**People Matter Survey 2024**

**Have your say**

National Gallery of Victoria
2024 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey

## 2024

Have your say

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- Your comparator group
- Your response rate

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- Responsiveness
- Integrity
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- Respect
- Leadership
- Human rights

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

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# Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

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

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

### Rounding of percentages

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

### Survey questions and definitions

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

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# Report overview

## Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

# Report overview

## Survey's theoretical framework

### What this is
The framework provides an overview of the workplace factors and outcomes that the survey measures.

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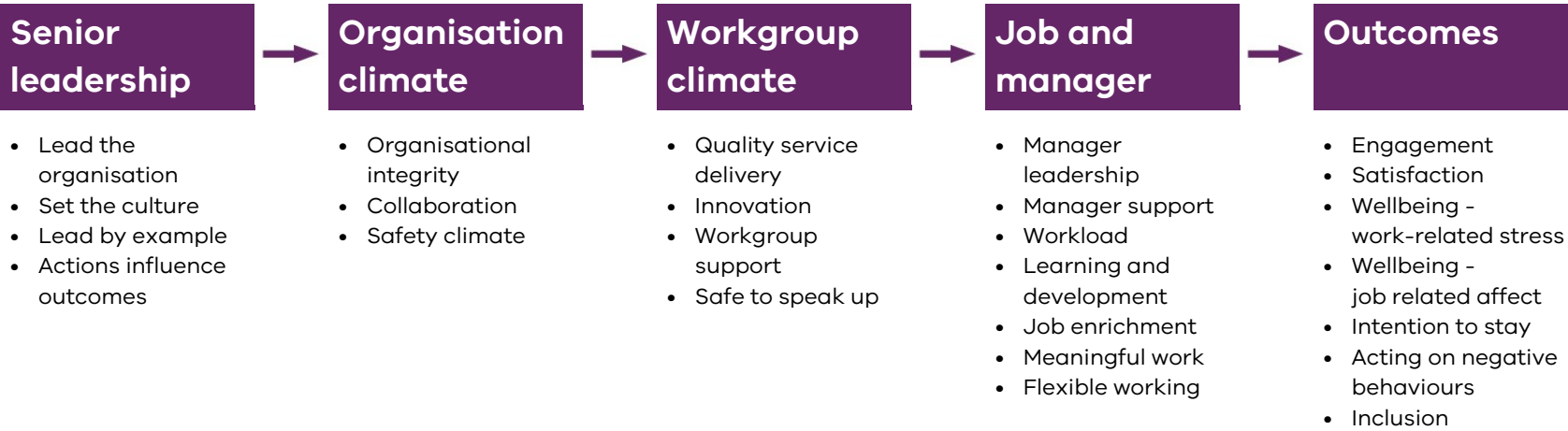
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

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

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

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

**Organisation climate**
- Organisational integrity
- Collaboration
- Safety climate

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

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

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

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

Responsiveness    Integrity    Impartiality    Accountability    Respect    Leadership    Human Rights

# 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'.

Australian Centre for the Moving Image

Film Victoria

Geelong Performing Arts Centre Trust

Melbourne Recital Centre

Shrine of Remembrance Trustees

Victorian Arts Centre Trust

# 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 | |
|---|---|
| **44%** | |
| **(204)** | |
| Comparator | 44% |
| Public Sector | 42% |

| 2024 | |
|---|---|
| **30%** | |
| **(139)** | |
| Comparator | 38% |
| Public Sector | 65% |

# People matter survey

## 2024

Have your say

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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 | |
|---|---|
| **69** | |
| Comparator | 70 |
| Public Sector | 68 |

| 2024 | |
|---|---|
| **65** | |
| Comparator | 68 |
| Public Sector | 68 |

# People outcomes

## Engagement question results 1 of 2

### What is this

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

### Your group's engagement index

Your 2024 index is 65.

### 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.
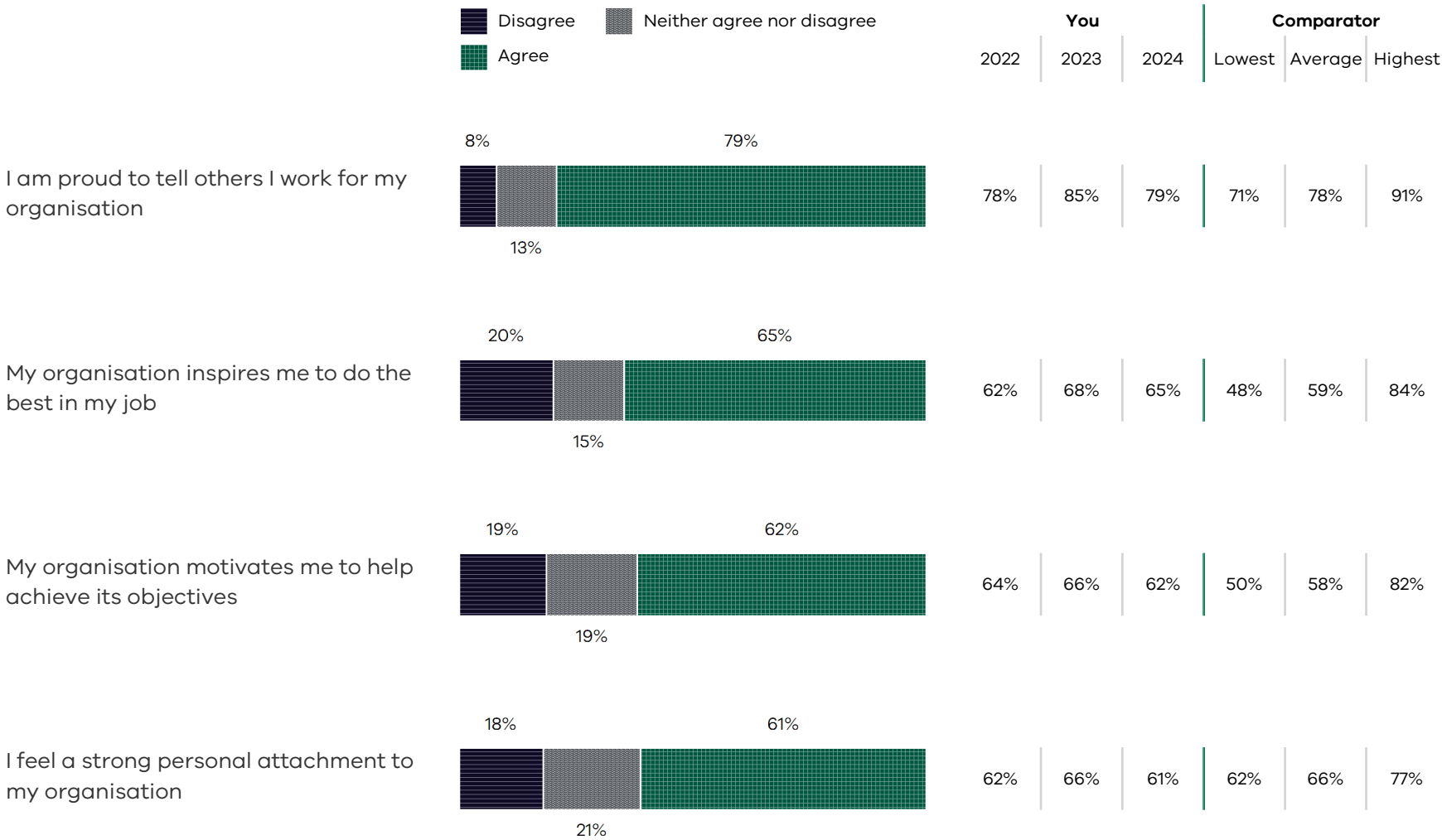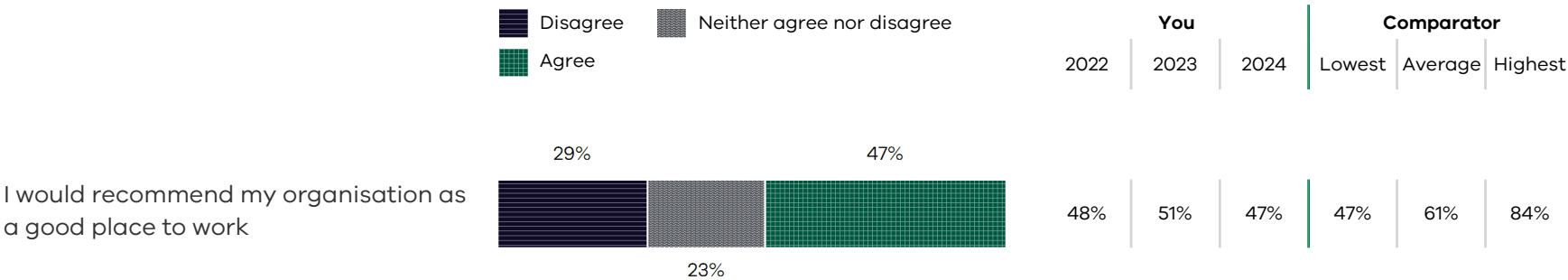
### Example

79% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

## Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

| Survey question | | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I am proud to tell others I work for my organisation | Disagree 8%, Neither 13%, Agree 79% | 78% | 85% | 79% | 71% | 78% | 91% |
| My organisation inspires me to do the best in my job | Disagree 20%, Neither 15%, Agree 65% | 62% | 68% | 65% | 48% | 59% | 84% |
| My organisation motivates me to help achieve its objectives | Disagree 19%, Neither 19%, Agree 62% | 64% | 66% | 62% | 50% | 58% | 82% |
| I feel a strong personal attachment to my organisation | Disagree 18%, Neither 21%, Agree 61% | 62% | 66% | 61% | 62% | 66% | 77% |

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# People outcomes

## Engagement question results 2 of 2

### What is this

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

### Your group's engagement index

Your 2024 index is 65.

### 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

47% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Legend: Disagree | Neither agree nor disagree | Agree

| Survey question | Your results | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I would recommend my organisation as a good place to work | 29% / 23% / 47% | 48% | 51% | 47% | 47% | 61% | 84% |

# People outcomes

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

### What is this

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

### Why this is important

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

### How to read this

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

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

### Example

In 2024:

- 77.9% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 77.8% of staff in your comparator group and 78.9% of staff across the public sector.



Inclusion: You 2022 78.6%, You 2023 79.6%, You 2024 77.9%, Comparator 2024 77.8%, Public sector 2024 78.9%

Satisfaction: You 2022 51.4%, You 2023 55.9%, You 2024 56.1%, Comparator 2024 61.1%, Public sector 2024 66.9%

High to severe work related stress: You 2022 34.4%, You 2023 27.0%, You 2024 25.2%, Comparator 2024 19.8%, Public sector 2024 22.8%

Plan to stay 6 months or less: You 2022 8.3%, You 2023 5.4%, You 2024 7.9%, Comparator 2024 8.4%, Public sector 2024 7.0%

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

# People outcomes

## Satisfaction question results

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

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

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

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

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

### Example
64% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

## Survey question / Your results / Benchmark satisfied results
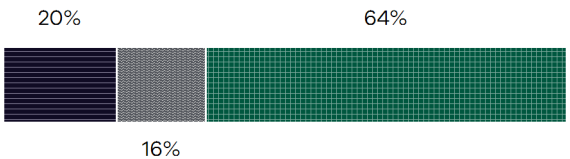
Legend:
- Dissatisfied (dark navy)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)
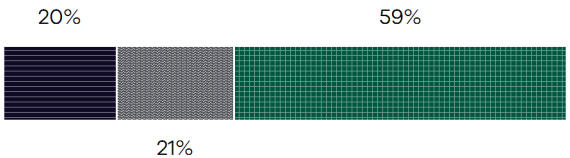
| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| Considering everything, how satisfied are you with your current job | 20% / 16% / 64% | 61% | 65% | 64% | 62% | 69% | 81% |
| How satisfied are you with the work/life balance in your current job | 20% / 21% / 59% | 54% | 56% | 59% | 62% | 71% | 93% |
| How satisfied are you with your career development within your current organisation | 34% / 21% / 45% | 39% | 47% | 45% | 32% | 44% | 51% |
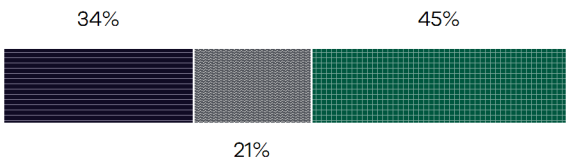
## People outcomes

### 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**

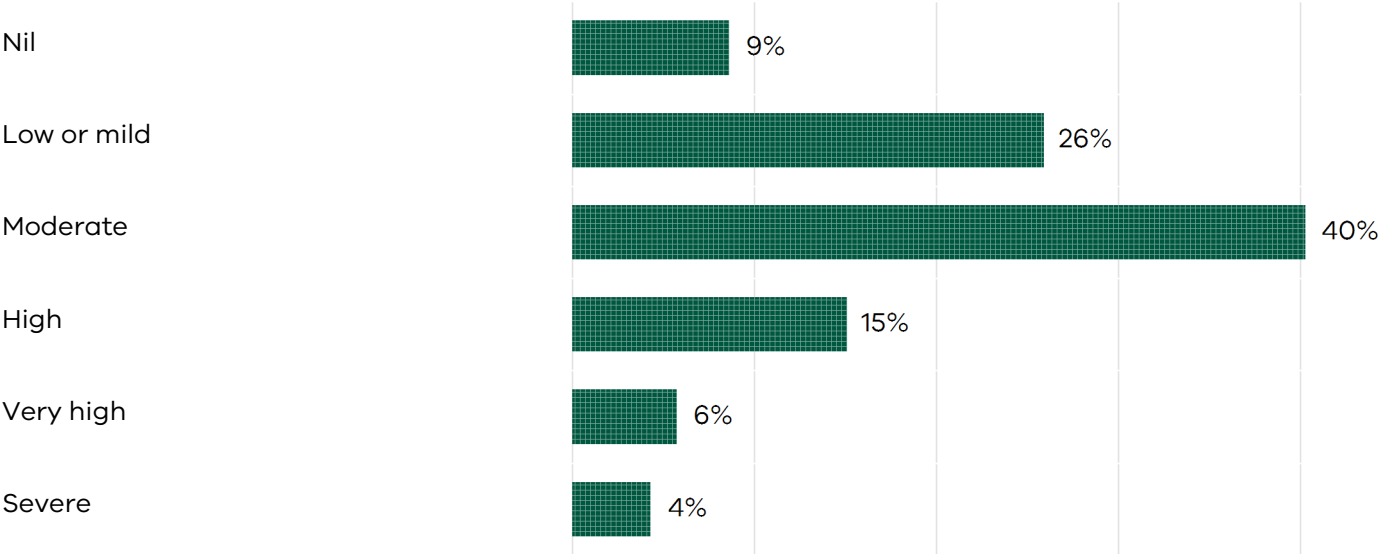In this survey we asked staff to tell us their stress level.

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**

25% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 20% of staff in your comparator group and 23% of staff across the public sector.

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

| Level | Percentage |
|---|---|
| Nil | 9% |
| Low or mild | 26% |
| Moderate | 40% |
| High | 15% |
| Very high | 6% |
| Severe | 4% |

### Reported levels of high to severe stress

| 2023 | | 2024 | |
|---|---|---|---|
| **27%** | | **25%** | |
| Comparator | 24% | Comparator | 20% |
| Public Sector | 24% | Public Sector | 23% |

# 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

91% of your staff who did the survey said they experienced mild to severe stress. Of that 91%, 50% said the top reason was 'Time pressure' .

| | | |
|---|---|---|
| 127 | | 12 |
| 91% | | 9% |
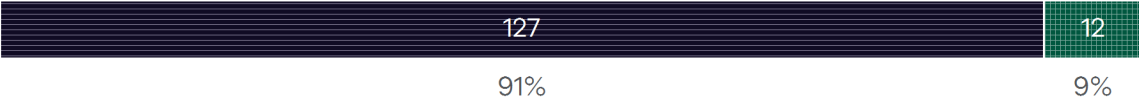
■ Experienced some work-related stress    ■ Did not experience some work-related stress

| Of those that experienced work related stress it was from … | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Time pressure | 46% | 50% | 31% | 42% |
| Workload | 48% | 46% | 31% | 47% |
| Unclear job expectations | 10% | 16% | 15% | 14% |
| Social environment (e.g. relationships with colleagues, manager or senior leaders) | 16% | 16% | 19% | 11% |
| Management of work (e.g. supervision, training, information, support) | 12% | 13% | 14% | 12% |
| Dealing with clients, patients or stakeholders | 14% | 12% | 25% | 17% |
| Organisation or workplace change | 6% | 9% | 15% | 15% |
| Content, variety, or difficulty of work | 9% | 9% | 12% | 12% |
| Competing home and work responsibilities | 13% | 9% | 11% | 13% |
| Job security | 10% | 9% | 15% | 10% |

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# People outcomes

## Work-related stress

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

60% of your staff who did the survey said the amount of stress in their job was manageable.

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

| Survey question | | | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| The amount of stress in my job is manageable | 22% | 18% | 60% | Not asked | Not asked | 60% | 53% | 70% | 84% |
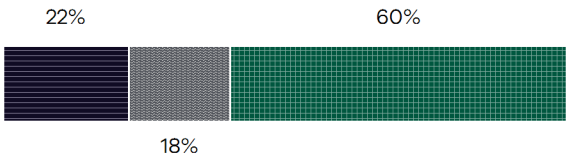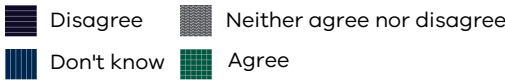
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# People outcomes

## Intention to stay

**What is this**

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

**Why this is important**

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

**How to read this**

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

**Example**

7% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

| Employees plan to work at your organisation for... | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| 6 months or less | 5% | 8% | 8% | 7% |
| Over 6 months and up to 1 year | 10% | 7% | 14% | 10% |
| Over 1 year and up to 3 years | 29% | 34% | 30% | 25% |
| Over 3 years and up to 5 years | 18% | 11% | 15% | 16% |
| Over 5 years | 38% | 40% | 33% | 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
83% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

Legend: ■ Disagree  ▦ Neither agree nor disagree  ▦ Agree

## Benchmark agree results

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I can be myself at work | 6% / 11% / 83% | 85% | 84% | 83% | 62% | 82% | 93% |
| I feel culturally safe at work | 6% / 11% / 83% | 82% | 85% | 83% | 65% | 81% | 89% |
| I feel as if I belong at this organisation | 16% / 16% / 68% | 69% | 69% | 68% | 53% | 71% | 79% |
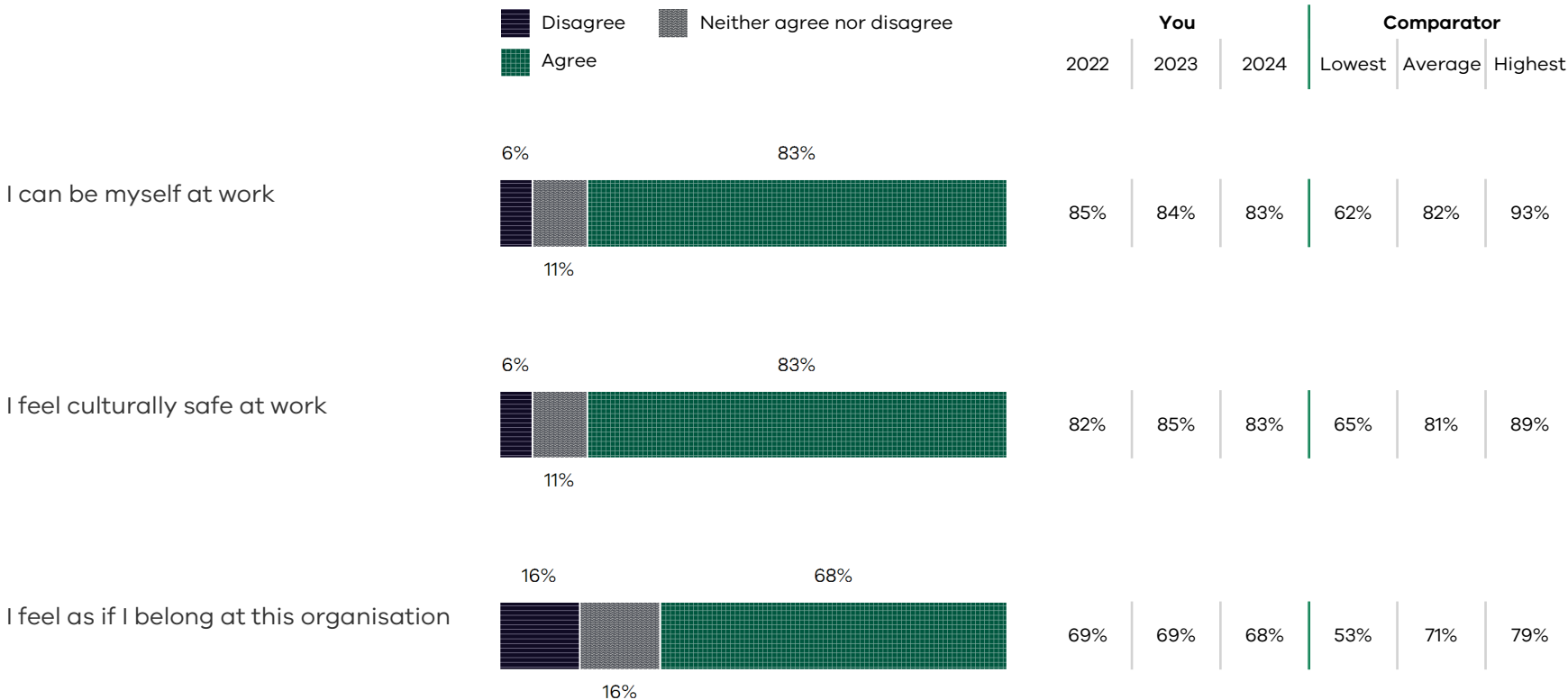
# People outcomes

## Inclusion - Barriers to success

### What is this

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

### Why this is important

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

### How to read this

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

### Example

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

Staff who experienced one or more barriers to success at work

| 41 | 98 |
|---|---|
| 29% | 71% |

■ Experienced barriers listed          ▦ Did not experience any of the barriers listed
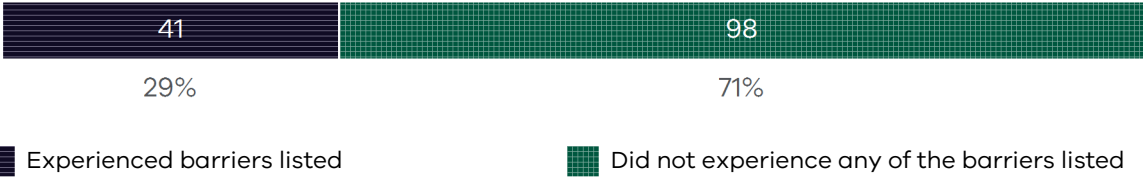
| During the last 12 months, employees experienced barriers to their success due to ... | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| My flexible working | 7% | 11% | 7% | 6% |
| My age | 6% | 8% | 11% | 7% |
| My mental health | 8% | 8% | 12% | 8% |
| My caring responsibilities | 7% | 8% | 7% | 7% |

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# People outcomes

## Inclusion - Witnessed barriers to success

### What is this

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

### Why this is important

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

### How to read this

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

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

### Example

24% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

| 59 | 80 |
|----|----|
| 42% | 58% |

■ Witnessed barriers listed   ▦ Did not witness barriers listed
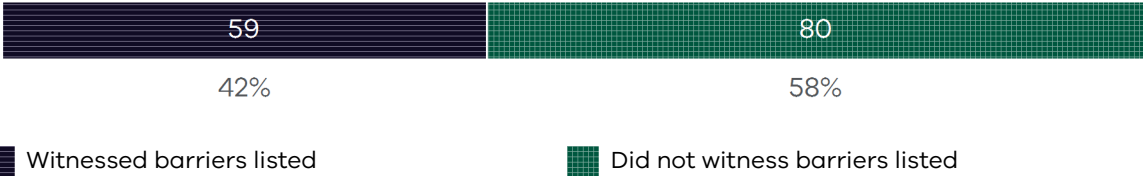
| During the last 12 months, employees witnessed barriers to the success of other employees due to their ... | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Flexible working | 15% | 24% | 10% | 8% |
| Mental health | 11% | 14% | 14% | 7% |
| Age | 12% | 10% | 11% | 6% |
| Sex | 6% | 10% | 9% | 5% |
| Caring responsibilities | 7% | 10% | 9% | 7% |
| Physical health | 5% | 8% | 6% | 3% |

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# People outcomes

## Scorecard: emotional effects of work

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

In 2024:
- 52.5% of your staff who did the survey said work made them feel happy.

Compared to:
- 54.9% of staff in your comparator group and 52.6% of staff across the public sector.

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



Happy
- You 2022: 53.5%
- You 2023: 55.9%
- You 2024: **52.5%**
- Comparator 2024: 54.9%
- Public sector 2024: 52.6%

Enthusiastic
- You 2022: 49.7%
- You 2023: 50.0%
- You 2024: **46.8%**
- Comparator 2024: 45.7%
- Public sector 2024: 48.4%

Worried
- You 2022: 40.8%
- You 2023: 32.4%
- You 2024: **28.8%**
- Comparator 2024: 28.7%
- Public sector 2024: 29.5%

Miserable
- You 2022: 24.8%
- You 2023: 18.6%
- You 2024: **21.6%**
- Comparator 2024: 15.8%
- Public sector 2024: 16.3%

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

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# People outcomes

## Scorecard: negative behaviours

**What is this**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

In 2024:
- 10.1% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:
- 12.9% of staff in your comparator group and 11.2% of staff across the public sector.



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

Bullying: 10.8%, 10.8%, 10.1%, 12.9%, 11.2%
Sexual harassment: 8.9%, 6.9%, 7.2%, 8.7%, 3.9%
Violence or aggression: 9.6%, 6.4%, 6.5%, 11.0%, 10.0%
Discrimination: 2.5%, 4.4%, 2.9%, 7.0%, 4.9%

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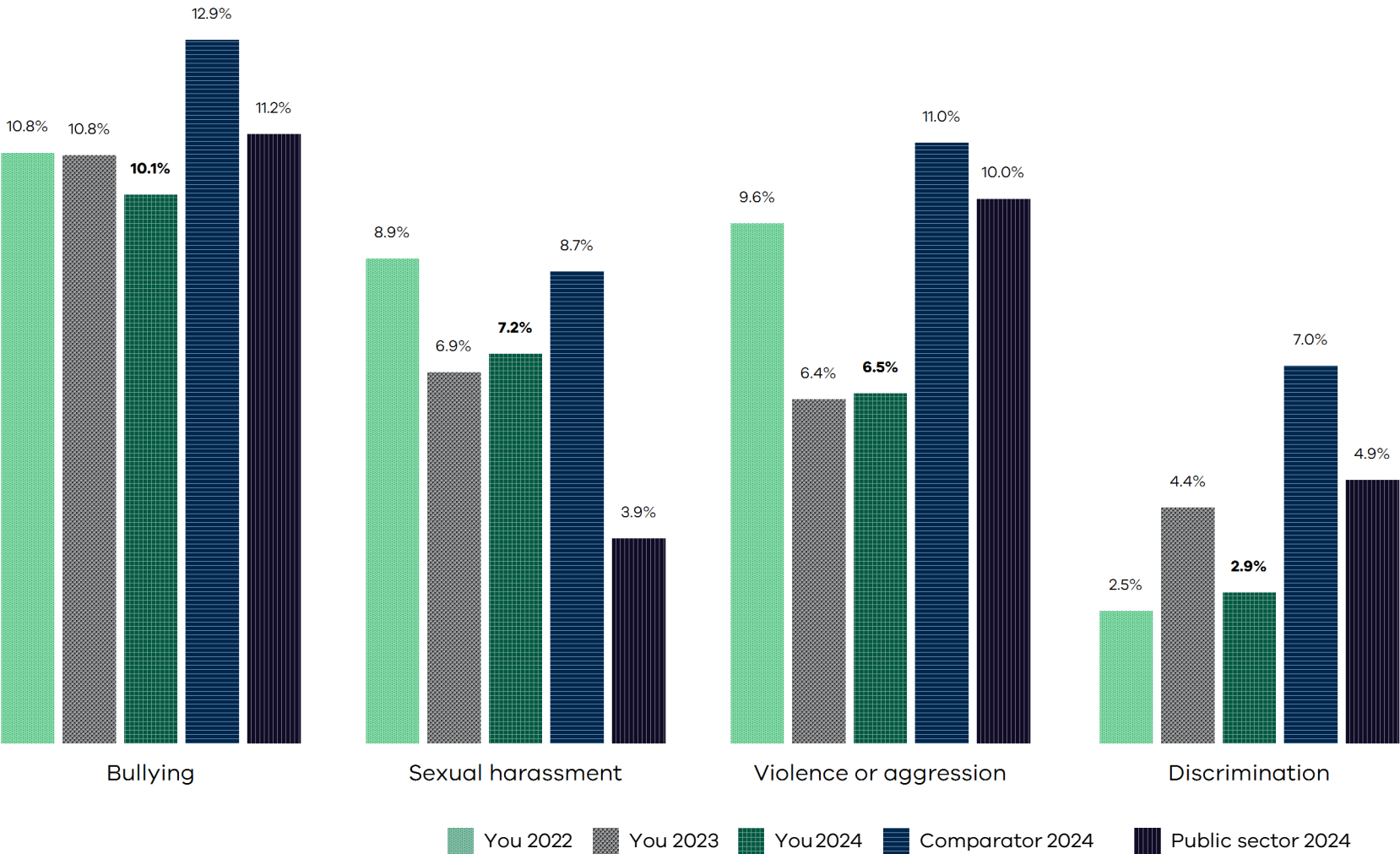
# People outcomes

## Bullying

### What is this

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

### Why this is important

Bullying can have an immediate and longterm negative impact on those involved, including those who witness bullying.
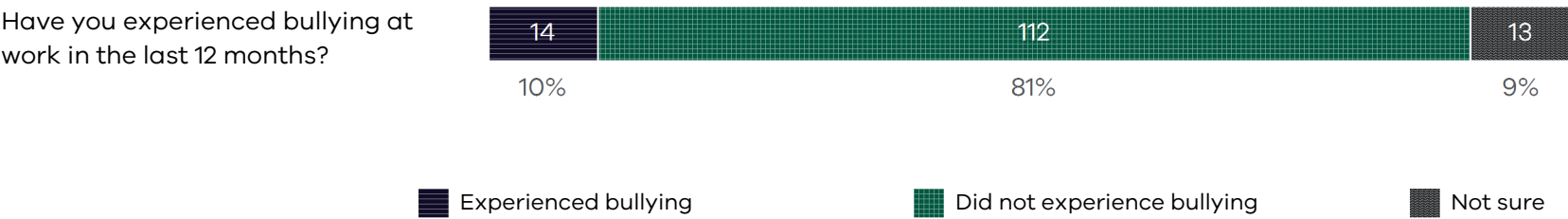
### How to read this

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

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

In descending order, the table shows the answers.

### Example

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

Of that 10%, 71% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

| 14 | 112 | 13 |
|---|---|---|
| 10% | 81% | 9% |

■ Experienced bullying ■ Did not experience bullying ■ Not sure
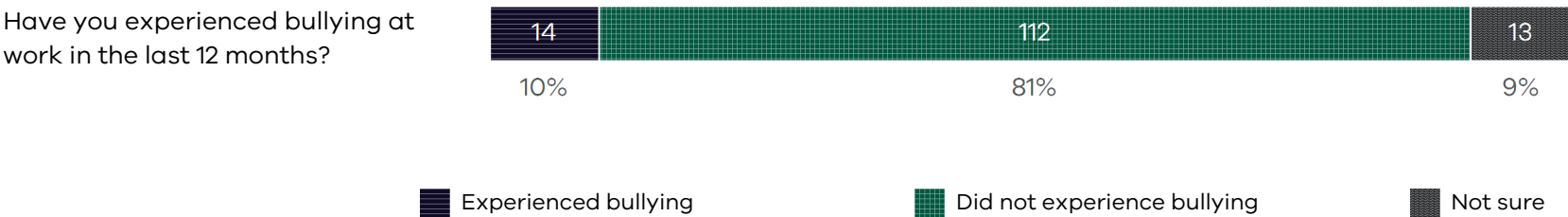
| If you experienced bullying, what type of bullying did you experience? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 73% | 71% | 70% | 69% |
| Exclusion or isolation | 55% | 50% | 42% | 46% |
| Withholding essential information for me to do my job | 55% | 29% | 39% | 33% |
| Verbal abuse | 27% | 21% | 23% | 19% |
| Being assigned meaningless tasks unrelated to my job | 32% | 14% | 19% | 16% |
| Intimidation and/or threats | 23% | 7% | 28% | 28% |
| Interference with my personal property and/or work equipment | 9% | 7% | 5% | 4% |
| Being given impossible assignment(s) | 18% | 7% | 14% | 11% |
| Other | 5% | 7% | 14% | 15% |

# People outcomes

## Telling someone about the bullying

### What is this

This is if staff told someone when they experienced bullying.

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

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

- 36% said the top way they reported the bullying was 'Told a manager'.
- 100% said they didn't submit a formal complaint.

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

| 14 | 112 | 13 |
|---|---|---|
| 10% | 81% | 9% |

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

| Did you tell anyone about the bullying? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Told a manager | 27% | 36% | 45% | 52% |
| Told a colleague | 55% | 29% | 42% | 41% |
| Told a friend or family member | 55% | 29% | 37% | 34% |
| I did not tell anyone about the bullying | 14% | 21% | 11% | 12% |
| Told human resources | - | 7% | 11% | 14% |
| Told employee assistance program (EAP) or peer support | - | 7% | 7% | 12% |

# People outcomes

## Bullying - reasons for not submitting a formal complaint

### What is this

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

### Why this is important

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

### How to read this

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

### Example

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

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

**Did you submit a formal complaint?**

14

100%

■ Submitted formal complaint    ▦ Did not submit a formal complaint
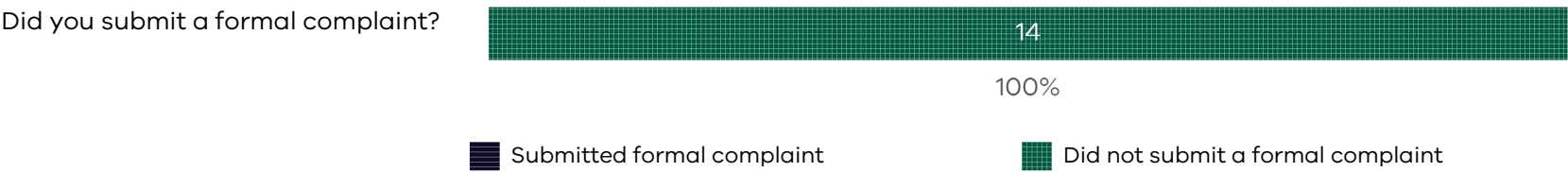
| What was your reason for not submitting a formal complaint? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| I believed there would be negative consequences for my reputation | 64% | 64% | 60% | 54% |
| I didn't think it would make a difference | 68% | 57% | 48% | 51% |
| I believed there would be negative consequences for my career | 50% | 50% | 45% | 45% |
| I didn't think it was serious enough | 9% | 21% | 26% | 16% |
| I believed there would be negative consequences for the person I was going to complain about | - | 21% | 21% | 10% |
| I thought the complaint process would be embarrassing or difficult | 9% | 21% | 19% | 13% |
| I didn't feel safe to report the incident | 18% | 21% | 21% | 21% |
| Other | - | 21% | 16% | 16% |
| I didn't know how to make a complaint | 9% | 7% | 6% | 5% |
| I was advised not to | 5% | 7% | 5% | 5% |

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## People outcomes

### Perpetrators of bullying

**What is this**

This is who staff have said are responsible for bullying.

**Why this is important**

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

**How to read this**

In this year's survey, 10% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

**Example**

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

Of that 10%, 57% said it was by 'A manager or supervisor'.

### 14 people (10% of staff) experienced bullying (You 2024)

| Perpetrator | % |
|---|---|
| A manager or supervisor | 57% |
| A colleague | 36% |
| A group of colleagues | 14% |
| Other | 14% |
| An executive, senior leader or the head of your organisation | 7% |
| A client/ customer/ patient/ stakeholder | 0% |
| A member of the public | 0% |
| A member of your household | 0% |
| A volunteer within my organisation | 0% |
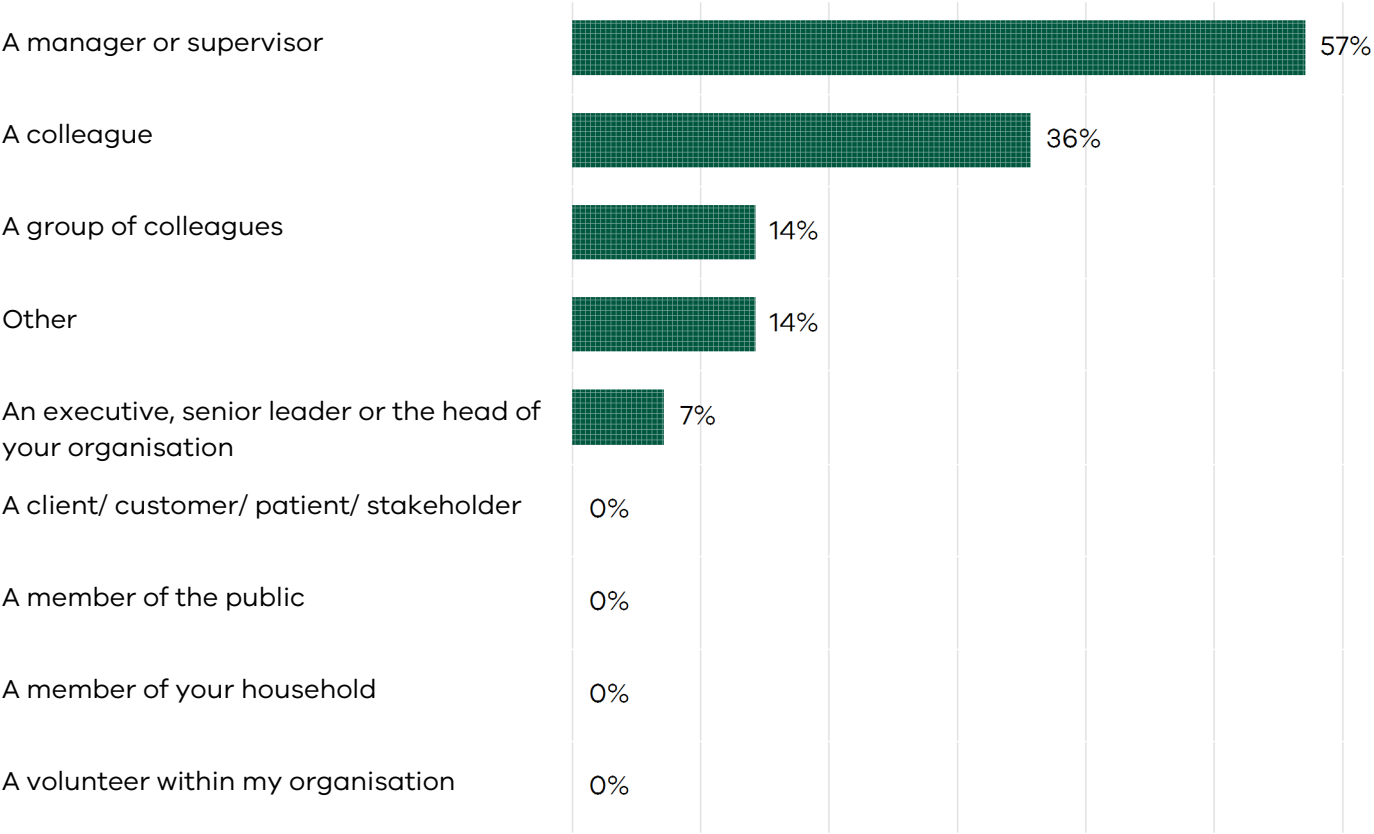
# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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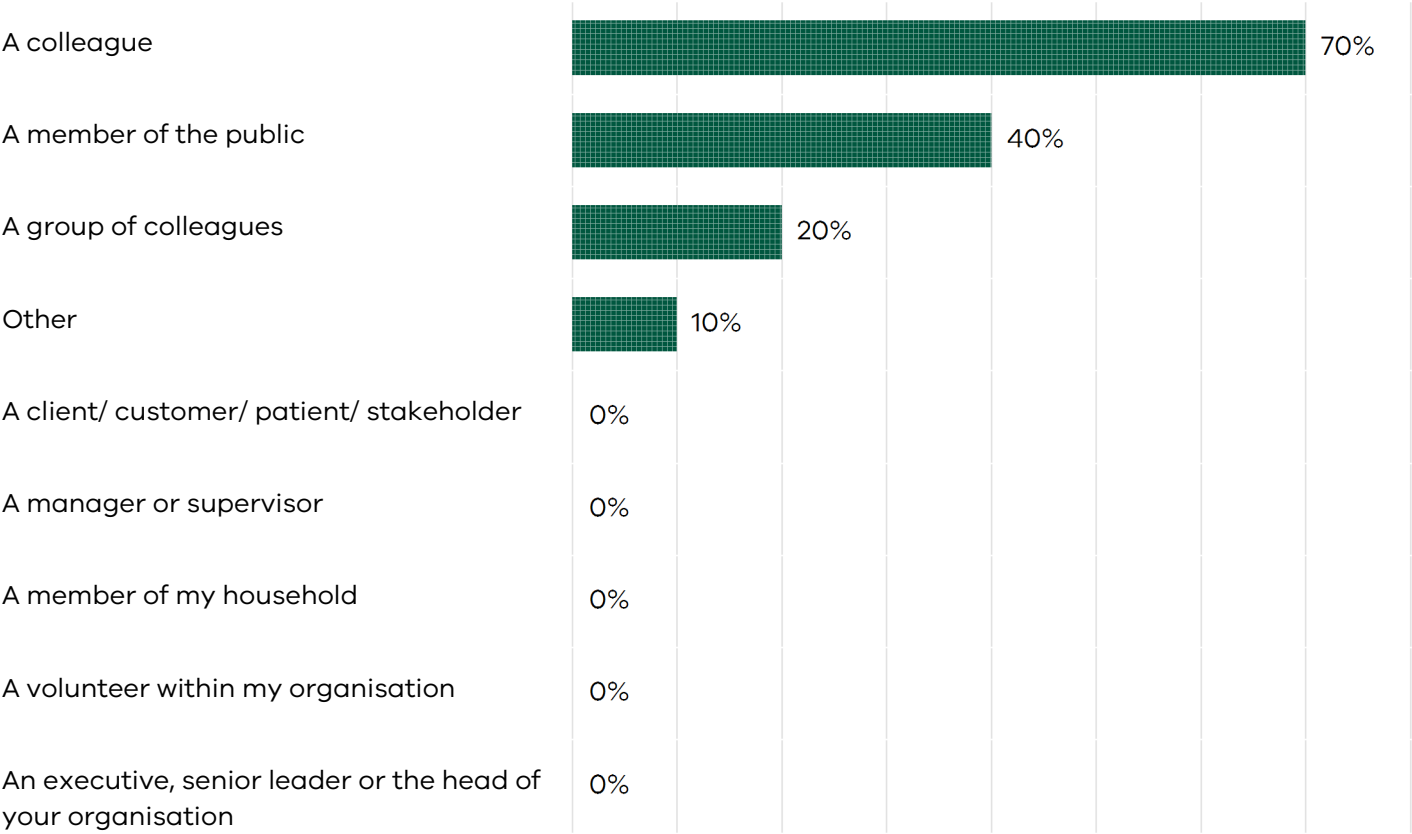
### How to read this

In this year's survey, 10% of your staff said they experienced bullying.

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

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

### Example

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

Of that 10%, 93% said it was by someone within the organisation.

Of that 93%, 54% said it was 'They were in my workgroup'.

## 13 people (93% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

| Relationship | Percentage |
|---|---|
| They were in my workgroup | 54% |
| They were my immediate manager or supervisor | 46% |
| They were outside my workgroup | 23% |
| They were someone I supervise or manage | 0% |

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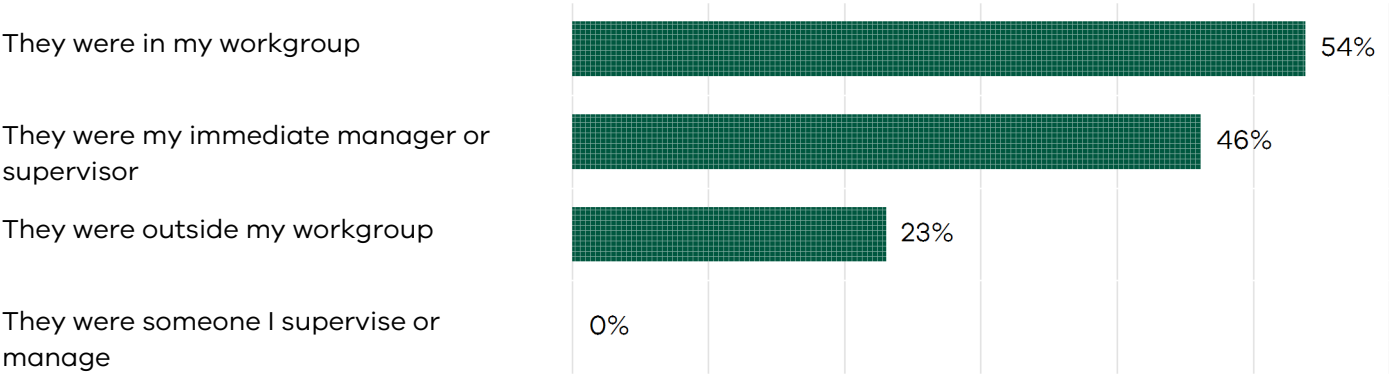
# People outcomes

## Sexual harassment

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

7% of your staff who did the survey said they experienced sexual harassment.

Of those, 60% said the top type was 'Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)'.

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

| 10 | 129 |
|---|---|
| 7% | 93% |

■ Experienced sexual harassment    ▦ Did not experience sexual harassment
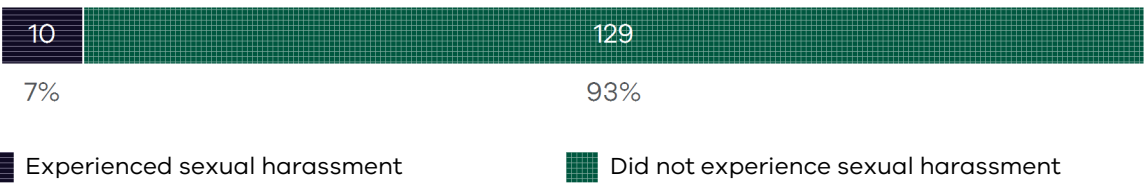
| Behaviours reported | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation) | 50% | 60% | 54% | 48% |
| Intrusive questions about my private life or comments about my physical appearance | 43% | 50% | 41% | 46% |
| Inappropriate physical contact | 7% | 20% | 29% | 16% |
| Unwelcome touching, hugging, cornering or kissing | 14% | 10% | 23% | 17% |
| Inappropriate staring or leering that made me feel intimidated | 29% | 10% | 14% | 14% |

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# People outcomes

## Response to sexual harassment

**What is this**

This is how staff responded when they experienced sexual harassment.

**Why this is important**

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

**How to read this**

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

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

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

**Example**

7% of your staff who did the survey said they experienced sexual harassment.

Of those, 50% said the top response was 'Tried to laugh it off or forget about it'.

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

| 10 | 129 |
|---|---|
| 7% | 93% |

■ Experienced sexual harassment    ▦ Did not experience sexual harassment
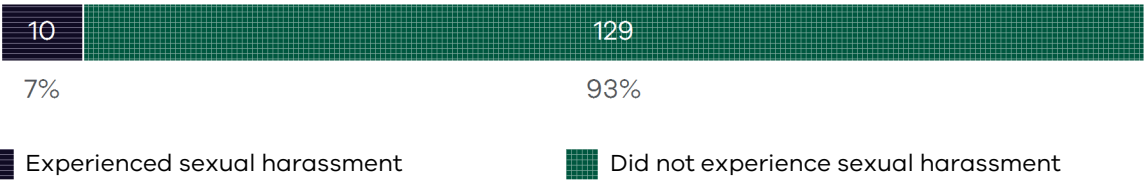
| When the harassment happened to you, did you respond in any of the following ways? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Tried to laugh it off or forget about it | 14% | 50% | 48% | 39% |
| Pretended it didn't bother me | 36% | 40% | 43% | 45% |
| Told a colleague | 21% | 40% | 36% | 25% |
| Avoided the person(s) by staying away from them | 36% | 30% | 39% | 37% |
| Told the person the behaviour was not OK | 14% | 30% | 18% | 19% |
| Avoided locations where the behaviour might occur | - | 10% | 20% | 15% |
| Told a manager | 14% | 10% | 39% | 21% |
| Told human resources | - | 10% | 14% | 5% |
| Told a friend or family member | 7% | 10% | 18% | 22% |
| Submitted a formal complaint | 7% | 10% | 4% | 6% |

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# People outcomes

## Perpetrators of sexual harassment

### What is this

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

### Why this is important

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

### How to read this

In this year's survey, 7% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

### Example

7% of your staff who did the survey said they experienced sexual harassment.

Of that 7%, 70% said it was by 'A colleague'.

## 10 people (7% of staff) experienced sexual harassment (You 2024)

| Perpetrator | Percentage |
|---|---|
| A colleague | 70% |
| A member of the public | 40% |
| A group of colleagues | 20% |
| Other | 10% |
| A client/ customer/ patient/ stakeholder | 0% |
| A manager or supervisor | 0% |
| A member of my household | 0% |
| A volunteer within my organisation | 0% |
| An executive, senior leader or the head of your organisation | 0% |

# People outcomes

## Frequency of sexual harassment

### What is this

This is how often staff experienced sexual harassment.

### Why this is important

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

### How to read this

In this year's survey, 7% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

### Example

7% of your staff who did the survey said they experienced sexual harassment.

Of that 7%, 0% said it was 'At least once a day'.

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

| Frequency | Percentage |
|---|---|
| At least once a day | 0% |
| Once every few days | 0% |
| Once a week | 10% |
| Once a month | 30% |
| Less than once a month | 60% |

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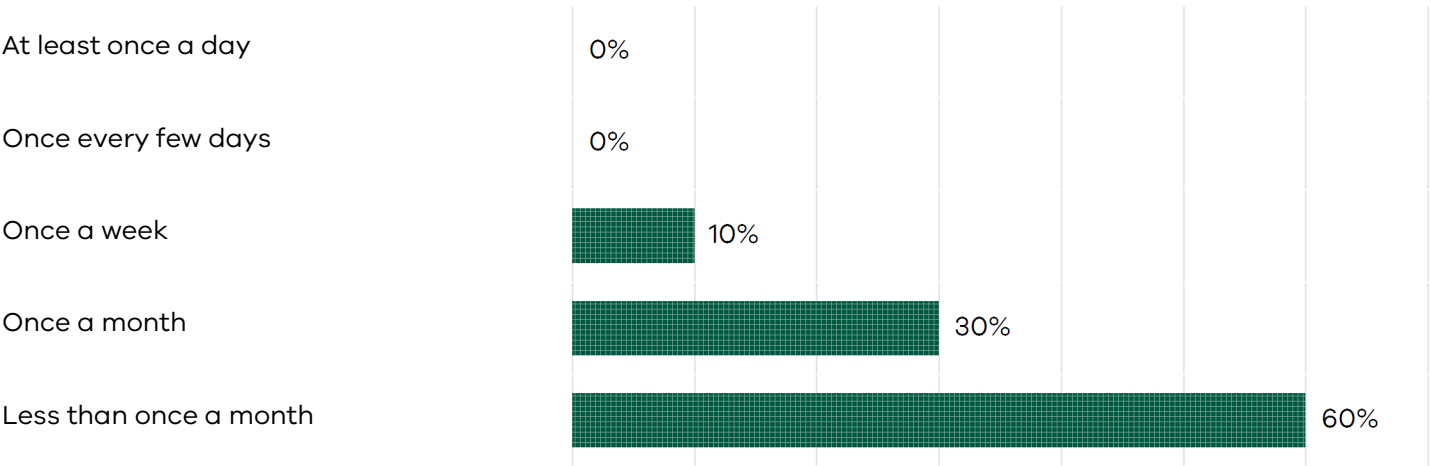
# People outcomes

## Discrimination

### What is this

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

### Why this is important

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

### Why there is no data here

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

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# 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

24% of your staff who did the survey said they witnessed some negative behaviour at work.

76% said 'No, I have not witnessed any of the situations above'.

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

| 34 | 105 |
|---|---|
| 24% | 76% |

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
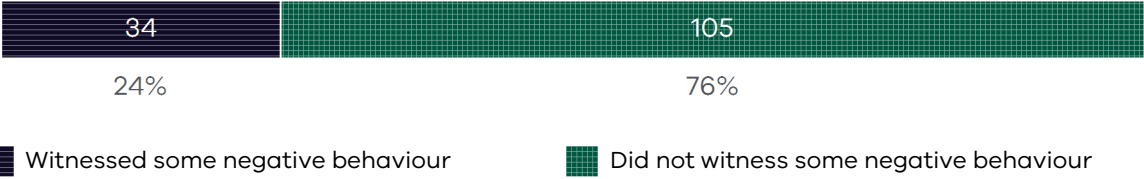
| During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| No, I have not witnessed any of the situations above | 79% | 76% | 77% | 81% |
| Bullying of a colleague | 14% | 17% | 15% | 14% |
| Discrimination against a colleague | 10% | 12% | 10% | 8% |
| Violence or aggression against a colleague | 3% | 4% | 5% | 3% |
| Sexual harassment of a colleague | 2% | 3% | 4% | 1% |

# Negative behaviour

## Taking action when witnessing negative behaviours

### What is this

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

24% of your staff who did the survey witnessed negative behaviour, of which:

- 62% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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

| 34 | 105 |
|---|---|
| 24% | 76% |
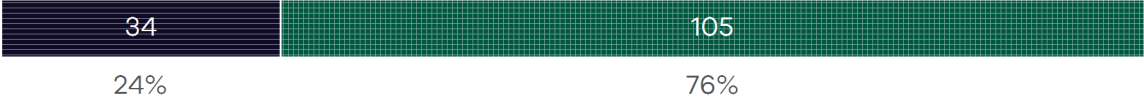
■ Witnessed some negative behaviour    ▨ Did not witness some negative behaviour

| When you witnessed these behaviour(s), did you do any of the following? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|---|---|---|---|
| Spoke to the person who experienced the behaviour | 72% | 62% | 65% | 71% |
| Told a colleague | 28% | 44% | 28% | 20% |
| Told a manager | - | 35% | 46% | 40% |

# 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

### Custom questions

- Questions requested by your organisation

### Demographics

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

# 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 93% 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 +1% 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 | 93% | +1% | 87% |
| Job enrichment | I understand how my job helps my organisation achieve its goals | 92% | +0% | 90% |
| Job enrichment | I can use my skills and knowledge in my job | 89% | +1% | 88% |
| Topical | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 88% | +5% | 77% |
| Job enrichment | I clearly understand what I am expected to do in this job | 85% | -2% | 84% |
| Manager leadership | My manager treats employees with dignity and respect | 85% | -2% | 86% |
| Meaningful work | I achieve something important through my work | 83% | -3% | 83% |
| Workgroup support | People in my workgroup work together effectively to get the job done | 83% | -4% | 80% |
| Manager leadership | My manager models my organisation's values | 83% | -1% | 83% |
| Inclusion | I can be myself at work | 83% | -2% | 82% |

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# Key differences

## Lowest scoring questions

### What is this

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

### How to read this

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

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

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

### Example

On the first row 'Taking action', the 'You 2024' column shows 22% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a +2% change, which is a positive trend.

| Question group | Lowest scoring questions | You 2024 | Change from 2023 | Comparator 2024 |
|---|---|---|---|---|
| Taking action | My organisation has made improvements based on the survey results from last year | 22% | +2% | 24% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 24% | -3% | 40% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 25% | -10% | 45% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 26% | -4% | 39% |
| Taking action | I believe my organisation will make improvements based on the results of this year's survey | 27% | -6% | 39% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 29% | -7% | 46% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 31% | -1% | 47% |
| Learning and development | My organisation places a high priority on the learning and development of staff | 33% | -3% | 43% |
| Organisational integrity | I believe the promotion processes in my organisation are fair | 33% | -4% | 37% |
| Topical | I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 34% | -10% | 54% |

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# Key differences

## Most improved

### What is this

This is where staff feel their group has most improved.

### How to read this

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

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

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

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

### Example

On the first row 'Workload', the 'You 2024' column shows 53% of your staff who did the survey agreed with 'I have enough time to do my job effectively'.

In the 'Increase from 2023' column, you have a 7% increase, which is a positive trend.

| Question group | Most improved from last year | You 2024 | Increase from 2023 | Comparator 2024 |
|---|---|---|---|---|
| Workload | I have enough time to do my job effectively | 53% | +7% | 65% |
| Topical | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 88% | +5% | 77% |
| Quality service delivery | My workgroup uses its resources well | 75% | +3% | 65% |
| Satisfaction | How satisfied are you with the work/life balance in your current job | 59% | +3% | 71% |
| Job enrichment | I have a say in how I do my work | 71% | +2% | 73% |
| Taking action | My organisation has made improvements based on the survey results from last year | 22% | +2% | 24% |
| Workgroup support | People in my workgroup appropriately manage conflicts of interest | 76% | +2% | 69% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 47% | +2% | 45% |
| Job enrichment | I can use my skills and knowledge in my job | 89% | +1% | 88% |
| Innovation | My workgroup encourages employee creativity | 71% | +1% | 64% |

# 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 'Flexible working', the 'You 2024' column shows 44% of your staff who did the survey agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

In the 'Decrease from 2023' column, you have a 12% decrease, which is a negative trend.

| Question group | Largest decline from last year | You 2024 | Decrease from 2023 | Comparator 2024 |
|---|---|---|---|---|
| Flexible working | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 44% | -12% | 71% |
| Collaboration | Workgroups across my organisation willingly share information with each other | 47% | -11% | 44% |
| Senior leadership | Senior leaders provide clear strategy and direction | 47% | -11% | 47% |
| Organisational integrity | My organisation is committed to earning a high level of public trust | 68% | -10% | 76% |
| Topical | I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 34% | -10% | 54% |
| Workgroup support | People in my workgroup are politically impartial in their work | 72% | -10% | 70% |
| Organisational integrity | I believe the recruitment processes in my organisation are fair | 53% | -10% | 61% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 25% | -10% | 45% |
| Organisational integrity | I have an equal chance at promotion in my organisation | 35% | -10% | 42% |
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 55% | -8% | 70% |

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# Key differences

## Biggest positive difference from comparator

**What is this**

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

**How to read this**

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

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

**Example**

On the first row 'Topical', the 'You 2024' column shows 88% of your staff who did the survey agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

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

| Question group | Biggest positive difference from comparator | You 2024 | Difference | Comparator 2024 |
|---|---|---|---|---|
| Topical | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 88% | +12% | 77% |
| Quality service delivery | My workgroup uses its resources well | 75% | +9% | 65% |
| Innovation | My workgroup encourages employee creativity | 71% | +7% | 64% |
| Workgroup support | People in my workgroup appropriately manage conflicts of interest | 76% | +7% | 69% |
| Collaboration | I am able to work effectively with others outside my immediate workgroup | 82% | +6% | 76% |
| Innovation | My workgroup learns from failures and mistakes | 70% | +6% | 64% |
| Engagement | My organisation inspires me to do the best in my job | 65% | +6% | 59% |
| Meaningful work | I can make a worthwhile contribution at work | 93% | +5% | 87% |
| Innovation | My workgroup is quick to respond to opportunities to do things better | 70% | +5% | 65% |
| Workgroup support | People in my workgroup work together effectively to get the job done | 83% | +4% | 80% |

# 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 'Flexible working', the 'You 2024' column shows 44% of your staff who did the survey agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.
The 'Difference' column, shows that agreement for this question was 28% lower than in your comparator.

| Question group | Biggest negative difference from comparator | You 2024 | Difference | Comparator 2024 |
|---|---|---|---|---|
| Flexible working | I am confident that if I requested a flexible work arrangement, it would be given due consideration | 44% | -28% | 71% |
| Organisational integrity | My organisation encourages respectful workplace behaviours | 62% | -21% | 83% |
| Topical | I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 34% | -21% | 54% |
| Safety climate | Senior leaders consider the psychological health of employees to be as important as productivity | 25% | -20% | 45% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 29% | -17% | 46% |
| Organisational integrity | My organisation takes steps to eliminate bullying, harassment and discrimination | 51% | -17% | 68% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 31% | -16% | 47% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 24% | -16% | 40% |
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 55% | -16% | 70% |
| Organisational integrity | My organisation does not tolerate improper conduct | 54% | -15% | 69% |

Victorian Public Sector Commission

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# People matter survey

## 2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

# 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

27% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree
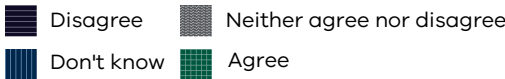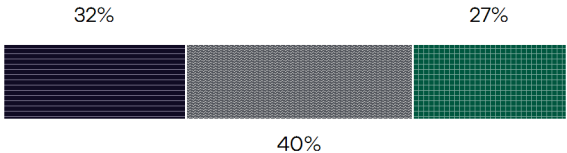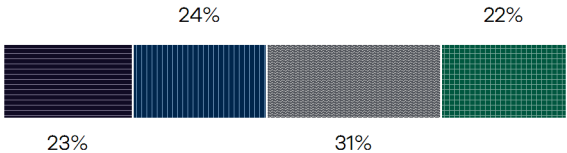
| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I believe my organisation will make improvements based on the results of this year's survey | 32% / 40% / 27% | | 33% | 33% | 27% | 25% | 39% | 79% |
| My organisation has made improvements based on the survey results from last year | 23% / 24% / 31% / 22% | | 20% | 20% | 22% | 12% | 24% | 75% |

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# People matter survey

## 2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

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# Senior leadership

## Senior leadership

### What is this

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

### Why this is important

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

### How to read this

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

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

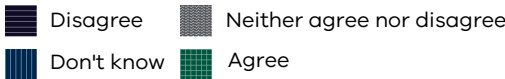Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

## Survey question | Your results | Benchmark agree results

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

| Survey question | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| Senior leaders model my organisation's values (Disagree 24%, Don't know 3%, Neither 26%, Agree 47%) | 53% | 55% | 47% | 44% | 54% | 79% |
| Senior leaders provide clear strategy and direction (Disagree 29%, Don't know 4%, Neither 21%, Agree 47%) | 55% | 57% | 47% | 35% | 47% | 84% |
| Senior leaders demonstrate honesty and integrity (Disagree 29%, Don't know 3%, Neither 27%, Agree 41%) | 48% | 49% | 41% | 44% | 54% | 82% |

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# People matter survey

## 2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

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

### 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
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- Respect
- Leadership
- Human rights

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

# Organisational climate

## Scorecard

### What is this

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

### Why this is important

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

### How to read this

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

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

### Example

In 2024:

- 64.7% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 60.2% of staff in your comparator group and 72.5% of staff across the public sector.



**Collaboration**
- You 2022: 70.4%
- You 2023: 71.1%
- You 2024: 64.7%
- Comparator 2024: 60.2%
- Public sector 2024: 72.5%

**Organisational integrity**
- You 2022: 57.6%
- You 2023: 59.6%
- You 2024: 53.8%
- Comparator 2024: 64.8%
- Public sector 2024: 67.0%

**Safety climate**
- You 2022: 38.6%
- You 2023: 41.0%
- You 2024: 36.1%
- Comparator 2024: 50.9%
- Public sector 2024: 59.2%

Legend: You 2022 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024
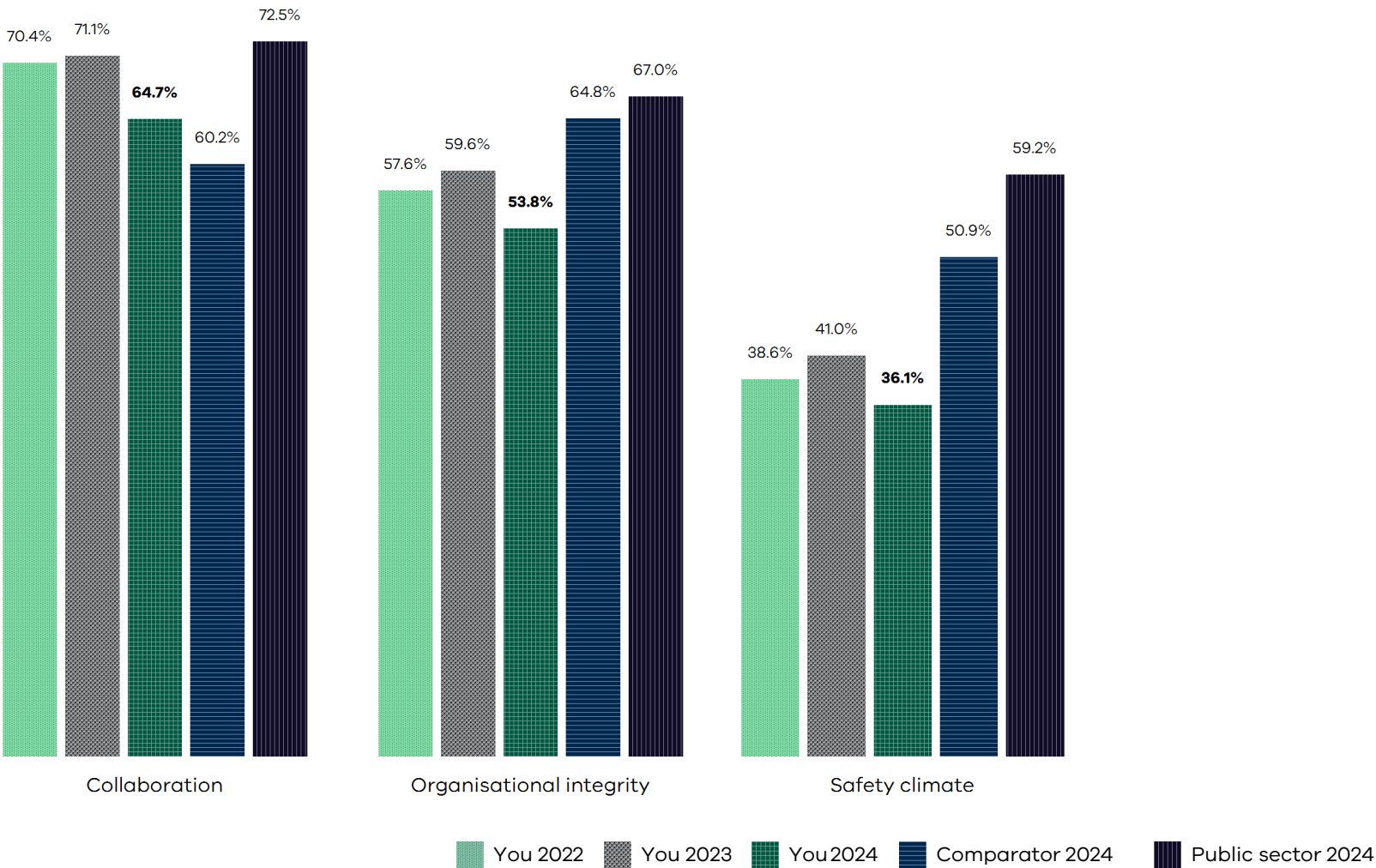
# Organisational climate

## 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.
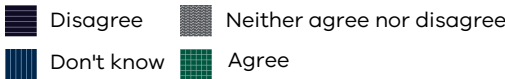
### Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

## Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
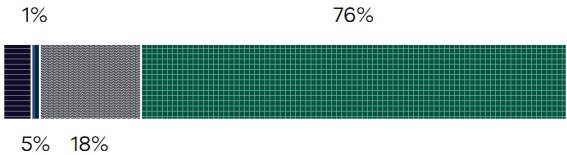
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | 1% / 76% / 5% / 18% | 73% | 75% | 76% | 71% | 82% | 86% |
| My organisation is committed to earning a high level of public trust | 2% / 68% / 12% / 19% | 74% | 78% | 68% | 71% | 76% | 88% |
| My organisation encourages respectful workplace behaviours | 1% / 62% / 16% / 21% | 71% | 69% | 62% | 71% | 83% | 94% |
| My organisation does not tolerate improper conduct | 4% / 54% / 22% / 21% | 61% | 60% | 54% | 62% | 69% | 78% |
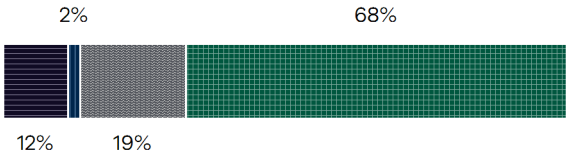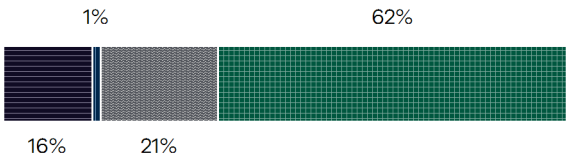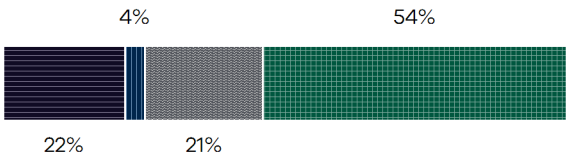
# Organisational climate

## 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.
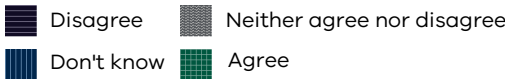
### Example

53% 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

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree
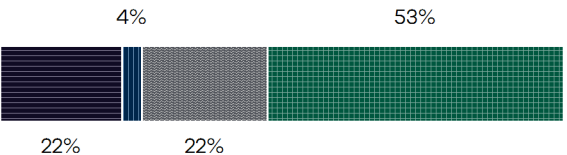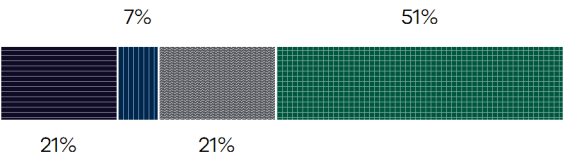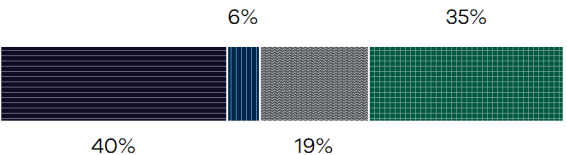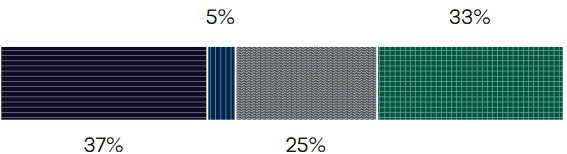
| Survey question | | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I believe the recruitment processes in my organisation are fair | 22% / 4% / 22% / 53% | 61% | 62% | 53% | 52% | 61% | 82% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 21% / 7% / 21% / 51% | 53% | 51% | 51% | 59% | 68% | 82% |
| I have an equal chance at promotion in my organisation | 40% / 6% / 19% / 35% | 36% | 44% | 35% | 32% | 42% | 52% |
| I believe the promotion processes in my organisation are fair | 37% / 5% / 25% / 33% | 33% | 37% | 33% | 32% | 37% | 58% |

# Organisational climate

## Collaboration

### What is this

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

### Why this is important

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

### How to read this

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

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

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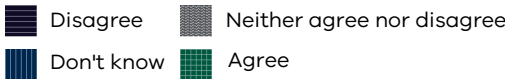
### Example

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

**Legend:** Disagree · Neither agree nor disagree · Don't know · Agree
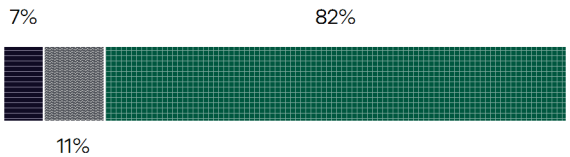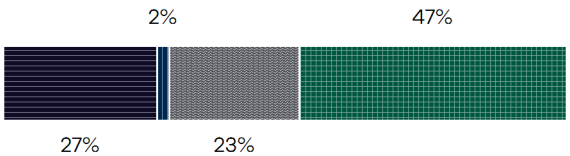
| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I am able to work effectively with others outside my immediate workgroup | Disagree 7%, Neither 11%, Agree 82% | 83% | 84% | 82% | 65% | 76% | 93% |
| Workgroups across my organisation willingly share information with each other | Disagree 27%, Don't know 2%, Neither 23%, Agree 47% | 58% | 58% | 47% | 38% | 44% | 63% |

Victorian Public Sector Commission

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# Organisational climate

## Safety climate 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question / Your results / Benchmark agree results

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

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My organisation provides a physically safe work environment | Disagree 9%, Neither 9%, Agree 82% | 78% | 87% | 82% | 74% | 88% | 98% |
| My organisation has effective procedures in place to support employees who may experience stress | Disagree 41%, Don't know 5%, Neither 23%, Agree 31% | 28% | 32% | 31% | 32% | 47% | 58% |
| In my workplace, there is good communication about psychological safety issues that affect me | Disagree 40%, Neither 31%, Agree 29% | 34% | 35% | 29% | 32% | 46% | 60% |
| Senior leaders show support for stress prevention through involvement and commitment | Disagree 46%, Neither 28%, Agree 26% | 31% | 30% | 26% | 32% | 39% | 65% |

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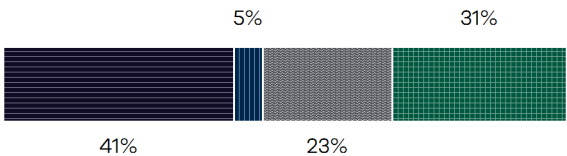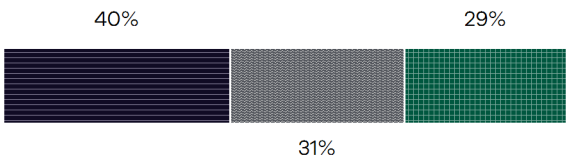
# Organisational climate

## Safety climate 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

25% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

## Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
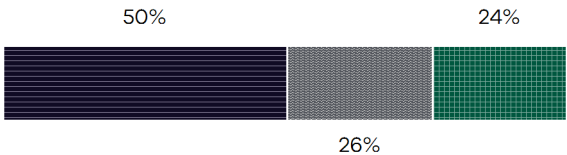
| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| Senior leaders consider the psychological health of employees to be as important as productivity | 43% / 32% / 25% | 34% | 35% | 25% | 35% | 45% | 70% |
| All levels of my organisation are involved in the prevention of stress | 50% / 26% / 24% | 27% | 26% | 24% | 33% | 40% | 65% |

Victorian Public Sector Commission

VICTORIA State Government

# People matter survey

## 2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

# 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:

- 77.6% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 74.3% of staff in your comparator group and 80.3% of staff across the public sector.



Workgroup support: You 2022 79.1%, You 2023 80.6%, You 2024 77.6%, Comparator 2024 74.3%, Public sector 2024 80.3%

Quality service delivery: You 2022 73.7%, You 2023 74.1%, You 2024 72.5%, Comparator 2024 70.9%, Public sector 2024 75.2%

Innovation: You 2022 68.2%, You 2023 70.3%, You 2024 70.0%, Comparator 2024 64.1%, Public sector 2024 70.6%

Safe to speak up: You 2022 64.3%, You 2023 64.7%, You 2024 60.4%, Comparator 2024 69.5%, Public sector 2024 73.0%

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

# Workgroup climate

## Quality service delivery

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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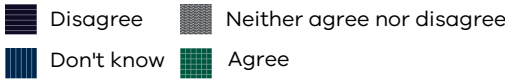
### Example

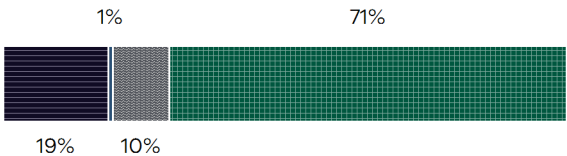81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Survey question · Your results · Benchmark agree results

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

| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My workgroup provides high quality advice and services | Disagree 11%, Neither 9%, Agree 81% | 85% | 79% | 81% | 65% | 78% | 95% |
| My workgroup uses its resources well | Disagree 14%, Neither 11%, Agree 75% | 72% | 72% | 75% | 48% | 65% | 81% |
| My workgroup acts fairly and without bias | Disagree 17%, Neither 12%, Agree 71% | 73% | 77% | 71% | 57% | 71% | 86% |
| My workgroup has clear lines of responsibility | Disagree 21%, Neither 15%, Agree 64% | 65% | 68% | 64% | 50% | 68% | 82% |

Victorian Public Sector Commission

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# Workgroup climate

### Innovation

**What is this**

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

**Why this is important**

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

**How to read this**

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

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

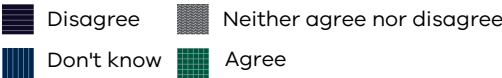Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

71% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

## Survey question

## Your results

## Benchmark agree results

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

| Survey question | | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My workgroup encourages employee creativity | 19% Disagree / 10% Neither / 1% Don't know / 71% Agree | 68% | 69% | 71% | 55% | 64% | 82% |
| My workgroup is quick to respond to opportunities to do things better | 18% Disagree / 12% Neither / 1% Don't know / 70% Agree | 68% | 70% | 70% | 58% | 65% | 93% |
| My workgroup learns from failures and mistakes | 16% Disagree / 14% Neither / 1% Don't know / 70% Agree | 69% | 72% | 70% | 59% | 64% | 81% |

Victorian Public Sector Commission

VICTORIA State Government
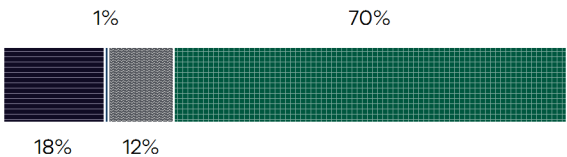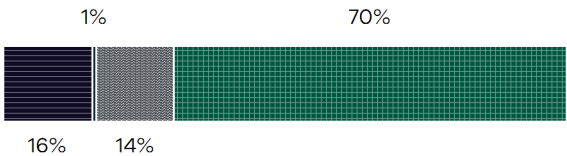
# Workgroup climate

## Workgroup support 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

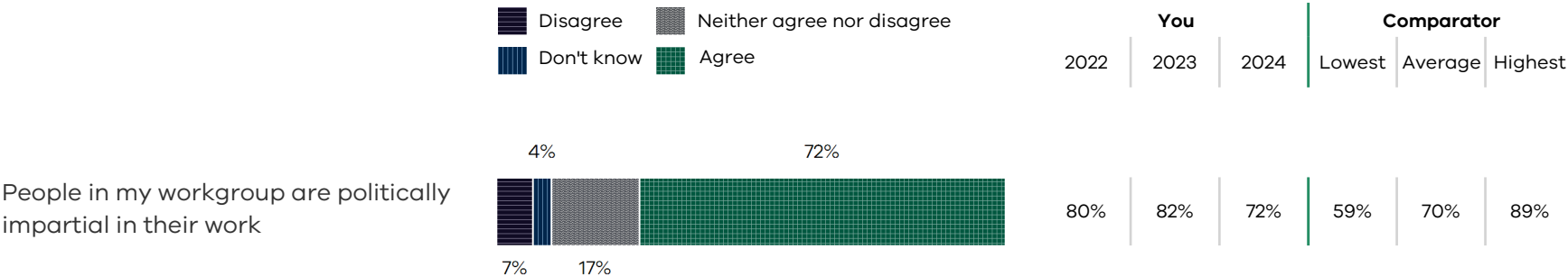Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

| Survey question | Disagree | Neither | Agree | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|---|---|
| People in my workgroup work together effectively to get the job done | 12% | 5% | 83% | 81% | 88% | 83% | 71% | 80% | 98% |
| People in my workgroup treat each other with respect | 9% | 11% | 81% | 83% | 84% | 81% | 74% | 80% | 95% |
| People in my workgroup are honest, open and transparent in their dealings | 14% | 1% / 9% | 76% | 76% | 75% | 76% | 59% | 73% | 89% |
| People in my workgroup appropriately manage conflicts of interest | 9% / 4% | 12% | 76% | 76% | 74% | 76% | 45% | 69% | 89% |
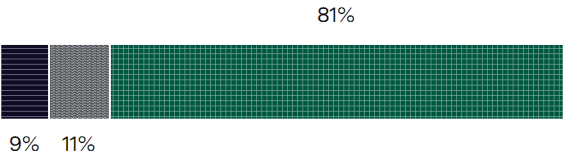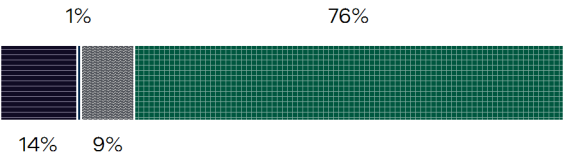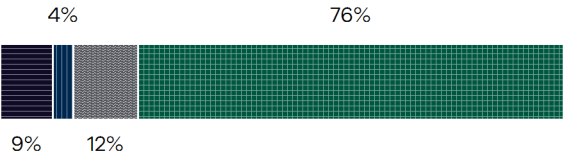
# Workgroup climate

## 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.

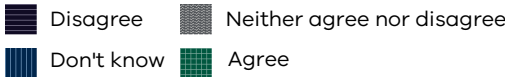Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

## Survey question

People in my workgroup are politically impartial in their work

## Your results

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

4%
72%
7%
17%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2022 | 2023 | 2024 | | Lowest | Average | Highest |
| 80% | 82% | 72% | | 59% | 70% | 89% |

Victorian Public Sector Commission

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# Workgroup climate

## Safe to speak up

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree
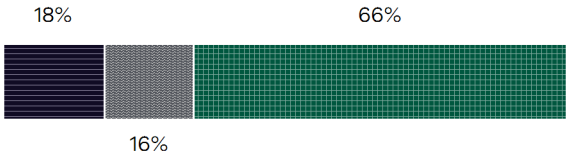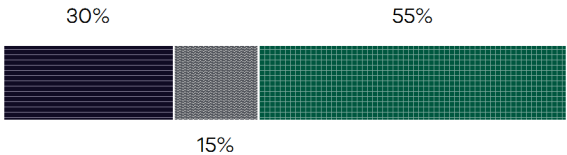
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| People in my workgroup are able to bring up problems and tough issues | 18% / 16% / 66% | 68% | 67% | 66% | 57% | 69% | 86% |
| I feel safe to challenge inappropriate behaviour at work | 30% / 15% / 55% | 61% | 63% | 55% | 56% | 70% | 85% |

# People matter survey

## 2024

Have your say

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- Survey's theoretical framework
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- Satisfaction
- Work-related stress levels
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- Intention to stay

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### 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
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- Respect
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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

### Custom questions

- Questions requested by your organisation

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

Victorian Public Sector Commission

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# Job and manager factors

## Scorecard 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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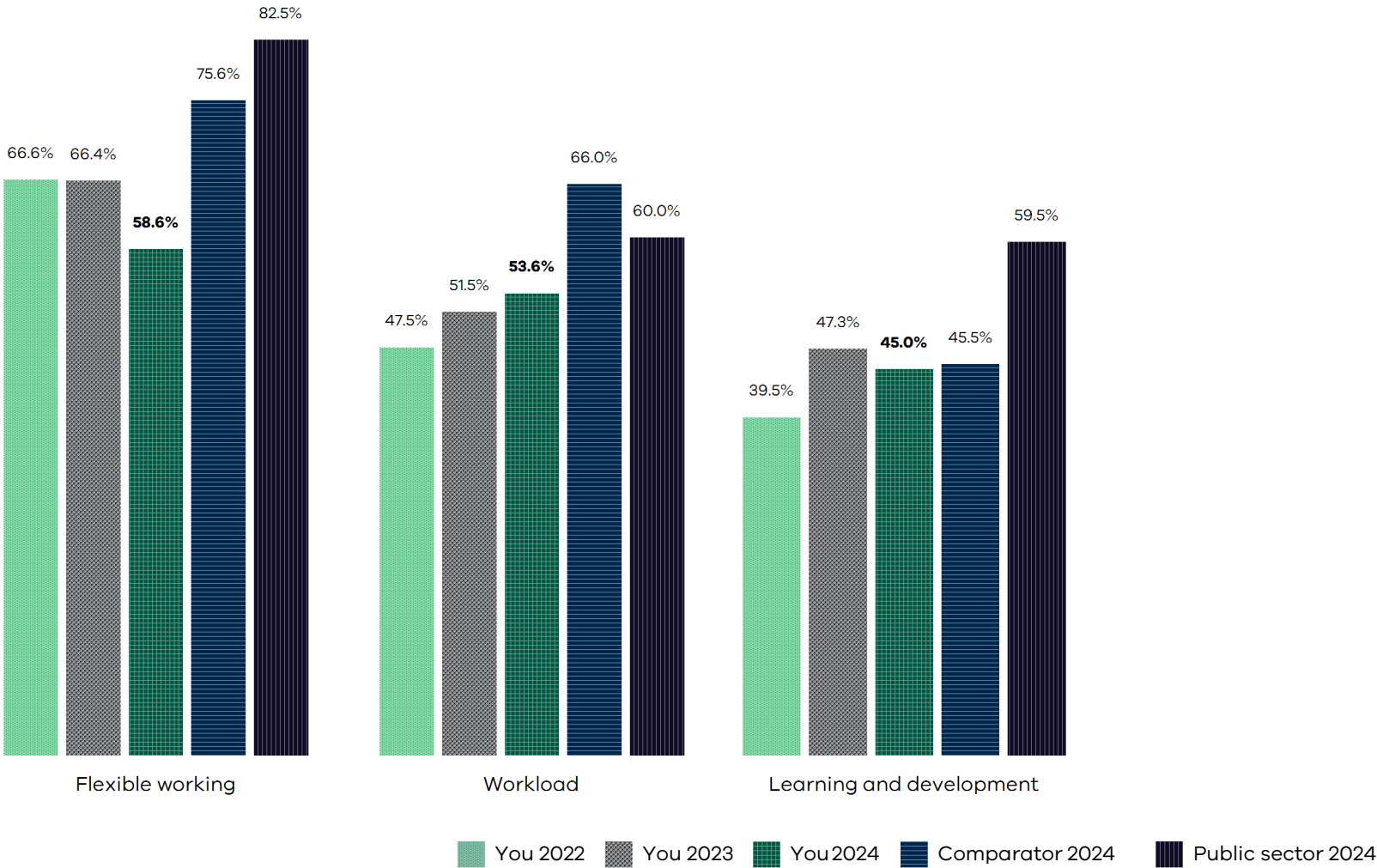
### Example

In 2024:

- 85.4% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 82.5% of staff in your comparator group and 87.4% of staff across the public sector.
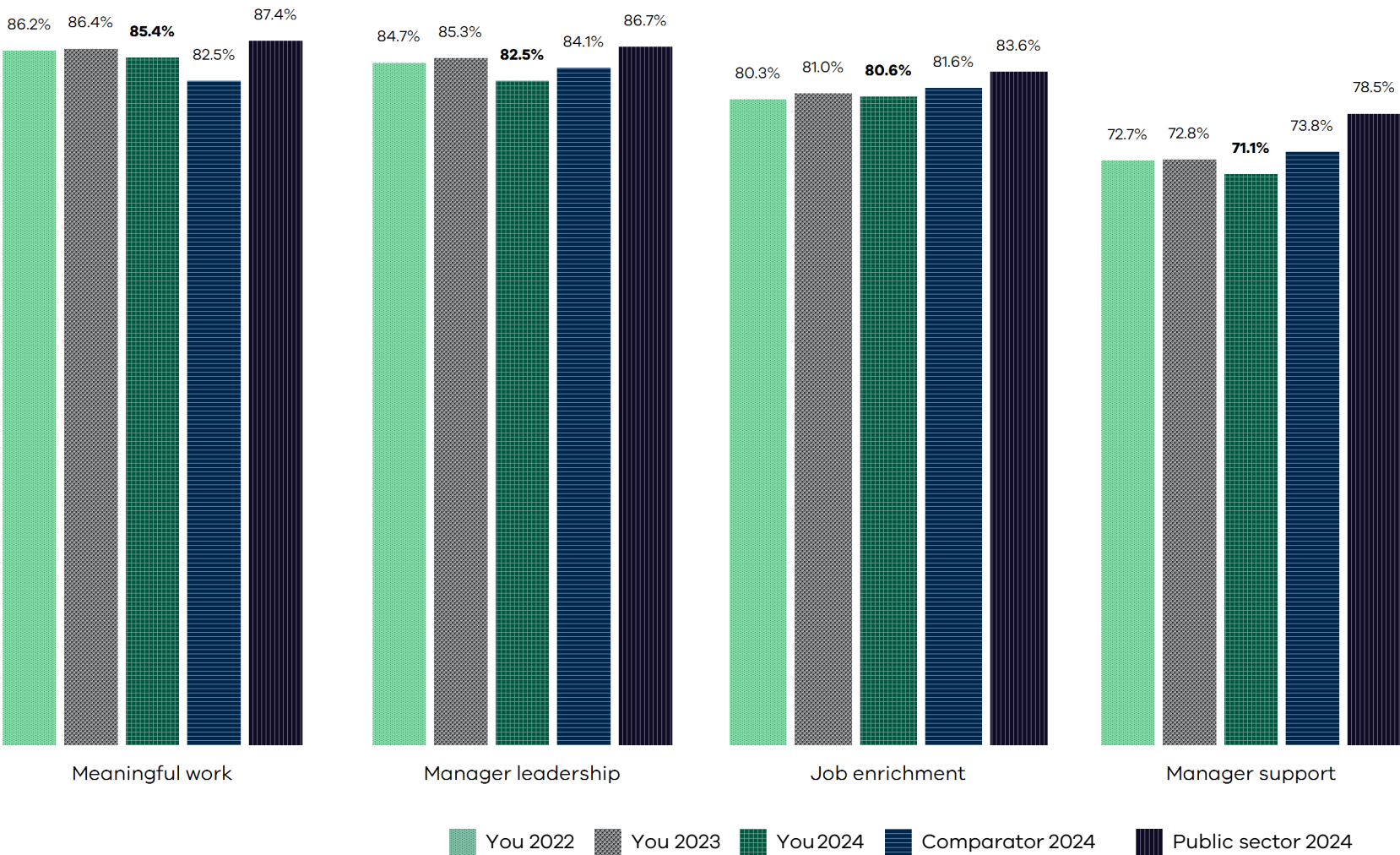
**Meaningful work**
- 86.2% You 2022
- 86.4% You 2023
- **85.4%** You 2024
- 82.5% Comparator 2024
- 87.4% Public sector 2024

**Manager leadership**
- 84.7% You 2022
- 85.3% You 2023
- **82.5%** You 2024
- 84.1% Comparator 2024
- 86.7% Public sector 2024

**Job enrichment**
- 80.3% You 2022
- 81.0% You 2023
- **80.6%** You 2024
- 81.6% Comparator 2024
- 83.6% Public sector 2024

**Manager support**
- 72.7% You 2022
- 72.8% You 2023
- **71.1%** You 2024
- 73.8% Comparator 2024
- 78.5% Public sector 2024

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

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# Job and manager factors

**What is this**

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

**Why this is important**

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

**How to read this**

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

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

**Example**

In 2024:

- 58.6% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 75.6% of staff in your comparator group and 82.5% of staff across the public sector.



Chart data:

**Flexible working**
- You 2022: 66.6%
- You 2023: 66.4%
- You 2024: 58.6%
- Comparator 2024: 75.6%
- Public sector 2024: 82.5%

**Workload**
- You 2022: 47.5%
- You 2023: 51.5%
- You 2024: 53.6%
- Comparator 2024: 66.0%
- Public sector 2024: 60.0%

**Learning and development**
- You 2022: 39.5%
- You 2023: 47.3%
- You 2024: 45.0%
- Comparator 2024: 45.5%
- Public sector 2024: 59.5%

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

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# 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.

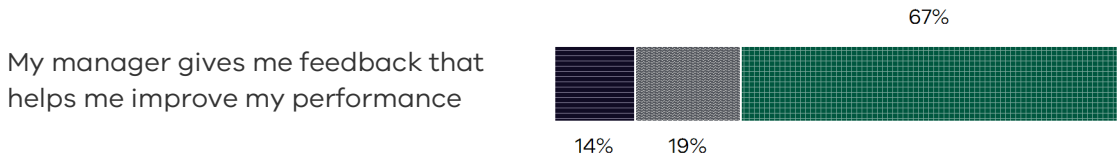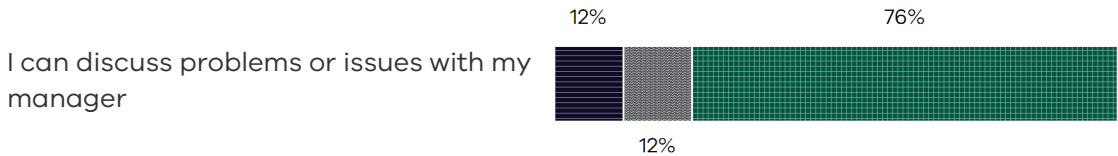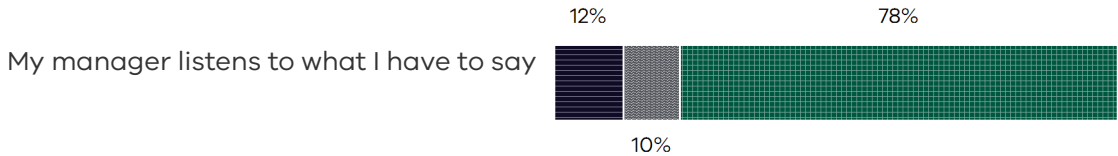Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
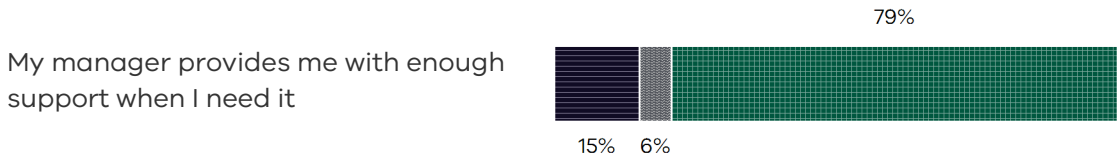
### Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

## Survey question

## Your results

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

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |

**My manager treats employees with dignity and respect**

6% ... 85% ... 9%

| 87% | 87% | 85% | 68% | 86% | 95% |

**My manager models my organisation's values**

5% ... 83% ... 12%
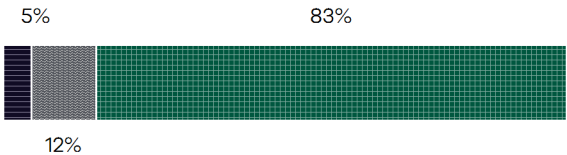
| 84% | 84% | 83% | 71% | 83% | 91% |

**My manager demonstrates honesty and integrity**

8% ... 79% ... 13%
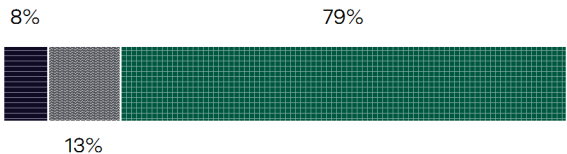
| 83% | 84% | 79% | 68% | 83% | 95% |

# 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.
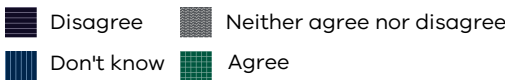
### Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

| Survey question | Your results | | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|---|---|

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

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My manager provides me with enough support when I need it — 15% / 6% / 79% | 78% | 79% | 79% | 65% | 81% | 93% |
| My manager listens to what I have to say — 12% / 10% / 78% | 80% | 80% | 78% | 65% | 81% | 95% |
| I can discuss problems or issues with my manager — 12% / 12% / 76% | 80% | 79% | 76% | 65% | 81% | 91% |
| My manager gives me feedback that helps me improve my performance — 14% / 19% / 67% | 66% | 70% | 67% | 61% | 68% | 84% |

# 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

56% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
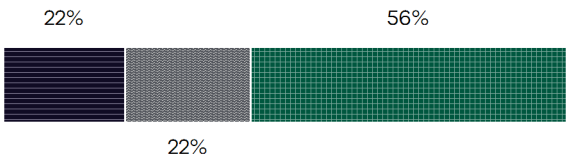
## Survey question

## Your results

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

I receive meaningful recognition when I do good work

22% | 56%
22%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2022 | 2023 | 2024 | | Lowest | Average | Highest |
| 60% | 56% | 56% | | 53% | 59% | 79% |

# 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

54% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
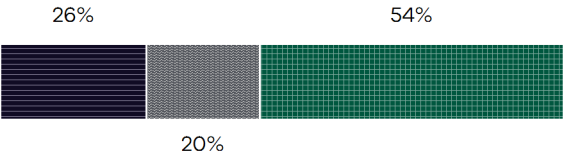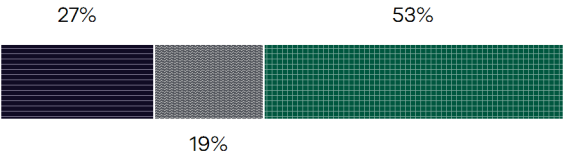
## Survey question

## Your results
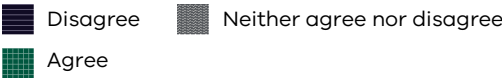
■ Disagree   ▨ Neither agree nor disagree
▨ Agree

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

26% | 20% | 54%

I have enough time to do my job effectively

27% | 19% | 53%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2022 | 2023 | 2024 | | Lowest | Average | Highest |
| 51% | 57% | 54% | | 53% | 67% | 79% |
| 44% | 46% | 53% | | 48% | 65% | 79% |

Victorian Public Sector Commission

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# Job and manager factors

## Learning and development

### What is this

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

### Why this is important

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

### How to read this

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

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

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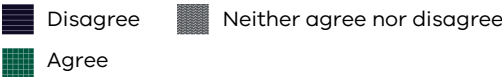
### Example

65% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.
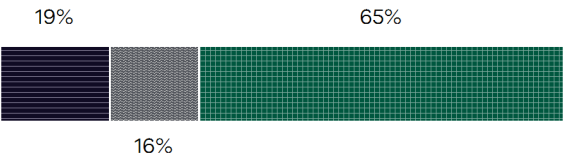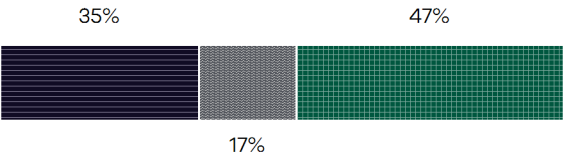
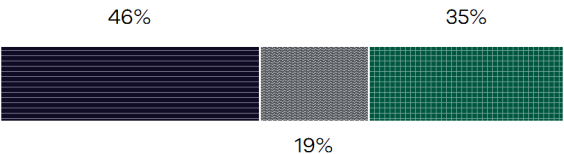| Survey question | Your results | Benchmark agree results |

**Legend:** Disagree | Neither agree nor disagree | Agree

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I am developing and learning in my role — Disagree 19%, Neither 16%, Agree 65% | 59% | 69% | 65% | 57% | 62% | 79% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months — Disagree 35%, Neither 17%, Agree 47% | 40% | 46% | 47% | 40% | 45% | 60% |
| I am satisfied with the opportunities to progress in my organisation — Disagree 46%, Neither 19%, Agree 35% | 29% | 39% | 35% | 28% | 33% | 38% |
| My organisation places a high priority on the learning and development of staff — Disagree 45%, Neither 22%, Agree 33% | 30% | 36% | 33% | 37% | 43% | 58% |

# Job and manager factors

## Job enrichment 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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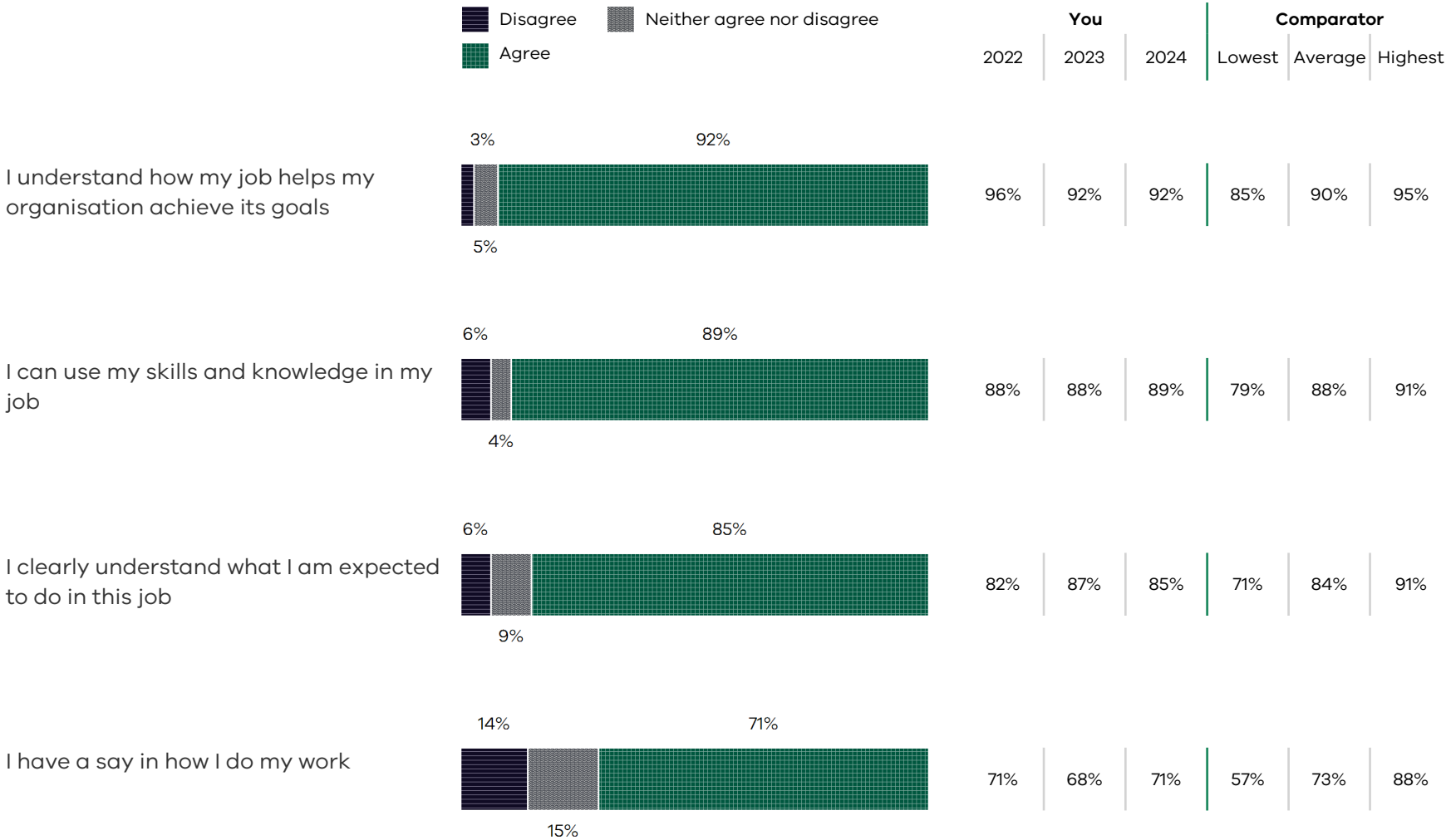
### Example

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

## Survey question

## Your results

Legend: ■ Disagree  ▨ Neither agree nor disagree  ▨ Agree

## Benchmark agree results

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I understand how my job helps my organisation achieve its goals | Disagree 3%, Neither 5%, Agree 92% | 96% | 92% | 92% | 85% | 90% | 95% |
| I can use my skills and knowledge in my job | Disagree 6%, Neither 4%, Agree 89% | 88% | 88% | 89% | 79% | 88% | 91% |
| I clearly understand what I am expected to do in this job | Disagree 6%, Neither 9%, Agree 85% | 82% | 87% | 85% | 71% | 84% | 91% |
| I have a say in how I do my work | Disagree 14%, Neither 15%, Agree 71% | 71% | 68% | 71% | 57% | 73% | 88% |

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# Job and manager factors

### Job enrichment 2 of 2

**What is this**

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

**Why this is important**

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

**How to read this**

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

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

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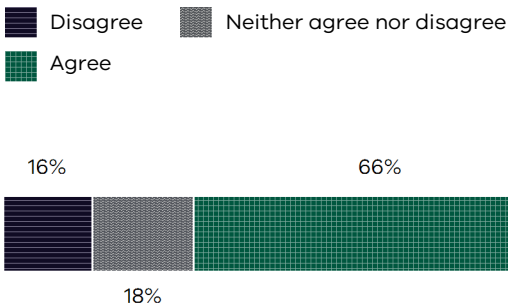
**Example**

66% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.
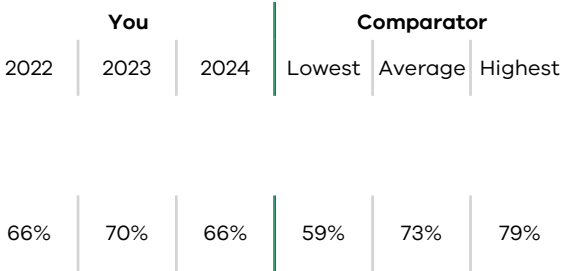
## Your results

Disagree ■  Neither agree nor disagree ▨

Agree ▦

I have the authority to do my job effectively

16%   66%

18%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2022 | 2023 | 2024 | Lowest | Average | Highest |
| 66% | 70% | 66% | 59% | 73% | 79% |

# Job and manager factors

## Meaningful work

### What is this

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

### Why this is important

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

### How to read this

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

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

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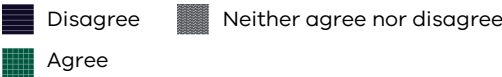
### Example

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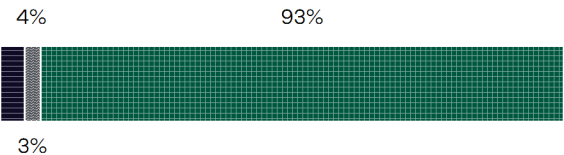
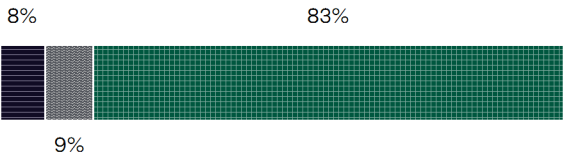## Survey question | Your results | Benchmark agree results

**Legend:** Disagree | Neither agree nor disagree | Agree

| Survey question | Your results (Disagree / Neither / Agree) | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I can make a worthwhile contribution at work | 4% / 3% / 93% | 92% | 92% | 93% | 81% | 87% | 93% |
| I achieve something important through my work | 8% / 9% / 83% | 86% | 86% | 83% | 71% | 83% | 89% |
| I get a sense of accomplishment from my work | 13% / 7% / 80% | 80% | 81% | 80% | 62% | 77% | 85% |

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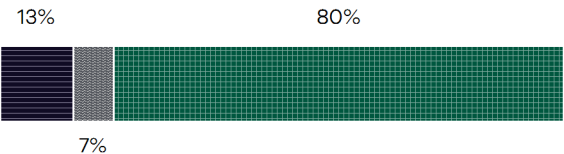
# Job and manager factors

## Flexible working

### What is this

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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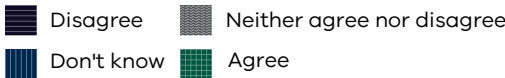
### Example

73% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
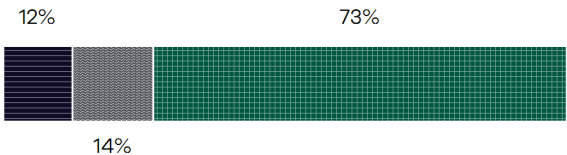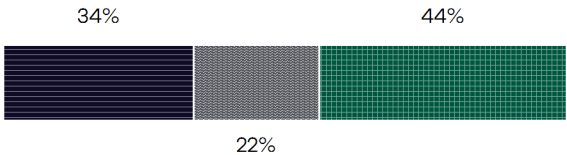
## Survey question

## Your results

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

| My manager supports working flexibly | 12% | 73% | 14% |

| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 34% | 44% | 22% |

## Benchmark agree results

| Survey question | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My manager supports working flexibly | 80% | 76% | 73% | 59% | 80% | 89% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 53% | 56% | 44% | 55% | 71% | 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

### Custom questions

- Questions requested by your organisation

### Demographics

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

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# Public sector values

**What is this**

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

**Why this is important**

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

**How to read this**

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

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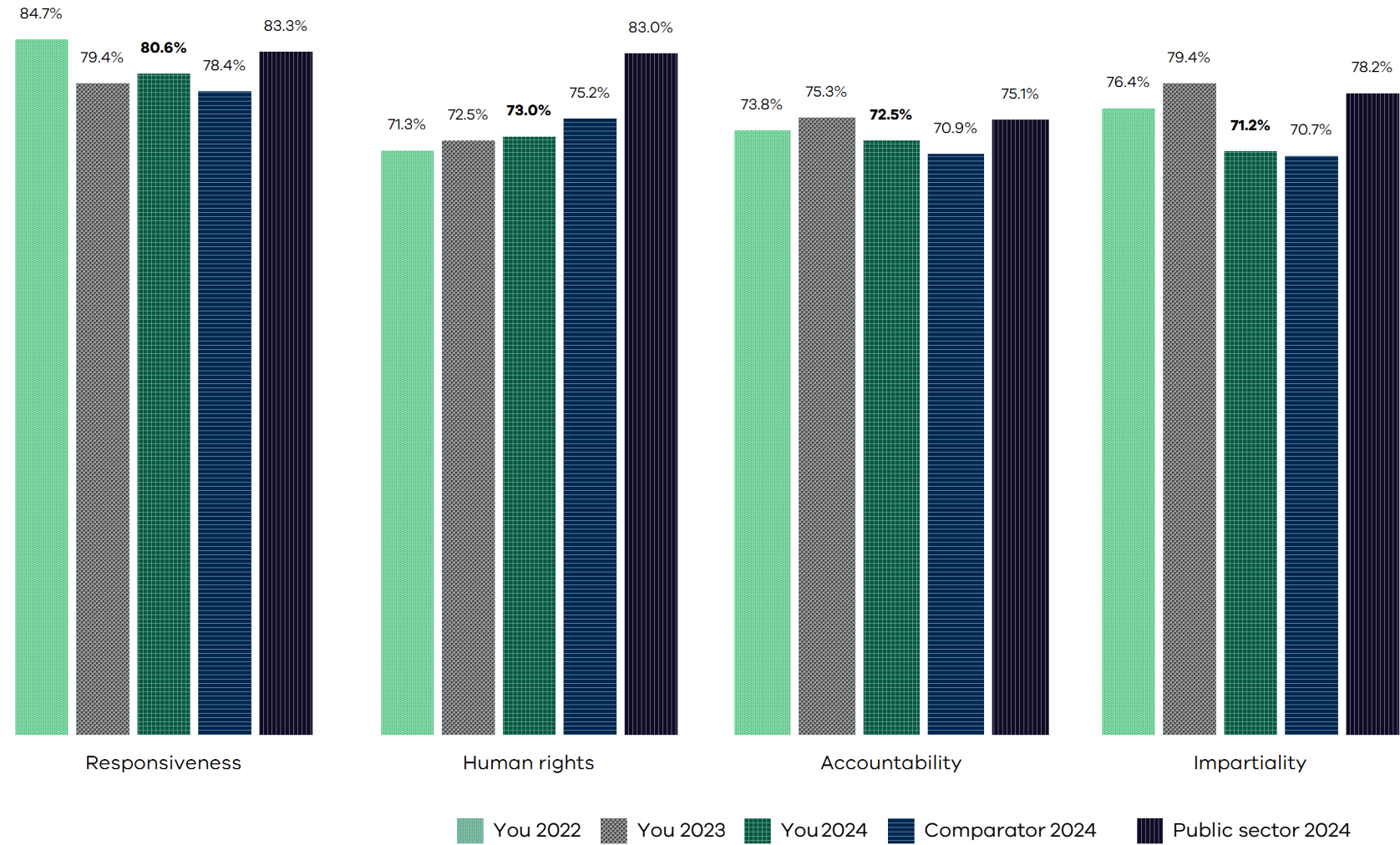
**Example**

In 2024:

- 80.6% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 78.4% of staff in your comparator group and 83.3% of staff across the public sector.



Chart data:

**Responsiveness**: 84.7%, 79.4%, **80.6%**, 78.4%, 83.3%
**Human rights**: 71.3%, 72.5%, **73.0%**, 75.2%, 83.0%
**Accountability**: 73.8%, 75.3%, **72.5%**, 70.9%, 75.1%
**Impartiality**: 76.4%, 79.4%, **71.2%**, 70.7%, 78.2%

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

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# Public sector values

### What is this

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

### Why this is important

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

### How to read this

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

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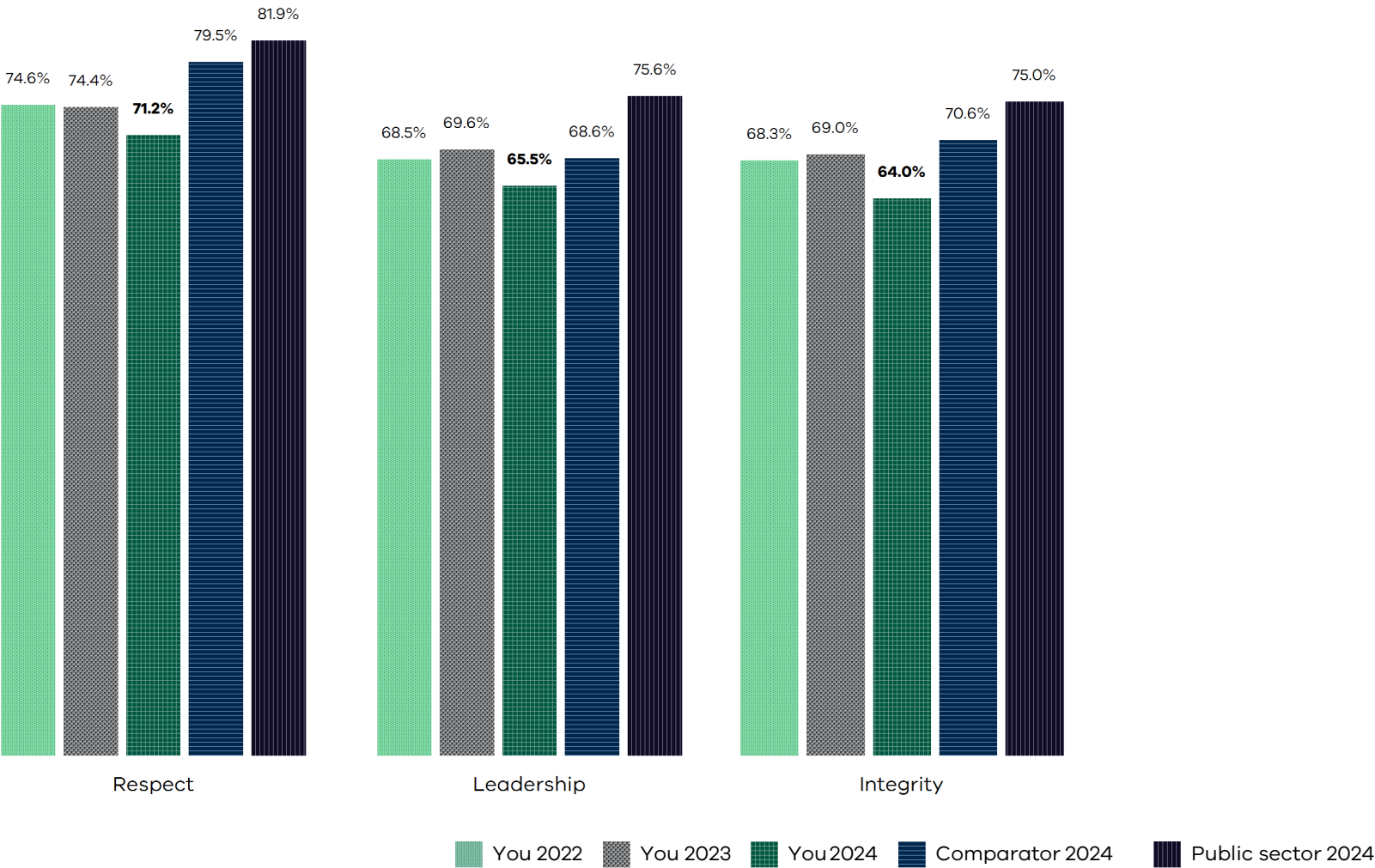
### Example

In 2024:

- 71.2% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 70.7% of staff in your comparator group and 78.2% of staff across the public sector.

## Chart

**Respect**
- You 2022: 74.6%
- You 2023: 74.4%
- You 2024: 71.2%
- Comparator 2024: 79.5%
- Public sector 2024: 81.9%

**Leadership**
- You 2022: 68.5%
- You 2023: 69.6%
- You 2024: 65.5%
- Comparator 2024: 68.6%
- Public sector 2024: 75.6%

**Integrity**
- You 2022: 68.3%
- You 2023: 69.0%
- You 2024: 64.0%
- Comparator 2024: 70.6%
- Public sector 2024: 75.0%

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

# Public sector values

## Responsiveness

### What is this

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

### Why this is important

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

### How to read this

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

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

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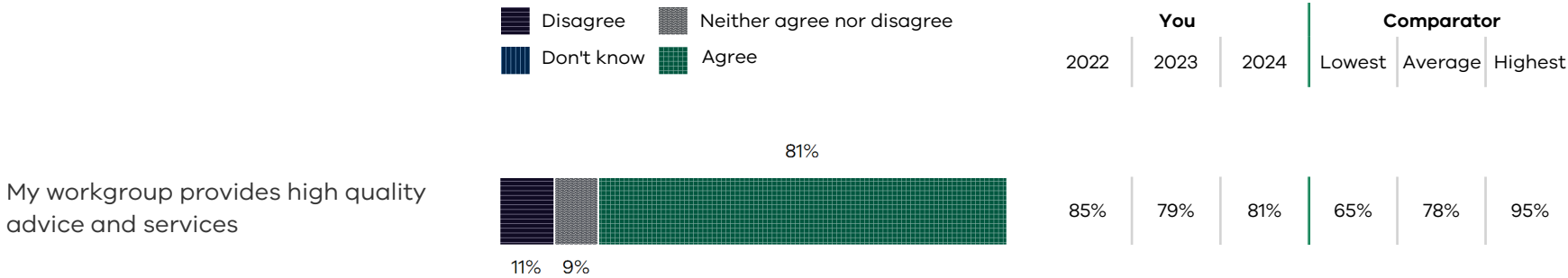
### Example

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Survey question

## Your results

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

My workgroup provides high quality advice and services

81%

11%   9%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| | 85% | 79% | 81% | 65% | 78% | 95% |

# Public sector values

## Integrity 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

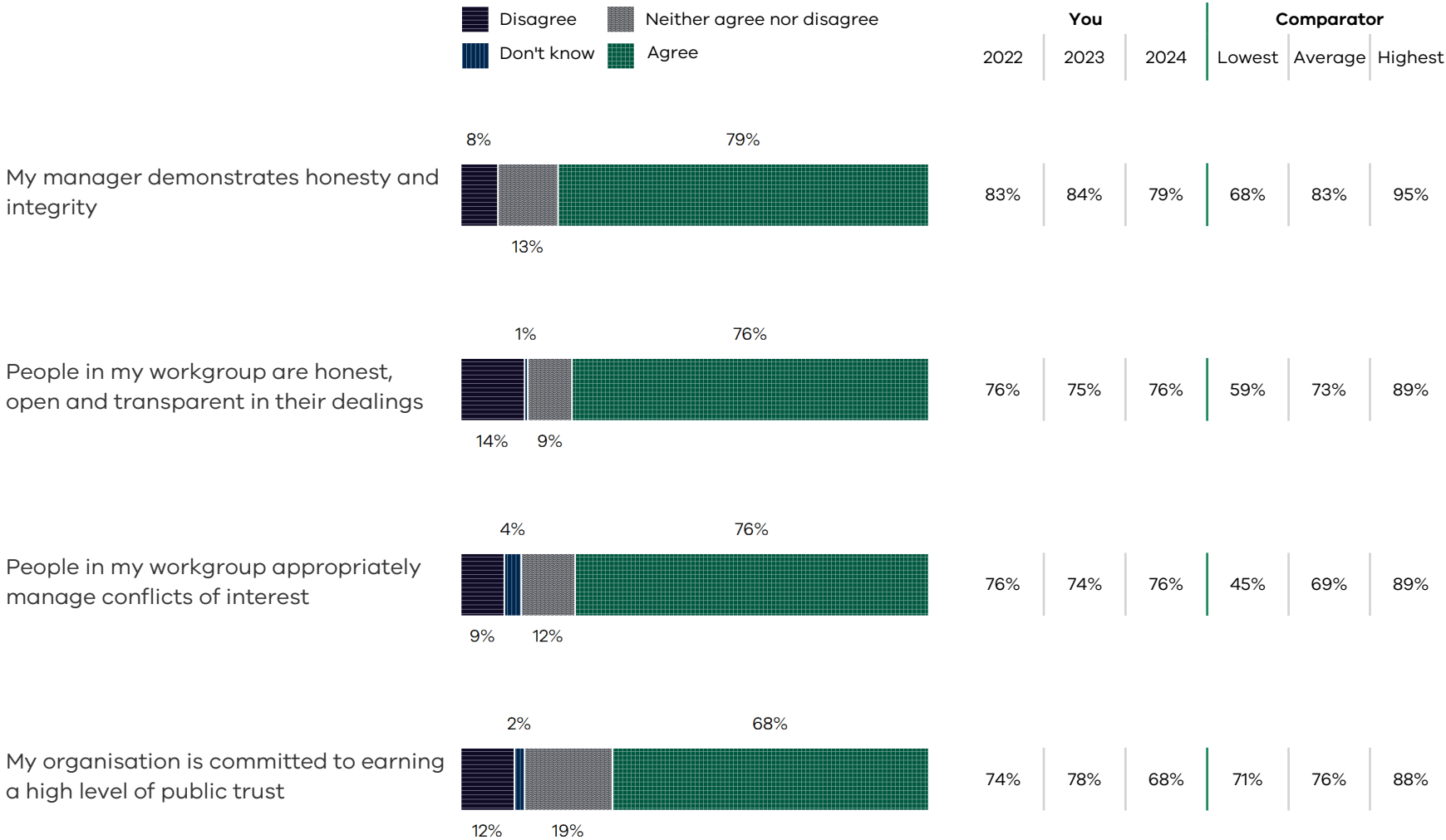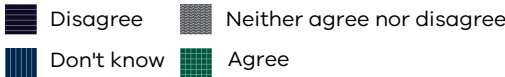Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results

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

## Benchmark agree results

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My manager demonstrates honesty and integrity | 8% / 13% / 79% | 83% | 84% | 79% | 68% | 83% | 95% |
| People in my workgroup are honest, open and transparent in their dealings | 14% / 1% / 9% / 76% | 76% | 75% | 76% | 59% | 73% | 89% |
| People in my workgroup appropriately manage conflicts of interest | 9% / 4% / 12% / 76% | 76% | 74% | 76% | 45% | 69% | 89% |
| My organisation is committed to earning a high level of public trust | 12% / 2% / 19% / 68% | 74% | 78% | 68% | 71% | 76% | 88% |

# Public sector values

## Integrity 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

55% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
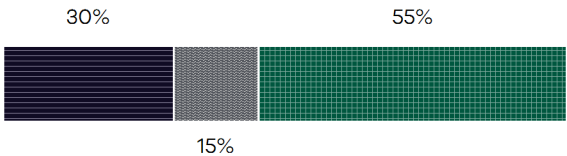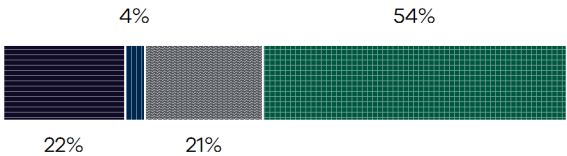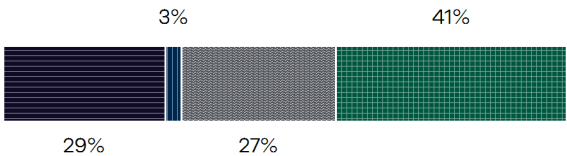
## Survey question

## Your results

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

## Benchmark agree results

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| I feel safe to challenge inappropriate behaviour at work | 30% / 15% / 55% | 61% | 63% | 55% | 56% | 70% | 85% |
| My organisation does not tolerate improper conduct | 22% / 4% / 21% / 54% | 61% | 60% | 54% | 62% | 69% | 78% |
| Senior leaders demonstrate honesty and integrity | 29% / 3% / 27% / 41% | 48% | 49% | 41% | 44% | 54% | 82% |

# Public sector values

## Impartiality

### What is this

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

### Why this is important

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

### How to read this

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

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

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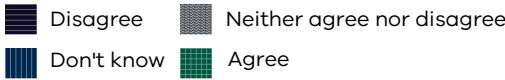
### Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

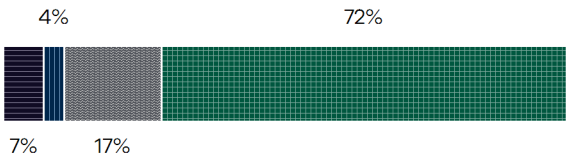| Legend | |
|---|---|
| Disagree | Neither agree nor disagree |
| Don't know | Agree |

| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| People in my workgroup are politically impartial in their work | 4% / 7% / 17% / 72% | 80% | 82% | 72% | 59% | 70% | 89% |
| My workgroup acts fairly and without bias | 17% / 12% / 71% | 73% | 77% | 71% | 57% | 71% | 86% |
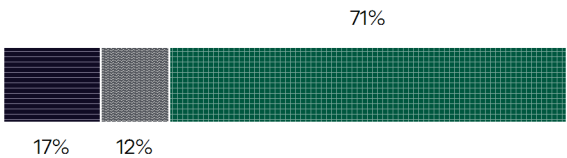
# Public sector values

## Accountability 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

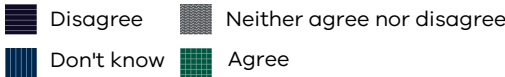Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
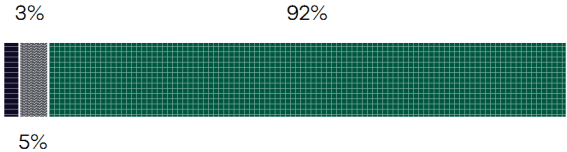
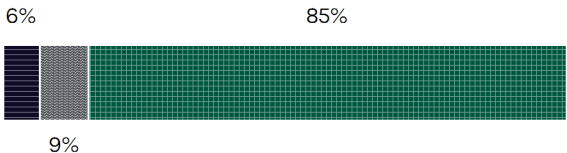| Survey question | Your results | Benchmark agree results |
|---|---|---|

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

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |

**I understand how my job helps my organisation achieve its goals**
3% / 92% / 5%
| | 96% | 92% | 92% | 85% | 90% | 95% |

**I clearly understand what I am expected to do in this job**
6% / 85% / 9%
| | 82% | 87% | 85% | 71% | 84% | 91% |

**My workgroup uses its resources well**
75% / 14% / 11%
| | 72% | 72% | 75% | 48% | 65% | 81% |
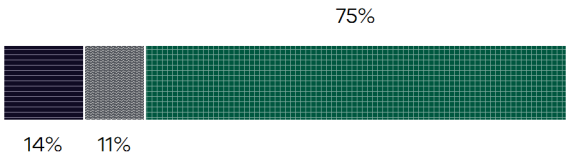
**My workgroup has clear lines of responsibility**
64% / 21% / 15%
| | 65% | 68% | 64% | 50% | 68% | 82% |

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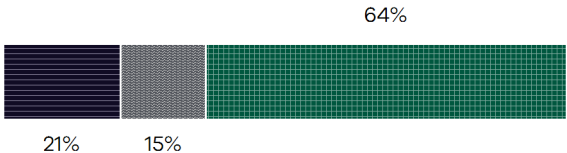
# Public sector values

## Accountability 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

47% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

**Senior leaders provide clear strategy and direction**

Your results: 29% Disagree, 4% Don't know, 21% Neither agree nor disagree, 47% Agree

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| | 55% | 57% | 47% | 35% | 47% | 84% |

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# Public sector values

### Respect 1 of 2

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

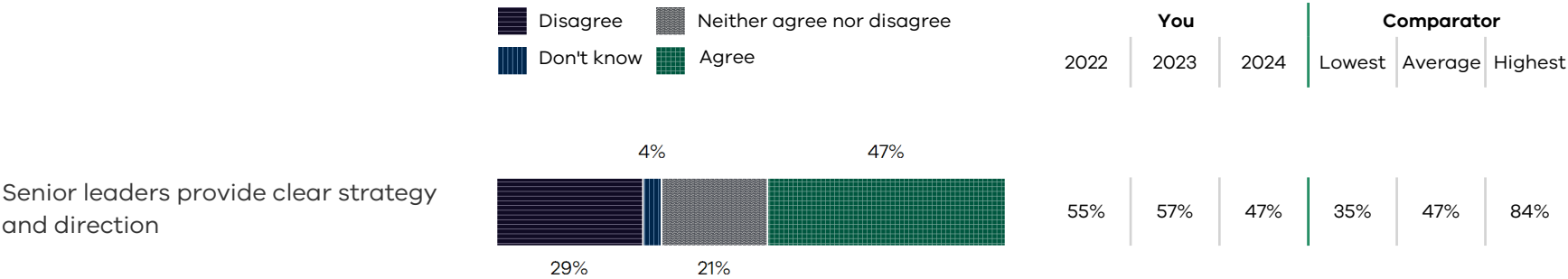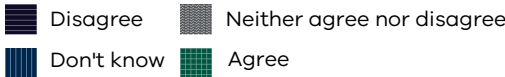Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
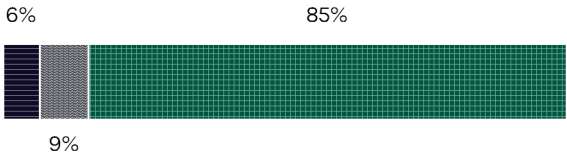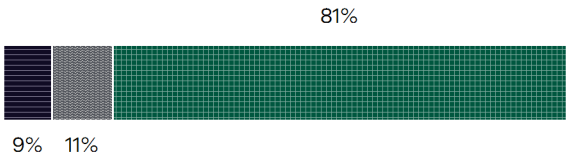
## Survey question

## Your results

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

## Benchmark agree results

|  | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| Survey question | 2022 | 2023 | 2024 | Lowest | Average | Highest |
| My manager treats employees with dignity and respect | 87% | 87% | 85% | 68% | 86% | 95% |
| People in my workgroup treat each other with respect | 83% | 84% | 81% | 74% | 80% | 95% |
| My manager listens to what I have to say | 80% | 80% | 78% | 65% | 81% | 95% |
| My organisation encourages respectful workplace behaviours | 71% | 69% | 62% | 71% | 83% | 94% |
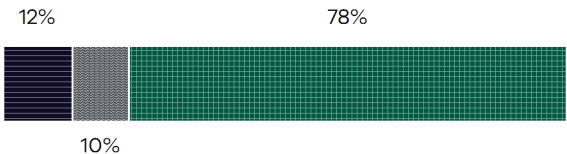
**My manager treats employees with dignity and respect**: 6% Disagree, 9% Neither, 85% Agree

**People in my workgroup treat each other with respect**: 9% Disagree, 11% Neither, 81% Agree

**My manager listens to what I have to say**: 12% Disagree, 10% Neither, 78% Agree

**My organisation encourages respectful workplace behaviours**: 16% Disagree, 1% Don't know, 21% Neither, 62% Agree

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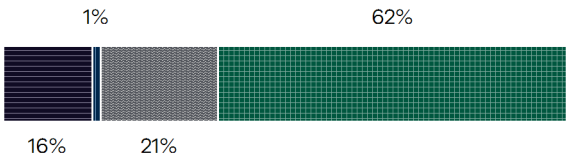
# Public sector values

### 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**

51% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

## Survey question

## Your results

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

My organisation takes steps to eliminate bullying, harassment and discrimination

7% · 51%
21% · 21%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2022 | 2023 | 2024 | Lowest | Average | Highest |
| 53% | 51% | 51% | 59% | 68% | 82% |

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# 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.
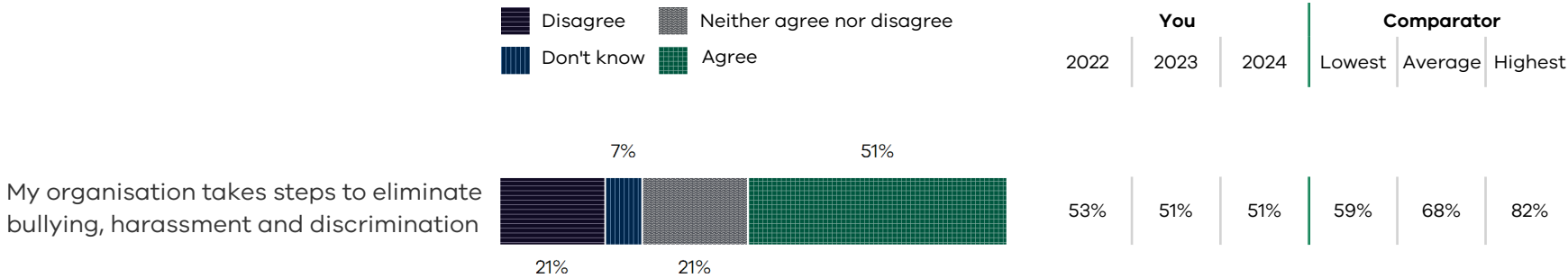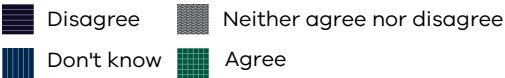
### Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My manager models my organisation's values | 5% / 12% / 83% | 84% | 84% | 83% | 71% | 83% | 91% |
| Senior leaders model my organisation's values | 24% / 3% / 26% / 47% | 53% | 55% | 47% | 44% | 54% | 79% |

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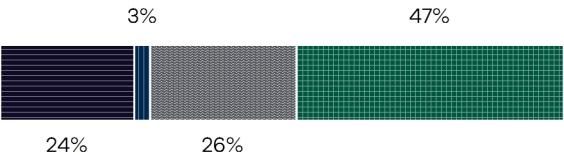
# Public sector values

## Human rights

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

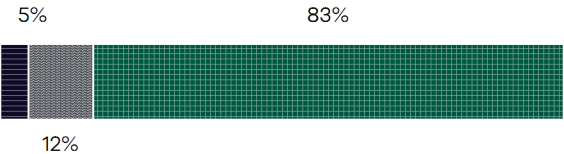76% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree
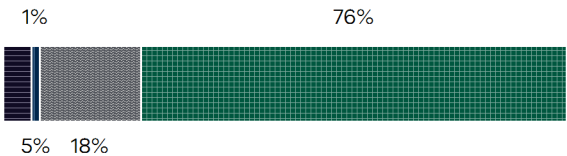
| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My organisation encourages employees to act in ways that are consistent with human rights | 1% / 5% / 18% / 76% | 73% | 75% | 76% | 71% | 82% | 86% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 8% / 22% / 71% | 70% | 70% | 71% | 63% | 68% | 82% |
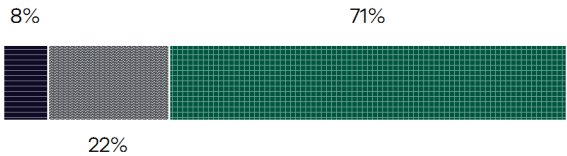
# People matter survey

## 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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Topical questions

### Topical questions

**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**

88% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
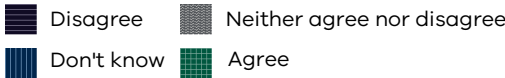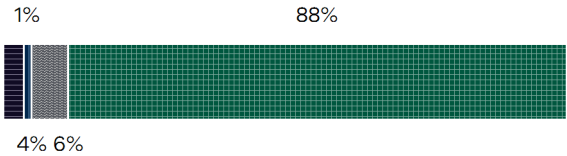
| Survey question | Your results | You 2022 | You 2023 | You 2024 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 1% / 4% / 6% / 88% | Not asked | 83% | 88% | 65% | 77% | 89% |
| I am proud to work in the public sector | 4% / 28% / 68% | Not asked | Not asked | 68% | 64% | 68% | 85% |
| I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration | 24% / 20% / 22% / 34% | Not asked | 44% | 34% | 32% | 54% | 68% |
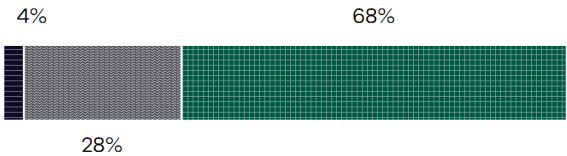
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- Caring

# Custom questions

## What is this

Your organisation asked 3 custom questions as part of the 2024 survey.

## Why this is important

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

## How to read this

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

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

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

## Example

95% of staff who did the survey responded favourably to 'I respond well to change when it is required in my role'.

| Survey question | Your results | Benchmark agree results |
|---|---|---|

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▧ Agree

|  | | **You** | |
|---|---|---|---|
|  | 2022 | 2023 | 2024 |

**I respond well to change when it is required in my role** — 95% Agree, 5% Neither — Benchmark: 93% | 93% | 95%
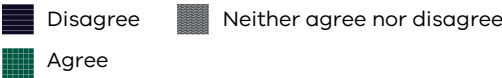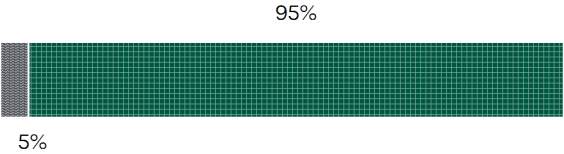
**I pride myself on my innovation, excellence and collaboration** — 91% Agree, 1% Disagree, 8% Neither — Benchmark: 91% | 92% | 91%
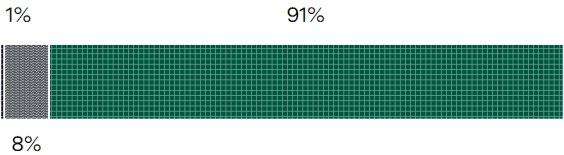
**NGV is serving the needs of audiences** — 75% Agree, 8% Disagree, 17% Neither — Benchmark: 84% | 85% | 75%

Victorian Public Sector Commission

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# People matter survey

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- Employment
- Adjustments
- Caring

# Demographics

## Age, gender, variations in sex characteristics and sexual orientation

**What is this**

This is how staff describe their age, gender, variations in sex characteristics and sexual orientation.

**Why this is important**

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

**How to read this**

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

**How we protect anonymity and privacy**

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

| Age | (n) | % |
|---|---|---|
| 15-34 years | 51 | 37% |
| 35-54 years | 49 | 35% |
| 55+ years | 14 | 10% |
| Prefer not to say | 25 | 18% |

| Gender | (n) | % |
|---|---|---|
| Woman | 76 | 55% |
| Man | 33 | 24% |
| Prefer not to say | 28 | 20% |
| Non-binary and I use a different term | 2 | 1% |

| Are you trans, non-binary or gender diverse? | (n) | % |
|---|---|---|
| Yes | 2 | 1% |
| No | 106 | 76% |
| Prefer not to say | 31 | 22% |

| To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)? | (n) | % |
|---|---|---|
| Yes | 0 | 0% |
| No | 112 | 81% |
| Don't know | 0 | 0% |
| Prefer not to say | 27 | 19% |

| How do you describe your sexual orientation? | (n) | % |
|---|---|---|
| Straight (heterosexual) | 68 | 49% |
| Prefer not to say | 46 | 33% |
| Bisexual | 12 | 9% |
| Gay or lesbian | 6 | 4% |
| Asexual | 2 | 1% |
| I use a different term | 2 | 1% |
| Don't know | 2 | 1% |
| Pansexual | 1 | 1% |

# Demographics

## Aboriginal and/or Torres Strait Islander employees

**What is this**

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

**Why this is important**

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

**How to read this**

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

**How we protect anonymity and privacy**

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| Aboriginal and/or Torres Strait Islander | (n) | % |
| --- | --- | --- |
| Yes | 1 | 1% |
| Non Aboriginal and/or Torres Strait Islander | 124 | 89% |
| Prefer not to say | 14 | 10% |

# Demographics

## Disability

**What is this**

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

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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

**How we protect anonymity and privacy**

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

| Are you a person with disability? | (n) | % |
|---|---|---|
| Yes | 13 | 9% |
| No | 102 | 73% |
| Prefer not to say | 24 | 17% |

| Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)? | (n) | % |
|---|---|---|
| Yes | 6 | 46% |
| No | 7 | 54% |
| Prefer not to say | 0 | 0% |

# Demographics

## Cultural diversity 1 of 2

**What is this**

These are the personal characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

**How we protect anonymity and privacy**

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

| Country of birth | (n) | % |
|---|---|---|
| Born in Australia | **104** | 75% |
| Not born in Australia | **12** | 9% |
| Prefer not to say | **23** | 17% |

| If you speak another language with your family or community, what language(s) do you speak? | (n) | % |
|---|---|---|
| Other | **6** | 38% |
| Spanish | **3** | 19% |
| Mandarin | **3** | 19% |
| Italian | **2** | 13% |
| Urdu | **1** | 6% |
| Vietnamese | **1** | 6% |
| Cantonese | **1** | 6% |
| Persian | **0** | 0% |
| Sinhalese | **0** | 0% |
| Arabic | **0** | 0% |
| Macedonian | **0** | 0% |
| Turkish | **0** | 0% |

| Language other than English spoken with family or community | (n) | % |
|---|---|---|
| Yes | **16** | 12% |
| No | **101** | 73% |
| Prefer not to say | **22** | 16% |

| If you speak another language with your family or community, what language(s) do you speak? | (n) | % |
|---|---|---|
| Hindi | **0** | 0% |
| Filipino | **0** | 0% |
| Telugu | **0** | 0% |
| Malayalam | **0** | 0% |
| Auslan | **0** | 0% |
| Punjabi | **0** | 0% |
| Tagalog | **0** | 0% |
| Australian Indigenous Language | **0** | 0% |
| Tamil | **0** | 0% |
| Greek | **0** | 0% |
| Gujarati | **0** | 0% |

# Demographics

## Cultural diversity 2 of 2

**What is this**

This is the cultural identity and religion of staff.

**Why this is important**

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

**How to read this**

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

**How we protect anonymity and privacy**

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

| Cultural identity | (n) | % |
|---|---|---|
| Australian | 90 | 65% |
| Prefer not to say | 28 | 20% |
| European (including Western, Eastern and South-Eastern European, and Scandinavian) | 18 | 13% |
| English, Irish, Scottish and/or Welsh | 16 | 12% |
| East and/or South-East Asian | 9 | 6% |
| South Asian | 4 | 3% |
| Other | 3 | 2% |
| New Zealander | 2 | 1% |
| Central and/or South American | 1 | 1% |
| Maori | 1 | 1% |
| Aboriginal and/or Torres Strait Islander | 1 | 1% |
| North American | 0 | 0% |
| Central Asian | 0 | 0% |
| Pacific Islander | 0 | 0% |
| Middle Eastern | 0 | 0% |
| African | 0 | 0% |

| Religion | (n) | % |
|---|---|---|
| No religion | 84 | 60% |
| Prefer not to say | 28 | 20% |
| Christianity | 21 | 15% |
| Buddhism | 4 | 3% |
| Islam | 1 | 1% |
| Other | 1 | 1% |
| Hinduism | 0 | 0% |
| Sikhism | 0 | 0% |
| Judaism | 0 | 0% |

# Demographics

## Employment characteristics 1 of 2

**What is this**

These are the employment characteristics of staff.

**Why this is important**

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

**How to read this**

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

**How we protect anonymity and privacy**

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

| Working arrangement | (n) | % |
|---|---|---|
| Full-Time | 105 | 76% |
| Part-Time | 34 | 24% |

| Gross base salary (ongoing/fixed term only) | (n) | % |
|---|---|---|
| Below $80k | 33 | 28% |
| $80k to $120k | 54 | 45% |
| $120k to $160k | 7 | 6% |
| $160k to $200k | 2 | 2% |
| $200k or more | 3 | 3% |
| Prefer not to say | 21 | 18% |

| Organisational tenure | (n) | % |
|---|---|---|
| <1 year | 15 | 11% |
| 1 to less than 2 years | 22 | 16% |
| 2 to less than 5 years | 32 | 23% |
| 5 to less than 10 years | 35 | 25% |
| 10 to less than 20 years | 22 | 16% |
| More than 20 years | 13 | 9% |

| Management responsibility | (n) | % |
|---|---|---|
| Non-manager | 98 | 71% |
| Other manager | 22 | 16% |
| Manager of other manager(s) | 19 | 14% |

| Employment type | (n) | % |
|---|---|---|
| Ongoing and executive | 77 | 55% |
| Fixed term | 41 | 29% |
| Other | 21 | 15% |

| Frontline worker | (n) | % |
|---|---|---|
| No | 116 | 83% |
| Yes | 23 | 17% |

# Demographics

## Employment characteristics 2 of 2

### What is this

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.
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| Primary workplace location over the last 3 months | (n) | % |
|---|---|---|
| Melbourne CBD | **136** | 98% |
| Melbourne: Suburbs | **2** | 1% |
| Other | **1** | 1% |
| Rural | **0** | 0% |
| Large regional city | **0** | 0% |

| What have been your main places of work over the last 3-months? | (n) | % |
|---|---|---|
| Your employer's office | **116** | 83% |
| A frontline or service delivery location | **20** | 14% |
| Home or private location | **9** | 6% |
| A shared office space (where two or more organisations share the same workspace) | **13** | 9% |
| Isolated or remote location/s where access to communications and help from others is difficult | **0** | 0% |
| Other | **2** | 1% |

| Flexible work | (n) | % |
|---|---|---|
| I do not use any flexible work arrangements | **77** | 55% |
| Working from an alternative location (e.g. home, hub/shared work space) | **25** | 18% |
| Flexible start and finish times | **24** | 17% |
| Part-time | **16** | 12% |
| Shift swap | **13** | 9% |
| Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours | **11** | 8% |
| Working more hours over fewer days | **4** | 3% |
| Other | **4** | 3% |
| Job sharing | **1** | 1% |
| Study leave | **0** | 0% |
| Purchased leave | **0** | 0% |

Victorian Public Sector Commission

VICTORIA State Government

# Demographics

## Adjustments

**What is this**

These are adjustments staff requested to perform in their role.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

**How we protect anonymity and privacy**

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

| Have you requested any of the following adjustments at work? | (n) | % |
|---|---|---|
| No, I have not requested adjustments | 114 | 82% |
| Flexible working arrangements | 17 | 12% |
| Physical modifications or improvements to the workplace | 8 | 6% |
| Career development support strategies | 4 | 3% |
| Other | 2 | 1% |
| Job redesign or role sharing | 1 | 1% |
| Accessible communications technologies | 1 | 1% |

| Why did you make this request? | (n) | % |
|---|---|---|
| Health | 14 | 56% |
| Family responsibilities | 8 | 32% |
| Work-life balance | 6 | 24% |
| Caring responsibilities | 5 | 20% |
| Other | 2 | 8% |
| Disability | 2 | 8% |
| Study commitments | 0 | 0% |

| What was your experience with making this request? | (n) | % |
|---|---|---|
| The adjustments I needed were made and the process was satisfactory | 14 | 56% |
| The adjustments I needed were not made | 8 | 32% |
| The adjustments I needed were made but the process was unsatisfactory | 3 | 12% |

# Demographics

## Caring

**What is this**

These are staff-reported caring responsibilities.

**Why this is important**

This shows organisations what caring responsibilities their staff have.

**How to read this**

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

**How we protect anonymity and privacy**

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

| Caring responsibilities | (n) | % |
|---|---|---|
| None of the above | 65 | 47% |
| Prefer not to say | 25 | 18% |
| Secondary school aged child(ren) | 19 | 14% |
| Primary school aged child(ren) | 17 | 12% |
| Frail or aged person(s) | 8 | 6% |
| Other | 6 | 4% |
| Preschool aged child(ren) | 5 | 4% |
| Person(s) with disability | 5 | 4% |
| Child(ren) - younger than preschool age | 5 | 4% |
| Person(s) with a medical condition | 4 | 3% |
| Person(s) with a mental illness | 3 | 2% |

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