People Matter Survey 2024

Have your say

Remembrance Parks Central Victoria
2024 people matter survey results report

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
- 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

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.

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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- Work-related stress causes
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- Sexual harassment
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- Workgroup support
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- Workload
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- Job enrichment
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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.
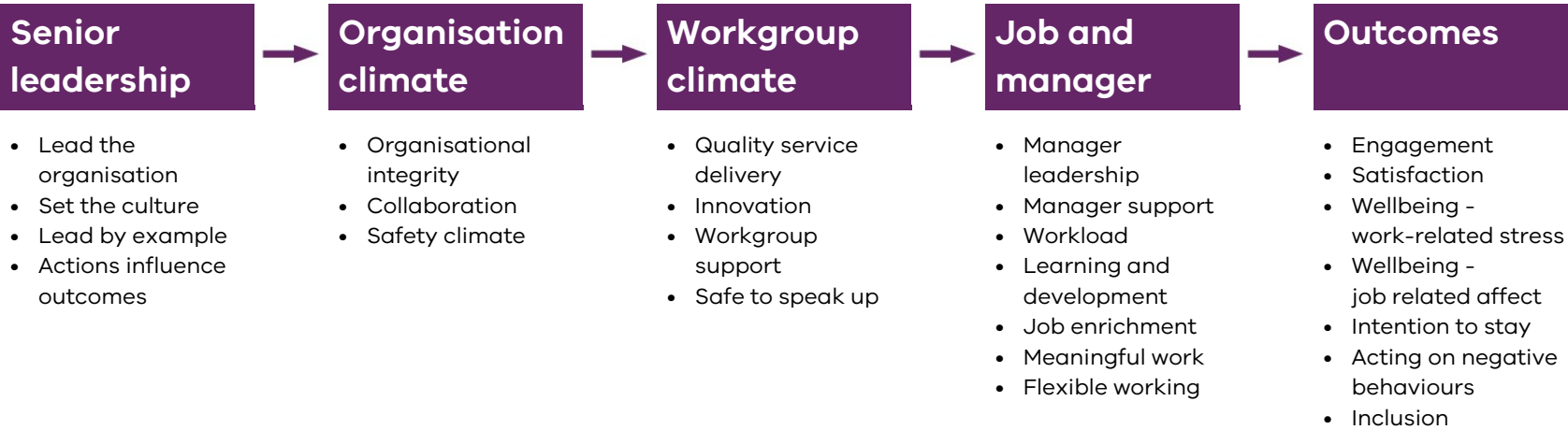
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

Responsiveness Integrity Impartiality Accountability Respect Leadership Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Breakthrough Victoria

Launch Victoria

Melbourne Market Authority

Parliament of Victoria

Port of Hastings Corporation

Ports Victoria

Southern Metropolitan Cemeteries Trust

State Trustees Limited

V/Line Corporation

Victoria Law Foundation

Victorian Institute of Teaching

Victorian Managed Insurance Authority

Victorian Rail Track Corporation

VITS LanguageLink

Yoorrook Justice Commission

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.

2024

61%
(20)

Comparator	64%
Public Sector	65%

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State
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People matter survey 2024

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- Taking action questions

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- Senior leadership questions

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- Safety climate

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- Scorecard
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- Innovation
- Workgroup support
- Safe to speak up

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- Scorecard
- Manager leadership
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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.

2024

67

| Comparator | 70 |
| Public Sector | 68 |

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People outcomes

Engagement question results 1 of 2

What is this

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

Your group's engagement index

Your 2024 index is 67.

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.
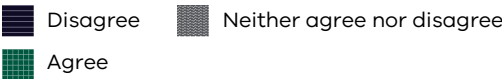
Example

75% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
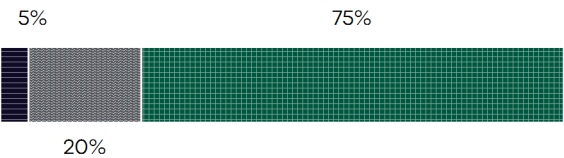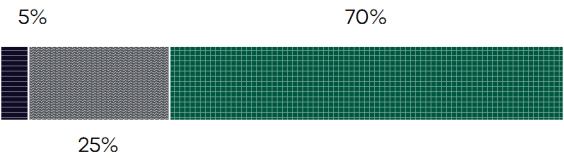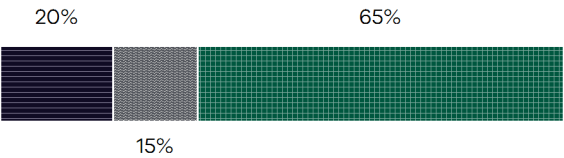
Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest

I feel a strong personal attachment to my organisation
Your results: 5%, 20%, 75%

| 75% | 45% | 61% | 71% |

My organisation inspires me to do the best in my job
Your results: 5%, 25%, 70%

| 70% | 45% | 65% | 75% |

I would recommend my organisation as a good place to work
Your results: 20%, 15%, 65%

| 65% | 36% | 72% | 83% |

My organisation motivates me to help achieve its objectives
Your results: 5%, 35%, 60%
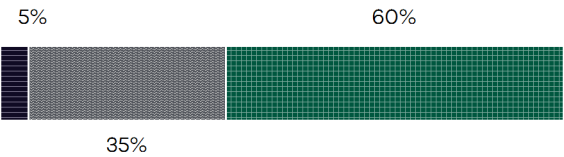
| 60% | 45% | 66% | 86% |

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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 67.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

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

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

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

Example

50% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

	Disagree		Neither agree nor disagree
	Agree		

	You	Comparator		
	2024	Lowest	Average	Highest

I am proud to tell others I work for my organisation

25% | 50%

25%

	You	Comparator		
	50%	55%	74%	91%

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

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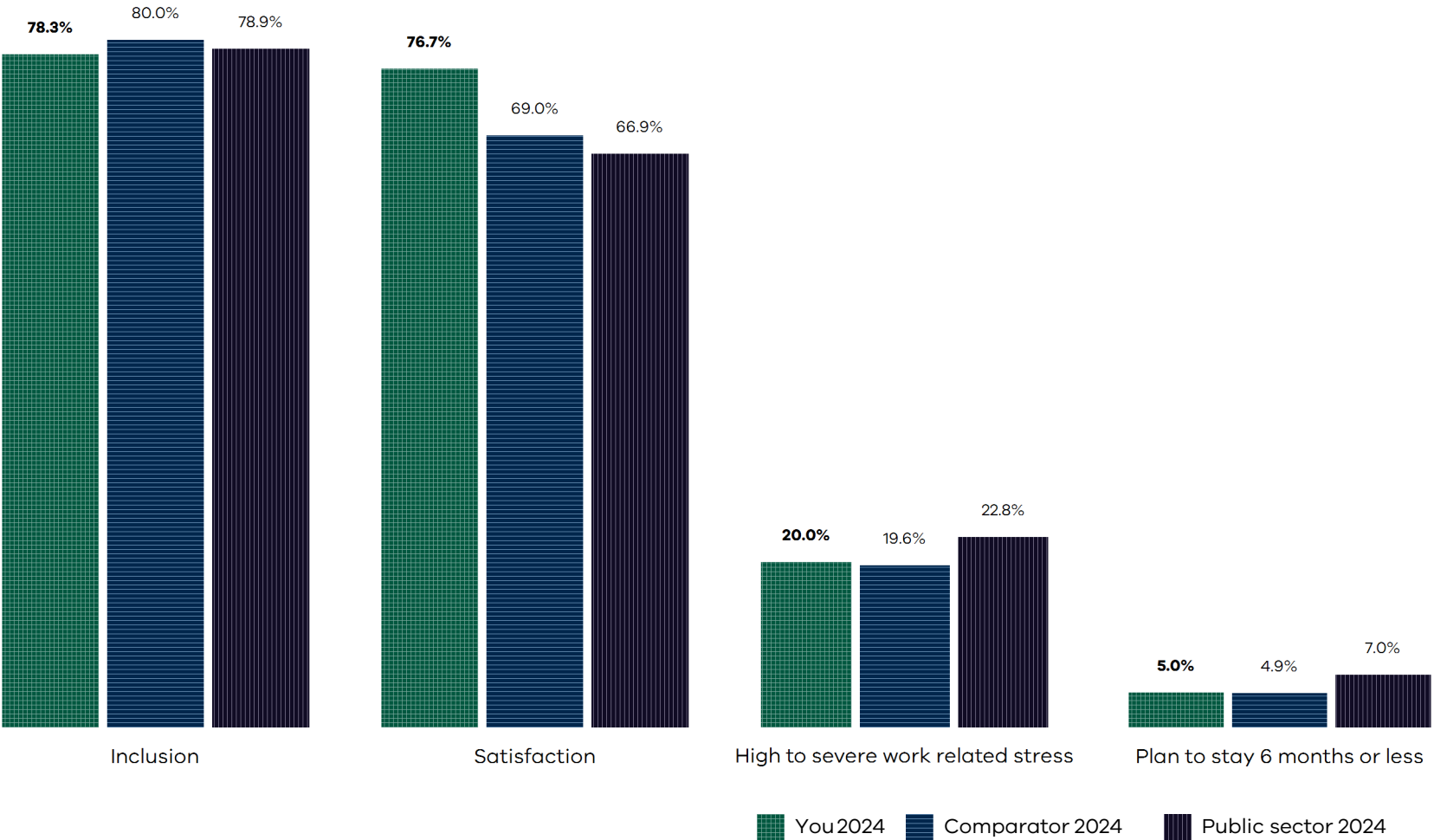
Why this is important

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

How to read this

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

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

Example

In 2024:
- 78.3% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:
- 80.0% of staff in your comparator group and 78.9% of staff across the public sector.

Chart data:

	You 2024	Comparator 2024	Public sector 2024
Inclusion	78.3%	80.0%	78.9%
Satisfaction	76.7%	69.0%	66.9%
High to severe work related stress	20.0%	19.6%	22.8%
Plan to stay 6 months or less	5.0%	4.9%	7.0%

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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.
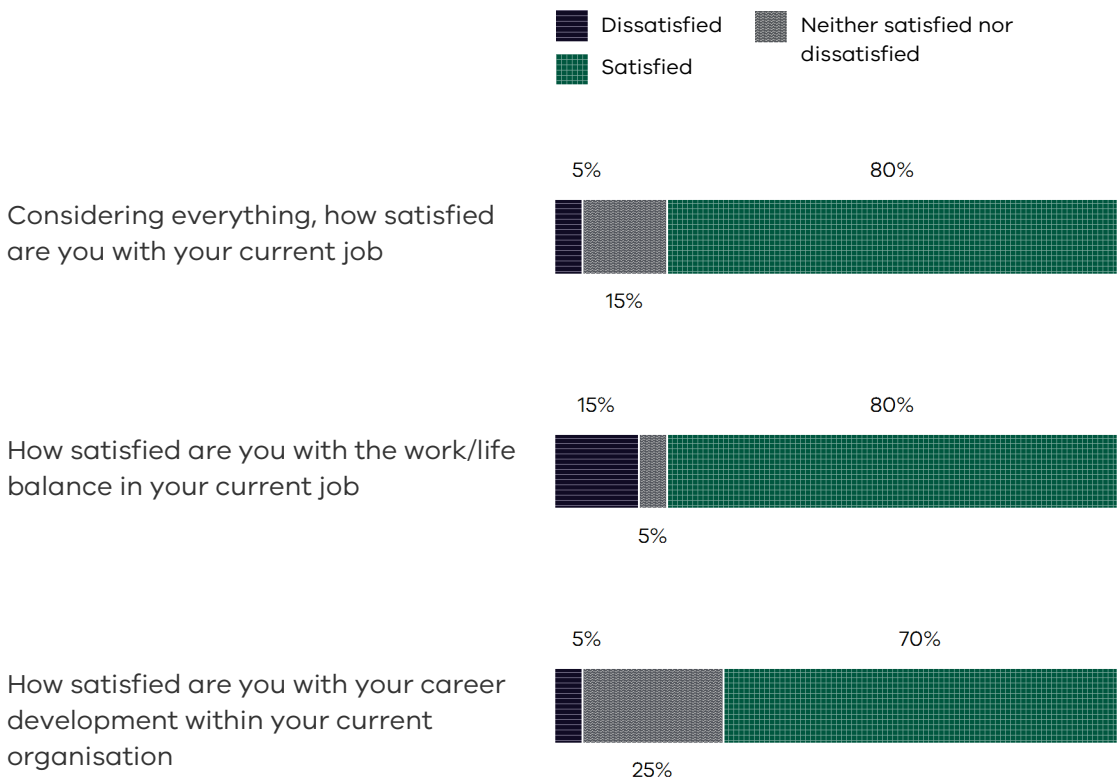
Example

80% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

Survey question

Your results

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

Benchmark satisfied results

	You	Comparator		
	2024	Lowest	Average	Highest

Considering everything, how satisfied are you with your current job
5% / 80% / 15%

| | 80% | 45% | 75% | 88% |

How satisfied are you with the work/life balance in your current job
15% / 80% / 5%

| | 80% | 59% | 74% | 91% |

How satisfied are you with your career development within your current organisation
5% / 70% / 25%

| | 70% | 45% | 58% | 67% |

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People outcomes

Work-related stress levels

What is this

This is the level of stress experienced by employees in response to work-related factors.

Why this is important

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

How to read this

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

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

The numbers below show the percentage of staff in your group who said they experienced high to severe stress in 2024 compared to your comparator and the public sector.

Example

20% 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)

Nil	15%
Low or mild	50%
Moderate	15%
High	5%
Very high	10%
Severe	5%
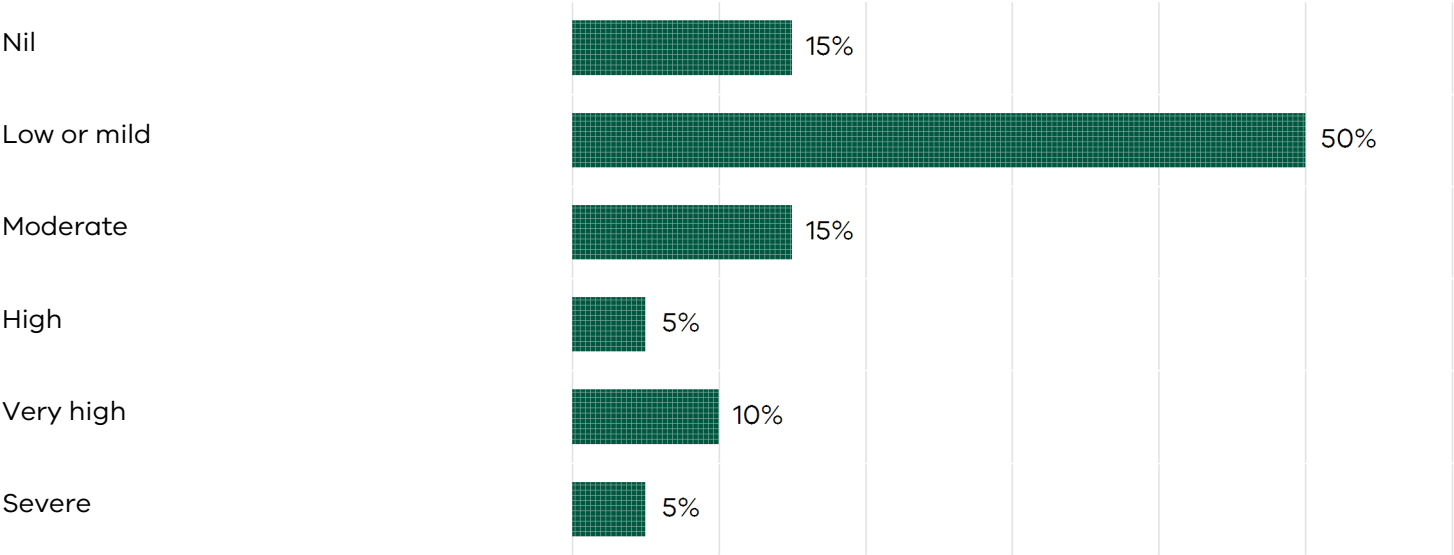
Reported levels of high to severe stress

2024

20%

Comparator	20%
Public Sector	23%

Victorian Public Sector Commission

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People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey said they experienced mild to severe stress. Of that 85%, 53% said the top reason was 'Time pressure' .

	17	3
	85%	15%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
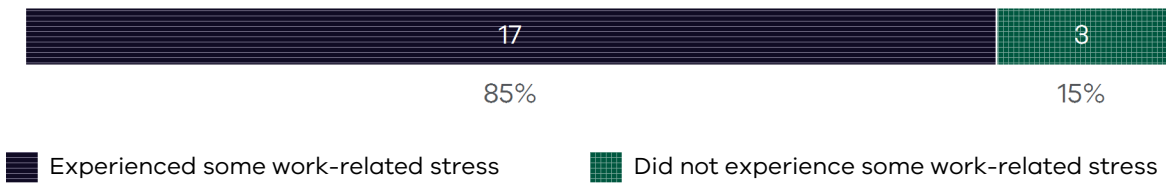
Of those that experienced work related stress it was from …	You 2024	Comparator 2024	Public sector 2024
Time pressure	53%	38%	42%
Workload	47%	42%	47%
Dealing with clients, patients or stakeholders	29%	20%	17%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	24%	11%	11%
Management of work (e.g. supervision, training, information, support)	18%	14%	12%
Content, variety, or difficulty of work	12%	11%	12%
Unclear job expectations	12%	12%	14%
Other	12%	13%	13%
Incivility, bullying, harassment or discrimination	6%	7%	6%
Job security	6%	8%	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.
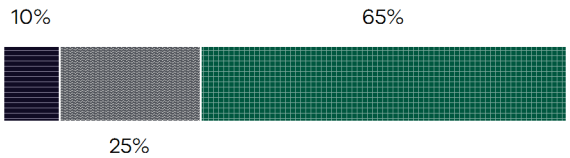
Example

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

Survey question

The amount of stress in my job is manageable

Your results

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

10% 65%
25%

Benchmark agree results

You	Comparator		
2024	Lowest	Average	Highest
65%	54%	68%	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

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

Employees plan to work at your organisation for...	You 2024	Comparator 2024	Public sector 2024
6 months or less	5%	5%	7%
Over 6 months and up to 1 year	5%	8%	10%
Over 1 year and up to 3 years	20%	21%	25%
Over 3 years and up to 5 years	25%	13%	16%
Over 5 years	45%	52%	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.
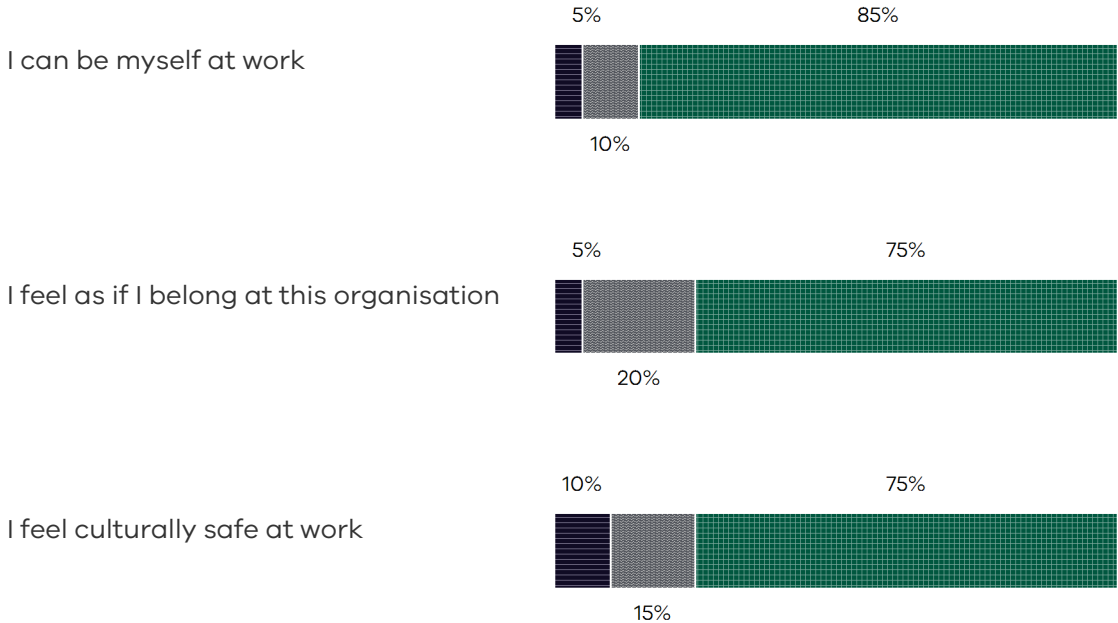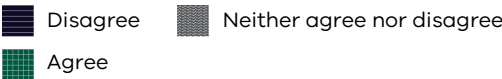
Example

85% 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

I can be myself at work
5% | 85%
10%

I feel as if I belong at this organisation
5% | 75%
20%

I feel culturally safe at work
10% | 75%
15%

Benchmark agree results

Survey question	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can be myself at work	85%	64%	82%	89%
I feel as if I belong at this organisation	75%	50%	76%	87%
I feel culturally safe at work	75%	55%	82%	96%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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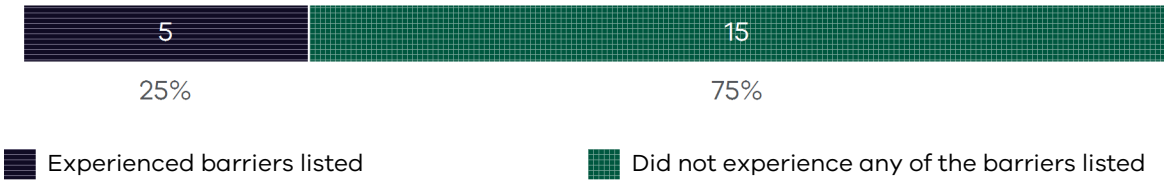
How to read this

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

Why there are no further details

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

Staff who experienced one or more barriers to success at work

5	15
25%	75%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed

People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

Why there are no further details

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

Staff who witnessed one or more barriers to success at work

7	13
35%	65%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
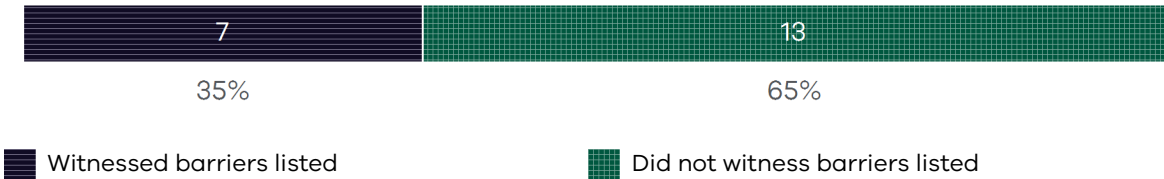
People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

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

How to read this

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

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

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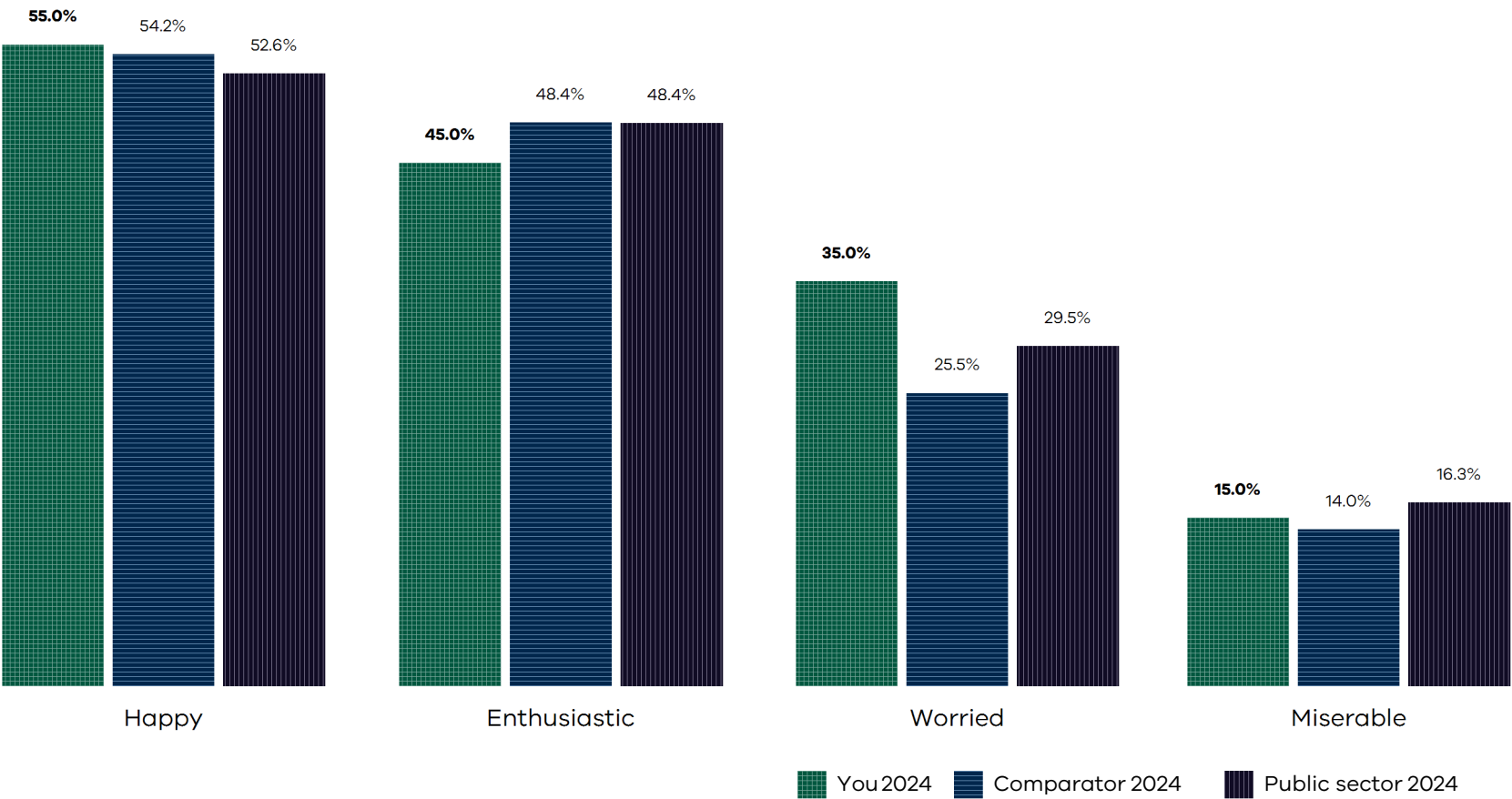
Example

In 2024:
- 55.0% of your staff who did the survey said work made them feel happy.

Compared to:
- 54.2% 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 2024 55.0%, Comparator 2024 54.2%, Public sector 2024 52.6%

Enthusiastic: You 2024 45.0%, Comparator 2024 48.4%, Public sector 2024 48.4%

Worried: You 2024 35.0%, Comparator 2024 25.5%, Public sector 2024 29.5%

Miserable: You 2024 15.0%, Comparator 2024 14.0%, Public sector 2024 16.3%

Legend: 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:

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

Compared to:

- 10.5% of staff in your comparator group and 11.2% of staff across the public sector.

Chart data:

	Bullying	Violence or aggression	Discrimination	Sexual harassment
You 2024	15.0%	15.0%	5.0%	0.0%
Comparator 2024	10.5%	12.3%	5.7%	4.8%
Public sector 2024	11.2%	10.0%	4.9%	3.9%

Legend: You 2024 — Comparator 2024 — Public sector 2024
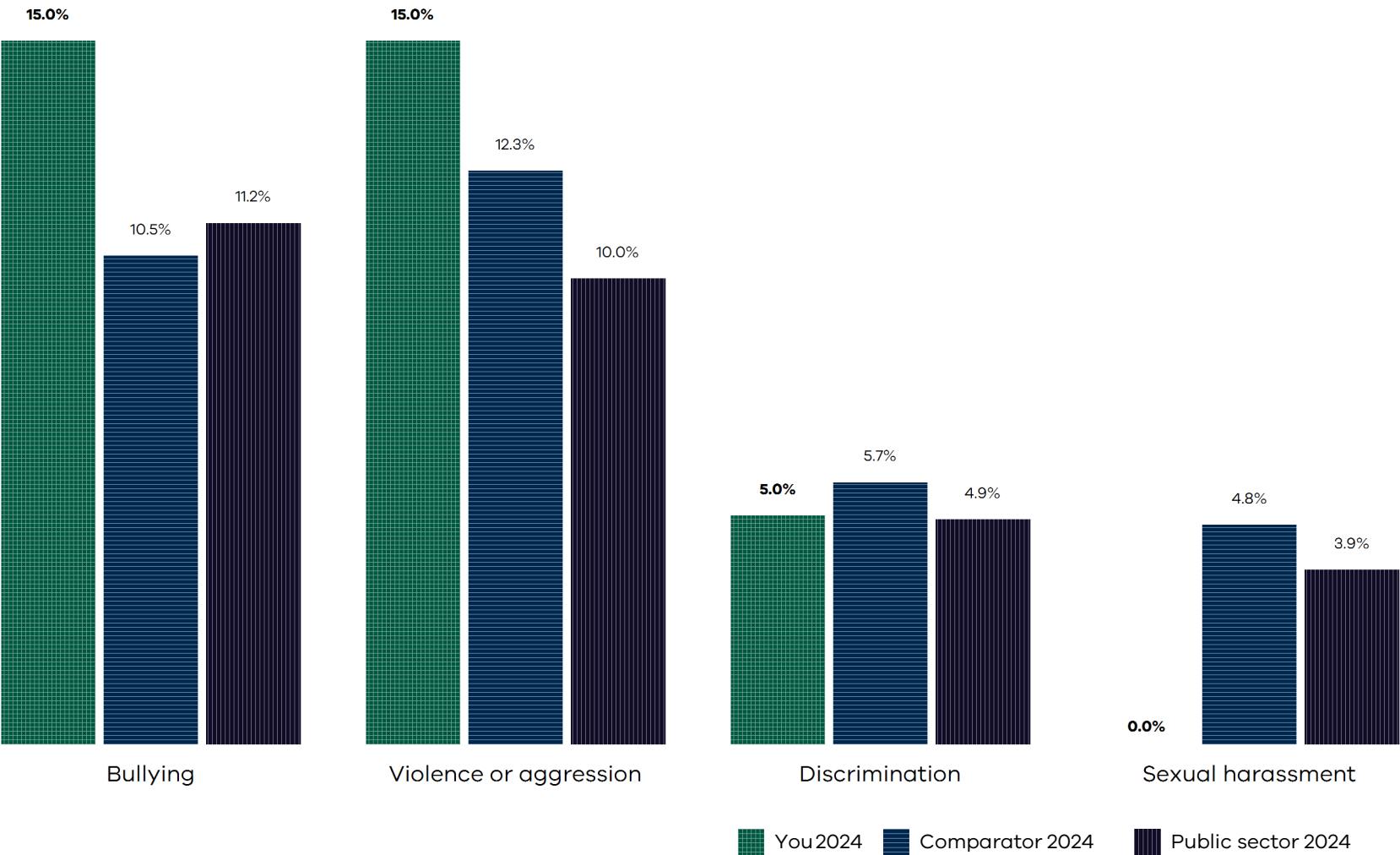
People outcomes

Bullying

What is this

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Sexual harassment

What is this

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

Why this is important

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

Why there is no data here

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

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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.

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

20% of your staff who did the survey said they witnessed some negative behaviour at work.

80% said 'No, I have not witnessed any of the situations above'.

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

4	16
20%	80%

■ 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 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	80%	82%	81%
Bullying of a colleague	10%	13%	14%
Discrimination against a colleague	10%	8%	8%
Violence or aggression against a colleague	5%	4%	3%

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
- 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

Victorian Public Sector Commission

VICTORIA State Government

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 2024 comparator group.

Example

On the first row 'Meaningful work', the 'You 2024' column shows 100% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'.

Question group	Highest scoring questions	You 2024	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	100%	91%
Job enrichment	I understand how my job helps my organisation achieve its goals	100%	93%
Meaningful work	I achieve something important through my work	95%	89%
Job enrichment	I can use my skills and knowledge in my job	95%	92%
Organisational integrity	My organisation is committed to earning a high level of public trust	95%	79%
Meaningful work	I get a sense of accomplishment from my work	90%	83%
Manager support	My manager provides me with enough support when I need it	90%	81%
Manager support	I can discuss problems or issues with my manager	90%	82%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	90%	61%
Safety climate	My organisation provides a physically safe work environment	90%	88%

Victorian Public Sector Commission

VICTORIA State Government

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 2024 comparator group.

Example

On the first row 'Taking action', the 'You 2024' column shows 35% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'.

Question group	Lowest scoring questions	You 2024	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	35%	42%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	50%	76%
Engagement	I am proud to tell others I work for my organisation	50%	74%
Collaboration	Workgroups across my organisation willingly share information with each other	50%	60%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	50%	58%
Workgroup support	People in my workgroup work together effectively to get the job done	55%	82%
Workgroup support	People in my workgroup treat each other with respect	55%	84%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	55%	75%
Safety climate	All levels of my organisation are involved in the prevention of stress	55%	53%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	55%	56%

Key differences

Biggest positive difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Safety climate', the 'You 2024' column shows 90% of your staff who did the survey agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

The 'Difference' column, shows that agreement for this question was 29% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	90%	+29%	61%
Organisational integrity	I have an equal chance at promotion in my organisation	70%	+23%	47%
Organisational integrity	I believe the promotion processes in my organisation are fair	65%	+19%	46%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	70%	+16%	54%
Organisational integrity	My organisation is committed to earning a high level of public trust	95%	+16%	79%
Learning and development	I am satisfied with the opportunities to progress in my organisation	65%	+15%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	70%	+15%	55%
Engagement	I feel a strong personal attachment to my organisation	75%	+14%	61%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	+13%	67%
Satisfaction	How satisfied are you with your career development within your current organisation	70%	+12%	58%

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 'Workgroup support', the 'You 2024' column shows 55% of your staff who did the survey agreed with 'People in my workgroup treat each other with respect'.

The 'Difference' column, shows that agreement for this question was 29% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Workgroup support	People in my workgroup treat each other with respect	55%	-29%	84%
Workgroup support	People in my workgroup work together effectively to get the job done	55%	-27%	82%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	50%	-26%	76%
Engagement	I am proud to tell others I work for my organisation	50%	-24%	74%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	65%	-20%	85%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	55%	-20%	75%
Workgroup support	People in my workgroup are politically impartial in their work	65%	-15%	80%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	70%	-13%	83%
Quality service delivery	My workgroup provides high quality advice and services	70%	-11%	81%
Collaboration	Workgroups across my organisation willingly share information with each other	50%	-10%	60%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Result summary

Report overview

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

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
- 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

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

70% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question

Your results

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

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest

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

5%   70%

25%

| 70% | 36% | 54% | 79% |

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

25%   35%

10%   30%
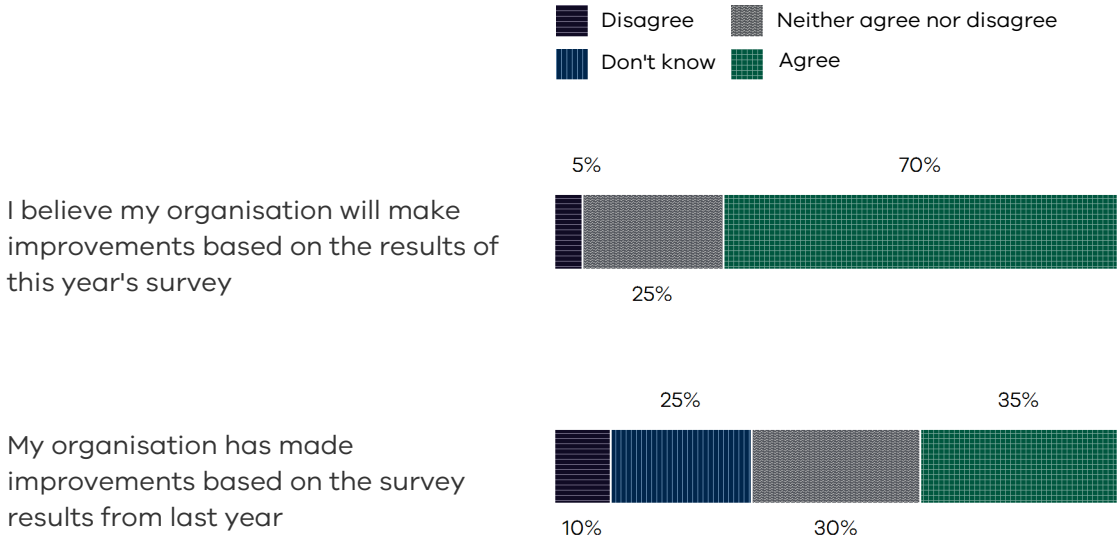
| 35% | 13% | 42% | 89% |

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
- 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

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Custom questions

- Questions requested by your organisation

Victorian Public Sector Commission

VICTORIA State Government

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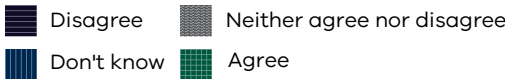
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
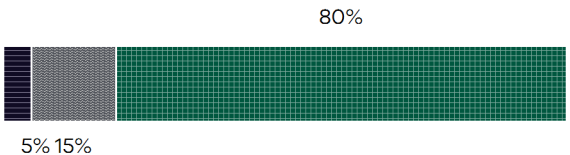
Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.
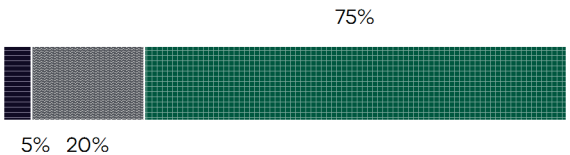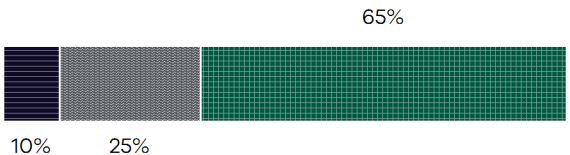
Survey question / Your results / Benchmark agree results

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

Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	Disagree 5% / Neither 15% / Agree 80%	80%	45%	67%	89%
Senior leaders model my organisation's values	Disagree 5% / Neither 20% / Agree 75%	75%	45%	67%	82%
Senior leaders provide clear strategy and direction	Disagree 10% / Neither 25% / Agree 65%	65%	30%	60%	78%

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
- 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

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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

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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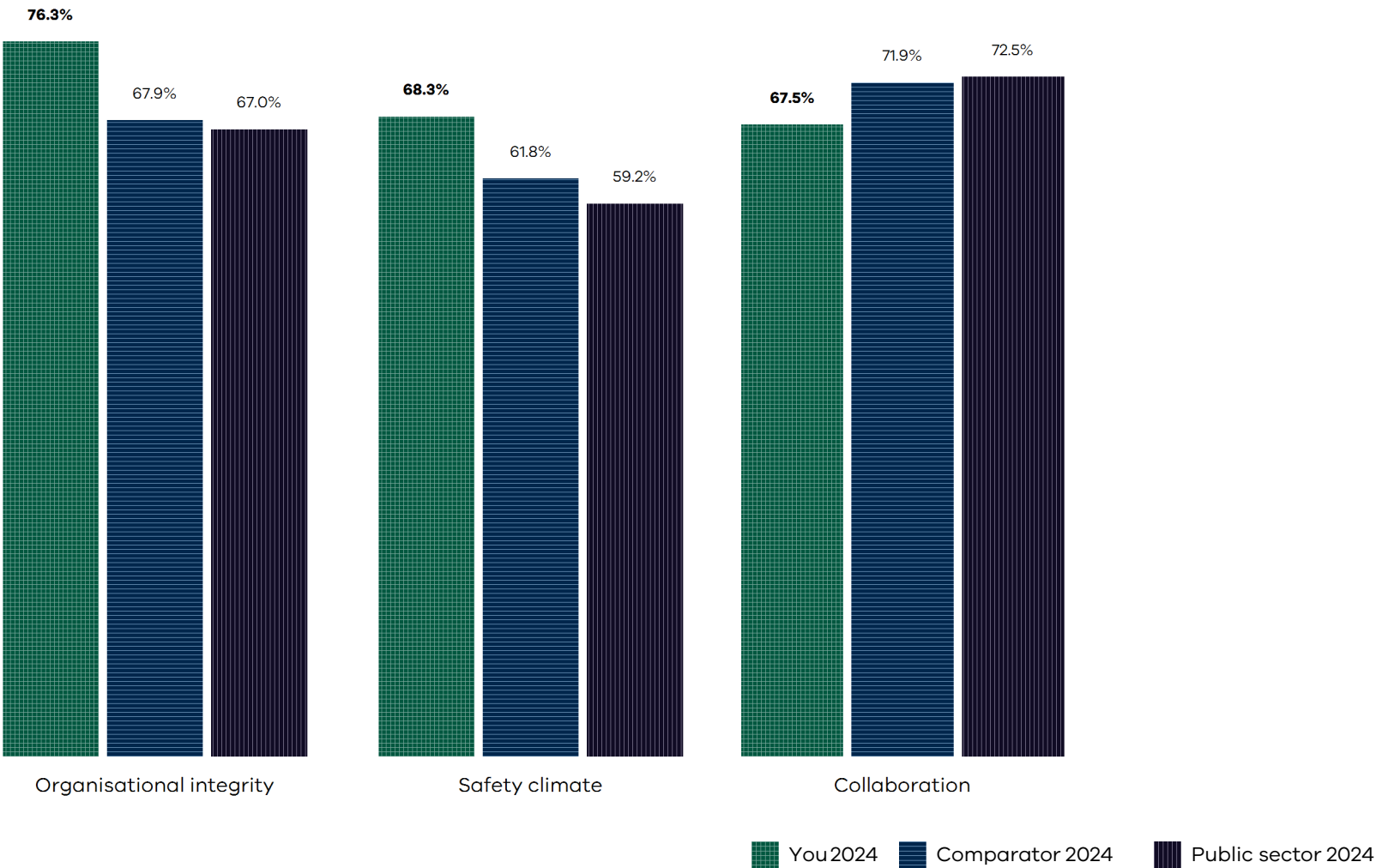
Example

In 2024:

- 76.3% of your staff who did the survey responded positively to questions about Organisational integrity.

Compared to:

- 67.9% of staff in your comparator group and 67.0% of staff across the public sector.

	Organisational integrity	Safety climate	Collaboration
You 2024	76.3%	68.3%	67.5%
Comparator 2024	67.9%	61.8%	71.9%
Public sector 2024	67.0%	59.2%	72.5%

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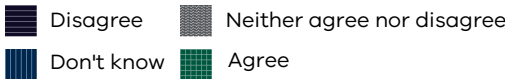
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
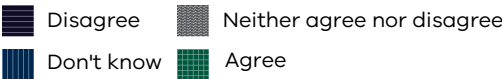
Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results

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

	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust — Agree 95%, Neither 5%	95%	73%	79%	94%
My organisation does not tolerate improper conduct — Agree 85%, Disagree 10%, Neither 5%	85%	45%	74%	95%
My organisation encourages respectful workplace behaviours — Agree 85%, Disagree 5%, Neither 10%	85%	64%	83%	100%
My organisation takes steps to eliminate bullying, harassment and discrimination — Agree 75%, Disagree 10%, Neither 15%	75%	36%	71%	89%

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

70% 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'.
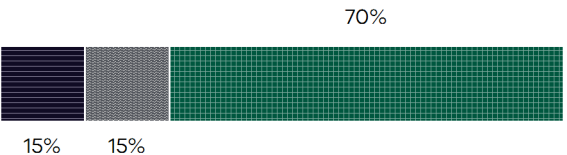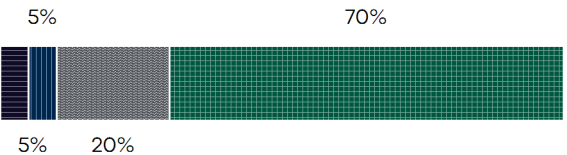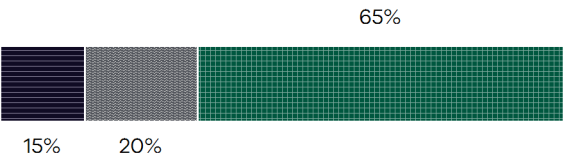
Survey question

Your results

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

I have an equal chance at promotion in my organisation
- 70%
- 15%
- 15%

My organisation encourages employees to act in ways that are consistent with human rights
- 5%
- 70%
- 5%
- 20%

I believe the promotion processes in my organisation are fair
- 65%
- 15%
- 20%

I believe the recruitment processes in my organisation are fair
- 5%
- 65%
- 30%

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest
I have an equal chance at promotion in my organisation	70%	42%	47%	55%
My organisation encourages employees to act in ways that are consistent with human rights	70%	73%	83%	100%
I believe the promotion processes in my organisation are fair	65%	28%	46%	68%
I believe the recruitment processes in my organisation are fair	65%	45%	60%	93%

Victorian Public Sector Commission

VICTORIA State Government
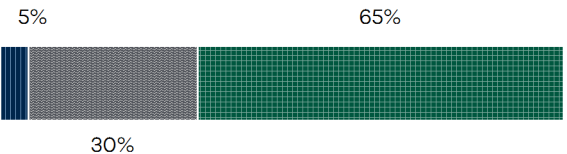
Organisational climate

Collaboration

What is this

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

Why this is important

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

How to read this

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

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

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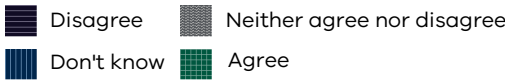
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
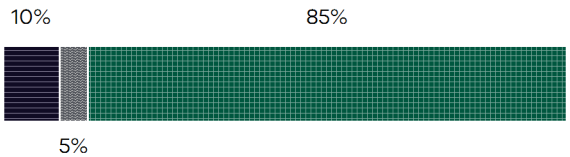
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You	Comparator		
	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	85%	71%	84%	91%
Workgroups across my organisation willingly share information with each other	50%	36%	60%	82%

I am able to work effectively with others outside my immediate workgroup
- 10%
- 5%
- 85%

Workgroups across my organisation willingly share information with each other
- 15%
- 35%
- 50%

Victorian Public Sector Commission

VICTORIA State Government
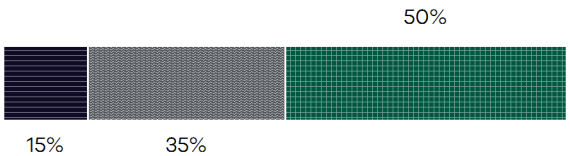
Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
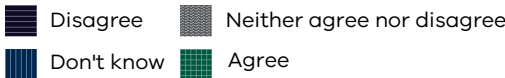
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
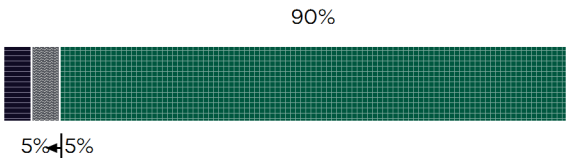
Example

90% of your staff who did the survey agreed or strongly agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
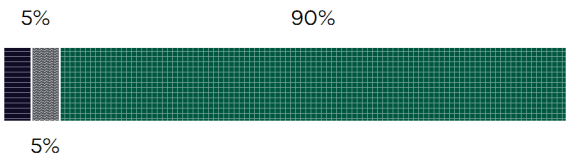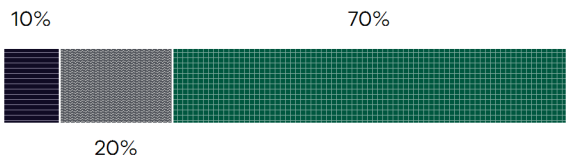
Survey question

Your results

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

My organisation provides a physically safe work environment
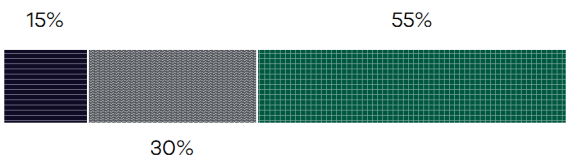
90%
5% ◄ 5%

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

5%
90%
5%

Senior leaders show support for stress prevention through involvement and commitment

10%
70%
20%

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

15%
55%
30%

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	90%	82%	88%	100%
Senior leaders consider the psychological health of employees to be as important as productivity	90%	55%	61%	84%
Senior leaders show support for stress prevention through involvement and commitment	70%	27%	55%	79%
All levels of my organisation are involved in the prevention of stress	55%	36%	53%	79%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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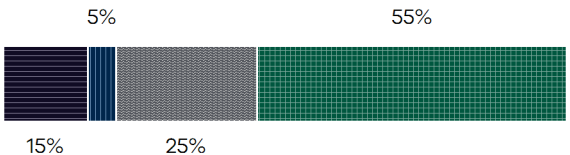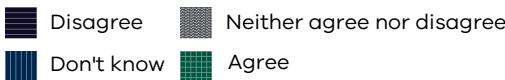
Example

55% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
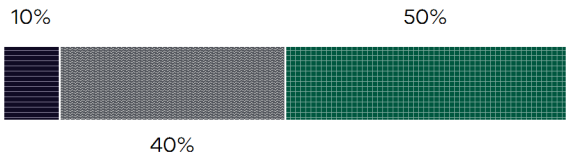
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You	Comparator		
	2024	Lowest	Average	Highest

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

Your results: 15% Disagree, 5% Don't know, 25% Neither agree nor disagree, 55% Agree

| | 55% | 36% | 56% | 87% |

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

Your results: 10% Disagree, 40% Neither agree nor disagree, 50% Agree

| | 50% | 27% | 58% | 79% |

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
- 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

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.
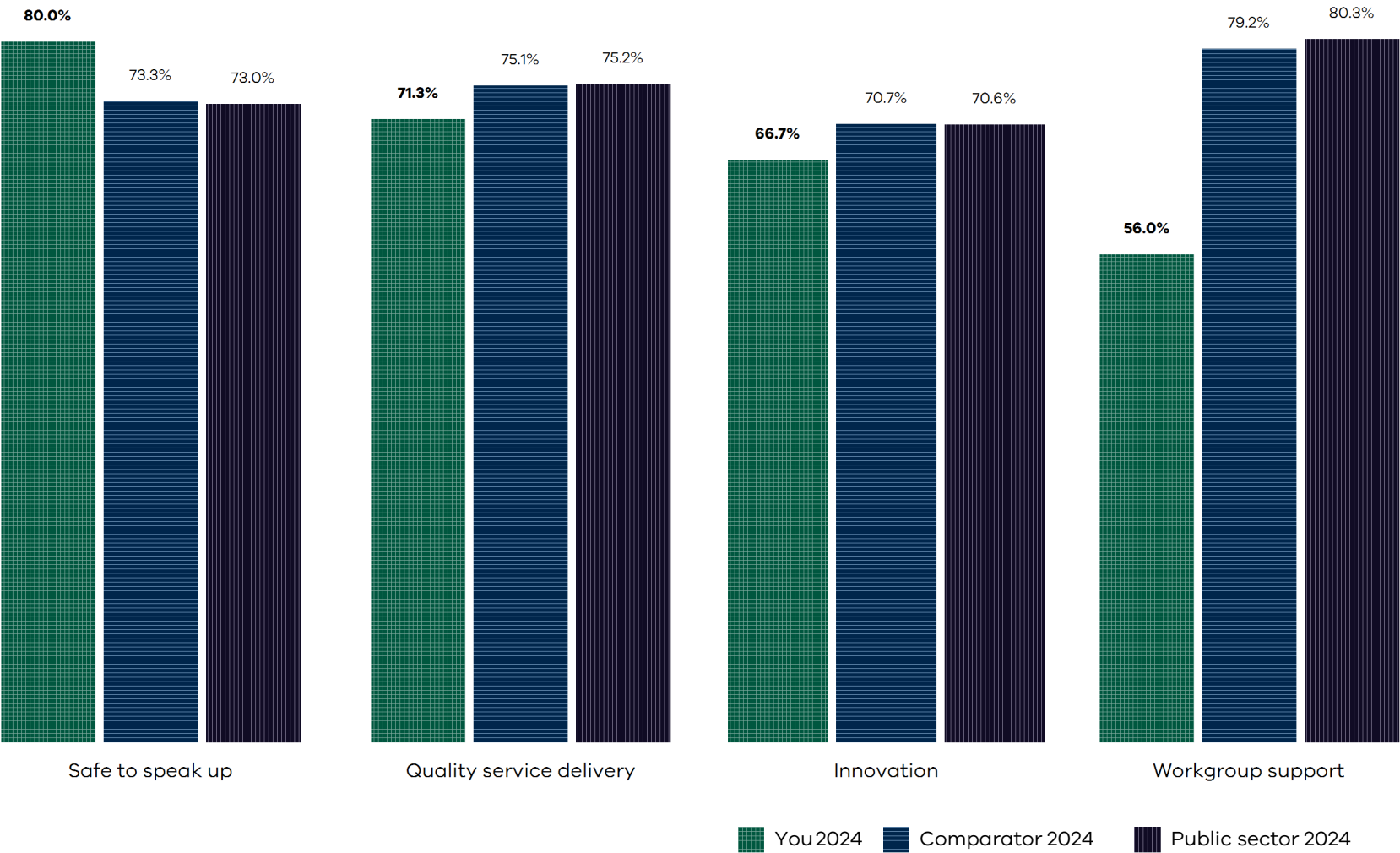
Why this is important

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:

- 80.0% of your staff who did the survey responded positively to questions about Safe to speak up.

Compared to:

- 73.3% of staff in your comparator group and 73.0% of staff across the public sector.

Chart data:

Factor	You 2024	Comparator 2024	Public sector 2024
Safe to speak up	80.0%	73.3%	73.0%
Quality service delivery	71.3%	75.1%	75.2%
Innovation	66.7%	70.7%	70.6%
Workgroup support	56.0%	79.2%	80.3%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

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

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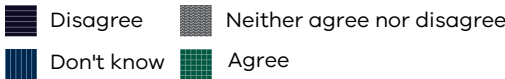
Example

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.
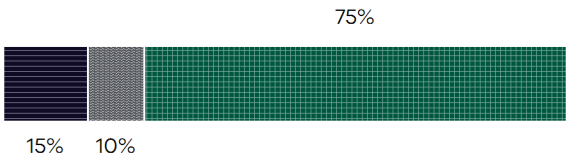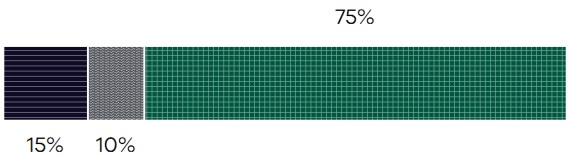
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup acts fairly and without bias	Disagree 15%, Neither 10%, Agree 75%	75%	63%	76%	85%
My workgroup has clear lines of responsibility	Disagree 15%, Neither 10%, Agree 75%	75%	48%	74%	93%
My workgroup provides high quality advice and services	Neither 30%, Agree 70%	70%	70%	81%	91%
My workgroup uses its resources well	Disagree 15%, Neither 20%, Agree 65%	65%	57%	70%	79%

Victorian Public Sector Commission

VICTORIA State Government

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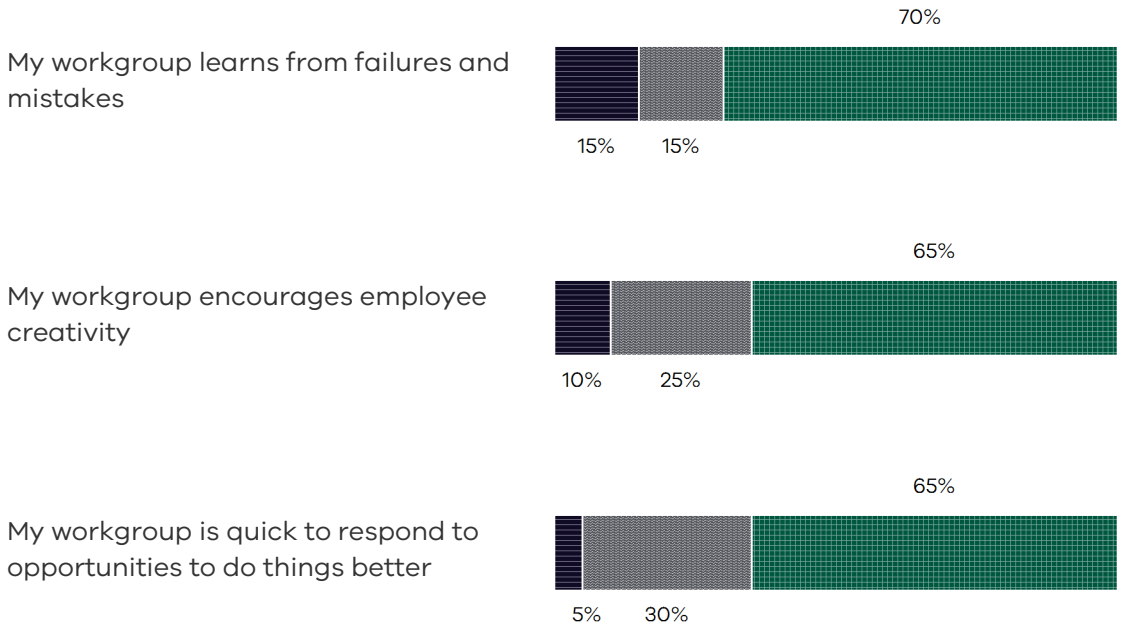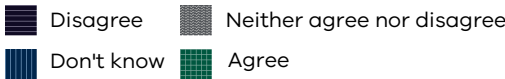
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question

Your results

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

My workgroup learns from failures and mistakes — 70%, 15%, 15%

My workgroup encourages employee creativity — 65%, 10%, 25%

My workgroup is quick to respond to opportunities to do things better — 65%, 5%, 30%

Benchmark agree results

Survey question	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup learns from failures and mistakes	70%	64%	73%	83%
My workgroup encourages employee creativity	65%	57%	67%	91%
My workgroup is quick to respond to opportunities to do things better	65%	57%	73%	83%

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.

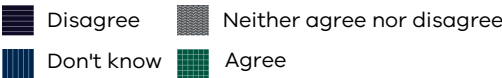Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
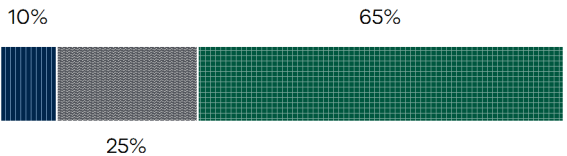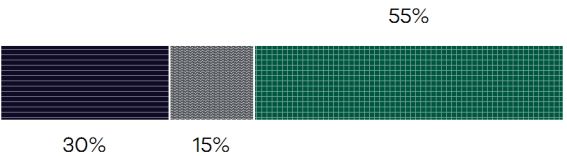
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	10% / 25% / 65%	65%	65%	80%	90%
People in my workgroup appropriately manage conflicts of interest	30% / 15% / 55%	55%	55%	75%	86%
People in my workgroup treat each other with respect	30% / 15% / 55%	55%	70%	84%	94%
People in my workgroup work together effectively to get the job done	25% / 20% / 55%	55%	61%	82%	90%

Comparator columns: Lowest, Average, Highest

Victorian Public Sector Commission

VICTORIA State Government

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.
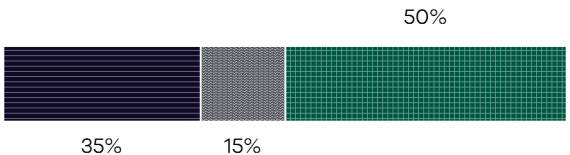
Example

50% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

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

35% 15% 50%

Benchmark agree results

You	Comparator		
2024	Lowest	Average	Highest
50%	55%	76%	83%

Victorian Public Sector Commission

VICTORIA State Government
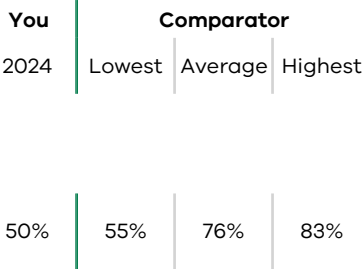
Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

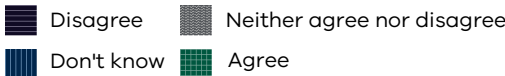Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
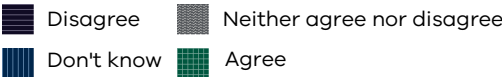
Example

80% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

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

I feel safe to challenge inappropriate behaviour at work

10%   80%
10%

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

15%   80%
5%

Benchmark agree results
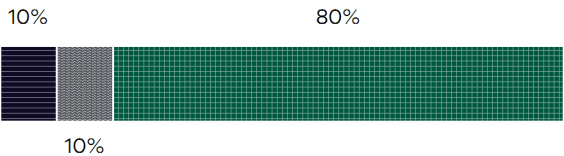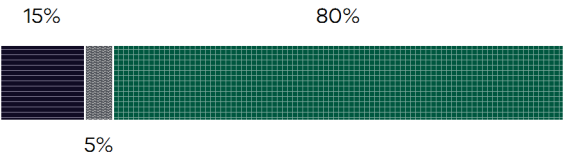
	You	Comparator		
	2024	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	80%	36%	72%	87%
People in my workgroup are able to bring up problems and tough issues	80%	56%	74%	84%

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
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- Inclusion
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- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

- Highest scoring
- Lowest scoring
- 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

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:

- 95.0% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87.5% of staff in your comparator group and 87.4% of staff across the public sector.

Chart data:

Factor	You 2024	Comparator 2024	Public sector 2024
Meaningful work	95.0%	87.5%	87.4%
Job enrichment	89.0%	85.5%	83.6%
Manager support	83.0%	75.8%	78.5%
Flexible working	82.5%	77.9%	82.5%

Victorian Public Sector Commission

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Job and manager factors

Scorecard 2 of 2

What is this

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

Why this is important

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

How to read this

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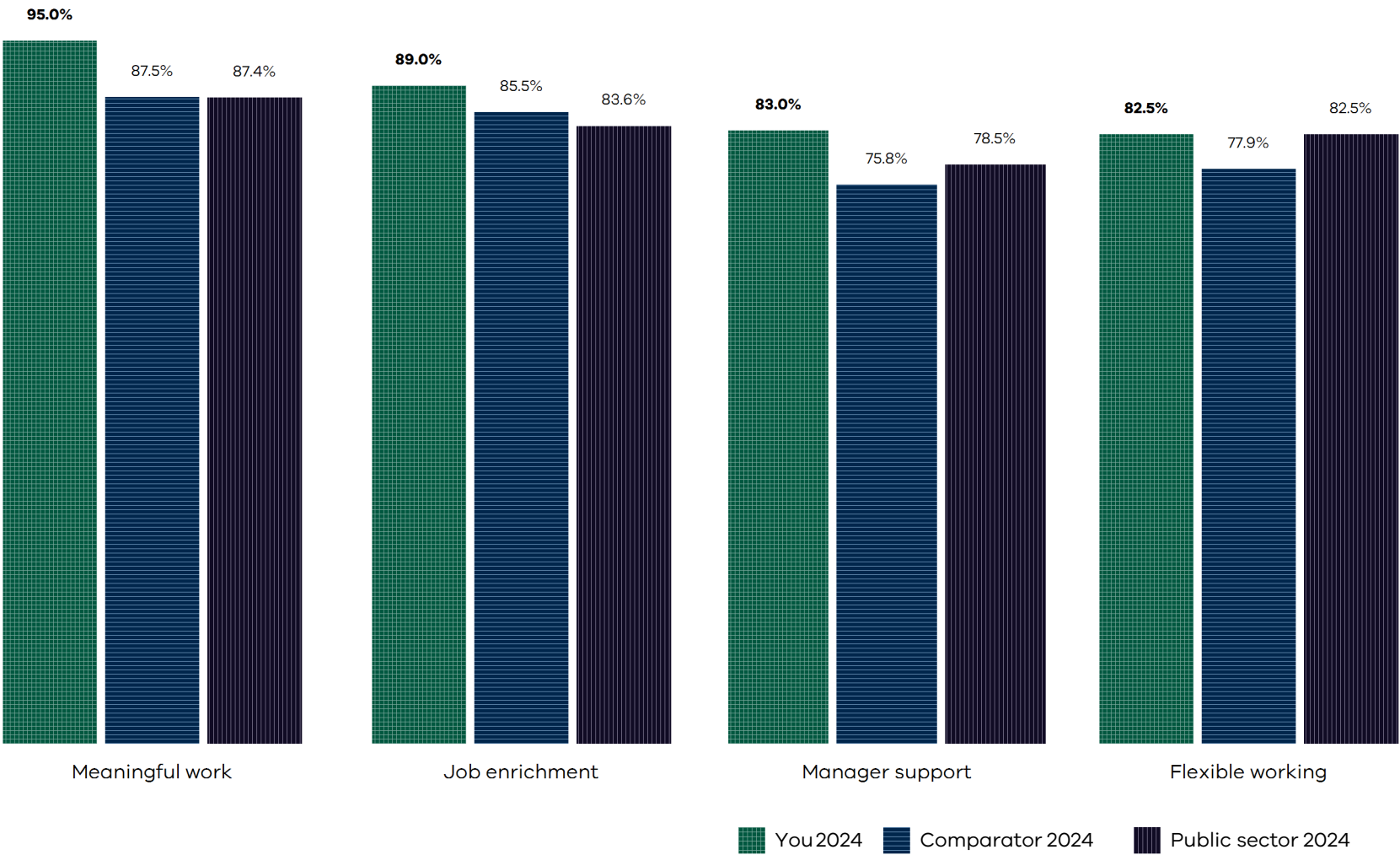
Example

In 2024:

- 80.0% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 83.6% of staff in your comparator group and 86.7% of staff across the public sector.

Manager leadership — You 2024: 80.0%, Comparator 2024: 83.6%, Public sector 2024: 86.7%
Workload — You 2024: 70.0%, Comparator 2024: 64.9%, Public sector 2024: 60.0%
Learning and development — You 2024: 66.3%, Comparator 2024: 59.3%, Public sector 2024: 59.5%

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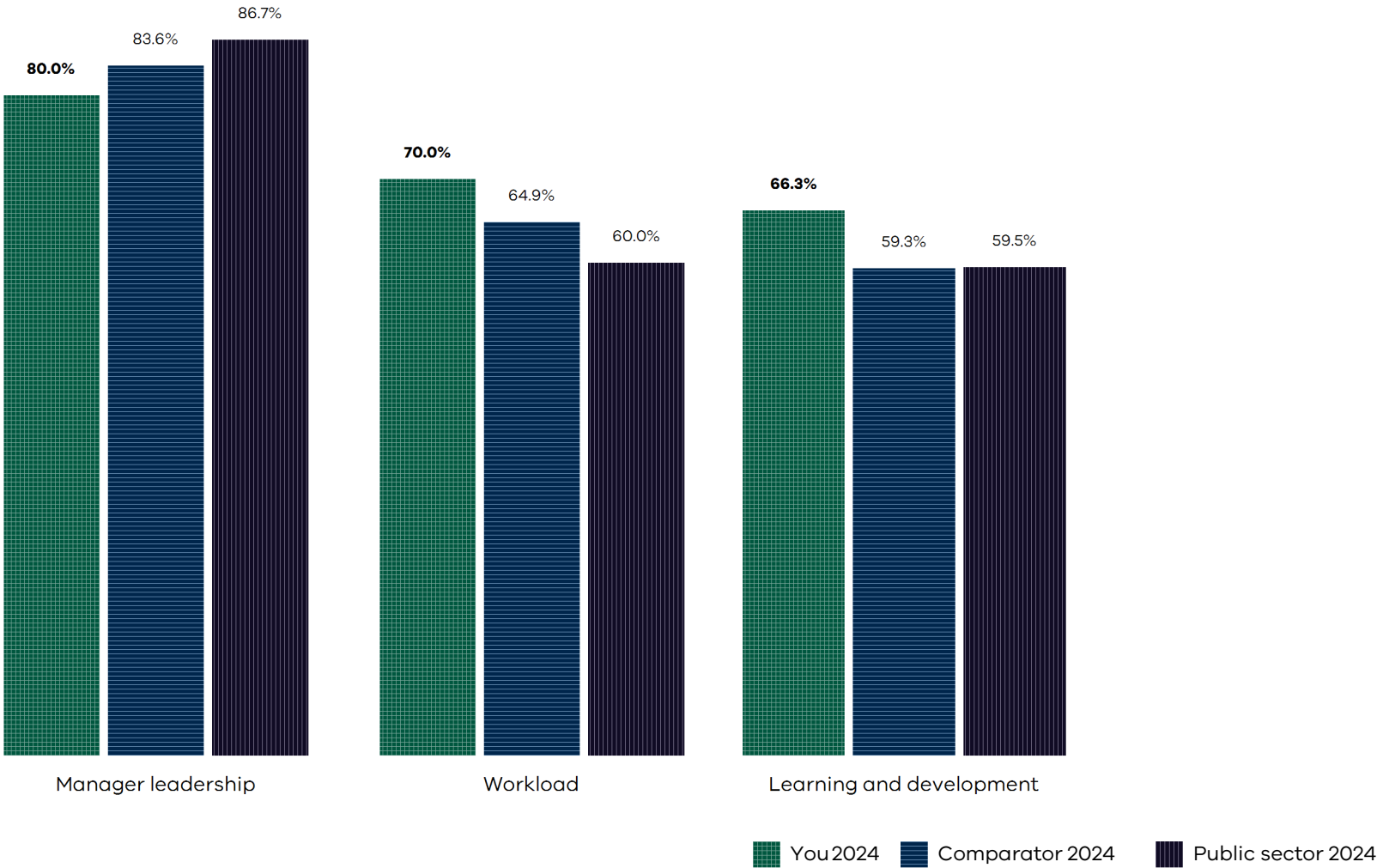
Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

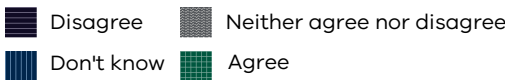Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	10% / 5% / 85%	85%	73%	86%	100%
My manager demonstrates honesty and integrity	5% / 15% / 80%	80%	70%	83%	93%
My manager models my organisation's values	10% / 15% / 75%	75%	61%	82%	90%

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

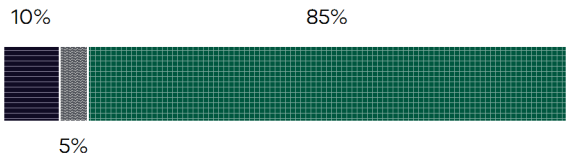90% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question · Your results · Benchmark agree results

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

	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	90%	73%	82%	93%
My manager provides me with enough support when I need it	90%	70%	81%	93%
My manager gives me feedback that helps me improve my performance	85%	45%	73%	83%
My manager listens to what I have to say	85%	78%	82%	94%

Your results bar values:

I can discuss problems or issues with my manager: 10% / 90%

My manager provides me with enough support when I need it: 90%, 5%, 5%

My manager gives me feedback that helps me improve my performance: 85%, 5%, 10%

My manager listens to what I have to say: 5%, 85%, 10%

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.
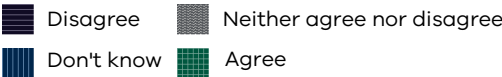
Example

65% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

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

I receive meaningful recognition when I do good work

25% / 10% / 65%
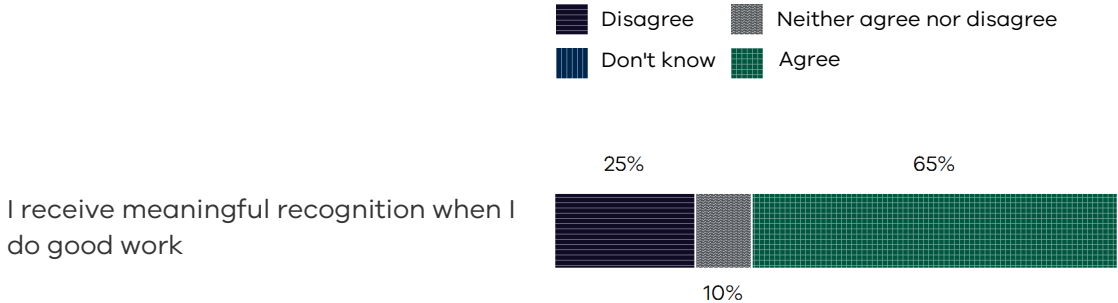
	You	Comparator		
	2024	Lowest	Average	Highest
	65%	58%	62%	77%

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.
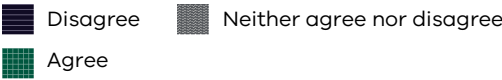
Example

70% 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

	15%		70%
I have enough time to do my job effectively

15%

| | 15% | | 70% |
The workload I have is appropriate for the job that I do

15%

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest
I have enough time to do my job effectively	70%	43%	64%	84%
The workload I have is appropriate for the job that I do	70%	53%	66%	84%

Victorian Public Sector Commission

VICTORIA State Government
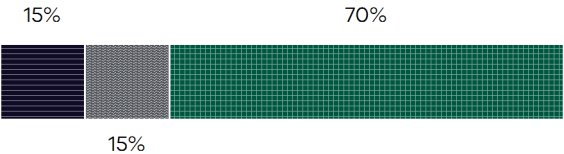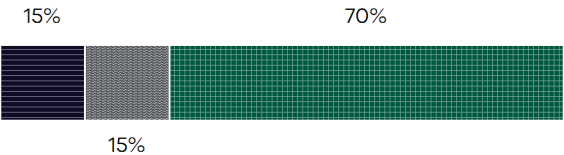
Job and manager factors

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

80% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

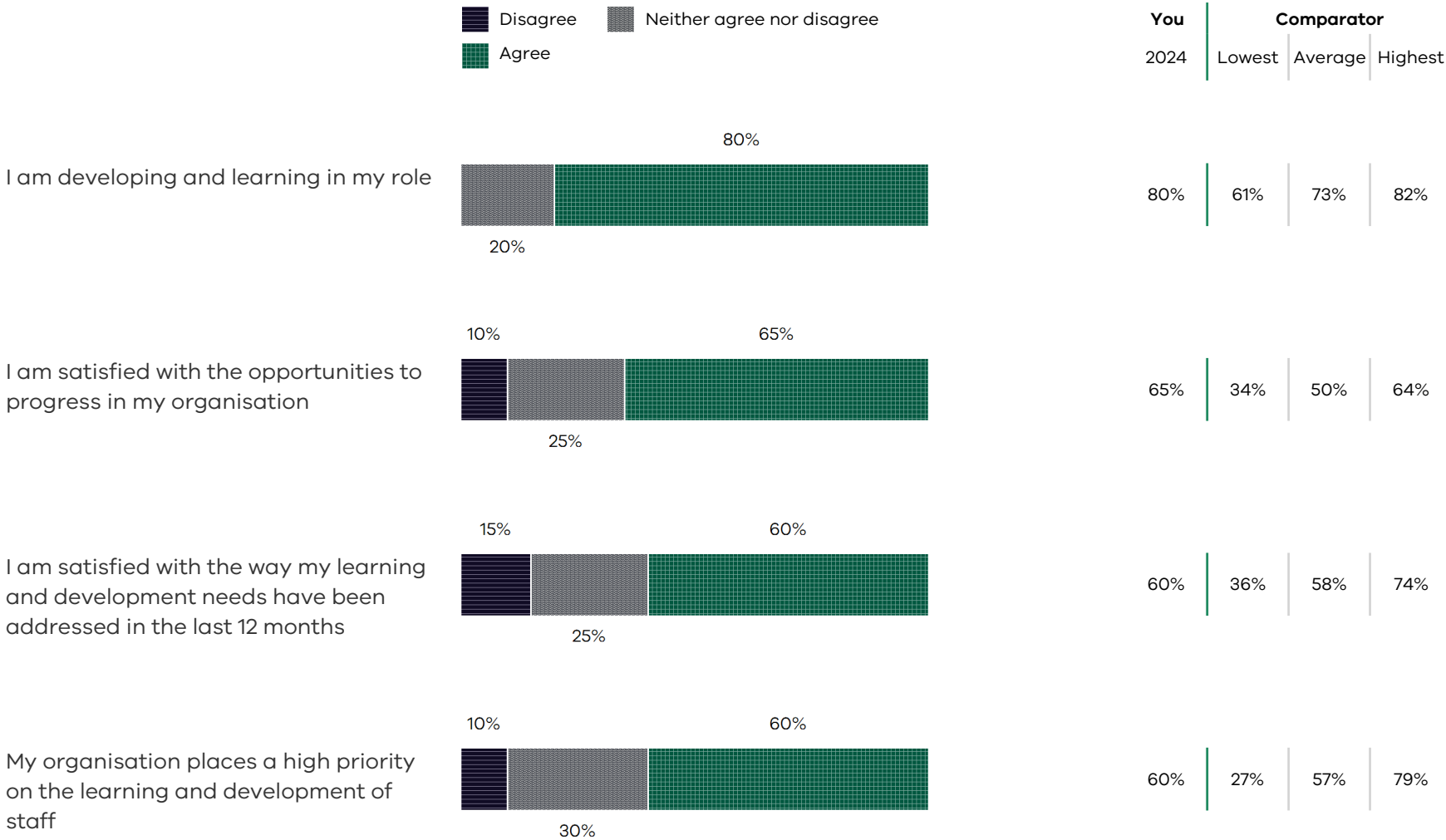| Survey question	Your results	Benchmark agree results			
		You	**Comparator**		
		2024	Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	You 2024	Lowest	Average	Highest
I am developing and learning in my role	20% / 80%	80%	61%	73%	82%
I am satisfied with the opportunities to progress in my organisation	10% / 25% / 65%	65%	34%	50%	64%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	15% / 25% / 60%	60%	36%	58%	74%
My organisation places a high priority on the learning and development of staff	10% / 30% / 60%	60%	27%	57%	79%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Job enrichment 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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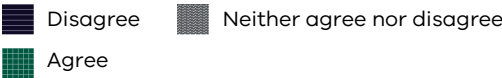
Example

100% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
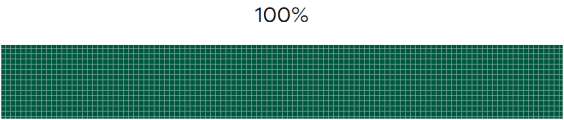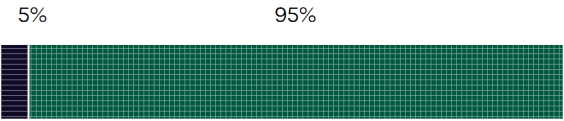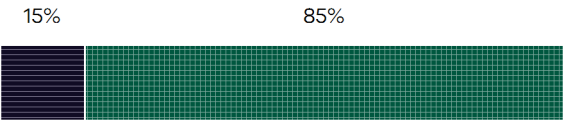
Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest

I understand how my job helps my organisation achieve its goals — 100%

	100%	82%	93%	100%

I can use my skills and knowledge in my job — 5% / 95%

	95%	73%	92%	100%

I clearly understand what I am expected to do in this job — 15% / 85%

	85%	72%	87%	96%

I have a say in how I do my work — 5% / 10% / 85%
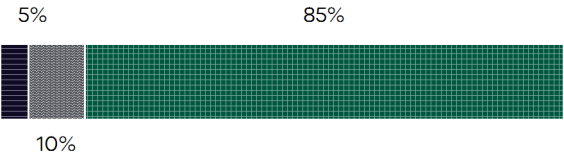
	85%	64%	78%	89%

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

80% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I have the authority to do my job effectively

10%   80%

10%
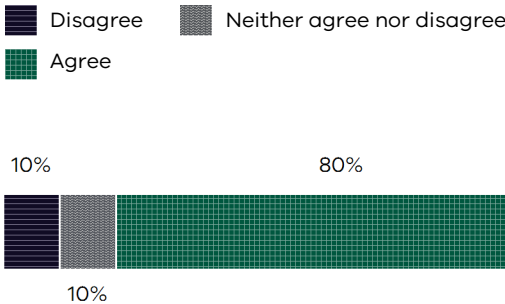
	You	Comparator		
	2024	Lowest	Average	Highest
	80%	61%	77%	83%

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

100% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	100%	100%	73%	91%	100%
I achieve something important through my work	95% (5% neither)	95%	64%	89%	100%
I get a sense of accomplishment from my work	90% (5% disagree, 5% neither)	90%	55%	83%	93%

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.
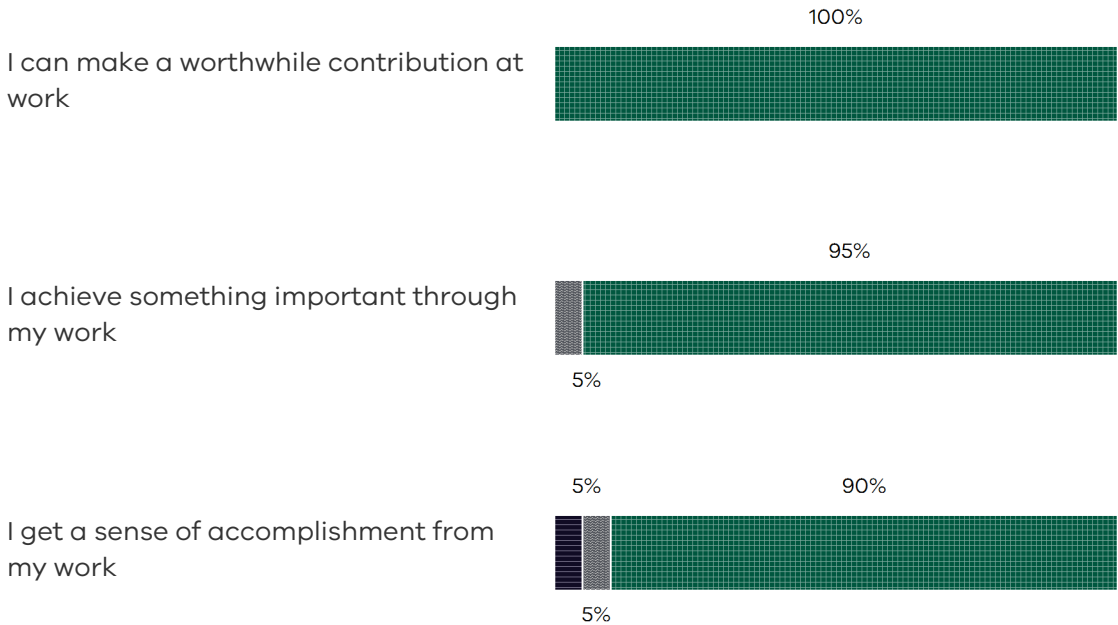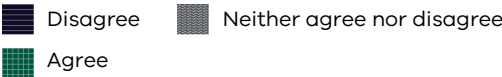
Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Legend: Disagree, Neither agree nor disagree, Don't know, Agree
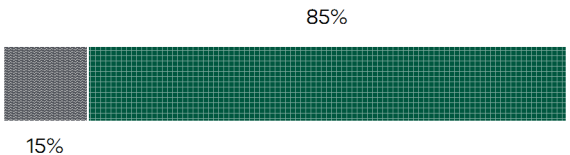
Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	15% / 85%	85%	75%	82%	100%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	5% / 15% / 80%	80%	64%	73%	94%
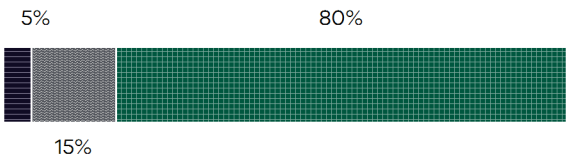
People matter survey 2024

Have your say

Overview

Result summary

Report overview

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

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
- 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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 78.0% of your staff who did the survey responded positively to questions about Accountability.

Compared to:

- 76.8% of staff in your comparator group and 75.1% of staff across the public sector.

Accountability: You 2024 78.0%, Comparator 2024 76.8%, Public sector 2024 75.1%

Respect: You 2024 77.0%, Comparator 2024 81.1%, Public sector 2024 81.9%

Integrity: You 2024 75.0%, Comparator 2024 75.1%, Public sector 2024 75.0%

Leadership: You 2024 75.0%, Comparator 2024 74.2%, Public sector 2024 75.6%

Legend: You 2024 | Comparator 2024 | Public sector 2024

Public sector values

What is this

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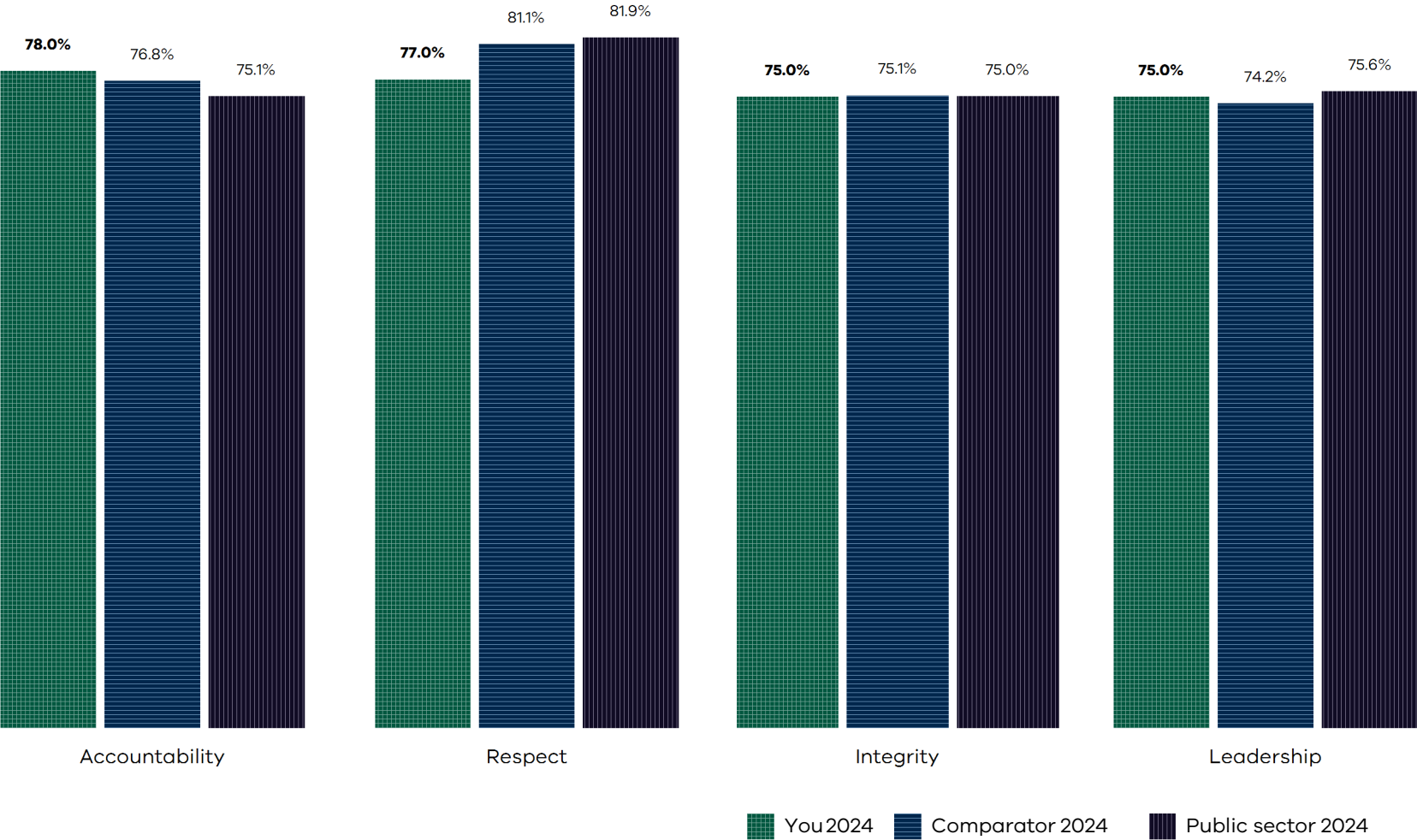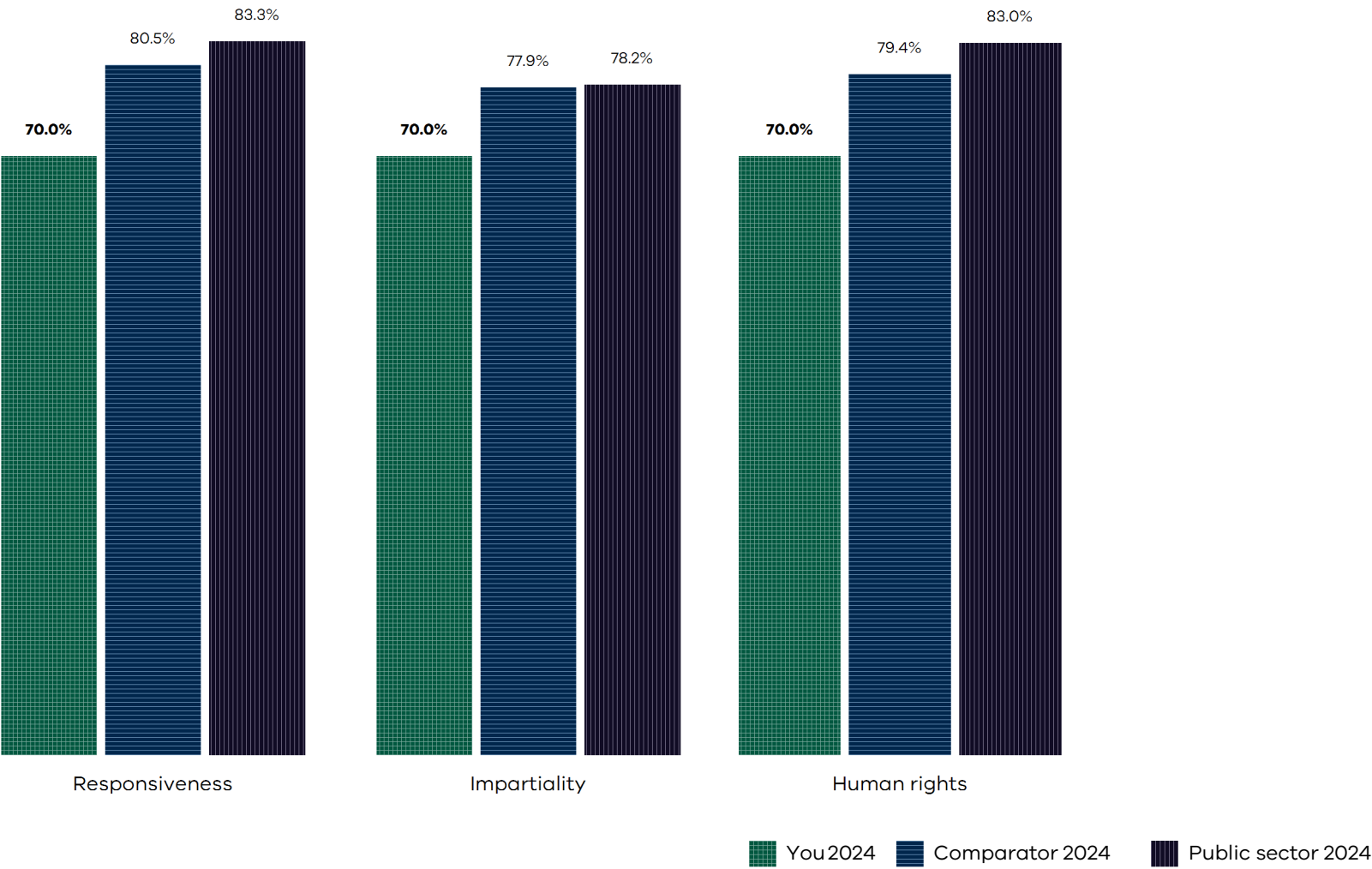
Why this is important

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

How to read this

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

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

Example

In 2024:

- 70.0% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 79.4% of staff in your comparator group and 83.0% of staff across the public sector.

Bar chart. Responsiveness: You 2024 70.0%, Comparator 2024 80.5%, Public sector 2024 83.3%. Impartiality: You 2024 70.0%, Comparator 2024 77.9%, Public sector 2024 78.2%. Human rights: You 2024 70.0%, Comparator 2024 79.4%, Public sector 2024 83.0%.

Legend: 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

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
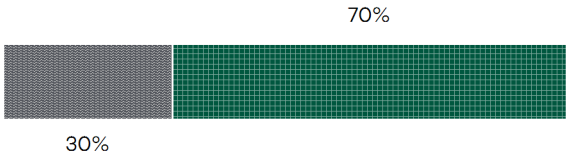
Disagree | Neither agree nor disagree
Don't know | Agree

My workgroup provides high quality advice and services

70%

30%

	You	Comparator		
	2024	Lowest	Average	Highest
	70%	70%	81%	91%

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.

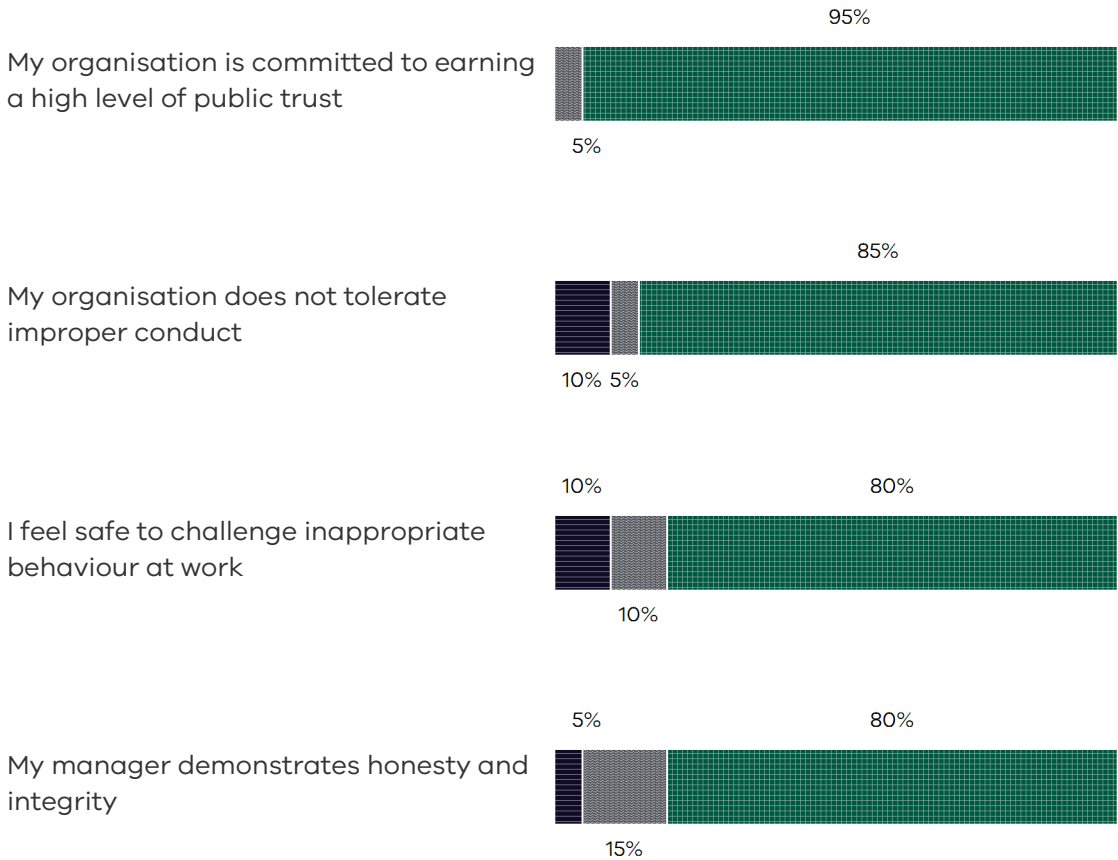Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question

Your results

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

My organisation is committed to earning a high level of public trust
95% Agree, 5% Neither agree nor disagree

My organisation does not tolerate improper conduct
85% Agree, 10% Disagree, 5% Neither agree nor disagree

I feel safe to challenge inappropriate behaviour at work
80% Agree, 10% Disagree, 10% Neither agree nor disagree

My manager demonstrates honesty and integrity
80% Agree, 5% Disagree, 15% Neither agree nor disagree

Benchmark agree results

Survey question	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	95%	73%	79%	94%
My organisation does not tolerate improper conduct	85%	45%	74%	95%
I feel safe to challenge inappropriate behaviour at work	80%	36%	72%	87%
My manager demonstrates honesty and integrity	80%	70%	83%	93%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

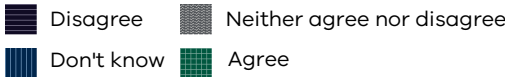Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.
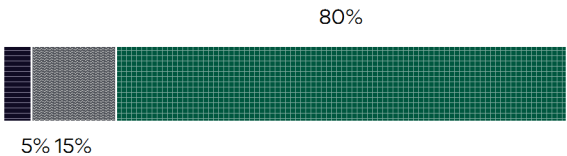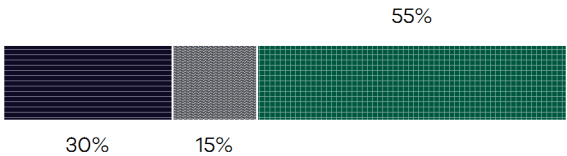
Survey question

Your results

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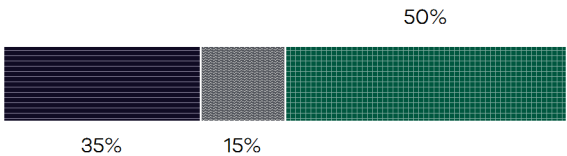- Neither agree nor disagree
- Don't know
- Agree

Survey question	Your results	Benchmark agree results

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	80%	45%	67%	89%
People in my workgroup appropriately manage conflicts of interest	55%	55%	75%	86%
People in my workgroup are honest, open and transparent in their dealings	50%	55%	76%	83%

Senior leaders demonstrate honesty and integrity — 5% Disagree, 15% Neither, 80% Agree

People in my workgroup appropriately manage conflicts of interest — 30% Disagree, 15% Neither, 55% Agree

People in my workgroup are honest, open and transparent in their dealings — 35% Disagree, 15% Neither, 50% Agree

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

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.
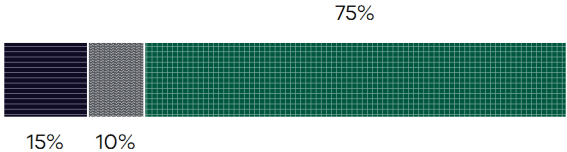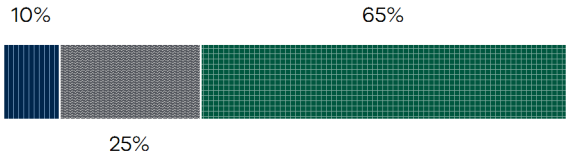
Survey question

Your results

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

My workgroup acts fairly and without bias

75%

15% 10%

People in my workgroup are politically impartial in their work

10% 65%

25%

Benchmark agree results

You	Comparator		
2024	Lowest	Average	Highest
75%	63%	76%	85%
65%	65%	80%	90%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

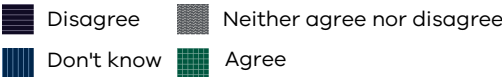Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

100% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

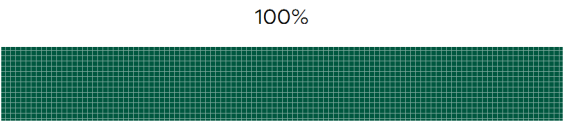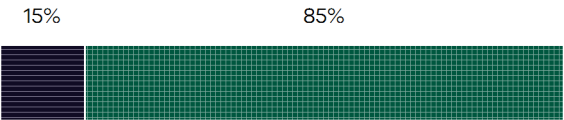**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals — 100%	100%	82%	93%	100%
I clearly understand what I am expected to do in this job — 15% / 85%	85%	72%	87%	96%
My workgroup has clear lines of responsibility — 75% / 15% / 10%	75%	48%	74%	93%
My workgroup uses its resources well — 65% / 15% / 20%	65%	57%	70%	79%

Public sector values

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

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Disagree   Neither agree nor disagree
Don't know   Agree

Senior leaders provide clear strategy and direction

65%

10%   25%

Benchmark agree results

You	Comparator		
2024	Lowest	Average	Highest
65%	30%	60%	78%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

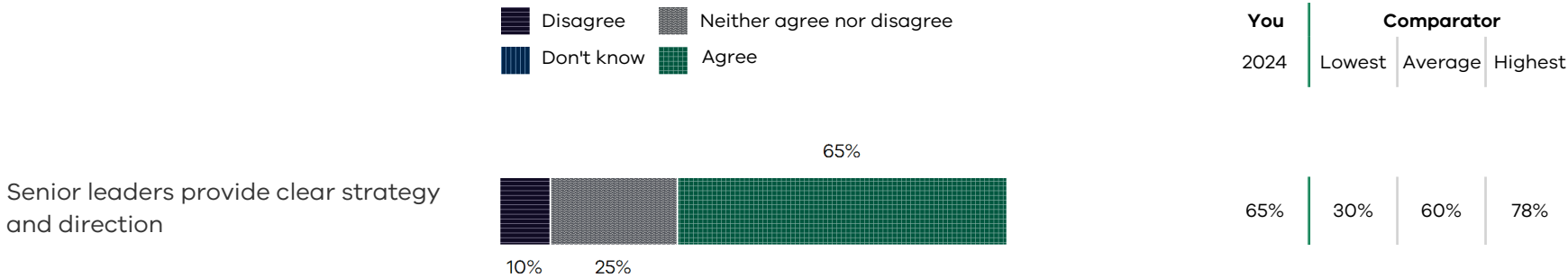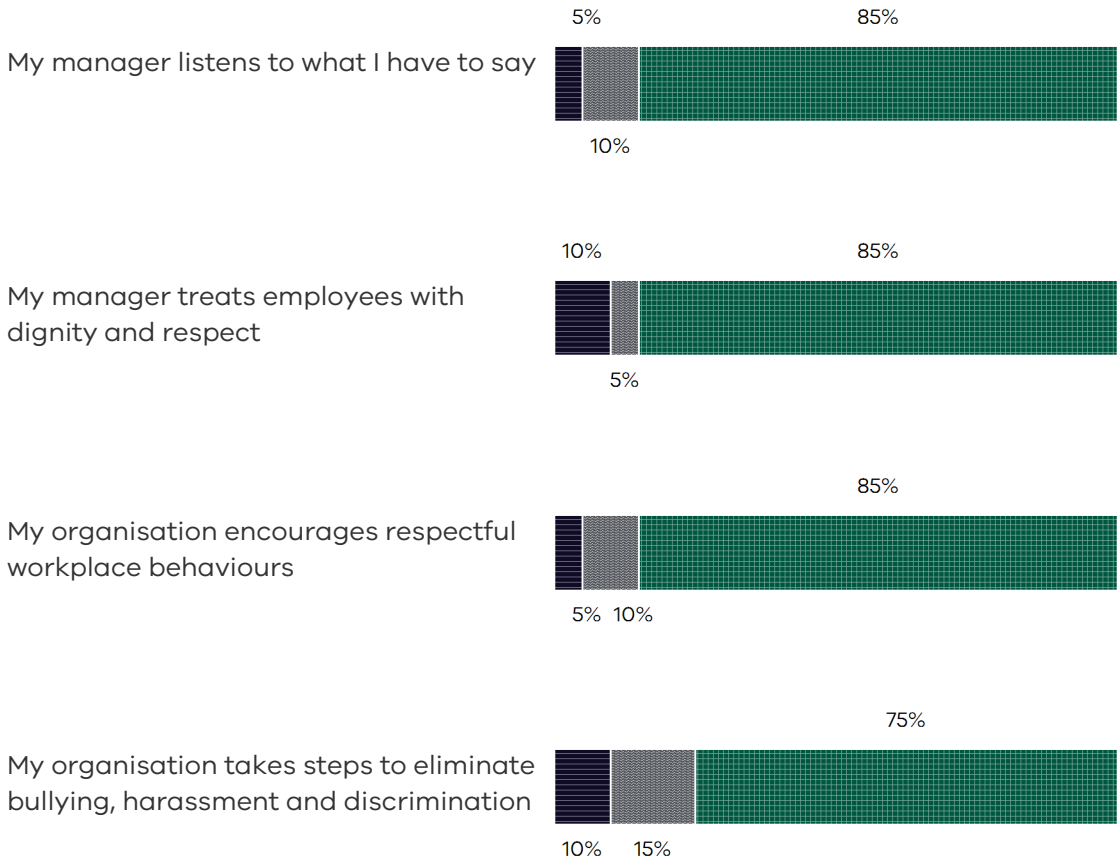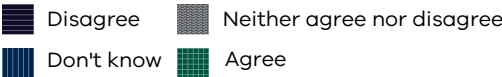Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest

My manager listens to what I have to say
5% / 10% / 85%

	85%	78%	82%	94%

My manager treats employees with dignity and respect
10% / 5% / 85%

	85%	73%	86%	100%

My organisation encourages respectful workplace behaviours
5% / 10% / 85%

	85%	64%	83%	100%

My organisation takes steps to eliminate bullying, harassment and discrimination
10% / 15% / 75%

	75%	36%	71%	89%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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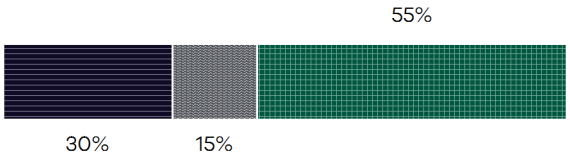
Example

55% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
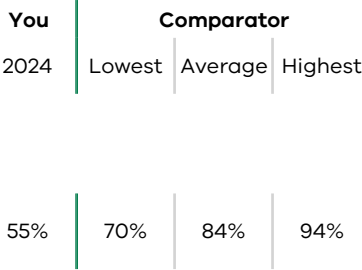
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

People in my workgroup treat each other with respect

- Disagree: 30%
- Neither agree nor disagree: 15%
- Agree: 55%

You	Comparator		
2024	Lowest	Average	Highest
55%	70%	84%	94%

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
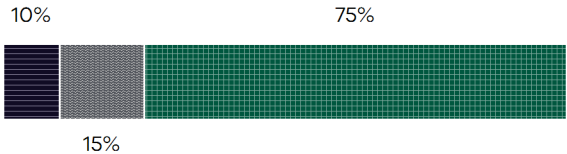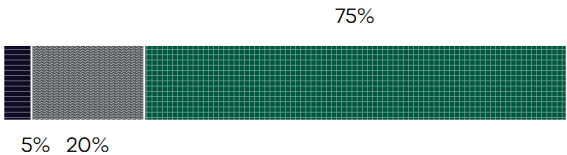
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	Disagree 10%, Neither 15%, Agree 75%	75%	61%	82%	90%
Senior leaders model my organisation's values	Disagree 5%, Neither 20%, Agree 75%	75%	45%	67%	82%

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

70% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
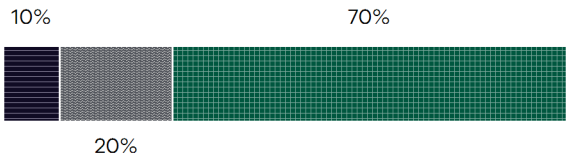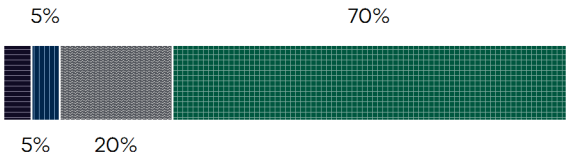
Survey question

Your results

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

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest

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

10%   70%
20%

| | 70% | 39% | 76% | 89% |

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

5%   70%
5%   20%

| | 70% | 73% | 83% | 100% |

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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Report overview

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- Lowest scoring
- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

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- Taking action questions

Detailed results

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- Senior leadership questions

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- 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

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.
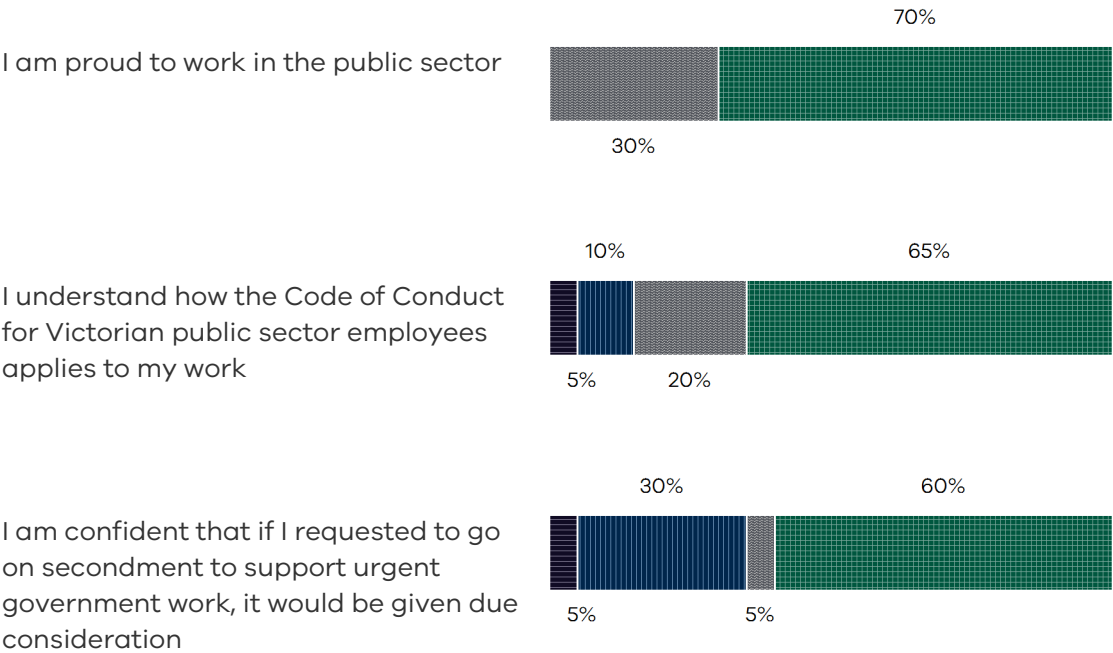
Example

70% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

Survey question

Your results

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

I am proud to work in the public sector — 30% / 70%

I understand how the Code of Conduct for Victorian public sector employees applies to my work — 5% / 10% / 20% / 65%

I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration — 5% / 30% / 5% / 60%

Benchmark agree results

	You	Comparator		
	2024	Lowest	Average	Highest
I am proud to work in the public sector	70%	57%	79%	89%
I understand how the Code of Conduct...	65%	44%	85%	97%
I am confident that if I requested to go on secondment...	60%	32%	55%	70%

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
- 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

Custom questions

What is this

Your organisation asked1 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.
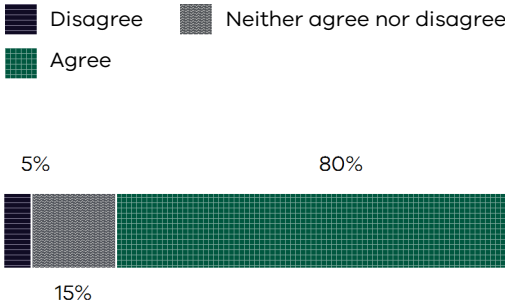
Example

80% of staff who did the survey responded favourably to 'In the past 6 months, senior leaders have taken steps to make improvements in the organisation'.

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

In the past 6 months, senior leaders have taken steps to make improvements in the organisation

5%   80%

15%

You

2024

80%

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