



# People Matter Survey

## 2024

### Have your say

# People matter survey

## 2024

Have your say

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- Your comparator group
- Your response rate

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- Human rights

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

## 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](#).

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

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

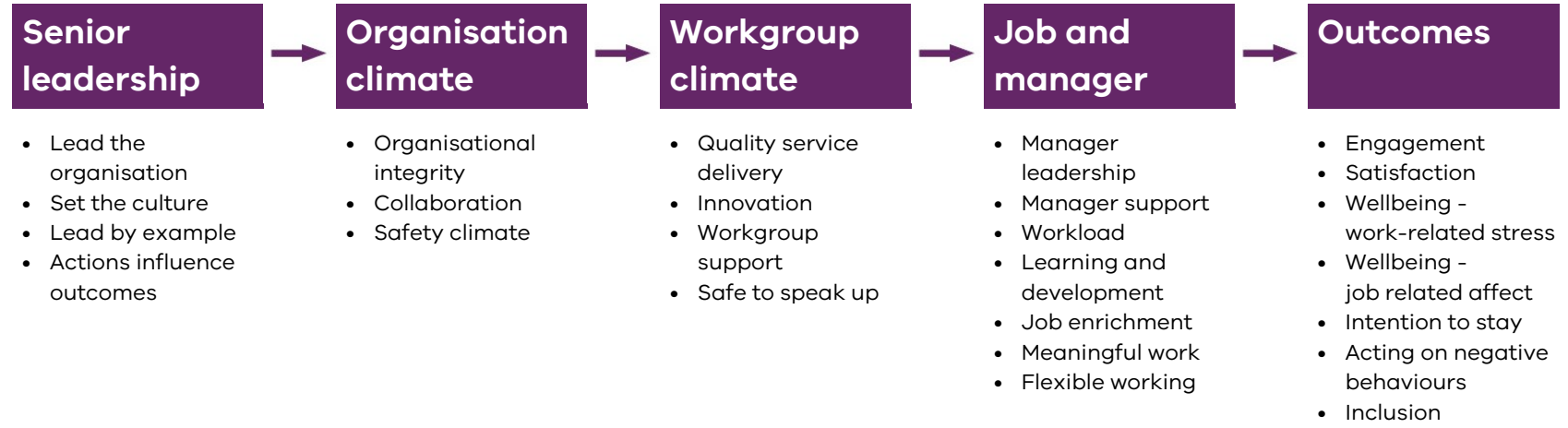
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

#### Our public sector values

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

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

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



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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights



## Report overview

### Your comparator group

#### What this is

This is a list of similar organisations to yours.

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

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

#### How we use this in your report

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

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

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

North East Link State Tolling Corporation

Transport Accident Commission

Treasury Corporation of Victoria

Victorian Funds Management Corporation

Victorian WorkCover Authority

## 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

**52%**  
**(14)**

Comparator 51%  
Public Sector 42%

2024

**74%**  
**(20)**

Comparator 65%  
Public Sector 65%

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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

60

Comparator	74
Public Sector	68

2024

68

Comparator	73
Public Sector	68

# People outcomes

## Engagement question results 1 of 2

### What is this

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

### Your group's engagement index

Your 2024 index is 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

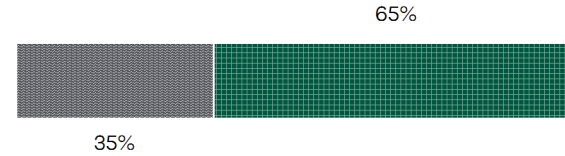
65% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

## Survey question

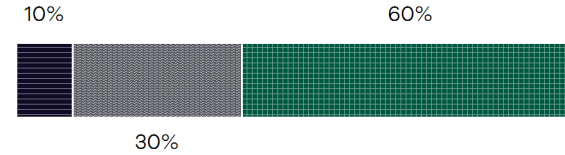
## Your results



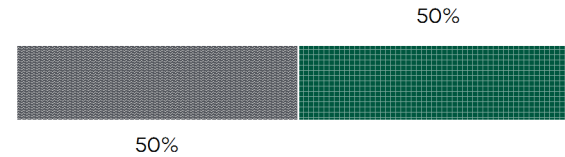
I am proud to tell others I work for my organisation



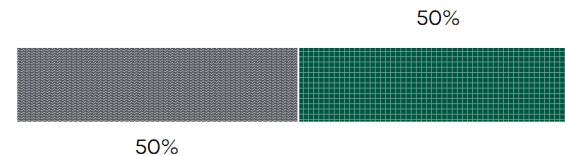
I would recommend my organisation as a good place to work



My organisation inspires me to do the best in my job



My organisation motivates me to help achieve its objectives



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation	70%	57%	65%	77%	80%	95%
I would recommend my organisation as a good place to work	70%	50%	60%	75%	79%	95%
My organisation inspires me to do the best in my job	60%	36%	50%	68%	72%	90%
My organisation motivates me to help achieve its objectives	65%	43%	50%	70%	74%	95%

## 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.

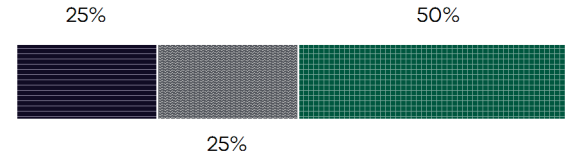
#### Example

50% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

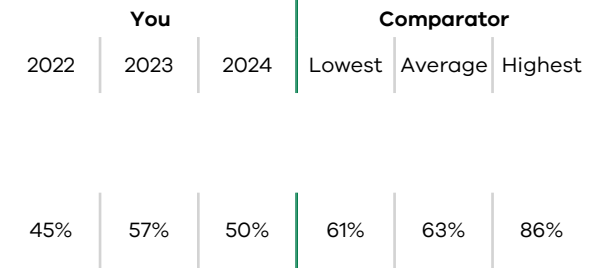
### Survey question

I feel a strong personal attachment to my organisation

### Your results



### Benchmark agree results



## People outcomes

### Scorecard: satisfaction, stress, intention to stay, inclusion

#### What is this

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

#### Why this is important

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

#### How to read this

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

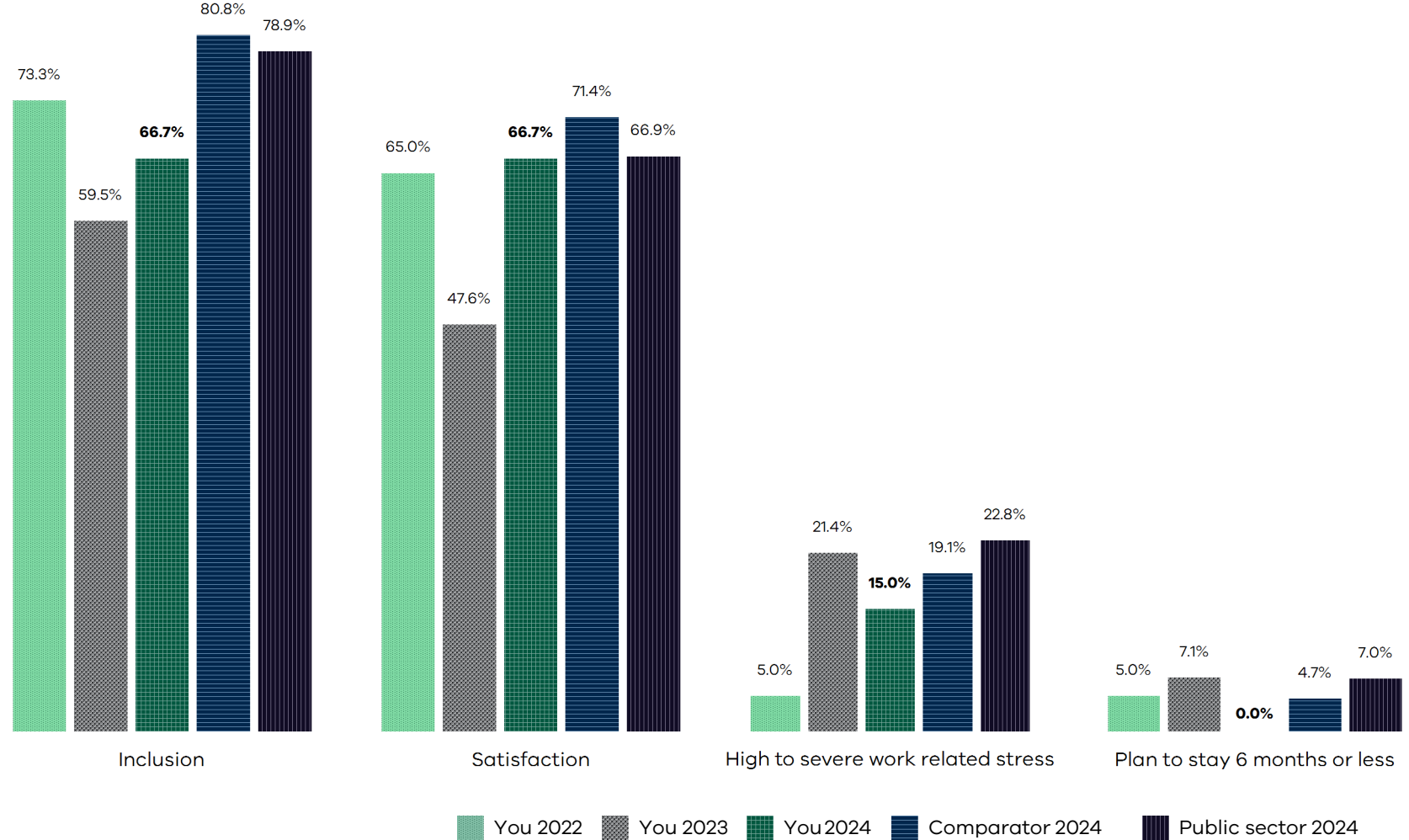
#### Example

In 2024:

- 66.7% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 80.8% of staff in your comparator group and 78.9% of staff across the public sector.



# People outcomes

## Satisfaction question results

### What is this

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

### Why this is important

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

### How to read this

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

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

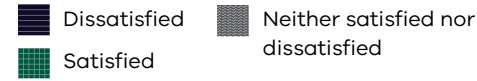
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

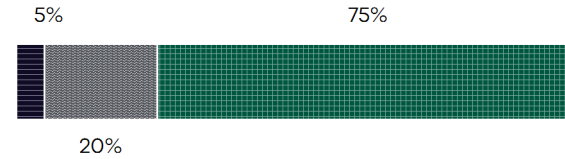
75% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

## Survey question

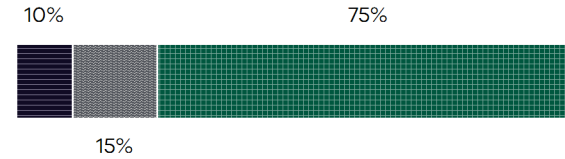
## Your results



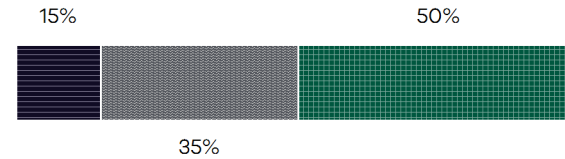
Considering everything, how satisfied are you with your current job



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



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



## Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	85%	57%	75%	67%	76%	95%
How satisfied are you with the work/life balance in your current job	65%	57%	75%	74%	81%	90%
How satisfied are you with your career development within your current organisation	45%	29%	50%	53%	58%	71%

## 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.

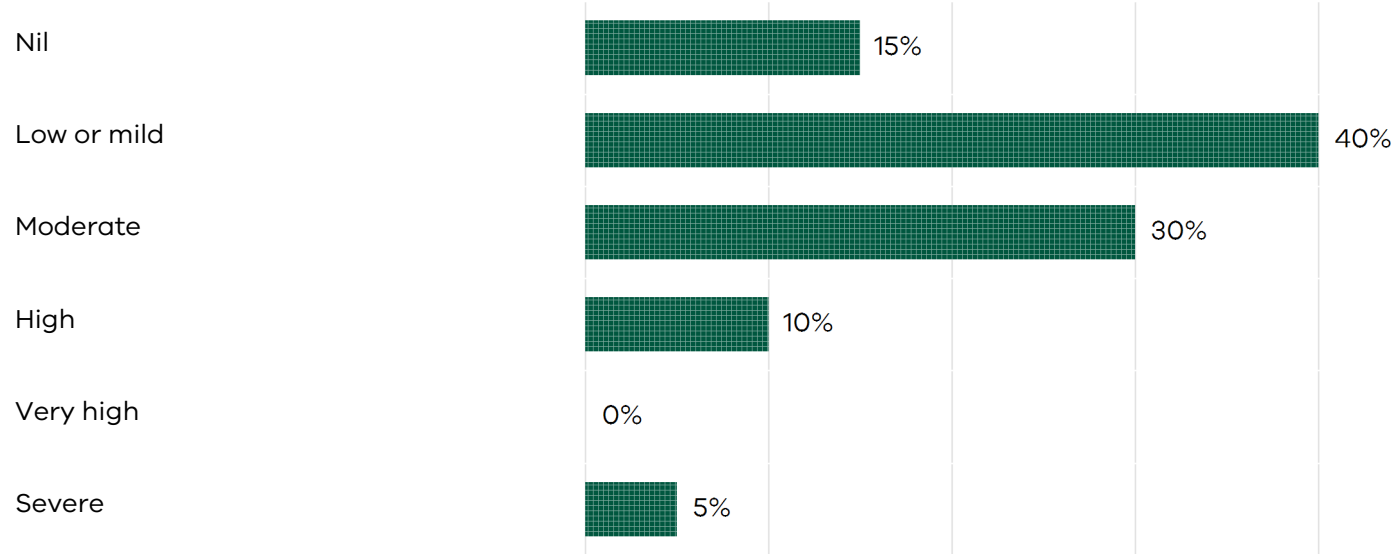
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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.

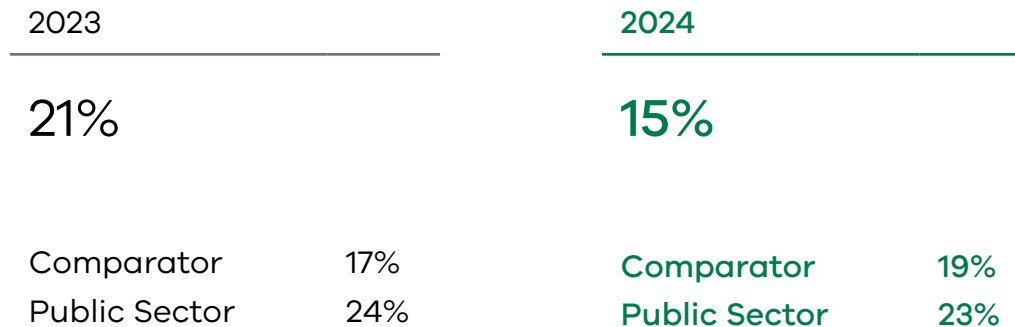
#### Example

15% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 19% 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)



### Reported levels of high to severe stress





## People outcomes

### Work-related stress causes

#### What is this

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

#### Why this is important

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

#### How to read this

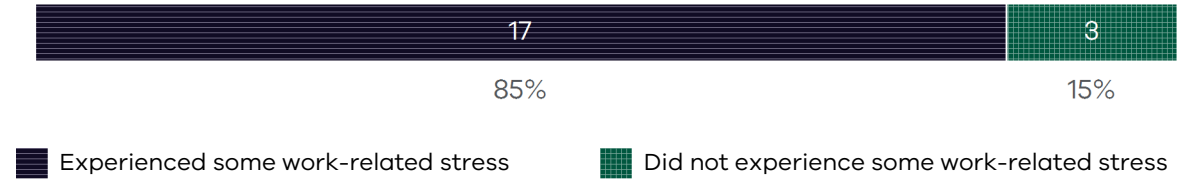
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

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

#### Example

85% of your staff who did the survey said they experienced mild to severe stress. Of that 85%, 35% said the top reason was 'Workload' .



Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	43%	35%	44%	47%
Content, variety, or difficulty of work	14%	24%	14%	12%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	43%	24%	14%	11%
Time pressure	21%	18%	36%	42%
Ability to choose how my work is done	21%	18%	5%	5%
Dealing with clients, patients or stakeholders	7%	18%	19%	17%
Unclear job expectations	14%	18%	13%	14%
Physical environment	-	12%	2%	3%
Technology or equipment	7%	12%	13%	8%
Competing home and work responsibilities	7%	6%	18%	13%

## 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.

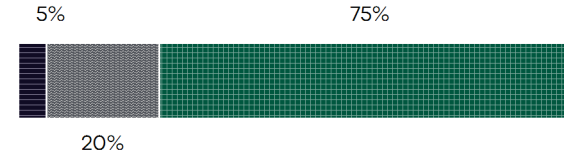
#### Example

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

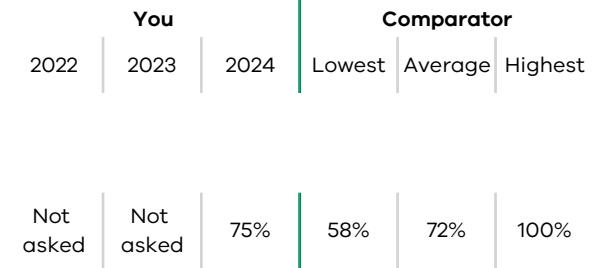
## Survey question

The amount of stress in my job is manageable

## Your results



## Benchmark agree results



## 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

20% 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
Over 6 months and up to 1 year	-	20%	8%	10%
Over 1 year and up to 3 years	29%	30%	21%	25%
Over 5 years	43%	50%	50%	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

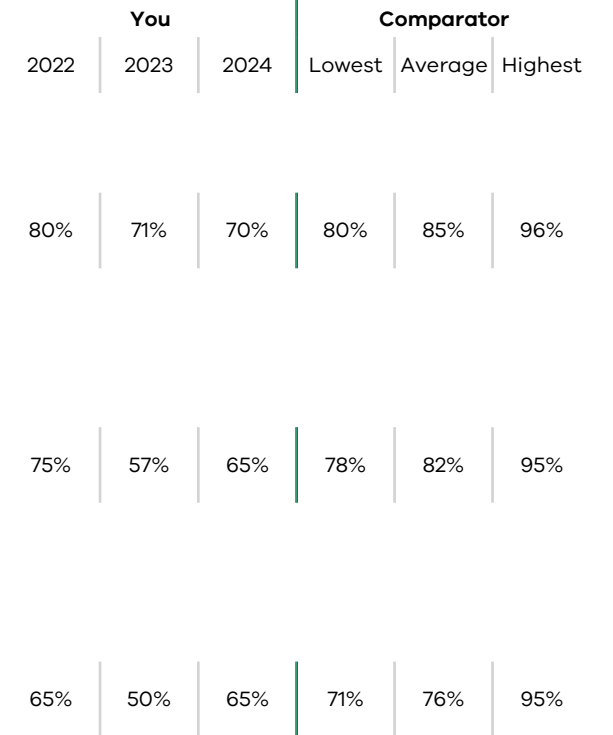
70% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

## Survey question

## Your results



## Benchmark agree results



## People outcomes

### Inclusion - Barriers to success

#### What is this

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

#### Why this is important

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

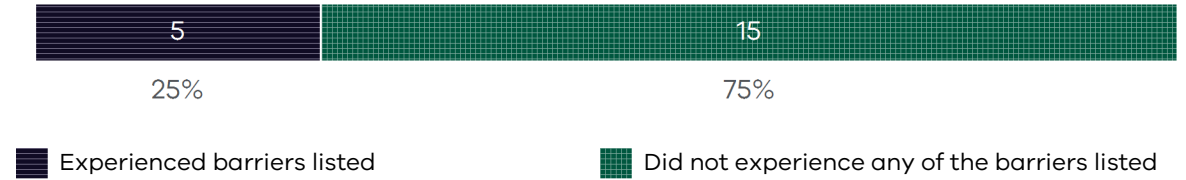
#### How to read this

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

#### Why there are no further details

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

Staff who experienced one or more barriers to success at work



## People outcomes

### Inclusion - Witnessed barriers to success

#### What is this

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

#### Why this is important

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

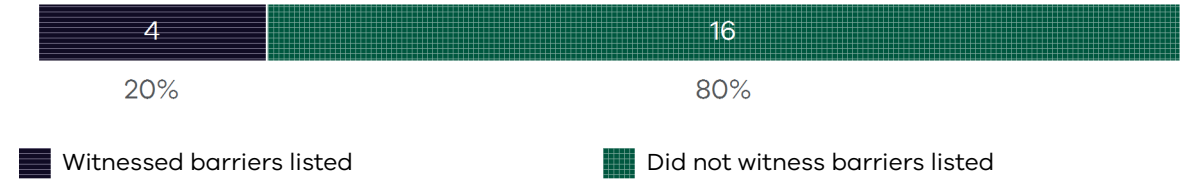
#### How to read this

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

#### Why there are no further details

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

Staff who witnessed one or more barriers to success at work





## People outcomes

### Scorecard: emotional effects of work

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

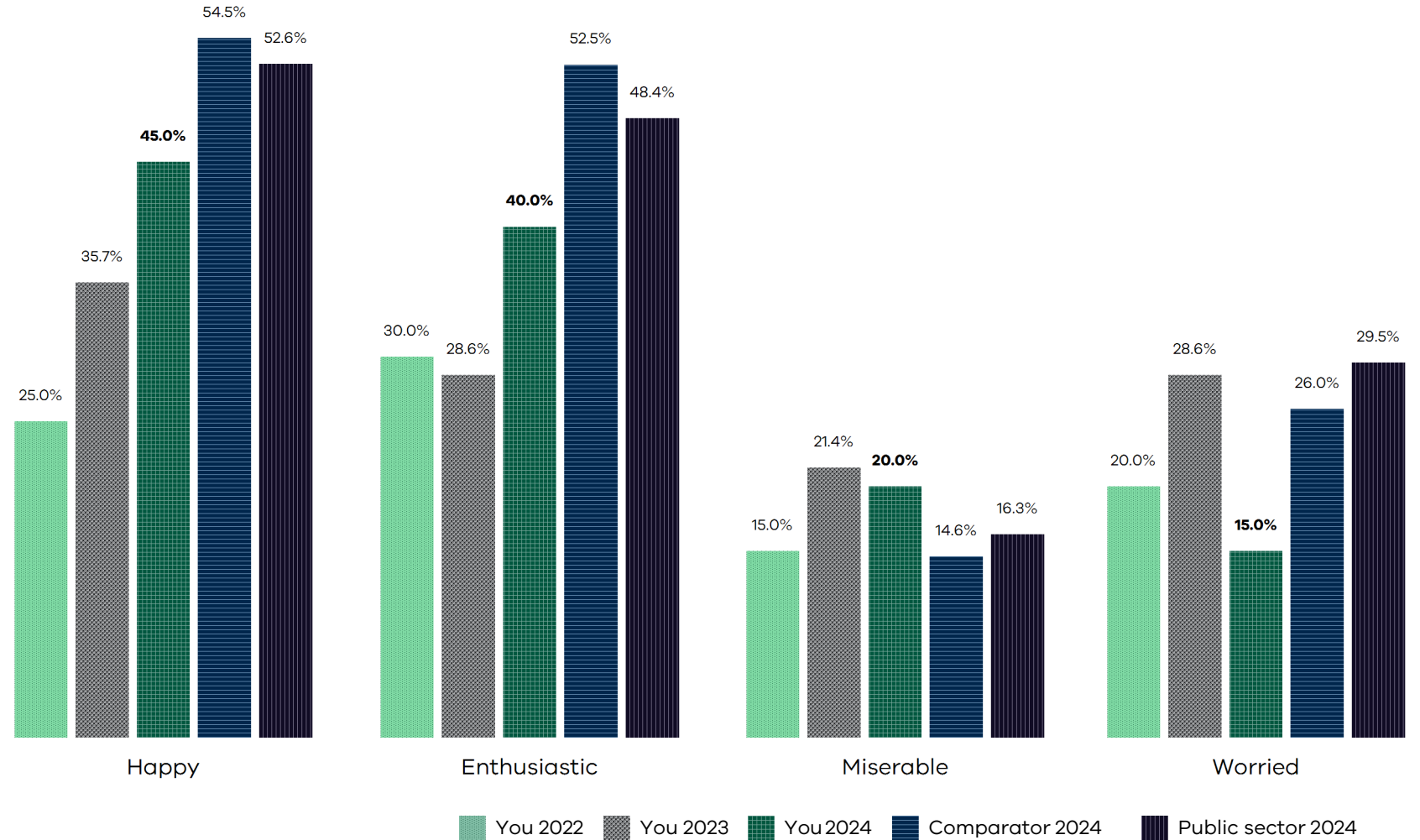
In 2024:

- 45.0% of your staff who did the survey said work made them feel happy.

Compared to:

- 54.5% 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 ...



# 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.

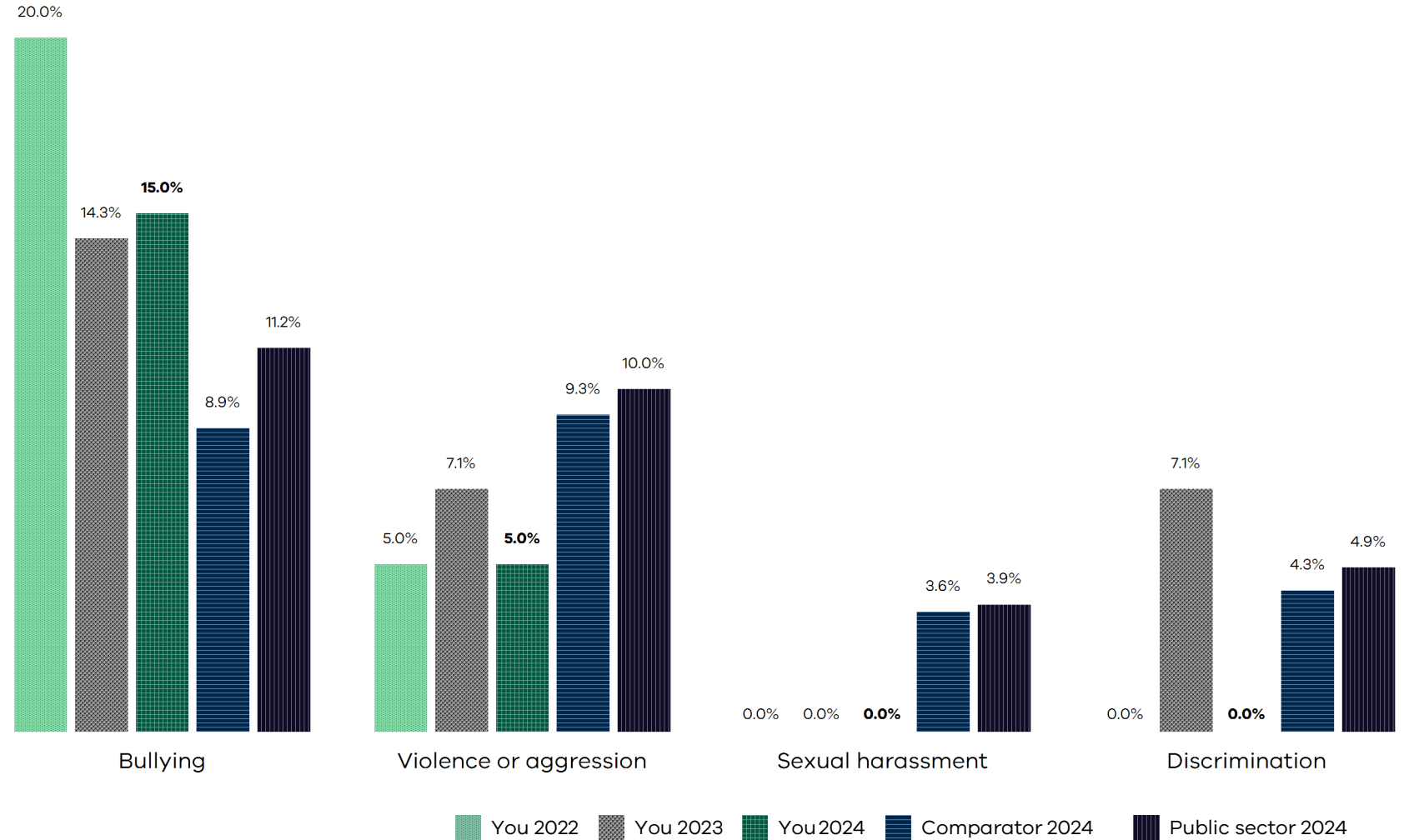
### Example

In 2024:

- 15.0% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 8.9% of staff in your comparator group and 11.2% of staff across the public sector.



## People outcomes

### Bullying

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## People outcomes

### Sexual harassment

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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

## People outcomes

### Discrimination

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## People outcomes

### Violence and aggression

#### What is this

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

#### Why this is important

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

#### Why there is no data here

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



## 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.

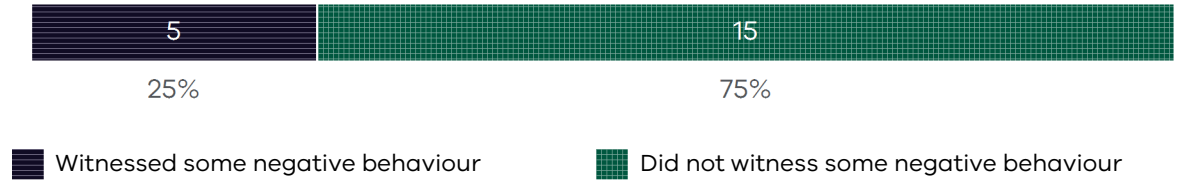
In descending order, the table shows the answers.

#### Example

25% of your staff who did the survey said they witnessed some negative behaviour at work.

75% said 'No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	71%	75%	82%	81%
Bullying of a colleague	21%	20%	12%	14%
Discrimination against a colleague	21%	5%	7%	8%

# People matter survey

## 2024

Have your say

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- 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

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### 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

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- 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

## 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 95% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'. In the 'Change from 2023' column, you have a +2% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	95%	+2%	93%
Job enrichment	I can use my skills and knowledge in my job	95%	+16%	92%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+9%	92%
Meaningful work	I achieve something important through my work	90%	+11%	90%
Meaningful work	I get a sense of accomplishment from my work	90%	+11%	83%
Job enrichment	I clearly understand what I am expected to do in this job	90%	+4%	85%
Organisational integrity	My organisation is committed to earning a high level of public trust	90%	+4%	84%
Safety climate	My organisation provides a physically safe work environment	90%	+11%	93%
Job enrichment	I have the authority to do my job effectively	85%	+21%	78%
Manager leadership	My manager treats employees with dignity and respect	80%	+1%	90%

## 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 'Topical', the 'You 2024' column shows 20% of your staff who did the survey agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'. In the 'Change from 2023' column, you have a -9% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	20%	-9%	69%
Taking action	My organisation has made improvements based on the survey results from last year	30%	-13%	40%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	35%	+6%	63%
Learning and development	I am satisfied with the opportunities to progress in my organisation	40%	+26%	51%
Innovation	My workgroup is quick to respond to opportunities to do things better	40%	-10%	73%
Innovation	My workgroup learns from failures and mistakes	40%	-24%	74%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	40%	+4%	63%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	40%	-3%	55%
Collaboration	Workgroups across my organisation willingly share information with each other	40%	-10%	62%
Organisational integrity	I believe the promotion processes in my organisation are fair	40%	+11%	45%

## 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 'Learning and development', the 'You 2024' column shows 65% of your staff who did the survey agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'. In the 'Increase from 2023' column, you have a 29% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	65%	+29%	62%
Learning and development	I am satisfied with the opportunities to progress in my organisation	40%	+26%	51%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	+25%	82%
Collaboration	I am able to work effectively with others outside my immediate workgroup	75%	+25%	85%
Satisfaction	How satisfied are you with your career development within your current organisation	50%	+21%	58%
Job enrichment	I have the authority to do my job effectively	85%	+21%	78%
Quality service delivery	My workgroup acts fairly and without bias	55%	+19%	78%
Satisfaction	How satisfied are you with the work/life balance in your current job	75%	+18%	81%
Satisfaction	Considering everything, how satisfied are you with your current job	75%	+18%	76%
Workload	The workload I have is appropriate for the job that I do	75%	+18%	68%

## 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 'Innovation', the 'You 2024' column shows 40% of your staff who did the survey agreed with 'My workgroup learns from failures and mistakes'.

In the 'Decrease from 2023' column, you have a 24% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Innovation	My workgroup learns from failures and mistakes	40%	-24%	74%
Taking action	My organisation has made improvements based on the survey results from last year	30%	-13%	40%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	60%	-11%	88%
Quality service delivery	My workgroup provides high quality advice and services	75%	-11%	87%
Innovation	My workgroup is quick to respond to opportunities to do things better	40%	-10%	73%
Collaboration	Workgroups across my organisation willingly share information with each other	40%	-10%	62%
Learning and development	I am developing and learning in my role	55%	-9%	76%
Organisational integrity	My organisation encourages respectful workplace behaviours	55%	-9%	85%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	20%	-9%	69%
Engagement	I feel a strong personal attachment to my organisation	50%	-7%	63%

## Key differences

### Biggest positive difference from comparator

#### What is this

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

#### How to read this

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

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

#### Example

On the first row 'Workload', the 'You 2024' column shows 75% of your staff who did the survey agreed with 'The workload I have is appropriate for the job that I do'.

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

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Workload	The workload I have is appropriate for the job that I do	75%	+7%	68%
Job enrichment	I have the authority to do my job effectively	85%	+7%	78%
Meaningful work	I get a sense of accomplishment from my work	90%	+7%	83%
Organisational integrity	My organisation is committed to earning a high level of public trust	90%	+6%	84%
Job enrichment	I clearly understand what I am expected to do in this job	90%	+5%	85%
Job enrichment	I can use my skills and knowledge in my job	95%	+3%	92%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	65%	+3%	62%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+3%	92%
Meaningful work	I can make a worthwhile contribution at work	95%	+2%	93%

## 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 'You2024' column shows 20% 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 49% 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	20%	-49%	69%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	50%	-40%	90%
Innovation	My workgroup learns from failures and mistakes	40%	-34%	74%
Innovation	My workgroup is quick to respond to opportunities to do things better	40%	-33%	73%
Organisational integrity	My organisation encourages respectful workplace behaviours	55%	-30%	85%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	35%	-28%	63%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	60%	-28%	88%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	50%	-26%	76%
Workgroup support	People in my workgroup treat each other with respect	60%	-26%	86%
Innovation	My workgroup encourages employee creativity	45%	-26%	71%



# People matter survey

## 2024

Have your say

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- Inclusion
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- Bullying
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### Key differences

- Highest scoring
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- Biggest negative difference from your comparator

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- Taking action questions

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- Senior leadership questions

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

### Job and manager factors

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### Public sector values

- Scorecard
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- 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

## 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

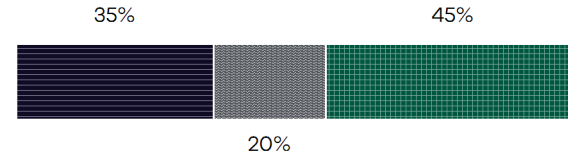
45% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

## Survey question

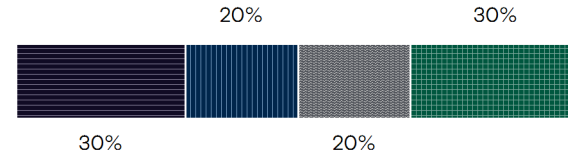
## Your results



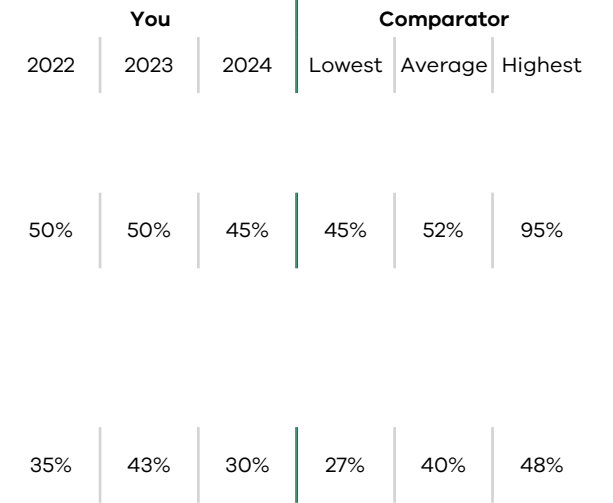
I believe my organisation will make improvements based on the results of this year's survey



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



## Benchmark agree results



# People matter survey

## 2024

Have your say

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- Senior leadership questions

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### Public sector values

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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

# 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

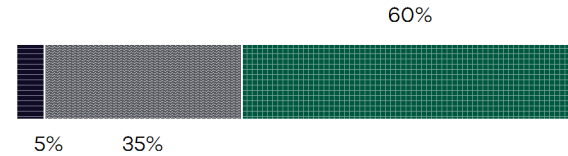
60% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

## Survey question

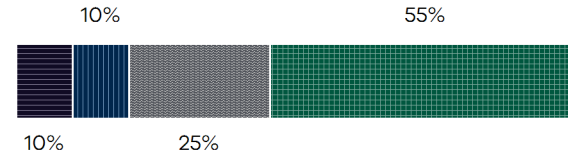
## Your results



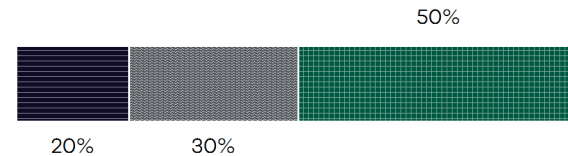
Senior leaders demonstrate honesty and integrity



Senior leaders model my organisation's values



Senior leaders provide clear strategy and direction



## Benchmark agree results



# People matter survey

## 2024

Have your say

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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

# 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.

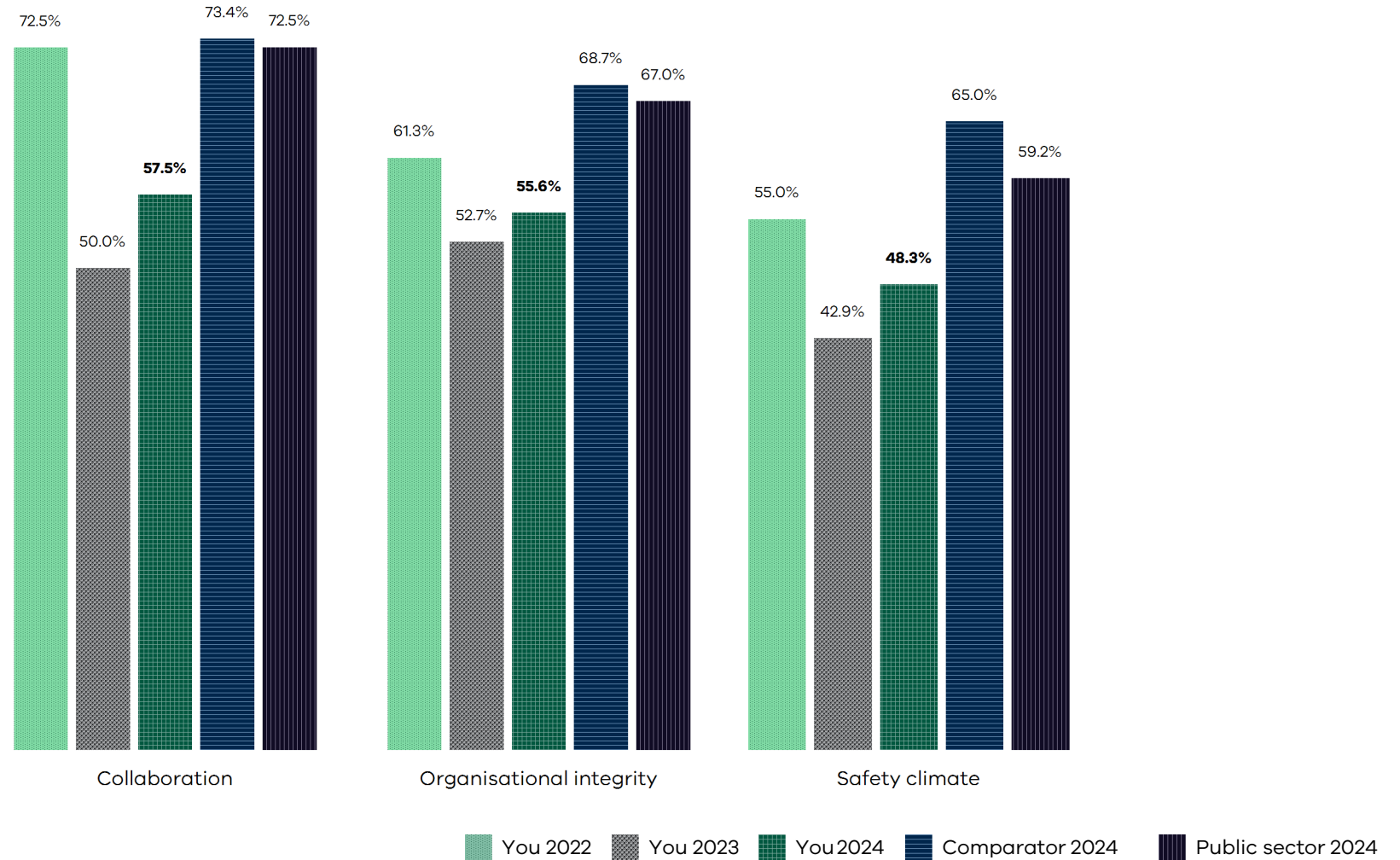
### Example

In 2024:

- 57.5% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 73.4% of staff in your comparator group and 72.5% of staff across the public sector.



# Organisational climate

## Organisational integrity 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

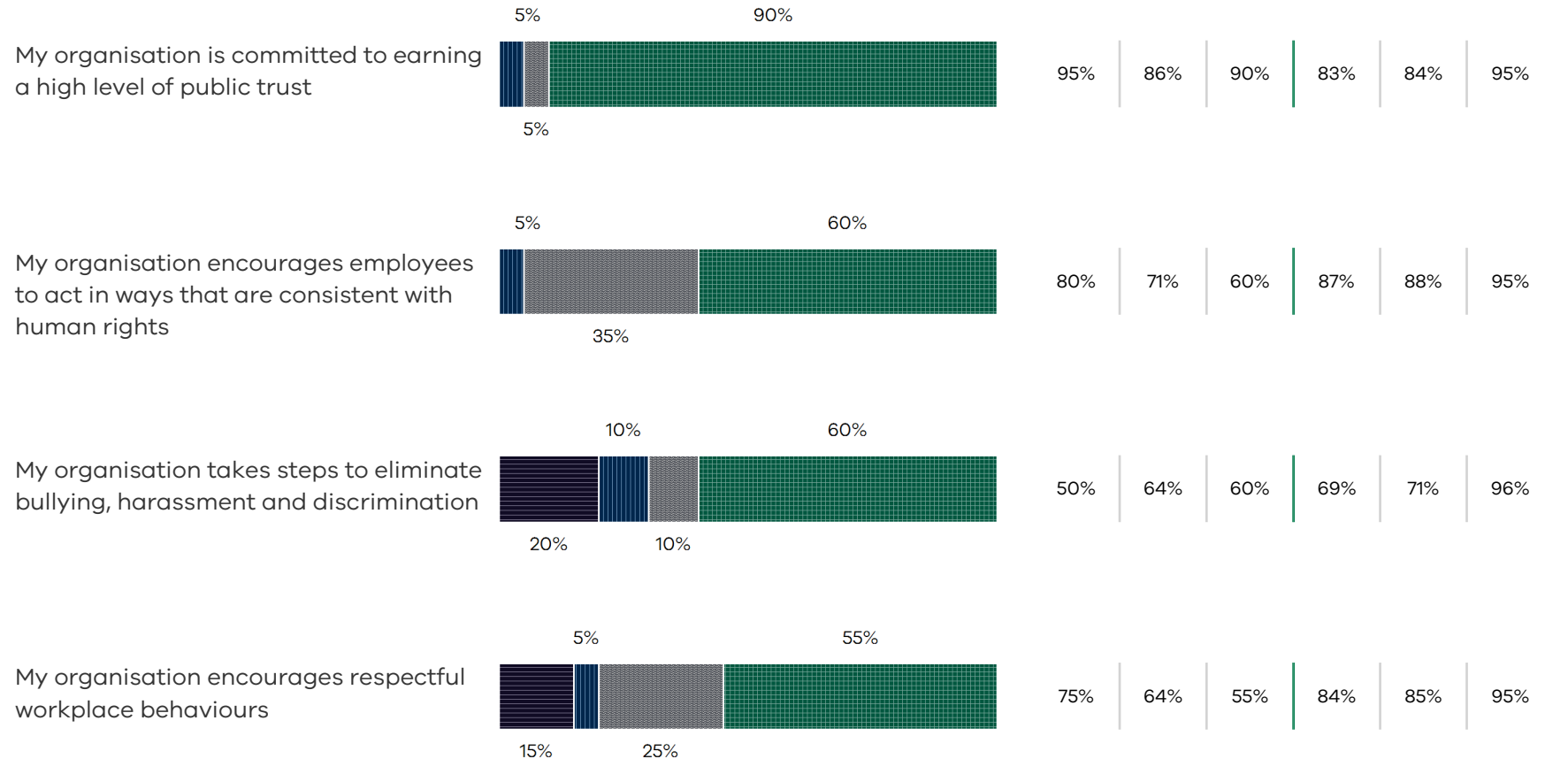
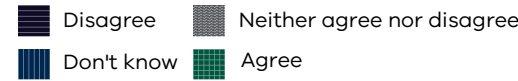
### Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results

## Benchmark agree results



# Organisational climate

## Organisational integrity 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

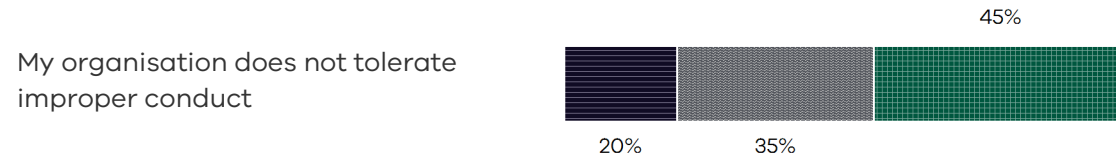
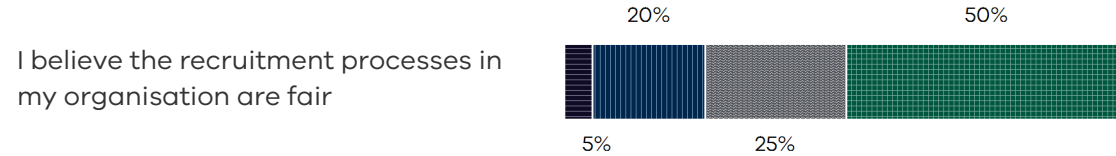
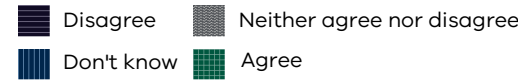
### Example

50% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

## Survey question

## Your results

## Benchmark agree results



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair	65%	36%	50%	55%	59%	95%
I have an equal chance at promotion in my organisation	30%	29%	45%	43%	46%	71%
My organisation does not tolerate improper conduct	60%	43%	45%	68%	70%	95%
I believe the promotion processes in my organisation are fair	35%	29%	40%	40%	45%	67%



# 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

75% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

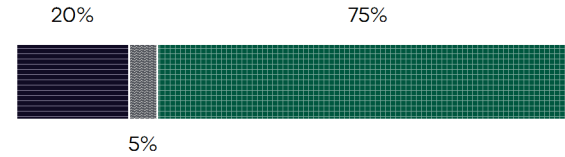
## Survey question

## Your results

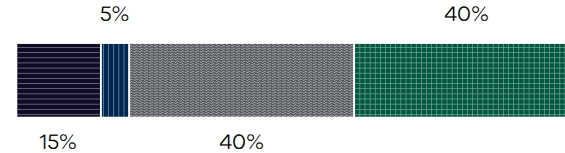
## Benchmark agree results



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



Workgroups across my organisation willingly share information with each other



	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	85%	50%	75%	83%	85%	100%
Workgroups across my organisation willingly share information with each other	60%	50%	40%	59%	62%	90%

# 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

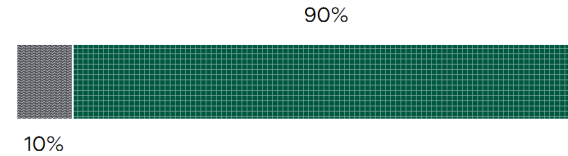
90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

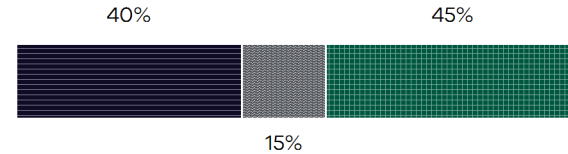
## Your results



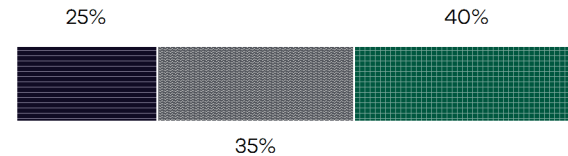
My organisation provides a physically safe work environment



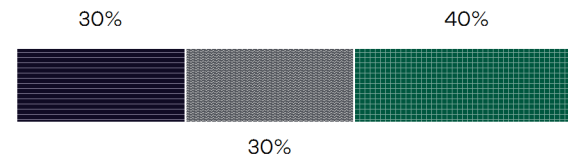
All levels of my organisation are involved in the prevention of stress



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



Senior leaders show support for stress prevention through involvement and commitment



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	95%	79%	90%	92%	93%	100%
	50%	36%	45%	41%	55%	95%
	50%	36%	40%	54%	63%	86%
	50%	43%	40%	45%	55%	90%

# 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

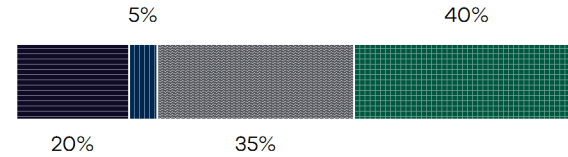
40% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

## Survey question

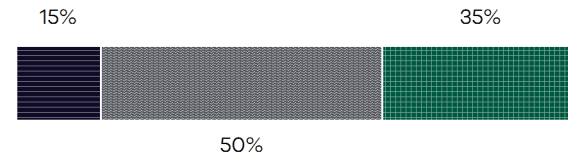
## Your results



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



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



## Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation has effective procedures in place to support employees who may experience stress	50%	36%	40%	44%	60%	81%
In my workplace, there is good communication about psychological safety issues that affect me	35%	29%	35%	49%	63%	86%

# 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

# 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.

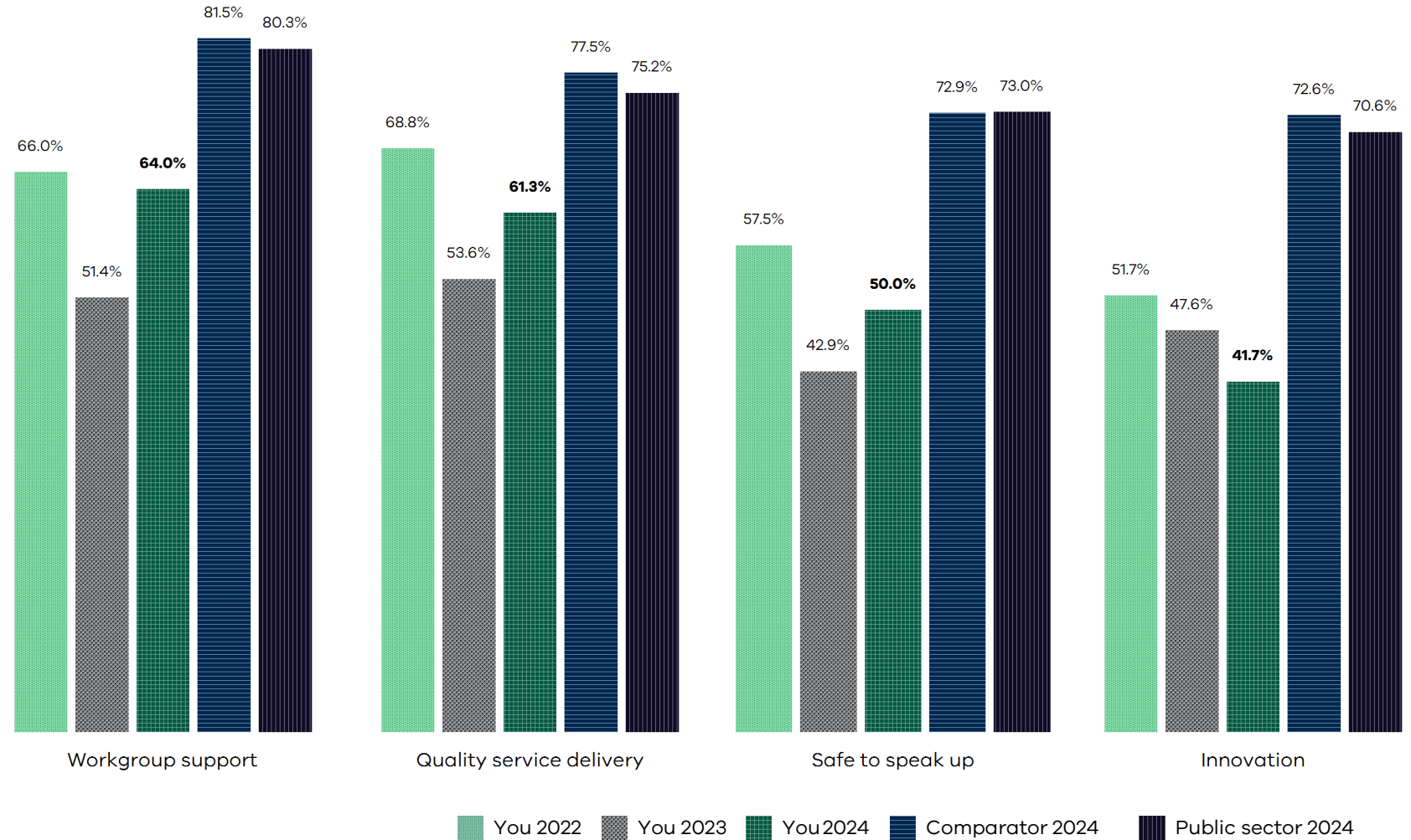
### Example

In 2024:

- 64.0% of your staff who did the survey responded positively to questions about Workgroup support

Compared to:

- 81.5% of staff in your comparator group and 80.3% of staff across the public sector.



# Workgroup climate

## Quality service delivery

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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

### Example

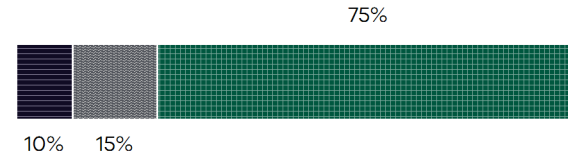
75% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Survey question

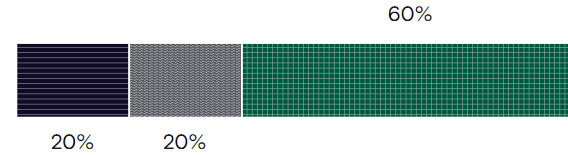
## Your results



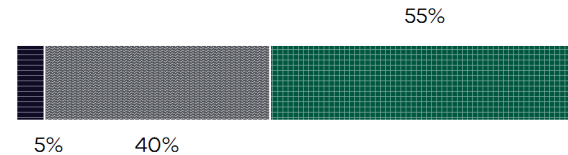
My workgroup provides high quality advice and services



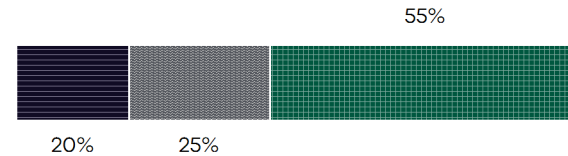
My workgroup has clear lines of responsibility



My workgroup acts fairly and without bias



My workgroup uses its resources well



## Benchmark agree results



## Workgroup climate

### Innovation

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

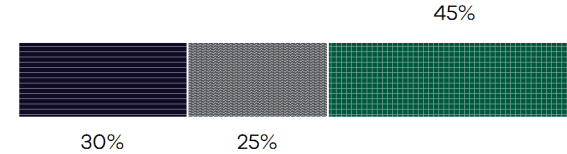
45% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

### Survey question

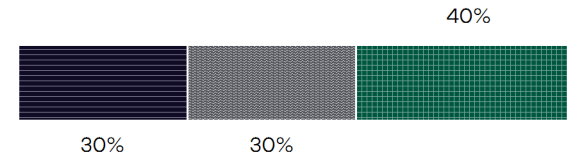
### Your results



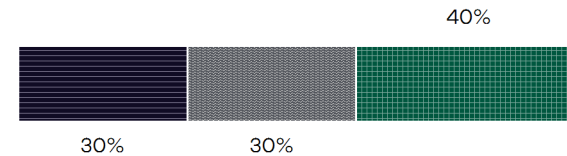
My workgroup encourages employee creativity



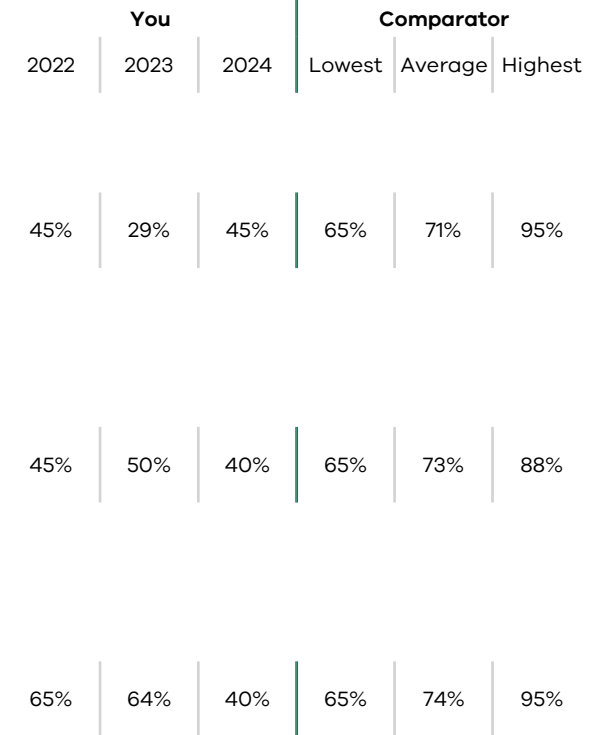
My workgroup is quick to respond to opportunities to do things better



My workgroup learns from failures and mistakes



### Benchmark agree results





# Workgroup climate

## Workgroup support 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

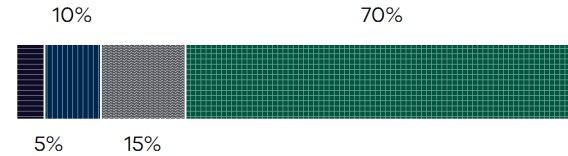
## Survey question

## Your results

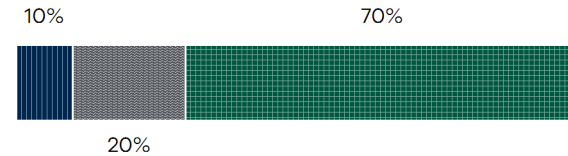
## Benchmark agree results



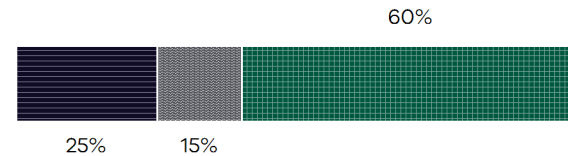
People in my workgroup appropriately manage conflicts of interest



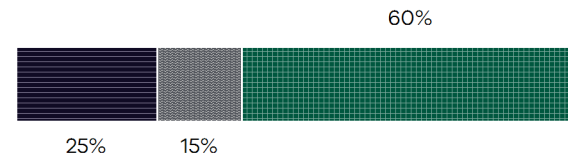
People in my workgroup are politically impartial in their work



People in my workgroup treat each other with respect



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



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

70%	57%	70%	77%	78%	95%
-----	-----	-----	-----	-----	-----

60%	57%	70%	79%	83%	100%
-----	-----	-----	-----	-----	------

70%	57%	60%	84%	86%	100%
-----	-----	-----	-----	-----	------

70%	43%	60%	78%	81%	100%
-----	-----	-----	-----	-----	------



## 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

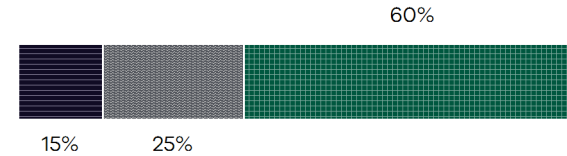
60% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

## Survey question

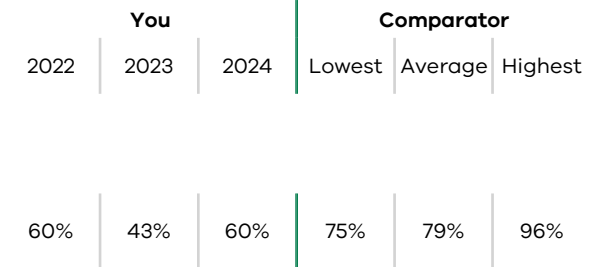
## Your results



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



## Benchmark agree results



## Workgroup climate

### Safe to speak up

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

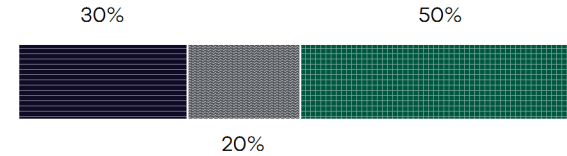
50% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

## Survey question

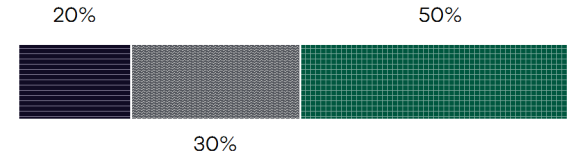
## Your results



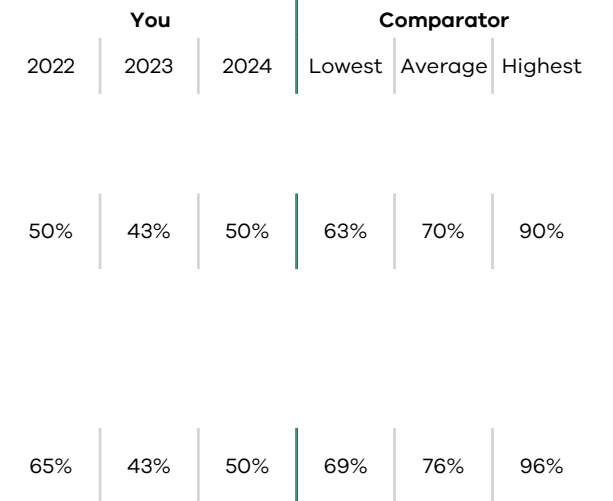
I feel safe to challenge inappropriate behaviour at work



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



## Benchmark agree results



# People matter survey

## 2024

Have your say

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- Highest scoring
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- 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

# 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.

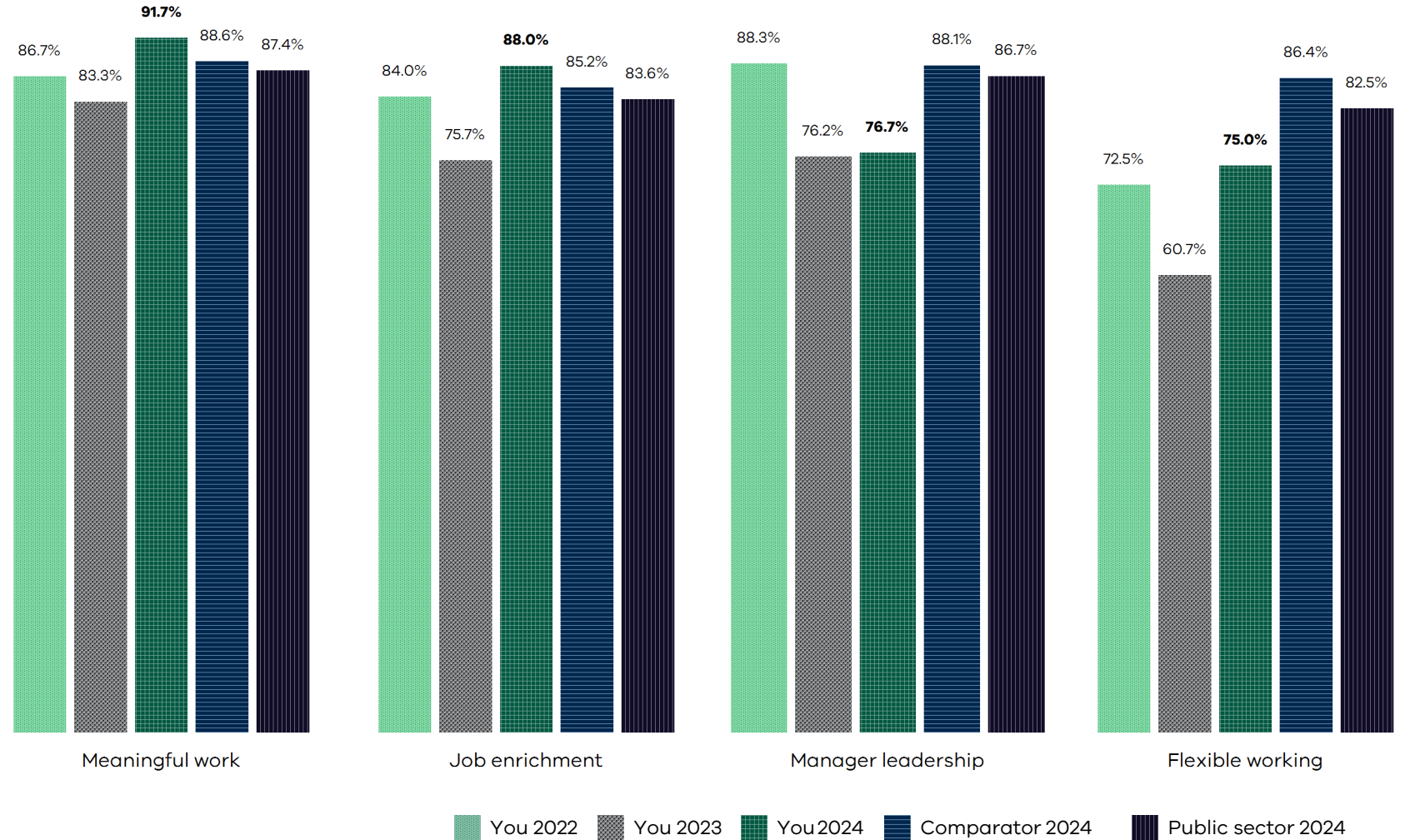
### Example

In 2024:

- 91.7% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 88.6% of staff in your comparator group and 87.4% of staff across the public sector.



# Job and manager factors

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

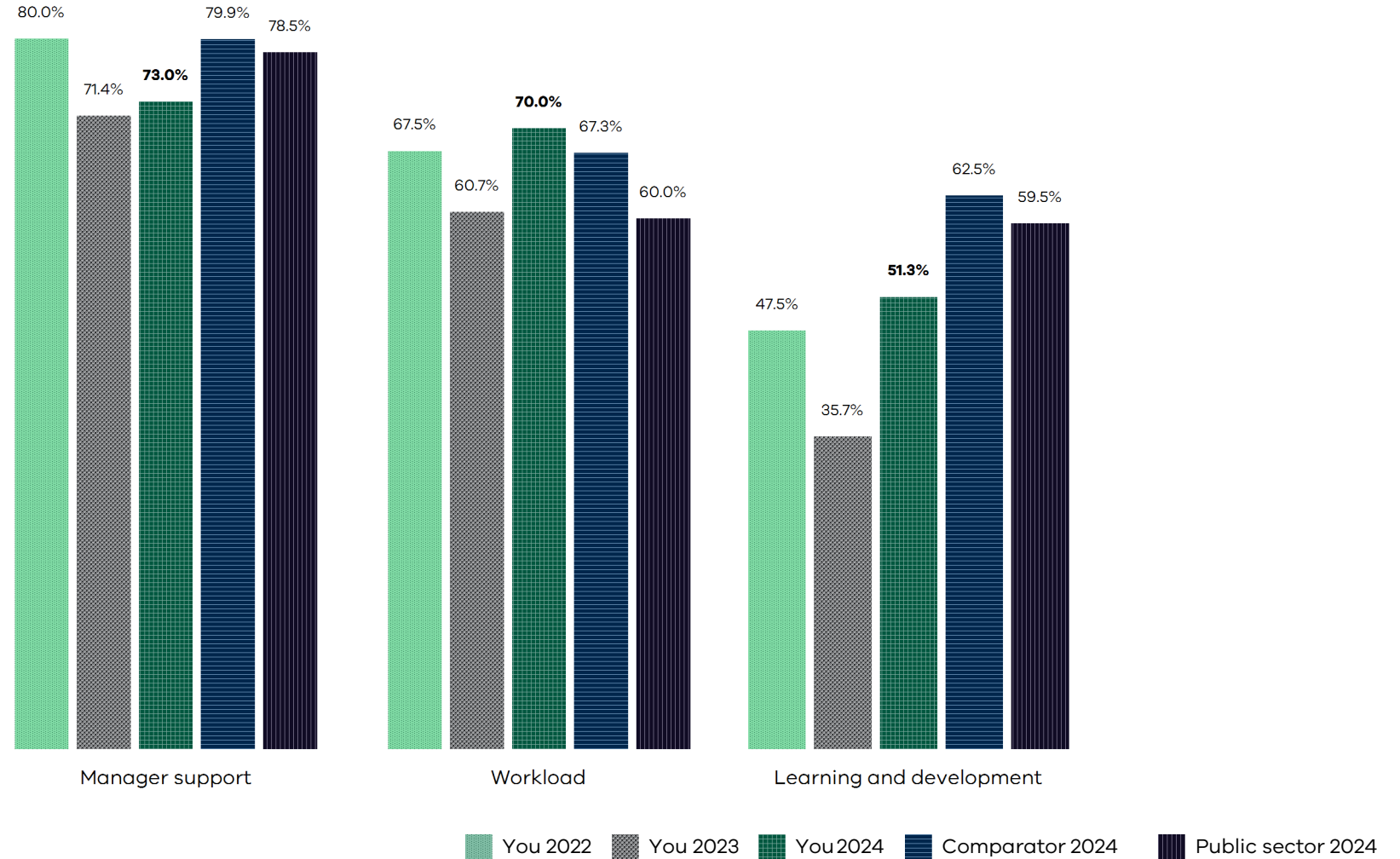
### Example

In 2024:

- 73.0% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79.9% of staff in your comparator group and 78.5% of staff across the public sector.



## Job and manager factors

### Manager leadership

#### What is this

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement. They can act as role models for your organisation's strategy and values.

#### How to read this

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

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

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

#### Example

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

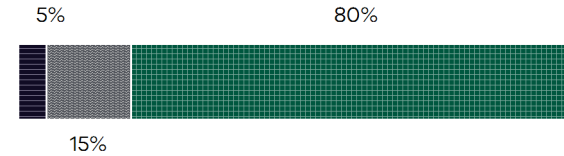
### Survey question

### Your results

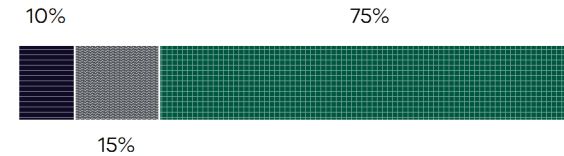
### Benchmark agree results



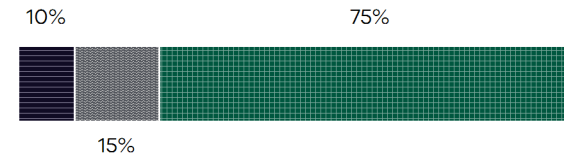
My manager treats employees with dignity and respect



My manager demonstrates honesty and integrity



My manager models my organisation's values



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	80%	79%	80%	88%	90%	100%
My manager demonstrates honesty and integrity	95%	79%	75%	87%	88%	100%
My manager models my organisation's values	90%	71%	75%	86%	86%	95%

## 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.

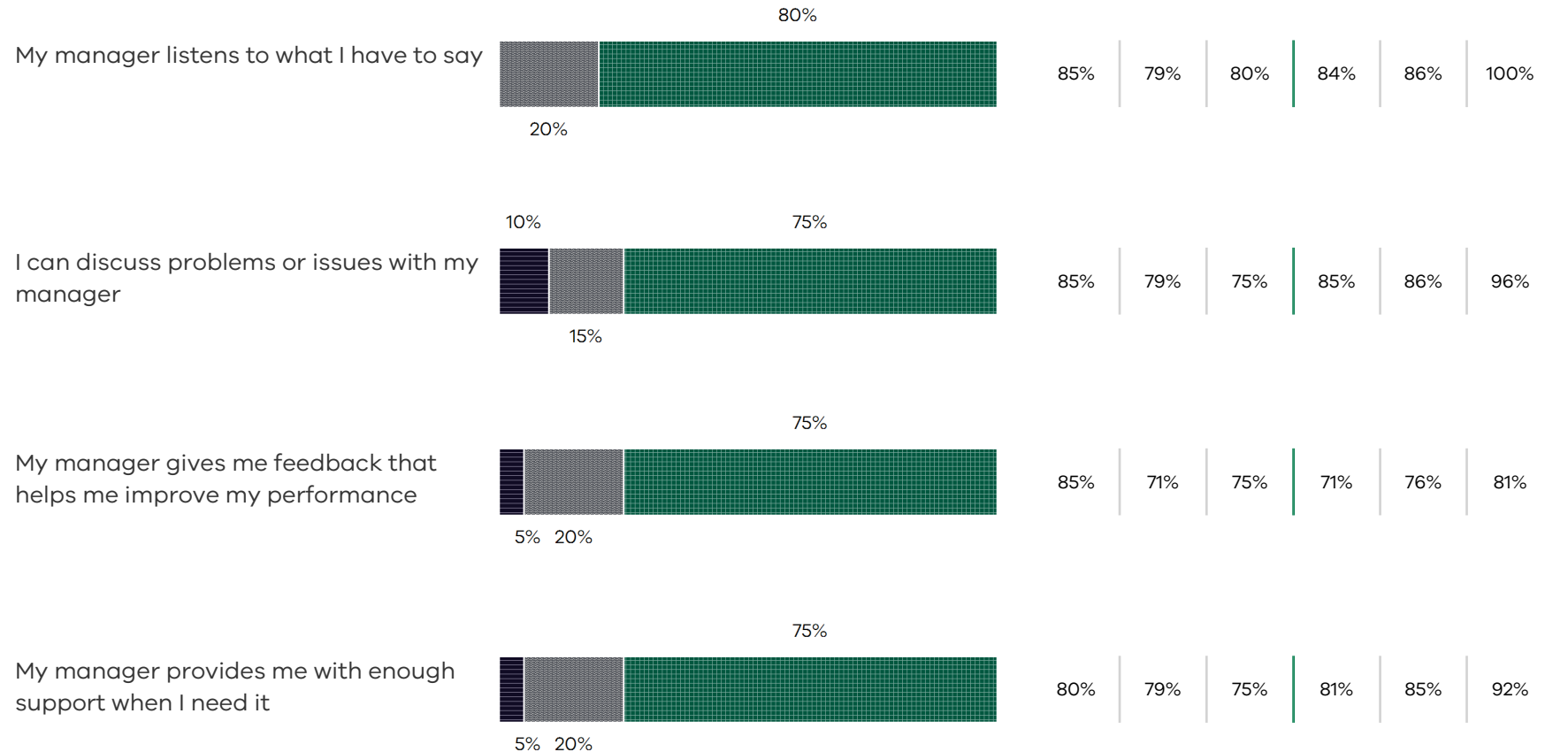
#### Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

### Survey question

### Your results

### Benchmark agree results





## Job and manager factors

### Manager support 2 of 2

#### What is this

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

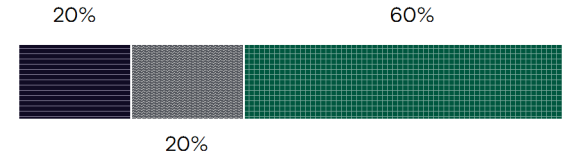
#### Example

60% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

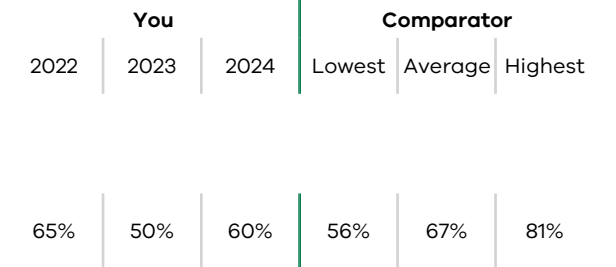
### Survey question

I receive meaningful recognition when I do good work

### Your results



### Benchmark agree results





## Job and manager factors

### Workload

#### What is this

This is how staff feel about workload and time pressure.

#### Why this is important

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

#### How to read this

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

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

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

#### Example

75% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

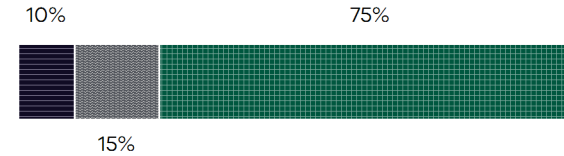
### Survey question

### Your results

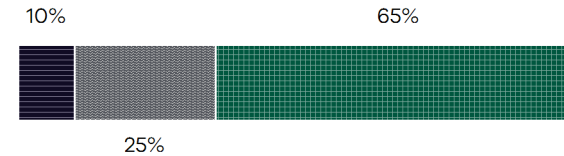
### Benchmark agree results



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



I have enough time to do my job effectively



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	65%	57%	75%	54%	68%	95%
I have enough time to do my job effectively	70%	64%	65%	51%	67%	86%

## 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

65% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

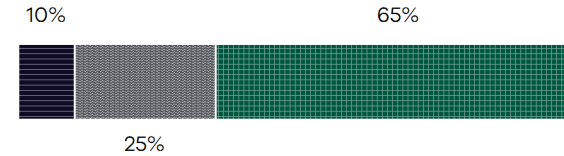
### Survey question

### Your results

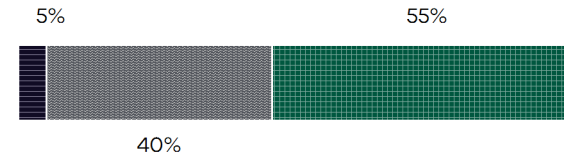
### Benchmark agree results



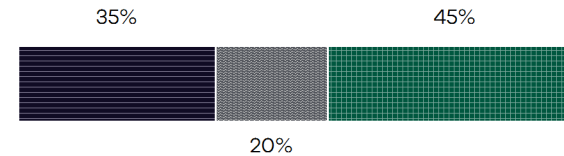
I am satisfied with the way my learning and development needs have been addressed in the last 12 months



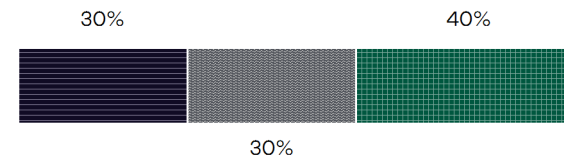
I am developing and learning in my role



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



I am satisfied with the opportunities to progress in my organisation



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	60%	36%	65%	56%	62%	77%
I am developing and learning in my role	65%	64%	55%	71%	76%	90%
My organisation places a high priority on the learning and development of staff	40%	29%	45%	51%	61%	80%
I am satisfied with the opportunities to progress in my organisation	25%	14%	40%	47%	51%	60%

## 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.

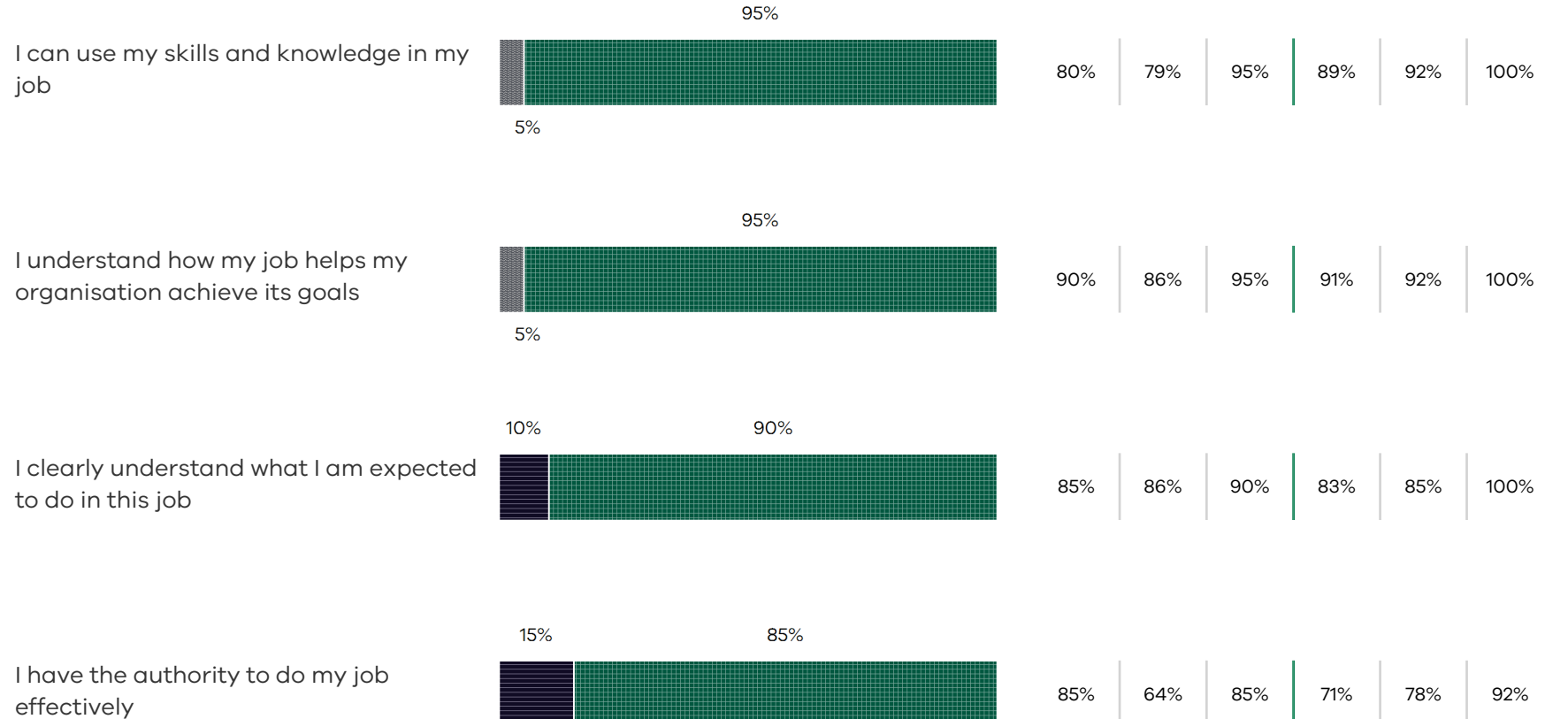
#### Example

95% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

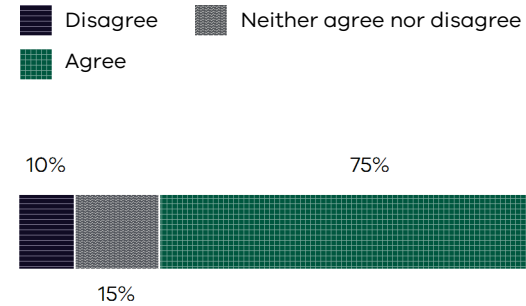
#### Example

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

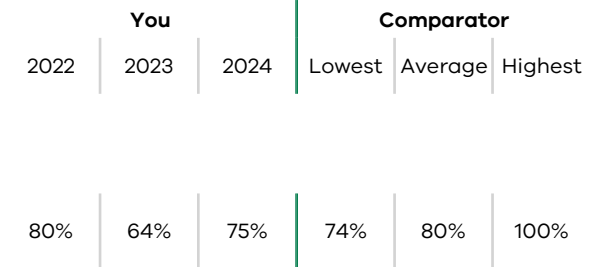
### Survey question

I have a say in how I do my work

### Your results



### Benchmark agree results



## Job and manager factors

### Meaningful work

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

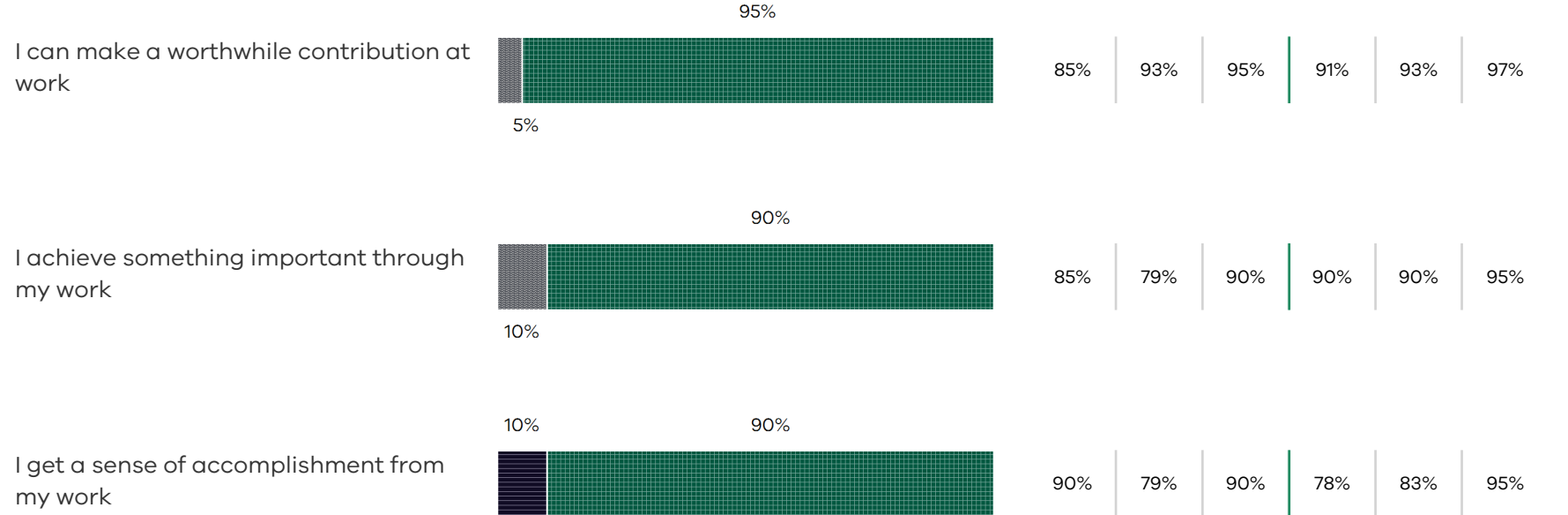
#### Example

95% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

### Survey question

### Your results

### Benchmark agree results



## 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

75% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

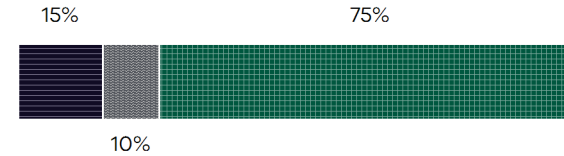
### Survey question

### Your results

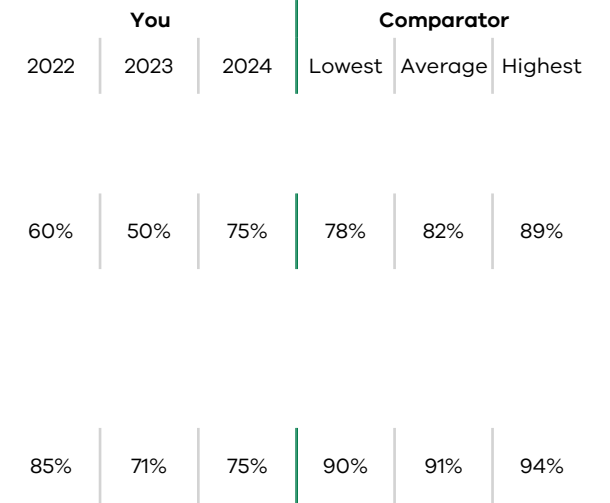
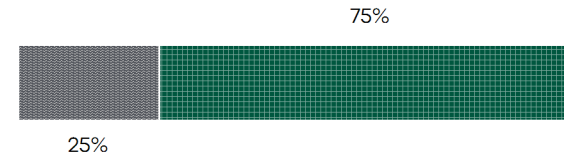
### Benchmark agree results



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



My manager supports working flexibly



# People matter survey

## 2024

Have your say

### Overview

#### Report overview

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

### Result summary

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- 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
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- Most improved
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- Scorecard
- Manager leadership
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#### Public sector values

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- Responsiveness
- Integrity
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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

# 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.

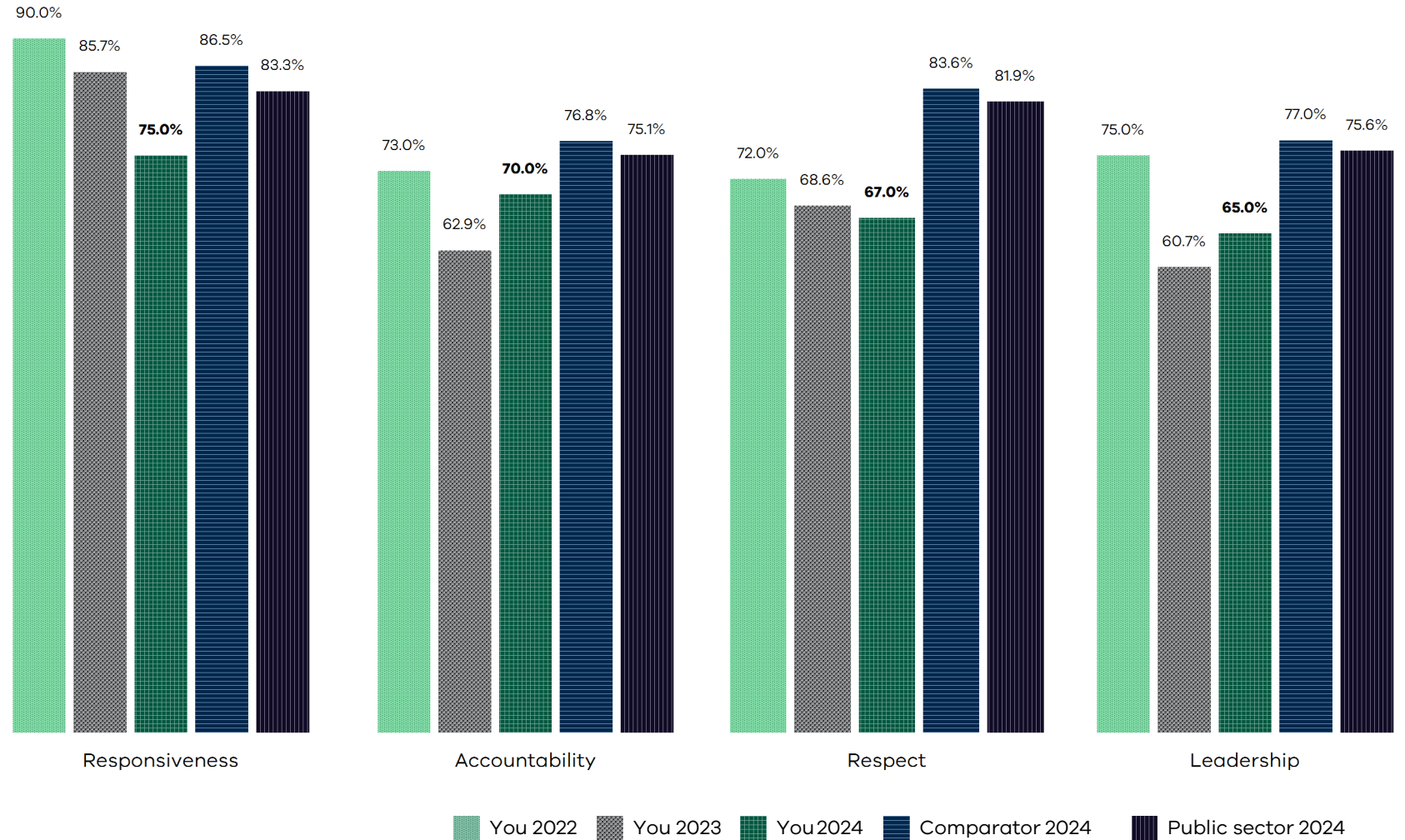
### Example

In 2024:

- 75.0% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 86.5% of staff in your comparator group and 83.3% of staff across the public sector.





# Public sector values

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

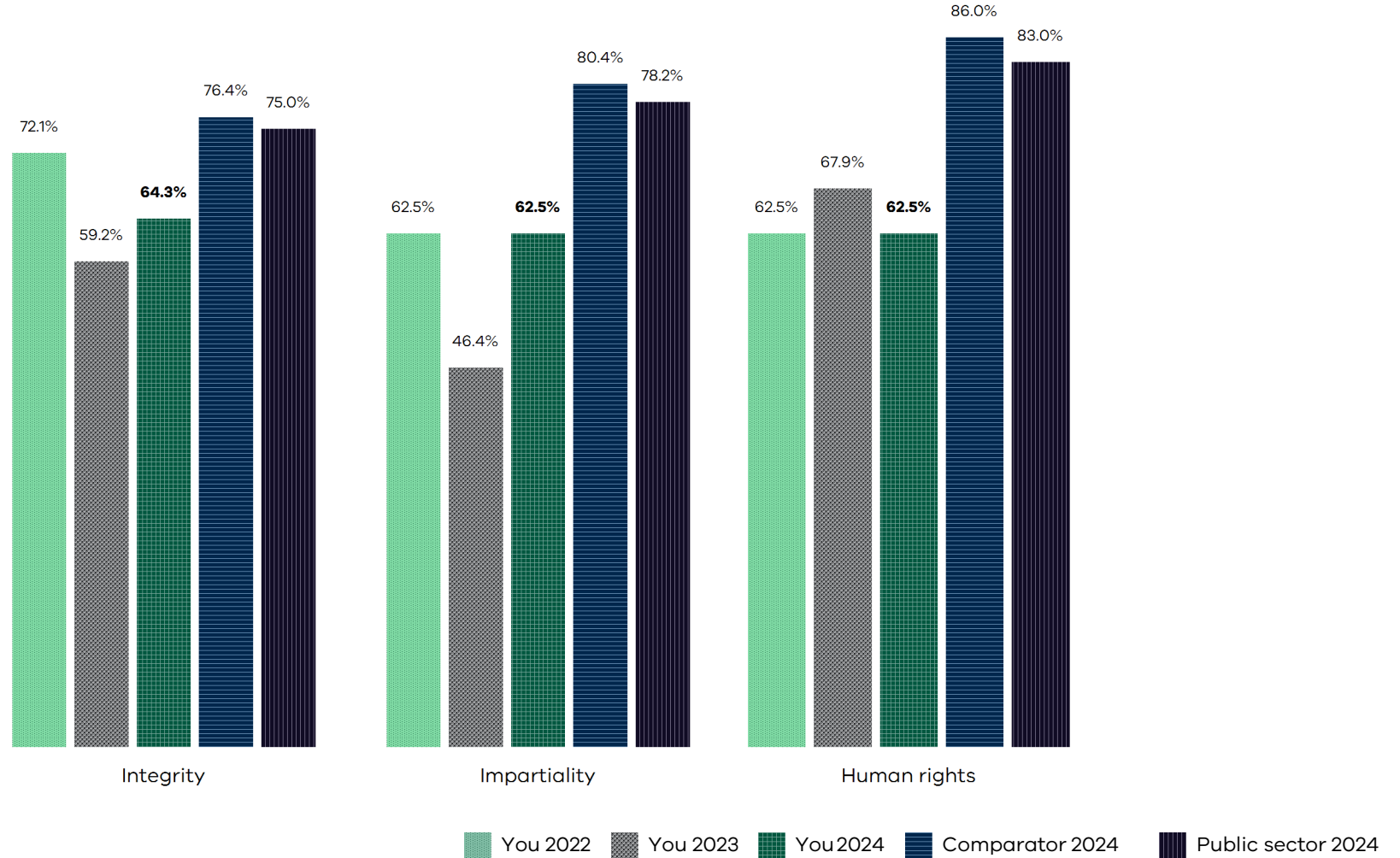
### Example

In 2024:

- 64.3% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 76.4% of staff in your comparator group and 75.0% of staff across the public sector.



## Public sector values

### Responsiveness

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

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

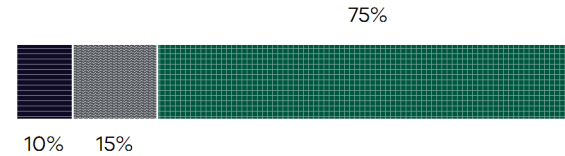
#### Example

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

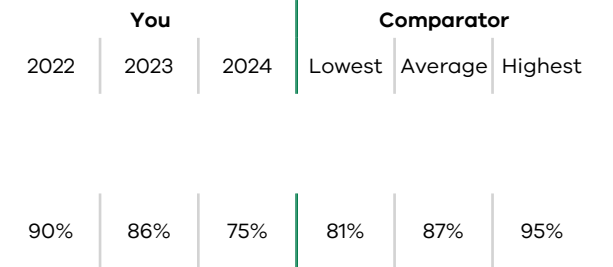
### Survey question

My workgroup provides high quality advice and services

### Your results



### Benchmark agree results



# Public sector values

## Integrity 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

Under 'Benchmark results', compare your comparator 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 is committed to earning a high level of public trust'.

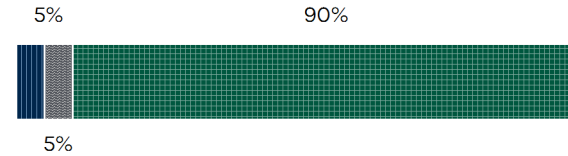
## Survey question

## Your results

## Benchmark agree results



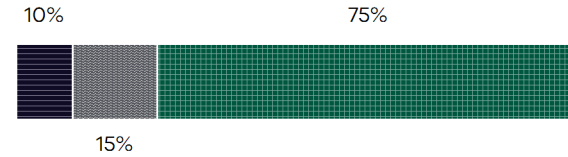
My organisation is committed to earning a high level of public trust



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

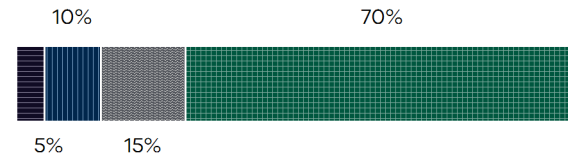
95%	86%	90%	83%	84%	95%
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My manager demonstrates honesty and integrity



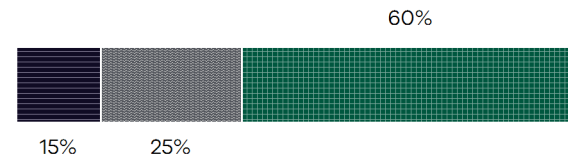
95%	79%	75%	87%	88%	100%
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People in my workgroup appropriately manage conflicts of interest



70%	57%	70%	77%	78%	95%
-----	-----	-----	-----	-----	-----

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



60%	43%	60%	75%	79%	96%
-----	-----	-----	-----	-----	-----

# 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

60% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

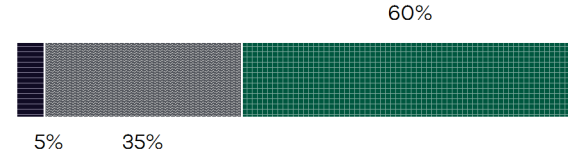
## Survey question

## Your results

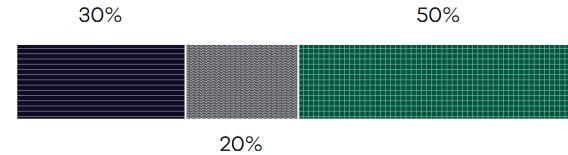
## Benchmark agree results



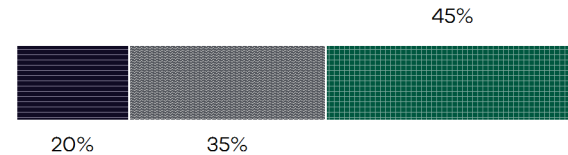
Senior leaders demonstrate honesty and integrity



I feel safe to challenge inappropriate behaviour at work



My organisation does not tolerate improper conduct



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	75%	64%	60%	64%	66%	100%
I feel safe to challenge inappropriate behaviour at work	50%	43%	50%	63%	70%	90%
My organisation does not tolerate improper conduct	60%	43%	45%	68%	70%	95%

# 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

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

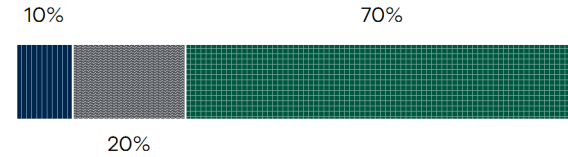
## Survey question

## Your results

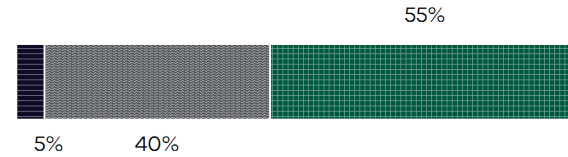
## Benchmark agree results



People in my workgroup are politically impartial in their work



My workgroup acts fairly and without bias



You			Comparator		
2022	2023	2024	Lowest	Average	Highest
60%	57%	70%	79%	83%	100%
65%	36%	55%	74%	78%	95%

# 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

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

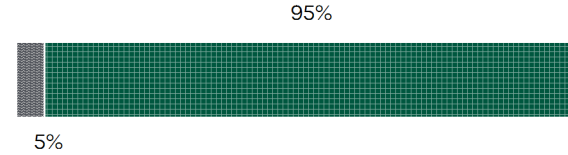
## Survey question

## Your results

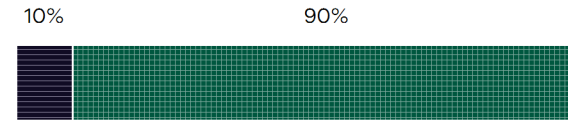
## Benchmark agree results



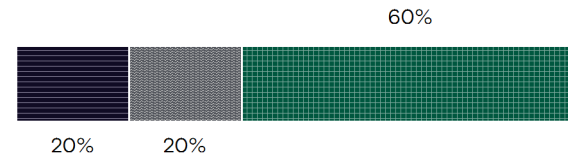
I understand how my job helps my organisation achieve its goals



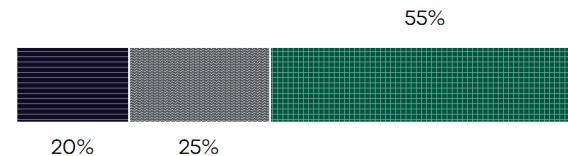
I clearly understand what I am expected to do in this job



My workgroup has clear lines of responsibility



My workgroup uses its resources well



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

90%	86%	95%	91%	92%	100%
-----	-----	-----	-----	-----	------

85%	86%	90%	83%	85%	100%
-----	-----	-----	-----	-----	------

70%	50%	60%	72%	75%	86%
-----	-----	-----	-----	-----	-----

50%	43%	55%	64%	70%	95%
-----	-----	-----	-----	-----	-----

# 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.

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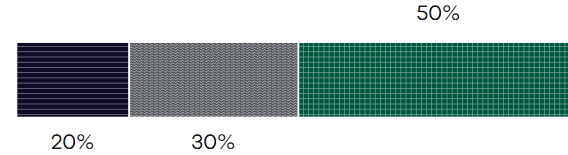
### Example

50% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

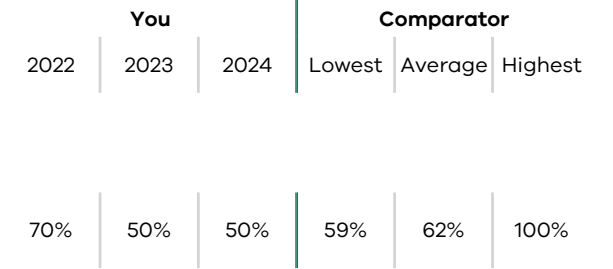
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



# Public sector values

## Respect 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

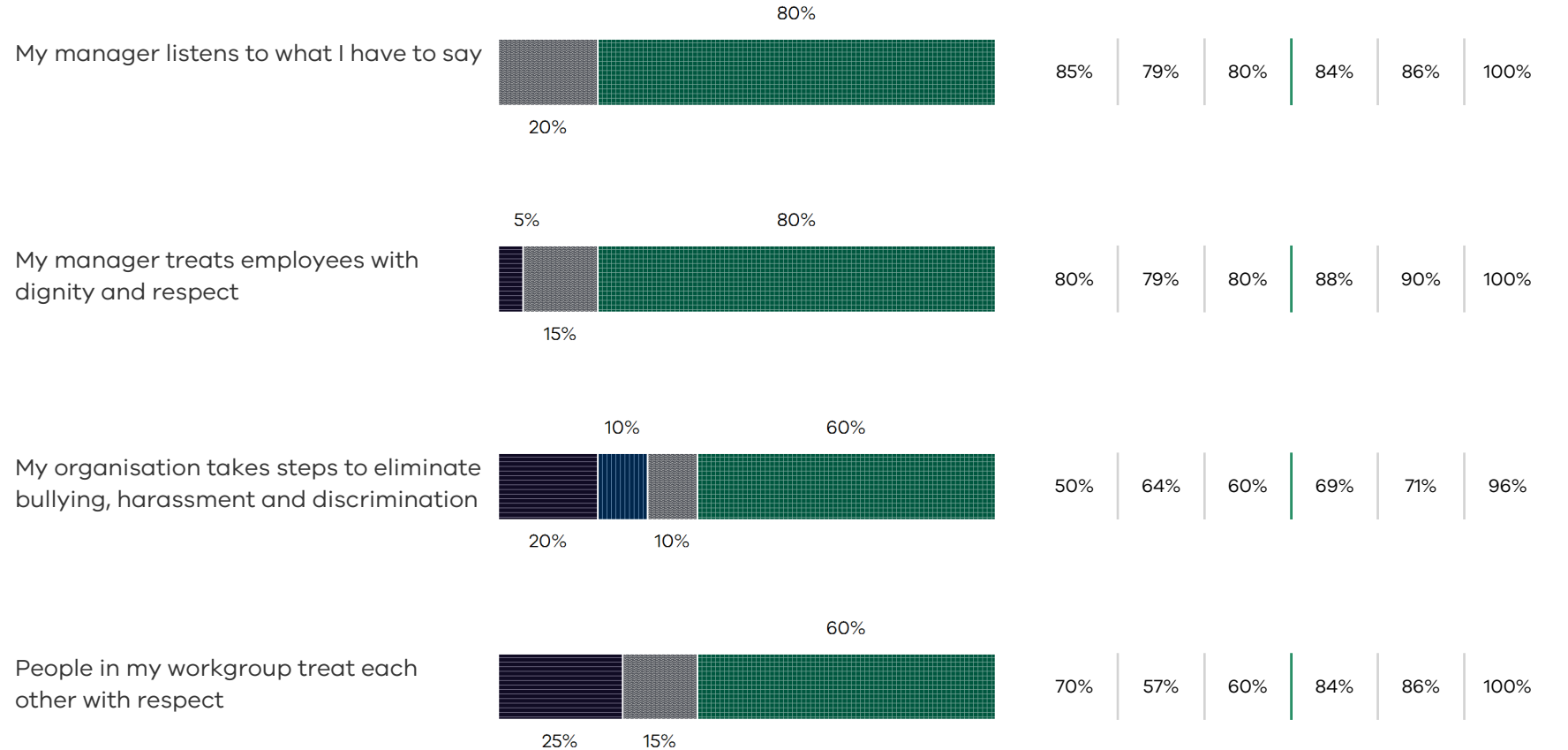
### Example

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

## Survey question

## Your results

## Benchmark agree results





# 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.

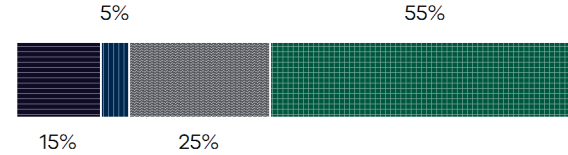
### Example

55% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

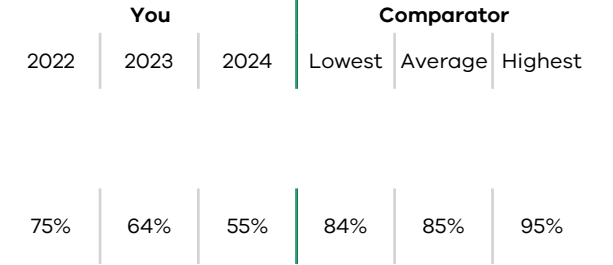
## Survey question

My organisation encourages respectful workplace behaviours

## Your results



## Benchmark agree results



# Public sector values

## Leadership

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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

### Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

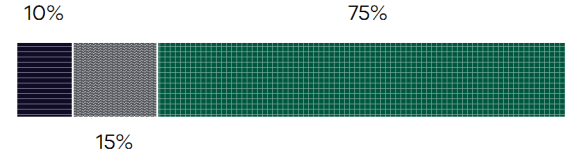
## Survey question

## Your results

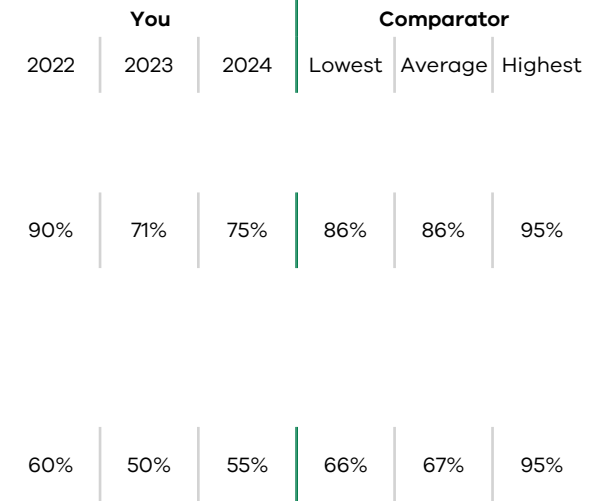
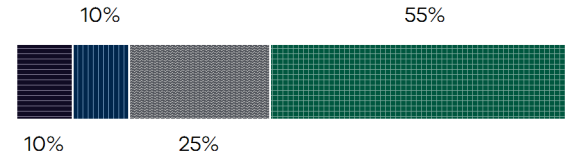
## Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



# 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

65% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

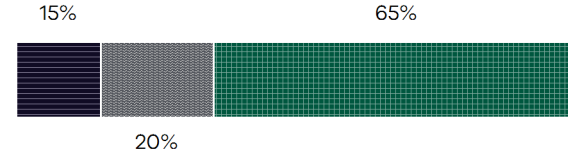
## Survey question

## Your results

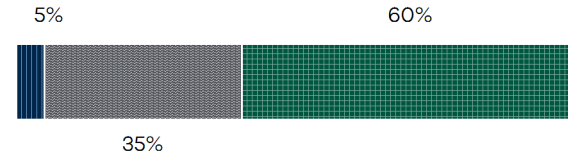
## Benchmark agree results



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



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



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	45%	64%	65%	69%	84%	95%
My organisation encourages employees to act in ways that are consistent with human rights	80%	71%	60%	87%	88%	95%

# People matter survey

## 2024

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- Inclusion
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- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

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- 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 questions

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- Scorecard
- Organisational integrity
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- 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

# 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

55% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

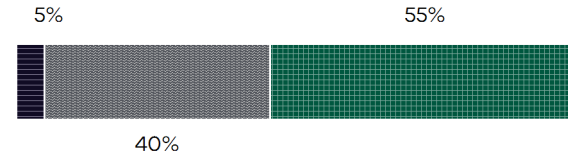
## Survey question

## Your results

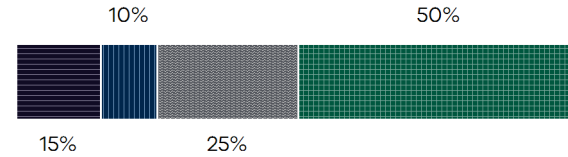
## Benchmark agree results



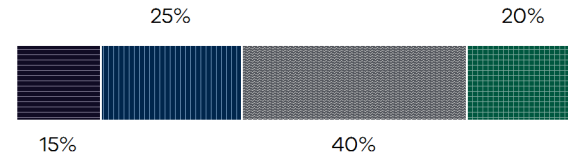
I am proud to work in the public sector



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



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



Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am proud to work in the public sector	Not asked	Not asked	55%	71%	79%	86%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	43%	50%	76%	90%	95%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	Not asked	29%	20%	55%	69%	76%



**Victorian  
Public Sector  
Commission**



**VICTORIA**  
State  
Government

[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)

