People Matter Survey 2024

Have your say

People matter survey

2024

Have your say

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- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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 2023 and 2022.

This means you'll be able to compare about 97% 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: Survey questions: People matter survey 2024 (DOCX, 83 pages) to see how we asked questions and defined concepts in the 2024 survey.

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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 employee experience results when fewer than 10 people in a work group have responded to the survey
- don't release employee experience 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.

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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

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

- Organisational integrity
- Collaboration
- Safety climate

- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

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

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'.

Architects Registration Board of Victoria

Cladding Safety Victoria

Dairy Food Safety Victoria

SEC Victoria Pty Ltd

Veterinary Practitioners Registration Board

Victorian Building Authority

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2024.

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.

2023

88%
(97)

Comparator	77%
Public Sector	42%

2024

84%
(114)

Comparator	81%
Public Sector	65%

People matter survey

2024

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- Highest scoring
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People outcomes

Your employee engagement index

What is this

Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

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.

2023	
67	
Comparator	65
Public Sector	68

2024	
59	
Comparator	68
Public Sector	68

People outcomes

Engagement question results 1 of 2

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

Your group's engagement index
Your 2024 index is 59.

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.
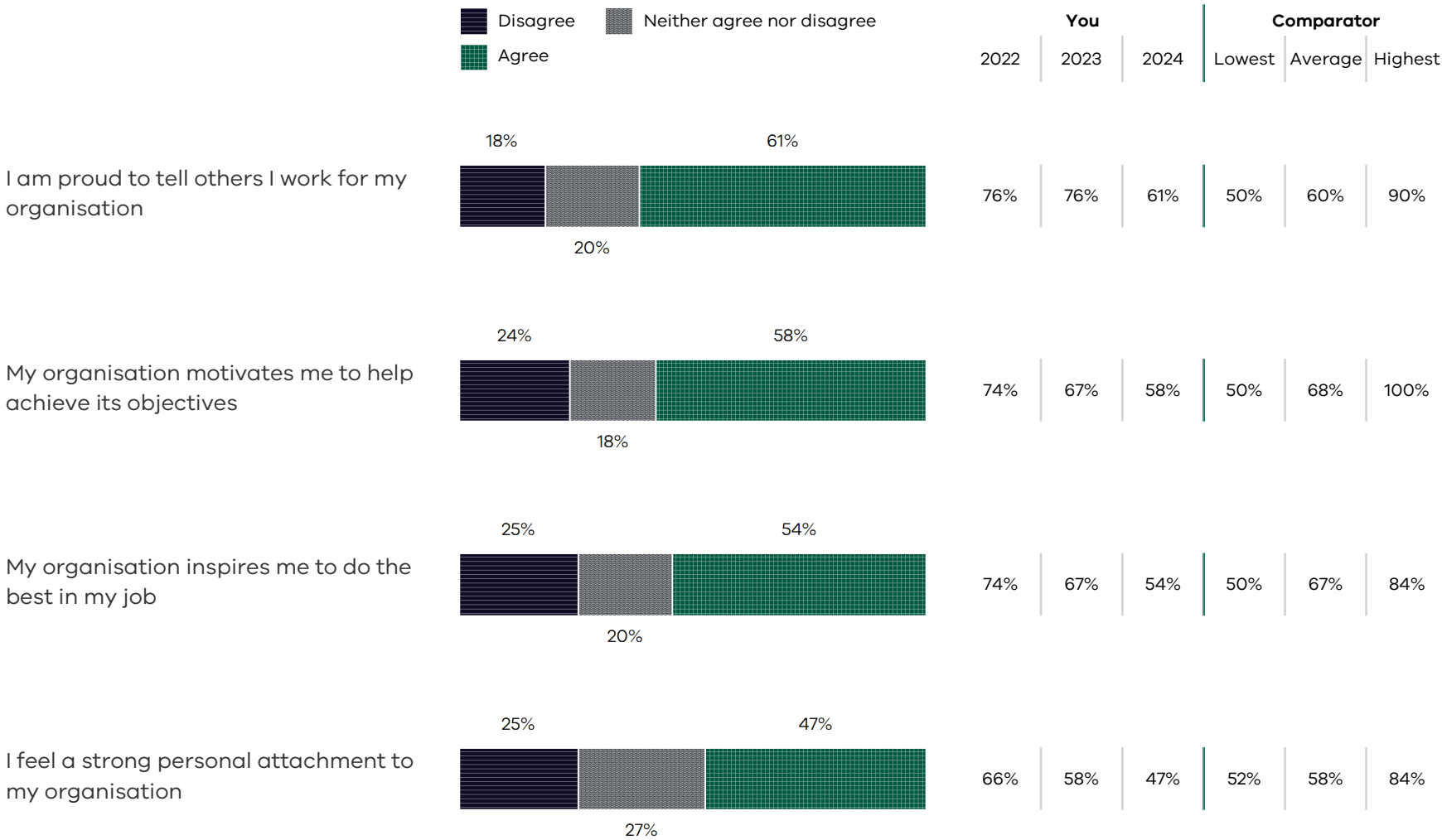
Example
61% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation	18% / 20% / 61%	76%	76%	61%	50%	60%	90%
My organisation motivates me to help achieve its objectives	24% / 18% / 58%	74%	67%	58%	50%	68%	100%
My organisation inspires me to do the best in my job	25% / 20% / 54%	74%	67%	54%	50%	67%	84%
I feel a strong personal attachment to my organisation	25% / 27% / 47%	66%	58%	47%	52%	58%	84%

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

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People outcomes

Engagement question results 2 of 2

What is this

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

Your group's engagement index

Your 2024 index is 59.

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.
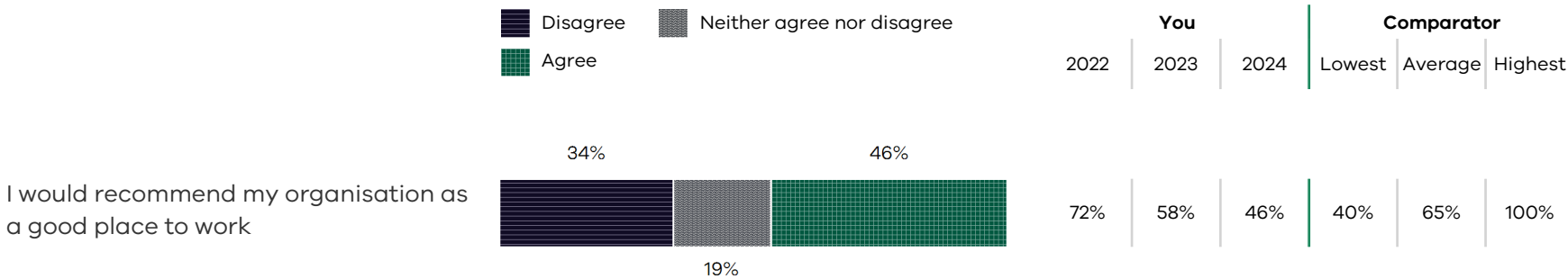
Example

46% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

	Disagree		Neither agree nor disagree
	Agree		

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
I would recommend my organisation as a good place to work	34% / 19% / 46%	72%	58%	46%	40%	65%	100%

People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

This scorecard provides overall results for satisfaction, high to severe work-related stress, intention to stay and inclusion. There are more people outcomes scorecards throughout this report.
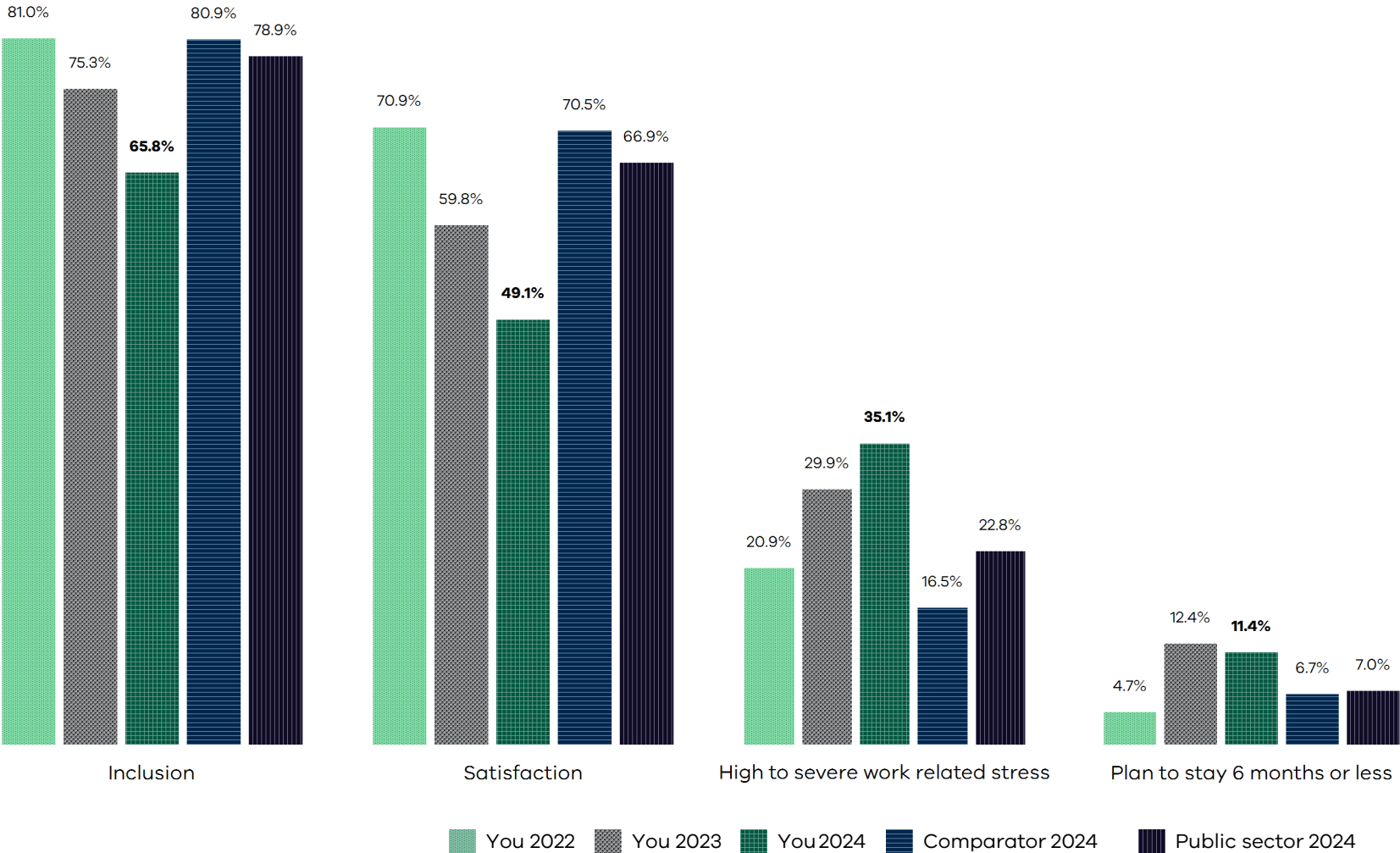
Why this is important

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 2024:
- 65.8% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:
- 80.9% of staff in your comparator group and 78.9% of staff across the public sector.

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024

Inclusion: 81.0%, 75.3%, 65.8%, 80.9%, 78.9%
Satisfaction: 70.9%, 59.8%, 49.1%, 70.5%, 66.9%
High to severe work related stress: 20.9%, 29.9%, 35.1%, 16.5%, 22.8%
Plan to stay 6 months or less: 4.7%, 12.4%, 11.4%, 6.7%, 7.0%

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People outcomes

Satisfaction question results

What is this

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

54% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Legend:
- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

Benchmark satisfied results
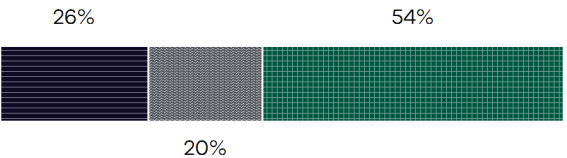
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

Considering everything, how satisfied are you with your current job — 26% / 20% / 54%

| | 77% | 66% | 54% | 70% | 76% | 100% |

How satisfied are you with the work/life balance in your current job — 39% / 13% / 48%
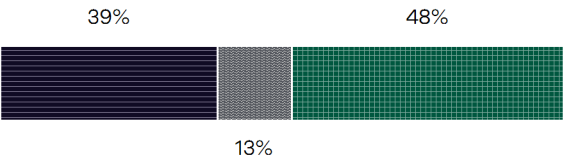
| | 77% | 52% | 48% | 67% | 85% | 100% |

How satisfied are you with your career development within your current organisation — 25% / 29% / 46%
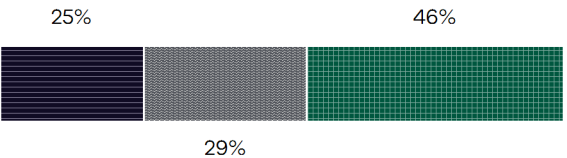
| | 59% | 62% | 46% | 40% | 50% | 63% |

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People outcomes

Work-related stress levels

What is this

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 group rated their current levels of work-related stress.

The numbers below show the percentage of staff in your group who said they experienced high to severe stress in 2024 compared to 2023, your comparator and the public sector.

Example

35% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 16% of staff in your comparator group and 23% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2024)

Level	Percentage
Nil	9%
Low or mild	25%
Moderate	31%
High	13%
Very high	12%
Severe	10%
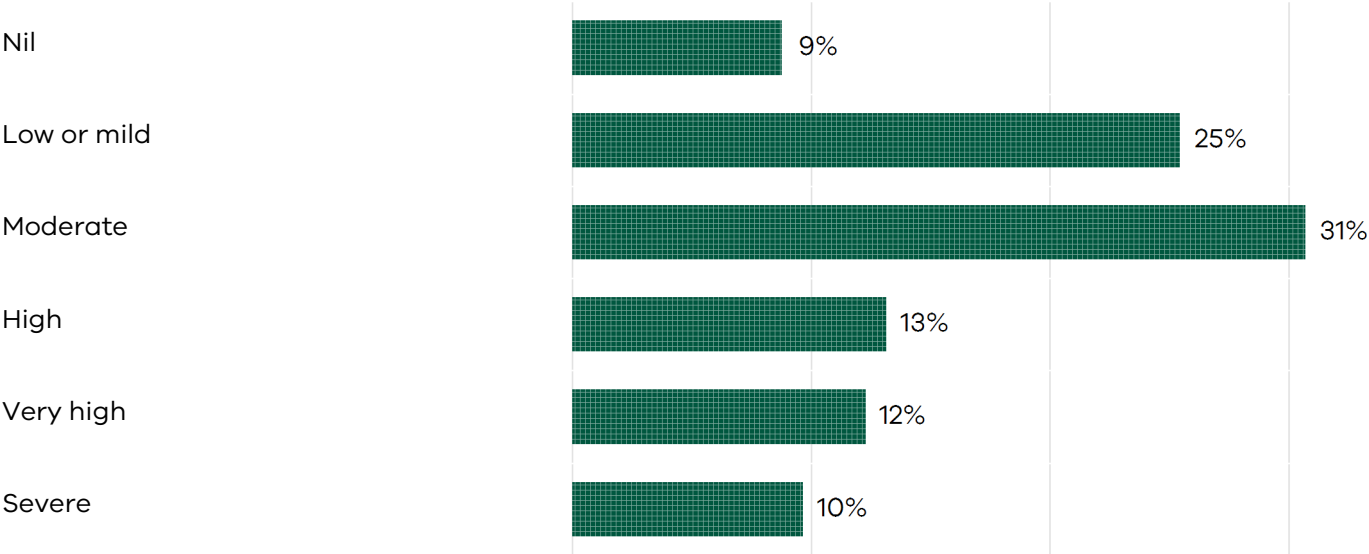
Reported levels of high to severe stress

2023		2024	
30%		**35%**	
Comparator	18%	Comparator	16%
Public Sector	24%	Public Sector	23%

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People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey said they experienced mild to severe stress. Of that 91%, 59% said the top reason was 'Workload' .

	104			10
	91%			9%
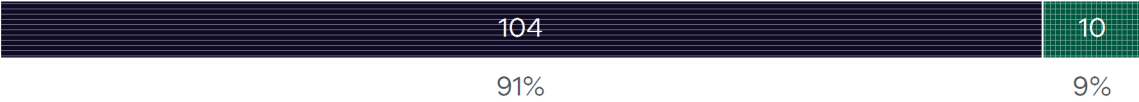
■ Experienced some work-related stress   ▨ Did not experience some work-related stress

Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	61%	59%	46%	47%
Technology or equipment	30%	36%	7%	8%
Time pressure	49%	31%	42%	42%
Organisation or workplace change	6%	24%	12%	15%
Unclear job expectations	14%	16%	16%	14%
Management of work (e.g. supervision, training, information, support)	16%	14%	12%	12%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	6%	14%	9%	11%
Ability to choose how my work is done	7%	13%	3%	5%
Other	9%	12%	12%	13%
Content, variety, or difficulty of work	9%	8%	13%	12%

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People outcomes

Work-related stress

What is this

This is how manageable your staff feels their stress at your organisation.

Why this is important

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

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

43% of your staff who did the survey said the amount of stress in their job was manageable.

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

Survey question	Your results
The amount of stress in my job is manageable	38% / 19% / 43%
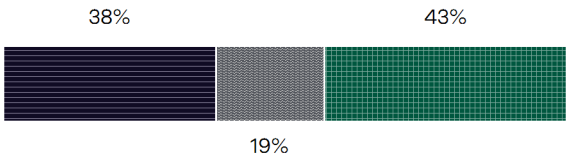
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	43%	70%	74%	100%

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People outcomes

Intention to stay

What is this

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 how long they intend to work at their organisation.

Example

11% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	12%	11%	7%	7%
Over 6 months and up to 1 year	6%	11%	15%	10%
Over 1 year and up to 3 years	31%	31%	30%	25%
Over 3 years and up to 5 years	10%	14%	17%	16%
Over 5 years	40%	32%	32%	42%

People outcomes

Inclusion question results

What is this
This is how many staff experience that they belong, and can be themselves, at work.

Why this is important
When people feel like they belong, they can bring their true selves and lived experience to their work and workplace. This leads to increased productivity, wellbeing and better outcomes for the community.

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 'I feel culturally safe at work'.

Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	85%	80%	75%	80%	85%	93%
I can be myself at work	80%	73%	61%	83%	85%	100%
I feel as if I belong at this organisation	78%	72%	61%	70%	73%	89%

I feel culturally safe at work — Disagree 12%, Neither agree nor disagree 13%, Agree 75%

I can be myself at work — Disagree 19%, Neither agree nor disagree 19%, Agree 61%

I feel as if I belong at this organisation — Disagree 18%, Neither agree nor disagree 21%, Agree 61%

People outcomes

Inclusion - Barriers to success

What is this

This is a list of things that staff felt were barriers to their success at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.
In descending order, the table shows the top 10 answers.

Example

16% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

41	73
36%	64%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
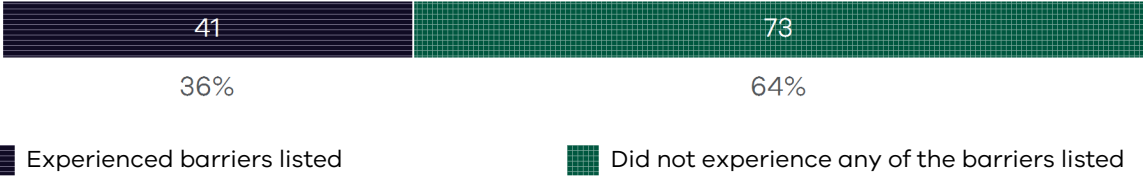
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	16%	16%	3%	7%
My flexible working	15%	16%	3%	6%
My mental health	18%	11%	5%	8%

People outcomes

Inclusion - Witnessed barriers to success

What is this

This is a list of things that staff witnessed were barriers to their success of other employees at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

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

Example

30% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work	50	64
	44%	56%

■ Witnessed barriers listed   ▨ Did not witness barriers listed
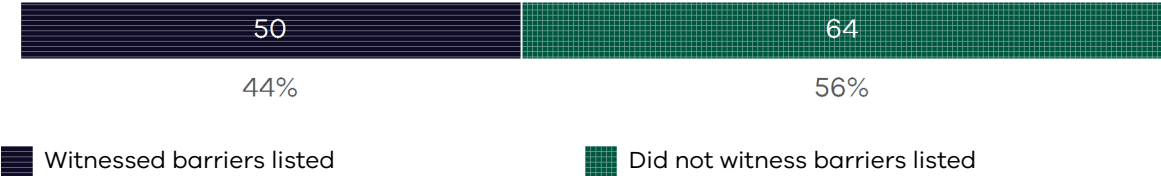
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	19%	30%	3%	8%
Caring responsibilities	13%	18%	2%	7%
Mental health	10%	14%	4%	7%
Age	-	11%	2%	6%
Cultural background	-	9%	1%	4%

People outcomes

Scorecard: emotional effects of work

What is this

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.
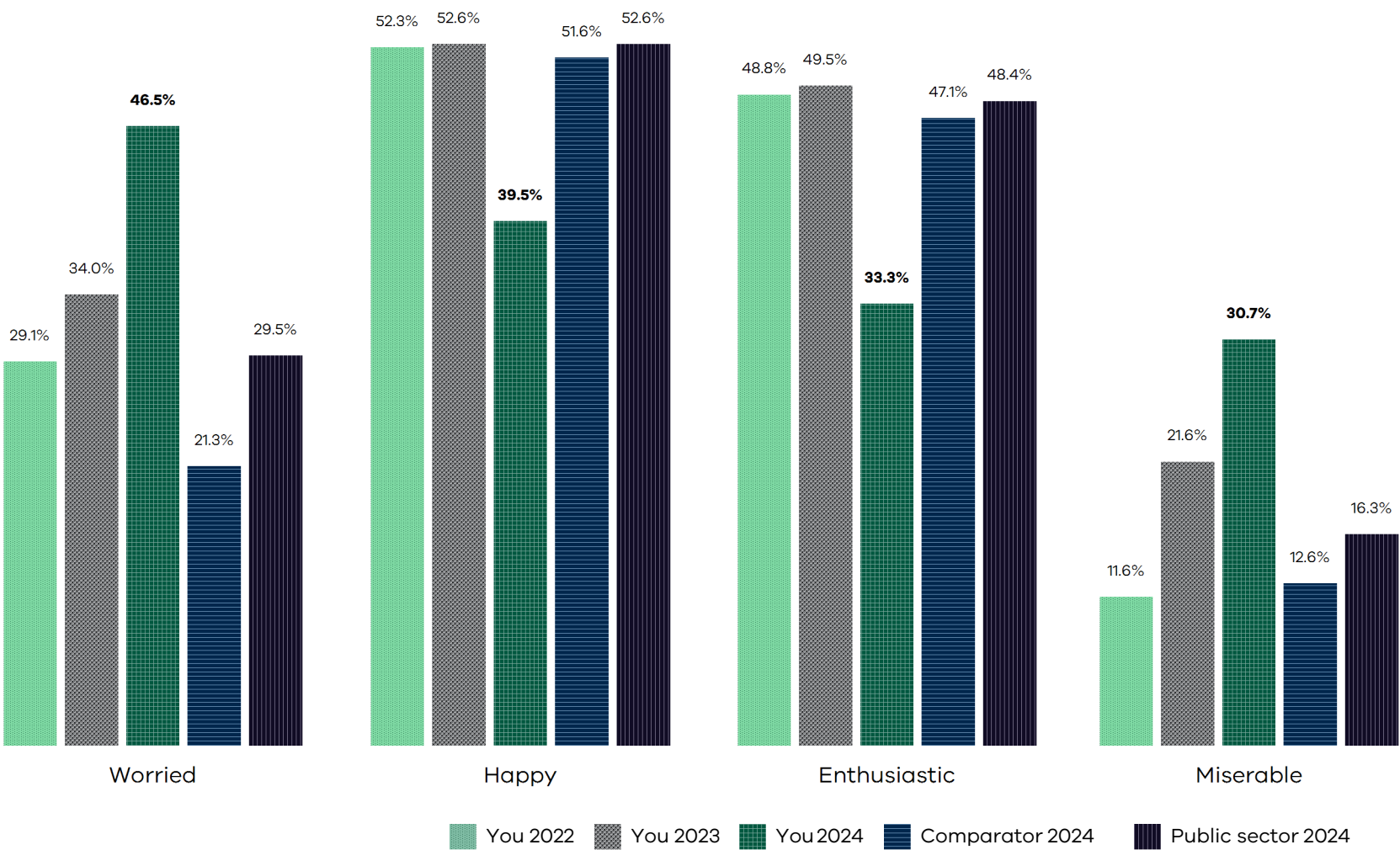
How to read this

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 group and the public sector.

Example

In 2024:

- 39.5% of your staff who did the survey said work made them feel happy.

Compared to:

- 51.6% of staff in your comparator group and 52.6% of staff across the public sector.

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

	Worried	Happy	Enthusiastic	Miserable
You 2022	29.1%	52.3%	48.8%	11.6%
You 2023	34.0%	52.6%	49.5%	21.6%
You 2024	46.5%	39.5%	33.3%	30.7%
Comparator 2024	21.3%	51.6%	47.1%	12.6%
Public sector 2024	29.5%	52.6%	48.4%	16.3%

Legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

People outcomes

Scorecard: negative behaviours

What is this

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 group and the public sector.

Example

In 2024:

- 16.7% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 6.2% of staff in your comparator group and 10.0% of staff across the public sector.

Violence or aggression
9.3% | 6.2% | 16.7% | 6.2% | 10.0%

Bullying
9.3% | 14.4% | 15.8% | 8.7% | 11.2%

Sexual harassment
2.3% | 2.1% | 7.0% | 2.2% | 3.9%

Discrimination
5.8% | 6.2% | 6.1% | 3.0% | 4.9%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024

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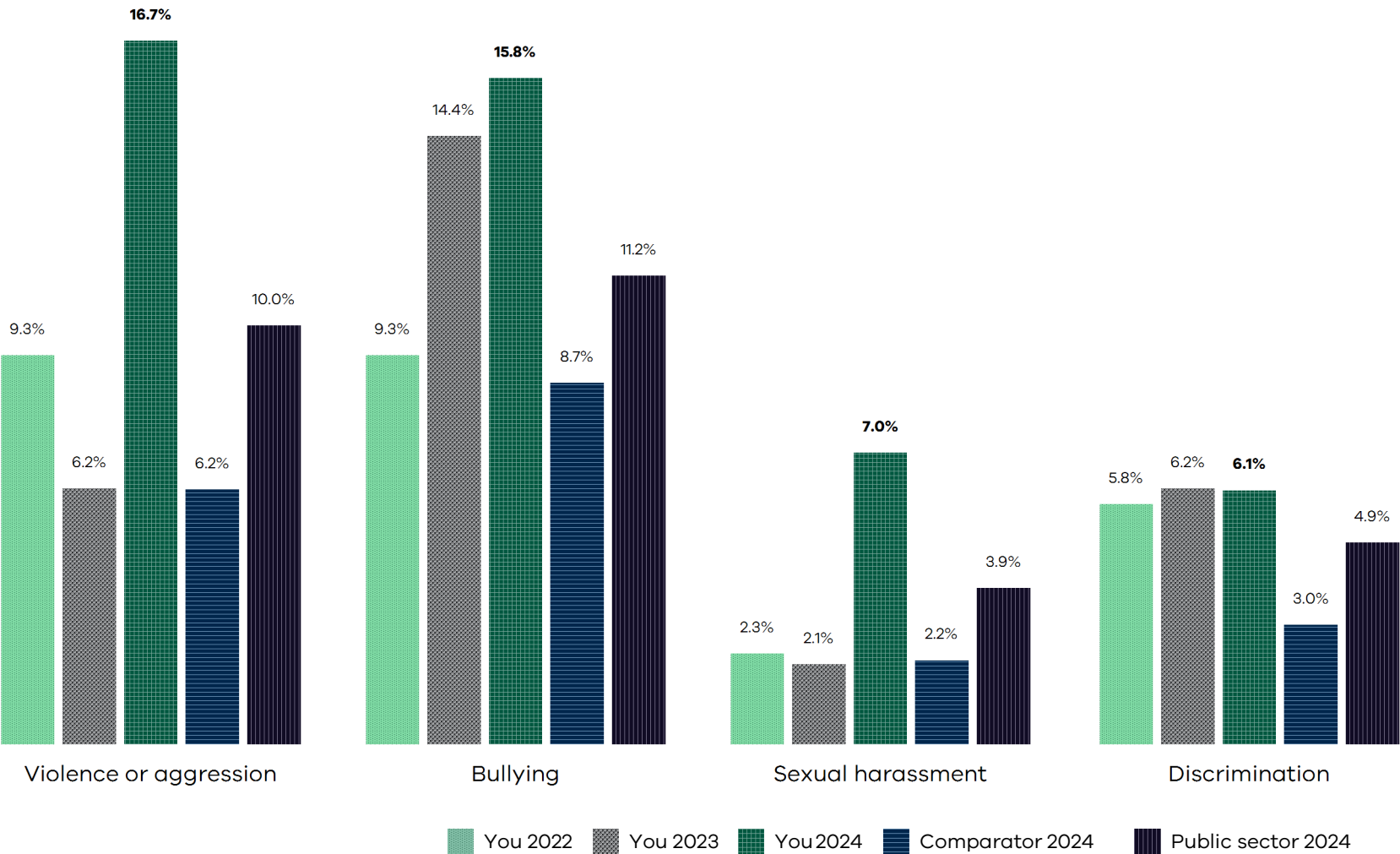
People outcomes

Bullying

What is this

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 longterm 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

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 78% 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?

18	89	7
16%	78%	6%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
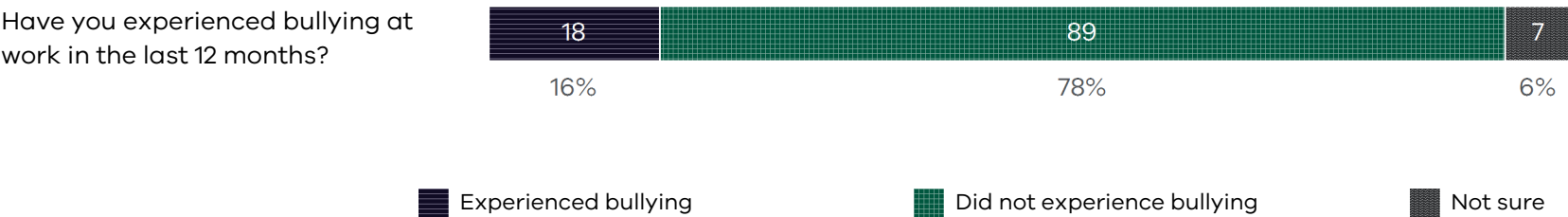
If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	57%	78%	73%	69%
Being given impossible assignment(s)	7%	39%	8%	11%
Intimidation and/or threats	21%	33%	29%	28%
Exclusion or isolation	29%	28%	52%	46%
Withholding essential information for me to do my job	29%	28%	25%	33%
Other	29%	28%	15%	15%
Verbal abuse	21%	17%	19%	19%
Interference with my personal property and/or work equipment	-	6%	0%	4%
Being assigned meaningless tasks unrelated to my job	7%	6%	8%	16%

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People outcomes

Telling someone about the bullying

What is this

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

16% of your staff who did the survey said they experienced bullying, of which

- 61% said the top way they reported the bullying was 'Told a colleague'.
- 100% said they didn't submit a formal complaint.

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

18	89	7
16%	78%	6%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
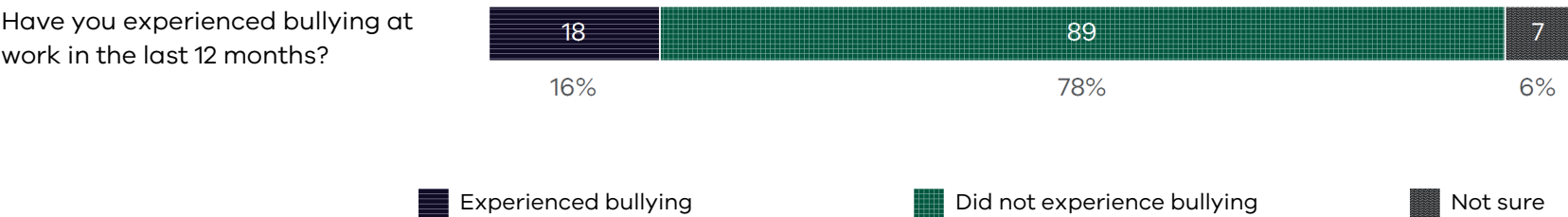
Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	64%	61%	37%	41%
Told a manager	14%	50%	54%	52%
Told a friend or family member	14%	39%	29%	34%
Told someone else	7%	28%	6%	12%
Told human resources	14%	11%	15%	14%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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 and protect 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

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

- 67% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

18

100%

■ Submitted formal complaint   ▨ Did not submit a formal complaint
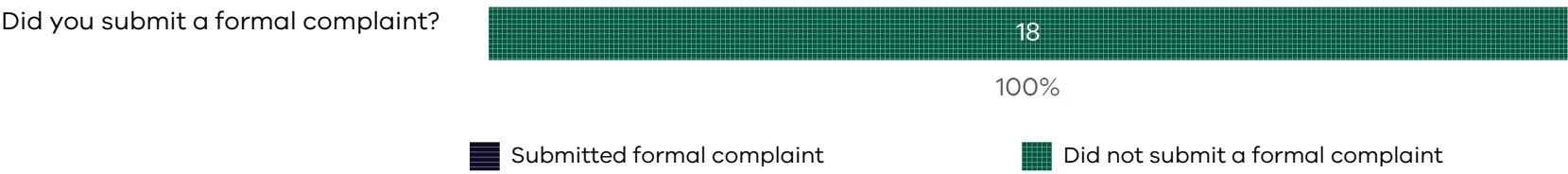
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative consequences for my reputation	62%	67%	63%	54%
I believed there would be negative consequences for my career	38%	56%	47%	45%
I didn't feel safe to report the incident	15%	44%	33%	21%
I didn't think it would make a difference	77%	39%	49%	51%
I thought the complaint process would be embarrassing or difficult	23%	17%	21%	13%
Other	8%	17%	12%	16%
I didn't think it was serious enough	23%	11%	26%	16%
I believed there would be negative consequences for the person I was going to complain about	-	6%	12%	10%
I didn't know who to talk to	-	6%	7%	5%
I was advised not to	-	6%	2%	5%

People outcomes

Perpetrators of bullying

What is this

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, 16% 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

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 44% said it was by 'An executive, senior leader or the head of your organisation'.

18 people (16% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
An executive, senior leader or the head of your organisation	44%
A colleague	39%
A manager or supervisor	28%
A client/ customer/ patient/ stakeholder	17%
A group of colleagues	17%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
Other	0%

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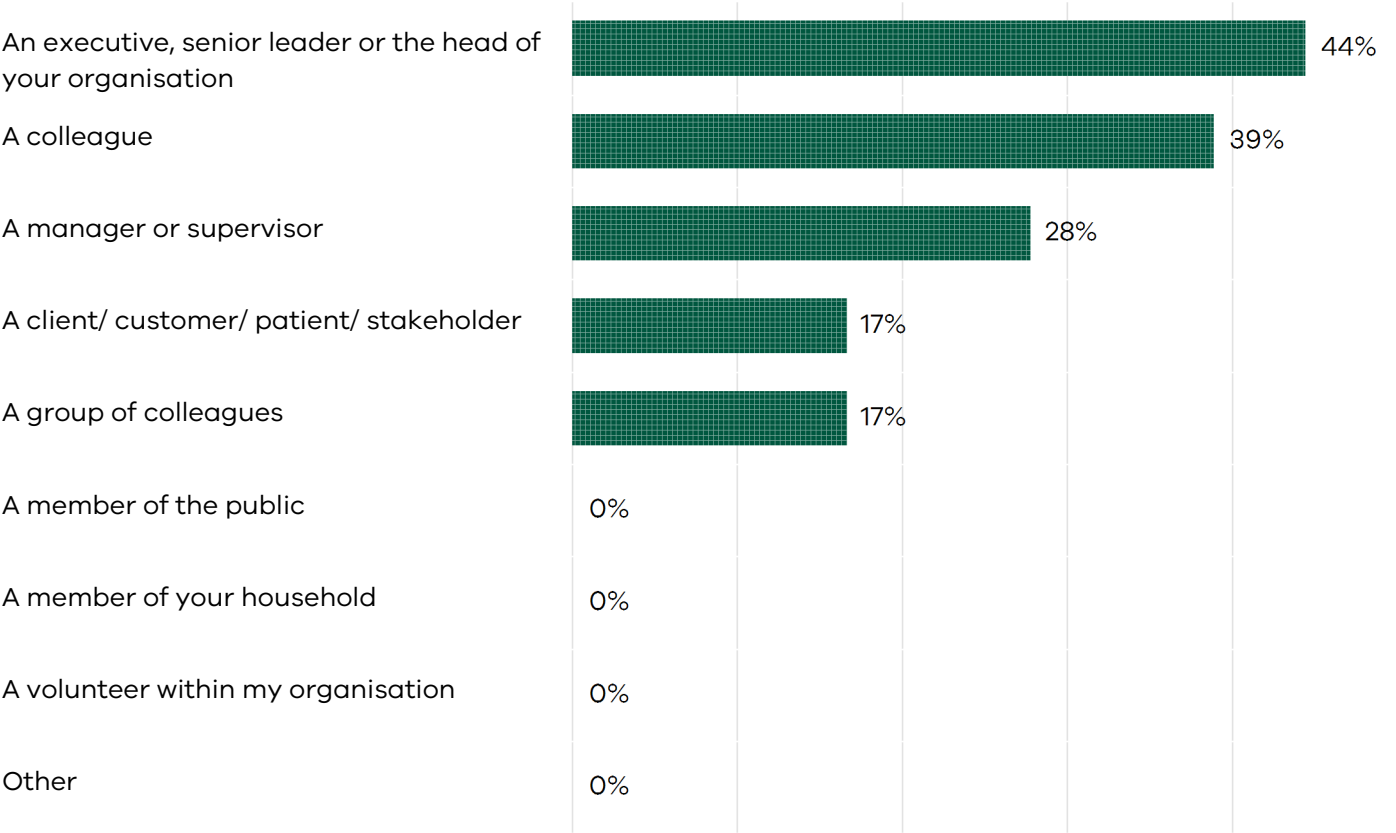
People outcomes

Relationship to perpetrator

What is this

This provides further detail on who staff have said are responsible for bullying within your organisation.

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, 16% of your staff said they experienced bullying.

If they experienced bullying from within the organisation, they could tell us their relationship to the perpetrator.

The bar chart shows, in descending order, how many employees linked the bullying to different workplace relationships.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 94% said it was by someone within the organisation.

Of that 94%, 53% said it was 'They were in my workgroup'.

17 people (94% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	53%
They were outside my workgroup	47%
They were my immediate manager or supervisor	41%
They were someone I supervise or manage	0%

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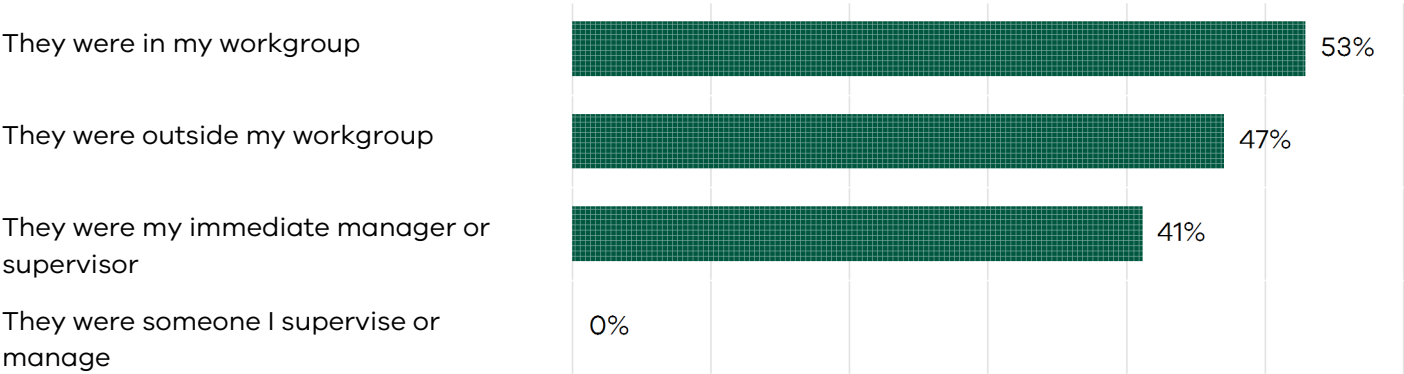
People outcomes

Sexual harassment

What is this

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.

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People outcomes

Discrimination

What is this

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

Why this is important

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

Why there is no data here

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

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People outcomes

Violence and aggression

What is this

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 on 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

17% of your staff who did the survey said they experienced violence or aggression.

Of that 17%, 74% said it was 'Intimidating behaviour'.

Have you experienced violence or aggression at work in the last 12 months?			
19	91		4
17%	80%		4%

■ Experienced violence or aggression   ▦ Did not experience violence or aggression   ▨ Not sure

If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Intimidating behaviour	-	74%	78%	73%
Abusive language	-	68%	73%	72%
Threats of violence	-	26%	8%	30%

People outcomes

Telling someone about violence and aggression

What is this

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

17% of your staff who did the survey said they experienced violence or aggression, of which

- 74% said the top way they reported the violence or agression was 'Told a manager'.
- 74% said they didn't submit a formal incident report

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

19	91	4
17%	80%	4%

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

Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	-	74%	65%	64%
Told a colleague	-	32%	38%	42%
Told the person the behaviour was not OK	-	32%	16%	21%
Submitted a formal incident report	-	26%	27%	29%
Told a friend or family member	-	26%	14%	20%
Told someone else	-	11%	3%	6%
Told employee assistance program (EAP) or peer support	-	11%	5%	6%
I did not tell anyone about the incident(s)	-	11%	19%	9%
Told human resources	-	5%	11%	8%

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People outcomes

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

What is this

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

74% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 29% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal incident report?

5	14
26%	74%

■ Submitted formal incident report   ▦ Did not submit a formal incident report
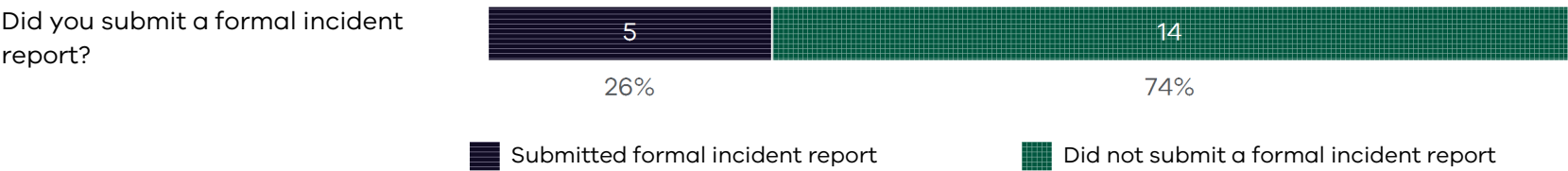
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	-	29%	48%	40%
I believed there would be negative consequences for my reputation	-	29%	22%	23%
I didn't think it was serious enough	-	21%	44%	29%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	-	21%	4%	12%
I didn't feel safe to report the incident	-	21%	7%	9%
I believed there would be negative consequences for my career	-	14%	11%	19%
I didn't need to because I made the violence or aggression stop	-	14%	7%	12%
I thought the complaint process would be embarrassing or difficult	-	14%	4%	6%
I was advised not to	-	7%	0%	3%
Other	-	7%	15%	20%

People outcomes

Perpetrators of violence and aggression

What is this

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 group of perpetrators.

Example

17% of your staff who did the survey said they experienced violence or aggression.

Of that 17%, 74% said it was by 'A client/ customer/ patient/ stakeholder'.

19 people (17% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	74%
A member of the public	26%
An executive, senior leader or the head of your organisation	16%
A colleague	11%
A manager or supervisor	5%
A group of colleagues	0%
A member of my household	0%
A volunteer with my organisation	0%
Other	0%
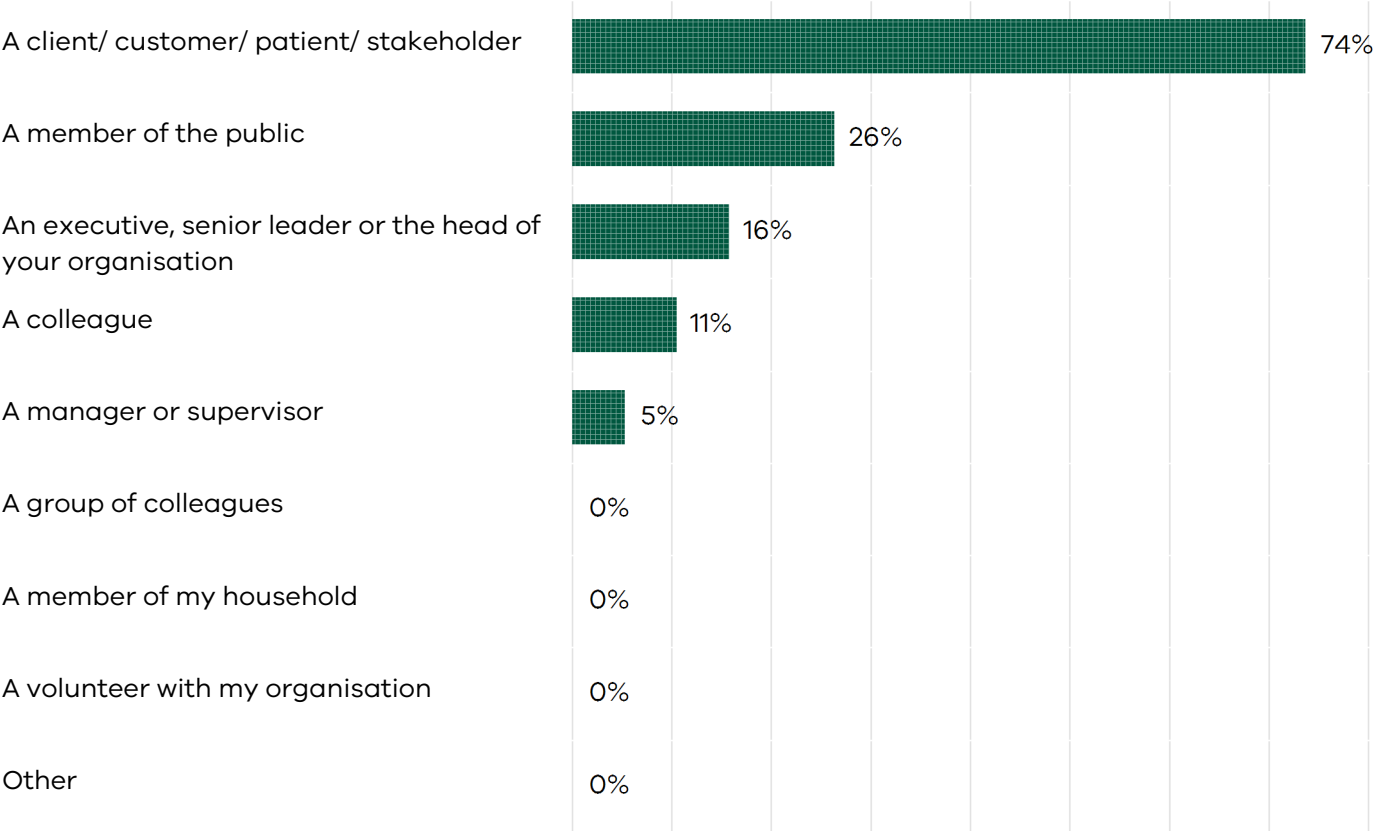
Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

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

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

37	77
32%	68%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
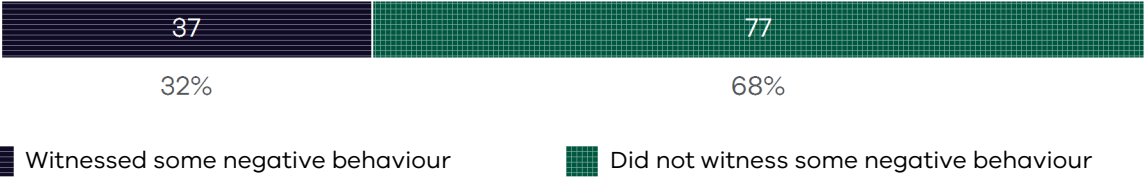
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	84%	68%	88%	81%
Discrimination against a colleague	10%	21%	4%	8%
Bullying of a colleague	8%	20%	9%	14%
Violence or aggression against a colleague	2%	4%	1%	3%
Sexual harassment of a colleague	-	1%	0%	1%

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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.

In descending order, the table shows the answers.

Example

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

- 81% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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

37	77
32%	68%
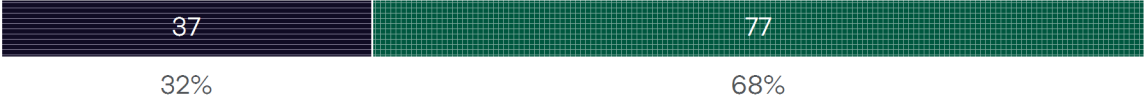
■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	94%	81%	68%	71%
Told a colleague	-	30%	17%	20%

People matter survey 2024

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- Taking action questions

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Key differences

Highest scoring questions

What is this

These are the questions your group had the highest agreement or satisfaction with in 2024.

How to read this

Use this data to see where your group has the highest agreement or satisfaction with questions from the 2024 survey.

In this table, your score for this year is shown in the 'You 2024' column.

You can also compare your 2024 scores against your 2023 scores and your 2024 comparator group.

Example

On the first row 'Job enrichment', the 'You 2024' column shows 91% of your staff who did the survey agreed with 'I understand how my job helps my organisation achieve its goals'. In the 'Change from 2023' column, you have a +1% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I understand how my job helps my organisation achieve its goals	91%	+1%	92%
Meaningful work	I achieve something important through my work	89%	-3%	89%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	89%	+2%	89%
Job enrichment	I can use my skills and knowledge in my job	88%	-6%	91%
Meaningful work	I can make a worthwhile contribution at work	87%	-11%	91%
Safety climate	My organisation provides a physically safe work environment	83%	-6%	91%
Meaningful work	I get a sense of accomplishment from my work	82%	-3%	82%
Workgroup support	People in my workgroup treat each other with respect	82%	-9%	86%
Workgroup support	People in my workgroup are politically impartial in their work	77%	-2%	83%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	76%	-5%	86%

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Key differences

Lowest scoring questions

What is this

These are the questions your group had the lowest agreement or satisfaction with in 2024.

How to read this

Use this data to see where your group has the lowest agreement or satisfaction with questions from the 2024 survey.

In this table, your score for this year is shown in the 'You 2024' column.

You can also compare your 2024 scores against your 2023 scores and your 2024 comparator group.

Example

On the first row 'Taking action', the 'You 2024' column shows 31% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a +6% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	31%	+6%	48%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	32%	-14%	61%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	32%	-16%	58%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	32%	-19%	61%
Senior leadership	Senior leaders provide clear strategy and direction	34%	-27%	65%
Organisational integrity	I believe the promotion processes in my organisation are fair	34%	-15%	46%
Workload	The workload I have is appropriate for the job that I do	35%	-9%	69%
Senior leadership	Senior leaders model my organisation's values	35%	-31%	69%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	35%	-14%	69%
Workload	I have enough time to do my job effectively	36%	-5%	68%

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Key differences

Most improved

What is this

This is where staff feel their group 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 2023' column.

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

This is because the increase from 2023 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Taking action', the 'You 2024' column shows 31% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Increase from 2023' column, you have a 6% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	31%	+6%	48%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	89%	+2%	89%
Job enrichment	I understand how my job helps my organisation achieve its goals	91%	+1%	92%

Key differences

Most declined

What is this

This is where staff feel their group 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 2023' column.

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

This is because the decrease from 2023 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Senior leadership', the 'You 2024' column shows 35% of your staff who did the survey agreed with 'Senior leaders model my organisation's values'.

In the 'Decrease from 2023' column, you have a 31% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Senior leadership	Senior leaders model my organisation's values	35%	-31%	69%
Senior leadership	Senior leaders provide clear strategy and direction	34%	-27%	65%
Senior leadership	Senior leaders demonstrate honesty and integrity	41%	-26%	71%
Quality service delivery	My workgroup uses its resources well	42%	-25%	70%
Innovation	My workgroup is quick to respond to opportunities to do things better	53%	-23%	76%
Innovation	My workgroup encourages employee creativity	46%	-22%	70%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	39%	-22%	58%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	48%	-21%	76%
Manager leadership	My manager models my organisation's values	68%	-20%	87%
Manager leadership	My manager treats employees with dignity and respect	72%	-20%	91%

Key differences

Biggest positive difference from comparator

What is this

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 2024 survey compared to your comparator group.

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

Example

On the first row 'Learning and development', the 'You 2024' column shows 68% of your staff who did the survey agreed with 'My organisation places a high priority on the learning and development of staff'.

The 'Difference' column, shows that agreement for this question was 20% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Learning and development	My organisation places a high priority on the learning and development of staff	68%	+20%	48%
Engagement	I am proud to tell others I work for my organisation	61%	+2%	60%
Meaningful work	I achieve something important through my work	89%	+0%	89%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	89%	+0%	89%

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Key differences

Biggest negative difference from comparator

What is this

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 2024 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 'Satisfaction', the 'You 2024' column shows 48% of your staff who did the survey agreed with 'How satisfied are you with the work/life balance in your current job'.
The 'Difference' column, shows that agreement for this question was 37% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Satisfaction	How satisfied are you with the work/life balance in your current job	48%	-37%	85%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	54%	-35%	88%
Workload	The workload I have is appropriate for the job that I do	35%	-34%	69%
Senior leadership	Senior leaders model my organisation's values	35%	-34%	69%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	35%	-34%	69%
Workload	I have enough time to do my job effectively	36%	-32%	68%
Senior leadership	Senior leaders provide clear strategy and direction	34%	-30%	65%
Senior leadership	Senior leaders demonstrate honesty and integrity	41%	-30%	71%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	32%	-29%	61%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	32%	-28%	61%

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People matter survey

2024

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- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Taking action

What is this

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.
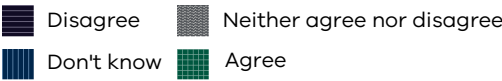
Example

39% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question	Your results	Benchmark agree results
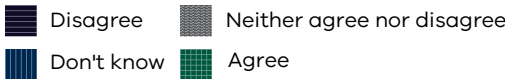
Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

I believe my organisation will make improvements based on the results of this year's survey

Your results: 31% | 31% | 39%

Benchmark: 62% | 45% | 39% | 47% | 64% | 100%

My organisation has made improvements based on the survey results from last year

Your results: 36% | 12% | 20% | 31%
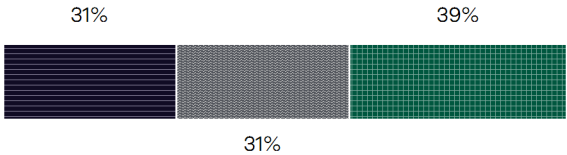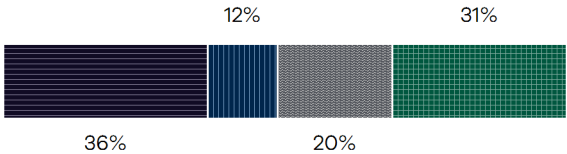
Benchmark: 38% | 25% | 31% | 30% | 48% | 51%

People matter survey

2024

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- Respect
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- Human rights

Topical questions

- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

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- Cultural diversity
- Employment
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- Caring

Senior leadership

Senior leadership

What is this

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

41% of your 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 | Neither agree nor disagree | Don't know | Agree
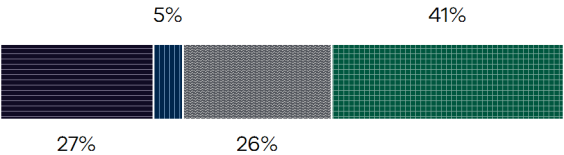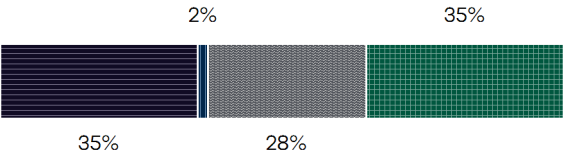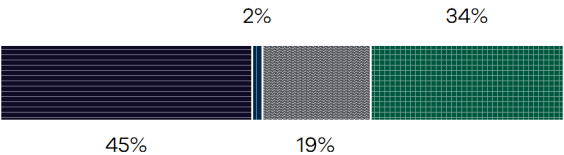
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	27% / 5% / 26% / 41%	77%	67%	41%	65%	71%	100%
Senior leaders model my organisation's values	35% / 2% / 28% / 35%	74%	66%	35%	63%	69%	100%
Senior leaders provide clear strategy and direction	45% / 2% / 19% / 34%	73%	61%	34%	57%	65%	100%

People matter survey

2024

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- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

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- Adjustments
- Caring

Organisational climate

Scorecard

What is this

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 2024:

- 61.0% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 71.8% of staff in your comparator group and 72.5% of staff across the public sector.

Collaboration: You 2022: 74.4%, You 2023: 69.6%, You 2024: 61.0%, Comparator 2024: 71.8%, Public sector 2024: 72.5%

Organisational integrity: You 2022: 75.0%, You 2023: 67.3%, You 2024: 56.0%, Comparator 2024: 68.8%, Public sector 2024: 67.0%

Safety climate: You 2022: 72.3%, You 2023: 55.2%, You 2024: 41.8%, Comparator 2024: 65.8%, Public sector 2024: 59.2%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024
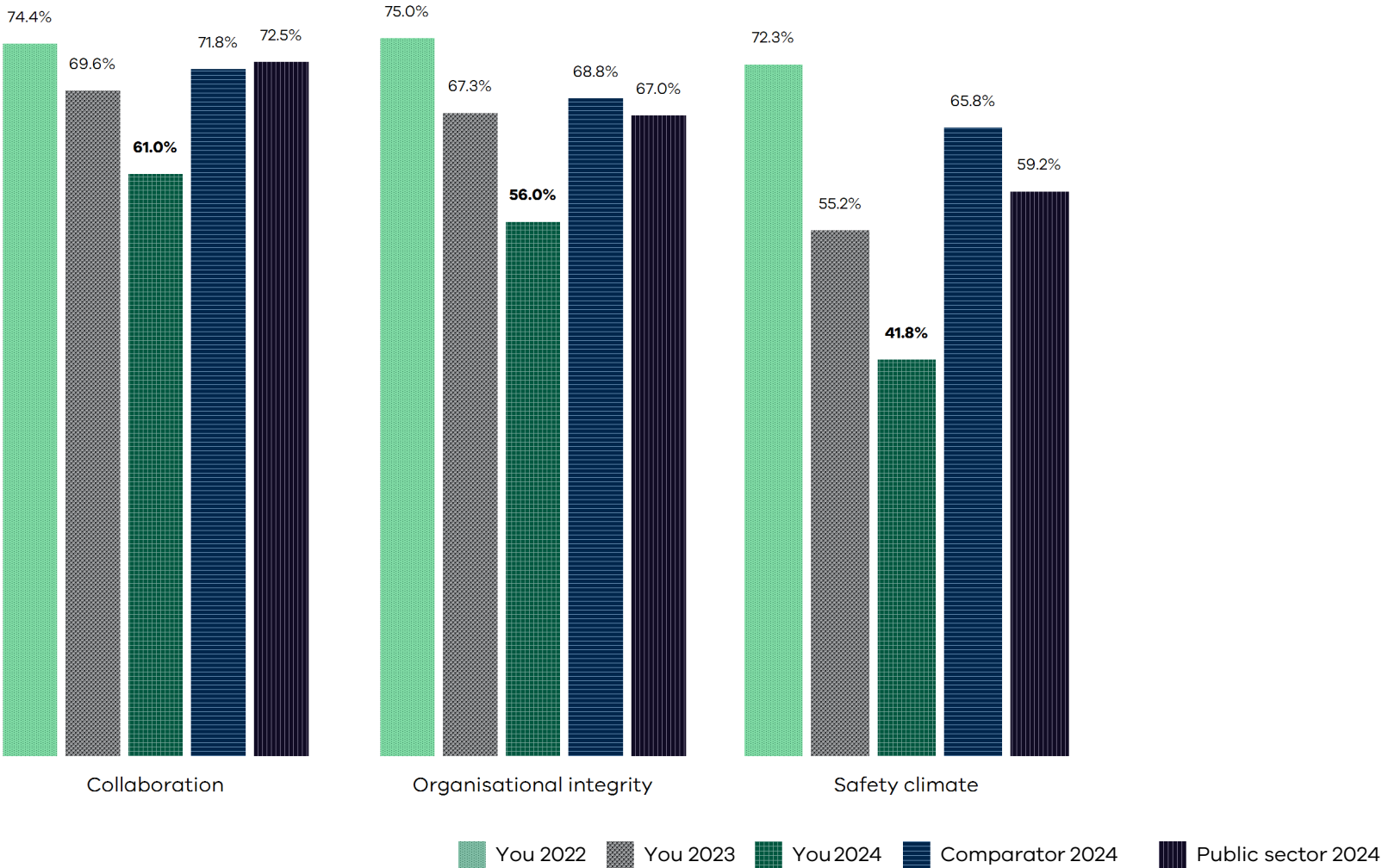
Organisational climate

Organisational integrity 1 of 2

What is this

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

76% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
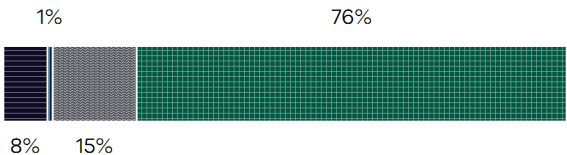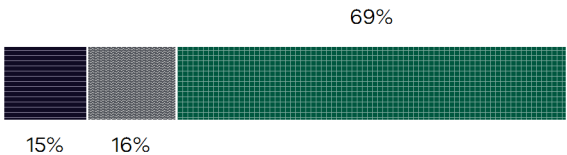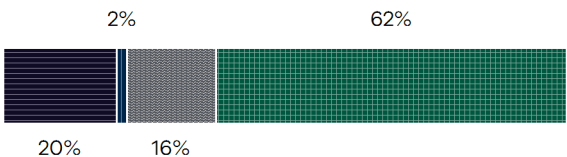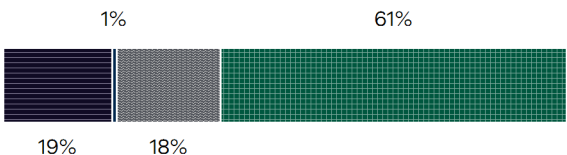
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	8% / 1% / 15% / 76%	87%	81%	76%	70%	86%	100%
My organisation encourages respectful workplace behaviours	15% / 16% / 69%	91%	84%	69%	80%	86%	100%
My organisation is committed to earning a high level of public trust	20% / 2% / 16% / 62%	91%	81%	62%	70%	83%	100%
My organisation does not tolerate improper conduct	19% / 1% / 18% / 61%	78%	73%	61%	68%	72%	100%

Organisational climate

Organisational integrity 2 of 2

What is this

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

58% 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
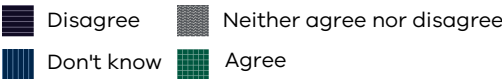
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
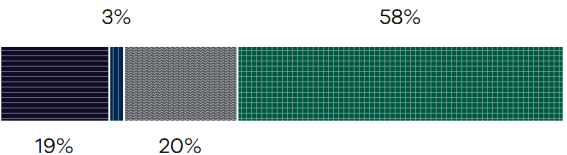
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	19% / 3% / 20% / 58%	76%	68%	58%	60%	72%	90%
I believe the recruitment processes in my organisation are fair	30% / 4% / 20% / 46%	66%	55%	46%	40%	59%	90%
I have an equal chance at promotion in my organisation	29% / 4% / 26% / 40%	57%	46%	40%	20%	46%	60%
I believe the promotion processes in my organisation are fair	30% / 8% / 28% / 34%	55%	49%	34%	20%	46%	63%
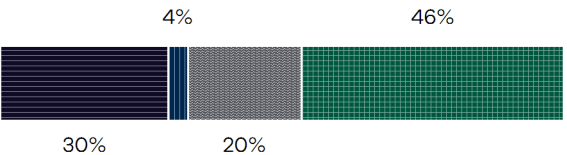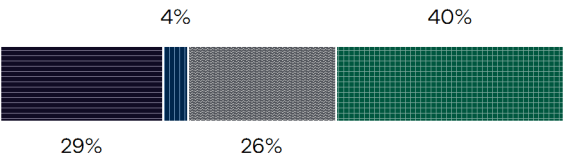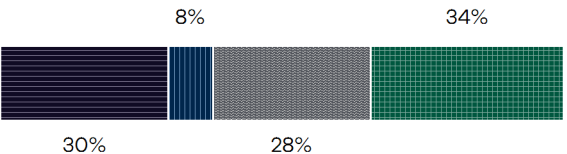
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Collaboration

What is this

This shows how well the workgroups in your organisation work together and share information.

Why this is important

Improving these results can improve the cohesiveness of your organisation and allow for greater intra-organisational collaboration.

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 am able to work effectively with others outside my immediate workgroup'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
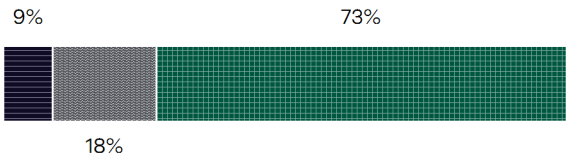
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	9% / 18% / 73%	87%	85%	73%	78%	82%	100%
Workgroups across my organisation willingly share information with each other	29% / 2% / 20% / 49%	62%	55%	49%	56%	62%	100%
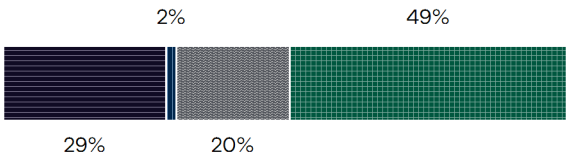
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 1 of 2

What is this

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

83% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results						

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

Benchmark agree results
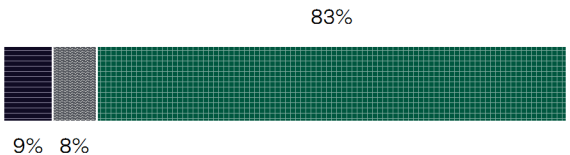
	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment (Agree 83%, Disagree 9%, Neither 8%)	91%	90%	83%	89%	91%	100%
All levels of my organisation are involved in the prevention of stress (Disagree 43%, Neither 21%, Agree 36%)	62%	46%	36%	50%	55%	67%
Senior leaders consider the psychological health of employees to be as important as productivity (Disagree 44%, Neither 21%, Agree 35%)	72%	49%	35%	65%	69%	90%
My organisation has effective procedures in place to support employees who may experience stress (Disagree 40%, Don't know 4%, Neither 23%, Agree 32%)	71%	48%	32%	50%	58%	70%

Organisational climate

Safety climate 2 of 2

What is this

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

32% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

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

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
			You			Comparator	
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 40%, Neither 27%, Agree 32%	71%	52%	32%	40%	61%	74%
Senior leaders show support for stress prevention through involvement and commitment	Disagree 49%, Neither 19%, Agree 32%	67%	45%	32%	58%	61%	90%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

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Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Scorecard

What is this

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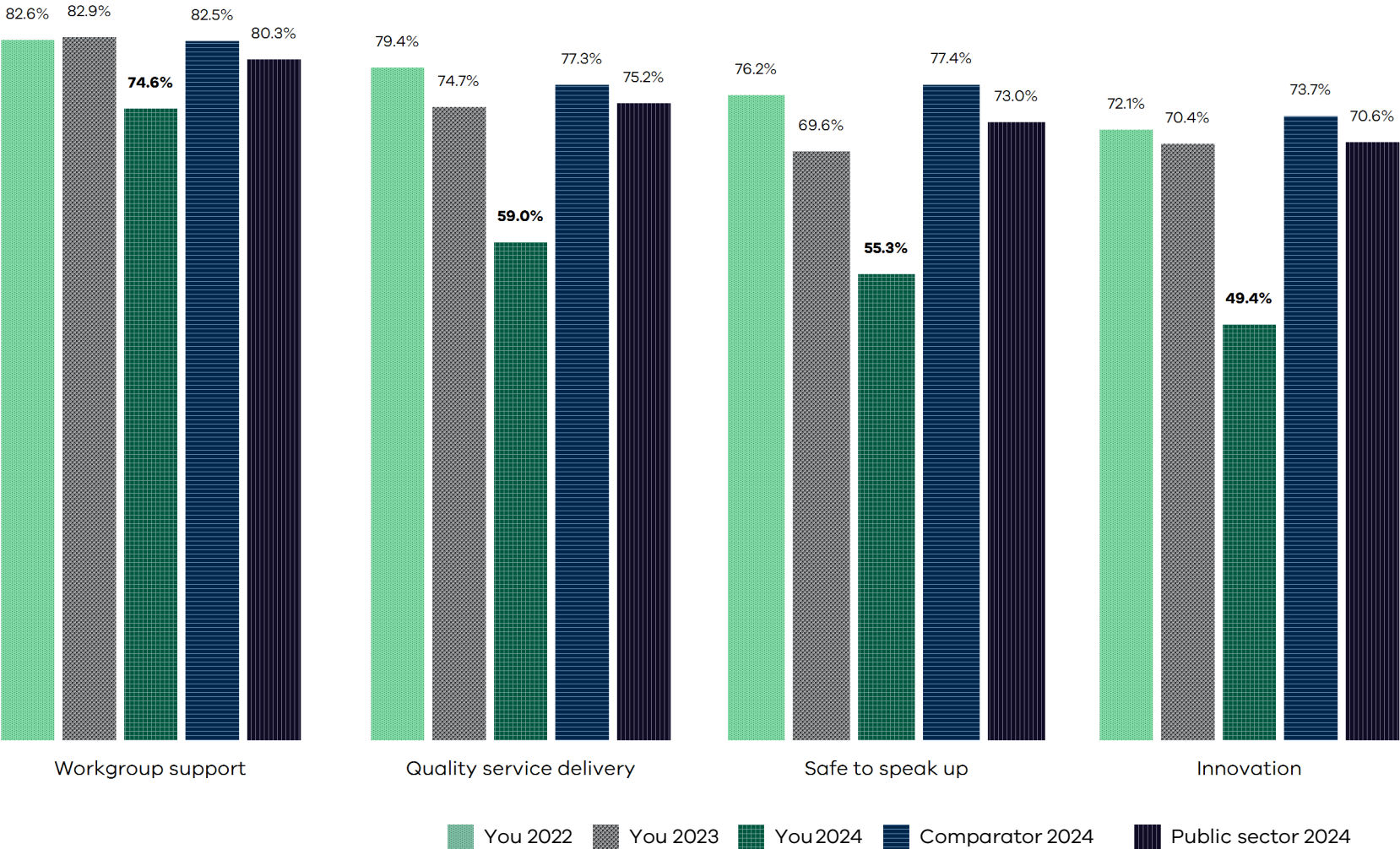
Why this is important

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 2024:

- 74.6% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 82.5% of staff in your comparator group and 80.3% of staff across the public sector.

Workgroup support: 82.6%, 82.9%, **74.6%**, 82.5%, 80.3%

Quality service delivery: 79.4%, 74.7%, **59.0%**, 77.3%, 75.2%

Safe to speak up: 76.2%, 69.6%, **55.3%**, 77.4%, 73.0%

Innovation: 72.1%, 70.4%, **49.4%**, 73.7%, 70.6%

Legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Workgroup climate

Quality service delivery

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

Why this is important
The public sector must provide highquality 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.
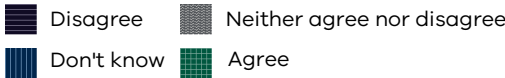
Example
69% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question	Your results	Benchmark agree results					

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	14% / 16% / 1% / 69%	86%	85%	69%	80%	85%	100%
My workgroup acts fairly and without bias	19% / 14% / 67%	83%	76%	67%	50%	81%	100%
My workgroup has clear lines of responsibility	26% / 2% / 14% / 58%	79%	71%	58%	63%	74%	100%
My workgroup uses its resources well	37% / 2% / 19% / 42%	70%	67%	42%	60%	70%	90%

Workgroup climate

Innovation

What is this

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 quality services.

How to read this

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

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

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

Example

53% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
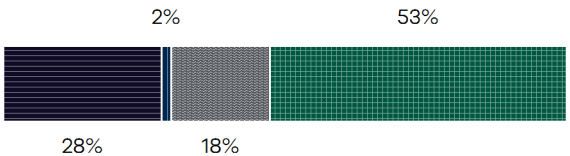
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better (Disagree 28%, Neither 18%, Don't know 2%, Agree 53%)	78%	75%	53%	60%	76%	100%
My workgroup learns from failures and mistakes (Disagree 32%, Neither 17%, Don't know 2%, Agree 50%)	70%	68%	50%	68%	75%	100%
My workgroup encourages employee creativity (Disagree 31%, Neither 22%, Don't know 2%, Agree 46%)	69%	68%	46%	63%	70%	90%
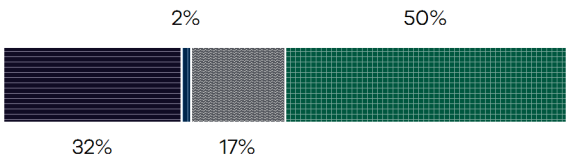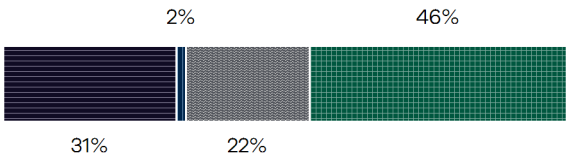
Workgroup climate

Workgroup support 1 of 2

What is this

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

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
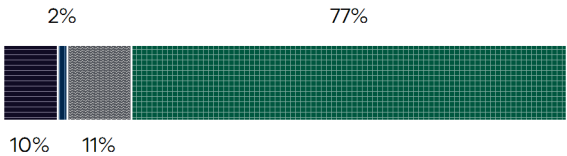
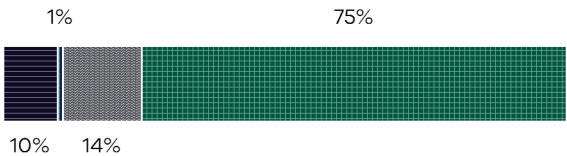| Survey question | Your results | Benchmark agree results |
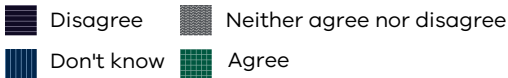
Legend: Disagree · Neither agree nor disagree · Don't know · Agree
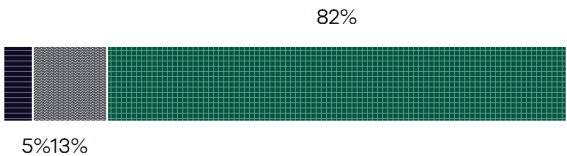
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup treat each other with respect — 82% (5% / 13%)	93%	91%	82%	84%	86%	100%
People in my workgroup are politically impartial in their work — 77% (2%, 10%, 11%)	77%	79%	77%	70%	83%	100%
People in my workgroup work together effectively to get the job done — 75% (1%, 10%, 14%)	88%	80%	75%	70%	83%	100%
People in my workgroup are honest, open and transparent in their dealings — 70% (2%, 13%, 15%)	79%	81%	70%	70%	80%	100%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 2 of 2

What is this

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.

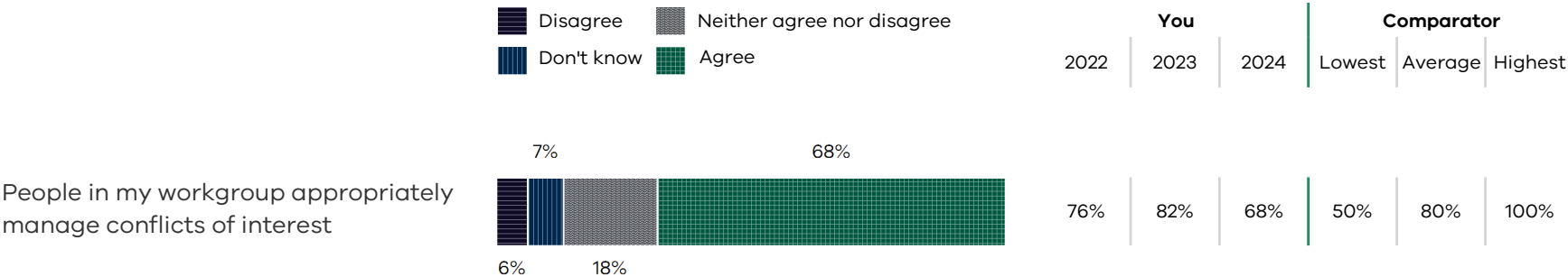Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

68% 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

Disagree   Neither agree nor disagree

Don't know   Agree

People in my workgroup appropriately manage conflicts of interest

6%   7%   18%   68%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
76%	82%	68%		50%	80%	100%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

62% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.
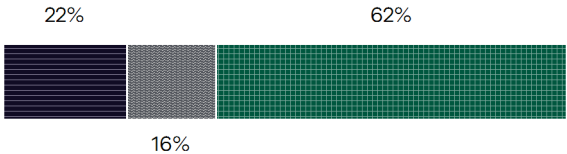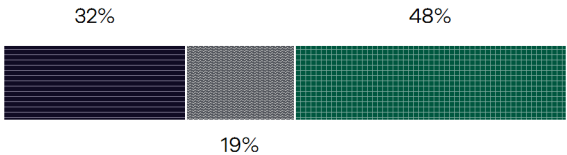
Survey question	Your results						

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

Survey question	Your results	Benchmark agree results — You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	22% / 16% / 62%	77%	70%	62%	50%	79%	100%
I feel safe to challenge inappropriate behaviour at work	32% / 19% / 48%	76%	69%	48%	70%	76%	100%

People matter survey

2024

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- Work-related stress levels
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- Intention to stay

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- Scorecard: emotional effects of work
- Scorecard: negative behaviour
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- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Job and manager factors

Scorecard 1 of 2

What is this

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.
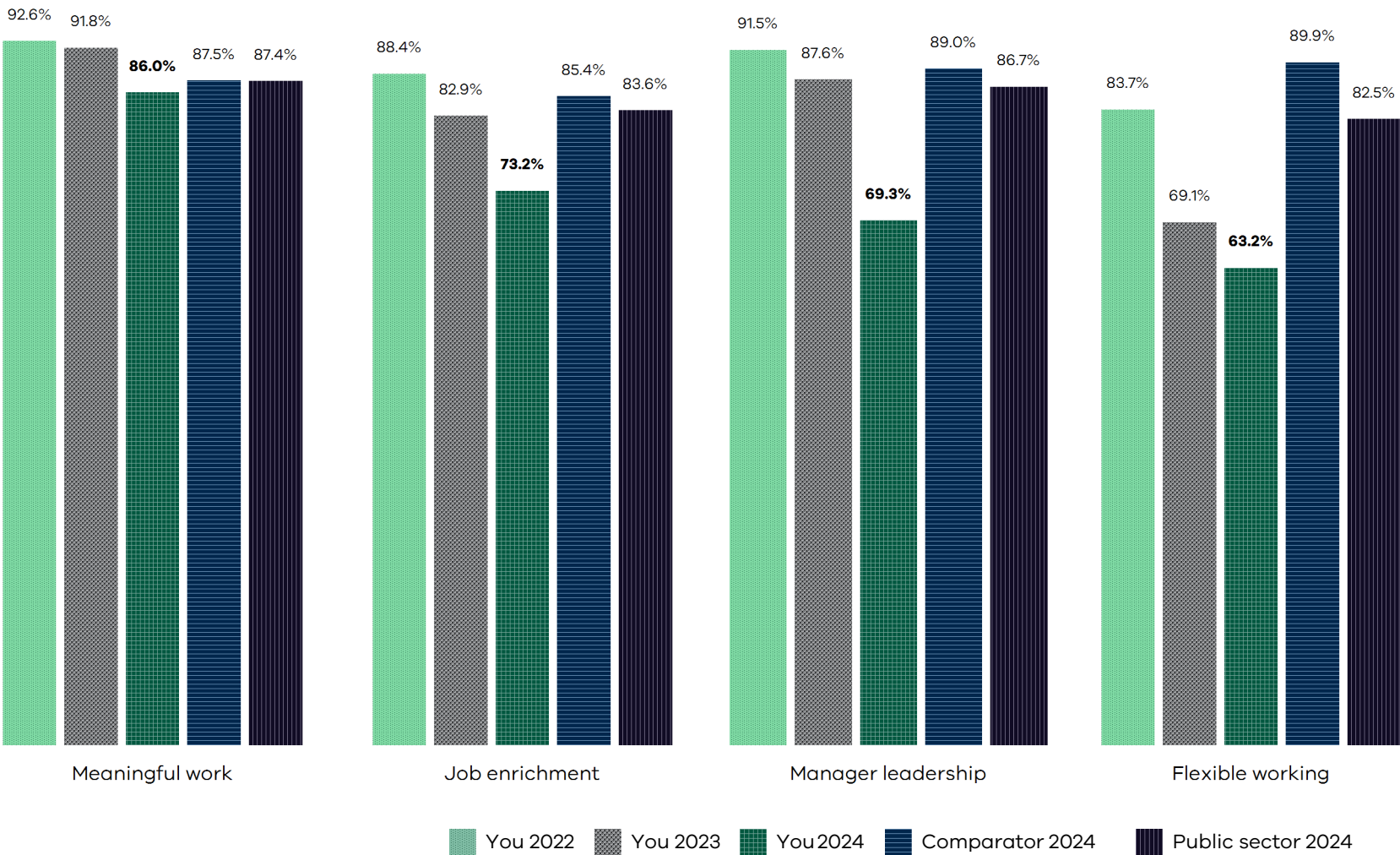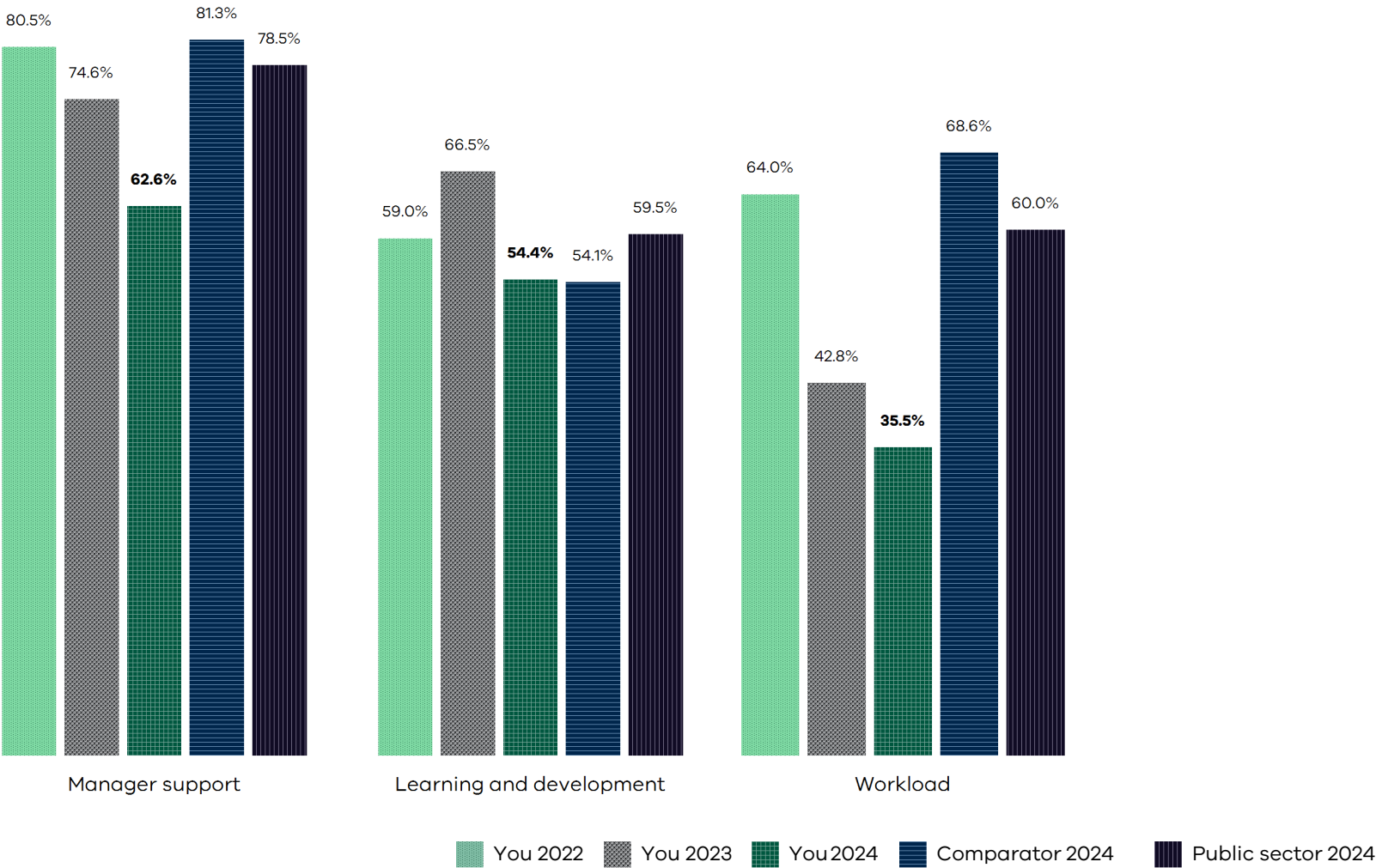
Example

In 2024:

- 86.0% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87.5% of staff in your comparator group and 87.4% of staff across the public sector.

Meaningful work: You 2022 92.6%, You 2023 91.8%, You 2024 86.0%, Comparator 2024 87.5%, Public sector 2024 87.4%

Job enrichment: You 2022 88.4%, You 2023 82.9%, You 2024 73.2%, Comparator 2024 85.4%, Public sector 2024 83.6%

Manager leadership: You 2022 91.5%, You 2023 87.6%, You 2024 69.3%, Comparator 2024 89.0%, Public sector 2024 86.7%

Flexible working: You 2022 83.7%, You 2023 69.1%, You 2024 63.2%, Comparator 2024 89.9%, Public sector 2024 82.5%

Legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Job and manager factors

Scorecard 2 of 2

What is this

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 2024:

- 62.6% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 81.3% of staff in your comparator group and 78.5% of staff across the public sector.

Manager support
- You 2022: 80.5%
- You 2023: 74.6%
- You 2024: 62.6%
- Comparator 2024: 81.3%
- Public sector 2024: 78.5%

Learning and development
- You 2022: 59.0%
- You 2023: 66.5%
- You 2024: 54.4%
- Comparator 2024: 54.1%
- Public sector 2024: 59.5%

Workload
- You 2022: 64.0%
- You 2023: 42.8%
- You 2024: 35.5%
- Comparator 2024: 68.6%
- Public sector 2024: 60.0%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What is this

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

72% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
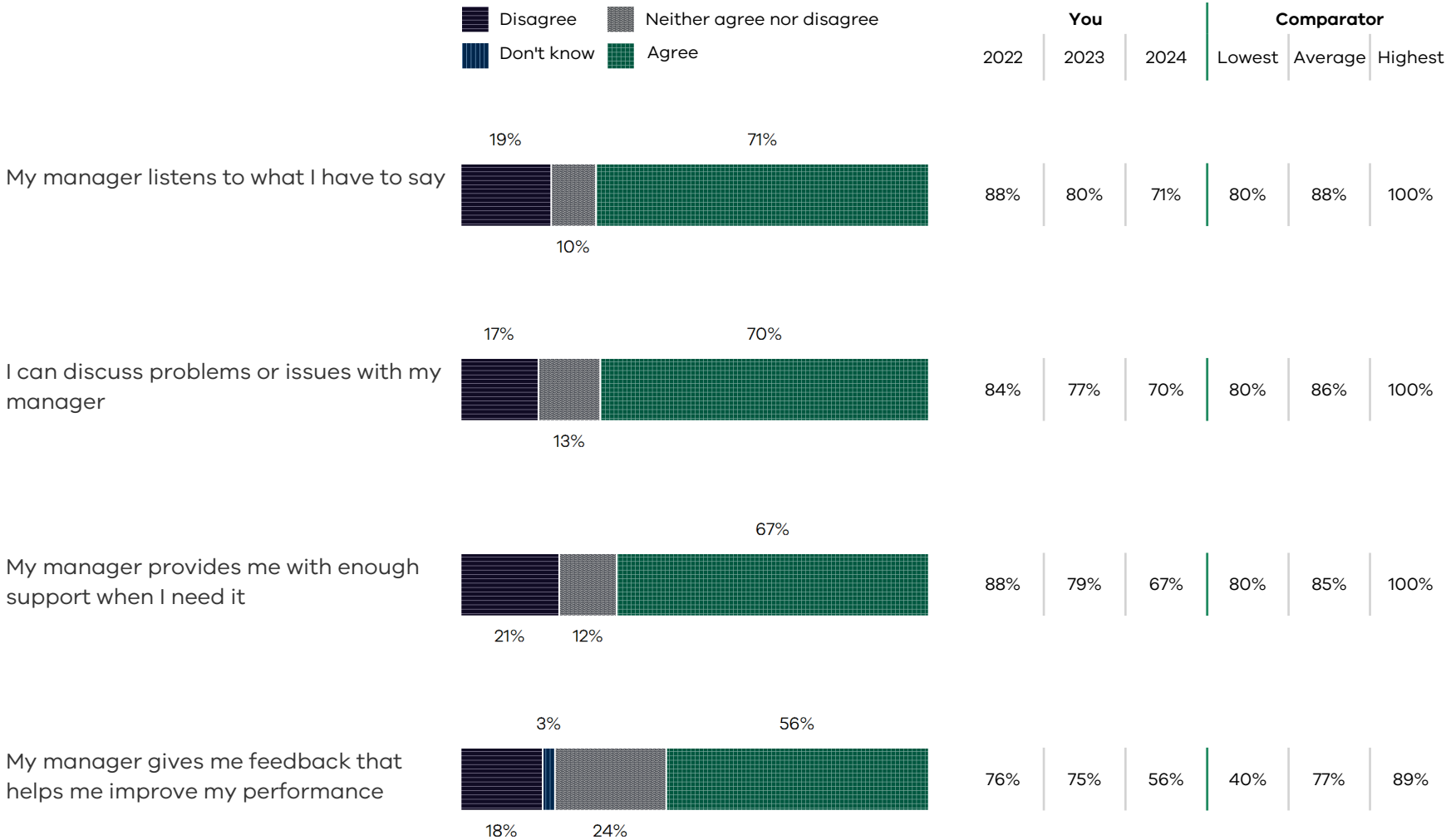
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	15%	13%	72%	97%	92%	72%	80%	91%	100%
My manager demonstrates honesty and integrity	11%	21%	68%	90%	84%	68%	87%	89%	100%
My manager models my organisation's values	14%	18%	68%	88%	88%	68%	80%	87%	100%

64
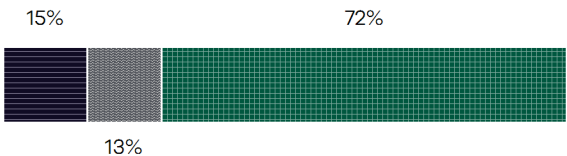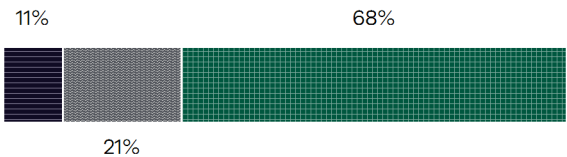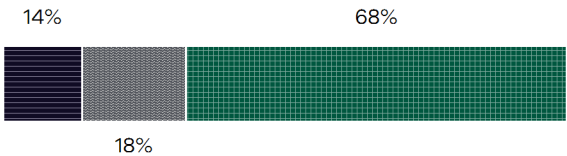
Job and manager factors

Manager support 1 of 2

What is this

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.
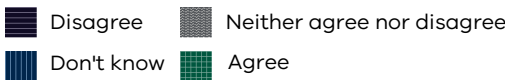
Example

71% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager listens to what I have to say	19% / 10% / 71%	88%	80%	71%	80%	88%	100%
I can discuss problems or issues with my manager	17% / 13% / 70%	84%	77%	70%	80%	86%	100%
My manager provides me with enough support when I need it	21% / 12% / 67%	88%	79%	67%	80%	85%	100%
My manager gives me feedback that helps me improve my performance	18% / 3% / 24% / 56%	76%	75%	56%	40%	77%	89%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What is this

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.
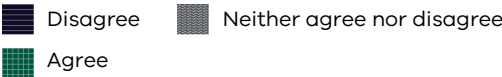
Example

49% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

I receive meaningful recognition when I do good work

29%   49%

22%

Benchmark agree results
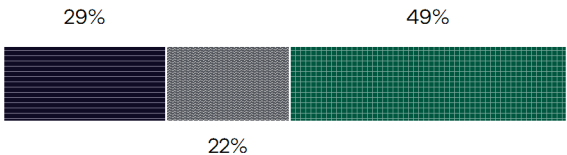
	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
66%	61%	49%		50%	71%	100%

Job and manager factors

Workload

What is this

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

36% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.
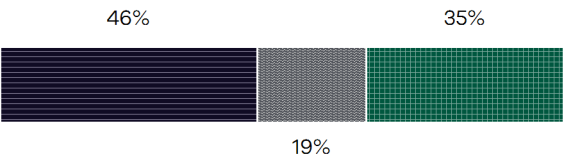
Legend: Disagree | Neither agree nor disagree | Agree
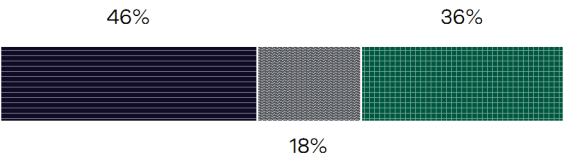
Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I have enough time to do my job effectively	46% / 18% / 36%	62%	41%	36%	60%	68%	80%
The workload I have is appropriate for the job that I do	46% / 19% / 35%	66%	44%	35%	63%	69%	100%

Job and manager factors

Learning and development

What is this

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.
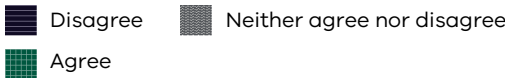
Example

68% of your staff who did the survey agreed or strongly agreed with 'My organisation places a high priority on the learning and development of staff'.
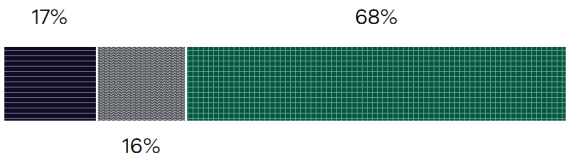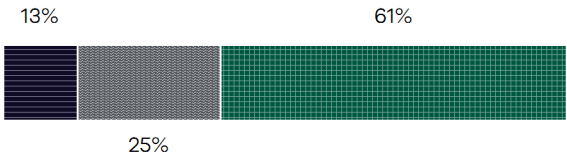
Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

My organisation places a high priority on the learning and development of staff

Disagree 17% | Neither 16% | Agree 68%

| | 58% | 77% | 68% | 30% | 48% | 70% |

I am developing and learning in my role

Disagree 13% | Neither 25% | Agree 61%

| | 72% | 77% | 61% | 69% | 70% | 84% |

I am satisfied with the way my learning and development needs have been addressed in the last 12 months

Disagree 30% | Neither 23% | Agree 47%
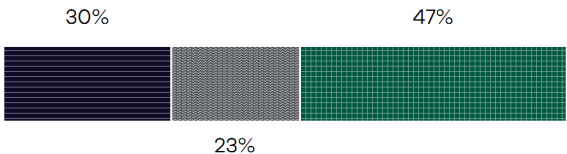
| | 55% | 65% | 47% | 37% | 52% | 66% |

I am satisfied with the opportunities to progress in my organisation

Disagree 28% | Neither 31% | Agree 41%

| | 51% | 46% | 41% | 30% | 46% | 53% |

Job and manager factors

Job enrichment 1 of 2

What is this

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.
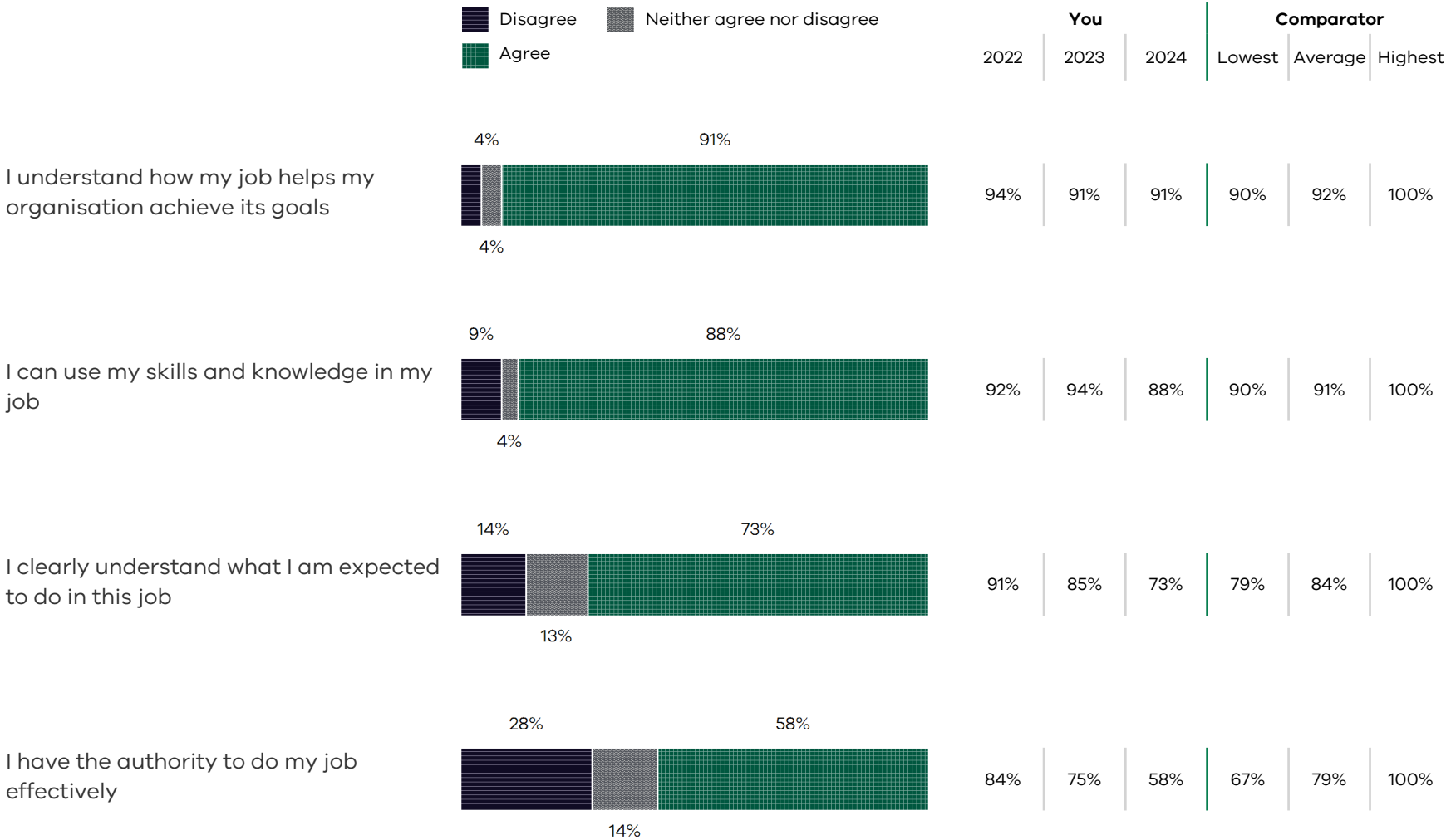
Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

Your results

Legend:
- Disagree (dark navy)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
		You			**Comparator**		
I understand how my job helps my organisation achieve its goals	4% Disagree / 4% Neither / 91% Agree	94%	91%	91%	90%	92%	100%
I can use my skills and knowledge in my job	9% Disagree / 4% Neither / 88% Agree	92%	94%	88%	90%	91%	100%
I clearly understand what I am expected to do in this job	14% Disagree / 13% Neither / 73% Agree	91%	85%	73%	79%	84%	100%
I have the authority to do my job effectively	28% Disagree / 14% Neither / 58% Agree	84%	75%	58%	67%	79%	100%

Benchmark agree results

Job and manager factors

Job enrichment 2 of 2

What is this

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.
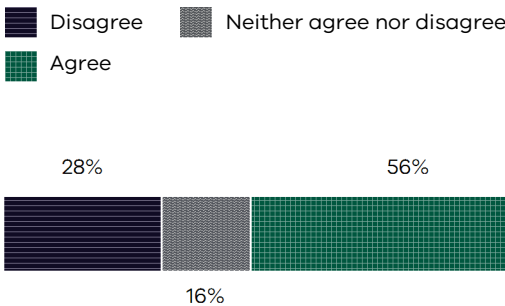
Example

56% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I have a say in how I do my work

28%   56%

16%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
81%	70%	56%	78%	82%	100%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What is this

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.
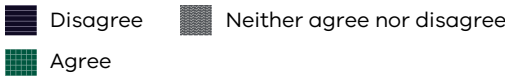
Example

89% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

Legend:
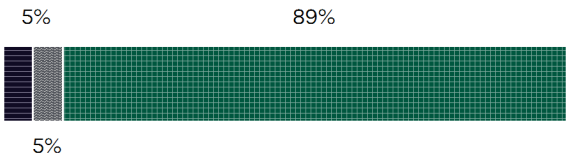- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I achieve something important through my work	5% / 5% / 89%	92%	93%	89%	84%	89%	100%
I can make a worthwhile contribution at work	6% / 7% / 87%	95%	98%	87%	90%	91%	100%
I get a sense of accomplishment from my work	7% / 11% / 82%	91%	85%	82%	80%	82%	91%
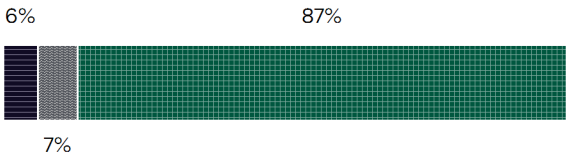
Victorian Public Sector Commission

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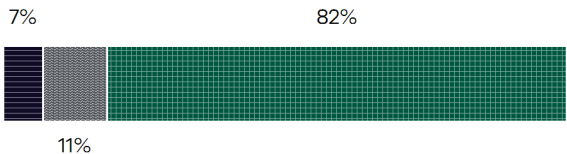
Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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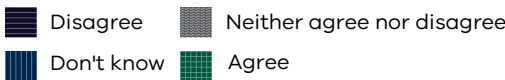
Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
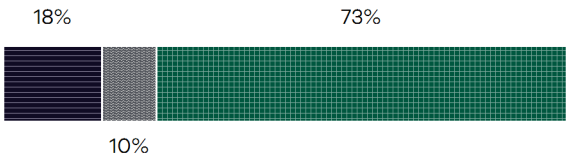
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
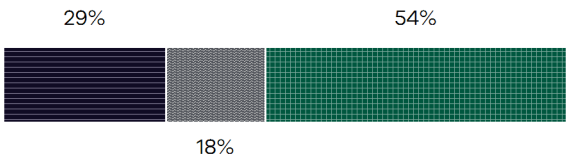
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	18% / 10% / 73%	90%	80%	73%	87%	92%	100%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	29% / 18% / 54%	78%	58%	54%	79%	88%	100%

People matter survey 2024

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- Your response rate

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- Scorecard: negative behaviour
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- Discrimination
- Violence and aggression

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

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

Topical questions

- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Public sector values

Scorecard 1 of 2

What is this

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.
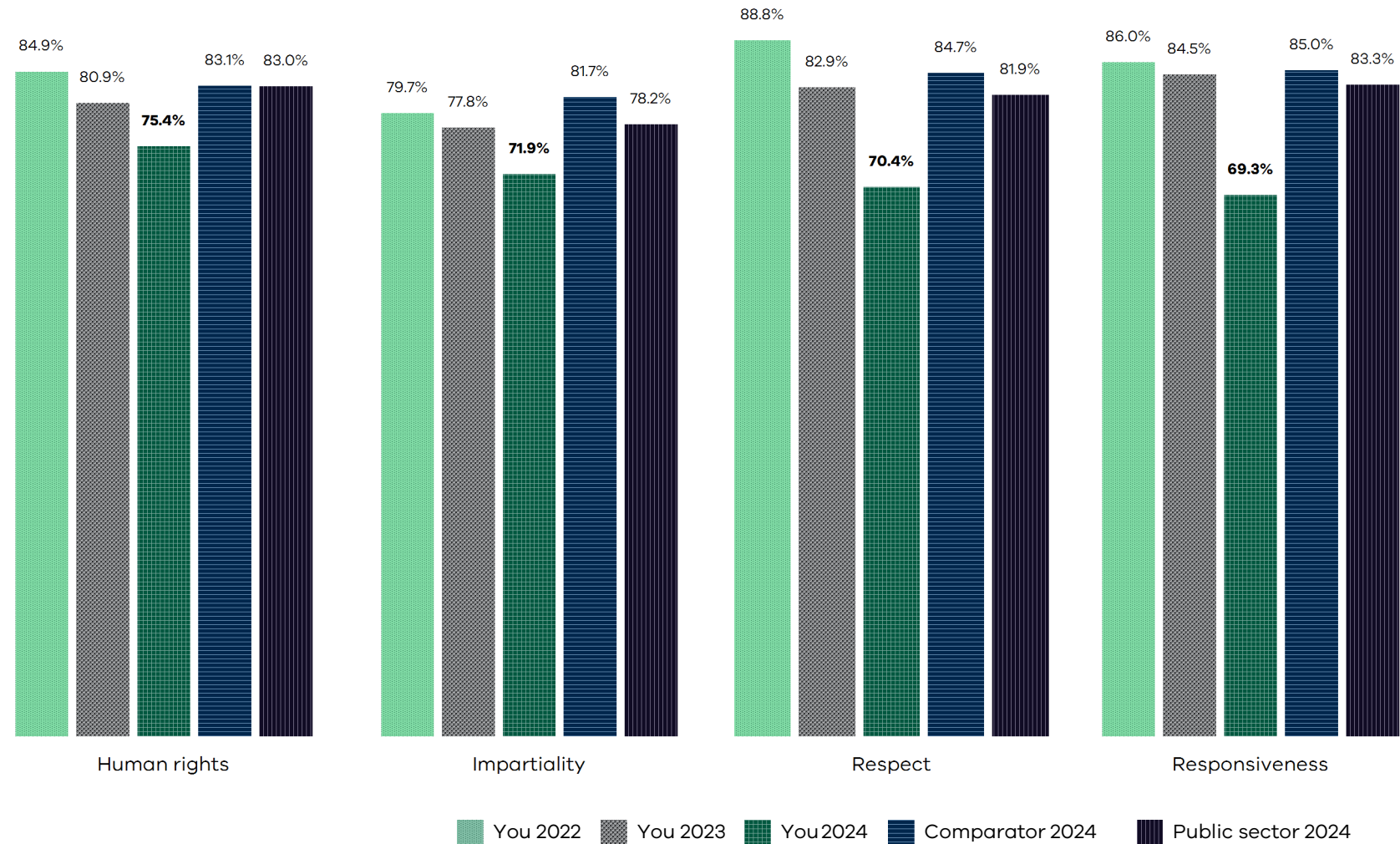
Example

In 2024:

- 75.4% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 83.1% of staff in your comparator group and 83.0% of staff across the public sector.

Human rights: You 2022 84.9%, You 2023 80.9%, You 2024 75.4%, Comparator 2024 83.1%, Public sector 2024 83.0%

Impartiality: You 2022 79.7%, You 2023 77.8%, You 2024 71.9%, Comparator 2024 81.7%, Public sector 2024 78.2%

Respect: You 2022 88.8%, You 2023 82.9%, You 2024 70.4%, Comparator 2024 84.7%, Public sector 2024 81.9%

Responsiveness: You 2022 86.0%, You 2023 84.5%, You 2024 69.3%, Comparator 2024 85.0%, Public sector 2024 83.3%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What is this

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.
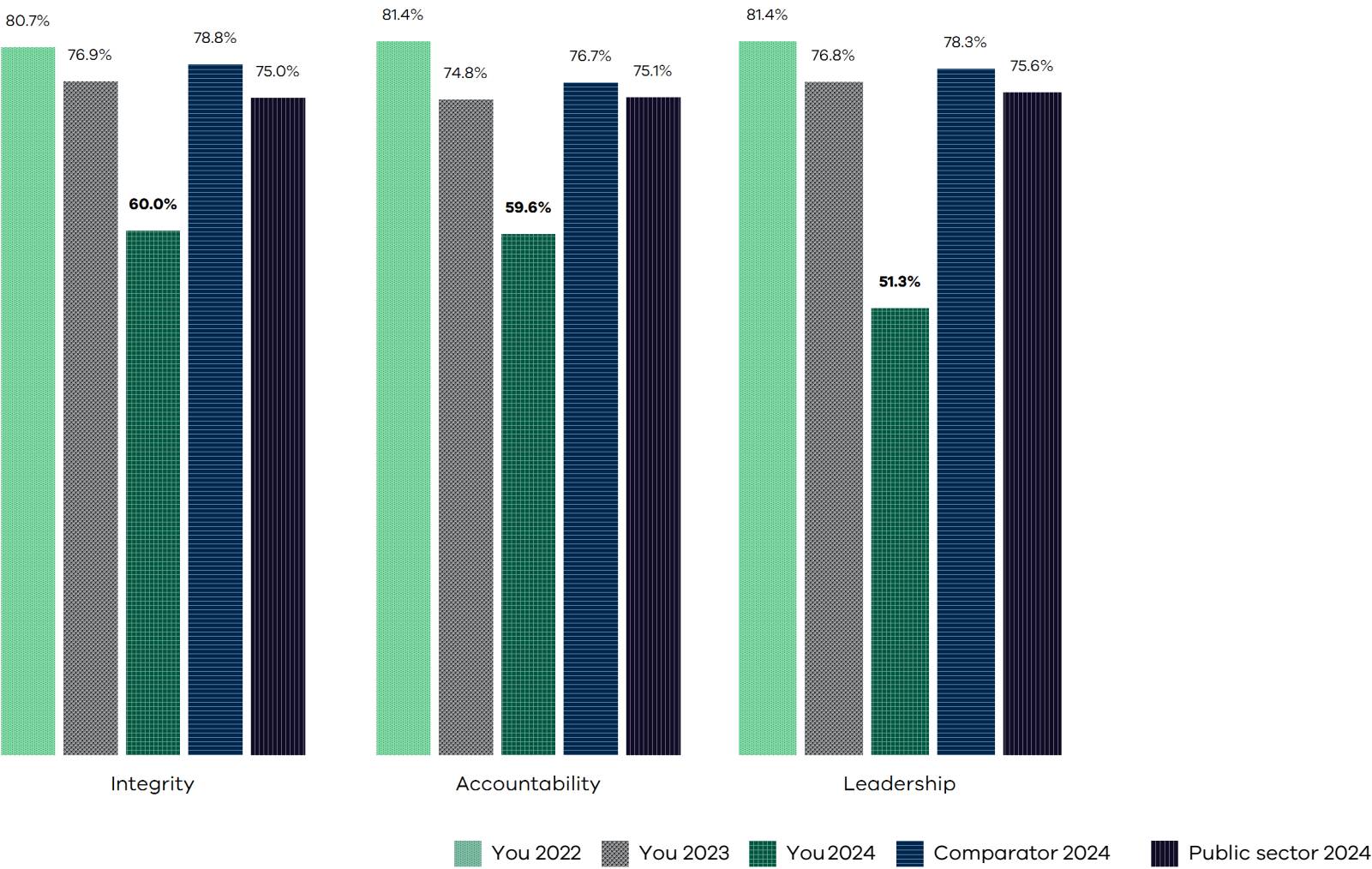
Why this is important

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 2024:

- 60.0% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 78.8% of staff in your comparator group and 75.0% of staff across the public sector.

Integrity:
- You 2022: 80.7%
- You 2023: 76.9%
- You 2024: 60.0%
- Comparator 2024: 78.8%
- Public sector 2024: 75.0%

Accountability:
- You 2022: 81.4%
- You 2023: 74.8%
- You 2024: 59.6%
- Comparator 2024: 76.7%
- Public sector 2024: 75.1%

Leadership:
- You 2022: 81.4%
- You 2023: 76.8%
- You 2024: 51.3%
- Comparator 2024: 78.3%
- Public sector 2024: 75.6%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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.
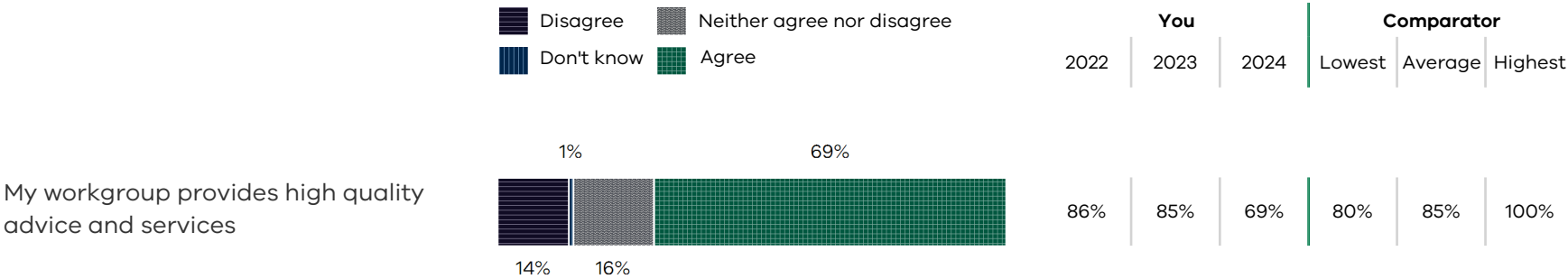
Example

69% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

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

My workgroup provides high quality advice and services

1% (Don't know) · 69% (Agree)
14% (Disagree) · 16% (Neither agree nor disagree)

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
86%	85%	69%	80%	85%	100%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

The Victorian community needs 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.

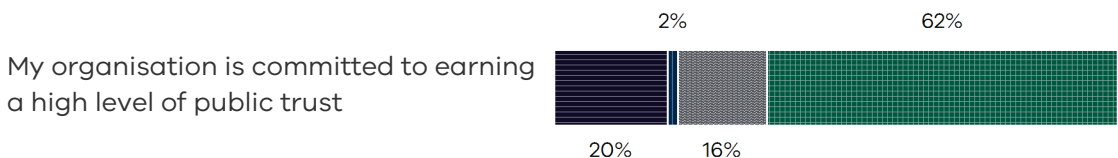Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
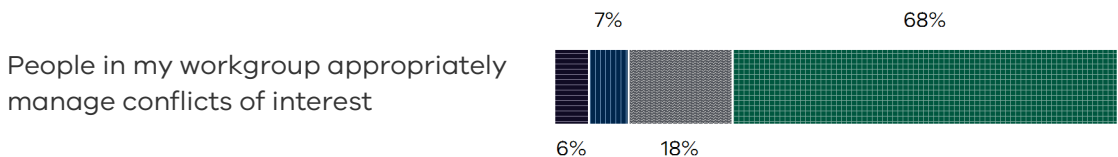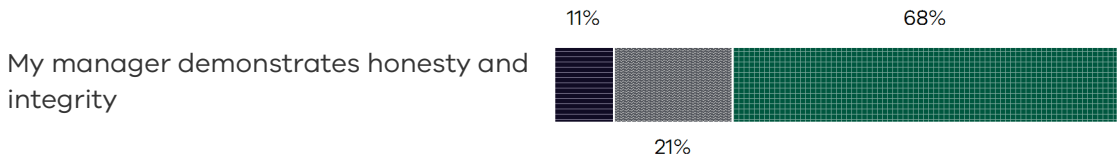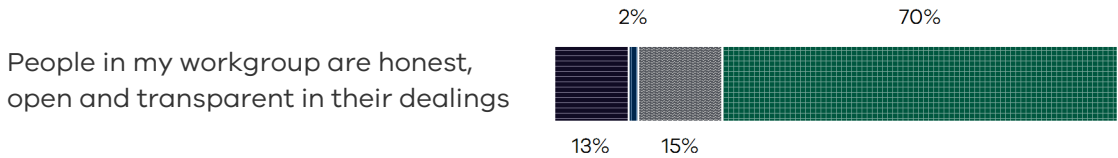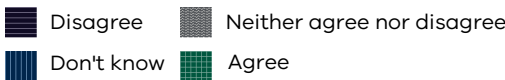
Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	13% / 2% / 15% / 70%	79%	81%	70%	70%	80%	100%
My manager demonstrates honesty and integrity	11% / 21% / 68%	90%	84%	68%	87%	89%	100%
People in my workgroup appropriately manage conflicts of interest	7% / 6% / 18% / 68%	76%	82%	68%	50%	80%	100%
My organisation is committed to earning a high level of public trust	20% / 2% / 16% / 62%	91%	81%	62%	70%	83%	100%

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

The Victorian community needs 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

61% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
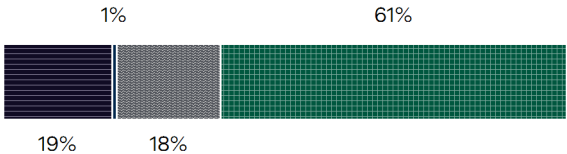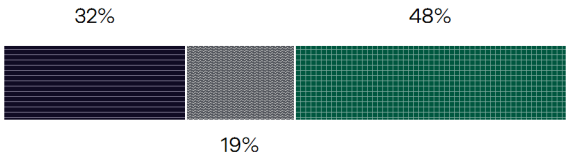
Survey question / Your results
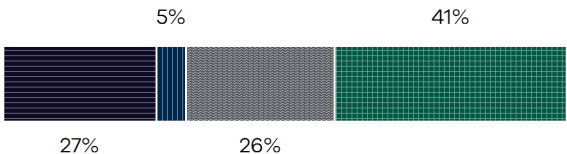
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

My organisation does not tolerate improper conduct
1% | 61%
19% | 18%

I feel safe to challenge inappropriate behaviour at work
32% | 48%
19%

Senior leaders demonstrate honesty and integrity
5% | 41%
27% | 26%

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	78%	73%	61%	68%	72%	100%
I feel safe to challenge inappropriate behaviour at work	76%	69%	48%	70%	76%	100%
Senior leaders demonstrate honesty and integrity	77%	67%	41%	65%	71%	100%

Public sector values

Impartiality

What is this

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.
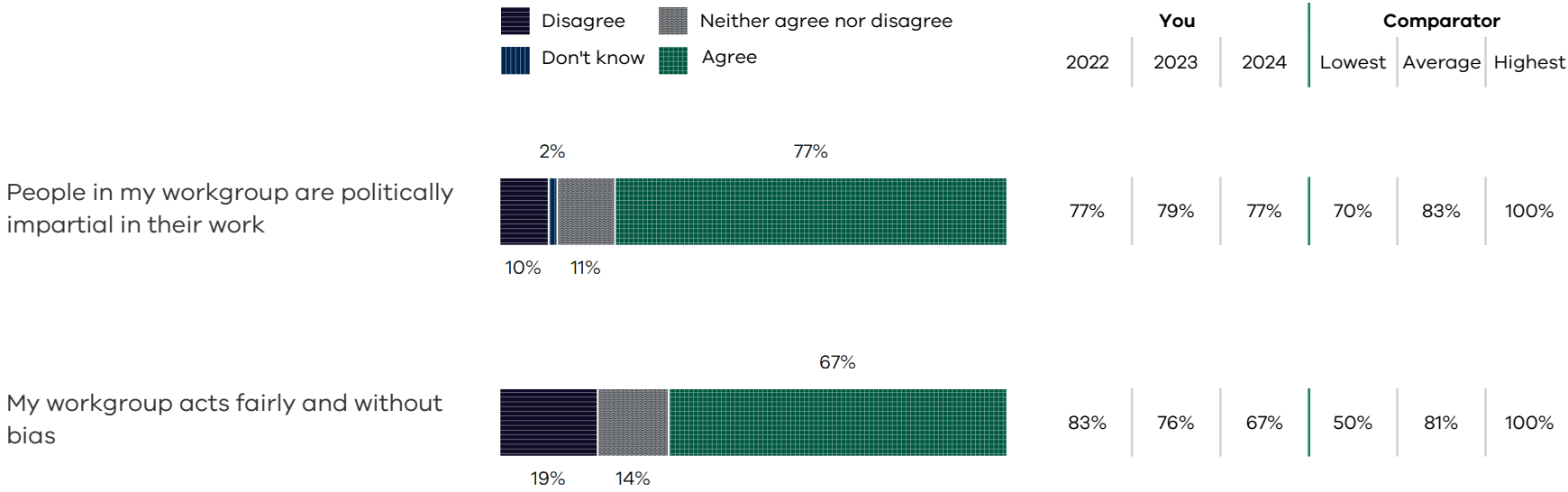
Example

77% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

	Disagree	Neither agree nor disagree
	Don't know	Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	Disagree 10%, Don't know 2%, Neither 11%, Agree 77%	77%	79%	77%	70%	83%	100%
My workgroup acts fairly and without bias	Disagree 19%, Neither 14%, Agree 67%	83%	76%	67%	50%	81%	100%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this
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.
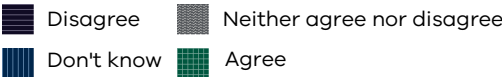
Example
91% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
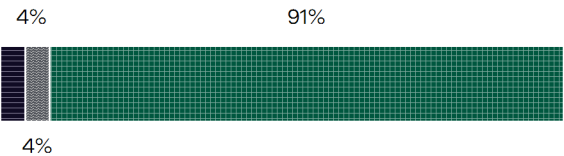
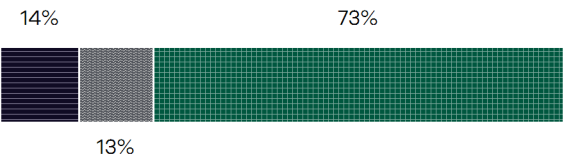## Survey question

Your results

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	94%	91%	91%	90%	92%	100%
I clearly understand what I am expected to do in this job	91%	85%	73%	79%	84%	100%
My workgroup has clear lines of responsibility	79%	71%	58%	63%	74%	100%
My workgroup uses its resources well	70%	67%	42%	60%	70%	90%
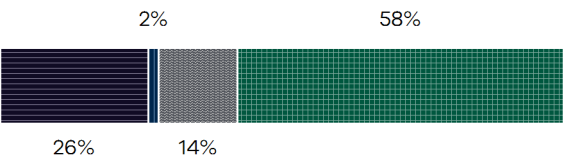
Your results chart values:
- I understand how my job helps my organisation achieve its goals: 4% (top), 91% (Agree), 4% (bottom)
- I clearly understand what I am expected to do in this job: 14%, 73% (Agree), 13%
- My workgroup has clear lines of responsibility: 2%, 58% (Agree), 26%, 14%
- My workgroup uses its resources well: 2%, 42% (Agree), 37%, 19%

Victorian Public Sector Commission

VICTORIA State Government
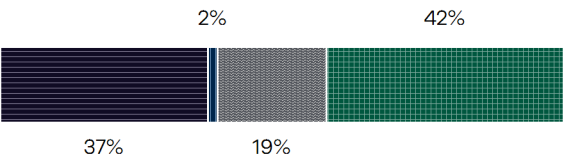
Public sector values

Accountability 2 of 2

What is this

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.

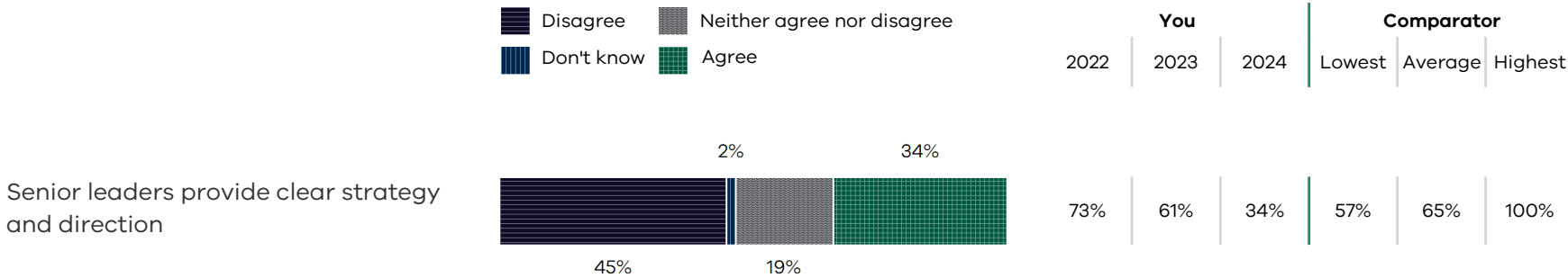Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

34% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Legend		
Disagree		Neither agree nor disagree
Don't know		Agree

Senior leaders provide clear strategy and direction

Your results: 45% Disagree | 2% Don't know | 19% Neither agree nor disagree | 34% Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	73%	61%	34%	57%	65%	100%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

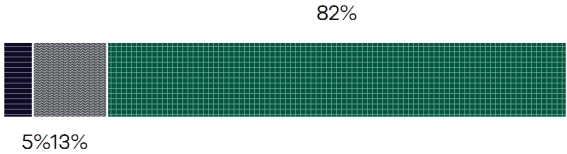**Legend:** Disagree · Neither agree nor disagree · Don't know · Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	82% (5% / 13%)	93%	91%	82%	84%	86%	100%
My manager treats employees with dignity and respect	72% (15% / 13%)	97%	92%	72%	80%	91%	100%
My manager listens to what I have to say	71% (19% / 10%)	88%	80%	71%	80%	88%	100%
My organisation encourages respectful workplace behaviours	69% (15% / 16%)	91%	84%	69%	80%	86%	100%
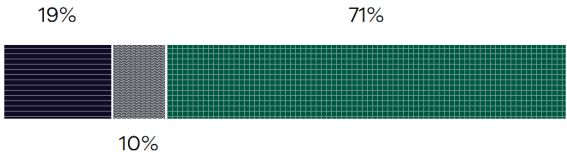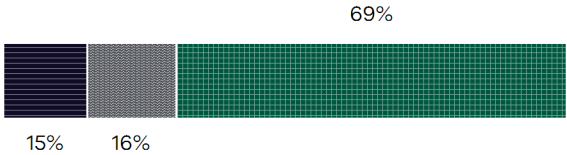
Public sector values

Respect 2 of 2

What is this

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.
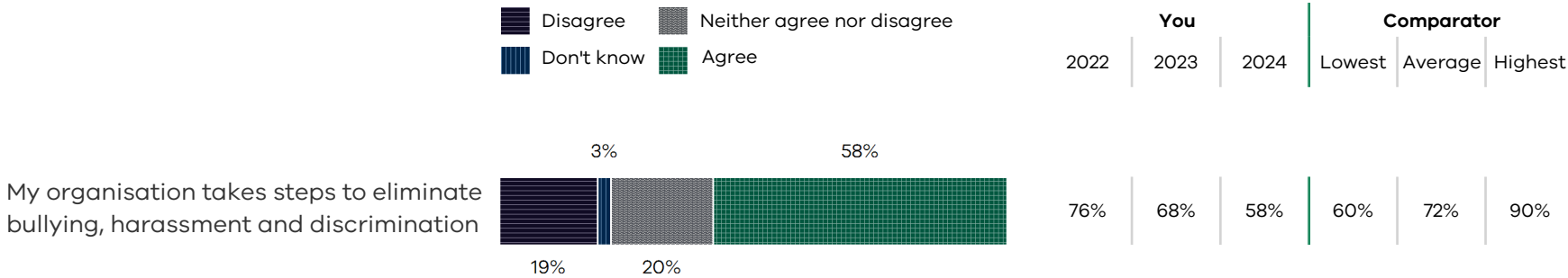
Example

58% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	76%	68%	58%	60%	72%	90%

Your results bar: 19% Disagree, 3% Don't know, 20% Neither agree nor disagree, 58% Agree

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

68% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
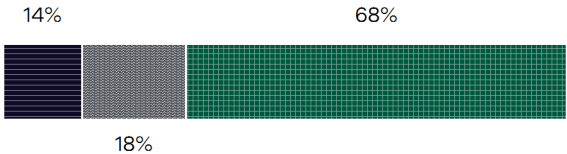
Survey question	Your results	Benchmark agree results

Legend: Disagree ■ | Neither agree nor disagree ■ | Don't know ■ | Agree ■
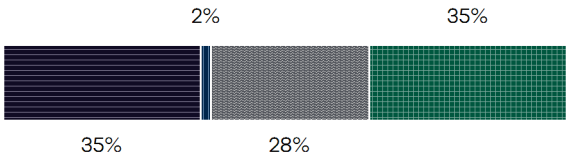
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	14% / 18% / 68%	88%	88%	68%	80%	87%	100%
Senior leaders model my organisation's values	35% / 2% / 28% / 35%	74%	66%	35%	63%	69%	100%

Public sector values

Human rights

What is this

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

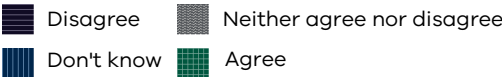76% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	8% / 1% / 15% / 76%		87%	81%	76%	70%	86%	100%
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% / 18% / 75%		83%	80%	75%	70%	80%	84%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

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

Topical questions

- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Topical questions

Topical questions

What is this
This is a group of survey questions that don't fit into our existing factor groups.

Why this is important
Answers to these questions provide useful information to help you understand your employees.

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

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

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
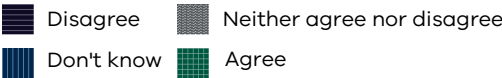
Example
89% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	2% / 89% / 3% 6%	Not asked	88%	89%	60%	89%	92%
I am proud to work in the public sector	10% / 76% / 14%	Not asked	Not asked	76%	72%	79%	100%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	11% / 39% / 21% / 29%	Not asked	61%	39%	40%	58%	62%
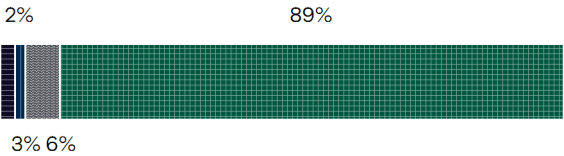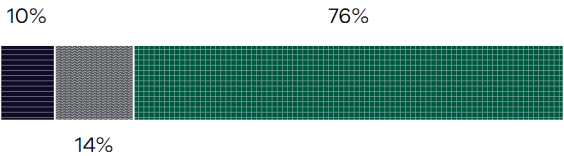
Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

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- Biggest negative difference from your comparator

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- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

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- Safety climate

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- Workgroup support
- Safe to speak up

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Public sector values

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

Topical questions

- Questions on topical issues including understanding the charter of human right and providing frank and impartial advice

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	14	12%
35-54 years	53	46%
55+ years	11	10%
Prefer not to say	36	32%

Gender	(n)	%
Woman	62	54%
Prefer not to say	29	25%
Man	22	19%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	85	75%
Prefer not to say	28	25%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	1	1%
No	82	72%
Don't know	2	2%
Prefer not to say	29	25%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	63	55%
Prefer not to say	40	35%
Pansexual	3	3%
Gay or lesbian	3	3%
Bisexual	2	2%
I use a different term	1	1%
Don't know	1	1%
Asexual	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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.

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	90	79%
Prefer not to say	23	20%

Demographics

Disability

What is this

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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Are you a person with disability?	(n)	%
Yes	7	6%
No	87	76%
Prefer not to say	20	18%

Victorian
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Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	58	51%
Not born in Australia	14	12%
Prefer not to say	42	37%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	6	38%
Vietnamese	3	19%
Mandarin	2	13%
Greek	2	13%
Italian	1	6%
Tamil	1	6%
Arabic	1	6%
Tagalog	1	6%
Filipino	1	6%
Punjabi	0	0%
Turkish	0	0%
Auslan	0	0%

Language other than English spoken with family or community	(n)	%
Yes	16	14%
No	63	55%
Prefer not to say	35	31%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Hindi	0	0%
Persian	0	0%
Urdu	0	0%
Spanish	0	0%
Australian Indigenous Language	0	0%
Gujarati	0	0%
Macedonian	0	0%
Malayalam	0	0%
Telugu	0	0%
Sinhalese	0	0%
Cantonese	0	0%

Demographics

Cultural diversity 2 of 2

What is this

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	49	43%
Prefer not to say	48	42%
English, Irish, Scottish and/or Welsh	6	5%
East and/or South-East Asian	6	5%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	6	5%
African	4	4%
New Zealander	4	4%
Aboriginal and/or Torres Strait Islander	1	1%
Central Asian	1	1%
South Asian	1	1%
Other	1	1%
Maori	1	1%
North American	1	1%
Central and/or South American	0	0%
Middle Eastern	0	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	46	40%
Prefer not to say	42	37%
Christianity	20	18%
Buddhism	4	4%
Other	1	1%
Judaism	1	1%
Hinduism	0	0%
Islam	0	0%
Sikhism	0	0%

Demographics

Employment characteristics 1 of 2

What is this

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	98	86%
Part-Time	16	14%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	6	5%
$80k to $120k	31	27%
$120k to $160k	21	19%
$160k to $200k	14	12%
$200k or more	6	5%
Prefer not to say	35	31%

Organisational tenure	(n)	%
<1 year	28	25%
1 to less than 2 years	18	16%
2 to less than 5 years	26	23%
5 to less than 10 years	23	20%
10 to less than 20 years	16	14%
More than 20 years	3	3%

Management responsibility	(n)	%
Non-manager	90	79%
Manager of other manager(s)	12	11%
Other manager	12	11%

Employment type	(n)	%
Ongoing and executive	95	83%
Fixed term	12	11%
Other	7	6%

Frontline worker	(n)	%
No	82	72%
Yes	32	28%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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How to read this

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	108	95%
Melbourne: Suburbs	6	5%
Rural	0	0%
Other	0	0%
Large regional city	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	111	97%
A frontline or service delivery location	0	0%
Home or private location	66	58%
A shared office space (where two or more organisations share the same workspace)	2	2%
Isolated or remote location/s where access to communications and help from others is difficult	0	0%
Other	1	1%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	45	39%
I do not use any flexible work arrangements	43	38%
Flexible start and finish times	33	29%
Part-time	15	13%
Purchased leave	6	5%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	4	4%
Other	3	3%
Working more hours over fewer days	2	2%
Job sharing	1	1%
Shift swap	0	0%
Study leave	0	0%

Demographics

Adjustments

What is this

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

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	82	72%
Flexible working arrangements	27	24%
Physical modifications or improvements to the workplace	10	9%
Job redesign or role sharing	2	2%
Accessible communications technologies	1	1%
Career development support strategies	1	1%
Other	0	0%

Why did you make this request?	(n)	%
Caring responsibilities	14	44%
Work-life balance	11	34%
Health	10	31%
Family responsibilities	9	28%
Disability	2	6%
Other	2	6%
Study commitments	0	0%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	22	69%
The adjustments I needed were made but the process was unsatisfactory	5	16%
The adjustments I needed were not made	5	16%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
Prefer not to say	35	31%
None of the above	33	29%
Primary school aged child(ren)	21	18%
Secondary school aged child(ren)	10	9%
Frail or aged person(s)	10	9%
Preschool aged child(ren)	7	6%
Person(s) with disability	6	5%
Person(s) with a medical condition	6	5%
Child(ren) - younger than preschool age	4	4%
Person(s) with a mental illness	4	4%
Other	3	3%

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