People Matter Survey

2024

Have your say

People matter survey 2024

Have your say

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

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 97% of this year's survey with your previous results.

Rounding of percentages

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Organisation climate
- Organisational integrity
- Collaboration
- Safety climate

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alpine Resorts Victoria

Barwon Coast Committee of Management

Bellarine Bayside Foreshore Committee of Management (Inc)

Gippsland Ports Committee of Management

Parks Victoria

Trust for Nature (Victoria)

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		2024	
59% (124)		**57% (120)**	
Comparator	65%	Comparator	75%
Public Sector	42%	Public Sector	65%

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People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

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

2023		2024	
75		**68**	
Comparator	64	Comparator	61
Public Sector	68	Public Sector	68

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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 68.

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.
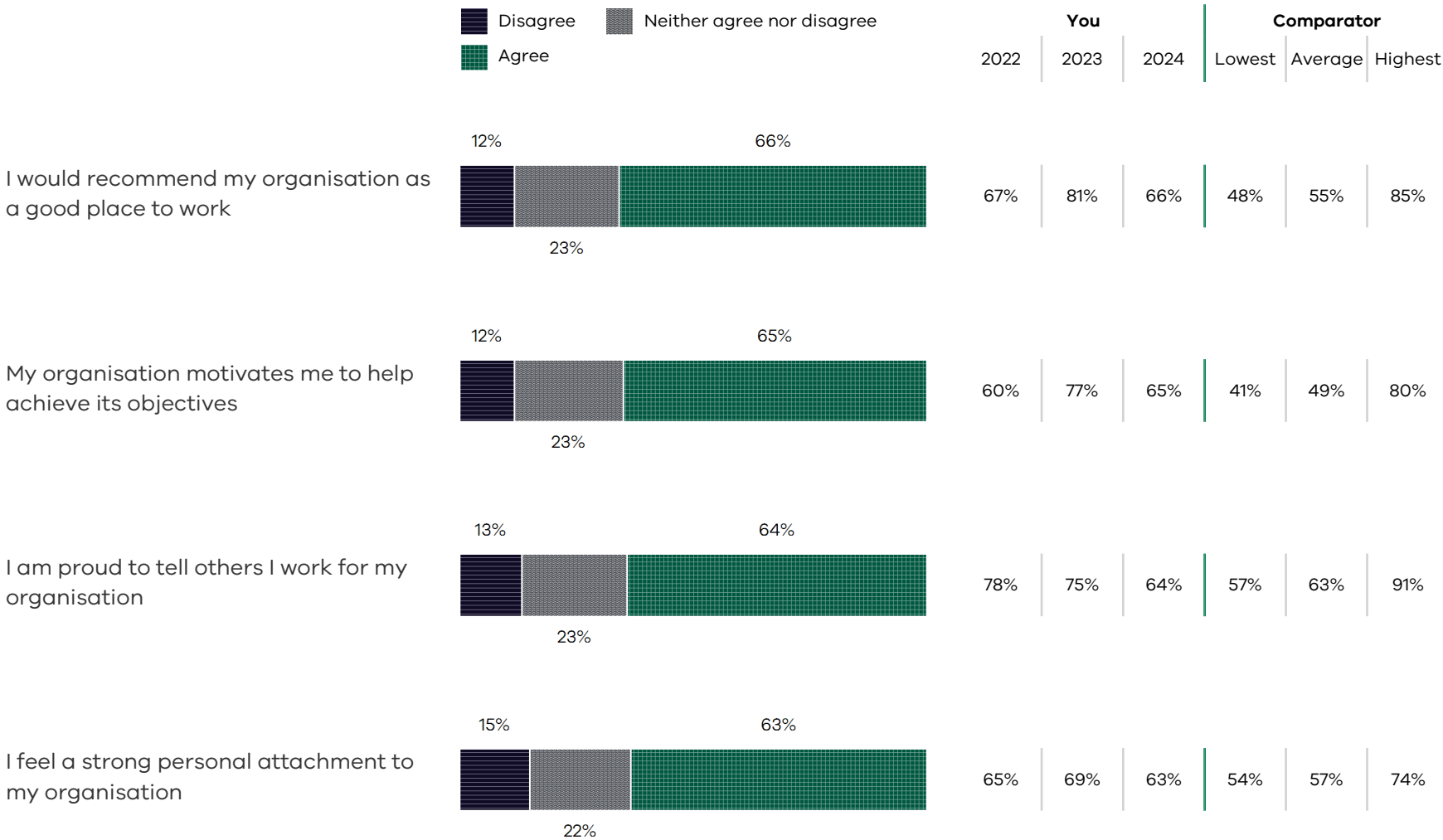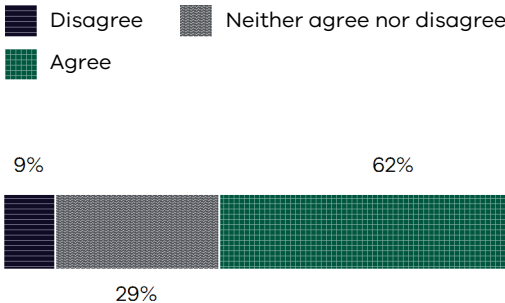
Example

66% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2022	2023	2024	Lowest	Average	Highest
I would recommend my organisation as a good place to work	12% / 23% / 66%		67%	81%	66%	48%	55%	85%
My organisation motivates me to help achieve its objectives	12% / 23% / 65%		60%	77%	65%	41%	49%	80%
I am proud to tell others I work for my organisation	13% / 23% / 64%		78%	75%	64%	57%	63%	91%
I feel a strong personal attachment to my organisation	15% / 22% / 63%		65%	69%	63%	54%	57%	74%

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

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People outcomes

Engagement question results 2 of 2

What is this

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

Your group's engagement index

Your 2024 index is 68.

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

62% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation inspires me to do the best in my job	9% / 29% / 62%	56%	78%	62%	41%	48%	74%

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.
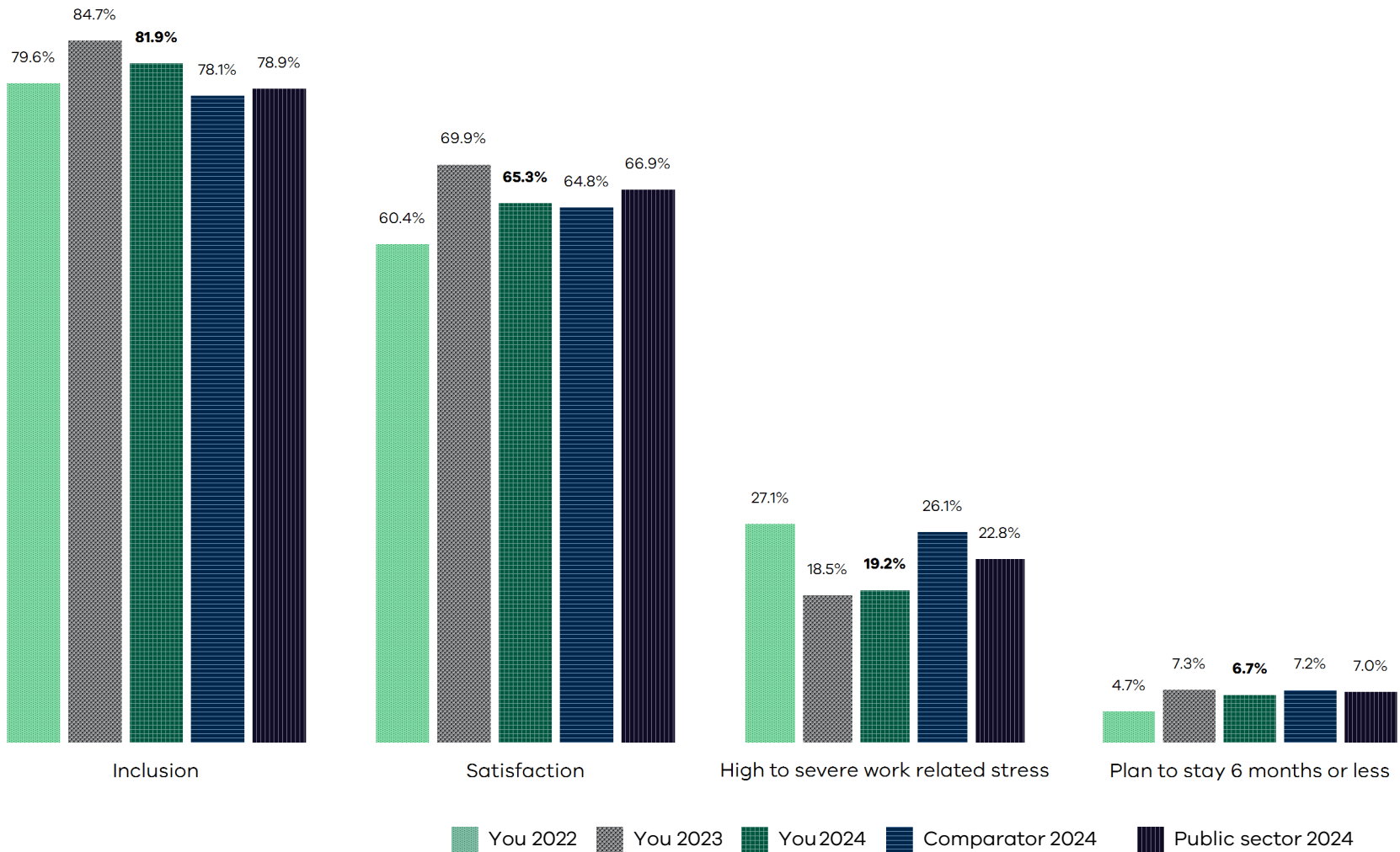
Why this is important

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:
- 81.9% 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.

Inclusion

79.6%	84.7%	81.9%
	78.1%	78.9%

Satisfaction

60.4% · 69.9% · 65.3% · 64.8% · 66.9%

High to severe work related stress

27.1% · 18.5% · 19.2% · 26.1% · 22.8%

Plan to stay 6 months or less

4.7% · 7.3% · 6.7% · 7.2% · 7.0%

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

People outcomes

Satisfaction question results

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

Why this is important
High satisfaction may lead to improved engagement, performance and lower absences and turnover.

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

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

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

Example
73% 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'.
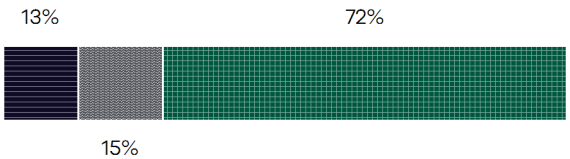
Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results	Benchmark satisfied results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
How satisfied are you with the work/life balance in your current job	18% / 8% / 73%	68%	69%	73%	66%	74%	84%
Considering everything, how satisfied are you with your current job	13% / 15% / 72%	69%	78%	72%	67%	70%	88%
How satisfied are you with your career development within your current organisation	18% / 31% / 51%	44%	63%	51%	39%	51%	67%
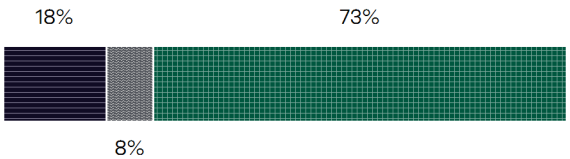
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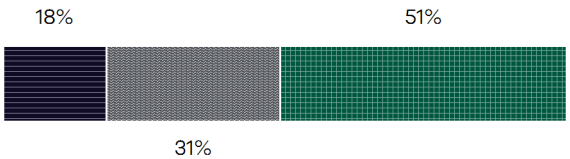
People outcomes

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

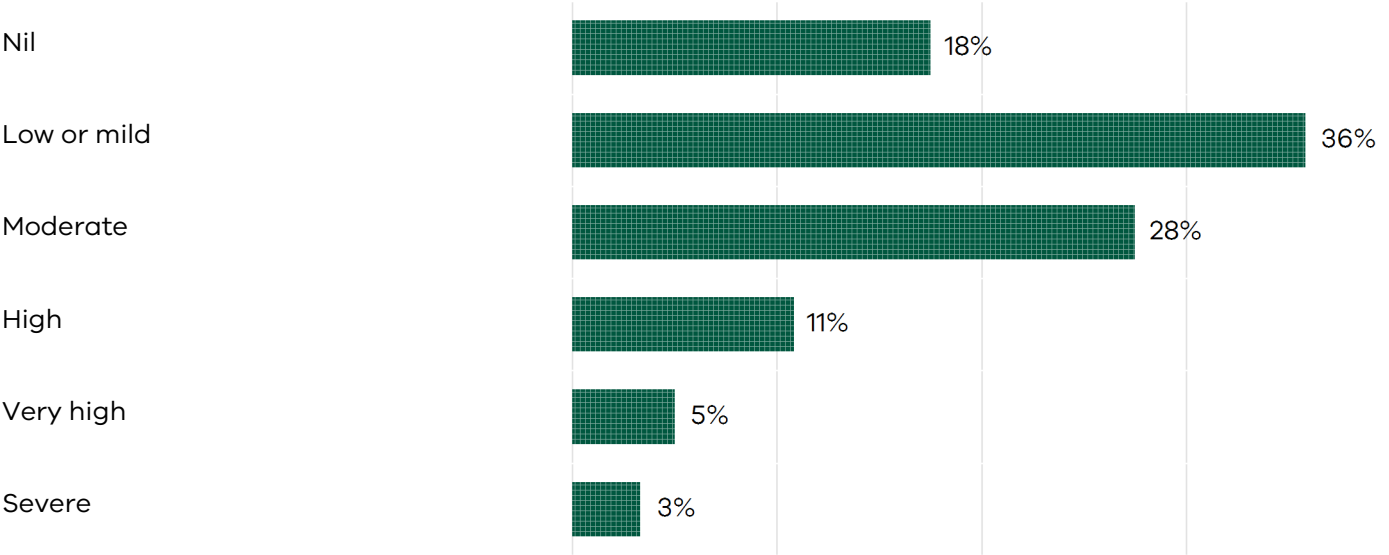In this survey we asked staff to tell us their stress level.

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.
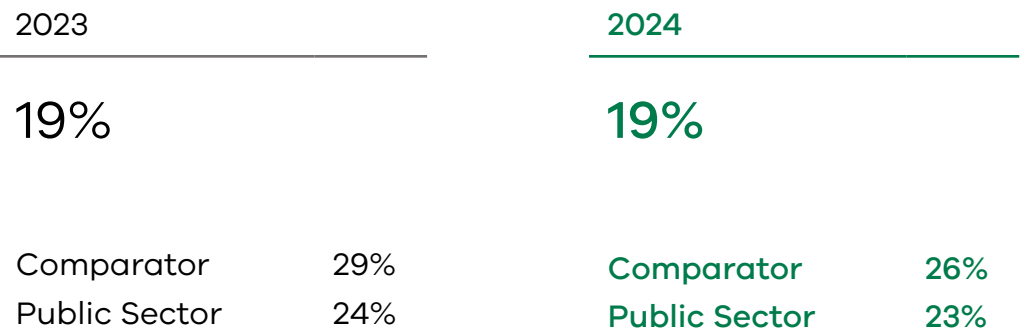
Example

19% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 26% 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)

Category	Percentage
Nil	18%
Low or mild	36%
Moderate	28%
High	11%
Very high	5%
Severe	3%

Reported levels of high to severe stress

2023		2024	
19%		**19%**	
Comparator	29%	Comparator	26%
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

83% of your staff who did the survey said they experienced mild to severe stress. Of that 83%, 43% said the top reason was 'Workload' .

	99		21
	83%		18%

■ Experienced some work-related stress   ▧ Did not experience some work-related stress
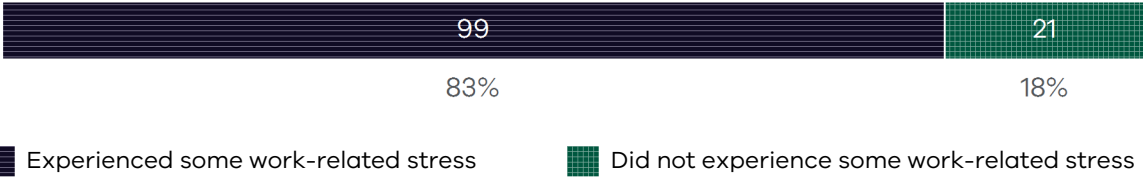
Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	45%	43%	46%	47%
Time pressure	29%	39%	32%	42%
Dealing with clients, patients or stakeholders	22%	28%	19%	17%
Organisation or workplace change	5%	21%	25%	15%
Job security	8%	19%	17%	10%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	16%	18%	13%	11%
Unclear job expectations	24%	16%	13%	14%
Content, variety, or difficulty of work	6%	12%	8%	12%
Management of work (e.g. supervision, training, information, support)	13%	10%	10%	12%
Competing home and work responsibilities	11%	10%	12%	13%

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People outcomes

Work-related stress

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

Why this is important
Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

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

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

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

Example
75% of your staff who did the survey said the amount of stress in their job was manageable.

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

The amount of stress in my job is manageable

13%   75%

13%
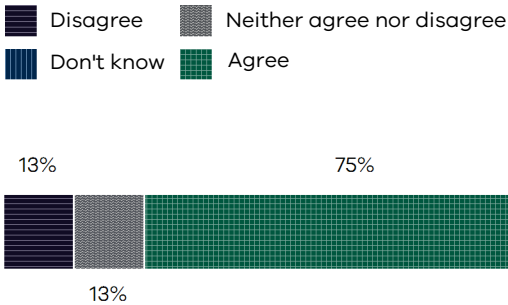
Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
The amount of stress in my job is manageable	Not asked	Not asked	75%	57%	61%	87%

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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

5% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	7%	7%	7%	7%
Over 6 months and up to 1 year	11%	5%	10%	10%
Over 1 year and up to 3 years	20%	33%	23%	25%
Over 3 years and up to 5 years	15%	15%	15%	16%
Over 5 years	47%	40%	44%	42%

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
89% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results						

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
		You			**Comparator**		
I feel culturally safe at work	4% / 7% / 89%	81%	90%	89%	81%	83%	91%
I can be myself at work	6% / 10% / 84%	88%	88%	84%	81%	82%	91%
I feel as if I belong at this organisation	8% / 19% / 73%	69%	77%	73%	67%	70%	87%

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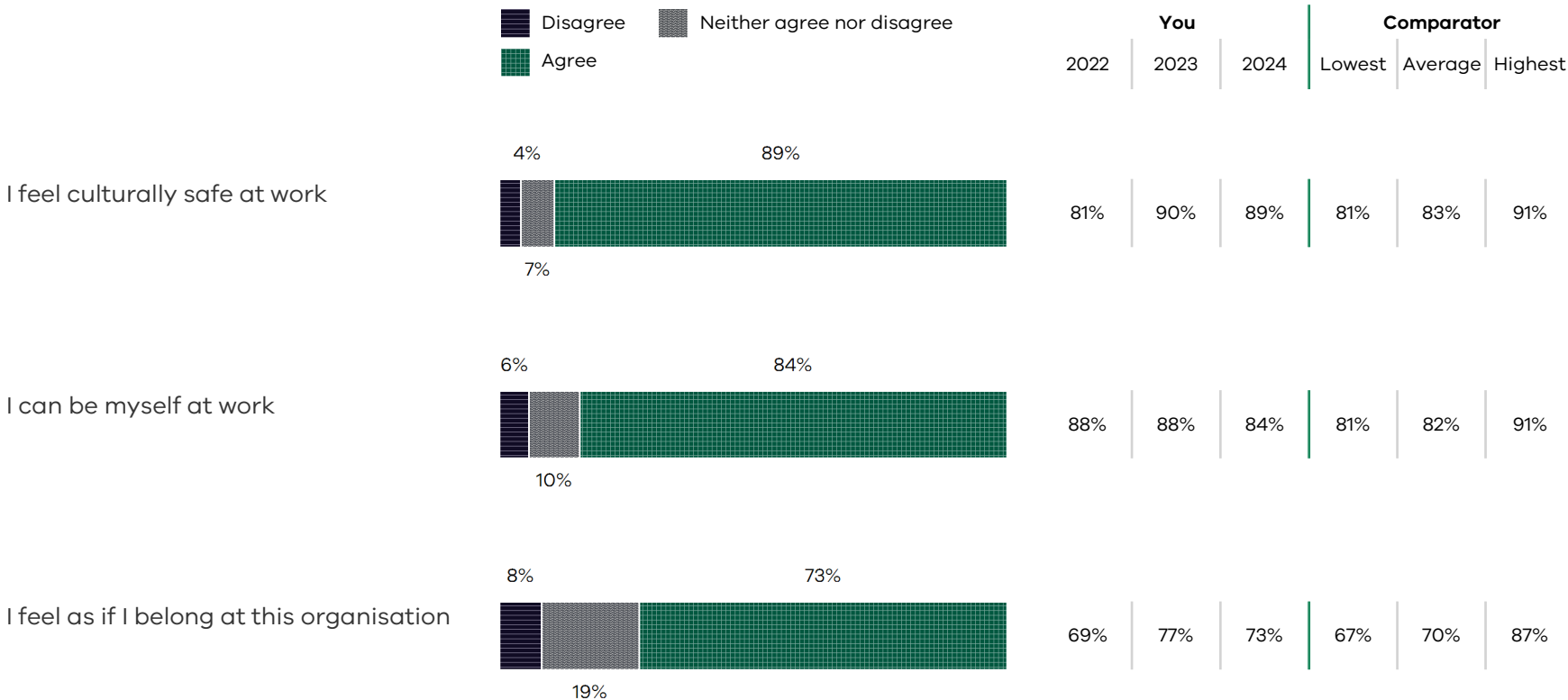
People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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

How to read this

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

Example

11% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

32	88
27%	73%

▨ Experienced barriers listed   ▨ Did not experience any of the barriers listed
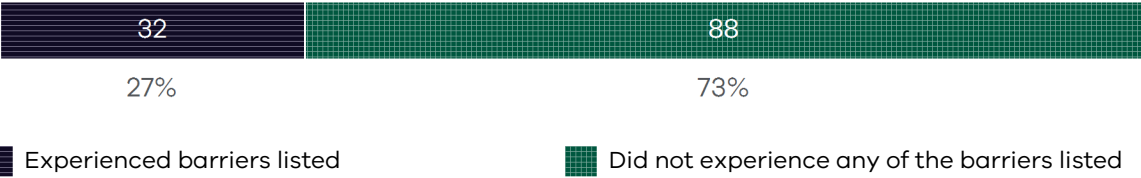
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My mental health	10%	11%	8%	8%
My caring responsibilities	-	11%	8%	7%

People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

8% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Mental health'.

Staff who witnessed one or more barriers to success at work

23	97
19%	81%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
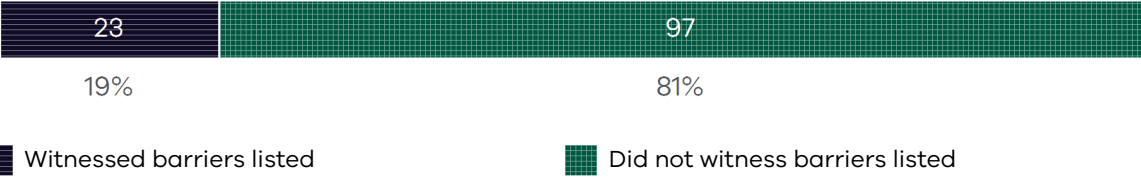
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Mental health	9%	8%	9%	7%

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.
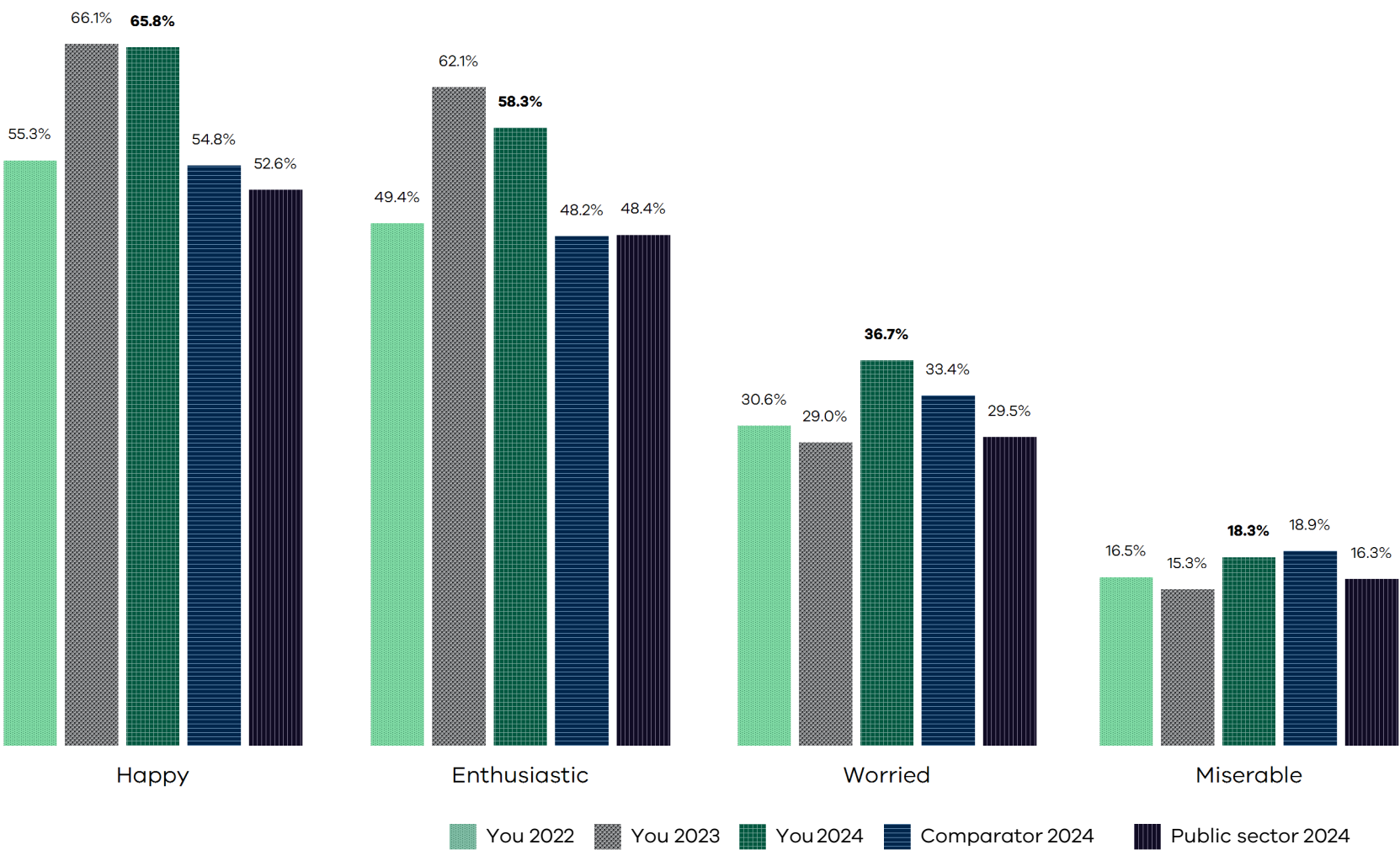
How to read this

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:

- 65.8% of your staff who did the survey said work made them feel happy.

Compared to:

- 54.8% 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 …

	Happy	Enthusiastic	Worried	Miserable
You 2022	55.3%	49.4%	30.6%	16.5%
You 2023	66.1%	62.1%	29.0%	15.3%
You 2024	65.8%	58.3%	36.7%	18.3%
Comparator 2024	54.8%	48.2%	33.4%	18.9%
Public sector 2024	52.6%	48.4%	29.5%	16.3%

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

People outcomes

Scorecard: negative behaviours

What is this

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

Why this is important

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

How to read this

Each label represents a question in the survey about negative behaviour.

Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

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

Example

In 2024:

- 18.3% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 17.0% of staff in your comparator group and 10.0% of staff across the public sector.

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

Violence or aggression: 15.3%, 14.5%, **18.3%**, 17.0%, 10.0%

Bullying: 20.0%, 8.9%, **11.7%**, 9.9%, 11.2%

Sexual harassment: 3.5%, 6.5%, **4.2%**, 3.3%, 3.9%

Discrimination: 1.2%, 4.0%, **4.2%**, 6.2%, 4.9%

Victorian Public Sector Commission

VICTORIA State Government
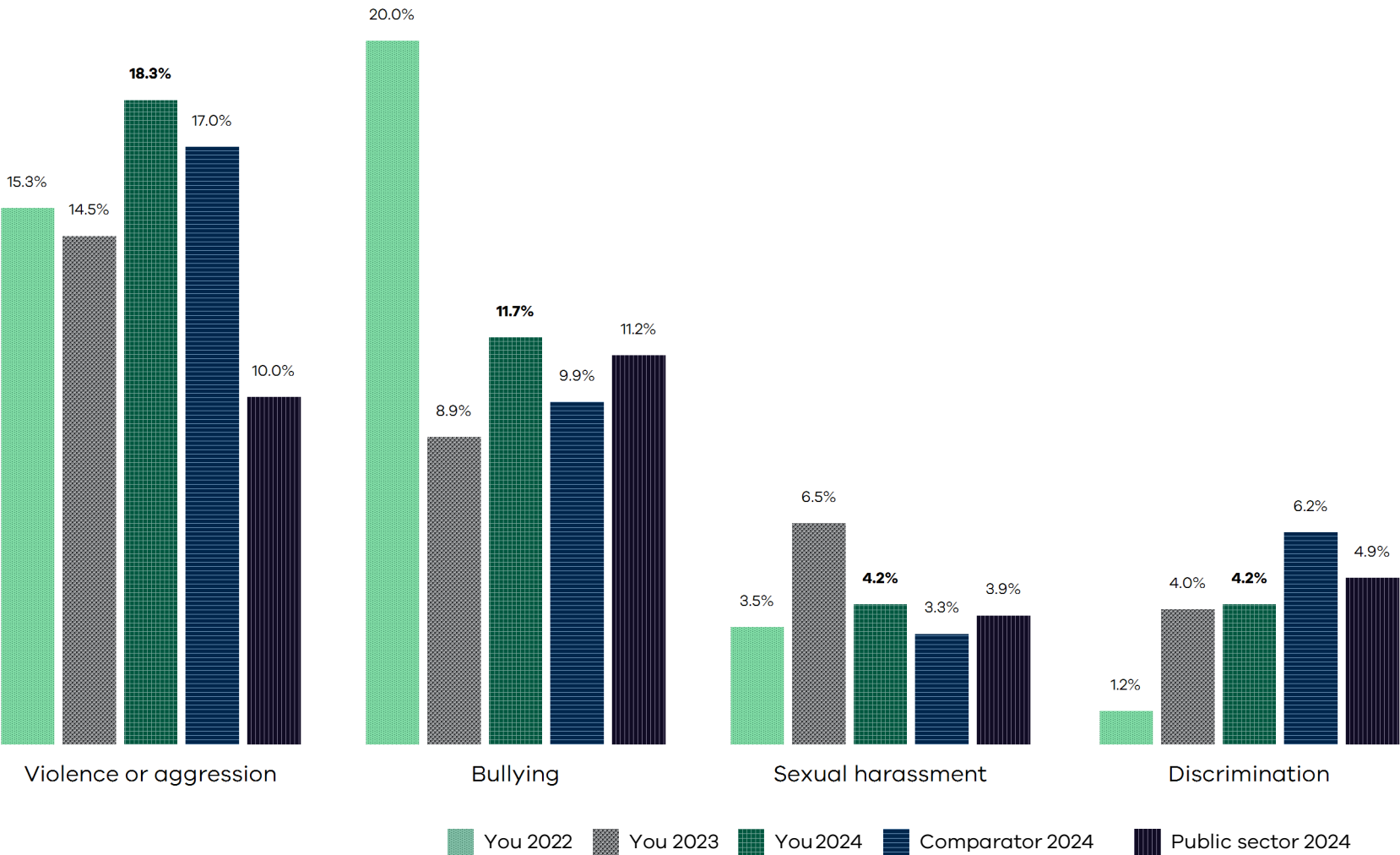
People outcomes

Bullying

What is this

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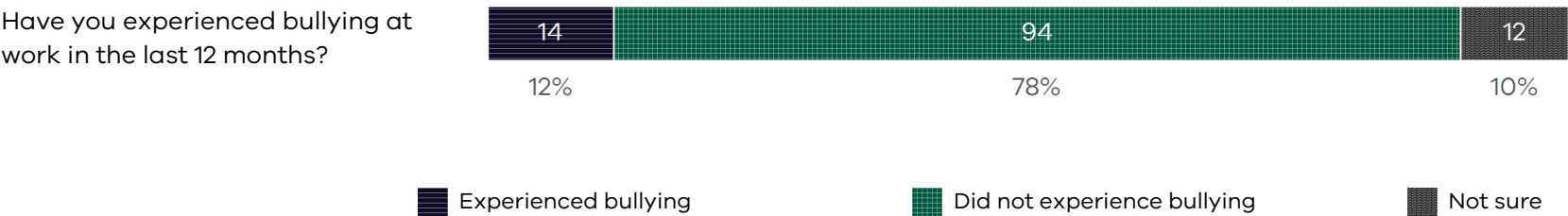
Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 79% 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?

14	94	12
12%	78%	10%

■ 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)	55%	79%	69%	69%
Withholding essential information for me to do my job	9%	36%	31%	33%
Verbal abuse	36%	29%	25%	19%
Intimidation and/or threats	55%	29%	29%	28%
Exclusion or isolation	45%	29%	45%	46%
Other	9%	29%	15%	15%

Victorian Public Sector Commission

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People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

12% of your staff who did the survey said they experienced bullying, of which

- 43% said the top way they reported the bullying was 'Told a manager'.
- 100% said they didn't submit a formal complaint.

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

14	94	12
12%	78%	10%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
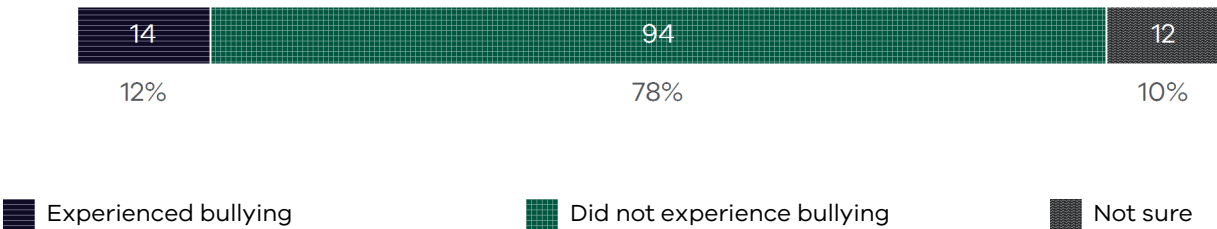
Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	55%	43%	55%	52%
Told a colleague	45%	36%	53%	41%
Told a friend or family member	36%	36%	33%	34%
Told human resources	18%	29%	15%	14%
Told the person the behaviour was not OK	45%	21%	17%	16%
Told employee assistance program (EAP) or peer support	–	14%	13%	12%
Told someone else	27%	14%	17%	12%
I did not tell anyone about the bullying	–	7%	11%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced bullying did not submit a formal complaint, of which:

- 43% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

14

100%

■ Submitted formal complaint   ▓ Did not submit a formal complaint
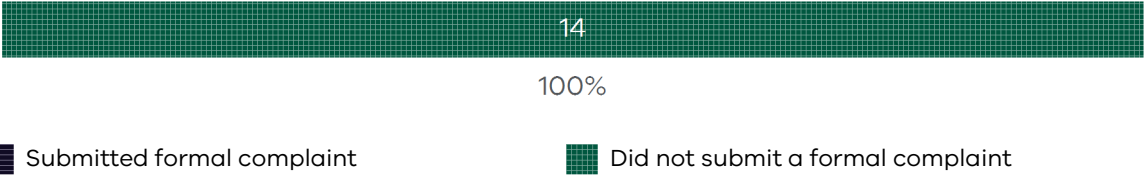
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	70%	43%	55%	51%
I believed there would be negative consequences for my reputation	30%	43%	50%	54%
I believed there would be negative consequences for my career	30%	36%	36%	45%
I thought the complaint process would be embarrassing or difficult	20%	21%	12%	13%
I didn't think it was serious enough	20%	14%	15%	16%
I believed there would be negative consequences for the person I was going to complain about	20%	14%	10%	10%
I didn't feel safe to report the incident	10%	14%	17%	21%
I didn't need to because I made the bullying stop	10%	7%	8%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	-	7%	5%	7%

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, 12% 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.
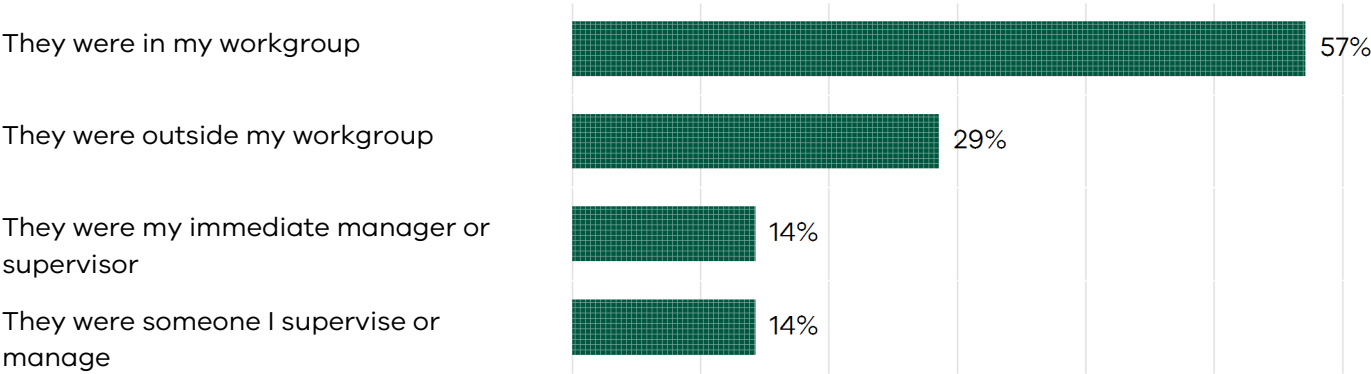
Each row is one perpetrator or group of perpetrators.

Example

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 71% said it was by 'A colleague'.

14 people (12% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	71%
A manager or supervisor	36%
A group of colleagues	14%
An executive, senior leader or the head of your organisation	14%
A client/ customer/ patient/ stakeholder	7%
Other	7%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
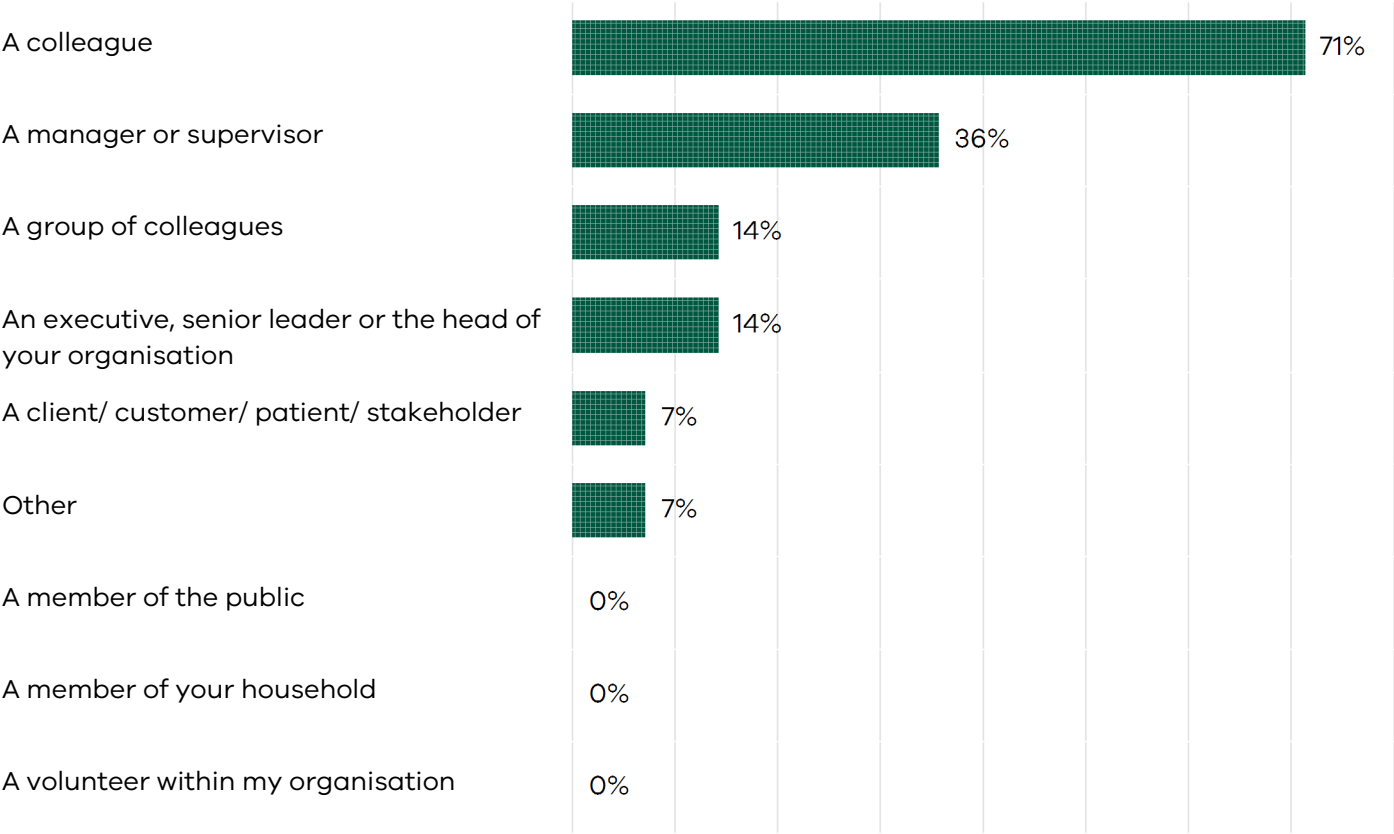
People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 12% 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

12% of your staff who did the survey said they experienced bullying.

Of that 12%, 100% said it was by someone within the organisation.

Of that 100%, 57% said it was 'They were in my workgroup'.

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

Relationship	Percentage
They were in my workgroup	57%
They were outside my workgroup	29%
They were my immediate manager or supervisor	14%
They were someone I supervise or manage	14%

Victorian Public Sector Commission

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People outcomes

Sexual harassment

What is this

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

Why this is important

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

Why there is no data here

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

Victorian
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People outcomes

Discrimination

What is this

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

Why this is important

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

Why there is no data here

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

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Government

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

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 86% said it was 'Intimidating behaviour'.

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

22	94	4
18%	78%	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	83%	86%	76%	73%
Abusive language	78%	77%	75%	72%
Threats of violence	6%	14%	16%	30%
Damage to my property or work equipment	-	14%	4%	4%
Other	6%	9%	5%	6%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	6%	5%	2%	9%

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.

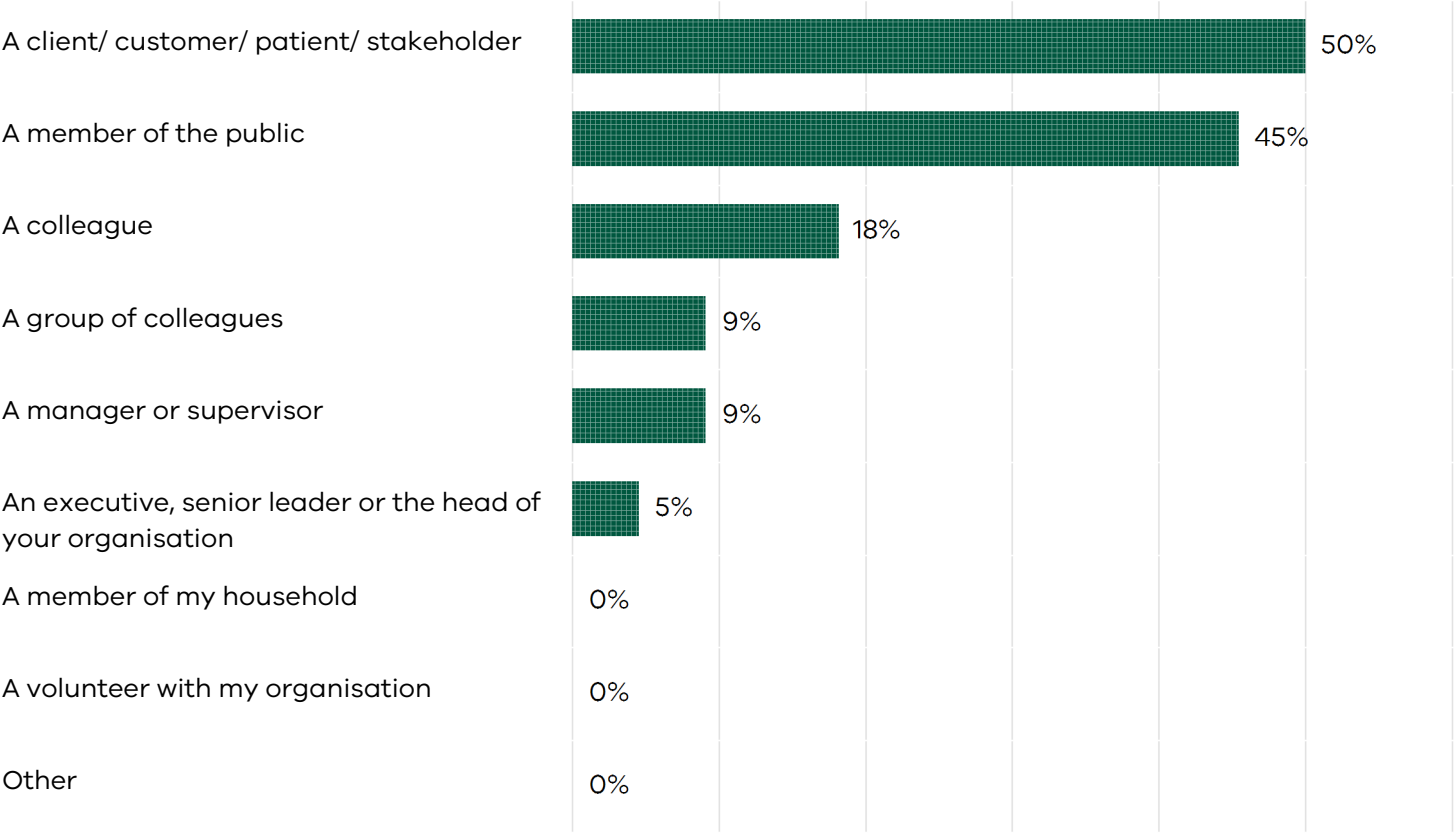In descending order, the table shows the answers.

Example

18% of your staff who did the survey said they experienced violence or aggression, of which

- 73% said the top way they reported the violence or agression was 'Told a manager'.
- 68% said they didn't submit a formal incident report

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

22	94	4
18%	78%	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%	73%	67%	64%
Told a colleague	50%	36%	47%	42%
Submitted a formal incident report	17%	32%	32%	29%
Told a friend or family member	33%	18%	20%	20%
Told the person the behaviour was not OK	28%	18%	12%	21%
Told someone else	6%	14%	9%	6%
Told human resources	17%	5%	7%	8%
Told employee assistance program (EAP) or peer support	-	5%	5%	6%
I did not tell anyone about the incident(s)	6%	5%	8%	9%

Victorian Public Sector Commission

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People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

68% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

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

Did you submit a formal incident report?

7	15
32%	68%

▨ Submitted formal incident report ▨ Did not submit a formal incident report
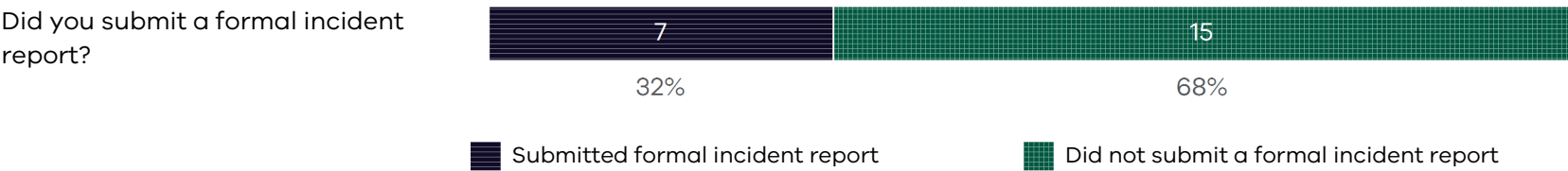
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative consequences for my reputation	13%	33%	18%	23%
I didn't think it would make a difference	47%	27%	39%	40%
I believed there would be negative consequences for my career	20%	27%	11%	19%
Other	13%	20%	18%	20%
I didn't think it was serious enough	40%	13%	35%	29%
I didn't feel safe to report the incident	-	13%	5%	9%
I believed there would be negative consequences for the person I was going to complain about	7%	7%	5%	5%
I didn't know who to talk to	7%	7%	1%	2%
I was advised not to	13%	7%	2%	3%

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

18% of your staff who did the survey said they experienced violence or aggression.

Of that 18%, 50% said it was by 'A client/ customer/ patient/ stakeholder'.

22 people (18% of staff) experienced violence or aggression (You 2024)

Perpetrator	%
A client/ customer/ patient/ stakeholder	50%
A member of the public	45%
A colleague	18%
A group of colleagues	9%
A manager or supervisor	9%
An executive, senior leader or the head of your organisation	5%
A member of my household	0%
A volunteer with my organisation	0%
Other	0%

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

18% of your staff who did the survey said they witnessed some negative behaviour at work.

83% said 'No, I have not witnessed any of the situations above'.

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

21	99
18%	83%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
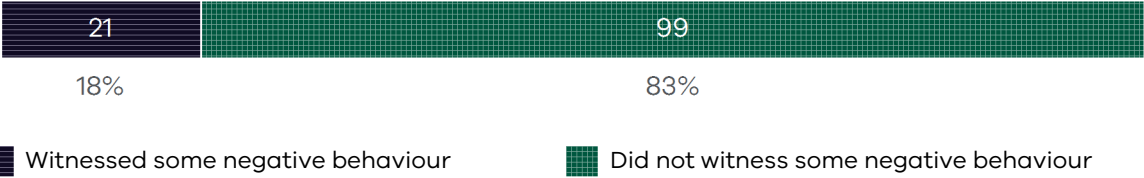
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	81%	83%	78%	81%
Bullying of a colleague	12%	13%	13%	14%
Discrimination against a colleague	6%	4%	9%	8%
Violence or aggression against a colleague	6%	4%	4%	3%
Sexual harassment of a colleague	2%	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

18% 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'.

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

21	99
18%	83%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
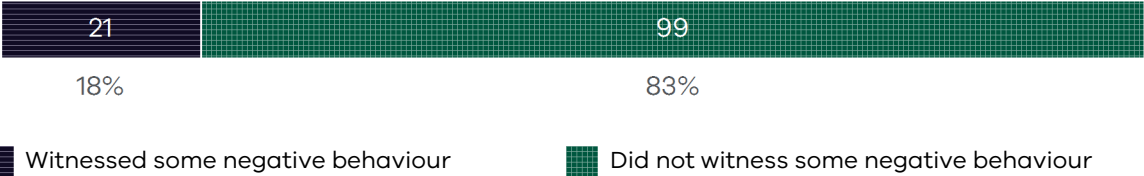
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	74%	71%	74%	71%

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People matter survey
2024

Have your say

Overview

Report overview

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

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People outcomes

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- 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

Key differences

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

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- Taking action questions

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Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
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Job and manager factors

- Scorecard
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Public sector values

- Scorecard
- Responsiveness
- Integrity
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- Accountability
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Topical questions

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

Demographics

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

Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2024' column shows 94% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'. In the 'Change from 2023' column, you have a -0% change, which is a neutral trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	94%	-0%	89%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	+1%	89%
Job enrichment	I can use my skills and knowledge in my job	90%	-4%	89%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	90%	+0%	90%
Flexible working	My manager supports working flexibly	90%	+2%	90%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	90%	-0%	85%
Safety climate	My organisation provides a physically safe work environment	90%	-2%	83%
Inclusion	I feel culturally safe at work	89%	-0%	83%
Manager support	I can discuss problems or issues with my manager	88%	+6%	85%
Organisational integrity	My organisation encourages respectful workplace behaviours	88%	-2%	83%

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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 25% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a -24% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	25%	-24%	30%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	43%	-28%	38%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-15%	45%
Learning and development	I am satisfied with the opportunities to progress in my organisation	49%	-11%	41%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-12%	51%
Organisational integrity	I have an equal chance at promotion in my organisation	52%	-7%	44%
Organisational integrity	I believe the promotion processes in my organisation are fair	53%	-2%	43%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	-4%	42%
Learning and development	My organisation places a high priority on the learning and development of staff	55%	-14%	39%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	55%	-18%	61%

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Key differences

Most improved

What is this

This is where staff feel their group has most improved.

How to read this

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

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

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

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

Example

On the first row 'Safety climate', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

In the 'Increase from 2023' column, you have a 18% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	69%	+18%	51%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	85%	+9%	80%
Quality service delivery	My workgroup provides high quality advice and services	85%	+8%	82%
Innovation	My workgroup learns from failures and mistakes	79%	+7%	73%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+7%	58%
Manager support	I can discuss problems or issues with my manager	88%	+6%	85%
Satisfaction	How satisfied are you with the work/life balance in your current job	73%	+5%	74%
Manager support	My manager provides me with enough support when I need it	83%	+3%	83%
Manager support	My manager listens to what I have to say	85%	+3%	85%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	81%	+3%	79%

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 'Taking action', the 'You 2024' column shows 43% of your staff who did the survey agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

In the 'Decrease from 2023' column, you have a 28% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Taking action	I believe my organisation will make improvements based on the results of this year's survey	43%	-28%	38%
Taking action	My organisation has made improvements based on the survey results from last year	25%	-24%	30%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	55%	-18%	61%
Senior leadership	Senior leaders demonstrate honesty and integrity	62%	-17%	53%
Engagement	My organisation inspires me to do the best in my job	62%	-17%	48%
Engagement	I would recommend my organisation as a good place to work	66%	-15%	55%
Senior leadership	Senior leaders provide clear strategy and direction	48%	-15%	45%
Senior leadership	Senior leaders model my organisation's values	57%	-14%	50%
Learning and development	My organisation places a high priority on the learning and development of staff	55%	-14%	39%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-12%	51%

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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 'Safety climate', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

The 'Difference' column, shows that agreement for this question was 19% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	69%	+19%	51%
Safety climate	All levels of my organisation are involved in the prevention of stress	58%	+16%	41%
Engagement	My organisation motivates me to help achieve its objectives	65%	+16%	49%
Learning and development	My organisation places a high priority on the learning and development of staff	55%	+16%	39%
Organisational integrity	I believe the recruitment processes in my organisation are fair	73%	+15%	57%
Organisational integrity	My organisation is committed to earning a high level of public trust	76%	+15%	61%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	63%	+15%	48%
Engagement	My organisation inspires me to do the best in my job	62%	+14%	48%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	+12%	42%
Engagement	I would recommend my organisation as a good place to work	66%	+11%	55%

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 'Topical', the 'You 2024' column shows 55% 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'.

The 'Difference' column, shows that agreement for this question was 6% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	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	55%	-6%	61%
Workgroup support	People in my workgroup are politically impartial in their work	73%	-6%	79%
Workgroup support	People in my workgroup work together effectively to get the job done	76%	-6%	82%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	74%	-5%	80%
Meaningful work	I achieve something important through my work	83%	-5%	87%
Taking action	My organisation has made improvements based on the survey results from last year	25%	-5%	30%
Innovation	My workgroup encourages employee creativity	70%	-4%	74%
Quality service delivery	My workgroup has clear lines of responsibility	69%	-4%	73%
Workgroup support	People in my workgroup treat each other with respect	83%	-4%	86%
Collaboration	I am able to work effectively with others outside my immediate workgroup	82%	-3%	85%

Victorian Public Sector Commission

VICTORIA State Government

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2024

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Topical questions

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

Demographics

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

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.
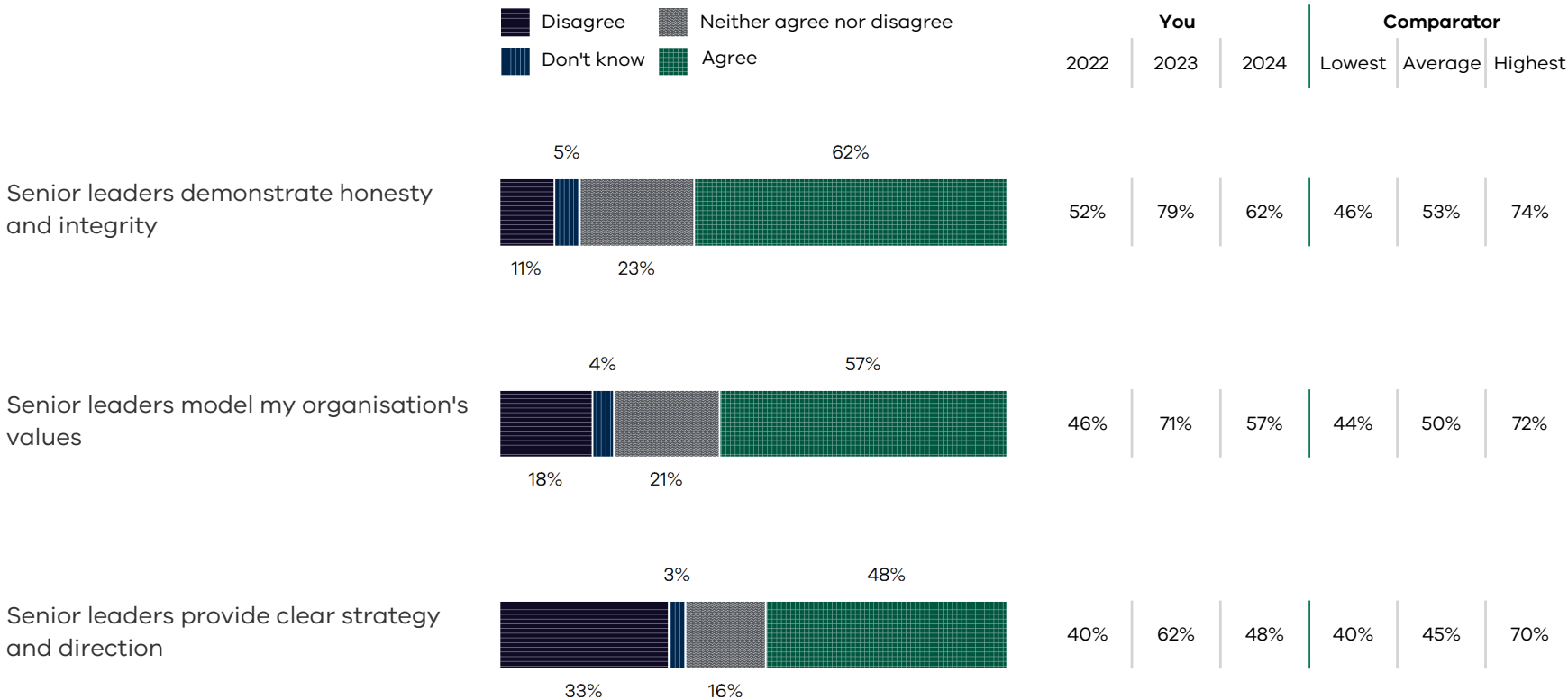
Example

43% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question	Your results	You 2022	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	18% / 39% / 43%	44%	72%	43%	30%	38%	79%
My organisation has made improvements based on the survey results from last year	20% / 25% / 30% / 25%	16%	49%	25%	25%	30%	63%

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

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Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

62% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results						

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

Benchmark agree results

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	52%	79%	62%	46%	53%	74%
Senior leaders model my organisation's values	46%	71%	57%	44%	50%	72%
Senior leaders provide clear strategy and direction	40%	62%	48%	40%	45%	70%

Your results:

Senior leaders demonstrate honesty and integrity: Disagree 11%, Don't know 5%, Neither agree nor disagree 23%, Agree 62%

Senior leaders model my organisation's values: Disagree 18%, Don't know 4%, Neither agree nor disagree 21%, Agree 57%

Senior leaders provide clear strategy and direction: Disagree 33%, Don't know 3%, Neither agree nor disagree 16%, Agree 48%

People matter survey

2024

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Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 73.8% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 64.4% of staff in your comparator group and 67.0% of staff across the public sector.

Chart: Organisational climate scorecard comparing You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Organisational integrity: You 2022 59.7%, You 2023 77.4%, You 2024 73.8%, Comparator 2024 64.4%, Public sector 2024 67.0%

Collaboration: You 2022 70.6%, You 2023 77.0%, You 2024 70.4%, Comparator 2024 73.3%, Public sector 2024 72.5%

Safety climate: You 2022 50.4%, You 2023 63.3%, You 2024 66.5%, Comparator 2024 53.8%, Public sector 2024 59.2%

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

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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 encourages employees to act in ways that are consistent with human rights'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 90% / 3% / 6%	76%	90%	90%	77%	85%	96%
My organisation encourages respectful workplace behaviours	88% / 5% / 7%	79%	90%	88%	77%	83%	91%
My organisation takes steps to eliminate bullying, harassment and discrimination	3% / 80% / 4% / 13%	59%	85%	80%	69%	72%	83%
My organisation does not tolerate improper conduct	1% / 79% / 11% / 9%	62%	79%	79%	66%	70%	86%

Victorian Public Sector Commission

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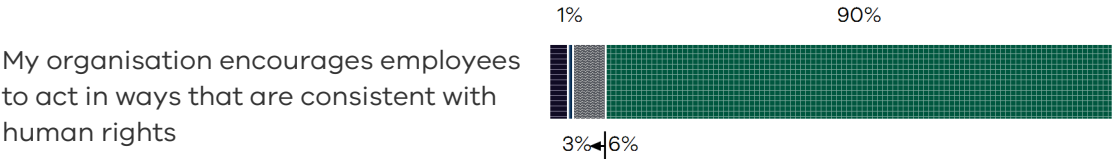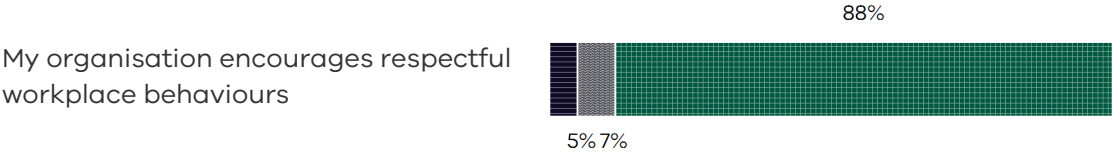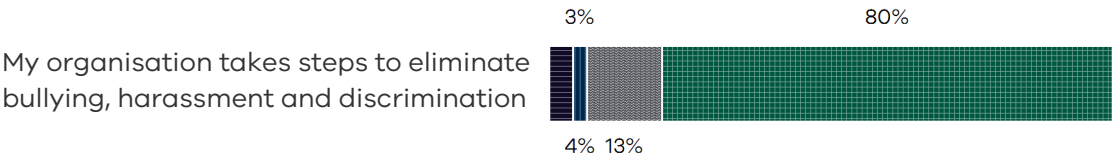
Organisational climate

Organisational integrity 2 of 2

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

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

How to read this
Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example
76% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	3% ... 76% / 6% ... 15%	73%	85%	76%	54%	61%	89%
I believe the recruitment processes in my organisation are fair	5% ... 73% / 8% ... 14%	51%	75%	73%	52%	57%	81%
I believe the promotion processes in my organisation are fair	8% ... 53% / 12% ... 28%	38%	55%	53%	39%	43%	58%
I have an equal chance at promotion in my organisation	5% ... 52% / 16% ... 28%	40%	59%	52%	35%	44%	59%
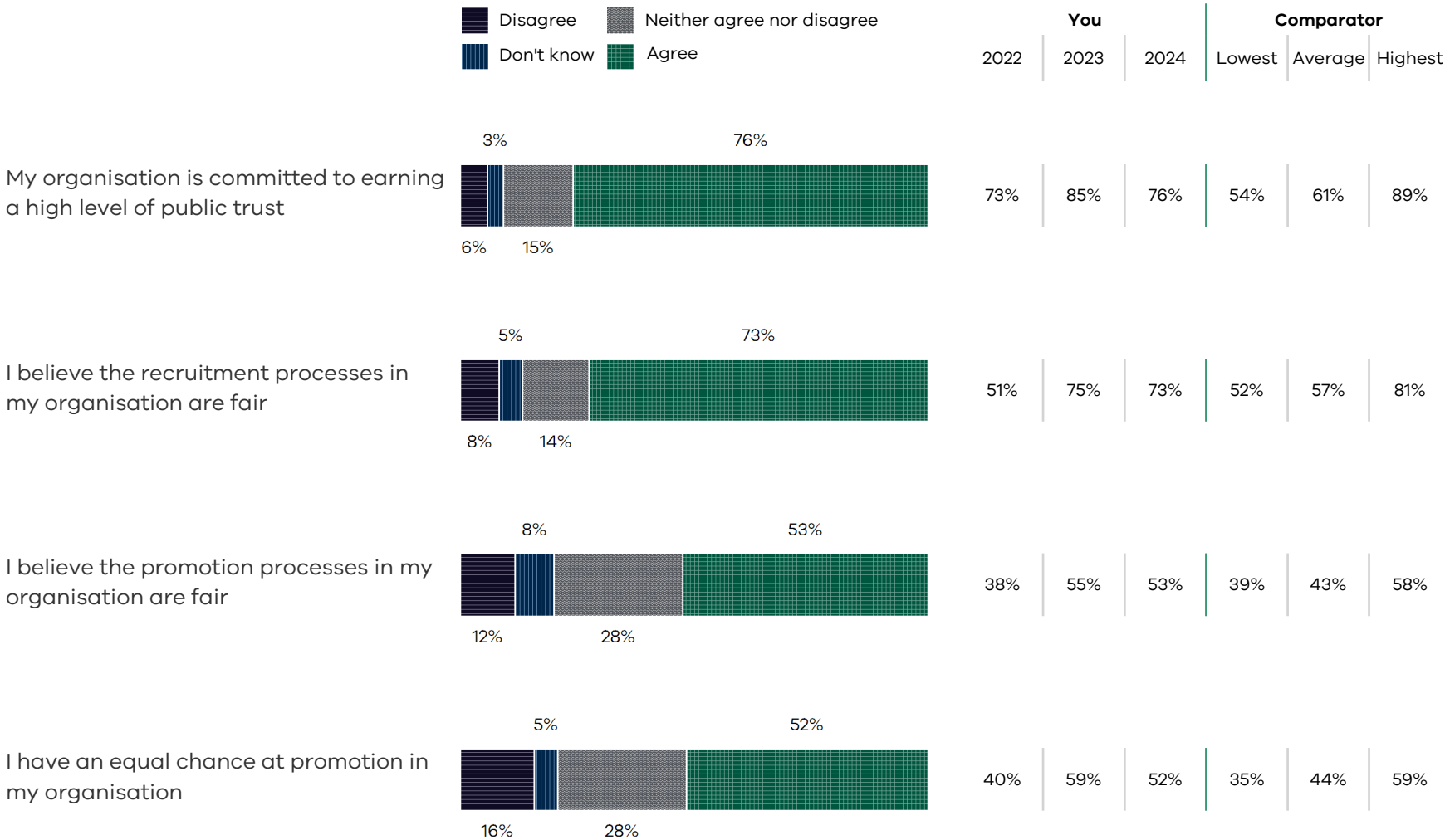
Organisational climate

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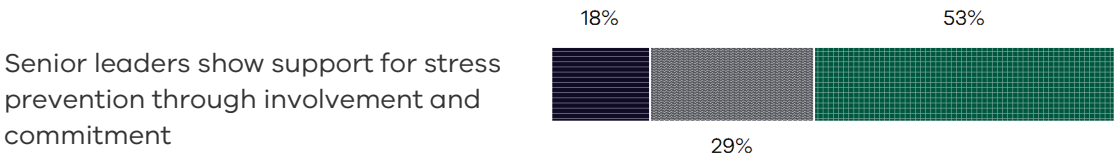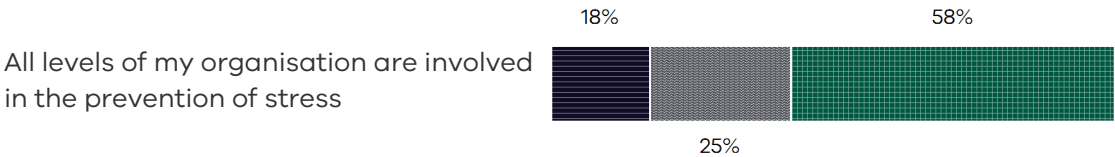
Example
82% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question

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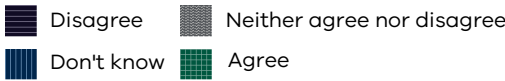
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

I am able to work effectively with others outside my immediate workgroup
5% / 82% / 13%

Workgroups across my organisation willingly share information with each other
3% / 59% / 18% / 20%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	81%	90%	82%	83%	85%	95%
Workgroups across my organisation willingly share information with each other	60%	64%	59%	52%	62%	82%

Victorian Public Sector Commission

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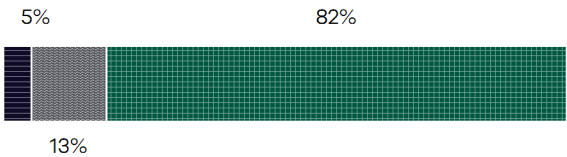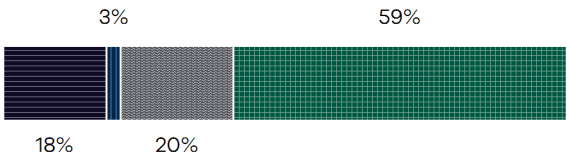
Organisational climate

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		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	90% / 4% / 6%	79%	92%	90%	82%	83%	96%
My organisation has effective procedures in place to support employees who may experience stress	69% / 4% / 12% / 15%	44%	51%	69%	46%	51%	77%
In my workplace, there is good communication about psychological safety issues that affect me	67% / 14% / 19%	41%	60%	67%	54%	58%	64%
Senior leaders consider the psychological health of employees to be as important as productivity	63% / 13% / 25%	54%	61%	63%	41%	48%	74%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

58% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
All levels of my organisation are involved in the prevention of stress	18% / 25% / 58%	41%	59%	58%	36%	41%	72%
Senior leaders show support for stress prevention through involvement and commitment	18% / 29% / 53%	44%	57%	53%	35%	42%	70%

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2024

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Victorian Public Sector Commission

VICTORIA State Government

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:

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

Compared to:

- 80.9% of staff in your comparator group and 80.3% of staff across the public sector.

Workgroup support: You 2022 74.1%, You 2023 80.0%, You 2024 76.8%, Comparator 2024 80.9%, Public sector 2024 80.3%

Safe to speak up: You 2022 75.9%, You 2023 75.0%, You 2024 76.3%, Comparator 2024 75.2%, Public sector 2024 73.0%

Quality service delivery: You 2022 71.2%, You 2023 73.0%, You 2024 76.0%, Comparator 2024 76.6%, Public sector 2024 75.2%

Innovation: You 2022 75.7%, You 2023 72.3%, You 2024 73.6%, Comparator 2024 73.4%, Public sector 2024 70.6%

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

Workgroup climate

Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

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

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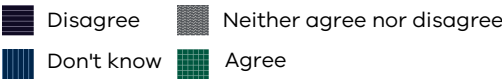
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	7% / 8% / 85%	71%	77%	85%	76%	82%	91%
My workgroup acts fairly and without bias	8% / 1% / 12% / 80%	74%	78%	80%	64%	78%	84%
My workgroup uses its resources well	17% / 2% / 12% / 70%	68%	68%	70%	67%	73%	78%
My workgroup has clear lines of responsibility	16% / 15% / 69%	72%	69%	69%	67%	73%	87%

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

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question	Your results	Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
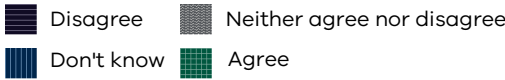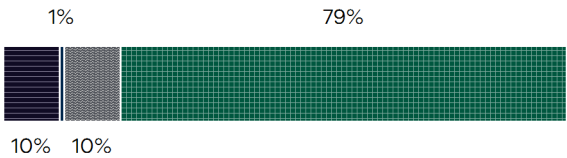
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My workgroup learns from failures and mistakes — Disagree 10%, Neither 10%, Don't know 1%, Agree 79%	78%	72%	79%	60%	73%	79%
My workgroup is quick to respond to opportunities to do things better — Disagree 18%, Neither 11%, Agree 72%	79%	76%	72%	62%	73%	84%
My workgroup encourages employee creativity — Disagree 12%, Neither 18%, Don't know 1%, Agree 70%	71%	69%	70%	67%	74%	79%
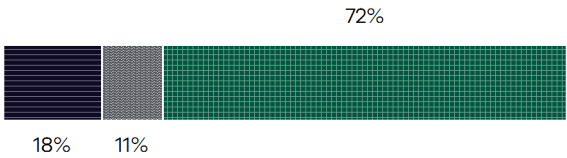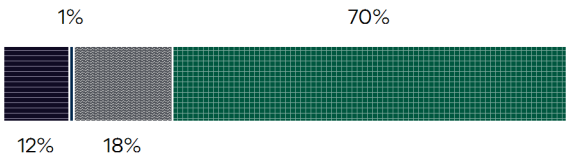
Workgroup climate

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

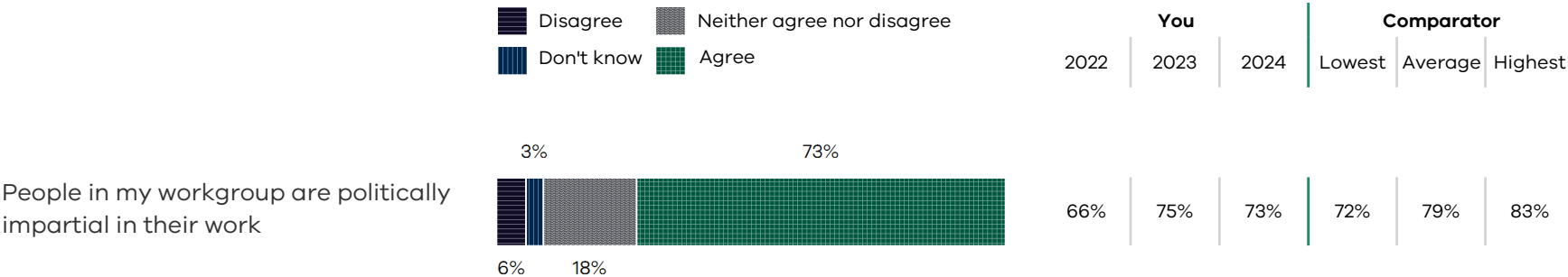Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% 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
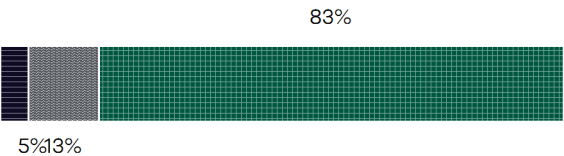
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect (5% / 13% / 83%)	82%	87%	83%	77%	86%	96%
People in my workgroup are honest, open and transparent in their dealings (9% / 2% / 10% / 79%)	72%	79%	79%	62%	78%	87%
People in my workgroup work together effectively to get the job done (9% / 1% / 14% / 76%)	80%	83%	76%	81%	82%	86%
People in my workgroup appropriately manage conflicts of interest (7% / 4% / 15% / 74%)	71%	76%	74%	69%	80%	88%
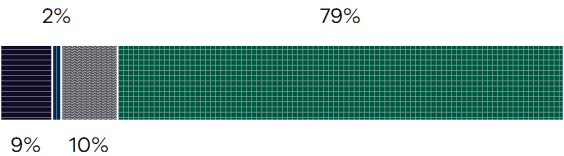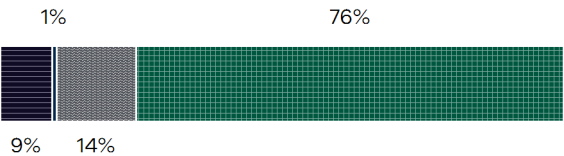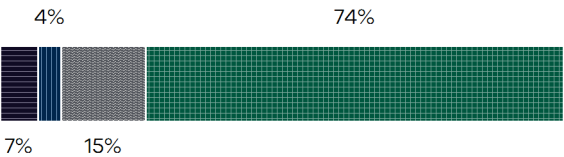
Workgroup climate

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

73% 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

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

People in my workgroup are politically impartial in their work

3%   73%

6%   18%

Benchmark agree results

	You				Comparator	
2022	2023	2024		Lowest	Average	Highest
66%	75%	73%		72%	79%	83%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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 are able to bring up problems and tough issues'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues (8%, 14%, 78%)	76%	75%	78%	72%	77%	84%
I feel safe to challenge inappropriate behaviour at work (13%, 13%, 75%)	75%	75%	75%	71%	74%	89%

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People matter survey

2024

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- Respect
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- Human rights

Topical questions

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

Demographics

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

Job and manager factors

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 86.4% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 87.4% of staff in your comparator group and 86.7% of staff across the public sector.

Manager leadership: You 2022 80.0%, You 2023 85.5%, You 2024 86.4%, Comparator 2024 87.4%, Public sector 2024 86.7%

Flexible working: You 2022 80.6%, You 2023 83.1%, You 2024 85.4%, Comparator 2024 84.5%, Public sector 2024 82.5%

Meaningful work: You 2022 94.9%, You 2023 87.6%, You 2024 85.0%, Comparator 2024 85.6%, Public sector 2024 87.4%

Job enrichment: You 2022 86.1%, You 2023 85.6%, You 2024 84.0%, Comparator 2024 81.5%, Public sector 2024 83.6%

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

Job and manager factors

Scorecard 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 80.3% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

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

Chart: Job and manager factors

Manager support
- You 2022: 78.8%
- You 2023: 77.7%
- You 2024: 80.3%
- Comparator 2024: 79.0%
- Public sector 2024: 78.5%

Workload
- You 2022: 59.4%
- You 2023: 68.5%
- You 2024: 61.3%
- Comparator 2024: 53.7%
- Public sector 2024: 60.0%

Learning and development
- You 2022: 47.6%
- You 2023: 67.9%
- You 2024: 58.5%
- Comparator 2024: 50.7%
- Public sector 2024: 59.5%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024
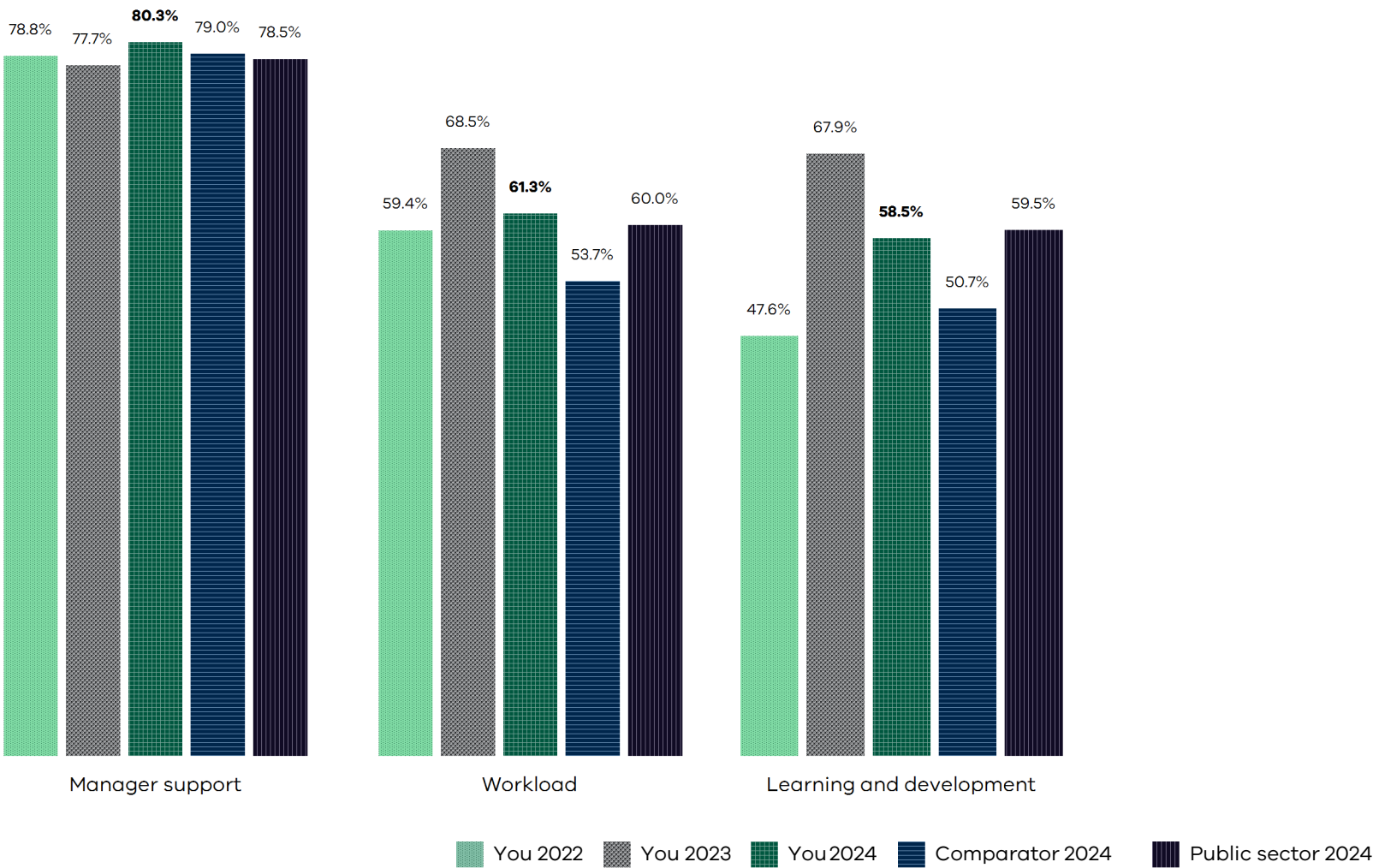
Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

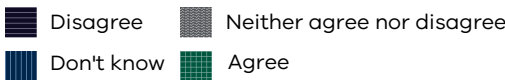Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% 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
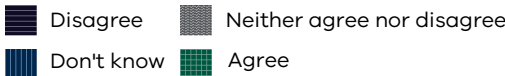
Survey question	Your results	Benchmark agree results — You			Benchmark agree results — Comparator		
		2022	**2023**	**2024**	**Lowest**	**Average**	**Highest**
My manager treats employees with dignity and respect	3% / 9% / 88%	84%	86%	88%	74%	89%	94%
My manager demonstrates honesty and integrity	5% / 9% / 86%	80%	85%	86%	69%	88%	93%
My manager models my organisation's values	5% / 9% / 86%	76%	85%	86%	69%	85%	90%
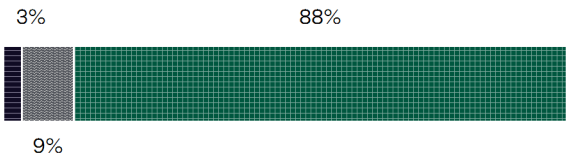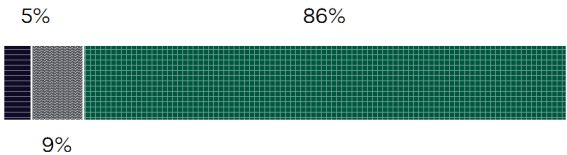
Victorian Public Sector Commission

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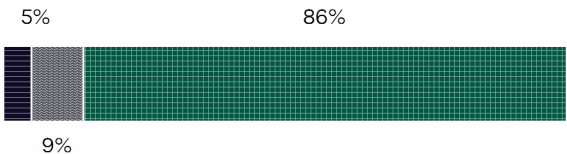
Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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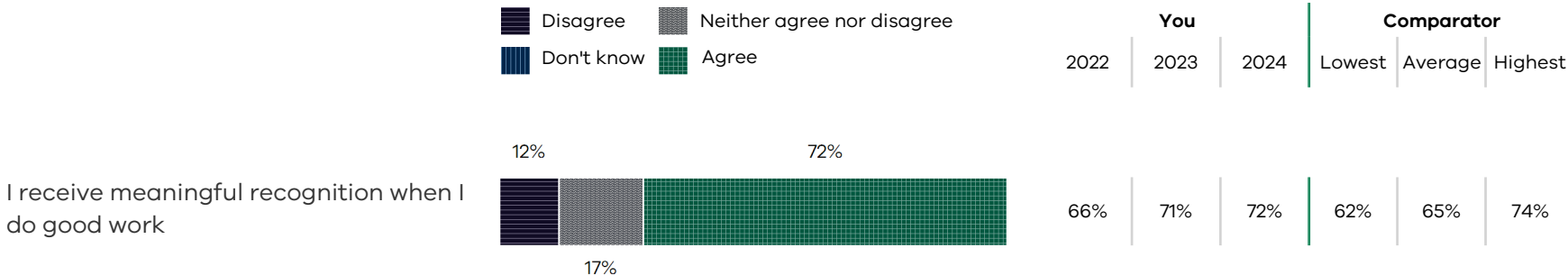
Example

88% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question	Your results							

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

		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
I can discuss problems or issues with my manager	3% / 9% / 88%	85%	82%	88%	74%	85%	89%
My manager listens to what I have to say	4% / 11% / 85%	85%	82%	85%	69%	85%	89%
My manager provides me with enough support when I need it	8% / 10% / 83%	86%	79%	83%	72%	83%	87%
My manager gives me feedback that helps me improve my performance	10% / 16% / 74%	73%	74%	74%	64%	77%	83%

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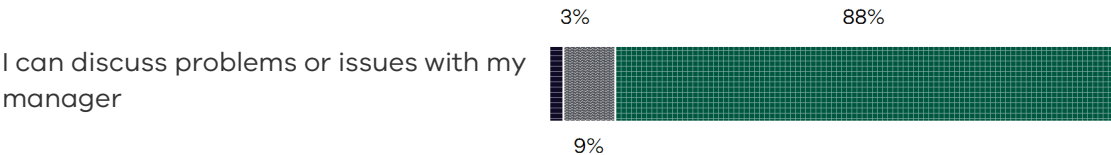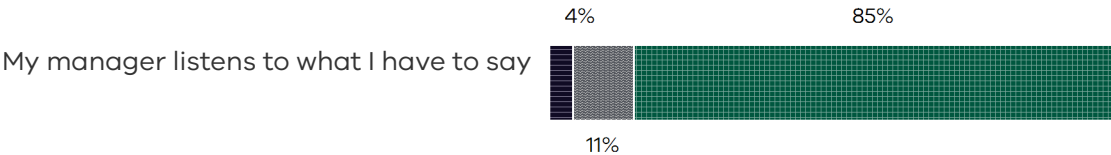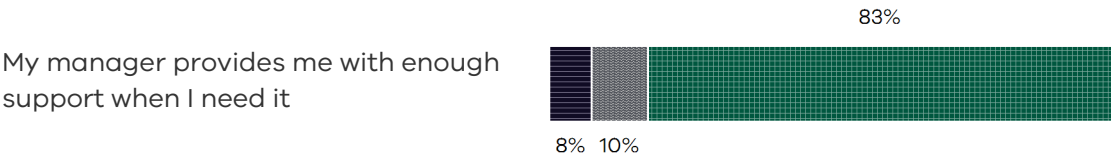
Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

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

Survey question

Your results

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

I receive meaningful recognition when I do good work

12% | 17% | 72%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	66%	71%	72%	62%	65%	74%

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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.
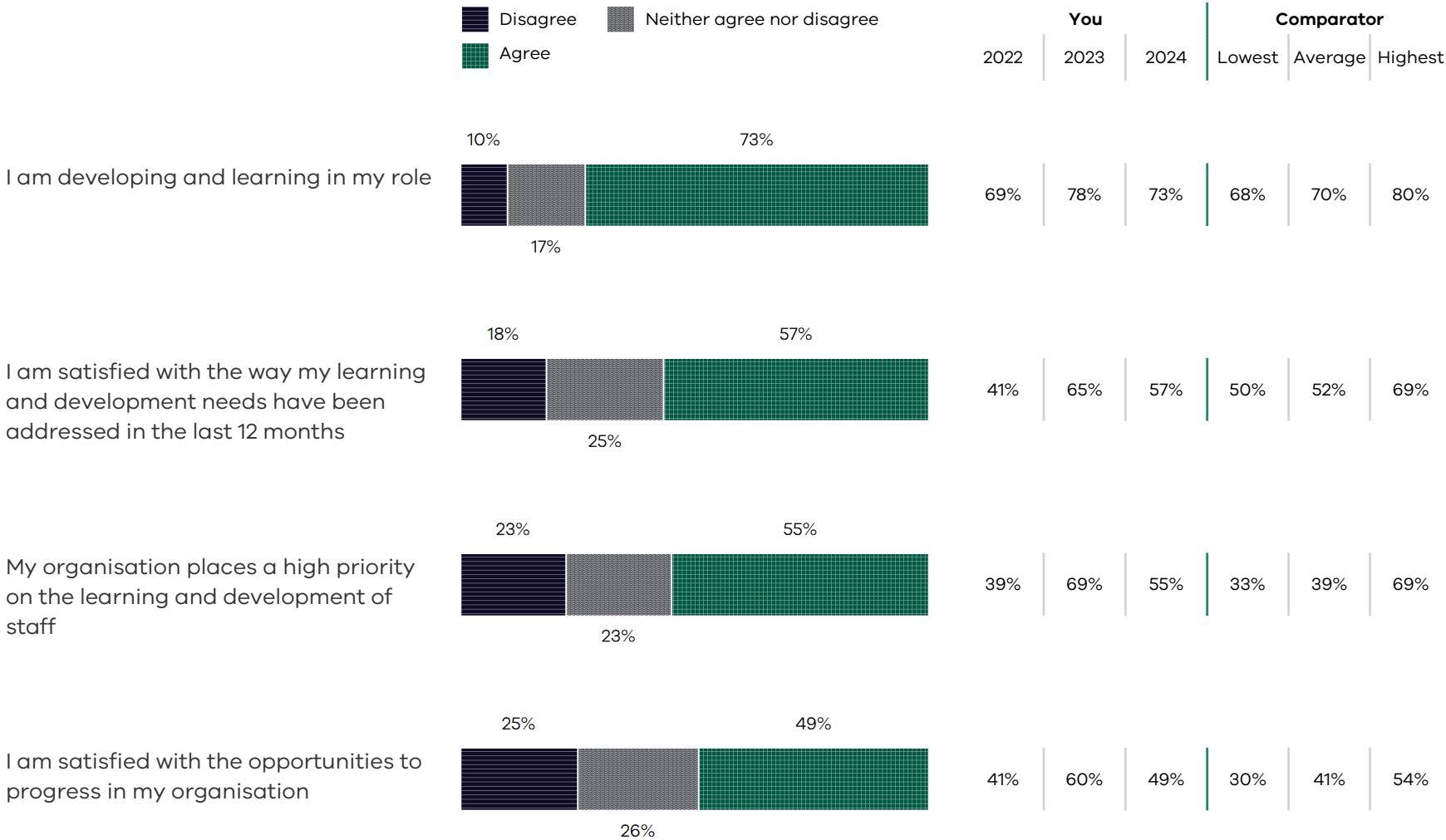
Example

66% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

■ Disagree   ▨ Neither agree nor disagree

▨ Agree
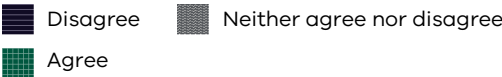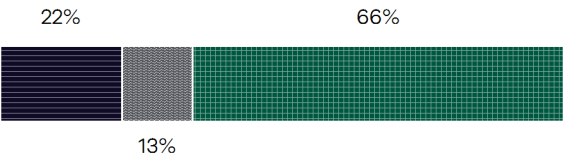
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	22% / 13% / 66%	62%	73%	66%	53%	57%	78%
I have enough time to do my job effectively	28% / 15% / 57%	56%	65%	57%	47%	51%	72%
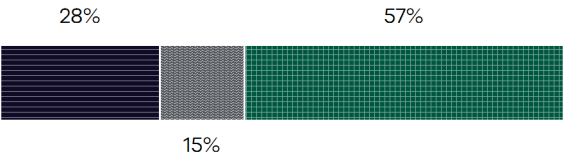
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Job and manager factors

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.
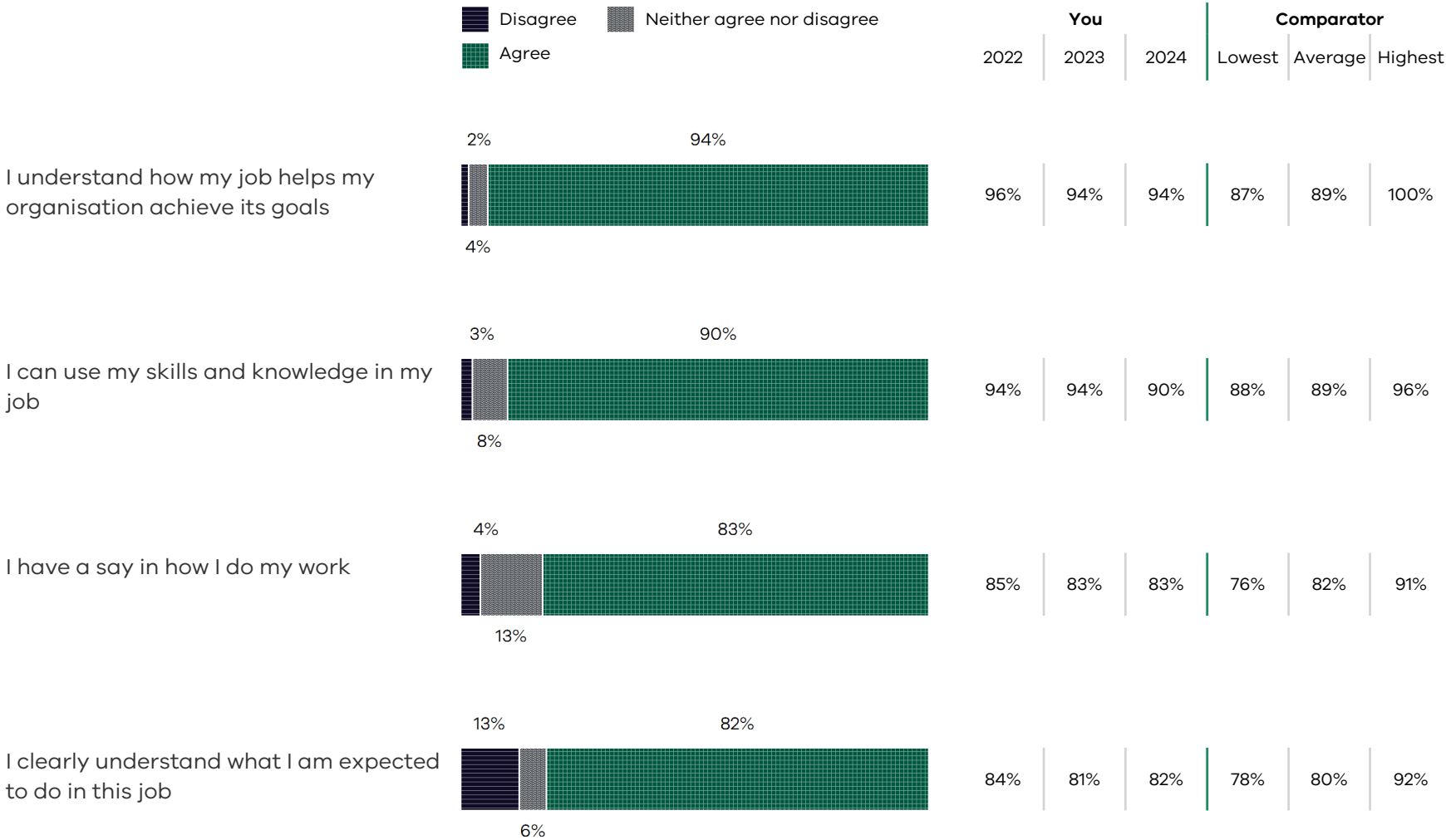
Example

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

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	10%	17%	73%	69%	78%	73%	68%	70%	80%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	18%	25%	57%	41%	65%	57%	50%	52%	69%
My organisation places a high priority on the learning and development of staff	23%	23%	55%	39%	69%	55%	33%	39%	69%
I am satisfied with the opportunities to progress in my organisation	25%	26%	49%	41%	60%	49%	30%	41%	54%

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.
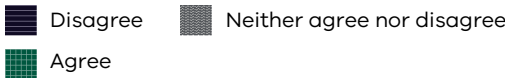
Example

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

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree   ▨ Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	2% / 94% / 4%	96%	94%	94%	87%	89%	100%
I can use my skills and knowledge in my job	3% / 90% / 8%	94%	94%	90%	88%	89%	96%
I have a say in how I do my work	4% / 83% / 13%	85%	83%	83%	76%	82%	91%
I clearly understand what I am expected to do in this job	13% / 82% / 6%	84%	81%	82%	78%	80%	92%

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Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

I have the authority to do my job effectively

15%   72%

13%
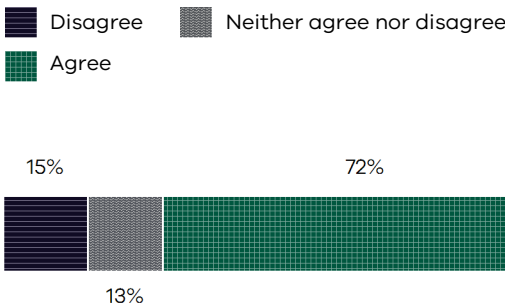
Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I have the authority to do my job effectively	72%	76%	72%	64%	68%	87%

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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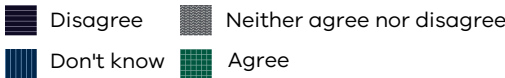
Example

94% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.
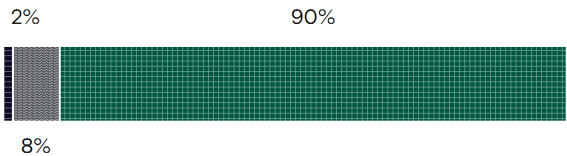
Survey question	Your results							

Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work (3% / 3% / 94%)	96%	94%	94%	88%	89%	96%
I achieve something important through my work (3% / 14% / 83%)	95%	85%	83%	86%	87%	96%
I get a sense of accomplishment from my work (7% / 15% / 78%)	93%	83%	78%	78%	80%	94%

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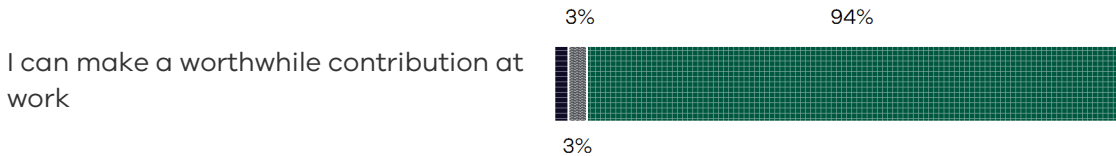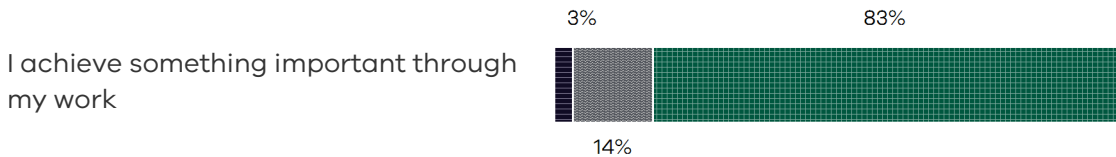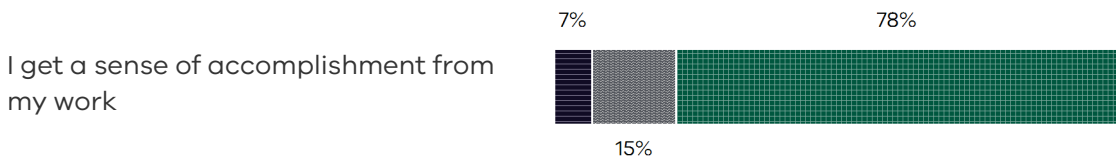
Job and manager factors

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
90% 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	Disagree	Neither	Don't know	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	2%	8%		90%	84%	88%	90%	74%	90%	95%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	10%	9%		81%	78%	78%	81%	62%	79%	91%

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People matter survey

2024

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- Sexual harassment
- Discrimination
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Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

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- Safety climate

Workgroup climate

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Job and manager factors

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Public sector values

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

Topical questions

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

Demographics

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

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.
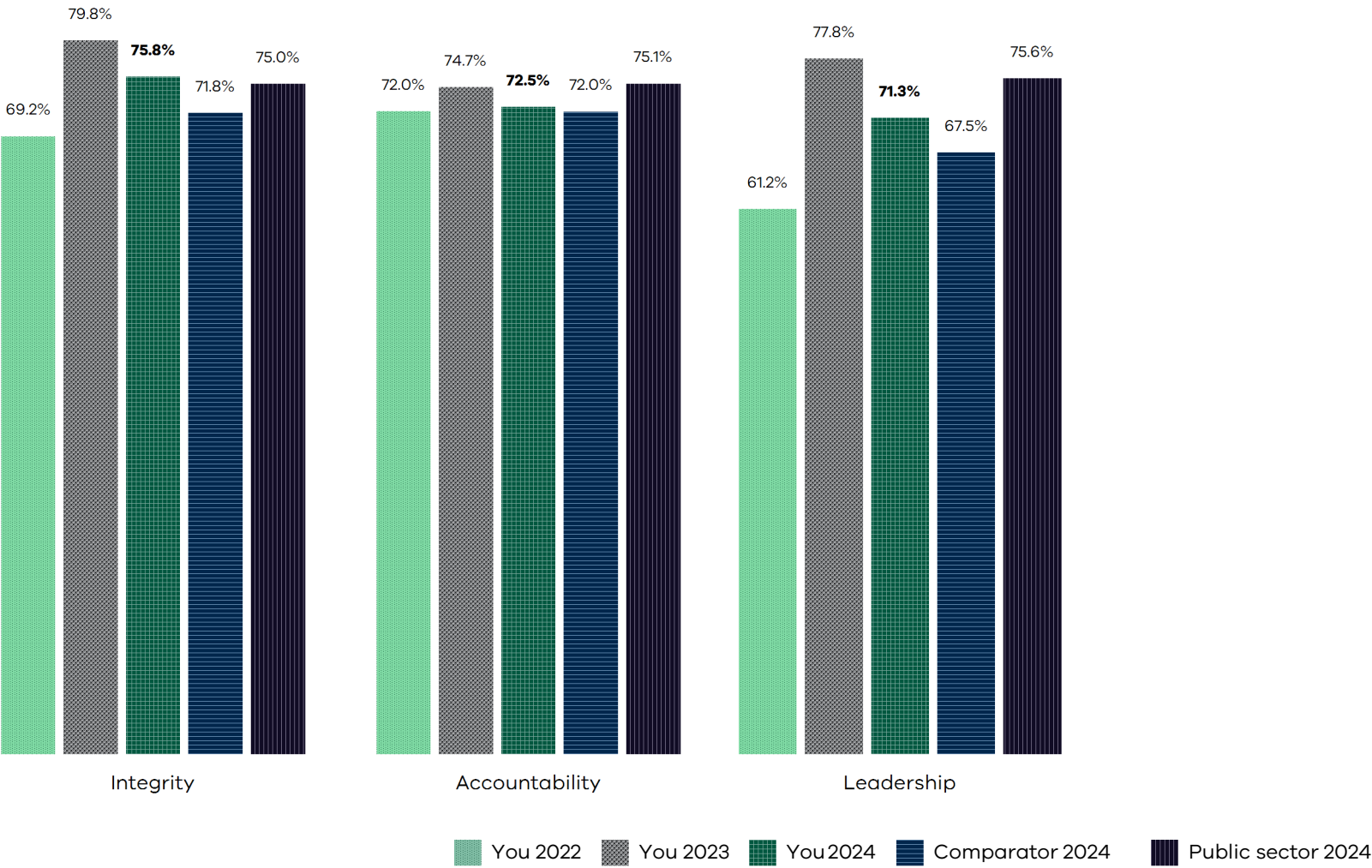
Why this is important

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:

- 87.5% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 82.6% of staff in your comparator group and 83.0% of staff across the public sector.
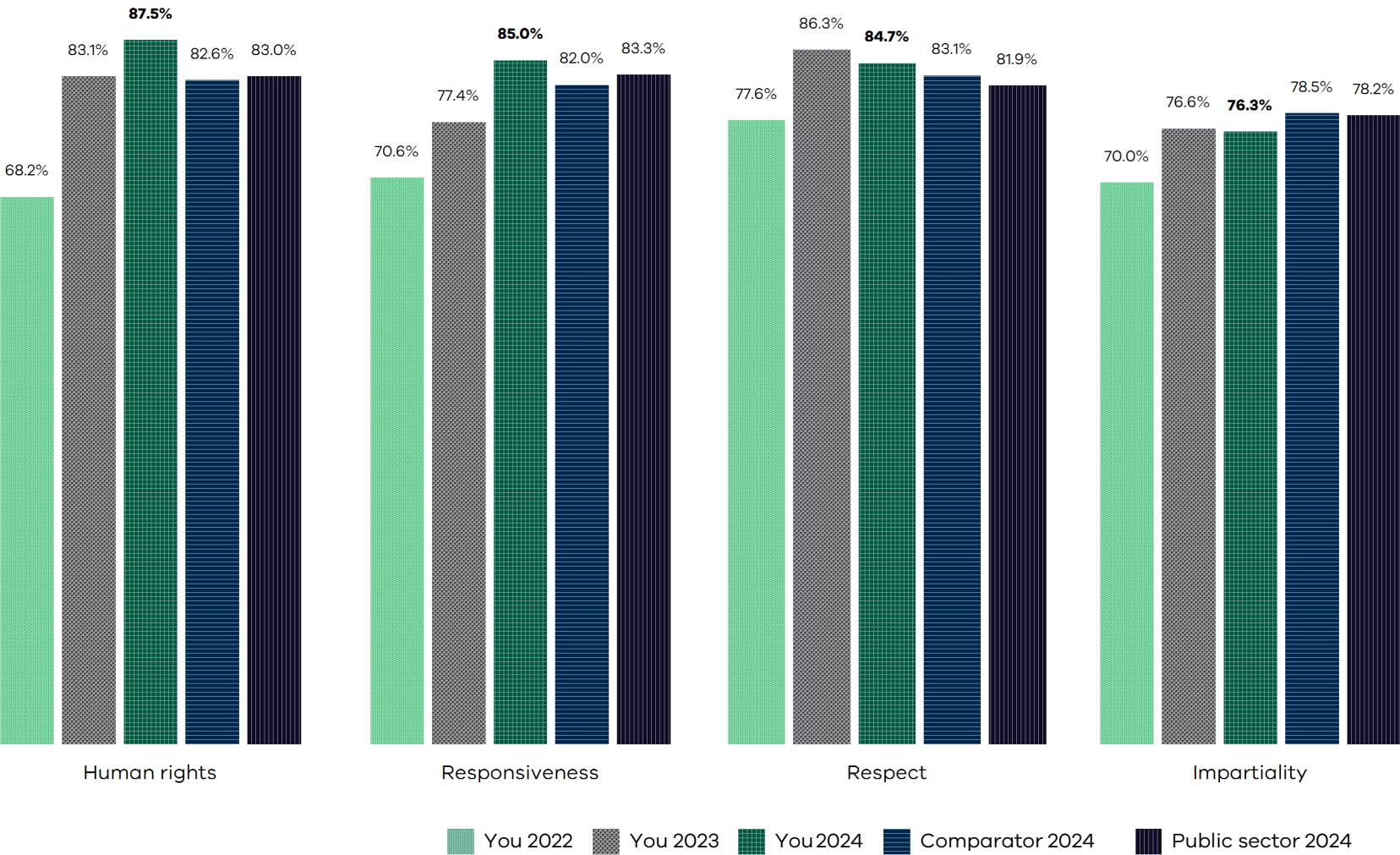
Human rights: You 2022 68.2%, You 2023 83.1%, You 2024 87.5%, Comparator 2024 82.6%, Public sector 2024 83.0%

Responsiveness: You 2022 70.6%, You 2023 77.4%, You 2024 85.0%, Comparator 2024 82.0%, Public sector 2024 83.3%

Respect: You 2022 77.6%, You 2023 86.3%, You 2024 84.7%, Comparator 2024 83.1%, Public sector 2024 81.9%

Impartiality: You 2022 70.0%, You 2023 76.6%, You 2024 76.3%, Comparator 2024 78.5%, Public sector 2024 78.2%

Legend: You 2022, 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:

- 75.8% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 71.8% of staff in your comparator group and 75.0% of staff across the public sector.

Chart data:

Integrity: You 2022: 69.2%, You 2023: 79.8%, You 2024: 75.8%, Comparator 2024: 71.8%, Public sector 2024: 75.0%

Accountability: You 2022: 72.0%, You 2023: 74.7%, You 2024: 72.5%, Comparator 2024: 72.0%, Public sector 2024: 75.1%

Leadership: You 2022: 61.2%, You 2023: 77.8%, You 2024: 71.3%, Comparator 2024: 67.5%, Public sector 2024: 75.6%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

Your results

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

My workgroup provides high quality advice and services

85%

7% 8%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	71%	77%	85%	76%	82%	91%

Victorian Public Sector Commission

VICTORIA State Government
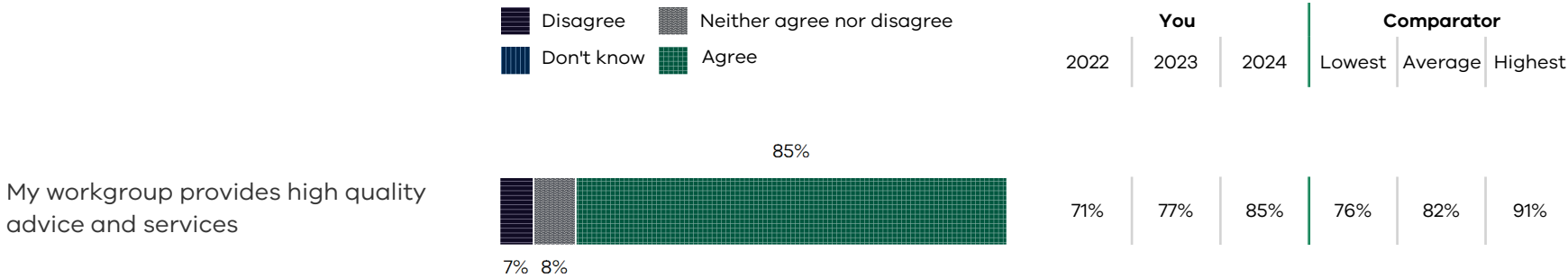
Public sector values

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'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	5% / 9% / 86%	80%	85%	86%	69%	88%	93%
My organisation does not tolerate improper conduct	11% / 1% / 9% / 79%	62%	79%	79%	66%	70%	86%
People in my workgroup are honest, open and transparent in their dealings	9% / 2% / 10% / 79%	72%	79%	79%	62%	78%	87%
My organisation is committed to earning a high level of public trust	6% / 3% / 15% / 76%	73%	85%	76%	54%	61%	89%
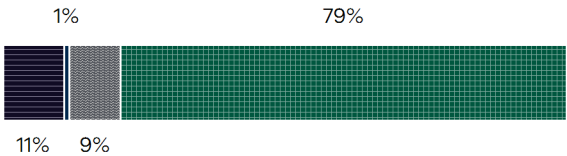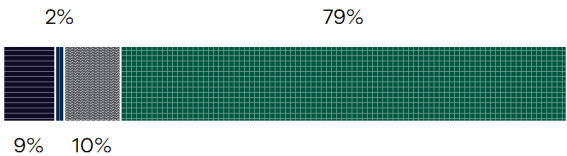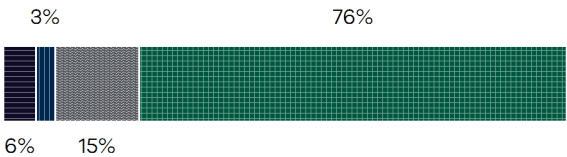
Public sector values

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.

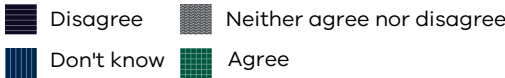Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% 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

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

Benchmark agree results

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	Disagree 13%, Agree 75%, Neither 13%	75%	75%	75%	71%	74%	89%
People in my workgroup appropriately manage conflicts of interest	Disagree 4%, Agree 74%, Don't know 7%, Neither 15%	71%	76%	74%	69%	80%	88%
Senior leaders demonstrate honesty and integrity	Disagree 5%, Agree 62%, Don't know 11%, Neither 23%	52%	79%	62%	46%	53%	74%

Victorian Public Sector Commission

VICTORIA State Government
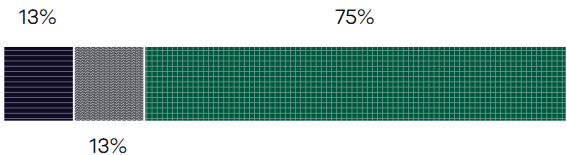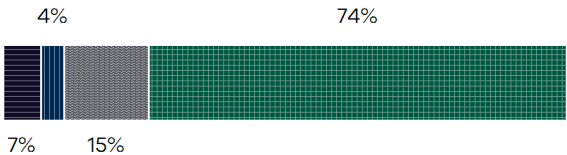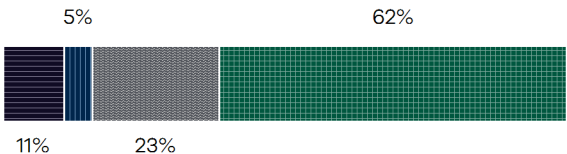
Public sector values

Impartiality

What is this

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.
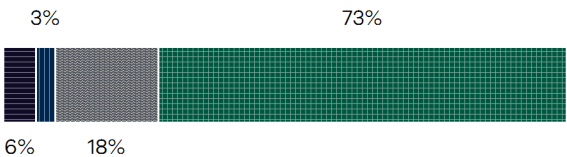
Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup acts fairly and without bias	1% / 80% / 8% / 12%	74%	78%	80%	64%	78%	84%
People in my workgroup are politically impartial in their work	3% / 73% / 6% / 18%	66%	75%	73%	72%	79%	83%

Victorian Public Sector Commission

VICTORIA State Government
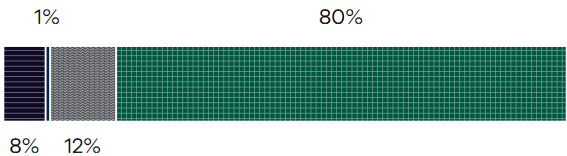
Public sector values

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
94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
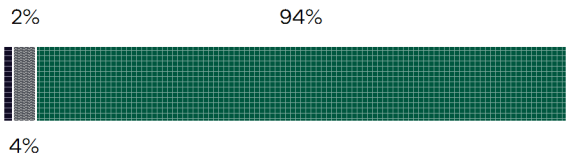
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Disagree	Neither	Agree	Don't know	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals		2%	94%	4%	96%	94%	94%	87%	89%	100%
I clearly understand what I am expected to do in this job	13%	6%	82%		84%	81%	82%	78%	80%	92%
My workgroup uses its resources well	17%	12%	70%	2%	68%	68%	70%	67%	73%	78%
My workgroup has clear lines of responsibility	16%	15%	69%		72%	69%	69%	67%	73%	87%
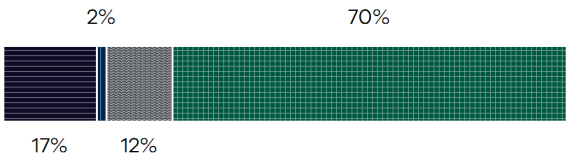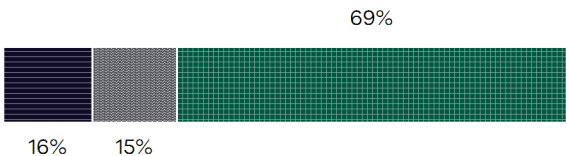
Public sector values

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.

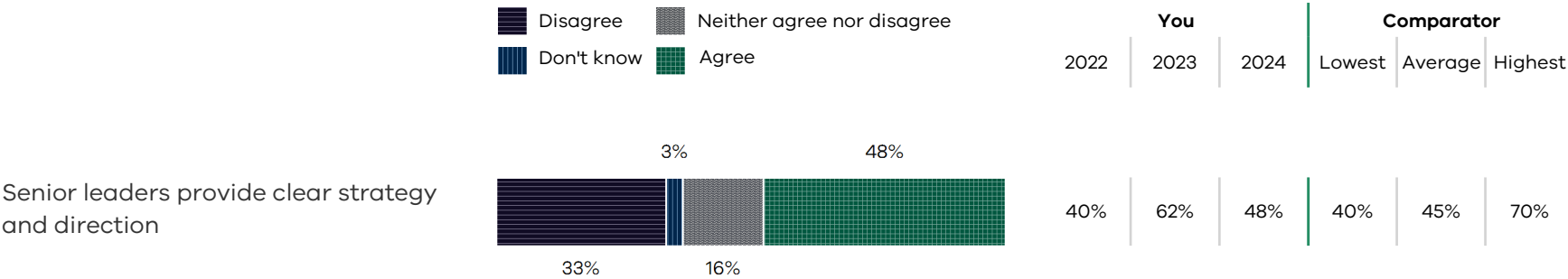Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

48% 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

3% | 48%

33% | 16%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
40%	62%	48%		40%	45%	70%

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.
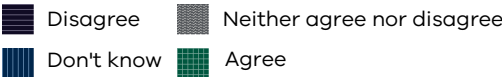
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.
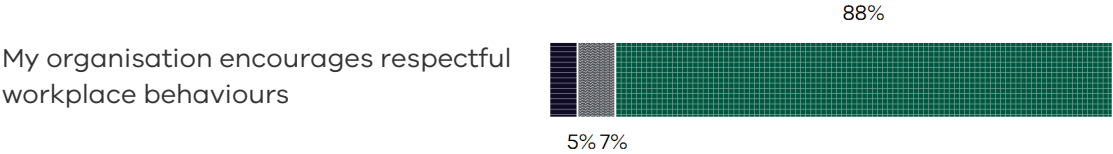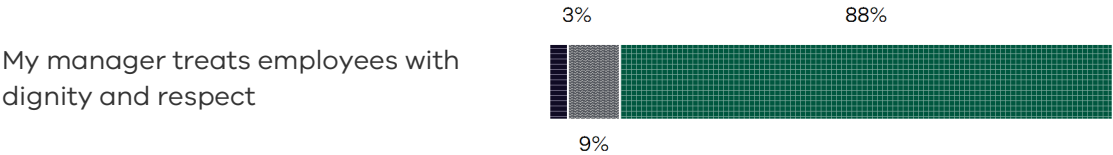
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages respectful workplace behaviours	88% (5% / 7%)	79%	90%	88%	77%	83%	91%
My manager treats employees with dignity and respect	88% (3% / 9%)	84%	86%	88%	74%	89%	94%
My manager listens to what I have to say	85% (4% / 11%)	85%	82%	85%	69%	85%	89%
People in my workgroup treat each other with respect	83% (5% / 13%)	82%	87%	83%	77%	86%	96%

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.
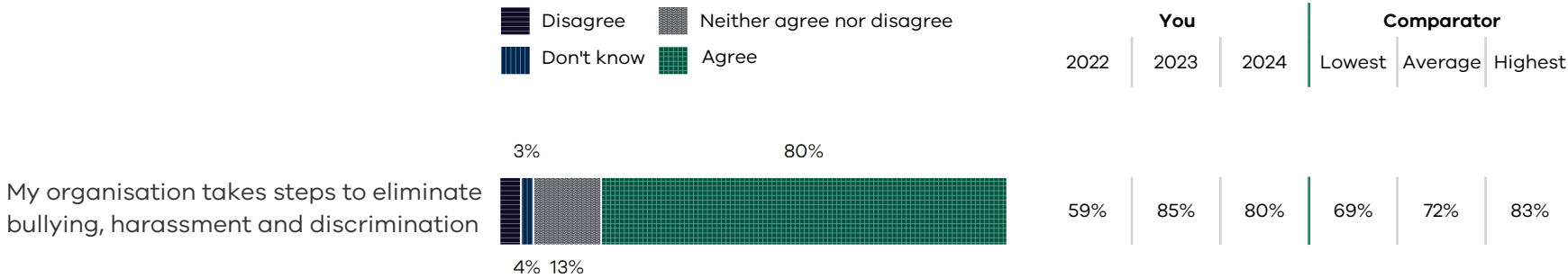
Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Disagree   Neither agree nor disagree

Don't know   Agree

My organisation takes steps to eliminate bullying, harassment and discrimination

3%   80%

4% 13%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	59%	85%	80%	69%	72%	83%

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

86% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
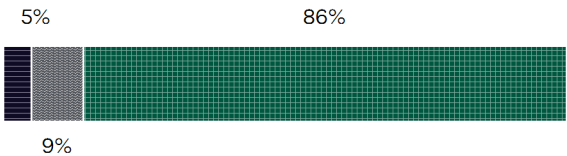
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	5% Disagree, 9% Neither, 86% Agree		76%	85%	86%	69%	85%	90%
Senior leaders model my organisation's values	18% Disagree, 4% Don't know, 21% Neither, 57% Agree		46%	71%	57%	44%	50%	72%
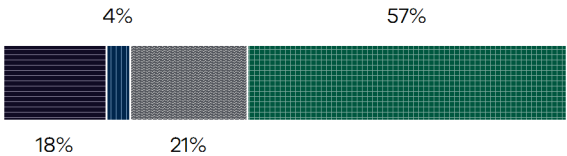
Public sector values

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

90% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
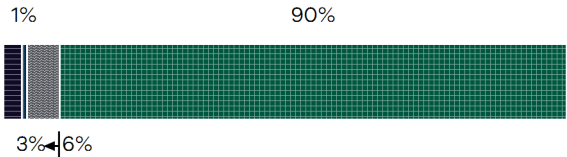
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 3% / 6% / 90%	76%	90%	90%	77%	85%	96%
I understand how the Charter of Human Rights and Responsibilities applies to my work	4% / 11% / 85%	60%	76%	85%	67%	80%	83%

Victorian Public Sector Commission

VICTORIA State Government

85

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

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

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

Topical questions

Topical questions

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

Why this is important
Answers to these questions provide useful information to help you understand your employees.

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

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

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
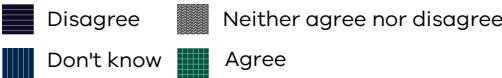
Example
90% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
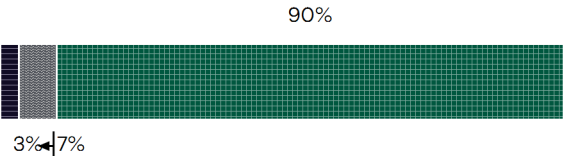
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	90% agree; 3%; 7%	Not asked	90%	90%	61%	90%	92%
I am proud to work in the public sector	10%; 19%; 71%	Not asked	Not asked	71%	53%	63%	77%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	7%; 18%; 21%; 55%	Not asked	73%	55%	51%	61%	70%
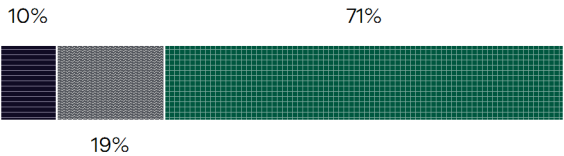
Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

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- Taking action questions

Detailed results

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- Senior leadership questions

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- Workgroup support
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- Manager leadership
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- Job enrichment
- Meaningful work
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Public sector values

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

Topical questions

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

Demographics

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

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	36	30%
35-54 years	56	47%
55+ years	16	13%
Prefer not to say	12	10%

Gender	(n)	%
Man	53	44%
Woman	47	39%
Prefer not to say	18	15%
Non-binary and I use a different term	2	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	104	87%
Prefer not to say	15	13%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	0	0%
No	102	85%
Don't know	4	3%
Prefer not to say	14	12%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	88	73%
Prefer not to say	20	17%
Bisexual	5	4%
Asexual	3	3%
Don't know	2	2%
Gay or lesbian	1	1%
Pansexual	1	1%
I use a different term	0	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	109	91%
Prefer not to say	10	8%

Demographics

Disability

What is this

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Are you a person with disability?	(n)	%
Yes	**7**	6%
No	**104**	87%
Prefer not to say	**9**	8%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	**98**	82%
Not born in Australia	**13**	11%
Prefer not to say	**9**	8%

Language other than English spoken with family or community	(n)	%
Yes	**8**	7%
No	**100**	83%
Prefer not to say	**12**	10%

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.

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Cultural identity	(n)	%
Australian	92	77%
Prefer not to say	16	13%
English, Irish, Scottish and/or Welsh	6	5%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	4	3%
South Asian	3	3%
East and/or South-East Asian	3	3%
Aboriginal and/or Torres Strait Islander	1	1%
Other	1	1%
Central Asian	0	0%
Central and/or South American	0	0%
New Zealander	0	0%
Middle Eastern	0	0%
Pacific Islander	0	0%
African	0	0%
Maori	0	0%
North American	0	0%

Religion	(n)	%
No religion	72	60%
Christianity	21	18%
Prefer not to say	19	16%
Other	4	3%
Hinduism	4	3%
Sikhism	0	0%
Buddhism	0	0%
Judaism	0	0%
Islam	0	0%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	98	82%
Part-Time	22	18%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	30	29%
$80k to $120k	44	42%
$120k to $160k	9	9%
$160k to $200k	6	6%
$200k or more	2	2%
Prefer not to say	13	13%

Organisational tenure	(n)	%
<1 year	35	29%
1 to less than 2 years	32	27%
2 to less than 5 years	31	26%
5 to less than 10 years	15	13%
10 to less than 20 years	5	4%
More than 20 years	2	2%

Management responsibility	(n)	%
Non-manager	77	64%
Other manager	23	19%
Manager of other manager(s)	20	17%

Employment type	(n)	%
Ongoing and executive	84	70%
Fixed term	19	16%
Other	17	14%

Frontline worker	(n)	%
No	71	59%
Yes	49	41%

Demographics

Employment characteristics 2 of 2

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Primary workplace location over the last 3 months	(n)	%
Rural	72	60%
Large regional city	36	30%
Other	8	7%
Melbourne: Suburbs	4	3%
Melbourne CBD	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	77	64%
A frontline or service delivery location	35	29%
Home or private location	36	30%
A shared office space (where two or more organisations share the same workspace)	4	3%
Isolated or remote location/s where access to communications and help from others is difficult	8	7%
Other	9	8%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	45	38%
Flexible start and finish times	41	34%
I do not use any flexible work arrangements	38	32%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	13	11%
Working more hours over fewer days	12	10%
Part-time	11	9%
Shift swap	9	8%
Study leave	4	3%
Other	4	3%
Purchased leave	2	2%
Job sharing	0	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	87	73%
Flexible working arrangements	27	23%
Physical modifications or improvements to the workplace	12	10%
Career development support strategies	3	3%
Other	3	3%
Job redesign or role sharing	0	0%
Accessible communications technologies	0	0%

Why did you make this request?	(n)	%
Work-life balance	19	58%
Health	14	42%
Caring responsibilities	10	30%
Family responsibilities	10	30%
Study commitments	3	9%
Other	2	6%
Disability	1	3%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	31	94%
The adjustments I needed were not made	1	3%
The adjustments I needed were made but the process was unsatisfactory	1	3%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	47	39%
Primary school aged child(ren)	26	22%
Prefer not to say	16	13%
Secondary school aged child(ren)	12	10%
Preschool aged child(ren)	11	9%
Person(s) with a medical condition	8	7%
Frail or aged person(s)	7	6%
Child(ren) - younger than preschool age	7	6%
Person(s) with a mental illness	6	5%
Person(s) with disability	4	3%
Other	3	3%

Victorian Public Sector Commission

VICTORIA State Government

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