People Matter Survey 2024

Have your say

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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

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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

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Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 98% of this year's survey with your previous results.

Rounding of percentages

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
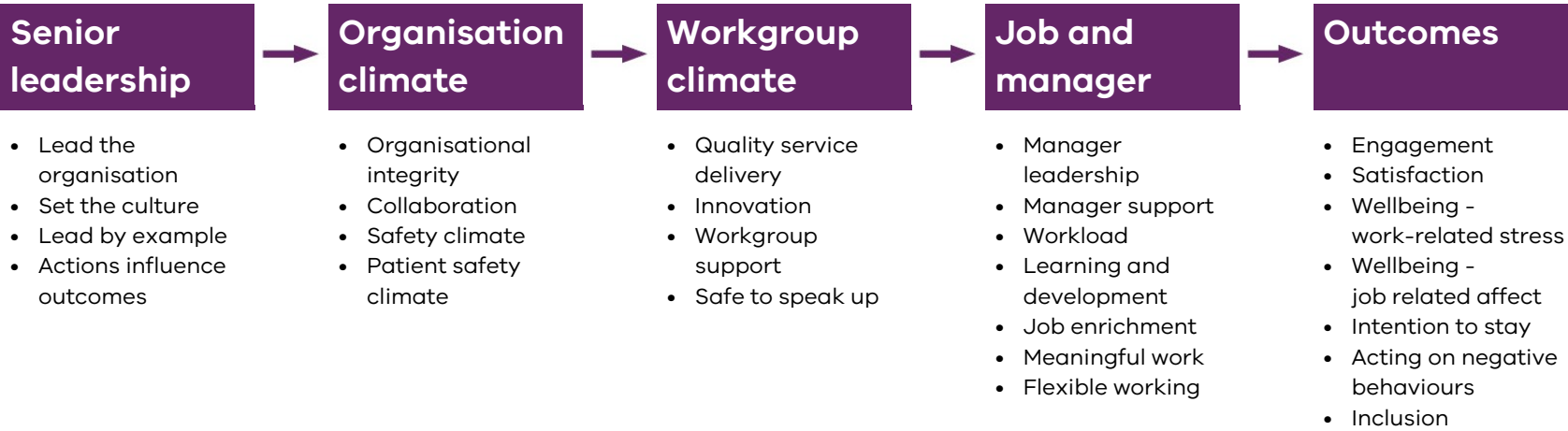
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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

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

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

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

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

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

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alfred Health

Austin Health

Melbourne Health

Monash Health

Northern Health

Peninsula Health

Peter MacCallum Cancer Centre

Royal Children's Hospital

Royal Victorian Eye and Ear Hospital

Royal Women's Hospital

The Queen Elizabeth Centre

Tweddle Child and Family Health Service

Victorian Institute of Forensic Mental Health

Western Health

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	
80% (525)	
Comparator	29%
Public Sector	42%

2024	
40% (276)	
Comparator	32%
Public Sector	44%

People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

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

2023		2024	
68		**66**	
Comparator	71	Comparator	71
Public Sector	68	Public Sector	69

People outcomes

Engagement question results 1 of 2

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

Your group's engagement index
Your 2024 index is 66.

Why this is important
High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

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

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

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
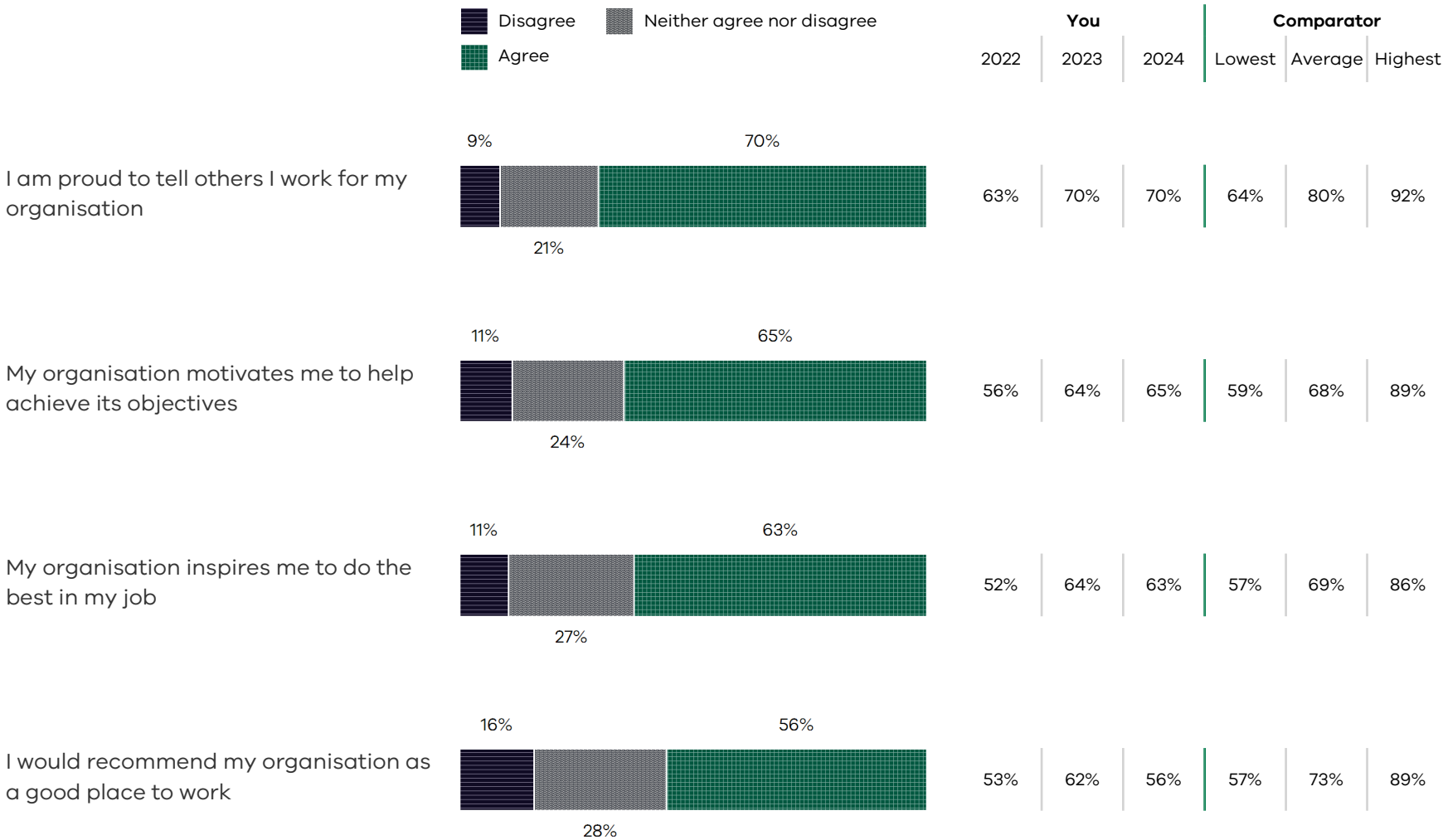
Example
70% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	9%	21%	70%	63%	70%	70%	64%	80%	92%
My organisation motivates me to help achieve its objectives	11%	24%	65%	56%	64%	65%	59%	68%	89%
My organisation inspires me to do the best in my job	11%	27%	63%	52%	64%	63%	57%	69%	86%
I would recommend my organisation as a good place to work	16%	28%	56%	53%	62%	56%	57%	73%	89%

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People outcomes

Engagement question results 2 of 2

What is this

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

Your group's engagement index

Your 2024 index is 66.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

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

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

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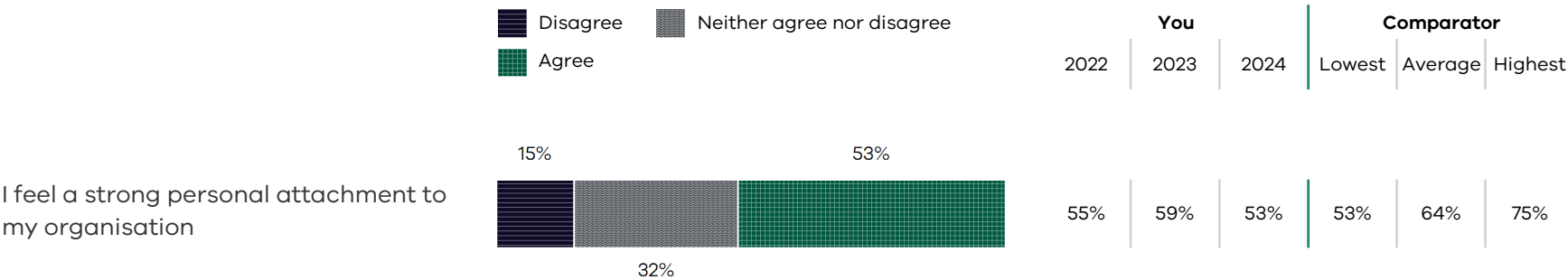
Example

53% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	15% / 32% / 53%		55%	59%	53%	53%	64%	75%

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.
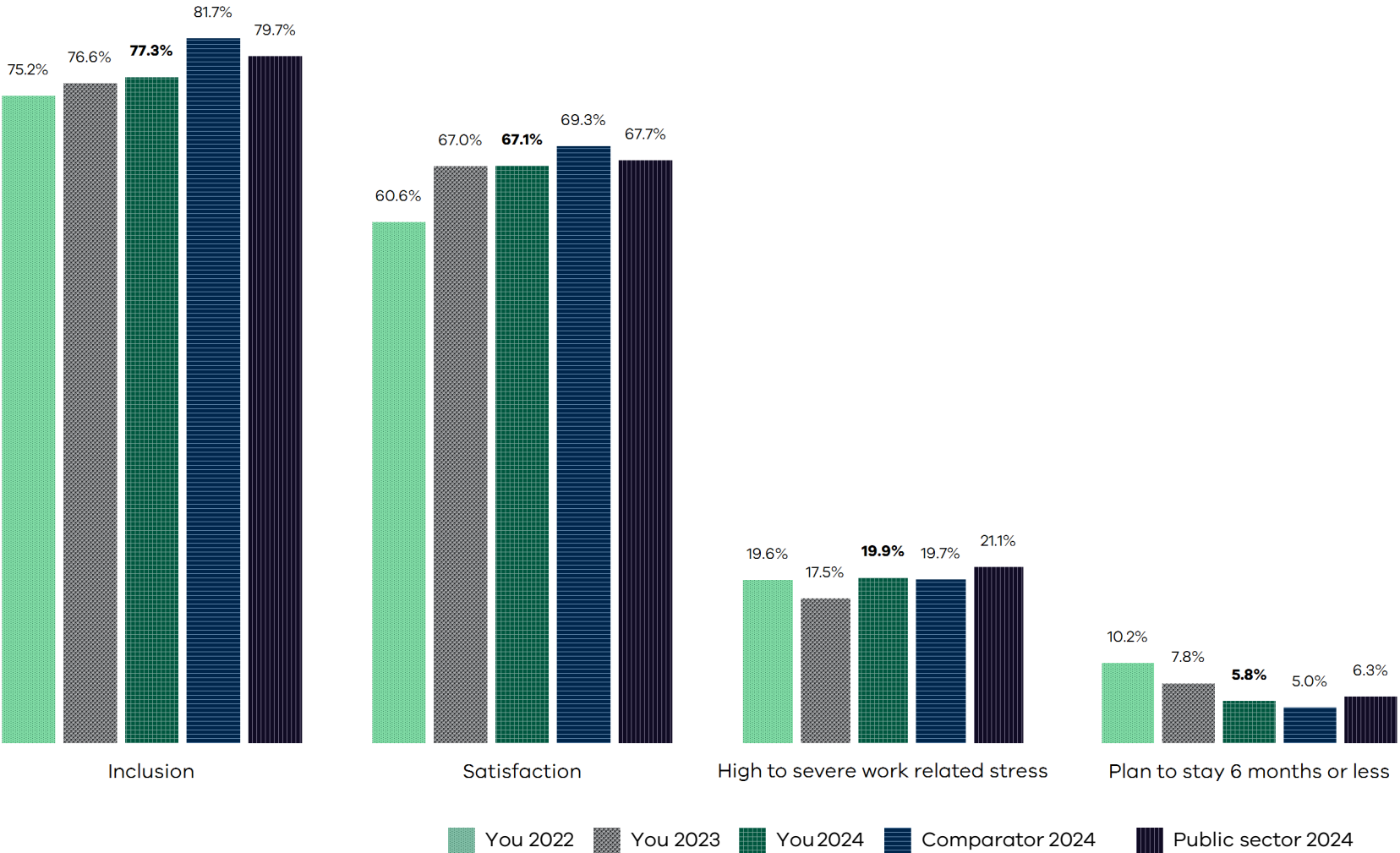
Why this is important

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:

- 77.3% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 81.7% of staff in your comparator group and 79.7% of staff across the public sector.

Inclusion
- 75.2%
- 76.6%
- **77.3%**
- 81.7%
- 79.7%

Satisfaction
- 60.6%
- 67.0%
- **67.1%**
- 69.3%
- 67.7%

High to severe work related stress
- 19.6%
- 17.5%
- **19.9%**
- 19.7%
- 21.1%

Plan to stay 6 months or less
- 10.2%
- 7.8%
- **5.8%**
- 5.0%
- 6.3%

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

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People outcomes

Satisfaction question results

What is this

This is how satisfied staff are with their jobs, work-life balance and career development.

Why this is important

High satisfaction may lead to improved engagement, performance and lower absences and turnover.

How to read this

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

'Satisfied' combines responses for satisfied and very satisfied and 'Dissatisfied' combines responses for dissatisfied and very dissatisfied.

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

Example

75% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.
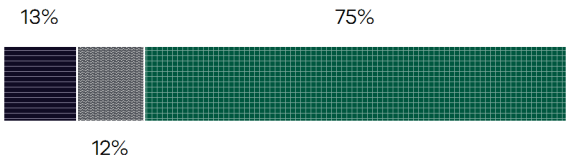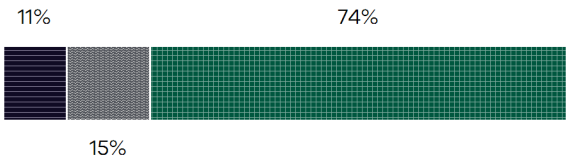
| Survey question	Your results				Benchmark satisfied results					

Legend: Dissatisfied / Satisfied / Neither satisfied nor dissatisfied

		You			Comparator		
Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
How satisfied are you with the work/life balance in your current job	13% / 12% / 75%	67%	72%	75%	66%	70%	86%
Considering everything, how satisfied are you with your current job	11% / 15% / 74%	64%	71%	74%	71%	75%	86%
How satisfied are you with your career development within your current organisation	17% / 30% / 53%	51%	57%	53%	57%	63%	72%
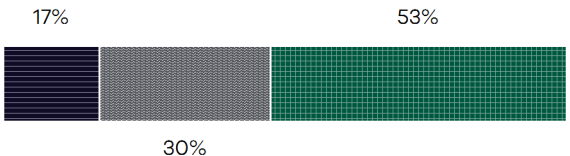
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People outcomes

Work-related stress levels

What is this

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

Why this is important

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

How to read this

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

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

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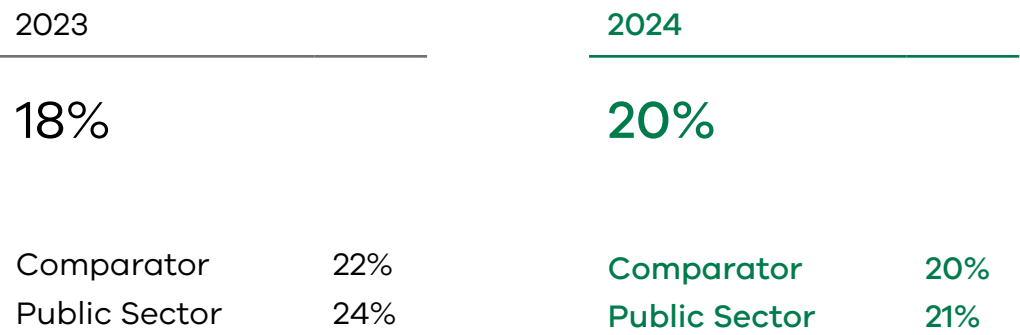
Example

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

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

Rating	Percentage
Nil	13%
Low or mild	42%
Moderate	25%
High	9%
Very high	6%
Severe	5%
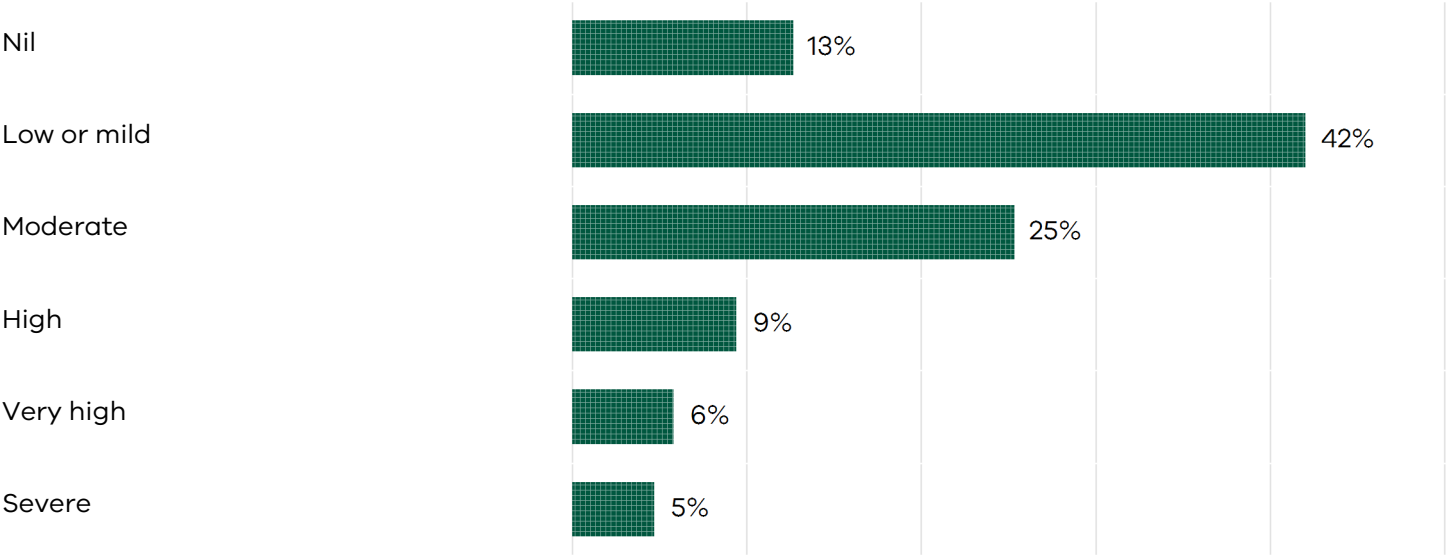
Reported levels of high to severe stress

2023		2024	
18%		**20%**	
Comparator	22%	Comparator	20%
Public Sector	24%	Public Sector	21%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

87% of your staff who did the survey said they experienced mild to severe stress. Of that 87%, 36% said the top reason was 'Workload' .

	241			35
	87%			13%
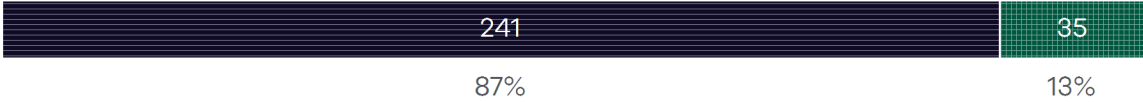
■ Experienced some work-related stress   ■ Did not experience some work-related stress

Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	33%	36%	50%	48%
Time pressure	37%	29%	40%	41%
Technology or equipment	18%	20%	8%	8%
Organisation or workplace change	11%	20%	8%	12%
Job security	7%	17%	7%	9%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	14%	15%	14%	13%
Unclear job expectations	10%	14%	8%	12%
Dealing with clients, patients or stakeholders	21%	12%	20%	18%
Management of work (e.g. supervision, training, information, support)	13%	10%	12%	12%
Other	10%	9%	13%	13%

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People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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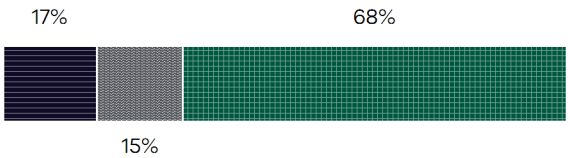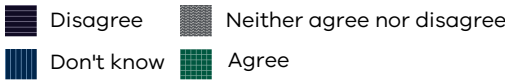
Example

68% of your staff who did the survey said the amount of stress in their job was manageable.

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

The amount of stress in my job is manageable

17%   68%
15%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	68%	59%	62%	83%

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People outcomes

Burnout levels

What is this

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

Why this is important

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

How to read this

In the survey, we ask staff to tell us if they have experienced being burned out at work, as shown in the visual above the table.

Example

30% of your staff who did the survey said they felt burnout at work.

Of that 30%, 44% 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' .

82	194
30%	70%

■ Experienced some burnout ▦ Did not experience any burnout
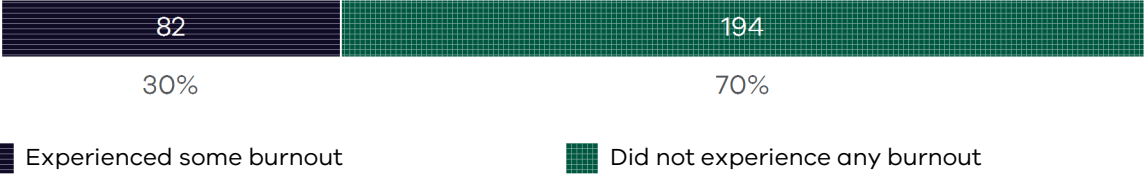
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	48%	44%	50%	49%
I enjoy my work. I have no symptoms of burnout	26%	26%	20%	20%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	18%	20%	21%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	4%	6%	6%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	4%	3%	3%	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

14% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	8%	6%	5%	6%
Over 6 months and up to 1 year	10%	14%	8%	9%
Over 1 year and up to 3 years	29%	31%	22%	24%
Over 3 years and up to 5 years	14%	16%	16%	16%
Over 5 years	40%	33%	49%	45%

People outcomes

Inclusion question results

What is this

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

Why this is important

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

How to read this

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

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

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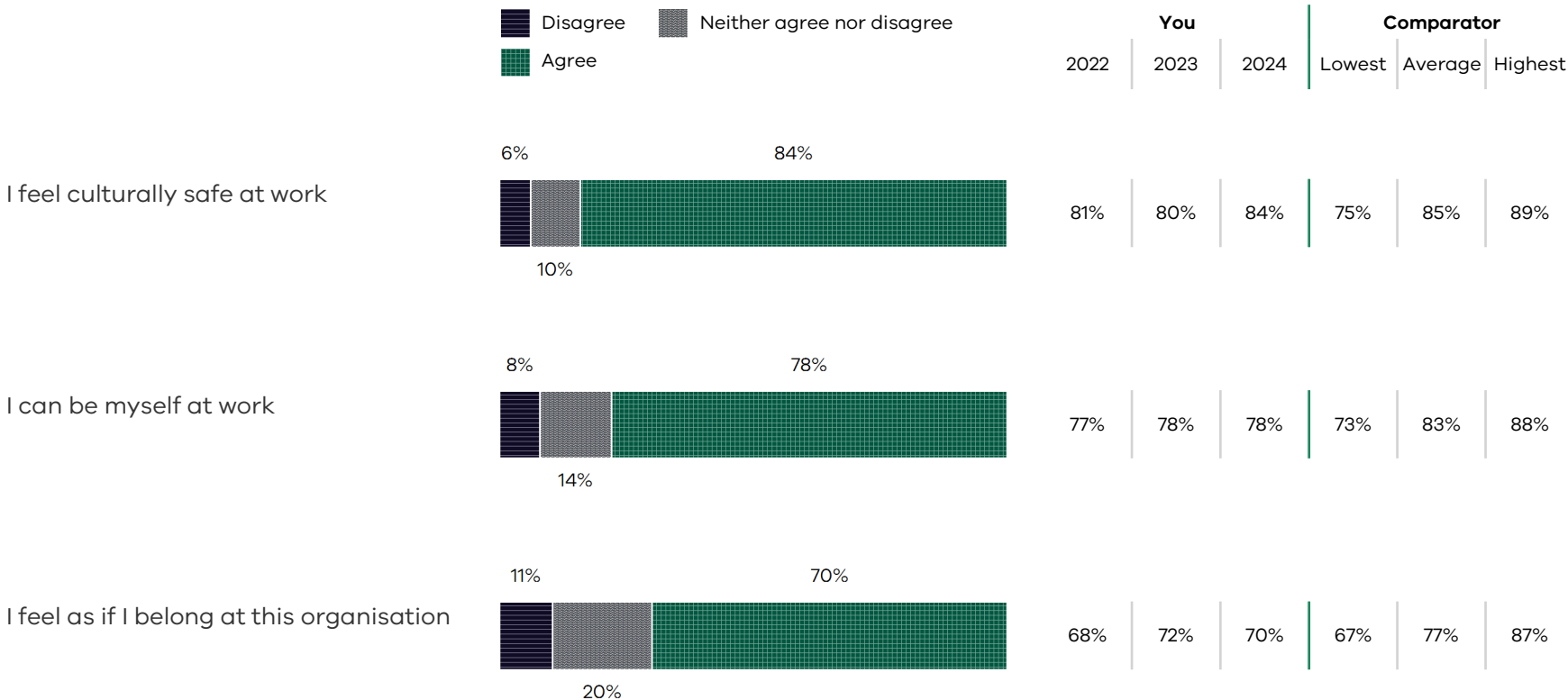
Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	6% / 10% / 84%	81%	80%	84%	75%	85%	89%
I can be myself at work	8% / 14% / 78%	77%	78%	78%	73%	83%	88%
I feel as if I belong at this organisation	11% / 20% / 70%	68%	72%	70%	67%	77%	87%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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

How to read this

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

Example

9% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'.

Staff who experienced one or more barriers to success at work

74	202
27%	73%

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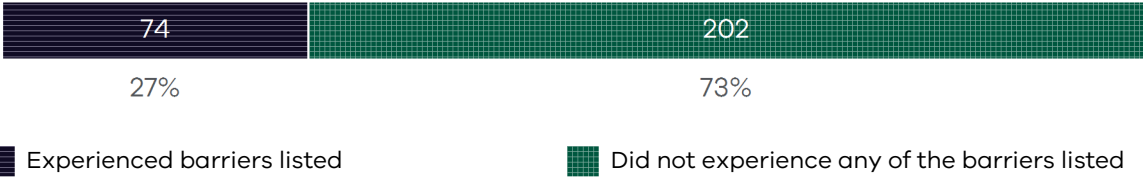
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	8%	9%	7%	7%
My mental health	5%	9%	6%	7%
My cultural background	4%	5%	4%	3%
My flexible working	7%	5%	7%	6%
My physical health	4%	4%	4%	4%
My caring responsibilities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

People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

11% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

69	207
25%	75%

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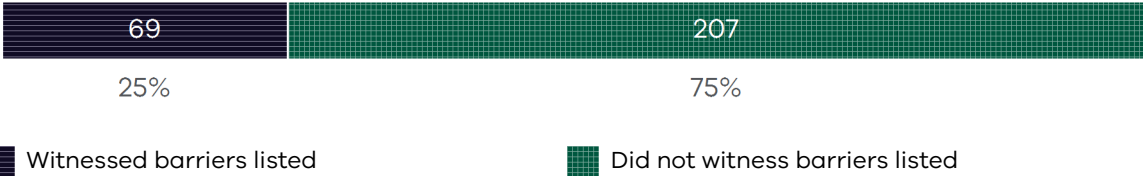
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	10%	11%	10%	9%
Mental health	5%	8%	6%	7%
Age	6%	7%	6%	6%
Cultural background	6%	6%	7%	5%
Caring responsibilities	4%	5%	8%	7%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

Victorian Public Sector Commission

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People outcomes

Scorecard: emotional effects of work

What is this

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

Why this is important

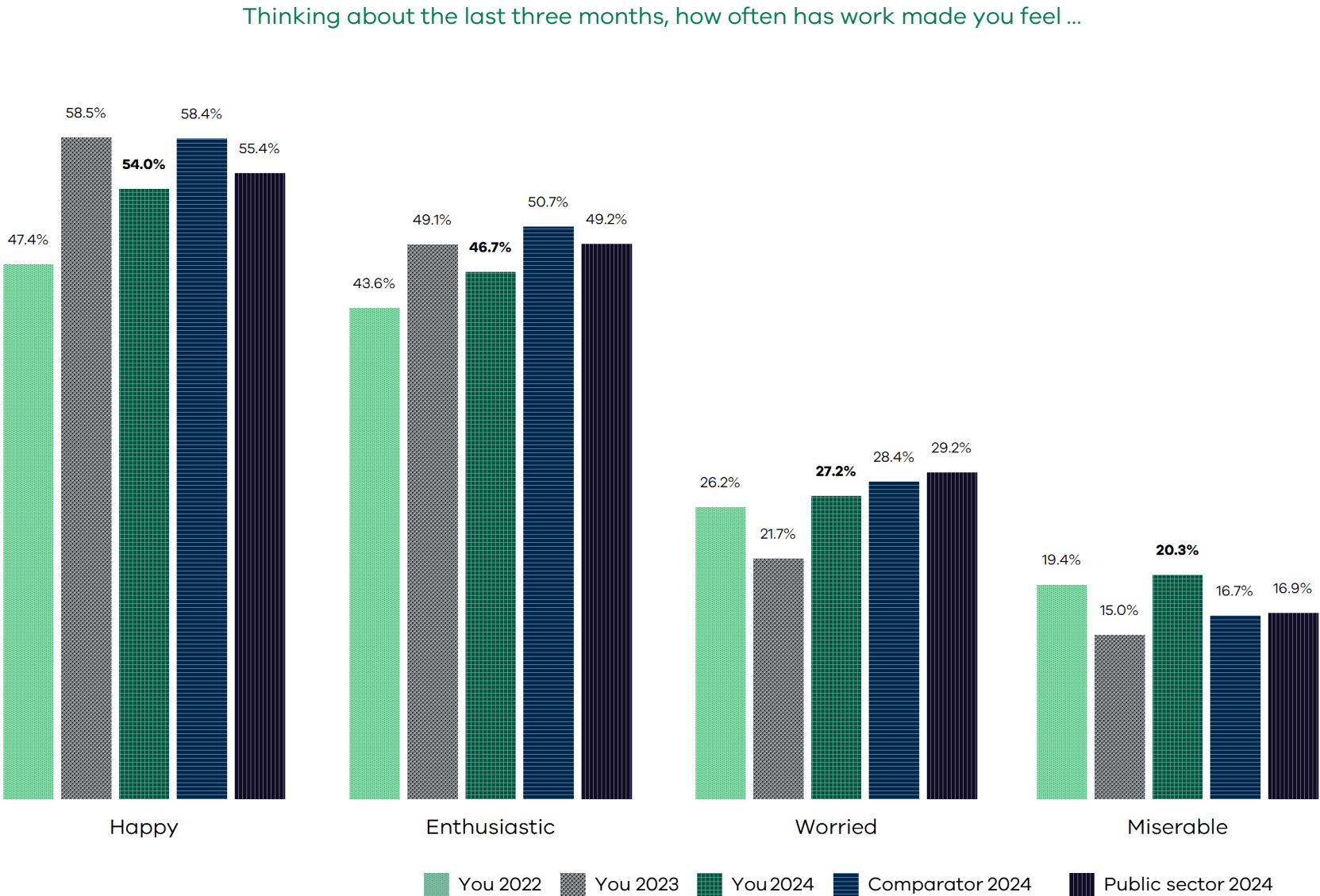Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

Example

In 2024:

- 54.0% of your staff who did the survey said work made them feel happy.

Compared to:

- 58.4% of staff in your comparator group and 55.4% of staff across the public sector.

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

Happy: You 2022 47.4%, You 2023 58.5%, You 2024 54.0%, Comparator 2024 58.4%, Public sector 2024 55.4%

Enthusiastic: You 2022 43.6%, You 2023 49.1%, You 2024 46.7%, Comparator 2024 50.7%, Public sector 2024 49.2%

Worried: You 2022 26.2%, You 2023 21.7%, You 2024 27.2%, Comparator 2024 28.4%, Public sector 2024 29.2%

Miserable: You 2022 19.4%, You 2023 15.0%, You 2024 20.3%, Comparator 2024 16.7%, Public sector 2024 16.9%

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

People outcomes

Scorecard: negative behaviours

What is this

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

Why this is important

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

How to read this

Each label represents a question in the survey about negative behaviour.
Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

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

Example

In 2024:

- 13.4% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 14.5% of staff in your comparator group and 13.3% of staff across the public sector.

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

Bullying: 14.0%, 15.6%, 13.4%, 14.5%, 13.3%
Violence or aggression: 16.9%, 17.7%, 11.6%, 26.8%, 17.6%
Discrimination: 7.2%, 7.2%, 5.4%, 5.6%, 5.2%
Sexual harassment: 4.1%, 5.5%, 3.6%, 8.7%, 5.9%

Victorian Public Sector Commission

VICTORIA State Government
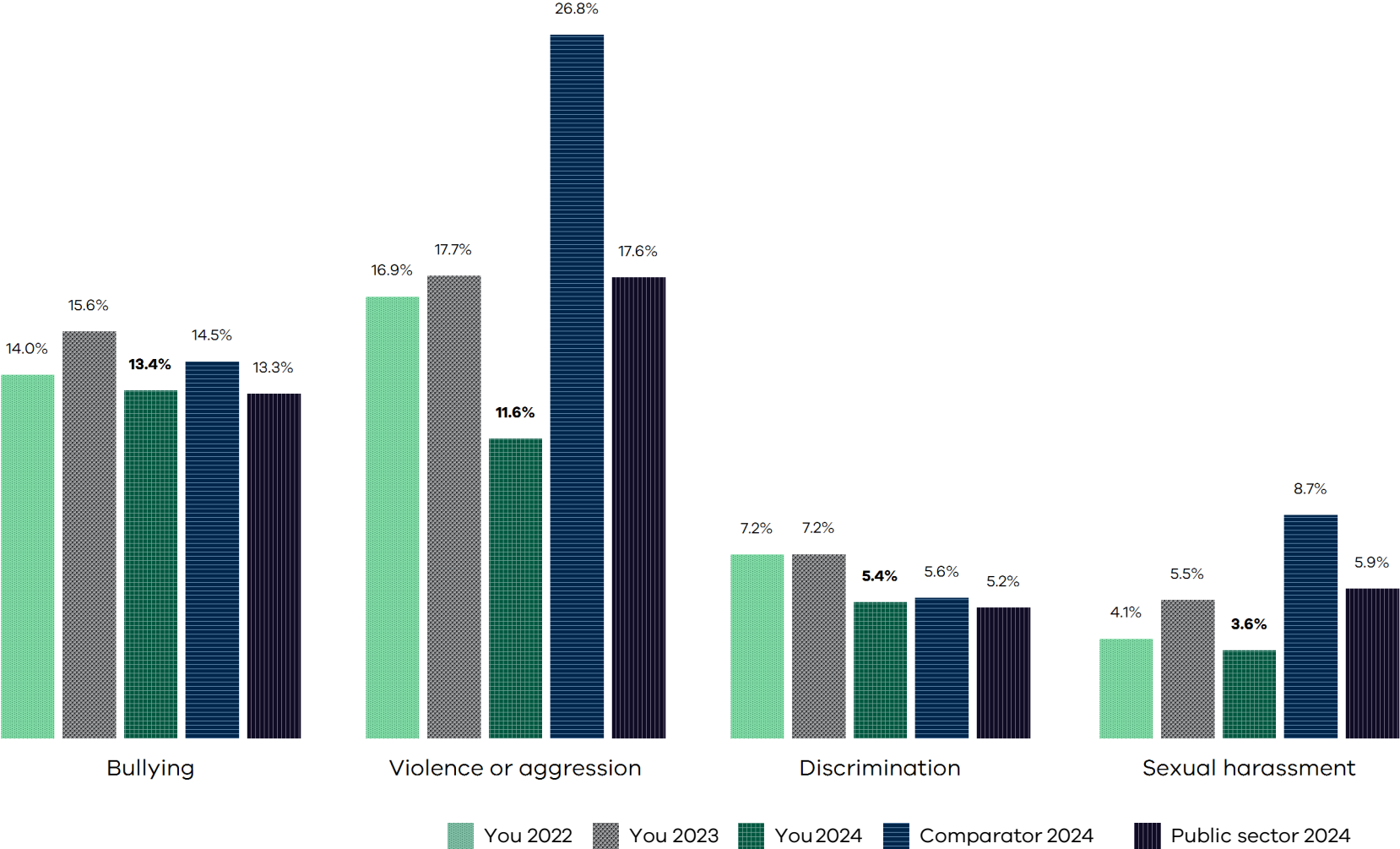
People outcomes

Bullying

What is this

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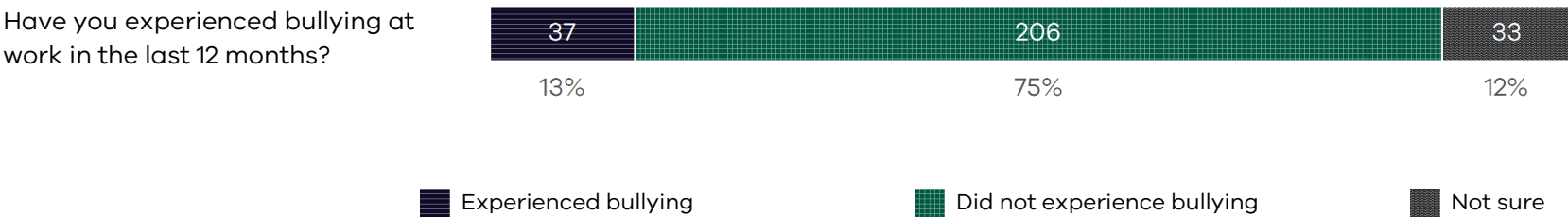
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 13%, 54% 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?

37	206	33
13%	75%	12%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	65%	54%	69%	69%
Exclusion or isolation	48%	27%	39%	42%
Intimidation and/or threats	32%	24%	30%	30%
Other	22%	24%	15%	15%
Withholding essential information for me to do my job	26%	19%	22%	28%
Verbal abuse	21%	16%	22%	21%
Being assigned meaningless tasks unrelated to my job	9%	11%	13%	13%
Being given impossible assignment(s)	4%	8%	8%	9%
Interference with my personal property and/or work equipment	9%	3%	4%	4%

People outcomes

Telling someone about the bullying

What is this

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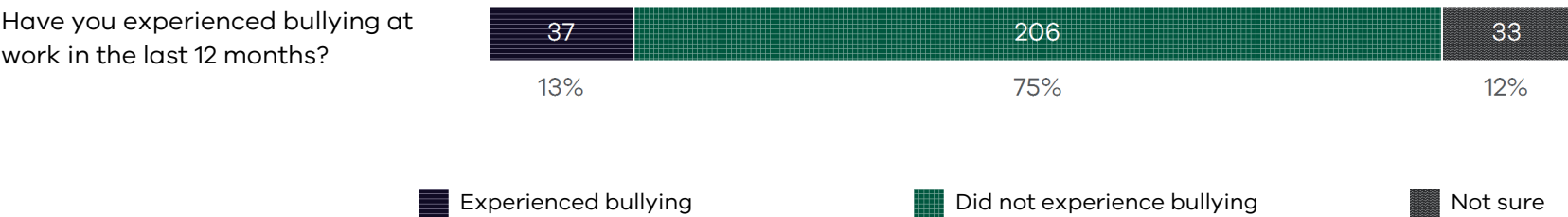
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying, of which

- 51% said the top way they reported the bullying was 'Told a manager'.
- 84% said they didn't submit a formal complaint.

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

37	206	33
13%	75%	12%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	52%	51%	48%	50%
Told a friend or family member	30%	41%	36%	35%
Told a colleague	34%	30%	43%	41%
Told human resources	22%	19%	10%	13%
I did not tell anyone about the bullying	15%	19%	12%	12%
Submitted a formal complaint	15%	16%	12%	12%
Told employee assistance program (EAP) or peer support	7%	16%	8%	10%
Told the person the behaviour was not OK	15%	16%	16%	16%
Told someone else	6%	11%	11%	11%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

84% of your staff who experienced bullying did not submit a formal complaint, of which:

- 42% said the top reason was 'I didn't think it would make a difference'.
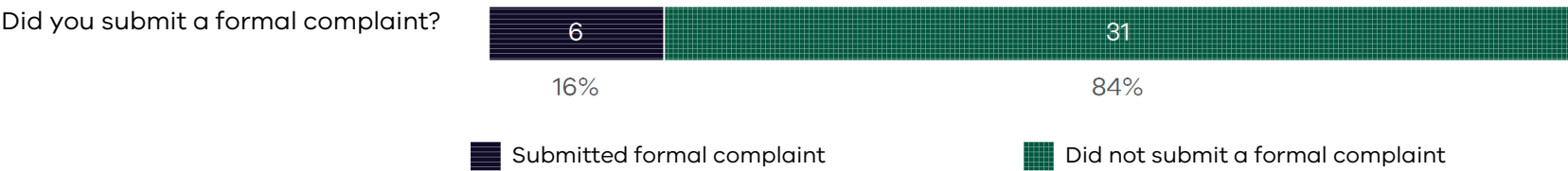
Did you submit a formal complaint?

6	31
16%	84%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	46%	42%	53%	52%
I believed there would be negative consequences for my reputation	57%	32%	47%	49%
I didn't feel safe to report the incident	20%	26%	20%	20%
I believed there would be negative consequences for my career	37%	23%	35%	38%
I believed there would be negative consequences for the person I was going to complain about	14%	23%	11%	10%
Other	11%	23%	15%	16%
I didn't know who to talk to	1%	10%	5%	5%
I was advised not to	6%	10%	5%	5%
I didn't think it was serious enough	20%	6%	21%	18%
I didn't need to because I made the bullying stop	6%	6%	6%	6%

Victorian Public Sector Commission

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People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 13% 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

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

Of that 13%, 54% said it was by 'A manager or supervisor'.

37 people (13% of staff) experienced bullying (You 2024)
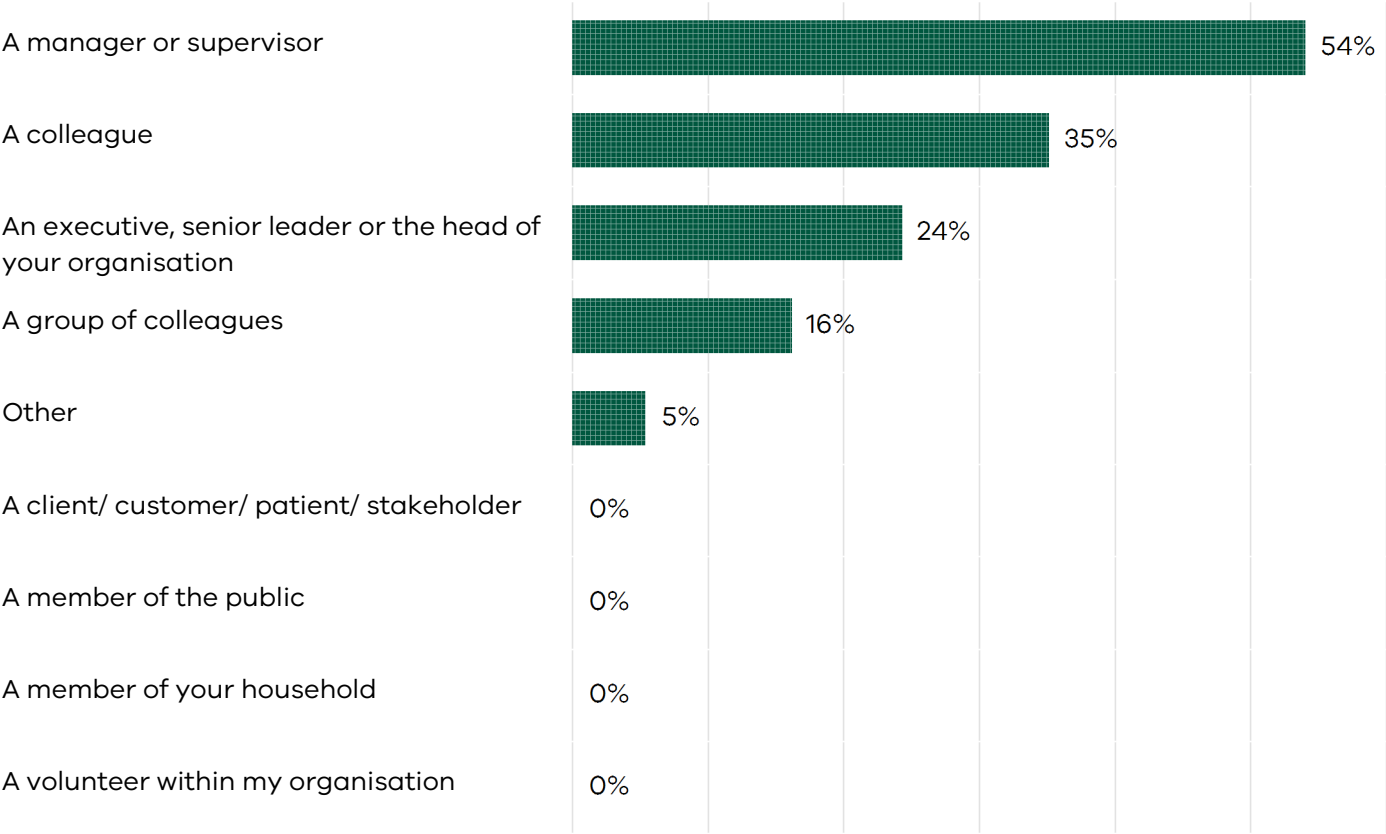
Perpetrator	Percentage
A manager or supervisor	54%
A colleague	35%
An executive, senior leader or the head of your organisation	24%
A group of colleagues	16%
Other	5%
A client/ customer/ patient/ stakeholder	0%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 13% 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

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

Of that 13%, 97% said it was by someone within the organisation.

Of that 97%, 47% said it was 'They were in my workgroup'.

36 people (97% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	47%
They were my immediate manager or supervisor	44%
They were outside my workgroup	22%
They were someone I supervise or manage	3%
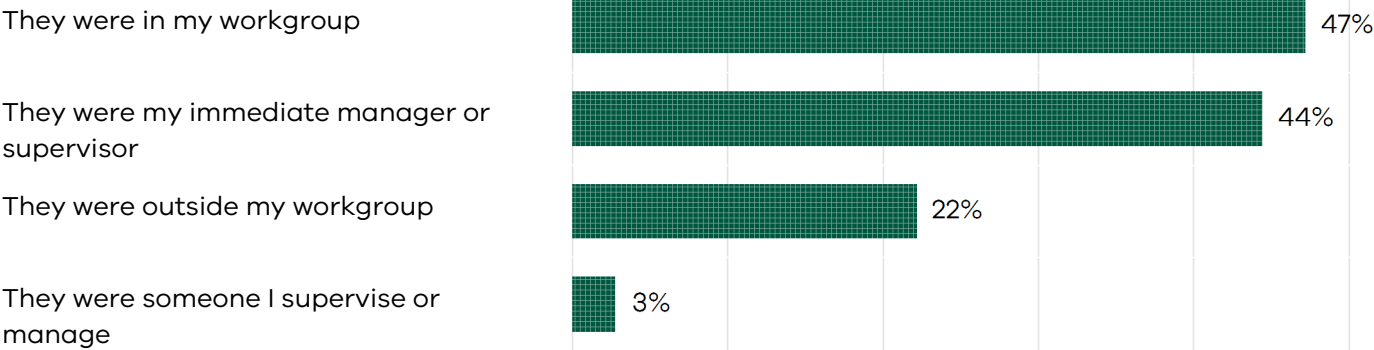
People outcomes

Sexual harassment

What is this

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

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 40% said the top type was 'Inappropriate staring or leering that made me feel intimidated'.

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

10	266
4%	96%

■ Experienced sexual harassment   ▨ Did not experience sexual harassment
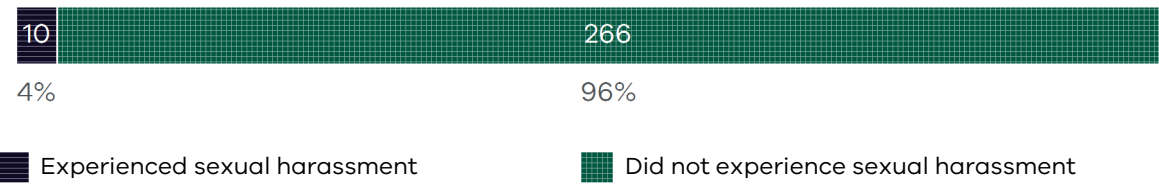
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Inappropriate staring or leering that made me feel intimidated	24%	40%	19%	17%
Intrusive questions about my private life or comments about my physical appearance	45%	30%	53%	50%
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	28%	20%	55%	53%
Unwelcome touching, hugging, cornering or kissing	17%	10%	21%	20%
Inappropriate physical contact	14%	10%	26%	23%
Repeated or inappropriate invitations to go out on dates	3%	10%	5%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0%	10%	2%	3%
Sexual gestures, indecent exposure or inappropriate display of the body	3%	0%	13%	9%
Request or pressure for sex or other sexual act	0%	0%	2%	2%
Any other unwelcome conduct of a sexual nature	7%	0%	9%	9%

Victorian Public Sector Commission

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People outcomes

Response to sexual harassment

What is this

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of those, 50% said the top response was 'Avoided the person(s) by staying away from them'.

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

10	266
4%	96%

▨ Experienced sexual harassment   ▨ Did not experience sexual harassment
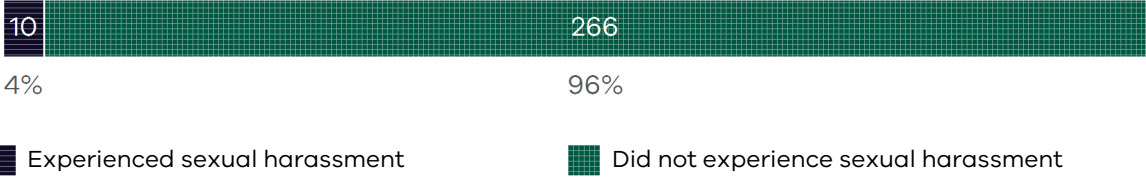
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Avoided the person(s) by staying away from them	38%	50%	37%	36%
Told the person the behaviour was not OK	28%	40%	43%	34%
Told a colleague	24%	40%	34%	30%
Told a manager	14%	40%	27%	24%
Submitted a formal complaint	7%	40%	9%	7%
Avoided locations where the behaviour might occur	14%	30%	13%	14%
Told a friend or family member	14%	30%	21%	21%
Tried to laugh it off or forget about it	34%	20%	38%	39%
Pretended it didn't bother me	34%	20%	37%	40%
Told human resources	7%	20%	2%	3%

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People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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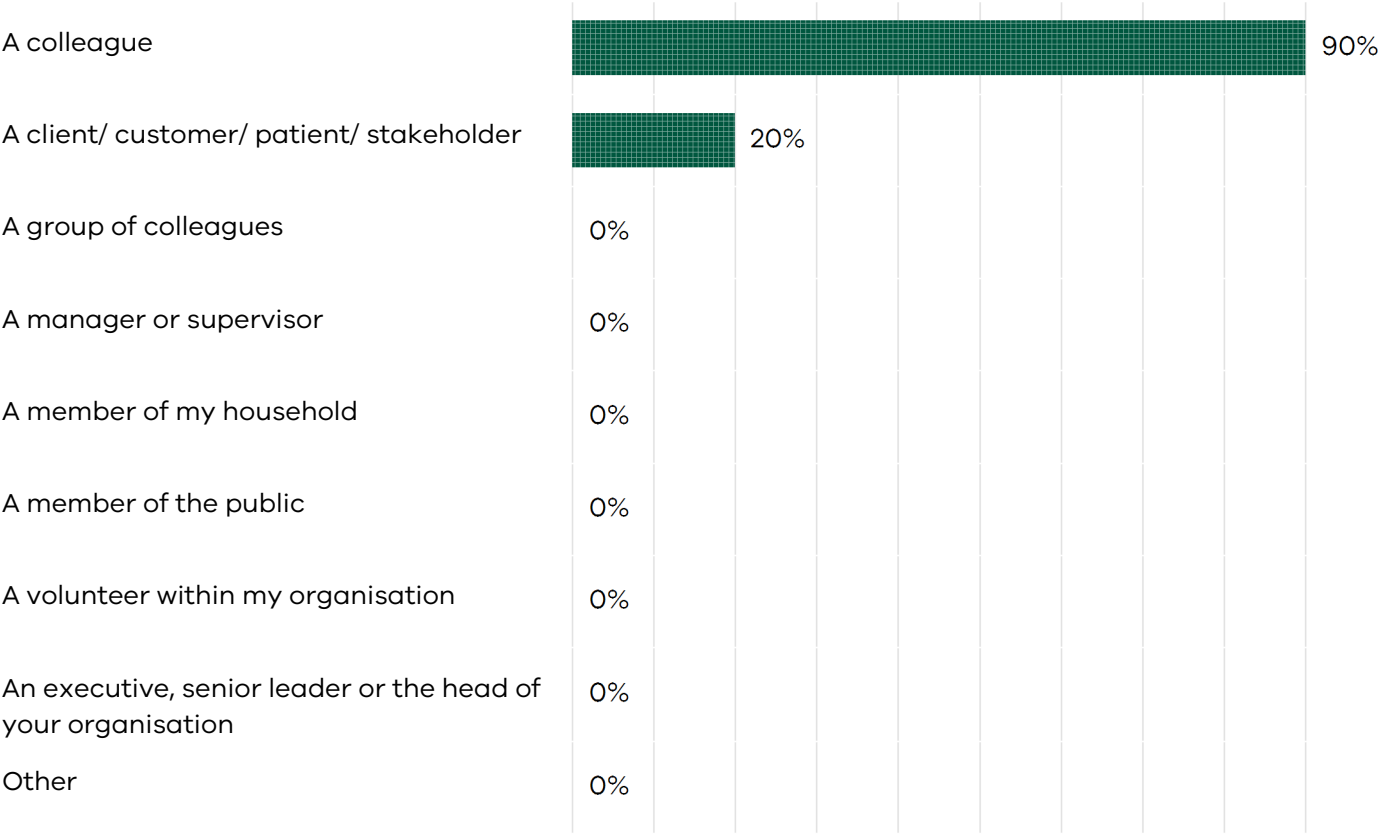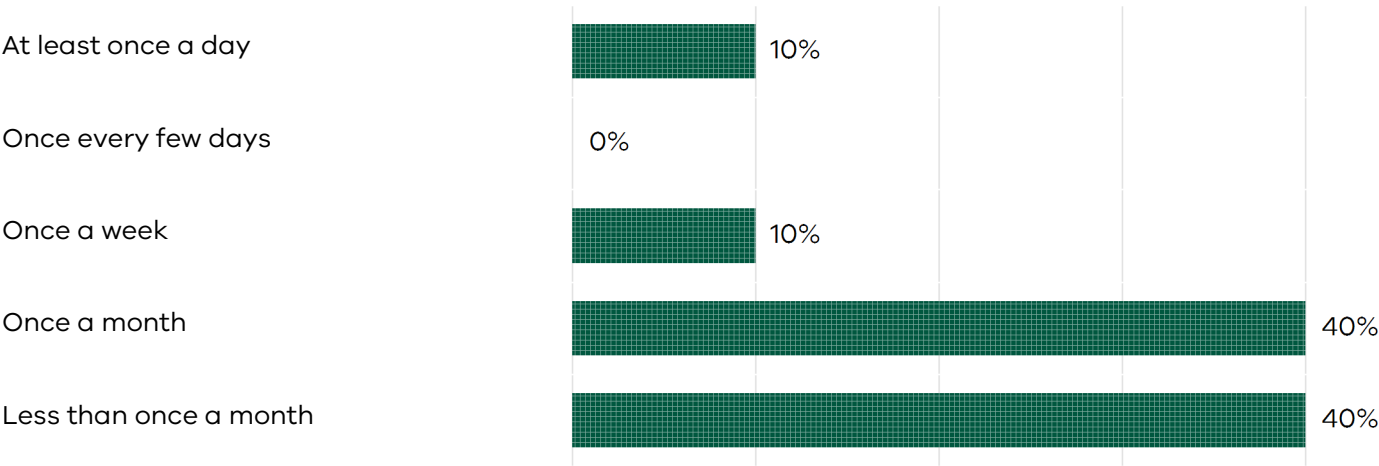
How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 90% said it was by 'A colleague'.

10 people (4% of staff) experienced sexual harassment (You 2024)

Perpetrator	Percentage
A colleague	90%
A client/ customer/ patient/ stakeholder	20%
A group of colleagues	0%
A manager or supervisor	0%
A member of my household	0%
A member of the public	0%
A volunteer within my organisation	0%
An executive, senior leader or the head of your organisation	0%
Other	0%

People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 4% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

4% of your staff who did the survey said they experienced sexual harassment.

Of that 4%, 10% said it was 'At least once a day'.

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

At least once a day	10%
Once every few days	0%
Once a week	10%
Once a month	40%
Less than once a month	40%

People outcomes

Type of discrimination

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 5%, 33% said it was 'Other'.

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

15	212	49
5%	77%	18%
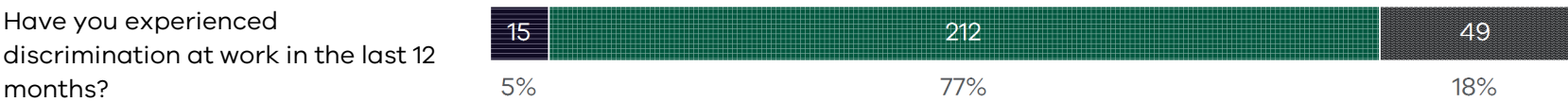
■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	53%	33%	43%	41%
Opportunities for promotion	11%	27%	32%	35%
Denied flexible work arrangements or other adjustments	13%	27%	23%	22%
Pay or conditions offered by employer	13%	20%	8%	10%
Opportunities for training or professional development	24%	20%	25%	24%
Employment security - threats of dismissal or termination	21%	20%	9%	12%
Access to leave	8%	13%	10%	8%
Opportunities for transfer/secondment	8%	7%	7%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 40% said the top way they reported the discrimination was 'Told a colleague'.
- 87% said they didn't submit a formal complaint.

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

15	212	49
5%	77%	18%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
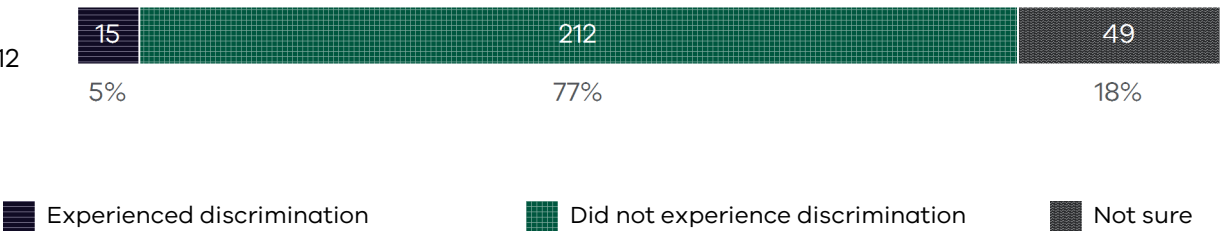
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	29%	40%	38%	38%
Told employee assistance program (EAP) or peer support	11%	27%	8%	9%
Told someone else	13%	27%	14%	14%
Told a manager	24%	20%	25%	29%
Told human resources	16%	20%	9%	11%
Told a friend or family member	21%	20%	32%	32%
Submitted a formal complaint	18%	13%	8%	8%
I did not tell anyone about the discrimination	29%	13%	23%	24%
Told the person the behaviour was not OK	8%	0%	10%	9%

Victorian Public Sector Commission

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

87% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 54% said the top reason was 'I believed there would be negative consequences for my career'.
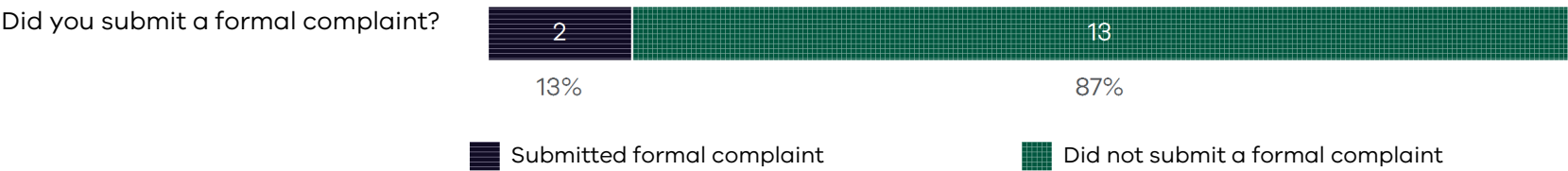
Did you submit a formal complaint?

2	13
13%	87%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	48%	54%	59%	59%
I believed there would be negative consequences for my reputation	55%	54%	45%	51%
I believed there would be negative consequences for my career	35%	54%	43%	49%
I didn't feel safe to report the incident	26%	31%	21%	20%
I believed there would be negative consequences for the person I was going to complain about	6%	15%	9%	8%
I didn't need to because I made the discrimination stop	3%	8%	2%	3%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	3%	8%	4%	3%
I thought the complaint process would be embarrassing or difficult	10%	8%	11%	13%
I didn't know who to talk to	6%	8%	6%	6%
I didn't know how to make a complaint	6%	8%	4%	5%

Victorian Public Sector Commission

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People outcomes

Perpetrators of discrimination

What is this

This is who staff have said are responsible for discrimination.

Why this is important

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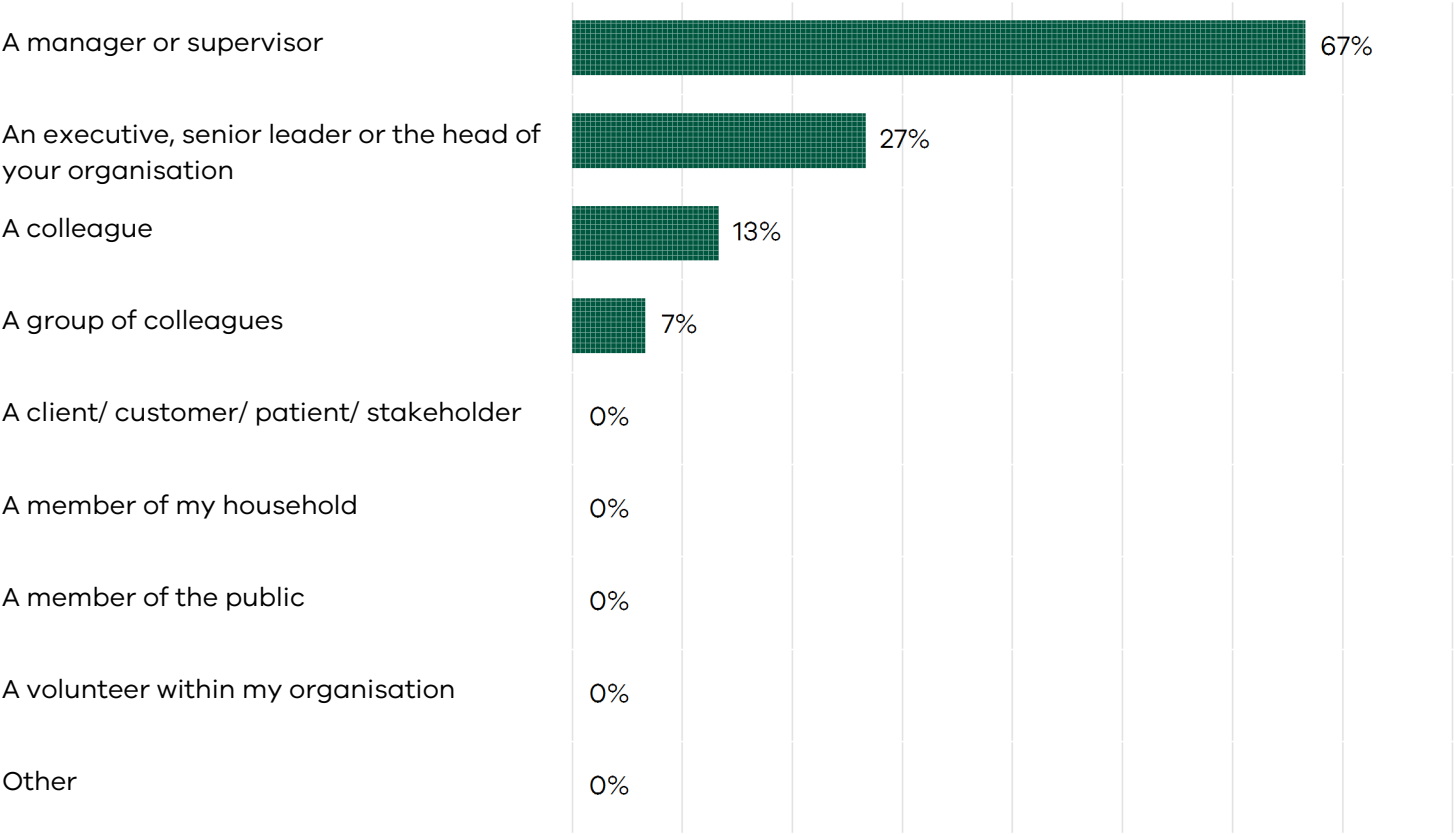
How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 5%, 67% said it was by 'A manager or supervisor'.

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

Perpetrator	Percentage
A manager or supervisor	67%
An executive, senior leader or the head of your organisation	27%
A colleague	13%
A group of colleagues	7%
A client/ customer/ patient/ stakeholder	0%
A member of my household	0%
A member of the public	0%
A volunteer within my organisation	0%
Other	0%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Example

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

Of that 5%, 100% said it was by someone within the organisation.

Of that 100%, 53% said it was 'They were in my workgroup'.

15 people (100% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	53%
They were my immediate manager or supervisor	40%
They were outside my workgroup	20%
They were someone I supervise or manage	7%

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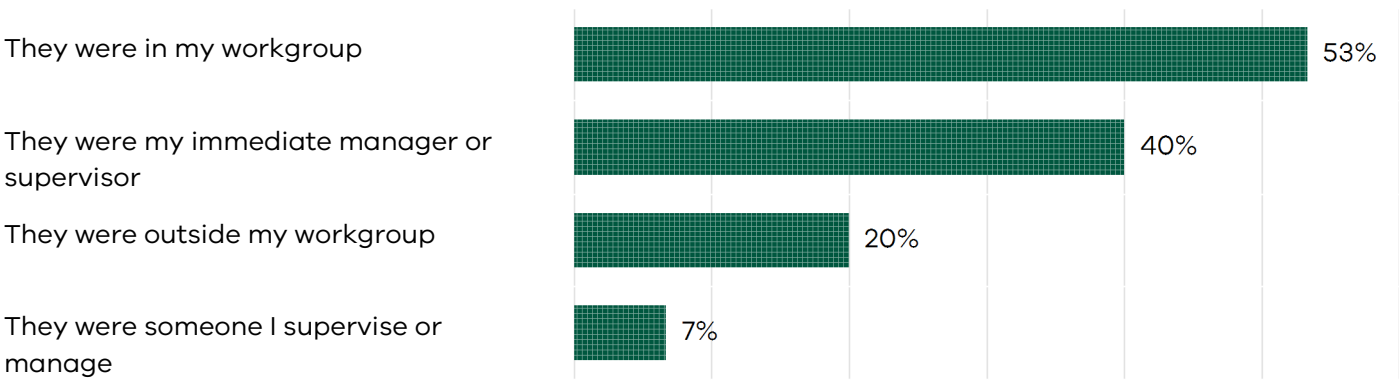
People outcomes

Violence and aggression

What is this

This is when staff are abused, threatened or assaulted in a situation related to their work.

Why this is important

Violence and aggression can have an immediate and long-term negative impact on those involved, including those who witness violence and aggression.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced violence or aggression.

Of that 12%, 81% said it was 'Abusive language'.

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

32	226	18
12%	82%	7%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
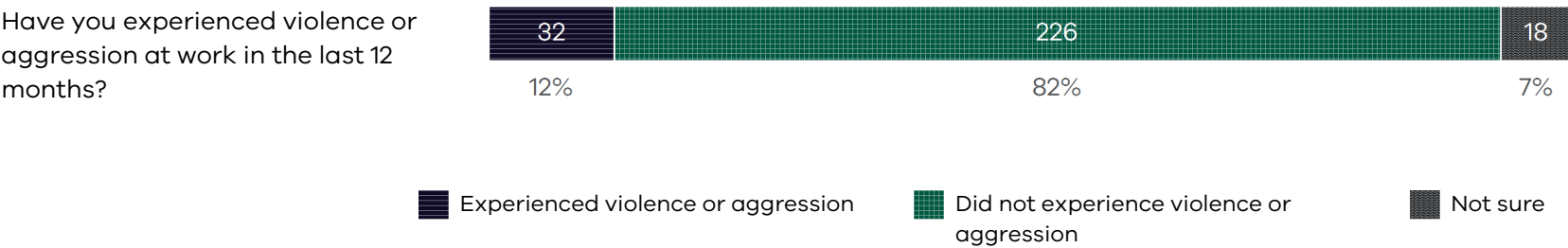
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	73%	81%	85%	81%
Intimidating behaviour	67%	66%	71%	71%
Threats of violence	22%	25%	41%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	11%	25%	33%	26%
Damage to my property or work equipment	1%	3%	12%	9%
Other	8%	3%	2%	3%
Stalking, including cyber-stalking	1%	0%	1%	1%

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People outcomes

Telling someone about violence and aggression

What is this

This is who staff told about what violence and aggression they experienced.

Why this is important

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

How to read this

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

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

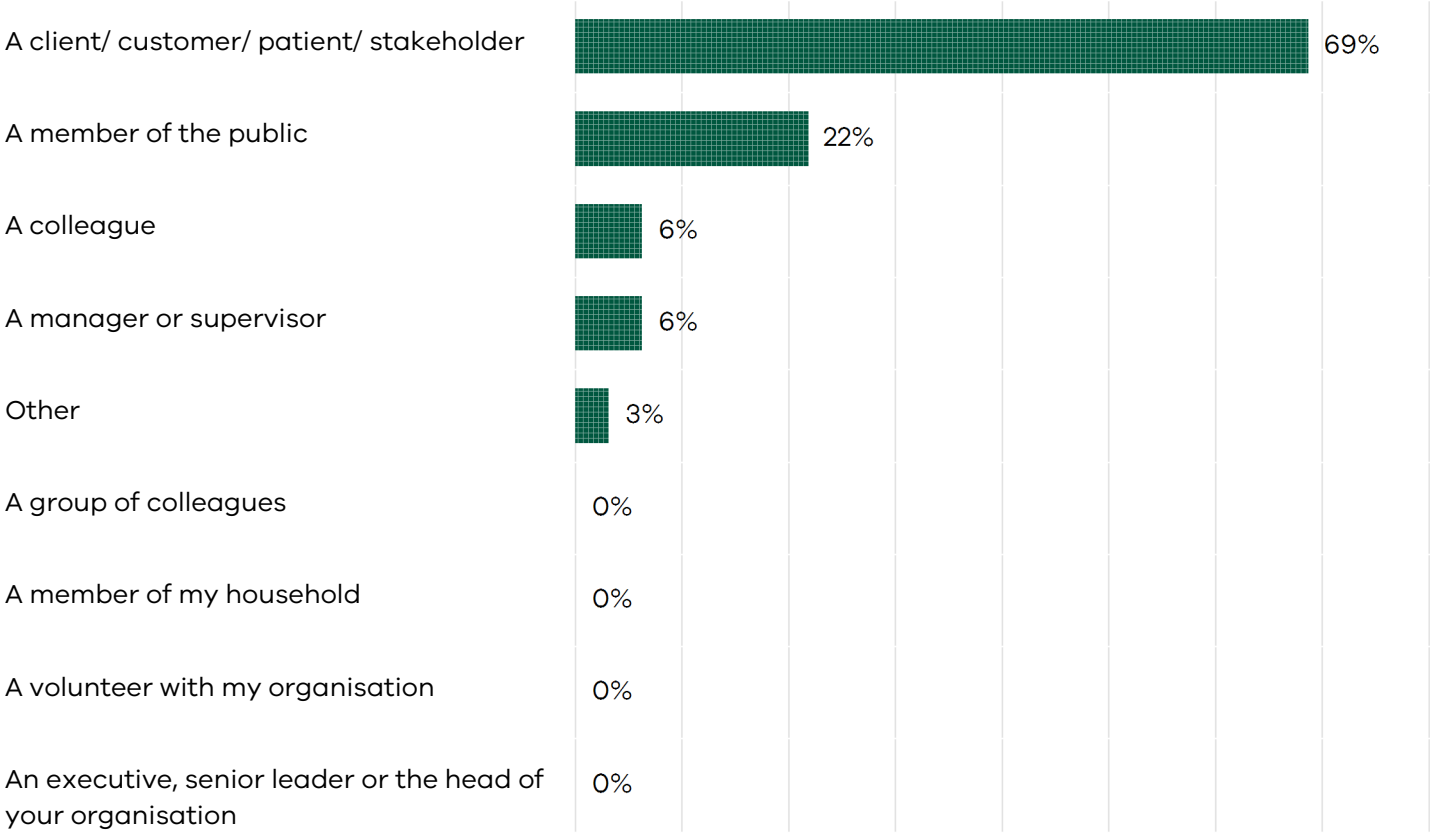In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced violence or aggression, of which

- 63% said the top way they reported the violence or agression was 'Told a manager'.
- 72% said they didn't submit a formal incident report

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

32	226	18
12%	82%	7%

- Experienced violence or aggression
- Did not experience violence or aggression
- Not sure
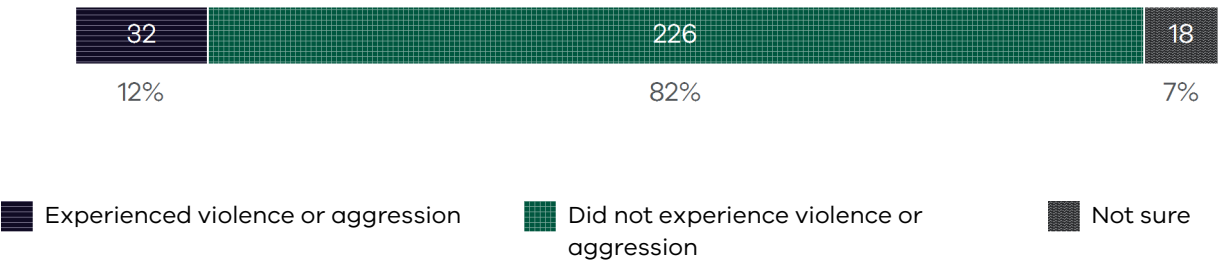
Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	41%	63%	57%	58%
Told a colleague	47%	38%	48%	45%
Submitted a formal incident report	27%	28%	40%	36%
Told the person the behaviour was not OK	23%	25%	35%	30%
Told a friend or family member	18%	22%	20%	19%
Told someone else	8%	9%	5%	5%
I did not tell anyone about the incident(s)	10%	9%	6%	7%
Told human resources	6%	3%	3%	4%
Told employee assistance program (EAP) or peer support	3%	0%	3%	4%

Victorian Public Sector Commission

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People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

72% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 48% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

9	23	
28%	72%	

■ Submitted formal incident report   ▨ Did not submit a formal incident report
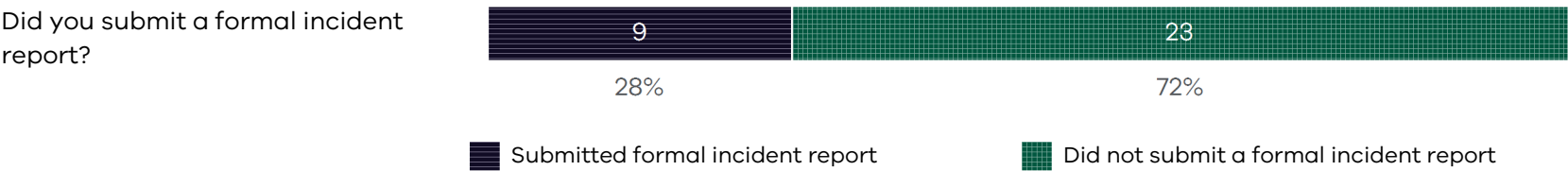
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	38%	48%	37%	39%
I didn't think it was serious enough	26%	30%	36%	32%
I didn't need to because I made the violence or aggression stop	16%	17%	16%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	13%	15%	14%
I believed there would be negative consequences for my reputation	16%	9%	11%	15%
I believed there would be negative consequences for my career	10%	9%	8%	12%
I thought the complaint process would be embarrassing or difficult	3%	4%	3%	4%
I didn't know how to make a complaint	4%	4%	3%	3%
I was advised not to	1%	4%	2%	2%
I believed there would be negative consequences for the person I was going to complain about	9%	0%	3%	4%

Victorian Public Sector Commission

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People outcomes

Perpetrators of violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

12% of your staff who did the survey said they experienced violence or aggression.

Of that 12%, 69% said it was by 'A client/ customer/ patient/ stakeholder'.

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

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	69%
A member of the public	22%
A colleague	6%
A manager or supervisor	6%
Other	3%
A group of colleagues	0%
A member of my household	0%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%

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Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they witnessed some negative behaviour at work.

78% said 'No, I have not witnessed any of the situations above'.

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

60	216
22%	78%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	76%	78%	73%	77%
Bullying of a colleague	16%	14%	16%	15%
Discrimination against a colleague	10%	10%	10%	9%
Violence or aggression against a colleague	5%	2%	9%	6%
Sexual harassment of a colleague	1%	1%	2%	2%

Victorian Public Sector Commission

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

Example

22% of your staff who did the survey witnessed negative behaviour, of which:

- 55% 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?

60	216
22%	78%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
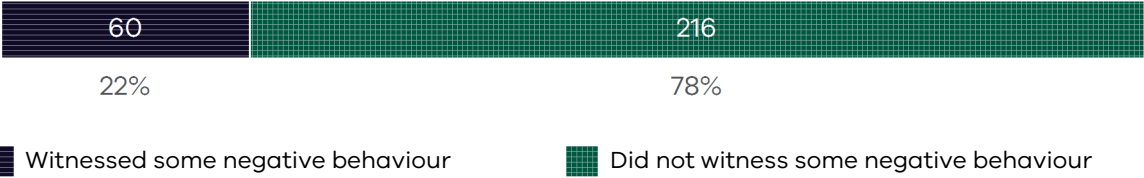
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	63%	55%	72%	71%
Told a manager	27%	42%	40%	40%
Told a colleague	20%	20%	23%	21%
Told human resources	-	18%	5%	7%

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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

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Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2024' column shows 91% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'. In the 'Change from 2023' column, you have a -2% change, which is a negative trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	91%	-2%	94%
Job enrichment	I understand how my job helps my organisation achieve its goals	90%	+0%	92%
Job enrichment	I can use my skills and knowledge in my job	88%	-1%	94%
Job enrichment	I clearly understand what I am expected to do in this job	88%	+2%	91%
Manager leadership	My manager treats employees with dignity and respect	87%	+6%	86%
Meaningful work	I achieve something important through my work	86%	-5%	93%
Topical	I am proud to work in the public sector	84%	Not asked	87%
Inclusion	I feel culturally safe at work	84%	+4%	85%
Manager leadership	My manager models my organisation's values	84%	+6%	83%
Manager leadership	My manager demonstrates honesty and integrity	83%	+6%	83%

Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 36% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a -4% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	36%	-4%	35%
Organisational integrity	I believe the promotion processes in my organisation are fair	40%	-4%	49%
Organisational integrity	I have an equal chance at promotion in my organisation	40%	-11%	50%
Safety climate	All levels of my organisation are involved in the prevention of stress	42%	-4%	46%
Learning and development	I am satisfied with the opportunities to progress in my organisation	43%	-6%	56%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	44%	-8%	50%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	47%	-4%	53%
Learning and development	My organisation places a high priority on the learning and development of staff	47%	-6%	65%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	49%	+1%	53%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	+0%	54%

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Key differences

Most improved

What is this

This is where staff feel their group has most improved.

How to read this

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

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

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

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

Example

On the first row 'Manager leadership', the 'You 2024' column shows 83% of your staff who did the survey agreed with 'My manager demonstrates honesty and integrity'.

In the 'Increase from 2023' column, you have a 6% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Manager leadership	My manager demonstrates honesty and integrity	83%	+6%	83%
Manager leadership	My manager treats employees with dignity and respect	87%	+6%	86%
Manager leadership	My manager models my organisation's values	84%	+6%	83%
Inclusion	I feel culturally safe at work	84%	+4%	85%
Senior leadership	Senior leaders demonstrate honesty and integrity	59%	+4%	65%
Senior leadership	Senior leaders model my organisation's values	59%	+4%	67%
Workgroup support	People in my workgroup are politically impartial in their work	74%	+4%	74%
Organisational integrity	I believe the recruitment processes in my organisation are fair	60%	+4%	64%
Quality service delivery	My workgroup uses its resources well	72%	+4%	71%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	80%	+4%	79%

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Key differences

Most declined

What is this

This is where staff feel their group has most declined.

How to read this

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

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2024' column shows 40% of your staff who did the survey agreed with 'I have an equal chance at promotion in my organisation'.

In the 'Decrease from 2023' column, you have a 11% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Organisational integrity	I have an equal chance at promotion in my organisation	40%	-11%	50%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	44%	-8%	50%
Quality service delivery	My workgroup has clear lines of responsibility	67%	-7%	76%
Engagement	I feel a strong personal attachment to my organisation	53%	-7%	64%
Engagement	I would recommend my organisation as a good place to work	56%	-6%	73%
Learning and development	My organisation places a high priority on the learning and development of staff	47%	-6%	65%
Learning and development	I am satisfied with the opportunities to progress in my organisation	43%	-6%	56%
Meaningful work	I achieve something important through my work	86%	-5%	93%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	65%	-5%	69%
Meaningful work	I get a sense of accomplishment from my work	81%	-5%	87%

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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 'Workload', the 'You 2024' column shows 66% of your staff who did the survey agreed with 'I have enough time to do my job effectively'.

The 'Difference' column, shows that agreement for this question was 8% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Workload	I have enough time to do my job effectively	66%	+8%	58%
Workload	The workload I have is appropriate for the job that I do	68%	+6%	62%
Work-related stress	The amount of stress in my job is manageable	68%	+6%	62%
Satisfaction	How satisfied are you with the work/life balance in your current job	75%	+5%	70%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	69%	+4%	65%
Flexible working	My manager supports working flexibly	79%	+4%	76%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	77%	+3%	75%
Manager support	My manager gives me feedback that helps me improve my performance	74%	+2%	72%
Manager support	My manager provides me with enough support when I need it	81%	+2%	79%
Manager leadership	My manager treats employees with dignity and respect	87%	+2%	86%

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Key differences

Biggest negative difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You 2024' column shows 54% of your staff who did the survey agreed with 'Patient care errors are handled appropriately in my work area'.

The 'Difference' column, shows that agreement for this question was 18% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Patient safety climate	Patient care errors are handled appropriately in my work area	54%	-18%	73%
Learning and development	My organisation places a high priority on the learning and development of staff	47%	-18%	65%
Collaboration	Workgroups across my organisation willingly share information with each other	51%	-17%	68%
Engagement	I would recommend my organisation as a good place to work	56%	-17%	73%
Patient safety climate	Trainees in my discipline are adequately supervised	53%	-16%	70%
Patient safety climate	This health service does a good job of training new and existing staff	51%	-14%	65%
Learning and development	I am satisfied with the opportunities to progress in my organisation	43%	-13%	56%
Learning and development	I am developing and learning in my role	66%	-13%	79%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	71%	-13%	83%
Engagement	I feel a strong personal attachment to my organisation	53%	-12%	64%

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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
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- Employment
- Adjustments
- Caring
- Categories
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Taking action

What is this

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

Why this is important

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

How to read this

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

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

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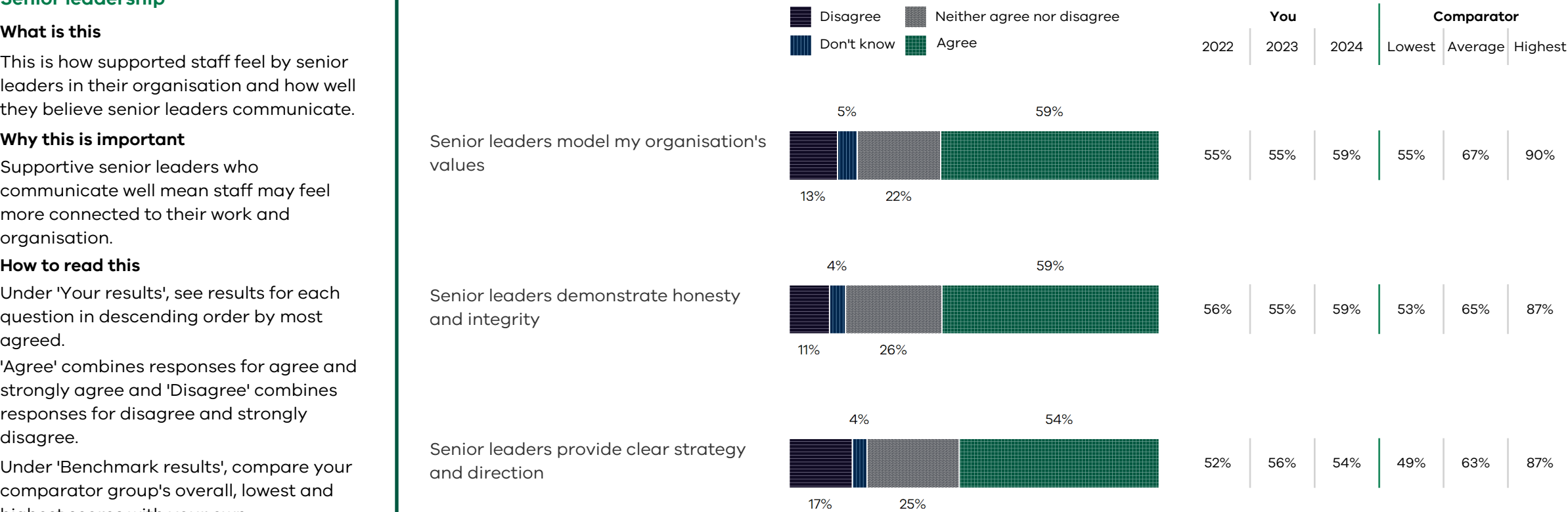
Example

44% 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

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

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

21% | 44%
35%

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

19% | 36%
22% | 24%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	46%	51%	44%	39%	50%	70%
My organisation has made improvements based on the survey results from last year	31%	39%	36%	24%	35%	55%

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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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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.

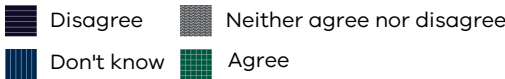Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values	13% / 5% / 22% / 59%	55%	55%	59%	55%	67%	90%
Senior leaders demonstrate honesty and integrity	11% / 4% / 26% / 59%	56%	55%	59%	53%	65%	87%
Senior leaders provide clear strategy and direction	17% / 4% / 25% / 54%	52%	56%	54%	49%	63%	87%

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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:

- 65.9% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 77.4% of staff in your comparator group and 73.8% of staff across the public sector.

Collaboration
- 65.2%
- 67.7%
- **65.9%**
- 77.4%
- 73.8%

Organisational integrity
- 59.5%
- 64.2%
- **61.6%**
- 68.8%
- 66.6%

Patient safety climate
- 60.5%
- 62.6%
- **61.1%**
- 73.9%
- 71.1%

Safety climate
- 51.8%
- 54.4%
- **53.7%**
- 57.5%
- 57.5%

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

Victorian Public Sector Commission

VICTORIA State Government
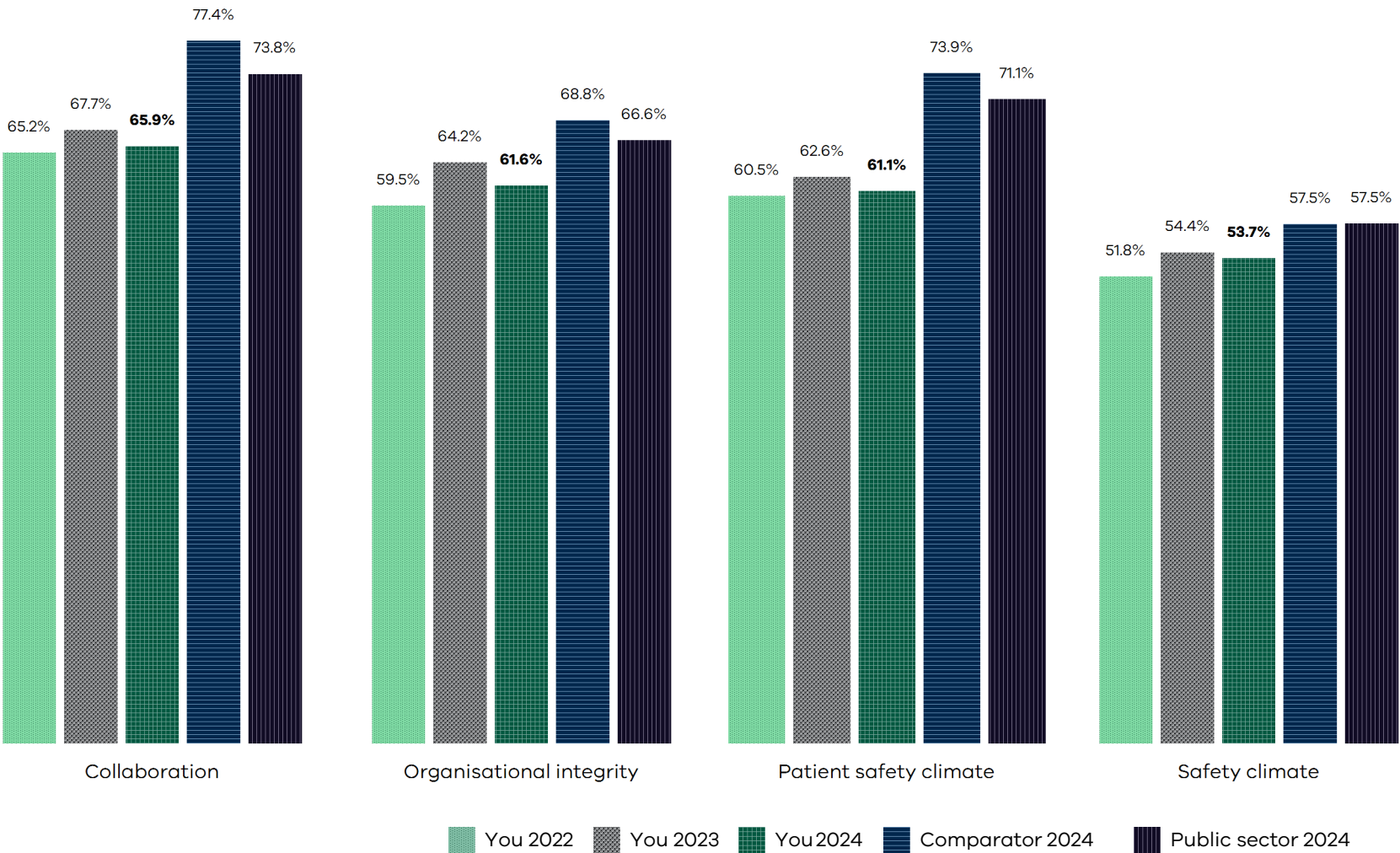
Organisational climate

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.
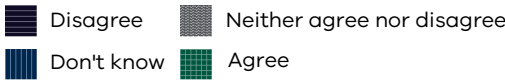
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	3% / 5% / 13% / 79%	74%	81%	79%	79%	85%	92%
My organisation encourages respectful workplace behaviours	2% / 9% / 13% / 75%	72%	79%	75%	71%	82%	95%
My organisation is committed to earning a high level of public trust	3% / 7% / 16% / 75%	67%	73%	75%	64%	80%	95%
My organisation does not tolerate improper conduct	4% / 12% / 21% / 63%	64%	68%	63%	56%	72%	91%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 2 of 2

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

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

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

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

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

Example
60% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results		

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

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (Disagree 13%, Don't know, Neither 22%, Agree 60%, top 5%)	60%	63%	60%	57%	67%	85%
I believe the recruitment processes in my organisation are fair (Disagree 12%, Neither 22%, Agree 60%, top 7%)	55%	56%	60%	59%	64%	79%
I believe the promotion processes in my organisation are fair (Disagree 20%, Neither 31%, Agree 40%, top 9%)	40%	44%	40%	42%	49%	57%
I have an equal chance at promotion in my organisation (Disagree 19%, Neither 30%, Agree 40%, top 11%)	44%	50%	40%	45%	50%	54%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Collaboration

What is this

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

Why this is important

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

How to read this

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

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

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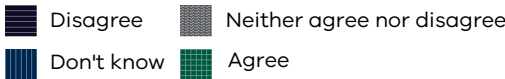
Example

81% 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

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

I am able to work effectively with others outside my immediate workgroup
7% / 12% / 81%

Workgroups across my organisation willingly share information with each other
23% / 2% / 24% / 51%

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	79%	80%	81%	82%	86%	93%
Workgroups across my organisation willingly share information with each other	52%	55%	51%	55%	68%	76%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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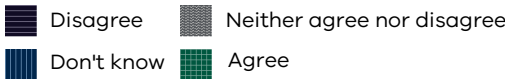
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

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

Benchmark agree results
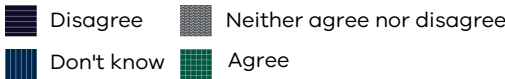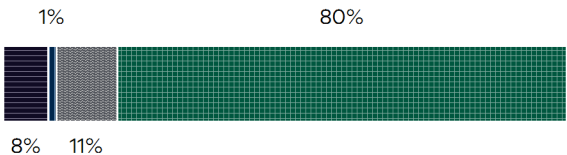
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	1% / 80% / 8% / 11%	74%	77%	80%	53%	80%	92%
Senior leaders consider the psychological health of employees to be as important as productivity	17% / 54% / 29%	51%	54%	54%	49%	58%	83%
In my workplace, there is good communication about psychological safety issues that affect me	24% / 51% / 25%	48%	50%	51%	47%	54%	72%
Senior leaders show support for stress prevention through involvement and commitment	15% / 49% / 36%	44%	48%	49%	46%	53%	73%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

47% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
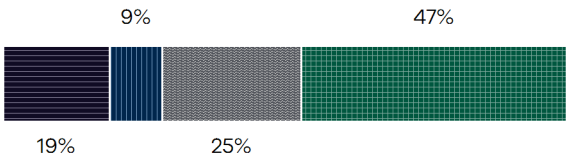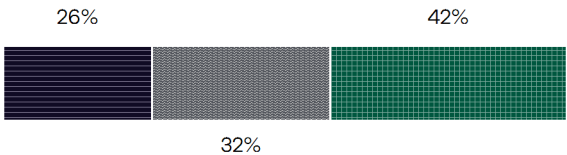
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation has effective procedures in place to support employees who may experience stress	19% / 9% / 25% / 47%	49%	51%	47%	46%	53%	66%
All levels of my organisation are involved in the prevention of stress	26% / 32% / 42%	44%	46%	42%	40%	46%	72%

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.
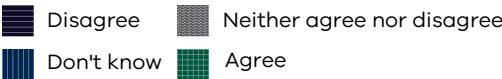
Example

71% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
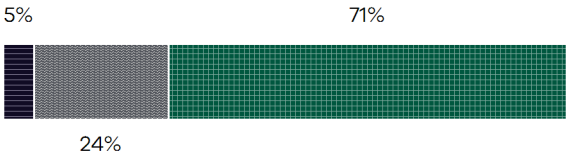
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	5% / 24% / 71%	70%	74%	71%	77%	83%	96%
I would recommend a friend or relative to be treated as a patient here	11% / 23% / 66%	63%	67%	66%	34%	77%	93%
Management is driving us to be a safety-centred organisation	7% / 27% / 66%	65%	66%	66%	64%	77%	89%
My suggestions about patient safety would be acted upon if I expressed them to my manager	10% / 26% / 64%	67%	68%	64%	66%	76%	82%
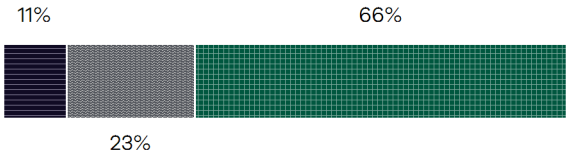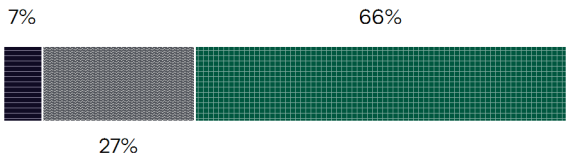
Victorian Public Sector Commission

VICTORIA State Government

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

63% of your staff who did the survey agreed or strongly agreed with 'The culture in my work area makes it easy to learn from the errors of others'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
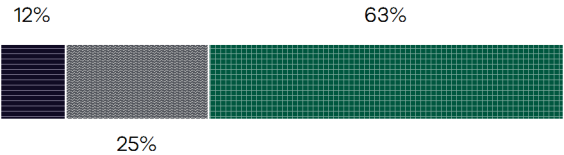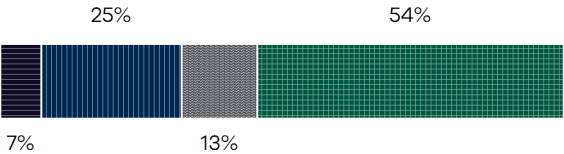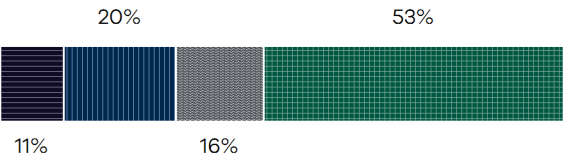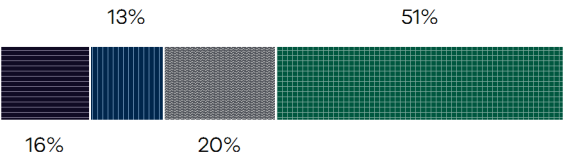
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The culture in my work area makes it easy to learn from the errors of others	Disagree 12%, Neither 25%, Agree 63%	58%	64%	63%	56%	71%	76%
Patient care errors are handled appropriately in my work area	Disagree 7%, Don't know 25%, Neither 13%, Agree 54%	60%	56%	54%	63%	73%	76%
Trainees in my discipline are adequately supervised	Disagree 11%, Don't know 20%, Neither 16%, Agree 53%	56%	55%	53%	58%	70%	75%
This health service does a good job of training new and existing staff	Disagree 16%, Don't know 13%, Neither 20%, Agree 51%	47%	51%	51%	52%	65%	78%

People matter survey

2024

Have your say

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- Your response rate

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- Work-related stress levels
- Work-related stress causes
- Burnout levels
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- Lowest scoring
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- Most declined
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- Biggest negative difference from your comparator

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- Taking action questions

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- Collaboration
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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
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- Employment
- Adjustments
- Caring
- Categories
- Primary role

Workgroup climate

Scorecard

What is this

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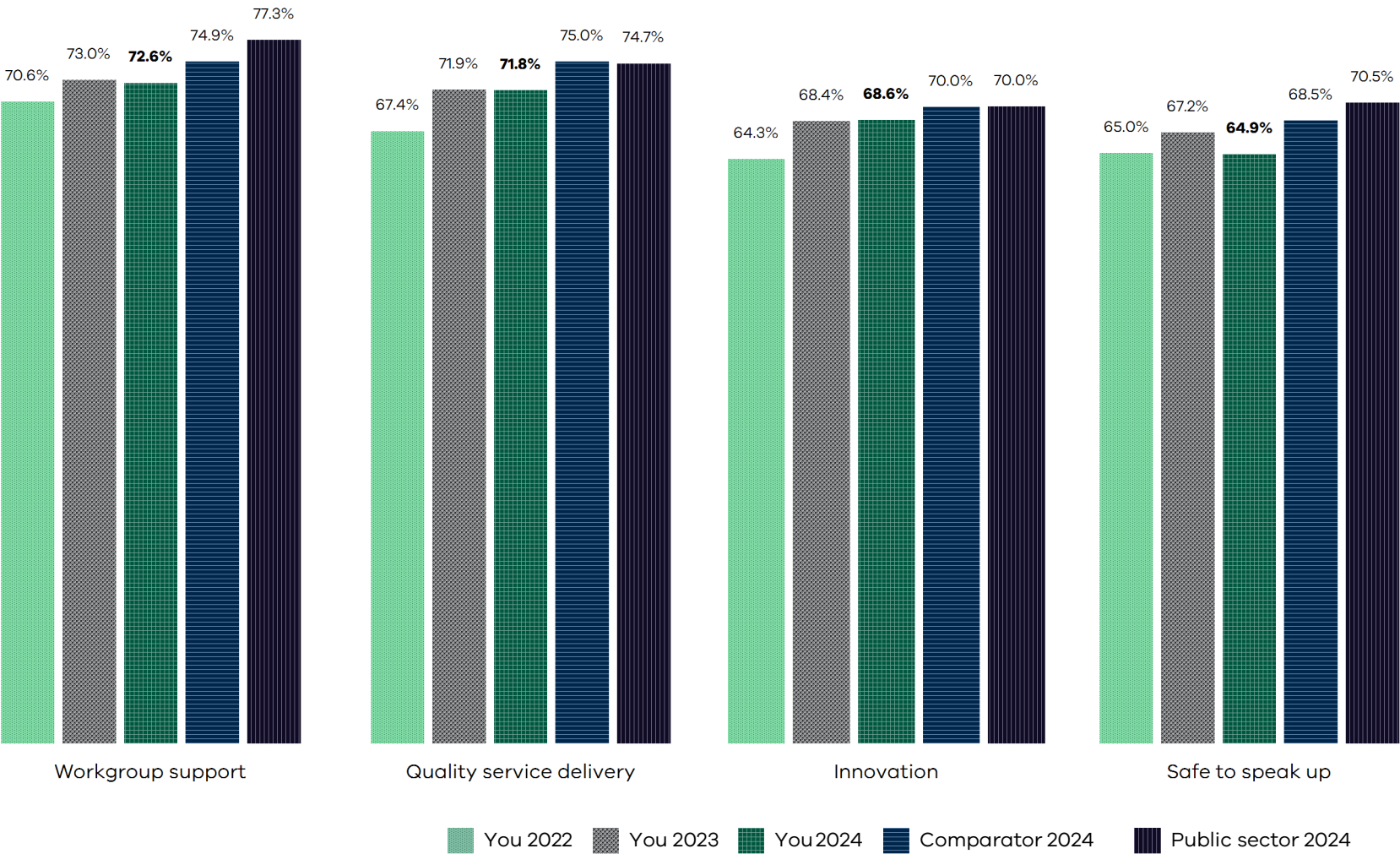
Why this is important

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

How to read this

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

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

Example

In 2024:

- 72.6% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 74.9% of staff in your comparator group and 77.3% of staff across the public sector.

Workgroup support
- You 2022: 70.6%
- You 2023: 73.0%
- You 2024: 72.6%
- Comparator 2024: 74.9%
- Public sector 2024: 77.3%

Quality service delivery
- You 2022: 67.4%
- You 2023: 71.9%
- You 2024: 71.8%
- Comparator 2024: 75.0%
- Public sector 2024: 74.7%

Innovation
- You 2022: 64.3%
- You 2023: 68.4%
- You 2024: 68.6%
- Comparator 2024: 70.0%
- Public sector 2024: 70.0%

Safe to speak up
- You 2022: 65.0%
- You 2023: 67.2%
- You 2024: 64.9%
- Comparator 2024: 68.5%
- Public sector 2024: 70.5%

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

Workgroup climate

Quality service delivery

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

Why this is important
The public sector must provide highquality services in a timely way to meet the needs of Victorians.

Workgroups need to be motivated, make impartial decisions and have clear accountabilities.

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

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

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

Example
79% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

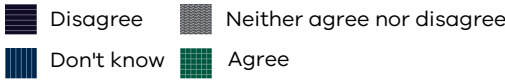Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	1% / 7% / 14% / 79%	72%	78%	79%	73%	82%	90%
My workgroup uses its resources well	1% / 12% / 15% / 72%	65%	69%	72%	61%	71%	85%
My workgroup acts fairly and without bias	14% / 15% / 70%	65%	67%	70%	62%	70%	85%
My workgroup has clear lines of responsibility	15% / 18% / 67%	67%	74%	67%	66%	76%	85%

Workgroup climate

Innovation

What is this

This is how well staff feel their workgroup innovates its operations.

Why this is important

Innovation can reduce costs, create public value and lead to higher quality services.

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
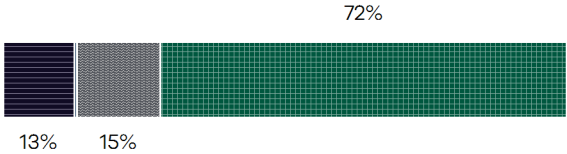
Legend:
- Disagree
- Don't know
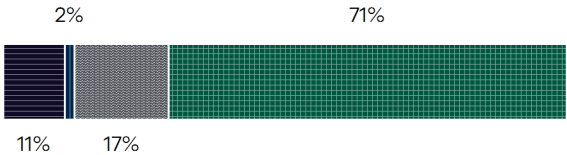- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better	13% / 15% / 72%	67%	71%	72%	65%	71%	82%
My workgroup learns from failures and mistakes	11% / 2% / 17% / 71%	65%	69%	71%	63%	74%	78%
My workgroup encourages employee creativity	13% / 1% / 23% / 63%	61%	66%	63%	61%	65%	81%
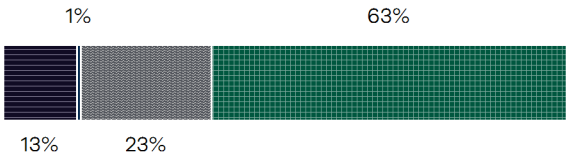
Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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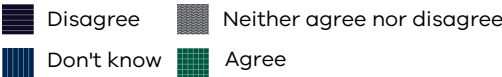
Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
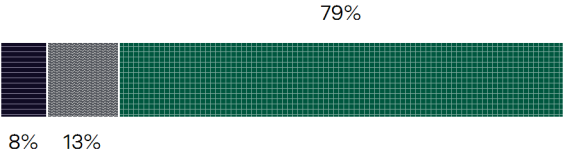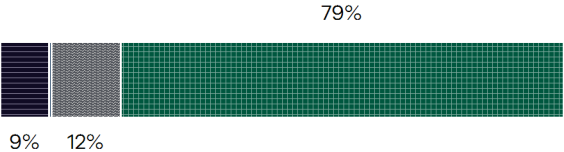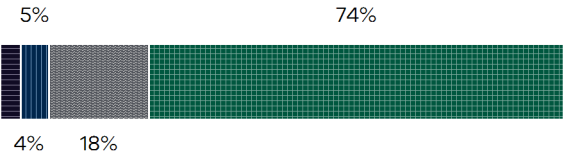
Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup treat each other with respect	8% / 13% / 79%	77%	79%	79%	75%	81%	95%
People in my workgroup work together effectively to get the job done	9% / 12% / 79%	77%	82%	79%	73%	81%	92%
People in my workgroup are politically impartial in their work	4% / 5% / 18% / 74%	70%	70%	74%	68%	74%	83%
People in my workgroup are honest, open and transparent in their dealings	12% / 2% / 18% / 68%	68%	68%	68%	64%	72%	88%

Victorian Public Sector Commission

VICTORIA State Government

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Workgroup climate

Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

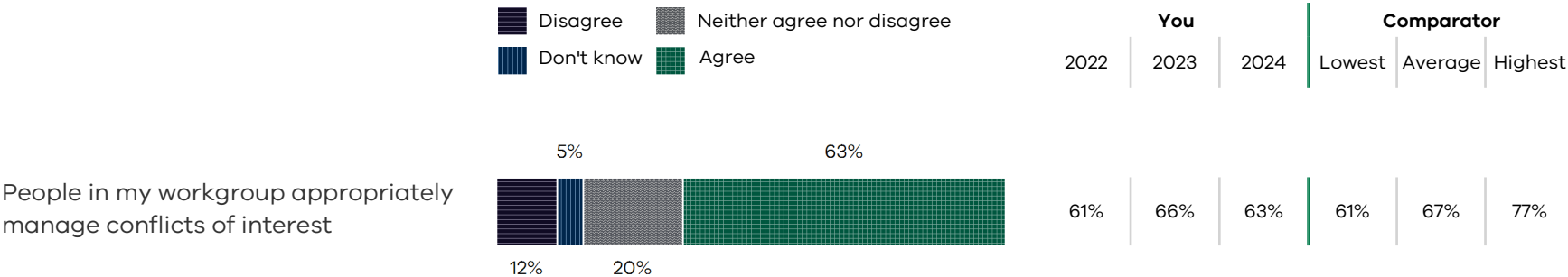Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

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

Survey question

Your results

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

People in my workgroup appropriately manage conflicts of interest

5% / 63% / 12% / 20%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	61%	66%	63%	61%	67%	77%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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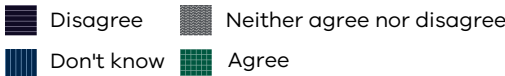
Example

65% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
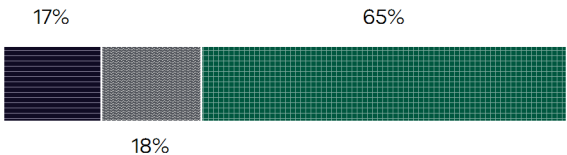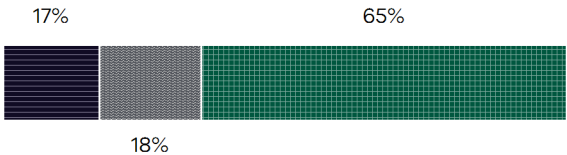
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	17% Disagree, 18% Neither, 65% Agree		64%	64%	65%	62%	68%	80%
People in my workgroup are able to bring up problems and tough issues	17% Disagree, 18% Neither, 65% Agree		66%	70%	65%	64%	69%	75%

Victorian Public Sector Commission

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People matter survey

2024

Have your say

Overview

Report overview

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Result summary

People outcomes

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- 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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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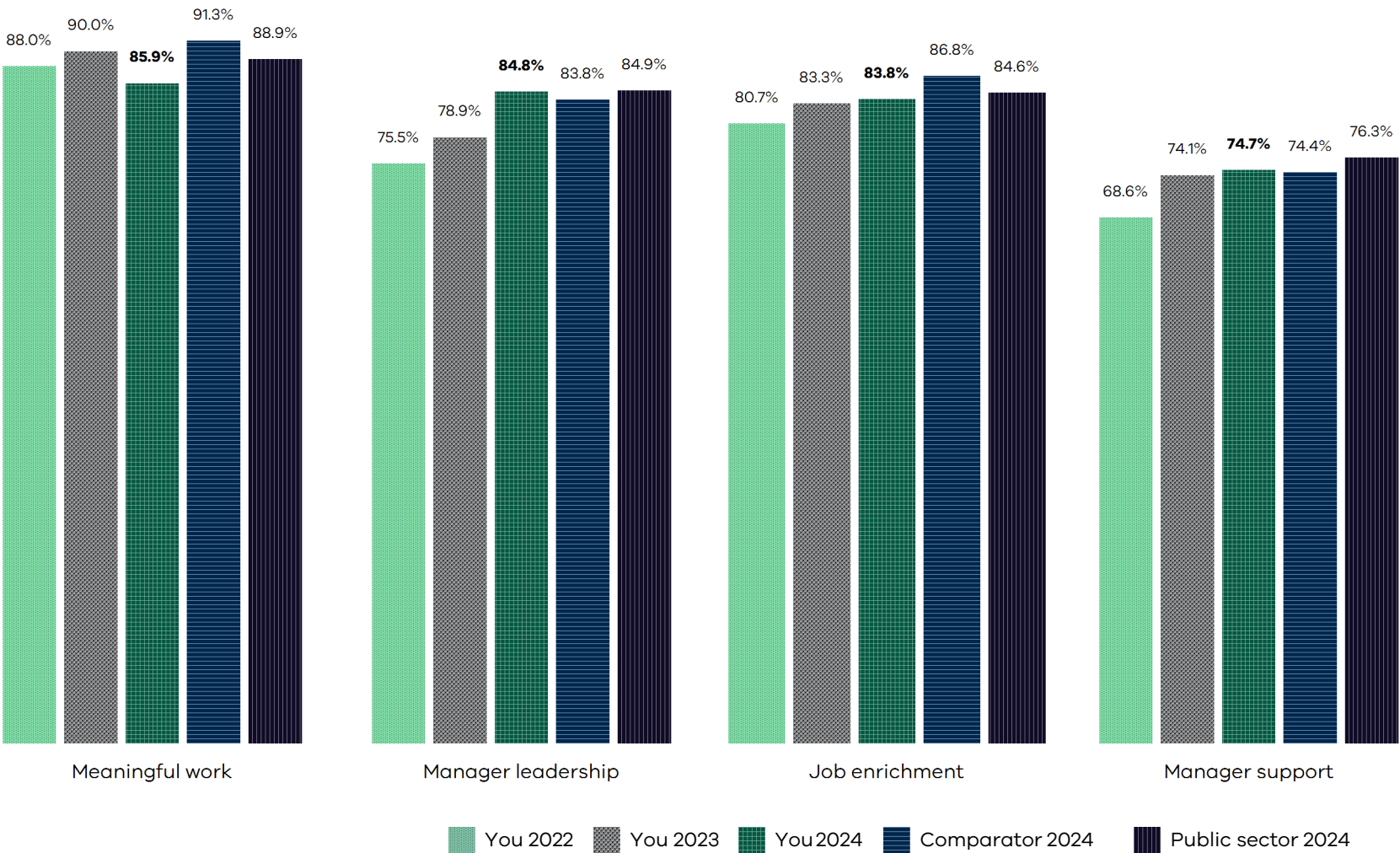
Example

In 2024:

- 85.9% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91.3% of staff in your comparator group and 88.9% of staff across the public sector.

Meaningful work: You 2022 88.0%, You 2023 90.0%, You 2024 85.9%, Comparator 2024 91.3%, Public sector 2024 88.9%

Manager leadership: You 2022 75.5%, You 2023 78.9%, You 2024 84.8%, Comparator 2024 83.8%, Public sector 2024 84.9%

Job enrichment: You 2022 80.7%, You 2023 83.3%, You 2024 83.8%, Comparator 2024 86.8%, Public sector 2024 84.6%

Manager support: You 2022 68.6%, You 2023 74.1%, You 2024 74.7%, Comparator 2024 74.4%, Public sector 2024 76.3%

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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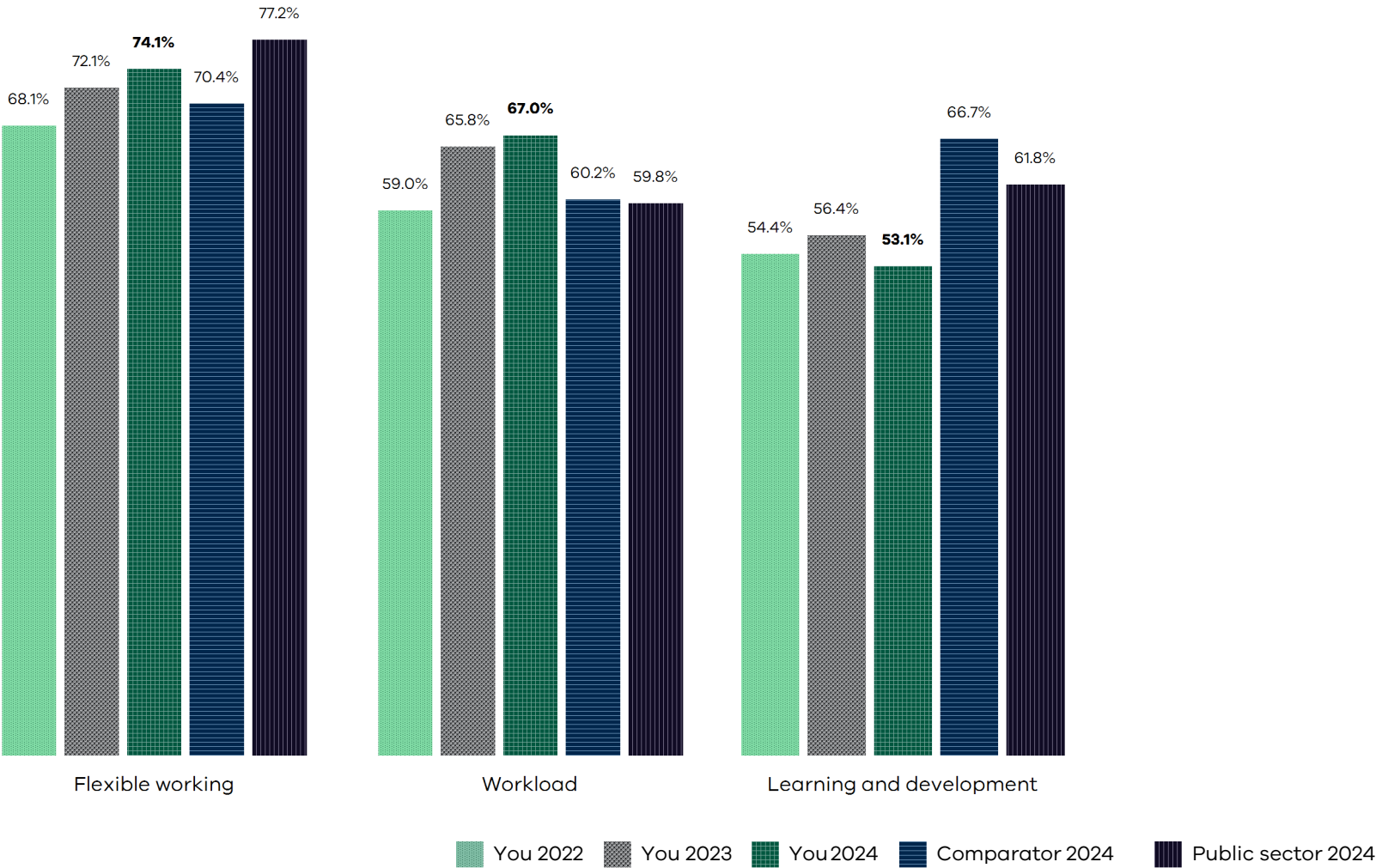
Example

In 2024:

- 74.1% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 70.4% of staff in your comparator group and 77.2% of staff across the public sector.

Flexible working
- You 2022: 68.1%
- You 2023: 72.1%
- You 2024: **74.1%**
- Comparator 2024: 70.4%
- Public sector 2024: 77.2%

Workload
- You 2022: 59.0%
- You 2023: 65.8%
- You 2024: **67.0%**
- Comparator 2024: 60.2%
- Public sector 2024: 59.8%

Learning and development
- You 2022: 54.4%
- You 2023: 56.4%
- You 2024: **53.1%**
- Comparator 2024: 66.7%
- Public sector 2024: 61.8%

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

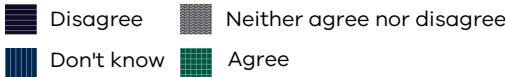Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

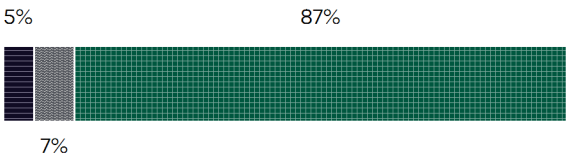**Legend:** Disagree · Neither agree nor disagree · Don't know · Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	5% / 7% / 87%	78%	82%	87%	84%	86%	94%
My manager models my organisation's values	6% / 10% / 84%	74%	78%	84%	80%	83%	92%
My manager demonstrates honesty and integrity	7% / 10% / 83%	75%	77%	83%	80%	83%	91%
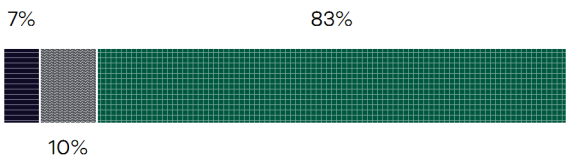
Job and manager factors

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.
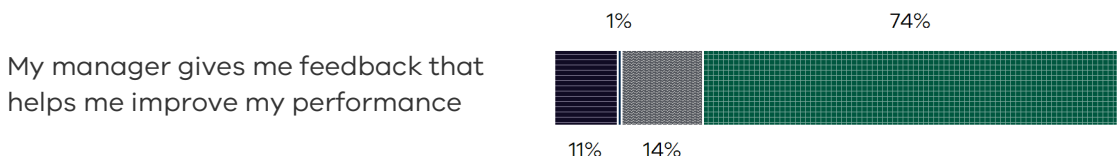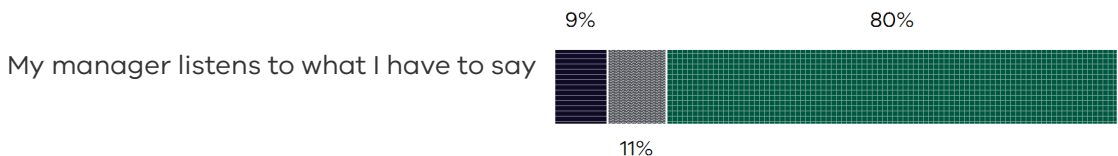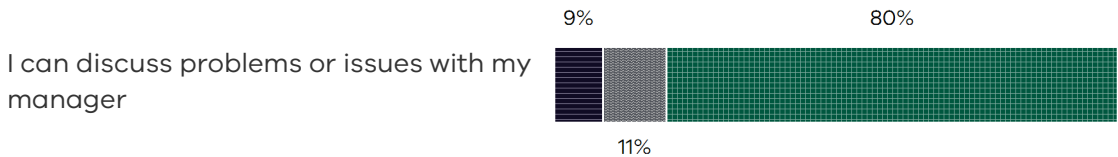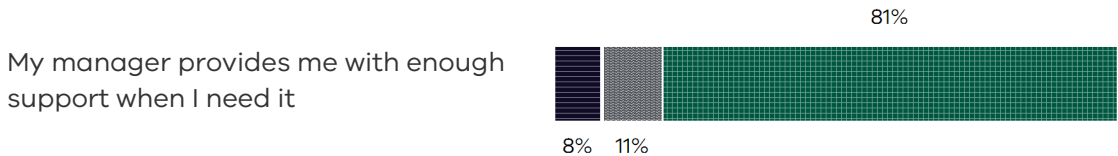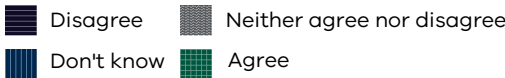
Example

81% 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					

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

		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager provides me with enough support when I need it	8% / 11% / 81%	72%	79%	81%	77%	79%	87%
I can discuss problems or issues with my manager	9% / 11% / 80%	74%	79%	80%	78%	80%	88%
My manager listens to what I have to say	9% / 11% / 80%	74%	80%	80%	79%	81%	90%
My manager gives me feedback that helps me improve my performance	1% / 11% / 14% / 74%	65%	72%	74%	69%	72%	79%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I receive meaningful recognition when I do good work	21% / 20% / 59%	58%	61%	59%	56%	61%	71%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

Workload and time pressure are the most prominent causes of work-related stress.

How to read this

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

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

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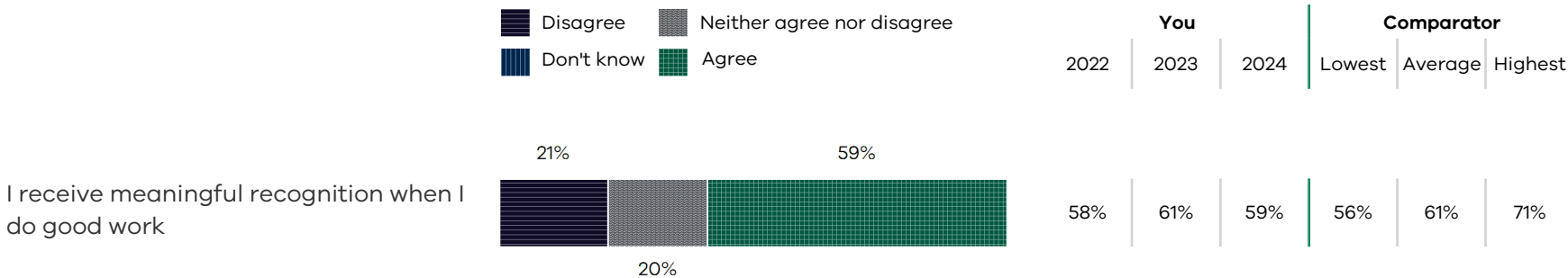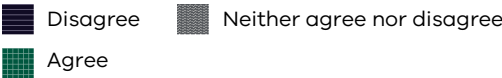
Example

68% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree | Neither agree nor disagree | Agree
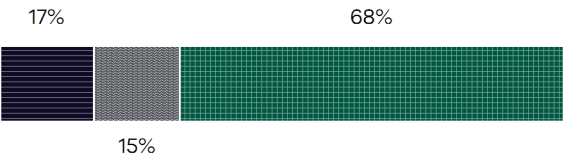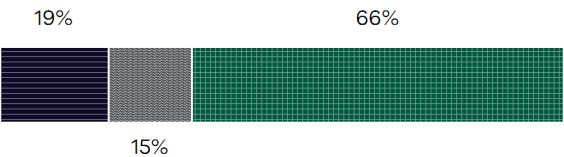
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	17% / 15% / 68%	61%	66%	68%	59%	62%	71%
I have enough time to do my job effectively	19% / 15% / 66%	57%	66%	66%	54%	58%	63%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development

What is this

This is how well staff feel they can learn and grow in your organisation.

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

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

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

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

Example

66% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question
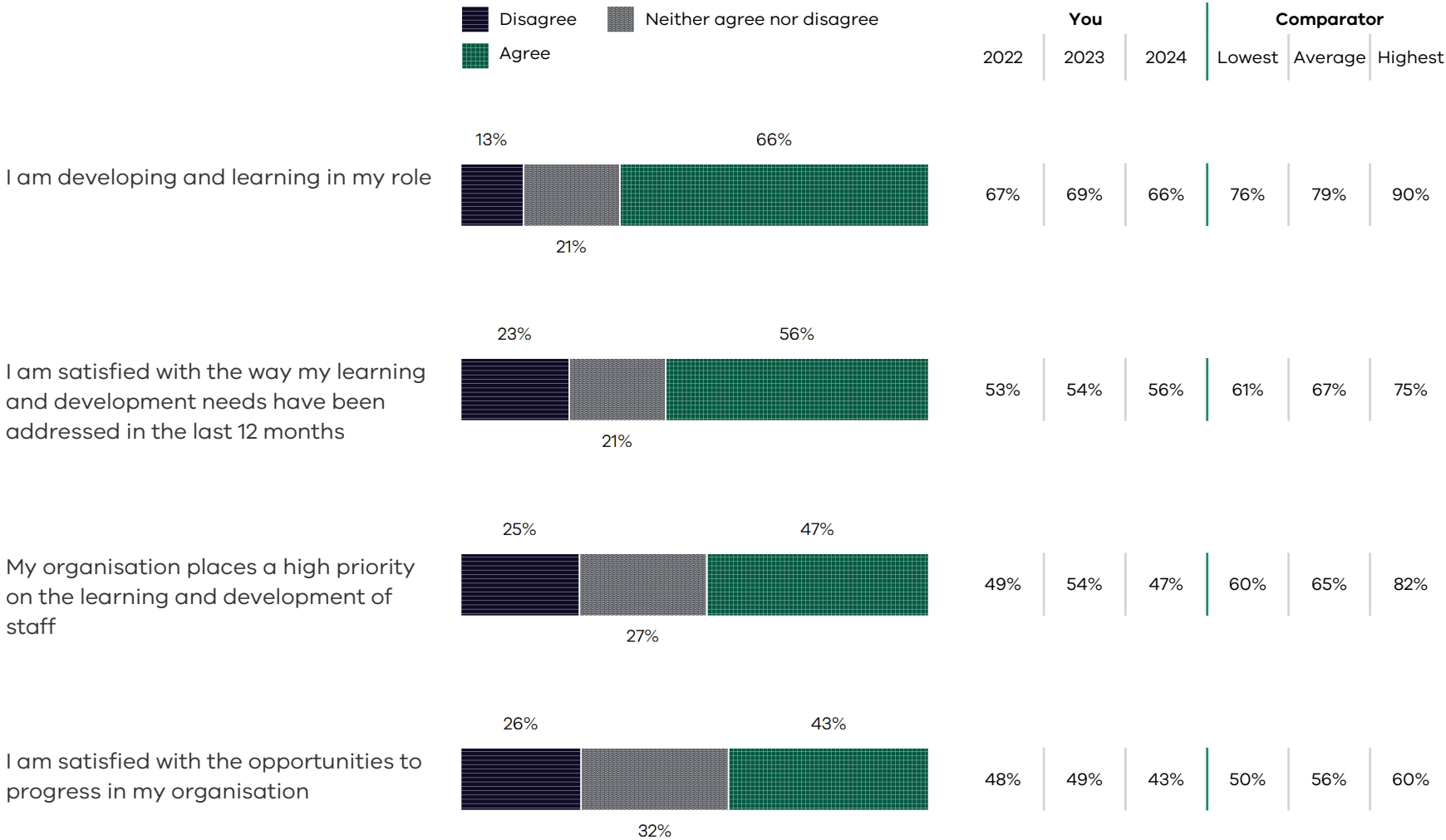
Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am developing and learning in my role	Disagree 13%, Neither 21%, Agree 66%	67%	69%	66%	76%	79%	90%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 23%, Neither 21%, Agree 56%	53%	54%	56%	61%	67%	75%
My organisation places a high priority on the learning and development of staff	Disagree 25%, Neither 27%, Agree 47%	49%	54%	47%	60%	65%	82%
I am satisfied with the opportunities to progress in my organisation	Disagree 26%, Neither 32%, Agree 43%	48%	49%	43%	50%	56%	60%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Job enrichment 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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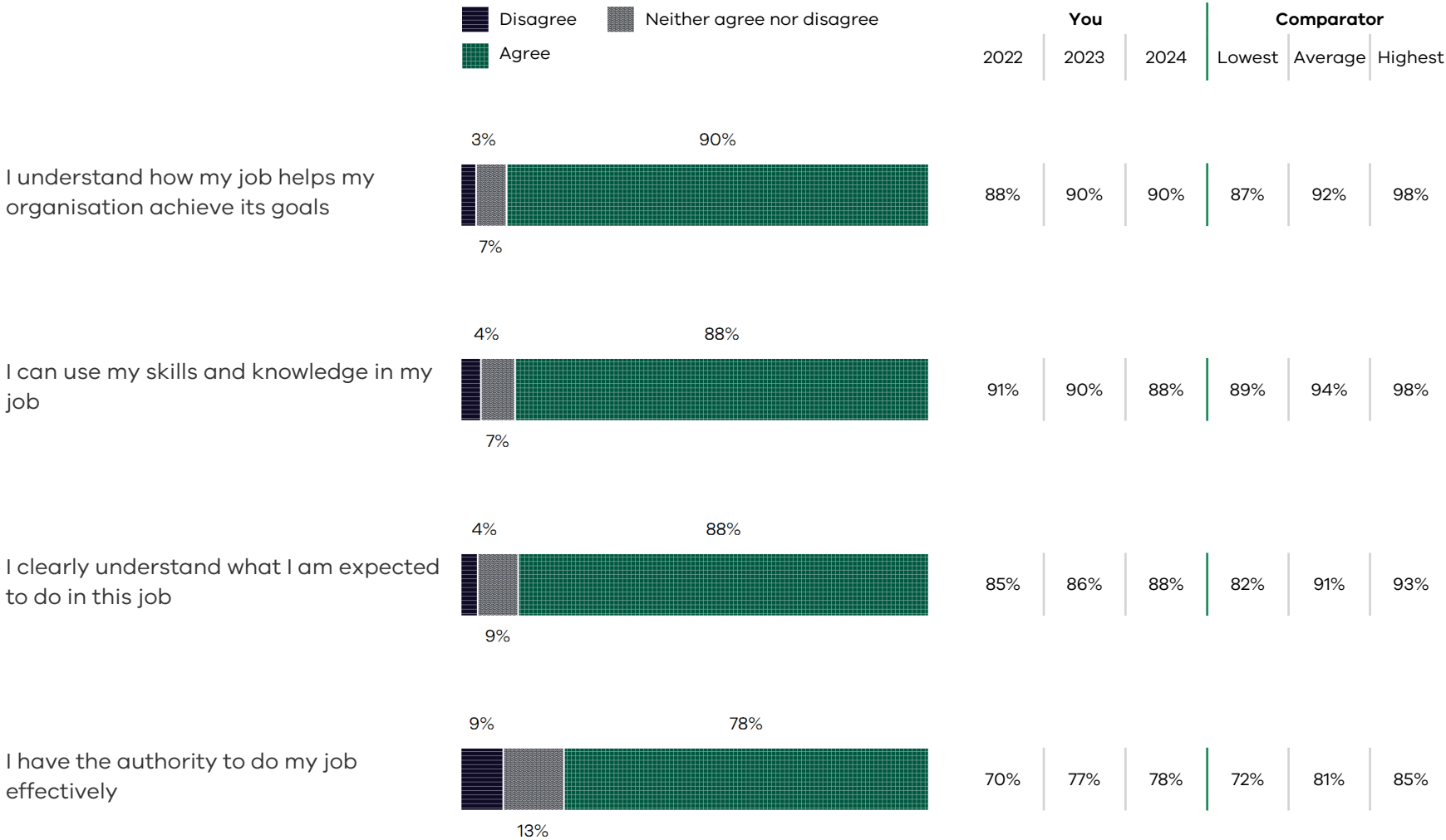
Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	3%	7%	90%	88%	90%	90%	87%	92%	98%
I can use my skills and knowledge in my job	4%	7%	88%	91%	90%	88%	89%	94%	98%
I clearly understand what I am expected to do in this job	4%	9%	88%	85%	86%	88%	82%	91%	93%
I have the authority to do my job effectively	9%	13%	78%	70%	77%	78%	72%	81%	85%

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.
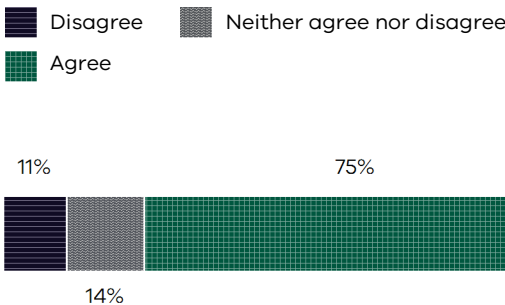
Example

75% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.
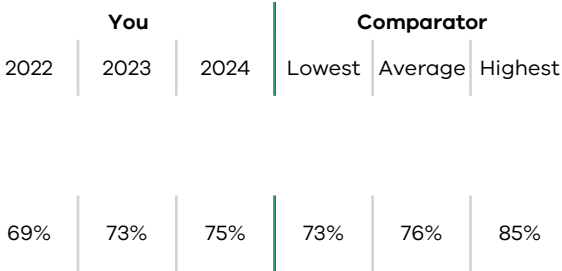
Survey question

I have a say in how I do my work

Your results

Disagree   Neither agree nor disagree

Agree

11%   75%

14%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
69%	73%	75%	73%	76%	85%

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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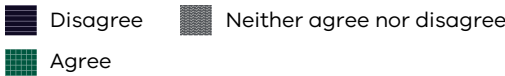
Example

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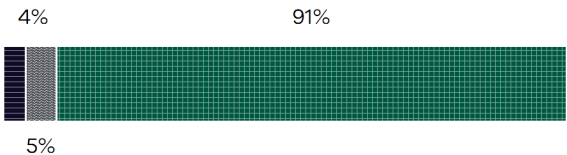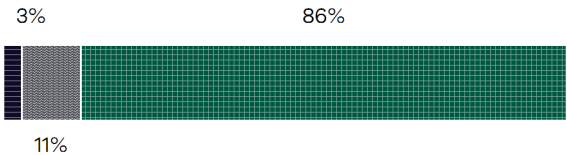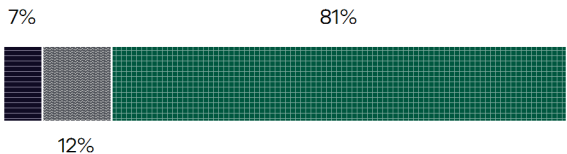
Survey question

Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

I can make a worthwhile contribution at work
4% / 91% / 5%

I achieve something important through my work
3% / 86% / 11%

I get a sense of accomplishment from my work
7% / 81% / 12%

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	91%	93%	91%	87%	94%	96%
I achieve something important through my work	89%	92%	86%	88%	93%	98%
I get a sense of accomplishment from my work	84%	86%	81%	77%	87%	95%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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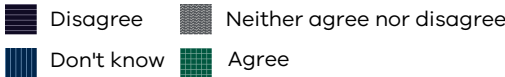
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
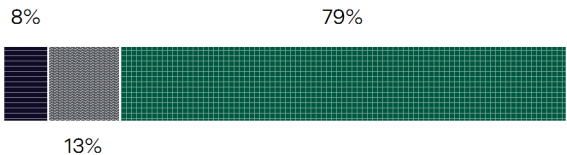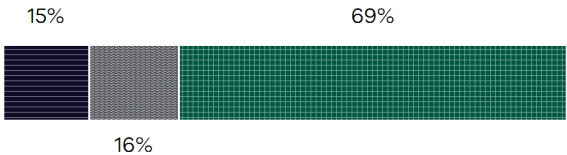
| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	71%	77%	79%	73%	76%	83%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	65%	67%	69%	58%	65%	75%

My manager supports working flexibly — Disagree 8%, Don't know 13%, Agree 79%

I am confident that if I requested a flexible work arrangement, it would be given due consideration — Disagree 15%, Don't know 16%, Agree 69%

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

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- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
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- Human rights

Topical questions

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

Demographics

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

Public sector values

What is this

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

Why this is important

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

How to read this

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

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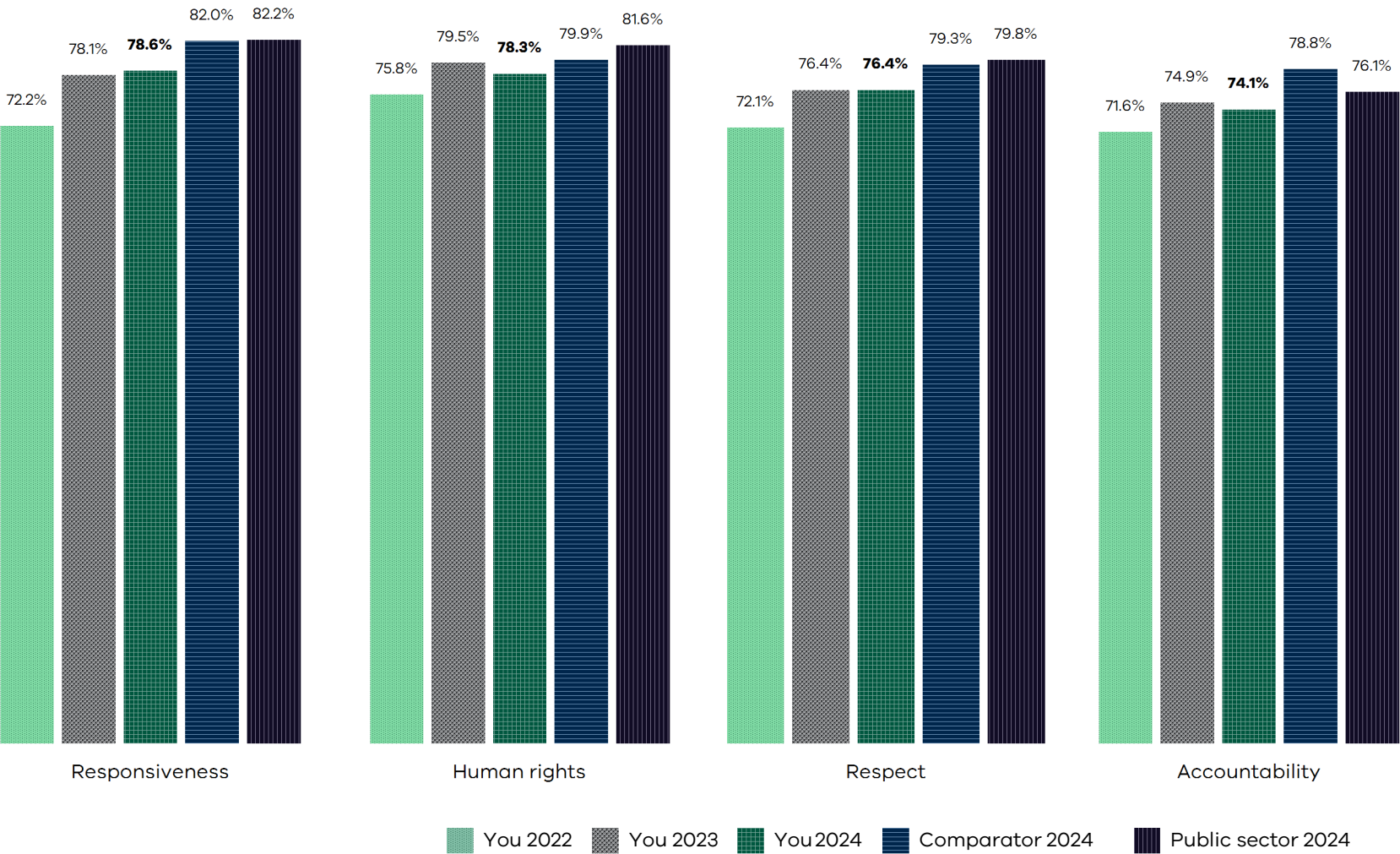
Example

In 2024:

- 78.6% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 82.0% of staff in your comparator group and 82.2% of staff across the public sector.

Responsiveness: You 2022 72.2%, You 2023 78.1%, You 2024 78.6%, Comparator 2024 82.0%, Public sector 2024 82.2%

Human rights: You 2022 75.8%, You 2023 79.5%, You 2024 78.3%, Comparator 2024 79.9%, Public sector 2024 81.6%

Respect: You 2022 72.1%, You 2023 76.4%, You 2024 76.4%, Comparator 2024 79.3%, Public sector 2024 79.8%

Accountability: You 2022 71.6%, You 2023 74.9%, You 2024 74.1%, Comparator 2024 78.8%, Public sector 2024 76.1%

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

Victorian Public Sector Commission

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Public sector values

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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.

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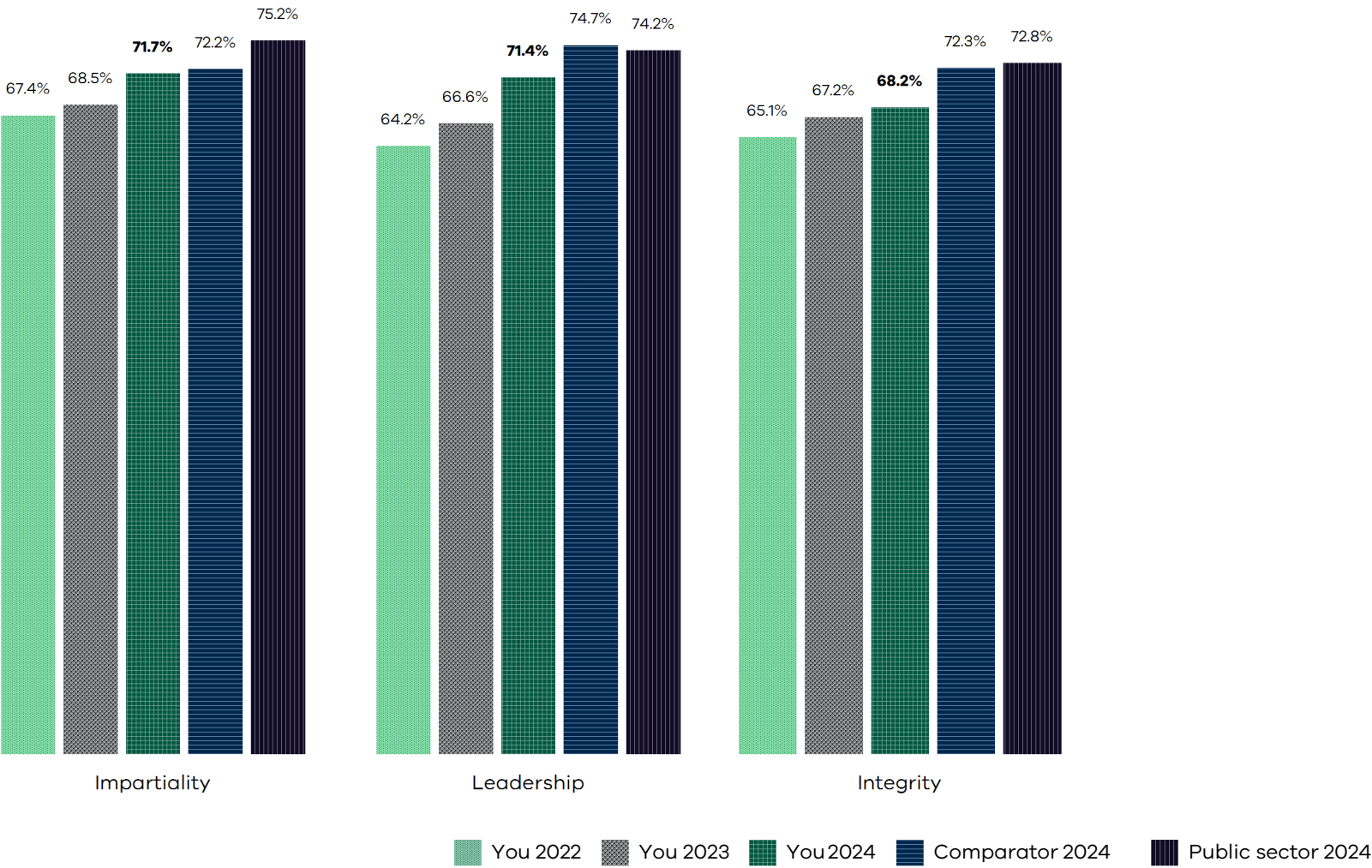
Example

In 2024:

- 71.7% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 72.2% of staff in your comparator group and 75.2% of staff across the public sector.

Chart: Public sector values by category (Impartiality, Leadership, Integrity)

Impartiality: You 2022 67.4%, You 2023 68.5%, You 2024 71.7%, Comparator 2024 72.2%, Public sector 2024 75.2%

Leadership: You 2022 64.2%, You 2023 66.6%, You 2024 71.4%, Comparator 2024 74.7%, Public sector 2024 74.2%

Integrity: You 2022 65.1%, You 2023 67.2%, You 2024 68.2%, Comparator 2024 72.3%, Public sector 2024 72.8%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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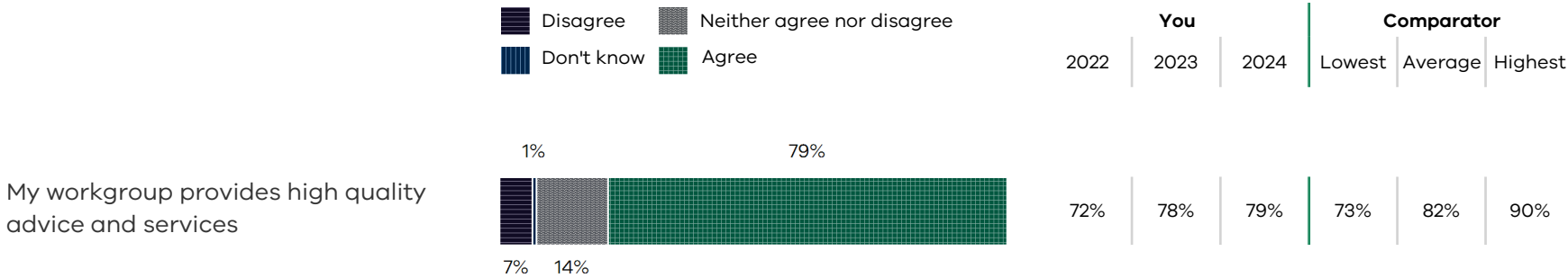
Example

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

My workgroup provides high quality advice and services

Your results

Disagree
Don't know
Neither agree nor disagree
Agree

1%   79%

7%   14%

Benchmark agree results

	You			Comparator		
	2022	**2023**	**2024**	Lowest	Average	Highest
	72%	78%	79%	73%	82%	90%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

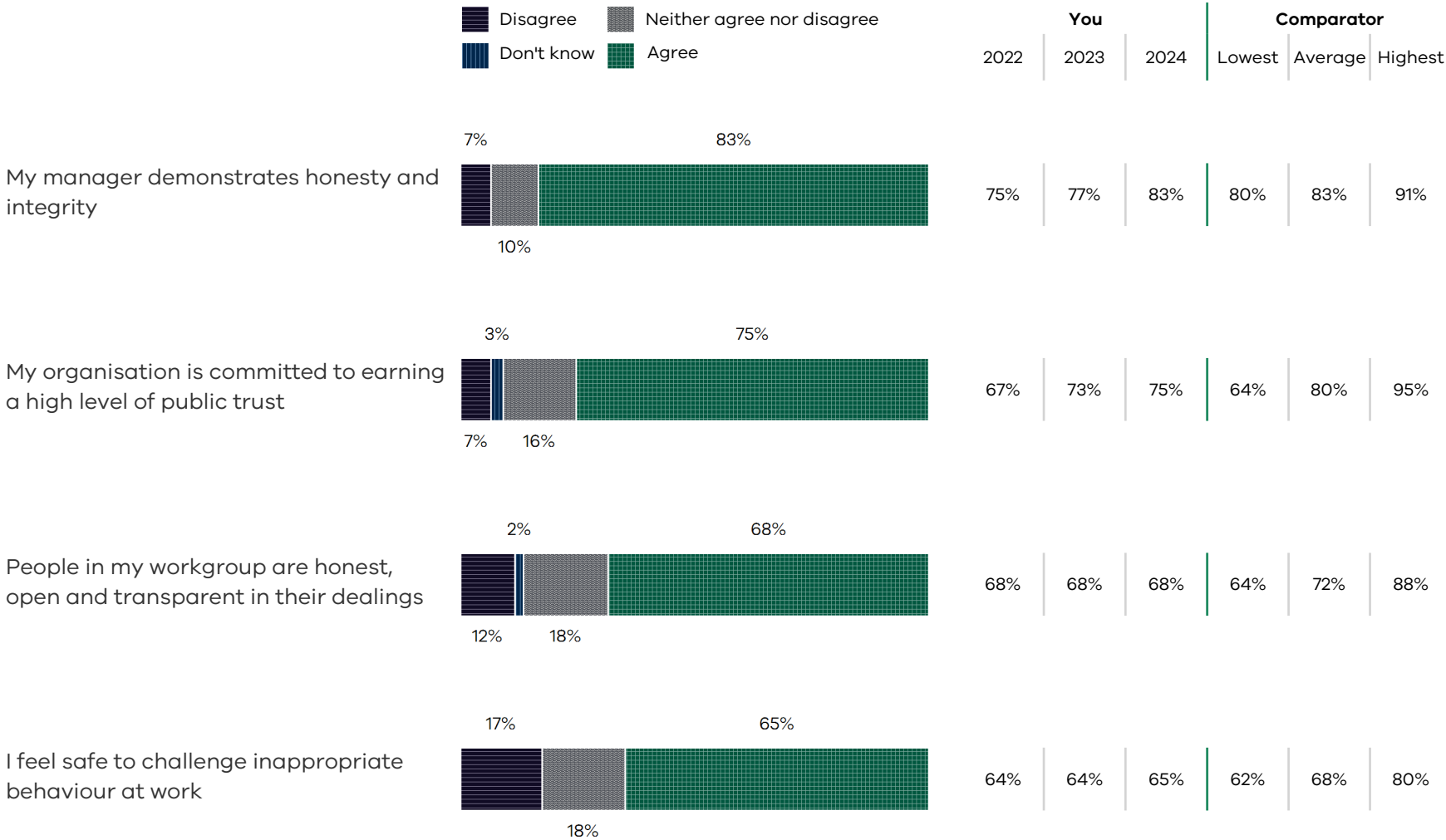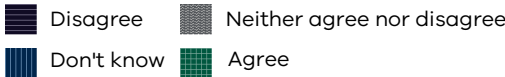Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	7% / 10% / 83%	75%	77%	83%	80%	83%	91%
My organisation is committed to earning a high level of public trust	3% / 7% / 16% / 75%	67%	73%	75%	64%	80%	95%
People in my workgroup are honest, open and transparent in their dealings	2% / 12% / 18% / 68%	68%	68%	68%	64%	72%	88%
I feel safe to challenge inappropriate behaviour at work	17% / 18% / 65%	64%	64%	65%	62%	68%	80%

Victorian Public Sector Commission

VICTORIA State Government

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

63% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
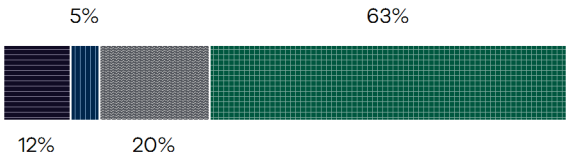
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation does not tolerate improper conduct	12% / 4% / 21% / 63%	64%	68%	63%	56%	72%	91%
People in my workgroup appropriately manage conflicts of interest	12% / 5% / 20% / 63%	61%	66%	63%	61%	67%	77%
Senior leaders demonstrate honesty and integrity	11% / 4% / 26% / 59%	56%	55%	59%	53%	65%	87%

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.
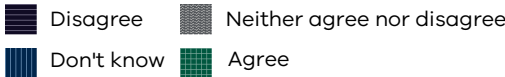
Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
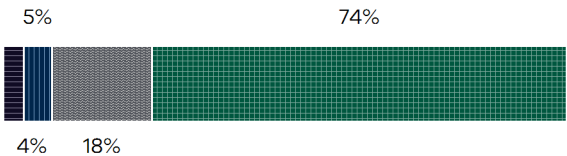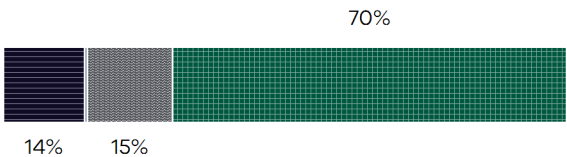
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	Disagree 5%, Don't know 4%, Neither 18%, Agree 74%	70%	70%	74%	68%	74%	83%
My workgroup acts fairly and without bias	Disagree 14%, Neither 15%, Agree 70%	65%	67%	70%	62%	70%	85%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

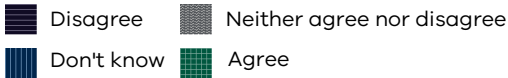Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
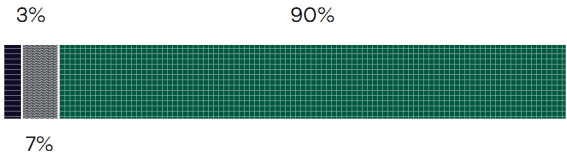
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Disagree	Neither agree nor disagree	Don't know	Agree	2022 (You)	2023 (You)	2024 (You)	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	3%	7%		90%	88%	90%	90%	87%	92%	98%
I clearly understand what I am expected to do in this job	4%	9%		88%	85%	86%	88%	82%	91%	93%
My workgroup uses its resources well	12%	15%	1%	72%	65%	69%	72%	61%	71%	85%
My workgroup has clear lines of responsibility	15%	18%		67%	67%	74%	67%	66%	76%	85%
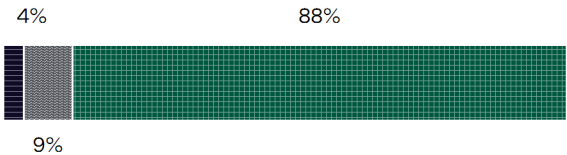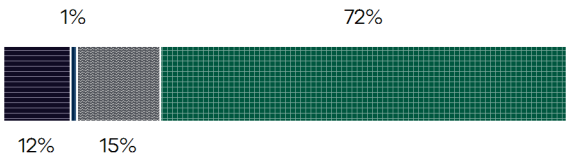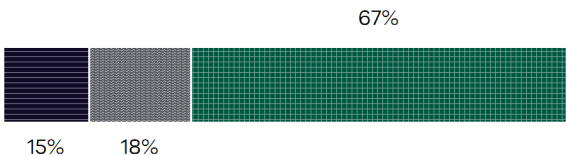
Public sector values

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.

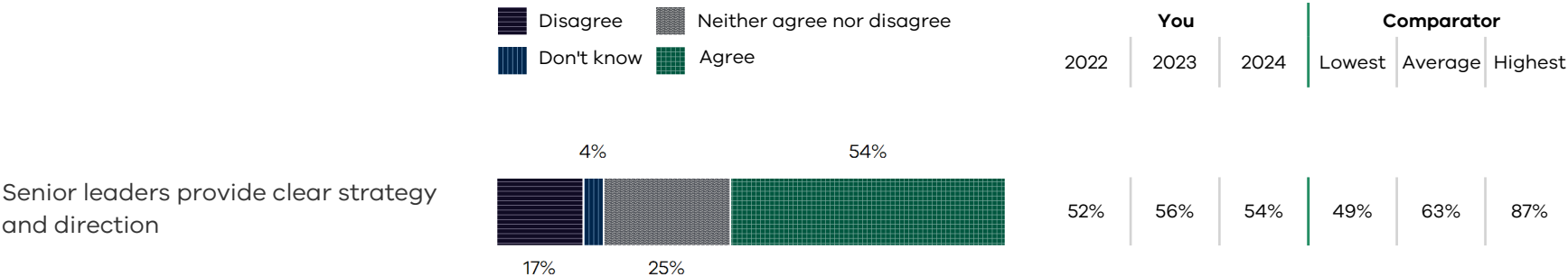Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

54% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

Your results: 17% | 4% | 25% | 54%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	52%	56%	54%	49%	63%	87%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

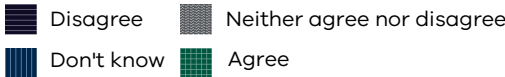Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
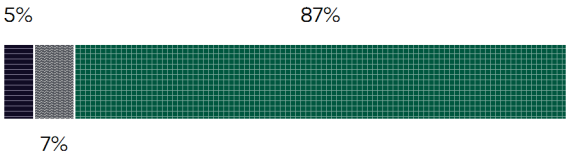
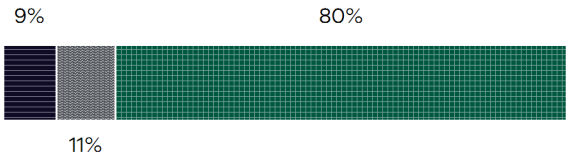| Survey question	Your results		
	■ Disagree	▨ Neither agree nor disagree	
	▦ Don't know	▨ Agree	

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	78%	82%	87%	84%	86%	94%
My manager listens to what I have to say	74%	80%	80%	79%	81%	90%
People in my workgroup treat each other with respect	77%	79%	79%	75%	81%	95%
My organisation encourages respectful workplace behaviours	72%	79%	75%	71%	82%	95%
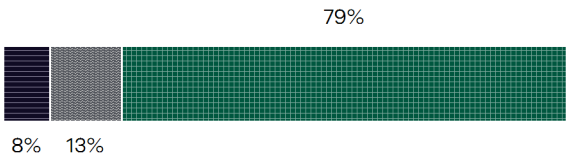
My manager treats employees with dignity and respect — 5% / 87% / 7%

My manager listens to what I have to say — 9% / 80% / 11%

People in my workgroup treat each other with respect — 79% / 8% / 13%

My organisation encourages respectful workplace behaviours — 2% / 75% / 9% / 13%

Victorian Public Sector Commission

VICTORIA State Government
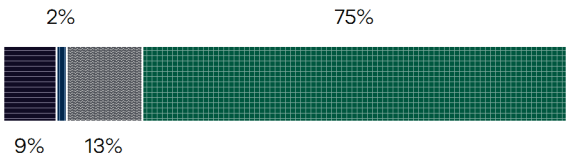
Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

60% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

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

My organisation takes steps to eliminate bullying, harassment and discrimination

13% | 5% | 22% | 60%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
60%	63%	60%		57%	67%	85%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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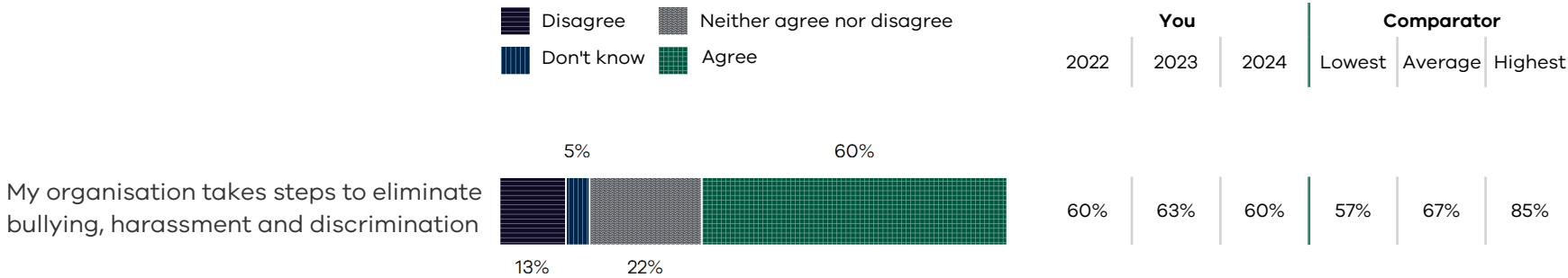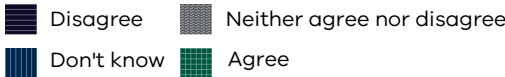
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	6% / 10% / 84%		74%	78%	84%	80%	83%	92%
Senior leaders model my organisation's values	13% / 5% / 22% / 59%		55%	55%	59%	55%	67%	90%

Victorian Public Sector Commission

VICTORIA State Government
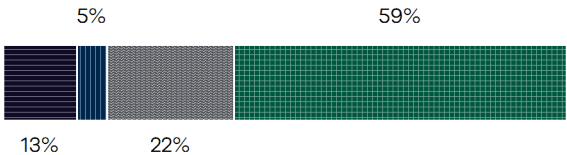
Public sector values

Human rights

What is this

Human rights is how your staff feel their organisation upholds basic human rights.

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

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

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

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

Example

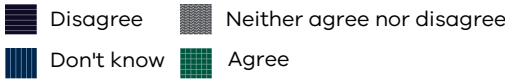79% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Your results

Benchmark agree results

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

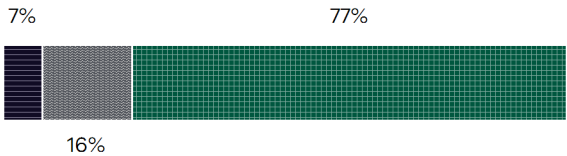|	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	74%	81%	79%	79%	85%	92%
I understand how the Charter of Human Rights and Responsibilities applies to my work	77%	78%	77%	71%	75%	89%

My organisation encourages employees to act in ways that are consistent with human rights — 3%, 5%, 13%, 79%

I understand how the Charter of Human Rights and Responsibilities applies to my work — 7%, 16%, 77%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Topical questions

Topical questions

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to work in the public sector	4% / 12% / 84%	Not asked	Not asked	84%	77%	87%	93%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	4% / 5% / 12% / 80%	Not asked	77%	80%	75%	79%	94%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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- Your response rate

Result summary

People outcomes

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- Scorecard: satisfaction, stress, intention to stay, inclusion
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- Scorecard: emotional effects of work
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Key differences

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- Biggest negative difference from your comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
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- Scorecard
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Job and manager factors

- Scorecard
- Manager leadership
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Public sector values

- Scorecard
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Topical questions

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

Demographics

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

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	70	25%
35-54 years	100	36%
55+ years	47	17%
Prefer not to say	59	21%

Gender	(n)	%
Woman	153	55%
Prefer not to say	60	22%
Man	57	21%
Non-binary and I use a different term	6	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	1%
No	218	79%
Prefer not to say	55	20%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	0	0%
No	214	78%
Don't know	8	3%
Prefer not to say	54	20%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	157	57%
Prefer not to say	88	32%
Bisexual	9	3%
Gay or lesbian	9	3%
Asexual	7	3%
Pansexual	3	1%
Don't know	2	1%
I use a different term	1	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**	1%
Non Aboriginal and/or Torres Strait Islander	**231**	84%
Prefer not to say	**43**	16%

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	16	6%
No	221	80%
Prefer not to say	39	14%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	11	69%
No	3	19%
Prefer not to say	2	13%

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	133	48%
Not born in Australia	60	22%
Prefer not to say	83	30%

Language other than English used with family or community	(n)	%
Yes	74	27%
No	134	49%
Prefer not to say	68	25%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	17	23%
Hindi	8	11%
Vietnamese	8	11%
Greek	7	9%
Mandarin	7	9%
Filipino	5	7%
Arabic	4	5%
Cantonese	4	5%
Punjabi	4	5%
Sinhalese	4	5%
Spanish	4	5%
Gujarati	2	3%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Italian	2	3%
Macedonian	2	3%
Tagalog	2	3%
Persian	1	1%
Tamil	1	1%
Urdu	1	1%
Auslan	0	0%
Australian Indigenous Language	0	0%
Malayalam	0	0%
Telugu	0	0%
Turkish	0	0%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

- 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	123	45%
Prefer not to say	86	31%
East and/or South-East Asian	27	10%
English, Irish, Scottish and/or Welsh	22	8%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	20	7%
South Asian	12	4%
New Zealander	7	3%
Middle Eastern	5	2%
Other	5	2%
Central Asian	4	1%
Aboriginal and/or Torres Strait Islander	2	1%
African	2	1%
Maori	1	0%
Pacific Islander	1	0%
Central and/or South American	0	0%
North American	0	0%

Religion	(n)	%
No religion	99	36%
Prefer not to say	87	32%
Christianity	63	23%
Buddhism	8	3%
Hinduism	7	3%
Islam	6	2%
Other	4	1%
Sikhism	2	1%
Judaism	0	0%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	178	64%
Part-Time	98	36%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	94	37%
$80k to $120k	56	22%
$120k to $160k	20	8%
$160k to $200k	8	3%
$200k or more	13	5%
Prefer not to say	62	25%

Organisational tenure	(n)	%
<1 year	37	13%
1 to less than 2 years	44	16%
2 to less than 5 years	59	21%
5 to less than 10 years	58	21%
10 to less than 20 years	59	21%
More than 20 years	19	7%

Management responsibility	(n)	%
Non-manager	216	78%
Other manager	33	12%
Manager of other manager(s)	27	10%

Employment type	(n)	%
Ongoing and executive	203	74%
Other	37	13%
Fixed term	36	13%

Frontline worker	(n)	%
No	186	67%
Yes	90	33%

Demographics

Employment characteristics 2 of 2

What is this

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	199	72%
Melbourne: Suburbs	64	23%
Other	6	2%
Large regional city	4	1%
Rural	3	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	180	65%
A frontline or service delivery location	70	25%
Home or private location	73	26%
A shared office space (where two or more organisations share the same workspace)	21	8%
Isolated or remote location/s where access to communications and help from others is difficult	4	1%
Other	13	5%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	100	36%
I do not use any flexible work arrangements	76	28%
Flexible start and finish times	65	24%
Part-time	62	22%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	25	9%
Shift swap	21	8%
Working more hours over fewer days	13	5%
Study leave	10	4%
Purchased leave	9	3%
Job sharing	4	1%
Other	4	1%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	201	73%
Flexible working arrangements	50	18%
Physical modifications or improvements to the workplace	25	9%
Career development support strategies	8	3%
Job redesign or role sharing	7	3%
Accessible communications technologies	3	1%
Other	1	0%

Why did you make this request?	(n)	%
Work-life balance	32	43%
Health	30	40%
Caring responsibilities	21	28%
Family responsibilities	21	28%
Study commitments	9	12%
Other	5	7%
Disability	4	5%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	58	77%
The adjustments I needed were not made	13	17%
The adjustments I needed were made but the process was unsatisfactory	4	5%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	111	40%
Prefer not to say	65	24%
Frail or aged person(s)	30	11%
Primary school aged child(ren)	27	10%
Secondary school aged child(ren)	24	9%
Child(ren) - younger than preschool age	17	6%
Preschool aged child(ren)	16	6%
Person(s) with a medical condition	10	4%
Person(s) with a mental illness	7	3%
Other	6	2%
Person(s) with disability	5	2%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

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Which of the following categories best describes your current position?	(n)	%
Management, Administration and Corporate support	**158**	57%
Allied health - assistant	**34**	12%
Other health and social care	**26**	9%
Allied health - therapy discipline	**14**	5%
Medical employees	**13**	5%
Allied health - science discipline	**9**	3%
Nursing employees	**9**	3%
Support services	**8**	3%
Community development	**5**	2%
Counselling	**0**	0%
Lived experience specific worker	**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.

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	140	51%
Corporate services	113	41%
Community-based services	22	8%
Residential aged care services	1	0%
Mental health care services	0	0%
Prison-based services	0	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	123	45%
Aged care	0	0%
Critical care	0	0%
Drug and alcohol	0	0%
Emergency	5	2%
Maternity care	0	0%
Medical	14	5%
Mental health	0	0%
Mixed medical/surgical	2	1%
Neonatal care	0	0%
Palliative care	0	0%
Paediatrics	5	2%
Peri-operative	9	3%
Rehabilitation	0	0%
Surgical	10	4%
Other	108	39%

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