People matter survey 2021

Have your say

Peter MacCallum Cancer Centre
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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- Accountability
- Respect
- Leadership
- Human rights

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- Aboriginal and/or Torres Strait Islander
- Disability
- Gender, variations in sex characteristics and sexual orientation
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- Adjustments
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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alfred Health

Austin Health

Dental Health Services Victoria

Eastern Health

Melbourne Health

Monash Health

Northern Health

Peninsula Health

Royal Children's Hospital

Royal Victorian Eye and Ear Hospital

Royal Women's Hospital

The Queen Elizabeth Centre

Tweddle Child and Family Health Service

Victorian Institute of Forensic Mental Health

Western Health

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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	
67%	
(1777)	
Comparator	38%
Public Sector	46%

2021	
49%	
(1455)	
Comparator	29%
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		2021	
74		**75**	
Comparator	69	Comparator	71
Public Sector	67	Public Sector	70

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2021 index is 75.

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.
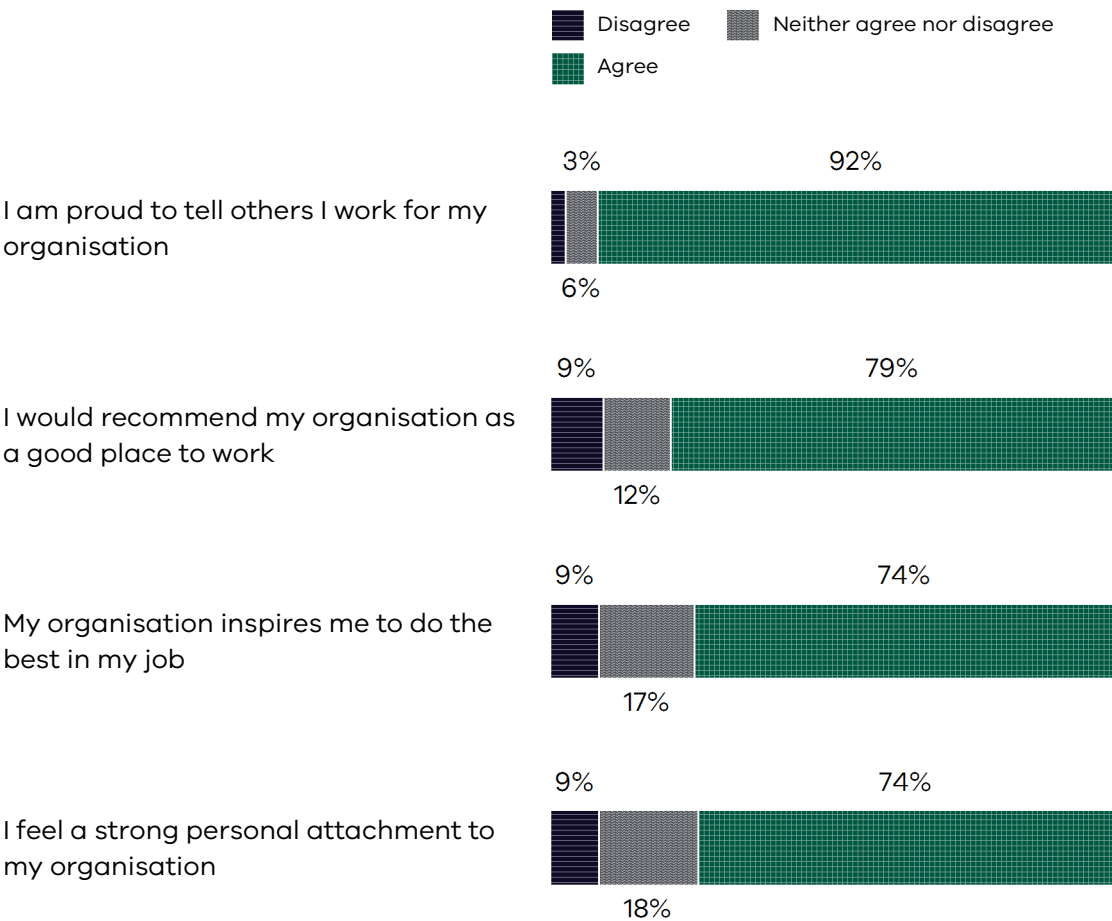
Example

92% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question — Your results — Benchmark agree results

Legend: Disagree ■ | Neither agree nor disagree ▨ | Agree ▦

Survey question	Disagree	Neither	Agree	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	3%	6%	92%	88 %	92 %	66 %	82 %	93 %
I would recommend my organisation as a good place to work	9%	12%	79%	77 %	79 %	58 %	74 %	84 %
My organisation inspires me to do the best in my job	9%	17%	74%	75 %	74 %	54 %	65 %	88 %
I feel a strong personal attachment to my organisation	9%	18%	74%	70 %	74 %	55 %	69 %	80 %

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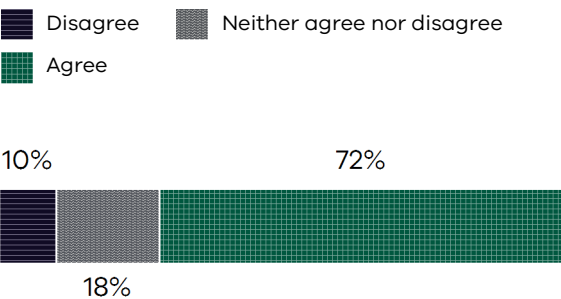
Example

72% 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					

Your results

■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

My organisation motivates me to help achieve its objectives

10% 72% 18%

73 % 72 % 52 % 64 % 80 %

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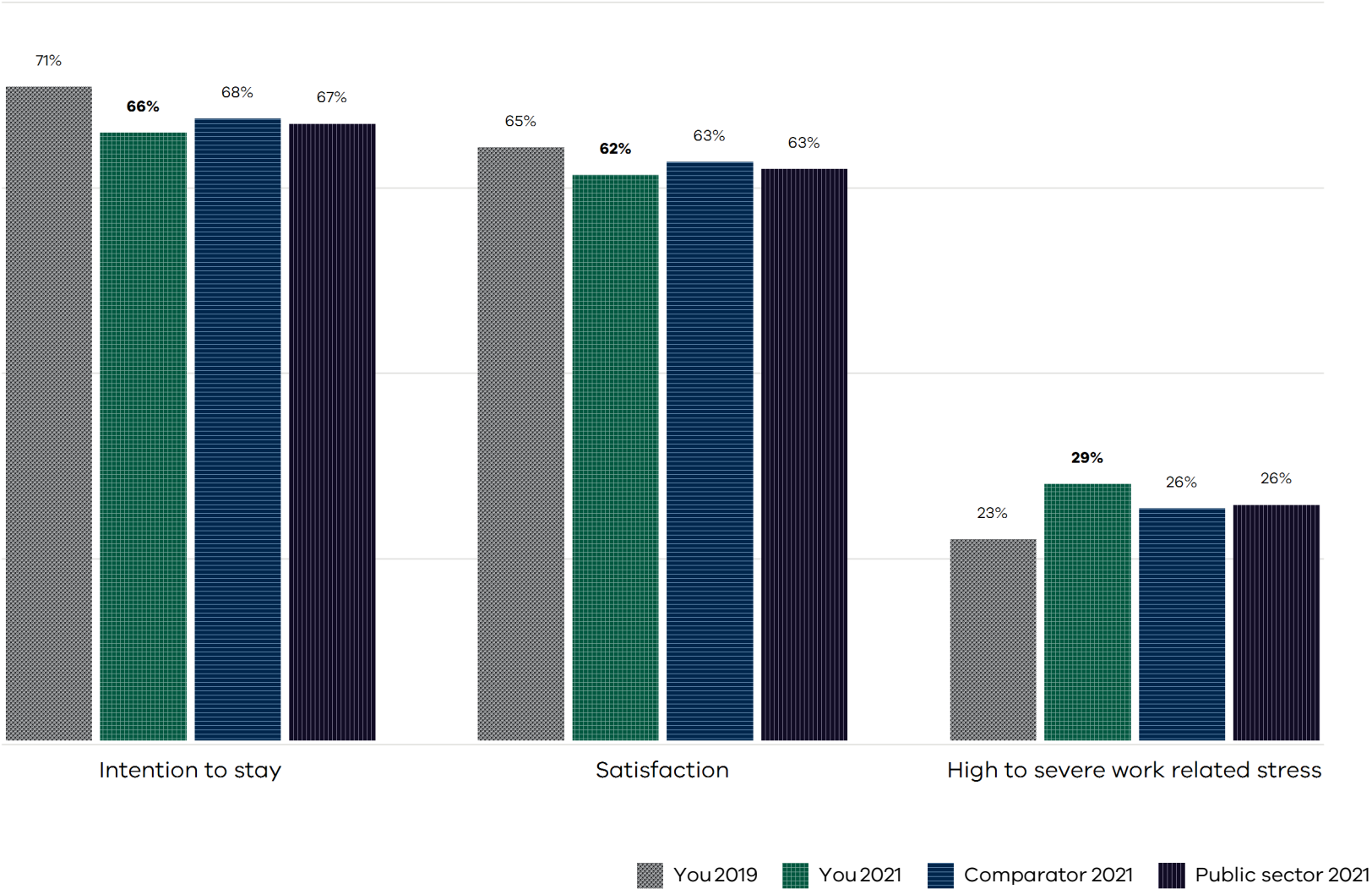
Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2021:

- 66% of your staff who did the survey responded positively to questions about Intention to stay which is down from 71% in 2019.

Compared to:

- 68% of staff at your comparator and 67% of staff across the public sector.

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

Intention to stay: 71%, 66%, 68%, 67%
Satisfaction: 65%, 62%, 63%, 63%
High to severe work related stress: 23%, 29%, 26%, 26%

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People outcomes

Satisfaction question results 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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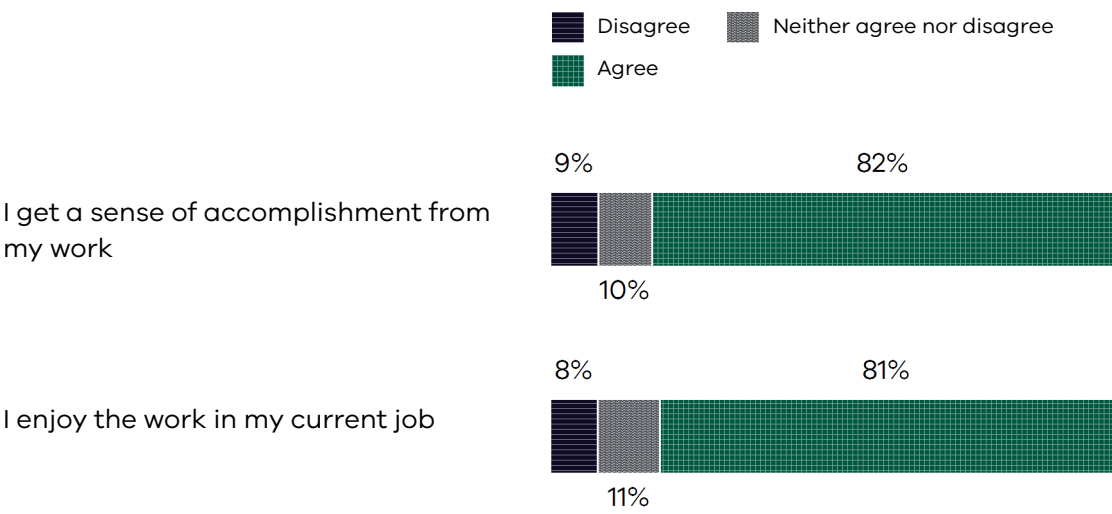
Example

82% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

Survey question	Your results	Benchmark agree results

Your results legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I get a sense of accomplishment from my work	9% / 10% / 82%	80 %	82 %	72 %	80 %	93 %
I enjoy the work in my current job	8% / 11% / 81%	80 %	81 %	73 %	79 %	90 %

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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.
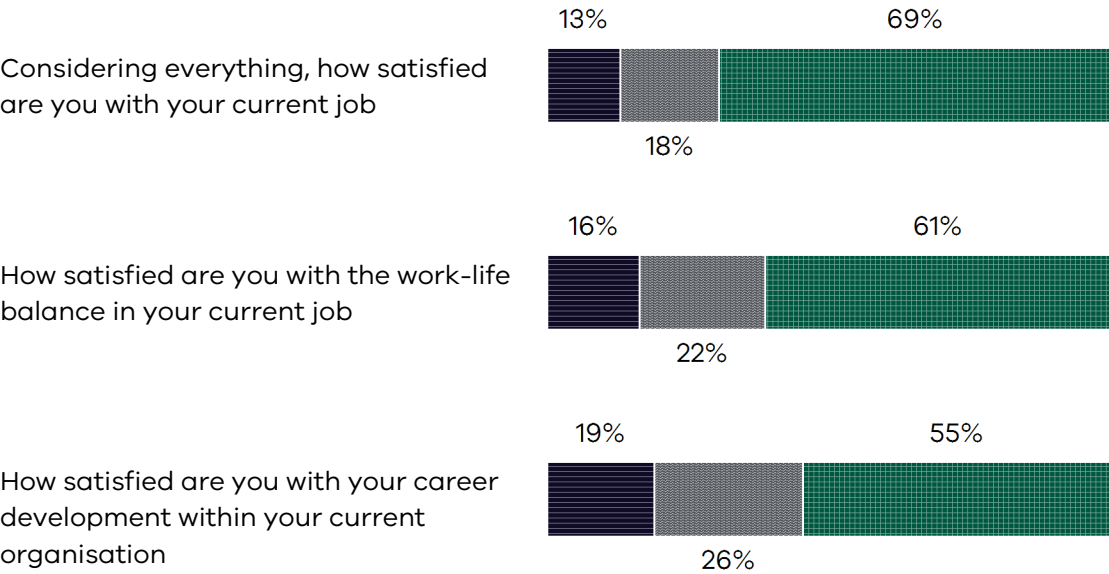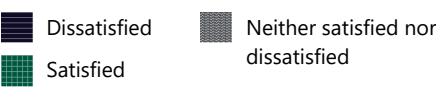
Example

69% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend:
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	13% ... 69% / 18%		71 %	69 %	61 %	69 %	86 %
How satisfied are you with the work-life balance in your current job	16% ... 61% / 22%		64 %	61 %	59 %	64 %	84 %
How satisfied are you with your career development within your current organisation	19% ... 55% / 26%		59 %	55 %	49 %	57 %	67 %

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

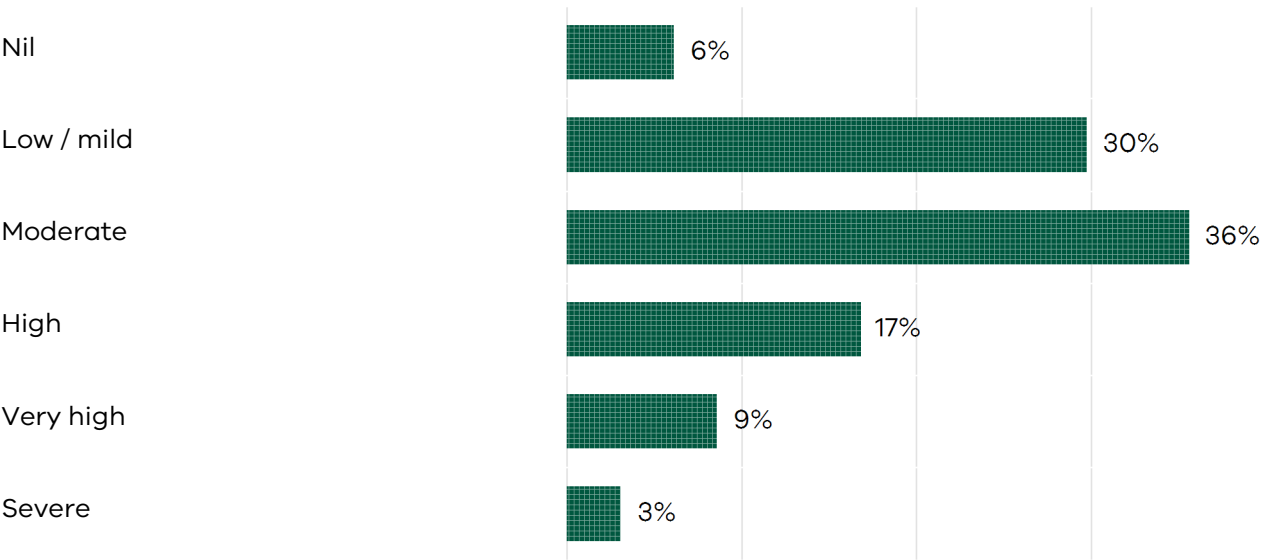In this survey we asked staff to tell us their stress level.

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.
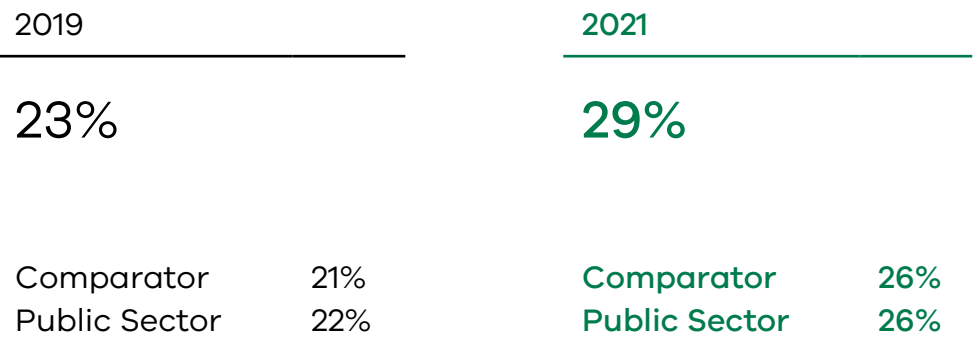
Example

29% of your staff who did the survey said they had high to severe stress in 2021. This is compared to 26% of staff in your comparator group and 26% of staff across the public sector.

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

Nil	6%
Low / mild	30%
Moderate	36%
High	17%
Very high	9%
Severe	3%

Reported levels of high to severe stress

2019	2021
23%	29%

Comparator	21%	Comparator	26%
Public Sector	22%	Public Sector	26%

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People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey said they experienced mild to severe stress.

Of that 94%, 61% said the top reason was 'Workload'.

	1366	89
	94%	6%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
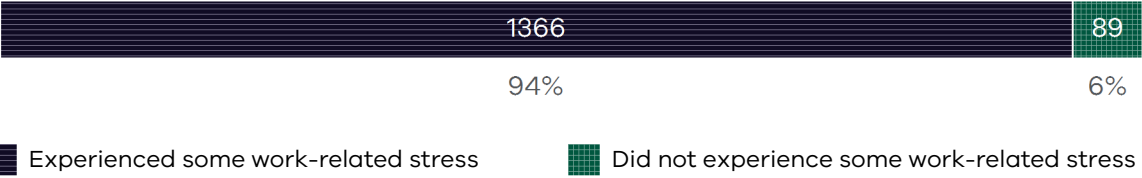
Of those that experienced work related stress it was from ...	You 2021	Comparator 2021	Public sector 2021
Workload	61%	54%	51%
Time pressure	49%	43%	42%
Management of work (e.g. supervision, training, information, support)	15%	13%	13%
Content, variety, or difficulty of work	14%	12%	12%
Competing home and work responsibilities	14%	12%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	14%	14%	12%
Other changes due to COVID-19	12%	19%	15%
Dealing with clients, patients or stakeholders	12%	16%	14%
Unclear job expectations	10%	8%	11%
Organisation or workplace change	9%	9%	11%

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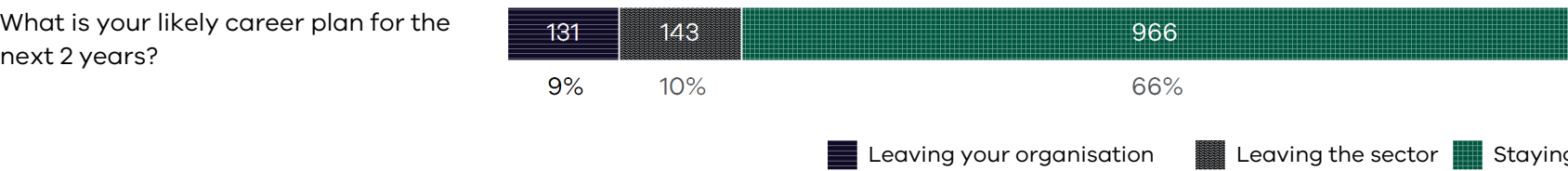
In descending order, the table shows the top 10 reasons for leaving.

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

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

Of that 19%, 50% said it was from 'Limited future career opportunities at my organisation'.

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

131	143	966
9%	10%	66%

■ Leaving your organisation　▨ Leaving the sector　▦ Staying

Of those who indicated they're leaving your organisation (including leaving the sector) it was for ...	You 2021	Comparator 2021	Public sector 2021
Limited future career opportunities at my organisation	50%	37%	42%
Opportunity to broaden experience	48%	38%	40%
Opportunity to seek/take a promotion elsewhere	42%	29%	33%
Limited opportunities to gain further experience at my organisation	39%	30%	33%
Limited recognition for doing a good job	37%	38%	32%
Better remuneration	30%	23%	26%
Limited developmental/educational opportunities at my organisation	28%	25%	24%
Lack of confidence in senior leadership	28%	34%	34%
Excessive workload	24%	29%	25%
Better location/reduced travel time	21%	18%	13%

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People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

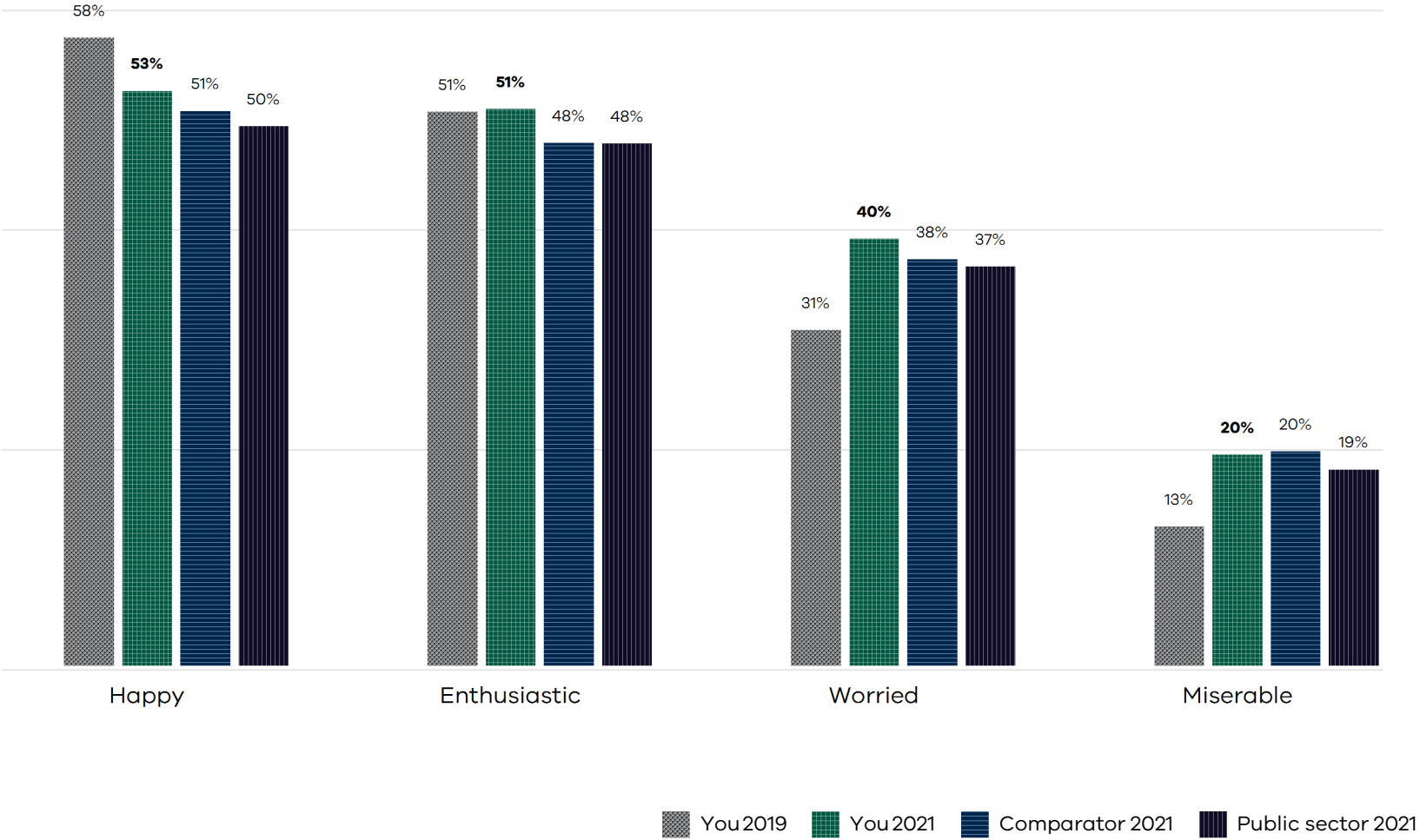You can compare these with your comparator and the public sector.

Example

In 2021:

- 53% of your staff who did the survey said work made them feel happy in 2021, which is down from 58% 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: 58%, 53%, 51%, 50%
Enthusiastic: 51%, 51%, 48%, 48%
Worried: 31%, 40%, 38%, 37%
Miserable: 13%, 20%, 20%, 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:

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

Compared to:

- 29% of staff at your comparator and 18% of staff across the public sector.

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

Violence or aggression: 12%, 16%, 29%, 18%
Bullying: 12%, 14%, 18%, 16%
Sexual harassment: 7%, 6%, 7%, 6%
Discrimination: 6%, 5%, 6%, 6%

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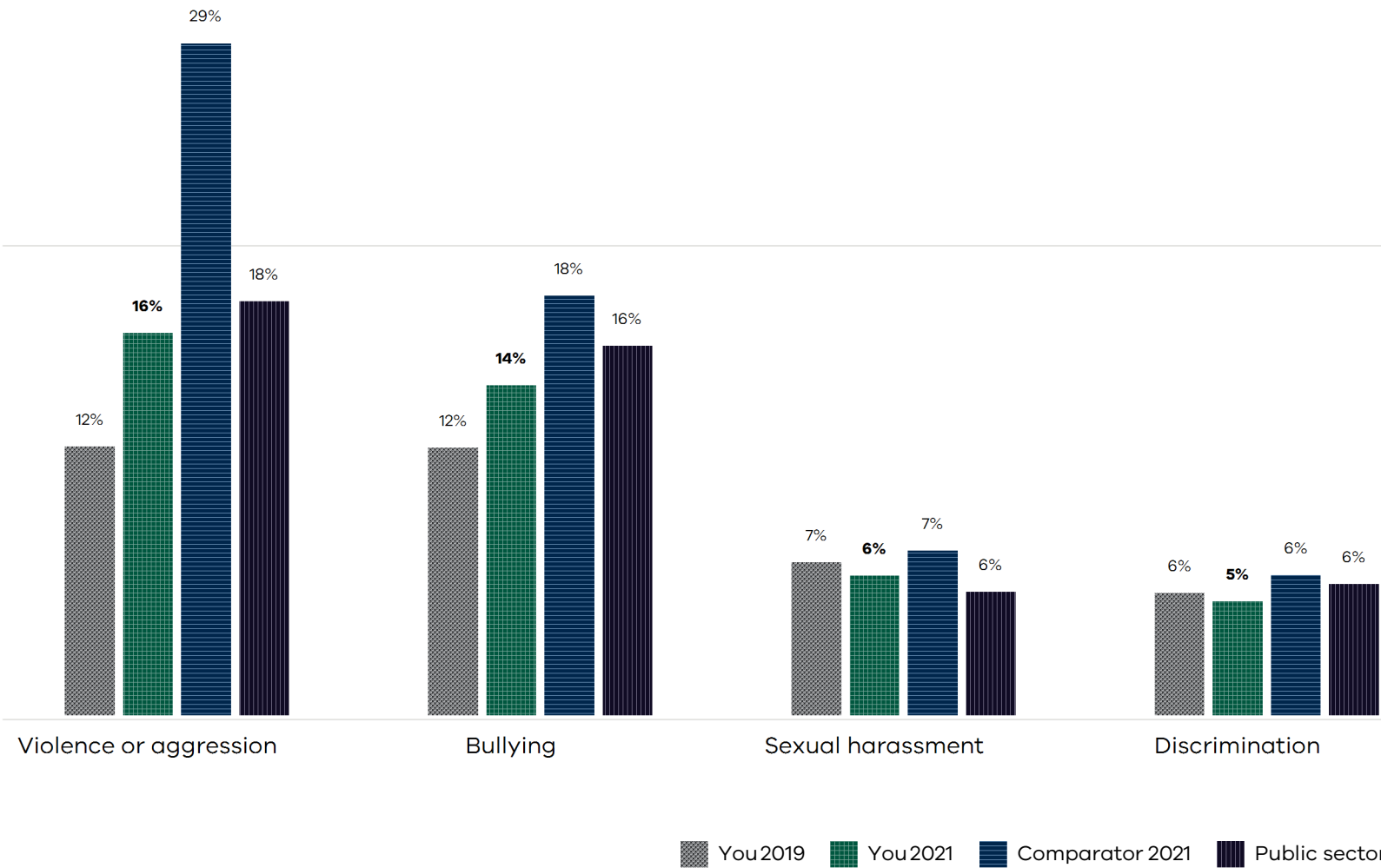
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 14%, 68% 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?	208	1177	70
	14%	81%	5%

■ Experienced bullying ▧ Did not experience bullying ▨ Not sure
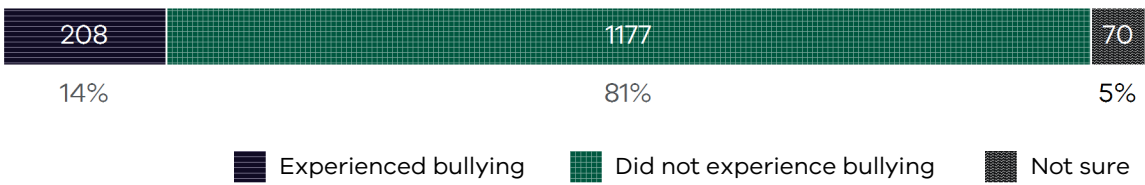
If you experienced bullying, what type of bullying did you experience?	You 2021	Comparator 2021	Public sector 2021
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	68%	70%	69%
Exclusion or isolation	46%	39%	42%
Intimidation and/or threats	32%	33%	32%
Withholding essential information for me to do my job	29%	22%	27%
Verbal abuse	18%	22%	20%
Being assigned meaningless tasks unrelated to the job	15%	13%	13%
Other	14%	15%	15%
Being given impossible assignment(s)	7%	8%	9%
Interference with my personal property and/or work equipment	5%	4%	4%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

14% 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'.
- 87% said they didn't submit a formal complaint.

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

208	1177	70
14%	81%	5%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
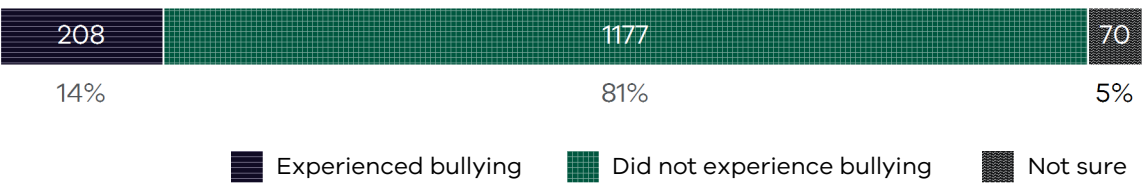
Did you tell anyone about the bullying?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a manager	39%	48%	45%	47%
Told a colleague	41%	43%	42%	42%
Told a friend or family member	30%	38%	35%	34%
Told Human Resources	11%	18%	11%	12%
I did not tell anyone about the bullying	14%	14%	13%	12%
Submitted a formal complaint	10%	13%	12%	12%
Told someone else	13%	11%	12%	12%
Told the person the behaviour was not OK	0%	9%	16%	17%
Told employee assistance program (EAP) or peer support	0%	6%	8%	9%

Victorian Public Sector Commission

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People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

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

- 56% said the top reason was 'I believed there would be negative consequences for my reputation'.
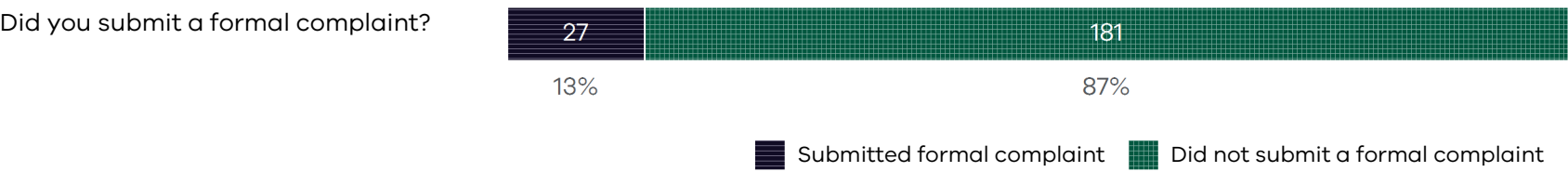
Did you submit a formal complaint?

27	181
13%	87%

■ 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	50%	56%	51%	53%
I didn't think it would make a difference	61%	52%	51%	50%
I believed there would be negative consequences for my career	42%	44%	38%	40%
I didn't think it was serious enough	0%	20%	17%	16%
I didn't feel safe to report the incident	0%	20%	19%	19%
I thought the complaint process would be embarrassing or difficult	0%	15%	15%	14%
Other	16%	14%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	9%	10%	11%	10%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	9%	7%	8%
I didn't know how to make a complaint	0%	7%	5%	5%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 14%, 54% said it was by 'Colleague'.

208 people (14% of staff) experienced bullying (You 2021)

Perpetrator	Percentage
Colleague	54%
My immediate manager or supervisor	33%
A more senior manager than my manager	17%
Group of colleagues	16%
Someone I supervise or manage	5%
Client/ customer/ patient/ stakeholder	4%
Member of the public	0%
Member of your household	0%
A volunteer with my organisation	0%
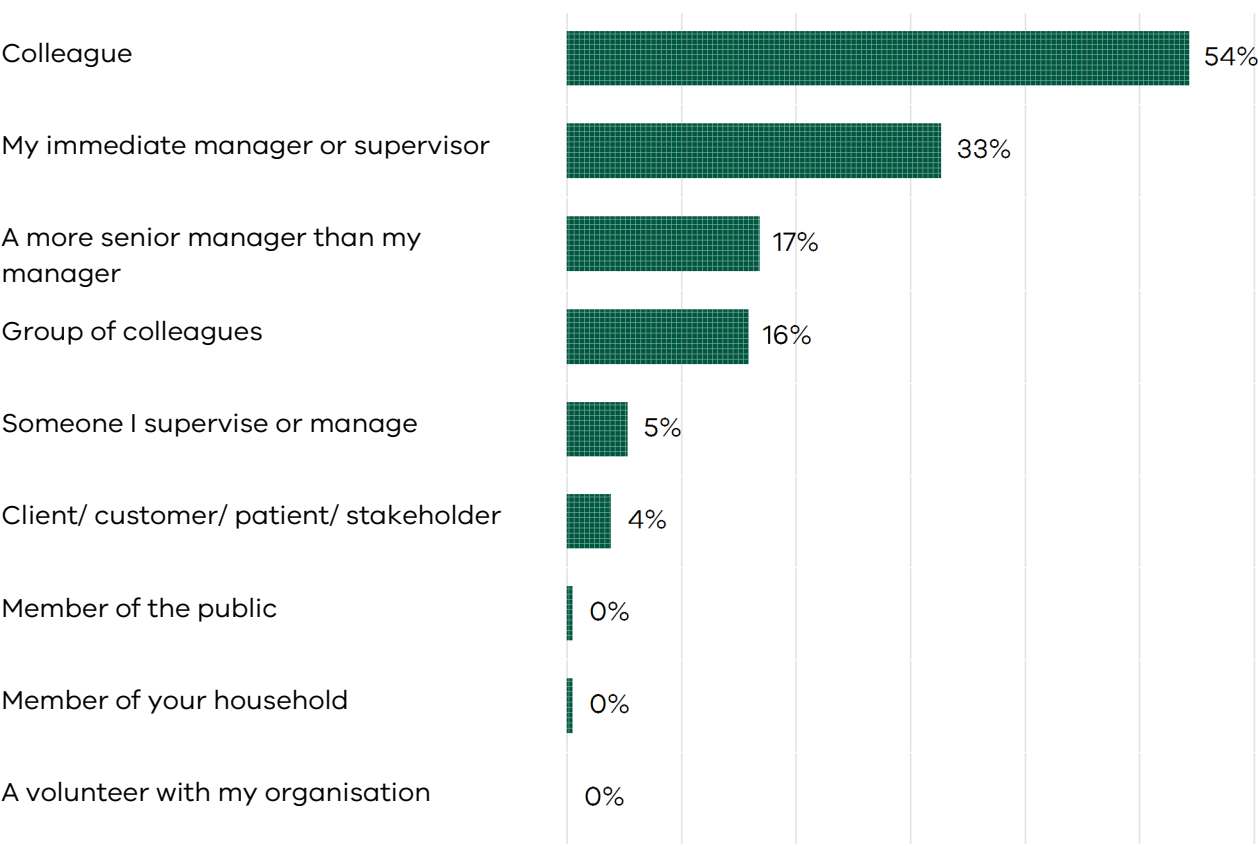
People outcomes

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, 14% of your staff said they experienced bullying.

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

Example

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

Of that 14%, 4% said it was 'At least once a day'.

How often have you experienced bullying? (You 2021)

At least once a day	4%
Once every few days	18%
Once a week	18%
Once a month	26%
Less than once a month	35%
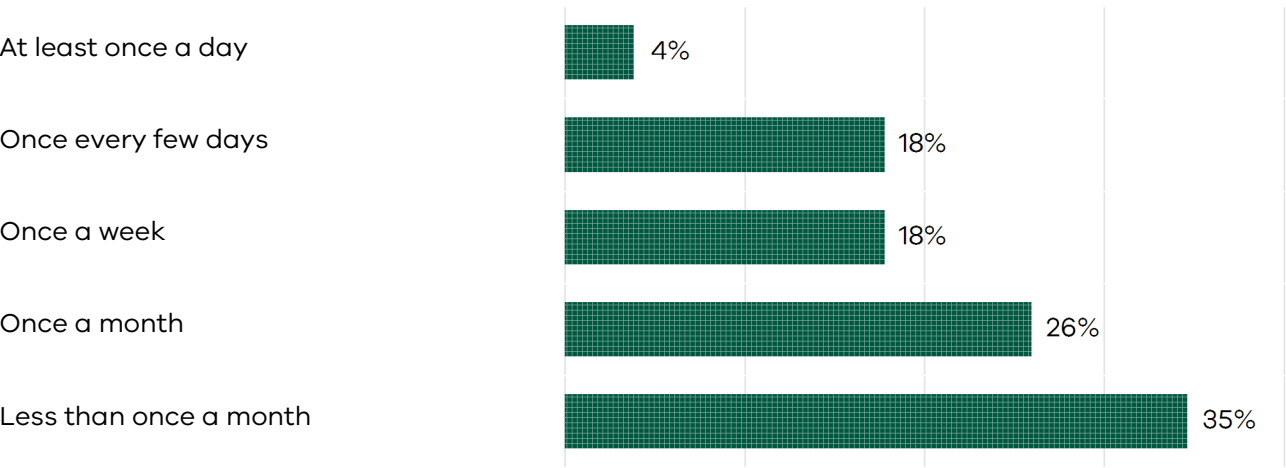
People outcomes

Sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 51% said the top type was 'Intrusive questions about your private life or comments about your physical appearance'.

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

91	1364
6%	94%

■ Experienced sexual harassment   ▨ Did not experience sexual harassment
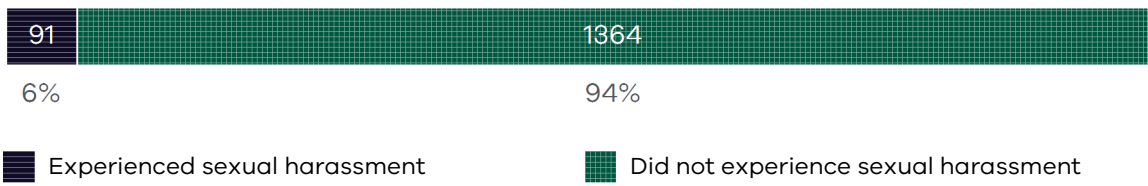
Behaviours reported	You 2019	You 2021	Comparator 2021	Public sector 2021
Intrusive questions about your private life or comments about your physical appearance	51%	51%	51%	50%
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	49%	49%	53%	54%
Inappropriate physical contact (including momentary or brief physical contact)	17%	27%	23%	17%
Unwelcome touching, hugging, cornering or kissing	12%	16%	17%	14%
Inappropriate staring or leering that made you feel intimidated	14%	10%	18%	15%
Any other unwelcome conduct of a sexual nature	2%	5%	6%	7%
Sexual gestures, indecent exposure or inappropriate display of the body	5%	1%	10%	6%
Repeated or inappropriate invitations to go out on dates	1%	1%	4%	3%
Sexually explicit email or SMS message	0%	1%	1%	1%
Sexually explicit pictures, posters or gifts that made you feel offended	1%	0%	1%	1%

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People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 57% said their top response was 'Tried to laugh it off or forget about it'.

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

91	1364
6%	94%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
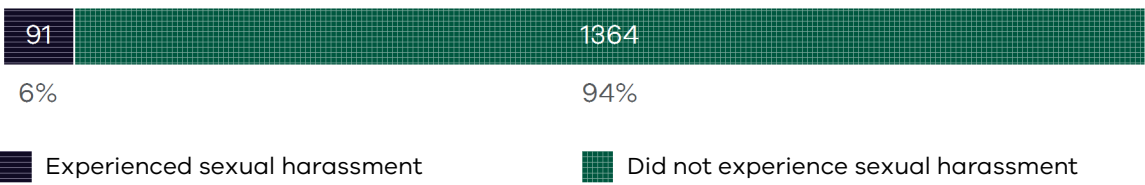
When the harassment happened to you, did you respond in any of the following ways?	You 2019	You 2021	Comparator 2021	Public sector 2021
Tried to laugh it off or forget about it	56%	57%	39%	41%
Pretended it didn't bother you	40%	42%	43%	45%
Avoided the person(s) by staying away from them	37%	32%	39%	36%
Told a colleague	32%	25%	33%	29%
Told the person the behaviour was not OK	29%	23%	39%	31%
Told a friend or family member	23%	22%	22%	21%
Told a manager	17%	18%	22%	20%
Avoided locations where the behaviour might occur	12%	10%	14%	13%
Submitted a formal complaint	3%	5%	5%	5%
Other	4%	4%	4%	7%

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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

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

- 58% said the top reason was 'I didn't think it was serious enough'.
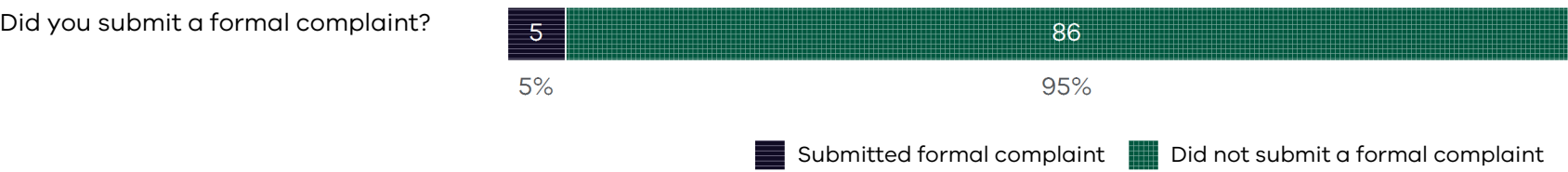
Did you submit a formal complaint?

5	86
5%	95%

■ Submitted formal complaint ■ Did not submit a formal complaint

Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I didn't think it was serious enough	0%	58%	48%	45%
I didn't think it would make a difference	50%	33%	39%	39%
I believed there would be negative consequences for my reputation	28%	27%	25%	33%
I believed there would be negative consequences for my career	21%	13%	15%	21%
I didn't need to because I made the harassment stop	13%	12%	14%	12%
I believed there would be negative consequences for the person I was going to complain about	15%	9%	12%	13%
I thought the complaint process would be embarrassing or difficult	0%	9%	10%	11%
Other	25%	8%	12%	7%
I didn't need to because I no longer had contact with the person(s) who harassed me	9%	6%	12%	9%
I didn't feel safe to report the incident	0%	5%	6%	8%

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People outcomes

Perpetrators of sexual harassment

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 6%, 63% said it was by 'Colleague'.

91 people (6% of staff) experienced sexual harassment (You2021)

Colleague	63%
Client/customer/patient/stakeholder	27%
My immediate manager or supervisor	12%
Member of the public	8%
Group of colleagues	7%
A more senior manager than my manager	3%
A volunteer with my organisation	0%
Member of your household	0%
Someone I supervise or manage	0%

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People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

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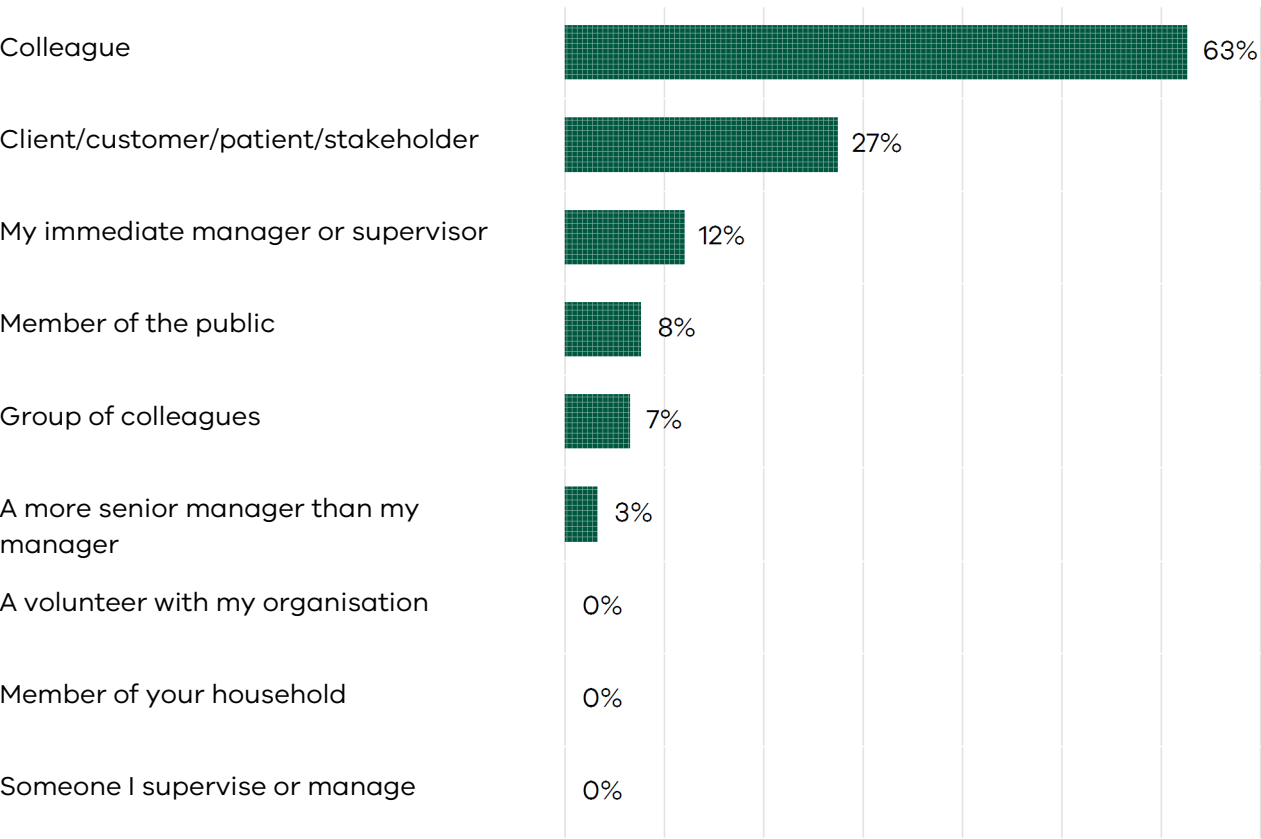
If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 6%, 1% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	1%
Once every few days	13%
Once a week	8%
Once a month	26%
Less than once a month	52%

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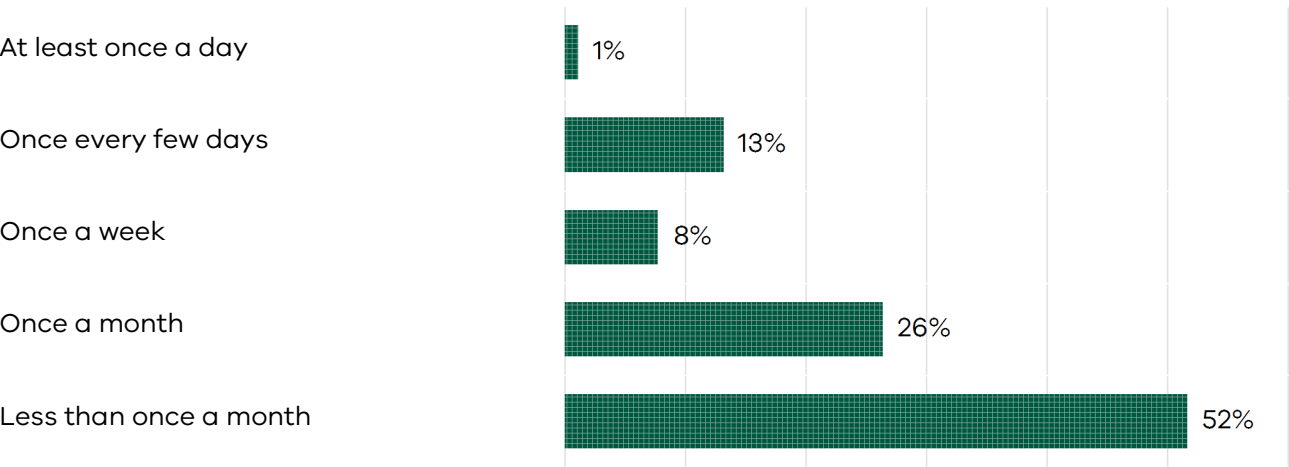
People outcomes

Discrimination

What this is

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

Why this is important

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

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

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

Of that 5%, 32% said it was 'Employment activity'.

Have you experienced discrimination at work?

75	1267	113
5%	87%	8%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
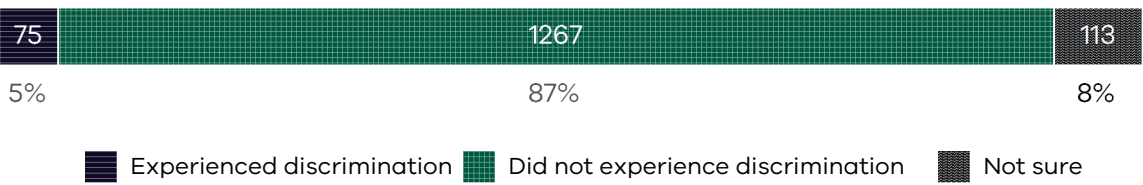
If you experienced discrimination, which attributes was this based on?	You 2019	You 2021	Comparator 2021	Public sector 2021
Employment activity	29%	32%	31%	27%
Race	19%	28%	26%	17%
Age	21%	23%	23%	26%
Sex	16%	17%	10%	17%
Parent or carer status (including pregnancy and breastfeeding)	0%	15%	15%	15%

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People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 5%, 48% said it was 'Other'.

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

75	1267	113
5%	87%	8%

■ Experienced discrimination ▨ Did not experience discrimination ▨ Not sure
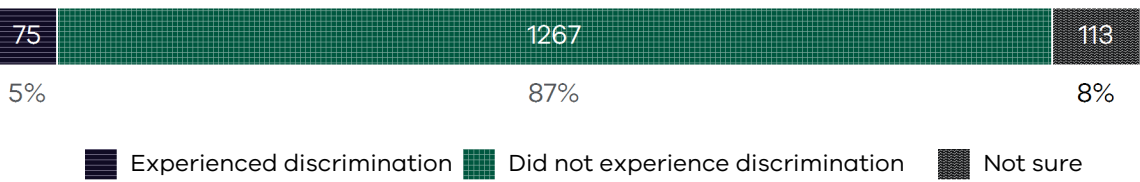
If you experienced discrimination, what type of discrimination did you experience?	You 2019	You 2021	Comparator 2021	Public sector 2021
Other	52%	48%	40%	38%
Opportunities for promotion	40%	44%	33%	37%
Opportunities for training	26%	31%	23%	24%
Denied flexible work arrangements or other adjustments	0%	16%	27%	21%
Pay or conditions offered by employer	7%	9%	8%	9%
Opportunities for transfer/secondment	14%	8%	11%	19%
Employment security - threats of dismissal or termination	5%	7%	13%	11%
Access to leave	8%	1%	9%	8%

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People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 36% said the top way they reported the discrimination was 'Told a friend or family member'.
- 93% said they didn't submit a formal complaint.

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

75	1267	113
5%	87%	8%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
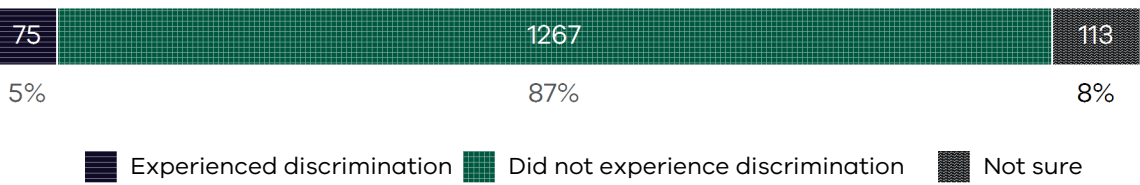
Did you tell anyone about the discrimination?	You 2019	You 2021	Comparator 2021	Public sector 2021
Told a friend or family member	45%	36%	34%	32%
Told a colleague	41%	33%	39%	38%
I did not tell anyone about the discrimination	18%	29%	23%	24%
Told a manager	28%	25%	26%	28%
Told Human Resources	10%	16%	10%	10%
Told someone else	16%	13%	14%	14%
Submitted a formal complaint	6%	7%	9%	8%
Told the person the behaviour was not OK	0%	5%	11%	9%
Told employee assistance program (EAP) or peer support	0%	4%	7%	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

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

- 63% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

5	70
7%	93%

■ Submitted formal complaint   ■ Did not submit a formal complaint
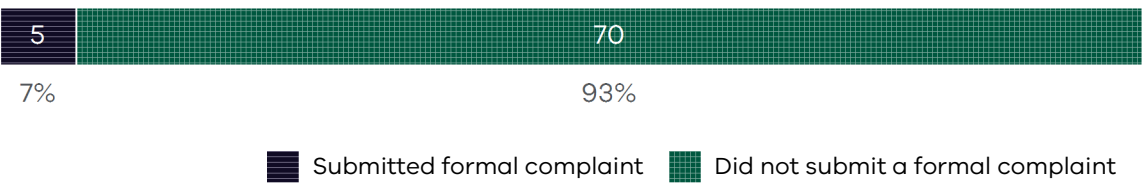
Please tell us why you did not submit a formal complaint?	You 2019	You 2021	Comparator 2021	Public sector 2021
I believed there would be negative consequences for my reputation	62%	63%	54%	56%
I didn't think it would make a difference	60%	63%	58%	57%
I believed there would be negative consequences for my career	47%	56%	50%	54%
I didn't feel safe to report the incident	0%	27%	21%	19%
I didn't think it was serious enough	0%	20%	13%	12%
I thought the complaint process would be embarrassing or difficult	0%	17%	13%	13%
I believed there would be negative consequences for the person I was going to complain about	11%	11%	11%	9%
I didn't know how to make a complaint	0%	6%	4%	5%
Other	14%	6%	10%	10%
I didn't know who to talk to	0%	4%	6%	6%

People outcomes

Frequency of discrimination

What this is

This is how often staff experienced discrimination.

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

The graph shows how often staff were experiencing discrimination.

Example

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

Of that 5%, 3% said it was 'At least once a day'.

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

At least once a day	3%
Once every few days	9%
Once a week	11%
Once a month	20%
Less than once a month	57%
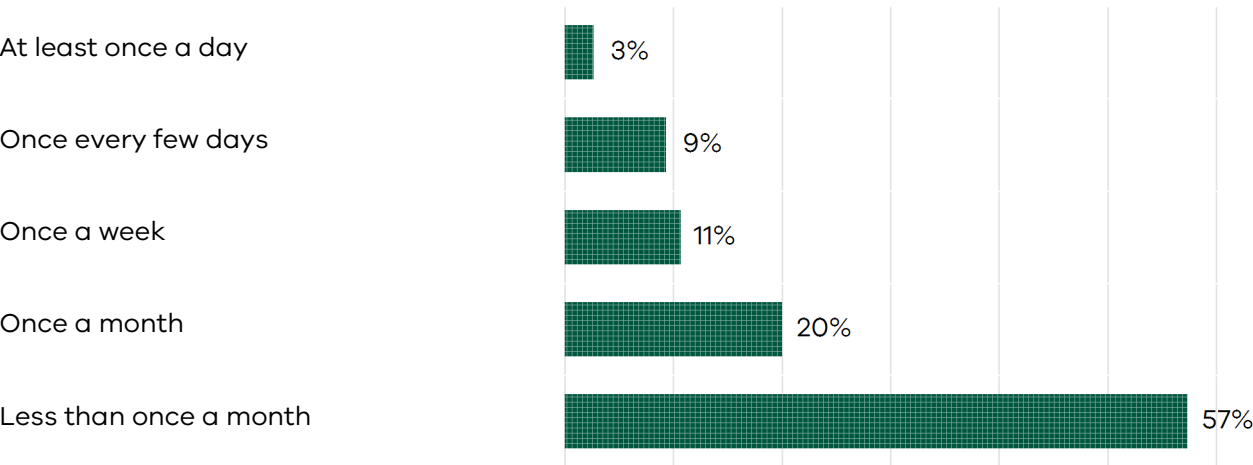
Negative behaviour

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

16% of your staff who did the survey said they experienced violence or aggression.

Of that 16%, 76% said it was from 'Intimidating behaviour'.

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

240	1178	37
16%	81%	3%

- Experienced violence or aggression
- Did not experience violence or aggression
- Not sure
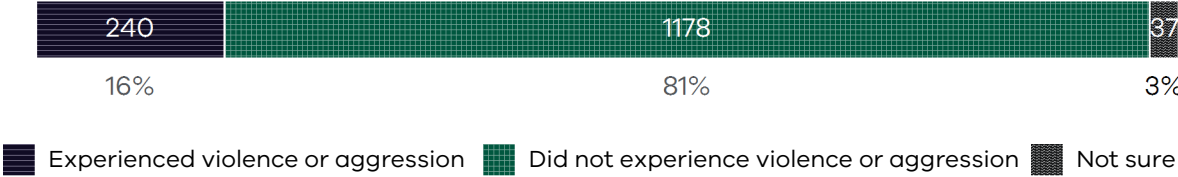
If you experienced violence or aggression, what type did you experience?	You 2021	Comparator 2021	Public sector 2021
Intimidating behaviour	76%	70%	69%
Abusive language	72%	86%	81%
Threats of violence	17%	41%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	12%	34%	28%
Other	2%	3%	12%
Damage to my property or work equipment	1%	11%	7%
Stalking, including cyber-stalking	0%	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

16% of your staff who did the survey said they experienced violence or aggression, fo which

- 57% said the top way they reported the violence or agression was 'Told a manager'
- 72% said they didn't submit a formal incident report.

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

240	1178	37
16%	81%	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	57%	53%	52%
Told a colleague	45%	50%	46%
Told the person the behaviour was not OK	35%	38%	33%
Submitted a formal incident report	28%	35%	32%
Told a friend or family member	20%	21%	20%
I did not tell anyone about the incident(s)	6%	7%	8%
Told Human Resources	5%	3%	4%
Told someone else	4%	6%	6%
Told employee assistance program (EAP) or peer support	3%	2%	3%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

72% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 40% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

67	173
28%	72%

■ 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 was serious enough	0%	40%	36%	33%
I didn't think it would make a difference	52%	34%	39%	39%
Other	45%	19%	25%	12%
I believed there would be negative consequences for my reputation	13%	14%	10%	16%
I didn't need to because I made the violence or aggression stop	0%	14%	16%	16%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	12%	16%	15%
I believed there would be negative consequences for my career	11%	10%	7%	12%
I didn't feel safe to report the incident	0%	6%	3%	5%
I believed there would be negative consequences for the person I was going to complain about	3%	5%	3%	4%
I didn't know how to make a complaint	0%	5%	3%	3%

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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

16% of your staff who did the survey said they experienced violence or aggression.

Of that 16%, 70% said it was 'Client/ customer/ patient/ stakeholder'.

240 people (16% of staff) experienced violence or aggression (You2021)

Perpetrator	%
Client/ customer/ patient/ stakeholder	70%
Member of the public	24%
Colleague	15%
My immediate manager or supervisor	7%
A more senior manager than my manager	4%
Someone I supervise or manage	2%
Group of colleagues	1%
Member of your household	0%
A volunteer with my organisation	0%
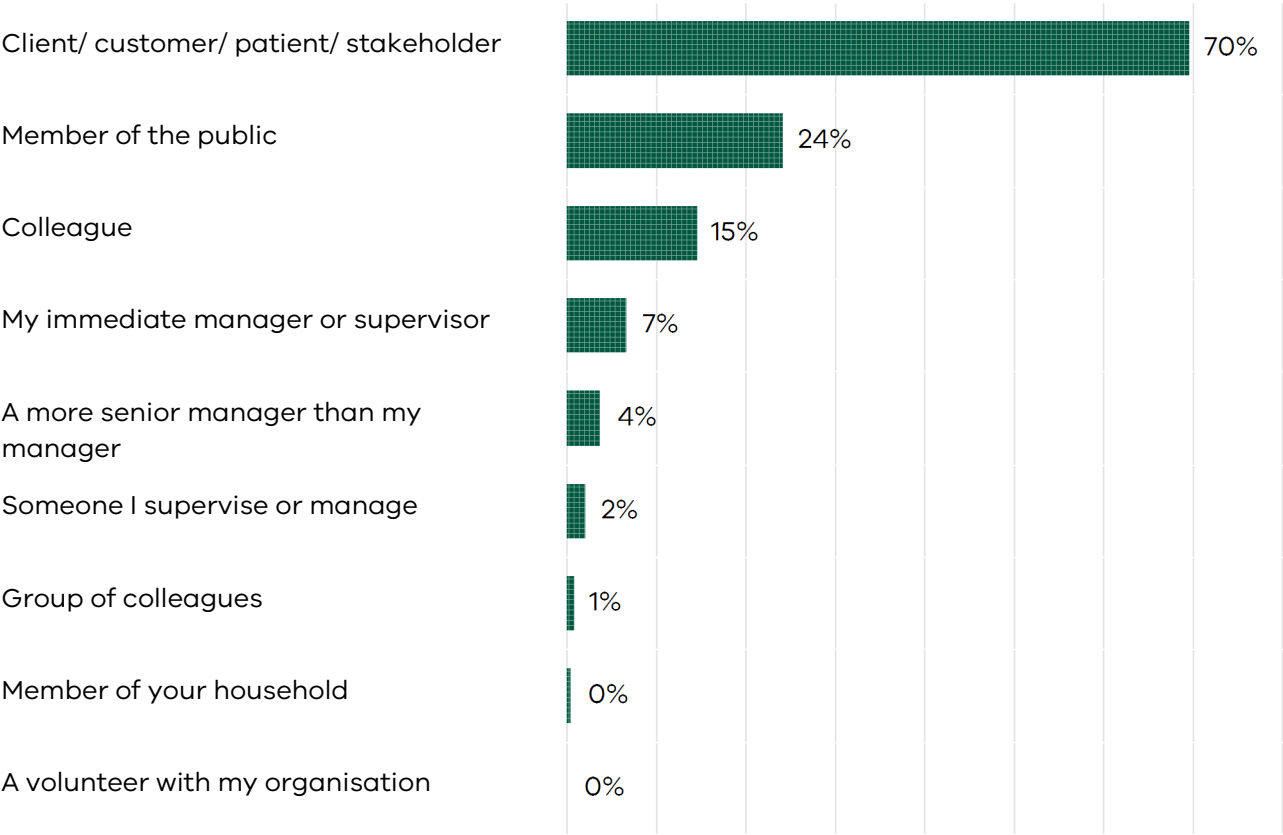
Negative behaviour

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, 16% 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

16% of your staff who did the survey said they experienced violence or aggression.

Of that 16%, 0% 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	0%
Once every few days	6%
Once a week	5%
Once a month	20%
Less than once a month	69%
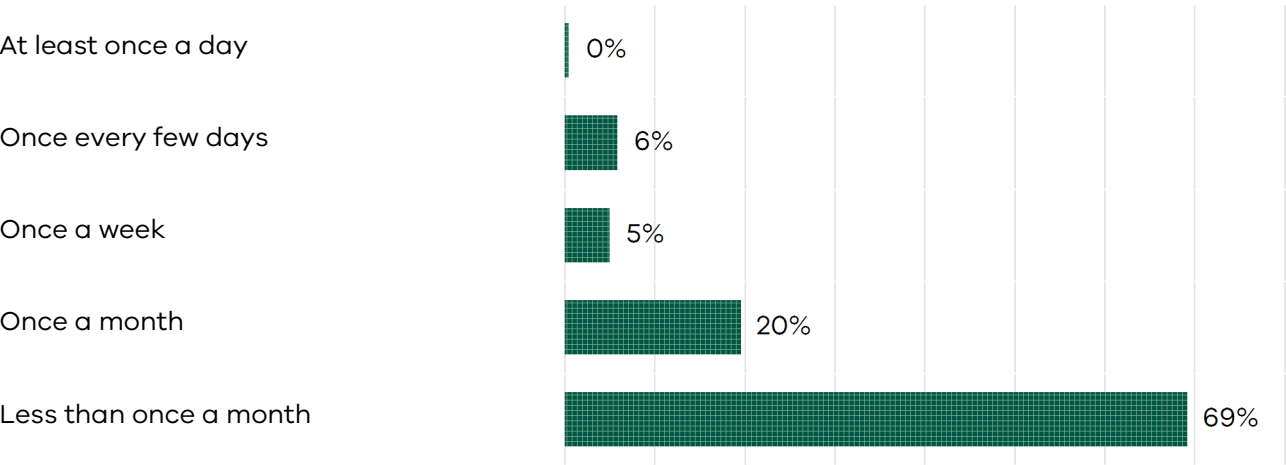
Negative behaviour

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

25% of your staff who did the survey said they witnessed some negative behaviour at work.

75% 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?

361	1094
25%	75%

■ 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	75%	75%	70%	77%
Bullying of a colleague	17%	18%	19%	16%
Discrimination against a colleague	7%	7%	9%	8%
Violence or aggression against a colleague	7%	4%	11%	6%
Sexual harassment of a colleague	1%	2%	2%	1%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

25% of your staff who did the survey witnessed negative behaviour, of which:

- 70% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 8% took no action.

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

361	1094
25%	75%

■ 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	70%	73%	72%
Told a manager	34%	37%	37%
Told the person the behaviour was not OK	19%	29%	25%
Told a colleague	19%	22%	21%
Spoke to the person who behaved in a negative way	18%	25%	22%
Told Human Resources	8%	5%	6%
Took no action	8%	8%	7%
Other	6%	7%	7%
Submitted a formal complaint	5%	7%	6%

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People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

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

Why this is important

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

How to read this

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

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

Example

60% of staff who did the survey were satisfied with the way your organisation handled their formal 'Sexual harassment' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

Legend: ■ No   ■ Don't know   ▦ Yes

Your results

Survey question	Your results	Benchmark satisfied results

Benchmark satisfied results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
Sexual harassment	100 %	60 %	25 %	45 %	86 %
Violence or aggression	65 %	48 %	27 %	56 %	100 %
Bullying	19 %	30 %	0 %	25 %	100 %
Discrimination	0 %	20 %	0 %	15 %	50 %

Sexual harassment — 20% No, 20% Don't know, 60% Yes

Violence or aggression — 28% No, 24% Don't know, 48% Yes

Bullying — 48% No, 22% Don't know, 30% Yes

Discrimination — 40% No, 40% Don't know, 20% Yes

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2021' column shows 93% of your staff agreed with 'I understand how my job contributes to my organisation's purpose'. In the 'Change from 2019' column, you have a 1% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2021	Change from 2019	Comparator 2021
Job enrichment	I understand how my job contributes to my organisation's purpose	93%	–1%	91%
Organisational integrity	My organisation is committed to earning a high level of public trust	92%	+3%	80%
Engagement	I am proud to tell others I work for my organisation	92%	+3%	82%
Workgroup support	I am able to work effectively with others outside my immediate workgroup	90%	Not asked in 2019	89%
Quality service delivery	My workgroup strives to provide high quality advice and services	90%	–4%	88%
Workgroup support	I am able to work effectively with others in my workgroup	90%	Not asked in 2019	90%
Quality service delivery	My workgroup strives to deliver services in a timely manner	89%	–3%	88%
Quality service delivery	My workgroup values human rights	89%	+1%	86%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	89%	+1%	75%
Meaningful work	I feel that I can make a worthwhile contribution at work	88%	Not asked in 2019	88%

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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 28% 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)	28%	Not asked in 2019	32%
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	44%
Learning and development	I feel I have an equal chance at promotion in my organisation	42%	Not asked in 2019	44%
Safety climate	All levels of my organisation are involved in the prevention of stress	44%	+5%	41%
Workload	I have enough time to do my job effectively	45%	–10%	50%
Workload	The workload I have is appropriate for the job that I do	51%	–7%	55%
Satisfaction	How satisfied are you with your career development within your current organisation	55%	–5%	57%
Workplace flexibility	Using flexible work arrangements is not a barrier to success in my organisation	55%	Not asked in 2019	50%
Manager support	My manager has regular conversations with me about my learning and development	55%	Not asked in 2019	52%
Workplace flexibility	Having caring responsibilities is not a barrier to success in my organisation	55%	–13%	53%

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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 'Safety climate', the 'You 2021' column shows 58% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Increase from 2019' column, you have a 15% increase, which is a positive trend.

Question group	Most improved from last survey	You 2021	Increase from 2019	Comparator 2021
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+15%	49%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	+14%	50%
Safe to speak up	I am confident that I would be protected from reprisal for reporting improper conduct	67%	+8%	63%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	58%	+7%	51%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	67%	+6%	68%
Safety climate	All levels of my organisation are involved in the prevention of stress	44%	+5%	41%
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	71%	+5%	77%
Patient safety climate	Patient care errors are handled appropriately in my work area	71%	+4%	72%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	87%	+4%	82%
Senior leadership	Senior leaders model my organisation's values	74%	+4%	65%

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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 55% 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 13% 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	55%	-13%	53%
Quality service delivery	My workgroup focuses on making decisions informed by all relevant facts	76%	-11%	75%
Quality service delivery	My workgroup strives to make the best use of its resources	77%	-11%	78%
Workload	I have enough time to do my job effectively	45%	-10%	50%
Learning and development	There are adequate opportunities for me to develop skills and experience in my organisation	58%	-10%	58%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who use flexible work arrangements	61%	-10%	55%
Workplace flexibility	There is a positive culture within my organisation in relation to employees who have caring responsibilities	64%	-9%	58%
Diversity and inclusion	There is a positive culture within my organisation in relation to employees of different age groups	75%	-9%	73%
Equal employment opportunity	Disability is not a barrier to success in my organisation	57%	-8%	59%
Quality service delivery	My workgroup places a priority on acting fairly and without bias	74%	-7%	72%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You 2021' column shows 89% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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

Question group	Biggest positive difference from comparator	You 2021	Difference	Comparator 2021
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	89%	+14%	75%
Safety climate	My organisation provides a physically safe work environment	88%	+12%	76%
Organisational integrity	My organisation is committed to earning a high level of public trust	92%	+12%	80%
Engagement	I am proud to tell others I work for my organisation	92%	+10%	82%
Engagement	My organisation inspires me to do the best in my job	74%	+10%	65%
Taking action	I believe my organisation will take positive action on the results of this year's survey	60%	+9%	51%
Senior leadership	Senior leaders model my organisation's values	74%	+9%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+9%	49%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	59%	+9%	50%
Senior leadership	Senior leaders demonstrate honesty and integrity	70%	+8%	62%

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 'Job enrichment', the 'You 2021' column shows 71% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 5 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2021	Difference	Comparator 2021
Job enrichment	I understand how the Charter of Human Rights and Responsibilities applies to my work	71%	-5%	77%
Equal employment opportunity	Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	61%	-5%	66%
Workload	I have enough time to do my job effectively	45%	-4%	50%
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%	-4%	44%
Workload	The workload I have is appropriate for the job that I do	51%	-4%	55%
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)	28%	-4%	32%
Satisfaction	How satisfied are you with the work-life balance in your current job	61%	-3%	64%
Quality service delivery	My workgroup has clear lines of responsibility	75%	-2%	77%
Patient safety climate	This health service does a good job of training new and existing staff	57%	-2%	60%
Satisfaction	How satisfied are you with your career development within your current organisation	55%	-2%	57%

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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

60% 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'.

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: 16% | 24% | 60%
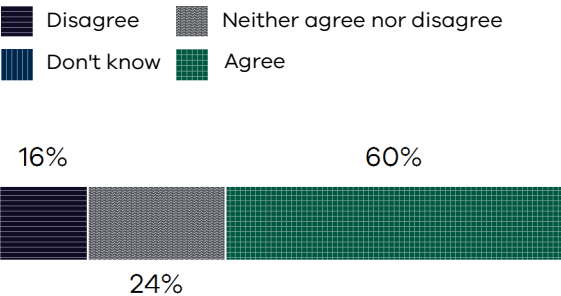
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	60 %	43 %	51 %	63 %

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Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'Senior leaders actively support diversity and inclusion in the workplace'.

Survey question / Your results / Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- 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	4% / 4% / 13% / 78%	75 %	78 %	59 %	71 %	88 %
Senior leaders model my organisation's values	5% / 7% / 14% / 74%	70 %	74 %	54 %	65 %	89 %
Senior leaders demonstrate honesty and integrity	5% / 7% / 18% / 70%	71 %	70 %	51 %	62 %	85 %
Senior leaders provide clear strategy and direction	4% / 11% / 18% / 67%	66 %	67 %	50 %	61 %	82 %

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.
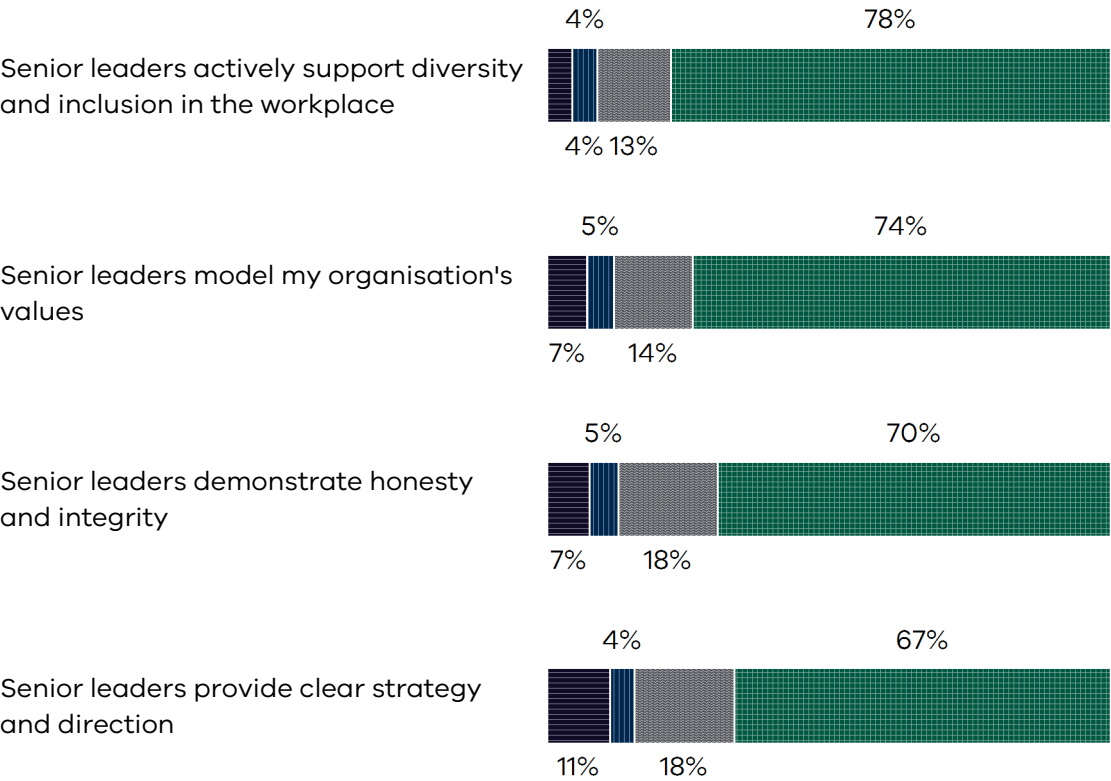
Example

66% 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

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

Senior leaders support staff to work in an environment of change

4%   66%

13%   17%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	65 %	66 %	47 %	58 %	77 %

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Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 79% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 77% in 2019.

Compared to:

- 73% of staff at your comparator and 72% of staff across the public sector.
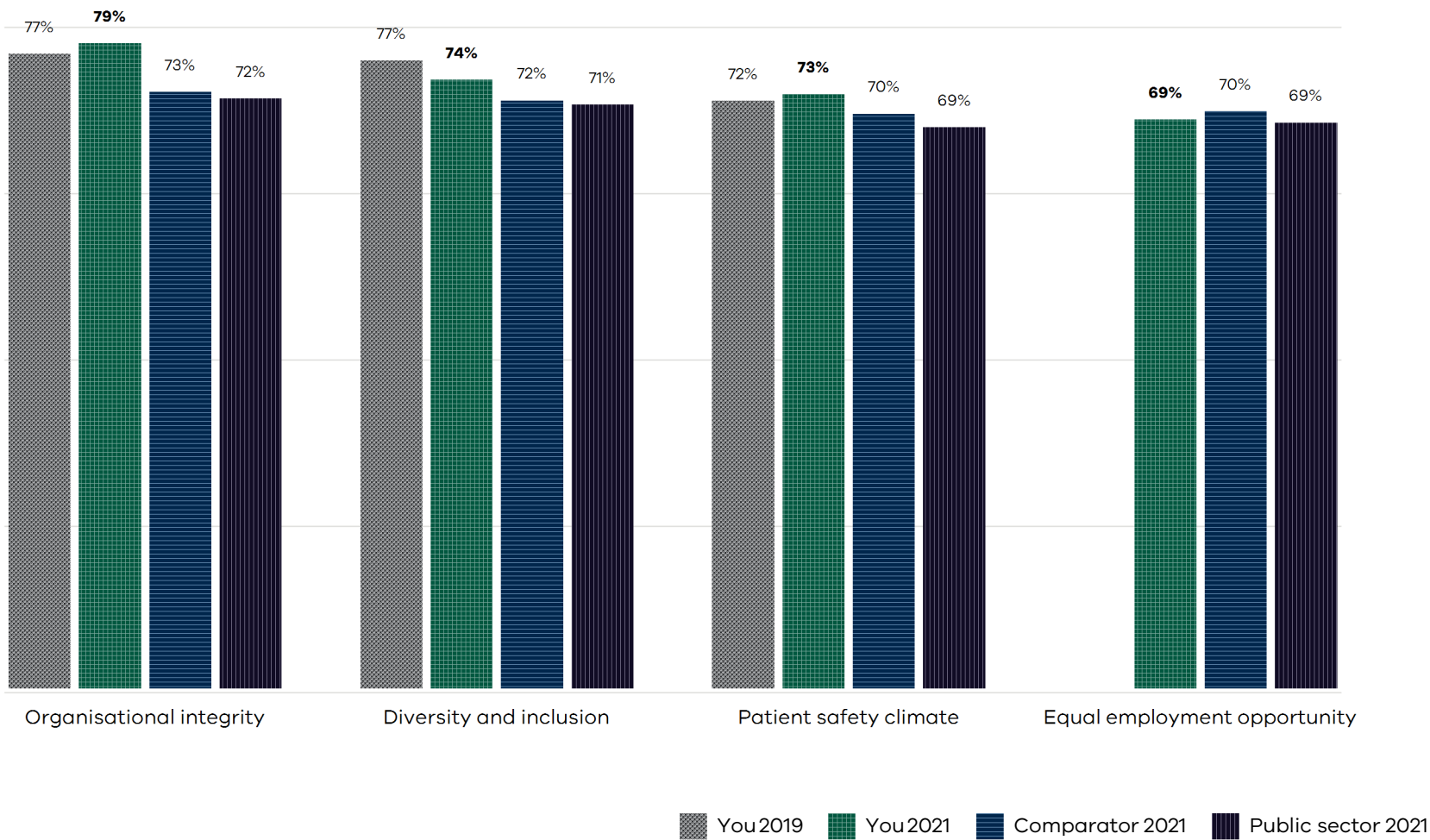
	Organisational integrity	Diversity and inclusion	Patient safety climate	Equal employment opportunity
You 2019	77%	77%	72%	
You 2021	79%	74%	73%	69%
Comparator 2021	73%	72%	70%	70%
Public sector 2021	72%	71%	69%	69%

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

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:

- 65% of your staff who did the survey responded positively to questions about Safety climate.

Compared to:

- 58% of staff at your comparator and 60% of staff across the public sector.
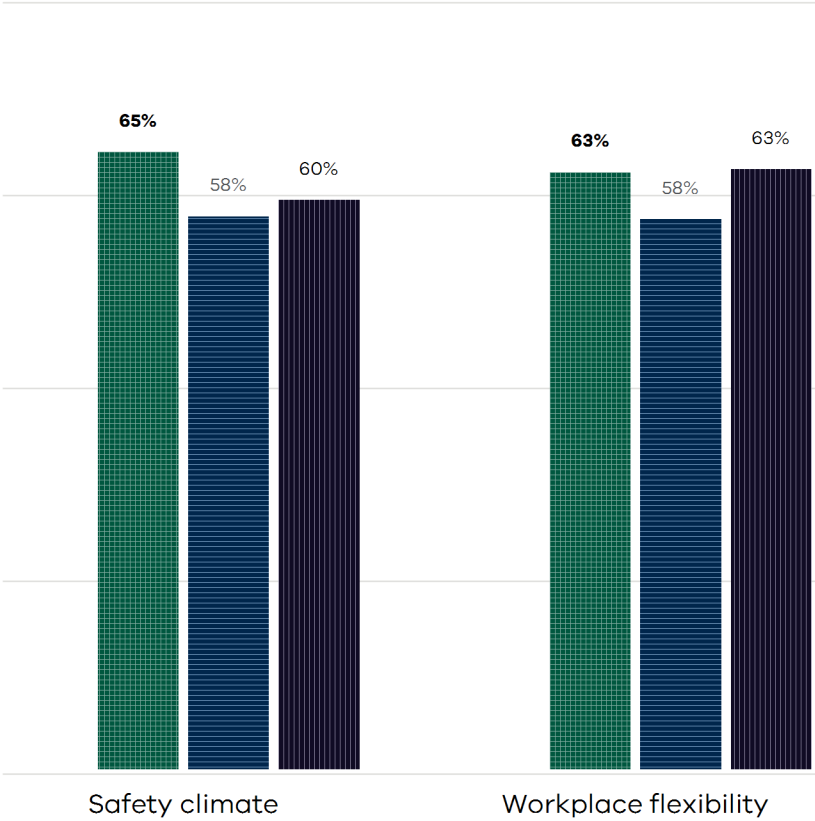
Chart data:

Factor	You 2021	Comparator 2021	Public sector 2021
Safety climate	65%	58%	60%
Workplace flexibility	63%	58%	63%

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

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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

92% 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
- Neither agree nor disagree
- Don't know
- 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 (1% / 92%, 1% / 6%)	89 %	92 %	66 %	80 %	91 %
My organisation encourages employees to act in ways that are consistent with human rights (2% / 87%, 3% / 8%)	83 %	87 %	73 %	82 %	94 %
My organisation respects the human rights of employees (2% / 86%, 4% / 8%)	83 %	86 %	67 %	79 %	86 %
My organisation encourages respectful workplace behaviours (86%, 6% / 8%)	84 %	86 %	70 %	81 %	91 %

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

72% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	72 %	72 %	52 %	66 %	76 %
My organisation does not tolerate improper conduct	69 %	71 %	51 %	67 %	84 %
My organisation makes fair recruitment and promotion decisions, based on merit	61 %	56 %	41 %	54 %	63 %

Your results bar values:
- My organisation takes steps to eliminate bullying, harassment and discrimination: 11%, 3%, 14%, 72%
- My organisation does not tolerate improper conduct: 11%, 3%, 15%, 71%
- My organisation makes fair recruitment and promotion decisions, based on merit: 15%, 8%, 21%, 56%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Workplace flexibility 1 of 4

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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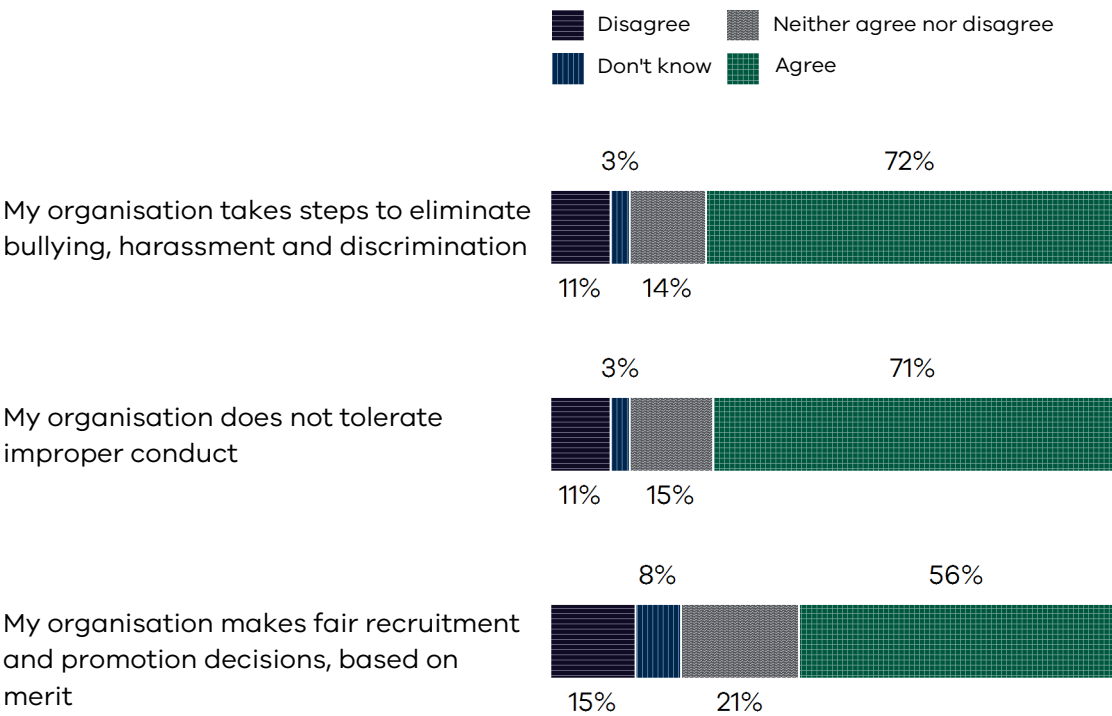
Example

75% of your staff who did the survey agreed or strongly agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.
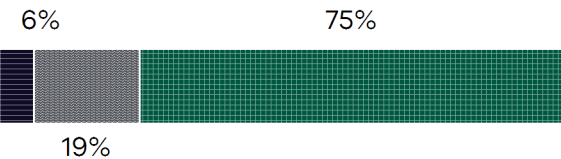
Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My organisation supports employees with family or other caring responsibilities, regardless of gender	6% / 19% / 75%	Not asked	75 %	59 %	67 %	88 %
I have the flexibility I need to manage my work and non-work activities and responsibilities	16% / 17% / 67%	Not asked	67 %	58 %	65 %	86 %
There is a positive culture within my organisation in relation to employees who have family responsibilities	8% / 9% / 17% / 66%	Not asked	66 %	52 %	60 %	74 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	17% / 17% / 66%	66 %	66 %	54 %	60 %	74 %
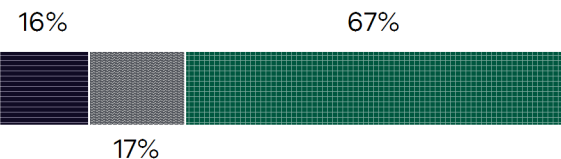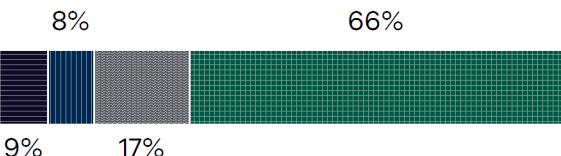
Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

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

Survey question	Your results			You		Comparator		
				2019	2021	Lowest	Average	Highest

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

Survey question	2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees who have caring responsibilities (8% / 10% / 18% / 64%)	74 %	64 %	50 %	58 %	72 %
There is a positive culture within my organisation in relation to employees who use flexible work arrangements (12% / 8% / 19% / 61%)	70 %	61 %	47 %	55 %	65 %
Having family responsibilities is not a barrier to success in my organisation (13% / 12% / 18% / 57%)	Not asked	57 %	49 %	55 %	72 %
Having caring responsibilities is not a barrier to success in my organisation (12% / 14% / 20% / 55%)	68 %	55 %	47 %	53 %	67 %

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

55% of your staff who did the survey agreed or strongly agreed with 'Using flexible work arrangements is not a barrier to success in my organisation'.

Survey question

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

Your results

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

11%   55%

16%   18%

Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	55 %	45 %	50 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

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

33% 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	40%	33%	36%	38%
Working from an alternative location (e.g. home, hub/shared work space)	0%	28%	16%	24%
Flexible start and finish times	25%	25%	15%	23%
Part-time	27%	25%	29%	19%
Using leave to work flexible hours	12%	11%	11%	8%
Shift swap	11%	11%	22%	12%
Study leave	8%	8%	7%	4%
Working more hours over fewer days	6%	8%	6%	6%
Other	2%	2%	2%	2%
Job sharing	2%	2%	2%	1%

Victorian Public Sector Commission

VICTORIA State Government

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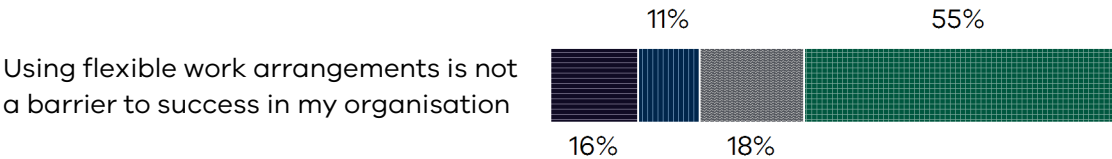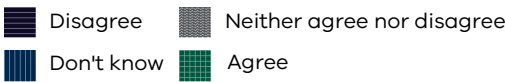
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'Sexual orientation is not a barrier to success in my organisation'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Sexual orientation is not a barrier to success in my organisation	82 %	78 %	70 %	77 %	88 %
Gender is not a barrier to success in my organisation	Not asked	76 %	67 %	77 %	91 %
Cultural background is not a barrier to success in my organisation	81 %	74 %	65 %	74 %	88 %
Age is not a barrier to success in my organisation	74 %	70 %	64 %	69 %	86 %

Your results bar values:
- Sexual orientation: 2% Disagree, 10% Don't know, 10% Neither, 78% Agree
- Gender: 7% Disagree, 4% Don't know, 12% Neither, 76% Agree
- Cultural background: 5% Disagree, 10% Don't know, 11% Neither, 74% Agree
- Age: 9% Disagree, 8% Don't know, 13% Neither, 70% Agree

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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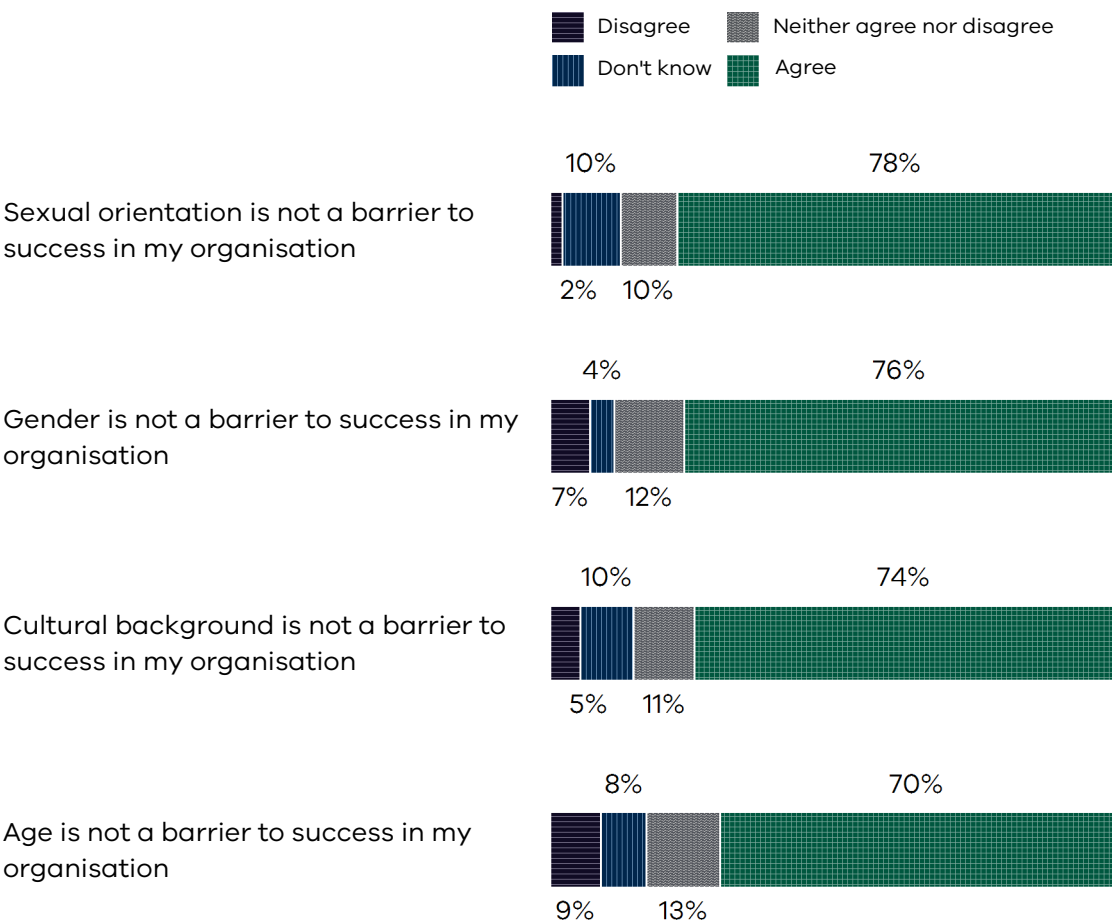
Example

61% of your staff who did the survey agreed or strongly agreed with 'Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation'.

Survey question

Your results

Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
Being Aboriginal and/or Torres Strait Islander is not a barrier to success in my organisation	2% Disagree, 24% Don't know, 13% Neither, 61% Agree	Not asked	61 %	58 %	66 %	83 %
Disability is not a barrier to success in my organisation	5% Disagree, 19% Don't know, 19% Neither, 57% Agree	65 %	57 %	50 %	59 %	74 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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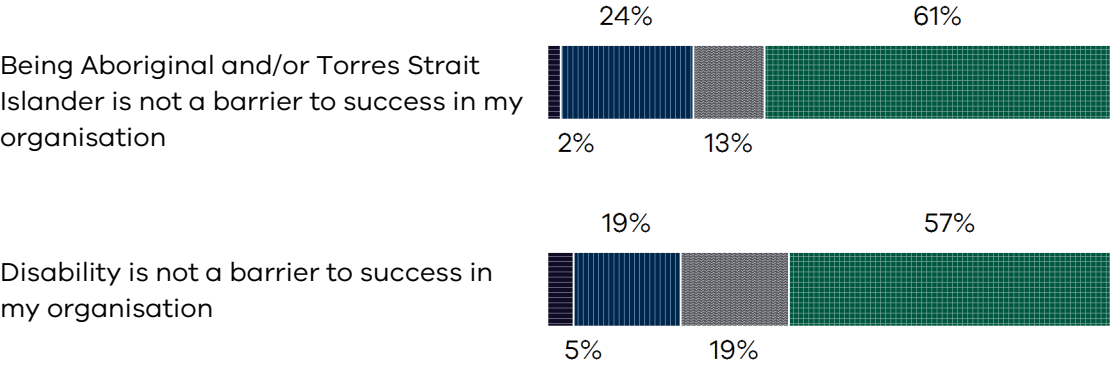
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
				2019	2021	Lowest	Average	Highest
My organisation provides a physically safe work environment	1%		88%	Not asked	88 %	58 %	76 %	95 %
I feel culturally safe at work	6% / 6% · 8% / 12%		81%	Not asked	81 %	64 %	78 %	88 %
My organisation consults employees on health and safety matters	5% · 7% / 16%		71%	71 %	71 %	54 %	63 %	88 %
My organisation has effective procedures in place to support employees who may experience stress	5% · 16% / 17%		62%	62 %	62 %	49 %	58 %	67 %

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

Victorian Public Sector Commission

VICTORIA State Government

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.

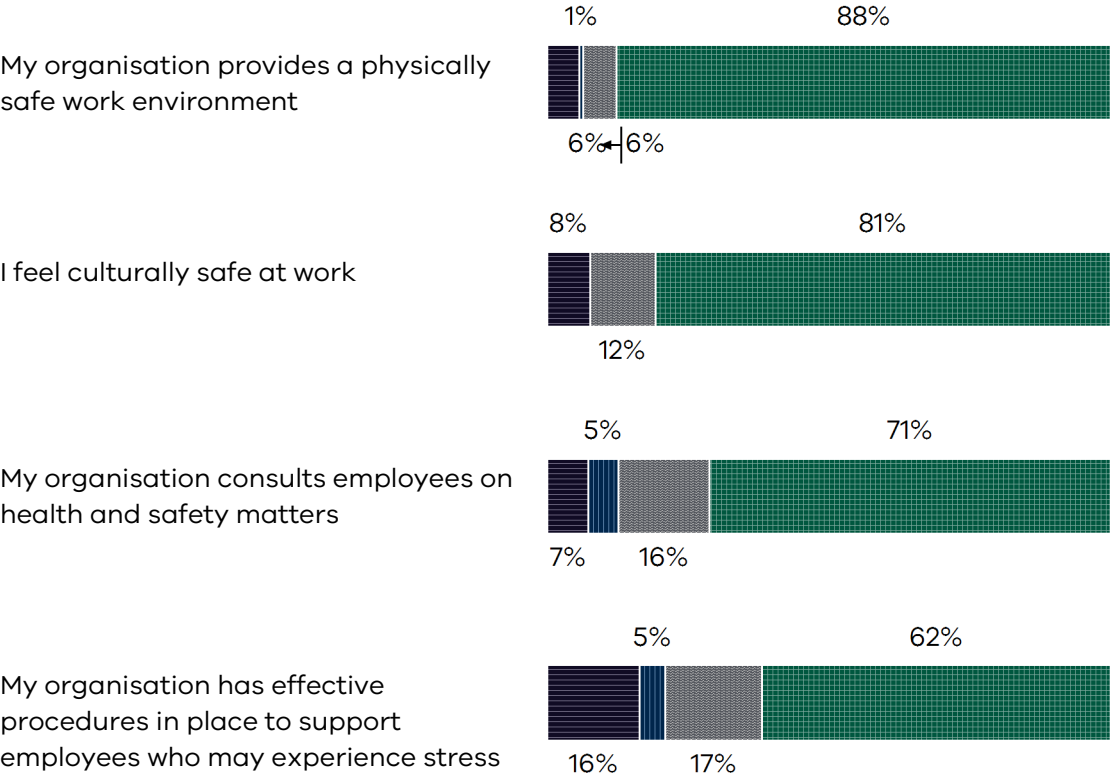Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

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

Survey question	Your results		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders consider the psychological health of employees to be as important as productivity	18% / 24% / 59%		45 %	59 %	41 %	50 %	74 %
Senior leaders show support for stress prevention through involvement and commitment	17% / 25% / 58%		43 %	58 %	41 %	49 %	68 %
In my workplace, there is good communication about psychological safety issues that affect me	16% / 26% / 58%		50 %	58 %	42 %	51 %	70 %
All levels of my organisation are involved in the prevention of stress	22% / 34% / 44%		39 %	44 %	32 %	41 %	57 %

Victorian Public Sector Commission

VICTORIA State Government
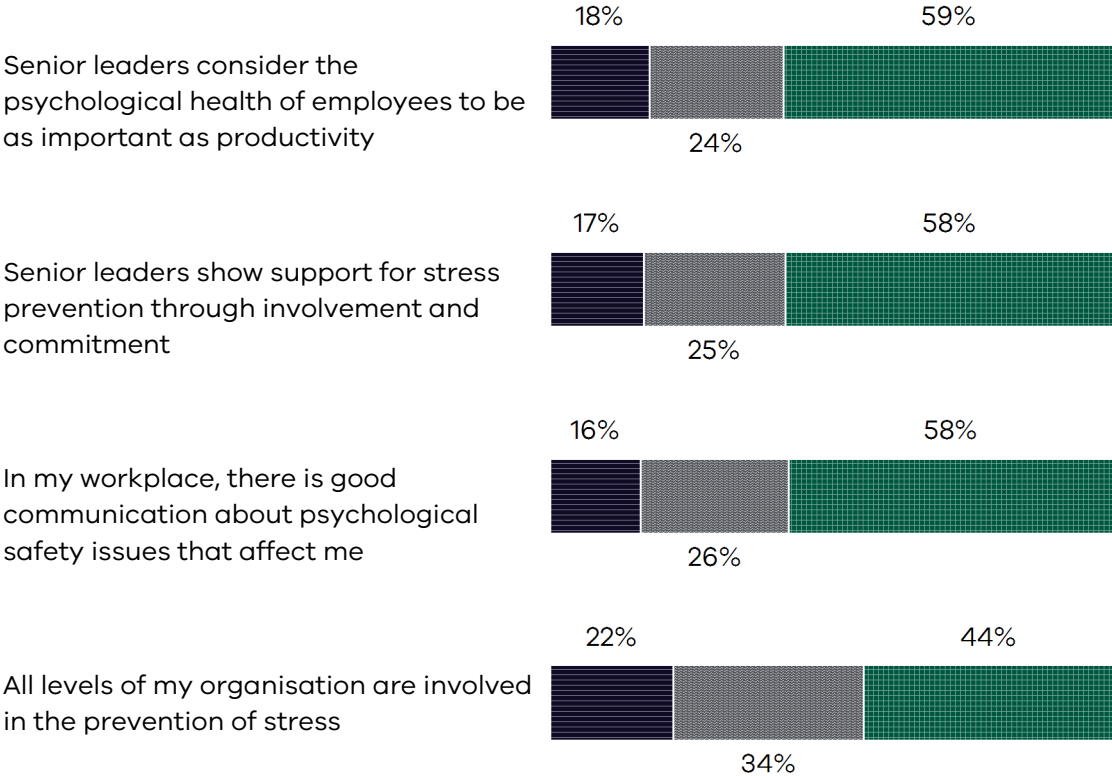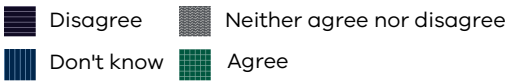
Organisational climate

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
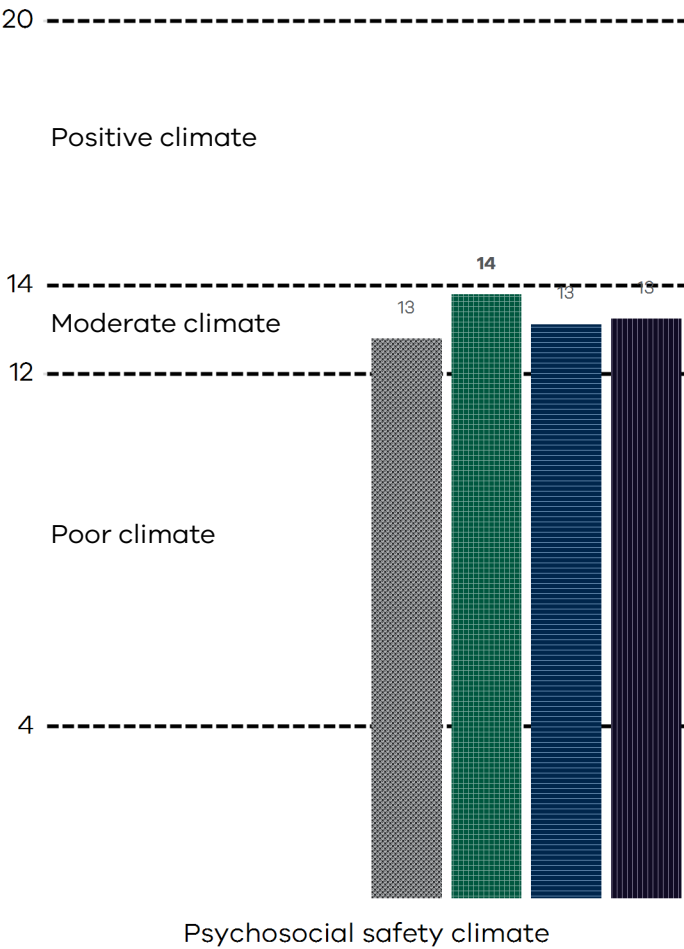
Psychosocial safety climate

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

89% 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		You		Comparator		
		2019	2021	Lowest	Average	Highest
I would recommend a friend or relative to be treated as a patient here	3% / 89% / 9%	87 %	89 %	41 %	75 %	92 %
I am encouraged by my colleagues to report any patient safety concerns I may have	4% / 80% / 16%	78 %	80 %	72 %	80 %	91 %
Management is driving us to be a safety-centred organisation	5% / 75% / 20%	72 %	75 %	56 %	70 %	89 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	6% / 73% / 22%	72 %	73 %	63 %	72 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Patient safety climate 2 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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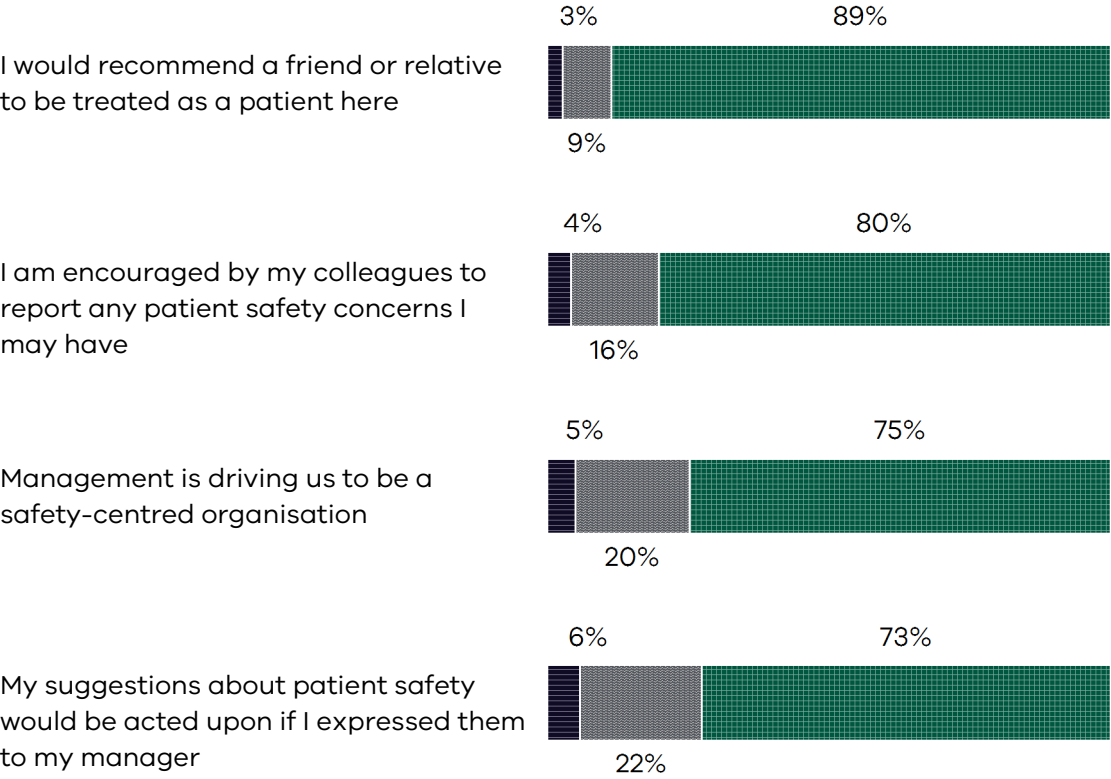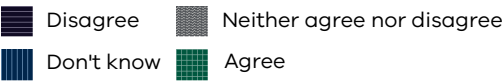
Example

71% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	4% / 17% / 8% / 71%	67 %	71 %	59 %	72 %	76 %
The culture in my work area makes it easy to learn from the errors of others	11% / 21% / 68%	71 %	68 %	57 %	68 %	74 %
Trainees in my discipline are adequately supervised	11% / 7% / 14% / 67%	67 %	67 %	54 %	64 %	71 %
This health service does a good job of training new and existing staff	16% / 9% / 17% / 57%	60 %	57 %	45 %	60 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

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.

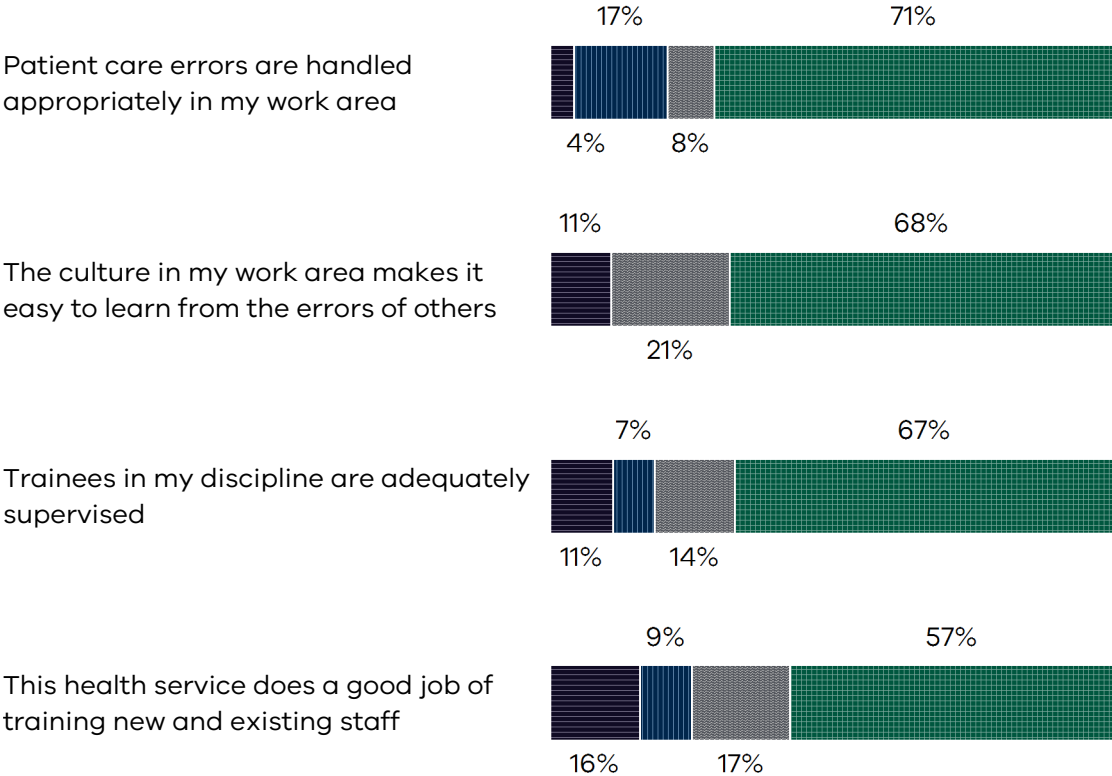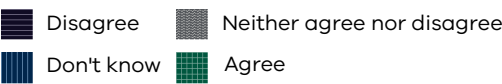Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees of different sexes/genders'.

Survey question	Your results		You		Comparator		
			2019	2021	Lowest	Average	Highest

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

Survey question	Disagree	Don't know	Neither	Agree	2019	2021	Lowest	Average	Highest
There is a positive culture within my organisation in relation to employees of different sexes/genders	4%	3%	10%	83%	86 %	83 %	70 %	79 %	83 %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	5%	3%	11%	81%	87 %	81 %	67 %	79 %	90 %
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ+	10%	2%	10%	79%	78 %	79 %	62 %	72 %	83 %
There is a positive culture within my organisation in relation to employees of different age groups	5%	6%	14%	75%	84 %	75 %	65 %	73 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.
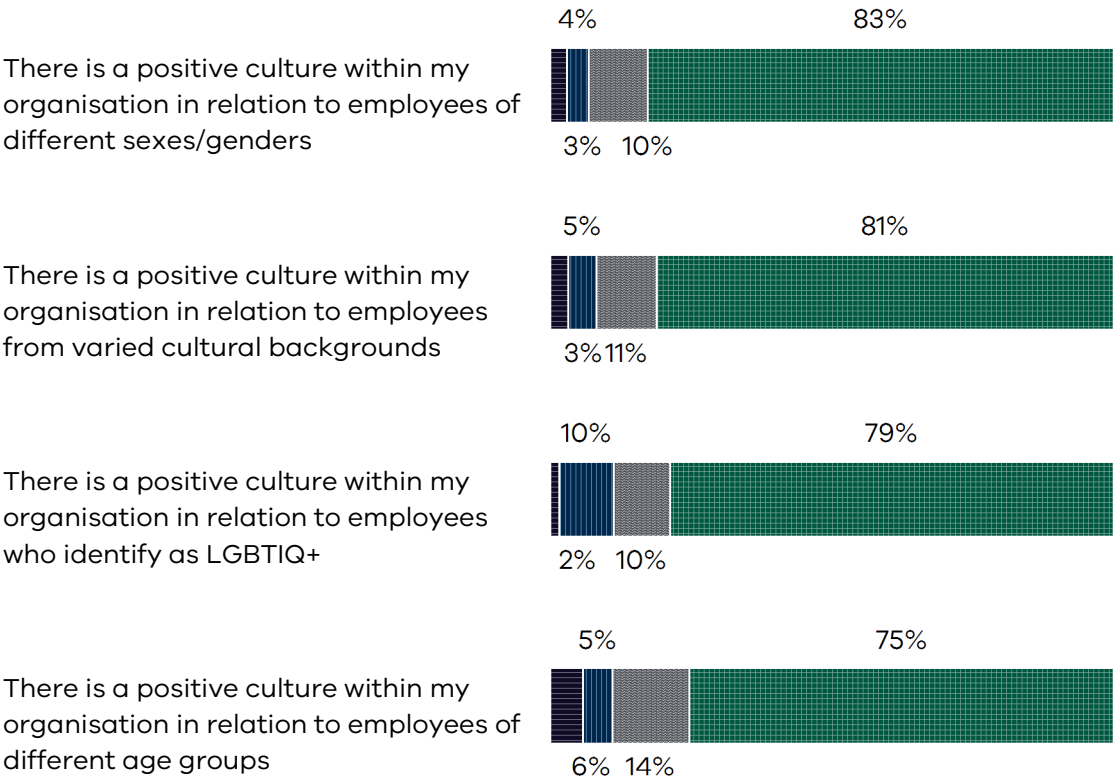
Example

67% of your staff who did the survey agreed or strongly agreed with 'There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander'.

Survey question

Your results

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

There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander

17% | 67%
2% | 14%

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

20% | 60%
3% | 16%

Benchmark agree results
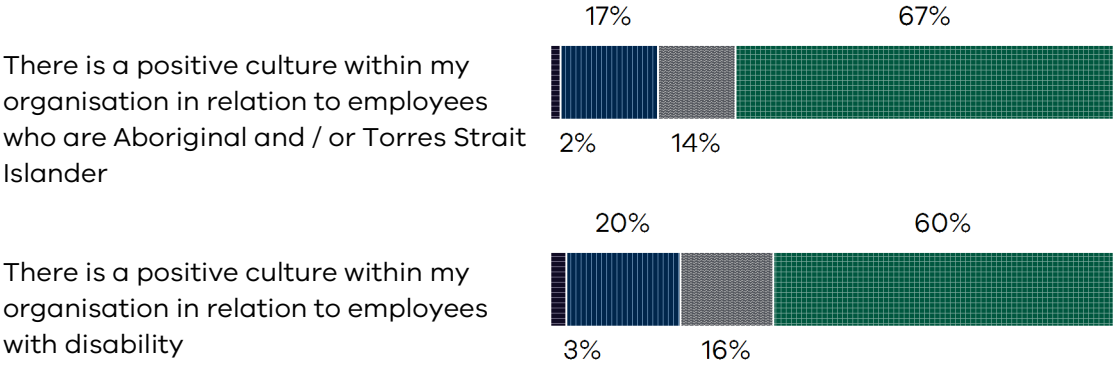
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	61 %	67 %	57 %	68 %	90 %
	63 %	60 %	49 %	60 %	76 %

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

88% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question	Your results		Benchmark agree results				
			You		**Comparator**		
			2019	2021	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	2% 88% / 2% 8%		Not asked	88 %	76 %	84 %	98 %
In my workgroup work is allocated fairly, regardless of gender	8% 80% / 12%		Not asked	80 %	75 %	81 %	88 %
My organisation would support me if I needed to take family violence leave	16% 77% / 1% 7%		Not asked	77 %	61 %	70 %	86 %

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

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example
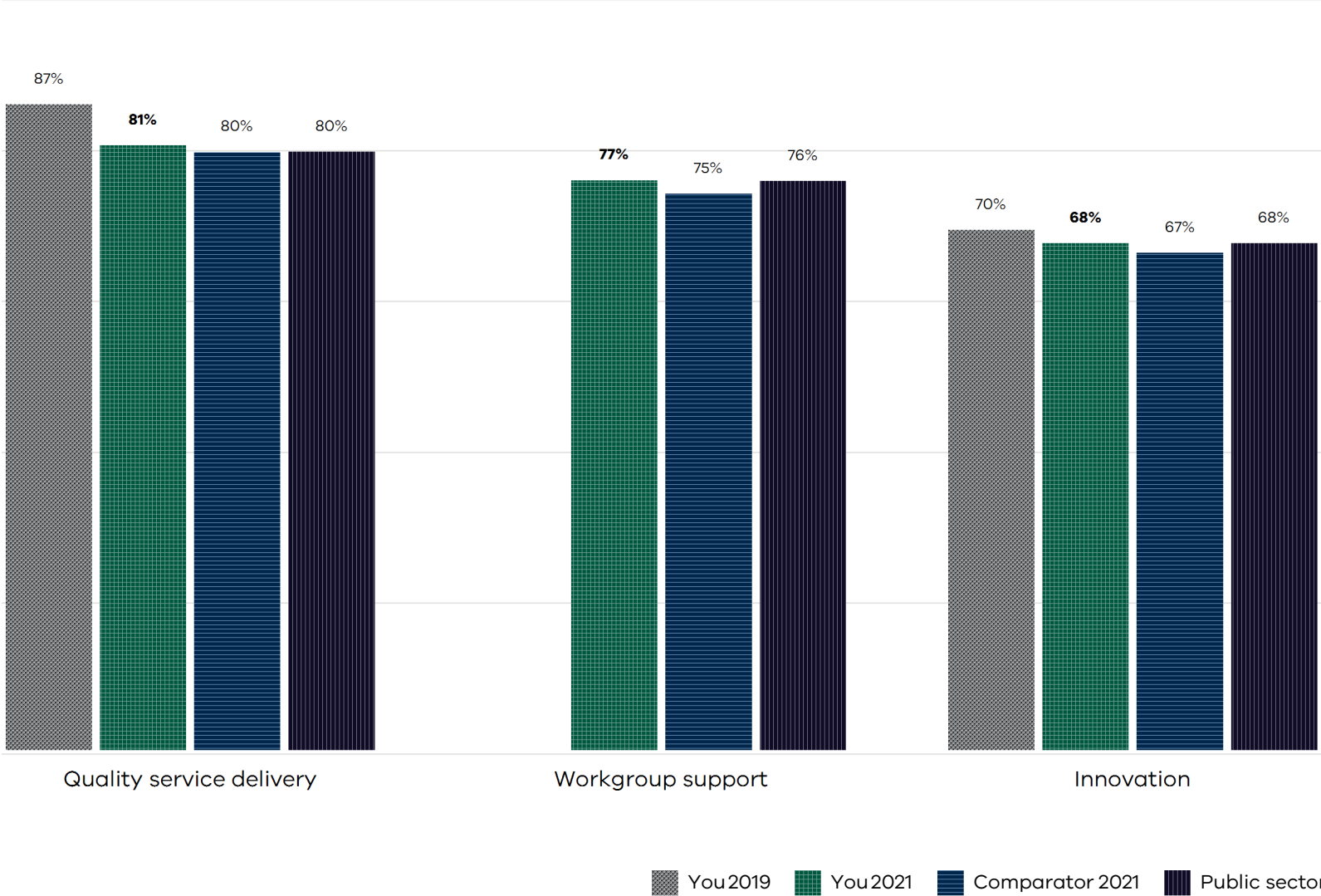
In 2021:

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

Compared to:

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

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

Quality service delivery: 87%, 81%, 80%, 80%
Workgroup support: 77%, 75%, 76%
Innovation: 70%, 68%, 67%, 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

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your 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
My workgroup strives to provide high quality advice and services	90% (3% / 7%)	93 %	90 %	82 %	88 %	98 %
My workgroup strives to deliver services in a timely manner	89% (4% / 7%)	92 %	89 %	82 %	88 %	95 %
My workgroup values human rights	1% / 89% (3% / 7%)	88 %	89 %	81 %	86 %	98 %
My workgroup strives to make the best use of its resources	1% / 77% (12% / 10%)	87 %	77 %	73 %	78 %	88 %

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.
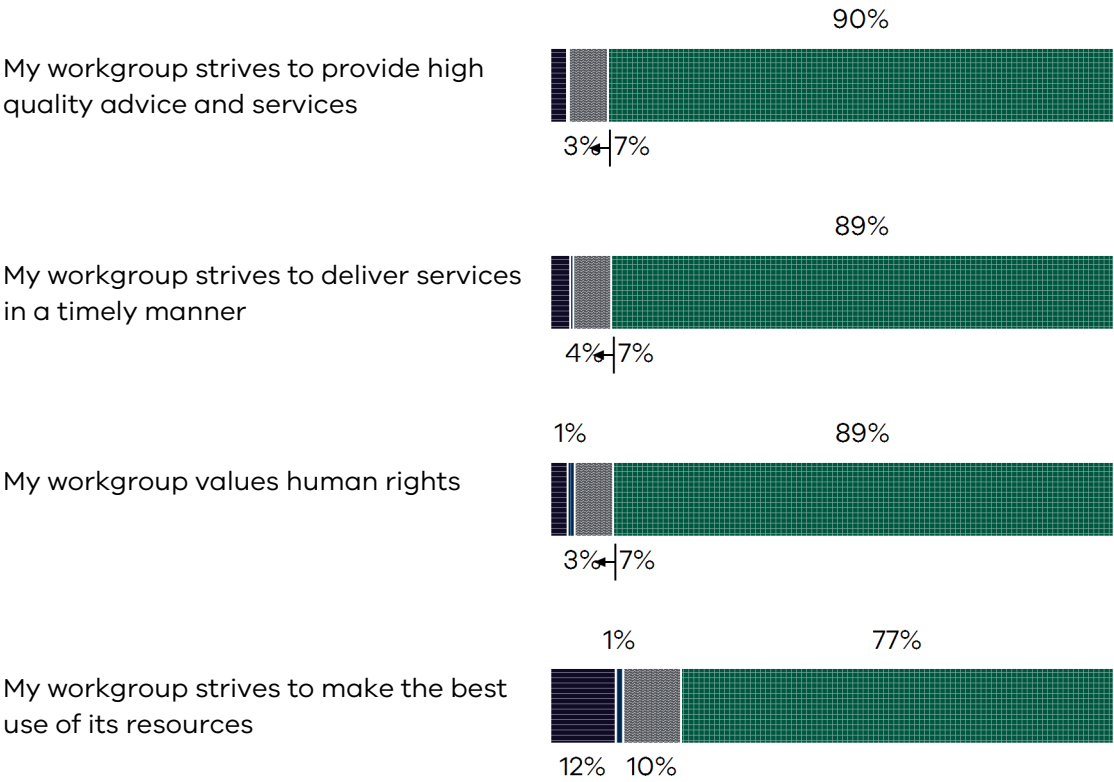
Example

76% of your 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						

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

		You		**Comparator**		
Survey question	Your results	2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts	1% 76% / 10% 13%	87 %	76 %	68 %	75 %	88 %
My workgroup has clear lines of responsibility	1% 75% / 13% 12%	78 %	75 %	69 %	77 %	87 %
My workgroup places a priority on acting fairly and without bias	1% 74% / 12% 13%	81 %	74 %	66 %	72 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

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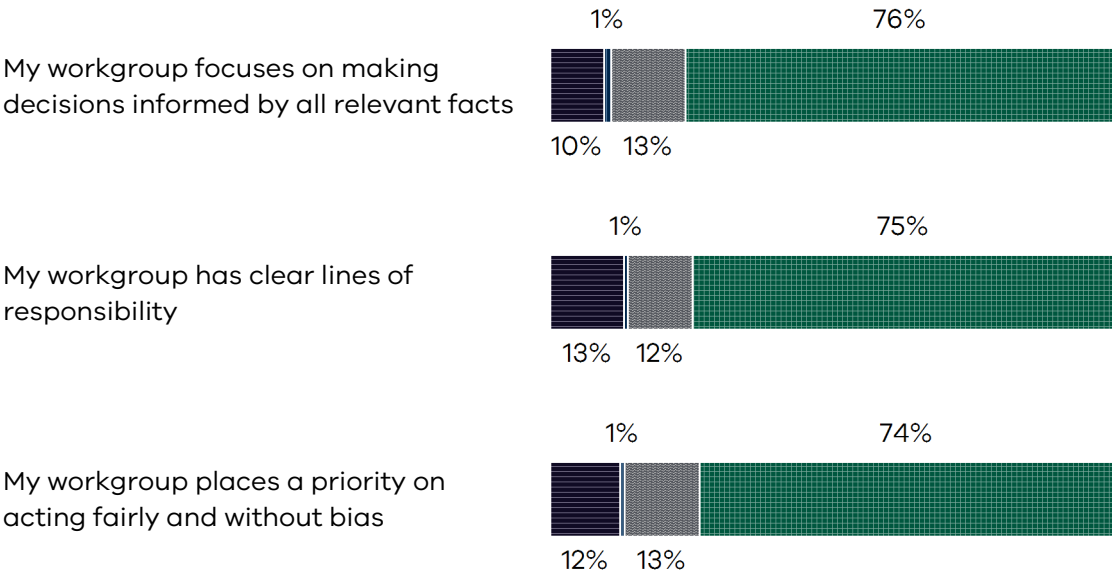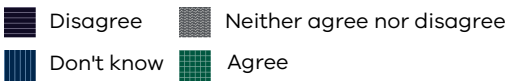
Example

79% 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				

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

Benchmark agree results

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup respectfully consults with clients and stakeholders to improve outcomes (5% 4% 11% 79%)	76 %	79 %	73 %	78 %	91 %
My workgroup learns from failures and mistakes (11% 1% 15% 72%)	76 %	72 %	58 %	69 %	77 %
My workgroup is quick to respond to opportunities to do things better (14% 1% 17% 68%)	70 %	68 %	62 %	69 %	79 %
My workgroup encourages employee creativity (17% 1% 20% 62%)	64 %	62 %	52 %	59 %	77 %

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.
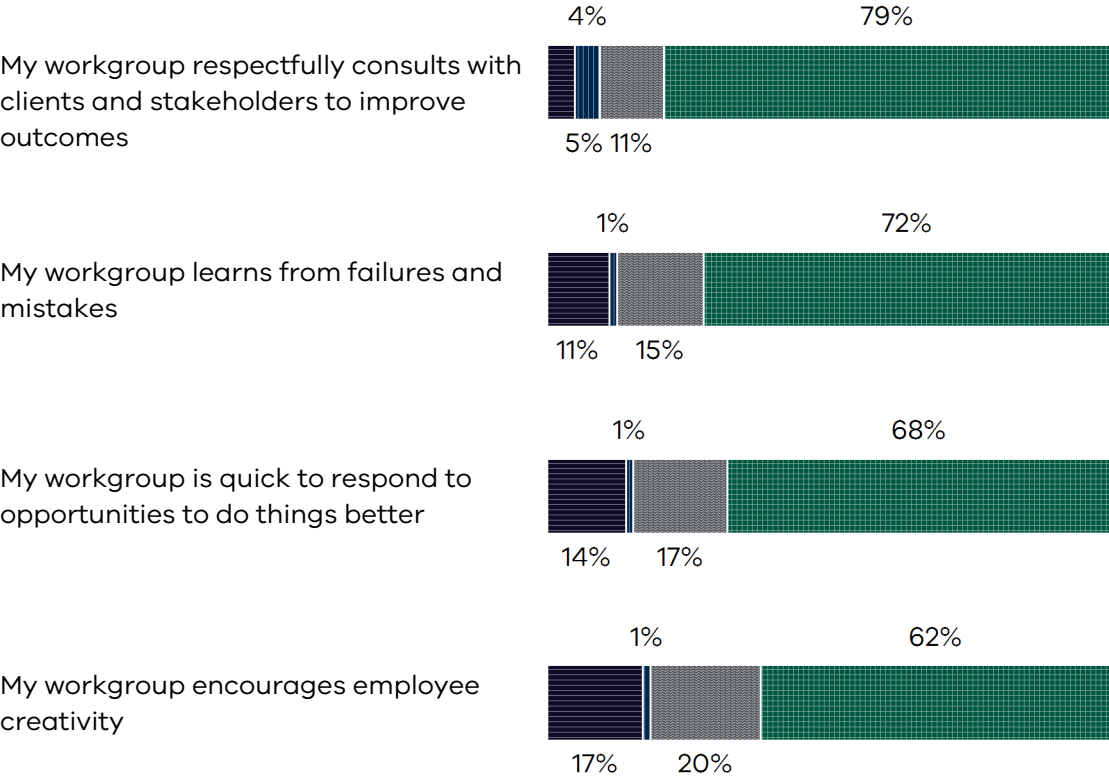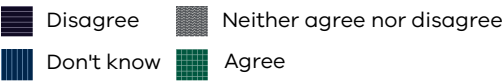
Example

60% of your staff who did the survey agreed or strongly agreed with 'My workgroup takes reasonable risks to improve its services'.

Survey question	Your results		Benchmark agree results				

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

		You		Comparator		
Survey question		2019	2021	Lowest	Average	Highest
My workgroup takes reasonable risks to improve its services	11% / 6% / 24% / 60%	64 %	60 %	54 %	60 %	71 %

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.

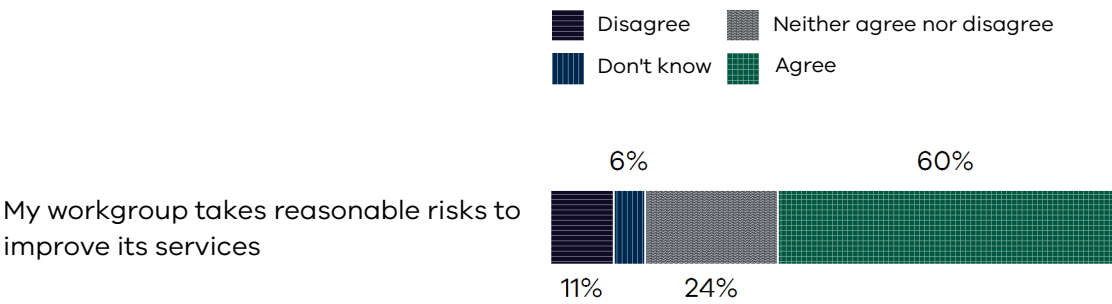Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	2% / 7% / 90%	Not asked	90 %	83 %	89 %	92 %
I am able to work effectively with others in my workgroup	3% / 7% / 90%	Not asked	90 %	86 %	90 %	95 %
People in my workgroup actively support diversity and inclusion in the workplace	1% / 5% 10% / 85%	86 %	85 %	75 %	82 %	90 %
People in my workgroup treat each other with respect	8% 9% / 82%	83 %	82 %	73 %	79 %	86 %

Workgroup climate

Workgroup support 2 of 3

What this is

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

Why this is important

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

How to read this

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

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

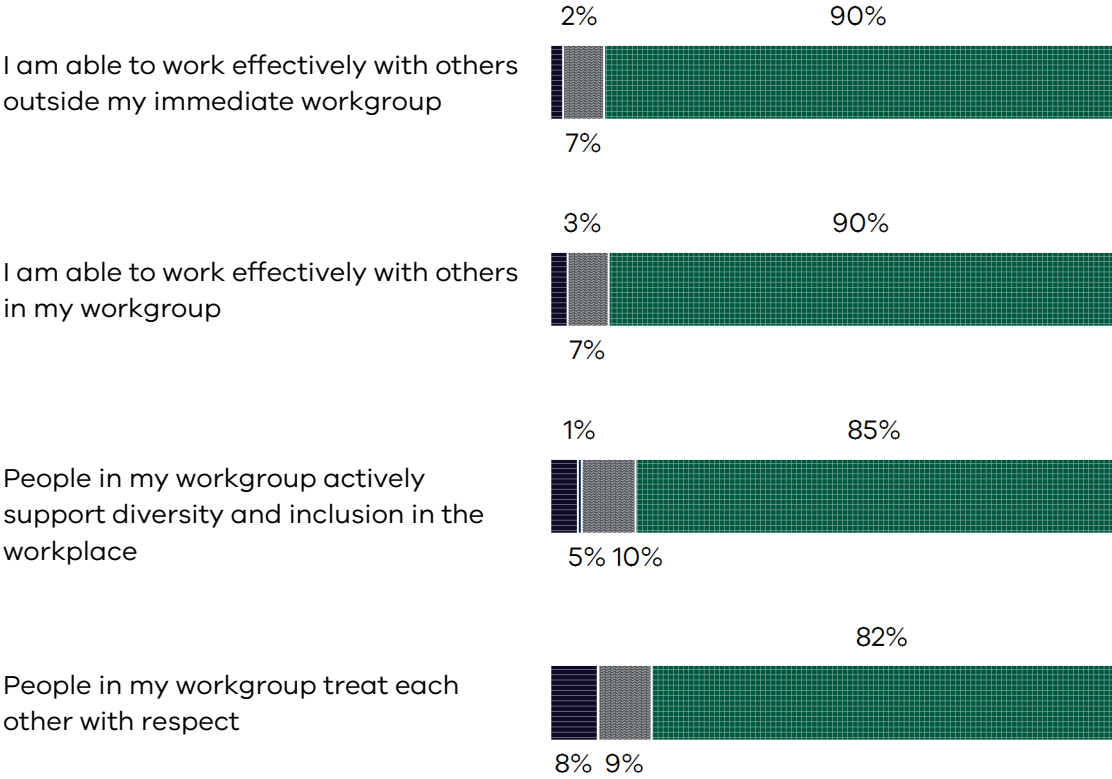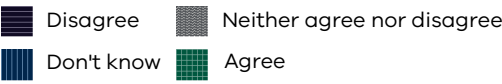Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done — 9% / 10% / 81%	84 %	81 %	74 %	81 %	84 %
People in my workgroup are honest, open and transparent in their dealings — 13% / 1% / 14% / 71%	73 %	71 %	62 %	68 %	76 %
People in my workgroup are politically impartial in their work — 8% / 5% / 17% / 71%	73 %	71 %	61 %	68 %	77 %
People in my workgroup regularly reach out to support me and my wellbeing — 14% / 17% / 69%	Not asked	69 %	61 %	68 %	82 %

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.

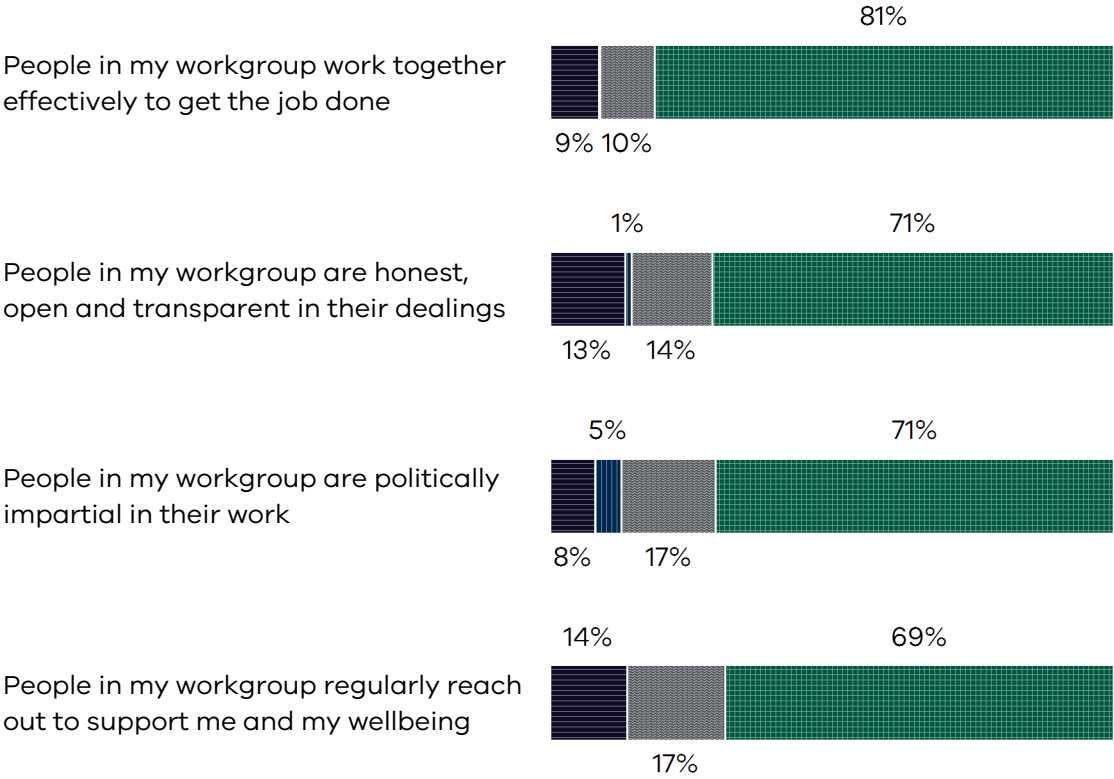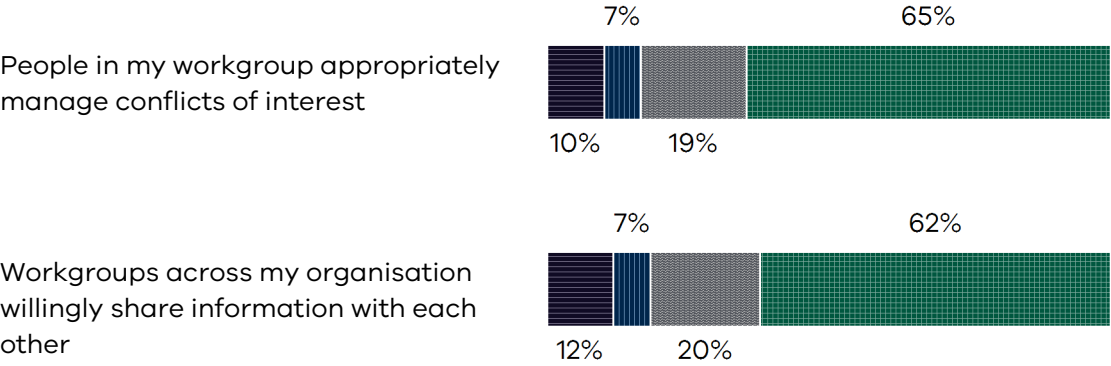Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results						

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	10% / 7% / 19% / 65%	68 %	65 %	57 %	64 %	73 %
Workgroups across my organisation willingly share information with each other	12% / 7% / 20% / 62%	64 %	62 %	45 %	60 %	68 %

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

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:

- 88% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

Bar chart showing:

Factor	You 2019	You 2021	Comparator 2021	Public sector 2021
Meaningful work		88%	86%	84%
Manager leadership	85%	84%	83%	84%
Job enrichment		78%	78%	77%
Manager support		69%	68%	70%

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

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.

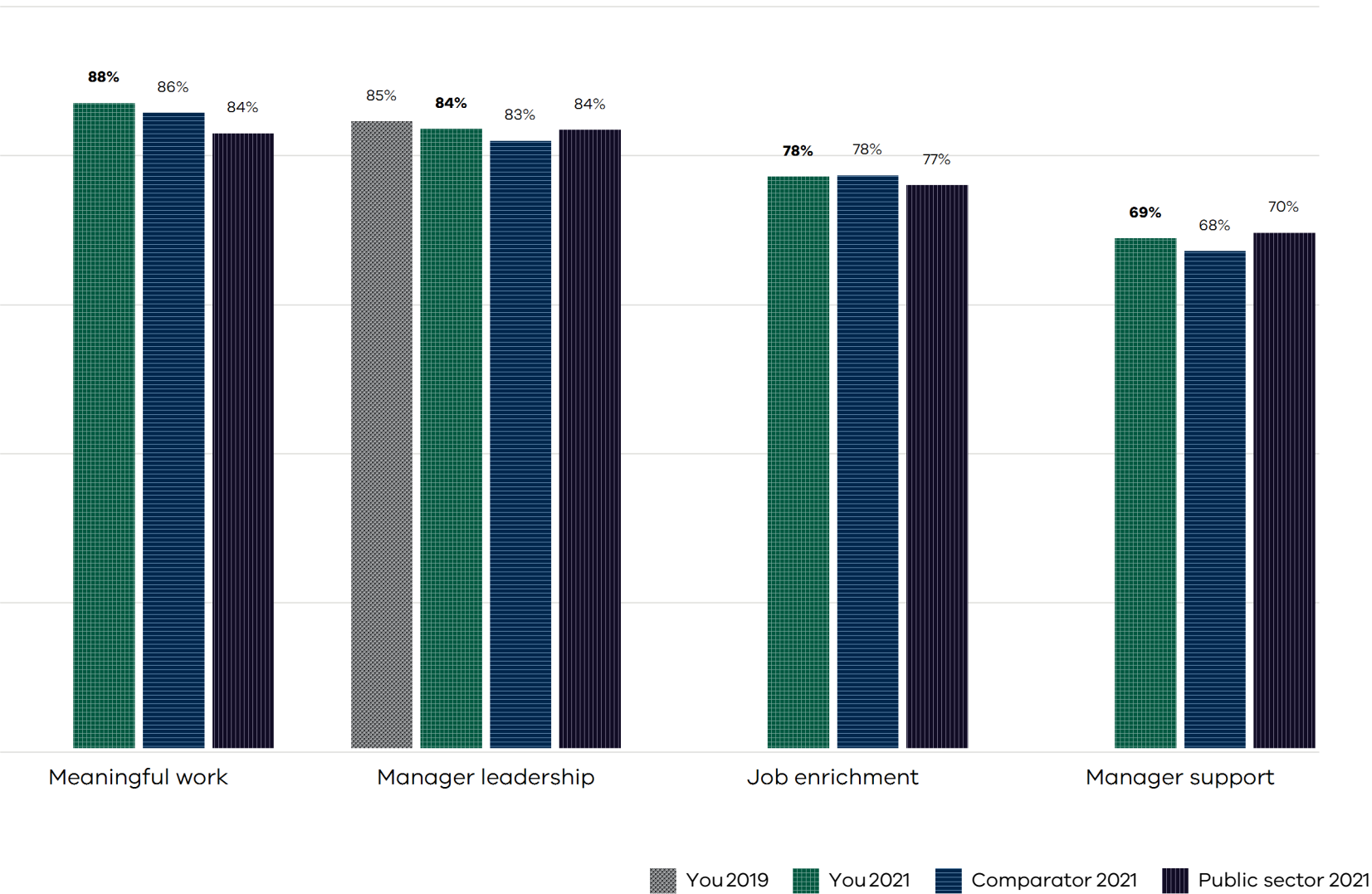Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
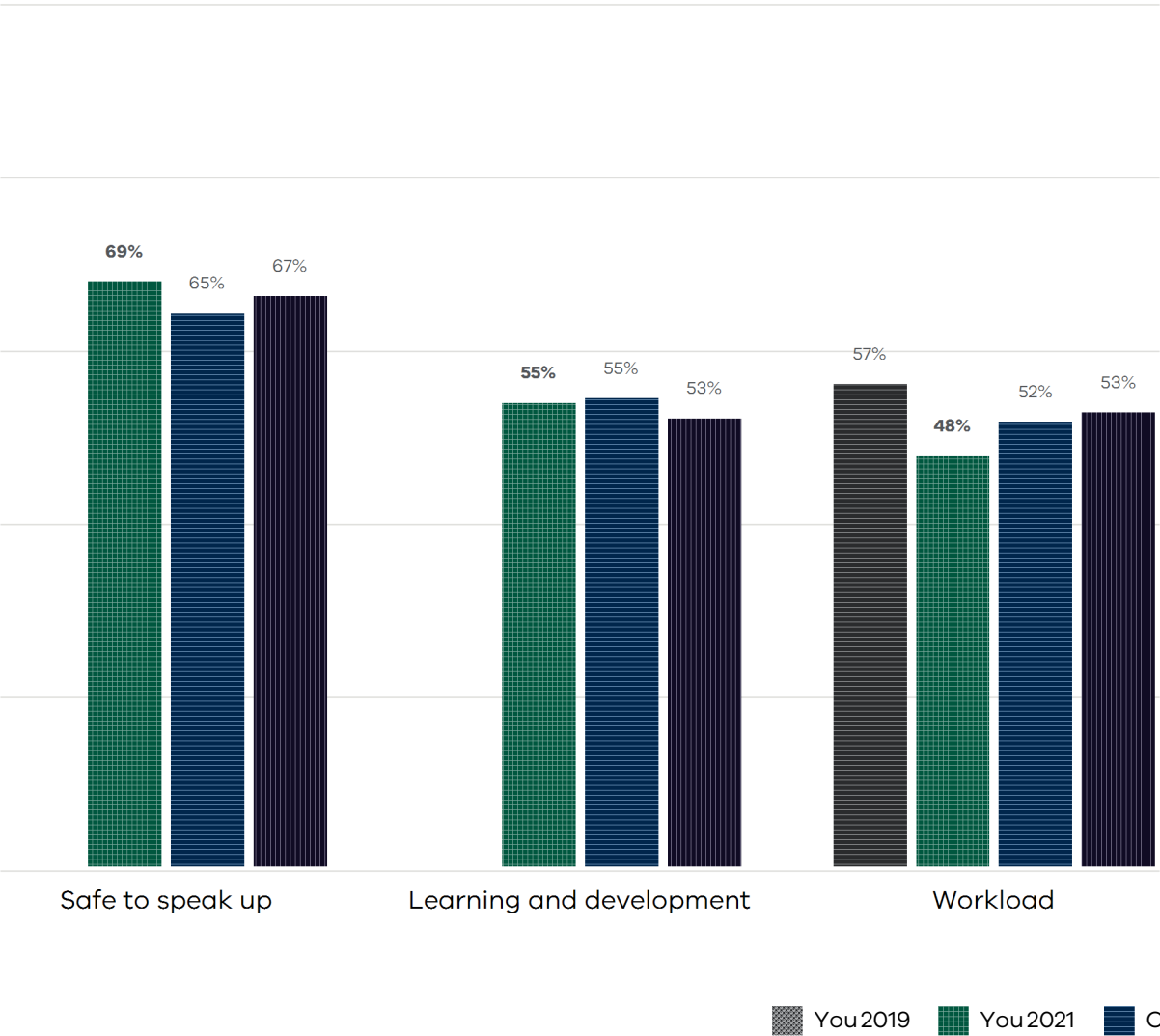
Example

In 2021:

- 69% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

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

Bar chart legend: You 2019, You 2021, Comparator 2021, Public sector 2021

Safe to speak up: 69%, 65%, 67%
Learning and development: 55%, 55%, 53%
Workload: 57%, 48%, 52%, 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

87% of your staff who did the survey agreed or strongly agreed with 'My manager is committed to workplace safety'.

| Survey question | Your results | Benchmark agree results |

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

	You		Comparator		
Survey question	2019	2021	Lowest	Average	Highest
My manager is committed to workplace safety	86 %	87 %	78 %	84 %	99 %
My manager ensures clients receive a high standard of service	88 %	86 %	79 %	85 %	99 %
My manager works effectively with people from diverse backgrounds	88 %	85 %	80 %	85 %	96 %
My manager treats employees with dignity and respect	84 %	84 %	77 %	82 %	93 %

My manager is committed to workplace safety: 2%, 87%, 4%, 8%

My manager ensures clients receive a high standard of service: 4%, 86%, 10%

My manager works effectively with people from diverse backgrounds: 3%, 85%, 11%

My manager treats employees with dignity and respect: 7%, 84%, 9%

Job and manager factors

Manager leadership 2 of 2

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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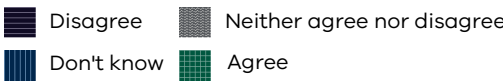
Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

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

	You		Comparator		
	2019	2021	Lowest	Average	Highest
My manager demonstrates honesty and integrity — 9% / 10% / 82%	84 %	82 %	75 %	80 %	93 %
My manager models my organisation's values — 7% / 12% / 81%	81 %	81 %	74 %	79 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 1 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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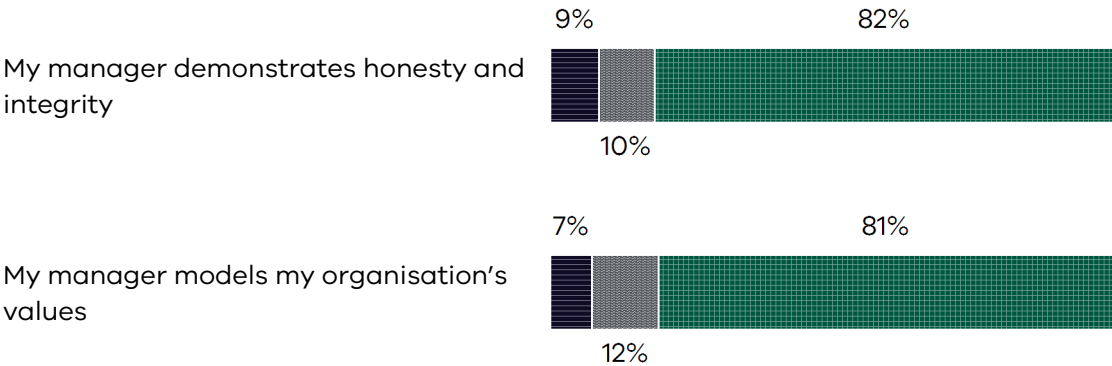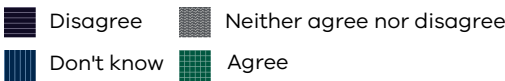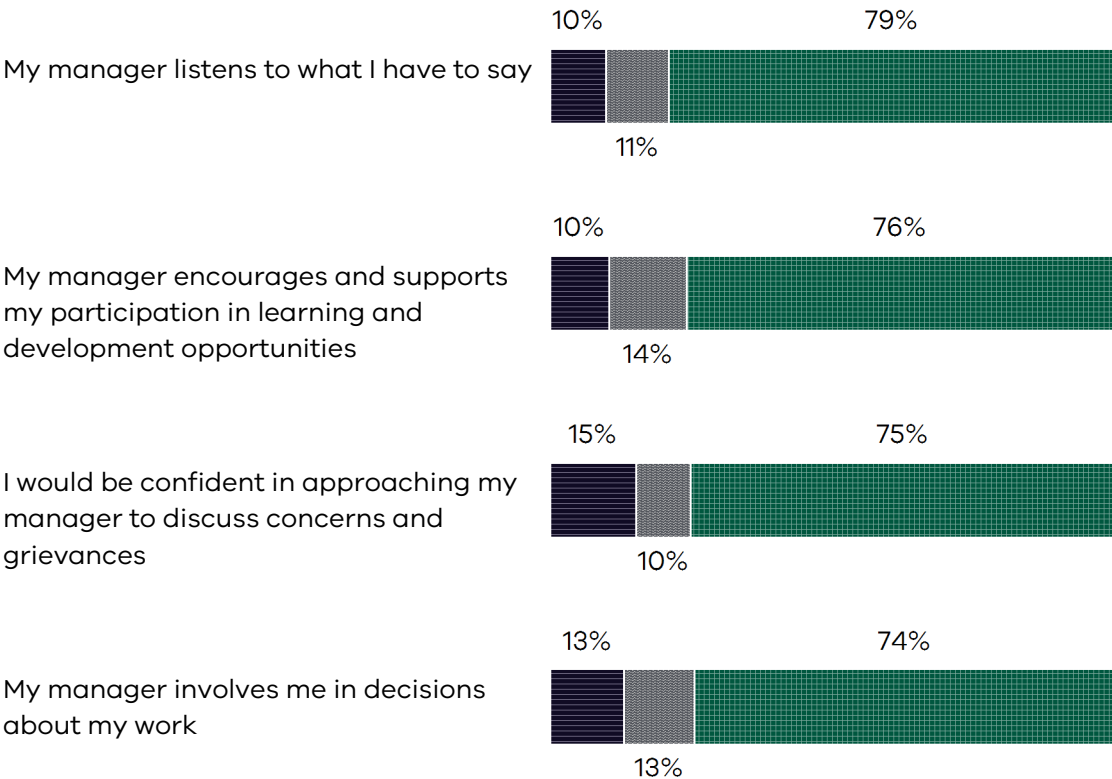
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree / Neither agree nor disagree / Don't know / Agree					
My manager listens to what I have to say	10% / 11% / 79%	84 %	79 %	73 %	77 %	89 %
My manager encourages and supports my participation in learning and development opportunities	10% / 14% / 76%	74 %	76 %	66 %	74 %	86 %
I would be confident in approaching my manager to discuss concerns and grievances	15% / 10% / 75%	77 %	75 %	70 %	75 %	87 %
My manager involves me in decisions about my work	13% / 13% / 74%	76 %	74 %	66 %	71 %	85 %

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.

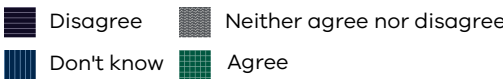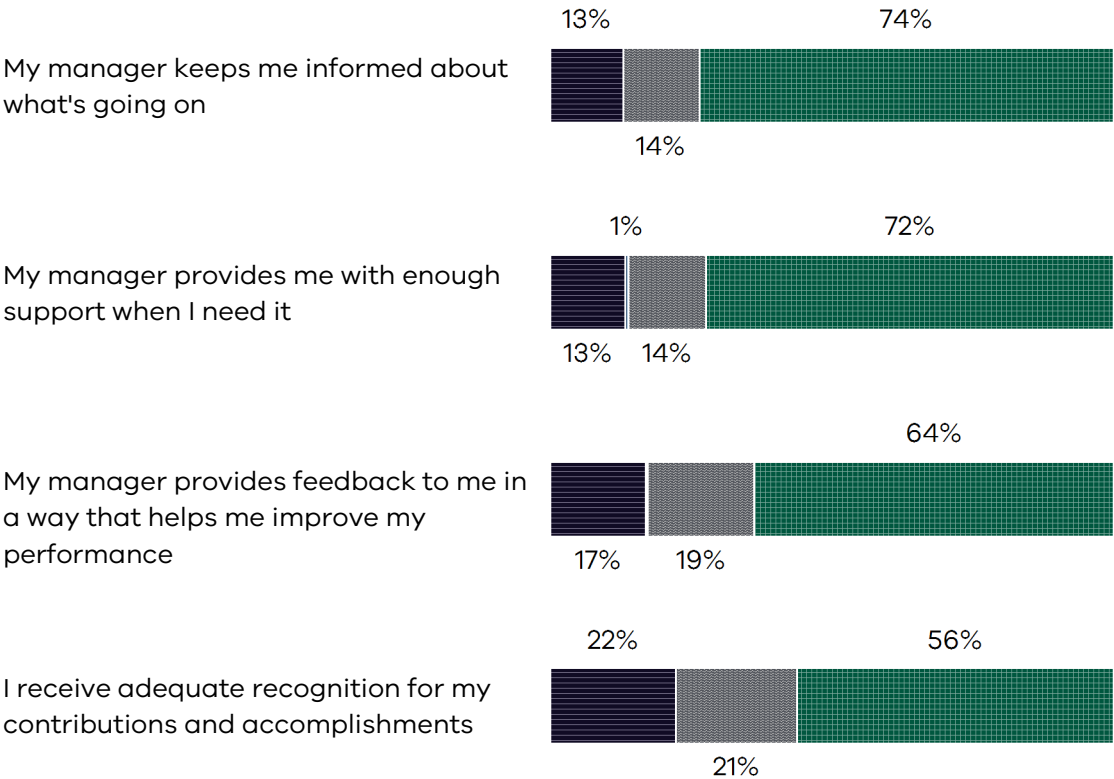Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'My manager keeps me informed about what's going on'.

Survey question	Your results				Benchmark agree results				
					You		**Comparator**		
					2019	2021	Lowest	Average	Highest
My manager keeps me informed about what's going on	13% 14% 74%				73 %	74 %	65 %	73 %	83 %
My manager provides me with enough support when I need it	1% 13% 14% 72%				Not asked	72 %	66 %	72 %	84 %
My manager provides feedback to me in a way that helps me improve my performance	17% 19% 64%				68 %	64 %	58 %	64 %	79 %
I receive adequate recognition for my contributions and accomplishments	22% 21% 56%				58 %	56 %	42 %	52 %	70 %

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

Job and manager factors

Manager support 3 of 3

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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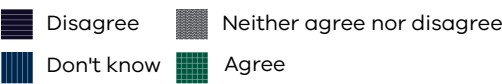
Example

55% of your staff who did the survey agreed or strongly agreed with 'My manager has regular conversations with me about my learning and development'.

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

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

25%   55%

20%
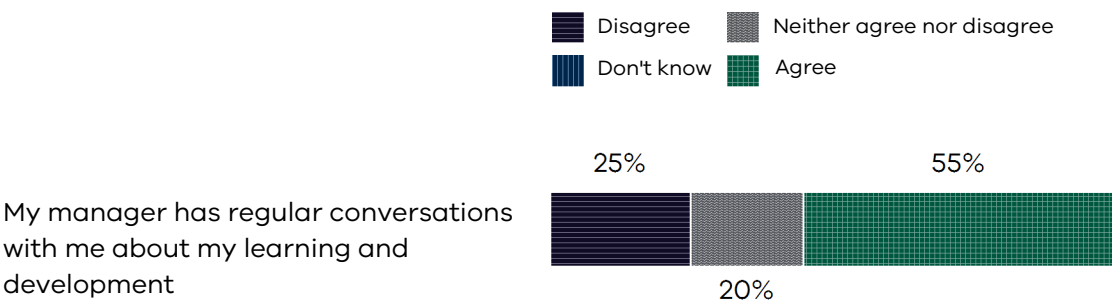
	You		Comparator		
	2019	2021	Lowest	Average	Highest
	Not asked	55 %	44 %	52 %	79 %

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

51% 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
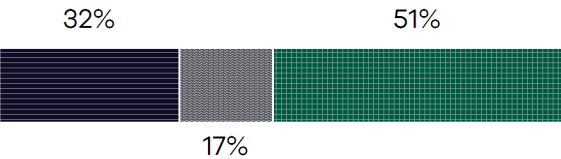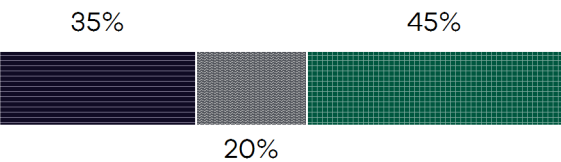
Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	Disagree 32% / Neither 17% / Agree 51%	58 %	51 %	49 %	55 %	66 %
I have enough time to do my job effectively	Disagree 35% / Neither 20% / Agree 45%	55 %	45 %	41 %	50 %	61 %

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

73% of your staff who did the survey agreed or strongly agreed with 'In the last 12 months I have learned skills that have helped me do my job better'.

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
In the last 12 months I have learned skills that have helped me do my job better	11% / 16% / 73%	Not asked	73 %	62 %	72 %	86 %
I am developing and learning in my role	12% / 16% / 73%	Not asked	73 %	64 %	73 %	88 %
My organisation places a high priority on the learning and development of staff	13% / 22% / 66%	66 %	66 %	47 %	62 %	81 %
There are adequate opportunities for me to develop skills and experience in my organisation	21% / 21% / 58%	68 %	58 %	46 %	58 %	84 %

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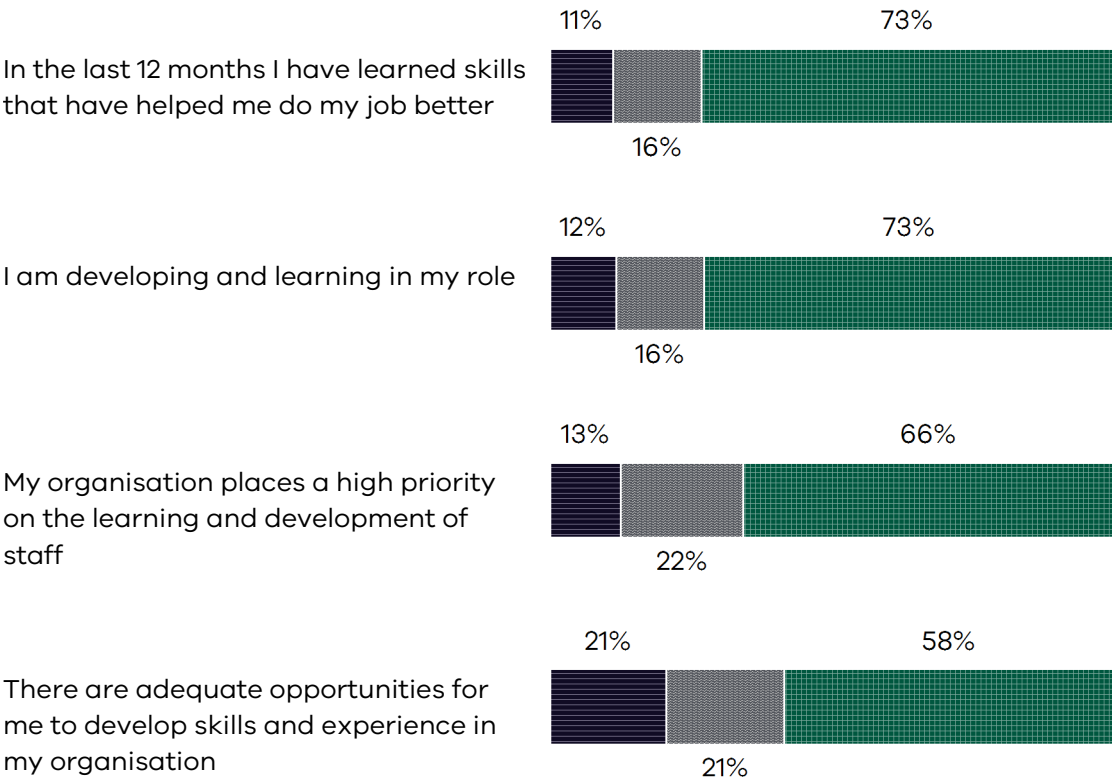
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
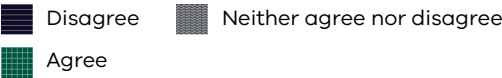
Example

56% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▧ Agree

	You		Comparator		
	2019	2021	Lowest	Average	Highest

I am satisfied with the way my learning and development needs have been addressed in the last 12 months
21% / 23% / 56%
Not asked | 56 % | 44 % | 56 % | 81 %

I feel I have an equal chance at promotion in my organisation
27% / 31% / 42%
Not asked | 42 % | 33 % | 44 % | 53 %

I am satisfied with the availability of opportunities to move between roles within my organisation (e.g. temporary or permanent transfers)
23% / 37% / 40%
Not asked | 40 % | 34 % | 44 % | 53 %
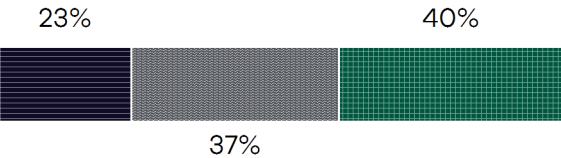
I am satisfied with the availability of opportunities to take up roles in other organisations (e.g. temporary or permanent transfers or secondments)
22% / 50% / 28%
Not asked | 28 % | 28 % | 32 % | 35 %

Job and manager factors

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

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question | Your results | Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question		You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job contributes to my organisation's purpose	2% / 93% / 5%	94 %	93 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job	6% / 83% / 10%	86 %	83 %	76 %	85 %	93 %
My job allows me to utilise my skills, knowledge and abilities	7% / 83% / 10%	85 %	83 %	79 %	84 %	91 %
I have the authority to do my job effectively	10% / 80% / 10%	84 %	80 %	72 %	79 %	93 %

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.
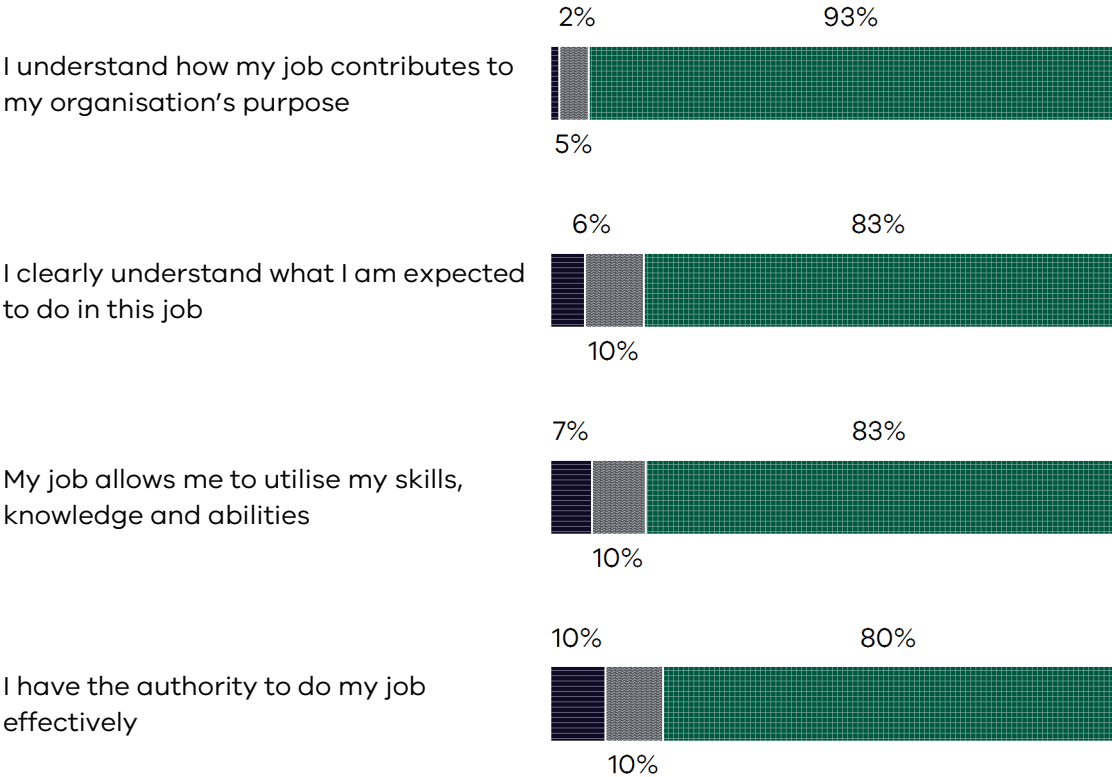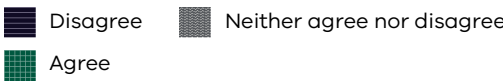
Example

73% of your staff who did the survey agreed or strongly agreed with 'I have a choice in deciding how I do my work'.

Legend: Disagree · Neither agree nor disagree · Agree

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
I have a choice in deciding how I do my work	Disagree 13% / Neither 15% / Agree 73%	72 %	73 %	63 %	69 %	81 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	Disagree 10% / Neither 19% / Agree 71%	66 %	71 %	74 %	77 %	91 %
My work performance is assessed against clear criteria	Disagree 18% / Neither 22% / Agree 61%	Not asked	61 %	51 %	61 %	91 %

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.
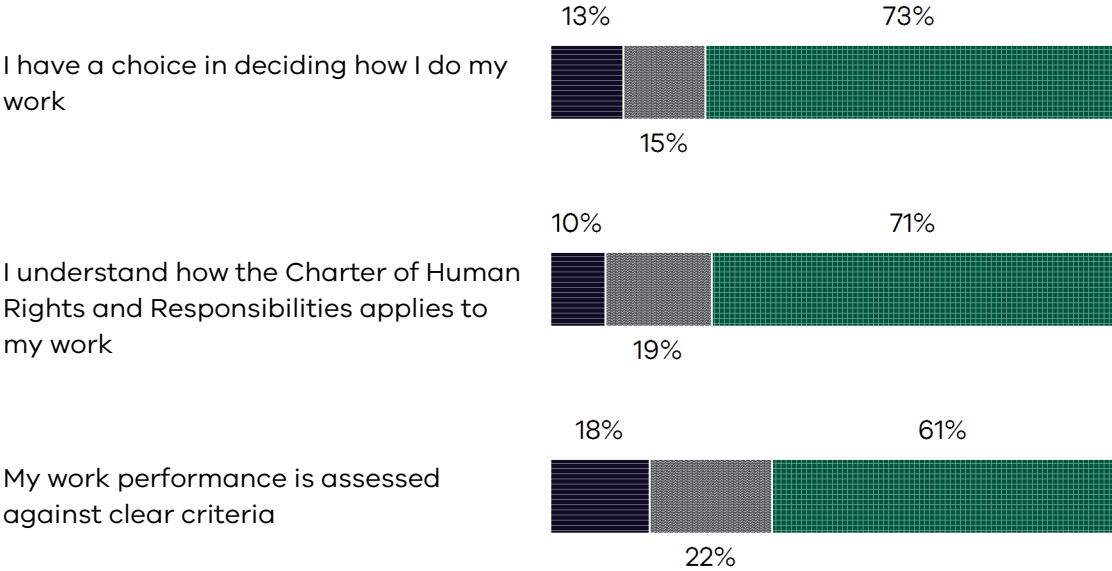
Example

88% 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			

Legend: ■ Disagree ▓ Neither agree nor disagree ▦ Agree

Benchmark agree results

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
I feel that I can make a worthwhile contribution at work	4% / 7% / 88%	Not asked	88 %	82 %	88 %	95 %
I am achieving something important through my work	4% / 9% / 87%	Not asked	87 %	76 %	85 %	98 %

Victorian Public Sector Commission

VICTORIA State Government

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.
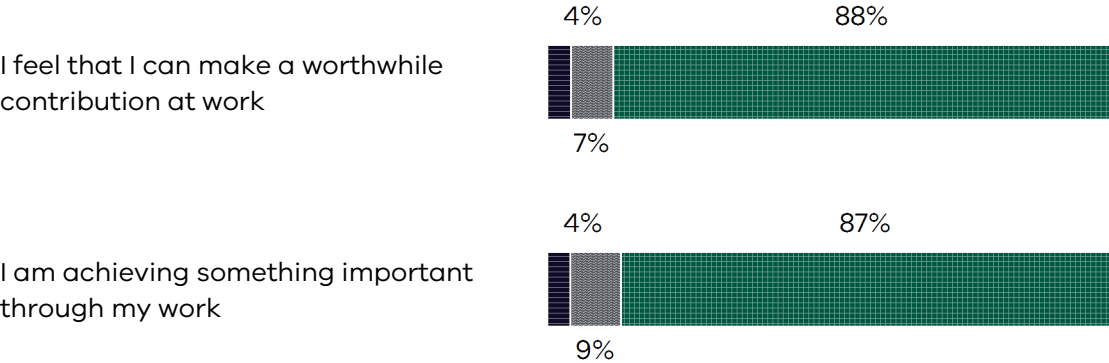
Example

70% 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'.

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	13% / 17% / 70%	Not asked	70 %	63 %	67 %	74 %
I am confident that I would be protected from reprisal for reporting improper conduct	16% / 17% / 67%	59 %	67 %	52 %	63 %	74 %
I feel safe to challenge inappropriate behaviour at work	18% / 18% / 65%	Not asked	65 %	51 %	62 %	72 %
I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner	20% / 21% / 60%	57 %	60 %	43 %	56 %	66 %

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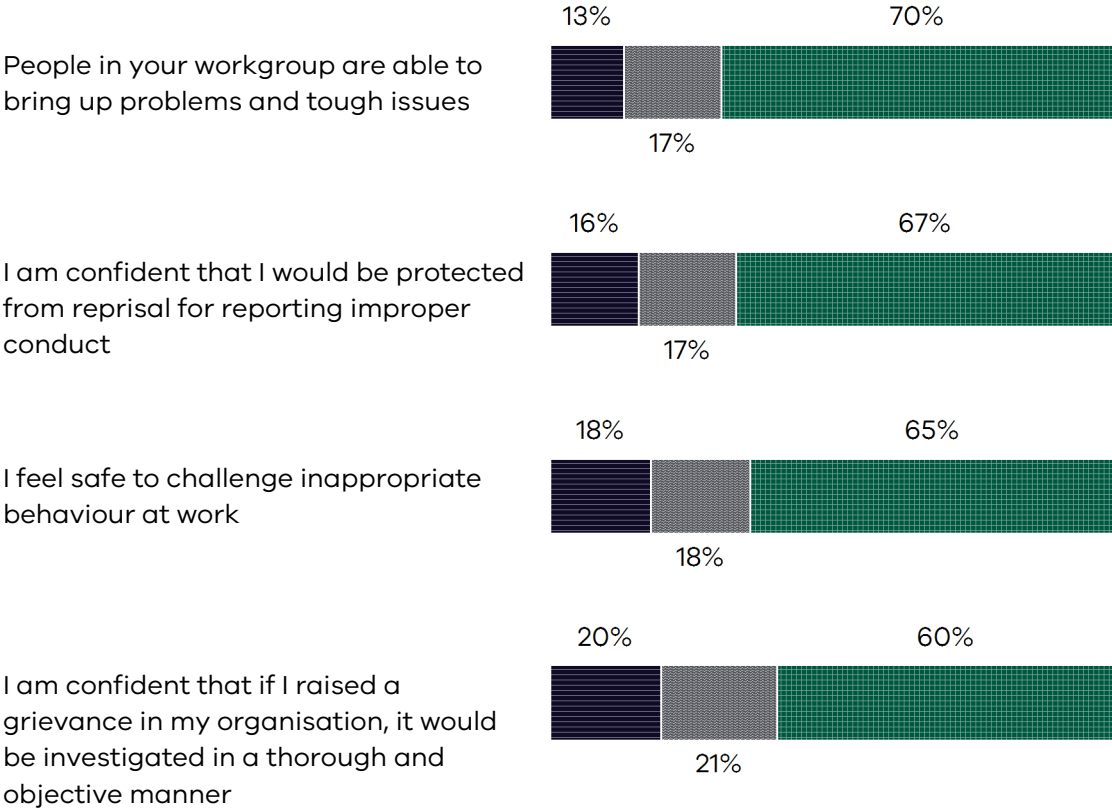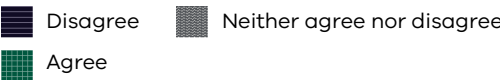
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% 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
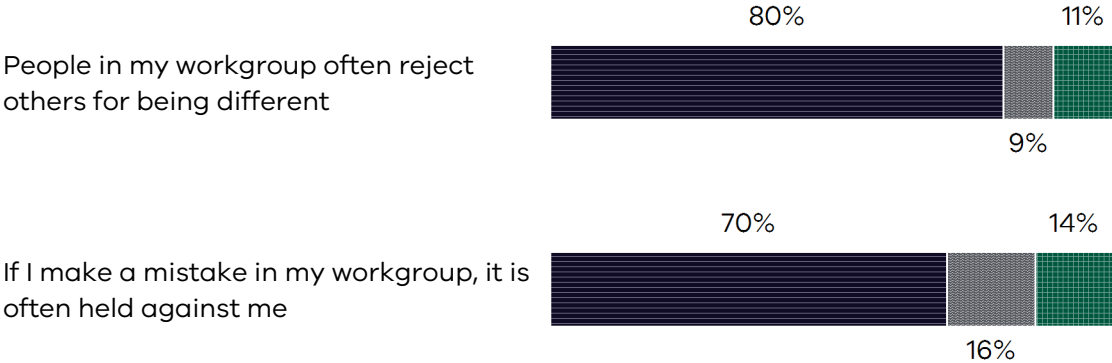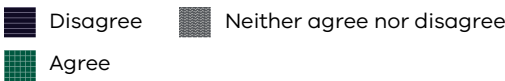
Your results

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

Benchmark disagree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
People in my workgroup often reject others for being different	Not asked	80 %	72 %	76 %	85 %
If I make a mistake in my workgroup, it is often held against me	Not asked	70 %	60 %	66 %	76 %

People in my workgroup often reject others for being different
80% / 9% / 11%

If I make a mistake in my workgroup, it is often held against me
70% / 16% / 14%

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

43% 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	43%	35%	36%
Communication processes	20%	20%	19%
Administrative processes (including leave and HR requirements)	19%	15%	19%
Decision making and authorisation processes	18%	17%	23%
Technology limitations	16%	21%	20%
Poor work-life balance	16%	13%	12%
There are no noticeable barriers	15%	19%	18%
Other	14%	15%	13%
Poor mental health or wellbeing	12%	11%	11%
Difficulties in separating work from other aspects of my life	12%	9%	10%

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

Public sector values

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2021:

- 88% of your staff who did the survey responded positively to questions about Responsiveness , which is down 3% in 2019.

Compared to:

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

	Responsiveness	Human rights	Respect	Accountability
You 2019	91%	80%	79%	82%
You 2021	88%	83%	79%	79%
Comparator 2021	87%	81%	77%	78%
Public sector 2021	87%	80%	78%	76%

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

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.

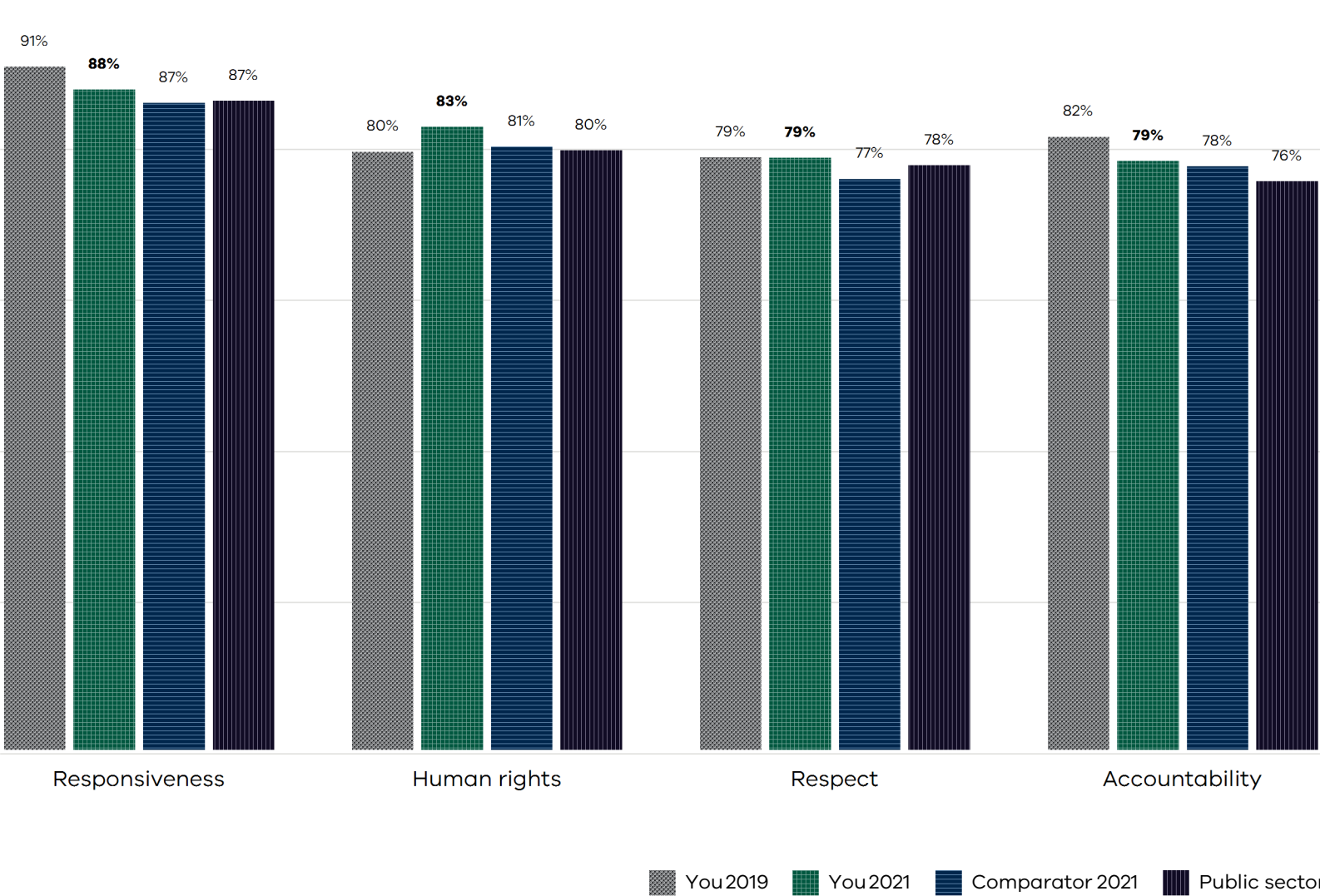## Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Leadership , which is up 2% in 2019.

Compared to:

- 72% of staff at your comparator and 73% of staff across the public sector.

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

Leadership: 76%, 77%, 72%, 73%
Integrity: 73%, 73%, 68%, 70%
Impartiality: 75%, 69%, 67%, 68%
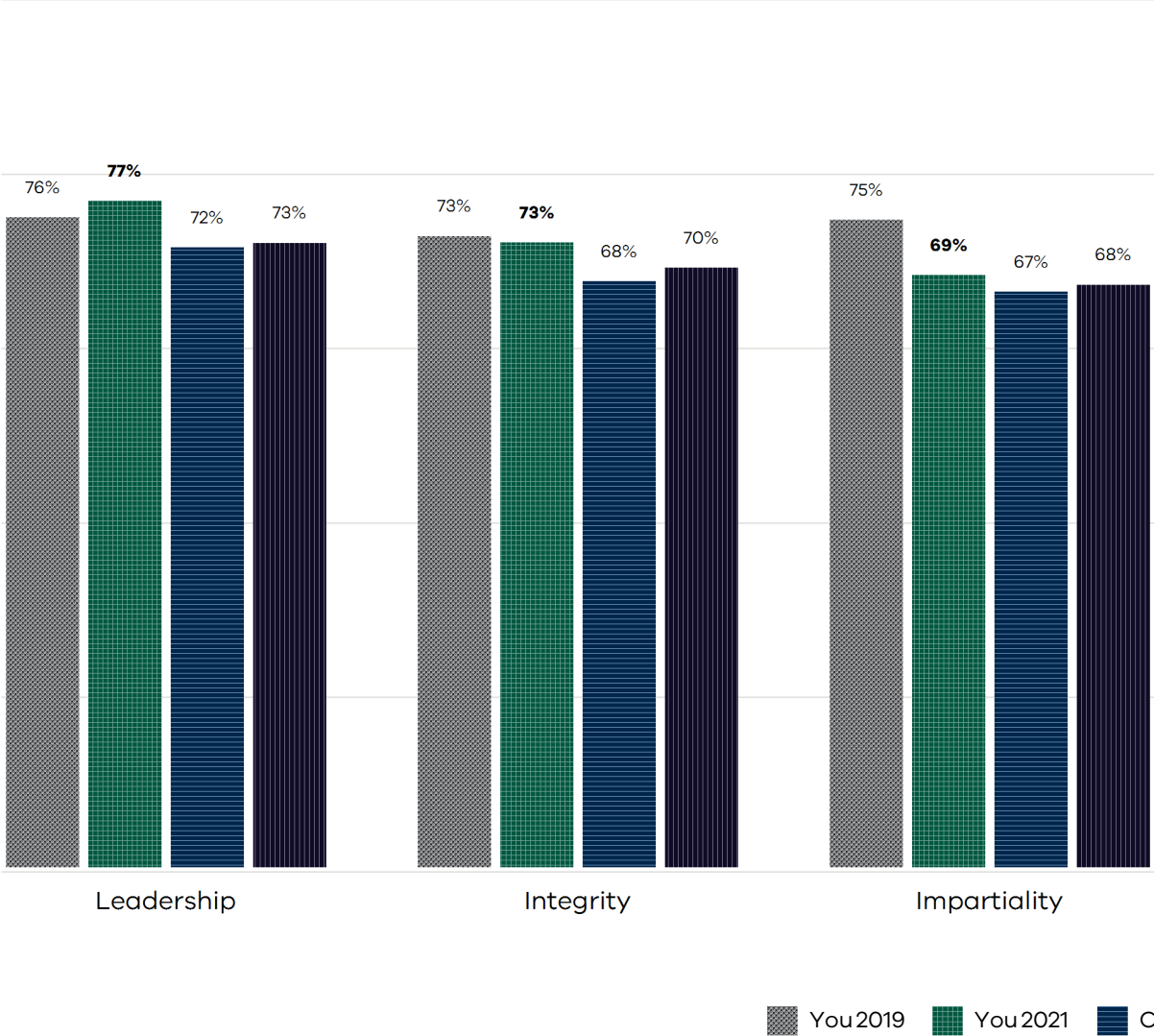
Public sector values

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

90% of staff who did the survey agreed or strongly agreed with 'My workgroup strives to provide high quality advice and services'.

Survey question	Your results	Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup strives to provide high quality advice and services — 90% Agree, 3%, 7%	93 %	90 %	82 %	88 %	98 %
My workgroup strives to deliver services in a timely manner — 89% Agree, 4%, 7%	92 %	89 %	82 %	88 %	95 %
My manager ensures clients receive a high standard of service — 86% Agree, 4%, 10%	88 %	86 %	79 %	85 %	99 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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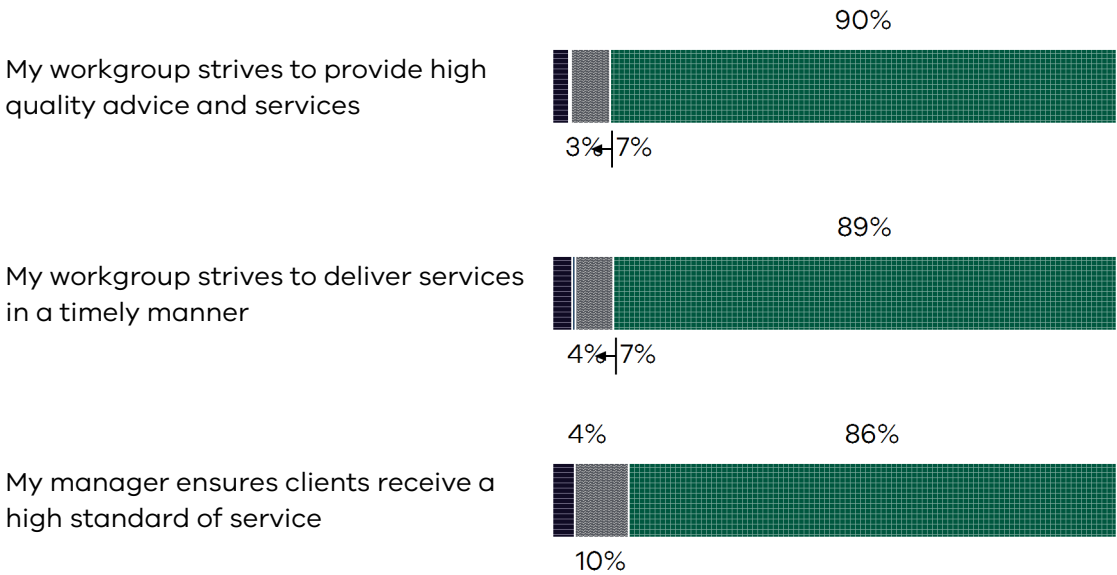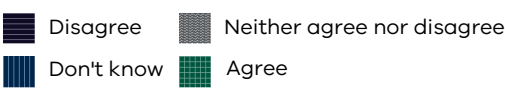
Example

92% 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	Benchmark agree results

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

Survey question	You 2019	You 2021	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust (1%, 92%; 1%, 6%)	89 %	92 %	66 %	80 %	91 %
My manager demonstrates honesty and integrity (9%, 82%; 10%)	84 %	82 %	75 %	80 %	93 %
People in my workgroup are honest, open and transparent in their dealings (1%, 71%; 13%, 14%)	73 %	71 %	62 %	68 %	76 %
My organisation does not tolerate improper conduct (3%, 71%; 11%, 15%)	69 %	71 %	51 %	67 %	84 %

Public sector values

What this is

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

Why this is important

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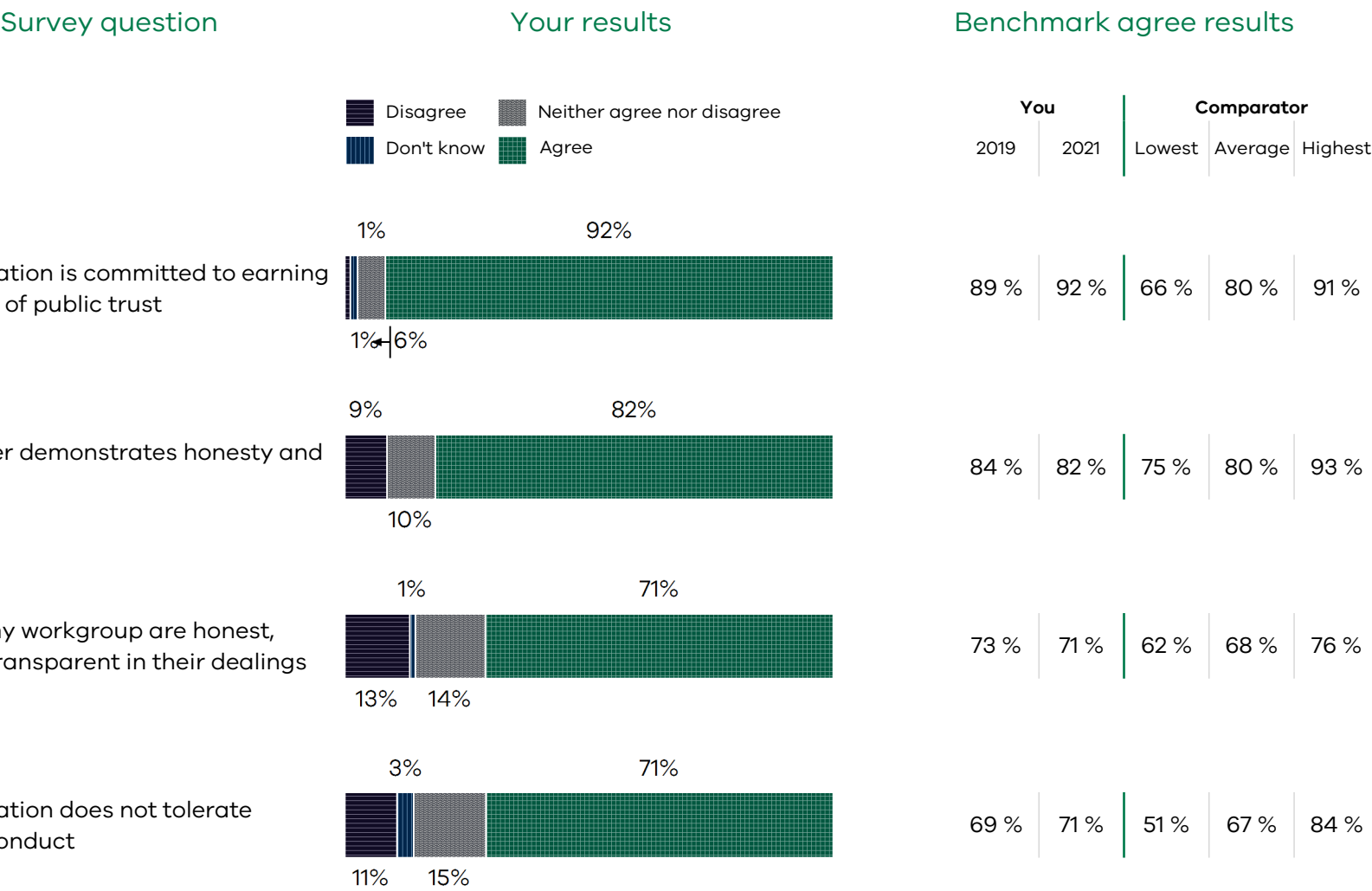
How to read this

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

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

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

Example

70% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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
Senior leaders demonstrate honesty and integrity	71 %	70 %	51 %	62 %	85 %
I am confident that I would be protected from reprisal for reporting improper conduct	59 %	67 %	52 %	63 %	74 %
People in my workgroup appropriately manage conflicts of interest	68 %	65 %	57 %	64 %	73 %
I feel safe to challenge inappropriate behaviour at work	Not asked	65 %	51 %	62 %	72 %

Your results bars:
- Senior leaders demonstrate honesty and integrity: 5%, 7%, 18%, 70%
- I am confident that I would be protected from reprisal for reporting improper conduct: 16%, 17%, 67%
- People in my workgroup appropriately manage conflicts of interest: 7%, 10%, 19%, 65%
- I feel safe to challenge inappropriate behaviour at work: 18%, 18%, 65%

Victorian Public Sector Commission

VICTORIA State Government

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.
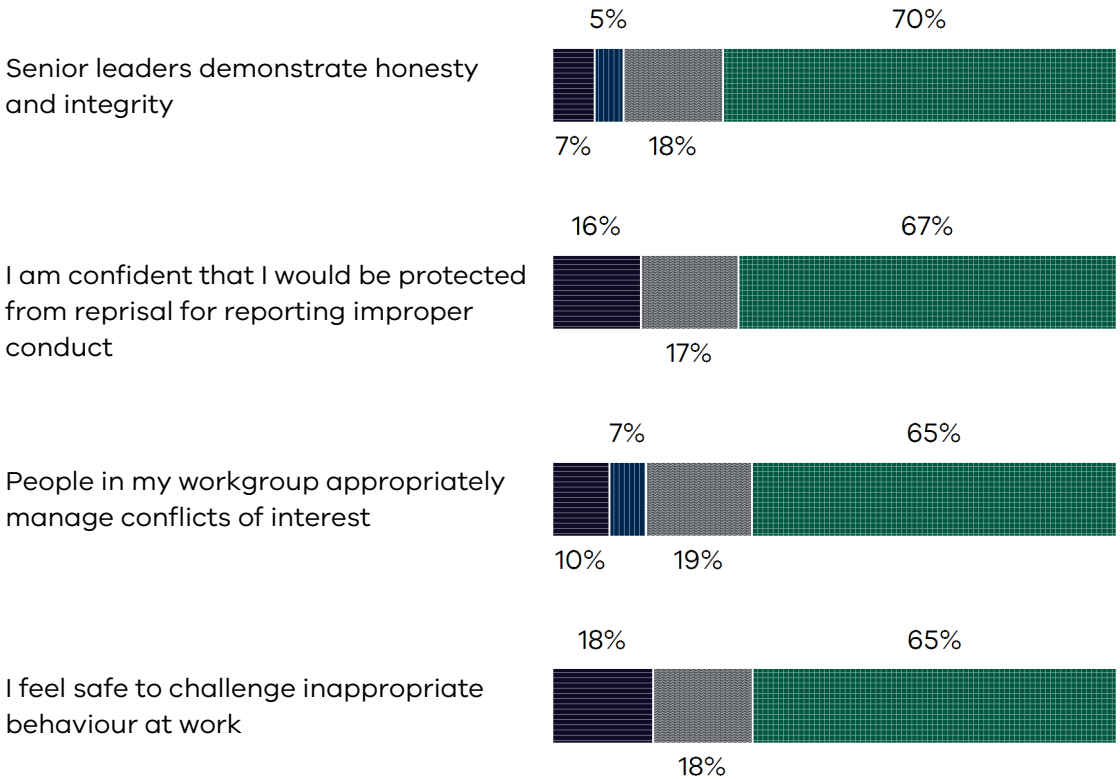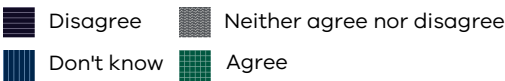
Example

76% of staff who did the survey agreed or strongly agreed with 'My workgroup focuses on making decisions informed by all relevant facts'.

Survey question · Your results · Benchmark agree results

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

Survey question		You		Comparator		
		2019	2021	Lowest	Average	Highest
My workgroup focuses on making decisions informed by all relevant facts (1% / 10% / 13% / 76%)		87 %	76 %	68 %	75 %	88 %
My workgroup places a priority on acting fairly and without bias (1% / 12% / 13% / 74%)		81 %	74 %	66 %	72 %	87 %
People in my workgroup are politically impartial in their work (5% / 8% / 17% / 71%)		73 %	71 %	61 %	68 %	77 %
My organisation makes fair recruitment and promotion decisions, based on merit (8% / 15% / 21% / 56%)		61 %	56 %	41 %	54 %	63 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

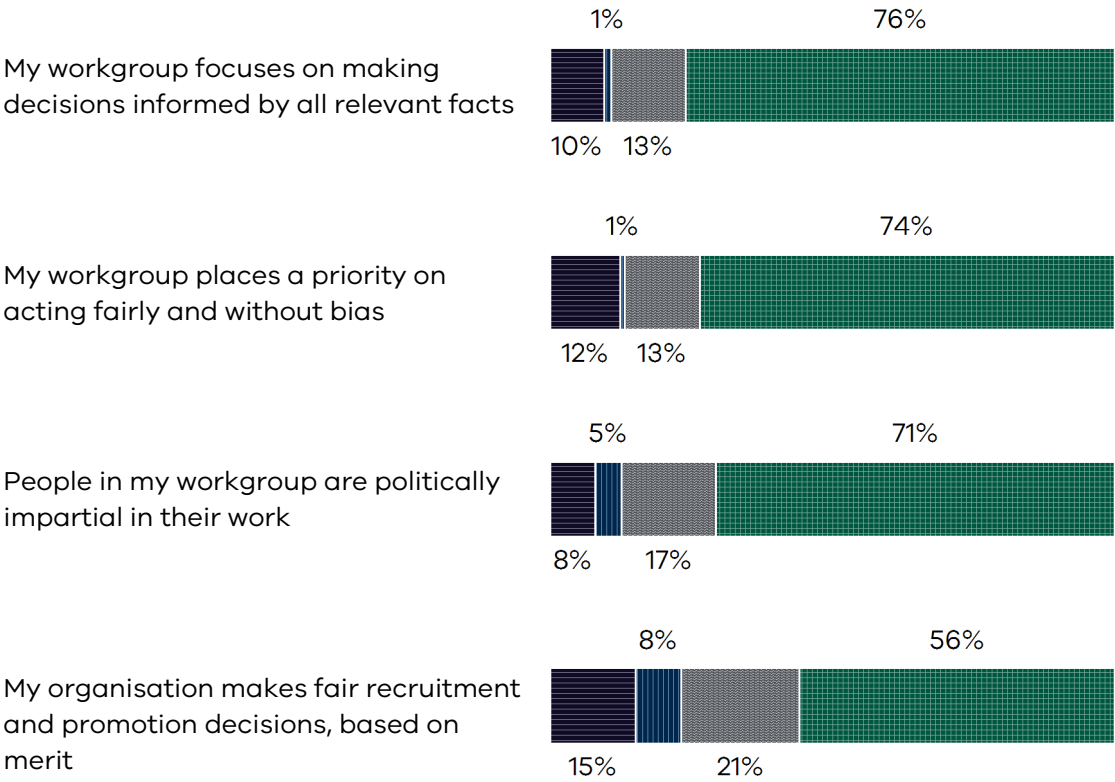Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of staff who did the survey agreed or strongly agreed with 'I understand how my job contributes to my organisation's purpose'.

Survey question / Your results / Benchmark agree results

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 understand how my job contributes to my organisation's purpose	2% / 5% / 93%	94 %	93 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job	6% / 10% / 83%	86 %	83 %	76 %	85 %	93 %
My workgroup strives to make the best use of its resources	1% / 12% / 10% / 77%	87 %	77 %	73 %	78 %	88 %
My workgroup has clear lines of responsibility	1% / 13% / 12% / 75%	78 %	75 %	69 %	77 %	87 %

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.

How to read this

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

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

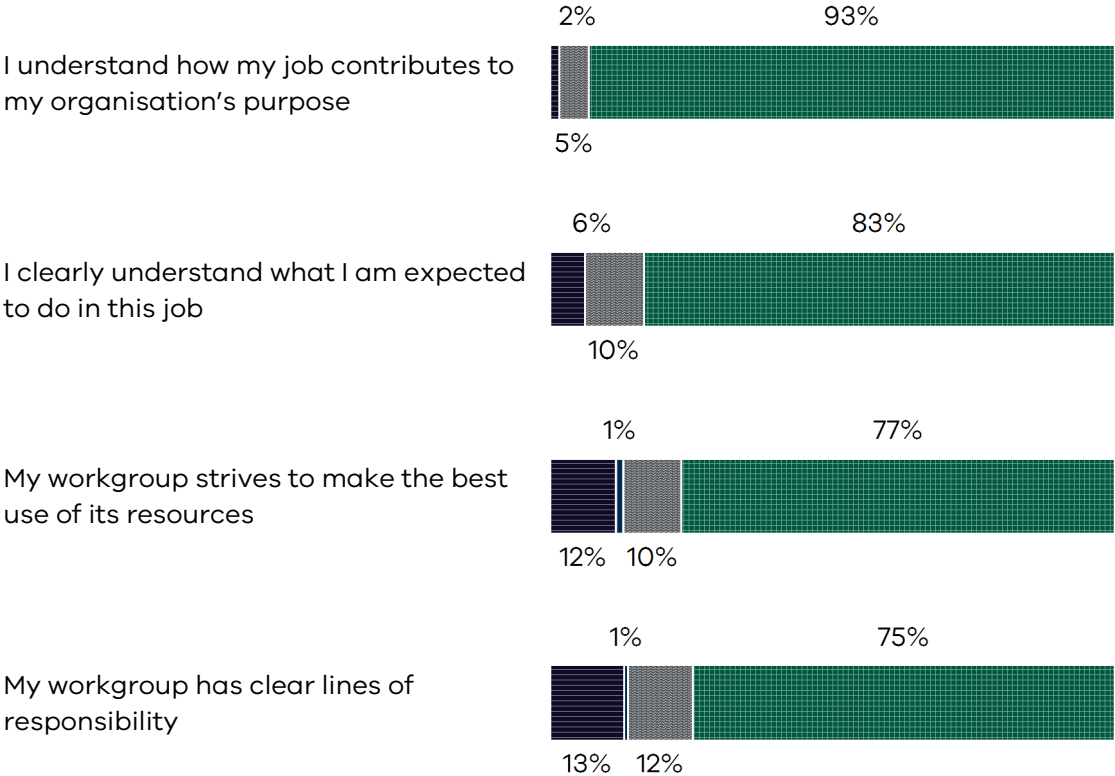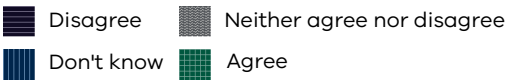Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

67% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Senior leaders provide clear strategy and direction

4%   67%

11%   18%
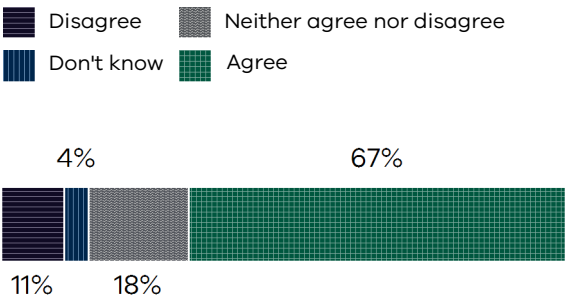
Benchmark agree results

	You		Comparator		
	2019	2021	Lowest	Average	Highest
	66 %	67 %	50 %	61 %	82 %

Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

86% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results			Benchmark agree results				
				You		**Comparator**		
	Disagree	Neither agree nor disagree		2019	2021	Lowest	Average	Highest
	Don't know	Agree						
My organisation encourages respectful workplace behaviours	6% 8%	86%		84 %	86 %	70 %	81 %	91 %
My manager treats employees with dignity and respect	7% 9%	84%		84 %	84 %	77 %	82 %	93 %
People in my workgroup treat each other with respect	8% 9%	82%		83 %	82 %	73 %	79 %	86 %
My workgroup respectfully consults with clients and stakeholders to improve outcomes	4% 5% 11%	79%		76 %	79 %	73 %	78 %	91 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What this is

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

Why this is important

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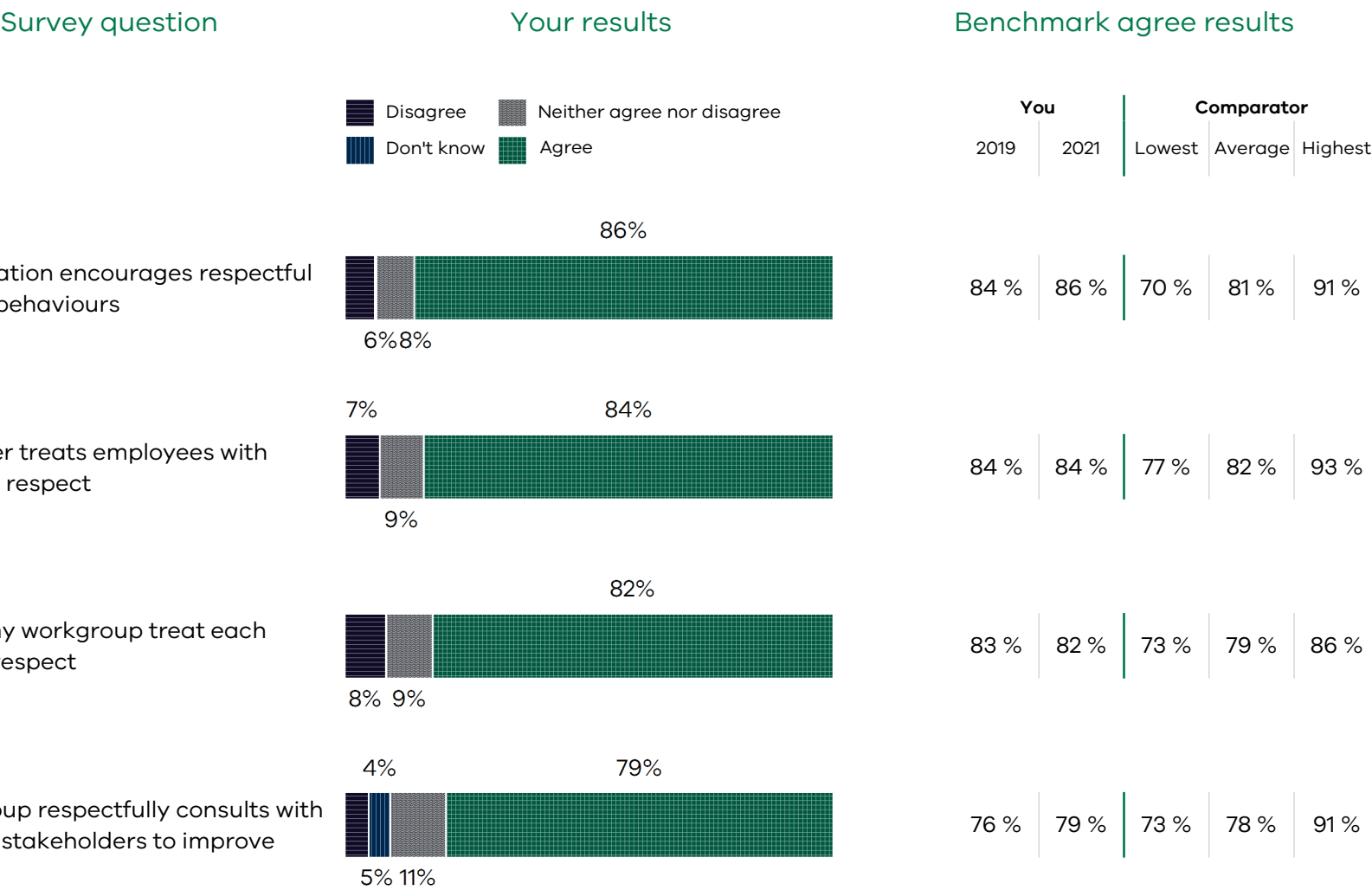
How to read this

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

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

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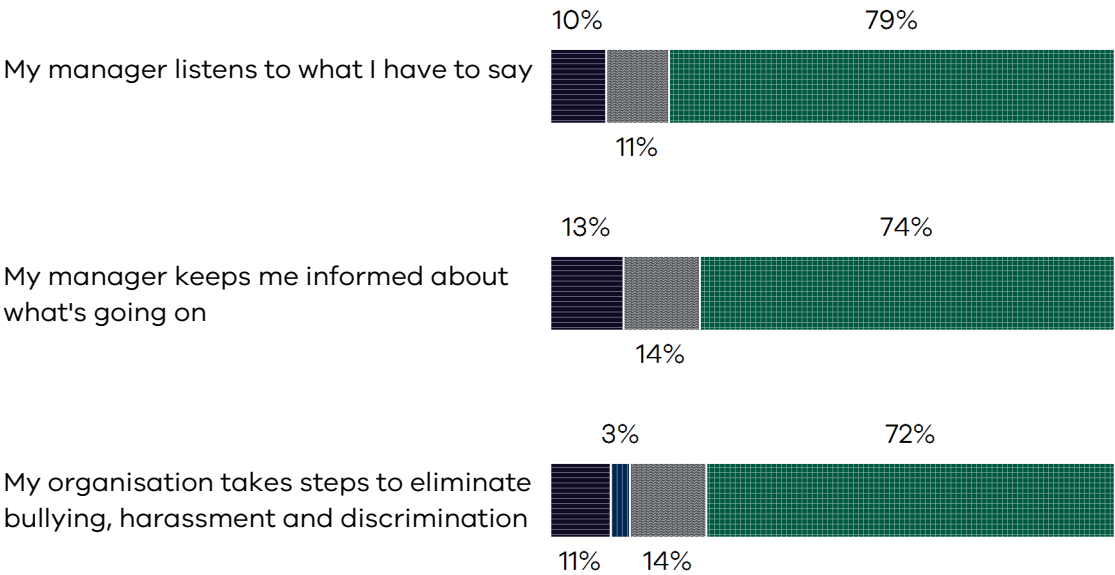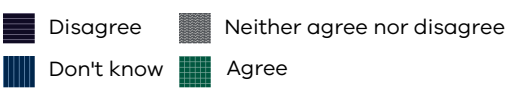
Example

79% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

| 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 listens to what I have to say	84 %	79 %	73 %	77 %	89 %
My manager keeps me informed about what's going on	73 %	74 %	65 %	73 %	83 %
My organisation takes steps to eliminate bullying, harassment and discrimination	72 %	72 %	52 %	66 %	76 %

My manager listens to what I have to say — 10%, 11%, 79%

My manager keeps me informed about what's going on — 13%, 14%, 74%

My organisation takes steps to eliminate bullying, harassment and discrimination — 11%, 3%, 14%, 72%

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.
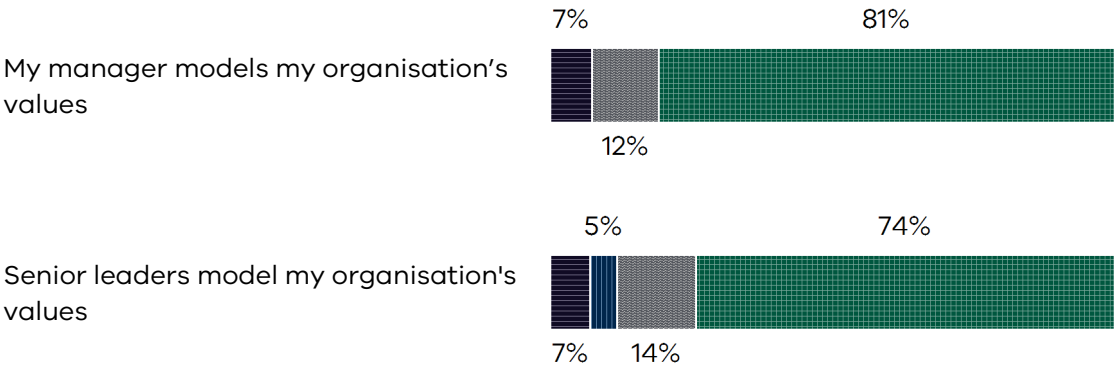
Example

81% 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 |

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

Survey question		Benchmark agree results				
		You		**Comparator**		
		2019	2021	Lowest	Average	Highest
My manager models my organisation's values	7% / 12% / 81%	81 %	81 %	74 %	79 %	93 %
Senior leaders model my organisation's values	5% / 7% / 14% / 74%	70 %	74 %	54 %	65 %	89 %

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.
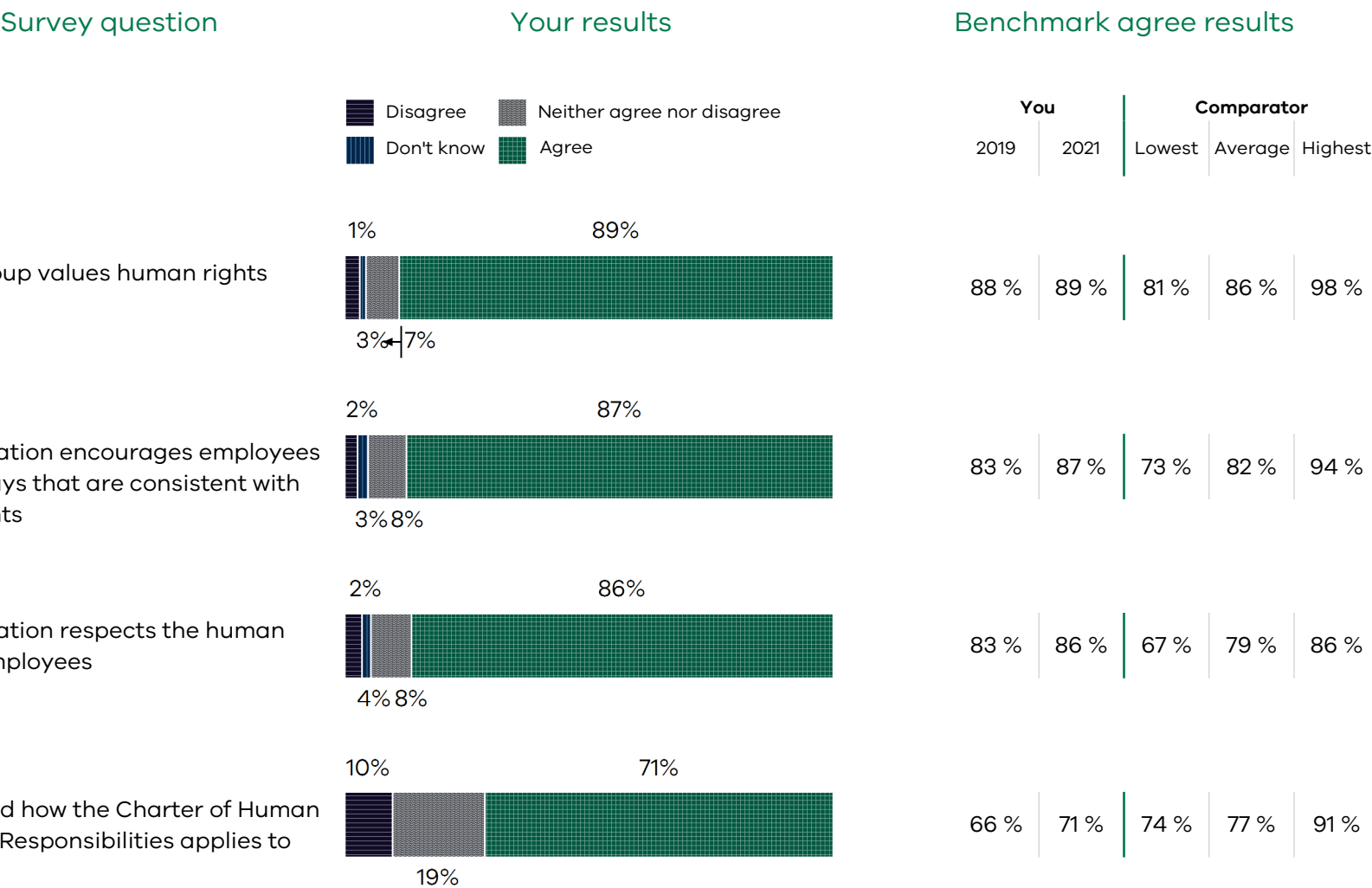
How to read this

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

89% of staff who did the survey agreed or strongly agreed with 'My workgroup values human rights'.

Survey question	Your results			You		Comparator		
				2019	2021	Lowest	Average	Highest
My workgroup values human rights	1% / 89% / 3% / 7%			88 %	89 %	81 %	86 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights	2% / 87% / 3% / 8%			83 %	87 %	73 %	82 %	94 %
My organisation respects the human rights of employees	2% / 86% / 4% / 8%			83 %	86 %	67 %	79 %	86 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	10% / 71% / 19%			66 %	71 %	74 %	77 %	91 %

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

People matter survey 2021

Have your say

Report overview

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

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support

Job and manager factors

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

Public sector values

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

Custom questions

- Questions requested by your organisation

Demographics

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

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
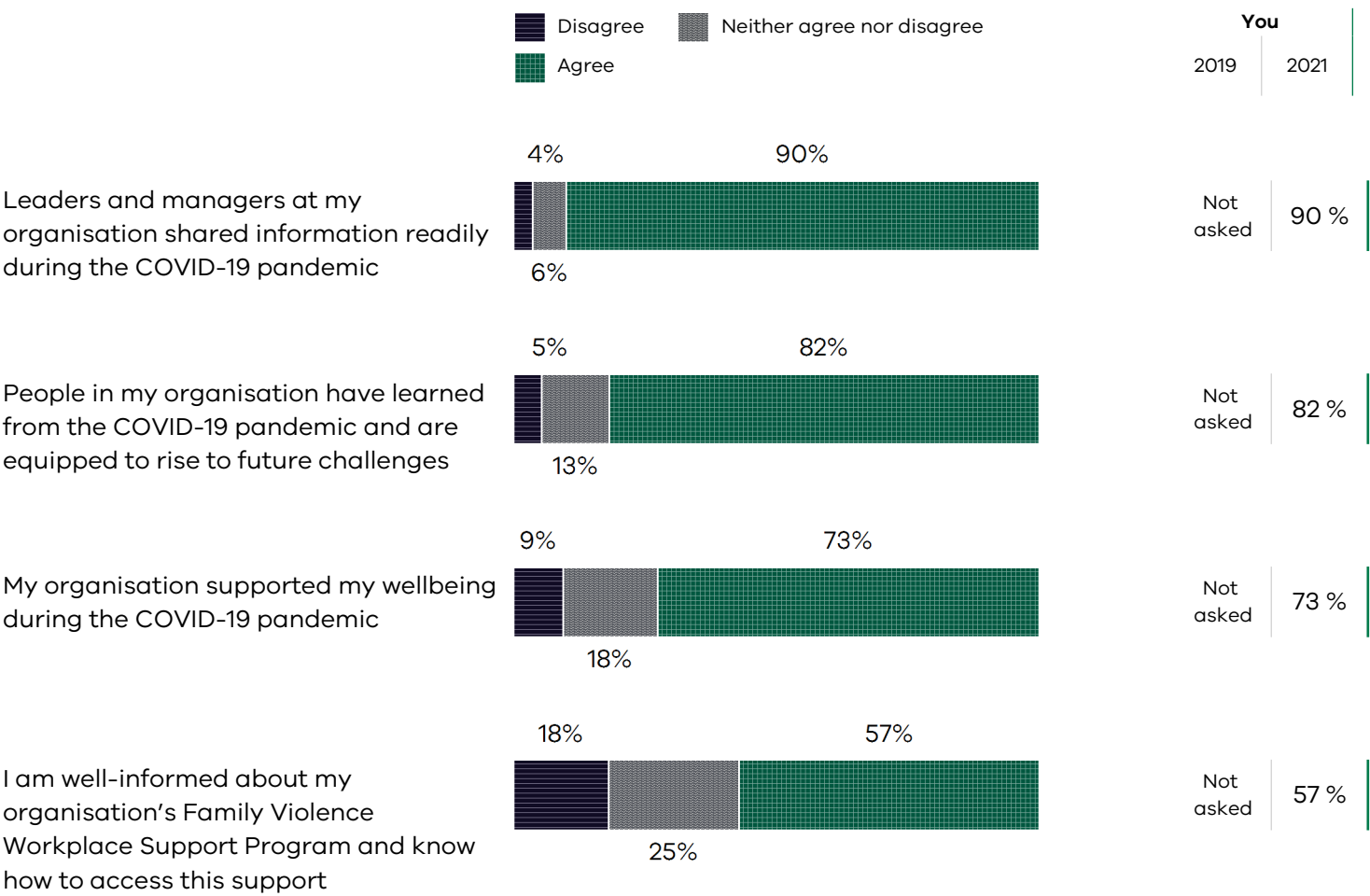
Example

90% of staff who did the survey agreed or strongly agreed with 'Leaders and managers at my organisation shared information readily during the COVID-19 pandemic'.

Survey question	Your results	Benchmark results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

You

	2019	2021

Leaders and managers at my organisation shared information readily during the COVID-19 pandemic
4% / 90% / 6%
Not asked — 90 %

People in my organisation have learned from the COVID-19 pandemic and are equipped to rise to future challenges
5% / 82% / 13%
Not asked — 82 %

My organisation supported my wellbeing during the COVID-19 pandemic
9% / 73% / 18%
Not asked — 73 %

I am well-informed about my organisation's Family Violence Workplace Support Program and know how to access this support
18% / 57% / 25%
Not asked — 57 %

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2021 survey.

Why this is important

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

How to read this

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

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
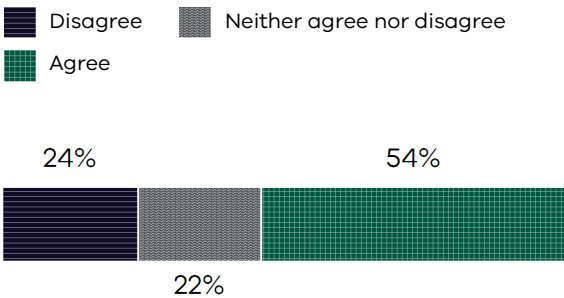
Example

54% of staff who did the survey agreed or strongly agreed with 'I am well-informed about Peter Mac's Care Champions program and know how to access this support'.

Disagree   Neither agree nor disagree

Agree

You

2019   2021

24%   54%

I am well-informed about Peter Mac's Care Champions program and know how to access this support

22%

Not asked   54 %

People matter survey 2021

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Key differences

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

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- Taking action questions

Senior leadership

- Senior leadership questions

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- Questions requested by your organisation

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- Categories
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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.

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Age	(n)	%
15-34 years	**485**	33%
35-54 years	**707**	49%
55+ years	**157**	11%
Prefer not to say	**106**	7%

Have you served in the Australian Defence Force (permanent or reservist)?	(n)	%
Yes	**10**	1%
No	**1390**	96%
Prefer not to say	**55**	4%

Highest level of formal education	(n)	%
Doctoral Degree level	**157**	11%
Master Degree level	**330**	23%
Graduate Diploma or Graduate Certificate level	**227**	16%
Bachelor Degree level incl. honours degrees	**468**	32%
Advanced Diploma or Diploma level	**61**	4%
Certificate III or IV level	**49**	3%
Year 12 or equivalent (VCE/Leaving certificate)	**40**	3%
Certificate I or II level	**5**	0%
Lower than Certificate I or equivalent	**4**	0%
Prefer not to say	**114**	8%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**6**	0%
Non Aboriginal and/or Torres Strait Islander	**1379**	95%
Prefer not to say	**70**	5%

Demographics

Disability

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Do you identify as a person with a disability?

	(n)	%
Yes	**48**	3%
No	**1314**	90%
Prefer not to say	**93**	6%

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

	(n)	%
Yes	**31**	65%
No	**14**	29%
Prefer not to say	**3**	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	**4**	29%
I feel that sharing my disability information will reflect negatively on me	**4**	29%
Other	**3**	21%
My disability does not impact on my ability to perform my role	**3**	21%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How would you describe your gender?	(n)	%
Woman	1011	69%
Man	299	21%
Prefer not to say	136	9%
Non-binary and I use a different term	9	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	10	1%
No	1325	91%
Prefer not to say	120	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	7	0%
No	1295	89%
Don't know	53	4%
Prefer not to say	100	7%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1132	78%
Prefer not to say	186	13%
Gay or lesbian	63	4%
Bisexual	37	3%
Don't know	13	1%
Pansexual	11	1%
I use a different term	7	0%
Asexual	6	0%

Demographics

Cultural diversity 1 of 3

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Country of birth	(n)	%
Born in Australia	**887**	61%
Not born in Australia	**396**	27%
Prefer not to say	**172**	12%

When did you first arrive in Australia?*	(n)	%
Less than 1 year ago	**6**	2%
1 to less than 2 years ago	**12**	3%
More than 20 years ago	**126**	32%
2 to less than 5 years ago	**45**	11%
5 to less than 10 years ago	**63**	16%
10 to less than 20 years ago	**144**	36%

Language other than English spoken with family or community	(n)	%
Yes	**334**	23%
No	**992**	68%
Prefer not to say	**129**	9%

Demographics

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Why this is important

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If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Other	103	31%
Mandarin	51	15%
Cantonese	34	10%
Hindi	32	10%
Vietnamese	26	8%
Filipino	19	6%
Arabic	15	4%
Greek	15	4%
Italian	15	4%
French	14	4%
Sinhalese	12	4%
Spanish	11	3%
Tagalog	10	3%
German	7	2%
Punjabi	6	2%

If you speak another language with your family or community, what language(s) do you speak?*	(n)	%
Tamil	6	2%
Indonesian	5	1%
Korean	5	1%
Macedonian	4	1%
Urdu	4	1%

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

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Cultural identity	(n)	%
Australian	**908**	62%
Prefer not to say	**164**	11%
English, Irish, Scottish and/or Welsh	**143**	10%
East and/or South-East Asian	**131**	9%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**115**	8%
New Zealander	**55**	4%
South Asian	**46**	3%
Other	**44**	3%
Central Asian	**24**	2%
Middle Eastern and/or North African	**17**	1%
African (including Central, West, Southern and East African)	**15**	1%
North American	**10**	1%
Pacific Islander	**6**	0%
Central and/or South American	**6**	0%
Aboriginal and/or Torres Strait Islander	**3**	0%
Maori	**1**	0%

Religion	(n)	%
No religion	**733**	50%
Christianity	**386**	27%
Prefer not to say	**182**	13%
Other	**44**	3%
Buddhism	**39**	3%
Hinduism	**27**	2%
Islam	**25**	2%
Judaism	**16**	1%
Sikhism	**3**	0%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	**895**	62%
Part-Time	**560**	38%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**258**	19%
$65k to $95k	**449**	33%
$95k to $125k	**282**	21%
$125k or more	**168**	12%
Prefer not to say	**207**	15%

Organisational tenure	(n)	%
<1 year	**167**	11%
1 to less than 2 years	**177**	12%
2 to less than 5 years	**461**	32%
5 to less than 10 years	**270**	19%
10 to less than 20 years	**295**	20%
More than 20 years	**85**	6%

Management responsibility	(n)	%
Non-manager	**1137**	78%
Other manager	**230**	16%
Manager of other manager(s)	**88**	6%

Employment type	(n)	%
Ongoing and executive	**1113**	76%
Fixed term	**251**	17%
Other	**91**	6%

Have you moved between roles in the last 12 months?*	(n)	%
I have not moved between roles	**1060**	73%
I have moved to a different role within my organisation (including acting roles)	**306**	21%
I have moved to my role from a different Victorian public sector organisation	**48**	3%
I have moved to my role from outside the Victorian public sector	**41**	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.

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	**1179**	81%
Melbourne: Suburbs	**238**	16%
Bendigo	**26**	2%
Other city or town	**6**	0%
Outside Victoria	**2**	0%
Geelong	**2**	0%
Ballarat	**2**	0%

Primary workplace type over the past 3 months*	(n)	%
A main office	**613**	42%
A frontline or service delivery location (that is not a main office or home/private location)	**478**	33%
A hub/shared work space	**175**	12%
Home/private location	**138**	9%
Other (please specify)	**51**	4%

Other workplace type over the past 3 months*	(n)	%
No, I have not worked from any other locations	**610**	42%
Home/private location	**507**	35%
A main office	**284**	20%
A frontline or service delivery location (that is not a main office or home/private location)	**137**	9%
A hub/shared work space	**85**	6%
Other	**17**	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	1034	71%
Flexible working arrangements	288	20%
Physical modifications or improvements to the workplace	130	9%
Career development support strategies	55	4%
Job redesign or role sharing	27	2%
Other	24	2%
Accessible communications technologies	10	1%

Why did you make this request?*	(n)	%
Health	176	42%
Work-life balance	160	38%
Family responsibilities	101	24%
Caring responsibilities	88	21%
Other	55	13%
Study commitments	28	7%
Disability	16	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	293	70%
The adjustments I needed were not made	82	19%
The adjustments I needed were made but the process was unsatisfactory	46	11%

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	**619**	43%
Primary school aged child(ren)	**277**	19%
Child(ren) - younger than preschool age	**161**	11%
Secondary school aged child(ren)	**161**	11%
Prefer not to say	**137**	9%
Preschool aged child(ren)	**133**	9%
Frail or aged person(s)	**129**	9%
Person(s) with a medical condition	**87**	6%
Person(s) with a mental illness	**67**	5%
Person(s) with disability	**47**	3%
Other	**34**	2%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	356	24%
Medical Employees	144	10%
Personal service worker	10	1%
Allied health professional	98	7%
Other health professional	421	29%
Management, Administration and Corporate support	380	26%
Support services	38	3%
Lived experience specific worker	7	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

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

	(n)	%
Hospital-based services	1397	96%
Community-based services	57	4%

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

	(n)	%
Critical care	14	1%
Drug and alcohol	2	0%
Medical	451	31%
Mental health	18	1%
Mixed medical/surgical	63	4%
Palliative care	28	2%
Paediatrics	1	0%
Peri-operative	58	4%
Rehabilitation	1	0%
Surgical	53	4%
Other	765	53%

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