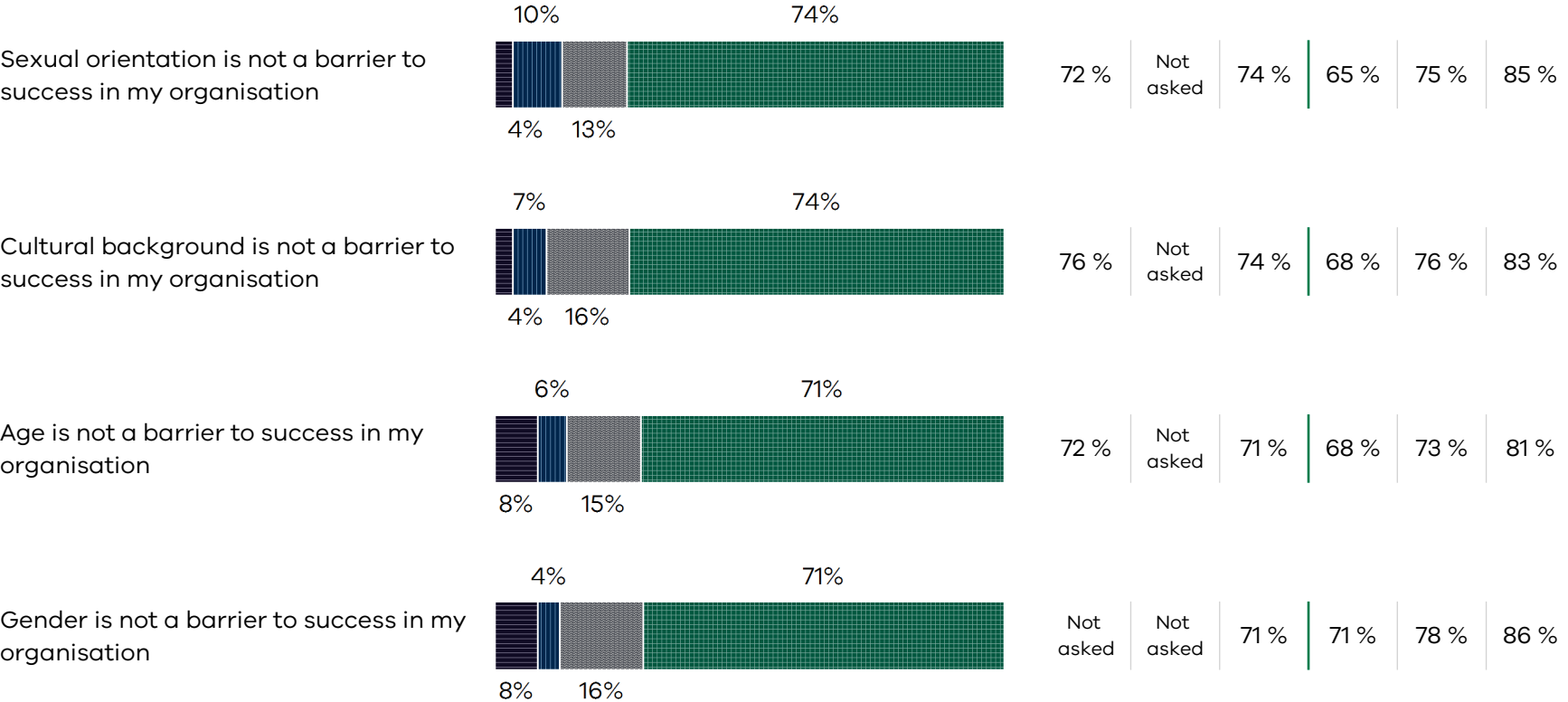
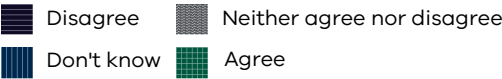
Example

74% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results



# 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.

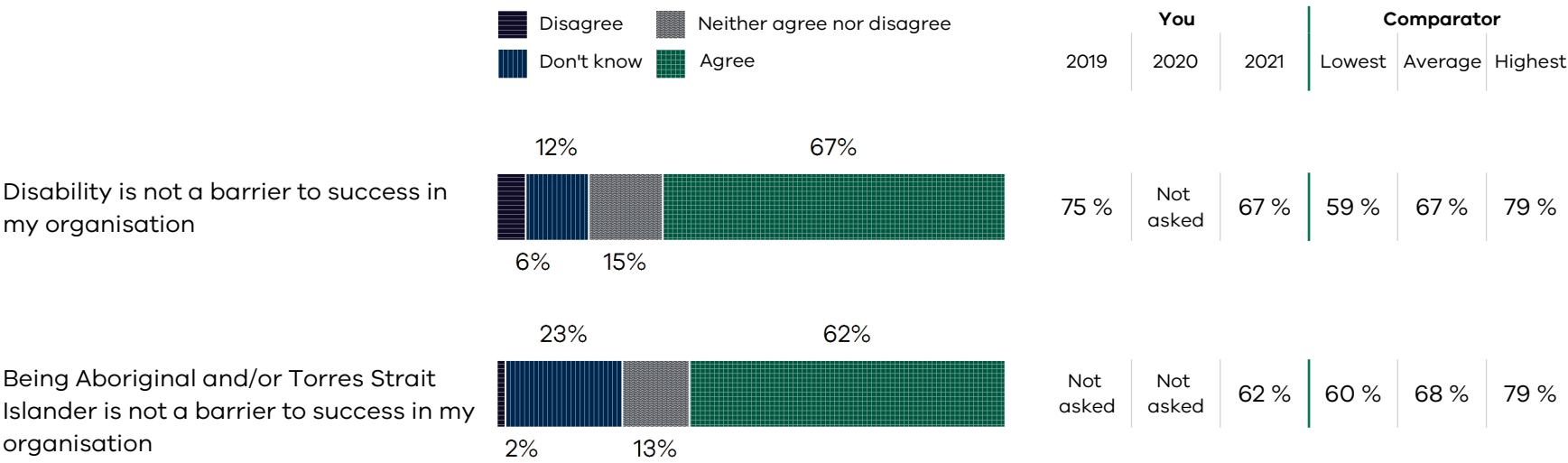
### Example

67% of your staff who did the survey agreed or strongly agreed with 'Disability is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



# 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.

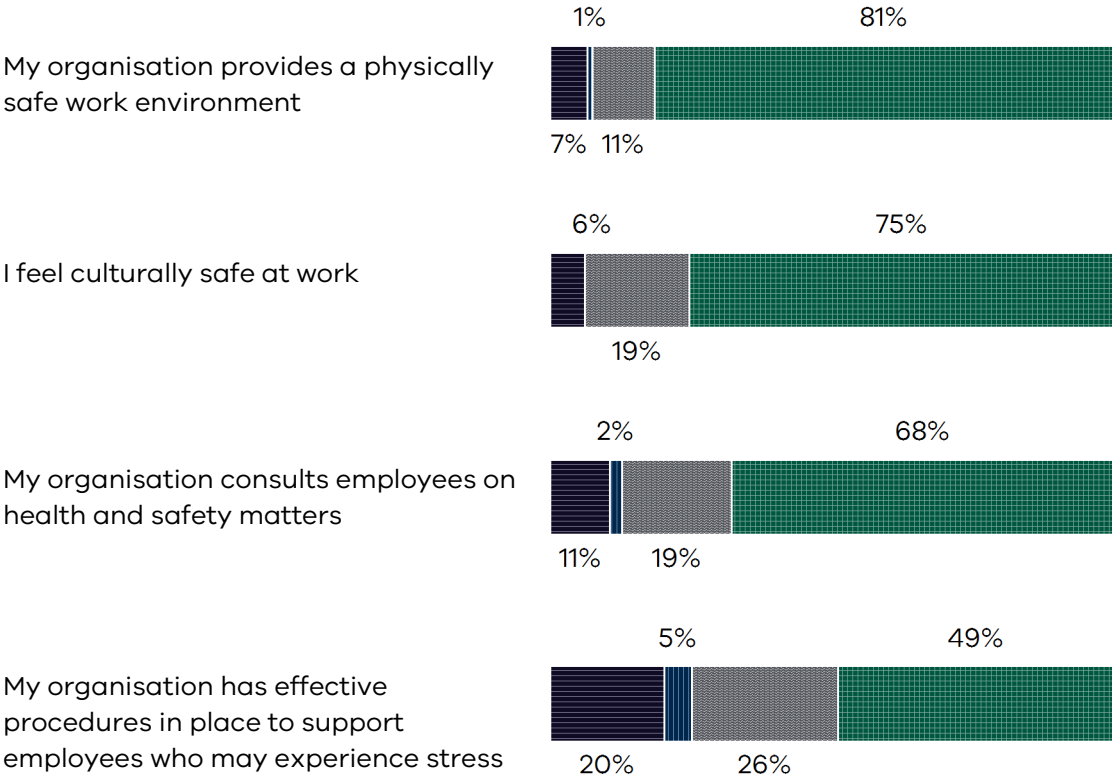
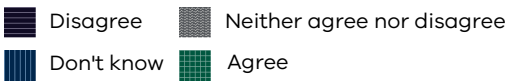
### Example

81% 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	81 %	75 %	81 %	91 %
Not asked	Not asked	75 %	74 %	79 %	86 %
61 %	Not asked	68 %	53 %	66 %	74 %
53 %	51 %	49 %	48 %	58 %	67 %

# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

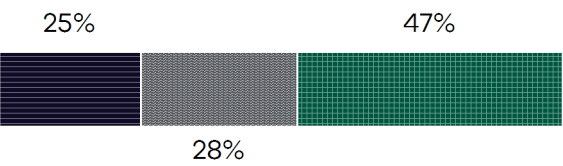
## Survey question

## Your results

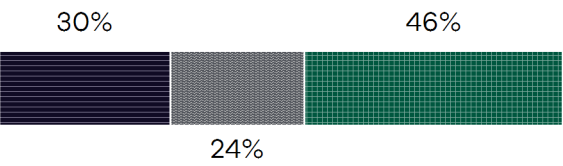
## Benchmark agree results



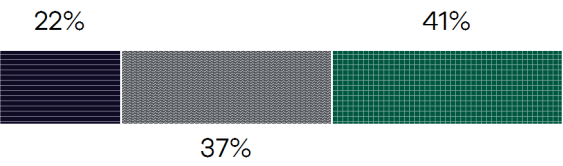
Senior leaders show support for stress prevention through involvement and commitment



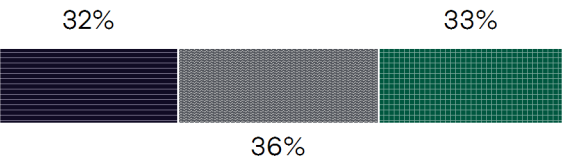
Senior leaders consider the psychological health of employees to be as important as productivity



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



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
32 %	51 %	47 %	36 %	49 %	56 %
36 %	44 %	46 %	36 %	50 %	59 %
46 %	45 %	41 %	38 %	52 %	60 %
34 %	31 %	33 %	28 %	41 %	49 %



# 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.

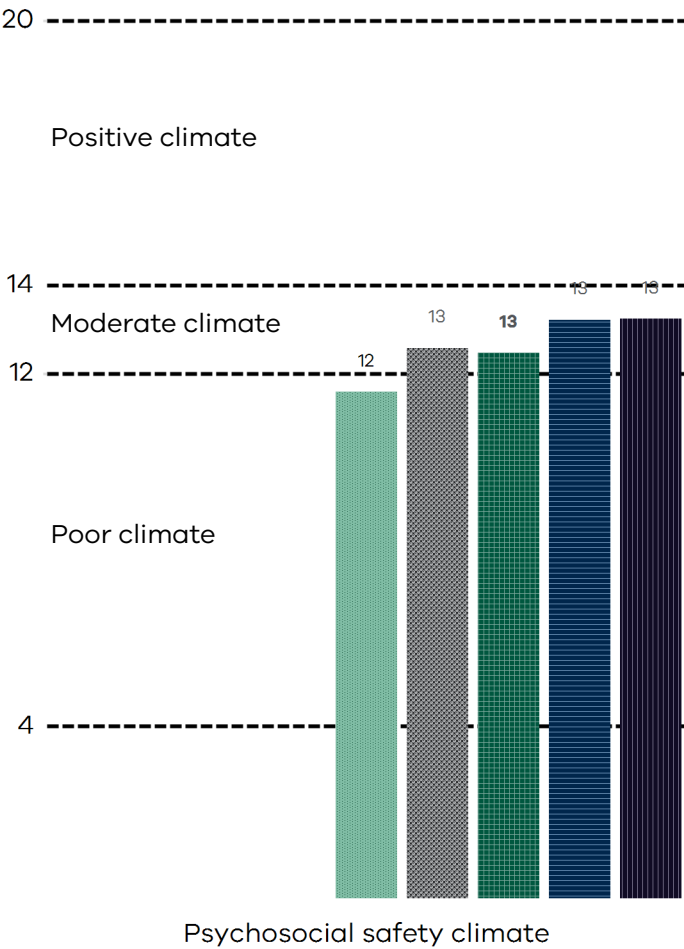
A score of:

- 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

## 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

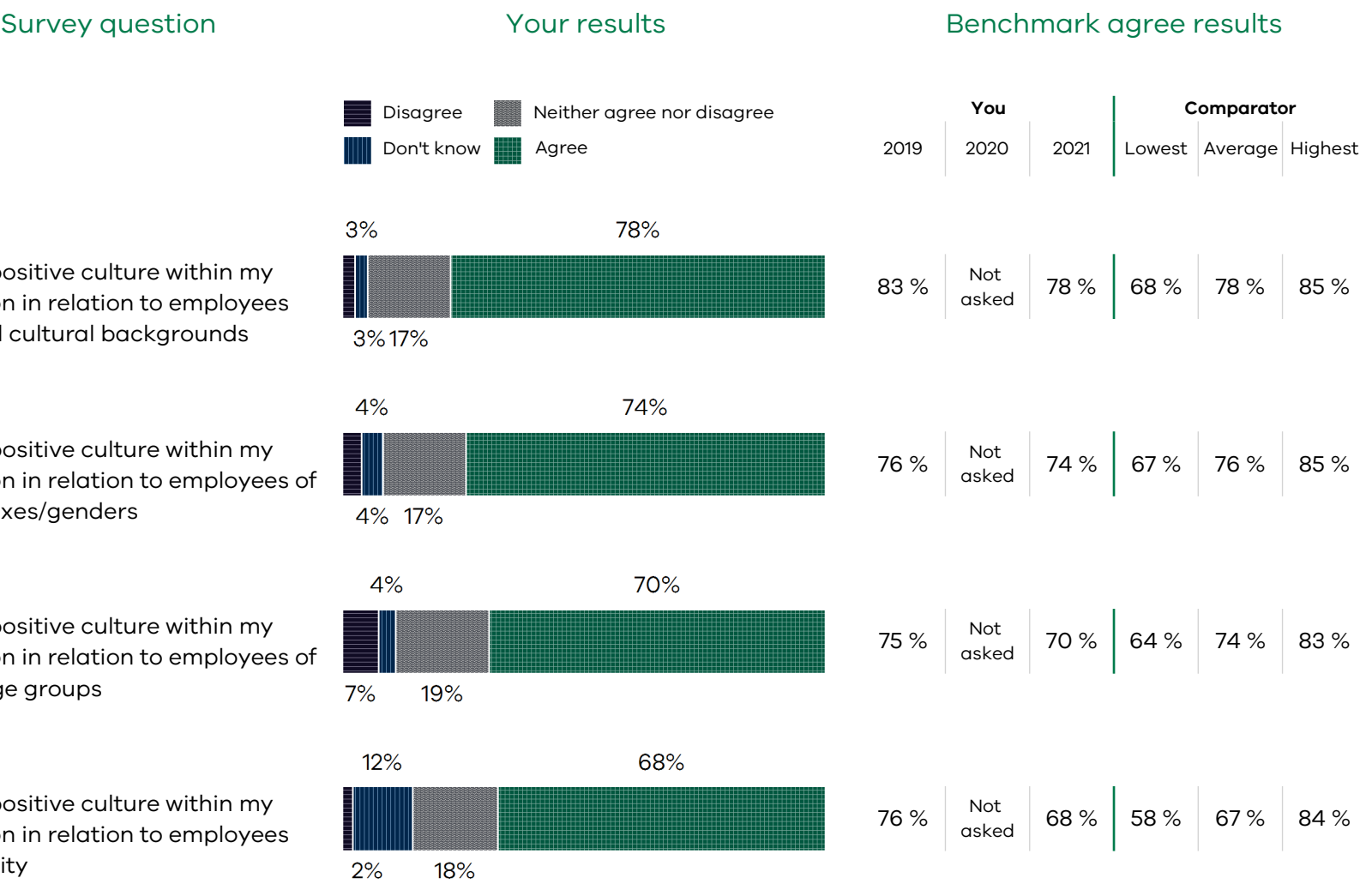
Under ‘Your results’, see results for each question in descending order by most agreed.

‘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

78% 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.

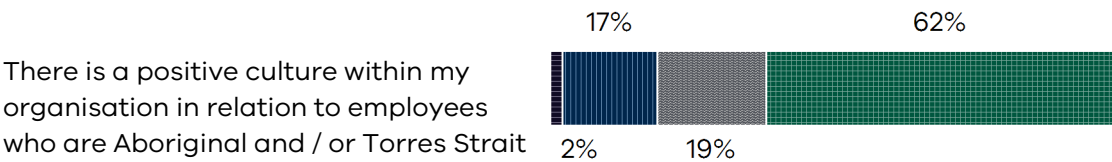
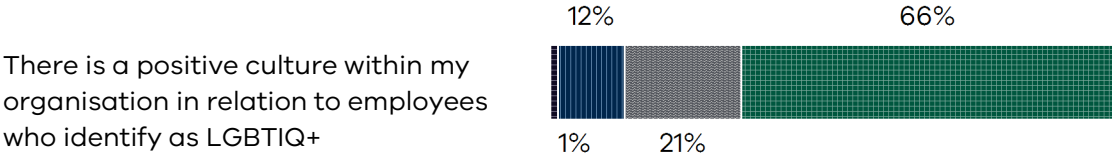
Example

66% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+’.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
68 %	Not asked	66 %	55 %	63 %	84 %
66 %	Not asked	62 %	61 %	68 %	84 %

# 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.

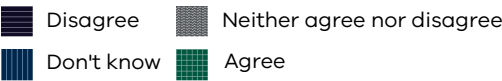
### Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

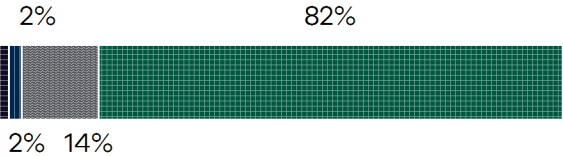
## Survey question

## Your results

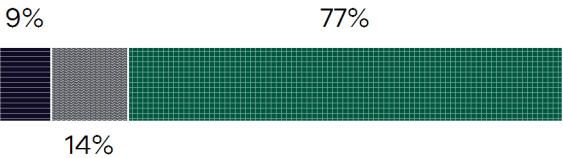
## Benchmark agree results



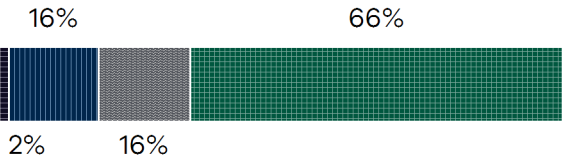
My organisation uses inclusive and respectful images and language



In my workgroup work is allocated fairly, regardless of gender



My organisation would support me if I needed to take family violence leave



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	82 %	80 %	84 %	92 %
Not asked	Not asked	77 %	77 %	79 %	85 %
Not asked	Not asked	66 %	61 %	69 %	78 %

# People matter

## survey 2021

Have your say

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

# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

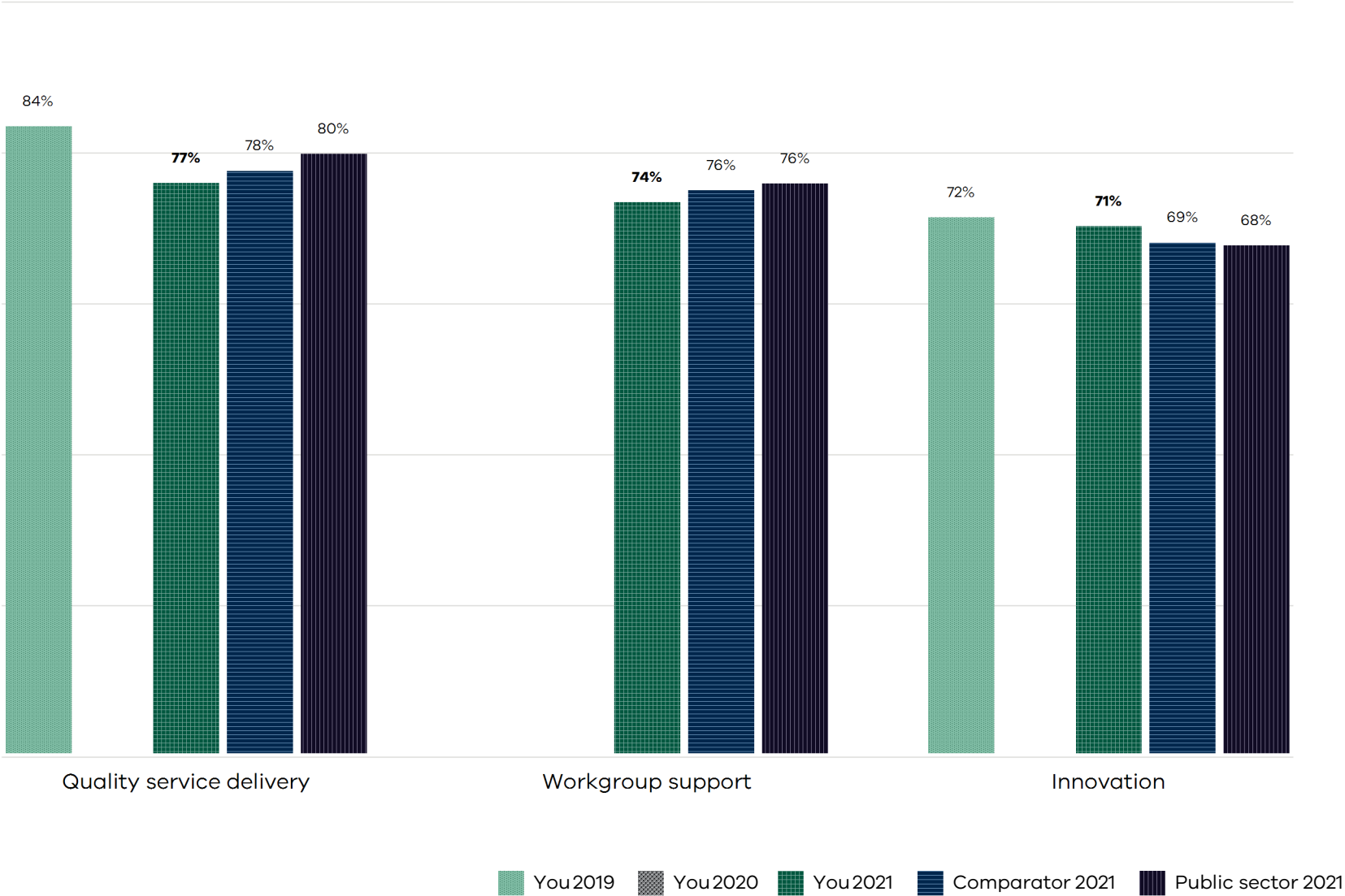
### Example

In 2021:

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

Compared to:

- 78% 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

86% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services in a timely manner'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
92 %	Not asked	86 %	81 %	85 %	90 %
90 %	Not asked	84 %	81 %	85 %	93 %
80 %	Not asked	82 %	79 %	85 %	93 %
87 %	Not asked	78 %	74 %	77 %	84 %



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.

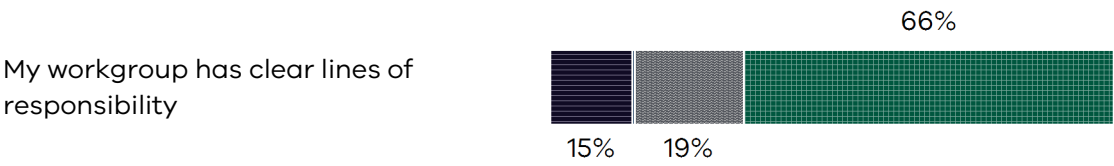
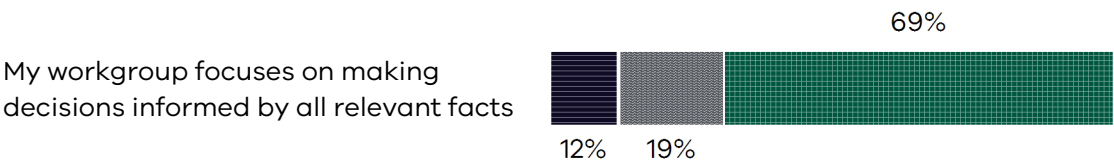
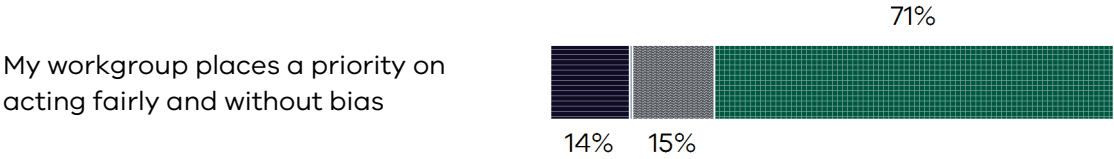
Example

71% of your staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

Survey question

Your results

Benchmark agree results



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	71 %	69 %	74 %	83 %
81 %	Not asked	69 %	68 %	70 %	83 %
74 %	Not asked	66 %	67 %	71 %	78 %

# Workgroup climate

## Innovation 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

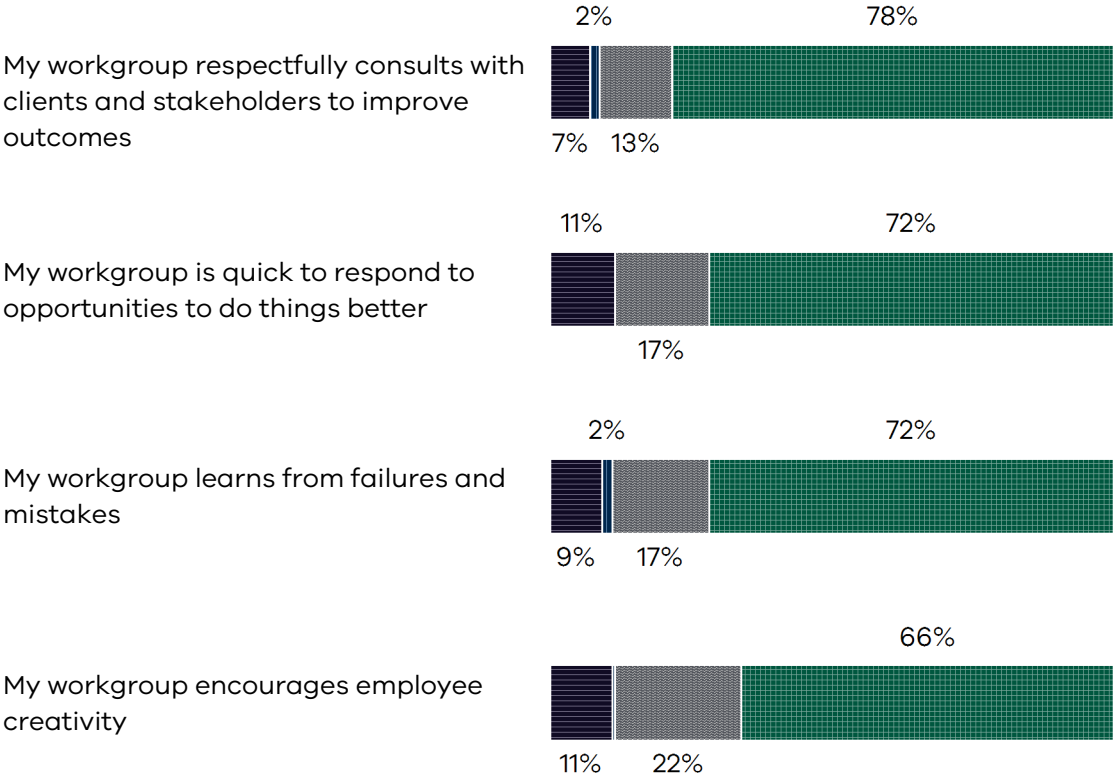
### Example

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

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
77 %	Not asked	78 %	73 %	78 %	87 %	
71 %	Not asked	72 %	65 %	69 %	83 %	
74 %	Not asked	72 %	64 %	67 %	81 %	
71 %	Not asked	66 %	59 %	67 %	79 %	

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.

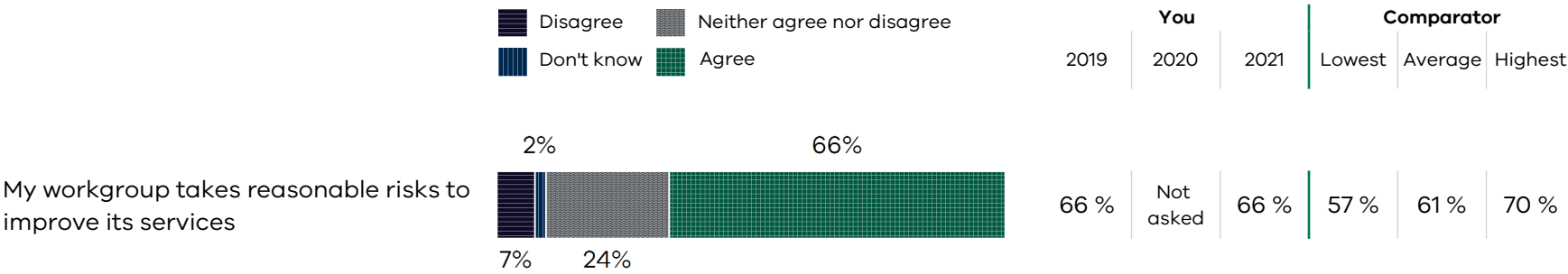
Example

66% 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.

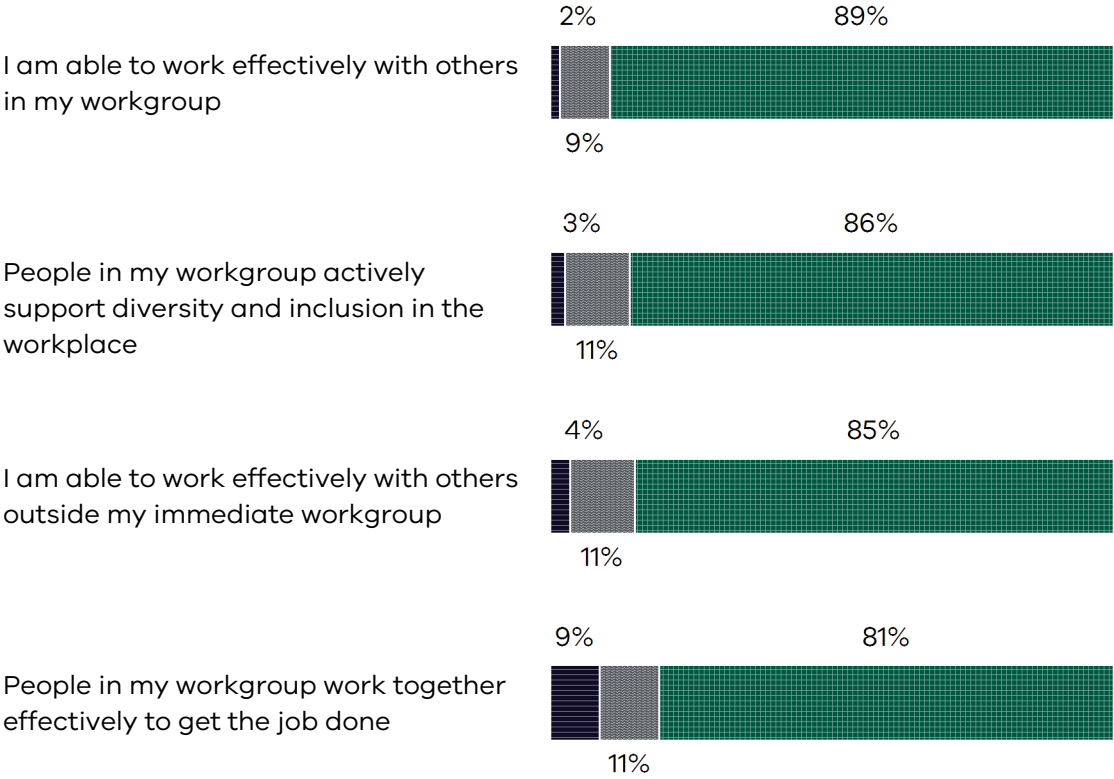
### Example

89% 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
I am able to work effectively with others in my workgroup	Not asked	85 %	89 %	85 %	90 %	94 %
People in my workgroup actively support diversity and inclusion in the workplace	85 %	Not asked	86 %	77 %	84 %	91 %
I am able to work effectively with others outside my immediate workgroup	Not asked	79 %	85 %	82 %	86 %	93 %
People in my workgroup work together effectively to get the job done	85 %	78 %	81 %	77 %	81 %	86 %

# 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.

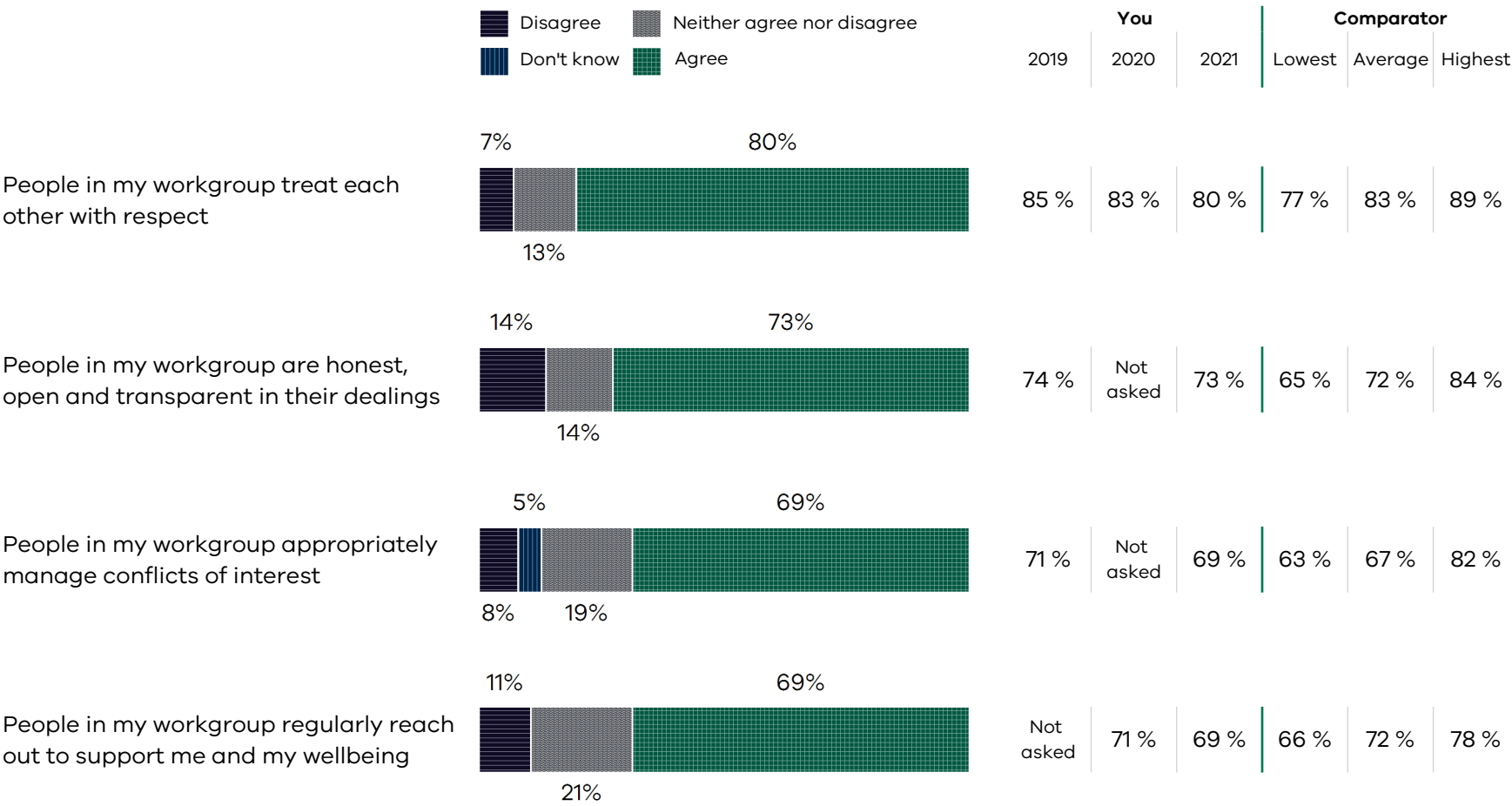
### Example

80% 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



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

67% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

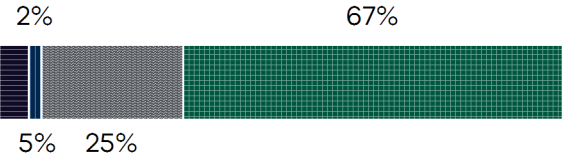
Survey question

Your results

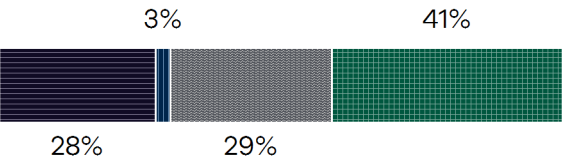
Benchmark agree results



People in my workgroup are politically impartial in their work



Workgroups across my organisation willingly share information with each other



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
73 %	Not asked	67 %	62 %	71 %	81 %
45 %	52 %	41 %	38 %	50 %	65 %

# People matter

## survey 2021

Have your say

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



# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

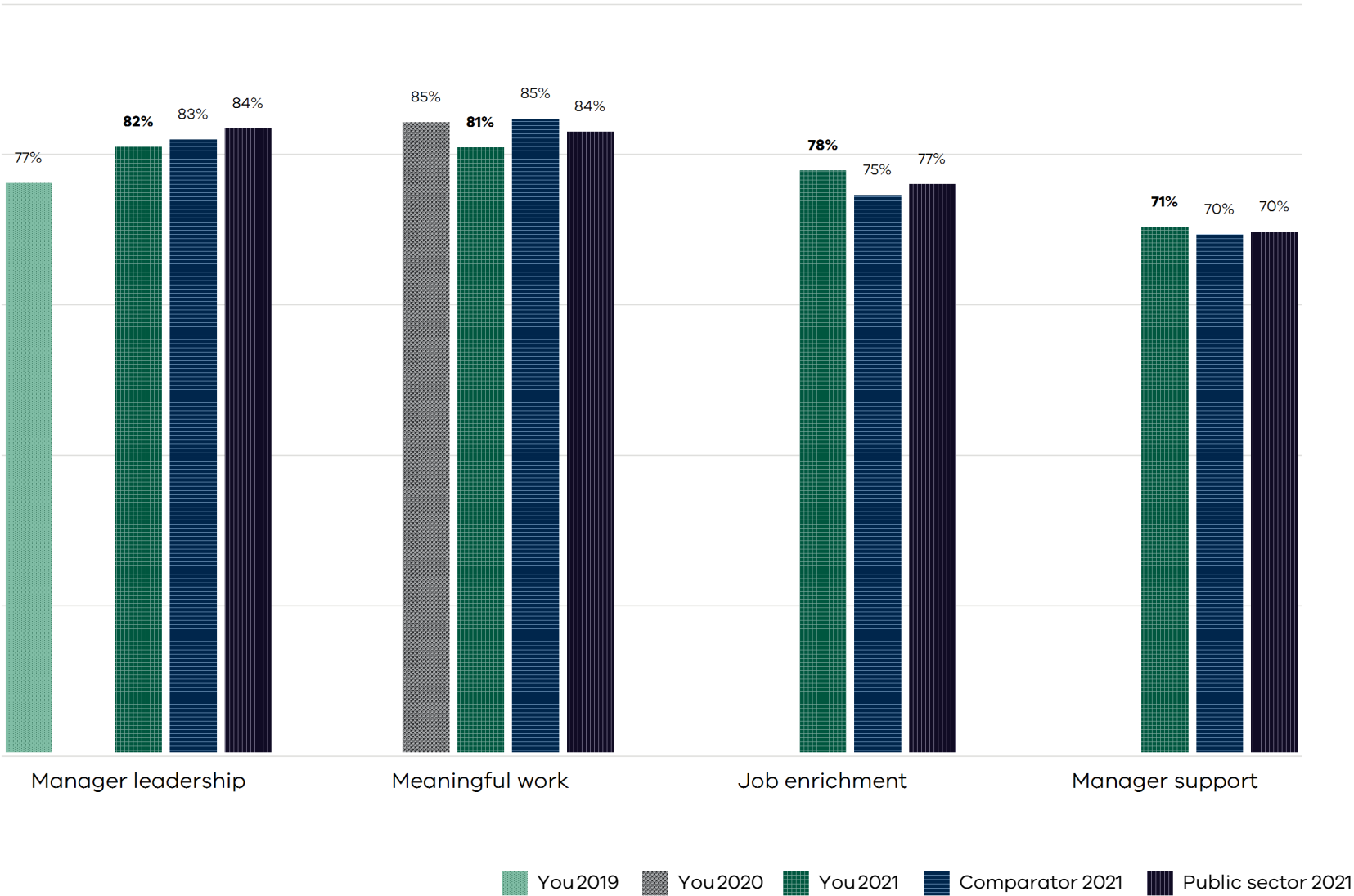
### Example

In 2021:

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

Compared to:

- 83% of staff at your comparator and 84% of staff across the public sector.



# Job and manager factors

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

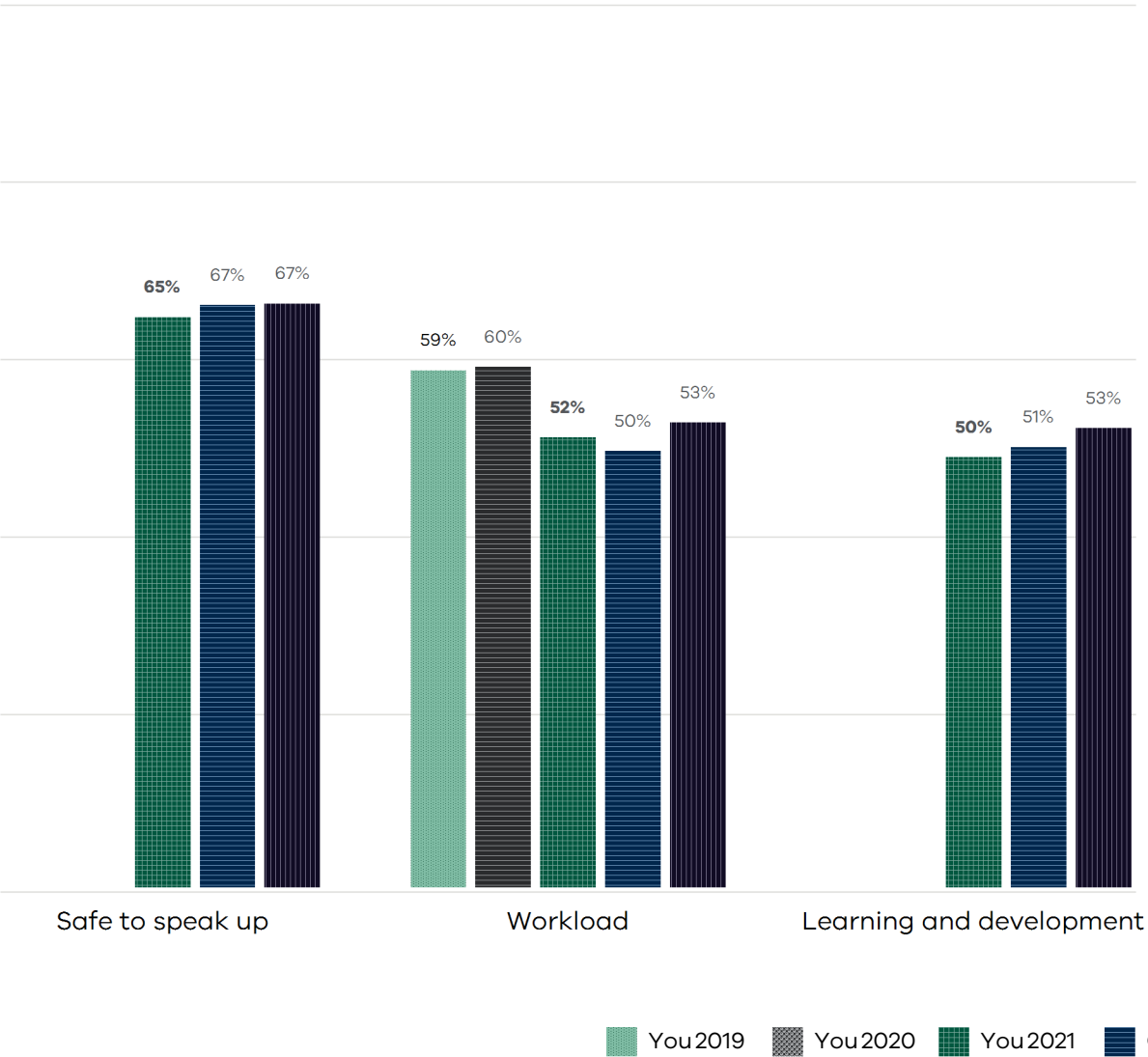
### Example

In 2021:

- 65% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 67% 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.

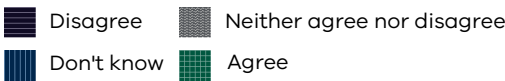
### Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

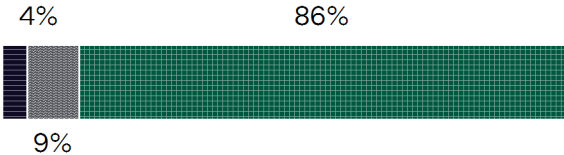
## Survey question

## Your results

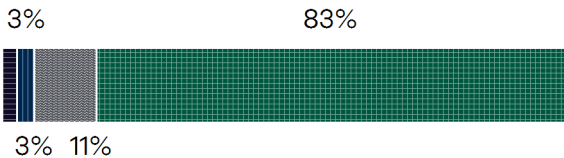
## Benchmark agree results



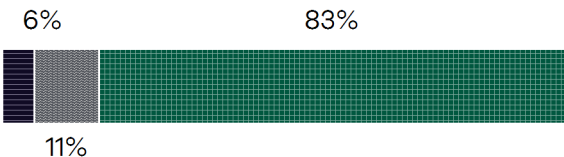
My manager works effectively with people from diverse backgrounds



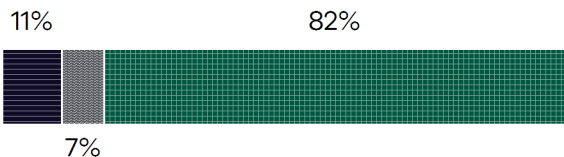
My manager is committed to workplace safety



My manager ensures clients receive a high standard of service



My manager treats employees with dignity and respect



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
81 %	Not asked	86 %	80 %	85 %	89 %
80 %	Not asked	83 %	80 %	85 %	89 %
81 %	Not asked	83 %	78 %	82 %	88 %
74 %	Not asked	82 %	79 %	84 %	90 %

# 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.

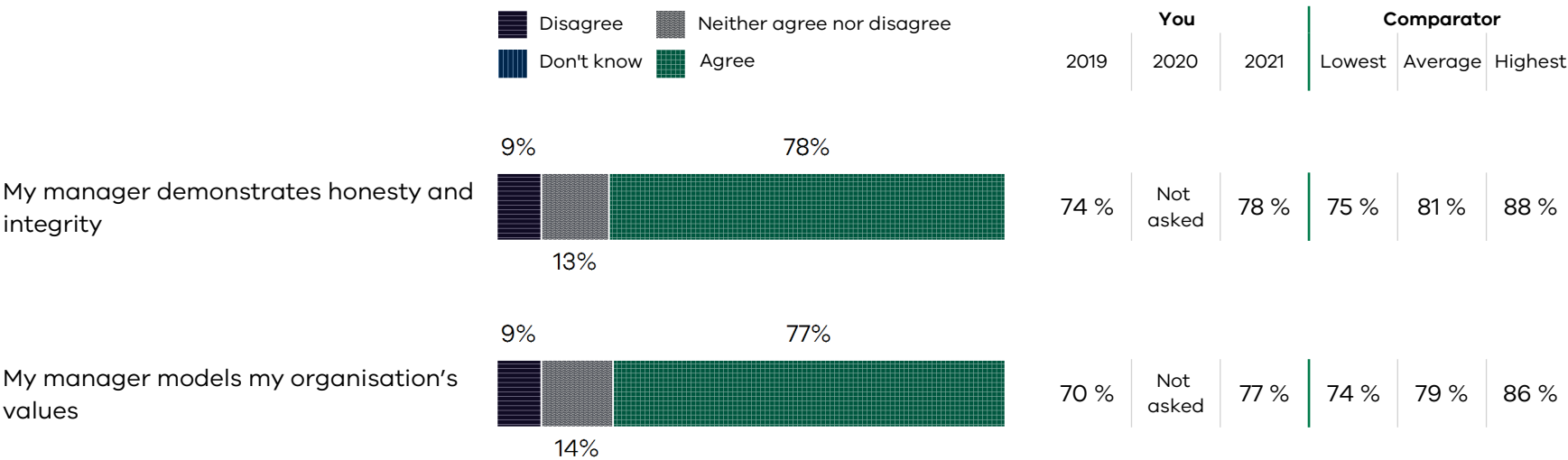
### Example

78% 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.

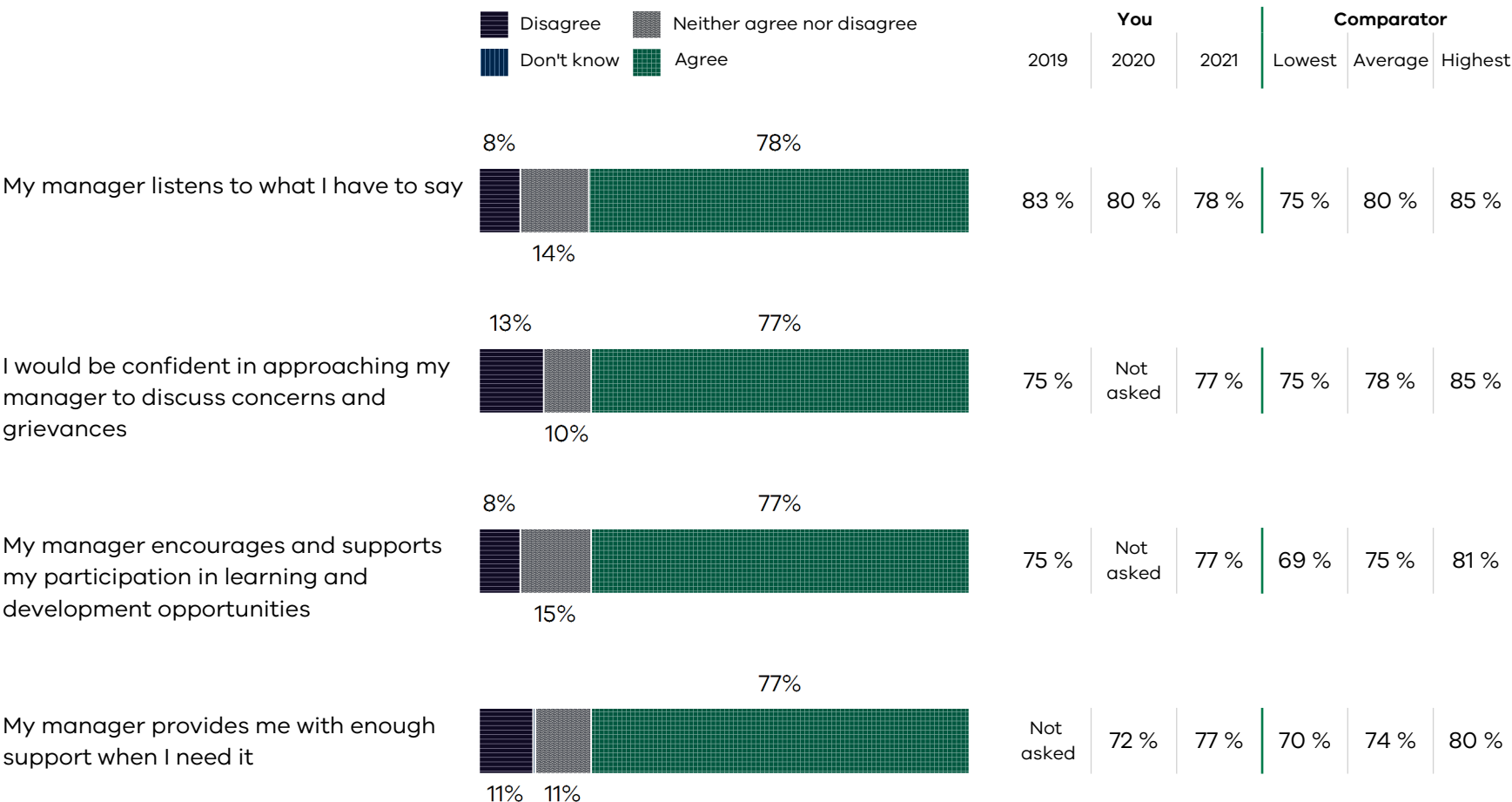
### Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

## Survey question

## Your results

## Benchmark agree results



# 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.

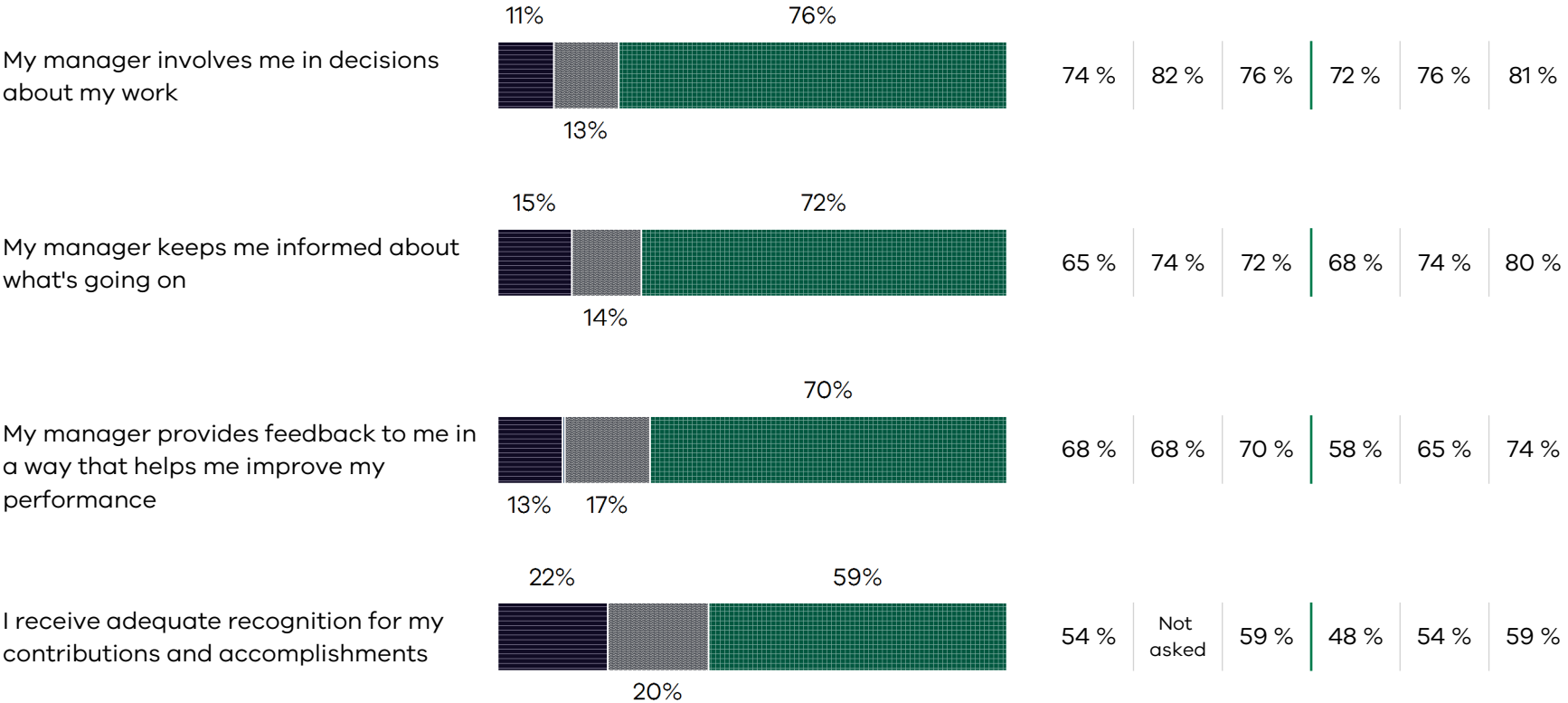
### Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager involves me in decisions about my work'.

## Survey question

## Your results

## Benchmark agree results



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

52% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

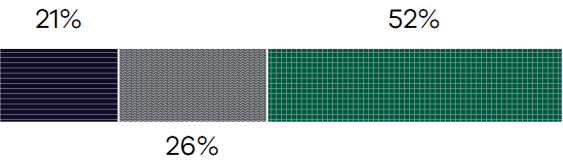
Survey question

Your results

Benchmark agree results



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
Not asked	Not asked	52 %	44 %	53 %	61 %



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

56% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

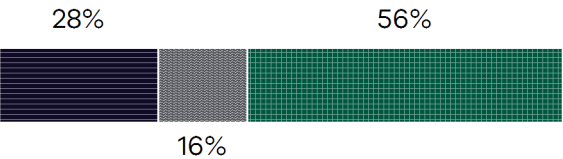
Survey question

Your results

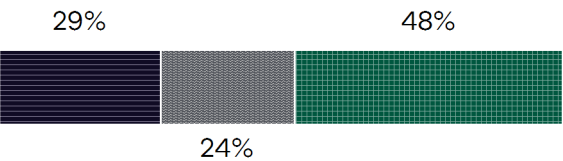
Benchmark agree results



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 %	63 %	56 %	48 %	53 %	63 %
62 %	56 %	48 %	42 %	47 %	58 %

# 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.

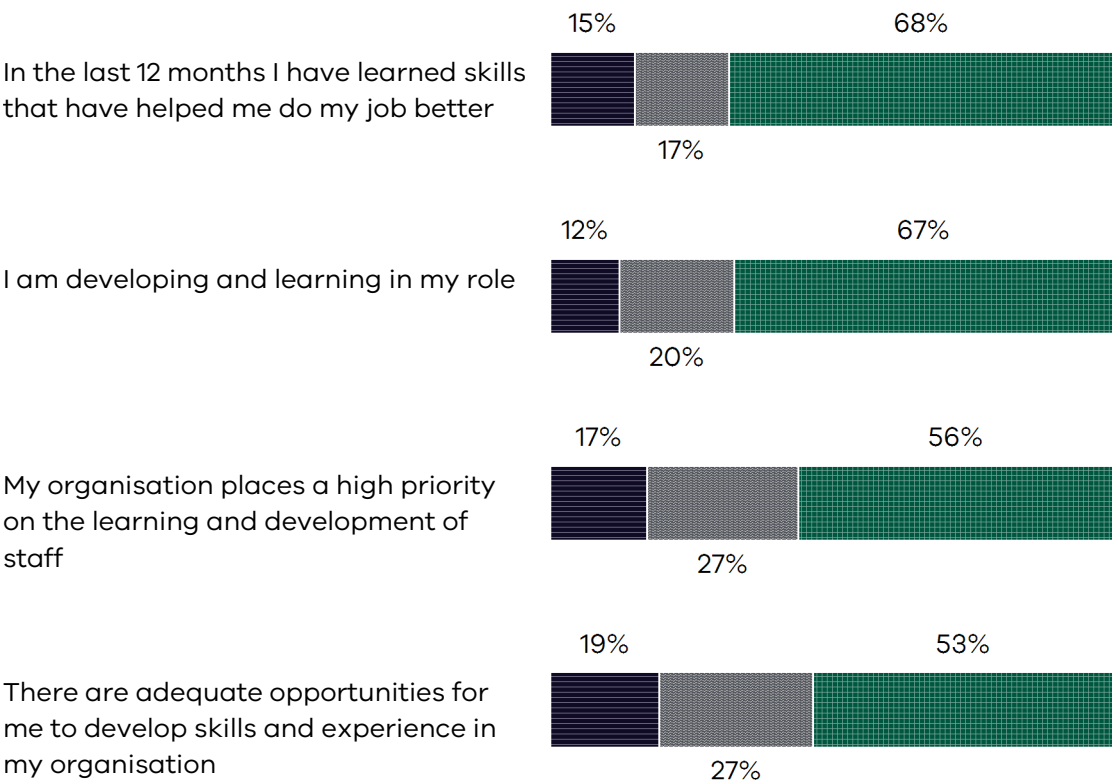
### Example

68% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

## Survey question

## Your results

## Benchmark agree results



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
	Not asked	Not asked	68 %	67 %	70 %	76 %
	Not asked	Not asked	67 %	68 %	72 %	77 %
	53 %	Not asked	56 %	44 %	59 %	70 %
	58 %	Not asked	53 %	42 %	54 %	61 %

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.

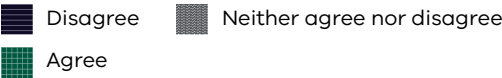
Example

53% 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'.

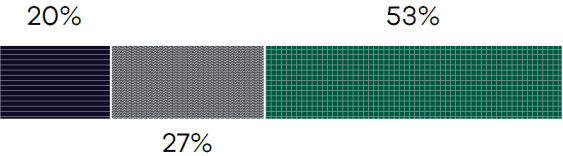
Survey question

Your results

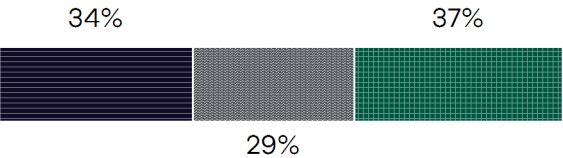
Benchmark agree results



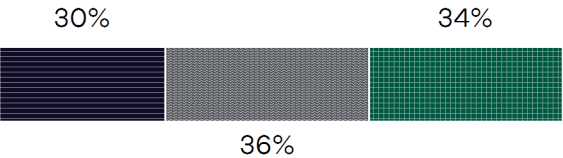
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



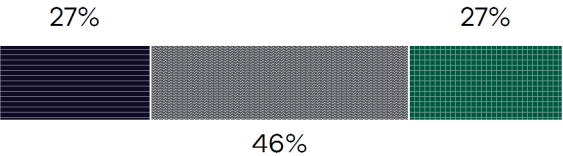
I feel I have an equal chance at promotion in my organisation



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



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	53 %	45 %	52 %	59 %
Not asked	Not asked	37 %	33 %	40 %	50 %
Not asked	Not asked	34 %	27 %	35 %	45 %
Not asked	Not asked	27 %	18 %	24 %	33 %

# 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.

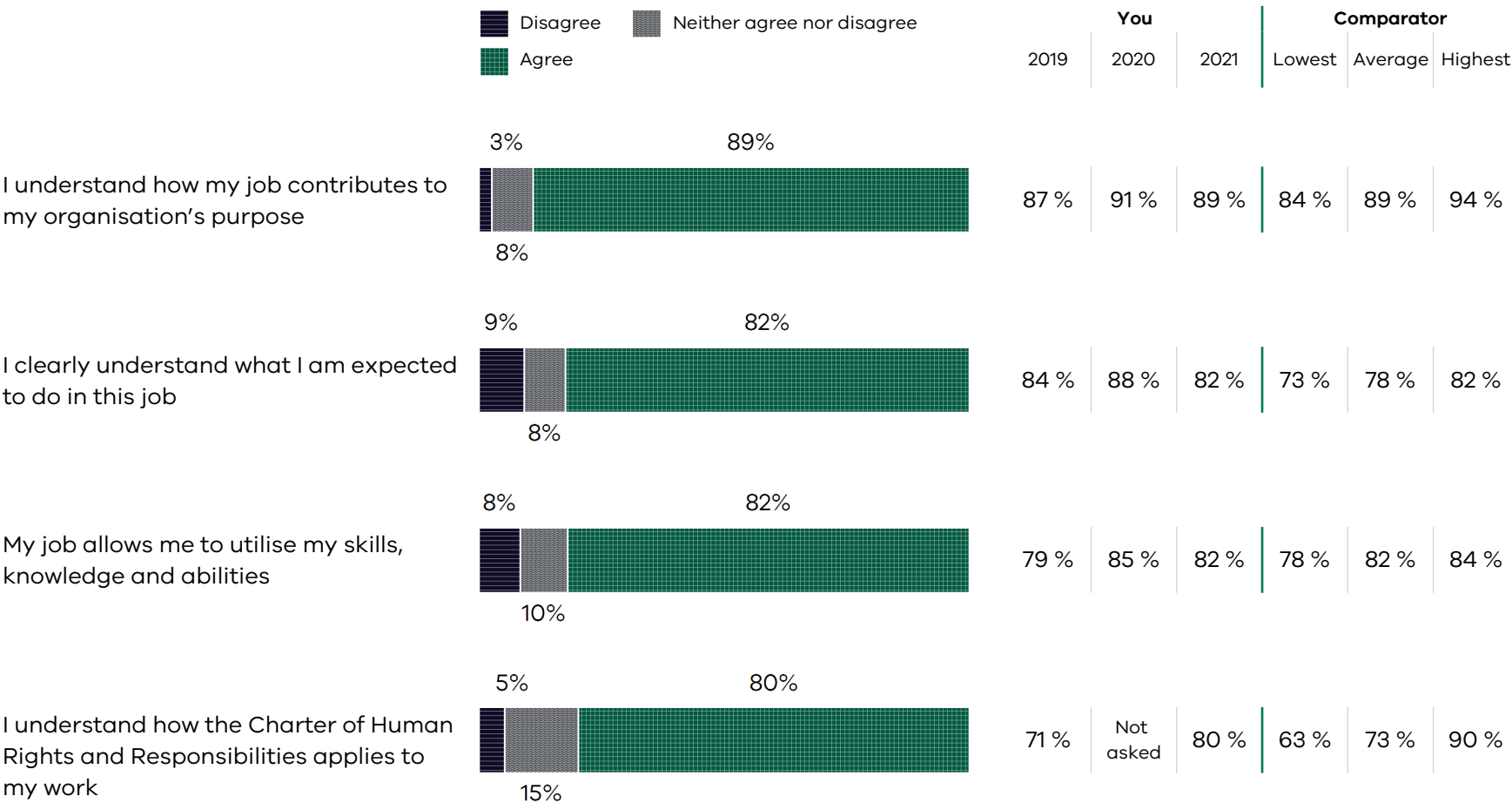
### Example

89% 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.

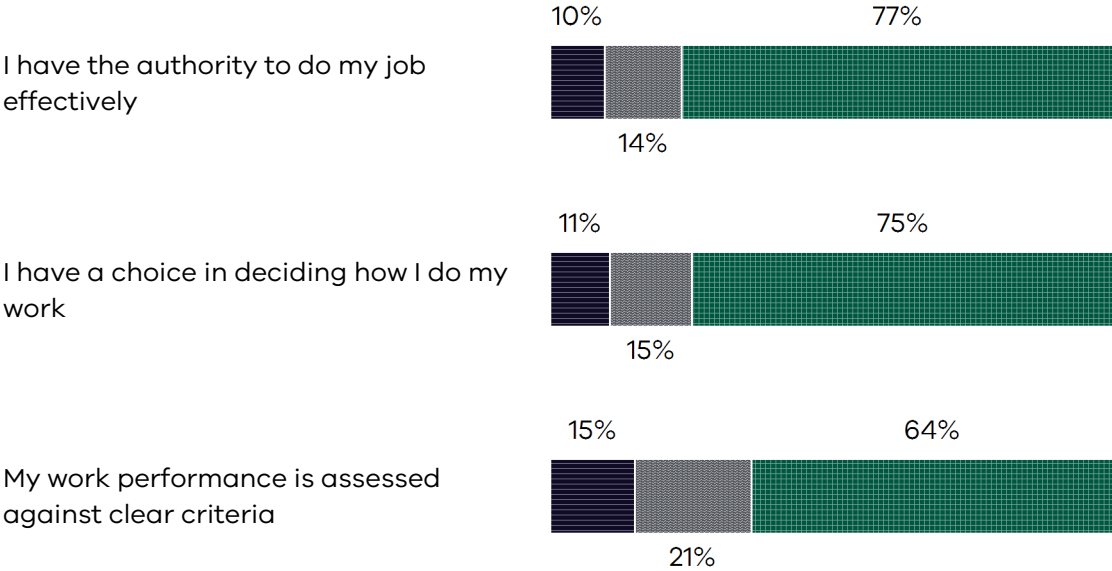
### Example

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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
77 %	Not asked	77 %	69 %	75 %	81 %
75 %	75 %	75 %	70 %	74 %	79 %
Not asked	Not asked	64 %	45 %	56 %	65 %

## 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.

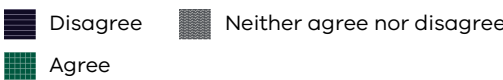
#### Example

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

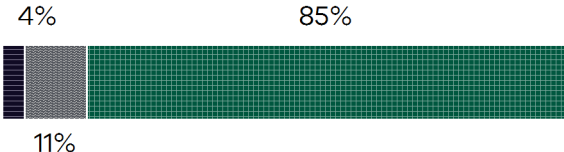
### Survey question

### Your results

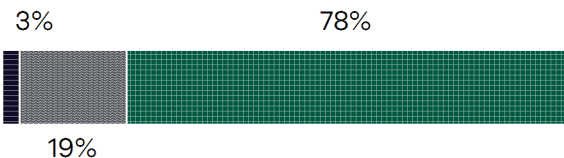
### Benchmark agree results



I feel that I can make a worthwhile contribution at work



I am achieving something important through my work



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	86 %	85 %	84 %	87 %	90 %
Not asked	84 %	78 %	80 %	83 %	86 %

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.

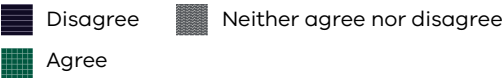
Example

71% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

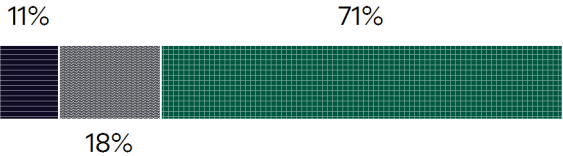
Survey question

Your results

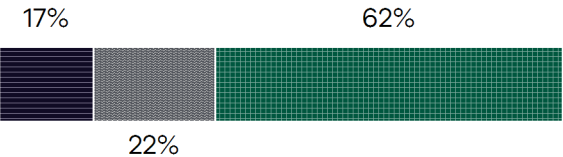
Benchmark agree results



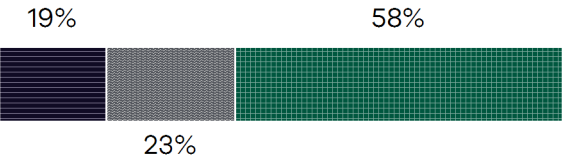
People in your workgroup are able to bring up problems and tough issues



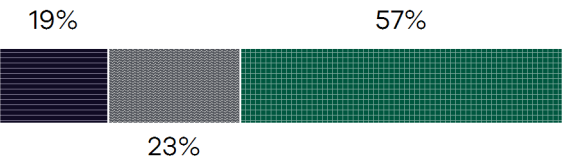
I am confident that I would be protected from reprisal for reporting improper conduct



I feel safe to challenge inappropriate behaviour at work



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



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
Not asked	67 %	71 %	68 %	72 %	78 %
56 %	Not asked	62 %	51 %	62 %	69 %
Not asked	Not asked	58 %	57 %	63 %	67 %
47 %	Not asked	57 %	45 %	56 %	65 %



# 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

75% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.

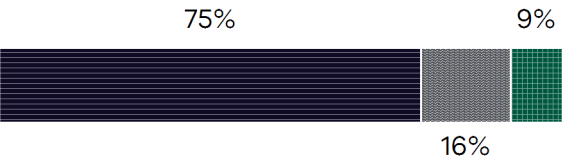
## Survey question

## Your results

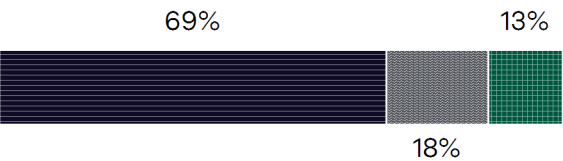
## Benchmark disagree results



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	75 %	70 %	78 %	87 %
Not asked	Not asked	69 %	65 %	70 %	77 %

# Job and manager factors

## Barriers to optimal work

### What this is

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

### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

### How to read this

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

### Example

35% of staff who did the survey said '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	35%	36%	36%
Decision making and authorisation processes	29%	27%	23%
Administrative processes (including leave and HR requirements)	28%	24%	19%
Communication processes	26%	25%	19%
Technology limitations	23%	19%	20%
Other	14%	12%	13%
There are no noticeable barriers	14%	17%	18%
Poor work-life balance	11%	10%	12%
Poor mental health or wellbeing	10%	8%	11%
Insufficient autonomy	9%	8%	9%

# People matter

## survey 2021

### Have your say

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

# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

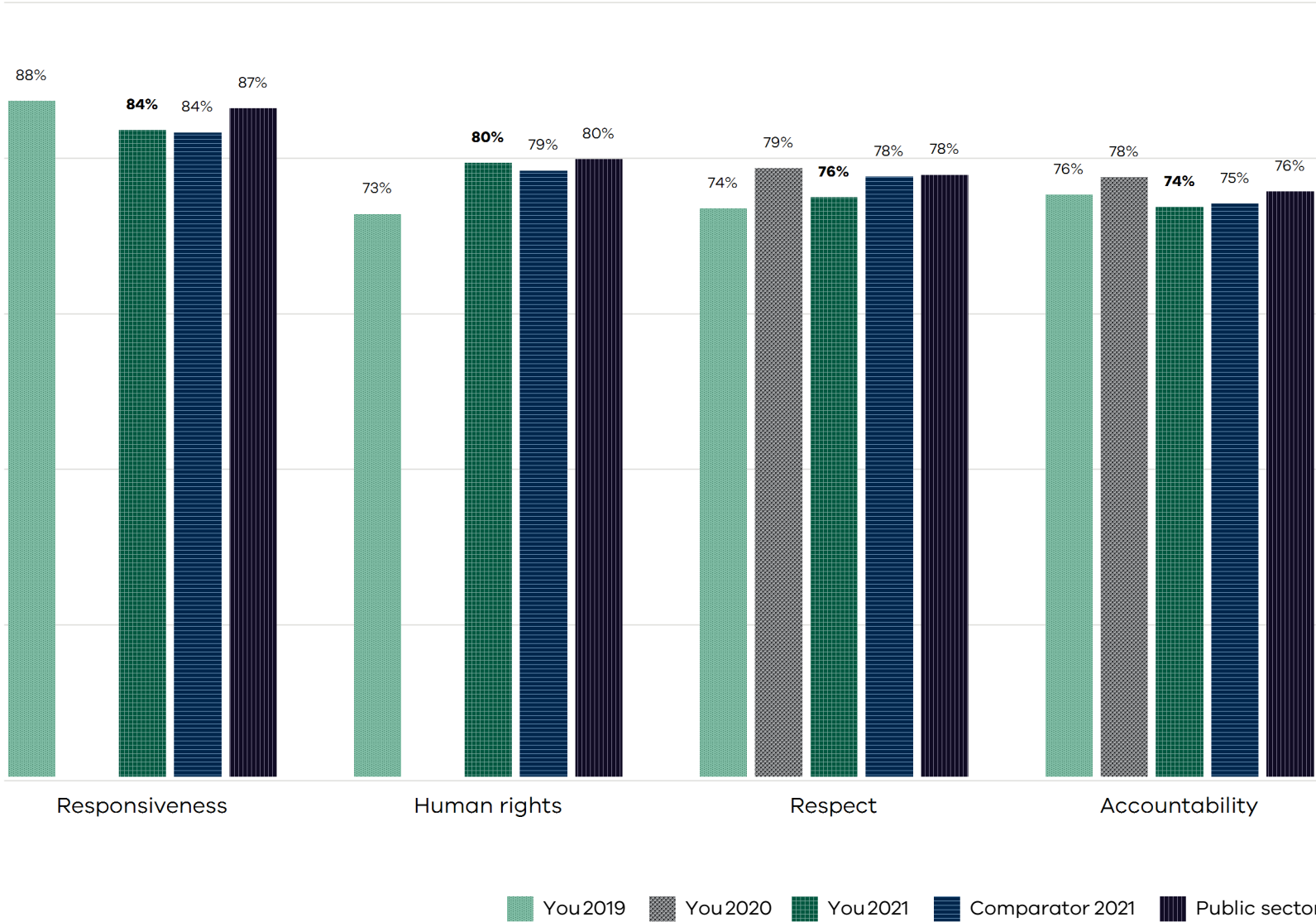
### Example

In 2021:

- 84% of your staff who did the survey responded positively to questions about Responsiveness, which is down 4% in 2019.

Compared to:

- 84% 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.

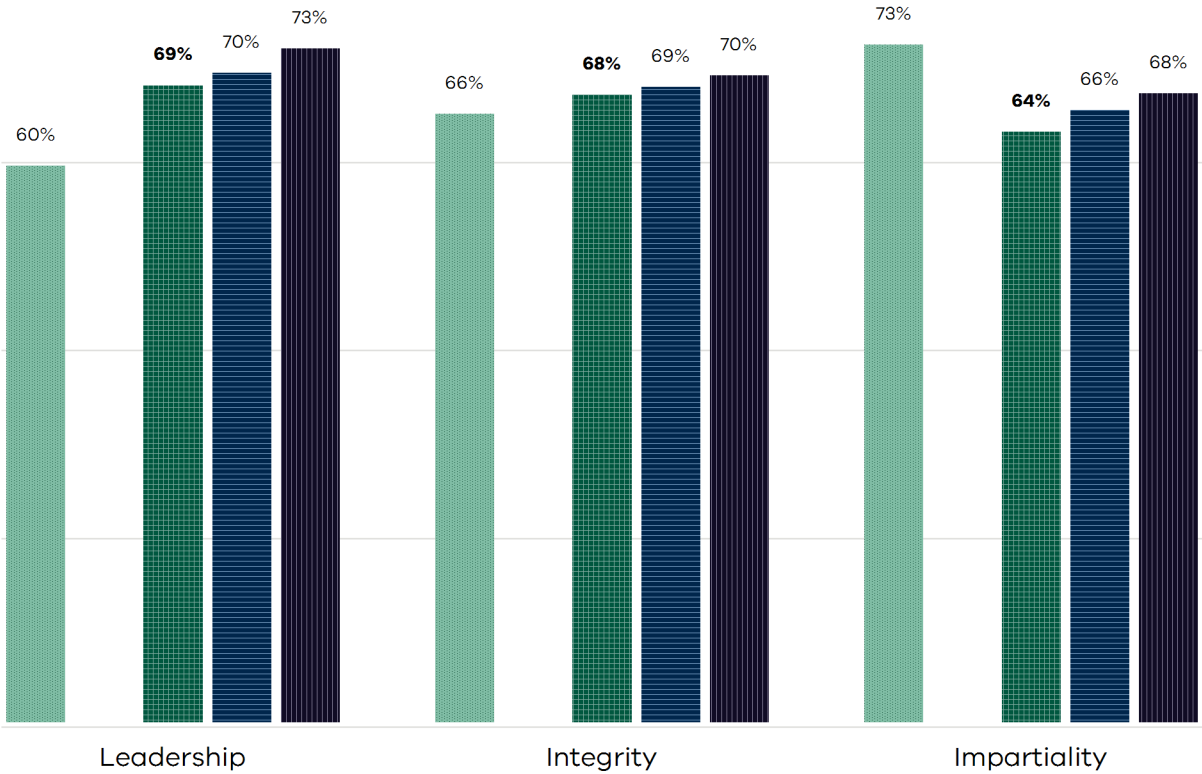
### Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Leadership , which is up 9% in 2019.

Compared to:

- 70% of staff at your comparator and 73% of staff across the public sector.



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

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

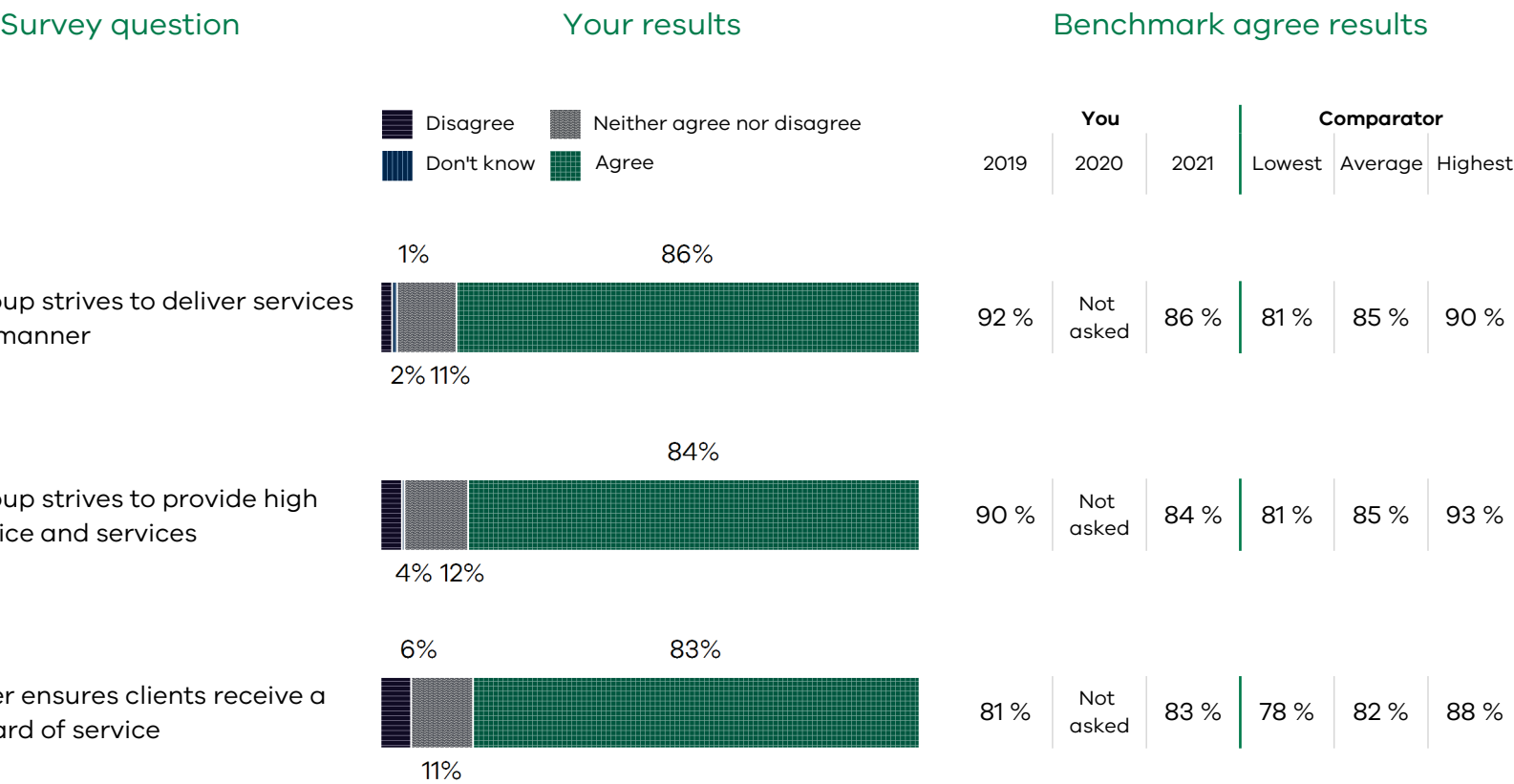
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to deliver services to deliver services in a timely manner'.



# Public sector values

## Integrity 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

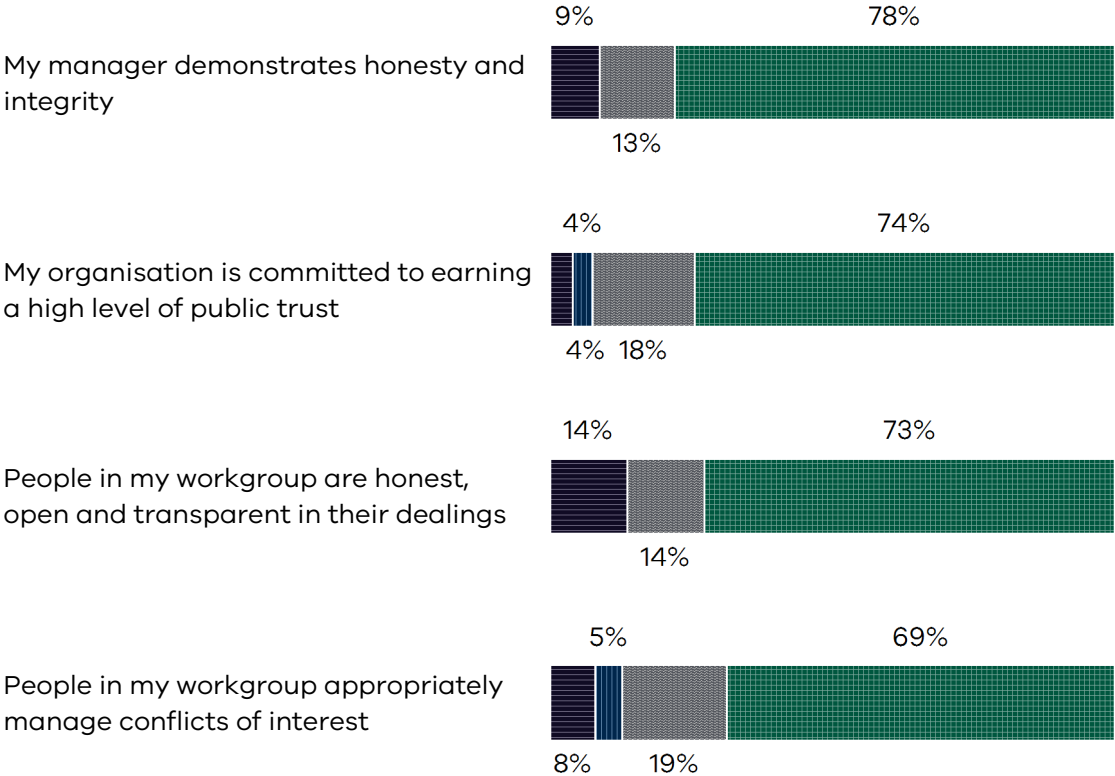
### Example

78% 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
74 %	Not asked	78 %	75 %	81 %	88 %
66 %	Not asked	74 %	64 %	75 %	89 %
74 %	Not asked	73 %	65 %	72 %	84 %
71 %	Not asked	69 %	63 %	67 %	82 %



# 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

67% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

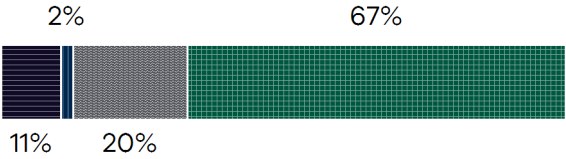
## Survey question

## Your results

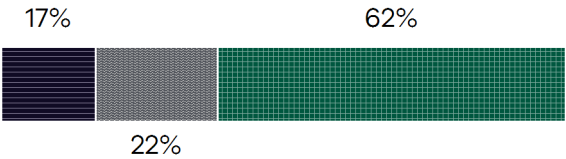
## Benchmark agree results



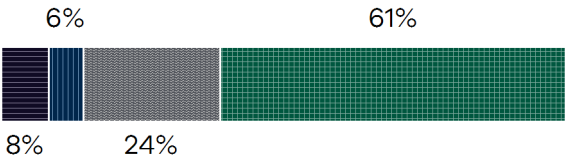
My organisation does not tolerate improper conduct



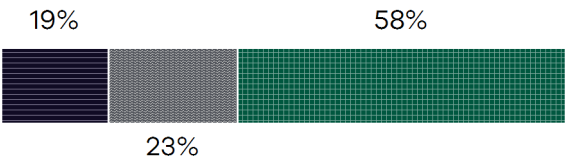
I am confident that I would be protected from reprisal for reporting improper conduct



Senior leaders demonstrate honesty and integrity



I feel safe to challenge inappropriate behaviour at work



2019	You		2021	Comparator		
	2020			Lowest	Average	Highest
64 %	Not asked	67 %	53 %	68 %	78 %	
56 %	Not asked	62 %	51 %	62 %	69 %	
54 %	Not asked	61 %	47 %	60 %	73 %	
Not asked	Not asked	58 %	57 %	63 %	67 %	

# 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 places a priority on acting fairly and without bias'.

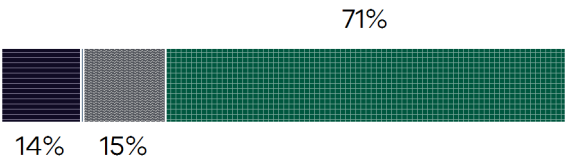
## Survey question

## Your results

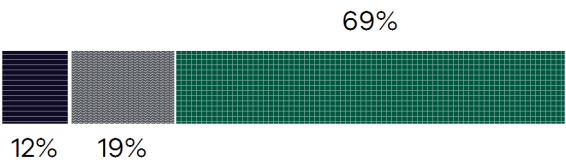
## Benchmark agree results



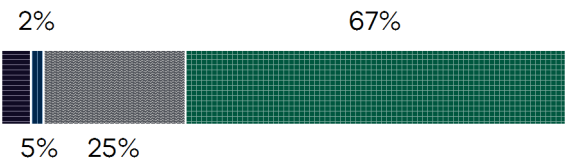
My workgroup places a priority on acting fairly and without bias



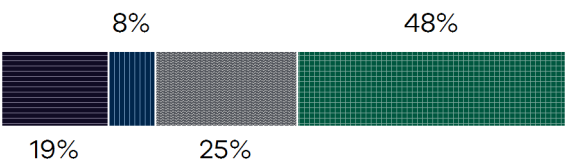
My workgroup focuses on making decisions informed by all relevant facts



People in my workgroup are politically impartial in their work



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



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
84 %	Not asked	71 %	69 %	74 %	83 %
81 %	Not asked	69 %	68 %	70 %	83 %
73 %	Not asked	67 %	62 %	71 %	81 %
55 %	Not asked	48 %	39 %	50 %	58 %

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.

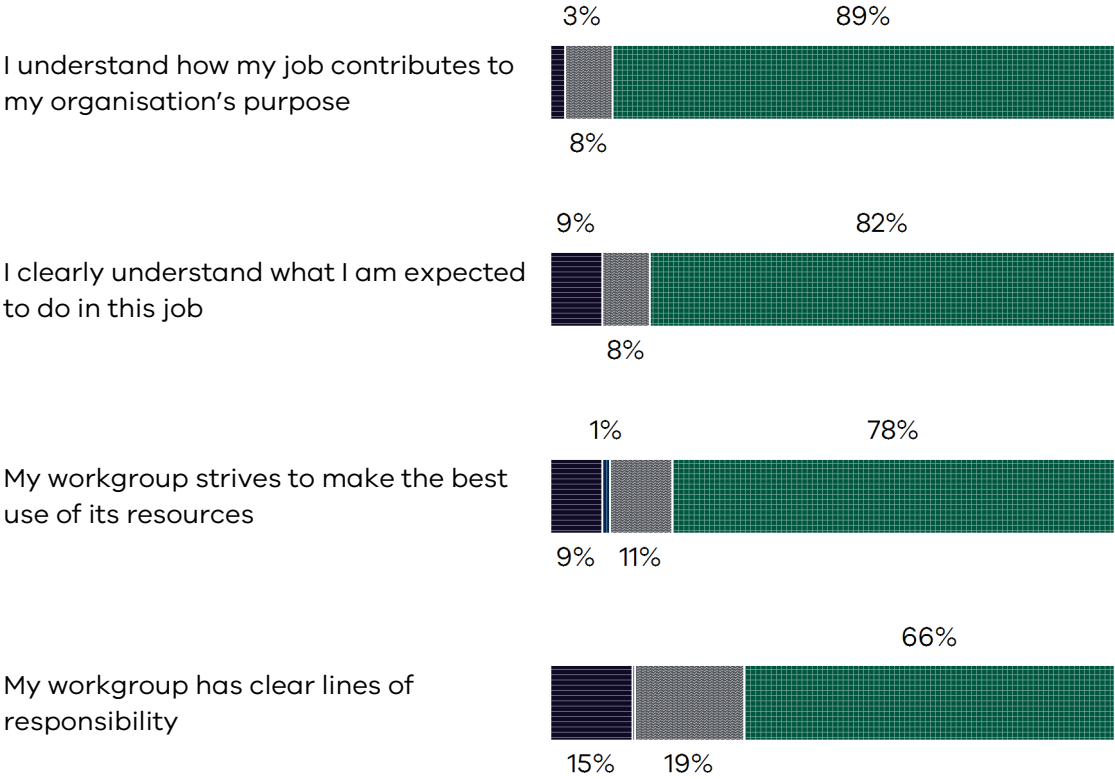
Example

89% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question

Your results

Benchmark agree results



2019	You		Comparator		
	2020	2021	Lowest	Average	Highest
87 %	91 %	89 %	84 %	89 %	94 %
84 %	88 %	82 %	73 %	78 %	82 %
87 %	Not asked	78 %	74 %	77 %	84 %
74 %	Not asked	66 %	67 %	71 %	78 %

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

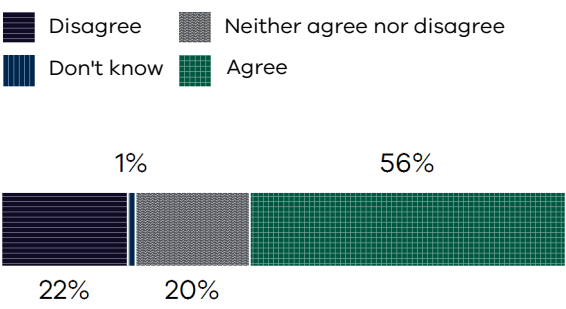
56% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results

Senior leaders provide clear strategy and direction



You			Comparator		
2019	2020	2021	Lowest	Average	Highest
48 %	55 %	56 %	44 %	58 %	71 %

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

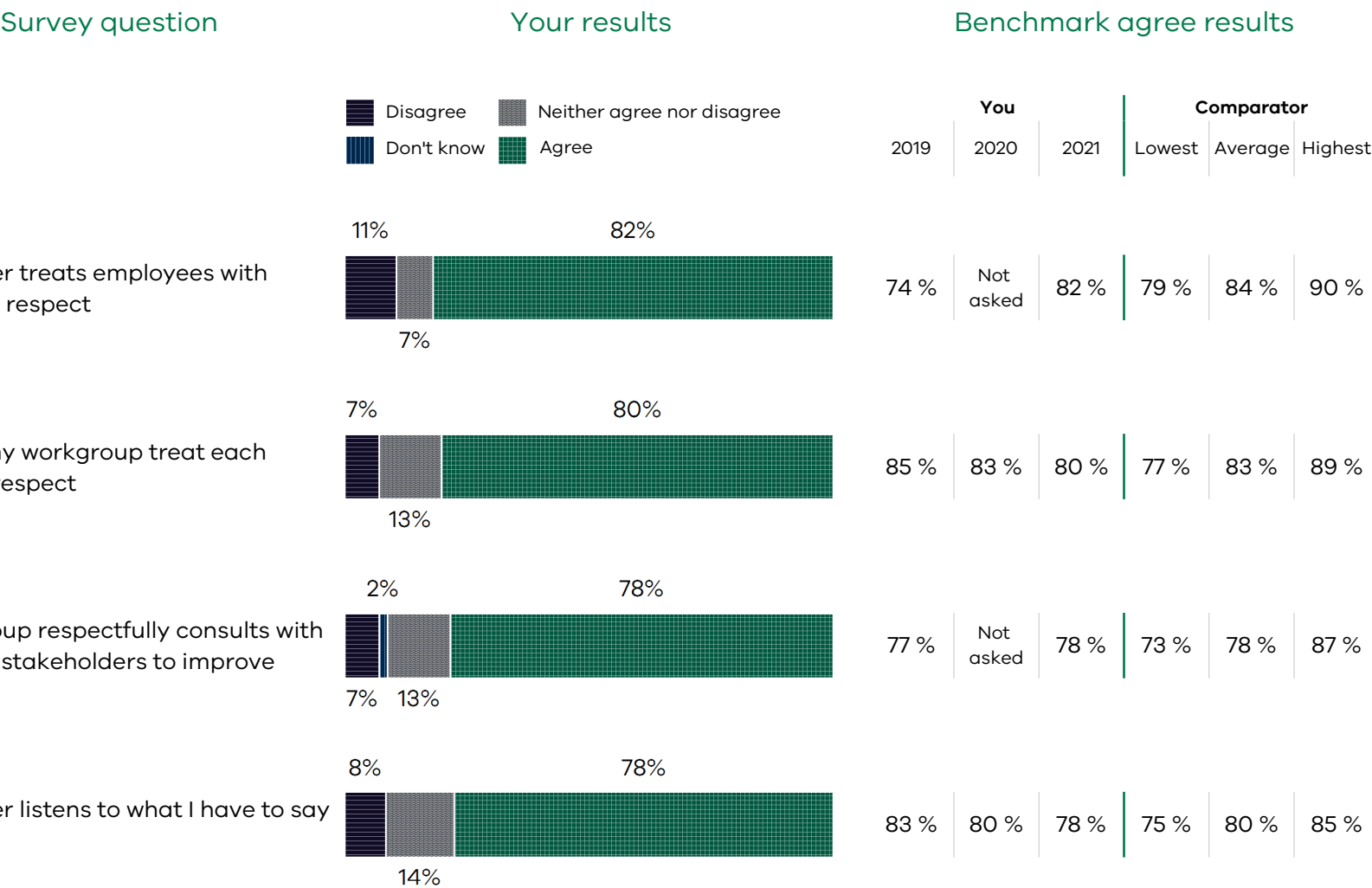
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% 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

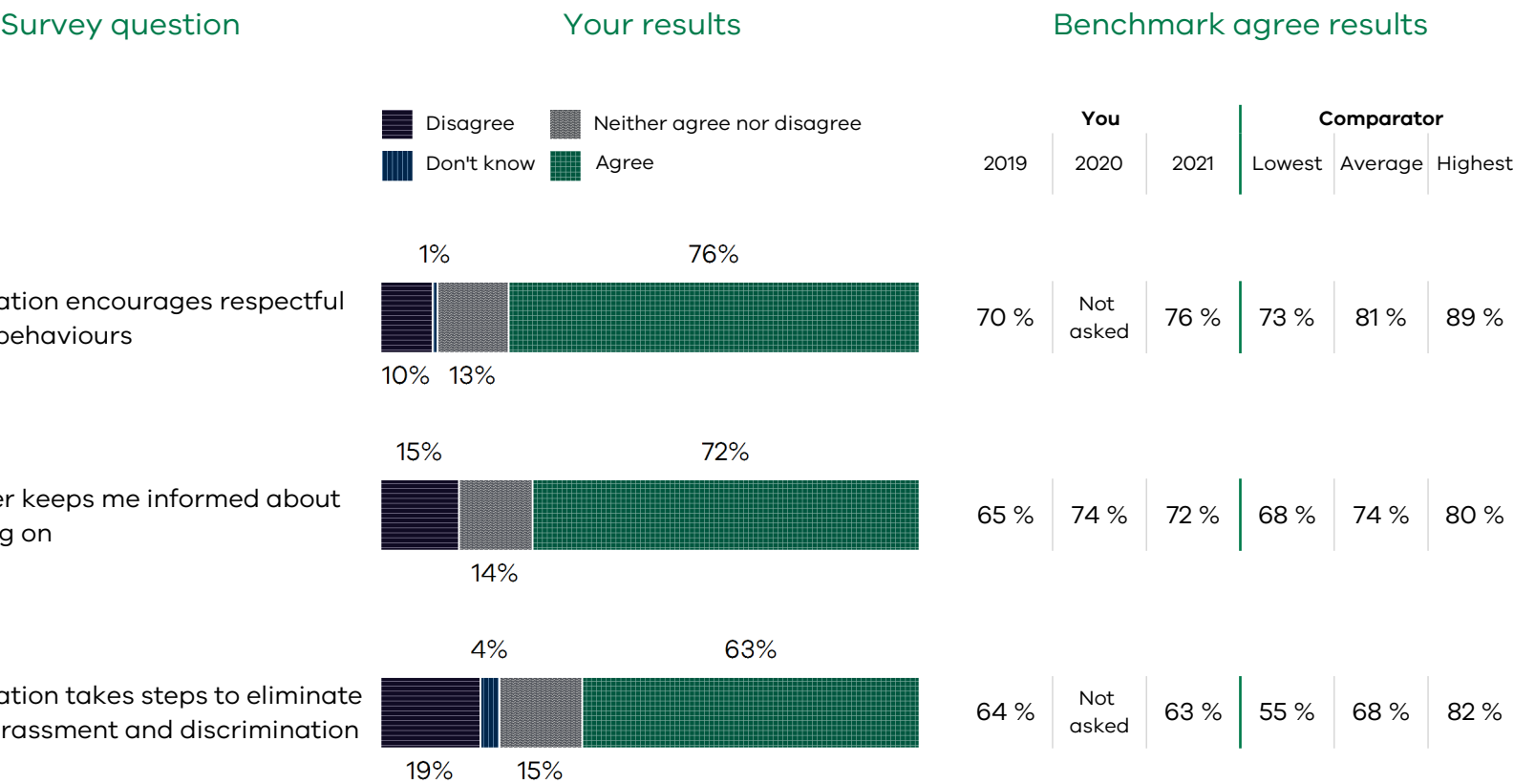
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.



# Public sector values

## Leadership

### What this is

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

### Why this is important

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

### How to read this

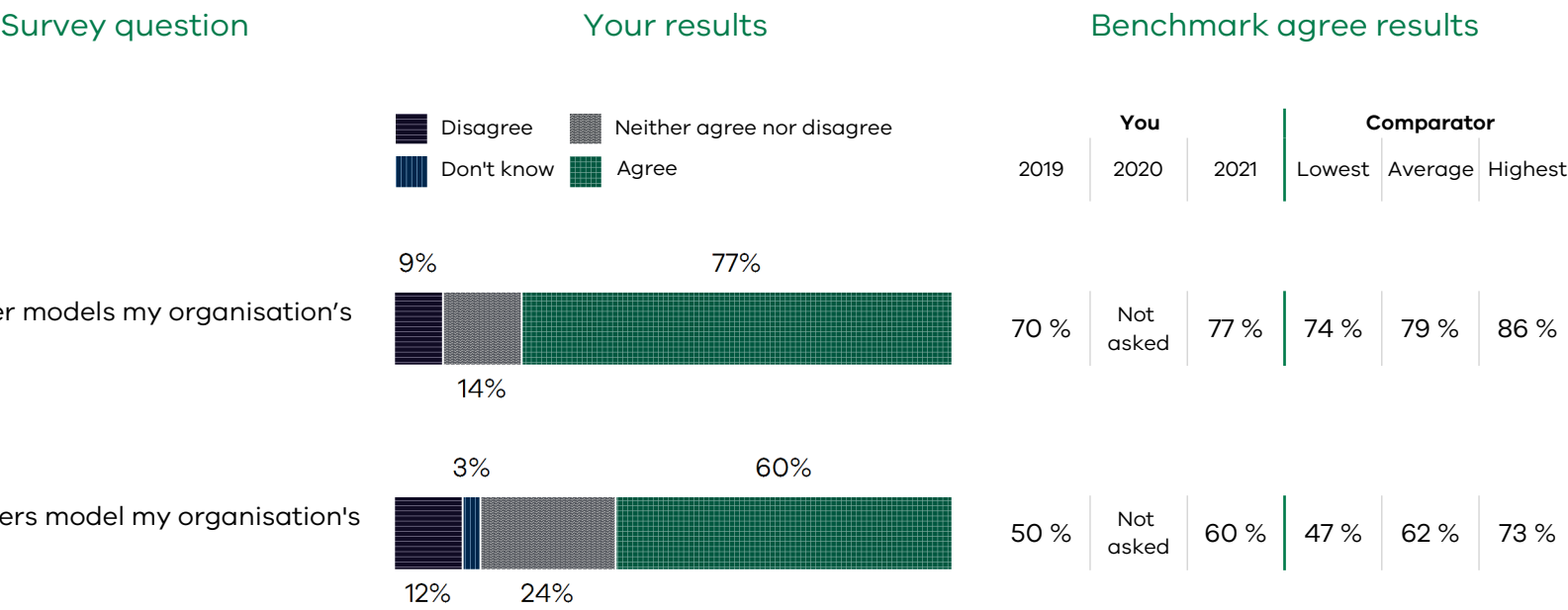
Under 'Your results', see results for each question in descending order by most agreed.

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

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

### Example

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





Public sector values

Human rights

What this is

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

Why this is important

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

How to read this

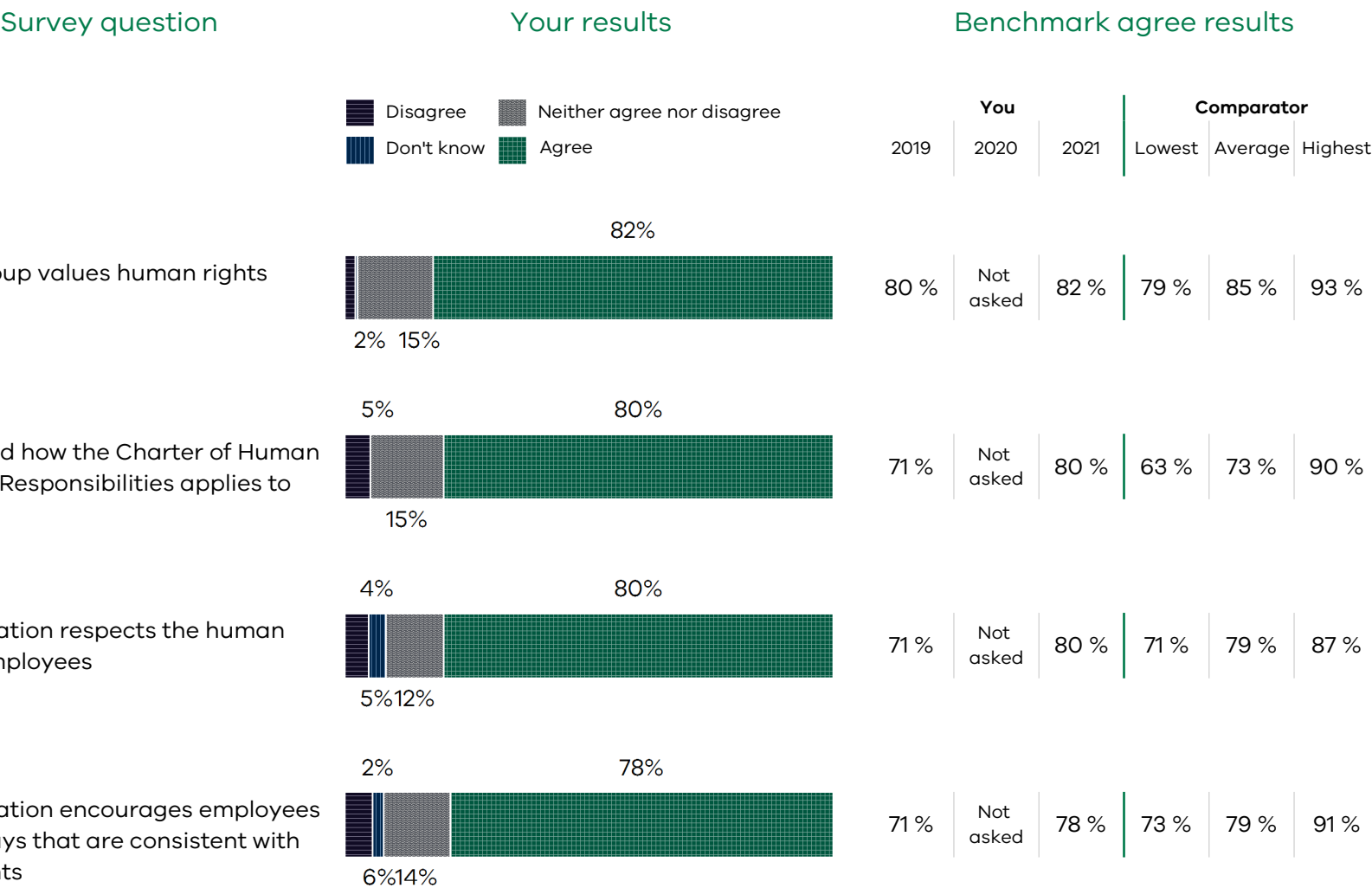
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



# People matter

## survey 2021

Have your say

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

## Demographics

Age, Australian defence force and education

### What this is

These are the employment characteristics of staff.

### Why this is important

This helps organisations understand the diversity of their staff.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	25	11%
35-54 years	114	50%
55+ years	55	24%
Prefer not to say	33	15%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	2	1%
No	207	91%
Prefer not to say	18	8%

Highest level of formal education	(n)	%
Doctoral Degree level	9	4%
Master Degree level	35	15%
Graduate Diploma or Graduate Certificate level	35	15%
Bachelor Degree level incl. honours degrees	54	24%
Advanced Diploma or Diploma level	52	23%
Certificate III or IV level	7	3%
Year 12 or equivalent (VCE/Leaving certificate)	5	2%
Prefer not to say	30	13%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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- don't release 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.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	210	93%
Prefer not to say	17	7%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

#### Do you identify as a person with a disability?

	(n)	%
Yes	9	4%
No	185	81%
Prefer not to say	33	15%

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

	(n)	%
Yes	4	44%
No	3	33%
Prefer not to say	2	22%

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

	(n)	%
My disability does not impact on my ability to perform my role	1	33%
I feel that sharing my disability information will reflect negatively on me	1	33%
Other	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:

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

How would you describe your gender?	(n)	%
Woman	112	49%
Man	70	31%
Prefer not to say	44	19%
Non-binary and I use a different term	1	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	192	85%
Prefer not to say	33	15%

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

	(n)	%
No	185	81%
Don't know	8	4%
Prefer not to say	34	15%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	164	72%
Prefer not to say	51	22%
Gay or lesbian	8	4%
Don't know	2	1%
Bisexual	1	0%
I use a different term	1	0%

## Demographics

### Cultural diversity 1 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	132	58%
Not born in Australia	51	22%
Prefer not to say	44	19%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	1	2%
More than 20 years ago	23	45%
2 to less than 5 years ago	2	4%
5 to less than 10 years ago	9	18%
10 to less than 20 years ago	16	31%

Language other than English spoken with family or community	(n)	%
Yes	61	27%
No	132	58%
Prefer not to say	34	15%



# 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	18	30%
Mandarin	9	15%
Italian	6	10%
Vietnamese	6	10%
French	5	8%
German	4	7%
Korean	4	7%
Indonesian	3	5%
Cantonese	2	3%
Hindi	2	3%
Spanish	2	3%
Tamil	2	3%
Arabic	1	2%
Filipino	1	2%
Greek	1	2%

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

	(n)	%
Sinhalese	1	2%

## Demographics

### Cultural diversity 3 of 3

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Cultural identity	(n)	%
Australian	131	58%
Prefer not to say	42	19%
East and/or South-East Asian	21	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	19	8%
English, Irish, Scottish and/or Welsh	17	7%
Central Asian	6	3%
South Asian	4	2%
New Zealander	2	1%
North American	1	0%
Other	1	0%
African (including Central, West, Southern and East African)	1	0%

Religion	(n)	%
No religion	92	41%
Christianity	65	29%
Prefer not to say	56	25%
Buddhism	6	3%
Other	4	2%
Hinduism	3	1%
Islam	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:

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

Working arrangement	(n)	%
Full-Time	180	79%
Part-Time	47	21%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	46	21%
\$65k to \$95k	68	31%
\$95k to \$125k	52	24%
\$125k or more	16	7%
Prefer not to say	39	18%

Organisational tenure	(n)	%
<1 year	12	5%
1 to less than 2 years	13	6%
2 to less than 5 years	52	23%
5 to less than 10 years	65	29%
10 to less than 20 years	65	29%
More than 20 years	20	9%

Management responsibility	(n)	%
Non-manager	172	76%
Other manager	41	18%
Manager of other manager(s)	14	6%

Employment type	(n)	%
Ongoing and executive	198	87%
Fixed term	23	10%
Other	6	3%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	190	84%
I have moved to a different role within my organisation (including acting roles)	35	15%
I have moved to my role from a different Victorian public sector organisation	1	0%
I have moved to my role from outside the Victorian public sector	1	0%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

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

	(n)	%
Melbourne CBD	169	74%
Outside Victoria	29	13%
Melbourne: Suburbs	21	9%
Other city or town	6	3%
Bendigo	1	0%
Geelong	1	0%

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

	(n)	%
A main office	144	63%
Home/private location	45	20%
A frontline or service delivery location (that is not a main office or home/private location)	27	12%
A hub/shared work space	7	3%
Other (please specify)	4	2%

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

	(n)	%
Home/private location	144	63%
A main office	62	27%
No, I have not worked from any other locations	47	21%
A frontline or service delivery location (that is not a main office or home/private location)	10	4%
A hub/shared work space	1	0%
Other	1	0%

## 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	192	85%
Flexible working arrangements	31	14%
Physical modifications or improvements to the workplace	4	2%
Job redesign or role sharing	4	2%
Accessible communications technologies	2	1%
Career development support strategies	2	1%

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

	(n)	%
Work-life balance	15	43%
Family responsibilities	12	34%
Caring responsibilities	11	31%
Health	10	29%
Other	4	11%
Disability	3	9%
Study commitments	2	6%

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

	(n)	%
The adjustments I needed were made and the process was satisfactory	23	66%
The adjustments I needed were not made	9	26%
The adjustments I needed were made but the process was unsatisfactory	3	9%

## 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	92	41%
Prefer not to say	39	17%
Secondary school aged child(ren)	33	15%
Primary school aged child(ren)	32	14%
Frail or aged person(s)	25	11%
Person(s) with a medical condition	13	6%
Preschool aged child(ren)	9	4%
Person(s) with disability	9	4%
Person(s) with a mental illness	9	4%
Child(ren) - younger than preschool age	7	3%
Other	4	2%

# Demographics

## Employment categories

### What is this

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

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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)	%
Vocational education teacher	67	30%
Clerical and administrative worker	81	36%
ESL teacher	1	0%
Other	77	34%





**Victorian  
Public Sector  
Commission**



[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)