

# 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 but not 2020.

This means you'll be able to compare about 75% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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# People matter

## survey 2021

Have your say

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- Senior leadership questions

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

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

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

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

#### Our public sector values

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

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

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



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



# Report overview

## Your comparator group

### What this is

This is a list of similar organisations to yours.

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

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

### How we use this in your report

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

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

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

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

# Report overview

## Your response rate

### What this is

This is how many staff in your organisation did the survey in 2021.

### Why this is important

The higher the response rate, the more your results will reflect how staff feel.

If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result.

In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

### How to read this

The number in the brackets ( ) shows how many staff completed the survey this year.

We've also expressed this as a percentage of all the staff who work in your organisation.

2019

45%  
(425)

Comparator 46%  
Public Sector 46%

2021

36%  
(386)

Comparator 29%  
Public Sector 39%

# People matter

## survey 2021

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## People outcomes

### Scorecard: employee engagement index

#### What this is

This is the psychological satisfaction staff get from their work.

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

The weightings for each engagement response are:

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

#### Why this is important

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

2019

72

Comparator 67  
Public Sector 67

2021

65

Comparator 67  
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 65.

### 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.

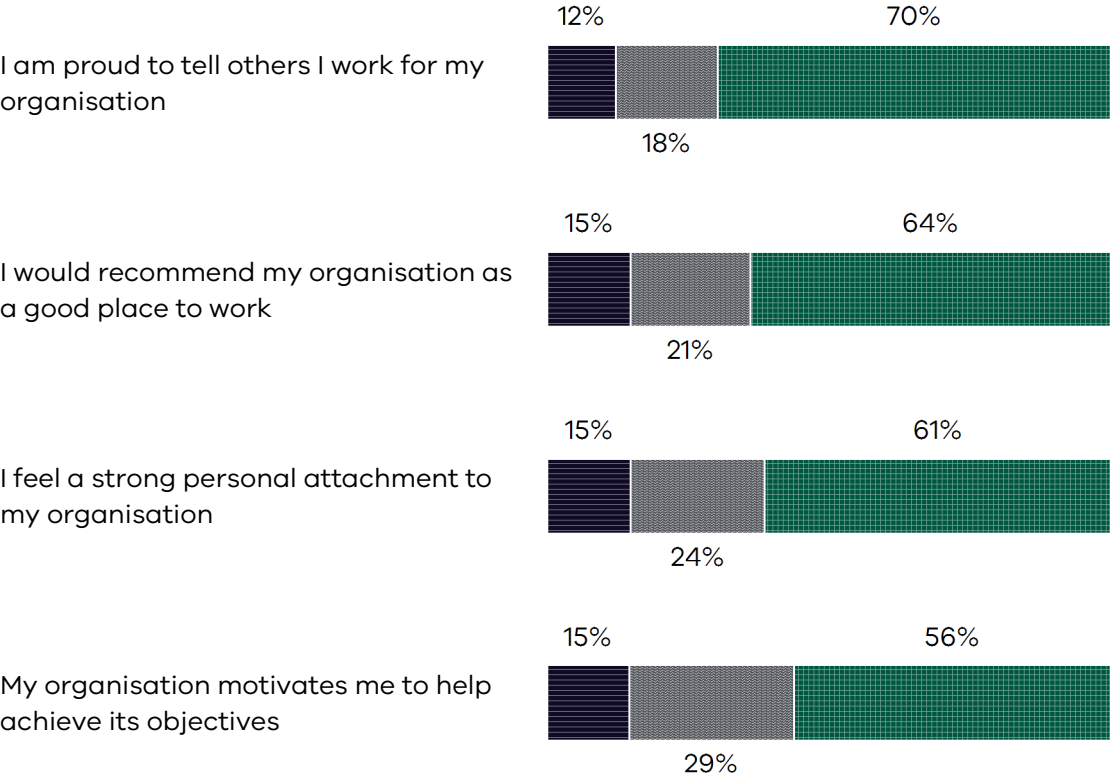
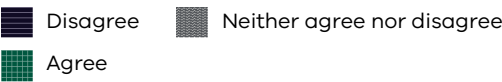
### Example

70% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
80 %	70 %	56 %	75 %	80 %
76 %	64 %	48 %	69 %	73 %
67 %	61 %	49 %	62 %	68 %
68 %	56 %	40 %	58 %	65 %

# 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 65.

### 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.

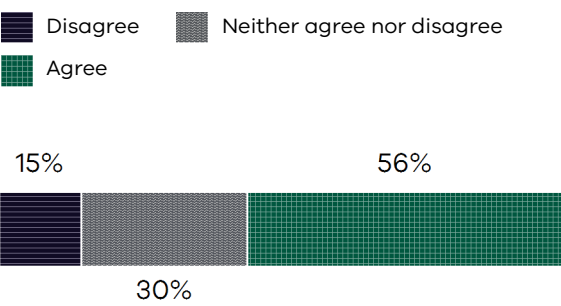
### Example

56% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

## Survey question

My organisation inspires me to do the best in my job

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
73 %	56 %	43 %	59 %	67 %

# 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.

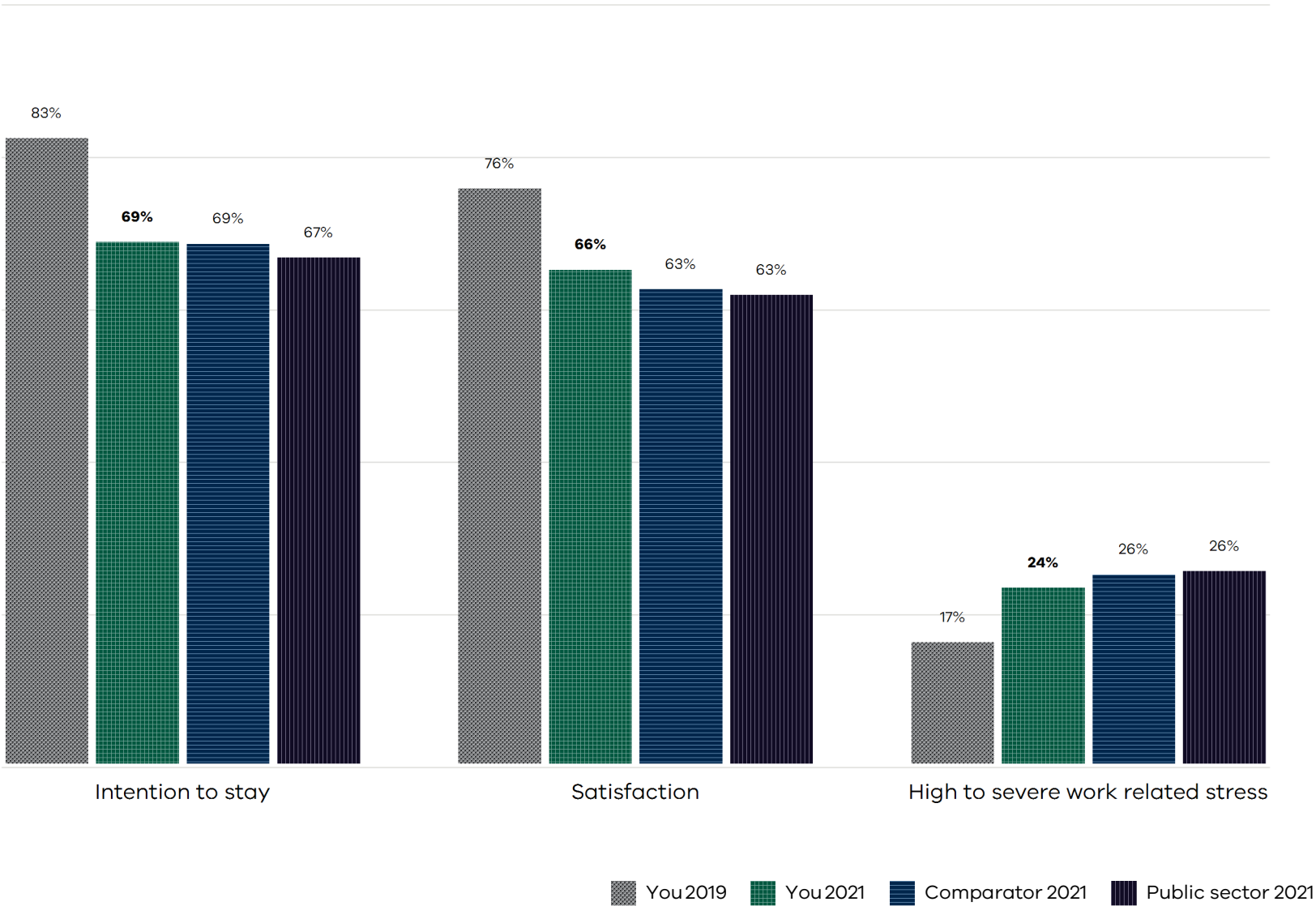
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

## Example

- In 2021:
- 69% of your staff who did the survey responded positively to questions about Intention to stay which is down from 83% in 2019.

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.

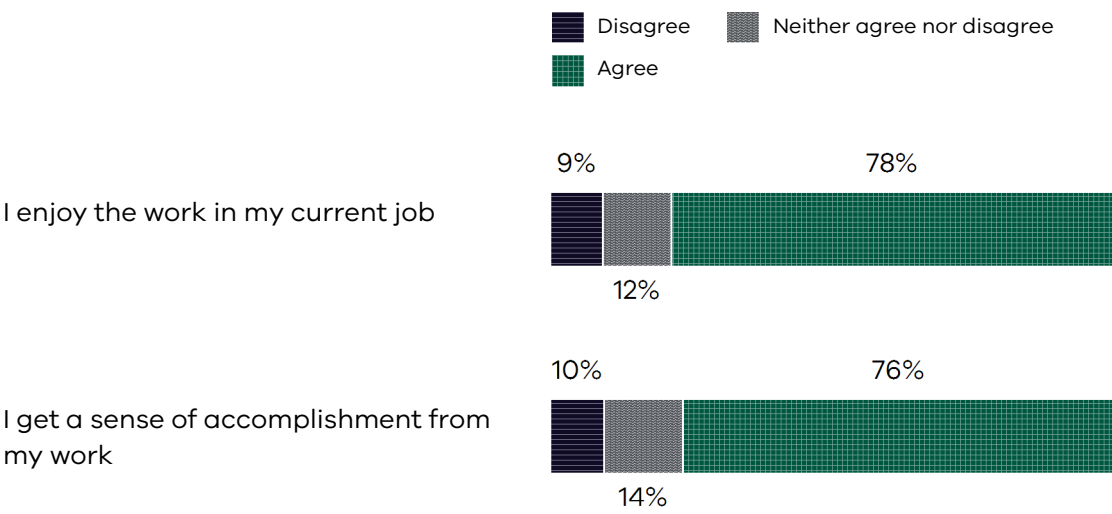
Example

78% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
87 %	78 %	74 %	80 %	84 %
83 %	76 %	71 %	80 %	84 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

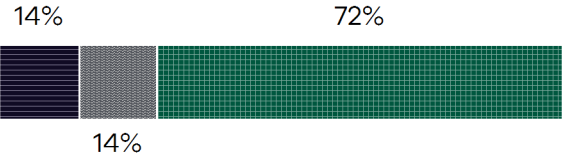
Survey question

Your results

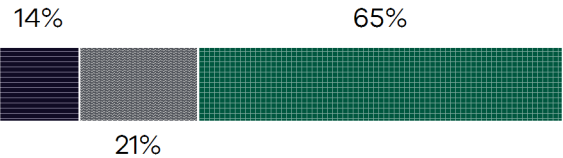
Benchmark satisfied results



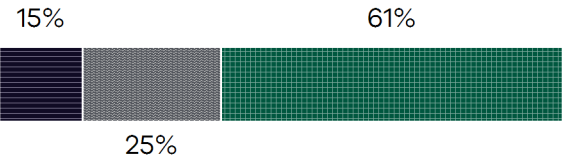
Considering everything, how satisfied are you with your current job



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	2021	Lowest	Average	Highest
82 %	72 %	57 %	68 %	72 %
74 %	65 %	60 %	65 %	70 %
74 %	61 %	45 %	57 %	62 %

# People outcomes

## Work-related stress levels

### What this is

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

### Why this is important

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

### How to read this

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

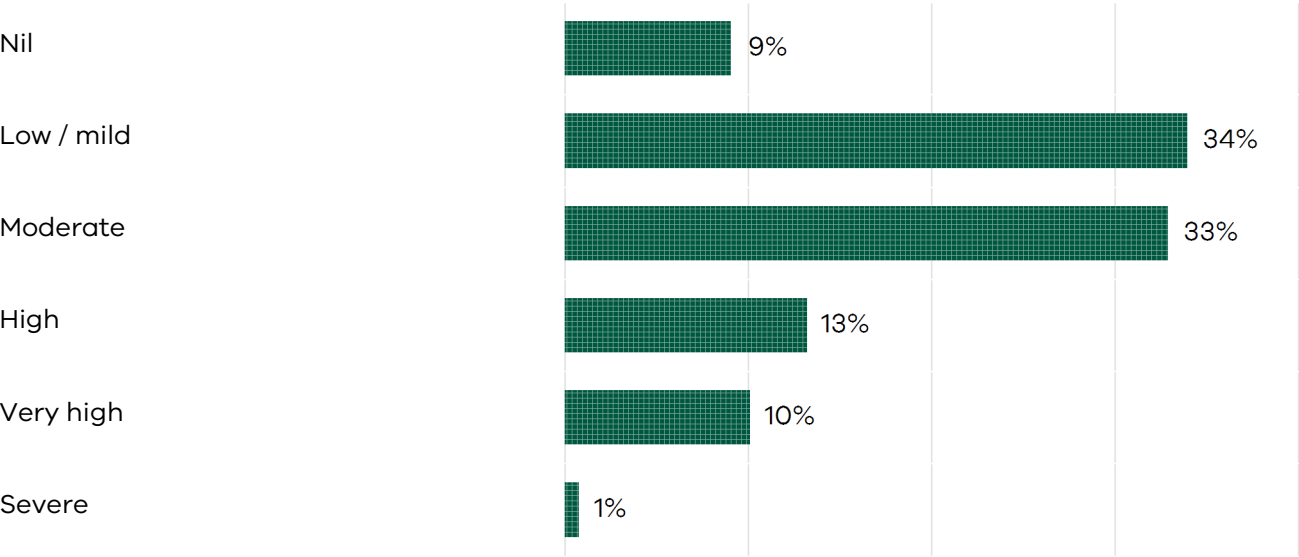
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2021 compared to 2019 and your comparator.

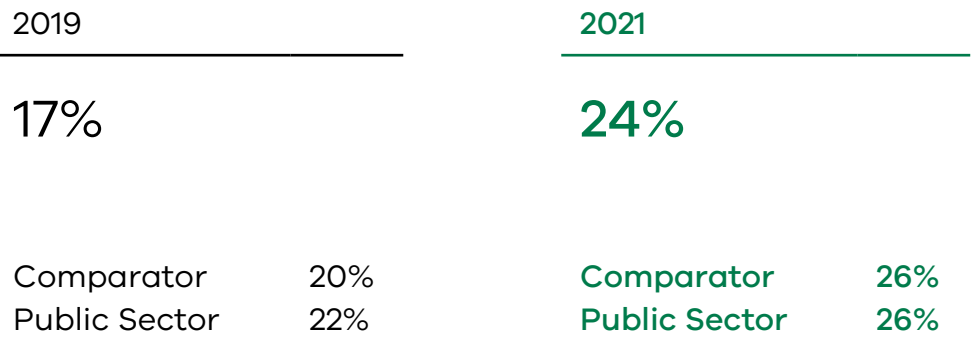
### Example

24% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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



Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

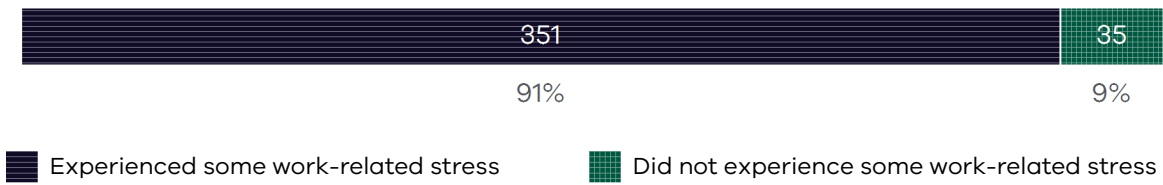
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

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

Of that 91%, 48% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	48%	56%	51%
Time pressure	37%	43%	42%
Other changes due to COVID-19	24%	14%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	19%	16%	12%
Organisation or workplace change	17%	8%	11%
Incivility, bullying, harassment or discrimination	14%	11%	7%
Management of work (e.g. supervision, training, information, support)	13%	13%	13%
Dealing with clients, patients or stakeholders	13%	14%	14%
Competing home and work responsibilities	13%	11%	12%
Content, variety, or difficulty of work	12%	12%	12%



# People outcomes

## Intention to stay

### What this is

This is what your staff intend to do with their careers in the near future.

### Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.

### How to read this

In the survey, we ask staff to tell us if they intend to leave their organisation, leave the sector or stay.

If they say they intend to leave, we ask them to tell us why they want to. They can select more than one reason.

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

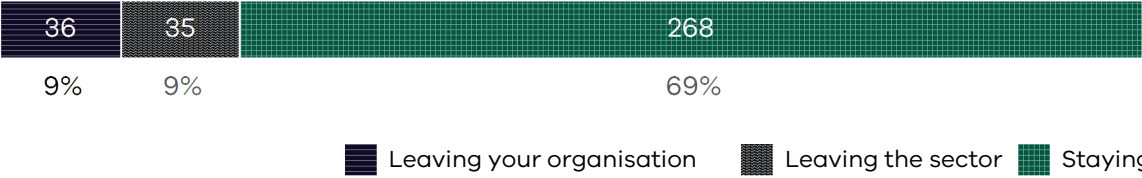
The bar in the top right may not add up to 100% as it doesn't include people who intend to retire, or those who answered 'don't know'.

### Example

18% of your staff who did the survey said they intended to leave.

Of that 18%, 45% said it was from 'Lack of confidence in senior leadership'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Lack of confidence in senior leadership	45%	38%	34%
Limited recognition for doing a good job	42%	39%	32%
Limited future career opportunities at my organisation	38%	37%	42%
Limited opportunities to gain further experience at my organisation	38%	33%	33%
Lack of organisational stability	37%	22%	18%
Opportunity to broaden experience	37%	37%	40%
Poor relationship with my colleagues and/or manager	32%	21%	15%
Limited developmental/educational opportunities at my organisation	27%	25%	24%
Excessive workload	24%	27%	25%
Opportunity to seek/take a promotion elsewhere	24%	22%	33%

# People outcomes

## Scorecard: emotional effects of work

### What this is

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

### Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

### How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

### Example

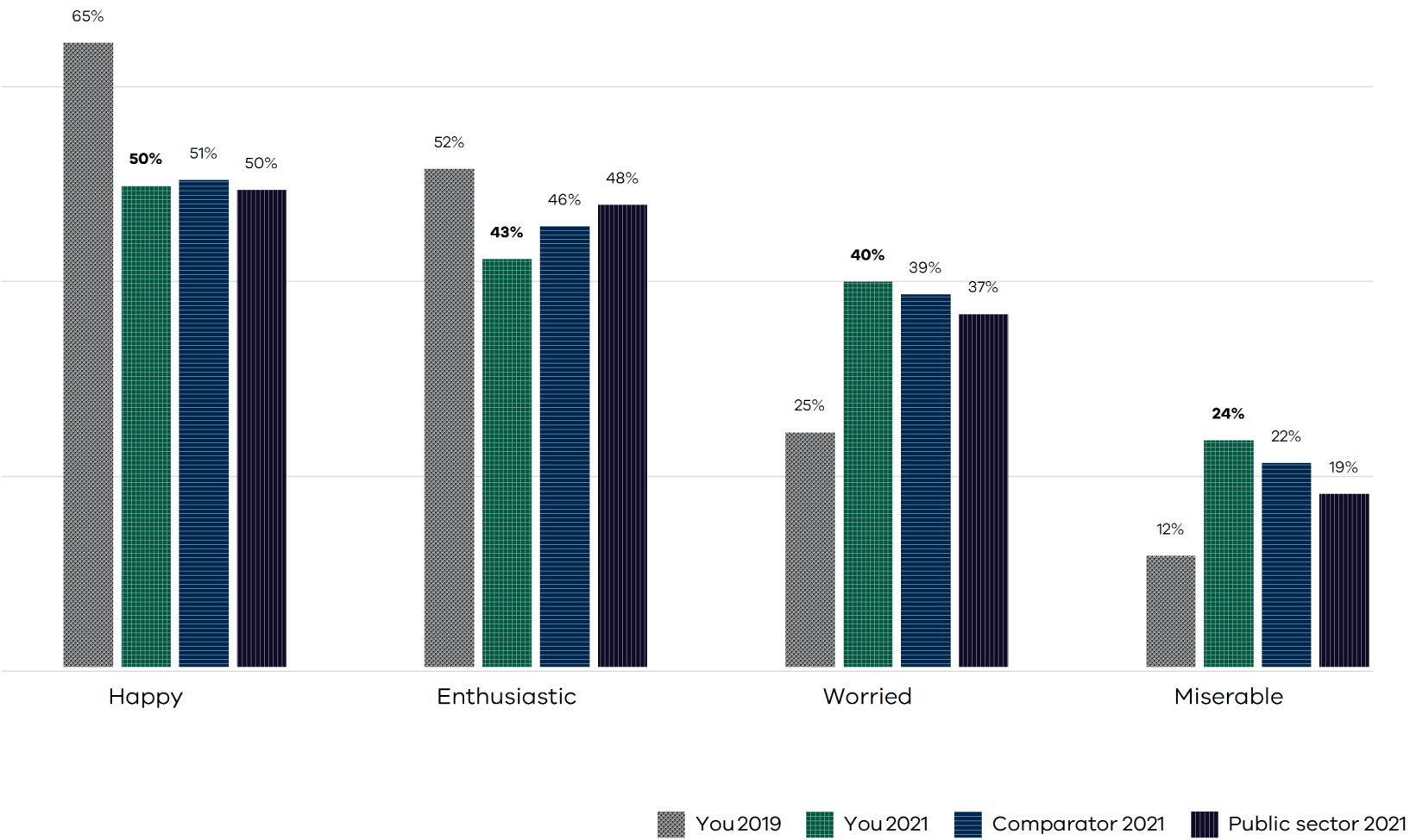
In 2021:

- 50% of your staff who did the survey said work made them feel happy in 2021, which is down from 65% in 2019

Compared to:

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

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



# 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.

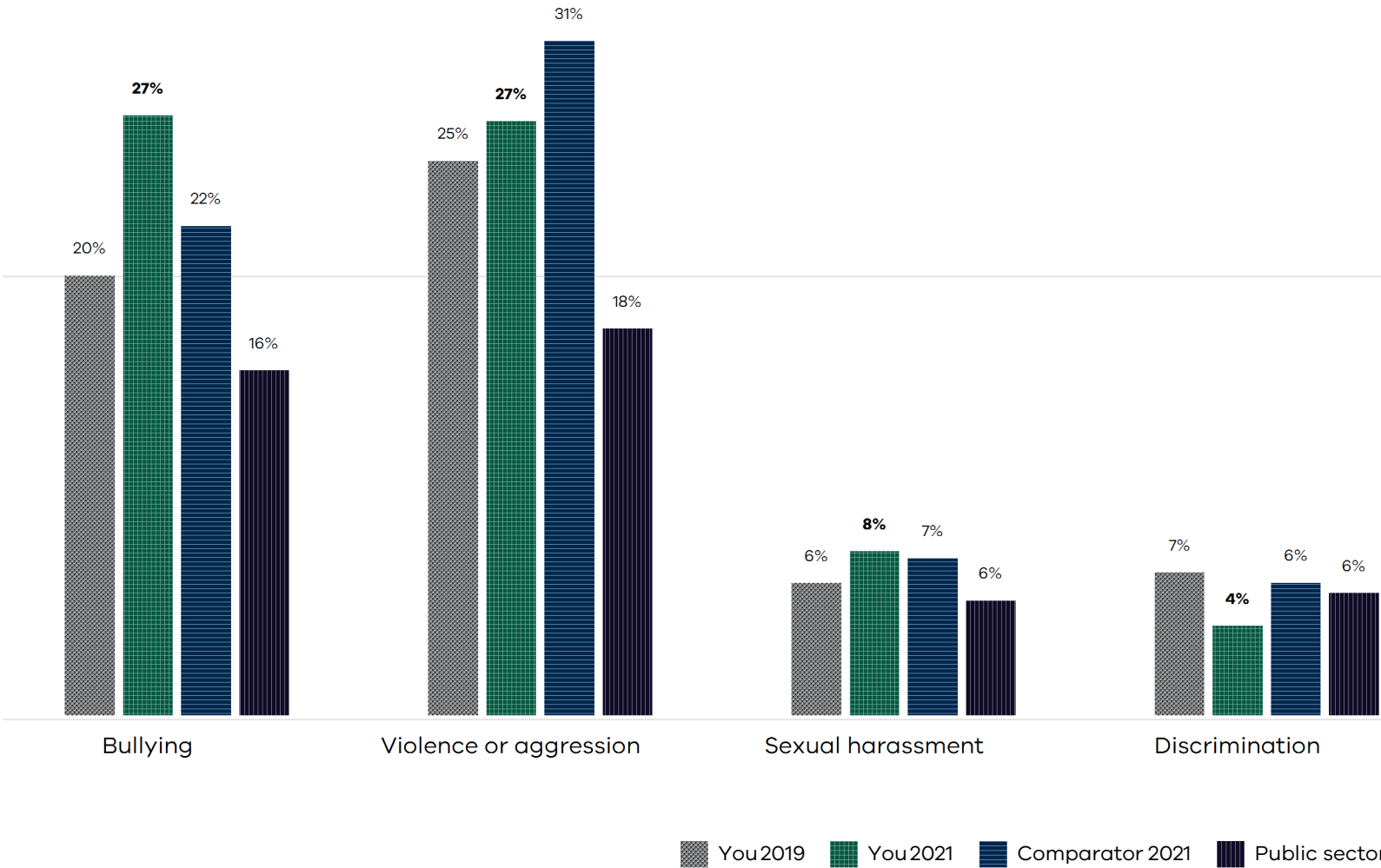
### Example

In 2021:

- 27% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 20% in 2019.

Compared to:

- 22% 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.

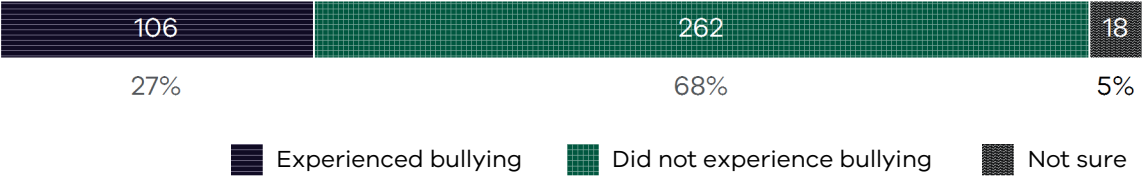
In descending order, the table shows the answers.

#### Example

27% of your staff who did the survey said they experienced bullying.

Of that 27%, 71% 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 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	71%	71%	69%
Intimidation and/or threats	39%	35%	32%
Exclusion or isolation	37%	43%	42%
Verbal abuse	30%	23%	20%
Withholding essential information for me to do my job	23%	25%	27%
Other	14%	13%	15%
Being assigned meaningless tasks unrelated to the job	8%	11%	13%
Being given impossible assignment(s)	3%	8%	9%
Interference with my personal property and/or work equipment	3%	4%	4%



## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

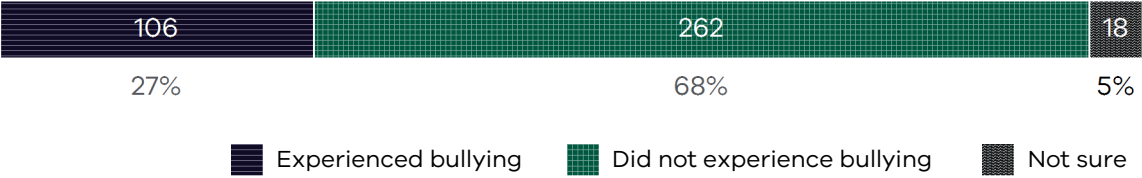
In descending order, the table shows the answers.

#### Example

27% of your staff who did the survey said they experienced bullying, of which

- 52% said the top way they reported the bullying was 'Told a manager'.
- 91% 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 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	55%	52%	46%	47%
Told a colleague	45%	46%	43%	42%
Told a friend or family member	37%	44%	33%	34%
Told Human Resources	14%	17%	12%	12%
Told the person the behaviour was not OK	0%	14%	18%	17%
Told someone else	10%	11%	12%	12%
I did not tell anyone about the bullying	10%	10%	11%	12%
Submitted a formal complaint	13%	9%	13%	12%
Told employee assistance program (EAP) or peer support	0%	8%	7%	9%

## People outcomes

### Bullying - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

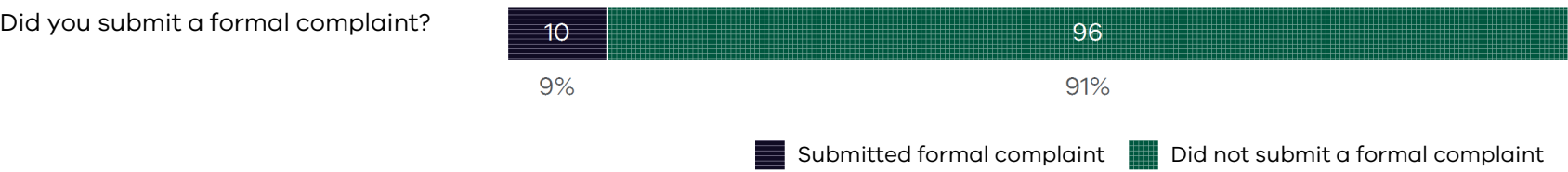
#### How to read this

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

#### Example

91% of your staff who experienced bullying did not submit a formal complaint, of which:

- 61% 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 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	57%	61%	50%	50%
I believed there would be negative consequences for my reputation	40%	50%	51%	53%
I believed there would be negative consequences for my career	23%	25%	33%	40%
I didn't think it was serious enough	0%	17%	17%	16%
Other	15%	15%	10%	12%
I believed there would be negative consequences for the person I was going to complain about	12%	13%	10%	10%
I thought the complaint process would be embarrassing or difficult	0%	10%	11%	14%
I didn't feel safe to report the incident	0%	9%	18%	19%
I didn't need to because I made the bullying stop	17%	8%	7%	7%
I didn't need to because I no longer had contact with the person(s) who bullied me	5%	4%	5%	8%

## 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, 27% 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.

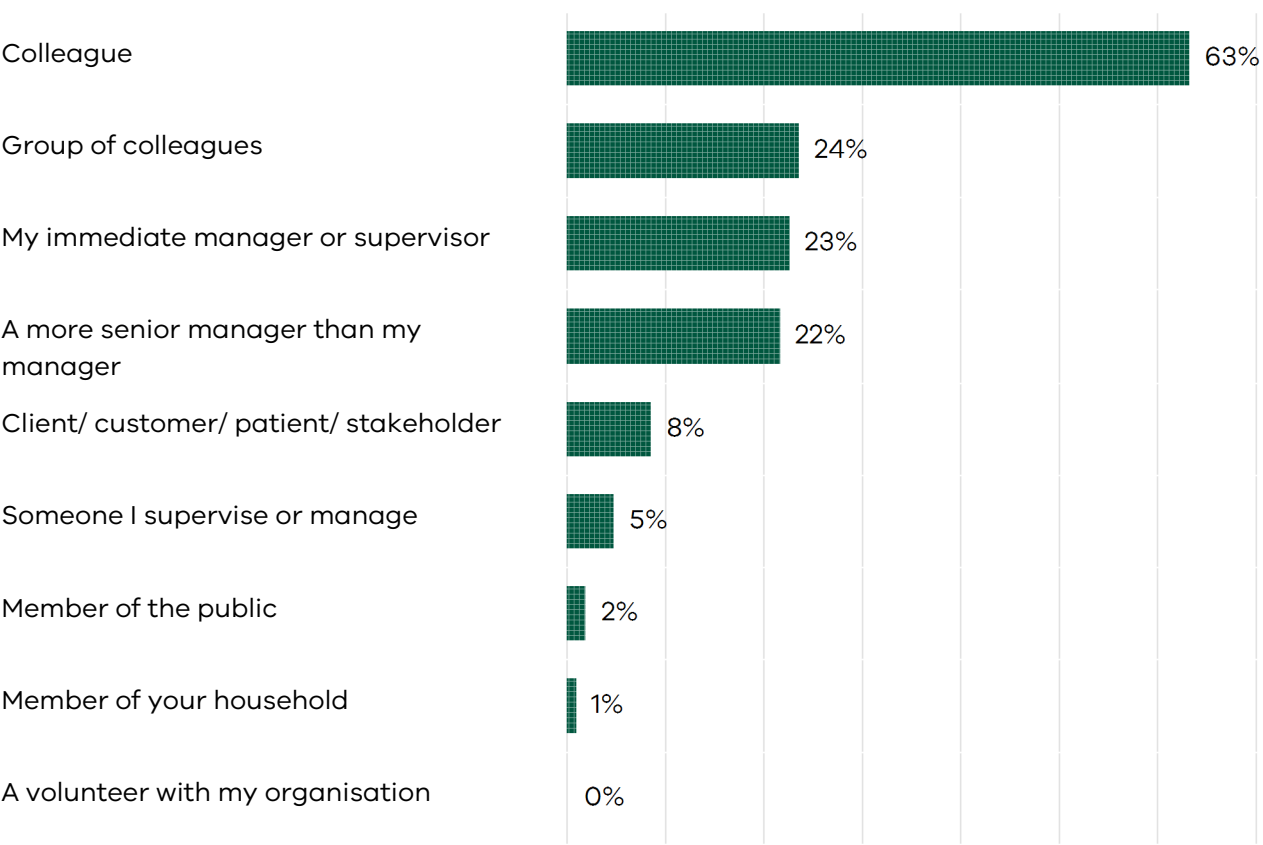
Each row is one perpetrator or group of perpetrators.

#### Example

27% of your staff who did the survey said they experienced bullying.

Of that 27%, 63% said it was by 'Colleague'.

106 people (27% 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, 27% of your staff said they experienced bullying.

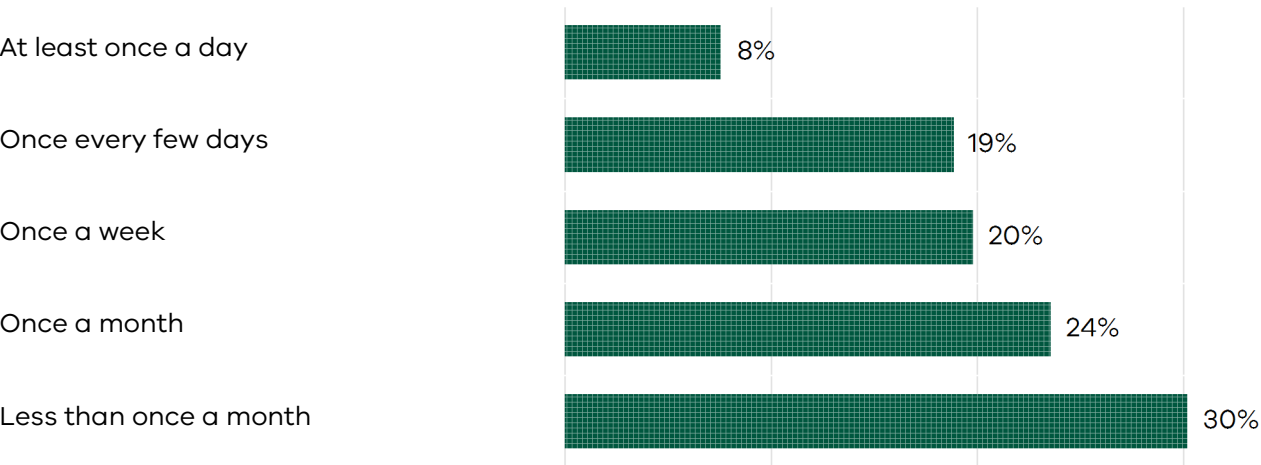
If they did, they could tell us how often they experienced this behaviour.

### Example

27% of your staff who did the survey said they experienced bullying.

Of that 27%, 8% said it was 'At least once a day'.

How often have you experienced bullying? (You2021)





People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

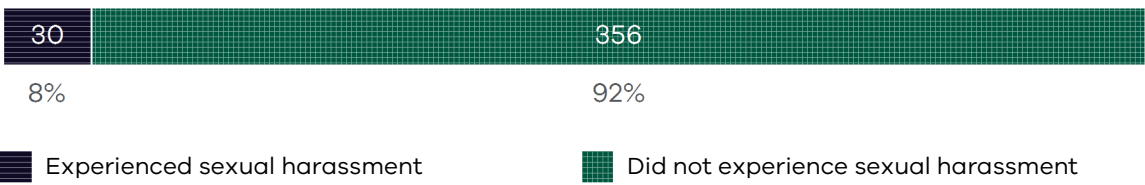
In descending order, the table shows the top 10 answers.

Example

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

Of those, 63% 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 2019	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)	63%	63%	54%	54%
Intrusive questions about your private life or comments about your physical appearance	44%	40%	53%	50%
Inappropriate physical contact (including momentary or brief physical contact)	15%	33%	20%	17%
Unwelcome touching, hugging, cornering or kissing	15%	33%	15%	14%
Inappropriate staring or leering that made you feel intimidated	15%	10%	17%	15%
Sexual gestures, indecent exposure or inappropriate display of the body	4%	7%	7%	6%
Repeated or inappropriate invitations to go out on dates	4%	3%	3%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	4%	0%	2%	3%
Sexually explicit email or SMS message	4%	0%	1%	1%
Any other unwelcome conduct of a sexual nature	0%	0%	7%	7%

## 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.

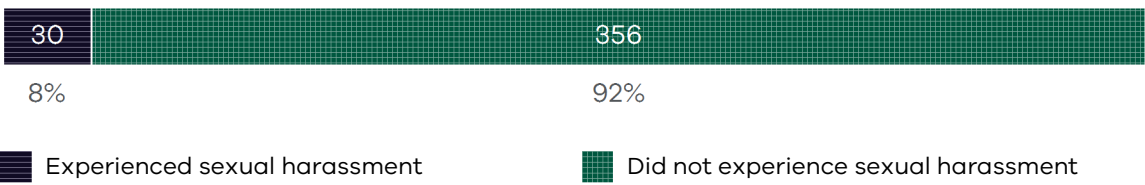
If they did, they could tell us with one or more answers how they responded.

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

#### Example

8% of your staff who did the survey said they experienced sexual harassment. Of those, 43% 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 2019	You 2021	Comparator 2021	Public sector 2021
Pretended it didn't bother you	41%	43%	43%	45%
Told a colleague	52%	40%	33%	29%
Told the person the behaviour was not OK	56%	40%	39%	31%
Tried to laugh it off or forget about it	33%	37%	38%	41%
Avoided the person(s) by staying away from them	26%	27%	39%	36%
Told a manager	22%	23%	21%	20%
Told a friend or family member	22%	13%	22%	21%
Avoided locations where the behaviour might occur	11%	10%	16%	13%
Submitted a formal complaint	0%	7%	4%	5%
Told someone else	4%	3%	6%	6%

## People outcomes

### Sexual harassment - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

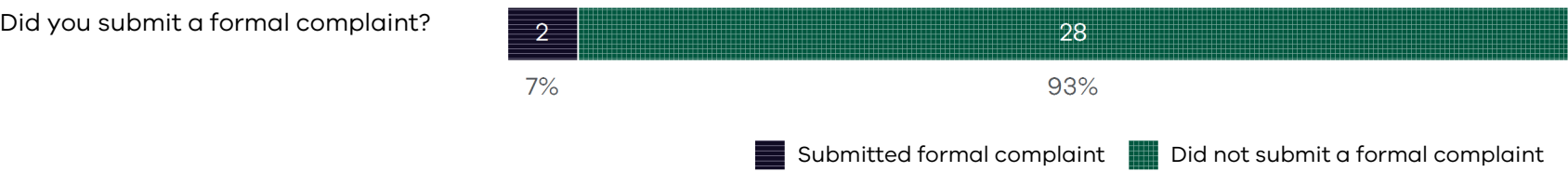
#### How to read this

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

#### Example

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

- 50% said the top reason was 'I didn't think it was serious enough'.



Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	50%	43%	45%
I didn't think it would make a difference	52%	36%	44%	39%
I didn't need to because I made the harassment stop	26%	14%	11%	12%
Other	33%	14%	10%	7%
I believed there would be negative consequences for my reputation	19%	11%	30%	33%
I believed there would be negative consequences for the person I was going to complain about	11%	7%	8%	13%
I didn't need to because I no longer had contact with the person(s) who harassed me	7%	4%	9%	9%
I thought the complaint process would be embarrassing or difficult	0%	4%	9%	11%

## People outcomes

### Perpetrators of sexual harassment

#### What this is

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

#### Why this is important

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

#### How to read this

In this year's survey, 8% 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.

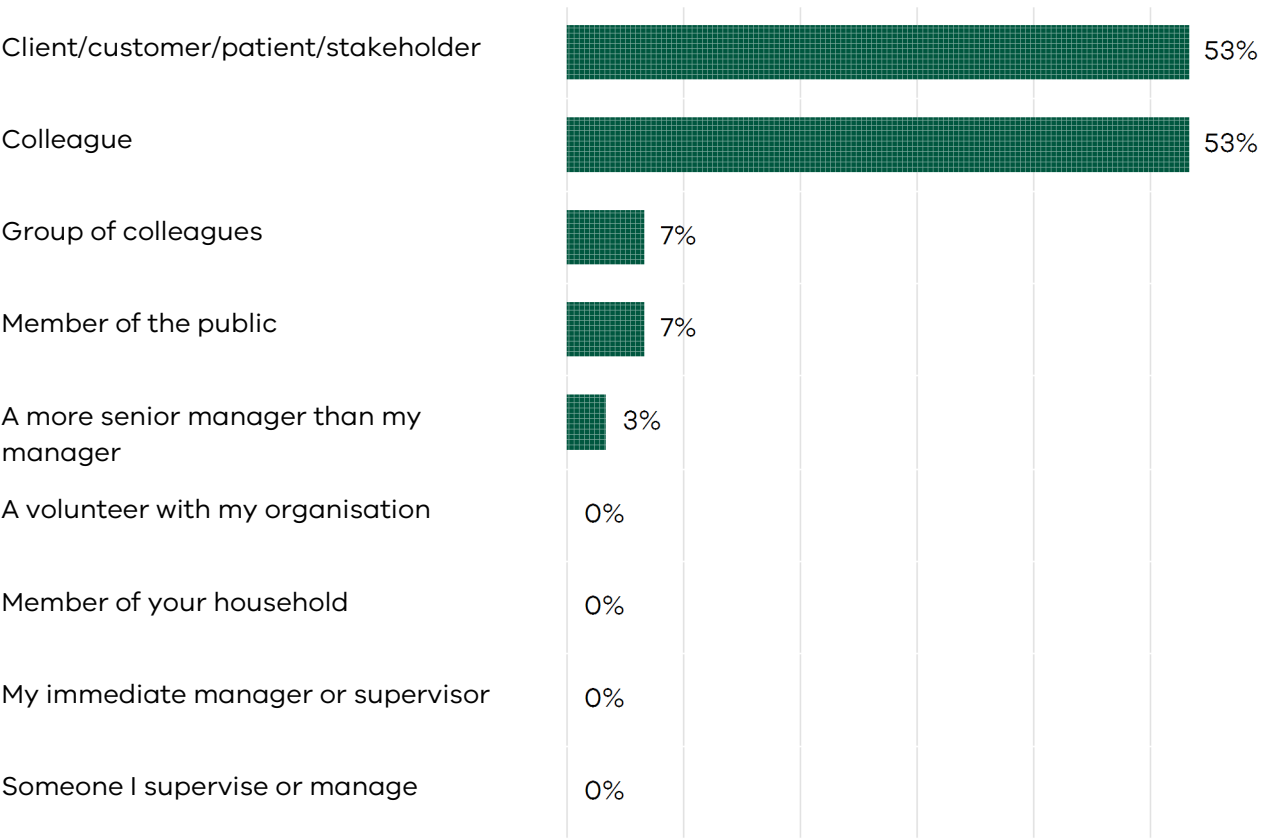
Each row is one perpetrator or group of perpetrators.

#### Example

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

Of that 8%, 53% said it was by 'Client/customer/patient/stakeholder'.

### 30 people (8% 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

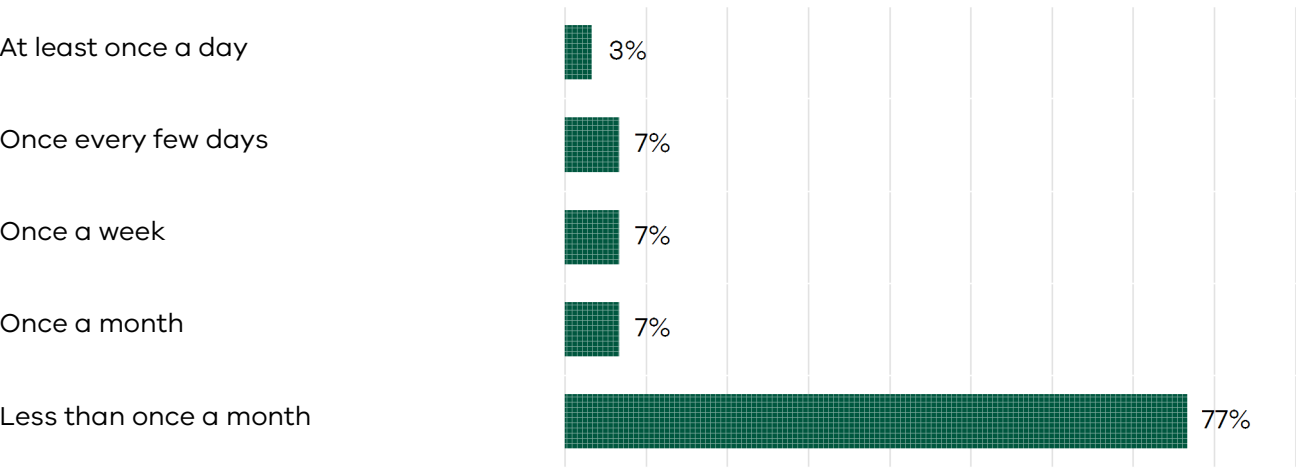
In this year’s survey, 8% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

### Example

8% of your staff who did the survey said they experienced sexual harassment. Of that 8%, 3% 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.

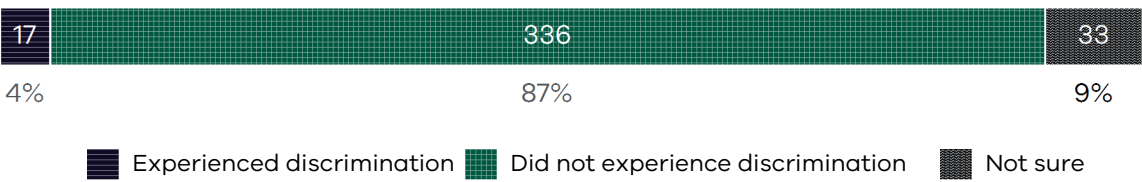
In descending order, the table shows the top 10 types.

#### Example

4% of your staff who did the survey said they experienced discrimination.

Of that 4%, 35% said it was 'Opportunities for promotion'.

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



If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Opportunities for promotion	17%	35%	27%	37%
Other	79%	35%	44%	38%
Opportunities for training	10%	24%	19%	24%
Denied flexible work arrangements or other adjustments	0%	18%	26%	21%
Employment security - threats of dismissal or termination	3%	12%	14%	11%
Opportunities for transfer/secondment	7%	12%	9%	19%

## People outcomes

### Telling someone about the discrimination

#### What this is

This is who staff told about the discrimination they experienced.

#### Why this is important

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

#### How to read this

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

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

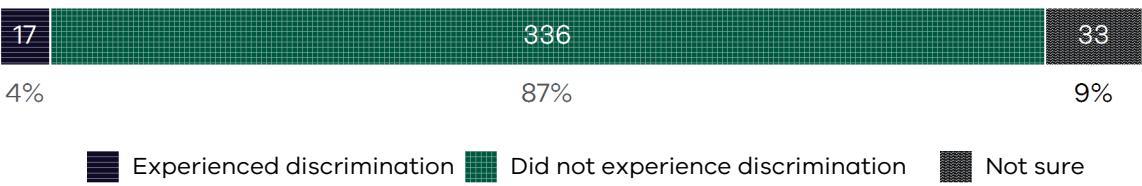
In descending order, the table shows the answers.

#### Example

4% of your staff who did the survey said they experienced discrimination, of which

- 47% said the top way they reported the discrimination was 'Told a friend or family member'.
- 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 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	52%	47%	39%	32%
I did not tell anyone about the discrimination	10%	24%	19%	24%
Told a manager	28%	24%	27%	28%
Told a colleague	45%	18%	39%	38%
Told employee assistance program (EAP) or peer support	0%	12%	8%	8%
Told someone else	14%	6%	13%	14%
Told the person the behaviour was not OK	0%	6%	12%	9%

## People outcomes

### Discrimination - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

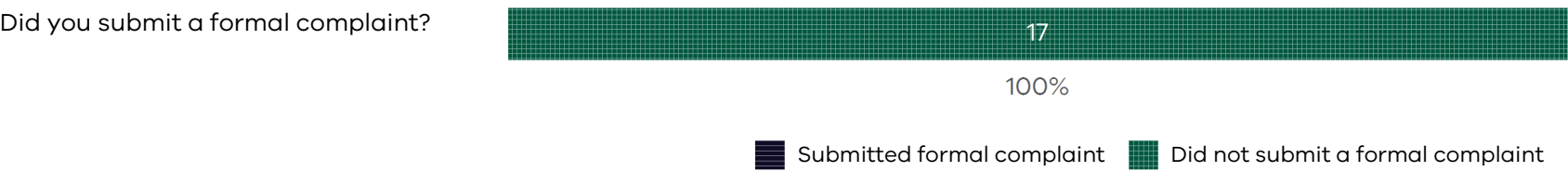
By understanding this, organisations can work out what action to take.

#### How to read this

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

#### Example

- 100% of your staff who experienced discrimination did not submit a formal complaint, of which:
- 65% 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 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	72%	65%	57%	57%
I believed there would be negative consequences for my reputation	40%	53%	53%	56%
I believed there would be negative consequences for my career	28%	35%	47%	54%
I didn't think it was serious enough	0%	24%	12%	12%
I thought the complaint process would be embarrassing or difficult	0%	12%	10%	13%
I didn't feel safe to report the incident	0%	6%	21%	19%
I didn't need to because I made the discrimination stop	12%	6%	3%	3%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	8%	6%	3%	3%
I was advised not to	0%	6%	4%	4%

# People outcomes

## Frequency of discrimination

### What this is

This is how often staff experienced discrimination.

### Why this is important

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

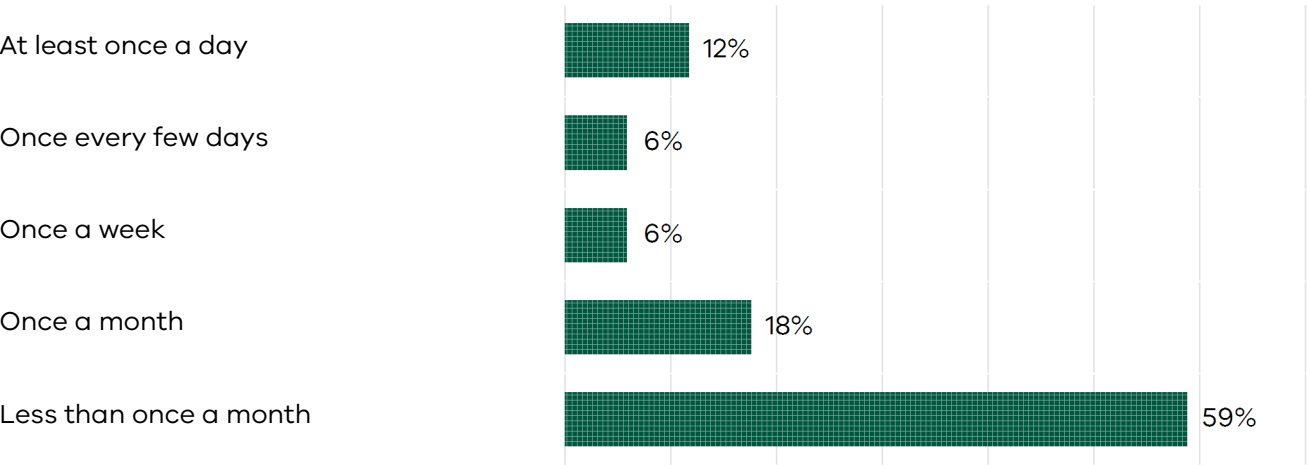
### How to read this

In this year’s survey, 4% 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**

4% of your staff who did the survey said they experienced discrimination. Of that 4%, 12% said it was 'At least once a day'.

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



# Negative behaviour

## Violence and aggression

### What this is

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

### Why this is important

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

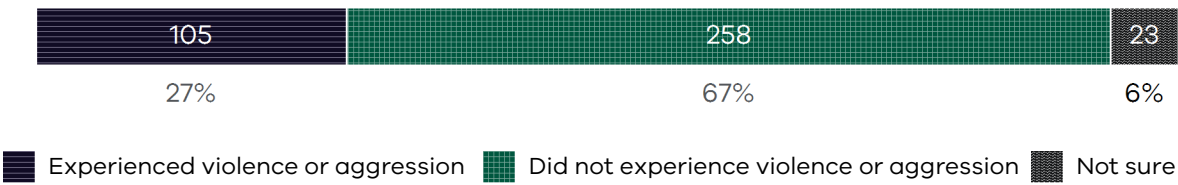
### How to read this

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

### Example

27% of your staff who did the survey said they experienced violence or aggression. Of that 27%, 87% said it was from 'Abusive language'.

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



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

	You 2021	Comparator 2021	Public sector 2021
Abusive language	87%	86%	81%
Intimidating behaviour	55%	67%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	47%	33%	28%
Threats of violence	43%	41%	39%
Damage to my property or work equipment	10%	9%	7%
Other	2%	3%	12%

**Negative behaviour**

Telling someone about violence and aggression

**What this is**

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

**Why this is important**

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

**How to read this**

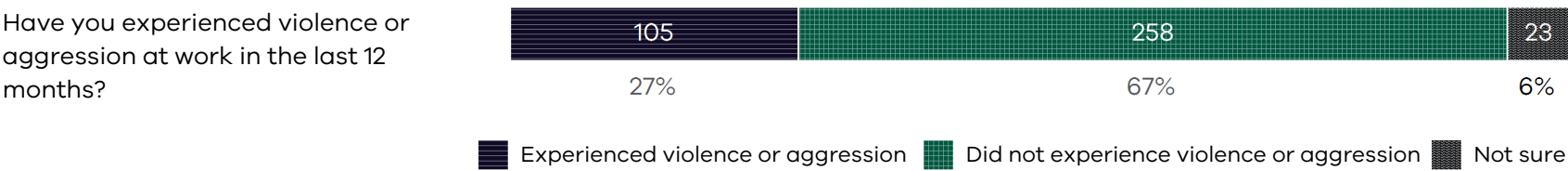
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

**Example**

27% of your staff who did the survey said they experienced violence or aggression, fo which

- 53% said the top way they reported the violence or aggression was 'Told a manager'
- 60% said they didn't submit a formal incident report.



Did you tell anyone about the incident?	You 2021	Comparator 2021	Public sector 2021
Told a manager	53%	52%	52%
Told a colleague	45%	47%	46%
Submitted a formal incident report	40%	34%	32%
Told the person the behaviour was not OK	30%	38%	33%
Told a friend or family member	17%	17%	20%
I did not tell anyone about the incident(s)	6%	6%	8%
Told Human Resources	4%	3%	4%
Told someone else	4%	6%	6%
Told employee assistance program (EAP) or peer support	1%	3%	3%



## Negative behaviour

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

**What this is**

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

**Why this is important**

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

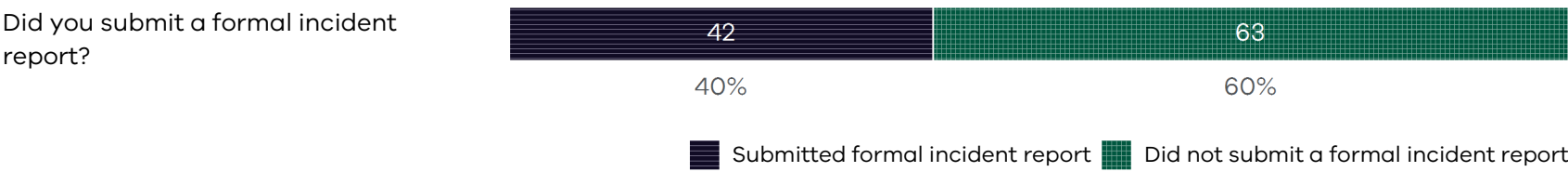
**How to read this**

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

**Example**

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

- 54% said the top reason was 'I didn't think it would make a difference'.



Please tell us why you did not submit a formal incident report?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	39%	54%	41%	39%
I didn't think it was serious enough	0%	30%	31%	33%
Other	51%	21%	23%	12%
I didn't need to because I made the violence or aggression stop	0%	16%	16%	16%
I believed there would be negative consequences for my reputation	9%	14%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	11%	13%	15%
I believed there would be negative consequences for my career	11%	6%	8%	12%
I thought the complaint process would be embarrassing or difficult	0%	3%	4%	4%
I was advised not to	0%	3%	3%	3%
I believed there would be negative consequences for the person I was going to complain about	4%	2%	2%	4%

# Negative behaviour

## Perpetrators of violence and aggression

### What this is

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

### Why this is important

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

### How to read this

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

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

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

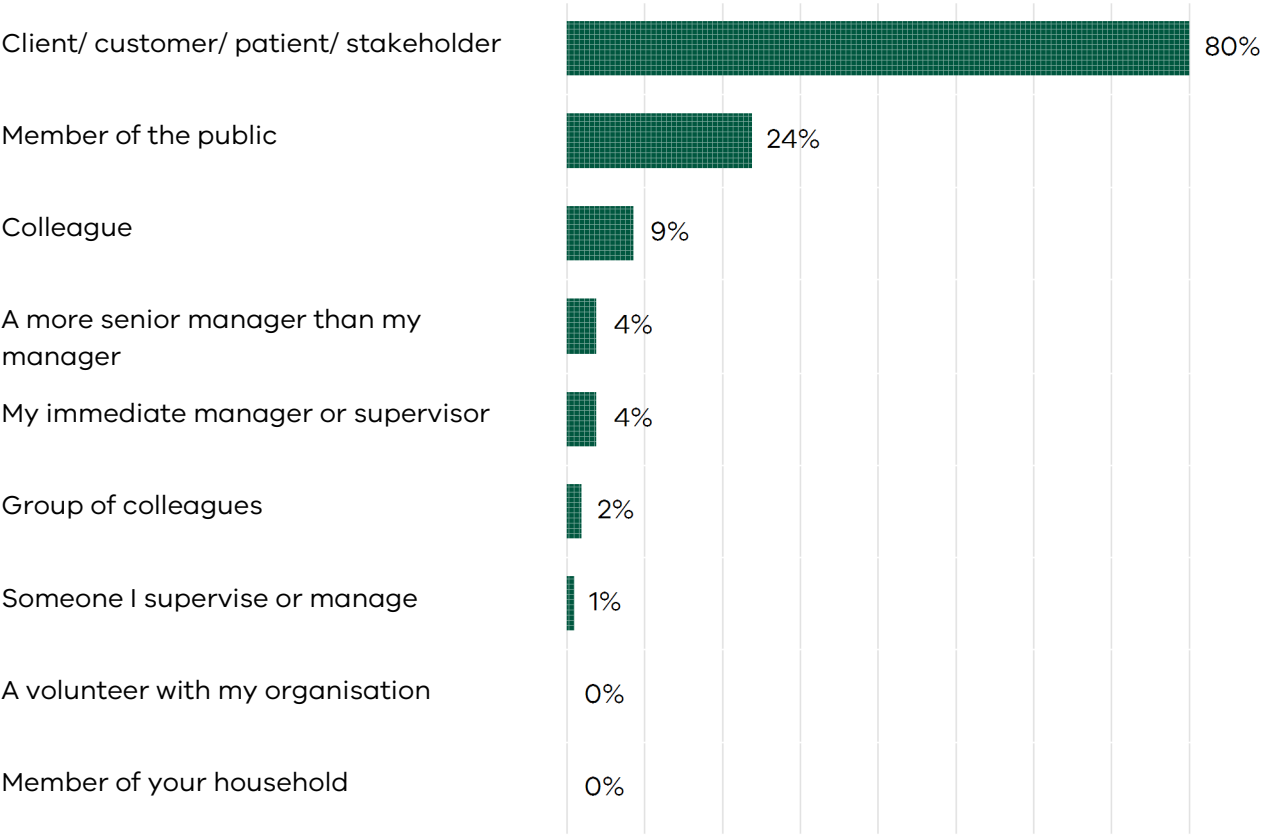
Each row is one perpetrator or a group of perpetrators.

### Example

27% of your staff who did the survey said they experienced violence or aggression.

Of that 27%, 80% said it was 'Client/ customer/ patient/ stakeholder'.

105 people (27% of staff) experienced violence or aggression (You2021)



# Negative behaviour

## Frequency of violence and aggression

### What this is

This is how often staff experienced violence or aggression.

### Why this is important

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

### How to read this

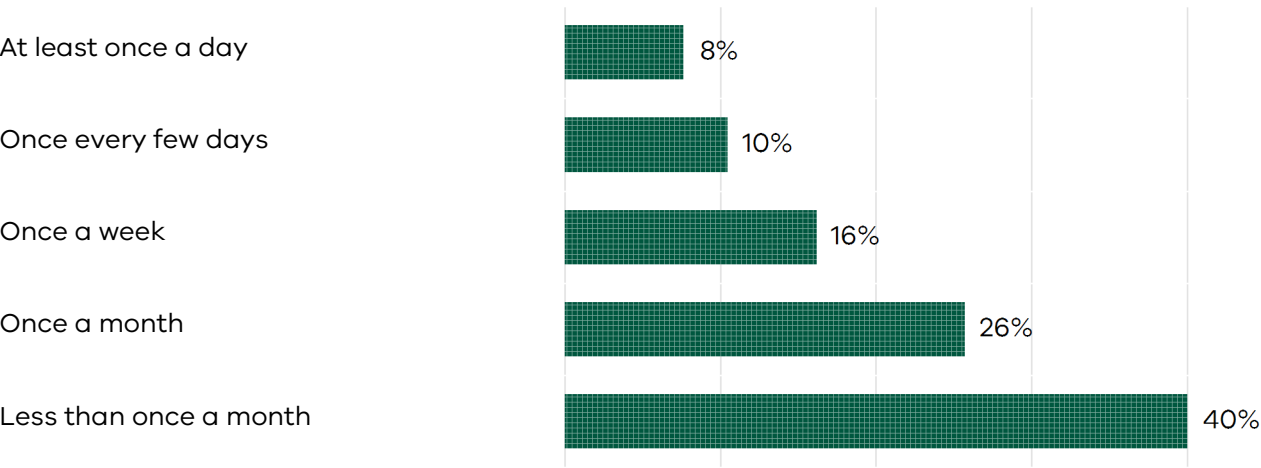
In this year’s survey, 27% of your staff said they experienced violence or aggression. If they did, they could tell us how often they experienced this behaviour.

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

### Example

27% of your staff who did the survey said they experienced violence or aggression. Of that 27%, 8% said it was by 'At least once a day'.

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



## Negative behaviour

### Witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

In descending order, the table shows the answers.

#### Example

38% of your staff who did the survey said they witnessed some negative behaviour at work.

62% 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 2019	You 2021	Comparator 2021	Public sector 2021
No, I have not witnessed any of the situations above	67%	62%	66%	77%
Bullying of a colleague	22%	25%	24%	16%
Violence or aggression against a colleague	12%	12%	10%	6%
Discrimination against a colleague	8%	10%	11%	8%
Sexual harassment of a colleague	1%	3%	1%	1%

# Negative behaviour

## Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

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

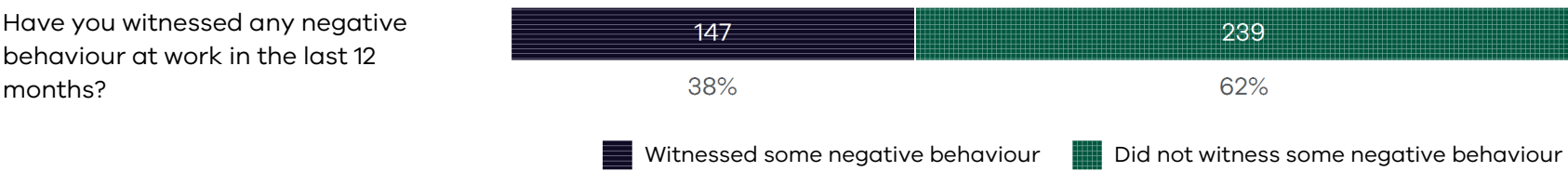
**How to read this**

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

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

The table shows the answers in descending order.

- Example**
- 38% of your staff who did the survey witnessed negative behaviour, of which:
- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
  - 5% 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	75%	73%	72%
Told a manager	39%	40%	37%
Told the person the behaviour was not OK	34%	28%	25%
Spoke to the person who behaved in a negative way	30%	24%	22%
Told a colleague	21%	20%	21%
Submitted a formal complaint	8%	6%	6%
Told Human Resources	8%	4%	6%
Took no action	5%	6%	7%
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.

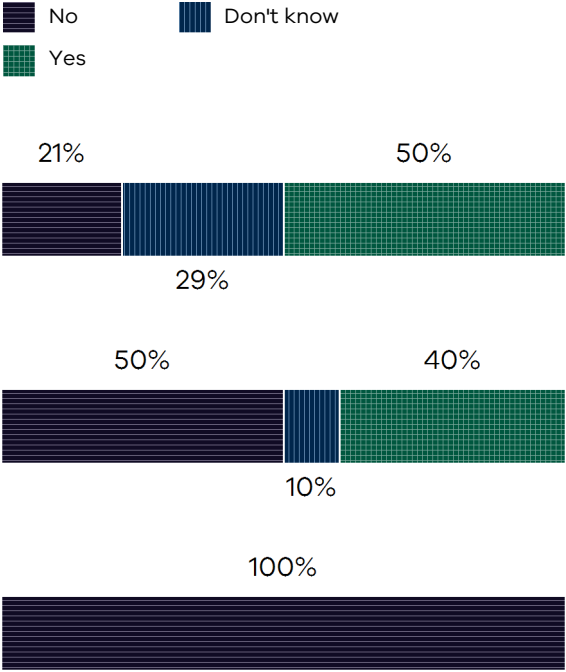
Example

50% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

Your results



Benchmark satisfied results

You		Comparator		
2019	2021	Lowest	Average	Highest
59 %	50 %	33 %	53 %	70 %
9 %	40 %	0 %	21 %	50 %
Not asked	0 %	0 %	25 %	100 %



# 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	
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# Key differences

## Highest scoring questions

### What this is

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

### How to read this

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

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

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

### Example

On the first row 'Job enrichment', the 'You 2021' column shows 89% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2019' column, you have a 5% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	89%	-5%	89%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	88%	Not asked in 2019	89%
Workgroup support	I am able to work effectively with others in my workgroup	86%	Not asked in 2019	89%
Quality service delivery	My workgroup strives to deliver services in a timely manner	85%	-8%	86%
Manager leadership	My manager is committed to workplace safety	83%	-3%	82%
Meaningful work	I feel that I can make a worthwhile contribution at work	83%	Not asked in 2019	87%
Job enrichment	I clearly understand what I am expected to do in this job	82%	-6%	84%
Quality service delivery	My workgroup values human rights	82%	-6%	85%
Quality service delivery	My workgroup strives to provide high quality advice and services	82%	-11%	86%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	82%	+1%	79%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2021' column shows 26% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'. This question was not asked in 2019.

Question subgroup	Lowest scoring questions	You 2021	Change from 2019	Comparator 2021
Learning and development	I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	26%	Not asked in 2019	29%
Safety climate	All levels of my organisation are involved in the prevention of stress	34%	-10%	35%
Taking action	I believe my organisation will take positive action on the results of this year's survey	35%	Not asked in 2019	43%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	39%	-7%	41%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	40%	-8%	42%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	41%	Not asked in 2019	42%
Learning and development	I feel I have an equal chance at promotion in my organisation	41%	Not asked in 2019	41%
Senior leadership	Senior leaders provide clear strategy and direction	41%	-23%	54%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	42%	-17%	47%
Senior leadership	Senior leaders support staff to work in an environment of change	44%	-20%	50%

# Key differences

## Most improved

### What this is

This is where staff feel their organisation has most improved.

### How to read this

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

In this table, your trend is shown in the 'Increase from 2019' column.

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

This is because the increase from 2019 shows you where the most positive changes are happening in your organisation.

### Example

On the first row 'Job enrichment', the 'You 2021' column shows 82% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

In the 'Increase from 2019' column, you have a 1% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	82%	+1%	79%

## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

In this table, your trend is shown in the 'Decrease from 2019' column.

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

This is because the decrease from 2019 shows you where the most negative changes are happening in your organisation.

#### Example

On the first row 'Organisational integrity', the 'You 2021' column shows 58% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.

In the 'Decrease from 2019' column, you have a 25% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	58%	-25%	74%
Senior leadership	Senior leaders provide clear strategy and direction	41%	-23%	54%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	53%	-22%	54%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	58%	-22%	52%
Senior leadership	Senior leaders support staff to work in an environment of change	44%	-20%	50%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	60%	-20%	55%
Senior leadership	Senior leaders demonstrate honesty and integrity	46%	-20%	54%
Organisational integrity	My organisation makes fair recruitment and promotion decisions, based on merit	42%	-17%	47%
Engagement	My organisation inspires me to do the best in my job	56%	-17%	59%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	-17%	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 'Workplace flexibility', the 'You2021' column shows 67% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

The 'difference' column, shows that agreement for this question was 8 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Workplace flexibility	I am confident that if I requested a flexible work arrangement, it would be given due consideration	67%	+8%	59%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	56%	+7%	49%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	59%	+7%	52%
Learning and development	My organisation places a high priority on the learning and development of staff	62%	+7%	55%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	58%	+6%	52%
Safety climate	My organisation consults employees on health and safety matters	65%	+6%	59%
Workplace flexibility	I have the flexibility I need to manage my work and non-work activities and responsibilities	70%	+6%	65%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	60%	+6%	55%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	58%	+5%	52%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	60%	+5%	55%



### 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 'Organisational integrity', the 'You 2021' column shows 58% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.

The 'difference' column, shows that agreement for this question was 15 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	58%	-15%	74%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	53%	-13%	66%
Senior leadership	Senior leaders provide clear strategy and direction	41%	-12%	54%
Senior leadership	Senior leaders model my organisation's values	47%	-11%	58%
Senior leadership	Senior leaders demonstrate honesty and integrity	46%	-8%	54%
Taking action	I believe my organisation will take positive action on the results of this year's survey	35%	-8%	43%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	58%	-8%	66%
Workgroup support	People in my workgroup treat each other with respect	66%	-8%	73%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	50%	-7%	57%
Manager leadership	My manager treats employees with dignity and respect	72%	-7%	79%

# People matter

## survey 2021

Have your say

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

## What this is

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

## Why this is important

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

## How to read this

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

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

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

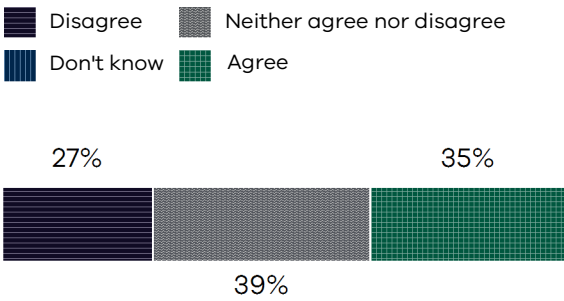
## Example

35% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

# Survey question

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

# Your results



# Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	35 %	27 %	43 %	57 %

# People matter

## survey 2021

Have your say

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# Senior leadership

## Senior leadership 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

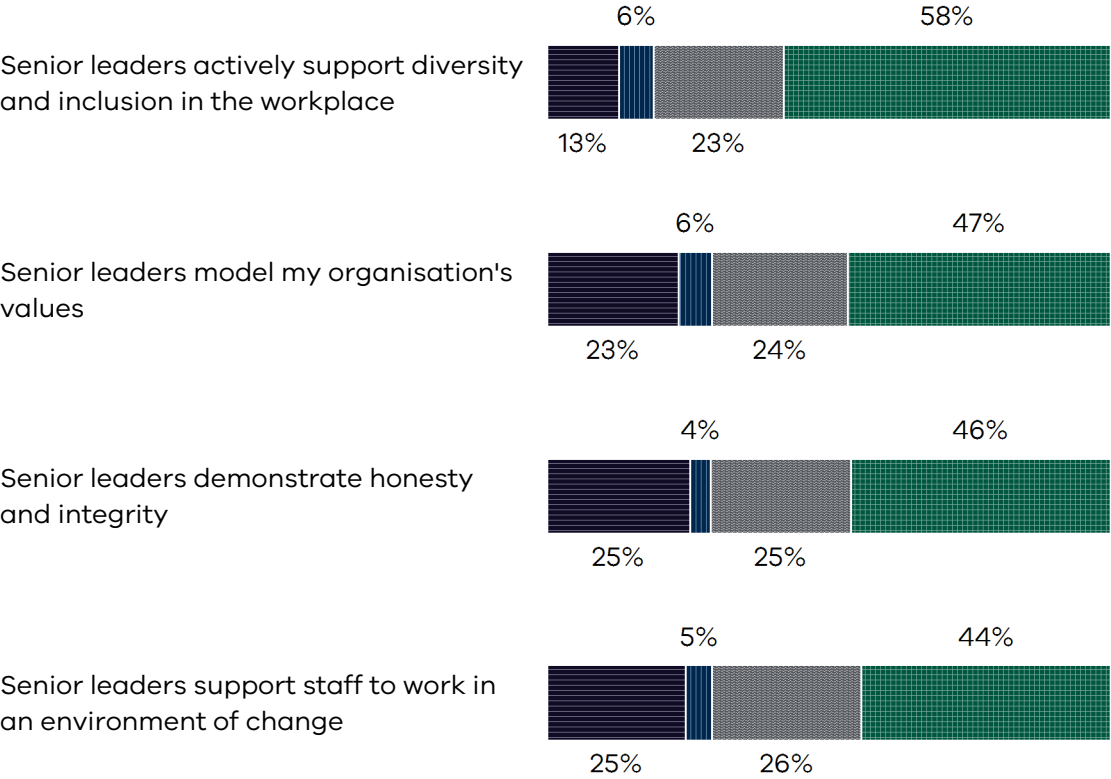
### Example

58% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
71 %	58 %	45 %	65 %	76 %
63 %	47 %	37 %	58 %	69 %
66 %	46 %	36 %	54 %	65 %
65 %	44 %	33 %	50 %	59 %

# Senior leadership

## Senior leadership 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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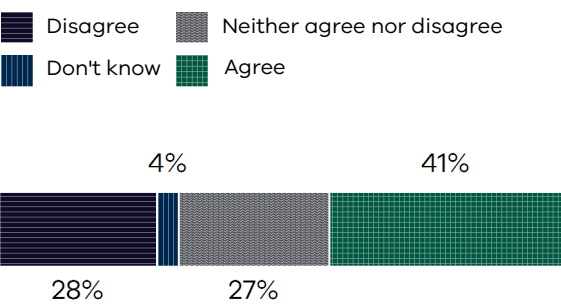
### Example

41% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	41 %	36 %	54 %	66 %



# People matter

## survey 2021

Have your say

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

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

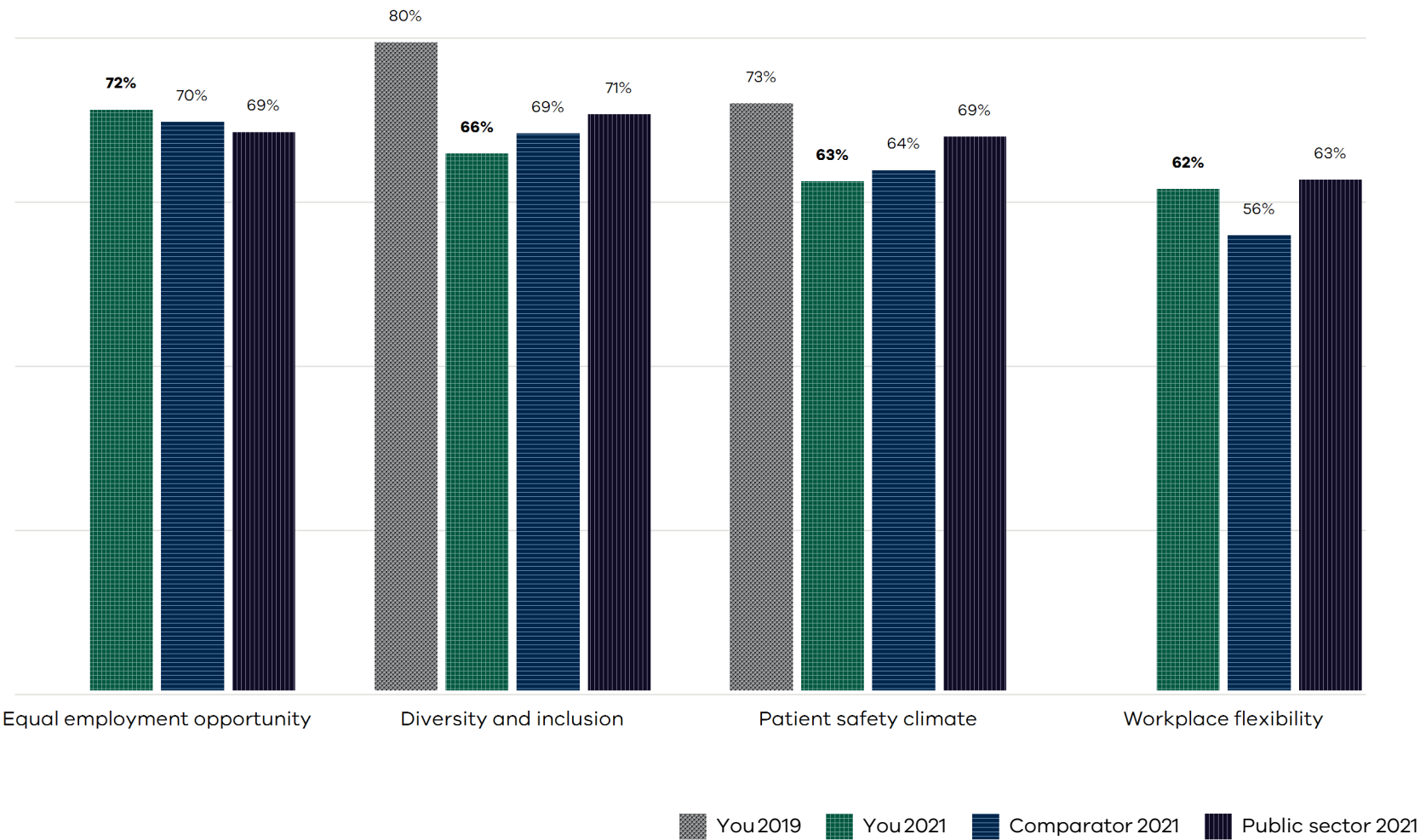
### Example

In 2021:

- 72% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 70% of staff at your comparator and 69% of staff across the public sector.



# Organisational climate

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

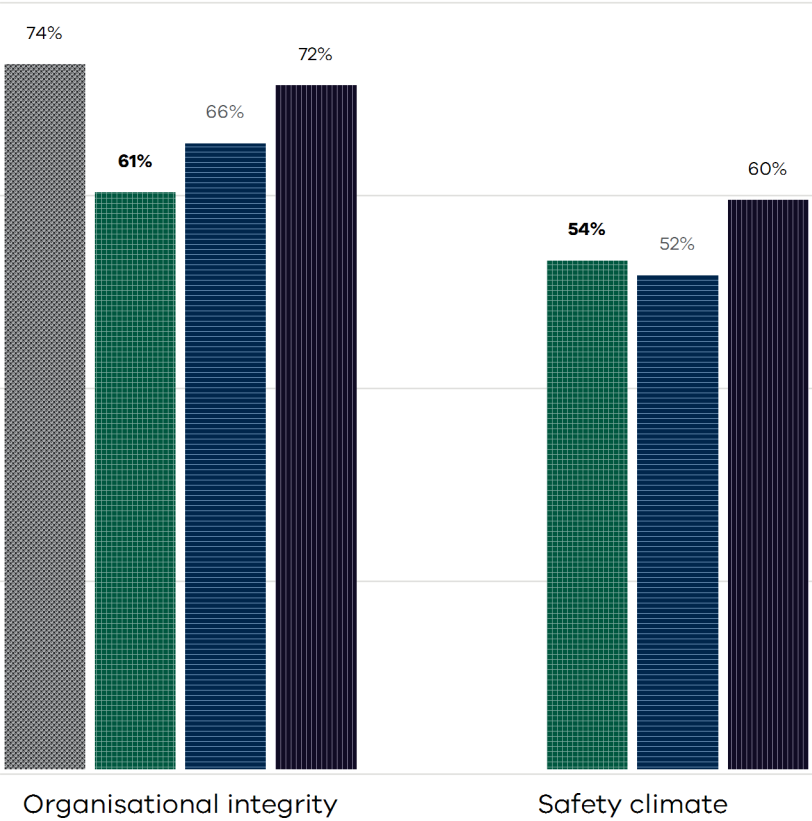
### Example

In 2021:

- 61% of your staff who did the survey responded positively to questions about Organisational integrity which is down from 74% in 2019.

Compared to:

- 66% of staff at your comparator and 72% of staff across the public sector.



You 2019 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.

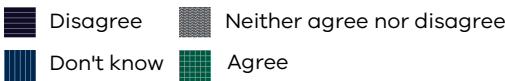
### Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	75 %	61 %	77 %	83 %
79 %	74 %	59 %	74 %	82 %
80 %	69 %	56 %	74 %	82 %
83 %	58 %	49 %	74 %	82 %

# Organisational climate

## Organisational integrity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

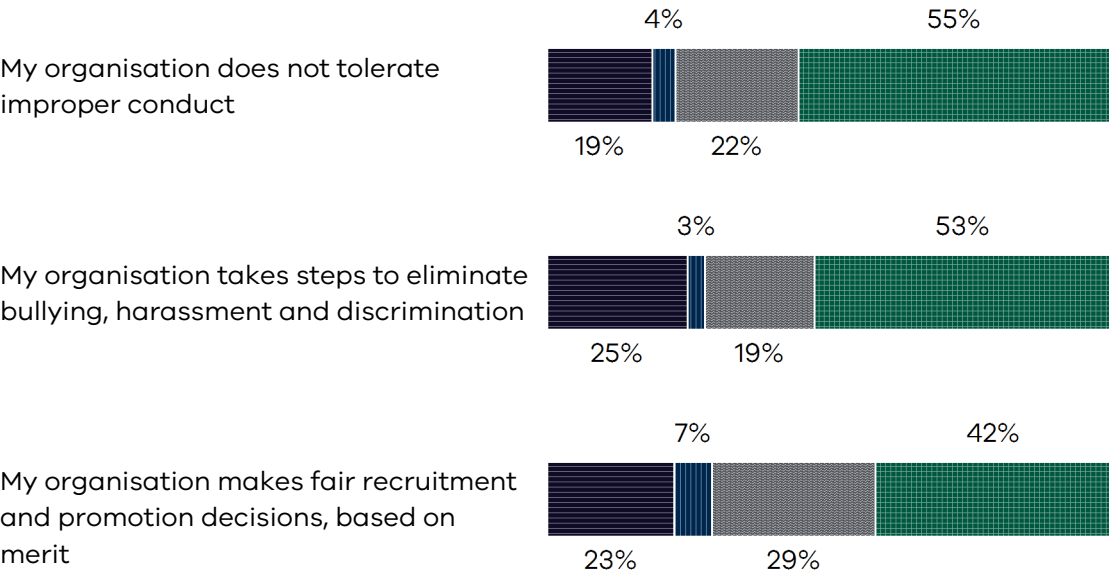
### Example

55% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	55 %	39 %	59 %	67 %
69 %	53 %	39 %	57 %	64 %
59 %	42 %	34 %	47 %	54 %

# 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.

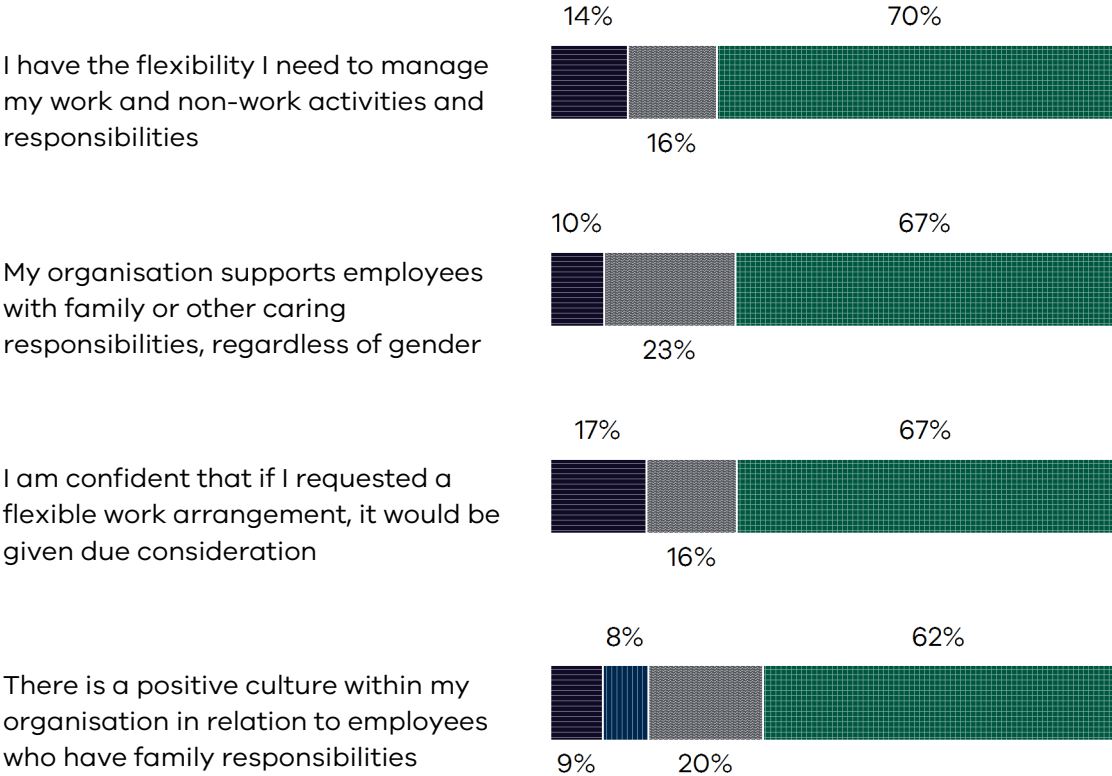
### Example

70% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	70 %	56 %	65 %	71 %
Not asked	67 %	53 %	64 %	71 %
73 %	67 %	53 %	59 %	66 %
Not asked	62 %	46 %	58 %	65 %

# Organisational climate

## Workplace flexibility 2 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

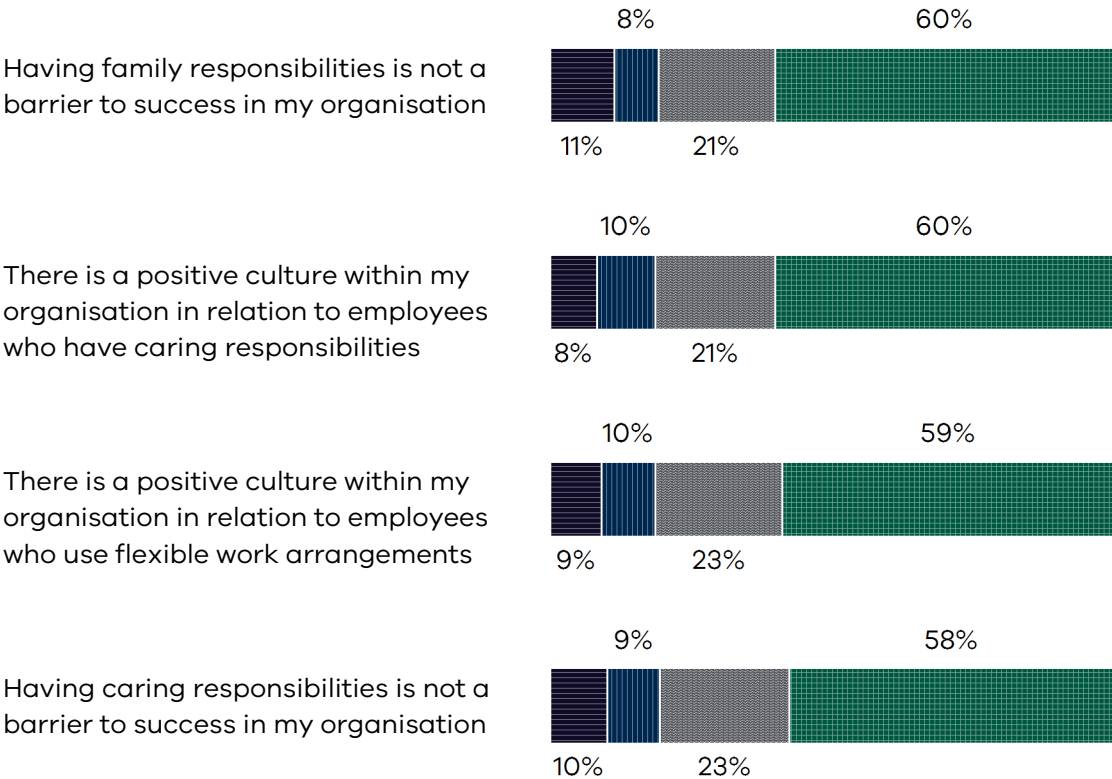
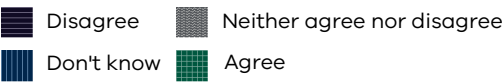
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

60% of your staff who did the survey agreed or strongly agreed with 'Having family responsibilities is not a barrier to success in my organisation'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	60 %	46 %	55 %	61 %
80 %	60 %	45 %	55 %	64 %
76 %	59 %	43 %	52 %	58 %
80 %	58 %	45 %	52 %	60 %

# 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.

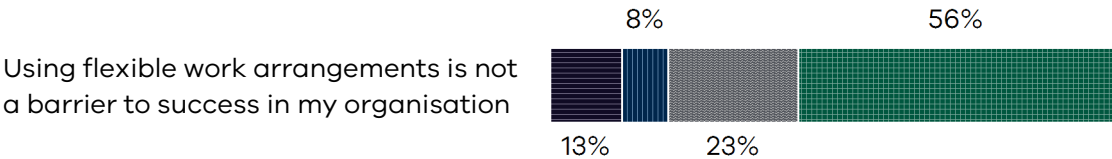
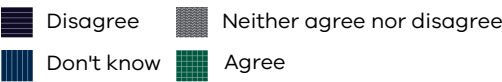
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

56% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	56 %	43 %	49 %	57 %

# Organisational climate

## Workplace flexibility 4 of 4

### What this is

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

The table shows you what flexible work arrangements staff use.

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

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

### Example

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

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
Part-time	40%	37%	32%	19%
No, I do not use any flexible work arrangements	31%	35%	38%	38%
Shift swap	25%	20%	20%	12%
Flexible start and finish times	16%	13%	16%	23%
Using leave to work flexible hours	17%	12%	10%	8%
Study leave	14%	8%	9%	4%
Working from an alternative location (e.g. home, hub/shared work space)	0%	6%	8%	24%
Purchased leave	3%	4%	1%	2%
Job sharing	5%	3%	2%	1%
Working more hours over fewer days	5%	3%	5%	6%



# 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.

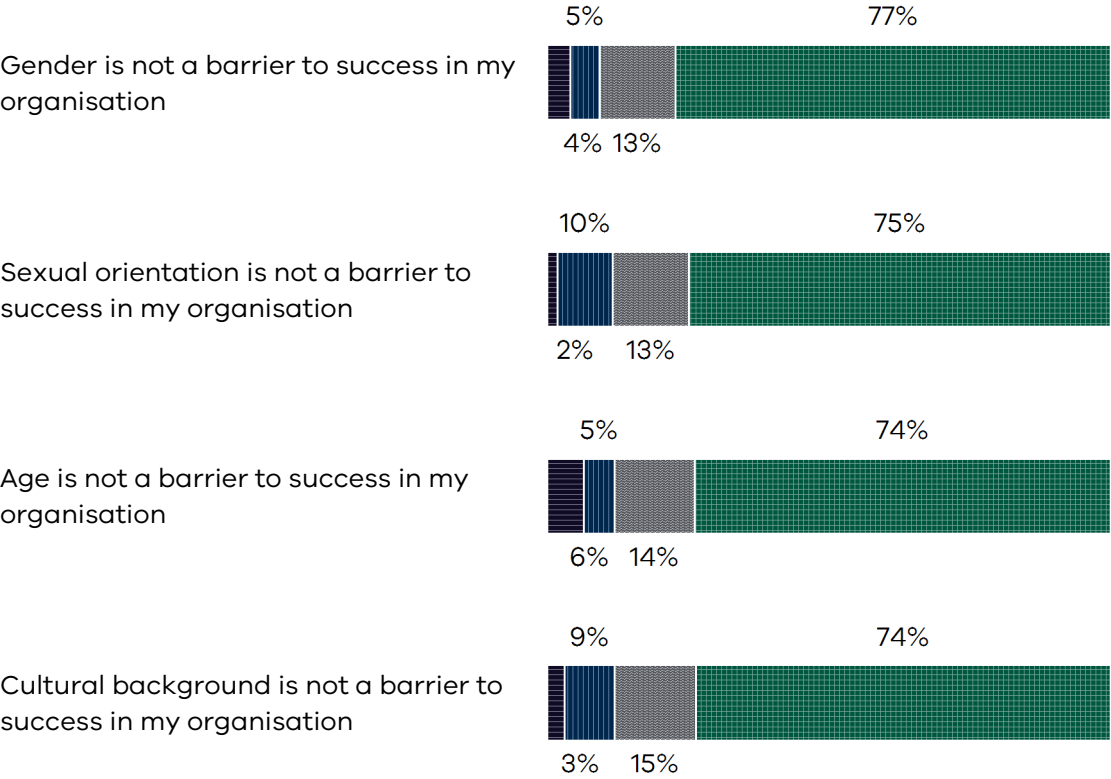
### Example

77% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	77 %	64 %	76 %	83 %
86 %	75 %	62 %	74 %	81 %
80 %	74 %	58 %	69 %	78 %
86 %	74 %	61 %	74 %	79 %

# Organisational climate

## Equal employment opportunity 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

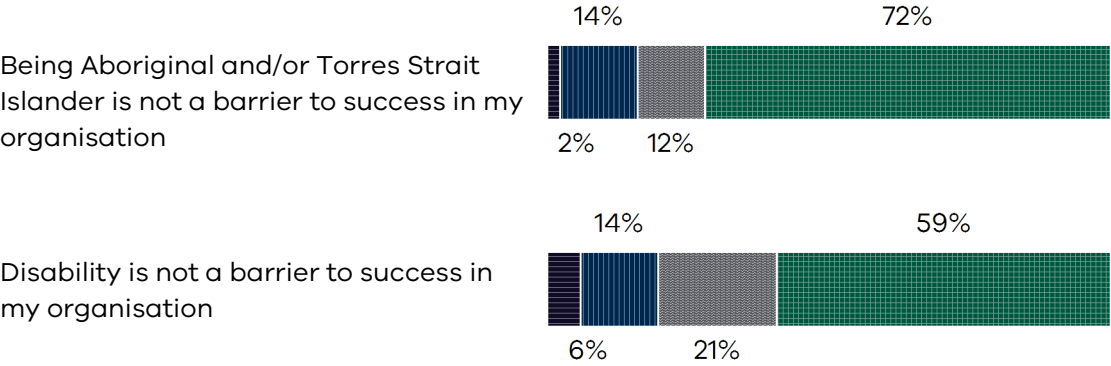
### Example

72% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	72 %	59 %	70 %	80 %
75 %	59 %	47 %	59 %	66 %

# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

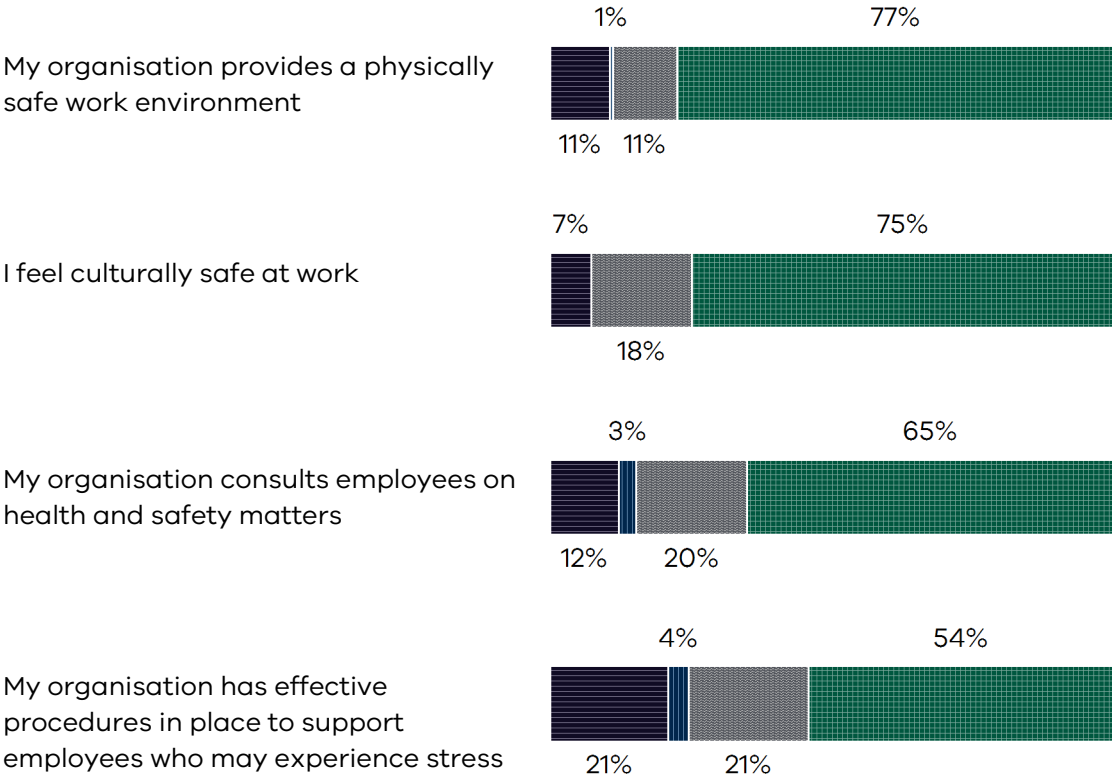
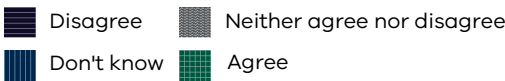
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

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

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	77 %	60 %	74 %	85 %
Not asked	75 %	59 %	74 %	81 %
72 %	65 %	47 %	59 %	66 %
65 %	54 %	43 %	50 %	61 %

# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

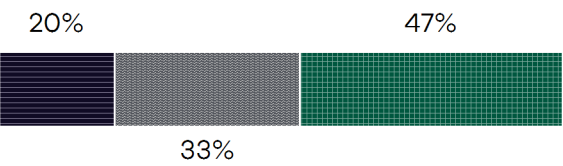
47% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

## Survey question

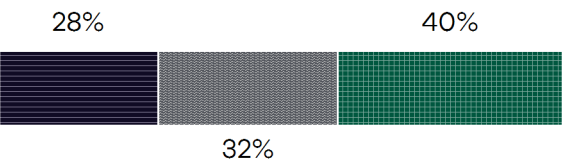
## Your results



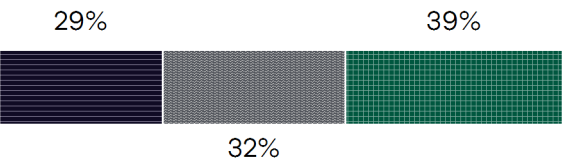
In my workplace, there is good communication about psychological safety issues that affect me



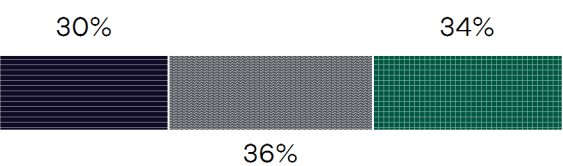
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
52 %	47 %	35 %	44 %	50 %
48 %	40 %	29 %	42 %	50 %
45 %	39 %	29 %	41 %	50 %
44 %	34 %	22 %	35 %	43 %

# Organisational climate

## Psychosocial safety climate score

### What this is

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

### How we work out your score

We work out your score from these 4 questions:

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

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

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

### How to interpret your score

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

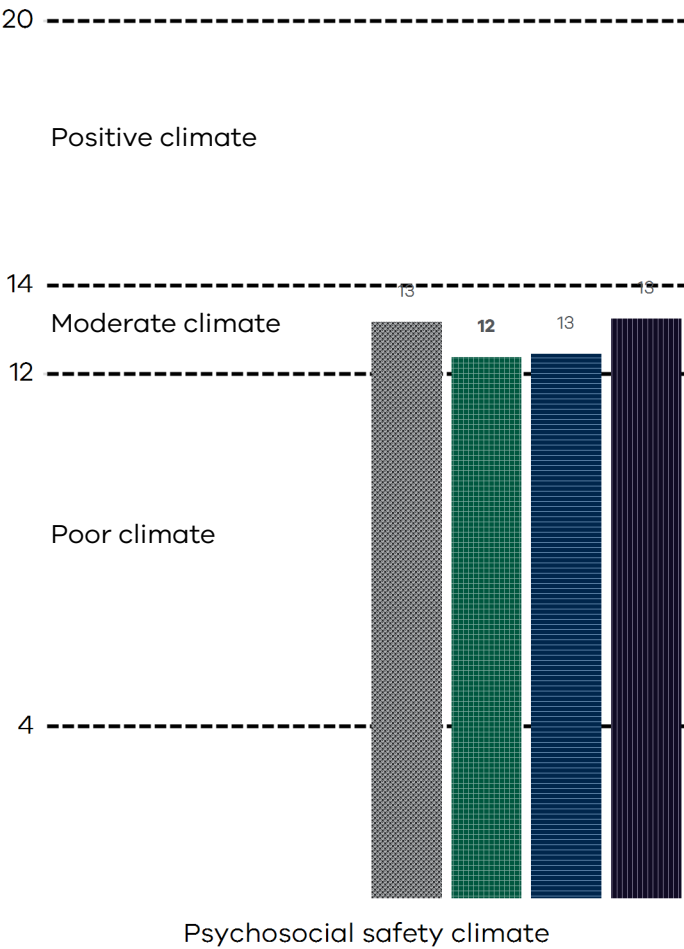
A score of:

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

Adverse outcomes can include:

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

## Benchmark results



■ You 2019 ■ You 2021 ■ Comparator 2021 ■ Public sector 2021

# Organisational climate

## Patient safety climate 1 of 2

### What this is

This is the safety culture in a healthcare workplace.

### Why this is important

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

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

### How to read this

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

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

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

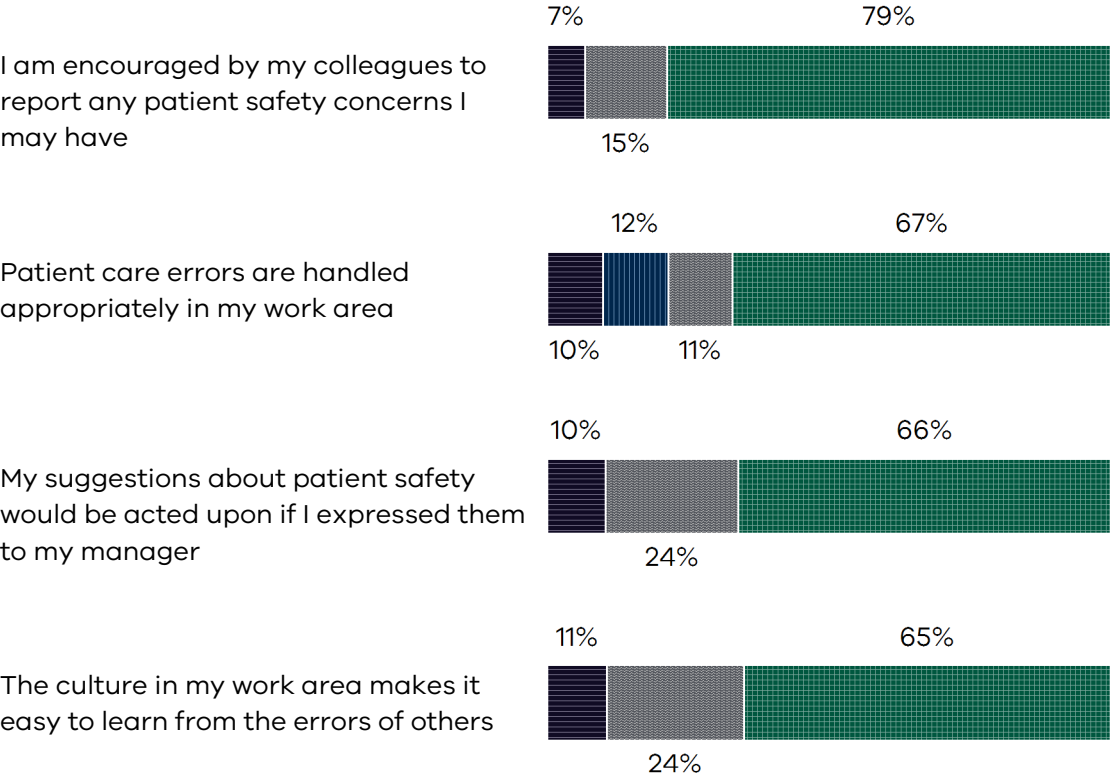
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
83 %	79 %	67 %	77 %	86 %
73 %	67 %	57 %	67 %	73 %
76 %	66 %	55 %	68 %	73 %
72 %	65 %	49 %	64 %	69 %

# Organisational climate

## Patient safety climate 2 of 2

### What this is

This is the safety culture in a healthcare workplace.

### Why this is important

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

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

### How to read this

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

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

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

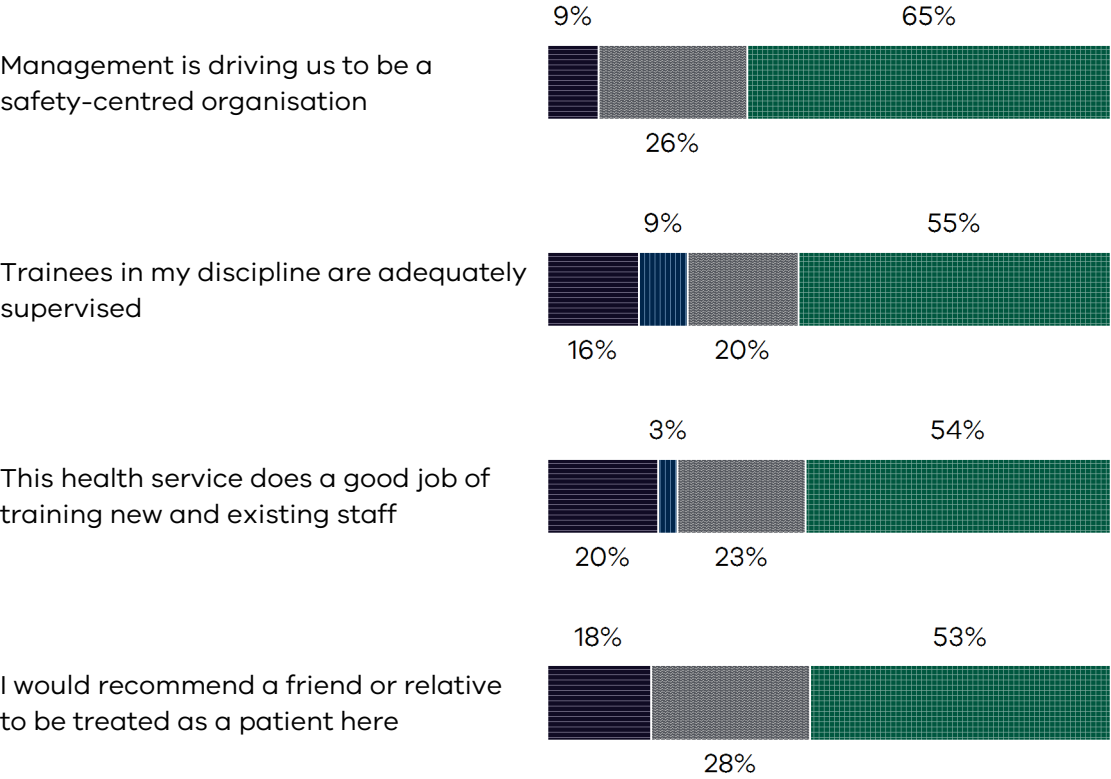
### Example

65% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
75 %	65 %	52 %	64 %	72 %
63 %	55 %	42 %	57 %	62 %
69 %	54 %	34 %	52 %	67 %
70 %	53 %	49 %	66 %	77 %



# 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.

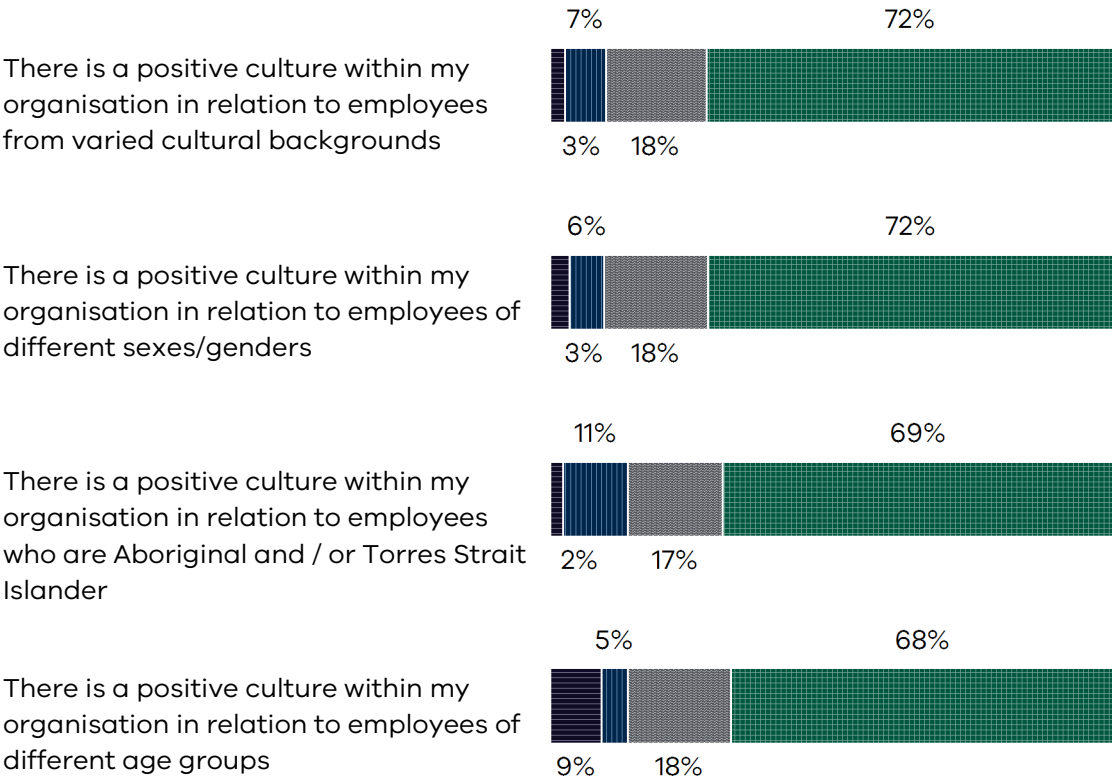
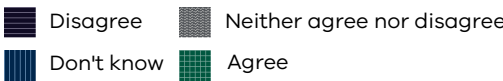
### Example

72% of your staff who did the survey agreed or strongly agreed with ‘There is a positive culture within my organisation in relation to employees from varied cultural backgrounds’.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
84 %	72 %	59 %	74 %	80 %
85 %	72 %	60 %	74 %	78 %
77 %	69 %	56 %	71 %	81 %
84 %	68 %	54 %	70 %	76 %

# Organisational climate

## Diversity and inclusion 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

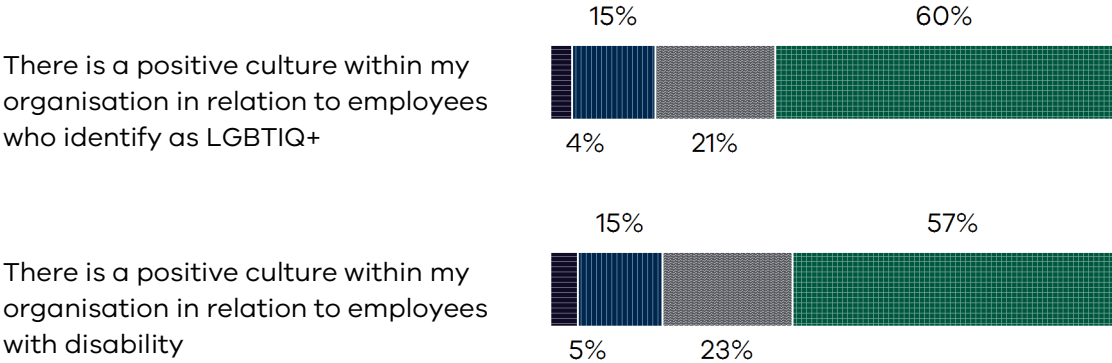
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
77 %	60 %	51 %	66 %	75 %
73 %	57 %	42 %	59 %	67 %

# Organisational climate

## Gender equality supporting measures

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

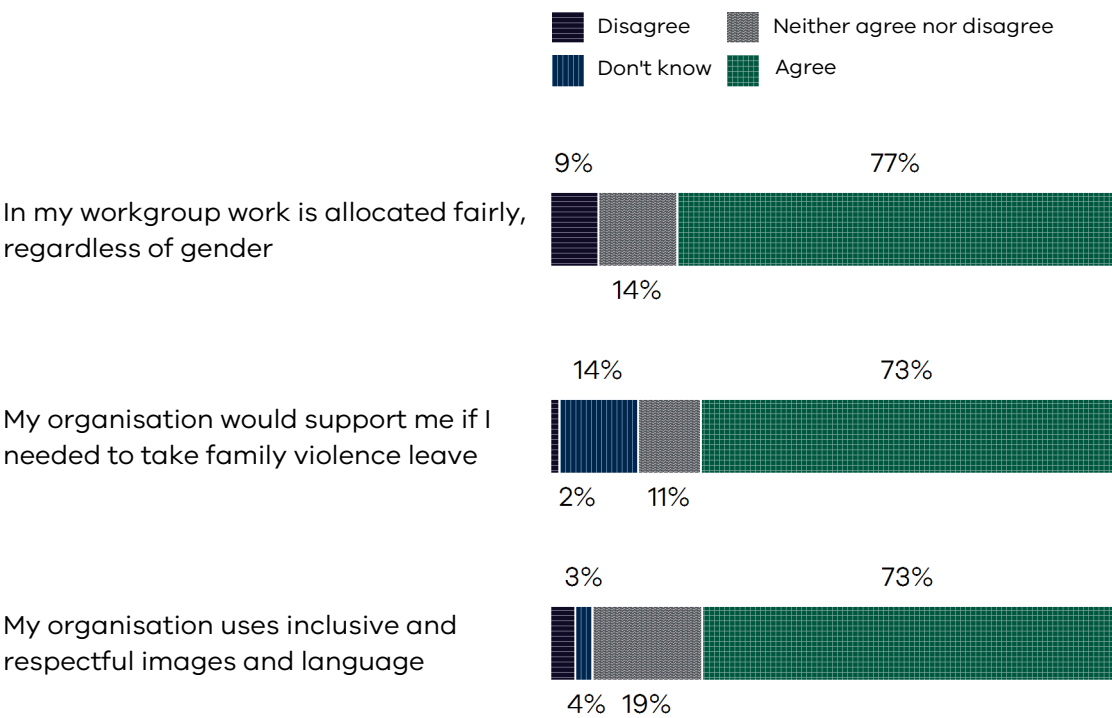
### Example

77% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	77 %	68 %	79 %	82 %
Not asked	73 %	56 %	70 %	80 %
Not asked	73 %	60 %	79 %	83 %

# People matter

## survey 2021

Have your say

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

# Workgroup climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

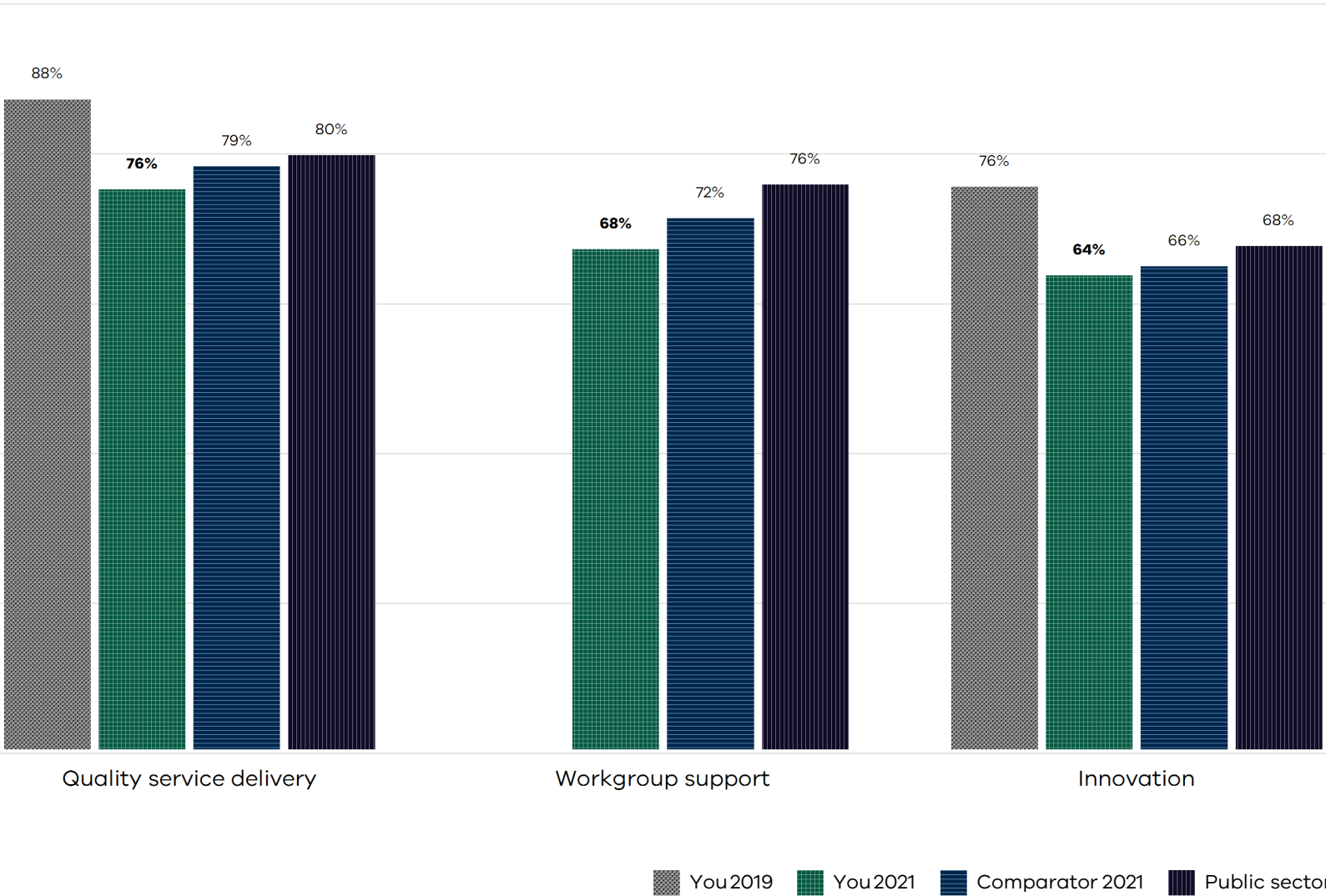
### Example

In 2021:

- 76% of your staff who did the survey responded positively to questions about which is down from 88% in 2019.

Compared to:

- 79% of staff at your comparator and 80% of staff across the public sector.



# Workgroup climate

## Quality service delivery 1 of 2

### What this is

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

### Why this is important

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

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

### How to read this

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

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

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

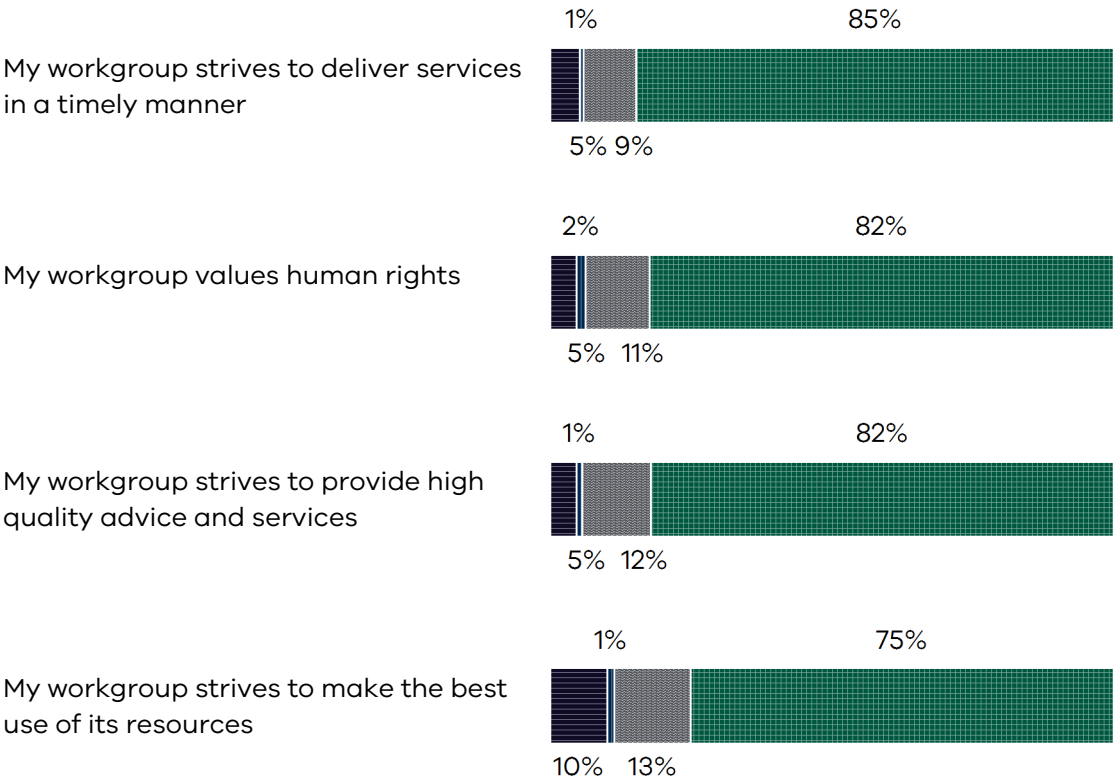
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
93 %	85 %	83 %	86 %	89 %
88 %	82 %	81 %	85 %	88 %
93 %	82 %	80 %	86 %	90 %
91 %	75 %	69 %	77 %	82 %



# Workgroup climate

## Quality service delivery 2 of 2

### What this is

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

### Why this is important

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

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

### How to read this

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

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

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

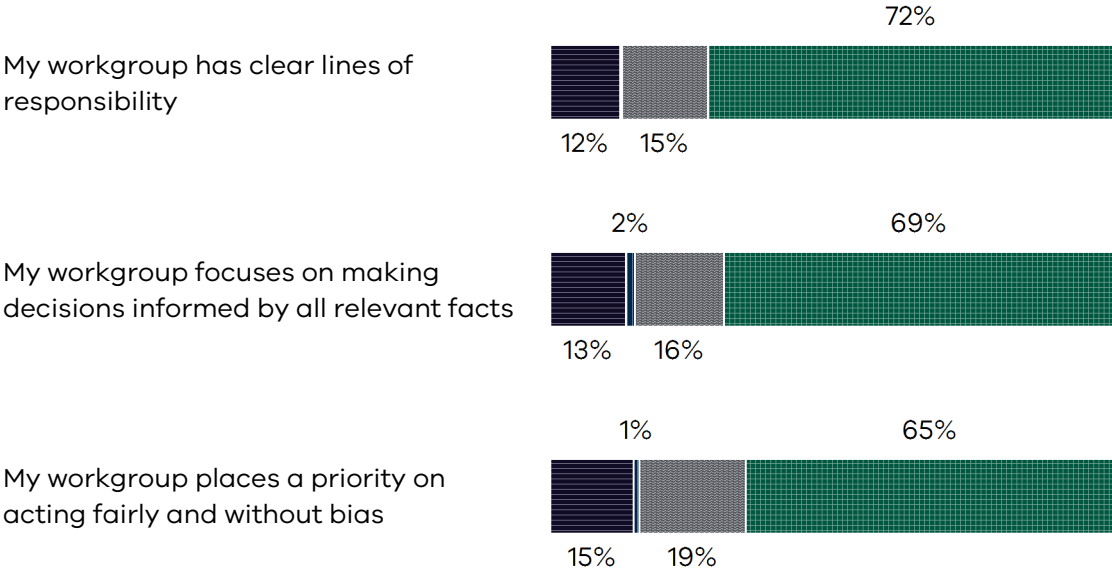
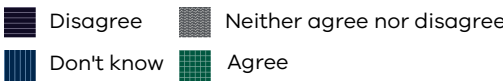
### Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
82 %	72 %	63 %	75 %	79 %
85 %	69 %	64 %	73 %	78 %
82 %	65 %	60 %	70 %	75 %



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.

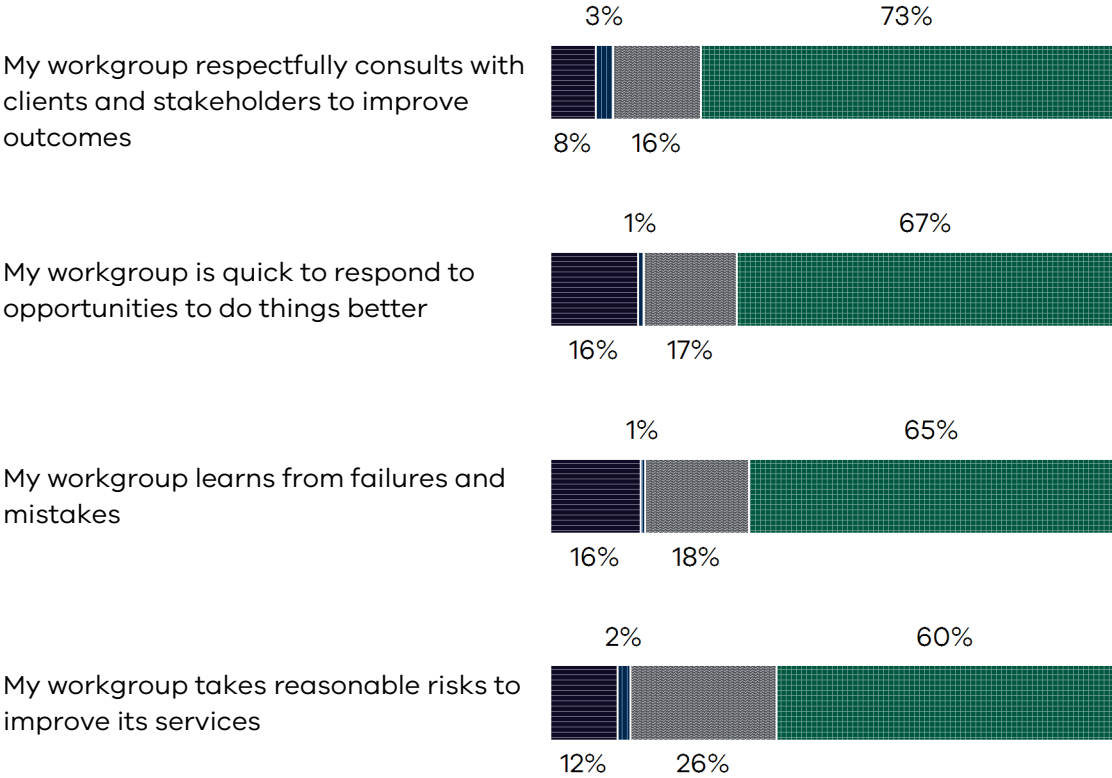
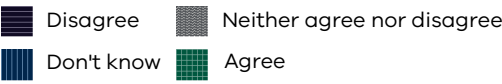
Example

73% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
81 %	73 %	72 %	78 %	82 %
79 %	67 %	60 %	67 %	73 %
77 %	65 %	57 %	67 %	74 %
73 %	60 %	50 %	58 %	64 %

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

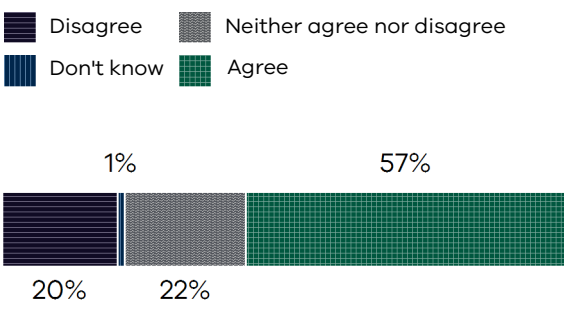
57% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

Your results

Benchmark agree results

My workgroup encourages employee creativity



You		Comparator		
2019	2021	Lowest	Average	Highest
71 %	57 %	46 %	58 %	65 %

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

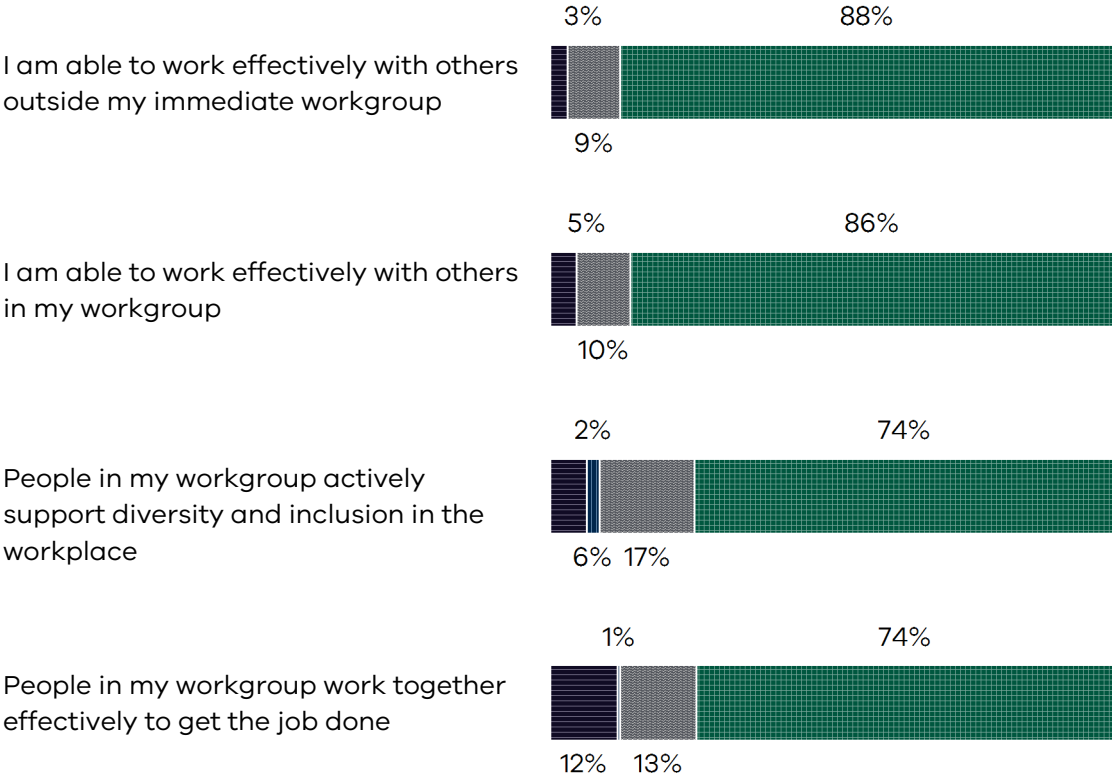
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	88 %	85 %	89 %	92 %
Not asked	86 %	85 %	89 %	92 %
76 %	74 %	71 %	79 %	84 %
76 %	74 %	72 %	77 %	85 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

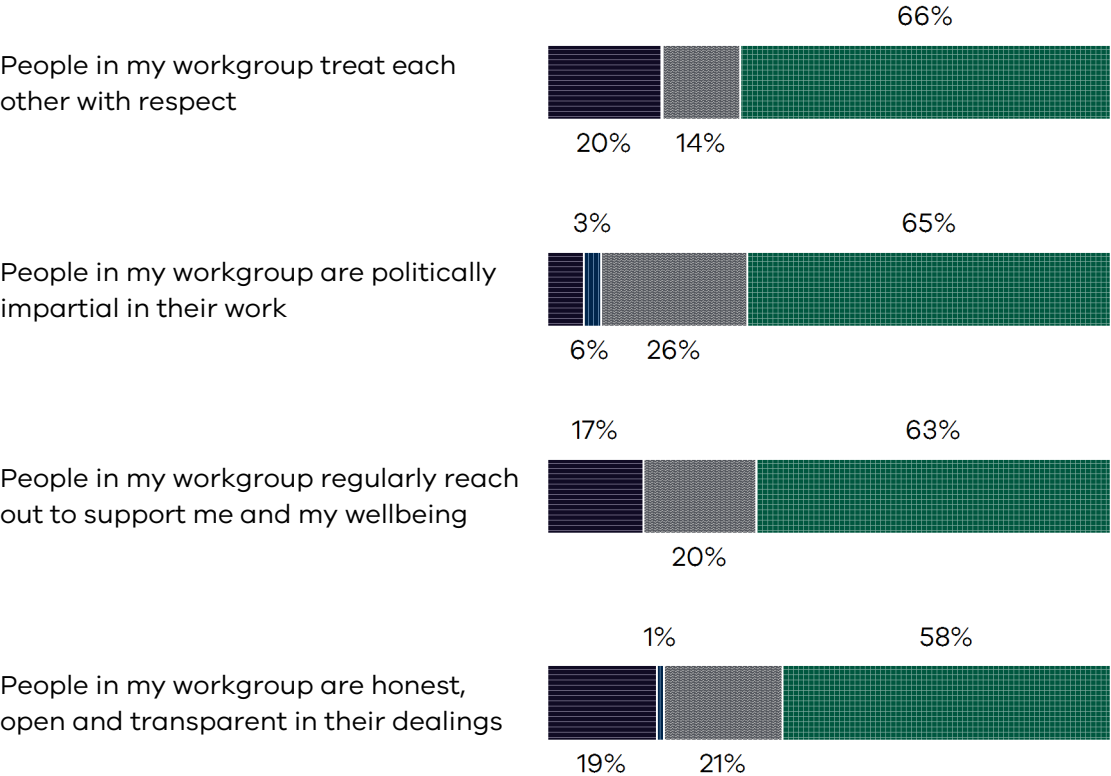
Example

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	66 %	61 %	73 %	77 %
68 %	65 %	63 %	68 %	72 %
Not asked	63 %	58 %	67 %	72 %
68 %	58 %	54 %	66 %	71 %

# Workgroup climate

## Workgroup support 3 of 3

### What this is

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

### Why this is important

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

### How to read this

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

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

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

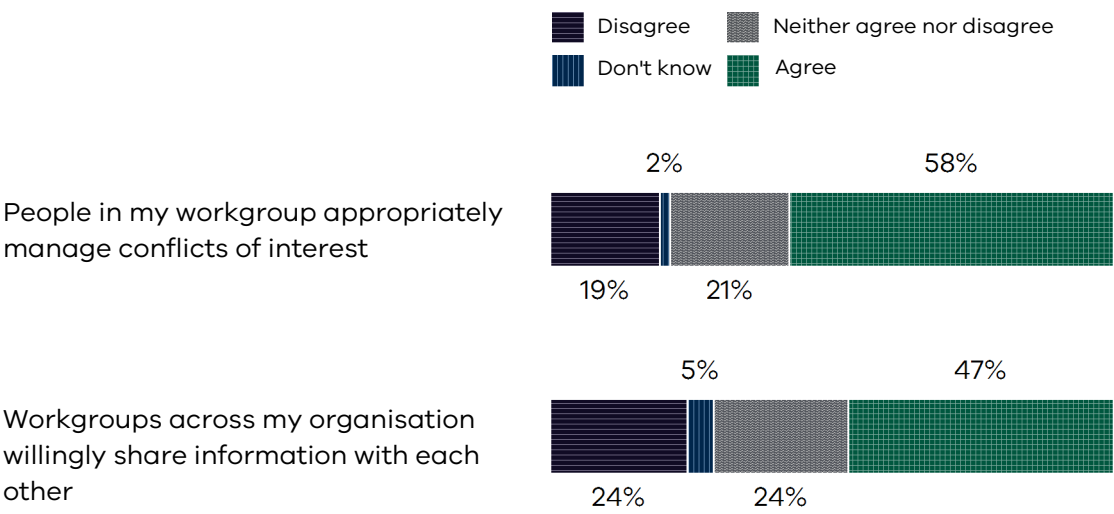
### Example

58% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
64 %	58 %	49 %	60 %	65 %
59 %	47 %	35 %	53 %	60 %

# People matter

## survey 2021

Have your say

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

# Job and manager factors

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

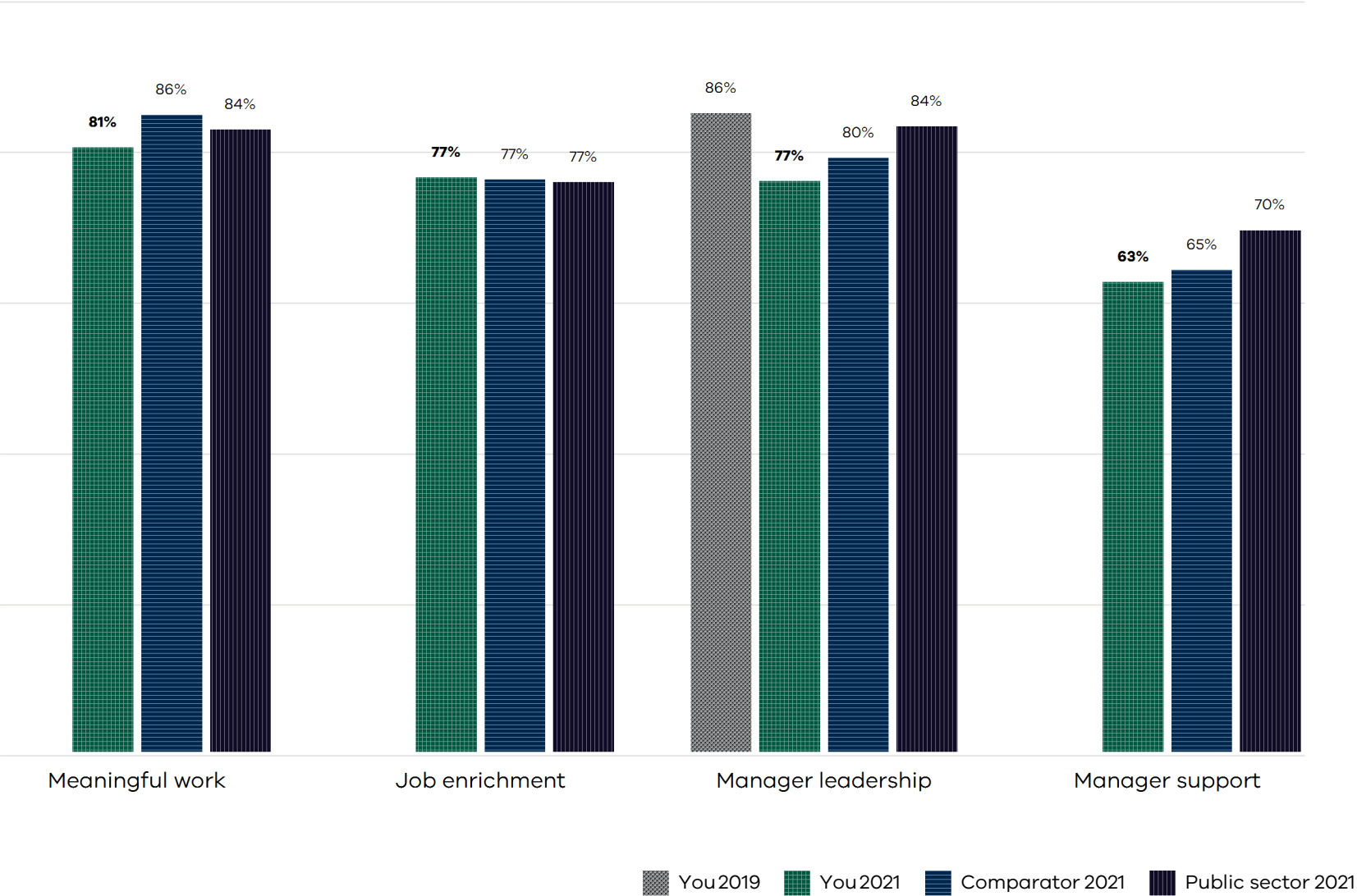
### Example

In 2021:

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

Compared to:

- 86% of staff at your comparator and 84% of staff across the public sector.





# 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.

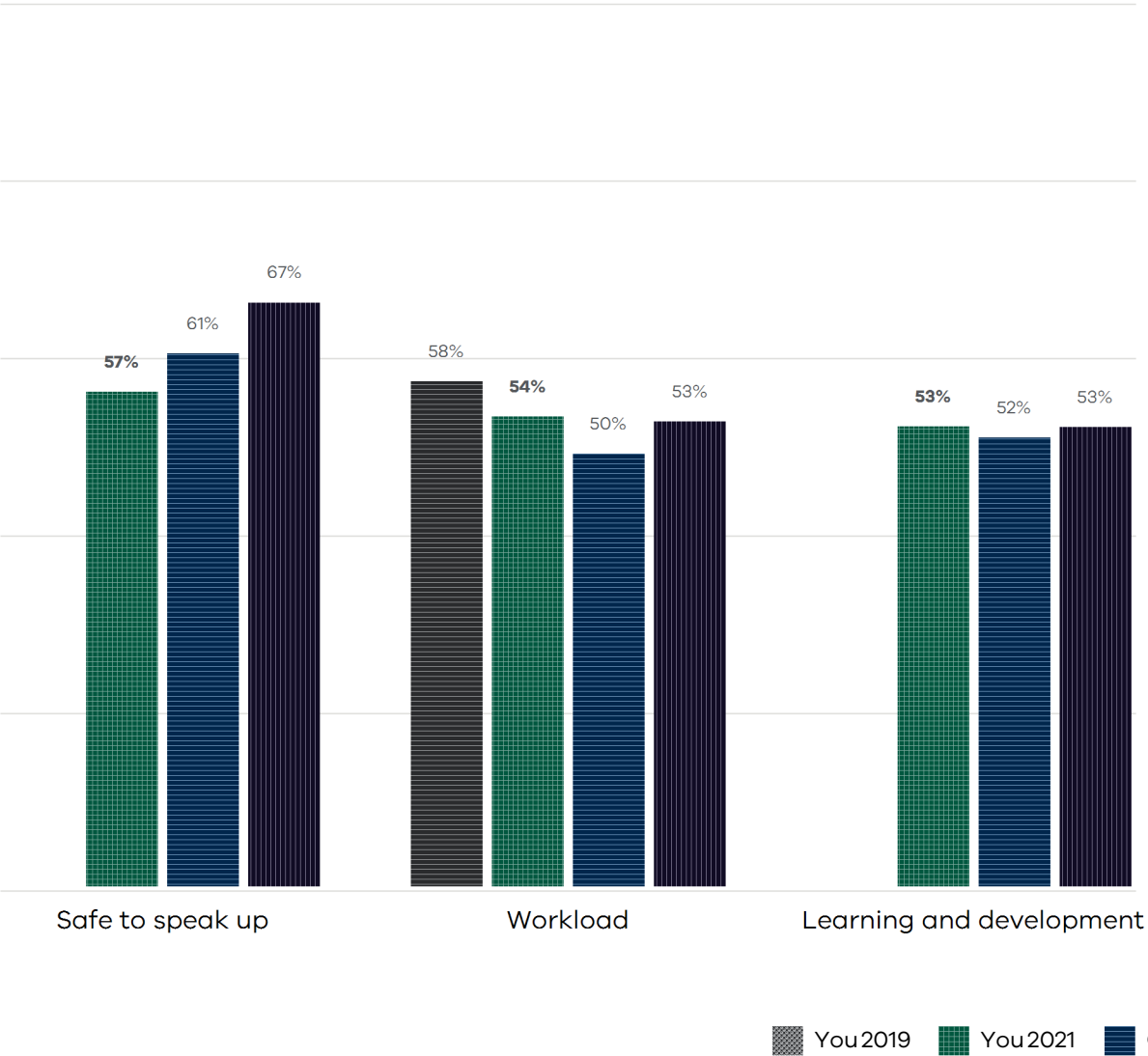
### Example

In 2021:

- 57% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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



# Job and manager factors

## Manager leadership 1 of 2

### What this is

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement.

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

### How to read this

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

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

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

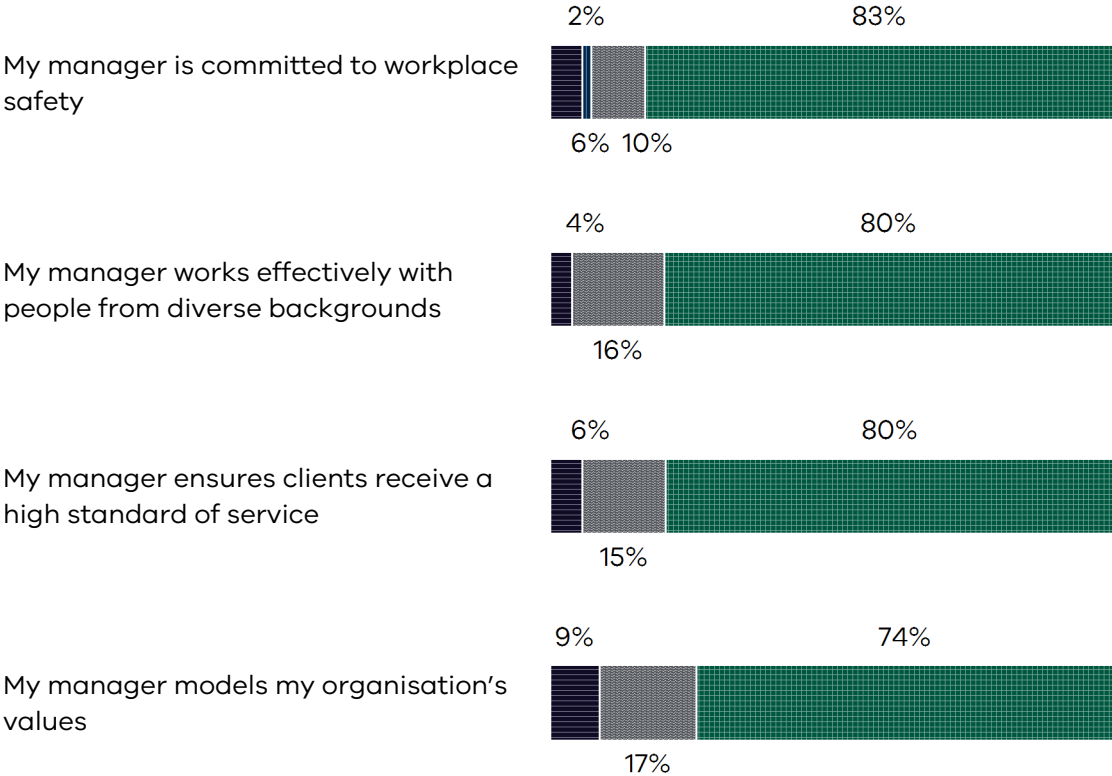
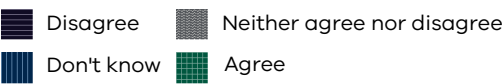
### Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	83 %	75 %	82 %	86 %
87 %	80 %	76 %	82 %	86 %
88 %	80 %	76 %	82 %	87 %
84 %	74 %	66 %	76 %	81 %

# 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.

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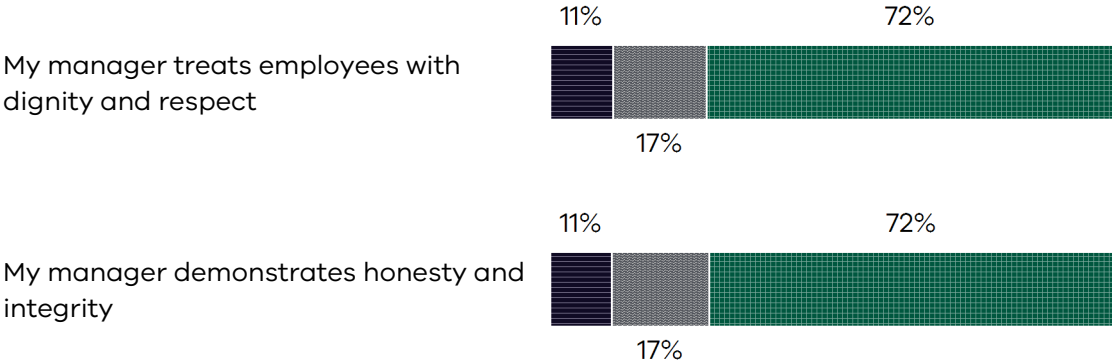
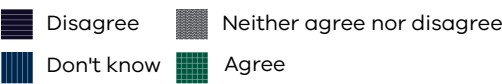
### Example

72% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
84 %	72 %	73 %	79 %	84 %
85 %	72 %	70 %	77 %	82 %

# Job and manager factors

## Manager support 1 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

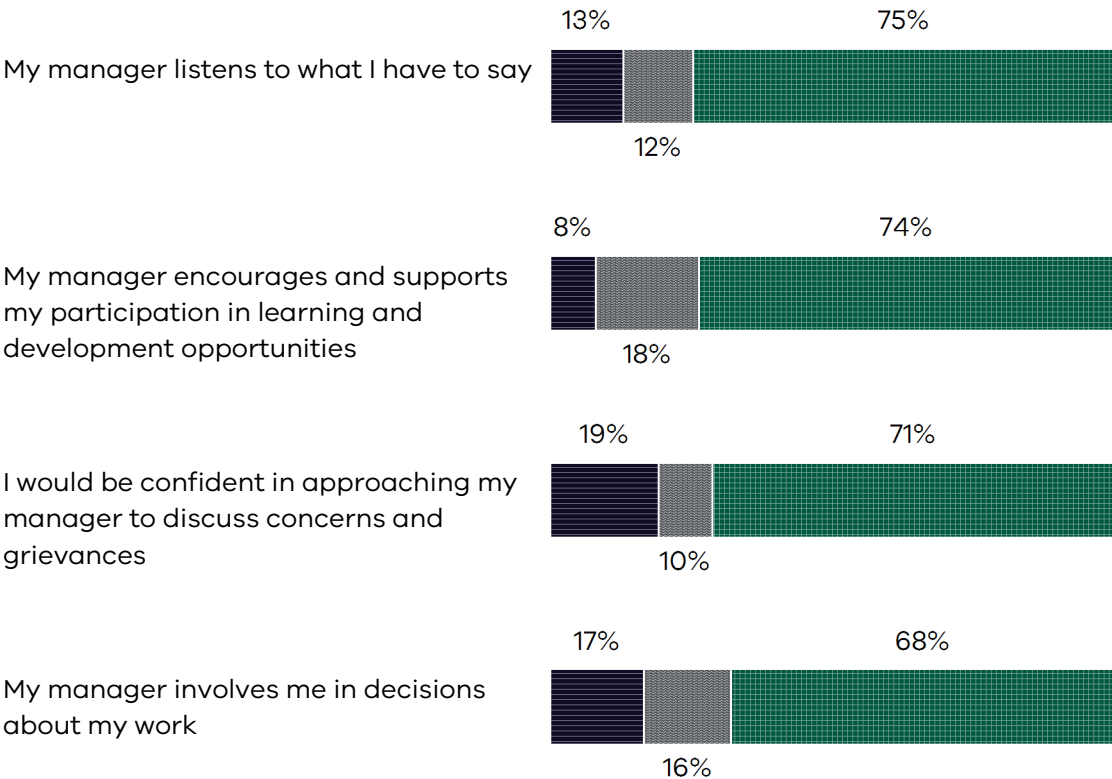
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	75 %	68 %	76 %	80 %
82 %	74 %	62 %	71 %	76 %
81 %	71 %	63 %	74 %	78 %
79 %	68 %	63 %	70 %	76 %

# 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.

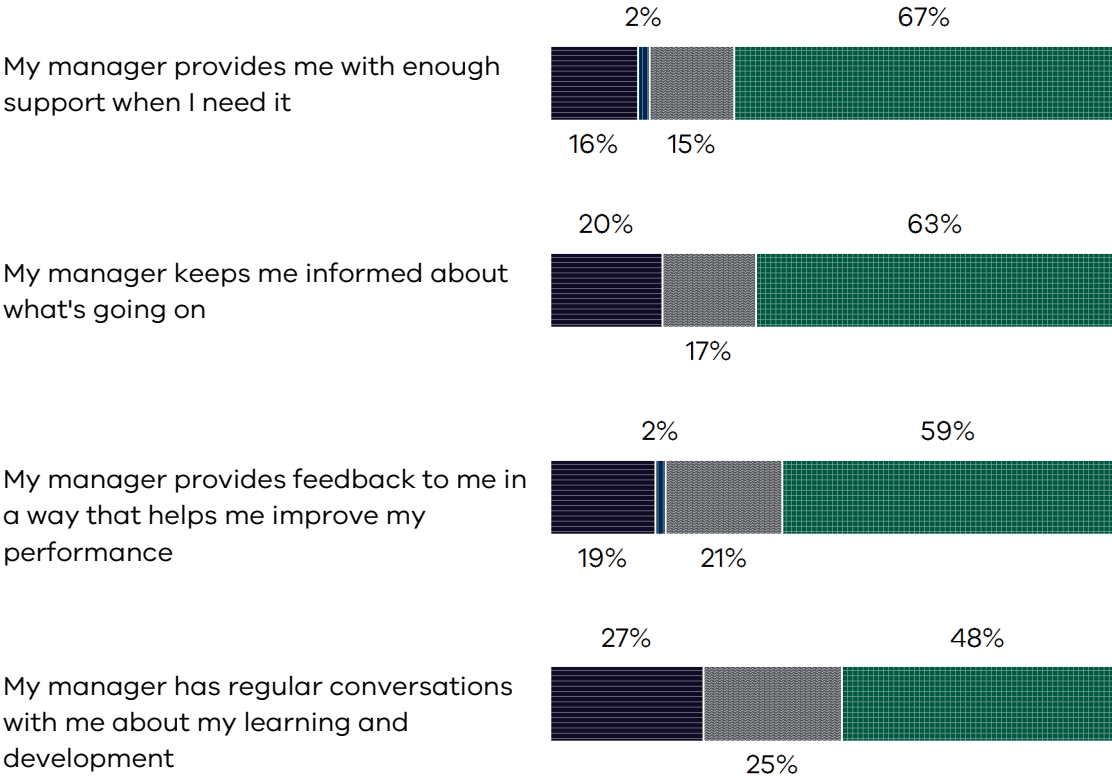
### Example

67% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	67 %	60 %	69 %	74 %
76 %	63 %	57 %	68 %	73 %
76 %	59 %	49 %	61 %	71 %
Not asked	48 %	37 %	47 %	57 %

# Job and manager factors

## Manager support 3 of 3

### What this is

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

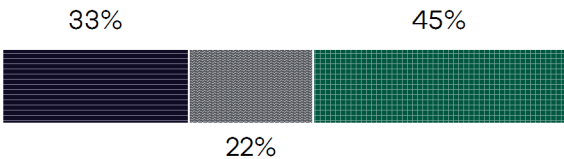
### Example

45% of your staff who did the survey agreed or strongly agreed with 'I receive adequate recognition for my contributions and accomplishments'.

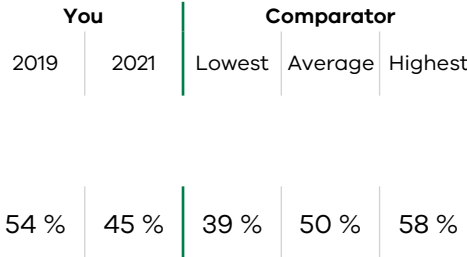
## Survey question

I receive adequate recognition for my contributions and accomplishments

## Your results



## Benchmark agree results



Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

58% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

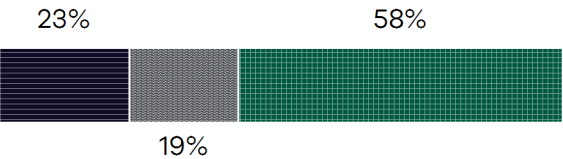
Survey question

Your results

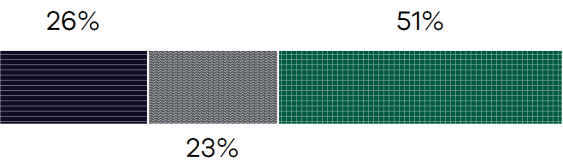
Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2019	2021	Lowest	Average	Highest
60 %	58 %	44 %	53 %	63 %
56 %	51 %	38 %	46 %	57 %



# Job and manager factors

## Learning and development 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

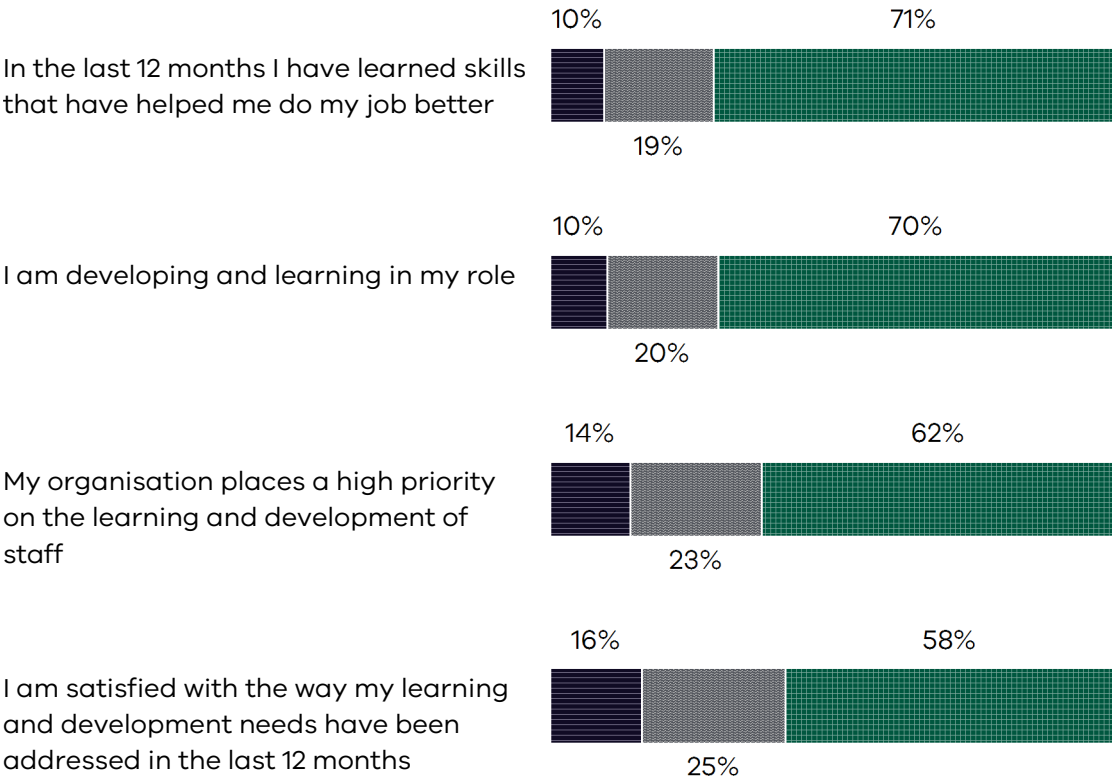
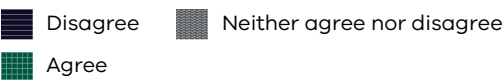
### Example

71% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	71 %	57 %	69 %	73 %
Not asked	70 %	60 %	71 %	75 %
77 %	62 %	41 %	55 %	63 %
Not asked	58 %	37 %	52 %	60 %

# 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.

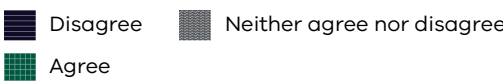
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

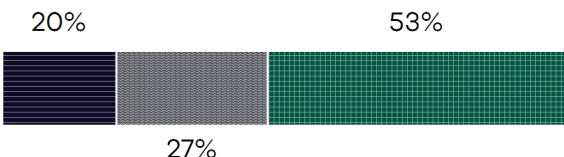
53% of your staff who did the survey agreed or strongly agreed with 'There are adequate opportunities for me to develop skills and experience in my organisation'.

## Survey question

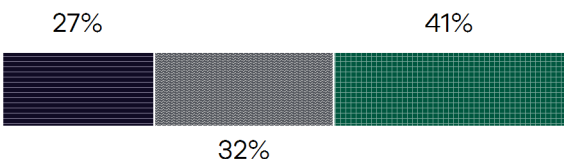
## Your results



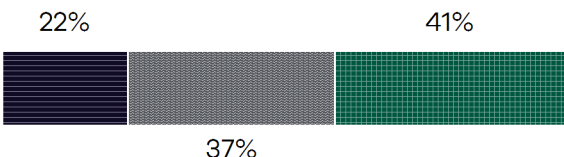
There are adequate opportunities for me to develop skills and experience in my organisation



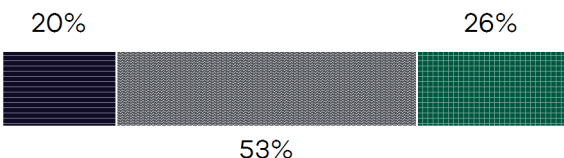
I feel I have an equal chance at promotion in my organisation



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)



## Benchmark agree results

You		Comparator		
2019	2021	Lowest	Average	Highest
75 %	53 %	40 %	54 %	60 %
Not asked	41 %	30 %	41 %	48 %
Not asked	41 %	33 %	42 %	47 %
Not asked	26 %	21 %	29 %	37 %

# Job and manager factors

## Job enrichment 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

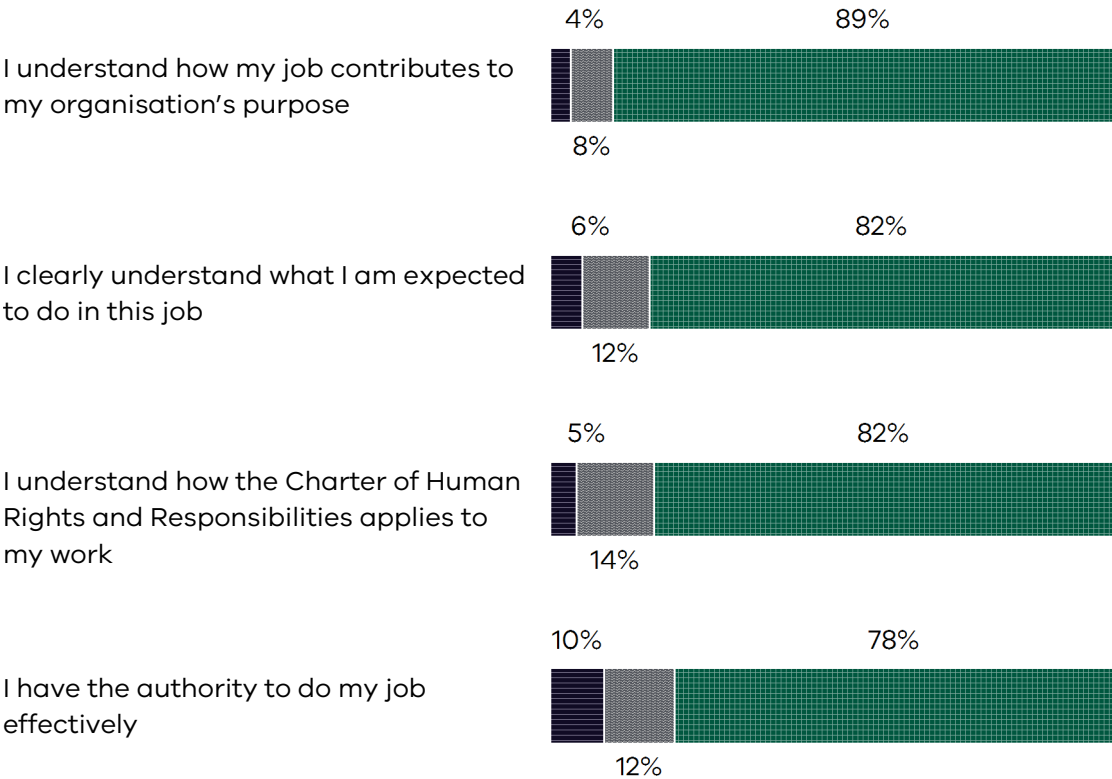
### Example

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



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	89 %	79 %	89 %	93 %
88 %	82 %	75 %	84 %	87 %
81 %	82 %	73 %	79 %	85 %
87 %	78 %	66 %	77 %	81 %

# 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.

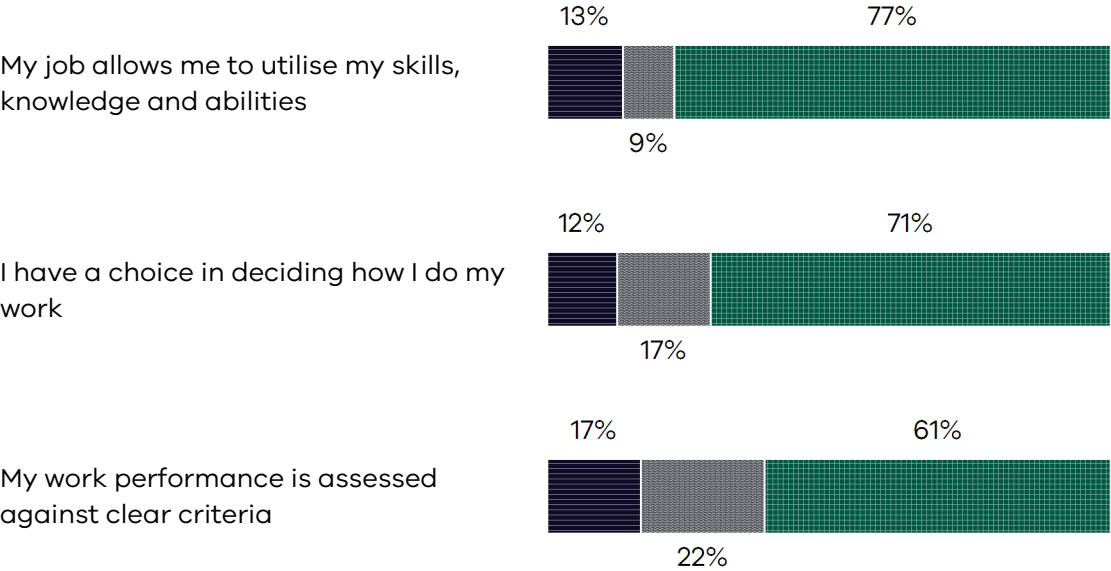
### Example

77% of your staff who did the survey agreed or strongly agreed with 'My job allows me to utilise my skills, knowledge and abilities'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
88 %	77 %	76 %	83 %	87 %
76 %	71 %	59 %	68 %	75 %
Not asked	61 %	44 %	59 %	68 %

# Job and manager factors

## Meaningful work

### What this is

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

### Why this is important

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

### How to read this

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

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

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

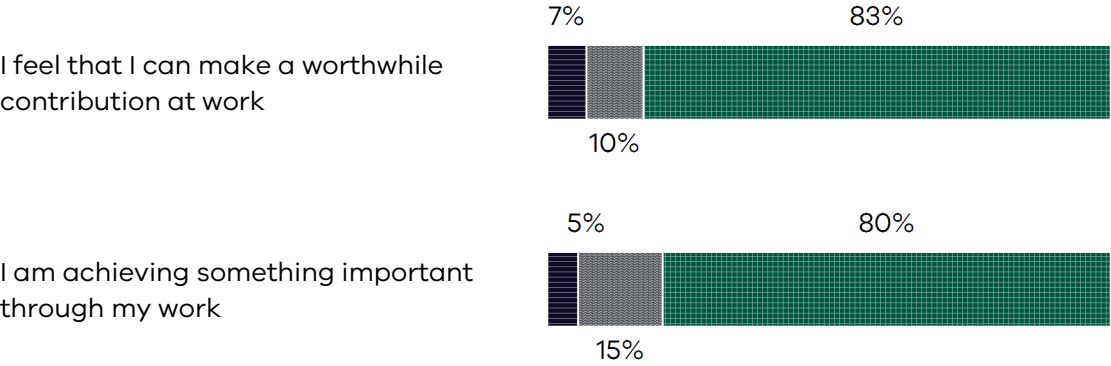
### Example

83% 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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	83 %	79 %	87 %	90 %
Not asked	80 %	79 %	84 %	87 %

# Job and manager factors

## Safe to speak up 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

61% of your staff who did the survey agreed or strongly agreed with 'People in your workgroup are able to bring up problems and tough issues'.

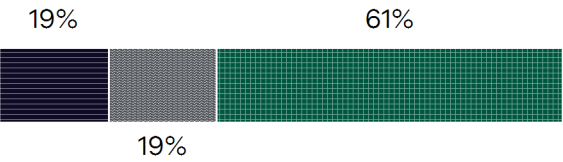
## Survey question

## Your results

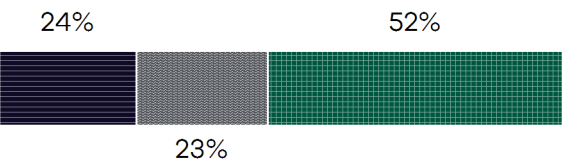
## Benchmark agree results



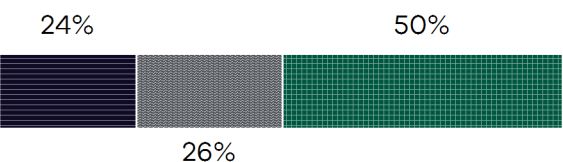
People in your workgroup are able to bring up problems and tough issues



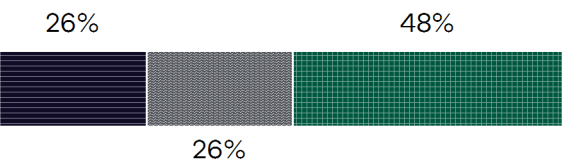
I feel safe to challenge inappropriate behaviour at work



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



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



You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	61 %	53 %	65 %	69 %
Not asked	52 %	40 %	56 %	62 %
55 %	50 %	43 %	57 %	64 %
53 %	48 %	36 %	49 %	57 %

# Job and manager factors

## Safe to speak up 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

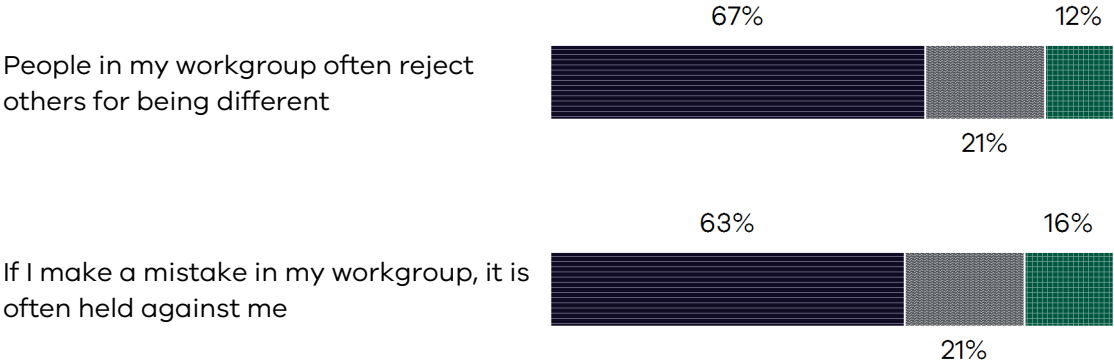
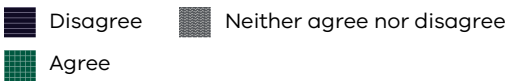
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

67% 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

You		Comparator		
2019	2021	Lowest	Average	Highest
Not asked	67 %	67 %	73 %	78 %
Not asked	63 %	58 %	66 %	73 %



## Job and manager factors

### Barriers to optimal work

#### What this is

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

#### Why this is important

Workplace barriers prevent employees from working efficiently and effectively.

#### How to read this

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

#### Example

29% of staff who did the survey said 'Communication processes' 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
Communication processes	29%	23%	19%
Too many competing priorities	28%	35%	36%
There are no noticeable barriers	26%	20%	18%
Decision making and authorisation processes	19%	18%	23%
Poor mental health or wellbeing	15%	10%	11%
Administrative processes (including leave and HR requirements)	14%	16%	19%
Poor work-life balance	14%	11%	12%
Other	13%	14%	13%
Family/household commitments (carer responsibilities, child education responsibilities)	9%	9%	9%
Technology limitations	9%	25%	20%

# People matter

## survey 2021

Have your say

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

# Public sector values

## Scorecard 1 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

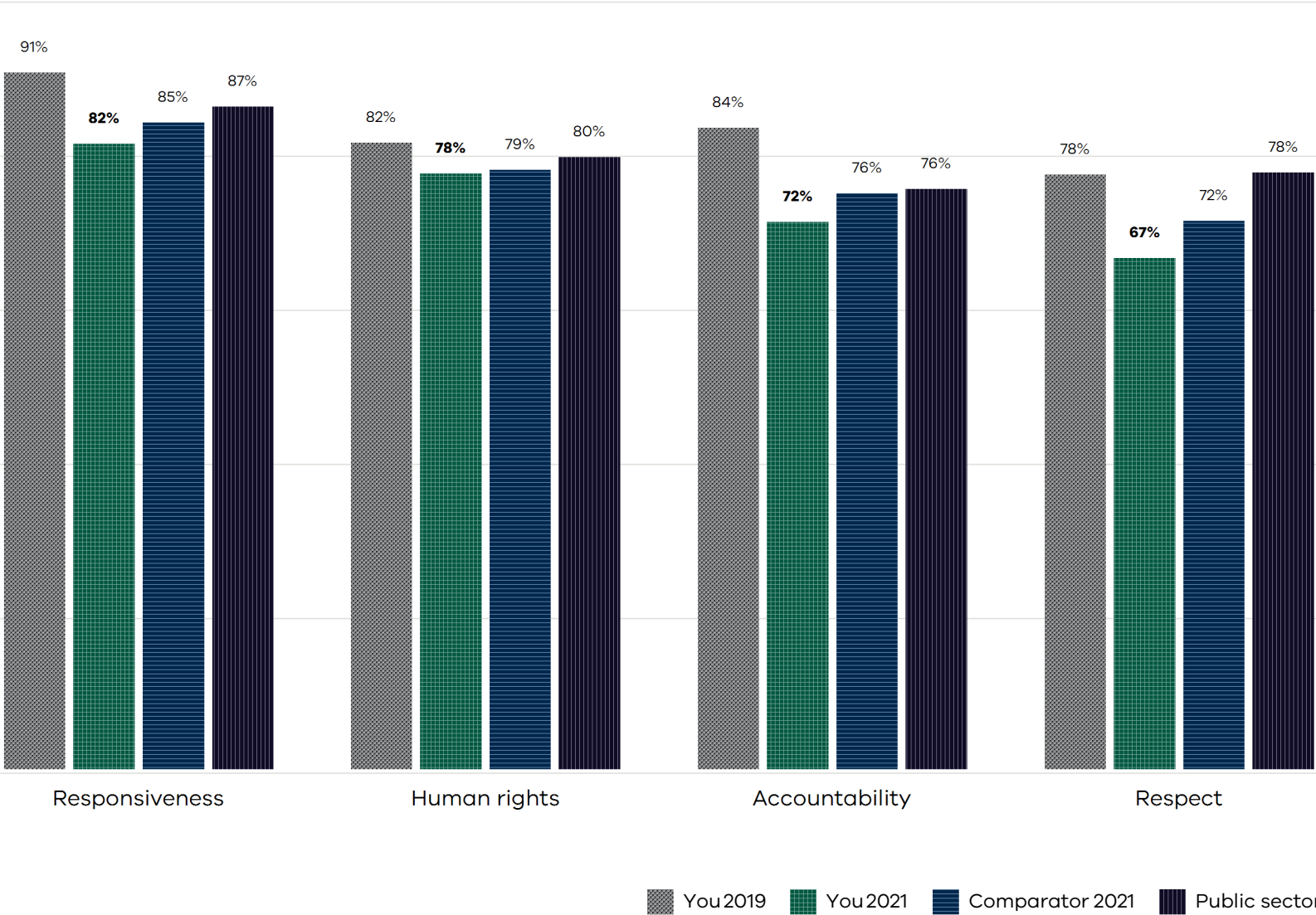
### Example

In 2021:

- 82% of your staff who did the survey responded positively to questions about Responsiveness, which is down 9% in 2019.

Compared to:

- 85% of staff at your comparator and 87% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

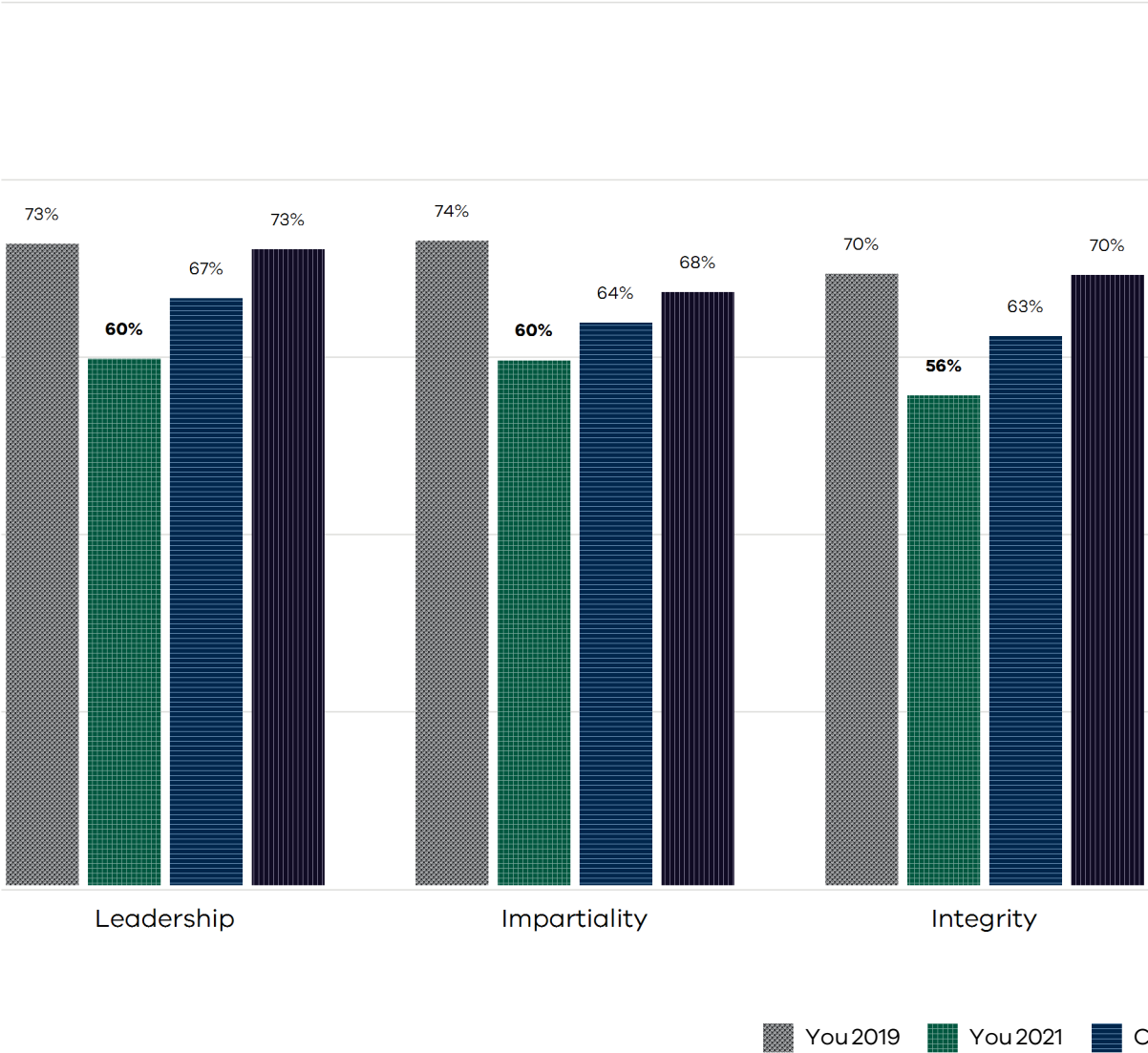
### Example

In 2021:

- 60% of your staff who did the survey responded positively to questions about Leadership , which is down 13% in 2019.

Compared to:

- 67% of staff at your comparator and 73% of staff across the public sector.



Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

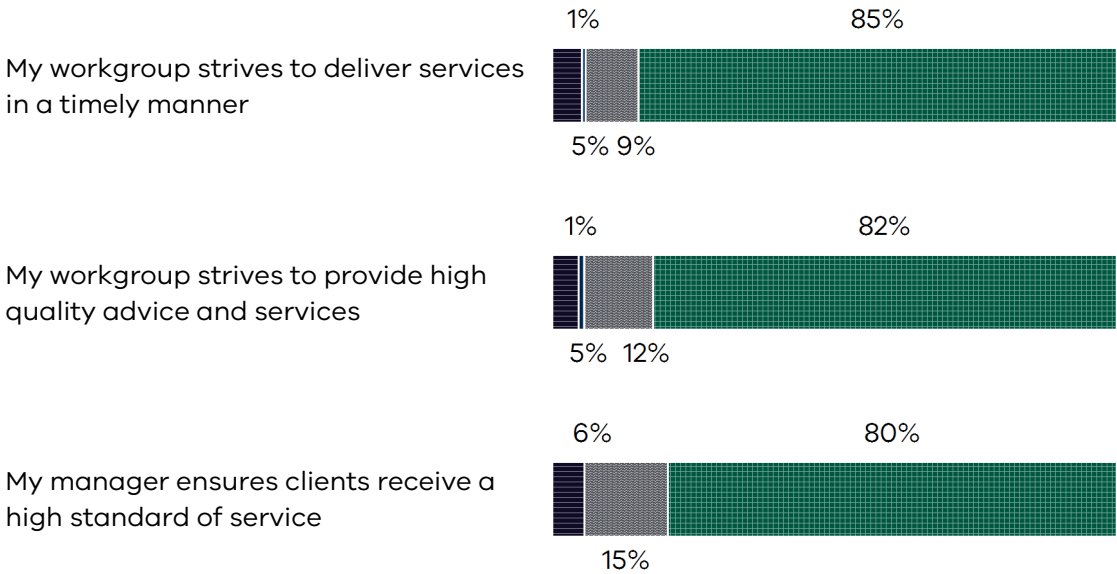
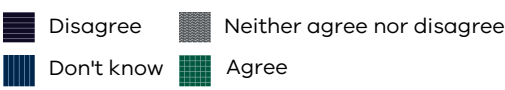
Example

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

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
93 %	85 %	83 %	86 %	89 %
93 %	82 %	80 %	86 %	90 %
88 %	80 %	76 %	82 %	87 %

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.

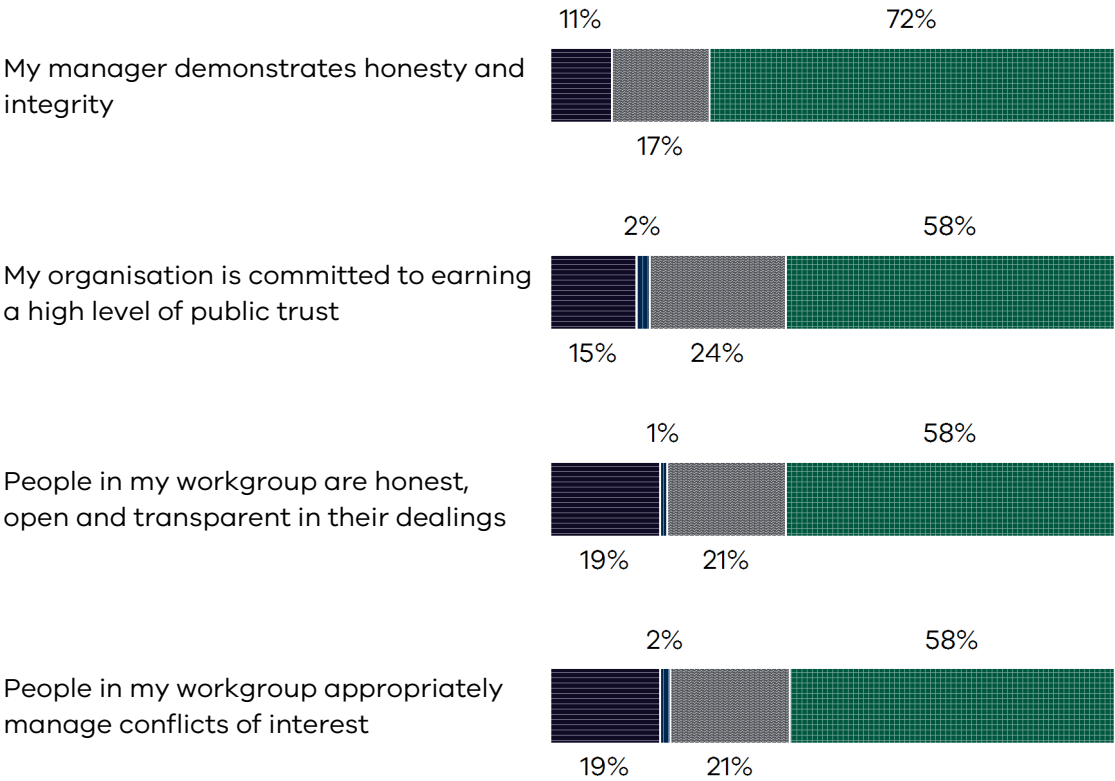
Example

72% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
85 %	72 %	70 %	77 %	82 %
83 %	58 %	49 %	74 %	82 %
68 %	58 %	54 %	66 %	71 %
64 %	58 %	49 %	60 %	65 %



# 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.

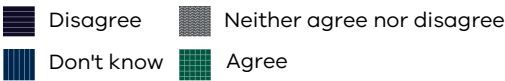
### Example

55% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

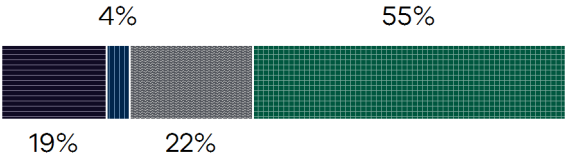
## Survey question

## Your results

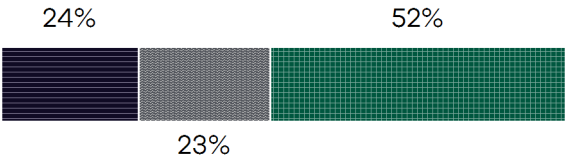
## Benchmark agree results



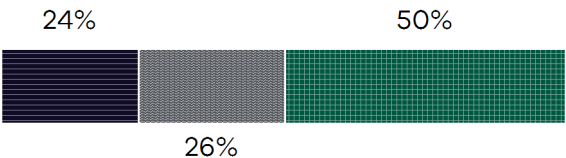
My organisation does not tolerate improper conduct



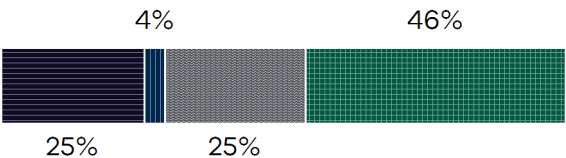
I feel safe to challenge inappropriate behaviour at work



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



Senior leaders demonstrate honesty and integrity



You		Comparator		
2019	2021	Lowest	Average	Highest
68 %	55 %	39 %	59 %	67 %
Not asked	52 %	40 %	56 %	62 %
55 %	50 %	43 %	57 %	64 %
66 %	46 %	36 %	54 %	65 %



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.

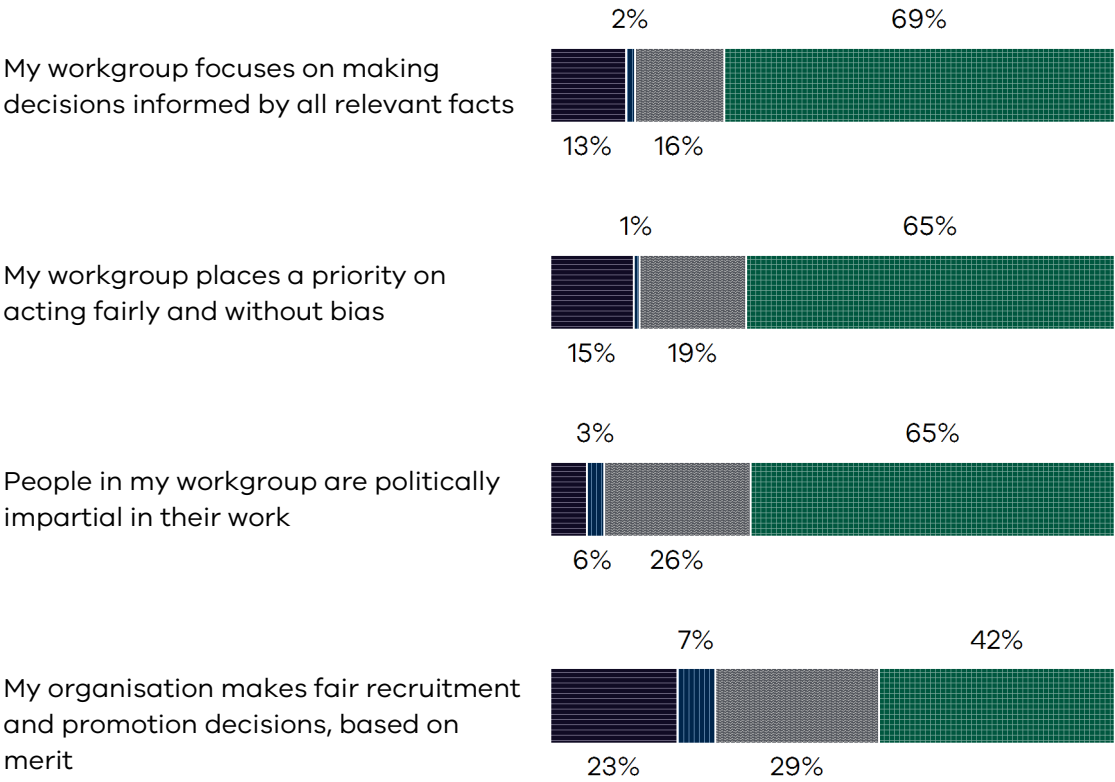
Example

69% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
85 %	69 %	64 %	73 %	78 %
82 %	65 %	60 %	70 %	75 %
68 %	65 %	63 %	68 %	72 %
59 %	42 %	34 %	47 %	54 %

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

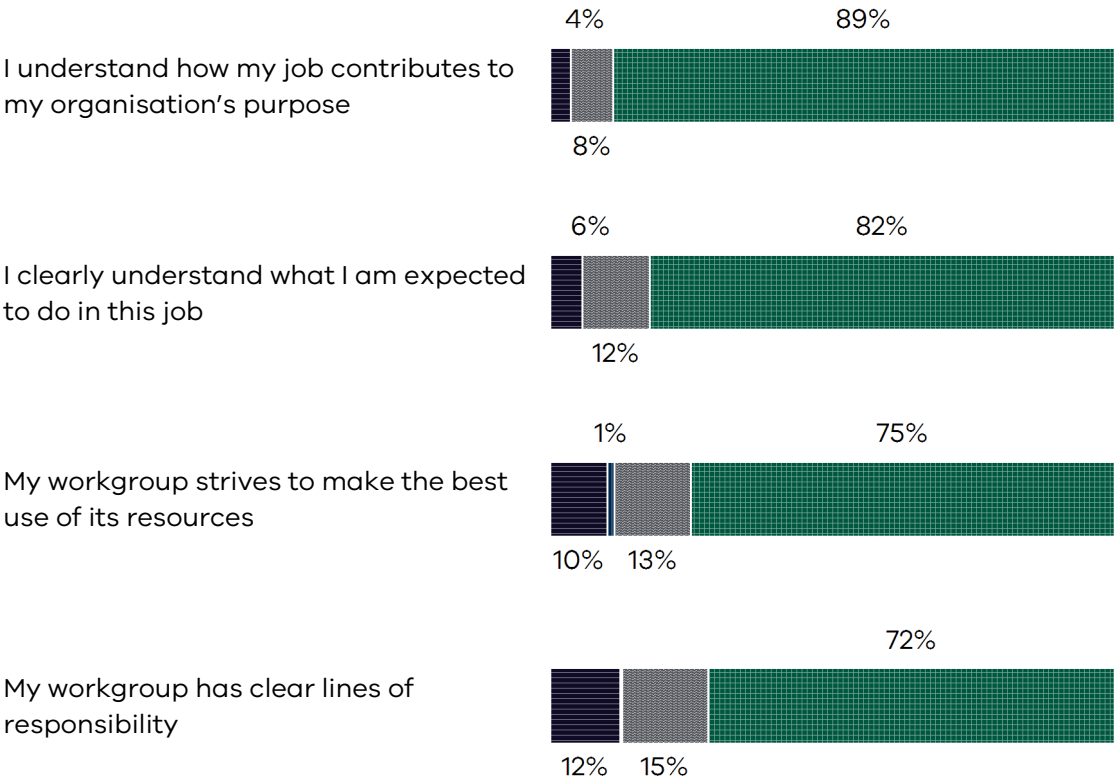
Example

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



You		Comparator		
2019	2021	Lowest	Average	Highest
94 %	89 %	79 %	89 %	93 %
88 %	82 %	75 %	84 %	87 %
91 %	75 %	69 %	77 %	82 %
82 %	72 %	63 %	75 %	79 %

# Public sector values

## Accountability 2 of 2

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

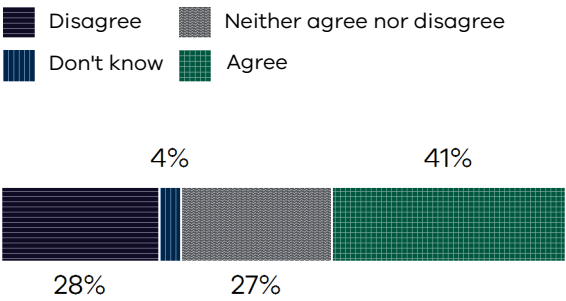
41% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

## Your results

## Benchmark agree results

Senior leaders provide clear strategy and direction



You		Comparator		
2019	2021	Lowest	Average	Highest
65 %	41 %	36 %	54 %	66 %

# 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.

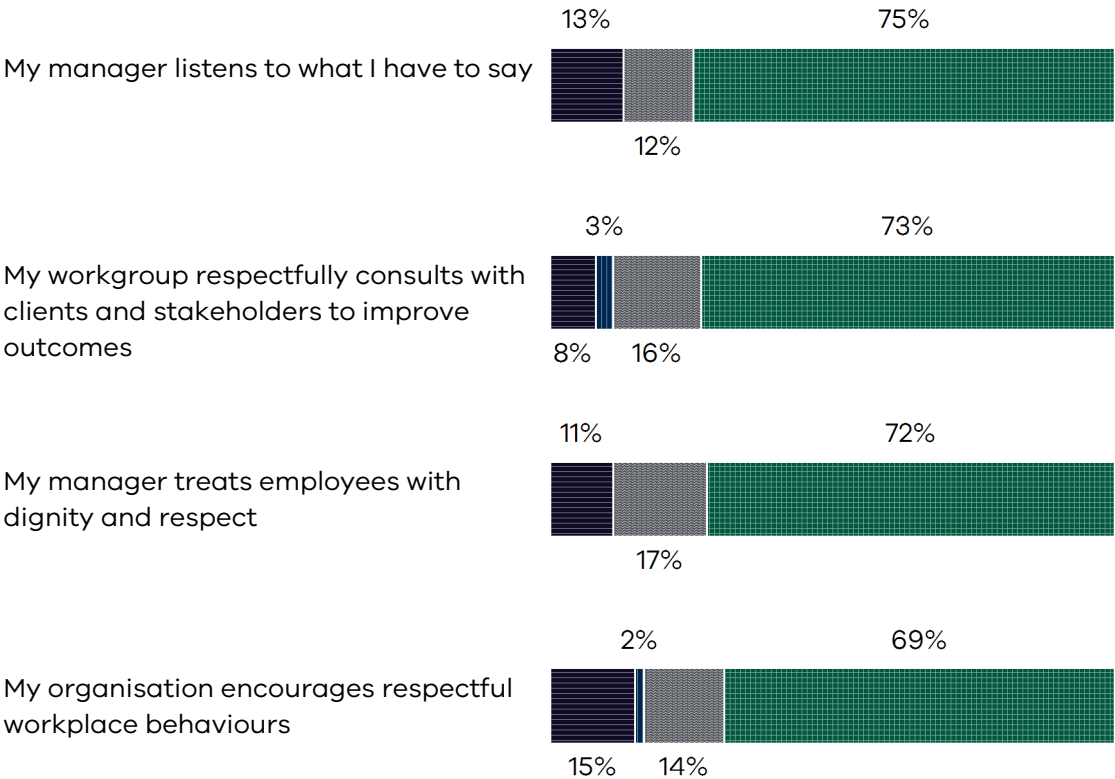
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

75% of 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

You		Comparator		
2019	2021	Lowest	Average	Highest
86 %	75 %	68 %	76 %	80 %
81 %	73 %	72 %	78 %	82 %
84 %	72 %	73 %	79 %	84 %
80 %	69 %	56 %	74 %	82 %

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.

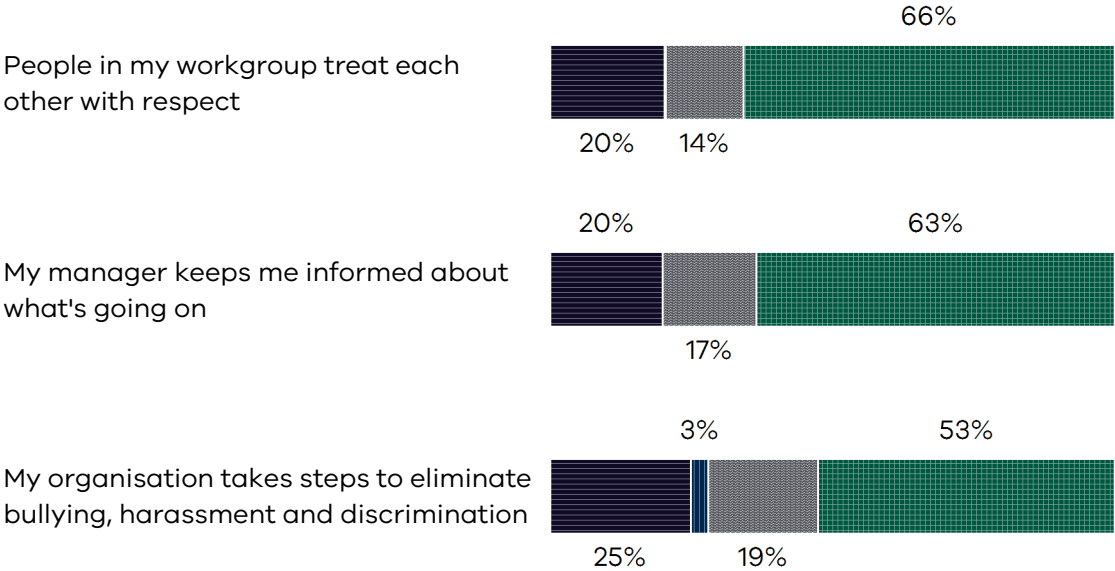
Example

66% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
70 %	66 %	61 %	73 %	77 %
76 %	63 %	57 %	68 %	73 %
69 %	53 %	39 %	57 %	64 %

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.

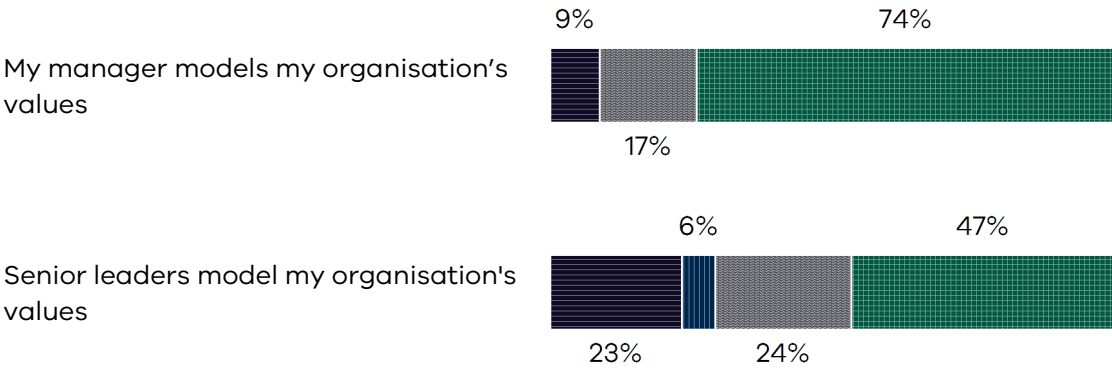
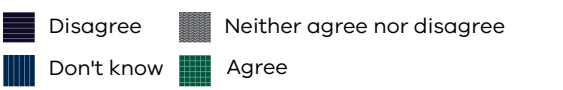
Example

74% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
84 %	74 %	66 %	76 %	81 %
63 %	47 %	37 %	58 %	69 %

# 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.

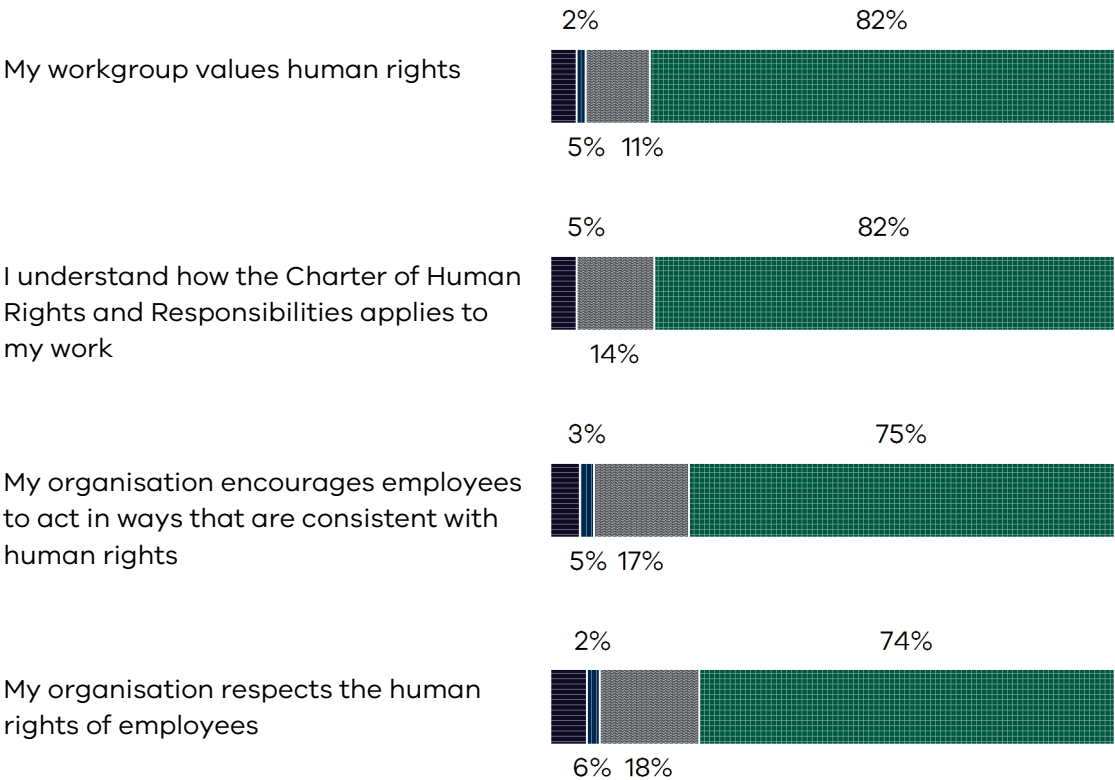
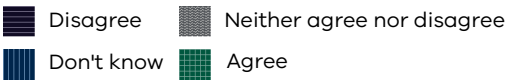
### Example

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

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2019	2021	Lowest	Average	Highest
88 %	82 %	81 %	85 %	88 %
81 %	82 %	73 %	79 %	85 %
81 %	75 %	61 %	77 %	83 %
79 %	74 %	59 %	74 %	82 %



# People matter

## survey 2021

Have your say

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

## Demographics

Age, Australian defence force and education

### What this is

These are the employment characteristics of staff.

### Why this is important

This helps organisations understand the diversity of their staff.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	106	27%
35-54 years	136	35%
55+ years	100	26%
Prefer not to say	44	11%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	8	2%
No	352	91%
Prefer not to say	26	7%

Highest level of formal education	(n)	%
Master Degree level	29	8%
Graduate Diploma or Graduate Certificate level	71	18%
Bachelor Degree level incl. honours degrees	75	19%
Advanced Diploma or Diploma level	55	14%
Certificate III or IV level	53	14%
Year 12 or equivalent (VCE/Leaving certificate)	22	6%
Certificate I or II level	8	2%
Lower than Certificate I or equivalent	8	2%
Prefer not to say	65	17%

## 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:

- 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.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	5	1%
Non Aboriginal and/or Torres Strait Islander	355	92%
Prefer not to say	26	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	13	3%
No	337	87%
Prefer not to say	36	9%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	11	85%
No	2	15%

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	50%
I feel that sharing my disability information will reflect negatively on me	1	50%

## 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.

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How would you describe your gender?	(n)	%
Woman	281	73%
Man	56	15%
Prefer not to say	48	12%
Non-binary and I use a different term	1	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	343	89%
Prefer not to say	42	11%

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

	(n)	%
No	326	84%
Don't know	19	5%
Prefer not to say	41	11%

How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	302	78%
Prefer not to say	63	16%
Don't know	7	2%
Bisexual	7	2%
I use a different term	6	2%
Gay or lesbian	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.

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Country of birth	(n)	%
Born in Australia	344	89%
Not born in Australia	22	6%
Prefer not to say	20	5%

When did you first arrive in Australia?*	(n)	%
1 to less than 2 years ago	1	5%
More than 20 years ago	8	36%
2 to less than 5 years ago	3	14%
5 to less than 10 years ago	4	18%
10 to less than 20 years ago	6	27%

Language other than English spoken with family or community	(n)	%
Yes	15	4%
No	345	89%
Prefer not to say	26	7%

## Demographics

### Cultural diversity 2 of 3

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

	(n)	%
Other	8	53%
Australian Indigenous Language	3	20%
Filipino	2	13%
German	1	7%
Italian	1	7%



## 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

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Cultural identity	(n)	%
Australian	334	87%
Prefer not to say	26	7%
English, Irish, Scottish and/or Welsh	15	4%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	7	2%
New Zealander	5	1%
Other	3	1%
East and/or South-East Asian	3	1%
South Asian	2	1%
Aboriginal and/or Torres Strait Islander	2	1%
North American	1	0%
Central Asian	1	0%

Religion	(n)	%
No religion	164	42%
Christianity	140	36%
Prefer not to say	65	17%
Other	11	3%
Buddhism	3	1%
Hinduism	3	1%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Working arrangement	(n)	%
Full-Time	136	35%
Part-Time	250	65%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	155	44%
\$65k to \$95k	104	29%
\$95k to \$125k	25	7%
\$125k or more	9	3%
Prefer not to say	62	17%

Organisational tenure	(n)	%
<1 year	21	5%
1 to less than 2 years	41	11%
2 to less than 5 years	80	21%
5 to less than 10 years	80	21%
10 to less than 20 years	102	26%
More than 20 years	62	16%

Management responsibility	(n)	%
Non-manager	324	84%
Other manager	45	12%
Manager of other manager(s)	17	4%

Employment type	(n)	%
Ongoing and executive	308	80%
Fixed term	47	12%
Other	31	8%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	304	79%
I have moved to a different role within my organisation (including acting roles)	71	18%
I have moved to my role from a different Victorian public sector organisation	7	2%
I have moved to my role from outside the Victorian public sector	4	1%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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#### How to read this

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

	(n)	%
Horsham	375	97%
Other city or town	10	3%
Outside Victoria	1	0%

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

	(n)	%
A frontline or service delivery location (that is not a main office or home/private location)	202	52%
A main office	109	28%
A hub/shared work space	46	12%
Other (please specify)	26	7%
Home/private location	3	1%

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

	(n)	%
No, I have not worked from any other locations	258	67%
A frontline or service delivery location (that is not a main office or home/private location)	48	12%
Home/private location	36	9%
A main office	34	9%
A hub/shared work space	13	3%
Other	6	2%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

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

	(n)	%
No, I have not requested adjustments	287	74%
Flexible working arrangements	71	18%
Physical modifications or improvements to the workplace	28	7%
Career development support strategies	9	2%
Accessible communications technologies	6	2%
Other	5	1%
Job redesign or role sharing	4	1%

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

	(n)	%
Work-life balance	39	39%
Family responsibilities	34	34%
Health	32	32%
Caring responsibilities	25	25%
Other	13	13%
Study commitments	7	7%
Disability	2	2%

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

	(n)	%
The adjustments I needed were made and the process was satisfactory	73	74%
The adjustments I needed were not made	21	21%
The adjustments I needed were made but the process was unsatisfactory	5	5%

## 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.

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Caring responsibility	(n)	%
None of the above	142	37%
Primary school aged child(ren)	72	19%
Secondary school aged child(ren)	63	16%
Frail or aged person(s)	61	16%
Prefer not to say	49	13%
Child(ren) - younger than preschool age	39	10%
Preschool aged child(ren)	35	9%
Person(s) with a medical condition	29	8%
Person(s) with a mental illness	27	7%
Person(s) with disability	22	6%
Other	7	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.

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

	(n)	%
Nursing Employees	170	44%
Medical Employees	5	1%
Personal service worker	15	4%
Allied health professional	35	9%
Other health professional	7	2%
Management, Administration and Corporate support	83	22%
Support services	70	18%
Lived experience specific worker	1	0%

## Demographics

### Primary role

#### What is this

This shows the primary role of your staff.

#### Why this is important

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

#### How to read this

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

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

	(n)	%
Hospital-based services	313	81%
Community-based services	73	19%

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

	(n)	%
Aged care	64	17%
Critical care	9	2%
Drug and alcohol	1	0%
Emergency	26	7%
Maternity care	17	4%
Medical	21	5%
Mental health	1	0%
Mixed medical/surgical	28	7%
Palliative care	4	1%
Paediatrics	2	1%
Peri-operative	14	4%
Rehabilitation	31	8%
Surgical	6	2%
Other	162	42%





**Victorian  
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