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
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- Primary role

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.

Report overview

Survey's theoretical framework

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

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

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

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

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

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

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

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

Organisation climate
- Organisational integrity
- Collaboration
- Safety climate
- Patient safety climate

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

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

Outcomes
- 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'.

Bairnsdale Regional Health Service

Barwon Health

Bendigo Health Care Group

Central Gippsland Health Service

Echuca Regional Health

Goulburn Valley Health Services

Grampians Health

Latrobe Regional Hospital

Mildura Base Public Hospital

Northeast Health Wangaratta

South West Healthcare

Swan Hill District Health

West Gippsland Healthcare Group

Western District Health Service

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

19% (681)

Comparator	31%
Public Sector	42%

2024

39% (1021)

Comparator	32%
Public Sector	44%

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People matter survey

2024

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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		2024	
54		**51**	
Comparator	66	Comparator	66
Public Sector	68	Public Sector	69

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 51.

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 group's overall, lowest and highest scores with your own.

Example
43% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
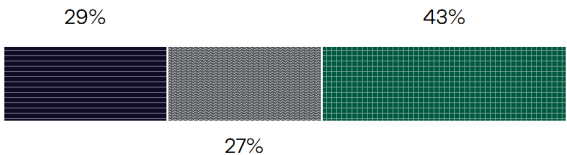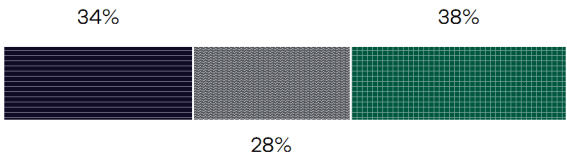
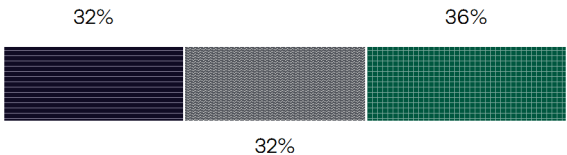## Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

I am proud to tell others I work for my organisation
29% / 27% / 43%

I would recommend my organisation as a good place to work
34% / 28% / 38%

I feel a strong personal attachment to my organisation
32% / 32% / 36%

My organisation inspires me to do the best in my job
33% / 32% / 35%

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	50%	46%	43%	61%	70%	83%
I would recommend my organisation as a good place to work	46%	39%	38%	55%	65%	78%
I feel a strong personal attachment to my organisation	47%	43%	36%	49%	55%	66%
My organisation inspires me to do the best in my job	44%	41%	35%	51%	60%	74%

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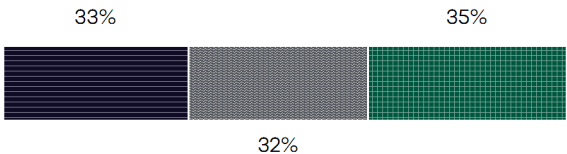
People outcomes

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 51.

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 group's overall, lowest and highest scores with your own.
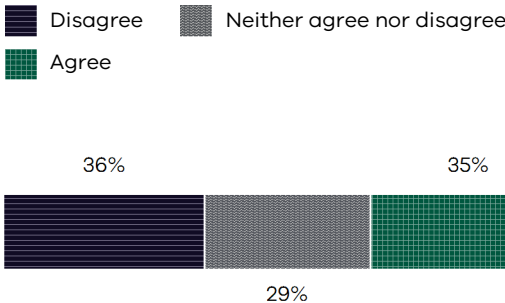
Example

35% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

My organisation motivates me to help achieve its objectives

36%   35%

29%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
43%	40%	35%	51%	60%	74%

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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.
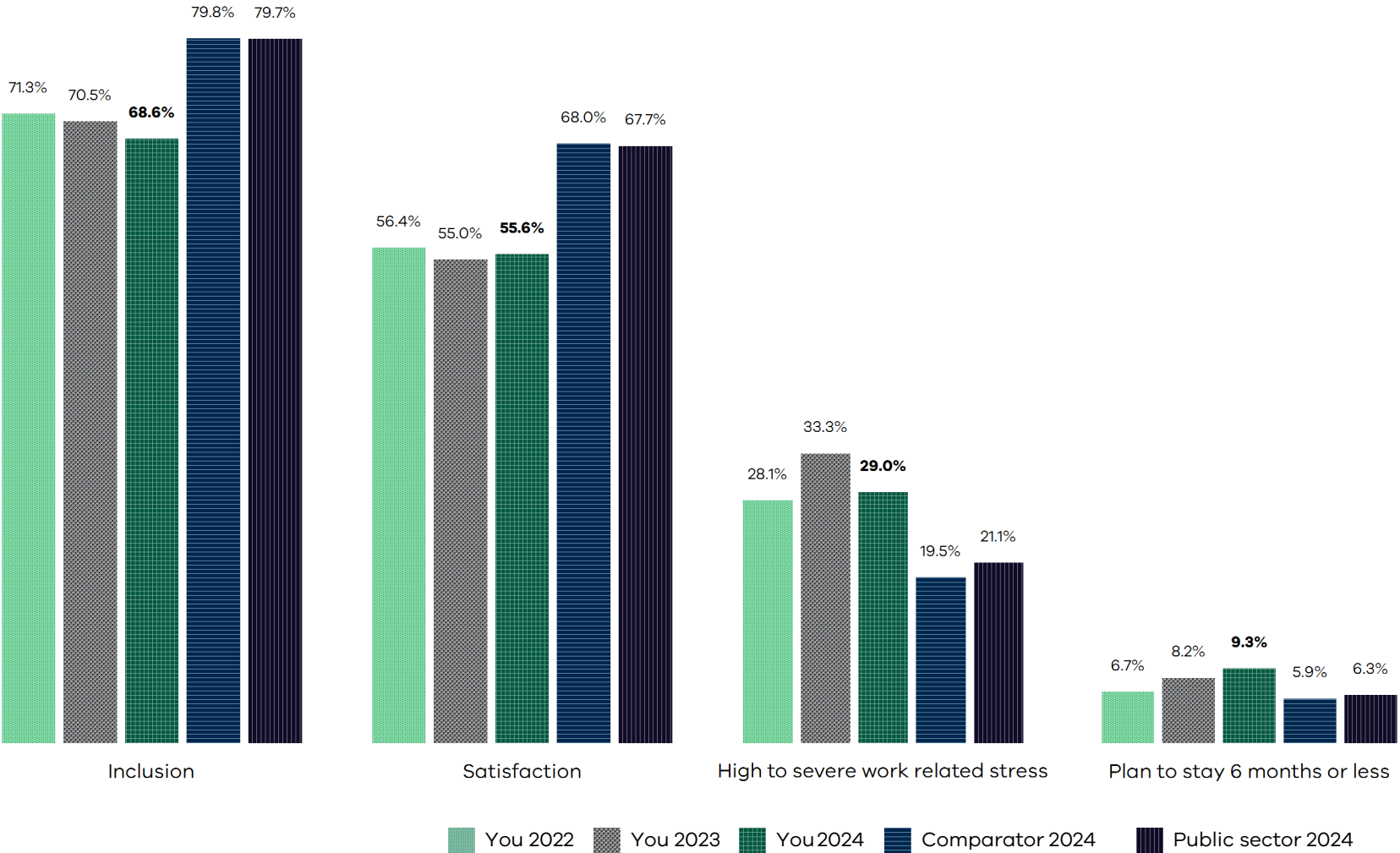
Why this is important

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:
- 68.6% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:
- 79.8% of staff in your comparator group and 79.7% of staff across the public sector.

Inclusion: 71.3% (You 2022), 70.5% (You 2023), 68.6% (You 2024), 79.8% (Comparator 2024), 79.7% (Public sector 2024)

Satisfaction: 56.4% (You 2022), 55.0% (You 2023), 55.6% (You 2024), 68.0% (Comparator 2024), 67.7% (Public sector 2024)

High to severe work related stress: 28.1% (You 2022), 33.3% (You 2023), 29.0% (You 2024), 19.5% (Comparator 2024), 21.1% (Public sector 2024)

Plan to stay 6 months or less: 6.7% (You 2022), 8.2% (You 2023), 9.3% (You 2024), 5.9% (Comparator 2024), 6.3% (Public sector 2024)

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

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 group's overall, lowest and highest scores with your own.

Example
61% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.
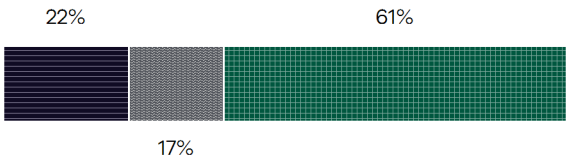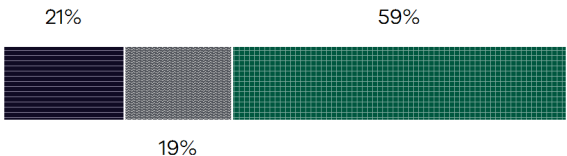
## Survey question / Your results / Benchmark satisfied results

Legend:
- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
How satisfied are you with the work/life balance in your current job	22% / 17% / 61%	58%	58%	61%	66%	69%	77%
Considering everything, how satisfied are you with your current job	21% / 19% / 59%	65%	61%	59%	69%	73%	80%
How satisfied are you with your career development within your current organisation	26% / 28% / 47%	46%	47%	47%	51%	61%	70%
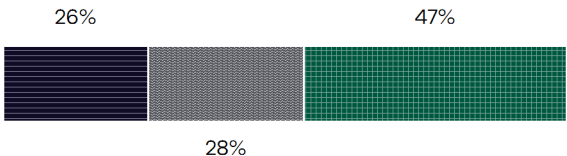
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People outcomes

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

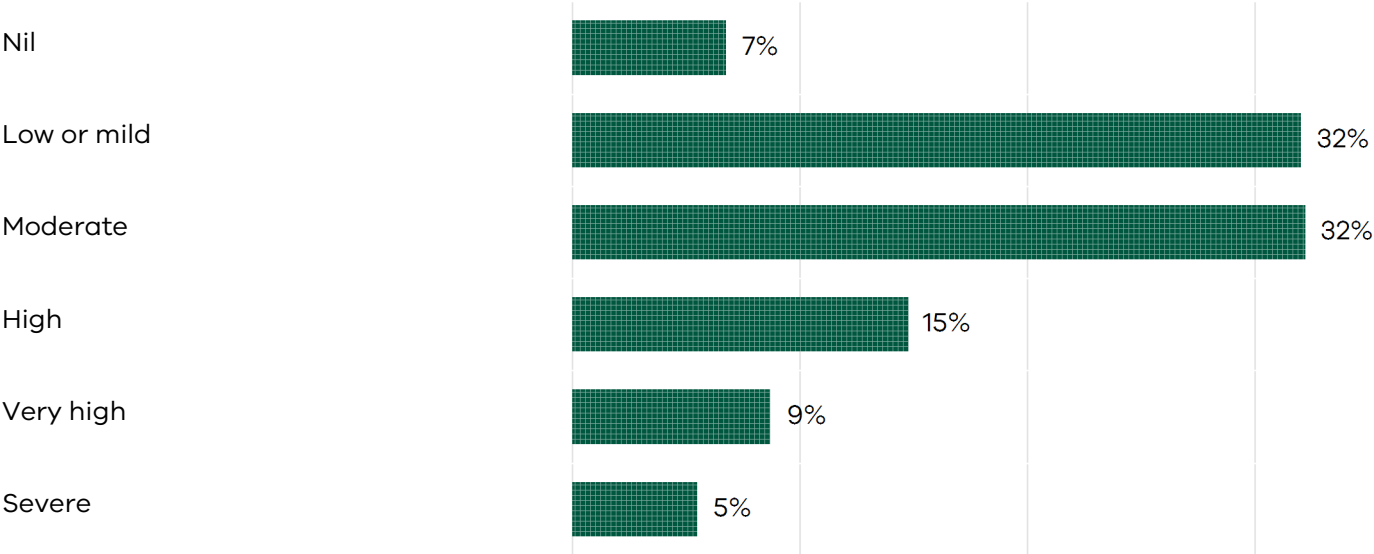In this survey we asked staff to tell us their stress level.

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.
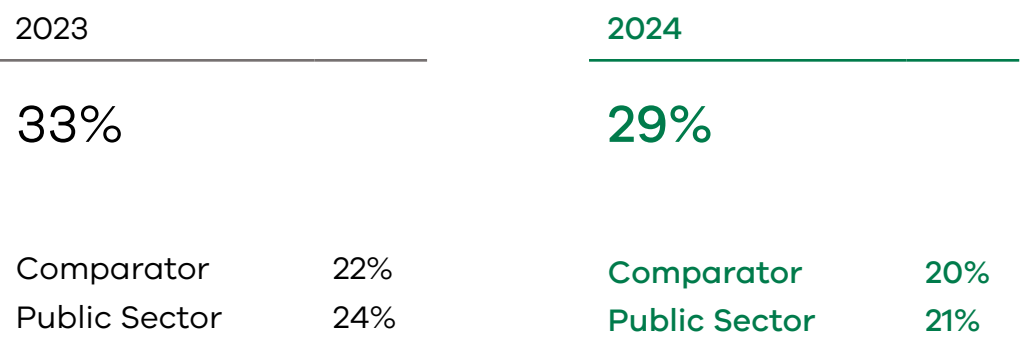
Example

29% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 20% of staff in your comparator group and 21% of staff across the public sector.

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

Nil	7%
Low or mild	32%
Moderate	32%
High	15%
Very high	9%
Severe	5%

Reported levels of high to severe stress

2023		2024	
33%		**29%**	
Comparator	22%	Comparator	20%
Public Sector	24%	Public Sector	21%

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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

93% of your staff who did the survey said they experienced mild to severe stress. Of that 93%, 53% said the top reason was 'Workload'.

	952	69
	93%	7%
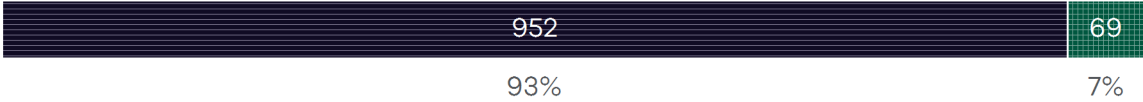
■ Experienced some work-related stress   ▦ Did not experience some work-related stress

Of those that experienced work related stress it was from …	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	55%	53%	52%	48%
Time pressure	38%	41%	40%	41%
Other	17%	21%	15%	13%
Dealing with clients, patients or stakeholders	14%	17%	18%	18%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	15%	16%	15%	13%
Management of work (e.g. supervision, training, information, support)	16%	15%	12%	12%
Physical environment	14%	13%	7%	5%
Technology or equipment	12%	12%	9%	8%
Incivility, bullying, harassment or discrimination	11%	11%	7%	7%
Competing home and work responsibilities	11%	11%	14%	13%

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 group's overall, lowest and highest scores with your own.
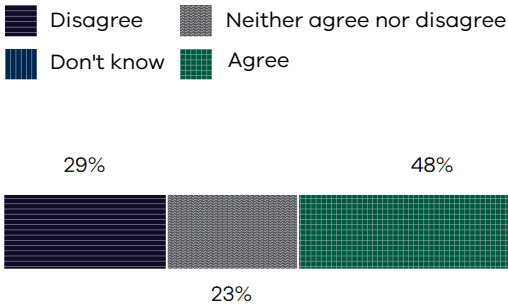
Example

48% 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: The amount of stress in my job is manageable

Your results:
- 29%
- 23%
- 48%

Benchmark agree results:

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	48%	55%	60%	69%

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People outcomes

Burnout levels

What is this

This is the level of burnout experienced by employees in response to work-related factors.

Why this is important

Burnout can affect 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 being burned out at work, as shown in the visual above the table.

Example

47% of your staff who did the survey said they felt burnout at work.

Of that 47%, 40% rated their level as 'Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out' .

484	537
47%	53%

■ Experienced some burnout   ▦ Did not experience any burnout

Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	37%	40%	48%	49%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	28%	28%	23%	21%
I enjoy my work. I have no symptoms of burnout	16%	13%	19%	20%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	13%	12%	7%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	6%	7%	3%	3%

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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

8% 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	8%	9%	6%	6%
Over 6 months and up to 1 year	9%	8%	8%	9%
Over 1 year and up to 3 years	23%	20%	21%	24%
Over 3 years and up to 5 years	15%	17%	16%	16%
Over 5 years	44%	45%	49%	45%

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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 group's overall, lowest and highest scores with your own.
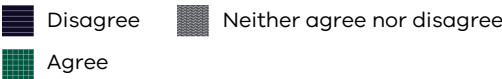
Example

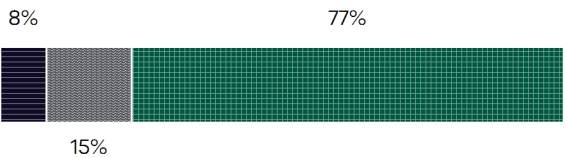77% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.
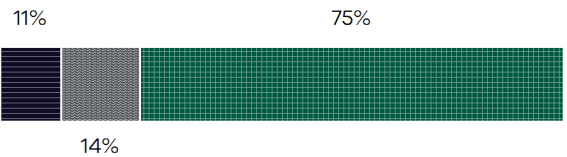
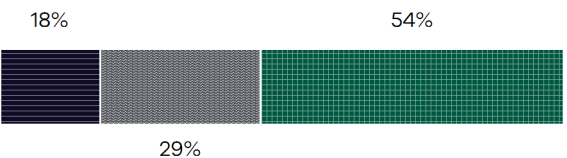## Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Survey question	Your results (Disagree / Neither / Agree)	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	8% / 15% / 77%	77%	77%	77%	81%	84%	87%
I can be myself at work	11% / 14% / 75%	75%	77%	75%	77%	82%	87%
I feel as if I belong at this organisation	18% / 29% / 54%	62%	58%	54%	66%	73%	80%

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

10% 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

308	713
30%	70%

■ Experienced barriers listed   ■ Did not experience any of the barriers listed
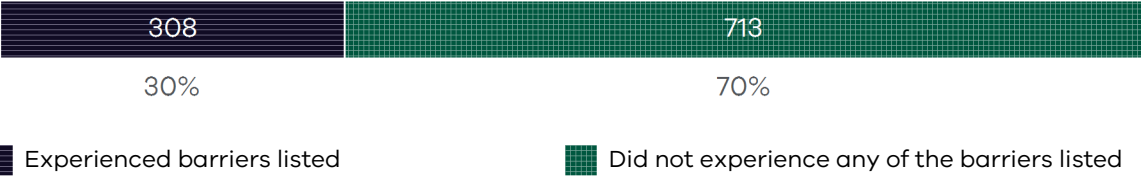
During the last 12 months, employees experienced barriers to their success due to …	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	11%	10%	8%	7%
My age	8%	8%	6%	7%
My flexible working	9%	7%	6%	6%
My mental health	6%	6%	7%	7%
My sex	4%	5%	3%	4%
My physical health	5%	5%	5%	4%
My industrial activity	2%	3%	1%	1%
My cultural background	-	2%	2%	3%
My race	-	1%	1%	2%

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

15% 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

359	662
35%	65%

■ Witnessed barriers listed   ■ Did not witness barriers listed
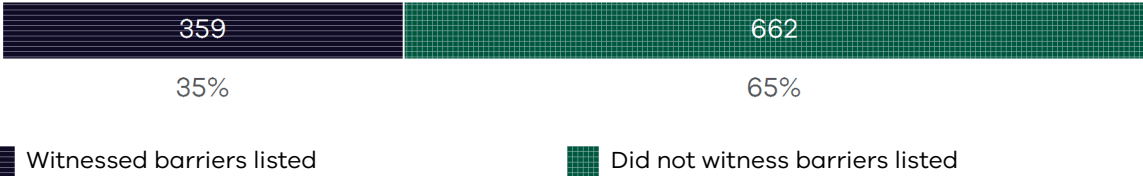
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	17%	15%	10%	9%
Caring responsibilities	13%	11%	8%	7%
Mental health	12%	10%	7%	7%
Cultural background	7%	9%	6%	5%
Age	9%	7%	5%	6%
Physical health	6%	7%	4%	4%
Sex	6%	6%	4%	5%
Industrial activity	4%	5%	2%	2%
Race	5%	4%	3%	3%
Disability	4%	3%	2%	2%

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

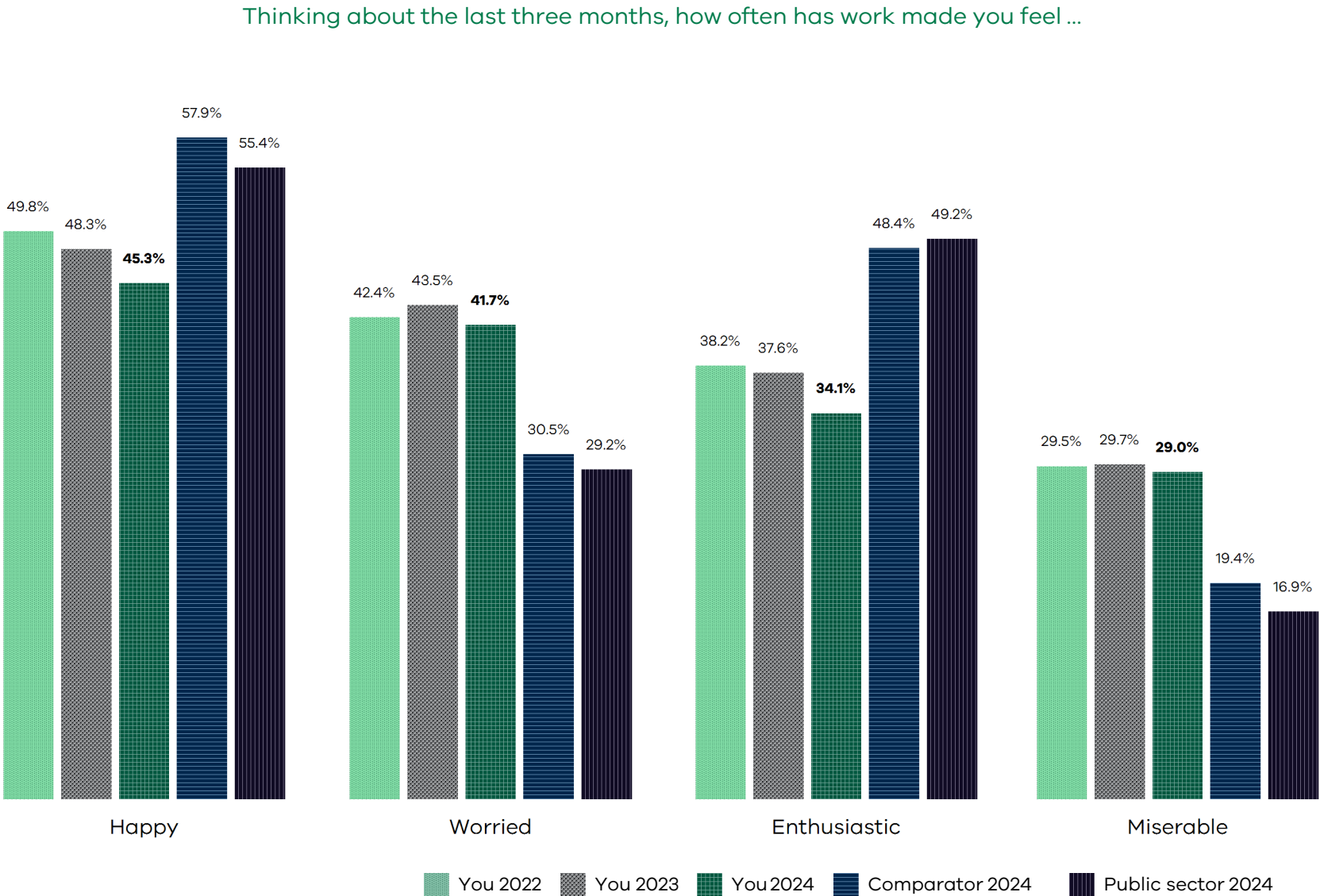Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

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:

- 45.3% of your staff who did the survey said work made them feel happy.

Compared to:

- 57.9% of staff in your comparator group and 55.4% of staff across the public sector.

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

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

Happy: 49.8%, 48.3%, 45.3%, 57.9%, 55.4%
Worried: 42.4%, 43.5%, 41.7%, 30.5%, 29.2%
Enthusiastic: 38.2%, 37.6%, 34.1%, 48.4%, 49.2%
Miserable: 29.5%, 29.7%, 29.0%, 19.4%, 16.9%

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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.
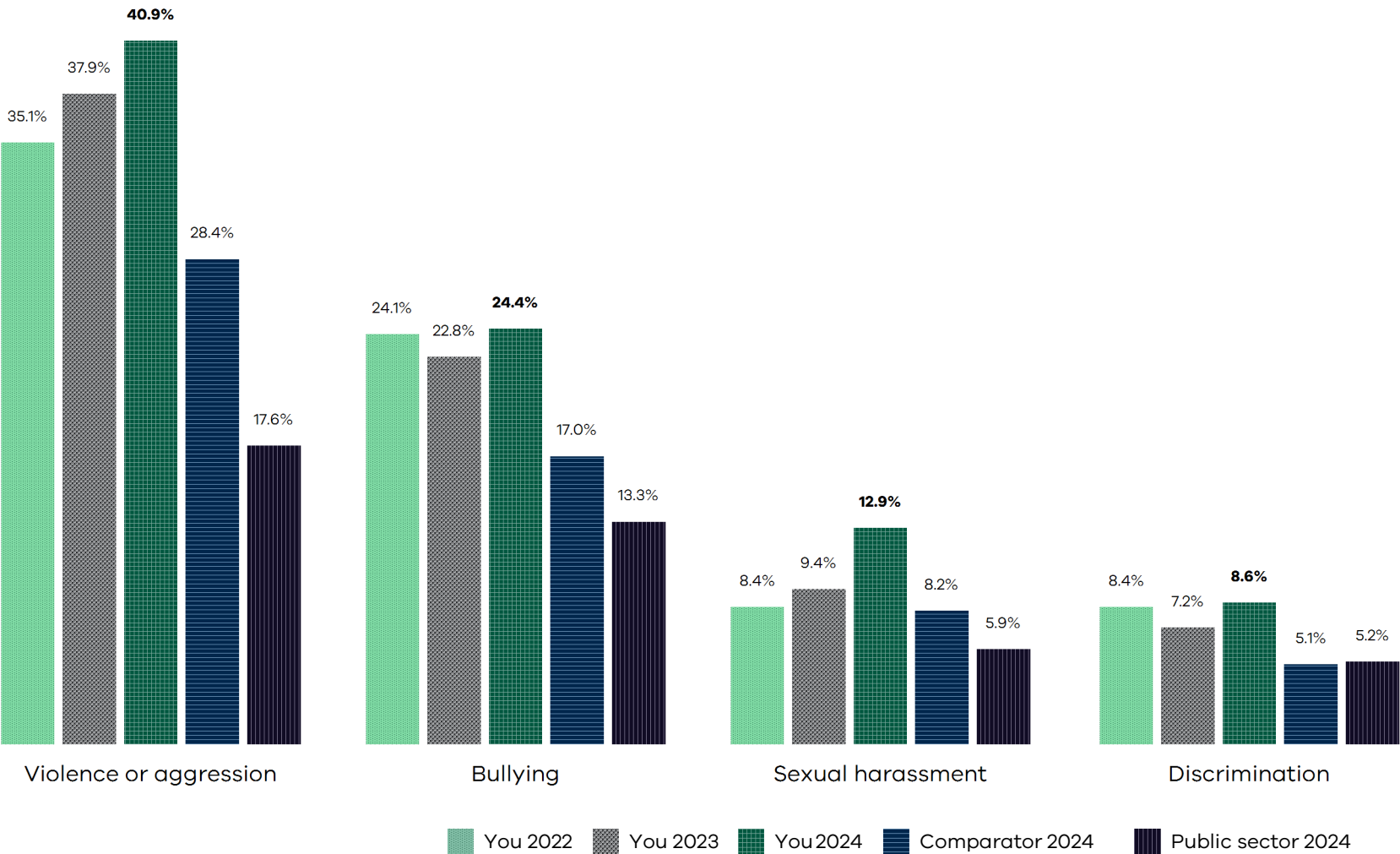
Example

In 2024:
- 40.9% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:
- 28.4% of staff in your comparator group and 17.6% of staff across the public sector.

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

Violence or aggression: 35.1%, 37.9%, 40.9%, 28.4%, 17.6%

Bullying: 24.1%, 22.8%, 24.4%, 17.0%, 13.3%

Sexual harassment: 8.4%, 9.4%, 12.9%, 8.2%, 5.9%

Discrimination: 8.4%, 7.2%, 8.6%, 5.1%, 5.2%

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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.
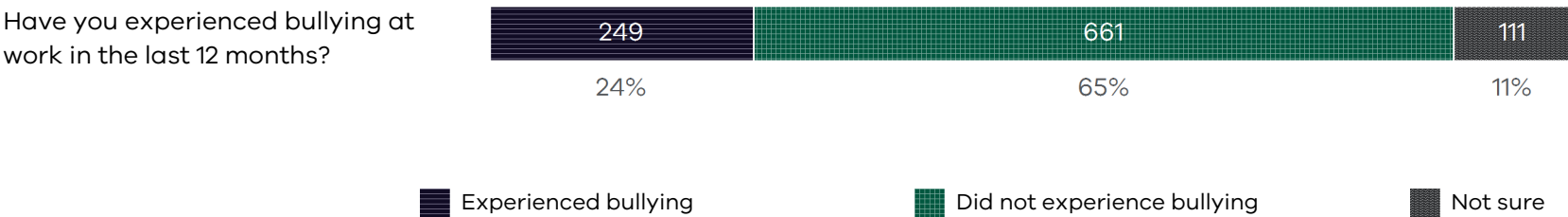
Why this is important

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

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 71% 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?

249	661	111
24%	65%	11%

■ 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)	72%	71%	71%	69%
Exclusion or isolation	39%	42%	40%	42%
Intimidation and/or threats	32%	33%	32%	30%
Withholding essential information for me to do my job	29%	32%	25%	28%
Verbal abuse	26%	20%	22%	21%
Other	15%	14%	14%	15%
Being assigned meaningless tasks unrelated to my job	14%	13%	11%	13%
Being given impossible assignment(s)	8%	8%	6%	9%
Interference with my personal property and/or work equipment	5%	4%	4%	4%

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.
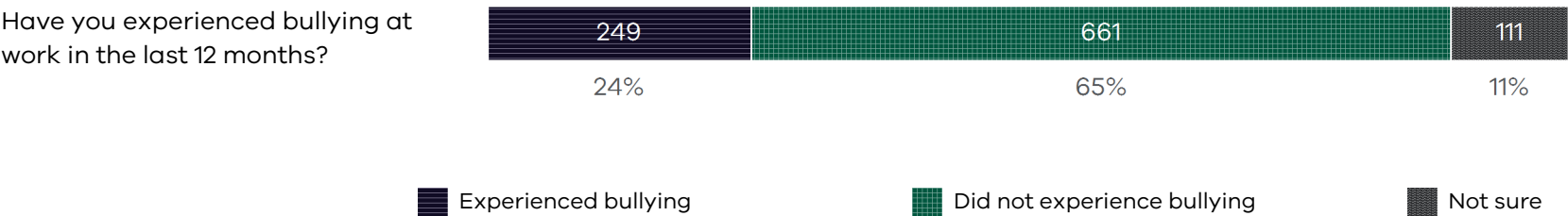
Why this is important

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

24% of your staff who did the survey said they experienced bullying, of which

- 51% said the top way they reported the bullying was 'Told a manager'.
- 85% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	249	661	111
	24%	65%	11%

■ 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 manager	48%	51%	52%	50%
Told a colleague	41%	40%	41%	41%
Told a friend or family member	41%	36%	34%	35%
Told human resources	14%	18%	11%	13%
Told the person the behaviour was not OK	15%	18%	16%	16%
Submitted a formal complaint	17%	15%	11%	12%
I did not tell anyone about the bullying	11%	11%	10%	12%
Told employee assistance program (EAP) or peer support	14%	10%	8%	10%
Told someone else	12%	10%	10%	11%

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

85% of your staff who experienced bullying did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

37	212
15%	85%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
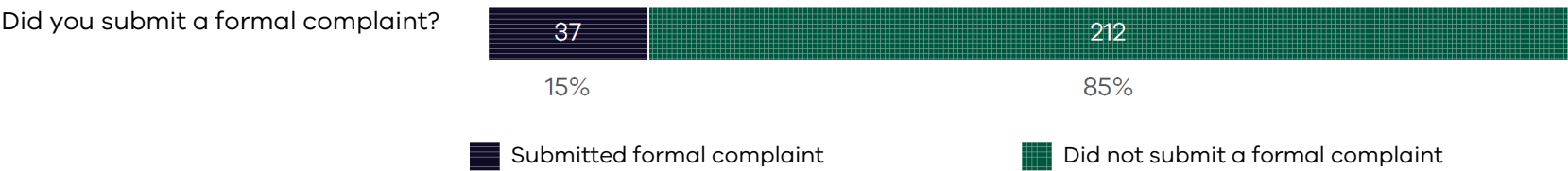
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	55%	60%	52%	52%
I believed there would be negative consequences for my reputation	48%	47%	45%	49%
I believed there would be negative consequences for my career	35%	38%	31%	38%
I didn't feel safe to report the incident	18%	23%	17%	20%
Other	17%	17%	17%	16%
I didn't think it was serious enough	12%	15%	16%	18%
I thought the complaint process would be embarrassing or difficult	10%	9%	9%	12%
I didn't know how to make a complaint	5%	7%	4%	5%
I believed there would be negative consequences for the person I was going to complain about	11%	5%	8%	10%
I didn't know who to talk to	3%	4%	4%	5%

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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.
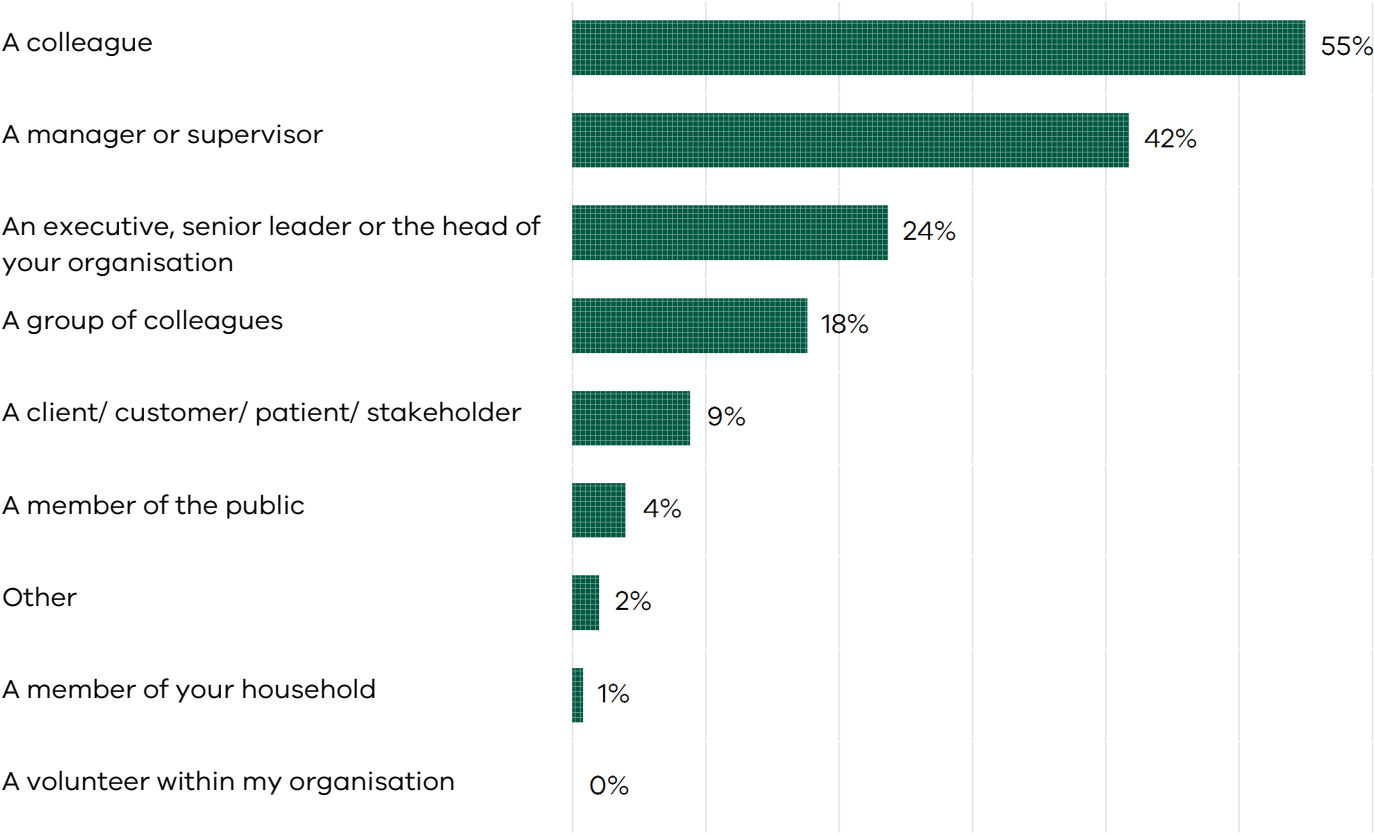
How to read this

In this year's survey, 24% 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

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 55% said it was by 'A colleague'.

249 people (24% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	55%
A manager or supervisor	42%
An executive, senior leader or the head of your organisation	24%
A group of colleagues	18%
A client/ customer/ patient/ stakeholder	9%
A member of the public	4%
Other	2%
A member of your household	1%
A volunteer within my organisation	0%

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

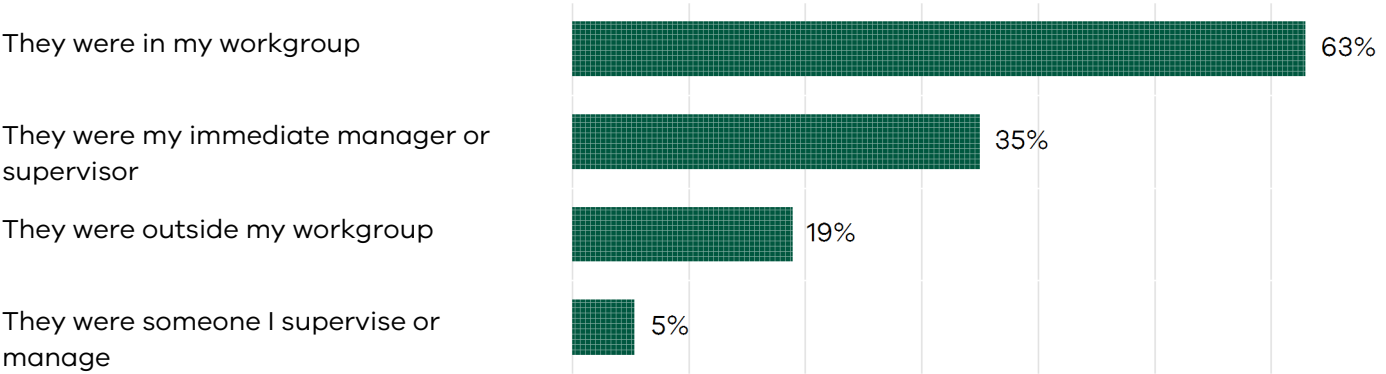Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 24% 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

24% of your staff who did the survey said they experienced bullying.

Of that 24%, 98% said it was by someone within the organisation.

Of that 98%, 63% said it was 'They were in my workgroup'.

243 people (98% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	63%
They were my immediate manager or supervisor	35%
They were outside my workgroup	19%
They were someone I supervise or manage	5%

Victorian Public Sector Commission

VICTORIA State Government

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.

How to read this

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

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

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

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of those, 52% said the top type was 'Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)'.

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

132	889
13%	87%

- ■ Experienced sexual harassment
- ▨ Did not experience sexual harassment
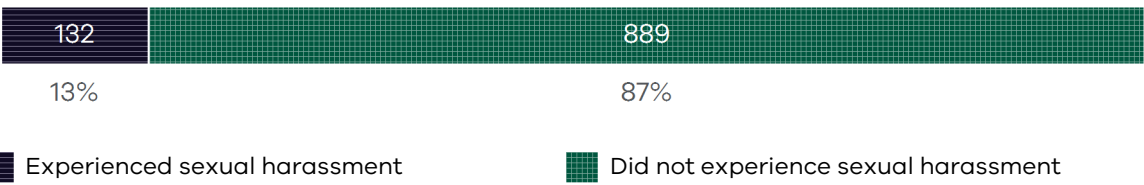
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	50%	52%	58%	53%
Intrusive questions about my private life or comments about my physical appearance	50%	50%	48%	50%
Inappropriate physical contact	27%	27%	27%	23%
Unwelcome touching, hugging, cornering or kissing	19%	21%	21%	20%
Inappropriate staring or leering that made me feel intimidated	14%	19%	18%	17%
Any other unwelcome conduct of a sexual nature	5%	11%	9%	9%
Sexual gestures, indecent exposure or inappropriate display of the body	14%	10%	11%	9%
Repeated or inappropriate invitations to go out on dates	3%	5%	4%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	2%	2%	1%	3%
Request or pressure for sex or other sexual act	0%	1%	1%	2%

People outcomes

Response to sexual harassment

What is this

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of those, 41% said the top response was 'Avoided the person(s) by staying away from them'.

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

132	889
13%	87%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
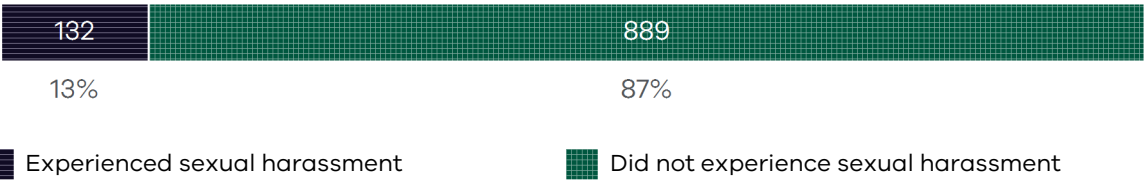
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Avoided the person(s) by staying away from them	33%	41%	31%	36%
Told the person the behaviour was not OK	44%	41%	42%	34%
Tried to laugh it off or forget about it	39%	37%	36%	39%
Told a colleague	36%	33%	30%	30%
Pretended it didn't bother me	39%	30%	39%	40%
Told a manager	23%	27%	22%	24%
Avoided locations where the behaviour might occur	17%	15%	12%	14%
Told a friend or family member	14%	14%	18%	21%
Submitted a formal complaint	5%	5%	5%	7%
Other	0%	5%	4%	4%

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People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 48% said the top reason was 'I didn't think it would make a difference'.
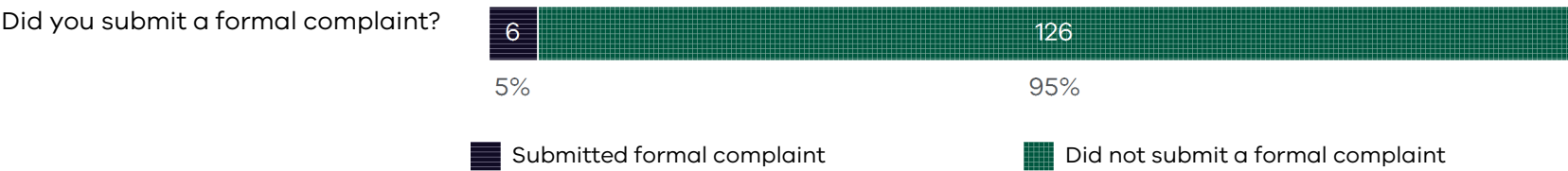
Did you submit a formal complaint?

6	126
5%	95%

■ 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 didn't think it would make a difference	36%	48%	42%	40%
I didn't think it was serious enough	41%	32%	46%	46%
I believed there would be negative consequences for my reputation	16%	21%	19%	26%
Other	8%	17%	14%	14%
I didn't need to because I made the harassment stop	15%	13%	11%	10%
I believed there would be negative consequences for my career	11%	12%	11%	17%
I didn't need to because I no longer had contact with the person(s) who harassed me	5%	11%	11%	10%
I believed there would be negative consequences for the person I was going to complain about	5%	8%	8%	11%
I didn't feel safe to report the incident	3%	8%	5%	7%
I thought the complaint process would be embarrassing or difficult	3%	5%	6%	10%

People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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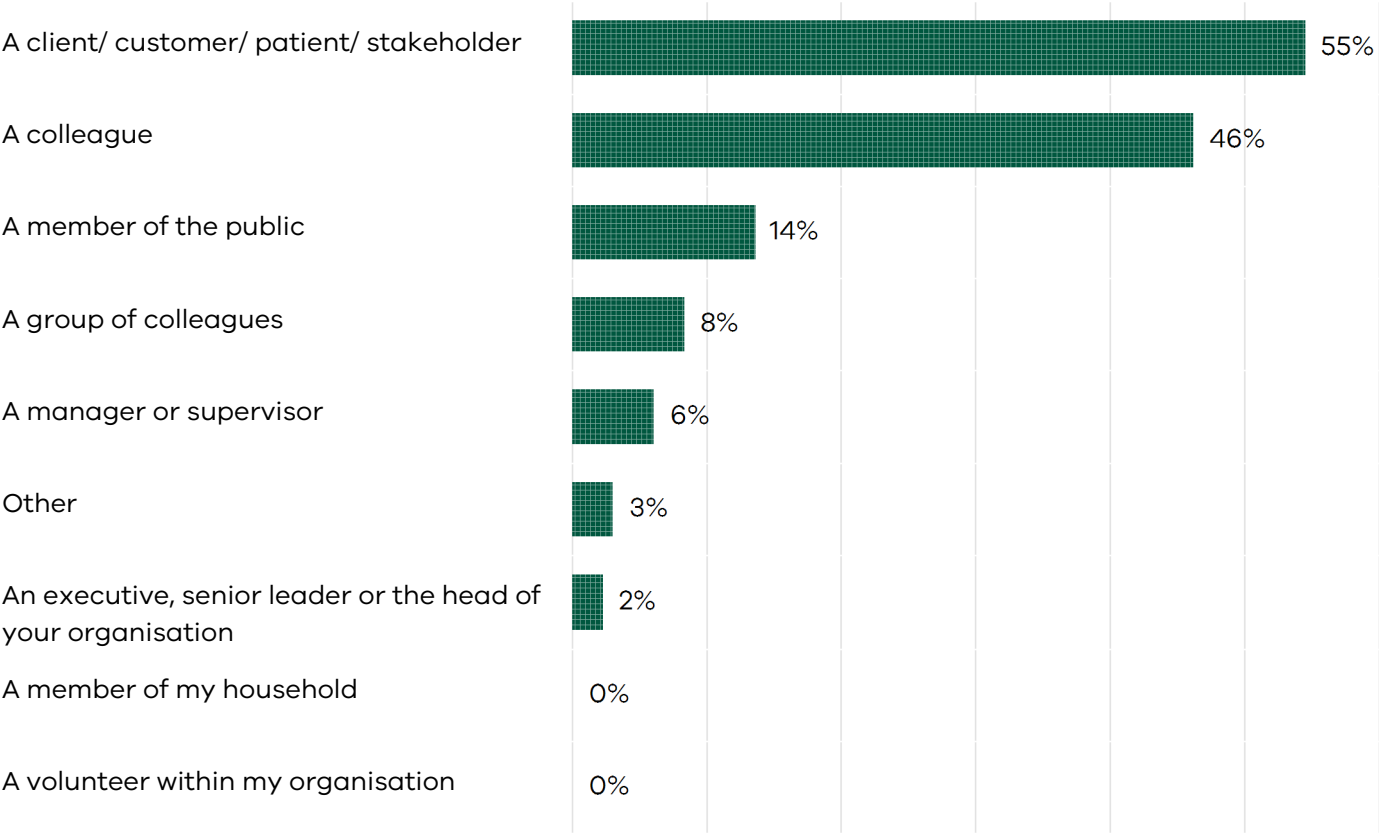
How to read this

In this year's survey, 13% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of that 13%, 55% said it was by 'A client/ customer/ patient/ stakeholder'.

132 people (13% of staff) experienced sexual harassment (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	55%
A colleague	46%
A member of the public	14%
A group of colleagues	8%
A manager or supervisor	6%
Other	3%
An executive, senior leader or the head of your organisation	2%
A member of my household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

Understanding where sexual harassment happens means organisations can work out what action to take.
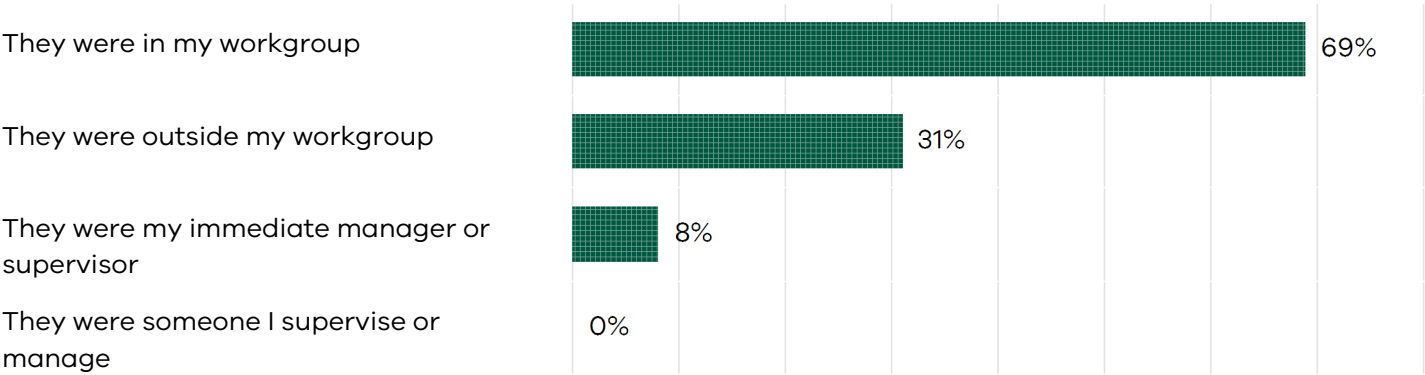
How to read this

In this year's survey, 13% of your staff said they experienced sexual harassment.

If they experienced sexual harassment 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 sexual harassment to different workplace relationships.

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of that 13%, 56% said it was by someone within the organisation.

Of that 56%, 69% said it was 'They were in my workgroup'.

74 people (56% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	69%
They were outside my workgroup	31%
They were my immediate manager or supervisor	8%
They were someone I supervise or manage	0%

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People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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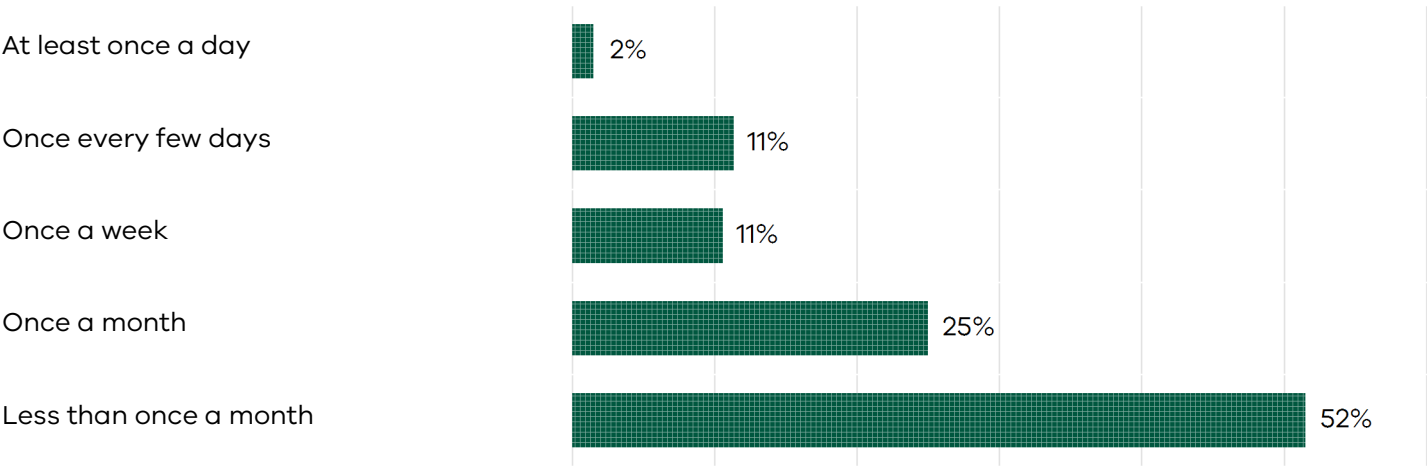
How to read this

In this year's survey, 13% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

13% of your staff who did the survey said they experienced sexual harassment.

Of that 13%, 2% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You 2024)

Category	Percentage
At least once a day	2%
Once every few days	11%
Once a week	11%
Once a month	25%
Less than once a month	52%

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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.

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination.
If they did, they could tell us with one or more answers what what attributes the discrimination was based on.
In descending order, the table shows the top 10 types.

What results are shown

Results for response options with 10 or more responses.

Example

9% of your staff who did the survey said they experienced discrimination.
Of that 9%, 27% said it was 'My employment activity'.

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

88	831	102
9%	81%	10%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
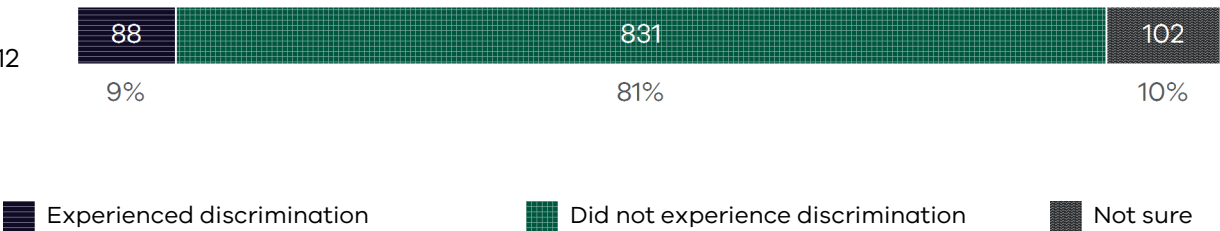
Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My employment activity	35%	27%	29%	28%
My age	29%	24%	26%	27%
My sex	24%	20%	12%	18%
My race	-	14%	20%	21%
My parent or carer status (including pregnancy and breastfeeding)	-	13%	15%	13%
My industrial and/or political activity	-	11%	4%	6%

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People outcomes

Type of discrimination

What is this

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

Why this is important

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

How to read this

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

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

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

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 56% said it was 'Other'.

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

88	831	102
9%	81%	10%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	43%	56%	49%	41%
Denied flexible work arrangements or other adjustments	18%	23%	22%	22%
Opportunities for promotion	29%	20%	26%	35%
Opportunities for training or professional development	29%	17%	19%	24%
Pay or conditions offered by employer	10%	11%	10%	10%
Employment security - threats of dismissal or termination	16%	8%	8%	12%
Opportunities for transfer/secondment	14%	7%	7%	12%
Access to leave	8%	7%	6%	8%

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People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% of your staff who did the survey said they experienced discrimination, of which

- 45% said the top way they reported the discrimination was 'Told a colleague'.
- 88% said they didn't submit a formal complaint.

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

88	831	102
9%	81%	10%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
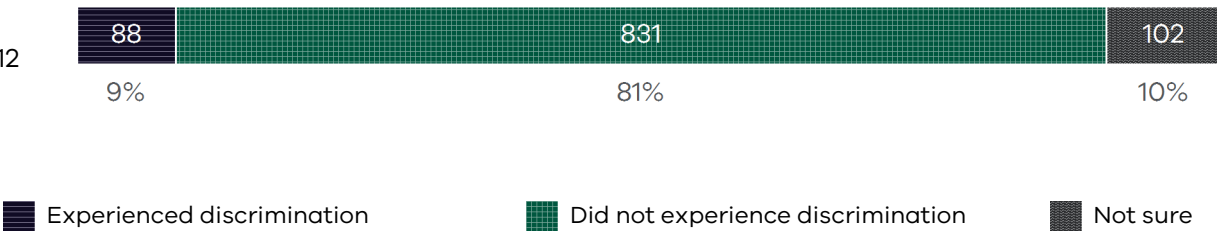
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	31%	45%	36%	38%
Told a friend or family member	33%	39%	35%	32%
Told a manager	22%	35%	25%	29%
Told human resources	16%	16%	9%	11%
I did not tell anyone about the discrimination	20%	16%	22%	24%
Submitted a formal complaint	8%	13%	8%	8%
Told the person the behaviour was not OK	16%	11%	8%	9%
Told someone else	14%	11%	15%	14%
Told employee assistance program (EAP) or peer support	14%	6%	8%	9%

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

88% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

11	77
13%	88%

■ Submitted formal complaint ▦ Did not submit a formal complaint
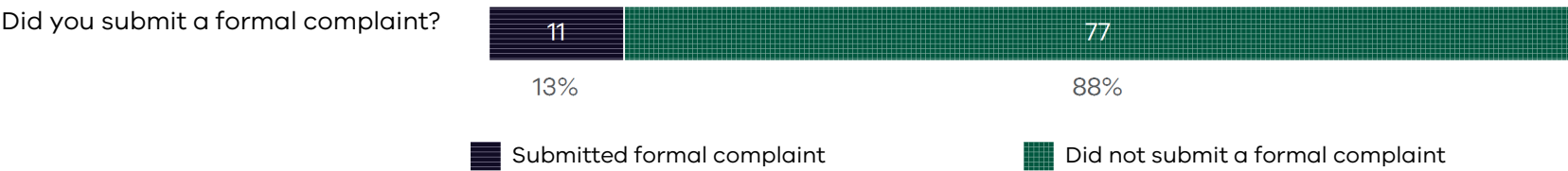
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	51%	60%	59%	59%
I believed there would be negative consequences for my reputation	44%	45%	50%	51%
I believed there would be negative consequences for my career	47%	40%	41%	49%
I didn't feel safe to report the incident	11%	13%	18%	20%
Other	9%	12%	11%	11%
I didn't think it was serious enough	7%	10%	13%	14%
I thought the complaint process would be embarrassing or difficult	9%	6%	12%	13%
I believed there would be negative consequences for the person I was going to complain about	11%	5%	8%	8%
I didn't know who to talk to	4%	5%	7%	6%
I didn't know how to make a complaint	2%	5%	5%	5%

Victorian Public Sector Commission

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People outcomes

Perpetrators of discrimination

What is this

This is who staff have said are responsible for discrimination.

Why this is important

Understanding where discrimination happens means organisations can work out what action to take.
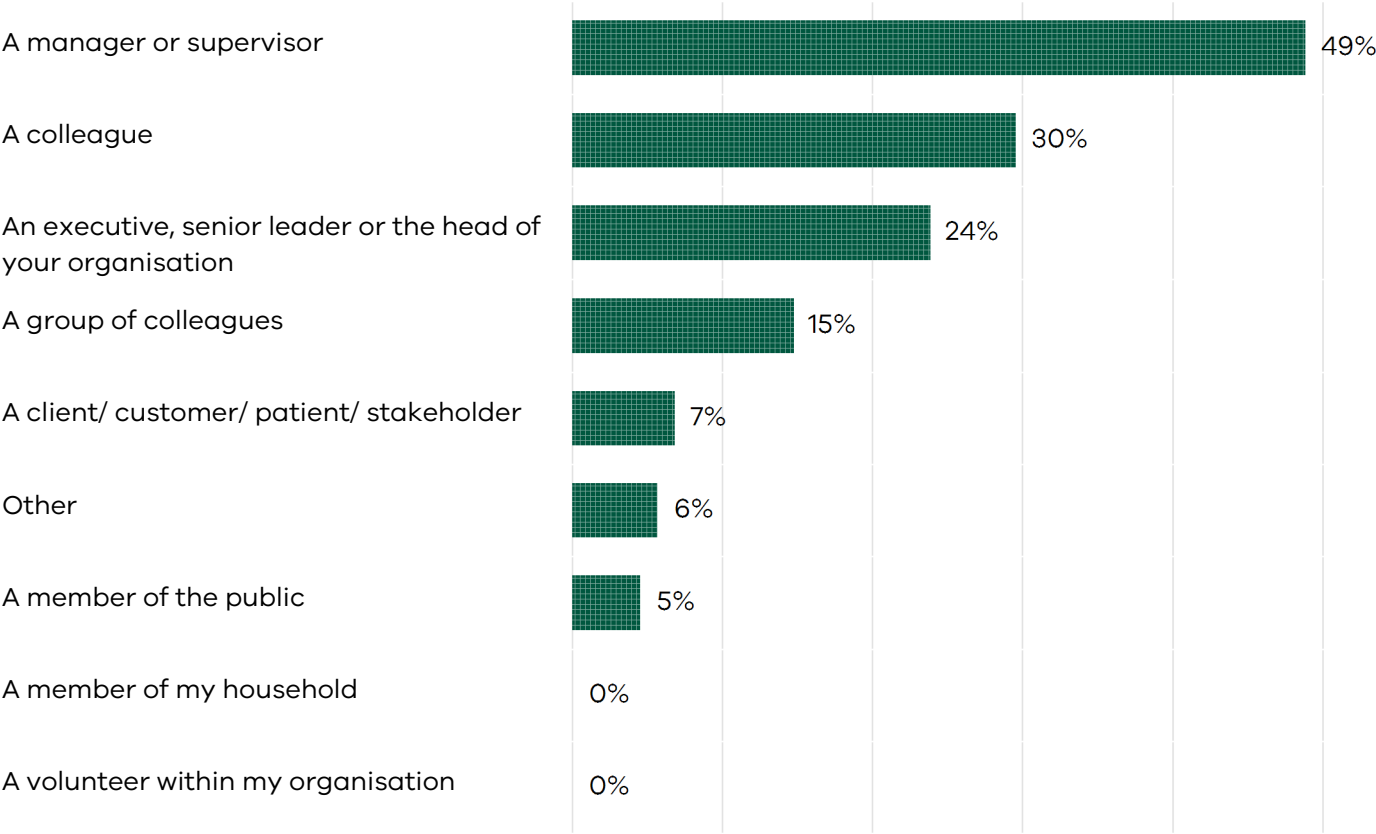
How to read this

In this year's survey, 9% of your staff said they experienced discrimination.

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.
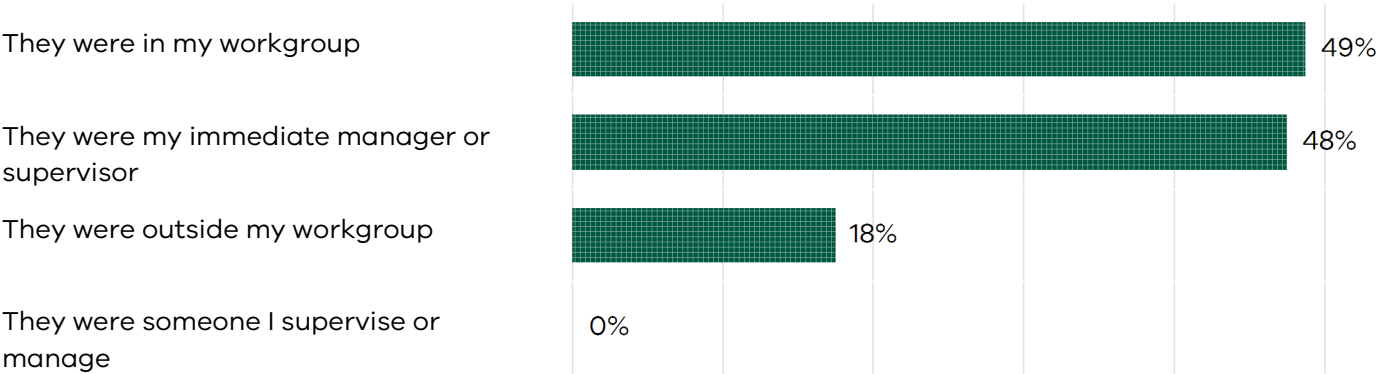
Each row is one perpetrator or group of perpetrators.

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 49% said it was by 'A manager or supervisor'.

88 people (9% of staff) experienced discrimination (You 2024)

Perpetrator	Percentage
A manager or supervisor	49%
A colleague	30%
An executive, senior leader or the head of your organisation	24%
A group of colleagues	15%
A client/ customer/ patient/ stakeholder	7%
Other	6%
A member of the public	5%
A member of my household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 9% of your staff said they experienced discrimination.

If they experienced discrimination 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 discrimination to different workplace relationships.

Example

9% of your staff who did the survey said they experienced discrimination.

Of that 9%, 91% said it was by someone within the organisation.

Of that 91%, 49% said it was 'They were in my workgroup'.

80 people (91% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

They were in my workgroup	49%
They were my immediate manager or supervisor	48%
They were outside my workgroup	18%
They were someone I supervise or manage	0%

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.
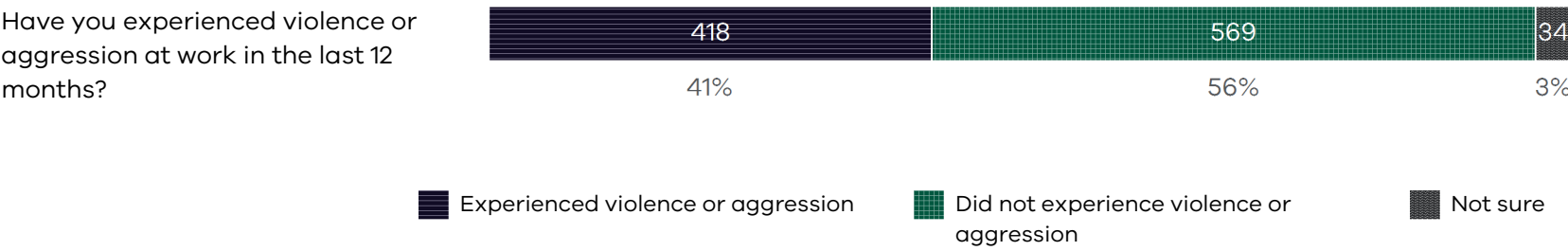
How to read this

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

41% of your staff who did the survey said they experienced violence or aggression.

Of that 41%, 88% said it was 'Abusive language'.

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

418	569	34
41%	56%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
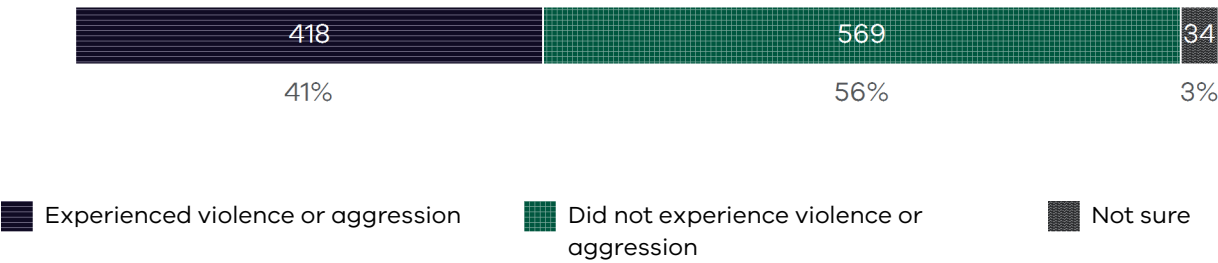
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	87%	88%	88%	81%
Intimidating behaviour	73%	76%	69%	71%
Threats of violence	47%	51%	44%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	34%	36%	36%	26%
Damage to my property or work equipment	13%	10%	12%	9%
Other	3%	3%	3%	3%
Stalking, including cyber-stalking	2%	1%	1%	1%

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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

41% of your staff who did the survey said they experienced violence or aggression, of which

- 60% said the top way they reported the violence or agression was 'Told a manager'.
- 61% said they didn't submit a formal incident report

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

418	569	34
41%	56%	3%

■ 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	60%	60%	55%	58%
Told a colleague	43%	43%	47%	45%
Submitted a formal incident report	45%	39%	37%	36%
Told the person the behaviour was not OK	36%	35%	34%	30%
Told a friend or family member	18%	20%	17%	19%
Told someone else	4%	6%	5%	5%
I did not tell anyone about the incident(s)	5%	5%	5%	7%
Told human resources	6%	4%	3%	4%
Told employee assistance program (EAP) or peer support	2%	4%	3%	4%

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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

61% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 49% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

162	256
39%	61%

■ Submitted formal incident report   ▦ Did not submit a formal incident report
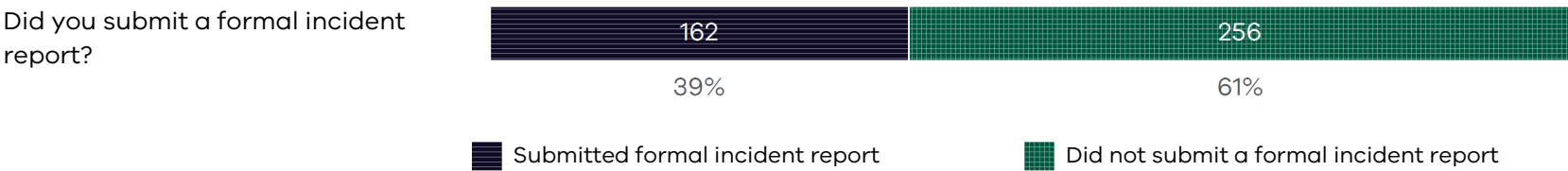
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	52%	49%	39%	39%
Other	22%	27%	24%	23%
I didn't think it was serious enough	23%	22%	32%	32%
I didn't need to because I made the violence or aggression stop	11%	13%	14%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	9%	13%	13%	14%
I believed there would be negative consequences for my reputation	11%	11%	10%	15%
I believed there would be negative consequences for my career	11%	7%	7%	12%
I didn't feel safe to report the incident	7%	5%	3%	6%
I didn't know how to make a complaint	3%	4%	2%	3%
I was advised not to	3%	3%	2%	2%

Victorian Public Sector Commission

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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.

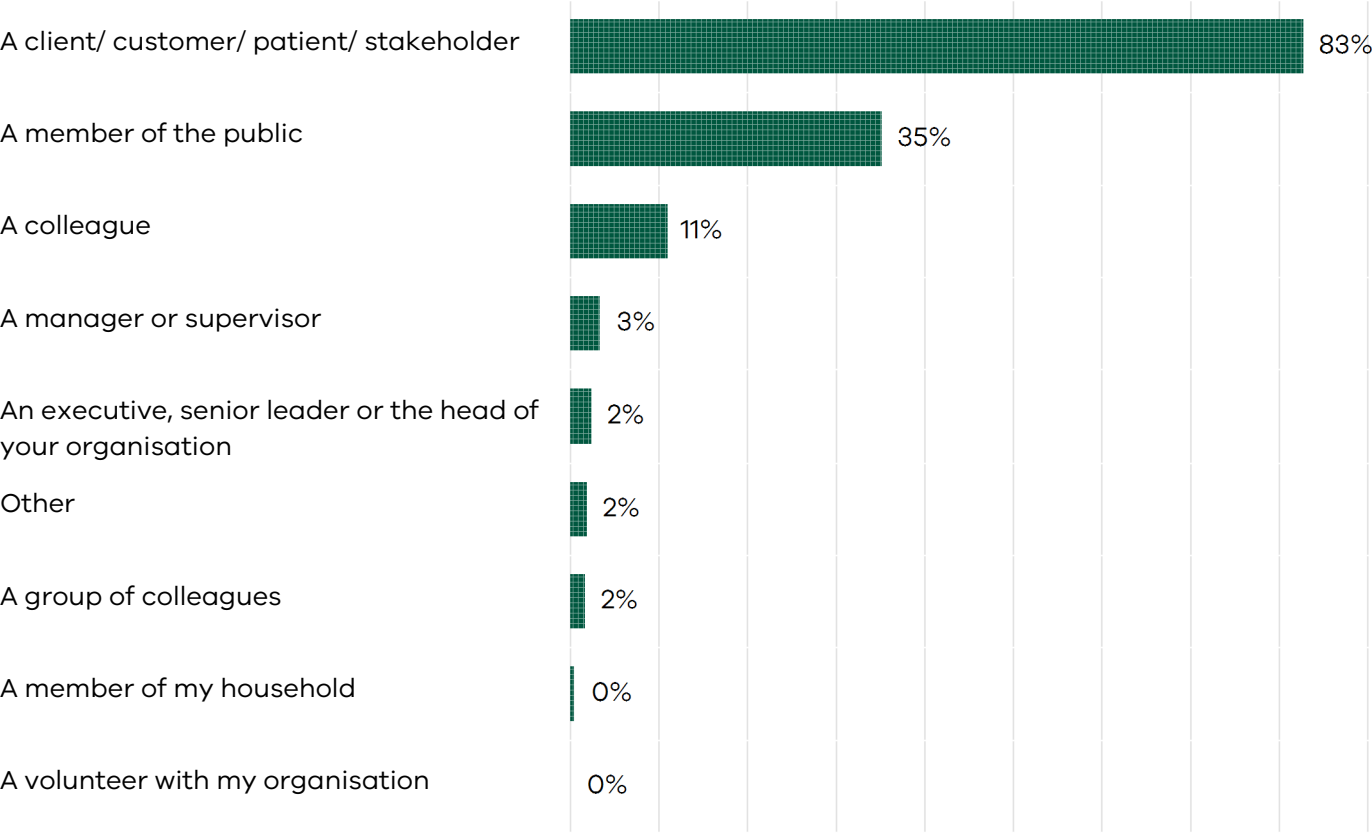If they did, they could tell us with one or more answers who the perpetrator was.

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

41% of your staff who did the survey said they experienced violence or aggression.

Of that 41%, 83% said it was by 'A client/ customer/ patient/ stakeholder'.

418 people (41% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	83%
A member of the public	35%
A colleague	11%
A manager or supervisor	3%
An executive, senior leader or the head of your organisation	2%
Other	2%
A group of colleagues	2%
A member of my household	0%
A volunteer with my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

Understanding where violence or aggression happens means organisations can work out what action to take.

How to read this

In this year's survey, 41% of your staff said they experienced violence or aggression.

If they experienced violence or aggression 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 violence or aggression to different workplace relationships.

Example

41% of your staff who did the survey said they experienced violence or aggression.

Of that 41%, 15% said it was by someone within the organisation.

Of that 15%, 62% said it was 'They were in my workgroup'.

63 people (15% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

They were in my workgroup — 62%

They were outside my workgroup — 32%

They were my immediate manager or supervisor — 21%

They were someone I supervise or manage — 8%

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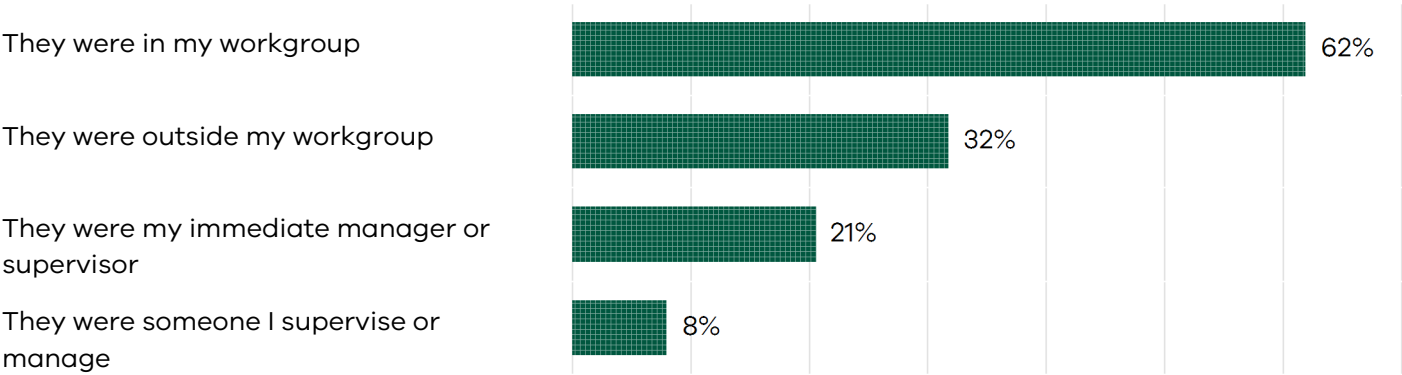
Negative behaviour

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

43% of your staff who did the survey said they witnessed some negative behaviour at work.

57% said 'No, I have not witnessed any of the situations above'.

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

441	580
43%	57%

■ Witnessed some negative behaviour　　▨ Did not witness some negative behaviour
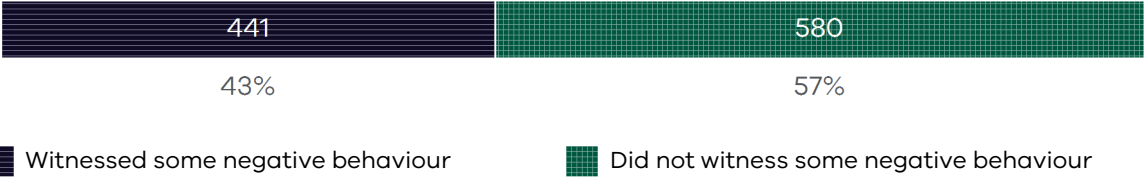
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	60%	57%	71%	77%
Bullying of a colleague	28%	28%	19%	15%
Discrimination against a colleague	14%	16%	10%	9%
Violence or aggression against a colleague	13%	15%	9%	6%
Sexual harassment of a colleague	2%	3%	1%	2%

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

43% of your staff who did the survey witnessed negative behaviour, of which:

- 71% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

441	580
43%	57%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
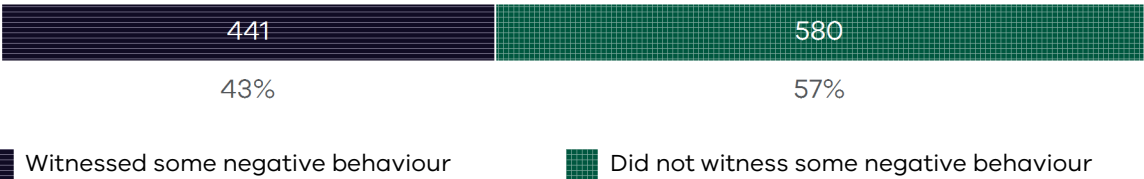
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	71%	71%	71%	71%
Told a manager	48%	42%	42%	40%
Told the person the behaviour was not OK	28%	29%	26%	24%
Spoke to the person who behaved in a negative way	25%	28%	23%	20%
Told a colleague	19%	19%	19%	21%
Submitted a formal complaint	10%	12%	7%	6%
Told human resources	11%	7%	6%	7%
Took no action	4%	6%	7%	7%
Other	-	3%	6%	6%

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People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

How to read this

Under 'Your results', see results for each type of negative behaviour in descending order by most satisfied.

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

Example

38% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

- No
- Don't know
- Yes

Your results

Violence or aggression

35% No | 27% Don't know | 38% Yes

Bullying

68% No | 14% Don't know | 19% Yes

Discrimination

82% No | 9% Don't know | 9% Yes

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Violence or aggression	41%	43%	38%	40%	53%	71%
Bullying	12%	19%	19%	19%	23%	29%
Discrimination	-	-	9%	-	20%	-

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People matter survey

2024

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Public sector values

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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

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

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 90% of your staff who did the survey agreed with 'I can use my skills and knowledge in my job'. In the 'Change from 2023' column, you have a -0% change, which is a neutral trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I can use my skills and knowledge in my job	90%	-0%	93%
Meaningful work	I can make a worthwhile contribution at work	89%	-2%	93%
Meaningful work	I achieve something important through my work	88%	-4%	92%
Job enrichment	I clearly understand what I am expected to do in this job	85%	+2%	89%
Job enrichment	I understand how my job helps my organisation achieve its goals	81%	-3%	90%
Meaningful work	I get a sense of accomplishment from my work	80%	+1%	86%
Manager leadership	My manager treats employees with dignity and respect	79%	-2%	83%
Inclusion	I feel culturally safe at work	77%	+0%	84%
Workgroup support	People in my workgroup work together effectively to get the job done	76%	-2%	79%
Collaboration	I am able to work effectively with others outside my immediate workgroup	75%	-0%	85%

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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 12% 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 -7% change, which is a negative 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	12%	-7%	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	22%	-5%	40%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	24%	-8%	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	29%	-1%	46%
Organisational integrity	I believe the promotion processes in my organisation are fair	31%	-0%	46%
Organisational integrity	I have an equal chance at promotion in my organisation	33%	-6%	47%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	34%	-2%	51%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	35%	-5%	48%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	35%	-1%	48%
Engagement	My organisation motivates me to help achieve its objectives	35%	-5%	60%

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 'Patient safety climate', the 'You 2024' column shows 57% of your staff who did the survey agreed with 'Patient care errors are handled appropriately in my work area'.

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
Patient safety climate	Patient care errors are handled appropriately in my work area	57%	+6%	66%
Collaboration	Workgroups across my organisation willingly share information with each other	48%	+4%	62%
Job enrichment	I have the authority to do my job effectively	70%	+3%	79%
Satisfaction	How satisfied are you with the work/life balance in your current job	61%	+3%	69%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	64%	+3%	72%
Manager support	My manager gives me feedback that helps me improve my performance	63%	+3%	70%
Manager support	I can discuss problems or issues with my manager	75%	+3%	79%
Learning and development	I am developing and learning in my role	67%	+2%	77%
Patient safety climate	This health service does a good job of training new and existing staff	36%	+2%	56%
Workload	The workload I have is appropriate for the job that I do	46%	+2%	59%

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 'Organisational integrity', the 'You 2024' column shows 39% of your staff who did the survey agreed with 'My organisation is committed to earning a high level of public trust'.

In the 'Decrease from 2023' column, you have a 10% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Organisational integrity	My organisation is committed to earning a high level of public trust	39%	-10%	72%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	24%	-8%	44%
Engagement	I feel a strong personal attachment to my organisation	36%	-7%	55%
Taking action	My organisation has made improvements based on the survey results from last year	12%	-7%	32%
Organisational integrity	I have an equal chance at promotion in my organisation	33%	-6%	47%
Organisational integrity	I believe the recruitment processes in my organisation are fair	43%	-6%	60%
Engagement	My organisation inspires me to do the best in my job	35%	-6%	60%
Engagement	My organisation motivates me to help achieve its objectives	35%	-5%	60%
Patient safety climate	Management is driving us to be a safety-centred organisation	51%	-5%	69%
Safety climate	All levels of my organisation are involved in the prevention of stress	22%	-5%	40%

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.

As there are no questions with a positive difference from your comparator, there is no data to show on this page.

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 'Organisational integrity', the 'You 2024' column shows 39% of your staff who did the survey agreed with 'My organisation is committed to earning a high level of public trust'.

The 'Difference' column, shows that agreement for this question was 32% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Organisational integrity	My organisation is committed to earning a high level of public trust	39%	-32%	72%
Engagement	I would recommend my organisation as a good place to work	38%	-27%	65%
Engagement	I am proud to tell others I work for my organisation	43%	-26%	70%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	43%	-25%	68%
Engagement	My organisation motivates me to help achieve its objectives	35%	-25%	60%
Engagement	My organisation inspires me to do the best in my job	35%	-25%	60%
Learning and development	My organisation places a high priority on the learning and development of staff	37%	-23%	60%
Patient safety climate	This health service does a good job of training new and existing staff	36%	-20%	56%
Senior leadership	Senior leaders provide clear strategy and direction	36%	-20%	56%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	24%	-20%	44%

People matter survey

2024

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- Innovation
- Workgroup support
- Safe to speak up

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- Manager support
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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
- Categories
- Primary role

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.
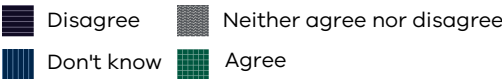
Example

24% 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)

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this year's survey	43% / 33% / 24%	31%	32%	24%	33%	44%	62%
My organisation has made improvements based on the survey results from last year	33% / 33% / 22% / 12%	15%	19%	12%	18%	32%	49%

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People matter survey

2024

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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

- Age, gender, variations in sex characteristics and sexual orientation
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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.

Example

39% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results					

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
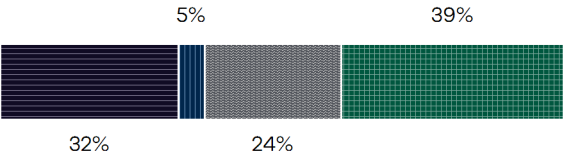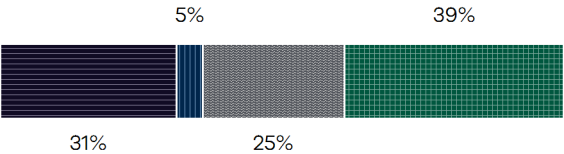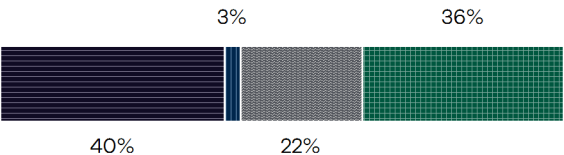
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values (Disagree 32%, Don't know 5%, Neither 24%, Agree 39%)	42%	40%	39%	48%	59%	71%
Senior leaders demonstrate honesty and integrity (Disagree 31%, Don't know 5%, Neither 25%, Agree 39%)	45%	38%	39%	47%	58%	69%
Senior leaders provide clear strategy and direction (Disagree 40%, Don't know 3%, Neither 22%, Agree 36%)	38%	35%	36%	46%	56%	70%

People matter survey

2024

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Key differences

- Highest scoring
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- Biggest positive difference from your comparator
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- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

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:

- 61.6% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 73.7% of staff in your comparator group and 73.8% of staff across the public sector.

Collaboration
- You 2022: 63.3%
- You 2023: 60.0%
- You 2024: **61.6%**
- Comparator 2024: 73.7%
- Public sector 2024: 73.8%

Patient safety climate
- You 2022: 53.1%
- You 2023: 52.0%
- You 2024: **52.9%**
- Comparator 2024: 67.2%
- Public sector 2024: 71.1%

Organisational integrity
- You 2022: 49.5%
- You 2023: 48.4%
- You 2024: **44.5%**
- Comparator 2024: 63.1%
- Public sector 2024: 66.6%

Safety climate
- You 2022: 40.8%
- You 2023: 38.8%
- You 2024: **36.1%**
- Comparator 2024: 51.8%
- Public sector 2024: 57.5%

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

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results					

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

	Benchmark agree results					
	You			**Comparator**		
	2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	70%	69%	65%	75%	81%	88%
My organisation encourages respectful workplace behaviours	61%	60%	57%	68%	76%	81%
My organisation does not tolerate improper conduct	47%	44%	44%	56%	64%	74%
My organisation takes steps to eliminate bullying, harassment and discrimination	45%	44%	43%	53%	60%	69%

Your results bar values:

My organisation encourages employees to act in ways that are consistent with human rights: 11% / 3% / 21% / 65%

My organisation encourages respectful workplace behaviours: 21% / 1% / 21% / 57%

My organisation does not tolerate improper conduct: 29% / 3% / 24% / 44%

My organisation takes steps to eliminate bullying, harassment and discrimination: 30% / 5% / 22% / 43%

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 group's overall, lowest and highest scores with your own.
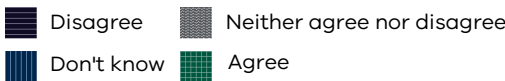
Example
43% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
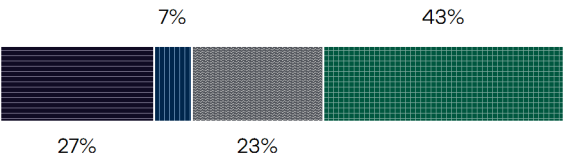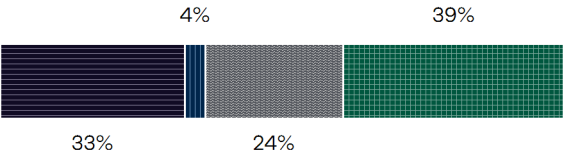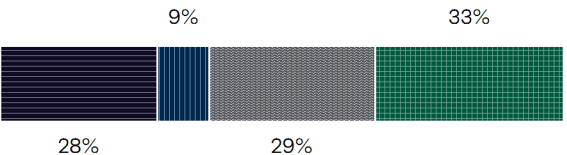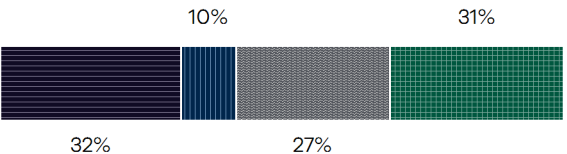
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I believe the recruitment processes in my organisation are fair	27% / 7% / 23% / 43%	47%	49%	43%	51%	60%	68%
My organisation is committed to earning a high level of public trust	33% / 4% / 24% / 39%	55%	49%	39%	60%	72%	86%
I have an equal chance at promotion in my organisation	28% / 9% / 29% / 33%	39%	40%	33%	38%	47%	58%
I believe the promotion processes in my organisation are fair	32% / 10% / 27% / 31%	32%	31%	31%	33%	46%	57%

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 group's overall, lowest and highest scores with your own.

Example
75% 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
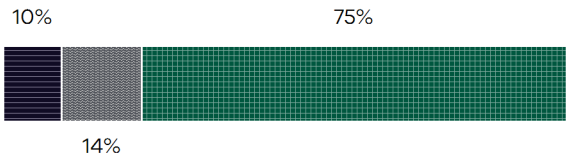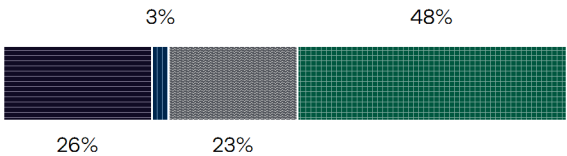
Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	10% / 14% / 75%		76%	76%	75%	80%	85%	89%
Workgroups across my organisation willingly share information with each other	26% / 3% / 23% / 48%		50%	44%	48%	51%	62%	72%

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 group's overall, lowest and highest scores with your own.

Example

63% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Disagree	Neither	Don't know	Agree	2022 (You)	2023 (You)	2024 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
My organisation provides a physically safe work environment	23%	14%		63%	64%	64%	63%	68%	77%	88%
In my workplace, there is good communication about psychological safety issues that affect me	36%	29%		35%	35%	36%	35%	41%	48%	55%
My organisation has effective procedures in place to support employees who may experience stress	35%	22%	8%	35%	41%	39%	35%	43%	48%	55%
Senior leaders consider the psychological health of employees to be as important as productivity	42%	25%		34%	39%	35%	34%	42%	51%	63%

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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 group's overall, lowest and highest scores with your own.

Example

29% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question

Your results

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

Survey question	Disagree	Neither	Don't know	Agree
Senior leaders show support for stress prevention through involvement and commitment	45%	26%	—	29%
All levels of my organisation are involved in the prevention of stress	51%	28%	—	22%

Benchmark agree results
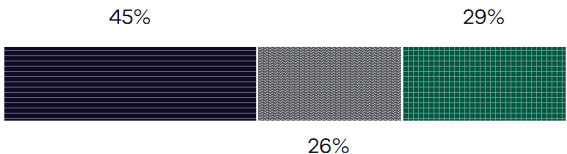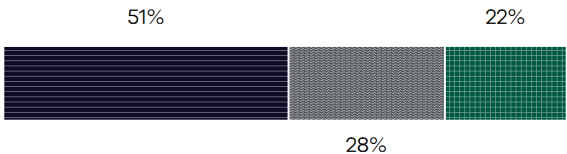
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders show support for stress prevention through involvement and commitment	35%	31%	29%	37%	46%	58%
All levels of my organisation are involved in the prevention of stress	30%	27%	22%	30%	40%	54%

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Organisational climate

Patient safety climate 1 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
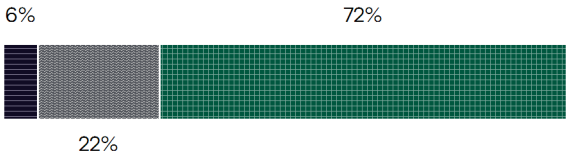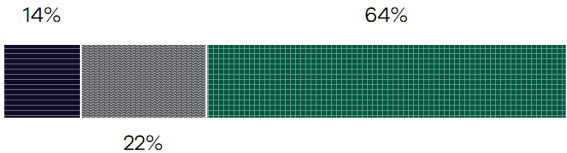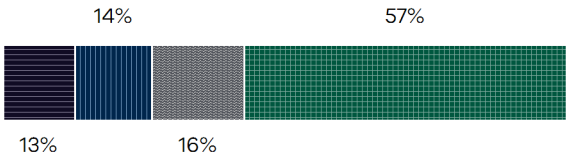
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	6% / 22% / 72%	73%	72%	72%	74%	80%	89%
My suggestions about patient safety would be acted upon if I expressed them to my manager	14% / 22% / 64%	62%	61%	64%	63%	72%	81%
Patient care errors are handled appropriately in my work area	13% / 14% / 16% / 57%	54%	51%	57%	57%	66%	76%
The culture in my work area makes it easy to learn from the errors of others	20% / 28% / 52%	52%	51%	52%	57%	65%	73%

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Organisational climate

Patient safety climate 2 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

51% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
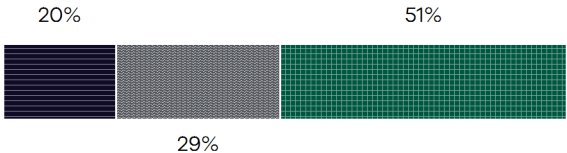
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Management is driving us to be a safety-centred organisation	Disagree 20%, Neither 29%, Agree 51%	54%	56%	51%	61%	69%	82%
Trainees in my discipline are adequately supervised	Disagree 26%, Don't know 10%, Neither 16%, Agree 48%	48%	47%	48%	55%	62%	67%
I would recommend a friend or relative to be treated as a patient here	Disagree 29%, Neither 29%, Agree 43%	46%	44%	43%	56%	68%	85%
This health service does a good job of training new and existing staff	Disagree 36%, Don't know 5%, Neither 24%, Agree 36%	36%	33%	36%	45%	56%	62%
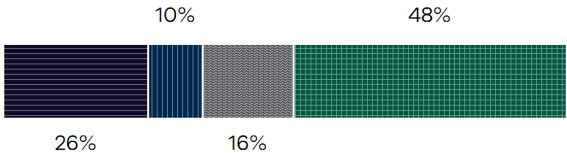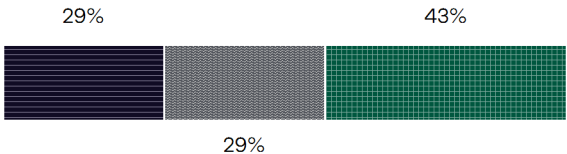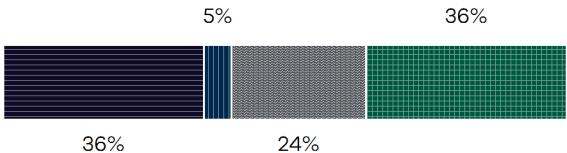
People matter survey 2024

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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

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

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.
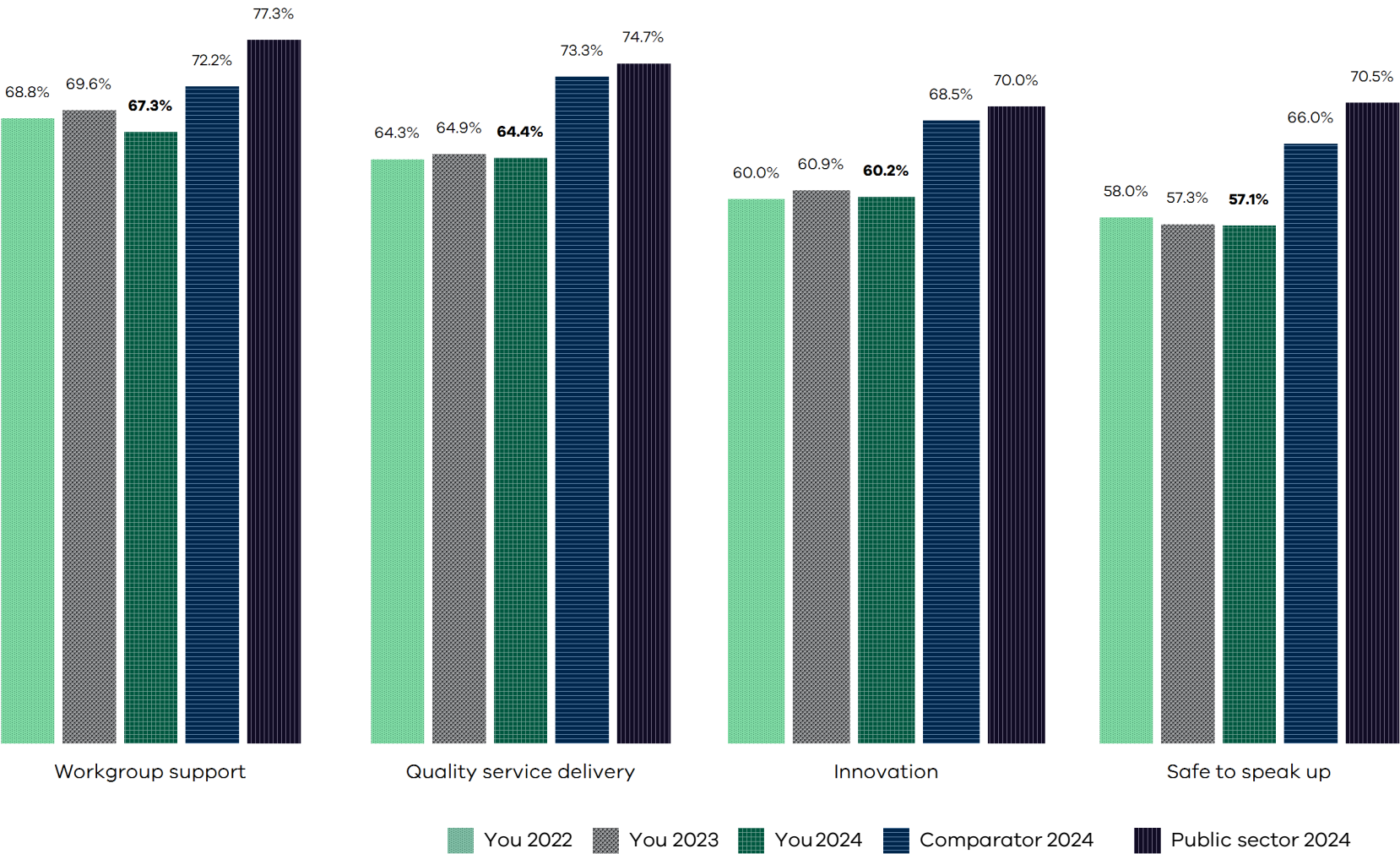
Why this is important

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:

- 67.3% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 72.2% of staff in your comparator group and 77.3% of staff across the public sector.

Workgroup support: You 2022 68.8%, You 2023 69.6%, You 2024 67.3%, Comparator 2024 72.2%, Public sector 2024 77.3%

Quality service delivery: You 2022 64.3%, You 2023 64.9%, You 2024 64.4%, Comparator 2024 73.3%, Public sector 2024 74.7%

Innovation: You 2022 60.0%, You 2023 60.9%, You 2024 60.2%, Comparator 2024 68.5%, Public sector 2024 70.0%

Safe to speak up: You 2022 58.0%, You 2023 57.3%, You 2024 57.1%, Comparator 2024 66.0%, Public sector 2024 70.5%

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 group's overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

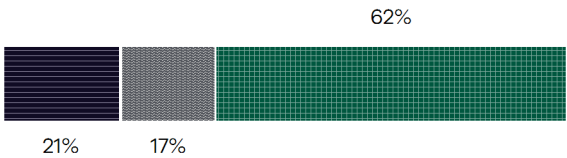| Survey question	Your results							

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

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My workgroup provides high quality advice and services — 70% (Disagree 15%, Neither 15%)	72%	73%	70%	72%	80%	86%
My workgroup has clear lines of responsibility — 64% (Disagree 18%, Neither 18%)	63%	63%	64%	69%	74%	80%
My workgroup acts fairly and without bias — 63% (Disagree 19%, Neither 18%)	62%	62%	63%	64%	69%	77%
My workgroup uses its resources well — 61% (Disagree 20%, Neither 19%)	60%	62%	61%	64%	71%	80%

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 group's overall, lowest and highest scores with your own.

Example

62% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
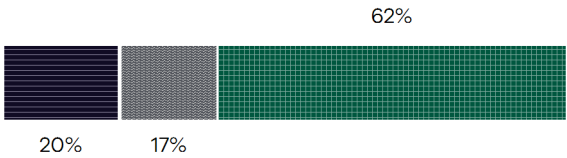
Survey question

Your results

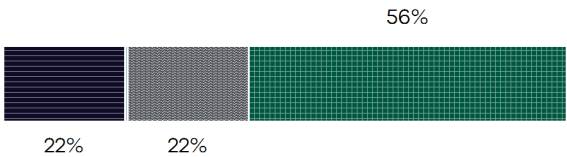**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

Benchmark agree results
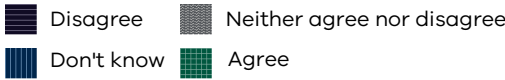
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup learns from failures and mistakes	21% / 17% / 62%	63%	64%	62%	67%	71%	79%
My workgroup is quick to respond to opportunities to do things better	20% / 17% / 62%	60%	62%	62%	63%	69%	77%
My workgroup encourages employee creativity	22% / 22% / 56%	57%	56%	56%	56%	65%	73%

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 group's overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.
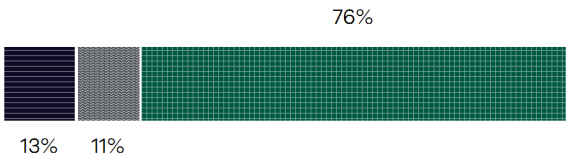
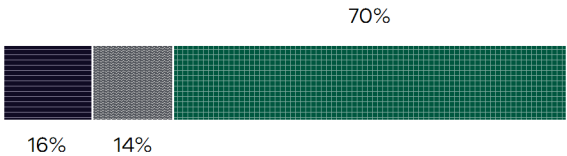| Survey question	Your results						

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
People in my workgroup work together effectively to get the job done — Disagree 13%, Neither 11%, Agree 76%	79%	78%	76%	72%	79%	82%
People in my workgroup treat each other with respect — Disagree 16%, Neither 14%, Agree 70%	73%	73%	70%	68%	76%	81%
People in my workgroup are politically impartial in their work — Disagree 4%, Don't know 7%, Neither 19%, Agree 70%	71%	72%	70%	68%	73%	78%
People in my workgroup are honest, open and transparent in their dealings — Disagree 1%, Neither 20%... 15%, Agree 64%	65%	66%	64%	62%	69%	73%
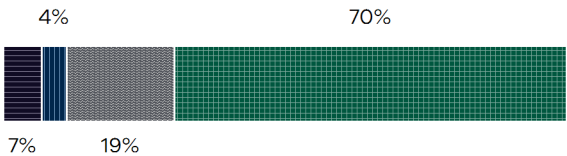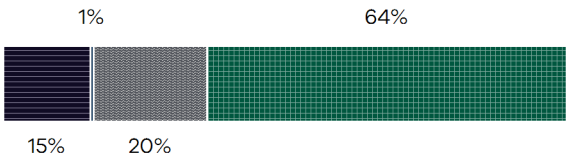
Workgroup climate

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.

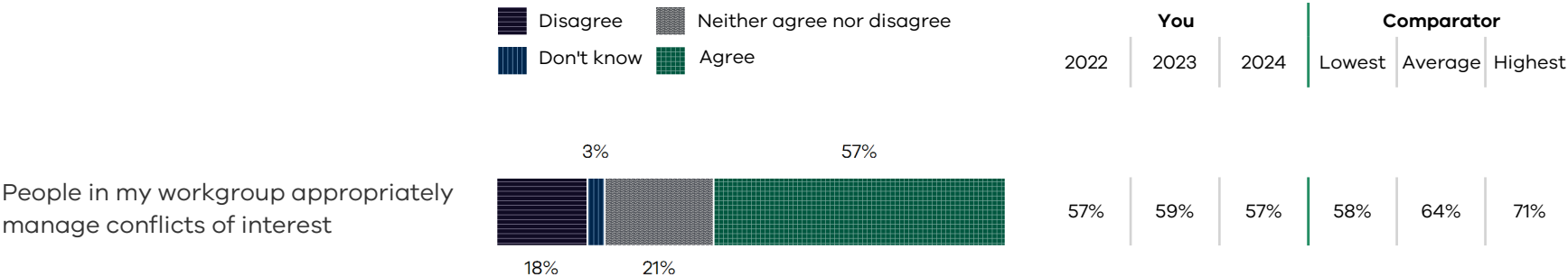Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

57% 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
- Don't know
- Neither agree nor disagree
- Agree

People in my workgroup appropriately manage conflicts of interest

3% | 57%

18% | 21%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	57%	59%	57%	58%	64%	71%

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 group's overall, lowest and highest scores with your own.

Example

60% 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'.
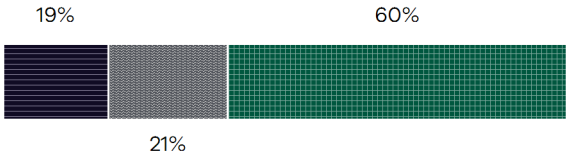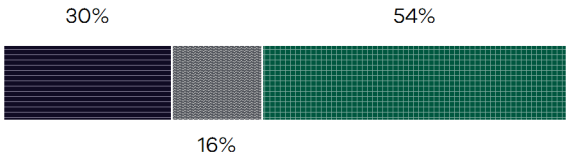
Survey question	Your results	Benchmark agree results

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	19% / 21% / 60%	60%	60%	60%	60%	67%	73%
I feel safe to challenge inappropriate behaviour at work	30% / 16% / 54%	56%	55%	54%	60%	65%	71%

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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
- Burnout levels
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

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
- Patient 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
- Categories
- Primary role

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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.
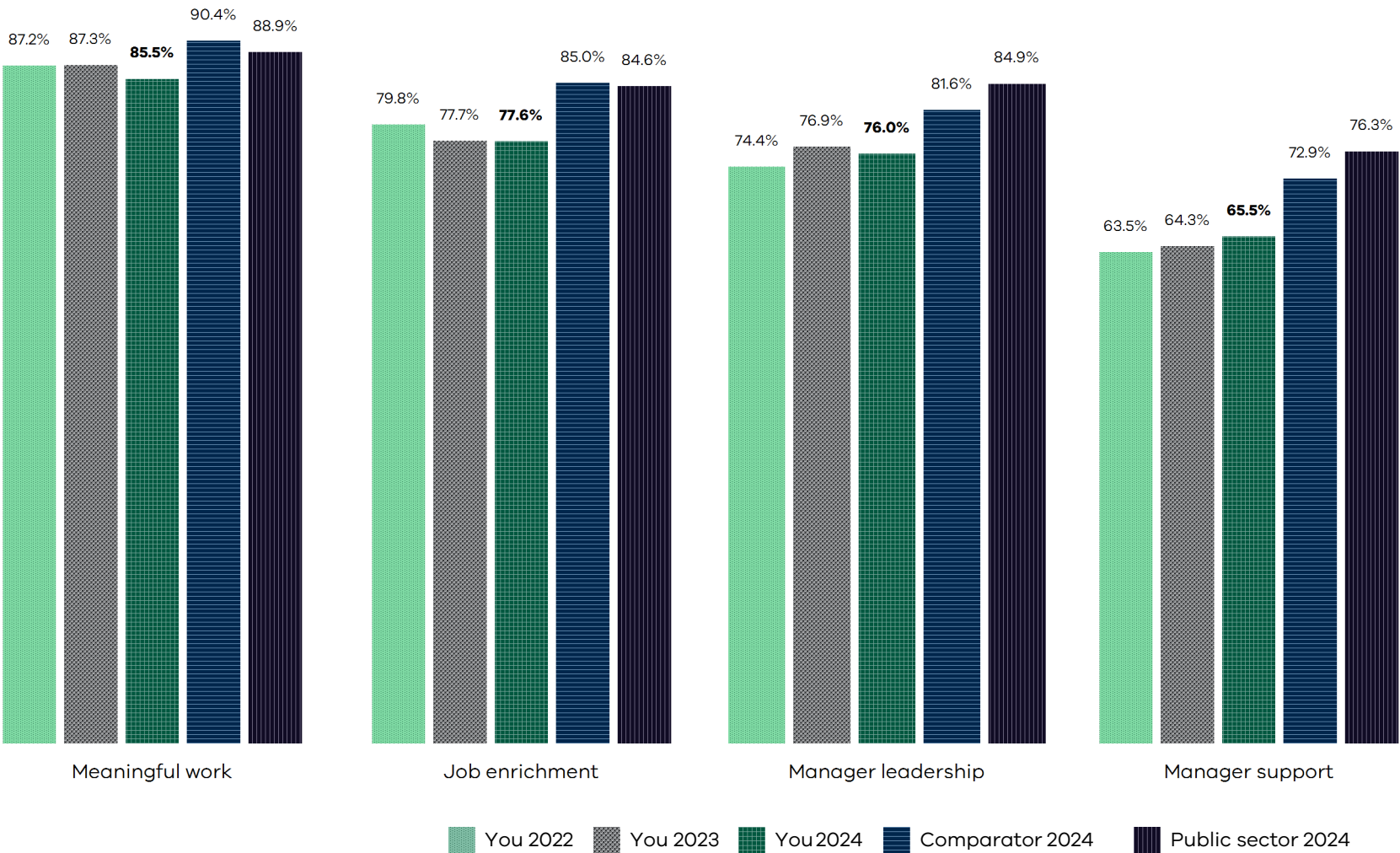
Example

In 2024:

- 85.5% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 90.4% of staff in your comparator group and 88.9% of staff across the public sector.

Meaningful work
- 87.2%
- 87.3%
- 85.5%
- 90.4%
- 88.9%

Job enrichment
- 79.8%
- 77.7%
- 77.6%
- 85.0%
- 84.6%

Manager leadership
- 74.4%
- 76.9%
- 76.0%
- 81.6%
- 84.9%

Manager support
- 63.5%
- 64.3%
- 65.5%
- 72.9%
- 76.3%

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

Job and manager factors

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.

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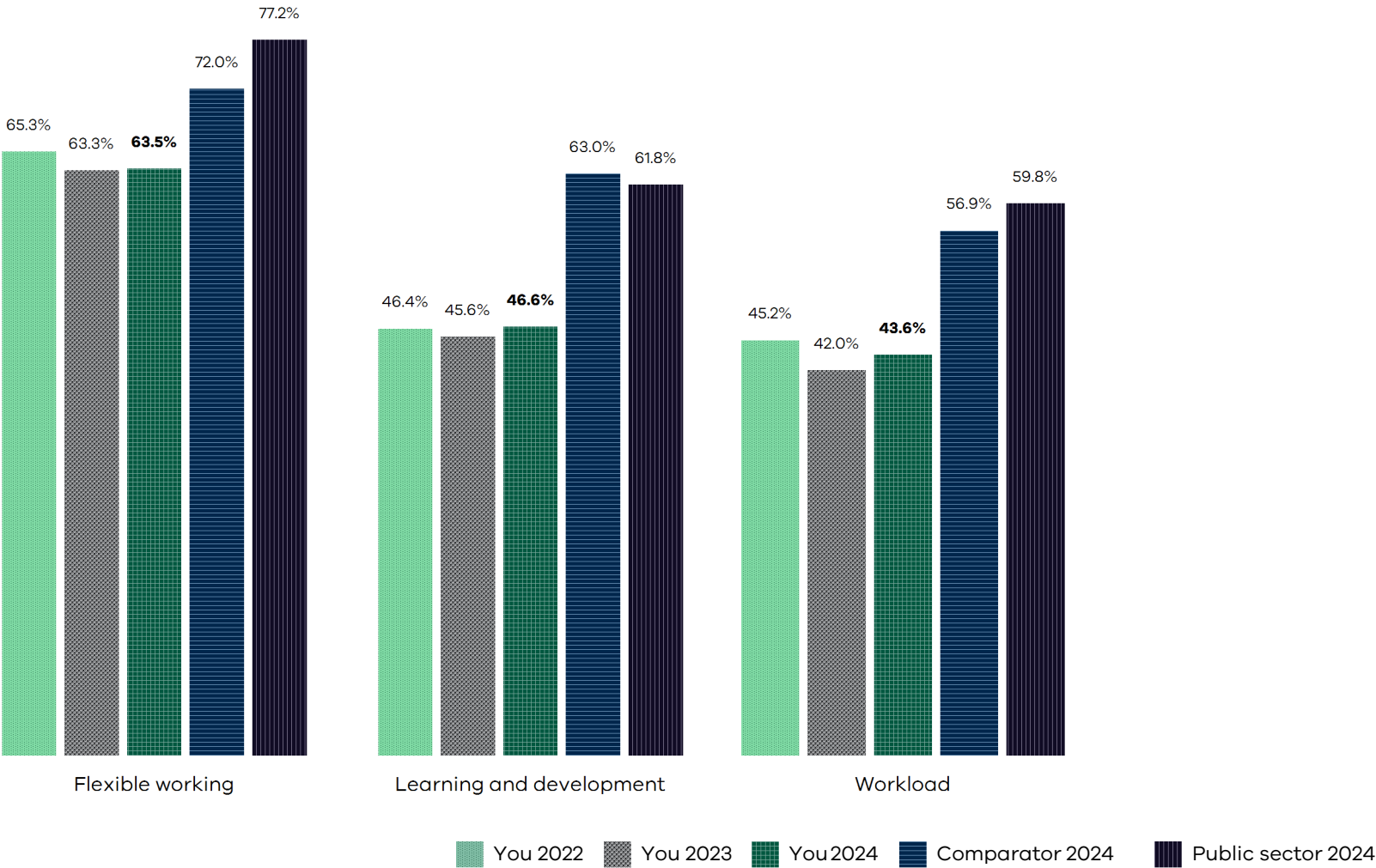
Example

In 2024:

- 63.5% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 72.0% of staff in your comparator group and 77.2% of staff across the public sector.

Chart showing positive response percentages for three factors:

Flexible working: You 2022 = 65.3%, You 2023 = 63.3%, You 2024 = 63.5%, Comparator 2024 = 72.0%, Public sector 2024 = 77.2%

Learning and development: You 2022 = 46.4%, You 2023 = 45.6%, You 2024 = 46.6%, Comparator 2024 = 63.0%, Public sector 2024 = 61.8%

Workload: You 2022 = 45.2%, You 2023 = 42.0%, You 2024 = 43.6%, Comparator 2024 = 56.9%, Public sector 2024 = 59.8%

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

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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 group's overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

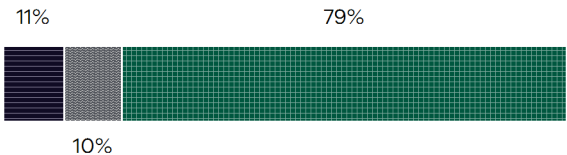Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	11% / 10% / 79%	77%	81%	79%	76%	83%	88%
My manager demonstrates honesty and integrity	12% / 13% / 75%	75%	76%	75%	75%	81%	86%
My manager models my organisation's values	11% / 15% / 74%	71%	73%	74%	72%	80%	86%

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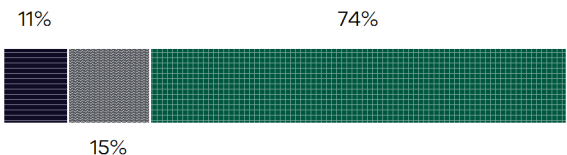
Job and manager factors

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 group's overall, lowest and highest scores with your own.
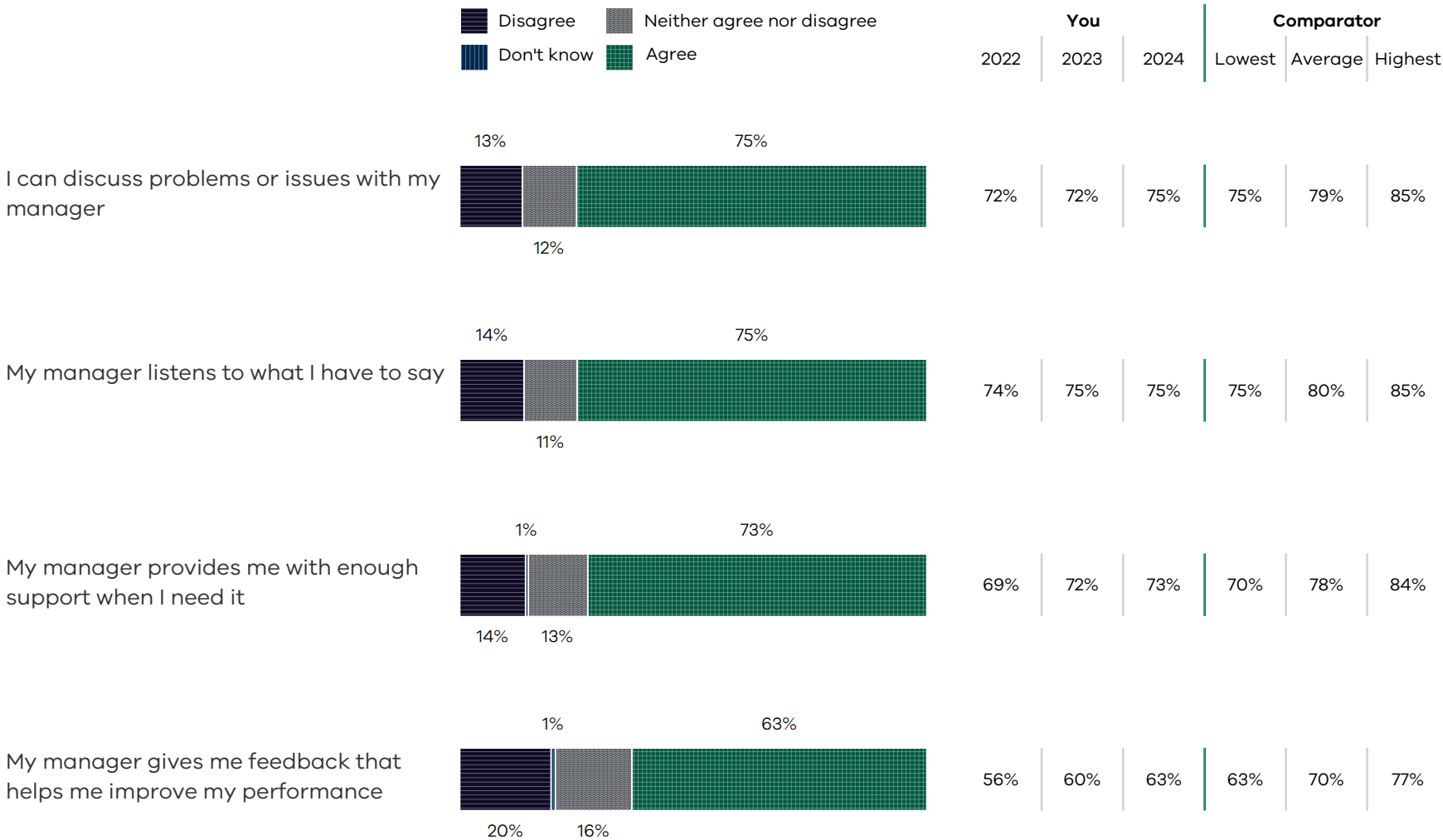
Example

75% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

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 can discuss problems or issues with my manager	13% / 12% / 75%	72%	72%	75%	75%	79%	85%
My manager listens to what I have to say	14% / 11% / 75%	74%	75%	75%	75%	80%	85%
My manager provides me with enough support when I need it	1% / 14% / 13% / 73%	69%	72%	73%	70%	78%	84%
My manager gives me feedback that helps me improve my performance	1% / 20% / 16% / 63%	56%	60%	63%	63%	70%	77%

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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 group's overall, lowest and highest scores with your own.
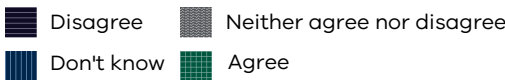
Example

42% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
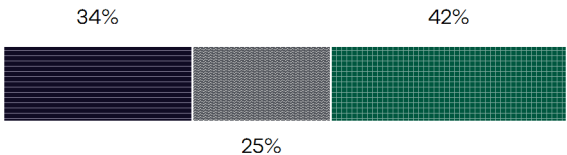
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Your results

I receive meaningful recognition when I do good work

- 34% (Disagree)
- 25% (Neither agree nor disagree)
- 42% (Agree)

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
45%	42%	42%		48%	58%	68%

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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 group's overall, lowest and highest scores with your own.
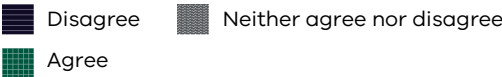
Example

46% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
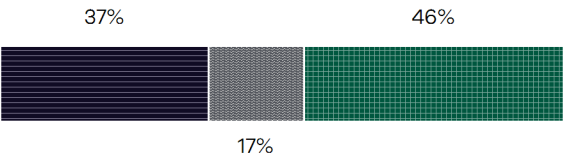
Disagree Neither agree nor disagree
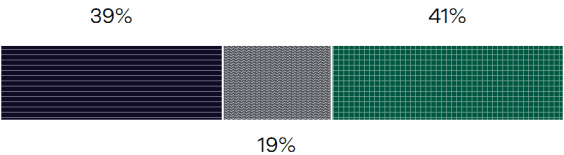
Agree

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest

The workload I have is appropriate for the job that I do

37% 17% 46%

| 48% | 44% | 46% | 54% | 59% | 69% |

I have enough time to do my job effectively

39% 19% 41%

| 42% | 40% | 41% | 48% | 55% | 65% |

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.
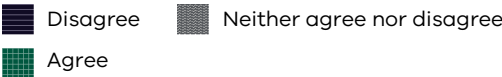
Example

67% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.
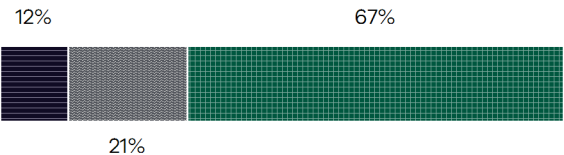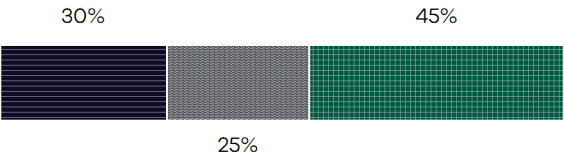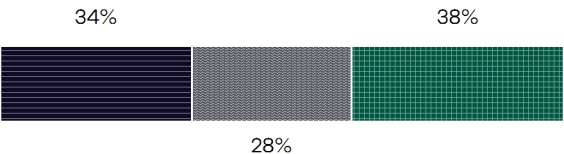
Survey question	Your results					

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 am developing and learning in my role — 12% / 21% / 67%	66%	64%	67%	70%	77%	81%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — 30% / 25% / 45%	41%	44%	45%	53%	63%	71%
I am satisfied with the opportunities to progress in my organisation — 34% / 28% / 38%	40%	37%	38%	42%	53%	65%
My organisation places a high priority on the learning and development of staff — 38% / 24% / 37%	39%	37%	37%	51%	60%	72%
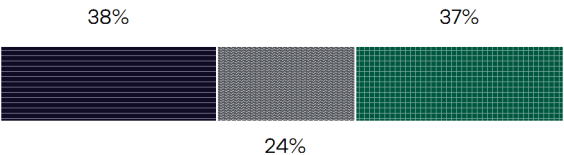
Job and manager factors

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 group's overall, lowest and highest scores with your own.
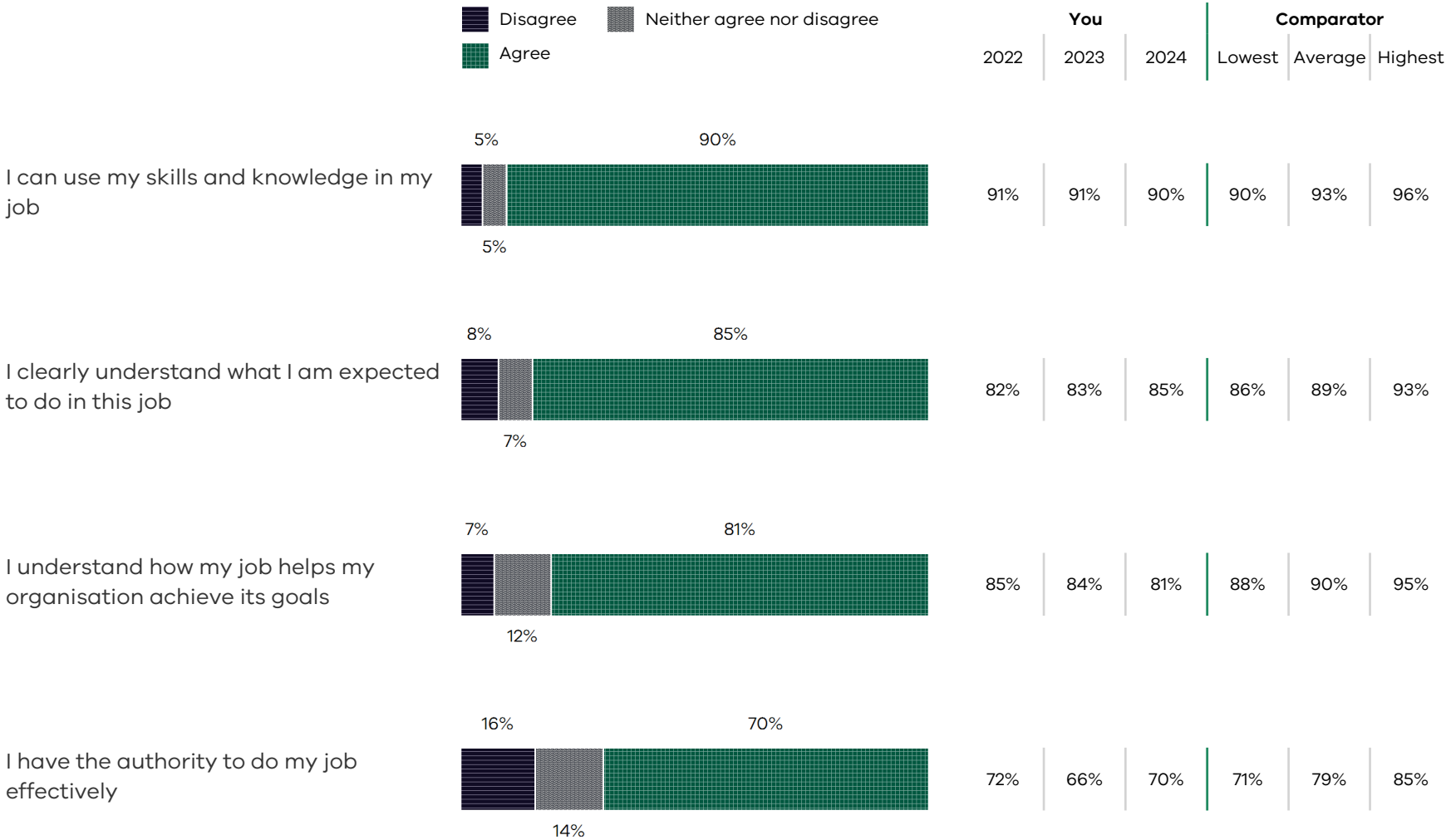
Example

90% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
I can use my skills and knowledge in my job (Disagree 5%, Neither 5%, Agree 90%)	91%	91%	90%	90%	93%	96%
I clearly understand what I am expected to do in this job (Disagree 8%, Neither 7%, Agree 85%)	82%	83%	85%	86%	89%	93%
I understand how my job helps my organisation achieve its goals (Disagree 7%, Neither 12%, Agree 81%)	85%	84%	81%	88%	90%	95%
I have the authority to do my job effectively (Disagree 16%, Neither 14%, Agree 70%)	72%	66%	70%	71%	79%	85%

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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 group's overall, lowest and highest scores with your own.
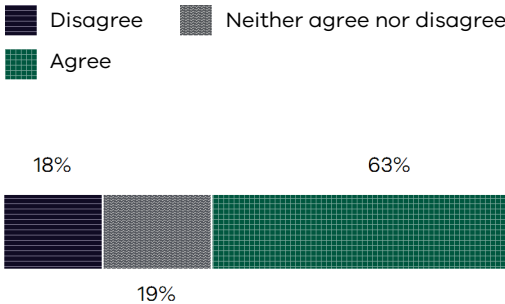
Example

63% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Disagree   Neither agree nor disagree
Agree

I have a say in how I do my work

18%   63%
19%

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
68%	65%	63%	67%	75%	79%

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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 group's overall, lowest and highest scores with your own.
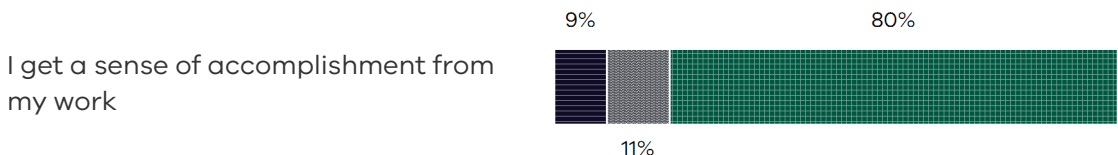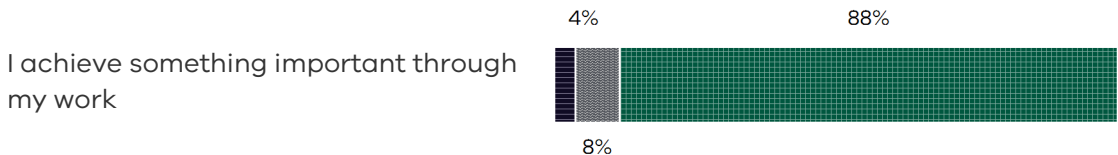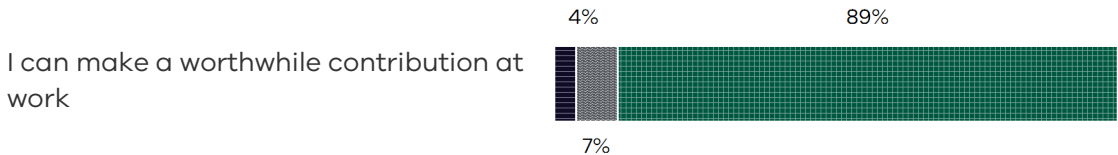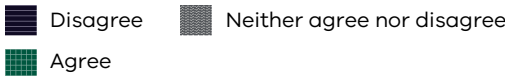
Example

89% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results						

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work (Disagree 4%, Agree 89%, Neither 7%)	91%	91%	89%	89%	93%	97%
I achieve something important through my work (Disagree 4%, Agree 88%, Neither 8%)	91%	92%	88%	89%	92%	96%
I get a sense of accomplishment from my work (Disagree 9%, Agree 80%, Neither 11%)	80%	79%	80%	82%	86%	91%

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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 group's overall, lowest and highest scores with your own.
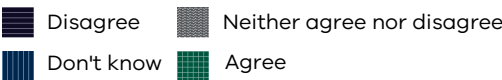
Example

72% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
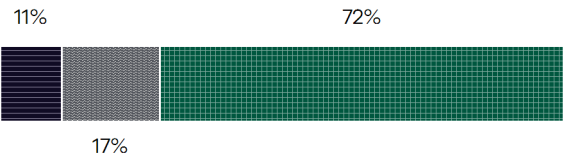
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	11% / 17% / 72%	73%	73%	72%	71%	78%	85%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	26% / 19% / 55%	58%	54%	55%	60%	66%	74%

Victorian Public Sector Commission

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People matter survey

2024

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Victorian Public Sector Commission

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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:

- 70.3% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 79.6% of staff in your comparator group and 82.2% of staff across the public sector.

Responsiveness: You 2022 72.2%, You 2023 72.5%, You 2024 70.3%, Comparator 2024 79.6%, Public sector 2024 82.2%

Human rights: You 2022 70.6%, You 2023 69.9%, You 2024 66.8%, Comparator 2024 80.0%, Public sector 2024 81.6%

Impartiality: You 2022 66.5%, You 2023 67.1%, You 2024 66.2%, Comparator 2024 71.2%, Public sector 2024 75.2%

Accountability: You 2022 65.7%, You 2023 65.3%, You 2024 65.1%, Comparator 2024 75.8%, Public sector 2024 76.1%

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

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.
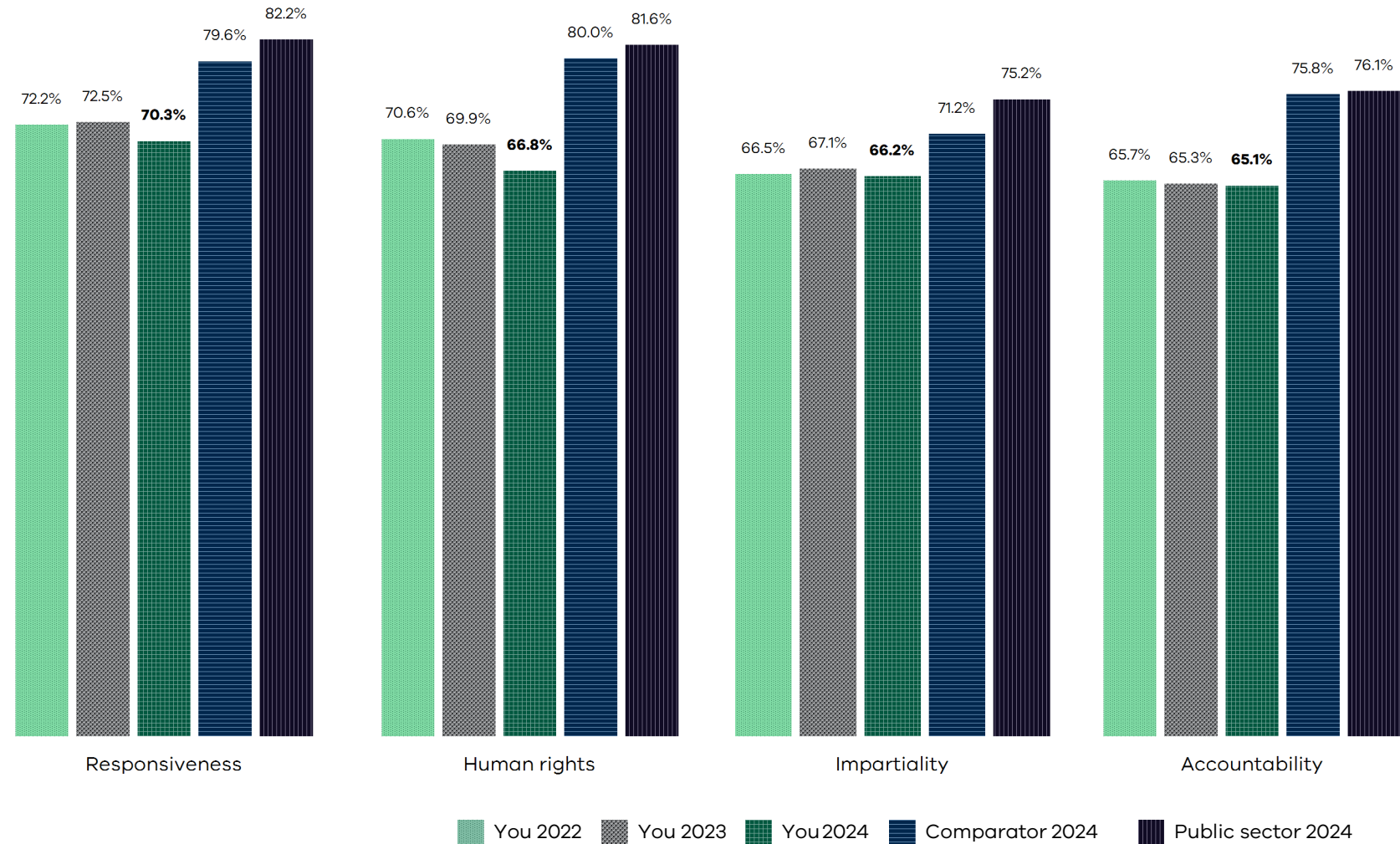
Why this is important

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.
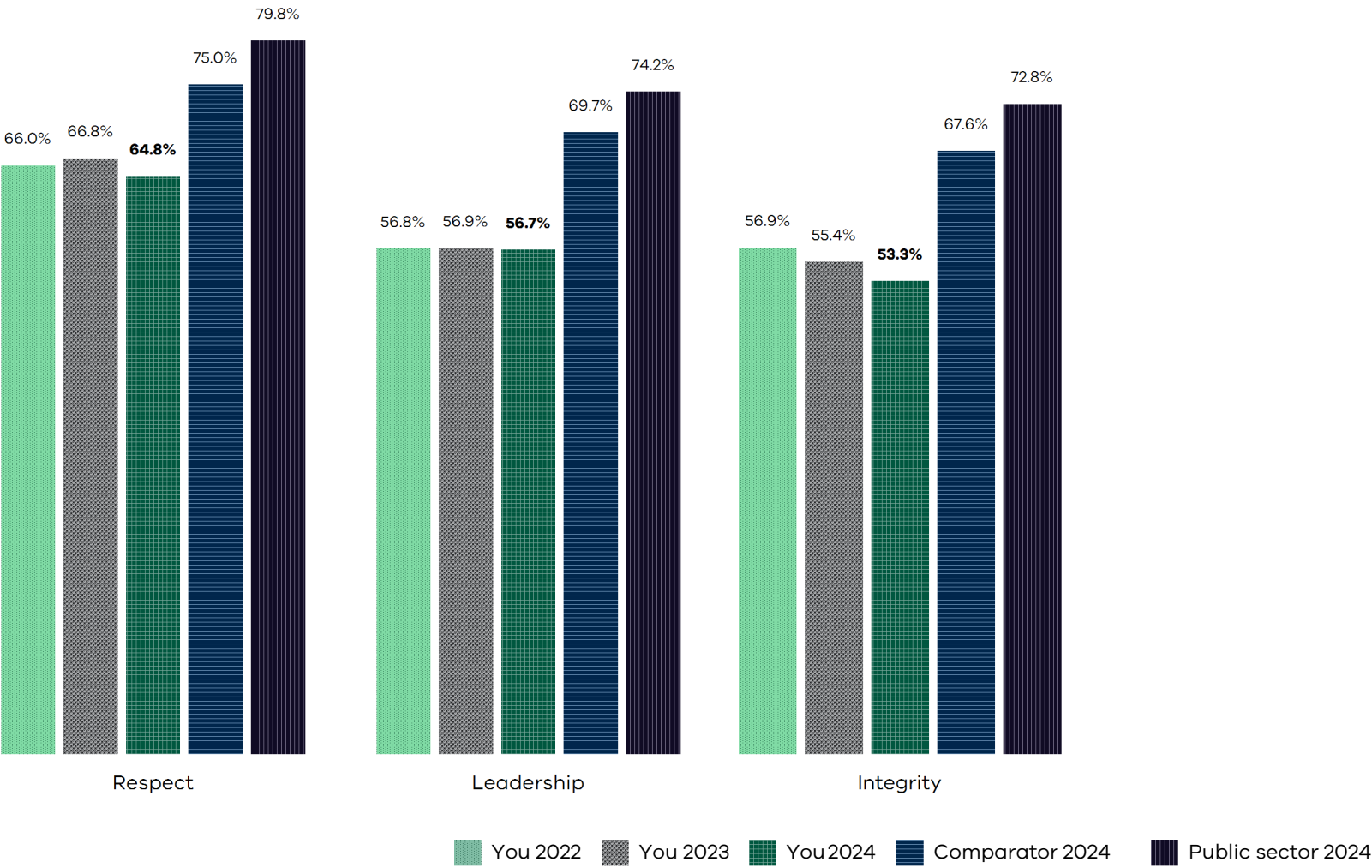
Example

In 2024:

- 64.8% of your staff who did the survey responded positively to questions about Respect.

Compared to:

- 75.0% of staff in your comparator group and 79.8% of staff across the public sector.

Chart data:

Value	You 2022	You 2023	You 2024	Comparator 2024	Public sector 2024
Respect	66.0%	66.8%	64.8%	75.0%	79.8%
Leadership	56.8%	56.9%	56.7%	69.7%	74.2%
Integrity	56.9%	55.4%	53.3%	67.6%	72.8%

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

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 group's overall, lowest and highest scores with your own.
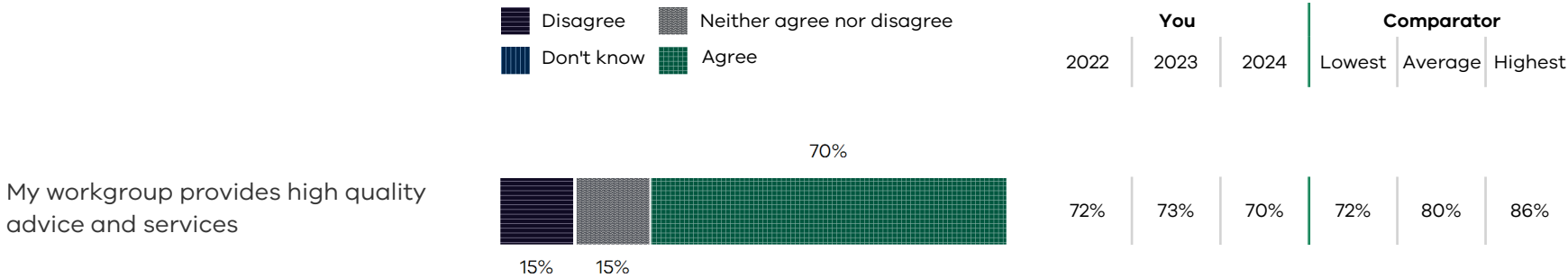
Example

70% 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

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	15% / 15% / 70%	72%	73%	70%	72%	80%	86%

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.

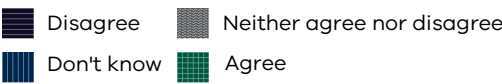Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
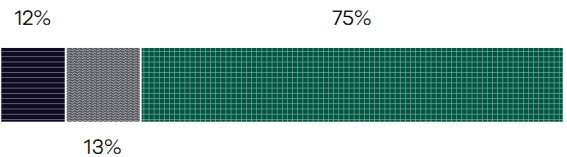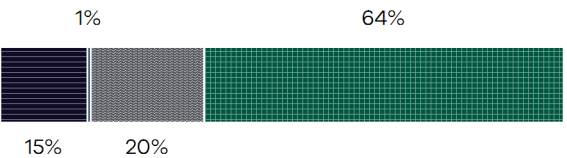
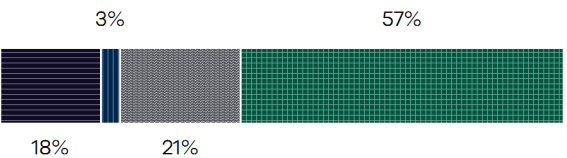| Survey question	Your results						

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	75%	76%	75%	75%	81%	86%
People in my workgroup are honest, open and transparent in their dealings	65%	66%	64%	62%	69%	73%
People in my workgroup appropriately manage conflicts of interest	57%	59%	57%	58%	64%	71%
I feel safe to challenge inappropriate behaviour at work	56%	55%	54%	60%	65%	71%

Your results (bar chart percentages):

- My manager demonstrates honesty and integrity: Disagree 12%, Neither agree nor disagree 13%, Agree 75%
- People in my workgroup are honest, open and transparent in their dealings: Disagree 15%, Neither agree nor disagree 20%, Agree 64% (1%)
- People in my workgroup appropriately manage conflicts of interest: Disagree 18%, Neither agree nor disagree 21%, Agree 57% (3%)
- I feel safe to challenge inappropriate behaviour at work: Disagree 30%, Neither agree nor disagree 16%, Agree 54%
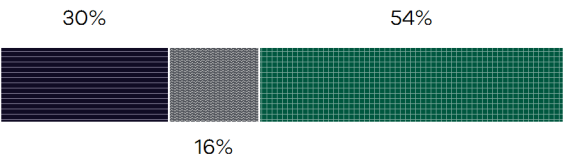
Public sector values

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 group's overall, lowest and highest scores with your own.
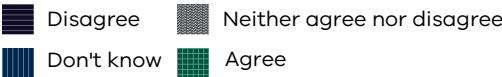
Example

44% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
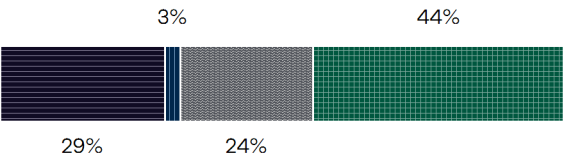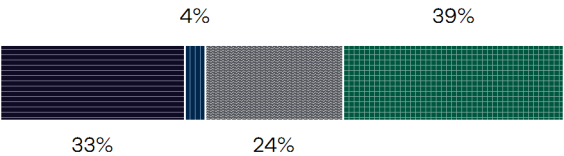
Survey question	Your results							

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct (Disagree 29%, Don't know 3%, Neither 24%, Agree 44%)	47%	44%	44%	56%	64%	74%
My organisation is committed to earning a high level of public trust (Disagree 33%, Don't know 4%, Neither 24%, Agree 39%)	55%	49%	39%	60%	72%	86%
Senior leaders demonstrate honesty and integrity (Disagree 31%, Don't know 5%, Neither 25%, Agree 39%)	45%	38%	39%	47%	58%	69%
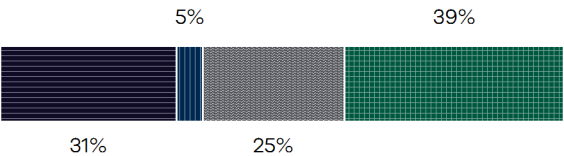
Public sector values

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 group's overall, lowest and highest scores with your own.
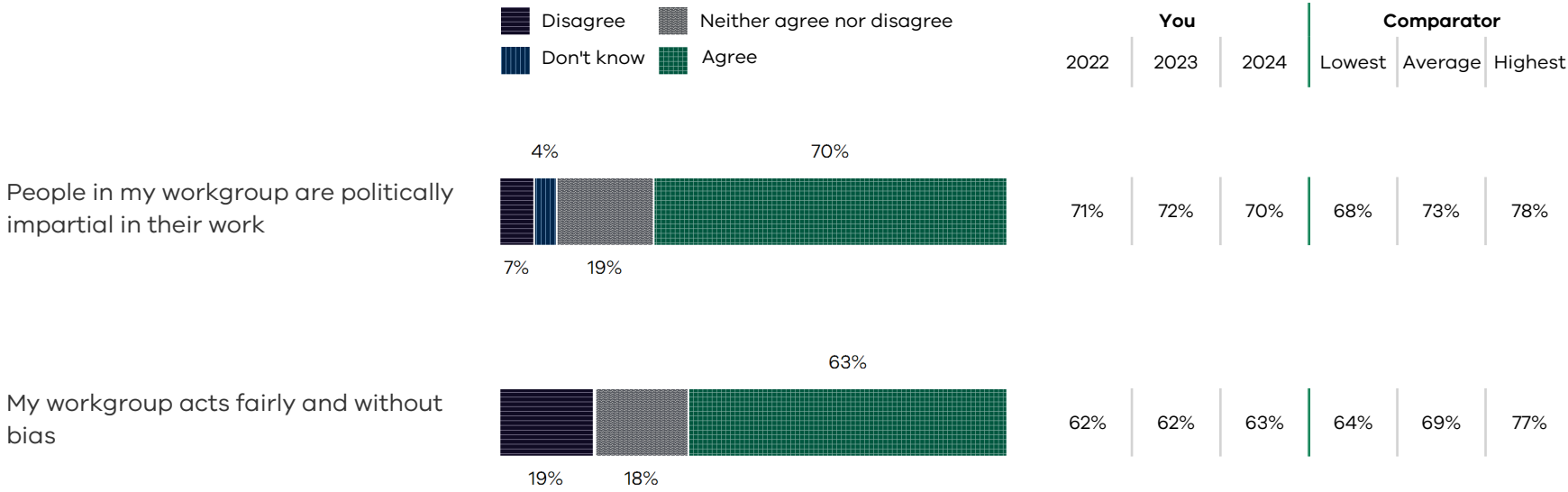
Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results						

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	7% / 4% / 19% / 70%	71%	72%	70%	68%	73%	78%
My workgroup acts fairly and without bias	19% / 18% / 63%	62%	62%	63%	64%	69%	77%

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.
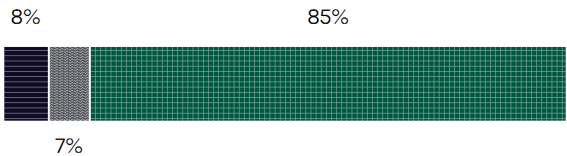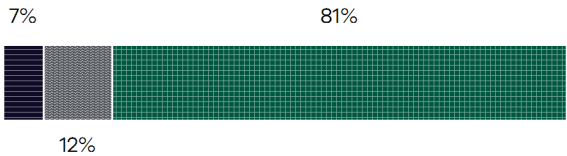
Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
I clearly understand what I am expected to do in this job	82%	83%	85%	86%	89%	93%
I understand how my job helps my organisation achieve its goals	85%	84%	81%	88%	90%	95%
My workgroup has clear lines of responsibility	63%	63%	64%	69%	74%	80%
My workgroup uses its resources well	60%	62%	61%	64%	71%	80%
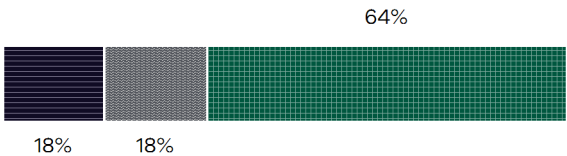
Your results (chart values):
- I clearly understand what I am expected to do in this job: 8% Disagree, 7% Neither agree nor disagree, 85% Agree
- I understand how my job helps my organisation achieve its goals: 7% Disagree, 12% Neither agree nor disagree, 81% Agree
- My workgroup has clear lines of responsibility: 18% Disagree, 18% Neither agree nor disagree, 64% Agree
- My workgroup uses its resources well: 20% Disagree, 19% Neither agree nor disagree, 61% Agree

Victorian Public Sector Commission

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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.

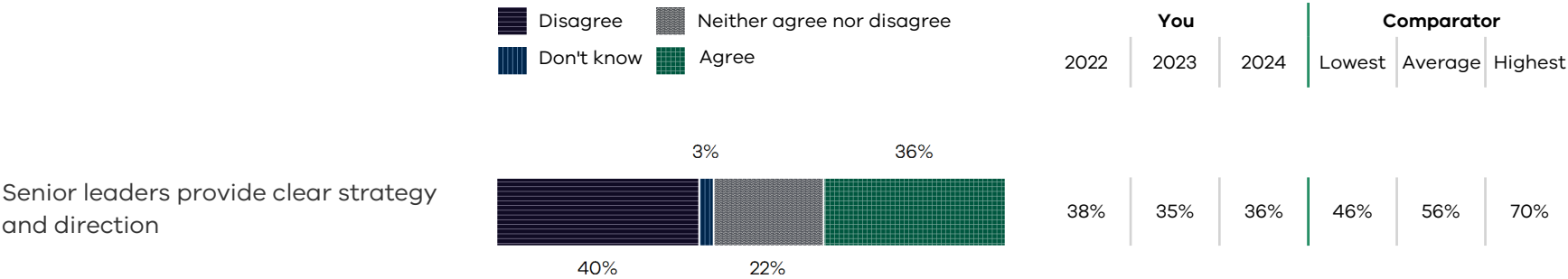Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

36% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

- 40% Disagree
- 3% Don't know
- 22% Neither agree nor disagree
- 36% Agree

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
38%	35%	36%	46%	56%	70%

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
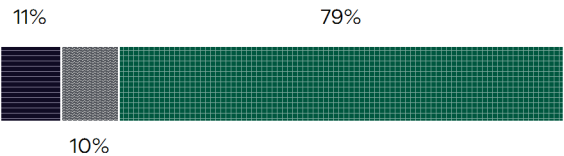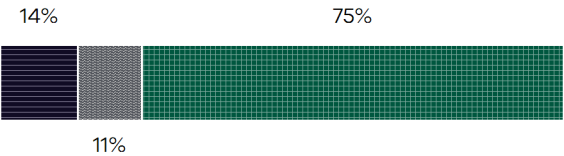
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	11% / 10% / 79%	77%	81%	79%	76%	83%	88%
My manager listens to what I have to say	14% / 11% / 75%	74%	75%	75%	75%	80%	85%
People in my workgroup treat each other with respect	16% / 14% / 70%	73%	73%	70%	68%	76%	81%
My organisation encourages respectful workplace behaviours	21% / 1% / 21% / 57%	61%	60%	57%	68%	76%	81%

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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 group's overall, lowest and highest scores with your own.

Example

43% 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
- Don't know
- Neither agree nor disagree
- Agree

My organisation takes steps to eliminate bullying, harassment and discrimination

5% | 43%
30% | 22%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	45%	44%	43%	53%	60%	69%

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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 group's overall, lowest and highest scores with your own.
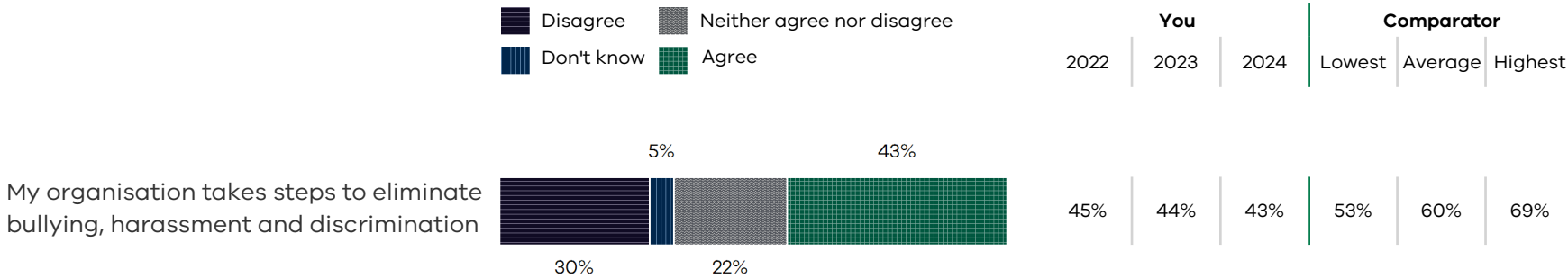
Example

74% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
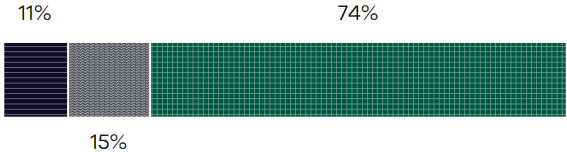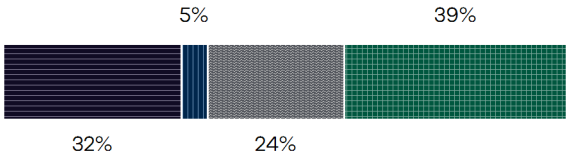
Survey question	Your results		You			Comparator		
		2022	2023	2024		Lowest	Average	Highest
My manager models my organisation's values	11% / 15% / 74%	71%	73%	74%		72%	80%	86%
Senior leaders model my organisation's values	32% / 5% / 24% / 39%	42%	40%	39%		48%	59%	71%

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Your results

	Disagree	Neither agree nor disagree
	Don't know	Agree

Benchmark agree results
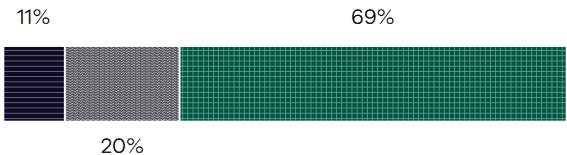
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
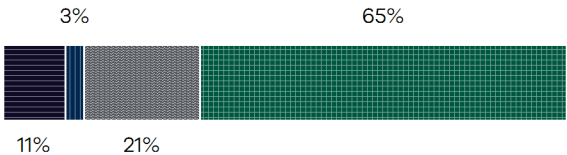
Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	11% / 20% / 69%	71%	71%	69%	74%	79%	87%
My organisation encourages employees to act in ways that are consistent with human rights	11% / 3% / 21% / 65%	70%	69%	65%	75%	81%	88%

People matter survey 2024

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- Flexible working

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- 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
- Categories
- Primary role

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 group's overall, lowest and highest scores with your own.

Example
75% 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'.

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
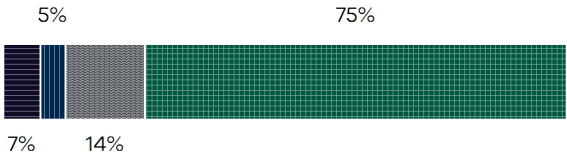
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	5% / 7% / 14% / 75%	Not asked	75%	75%	78%	83%	88%
I am proud to work in the public sector	14% / 22% / 64%	Not asked	Not asked	64%	77%	82%	91%
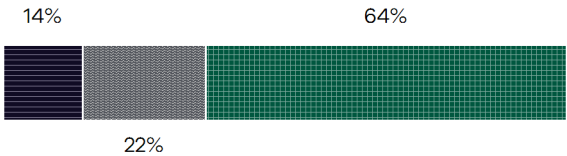
People matter survey

2024

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- 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
- Burnout levels
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

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
- Patient 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
- Categories
- Primary role

Victorian Public Sector Commission

VICTORIA State Government

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
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Age	(n)	%
15-34 years	251	25%
35-54 years	516	51%
55+ years	171	17%
Prefer not to say	83	8%

Gender	(n)	%
Woman	758	74%
Man	166	16%
Prefer not to say	89	9%
Non-binary and I use a different term	8	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	0%
No	930	91%
Prefer not to say	88	9%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	1	0%
No	913	89%
Don't know	26	3%
Prefer not to say	81	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	768	75%
Prefer not to say	170	17%
Asexual	33	3%
Gay or lesbian	17	2%
Bisexual	16	2%
I use a different term	8	1%
Don't know	5	0%
Pansexual	4	0%

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	14	1%
Non Aboriginal and/or Torres Strait Islander	937	92%
Prefer not to say	70	7%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	9	64%
No	2	14%
Don't know	3	21%
Prefer not to say	0	0%

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	51	5%
No	894	88%
Prefer not to say	76	7%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	29	57%
No	18	35%
Prefer not to say	4	8%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	7	39%
I feel that sharing my disability information will reflect negatively on me	6	33%
I do not require any adjustments to be made to perform my role	3	17%
Other	2	11%

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

Each table shows the breakdown of responses from your survey.

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Country of birth	(n)	%
Born in Australia	853	84%
Not born in Australia	91	9%
Prefer not to say	77	8%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	36	44%
Hindi	11	13%
Punjabi	9	11%
Arabic	4	5%
Cantonese	4	5%
Italian	4	5%
Malayalam	4	5%
Spanish	4	5%
Tamil	4	5%
Mandarin	3	4%
Filipino	2	2%
Sinhalese	2	2%

Language other than English used with family or community	(n)	%
Yes	82	8%
No	871	85%
Prefer not to say	68	7%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Tagalog	2	2%
Telugu	2	2%
Urdu	2	2%
Auslan	1	1%
Australian Indigenous Language	1	1%
Greek	1	1%
Persian	1	1%
Gujarati	0	0%
Macedonian	0	0%
Turkish	0	0%
Vietnamese	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

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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Cultural identity	(n)	%
Australian	808	79%
Prefer not to say	94	9%
English, Irish, Scottish and/or Welsh	71	7%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	43	4%
South Asian	26	3%
Aboriginal and/or Torres Strait Islander	17	2%
East and/or South-East Asian	14	1%
African	8	1%
New Zealander	8	1%
Central Asian	5	0%
Other	5	0%
Central and/or South American	3	0%
Maori	1	0%
Middle Eastern	1	0%
North American	1	0%
Pacific Islander	1	0%

Religion	(n)	%
No religion	549	54%
Christianity	278	27%
Prefer not to say	129	13%
Other	34	3%
Hinduism	12	1%
Buddhism	9	1%
Islam	5	0%
Sikhism	5	0%
Judaism	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

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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Working arrangement	(n)	%
Full-Time	434	43%
Part-Time	587	57%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	344	35%
$80k to $120k	368	37%
$120k to $160k	94	10%
$160k to $200k	12	1%
$200k or more	33	3%
Prefer not to say	138	14%

Organisational tenure	(n)	%
<1 year	127	12%
1 to less than 2 years	105	10%
2 to less than 5 years	269	26%
5 to less than 10 years	189	19%
10 to less than 20 years	228	22%
More than 20 years	103	10%

Management responsibility	(n)	%
Non-manager	847	83%
Other manager	118	12%
Manager of other manager(s)	56	5%

Employment type	(n)	%
Ongoing and executive	865	85%
Fixed term	107	10%
Other	49	5%

Frontline worker	(n)	%
Yes	727	71%
No	294	29%

Demographics

Employment characteristics 2 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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Primary workplace location over the last 3 months	(n)	%
Large regional city	517	51%
Rural	362	35%
Other	138	14%
Melbourne: Suburbs	3	0%
Melbourne CBD	1	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	312	31%
A frontline or service delivery location	633	62%
Home or private location	54	5%
A shared office space (where two or more organisations share the same workspace)	82	8%
Isolated or remote location/s where access to communications and help from others is difficult	13	1%
Other	71	7%

Flexible work	(n)	%
Part-time	359	35%
I do not use any flexible work arrangements	335	33%
Shift swap	243	24%
Flexible start and finish times	175	17%
Working from an alternative location (e.g. home, hub/shared work space)	121	12%
Study leave	105	10%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	91	9%
Working more hours over fewer days	53	5%
Other	17	2%
Job sharing	16	2%
Purchased leave	13	1%

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	710	70%
Flexible working arrangements	219	21%
Physical modifications or improvements to the workplace	96	9%
Career development support strategies	35	3%
Job redesign or role sharing	23	2%
Other	16	2%
Accessible communications technologies	14	1%

Why did you make this request?	(n)	%
Work-life balance	115	37%
Health	105	34%
Caring responsibilities	96	31%
Family responsibilities	96	31%
Other	45	14%
Study commitments	25	8%
Disability	13	4%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	203	65%
The adjustments I needed were not made	69	22%
The adjustments I needed were made but the process was unsatisfactory	39	13%

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

Each table shows the breakdown of responses from your survey.
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Caring responsibilities	(n)	%
None of the above	**333**	33%
Primary school aged child(ren)	**239**	23%
Secondary school aged child(ren)	**199**	19%
Child(ren) - younger than preschool age	**137**	13%
Prefer not to say	**108**	11%
Preschool aged child(ren)	**93**	9%
Frail or aged person(s)	**92**	9%
Person(s) with a medical condition	**65**	6%
Person(s) with a mental illness	**56**	5%
Person(s) with disability	**51**	5%
Other	**29**	3%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing employees	421	41%
Management, Administration and Corporate support	226	22%
Allied health - therapy discipline	159	16%
Medical employees	57	6%
Support services	54	5%
Other health and social care	47	5%
Allied health - science discipline	30	3%
Allied health - assistant	17	2%
Community development	5	0%
Lived experience specific worker	3	0%
Counselling	1	0%
Pastoral / spiritual care	1	0%

Demographics

Primary role

What is this
This shows the primary role of your staff.

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

How to read this
Each demographic area shows the breakdown of responses from your survey results.

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

How we protect anonymity and privacy
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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	691	68%
Community-based services	144	14%
Corporate services	90	9%
Mental health care services	89	9%
Residential aged care services	7	1%
Prison-based services	0	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	183	18%
Aged care	18	2%
Critical care	35	3%
Drug and alcohol	1	0%
Emergency	89	9%
Maternity care	41	4%
Medical	87	9%
Mental health	109	11%
Mixed medical/surgical	26	3%
Neonatal care	12	1%
Palliative care	4	0%
Paediatrics	30	3%
Peri-operative	71	7%
Rehabilitation	49	5%
Surgical	49	5%
Other	217	21%

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