People Matter Survey 2024

Have your say

Department of Education
2024 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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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 91% 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

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

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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'.

Department of Energy, Environment and Climate Action

Department of Families, Fairness and Housing

Department of Government Services

Department of Health

Department of Jobs, Skills, Industry and Regions

Department of Justice and Community Safety

Department of Premier and Cabinet

Department of Transport and Planning

Department of Treasury and Finance

State Revenue Office

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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	
71%	
(4122)	
Comparator	63%
Public Sector	42%

2024	
76%	
(4767)	
Comparator	62%
Public Sector	65%

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People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

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

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

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 71.

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 groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
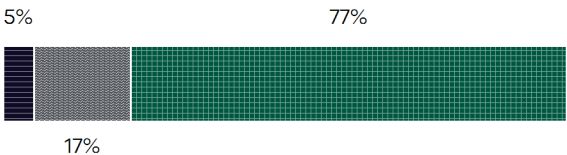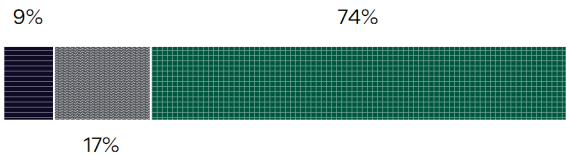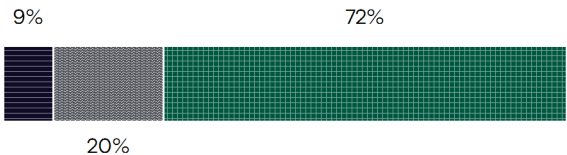
Survey question	Your results			Benchmark agree results			

Legend: ■ Disagree ▦ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	5% / 17% / 77%	79%	78%	77%	60%	67%	84%
I would recommend my organisation as a good place to work	9% / 17% / 74%	73%	73%	74%	50%	64%	84%
My organisation motivates me to help achieve its objectives	9% / 20% / 72%	72%	73%	72%	53%	62%	80%
My organisation inspires me to do the best in my job	9% / 21% / 69%	69%	70%	69%	51%	60%	75%

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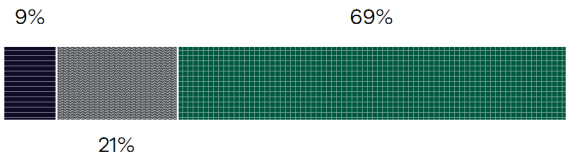
People outcomes

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 71.

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 groups overall, lowest and highest scores with your own.
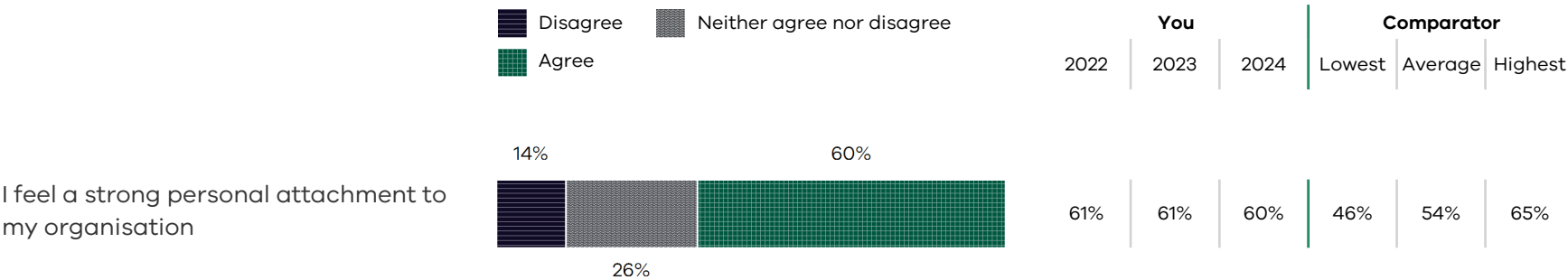
Example

60% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

	Disagree		Neither agree nor disagree	
	Agree			

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	14% / 26% / 60%	61%	61%	60%	46%	54%	65%

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

This scorecard provides overall results for satisfaction, high to severe work-related stress, intention to stay and inclusion. There are more people outcomes scorecards throughout this report.
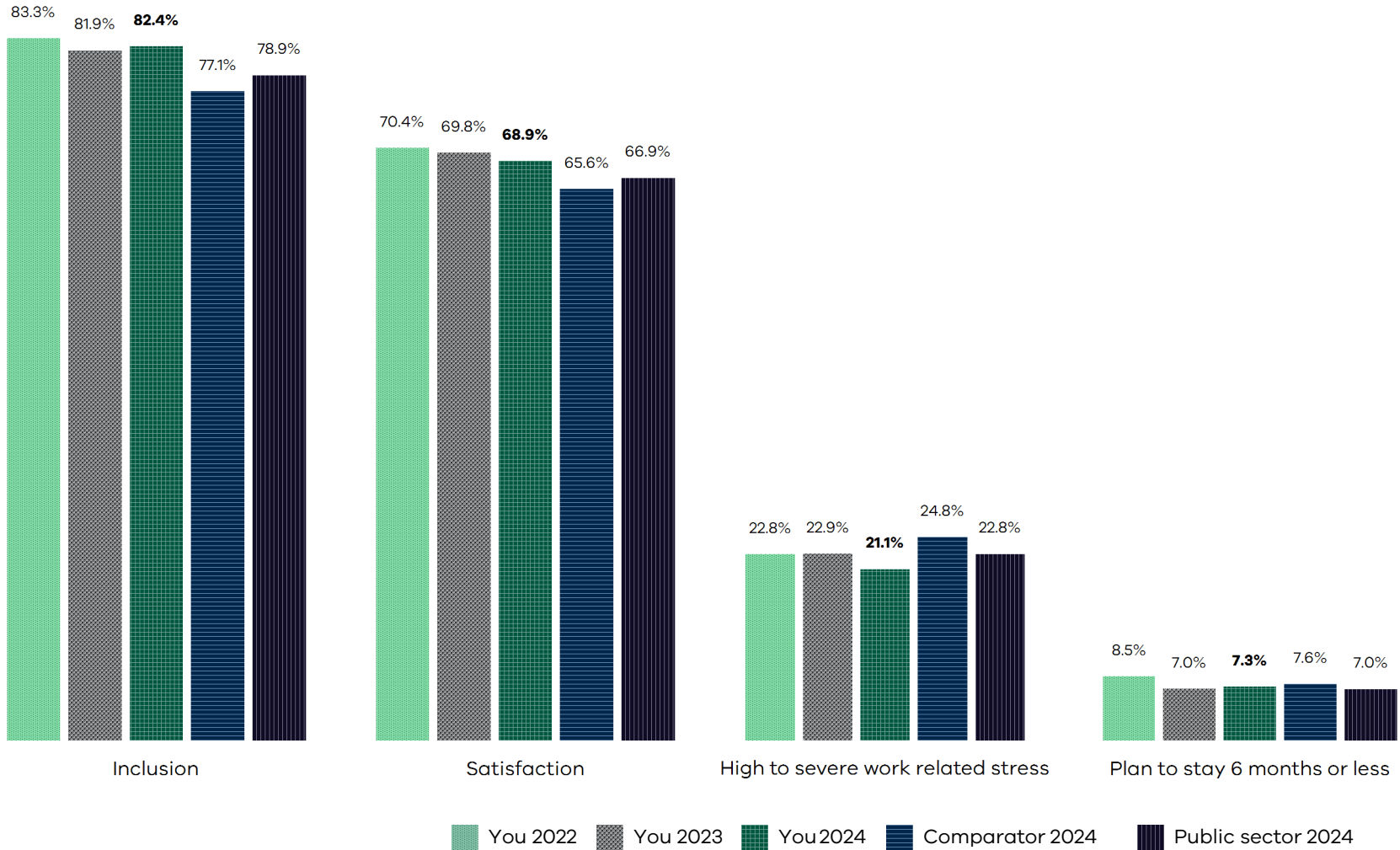
Why this is important

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

How to read this

Each label represents a group of questions in the survey about people outcomes.

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

Example

In 2024:

- 82.4% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 77.1% of staff in your comparator group and 78.9% of staff across the public sector.

Inclusion
- You 2022: 83.3%
- You 2023: 81.9%
- You 2024: 82.4%
- Comparator 2024: 77.1%
- Public sector 2024: 78.9%

Satisfaction
- You 2022: 70.4%
- You 2023: 69.8%
- You 2024: 68.9%
- Comparator 2024: 65.6%
- Public sector 2024: 66.9%

High to severe work related stress
- You 2022: 22.8%
- You 2023: 22.9%
- You 2024: 21.1%
- Comparator 2024: 24.8%
- Public sector 2024: 22.8%

Plan to stay 6 months or less
- You 2022: 8.5%
- You 2023: 7.0%
- You 2024: 7.3%
- Comparator 2024: 7.6%
- Public sector 2024: 7.0%

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

People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
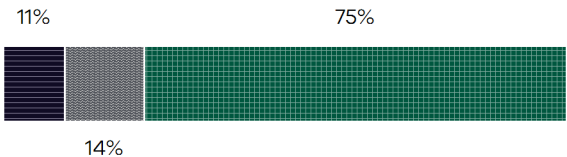
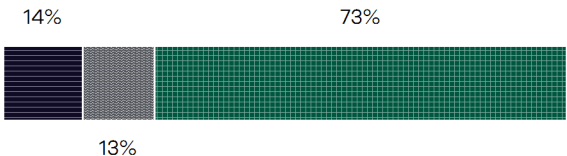| Survey question	Your results						

Legend: ■ Dissatisfied ▦ Neither satisfied nor dissatisfied ▦ Satisfied

Benchmark satisfied results

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	11% / 14% / 75%	78%	76%	75%	63%	71%	81%
How satisfied are you with the work/life balance in your current job	14% / 13% / 73%	74%	74%	73%	64%	71%	86%
How satisfied are you with your career development within your current organisation	17% / 24% / 59%	60%	60%	59%	46%	56%	66%

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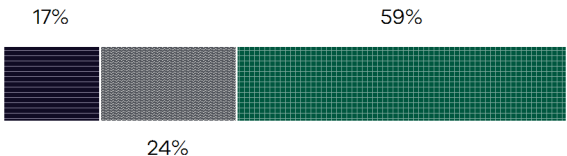
People outcomes

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

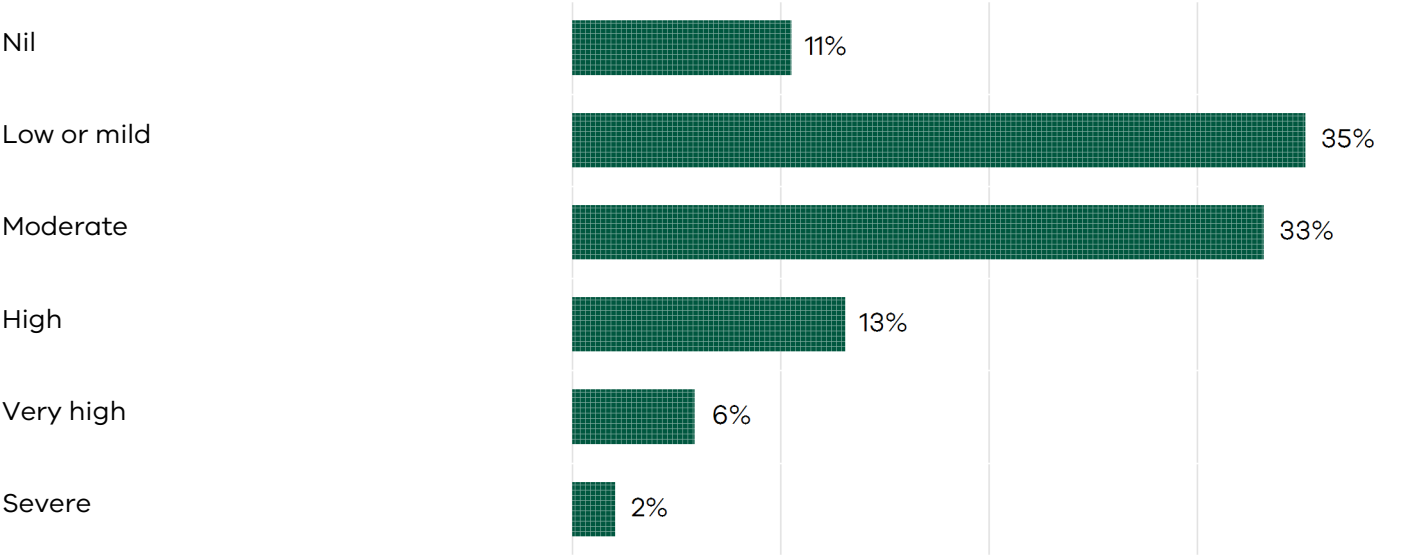In this survey we asked staff to tell us their stress level.

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.
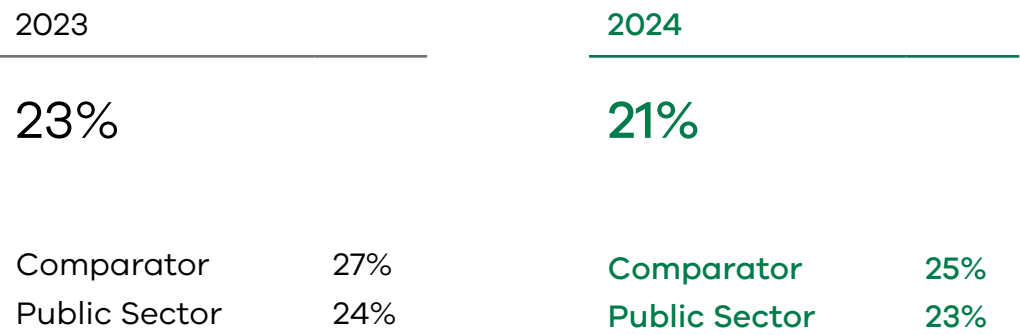
Example

21% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 25% of staff in your comparator group and 23% of staff across the public sector.

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

Nil	11%
Low or mild	35%
Moderate	33%
High	13%
Very high	6%
Severe	2%

Reported levels of high to severe stress

2023		2024	
23%		**21%**	
Comparator	27%	Comparator	25%
Public Sector	24%	Public Sector	23%

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People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey said they experienced mild to severe stress. Of that 89%, 51% said the top reason was 'Workload' .

4265	502
89%	11%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
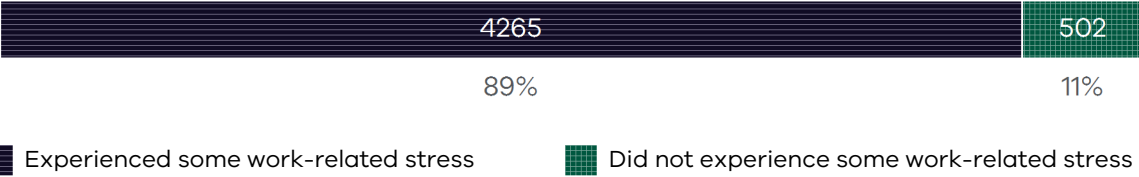
Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	53%	51%	48%	47%
Time pressure	46%	47%	45%	42%
Dealing with clients, patients or stakeholders	17%	18%	17%	17%
Unclear job expectations	14%	16%	15%	14%
Competing home and work responsibilities	15%	15%	13%	13%
Content, variety, or difficulty of work	14%	13%	11%	12%
Other	11%	12%	13%	13%
Management of work (e.g. supervision, training, information, support)	12%	11%	12%	12%
Organisation or workplace change	8%	9%	18%	15%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	9%	9%	10%	11%

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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 groups overall, lowest and highest scores with your own.
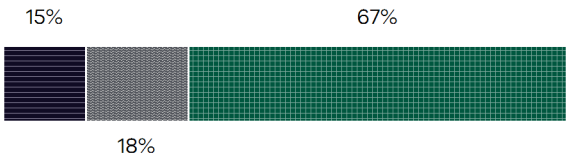
Example

67% of your staff who did the survey said the amount of stress in their job was manageable.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

The amount of stress in my job is manageable

15% 67%

18%

	You				Comparator	
	2022	2023	2024	Lowest	Average	Highest
The amount of stress in my job is manageable	Not asked	Not asked	67%	55%	63%	78%

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People outcomes

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

11% 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	7%	7%	8%	7%
Over 6 months and up to 1 year	11%	11%	10%	10%
Over 1 year and up to 3 years	27%	27%	25%	25%
Over 3 years and up to 5 years	15%	16%	15%	16%
Over 5 years	40%	39%	42%	42%

People outcomes

Intention to stay factors

What is this

These factors influence your employee's decision to stay working in the VPS the most.

Why this is important

Knowing what influences your employees decision to stay working in the VPS helps you understand their motivations and what's important to them.

How to read this

In the survey, we ask employees to tell us what factors influence their decision to stay working in the VPS.

The table shows the top 10 factors in order of influence for your employees.

We've also included the results from your comparator and the VPS.

Example

63% of respondents said 'Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)' influenced their decision the most.

Which factors most influence your decision to stay working in the VPS?	You 2024	Comparator 2024	VPS 2024
Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	63%	61%	62%
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	56%	56%	56%
Workplace relationships with colleagues	56%	53%	53%
Remuneration (e.g. salary, superannuation)	55%	55%	55%
Job security	54%	53%	53%
Location of work	38%	40%	39%
Service to the Victorian public	38%	39%	40%
Inclusive work environment	34%	31%	32%
Belief in the purpose and objectives of the VPS	34%	30%	30%
Quality of leadership (e.g. supportive, clear communication)	32%	28%	30%

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People outcomes

Inclusion question results

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

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

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
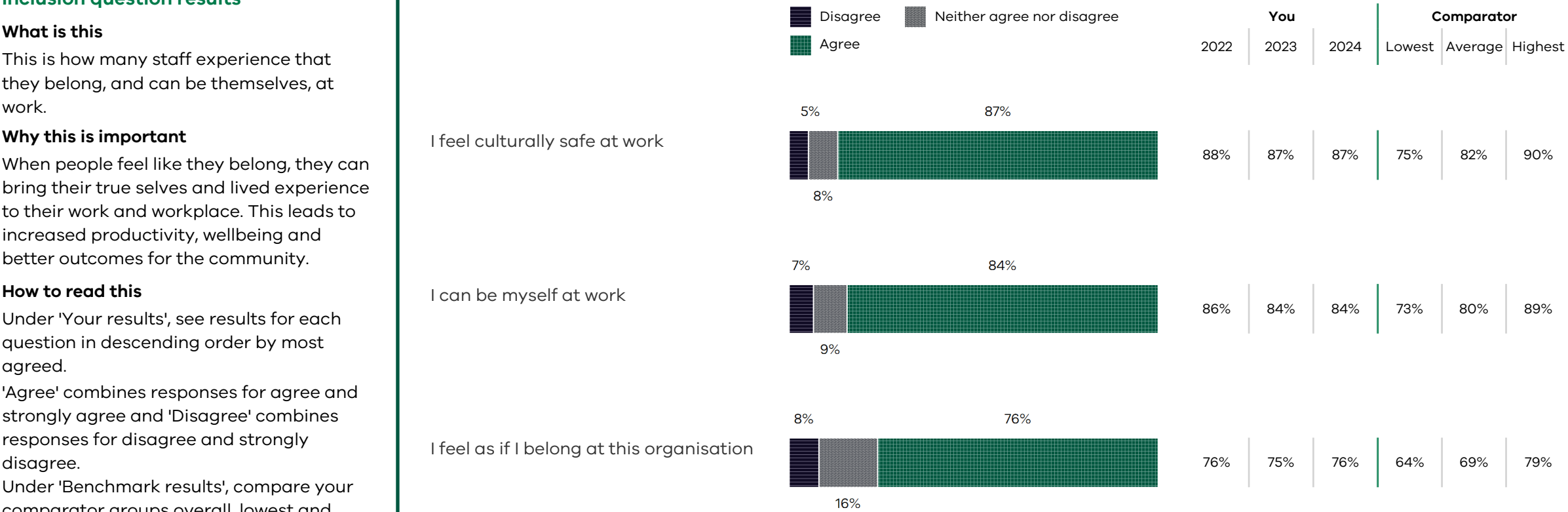
Example
87% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results						

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

Benchmark agree results

Survey question	Disagree	Neither	Agree	2022 (You)	2023 (You)	2024 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
I feel culturally safe at work	5%	8%	87%	88%	87%	87%	75%	82%	90%
I can be myself at work	7%	9%	84%	86%	84%	84%	73%	80%	89%
I feel as if I belong at this organisation	8%	16%	76%	76%	75%	76%	64%	69%	79%

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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

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

1215	3552
25%	75%

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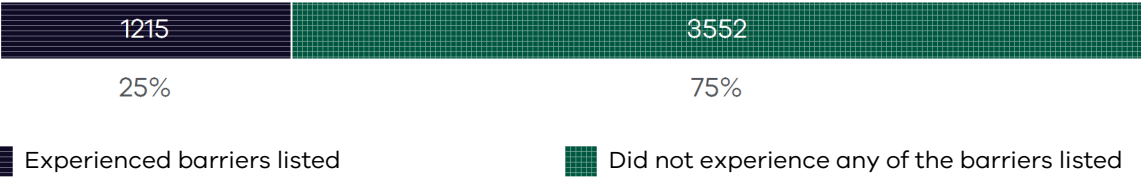
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	8%	8%	8%	7%
My mental health	8%	7%	8%	8%
My flexible working	7%	6%	7%	6%
My age	6%	5%	8%	7%
My physical health	4%	4%	4%	4%
My sex	3%	3%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

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

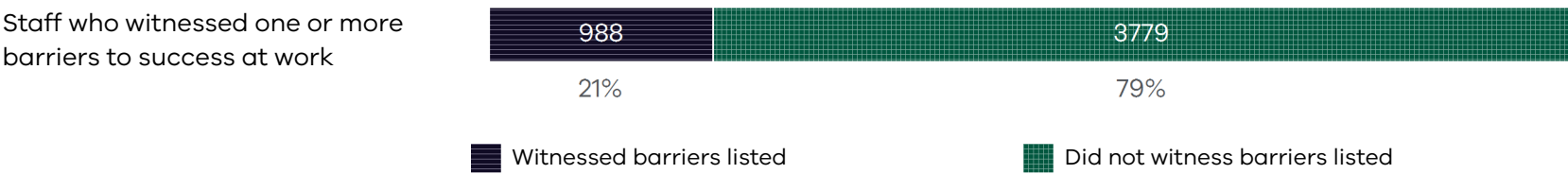These results can show areas of focus for improvement to enable employee success in the workplace.

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

8% 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

988	3779
21%	79%

■ Witnessed barriers listed   ■ Did not witness barriers listed

During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	9%	8%	9%	8%
Caring responsibilities	7%	6%	8%	7%
Mental health	7%	6%	8%	7%
Age	5%	5%	7%	6%
Cultural background	3%	3%	5%	4%
Sex	4%	3%	6%	5%
Disability	2%	2%	3%	2%
Physical health	3%	2%	3%	3%
Race	2%	1%	2%	2%
Aboriginal and/or Torres Strait Islander status	2%	1%	2%	1%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

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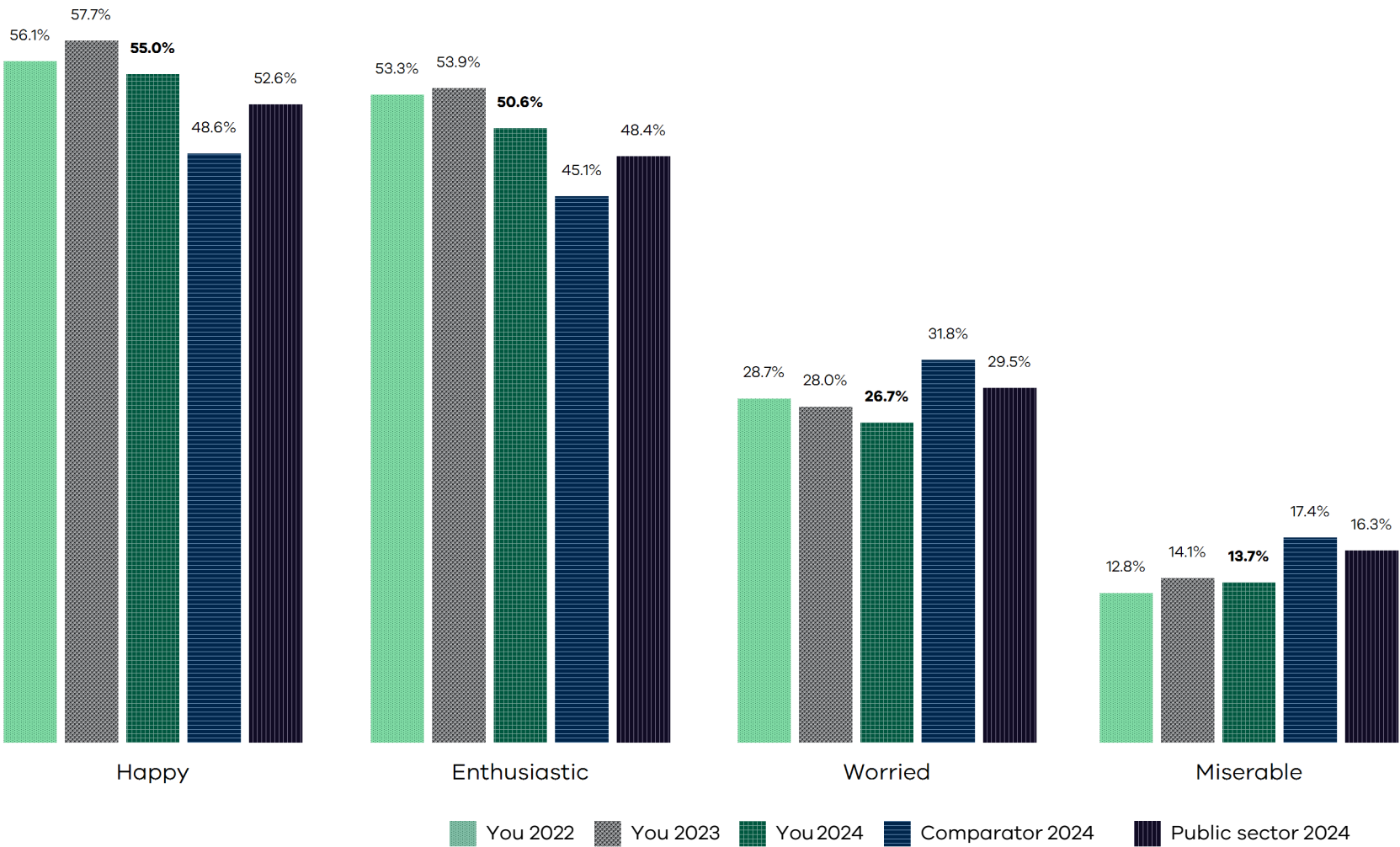
How to read this

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

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

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

Example

In 2024:

- 55.0% of your staff who did the survey said work made them feel happy.

Compared to:

- 48.6% of staff in your comparator group and 52.6% of staff across the public sector.

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

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

Happy
- You 2022: 56.1%
- You 2023: 57.7%
- You 2024: 55.0%
- Comparator 2024: 48.6%
- Public sector 2024: 52.6%

Enthusiastic
- You 2022: 53.3%
- You 2023: 53.9%
- You 2024: 50.6%
- Comparator 2024: 45.1%
- Public sector 2024: 48.4%

Worried
- You 2022: 28.7%
- You 2023: 28.0%
- You 2024: 26.7%
- Comparator 2024: 31.8%
- Public sector 2024: 29.5%

Miserable
- You 2022: 12.8%
- You 2023: 14.1%
- You 2024: 13.7%
- Comparator 2024: 17.4%
- Public sector 2024: 16.3%

Victorian Public Sector Commission

VICTORIA State Government

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:

- 8.6% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 12.3% of staff in your comparator group and 11.2% of staff across the public sector.

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

Bullying: 7.6%, 9.1%, 8.6%, 12.3%, 11.2%

Violence or aggression: 4.7%, 5.2%, 4.9%, 11.7%, 10.0%

Discrimination: 3.3%, 4.1%, 3.5%, 5.5%, 4.9%

Sexual harassment: 2.1%, 1.9%, 2.2%, 3.6%, 3.9%

Victorian Public Sector Commission

VICTORIA State Government
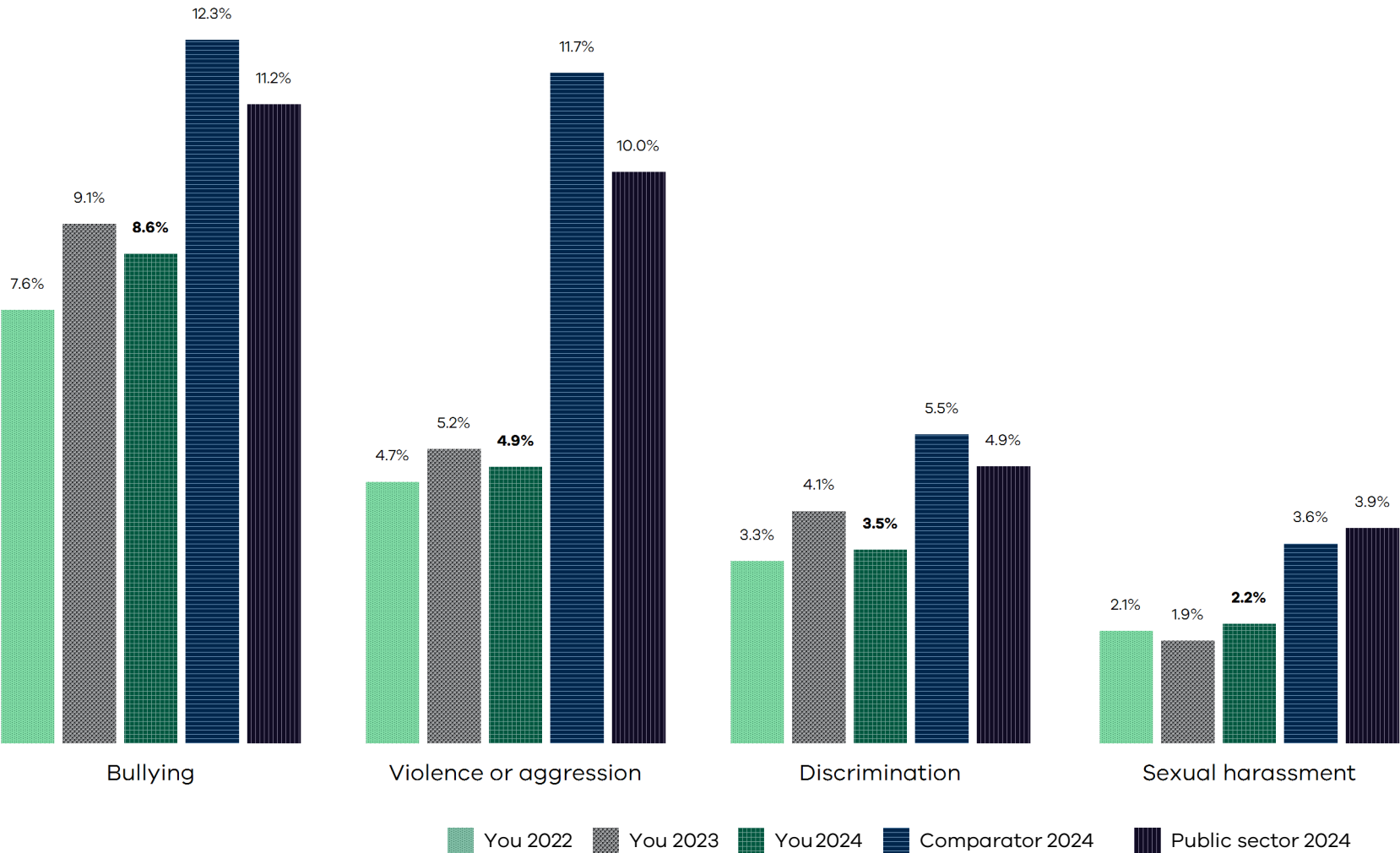
People outcomes

Bullying

What is this

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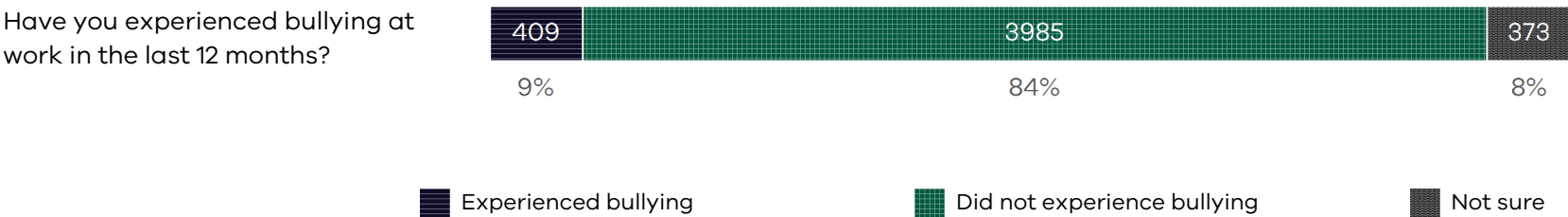
Why this is important

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

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

Of that 9%, 73% 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?

409	3985	373
9%	84%	8%

■ 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)	80%	73%	70%	69%
Exclusion or isolation	48%	44%	47%	46%
Withholding essential information for me to do my job	41%	39%	33%	33%
Intimidation and/or threats	30%	25%	26%	28%
Being assigned meaningless tasks unrelated to my job	24%	19%	17%	16%
Verbal abuse	20%	16%	17%	19%
Being given impossible assignment(s)	20%	16%	12%	11%
Other	12%	13%	15%	15%
Interference with my personal property and/or work equipment	9%	2%	4%	4%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

9% 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'.
- 94% said they didn't submit a formal complaint.

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

409	3985	373
9%	84%	8%

■ 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	50%	51%	54%	52%
Told a colleague	47%	48%	42%	41%
Told a friend or family member	33%	38%	33%	34%
Told the person the behaviour was not OK	14%	16%	17%	16%
Told employee assistance program (EAP) or peer support	13%	15%	13%	12%
Told someone else	10%	14%	11%	12%
I did not tell anyone about the bullying	11%	11%	11%	12%
Submitted a formal complaint	13%	6%	12%	12%
Told human resources	11%	5%	11%	14%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 55% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
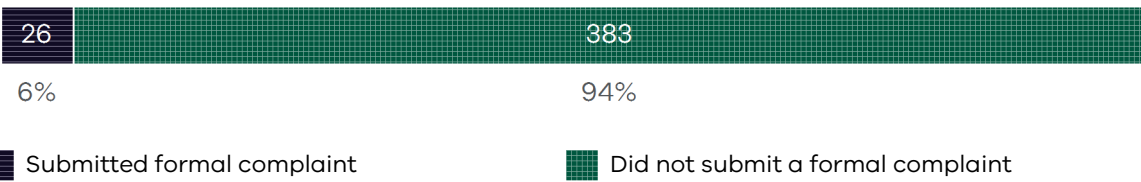
26	383
6%	94%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative consequences for my reputation	55%	55%	55%	54%
I didn't think it would make a difference	51%	51%	50%	51%
I believed there would be negative consequences for my career	44%	48%	46%	45%
I didn't feel safe to report the incident	22%	28%	21%	21%
Other	13%	19%	16%	16%
I didn't think it was serious enough	16%	14%	18%	16%
I thought the complaint process would be embarrassing or difficult	17%	14%	14%	13%
I believed there would be negative consequences for the person I was going to complain about	11%	10%	10%	10%
I didn't know how to make a complaint	8%	10%	5%	5%
I didn't know who to talk to	6%	8%	5%	5%

People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 9% 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

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

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

409 people (9% of staff) experienced bullying (You 2024)
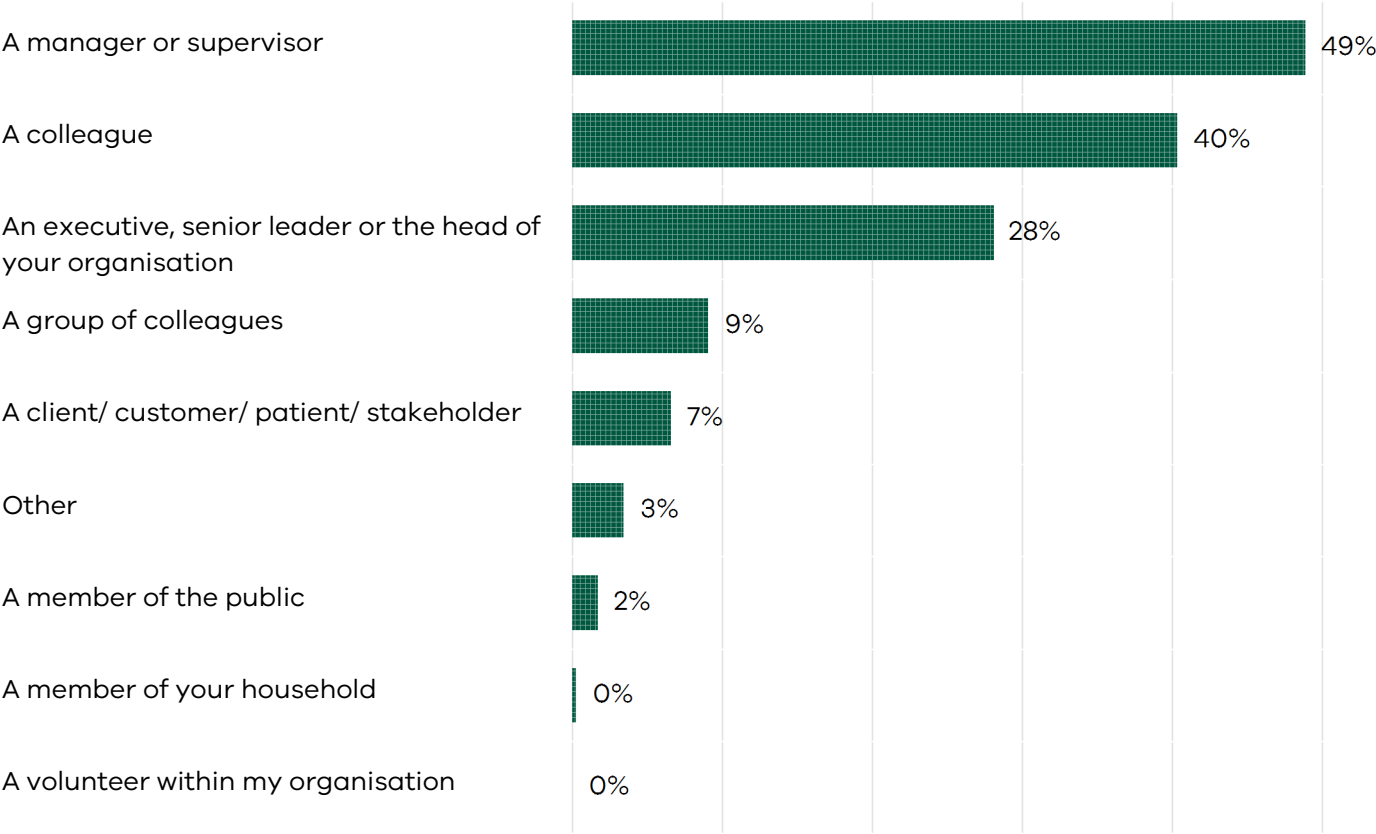
Perpetrator	Percentage
A manager or supervisor	49%
A colleague	40%
An executive, senior leader or the head of your organisation	28%
A group of colleagues	9%
A client/ customer/ patient/ stakeholder	7%
Other	3%
A member of the public	2%
A member of your household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 9% 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

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

Of that 9%, 95% said it was by someone within the organisation.

Of that 95%, 52% said it was 'They were in my workgroup'.

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

Relationship	Percentage
They were in my workgroup	52%
They were my immediate manager or supervisor	43%
They were outside my workgroup	24%
They were someone I supervise or manage	5%

Victorian Public Sector Commission

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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

2% of your staff who did the survey said they experienced sexual harassment.

Of those, 51% said the top type was 'Intrusive questions about my private life or comments about my physical appearance'.

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

05	4662
2%	98%

▰ Experienced sexual harassment   ▦ Did not experience sexual harassment
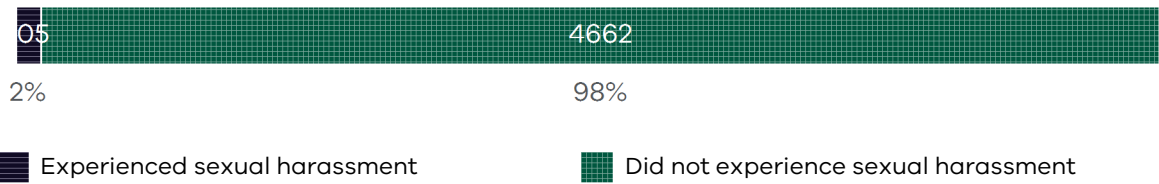
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Intrusive questions about my private life or comments about my physical appearance	49%	51%	50%	46%
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	46%	41%	50%	48%
Unwelcome touching, hugging, cornering or kissing	14%	16%	17%	17%
Inappropriate physical contact	9%	13%	16%	16%
Inappropriate staring or leering that made me feel intimidated	14%	10%	14%	14%
Any other unwelcome conduct of a sexual nature	3%	7%	8%	8%
Sexual gestures, indecent exposure or inappropriate display of the body	-	3%	4%	4%
Repeated or inappropriate invitations to go out on dates	4%	2%	4%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1%	2%	4%	4%

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

2% of your staff who did the survey said they experienced sexual harassment.

Of those, 53% said the top response was 'Pretended it didn't bother me'.

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

05	4662
2%	98%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
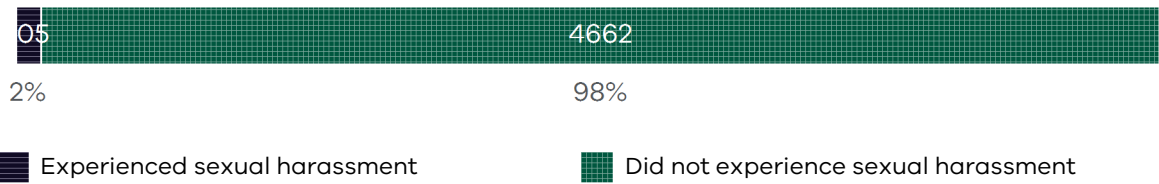
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Pretended it didn't bother me	42%	53%	47%	45%
Avoided the person(s) by staying away from them	38%	39%	38%	37%
Tried to laugh it off or forget about it	29%	37%	42%	39%
Told a friend or family member	20%	29%	20%	22%
Told a colleague	24%	28%	25%	25%
Told a manager	16%	16%	23%	21%
Told the person the behaviour was not OK	20%	14%	21%	19%
Avoided locations where the behaviour might occur	16%	14%	17%	15%
Told someone else	5%	10%	6%	8%
Other	6%	6%	4%	5%

Victorian Public Sector Commission

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People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

98% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 51% said the top reason was 'I didn't think it was serious enough'.
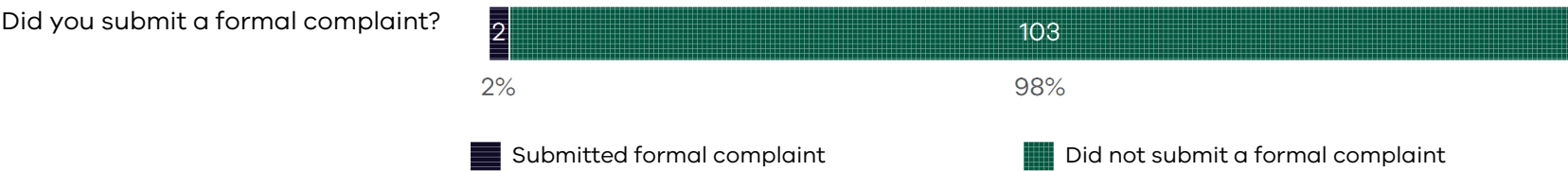
Did you submit a formal complaint?

2	103
2%	98%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	59%	51%	47%	44%
I didn't think it would make a difference	33%	51%	36%	40%
I believed there would be negative consequences for my reputation	25%	39%	37%	39%
I believed there would be negative consequences for my career	23%	28%	26%	28%
I believed there would be negative consequences for the person I was going to complain about	19%	20%	13%	14%
I didn't feel safe to report the incident	7%	17%	9%	10%
I thought the complaint process would be embarrassing or difficult	4%	14%	13%	13%
I didn't need to because I made the harassment stop	9%	8%	9%	9%
I didn't need to because I no longer had contact with the person(s) who harassed me	5%	8%	7%	7%
Other	11%	7%	12%	12%

Victorian Public Sector Commission

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People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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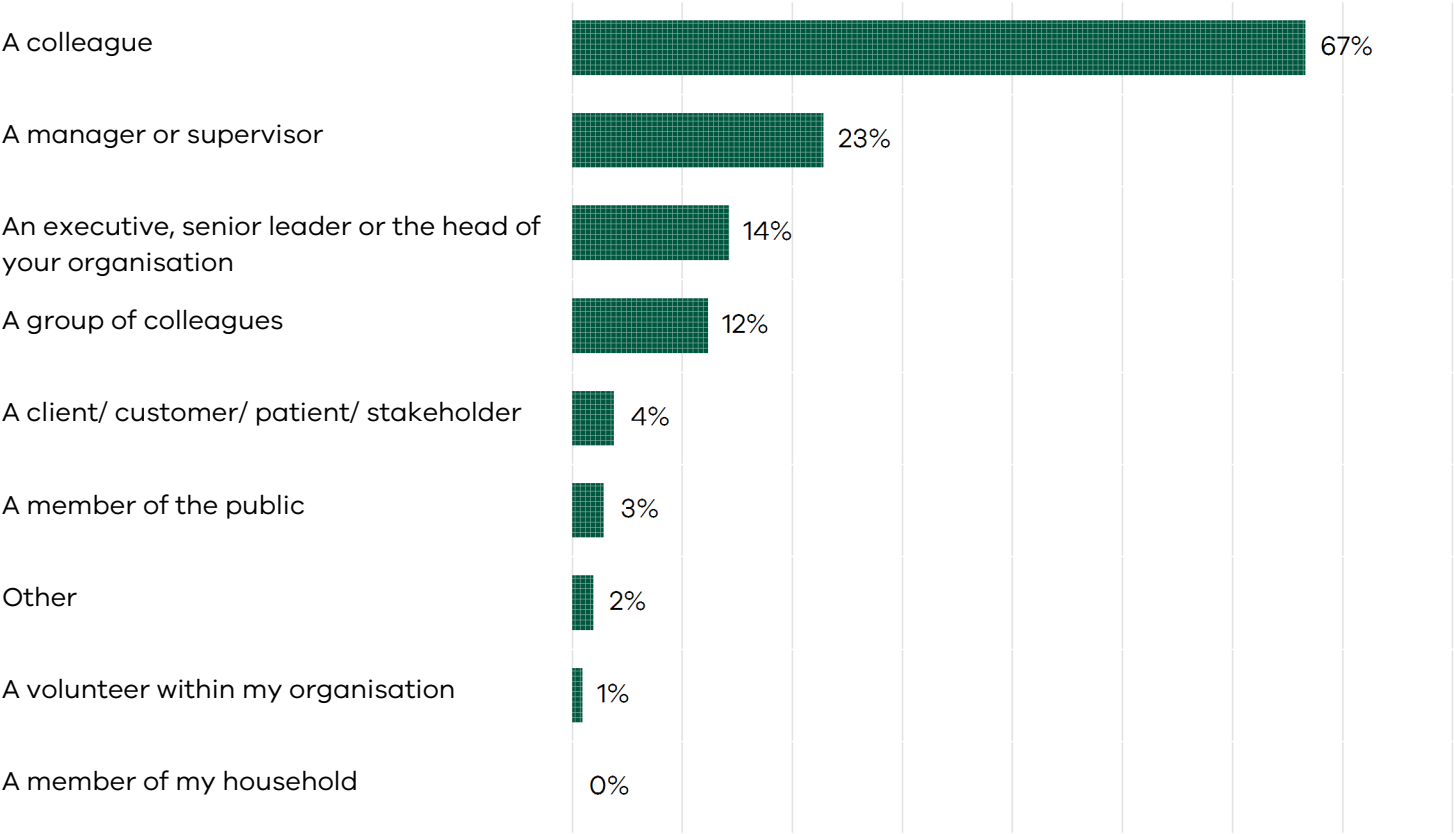
How to read this

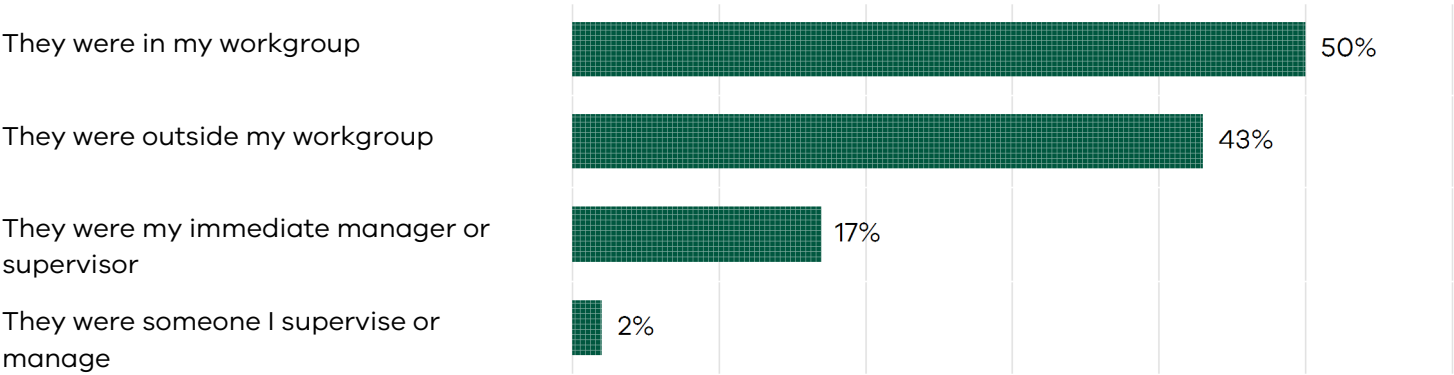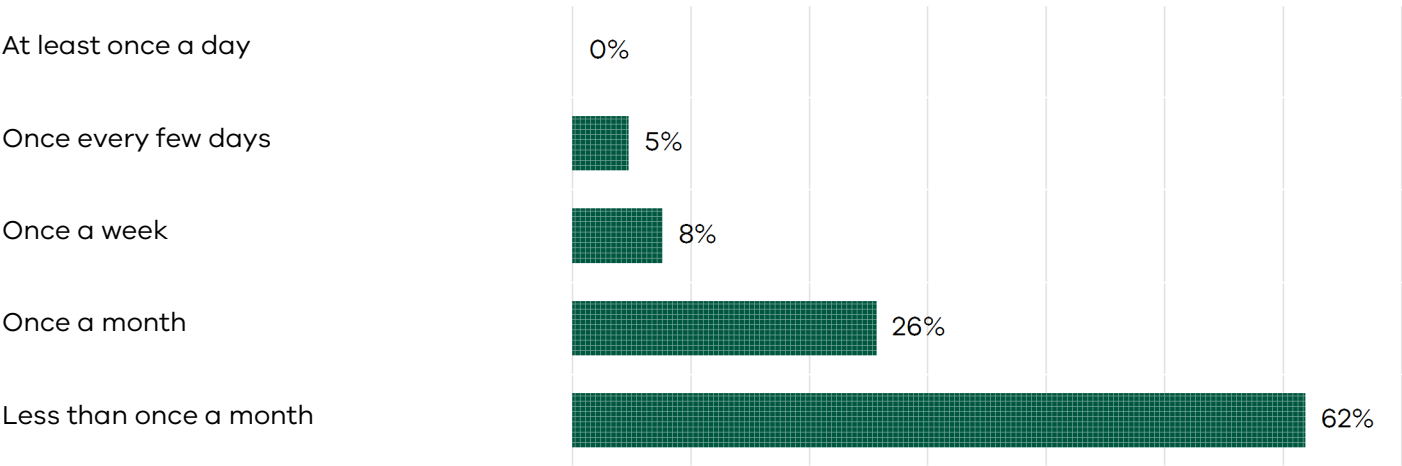In this year's survey, 2% of your staff said they experienced sexual harassment.

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

2% of your staff who did the survey said they experienced sexual harassment.
Of that 2%, 67% said it was by 'A colleague'.

105 people (2% of staff) experienced sexual harassment (You 2024)

Perpetrator	Percentage
A colleague	67%
A manager or supervisor	23%
An executive, senior leader or the head of your organisation	14%
A group of colleagues	12%
A client/ customer/ patient/ stakeholder	4%
A member of the public	3%
Other	2%
A volunteer within my organisation	1%
A member of my household	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 2% of your staff said they experienced sexual harassment.

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

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

Example

2% of your staff who did the survey said they experienced sexual harassment.

Of that 2%, 95% said it was by someone within the organisation.

Of that 95%, 50% said it was 'They were in my workgroup'.

100 people (95% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	50%
They were outside my workgroup	43%
They were my immediate manager or supervisor	17%
They were someone I supervise or manage	2%

People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 2% 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

2% of your staff who did the survey said they experienced sexual harassment.

Of that 2%, 0% said it was 'At least once a day'.

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

Category	Percentage
At least once a day	0%
Once every few days	5%
Once a week	8%
Once a month	26%
Less than once a month	62%

People outcomes

Discrimination

What is this

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

Why this is important

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

How to read this

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

What results are shown

Results for response options with 10 or more responses.

Example

3% of your staff who did the survey said they experienced discrimination.
Of that 3%, 27% said it was 'My age'.

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

166	4174	427
3%	88%	9%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
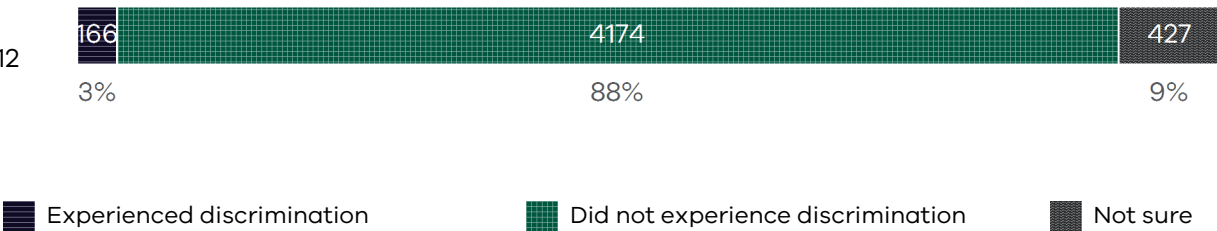
Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	32%	27%	31%	30%
My employment activity	41%	23%	23%	27%
My race	26%	20%	18%	17%
My parent or carer status (including pregnancy and breastfeeding)	26%	18%	13%	13%
My sex	15%	14%	20%	21%
My disability	12%	13%	14%	13%
My religious belief or activity	15%	6%	5%	6%
My personal association with someone who has any of the above attributes (whether as a relative or otherwise)	16%	6%	6%	7%

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

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 49% said it was 'Other'.

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

166	4174	427
3%	88%	9%
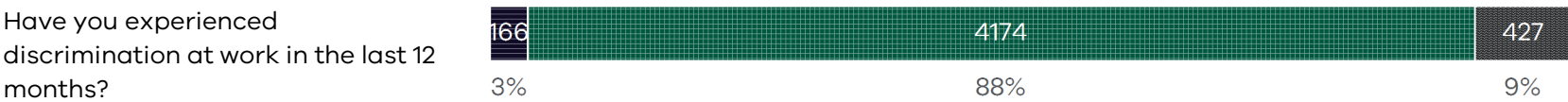
■ Experienced discrimination ■ Did not experience discrimination ■ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	33%	49%	37%	38%
Opportunities for promotion	44%	34%	42%	40%
Denied flexible work arrangements or other adjustments	30%	23%	18%	20%
Opportunities for training or professional development	32%	16%	22%	24%
Opportunities for transfer/secondment	30%	9%	18%	16%
Pay or conditions offered by employer	29%	8%	10%	12%
Employment security - threats of dismissal or termination	20%	5%	13%	13%
Access to leave	18%	4%	5%	8%

Victorian Public Sector Commission

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People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

3% of your staff who did the survey said they experienced discrimination, of which

- 45% said the top way they reported the discrimination was 'Told a colleague'.
- 93% said they didn't submit a formal complaint.

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

166	4174	427
3%	88%	9%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
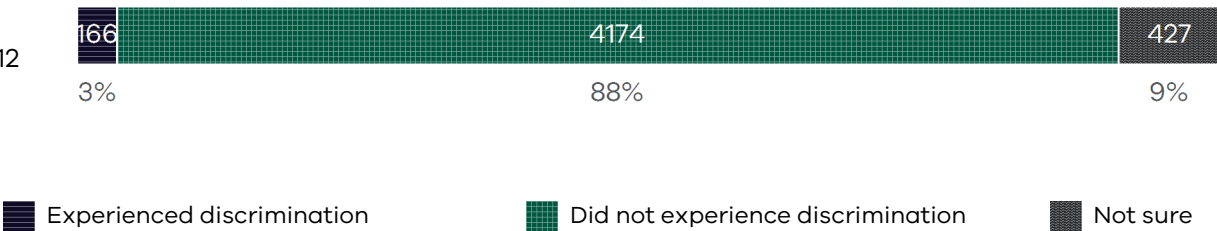
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	36%	45%	40%	38%
Told a friend or family member	31%	35%	31%	31%
Told a manager	28%	34%	33%	32%
I did not tell anyone about the discrimination	19%	19%	23%	25%
Told someone else	15%	15%	13%	15%
Told employee assistance program (EAP) or peer support	9%	13%	12%	10%
Told the person the behaviour was not OK	10%	11%	10%	9%
Submitted a formal complaint	19%	7%	8%	8%
Told human resources	20%	5%	10%	11%

Victorian Public Sector Commission

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 62% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

11	155
7%	93%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
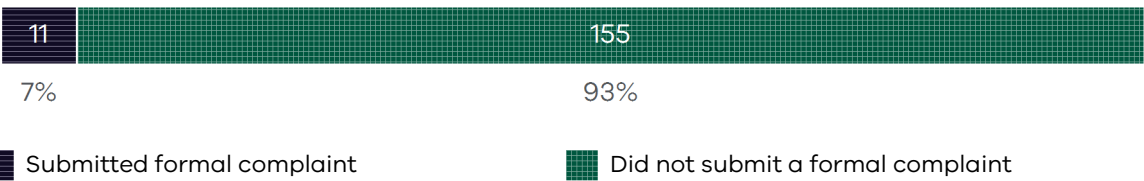
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	63%	62%	58%	59%
I believed there would be negative consequences for my reputation	57%	54%	58%	56%
I believed there would be negative consequences for my career	48%	50%	56%	55%
I didn't feel safe to report the incident	22%	22%	20%	21%
I didn't think it was serious enough	12%	14%	14%	14%
I thought the complaint process would be embarrassing or difficult	16%	14%	15%	14%
I believed there would be negative consequences for the person I was going to complain about	7%	9%	9%	9%
Other	10%	9%	11%	11%
I didn't know who to talk to	5%	8%	7%	7%
I didn't know how to make a complaint	4%	6%	5%	6%

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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.
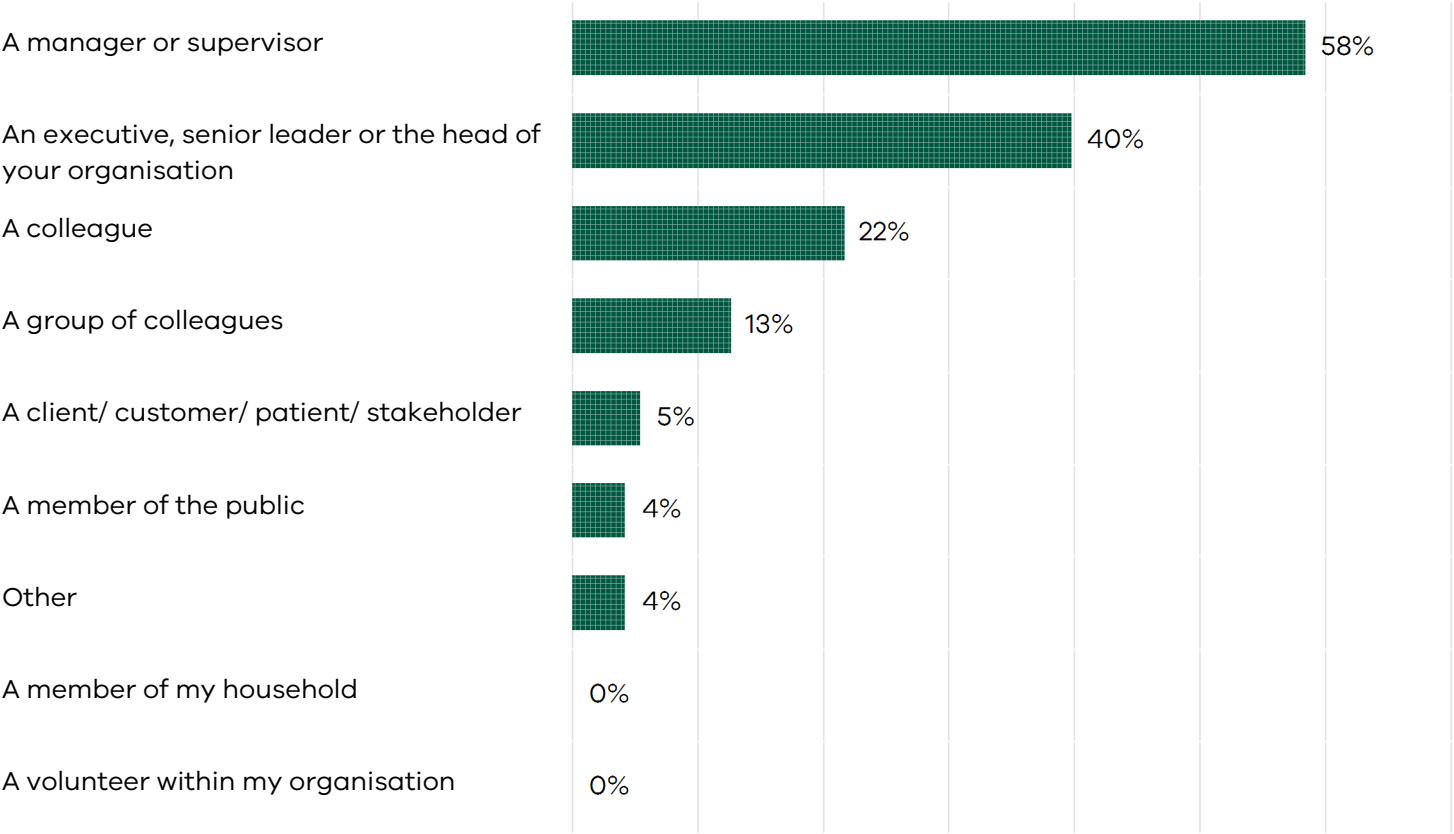
How to read this

In this year's survey, 3% 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

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 58% said it was by 'A manager or supervisor'.

166 people (3% of staff) experienced discrimination (You 2024)

Perpetrator	%
A manager or supervisor	58%
An executive, senior leader or the head of your organisation	40%
A colleague	22%
A group of colleagues	13%
A client/ customer/ patient/ stakeholder	5%
A member of the public	4%
Other	4%
A member of my household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 3% 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

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 96% said it was by someone within the organisation.

Of that 96%, 46% said it was 'They were my immediate manager or supervisor'.

159 people (96% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	
They were my immediate manager or supervisor	46%
They were in my workgroup	44%
They were outside my workgroup	31%
They were someone I supervise or manage	4%

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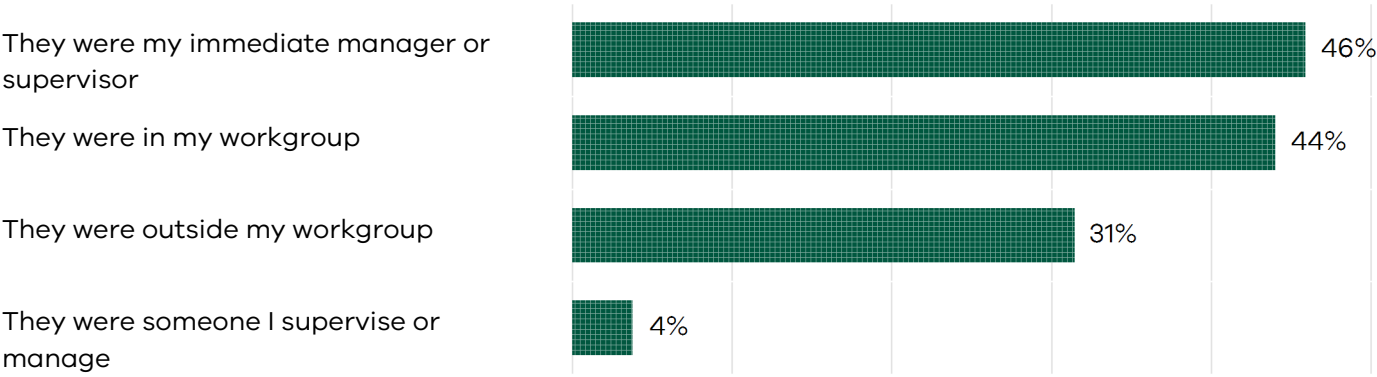
People outcomes

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

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 73% said it was 'Intimidating behaviour'.

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

234	4365	168
5%	92%	4%

- ▪ Experienced violence or aggression
- ▪ Did not experience violence or aggression
- ▪ Not sure
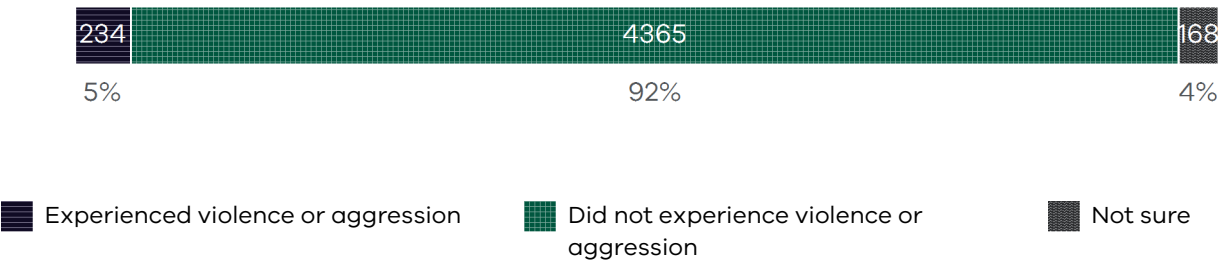
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Intimidating behaviour	76%	73%	74%	73%
Abusive language	55%	49%	77%	72%
Other	10%	10%	5%	6%
Threats of violence	21%	10%	38%	30%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	8%	7%	11%	9%
Damage to my property or work equipment	2%	1%	5%	4%

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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

5% of your staff who did the survey said they experienced violence or aggression, of which

- 62% said the top way they reported the violence or agression was 'Told a manager'.
- 89% said they didn't submit a formal incident report

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

234	4365	168
5%	92%	4%
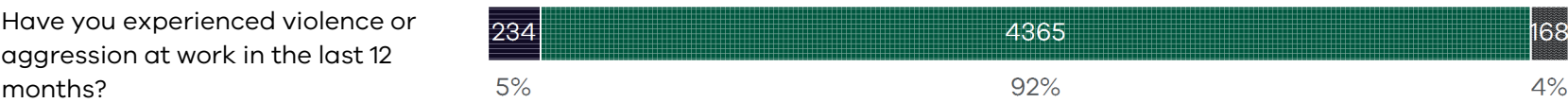
- Experienced violence or aggression
- Did not experience violence or aggression
- Not sure

Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	55%	62%	69%	64%
Told a colleague	43%	49%	43%	42%
Told a friend or family member	22%	29%	21%	20%
Told the person the behaviour was not OK	20%	18%	23%	21%
Told someone else	12%	14%	5%	6%
Submitted a formal incident report	21%	11%	31%	29%
Told employee assistance program (EAP) or peer support	6%	10%	8%	6%
Told human resources	4%	6%	5%	8%
I did not tell anyone about the incident(s)	7%	5%	6%	9%

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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

89% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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

Did you submit a formal incident report?

25	209
11%	89%

■ Submitted formal incident report ▧ Did not submit a formal incident report
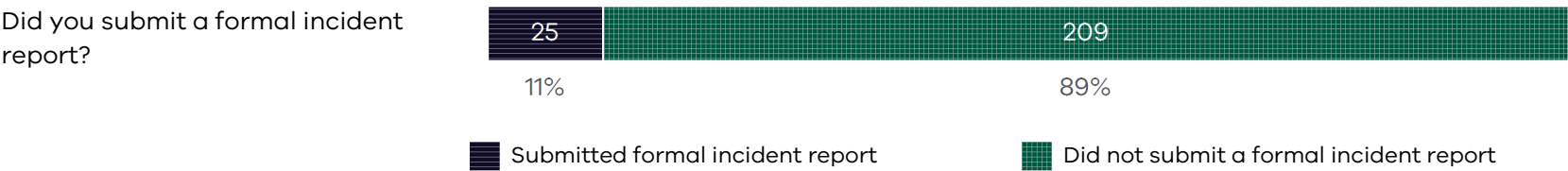
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	41%	38%	40%	40%
I believed there would be negative consequences for my reputation	25%	34%	20%	23%
I didn't think it was serious enough	26%	25%	32%	29%
I believed there would be negative consequences for my career	24%	24%	16%	19%
Other	21%	21%	22%	20%
I didn't feel safe to report the incident	8%	18%	8%	9%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	12%	11%	12%
I thought the complaint process would be embarrassing or difficult	7%	10%	5%	6%
I didn't need to because I made the violence or aggression stop	10%	10%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	8%	8%	5%	5%

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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

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 41% said it was by 'A client/ customer/ patient/ stakeholder'.

234 people (5% of staff) experienced violence or aggression (You 2024)
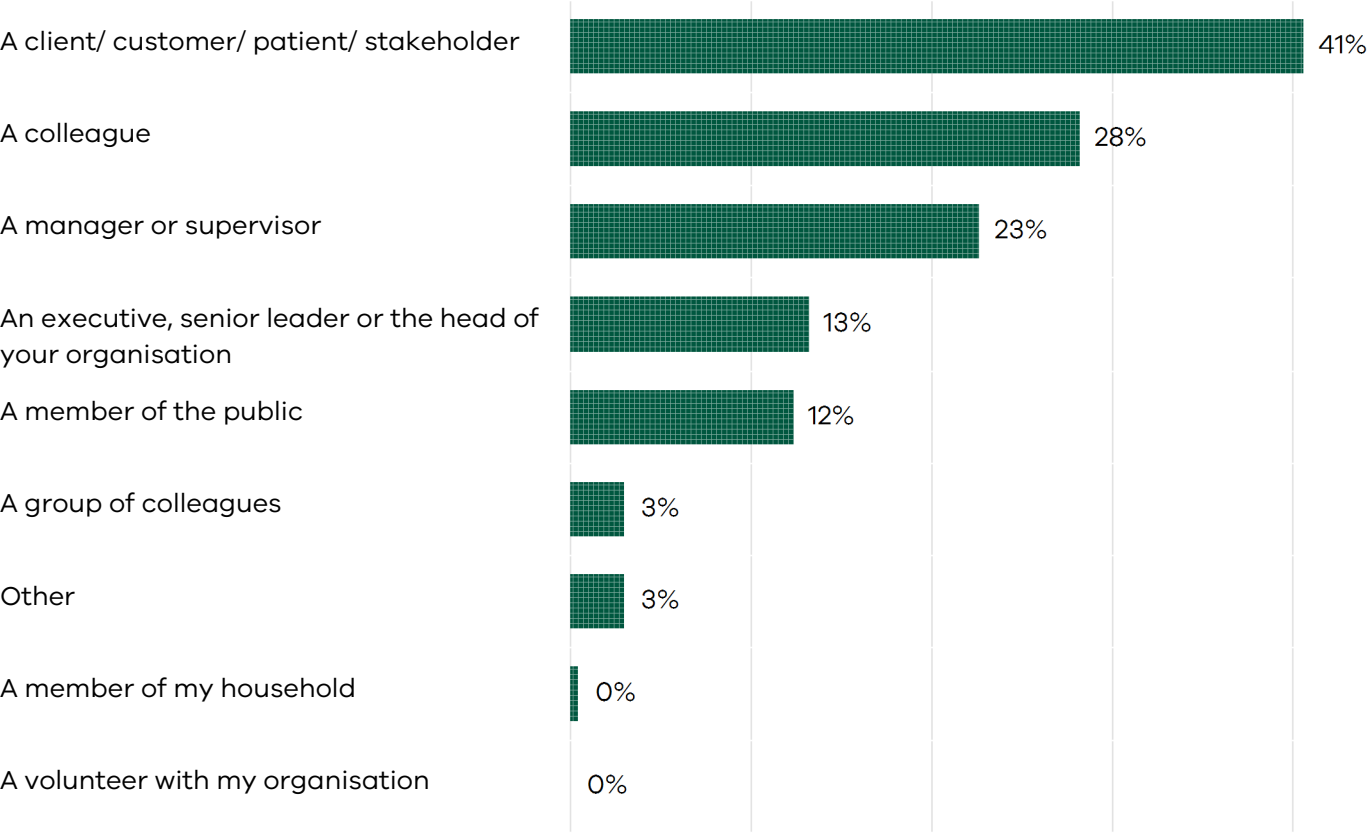
Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	41%
A colleague	28%
A manager or supervisor	23%
An executive, senior leader or the head of your organisation	13%
A member of the public	12%
A group of colleagues	3%
Other	3%
A member of my household	0%
A volunteer with my organisation	0%

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People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced violence or aggression.

Of that 5%, 57% said it was by someone within the organisation.

Of that 57%, 45% said it was 'They were in my workgroup'.

133 people (57% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	45%
They were my immediate manager or supervisor	35%
They were outside my workgroup	33%
They were someone I supervise or manage	6%
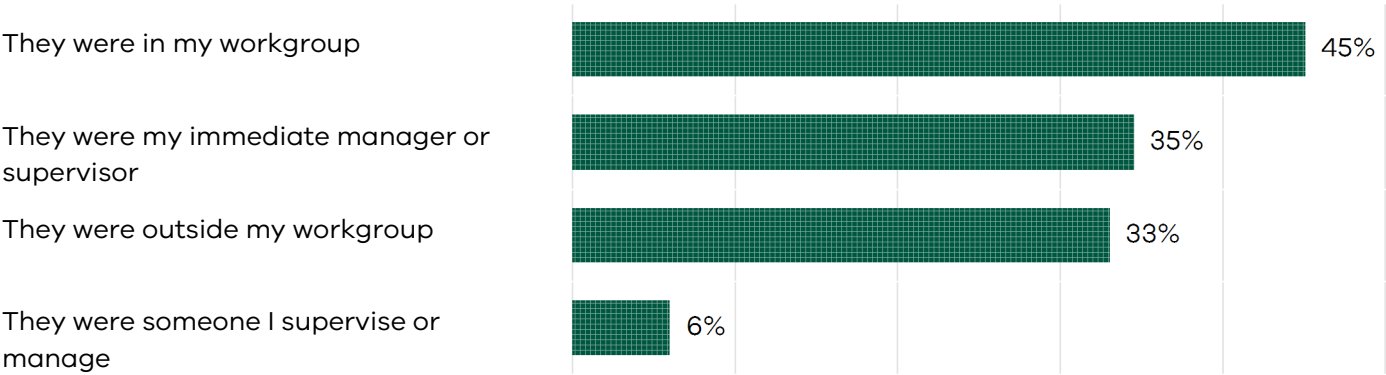
Negative behaviour

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

15% of your staff who did the survey said they witnessed some negative behaviour at work.

85% said 'No, I have not witnessed any of the situations above'.

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

693	4074
15%	85%

■ 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	85%	85%	79%	81%
Bullying of a colleague	11%	11%	15%	14%
Discrimination against a colleague	6%	5%	8%	8%
Violence or aggression against a colleague	3%	2%	4%	3%
Sexual harassment of a colleague	0%	0%	1%	1%

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

15% of your staff who did the survey witnessed negative behaviour, of which:

- 75% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 7% took no action.

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

693	4074
15%	85%

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

When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	75%	75%	72%	71%
Told a manager	37%	35%	43%	40%
Told a colleague	22%	25%	20%	20%
Told the person the behaviour was not OK	19%	18%	21%	19%
Spoke to the person who behaved in a negative way	16%	14%	18%	16%
Took no action	6%	7%	7%	8%
Other	6%	5%	6%	6%
Told human resources	2%	3%	6%	8%
Submitted a formal complaint	2%	3%	5%	5%

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People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

How to read this

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

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

Example

52% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Were you satisfied with the way your formal complaint was handled

Legend: ■ No ■ Don't know ■ Yes

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Violence or aggression	62%	20%	52%	44%	52%	62%
Bullying	15%	13%	15%	11%	22%	42%
Discrimination	-	0%	9%	3%	13%	24%

Your results bars:
- Violence or aggression: No 32%, Don't know 16%, Yes 52%
- Bullying: No 77%, Don't know 8%, Yes 15%
- Discrimination: No 91%, Yes 9%

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People matter survey

2024

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- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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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 'Topical', the 'You 2024' column shows 95% of your staff who did the survey agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'. In the 'Change from 2023' column, you have a +1% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	95%	+1%	93%
Meaningful work	I can make a worthwhile contribution at work	93%	+0%	91%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	+0%	90%
Job enrichment	I can use my skills and knowledge in my job	91%	–1%	90%
Meaningful work	I achieve something important through my work	90%	–1%	88%
Safety climate	My organisation provides a physically safe work environment	90%	+1%	85%
Manager leadership	My manager treats employees with dignity and respect	89%	–1%	89%
Flexible working	My manager supports working flexibly	89%	–1%	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	88%	+3%	85%
Manager leadership	My manager demonstrates honesty and integrity	88%	–1%	87%

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 40% 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 +3% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	40%	+3%	32%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	-0%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	51%	+1%	44%
Organisational integrity	I have an equal chance at promotion in my organisation	52%	-2%	47%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	+2%	50%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	-0%	50%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	55%	-1%	45%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	+3%	55%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+2%	52%
Satisfaction	How satisfied are you with your career development within your current organisation	59%	-1%	56%

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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 'Taking action', the 'You 2024' column shows 40% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Increase from 2023' column, you have a 3% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	40%	+3%	32%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	+3%	55%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	88%	+3%	85%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	+2%	50%
Senior leadership	Senior leaders provide clear strategy and direction	70%	+2%	59%
Organisational integrity	I believe the recruitment processes in my organisation are fair	66%	+2%	58%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	65%	+2%	58%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	58%	+2%	52%
Workload	I have enough time to do my job effectively	59%	+1%	57%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	71%	+1%	66%

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 'Topical', the 'You 2024' column shows 72% of your staff who did the survey agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

In the 'Decrease from 2023' column, you have a 5% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	72%	–5%	66%
Organisational integrity	My organisation is committed to earning a high level of public trust	83%	–2%	73%
Organisational integrity	I have an equal chance at promotion in my organisation	52%	–2%	47%
Job enrichment	I clearly understand what I am expected to do in this job	83%	–2%	82%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	59%	–2%	58%
Learning and development	I am developing and learning in my role	78%	–2%	75%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	78%	–1%	77%
Quality service delivery	My workgroup uses its resources well	72%	–1%	67%
Engagement	My organisation motivates me to help achieve its objectives	72%	–1%	62%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	77%	–1%	75%

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 'Senior leadership', the 'You 2024' column shows 70% of your staff who did the survey agreed with 'Senior leaders provide clear strategy and direction'.

The 'Difference' column, shows that agreement for this question was 12% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Senior leadership	Senior leaders provide clear strategy and direction	70%	+12%	59%
Organisational integrity	My organisation is committed to earning a high level of public trust	83%	+10%	73%
Engagement	I am proud to tell others I work for my organisation	77%	+10%	67%
Engagement	I would recommend my organisation as a good place to work	74%	+10%	64%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	55%	+10%	45%
Engagement	My organisation inspires me to do the best in my job	69%	+9%	60%
Engagement	My organisation motivates me to help achieve its objectives	72%	+9%	62%
Senior leadership	Senior leaders demonstrate honesty and integrity	76%	+8%	67%
Organisational integrity	I believe the recruitment processes in my organisation are fair	66%	+8%	58%
Taking action	My organisation has made improvements based on the survey results from last year	40%	+8%	32%

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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 'Manager support', the 'You 2024' column shows 75% of your staff who did the survey agreed with 'My manager gives me feedback that helps me improve my performance'.
The 'Difference' column, shows that agreement for this question was 2% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Manager support	My manager gives me feedback that helps me improve my performance	75%	-2%	76%

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- Scorecard
- Responsiveness
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- Respect
- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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 groups overall, lowest and highest scores with your own.

Example

55% 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'.

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	14% / 31% / 55%	54%	55%	55%	36%	45%	66%
My organisation has made improvements based on the survey results from last year	13% / 22% / 25% / 40%	33%	37%	40%	19%	32%	53%

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People matter survey 2024

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

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Senior leadership

Senior leadership

What is this

This is how supported staff feel by senior leaders in their organisation and how well they believe senior leaders communicate.

Why this is important

Supportive senior leaders who communicate well mean staff may feel more connected to their work and organisation.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results						

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	4% / 76% / 7% / 14%	76%	76%	76%	58%	67%	89%
Senior leaders model my organisation's values	3% / 75% / 9% / 14%	74%	74%	75%	58%	67%	89%
Senior leaders provide clear strategy and direction	2% / 70% / 13% / 15%	68%	68%	70%	47%	59%	78%

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Key differences

- Highest scoring
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Custom questions

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Demographics

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- Aboriginal and/or Torres Strait Islander
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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:

- 76.2% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 73.0% of staff in your comparator group and 72.5% of staff across the public sector.

Collaboration
- You 2022: 77.1%
- You 2023: 76.8%
- You 2024: **76.2%**
- Comparator 2024: 73.0%
- Public sector 2024: 72.5%

Organisational integrity
- You 2022: 72.1%
- You 2023: 71.3%
- You 2024: **71.2%**
- Comparator 2024: 65.2%
- Public sector 2024: 67.0%

Safety climate
- You 2022: 60.5%
- You 2023: 60.1%
- You 2024: **61.5%**
- Comparator 2024: 57.3%
- Public sector 2024: 59.2%

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

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Organisational climate

Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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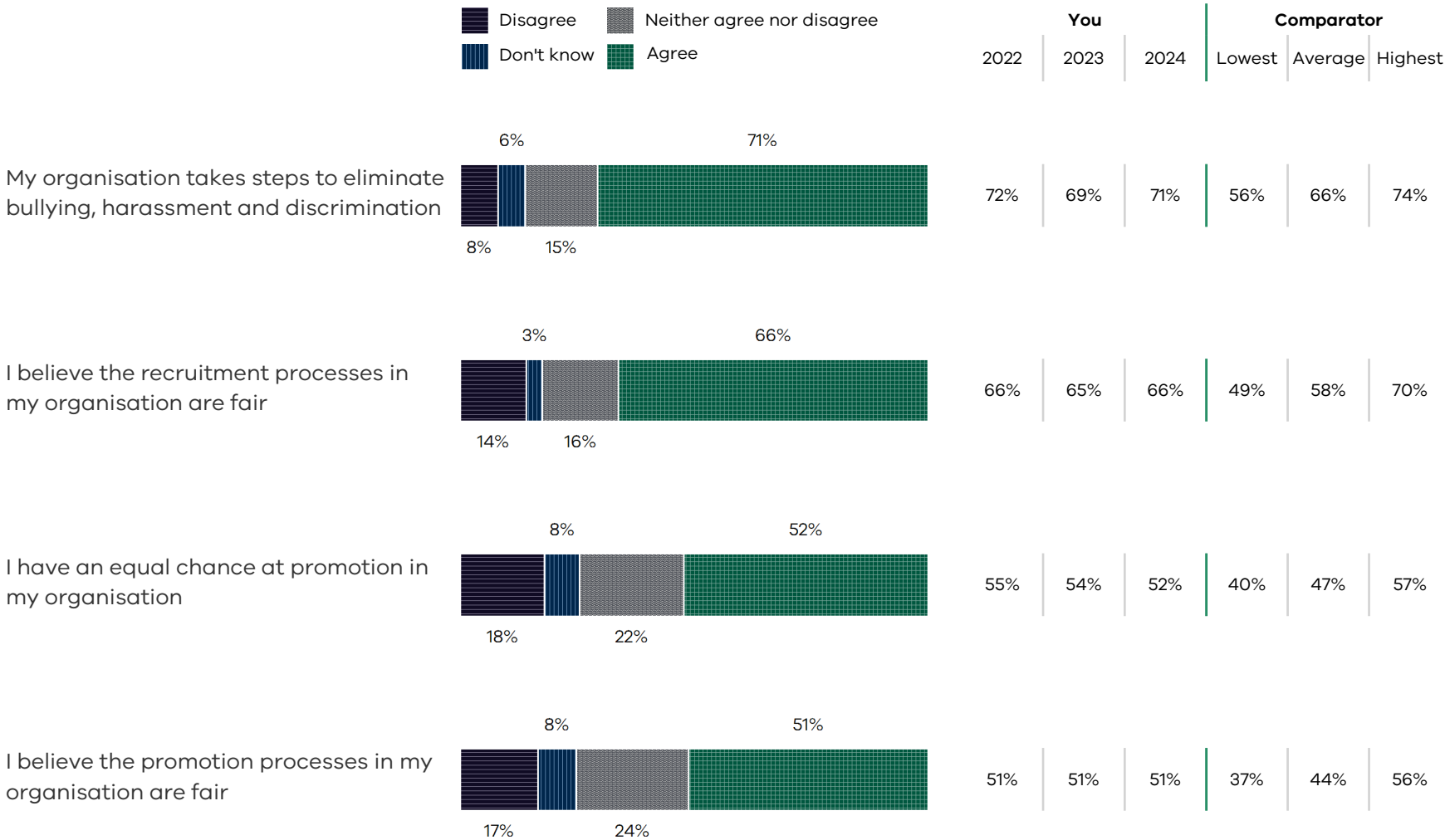
Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- 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 (1%, 87%, 3%, 8%)	87%	87%	87%	79%	84%	91%
My organisation encourages respectful workplace behaviours (1%, 86%, 5%, 8%)	88%	86%	86%	74%	82%	92%
My organisation is committed to earning a high level of public trust (2%, 83%, 4%, 11%)	84%	85%	83%	66%	73%	88%
My organisation does not tolerate improper conduct (4%, 72%, 10%, 13%)	74%	73%	72%	59%	68%	81%

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 groups overall, lowest and highest scores with your own.

Example
71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	72%	69%	71%	56%	66%	74%
I believe the recruitment processes in my organisation are fair	66%	65%	66%	49%	58%	70%
I have an equal chance at promotion in my organisation	55%	54%	52%	40%	47%	57%
I believe the promotion processes in my organisation are fair	51%	51%	51%	37%	44%	56%

My organisation takes steps to eliminate bullying, harassment and discrimination: 6% / 8% / 15% / 71%

I believe the recruitment processes in my organisation are fair: 3% / 14% / 16% / 66%

I have an equal chance at promotion in my organisation: 8% / 18% / 22% / 52%

I believe the promotion processes in my organisation are fair: 8% / 17% / 24% / 51%

Victorian Public Sector Commission

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Organisational climate

Collaboration

What is this

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend: Disagree ■ | Neither agree nor disagree ▦ | Don't know ▥ | Agree ▦
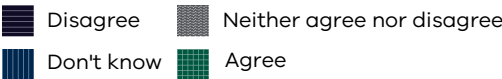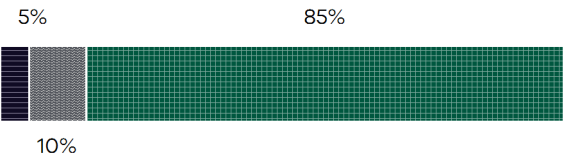
Survey question		Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	5% / 85% / 10%	86%	85%	85%	80%	84%	89%
Workgroups across my organisation willingly share information with each other	2% / 68% / 13% / 17%	68%	69%	68%	55%	62%	74%
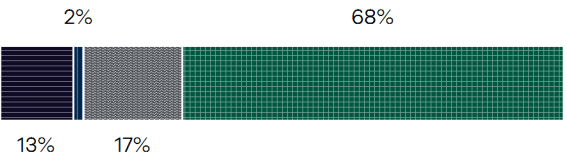
Organisational climate

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 groups overall, lowest and highest scores with your own.
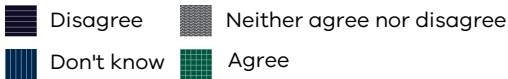
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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 provides a physically safe work environment	Disagree 4%, Don't know 6%, Agree 90%	86%	89%	90%	76%	85%	95%
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 15%, Neither 20%, Agree 65%	65%	64%	65%	49%	58%	75%
Senior leaders show support for stress prevention through involvement and commitment	Disagree 17%, Neither 25%, Agree 58%	58%	57%	58%	44%	52%	70%
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 18%, Neither 27%, Agree 55%	54%	52%	55%	46%	55%	63%

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Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

Survey question

Your results

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

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

9% | 52%
17% | 22%

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

22% | 48%
30%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation has effective procedures...	52%	50%	52%	43%	50%	61%
All levels of my organisation...	49%	49%	48%	35%	45%	61%

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Topical questions

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

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Demographics

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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.
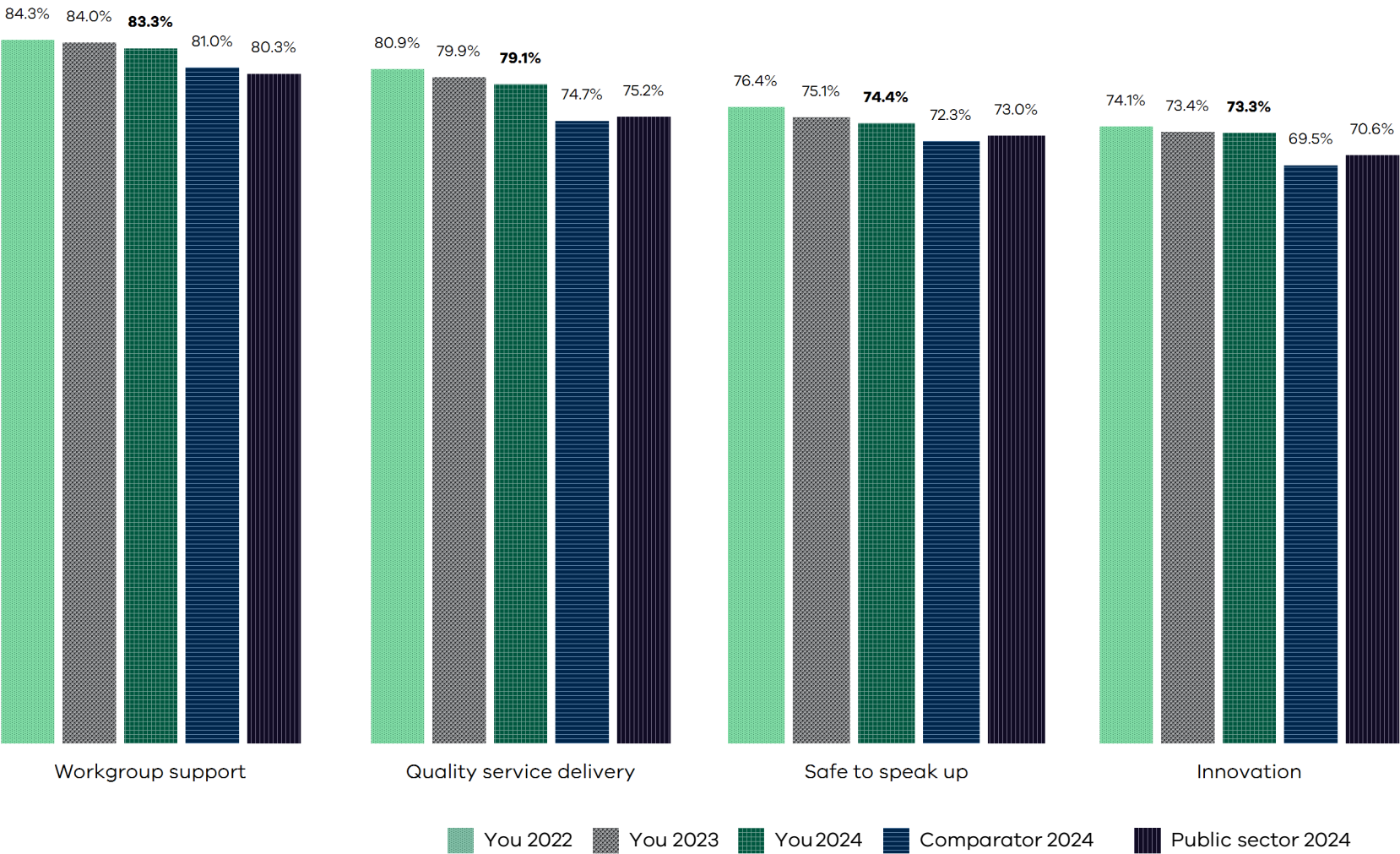
Why this is important

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:

- 83.3% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 81.0% of staff in your comparator group and 80.3% of staff across the public sector.

Workgroup support: 84.3%, 84.0%, **83.3%**, 81.0%, 80.3%

Quality service delivery: 80.9%, 79.9%, **79.1%**, 74.7%, 75.2%

Safe to speak up: 76.4%, 75.1%, **74.4%**, 72.3%, 73.0%

Innovation: 74.1%, 73.4%, **73.3%**, 69.5%, 70.6%

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

Victorian Public Sector Commission

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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 groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	88% (3% 8%)	90%	88%	88%	74%	84%	95%
My workgroup acts fairly and without bias	80% (1%, 8%, 11%)	84%	81%	80%	65%	75%	84%
My workgroup has clear lines of responsibility	76% (11%, 12%)	78%	77%	76%	66%	73%	82%
My workgroup uses its resources well	72% (1%, 12%, 15%)	73%	73%	72%	58%	67%	75%

Victorian Public Sector Commission

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Workgroup climate

Innovation

What is this

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
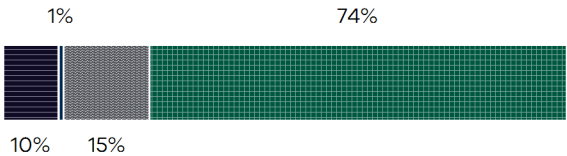
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
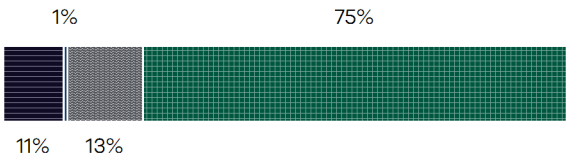
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better	1% / 11% / 13% / 75%	76%	75%	75%	61%	71%	76%
My workgroup learns from failures and mistakes	1% / 10% / 15% / 74%	75%	75%	74%	62%	70%	77%
My workgroup encourages employee creativity	11% / 18% / 71%	71%	71%	71%	58%	67%	75%
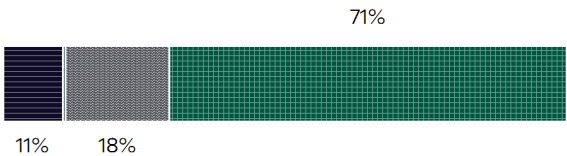
Workgroup climate

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.

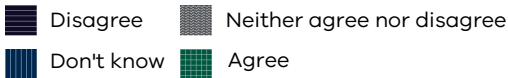Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

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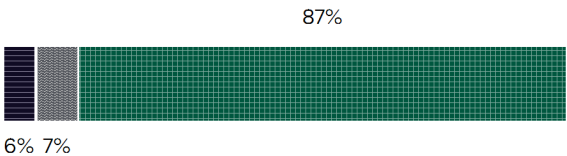- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	6% / 7% / 87%	89%	87%	87%	76%	85%	93%
People in my workgroup work together effectively to get the job done	7% / 8% / 85%	85%	85%	85%	77%	84%	92%
People in my workgroup are politically impartial in their work	3% / 3% / 9% / 85%	86%	85%	85%	73%	81%	92%
People in my workgroup are honest, open and transparent in their dealings	1% / 7% / 10% / 82%	84%	83%	82%	69%	79%	91%
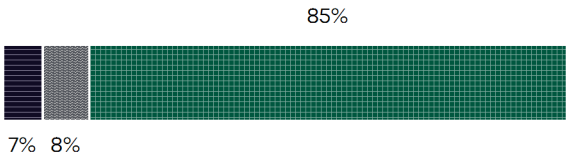
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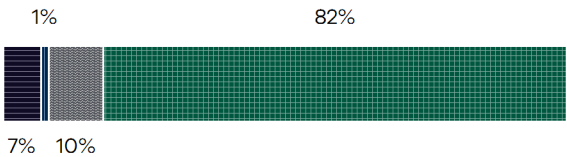
Workgroup climate

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.

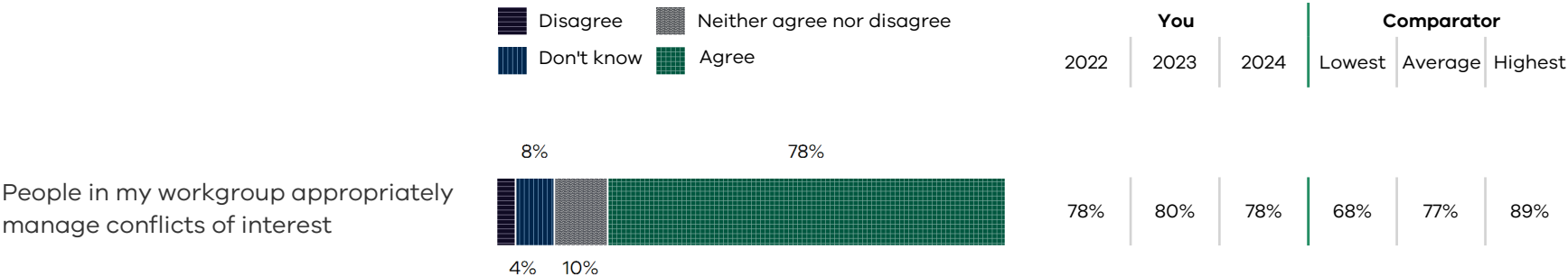Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

People in my workgroup appropriately manage conflicts of interest

8%   78%
4%   10%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
78%	80%	78%	68%	77%	89%

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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 groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.
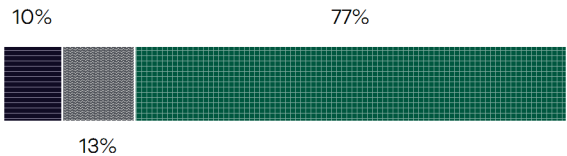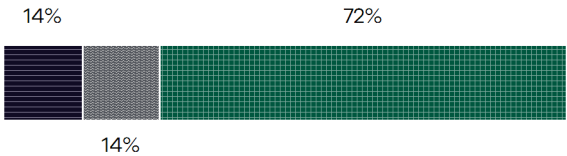
Survey question	Your results						

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
People in my workgroup are able to bring up problems and tough issues	10% / 13% / 77%	79%	78%	77%	66%	75%	83%
I feel safe to challenge inappropriate behaviour at work	14% / 14% / 72%	74%	72%	72%	63%	70%	82%

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- 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

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.
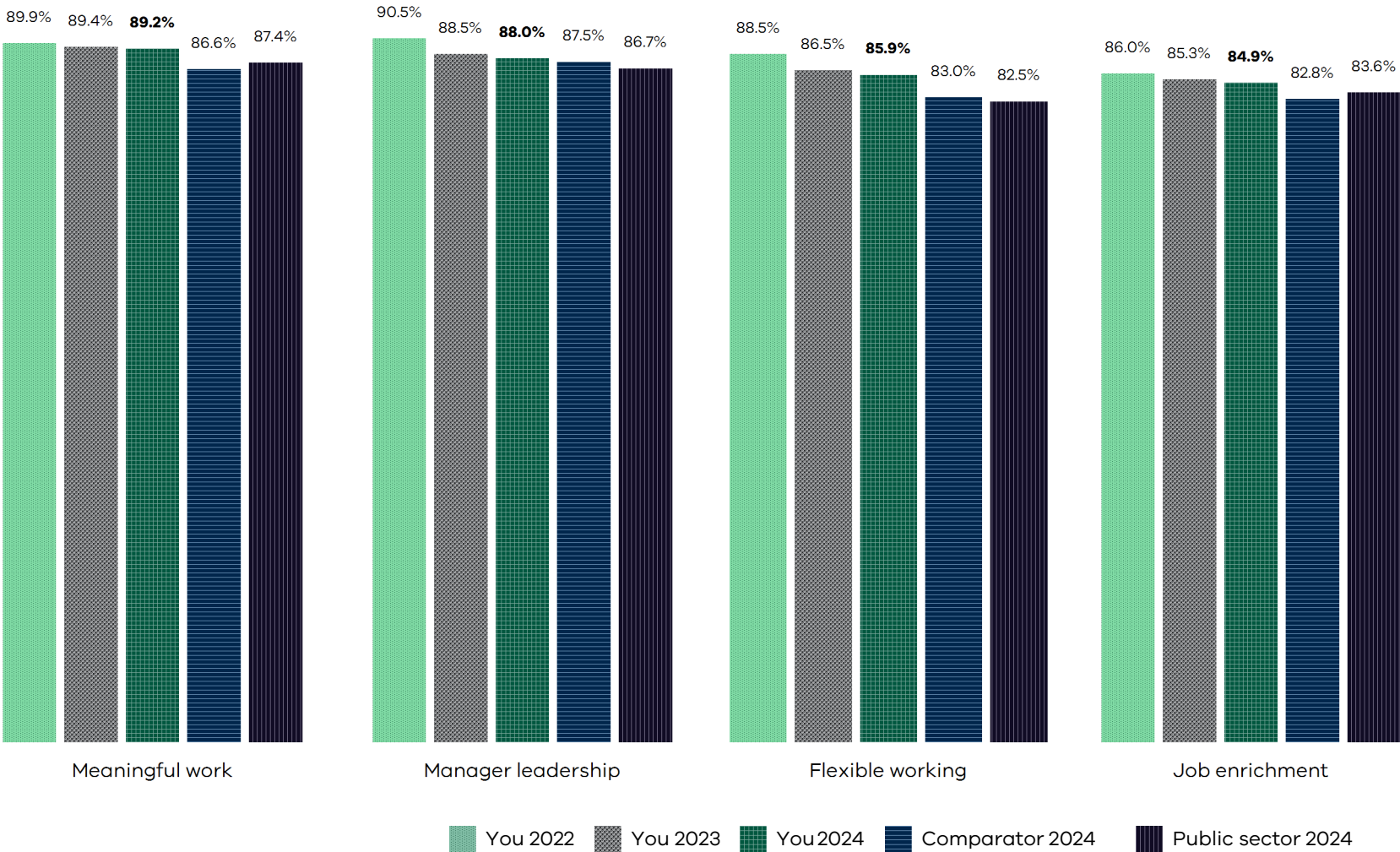
Example

In 2024:

- 89.2% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 86.6% of staff in your comparator group and 87.4% of staff across the public sector.

Chart: Job and manager factors by category

Factor	You 2022	You 2023	You 2024	Comparator 2024	Public sector 2024
Meaningful work	89.9%	89.4%	**89.2%**	86.6%	87.4%
Manager leadership	90.5%	88.5%	**88.0%**	87.5%	86.7%
Flexible working	88.5%	86.5%	**85.9%**	83.0%	82.5%
Job enrichment	86.0%	85.3%	**84.9%**	82.8%	83.6%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

Why this is important

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

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Each 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.
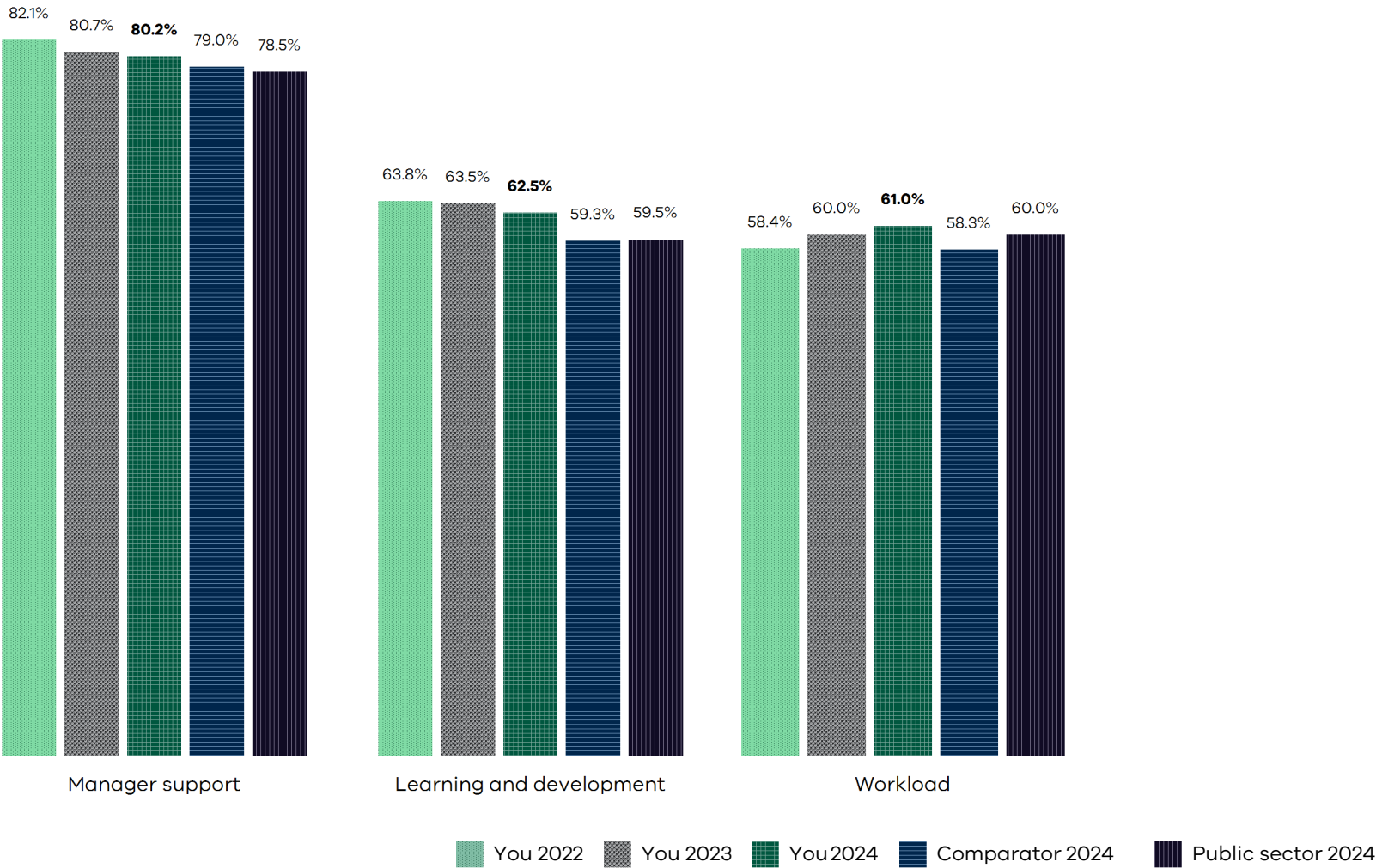
Example

In 2024:

- 80.2% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79.0% of staff in your comparator group and 78.5% of staff across the public sector.

Chart — Manager support: You 2022 82.1%, You 2023 80.7%, You 2024 80.2%, Comparator 2024 79.0%, Public sector 2024 78.5%. Learning and development: You 2022 63.8%, You 2023 63.5%, You 2024 62.5%, Comparator 2024 59.3%, Public sector 2024 59.5%. Workload: You 2022 58.4%, You 2023 60.0%, You 2024 61.0%, Comparator 2024 58.3%, Public sector 2024 60.0%.

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

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

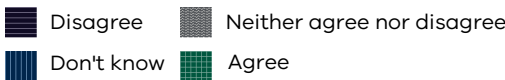Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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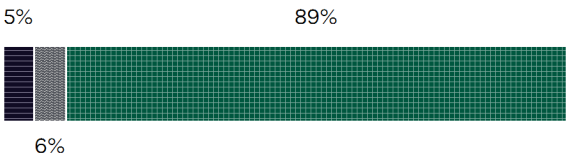- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	5% / 6% / 89%	91%	89%	89%	82%	89%	95%
My manager demonstrates honesty and integrity	5% / 7% / 88%	91%	89%	88%	79%	87%	94%
My manager models my organisation's values	6% / 7% / 87%	89%	87%	87%	79%	86%	93%
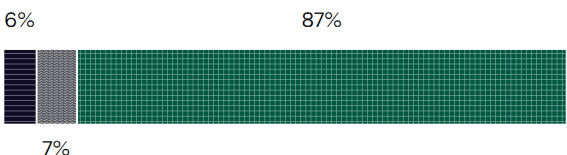
Job and manager factors

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 groups overall, lowest and highest scores with your own.
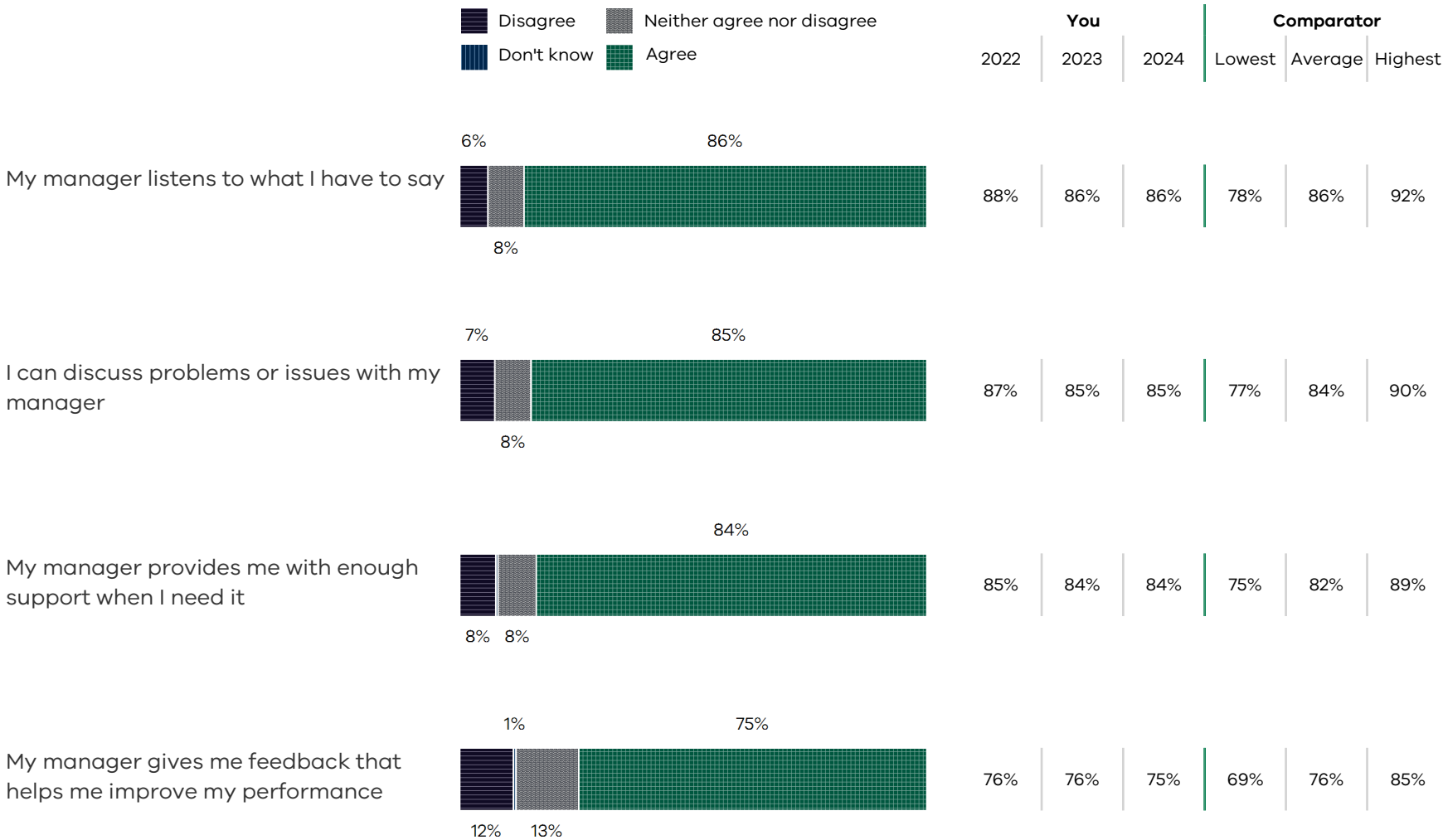
Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager listens to what I have to say — 6%, 8%, 86%	88%	86%	86%	78%	86%	92%
I can discuss problems or issues with my manager — 7%, 8%, 85%	87%	85%	85%	77%	84%	90%
My manager provides me with enough support when I need it — 8%, 8%, 84%	85%	84%	84%	75%	82%	89%
My manager gives me feedback that helps me improve my performance — 12%, 13%, 75%	76%	76%	75%	69%	76%	85%

Victorian Public Sector Commission

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Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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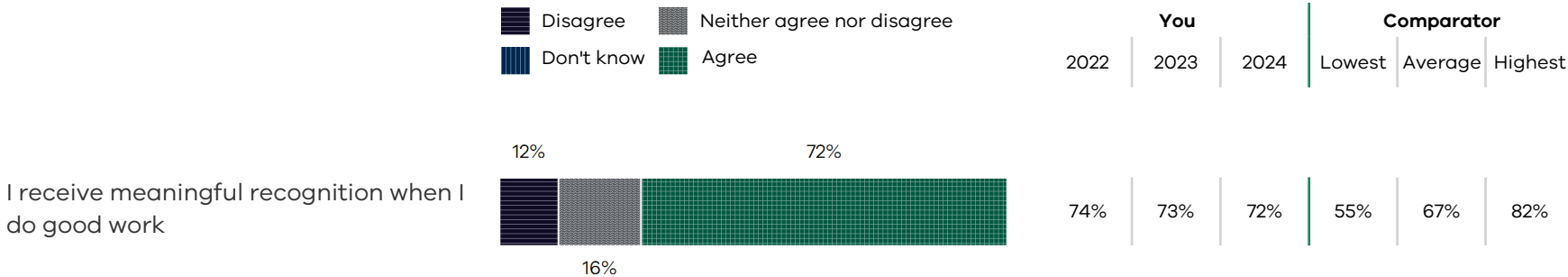
Example

72% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

I receive meaningful recognition when I do good work

12% 72%
16%

74%	73%	72%	55%	67%	82%

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 groups overall, lowest and highest scores with your own.
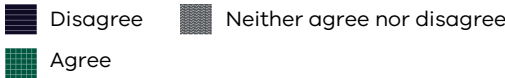
Example

63% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
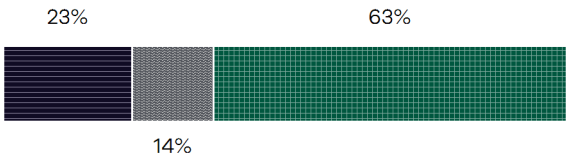
Legend: Disagree | Neither agree nor disagree | Agree
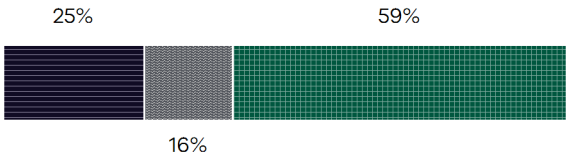
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	Disagree 23%, Neither 14%, Agree 63%	61%	62%	63%	53%	60%	76%
I have enough time to do my job effectively	Disagree 25%, Neither 16%, Agree 59%	56%	58%	59%	47%	57%	73%

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 groups overall, lowest and highest scores with your own.
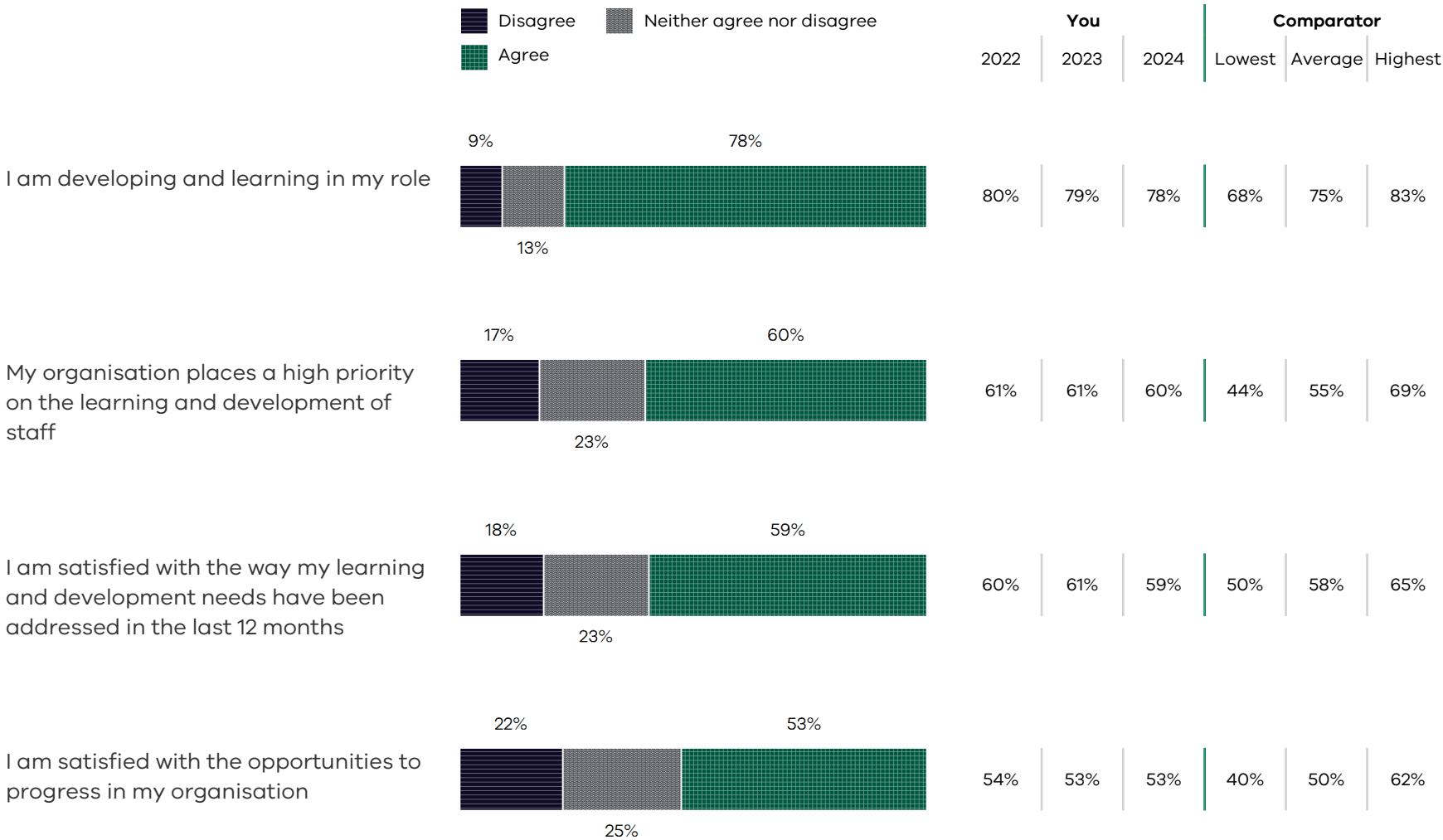
Example

78% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	Benchmark agree results

Legend: Disagree (dark) | Neither agree nor disagree (grey) | Agree (green)

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	9%	13%	78%	80%	79%	78%	68%	75%	83%
My organisation places a high priority on the learning and development of staff	17%	23%	60%	61%	61%	60%	44%	55%	69%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	18%	23%	59%	60%	61%	59%	50%	58%	65%
I am satisfied with the opportunities to progress in my organisation	22%	25%	53%	54%	53%	53%	40%	50%	62%

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 groups overall, lowest and highest scores with your own.
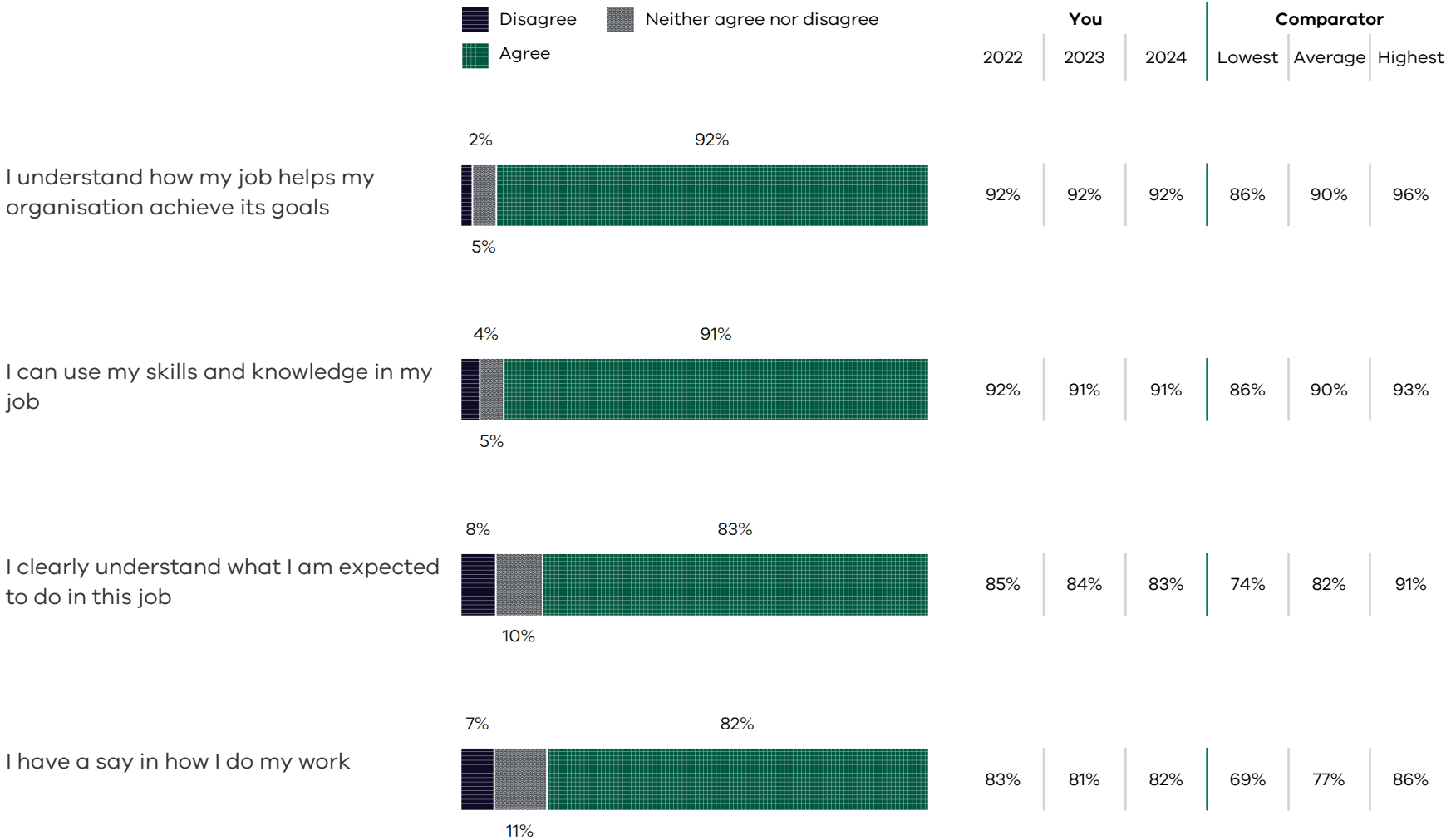
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	92%	92%	92%	86%	90%	96%
I can use my skills and knowledge in my job	92%	91%	91%	86%	90%	93%
I clearly understand what I am expected to do in this job	85%	84%	83%	74%	82%	91%
I have a say in how I do my work	83%	81%	82%	69%	77%	86%

I understand how my job helps my organisation achieve its goals — 2% / 5% / 92%

I can use my skills and knowledge in my job — 4% / 5% / 91%

I clearly understand what I am expected to do in this job — 8% / 10% / 83%

I have a say in how I do my work — 7% / 11% / 82%

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 groups overall, lowest and highest scores with your own.
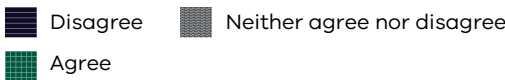
Example

77% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Legend: Disagree | Neither agree nor disagree | Agree

I have the authority to do my job effectively

11% | 12% | 77%
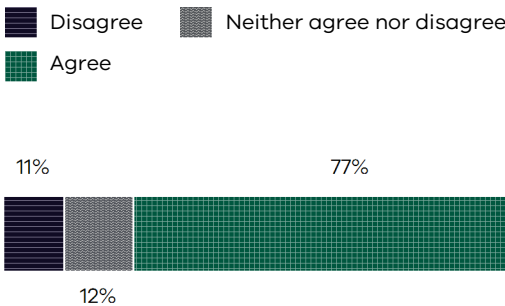
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	78%	77%	77%	68%	74%	87%

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 groups overall, lowest and highest scores with your own.

Example

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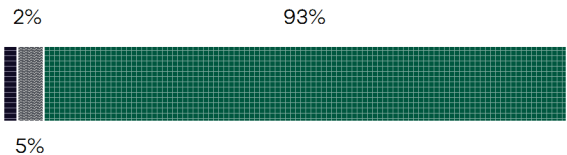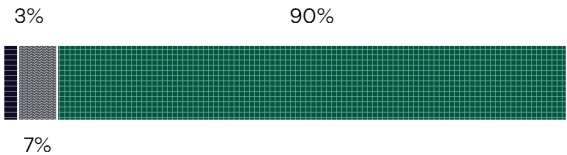
Survey question

Your results

■ Disagree ▨ Neither agree nor disagree
■ Agree

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	94%	93%	93%	88%	91%	94%
I achieve something important through my work	91%	91%	90%	83%	88%	92%
I get a sense of accomplishment from my work	85%	84%	84%	77%	81%	85%

I can make a worthwhile contribution at work — 2%, 93%, 5%

I achieve something important through my work — 3%, 90%, 7%

I get a sense of accomplishment from my work — 6%, 84%, 10%
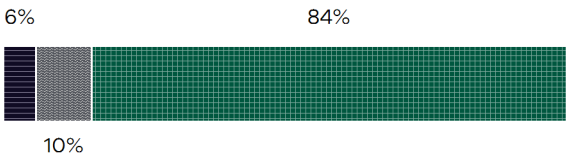
Job and manager factors

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 groups overall, lowest and highest scores with your own.

Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
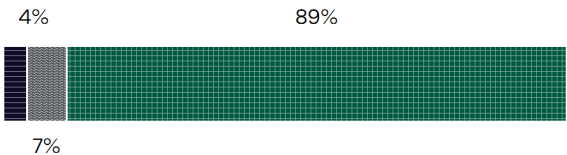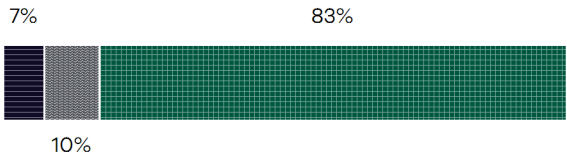
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	Disagree 4%, Don't know 7%, Agree 89%	92%	89%	89%	78%	88%	97%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	Disagree 7%, Neither 10%, Agree 83%	85%	84%	83%	66%	78%	92%

Victorian Public Sector Commission

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People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

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- Safe to speak up

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- 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

Custom questions

- Questions requested by your organisation

Demographics

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

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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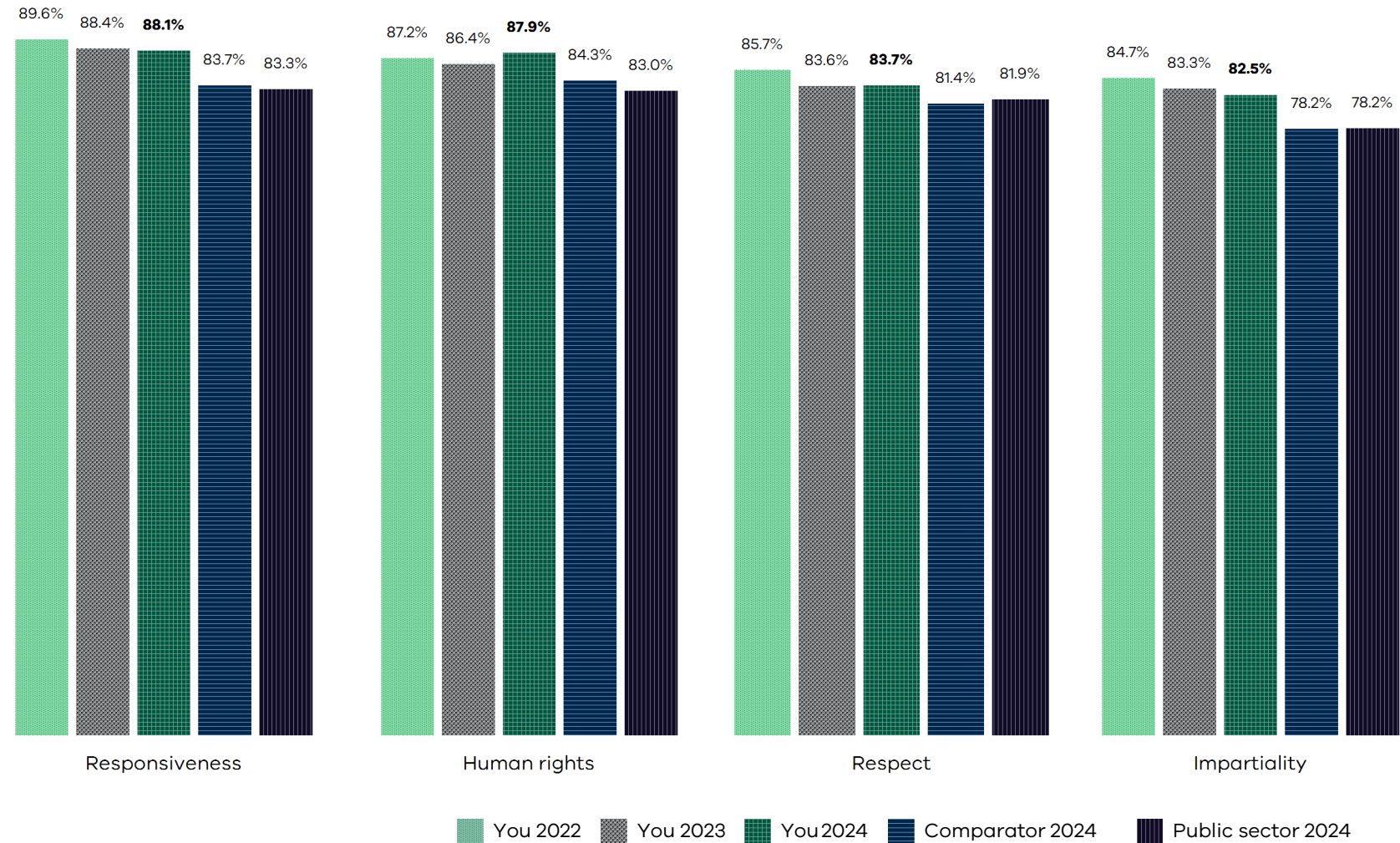
Example

In 2024:

- 88.1% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 83.7% of staff in your comparator group and 83.3% of staff across the public sector.

Responsiveness: 89.6%, 88.4%, **88.1%**, 83.7%, 83.3%
Human rights: 87.2%, 86.4%, **87.9%**, 84.3%, 83.0%
Respect: 85.7%, 83.6%, **83.7%**, 81.4%, 81.9%
Impartiality: 84.7%, 83.3%, **82.5%**, 78.2%, 78.2%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What is this

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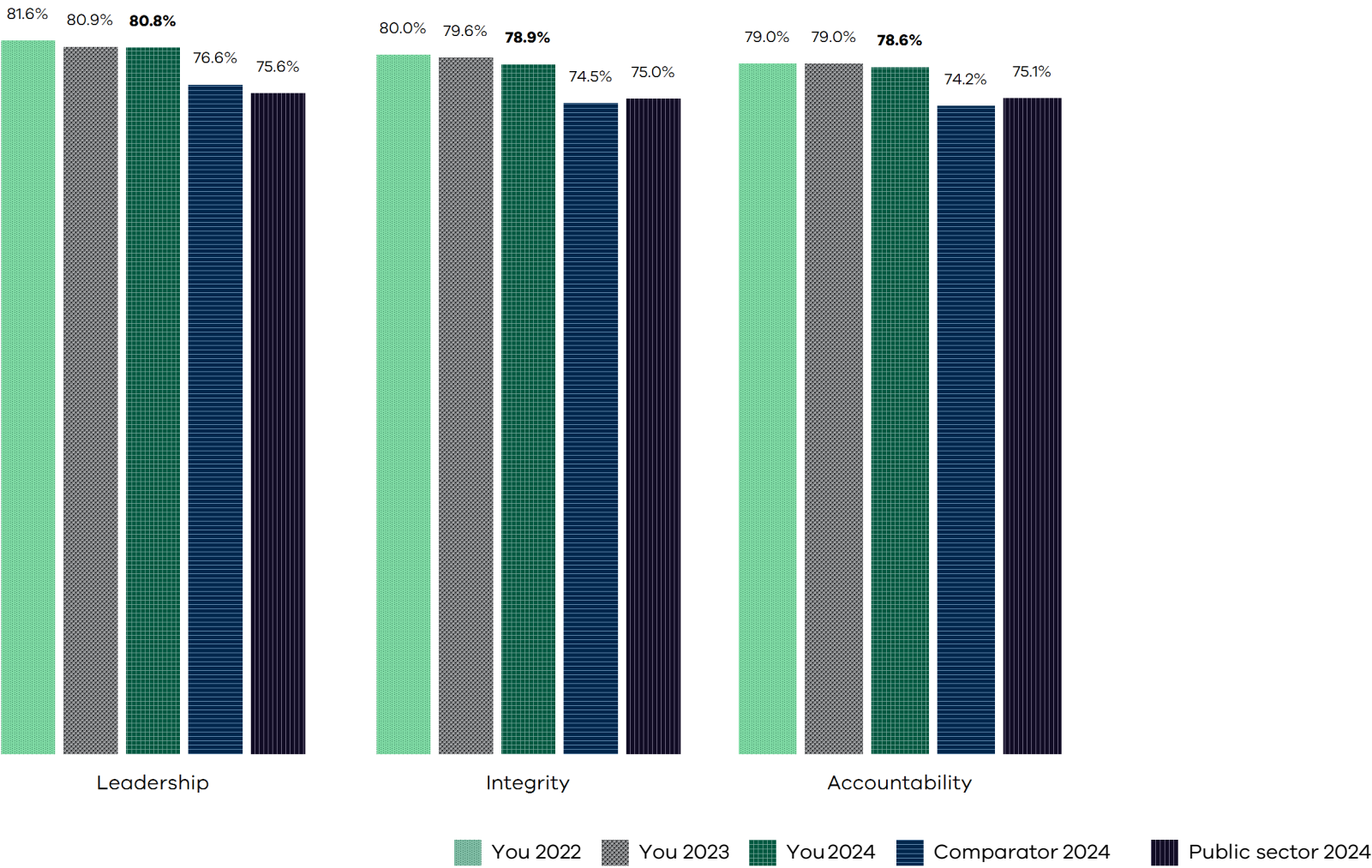
Why this is important

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

How to read this

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

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

Example

In 2024:

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

Compared to:

- 76.6% of staff in your comparator group and 75.6% of staff across the public sector.

Leadership: You 2022 81.6%, You 2023 80.9%, You 2024 80.8%, Comparator 2024 76.6%, Public sector 2024 75.6%

Integrity: You 2022 80.0%, You 2023 79.6%, You 2024 78.9%, Comparator 2024 74.5%, Public sector 2024 75.0%

Accountability: You 2022 79.0%, You 2023 79.0%, You 2024 78.6%, Comparator 2024 74.2%, Public sector 2024 75.1%

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

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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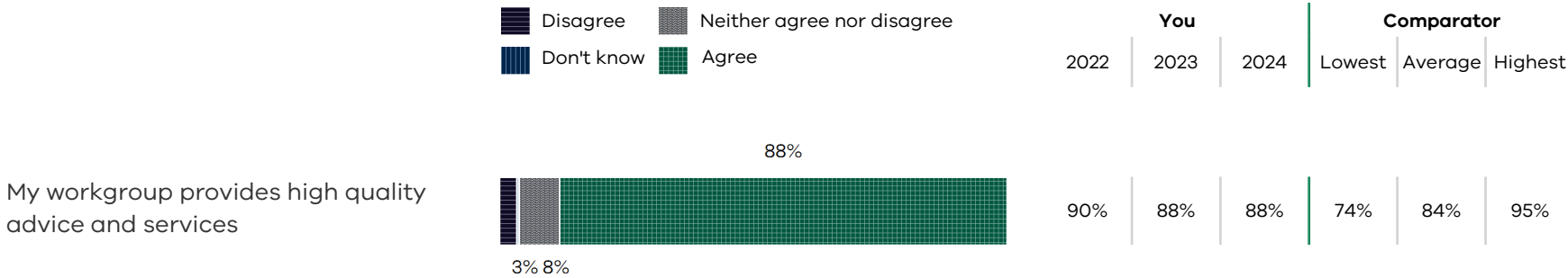
Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results		You				Comparator	
		2022	2023	2024		Lowest	Average	Highest
My workgroup provides high quality advice and services	88% (Agree), 3% 8%	90%	88%	88%		74%	84%	95%

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.

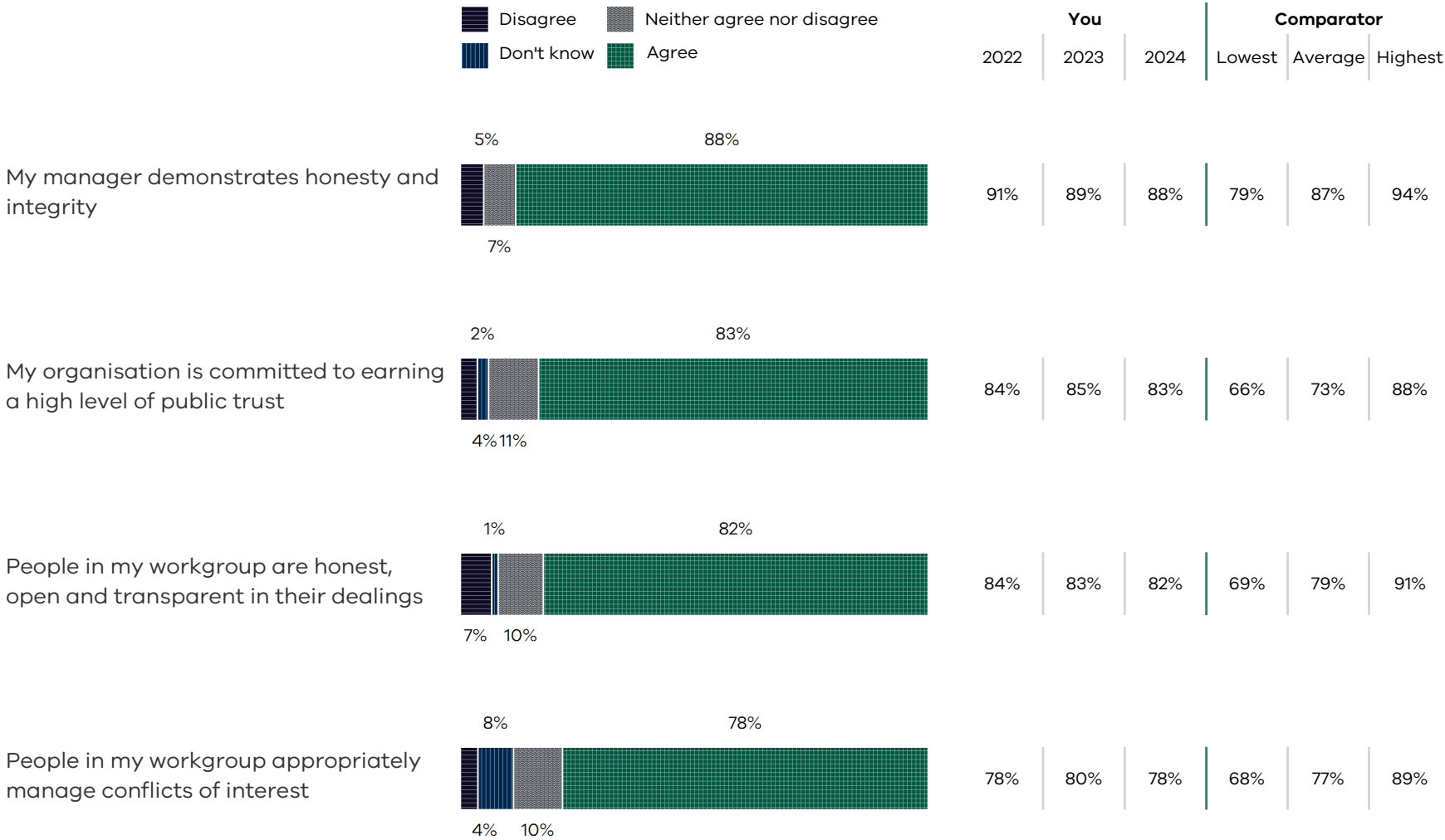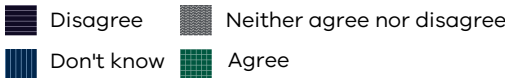Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
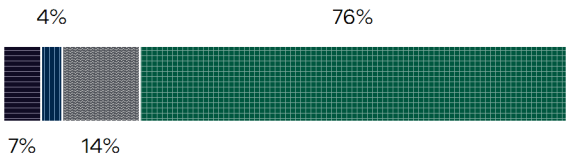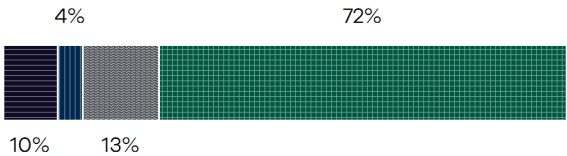
Survey question

Your results

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

My manager demonstrates honesty and integrity — 5%, 88%, 7%

My organisation is committed to earning a high level of public trust — 2%, 83%, 4%, 11%

People in my workgroup are honest, open and transparent in their dealings — 1%, 82%, 7%, 10%

People in my workgroup appropriately manage conflicts of interest — 8%, 78%, 4%, 10%

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	91%	89%	88%	79%	87%	94%
My organisation is committed to earning a high level of public trust	84%	85%	83%	66%	73%	88%
People in my workgroup are honest, open and transparent in their dealings	84%	83%	82%	69%	79%	91%
People in my workgroup appropriately manage conflicts of interest	78%	80%	78%	68%	77%	89%

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 groups overall, lowest and highest scores with your own.

Example

76% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
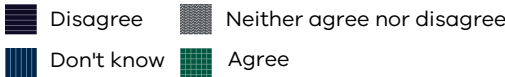
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity (Disagree 7%, Don't know 4%, Neither 14%, Agree 76%)	76%	76%	76%	58%	67%	89%
My organisation does not tolerate improper conduct (Disagree 10%, Don't know 4%, Neither 13%, Agree 72%)	74%	73%	72%	59%	68%	81%
I feel safe to challenge inappropriate behaviour at work (Disagree 14%, Neither 14%, Agree 72%)	74%	72%	72%	63%	70%	82%

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 groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
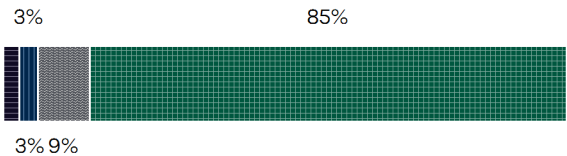
Survey question
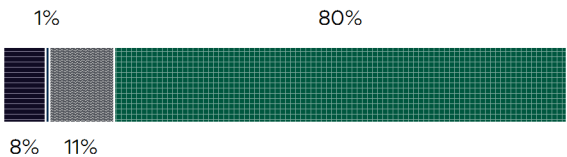
Your results

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

People in my workgroup are politically impartial in their work

3% | 85%
3% 9%

My workgroup acts fairly and without bias

1% | 80%
8% 11%

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	86%	85%	85%	73%	81%	92%
My workgroup acts fairly and without bias	84%	81%	80%	65%	75%	84%

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.

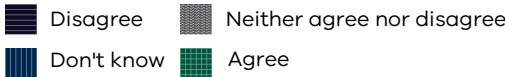Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
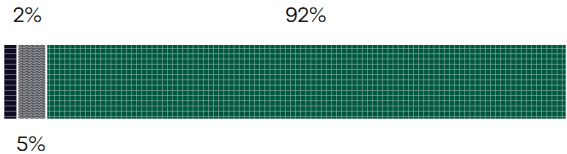
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	2% / 5% / 92%	92%	92%	92%	86%	90%	96%
I clearly understand what I am expected to do in this job	8% / 10% / 83%	85%	84%	83%	74%	82%	91%
My workgroup has clear lines of responsibility	11% / 12% / 76%	78%	77%	76%	66%	73%	82%
My workgroup uses its resources well	12% / 15% / 1% / 72%	73%	73%	72%	58%	67%	75%
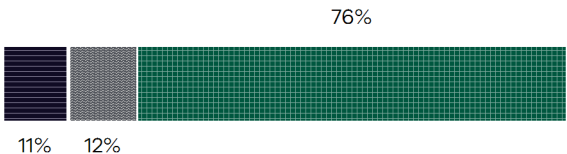
Victorian Public Sector Commission

VICTORIA State Government
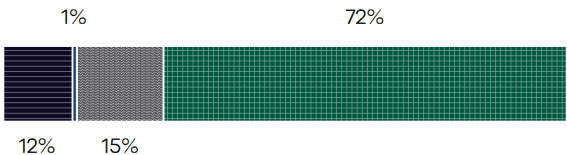
Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

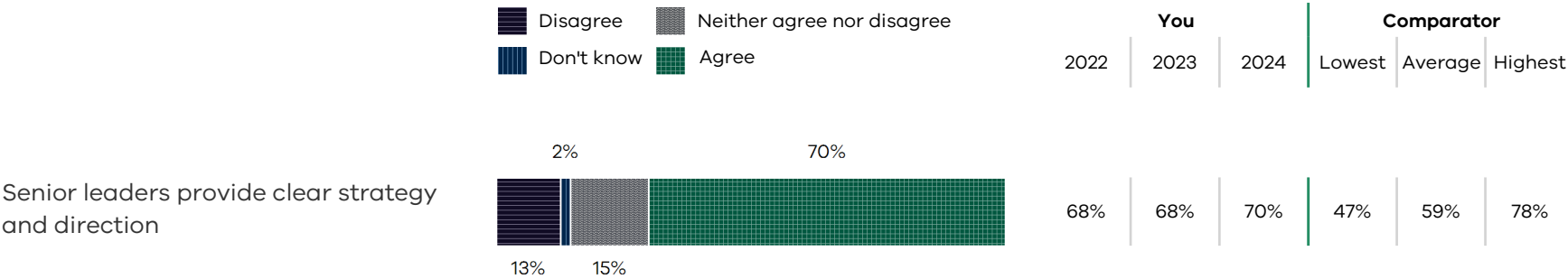Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Disagree   Neither agree nor disagree

Don't know   Agree

Senior leaders provide clear strategy and direction

2%   70%

13%   15%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
68%	68%	70%	47%	59%	78%

Victorian Public Sector Commission

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Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
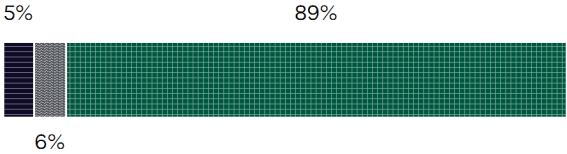
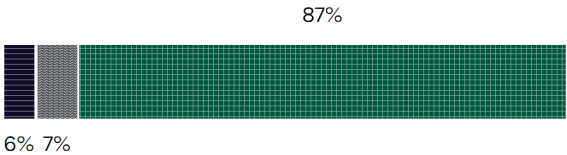| Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	5% / 6% / 89%	91%	89%	89%	82%	89%	95%
People in my workgroup treat each other with respect	6% / 7% / 87%	89%	87%	87%	76%	85%	93%
My manager listens to what I have to say	6% / 8% / 86%	88%	86%	86%	78%	86%	92%
My organisation encourages respectful workplace behaviours	1% / 5% / 8% / 86%	88%	86%	86%	74%	82%	92%
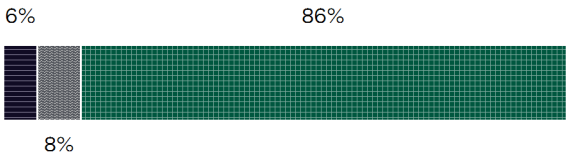
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Victorian Public Sector Commission

VICTORIA State Government
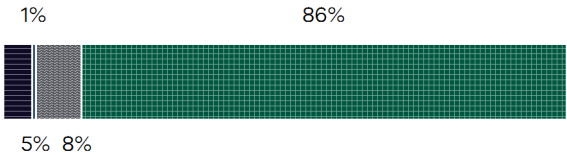
Public sector values

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 groups overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

My organisation takes steps to eliminate bullying, harassment and discrimination

6%   71%
8%   15%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	72%	69%	71%	56%	66%	74%

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 groups overall, lowest and highest scores with your own.
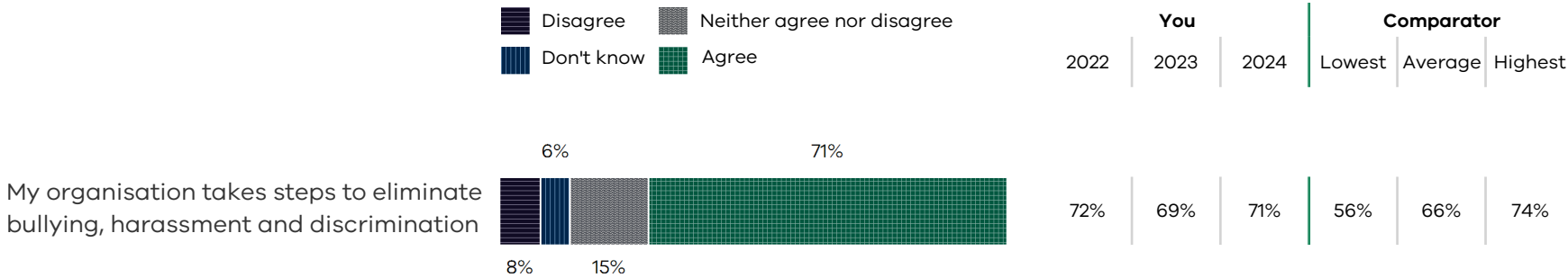
Example

87% 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
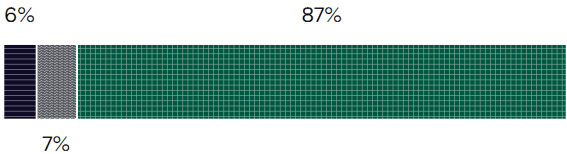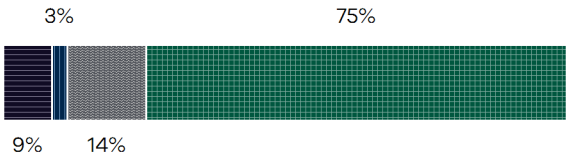
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	6% / 7% / 87%	89%	87%	87%	79%	86%	93%
Senior leaders model my organisation's values	3% / 9% / 14% / 75%	74%	74%	75%	58%	67%	89%

Victorian Public Sector Commission

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Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question

Your results

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

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

4% 88%
8%

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

1% 87%
3% 8%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
87%	86%	88%	80%	85%	92%
87%	87%	87%	79%	84%	91%

People matter survey

2024

Have your say

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- Scorecard: emotional effects of work
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- Bullying
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Public sector values

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- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

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Topical questions

Topical questions 1 of 2

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 groups overall, lowest and highest scores with your own.

Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question

Your results

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

Benchmark agree results
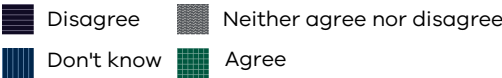
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

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

Your results: 1%, 95%, 1%, 4%
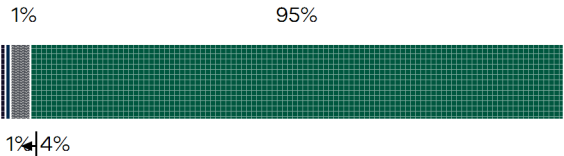
| Not asked | 94% | 95% | 91% | 93% | 98% |

I am proud to work in the public sector

Your results: 4%, 84%, 13%
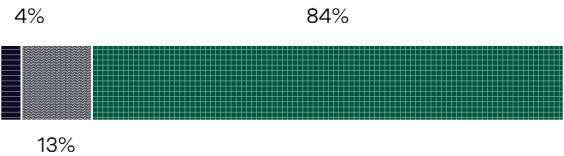
| Not asked | Not asked | 84% | 75% | 78% | 86% |

My workgroup gives frank and impartial advice to our managers and leaders

Your results: 3%, 75%, 9%, 13%
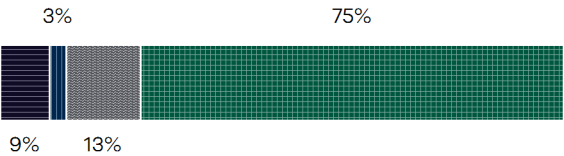
| Not asked | Not asked | 75% | 64% | 73% | 88% |

I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration

Your results: 8%, 72%, 7%, 13%

| Not asked | 78% | 72% | 54% | 66% | 77% |

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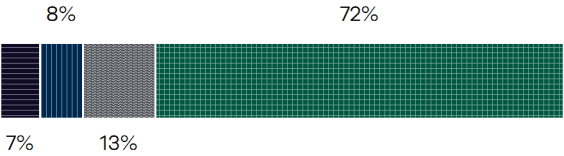
Topical questions

Frank and impartial advice to ministers

What is this

This is the percentage of employees that feel their workgroup gives frank and impartial advice to ministers.

Why this is important

Integrity is one of the public sector values. Providing frank and impartial advice to ministers is one way we demonstrate integrity.

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 groups overall, lowest and highest scores with your own.

Example

53% of your staff who did the survey agreed or strongly agreed with 'My workgroup gives frank and impartial advice to our Ministers'.

Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- My group does not directly work with ministers and their offices
- Agree

My workgroup gives frank and impartial advice to our Ministers

5% | 21% | 21% | 53%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
Not asked	Not asked	53%		38%	51%	85%

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People matter survey 2024

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

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- Questions requested by your organisation

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- Caring

Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2024 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who responded favourably to each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

82% of staff who did the survey responded favourably to 'I am comfortable discussing diverse opinions, experiences, and knowledge within my workgroup'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▥ Agree

You

	2022	2023	2024

I am comfortable discussing diverse opinions, experiences, and knowledge within my workgroup
- 8% Disagree, 11% Neither, 82% Agree
- Benchmark: 2022 Not asked | 2023 Not asked | 2024 82%

My manager communicates performance expectations clearly
- 10% Disagree, 15% Neither, 75% Agree
- Benchmark: 2022 Not asked | 2023 Not asked | 2024 75%

The distribution of workload is actively managed across my team/workgroup
- 17% Disagree, 18% Neither, 65% Agree
- Benchmark: 2022 Not asked | 2023 Not asked | 2024 65%

My manager regularly coaches me on my job performance
- 17% Disagree, 24% Neither, 58% Agree
- Benchmark: 2022 Not asked | 2023 Not asked | 2024 58%

Victorian Public Sector Commission

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Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2024 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who responded favourably to each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

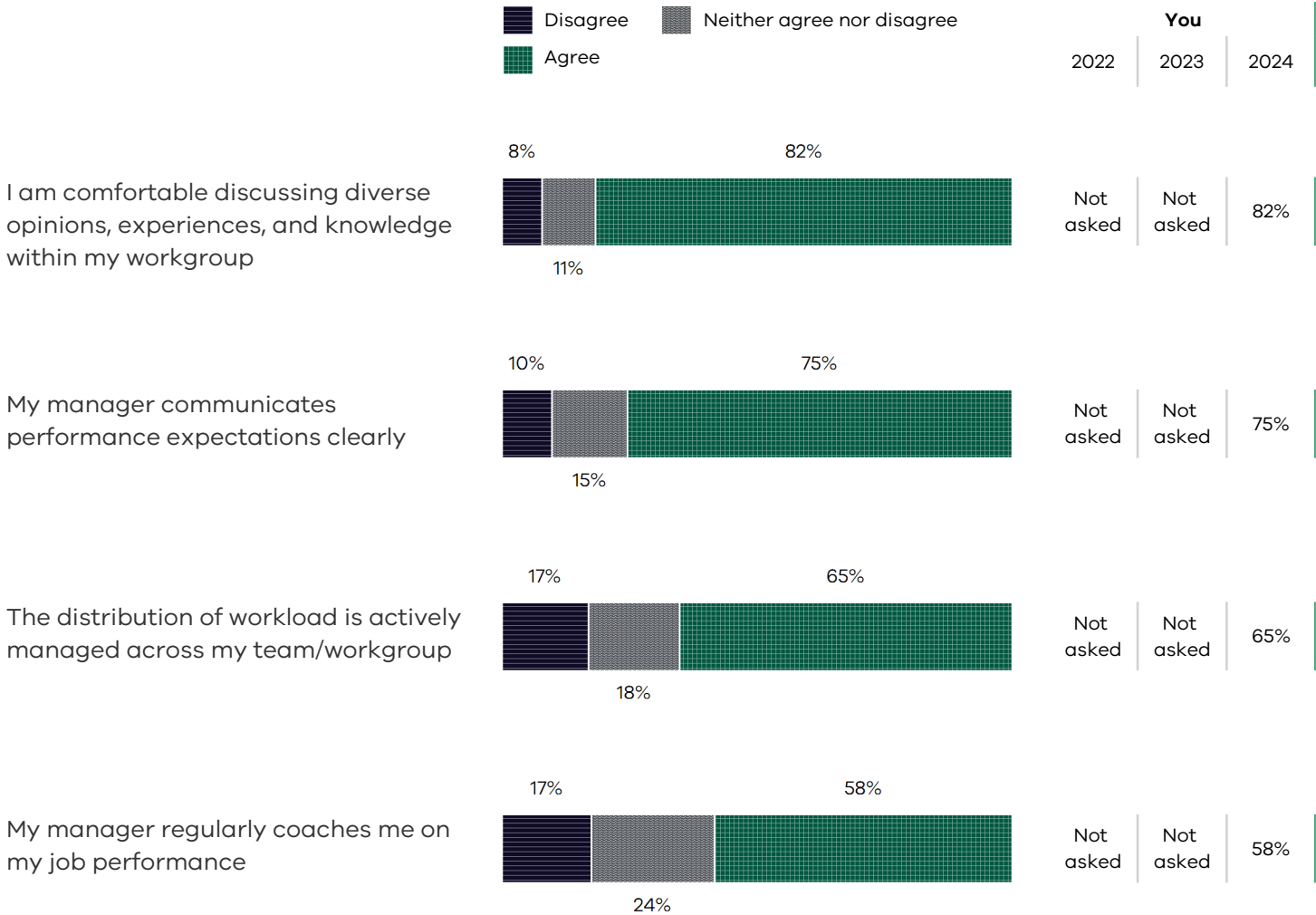Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

51% of staff who did the survey responded favourably to 'My Manager and I discuss my career aspirations and development regularly'.

Disagree   Neither agree nor disagree

Agree

Survey question	Your results	Benchmark agree results
		You
		2022	2023	2024
My Manager and I discuss my career aspirations and development regularly	22% 27% 51%	Not asked	Not asked	51%

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People matter survey

2024

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- Employment
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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	954	20%
35-54 years	2653	56%
55+ years	707	15%
Prefer not to say	453	10%

Gender	(n)	%
Woman	3060	64%
Man	1181	25%
Prefer not to say	486	10%
Non-binary and I use a different term	40	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	55	1%
No	4250	89%
Prefer not to say	462	10%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	4	0%
No	4236	89%
Don't know	90	2%
Prefer not to say	437	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	3354	70%
Prefer not to say	827	17%
Gay or lesbian	199	4%
Bisexual	162	3%
Asexual	90	2%
Pansexual	51	1%
Don't know	44	1%
I use a different term	40	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
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- 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	105	2%
Non Aboriginal and/or Torres Strait Islander	4333	91%
Prefer not to say	329	7%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	89	85%
No	9	9%
Don't know	4	4%
Prefer not to say	3	3%

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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	**420**	9%
No	**3948**	83%
Prefer not to say	**399**	8%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**247**	59%
No	**156**	37%
Prefer not to say	**17**	4%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	**60**	38%
I do not require any adjustments to be made to perform my role	**42**	27%
My disability does not impact on my ability to perform my role	**35**	22%
Other	**19**	12%

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

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Country of birth	(n)	%
Born in Australia	**3295**	69%
Not born in Australia	**899**	19%
Prefer not to say	**573**	12%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**276**	30%
Hindi	**110**	12%
Mandarin	**105**	12%
Italian	**73**	8%
Cantonese	**68**	8%
Greek	**61**	7%
Vietnamese	**46**	5%
Spanish	**43**	5%
Tamil	**35**	4%
Punjabi	**34**	4%
Urdu	**28**	3%
Telugu	**26**	3%

Language other than English spoken with family or community	(n)	%
Yes	**905**	19%
No	**3377**	71%
Prefer not to say	**485**	10%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Sinhalese	**23**	3%
Malayalam	**23**	3%
Gujarati	**22**	2%
Arabic	**22**	2%
Macedonian	**15**	2%
Filipino	**13**	1%
Tagalog	**13**	1%
Australian Indigenous Language	**13**	1%
Auslan	**13**	1%
Persian	**10**	1%
Turkish	**9**	1%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
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Cultural identity	(n)	%
Australian	3108	65%
Prefer not to say	621	13%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	479	10%
English, Irish, Scottish and/or Welsh	468	10%
East and/or South-East Asian	275	6%
South Asian	194	4%
Other	109	2%
Aboriginal and/or Torres Strait Islander	104	2%
New Zealander	83	2%
Central Asian	48	1%
Middle Eastern	41	1%
North American	39	1%
African	32	1%
Central and/or South American	25	1%
Pacific Islander	11	0%
Maori	10	0%

Religion	(n)	%
No religion	2491	52%
Christianity	1128	24%
Prefer not to say	722	15%
Hinduism	124	3%
Other	97	2%
Buddhism	85	2%
Islam	68	1%
Judaism	34	1%
Sikhism	18	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
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Working arrangement	(n)	%
Full-Time	3886	82%
Part-Time	881	18%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	319	7%
$80k to $120k	2271	49%
$120k to $160k	1048	23%
$160k to $200k	285	6%
$200k or more	196	4%
Prefer not to say	518	11%

Organisational tenure	(n)	%
<1 year	840	18%
1 to less than 2 years	729	15%
2 to less than 5 years	1131	24%
5 to less than 10 years	1029	22%
10 to less than 20 years	685	14%
More than 20 years	353	7%

Management responsibility	(n)	%
Non-manager	3643	76%
Other manager	668	14%
Manager of other manager(s)	456	10%

Employment type	(n)	%
Ongoing and executive	3372	71%
Fixed term	1148	24%
Other	247	5%

Frontline worker	(n)	%
No	3783	79%
Yes	984	21%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	2547	53%
Melbourne: Suburbs	1360	29%
Large regional city	473	10%
Rural	351	7%
Other	36	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	3953	83%
A frontline or service delivery location	700	15%
Home or private location	3120	65%
A shared office space (where two or more organisations share the same workspace)	301	6%
Isolated or remote location/s where access to communications and help from others is difficult	18	0%
Other	114	2%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	2676	56%
Flexible start and finish times	1621	34%
I do not use any flexible work arrangements	1042	22%
Part-time	711	15%
Working more hours over fewer days	379	8%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	241	5%
Purchased leave	159	3%
Other	79	2%
Study leave	74	2%
Job sharing	56	1%
Shift swap	33	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	3239	68%
Flexible working arrangements	1386	29%
Physical modifications or improvements to the workplace	209	4%
Career development support strategies	44	1%
Job redesign or role sharing	36	1%
Other	35	1%
Accessible communications technologies	28	1%

Why did you make this request?	(n)	%
Work-life balance	821	54%
Caring responsibilities	550	36%
Family responsibilities	522	34%
Health	404	26%
Disability	146	10%
Other	87	6%
Study commitments	66	4%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	1307	86%
The adjustments I needed were not made	114	7%
The adjustments I needed were made but the process was unsatisfactory	107	7%

Victorian Public Sector Commission

VICTORIA State Government

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	1669	35%
Primary school aged child(ren)	967	20%
Secondary school aged child(ren)	818	17%
Prefer not to say	572	12%
Frail or aged person(s)	494	10%
Child(ren) - younger than preschool age	443	9%
Preschool aged child(ren)	345	7%
Person(s) with a medical condition	263	6%
Person(s) with disability	230	5%
Person(s) with a mental illness	224	5%
Other	119	2%

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