



**People matter**

**survey 2021**

**Have your say**

# People matter

## survey 2021

### Have your say

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## Report overview

### About your report

Welcome to your People matter survey 2021 report.

Your results help your organisation build a positive workplace culture with integrity that live the public sector values.

This report complements or gives you new data for use in planning.

### Report contents

The visual on the right shows you what sections we've included in this report for your organisation's survey results.

### Comparing data in this report

Your organisation took part in the survey in 2019 and 2020.

This means you'll be able to compare about 40% of this year's survey with your previous results.

We've marked new questions for 2021 or returning questions from 2019 with an asterisk (\*).

### 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%.

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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.

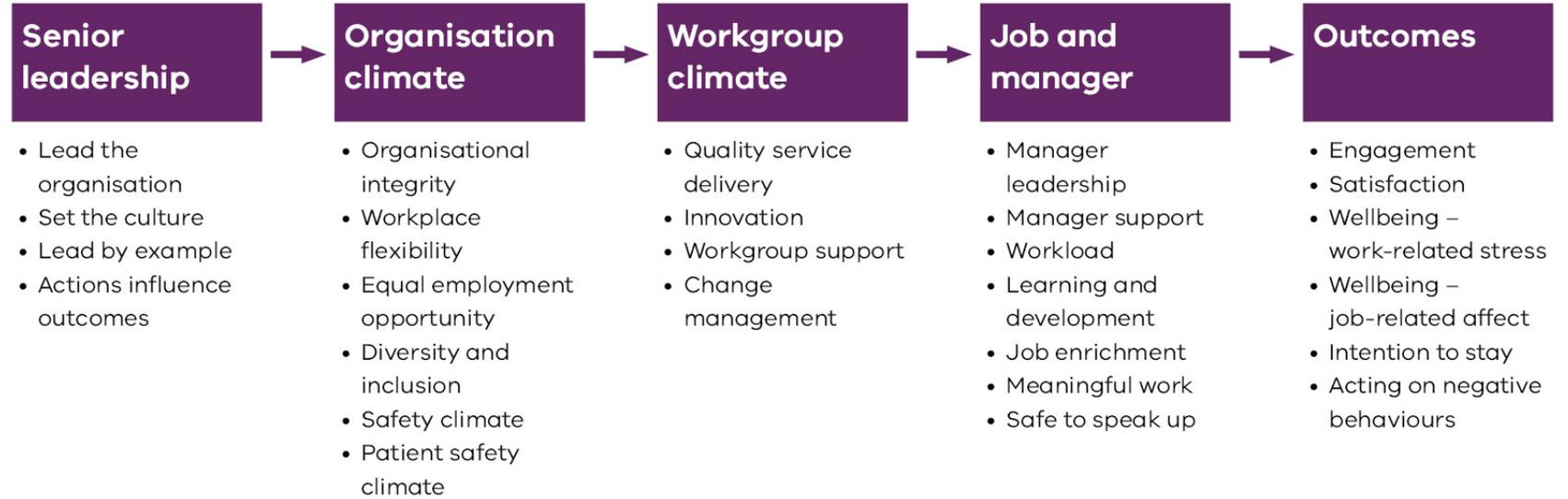
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### 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.



### 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'.

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Edenhope and District Memorial Hospital

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kilmore District Health

Kooweerup Regional Health Service

Maldon Hospital

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

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## Scorecard

### Summary

#### What this is

This is a summary of your results.

#### Why this is important

It gives you a high-level snapshot of survey engagement, employee engagement and wellbeing.

#### How to read this

On the top row:

- Response rate is how many staff in your organisation did the survey in 2021.
- Satisfaction score is how satisfied staff are with their jobs, work-life balance and career.
- High to severe stress is the overall percentage of people with high to severe stress.

On the bottom row:

- Engagement 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.

View your organisation's demographic profile at the back of your 2021 organisational benchmark report.

### Response rate

---

**64%**  
**(105)**

Comparator	51%
Public Sector	39%

### Satisfaction

---

**77%**

Comparator	70%
Public Sector	63%

### High-to-severe stress

---

**13%**

Comparator	19%
Public Sector	26%

### Engagement index

---

**71**

Comparator	73
Public Sector	70

## Scorecard

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.

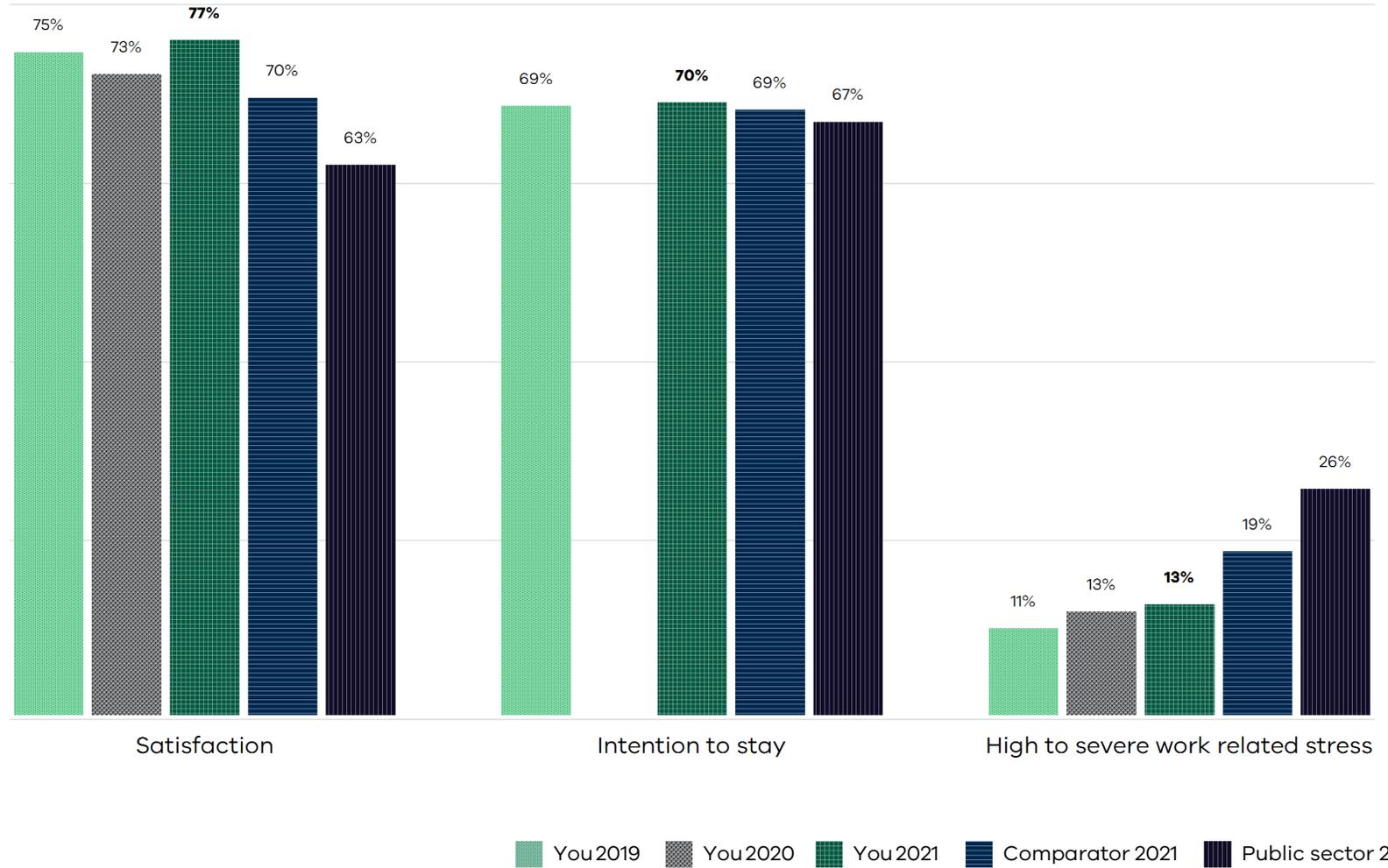
### Example

In 2021:

- 77% of your staff who did the survey responded positively to questions about Satisfaction which is up from 73% in 2020.

Compared to:

- 70% of staff at your comparator and 63% of staff across the public sector.



## Scorecard

### Engagement index

#### What this is

The employee engagement index is a score out of 100. It is weighted average of all responses to the 5 engagement questions.

The weightings for each 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, productivity and lower absences, turnover and workplace stress.

#### How to read this

Each result is the overall engagement index for your organisation, comparator and public sector.

#### Example

In 2021:

- Your engagement index was 71

Compared to:

- 73 in your comparator and 70 across the public sector.



## Scorecard

### Workplace flexibility

#### What this is

This is how flexible an employee feels their organisation is when they need changes to their working arrangements.

#### Why this is important

It's against the law for an organisation to deny flexible work requests unless there are reasonable grounds.

#### How to read this

Use this data to see if how your organisation compared to your comparator and the public sector in 2021.

In this table, your score is shown in the 'You 2021' column.

#### Example

On the first row the 'You2021' column shows 74% of your staff who did the survey agreed with 'My organisation supports employees with family or other caring responsibilities, regardless of gender'.

### Agreement in 2021

	You 2021	Comparator 2021	Public sector 2021
My organisation supports employees with family or other caring responsibilities, regardless of gender	74%	77%	72%
I have the flexibility I need to manage my work and non-work activities and responsibilities	70%	73%	70%
Having family responsibilities is not a barrier to success in my organisation	69%	71%	59%
There is a positive culture within my organisation in relation to employees who have family responsibilities	68%	72%	65%
There is a positive culture within my organisation in relation to employees who have caring responsibilities	66%	70%	62%
Having caring responsibilities is not a barrier to success in my organisation	63%	70%	57%
Using flexible work arrangements is not a barrier to success in my organisation	61%	66%	56%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	60%	69%	68%
There is a positive culture within my organisation in relation to employees who use flexible work arrangements	58%	66%	60%

## 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

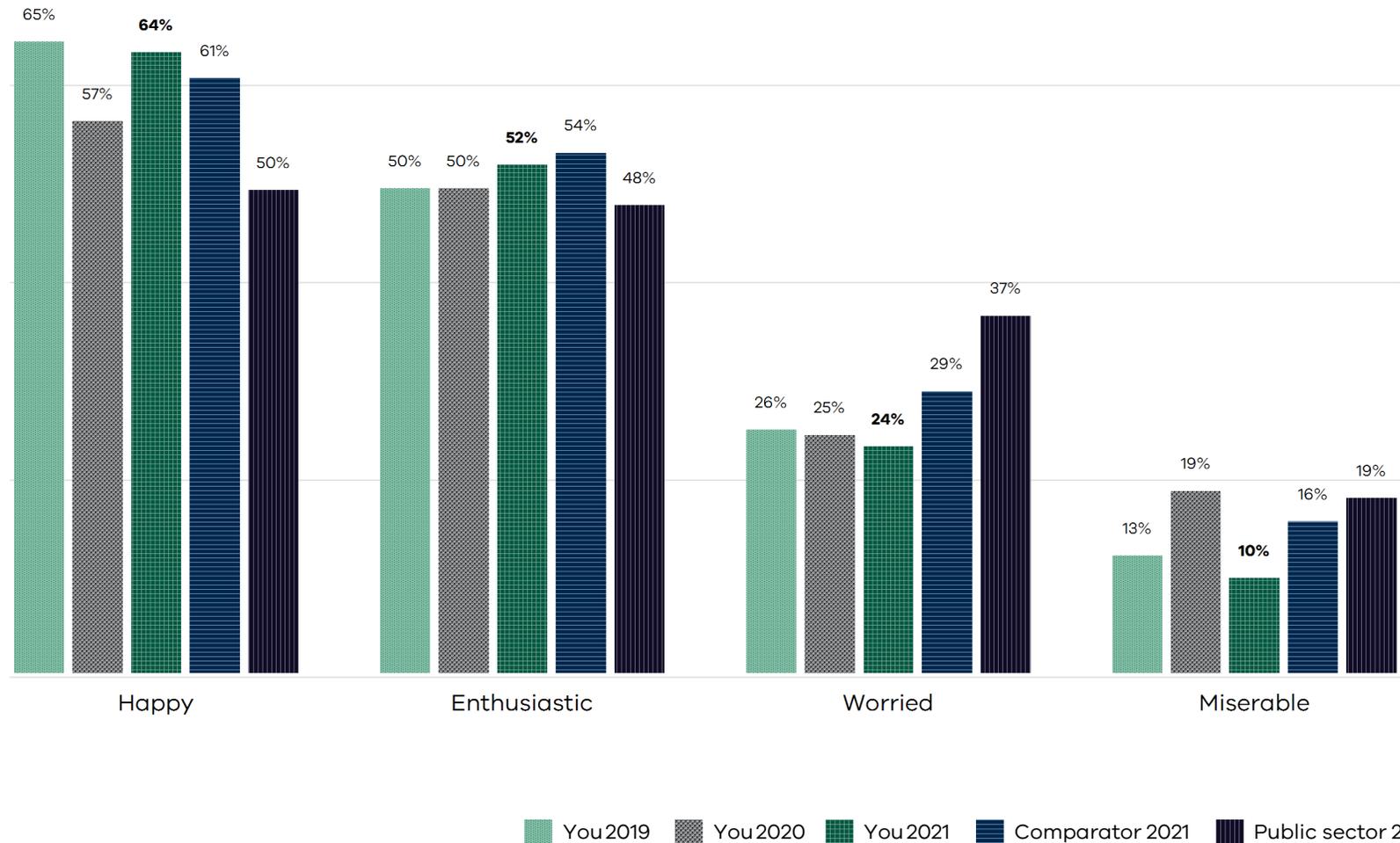
In 2021:

- 64% of your staff who did the survey said work made them feel happy in 2021, which is up from 57% in 2020

Compared to:

- 61% 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 ...



## Scorecard

### Psychosocial safety climate score

#### What this is

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

#### How we work out your score

We work out your score from these 4 questions:

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

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

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

#### How to interpret your score

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

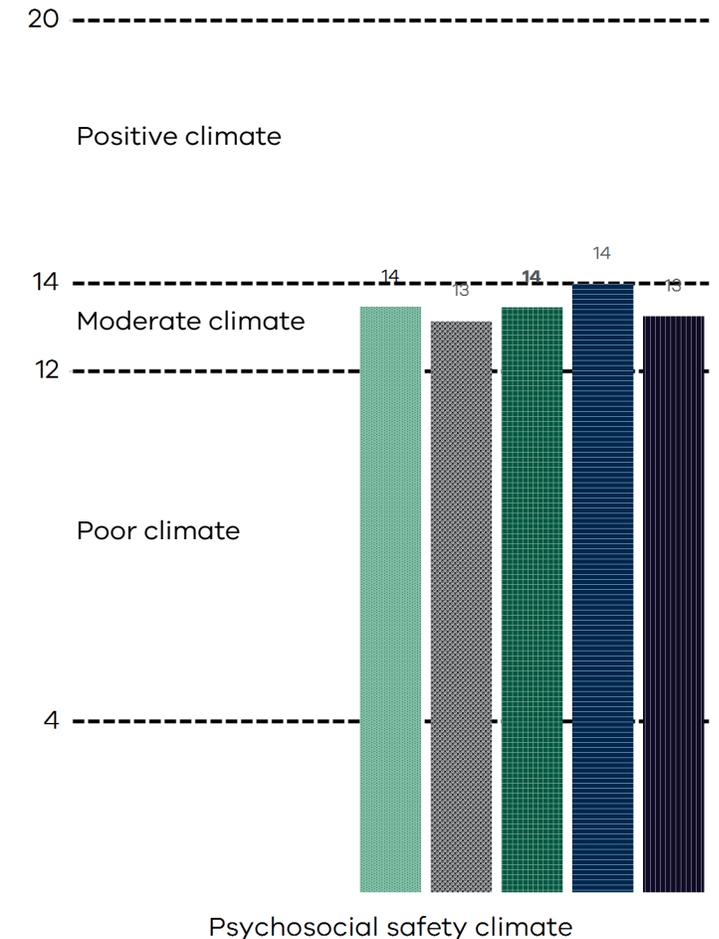
A score of:

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

Adverse outcomes can include:

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

### Benchmark results



You 2019 You 2020 You 2021 Comparator 2021 Public sector 2021

## Scorecard

### 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

44% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will take positive action on the results of this year's survey'.

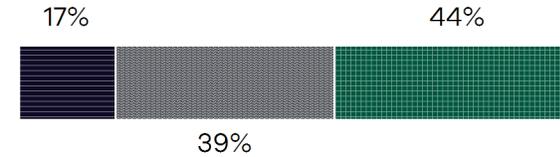
## Survey question

## Your results

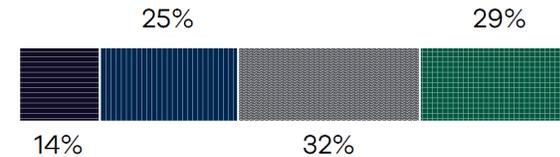
## Benchmark agree results



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



My organisation has taken positive action on the results of last year's survey



	You			Comparator		
	2019	2020	2021	Lowest	Average	Highest
I believe my organisation will take positive action on the results of this year's survey	Not asked	Not asked	44 %	34 %	54 %	78 %
My organisation has taken positive action on the results of last year's survey	Not asked	Not asked	29 %	11 %	35 %	72 %

## 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.

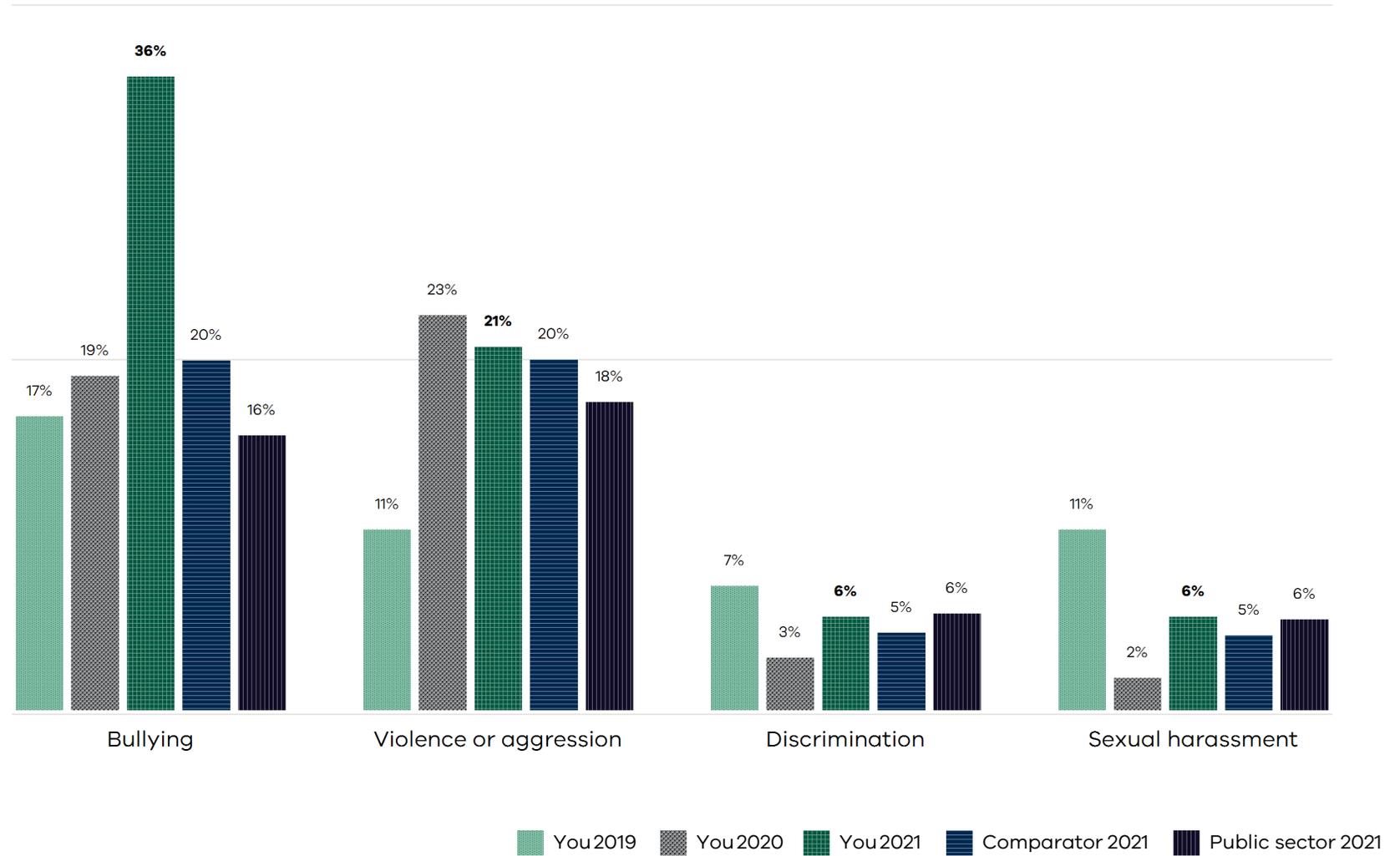
#### Example

In 2021:

- 36% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 19% in 2020.

Compared to:

- 20% of staff at your comparator and 16% of staff across the public sector.



## Scorecard

### 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, 36% 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.

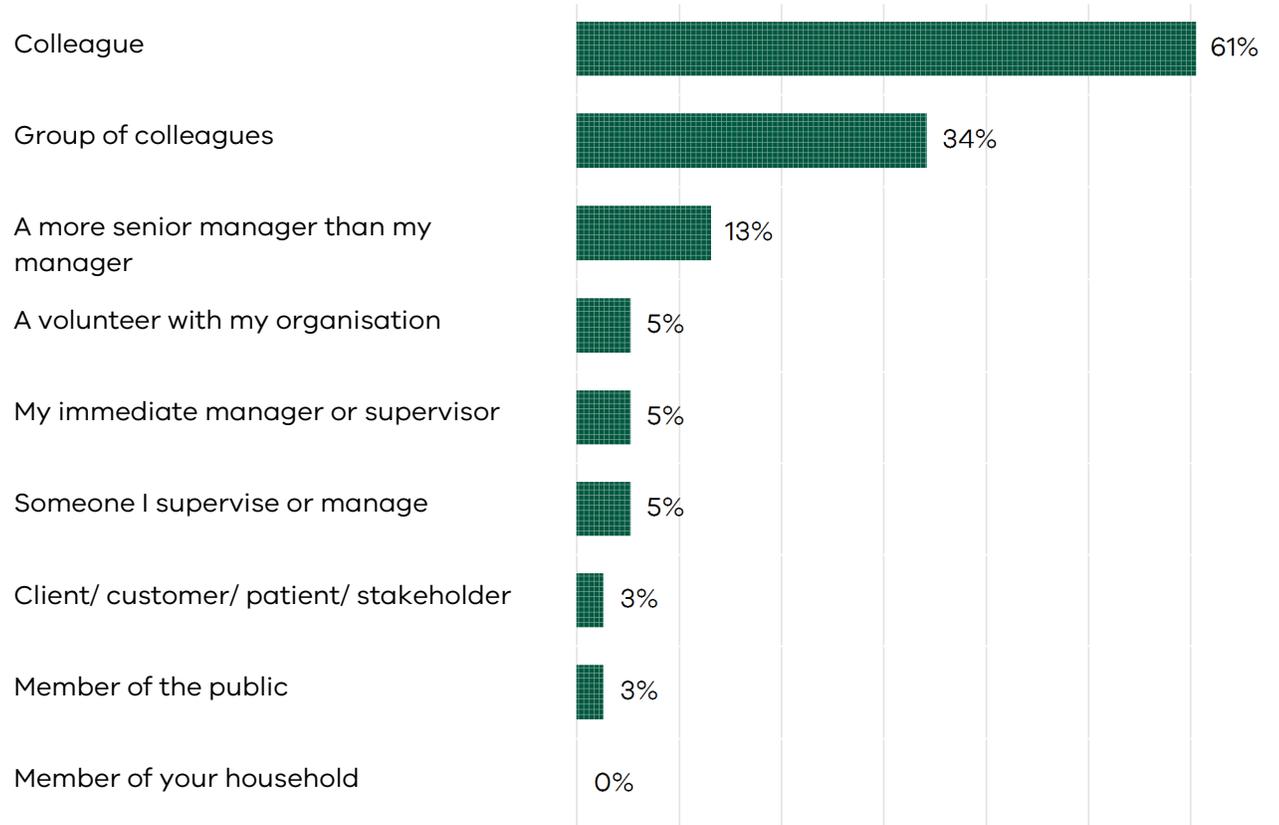
Each row is one perpetrator or group of perpetrators.

#### Example

36% of your staff who did the survey said they experienced bullying.

Of that 36%, 61% said it was by 'Colleague'.

### 38 people (36% of staff) experienced bullying (You2021)



## Scorecard

### 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.

#### Why there is no data here

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

We do this to protect the respondents.

## Scorecard

### Perpetrators of violence and aggression

#### What this is

This is who staff have said are responsible for violence or 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.

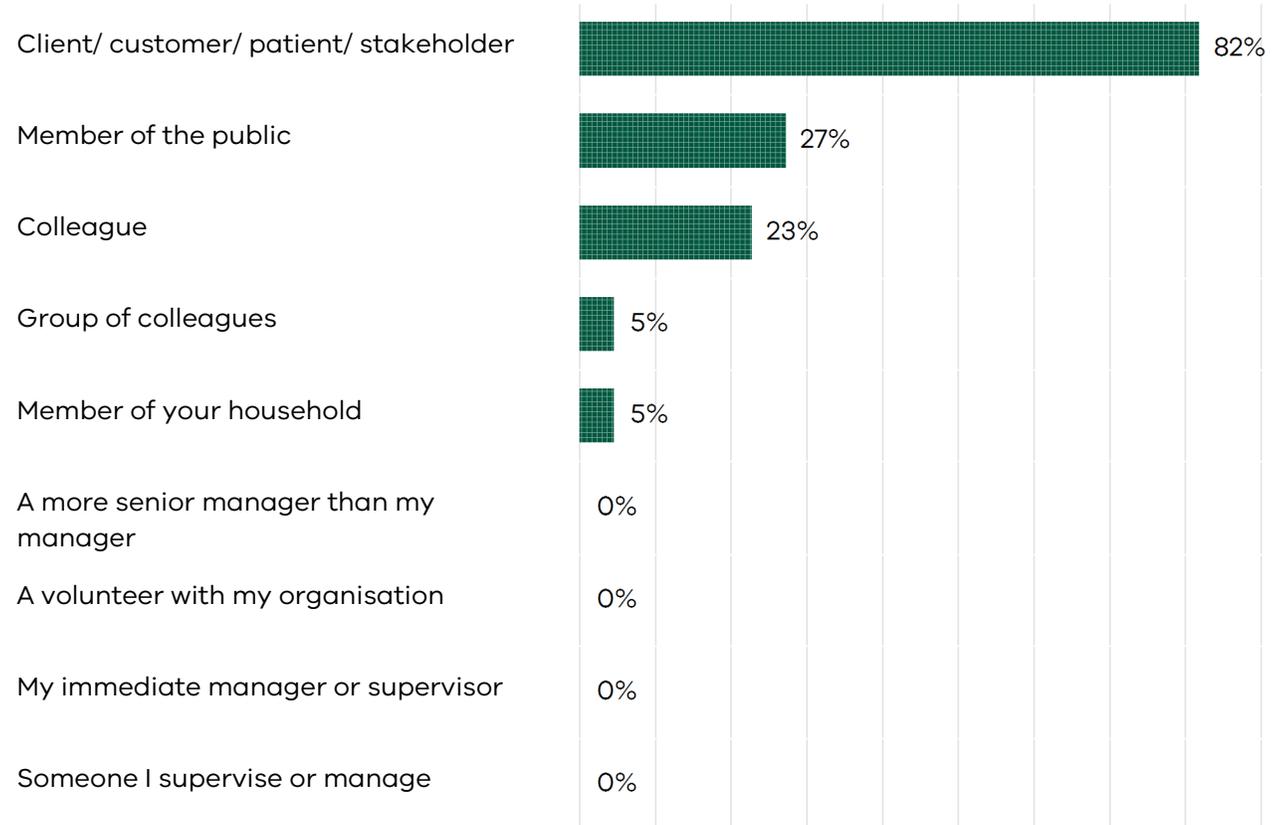
Each row is one perpetrator or a group of perpetrators.

#### Example

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 82% said it was by 'Client/ customer/ patient/ stakeholder'.

### 22 people (21% of staff) experienced violence or aggression (You2021)



# Scorecard

## Public sector values 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.

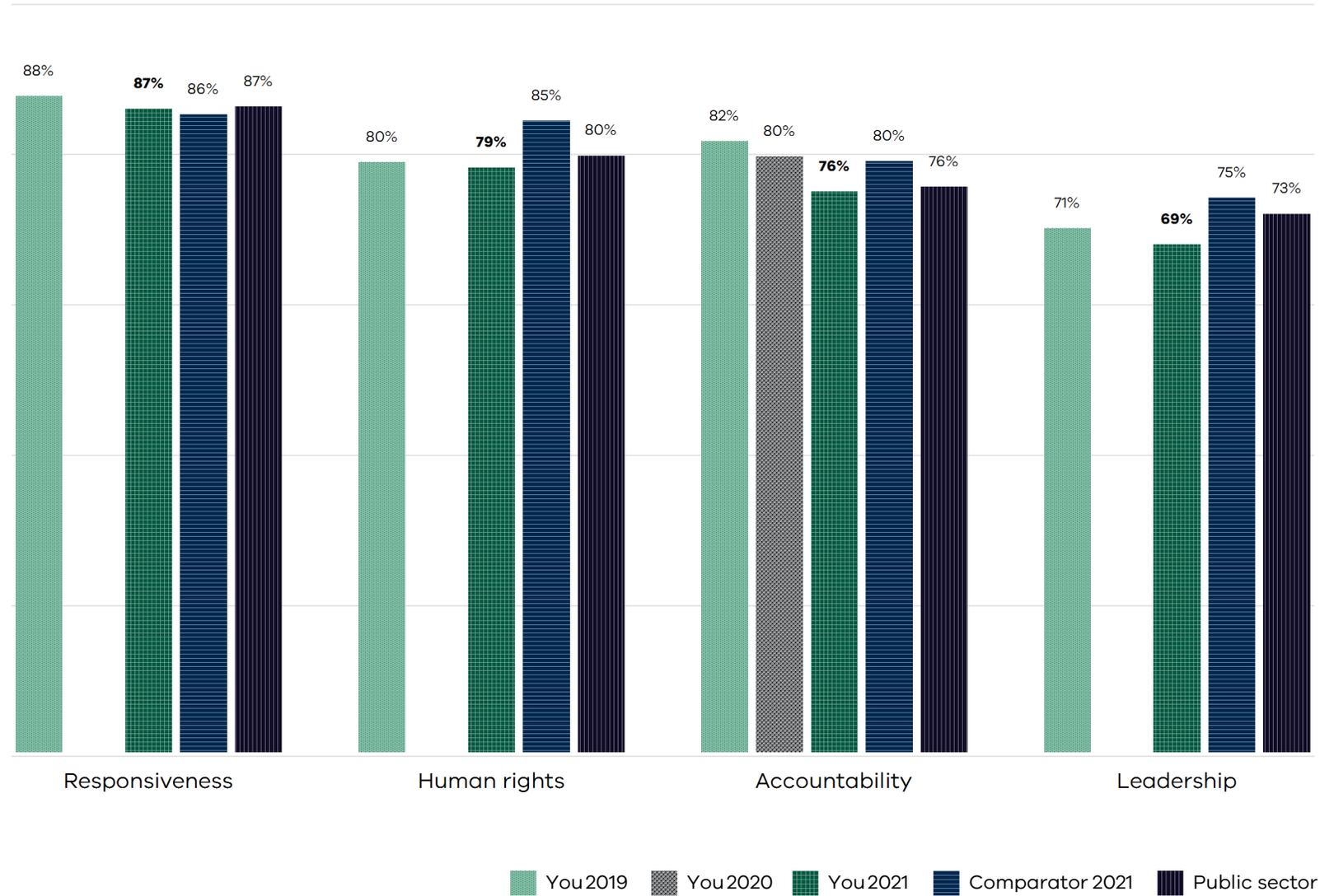
### Example

In 2021:

- 87% of your staff who did the survey responded positively to questions about Responsiveness, which is down 2% in 2019.

Compared to:

- 86% of staff at your comparator and 87% of staff across the public sector.



## Scorecard

### Public sector values 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

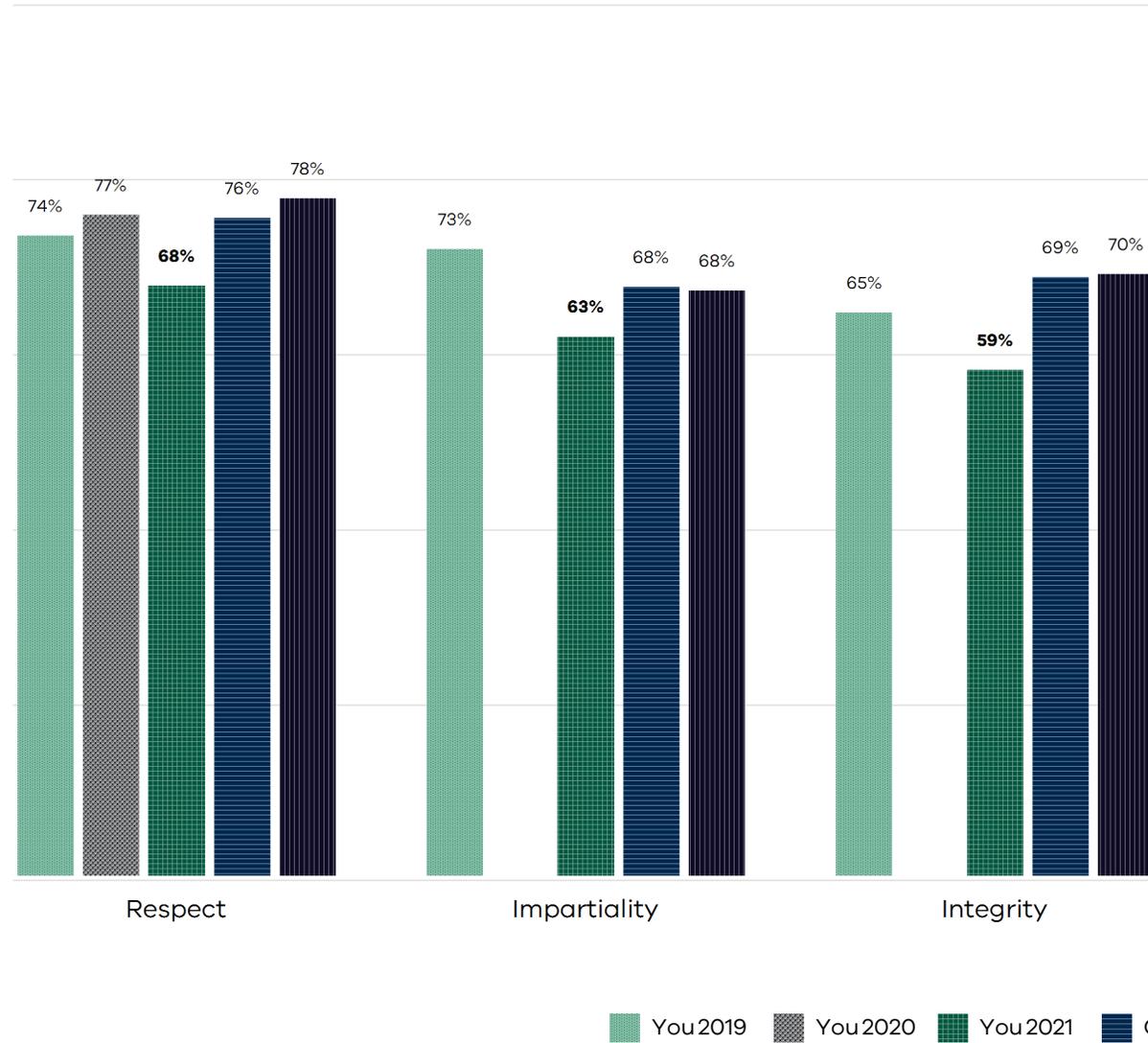
#### Example

In 2021:

- 68% of your staff who did the survey responded positively to questions about Respect, which is down 6% in 2019.

Compared to:

- 76% of staff at your comparator and 78% of staff across the public sector.



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## Key differences

### Highest scoring

#### What this is

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

#### How to read this

In descending order, you can see which questions had the highest agreement or satisfaction in 2021.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

91% of staff who did the survey agreed with I understand how my job contributes to my organisation's purpose.

## Highest results



## Key differences

### Lowest scoring

#### What this is

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

#### How to read this

In descending order, you can see which questions had the lowest agreement or satisfaction in 2021.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

29% of staff who did the survey agreed with My organisation has taken positive action on the results of last year's survey.

### Lowest results



## Key differences

### Most improved

#### What this is

This is where staff feel their organisation has most improved.

#### How to read this

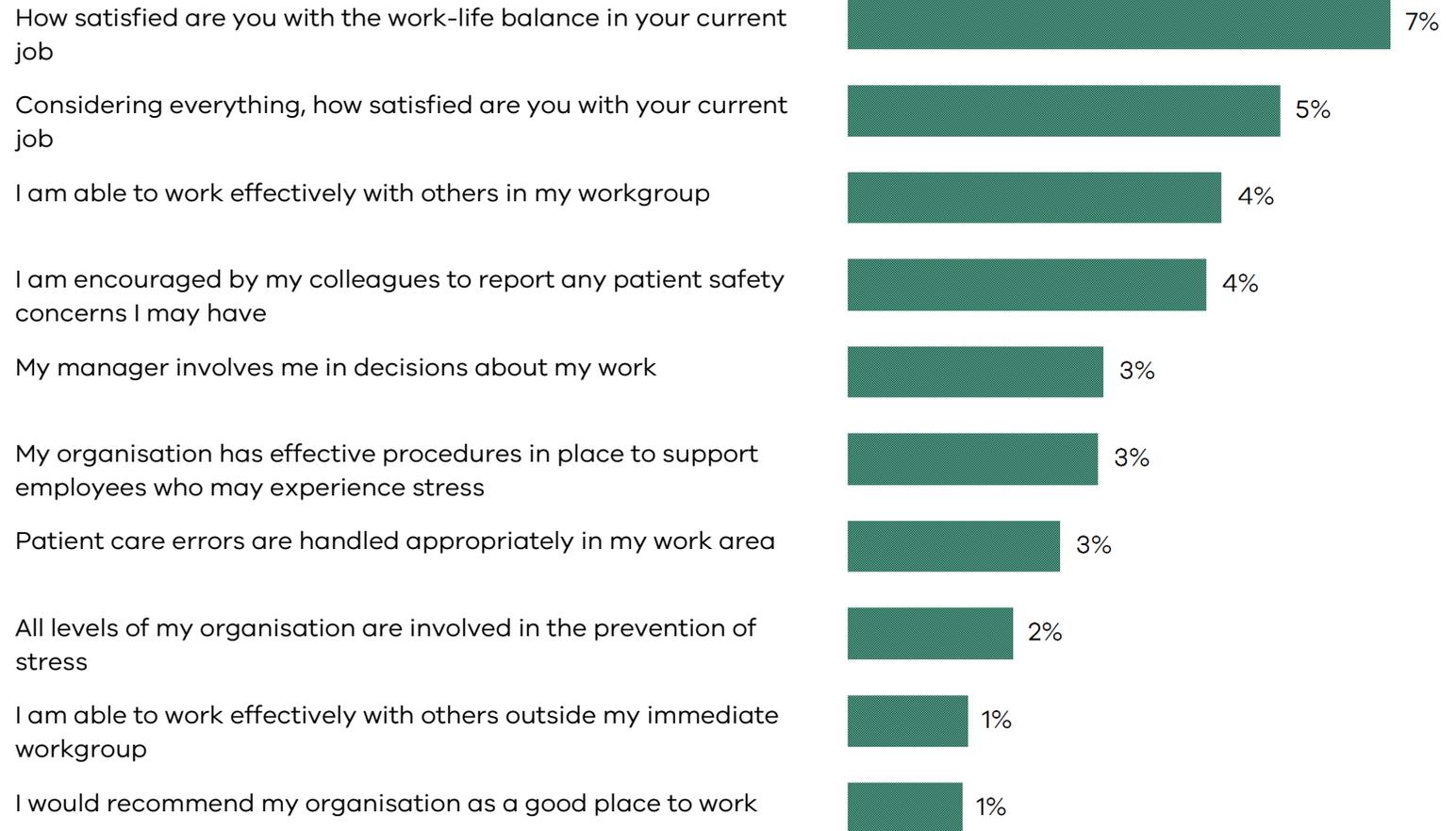
In descending order, you can see which questions had the biggest improvement in agreement or satisfaction in 2021, compared to 2020.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

The percentage of staff who did the survey who were satisfied with How satisfied are you with the work-life balance in your current job in your organisation was 7 percentage points higher than in 2020.

## Improvement from 2020



## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

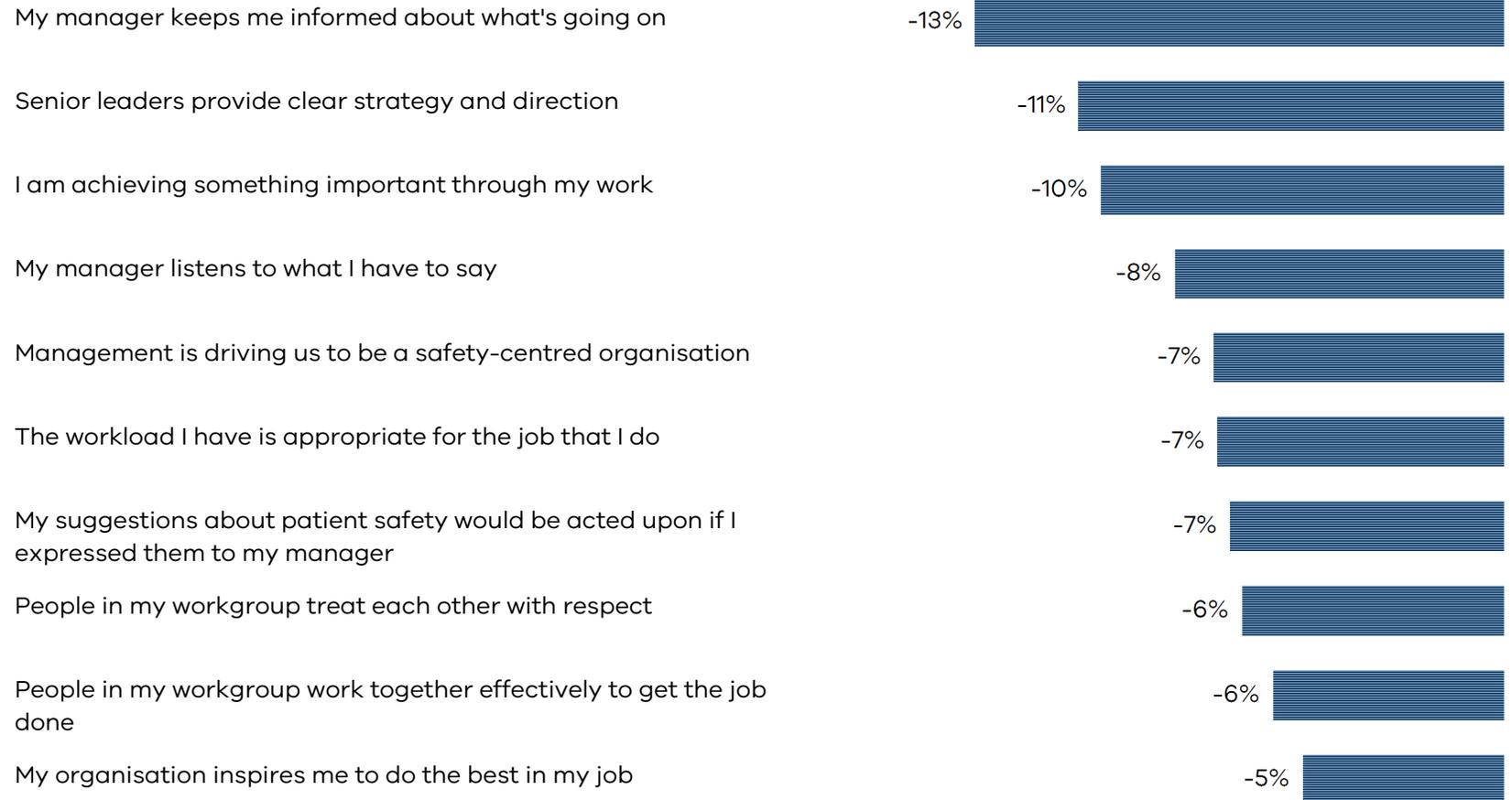
In descending order, you can see which questions had the biggest decrease in agreement or satisfaction in 2021, compared to 2020.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

The percentage of staff who did the survey who agreed with My manager keeps me informed about what's going on in your organisation was 13 percentage points lower than in 2020.

### Decline from 2020



## 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 in 2021.

#### How to read this

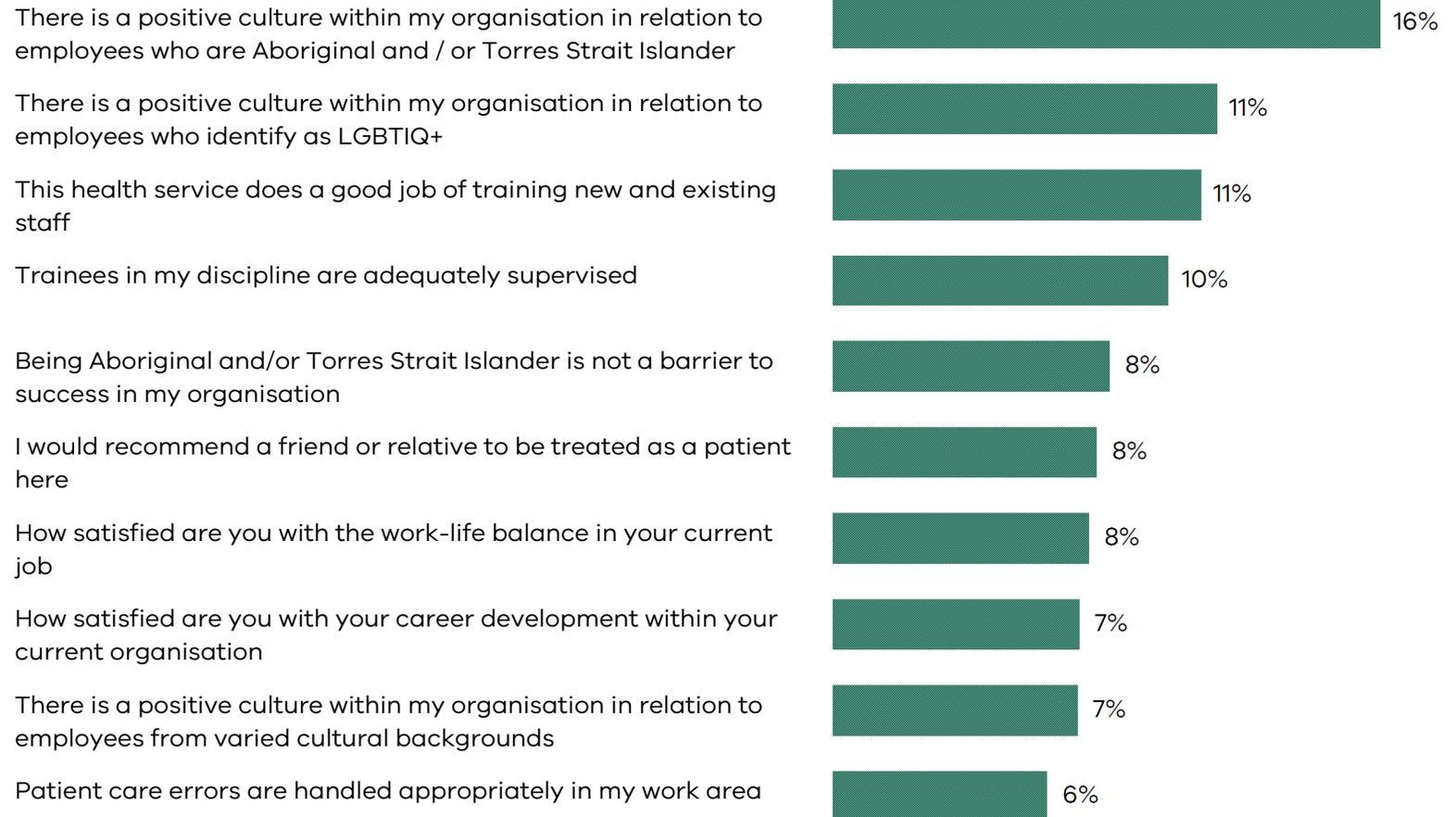
In descending order, you can see how much greater the percentage of staff in your organisation agreed or were satisfied with a question, compared to your comparator.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

The percentage of staff who did the survey agreed with There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander in your organisation was 16 percentage points higher than your comparator group.

### Biggest positive differences from comparator group



## Key differences

### Biggest negative difference from comparator

#### What this is

This is where less of your staff have agreed to a question compared to staff at similar organisations in 2021.

#### How to read this

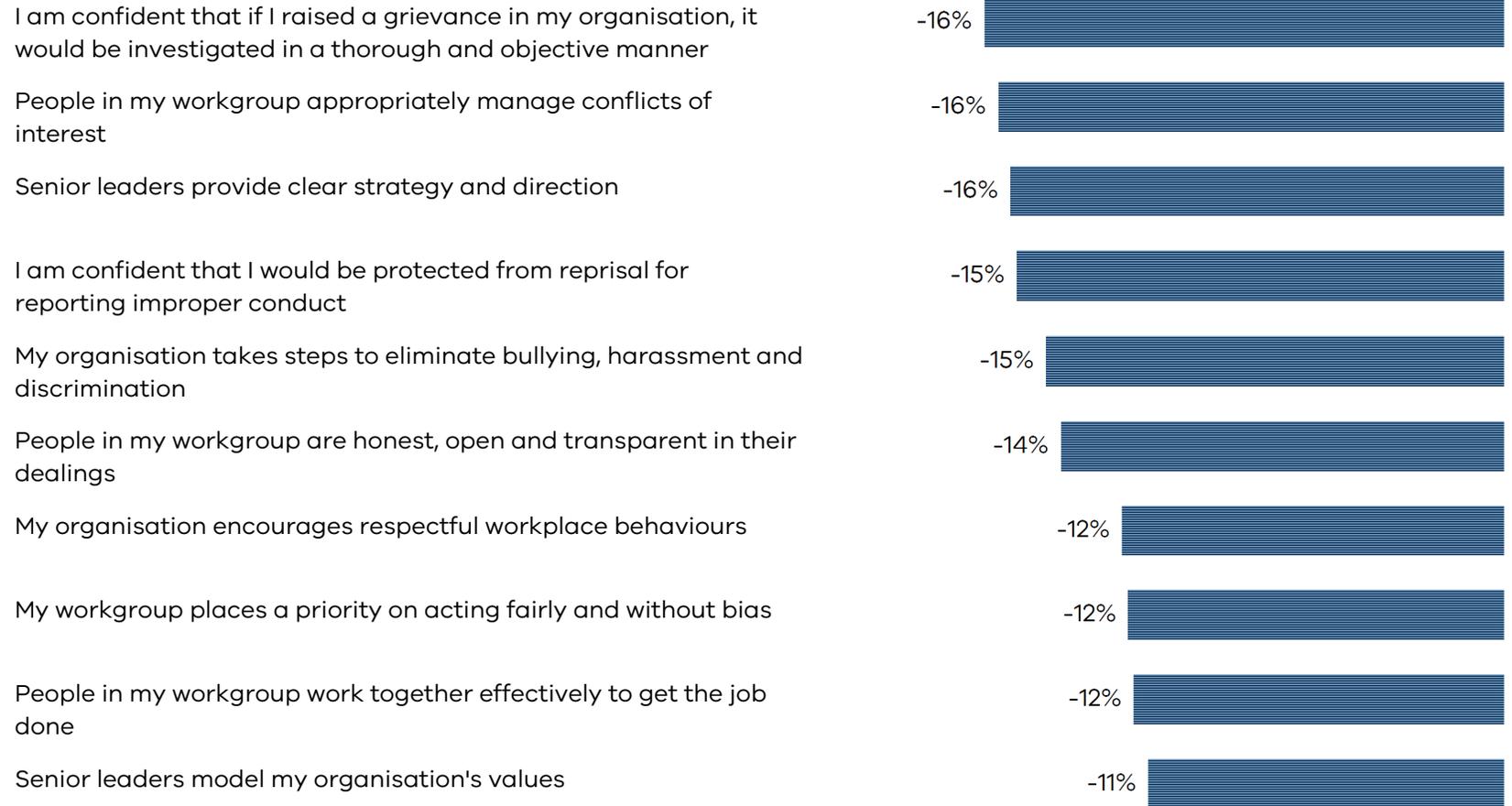
In descending order, you can see how much less the percentage of staff in your organisation agreed or were satisfied with a question, compared to your comparator.

In this report, 'Agree' combines responses for agree and strongly agree, and 'Satisfied' combines responses for satisfied and very satisfied.

#### Example

The percentage of staff who did the survey agreed with I am confident that if I raised a grievance in my organisation, it would be investigated in a thorough and objective manner in your organisation was 16 percentage points lower than your comparator group.

### Biggest negative differences from comparator group



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## People outcomes

### Strongest group results

#### What this is

Strongest group results is an organisation's best performing groups over the 5 people outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

In this heatmap negative feelings is how many respondents felt work frequently made them feel worried or miserable in 3 months prior to the survey period. Less negative feeling is a positive result.

#### Example

The group 'Administration/Maintenance' had an overall 'Intention to stay' of 15 points above your organisation's average.

	Engagement	Satisfaction	High to severe Job-related stress	Negative feelings	Intention to stay
Administration/Maintenance	1	0		-7	15
District Services		7	-13	-9	
Acute/Theatre/Chemo	5	5	-2		
Catering and Domestic			-1		18

## People outcomes

### Weakest group results

#### What this is

Weakest group results is an organisation's groups most in need of improvement over the 5 people outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

In this heatmap negative feelings is how many respondents felt work frequently made them feel worried or miserable in 3 months prior to the survey period. High negative feelings is a poor result.

#### Example

The group 'Glenarm' had an overall 'Intention to stay' of -7 points below your organisation's average.

	Engagement	Satisfaction	High to severe Job-related stress	Negative feelings	Intention to stay
Glenarm	-1	-4	7	6	-7
Catering and Domestic	-7	-4		2	
Acute/Theatre/Chemo				5	-20
District Services	-1				-11
Administration/Maintenance			2		

## People outcomes

### Strongest demographic results

#### What this is

Strongest demographic results is an organisation's best performing groups over the 5 people outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

In this heatmap negative feelings is how many respondents felt work frequently made them feel worried or miserable in 3 months prior to the survey period. Less negative feeling is a positive result.

#### Example

The group '15-34 years old' had an overall 'Engagement' of 10 points above your organisation's average.

	Engagement	Satisfaction	High to severe Job-related stress	Negative feelings	Intention to stay
15-34 years old	10	6	-7	-2	7
Flexible work: Study leave	4	7	-3	-7	0
Flexible work: Part-time	6	6	-4	-4	1
Redeployed to another role or organisation	7	12	-1	-5	
Caring responsibility: Child(ren) - younger than preschool age	3	6		-4	10
Flexible work: Flexible start and finish times	10		-4	-8	3
Cultural background: Australian	0	3	-1	-1	
Flexible work: Using leave to work flexible hours	6		-8	-9	
No religion			-3	-4	6
Caring responsibility: Primary school aged child(ren)	2	5			3

## People outcomes

### Weakest demographic results

#### What this is

Weakest demographic results is an organisation's groups most in need of improvement over the 5 people outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

In this heatmap negative feelings is how many respondents felt work frequently made them feel worried or miserable in 3 months prior to the survey period. High negative feelings is a poor result.

#### Example

The group 'Caring responsibility: Secondary school aged child(ren)' had an overall 'High to severe Job-related stress' of -7 points below your organisation's average.

	Engagement	Satisfaction	High to severe Job-related stress	Negative feelings	Intention to stay
Caring responsibility: Secondary school aged child(ren)	-7	-4		15	-5
Caring responsibility: Person(s) with a medical condition		-1	5	6	-15
35-54 years old	-2	-4	1		-7
Not redeployed to another role or organisation	-3	-5	0	2	
Flexible work: No, I do not use any flexible work arrangements	-2	-1	3	5	
Religion: Christianity			5	6	-12
Full-time worker	-5	-8		6	
55+ years old	-1		1	7	
Flexible work: Shift swap	-1	-4			-7
Ongoing employment	-1	0	0		

# Negative behaviour

## Strongest group results

### What this is

Strongest group results is an organisation's best performing groups over the 4 negative behaviours.

### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

### Example

The group 'Administration/Maintenance' had an overall 'Violence and aggression' of -16 points below your organisation's average.

	Bullying	Sexual harassment	Discrimination	Violence and aggression
Administration/Maintenance	-1	-1	-6	-16
Catering and Domestic			-6	-8
Acute/Theatre/Chemo	-3		0	
Glenarm	-2	-3		
District Services				-4

## Negative behaviour

### Weakest group results

#### What this is

Weakest group results is an organisation's groups most in need of improvement over the 4 negative behaviour outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one negative behaviour.

#### Example

The group 'District Services' had an overall 'Bullying' of 5 points above your organisation's average.

	Bullying	Sexual harassment	Discrimination	Violence and aggression
District Services	5	3	3	
Acute/Theatre/Chemo		5		18
Catering and Domestic	14	1		
Glenarm			6	5

## Negative behaviour

### Strongest demographic results

#### What this is

Strongest demographic results is an organisation's best performing groups over the 4 negative behaviours.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one negative behaviours.

#### Example

The group 'Flexible work: Using leave to work flexible hours' had an overall 'Bullying' of -20 points below your organisation's average.

	Bullying	Sexual harassment	Discrimination	Violence and aggression
Flexible work: Using leave to work flexible hours	-20	-6	0	-4
Caring responsibility: None of the above	-9	-1	-3	-3
Flexible work: No, I do not use any flexible work arrangements	-3	-3	-6	-7
Cultural background: Australian	-3	-1	-1	-1
Ongoing employment	-2	-2	-1	-2
Flexible work: Study leave	-26	-6		-11
Redeployed to another role or organisation	-5	-3	-3	
No religion	-5	-2		-2
15-34 years old	-24			-3
Full-time worker	-13			-15

## Negative behaviour

### Weakest demographic results

#### What this is

Weakest demographic results is an organisation's groups most in need of improvement over the 5 people outcomes.

#### How to read this

This heatmap shows you the groups in your organisation that had the biggest difference in their scores from your organisation's average.

The darker the colour, the further these are from your organisation's average.

We only show the groups that feature in the top 5 of at least one people outcome.

#### Example

The group 'Caring responsibility: Person(s) with a medical condition' had an overall 'Bullying' of 18 points above your organisation's average.

	Bullying	Sexual harassment	Discrimination	Violence and aggression
Caring responsibility: Person(s) with a medical condition	18	12	12	15
Flexible work: Flexible start and finish times	0	12	3	15
Caring responsibility: Secondary school aged child(ren)	5	0	0	8
Non-ongoing employment	8	6	2	7
Caring responsibility: Child(ren) - younger than preschool age	17	1	1	
Caring responsibility: Primary school aged child(ren)	9	1		10
Flexible work: Shift swap		1	6	5
Religion: Christianity	3	5		4
55+ years old	5	2		1
35-54 years old	1		4	2



**Victorian  
Public Sector  
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