People Matter Survey 2024

Have your say

Department of Government Services
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

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.

This means you'll be able to compare about 92% 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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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.
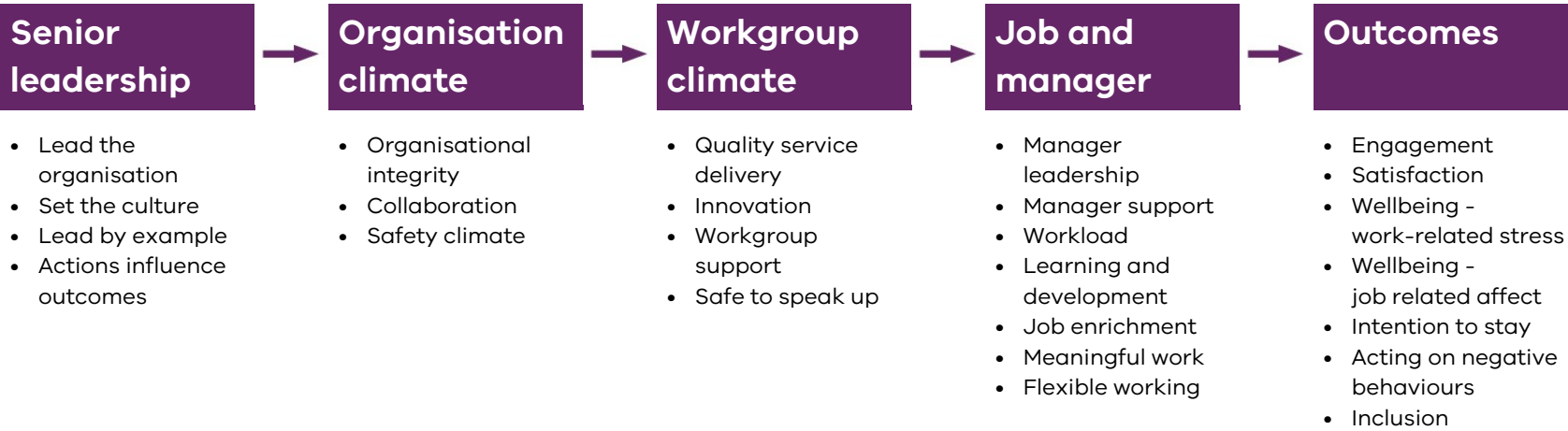
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

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

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Department of Education

Department of Energy, Environment and Climate Action

Department of Families, Fairness and Housing

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

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

77% (1174)

Comparator	64%
Public Sector	42%

2024

73% (1153)

Comparator	64%
Public Sector	65%

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VICTORIA State Government

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	
60		**63**	
Comparator	67	Comparator	67
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 63.

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.
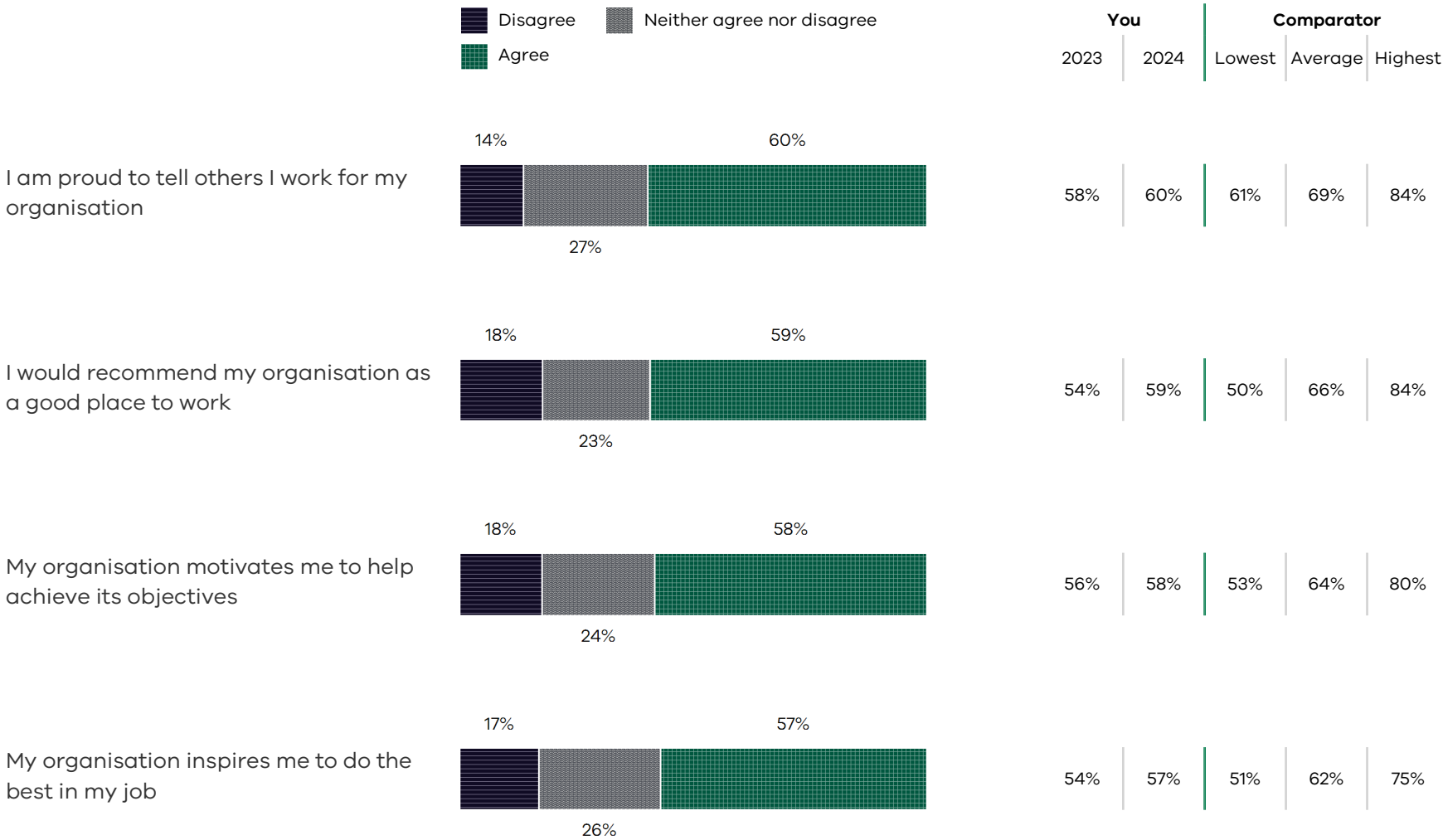
Example

60% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Survey question	Your results (Disagree / Neither / Agree)	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	14% / 27% / 60%	58%	60%	61%	69%	84%
I would recommend my organisation as a good place to work	18% / 23% / 59%	54%	59%	50%	66%	84%
My organisation motivates me to help achieve its objectives	18% / 24% / 58%	56%	58%	53%	64%	80%
My organisation inspires me to do the best in my job	17% / 26% / 57%	54%	57%	51%	62%	75%

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 63.

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.
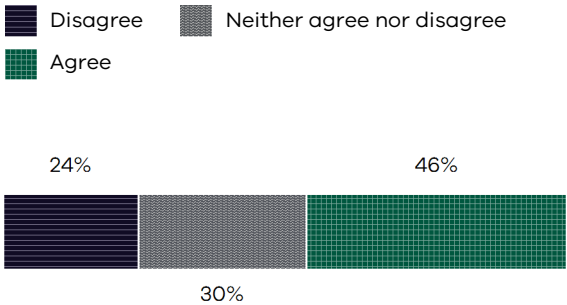
Example

46% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

I feel a strong personal attachment to my organisation

24%   46%

30%

Benchmark agree results

	You		Comparator		
2023	2024	Lowest	Average	Highest
47%	46%	49%	56%	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.
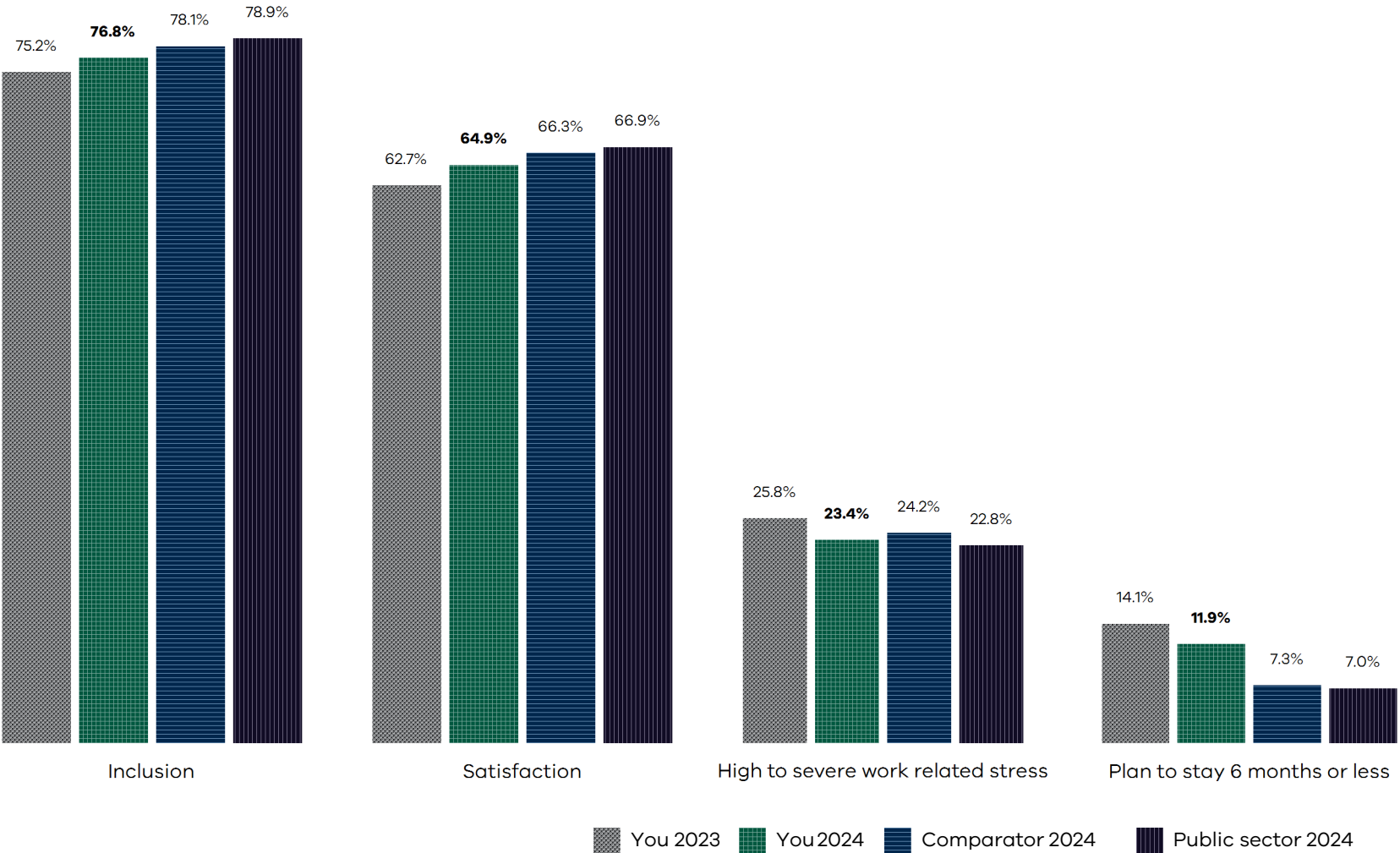
Example

In 2024:

- 76.8% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 78.1% of staff in your comparator group and 78.9% of staff across the public sector.

Chart: People outcomes bar chart

Inclusion: 75.2%, 76.8%, 78.1%, 78.9%

Satisfaction: 62.7%, 64.9%, 66.3%, 66.9%

High to severe work related stress: 25.8%, 23.4%, 24.2%, 22.8%

Plan to stay 6 months or less: 14.1%, 11.9%, 7.3%, 7.0%

Legend: 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

74% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.
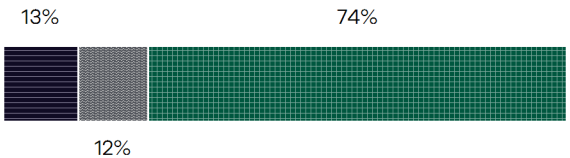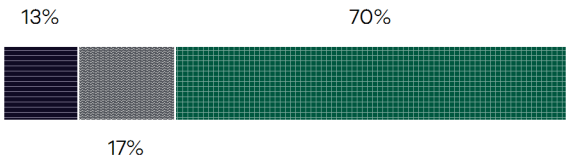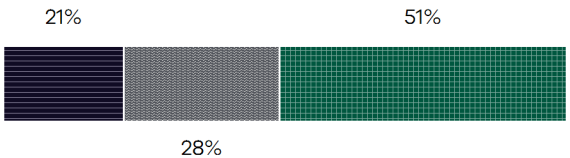
Survey question

Your results

- ■ Dissatisfied
- ▨ Neither satisfied nor dissatisfied
- ▨ Satisfied

Benchmark satisfied results

	You		Comparator		
	2023	2024	Lowest	Average	Highest

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

13% · 12% · 74%

| 73% | 74% | 64% | 71% | 86% |

Considering everything, how satisfied are you with your current job

13% · 17% · 70%

| 67% | 70% | 63% | 71% | 81% |

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

21% · 28% · 51%

| 48% | 51% | 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

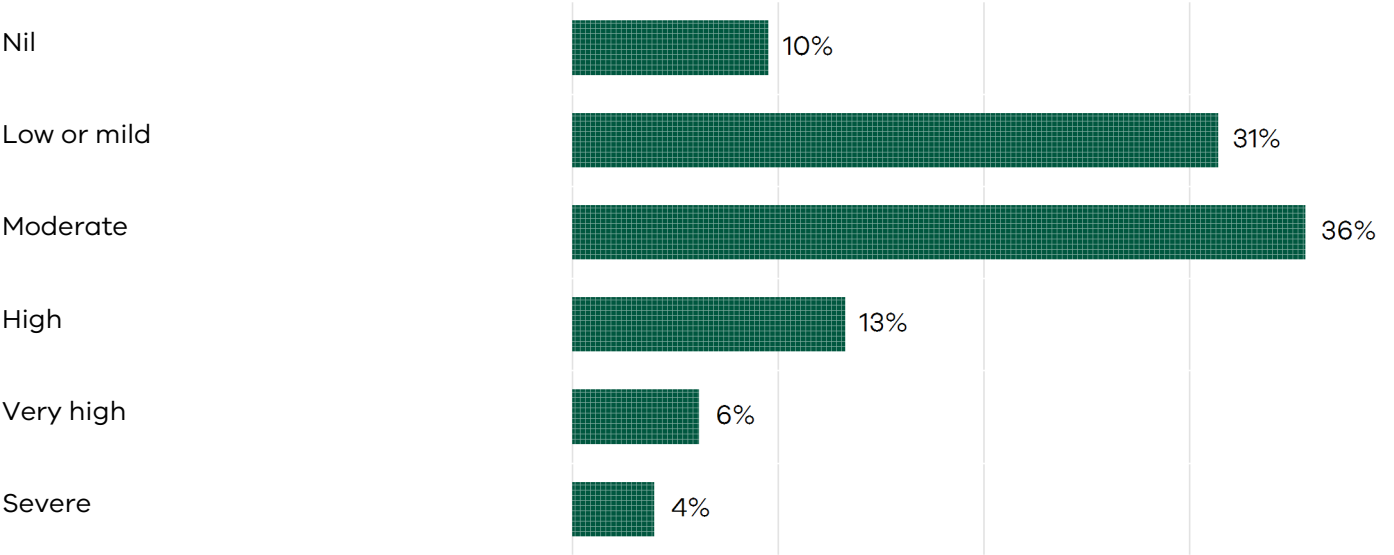In this survey we asked staff to tell us their stress level.

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.
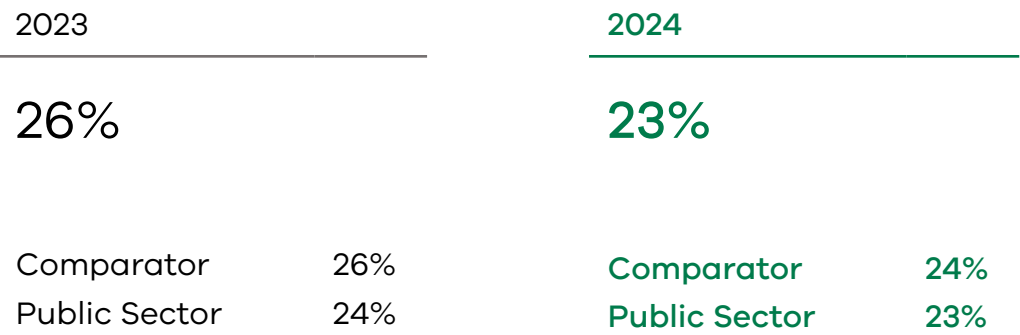
Example

23% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 24% 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)

Rating	Percentage
Nil	10%
Low or mild	31%
Moderate	36%
High	13%
Very high	6%
Severe	4%

Reported levels of high to severe stress

2023		2024	
26%		**23%**	
Comparator	26%	Comparator	24%
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.
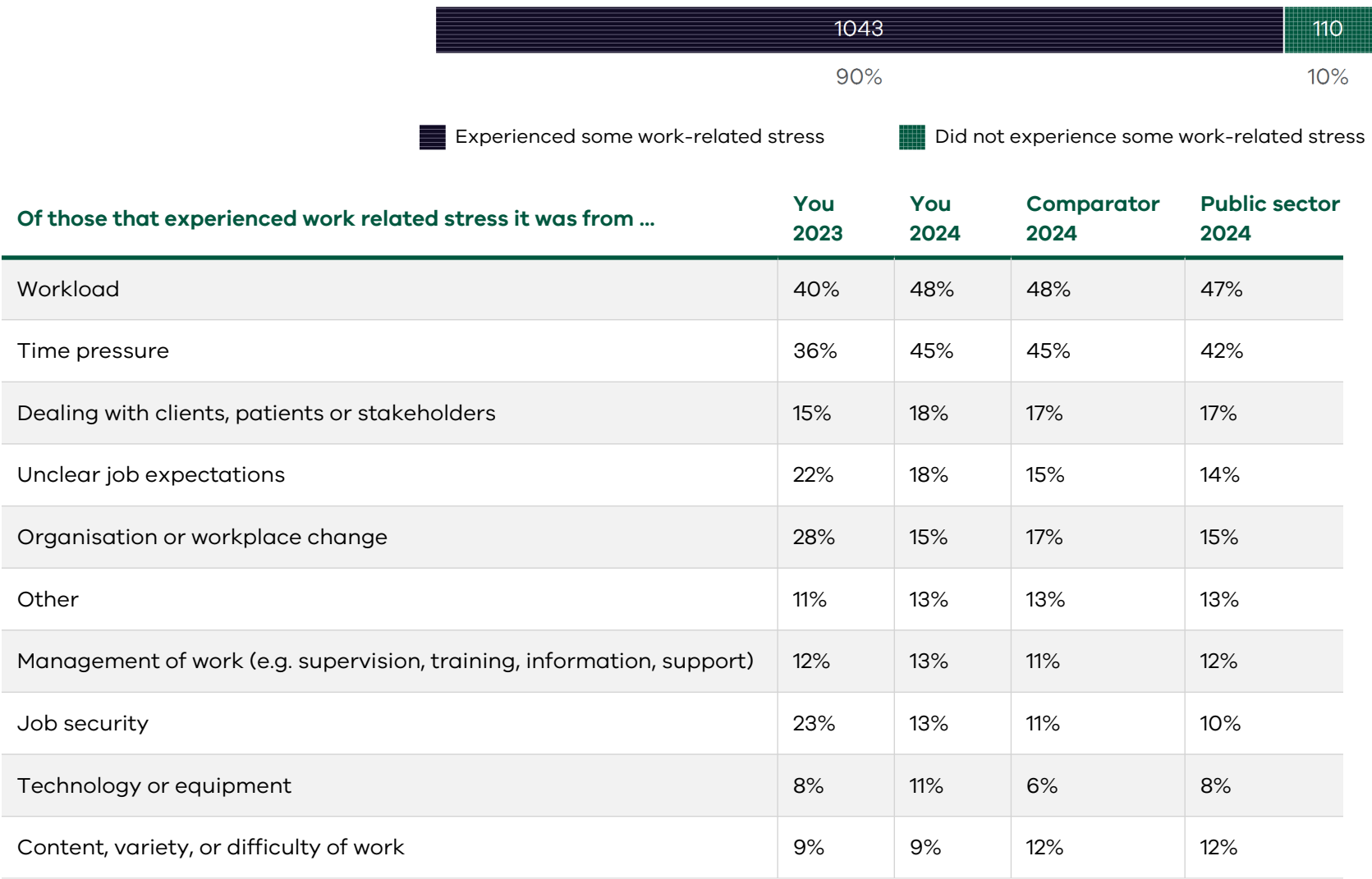
How to read this

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

90% of your staff who did the survey said they experienced mild to severe stress. Of that 90%, 48% said the top reason was 'Workload' .

1043	110
90%	10%

■ 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	40%	48%	48%	47%
Time pressure	36%	45%	45%	42%
Dealing with clients, patients or stakeholders	15%	18%	17%	17%
Unclear job expectations	22%	18%	15%	14%
Organisation or workplace change	28%	15%	17%	15%
Other	11%	13%	13%	13%
Management of work (e.g. supervision, training, information, support)	12%	13%	11%	12%
Job security	23%	13%	11%	10%
Technology or equipment	8%	11%	6%	8%
Content, variety, or difficulty of work	9%	9%	12%	12%

Victorian Public Sector Commission

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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.

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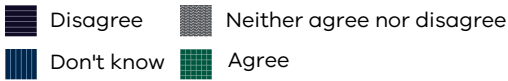
Example

65% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

Your results

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

The amount of stress in my job is manageable

15%   65%

19%
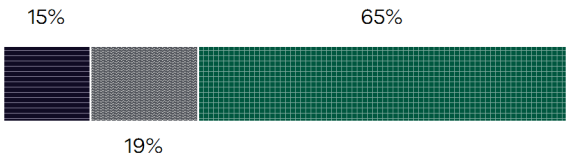
Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
Not asked	65%	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.
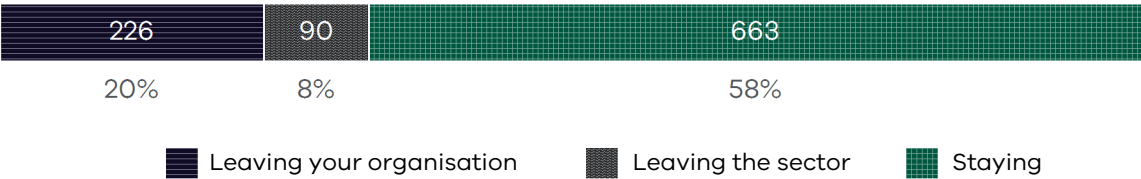
How to read this

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

Example

16% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

What is your likely career plan for the next 2 years?

226	90	663
20%	8%	58%

■ Leaving your organisation   ▨ Leaving the sector   ▨ Staying

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	14%	12%	7%	7%
Over 6 months and up to 1 year	17%	16%	10%	10%
Over 1 year and up to 3 years	28%	30%	25%	25%
Over 3 years and up to 5 years	13%	14%	16%	16%
Over 5 years	28%	28%	42%	42%

Victorian Public Sector Commission

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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

66% 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)	66%	61%	62%
Job security	55%	54%	53%
Workplace relationships with colleagues	52%	54%	53%
Remuneration (e.g. salary, superannuation)	51%	55%	55%
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	49%	56%	56%
Service to the Victorian public	46%	39%	40%
Location of work	38%	40%	39%
Belief in the purpose and objectives of the VPS	32%	30%	30%
Inclusive work environment	31%	32%	32%
Quality of leadership (e.g. supportive, clear communication)	29%	29%	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.
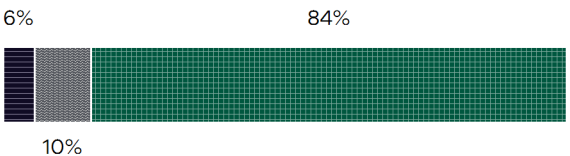
Example

84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.
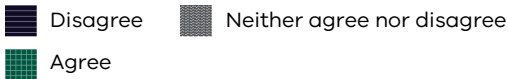
Legend:
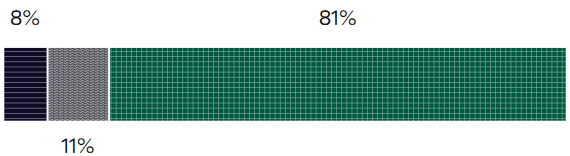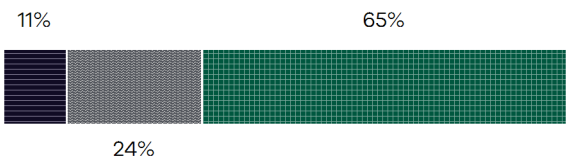- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	Disagree 6%, Neither 10%, Agree 84%	82%	84%	75%	83%	90%
I can be myself at work	Disagree 8%, Neither 11%, Agree 81%	80%	81%	73%	81%	89%
I feel as if I belong at this organisation	Disagree 11%, Neither 24%, Agree 65%	63%	65%	64%	70%	79%

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

7% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'.

Staff who experienced one or more barriers to success at work

267	886
23%	77%

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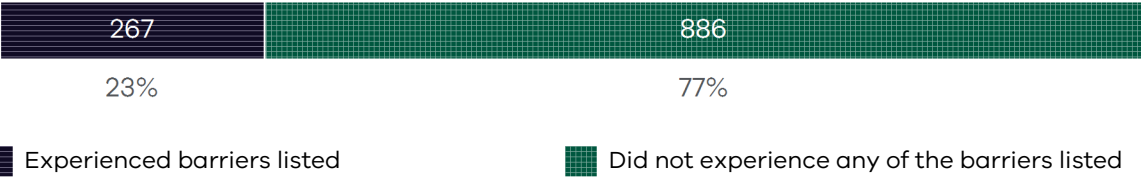
During the last 12 months, employees experienced barriers to their success due to …	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	8%	7%	8%	7%
My mental health	9%	7%	8%	8%
My flexible working	5%	6%	7%	6%
My caring responsibilities	6%	5%	8%	7%
My cultural background	4%	4%	3%	3%
My sex	5%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

7% 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

226	927
20%	80%

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

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

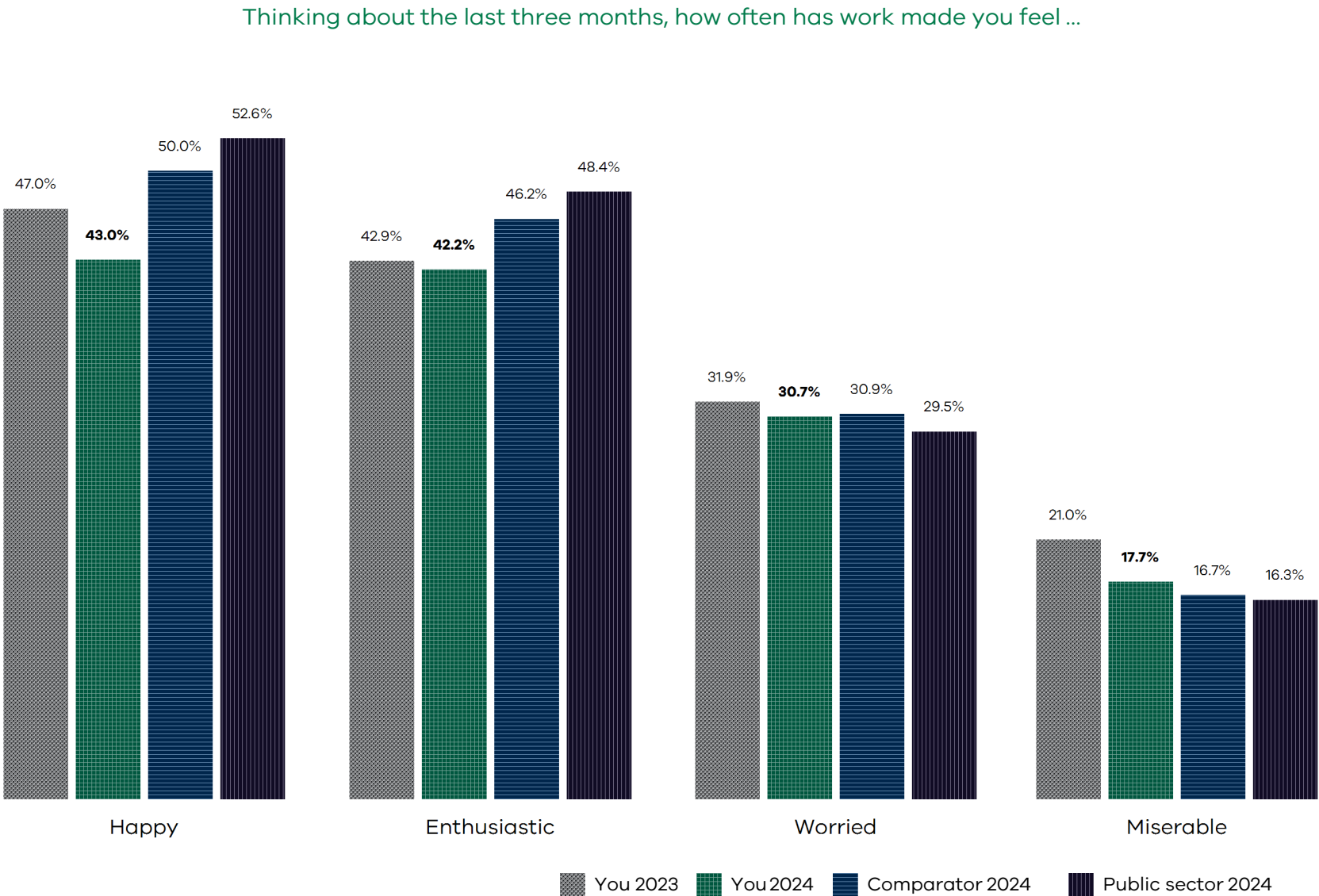Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

How to read this

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

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

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

Example

In 2024:

- 43.0% of your staff who did the survey said work made them feel happy.

Compared to:

- 50.0% 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 …

Bar chart legend: You 2023 | You 2024 | Comparator 2024 | Public sector 2024

Feeling	You 2023	You 2024	Comparator 2024	Public sector 2024
Happy	47.0%	43.0%	50.0%	52.6%
Enthusiastic	42.9%	42.2%	46.2%	48.4%
Worried	31.9%	30.7%	30.9%	29.5%
Miserable	21.0%	17.7%	16.7%	16.3%

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:
- 10.1% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:
- 11.7% of staff in your comparator group and 11.2% of staff across the public sector.

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

Bullying: 10.1% (You 2023), 10.1% (You 2024), 11.7% (Comparator 2024), 11.2% (Public sector 2024)

Violence or aggression: 5.4% (You 2023), 6.0% (You 2024), 10.7% (Comparator 2024), 10.0% (Public sector 2024)

Sexual harassment: 3.5% (You 2023), 3.9% (You 2024), 3.3% (Comparator 2024), 3.9% (Public sector 2024)

Discrimination: 4.9% (You 2023), 3.6% (You 2024), 5.2% (Comparator 2024), 4.9% (Public sector 2024)

People outcomes

Bullying

What is this

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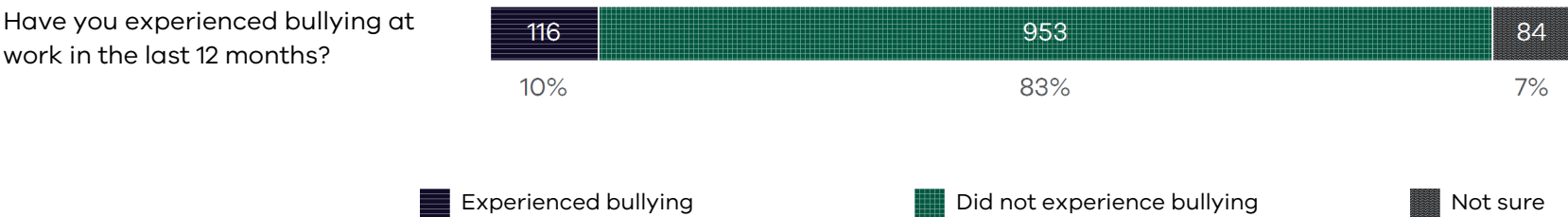
Why this is important

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

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

Of that 10%, 75% 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?

116	953	84
10%	83%	7%

■ 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)	70%	75%	70%	69%
Exclusion or isolation	49%	47%	47%	46%
Withholding essential information for me to do my job	39%	31%	34%	33%
Intimidation and/or threats	33%	26%	26%	28%
Being assigned meaningless tasks unrelated to my job	23%	21%	17%	16%
Verbal abuse	18%	17%	17%	19%
Other	14%	16%	14%	15%
Being given impossible assignment(s)	15%	15%	13%	11%
Interference with my personal property and/or work equipment	4%	3%	3%	4%

People outcomes

Telling someone about the bullying

What is this

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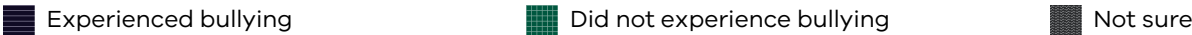
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

10% of your staff who did the survey said they experienced bullying, of which

- 59% said the top way they reported the bullying was 'Told a manager'.
- 90% said they didn't submit a formal complaint.

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

116	953	84
10%	83%	7%

■ 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	65%	59%	53%	52%
Told a colleague	43%	38%	43%	41%
Told a friend or family member	39%	32%	34%	34%
Told the person the behaviour was not OK	20%	21%	17%	16%
Told human resources	15%	16%	10%	14%
I did not tell anyone about the bullying	8%	13%	11%	12%
Told employee assistance program (EAP) or peer support	12%	11%	14%	12%
Submitted a formal complaint	8%	10%	12%	12%
Told someone else	10%	7%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

90% of your staff who experienced bullying did not submit a formal complaint, of which:

- 46% said the top reason was 'I believed there would be negative consequences for my career'.
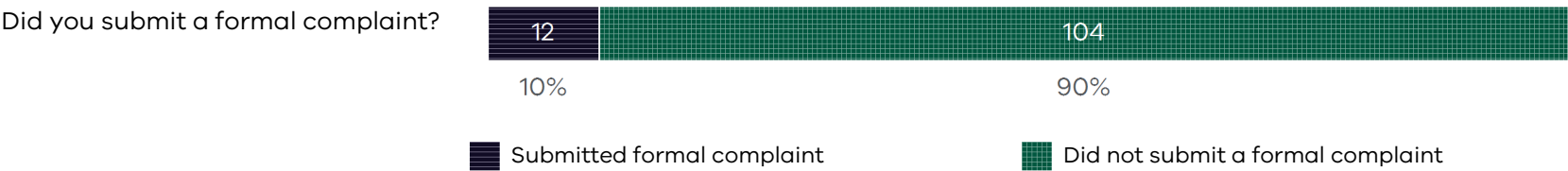
Did you submit a formal complaint?

12	104
10%	90%

■ 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 career	50%	46%	46%	45%
I didn't think it would make a difference	50%	42%	50%	51%
I believed there would be negative consequences for my reputation	65%	42%	55%	54%
Other	17%	19%	16%	16%
I didn't think it was serious enough	13%	16%	17%	16%
I didn't feel safe to report the incident	22%	14%	22%	21%
I thought the complaint process would be embarrassing or difficult	19%	13%	14%	13%
I didn't need to because I made the bullying stop	6%	13%	5%	5%
I believed there would be negative consequences for the person I was going to complain about	15%	9%	10%	10%
I was advised not to	7%	8%	5%	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 10% 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

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

Of that 10%, 53% said it was by 'A manager or supervisor'.

116 people (10% of staff) experienced bullying (You 2024)
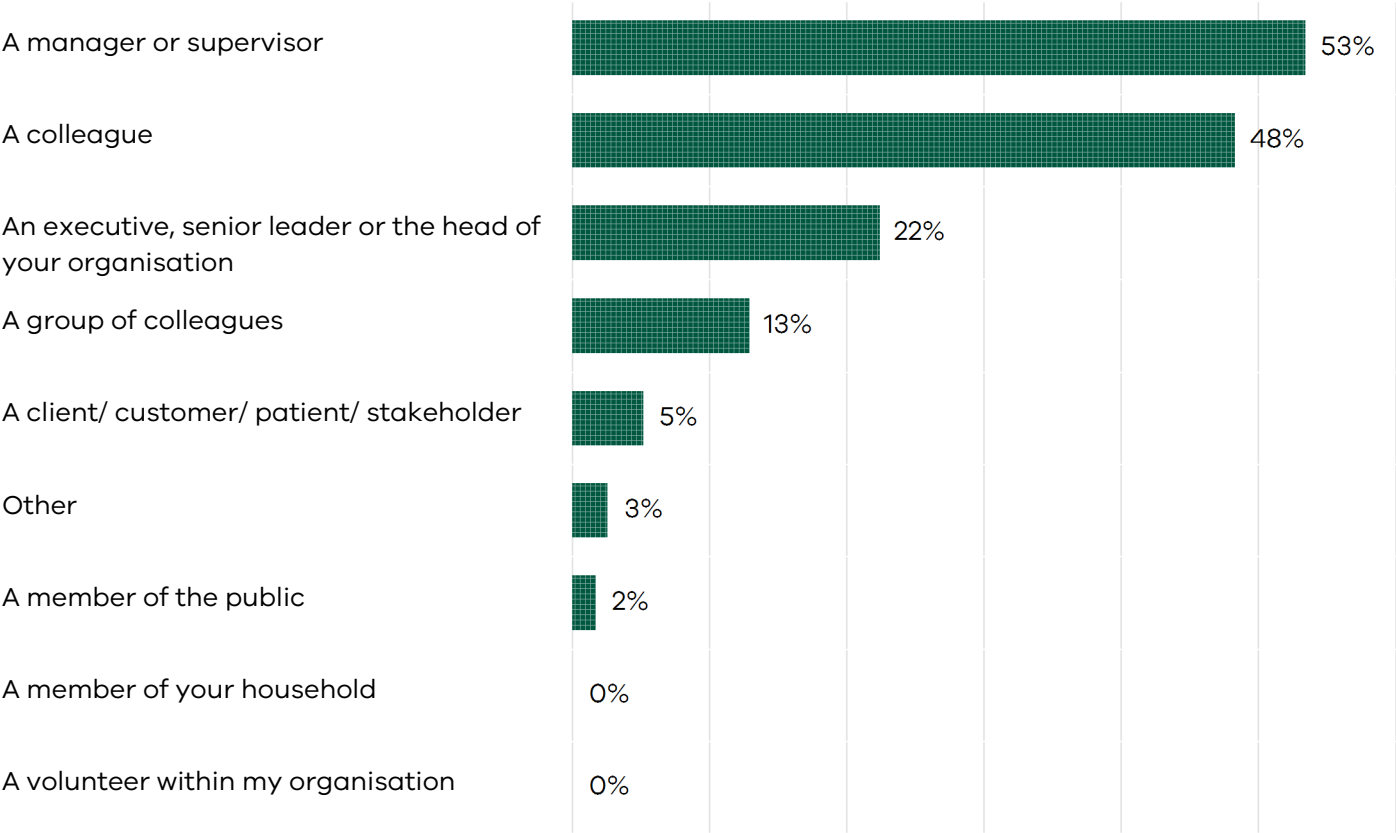
Perpetrator	Percentage
A manager or supervisor	53%
A colleague	48%
An executive, senior leader or the head of your organisation	22%
A group of colleagues	13%
A client/ customer/ patient/ stakeholder	5%
Other	3%
A member of the public	2%
A member of your household	0%
A volunteer within my organisation	0%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Relationship to perpetrator

What is this

This provides further detail on who staff have said are responsible for 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, 10% 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

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

Of that 10%, 98% said it was by someone within the organisation.

Of that 98%, 61% said it was 'They were in my workgroup'.

114 people (98% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

They were in my workgroup	61%
They were my immediate manager or supervisor	39%
They were outside my workgroup	20%
They were someone I supervise or manage	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Sexual harassment

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 69% 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?

45	1108
4%	96%

■ Experienced sexual harassment　　■ Did not experience sexual harassment
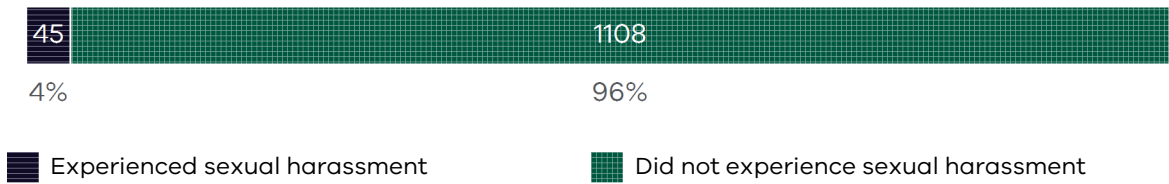
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Intrusive questions about my private life or comments about my physical appearance	66%	69%	49%	46%
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	44%	44%	49%	48%
Unwelcome touching, hugging, cornering or kissing	17%	24%	16%	17%
Inappropriate physical contact	15%	16%	16%	16%
Inappropriate staring or leering that made me feel intimidated	17%	16%	14%	14%
Any other unwelcome conduct of a sexual nature	7%	9%	7%	8%
Repeated or inappropriate invitations to go out on dates	10%	7%	4%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	10%	2%	4%	4%
Sexually explicit pictures, posters or gifts that made me feel offended	2%	2%	1%	1%
Sexually explicit posts or messages on social media	2%	2%	0%	1%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Response to sexual harassment

What is this

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

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

Of those, 47% said the top response was 'Pretended it didn't bother me'.

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

45	1108
4%	96%

■ Experienced sexual harassment   ■ Did not experience sexual harassment
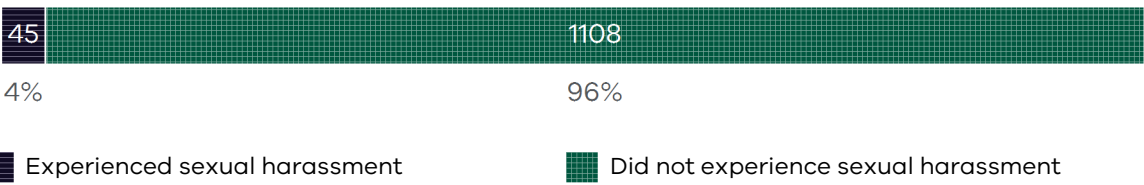
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Pretended it didn't bother me	32%	47%	47%	45%
Avoided the person(s) by staying away from them	37%	38%	38%	37%
Tried to laugh it off or forget about it	20%	33%	41%	39%
Avoided locations where the behaviour might occur	24%	29%	16%	15%
Told a manager	34%	27%	22%	21%
Told a colleague	34%	24%	25%	25%
Told a friend or family member	29%	22%	21%	22%
Took time off work	10%	11%	7%	7%
Told employee assistance program (EAP) or peer support	5%	9%	4%	4%
Told someone else	5%	9%	7%	8%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 47% said the top reason was 'I didn't think it was serious enough'.
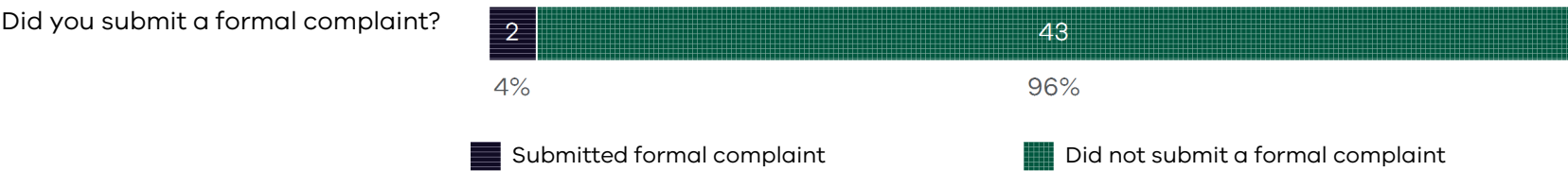
Did you submit a formal complaint?

2	43
4%	96%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	38%	47%	47%	44%
I didn't think it would make a difference	36%	28%	39%	40%
I believed there would be negative consequences for my reputation	44%	28%	38%	39%
I believed there would be negative consequences for my career	31%	28%	26%	28%
I thought the complaint process would be embarrassing or difficult	31%	23%	12%	13%
I believed there would be negative consequences for the person I was going to complain about	21%	14%	14%	14%
Other	10%	14%	11%	12%
I didn't need to because I made the harassment stop	13%	9%	9%	9%
I didn't feel safe to report the incident	15%	9%	10%	10%
I didn't need to because I no longer had contact with the person(s) who harassed me	3%	7%	7%	7%

Victorian Public Sector Commission

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People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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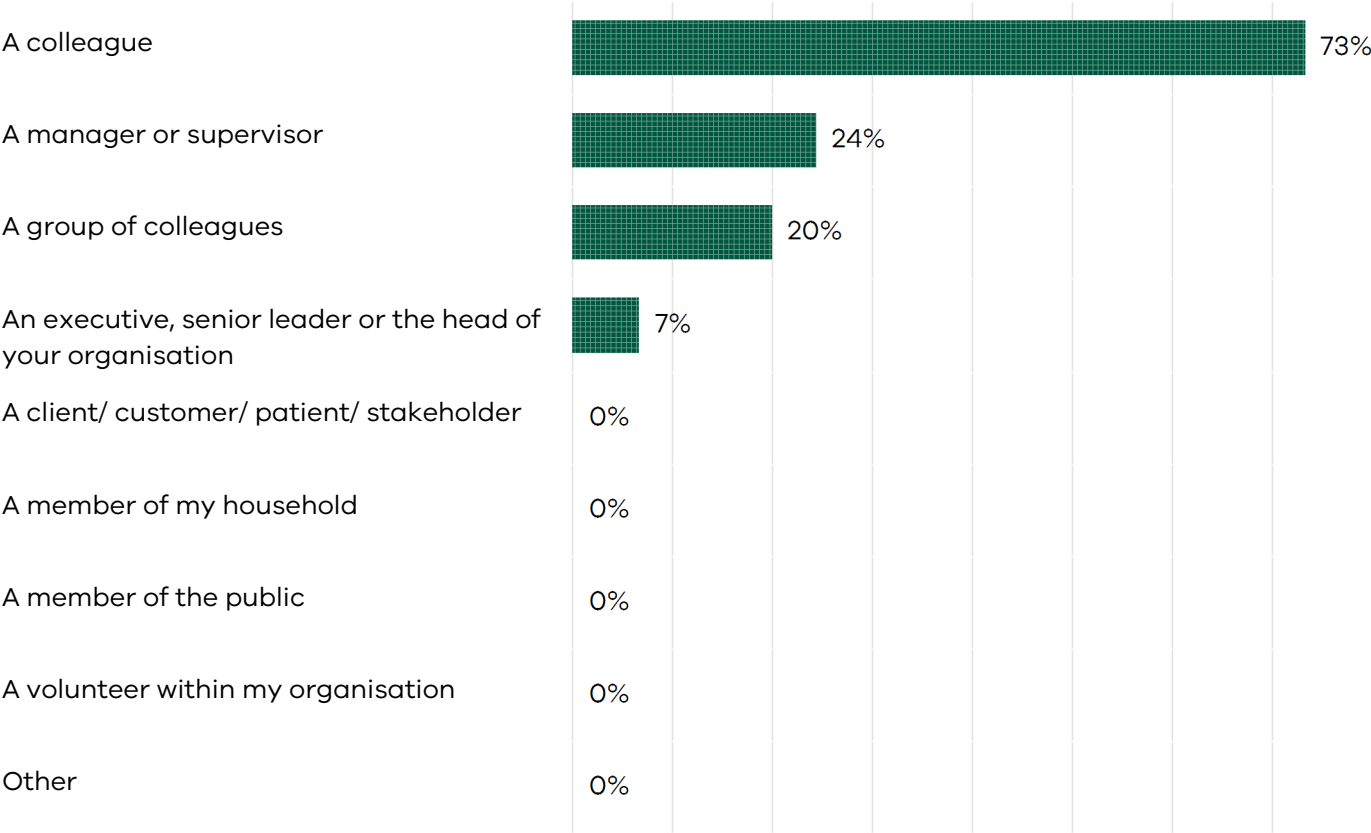
How to read this

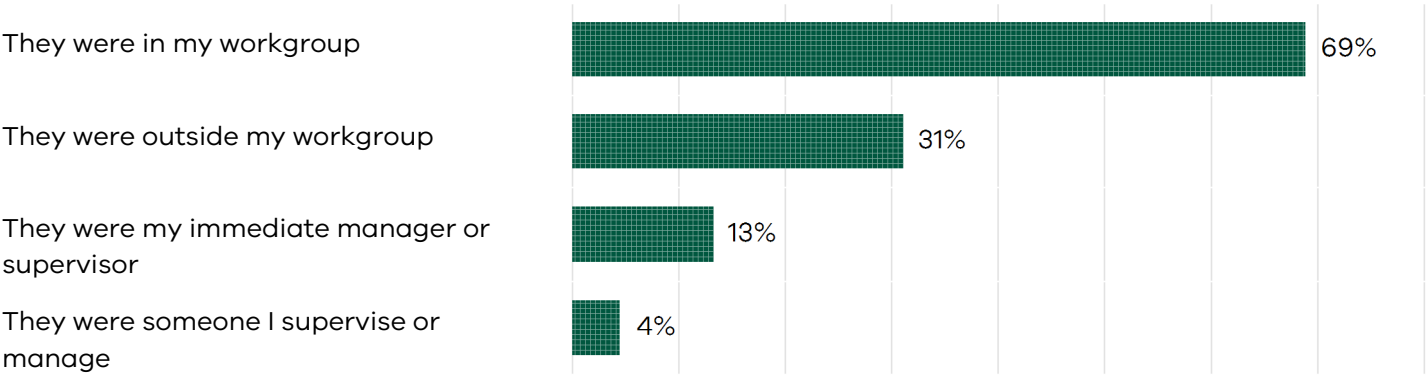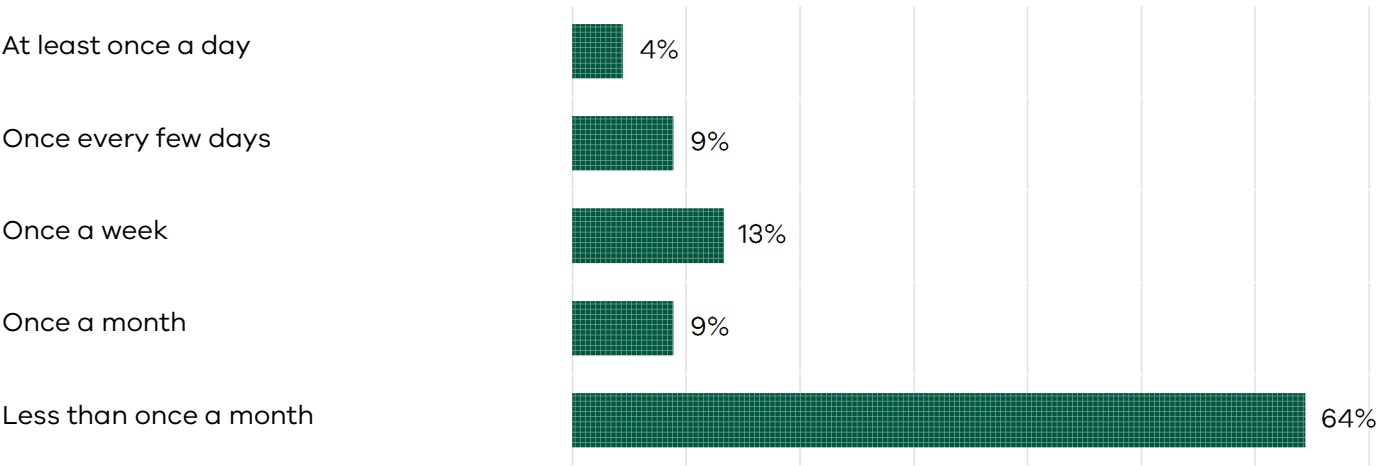In this year's survey, 4% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 4%, 73% said it was by 'A colleague'.

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

A colleague	73%
A manager or supervisor	24%
A group of colleagues	20%
An executive, senior leader or the head of your organisation	7%
A client/ customer/ patient/ stakeholder	0%
A member of my household	0%
A member of the public	0%
A volunteer within my organisation	0%
Other	0%

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, 4% 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

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

Of that 4%, 100% said it was by someone within the organisation.

Of that 100%, 69% said it was 'They were in my workgroup'.

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

Relationship	Percentage
They were in my workgroup	69%
They were outside my workgroup	31%
They were my immediate manager or supervisor	13%
They were someone I supervise or manage	4%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

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

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

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 4%, 4% 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	4%
Once every few days	9%
Once a week	13%
Once a month	9%
Less than once a month	64%

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

4% of your staff who did the survey said they experienced discrimination.
Of that 4%, 37% said it was 'My age'.

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

41	978	134
4%	85%	12%

▨ Experienced discrimination   ▨ Did not experience discrimination   ▨ Not sure
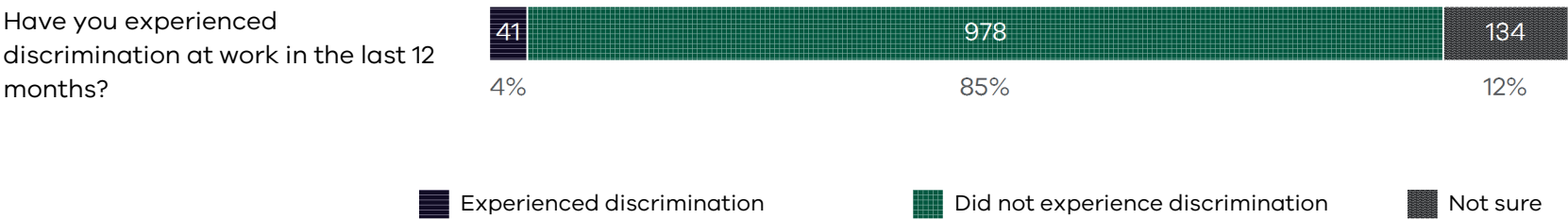
Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	33%	37%	31%	30%
My employment activity	31%	32%	23%	27%
My race	19%	32%	18%	17%

Victorian Public Sector Commission

VICTORIA State Government

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

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

Of that 4%, 63% said it was 'Opportunities for promotion'.

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

41	978	134
4%	85%	12%
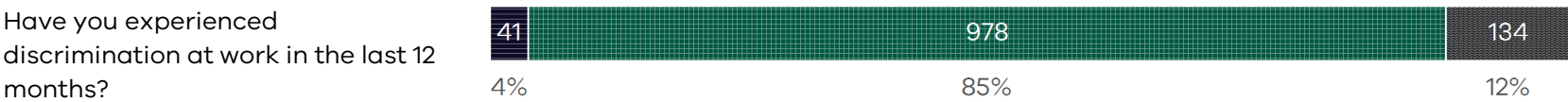
■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Opportunities for promotion	59%	63%	40%	40%
Opportunities for training or professional development	26%	32%	21%	24%
Other	34%	32%	39%	38%
Opportunities for transfer/secondment	14%	22%	16%	16%
Pay or conditions offered by employer	9%	20%	9%	12%
Denied flexible work arrangements or other adjustments	14%	15%	18%	20%
Employment security - threats of dismissal or termination	16%	15%	12%	13%
Access to leave	7%	5%	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

4% of your staff who did the survey said they experienced discrimination, of which

- 46% said the top way they reported the discrimination was 'Told a colleague'.
- 95% said they didn't submit a formal complaint.

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

41	978	134
4%	85%	12%
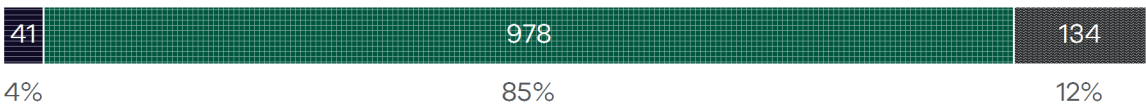
■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure

Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	34%	46%	40%	38%
I did not tell anyone about the discrimination	28%	37%	22%	25%
Told a friend or family member	28%	34%	31%	31%
Told a manager	31%	20%	34%	32%
Told someone else	10%	17%	13%	15%
Told employee assistance program (EAP) or peer support	10%	15%	12%	10%
Told human resources	9%	7%	10%	11%
Submitted a formal complaint	3%	5%	8%	8%
Told the person the behaviour was not OK	10%	5%	10%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

95% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 64% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

2	39
5%	95%

■ Submitted formal complaint   ▨ Did not submit a formal complaint
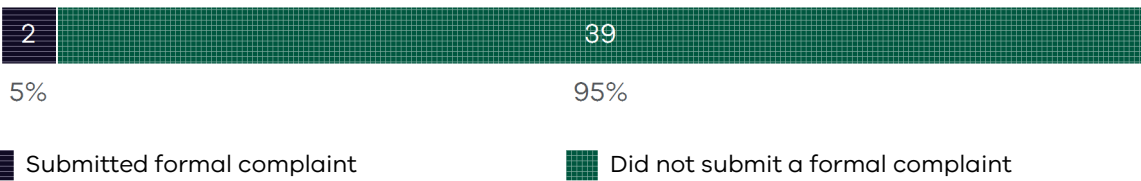
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative consequences for my career	61%	64%	55%	55%
I didn't think it would make a difference	57%	56%	59%	59%
I believed there would be negative consequences for my reputation	54%	51%	57%	56%
I didn't feel safe to report the incident	30%	23%	20%	21%
Other	13%	18%	10%	11%
I believed there would be negative consequences for the person I was going to complain about	23%	10%	9%	9%
I was advised not to	5%	10%	4%	5%
I didn't think it was serious enough	4%	8%	14%	14%
I thought the complaint process would be embarrassing or difficult	16%	8%	15%	14%
I didn't know who to talk to	5%	8%	7%	7%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of discrimination

What is this

This is who staff have said are responsible for discrimination.

Why this is important

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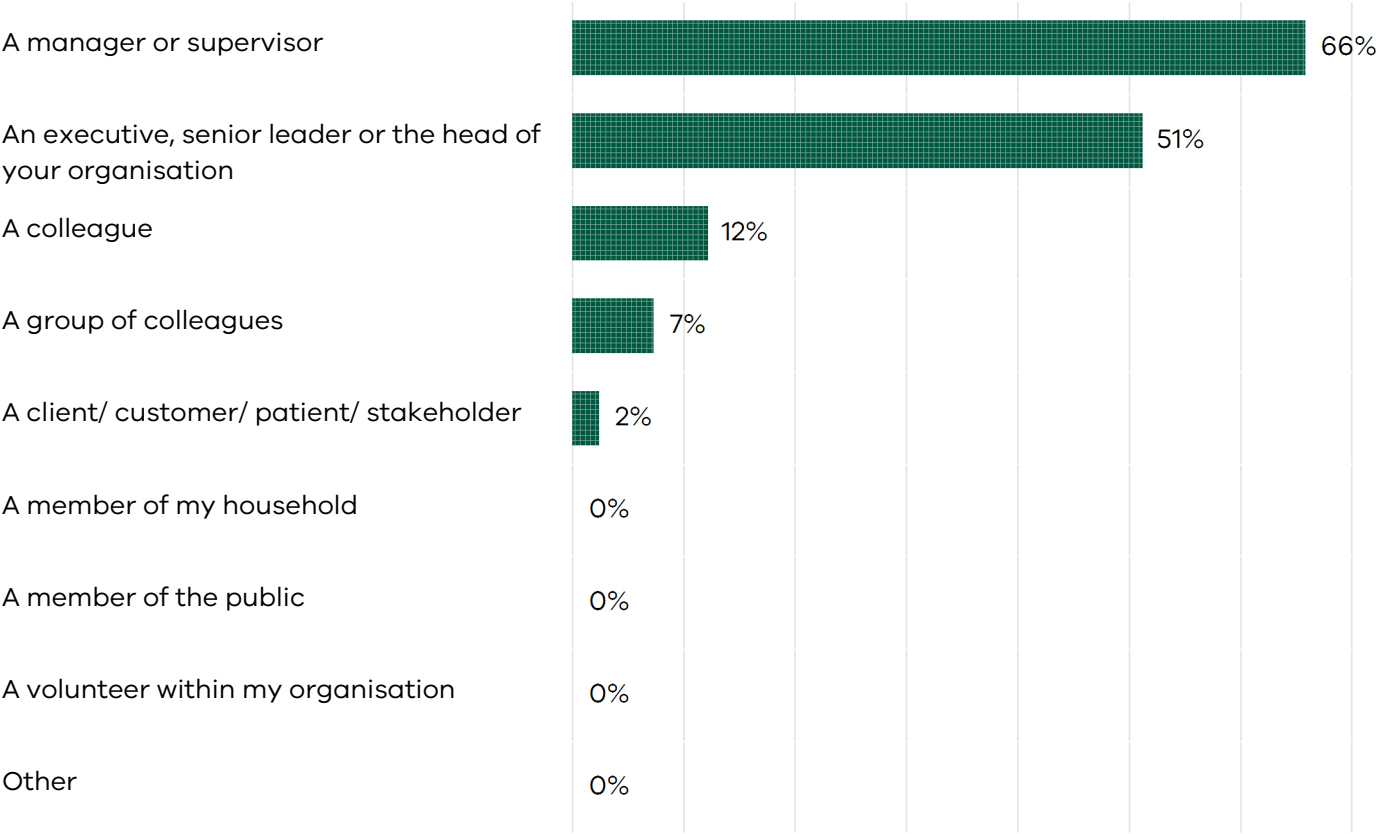
How to read this

In this year's survey, 4% 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

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

Of that 4%, 66% said it was by 'A manager or supervisor'.

41 people (4% of staff) experienced discrimination (You 2024)

Perpetrator	Percentage
A manager or supervisor	66%
An executive, senior leader or the head of your organisation	51%
A colleague	12%
A group of colleagues	7%
A client/ customer/ patient/ stakeholder	2%
A member of my household	0%
A member of the public	0%
A volunteer within my organisation	0%
Other	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, 4% 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

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

Of that 4%, 98% said it was by someone within the organisation.

Of that 98%, 65% said it was 'They were in my workgroup'.

40 people (98% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	65%
They were my immediate manager or supervisor	40%
They were outside my workgroup	25%
They were someone I supervise or manage	0%

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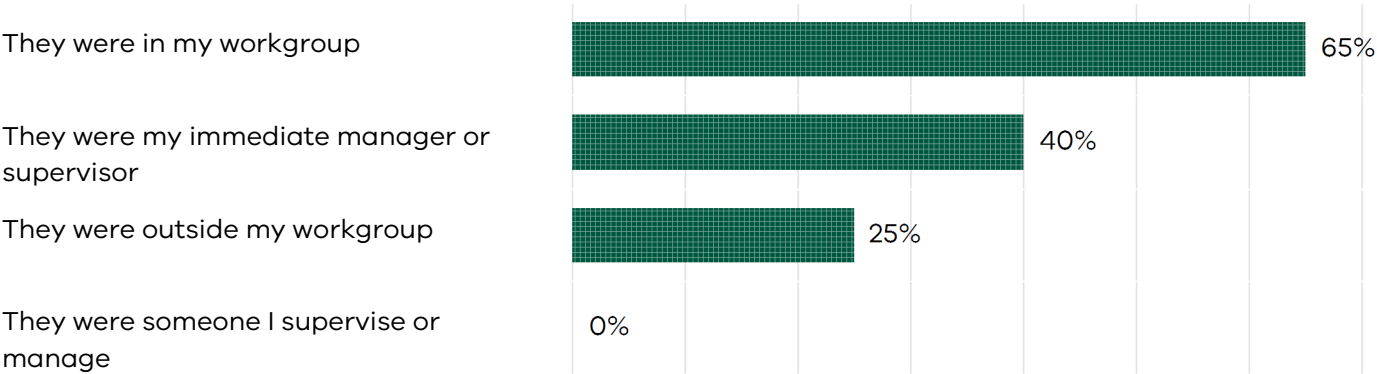
People outcomes

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

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 62% said it was 'Intimidating behaviour'.

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

| 69 | 1046 | 38 |
| 6% | 91% | 3% |

◼ Experienced violence or aggression   ◼ Did not experience violence or aggression   ◼ Not sure
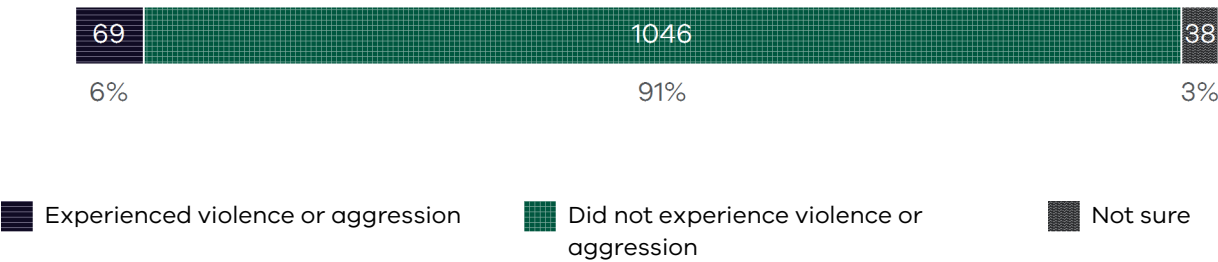
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Intimidating behaviour	71%	62%	74%	73%
Abusive language	52%	61%	75%	72%
Threats of violence	13%	9%	37%	30%
Other	8%	7%	6%	6%
Stalking, including cyber-stalking	3%	1%	2%	2%

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.

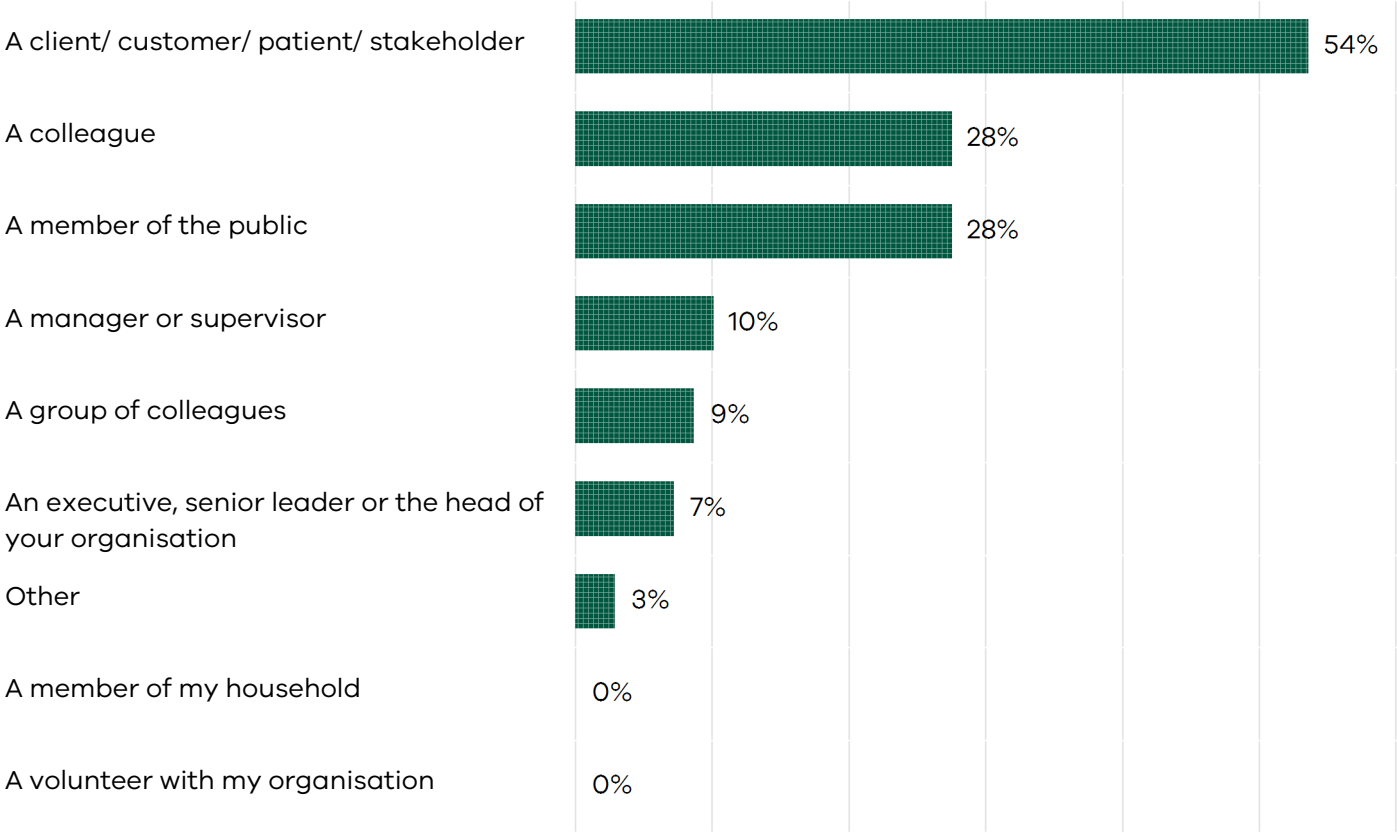In descending order, the table shows the answers.

Example

6% of your staff who did the survey said they experienced violence or aggression, of which

- 65% said the top way they reported the violence or agression was 'Told a manager'.
- 90% said they didn't submit a formal incident report

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

69	1046	38
6%	91%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
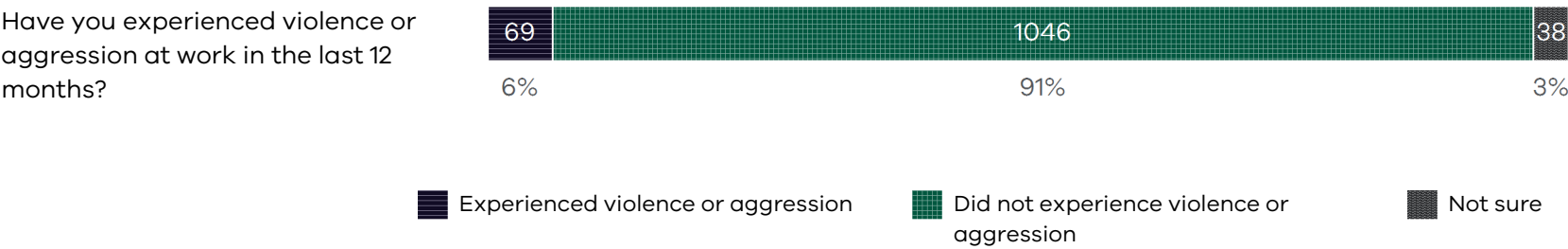
Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	67%	65%	68%	64%
Told a colleague	49%	42%	43%	42%
Told a friend or family member	19%	25%	21%	20%
Told the person the behaviour was not OK	24%	20%	23%	21%
Told employee assistance program (EAP) or peer support	10%	12%	8%	6%
I did not tell anyone about the incident(s)	11%	12%	6%	9%
Submitted a formal incident report	11%	10%	30%	29%
Told someone else	8%	9%	6%	6%
Told human resources	13%	6%	6%	8%

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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

90% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 35% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

7	62
10%	90%

■ Submitted formal incident report ▨ Did not submit a formal incident report
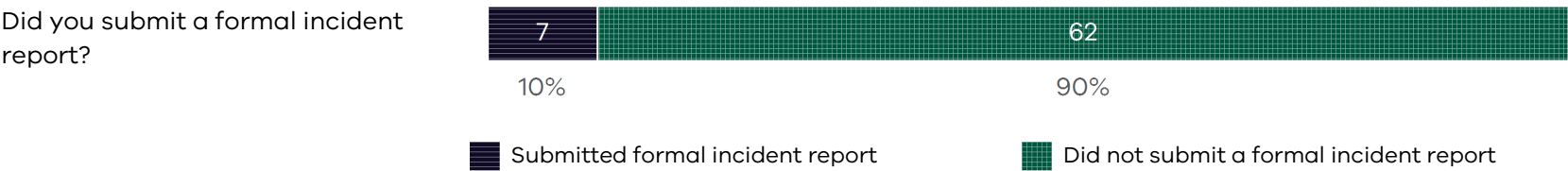
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	21%	35%	31%	29%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	16%	27%	11%	12%
I didn't think it would make a difference	48%	26%	40%	40%
Other	11%	18%	22%	20%
I believed there would be negative consequences for my reputation	38%	16%	21%	23%
I believed there would be negative consequences for my career	34%	11%	17%	19%
I didn't need to because I made the violence or aggression stop	14%	11%	11%	12%
I believed there would be negative consequences for the person I was going to complain about	7%	8%	5%	5%
I didn't know how to make a complaint	14%	8%	5%	4%
I thought the complaint process would be embarrassing or difficult	11%	6%	6%	6%

Victorian Public Sector Commission

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People outcomes

Perpetrators of violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 54% said it was by 'A client/ customer/ patient/ stakeholder'.

69 people (6% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	54%
A colleague	28%
A member of the public	28%
A manager or supervisor	10%
A group of colleagues	9%
An executive, senior leader or the head of your organisation	7%
Other	3%
A member of my household	0%
A volunteer with my organisation	0%

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, 6% 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

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 39% said it was by someone within the organisation.

Of that 39%, 74% said it was 'They were in my workgroup'.

27 people (39% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

They were in my workgroup	74%
They were outside my workgroup	26%
They were my immediate manager or supervisor	22%
They were someone I supervise or manage	11%

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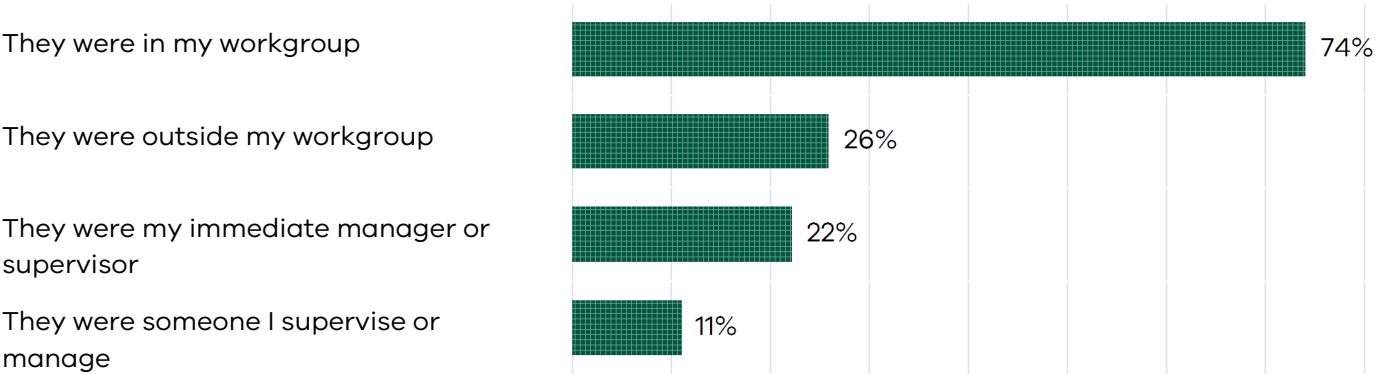
Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they witnessed some negative behaviour at work.

84% said 'No, I have not witnessed any of the situations above'.

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

187	966
16%	84%

■ 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%	84%	80%	81%
Bullying of a colleague	12%	12%	14%	14%
Discrimination against a colleague	6%	7%	8%	8%
Violence or aggression against a colleague	2%	2%	4%	3%
Sexual harassment of a colleague	1%	1%	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

16% of your staff who did the survey witnessed negative behaviour, of which:

- 71% 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?

187	966
16%	84%

■ 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	72%	71%	73%	71%
Told a manager	41%	35%	42%	40%
Told a colleague	21%	20%	21%	20%
Told the person the behaviour was not OK	19%	19%	20%	19%
Spoke to the person who behaved in a negative way	18%	13%	17%	16%
Took no action	8%	7%	7%	8%
Other	–	7%	6%	6%
Told human resources	13%	7%	6%	8%

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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

42% of staff were satisfied with the way your organisation handled their formal 'Bullying' complaint.

Were you satisfied with the way your formal complaint was handled

■ No   ▥ Don't know
▥ Yes

	You		Comparator		
	2023	2024	Lowest	Average	Highest
Bullying	30%	42%	11%	21%	33%

Your results (Bullying): No 50%, Don't know 8%, Yes 42%

People matter survey

2024

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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

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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 93% 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 +0% change, which is a neutral 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	93%	+0%	94%
Job enrichment	I can use my skills and knowledge in my job	91%	+2%	90%
Meaningful work	I can make a worthwhile contribution at work	90%	+1%	91%
Safety climate	My organisation provides a physically safe work environment	90%	+2%	86%
Flexible working	My manager supports working flexibly	89%	+0%	88%
Manager leadership	My manager treats employees with dignity and respect	89%	+1%	89%
Job enrichment	I understand how my job helps my organisation achieve its goals	88%	+2%	91%
Meaningful work	I achieve something important through my work	88%	+2%	88%
Manager support	My manager listens to what I have to say	87%	+2%	86%
Manager leadership	My manager demonstrates honesty and integrity	86%	–1%	88%

Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 37% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	37%	Not asked	33%
Learning and development	I am satisfied with the opportunities to progress in my organisation	44%	+1%	50%
Safety climate	All levels of my organisation are involved in the prevention of stress	45%	+2%	45%
Engagement	I feel a strong personal attachment to my organisation	46%	-1%	56%
Organisational integrity	I believe the promotion processes in my organisation are fair	47%	+3%	45%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	48%	+1%	50%
Organisational integrity	I have an equal chance at promotion in my organisation	48%	+1%	48%
Learning and development	My organisation places a high priority on the learning and development of staff	48%	+4%	56%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	50%	+1%	47%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	51%	+3%	55%

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 'Job enrichment', the 'You 2024' column shows 73% of your staff who did the survey agreed with 'I have the authority to do my job effectively'.

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

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Job enrichment	I have the authority to do my job effectively	73%	+5%	74%
Engagement	I would recommend my organisation as a good place to work	59%	+5%	66%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	78%	+5%	77%
Quality service delivery	My workgroup has clear lines of responsibility	71%	+4%	73%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	52%	+4%	58%
Learning and development	I am developing and learning in my role	73%	+4%	76%
Manager support	My manager gives me feedback that helps me improve my performance	78%	+4%	76%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	58%	+4%	59%
Senior leadership	Senior leaders model my organisation's values	64%	+4%	68%
Collaboration	I am able to work effectively with others outside my immediate workgroup	82%	+4%	84%

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 67% 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 4% 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	67%	-4%	67%
Workload	The workload I have is appropriate for the job that I do	60%	-3%	60%
Workload	I have enough time to do my job effectively	58%	-3%	57%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	81%	-1%	79%
Engagement	I feel a strong personal attachment to my organisation	46%	-1%	56%
Manager leadership	My manager demonstrates honesty and integrity	86%	-1%	88%
Workgroup support	People in my workgroup work together effectively to get the job done	83%	-1%	84%
Quality service delivery	My workgroup provides high quality advice and services	84%	-0%	85%

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Key differences

Biggest positive difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 37% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. The 'Difference' column, shows that agreement for this question was 4% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	37%	+4%	33%
Safety climate	My organisation provides a physically safe work environment	90%	+4%	86%
Satisfaction	How satisfied are you with the work/life balance in your current job	74%	+3%	71%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	50%	+3%	47%
Manager support	My manager gives me feedback that helps me improve my performance	78%	+3%	76%
Organisational integrity	My organisation does not tolerate improper conduct	72%	+3%	69%
Workgroup support	People in my workgroup are politically impartial in their work	84%	+2%	82%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	73%	+2%	70%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	77%	+2%	75%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	81%	+2%	79%

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 'Engagement', the 'You 2024' column shows 46% of your staff who did the survey agreed with 'I feel a strong personal attachment to my organisation'.

The 'Difference' column, shows that agreement for this question was 10% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Engagement	I feel a strong personal attachment to my organisation	46%	-10%	56%
Senior leadership	Senior leaders provide clear strategy and direction	51%	-10%	61%
Engagement	I am proud to tell others I work for my organisation	60%	-10%	69%
Learning and development	My organisation places a high priority on the learning and development of staff	48%	-8%	56%
Engagement	I would recommend my organisation as a good place to work	59%	-7%	66%
Learning and development	I am satisfied with the opportunities to progress in my organisation	44%	-6%	50%
Engagement	My organisation motivates me to help achieve its objectives	58%	-6%	64%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	52%	-6%	58%
Inclusion	I feel as if I belong at this organisation	65%	-6%	70%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-5%	56%

People matter survey

2024

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- Scorecard
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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

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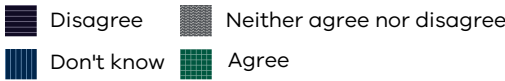
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
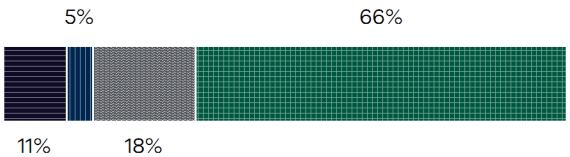
Example

50% 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 | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this year's survey	Disagree 22%, Neither 28%, Agree 50%	49%	50%	36%	47%	66%
My organisation has made improvements based on the survey results from last year	Disagree 25%, Don't know 13%, Neither 25%, Agree 37%	Not asked	37%	19%	33%	53%

Victorian Public Sector Commission

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People matter survey 2024

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- Scorecard: negative behaviour
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- Discrimination
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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

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

66% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	5% / 66% / 11% / 18%	63%	66%	58%	69%	89%
Senior leaders model my organisation's values	4% / 64% / 14% / 18%	60%	64%	58%	68%	89%
Senior leaders provide clear strategy and direction	1% / 51% / 28% / 20%	50%	51%	47%	61%	78%

Victorian Public Sector Commission

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People matter survey

2024

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

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:

- 71.5% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 73.7% of staff in your comparator group and 72.5% of staff across the public sector.

	Collaboration	Organisational integrity	Safety climate
You 2023	69.5%	63.7%	54.7%
You 2024	71.5%	65.4%	57.2%
Comparator 2024	73.7%	66.3%	58.1%
Public sector 2024	72.5%	67.0%	59.2%

Victorian Public Sector Commission

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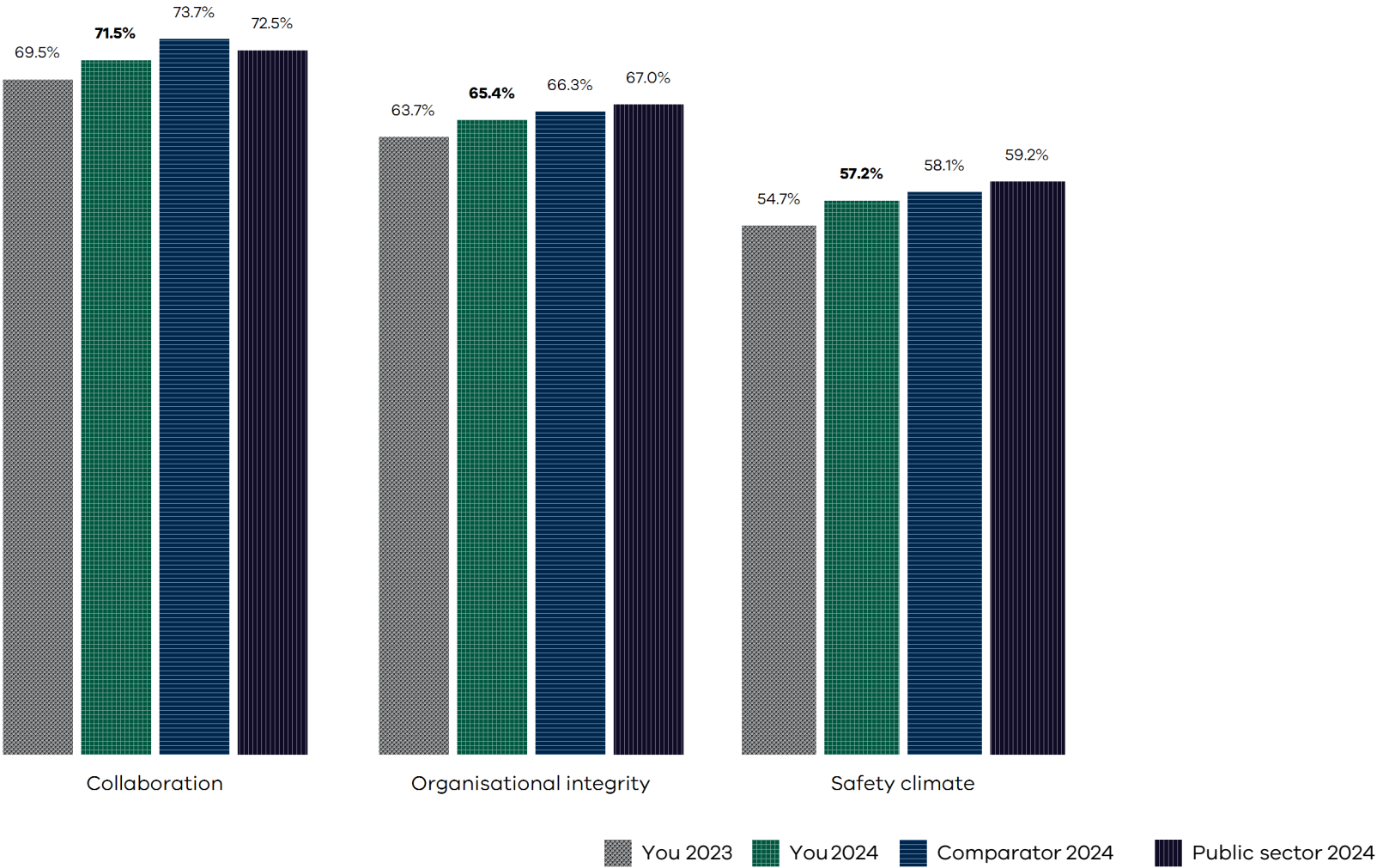
Organisational climate

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.
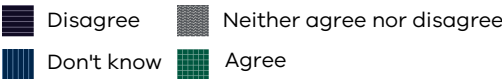
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question · Your results · Benchmark agree results

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

Survey question		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	2% / 80% / 7% / 11%	78%	80%	74%	83%	92%
My organisation encourages employees to act in ways that are consistent with human rights	3% / 80% / 4% / 13%	79%	80%	79%	85%	91%
My organisation is committed to earning a high level of public trust	5% / 73% / 6% / 17%	71%	73%	66%	75%	88%
My organisation does not tolerate improper conduct	4% / 72% / 9% / 15%	70%	72%	59%	69%	81%

Victorian Public Sector Commission · VICTORIA State Government
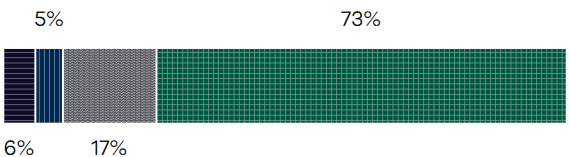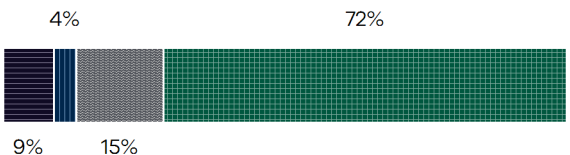
Organisational climate

Organisational integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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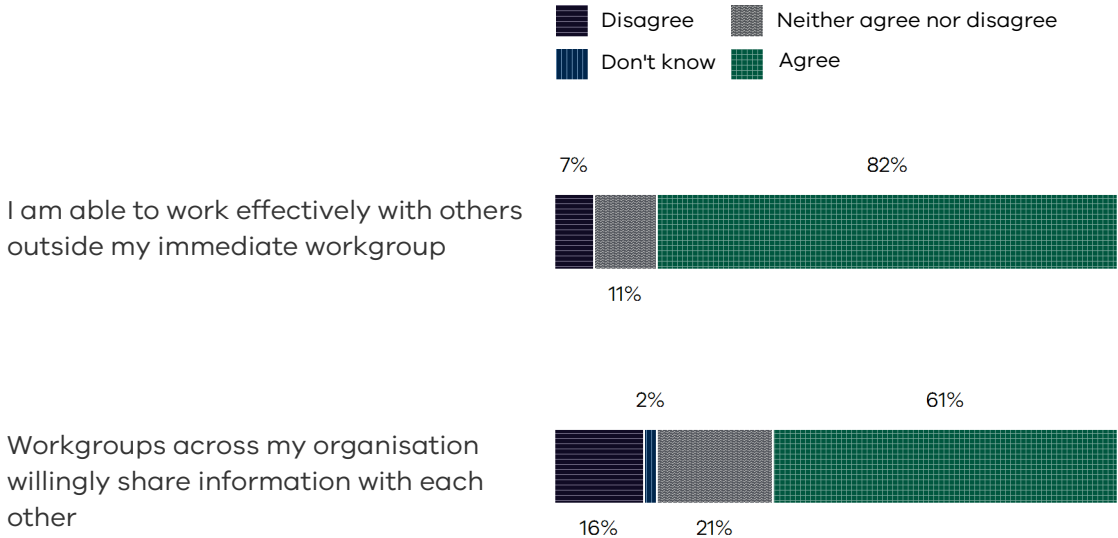
Example

64% 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
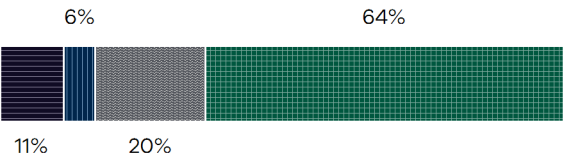
Survey question	Your results (Disagree / Don't know / Neither / Agree)	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	11% / 6% / 20% / 64%	62%	64%	56%	67%	74%
I believe the recruitment processes in my organisation are fair	15% / 6% / 19% / 60%	59%	60%	49%	59%	70%
I have an equal chance at promotion in my organisation	22% / 7% / 24% / 48%	47%	48%	40%	48%	57%
I believe the promotion processes in my organisation are fair	21% / 8% / 24% / 47%	44%	47%	37%	45%	56%
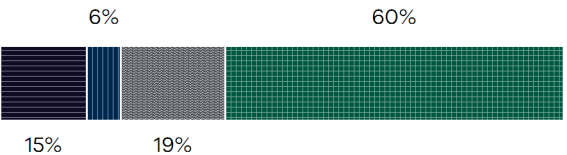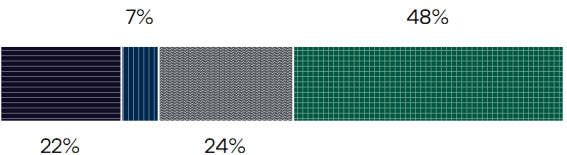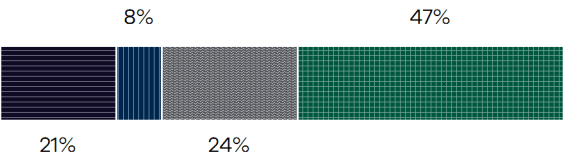
Organisational climate

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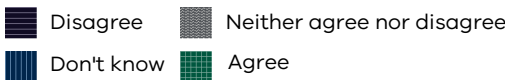
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
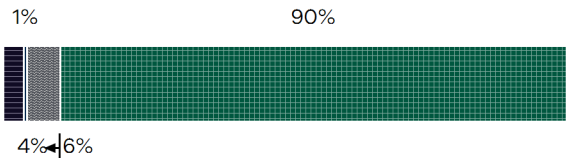
Example

82% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

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

7% | 82% | 11%

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	78%	82%	80%	84%	89%

Workgroups across my organisation willingly share information with each other

2% | 61% | 16% | 21%

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	61%	61%	55%	63%	74%

Victorian Public Sector Commission

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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 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	1% / 4% / 6% / 90%	88%	90%	76%	86%	95%
Senior leaders consider the psychological health of employees to be as important as productivity	20% / 22% / 58%	54%	58%	49%	59%	75%
Senior leaders show support for stress prevention through involvement and commitment	23% / 25% / 52%	49%	52%	44%	53%	70%
In my workplace, there is good communication about psychological safety issues that affect me	21% / 29% / 51%	48%	51%	46%	55%	63%
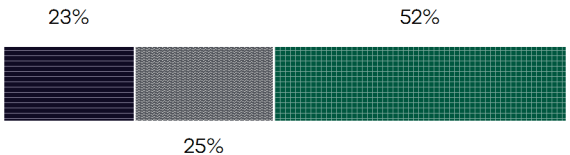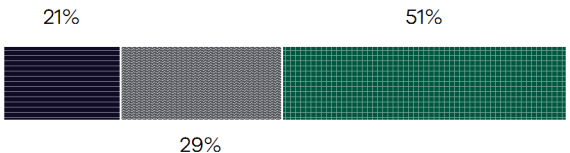
Organisational climate

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

48% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
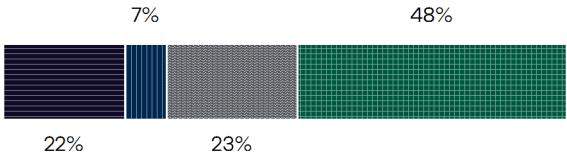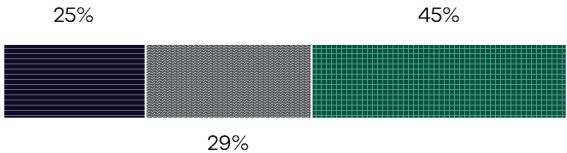
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
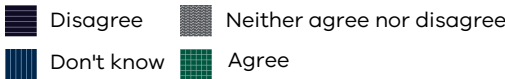
Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation has effective procedures in place to support employees who may experience stress	22% Disagree, 7% Don't know, 23% Neither, 48% Agree	47%	48%	43%	50%	61%
All levels of my organisation are involved in the prevention of stress	25% Disagree, 29% Neither, 45% Agree	43%	45%	35%	45%	61%

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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Victorian Public Sector Commission

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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.
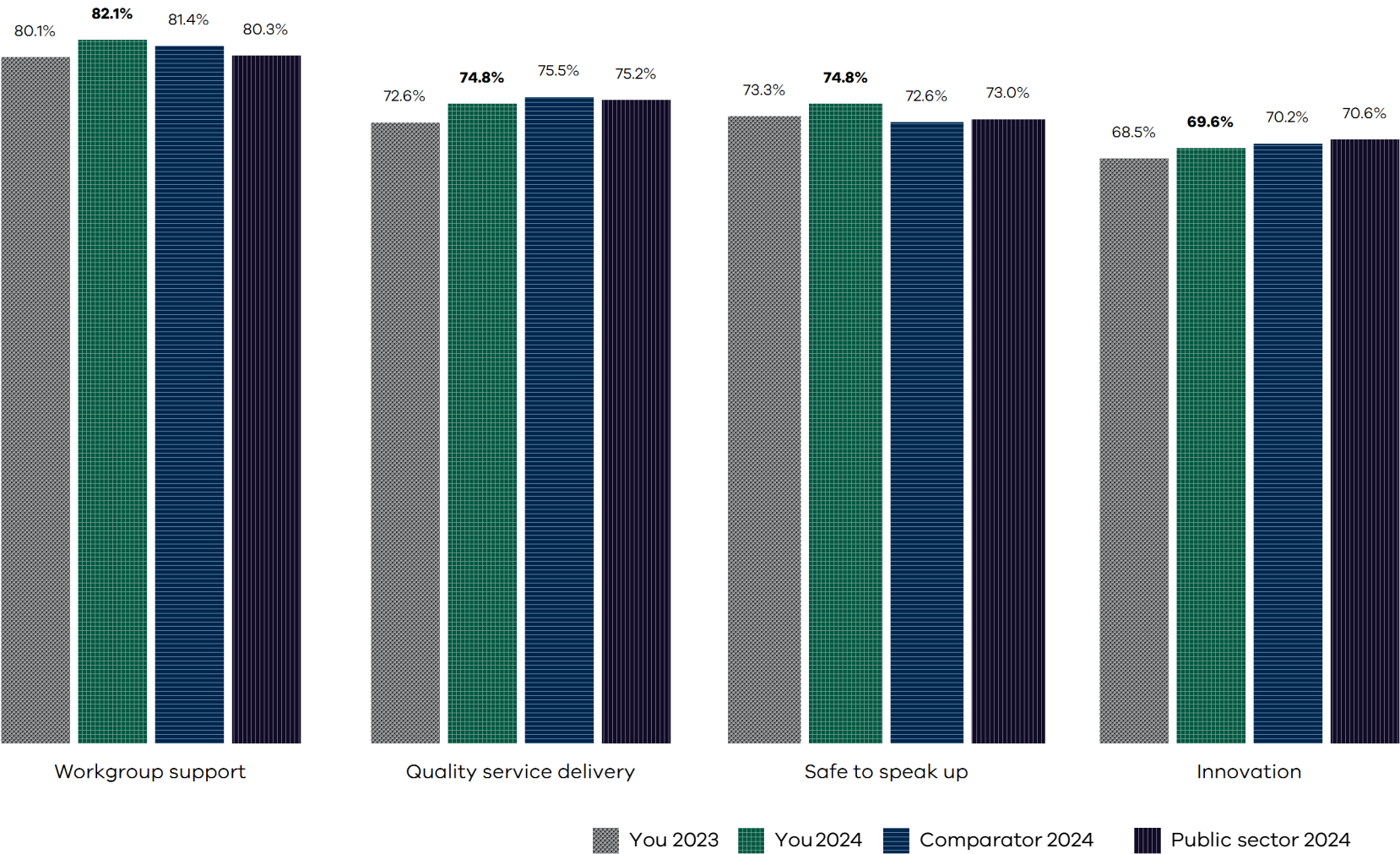
Why this is important

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:

- 82.1% of your staff who did the survey responded positively to questions about Workgroup support

Compared to:

- 81.4% of staff in your comparator group and 80.3% of staff across the public sector.

Chart — Workgroup climate scorecard:

Factor	You 2023	You 2024	Comparator 2024	Public sector 2024
Workgroup support	80.1%	82.1%	81.4%	80.3%
Quality service delivery	72.6%	74.8%	75.5%	75.2%
Safe to speak up	73.3%	74.8%	72.6%	73.0%
Innovation	68.5%	69.6%	70.2%	70.6%

Victorian Public Sector Commission

VICTORIA State Government

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

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
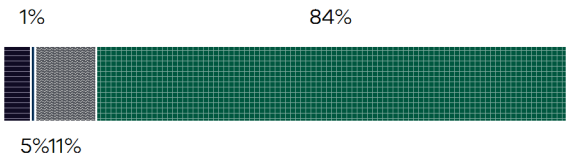
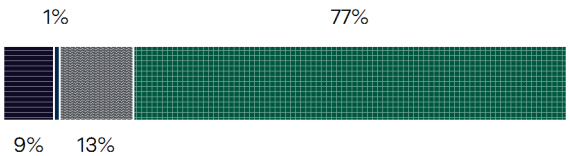Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services (1%, 5%, 11%, 84%)	84%	84%	74%	85%	95%
My workgroup acts fairly and without bias (1%, 9%, 13%, 77%)	74%	77%	65%	76%	84%
My workgroup has clear lines of responsibility (1%, 14%, 14%, 71%)	67%	71%	66%	73%	82%
My workgroup uses its resources well (1%, 16%, 16%, 67%)	65%	67%	58%	68%	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.
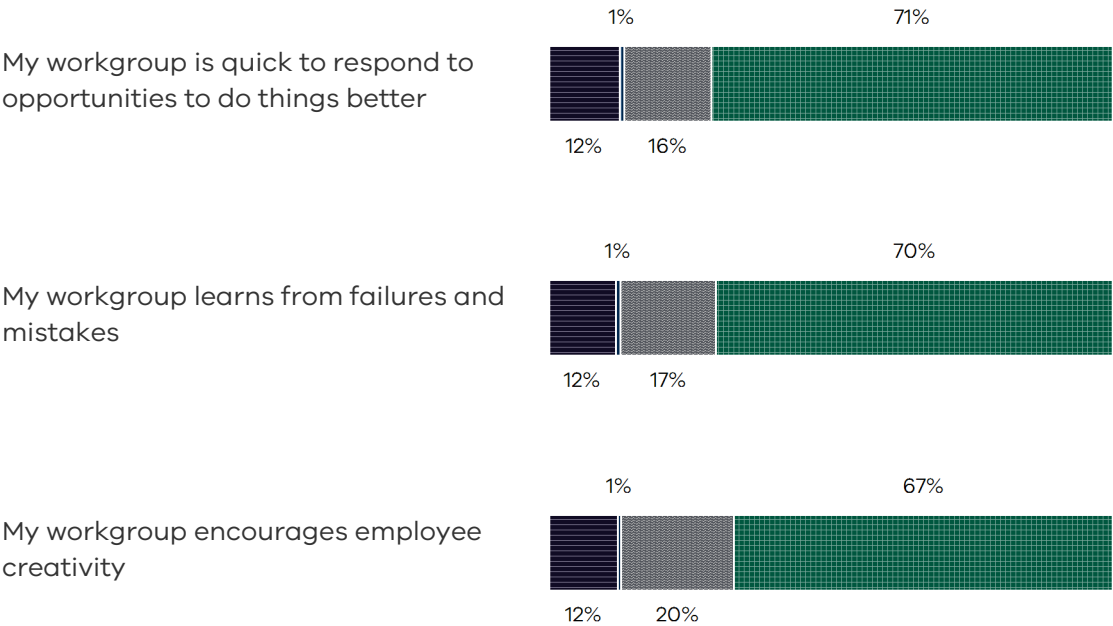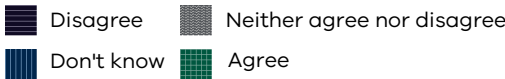
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
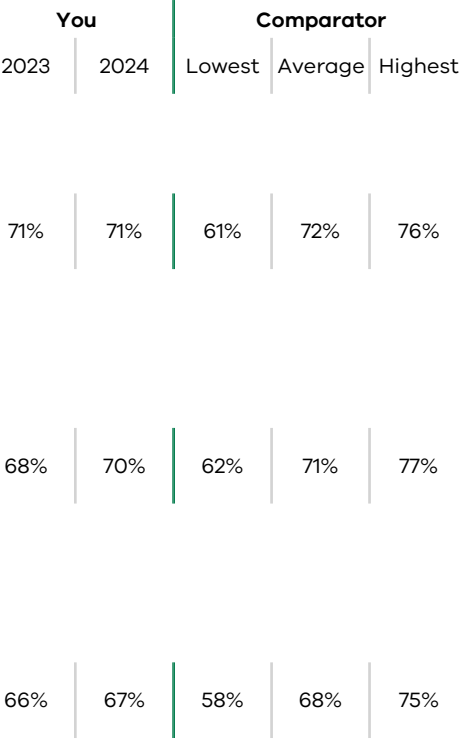
Example

71% 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 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better	1% ... 71% / 12% ... 16%		71%	71%	61%	72%	76%
My workgroup learns from failures and mistakes	1% ... 70% / 12% ... 17%		68%	70%	62%	71%	77%
My workgroup encourages employee creativity	1% ... 67% / 12% ... 20%		66%	67%	58%	68%	75%

Victorian Public Sector Commission

VICTORIA State Government

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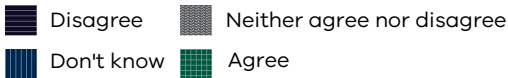
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
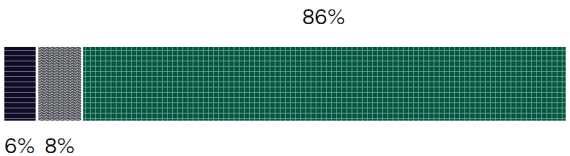
Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
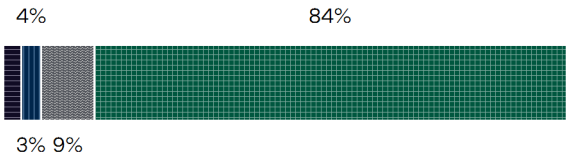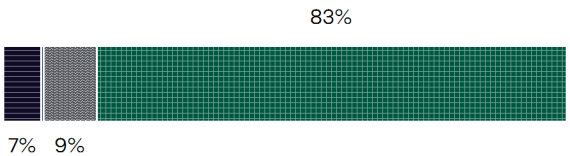
Survey question

Your results

Benchmark agree results

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

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	6% / 8% / 86%	85%	86%	76%	85%	93%
People in my workgroup are politically impartial in their work	4% / 3% / 9% / 84%	82%	84%	73%	82%	92%
People in my workgroup work together effectively to get the job done	7% / 9% / 83%	84%	83%	77%	84%	92%
People in my workgroup are honest, open and transparent in their dealings	1% / 9% / 11% / 79%	77%	79%	69%	80%	91%

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

People in my workgroup appropriately manage conflicts of interest

Your results

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

8% 4% 10% 78%

Benchmark agree results
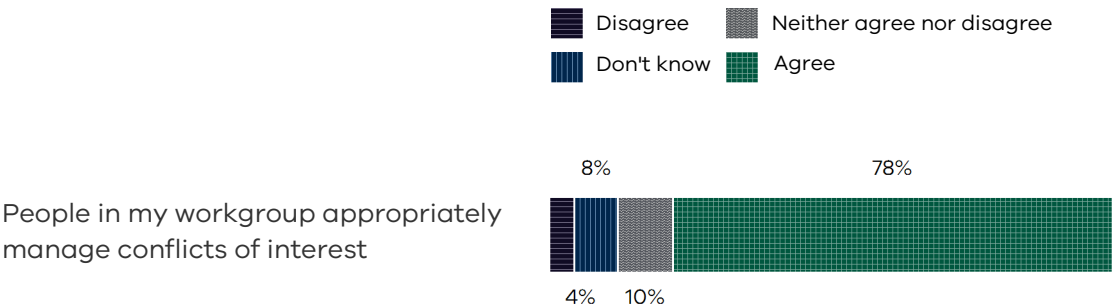
	You		Comparator		
	2023	2024	Lowest	Average	Highest
	74%	78%	68%	77%	89%

Victorian Public Sector Commission

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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.

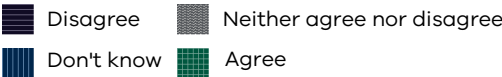Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

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'.
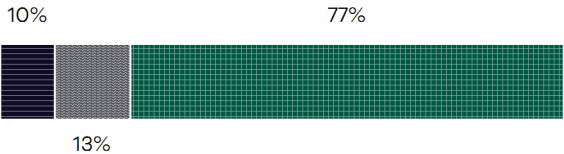
Survey question	Your results					

Legend: ■ Disagree ▨ Neither agree nor disagree ▥ Don't know ▧ Agree

Benchmark agree results

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	74%	77%	66%	75%	83%
I feel safe to challenge inappropriate behaviour at work	72%	73%	63%	70%	82%

Your results — People in my workgroup are able to bring up problems and tough issues: 10% Disagree, 13% Neither agree nor disagree, 77% Agree.

Your results — I feel safe to challenge inappropriate behaviour at work: 12% Disagree, 15% Neither agree nor disagree, 73% Agree.
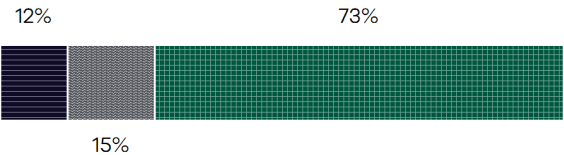
People matter survey 2024

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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

Demographics

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

Job and manager factors

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 86.7% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 87.6% of staff in your comparator group and 86.7% of staff across the public sector.

	Manager leadership	Meaningful work	Flexible working	Job enrichment
You 2023	86.2%	84.1%	85.5%	78.8%
You 2024	**86.7%**	**85.7%**	**85.0%**	**81.9%**
Comparator 2024	87.6%	87.1%	83.4%	83.2%
Public sector 2024	86.7%	87.4%	82.5%	83.6%

Legend: ▥ You 2023 ▥ You 2024 ▮ Comparator 2024 ▮ Public sector 2024

Job and manager factors

Scorecard 2 of 2

What is this

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

Why this is important

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

How to read this

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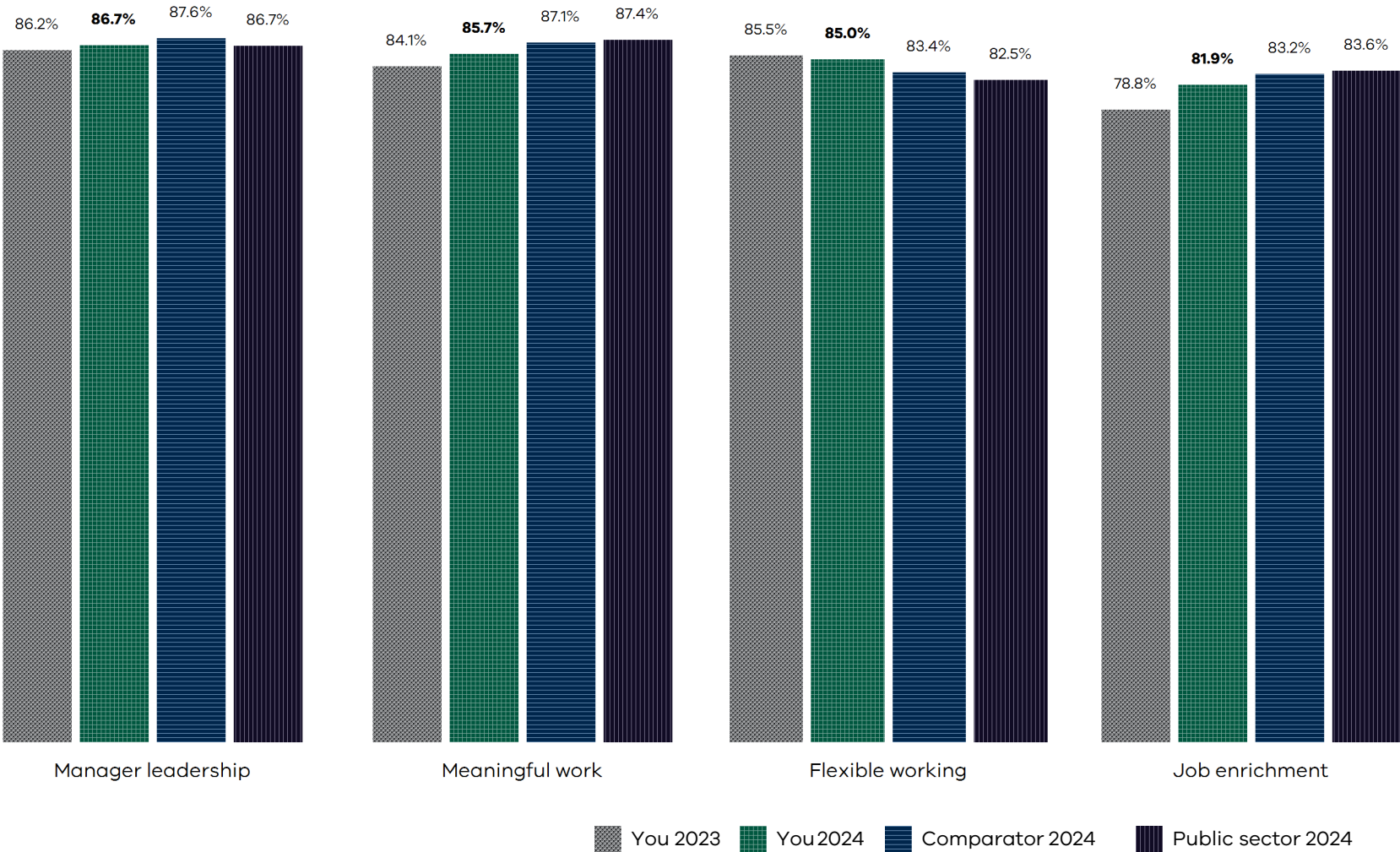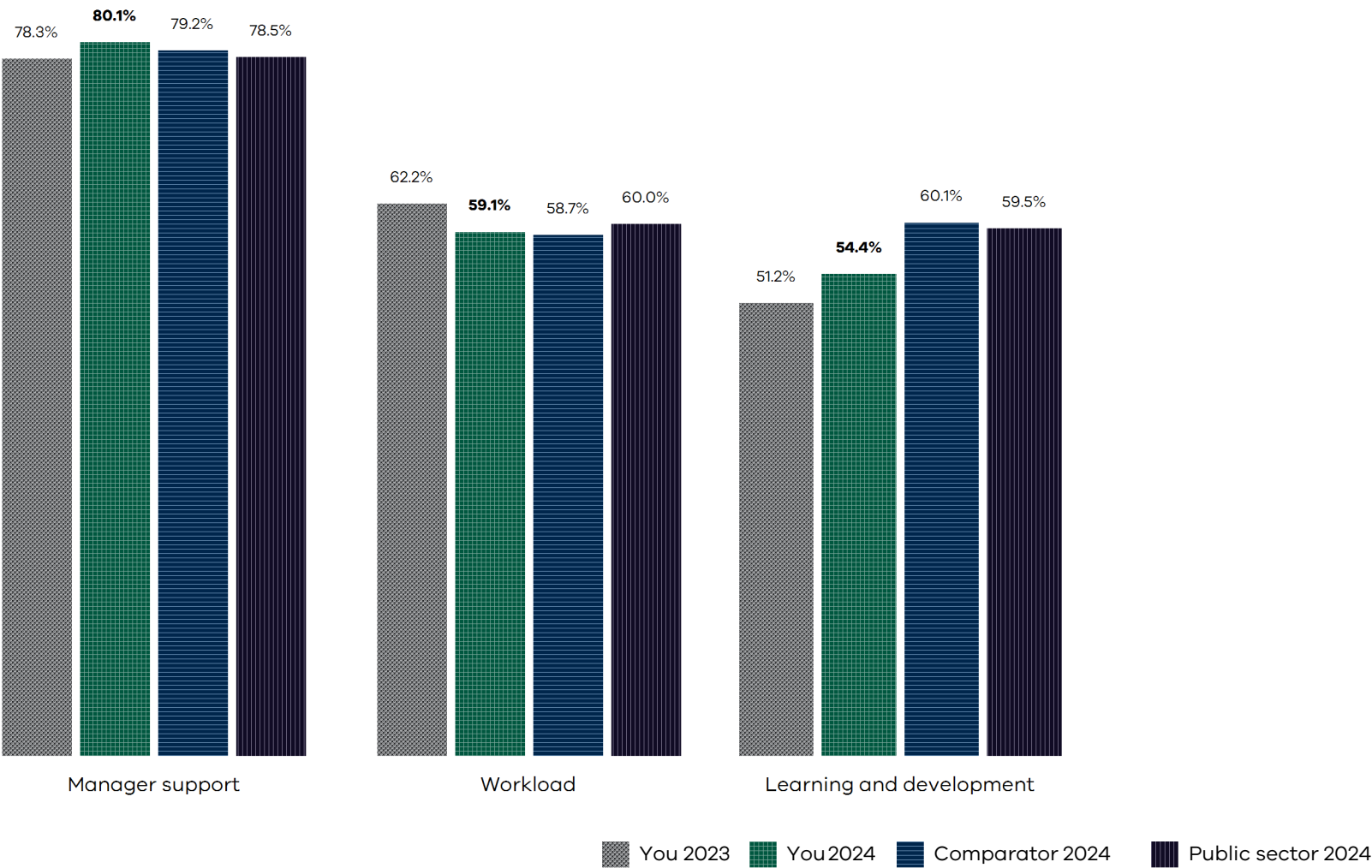
Example

In 2024:

- 80.1% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79.2% of staff in your comparator group and 78.5% of staff across the public sector.

Chart data:

Manager support
- You 2023: 78.3%
- You 2024: 80.1%
- Comparator 2024: 79.2%
- Public sector 2024: 78.5%

Workload
- You 2023: 62.2%
- You 2024: 59.1%
- Comparator 2024: 58.7%
- Public sector 2024: 60.0%

Learning and development
- You 2023: 51.2%
- You 2024: 54.4%
- Comparator 2024: 60.1%
- Public sector 2024: 59.5%

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

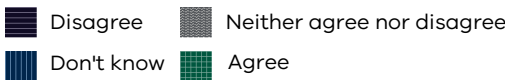Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
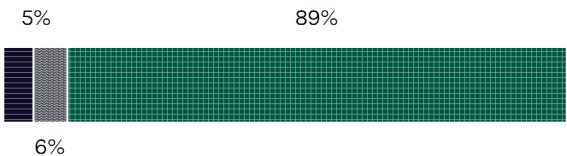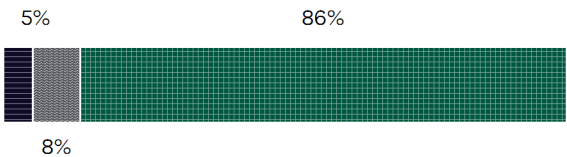
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	5% / 89% / 6%		88%	89%	82%	89%	95%
My manager demonstrates honesty and integrity	5% / 86% / 8%		87%	86%	79%	88%	94%
My manager models my organisation's values	5% / 85% / 10%		84%	85%	79%	86%	93%

Victorian Public Sector Commission

VICTORIA State Government

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

87% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

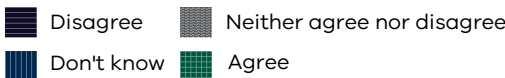| Survey question	Your results		You		Comparator		
			2023	2024	Lowest	Average	Highest
My manager listens to what I have to say	5% / 8% / 87%		84%	87%	78%	86%	92%
I can discuss problems or issues with my manager	7% / 8% / 85%		84%	85%	77%	84%	90%
My manager provides me with enough support when I need it	7% / 9% / 83%		82%	83%	75%	83%	89%
My manager gives me feedback that helps me improve my performance	9% / 12% / 78%		75%	78%	69%	76%	85%

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

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.
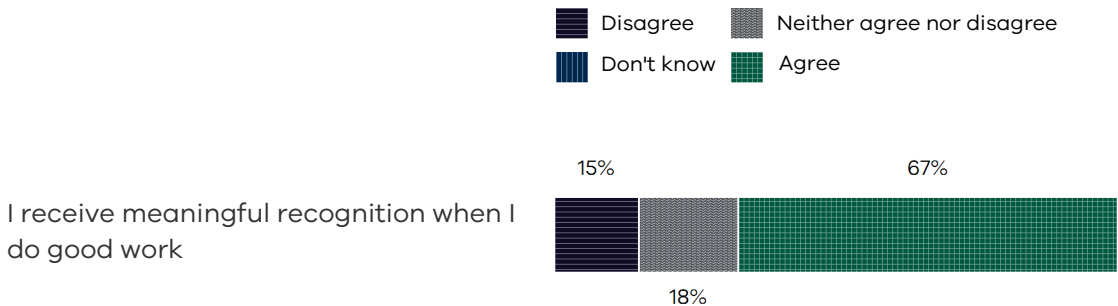
Example

67% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

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

I receive meaningful recognition when I do good work

15% | 18% | 67%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	66%	67%	55%	68%	82%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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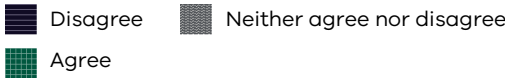
Example

60% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

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

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

24% / 16% / 60%

I have enough time to do my job effectively

23% / 19% / 58%
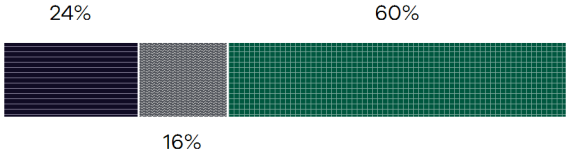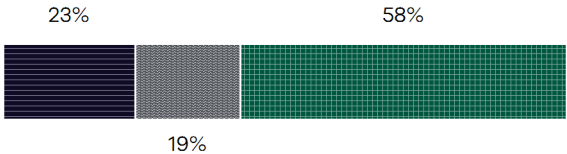
Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	63%	60%	53%	60%	76%
I have enough time to do my job effectively	61%	58%	47%	57%	73%

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

73% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question

Your results

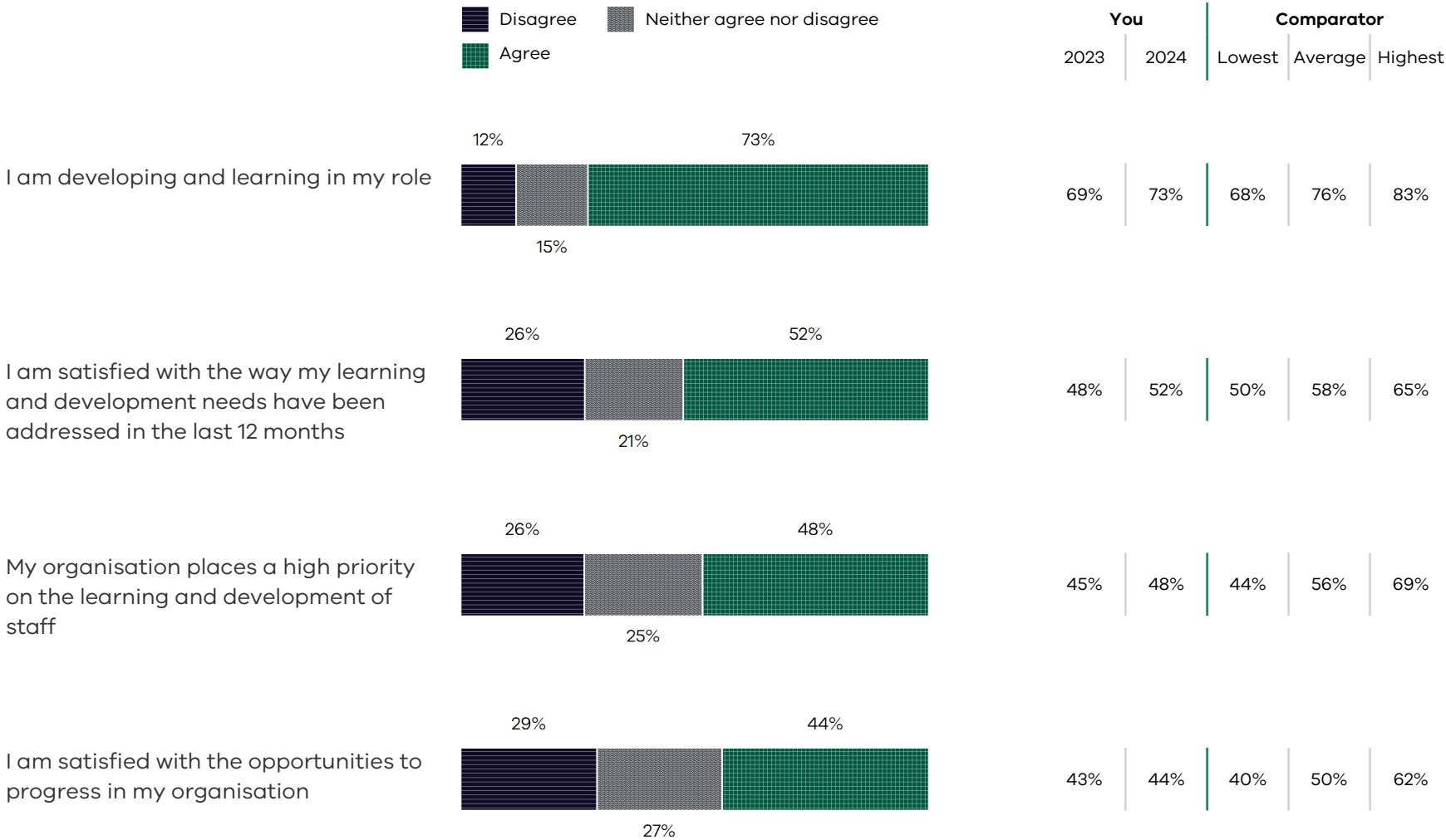Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree
I am developing and learning in my role	12%	15%	73%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	26%	21%	52%
My organisation places a high priority on the learning and development of staff	26%	25%	48%
I am satisfied with the opportunities to progress in my organisation	29%	27%	44%

Benchmark agree results

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	69%	73%	68%	76%	83%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	48%	52%	50%	58%	65%
My organisation places a high priority on the learning and development of staff	45%	48%	44%	56%	69%
I am satisfied with the opportunities to progress in my organisation	43%	44%	40%	50%	62%

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.
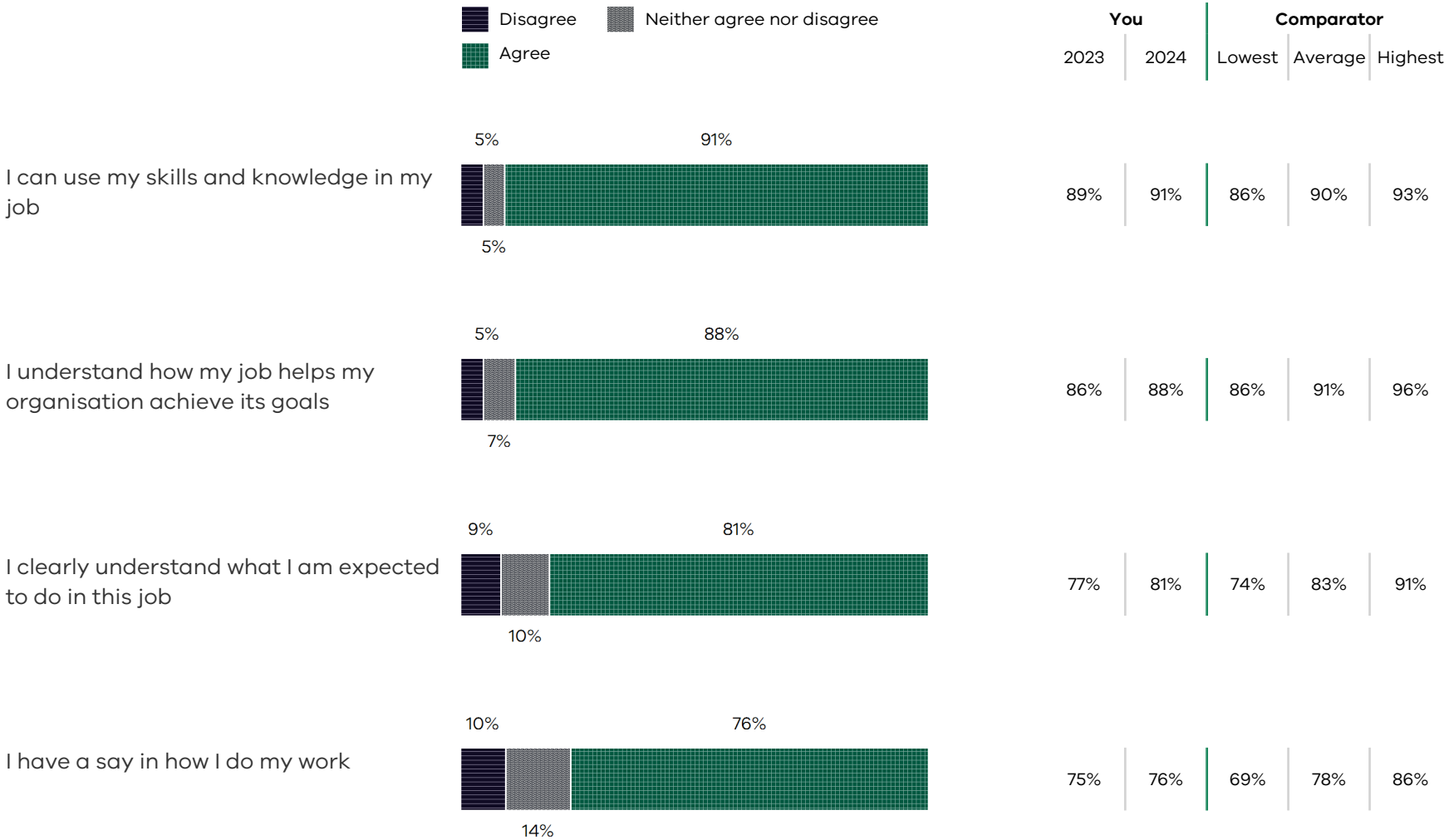
Example

91% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question

Your results

■ Disagree ▨ Neither agree nor disagree ▨ Agree

I can use my skills and knowledge in my job
5% | 91%
5%

I understand how my job helps my organisation achieve its goals
5% | 88%
7%

I clearly understand what I am expected to do in this job
9% | 81%
10%

I have a say in how I do my work
10% | 76%
14%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
I can use my skills and knowledge in my job	89%	91%	86%	90%	93%
I understand how my job helps my organisation achieve its goals	86%	88%	86%	91%	96%
I clearly understand what I am expected to do in this job	77%	81%	74%	83%	91%
I have a say in how I do my work	75%	76%	69%	78%	86%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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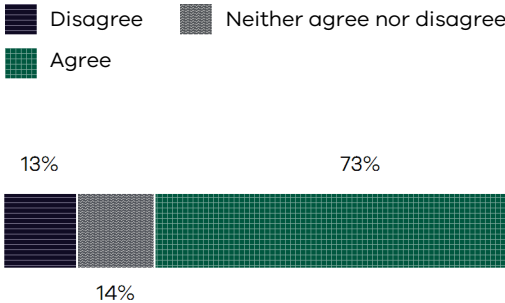
Example

73% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

I have the authority to do my job effectively

Your results

Disagree Neither agree nor disagree

Agree

13%   73%

14%

Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
68%	73%	68%	74%	87%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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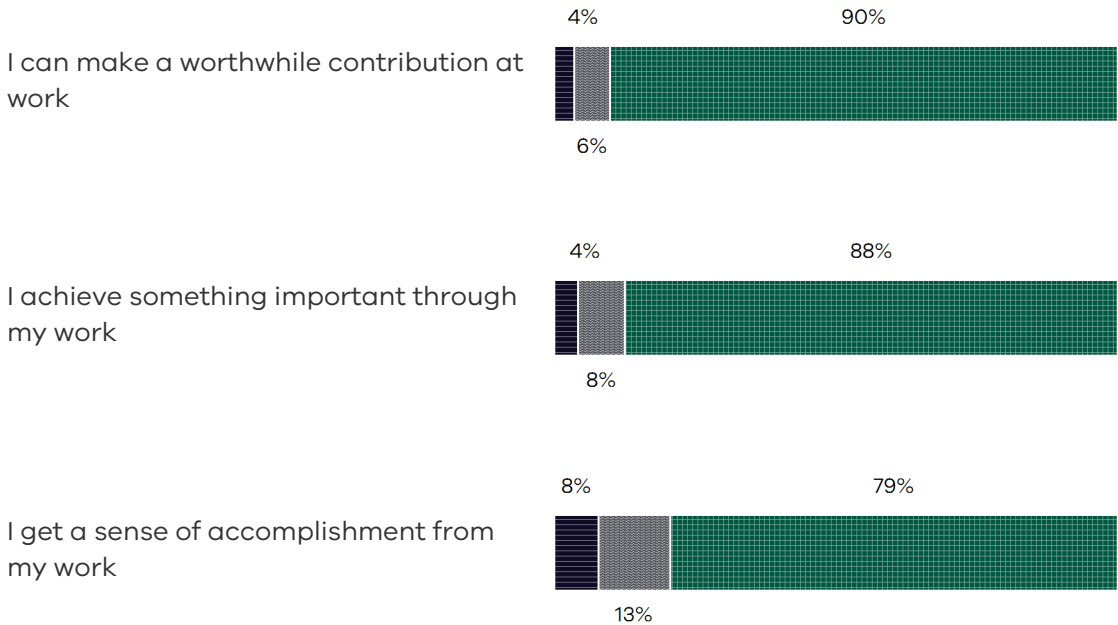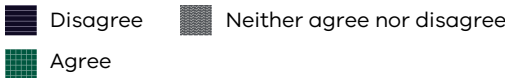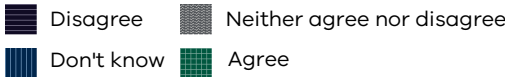
Example

90% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question

Your results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark agree results

Survey question		You		Comparator		
		2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	4% / 6% / 90%	89%	90%	88%	91%	94%
I achieve something important through my work	4% / 8% / 88%	85%	88%	83%	88%	92%
I get a sense of accomplishment from my work	8% / 13% / 79%	78%	79%	77%	82%	85%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

Under 'Benchmark results', compare your comparator 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'.
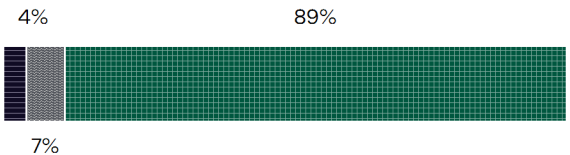
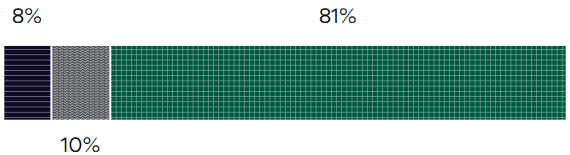Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	Disagree 4%, Neither 7%, Agree 89%	89%	89%	78%	88%	97%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	Disagree 8%, Neither 10%, Agree 81%	82%	81%	66%	79%	92%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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Key differences

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

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- 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

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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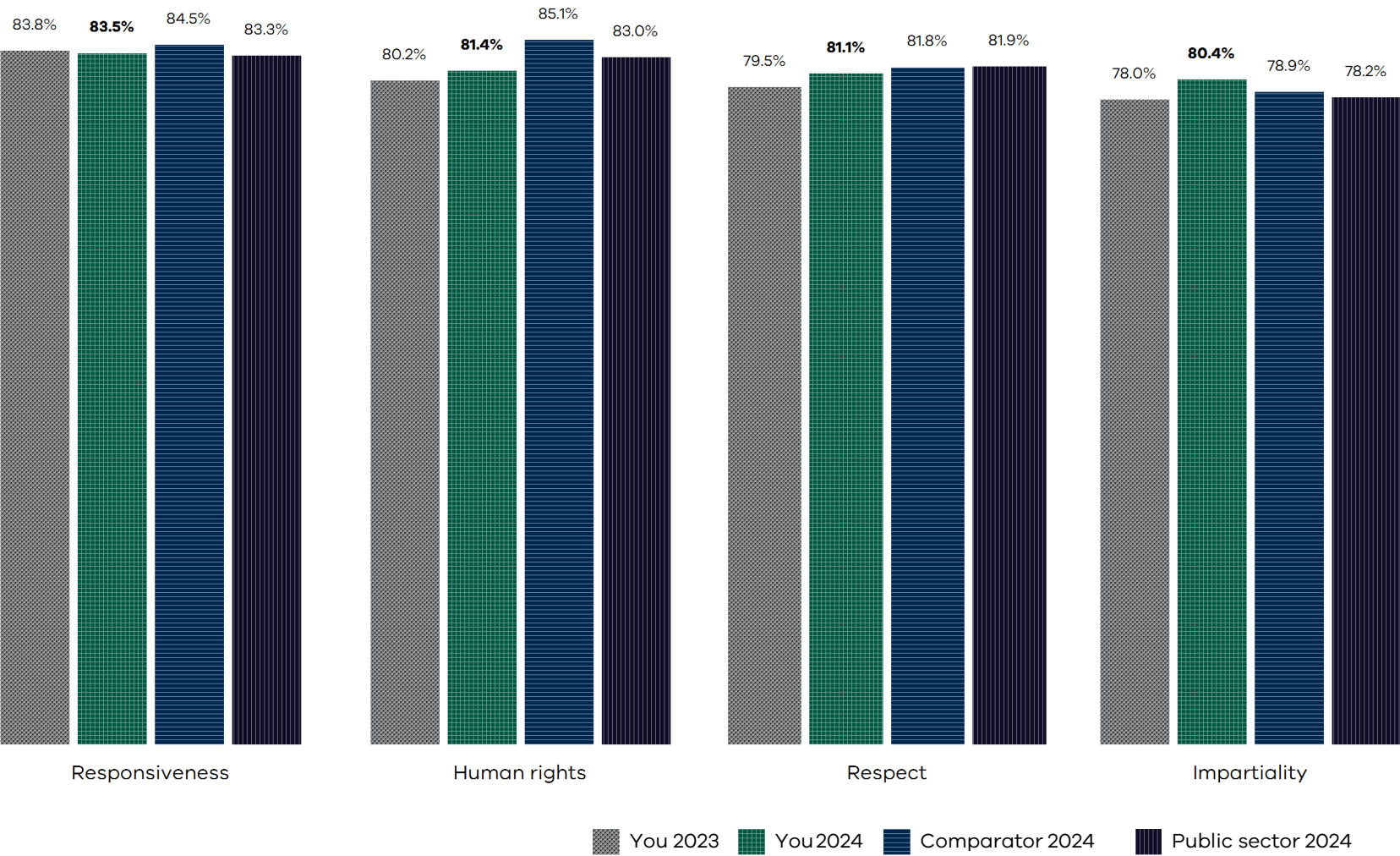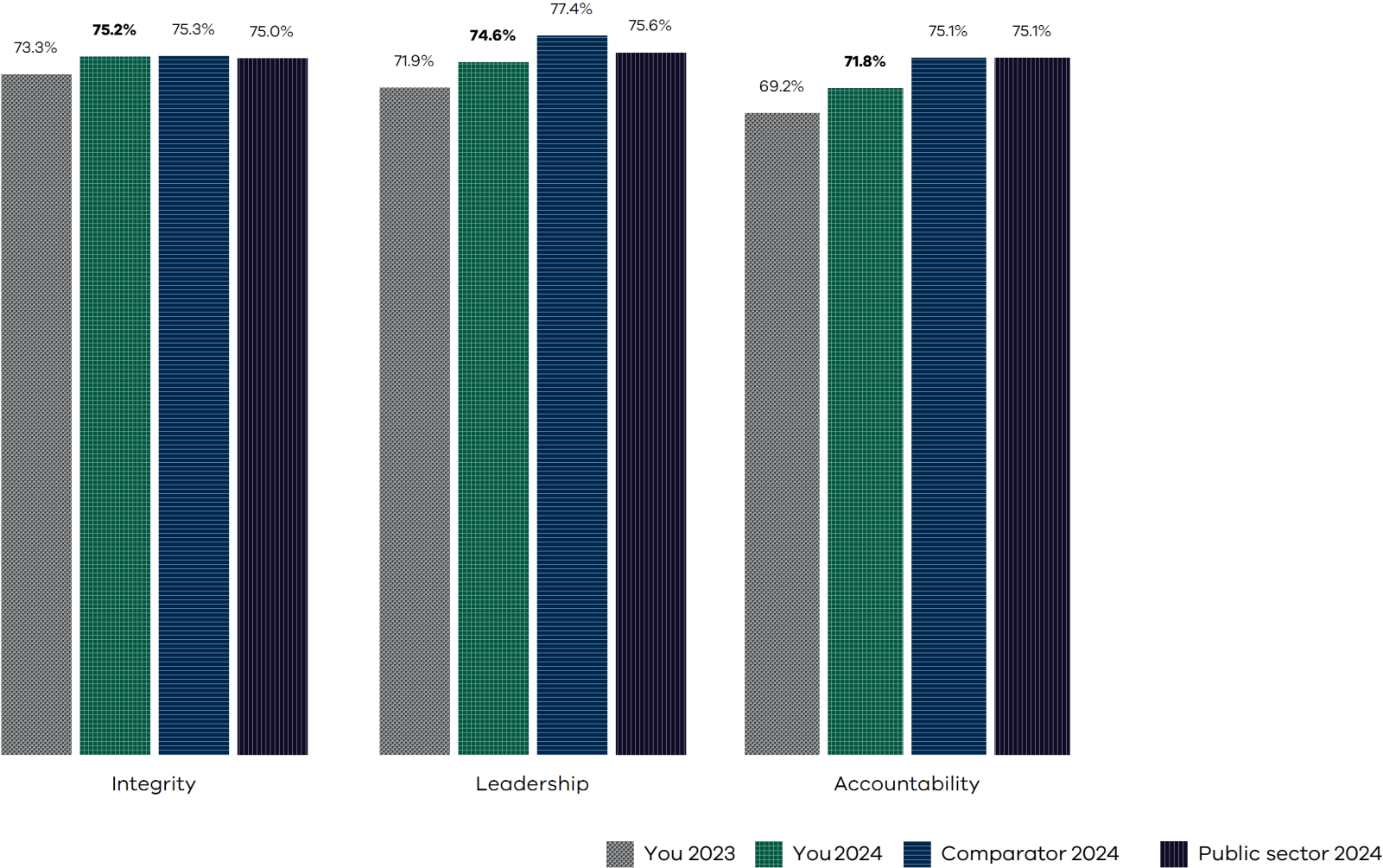
Example

In 2024:

- 83.5% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 84.5% of staff in your comparator group and 83.3% of staff across the public sector.

Responsiveness
- You 2023: 83.8%
- You 2024: 83.5%
- Comparator 2024: 84.5%
- Public sector 2024: 83.3%

Human rights
- You 2023: 80.2%
- You 2024: 81.4%
- Comparator 2024: 85.1%
- Public sector 2024: 83.0%

Respect
- You 2023: 79.5%
- You 2024: 81.1%
- Comparator 2024: 81.8%
- Public sector 2024: 81.9%

Impartiality
- You 2023: 78.0%
- You 2024: 80.4%
- Comparator 2024: 78.9%
- Public sector 2024: 78.2%

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

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:

- 75.2% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 75.3% of staff in your comparator group and 75.0% of staff across the public sector.

Integrity
- You 2023: 73.3%
- You 2024: 75.2%
- Comparator 2024: 75.3%
- Public sector 2024: 75.0%

Leadership
- You 2023: 71.9%
- You 2024: 74.6%
- Comparator 2024: 77.4%
- Public sector 2024: 75.6%

Accountability
- You 2023: 69.2%
- You 2024: 71.8%
- Comparator 2024: 75.1%
- Public sector 2024: 75.1%

Legend: 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

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
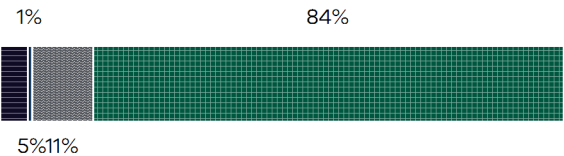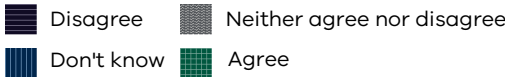
Your results

▌ Disagree	▒ Neither agree nor disagree
▌ Don't know	▦ Agree

My workgroup provides high quality advice and services

1%   84%

5% 11%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	84%	84%	74%	85%	95%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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 demonstrates honesty and integrity'.
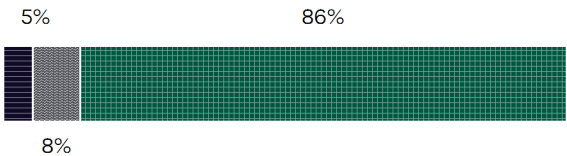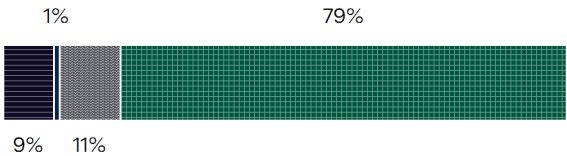
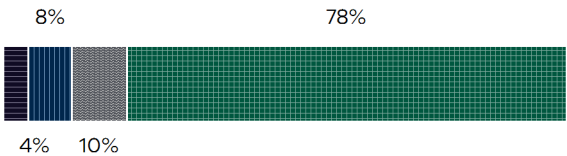## Survey question | Your results | Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
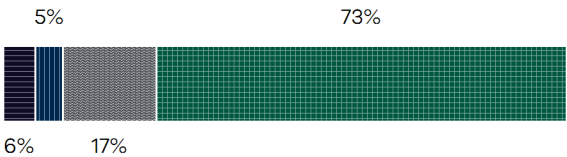
Survey question	Disagree	Neither	Agree		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	5%	8%	86%		87%	86%	79%	88%	94%
People in my workgroup are honest, open and transparent in their dealings	1% / 9%	11%	79%		77%	79%	69%	80%	91%
People in my workgroup appropriately manage conflicts of interest	8% / 4%	10%	78%		74%	78%	68%	77%	89%
My organisation is committed to earning a high level of public trust	5% / 6%	17%	73%		71%	73%	66%	75%	88%

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.

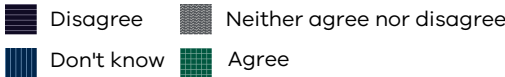Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
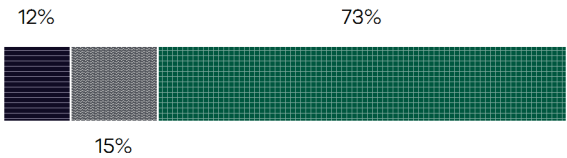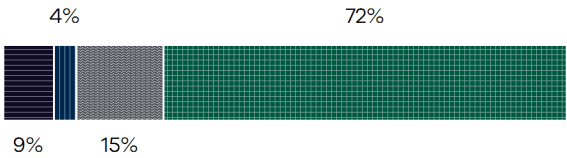
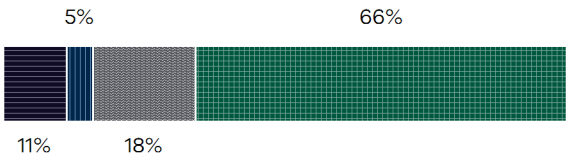| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	12% / 15% / 73%	72%	73%	63%	70%	82%
My organisation does not tolerate improper conduct	4% / 9% / 15% / 72%	70%	72%	59%	69%	81%
Senior leaders demonstrate honesty and integrity	5% / 11% / 18% / 66%	63%	66%	58%	69%	89%

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.
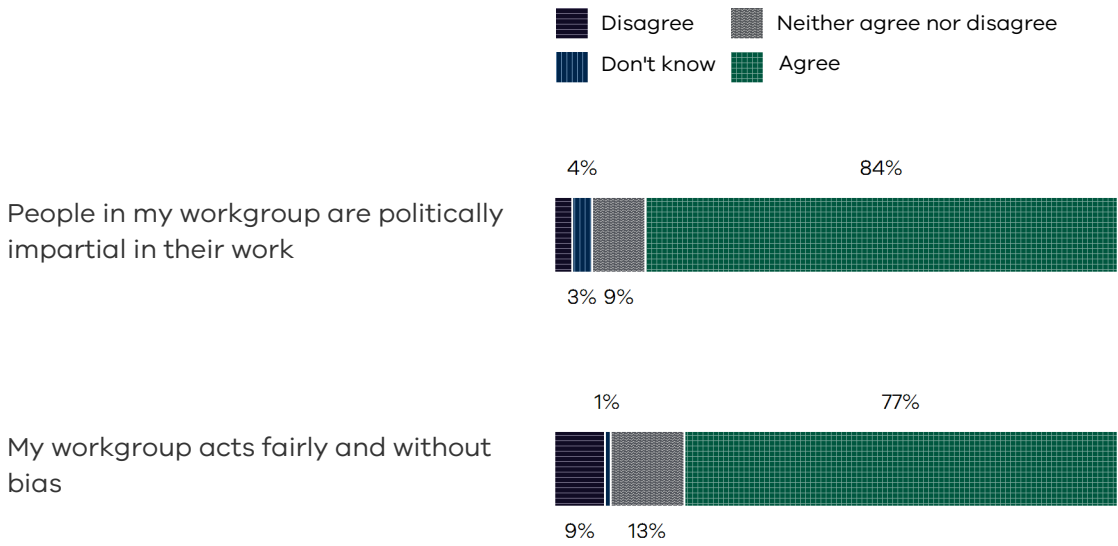
Example

84% 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
- Don't know
- Neither agree nor disagree
- Agree

People in my workgroup are politically impartial in their work

4%   84%

3% 9%

My workgroup acts fairly and without bias

1%   77%

9%   13%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	82%	84%	73%	82%	92%
My workgroup acts fairly and without bias	74%	77%	65%	76%	84%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

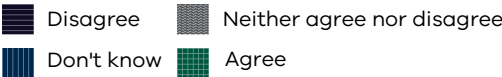Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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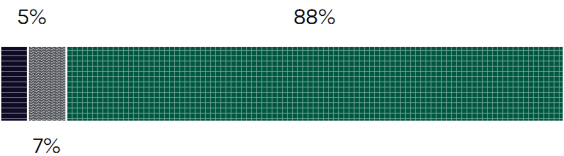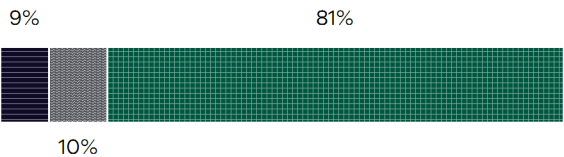
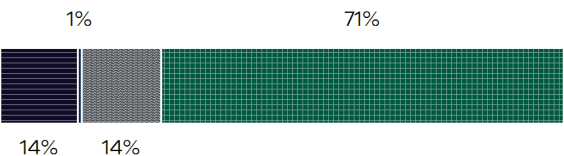## Survey question

Your results

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

I understand how my job helps my organisation achieve its goals
5% / 88% / 7%

I clearly understand what I am expected to do in this job
9% / 81% / 10%

My workgroup has clear lines of responsibility
1% / 71% / 14% / 14%

My workgroup uses its resources well
1% / 67% / 16% / 16%

Benchmark agree results

Survey question	You		Comparator		
	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	86%	88%	86%	91%	96%
I clearly understand what I am expected to do in this job	77%	81%	74%	83%	91%
My workgroup has clear lines of responsibility	67%	71%	66%	73%	82%
My workgroup uses its resources well	65%	67%	58%	68%	75%

Victorian Public Sector Commission

VICTORIA State Government
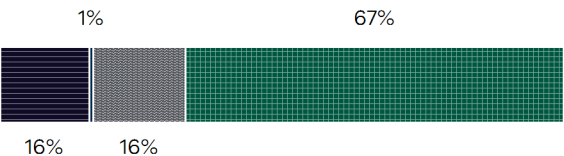
Public sector values

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

51% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

1% — 51%

28% — 20%

Benchmark agree results

	You		Comparator		
2023	2024		Lowest	Average	Highest
50%	51%		47%	61%	78%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

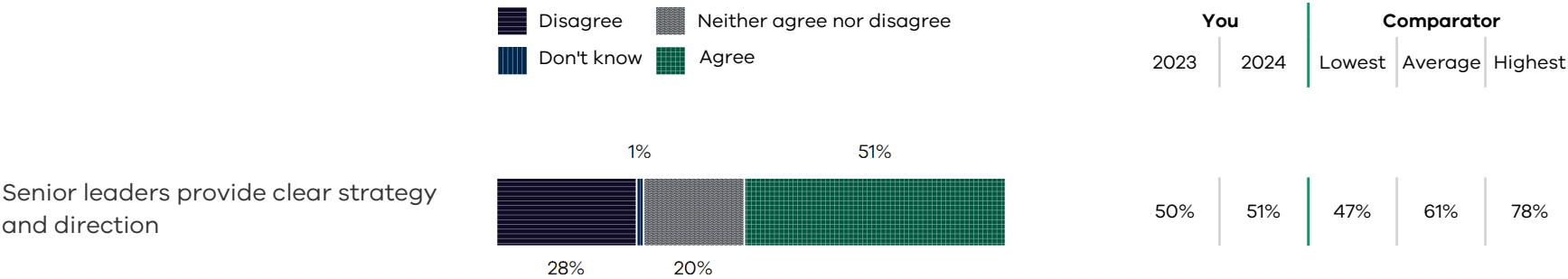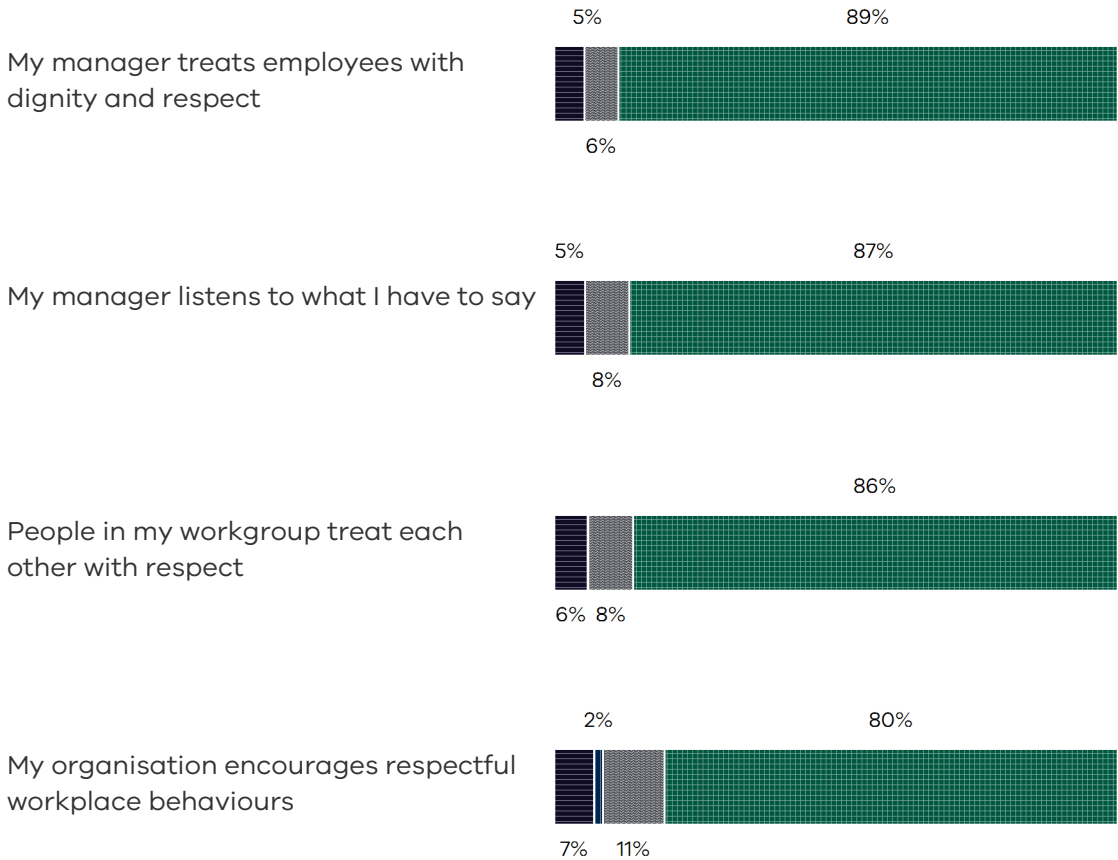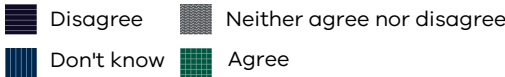Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

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

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

My manager treats employees with dignity and respect
5% / 89% / 6%

My manager listens to what I have to say
5% / 87% / 8%

People in my workgroup treat each other with respect
86% / 6% 8%

My organisation encourages respectful workplace behaviours
2% / 80% / 7% 11%

Benchmark agree results

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	88%	89%	82%	89%	95%
My manager listens to what I have to say	84%	87%	78%	86%	92%
People in my workgroup treat each other with respect	85%	86%	76%	85%	93%
My organisation encourages respectful workplace behaviours	78%	80%	74%	83%	92%

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.
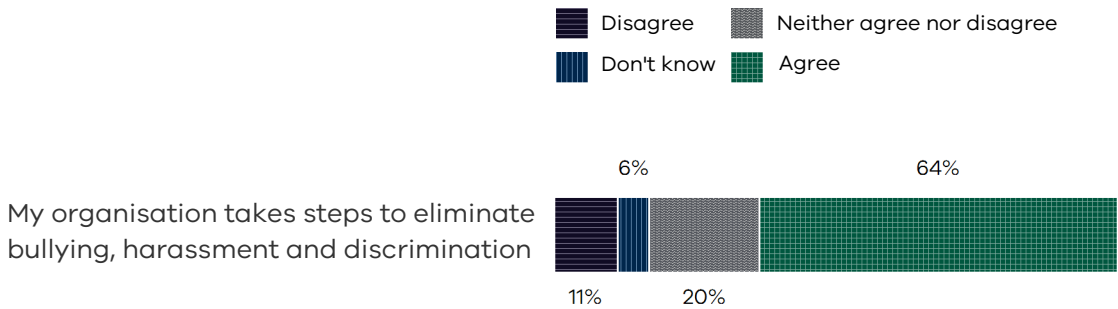
Example

64% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Your results

Benchmark agree results

Disagree   Neither agree nor disagree

Don't know   Agree

	You		Comparator		
	2023	2024	Lowest	Average	Highest

My organisation takes steps to eliminate bullying, harassment and discrimination

6%   64%

11%   20%

62%	64%	56%	67%	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.
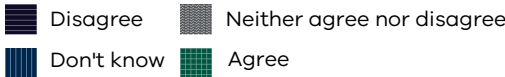
Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
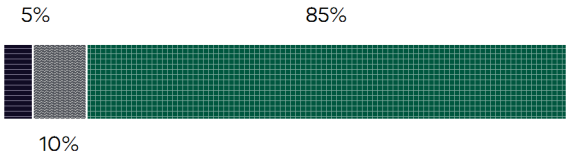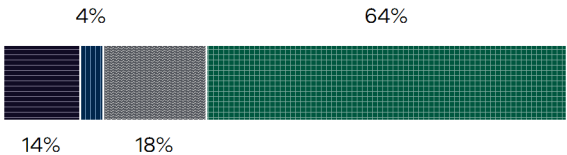
Legend
▮ Disagree ▨ Neither agree nor disagree
▮ Don't know ▨ Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	5% / 10% / 85%	84%	85%	79%	86%	93%
Senior leaders model my organisation's values	14% / 4% / 18% / 64%	60%	64%	58%	68%	89%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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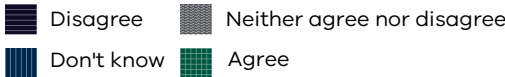
Example

83% 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'.
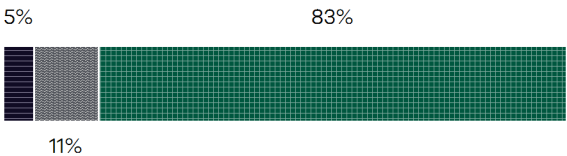
Survey question

Your results

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

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest

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

5% — 83%
11%

| 81% | 83% | 80% | 86% | 92% |

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

3% — 80%
4% 13%

| 79% | 80% | 79% | 85% | 91% |

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

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

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.

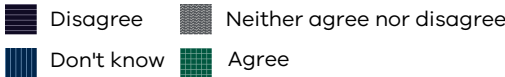Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% 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'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
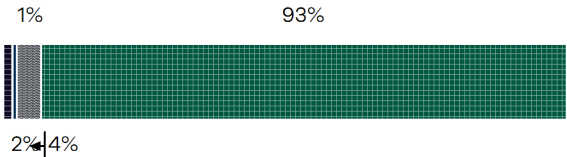
Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work (1%, 93%, 2%, 4%)	93%	93%	91%	94%	98%
I am proud to work in the public sector (4%, 81%, 15%)	Not asked	81%	75%	79%	86%
My workgroup gives frank and impartial advice to our managers and leaders (3%, 73%, 8%, 16%)	Not asked	73%	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 (6%, 67%, 9%, 18%)	71%	67%	54%	67%	77%
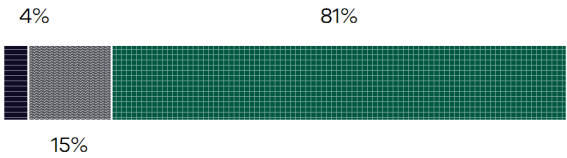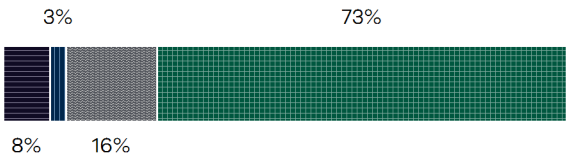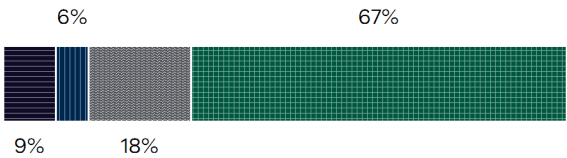
Topical questions

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
52% 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

19%   52%

5%   24%
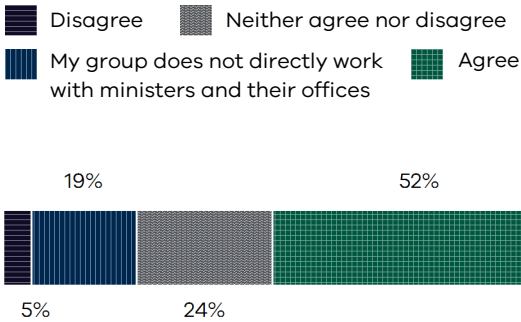
Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	Not asked	52%	38%	51%	85%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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

78% of staff who did the survey responded favourably to 'I can talk to my manager when my workload is heavy and causing stress - without negative ramifications'.

Disagree   Neither agree nor disagree

Agree

You

2023	2024

I can talk to my manager when my workload is heavy and causing stress - without negative ramifications

8%   78%

14%

80%	78%

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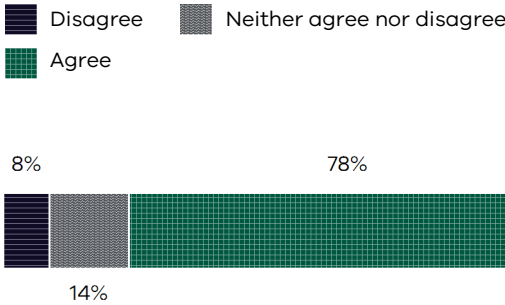
Under 'Your results' in descending order, you can see the percentage of staff who responded favourably to each question.

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

Example

28% of staff who did the survey responded favourably to 'Thinking about the past three months in your current organisation, how often have you felt frustrated by your work?'.

Survey question

Your results

■ Always/Often   ▓ Sometimes
▓ Never/Rarely

Thinking about the past three months in your current organisation, how often have you felt frustrated by your work?

30%   28%

41%
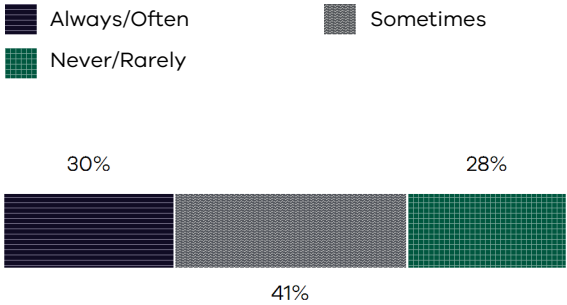
Benchmark favourable results

You

2023 | 2024

Not asked | 28%

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

The table shows you responses to the question 'Thinking about your work-related stress due to workload and/or time pressure, what would help better manage your workload within deadlines?'.

Example

33% of staff who did the survey responded 'Reduced competing priorities' to the question.

Thinking about your work-related stress due to workload and/or time pressure, what would help better manage your workload within deadlines?

	You 2023	You 2024
Reduced competing priorities	30%	33%
Adequate lead time for completing urgent tasks	25%	27%
Adequate time to complete tasks	22%	26%
Less approval layers	20%	25%
Improved systems to support the work	26%	23%
Prioritisation of workload	19%	20%
Decreased meetings	16%	14%
Not covering for underperforming employees	14%	13%
Managers/Leaders consulting and supporting employees	13%	12%
Not covering for other colleagues	9%	11%
Other	11%	11%
Equitable distribution of work across the team	10%	9%

	You 2023	You 2024
Improved line management	12%	8%
Greater information sharing across teams	7%	7%
Improved collaboration with work colleagues	5%	5%
Greater involvement in decision making	6%	5%
Improved professional relationships with stakeholders	2%	2%

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

The table shows you responses to the question 'What is your likely career plan for the next 2 years?'.

Example

48% of staff who did the survey responded 'Continue to work in my current workgroup within my organisation' to the question.

What is your likely career plan for the next 2 years?	You 2023	You 2024
Continue to work in my current workgroup within my organisation	44%	48%
Move to another Victorian public sector organisation	16%	14%
Don't know	16%	14%
Work in a different workgroup within my organisation	6%	6%
Move to another public service organisation	5%	5%
Stay at my organisation - Other	3%	4%
Leave my organisation - Other	4%	4%
Move to a private sector organisation	4%	3%
Retire	1%	1%
Take a career break	0%	1%
Leave my organisation to take up full-time or part-time study	0%	1%

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

The table shows you responses to the question 'What major factors are influencing your plan to leave your organisation?'.

Example

44% of staff who did the survey responded 'Limited future career opportunities at my organisation' to the question.

What major factors are influencing your plan to leave your organisation?

	You 2023	You 2024
Limited future career opportunities at my organisation	41%	44%
Lack of confidence in senior leadership	44%	40%
Opportunity to seek/take a promotion elsewhere	33%	38%
Poor organisational culture	41%	37%
Opportunity to broaden experience	35%	34%
Better remuneration	34%	33%
Limited opportunities to gain further experience at my organisation	32%	31%
Lack of organisational stability	40%	30%
Limited recognition for doing a good job	25%	23%
Excessive workload	16%	22%
Limited developmental/educational opportunities at my organisation	24%	21%
Limited involvement in decisions affecting my job and career	19%	17%

	You 2023	You 2024
My interests do not match my job role	13%	15%
End of contract/secondment	18%	11%
Poor relationship with my colleagues and/or manager	8%	8%
Other	6%	8%
Limited flexible work arrangements to manage (e.g.) family/caring commitments	2%	6%
Better location/reduced travel time	7%	5%
Desire to relocate interstate or overseas	2%	2%

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

- 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

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	290	25%
35-54 years	548	48%
55+ years	141	12%
Prefer not to say	174	15%

Gender	(n)	%
Woman	533	46%
Man	422	37%
Prefer not to say	188	16%
Non-binary and I use a different term	10	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	13	1%
No	971	84%
Prefer not to say	169	15%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	4	0%
No	964	84%
Don't know	31	3%
Prefer not to say	154	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	756	66%
Prefer not to say	256	22%
Bisexual	51	4%
Gay or lesbian	40	3%
Asexual	23	2%
Don't know	15	1%
I use a different term	7	1%
Pansexual	5	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	11	1%
Non Aboriginal and/or Torres Strait Islander	1020	88%
Prefer not to say	122	11%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	8	73%
No	1	9%
Don't know	1	9%
Prefer not to say	1	9%

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.

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Are you a person with disability?	(n)	%
Yes	109	9%
No	913	79%
Prefer not to say	131	11%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	66	61%
No	41	38%
Prefer not to say	2	2%

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	16	39%
I do not require any adjustments to be made to perform my role	12	29%
My disability does not impact on my ability to perform my role	9	22%
Other	4	10%

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.

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Country of birth	(n)	%
Born in Australia	**699**	61%
Not born in Australia	**246**	21%
Prefer not to say	**208**	18%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**70**	30%
Hindi	**40**	17%
Mandarin	**29**	12%
Italian	**22**	9%
Cantonese	**20**	9%
Greek	**14**	6%
Vietnamese	**12**	5%
Punjabi	**11**	5%
Urdu	**10**	4%
Tamil	**10**	4%
Arabic	**10**	4%
Gujarati	**8**	3%

Language other than English spoken with family or community	(n)	%
Yes	**233**	20%
No	**724**	63%
Prefer not to say	**196**	17%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Spanish	**8**	3%
Filipino	**6**	3%
Malayalam	**5**	2%
Telugu	**5**	2%
Auslan	**4**	2%
Macedonian	**3**	1%
Turkish	**3**	1%
Tagalog	**2**	1%
Sinhalese	**2**	1%
Australian Indigenous Language	**1**	0%
Persian	**0**	0%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	641	56%
Prefer not to say	234	20%
English, Irish, Scottish and/or Welsh	123	11%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	117	10%
East and/or South-East Asian	77	7%
South Asian	47	4%
New Zealander	28	2%
Other	17	1%
Middle Eastern	12	1%
Aboriginal and/or Torres Strait Islander	12	1%
Central Asian	9	1%
North American	6	1%
African	5	0%
Central and/or South American	5	0%
Maori	4	0%
Pacific Islander	4	0%

Religion	(n)	%
No religion	522	45%
Christianity	268	23%
Prefer not to say	249	22%
Hinduism	48	4%
Islam	21	2%
Buddhism	17	1%
Other	17	1%
Judaism	9	1%
Sikhism	2	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.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	1054	91%
Part-Time	99	9%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	238	21%
$80k to $120k	407	35%
$120k to $160k	195	17%
$160k to $200k	87	8%
$200k or more	47	4%
Prefer not to say	174	15%

Organisational tenure	(n)	%
<1 year	236	20%
1 to less than 2 years	249	22%
2 to less than 5 years	347	30%
5 to less than 10 years	181	16%
10 to less than 20 years	104	9%
More than 20 years	36	3%

Management responsibility	(n)	%
Non-manager	815	71%
Other manager	194	17%
Manager of other manager(s)	144	12%

Employment type	(n)	%
Ongoing and executive	815	71%
Fixed term	307	27%
Other	31	3%

Frontline worker	(n)	%
No	983	85%
Yes	170	15%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	692	60%
Melbourne: Suburbs	250	22%
Large regional city	175	15%
Rural	29	3%
Other	7	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	838	73%
A frontline or service delivery location	34	3%
Home or private location	841	73%
A shared office space (where two or more organisations share the same workspace)	124	11%
Isolated or remote location/s where access to communications and help from others is difficult	6	1%
Other	10	1%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	556	48%
Flexible start and finish times	376	33%
I do not use any flexible work arrangements	329	29%
Working more hours over fewer days	115	10%
Part-time	86	7%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	52	5%
Purchased leave	20	2%
Other	13	1%
Study leave	8	1%
Shift swap	4	0%
Job sharing	1	0%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	846	73%
Flexible working arrangements	271	24%
Physical modifications or improvements to the workplace	60	5%
Career development support strategies	11	1%
Accessible communications technologies	4	0%
Job redesign or role sharing	3	0%
Other	3	0%

Why did you make this request?	(n)	%
Work-life balance	157	51%
Health	112	36%
Caring responsibilities	96	31%
Family responsibilities	84	27%
Disability	29	9%
Other	13	4%
Study commitments	7	2%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	258	84%
The adjustments I needed were made but the process was unsatisfactory	27	9%
The adjustments I needed were not made	22	7%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

Each table shows the breakdown of responses from your survey.
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Caring responsibilities	(n)	%
None of the above	**438**	38%
Prefer not to say	**222**	19%
Primary school aged child(ren)	**182**	16%
Secondary school aged child(ren)	**155**	13%
Frail or aged person(s)	**100**	9%
Child(ren) - younger than preschool age	**81**	7%
Preschool aged child(ren)	**75**	7%
Person(s) with a medical condition	**45**	4%
Person(s) with disability	**37**	3%
Person(s) with a mental illness	**30**	3%
Other	**27**	2%

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