People Matter Survey 2024

Have your say

Barwon Health
2024 people matter survey results report

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

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that live the public sector values.

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 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.

Overview

Result summary

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, 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

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.

Victorian
Public Sector
Commission

VICTORIA
State
Government

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

Senior leadership	Organisation climate	Workgroup climate	Job and manager	Outcomes
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Collaboration • Safety climate • Patient safety climate	• Quality service delivery • Innovation • Workgroup support • Safe to speak up	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Flexible working	• Engagement • Satisfaction • Wellbeing - work-related stress • Wellbeing - job related affect • Intention to stay • Acting on negative behaviours • Inclusion

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Albury Wodonga Health

Bairnsdale Regional Health Service

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	
24%	
(2142)	
Comparator	32%
Public Sector	42%

2024	
24%	
(2217)	
Comparator	35%
Public Sector	44%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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	
65		**66**	
Comparator	66	Comparator	65
Public Sector	68	Public Sector	69

Victorian Public Sector Commission

VICTORIA State Government

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 66.

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

71% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
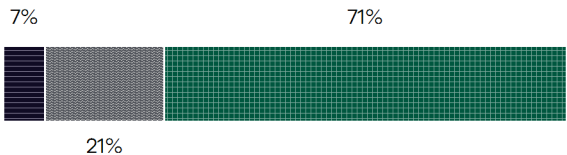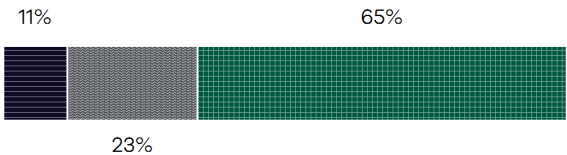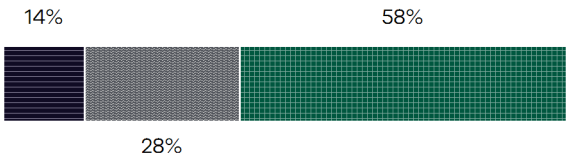
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▤ Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	7%	21%	71%	70%	70%	71%	43%	67%	83%
I would recommend my organisation as a good place to work	11%	23%	65%	64%	64%	65%	38%	62%	78%
My organisation inspires me to do the best in my job	14%	28%	58%	54%	58%	58%	35%	58%	74%
My organisation motivates me to help achieve its objectives	14%	28%	58%	54%	57%	58%	35%	58%	74%
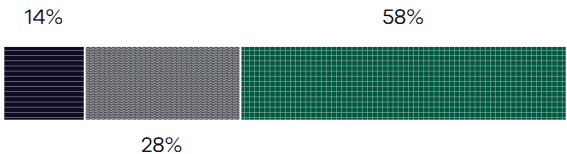
Victorian Public Sector Commission

VICTORIA State Government

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 66.

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.
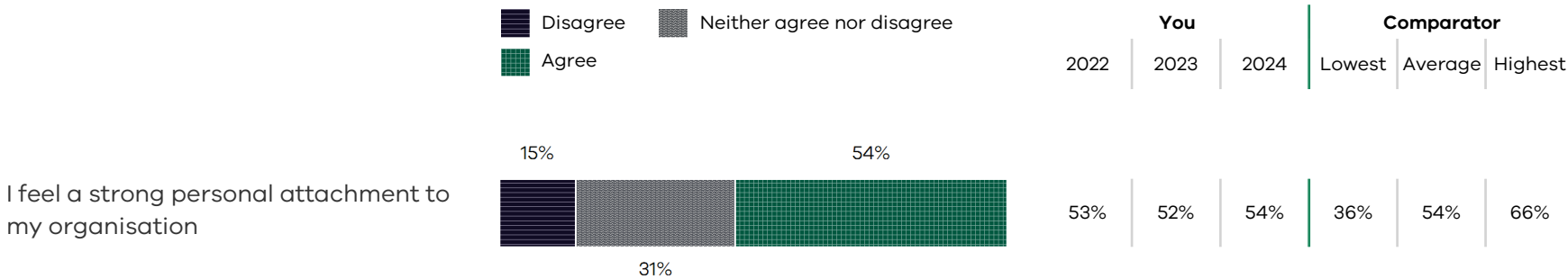
Example

54% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

I feel a strong personal attachment to my organisation

15% 54%

31%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
53%	52%	54%	36%	54%	66%

Victorian Public Sector Commission

VICTORIA State Government

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.
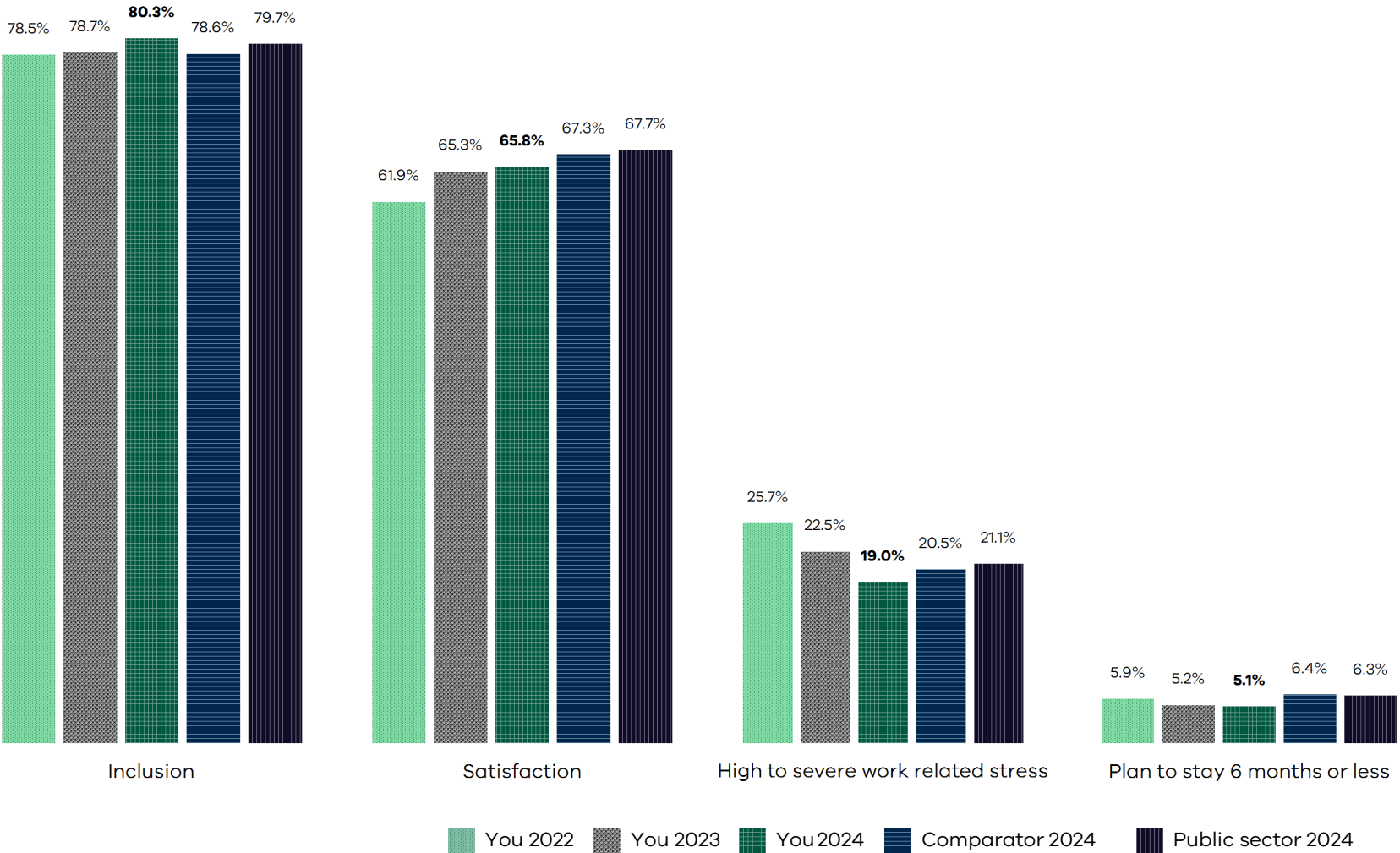
Example

In 2024:

- 80.3% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 78.6% of staff in your comparator group and 79.7% of staff across the public sector.

Chart data:

Inclusion: You 2022: 78.5%, You 2023: 78.7%, You 2024: **80.3%**, Comparator 2024: 78.6%, Public sector 2024: 79.7%

Satisfaction: You 2022: 61.9%, You 2023: 65.3%, You 2024: **65.8%**, Comparator 2024: 67.3%, Public sector 2024: 67.7%

High to severe work related stress: You 2022: 25.7%, You 2023: 22.5%, You 2024: **19.0%**, Comparator 2024: 20.5%, Public sector 2024: 21.1%

Plan to stay 6 months or less: You 2022: 5.9%, You 2023: 5.2%, You 2024: **5.1%**, Comparator 2024: 6.4%, Public sector 2024: 6.3%

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

72% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
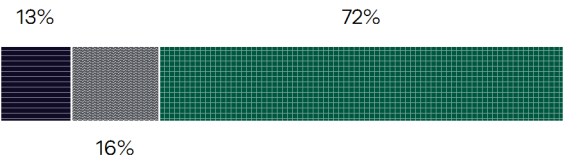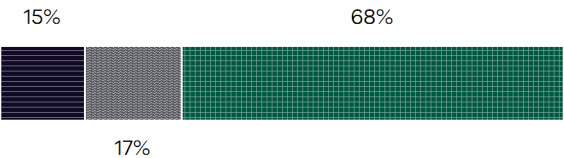
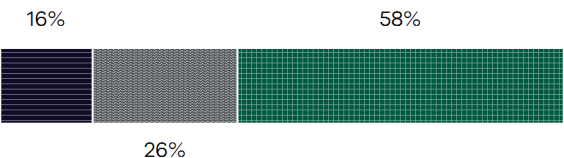| Survey question	Your results	Benchmark satisfied results

Legend:
- Dissatisfied (dark navy)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	13% / 16% / 72%	68%	72%	72%	59%	72%	80%
How satisfied are you with the work/life balance in your current job	15% / 17% / 68%	63%	68%	68%	61%	69%	77%
How satisfied are you with your career development within your current organisation	16% / 26% / 58%	55%	57%	58%	47%	60%	70%

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

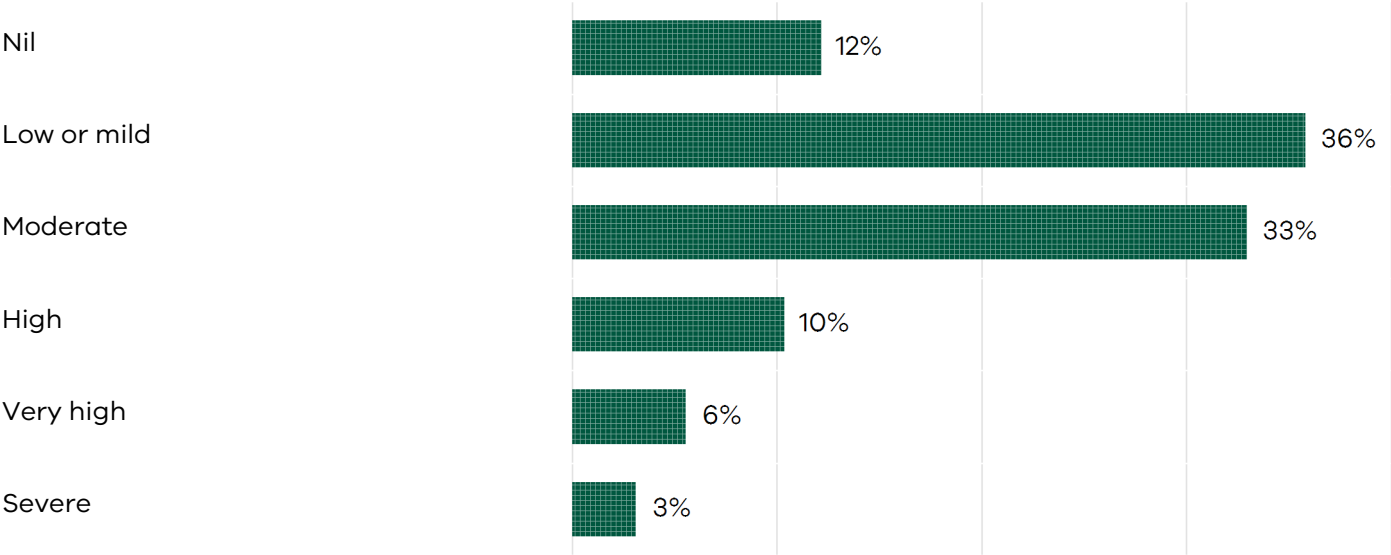In this survey we asked staff to tell us their stress level.

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.
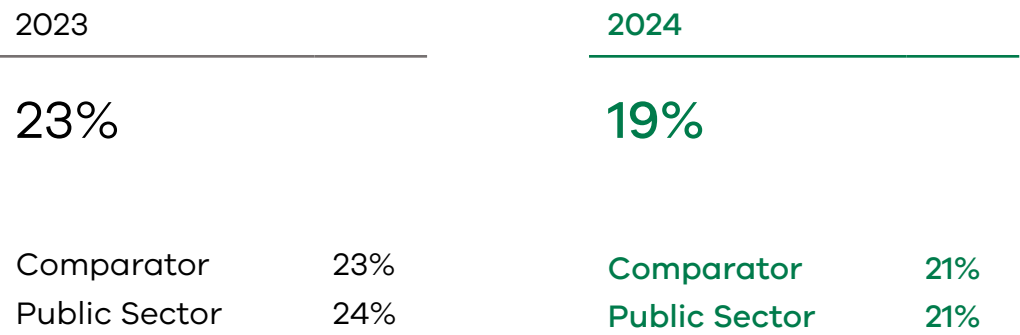
Example

19% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 21% 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)

Level	Percentage
Nil	12%
Low or mild	36%
Moderate	33%
High	10%
Very high	6%
Severe	3%

Reported levels of high to severe stress

2023		2024	
23%		**19%**	
Comparator	23%	Comparator	21%
Public Sector	24%	Public Sector	21%

Victorian Public Sector Commission

VICTORIA State Government

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

88% of your staff who did the survey said they experienced mild to severe stress. Of that 88%, 53% said the top reason was 'Workload' .

1947	270
88%	12%

■ 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	50%	53%	51%	48%
Time pressure	39%	39%	40%	41%
Dealing with clients, patients or stakeholders	17%	17%	18%	18%
Other	15%	14%	15%	13%
Competing home and work responsibilities	16%	14%	13%	13%
Technology or equipment	11%	13%	9%	8%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	14%	13%	15%	13%
Organisation or workplace change	10%	12%	10%	12%
Management of work (e.g. supervision, training, information, support)	13%	12%	13%	12%
Content, variety, or difficulty of work	11%	11%	10%	11%

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.
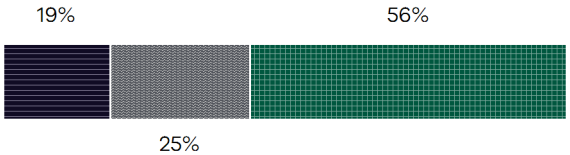
Example

56% 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

The amount of stress in my job is manageable

19%   56%
25%

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
Not asked	Not asked	56%		48%	59%	69%

Victorian Public Sector Commission

VICTORIA State Government

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

34% of your staff who did the survey said they felt burnout at work.
Of that 34%, 48% 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' .

749	1467
34%	66%

■ Experienced some burnout   ▦ Did not experience any burnout
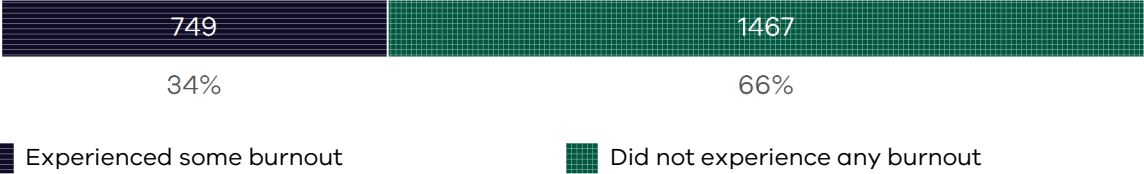
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	48%	48%	47%	49%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	24%	23%	23%	21%
I enjoy my work. I have no symptoms of burnout	17%	18%	19%	20%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	7%	7%	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	4%	4%	4%	3%

Victorian Public Sector Commission

VICTORIA State Government

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	5%	5%	6%	6%
Over 6 months and up to 1 year	8%	8%	8%	9%
Over 1 year and up to 3 years	21%	22%	21%	24%
Over 3 years and up to 5 years	15%	17%	16%	16%
Over 5 years	50%	49%	48%	45%

People outcomes

Inclusion question results

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

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

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

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

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
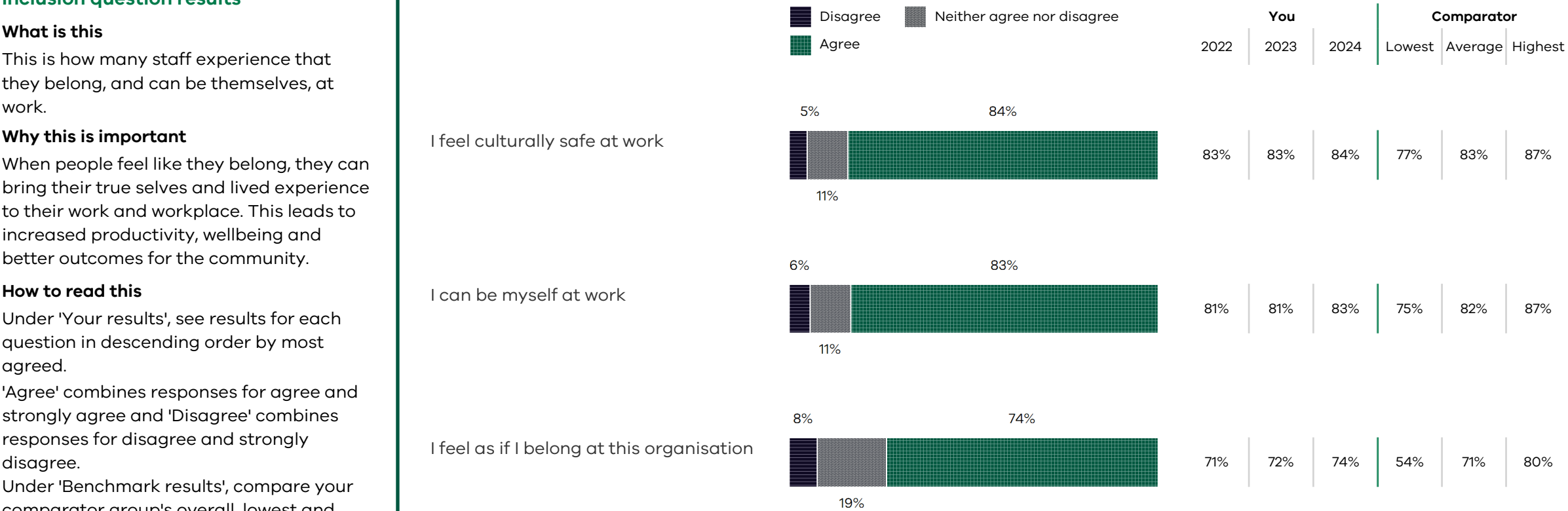
Example
84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Legend: Disagree   Neither agree nor disagree   Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	5% / 11% / 84%	83%	83%	84%	77%	83%	87%
I can be myself at work	6% / 11% / 83%	81%	81%	83%	75%	82%	87%
I feel as if I belong at this organisation	8% / 19% / 74%	71%	72%	74%	54%	71%	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

9% 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	576	1641
	26%	74%

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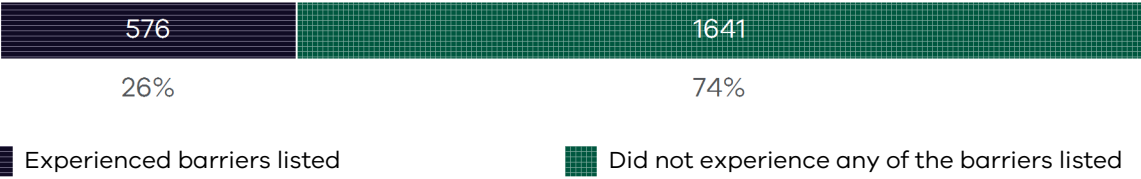
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	9%	9%	8%	7%
My mental health	8%	7%	7%	7%
My flexible working	7%	6%	6%	6%
My age	7%	6%	7%	7%
My physical health	5%	4%	5%	4%
My sex	4%	3%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

Victorian Public Sector Commission

VICTORIA State Government

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

11% 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

605	1612
27%	73%
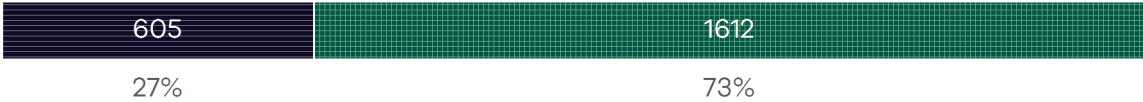
■ Witnessed barriers listed   ■ Did not witness barriers listed

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	14%	11%	10%	9%
Caring responsibilities	11%	10%	8%	7%
Mental health	8%	8%	8%	7%
Age	7%	6%	5%	6%
Cultural background	5%	5%	6%	5%
Sex	5%	5%	4%	5%
Physical health	4%	4%	4%	4%
Race	3%	3%	4%	3%
Disability	2%	2%	2%	2%
Gender identity	2%	2%	1%	2%

Victorian Public Sector Commission

VICTORIA State Government

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.
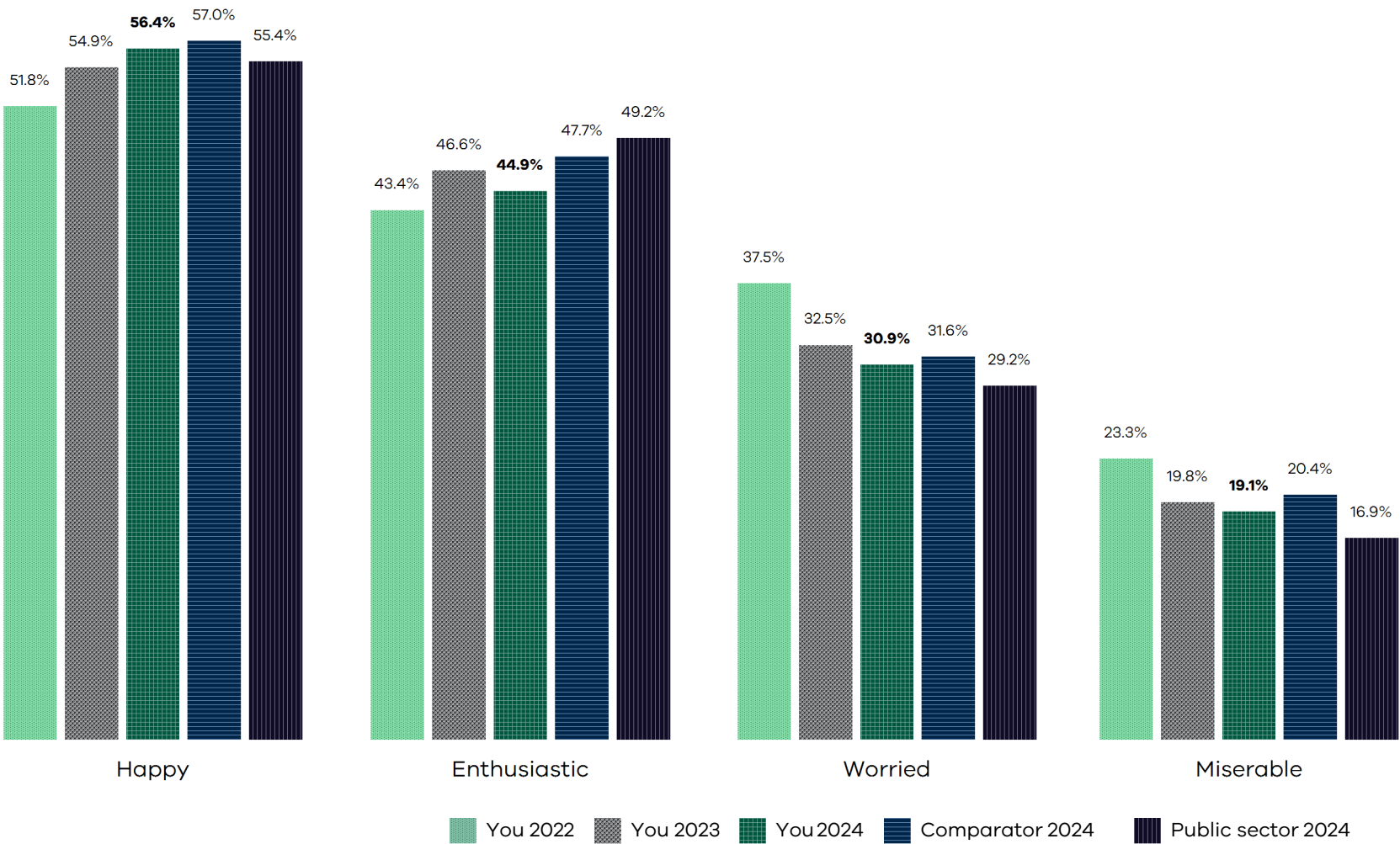
Example

In 2024:

- 56.4% of your staff who did the survey said work made them feel happy.

Compared to:

- 57.0% 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 …

Happy
- You 2022: 51.8%
- You 2023: 54.9%
- You 2024: 56.4%
- Comparator 2024: 57.0%
- Public sector 2024: 55.4%

Enthusiastic
- You 2022: 43.4%
- You 2023: 46.6%
- You 2024: 44.9%
- Comparator 2024: 47.7%
- Public sector 2024: 49.2%

Worried
- You 2022: 37.5%
- You 2023: 32.5%
- You 2024: 30.9%
- Comparator 2024: 31.6%
- Public sector 2024: 29.2%

Miserable
- You 2022: 23.3%
- You 2023: 19.8%
- You 2024: 19.1%
- Comparator 2024: 20.4%
- Public sector 2024: 16.9%

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

People outcomes

Scorecard: negative behaviours

What is this

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why this is important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour.

Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

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

Example

In 2024:

- 29.3% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 29.4% of staff in your comparator group and 17.6% of staff across the public sector.

Chart: negative behaviours by category

Violence or aggression: You 2022 36.0%, You 2023 29.8%, You 2024 29.3%, Comparator 2024 29.4%, Public sector 2024 17.6%

Bullying: You 2022 17.9%, You 2023 17.5%, You 2024 15.0%, Comparator 2024 18.2%, Public sector 2024 13.3%

Sexual harassment: You 2022 9.5%, You 2023 8.1%, You 2024 8.5%, Comparator 2024 8.6%, Public sector 2024 5.9%

Discrimination: You 2022 6.3%, You 2023 6.1%, You 2024 5.0%, Comparator 2024 5.4%, Public sector 2024 5.2%

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

Victorian Public Sector Commission

VICTORIA State Government

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

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 72% 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?

332	1675	210
15%	76%	9%
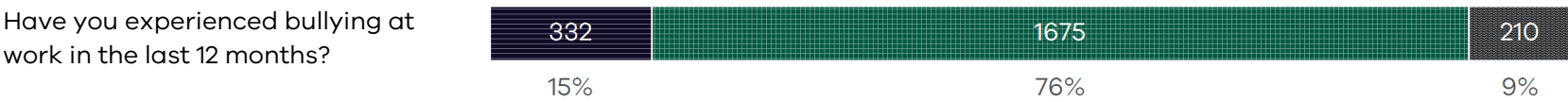
■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

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)	74%	72%	71%	69%
Exclusion or isolation	38%	39%	41%	42%
Intimidation and/or threats	32%	34%	32%	30%
Verbal abuse	23%	26%	21%	21%
Withholding essential information for me to do my job	29%	24%	26%	28%
Other	17%	11%	15%	15%
Being assigned meaningless tasks unrelated to my job	15%	10%	11%	13%
Being given impossible assignment(s)	10%	6%	7%	9%
Interference with my personal property and/or work equipment	6%	6%	4%	4%

Victorian Public Sector Commission

VICTORIA State Government

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

15% of your staff who did the survey said they experienced bullying, of which

- 50% said the top way they reported the bullying was 'Told a manager'.
- 86% said they didn't submit a formal complaint.

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

332	1675	210
15%	76%	9%

🟪 Experienced bullying   🟩 Did not experience bullying   ⬛ Not sure
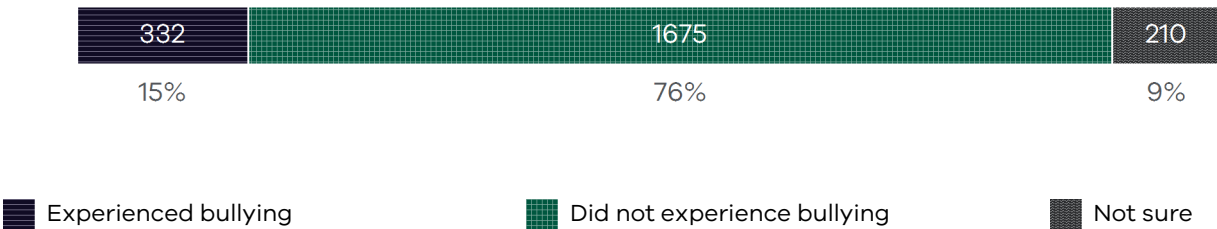
Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	52%	50%	52%	50%
Told a colleague	45%	42%	41%	41%
Told a friend or family member	36%	35%	34%	35%
Told the person the behaviour was not OK	16%	17%	16%	16%
Submitted a formal complaint	13%	14%	11%	12%
Told human resources	10%	11%	12%	13%
Told someone else	10%	11%	10%	11%
I did not tell anyone about the bullying	14%	9%	10%	12%
Told employee assistance program (EAP) or peer support	9%	7%	8%	10%

Victorian Public Sector Commission

VICTORIA State Government

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

86% of your staff who experienced bullying did not submit a formal complaint, of which:

- 52% said the top reason was 'I didn't think it would make a difference'.
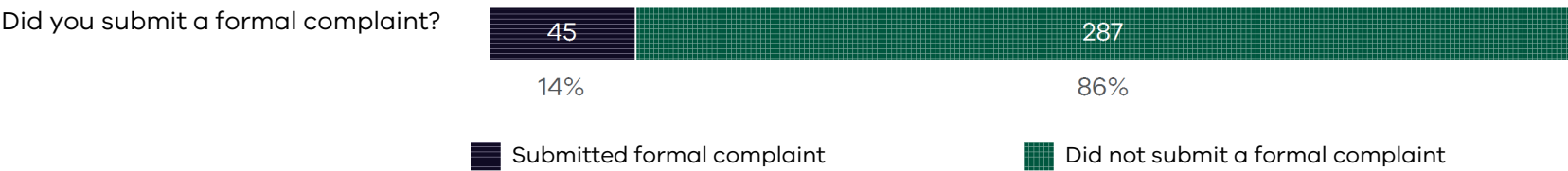
Did you submit a formal complaint?

45	287
14%	86%

■ 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	56%	52%	53%	52%
I believed there would be negative consequences for my reputation	50%	44%	45%	49%
I believed there would be negative consequences for my career	33%	33%	31%	38%
Other	11%	17%	17%	16%
I didn't think it was serious enough	16%	17%	16%	18%
I didn't feel safe to report the incident	19%	14%	18%	20%
I thought the complaint process would be embarrassing or difficult	13%	12%	9%	12%
I believed there would be negative consequences for the person I was going to complain about	9%	6%	8%	10%
I didn't know how to make a complaint	7%	5%	4%	5%
I didn't know who to talk to	6%	5%	4%	5%

Victorian Public Sector Commission

VICTORIA State Government

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, 15% 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

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 54% said it was by 'A colleague'.

332 people (15% of staff) experienced bullying (You 2024)
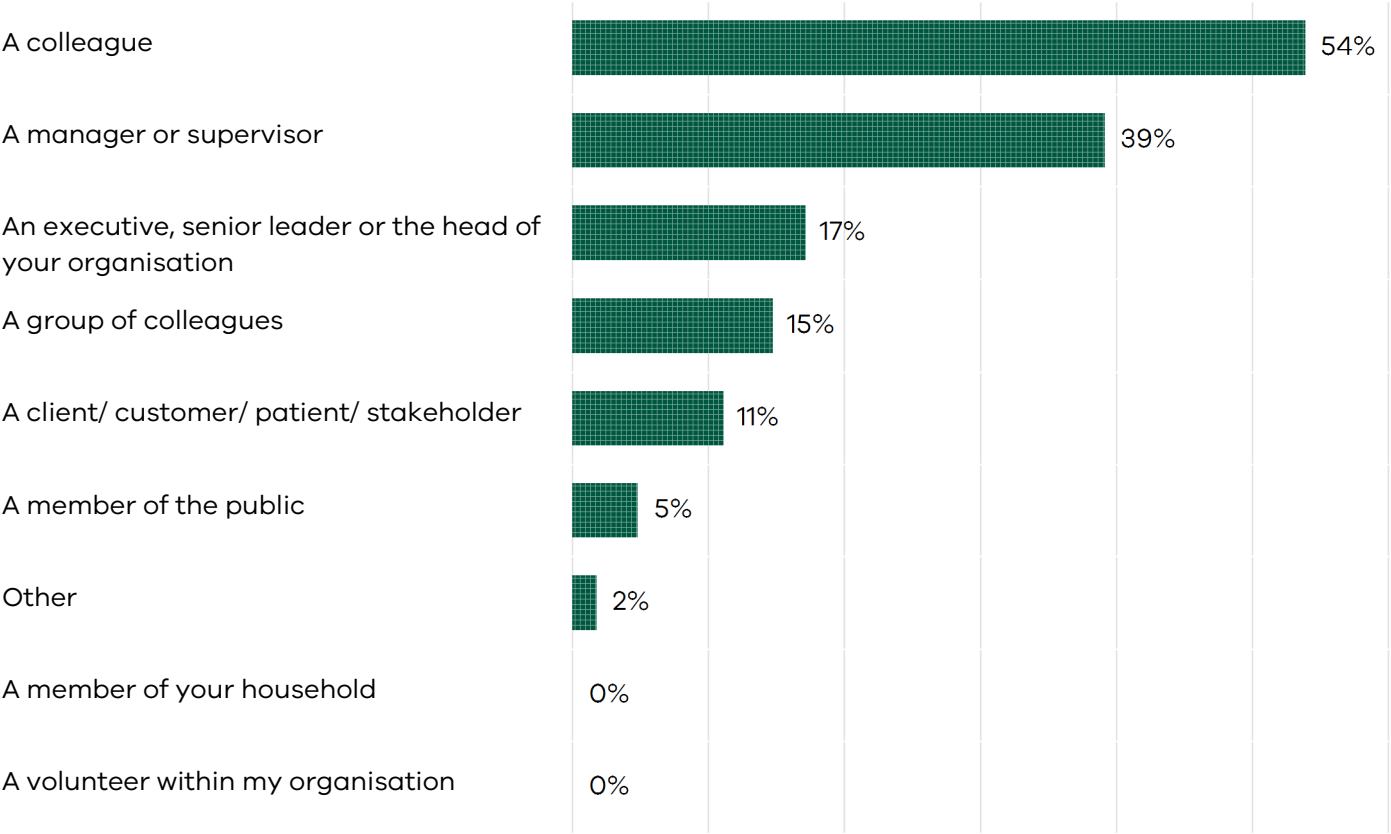
Perpetrator	Percentage
A colleague	54%
A manager or supervisor	39%
An executive, senior leader or the head of your organisation	17%
A group of colleagues	15%
A client/ customer/ patient/ stakeholder	11%
A member of the public	5%
Other	2%
A member of your household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

This provides further detail on who staff have said are responsible for 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, 15% 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

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 94% said it was by someone within the organisation.

Of that 94%, 62% said it was 'They were in my workgroup'.

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

Relationship	Percentage
They were in my workgroup	62%
They were my immediate manager or supervisor	30%
They were outside my workgroup	21%
They were someone I supervise or manage	6%

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

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

Of those, 62% 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?

189	2028
9%	91%

■ Experienced sexual harassment   ▧ Did not experience sexual harassment
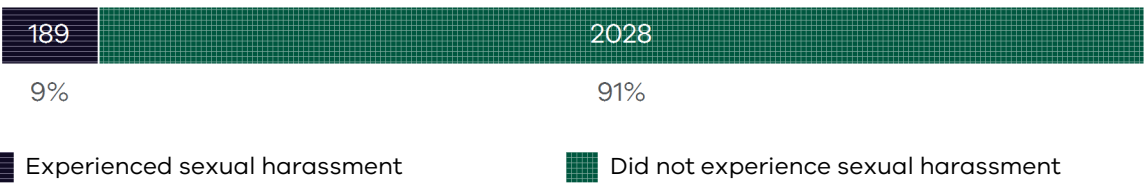
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	57%	62%	56%	53%
Intrusive questions about my private life or comments about my physical appearance	45%	45%	49%	50%
Inappropriate physical contact	24%	25%	27%	23%
Unwelcome touching, hugging, cornering or kissing	21%	20%	22%	20%
Inappropriate staring or leering that made me feel intimidated	13%	19%	17%	17%
Sexual gestures, indecent exposure or inappropriate display of the body	10%	9%	11%	9%
Any other unwelcome conduct of a sexual nature	7%	8%	9%	9%
Repeated or inappropriate invitations to go out on dates	1%	2%	4%	5%
Request or pressure for sex or other sexual act	1%	1%	1%	2%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1%	1%	2%	3%

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

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

Of those, 40% said the top response was 'Told the person the behaviour was not OK'.

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

189	2028
9%	91%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
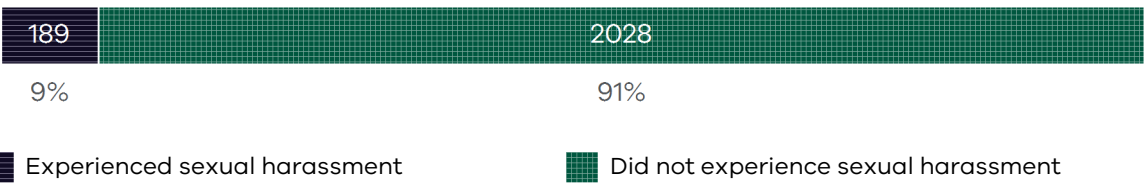
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told the person the behaviour was not OK	40%	40%	42%	34%
Pretended it didn't bother me	37%	38%	38%	40%
Tried to laugh it off or forget about it	37%	38%	36%	39%
Avoided the person(s) by staying away from them	36%	33%	32%	36%
Told a colleague	38%	24%	31%	30%
Told a manager	24%	24%	22%	24%
Told a friend or family member	16%	17%	18%	21%
Avoided locations where the behaviour might occur	14%	10%	13%	14%
Submitted a formal complaint	5%	8%	5%	7%
Told someone else	6%	4%	6%	6%

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

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

- 45% said the top reason was 'I didn't think it was serious enough'.
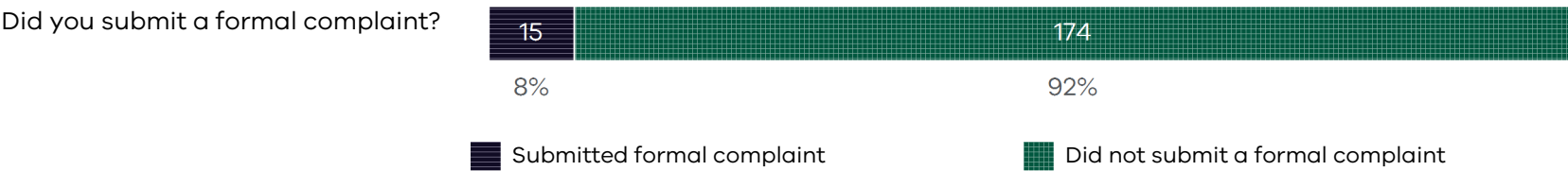
Did you submit a formal complaint?

15	174
8%	92%

■ 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 was serious enough	43%	45%	44%	46%
I didn't think it would make a difference	44%	41%	43%	40%
I believed there would be negative consequences for my reputation	17%	21%	18%	26%
I believed there would be negative consequences for my career	8%	13%	11%	17%
Other	11%	13%	15%	14%
I didn't need to because I made the harassment stop	10%	10%	11%	10%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%	9%	11%	10%
I believed there would be negative consequences for the person I was going to complain about	7%	8%	8%	11%
I thought the complaint process would be embarrassing or difficult	7%	6%	6%	10%
I didn't feel safe to report the incident	3%	5%	5%	7%

Victorian Public Sector Commission

VICTORIA State Government

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.
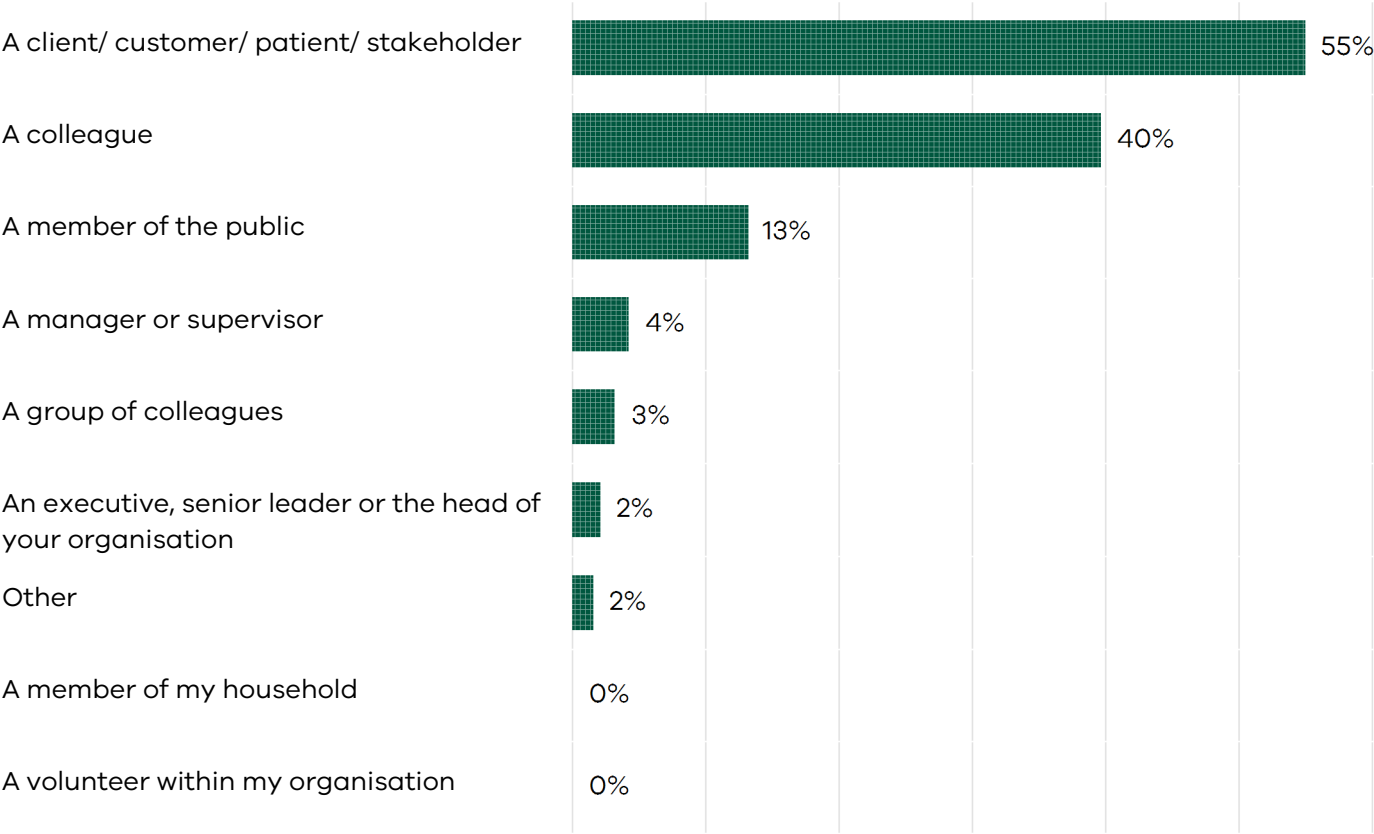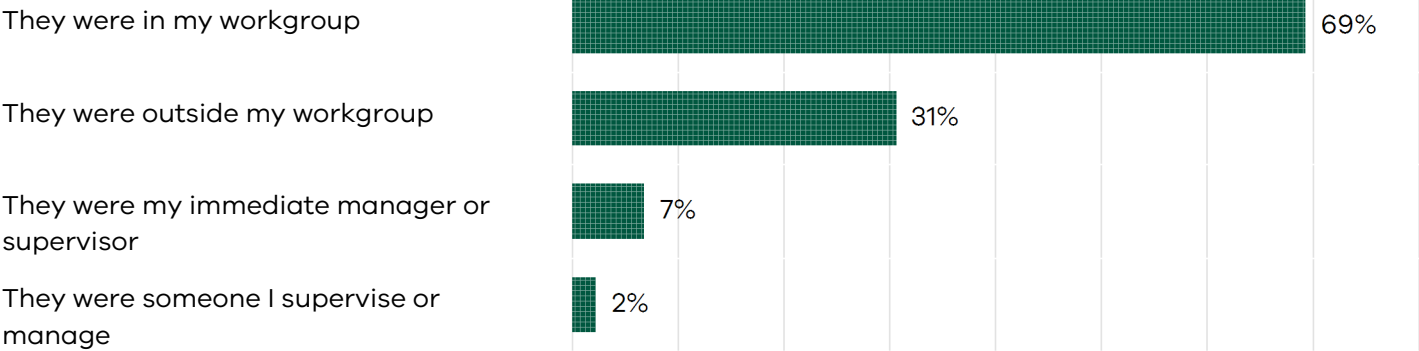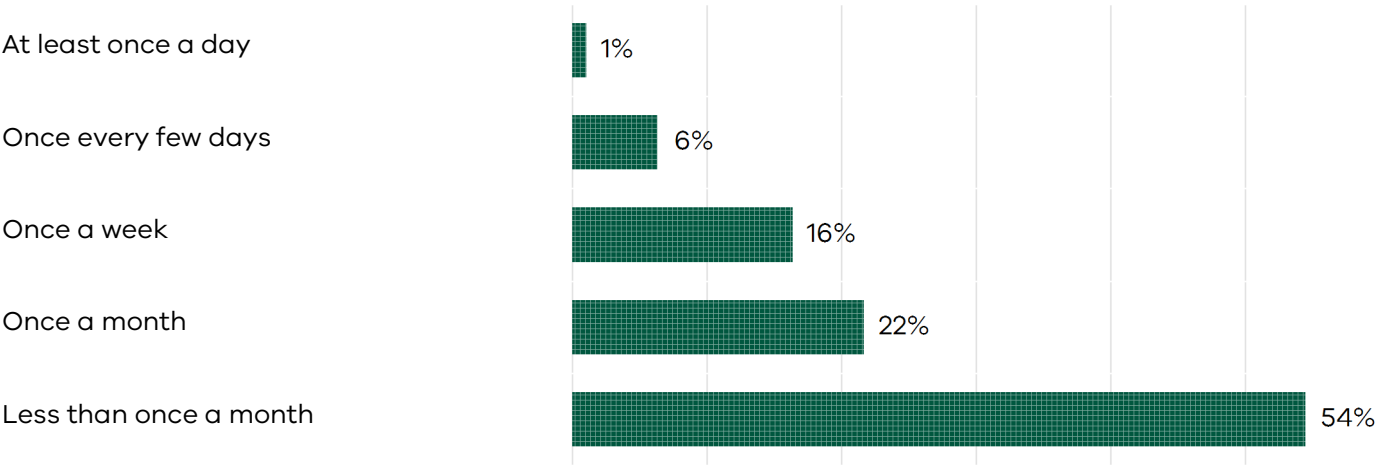
How to read this

In this year's survey, 9% 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

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

Of that 9%, 55% said it was by 'A client/ customer/ patient/ stakeholder'.

189 people (9% of staff) experienced sexual harassment (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	55%
A colleague	40%
A member of the public	13%
A manager or supervisor	4%
A group of colleagues	3%
An executive, senior leader or the head of your organisation	2%
Other	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, 9% 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

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

Of that 9%, 47% said it was by someone within the organisation.

Of that 47%, 69% said it was 'They were in my workgroup'.

88 people (47% 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	7%
They were someone I supervise or manage	2%

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, 9% 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

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

Of that 9%, 1% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	1%
Once every few days	6%
Once a week	16%
Once a month	22%
Less than once a month	54%

Victorian Public Sector Commission

VICTORIA State Government

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

5% of your staff who did the survey said they experienced discrimination.
Of that 5%, 24% said it was 'My employment activity'.

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

111	1863	243
5%	84%	11%
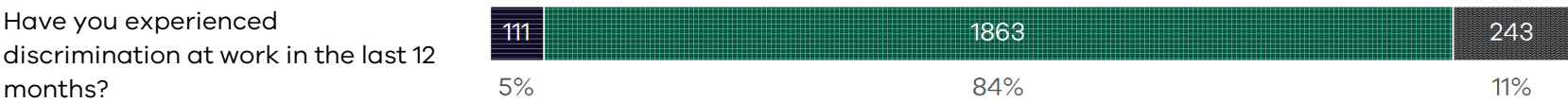
- Experienced discrimination
- Did not experience discrimination
- Not sure

Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My employment activity	25%	24%	30%	28%
My age	28%	20%	26%	27%
My parent or carer status (including pregnancy and breastfeeding)	15%	19%	13%	13%
My race	19%	18%	20%	21%
My sex	12%	17%	13%	18%

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

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

Of that 5%, 42% said it was 'Other'.

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

111	1863	243
5%	84%	11%
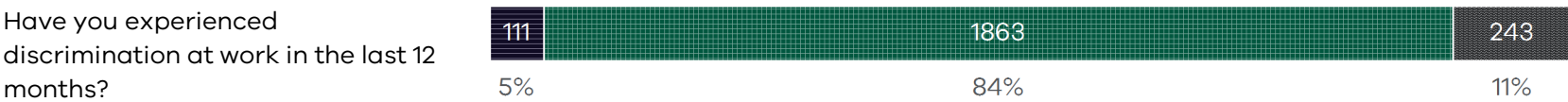
■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	48%	42%	51%	41%
Opportunities for promotion	23%	31%	24%	35%
Denied flexible work arrangements or other adjustments	26%	28%	21%	22%
Opportunities for training or professional development	24%	19%	18%	24%
Pay or conditions offered by employer	8%	9%	10%	10%
Opportunities for transfer/secondment	5%	9%	6%	12%
Access to leave	12%	7%	5%	8%
Employment security - threats of dismissal or termination	10%	3%	9%	12%

Victorian Public Sector Commission

VICTORIA State Government

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

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

- 37% said the top way they reported the discrimination was 'Told a friend or family member'.
- 93% said they didn't submit a formal complaint.

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

111	1863	243
5%	84%	11%
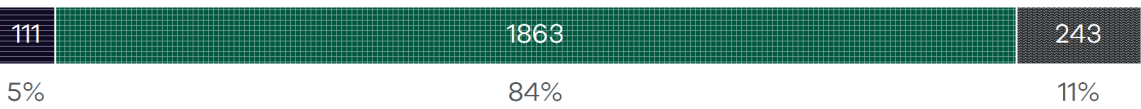
■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure

Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a friend or family member	32%	37%	35%	32%
Told a colleague	41%	32%	38%	38%
Told a manager	26%	28%	26%	29%
I did not tell anyone about the discrimination	26%	27%	20%	24%
Told someone else	15%	17%	14%	14%
Told human resources	11%	10%	10%	11%
Told the person the behaviour was not OK	11%	9%	8%	9%
Submitted a formal complaint	8%	7%	8%	8%
Told employee assistance program (EAP) or peer support	6%	5%	8%	9%

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

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

- 54% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

8	103
7%	93%

■ Submitted formal complaint　　▩ Did not submit a formal complaint
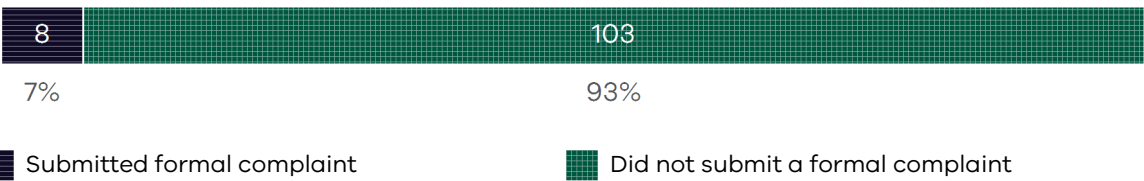
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	60%	54%	60%	59%
I believed there would be negative consequences for my reputation	49%	48%	50%	51%
I believed there would be negative consequences for my career	39%	39%	42%	49%
I didn't feel safe to report the incident	17%	16%	18%	20%
I thought the complaint process would be embarrassing or difficult	12%	15%	10%	13%
I didn't think it was serious enough	14%	14%	13%	14%
I believed there would be negative consequences for the person I was going to complain about	8%	10%	7%	8%
I didn't know how to make a complaint	10%	9%	5%	5%
Other	6%	9%	11%	11%
I didn't know who to talk to	8%	8%	7%	6%

Victorian Public Sector Commission

VICTORIA State Government

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.
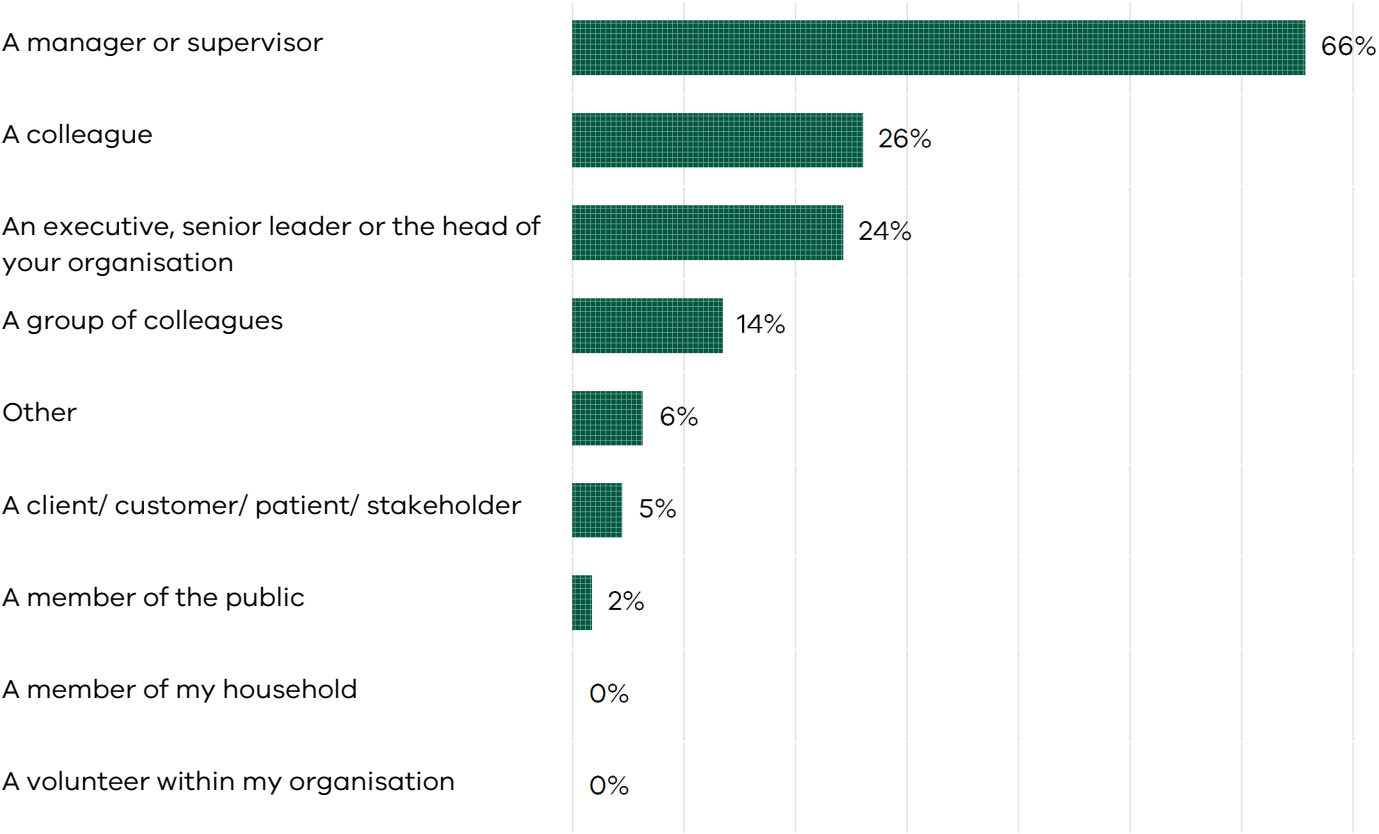
How to read this

In this year's survey, 5% 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

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

Of that 5%, 66% said it was by 'A manager or supervisor'.

111 people (5% of staff) experienced discrimination (You 2024)

Perpetrator	Percentage
A manager or supervisor	66%
A colleague	26%
An executive, senior leader or the head of your organisation	24%
A group of colleagues	14%
Other	6%
A client/ customer/ patient/ stakeholder	5%
A member of the public	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 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, 5% 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

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

Of that 5%, 92% said it was by someone within the organisation.

Of that 92%, 59% said it was 'They were in my workgroup'.

102 people (92% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	59%
They were my immediate manager or supervisor	47%
They were outside my workgroup	22%
They were someone I supervise or manage	2%
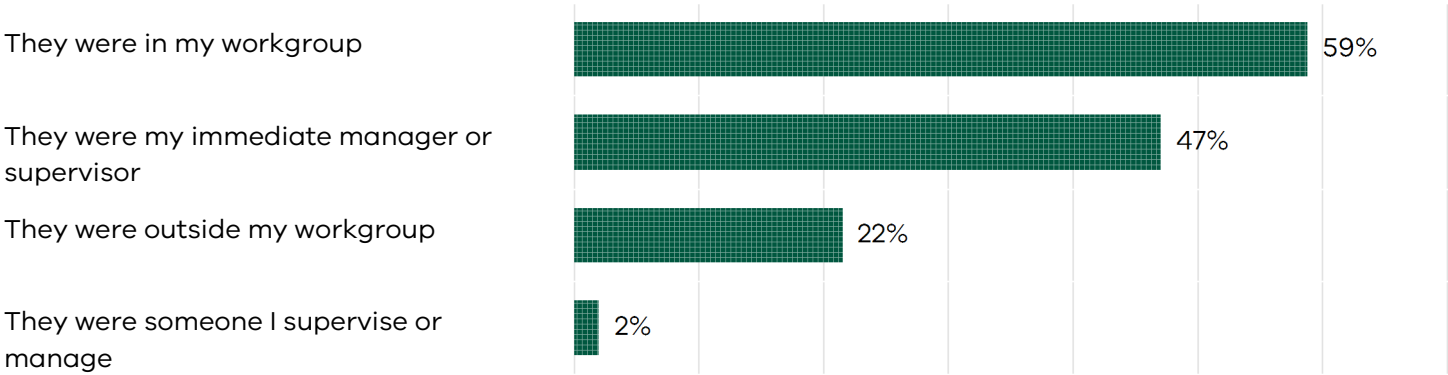
People outcomes

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.
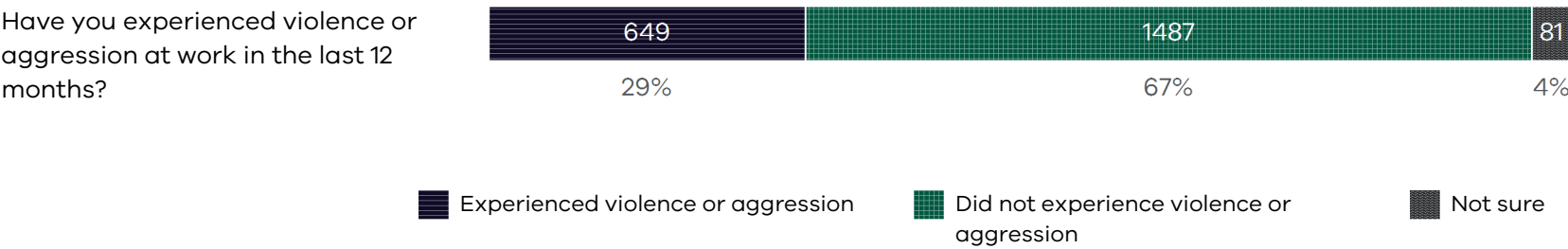
How to read this

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

29% of your staff who did the survey said they experienced violence or aggression. Of that 29%, 87% said it was 'Abusive language'.

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

649	1487	81
29%	67%	4%
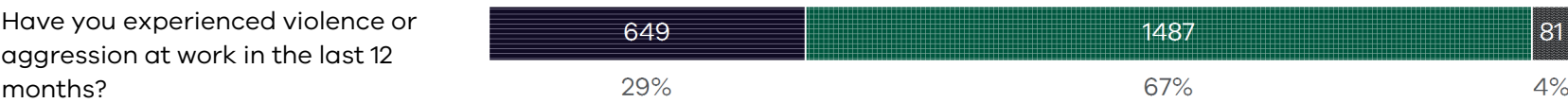
■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure

If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	85%	87%	88%	81%
Intimidating behaviour	65%	69%	70%	71%
Threats of violence	40%	43%	46%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	33%	35%	36%	26%
Damage to my property or work equipment	7%	14%	11%	9%
Other	3%	2%	3%	3%
Stalking, including cyber-stalking	1%	1%	1%	1%

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

29% of your staff who did the survey said they experienced violence or aggression, of which

- 52% said the top way they reported the violence or agression was 'Told a colleague'.
- 61% said they didn't submit a formal incident report

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

649	1487	81
29%	67%	4%

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

Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	46%	52%	45%	45%
Told a manager	55%	50%	56%	58%
Submitted a formal incident report	43%	39%	37%	36%
Told the person the behaviour was not OK	34%	31%	34%	30%
Told a friend or family member	19%	19%	17%	19%
I did not tell anyone about the incident(s)	5%	6%	5%	7%
Told someone else	5%	5%	5%	5%
Told employee assistance program (EAP) or peer support	4%	3%	3%	4%
Told human resources	3%	1%	3%	4%

Victorian Public Sector Commission

VICTORIA State Government

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:

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

Did you submit a formal incident report?

254	395
39%	61%

█ Submitted formal incident report   ▦ Did not submit a formal incident report
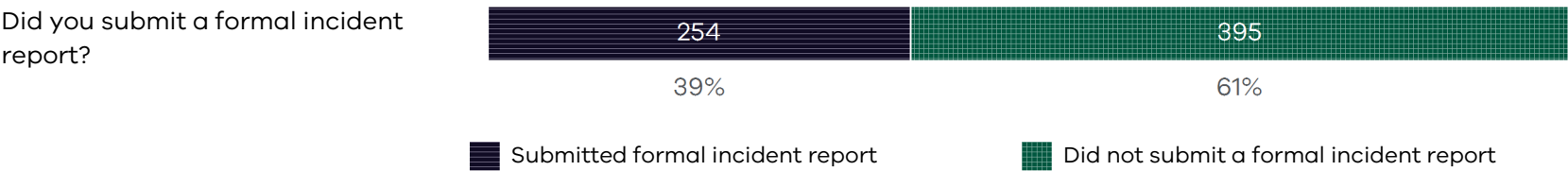
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	43%	38%	41%	39%
I didn't think it was serious enough	34%	37%	30%	32%
Other	19%	22%	25%	23%
I didn't need to because I made the violence or aggression stop	12%	14%	14%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	14%	13%	13%	14%
I believed there would be negative consequences for my reputation	9%	9%	11%	15%
I believed there would be negative consequences for my career	7%	5%	7%	12%
I thought the complaint process would be embarrassing or difficult	3%	3%	3%	4%
I didn't feel safe to report the incident	3%	3%	3%	6%
I didn't know how to make a complaint	4%	3%	3%	3%

Victorian Public Sector Commission

VICTORIA State Government

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

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 85% said it was by 'A client/ customer/ patient/ stakeholder'.

649 people (29% of staff) experienced violence or aggression (You 2024)
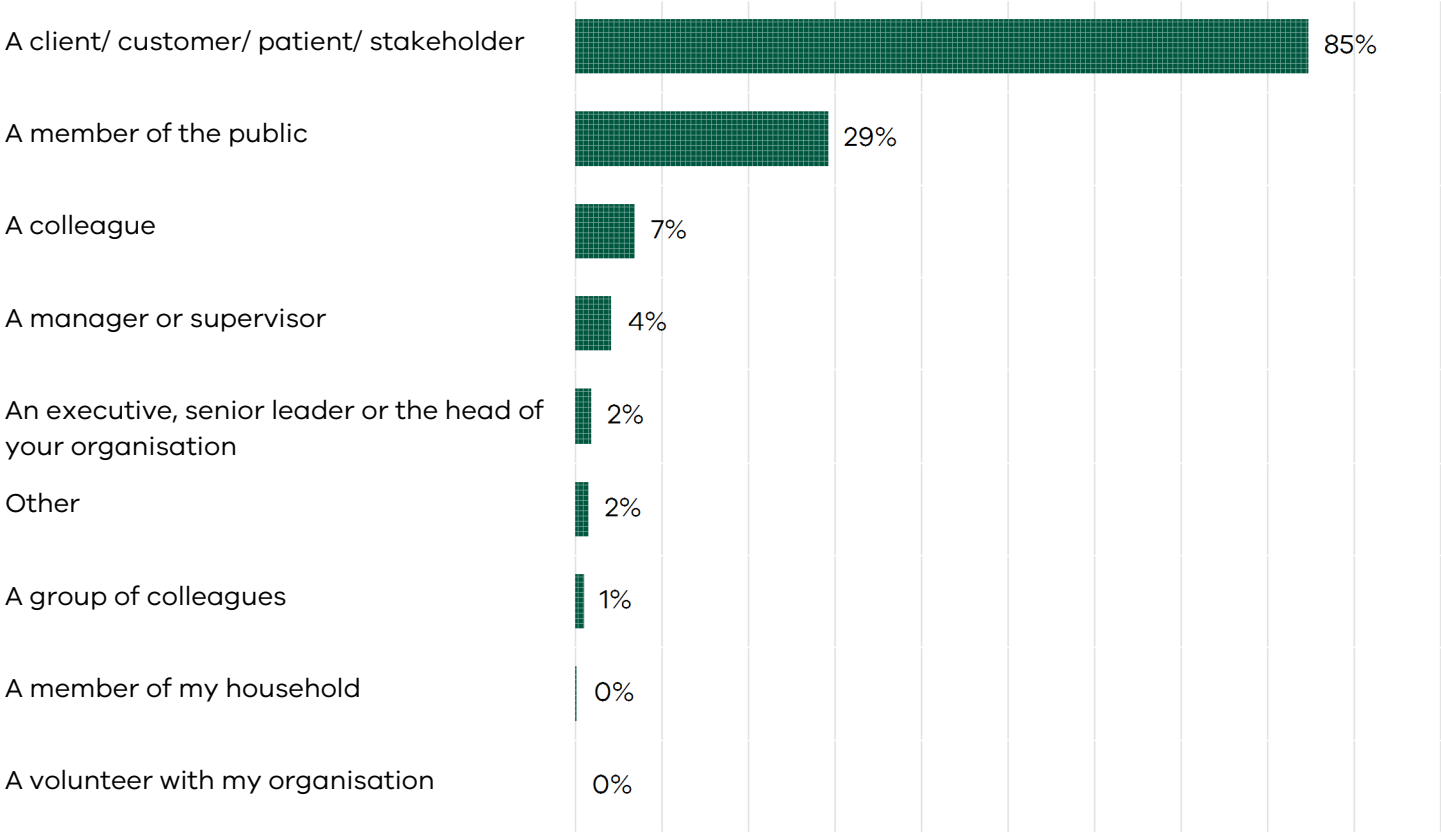
Perpetrator	%
A client/ customer/ patient/ stakeholder	85%
A member of the public	29%
A colleague	7%
A manager or supervisor	4%
An executive, senior leader or the head of your organisation	2%
Other	2%
A group of colleagues	1%
A member of my household	0%
A volunteer with my organisation	0%

Victorian Public Sector Commission

VICTORIA State Government

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, 29% 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

29% of your staff who did the survey said they experienced violence or aggression.

Of that 29%, 11% said it was by someone within the organisation.

Of that 11%, 57% said it was 'They were in my workgroup'.

74 people (11% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

They were in my workgroup	57%
They were my immediate manager or supervisor	24%
They were outside my workgroup	23%
They were someone I supervise or manage	8%
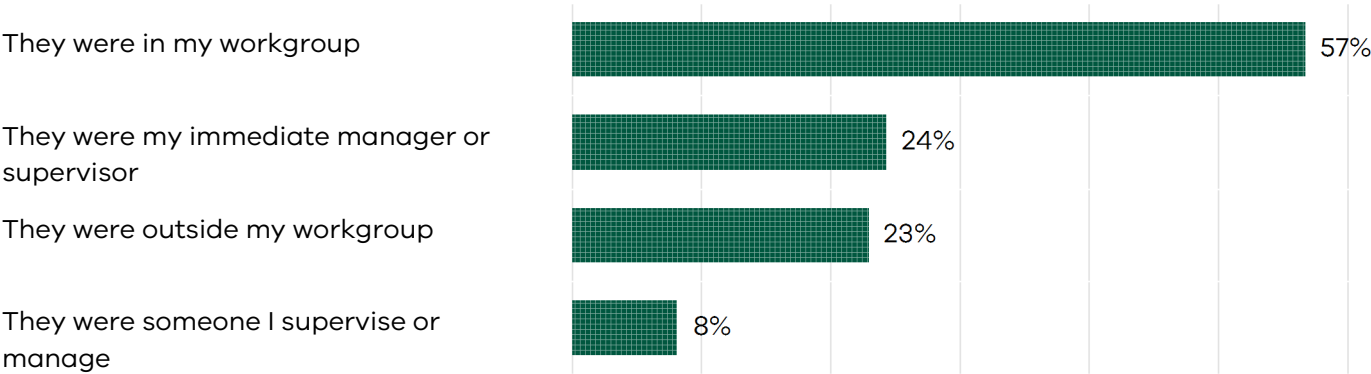
Negative behaviour

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

28% of your staff who did the survey said they witnessed some negative behaviour at work.

72% said 'No, I have not witnessed any of the situations above'.

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

625	1592
28%	72%

- 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	70%	72%	69%	77%
Bullying of a colleague	20%	16%	20%	15%
Discrimination against a colleague	11%	10%	10%	9%
Violence or aggression against a colleague	10%	10%	9%	6%
Sexual harassment of a colleague	2%	1%	2%	2%

Victorian Public Sector Commission

VICTORIA State Government

46

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

28% of your staff who did the survey witnessed negative behaviour, of which:

- 74% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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

625	1592
28%	72%

■ Witnessed some negative behaviour   ■ Did not witness some negative behaviour
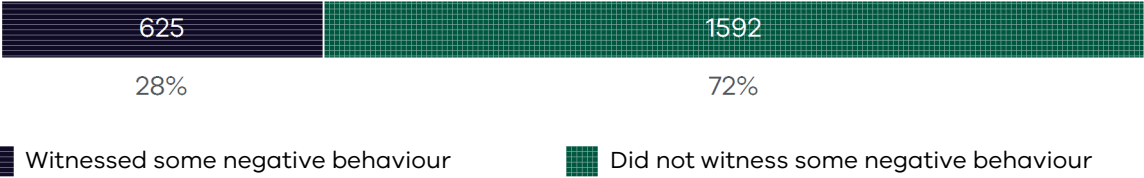
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	75%	74%	70%	71%
Told a manager	36%	37%	43%	40%
Told the person the behaviour was not OK	24%	23%	27%	24%
Told a colleague	22%	22%	19%	21%
Spoke to the person who behaved in a negative way	20%	19%	24%	20%
Submitted a formal complaint	8%	8%	7%	6%
Other	5%	8%	5%	6%
Took no action	5%	7%	7%	7%
Told human resources	4%	5%	6%	7%

Victorian Public Sector Commission

VICTORIA State Government

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

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

Survey question

Were you satisfied with the way your formal complaint was handled

- No
- Don't know
- Yes

Your results

Sexual harassment
- 13%
- 27%
- 60%

Violence or aggression
- 28%
- 22%
- 49%

Bullying
- 53%
- 18%
- 29%

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Sexual harassment	50%	-	60%	-	47%	-
Violence or aggression	45%	52%	49%	38%	52%	71%
Bullying	27%	30%	29%	19%	21%	25%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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 92% 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	92%	-0%	93%
Meaningful work	I can make a worthwhile contribution at work	91%	-3%	93%
Meaningful work	I achieve something important through my work	91%	-3%	92%
Job enrichment	I understand how my job helps my organisation achieve its goals	88%	-1%	90%
Job enrichment	I clearly understand what I am expected to do in this job	87%	-1%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	85%	-2%	84%
Topical	I am proud to work in the public sector	84%	Not asked	80%
Manager leadership	My manager treats employees with dignity and respect	84%	+2%	83%
Inclusion	I feel culturally safe at work	84%	+1%	83%
Meaningful work	I get a sense of accomplishment from my work	84%	-3%	86%

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 23% 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 -1% 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	23%	-1%	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	36%	+0%	39%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	36%	-2%	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	40%	+1%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	43%	+1%	45%
Organisational integrity	I have an equal chance at promotion in my organisation	45%	-1%	46%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	45%	+1%	50%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	+2%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	46%	+2%	47%
Learning and development	I am satisfied with the opportunities to progress in my organisation	49%	+1%	52%

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 'Flexible working', the 'You 2024' column shows 77% of your staff who did the survey agreed with 'My manager supports working flexibly'.

In the 'Increase from 2023' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Flexible working	My manager supports working flexibly	77%	+5%	77%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	79%	+3%	83%
Workgroup support	People in my workgroup treat each other with respect	80%	+2%	75%
Innovation	My workgroup encourages employee creativity	63%	+2%	64%
Innovation	My workgroup is quick to respond to opportunities to do things better	70%	+2%	69%
Inclusion	I can be myself at work	83%	+2%	82%
Senior leadership	Senior leaders provide clear strategy and direction	53%	+2%	55%
Innovation	My workgroup learns from failures and mistakes	72%	+2%	70%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	64%	+2%	63%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	+2%	47%

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 'Meaningful work', the 'You 2024' column shows 91% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'.

In the 'Decrease from 2023' column, you have a 3% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	91%	-3%	93%
Meaningful work	I achieve something important through my work	91%	-3%	92%
Meaningful work	I get a sense of accomplishment from my work	84%	-3%	86%
Collaboration	I am able to work effectively with others outside my immediate workgroup	85%	-2%	84%
Patient safety climate	Management is driving us to be a safety-centred organisation	67%	-2%	68%
Patient safety climate	This health service does a good job of training new and existing staff	57%	-2%	54%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	36%	-2%	44%
Manager support	I receive meaningful recognition when I do good work	55%	-2%	57%
Organisational integrity	My organisation is committed to earning a high level of public trust	72%	-2%	68%
Job enrichment	I understand how my job helps my organisation achieve its goals	88%	-1%	90%

Key differences

Biggest positive difference from comparator

What is this

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

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2024 survey compared to your comparator group.

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

Example

On the first row 'Patient safety climate', the 'You 2024' column shows 74% of your staff who did the survey agreed with 'I would recommend a friend or relative to be treated as a patient here'.

The 'Difference' column, shows that agreement for this question was 9% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	74%	+9%	64%
Workgroup support	People in my workgroup treat each other with respect	80%	+6%	75%
Engagement	I am proud to tell others I work for my organisation	71%	+4%	67%
Topical	I am proud to work in the public sector	84%	+4%	80%
Organisational integrity	My organisation is committed to earning a high level of public trust	72%	+4%	68%
Patient safety climate	This health service does a good job of training new and existing staff	57%	+4%	54%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	67%	+4%	63%
Workgroup support	People in my workgroup work together effectively to get the job done	81%	+3%	78%
Organisational integrity	My organisation encourages respectful workplace behaviours	77%	+3%	74%
Engagement	I would recommend my organisation as a good place to work	65%	+3%	62%

Victorian Public Sector Commission

VICTORIA State Government

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 'Taking action', the 'You 2024' column shows 23% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. The 'Difference' column, shows that agreement for this question was 9% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	23%	-9%	32%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	36%	-8%	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	40%	-5%	45%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	74%	-5%	79%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	45%	-5%	50%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	62%	-4%	66%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	79%	-4%	83%
Safety climate	All levels of my organisation are involved in the prevention of stress	36%	-3%	39%
Manager support	My manager gives me feedback that helps me improve my performance	67%	-3%	70%
Work-related stress	The amount of stress in my job is manageable	56%	-3%	59%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Result summary

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, 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

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.
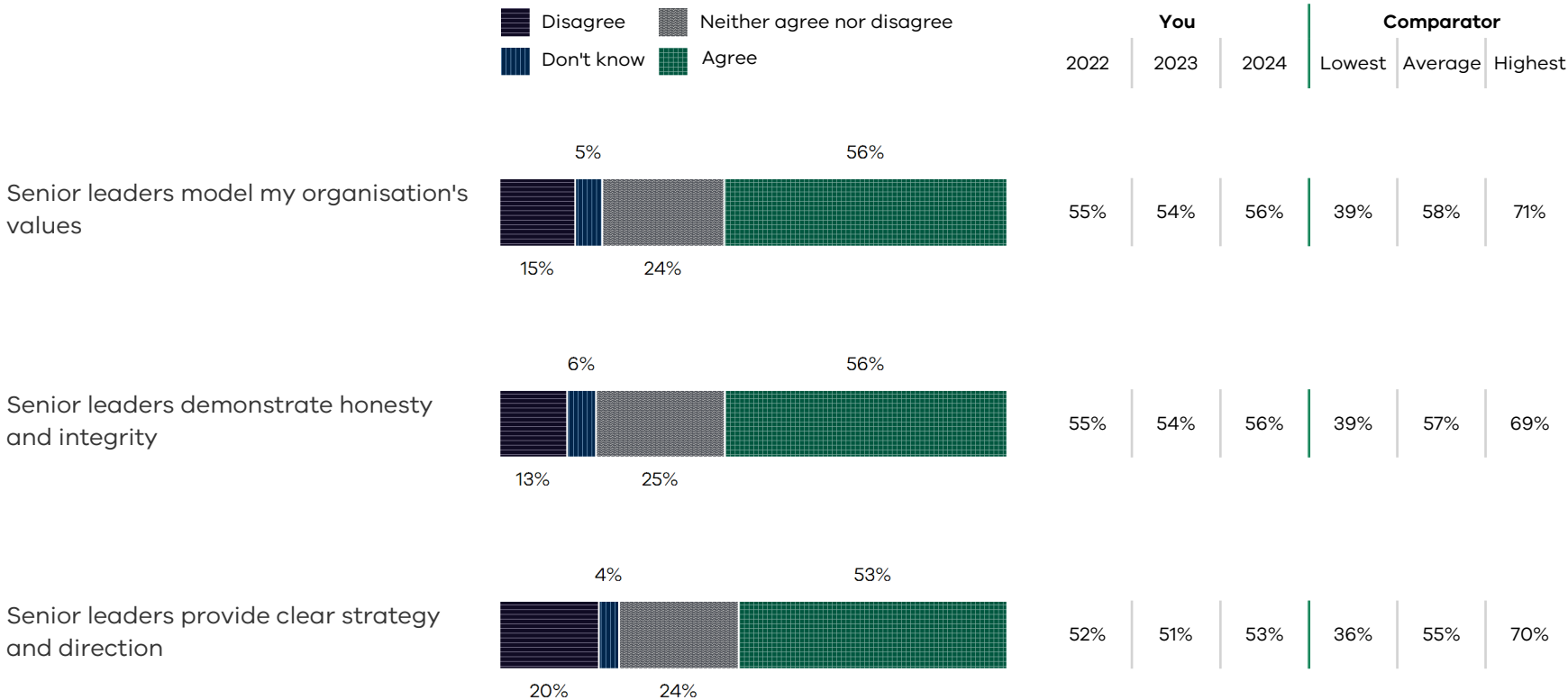
Example

36% 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 |
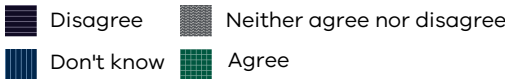
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

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

Your results: 24% | 40% | 36%

| 35% | 38% | 36% | 24% | 44% | 62% |

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

Your results: 19% | 28% | 31% | 23%
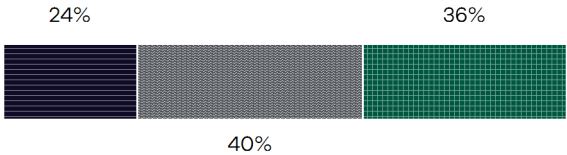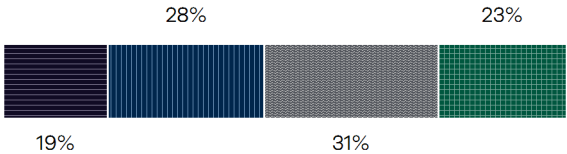
| 19% | 24% | 23% | 12% | 32% | 49% |

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

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

56% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

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

Survey question		You			Comparator		
	2022	2023	2024		Lowest	Average	Highest
Senior leaders model my organisation's values (Disagree 15%, Don't know 5%, Neither 24%, Agree 56%)	55%	54%	56%		39%	58%	71%
Senior leaders demonstrate honesty and integrity (Disagree 13%, Don't know 6%, Neither 25%, Agree 56%)	55%	54%	56%		39%	57%	69%
Senior leaders provide clear strategy and direction (Disagree 20%, Don't know 4%, Neither 24%, Agree 53%)	52%	51%	53%		36%	55%	70%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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:

- 73.5% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 72.6% of staff in your comparator group and 73.8% of staff across the public sector.

Collaboration
- 72.8% (You 2022)
- 75.0% (You 2023)
- **73.5%** (You 2024)
- 72.6% (Comparator 2024)
- 73.8% (Public sector 2024)

Patient safety climate
- 66.7% (You 2022)
- 69.2% (You 2023)
- **68.2%** (You 2024)
- 65.6% (Comparator 2024)
- 71.1% (Public sector 2024)

Organisational integrity
- 61.5% (You 2022)
- 62.3% (You 2023)
- **62.4%** (You 2024)
- 61.4% (Comparator 2024)
- 66.6% (Public sector 2024)

Safety climate
- 44.3% (You 2022)
- 47.2% (You 2023)
- **48.1%** (You 2024)
- 51.0% (Comparator 2024)
- 57.5% (Public sector 2024)

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

Organisational climate

Organisational integrity 1 of 2

What is this

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question · Your results · Benchmark agree results

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% / 4% / 11% / 82%	81%	81%	82%	65%	79%	88%
My organisation encourages respectful workplace behaviours	1% / 8% / 14% / 77%	78%	77%	77%	57%	74%	81%
My organisation is committed to earning a high level of public trust	3% / 5% / 20% / 72%	75%	74%	72%	39%	68%	86%
My organisation does not tolerate improper conduct	3% / 15% / 19% / 63%	62%	63%	63%	44%	62%	74%

Victorian Public Sector Commission · VICTORIA State Government

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
59% 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

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

I believe the recruitment processes in my organisation are fair
14% | 4% | 23% | 59%

My organisation takes steps to eliminate bullying, harassment and discrimination
15% | 5% | 23% | 58%

I have an equal chance at promotion in my organisation
21% | 7% | 28% | 45%

I believe the promotion processes in my organisation are fair
20% | 8% | 29% | 43%

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair	55%	60%	59%	43%	58%	68%
My organisation takes steps to eliminate bullying, harassment and discrimination	56%	56%	58%	43%	58%	69%
I have an equal chance at promotion in my organisation	45%	46%	45%	33%	46%	58%
I believe the promotion processes in my organisation are fair	40%	42%	43%	31%	45%	57%

Victorian Public Sector Commission

VICTORIA State Government
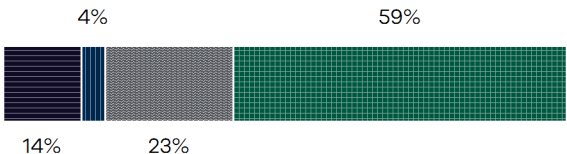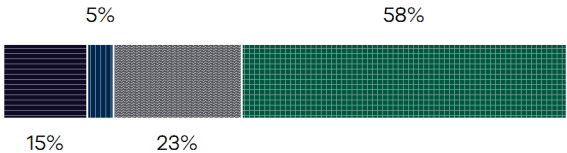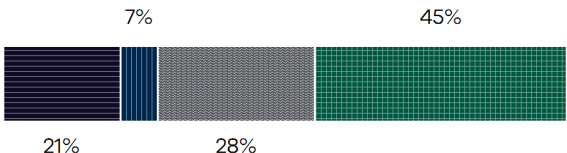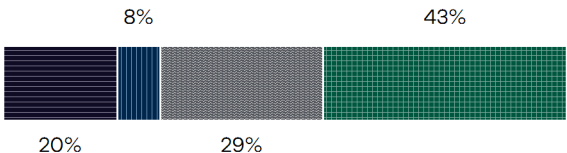
Organisational climate

Collaboration

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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 am able to work effectively with others outside my immediate workgroup'.

Survey question

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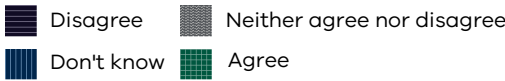
Disagree	Neither agree nor disagree
Don't know	Agree

I am able to work effectively with others outside my immediate workgroup

4% · 85% · 11%

Workgroups across my organisation willingly share information with each other

3% · 62% · 14% · 22%

Benchmark agree results
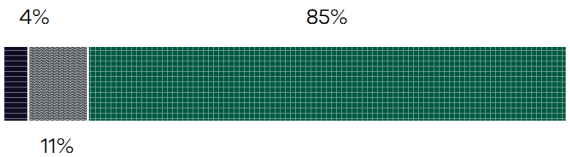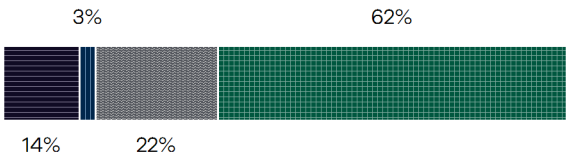
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	85%	87%	85%	75%	84%	89%
Workgroups across my organisation willingly share information with each other	61%	63%	62%	48%	61%	72%

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

76% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

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

Benchmark agree results

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	Disagree 12%, Neither 12%, Agree 76%	74%	77%	76%	63%	76%	88%
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 25%, Neither 29%, Agree 46%	39%	44%	46%	35%	47%	55%
My organisation has effective procedures in place to support employees who may experience stress	Disagree 24%, Don't know 8%, Neither 23%, Agree 45%	40%	43%	45%	35%	47%	55%
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 25%, Neither 30%, Agree 45%	43%	44%	45%	34%	50%	63%

Victorian Public Sector Commission

VICTORIA State Government

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.
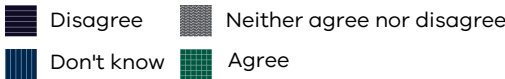
Example

40% 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 | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
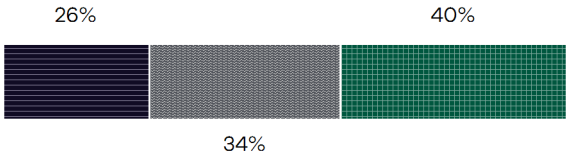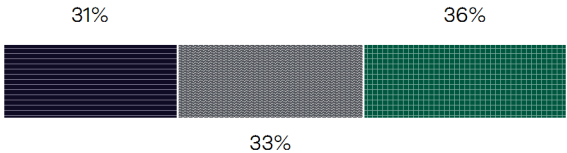
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	26% / 34% / 40%	38%	39%	40%	29%	45%	58%
All levels of my organisation are involved in the prevention of stress	31% / 33% / 36%	32%	36%	36%	22%	39%	54%

Victorian Public Sector Commission

VICTORIA State Government

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

80% 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'.

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
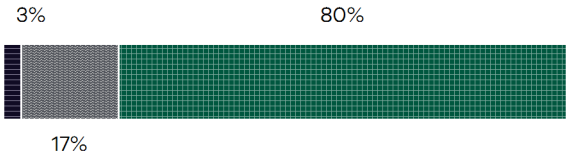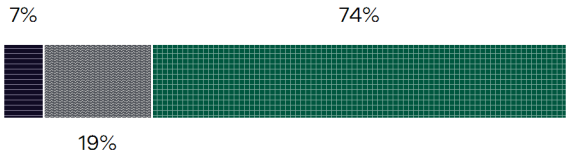
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	3% / 17% / 80%	80%	81%	80%	72%	80%	89%
I would recommend a friend or relative to be treated as a patient here	7% / 19% / 74%	73%	74%	74%	43%	64%	85%
My suggestions about patient safety would be acted upon if I expressed them to my manager	6% / 22% / 71%	70%	71%	71%	63%	71%	81%
Management is driving us to be a safety-centred organisation	8% / 25% / 67%	66%	69%	67%	51%	68%	82%
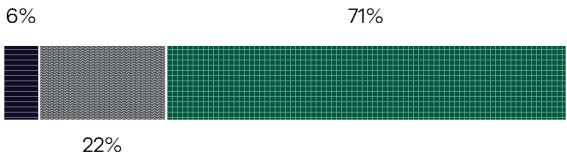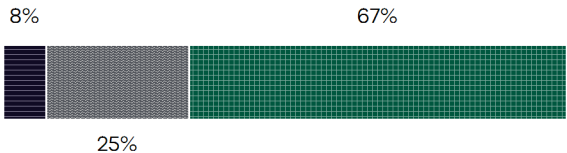
Organisational climate

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

67% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.
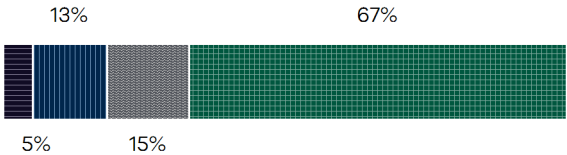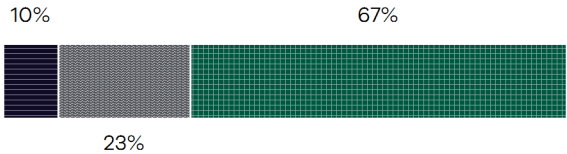
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	5% / 13% / 15% / 67%	66%	68%	67%	57%	65%	76%
The culture in my work area makes it easy to learn from the errors of others	10% / 23% / 67%	62%	68%	67%	52%	63%	73%
Trainees in my discipline are adequately supervised	11% / 10% / 15% / 63%	62%	64%	63%	48%	60%	67%
This health service does a good job of training new and existing staff	17% / 5% / 21% / 57%	54%	59%	57%	36%	54%	62%

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

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

Workgroup climate

Scorecard

What is this

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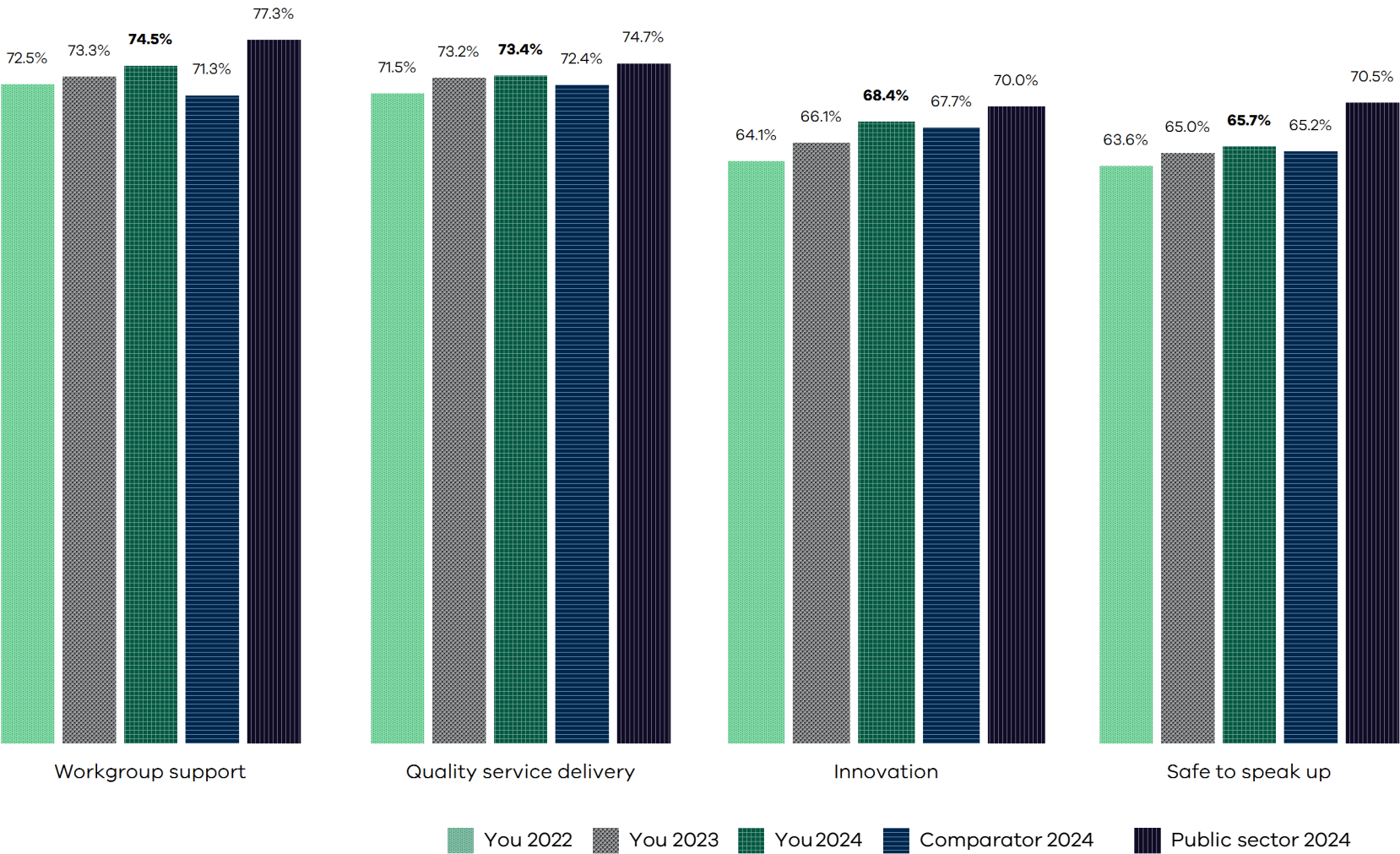
Why this is important

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

How to read this

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

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

Example

In 2024:

- 74.5% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 71.3% of staff in your comparator group and 77.3% of staff across the public sector.

Workgroup support: You 2022 72.5%, You 2023 73.3%, You 2024 74.5%, Comparator 2024 71.3%, Public sector 2024 77.3%

Quality service delivery: You 2022 71.5%, You 2023 73.2%, You 2024 73.4%, Comparator 2024 72.4%, Public sector 2024 74.7%

Innovation: You 2022 64.1%, You 2023 66.1%, You 2024 68.4%, Comparator 2024 67.7%, Public sector 2024 70.0%

Safe to speak up: You 2022 63.6%, You 2023 65.0%, You 2024 65.7%, Comparator 2024 65.2%, 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

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
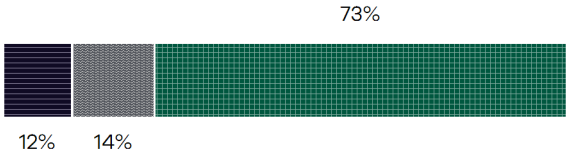
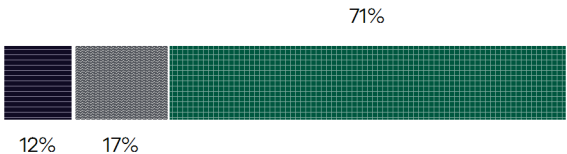| Survey question	Your results						

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services (1% / 6% / 13% / 81%)	79%	81%	81%	70%	79%	86%
My workgroup has clear lines of responsibility (12% / 14% / 73%)	72%	72%	73%	64%	73%	80%
My workgroup acts fairly and without bias (12% / 17% / 71%)	68%	69%	71%	63%	68%	77%
My workgroup uses its resources well (11% / 19% / 69%)	67%	70%	69%	61%	70%	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.

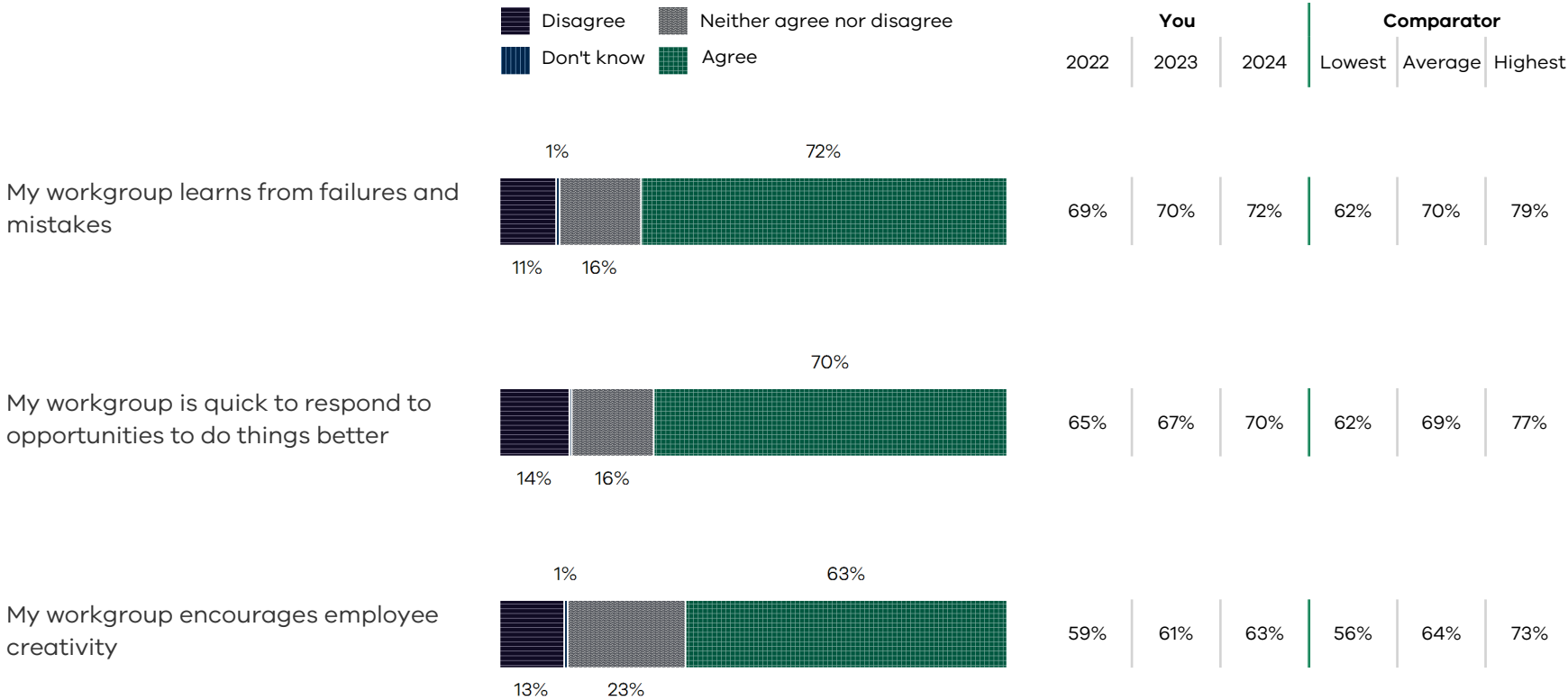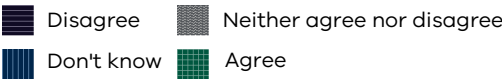Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup learns from failures and mistakes	11% / 1% / 16% / 72%	69%	70%	72%	62%	70%	79%
My workgroup is quick to respond to opportunities to do things better	14% / 16% / 70%	65%	67%	70%	62%	69%	77%
My workgroup encourages employee creativity	13% / 1% / 23% / 63%	59%	61%	63%	56%	64%	73%

Victorian Public Sector Commission

VICTORIA State Government

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

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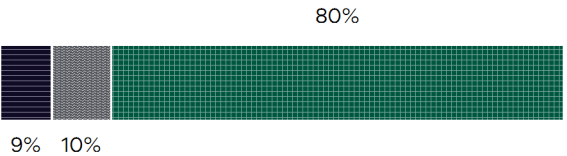
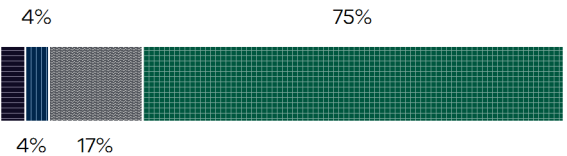| Survey question	Your results						

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

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done	8% / 11% / 81%	82%	81%	81%	72%	78%	82%
People in my workgroup treat each other with respect	9% / 10% / 80%	79%	78%	80%	68%	75%	81%
People in my workgroup are politically impartial in their work	4% / 4% / 17% / 75%	71%	73%	75%	68%	72%	78%
People in my workgroup are honest, open and transparent in their dealings	10% / 1% / 17% / 72%	71%	72%	72%	62%	68%	73%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

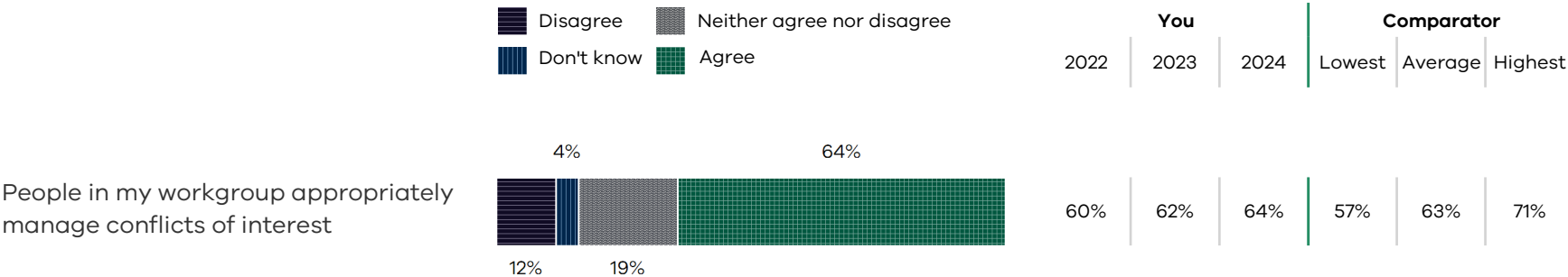Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

64% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

People in my workgroup appropriately manage conflicts of interest

4% | 64%

12% | 19%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
60%	62%	64%	57%	63%	71%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

68% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.
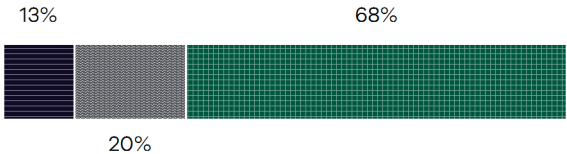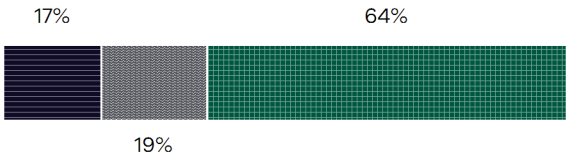
| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	13% / 20% / 68%	64%	66%	68%	60%	66%	73%
I feel safe to challenge inappropriate behaviour at work	17% / 19% / 64%	63%	64%	64%	54%	65%	71%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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.
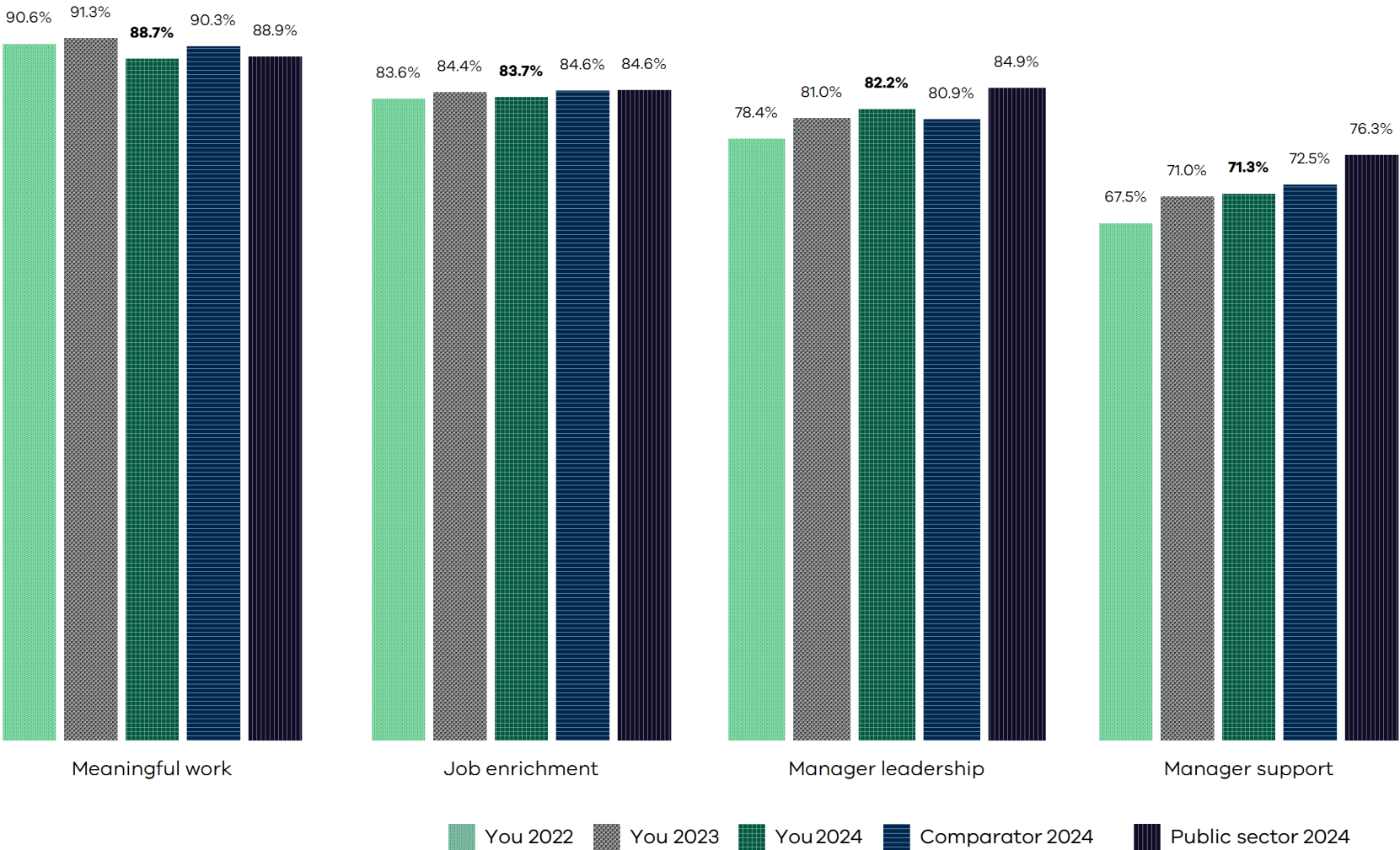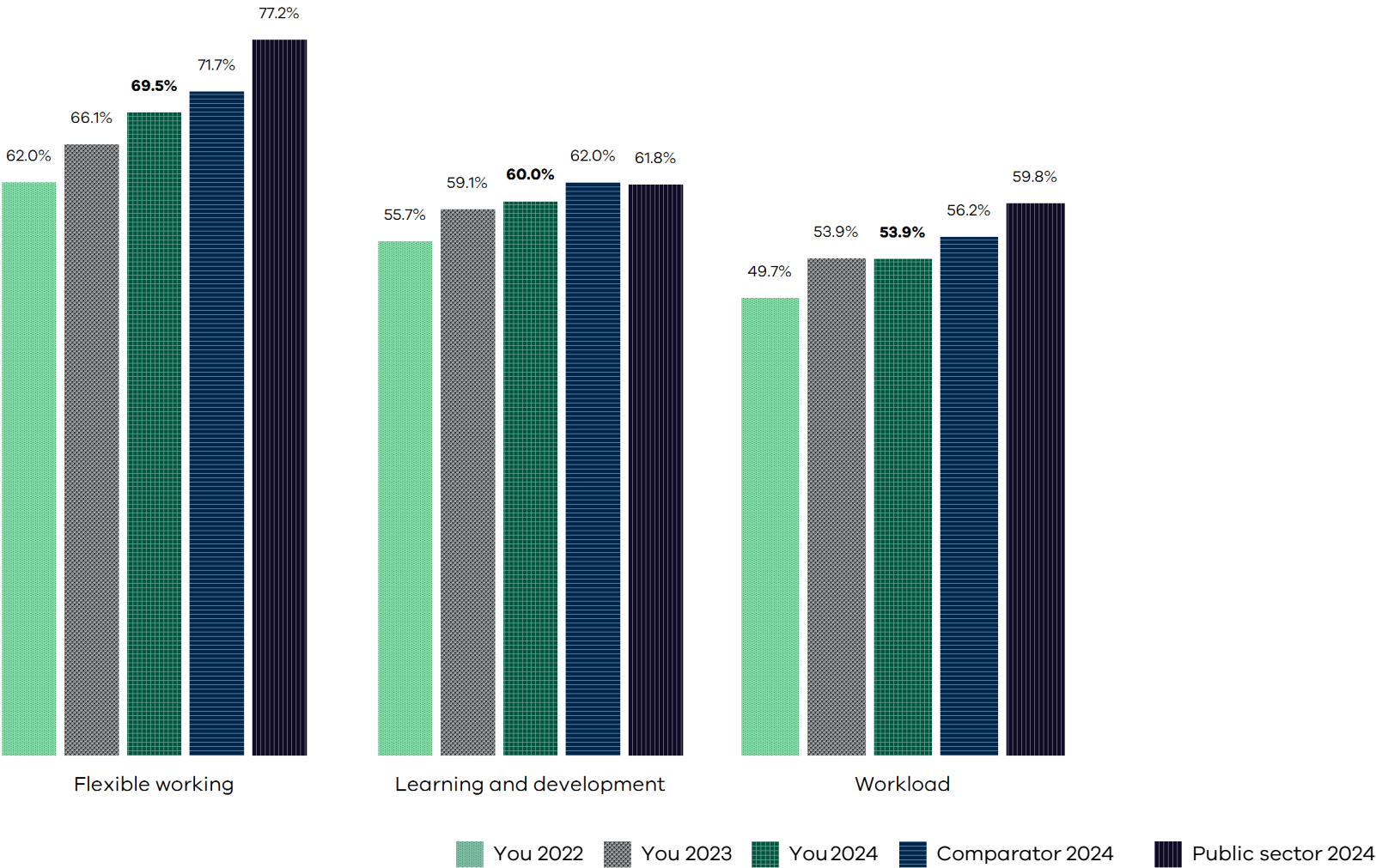
Example

In 2024:

- 88.7% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 90.3% of staff in your comparator group and 88.9% of staff across the public sector.

Chart legend:
- You 2022
- You 2023
- You 2024
- Comparator 2024
- Public sector 2024

Meaningful work
- You 2022: 90.6%
- You 2023: 91.3%
- You 2024: 88.7%
- Comparator 2024: 90.3%
- Public sector 2024: 88.9%

Job enrichment
- You 2022: 83.6%
- You 2023: 84.4%
- You 2024: 83.7%
- Comparator 2024: 84.6%
- Public sector 2024: 84.6%

Manager leadership
- You 2022: 78.4%
- You 2023: 81.0%
- You 2024: 82.2%
- Comparator 2024: 80.9%
- Public sector 2024: 84.9%

Manager support
- You 2022: 67.5%
- You 2023: 71.0%
- You 2024: 71.3%
- Comparator 2024: 72.5%
- Public sector 2024: 76.3%

Victorian Public Sector Commission

VICTORIA State Government

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.

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:

- 69.5% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 71.7% of staff in your comparator group and 77.2% of staff across the public sector.

Chart data:

Flexible working
- You 2022: 62.0%
- You 2023: 66.1%
- You 2024: 69.5%
- Comparator 2024: 71.7%
- Public sector 2024: 77.2%

Learning and development
- You 2022: 55.7%
- You 2023: 59.1%
- You 2024: 60.0%
- Comparator 2024: 62.0%
- Public sector 2024: 61.8%

Workload
- You 2022: 49.7%
- You 2023: 53.9%
- You 2024: 53.9%
- Comparator 2024: 56.2%
- Public sector 2024: 59.8%

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

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

84% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
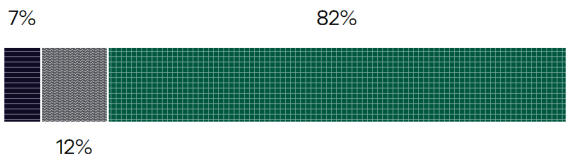
Survey question	Your results
	Disagree / **Neither agree nor disagree** / **Don't know** / **Agree**

Survey question	7% / 84% / 9%	7% / 82% / 12%	8% / 81% / 11%

Your results:

My manager treats employees with dignity and respect — Disagree 7%, Agree 84%, Neither 9%

My manager demonstrates honesty and integrity — Disagree 7%, Agree 82%, Neither 12%

My manager models my organisation's values — Disagree 8%, Agree 81%, Neither 11%

Benchmark agree results

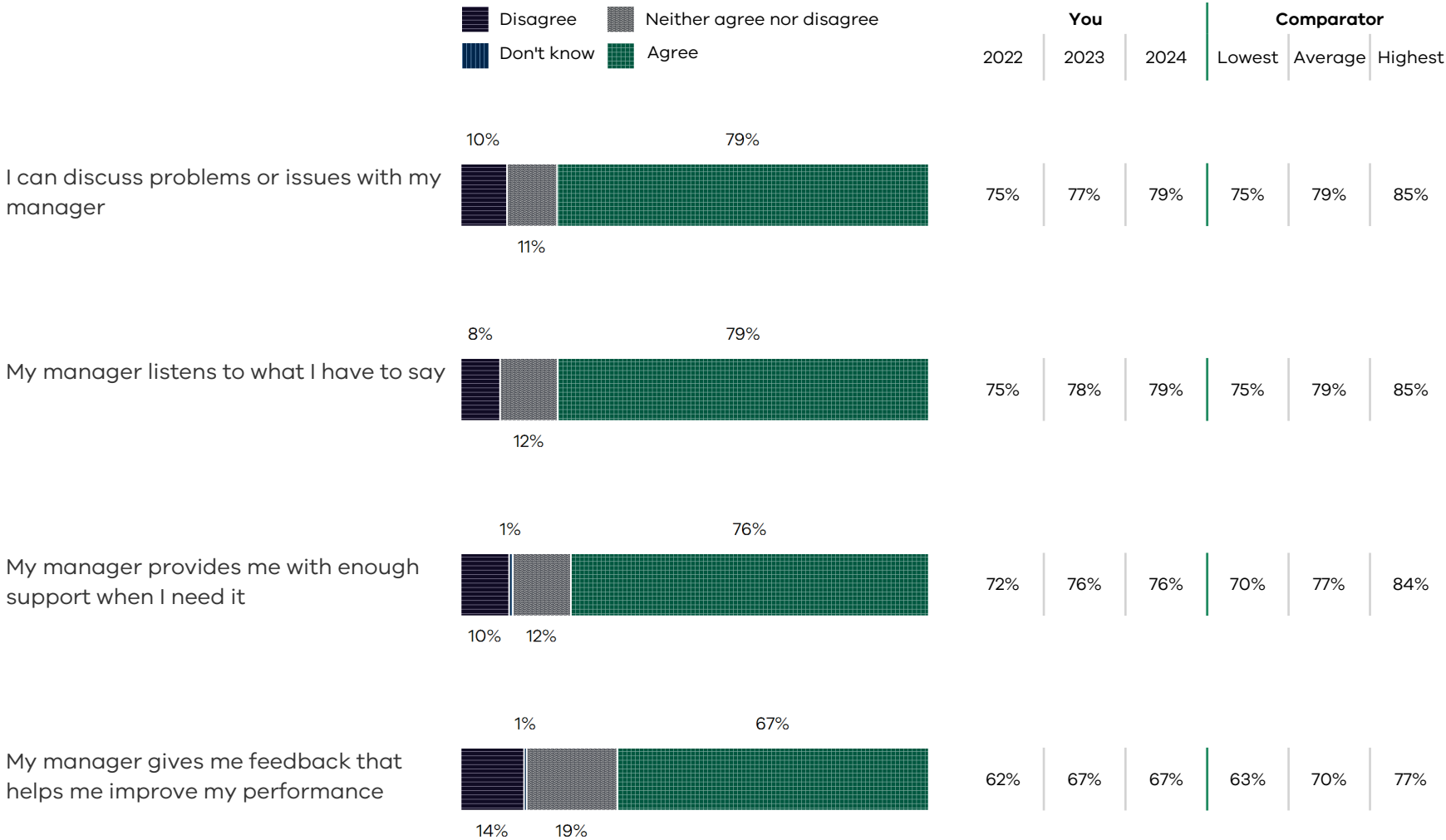| Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	80%	82%	84%	76%	83%	88%
My manager demonstrates honesty and integrity	78%	81%	82%	75%	80%	86%
My manager models my organisation's values	77%	80%	81%	72%	80%	86%
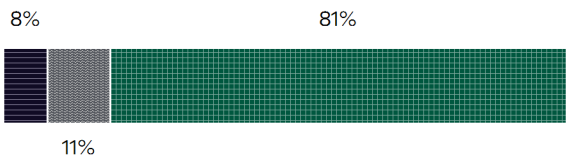
Job and manager factors

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

79% 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	10% / 11% / 79%	75%	77%	79%	75%	79%	85%
My manager listens to what I have to say	8% / 12% / 79%	75%	78%	79%	75%	79%	85%
My manager provides me with enough support when I need it	10% / 12% / 76%	72%	76%	76%	70%	77%	84%
My manager gives me feedback that helps me improve my performance	14% / 19% / 67%	62%	67%	67%	63%	70%	77%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

55% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

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

I receive meaningful recognition when I do good work

21%   55%

24%

Benchmark agree results
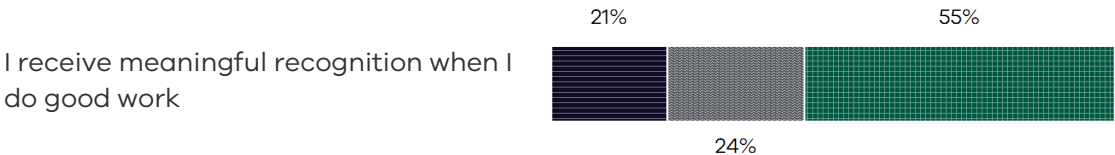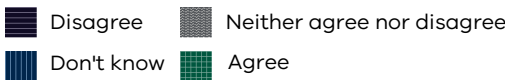
	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
53%	57%	55%	42%	57%	68%

Victorian Public Sector Commission

VICTORIA State Government

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.
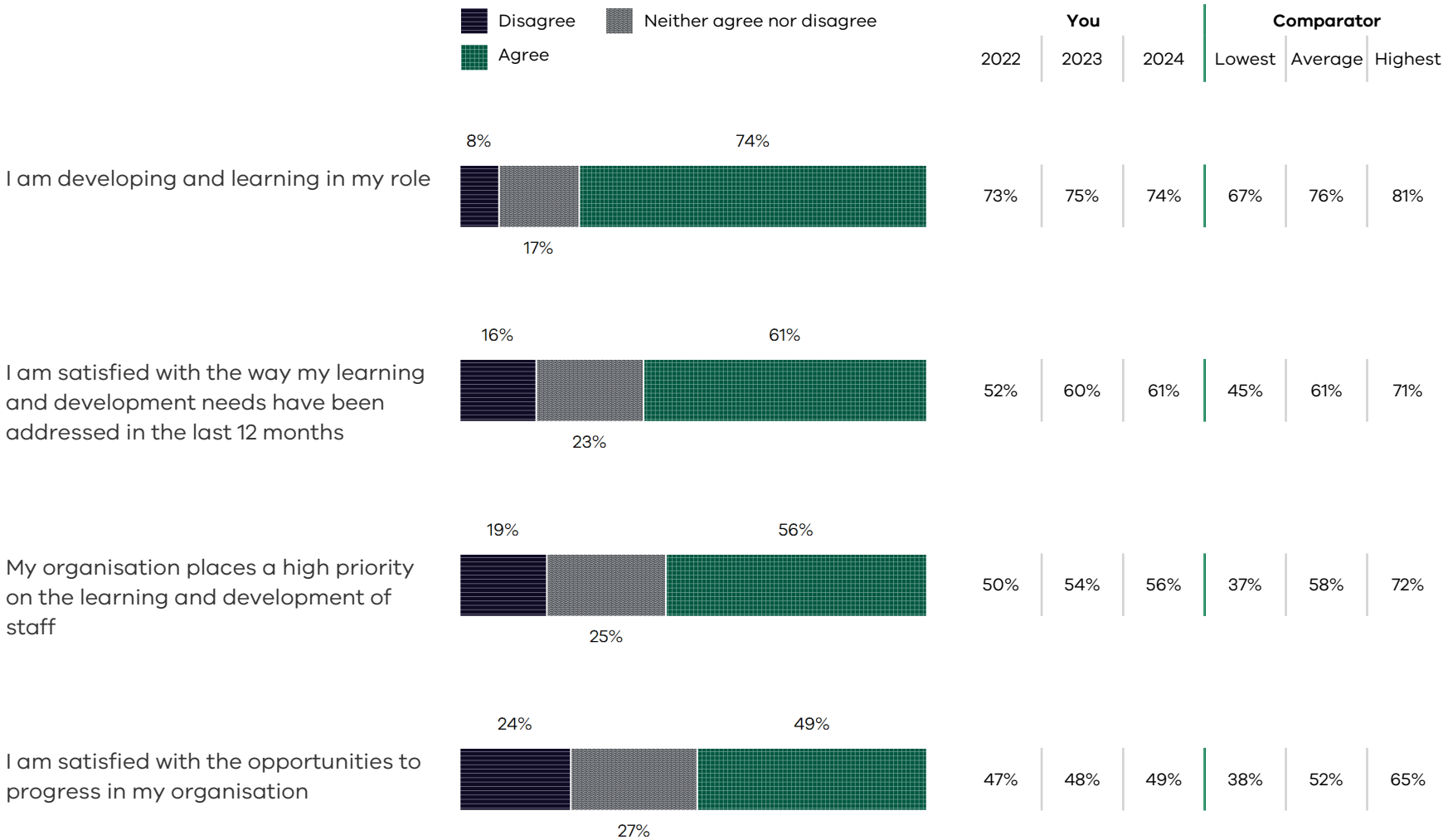
Example

56% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

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

26%   56%
18%
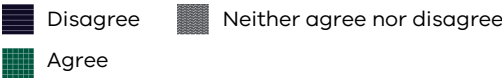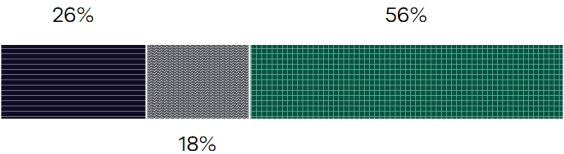
I have enough time to do my job effectively

29%   52%
19%

Benchmark agree results
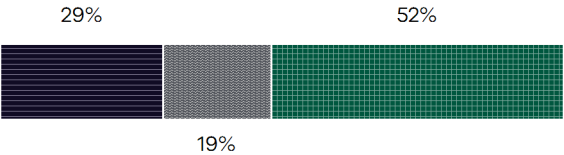
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	52%	56%	56%	46%	58%	69%
	47%	52%	52%	41%	54%	65%

Victorian Public Sector Commission

VICTORIA State Government

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.
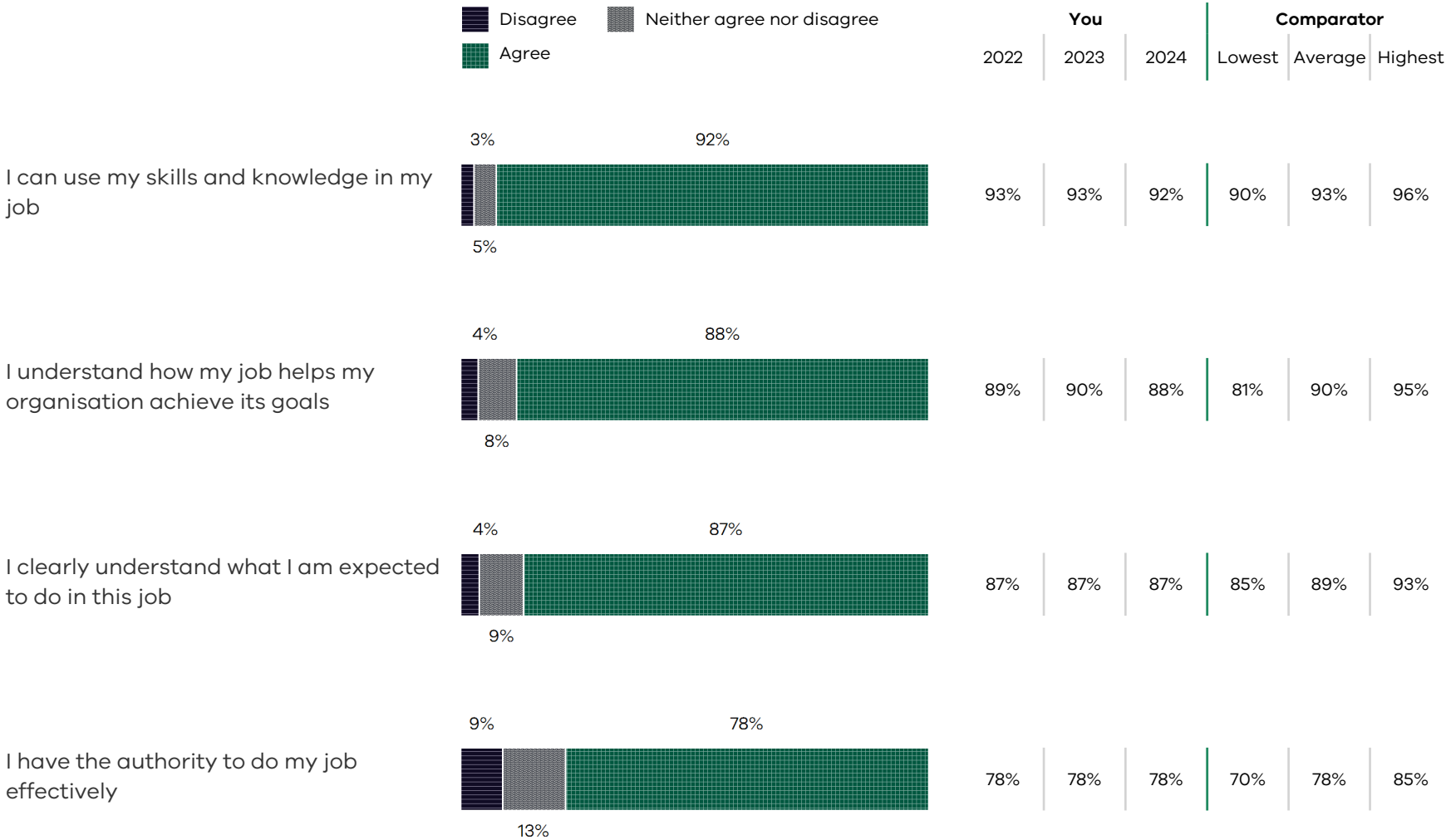
Example

74% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	Disagree 8%, Neither 17%, Agree 74%	73%	75%	74%	67%	76%	81%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 16%, Neither 23%, Agree 61%	52%	60%	61%	45%	61%	71%
My organisation places a high priority on the learning and development of staff	Disagree 19%, Neither 25%, Agree 56%	50%	54%	56%	37%	58%	72%
I am satisfied with the opportunities to progress in my organisation	Disagree 24%, Neither 27%, Agree 49%	47%	48%	49%	38%	52%	65%

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.
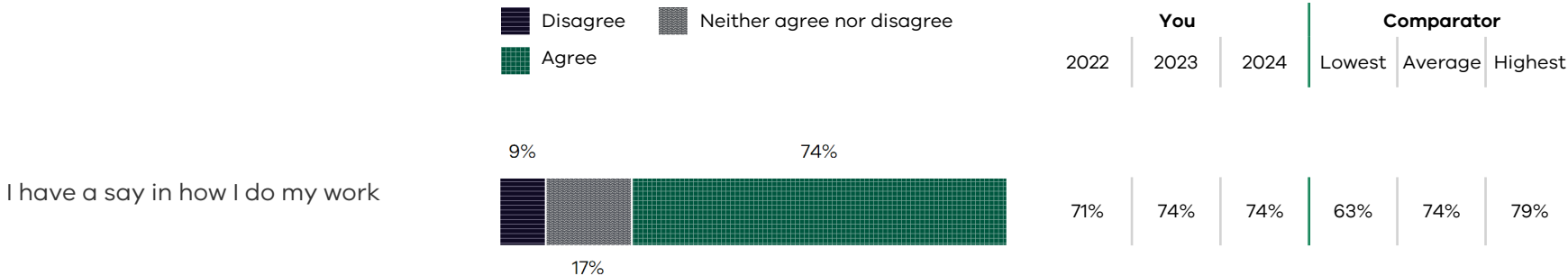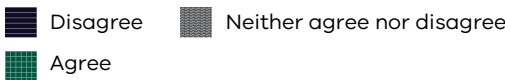
Example

92% 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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I can use my skills and knowledge in my job	3% / 5% / 92%	93%	93%	92%	90%	93%	96%
I understand how my job helps my organisation achieve its goals	4% / 8% / 88%	89%	90%	88%	81%	90%	95%
I clearly understand what I am expected to do in this job	4% / 9% / 87%	87%	87%	87%	85%	89%	93%
I have the authority to do my job effectively	9% / 13% / 78%	78%	78%	78%	70%	78%	85%

Victorian Public Sector Commission

VICTORIA State Government

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

74% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

I have a say in how I do my work

Your results

Disagree Neither agree nor disagree Agree

9%   74%

17%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	71%	74%	74%	63%	74%	79%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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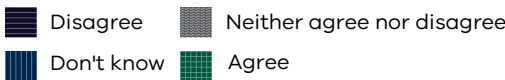
Example

91% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.
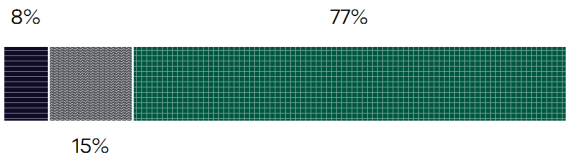
Survey question	Your results						

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work (2% / 91% / 6%)	94%	94%	91%	89%	93%	97%
I achieve something important through my work (2% / 91% / 8%)	92%	93%	91%	88%	92%	96%
I get a sense of accomplishment from my work (5% / 84% / 11%)	86%	87%	84%	80%	86%	91%

Victorian Public Sector Commission

VICTORIA State Government
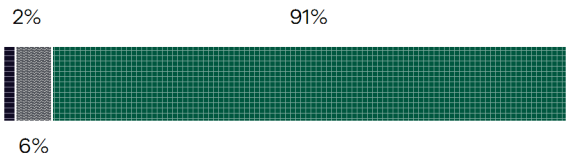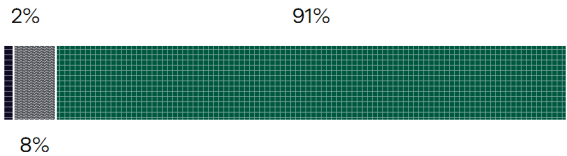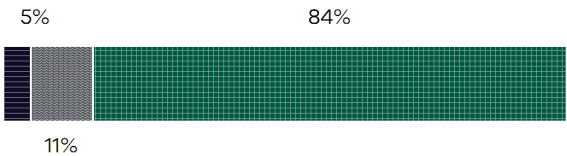
Job and manager factors

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

77% 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
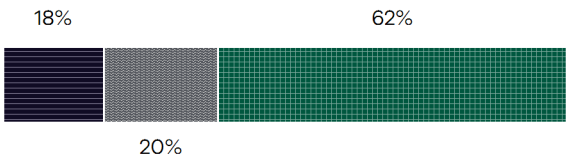
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	8% / 15% / 77%	68%	72%	77%	71%	77%	85%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	18% / 20% / 62%	56%	60%	62%	55%	66%	74%

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

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.
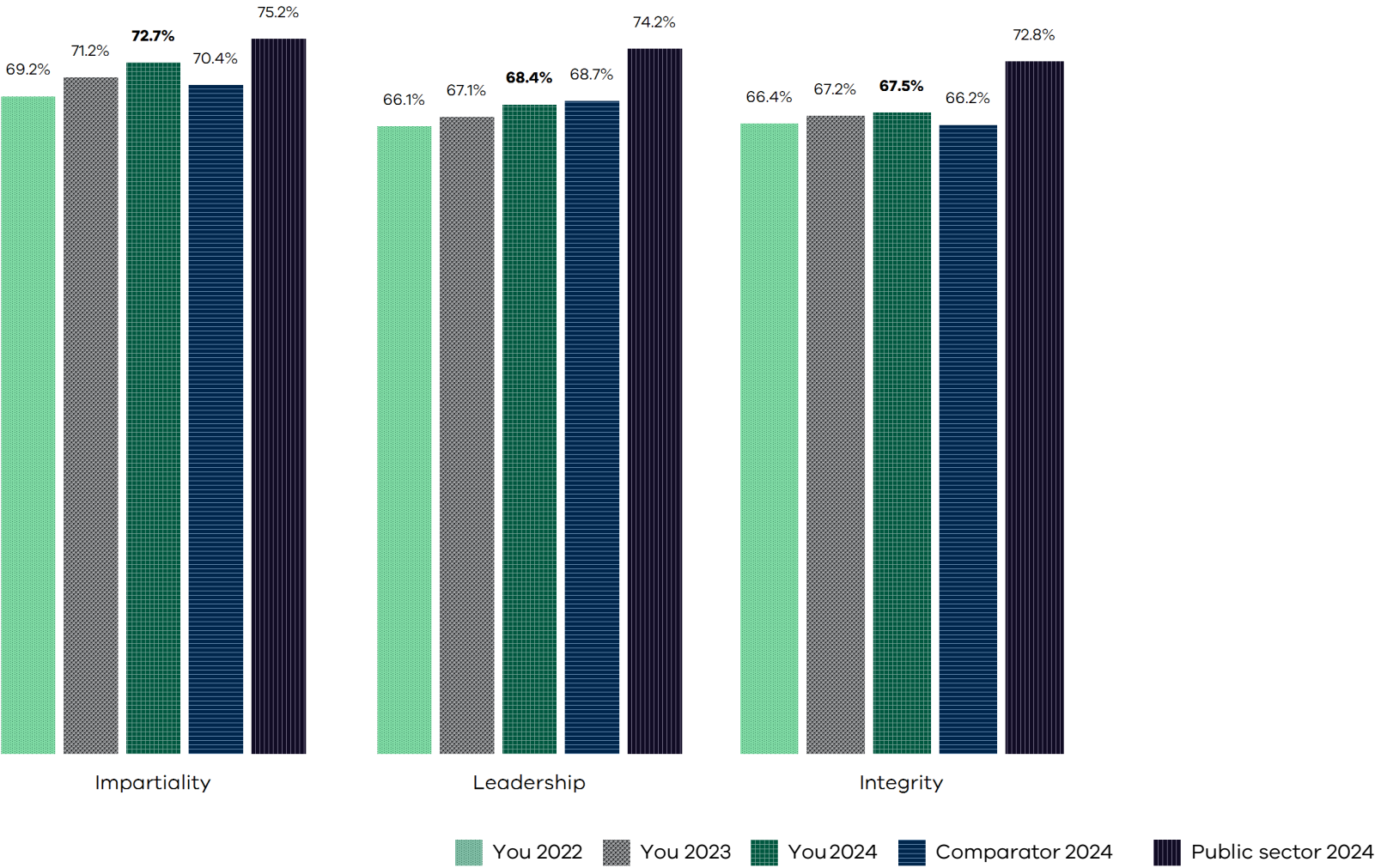
Why this is important

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:

- 80.5% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 78.5% of staff in your comparator group and 82.2% of staff across the public sector.
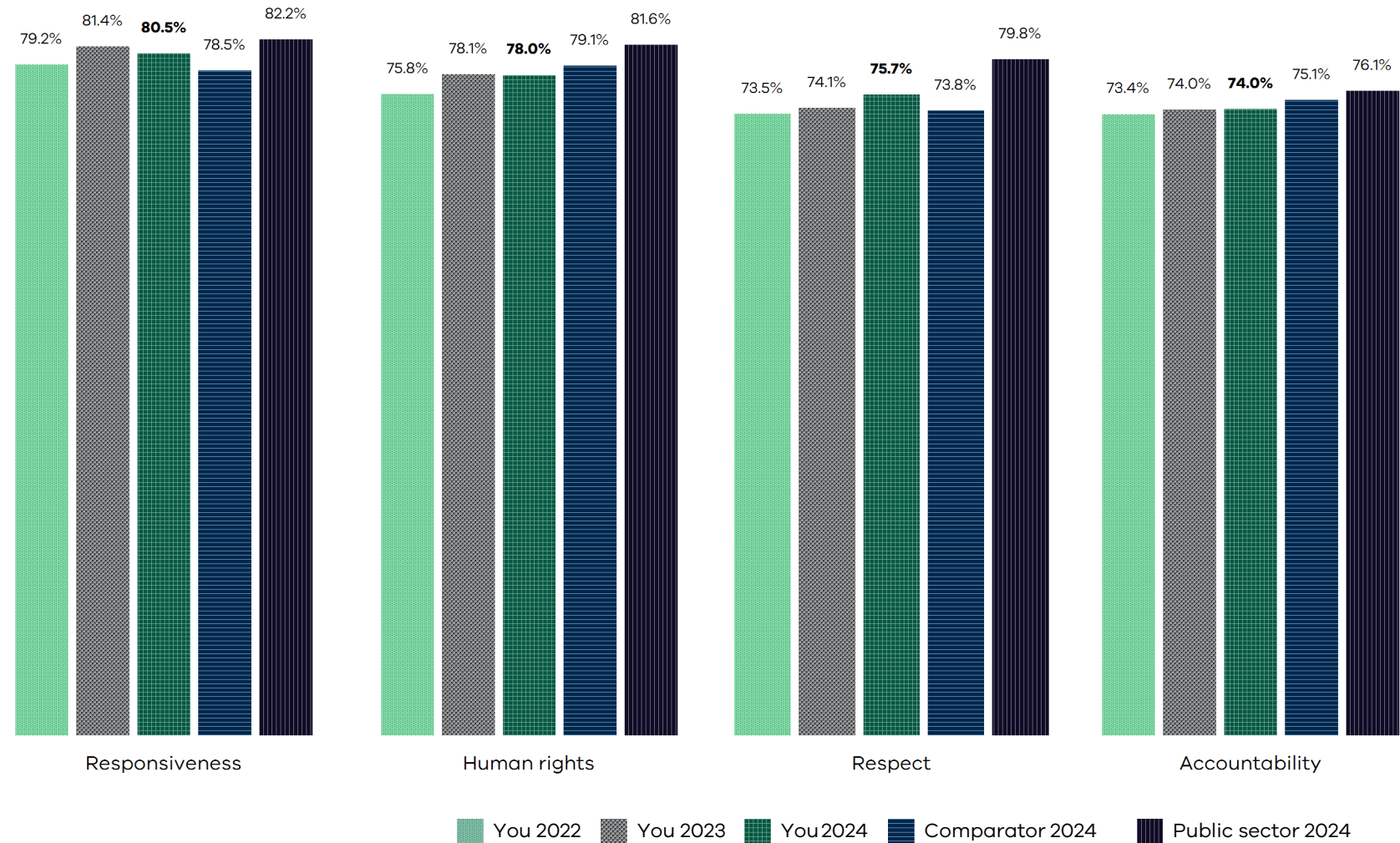
Chart data:

Value	You 2022	You 2023	You 2024	Comparator 2024	Public sector 2024
Responsiveness	79.2%	81.4%	**80.5%**	78.5%	82.2%
Human rights	75.8%	78.1%	**78.0%**	79.1%	81.6%
Respect	73.5%	74.1%	**75.7%**	73.8%	79.8%
Accountability	73.4%	74.0%	**74.0%**	75.1%	76.1%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 72.7% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 70.4% of staff in your comparator group and 75.2% of staff across the public sector.

Chart legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Impartiality: 69.2%, 71.2%, **72.7%**, 70.4%, 75.2%

Leadership: 66.1%, 67.1%, **68.4%**, 68.7%, 74.2%

Integrity: 66.4%, 67.2%, **67.5%**, 66.2%, 72.8%

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.
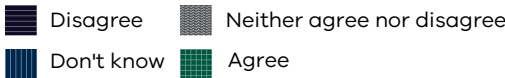
Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

My workgroup provides high quality advice and services

1%   81%

6%   13%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	79%	81%	81%	70%	79%	86%
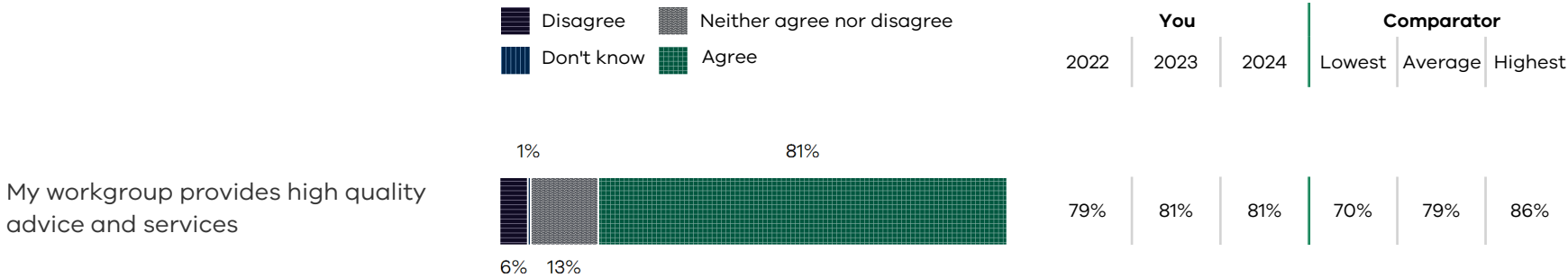
Public sector values

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

82% 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

My manager demonstrates honesty and integrity — 7%, 12%, 82%
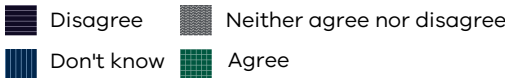
My organisation is committed to earning a high level of public trust — 3%, 5%, 20%, 72%

People in my workgroup are honest, open and transparent in their dealings — 1%, 10%, 17%, 72%

People in my workgroup appropriately manage conflicts of interest — 4%, 12%, 19%, 64%

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager demonstrates honesty and integrity	78%	81%	82%	75%	80%	86%
My organisation is committed to earning a high level of public trust	75%	74%	72%	39%	68%	86%
People in my workgroup are honest, open and transparent in their dealings	71%	72%	72%	62%	68%	73%
People in my workgroup appropriately manage conflicts of interest	60%	62%	64%	57%	63%	71%

Public sector values

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

64% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
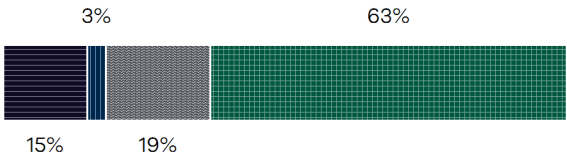
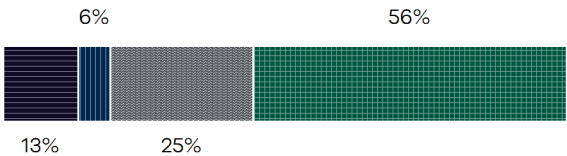| Survey question	Your results				Benchmark agree results					

Legend: ■ Disagree ▨ Neither agree nor disagree ■ Don't know ▨ Agree
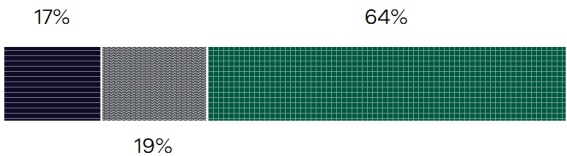
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	17% / 19% / 64%	63%	64%	64%	54%	65%	71%
My organisation does not tolerate improper conduct	15% / 3% / 19% / 63%	62%	63%	63%	44%	62%	74%
Senior leaders demonstrate honesty and integrity	13% / 6% / 25% / 56%	55%	54%	56%	39%	57%	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.
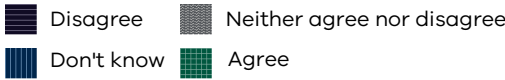
Example

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

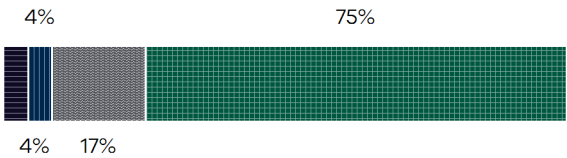Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	4% / 4% / 17% / 75%	71%	73%	75%	68%	72%	78%
My workgroup acts fairly and without bias	12% / 17% / 71%	68%	69%	71%	63%	68%	77%

Victorian Public Sector Commission

VICTORIA State Government
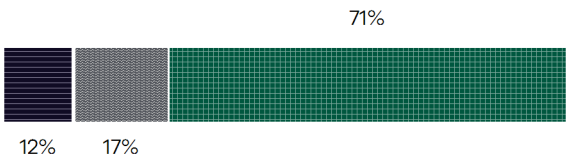
Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

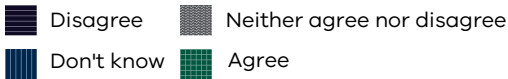Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
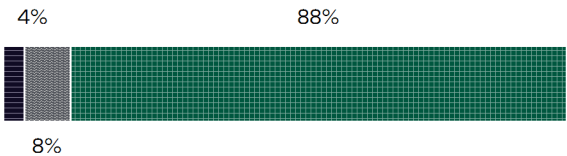
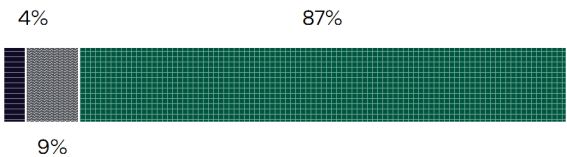## Survey question

Your results

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

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	89%	90%	88%	81%	90%	95%
I clearly understand what I am expected to do in this job	87%	87%	87%	85%	89%	93%
My workgroup has clear lines of responsibility	72%	72%	73%	64%	73%	80%
My workgroup uses its resources well	67%	70%	69%	61%	70%	80%
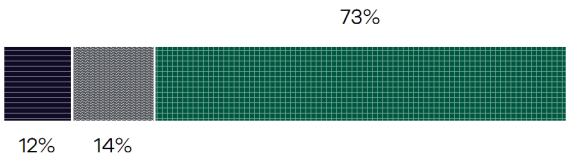
Your results bars:
- I understand how my job helps my organisation achieve its goals: 4% disagree, 8% neither, 88% agree
- I clearly understand what I am expected to do in this job: 4% disagree, 9% neither, 87% agree
- My workgroup has clear lines of responsibility: 12% disagree, 14% neither, 73% agree
- My workgroup uses its resources well: 11% disagree, 19% neither, 69% agree

Victorian Public Sector Commission

VICTORIA State Government
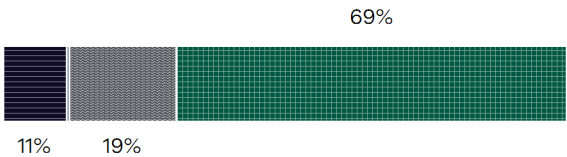
Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

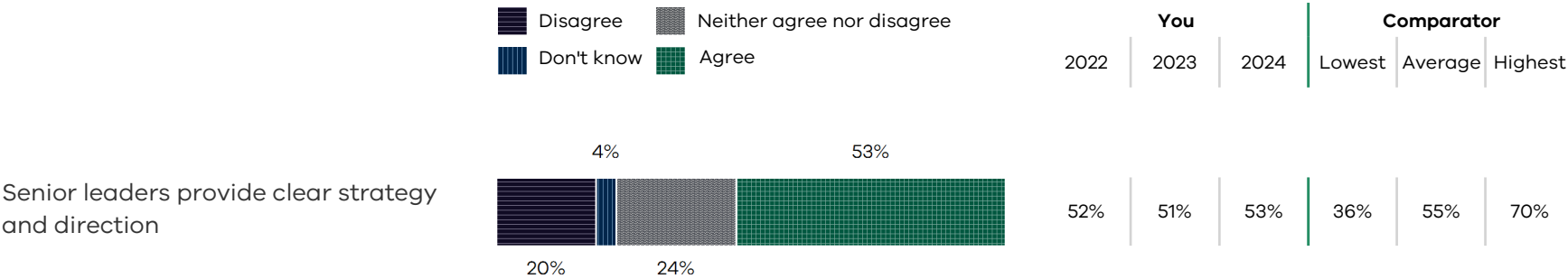Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

53% 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

4%
53%
20%
24%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
52%	51%	53%		36%	55%	70%

Victorian Public Sector Commission

VICTORIA State Government

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.
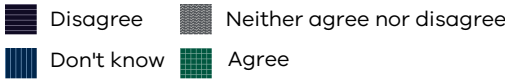
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
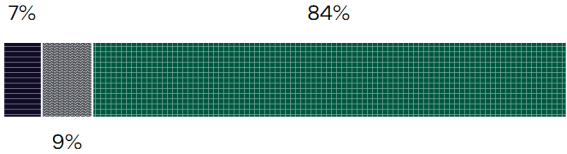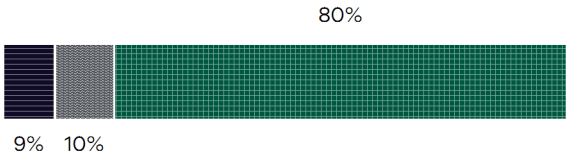
Survey question

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 treats employees with dignity and respect (7% Disagree, 9% Neither, 84% Agree)	80%	82%	84%	76%	83%	88%
People in my workgroup treat each other with respect (9% Disagree, 10% Neither, 80% Agree)	79%	78%	80%	68%	75%	81%
My manager listens to what I have to say (8% Disagree, 12% Neither, 79% Agree)	75%	78%	79%	75%	79%	85%
My organisation encourages respectful workplace behaviours (1% Disagree, 8% Don't know, 14% Neither, 77% Agree)	78%	77%	77%	57%	74%	81%
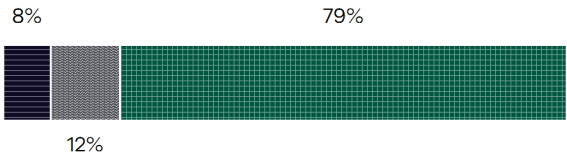
Victorian Public Sector Commission

VICTORIA State Government
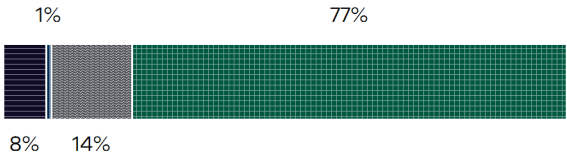
Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

My organisation takes steps to eliminate bullying, harassment and discrimination

5%   58%
15%   23%

Benchmark agree results

	You				Comparator	
2022	2023	2024		Lowest	Average	Highest
56%	56%	58%		43%	58%	69%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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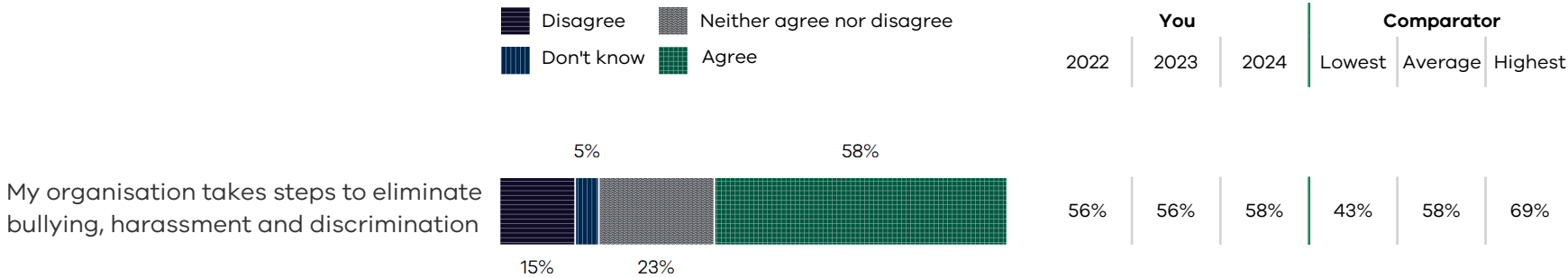
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	Disagree 8%, Neither 11%, Agree 81%		77%	80%	81%	72%	80%	86%
Senior leaders model my organisation's values	Disagree 15%, Don't know 5%, Neither 24%, Agree 56%		55%	54%	56%	39%	58%	71%

Victorian Public Sector Commission

VICTORIA State Government
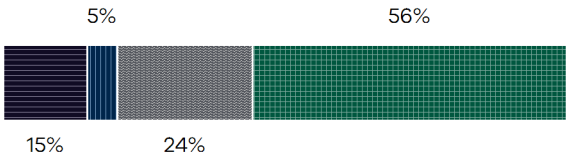
Public sector values

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

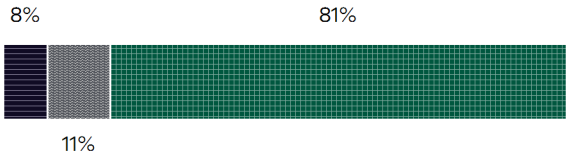82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

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

My organisation encourages employees to act in ways that are consistent with human rights

2% | 82%
4% 11%

I understand how the Charter of Human Rights and Responsibilities applies to my work

8% | 74%
18%

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	81%	81%	82%	65%	79%	88%
I understand how the Charter of Human Rights and Responsibilities applies to my work	70%	75%	74%	69%	79%	87%
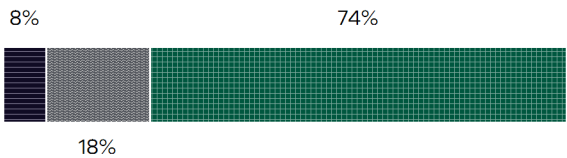
People matter survey 2024

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

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

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
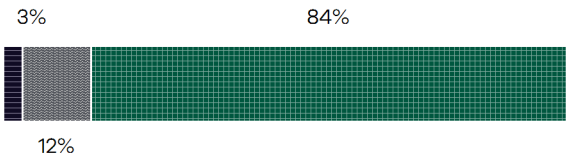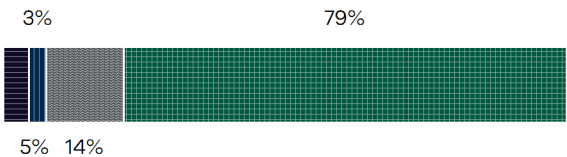
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am proud to work in the public sector	3% / 12% / 84%	Not asked	Not asked	84%	64%	80%	91%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	3% / 5% / 14% / 79%	Not asked	75%	79%	75%	83%	88%

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

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	564	25%
35-54 years	1091	49%
55+ years	382	17%
Prefer not to say	180	8%

Gender	(n)	%
Woman	1625	73%
Man	374	17%
Prefer not to say	203	9%
Non-binary and I use a different term	15	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	13	1%
No	2012	91%
Prefer not to say	192	9%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	5	0%
No	1992	90%
Don't know	46	2%
Prefer not to say	174	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1675	76%
Prefer not to say	357	16%
Bisexual	65	3%
Gay or lesbian	38	2%
Asexual	31	1%
Don't know	24	1%
I use a different term	14	1%
Pansexual	13	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

This is staff who identify as Aboriginal and/or Torres Strait Islander.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	22	1%
Non Aboriginal and/or Torres Strait Islander	2062	93%
Prefer not to say	133	6%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	14	64%
No	7	32%
Don't know	1	5%
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.

How we protect anonymity and privacy

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

Are you a person with disability?	(n)	%
Yes	103	5%
No	1998	90%
Prefer not to say	116	5%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	59	57%
No	38	37%
Prefer not to say	6	6%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	15	39%
I feel that sharing my disability information will reflect negatively on me	12	32%
My disability does not impact on my ability to perform my role	10	26%
Other	1	3%

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.

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	1701	77%
Not born in Australia	321	14%
Prefer not to say	195	9%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	88	34%
Hindi	36	14%
Filipino	30	11%
Malayalam	24	9%
Punjabi	19	7%
Mandarin	17	6%
Italian	16	6%
Tagalog	11	4%
Macedonian	9	3%
Tamil	9	3%
Spanish	8	3%
Arabic	7	3%

Language other than English used with family or community	(n)	%
Yes	262	12%
No	1796	81%
Prefer not to say	159	7%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Cantonese	7	3%
Greek	7	3%
Urdu	7	3%
Vietnamese	6	2%
Australian Indigenous Language	4	2%
Gujarati	4	2%
Telugu	4	2%
Turkish	4	2%
Persian	2	1%
Sinhalese	2	1%
Auslan	1	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

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

Cultural identity	(n)	%
Australian	1642	74%
Prefer not to say	240	11%
English, Irish, Scottish and/or Welsh	183	8%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	86	4%
South Asian	62	3%
East and/or South-East Asian	56	3%
Other	37	2%
Aboriginal and/or Torres Strait Islander	24	1%
New Zealander	21	1%
Central Asian	13	1%
African	12	1%
Middle Eastern	9	0%
Central and/or South American	5	0%
North American	5	0%
Maori	4	0%
Pacific Islander	1	0%

Religion	(n)	%
No religion	1115	50%
Christianity	645	29%
Prefer not to say	305	14%
Other	71	3%
Hinduism	30	1%
Buddhism	21	1%
Islam	14	1%
Sikhism	13	1%
Judaism	3	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

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

Working arrangement	(n)	%
Full-Time	827	37%
Part-Time	1390	63%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	775	37%
$80k to $120k	765	36%
$120k to $160k	186	9%
$160k to $200k	37	2%
$200k or more	66	3%
Prefer not to say	290	14%

Organisational tenure	(n)	%
<1 year	254	11%
1 to less than 2 years	247	11%
2 to less than 5 years	527	24%
5 to less than 10 years	468	21%
10 to less than 20 years	471	21%
More than 20 years	250	11%

Management responsibility	(n)	%
Non-manager	1814	82%
Other manager	280	13%
Manager of other manager(s)	123	6%

Employment type	(n)	%
Ongoing and executive	1818	82%
Fixed term	250	11%
Other	149	7%

Frontline worker	(n)	%
Yes	1446	65%
No	771	35%

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

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

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months	(n)	%
Large regional city	2129	96%
Rural	47	2%
Other	20	1%
Melbourne: Suburbs	17	1%
Melbourne CBD	4	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	861	39%
A frontline or service delivery location	1214	55%
Home or private location	196	9%
A shared office space (where two or more organisations share the same workspace)	225	10%
Isolated or remote location/s where access to communications and help from others is difficult	14	1%
Other	145	7%

Flexible work	(n)	%
Part-time	818	37%
I do not use any flexible work arrangements	729	33%
Flexible start and finish times	419	19%
Shift swap	389	18%
Working from an alternative location (e.g. home, hub/shared work space)	313	14%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	205	9%
Study leave	186	8%
Working more hours over fewer days	106	5%
Other	73	3%
Job sharing	43	2%
Purchased leave	42	2%

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

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

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	1654	75%
Flexible working arrangements	421	19%
Physical modifications or improvements to the workplace	146	7%
Career development support strategies	39	2%
Job redesign or role sharing	36	2%
Other	30	1%
Accessible communications technologies	10	0%

Why did you make this request?	(n)	%
Family responsibilities	201	36%
Health	190	34%
Caring responsibilities	189	34%
Work-life balance	185	33%
Other	64	11%
Study commitments	37	7%
Disability	23	4%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	398	71%
The adjustments I needed were not made	110	20%
The adjustments I needed were made but the process was unsatisfactory	55	10%

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

How we protect anonymity and privacy

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

Caring responsibilities	(n)	%
None of the above	754	34%
Primary school aged child(ren)	473	21%
Secondary school aged child(ren)	390	18%
Prefer not to say	280	13%
Child(ren) - younger than preschool age	239	11%
Preschool aged child(ren)	232	10%
Frail or aged person(s)	200	9%
Person(s) with a medical condition	105	5%
Person(s) with disability	100	5%
Person(s) with a mental illness	96	4%
Other	50	2%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Which of the following categories best describes your current position?	(n)	%
Nursing employees	737	33%
Management, Administration and Corporate support	493	22%
Allied health - therapy discipline	351	16%
Support services	209	9%
Allied health - science discipline	149	7%
Medical employees	115	5%
Other health and social care	81	4%
Allied health - assistant	44	2%
Community development	20	1%
Lived experience specific worker	10	0%
Pastoral / spiritual care	6	0%
Counselling	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

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

Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	1330	60%
Community-based services	414	19%
Corporate services	230	10%
Residential aged care services	134	6%
Mental health care services	91	4%
Prison-based services	17	1%

Is your primary work role in one of the following areas?	(n)	%
Administration	416	19%
Aged care	171	8%
Critical care	74	3%
Drug and alcohol	5	0%
Emergency	115	5%
Maternity care	64	3%
Medical	208	9%
Mental health	116	5%
Mixed medical/surgical	64	3%
Neonatal care	18	1%
Palliative care	29	1%
Paediatrics	85	4%
Peri-operative	44	2%
Rehabilitation	142	6%
Surgical	119	5%
Other	546	25%

Victorian Public Sector Commission

VICTORIA State Government

vpsc.vic.gov.au/peoplemattersurvey