People matter survey 2021

Have your say

Mildura Base Public Hospital
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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- Scorecard
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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Demographics

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

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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	Organisation climate	Workgroup climate	Job and manager	Outcomes
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Workplace flexibility • Equal employment opportunity • Diversity and inclusion • Safety climate • Patient safety climate	• Quality service delivery • Innovation • Workgroup support • Change management	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Safe to speak up	• 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'.

Albury Wodonga Health

Bairnsdale Regional Health Service

Ballarat Health Services

Barwon Health

Central Gippsland Health Service

Echuca Regional Health

Goulburn Valley Health Services

Latrobe Regional Hospital

Northeast Health Wangaratta

South West Healthcare

Swan Hill District Health

West Gippsland Healthcare Group

Western District Health Service

Wimmera Health Care Group

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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
11% (93)	39% (423)

	2019		2021
Comparator	48%	Comparator	28%
Public Sector	46%	Public Sector	39%

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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	
55	
Comparator	67
Public Sector	67

2021	
68	
Comparator	67
Public Sector	70

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People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 68.

Why this is important

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

How to read this

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

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

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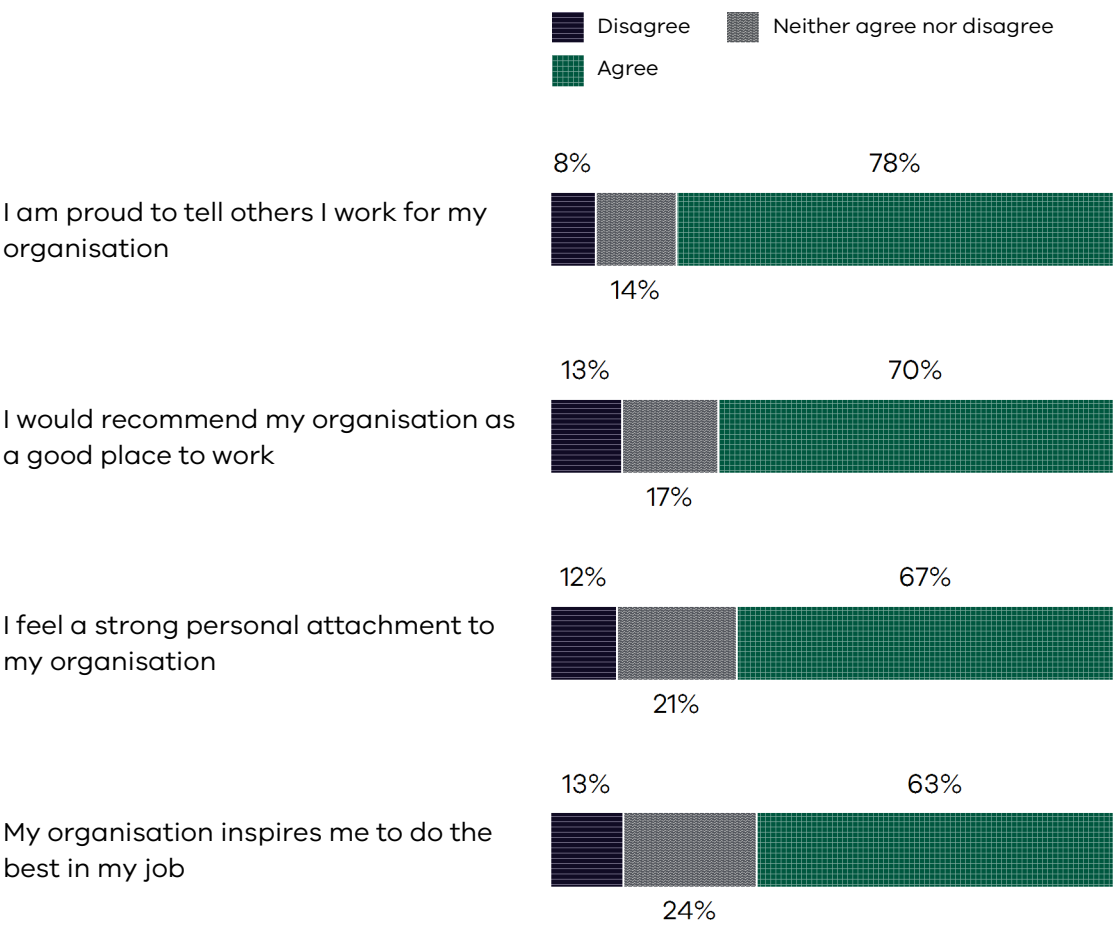
Example

78% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results					

Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
I am proud to tell others I work for my organisation — 8% / 14% / 78%	46 %	78 %	56 %	74 %	80 %
I would recommend my organisation as a good place to work — 13% / 17% / 70%	43 %	70 %	48 %	68 %	73 %
I feel a strong personal attachment to my organisation — 12% / 21% / 67%	54 %	67 %	49 %	62 %	68 %
My organisation inspires me to do the best in my job — 13% / 24% / 63%	48 %	63 %	43 %	59 %	67 %

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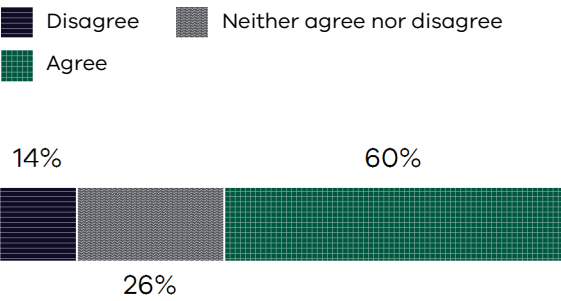
Example

60% 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

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

My organisation motivates me to help achieve its objectives

14%   60%

26%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	44 %	60 %	40 %	57 %	65 %

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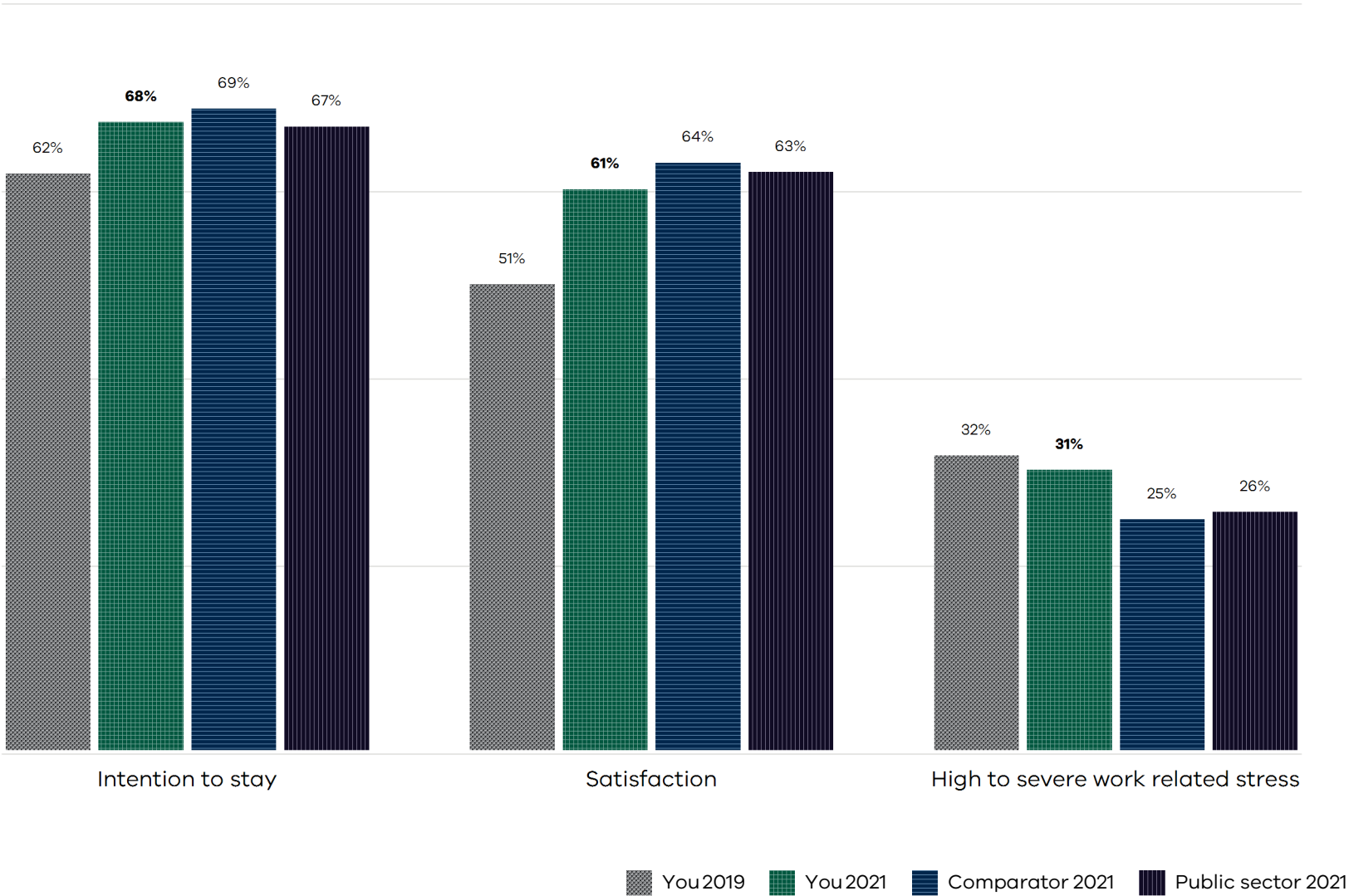
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Intention to stay which is up from 62% in 2019.

Compared to:

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

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

Intention to stay: 62%, 68%, 69%, 67%
Satisfaction: 51%, 61%, 64%, 63%
High to severe work related stress: 32%, 31%, 25%, 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.
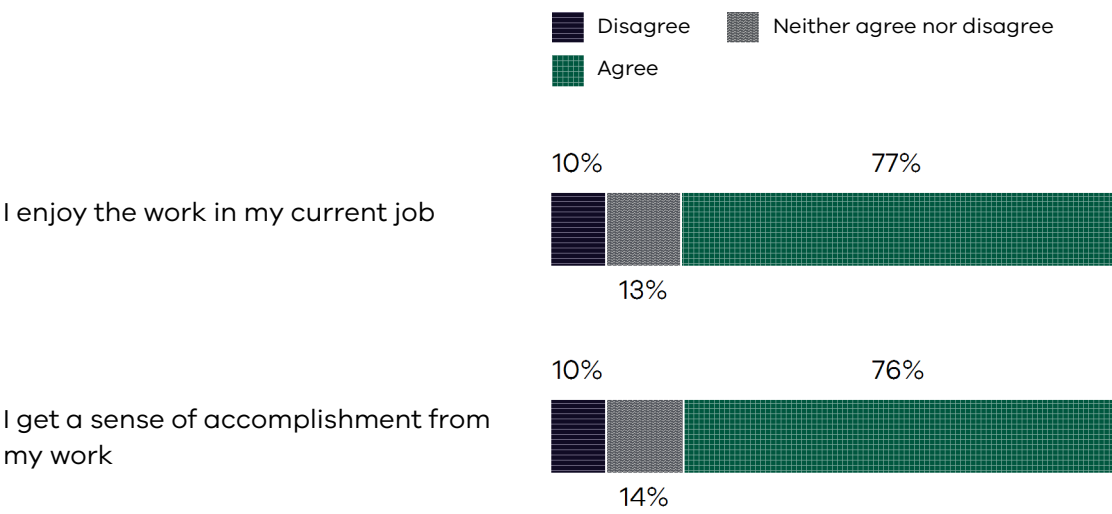
Example

77% of your staff who did the survey agreed or strongly agreed with 'I enjoy the work in my current job'.

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I enjoy the work in my current job	Disagree 10%, Neither 13%, Agree 77%	72 %	77 %	74 %	80 %	84 %
I get a sense of accomplishment from my work	Disagree 10%, Neither 14%, Agree 76%	67 %	76 %	71 %	80 %	84 %

People outcomes

Satisfaction question results 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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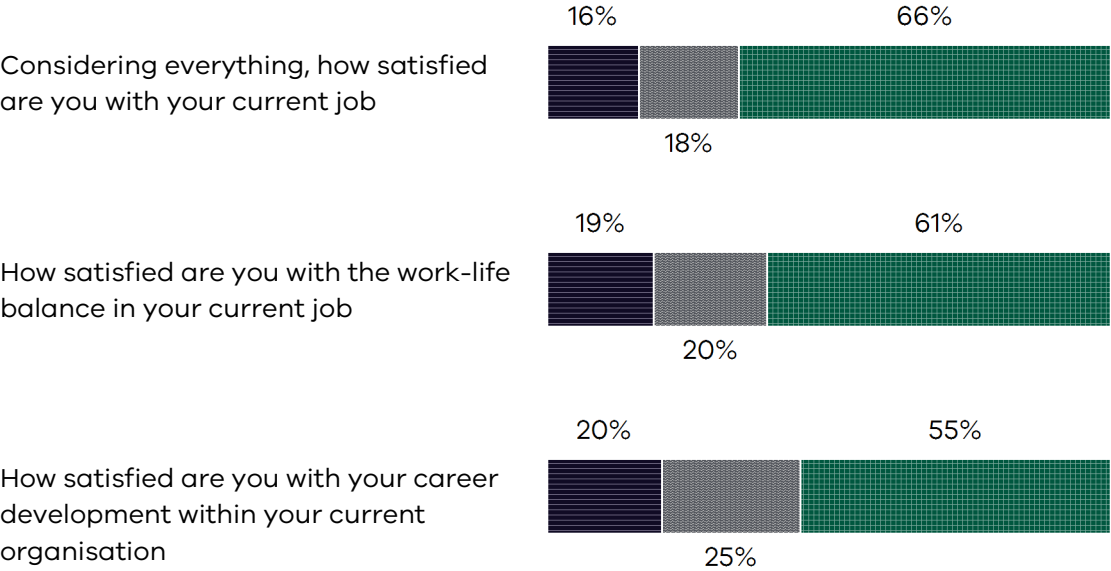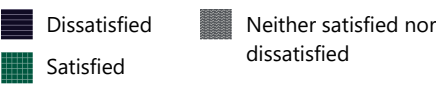
Example

66% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question	Your results			Benchmark satisfied results				
				You		**Comparator**		
				2019	2021	Lowest	Average	Highest

Legend: Dissatisfied ▮ | Satisfied (green) | Neither satisfied nor dissatisfied (grey)

Survey question	Dissatisfied	Neither	Satisfied	2019	2021	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	16%	18%	66%	53 %	66 %	57 %	68 %	72 %
How satisfied are you with the work-life balance in your current job	19%	20%	61%	49 %	61 %	60 %	65 %	70 %
How satisfied are you with your career development within your current organisation	20%	25%	55%	49 %	55 %	45 %	57 %	62 %

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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

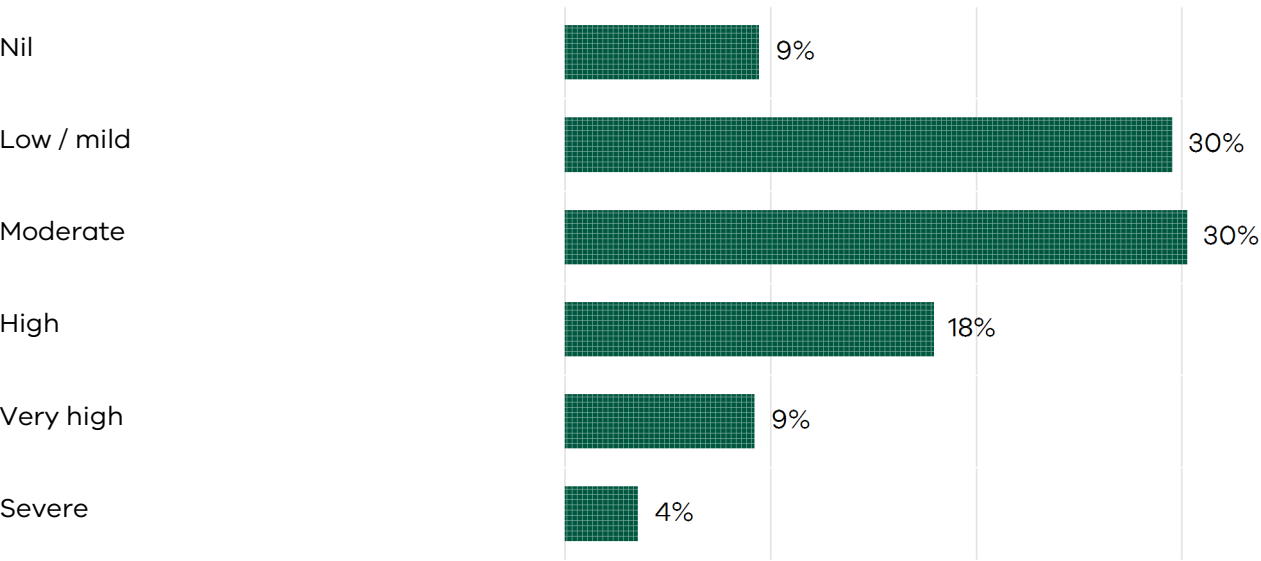In this survey we asked staff to tell us their stress level.

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.
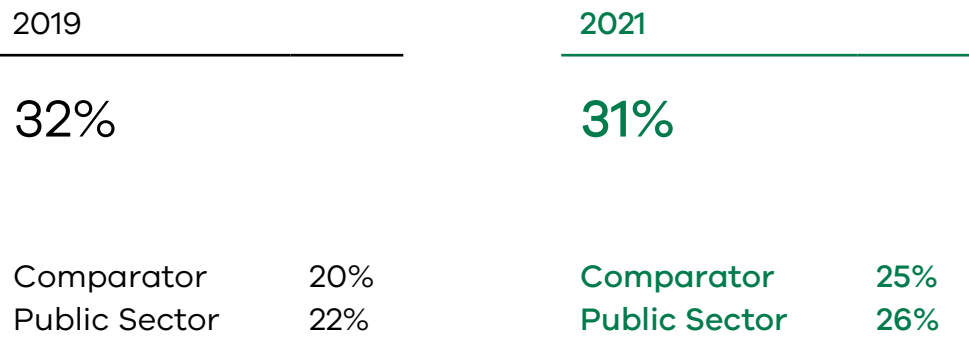
Example

31% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 25% 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	9%
Low / mild	30%
Moderate	30%
High	18%
Very high	9%
Severe	4%

Reported levels of high to severe stress

2019	2021
32%	**31%**

2019		2021	
Comparator	20%	Comparator	25%
Public Sector	22%	Public Sector	26%

People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 91%, 58% said the top reason was 'Workload'.

	383	40
	91%	9%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
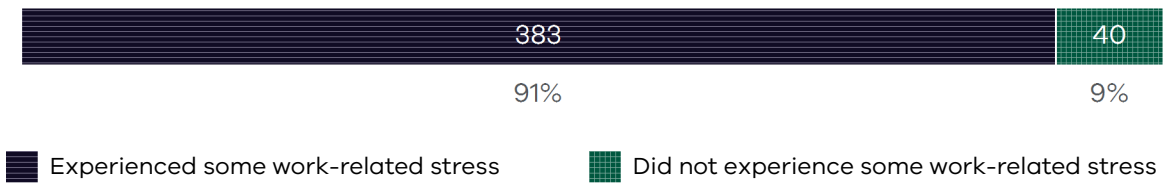
Of those that experienced work related stress it was from …	You 2021	Comparator 2021	Public sector 2021
Workload	58%	56%	51%
Time pressure	44%	43%	42%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	18%	16%	12%
Dealing with clients, patients or stakeholders	15%	14%	14%
Management of work (e.g. supervision, training, information, support)	15%	13%	13%
Work schedule or hours	14%	9%	8%
Competing home and work responsibilities	12%	11%	12%
Content, variety, or difficulty of work	11%	12%	12%
Unclear job expectations	11%	9%	11%
Other changes due to COVID-19	10%	15%	15%

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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

15% of your staff who did the survey said they intended to leave.

Of that 15%, 56% said it was from 'Limited recognition for doing a good job'.

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

31	32	287
7%	8%	68%
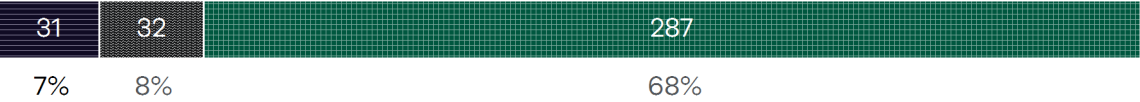
■ Leaving your organisation ▨ Leaving the sector ▨ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for …	You 2021	Comparator 2021	Public sector 2021
Limited recognition for doing a good job	56%	38%	32%
Opportunity to broaden experience	49%	36%	40%
Limited future career opportunities at my organisation	40%	36%	42%
Limited developmental/educational opportunities at my organisation	38%	24%	24%
Limited opportunities to gain further experience at my organisation	38%	33%	33%
Excessive workload	35%	27%	25%
Lack of confidence in senior leadership	35%	39%	34%
Limited involvement in decisions affecting my job and career	24%	21%	20%
Opportunity to seek/take a promotion elsewhere	24%	22%	33%
Limited flexible work arrangements for managing (e.g. family/caring commitments)	22%	16%	11%

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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.
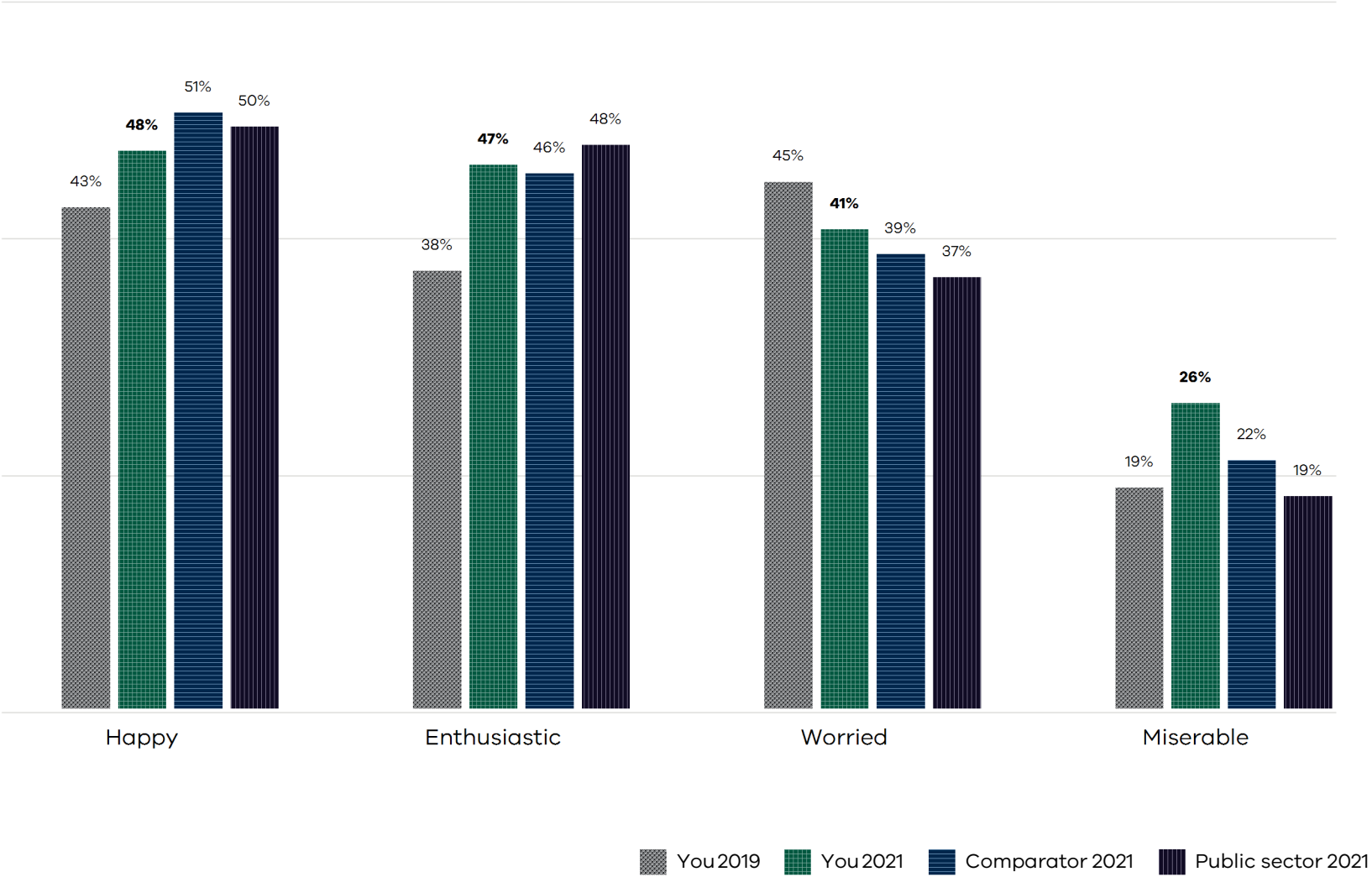
Example

In 2021:

- 48% of your staff who did the survey said work made them feel happy in 2021, which is up from 43% in 2019

Compared to:

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

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

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

Happy: 43%, 48%, 51%, 50%
Enthusiastic: 38%, 47%, 46%, 48%
Worried: 45%, 41%, 39%, 37%
Miserable: 19%, 26%, 22%, 19%

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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.

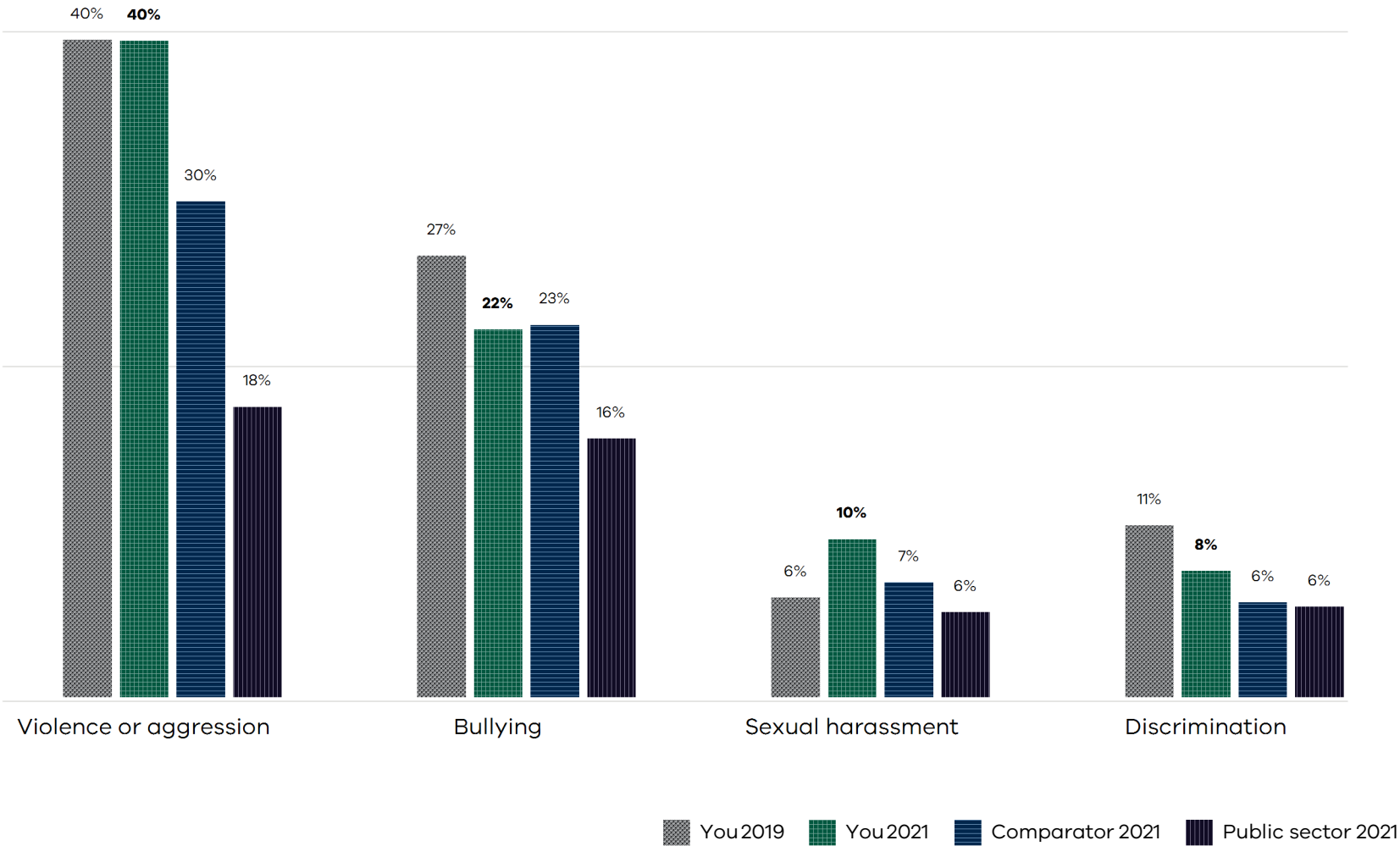You can compare these with your comparator and the public sector.

Example

In 2021:

- 40% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 40% in 2019.

Compared to:

- 30% of staff at your comparator and 18% of staff across the public sector.

Chart: Negative behaviours by category.

Violence or aggression: You 2019 40%, You 2021 40%, Comparator 2021 30%, Public sector 2021 18%

Bullying: You 2019 27%, You 2021 22%, Comparator 2021 23%, Public sector 2021 16%

Sexual harassment: You 2019 6%, You 2021 10%, Comparator 2021 7%, Public sector 2021 6%

Discrimination: You 2019 11%, You 2021 8%, Comparator 2021 6%, Public sector 2021 6%

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

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

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 73% 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?

95	297	31
22%	70%	7%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
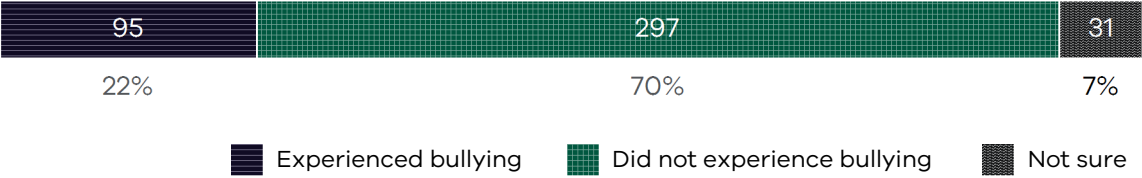
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	73%	71%	69%
Exclusion or isolation	48%	42%	42%
Intimidation and/or threats	26%	35%	32%
Withholding essential information for me to do my job	26%	25%	27%
Verbal abuse	23%	24%	20%
Other	15%	13%	15%
Being assigned meaningless tasks unrelated to the job	9%	11%	13%
Interference with my personal property and/or work equipment	6%	4%	4%
Being given impossible assignment(s)	4%	8%	9%

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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

22% of your staff who did the survey said they experienced bullying, of which

- 48% said the top way they reported the bullying was 'Told a manager'.
- 92% said they didn't submit a formal complaint.

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

95	297	31
22%	70%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
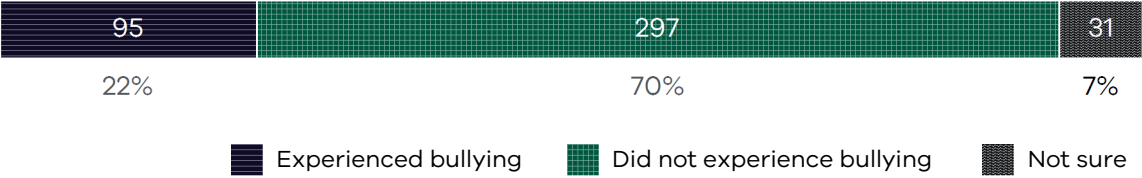
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	36%	48%	47%	47%
Told a colleague	56%	39%	43%	42%
Told a friend or family member	32%	37%	33%	34%
Told the person the behaviour was not OK	0%	19%	17%	17%
I did not tell anyone about the bullying	12%	13%	11%	12%
Told Human Resources	8%	12%	12%	12%
Told someone else	8%	11%	12%	12%
Submitted a formal complaint	16%	8%	13%	12%
Told employee assistance program (EAP) or peer support	0%	3%	7%	9%

Victorian Public Sector Commission

VICTORIA State Government

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

92% of your staff who experienced bullying did not submit a formal complaint, of which:

- 53% said the top reason was 'I believed there would be negative consequences for my reputation'.
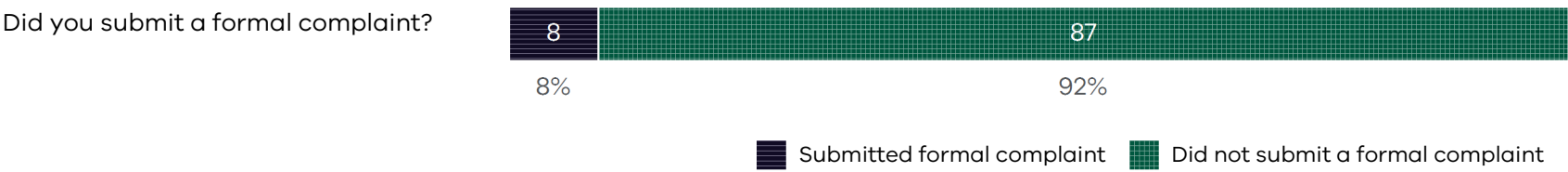
Did you submit a formal complaint?

8	87
8%	92%

■ 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 believed there would be negative consequences for my reputation	57%	53%	51%	53%
I didn't think it would make a difference	67%	41%	52%	50%
I believed there would be negative consequences for my career	43%	36%	33%	40%
I didn't feel safe to report the incident	0%	22%	17%	19%
I didn't think it was serious enough	0%	18%	17%	16%
I believed there would be negative consequences for the person I was going to complain about	14%	10%	10%	10%
I thought the complaint process would be embarrassing or difficult	0%	8%	11%	14%
I was advised not to	0%	8%	4%	5%
I didn't need to because I made the bullying stop	5%	7%	7%	7%
Other	5%	7%	11%	12%

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, 22% 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.
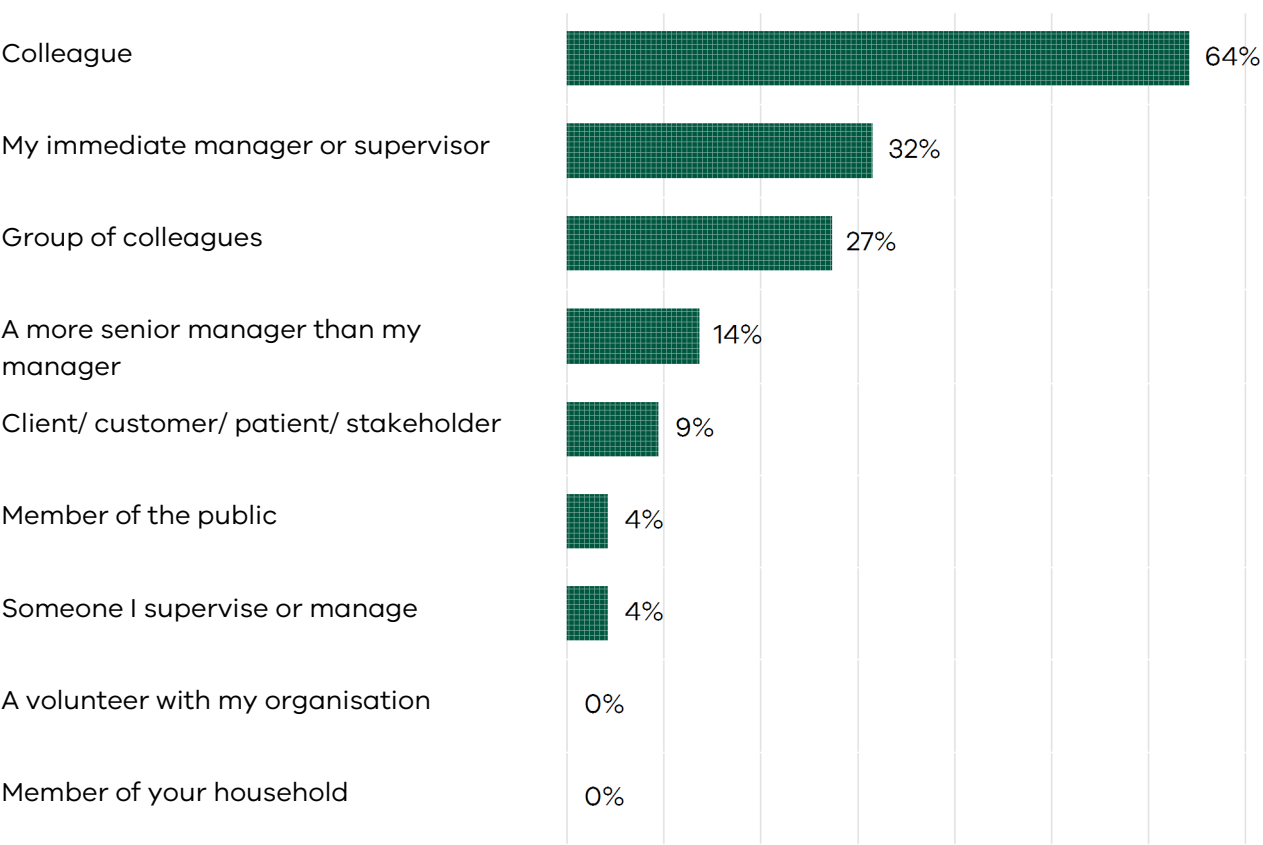
Each row is one perpetrator or group of perpetrators.

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 64% said it was by 'Colleague'.

95 people (22% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
Colleague	64%
My immediate manager or supervisor	32%
Group of colleagues	27%
A more senior manager than my manager	14%
Client/ customer/ patient/ stakeholder	9%
Member of the public	4%
Someone I supervise or manage	4%
A volunteer with my organisation	0%
Member of your household	0%

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, 22% of your staff said they experienced bullying.

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

Example

22% of your staff who did the survey said they experienced bullying.

Of that 22%, 14% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	14%
Once every few days	18%
Once a week	23%
Once a month	17%
Less than once a month	28%

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

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 60% 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?

42	381
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
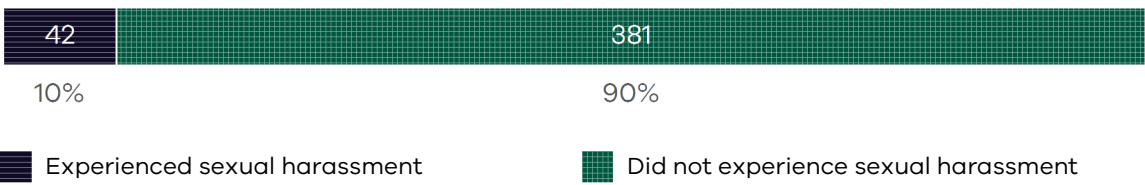
Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	67%	60%	54%	54%
Intrusive questions about your private life or comments about your physical appearance	67%	52%	52%	50%
Inappropriate staring or leering that made you feel intimidated	0%	24%	16%	15%
Unwelcome touching, hugging, cornering or kissing	50%	17%	16%	14%
Inappropriate physical contact (including momentary or brief physical contact)	33%	12%	21%	17%
Repeated or inappropriate invitations to go out on dates	0%	7%	3%	3%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	17%	5%	2%	3%
Any other unwelcome conduct of a sexual nature	0%	5%	7%	7%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc)	0%	5%	0%	1%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	2%	7%	6%

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

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 55% said their top response was 'Told the person the behaviour was not OK'.

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

42	381
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
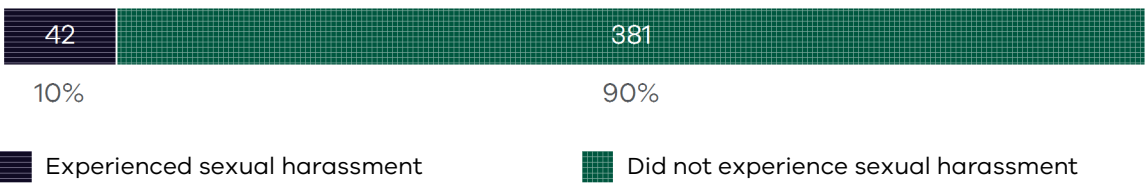
When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told the person the behaviour was not OK	50%	55%	38%	31%
Avoided the person(s) by staying away from them	33%	43%	38%	36%
Pretended it didn't bother you	33%	33%	44%	45%
Told a colleague	33%	26%	34%	29%
Told a manager	33%	24%	21%	20%
Told a friend or family member	17%	21%	21%	21%
Tried to laugh it off or forget about it	17%	19%	40%	41%
Avoided locations where the behaviour might occur	0%	17%	15%	13%
Took time off work	0%	10%	4%	5%
Told someone else	0%	7%	5%	6%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

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

Did you submit a formal complaint?

42

100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
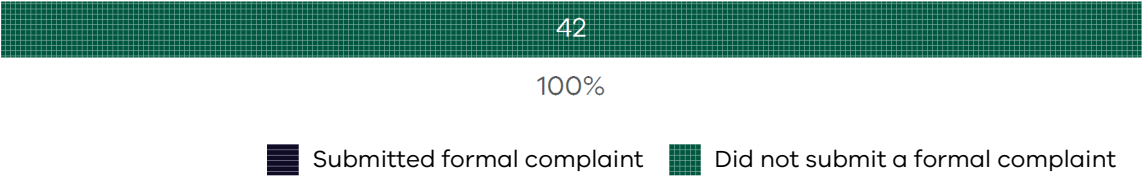
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it would make a difference	33%	38%	44%	39%
I believed there would be negative consequences for my reputation	33%	33%	29%	33%
I didn't think it was serious enough	0%	33%	44%	45%
I believed there would be negative consequences for my career	33%	26%	15%	21%
I didn't need to because I made the harassment stop	0%	26%	10%	12%
I didn't need to because I no longer had contact with the person(s) who harassed me	0%	17%	8%	9%
I thought the complaint process would be embarrassing or difficult	0%	14%	9%	11%
I didn't feel safe to report the incident	0%	10%	7%	8%
I didn't know who to talk to	0%	10%	4%	4%
I didn't know how to make a complaint	0%	7%	4%	4%

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, 10% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.
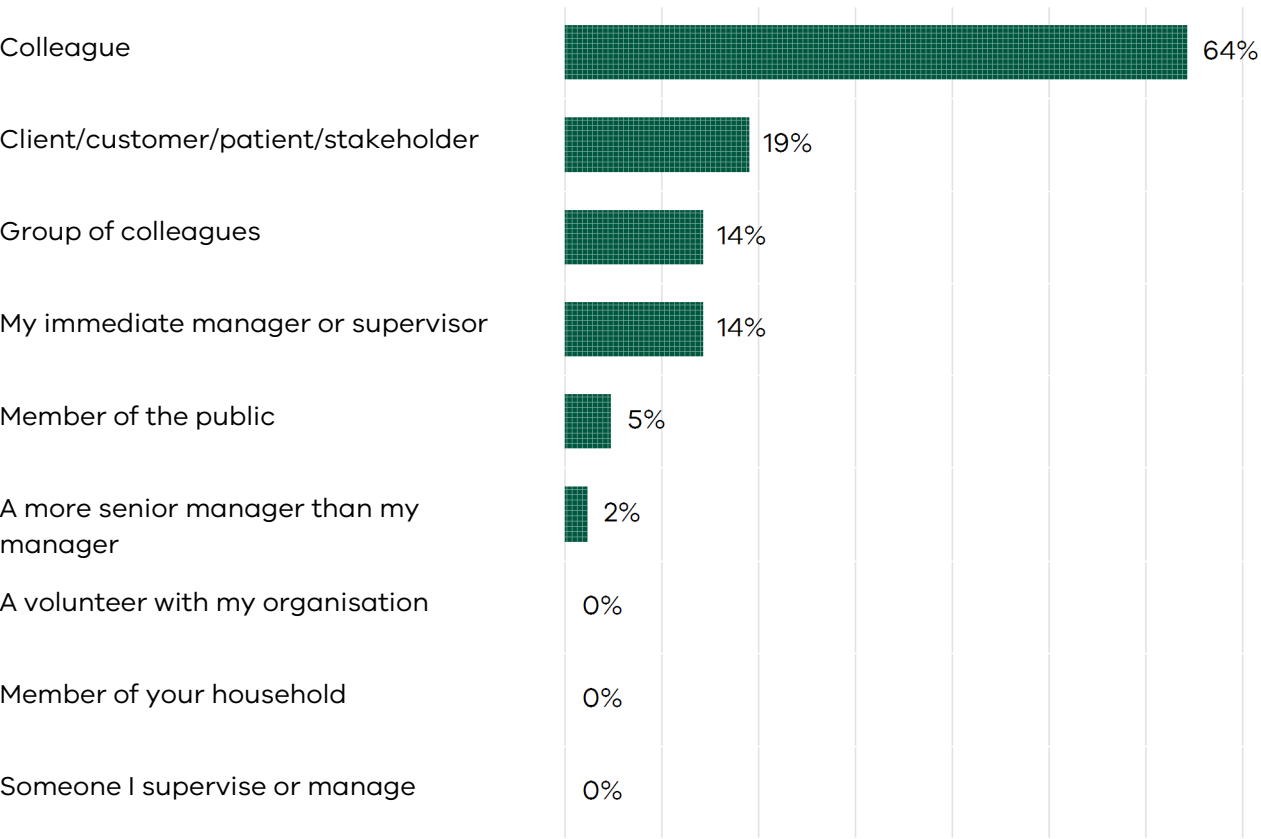
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 64% said it was by 'Colleague'.

42 people (10% of staff) experienced sexual harassment (You2021)

Perpetrator	Percentage
Colleague	64%
Client/customer/patient/stakeholder	19%
Group of colleagues	14%
My immediate manager or supervisor	14%
Member of the public	5%
A more senior manager than my manager	2%
A volunteer with my organisation	0%
Member of your household	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.
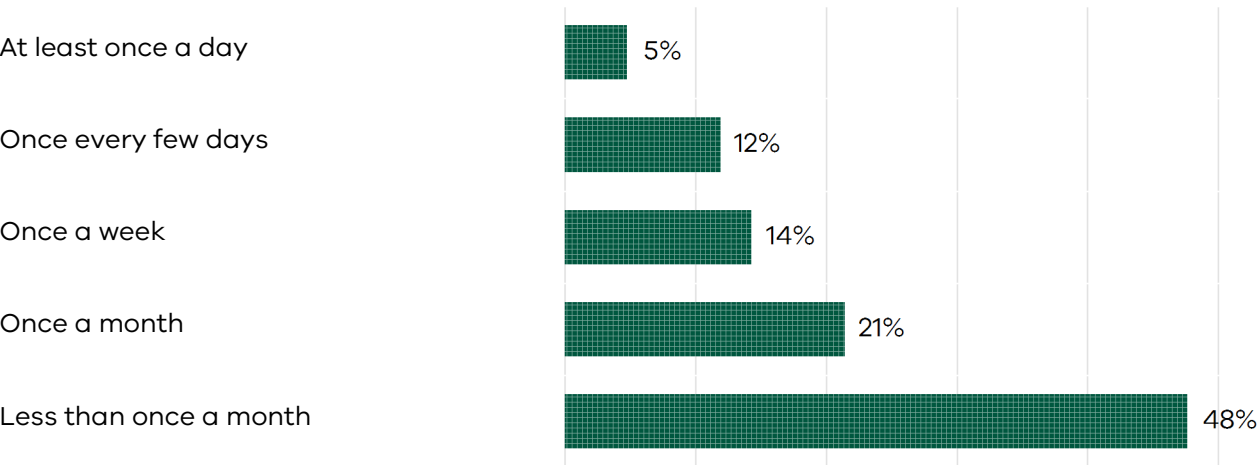
How to read this

In this year's survey, 10% 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

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 5% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	5%
Once every few days	12%
Once a week	14%
Once a month	21%
Less than once a month	48%

People outcomes

Discrimination

What this is

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what attributes the discrimination was based on.
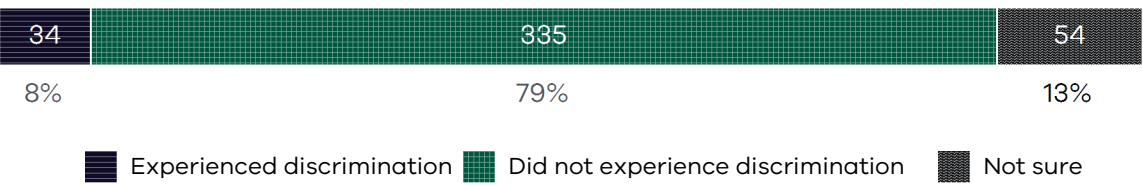
In descending order, the table shows the top 10 answers.

Example

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

Of that 8%, 47% said it was 'Employment activity'.

Have you experienced discrimination at work?

34	335	54
8%	79%	13%

■ Experienced discrimination   ▦ Did not experience discrimination   ▨ Not sure

If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Employment activity	0%	47%	31%	27%

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 8%, 32% said it was 'Other'.

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

34	335	54
8%	79%	13%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	60%	32%	45%	38%
Opportunities for promotion	0%	26%	28%	37%
Denied flexible work arrangements or other adjustments	0%	21%	26%	21%
Opportunities for training	30%	21%	19%	24%
Opportunities for transfer/secondment	0%	21%	8%	19%
Access to leave	30%	15%	9%	8%
Employment security - threats of dismissal or termination	30%	15%	14%	11%
Pay or conditions offered by employer	10%	15%	11%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced discrimination, of which

- 56% said the top way they reported the discrimination was 'Told a friend or family member'.

- 97% said they didn't submit a formal complaint.

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

34	335	54
8%	79%	13%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
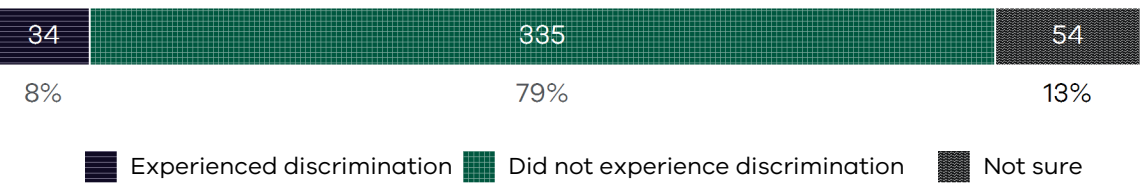
Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	40%	56%	38%	32%
Told a colleague	40%	38%	39%	38%
Told a manager	30%	38%	27%	28%
Told Human Resources	20%	21%	10%	10%
I did not tell anyone about the discrimination	0%	12%	20%	24%
Told someone else	40%	12%	13%	14%
Told the person the behaviour was not OK	0%	12%	11%	9%
Submitted a formal complaint	20%	3%	9%	8%
Told employee assistance program (EAP) or peer support	0%	3%	9%	8%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

97% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 64% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?
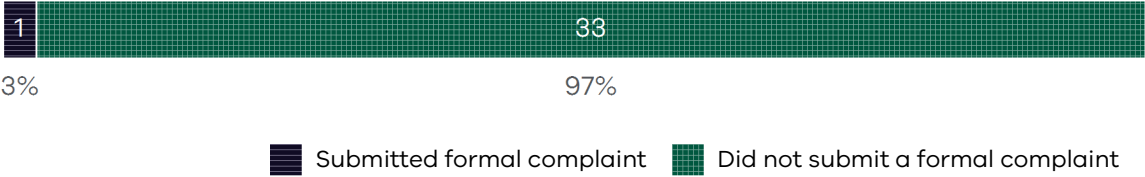
1	33
3%	97%

■ 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 believed there would be negative consequences for my career	50%	64%	45%	54%
I believed there would be negative consequences for my reputation	63%	42%	54%	56%
I didn't think it would make a difference	63%	36%	59%	57%
I didn't feel safe to report the incident	0%	21%	21%	19%
I didn't think it was serious enough	0%	15%	13%	12%
I believed there would be negative consequences for the person I was going to complain about	25%	12%	10%	9%
I thought the complaint process would be embarrassing or difficult	0%	12%	10%	13%
I didn't know how to make a complaint	0%	9%	3%	5%
I didn't need to because I made the discrimination stop	13%	6%	3%	3%
I was advised not to	0%	6%	4%	4%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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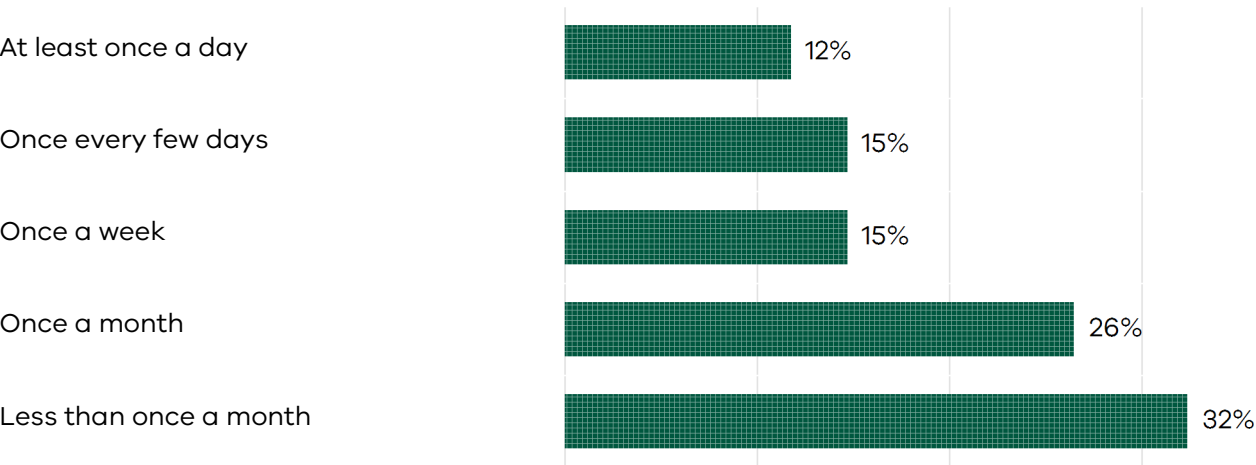
How to read this

In this year's survey, 8% of your staff said they experienced discrimination.

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

The graph shows how often staff were experiencing discrimination.

Example

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

Of that 8%, 12% said it was 'At least once a day'.

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

Category	Percentage
At least once a day	12%
Once every few days	15%
Once a week	15%
Once a month	26%
Less than once a month	32%

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

40% of your staff who did the survey said they experienced violence or aggression.

Of that 40%, 90% said it was from 'Abusive language'.

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

168	241	14
40%	57%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
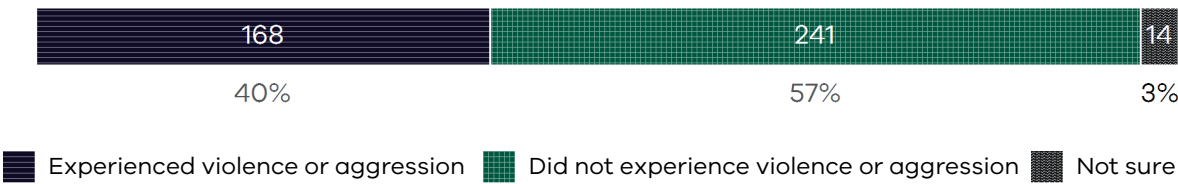
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Abusive language	90%	86%	81%
Intimidating behaviour	64%	66%	69%
Threats of violence	49%	40%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	40%	34%	28%
Damage to my property or work equipment	10%	9%	7%
Other	4%	3%	12%
Stalking, including cyber-stalking	2%	1%	1%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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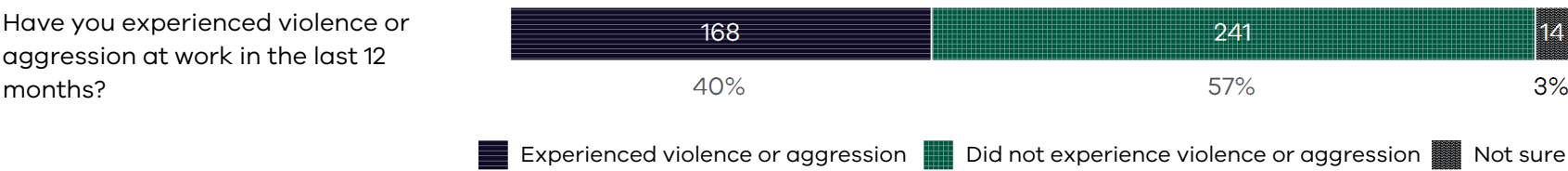
How to read this

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

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

In descending order, the table shows the answers.

Example

40% of your staff who did the survey said they experienced violence or aggression, fo which

- 47% said the top way they reported the violence or agression was 'Told a manager'
- 78% said they didn't submit a formal incident report.

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

168	241	14
40%	57%	3%

■ 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	47%	53%	52%
Told a colleague	45%	47%	46%
Told the person the behaviour was not OK	40%	37%	33%
Submitted a formal incident report	22%	36%	32%
Told a friend or family member	12%	18%	20%
I did not tell anyone about the incident(s)	5%	6%	8%
Told someone else	4%	6%	6%
Told employee assistance program (EAP) or peer support	1%	3%	3%
Told Human Resources	1%	3%	4%

Victorian Public Sector Commission

VICTORIA State Government

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

78% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 37% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

37	131
22%	78%

■ 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	65%	37%	42%	39%
Other	35%	32%	22%	12%
I didn't think it was serious enough	0%	31%	31%	33%
I didn't need to because I made the violence or aggression stop	0%	15%	16%	16%
I believed there would be negative consequences for my reputation	12%	13%	13%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	11%	13%	15%
I believed there would be negative consequences for my career	4%	9%	8%	12%
I didn't feel safe to report the incident	0%	5%	4%	5%
I didn't know how to make a complaint	0%	4%	2%	3%
I didn't know who to talk to	0%	4%	1%	2%

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.

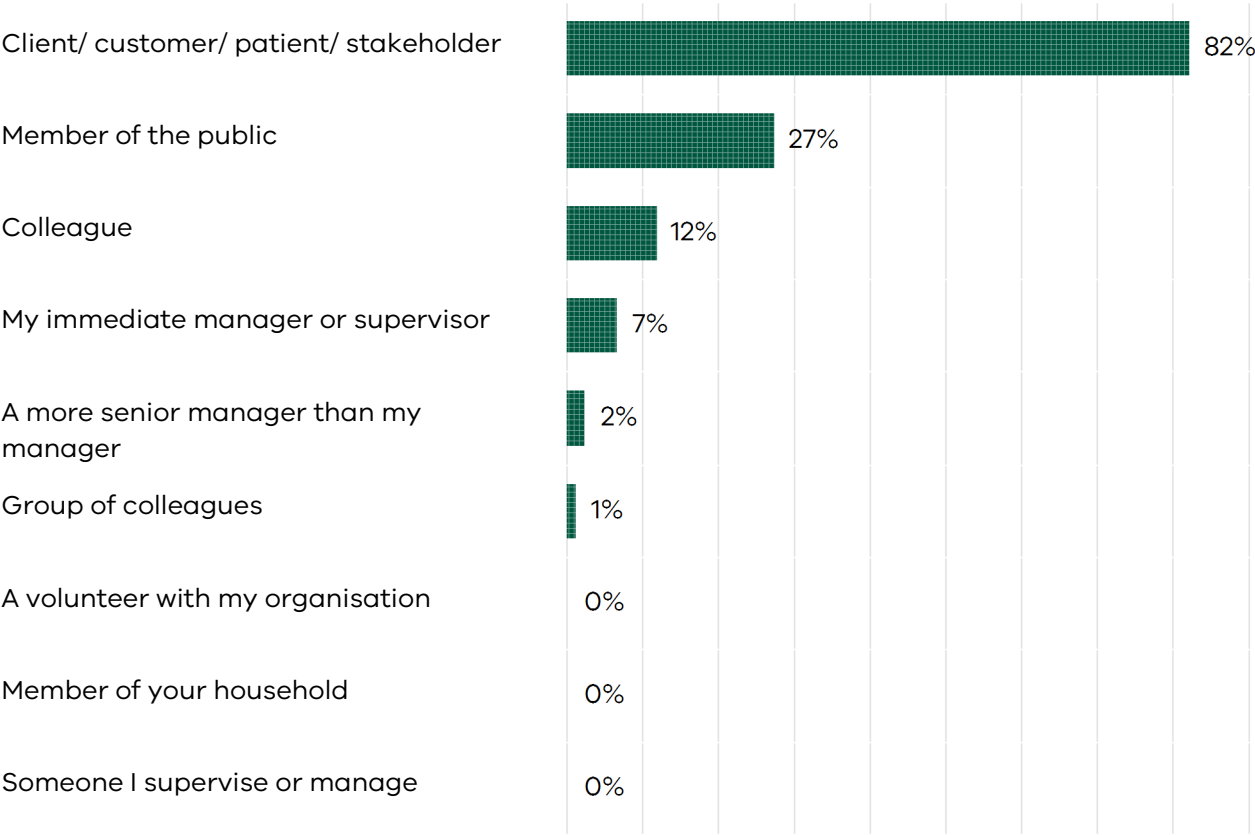In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

40% of your staff who did the survey said they experienced violence or aggression.

Of that 40%, 82% said it was 'Client/ customer/ patient/ stakeholder'.

168 people (40% of staff) experienced violence or aggression (You2021)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	82%
Member of the public	27%
Colleague	12%
My immediate manager or supervisor	7%
A more senior manager than my manager	2%
Group of colleagues	1%
A volunteer with my organisation	0%
Member of your household	0%
Someone I supervise or manage	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.
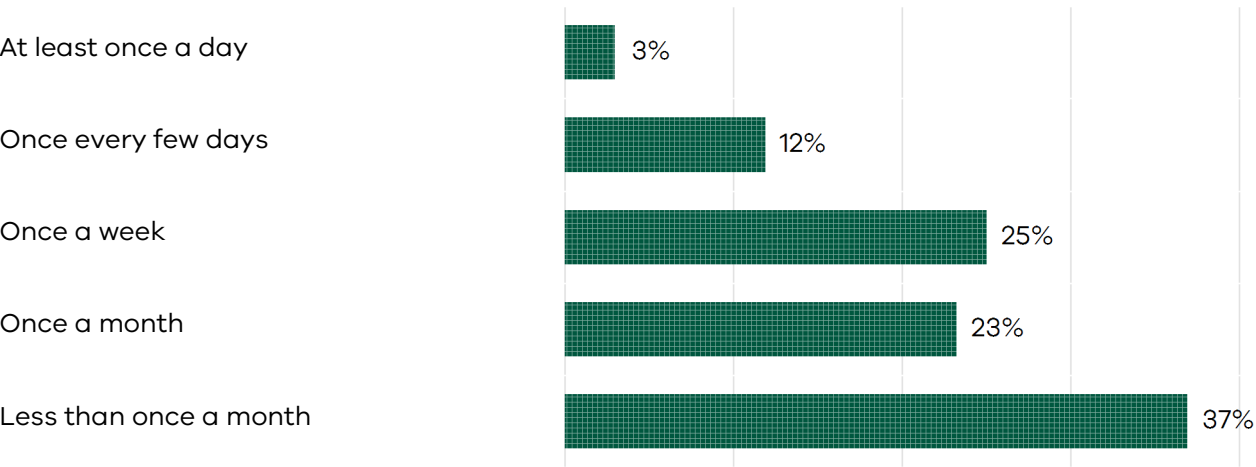
How to read this

In this year's survey, 40% 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

40% of your staff who did the survey said they experienced violence or aggression.

Of that 40%, 3% said it was by 'At least once a day'.

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

Frequency	Percentage
At least once a day	3%
Once every few days	12%
Once a week	25%
Once a month	23%
Less than once a month	37%

Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

68% said they witnessed No, I have not witnessed any of the situations above'.

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

137	286
32%	68%

■ 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	46%	68%	66%	77%
Bullying of a colleague	37%	23%	24%	16%
Discrimination against a colleague	18%	12%	11%	8%
Violence or aggression against a colleague	18%	12%	10%	6%
Sexual harassment of a colleague	2%	1%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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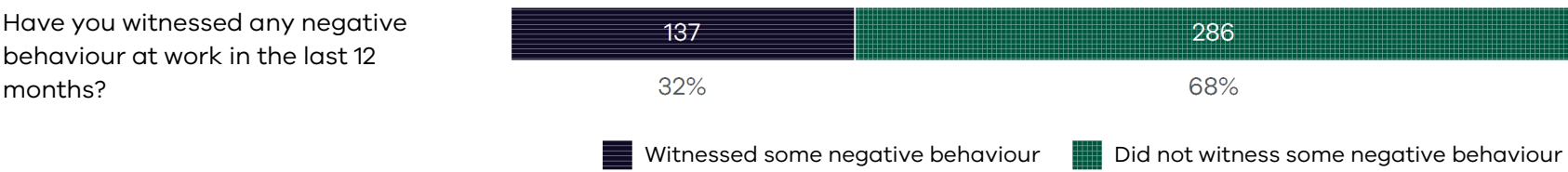
How to read this

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

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

The table shows the answers in descending order.

Example

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

- 73% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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

137	286
32%	68%

- ■ 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	73%	73%	72%
Told a manager	43%	39%	37%
Spoke to the person who behaved in a negative way	30%	24%	22%
Told the person the behaviour was not OK	26%	29%	25%
Told a colleague	20%	20%	21%
Other	9%	6%	7%
Took no action	7%	6%	7%
Submitted a formal complaint	6%	6%	6%
Told Human Resources	4%	5%	6%

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.
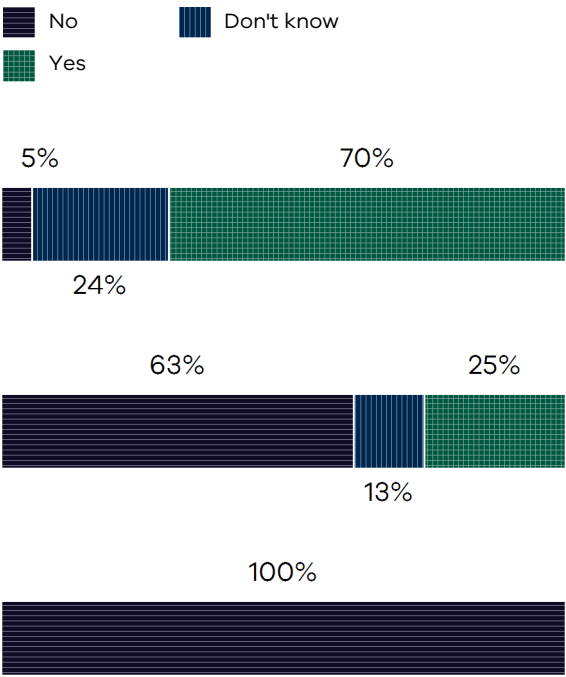
Example

70% 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 |

Were you satisfied with the way your formal complaint was handled

Legend: No | Don't know | Yes

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Violence or aggression	5% No, 24% Don't know, 70% Yes	27 %	70 %	33 %	52 %	67 %
Bullying	63% No, 13% Don't know, 25% Yes	25 %	25 %	0 %	22 %	50 %
Discrimination	100% No	0 %	0 %	0 %	15 %	50 %

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workgroup support', the 'You 2021' column shows 88% 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	88%	Not asked in 2019	89%
Job enrichment	I understand how my job contributes to my organisation's purpose	88%	+4%	90%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	87%	Not asked in 2019	89%
Quality service delivery	My workgroup strives to deliver services in a timely manner	85%	+2%	86%
Manager leadership	My manager works effectively with people from diverse backgrounds	85%	+14%	82%
Meaningful work	I feel that I can make a worthwhile contribution at work	84%	Not asked in 2019	87%
Manager leadership	My manager ensures clients receive a high standard of service	83%	+11%	82%
Quality service delivery	My workgroup strives to provide high quality advice and services	83%	+3%	86%
Manager leadership	My manager treats employees with dignity and respect	83%	+14%	79%
Quality service delivery	My workgroup values human rights	83%	+9%	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 27% of your staff agreed with 'I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)'.
This question was not asked in 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)	27%	Not asked in 2019	29%
Safety climate	All levels of my organisation are involved in the prevention of stress	38%	+4%	34%
Learning and development	I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	40%	Not asked in 2019	42%
Workload	I have enough time to do my job effectively	41%	-4%	47%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	Not asked in 2019	41%
Patient safety climate	This health service does a good job of training new and existing staff	45%	-8%	53%
Manager support	My manager has regular conversations with me about my learning and development	46%	Not asked in 2019	47%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	46%	Not asked in 2019	49%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	46%	+10%	40%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	47%	+5%	44%

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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 'Organisational integrity', the 'You 2021' column shows 82% of your staff agreed with 'My organisation is committed to earning a high level of public trust'.

In the 'Increase from 2019' column, you have a 34% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Organisational integrity	My organisation is committed to earning a high level of public trust	82%	+34%	72%
Engagement	I am proud to tell others I work for my organisation	78%	+31%	74%
Engagement	I would recommend my organisation as a good place to work	70%	+27%	68%
Patient safety climate	Management is driving us to be a safety-centred organisation	68%	+23%	64%
Senior leadership	Senior leaders model my organisation's values	69%	+21%	57%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	79%	+20%	77%
Senior leadership	Senior leaders provide clear strategy and direction	60%	+19%	53%
Senior leadership	Senior leaders support staff to work in an environment of change	58%	+18%	49%
Organisational integrity	My organisation respects the human rights of employees	76%	+18%	74%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	60%	+18%	56%

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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 50% of your staff agreed with 'Having caring responsibilities is not a barrier to success in my organisation'.

In the 'Decrease from 2019' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last survey	You 2021	Decrease from 2019	Comparator 2021
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	50%	–15%	53%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	53%	–10%	56%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	51%	–9%	52%
Patient safety climate	This health service does a good job of training new and existing staff	45%	–8%	53%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	49%	–7%	55%
Learning and development	My organisation places a high priority on the learning and development of staff	52%	–5%	56%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	69%	–5%	70%
Quality service delivery	My workgroup strives to make the best use of its resources	77%	–5%	77%
Workload	I have enough time to do my job effectively	41%	–4%	47%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different sexes/genders	71%	–3%	74%

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 'Taking action', the 'You 2021' column shows 57% of your staff agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Taking action	I believe my organisation will take positive action on the results of this year's survey	57%	+15%	41%
Senior leadership	Senior leaders model my organisation's values	69%	+12%	57%
Organisational integrity	My organisation is committed to earning a high level of public trust	82%	+9%	72%
Senior leadership	Senior leaders demonstrate honesty and integrity	62%	+9%	54%
Senior leadership	Senior leaders support staff to work in an environment of change	58%	+9%	49%
Organisational integrity	My organisation does not tolerate improper conduct	67%	+9%	58%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	49%	+8%	41%
Senior leadership	Senior leaders provide clear strategy and direction	60%	+7%	53%
Senior leadership	Senior leaders actively support diversity and inclusion in the workplace	71%	+7%	64%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	62%	+7%	55%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You 2021' column shows 45% of your staff agreed with 'This health service does a good job of training new and existing staff'.

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

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Patient safety climate	This health service does a good job of training new and existing staff	45%	-8%	53%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	59%	-7%	66%
Workload	The workload I have is appropriate for the job that I do	48%	-6%	54%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	58%	-6%	64%
Workplace flexibility	Having family responsibilities is not a barrier to success in my organisation	49%	-6%	55%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	49%	-5%	55%
Workload	I have enough time to do my job effectively	41%	-5%	47%
Workgroup support	People in my workgroup work together effectively to get the job done	72%	-5%	77%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	61%	-5%	66%
Workgroup support	People in my workgroup treat each other with respect	69%	-5%	73%

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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

57% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

Survey question	Your results	Benchmark agree results

Your results legend

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

Survey question

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

Your results

17%   57%

26%
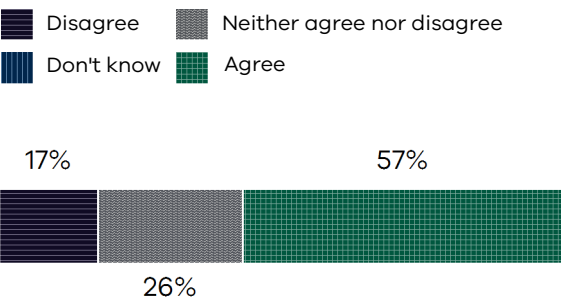
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	57 %	27 %	41 %	50 %

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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

71% 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% / 17% / 71%	55 %	71 %	45 %	64 %	76 %
Senior leaders model my organisation's values	9% / 6% / 16% / 69%	47 %	69 %	37 %	57 %	69 %
Senior leaders demonstrate honesty and integrity	10% / 6% / 22% / 62%	48 %	62 %	36 %	54 %	65 %
Senior leaders provide clear strategy and direction	13% / 5% / 22% / 60%	41 %	60 %	36 %	53 %	66 %

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.
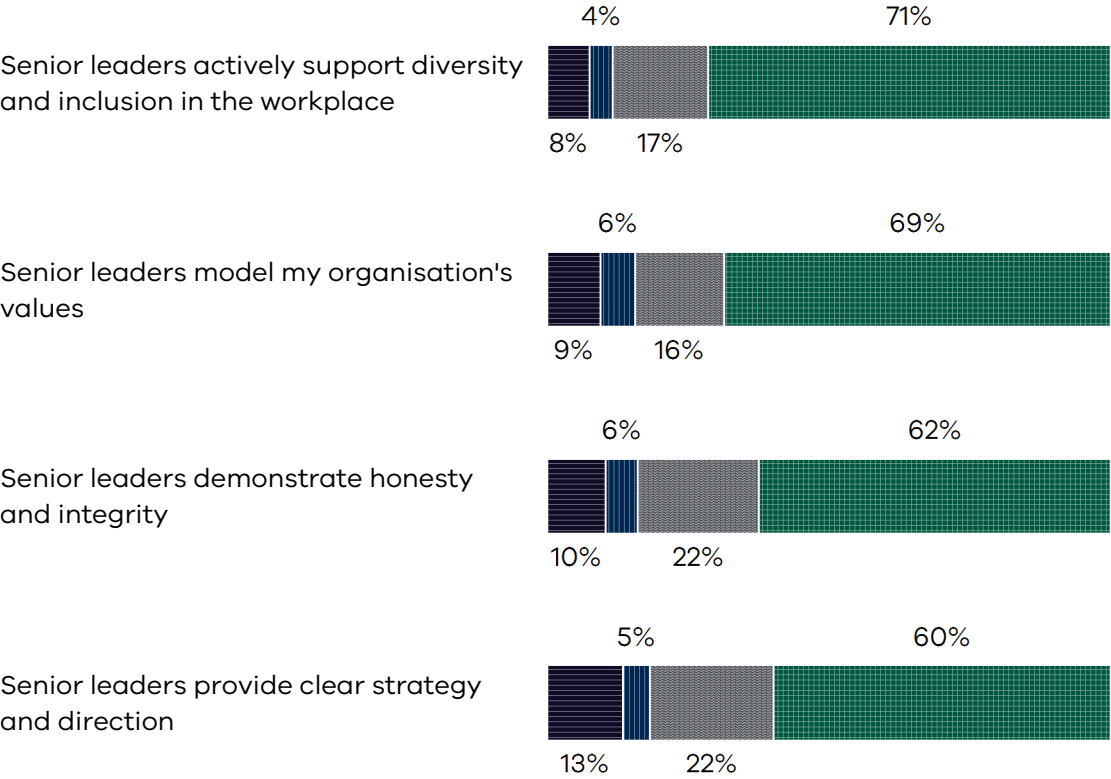
Example

58% of your staff who did the survey agreed or strongly agreed with 'Senior leaders support staff to work in an environment of change'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Senior leaders support staff to work in an environment of change	40 %	58 %	33 %	49 %	59 %

Your results bar: 16% / 3% / 23% / 58%

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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:

- 71% of your staff who did the survey responded positively to questions about Equal employment opportunity.

Compared to:

- 70% of staff at your comparator and 69% of staff across the public sector.
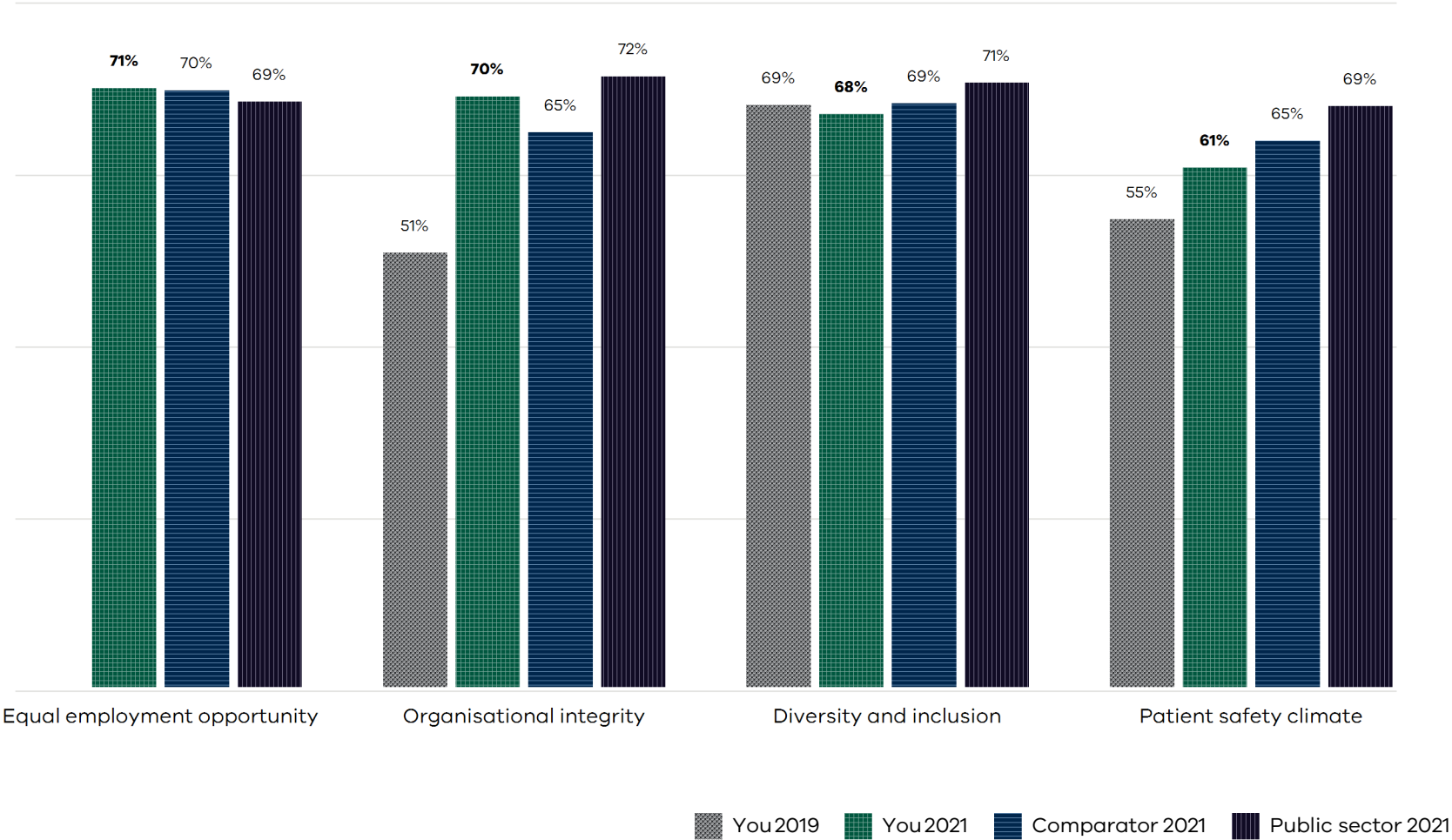
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Equal employment opportunity: 71%, 70%, 69%
Organisational integrity: 51%, 70%, 65%, 72%
Diversity and inclusion: 69%, 68%, 69%, 71%
Patient safety climate: 55%, 61%, 65%, 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:

- 54% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 52% of staff at your comparator and 60% of staff across the public sector.

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

Safety climate: You 2021 54%, Comparator 2021 52%, Public sector 2021 60%

Workplace flexibility: You 2021 54%, Comparator 2021 57%, Public sector 2021 63%

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

82% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	2% / 82% / 4% / 12%	47 %	82 %	49 %	72 %	81 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 79% / 5% / 13%	59 %	79 %	61 %	77 %	83 %
My organisation respects the human rights of employees	1% / 76% / 8% / 15%	58 %	76 %	59 %	74 %	82 %
My organisation encourages respectful workplace behaviours	1% / 76% / 9% / 14%	61 %	76 %	56 %	74 %	82 %

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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

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

| Survey question | Your results | Benchmark agree results |

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

		You		Comparator		
Survey question		2019	2021	Lowest	Average	Highest
My organisation does not tolerate improper conduct	13% / 4% / 17% / 67%	49 %	67 %	39 %	58 %	66 %
My organisation takes steps to eliminate bullying, harassment and discrimination	16% / 4% / 20% / 60%	46 %	60 %	39 %	57 %	64 %
My organisation makes fair recruitment and promotion decisions, based on merit	16% / 9% / 27% / 48%	39 %	48 %	34 %	47 %	54 %

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.
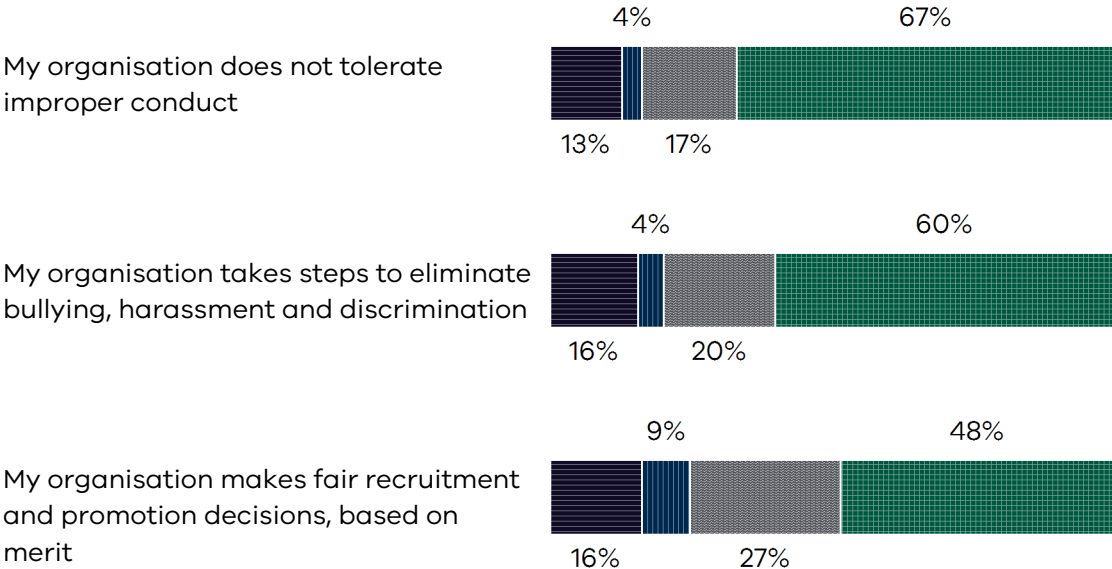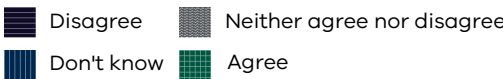
Example

62% of your staff who did the survey agreed or strongly agreed with 'I have the flexibility I need to manage my work and non-work activities and responsibilities'.

Survey question	Your results				Benchmark agree results				

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

		You		Comparator		
		2019	2021	Lowest	Average	Highest
I have the flexibility I need to manage my work and non-work activities and responsibilities	20% / 17% / 62%	Not asked	62 %	56 %	65 %	71 %
My organisation supports employees with family or other caring responsibilities, regardless of gender	12% / 27% / 61%	Not asked	61 %	53 %	65 %	71 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	23% / 21% / 56%	53 %	56 %	53 %	60 %	67 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	16% / 11% / 19% / 54%	Not asked	54 %	46 %	58 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 2 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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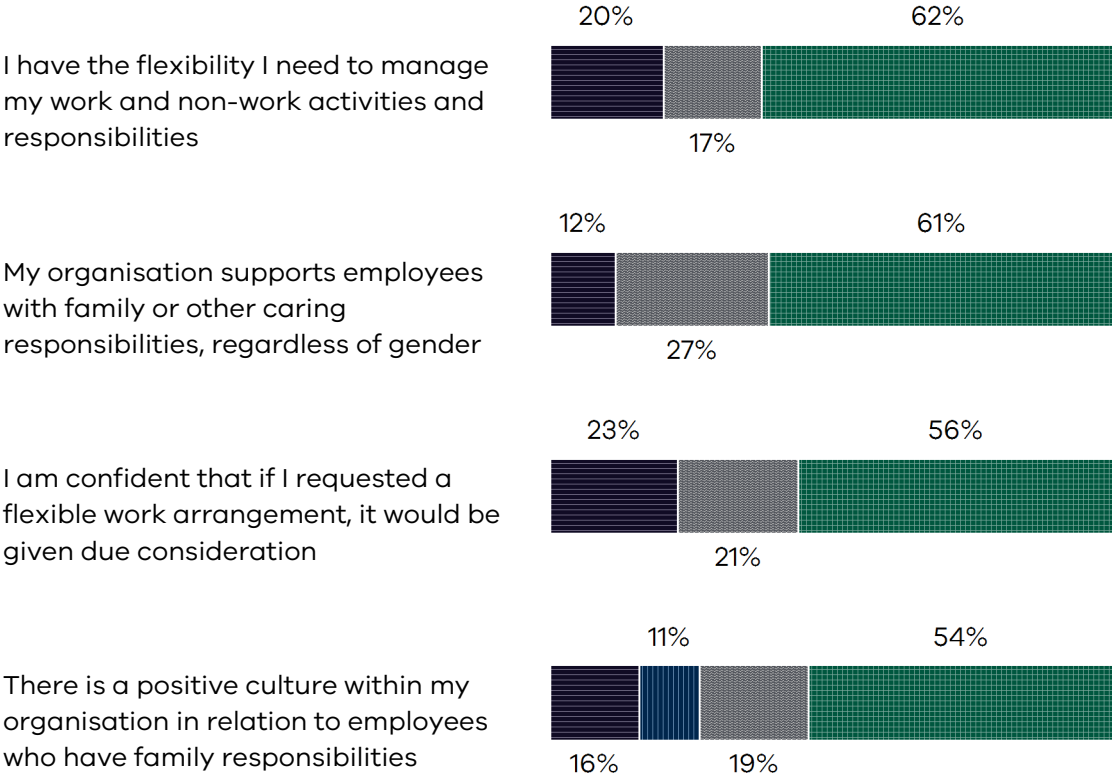
Example

53% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who have caring responsibilities'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities	13% / 53% / 14% / 21%	63 %	53 %	45 %	56 %	64 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	12% / 51% / 18% / 20%	59 %	51 %	43 %	52 %	59 %
Having caring responsibilities is not a barrier to success in my organisation	13% / 50% / 16% / 22%	65 %	50 %	45 %	53 %	60 %
Having family responsibilities is not a barrier to success in my organisation	12% / 49% / 16% / 22%	Not asked	49 %	46 %	55 %	61 %

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

Victorian Public Sector Commission · Victoria State Government

Organisational climate

Workplace flexibility 3 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
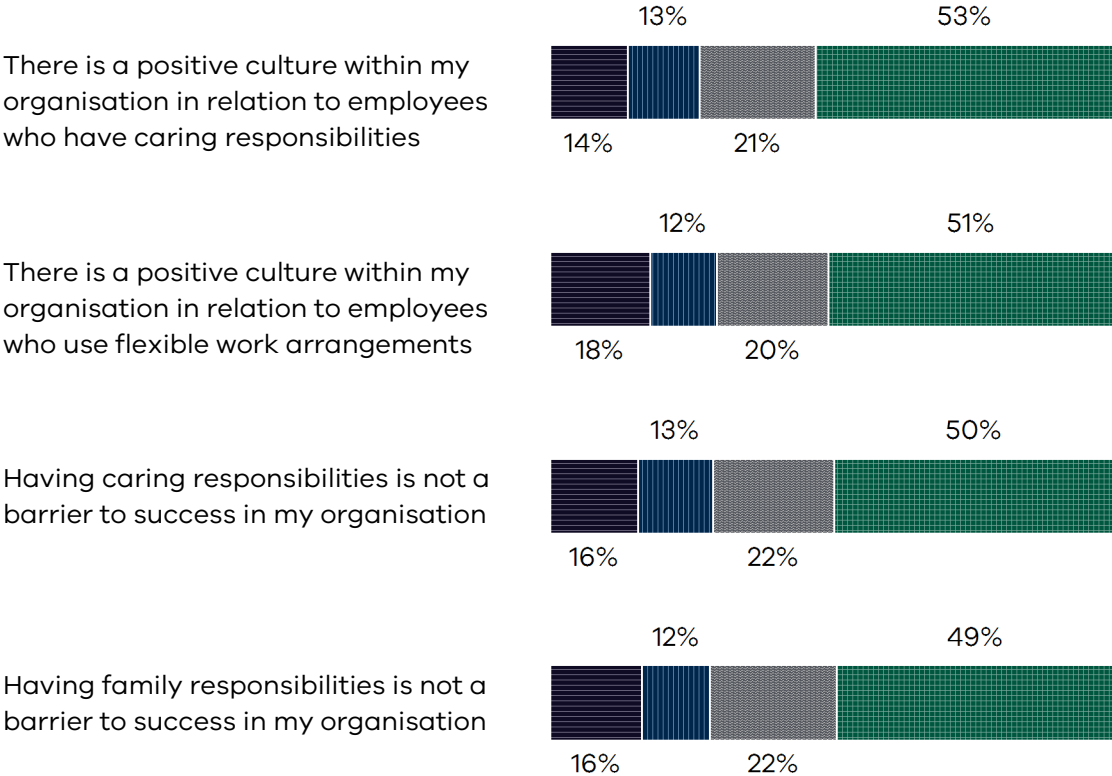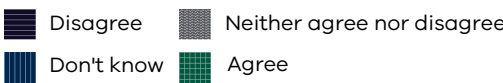
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

46% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▥ Don't know   ▦ Agree

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

11%   46%
19%   24%
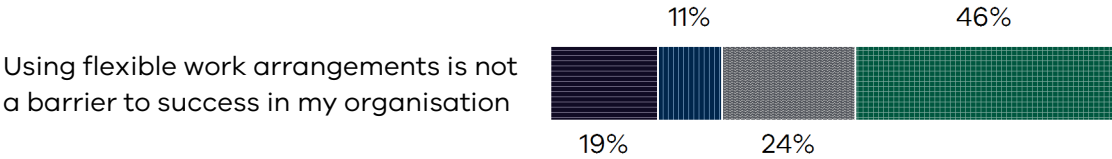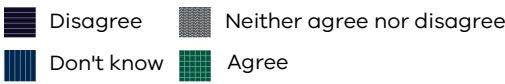
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Not asked		46 %	43 %	49 %	57 %

Organisational climate

Workplace flexibility 4 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

The table shows you what flexible work arrangements staff use.

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

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

Example

41% of staff who did the survey said the flexible work arrangement they used was 'No, I do not use any flexible work arrangements'.

Do you use any of the following flexible work arrangements?	You 2019	You 2021	Comparator 2021	Public sector 2021
No, I do not use any flexible work arrangements	34%	41%	37%	38%
Part-time	35%	30%	32%	19%
Shift swap	27%	26%	20%	12%
Flexible start and finish times	13%	14%	16%	23%
Using leave to work flexible hours	14%	11%	10%	8%
Study leave	19%	8%	9%	4%
Working more hours over fewer days	3%	7%	5%	6%
Working from an alternative location (e.g. home, hub/shared work space)	0%	4%	8%	24%
Other	2%	4%	3%	2%
Job sharing	0%	1%	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

76% of your staff who did the survey agreed or strongly agreed with 'Cultural background is not a barrier to success in my organisation'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Don't know / Neither agree nor disagree / Agree					
Cultural background is not a barrier to success in my organisation	9% / 4% / 11% / 76%	74 %	76 %	61 %	74 %	79 %
Sexual orientation is not a barrier to success in my organisation	13% / 1% / 13% / 73%	72 %	73 %	62 %	74 %	81 %
Gender is not a barrier to success in my organisation	8% / 7% / 12% / 73%	Not asked	73 %	64 %	76 %	83 %
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	15% / 2% / 13% / 71%	Not asked	71 %	59 %	70 %	80 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Equal employment opportunity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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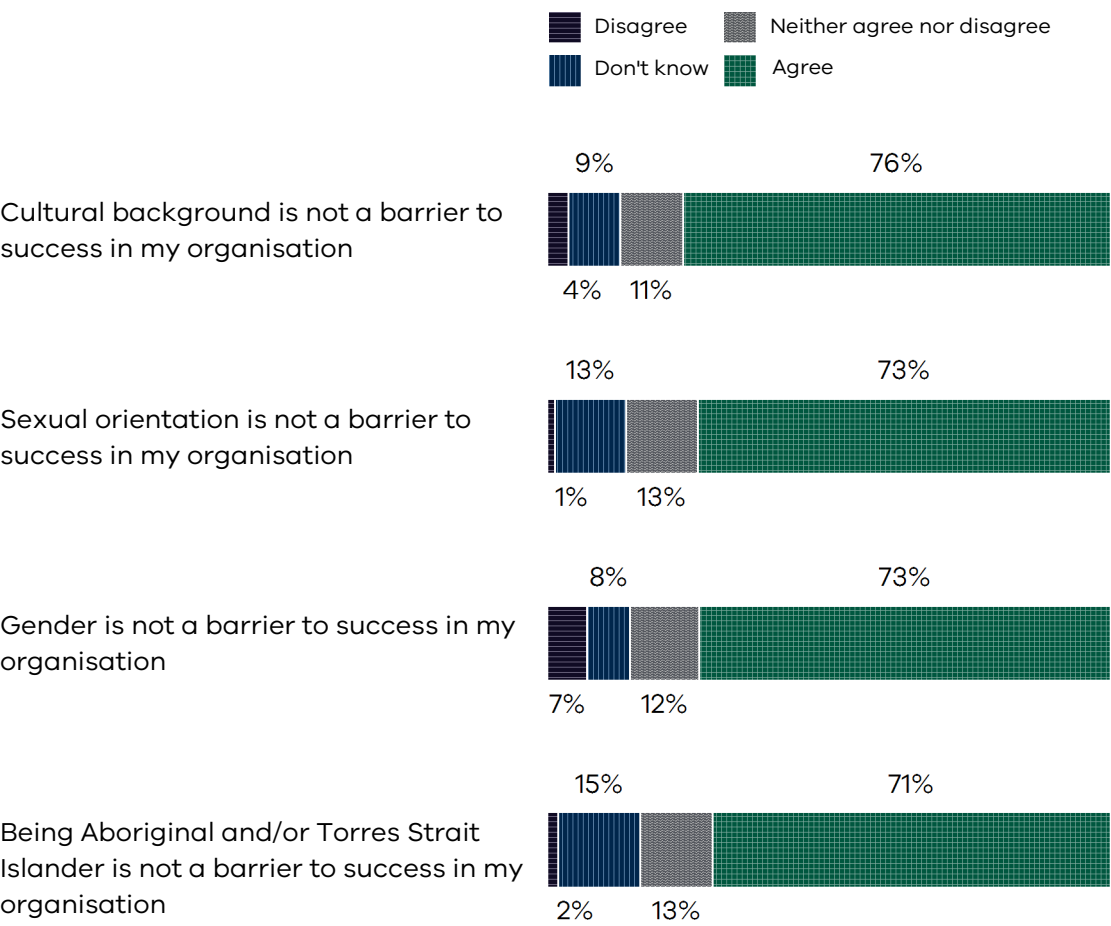
Example

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

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

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Age is not a barrier to success in my organisation	9% · 5% · 15% · 70%		67 %	70 %	58 %	70 %	78 %
Disability is not a barrier to success in my organisation	16% · 4% · 19% · 61%		60 %	61 %	47 %	59 %	66 %

Organisational climate

Psychosocial and physical safety climate question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

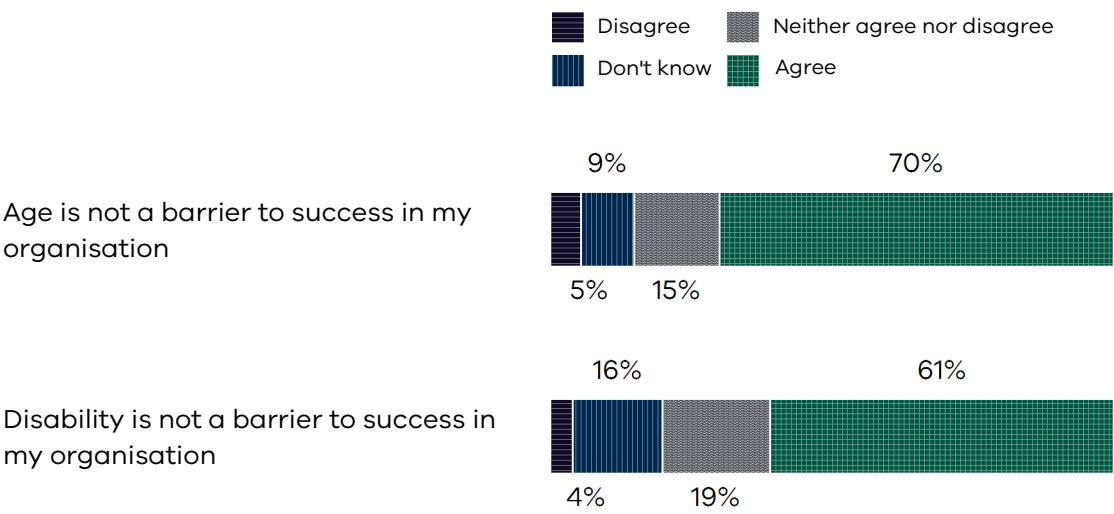Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	11% / 14% / 75% (1%)	Not asked	75 %	60 %	74 %	85 %
I feel culturally safe at work	10% / 17% / 73%	Not asked	73 %	59 %	74 %	81 %
My organisation consults employees on health and safety matters	15% / 4% / 25% / 56%	48 %	56 %	47 %	59 %	66 %
My organisation has effective procedures in place to support employees who may experience stress	21% / 8% / 21% / 50%	48 %	50 %	43 %	51 %	61 %

Victorian Public Sector Commission

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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.

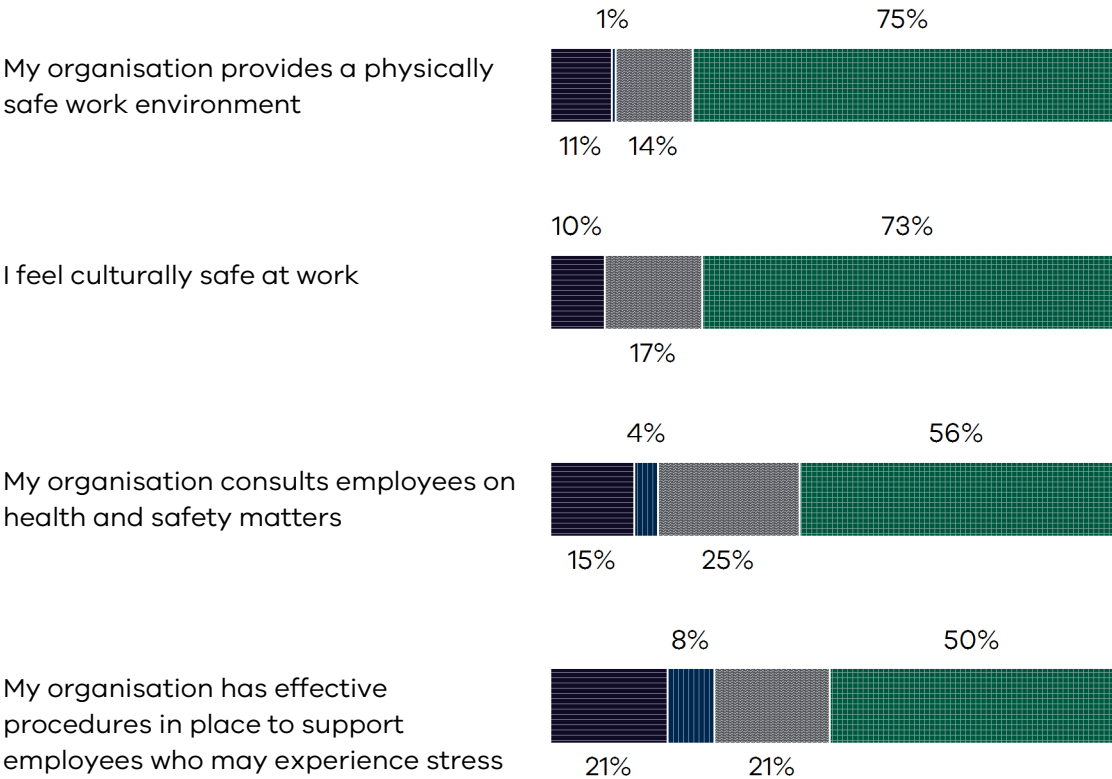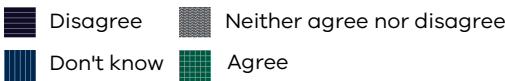Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
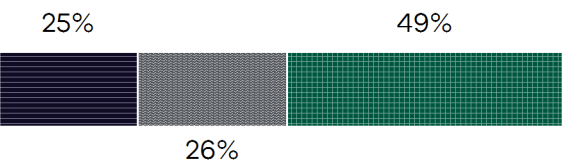
Example

49% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

Survey question	Your results				Benchmark agree results				

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
Senior leaders consider the psychological health of employees to be as important as productivity	34 %	49 %	29 %	41 %	50 %
In my workplace, there is good communication about psychological safety issues that affect me	42 %	47 %	35 %	44 %	50 %
Senior leaders show support for stress prevention through involvement and commitment	37 %	46 %	29 %	40 %	50 %
All levels of my organisation are involved in the prevention of stress	33 %	38 %	22 %	34 %	43 %

Your results bars:
- Senior leaders consider the psychological health of employees to be as important as productivity: 25% / 26% / 49%
- In my workplace, there is good communication about psychological safety issues that affect me: 21% / 32% / 47%
- Senior leaders show support for stress prevention through involvement and commitment: 24% / 29% / 46%
- All levels of my organisation are involved in the prevention of stress: 30% / 32% / 38%

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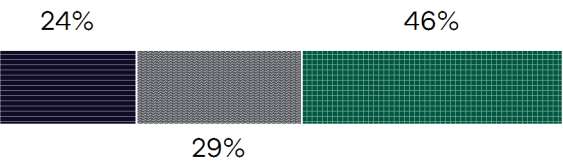
Organisational climate

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
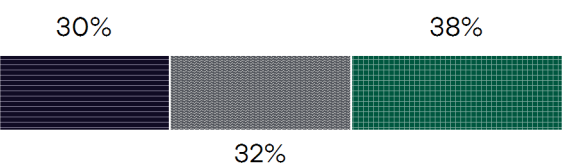4. Senior leaders show support for stress prevention through involvement and commitment

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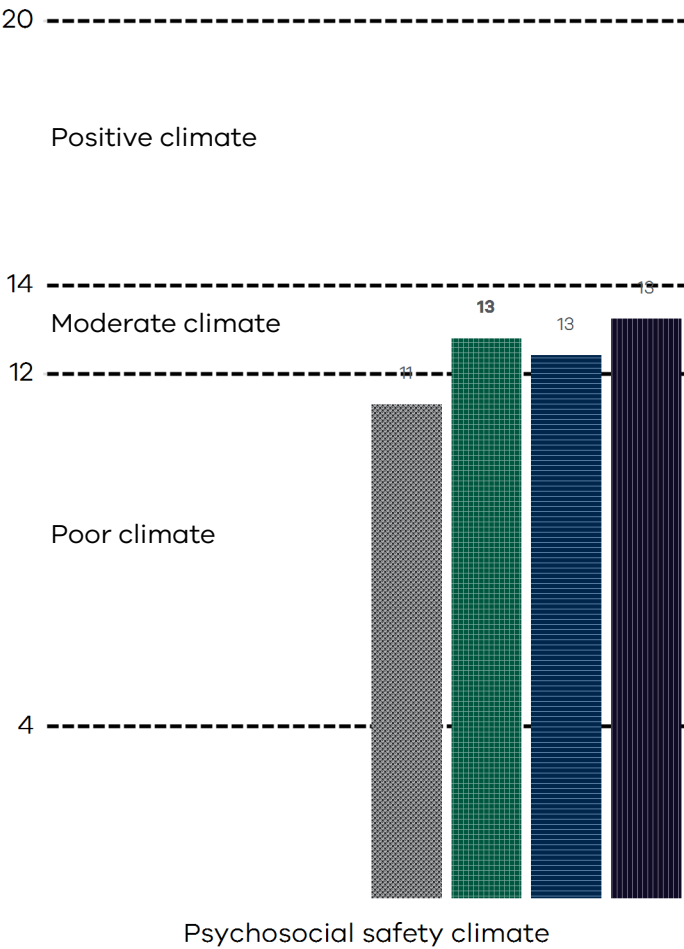
Legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

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

74% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	8% / 18% / 74%	72 %	74 %	67 %	78 %	86 %
Management is driving us to be a safety-centred organisation	10% / 22% / 68%	45 %	68 %	52 %	64 %	72 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	10% / 25% / 65%	57 %	65 %	55 %	68 %	73 %
Patient care errors are handled appropriately in my work area	10% / 15% / 10% / 64%	67 %	64 %	57 %	67 %	73 %

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

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.

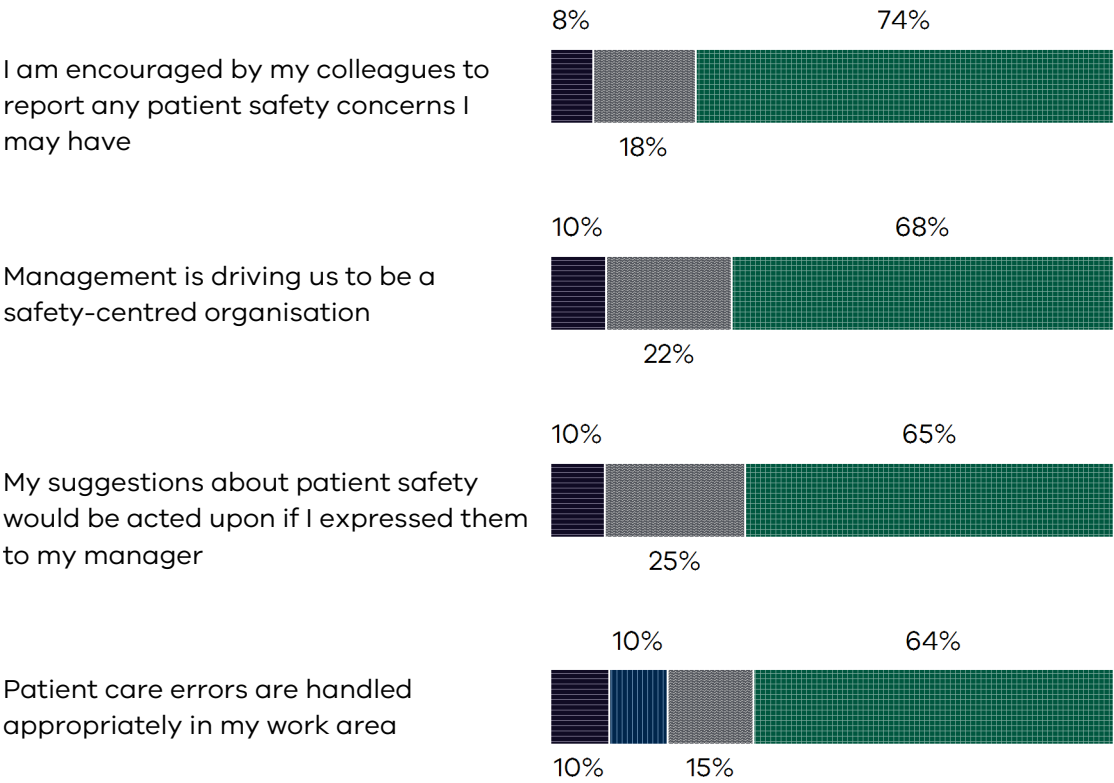Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% 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 / Benchmark agree results

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I would recommend a friend or relative to be treated as a patient here	16% / 25% / 59%	51 %	59 %	49 %	66 %	77 %
The culture in my work area makes it easy to learn from the errors of others	15% / 27% / 58%	52 %	58 %	49 %	64 %	69 %
Trainees in my discipline are adequately supervised	18% / 6% / 18% / 58%	47 %	58 %	42 %	57 %	62 %
This health service does a good job of training new and existing staff	25% / 3% / 27% / 45%	53 %	45 %	34 %	53 %	67 %

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.
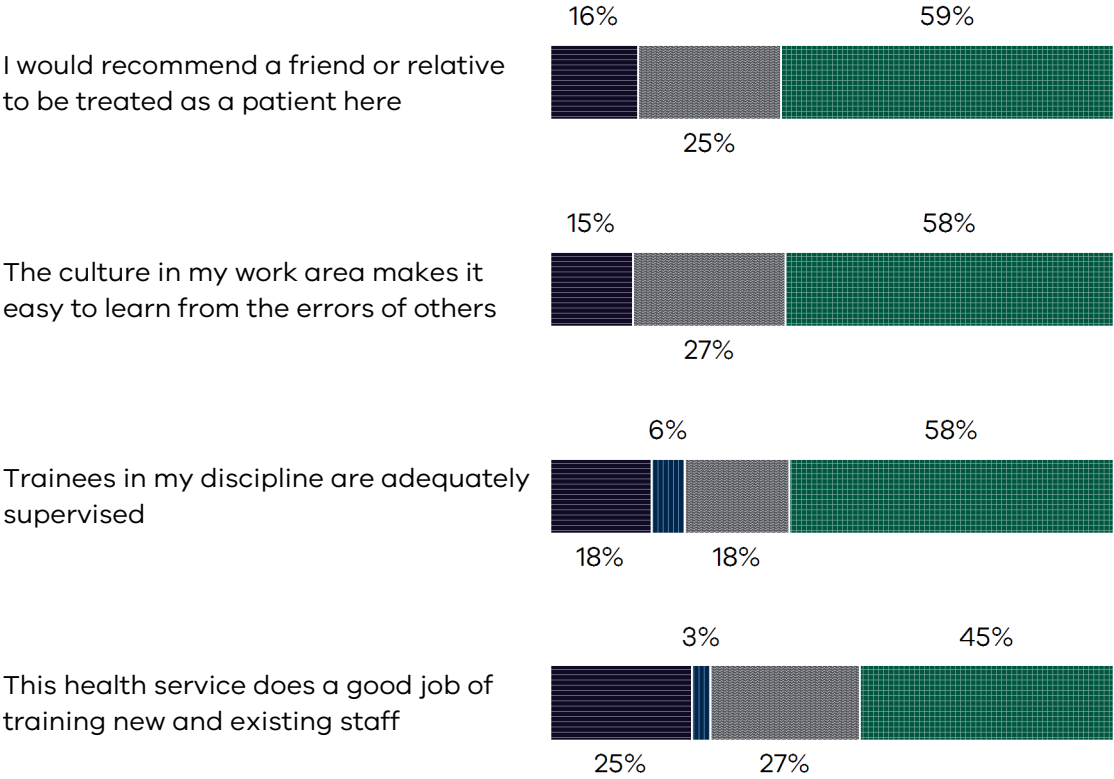
Example

75% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees from varied cultural backgrounds'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree **Neither agree nor disagree**					
	Don't know **Agree**					
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	6% 75% 5% 14%	74 %	75 %	59 %	74 %	80 %
There is a positive culture within my organisation in relation to employees of different sexes/genders	6% 71% 4% 18%	74 %	71 %	60 %	74 %	78 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	11% 70% 2% 17%	72 %	70 %	56 %	71 %	81 %
There is a positive culture within my organisation in relation to employees of different age groups	6% 69% 6% 19%	74 %	69 %	54 %	70 %	76 %

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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.
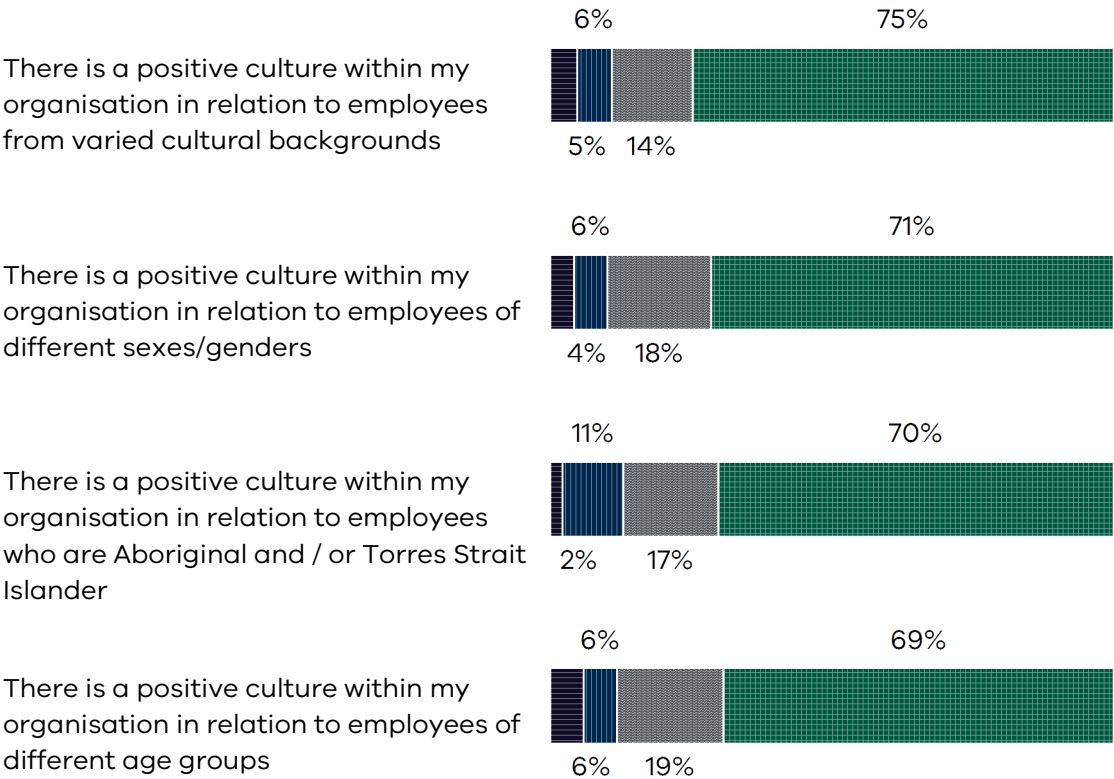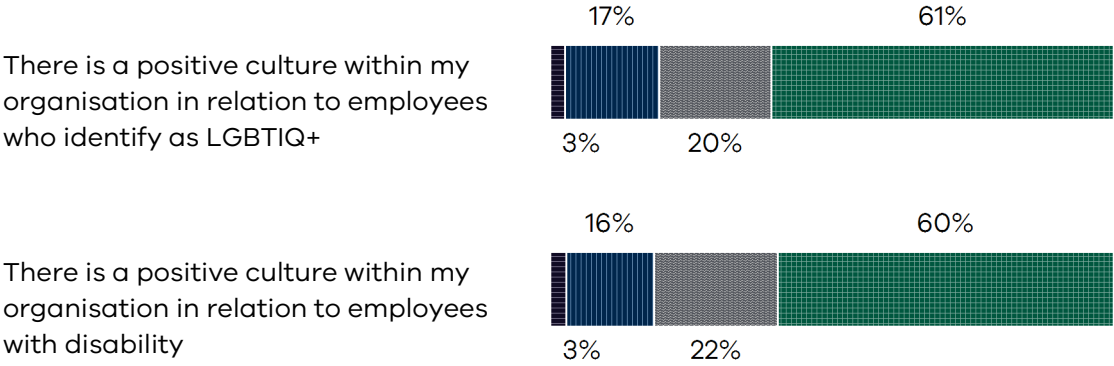
Example

61% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+'.

Survey question	Your results					

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

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	17% / 3% / 20% / 61%		59 %	61 %	51 %	66 %	75 %
There is a positive culture within my organisation in relation to employees with disability	16% / 3% / 22% / 60%		58 %	60 %	42 %	59 %	67 %

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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.
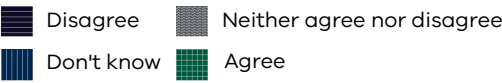
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Don't know ■ Agree
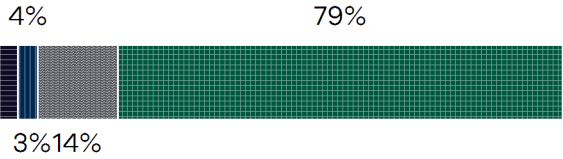
Survey question	Your results	2019	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	4% / 3% / 14% / 79%	Not asked	79 %	60 %	79 %	83 %
In my workgroup work is allocated fairly, regardless of gender	9% / 13% / 78%	Not asked	78 %	68 %	79 %	82 %
My organisation would support me if I needed to take family violence leave	15% / 2% / 12% / 71%	Not asked	71 %	56 %	70 %	80 %
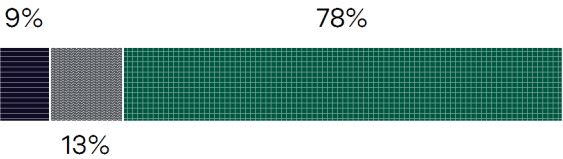
Victorian Public Sector Commission

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

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- 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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- 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

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- Quality service delivery
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- Accountability
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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

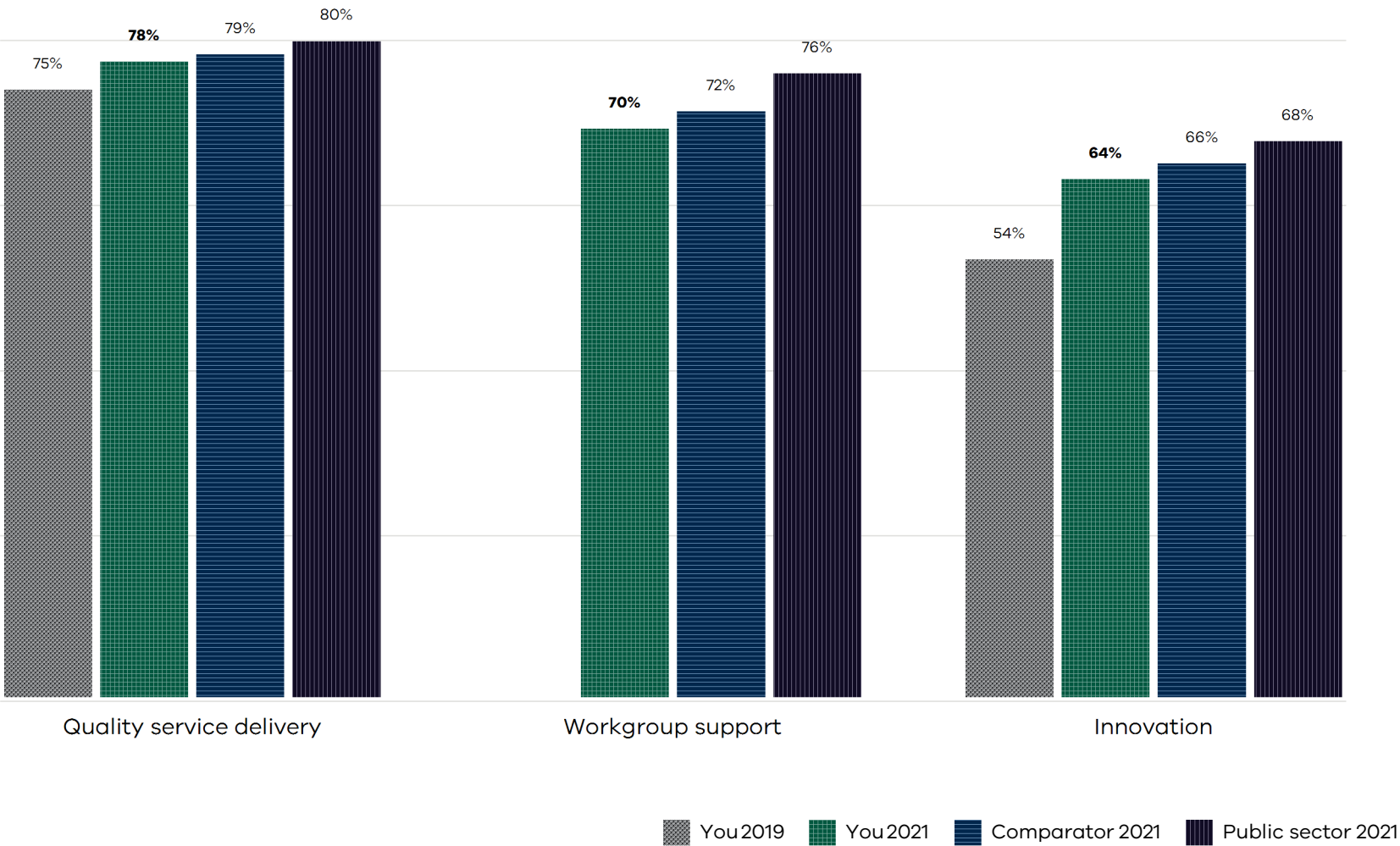In 2021:

- 78% of your staff who did the survey responded positively to questions about which is up from 75% in 2019.

Compared to:

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

Chart legend: You 2019 · You 2021 · Comparator 2021 · Public sector 2021

Quality service delivery: 75%, 78%, 79%, 80%
Workgroup support: 70%, 72%, 76%
Innovation: 54%, 64%, 66%, 68%

Workgroup climate

Quality service delivery 1 of 2

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to deliver services in a timely manner	1% 85% / 6% 9%	83 %	85 %	83 %	86 %	89 %
My workgroup strives to provide high quality advice and services	1% 83% / 7% 9%	81 %	83 %	80 %	86 %	90 %
My workgroup values human rights	1% 83% / 6% 10%	74 %	83 %	81 %	85 %	88 %
My workgroup strives to make the best use of its resources	2% 77% / 9% 12%	82 %	77 %	69 %	77 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

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.
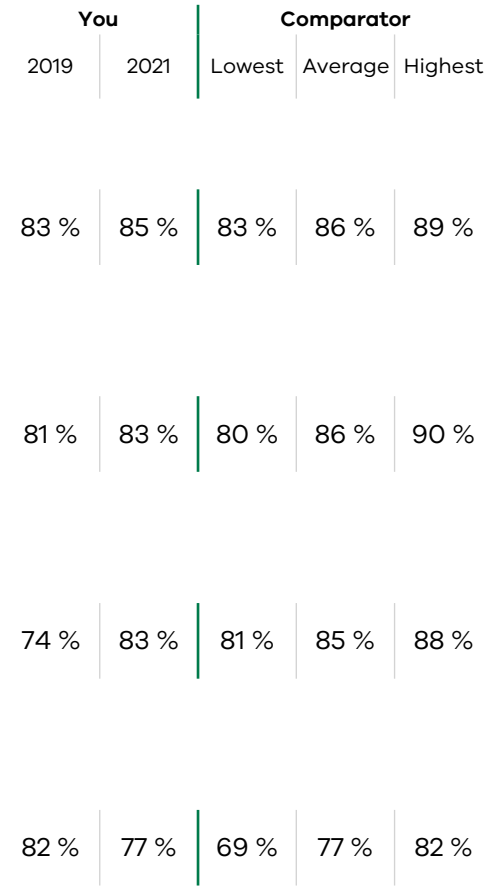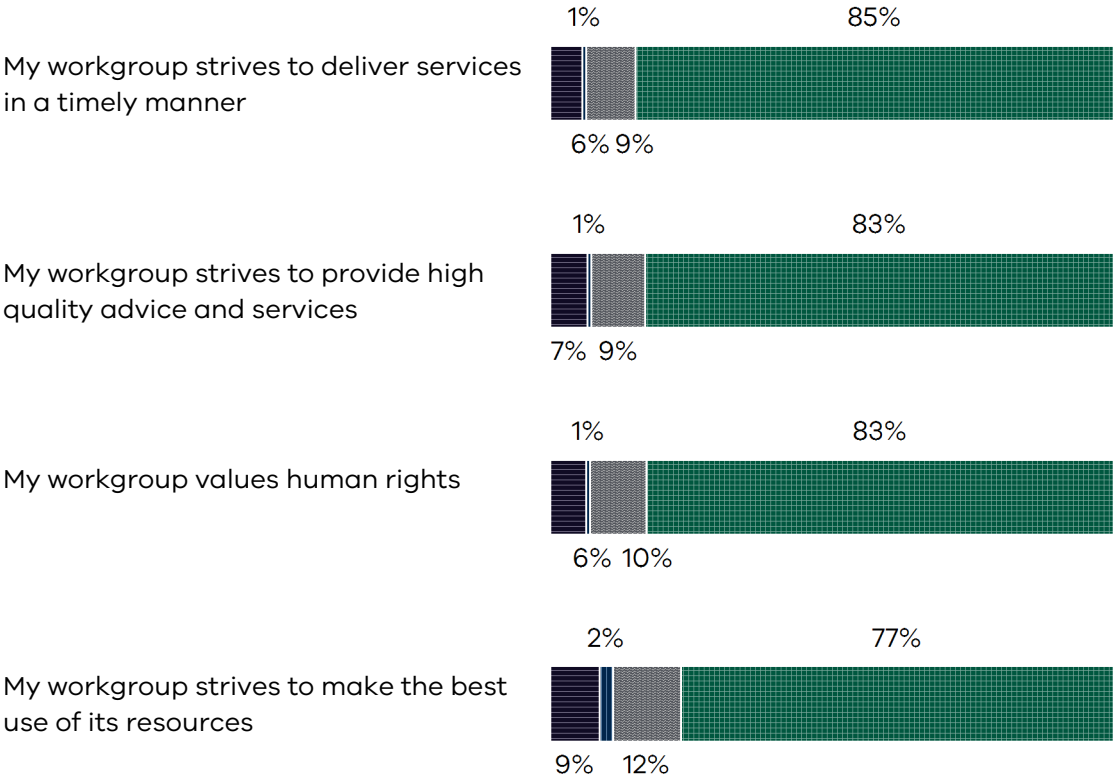
Example

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question	Your results	Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup has clear lines of responsibility	11% / 1% / 13% / 75%	65 %	75 %	63 %	74 %	79 %
My workgroup focuses on making decisions informed by all relevant facts	9% / 3% / 14% / 73%	71 %	73 %	64 %	73 %	78 %
My workgroup places a priority on acting fairly and without bias	14% / 1% / 16% / 69%	67 %	69 %	60 %	70 %	75 %

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.
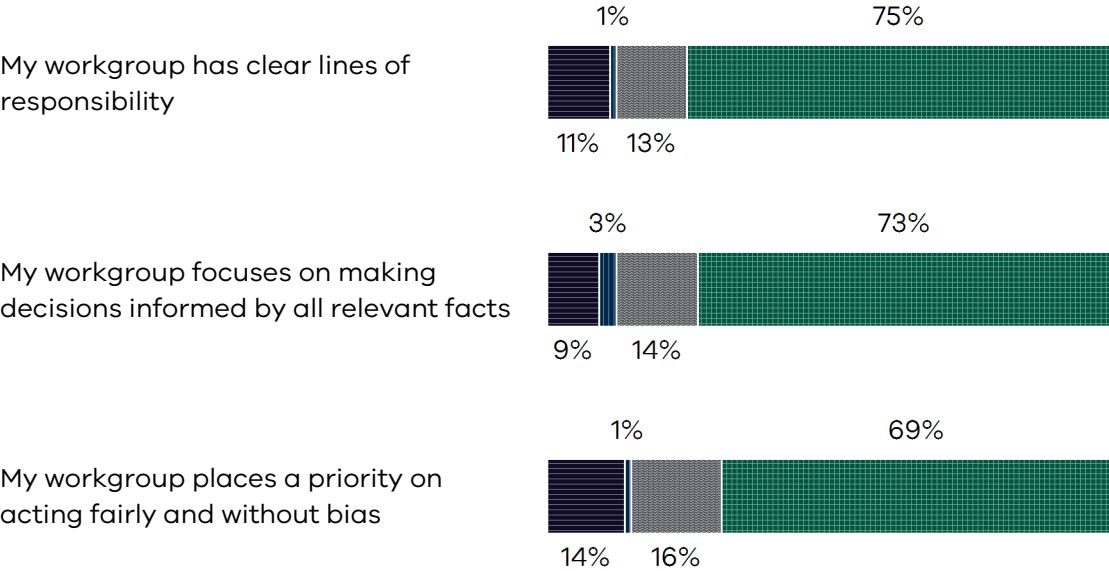
Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup respectfully consults with clients and stakeholders to improve outcomes'.

Survey question / Your results / Benchmark agree results

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 respectfully consults with clients and stakeholders to improve outcomes	4% / 8% / 15% / 73%	59 %	73 %	72 %	78 %	82 %
My workgroup learns from failures and mistakes	2% / 14% / 17% / 67%	55 %	67 %	57 %	67 %	74 %
My workgroup is quick to respond to opportunities to do things better	1% / 16% / 17% / 65%	56 %	65 %	60 %	67 %	73 %
My workgroup takes reasonable risks to improve its services	3% / 14% / 26% / 57%	49 %	57 %	50 %	58 %	64 %

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.
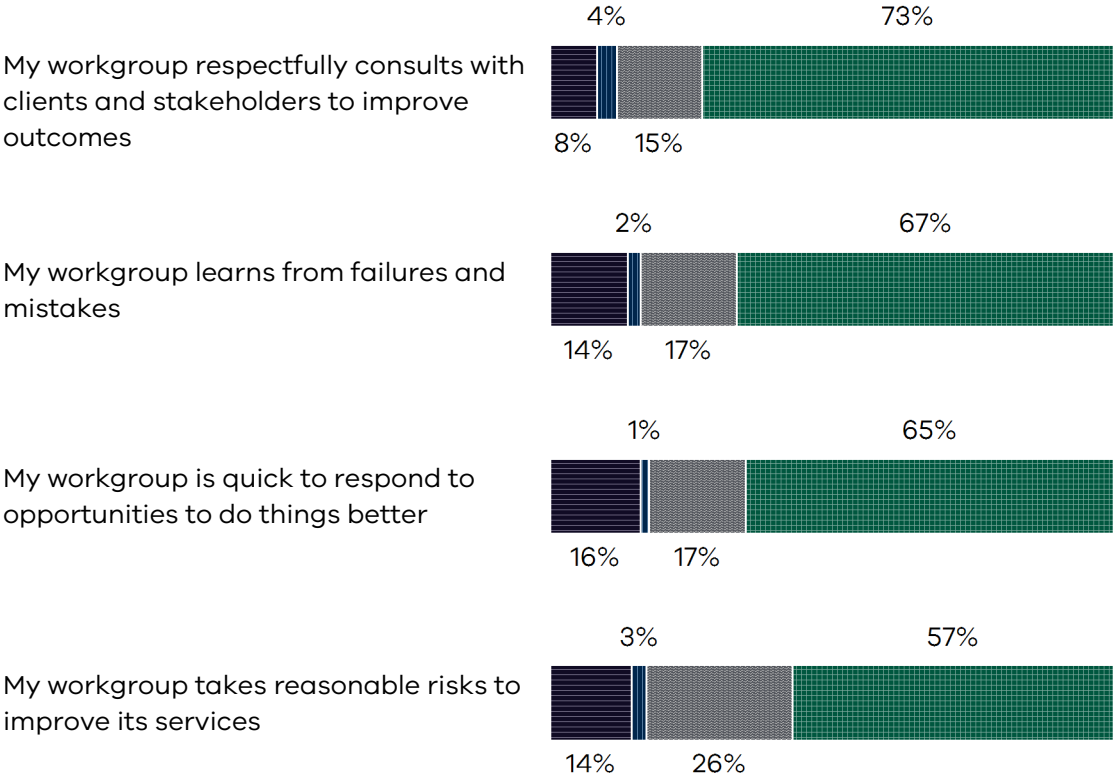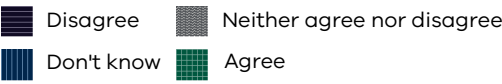
Example

56% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question

My workgroup encourages employee creativity

Your results

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

1% 56%

17% 26%
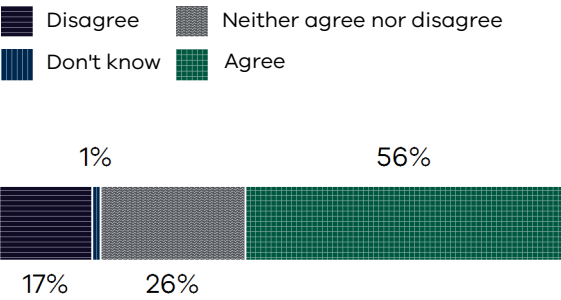
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	51 %	56 %	46 %	58 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 3

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

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

Benchmark agree results

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
I am able to work effectively with others in my workgroup (4% / 8% / 88%)	Not asked	88 %	85 %	89 %	92 %
I am able to work effectively with others outside my immediate workgroup (4% / 9% / 87%)	Not asked	87 %	85 %	89 %	92 %
People in my workgroup actively support diversity and inclusion in the workplace (8% / 16% / 75%)	65 %	75 %	71 %	79 %	84 %
People in my workgroup work together effectively to get the job done (13% / 14% / 72%)	71 %	72 %	72 %	77 %	85 %

Workgroup climate

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.

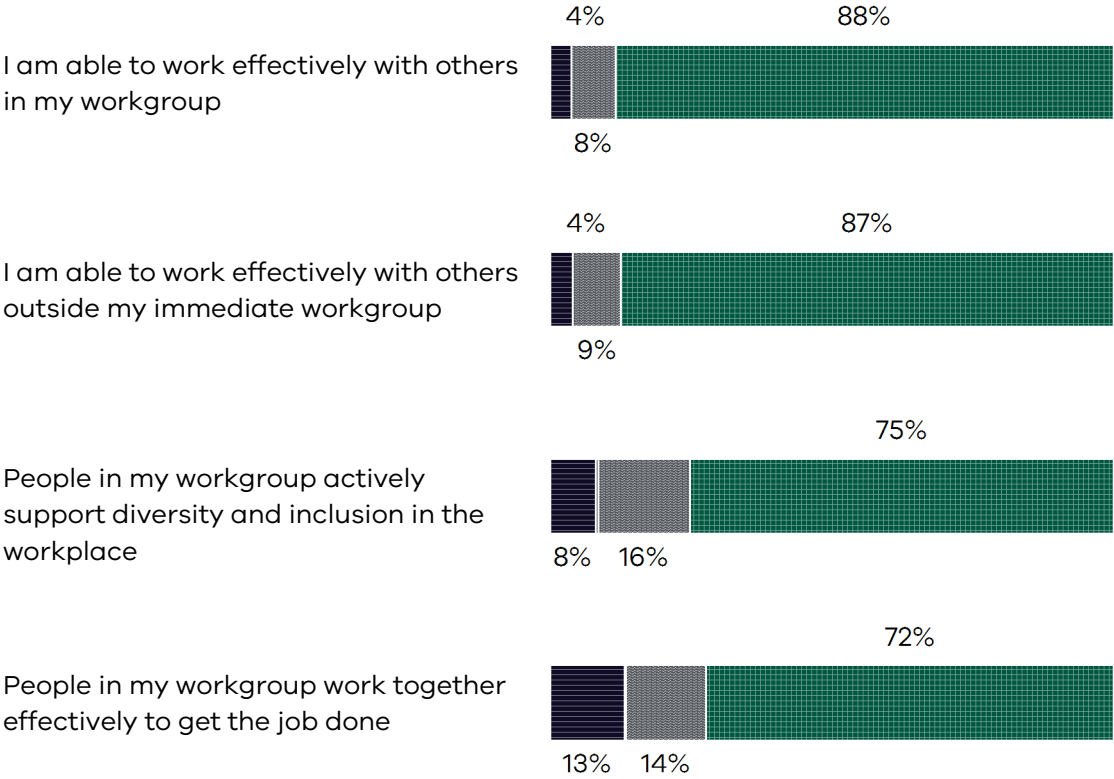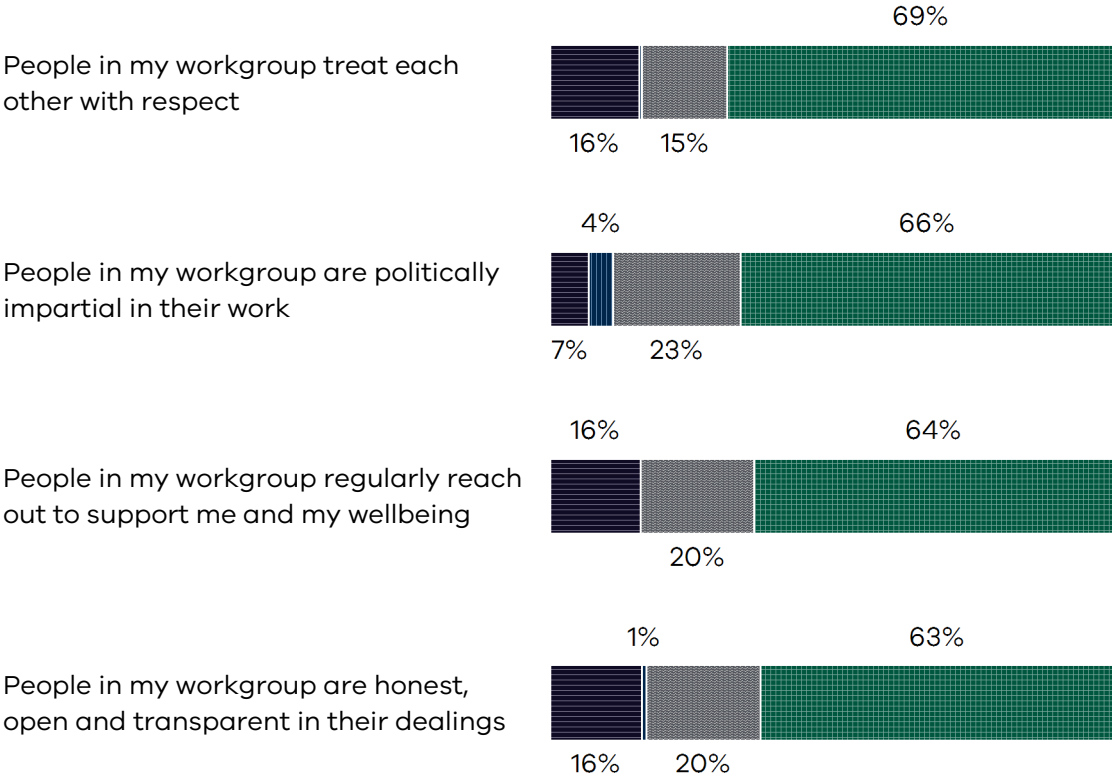Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results	Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	16% / 15% / 69%	65 %	69 %	61 %	73 %	77 %
People in my workgroup are politically impartial in their work	7% / 4% / 23% / 66%	52 %	66 %	63 %	67 %	72 %
People in my workgroup regularly reach out to support me and my wellbeing	16% / 20% / 64%	Not asked	64 %	58 %	67 %	72 %
People in my workgroup are honest, open and transparent in their dealings	16% / 1% / 20% / 63%	53 %	63 %	54 %	66 %	71 %

Workgroup climate

Workgroup support 3 of 3

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
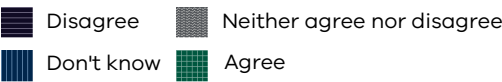
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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 appropriately manage conflicts of interest	16% Disagree / 3% Don't know / 22% Neither / 59% Agree	51 %	59 %	49 %	60 %	65 %
Workgroups across my organisation willingly share information with each other	14% Disagree / 7% Don't know / 25% Neither / 54% Agree	46 %	54 %	35 %	53 %	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
- Violence and aggression
- Witnessing negative behaviours

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Demographics

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

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:

- 83% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

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

Meaningful work: 83%, 85%, 84%
Manager leadership: 68%, 82%, 80%, 84%
Job enrichment: 76%, 77%, 77%
Manager support: 65%, 65%, 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.
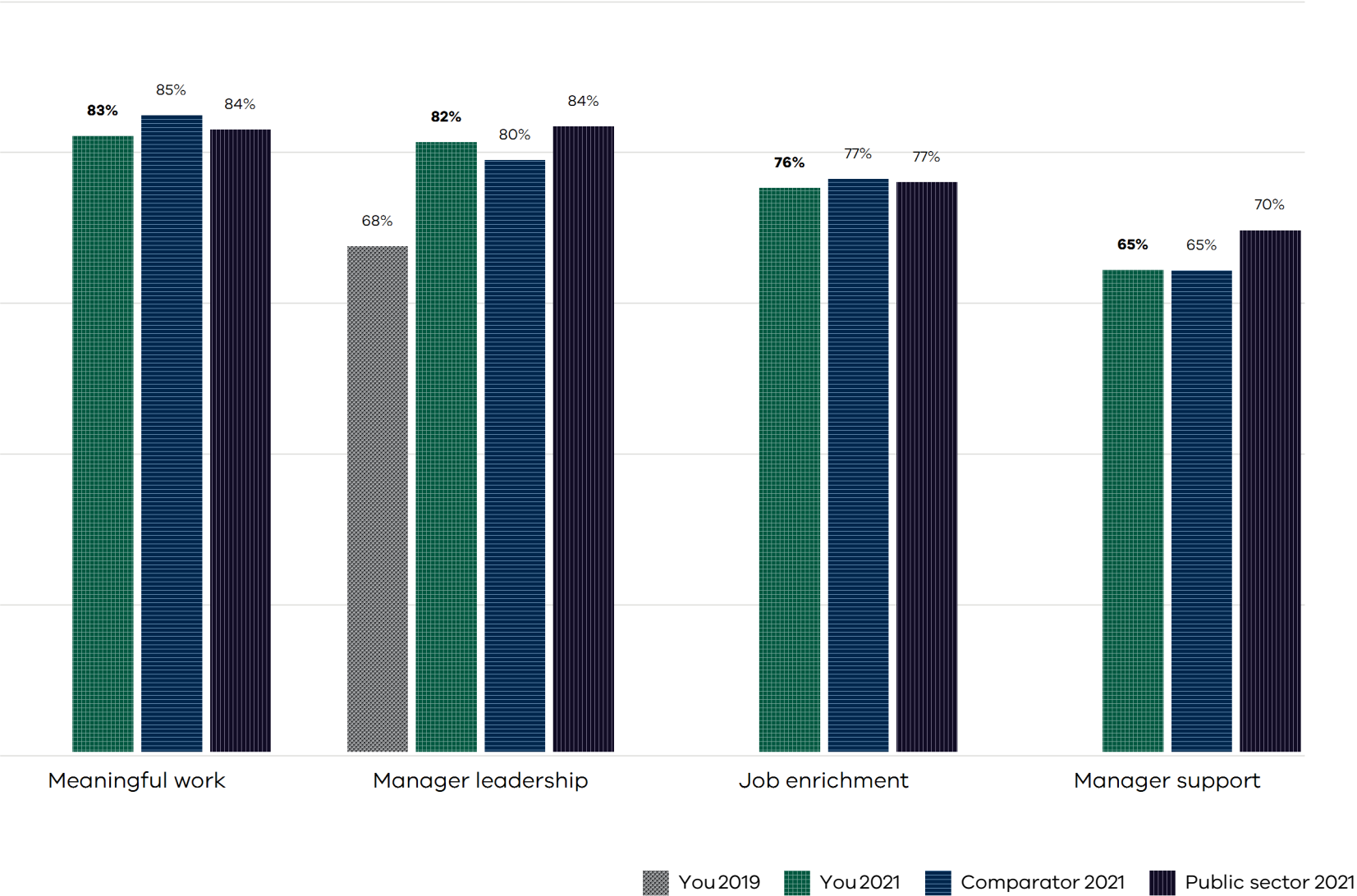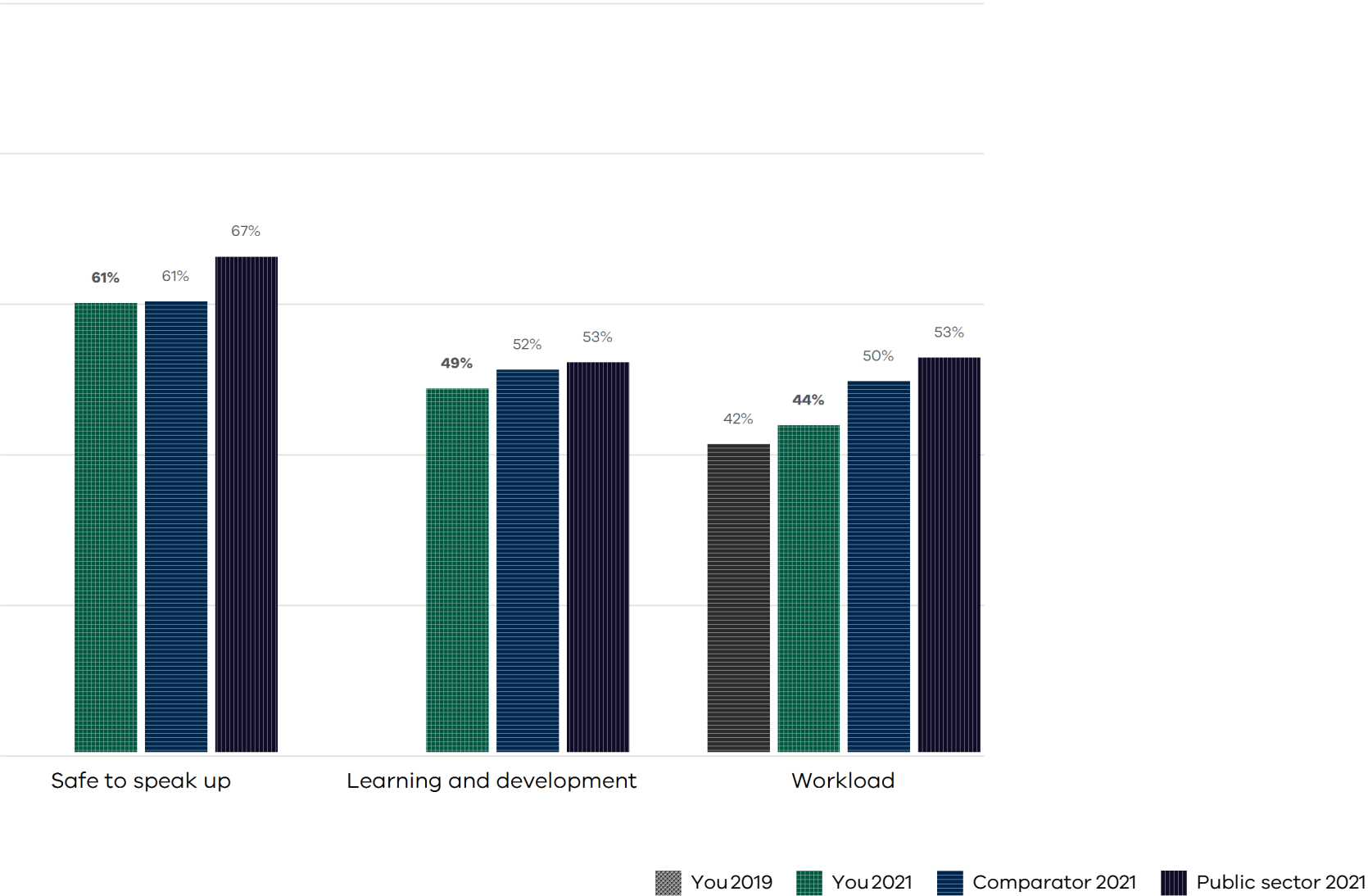
Example

In 2021:

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

Compared to:

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

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

Safe to speak up: 61%, 61%, 67%
Learning and development: 49%, 52%, 53%
Workload: 42%, 44%, 50%, 53%

Job and manager factors

Manager leadership 1 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager works effectively with people from diverse backgrounds'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager works effectively with people from diverse backgrounds	6% / 10% / 85%	71 %	85 %	76 %	82 %	86 %
My manager ensures clients receive a high standard of service	6% / 11% / 83%	72 %	83 %	76 %	82 %	87 %
My manager treats employees with dignity and respect	9% / 8% / 83%	69 %	83 %	72 %	79 %	84 %
My manager is committed to workplace safety	6% / 11% / 83%	69 %	83 %	75 %	82 %	86 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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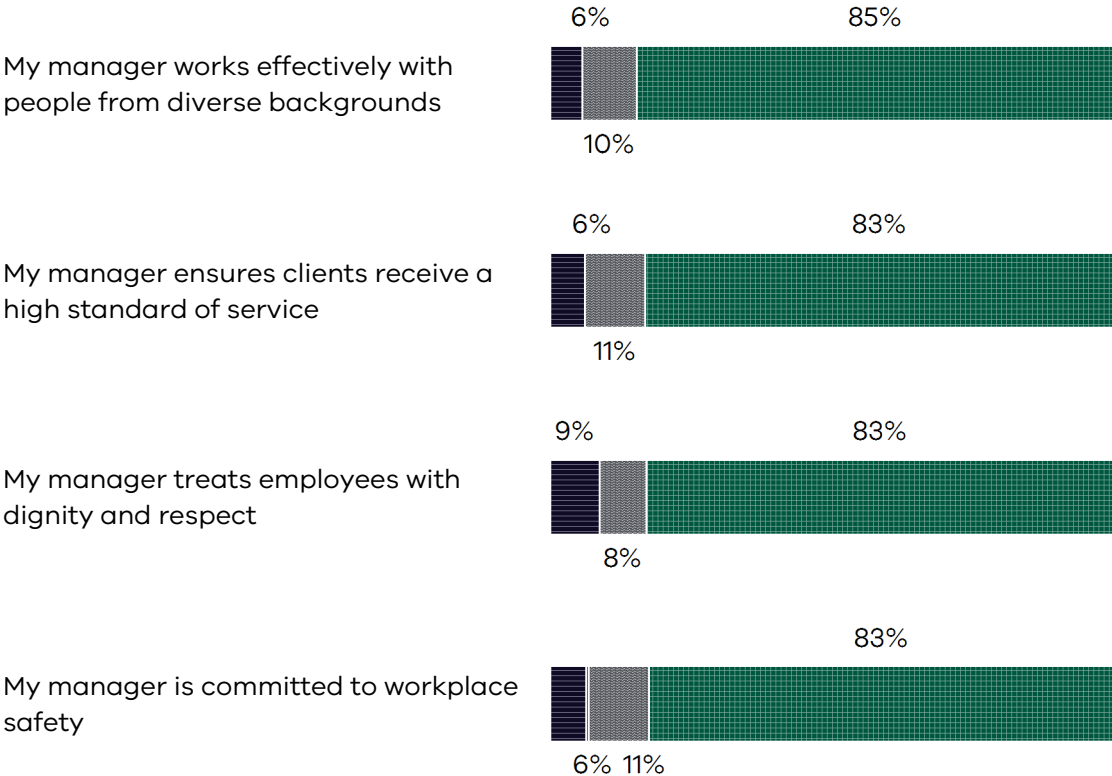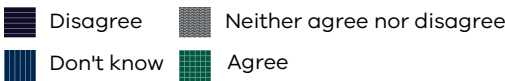
Example

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

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
My manager demonstrates honesty and integrity	8% / 13% / 79%	66 %	79 %	70 %	77 %	82 %
My manager models my organisation's values	7% / 14% / 79%	62 %	79 %	66 %	76 %	81 %

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.
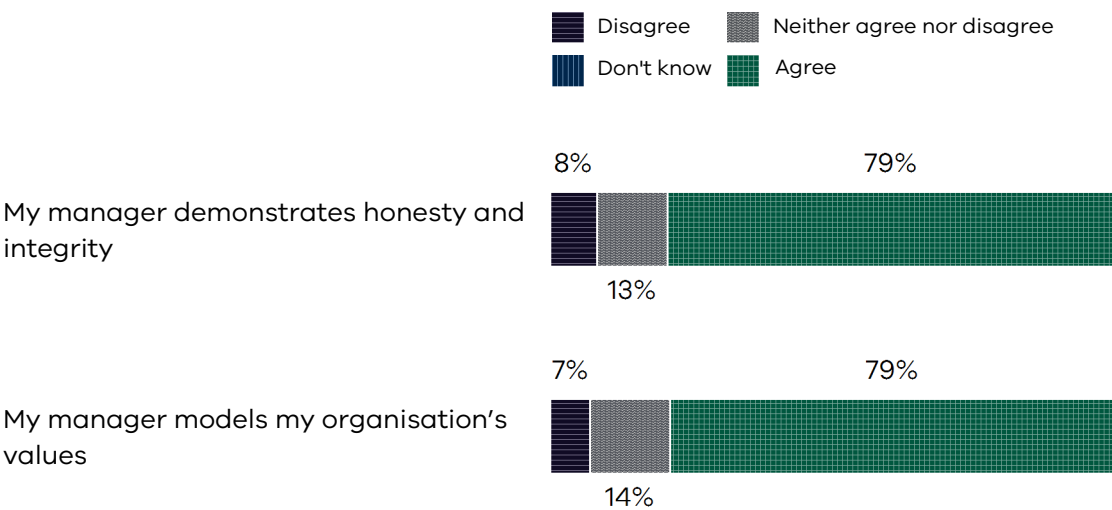
Example

78% 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 / Don't know / Neither agree nor disagree / Agree

Survey question	Your results	2019	2021	Lowest	Average	Highest
I would be confident in approaching my manager to discuss concerns and grievances	12% / 10% / 78%	63 %	78 %	63 %	73 %	78 %
My manager listens to what I have to say	11% / 11% / 78%	72 %	78 %	68 %	75 %	80 %
My manager involves me in decisions about my work	13% / 16% / 72%	59 %	72 %	63 %	69 %	76 %
My manager encourages and supports my participation in learning and development opportunities	11% / 19% / 70%	58 %	70 %	62 %	72 %	76 %

Victorian Public Sector Commission

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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.

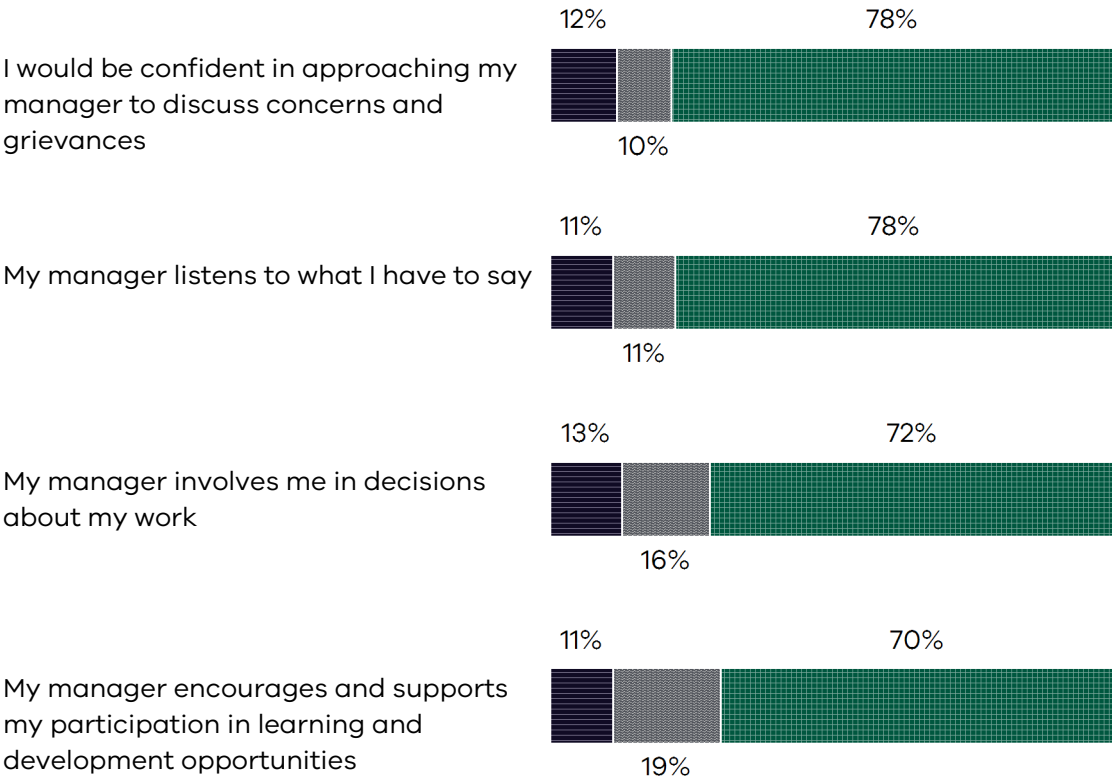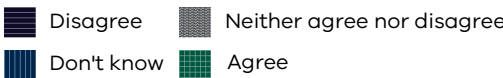Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

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

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

Survey question	Your results	You 2019	You 2021	Lowest	Average	Highest
My manager provides me with enough support when I need it	14% / 1% / 16% / 68%	Not asked	68 %	60 %	69 %	74 %
My manager keeps me informed about what's going on	14% / 20% / 66%	56 %	66 %	57 %	68 %	73 %
My manager provides feedback to me in a way that helps me improve my performance	17% / 1% / 22% / 59%	53 %	59 %	49 %	61 %	71 %
I receive adequate recognition for my contributions and accomplishments	27% / 26% / 47%	42 %	47 %	39 %	50 %	58 %

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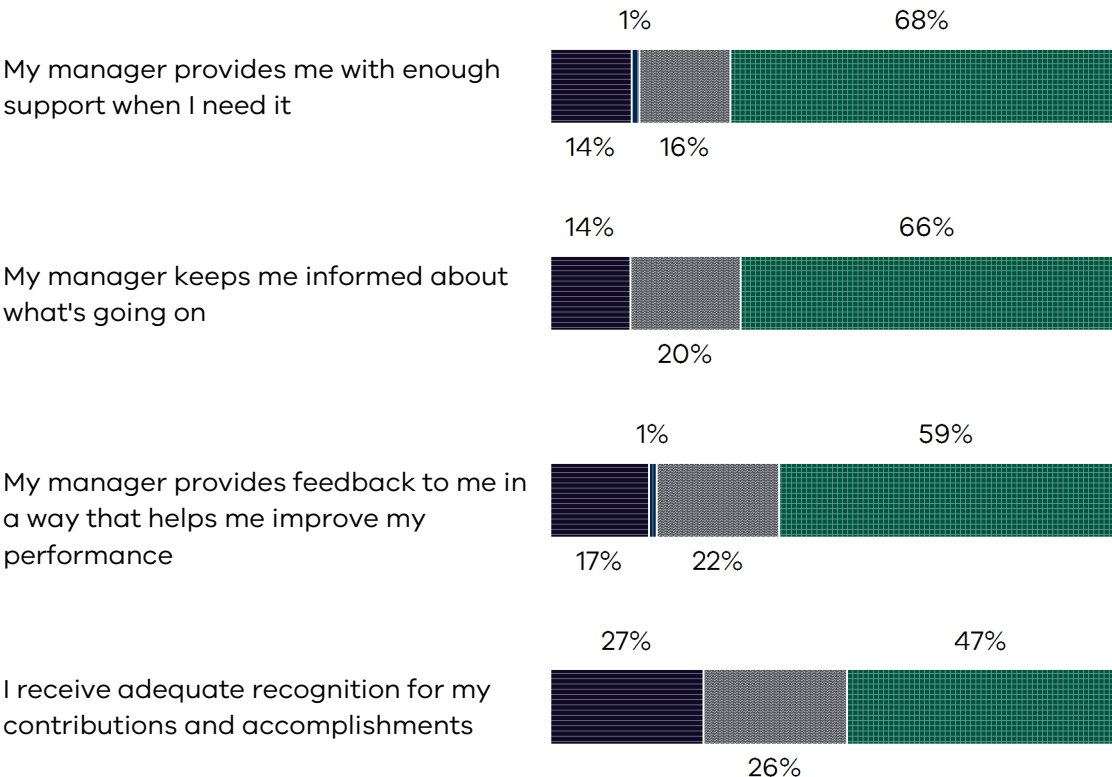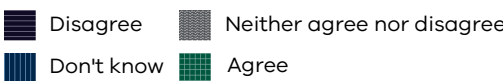
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

46% 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 |

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

26%　　　　　　46%

28%
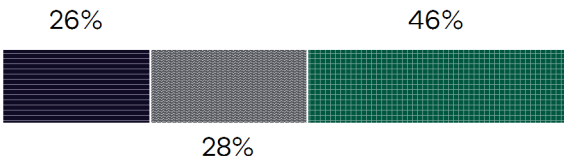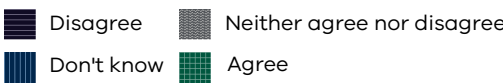
Benchmark agree results

	You		**Comparator**		
	2019	2021	Lowest	Average	Highest
	Not asked	46 %	37 %	47 %	57 %

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

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

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	34% / 18% / 48%		39 %	48 %	44 %	54 %	63 %
I have enough time to do my job effectively	37% / 22% / 41%		45 %	41 %	38 %	47 %	57 %

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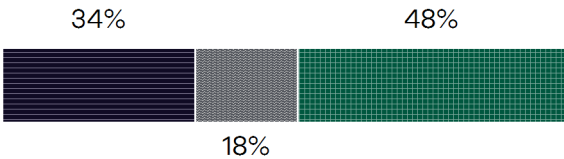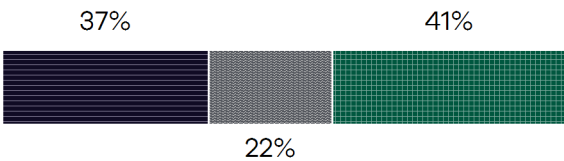
Job and manager factors

Learning and development 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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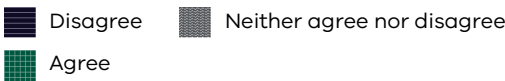
Example

69% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role — Disagree 13%, Neither 18%, Agree 69%	Not asked	69 %	60 %	71 %	75 %
In the last 12 months I have learned skills that have helped me do my job better — Disagree 14%, Neither 19%, Agree 66%	Not asked	66 %	57 %	70 %	73 %
My organisation places a high priority on the learning and development of staff — Disagree 20%, Neither 28%, Agree 52%	57 %	52 %	41 %	56 %	63 %
There are adequate opportunities for me to develop skills and experience in my organisation — Disagree 24%, Neither 27%, Agree 49%	56 %	49 %	40 %	55 %	60 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development 2 of 2

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
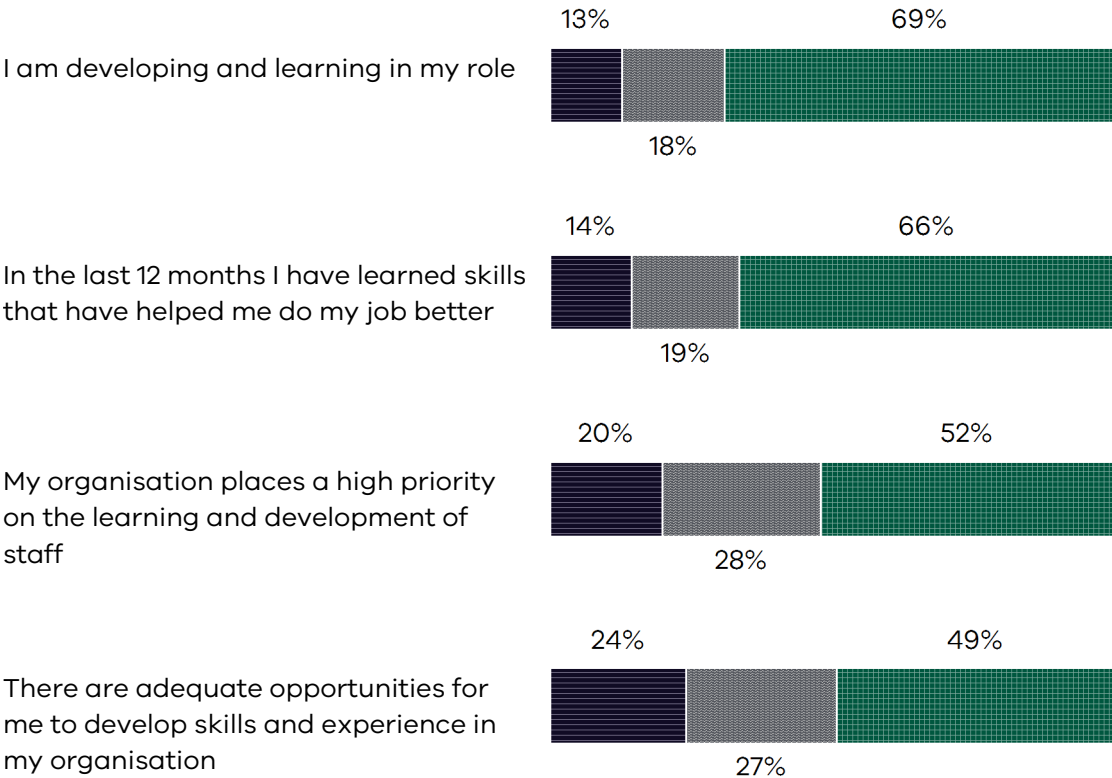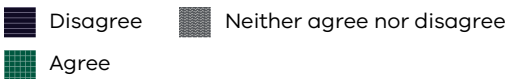
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results (Disagree / Neither / Agree)	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	27% / 25% / 48%	Not asked	48 %	37 %	52 %	60 %
I feel I have an equal chance at promotion in my organisation	25% / 33% / 42%	Not asked	42 %	30 %	41 %	48 %
I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)	23% / 36% / 40%	Not asked	40 %	33 %	42 %	47 %
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)	21% / 52% / 27%	Not asked	27 %	21 %	29 %	37 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% 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					

Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
I understand how my job contributes to my organisation's purpose	5% / 7% / 88%	84 %	88 %	79 %	90 %	93 %
My job allows me to utilise my skills, knowledge and abilities	9% / 9% / 82%	82 %	82 %	76 %	83 %	87 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	7% / 13% / 81%	76 %	81 %	73 %	79 %	85 %
I clearly understand what I am expected to do in this job	9% / 11% / 80%	82 %	80 %	75 %	84 %	87 %

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

76% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

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

Legend: Disagree, Neither agree nor disagree, Agree

Survey question	Benchmark agree results				
	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I have the authority to do my job effectively (12% / 12% / 76%)	68 %	76 %	66 %	77 %	81 %
I have a choice in deciding how I do my work (15% / 18% / 66%)	62 %	66 %	59 %	68 %	75 %
My work performance is assessed against clear criteria (19% / 24% / 58%)	Not asked	58 %	44 %	59 %	68 %

Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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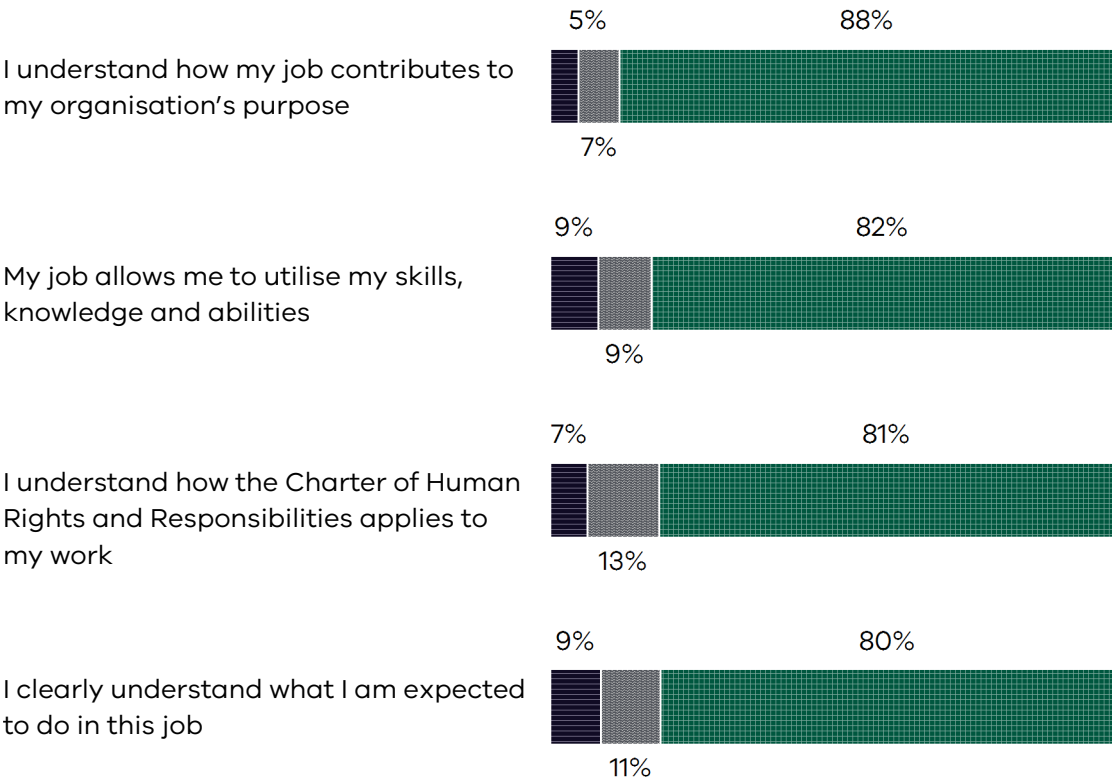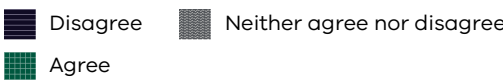
Example

84% 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

I feel that I can make a worthwhile contribution at work

7% | 9% | 84%

I am achieving something important through my work

6% | 12% | 82%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	Not asked	84 %	79 %	87 %	90 %
I am achieving something important through my work	Not asked	82 %	79 %	84 %	87 %

Job and manager factors

Safe to speak up 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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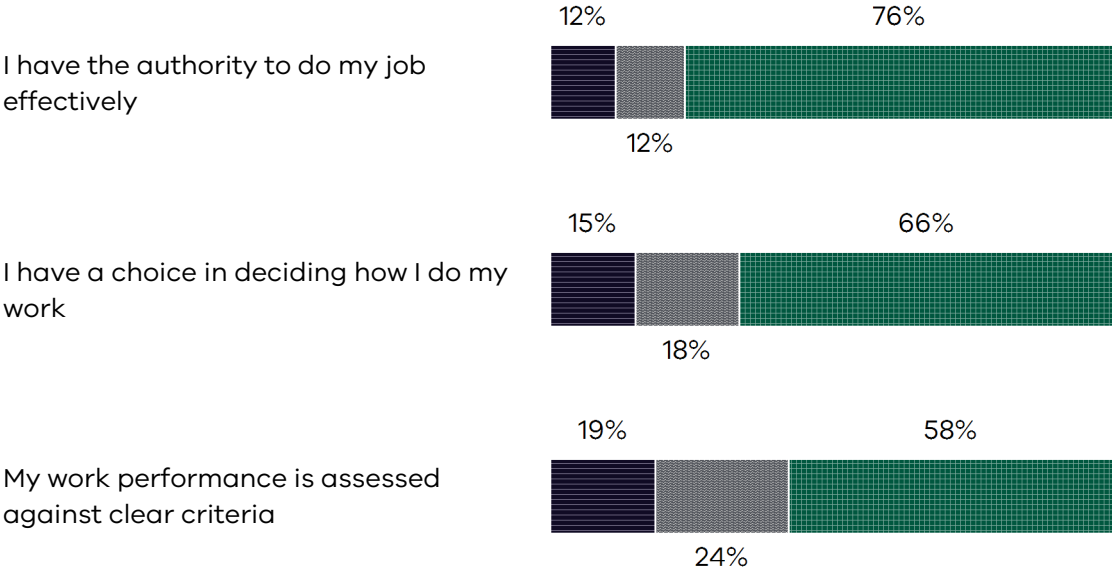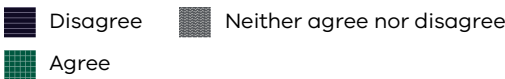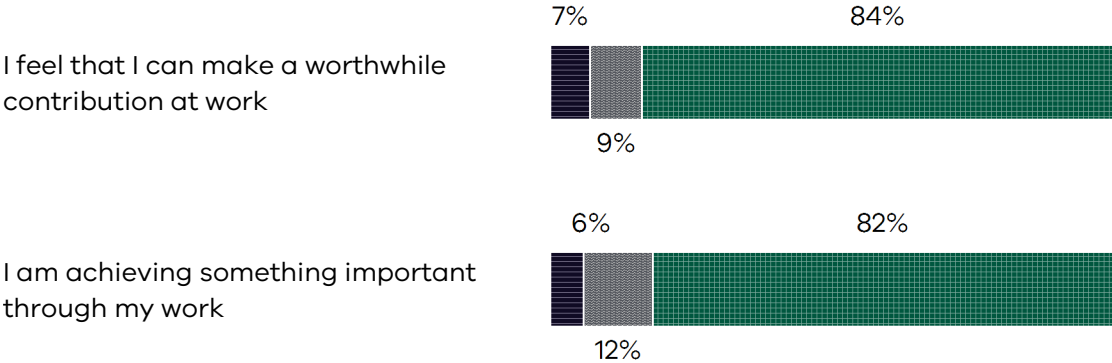
Example

63% 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			

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in your workgroup are able to bring up problems and tough issues	15% / 22% / 63%	Not asked	63 %	53 %	65 %	69 %
I feel safe to challenge inappropriate behaviour at work	21% / 17% / 62%	Not asked	62 %	40 %	55 %	61 %
I am confident that I would be protected from reprisal for reporting improper conduct	20% / 20% / 60%	42 %	60 %	43 %	56 %	64 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	22% / 23% / 55%	38 %	55 %	36 %	49 %	57 %

Job and manager factors

Safe to speak up 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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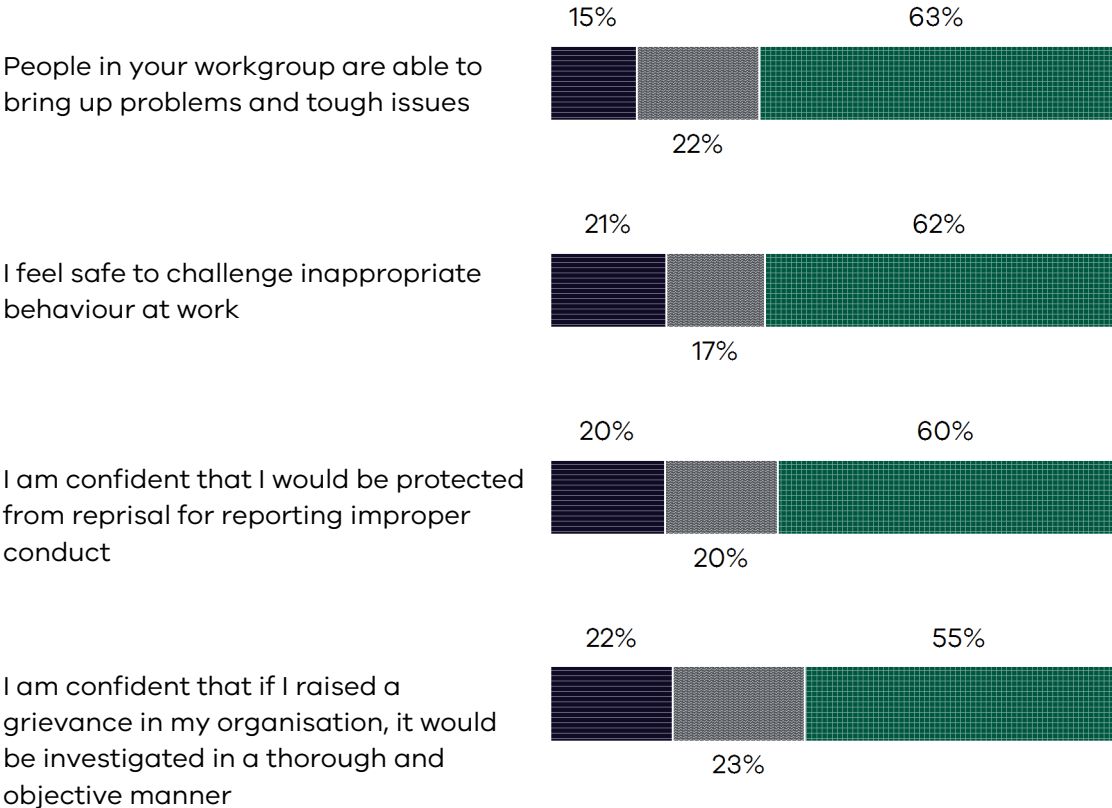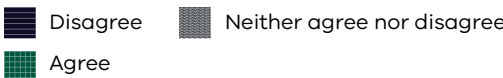
Example

67% of your staff who did the survey disagreed or strongly disagreed with 'People in my workgroup often reject others for being different'.
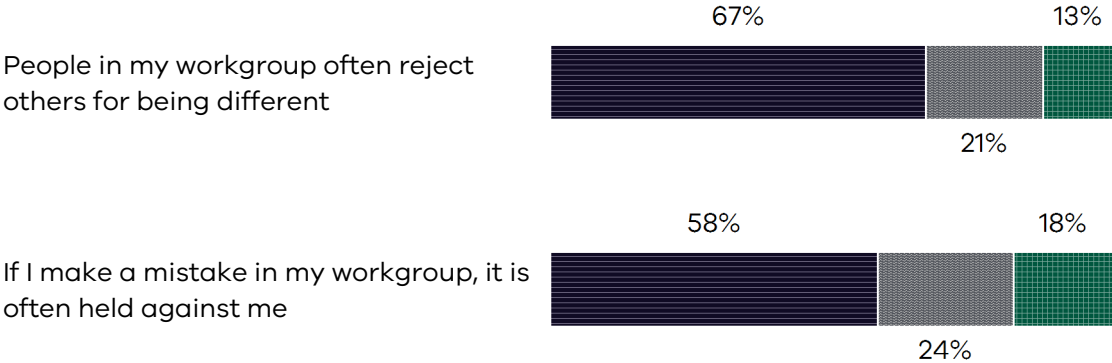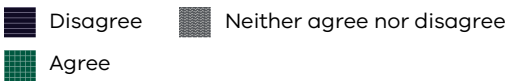
Survey question	Your results	Benchmark disagree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup often reject others for being different	Disagree 67% / Neither 21% / Agree 13%	Not asked	67 %	67 %	73 %	78 %
If I make a mistake in my workgroup, it is often held against me	Disagree 58% / Neither 24% / Agree 18%	Not asked	58 %	59 %	66 %	73 %

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

35% of staff who did the survey said 'Too many competing priorities' was a significant barrier to performing optimally at work.

Which of the following are currently the most significant barriers (if any) that prevent you performing optimally at work?	You 2021	Comparator 2021	Public sector 2021
Too many competing priorities	35%	34%	36%
Communication processes	24%	23%	19%
There are no noticeable barriers	20%	20%	18%
Technology limitations	19%	25%	20%
Administrative processes (including leave and HR requirements)	16%	16%	19%
Decision making and authorisation processes	16%	18%	23%
Poor work-life balance	14%	11%	12%
Absence of visibility of team progress and deliverables	14%	9%	9%
Other	13%	14%	13%
Poor mental health or wellbeing	10%	10%	11%

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

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:

- 84% of your staff who did the survey responded positively to questions about Responsiveness , which is up 5% in 2019.

Compared to:

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

Chart legend: You 2019 | You 2021 | Comparator 2021 | Public sector 2021

Responsiveness: 78%, 84%, 85%, 87%
Human rights: 67%, 80%, 79%, 80%
Accountability: 71%, 76%, 76%, 76%
Leadership: 55%, 74%, 66%, 73%

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.

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

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

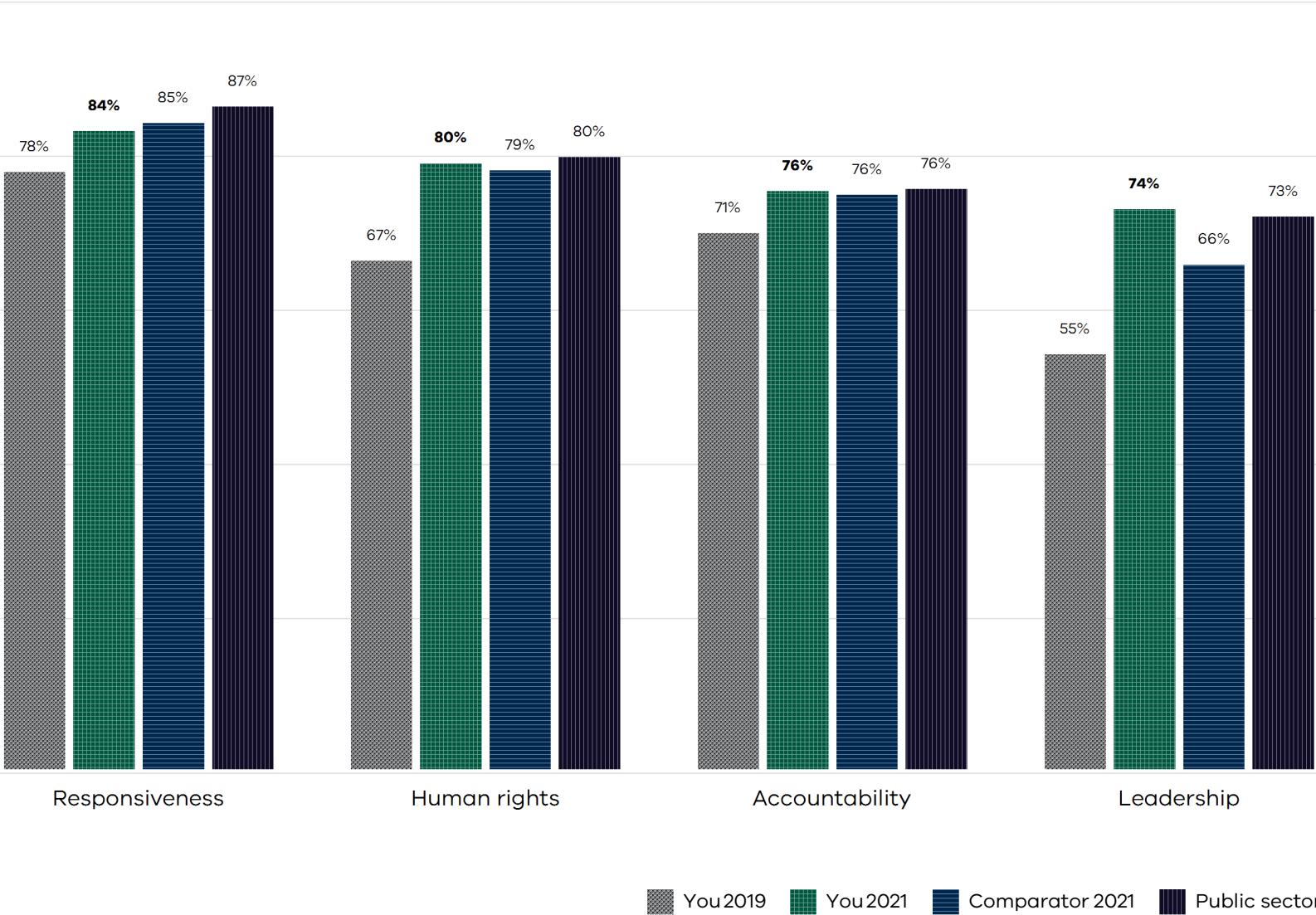**Example**

In 2021:

- 72% of your staff who did the survey responded positively to questions about Respect , which is up 11% in 2019.

Compared to:

- 72% of staff at your comparator and 78% of staff across the public sector.

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

Respect: 61%, 72%, 72%, 78%
Integrity: 51%, 67%, 62%, 70%
Impartiality: 57%, 64%, 64%, 68%
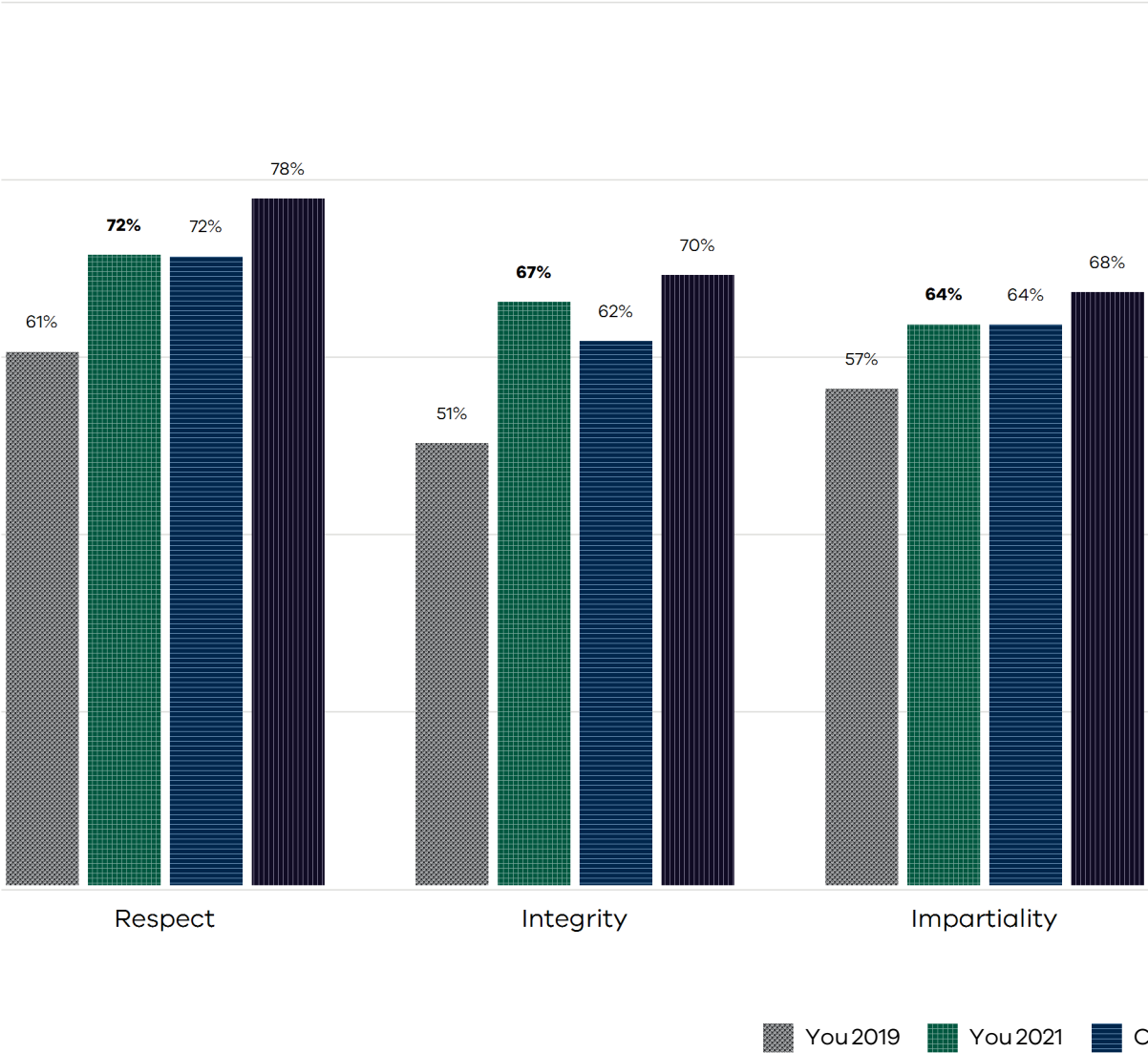
Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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 workgroup strives to deliver services in a timely manner — 1% / 6% / 9% / 85%	83 %	85 %	83 %	86 %	89 %
My manager ensures clients receive a high standard of service — 6% / 11% / 83%	72 %	83 %	76 %	82 %	87 %
My workgroup strives to provide high quality advice and services — 1% / 7% / 9% / 83%	81 %	83 %	80 %	86 %	90 %

Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

82% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

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

My organisation is committed to earning a high level of public trust
2% / 82% / 4% / 12%

My manager demonstrates honesty and integrity
8% / 79% / 13%

My organisation does not tolerate improper conduct
4% / 67% / 13% / 17%

People in my workgroup are honest, open and transparent in their dealings
1% / 63% / 16% / 20%

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	47 %	82 %	49 %	72 %	81 %
My manager demonstrates honesty and integrity	66 %	79 %	70 %	77 %	82 %
My organisation does not tolerate improper conduct	49 %	67 %	39 %	58 %	66 %
People in my workgroup are honest, open and transparent in their dealings	53 %	63 %	54 %	66 %	71 %

Public sector values

Integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

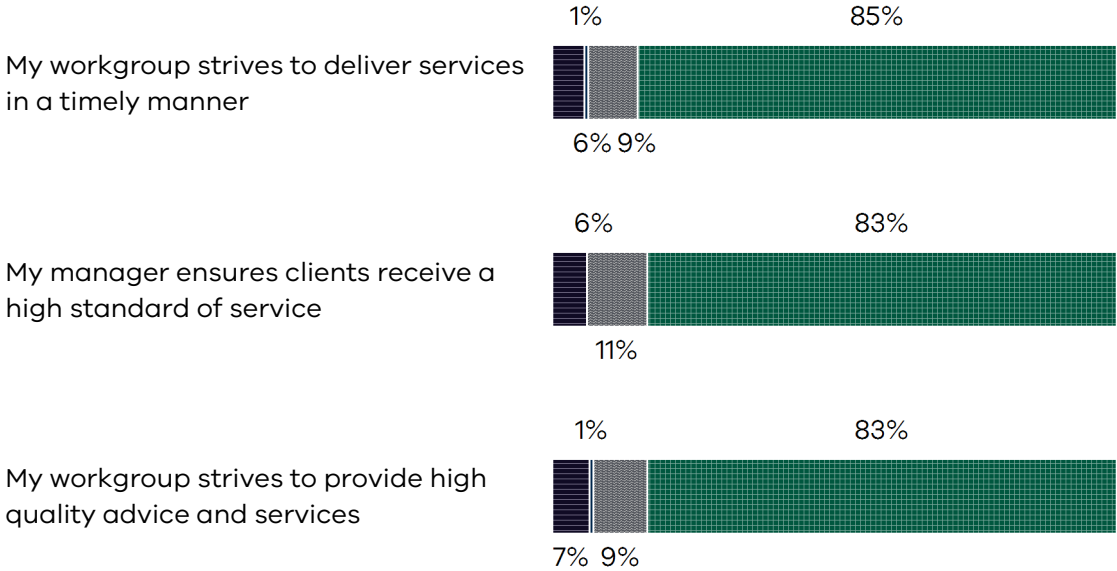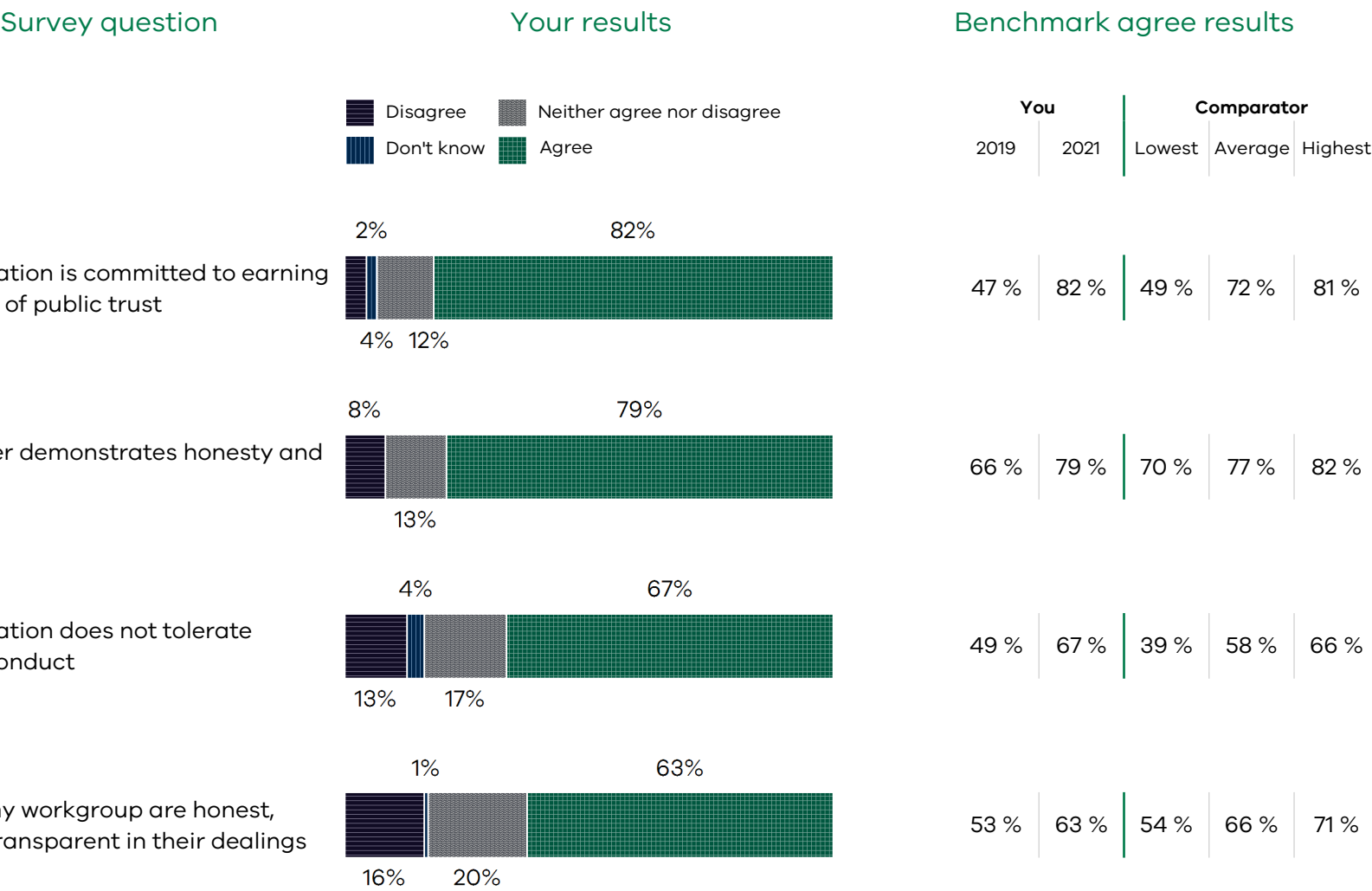Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

62% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	10% Disagree, 22% Neither, 62% Agree (6% Don't know)	48 %	62 %	36 %	54 %	65 %
I feel safe to challenge inappropriate behaviour at work	21% Disagree, 17% Neither, 62% Agree	Not asked	62 %	40 %	55 %	61 %
I am confident that I would be protected from reprisal for reporting improper conduct	20% Disagree, 20% Neither, 60% Agree	42 %	60 %	43 %	56 %	64 %
People in my workgroup appropriately manage conflicts of interest	16% Disagree, 22% Neither, 59% Agree (3% Don't know)	51 %	59 %	49 %	60 %	65 %

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

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.
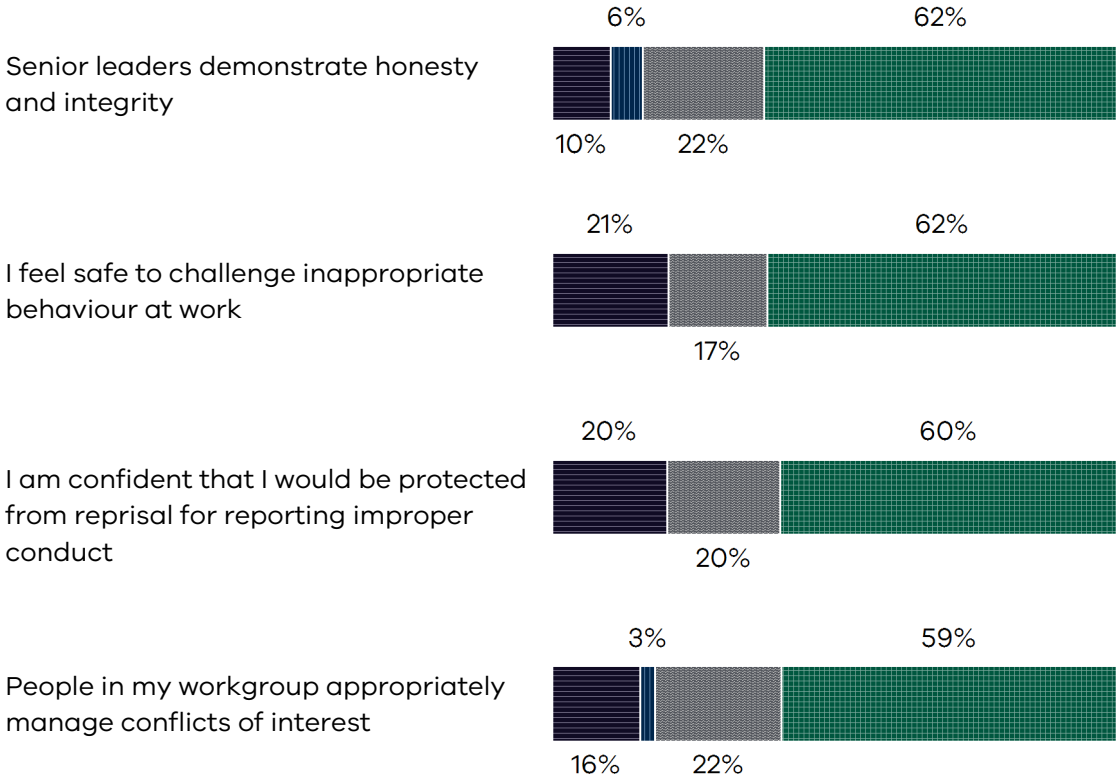
Example

73% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question	Your results					
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	Disagree 9%, Don't know 3%, Neither agree nor disagree 14%, Agree 73%	71 %	73 %	64 %	73 %	78 %
My workgroup places a priority on acting fairly and without bias	Disagree 14%, Don't know 1%, Neither agree nor disagree 16%, Agree 69%	67 %	69 %	60 %	70 %	75 %
People in my workgroup are politically impartial in their work	Disagree 7%, Don't know 4%, Neither agree nor disagree 23%, Agree 66%	52 %	66 %	63 %	67 %	72 %
My organisation makes fair recruitment and promotion decisions, based on merit	Disagree 16%, Don't know 9%, Neither agree nor disagree 27%, Agree 48%	39 %	48 %	34 %	47 %	54 %

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

Public sector values

Accountability 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% 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 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree — **Neither agree nor disagree** — **Don't know** — **Agree**					
I understand how my job contributes to my organisation's purpose	5% ... 88% / 7%	84 %	88 %	79 %	90 %	93 %
I clearly understand what I am expected to do in this job	9% ... 80% / 11%	82 %	80 %	75 %	84 %	87 %
My workgroup strives to make the best use of its resources	2% ... 77% / 9% 12%	82 %	77 %	69 %	77 %	82 %
My workgroup has clear lines of responsibility	1% ... 75% / 11% 13%	65 %	75 %	63 %	74 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

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.

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

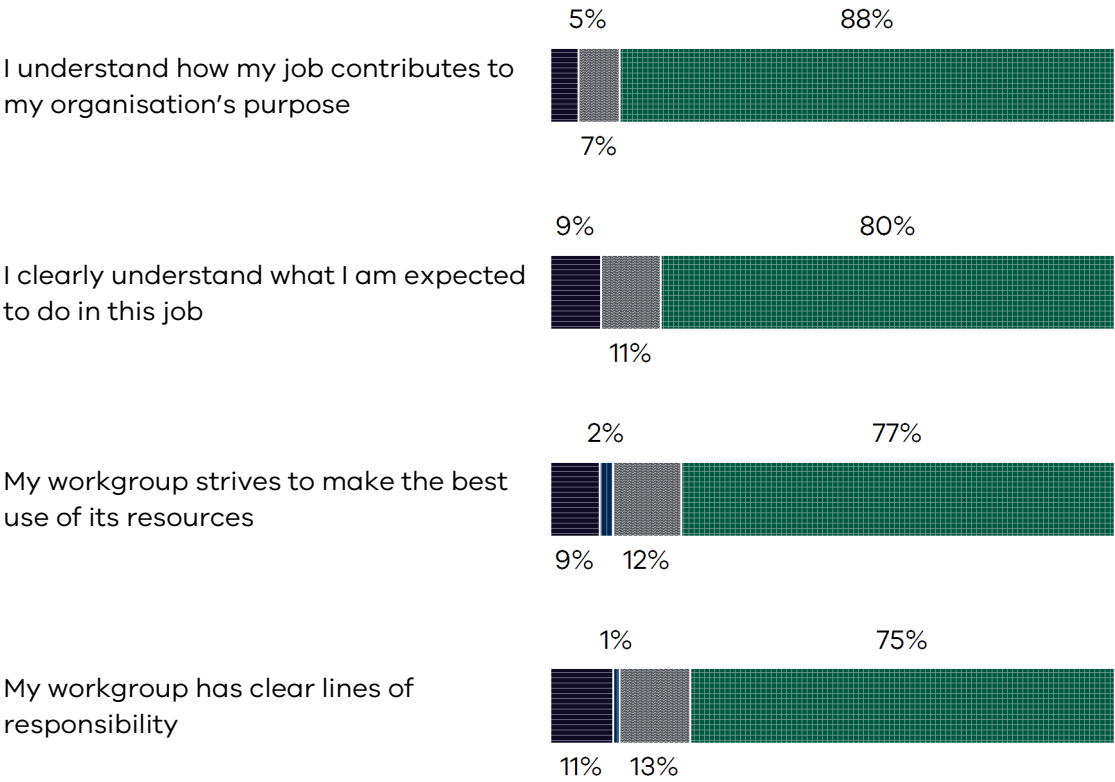Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

60% 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

5%   60%

13%   22%

Benchmark agree results
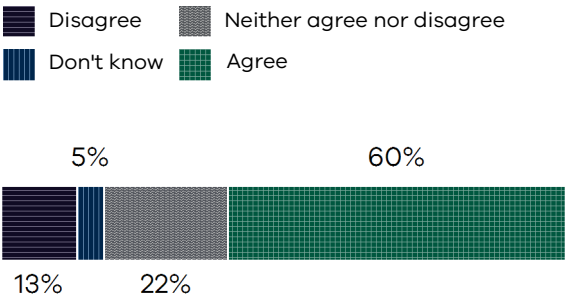
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	41 %	60 %	36 %	53 %	66 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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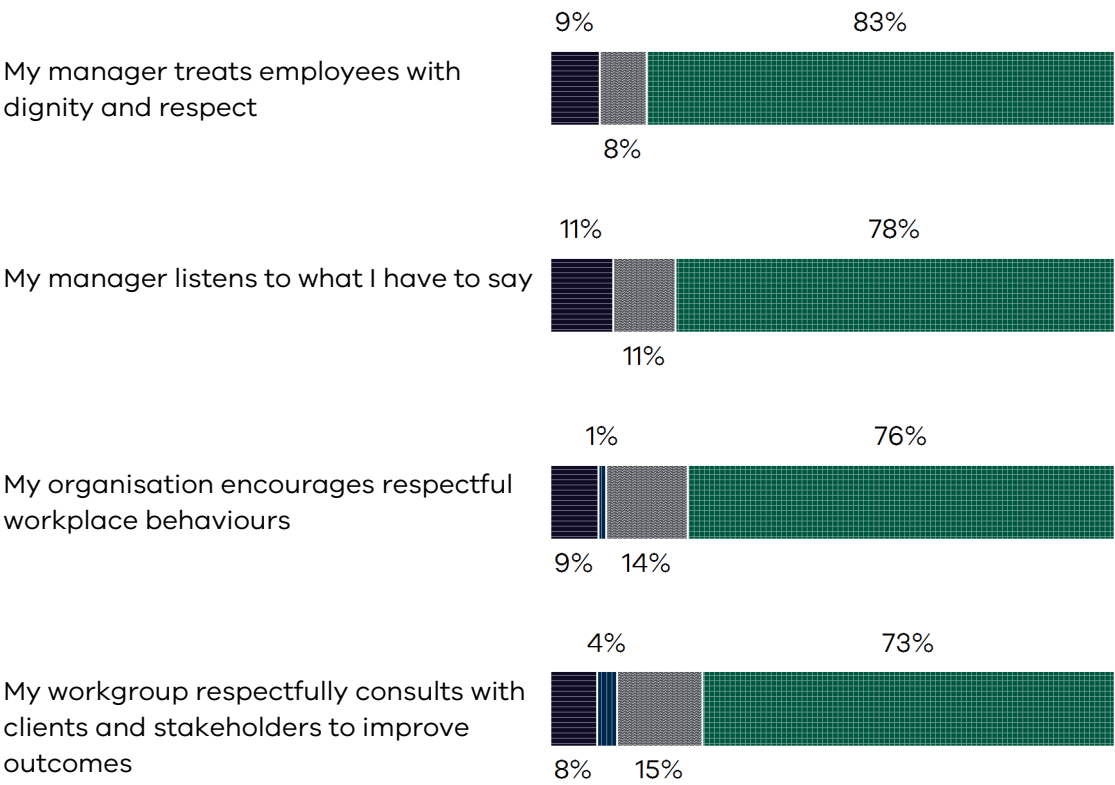
Example

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

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
My manager treats employees with dignity and respect	9% / 8% / 83%		69 %	83 %	72 %	79 %	84 %
My manager listens to what I have to say	11% / 11% / 78%		72 %	78 %	68 %	75 %	80 %
My organisation encourages respectful workplace behaviours	1% / 9% / 14% / 76%		61 %	76 %	56 %	74 %	82 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	4% / 8% / 15% / 73%		59 %	73 %	72 %	78 %	82 %

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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.

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

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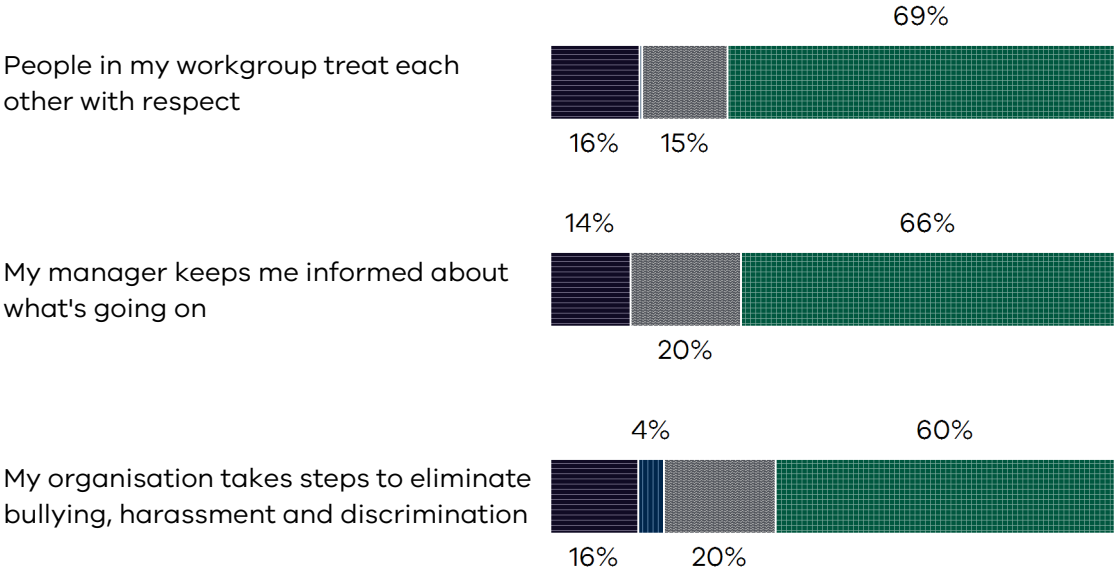
Example

69% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

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

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 treat each other with respect	16% / 15% / 69%	65 %	69 %	61 %	73 %	77 %
My manager keeps me informed about what's going on	14% / 20% / 66%	56 %	66 %	57 %	68 %	73 %
My organisation takes steps to eliminate bullying, harassment and discrimination	16% / 4% / 20% / 60%	46 %	60 %	39 %	57 %	64 %

Public sector values

Leadership

What this is

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

Why this is important

Good leadership plays a role in the development of workplace culture.

It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

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

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

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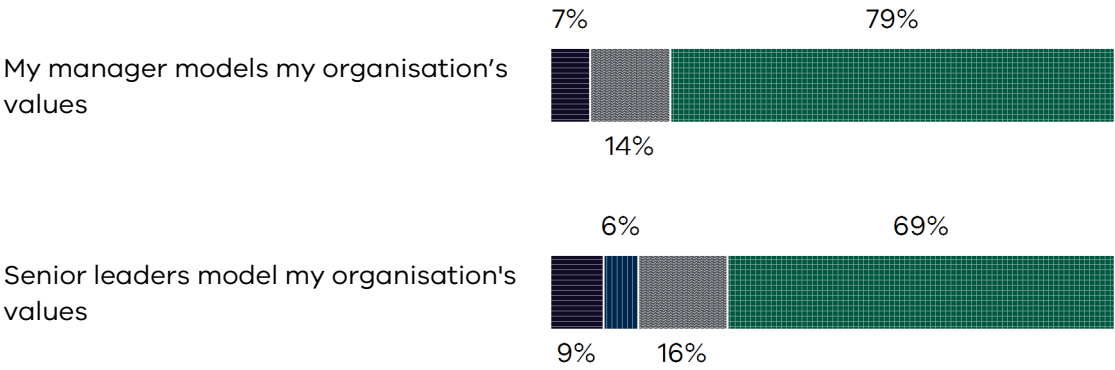
Example

79% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	7% / 14% / 79%	62 %	79 %	66 %	76 %	81 %
Senior leaders model my organisation's values	6% / 9% / 16% / 69%	47 %	69 %	37 %	57 %	69 %

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.
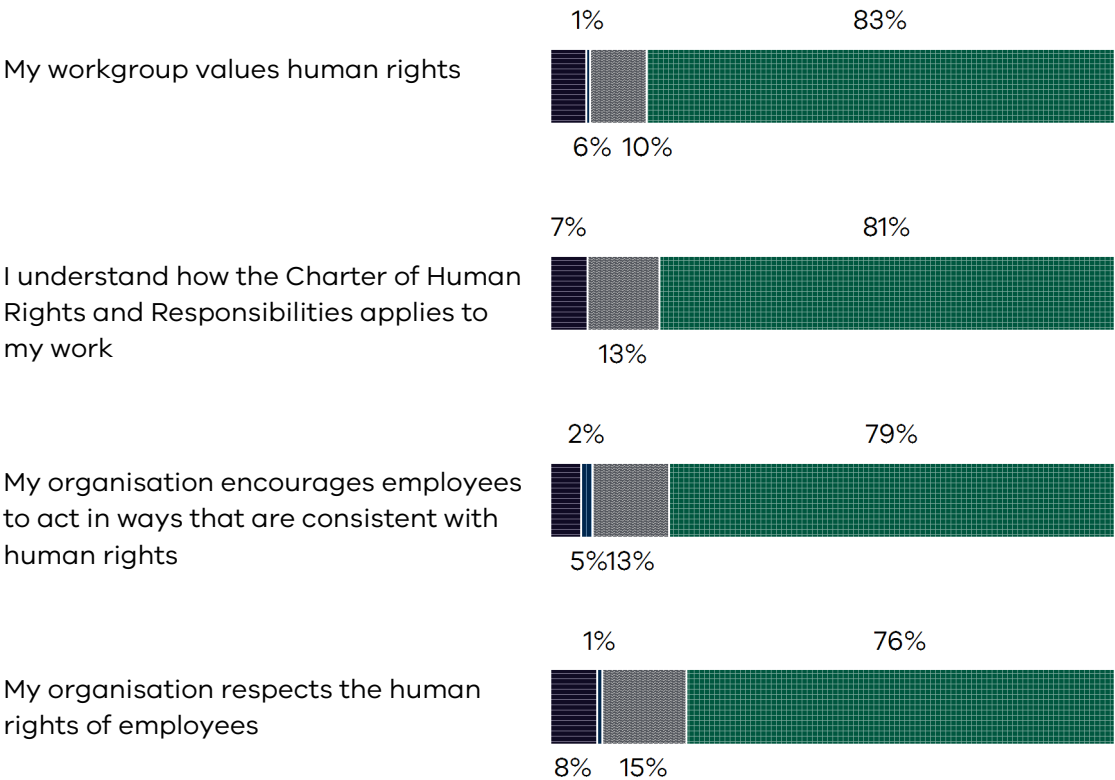
Example

83% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

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 workgroup values human rights	1% · 6% · 10% · 83%	74 %	83 %	81 %	85 %	88 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	7% · 13% · 81%	76 %	81 %	73 %	79 %	85 %
My organisation encourages employees to act in ways that are consistent with human rights	2% · 5% · 13% · 79%	59 %	79 %	61 %	77 %	83 %
My organisation respects the human rights of employees	1% · 8% · 15% · 76%	58 %	76 %	59 %	74 %	82 %

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

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

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

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Age	(n)	%
15-34 years	**115**	27%
35-54 years	**197**	47%
55+ years	**76**	18%
Prefer not to say	**35**	8%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**7**	2%
No	**400**	95%
Prefer not to say	**16**	4%

Highest level of formal education	(n)	%
Doctoral Degree level	**14**	3%
Master Degree level	**36**	9%
Graduate Diploma or Graduate Certificate level	**113**	27%
Bachelor Degree level incl. honours degrees	**116**	27%
Advanced Diploma or Diploma level	**26**	6%
Certificate III or IV level	**48**	11%
Year 12 or equivalent (VCE/Leaving certificate)	**20**	5%
Certificate I or II level	**2**	0%
Lower than Certificate I or equivalent	**2**	0%
Prefer not to say	**46**	11%

Victorian Public Sector Commission

VICTORIA State Government

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	**5**	1%
Non Aboriginal and/or Torres Strait Islander	**401**	95%
Prefer not to say	**17**	4%

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.

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Do you identify as a person with a disability?

	(n)	%
Yes	17	4%
No	368	87%
Prefer not to say	38	9%

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

	(n)	%
Yes	8	47%
No	8	47%
Prefer not to say	1	6%

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

	(n)	%
I do not require any adjustments to be made to perform my role	3	38%
My disability does not impact on my ability to perform my role	2	25%
Other	2	25%
I feel that sharing my disability information will reflect negatively on me	1	13%

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.

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

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How would you describe your gender?	(n)	%
Woman	316	75%
Man	69	16%
Prefer not to say	38	9%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	0%
No	377	89%
Prefer not to say	44	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	381	90%
Don't know	9	2%
Prefer not to say	32	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	346	82%
Prefer not to say	54	13%
Bisexual	11	3%
Gay or lesbian	8	2%
Don't know	2	0%
Pansexual	1	0%
Asexual	1	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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Country of birth	(n)	%
Born in Australia	**322**	76%
Not born in Australia	**73**	17%
Prefer not to say	**28**	7%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	**3**	4%
1 to less than 2 years ago	**5**	7%
More than 20 years ago	**18**	25%
2 to less than 5 years ago	**14**	19%
5 to less than 10 years ago	**15**	21%
10 to less than 20 years ago	**18**	25%

Language other than English spoken with family or community	(n)	%
Yes	**70**	17%
No	**327**	77%
Prefer not to say	**26**	6%

Demographics

Cultural diversity 2 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	**26**	37%
Filipino	**19**	27%
Hindi	**7**	10%
Tamil	**5**	7%
Italian	**4**	6%
Tagalog	**4**	6%
German	**2**	3%
Korean	**2**	3%
Mandarin	**2**	3%
Punjabi	**2**	3%
Sinhalese	**2**	3%
Urdu	**2**	3%
Arabic	**1**	1%
French	**1**	1%
Macedonian	**1**	1%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Vietnamese	**1**	1%

Victorian Public Sector Commission

VICTORIA State Government

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.

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Cultural identity	(n)	%
Australian	313	74%
Prefer not to say	40	9%
East and/or South-East Asian	21	5%
English, Irish, Scottish and/or Welsh	15	4%
South Asian	11	3%
Other	11	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	11	3%
New Zealander	6	1%
African (including Central, West, Southern and East African)	6	1%
Aboriginal and/or Torres Strait Islander	5	1%
Middle Eastern and/or North African	3	1%
Central Asian	3	1%
Pacific Islander	1	0%
Maori	1	0%

Religion	(n)	%
No religion	183	43%
Christianity	156	37%
Prefer not to say	48	11%
Other	22	5%
Hinduism	6	1%
Islam	5	1%
Buddhism	3	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Working arrangement	(n)	%
Full-time	189	45%
Part-time	234	55%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	104	27%
$65k to $95k	122	32%
$95k to $125k	73	19%
$125k or more	39	10%
Prefer not to say	49	13%

Organisational tenure	(n)	%
<1 year	64	15%
1 to less than 2 years	36	9%
2 to less than 5 years	120	28%
5 to less than 10 years	81	19%
10 to less than 20 years	67	16%
More than 20 years	55	13%

Management responsibility	(n)	%
Non-manager	355	84%
Other manager	50	12%
Manager of other manager(s)	18	4%

Employment type	(n)	%
Ongoing and executive	344	81%
Fixed term	43	10%
Other	36	9%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	310	73%
I have moved to a different role within my organisation (including acting roles)	81	19%
I have moved to my role from outside the Victorian public sector	18	4%
I have moved to my role from a different Victorian public sector organisation	14	3%

Demographics

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)	%
Mildura	**420**	99%
Outside Victoria	**2**	0%
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)	**205**	48%
A main office	**125**	30%
A hub/shared work space	**59**	14%
Other (please specify)	**31**	7%
Home/private location	**3**	1%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**308**	73%
A frontline or service delivery location (that is not a main office or home/private location)	**41**	10%
A main office	**33**	8%
Home/private location	**29**	7%
A hub/shared work space	**23**	5%
Other	**5**	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	319	75%
Flexible working arrangements	77	18%
Physical modifications or improvements to the workplace	20	5%
Job redesign or role sharing	12	3%
Career development support strategies	9	2%
Other	7	2%
Accessible communications technologies	3	1%

Why did you make this request?*	(n)	%
Work-life balance	38	37%
Family responsibilities	34	33%
Health	33	32%
Caring responsibilities	19	18%
Other	15	14%
Study commitments	9	9%
Disability	3	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	59	57%
The adjustments I needed were not made	37	36%
The adjustments I needed were made but the process was unsatisfactory	8	8%

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

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Caring responsibility	(n)	%
None of the above	155	37%
Primary school aged child(ren)	98	23%
Secondary school aged child(ren)	68	16%
Child(ren) - younger than preschool age	52	12%
Frail or aged person(s)	45	11%
Prefer not to say	44	10%
Person(s) with a medical condition	40	9%
Preschool aged child(ren)	36	9%
Person(s) with a mental illness	25	6%
Person(s) with disability	22	5%
Other	16	4%

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.

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	211	50%
Medical Employees	34	8%
Personal service worker	8	2%
Allied health professional	38	9%
Other health professional	20	5%
Management, Administration and Corporate support	79	19%
Support services	31	7%
Lived experience specific worker	1	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	357	85%
Community-based services	65	15%

Is your primary work role in one of the following areas?	(n)	%
Aged care	7	2%
Critical care	19	5%
Emergency	39	9%
Maternity care	19	5%
Medical	37	9%
Mental health	65	15%
Mixed medical/surgical	37	9%
Neonatal care	2	0%
Palliative care	2	0%
Paediatrics	15	4%
Peri-operative	22	5%
Rehabilitation	20	5%
Surgical	12	3%
Other	126	30%

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