



# People Matter Survey

## 2024

### Have your say



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## Overview

### Report overview

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

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- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
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- Bullying
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- Integrity
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- Accountability
- Respect
- Leadership
- Human rights

### Topical questions

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

### Demographics

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

## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

Your organisation took part in the survey in 2023 and 2022.

This means you'll be able to compare about 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](#).



## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

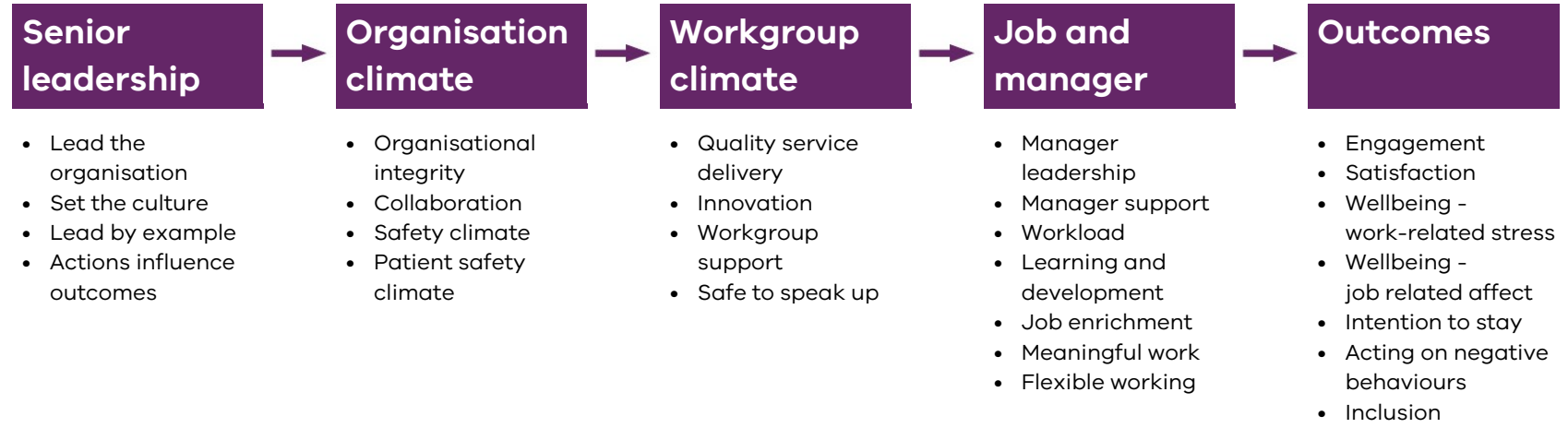
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

## Report overview

### Your comparator group

#### What this is

This is a list of similar organisations to yours.

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

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

#### How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

## 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

**68%**  
**(51)**

Comparator 56%  
Public Sector 42%

2024

**98%**  
**(64)**

Comparator 56%  
Public Sector 44%

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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

73

Comparator	72
Public Sector	68

2024

69

Comparator	73
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 69.

#### 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

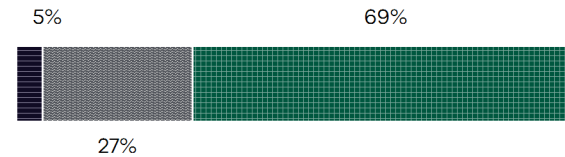
69% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

### Survey question

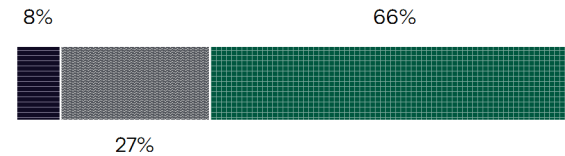
### Your results



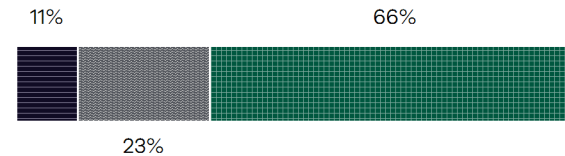
My organisation inspires me to do the best in my job



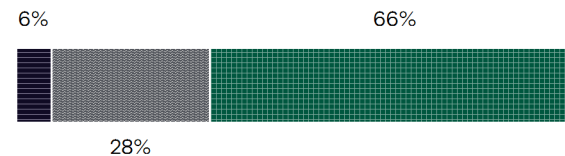
I am proud to tell others I work for my organisation



I feel a strong personal attachment to my organisation



My organisation motivates me to help achieve its objectives



### Benchmark agree results

2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	52%	75%	69%	42%	72%	90%
	60%	75%	66%	52%	79%	95%
	46%	76%	66%	49%	68%	84%
	54%	78%	66%	47%	71%	88%

## 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 69.

#### 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.

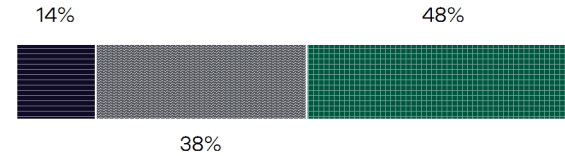
#### Example

48% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

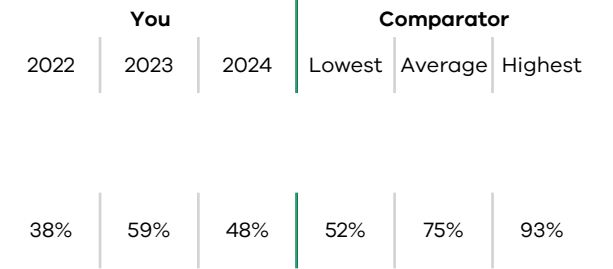
## Survey question

I would recommend my organisation as a good place to work

## Your results



## Benchmark agree results



## 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.

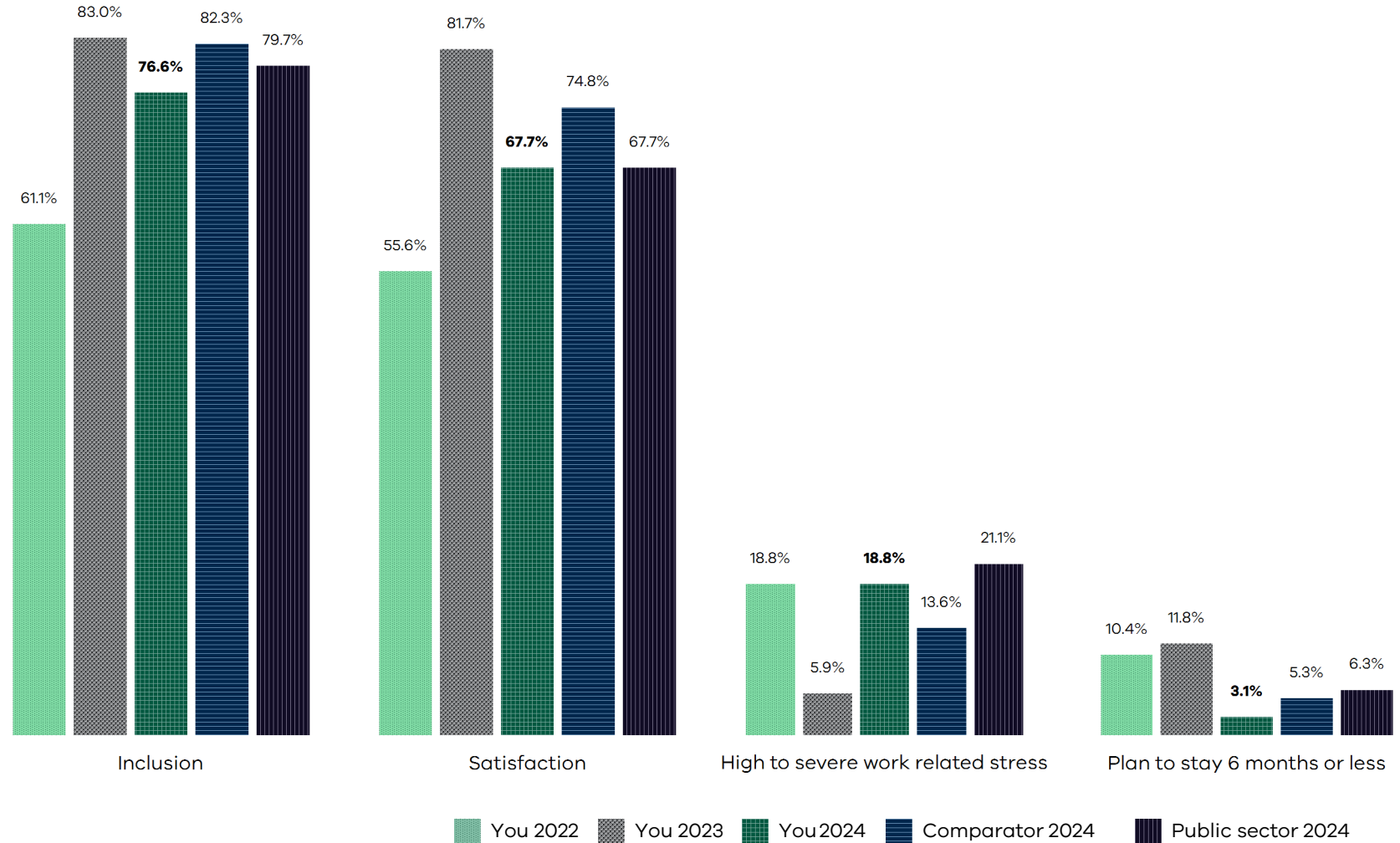
#### Example

In 2024:

- 76.6% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 82.3% of staff in your comparator group and 79.7% of staff across the public sector.



# 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

70% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

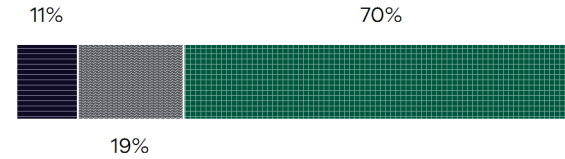
## Survey question

## Your results

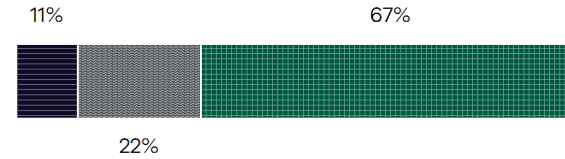
## Benchmark satisfied results



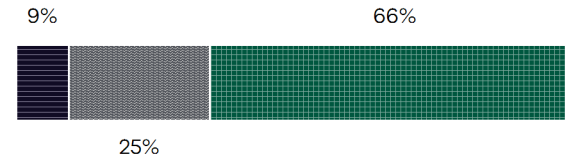
Considering everything, how satisfied are you with your current job



How satisfied are you with the work/life balance in your current job



How satisfied are you with your career development within your current organisation



	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	63%	86%	70%	65%	80%	93%
How satisfied are you with the work/life balance in your current job	48%	80%	67%	64%	76%	90%
How satisfied are you with your career development within your current organisation	56%	78%	66%	52%	69%	87%

## People outcomes

### Work-related stress levels

#### What is this

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

#### Why this is important

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

#### How to read this

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

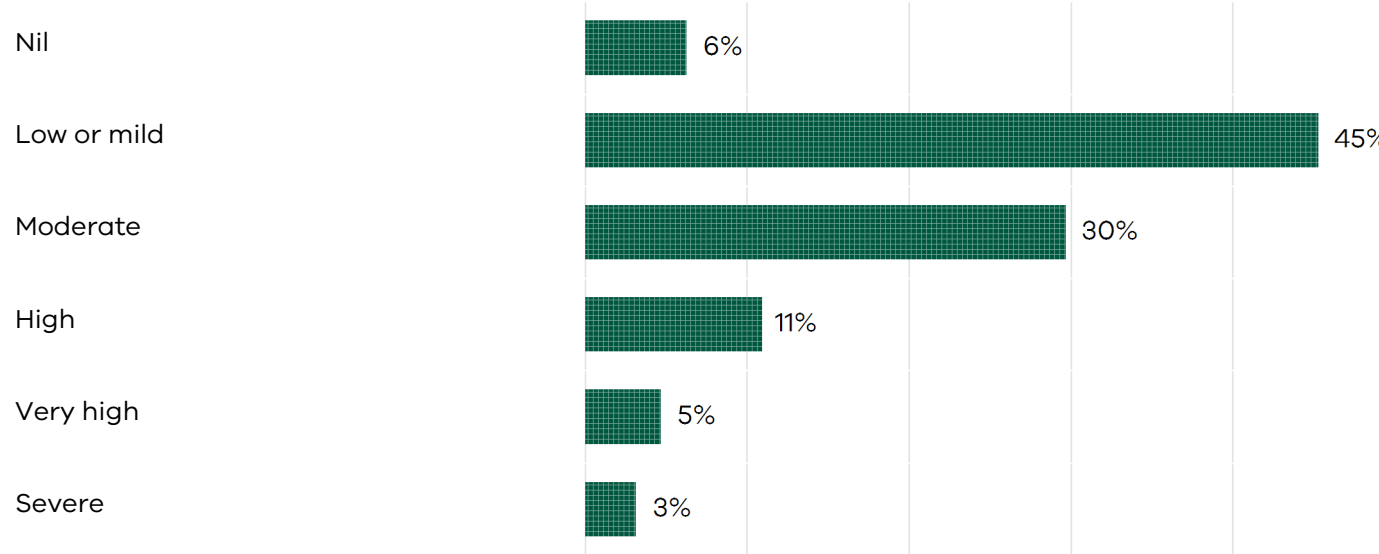
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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

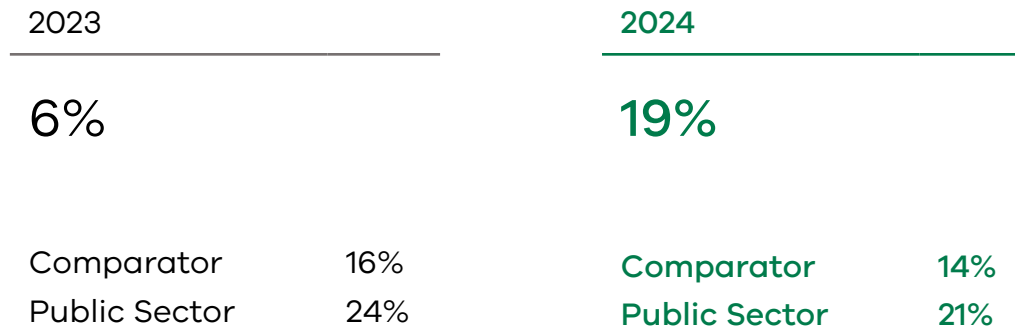
#### Example

19% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 14% 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)



### Reported levels of high to severe stress





## 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

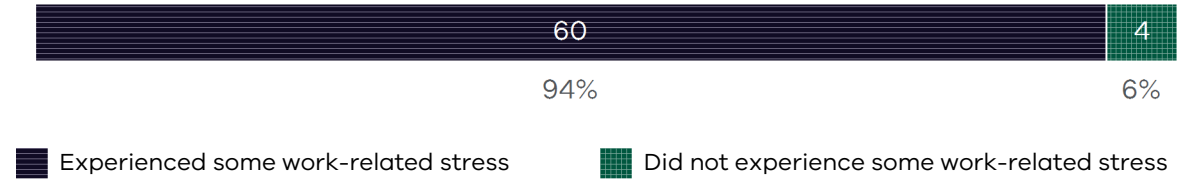
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

94% of your staff who did the survey said they experienced mild to severe stress. Of that 94%, 37% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	33%	37%	44%	48%
Time pressure	36%	37%	39%	41%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	7%	22%	14%	13%
Incivility, bullying, harassment or discrimination	20%	22%	9%	7%
Unclear job expectations	4%	15%	9%	12%
Organisation or workplace change	11%	13%	9%	12%
Physical environment	7%	12%	6%	5%
Other	18%	12%	14%	13%
Dealing with clients, patients or stakeholders	2%	10%	16%	18%
Management of work (e.g. supervision, training, information, support)	4%	10%	10%	12%

## 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.

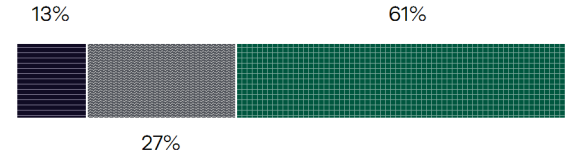
#### Example

61% of your staff who did the survey said the amount of stress in their job was manageable.

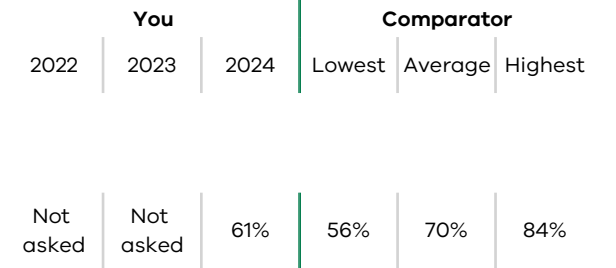
## Survey question

The amount of stress in my job is manageable

## Your results



## Benchmark agree results



## 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 negatively affect people's health and wellbeing as well as their performance and behaviour.

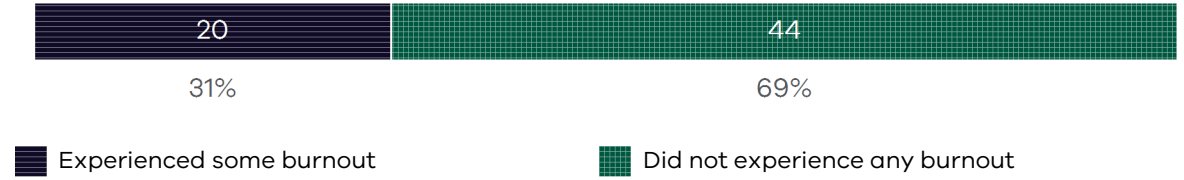
#### How to read this

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

31% of your staff who did the survey said they felt burnout at work.

Of that 31%, 52% 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'.



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	69%	52%	47%	49%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	12%	23%	16%	21%
I enjoy my work. I have no symptoms of burnout	16%	17%	30%	20%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	2%	8%	4%	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	2%	0%	2%	3%

## 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

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

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	12%	3%	5%	6%
Over 6 months and up to 1 year	2%	6%	8%	9%
Over 1 year and up to 3 years	10%	22%	22%	24%
Over 3 years and up to 5 years	10%	20%	17%	16%
Over 5 years	67%	48%	47%	45%

# People outcomes

## Inclusion question results

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

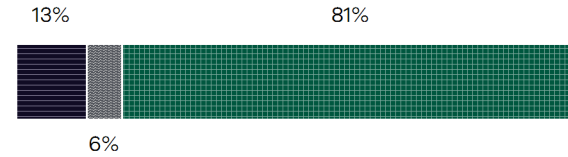
## Survey question

## Your results

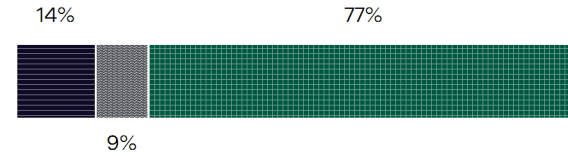
## Benchmark agree results



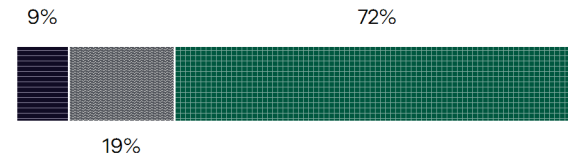
I feel culturally safe at work



I can be myself at work



I feel as if I belong at this organisation



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I feel culturally safe at work	75%	84%	81%	79%	86%	93%
I can be myself at work	56%	86%	77%	71%	84%	95%
I feel as if I belong at this organisation	52%	78%	72%	65%	77%	89%

## 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.

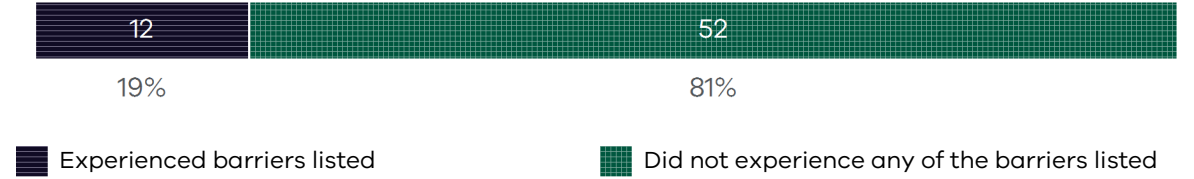
#### How to read this

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.

#### Why there are no further details

We've not published the results for individual response options. We do this to protect participant anonymity.

Staff who experienced one or more barriers to success at work





## 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.

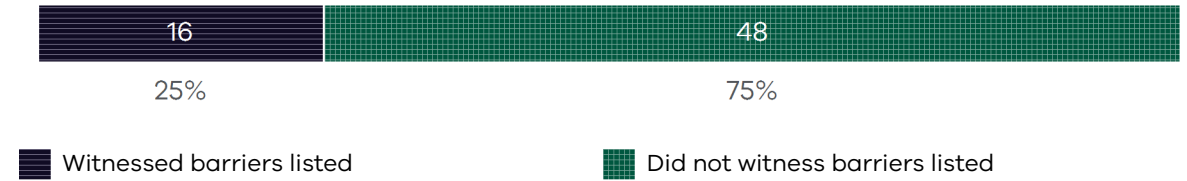
#### How to read this

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.

#### Why there are no further details

We've not published the results for individual response options. We do this to protect participant anonymity.

Staff who witnessed one or more barriers to success at work



## 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

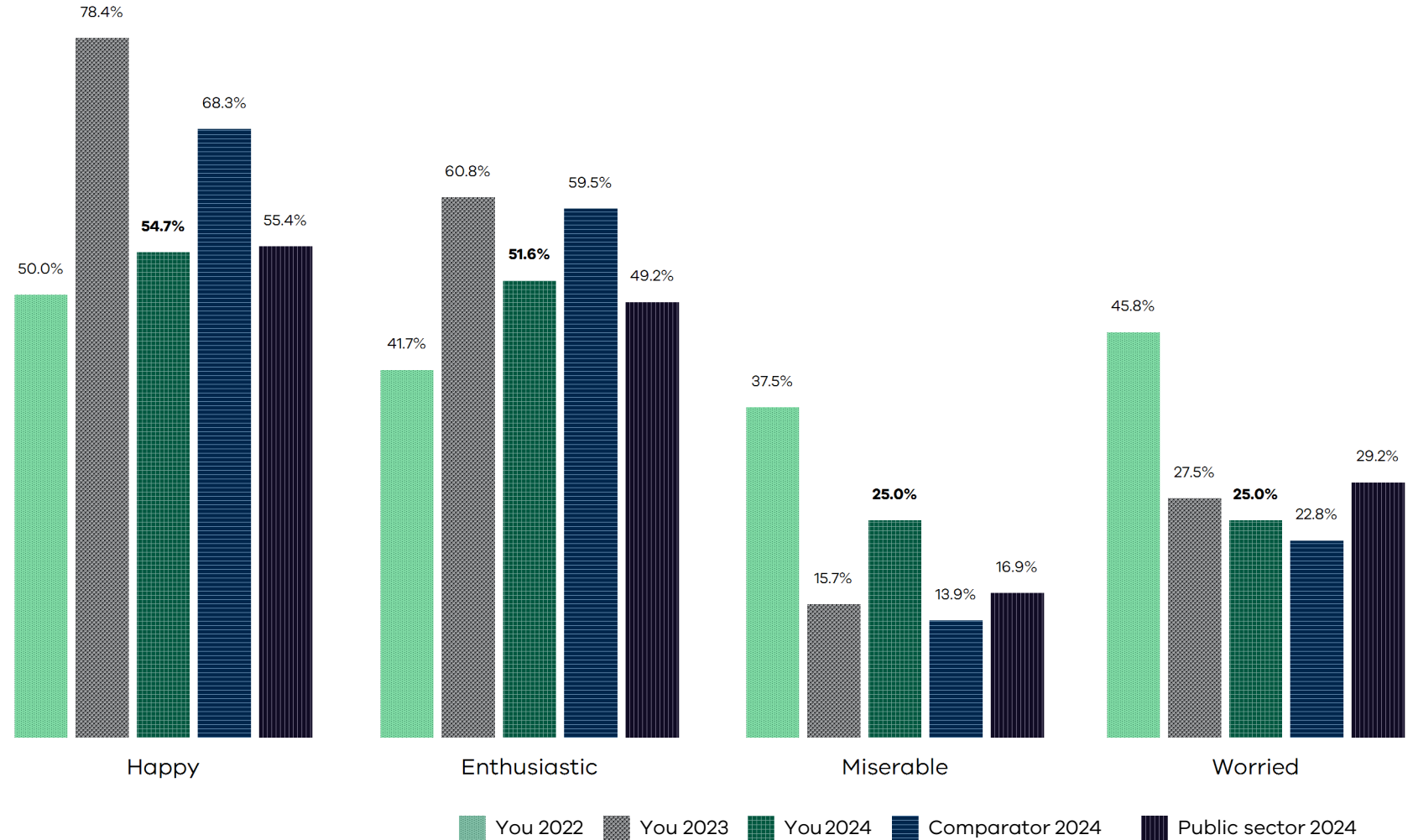
In 2024:

- 54.7% of your staff who did the survey said work made them feel happy.

Compared to:

- 68.3% 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 ...



# 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.

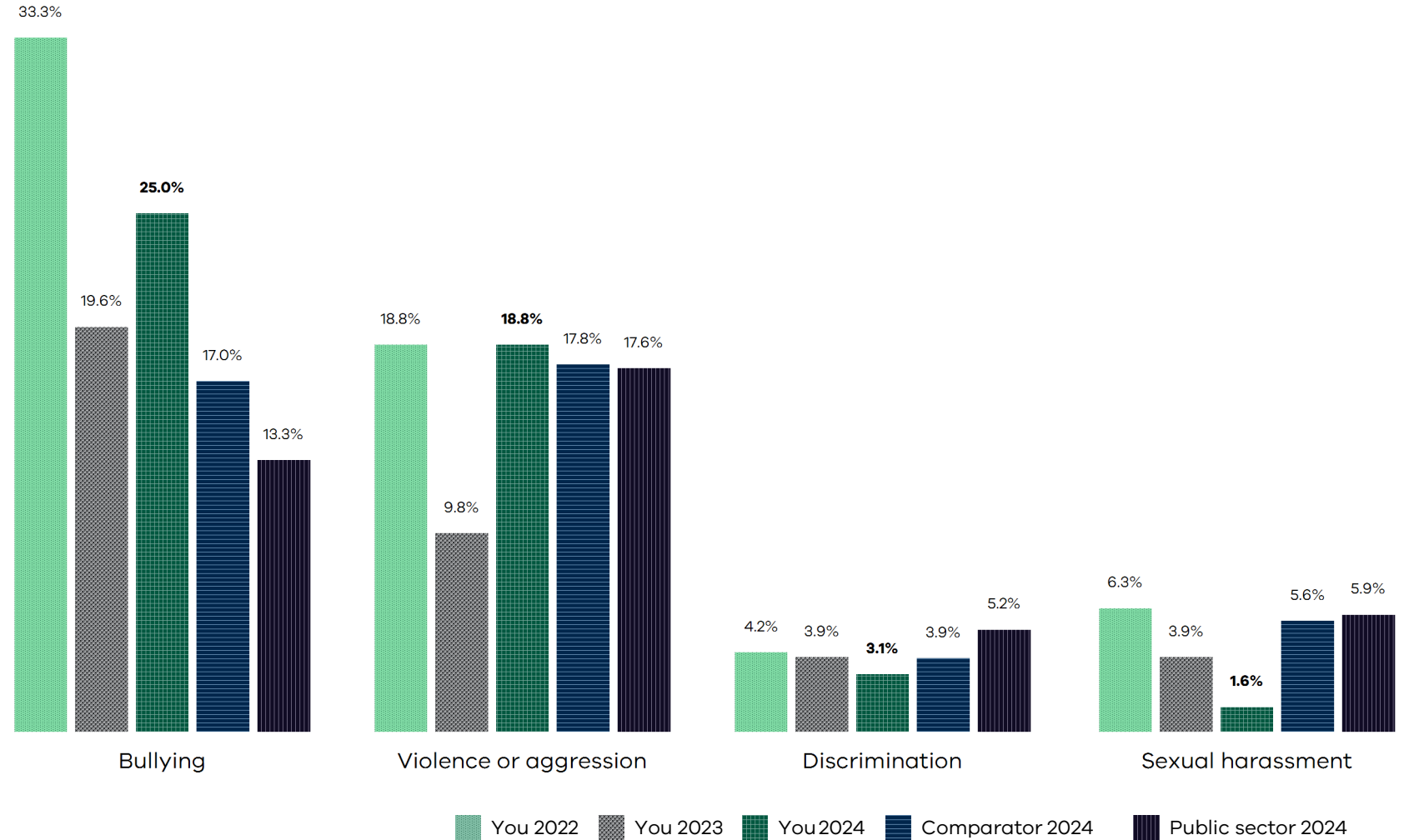
### Example

In 2024:

- 25.0% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 17.0% of staff in your comparator group and 13.3% of staff across the public sector.



## 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.

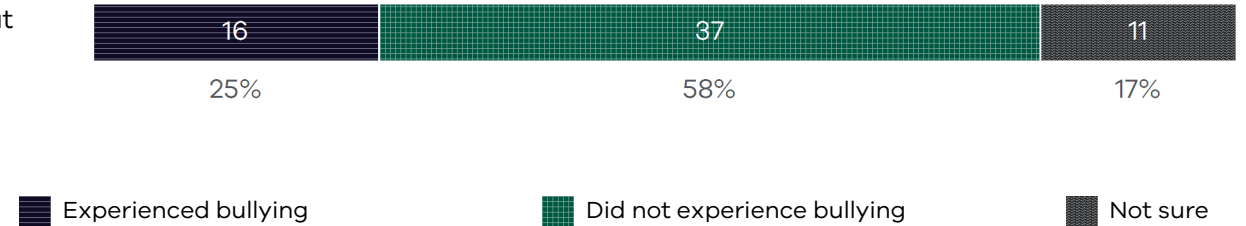
In descending order, the table shows the answers.

#### Example

25% of your staff who did the survey said they experienced bullying.

Of that 25%, 56% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.  
 Of that 25%, 56% 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?



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)	50%	56%	64%	69%
Exclusion or isolation	40%	44%	37%	42%
Intimidation and/or threats	30%	38%	36%	30%
Withholding essential information for me to do my job	10%	38%	23%	28%
Being assigned meaningless tasks unrelated to my job	0%	25%	9%	13%
Other	0%	25%	17%	15%
Interference with my personal property and/or work equipment	0%	19%	7%	4%
Verbal abuse	30%	13%	22%	21%
Being given impossible assignment(s)	0%	0%	5%	9%

## 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.

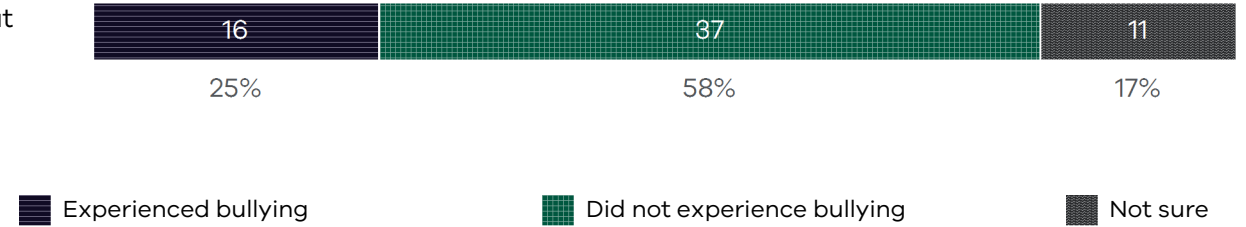
In descending order, the table shows the answers.

#### Example

25% of your staff who did the survey said they experienced bullying, of which

- 63% said the top way they reported the bullying was 'Told a manager'.
- 75% said they didn't submit a formal complaint.

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



### Did you tell anyone about the bullying?

	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	30%	63%	42%	50%
Submitted a formal complaint	20%	25%	14%	12%
Told someone else	10%	25%	11%	11%
Told employee assistance program (EAP) or peer support	0%	19%	7%	10%
Told a colleague	30%	13%	38%	41%
Told the person the behaviour was not OK	10%	13%	12%	16%
Told a friend or family member	50%	13%	33%	35%
Told human resources	0%	6%	19%	13%
I did not tell anyone about the bullying	0%	6%	11%	12%

## 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

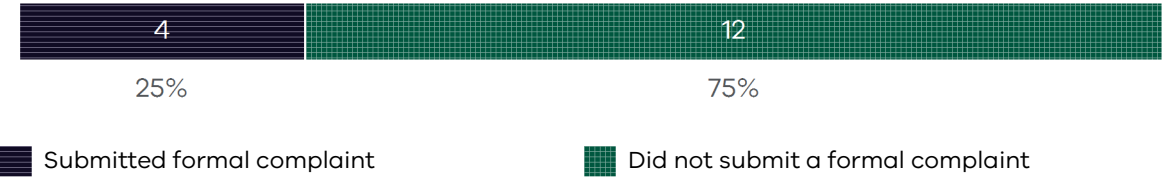
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

75% of your staff who experienced bullying did not submit a formal complaint, of which:

- 33% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you 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	-	33%	49%	52%
I believed there would be negative consequences for my reputation	-	33%	41%	49%
I didn't think it was serious enough	-	25%	15%	18%
I believed there would be negative consequences for my career	-	25%	22%	38%
Other	-	25%	19%	16%
I didn't need to because I no longer had contact with the person(s) who bullied me	-	17%	4%	5%
I believed there would be negative consequences for the person I was going to complain about	-	8%	7%	10%
I didn't feel safe to report the incident	-	8%	14%	20%
I didn't know who to talk to	-	0%	4%	5%
I didn't know how to make a complaint	-	0%	2%	5%



## People outcomes

### Perpetrators of bullying

#### What is this

This is who staff have said are responsible for bullying.

#### Why this is important

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

#### How to read this

In this year's survey, 25% 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.

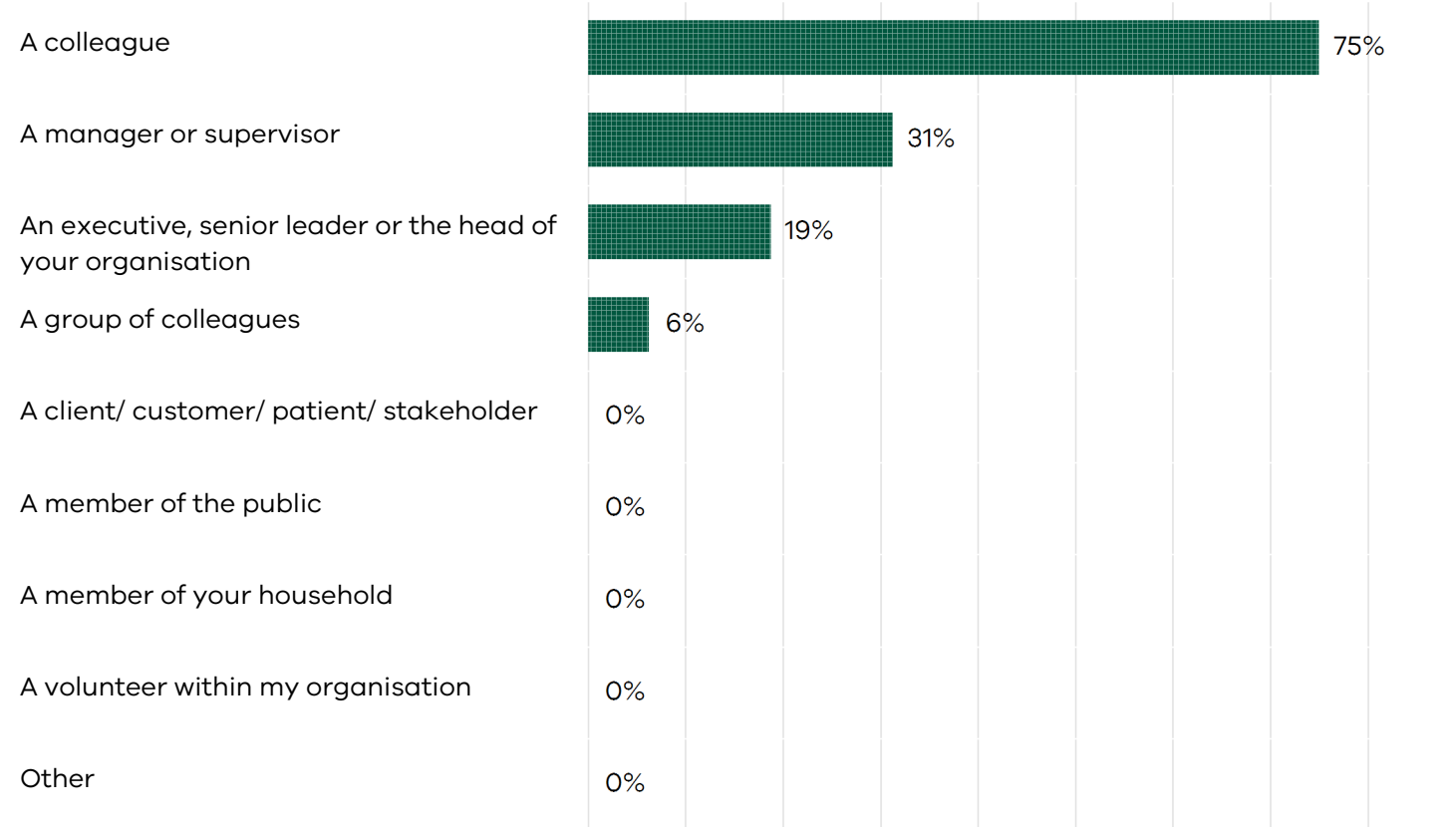
Each row is one perpetrator or group of perpetrators.

#### Example

25% of your staff who did the survey said they experienced bullying.

Of that 25%, 75% said it was by 'A colleague'.

### 16 people (25% of staff) experienced bullying (You 2024)



## 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, 25% 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.

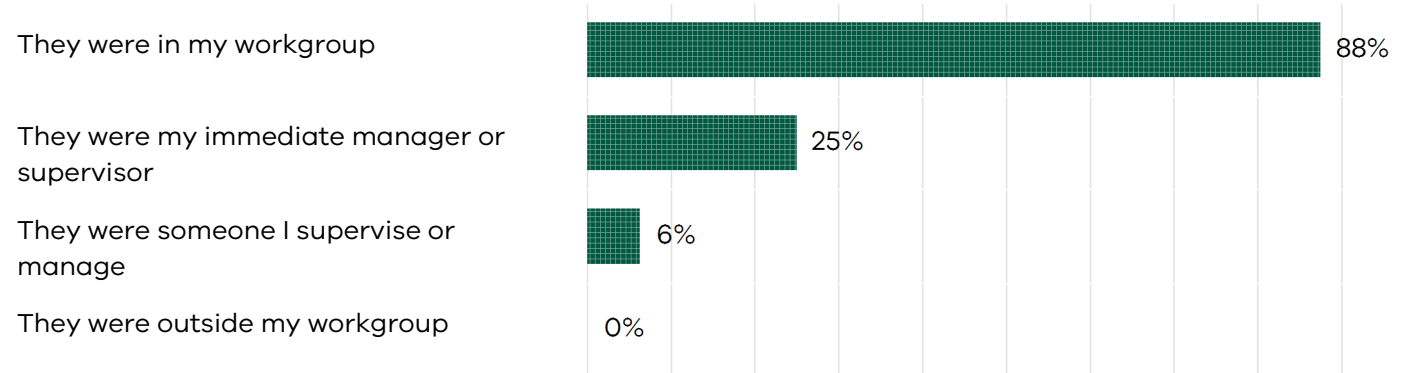
#### Example

25% of your staff who did the survey said they experienced bullying.

Of that 25%, 100% said it was by someone within the organisation.

Of that 100%, 88% said it was 'They were in my workgroup'.

16 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)



## People outcomes

### Sexual harassment

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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

## People outcomes

### Discrimination

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## 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.

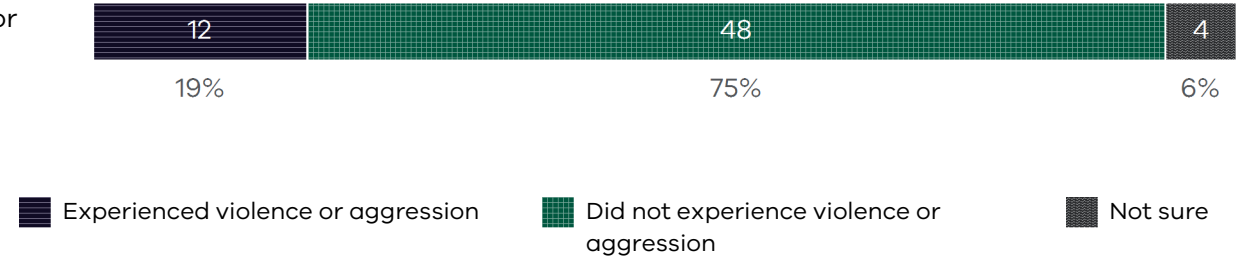
#### How to read this

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

19% of your staff who did the survey said they experienced violence or aggression. Of that 19%, 75% said it was 'Abusive language'.

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



#### If you experienced violence or aggression, what type did you experience?

	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	-	75%	78%	81%
Intimidating behaviour	-	67%	58%	71%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	-	25%	30%	26%
Threats of violence	-	17%	23%	38%
Damage to my property or work equipment	-	0%	2%	9%
Stalking, including cyber-stalking	-	0%	1%	1%
Other	-	0%	4%	3%

## 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.

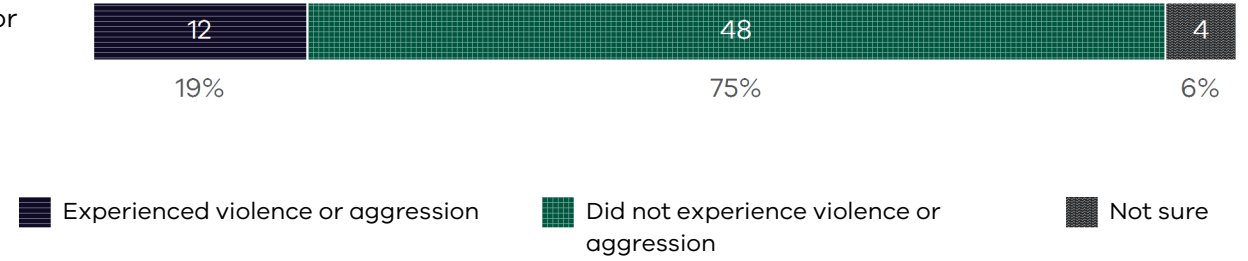
In descending order, the table shows the answers.

#### Example

19% of your staff who did the survey said they experienced violence or aggression, of which

- 67% said the top way they reported the violence or aggression was 'Told a manager'.
- 67% said they didn't submit a formal incident report

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



#### Did you tell anyone about the incident?

	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	-	67%	53%	58%
Told the person the behaviour was not OK	-	42%	30%	30%
Submitted a formal incident report	-	33%	41%	36%
Told a colleague	-	33%	38%	45%
Told employee assistance program (EAP) or peer support	-	25%	2%	4%
Told a friend or family member	-	17%	14%	19%
Told someone else	-	8%	6%	5%
I did not tell anyone about the incident(s)	-	8%	5%	7%
Told human resources	-	0%	8%	4%



## 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.

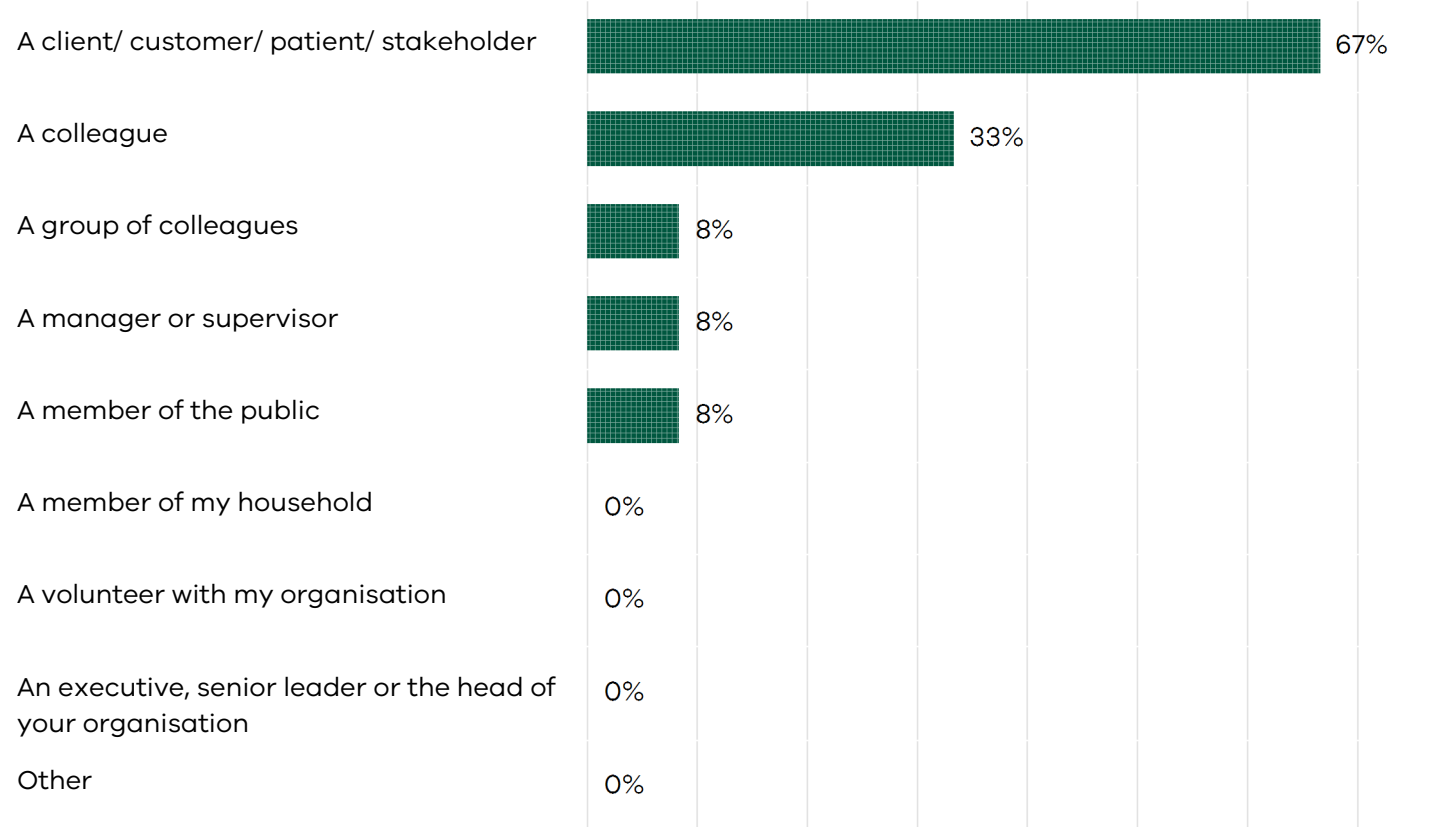
Each row is one perpetrator or group of perpetrators.

#### Example

19% of your staff who did the survey said they experienced violence or aggression.

Of that 19%, 67% said it was by 'A client/ customer/ patient/ stakeholder'.

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



## 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.

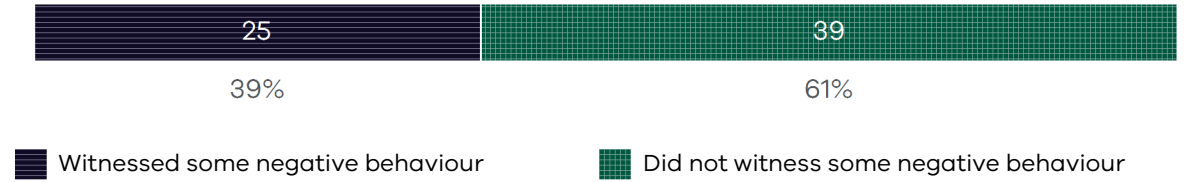
In descending order, the table shows the answers.

#### Example

39% of your staff who did the survey said they witnessed some negative behaviour at work.

61% said 'No, I have not witnessed any of the situations above'.

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



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	80%	61%	77%	77%
Bullying of a colleague	18%	34%	16%	15%
Discrimination against a colleague	16%	9%	8%	9%
Violence or aggression against a colleague	2%	9%	4%	6%
Sexual harassment of a colleague	0%	0%	1%	2%

## Negative behaviour

### Taking action when witnessing negative behaviours

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

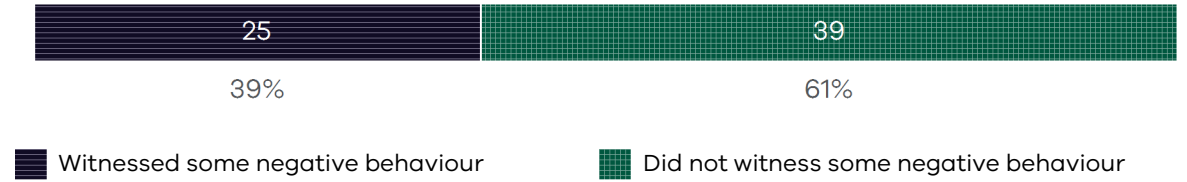
In descending order, the table shows the answers.

#### Example

39% of your staff who did the survey witnessed negative behaviour, of which:

- 76% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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



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	-	76%	66%	71%

# People matter survey

## 2024

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

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

## Key differences

### Highest scoring questions

#### What is this

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

#### How to read this

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

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

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

#### Example

On the first row 'Meaningful work', the 'You 2024' column shows 97% of your staff who did the survey agreed with 'I get a sense of accomplishment from my work'. In the 'Change from 2023' column, you have a +5% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I get a sense of accomplishment from my work	97%	+5%	90%
Meaningful work	I achieve something important through my work	94%	-4%	94%
Meaningful work	I can make a worthwhile contribution at work	94%	-2%	94%
Job enrichment	I can use my skills and knowledge in my job	94%	-0%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-6%	93%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	91%	+0%	89%
Topical	I am proud to work in the public sector	89%	Not asked	87%
Job enrichment	I clearly understand what I am expected to do in this job	89%	-5%	91%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	88%	-9%	90%
Safety climate	My organisation provides a physically safe work environment	88%	-7%	85%

## 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 'Safety climate', the 'You 2024' column shows 39% of your staff who did the survey agreed with 'All levels of my organisation are involved in the prevention of stress'. In the 'Change from 2023' column, you have a -22% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	-22%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-27%	63%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	44%	-19%	71%
Collaboration	Workgroups across my organisation willingly share information with each other	44%	-21%	64%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	45%	-17%	58%
Taking action	My organisation has made improvements based on the survey results from last year	45%	-17%	45%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	45%	-8%	65%
Engagement	I would recommend my organisation as a good place to work	48%	-10%	75%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	50%	-13%	67%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	50%	-15%	71%

## 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 'Meaningful work', the 'You 2024' column shows 97% of your staff who did the survey agreed with 'I get a sense of accomplishment from my work'.

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
Meaningful work	I get a sense of accomplishment from my work	97%	+5%	90%
Patient safety climate	This health service does a good job of training new and existing staff	59%	+1%	64%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	91%	+0%	89%

## 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 'Safety climate', the 'You 2024' column shows 44% of your staff who did the survey agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

In the 'Decrease from 2023' column, you have a 27% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-27%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	-22%	57%
Collaboration	Workgroups across my organisation willingly share information with each other	44%	-21%	64%
Innovation	My workgroup learns from failures and mistakes	56%	-20%	74%
Job enrichment	I have a say in how I do my work	63%	-20%	78%
Manager support	My manager gives me feedback that helps me improve my performance	63%	-20%	76%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	53%	-19%	60%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	44%	-19%	71%
Innovation	My workgroup is quick to respond to opportunities to do things better	58%	-19%	74%
Workgroup support	People in my workgroup treat each other with respect	50%	-19%	77%



## 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 'Meaningful work', the 'You 2024' column shows 97% of your staff who did the survey agreed with 'I get a sense of accomplishment from my work'.

The 'Difference' column, shows that agreement for this question was 7% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Meaningful work	I get a sense of accomplishment from my work	97%	+7%	90%
Safety climate	My organisation provides a physically safe work environment	88%	+3%	85%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	77%	+3%	74%
Patient safety climate	Management is driving us to be a safety-centred organisation	80%	+2%	78%
Topical	I am proud to work in the public sector	89%	+2%	87%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	91%	+1%	89%
Job enrichment	I can use my skills and knowledge in my job	94%	+1%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	+1%	93%
Taking action	My organisation has made improvements based on the survey results from last year	45%	+0%	45%

## 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 'Workgroup support', the 'You 2024' column shows 44% of your staff who did the survey agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

The 'Difference' column, shows that agreement for this question was 28% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	44%	-28%	71%
Workgroup support	People in my workgroup treat each other with respect	50%	-27%	77%
Engagement	I would recommend my organisation as a good place to work	48%	-27%	75%
Organisational integrity	My organisation does not tolerate improper conduct	52%	-21%	73%
Workgroup support	People in my workgroup work together effectively to get the job done	59%	-21%	80%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	50%	-21%	71%
Collaboration	Workgroups across my organisation willingly share information with each other	44%	-20%	64%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	45%	-20%	65%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	44%	-19%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	39%	-18%	57%

# People matter survey

## 2024

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- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

#### Public sector values

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

#### Topical questions

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

#### Demographics

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

## Taking action

### What is this

This is how well staff feel their organisation takes action and makes improvements from your survey results.

### Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

### How to read this

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

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

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

### Example

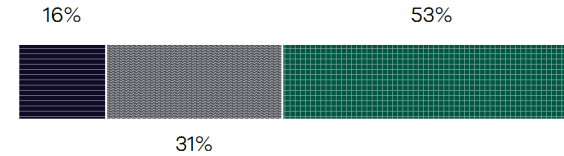
53% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

## Survey question

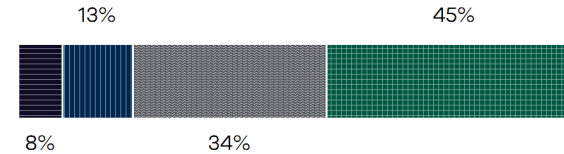
## Your results



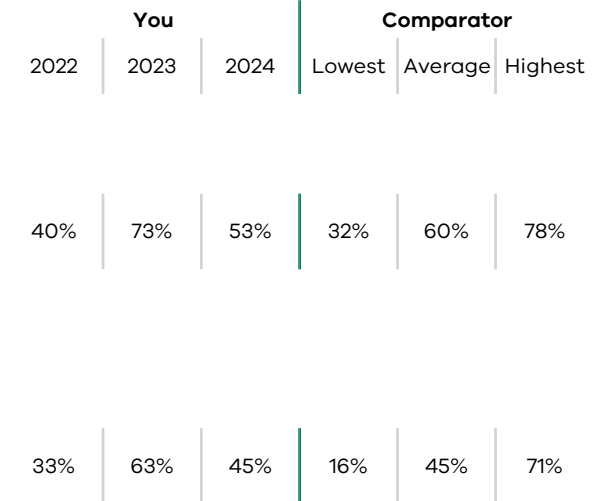
I believe my organisation will make improvements based on the results of this year's survey



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



## Benchmark agree results



# People matter survey

## 2024

Have your say

## Overview

### Report overview

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- Your comparator group
- Your response rate

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

### Key differences

- Highest scoring
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- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

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- Taking action questions

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- Senior leadership questions

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### Public sector values

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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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- 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.

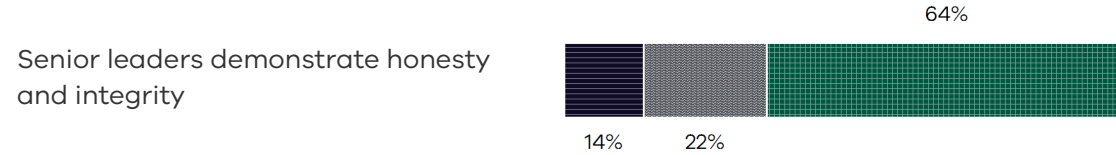
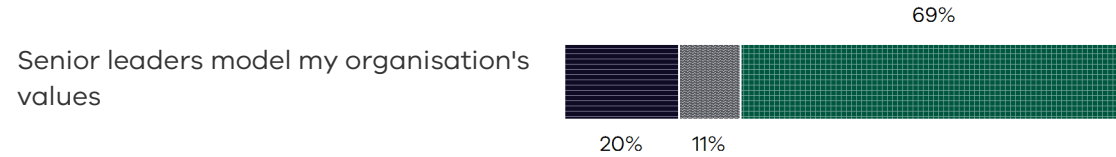
### Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

## Survey question

## Your results

## Benchmark agree results



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders model my organisation's values	58%	82%	69%	51%	70%	88%
Senior leaders demonstrate honesty and integrity	63%	69%	64%	48%	68%	88%
Senior leaders provide clear strategy and direction	52%	76%	63%	45%	66%	89%

# People matter survey

## 2024

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- Scorecard: emotional effects of work
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- Bullying
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#### Key differences

- Highest scoring
- Lowest scoring
- Most improved
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- Taking action questions

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- Senior leadership questions

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

# Organisational climate

## Scorecard

### What is this

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

### Why this is important

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

### How to read this

Each label represents a group of questions in the survey about organisational climate. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

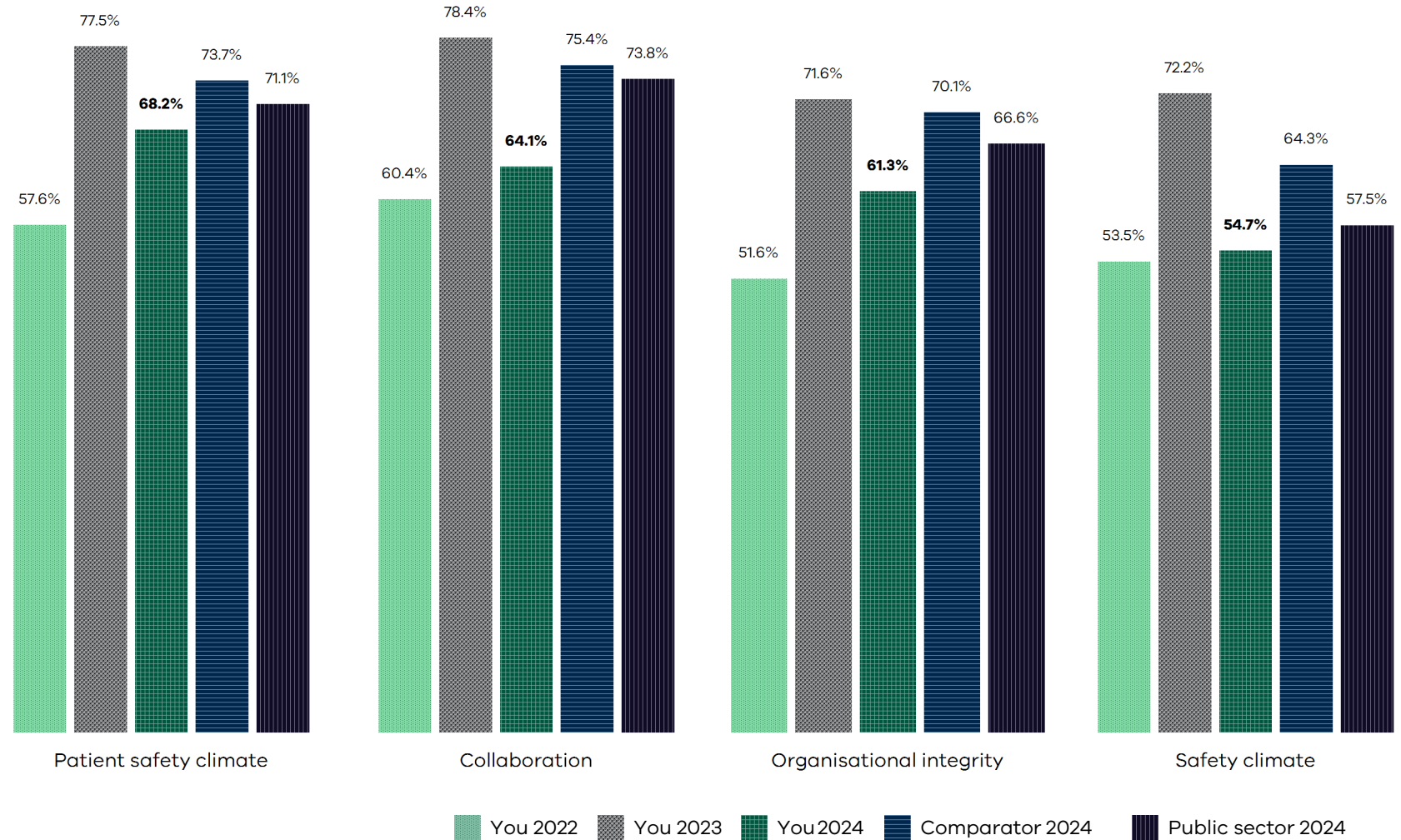
### Example

In 2024:

- 68.2% of your staff who did the survey responded positively to questions about Patient safety climate.

Compared to:

- 73.7% of staff in your comparator group and 71.1% of staff across the public sector.





# 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

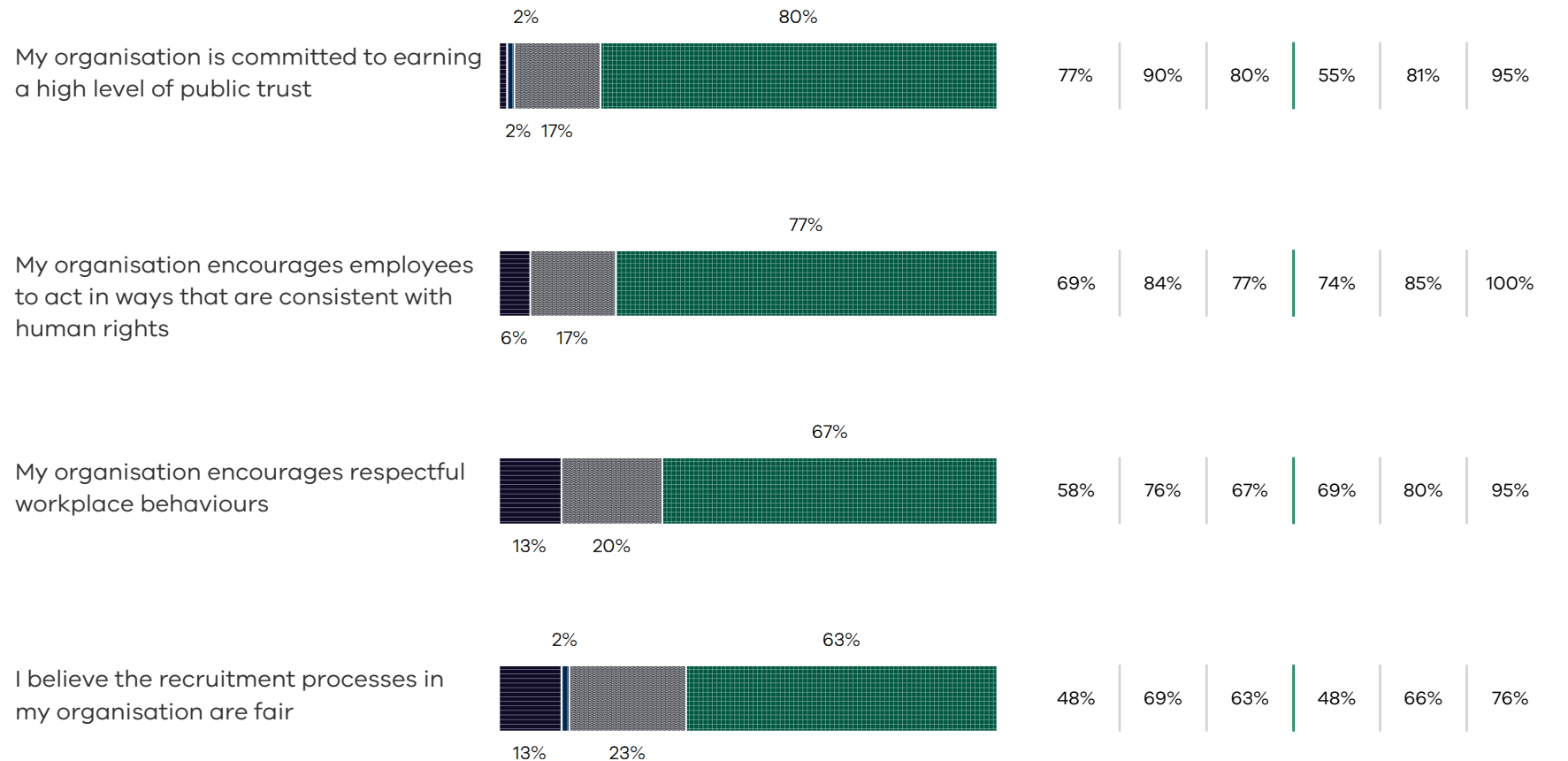
80% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results



## Benchmark agree results



# 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

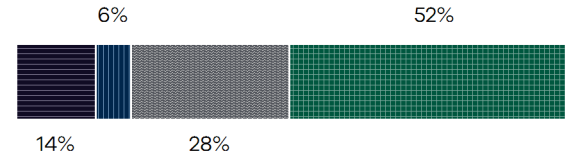
52% of your staff who did the survey agreed or strongly agreed with 'I believe the promotion processes in my organisation are fair'.

## Survey question

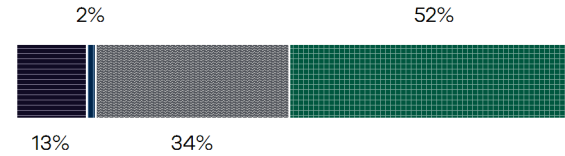
## Your results



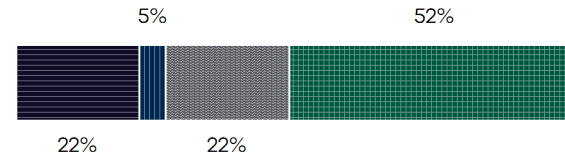
I believe the promotion processes in my organisation are fair



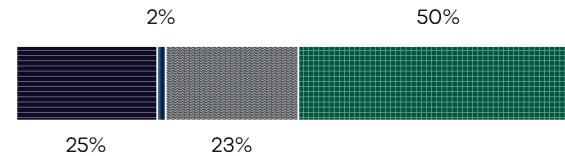
I have an equal chance at promotion in my organisation



My organisation does not tolerate improper conduct



My organisation takes steps to eliminate bullying, harassment and discrimination



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I believe the promotion processes in my organisation are fair	40%	63%	52%	35%	55%	68%
I have an equal chance at promotion in my organisation	38%	65%	52%	39%	54%	67%
My organisation does not tolerate improper conduct	48%	63%	52%	57%	73%	91%
My organisation takes steps to eliminate bullying, harassment and discrimination	35%	63%	50%	52%	67%	83%

# 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.

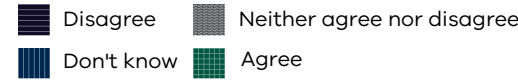
### Example

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'.

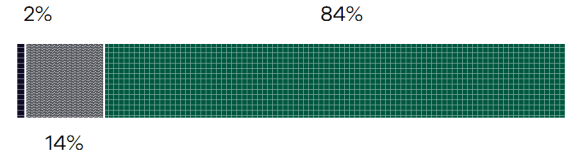
## Survey question

## Your results

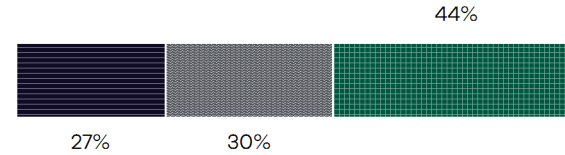
## Benchmark agree results



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



Workgroups across my organisation willingly share information with each other



	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	83%	92%	84%	77%	87%	96%
Workgroups across my organisation willingly share information with each other	38%	65%	44%	35%	64%	78%

# 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.

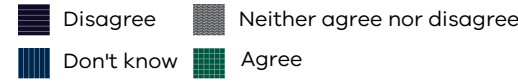
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

### Example

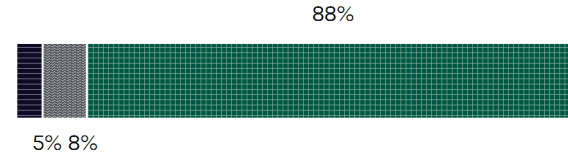
88% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

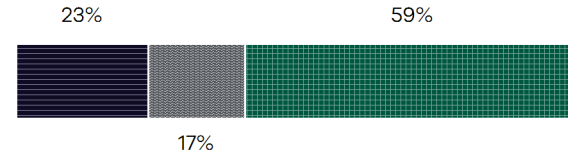
## Your results



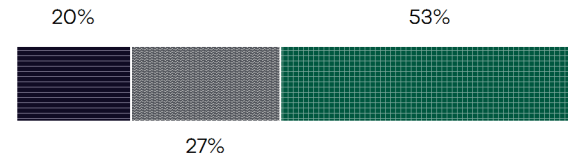
My organisation provides a physically safe work environment



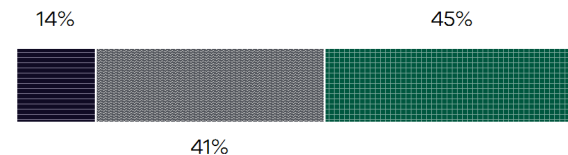
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



In my workplace, there is good communication about psychological safety issues that affect me



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

83%	94%	88%	69%	85%	96%
-----	-----	-----	-----	-----	-----

54%	75%	59%	45%	64%	85%
-----	-----	-----	-----	-----	-----

50%	71%	53%	35%	59%	83%
-----	-----	-----	-----	-----	-----

40%	63%	45%	42%	58%	77%
-----	-----	-----	-----	-----	-----

# 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

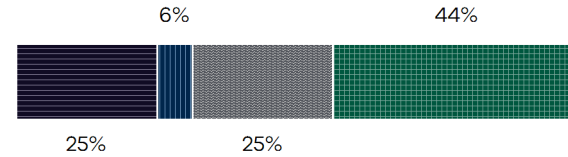
44% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

## Survey question

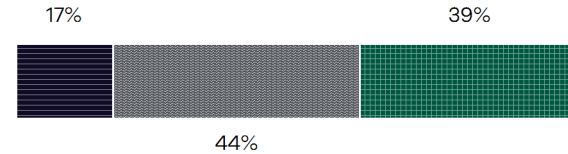
## Your results



My organisation has effective procedures in place to support employees who may experience stress



All levels of my organisation are involved in the prevention of stress



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation has effective procedures in place to support employees who may experience stress	56%	71%	44%	39%	63%	83%
All levels of my organisation are involved in the prevention of stress	38%	61%	39%	32%	57%	80%

# 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.

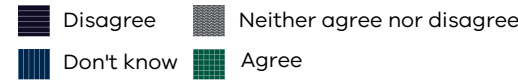
### Example

83% 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'.

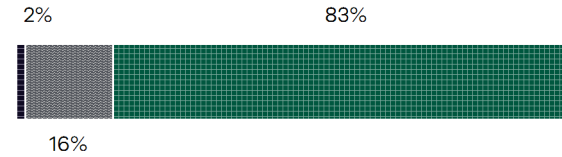
## Survey question

## Your results

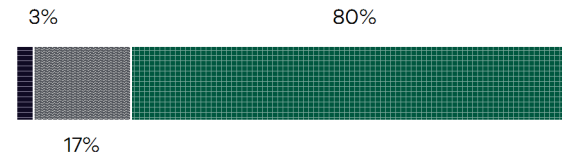
## Benchmark agree results



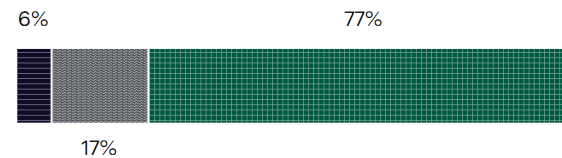
I am encouraged by my colleagues to report any patient safety concerns I may have



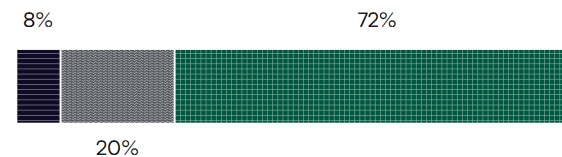
Management is driving us to be a safety-centred organisation



My suggestions about patient safety would be acted upon if I expressed them to my manager



I would recommend a friend or relative to be treated as a patient here



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	75%	96%	83%	74%	85%	96%
Management is driving us to be a safety-centred organisation	67%	90%	80%	61%	78%	96%
My suggestions about patient safety would be acted upon if I expressed them to my manager	67%	90%	77%	66%	78%	96%
I would recommend a friend or relative to be treated as a patient here	69%	80%	72%	58%	79%	94%

# 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

64% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

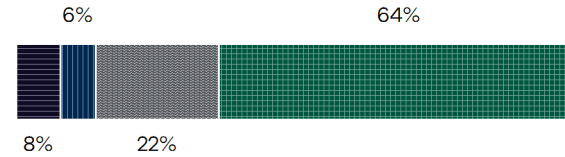
## Survey question

## Your results

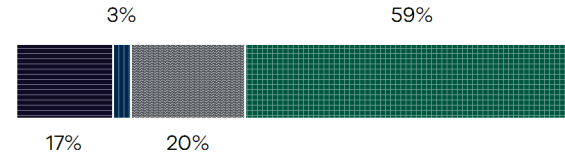
## Benchmark agree results



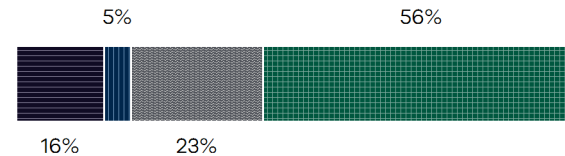
Patient care errors are handled appropriately in my work area



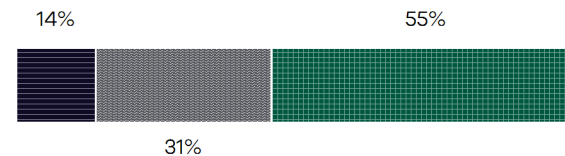
This health service does a good job of training new and existing staff



Trainees in my discipline are adequately supervised



The culture in my work area makes it easy to learn from the errors of others



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Patient care errors are handled appropriately in my work area	65%	76%	64%	57%	71%	87%
This health service does a good job of training new and existing staff	27%	59%	59%	41%	64%	88%
Trainees in my discipline are adequately supervised	48%	67%	56%	44%	67%	84%
The culture in my work area makes it easy to learn from the errors of others	44%	61%	55%	52%	68%	83%



# People matter survey

## 2024

Have your say

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- Biggest negative difference from your comparator

#### Taking action

- Taking action questions

### Detailed results

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- Senior leadership questions

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

#### Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- 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.

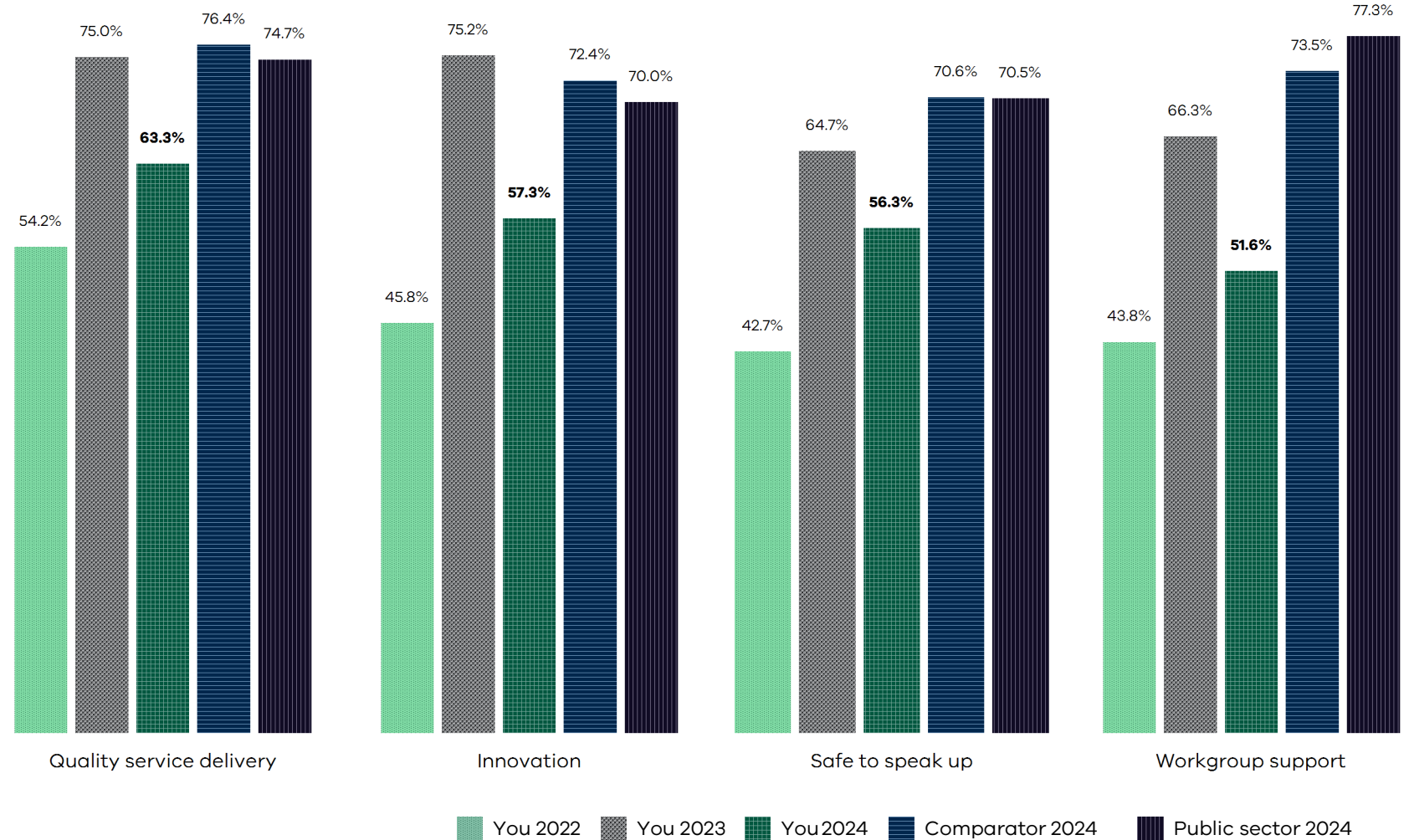
### Example

In 2024:

- 63.3% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 76.4% of staff in your comparator group and 74.7% of staff across the public sector.



## 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

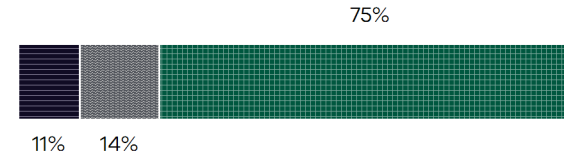
75% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Survey question

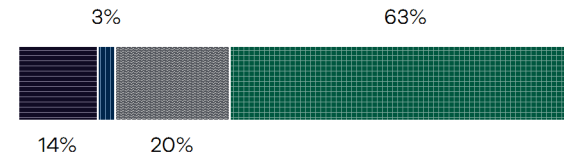
## Your results



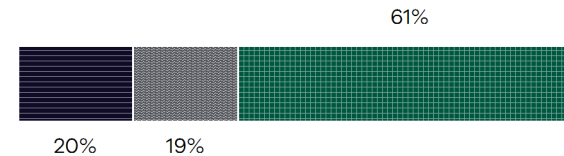
My workgroup provides high quality advice and services



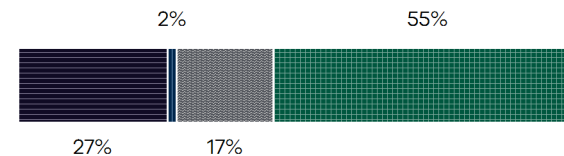
My workgroup uses its resources well



My workgroup has clear lines of responsibility



My workgroup acts fairly and without bias



## Benchmark agree results



## 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

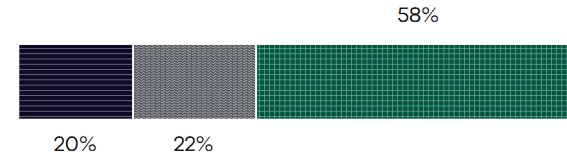
58% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

### Survey question

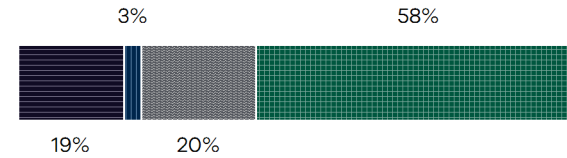
### Your results



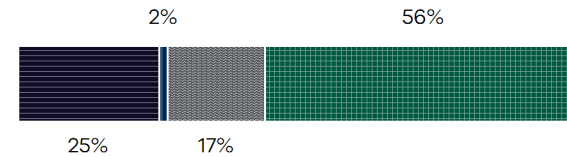
My workgroup encourages employee creativity



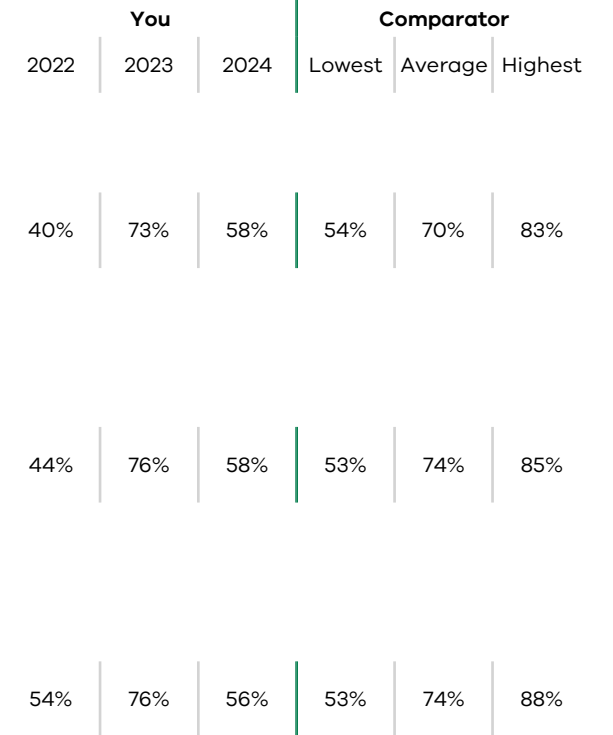
My workgroup is quick to respond to opportunities to do things better



My workgroup learns from failures and mistakes



### Benchmark agree results



# 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

59% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

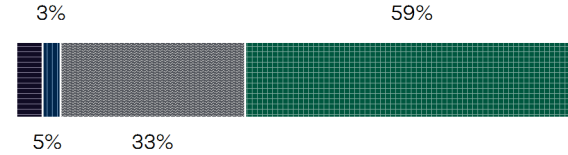
## Survey question

## Your results

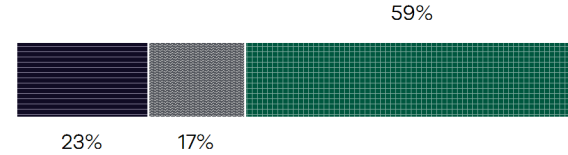
## Benchmark agree results



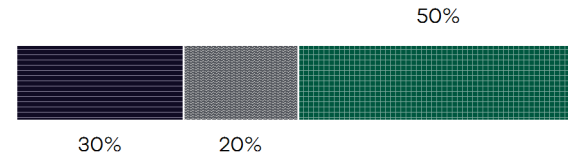
People in my workgroup are politically impartial in their work



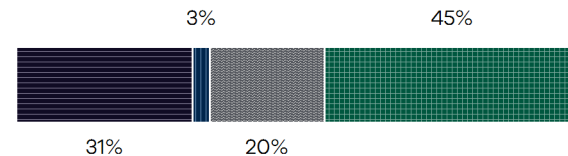
People in my workgroup work together effectively to get the job done



People in my workgroup treat each other with respect



People in my workgroup appropriately manage conflicts of interest



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	52%	73%	59%	60%	73%	87%
People in my workgroup work together effectively to get the job done	54%	75%	59%	57%	80%	96%
People in my workgroup treat each other with respect	42%	69%	50%	57%	77%	93%
People in my workgroup appropriately manage conflicts of interest	33%	53%	45%	47%	65%	80%

## 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

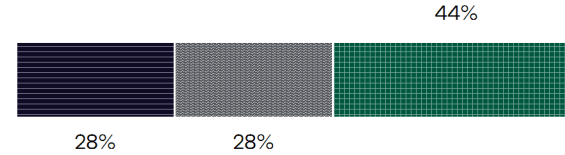
44% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

## Survey question

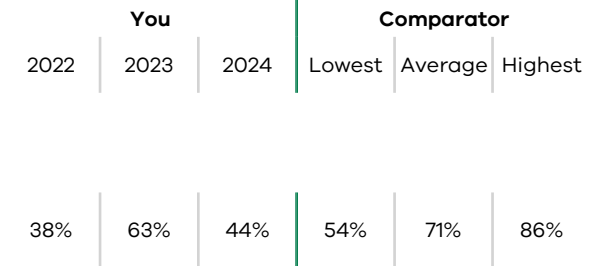
## Your results



People in my workgroup are honest, open and transparent in their dealings



## Benchmark agree results



## 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

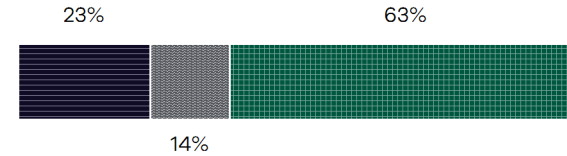
63% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

## Survey question

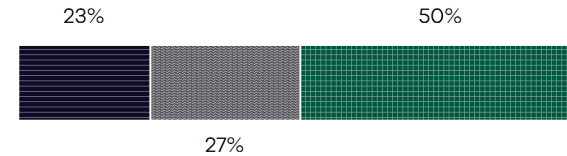
## Your results



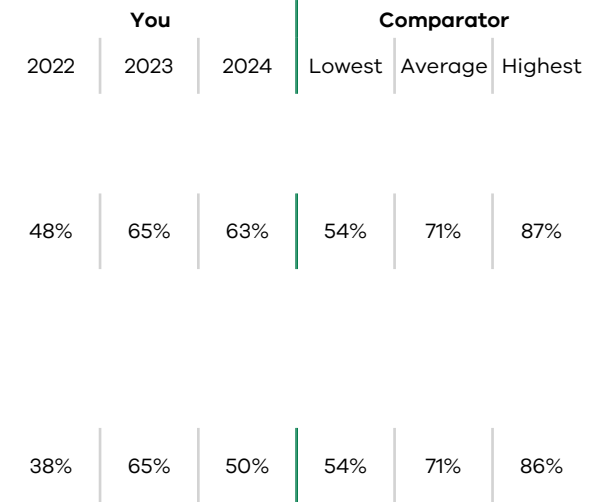
I feel safe to challenge inappropriate behaviour at work



People in my workgroup are able to bring up problems and tough issues



## Benchmark agree results



# People matter survey

## 2024

Have your say

### Overview

#### Report overview

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

### Result summary

#### People outcomes

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

#### Key differences

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

#### Taking action

- Taking action questions

### Detailed results

#### Senior leadership

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#### Organisational climate

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- Collaboration
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#### Workgroup climate

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- Quality service delivery
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#### Job and manager factors

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

#### Public sector values

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

#### Topical questions

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

#### Demographics

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



# 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.

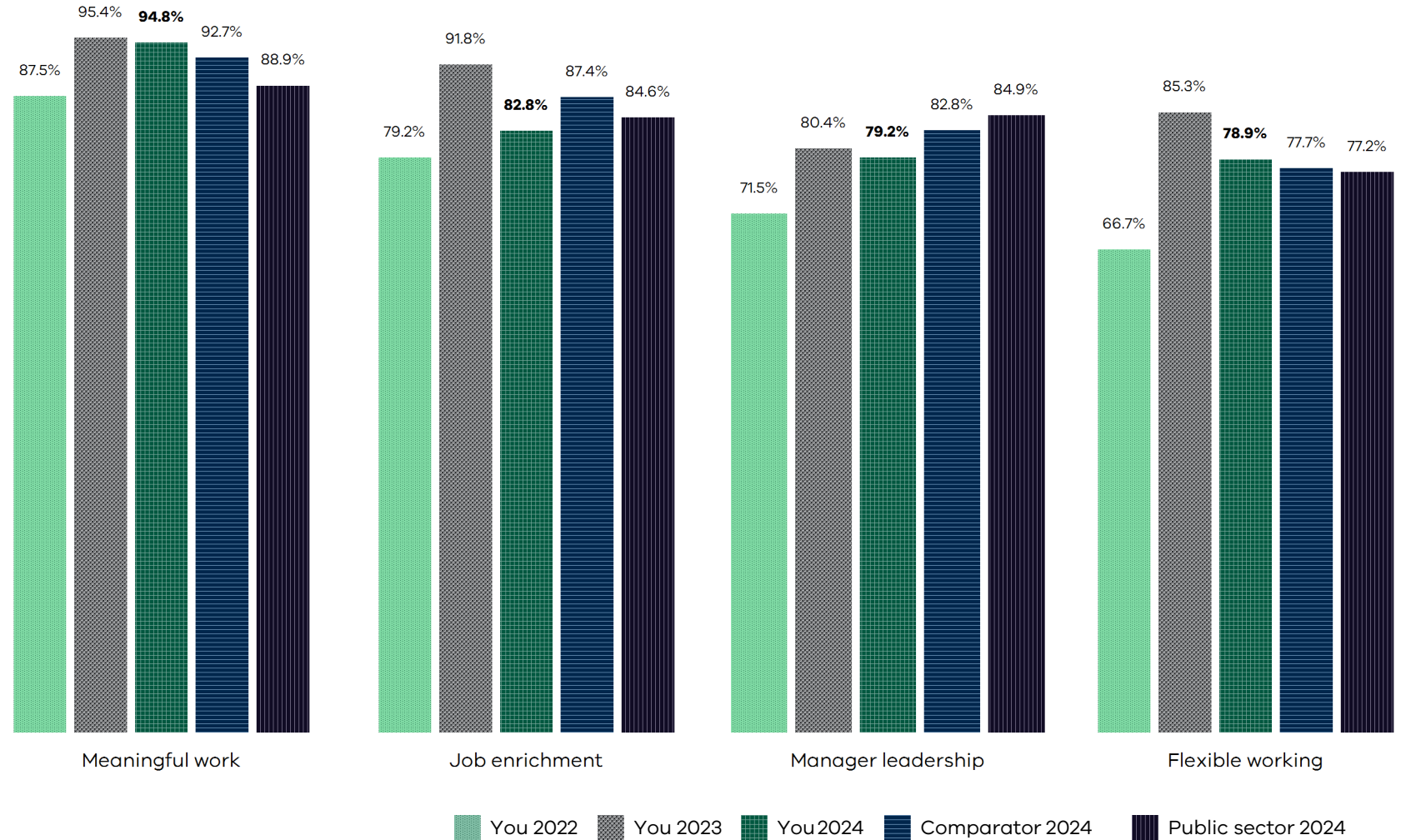
### Example

In 2024:

- 94.8% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 92.7% of staff in your comparator group and 88.9% of staff across the public sector.





# 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.

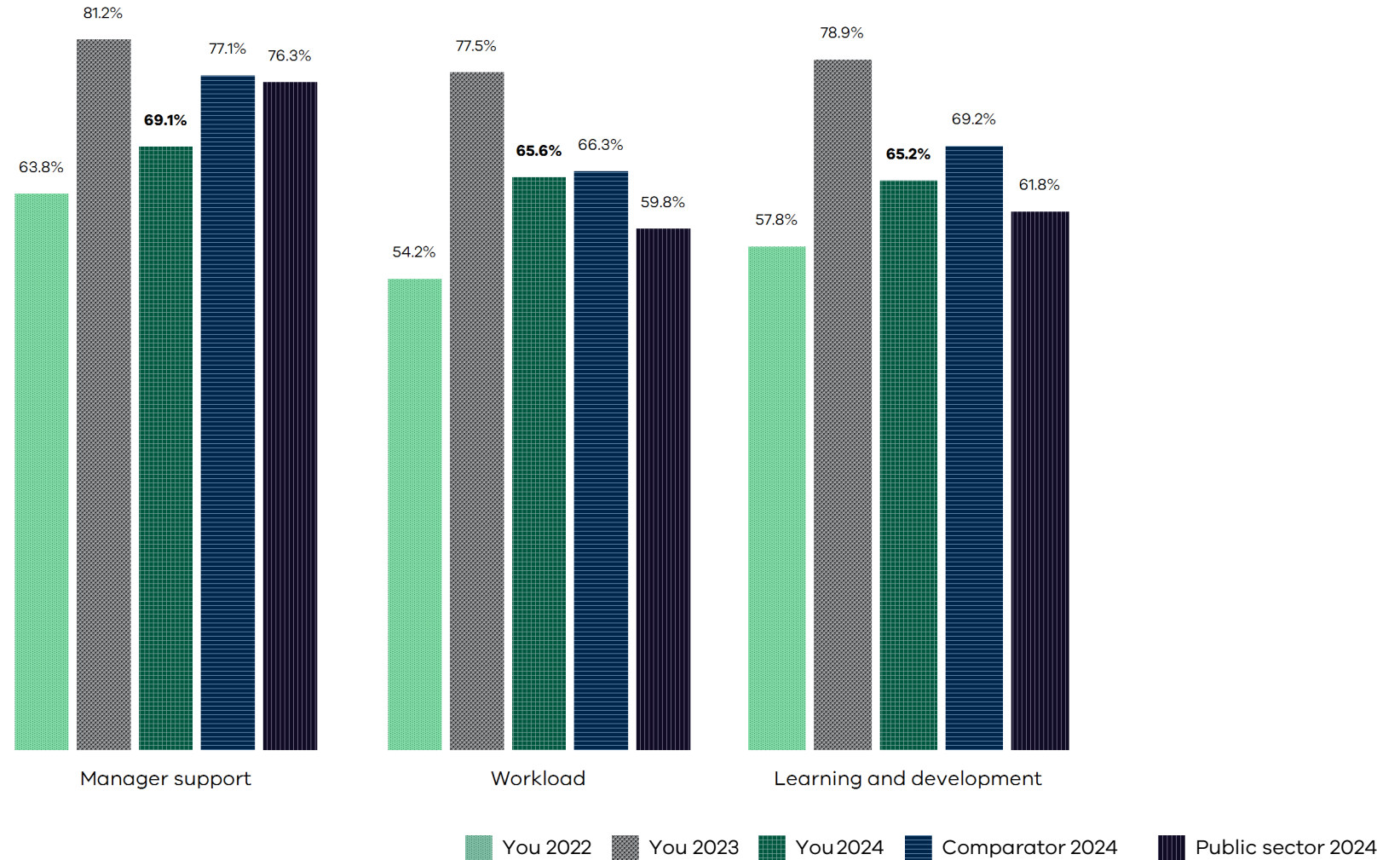
### Example

In 2024:

- 69.1% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 77.1% of staff in your comparator group and 76.3% of staff across the public sector.



## 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

80% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

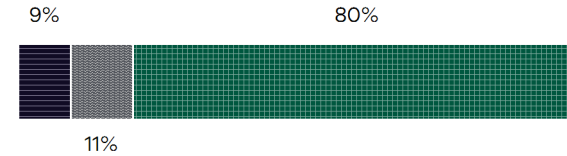
### Survey question

### Your results

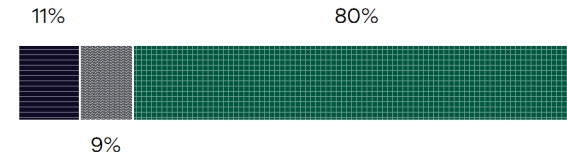
### Benchmark agree results



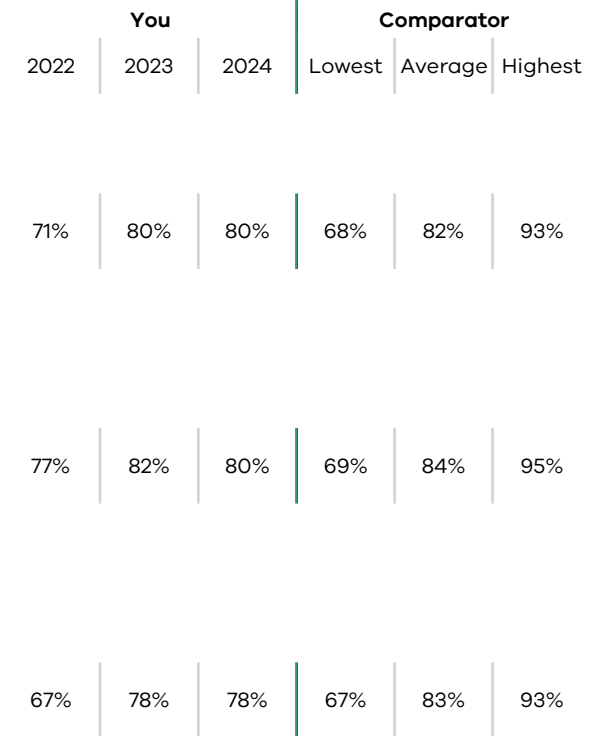
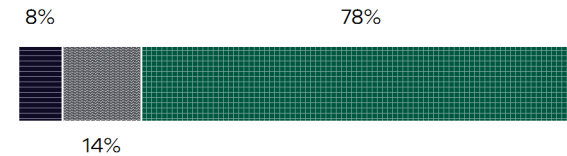
My manager models my organisation's values



My manager treats employees with dignity and respect



My manager demonstrates honesty and integrity



## 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.

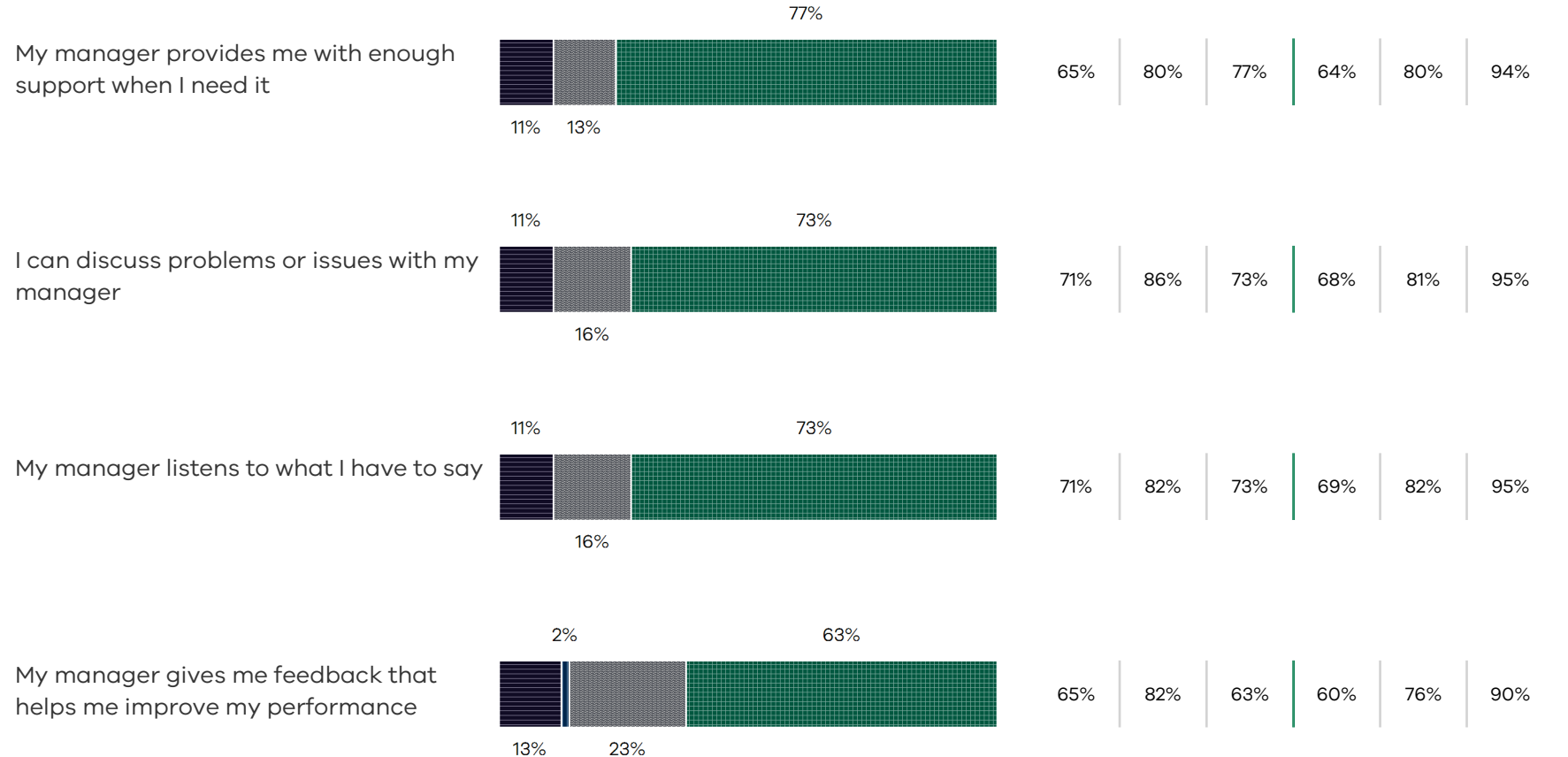
#### Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

### Survey question

### Your results

### Benchmark agree results



## 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.

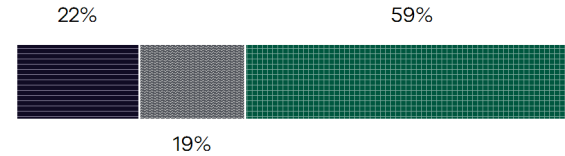
#### Example

59% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

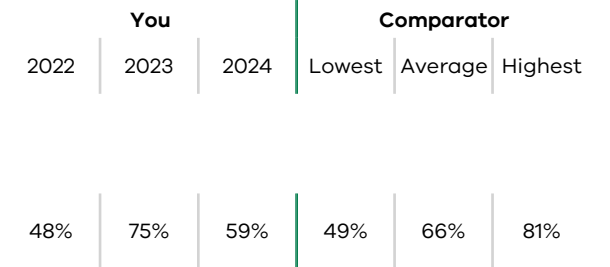
### Survey question

I receive meaningful recognition when I do good work

### Your results



### Benchmark agree results



## 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

67% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

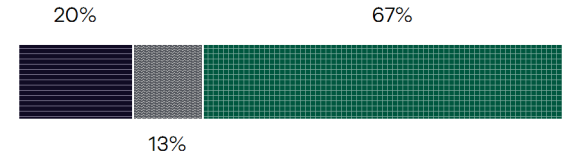
### Survey question

### Your results

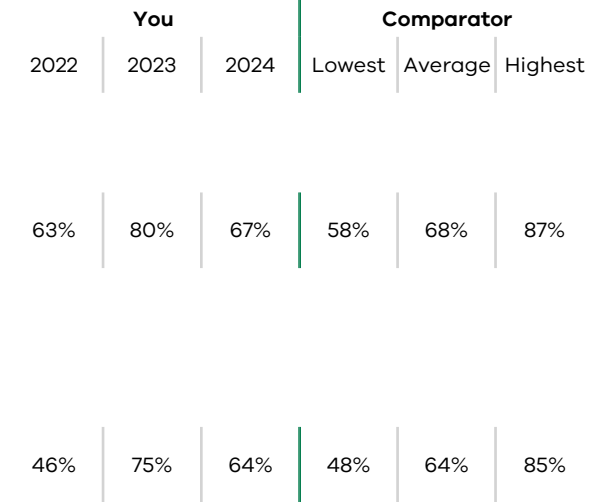
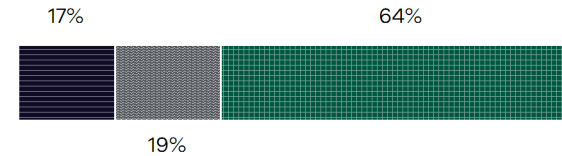
### Benchmark agree results



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



I have enough time to do my job effectively



## 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

72% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

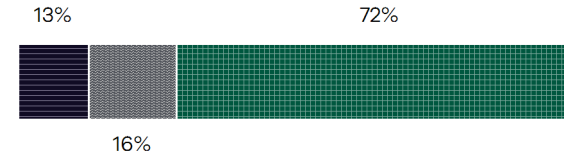
### Survey question

### Your results

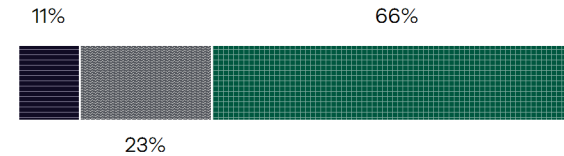
### Benchmark agree results



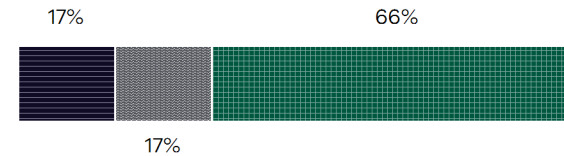
I am developing and learning in my role



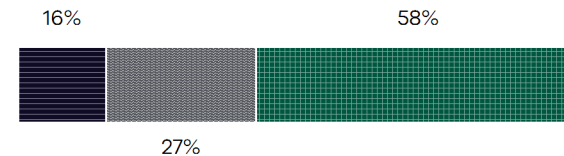
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



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



I am satisfied with the opportunities to progress in my organisation



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest

71%	84%	72%	64%	78%	91%
-----	-----	-----	-----	-----	-----

60%	78%	66%	47%	69%	88%
-----	-----	-----	-----	-----	-----

50%	80%	66%	46%	70%	90%
-----	-----	-----	-----	-----	-----

50%	73%	58%	44%	59%	78%
-----	-----	-----	-----	-----	-----

## 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.

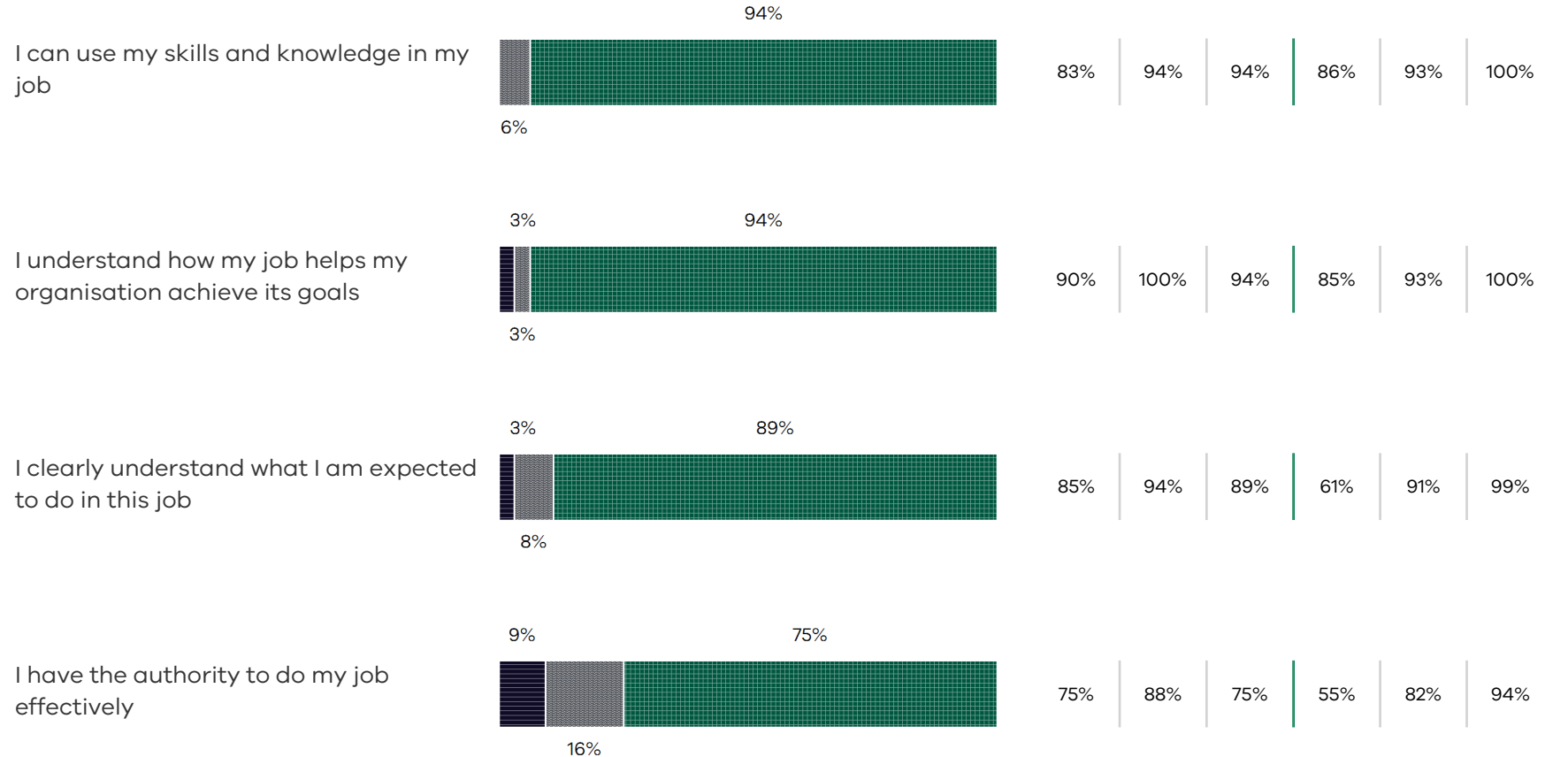
#### Example

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

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

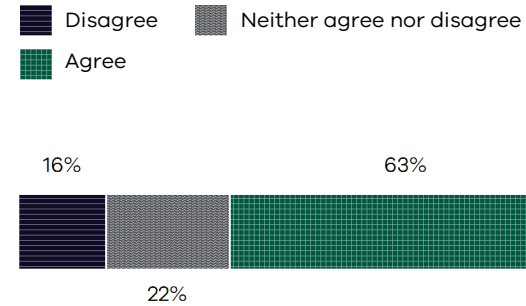
#### Example

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

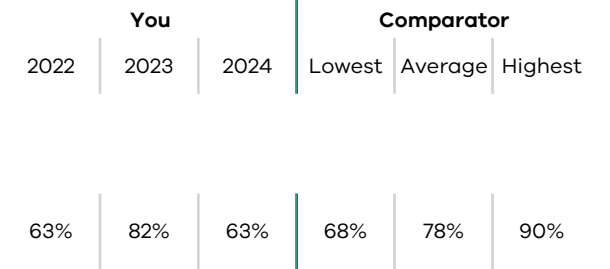
### Survey question

I have a say in how I do my work

### Your results



### Benchmark agree results





## 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

97% of your staff who did the survey agreed or strongly agreed with 'I get a sense of accomplishment from my work'.

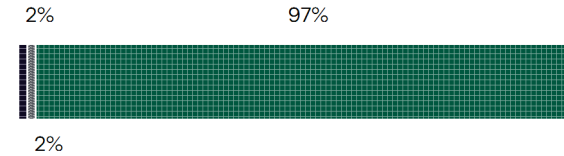
### Survey question

### Your results

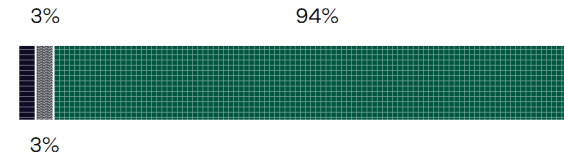
### Benchmark agree results



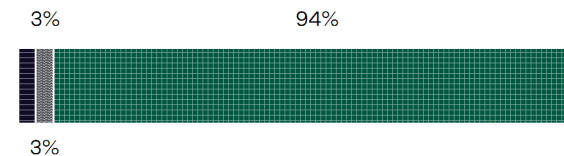
I get a sense of accomplishment from my work



I achieve something important through my work



I can make a worthwhile contribution at work



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I get a sense of accomplishment from my work	90%	92%	97%	84%	90%	97%
I achieve something important through my work	88%	98%	94%	88%	94%	100%
I can make a worthwhile contribution at work	85%	96%	94%	84%	94%	100%

## 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

81% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

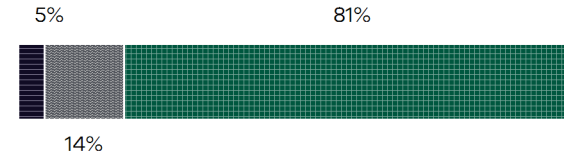
### Survey question

### Your results

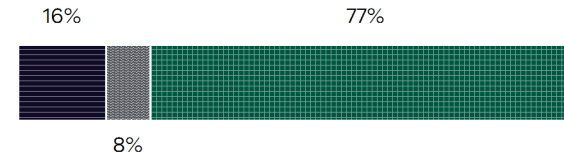
### Benchmark agree results



My manager supports working flexibly



I am confident that if I requested a flexible work arrangement, it would be given due consideration



You			Comparator		
2022	2023	2024	Lowest	Average	Highest

71%	86%	81%	61%	82%	94%
-----	-----	-----	-----	-----	-----

63%	84%	77%	54%	74%	87%
-----	-----	-----	-----	-----	-----

# People matter survey

## 2024

Have your say

### Overview

#### Report overview

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

### Result summary

#### People outcomes

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

#### Key differences

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

#### Taking action

- Taking action questions

### Detailed results

#### Senior leadership

- Senior leadership questions

#### Organisational climate

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

#### Workgroup climate

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

#### Job and manager factors

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

#### Public sector values

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

#### Topical questions

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

#### Demographics

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

# Public sector values

## Scorecard 1 of 2

### What is this

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

### Why this is important

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

### How to read this

Each label represents a group of questions in the survey about public sector values. Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

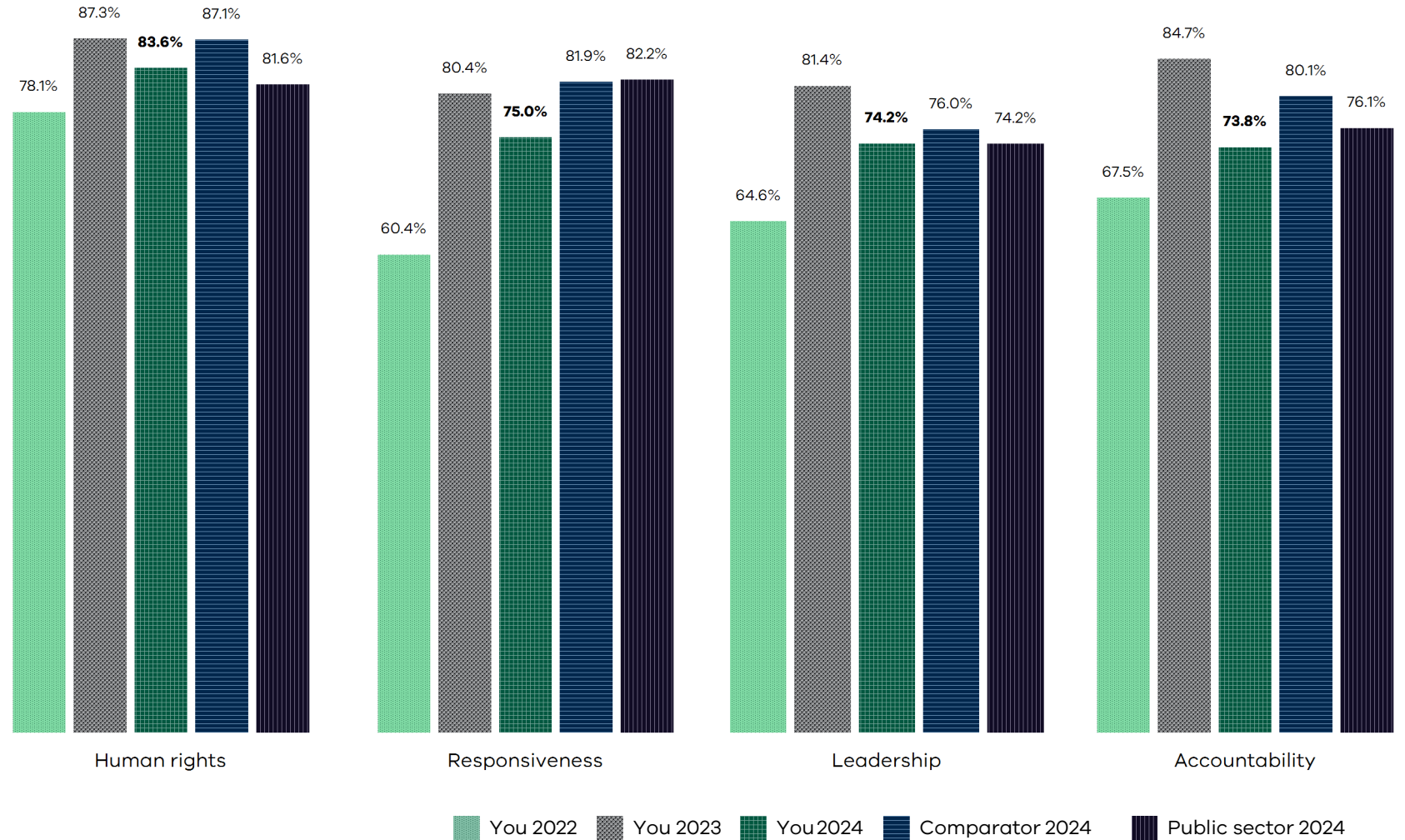
### Example

In 2024:

- 83.6% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 87.1% of staff in your comparator group and 81.6% of staff across the public sector.



# 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.

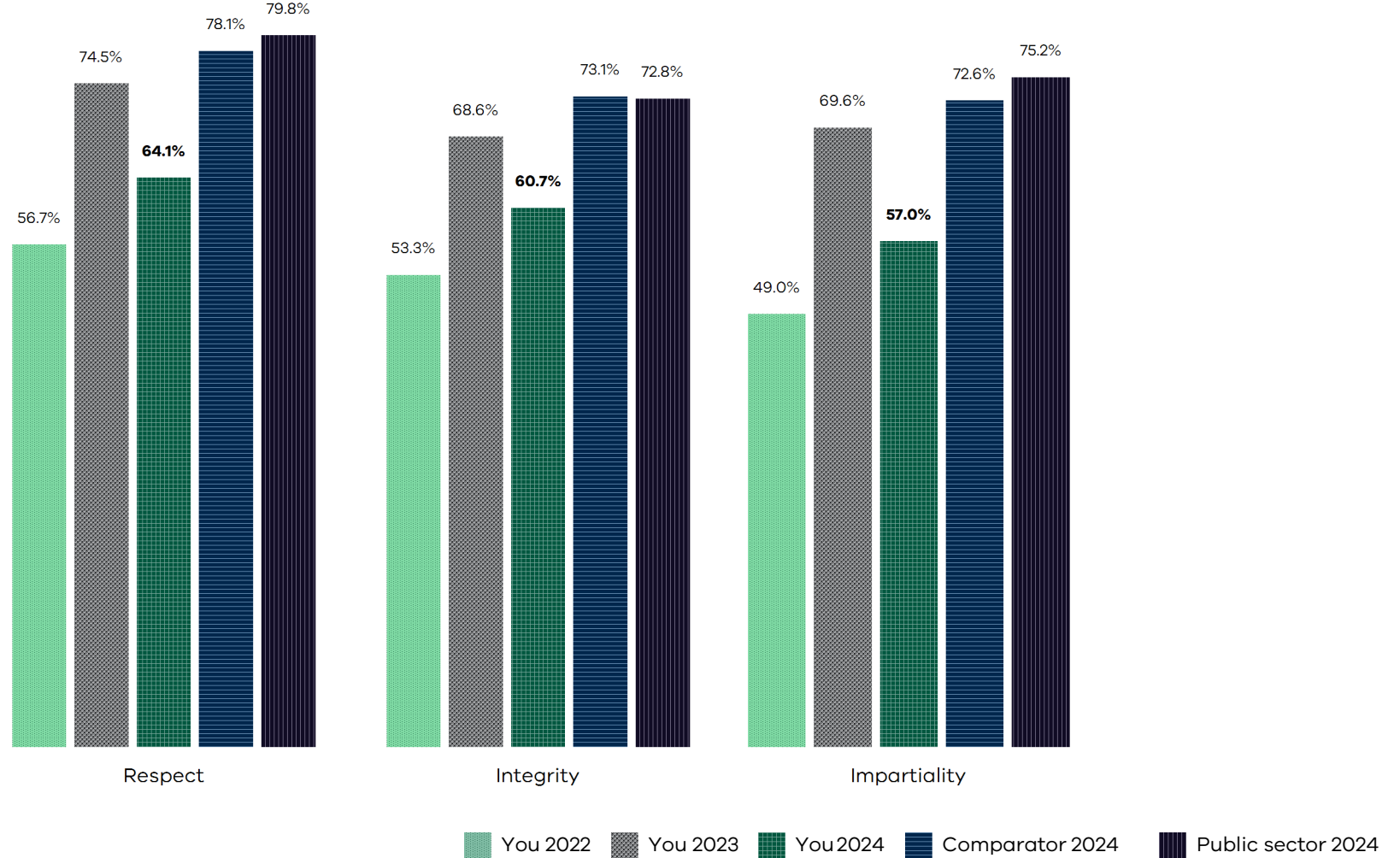
### Example

In 2024:

- 64.1% of your staff who did the survey responded positively to questions about Respect.

Compared to:

- 78.1% of staff in your comparator group and 79.8% of staff across the public sector.



## 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.

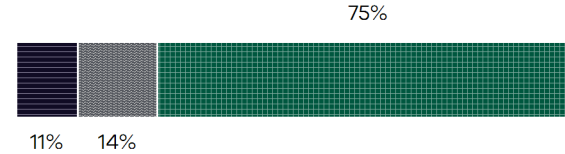
#### Example

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

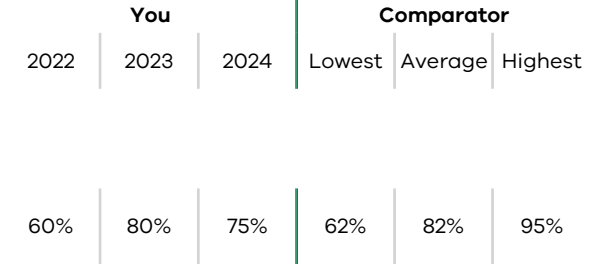
### Survey question

My workgroup provides high quality advice and services

### Your results



### Benchmark agree results



# 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.

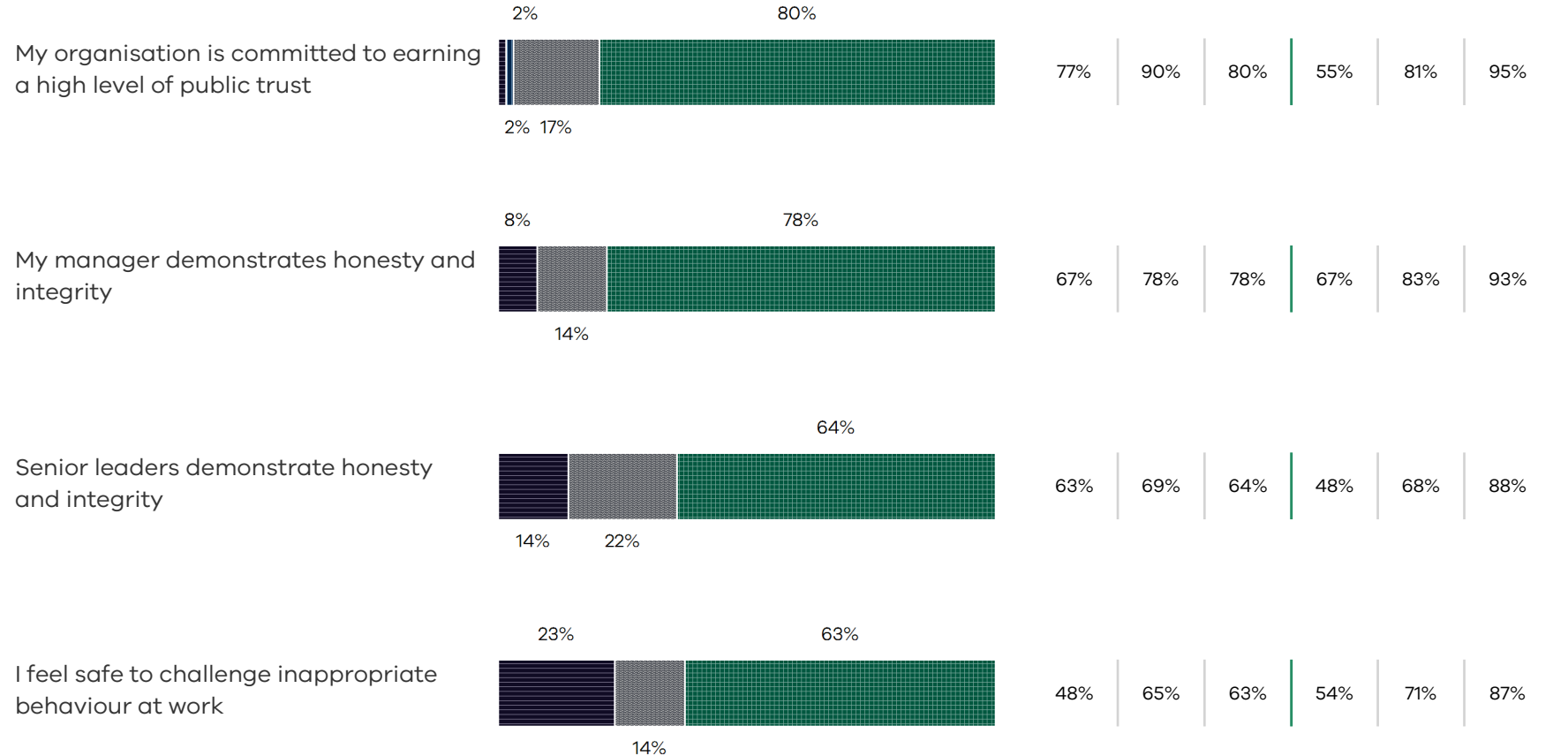
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results

## Benchmark agree results





# Public sector values

## Integrity 2 of 2

### What is this

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

### Why this is important

The Victorian community needs high trust in how everyone in the public sector works and what they do.

### How to read this

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

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

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

### Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

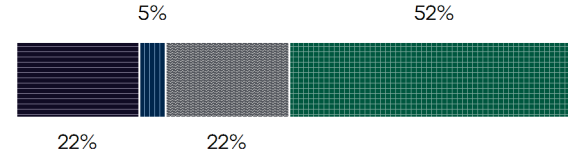
## Survey question

## Your results

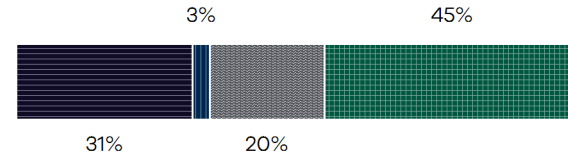
## Benchmark agree results



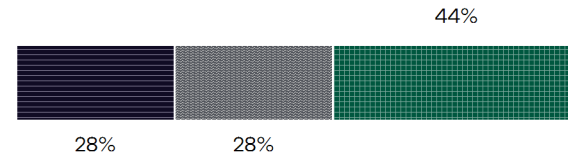
My organisation does not tolerate improper conduct



People in my workgroup appropriately manage conflicts of interest



People in my workgroup are honest, open and transparent in their dealings



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation does not tolerate improper conduct	48%	63%	52%	57%	73%	91%
People in my workgroup appropriately manage conflicts of interest	33%	53%	45%	47%	65%	80%
People in my workgroup are honest, open and transparent in their dealings	38%	63%	44%	54%	71%	86%



# 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

59% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

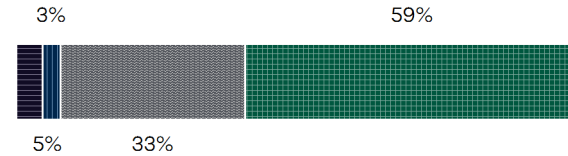
## Survey question

## Your results

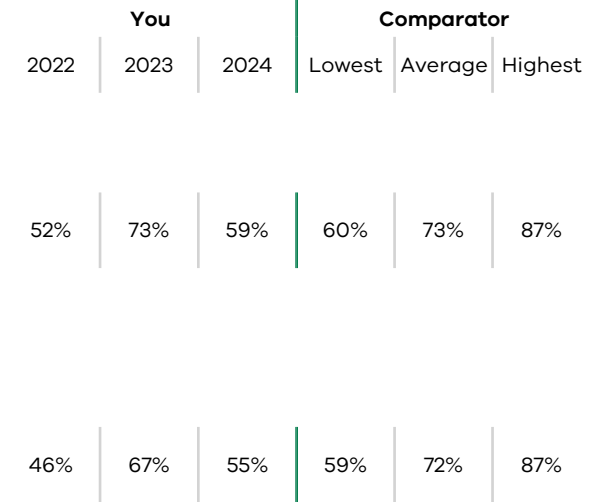
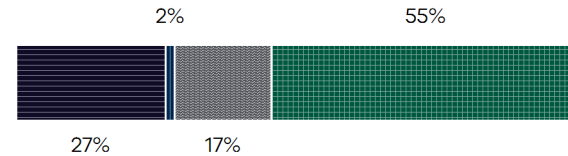
## Benchmark agree results



People in my workgroup are politically impartial in their work



My workgroup acts fairly and without bias



# 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

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

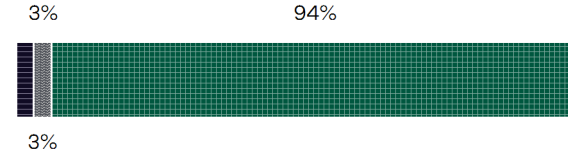
## Survey question

## Your results

## Benchmark agree results



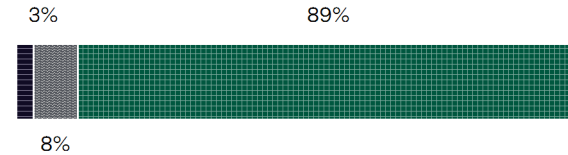
I understand how my job helps my organisation achieve its goals



You			Comparator		
2022	2023	2024	Lowest	Average	Highest

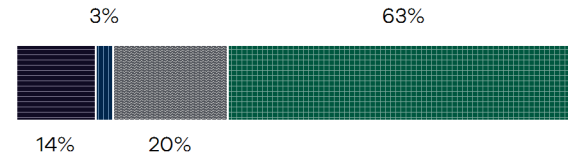
90%	100%	94%	85%	93%	100%
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I clearly understand what I am expected to do in this job



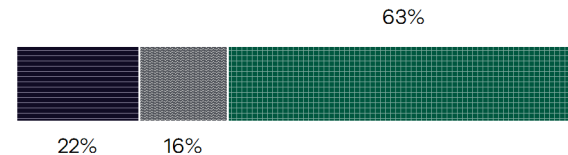
85%	94%	89%	61%	91%	99%
-----	-----	-----	-----	-----	-----

My workgroup uses its resources well



52%	76%	63%	60%	74%	93%
-----	-----	-----	-----	-----	-----

Senior leaders provide clear strategy and direction



52%	76%	63%	45%	66%	89%
-----	-----	-----	-----	-----	-----

# 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.

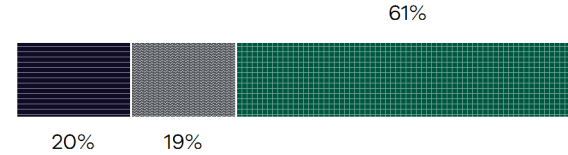
### Example

61% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

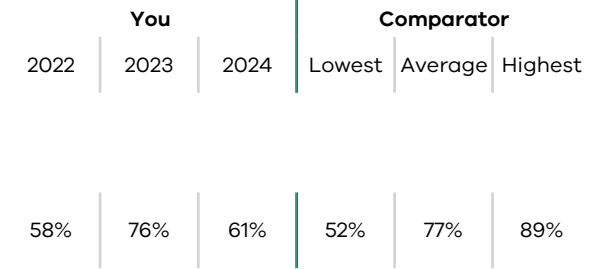
## Survey question

My workgroup has clear lines of responsibility

## Your results



## Benchmark agree results



# 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

80% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

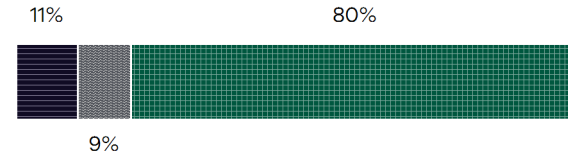
## Survey question

## Your results

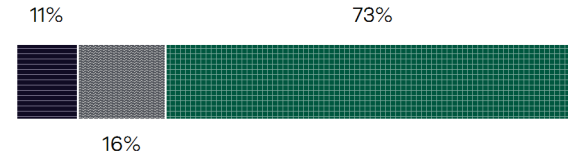
## Benchmark agree results



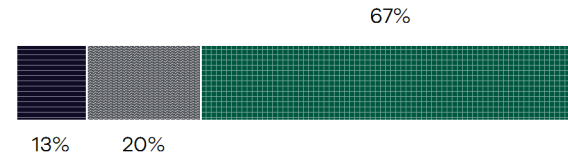
My manager treats employees with dignity and respect



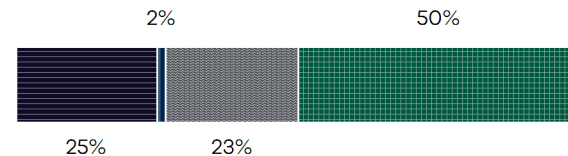
My manager listens to what I have to say



My organisation encourages respectful workplace behaviours



My organisation takes steps to eliminate bullying, harassment and discrimination



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

77%	82%	80%	69%	84%	95%
-----	-----	-----	-----	-----	-----

71%	82%	73%	69%	82%	95%
-----	-----	-----	-----	-----	-----

58%	76%	67%	69%	80%	95%
-----	-----	-----	-----	-----	-----

35%	63%	50%	52%	67%	83%
-----	-----	-----	-----	-----	-----

# 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.

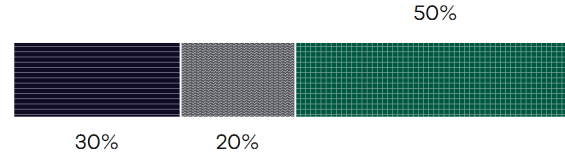
### Example

50% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

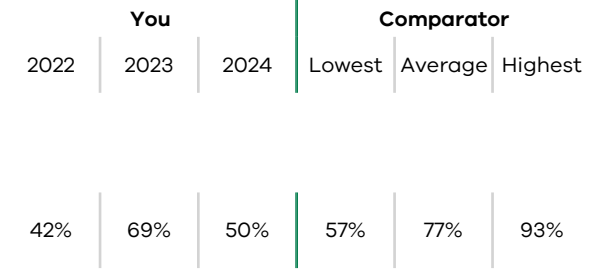
## Survey question

People in my workgroup treat each other with respect

## Your results



## Benchmark agree results



# 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

80% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

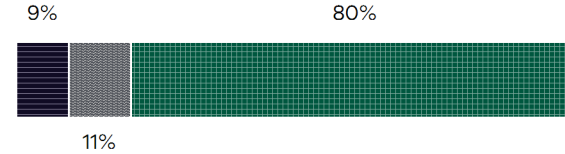
## Survey question

## Your results

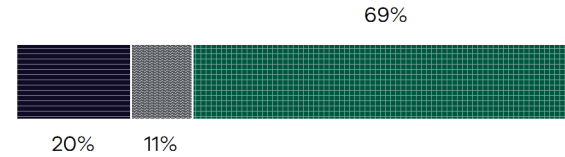
## Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	71%	80%	80%	68%	82%	93%
Senior leaders model my organisation's values	58%	82%	69%	51%	70%	88%

# 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

91% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

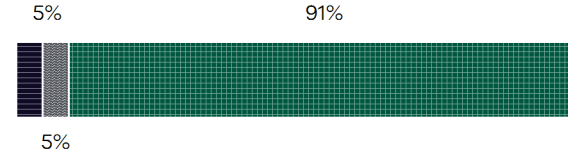
## Survey question

## Your results

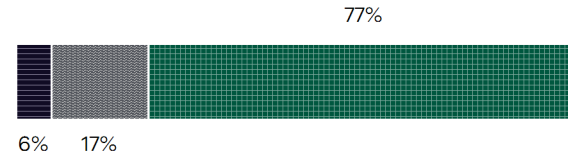
## Benchmark agree results



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



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



You			Comparator		
2022	2023	2024	Lowest	Average	Highest

88%	90%	91%	78%	89%	97%
-----	-----	-----	-----	-----	-----

69%	84%	77%	74%	85%	100%
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# People matter survey

## 2024

Have your say

### Overview

#### Report overview

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

### Result summary

#### People outcomes

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

#### Key differences

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

#### Taking action

- Taking action questions

### Detailed results

#### Senior leadership

- Senior leadership questions

#### Organisational climate

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

#### Workgroup climate

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

#### Job and manager factors

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

#### Public sector values

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

#### Topical questions

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

#### Demographics

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



## Topical questions

### Topical questions

#### What is this

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

#### Why this is important

Answers to these questions provide useful information to help you understand your employees.

#### How to read this

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

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

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

#### Example

89% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

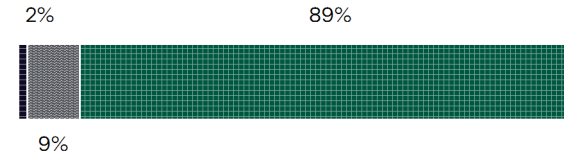
### Survey question

### Your results

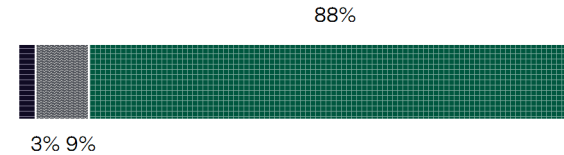
### Benchmark agree results



I am proud to work in the public sector



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



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am proud to work in the public sector	Not asked	Not asked	89%	71%	87%	98%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	96%	88%	80%	90%	97%

# People matter survey

## 2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## Demographics

### Age, gender, variations in sex characteristics and sexual orientation

#### What is this

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	12	19%
35-54 years	20	31%
55+ years	26	41%
Prefer not to say	6	9%

Gender	(n)	%
Woman	56	88%
Prefer not to say	5	8%
Man	2	3%
Non-binary and I use a different term	1	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	3%
No	57	89%
Prefer not to say	5	8%

#### To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?

	(n)	%
Yes	0	0%
No	57	89%
Don't know	2	3%
Prefer not to say	5	8%

#### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	49	77%
Prefer not to say	7	11%
Asexual	3	5%
Gay or lesbian	2	3%
Bisexual	1	2%
Don't know	1	2%
I use a different term	1	2%
Pansexual	0	0%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What is this

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	2	3%
Non Aboriginal and/or Torres Strait Islander	59	92%
Prefer not to say	3	5%

## Demographics

### Disability

#### What is this

This is staff who identify as a person with disability and how they share that information.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

This is staff who identify as a person with disability and how they share that information.

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

#### How we protect anonymity and privacy

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

Are you a person with disability?	(n)	%
Yes	7	11%
No	55	86%
Prefer not to say	2	3%

## Demographics

### Cultural diversity 1 of 2

#### What is this

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	55	86%
Not born in Australia	4	6%
Prefer not to say	5	8%

Language other than English used with family or community	(n)	%
Yes	5	8%
No	55	86%
Prefer not to say	4	6%

## Demographics

### Cultural diversity 2 of 2

#### What is this

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	54	84%
English, Irish, Scottish and/or Welsh	5	8%
Prefer not to say	4	6%
Central Asian	2	3%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	2	3%
Aboriginal and/or Torres Strait Islander	1	2%
African	0	0%
Central and/or South American	0	0%
East and/or South-East Asian	0	0%
Maori	0	0%
Middle Eastern	0	0%
New Zealander	0	0%
North American	0	0%
Other	0	0%
Pacific Islander	0	0%
South Asian	0	0%

Religion	(n)	%
No religion	34	53%
Christianity	19	30%
Prefer not to say	7	11%
Other	3	5%
Hinduism	1	2%
Buddhism	0	0%
Islam	0	0%
Judaism	0	0%
Sikhism	0	0%

## Demographics

### Employment characteristics 1 of 2

#### What is this

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-Time	9	14%
Part-Time	55	86%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	25	41%
\$80k to \$120k	16	26%
\$120k to \$160k	4	7%
\$160k to \$200k	0	0%
\$200k or more	2	3%
Prefer not to say	14	23%

Organisational tenure	(n)	%
<1 year	3	5%
1 to less than 2 years	9	14%
2 to less than 5 years	18	28%
5 to less than 10 years	11	17%
10 to less than 20 years	13	20%
More than 20 years	10	16%

Management responsibility	(n)	%
Non-manager	52	81%
Manager of other manager(s)	6	9%
Other manager	6	9%

Employment type	(n)	%
Ongoing and executive	53	83%
Fixed term	6	9%
Other	5	8%

Frontline worker	(n)	%
Yes	35	55%
No	29	45%



## Demographics

### Employment characteristics 2 of 2

#### What is this

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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

#### Primary workplace location over the last 3 months

	(n)	%
Rural	57	89%
Large regional city	4	6%
Other	3	5%
Melbourne CBD	0	0%
Melbourne: Suburbs	0	0%

#### What have been your main places of work over the last 3-months?

	(n)	%
Your employer's office	23	36%
A frontline or service delivery location	27	42%
Home or private location	3	5%
A shared office space (where two or more organisations share the same workspace)	8	13%
Isolated or remote location/s where access to communications and help from others is difficult	3	5%
Other	8	13%

#### Flexible work

	(n)	%
Part-time	35	55%
Flexible start and finish times	18	28%
I do not use any flexible work arrangements	14	22%
Working from an alternative location (e.g. home, hub/shared work space)	11	17%
Job sharing	6	9%
Shift swap	6	9%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	6	9%
Study leave	5	8%
Working more hours over fewer days	4	6%
Other	3	5%
Purchased leave	0	0%

## Demographics

### Adjustments

#### What is this

These are adjustments staff requested to perform in their role.

#### Why this is important

This shows organisations how flexible they are in adjusting for staff.

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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#### Have you requested any of the following adjustments at work?

	(n)	%
No, I have not requested adjustments	40	63%
Flexible working arrangements	20	31%
Career development support strategies	4	6%
Job redesign or role sharing	2	3%
Physical modifications or improvements to the workplace	2	3%
Accessible communications technologies	1	2%
Other	1	2%

#### Why did you make this request?

	(n)	%
Work-life balance	11	46%
Caring responsibilities	6	25%
Health	6	25%
Family responsibilities	5	21%
Disability	2	8%
Other	1	4%
Study commitments	1	4%

#### What was your experience with making this request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	21	88%
The adjustments I needed were made but the process was unsatisfactory	2	8%
The adjustments I needed were not made	1	4%

## Demographics

### Caring

#### What is this

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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Caring responsibilities	(n)	%
None of the above	25	39%
Prefer not to say	14	22%
Primary school aged child(ren)	9	14%
Child(ren) - younger than preschool age	8	13%
Secondary school aged child(ren)	8	13%
Frail or aged person(s)	6	9%
Preschool aged child(ren)	5	8%
Person(s) with a medical condition	1	2%
Other	0	0%
Person(s) with a mental illness	0	0%
Person(s) with disability	0	0%

## Demographics

### Employment categories

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

#### Which of the following categories best describes your current position?

	(n)	%
Nursing employees	31	48%
Management, Administration and Corporate support	15	23%
Support services	14	22%
Allied health - assistant	2	3%
Other health and social care	2	3%
Allied health - science discipline	0	0%
Allied health - therapy discipline	0	0%
Community development	0	0%
Counselling	0	0%
Lived experience specific worker	0	0%
Medical employees	0	0%
Pastoral / spiritual care	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.

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

#### How we protect anonymity and privacy

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

### Which of the following best describes the primary operational area in which you work?

	(n)	%
Hospital-based services	42	66%
Residential aged care services	11	17%
Corporate services	9	14%
Community-based services	2	3%
Mental health care services	0	0%
Prison-based services	0	0%

### Is your primary work role in one of the following areas?

	(n)	%
Administration	15	23%
Aged care	18	28%
Critical care	1	2%
Drug and alcohol	0	0%
Emergency	0	0%
Maternity care	1	2%
Medical	8	13%
Mental health	0	0%
Mixed medical/surgical	4	6%
Neonatal care	0	0%
Palliative care	0	0%
Paediatrics	0	0%
Peri-operative	0	0%
Rehabilitation	0	0%
Surgical	0	0%
Other	17	27%



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