# People matter survey 2021

## Have your say

Castlemaine Health
2021 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

# 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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- Biggest positive difference from comparator
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## Custom questions

- Questions requested by your organisation

## Demographics

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

## Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
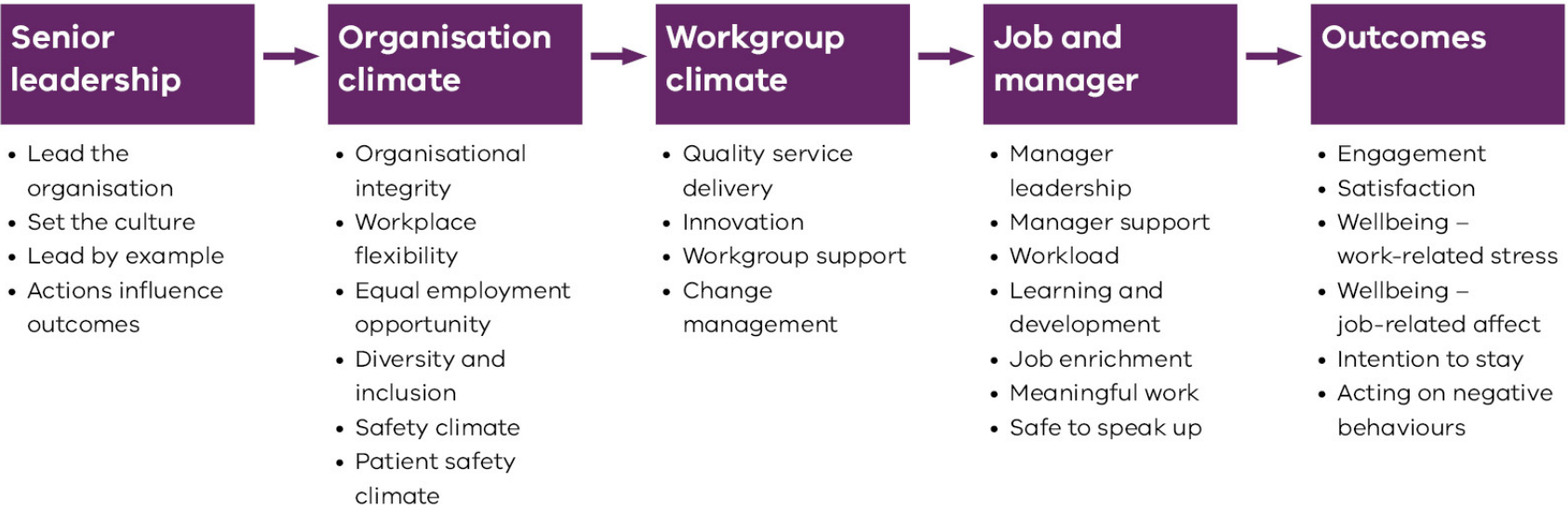
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### Our public sector values

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

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

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

**Senior leadership** → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

**Senior leadership**
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

**Organisation climate**
- Organisational integrity
- Workplace flexibility
- Equal employment opportunity
- Diversity and inclusion
- Safety climate
- Patient safety climate

**Workgroup climate**
- Quality service delivery
- Innovation
- Workgroup support
- Change management

**Job and manager**
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Safe to speak up

**Outcomes**
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours

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

| Responsiveness | Integrity | Impartiality | Accountability | Respect | Leadership | Human Rights |

# 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'.

Bass Coast Health

Benalla Health

Colac Area Health

East Grampians Health Service

Gippsland Southern Health Service

Kyabram and District Health Service

Maryborough District Health Service

Portland District Health

Stawell Regional Health

West Wimmera Health Service

## Report overview

### Your response rate

**What this is**

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

**Why this is important**

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

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

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

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

**How to read this**

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

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

| 2019 | 2021 |
|------|------|
| 50% (258) | 46% (264) |

| 2019 | | 2021 | |
|------|------|------|------|
| Comparator | 56% | Comparator | 45% |
| Public Sector | 46% | 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 | |
|---|---|
| **69** | |
| Comparator | 71 |
| Public Sector | 67 |

| 2021 | |
|---|---|
| **70** | |
| Comparator | 70 |
| 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 70.

**Why this is important**

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

**How to read this**

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

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

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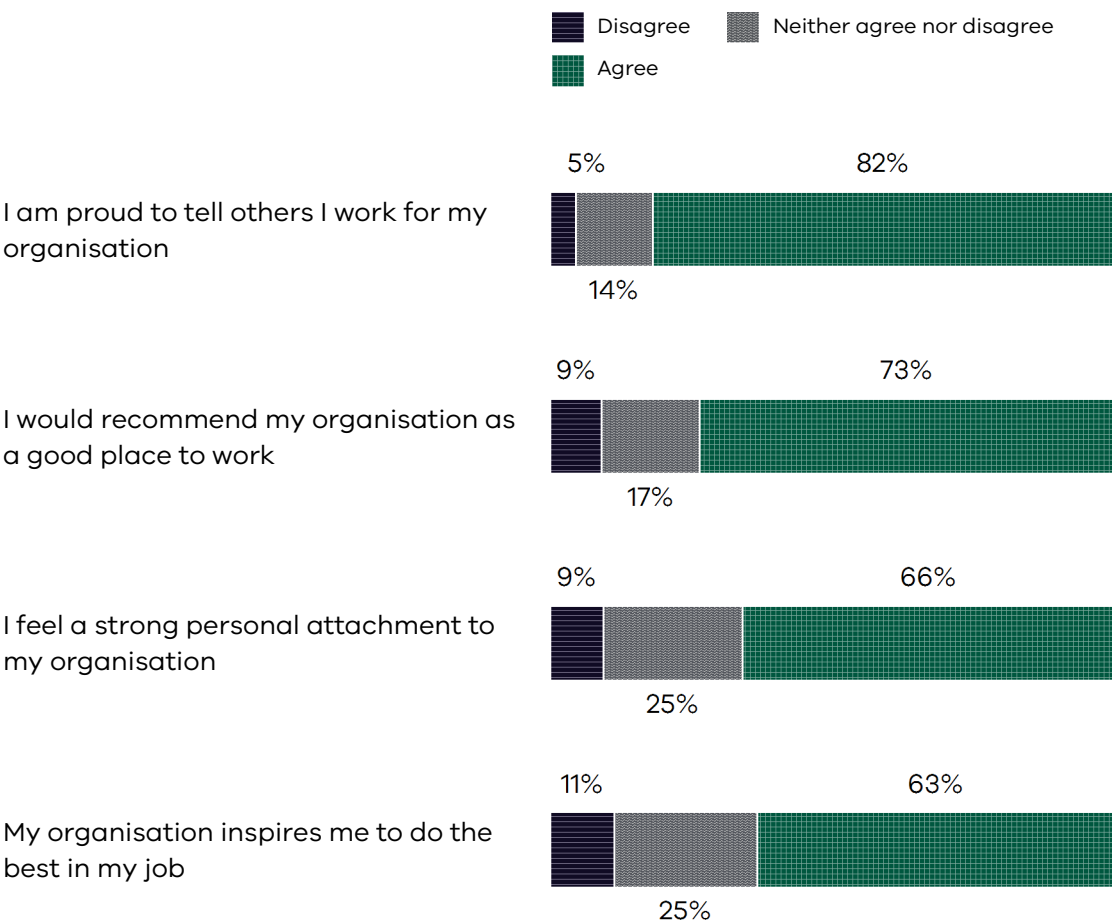
**Example**

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



Legend: ■ Disagree  ▨ Neither agree nor disagree  ▨ Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I am proud to tell others I work for my organisation | 5% / 14% / 82% | 74 % | 82 % | 69 % | 78 % | 89 % |
| I would recommend my organisation as a good place to work | 9% / 17% / 73% | 73 % | 73 % | 56 % | 70 % | 87 % |
| I feel a strong personal attachment to my organisation | 9% / 25% / 66% | 64 % | 66 % | 56 % | 67 % | 79 % |
| My organisation inspires me to do the best in my job | 11% / 25% / 63% | 64 % | 63 % | 47 % | 65 % | 81 % |

## People outcomes

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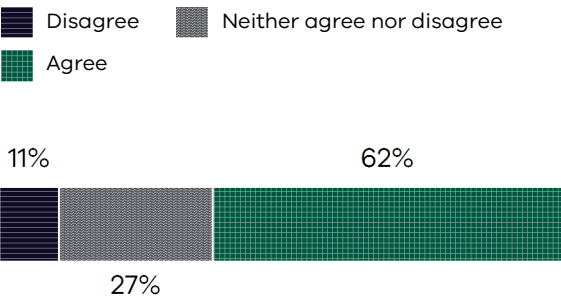
**Example**

62% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

### Survey question

### Your results

### Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

My organisation motivates me to help achieve its objectives

11% | 27% | 62%

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | 61 % | 62 % | 46 % | 63 % | 77 % |

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# 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:

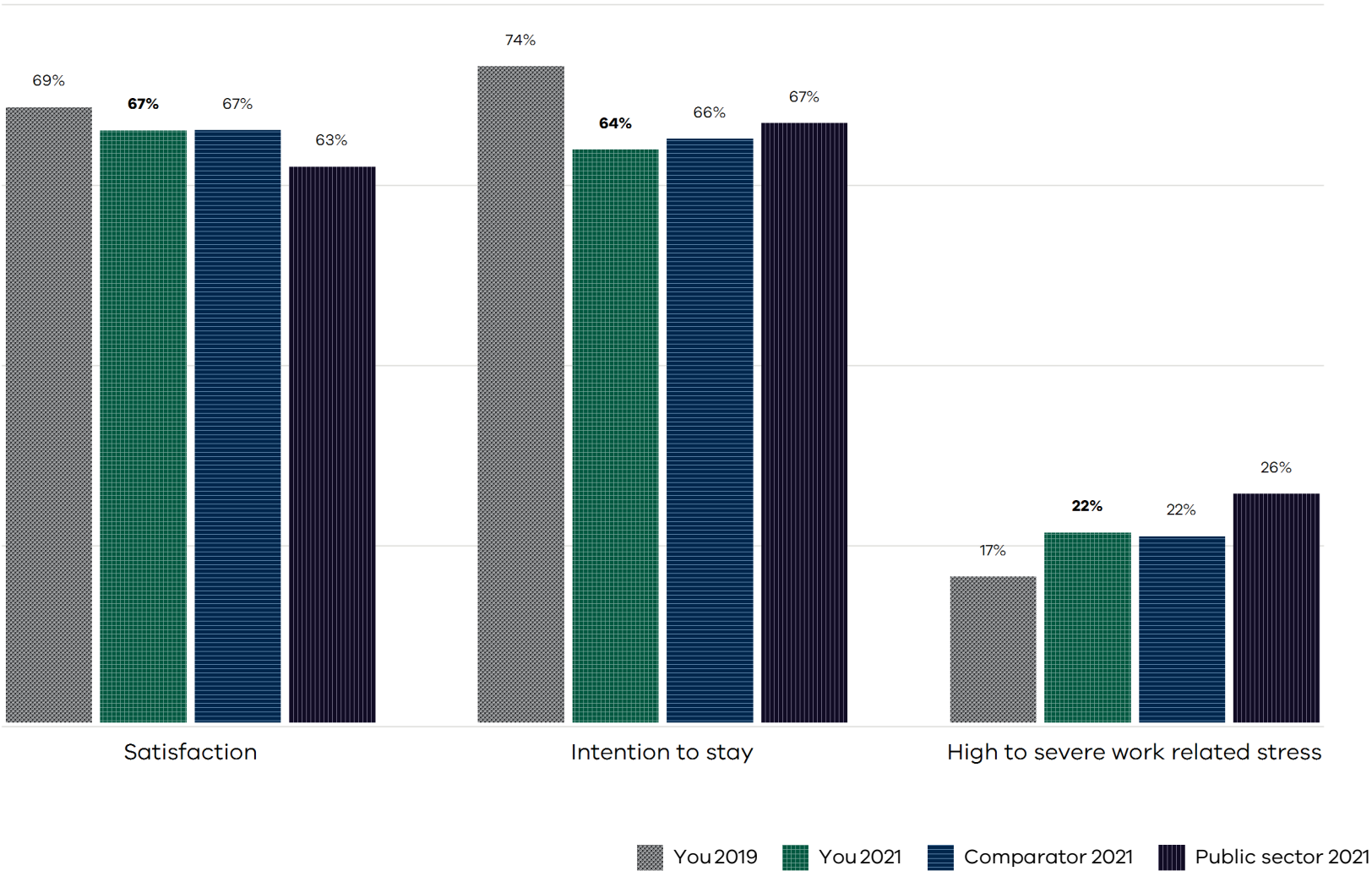- 67% of your staff who did the survey responded positively to questions about Satisfaction which is down from 69% in 2019.

Compared to:

- 67% of staff at your comparator and 63% of staff across the public sector.



Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Satisfaction: 69%, 67%, 67%, 63%
Intention to stay: 74%, 64%, 66%, 67%
High to severe work related stress: 17%, 22%, 22%, 26%

# 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

82% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

| Survey question | Your results | | | | | |
|---|---|---|---|---|---|---|

**Legend:** Disagree · Neither agree nor disagree · Agree

| Survey question | | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I enjoy the work in my current job | 5% / 14% / 82% | 80 % | 82 % | 79 % | 82 % | 87 % |
| I get a sense of accomplishment from my work | 8% / 11% / 81% | 82 % | 81 % | 80 % | 83 % | 89 % |

# People outcomes

## Satisfaction question results 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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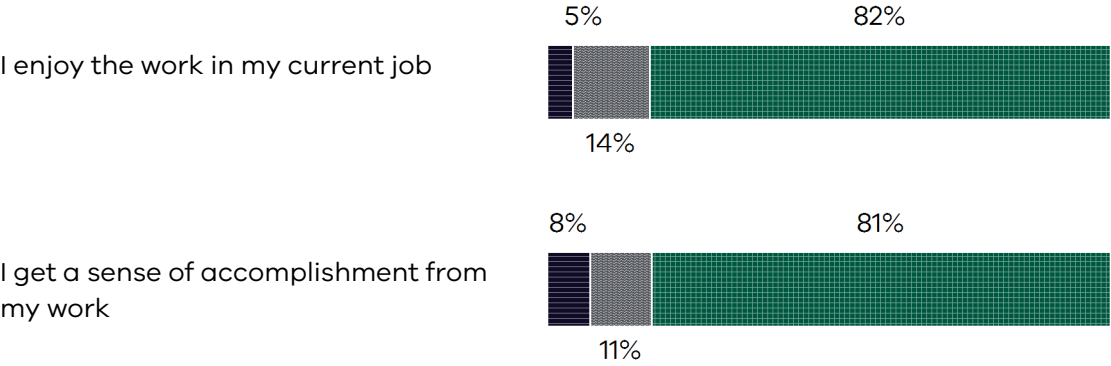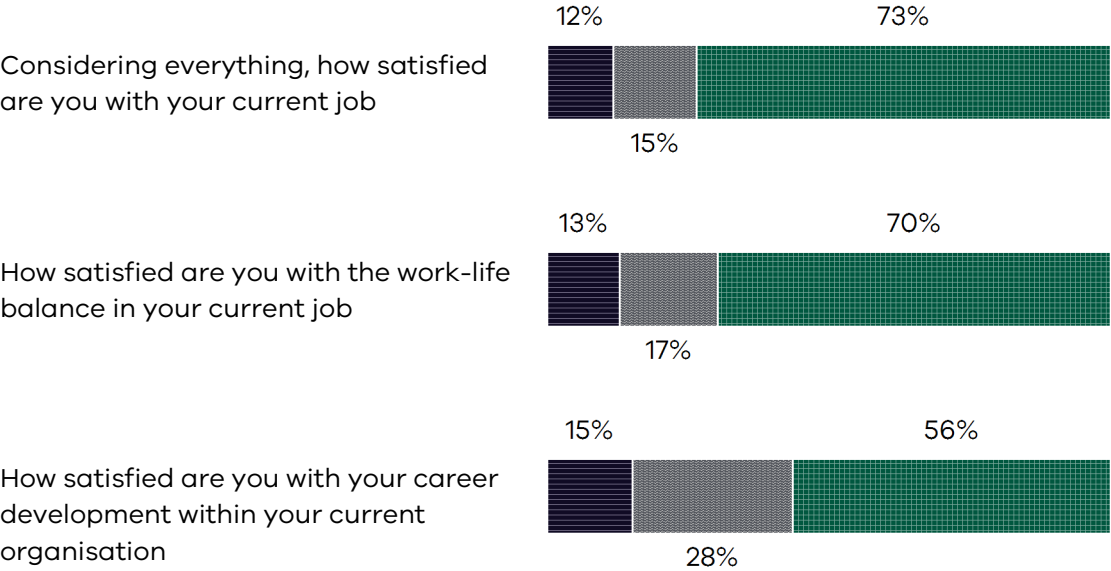
**Example**

73% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend:
- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

| Survey question | Your results (Dissatisfied / Neither / Satisfied) | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Considering everything, how satisfied are you with your current job | 12% / 15% / 73% | 72 % | 73 % | 60 % | 72 % | 81 % |
| How satisfied are you with the work-life balance in your current job | 13% / 17% / 70% | 71 % | 70 % | 56 % | 66 % | 76 % |
| How satisfied are you with your career development within your current organisation | 15% / 28% / 56% | 64 % | 56 % | 51 % | 62 % | 71 % |

# 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**

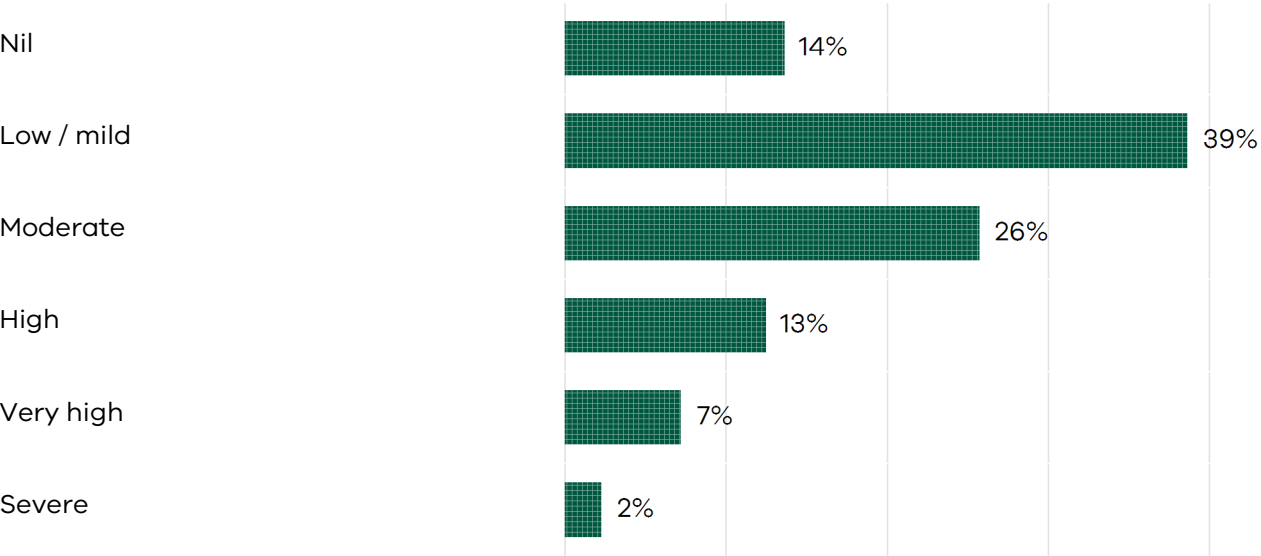In this survey we asked staff to tell us their stress level.

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**

22% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 22% 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)

| | |
|---|---|
| Nil | 14% |
| Low / mild | 39% |
| Moderate | 26% |
| High | 13% |
| Very high | 7% |
| Severe | 2% |

## Reported levels of high to severe stress

| 2019 | | 2021 | |
|---|---|---|---|
| **17%** | | **22%** | |
| Comparator | 16% | Comparator | 22% |
| Public Sector | 22% | Public Sector | 26% |

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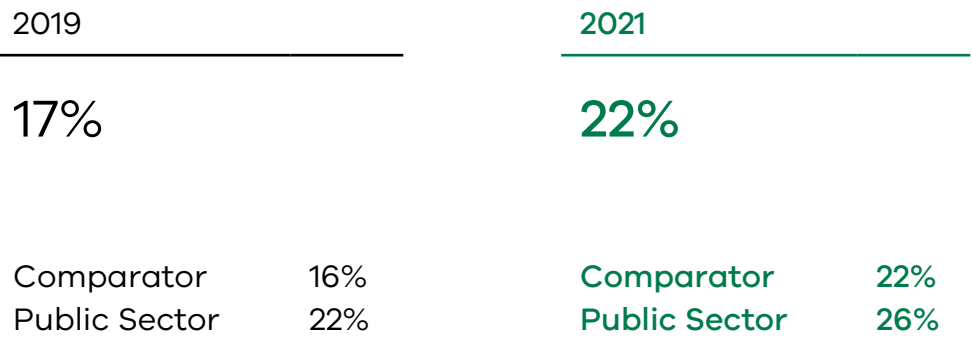
# People outcomes

## Work-related stress causes

**What this is**

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

**Why this is important**

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

**How to read this**

In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.
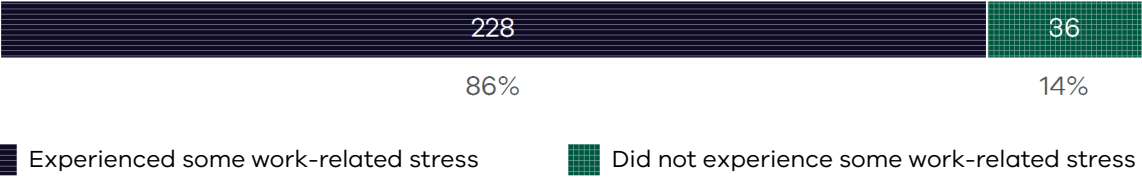
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

**Example**

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

Of that 86%, 52% said the top reason was 'Workload'.

| | 228 | 36 |
|---|---|---|
| | 86% | 14% |

■ Experienced some work-related stress　　▦ Did not experience some work-related stress

| Of those that experienced work related stress it was from ... | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Workload | 52% | 51% | 51% |
| Time pressure | 46% | 41% | 42% |
| Other changes due to COVID-19 | 23% | 22% | 15% |
| Dealing with clients, patients or stakeholders | 16% | 12% | 14% |
| Competing home and work responsibilities | 13% | 10% | 12% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 13% | 16% | 12% |
| Content, variety, or difficulty of work | 11% | 9% | 12% |
| Management of work (e.g. supervision, training, information, support) | 10% | 11% | 13% |
| Other | 9% | 9% | 9% |
| Physical environment | 9% | 8% | 5% |

# 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

14% of your staff who did the survey said they intended to leave.

Of that 14%, 50% said it was from 'Limited opportunities to gain further experience at my organisation'.

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

| 20 | 16 | 170 |
|---|---|---|
| 8% | 6% | 64% |

■ Leaving your organisation   ▨ Leaving the sector   ▨ Staying
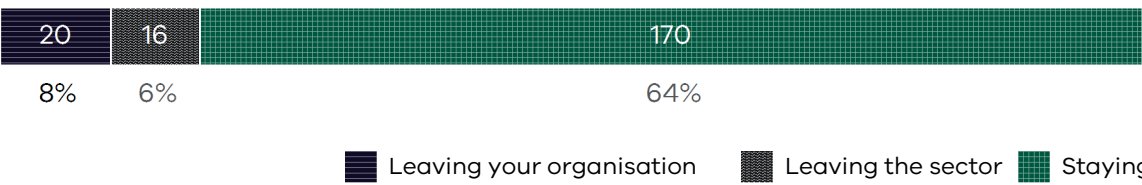
| Of those who indicated they're leaving your organisation (including leaving the sector) it was for … | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Limited opportunities to gain further experience at my organisation | 50% | 31% | 33% |
| Opportunity to broaden experience | 44% | 40% | 40% |
| Limited future career opportunities at my organisation | 42% | 33% | 42% |
| Limited developmental/educational opportunities at my organisation | 39% | 24% | 24% |
| Excessive workload | 36% | 22% | 25% |
| Limited recognition for doing a good job | 33% | 36% | 32% |
| Opportunity to seek/take a promotion elsewhere | 28% | 17% | 33% |
| Better location/reduced travel time | 19% | 25% | 13% |
| Lack of confidence in senior leadership | 19% | 36% | 34% |
| Better remuneration | 17% | 18% | 26% |

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# 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.
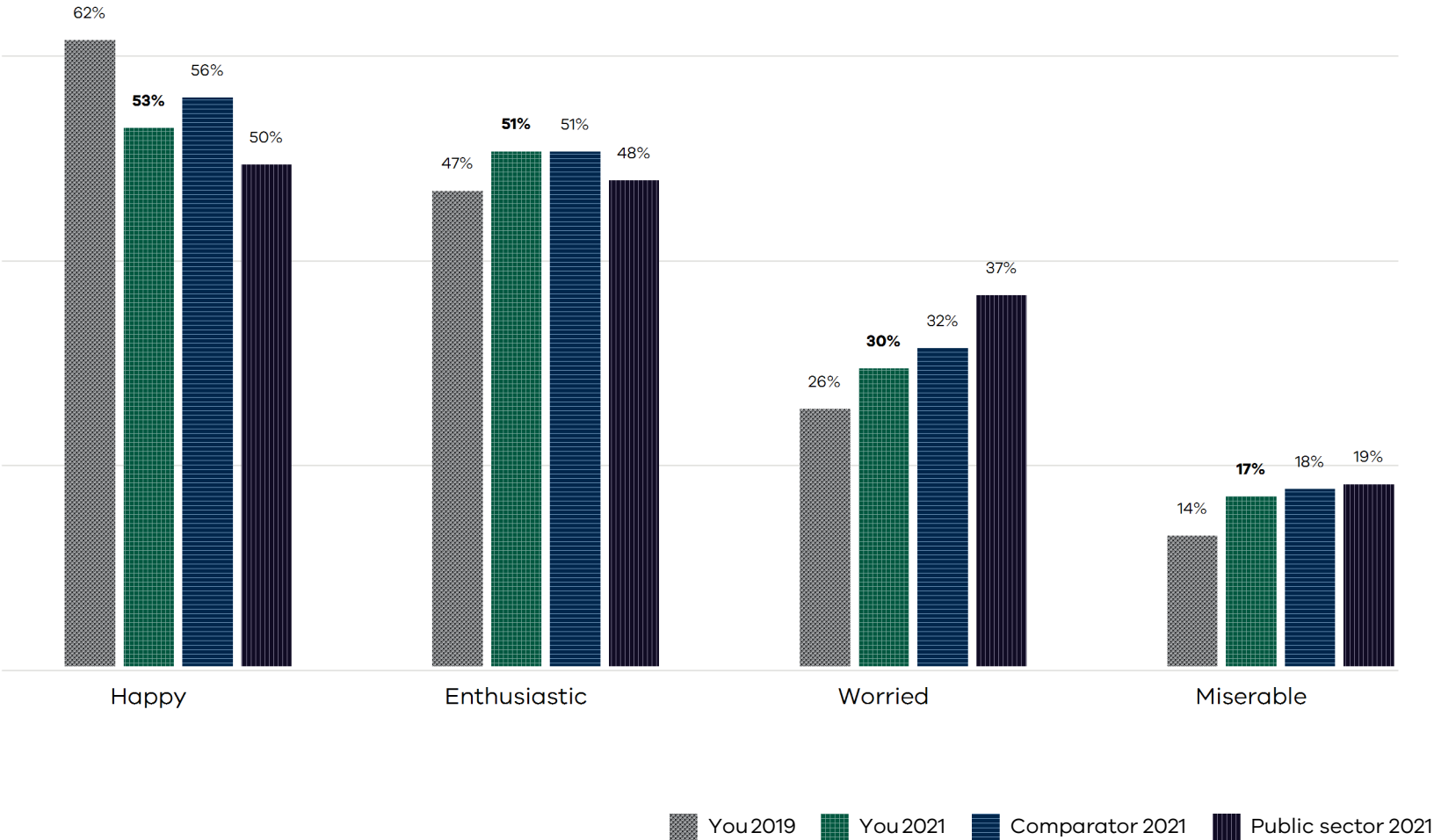
**How to read this**

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:

- 53% of your staff who did the survey said work made them feel happy in 2021, which is down from 62% in 2019

Compared to:

- 56% 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 ...



Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Happy: 62%, 53%, 56%, 50%
Enthusiastic: 47%, 51%, 51%, 48%
Worried: 26%, 30%, 32%, 37%
Miserable: 14%, 17%, 18%, 19%

# 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:

- 29% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 16% in 2019.

Compared to:

- 23% of staff at your comparator and 18% of staff across the public sector.



Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Violence or aggression: 16%, 29%, 23%, 18%
Bullying: 18%, 21%, 20%, 16%
Sexual harassment: 7%, 6%, 4%, 6%
Discrimination: 4%, 3%, 4%, 6%
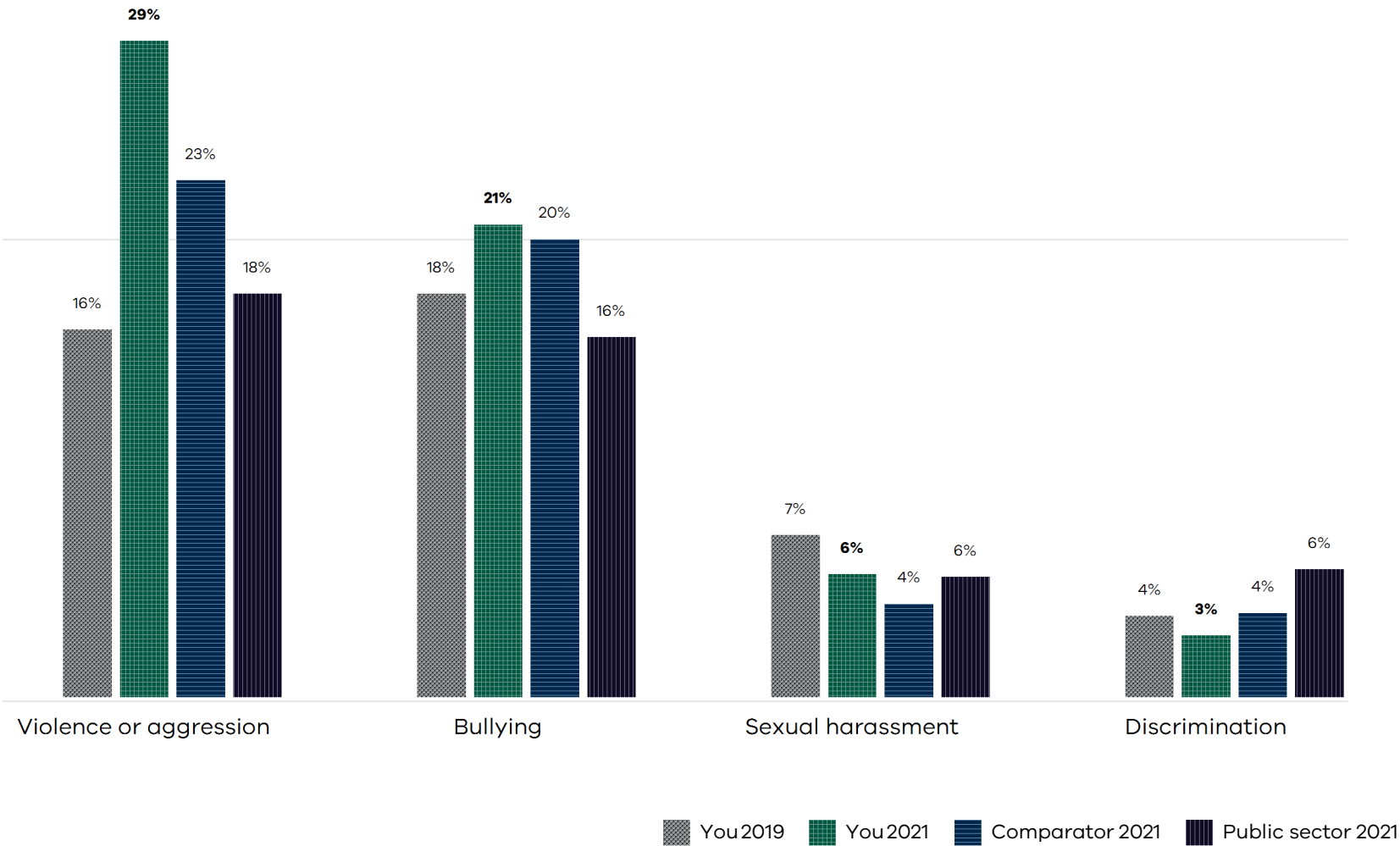
# People outcomes

## 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

21% of your staff who did the survey said they experienced bullying.

Of that 21%, 67% 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?

| 55 | 195 | 14 |
|---|---|---|
| 21% | 74% | 5% |

■ Experienced bullying  ▣ Did not experience bullying  ▦ Not sure
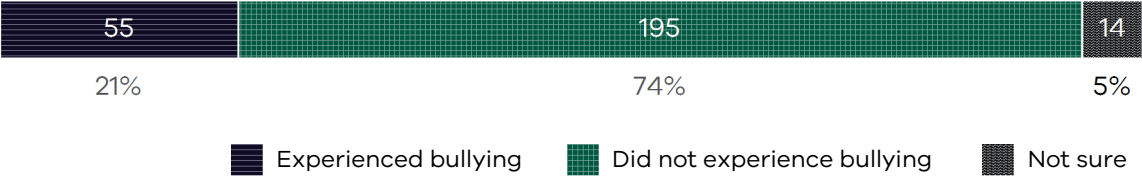
| If you experienced bullying, what type of bullying did you experience? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 67% | 66% | 69% |
| Intimidation and/or threats | 27% | 33% | 32% |
| Exclusion or isolation | 24% | 35% | 42% |
| Verbal abuse | 18% | 18% | 20% |
| Withholding essential information for me to do my job | 16% | 25% | 27% |
| Other | 13% | 13% | 15% |
| Being assigned meaningless tasks unrelated to the job | 7% | 8% | 13% |
| Being given impossible assignment(s) | 4% | 6% | 9% |

# People outcomes

## Telling someone about the bullying

**What this is**

This is if staff told someone when they experienced bullying.

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

21% of your staff who did the survey said they experienced bullying, of which

- 47% said the top way they reported the bullying was 'Told a manager'.
- 95% said they didn't submit a formal complaint.

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

| 55 | 195 | 14 |
|---|---|---|
| 21% | 74% | 5% |

■ Experienced bullying  ▨ Did not experience bullying  ▨ Not sure
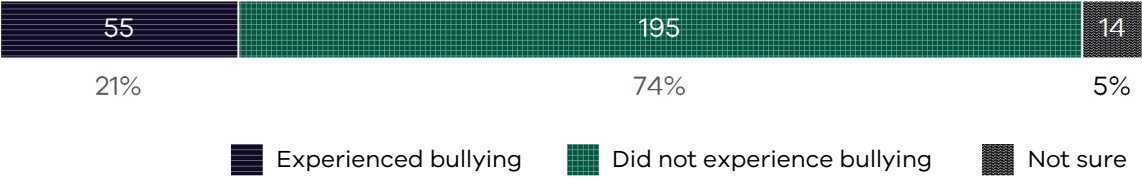
| Did you tell anyone about the bullying? | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Told a manager | 43% | 47% | 48% | 47% |
| Told a colleague | 43% | 40% | 36% | 42% |
| Told a friend or family member | 33% | 35% | 28% | 34% |
| Told the person the behaviour was not OK | 0% | 24% | 14% | 17% |
| I did not tell anyone about the bullying | 20% | 11% | 13% | 12% |
| Told Human Resources | 17% | 11% | 13% | 12% |
| Told someone else | 15% | 11% | 11% | 12% |
| Told employee assistance program (EAP) or peer support | 0% | 7% | 6% | 9% |
| Submitted a formal complaint | 4% | 5% | 12% | 12% |

# People outcomes

## Bullying - reasons for not submitting a formal complaint

**What this is**

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

**Why this is important**

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

**How to read this**

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

**Example**

95% of your staff who experienced bullying did not submit a formal complaint, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.
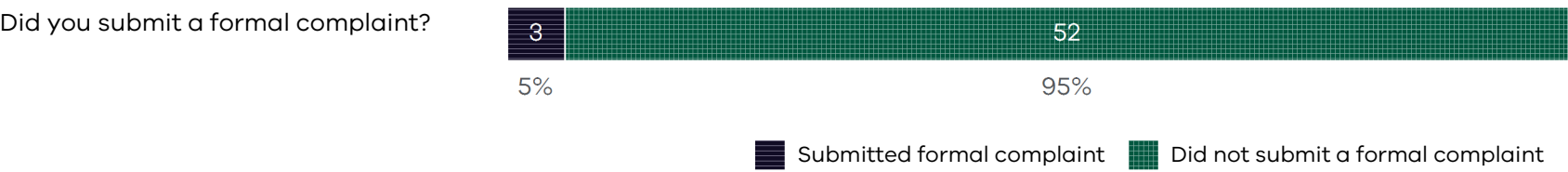
Did you submit a formal complaint?

| 3 | 52 |
|---|---|
| 5% | 95% |

■ Submitted formal complaint    ■ Did not submit a formal complaint

| 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% | 50% | 51% | 50% |
| I believed there would be negative consequences for my reputation | 36% | 37% | 45% | 53% |
| Other | 25% | 21% | 13% | 12% |
| I didn't think it was serious enough | 0% | 19% | 13% | 16% |
| I believed there would be negative consequences for my career | 32% | 17% | 25% | 40% |
| I didn't need to because I made the bullying stop | 7% | 13% | 7% | 7% |
| I didn't feel safe to report the incident | 0% | 12% | 13% | 19% |
| I didn't need to because I no longer had contact with the person(s) who bullied me | 14% | 6% | 6% | 8% |
| I thought the complaint process would be embarrassing or difficult | 0% | 6% | 8% | 14% |
| I believed there would be negative consequences for the person I was going to complain about | 5% | 4% | 10% | 10% |

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# 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, 21% 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**

21% of your staff who did the survey said they experienced bullying.

Of that 21%, 58% said it was by 'Colleague'.

### 55 people (21% of staff) experienced bullying (You 2021)

| Perpetrator | Percentage |
|---|---|
| Colleague | 58% |
| A more senior manager than my manager | 24% |
| My immediate manager or supervisor | 24% |
| Group of colleagues | 16% |
| Member of the public | 5% |
| Someone I supervise or manage | 5% |
| A volunteer with my organisation | 2% |
| Client/ customer/ patient/ stakeholder | 2% |
| Member of your household | 2% |
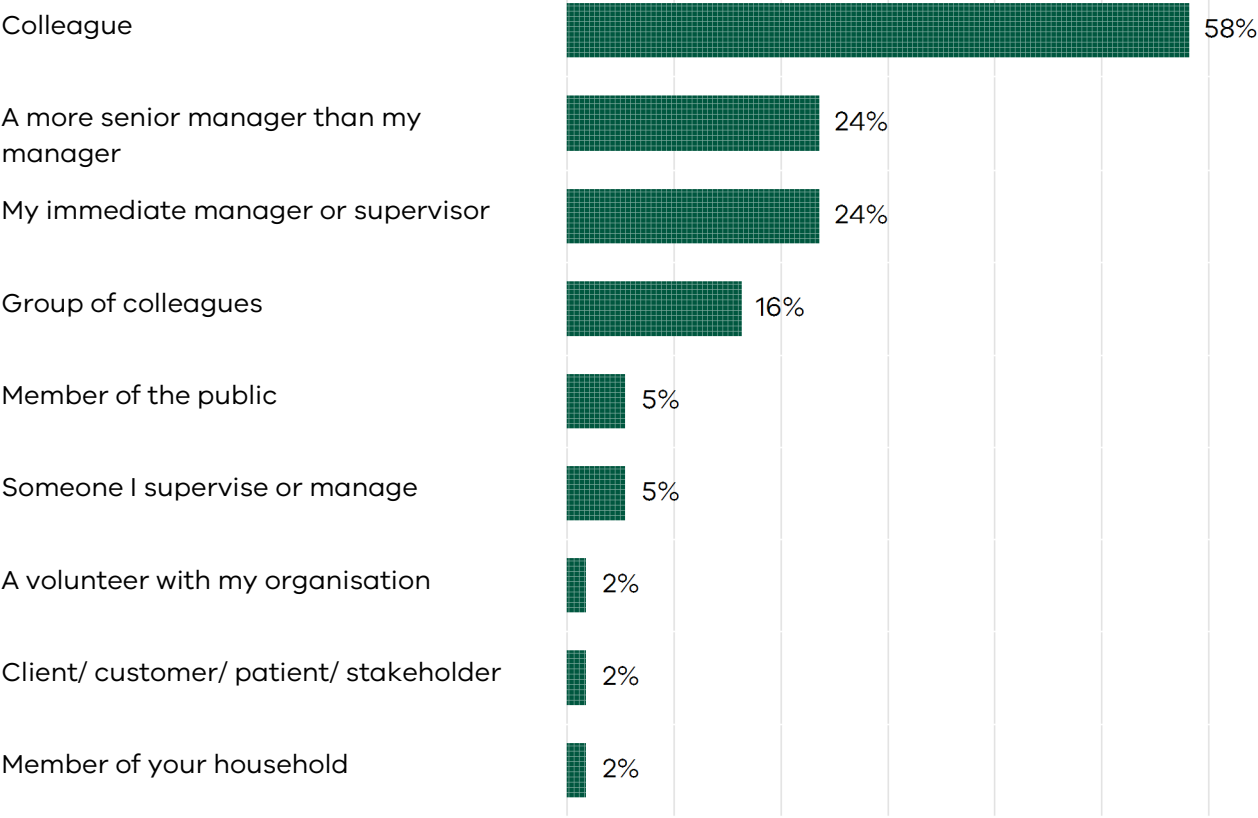
# People outcomes

## 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, 21% of your staff said they experienced bullying.

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

**Example**

21% of your staff who did the survey said they experienced bullying.

Of that 21%, 4% said it was 'At least once a day'.

### How often have you experienced bullying? (You 2021)

| Category | Percentage |
|---|---|
| At least once a day | 4% |
| Once every few days | 11% |
| Once a week | 13% |
| Once a month | 22% |
| Less than once a month | 51% |
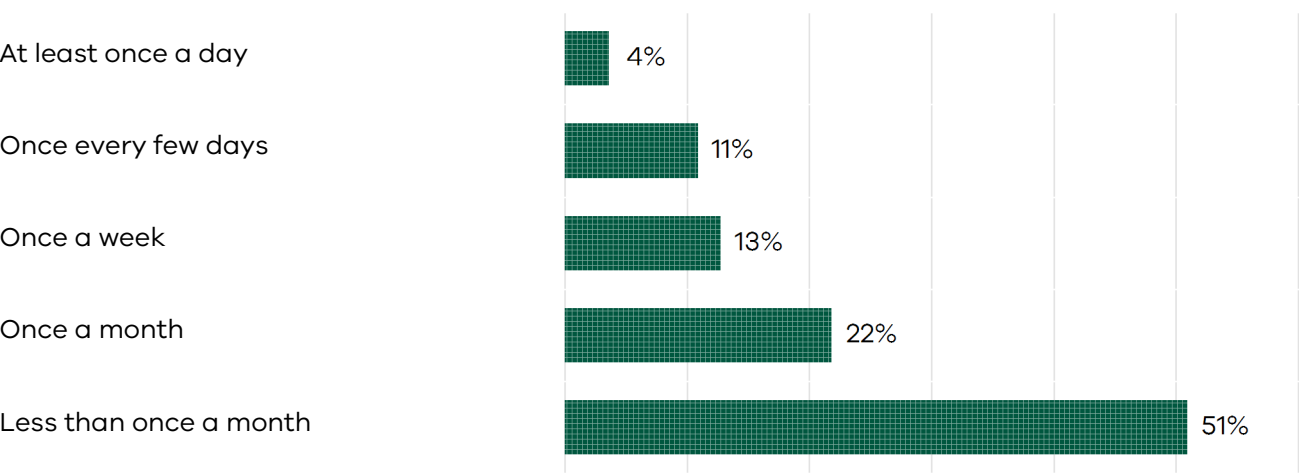
# People outcomes

## Sexual harassment

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

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

Of those, 40% 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?

| 15 | 249 |
|---|---|
| 6% | 94% |

■ Experienced sexual harassment
▦ Did not experience sexual harassment
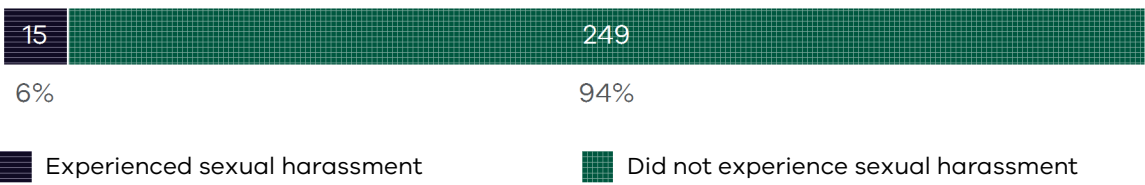
| Behaviours reported | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation) | 42% | 40% | 53% | 54% |
| Intrusive questions about your private life or comments about your physical appearance | 58% | 33% | 45% | 50% |
| Inappropriate staring or leering that made you feel intimidated | 11% | 33% | 14% | 15% |
| Inappropriate physical contact (including momentary or brief physical contact) | 5% | 20% | 20% | 17% |
| Unwelcome touching, hugging, cornering or kissing | 16% | 7% | 13% | 14% |
| Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague | 5% | 0% | 1% | 3% |
| Sexually explicit email or SMS message | 5% | 0% | 2% | 1% |
| Any other unwelcome conduct of a sexual nature | 0% | 0% | 11% | 7% |
| Repeated or inappropriate invitations to go out on dates | 0% | 0% | 2% | 3% |
| Request or pressure for sex or other sexual acts | 0% | 0% | 2% | 1% |

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# People outcomes

## Response to sexual harassment

### What this is

This is how staff responded when they experienced sexual harassment.

### Why this is important

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

### How to read this

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

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

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

### Example

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

Of those, 40% said their top response was 'Pretended it didn't bother you'.

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

| 15 | 249 |
|---|---|
| 6% | 94% |

■ Experienced sexual harassment     ▦ Did not experience sexual harassment
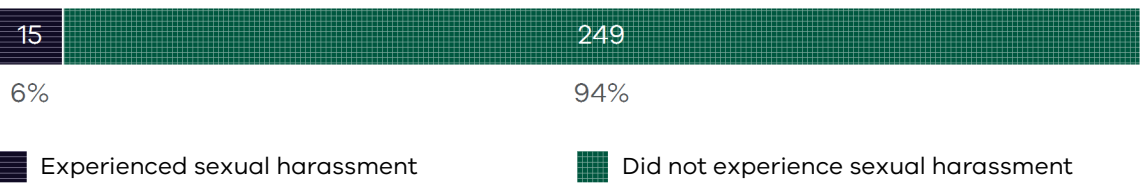
| When the harassment happened to you, did you respond in any of the following ways? | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Pretended it didn't bother you | 37% | 40% | 45% | 45% |
| Avoided the person(s) by staying away from them | 21% | 33% | 31% | 36% |
| Told the person the behaviour was not OK | 42% | 33% | 34% | 31% |
| Tried to laugh it off or forget about it | 26% | 33% | 48% | 41% |
| Told a colleague | 5% | 27% | 23% | 29% |
| Avoided locations where the behaviour might occur | 16% | 20% | 19% | 13% |
| Told a friend or family member | 21% | 20% | 20% | 21% |
| Told a manager | 21% | 13% | 17% | 20% |
| Told Human Resources | 11% | 7% | 6% | 3% |

# People outcomes

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

### What this is

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

### Why this is important

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

### How to read this

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

### Example

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

- 53% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?
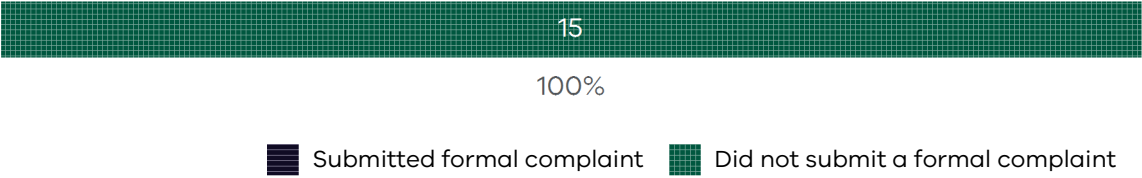
| | 15 |
|---|---|
| | 100% |

■ Submitted formal complaint    ▥ Did not submit a formal complaint

| 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% | 53% | 37% | 45% |
| I didn't think it would make a difference | 50% | 47% | 33% | 39% |
| I believed there would be negative consequences for my reputation | 39% | 27% | 31% | 33% |
| I didn't need to because I made the harassment stop | 28% | 20% | 6% | 12% |
| I believed there would be negative consequences for my career | 22% | 13% | 20% | 21% |
| Other | 22% | 13% | 14% | 7% |
| I didn't need to because I no longer had contact with the person(s) who harassed me | 0% | 7% | 4% | 9% |

# People outcomes

## Perpetrators of sexual harassment

**What this is**

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

**Why this is important**

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

**How to read this**

In this year's survey, 6% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

**Example**

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

Of that 6%, 53% said it was by 'Colleague'.

## 15 people (6% of staff) experienced sexual harassment (You2021)

| | |
|---|---|
| Colleague | 53% |
| Client/customer/patient/stakeholder | 33% |
| Group of colleagues | 20% |
| A more senior manager than my manager | 0% |
| A volunteer with my organisation | 0% |
| Member of the public | 0% |
| Member of your household | 0% |
| My immediate manager or supervisor | 0% |
| Someone I supervise or manage | 0% |

## People outcomes

### Frequency of sexual harassment

**What this is**

This is how often staff experienced sexual harassment.

**Why this is important**

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

**How to read this**

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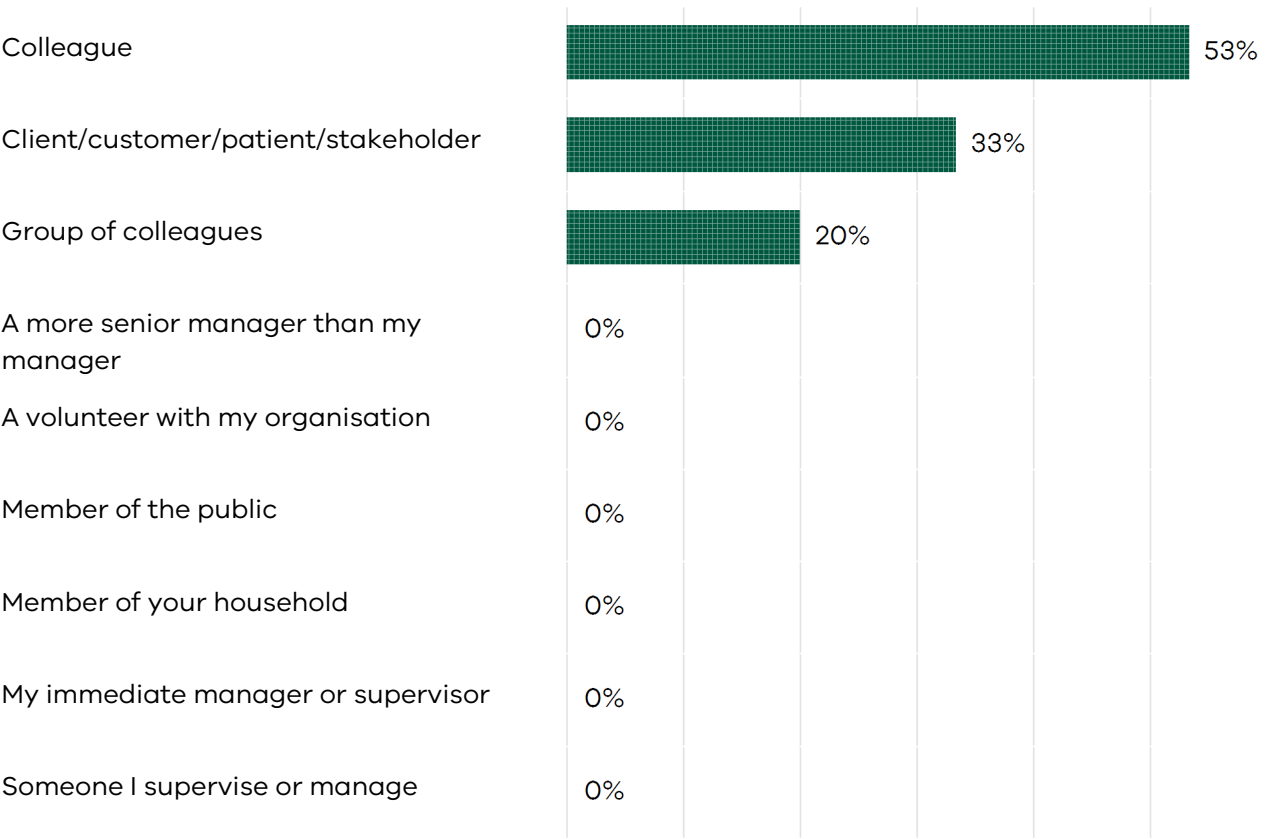
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

**Example**

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

Of that 6%, 7% said it was 'At least once a day'.

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

| Frequency | Percentage |
|---|---|
| At least once a day | 7% |
| Once every few days | 7% |
| Once a week | 7% |
| Once a month | 20% |
| Less than once a month | 60% |

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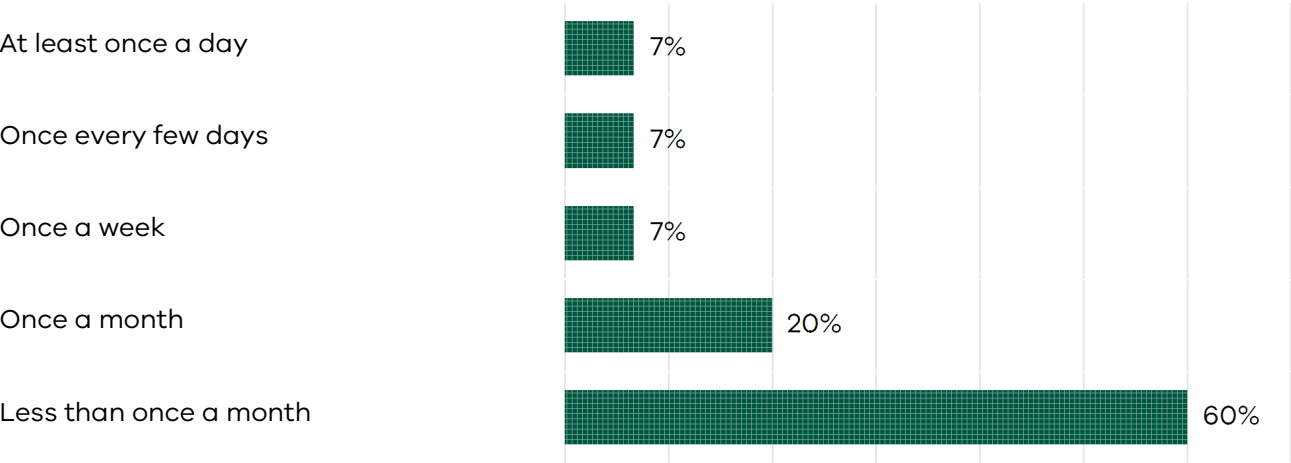
# People outcomes

## Discrimination

**What this is**

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

**Why this is important**

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

**Why there is no data here**

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

We do this to protect the respondents.

# Negative behaviour

## Violence and aggression

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 76% said it was from 'Abusive language'.

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

| 76 | 183 | 5 |
|---|---|---|
| 29% | 69% | 2% |

■ Experienced violence or aggression    ▦ Did not experience violence or aggression    ▦ Not sure
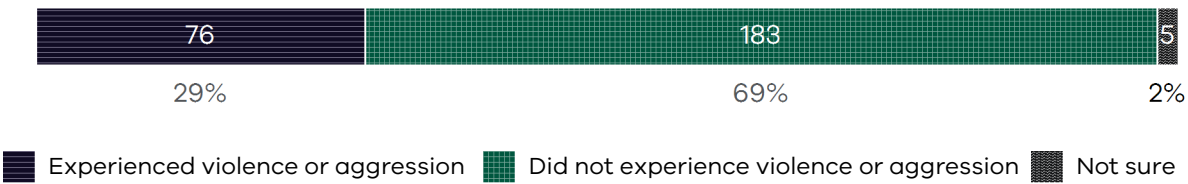
| If you experienced violence or aggression, what type did you experience? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Abusive language | 76% | 78% | 81% |
| Intimidating behaviour | 46% | 57% | 69% |
| Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects) | 37% | 36% | 28% |
| Threats of violence | 22% | 32% | 39% |
| Other | 5% | 4% | 12% |
| Damage to my property or work equipment | 3% | 6% | 7% |
| Stalking, including cyber-stalking | 1% | 1% | 1% |

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# 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**

29% of your staff who did the survey said they experienced violence or aggression, fo which

- 58% said the top way they reported the violence or agression was 'Told a manager'
- 53% said they didn't submit a formal incident report.

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

| 76 | 183 | 5 |
|---|---|---|
| 29% | 69% | 2% |

■ Experienced violence or aggression  ■ Did not experience violence or aggression  ▒ Not sure

| Did you tell anyone about the incident? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Told a manager | 58% | 51% | 52% |
| Submitted a formal incident report | 47% | 43% | 32% |
| Told a colleague | 38% | 44% | 46% |
| Told the person the behaviour was not OK | 26% | 33% | 33% |
| Told a friend or family member | 18% | 13% | 20% |
| Told Human Resources | 9% | 4% | 4% |
| Told employee assistance program (EAP) or peer support | 4% | 3% | 3% |
| Told someone else | 4% | 4% | 6% |

# 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**

53% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 45% said the top reason was  'I didn't think it would make a difference'.

Did you submit a formal incident report?

| 36 | 40 |
|---|---|
| 47% | 53% |

■ Submitted formal incident report    ■ Did not submit a formal incident report

| 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 | 38% | 45% | 38% | 39% |
| I didn't think it was serious enough | 0% | 38% | 31% | 33% |
| I didn't need to because I made the violence or aggression stop | 0% | 18% | 15% | 16% |
| Other | 50% | 18% | 22% | 12% |
| I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me | 0% | 13% | 9% | 15% |
| I believed there would be negative consequences for my career | 8% | 5% | 7% | 12% |
| I believed there would be negative consequences for my reputation | 23% | 5% | 15% | 16% |
| I didn't know how to make a complaint | 0% | 5% | 2% | 3% |
| I didn't know who to talk to | 0% | 3% | 1% | 2% |
| I was advised not to | 0% | 3% | 2% | 3% |

# 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.
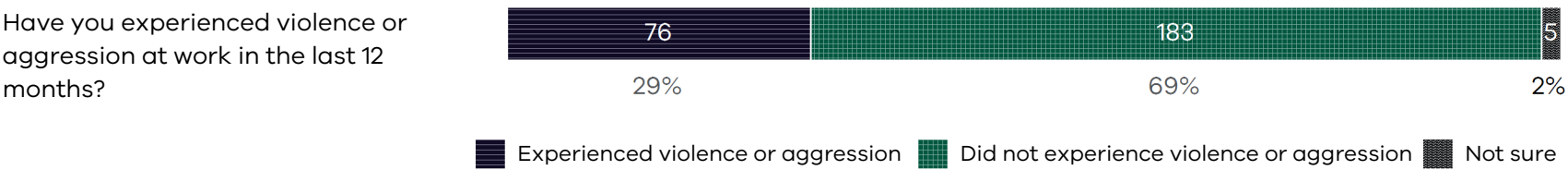
**How to read this**

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**

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 72% said it was 'Client/ customer/ patient/ stakeholder'.

## 76 people (29% of staff) experienced violence or aggression (You2021)

| Perpetrator | Percentage |
|---|---|
| Client/ customer/ patient/ stakeholder | 72% |
| Member of the public | 25% |
| Colleague | 16% |
| Group of colleagues | 5% |
| A more senior manager than my manager | 3% |
| Someone I supervise or manage | 1% |
| A volunteer with my organisation | 0% |
| Member of your household | 0% |
| My immediate manager or supervisor | 0% |
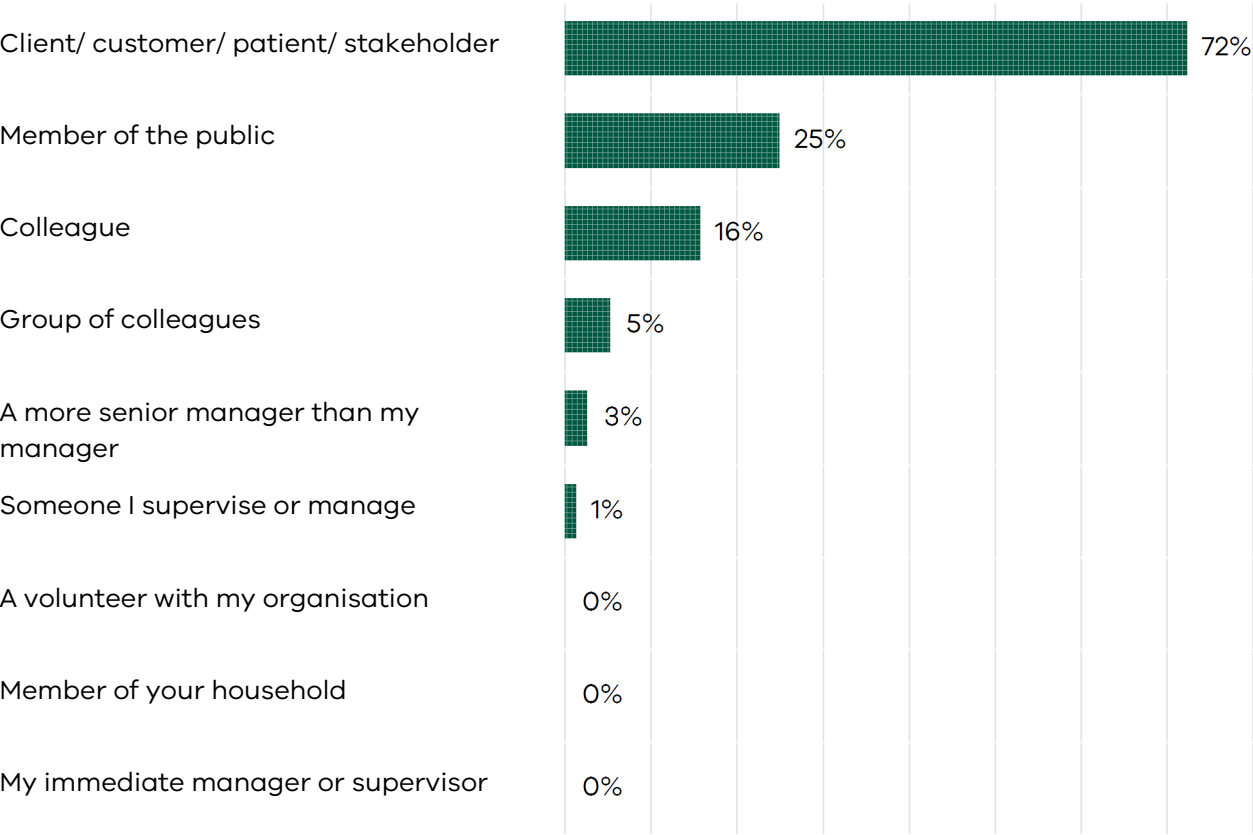
# Negative behaviour

## 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, 29% 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**

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 4% said it was by 'At least once a day'.

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

| | |
|---|---|
| At least once a day | 4% |
| Once every few days | 7% |
| Once a week | 4% |
| Once a month | 18% |
| Less than once a month | 67% |
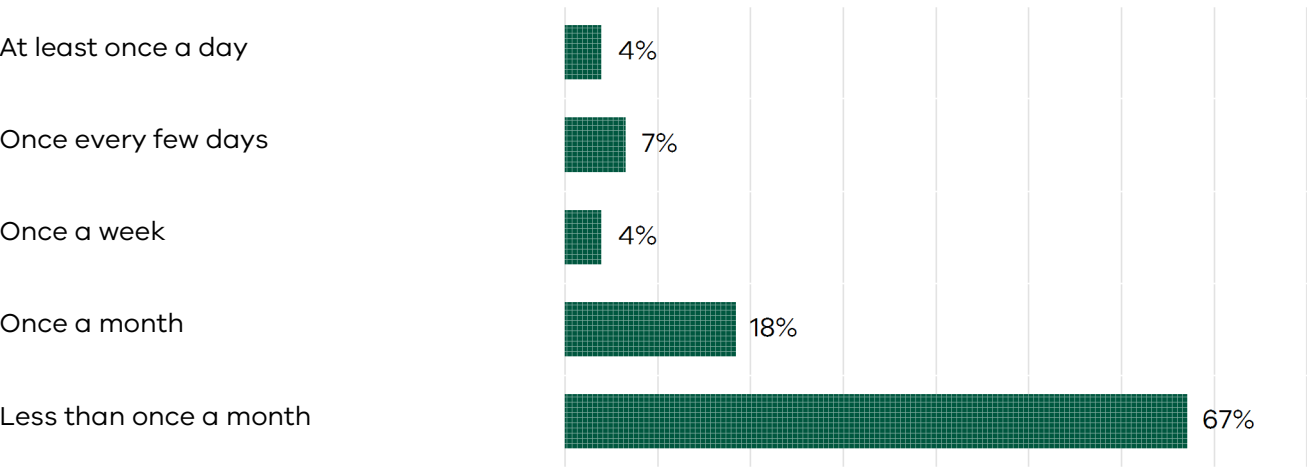
# Negative behaviour

## Witnessing negative behaviours

### What this is

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

23% of your staff who did the survey said they witnessed some negative behaviour at work.

77% said they witnessed No, I have not witnessed any of the situations above'.

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

| 61 | 203 |
|---|---|
| 23% | 77% |

■ Witnessed some negative behaviour  ▦ Did not witness some negative behaviour

| 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 | 76% | 77% | 72% | 77% |
| Bullying of a colleague | 17% | 15% | 21% | 16% |
| Violence or aggression against a colleague | 9% | 8% | 7% | 6% |
| Discrimination against a colleague | 6% | 4% | 8% | 8% |

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# Negative behaviour

## Taking action when witnessing negative behaviours

**What this is**

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

**Why this is important**

What staff do when they witness negative behaviour may help organisations understand what support their staff need.
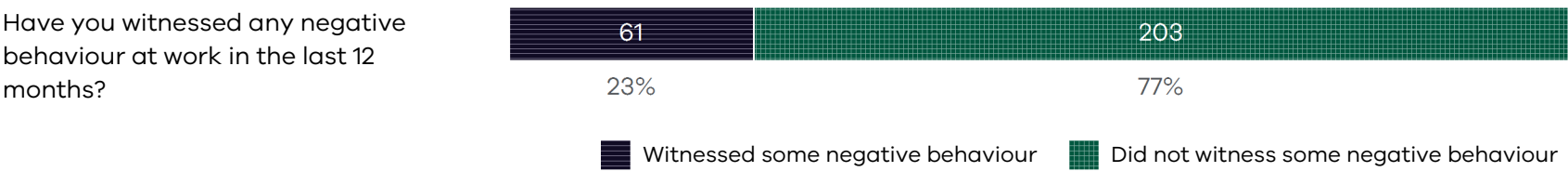
**How to read this**

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

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

The table shows the answers in descending order.

**Example**

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

- 77% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 3% took no action.

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

| 61 | 203 |
|---|---|
| 23% | 77% |

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

| 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 | 77% | 72% | 72% |
| Told a manager | 41% | 35% | 37% |
| Told the person the behaviour was not OK | 33% | 25% | 25% |
| Spoke to the person who behaved in a negative way | 30% | 23% | 22% |
| Told a colleague | 20% | 18% | 21% |
| Submitted a formal complaint | 7% | 5% | 6% |
| Other | 5% | 7% | 7% |
| Told Human Resources | 3% | 7% | 6% |
| Took no action | 3% | 4% | 7% |

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## 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**

58% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

| Survey question | Your results | Benchmark satisfied results |

**Survey question**

Were you satisfied with the way your formal complaint was handled

Legend: ■ No  ■ Don't know  ▦ Yes

**Your results**

Violence or aggression
14% | 28% | 58%

Bullying
33% | 33% | 33%
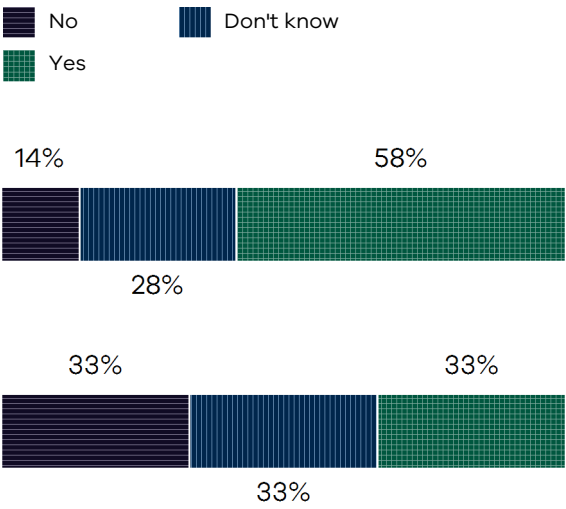
**Benchmark satisfied results**

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| Violence or aggression | 75 % | 58 % | 24 % | 47 % | 68 % |
| Bullying | 50 % | 33 % | 14 % | 33 % | 60 % |

# People matter survey 2021

**Have your say**

## Report overview

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

## People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
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- Caring
- Categories
- Primary role

# Key differences

## Highest scoring questions

**What this is**

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

**How to read this**

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

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

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

**Example**

On the first row 'Workgroup support', the 'You 2021' column shows 94% of your staff agreed with 'I am able to work effectively with others in my workgroup'.
This question was not asked in 2019.

| Question group | Highest scoring questions | You 2021 | Change from 2019 | Comparator 2021 |
|---|---|---|---|---|
| Workgroup support | I am able to work effectively with others in my workgroup | 94% | Not asked in 2019 | 90% |
| Manager leadership | My manager is committed to workplace safety | 92% | +6% | 86% |
| Job enrichment | I understand how my job contributes to my organisation's purpose | 92% | -2% | 90% |
| Meaningful work | I feel that I can make a worthwhile contribution at work | 91% | Not asked in 2019 | 89% |
| Manager leadership | My manager ensures clients receive a high standard of service | 91% | +7% | 85% |
| Workgroup support | I am able to work effectively with others outside my immediate workgroup | 90% | Not asked in 2019 | 89% |
| Manager leadership | My manager works effectively with people from diverse backgrounds | 89% | +8% | 85% |
| Quality service delivery | My workgroup strives to deliver services in a timely manner | 89% | -5% | 88% |
| Manager leadership | My manager treats employees with dignity and respect | 88% | +5% | 81% |
| Job enrichment | I clearly understand what I am expected to do in this job | 88% | -2% | 85% |

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# 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 23% 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) | 23% | Not asked in 2019 | 34% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 35% | Not asked in 2019 | 45% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 38% | -2% | 44% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 39% | Not asked in 2019 | 47% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 44% | +4% | 47% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 46% | -7% | 51% |
| Workload | I have enough time to do my job effectively | 48% | -2% | 50% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 48% | Not asked in 2019 | 59% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 48% | +5% | 49% |
| Manager support | My manager has regular conversations with me about my learning and development | 48% | Not asked in 2019 | 52% |

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# 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 'Safe to speak up', the 'You 2021' column shows 68% of your staff agreed with 'I am confident that I would be protected from reprisal for reporting improper conduct'.

In the 'Increase from 2019' column, you have a 12% increase, which is a positive trend.

| Question group | Most improved from last survey | You 2021 | Increase from 2019 | Comparator 2021 |
|---|---|---|---|---|
| Safe to speak up | I am confident that I would be protected from reprisal for reporting improper conduct | 68% | +12% | 61% |
| Manager leadership | My manager works effectively with people from diverse backgrounds | 89% | +8% | 85% |
| Engagement | I am proud to tell others I work for my organisation | 82% | +7% | 78% |
| Manager leadership | My manager models my organisation's values | 86% | +7% | 79% |
| Manager leadership | My manager ensures clients receive a high standard of service | 91% | +7% | 85% |
| Manager leadership | My manager is committed to workplace safety | 92% | +6% | 86% |
| Manager leadership | My manager treats employees with dignity and respect | 88% | +5% | 81% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 48% | +5% | 49% |
| Organisational integrity | My organisation encourages employees to act in ways that are consistent with human rights | 85% | +5% | 81% |
| Patient safety climate | I would recommend a friend or relative to be treated as a patient here | 86% | +4% | 73% |

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## 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 'Workplace flexibility', the 'You 2021' column shows 59% of your staff agreed with 'There is a positive culture within my organisation in relation to employees who use flexible work arrangements'.

In the 'Decrease from 2019' column, you have a 16% decrease, which is a negative trend.

| Question subgroup | Largest decline from last survey | You 2021 | Decrease from 2019 | Comparator 2021 |
|---|---|---|---|---|
| Workplace flexibility | There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 59% | –16% | 61% |
| Workplace flexibility | Having caring responsibilities is not a barrier to success in my organisation | 61% | –15% | 64% |
| Workplace flexibility | There is a positive culture within my organisation in relation to employees who have caring responsibilities | 64% | –13% | 66% |
| Quality service delivery | My workgroup strives to make the best use of its resources | 79% | –12% | 80% |
| Quality service delivery | My workgroup focuses on making decisions informed by all relevant facts | 74% | –11% | 75% |
| Workgroup support | People in my workgroup are politically impartial in their work | 63% | –11% | 70% |
| Patient safety climate | This health service does a good job of training new and existing staff | 50% | –10% | 57% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander | 69% | –10% | 72% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees of different age groups | 77% | –9% | 77% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees from varied cultural backgrounds | 76% | –9% | 80% |

# 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 'Patient safety climate', the 'You 2021' column shows 86% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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

| Question group | Biggest positive difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Patient safety climate | I would recommend a friend or relative to be treated as a patient here | 86% | +13% | 73% |
| Taking action | I believe my organisation will take positive action on the results of this year's survey | 58% | +9% | 48% |
| Workgroup support | People in my workgroup treat each other with respect | 81% | +7% | 74% |
| Safe to speak up | I am confident that I would be protected from reprisal for reporting improper conduct | 68% | +7% | 61% |
| Manager leadership | My manager models my organisation's values | 86% | +7% | 79% |
| Manager support | I would be confident in approaching my manager to discuss concerns and grievances | 83% | +7% | 77% |
| Manager leadership | My manager treats employees with dignity and respect | 88% | +7% | 81% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 64% | +6% | 58% |
| Manager leadership | My manager is committed to workplace safety | 92% | +6% | 86% |
| Manager leadership | My manager demonstrates honesty and integrity | 87% | +6% | 81% |

# 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 'Learning and development', the 'You 2021' column shows 48% of your staff agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

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

| Question subgroup | Biggest negative difference from comparator | You 2021 | Difference | Comparator 2021 |
|---|---|---|---|---|
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 48% | -11% | 59% |
| 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) | 23% | -10% | 34% |
| Learning and development | I feel I have an equal chance at promotion in my organisation | 35% | -10% | 45% |
| Learning and development | I am developing and learning in my role | 65% | -10% | 74% |
| Learning and development | I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | 39% | -8% | 47% |
| Equal employment opportunity | Disability is not a barrier to success in my organisation | 58% | -8% | 66% |
| Learning and development | There are adequate opportunities for me to develop skills and experience in my organisation | 51% | -8% | 58% |
| Patient safety climate | This health service does a good job of training new and existing staff | 50% | -7% | 57% |
| Diversity and inclusion | There is a positive culture within my organisation in relation to employees with disability | 59% | -7% | 65% |
| Equal employment opportunity | Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | 69% | -7% | 76% |

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# People matter survey 2021

**Have your say**

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- Your comparator group
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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

58% 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

Disagree    Neither agree nor disagree

Don't know    Agree

15%    58%

28%
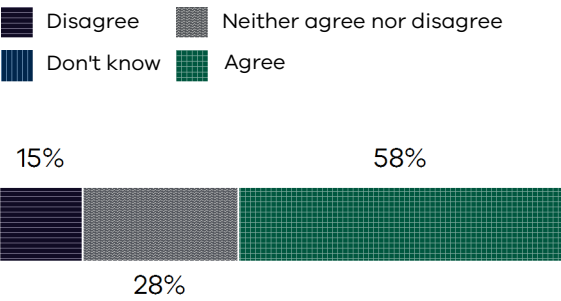
## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | Not asked | 58 % | 29 % | 48 % | 69 % |

# People matter survey 2021

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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**

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Senior leaders actively support diversity and inclusion in the workplace | 8% / 4% / 23% / 65% | 70 % | 65 % | 60 % | 69 % | 82 % |
| Senior leaders model my organisation's values | 9% / 9% / 18% / 64% | 60 % | 64 % | 46 % | 63 % | 81 % |
| Senior leaders demonstrate honesty and integrity | 7% / 10% / 23% / 59% | 64 % | 59 % | 44 % | 59 % | 75 % |
| Senior leaders provide clear strategy and direction | 7% / 12% / 23% / 58% | 54 % | 58 % | 38 % | 58 % | 77 % |

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# Senior leadership

**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**

54% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

## Survey question

## Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Senior leaders support staff to work in an environment of change

16% | 5% | 25% | 54%

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | 55 % | 54 % | 38 % | 54 % | 75 % |

# People matter survey 2021

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# Organisational climate

**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:

- 74% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 78% of staff at your comparator and 69% of staff across the public sector.
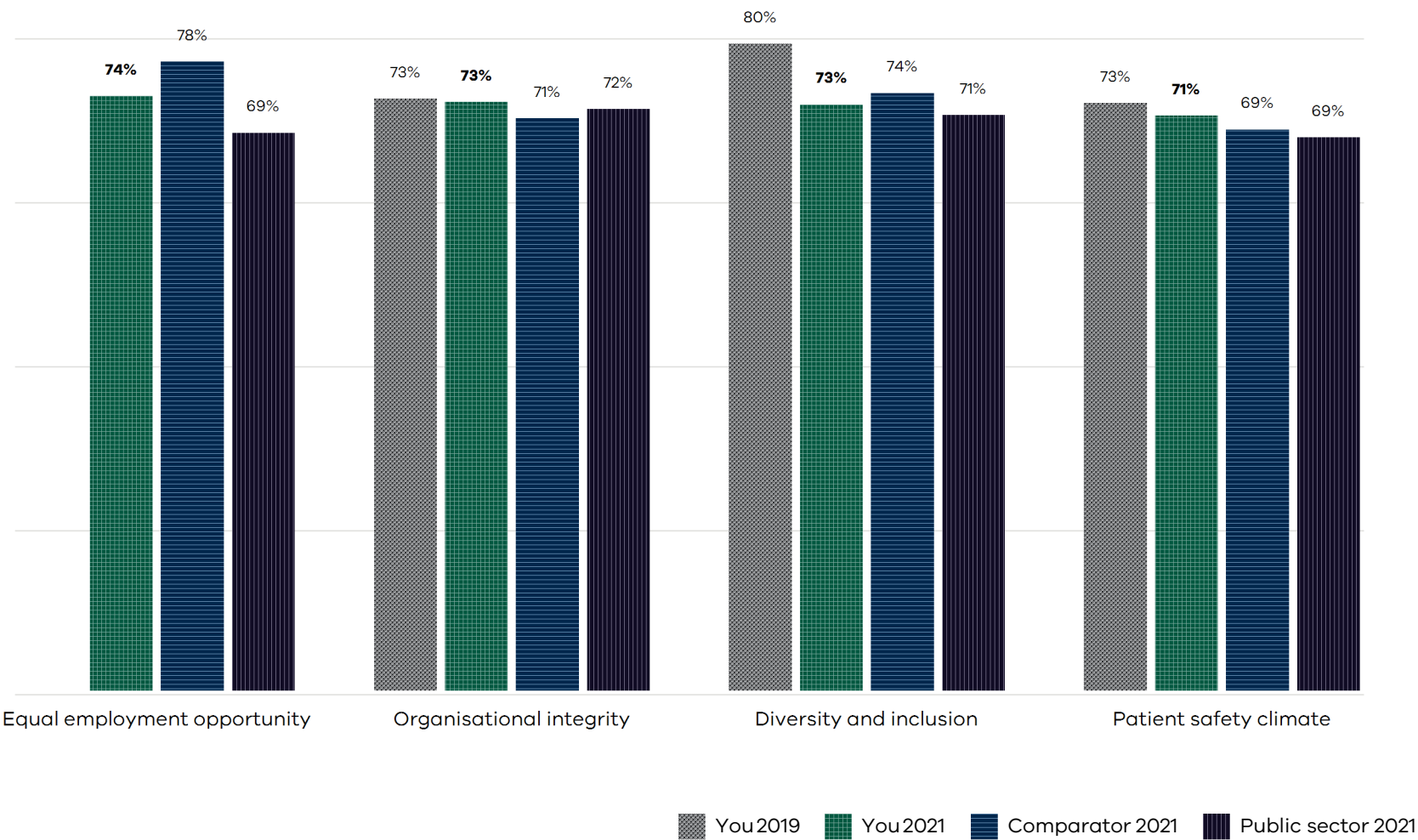


Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Equal employment opportunity: 74%, 78%, 69%
Organisational integrity: 73%, 73%, 71%, 72%
Diversity and inclusion: 80%, 73%, 74%, 71%
Patient safety climate: 73%, 71%, 69%, 69%

# Organisational climate

**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:

• 64% of your staff who did the survey responded positively to questions about Workplace flexibility.

Compared to:

• 66% of staff at your comparator and 63% of staff across the public sector.



Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Workplace flexibility: 64%, 66%, 63%
Safety climate: 58%, 59%, 60%

# 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**

85% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | 80 % | 85 % | 75 % | 81 % | 89 % |
| My organisation is committed to earning a high level of public trust | 82 % | 82 % | 68 % | 79 % | 91 % |
| My organisation respects the human rights of employees | 79 % | 80 % | 67 % | 78 % | 87 % |
| My organisation encourages respectful workplace behaviours | 78 % | 79 % | 62 % | 78 % | 86 % |

Your results (bar chart values):

- My organisation encourages employees to act in ways that are consistent with human rights: 2%, 2%, 12%, 85%
- My organisation is committed to earning a high level of public trust: 4%, 3%, 11%, 82%
- My organisation respects the human rights of employees: 2%, 3%, 14%, 80%
- My organisation encourages respectful workplace behaviours: 1%, 7%, 13%, 79%

Victorian Public Sector Commission

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# Organisational climate

## Organisational integrity 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

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

| Survey question | Your results | | | |
|---|---|---|---|---|

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |

**My organisation does not tolerate improper conduct**
15%, 3%, 16%, 66%

| 68 % | 66 % | 46 % | 64 % | 76 % |

**My organisation takes steps to eliminate bullying, harassment and discrimination**
15%, 4%, 17%, 64%

| 70 % | 64 % | 46 % | 62 % | 74 % |

**My organisation makes fair recruitment and promotion decisions, based on merit**
16%, 9%, 21%, 54%

| 56 % | 54 % | 37 % | 54 % | 68 % |

Victorian Public Sector Commission

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# Organisational climate

## Workplace flexibility 1 of 4

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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

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

**Example**

72% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|
| My organisation supports employees with family or other caring responsibilities, regardless of gender — 6% / 22% / 72% | Not asked | 72 % | 59 % | 73 % | 83 % |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration — 13% / 18% / 69% | 72 % | 69 % | 55 % | 67 % | 77 % |
| I have the flexibility I need to manage my work and non-work activities and responsibilities — 15% / 17% / 68% | Not asked | 68 % | 59 % | 70 % | 77 % |
| There is a positive culture within my organisation in relation to employees who have family responsibilities — 7% / 6% / 20% / 67% | Not asked | 67 % | 59 % | 67 % | 78 % |

# Organisational climate

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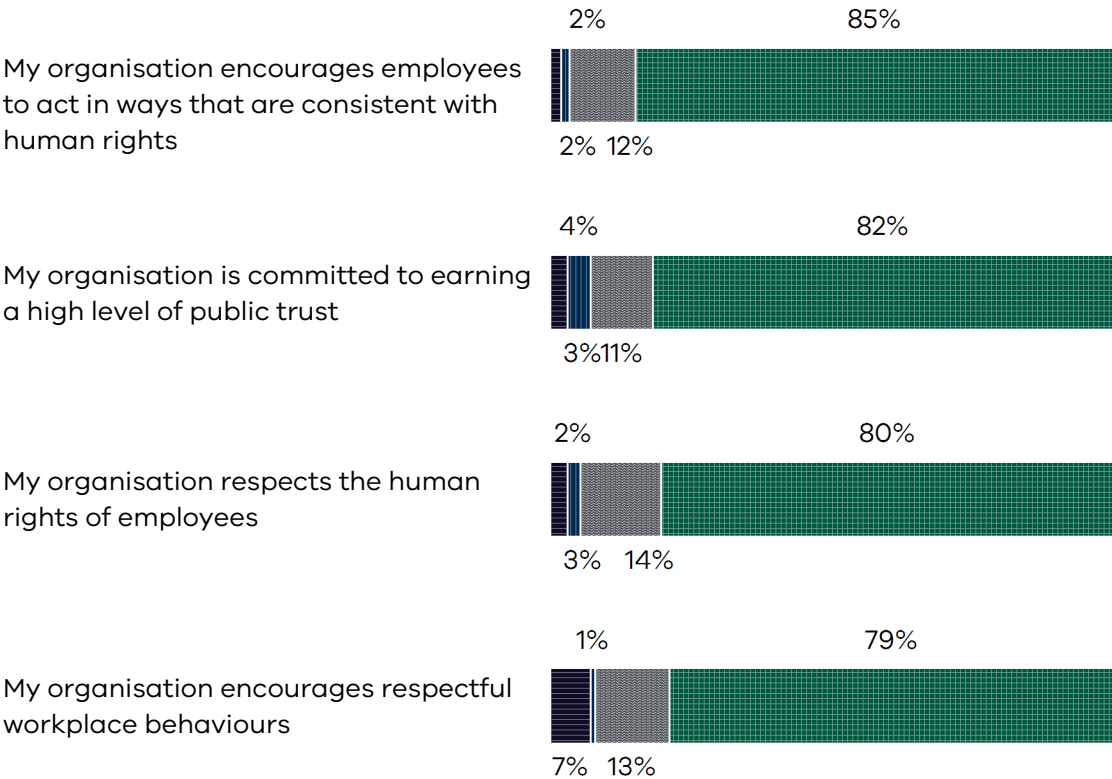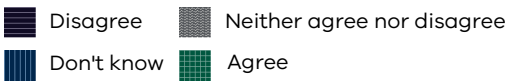
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
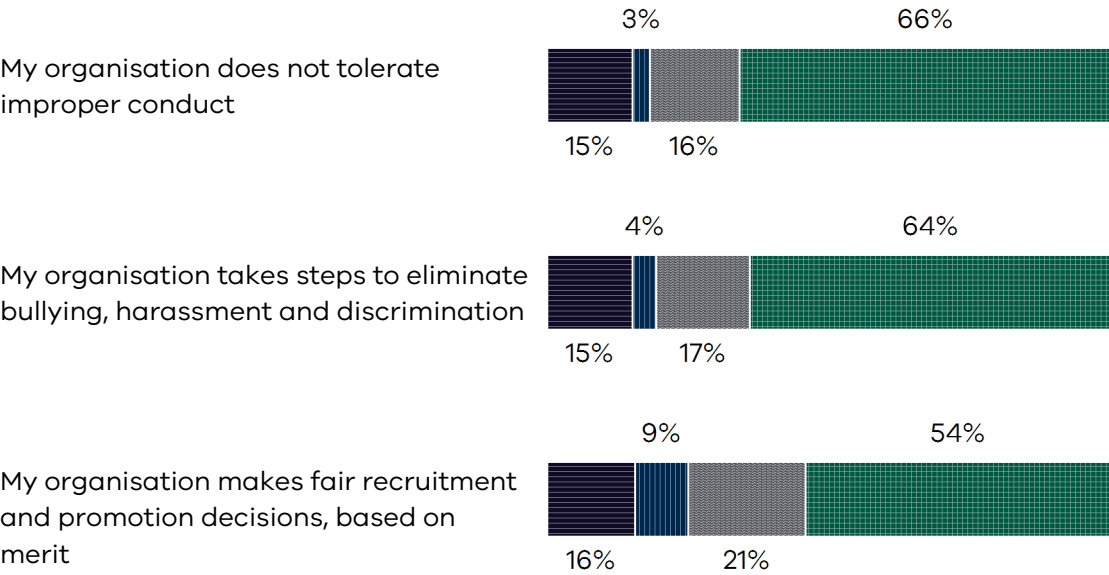
**Example**

64% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| There is a positive culture within my organisation in relation to employees who have caring responsibilities | 77 % | 64 % | 53 % | 66 % | 78 % |
| Having family responsibilities is not a barrier to success in my organisation | Not asked | 63 % | 57 % | 66 % | 76 % |
| Having caring responsibilities is not a barrier to success in my organisation | 76 % | 61 % | 50 % | 64 % | 76 % |
| There is a positive culture within my organisation in relation to employees who use flexible work arrangements | 74 % | 59 % | 46 % | 61 % | 71 % |

Your results bar values:

- There is a positive culture within my organisation in relation to employees who have caring responsibilities: 9%, 6%, 21%, 64%
- Having family responsibilities is not a barrier to success in my organisation: 8%, 9%, 19%, 63%
- Having caring responsibilities is not a barrier to success in my organisation: 9%, 8%, 22%, 61%
- There is a positive culture within my organisation in relation to employees who use flexible work arrangements: 12%, 8%, 22%, 59%

# Organisational climate

## Workplace flexibility 3 of 4

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

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

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

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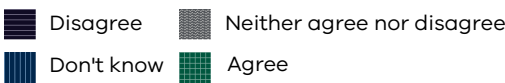
**Example**

55% 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

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

## Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

10%    55%

9%    26%
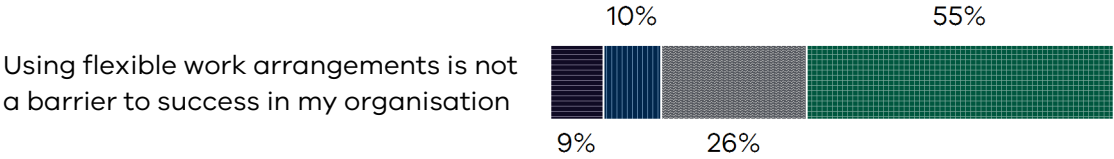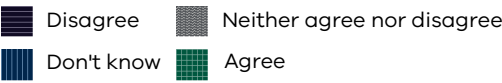
## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | Not asked | 55 % | 46 % | 60 % | 70 % |

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## Organisational climate

Workplace flexibility 4 of 4

**What this is**

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

**Why this is important**

Supporting flexible working can improve employee wellbeing.

**How to read this**

The table shows you what flexible work arrangements staff use.

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

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

**Example**

40% of staff who did the survey said the flexible work arrangement they used was 'Part-time'.

| Do you use any of the following flexible work arrangements? | You 2019 | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|---|
| Part-time | 47% | 40% | 33% | 19% |
| No, I do not use any flexible work arrangements | 27% | 33% | 37% | 38% |
| Shift swap | 23% | 18% | 21% | 12% |
| Flexible start and finish times | 17% | 16% | 16% | 23% |
| Using leave to work flexible hours | 15% | 10% | 11% | 8% |
| Working from an alternative location (e.g. home, hub/shared work space) | 0% | 9% | 8% | 24% |
| Study leave | 15% | 8% | 7% | 4% |
| Purchased leave | 4% | 6% | 2% | 2% |
| Working more hours over fewer days | 7% | 6% | 5% | 6% |
| Job sharing | 2% | 3% | 2% | 1% |

# Organisational climate

## Equal employment opportunity 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

82% of your staff who did the survey agreed or strongly agreed with 'Gender is not a barrier to success in my organisation'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Gender is not a barrier to success in my organisation | 4% / 4% / 10% / 82% | Not asked | 82 % | 80 % | 84 % | 91 % |
| Sexual orientation is not a barrier to success in my organisation | 6% / 2% / 11% / 80% | 83 % | 80 % | 75 % | 81 % | 88 % |
| Cultural background is not a barrier to success in my organisation | 7% / 3% / 13% / 77% | 81 % | 77 % | 75 % | 81 % | 87 % |
| Age is not a barrier to success in my organisation | 5% / 7% / 14% / 74% | 79 % | 74 % | 70 % | 78 % | 83 % |

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# Organisational climate

**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**

69% 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 |
|---|---|---|

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation | Not asked | 69 % | 69 % | 76 % | 86 % |
| Disability is not a barrier to success in my organisation | 67 % | 58 % | 53 % | 66 % | 78 % |

Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation — 2%, 13%, 16%, 69%

Disability is not a barrier to success in my organisation — 5%, 14%, 23%, 58%

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# Organisational climate

## 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.
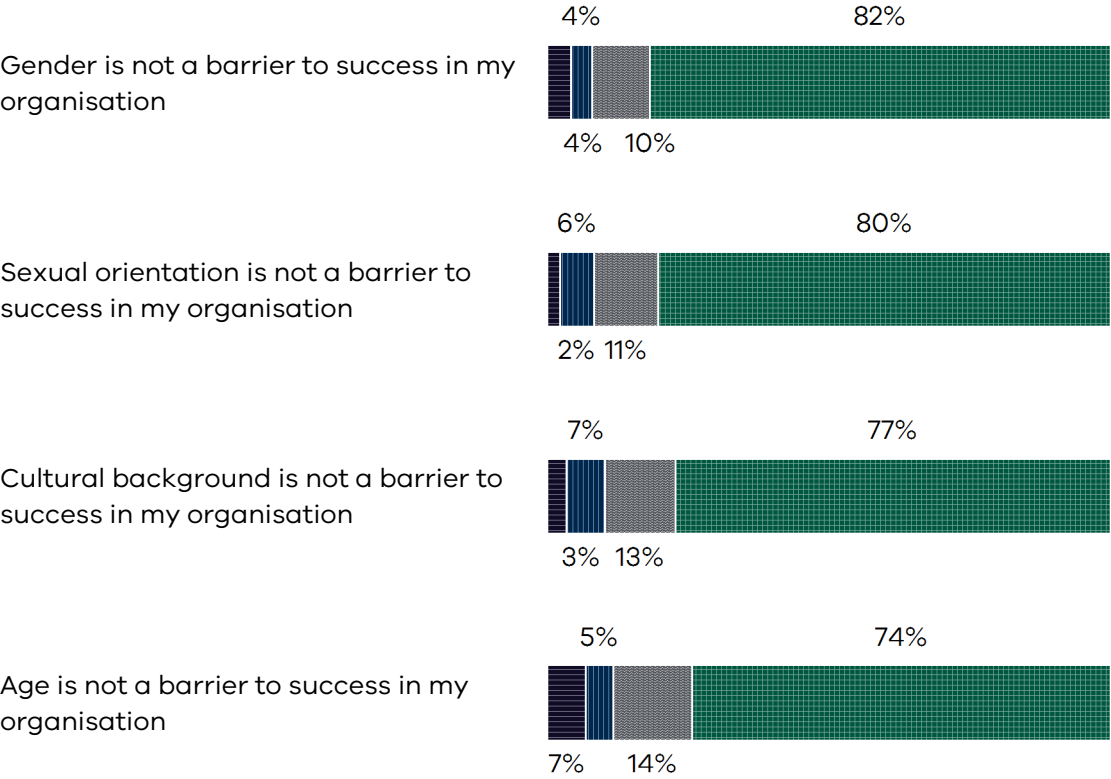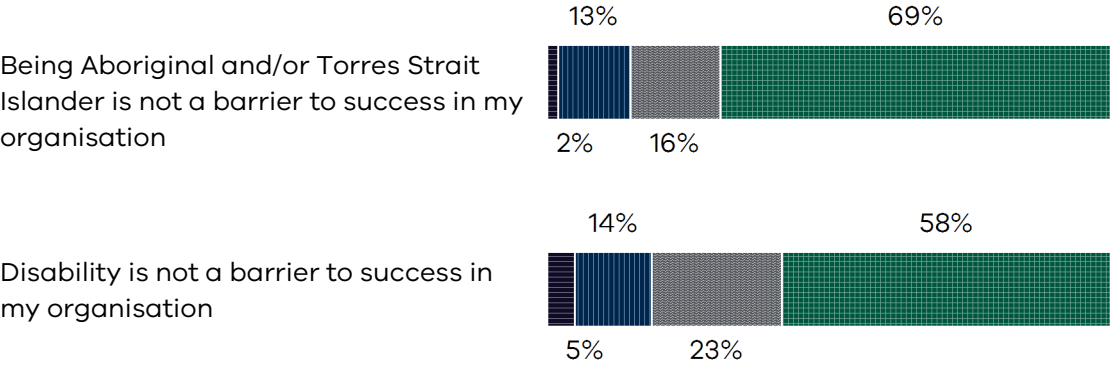
## Example

78% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

| Survey question | Your results | | | | |
|---|---|---|---|---|---|

**Your results** legend: Disagree · Don't know · Neither agree nor disagree · Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I feel culturally safe at work | 5% / 17% / 78% | Not asked | 78 % | 64 % | 79 % | 86 % |
| My organisation provides a physically safe work environment | 9% / 14% / 77% | Not asked | 77 % | 66 % | 80 % | 87 % |
| My organisation consults employees on health and safety matters | 8% / 1% / 19% / 72% | 75 % | 72 % | 51 % | 68 % | 78 % |
| My organisation has effective procedures in place to support employees who may experience stress | 16% / 4% / 16% / 64% | 71 % | 64 % | 44 % | 58 % | 71 % |
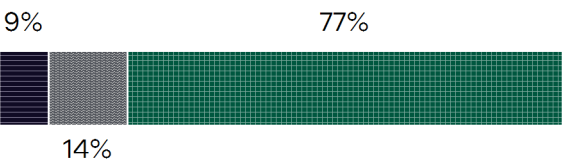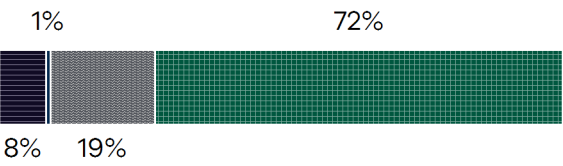
**Benchmark agree results**

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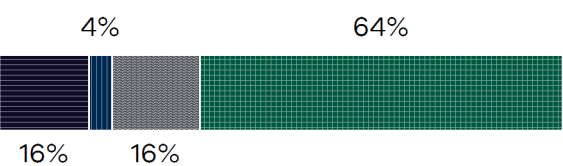
# Organisational climate

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

### What this is

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

### Why this is important

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

### How to read this

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

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

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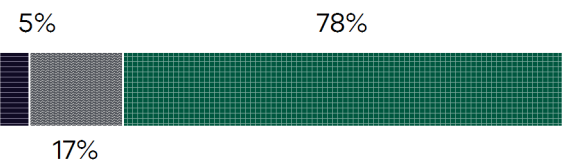
### Example

48% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | Your results | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2021 | Lowest | Average | Highest |
| Senior leaders consider the psychological health of employees to be as important as productivity | 22% / 30% / 48% | 43 % | 48 % | 37 % | 49 % | 67 % |
| In my workplace, there is good communication about psychological safety issues that affect me | 15% / 39% / 46% | 53 % | 46 % | 37 % | 51 % | 64 % |
| Senior leaders show support for stress prevention through involvement and commitment | 21% / 35% / 44% | 40 % | 44 % | 34 % | 47 % | 62 % |
| All levels of my organisation are involved in the prevention of stress | 24% / 38% / 38% | 40 % | 38 % | 29 % | 44 % | 59 % |

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# 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



Psychosocial safety climate
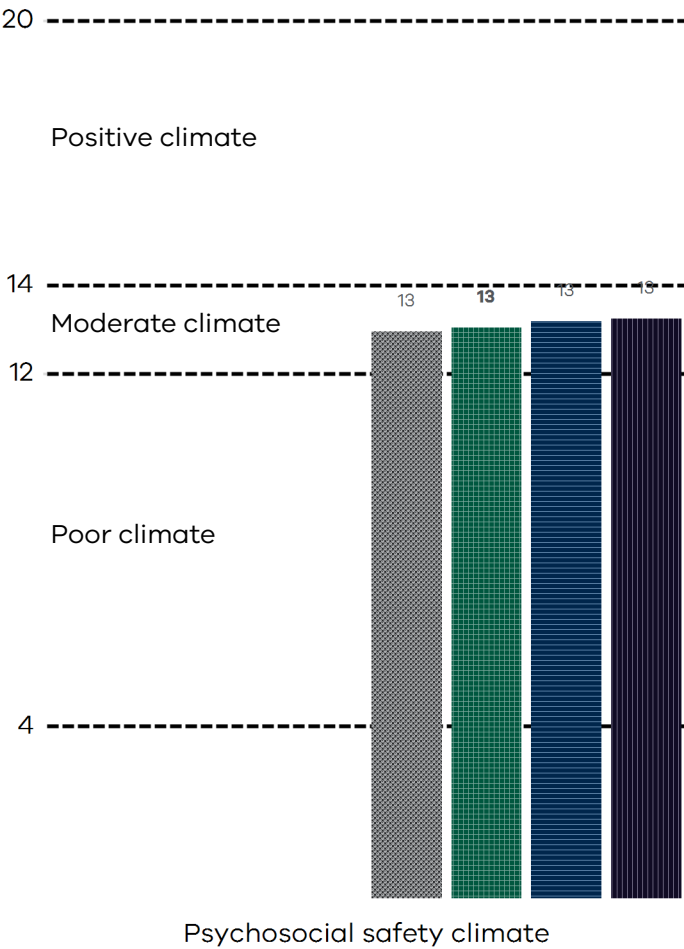
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

# 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**

86% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

## Survey question

## Your results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

## Benchmark agree results

| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2021 | Lowest | Average | Highest |
| I would recommend a friend or relative to be treated as a patient here | 4% / 86% / 9% | 82 % | 86 % | 60 % | 73 % | 86 % |
| I am encouraged by my colleagues to report any patient safety concerns I may have | 3% / 82% / 15% | 82 % | 82 % | 77 % | 85 % | 91 % |
| My suggestions about patient safety would be acted upon if I expressed them to my manager | 3% / 77% / 20% | 80 % | 77 % | 65 % | 74 % | 80 % |
| Patient care errors are handled appropriately in my work area | 10% / 74% / 3% / 13% | 74 % | 74 % | 60 % | 71 % | 82 % |

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# Organisational climate

**What this is**

This is the safety culture in a healthcare workplace.

**Why this is important**

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

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

**How to read this**

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

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

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

**Example**

72% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

| Survey question | Your results | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|
| | | **You** | | **Comparator** | | |
| | | 2019 | 2021 | Lowest | Average | Highest |
| Management is driving us to be a safety-centred organisation | 5% / 23% / 72% | 74 % | 72 % | 62 % | 70 % | 81 % |
| The culture in my work area makes it easy to learn from the errors of others | 8% / 27% / 65% | 67 % | 65 % | 52 % | 66 % | 72 % |
| Trainees in my discipline are adequately supervised | 12% / 5% / 21% / 63% | 62 % | 63 % | 48 % | 60 % | 72 % |
| This health service does a good job of training new and existing staff | 19% / 4% / 28% / 50% | 60 % | 50 % | 35 % | 57 % | 75 % |

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

# 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.
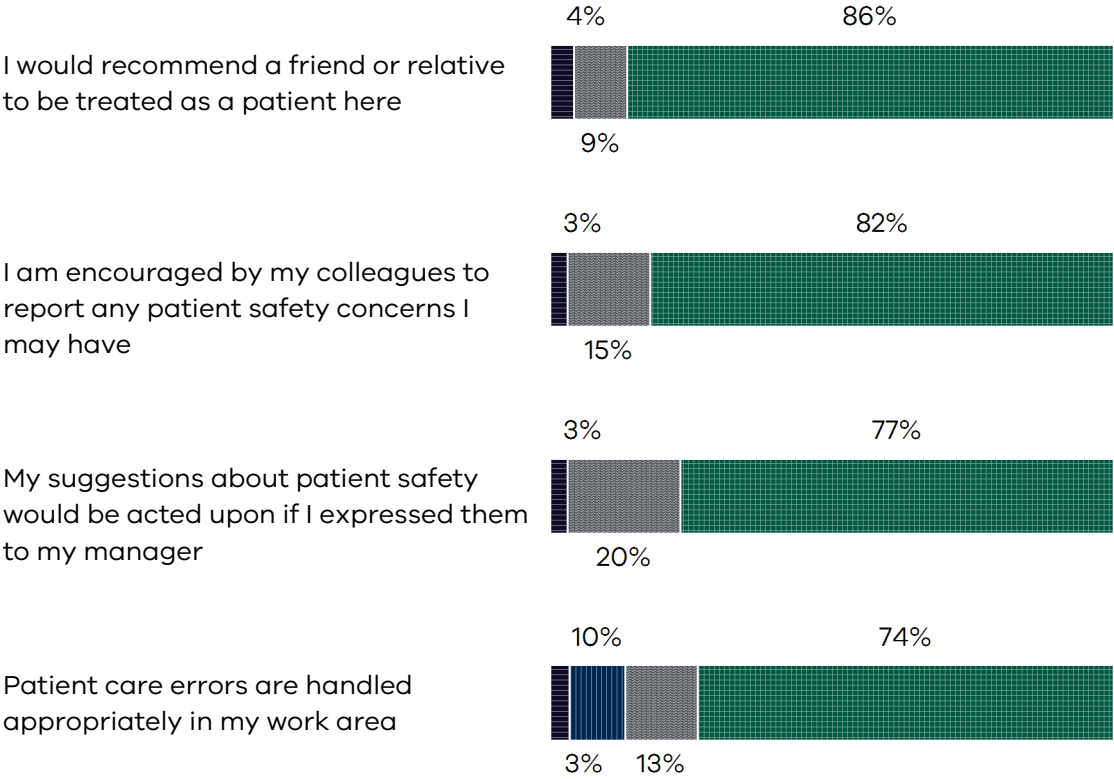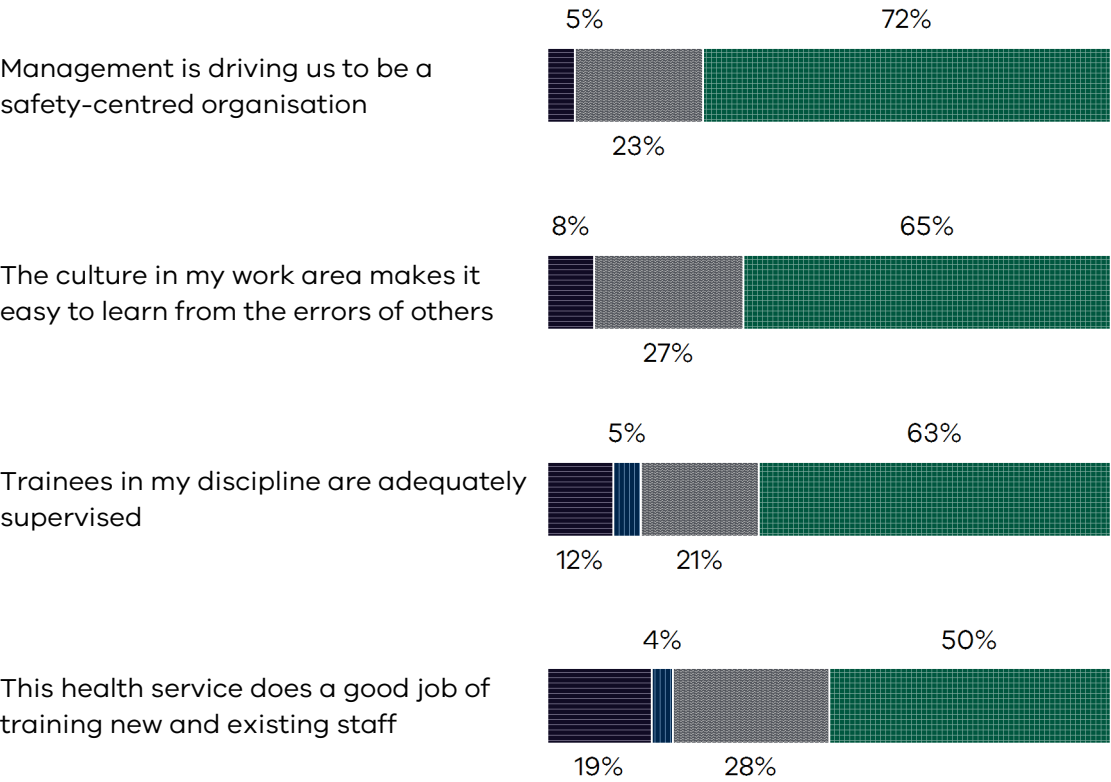
**Example**

81% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
| --- | --- | --- | --- | --- | --- |
| | 2019 | 2021 | Lowest | Average | Highest |

There is a positive culture within my organisation in relation to employees of different sexes/genders
(2% / 81% / 3% / 14%)

| | 85 % | 81 % | 66 % | 80 % | 88 % |

There is a positive culture within my organisation in relation to employees of different age groups
(3% / 77% / 8% / 13%)

| | 85 % | 77 % | 64 % | 77 % | 85 % |

There is a positive culture within my organisation in relation to employees from varied cultural backgrounds
(6% / 76% / 4% / 15%)

| | 84 % | 76 % | 72 % | 80 % | 86 % |

There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+
(8% / 75% / 3% / 14%)

| | 79 % | 75 % | 59 % | 70 % | 85 % |

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# 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.
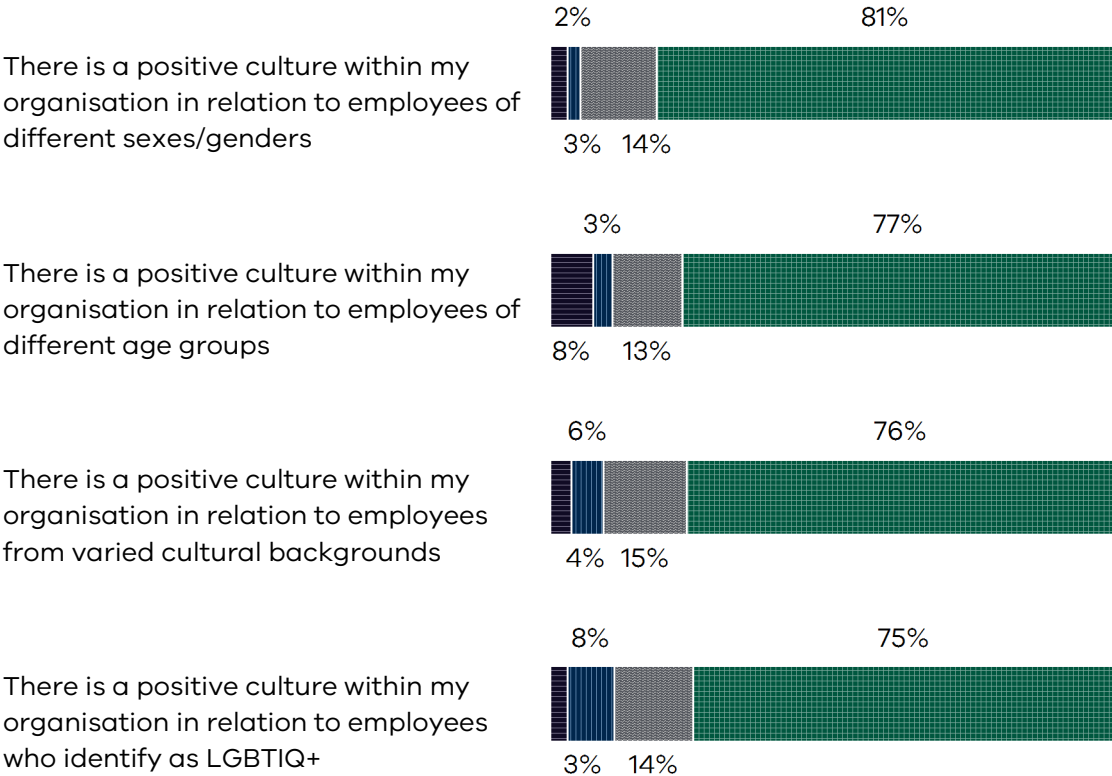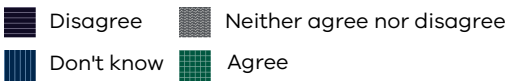
**Example**

69% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |

There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander — 3% / 13% / 16% / 69%

79 % | 69 % | 59 % | 72 % | 86 %

There is a positive culture within my organisation in relation to employees with disability — 4% / 16% / 22% / 59%

67 % | 59 % | 54 % | 65 % | 81 %

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# Organisational climate

## Gender equality supporting measures

**What this is**

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

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

**Why this is important**

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

**How to read this**

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

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

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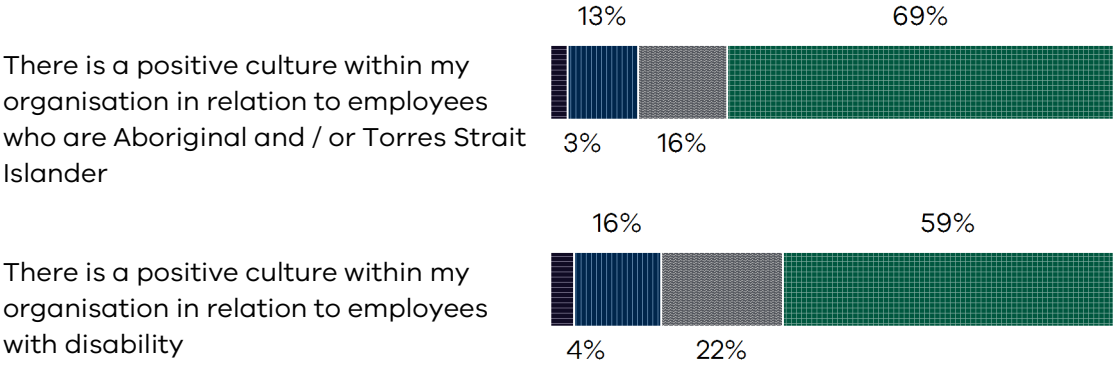
**Example**

82% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

| Survey question | Your results | | | Benchmark agree results | | | |
|---|---|---|---|---|---|---|---|
| | | | | **You** | | **Comparator** | |
| | | | | 2019 | 2021 | Lowest | Average | Highest |

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

| Survey question | Disagree | Neither | Agree | 2019 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|
| In my workgroup work is allocated fairly, regardless of gender | 9% | 9% | 82% | Not asked | 82 % | 79 % | 84 % | 86 % |
| My organisation uses inclusive and respectful images and language | 2% / 3% | 16% | 79% | Not asked | 79 % | 73 % | 81 % | 90 % |
| My organisation would support me if I needed to take family violence leave | 2% / 13% | 11% | 75% | Not asked | 75 % | 64 % | 79 % | 88 % |

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# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

## Custom questions

- Questions requested by your organisation

## Demographics

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

# Workgroup climate

## Scorecard

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

**Example**

In 2021:

- 81% of your staff who did the survey responded positively to questions about  which is down from 87% in 2019.

Compared to:

- 81% of staff at your comparator and 80% of staff across the public sector.



Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Quality service delivery: 87%, 81%, 81%, 80%
Workgroup support: 75%, 74%, 76%
Innovation: 72%, 69%, 69%, 68%

# Workgroup climate

**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**

89% 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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2021 | Lowest | Average | Highest |
| My workgroup strives to deliver services in a timely manner | 3% ... 89% / 8% | 93 % | 89 % | 86 % | 88 % | 92 % |
| My workgroup strives to provide high quality advice and services | 3% ... 88% / 9% | 92 % | 88 % | 85 % | 88 % | 92 % |
| My workgroup values human rights | 1% ... 87% / 3% 9% | 89 % | 87 % | 84 % | 88 % | 91 % |
| My workgroup strives to make the best use of its resources | 1% ... 79% / 6% 14% | 91 % | 79 % | 75 % | 80 % | 83 % |

# 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.
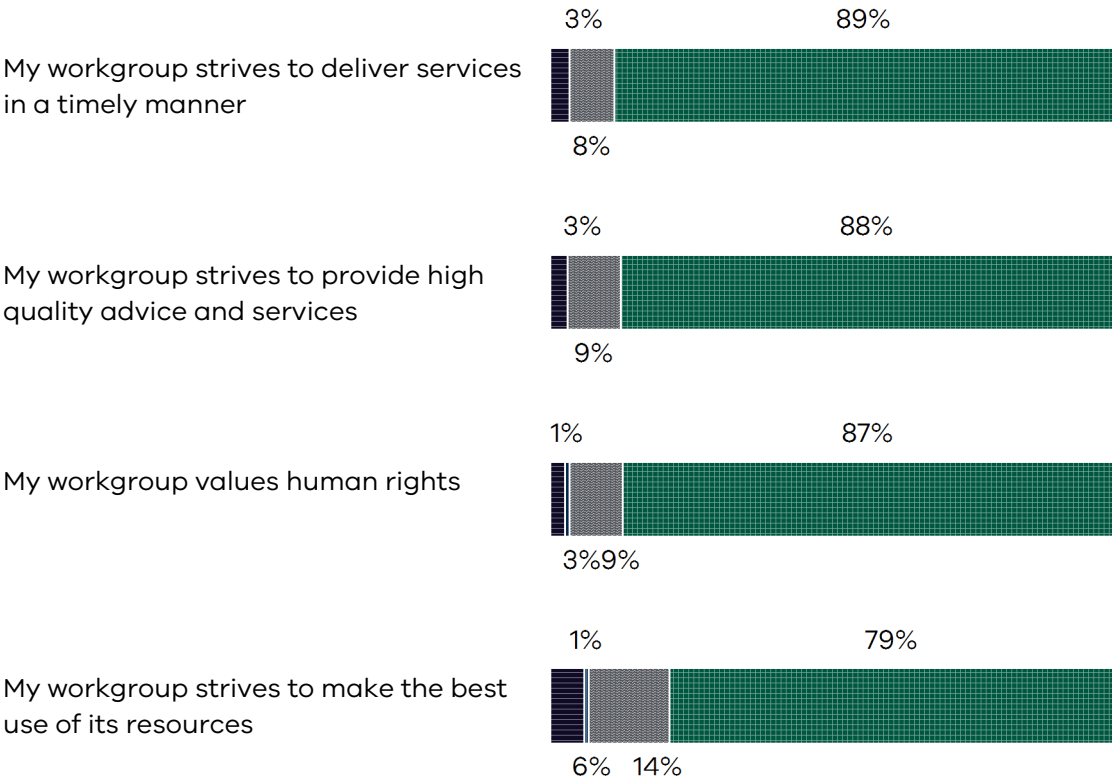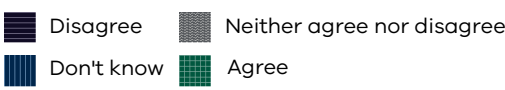
**Example**

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My workgroup has clear lines of responsibility | 11% / 1% / 10% / 78% | 79 % | 78 % | 68 % | 78 % | 84 % |
| My workgroup places a priority on acting fairly and without bias | 12% / 13% / 75% | 82 % | 75 % | 67 % | 73 % | 81 % |
| My workgroup focuses on making decisions informed by all relevant facts | 8% / 2% / 16% / 74% | 85 % | 74 % | 68 % | 75 % | 82 % |

Victorian Public Sector Commission

VICTORIA State Government

# Workgroup climate

**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.
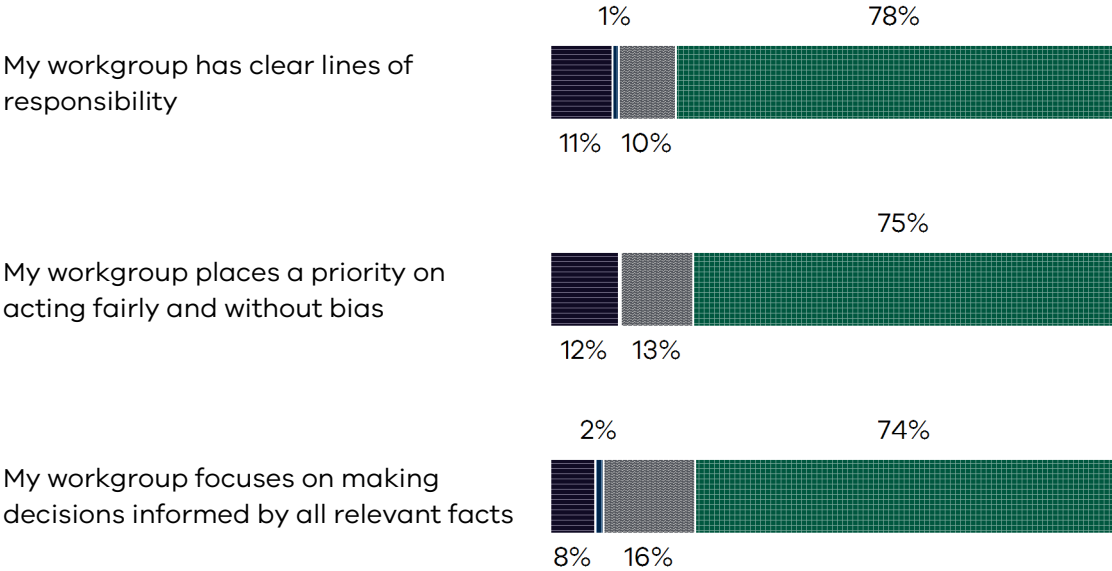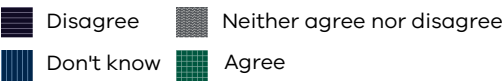
**Example**

81% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 3% / 81% / 4% 12% | 81 % | 81 % | 73 % | 81 % | 88 % |
| My workgroup is quick to respond to opportunities to do things better | 1% / 71% / 8% 20% | 74 % | 71 % | 64 % | 72 % | 80 % |
| My workgroup learns from failures and mistakes | 1% / 70% / 9% 20% | 73 % | 70 % | 64 % | 70 % | 78 % |
| My workgroup encourages employee creativity | 1% / 63% / 9% 28% | 64 % | 63 % | 54 % | 63 % | 70 % |

Victorian Public Sector Commission

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# Workgroup climate

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

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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**

59% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

## Survey question

## Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

My workgroup takes reasonable risks to improve its services

4% | 59%
7% | 30%

## Benchmark agree results
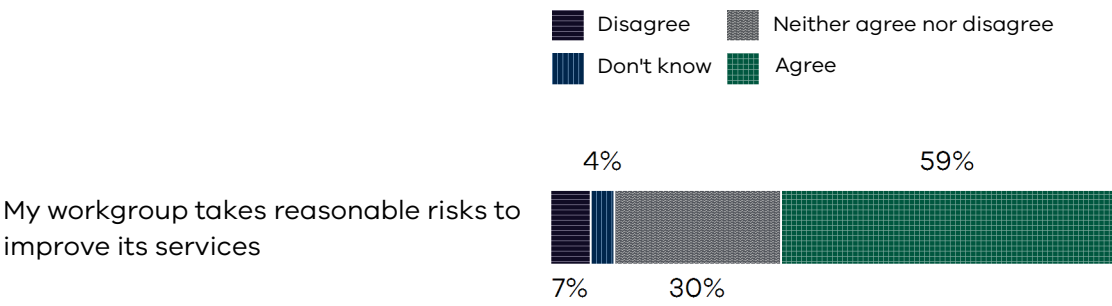
| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | 66 % | 59 % | 51 % | 61 % | 71 % |

# 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.

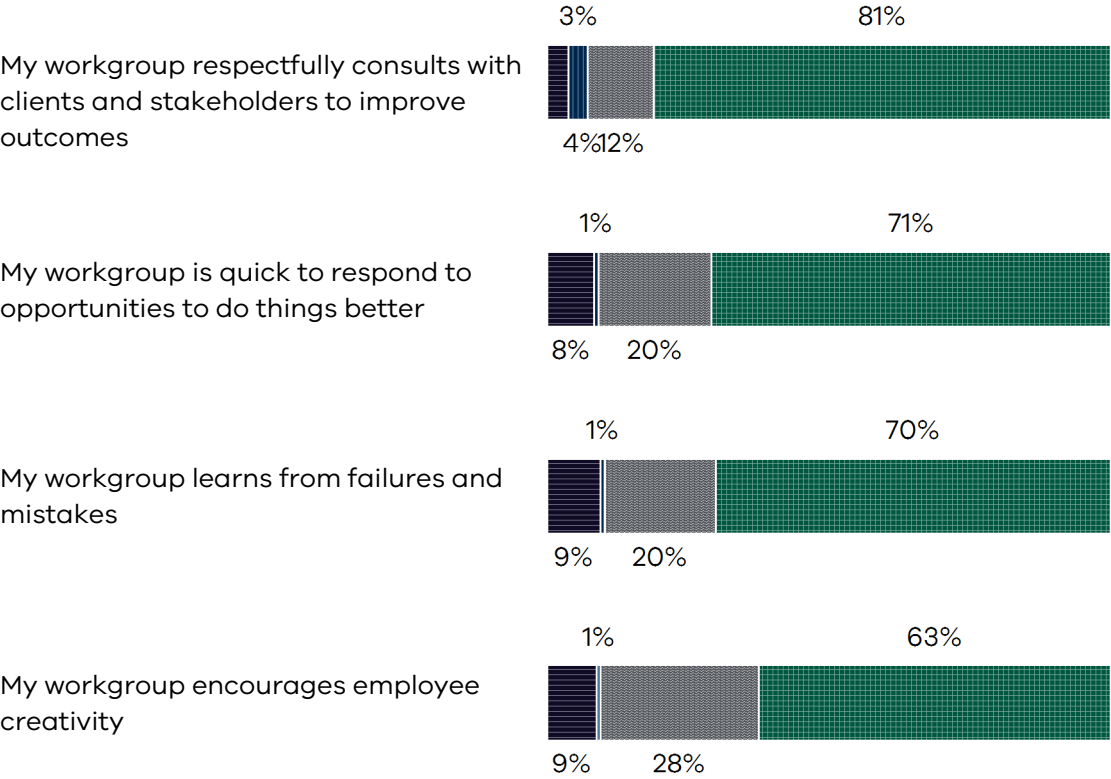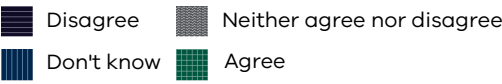Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

94% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others in my workgroup'.

| Survey question | Your results | | | Benchmark agree results | | | | |



Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| Survey question | 2019 | 2021 | Lowest | Average | Highest |
| I am able to work effectively with others in my workgroup | Not asked | 94 % | 84 % | 90 % | 94 % |
| I am able to work effectively with others outside my immediate workgroup | Not asked | 90 % | 86 % | 89 % | 91 % |
| People in my workgroup treat each other with respect | 79 % | 81 % | 69 % | 74 % | 82 % |
| People in my workgroup work together effectively to get the job done | 85 % | 80 % | 70 % | 79 % | 82 % |

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# Workgroup climate

**What this is**

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**How to read this**

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

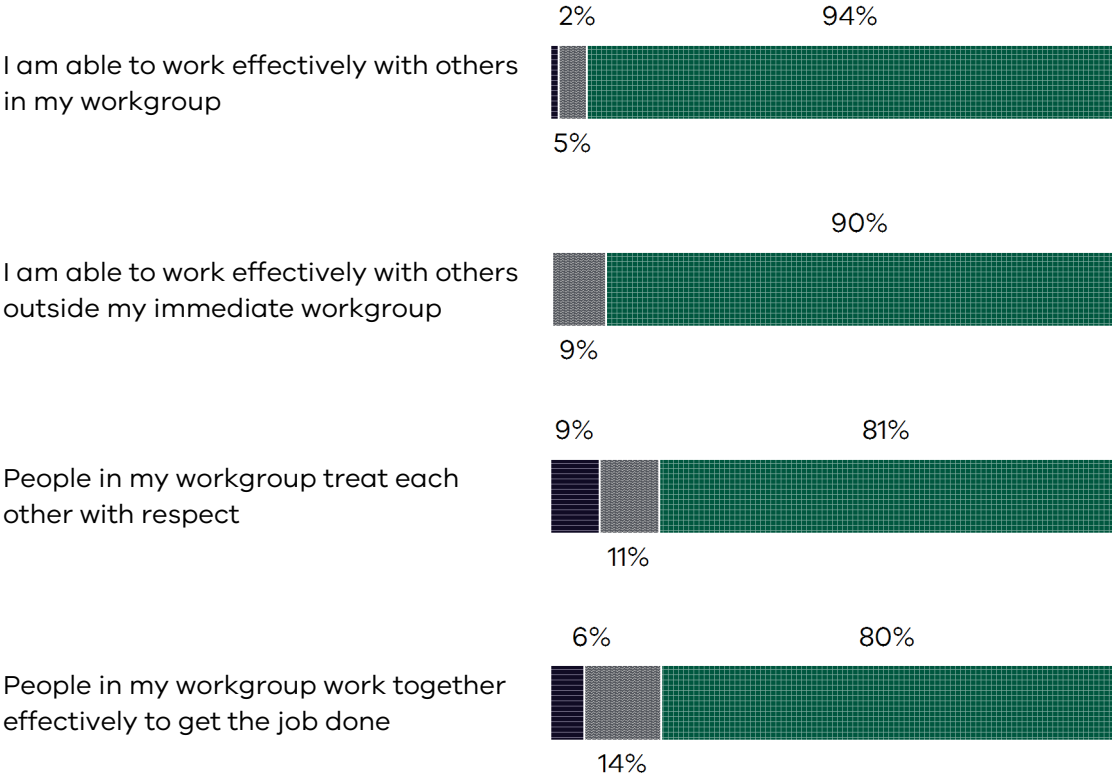Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup actively support diversity and inclusion in the workplace'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| Survey question | 2019 | 2021 | Lowest | Average | Highest |
| People in my workgroup actively support diversity and inclusion in the workplace | 82 % | 79 % | 74 % | 82 % | 87 % |
| People in my workgroup are honest, open and transparent in their dealings | 72 % | 70 % | 59 % | 69 % | 78 % |
| People in my workgroup regularly reach out to support me and my wellbeing | Not asked | 68 % | 60 % | 69 % | 75 % |
| People in my workgroup appropriately manage conflicts of interest | 68 % | 63 % | 59 % | 64 % | 70 % |

People in my workgroup actively support diversity and inclusion in the workplace — 1%, 5%, 15%, 79%

People in my workgroup are honest, open and transparent in their dealings — 1%, 12%, 17%, 70%

People in my workgroup regularly reach out to support me and my wellbeing — 13%, 19%, 68%

People in my workgroup appropriately manage conflicts of interest — 3%, 12%, 21%, 63%

# 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.

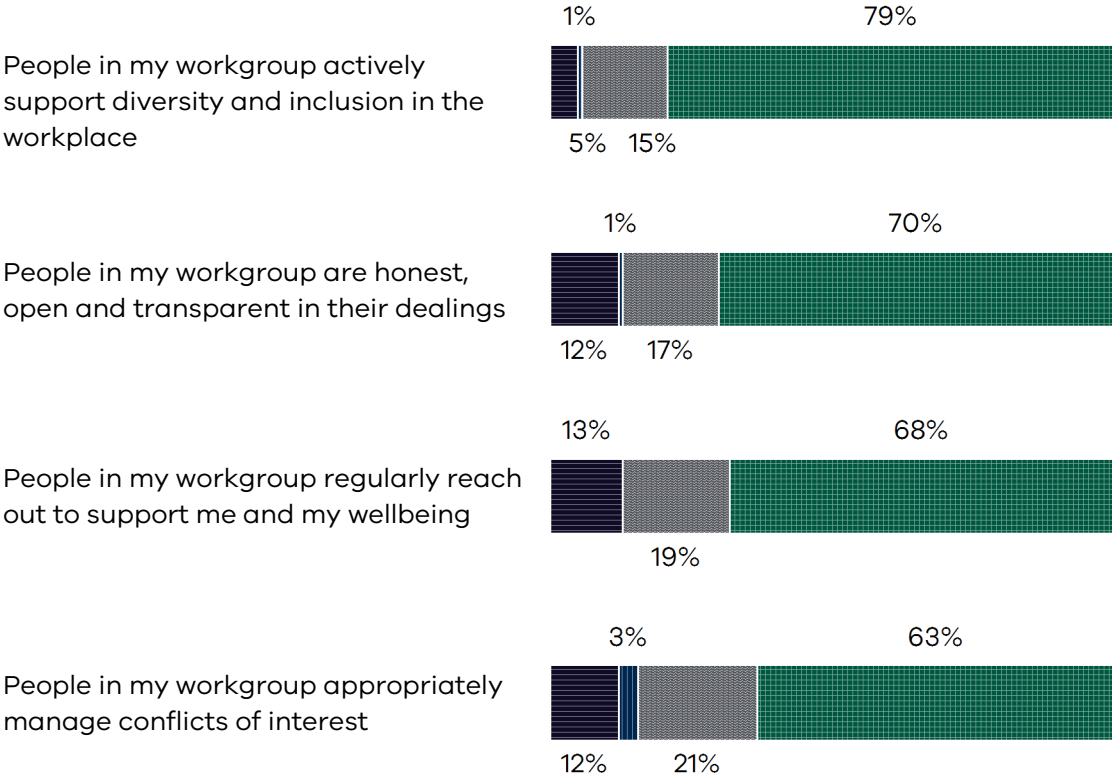Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

63% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| People in my workgroup are politically impartial in their work | 5% / 4% / 28% / 63% | 74 % | 63 % | 64 % | 70 % | 77 % |
| Workgroups across my organisation willingly share information with each other | 13% / 5% / 26% / 57% | 60 % | 57 % | 43 % | 56 % | 64 % |

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# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

## Custom questions

- Questions requested by your organisation

## Demographics

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

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# 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:

- 89% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

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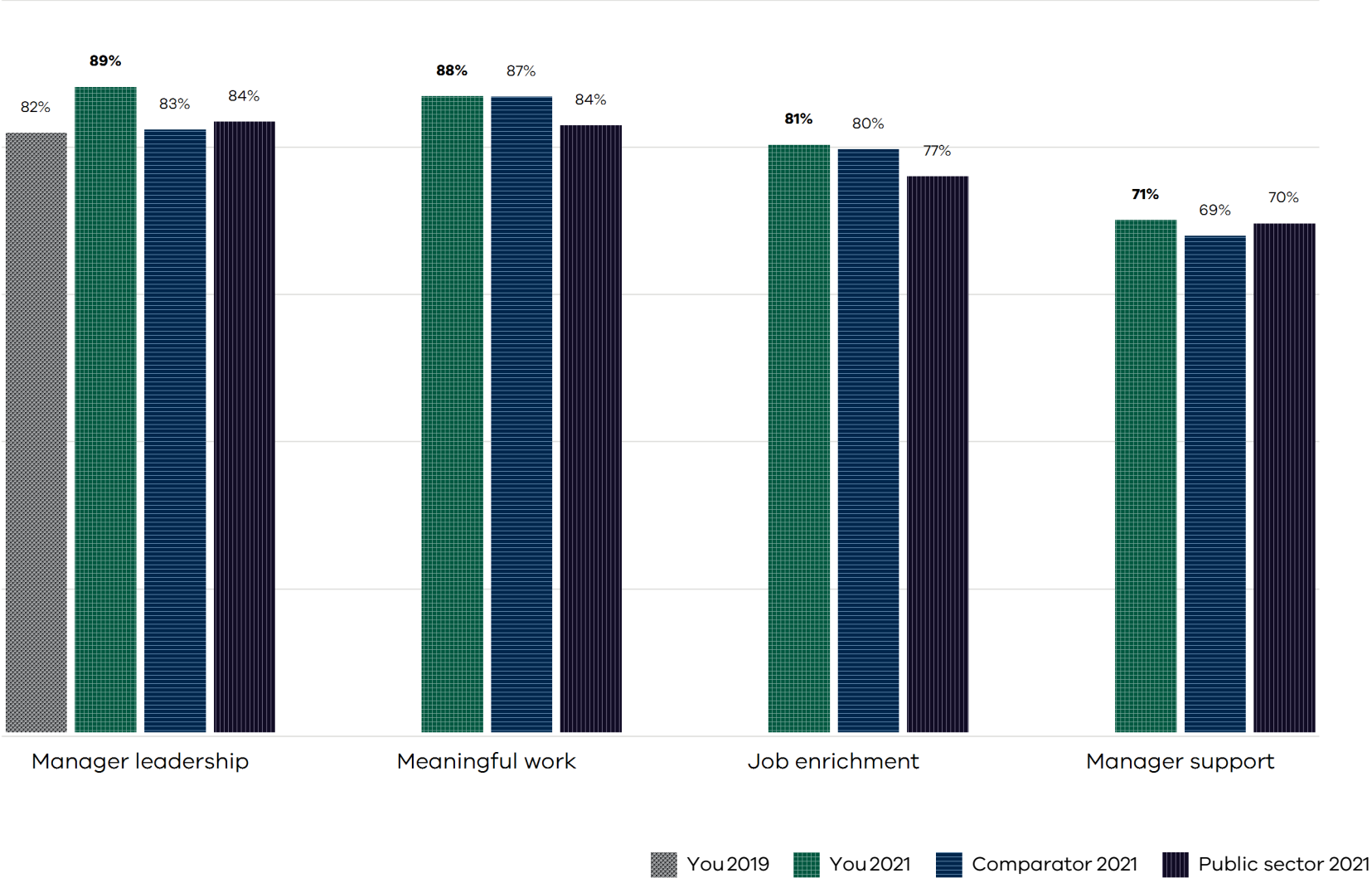


Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Manager leadership: 82%, 89%, 83%, 84%
Meaningful work: 88%, 87%, 84%
Job enrichment: 81%, 80%, 77%
Manager support: 71%, 69%, 70%

# Job and manager factors

## 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:

- 68% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 65% of staff at your comparator and 67% of staff across the public sector.



Bar chart showing percentages for three factors.

Safe to speak up: You 2021 68%, Comparator 2021 65%, Public sector 2021 67%.

Workload: You 2019 52%, You 2021 52%, Comparator 2021 54%, Public sector 2021 53%.

Learning and development: You 2021 48%, Comparator 2021 56%, Public sector 2021 53%.

Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

# Job and manager factors

**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**

92% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager is committed to workplace safety | 1% / 92% / 4% / 3% | 86 % | 92 % | 80 % | 86 % | 91 % |
| My manager ensures clients receive a high standard of service | 1% / 91% / 8% | 84 % | 91 % | 79 % | 85 % | 91 % |
| My manager works effectively with people from diverse backgrounds | 1% / 89% / 10% | 81 % | 89 % | 82 % | 85 % | 90 % |
| My manager treats employees with dignity and respect | 6% / 88% / 6% | 83 % | 88 % | 74 % | 81 % | 85 % |

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# Job and manager factors

## Manager leadership 2 of 2

**What this is**

This is how well staff perceive their direct managers lead.

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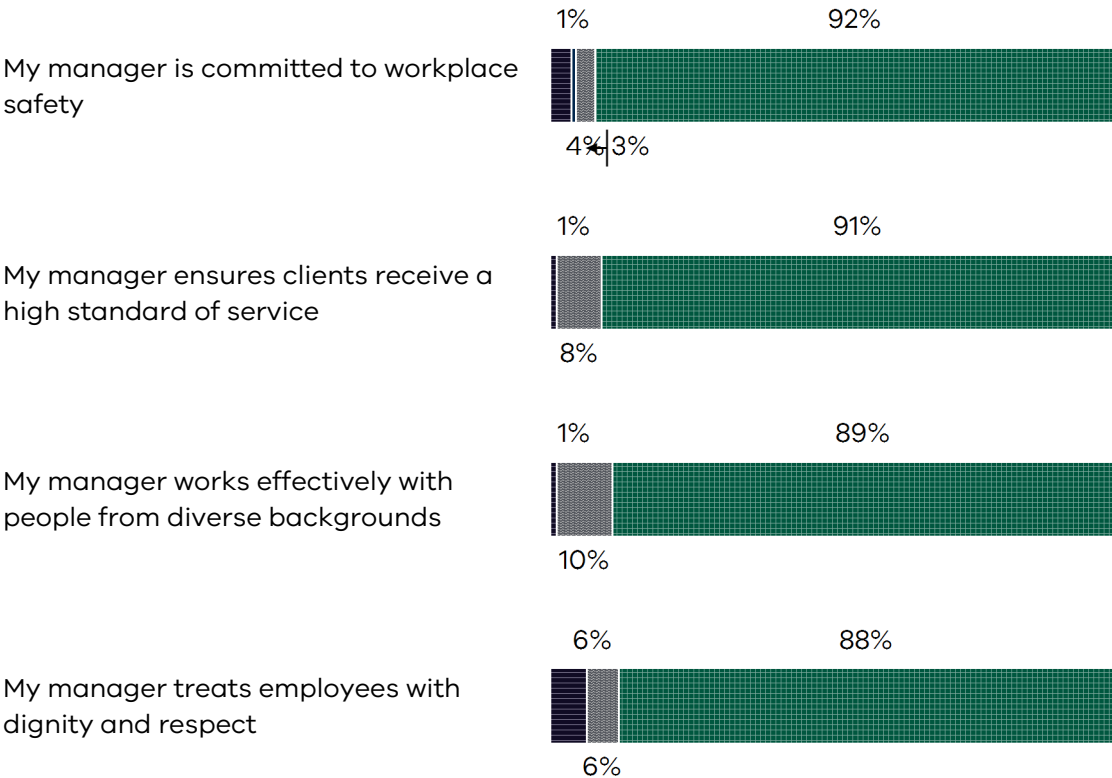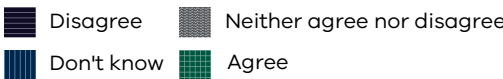
**Example**

87% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

| Survey question | Your results | | | |
| --- | --- | --- | --- | --- |

Legend: Disagree, Don't know, Neither agree nor disagree, Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
| --- | --- | --- | --- | --- | --- | --- |
| My manager demonstrates honesty and integrity | 6% / 7% / 87% | 83 % | 87 % | 70 % | 81 % | 88 % |
| My manager models my organisation's values | 3% / 11% / 86% | 79 % | 86 % | 70 % | 79 % | 84 % |

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# Job and manager factors

**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.

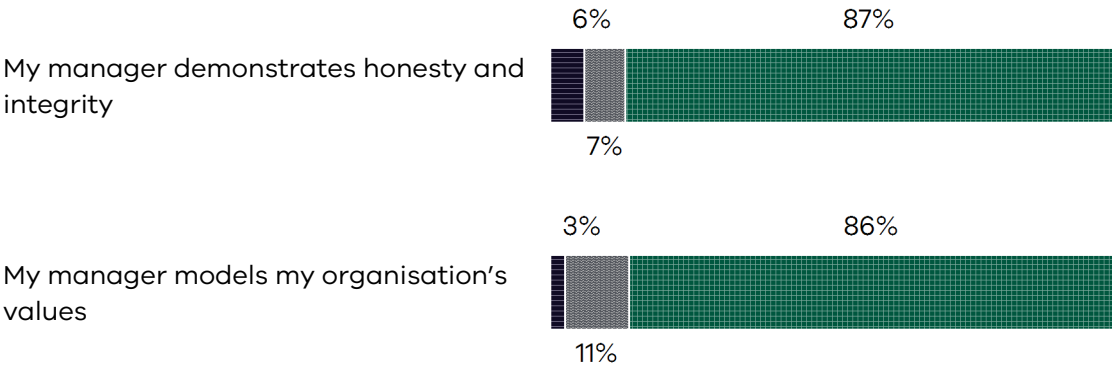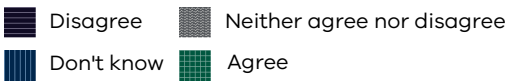Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

83% of your staff who did the survey agreed or strongly agreed with 'I would be confident in approaching my manager to discuss concerns and grievances'.

| Survey question | Your results | | Benchmark agree results | | | | |
|---|---|---|---|---|---|---|---|
| | | | **You** | | **Comparator** | | |
| | | | 2019 | 2021 | Lowest | Average | Highest |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Don't know ▨ Agree

| Survey question | Disagree | Neither | Agree | 2019 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|
| I would be confident in approaching my manager to discuss concerns and grievances | 9% | 8% | 83% | 82 % | 83 % | 68 % | 77 % | 81 % |
| My manager listens to what I have to say | 8% | 11% | 81% | 84 % | 81 % | 68 % | 78 % | 82 % |
| My manager provides me with enough support when I need it | 10% | 13% | 77% | Not asked | 77 % | 64 % | 72 % | 78 % |
| My manager involves me in decisions about my work | 11% | 13% | 77% | 75 % | 77 % | 68 % | 73 % | 77 % |

# 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.

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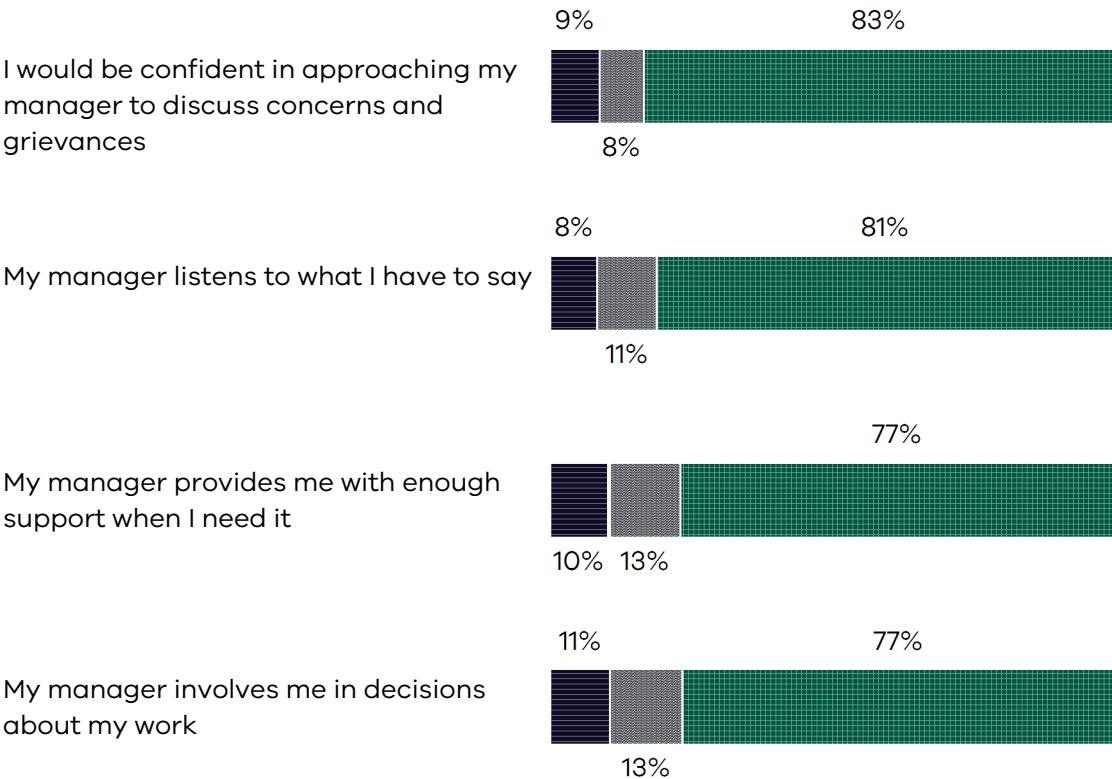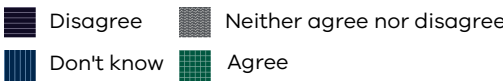
**Example**

76% of your staff who did the survey agreed or strongly agreed with 'My manager encourages and supports my participation in learning and development opportunities'.

| Survey question | | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2021 | Lowest | Average | Highest |
| My manager encourages and supports my participation in learning and development opportunities | 7% / 17% / 76% | 75 % | 76 % | 68 % | 76 % | 81 % |
| My manager keeps me informed about what's going on | 11% / 16% / 74% | 72 % | 74 % | 61 % | 70 % | 76 % |
| My manager provides feedback to me in a way that helps me improve my performance | 13% / 21% / 66% | 71 % | 66 % | 56 % | 66 % | 76 % |
| I receive adequate recognition for my contributions and accomplishments | 23% / 22% / 55% | 59 % | 55 % | 42 % | 53 % | 65 % |

Legend: Disagree / Don't know / Neither agree nor disagree / Agree

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# 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**

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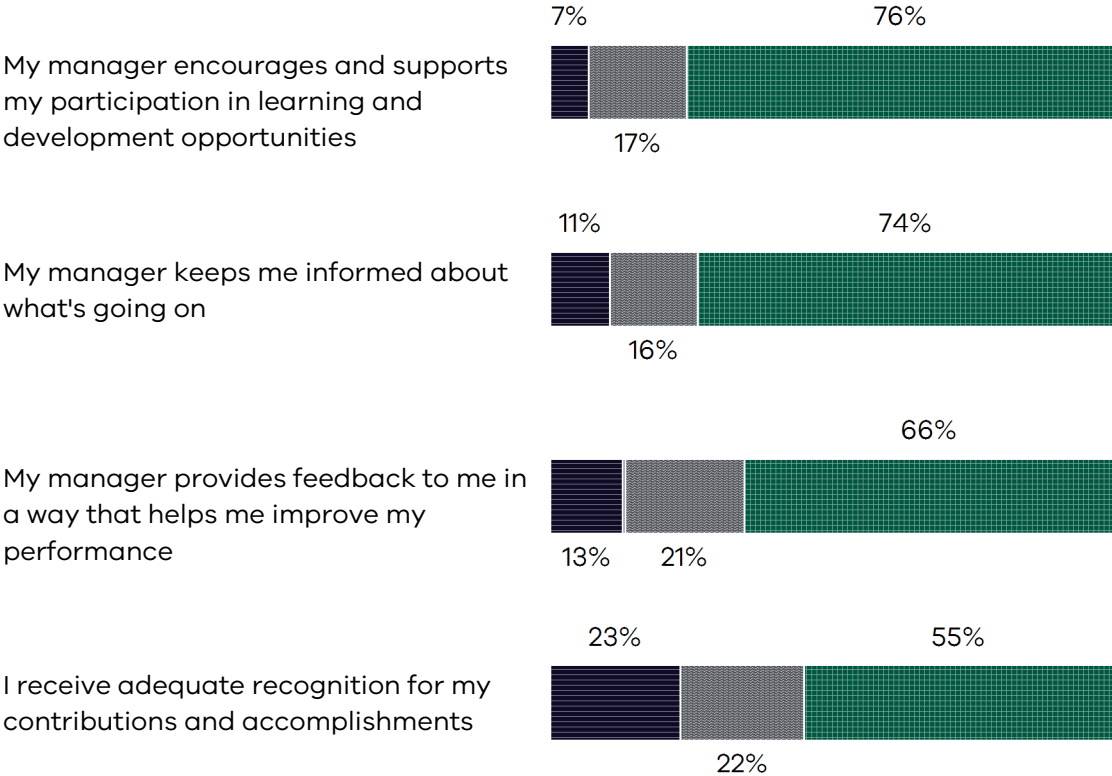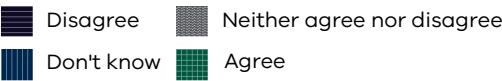
**Example**

48% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

## Survey question

## Your results

Disagree · Neither agree nor disagree

Don't know · Agree

| Survey question | 23% | 48% |
|---|---|---|
| My manager has regular conversations with me about my learning and development | 28% | |

## Benchmark agree results
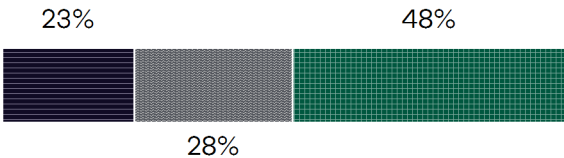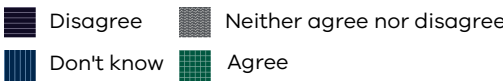
| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| Not asked | | 48 % | 43 % | 52 % | 67 % |

# 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**

57% 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 |
|---|---|---|

Legend: ■ Disagree  ▦ Neither agree nor disagree  ▦ Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |

The workload I have is appropriate for the job that I do — 28% / 16% / 57%
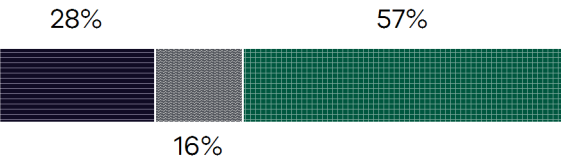
| 55 % | 57 % | 46 % | 58 % | 69 % |

I have enough time to do my job effectively — 31% / 21% / 48%
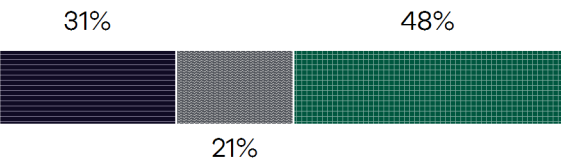
| 50 % | 48 % | 35 % | 50 % | 65 % |

# Job and manager factors

**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**

67% 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

Legend: ■ Disagree  ▨ Neither agree nor disagree  ▧ Agree

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| In the last 12 months I have learned skills that have helped me do my job better | 13% / 20% / 67% | Not asked | 67 % | 63 % | 71 % | 77 % |
| I am developing and learning in my role | 11% / 24% / 65% | Not asked | 65 % | 67 % | 74 % | 82 % |
| My organisation places a high priority on the learning and development of staff | 17% / 26% / 57% | 58 % | 57 % | 40 % | 63 % | 85 % |
| There are adequate opportunities for me to develop skills and experience in my organisation | 21% / 28% / 51% | 59 % | 51 % | 43 % | 58 % | 72 % |

# 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.

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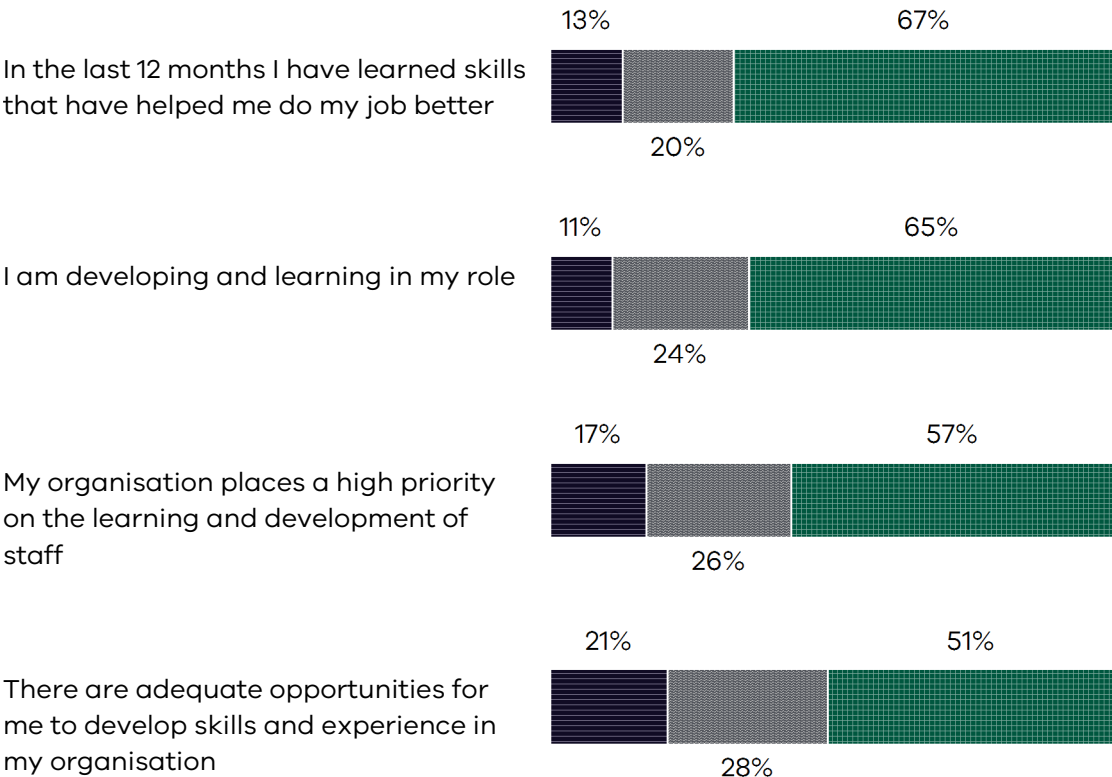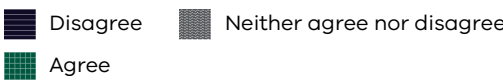
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

48% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

| Survey question | Your results | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | Disagree 19% / Neither 33% / Agree 48% | Not asked | 48 % | 43 % | 59 % | 74 % |
| I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers) | Disagree 21% / Neither 40% / Agree 39% | Not asked | 39 % | 34 % | 47 % | 57 % |
| I feel I have an equal chance at promotion in my organisation | Disagree 24% / Neither 41% / Agree 35% | Not asked | 35 % | 34 % | 45 % | 53 % |
| I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments) | Disagree 22% / Neither 55% / Agree 23% | Not asked | 23 % | 21 % | 34 % | 47 % |

Legend: Disagree · Neither agree nor disagree · Agree

# 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.
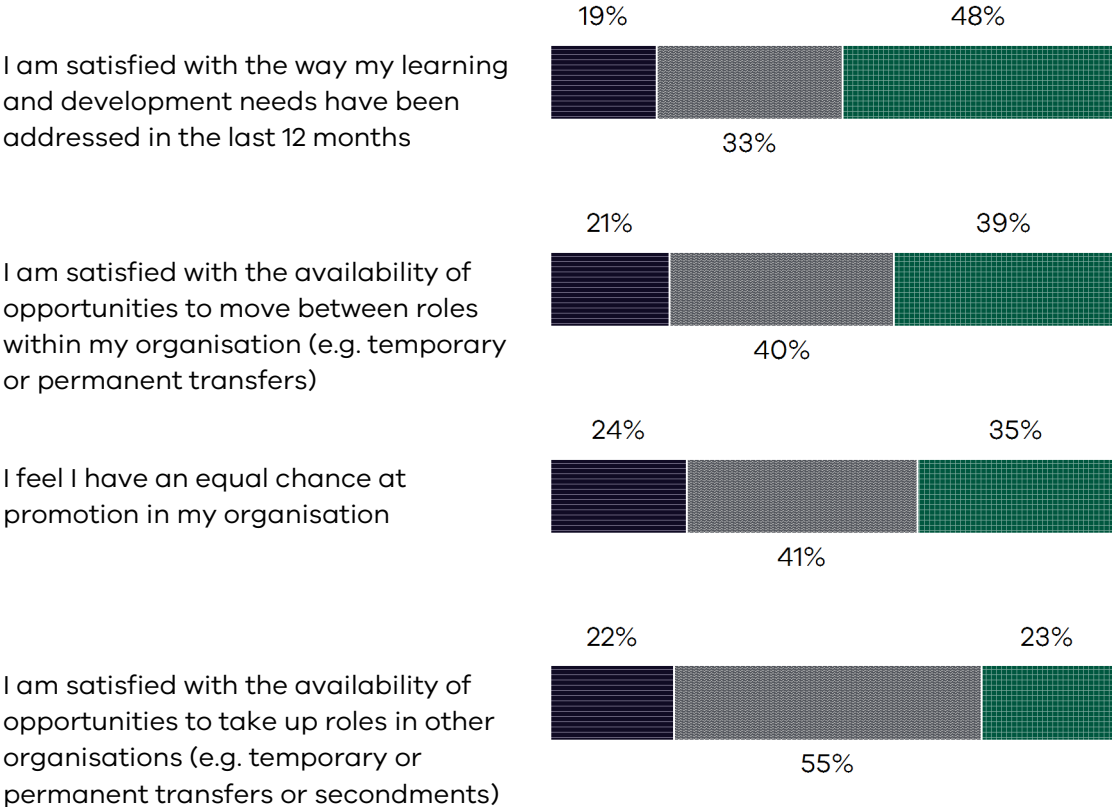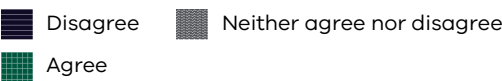
**Example**

92% 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 | | | | |
|---|---|---|---|---|---|---|---|---|

Legend: Disagree | Neither agree nor disagree | Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |

| Survey question | Disagree | Neither | Agree | 2019 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|
| I understand how my job contributes to my organisation's purpose | 2% | 7% | 92% | 93 % | 92 % | 86 % | 90 % | 95 % |
| I clearly understand what I am expected to do in this job | 6% | 6% | 88% | 90 % | 88 % | 76 % | 85 % | 93 % |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 3% | 12% | 85% | 88 % | 85 % | 78 % | 88 % | 95 % |
| I have the authority to do my job effectively | 7% | 11% | 82% | 85 % | 82 % | 66 % | 80 % | 90 % |

# 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.
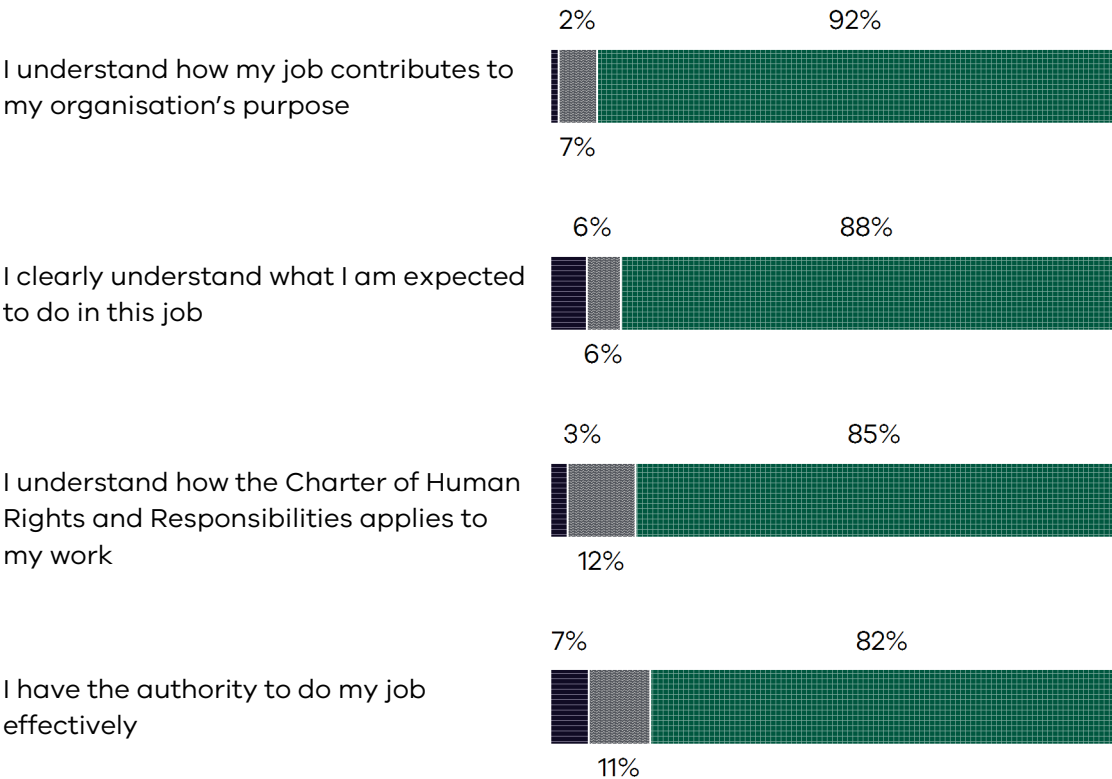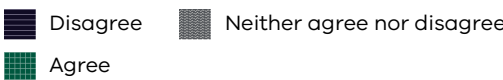
**Example**

82% 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 |
|---|---|---|

Legend: ■ Disagree   ▓ Neither agree nor disagree   ▓ Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |

| Survey question | Disagree | Neither | Agree | 2019 | 2021 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|
| My job allows me to utilise my skills, knowledge and abilities | 7% | 11% | 82% | 84 % | 82 % | 75 % | 82 % | 89 % |
| I have a choice in deciding how I do my work | 8% | 16% | 76% | 74 % | 76 % | 64 % | 71 % | 82 % |
| My work performance is assessed against clear criteria | 13% | 25% | 63% | Not asked | 63 % | 49 % | 66 % | 76 % |

Victorian Public Sector Commission

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# 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.
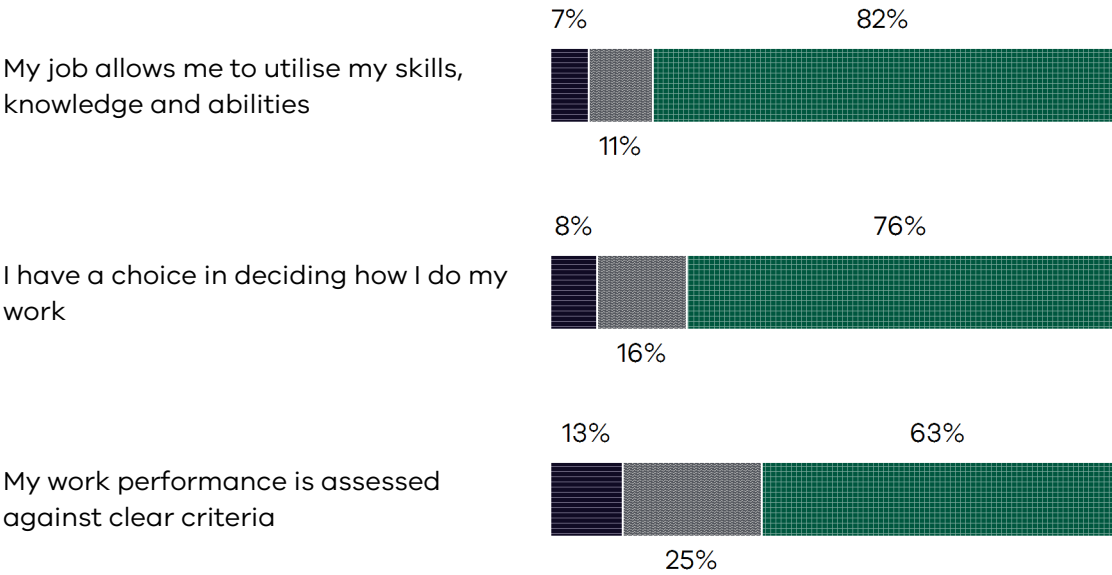
**Example**

91% 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

Disagree   Neither agree nor disagree

Agree

3%          91%

I feel that I can make a worthwhile contribution at work

6%

4%          84%

I am achieving something important through my work

13%

## Benchmark agree results

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| I feel that I can make a worthwhile contribution at work | Not asked | 91 % | 77 % | 89 % | 94 % |
| I am achieving something important through my work | Not asked | 84 % | 79 % | 86 % | 90 % |

# 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.
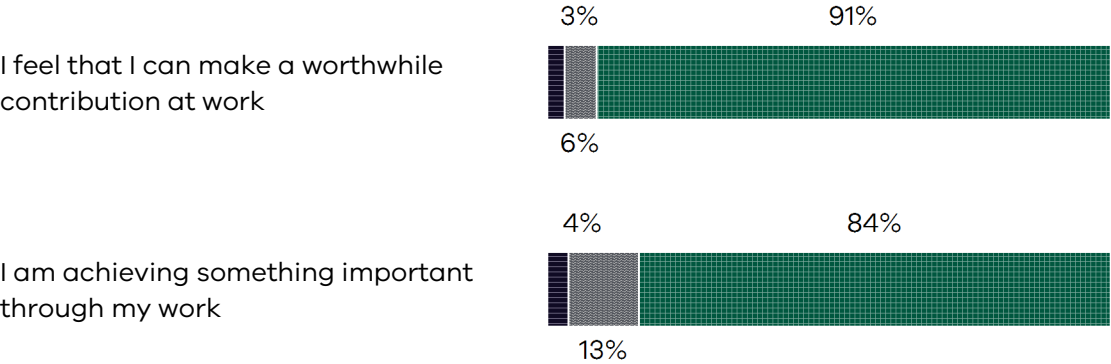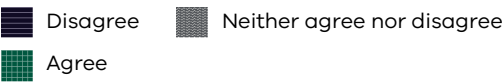
**Example**

72% 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 | | | | | | |
|---|---|---|---|---|---|---|---|

**Your results**

■ Disagree  ▦ Neither agree nor disagree  ▦ Agree

**Benchmark agree results**

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| People in your workgroup are able to bring up problems and tough issues — 9% / 19% / 72% | Not asked | 72 % | 62 % | 71 % | 76 % |
| I am confident that I would be protected from reprisal for reporting improper conduct — 15% / 17% / 68% | 55 % | 68 % | 53 % | 61 % | 74 % |
| I feel safe to challenge inappropriate behaviour at work — 17% / 20% / 64% | Not asked | 64 % | 47 % | 60 % | 67 % |
| I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner — 19% / 22% / 59% | 55 % | 59 % | 40 % | 54 % | 67 % |

# Job and manager factors

## Safe to speak up 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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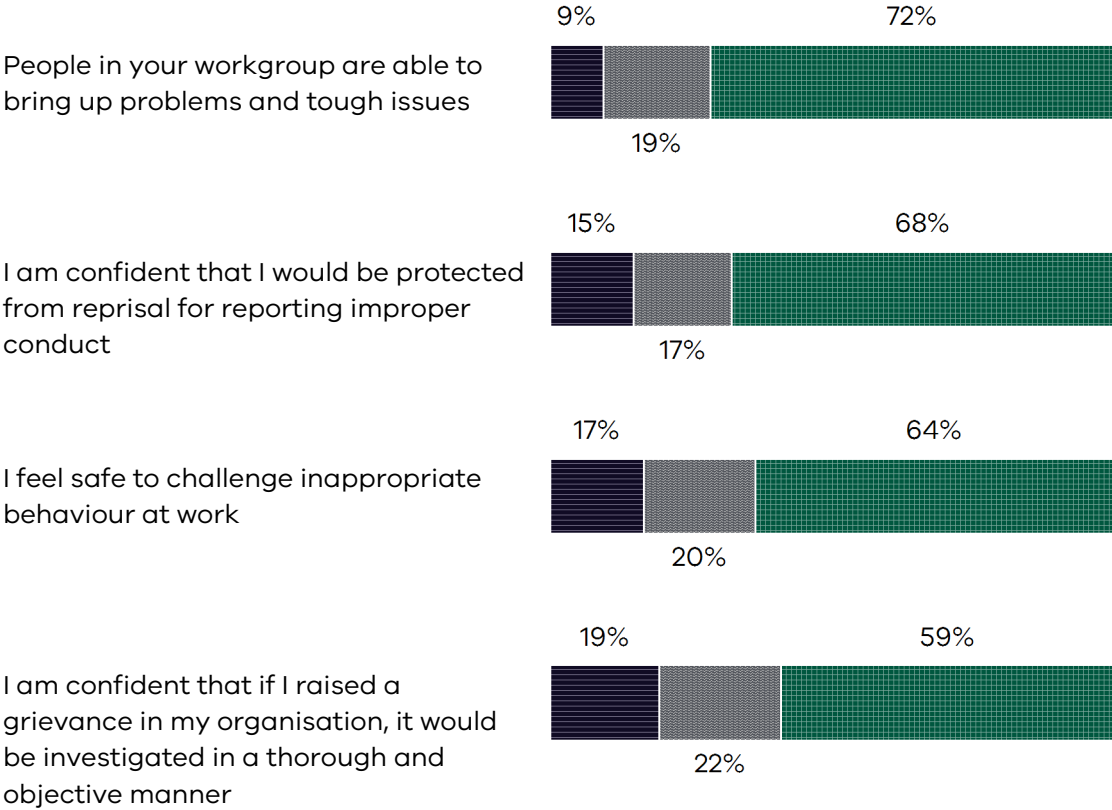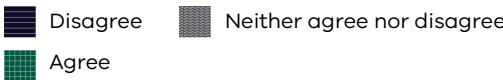
**Example**

77% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
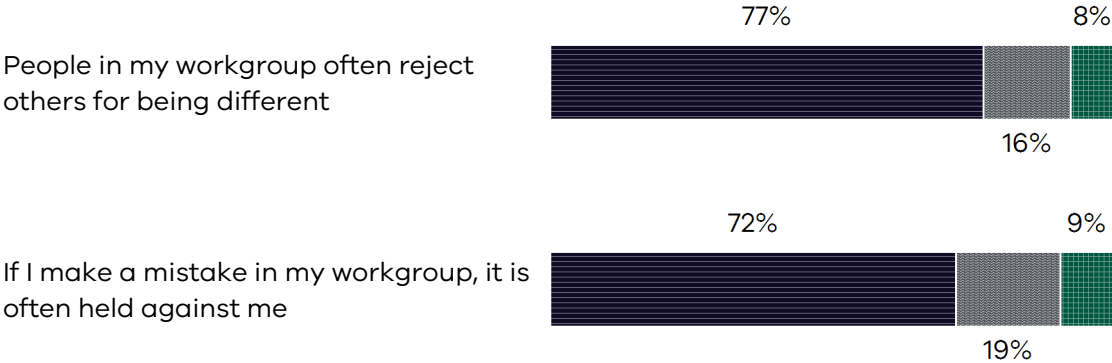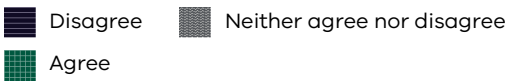
| Survey question | Your results | | Benchmark disagree results | | | | |
|---|---|---|---|---|---|---|---|

Legend: ■ Disagree  ▨ Neither agree nor disagree  ▨ Agree

| | | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| People in my workgroup often reject others for being different | Disagree 77%, Agree 8%, Neither 16% | Not asked | 77 % | 65 % | 74 % | 85 % |
| If I make a mistake in my workgroup, it is often held against me | Disagree 72%, Agree 9%, Neither 19% | Not asked | 72 % | 66 % | 69 % | 75 % |

Victorian Public Sector Commission

VICTORIA State Government

## Job and manager factors

### Barriers to optimal work

**What this is**

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

**Why this is important**

Workplace barriers prevent employees from working efficiently and effectively.

**How to read this**

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

**Example**

33% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

| Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work? | You 2021 | Comparator 2021 | Public sector 2021 |
|---|---|---|---|
| Too many competing priorities | 33% | 27% | 36% |
| There are no noticeable barriers | 23% | 25% | 18% |
| Communication processes | 22% | 24% | 19% |
| Administrative processes (including leave and HR requirements) | 14% | 13% | 19% |
| Technology limitations | 13% | 16% | 20% |
| Other | 12% | 14% | 13% |
| Concern about the risks to my physical health | 11% | 7% | 6% |
| Decision making and authorisation processes | 11% | 16% | 23% |
| Family/household commitments (carer responsibilities, child education responsibilities) | 11% | 8% | 9% |
| Poor work-life balance | 10% | 9% | 12% |

# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

## Custom questions

- Questions requested by your organisation

## Demographics

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

# Public sector values

## 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:

- 89% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2019.

Compared to:

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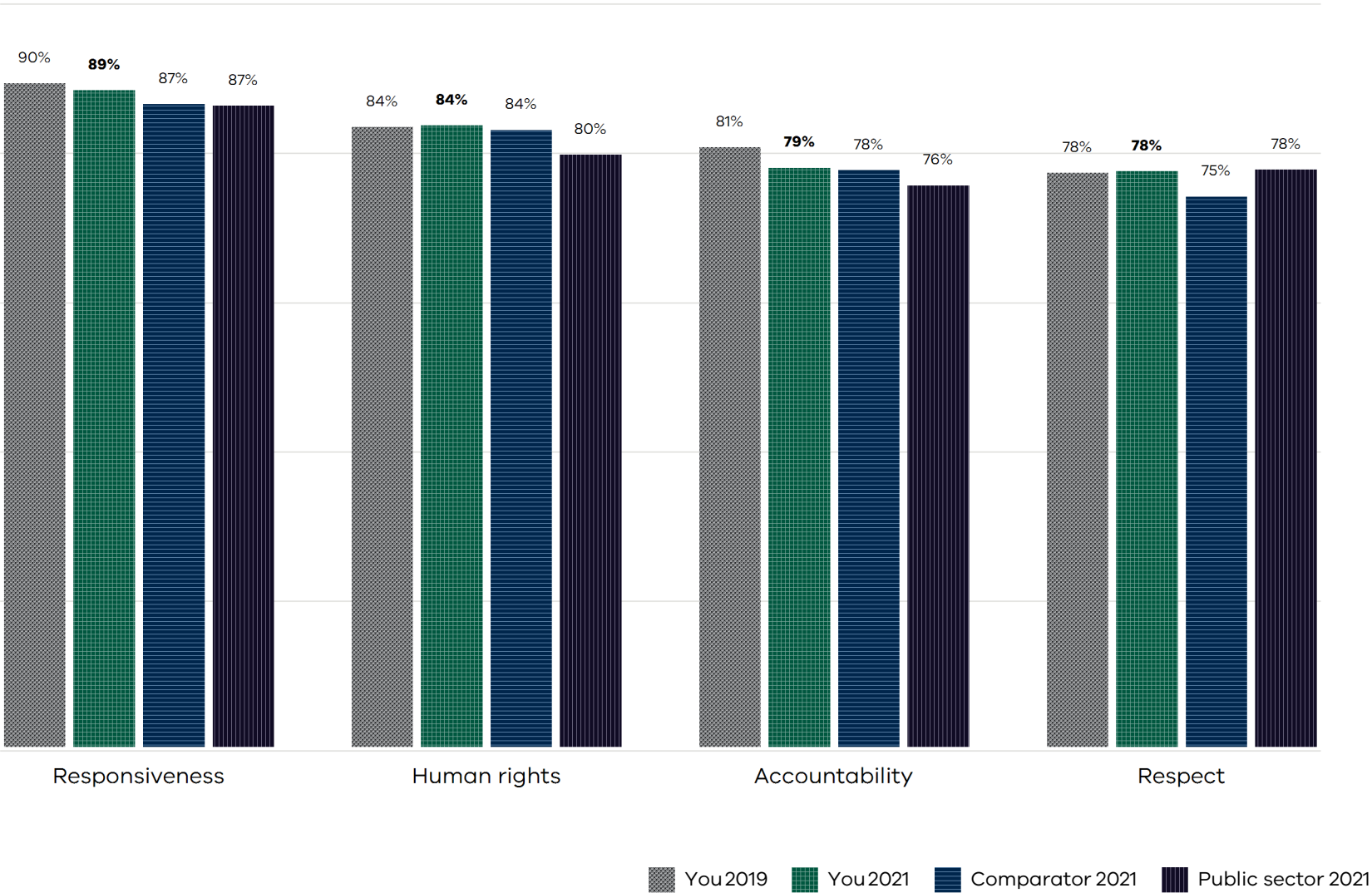


Legend: You 2019, You 2021, Comparator 2021, Public sector 2021

- Responsiveness: 90%, 89%, 87%, 87%
- Human rights: 84%, 84%, 84%, 80%
- Accountability: 81%, 79%, 78%, 76%
- Respect: 78%, 78%, 75%, 78%

# Public sector values

## 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:

- 75% of your staff who did the survey responded positively to questions about Leadership , which is up 5% in 2019.

Compared to:

- 71% of staff at your comparator and 73% of staff across the public sector.



| | Leadership | Integrity | Impartiality |
|---|---|---|---|
| You 2019 | 69% | 70% | 74% |
| You 2021 | 75% | 70% | 67% |
| Comparator 2021 | 71% | 67% | 68% |
| Public sector 2021 | 73% | 70% | 68% |

Legend: You 2019, You 2021, Comparator 2021, Public sector 2021
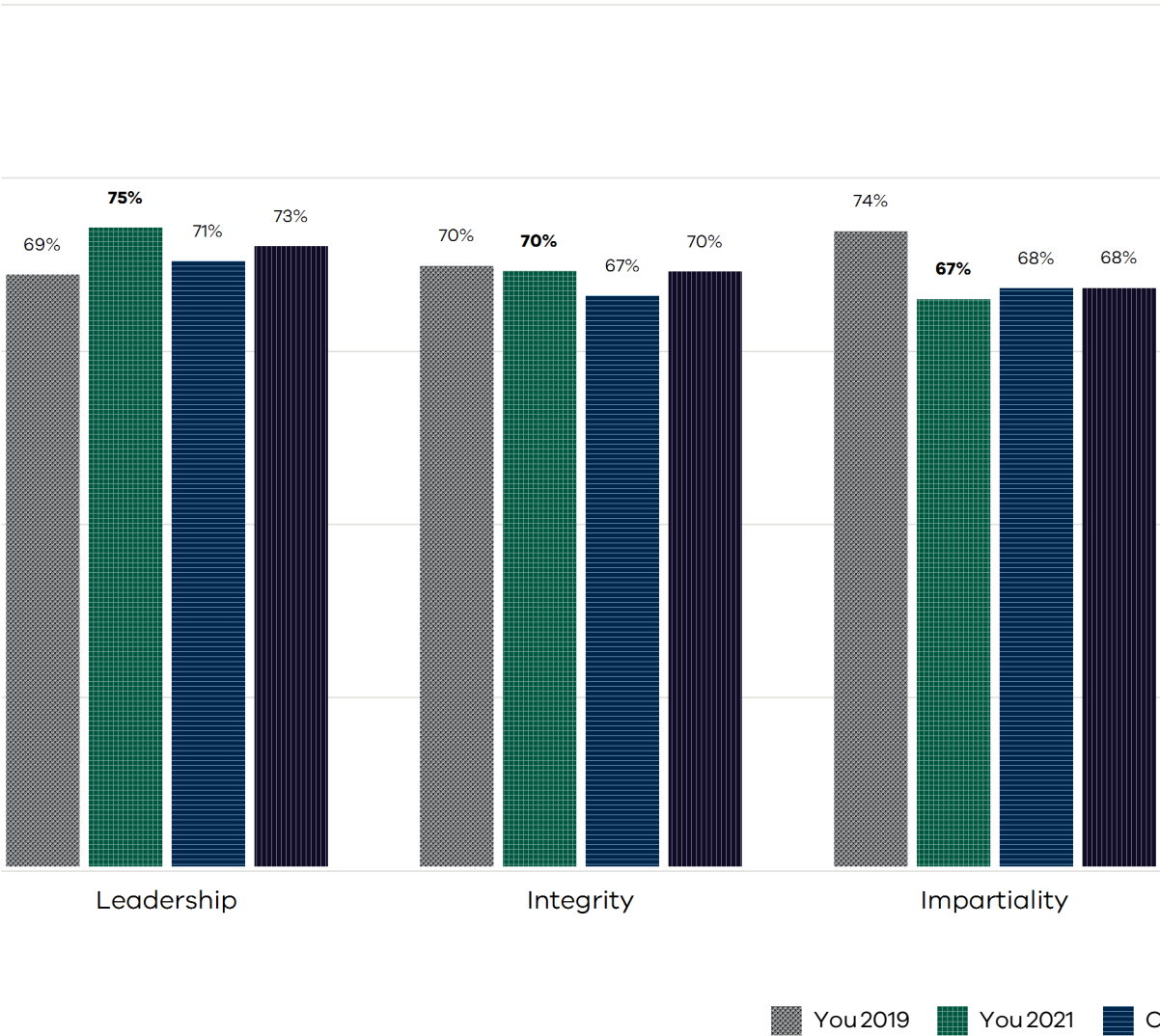
# Public sector values

## Responsiveness

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

91% of staff who did the survey agreed or strongly agreed with 'My manager ensures clients receive a high standard of service'.

| Survey question | Your results | | | |
|---|---|---|---|---|

Legend: Disagree · Neither agree nor disagree · Don't know · Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| Survey question | 2019 | 2021 | Lowest | Average | Highest |
| My manager ensures clients receive a high standard of service (1% / 8% / 91%) | 84 % | 91 % | 79 % | 85 % | 91 % |
| My workgroup strives to deliver services in a timely manner (3% / 8% / 89%) | 93 % | 89 % | 86 % | 88 % | 92 % |
| My workgroup strives to provide high quality advice and services (3% / 9% / 88%) | 92 % | 88 % | 85 % | 88 % | 92 % |

# Public sector values

**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.
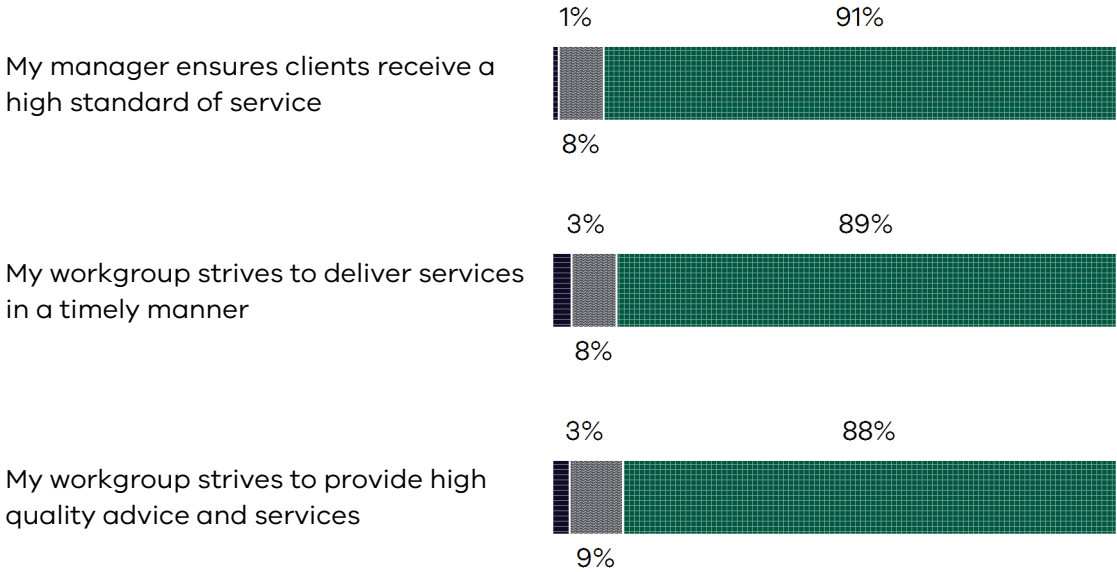
**Example**

87% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

| Survey question | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|
| My manager demonstrates honesty and integrity (6%, 87%, 7%) | 83 % | 87 % | 70 % | 81 % | 88 % |
| My organisation is committed to earning a high level of public trust (4%, 82%, 3%, 11%) | 82 % | 82 % | 68 % | 79 % | 91 % |
| People in my workgroup are honest, open and transparent in their dealings (1%, 70%, 12%, 17%) | 72 % | 70 % | 59 % | 69 % | 78 % |
| I am confident that I would be protected from reprisal for reporting improper conduct (15%, 68%, 17%) | 55 % | 68 % | 53 % | 61 % | 74 % |

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

**What this is**

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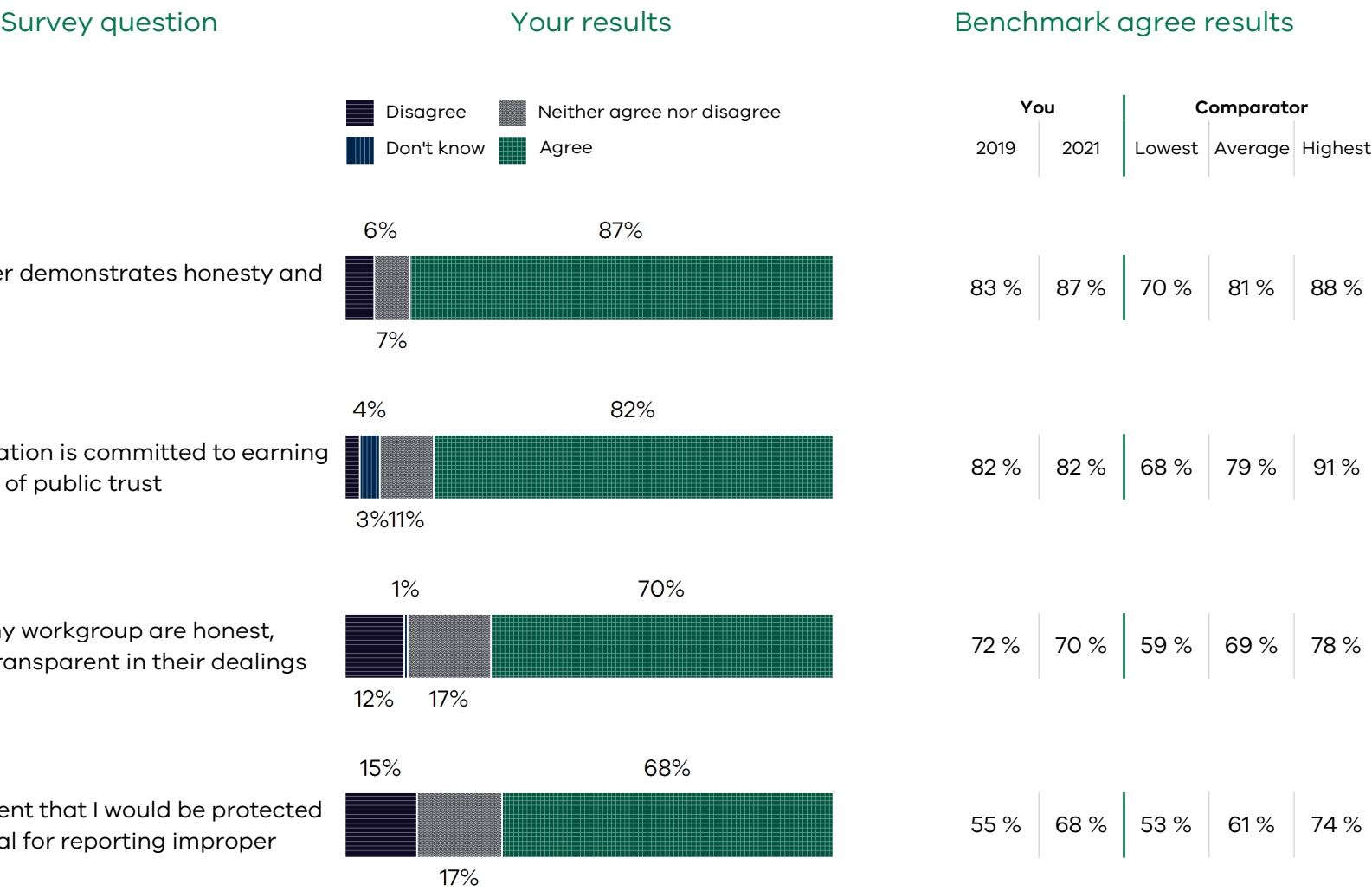
**How to read this**

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 'My organisation does not tolerate improper conduct'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| My organisation does not tolerate improper conduct — 15% / 3% / 16% / 66% | 68 % | 66 % | 46 % | 64 % | 76 % |
| I feel safe to challenge inappropriate behaviour at work — 17% / 20% / 64% | Not asked | 64 % | 47 % | 60 % | 67 % |
| People in my workgroup appropriately manage conflicts of interest — 12% / 3% / 21% / 63% | 68 % | 63 % | 59 % | 64 % | 70 % |
| Senior leaders demonstrate honesty and integrity — 10% / 7% / 23% / 59% | 64 % | 59 % | 44 % | 59 % | 75 % |

# 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.
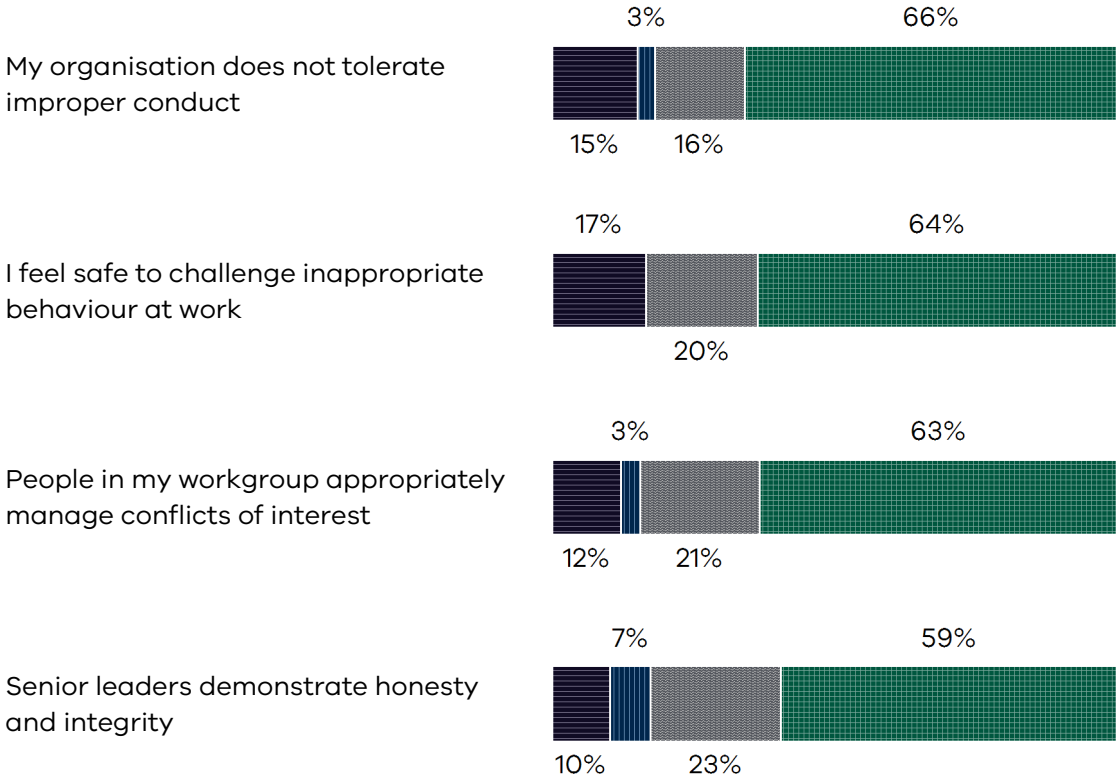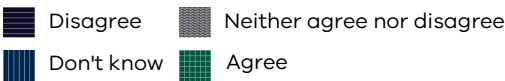
**Example**

75% of staff who did the survey agreed or strongly agreed with 'My workgroup places a priority on acting fairly and without bias'.

| Survey question | Your results | | | | |
|---|---|---|---|---|---|

Legend: Disagree | Don't know | Neither agree nor disagree | Agree

| Survey question | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|
| My workgroup places a priority on acting fairly and without bias (12% / 13% / 75%) | 82 % | 75 % | 67 % | 73 % | 81 % |
| My workgroup focuses on making decisions informed by all relevant facts (8% / 2% / 16% / 74%) | 85 % | 74 % | 68 % | 75 % | 82 % |
| People in my workgroup are politically impartial in their work (5% / 4% / 28% / 63%) | 74 % | 63 % | 64 % | 70 % | 77 % |
| My organisation makes fair recruitment and promotion decisions, based on merit (16% / 9% / 21% / 54%) | 56 % | 54 % | 37 % | 54 % | 68 % |

# Public sector values

**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.

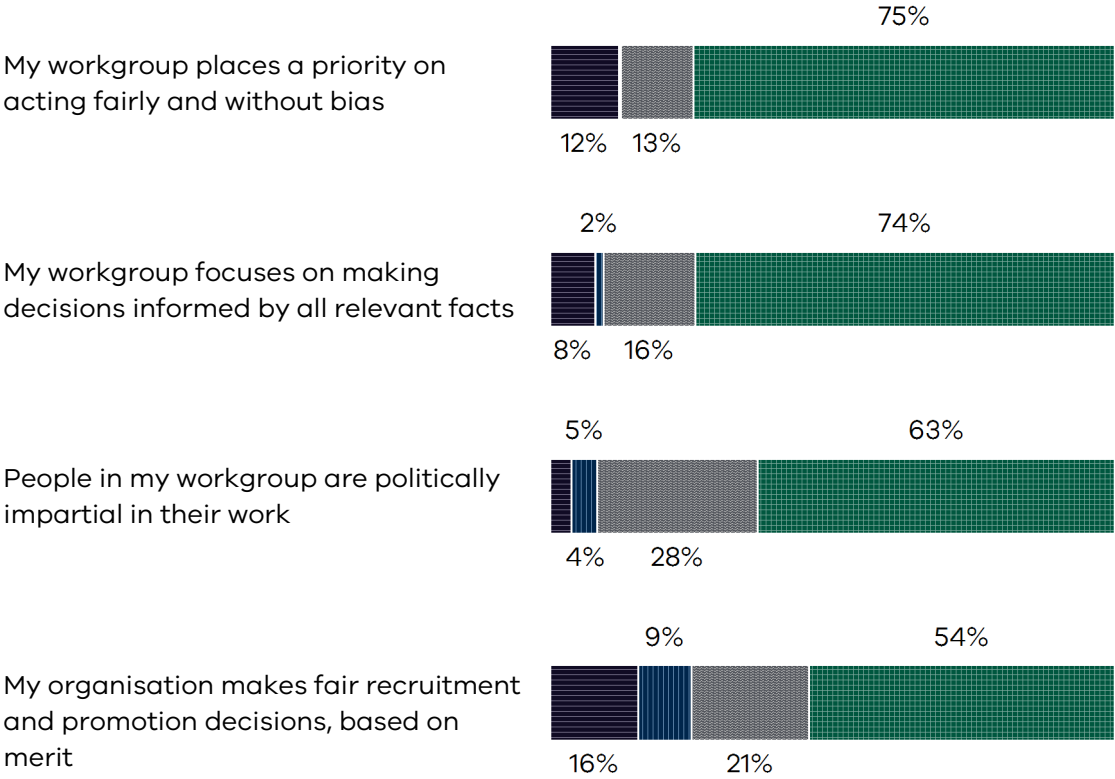Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

92% 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 | You | | Comparator | | |
|---|---|---|---|---|---|---|
| | | 2019 | 2021 | Lowest | Average | Highest |
| I understand how my job contributes to my organisation's purpose | 2% / 7% / 92% | 93 % | 92 % | 86 % | 90 % | 95 % |
| I clearly understand what I am expected to do in this job | 6% / 6% / 88% | 90 % | 88 % | 76 % | 85 % | 93 % |
| My workgroup strives to make the best use of its resources | 1% / 6% / 14% / 79% | 91 % | 79 % | 75 % | 80 % | 83 % |
| My workgroup has clear lines of responsibility | 1% / 11% / 10% / 78% | 79 % | 78 % | 68 % | 78 % | 84 % |

Legend: Disagree, Don't know, Neither agree nor disagree, Agree

# Public sector values

**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.

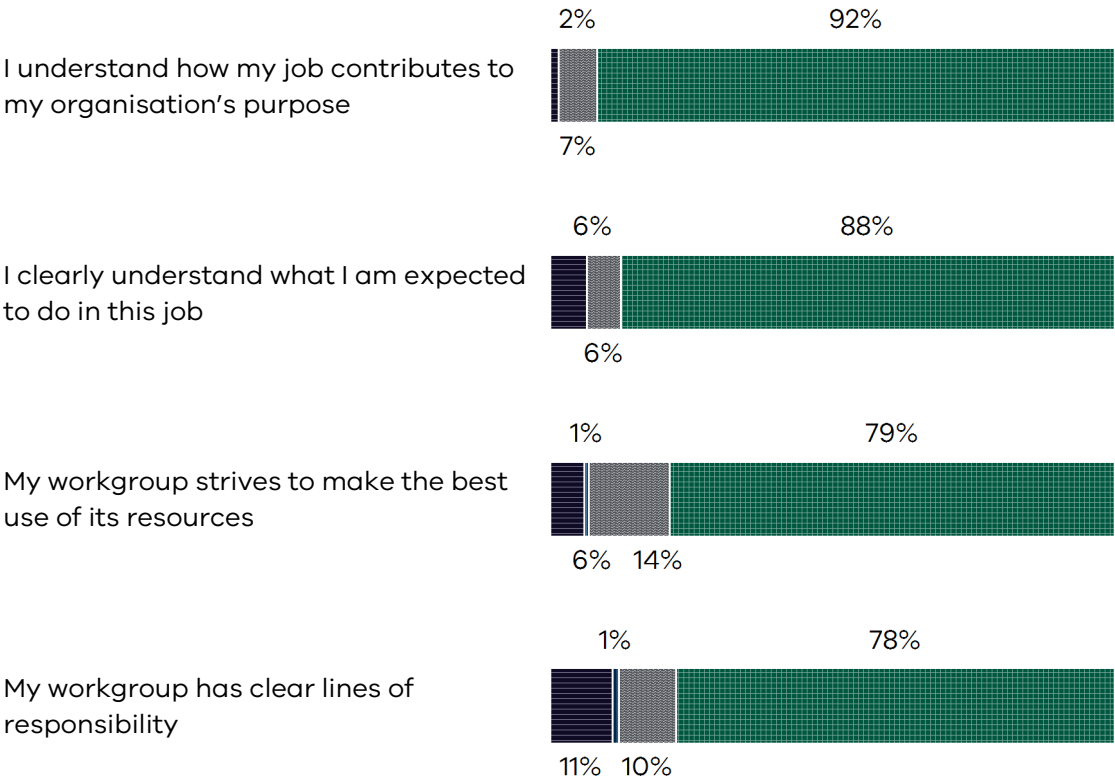Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

58% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

## Your results

- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Senior leaders provide clear strategy and direction

7%    58%

12%    23%

## Benchmark agree results
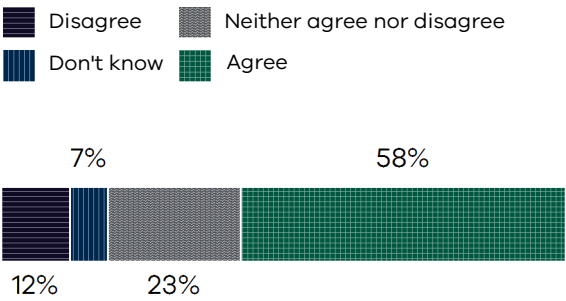
| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| | 54 % | 58 % | 38 % | 58 % | 77 % |

Victorian Public Sector Commission

VICTORIA State Government

# 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.
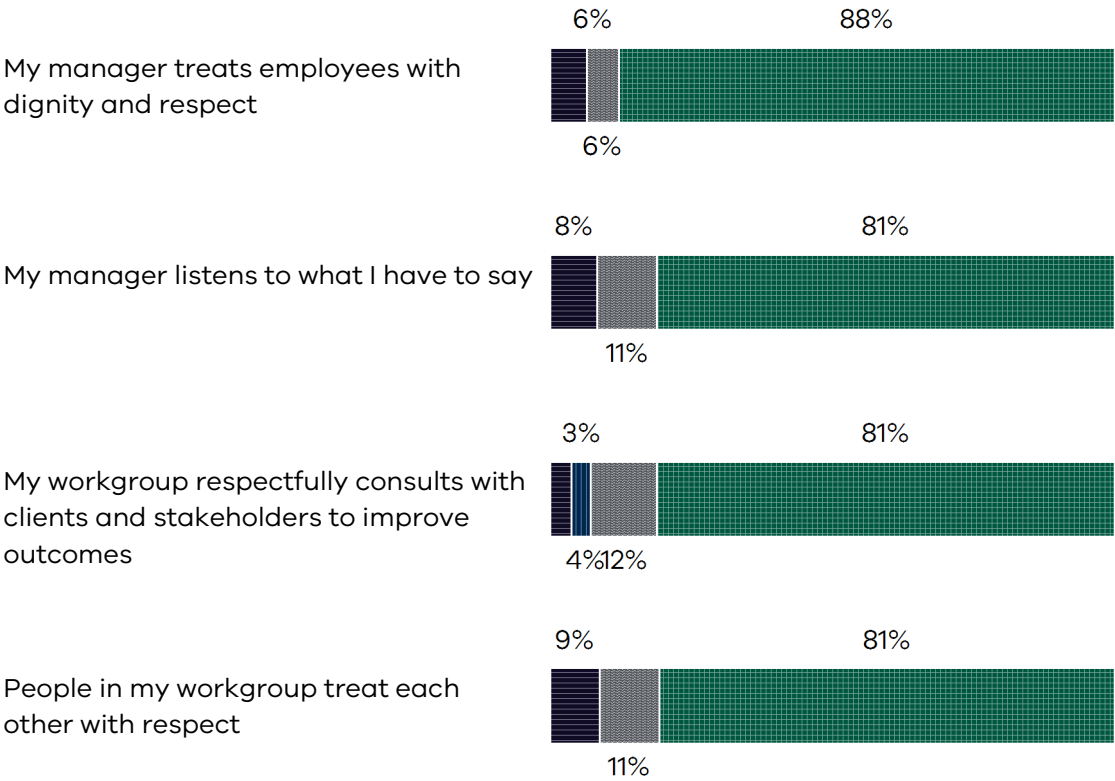
**Example**

88% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

| Survey question | Your results | Benchmark agree results |

Legend:
- ■ Disagree
- ▦ Neither agree nor disagree
- ▥ Don't know
- ▨ Agree

| Survey question | | You 2019 | You 2021 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager treats employees with dignity and respect | 6% / 88% / 6% | 83 % | 88 % | 74 % | 81 % | 85 % |
| My manager listens to what I have to say | 8% / 81% / 11% | 84 % | 81 % | 68 % | 78 % | 82 % |
| My workgroup respectfully consults with clients and stakeholders to improve outcomes | 3% / 81% / 4% 12% | 81 % | 81 % | 73 % | 81 % | 88 % |
| People in my workgroup treat each other with respect | 9% / 81% / 11% | 79 % | 81 % | 69 % | 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.
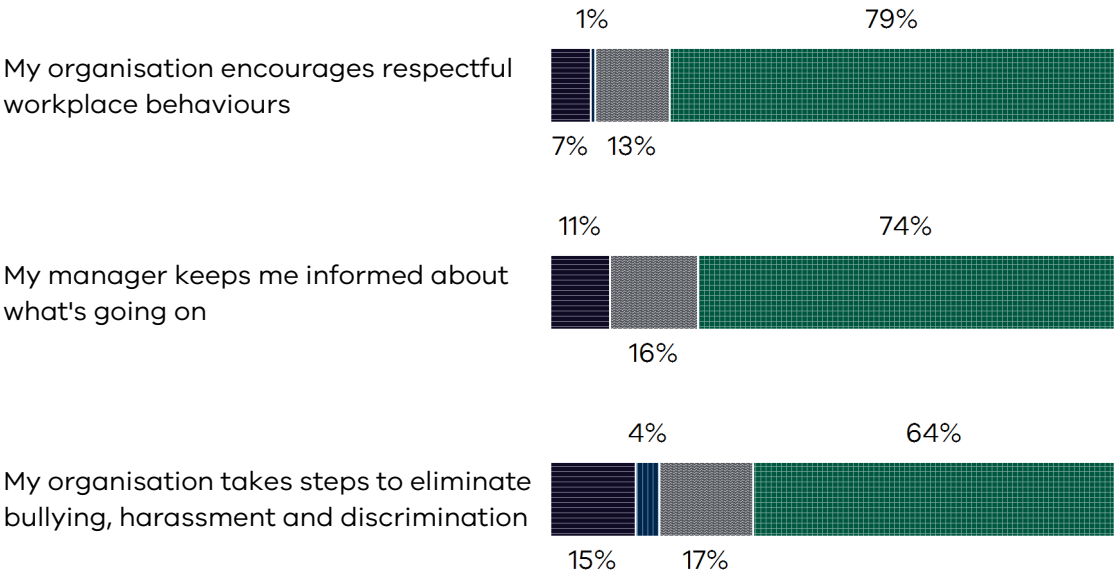
**Example**

79% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

| Survey question | Your results | Benchmark agree results |
| --- | --- | --- |

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

| | You | | Comparator | | |
| --- | --- | --- | --- | --- | --- |
| | 2019 | 2021 | Lowest | Average | Highest |

**My organisation encourages respectful workplace behaviours**
1%  79%
7%  13%

| 78 % | 79 % | 62 % | 78 % | 86 % |
| --- | --- | --- | --- | --- |

**My manager keeps me informed about what's going on**
11%  74%
16%

| 72 % | 74 % | 61 % | 70 % | 76 % |
| --- | --- | --- | --- | --- |

**My organisation takes steps to eliminate bullying, harassment and discrimination**
4%  64%
15%  17%

| 70 % | 64 % | 46 % | 62 % | 74 % |
| --- | --- | --- | --- | --- |

# 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.
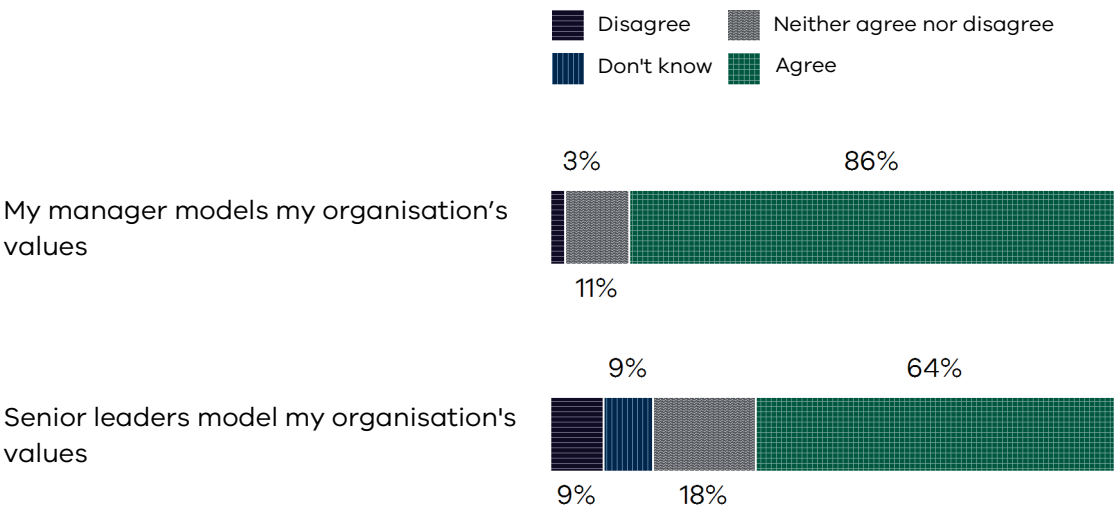
**Example**

86% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | | | | | |
|---|---|---|---|---|---|---|

**Legend:** Disagree, Don't know, Neither agree nor disagree, Agree

| | Benchmark agree results | | | | |
|---|---|---|---|---|---|
| | **You** | | **Comparator** | | |
| Survey question | 2019 | 2021 | Lowest | Average | Highest |
| My manager models my organisation's values | 79 % | 86 % | 70 % | 79 % | 84 % |
| Senior leaders model my organisation's values | 60 % | 64 % | 46 % | 63 % | 81 % |

My manager models my organisation's values — 3%, 11%, 86%

Senior leaders model my organisation's values — 9%, 9%, 18%, 64%

Victorian Public Sector Commission

VICTORIA State Government

# 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.
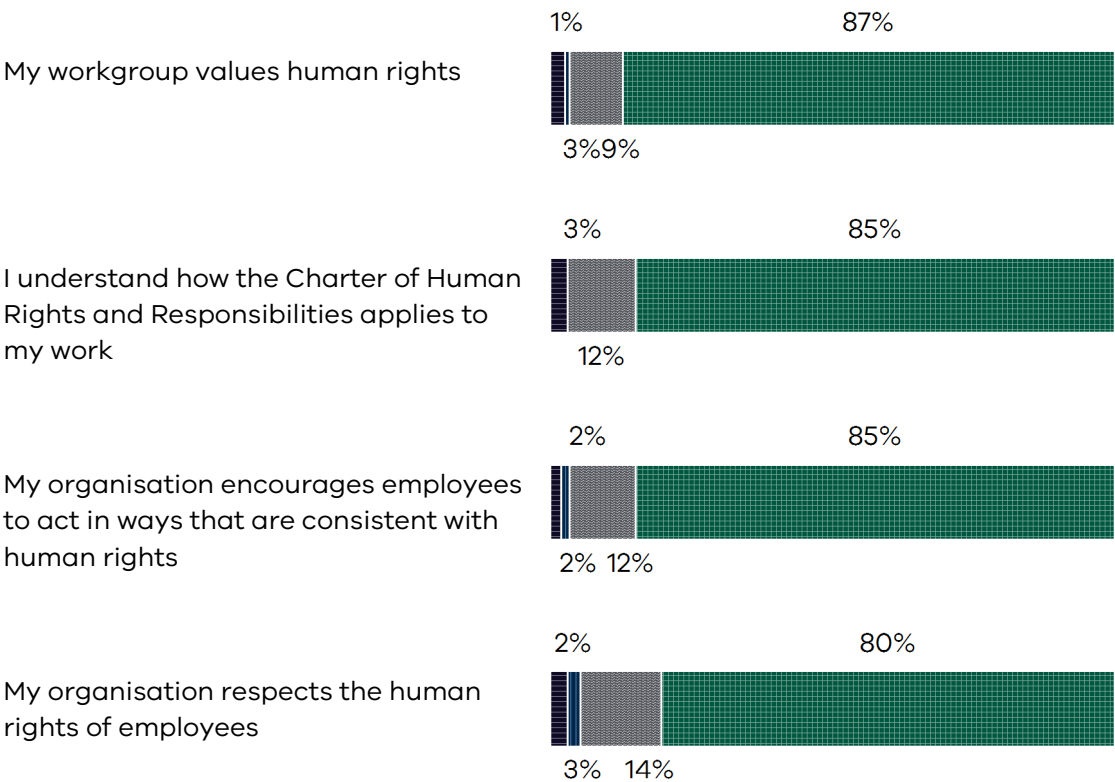
**Example**

87% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

**Legend:** ■ Disagree   ■ Neither agree nor disagree   ■ Don't know   ■ Agree

**Benchmark agree results**

| | You | | Comparator | | |
|---|---|---|---|---|---|
| | 2019 | 2021 | Lowest | Average | Highest |
| My workgroup values human rights | 89 % | 87 % | 84 % | 88 % | 91 % |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 88 % | 85 % | 78 % | 88 % | 95 % |
| My organisation encourages employees to act in ways that are consistent with human rights | 80 % | 85 % | 75 % | 81 % | 89 % |
| My organisation respects the human rights of employees | 79 % | 80 % | 67 % | 78 % | 87 % |

My workgroup values human rights — 1% ... 87% (3% 9%)

I understand how the Charter of Human Rights and Responsibilities applies to my work — 3% ... 85% (12%)

My organisation encourages employees to act in ways that are consistent with human rights — 2% ... 85% (2% 12%)

My organisation respects the human rights of employees — 2% ... 80% (3% 14%)

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey 2021

Have your say

## Report overview

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

## People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Witnessing negative behaviours

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

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

## Public sector values

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

## Custom questions

- Questions requested by your organisation

## Demographics

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

## Custom questions

### What this is

Your organisation asked 2 custom questions as part of the 2021 survey.

### Why this is important

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

### How to read this

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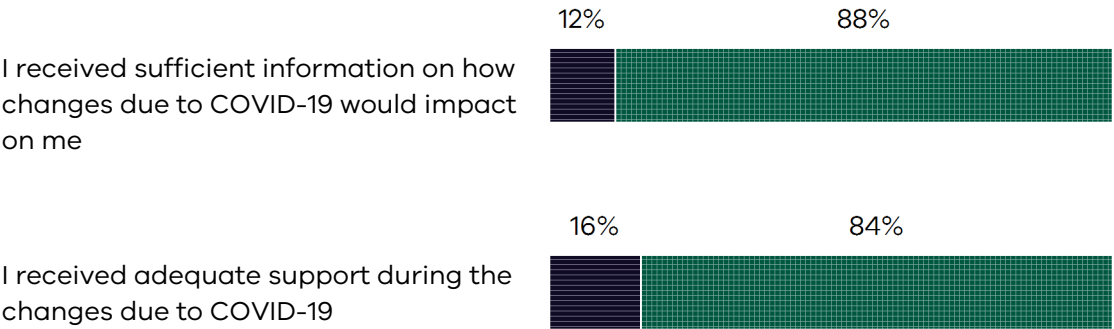
### Example

88% of staff who did the survey agreed with 'I received sufficient information on how changes due to COVID-19 would impact on me'.

| Survey question | Your results | Benchmark results |
|---|---|---|

**You**

| | 2019 | 2021 |

■ No
▦ Yes

| | 12% | 88% | | | |
|---|---|---|---|---|---|
| I received sufficient information on how changes due to COVID-19 would impact on me | | | | Not asked | 88 % |

| | 16% | 84% | | | |
|---|---|---|---|---|---|
| I received adequate support during the changes due to COVID-19 | | | | Not asked | 84 % |

# People matter survey 2021

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- Violence and aggression
- Witnessing negative behaviours

## Key differences

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

## Taking action

- Taking action questions

## Senior leadership

- Senior leadership questions

## Organisational climate

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

## Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

## Job and manager factors

- Scorecard
- Manager leadership
- Manager support
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## Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
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- Questions requested by your organisation

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- Age, defence force and education
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- Adjustments
- Caring
- Categories
- Primary role

# Demographics

## Age, Australian defence force and education

**What this is**

These are the employment characteristics of staff.

**Why this is important**

This helps organisations understand the diversity of their staff.

**How to read this**

Each table shows the breakdown of responses from your survey.

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

**How we protect anonymity and privacy**

To protect you, we:

- 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 | 38 | 14% |
| 35-54 years | 97 | 37% |
| 55+ years | 103 | 39% |
| Prefer not to say | 26 | 10% |

| Have you served in the Australian Defence Force (permanent or reservist)? | (n) | % |
|---|---|---|
| Yes | 3 | 1% |
| No | 247 | 94% |
| Prefer not to say | 14 | 5% |

| Highest level of formal education | (n) | % |
|---|---|---|
| Doctoral Degree level | 1 | 0% |
| Master Degree level | 24 | 9% |
| Graduate Diploma or Graduate Certificate level | 50 | 19% |
| Bachelor Degree level incl. honours degrees | 63 | 24% |
| Advanced Diploma or Diploma level | 32 | 12% |
| Certificate III or IV level | 28 | 11% |
| Year 12 or equivalent (VCE/Leaving certificate) | 22 | 8% |
| Certificate I or II level | 5 | 2% |
| Lower than Certificate I or equivalent | 3 | 1% |
| Prefer not to say | 36 | 14% |

# Demographics

## Aboriginal and/or Torres Strait Islander employees

**What this is**

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

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2021 survey.

**How we protect anonymity and privacy**

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| Aboriginal and/or Torres Strait Islander | (n) | % |
|---|---|---|
| Yes | **1** | 0% |
| Non Aboriginal and/or Torres Strait Islander | **250** | 95% |
| Prefer not to say | **13** | 5% |

# Demographics

## Disability

**What this is**

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

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

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

**How we protect anonymity and privacy**

To protect you, we:
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### Do you identify as a person with a disability?

| | (n) | % |
|---|---|---|
| Yes | **12** | 5% |
| No | **227** | 86% |
| Prefer not to say | **25** | 9% |

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

| | (n) | % |
|---|---|---|
| Yes | **11** | 92% |
| Prefer not to say | **1** | 8% |

Victorian Public Sector Commission

VICTORIA State Government

# Demographics

## Gender, variations in sex characteristics and sexual orientation

**What this is**

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

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

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| How would you describe your gender? | (n) | % |
|---|---|---|
| Woman | 200 | 76% |
| Man | 38 | 14% |
| Prefer not to say | 24 | 9% |
| Non-binary and I use a different term | 2 | 1% |

| Are you trans, non-binary or gender diverse? | (n) | % |
|---|---|---|
| Yes | 2 | 1% |
| No | 238 | 90% |
| Prefer not to say | 24 | 9% |

| To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?* | (n) | % |
|---|---|---|
| No | 228 | 86% |
| Don't know | 12 | 5% |
| Prefer not to say | 24 | 9% |

| How do you describe your sexual orientation? | (n) | % |
|---|---|---|
| Straight (heterosexual) | 209 | 79% |
| Prefer not to say | 37 | 14% |
| Bisexual | 6 | 2% |
| Gay or lesbian | 6 | 2% |
| I use a different term | 3 | 1% |
| Don't know | 3 | 1% |

# Demographics

## Cultural diversity 1 of 3

**What this is**

These are the personal characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

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

| Country of birth | (n) | % |
|---|---|---|
| Born in Australia | **229** | 87% |
| Not born in Australia | **22** | 8% |
| Prefer not to say | **13** | 5% |

| When did you first arrive in Australia?* | (n) | % |
|---|---|---|
| More than 20 years ago | **15** | 68% |
| 2 to less than 5 years ago | **2** | 9% |
| 10 to less than 20 years ago | **5** | 23% |

| Language other than English spoken with family or community | (n) | % |
|---|---|---|
| Yes | **16** | 6% |
| No | **236** | 89% |
| Prefer not to say | **12** | 5% |

# Demographics

**What this is**

These are the personal characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

To protect you, we:

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

| If you speak another language with your family or community, what language(s) do you speak?* | (n) | % |
|---|---|---|
| Other | **10** | 63% |
| French | **3** | 19% |
| Hindi | **3** | 19% |
| German | **2** | 13% |
| Australian Indigenous Language | **1** | 6% |
| Filipino | **1** | 6% |
| Korean | **1** | 6% |
| Punjabi | **1** | 6% |
| Tamil | **1** | 6% |
| Vietnamese | **1** | 6% |

# Demographics

**What this is**

This is the cultural identity and religion of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

To protect you, we:
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| Cultural identity | (n) | % |
|---|---|---|
| Australian | 219 | 83% |
| English, Irish, Scottish and/or Welsh | 26 | 10% |
| Prefer not to say | 18 | 7% |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 11 | 4% |
| East and/or South-East Asian | 4 | 2% |
| New Zealander | 3 | 1% |
| South Asian | 2 | 1% |
| Other | 2 | 1% |
| Central Asian | 1 | 0% |

| Religion | (n) | % |
|---|---|---|
| No religion | 135 | 51% |
| Christianity | 73 | 28% |
| Prefer not to say | 45 | 17% |
| Buddhism | 5 | 2% |
| Other | 4 | 2% |
| Hinduism | 1 | 0% |
| Sikhism | 1 | 0% |

# Demographics

## Employment characteristics 1 of 2

**What this is**

These are the employment characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

To protect you, we:

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

| Working arrangement | (n) | % |
|---|---|---|
| Full-Time | **76** | 29% |
| Part-Time | **188** | 71% |

| Gross base salary (ongoing/fixed term only) | (n) | % |
|---|---|---|
| Below $65k | **111** | 44% |
| $65k to $95k | **65** | 26% |
| $95k to $125k | **30** | 12% |
| $125k or more | **4** | 2% |
| Prefer not to say | **41** | 16% |

| Organisational tenure | (n) | % |
|---|---|---|
| <1 year | **35** | 13% |
| 1 to less than 2 years | **22** | 8% |
| 2 to less than 5 years | **47** | 18% |
| 5 to less than 10 years | **58** | 22% |
| 10 to less than 20 years | **56** | 21% |
| More than 20 years | **46** | 17% |

| Management responsibility | (n) | % |
|---|---|---|
| Non-manager | **218** | 83% |
| Other manager | **34** | 13% |
| Manager of other manager(s) | **12** | 5% |

| Employment type | (n) | % |
|---|---|---|
| Ongoing and executive | **222** | 84% |
| Fixed term | **29** | 11% |
| Other | **13** | 5% |

| Have you moved between roles in the last 12 months?* | (n) | % |
|---|---|---|
| I have not moved between roles | **209** | 79% |
| I have moved to a different role within my organisation (including acting roles) | **35** | 13% |
| I have moved to my role from a different Victorian public sector organisation | **11** | 4% |
| I have moved to my role from outside the Victorian public sector | **9** | 3% |

# Demographics

## Employment characteristics 2 of 2

**What this is**

These are the employment characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

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| Primary workplace location over the last 3 months | (n) | % |
|---|---|---|
| Other city or town | **243** | 92% |
| Bendigo | **20** | 8% |
| Geelong | **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) | **133** | 50% |
| A main office | **79** | 30% |
| A hub/shared work space | **28** | 11% |
| Other (please specify) | **17** | 6% |
| Home/private location | **7** | 3% |

| Other workplace type over the past 3 months* | (n) | % |
|---|---|---|
| No, I have not worked from any other locations | **172** | 65% |
| Home/private location | **42** | 16% |
| A frontline or service delivery location (that is not a main office or home/private location) | **25** | 9% |
| A main office | **23** | 9% |
| A hub/shared work space | **8** | 3% |
| Other | **8** | 3% |

Victorian Public Sector Commission

VICTORIA State Government

# Demographics

## Adjustments

**What this is**

These are adjustments staff requested to perform in their role.

**Why this is important**

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

**How to read this**

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

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

**How we protect anonymity and privacy**

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

| Have you requested any of the following adjustments at work?* | (n) | % |
|---|---|---|
| No, I have not requested adjustments | 199 | 75% |
| Flexible working arrangements | 37 | 14% |
| Physical modifications or improvements to the workplace | 28 | 11% |
| Career development support strategies | 7 | 3% |
| Job redesign or role sharing | 3 | 1% |
| Accessible communications technologies | 3 | 1% |
| Other | 1 | 0% |

| Why did you make this request?* | (n) | % |
|---|---|---|
| Health | 25 | 38% |
| Work-life balance | 18 | 28% |
| Family responsibilities | 17 | 26% |
| Caring responsibilities | 11 | 17% |
| Other | 10 | 15% |
| Study commitments | 5 | 8% |
| Disability | 4 | 6% |

| What was your experience with making the request? | (n) | % |
|---|---|---|
| The adjustments I needed were made and the process was satisfactory | 48 | 74% |
| The adjustments I needed were not made | 14 | 22% |
| The adjustments I needed were made but the process was unsatisfactory | 3 | 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.

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

**How we protect anonymity and privacy**

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

| Caring responsibility | (n) | % |
|---|---|---|
| None of the above | 101 | 38% |
| Frail or aged person(s) | 50 | 19% |
| Secondary school aged child(ren) | 50 | 19% |
| Person(s) with a medical condition | 31 | 12% |
| Prefer not to say | 29 | 11% |
| Primary school aged child(ren) | 28 | 11% |
| Person(s) with disability | 23 | 9% |
| Person(s) with a mental illness | 19 | 7% |
| Child(ren) - younger than preschool age | 15 | 6% |
| Other | 7 | 3% |
| Preschool aged child(ren) | 2 | 1% |

# Demographics

## Employment categories

**What is this**

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

**Why this is important**

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

**How to read this**

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

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

**How we protect anonymity and privacy**

To protect you, we:

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| Which of the following categories best describes your current position? | (n) | % |
|---|---|---|
| Nursing Employees | **113** | 43% |
| Personal service worker | **12** | 5% |
| Allied health professional | **41** | 16% |
| Other health professional | **3** | 1% |
| Management, Administration and Corporate support | **58** | 22% |
| Support services | **36** | 14% |
| 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.

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

**How we protect anonymity and privacy**

To protect you, we:

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

| Which of the following best describes the primary operational area in which you work? | (n) | % |
|---|---|---|
| Hospital-based services | 216 | 82% |
| Community-based services | 48 | 18% |

| Is your primary work role in one of the following areas? | (n) | % |
|---|---|---|
| Aged care | 72 | 27% |
| Critical care | 2 | 1% |
| Emergency | 8 | 3% |
| Maternity care | 1 | 0% |
| Medical | 3 | 1% |
| Mixed medical/surgical | 23 | 9% |
| Palliative care | 1 | 0% |
| Paediatrics | 3 | 1% |
| Peri-operative | 14 | 5% |
| Rehabilitation | 45 | 17% |
| Other | 92 | 35% |

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