People Matter Survey 2024

Have your say

People matter survey 2024

Have your say

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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
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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 98% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage. This means some percentages may not add up to 100%.

Survey questions and definitions

Download Survey questions: Survey questions: People matter survey 2024 (DOCX, 83 pages) to see how we asked questions and defined concepts in the 2024 survey.

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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

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

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

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

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

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

Responsiveness · Integrity · Impartiality · Accountability · Respect · Leadership · Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Albury Wodonga Health

Bairnsdale Regional Health Service

Barwon Health

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	
51% (2538)	
Comparator	27%
Public Sector	42%

2024	
39% (2045)	
Comparator	32%
Public Sector	44%

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People matter survey

2024

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Victorian Public Sector Commission

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People outcomes

Your employee engagement index

What is this

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

The employee engagement index is a score out of 100. It is a weighting of all engagement question responses.

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

High engagement may lead to greater satisfaction and lower absences, turnover and workplace stress.

2023	
69	
Comparator	64
Public Sector	68

2024	
66	
Comparator	65
Public Sector	69

People outcomes

Engagement question results 1 of 2

What is this

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

Your group's engagement index

Your 2024 index is 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.
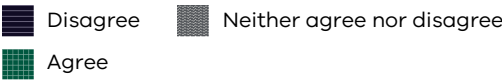
Example

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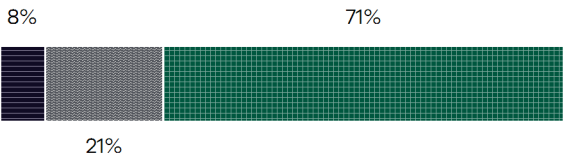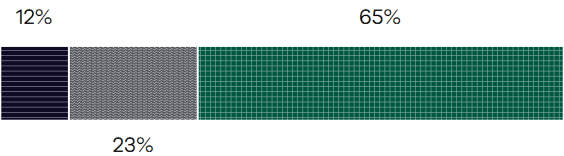
Survey question	Your results						

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Benchmark agree results — You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation (Disagree 8%, Neither 21%, Agree 71%)	74%	76%	71%	43%	67%	83%
I would recommend my organisation as a good place to work (Disagree 12%, Neither 23%, Agree 65%)	70%	72%	65%	38%	62%	78%
My organisation inspires me to do the best in my job (Disagree 14%, Neither 26%, Agree 60%)	61%	65%	60%	35%	58%	74%
My organisation motivates me to help achieve its objectives (Disagree 14%, Neither 27%, Agree 59%)	59%	64%	59%	35%	58%	74%
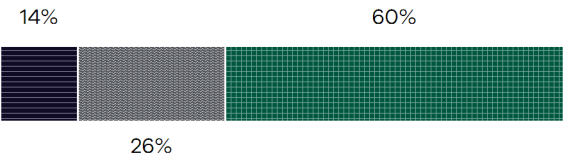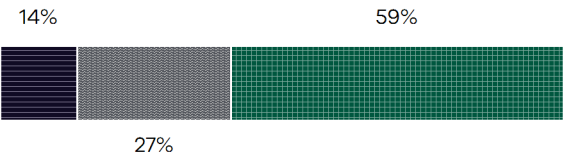
People outcomes

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'.

	Disagree		Neither agree nor disagree
	Agree		

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	16% 29% 54%		56%	57%	54%	36%	54%	66%

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.
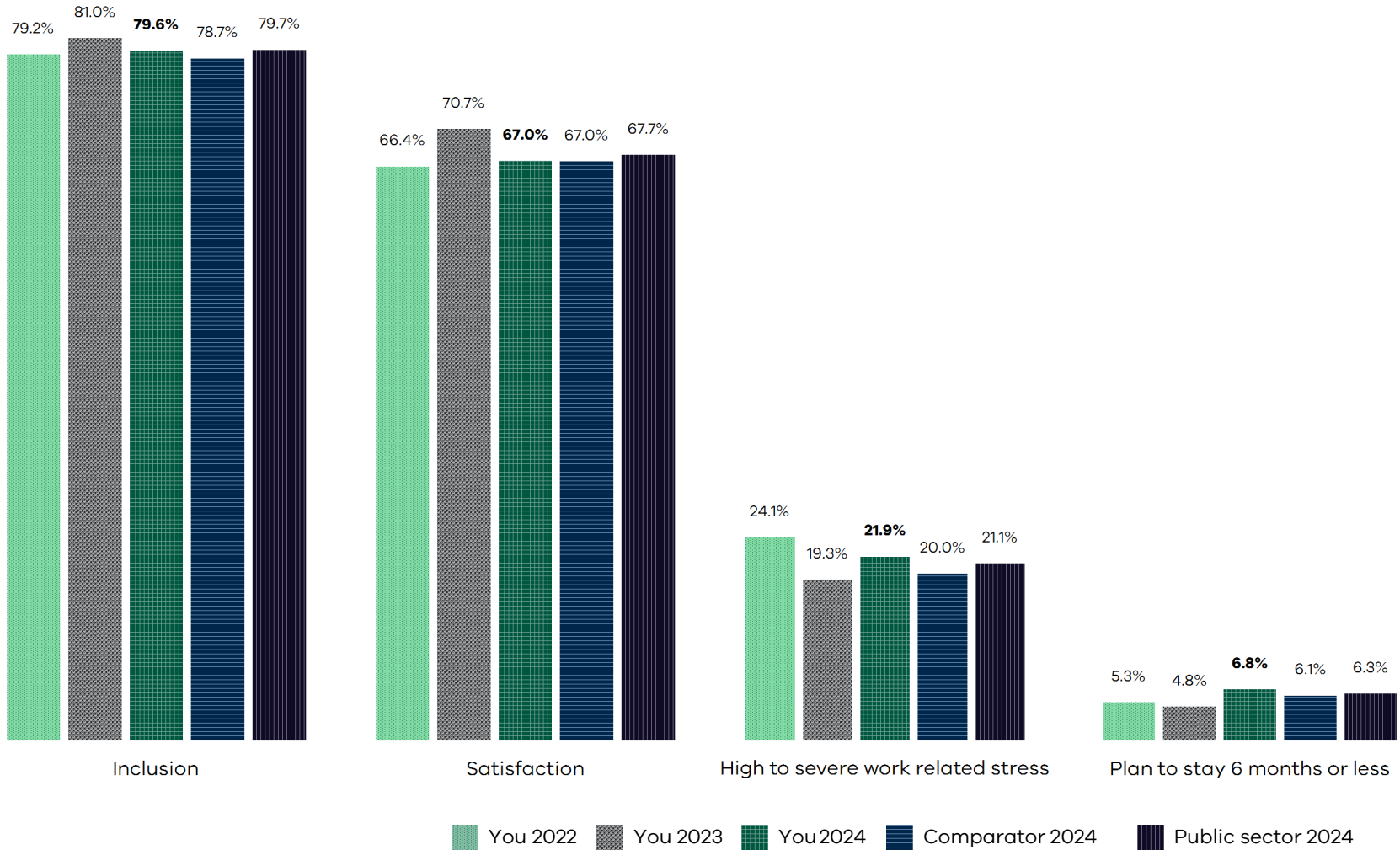
Why this is important

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:
- 79.6% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:
- 78.7% of staff in your comparator group and 79.7% of staff across the public sector.

Inclusion
- 79.2%
- 81.0%
- **79.6%**
- 78.7%
- 79.7%

Satisfaction
- 66.4%
- 70.7%
- **67.0%**
- 67.0%
- 67.7%

High to severe work related stress
- 24.1%
- 19.3%
- **21.9%**
- 20.0%
- 21.1%

Plan to stay 6 months or less
- 5.3%
- 4.8%
- **6.8%**
- 6.1%
- 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'.
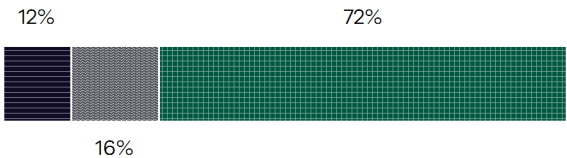
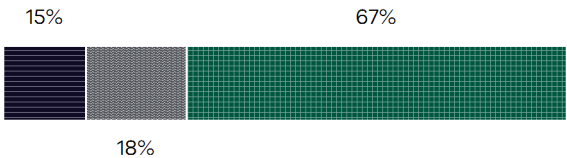| Survey question | Your results | Benchmark satisfied results |

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	12% / 16% / 72%	71%	76%	72%	59%	72%	80%
How satisfied are you with the work/life balance in your current job	15% / 18% / 67%	66%	71%	67%	61%	69%	77%
How satisfied are you with your career development within your current organisation	14% / 25% / 61%	62%	65%	61%	47%	60%	70%

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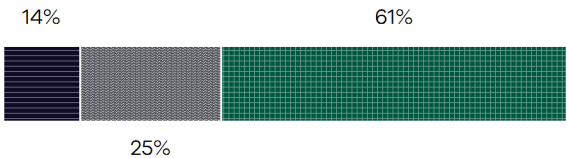
People outcomes

Work-related stress levels

What is this

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

Why this is important

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

How to read this

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

The graph at the top shows how staff in your group rated their current levels of work-related stress.

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

Example

22% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 20% of staff in your comparator group and 21% of staff across the public sector.

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

Category	Percentage
Nil	11%
Low or mild	37%
Moderate	30%
High	12%
Very high	6%
Severe	3%
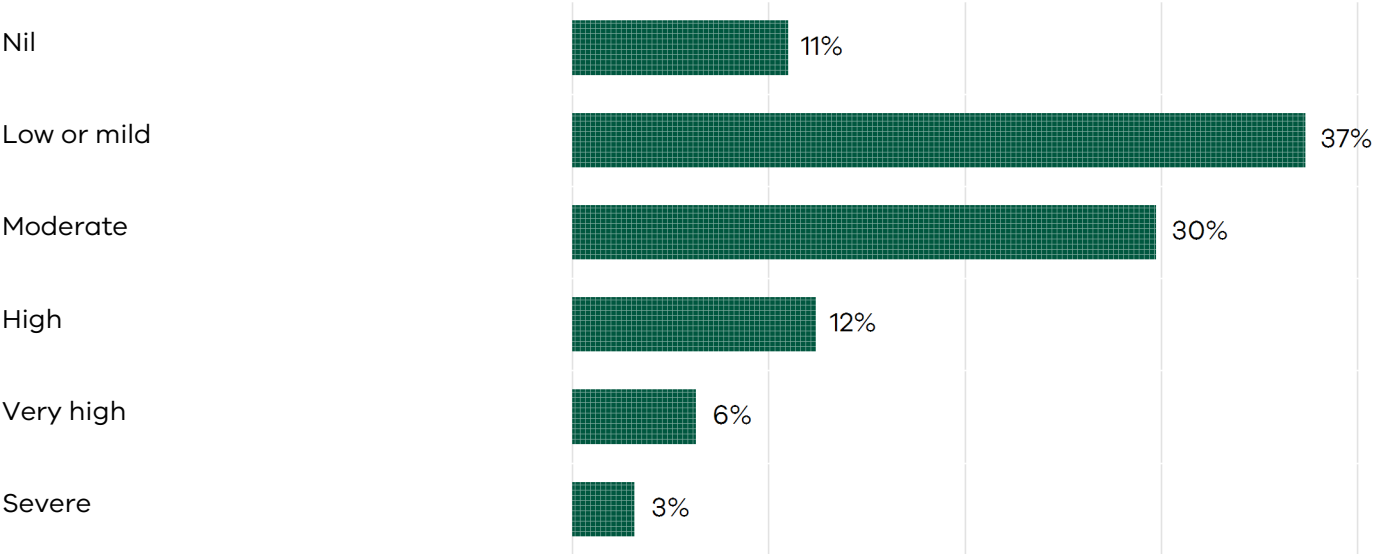
Reported levels of high to severe stress

2023		2024	
19%		**22%**	
Comparator	23%	Comparator	20%
Public Sector	24%	Public Sector	21%
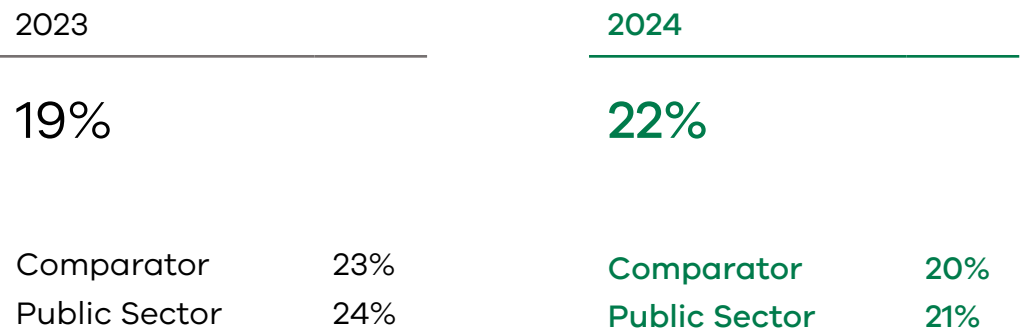
People outcomes

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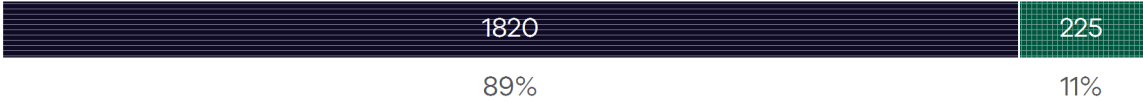
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

Example

89% of your staff who did the survey said they experienced mild to severe stress. Of that 89%, 53% said the top reason was 'Workload'.

1820	225
89%	11%

■ 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	54%	53%	52%	48%
Time pressure	40%	41%	40%	41%
Dealing with clients, patients or stakeholders	19%	21%	17%	18%
Other	12%	15%	15%	13%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	14%	14%	15%	13%
Competing home and work responsibilities	16%	14%	13%	13%
Management of work (e.g. supervision, training, information, support)	11%	13%	13%	12%
Organisation or workplace change	7%	11%	10%	12%
Content, variety, or difficulty of work	11%	10%	10%	11%
Job security	4%	9%	5%	9%

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

58% 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

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

The amount of stress in my job is manageable
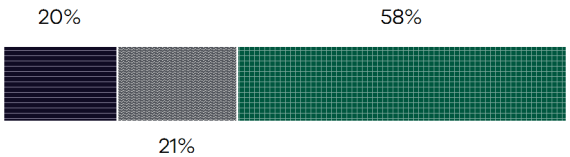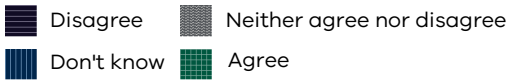
20%   58%

21%

Not asked	Not asked	58%	48%	59%	69%

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

36% of your staff who did the survey said they felt burnout at work.

Of that 36%, 47% 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' .

	728	1317
	36%	64%

■ Experienced some burnout   ▦ Did not experience any burnout
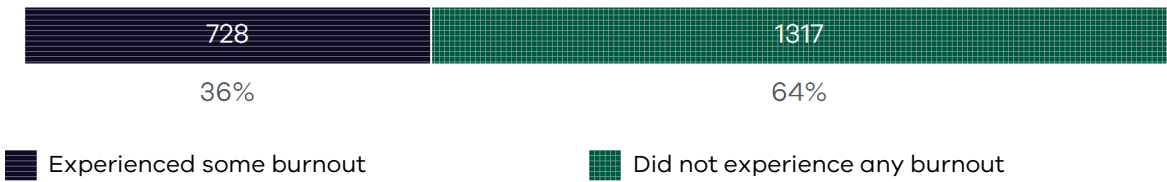
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	50%	47%	47%	49%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	22%	24%	23%	21%
I enjoy my work. I have no symptoms of burnout	18%	18%	19%	20%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	7%	8%	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	3%	4%	4%	3%

Victorian Public Sector Commission

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People outcomes

Intention to stay

What is this

This is what your staff intend to do with their careers in the near future.

Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.

How to read this

In the survey, we ask staff to tell us how long they intend to work at their organisation.

Example

8% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	5%	7%	6%	6%
Over 6 months and up to 1 year	7%	8%	8%	9%
Over 1 year and up to 3 years	20%	21%	21%	24%
Over 3 years and up to 5 years	15%	16%	17%	16%
Over 5 years	54%	48%	49%	45%

Victorian Public Sector Commission

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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
83% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question   Your results   Benchmark agree results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I feel culturally safe at work	6% / 10% / 83%	84%	85%	83%	77%	83%	87%
I can be myself at work	6% / 11% / 83%	81%	83%	83%	75%	82%	87%
I feel as if I belong at this organisation	8% / 20% / 72%	72%	75%	72%	54%	71%	80%
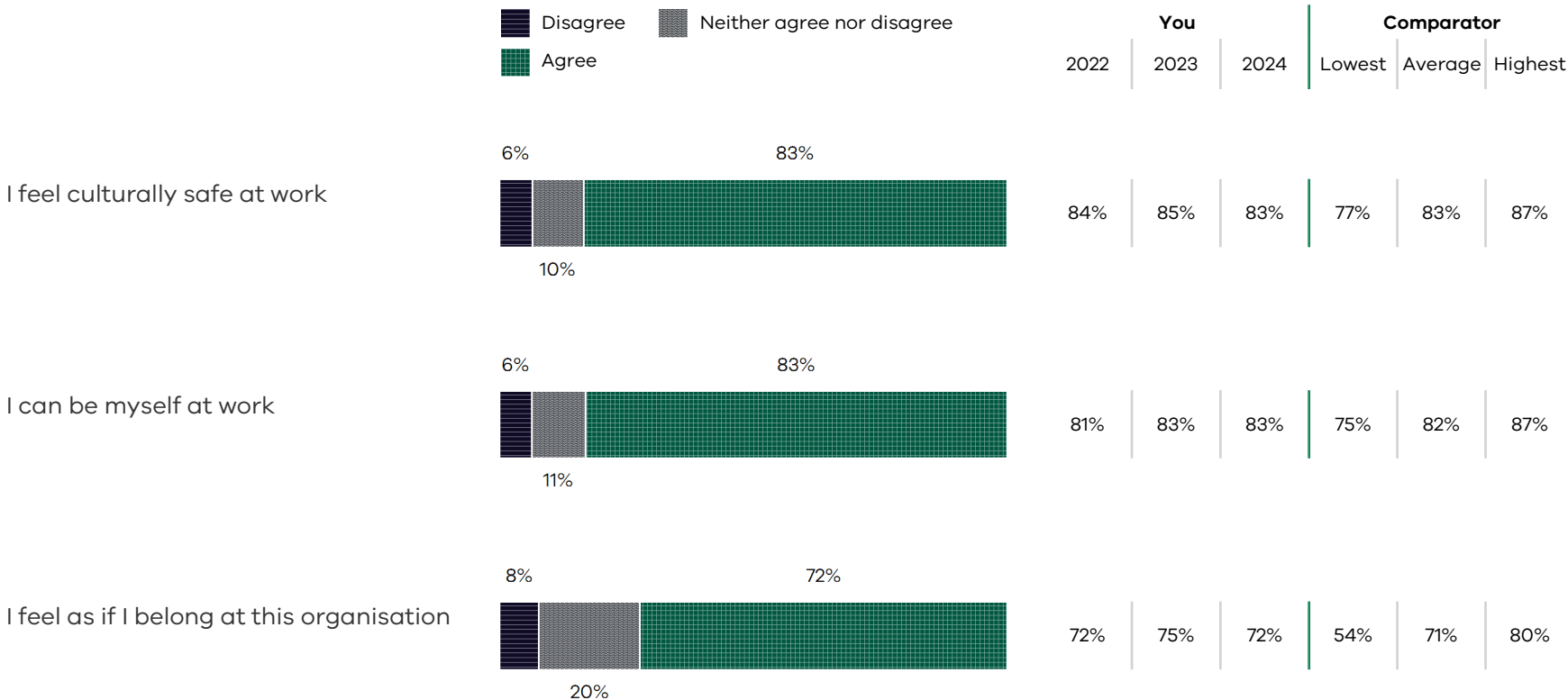
People outcomes

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	544	1501
	27%	73%

■ Experienced barriers listed   ■ Did not experience any of the barriers listed
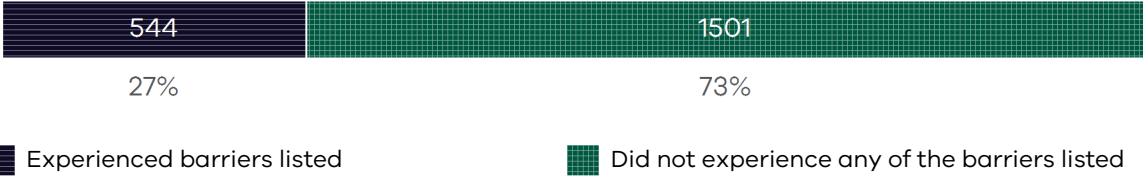
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	9%	9%	8%	7%
My flexible working	6%	7%	6%	6%
My mental health	7%	7%	7%	7%
My age	7%	7%	7%	7%
My physical health	4%	4%	5%	4%
My sex	2%	2%	3%	4%
My cultural background	2%	2%	3%	3%
My race	1%	1%	2%	2%
My industrial activity	0%	1%	1%	1%
My physical features	1%	1%	1%	1%

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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.

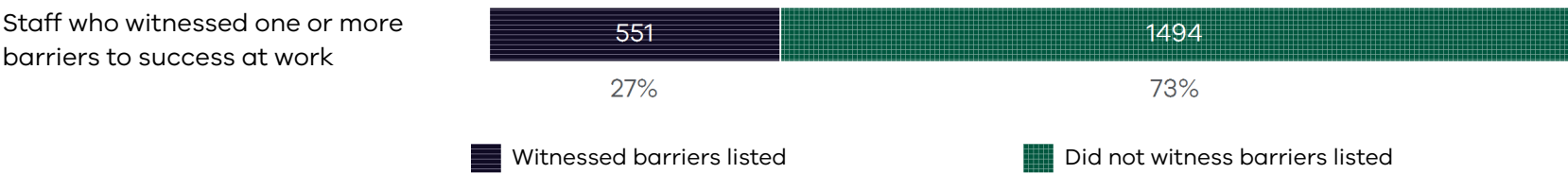### How to read this

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

551	1494
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	9%	11%	10%	9%
Caring responsibilities	9%	9%	9%	7%
Mental health	7%	8%	8%	7%
Cultural background	4%	6%	6%	5%
Age	5%	6%	6%	6%
Sex	3%	4%	4%	5%
Physical health	3%	4%	4%	4%
Race	3%	3%	3%	3%
Industrial activity	1%	2%	2%	2%
Disability	1%	1%	2%	2%

Victorian Public Sector Commission

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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

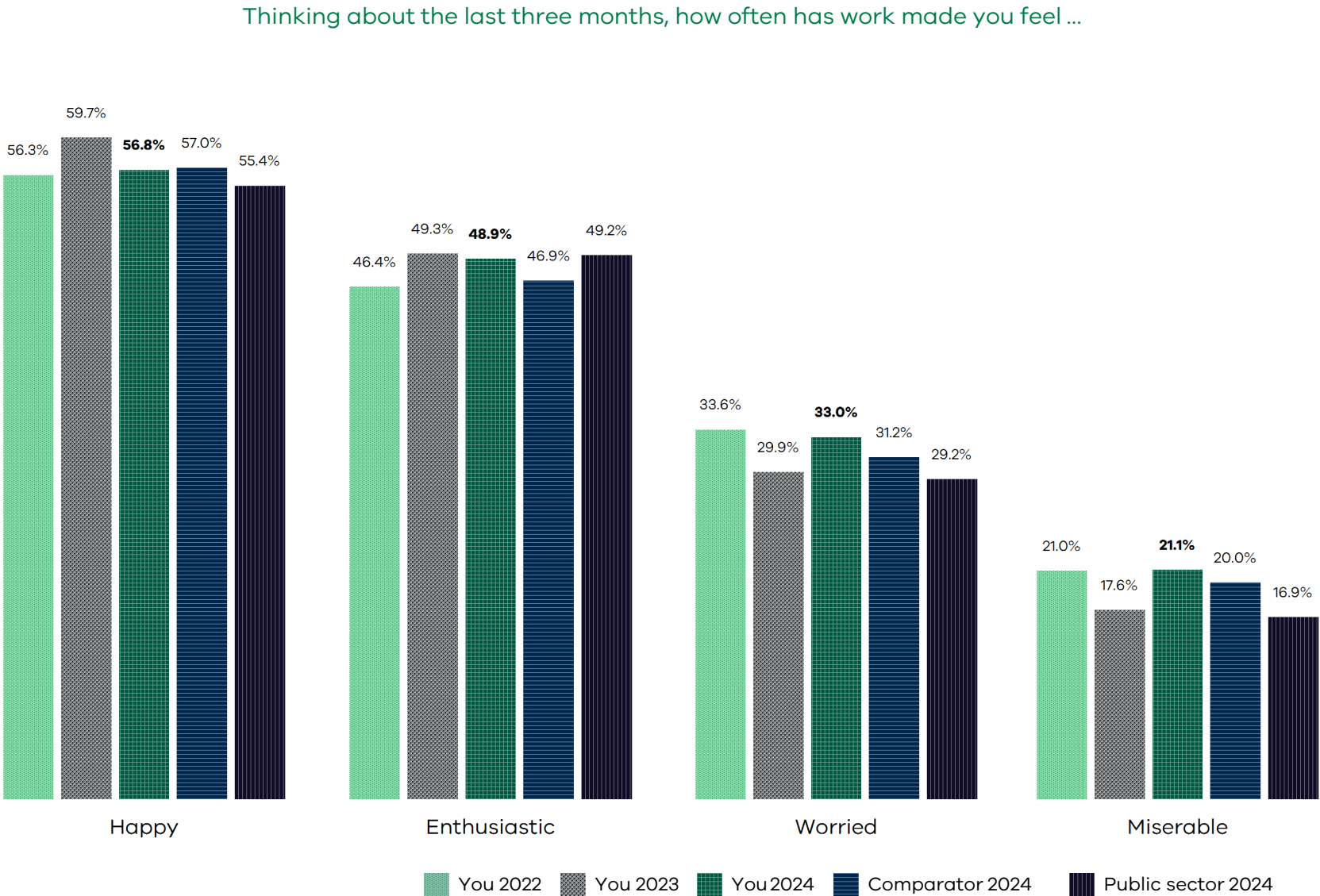Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

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:

- 56.8% 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: 56.3%
- You 2023: 59.7%
- You 2024: **56.8%**
- Comparator 2024: 57.0%
- Public sector 2024: 55.4%

Enthusiastic
- You 2022: 46.4%
- You 2023: 49.3%
- You 2024: **48.9%**
- Comparator 2024: 46.9%
- Public sector 2024: 49.2%

Worried
- You 2022: 33.6%
- You 2023: 29.9%
- You 2024: **33.0%**
- Comparator 2024: 31.2%
- Public sector 2024: 29.2%

Miserable
- You 2022: 21.0%
- You 2023: 17.6%
- You 2024: **21.1%**
- Comparator 2024: 20.0%
- 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.

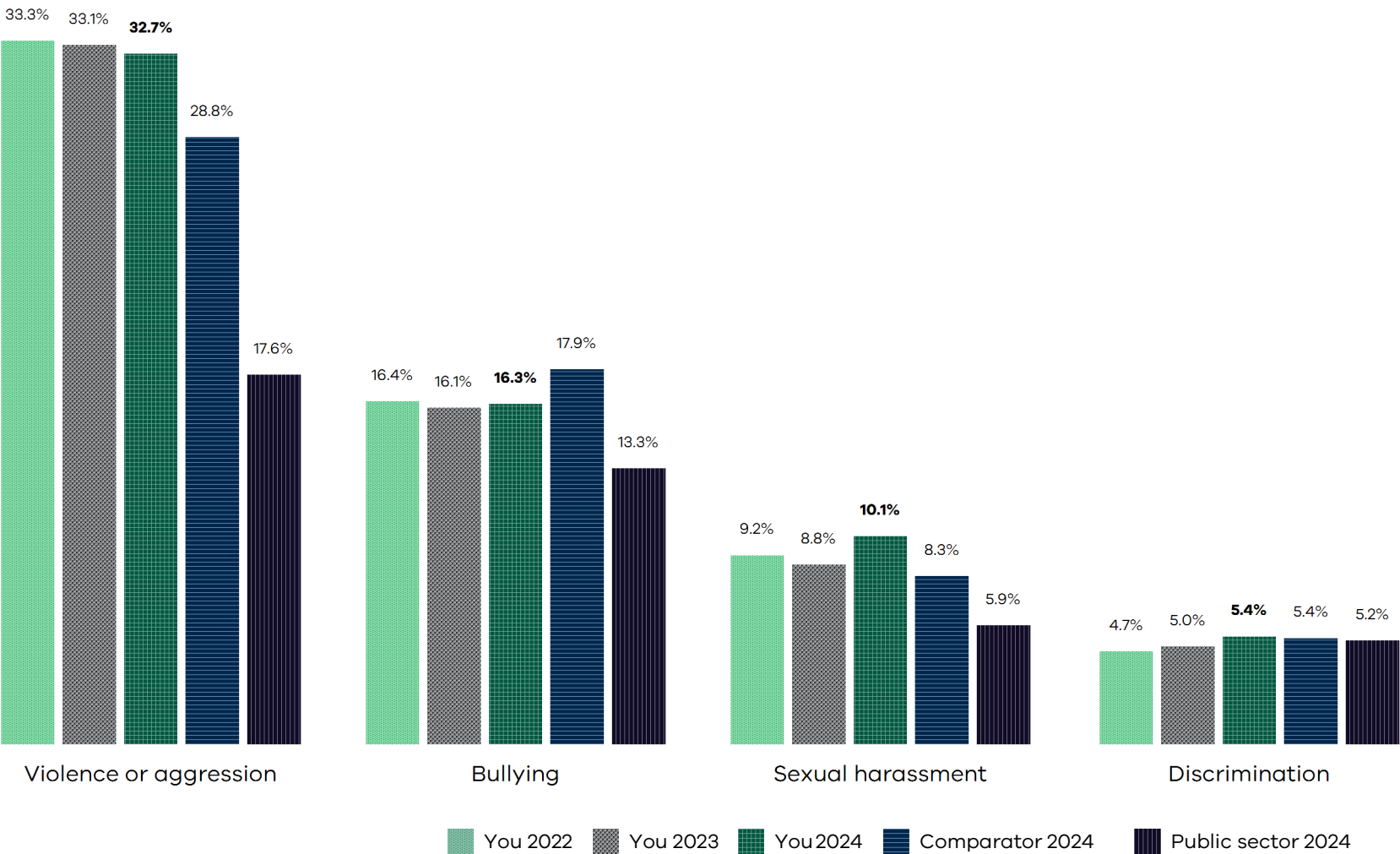You can compare these with your comparator group and the public sector.

Example

In 2024:

- 32.7% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 28.8% of staff in your comparator group and 17.6% of staff across the public sector.

Violence or aggression: You 2022 33.3%, You 2023 33.1%, You 2024 32.7%, Comparator 2024 28.8%, Public sector 2024 17.6%

Bullying: You 2022 16.4%, You 2023 16.1%, You 2024 16.3%, Comparator 2024 17.9%, Public sector 2024 13.3%

Sexual harassment: You 2022 9.2%, You 2023 8.8%, You 2024 10.1%, Comparator 2024 8.3%, Public sector 2024 5.9%

Discrimination: You 2022 4.7%, You 2023 5.0%, You 2024 5.4%, 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

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People outcomes

Bullying

What is this

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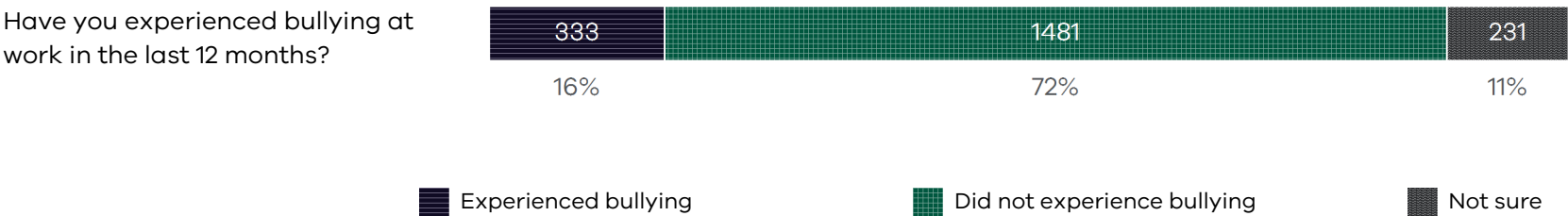
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 16%, 71% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

333	1481	231
16%	72%	11%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	72%	71%	71%	69%
Exclusion or isolation	41%	38%	41%	42%
Intimidation and/or threats	33%	32%	33%	30%
Withholding essential information for me to do my job	27%	25%	26%	28%
Verbal abuse	20%	21%	22%	21%
Other	11%	12%	14%	15%
Being assigned meaningless tasks unrelated to my job	8%	10%	11%	13%
Being given impossible assignment(s)	5%	7%	7%	9%
Interference with my personal property and/or work equipment	3%	3%	4%	4%

Victorian Public Sector Commission

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People outcomes

Telling someone about the bullying

What is this

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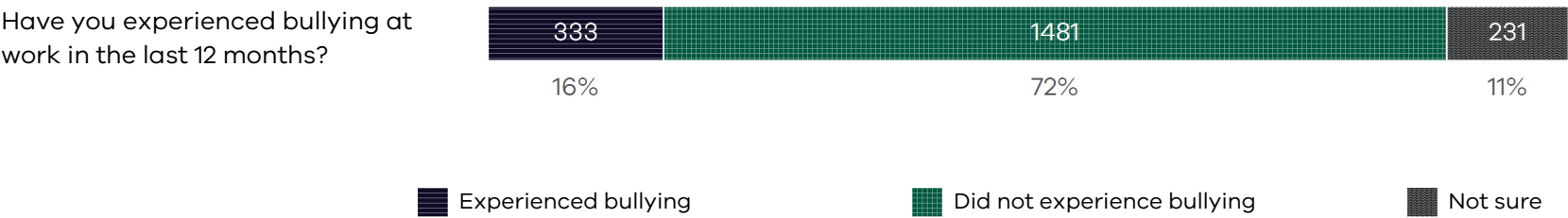
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 48% said the top way they reported the bullying was 'Told a manager'.
- 92% said they didn't submit a formal complaint.

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

333	1481	231
16%	72%	11%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	48%	48%	52%	50%
Told a colleague	47%	41%	41%	41%
Told a friend or family member	37%	37%	34%	35%
Told the person the behaviour was not OK	13%	12%	17%	16%
I did not tell anyone about the bullying	12%	10%	10%	12%
Told someone else	8%	9%	10%	11%
Submitted a formal complaint	9%	8%	12%	12%
Told human resources	11%	8%	13%	13%
Told employee assistance program (EAP) or peer support	5%	3%	9%	10%

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

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

- 53% said the top reason was 'I didn't think it would make a difference'.
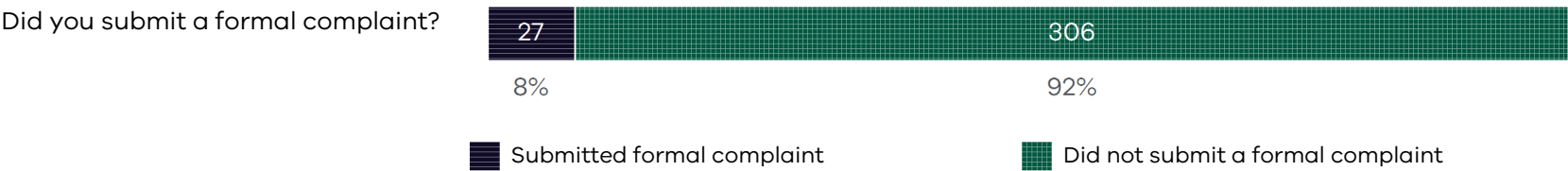
Did you submit a formal complaint?

27	306
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 would make a difference	55%	53%	53%	52%
I believed there would be negative consequences for my reputation	49%	47%	45%	49%
I believed there would be negative consequences for my career	31%	31%	32%	38%
I didn't feel safe to report the incident	16%	19%	17%	20%
Other	15%	18%	17%	16%
I didn't think it was serious enough	18%	16%	16%	18%
I thought the complaint process would be embarrassing or difficult	13%	11%	9%	12%
I believed there would be negative consequences for the person I was going to complain about	11%	8%	8%	10%
I didn't know how to make a complaint	5%	5%	4%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	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.
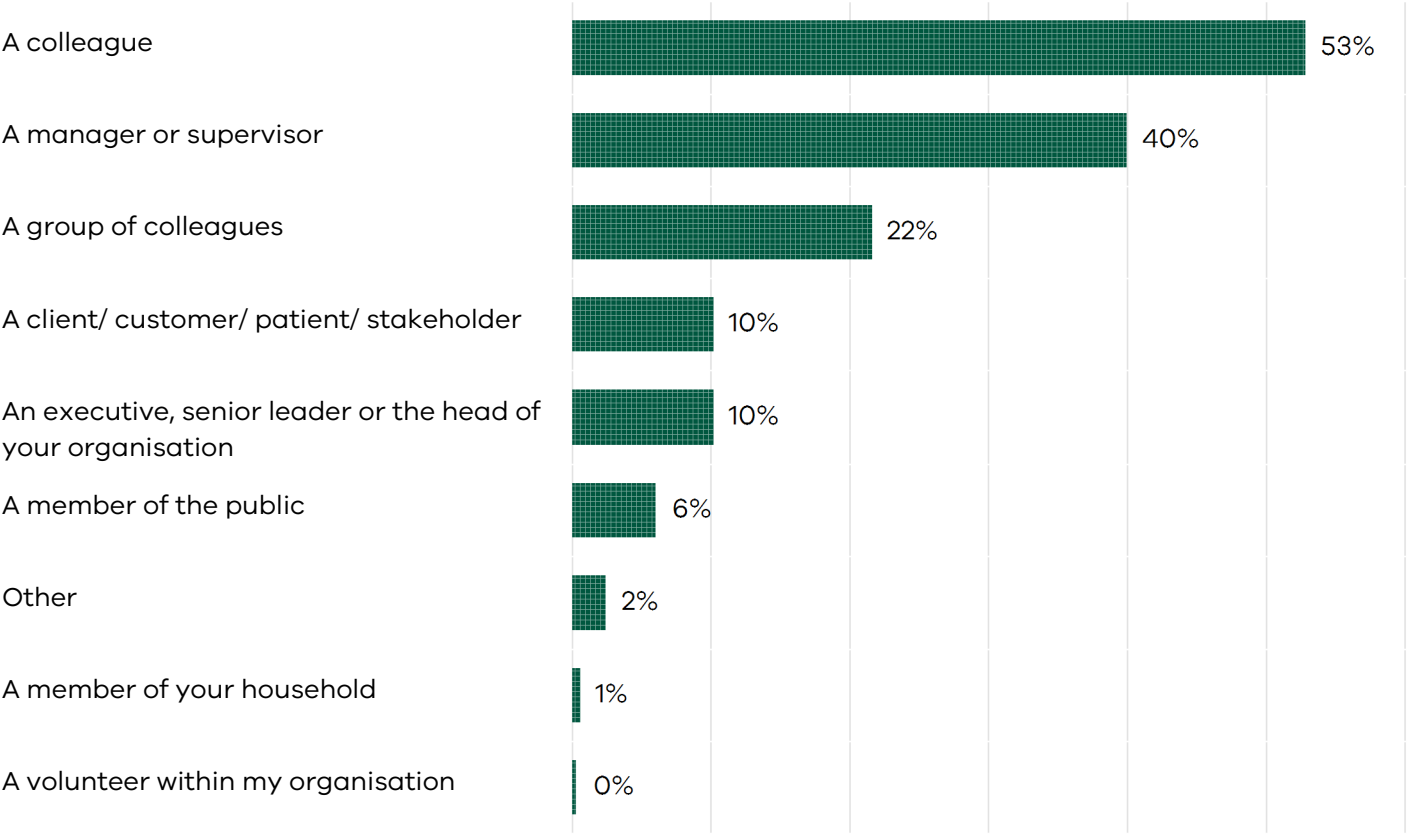
How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 16%, 53% said it was by 'A colleague'.

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

Perpetrator	Percentage
A colleague	53%
A manager or supervisor	40%
A group of colleagues	22%
A client/ customer/ patient/ stakeholder	10%
An executive, senior leader or the head of your organisation	10%
A member of the public	6%
Other	2%
A member of your household	1%
A volunteer within 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 bullying within your organisation.

Why this is important

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

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

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

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

Example

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

Of that 16%, 95% said it was by someone within the organisation.

Of that 95%, 71% said it was 'They were in my workgroup'.

318 people (95% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	71%
They were my immediate manager or supervisor	30%
They were outside my workgroup	16%
They were someone I supervise or manage	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment

What is this

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

Why this is important

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

How to read this

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

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

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

Example

10% 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?

207	1838
10%	90%

■ Experienced sexual harassment   ▨ Did not experience sexual harassment
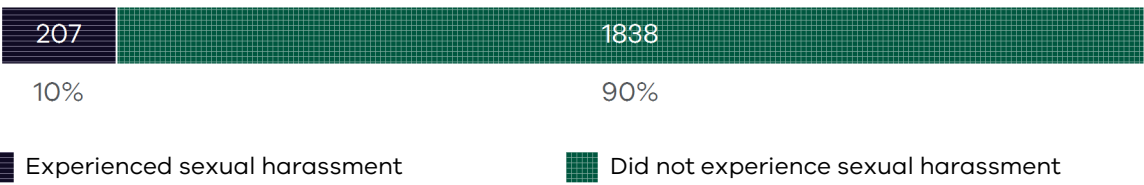
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	60%	62%	56%	53%
Intrusive questions about my private life or comments about my physical appearance	52%	53%	47%	50%
Inappropriate physical contact	26%	33%	26%	23%
Unwelcome touching, hugging, cornering or kissing	24%	29%	19%	20%
Inappropriate staring or leering that made me feel intimidated	16%	19%	17%	17%
Sexual gestures, indecent exposure or inappropriate display of the body	14%	14%	10%	9%
Any other unwelcome conduct of a sexual nature	9%	8%	9%	9%
Repeated or inappropriate invitations to go out on dates	4%	6%	3%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1%	1%	2%	3%
Request or pressure for sex or other sexual act	2%	1%	1%	2%

Victorian Public Sector Commission

VICTORIA State Government

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

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 44% 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?

207	1838
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
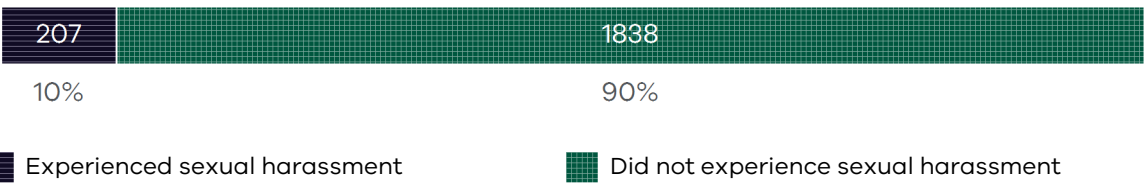
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told the person the behaviour was not OK	51%	44%	41%	34%
Tried to laugh it off or forget about it	42%	42%	35%	39%
Pretended it didn't bother me	36%	42%	37%	40%
Told a colleague	34%	31%	30%	30%
Avoided the person(s) by staying away from them	32%	30%	33%	36%
Told a friend or family member	17%	23%	17%	21%
Told a manager	23%	21%	23%	24%
Avoided locations where the behaviour might occur	11%	15%	12%	14%
Told someone else	2%	6%	6%	6%
Submitted a formal complaint	4%	4%	6%	7%

Victorian Public Sector Commission

VICTORIA State Government

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

96% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 44% said the top reason was 'I didn't think it was serious enough'.
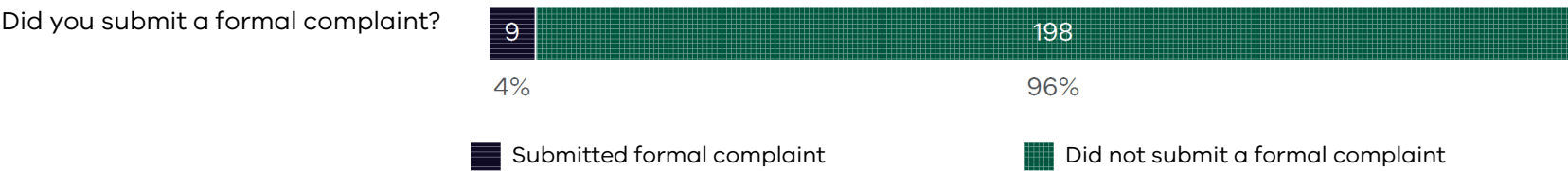
Did you submit a formal complaint?

9	198
4%	96%

▨ 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	45%	44%	44%	46%
I didn't think it would make a difference	47%	43%	43%	40%
I believed there would be negative consequences for my reputation	11%	20%	19%	26%
Other	12%	17%	14%	14%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%	13%	10%	10%
I believed there would be negative consequences for my career	7%	12%	11%	17%
I believed there would be negative consequences for the person I was going to complain about	6%	9%	8%	11%
I didn't need to because I made the harassment stop	10%	8%	12%	10%
I thought the complaint process would be embarrassing or difficult	4%	6%	6%	10%
I didn't feel safe to report the incident	3%	5%	6%	7%

Victorian Public Sector Commission

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People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

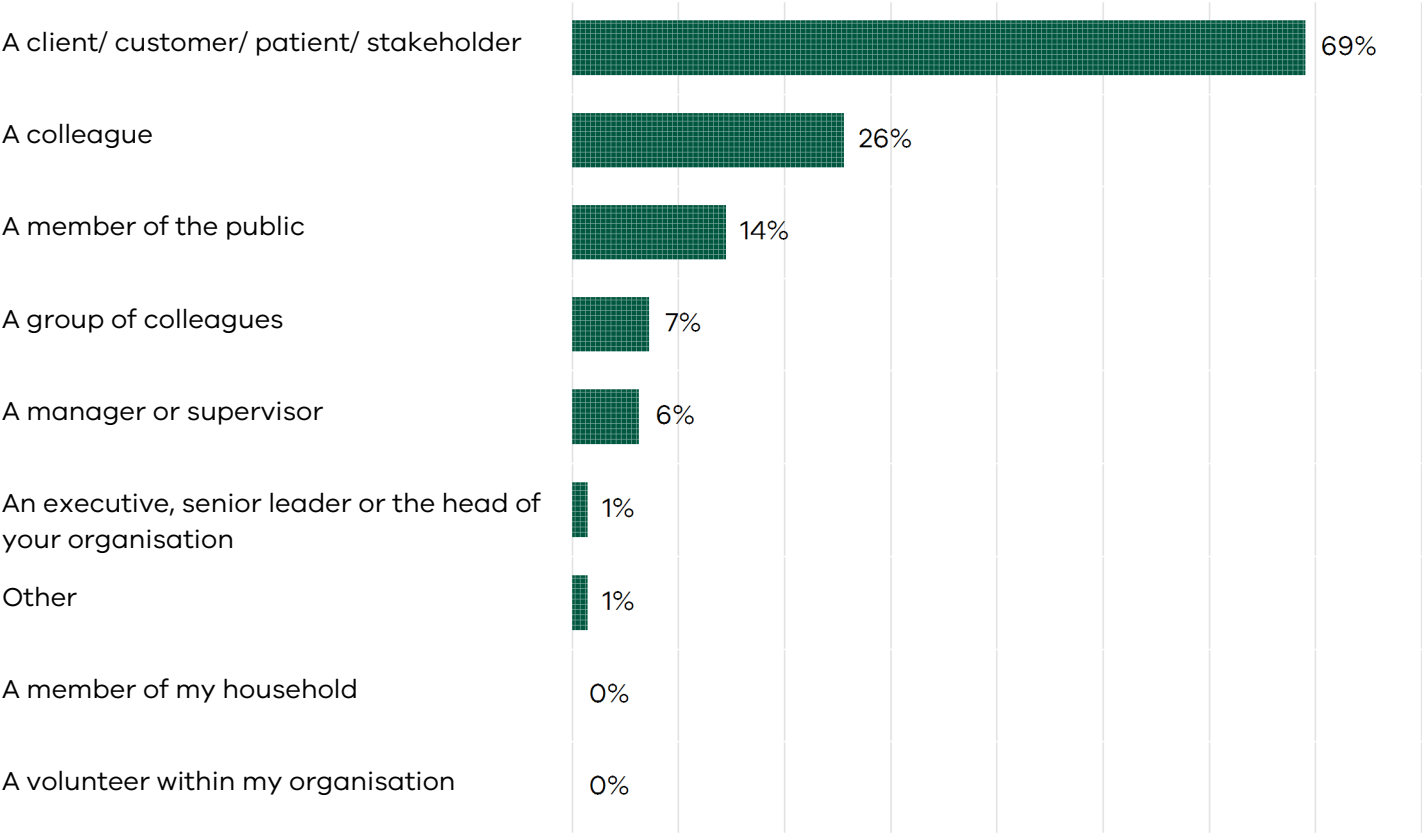Understanding where harassment happens means organisations can work out what action to take.

How to read this

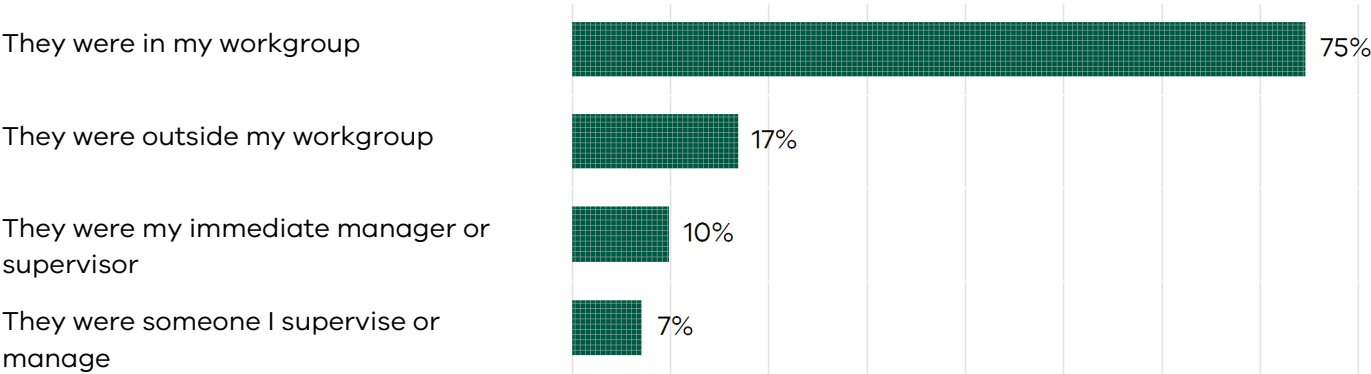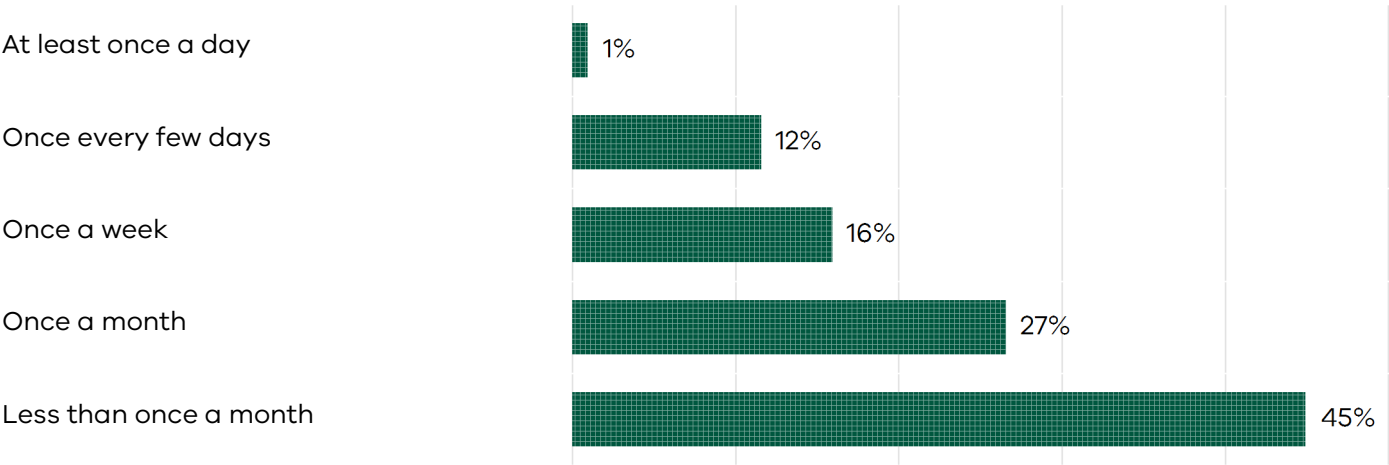In this year's survey, 10% of your staff said they experienced sexual harassment.

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

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 69% said it was by 'A client/ customer/ patient/ stakeholder'.

207 people (10% of staff) experienced sexual harassment (You 2024)

Perpetrator	%
A client/ customer/ patient/ stakeholder	69%
A colleague	26%
A member of the public	14%
A group of colleagues	7%
A manager or supervisor	6%
An executive, senior leader or the head of your organisation	1%
Other	1%
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, 10% 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

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 34% said it was by someone within the organisation.

Of that 34%, 75% said it was 'They were in my workgroup'.

71 people (34% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	75%
They were outside my workgroup	17%
They were my immediate manager or supervisor	10%
They were someone I supervise or manage	7%

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, 10% 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

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 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	12%
Once a week	16%
Once a month	27%
Less than once a month	45%

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%, 25% said it was 'My age'.

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

111	1686	248
5%	82%	12%
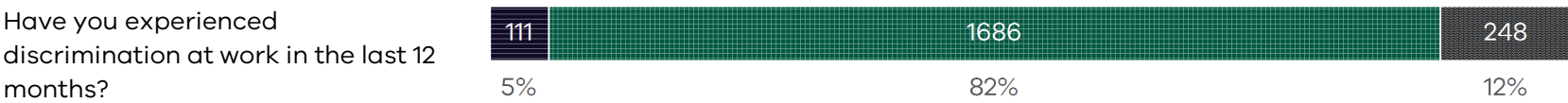
■ Experienced discrimination   ▦ Did not experience discrimination   ▦ Not sure

Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	27%	25%	25%	27%
My parent or carer status (including pregnancy and breastfeeding)	20%	25%	12%	13%
My employment activity	30%	22%	30%	28%
My race	13%	21%	19%	21%
My sex	11%	13%	13%	18%
My disability	12%	10%	9%	11%

Victorian Public Sector Commission

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People outcomes

Type of discrimination

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 5%, 50% said it was 'Other'.

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

111	1686	248
5%	82%	12%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
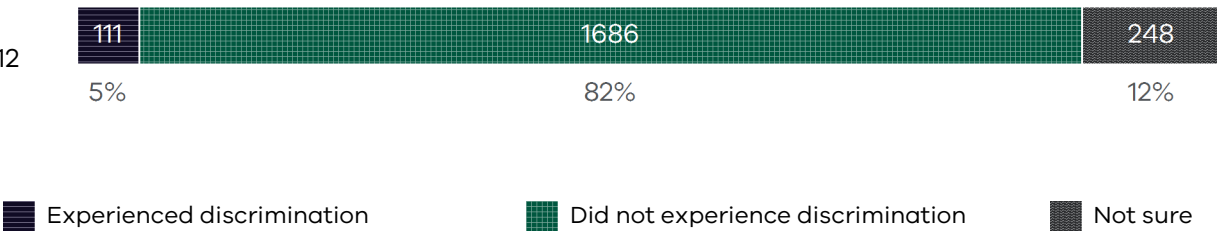
If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	47%	50%	50%	41%
Denied flexible work arrangements or other adjustments	33%	23%	22%	22%
Opportunities for promotion	28%	21%	26%	35%
Opportunities for training or professional development	22%	17%	19%	24%
Pay or conditions offered by employer	13%	10%	10%	10%
Employment security - threats of dismissal or termination	8%	6%	8%	12%
Opportunities for transfer/secondment	11%	5%	7%	12%
Access to leave	10%	5%	6%	8%

Victorian Public Sector Commission

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People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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 colleague'.
- 94% said they didn't submit a formal complaint.

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

111	1686	248
5%	82%	12%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
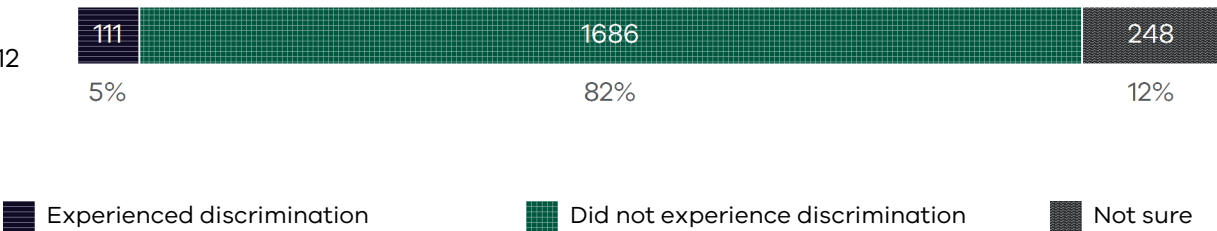
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	37%	37%	38%	38%
Told a friend or family member	35%	34%	35%	32%
I did not tell anyone about the discrimination	32%	23%	21%	24%
Told a manager	25%	17%	28%	29%
Told someone else	10%	12%	15%	14%
Told the person the behaviour was not OK	6%	8%	9%	9%
Submitted a formal complaint	5%	6%	9%	8%
Told employee assistance program (EAP) or peer support	6%	6%	8%	9%
Told human resources	11%	5%	11%	11%

Victorian Public Sector Commission

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

94% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 63% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

7	104
6%	94%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
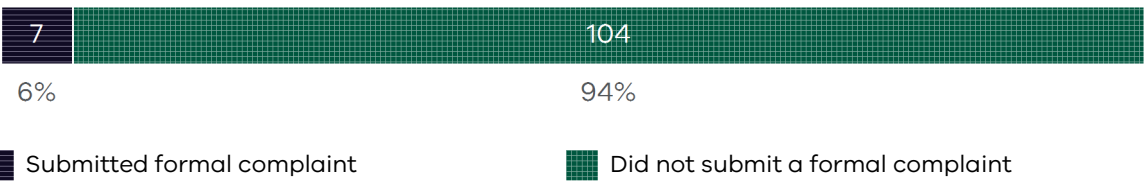
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	65%	63%	58%	59%
I believed there would be negative consequences for my reputation	51%	58%	48%	51%
I believed there would be negative consequences for my career	37%	39%	42%	49%
I didn't feel safe to report the incident	18%	16%	18%	20%
I didn't think it was serious enough	18%	14%	13%	14%
I thought the complaint process would be embarrassing or difficult	13%	13%	10%	13%
Other	11%	12%	11%	11%
I believed there would be negative consequences for the person I was going to complain about	8%	9%	8%	8%
I didn't know who to talk to	8%	7%	7%	6%
I didn't know how to make a complaint	3%	5%	5%	5%

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.
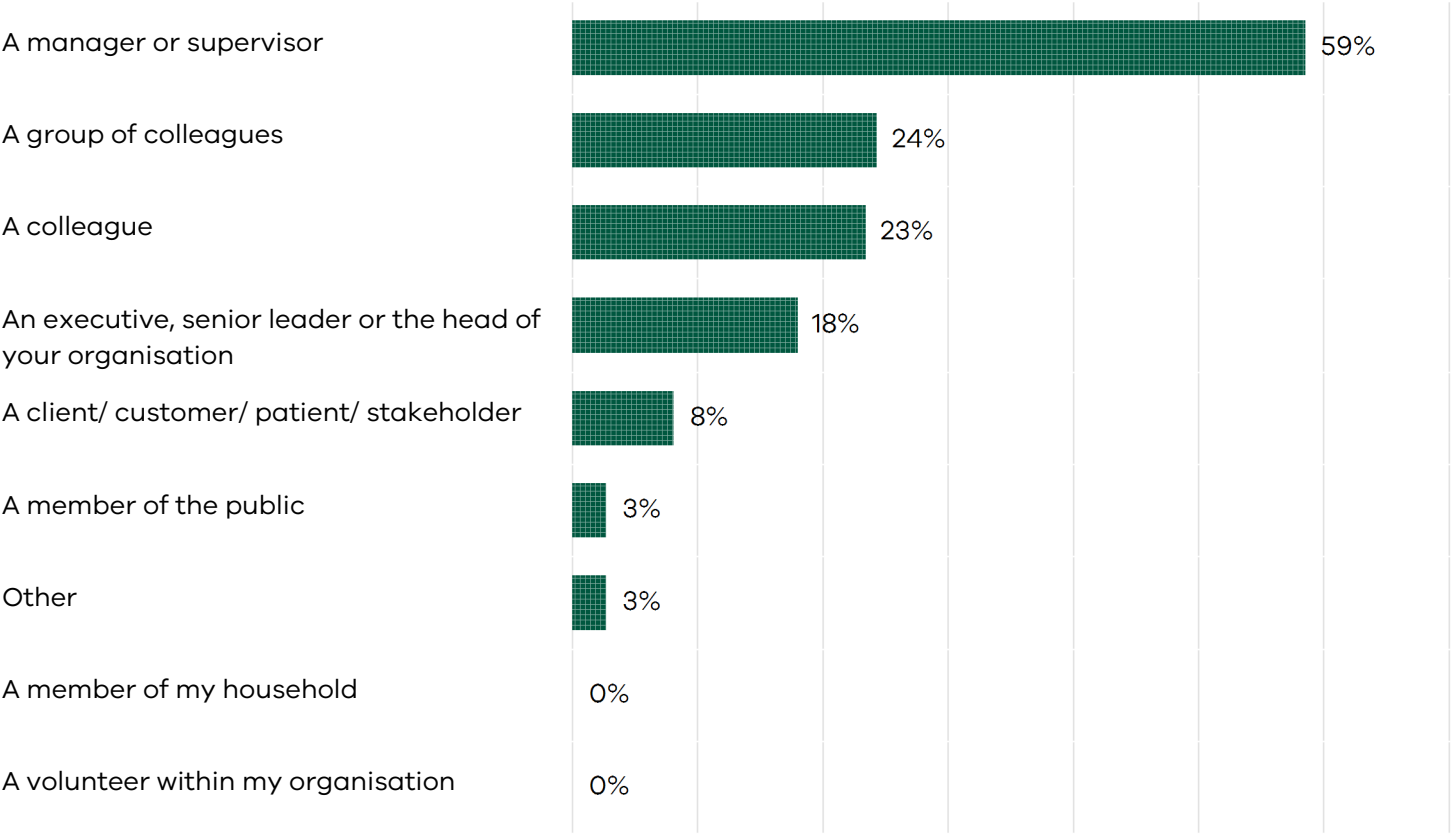
How to read this

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%, 59% said it was by 'A manager or supervisor'.

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

Perpetrator	Percentage
A manager or supervisor	59%
A group of colleagues	24%
A colleague	23%
An executive, senior leader or the head of your organisation	18%
A client/ customer/ patient/ stakeholder	8%
A member of the public	3%
Other	3%
A member of my household	0%
A volunteer within 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 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%, 95% said it was by someone within the organisation.

Of that 95%, 55% said it was 'They were in my workgroup'.

105 people (95% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	55%
They were my immediate manager or supervisor	46%
They were outside my workgroup	14%
They were someone I supervise or manage	5%
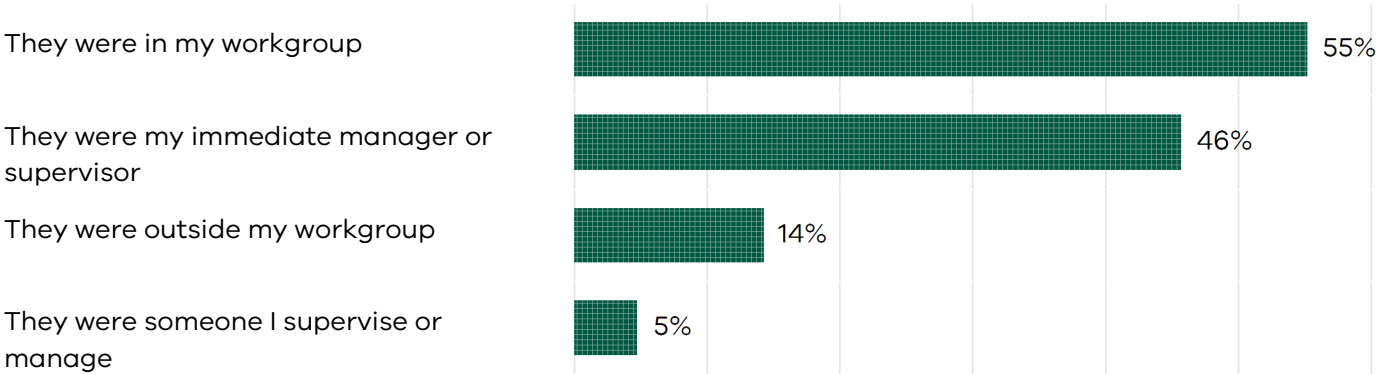
People outcomes

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.
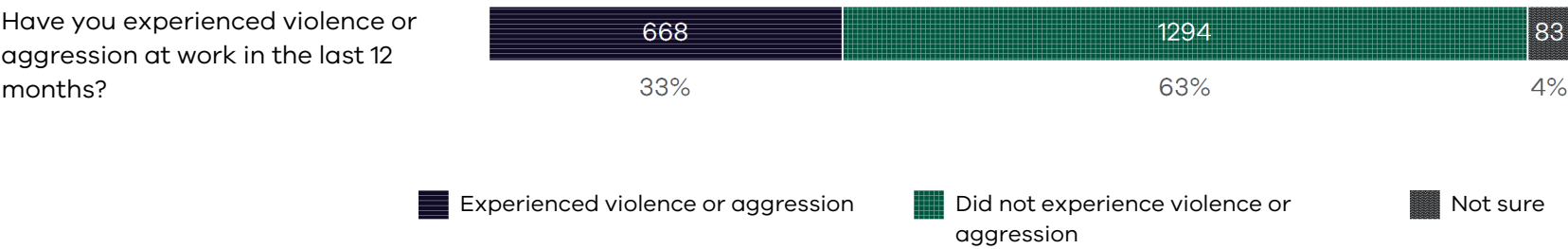
How to read this

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

33% of your staff who did the survey said they experienced violence or aggression. Of that 33%, 90% said it was 'Abusive language'.

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

668	1294	83
33%	63%	4%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
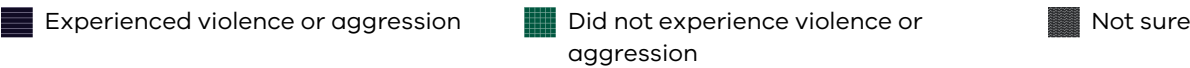
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	89%	90%	87%	81%
Intimidating behaviour	70%	68%	70%	71%
Threats of violence	48%	50%	44%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	44%	44%	34%	26%
Damage to my property or work equipment	11%	13%	11%	9%
Other	2%	1%	3%	3%
Stalking, including cyber-stalking	1%	1%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

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

33% of your staff who did the survey said they experienced violence or aggression, of which

- 53% said the top way they reported the violence or agression was 'Told a manager'.
- 66% said they didn't submit a formal incident report

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

668	1294	83
33%	63%	4%

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

Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	56%	53%	56%	58%
Told a colleague	52%	50%	46%	45%
Told the person the behaviour was not OK	40%	39%	33%	30%
Submitted a formal incident report	31%	34%	38%	36%
Told a friend or family member	22%	20%	17%	19%
Told someone else	5%	7%	4%	5%
I did not tell anyone about the incident(s)	5%	4%	5%	7%
Told human resources	3%	2%	3%	4%
Told employee assistance program (EAP) or peer support	2%	2%	3%	4%

Victorian Public Sector Commission

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People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

66% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 44% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

229	439
34%	66%

■ 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%	44%	40%	39%
I didn't think it was serious enough	35%	30%	32%	32%
Other	21%	26%	24%	23%
I didn't need to because I made the violence or aggression stop	15%	13%	14%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	11%	13%	14%
I believed there would be negative consequences for my reputation	7%	10%	11%	15%
I believed there would be negative consequences for my career	4%	6%	7%	12%
I thought the complaint process would be embarrassing or difficult	3%	3%	3%	4%
I believed there would be negative consequences for the person I was going to complain about	2%	2%	3%	4%
I didn't feel safe to report the incident	2%	2%	4%	6%

Victorian Public Sector Commission

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People outcomes

Perpetrators of violence and aggression

What is this

This is who staff have said are responsible for violence and aggression.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

33% of your staff who did the survey said they experienced violence or aggression.

Of that 33%, 85% said it was by 'A client/ customer/ patient/ stakeholder'.

668 people (33% of staff) experienced violence or aggression (You 2024)
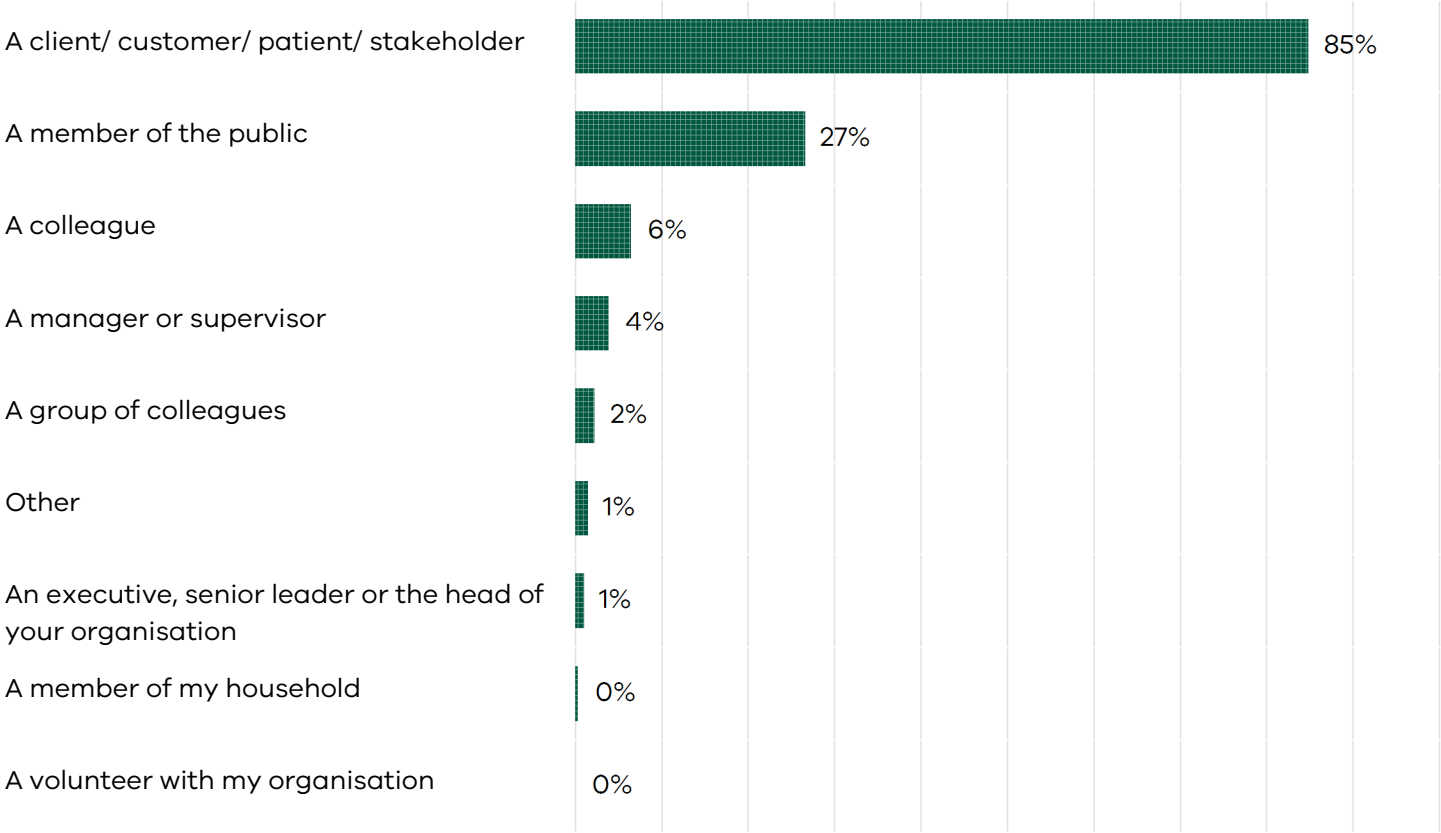
Perpetrator	%
A client/ customer/ patient/ stakeholder	85%
A member of the public	27%
A colleague	6%
A manager or supervisor	4%
A group of colleagues	2%
Other	1%
An executive, senior leader or the head of your organisation	1%
A member of my household	0%
A volunteer with my organisation	0%

Victorian Public Sector Commission

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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, 33% 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

33% of your staff who did the survey said they experienced violence or aggression.

Of that 33%, 11% said it was by someone within the organisation.

Of that 11%, 51% said it was 'They were in my workgroup'.

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

They were in my workgroup — 51%

They were my immediate manager or supervisor — 32%

They were outside my workgroup — 25%

They were someone I supervise or manage — 11%
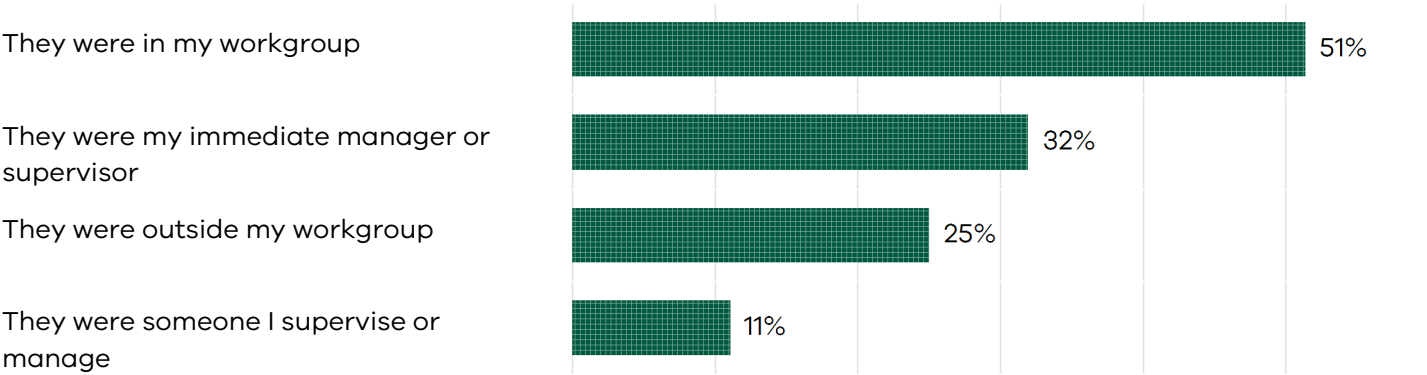
Negative behaviour

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

31% of your staff who did the survey said they witnessed some negative behaviour at work.

69% said 'No, I have not witnessed any of the situations above'.

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

624	1421
31%	69%

■ 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%	69%	70%	77%
Bullying of a colleague	18%	18%	20%	15%
Violence or aggression against a colleague	10%	11%	9%	6%
Discrimination against a colleague	9%	11%	10%	9%
Sexual harassment of a colleague	2%	2%	2%	2%

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.
If they did, they could tell us with one or more answers what action they took.
In descending order, the table shows the answers.

Example

31% of your staff who did the survey witnessed negative behaviour, of which:

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

624	1421
31%	69%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
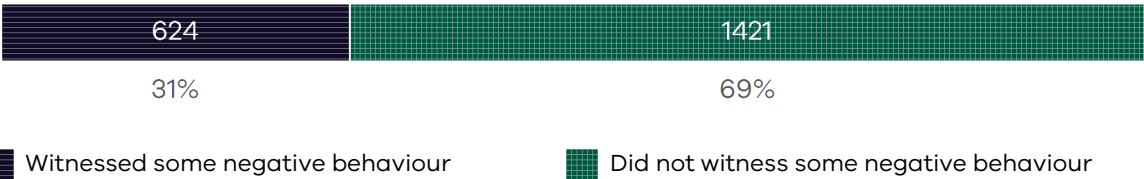
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	69%	72%	70%	71%
Told a manager	37%	43%	41%	40%
Told the person the behaviour was not OK	29%	32%	25%	24%
Spoke to the person who behaved in a negative way	24%	26%	23%	20%
Told a colleague	25%	22%	19%	21%
Submitted a formal complaint	5%	7%	8%	6%
Took no action	9%	5%	7%	7%
Other	4%	5%	6%	6%
Told human resources	3%	3%	6%	7%

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People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

How to read this

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

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

Example

48% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled
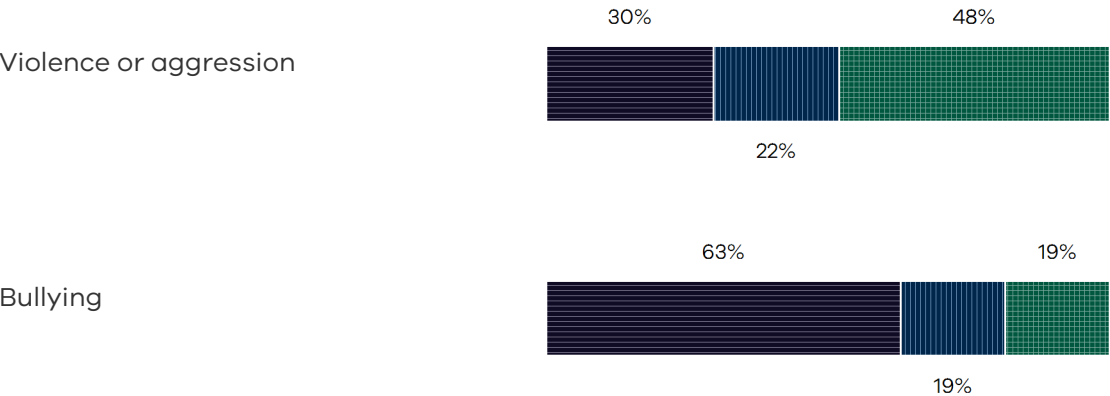
- No
- Don't know
- Yes

Your results

Violence or aggression

30%   48%

22%

Bullying

63%   19%

19%

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Violence or aggression	51%	49%	48%	38%	52%	71%
Bullying	13%	31%	19%	19%	23%	29%

People matter survey

2024

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- Highest scoring
- Lowest scoring
- Most improved
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- Biggest positive difference from your comparator
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Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

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- Scorecard
- Organisational integrity
- Collaboration
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Workgroup climate

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Job and manager factors

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- Manager leadership
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Public sector values

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Topical questions

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

Demographics

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

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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 94% 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	94%	+0%	92%
Meaningful work	I can make a worthwhile contribution at work	93%	-1%	93%
Meaningful work	I achieve something important through my work	93%	-1%	92%
Job enrichment	I understand how my job helps my organisation achieve its goals	90%	-1%	89%
Job enrichment	I clearly understand what I am expected to do in this job	90%	-1%	88%
Meaningful work	I get a sense of accomplishment from my work	86%	-1%	85%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	84%	+0%	81%
Collaboration	I am able to work effectively with others outside my immediate workgroup	84%	-2%	84%
Inclusion	I feel culturally safe at work	83%	-1%	83%
Inclusion	I can be myself at work	83%	-0%	82%

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 37% 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 +5% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	37%	+5%	29%
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	-3%	39%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	-3%	47%
Organisational integrity	I have an equal chance at promotion in my organisation	45%	-7%	46%
Organisational integrity	I believe the promotion processes in my organisation are fair	46%	-5%	44%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	46%	-2%	44%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	47%	-2%	42%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	48%	+1%	47%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	51%	-2%	49%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	-6%	51%

Key differences

Most improved

What is this

This is where staff feel their group has most improved.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Increase from 2023' column.

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 37% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Increase from 2023' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	37%	+5%	29%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	48%	+1%	47%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	84%	+0%	81%
Job enrichment	I can use my skills and knowledge in my job	94%	+0%	92%

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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 'Engagement', the 'You 2024' column shows 65% of your staff who did the survey agreed with 'I would recommend my organisation as a good place to work'.

In the 'Decrease from 2023' column, you have a 8% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Engagement	I would recommend my organisation as a good place to work	65%	-8%	62%
Organisational integrity	I have an equal chance at promotion in my organisation	45%	-7%	46%
Learning and development	My organisation places a high priority on the learning and development of staff	61%	-6%	57%
Senior leadership	Senior leaders model my organisation's values	58%	-6%	57%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	-6%	51%
Senior leadership	Senior leaders provide clear strategy and direction	55%	-5%	54%
Safety climate	My organisation provides a physically safe work environment	74%	-5%	76%
Workgroup support	People in my workgroup work together effectively to get the job done	77%	-5%	79%
Organisational integrity	My organisation is committed to earning a high level of public trust	72%	-5%	68%
Workload	The workload I have is appropriate for the job that I do	57%	-5%	58%

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 'Taking action', the 'You 2024' column shows 37% 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 8% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	37%	+8%	29%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	47%	+5%	42%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	65%	+5%	61%
Organisational integrity	My organisation is committed to earning a high level of public trust	72%	+4%	68%
Engagement	I am proud to tell others I work for my organisation	71%	+4%	67%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	69%	+4%	65%
Learning and development	My organisation places a high priority on the learning and development of staff	61%	+3%	57%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	84%	+3%	81%
Patient safety climate	This health service does a good job of training new and existing staff	57%	+3%	54%
Organisational integrity	My organisation encourages respectful workplace behaviours	77%	+3%	74%

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 'Innovation', the 'You 2024' column shows 68% of your staff who did the survey agreed with 'My workgroup learns from failures and mistakes'.

The 'Difference' column, shows that agreement for this question was 3% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Innovation	My workgroup learns from failures and mistakes	68%	-3%	71%
Innovation	My workgroup is quick to respond to opportunities to do things better	66%	-3%	69%
Quality service delivery	My workgroup acts fairly and without bias	67%	-3%	69%
Innovation	My workgroup encourages employee creativity	62%	-2%	64%
Safety climate	My organisation provides a physically safe work environment	74%	-2%	76%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	-2%	47%
Workgroup support	People in my workgroup work together effectively to get the job done	77%	-2%	79%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	70%	-2%	71%
Satisfaction	How satisfied are you with the work/life balance in your current job	67%	-1%	69%
Quality service delivery	My workgroup uses its resources well	69%	-1%	70%

People matter survey 2024

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Key differences

- Highest scoring
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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.
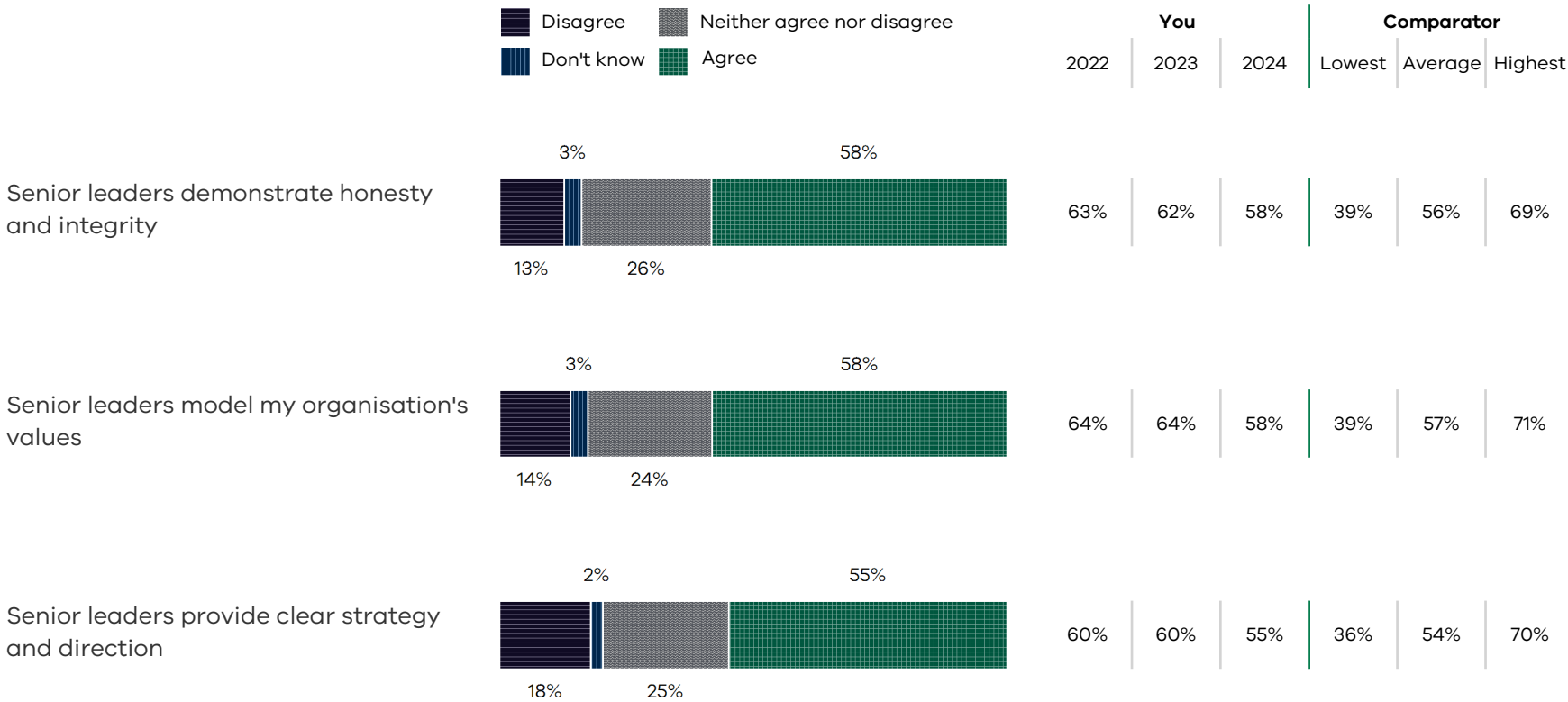
Example

47% 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		

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	45%	49%	47%	24%	42%	62%
My organisation has made improvements based on the survey results from last year	23%	32%	37%	12%	29%	49%

I believe my organisation will make improvements based on the results of this year's survey: 19% Disagree, 34% Neither agree nor disagree, 47% Agree

My organisation has made improvements based on the survey results from last year: 17% Disagree, 20% Don't know, 27% Neither agree nor disagree, 37% Agree

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People matter survey

2024

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- Human rights

Topical questions

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

Demographics

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

58% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	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
Senior leaders demonstrate honesty and integrity (13% / 3% / 26% / 58%)	63%	62%	58%	39%	56%	69%
Senior leaders model my organisation's values (14% / 3% / 24% / 58%)	64%	64%	58%	39%	57%	71%
Senior leaders provide clear strategy and direction (18% / 2% / 25% / 55%)	60%	60%	55%	36%	54%	70%

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People matter survey

2024

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Key differences

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- Employment
- Adjustments
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- Categories
- Primary role

Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 72.8% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 72.7% of staff in your comparator group and 73.8% of staff across the public sector.

Collaboration: 74.3%, 75.6%, **72.8%**, 72.7%, 73.8%

Patient safety climate: 68.0%, 70.1%, **66.8%**, 65.9%, 71.1%

Organisational integrity: 65.4%, 67.8%, **63.4%**, 61.2%, 66.6%

Safety climate: 51.9%, 53.0%, **50.5%**, 50.5%, 57.5%

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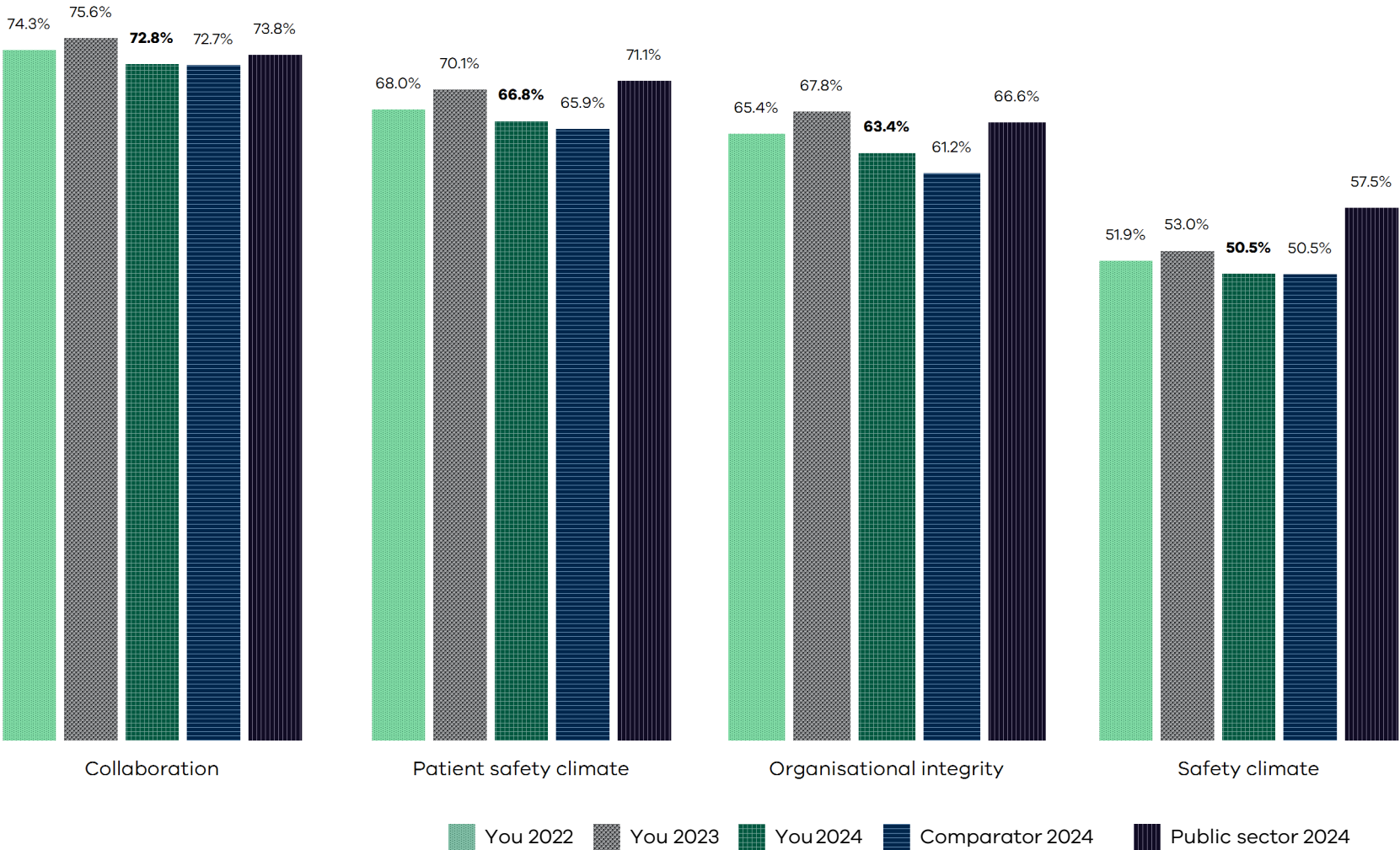
Organisational climate

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'.

Your results

Benchmark agree results

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% / 82% / 4% 12%	84%	85%	82%	65%	79%	88%
My organisation encourages respectful workplace behaviours	77% / 9% 13%	78%	80%	77%	57%	74%	81%
My organisation is committed to earning a high level of public trust	3% / 72% / 7% 18%	78%	78%	72%	39%	68%	86%
My organisation does not tolerate improper conduct	2% / 65% / 15% 17%	66%	70%	65%	44%	62%	74%

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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

60% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
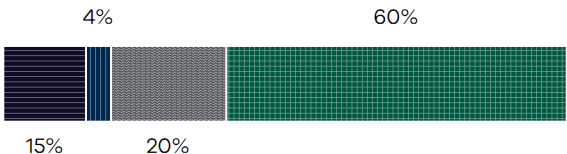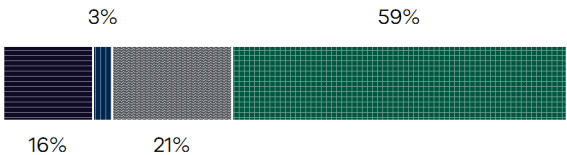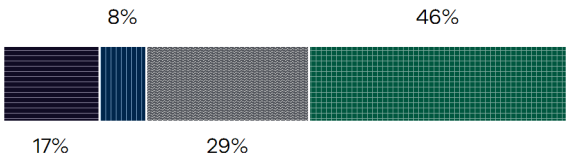
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I believe the recruitment processes in my organisation are fair	15% / 4% / 20% / 60%	62%	65%	60%	43%	58%	68%
My organisation takes steps to eliminate bullying, harassment and discrimination	16% / 3% / 21% / 59%	59%	61%	59%	43%	58%	69%
I believe the promotion processes in my organisation are fair	17% / 8% / 29% / 46%	46%	51%	46%	31%	44%	57%
I have an equal chance at promotion in my organisation	20% / 7% / 28% / 45%	50%	53%	45%	33%	46%	58%

Victorian Public Sector Commission

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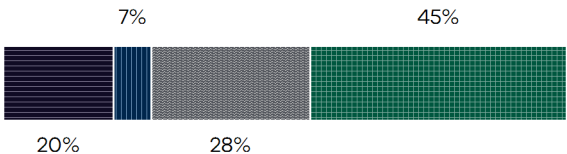
Organisational climate

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
84% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
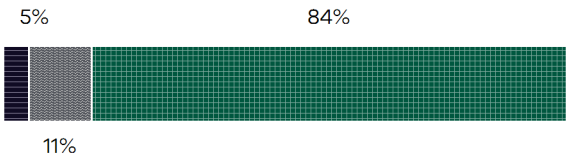
Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	Disagree 5%, Neither 11%, Agree 84%		86%	87%	84%	75%	84%	89%
Workgroups across my organisation willingly share information with each other	Disagree 14%, Don't know 2%, Neither 22%, Agree 61%		63%	64%	61%	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

74% 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
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	14% / 12% / 74%	78%	80%	74%	63%	76%	88%
Senior leaders consider the psychological health of employees to be as important as productivity	21% / 28% / 51%	53%	53%	51%	34%	49%	63%
In my workplace, there is good communication about psychological safety issues that affect me	23% / 29% / 48%	45%	47%	48%	35%	47%	55%
Senior leaders show support for stress prevention through involvement and commitment	23% / 30% / 46%	49%	49%	46%	29%	44%	58%

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Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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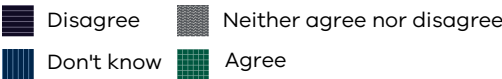
Example

45% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

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

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

My organisation has effective procedures in place to support employees who may experience stress
7% | 45% | 22% | 26%

| 47% | 48% | 45% | 35% | 47% | 55% |

All levels of my organisation are involved in the prevention of stress
29% | 39% | 32%

| 40% | 42% | 39% | 22% | 39% | 54% |

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Organisational climate

Patient safety climate 1 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
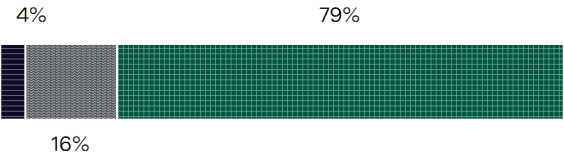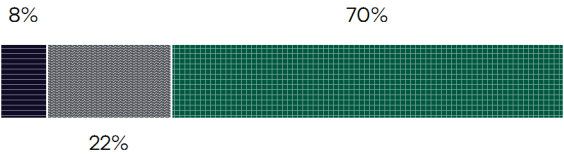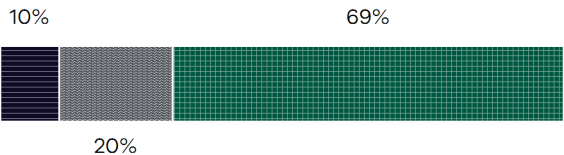
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	4% / 79% / 16%	81%	81%	79%	72%	80%	89%
My suggestions about patient safety would be acted upon if I expressed them to my manager	8% / 70% / 22%	74%	74%	70%	63%	71%	81%
I would recommend a friend or relative to be treated as a patient here	10% / 69% / 20%	72%	74%	69%	43%	65%	85%
Management is driving us to be a safety-centred organisation	9% / 67% / 23%	68%	71%	67%	51%	68%	82%

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Organisational climate

Patient safety climate 2 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.
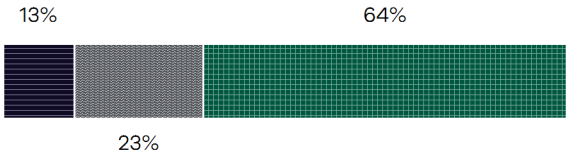
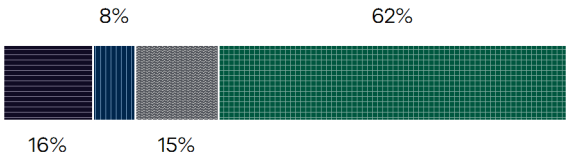## Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
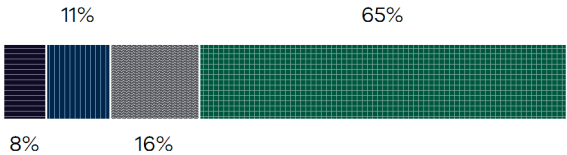
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	8% / 11% / 16% / 65%	66%	68%	65%	57%	65%	76%
The culture in my work area makes it easy to learn from the errors of others	13% / 23% / 64%	65%	68%	64%	52%	64%	73%
Trainees in my discipline are adequately supervised	16% / 8% / 15% / 62%	63%	65%	62%	48%	61%	67%
This health service does a good job of training new and existing staff	20% / 3% / 20% / 57%	56%	60%	57%	36%	54%	62%

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- Human rights

Topical questions

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
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- 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.
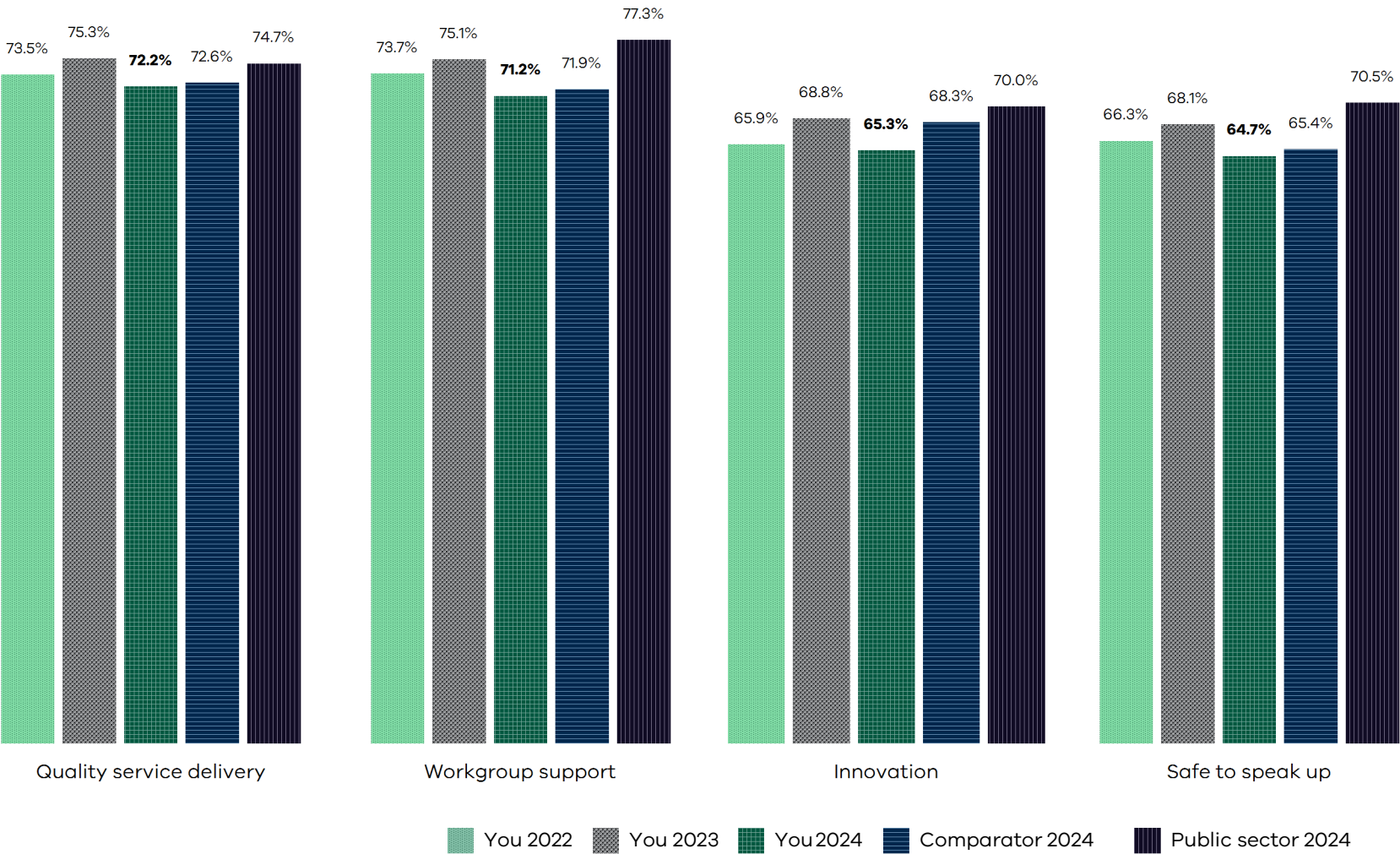
Why this is important

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:

- 72.2% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 72.6% of staff in your comparator group and 74.7% of staff across the public sector.

Quality service delivery: 73.5%, 75.3%, **72.2%**, 72.6%, 74.7%

Workgroup support: 73.7%, 75.1%, **71.2%**, 71.9%, 77.3%

Innovation: 65.9%, 68.8%, **65.3%**, 68.3%, 70.0%

Safe to speak up: 66.3%, 68.1%, **64.7%**, 65.4%, 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.
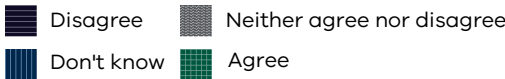
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
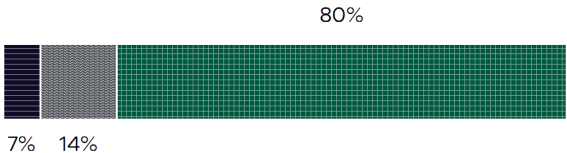
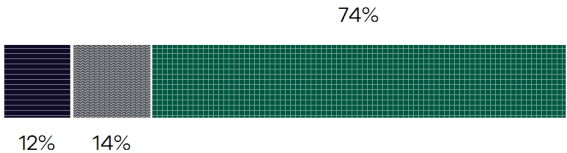Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	7% / 14% / 80%	80%	81%	80%	70%	79%	86%
My workgroup has clear lines of responsibility	12% / 14% / 74%	74%	76%	74%	64%	73%	80%
My workgroup uses its resources well	14% / 1% / 17% / 69%	70%	72%	69%	61%	70%	80%
My workgroup acts fairly and without bias	15% / 18% / 67%	69%	71%	67%	63%	69%	77%

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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

68% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
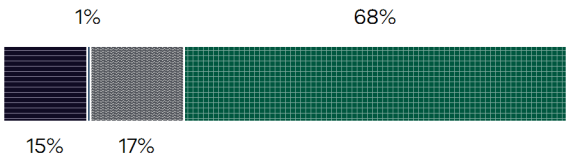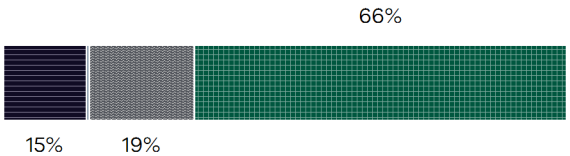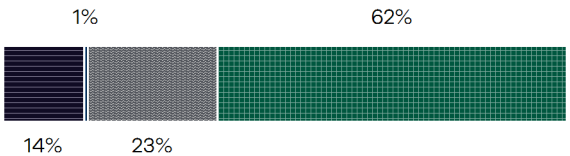
Survey question

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

My workgroup learns from failures and mistakes

1% / 68% / 15% / 17%

My workgroup is quick to respond to opportunities to do things better

66% / 15% / 19%

My workgroup encourages employee creativity

1% / 62% / 14% / 23%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My workgroup learns from failures and mistakes	69%	72%	68%	62%	71%	79%
My workgroup is quick to respond to opportunities to do things better	67%	70%	66%	62%	69%	77%
My workgroup encourages employee creativity	62%	64%	62%	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.

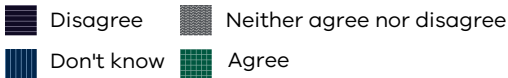Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.
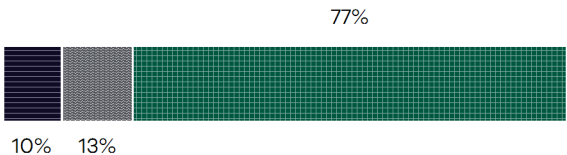
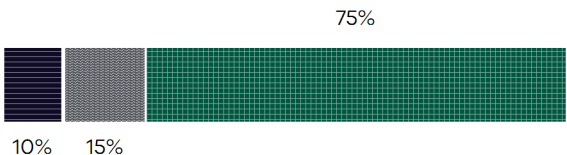| Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest

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

Survey question	2022	2023	2024	Lowest	Average	Highest
People in my workgroup work together effectively to get the job done — 10% / 13% / 77%	81%	82%	77%	72%	79%	82%
People in my workgroup treat each other with respect — 10% / 15% / 75%	79%	80%	75%	68%	76%	81%
People in my workgroup are politically impartial in their work — 6% / 4% / 18% / 72%	72%	75%	72%	68%	73%	78%
People in my workgroup are honest, open and transparent in their dealings — 13% / 1% / 17% / 69%	72%	73%	69%	62%	69%	73%
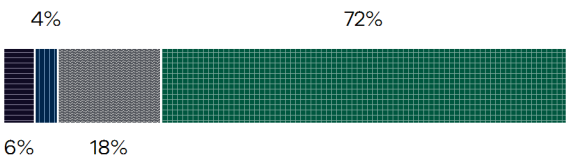
Victorian Public Sector Commission

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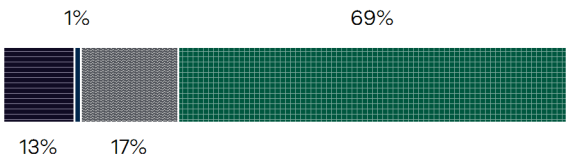
Workgroup climate

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

63% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

Disagree · Neither agree nor disagree

Don't know · Agree

People in my workgroup appropriately manage conflicts of interest

14% · 4% · 19% · 63%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
65%	65%	63%		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.
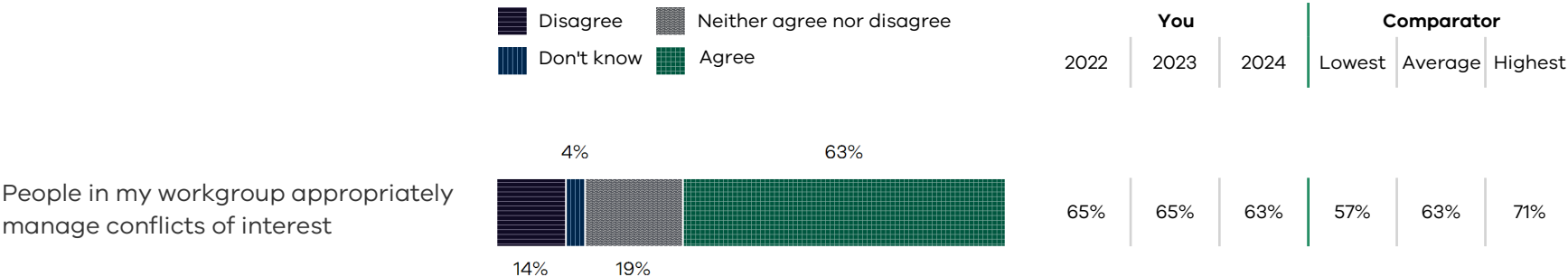
Example

65% 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
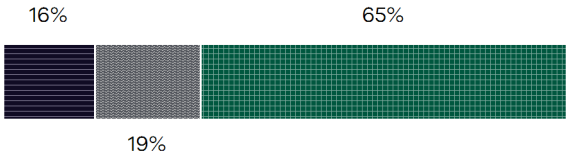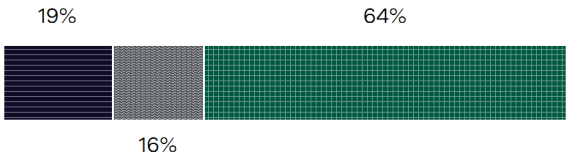
Survey question	16%	19%	65%	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	16%	19%	65%	68%	69%	65%	60%	66%	73%
I feel safe to challenge inappropriate behaviour at work	19%	16%	64%	65%	68%	64%	54%	64%	71%

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

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People outcomes

- Scorecard: engagement index
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- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
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- Sexual harassment
- Discrimination
- Violence and aggression
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- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from your comparator
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- Taking action questions

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- Senior leadership questions

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Job and manager factors

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

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- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

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:

- 90.5% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 89.9% of staff in your comparator group and 88.9% of staff across the public sector.

Meaningful work: 89.9%, 91.1%, **90.5%**, 89.9%, 88.9%
Job enrichment: 85.2%, 86.3%, **85.4%**, 84.3%, 84.6%
Manager leadership: 83.2%, 83.1%, **80.6%**, 81.3%, 84.9%
Manager support: 73.0%, 74.0%, **71.7%**, 72.4%, 76.3%

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

Job and manager factors

Scorecard 2 of 2

What is this

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

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

How to read this

Each label represents a group of questions in the survey about job and manager factors.

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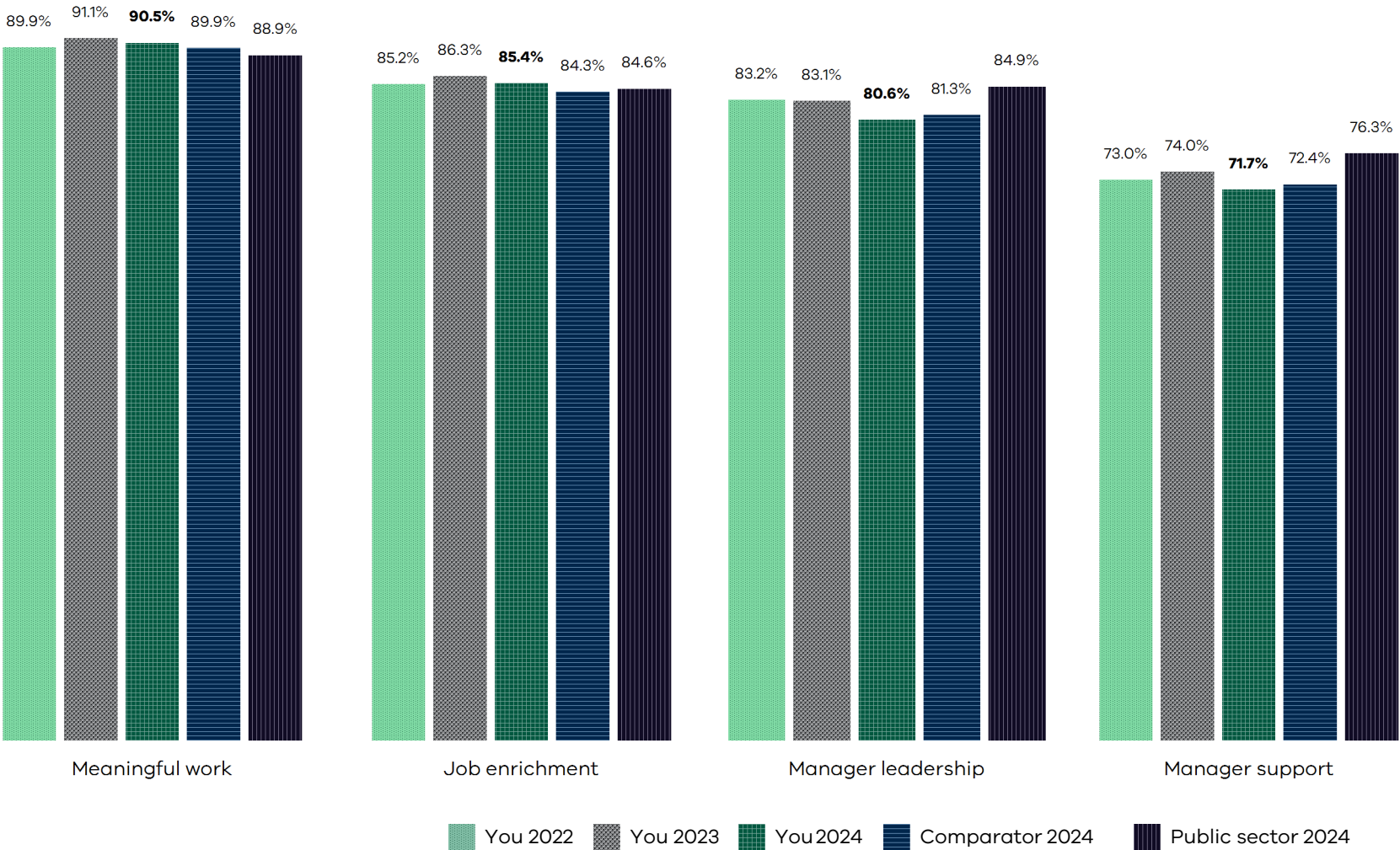
Example

In 2024:

- 71.3% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 71.3% of staff in your comparator group and 77.2% of staff across the public sector.

Flexible working: 70.3%, 73.4%, **71.3%**, 71.3%, 77.2%

Learning and development: 62.3%, 68.3%, **63.9%**, 61.2%, 61.8%

Workload: 53.0%, 59.8%, **55.6%**, 55.8%, 59.8%

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

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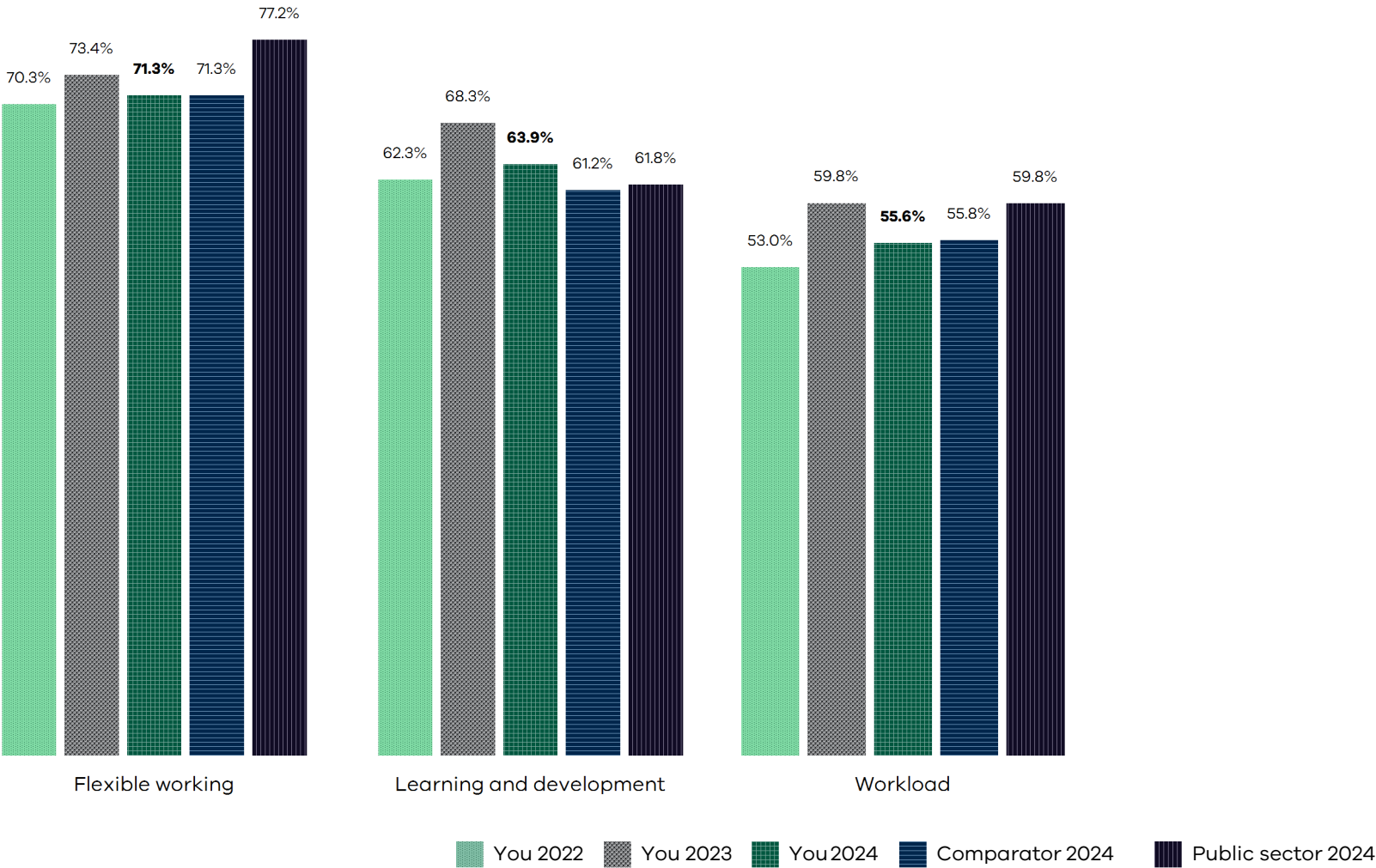
Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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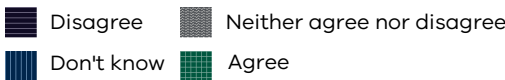
Example

83% 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

My manager treats employees with dignity and respect

8% · 83% · 9%

My manager demonstrates honesty and integrity

8% · 80% · 12%

My manager models my organisation's values

8% · 79% · 13%

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	85%	84%	83%	76%	83%	88%
My manager demonstrates honesty and integrity	83%	82%	80%	75%	81%	86%
My manager models my organisation's values	82%	83%	79%	72%	80%	86%
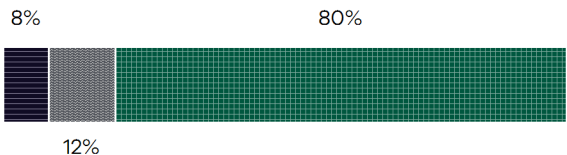
Victorian Public Sector Commission

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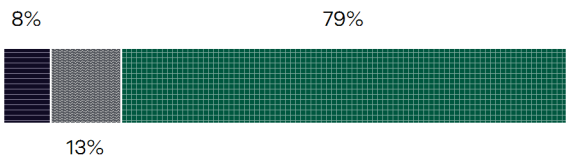
Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

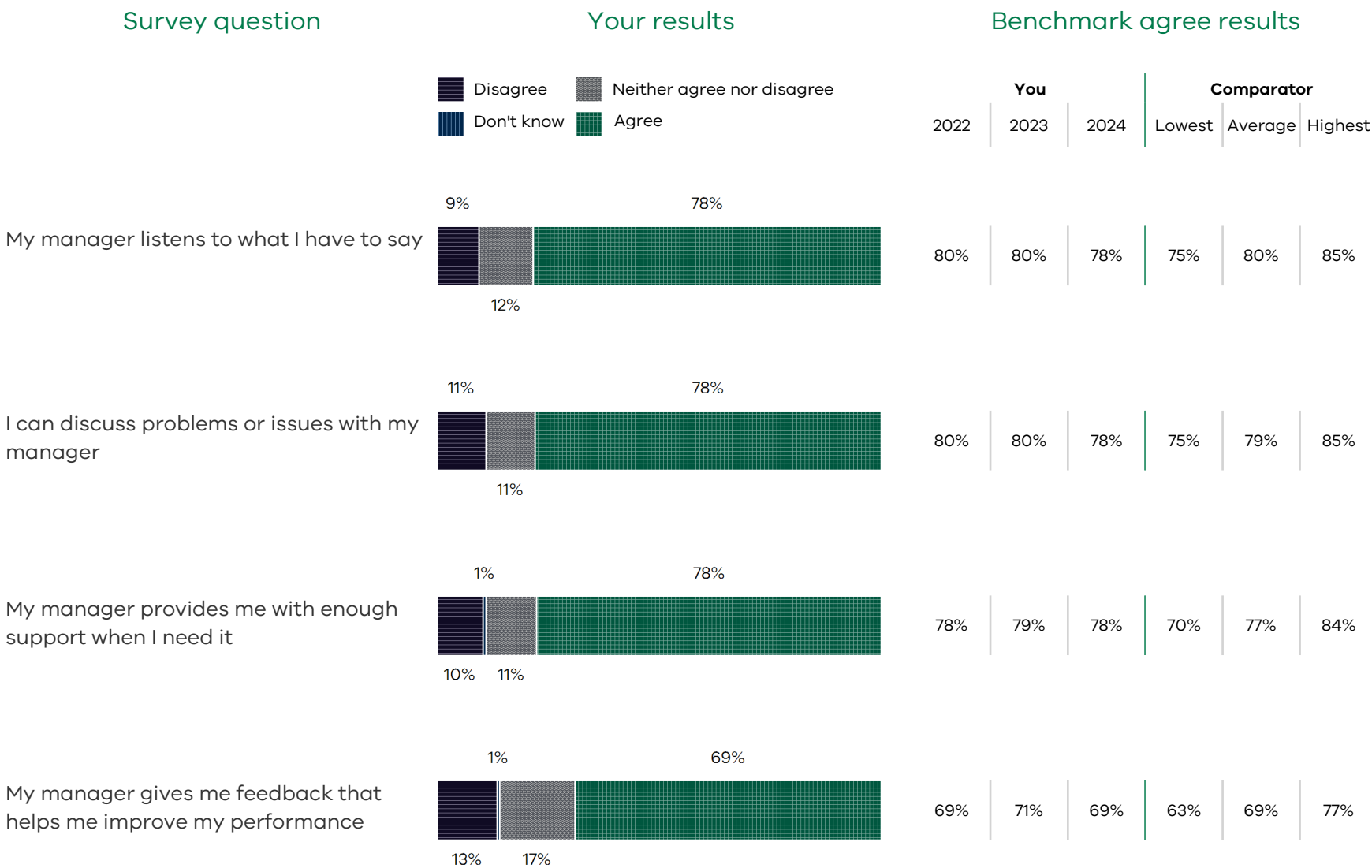| Survey question	Your results	Benchmark agree results

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say — 9% / 12% / 78%	80%	80%	78%	75%	80%	85%
I can discuss problems or issues with my manager — 11% / 11% / 78%	80%	80%	78%	75%	79%	85%
My manager provides me with enough support when I need it — 1% / 10% / 11% / 78%	78%	79%	78%	70%	77%	84%
My manager gives me feedback that helps me improve my performance — 1% / 13% / 17% / 69%	69%	71%	69%	63%	69%	77%

Victorian Public Sector Commission

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Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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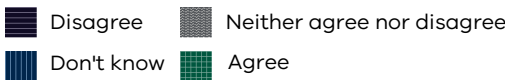
Example

56% 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

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

I receive meaningful recognition when I do good work

20% | 24% | 56%

Benchmark agree results
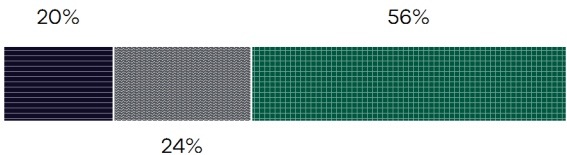
	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
58%	60%	56%		42%	56%	68%

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

57% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
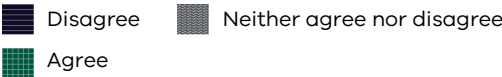
Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree
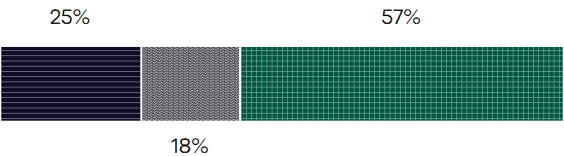
Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	Disagree 25%, Neither 18%, Agree 57%		55%	63%	57%	46%	58%	69%
I have enough time to do my job effectively	Disagree 27%, Neither 19%, Agree 54%		51%	57%	54%	41%	54%	65%
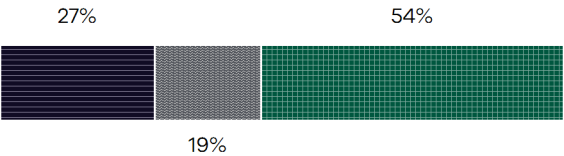
Victorian Public Sector Commission

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

77% 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

| | You | | | Comparator | | |
Survey question	2022	2023	2024	Lowest	Average	Highest
I am developing and learning in my role — 8% / 15% / 77%	77%	81%	77%	67%	76%	81%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — 15% / 20% / 65%	58%	68%	65%	45%	61%	71%
My organisation places a high priority on the learning and development of staff — 17% / 22% / 61%	60%	67%	61%	37%	57%	72%
I am satisfied with the opportunities to progress in my organisation — 21% / 26% / 53%	54%	58%	53%	38%	51%	65%

Victorian Public Sector Commission

VICTORIA State Government

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.
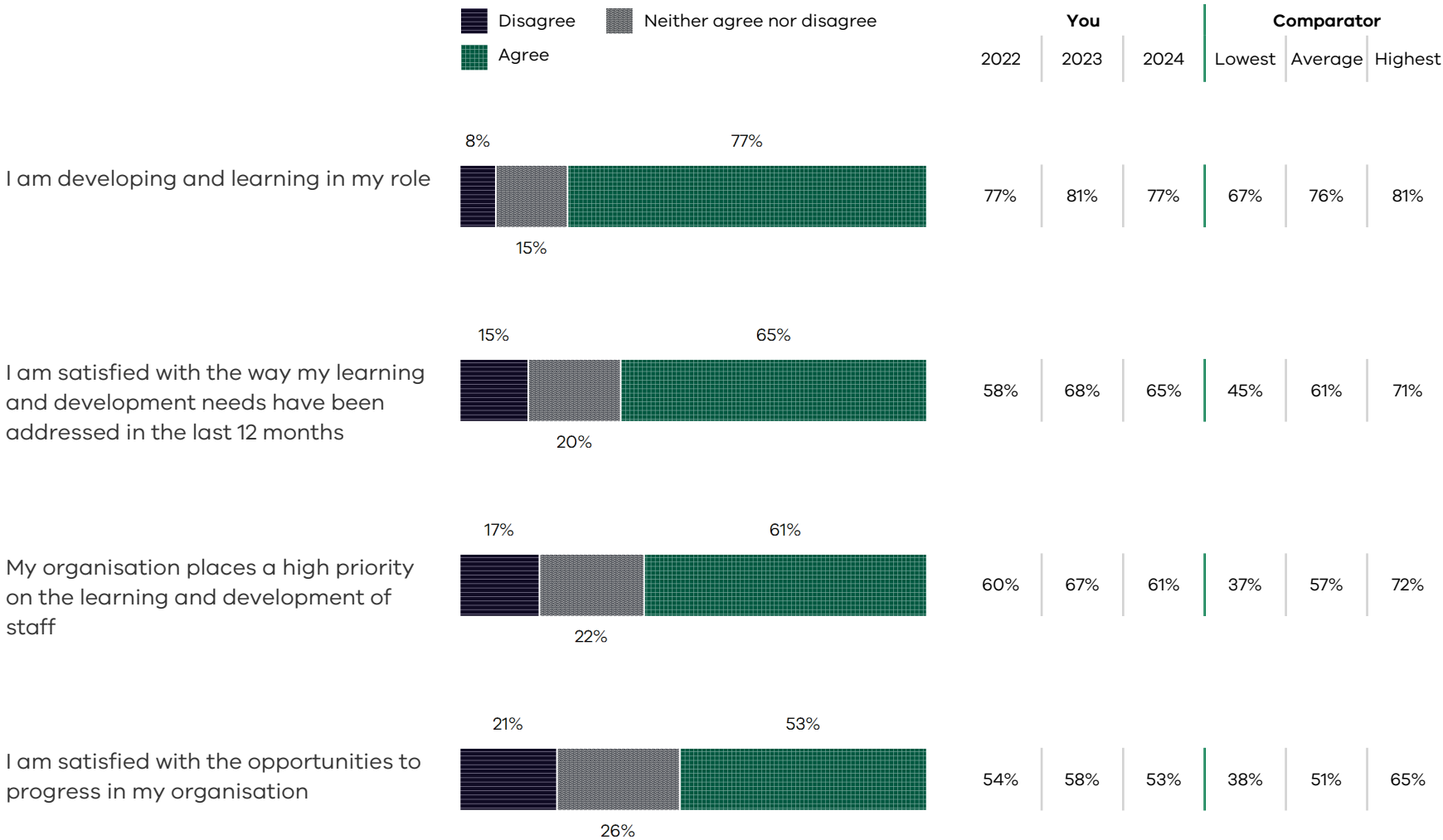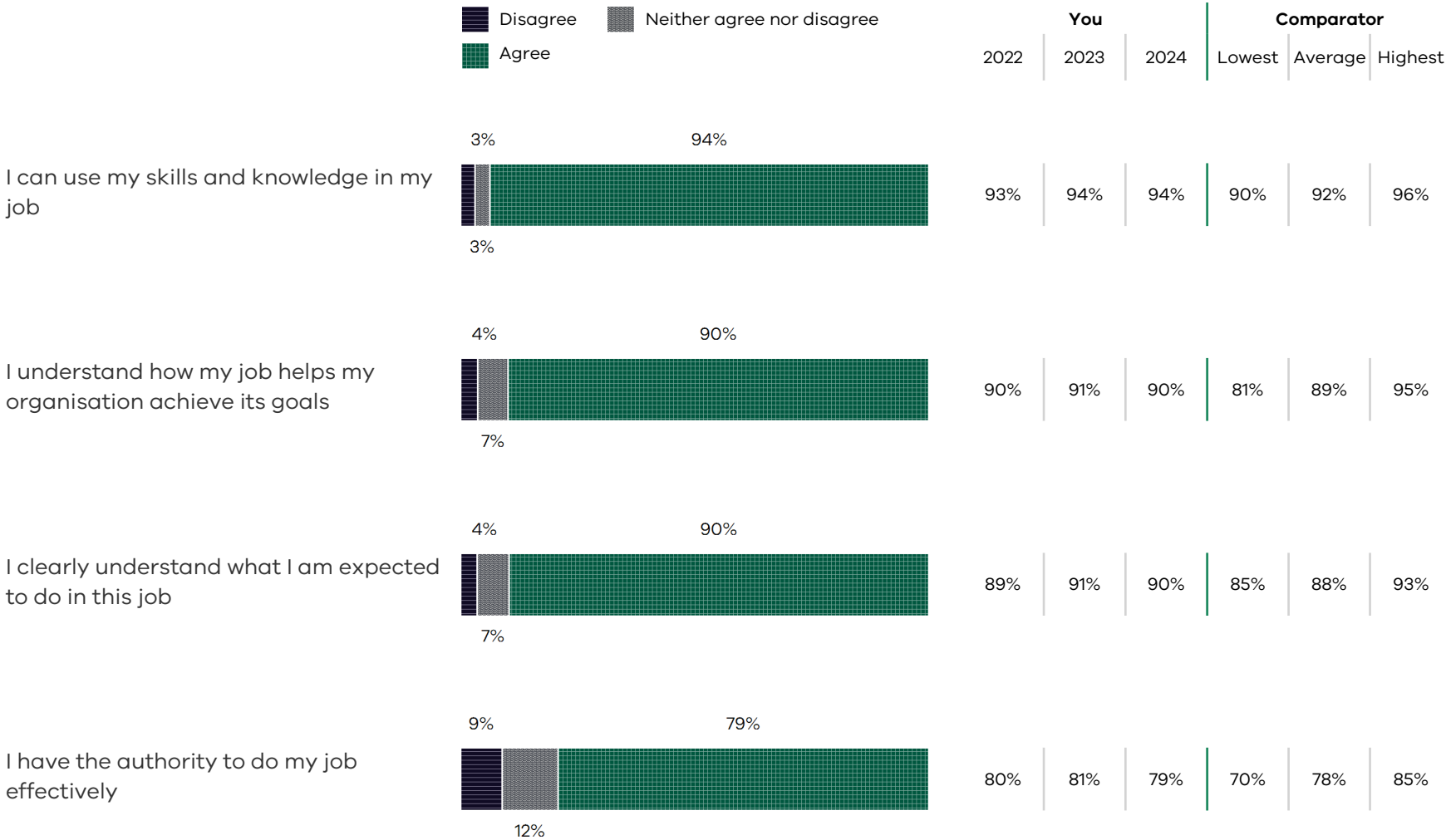
Example
94% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can use my skills and knowledge in my job (Disagree 3%, Neither 3%, Agree 94%)	93%	94%	94%	90%	92%	96%
I understand how my job helps my organisation achieve its goals (Disagree 4%, Neither 7%, Agree 90%)	90%	91%	90%	81%	89%	95%
I clearly understand what I am expected to do in this job (Disagree 4%, Neither 7%, Agree 90%)	89%	91%	90%	85%	88%	93%
I have the authority to do my job effectively (Disagree 9%, Neither 12%, Agree 79%)	80%	81%	79%	70%	78%	85%

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 2 of 2

What is this

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

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

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

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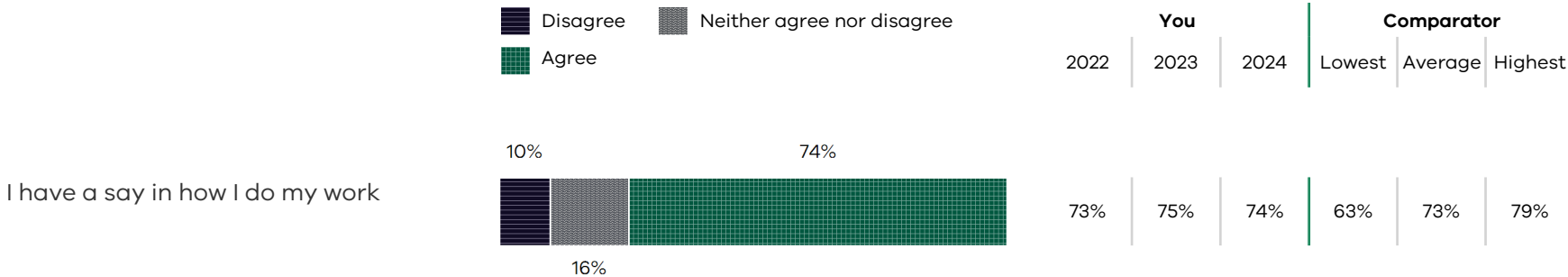
Example

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

10% · 74% · 16%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	73%	75%	74%	63%	73%	79%

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.
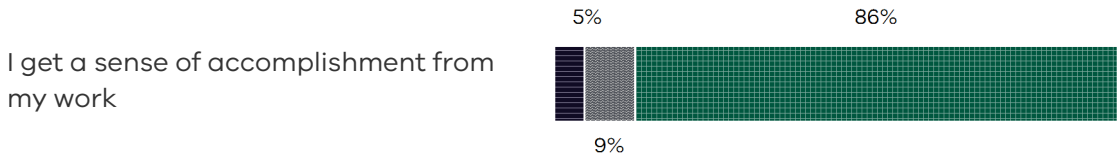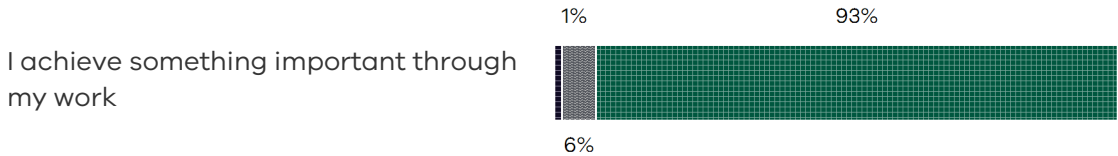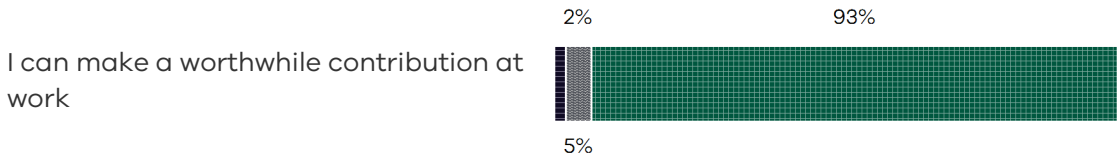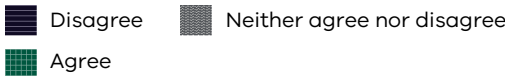
Example

93% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question

Your results

■ Disagree   ▓ Neither agree nor disagree
▓ Agree

Survey question	Disagree	Neither	Agree	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	2% / 5%		93%	92%	94%	93%	89%	93%	97%
I achieve something important through my work	1% / 6%		93%	92%	93%	93%	88%	92%	96%
I get a sense of accomplishment from my work	5% / 9%		86%	85%	86%	86%	80%	85%	91%

Benchmark agree results

You: 2022, 2023, 2024
Comparator: Lowest, Average, Highest

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.
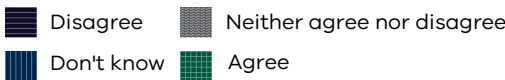
Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
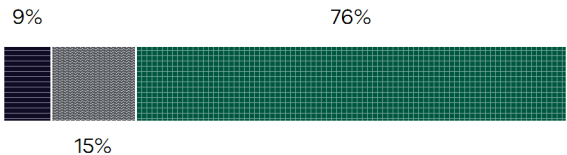
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager supports working flexibly	9% / 15% / 76%	77%	79%	76%	71%	77%	85%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	17% / 17% / 66%	63%	68%	66%	55%	65%	74%
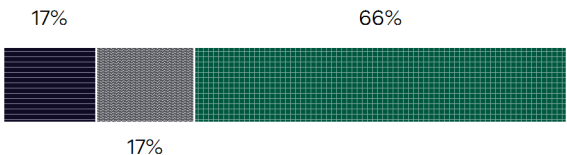
People matter survey

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

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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
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- 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.
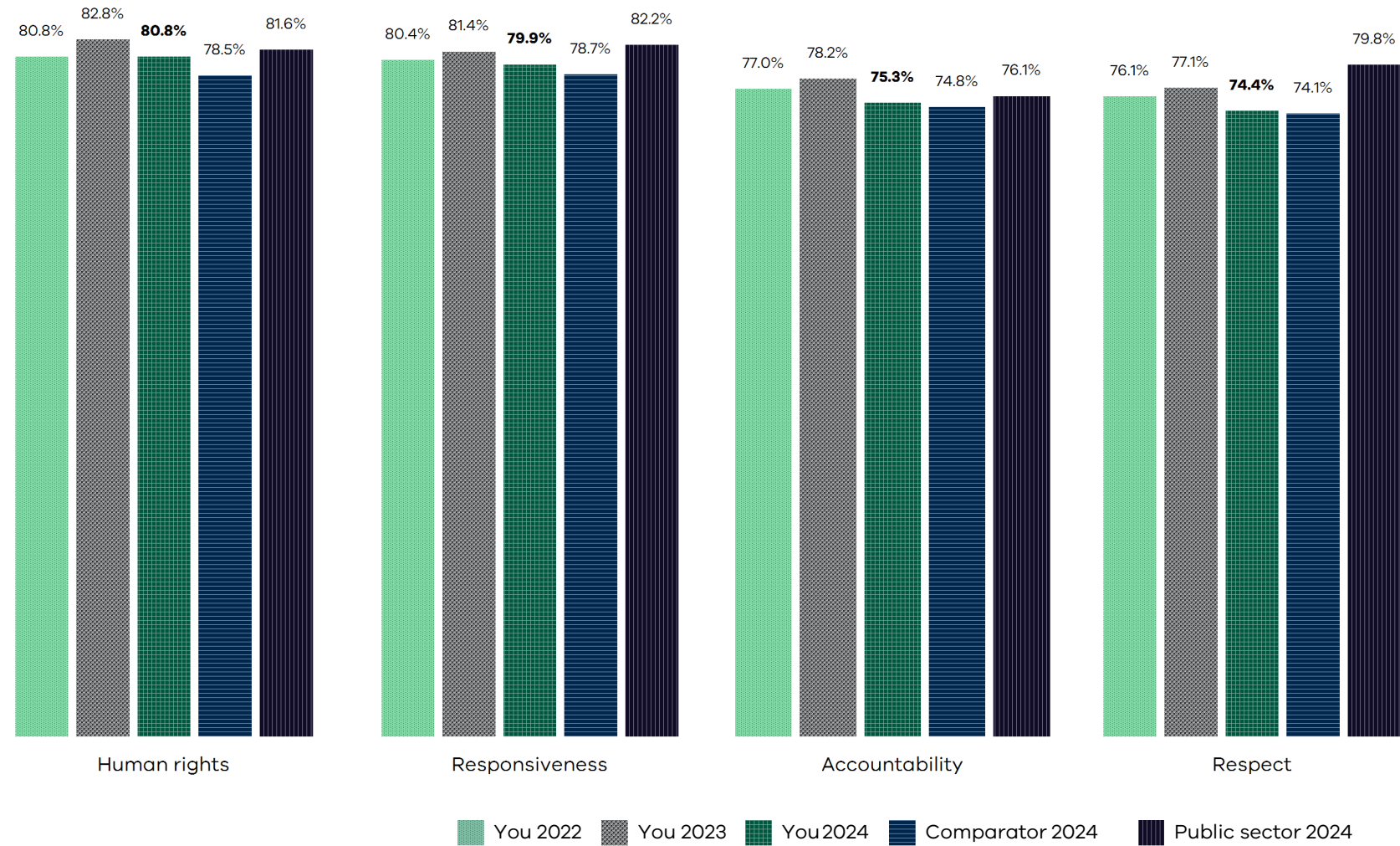
Why this is important

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:

- 80.8% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 78.5% of staff in your comparator group and 81.6% of staff across the public sector.

Human rights
- You 2022: 80.8%
- You 2023: 82.8%
- You 2024: 80.8%
- Comparator 2024: 78.5%
- Public sector 2024: 81.6%

Responsiveness
- You 2022: 80.4%
- You 2023: 81.4%
- You 2024: 79.9%
- Comparator 2024: 78.7%
- Public sector 2024: 82.2%

Accountability
- You 2022: 77.0%
- You 2023: 78.2%
- You 2024: 75.3%
- Comparator 2024: 74.8%
- Public sector 2024: 76.1%

Respect
- You 2022: 76.1%
- You 2023: 77.1%
- You 2024: 74.4%
- Comparator 2024: 74.1%
- Public sector 2024: 79.8%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Scorecard 2 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.
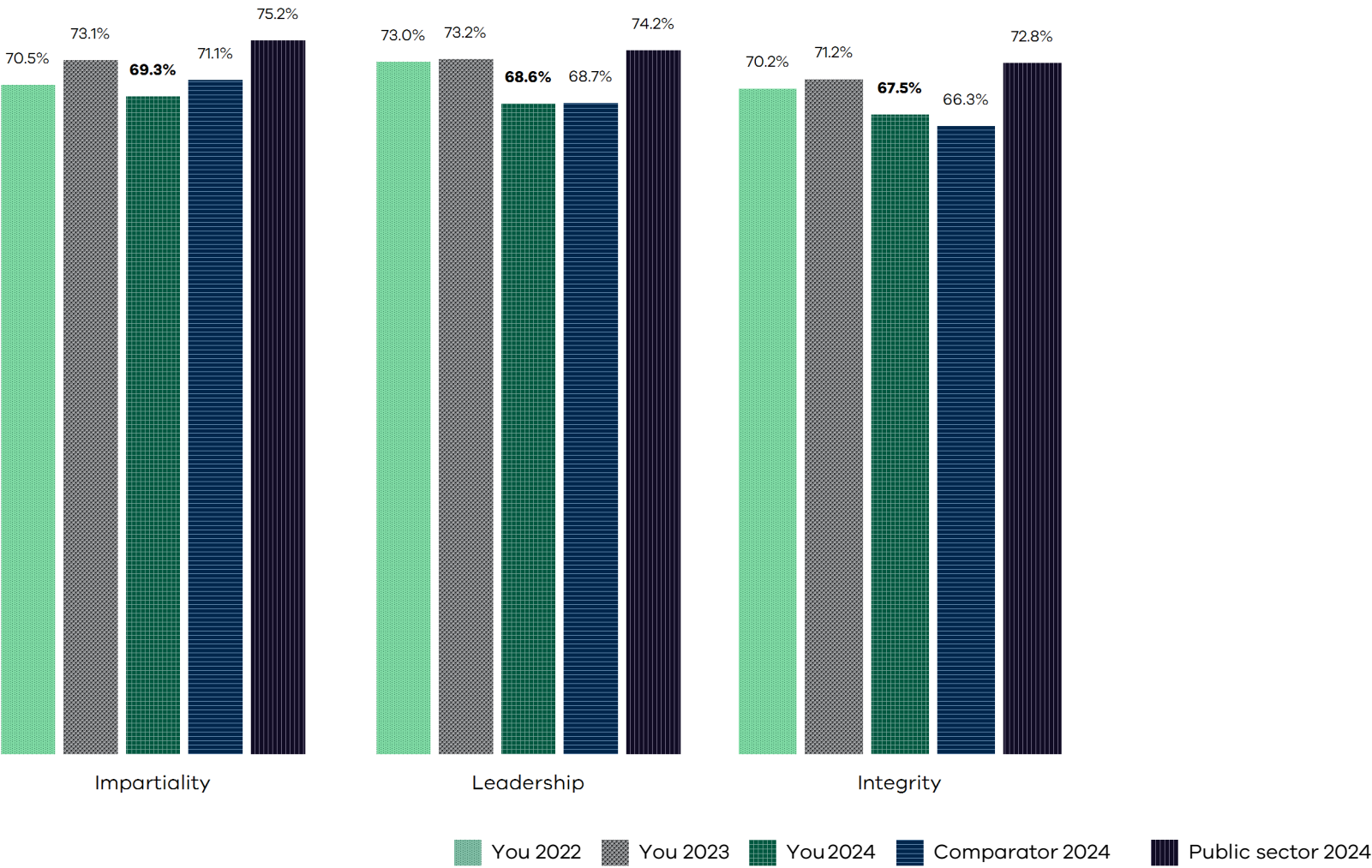
Example

In 2024:

- 69.3% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 71.1% of staff in your comparator group and 75.2% of staff across the public sector.

Impartiality: You 2022 70.5%, You 2023 73.1%, You 2024 69.3%, Comparator 2024 71.1%, Public sector 2024 75.2%

Leadership: You 2022 73.0%, You 2023 73.2%, You 2024 68.6%, Comparator 2024 68.7%, Public sector 2024 74.2%

Integrity: You 2022 70.2%, You 2023 71.2%, You 2024 67.5%, Comparator 2024 66.3%, Public sector 2024 72.8%

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

Public sector values

Responsiveness

What is this

This is how responsive your staff feel they are to the community.

Why this is important

Staff need to feel they can adapt to the changing demands and circumstances of our clients and stakeholders.

How to read this

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

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

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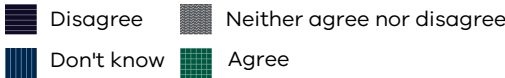
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
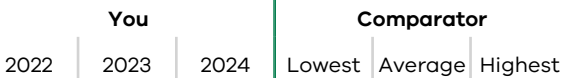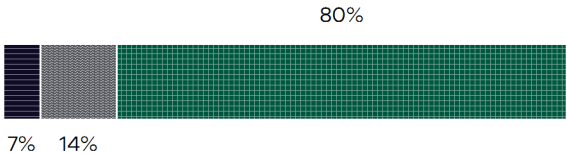
Survey question

Your results

▮ Disagree	▨ Neither agree nor disagree
▥ Don't know	▨ Agree

My workgroup provides high quality advice and services

80%

7%   14%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	80%	81%	80%	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

80% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
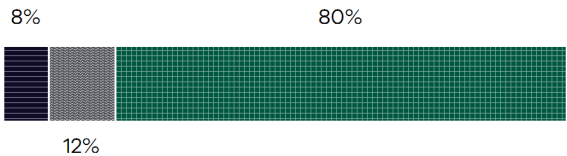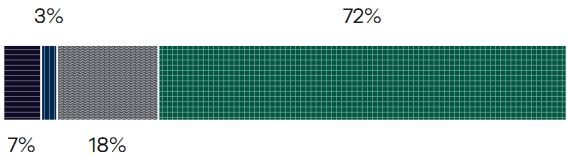
Survey question

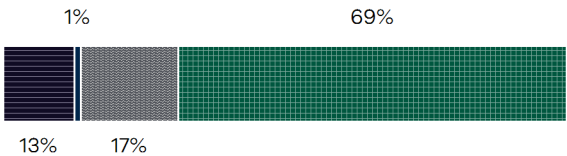## Your results

Benchmark agree results

Legend:
- Disagree (dark navy)
- Don't know (navy)
- Neither agree nor disagree (grey)
- Agree (green)
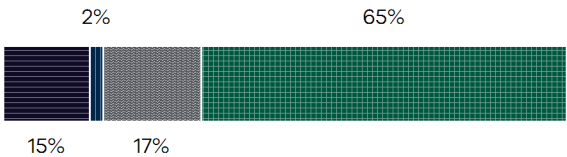
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager demonstrates honesty and integrity	8% Disagree, 12% Neither, 80% Agree	83%	82%	80%	75%	81%	86%
My organisation is committed to earning a high level of public trust	7% Disagree, 3% Don't know, 18% Neither, 72% Agree	78%	78%	72%	39%	68%	86%
People in my workgroup are honest, open and transparent in their dealings	13% Disagree, 1% Don't know, 17% Neither, 69% Agree	72%	73%	69%	62%	69%	73%
My organisation does not tolerate improper conduct	15% Disagree, 2% Don't know, 17% Neither, 65% Agree	66%	70%	65%	44%	62%	74%

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'.
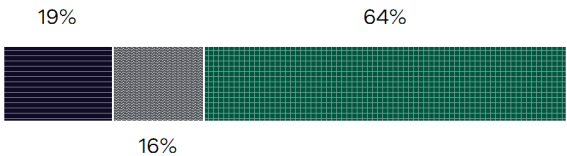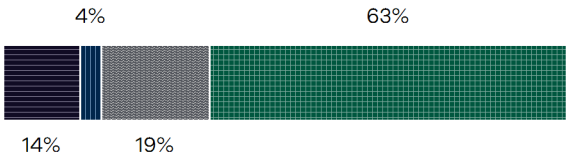
Survey question	Your results						

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

Benchmark agree results

Survey question	Disagree	Neither	Don't know	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	19%	16%		64%	65%	68%	64%	54%	64%	71%
People in my workgroup appropriately manage conflicts of interest	14%	19%	4%	63%	65%	65%	63%	57%	63%	71%
Senior leaders demonstrate honesty and integrity	13%	26%	3%	58%	63%	62%	58%	39%	56%	69%

Victorian Public Sector Commission

VICTORIA State Government
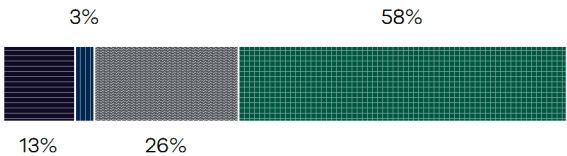
Public sector values

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

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	72%	75%	72%	68%	73%	78%
My workgroup acts fairly and without bias	69%	71%	67%	63%	69%	77%

People in my workgroup are politically impartial in their work — 4%, 6%, 18%, 72%

My workgroup acts fairly and without bias — 15%, 18%, 67%

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.

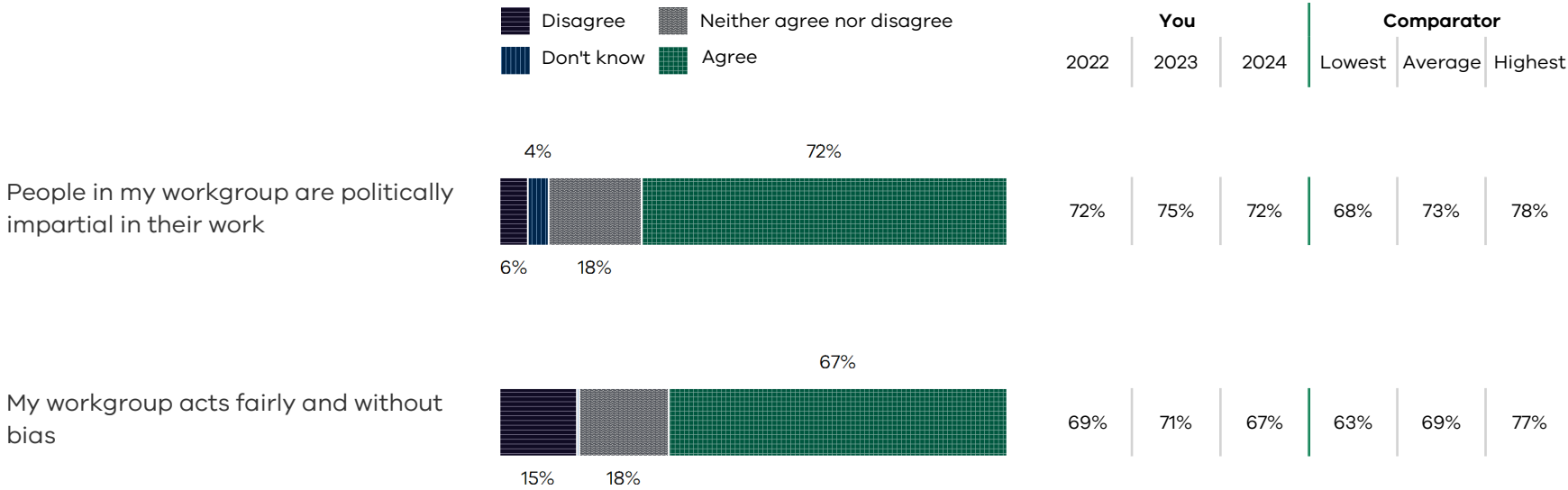Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
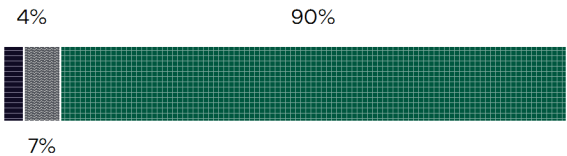
Legend: Disagree, Neither agree nor disagree, Don't know, Agree
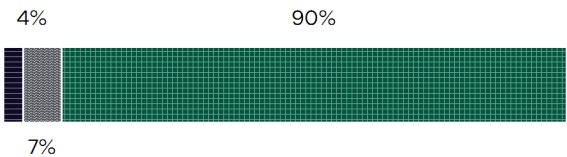
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	4% / 7% / 90%	90%	91%	90%	81%	89%	95%
I clearly understand what I am expected to do in this job	4% / 7% / 90%	89%	91%	90%	85%	88%	93%
My workgroup has clear lines of responsibility	12% / 14% / 74%	74%	76%	74%	64%	73%	80%
My workgroup uses its resources well	14% / 17% / 1% / 69%	70%	72%	69%	61%	70%	80%
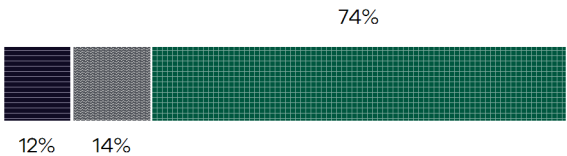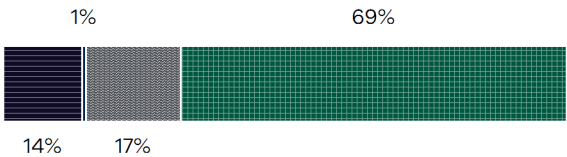
Public sector values

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

55% 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

- 2%
- 55%
- 18%
- 25%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	60%	60%	55%	36%	54%	70%

Victorian Public Sector Commission

VICTORIA State Government

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Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

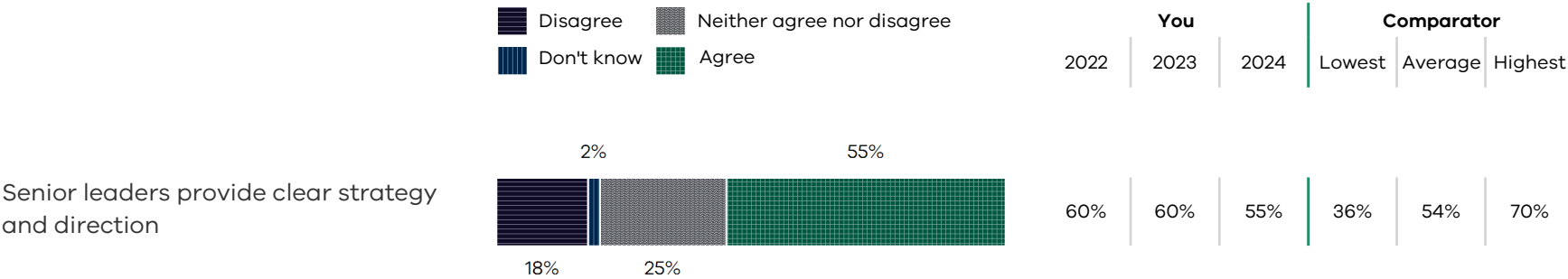Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest

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

Survey question	8% / 9% / 83%	2022	2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	8% ... 83%	85%	84%	83%	76%	83%	88%
My manager listens to what I have to say	9% / 12% / 78%	80%	80%	78%	75%	80%	85%
My organisation encourages respectful workplace behaviours	9% / 13% / 77%	78%	80%	77%	57%	74%	81%
People in my workgroup treat each other with respect	10% / 15% / 75%	79%	80%	75%	68%	76%	81%
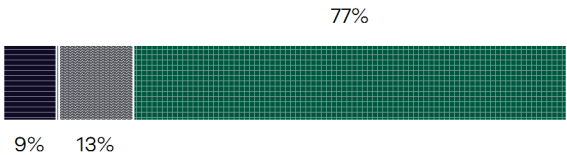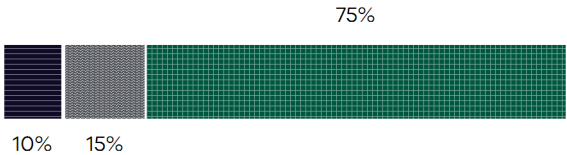
Public sector values

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

59% 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

3%   59%

16%   21%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
59%	61%	59%	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.
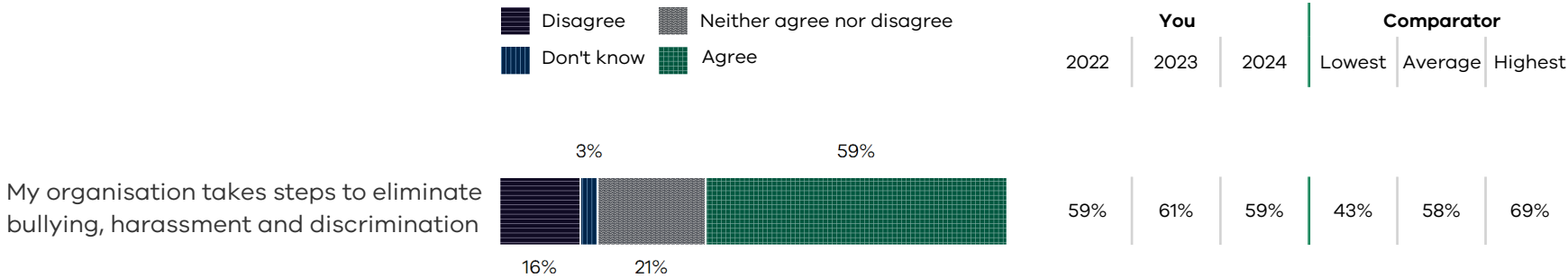
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

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

My manager models my organisation's values
- 8%
- 13%
- 79%

Senior leaders model my organisation's values
- 14%
- 3%
- 24%
- 58%

Benchmark agree results
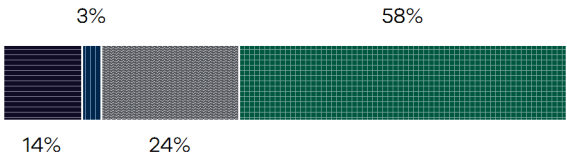
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	82%	83%	79%	72%	80%	86%
Senior leaders model my organisation's values	64%	64%	58%	39%	57%	71%

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

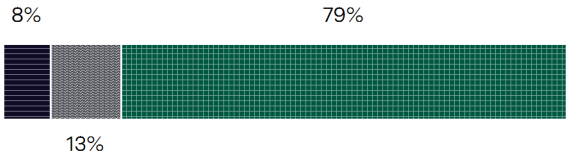82% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
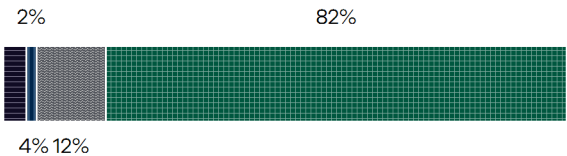
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	2% / 4% / 12% / 82%	84%	85%	82%	65%	79%	88%
I understand how the Charter of Human Rights and Responsibilities applies to my work	6% / 14% / 80%	78%	81%	80%	69%	78%	87%
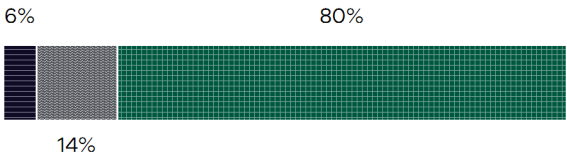
People matter survey

2024

Have your say

Overview

Report overview

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

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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
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- 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

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- Taking action questions

Detailed results

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- Senior leadership questions

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- Organisational integrity
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- Patient safety climate

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- Innovation
- Workgroup support
- Safe to speak up

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- Flexible working

Public sector values

- Scorecard
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- Respect
- Leadership
- Human rights

Topical questions

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

Demographics

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

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 understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
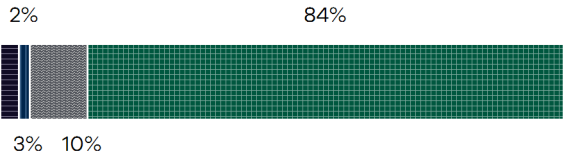
Survey question	Disagree	Don't know	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	2%	3%	10%	84%	Not asked	84%	84%	75%	81%	88%
I am proud to work in the public sector	4%		15%	81%	Not asked	Not asked	81%	64%	81%	91%
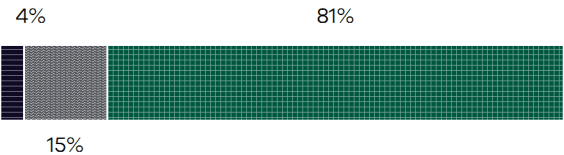
People matter survey

2024

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People outcomes

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- Biggest negative difference from your comparator

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- Taking action questions

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- Flexible working

Public sector values

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- Responsiveness
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- 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.

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Age	(n)	%
15-34 years	596	29%
35-54 years	906	44%
55+ years	362	18%
Prefer not to say	181	9%

Gender	(n)	%
Woman	1502	73%
Man	347	17%
Prefer not to say	184	9%
Non-binary and I use a different term	12	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	7	0%
No	1865	91%
Prefer not to say	173	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	8	0%
No	1811	89%
Don't know	58	3%
Prefer not to say	168	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	1576	77%
Prefer not to say	295	14%
Asexual	53	3%
Bisexual	47	2%
Gay or lesbian	35	2%
I use a different term	20	1%
Don't know	12	1%
Pansexual	7	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	27	1%
Non Aboriginal and/or Torres Strait Islander	1903	93%
Prefer not to say	115	6%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	17	63%
No	6	22%
Don't know	4	15%
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

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Are you a person with disability?	(n)	%
Yes	89	4%
No	1828	89%
Prefer not to say	128	6%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	45	51%
No	40	45%
Prefer not to say	4	4%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
My disability does not impact on my ability to perform my role	17	43%
I do not require any adjustments to be made to perform my role	11	28%
I feel that sharing my disability information will reflect negatively on me	10	25%
Other	2	5%

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	**1685**	82%
Not born in Australia	**219**	11%
Prefer not to say	**141**	7%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	**57**	29%
Malayalam	**55**	28%
Filipino	**25**	13%
Hindi	**14**	7%
Tagalog	**8**	4%
Greek	**7**	4%
Mandarin	**7**	4%
Italian	**6**	3%
Spanish	**6**	3%
Auslan	**5**	3%
Punjabi	**5**	3%
Tamil	**4**	2%

Language other than English used with family or community	(n)	%
Yes	**197**	10%
No	**1711**	84%
Prefer not to say	**137**	7%

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

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	1610	79%
Prefer not to say	177	9%
English, Irish, Scottish and/or Welsh	138	7%
South Asian	66	3%
East and/or South-East Asian	60	3%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	59	3%
Other	28	1%
Aboriginal and/or Torres Strait Islander	25	1%
New Zealander	10	0%
Central Asian	6	0%
African	4	0%
Maori	4	0%
Central and/or South American	3	0%
Middle Eastern	1	0%
North American	1	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	1100	54%
Christianity	614	30%
Prefer not to say	234	11%
Other	47	2%
Hinduism	21	1%
Buddhism	15	1%
Islam	8	0%
Sikhism	5	0%
Judaism	1	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	760	37%
Part-Time	1285	63%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	762	39%
$80k to $120k	773	39%
$120k to $160k	121	6%
$160k to $200k	30	2%
$200k or more	48	2%
Prefer not to say	240	12%

Organisational tenure	(n)	%
<1 year	211	10%
1 to less than 2 years	241	12%
2 to less than 5 years	490	24%
5 to less than 10 years	423	21%
10 to less than 20 years	428	21%
More than 20 years	252	12%

Management responsibility	(n)	%
Non-manager	1731	85%
Other manager	233	11%
Manager of other manager(s)	81	4%

Employment type	(n)	%
Ongoing and executive	1763	86%
Fixed term	175	9%
Other	107	5%

Frontline worker	(n)	%
Yes	1347	66%
No	698	34%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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How to read this

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Primary workplace location over the last 3 months	(n)	%
Large regional city	1940	95%
Rural	86	4%
Other	10	0%
Melbourne: Suburbs	6	0%
Melbourne CBD	3	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	743	36%
A frontline or service delivery location	1121	55%
Home or private location	166	8%
A shared office space (where two or more organisations share the same workspace)	202	10%
Isolated or remote location/s where access to communications and help from others is difficult	12	1%
Other	130	6%

Flexible work	(n)	%
Part-time	742	36%
I do not use any flexible work arrangements	576	28%
Shift swap	492	24%
Flexible start and finish times	388	19%
Working from an alternative location (e.g. home, hub/shared work space)	305	15%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	277	14%
Study leave	198	10%
Working more hours over fewer days	195	10%
Other	66	3%
Purchased leave	50	2%
Job sharing	36	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

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	1453	71%
Flexible working arrangements	438	21%
Physical modifications or improvements to the workplace	177	9%
Career development support strategies	46	2%
Job redesign or role sharing	36	2%
Other	24	1%
Accessible communications technologies	10	0%

Why did you make this request?	(n)	%
Work-life balance	238	40%
Health	222	38%
Caring responsibilities	204	34%
Family responsibilities	162	27%
Other	51	9%
Study commitments	43	7%
Disability	20	3%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	423	71%
The adjustments I needed were not made	114	19%
The adjustments I needed were made but the process was unsatisfactory	55	9%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	750	37%
Primary school aged child(ren)	423	21%
Secondary school aged child(ren)	324	16%
Child(ren) - younger than preschool age	268	13%
Prefer not to say	226	11%
Frail or aged person(s)	186	9%
Preschool aged child(ren)	184	9%
Person(s) with a mental illness	110	5%
Person(s) with a medical condition	108	5%
Person(s) with disability	105	5%
Other	59	3%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

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Which of the following categories best describes your current position?	(n)	%
Nursing employees	**885**	43%
Management, Administration and Corporate support	**467**	23%
Allied health - therapy discipline	**241**	12%
Medical employees	**105**	5%
Other health and social care	**94**	5%
Allied health - science discipline	**87**	4%
Support services	**70**	3%
Allied health - assistant	**51**	2%
Community development	**37**	2%
Lived experience specific worker	**5**	0%
Pastoral / spiritual care	**3**	0%
Counselling	**0**	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.

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**1328**	65%
Community-based services	**323**	16%
Residential aged care services	**160**	8%
Mental health care services	**119**	6%
Corporate services	**115**	6%
Prison-based services	**0**	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	**415**	20%
Aged care	**221**	11%
Critical care	**95**	5%
Drug and alcohol	**4**	0%
Emergency	**90**	4%
Maternity care	**81**	4%
Medical	**204**	10%
Mental health	**175**	9%
Mixed medical/surgical	**45**	2%
Neonatal care	**12**	1%
Palliative care	**39**	2%
Paediatrics	**31**	2%
Peri-operative	**57**	3%
Rehabilitation	**110**	5%
Surgical	**96**	5%
Other	**370**	18%

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