People Matter Survey 2024

Have your say

Royal Women's Hospital
2024 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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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

Demographics

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

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Organisation climate
- Organisational integrity
- Collaboration
- Safety climate
- Patient safety climate

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alfred Health

Austin Health

Dental Health Services Victoria

Melbourne Health

Monash Health

Northern Health

Peninsula Health

Peter MacCallum Cancer Centre

Royal Children's Hospital

Royal Victorian Eye and Ear Hospital

The Queen Elizabeth Centre

Tweddle Child and Family Health Service

Victorian Institute of Forensic Mental Health

Western Health

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2024.

Why this is important

The higher the response rate, the more your results will reflect how staff feel.

If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result.

In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

How to read this

The number in the brackets () shows how many staff completed the survey this year.

2023

53% (1135)

Comparator	29%
Public Sector	42%

2024

50% (1049)

Comparator	31%
Public Sector	44%

People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

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

2023	
76	
Comparator	71
Public Sector	68

2024	
75	
Comparator	71
Public Sector	69

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 75.

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 group's overall, lowest and highest scores with your own.

Example
85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
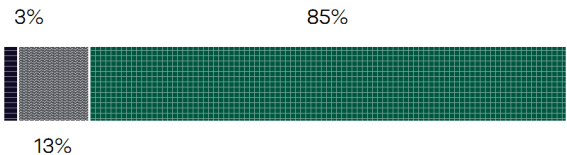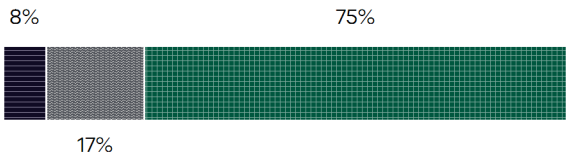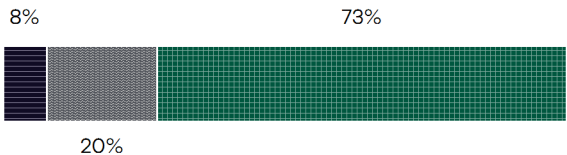
Survey question

Your results

■ Disagree   ▩ Neither agree nor disagree   ▨ Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation (3% / 13% / 85%)		83%	86%	85%	64%	80%	92%
I would recommend my organisation as a good place to work (8% / 17% / 75%)		70%	79%	75%	56%	73%	89%
My organisation inspires me to do the best in my job (8% / 20% / 73%)		68%	75%	73%	57%	68%	86%
My organisation motivates me to help achieve its objectives (9% / 20% / 71%)		66%	73%	71%	59%	68%	89%
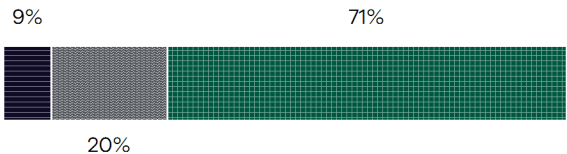
Victorian Public Sector Commission

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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 75.

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 group's overall, lowest and highest scores with your own.
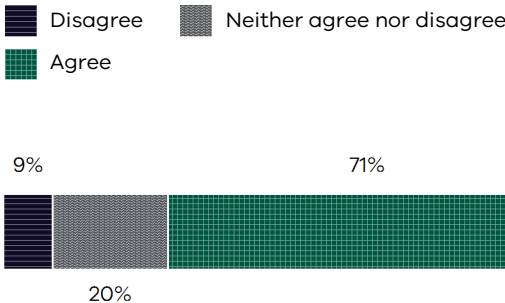
Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree

▦ Agree

I feel a strong personal attachment to my organisation

9%   71%

20%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
68%	71%	71%	53%	64%	75%

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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.
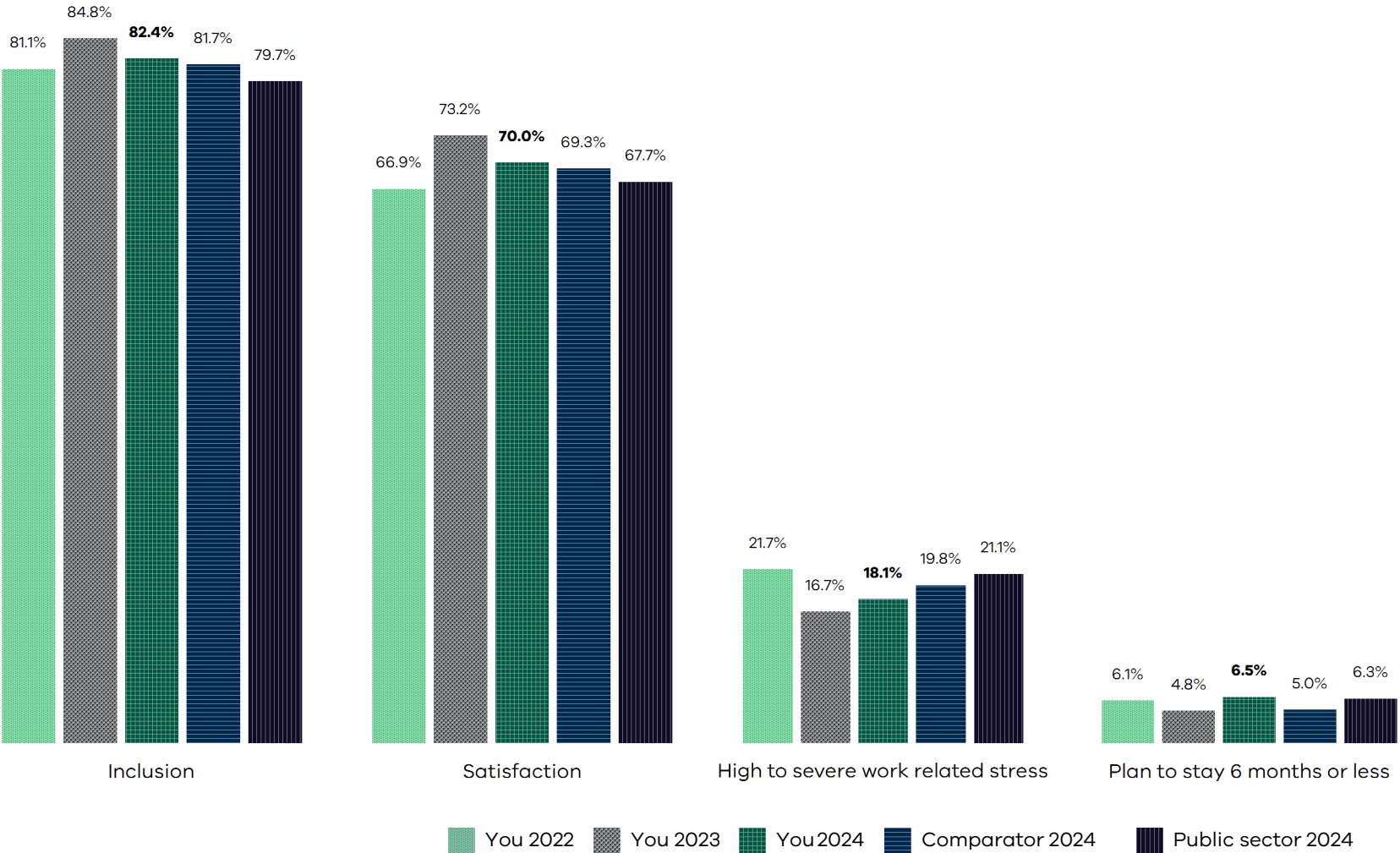
Why this is important

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:
- 82.4% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:
- 81.7% of staff in your comparator group and 79.7% of staff across the public sector.

Inclusion: 81.1%, 84.8%, **82.4%**, 81.7%, 79.7%

Satisfaction: 66.9%, 73.2%, **70.0%**, 69.3%, 67.7%

High to severe work related stress: 21.7%, 16.7%, **18.1%**, 19.8%, 21.1%

Plan to stay 6 months or less: 6.1%, 4.8%, **6.5%**, 5.0%, 6.3%

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

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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 group's overall, lowest and highest scores with your own.
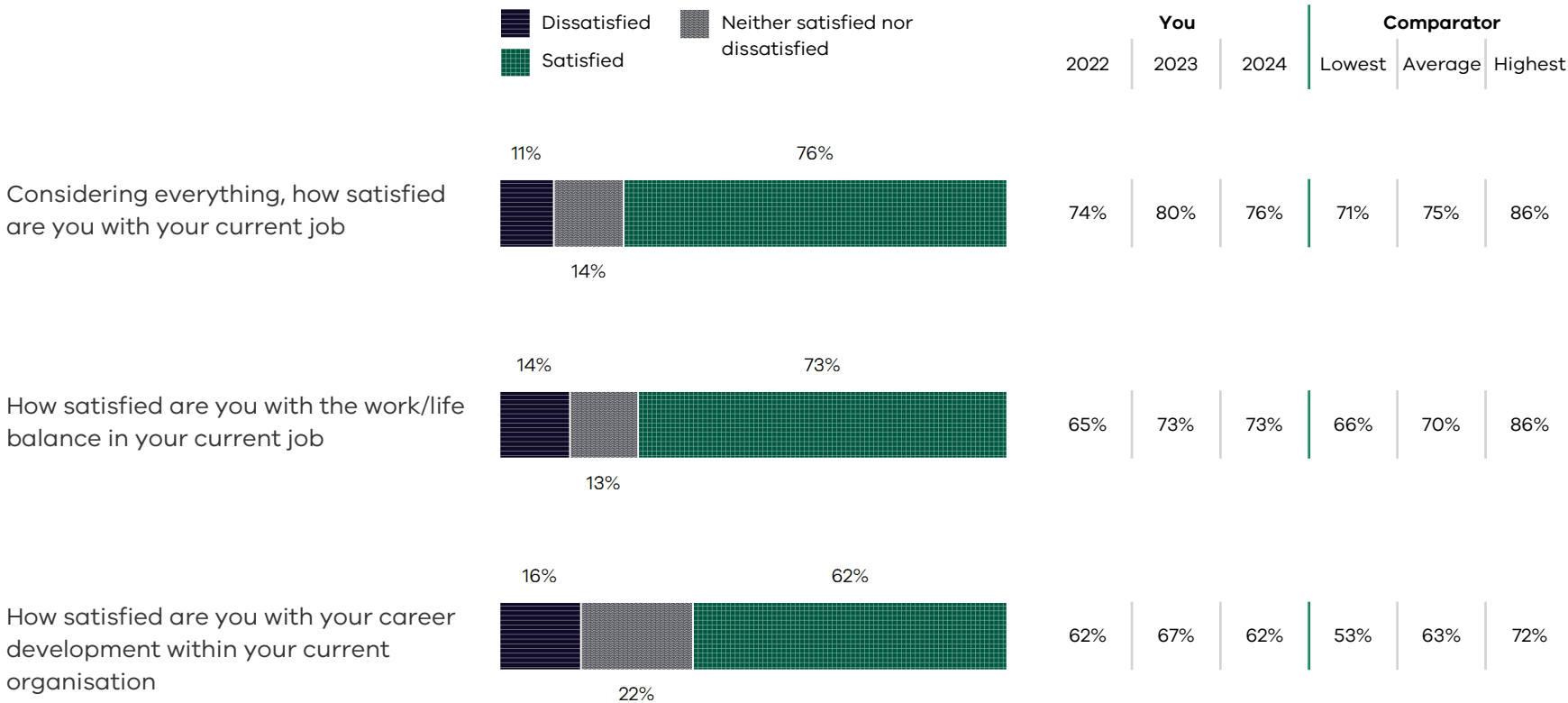
Example

76% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question	Your results							

Benchmark satisfied results

Legend:
- Dissatisfied
- Satisfied
- Neither satisfied nor dissatisfied

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	74%	80%	76%	71%	75%	86%
How satisfied are you with the work/life balance in your current job	65%	73%	73%	66%	70%	86%
How satisfied are you with your career development within your current organisation	62%	67%	62%	53%	63%	72%

Your results bars:

Considering everything, how satisfied are you with your current job: 11% Dissatisfied, 14% Neither, 76% Satisfied

How satisfied are you with the work/life balance in your current job: 14% Dissatisfied, 13% Neither, 73% Satisfied

How satisfied are you with your career development within your current organisation: 16% Dissatisfied, 22% Neither, 62% Satisfied

People outcomes

Work-related stress levels

What is this

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

Why this is important

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

How to read this

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

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

The numbers below show the percentage of staff in your group who said they experienced high to severe stress in 2024 compared to 2023, your comparator and the public sector.
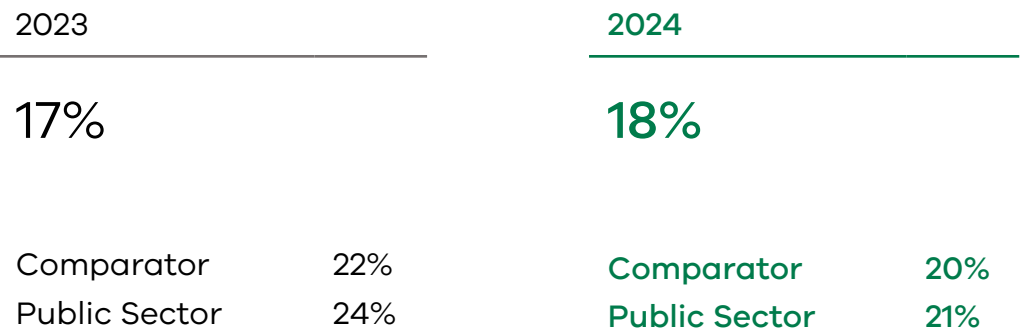
Example

18% 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 21% of staff across the public sector.

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

Level	Percentage
Nil	13%
Low or mild	40%
Moderate	29%
High	11%
Very high	5%
Severe	2%
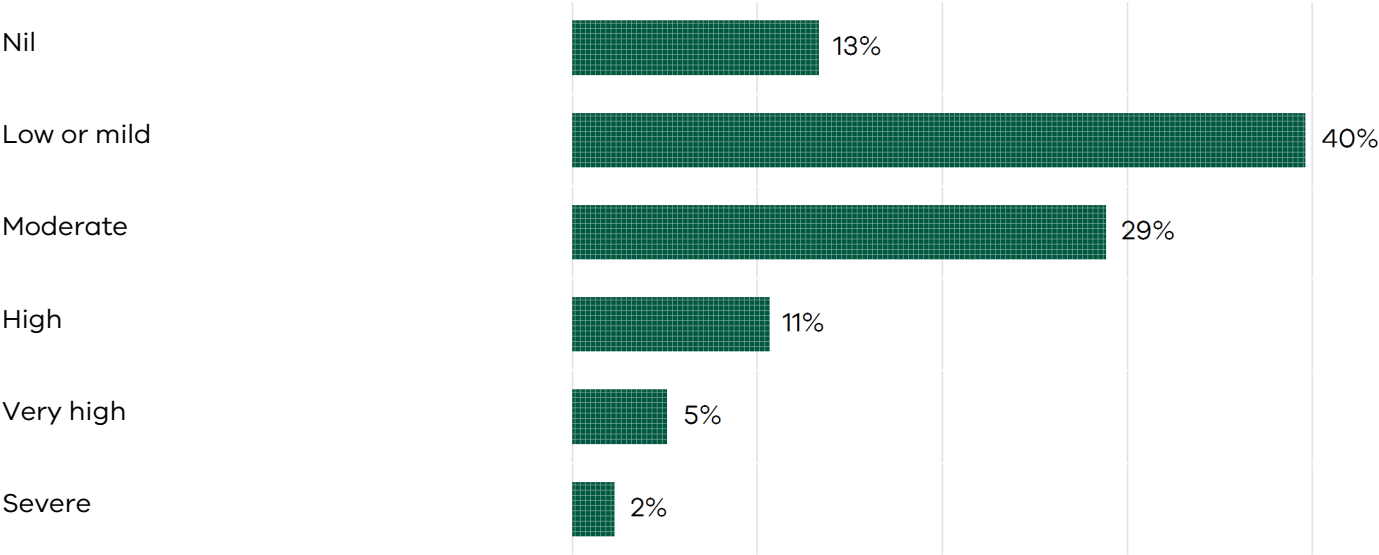
Reported levels of high to severe stress

2023		2024	
17%		**18%**	
Comparator	22%	Comparator	20%
Public Sector	24%	Public Sector	21%

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

87% of your staff who did the survey said they experienced mild to severe stress. Of that 87%, 45% said the top reason was 'Workload' .

	909	140
	87%	13%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress

Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	48%	45%	50%	48%
Time pressure	43%	37%	40%	41%
Dealing with clients, patients or stakeholders	16%	16%	20%	18%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	13%	16%	14%	13%
Other	10%	15%	13%	13%
Competing home and work responsibilities	15%	15%	14%	13%
Work schedule or hours	13%	14%	9%	7%
Management of work (e.g. supervision, training, information, support)	11%	13%	12%	12%
Content, variety, or difficulty of work	13%	12%	13%	11%
Job security	6%	8%	7%	9%

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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 group's overall, lowest and highest scores with your own.
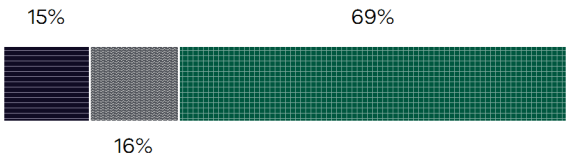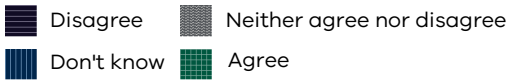
Example

69% of your staff who did the survey said the amount of stress in their job was manageable.

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

The amount of stress in my job is manageable

Your results: 15% Disagree, 16% Neither agree nor disagree, 69% Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	69%	59%	62%	83%

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People outcomes

Burnout levels

What is this

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

Why this is important

Burnout can affect 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 being burned out at work, as shown in the visual above the table.

Example

31% of your staff who did the survey said they felt burnout at work.
Of that 31%, 46% rated their level as 'Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out' .

324	725
31%	69%

▪ Experienced some burnout   ▦ Did not experience any burnout
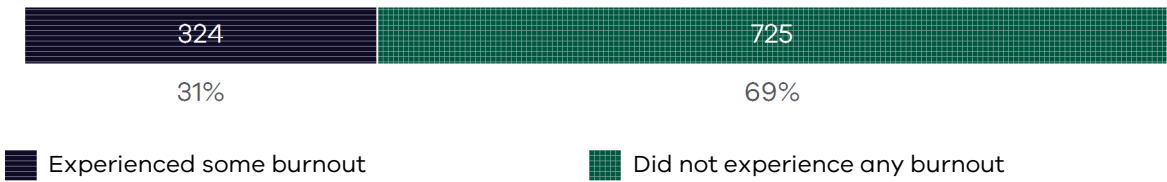
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	48%	46%	50%	49%
I enjoy my work. I have no symptoms of burnout	22%	23%	20%	20%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	20%	21%	21%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	6%	7%	6%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	3%	3%	3%	3%

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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

11% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	5%	6%	5%	6%
Over 6 months and up to 1 year	9%	11%	8%	9%
Over 1 year and up to 3 years	25%	23%	22%	24%
Over 3 years and up to 5 years	16%	15%	16%	16%
Over 5 years	45%	45%	49%	45%

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 group's overall, lowest and highest scores with your own.
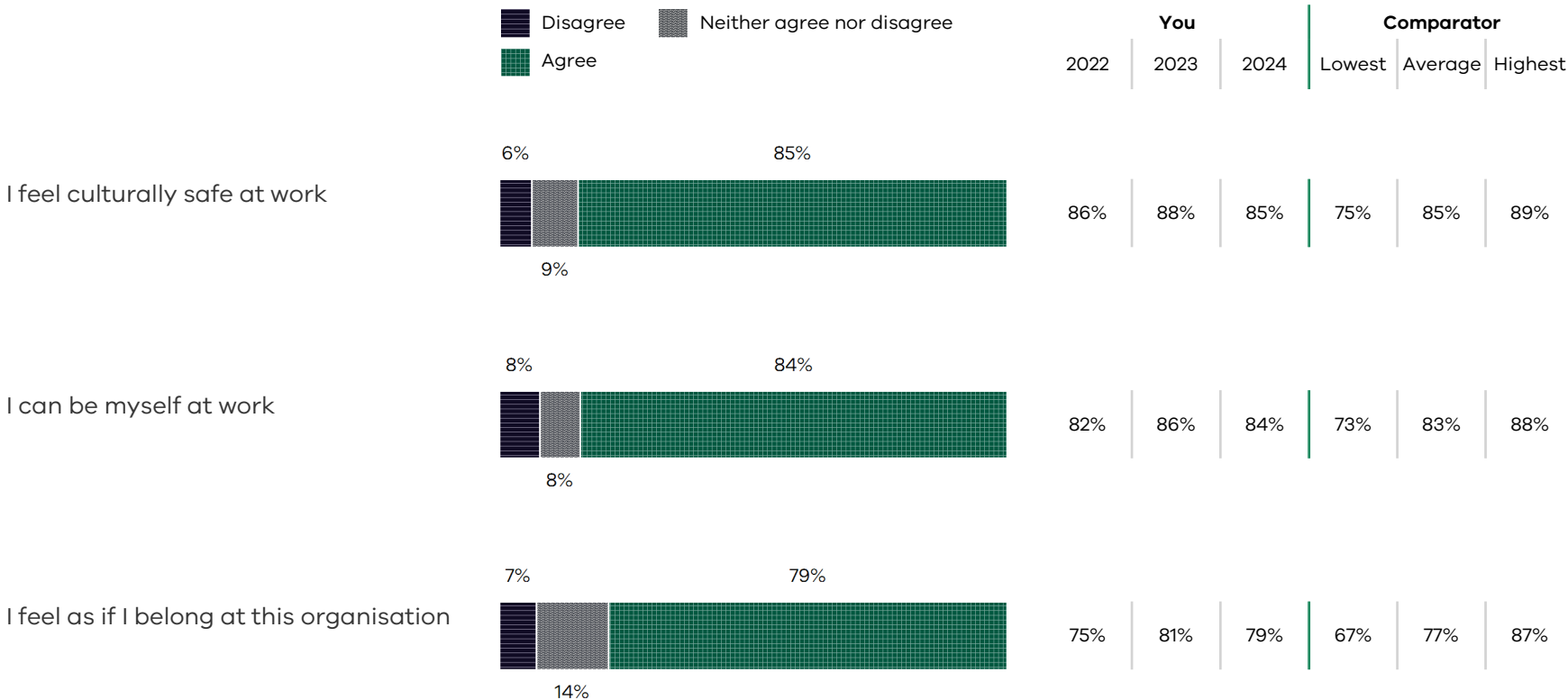
Example
85% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results						

Legend: Disagree ■ | Neither agree nor disagree ▦ | Agree ▦

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work (6% / 9% / 85%)	86%	88%	85%	75%	85%	89%
I can be myself at work (8% / 8% / 84%)	82%	86%	84%	73%	83%	88%
I feel as if I belong at this organisation (7% / 14% / 79%)	75%	81%	79%	67%	77%	87%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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

How to read this

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

Example

9% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

297	752
28%	72%

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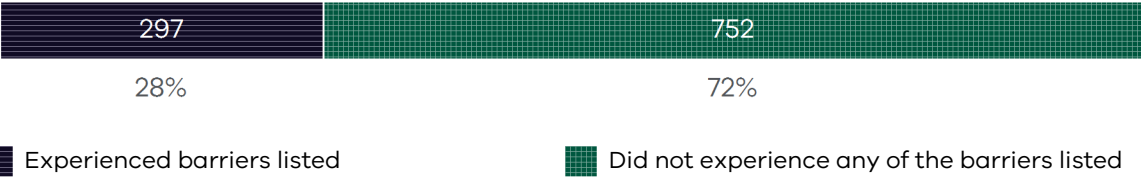
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	6%	9%	7%	7%
My mental health	6%	7%	6%	7%
My age	5%	7%	7%	7%
My flexible working	5%	6%	7%	6%
My physical health	4%	4%	4%	4%
My cultural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

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People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

13% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

336	713
32%	68%

■ Witnessed barriers listed   ■ Did not witness barriers listed
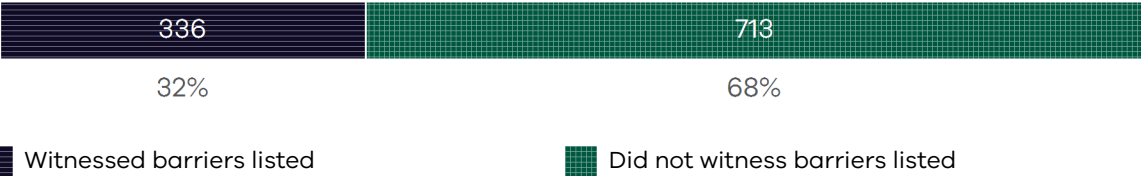
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	11%	13%	10%	9%
Caring responsibilities	8%	10%	8%	7%
Cultural background	6%	9%	7%	5%
Age	7%	7%	6%	6%
Mental health	6%	7%	6%	7%
Race	4%	5%	4%	3%
Physical health	2%	4%	4%	4%
Gender identity	2%	4%	2%	2%
Sex	3%	3%	4%	5%
Disability	2%	3%	2%	2%

Victorian Public Sector Commission

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People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

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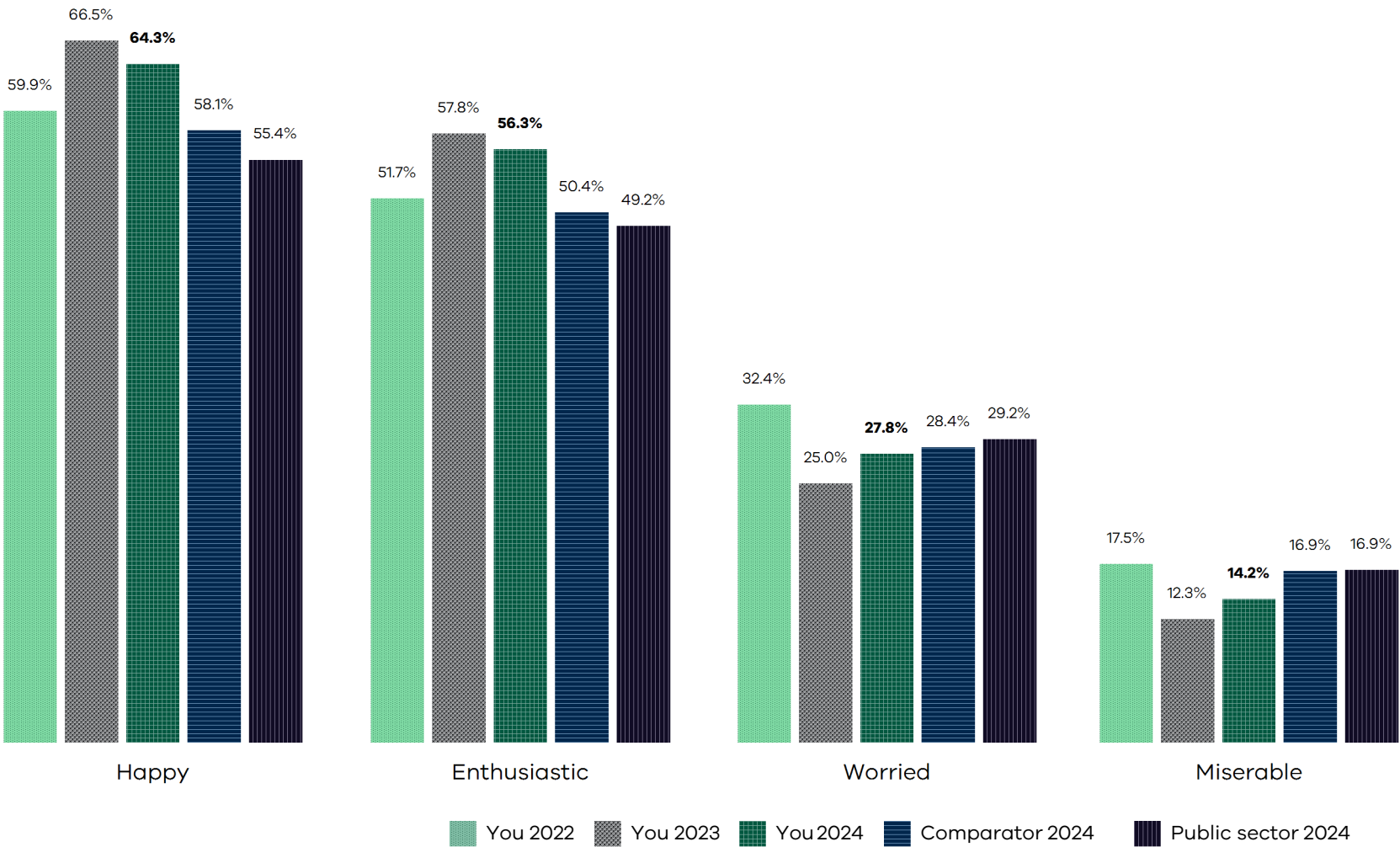
How to read this

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

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

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

Example

In 2024:
- 64.3% of your staff who did the survey said work made them feel happy.

Compared to:
- 58.1% of staff in your comparator group and 55.4% of staff across the public sector.

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

Chart: grouped bar chart comparing emotional effects across four categories.

Happy
- You 2022: 59.9%
- You 2023: 66.5%
- You 2024: 64.3%
- Comparator 2024: 58.1%
- Public sector 2024: 55.4%

Enthusiastic
- You 2022: 51.7%
- You 2023: 57.8%
- You 2024: 56.3%
- Comparator 2024: 50.4%
- Public sector 2024: 49.2%

Worried
- You 2022: 32.4%
- You 2023: 25.0%
- You 2024: 27.8%
- Comparator 2024: 28.4%
- Public sector 2024: 29.2%

Miserable
- You 2022: 17.5%
- You 2023: 12.3%
- You 2024: 14.2%
- Comparator 2024: 16.9%
- Public sector 2024: 16.9%

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

Victorian Public Sector Commission

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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:

- 19.5% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 26.9% of staff in your comparator group and 17.6% of staff across the public sector.

Bar chart: Negative behaviours by category.

Violence or aggression: You 2022 21.9%, You 2023 15.4%, You 2024 19.5%, Comparator 2024 26.9%, Public sector 2024 17.6%

Bullying: You 2022 11.2%, You 2023 11.5%, You 2024 12.3%, Comparator 2024 14.6%, Public sector 2024 13.3%

Discrimination: You 2022 4.5%, You 2023 5.2%, You 2024 5.3%, Comparator 2024 5.6%, Public sector 2024 5.2%

Sexual harassment: You 2022 3.0%, You 2023 4.2%, You 2024 3.0%, Comparator 2024 8.9%, Public sector 2024 5.9%

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

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People outcomes

Bullying

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

Of that 12%, 71% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

129	819	101
12%	78%	10%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
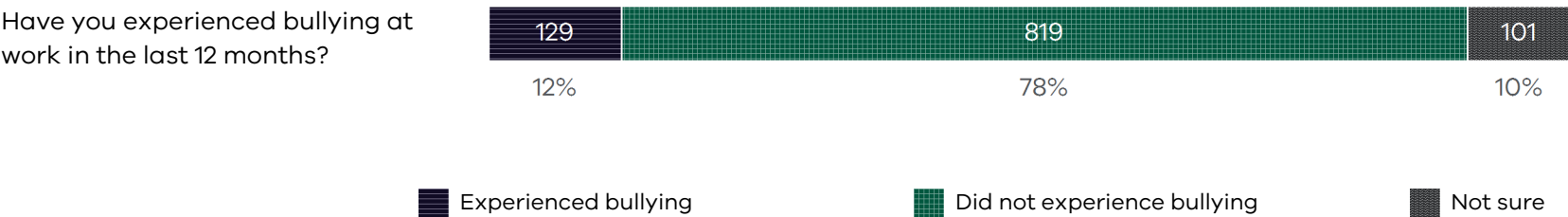
If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	72%	71%	69%	69%
Exclusion or isolation	37%	48%	38%	42%
Intimidation and/or threats	34%	27%	30%	30%
Withholding essential information for me to do my job	24%	27%	22%	28%
Other	8%	18%	15%	15%
Verbal abuse	20%	16%	23%	21%
Being assigned meaningless tasks unrelated to my job	14%	12%	13%	13%
Being given impossible assignment(s)	9%	6%	8%	9%
Interference with my personal property and/or work equipment	5%	2%	4%	4%

Victorian Public Sector Commission

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People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

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

- 53% said the top way they reported the bullying was 'Told a manager'.
- 86% said they didn't submit a formal complaint.

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

129	819	101
12%	78%	10%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	50%	53%	48%	50%
Told a colleague	42%	42%	43%	41%
Told a friend or family member	38%	39%	36%	35%
Told human resources	9%	15%	10%	13%
Told someone else	11%	15%	11%	11%
Submitted a formal complaint	12%	14%	12%	12%
I did not tell anyone about the bullying	9%	14%	12%	12%
Told employee assistance program (EAP) or peer support	6%	12%	8%	10%
Told the person the behaviour was not OK	13%	9%	16%	16%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

86% of your staff who experienced bullying did not submit a formal complaint, of which:

- 51% said the top reason was 'I didn't think it would make a difference'.
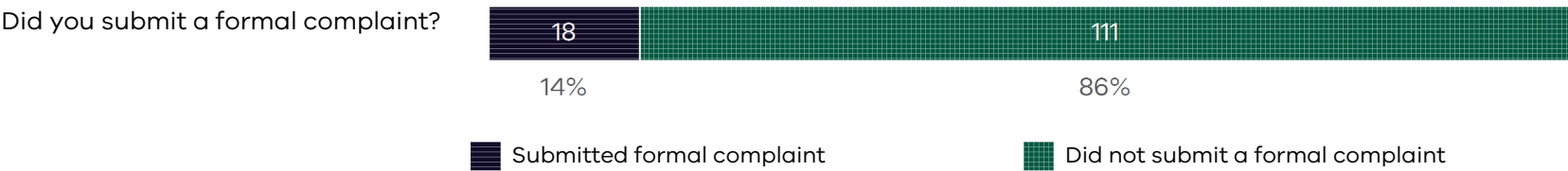
Did you submit a formal complaint?

18	111
14%	86%

🟦 Submitted formal complaint   🟩 Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	58%	51%	53%	52%
I believed there would be negative consequences for my reputation	42%	42%	47%	49%
I believed there would be negative consequences for my career	30%	33%	35%	38%
I didn't feel safe to report the incident	15%	23%	20%	20%
I didn't think it was serious enough	25%	19%	21%	18%
Other	15%	16%	15%	16%
I thought the complaint process would be embarrassing or difficult	10%	14%	12%	12%
I didn't know how to make a complaint	6%	8%	5%	5%
I believed there would be negative consequences for the person I was going to complain about	10%	7%	11%	10%
I was advised not to	2%	7%	5%	5%

Victorian Public Sector Commission

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People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 12% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

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

Of that 12%, 53% said it was by 'A colleague'.

129 people (12% of staff) experienced bullying (You 2024)
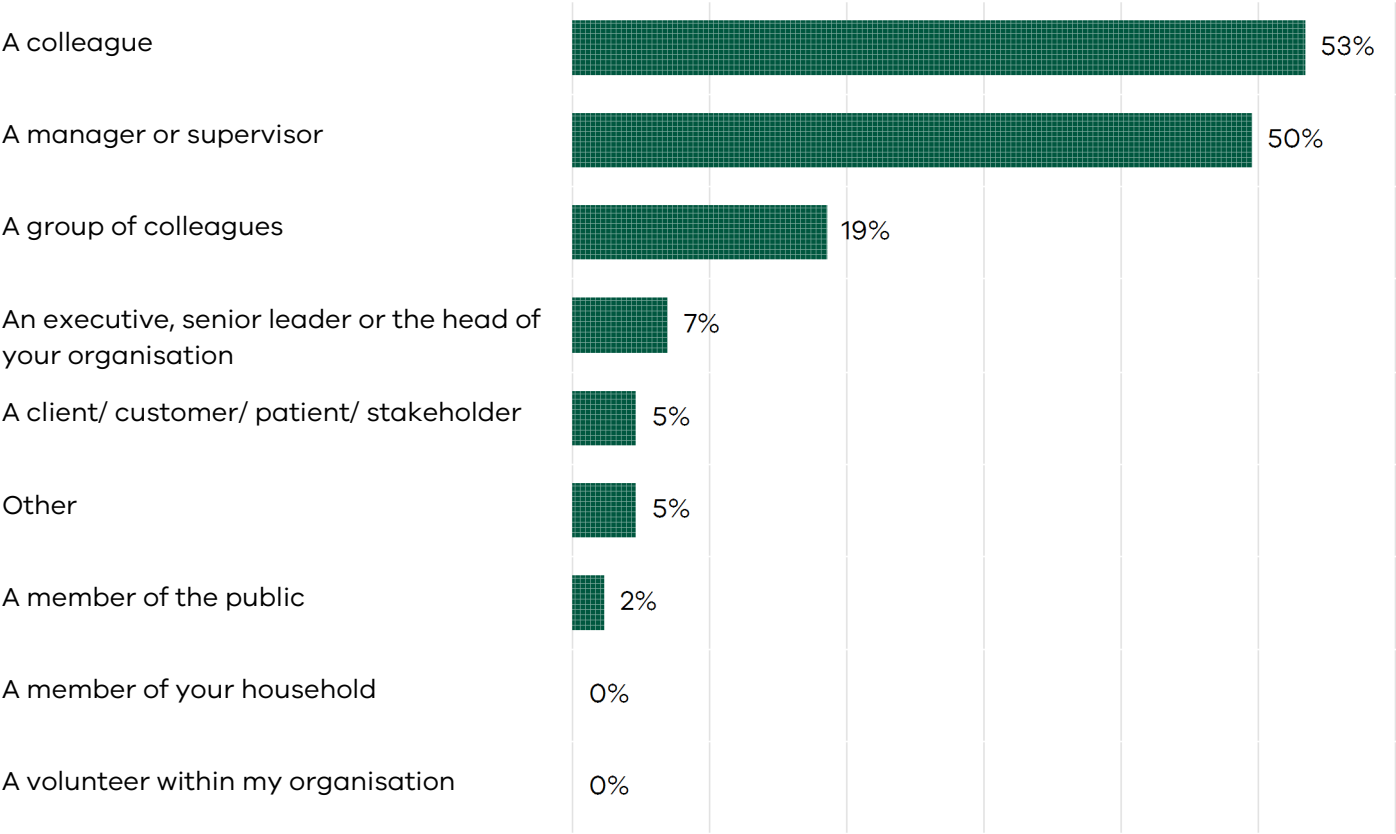
Perpetrator	Percentage
A colleague	53%
A manager or supervisor	50%
A group of colleagues	19%
An executive, senior leader or the head of your organisation	7%
A client/ customer/ patient/ stakeholder	5%
Other	5%
A member of the public	2%
A member of your household	0%
A volunteer within my organisation	0%

Victorian Public Sector Commission

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People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 12% of your staff said they experienced bullying.

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

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

Example

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

Of that 12%, 98% said it was by someone within the organisation.

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

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

Relationship	Percentage
They were in my workgroup	65%
They were my immediate manager or supervisor	42%
They were outside my workgroup	10%
They were someone I supervise or manage	2%
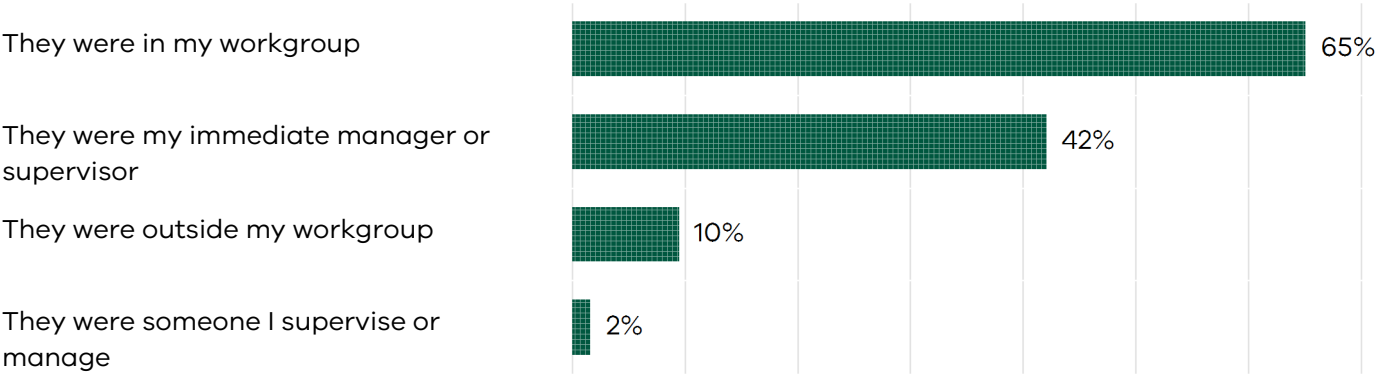
People outcomes

Sexual harassment

What is this

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

Why this is important

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

### How to read this

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

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

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

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of those, 68% said the top type was 'Intrusive questions about my private life or comments about my physical appearance'.

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

31	1018
3%	97%

◼ Experienced sexual harassment　　◼ Did not experience sexual harassment
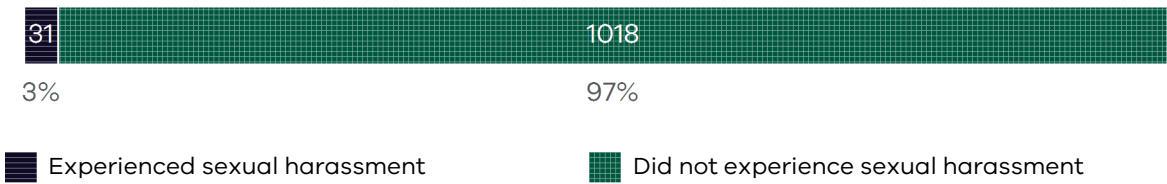
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Intrusive questions about my private life or comments about my physical appearance	52%	68%	53%	50%
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	31%	32%	55%	53%
Inappropriate staring or leering that made me feel intimidated	13%	19%	20%	17%
Inappropriate physical contact	17%	16%	26%	23%
Unwelcome touching, hugging, cornering or kissing	23%	13%	21%	20%
Any other unwelcome conduct of a sexual nature	4%	6%	9%	9%
Repeated or inappropriate invitations to go out on dates	2%	0%	5%	5%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	0%	13%	9%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	2%	0%	2%	3%
Request or pressure for sex or other sexual act	0%	0%	2%	2%

Victorian Public Sector Commission

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People outcomes

Response to sexual harassment

What is this

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of those, 61% said the top response was 'Pretended it didn't bother me'.

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

31	1018
3%	97%

■ Experienced sexual harassment   ■ Did not experience sexual harassment

When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Pretended it didn't bother me	46%	61%	37%	40%
Tried to laugh it off or forget about it	52%	55%	38%	39%
Avoided the person(s) by staying away from them	54%	35%	37%	36%
Told a friend or family member	17%	26%	21%	21%
Told the person the behaviour was not OK	21%	23%	43%	34%
Told a colleague	27%	16%	34%	30%
Told a manager	8%	13%	27%	24%
Avoided locations where the behaviour might occur	13%	3%	14%	14%
Told employee assistance program (EAP) or peer support	0%	3%	2%	3%
Submitted a formal complaint	2%	3%	10%	7%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

97% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it was serious enough'.
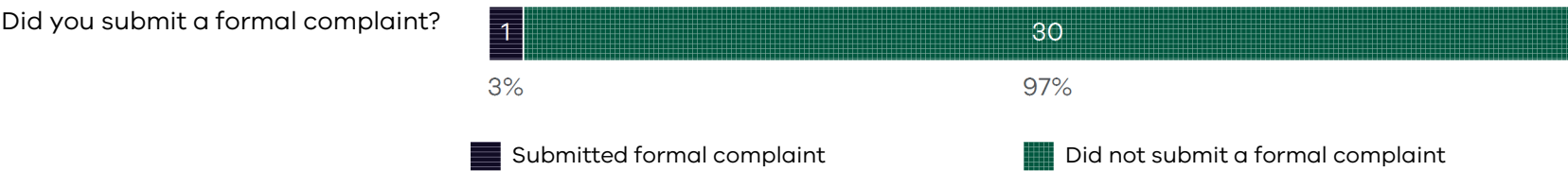
Did you submit a formal complaint?

1	30
3%	97%

■ Submitted formal complaint   ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	68%	60%	51%	46%
I didn't think it would make a difference	53%	47%	39%	40%
I believed there would be negative consequences for my reputation	34%	27%	19%	26%
I believed there would be negative consequences for my career	23%	17%	11%	17%
I didn't need to because I no longer had contact with the person(s) who harassed me	11%	17%	12%	10%
I thought the complaint process would be embarrassing or difficult	9%	17%	9%	10%
I didn't know who to talk to	6%	10%	3%	3%
I didn't feel safe to report the incident	9%	10%	5%	7%
Other	4%	10%	14%	14%
I believed there would be negative consequences for the person I was going to complain about	4%	7%	9%	11%

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People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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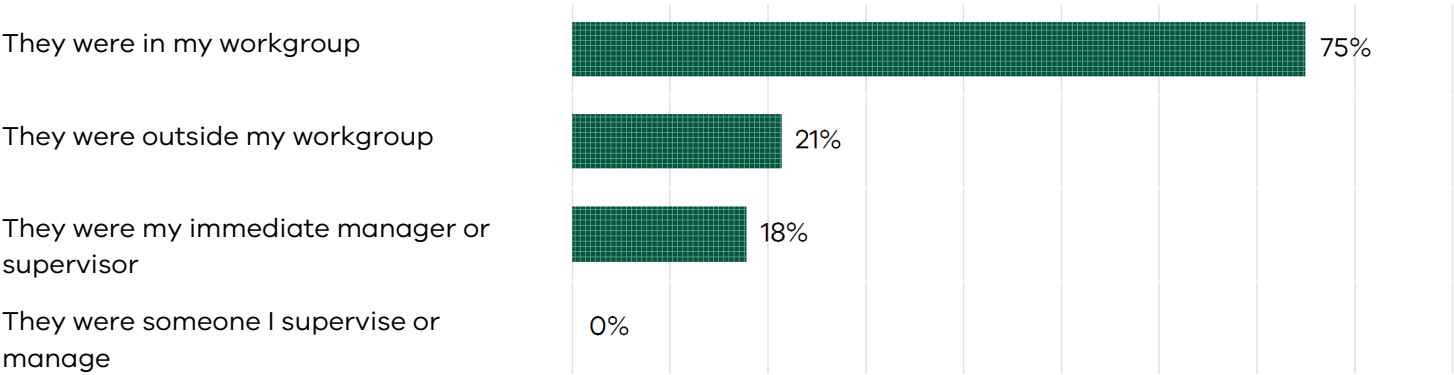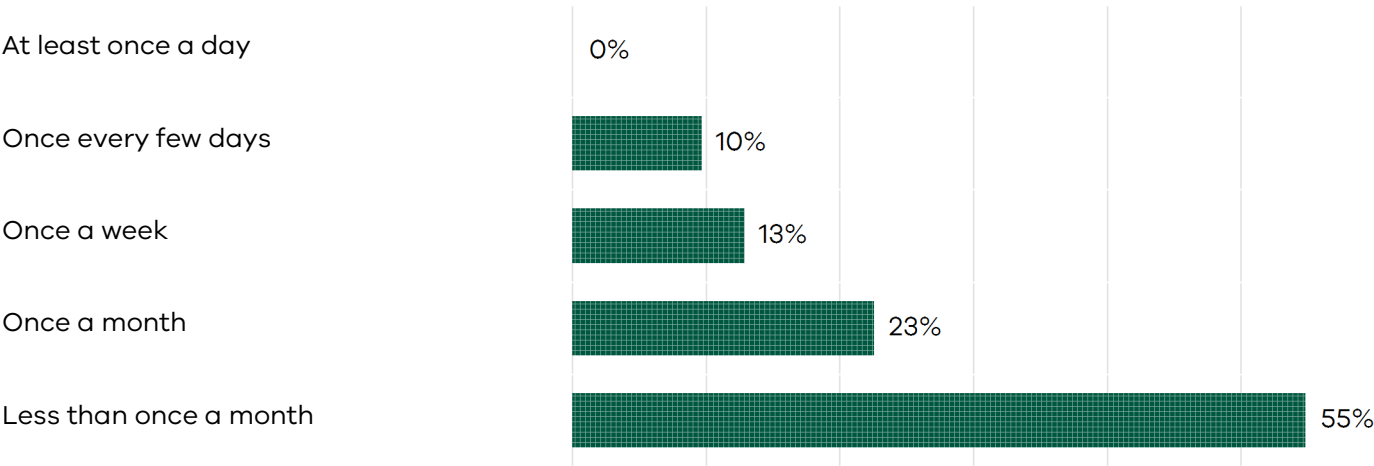
How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

3% of your staff who did the survey said they experienced sexual harassment.
Of that 3%, 68% said it was by 'A colleague'.

31 people (3% of staff) experienced sexual harassment (You 2024)
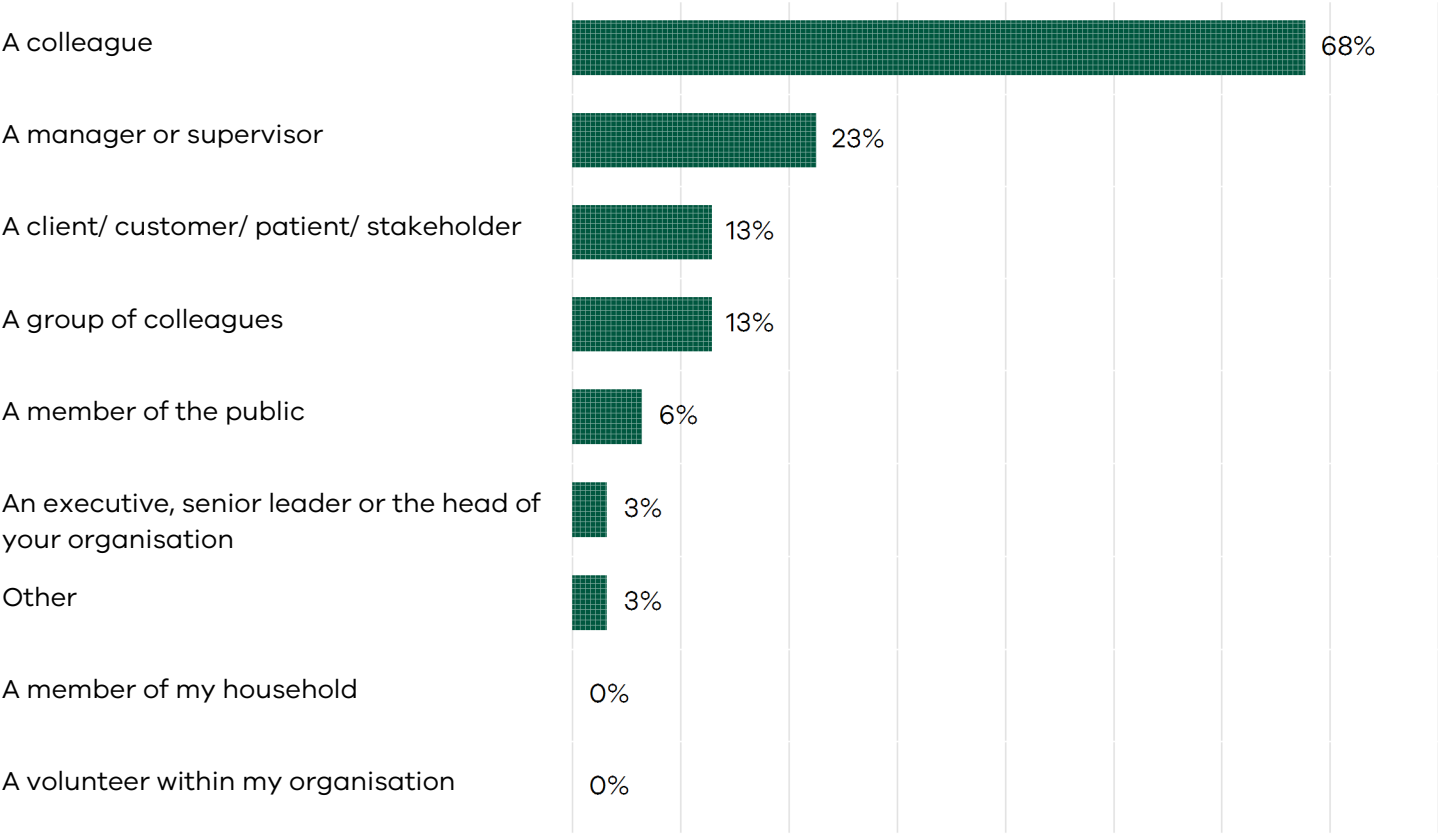
Perpetrator	Percentage
A colleague	68%
A manager or supervisor	23%
A client/ customer/ patient/ stakeholder	13%
A group of colleagues	13%
A member of the public	6%
An executive, senior leader or the head of your organisation	3%
Other	3%
A member of my household	0%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

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

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of that 3%, 90% said it was by someone within the organisation.

Of that 90%, 75% said it was 'They were in my workgroup'.

28 people (90% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	75%
They were outside my workgroup	21%
They were my immediate manager or supervisor	18%
They were someone I supervise or manage	0%

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People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 3% of your staff said they experienced sexual harassment.

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

The graph shows how often staff were experiencing sexual harassment.

Example

3% of your staff who did the survey said they experienced sexual harassment.

Of that 3%, 0% said it was 'At least once a day'.

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

Frequency	Percentage
At least once a day	0%
Once every few days	10%
Once a week	13%
Once a month	23%
Less than once a month	55%

People outcomes

Discrimination

What is this

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination.
If they did, they could tell us with one or more answers what what attributes the discrimination was based on.
In descending order, the table shows the top 10 types.

What results are shown

Results for response options with 10 or more responses.

Example

5% of your staff who did the survey said they experienced discrimination.
Of that 5%, 29% said it was 'My age'.

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

56	870	123
5%	83%	12%

■ Experienced discrimination   ▦ Did not experience discrimination   ▨ Not sure

Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My age	27%	29%	23%	27%
My employment activity	19%	27%	29%	28%
My race	34%	25%	30%	21%
My sex	27%	18%	13%	18%

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People outcomes

Type of discrimination

What is this

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 38% said it was 'Opportunities for promotion'.

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

56	870	123
5%	83%	12%

■ Experienced discrimination   ■ Did not experience discrimination   ■ Not sure
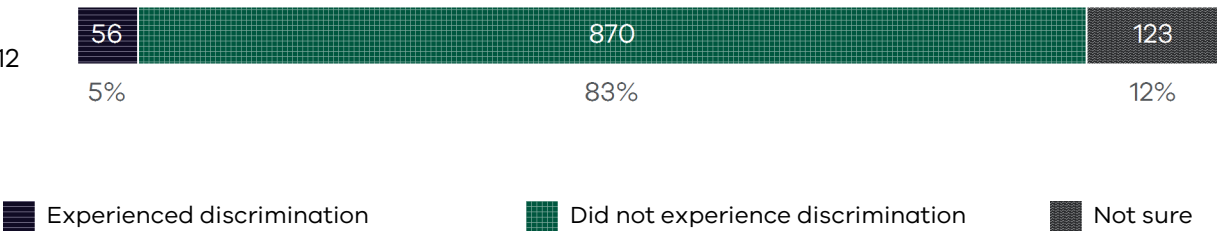
If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Opportunities for promotion	37%	38%	32%	35%
Denied flexible work arrangements or other adjustments	22%	36%	22%	22%
Other	36%	36%	43%	41%
Opportunities for training or professional development	29%	29%	25%	24%
Employment security - threats of dismissal or termination	8%	14%	9%	12%
Pay or conditions offered by employer	3%	9%	8%	10%
Opportunities for transfer/secondment	3%	5%	7%	12%
Access to leave	8%	5%	11%	8%

Victorian Public Sector Commission

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People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.
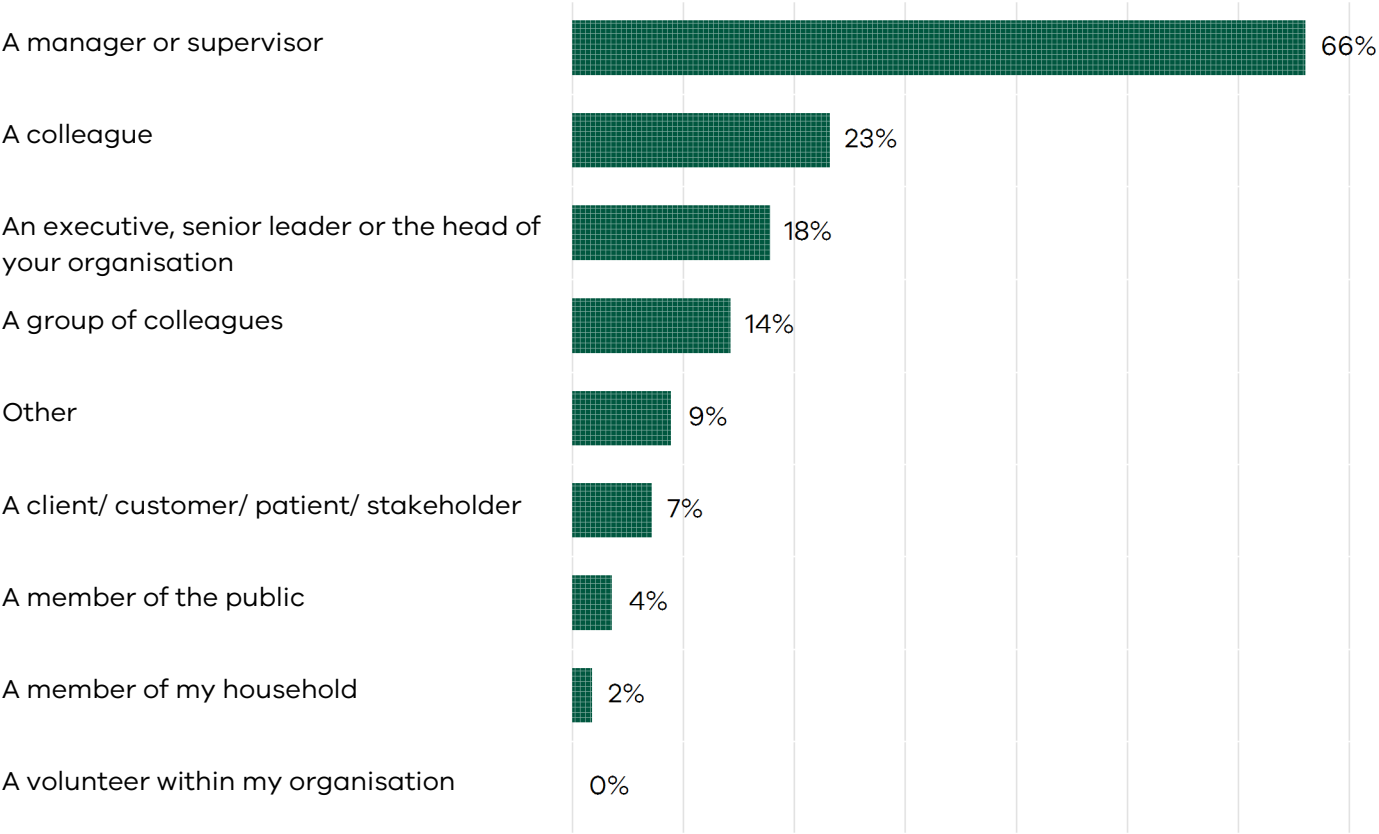
How to read this

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

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

In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced discrimination, of which

- 39% said the top way they reported the discrimination was 'Told a friend or family member'.
- 91% said they didn't submit a formal complaint.

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

56	870	123
5%	83%	12%

- ▪ Experienced discrimination
- ▪ Did not experience discrimination
- ▪ Not sure
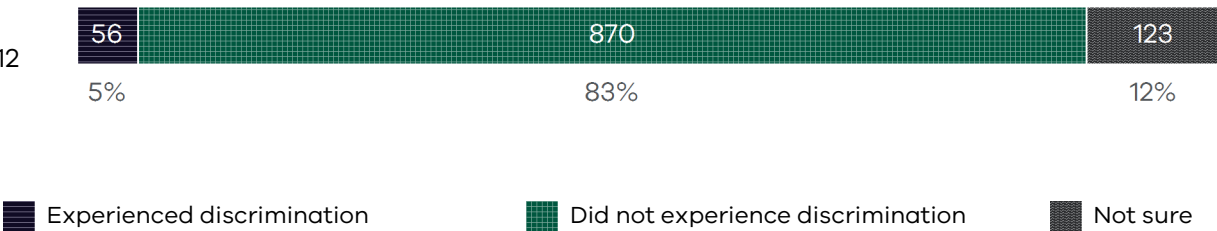
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a friend or family member	24%	39%	32%	32%
Told a colleague	32%	34%	38%	38%
Told someone else	19%	25%	13%	14%
I did not tell anyone about the discrimination	34%	23%	23%	24%
Told a manager	29%	21%	26%	29%
Told human resources	12%	16%	8%	11%
Told the person the behaviour was not OK	10%	14%	10%	9%
Submitted a formal complaint	7%	9%	8%	8%
Told employee assistance program (EAP) or peer support	5%	7%	8%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

91% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 55% said the top reason was 'I didn't think it would make a difference'.
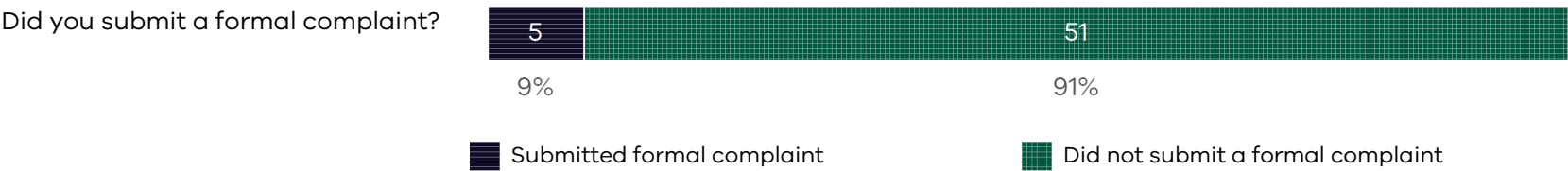
Did you submit a formal complaint?

5	51
9%	91%

■ Submitted formal complaint ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	64%	55%	59%	59%
I believed there would be negative consequences for my reputation	40%	41%	45%	51%
I believed there would be negative consequences for my career	36%	39%	43%	49%
Other	16%	18%	10%	11%
I didn't think it was serious enough	22%	14%	16%	14%
I didn't feel safe to report the incident	9%	10%	21%	20%
I thought the complaint process would be embarrassing or difficult	11%	8%	11%	13%
I believed there would be negative consequences for the person I was going to complain about	13%	6%	9%	8%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	2%	6%	3%	3%
I didn't know how to make a complaint	5%	4%	4%	5%

People outcomes

Perpetrators of discrimination

What is this

This is who staff have said are responsible for discrimination.

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 66% said it was by 'A manager or supervisor'.

56 people (5% of staff) experienced discrimination (You 2024)

Perpetrator	Percentage
A manager or supervisor	66%
A colleague	23%
An executive, senior leader or the head of your organisation	18%
A group of colleagues	14%
Other	9%
A client/ customer/ patient/ stakeholder	7%
A member of the public	4%
A member of my household	2%
A volunteer within my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 88% said it was by someone within the organisation.

Of that 88%, 53% said it was 'They were in my workgroup'.

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49 people (88% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	53%
They were my immediate manager or supervisor	51%
They were outside my workgroup	14%
They were someone I supervise or manage	0%
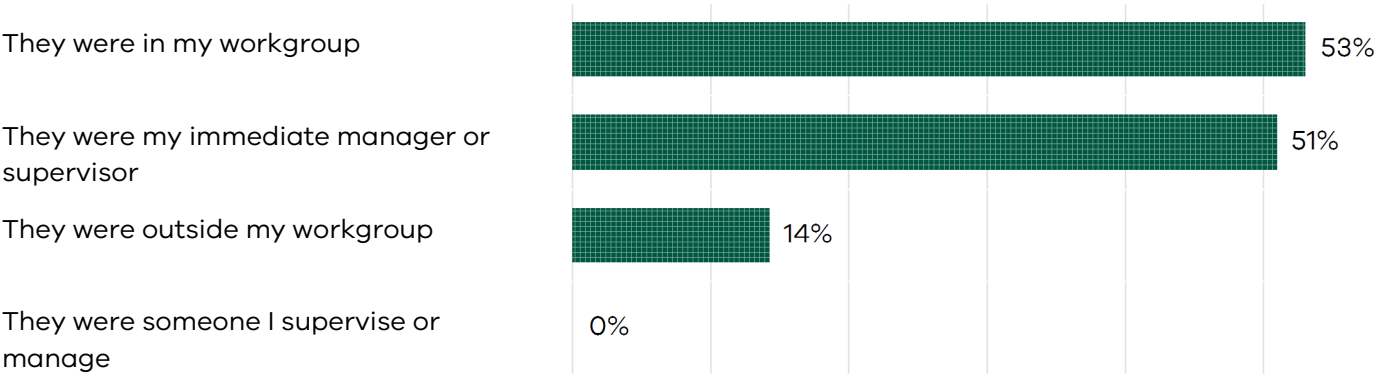
People outcomes

Violence and aggression

What is this

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 81% said it was 'Abusive language'.

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

205	817	27
20%	78%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure

If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	79%	81%	85%	81%
Intimidating behaviour	73%	73%	71%	71%
Threats of violence	22%	26%	42%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	3%	8%	34%	26%
Damage to my property or work equipment	3%	4%	13%	9%
Other	3%	3%	2%	3%
Stalking, including cyber-stalking	1%	1%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about violence and aggression

What is this

This is who staff told about what violence and aggression they experienced.

Why this is important

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

How to read this

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

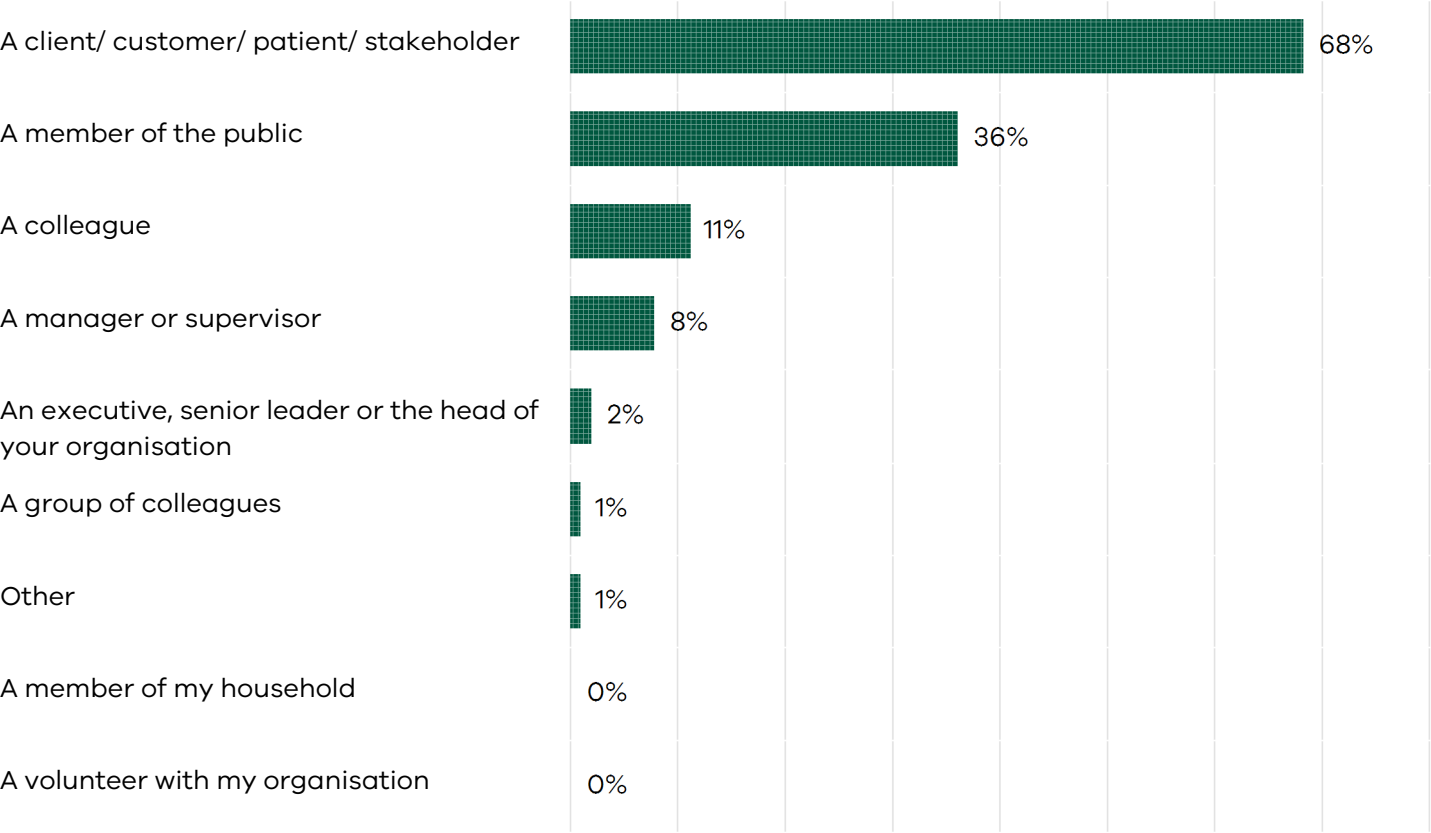If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression, of which

- 60% said the top way they reported the violence or agression was 'Told a manager'.
- 74% said they didn't submit a formal incident report

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

205	817	27
20%	78%	3%

■ Experienced violence or aggression   ▦ Did not experience violence or aggression   ▦ Not sure

Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	59%	60%	57%	58%
Told a colleague	53%	50%	48%	45%
Submitted a formal incident report	27%	26%	40%	36%
Told the person the behaviour was not OK	31%	24%	36%	30%
Told a friend or family member	22%	21%	20%	19%
Told human resources	5%	7%	2%	4%
Told employee assistance program (EAP) or peer support	1%	6%	3%	4%
I did not tell anyone about the incident(s)	4%	6%	6%	7%
Told someone else	9%	5%	5%	5%

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People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

74% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 34% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

53	152
26%	74%

■ Submitted formal incident report   ▨ Did not submit a formal incident report
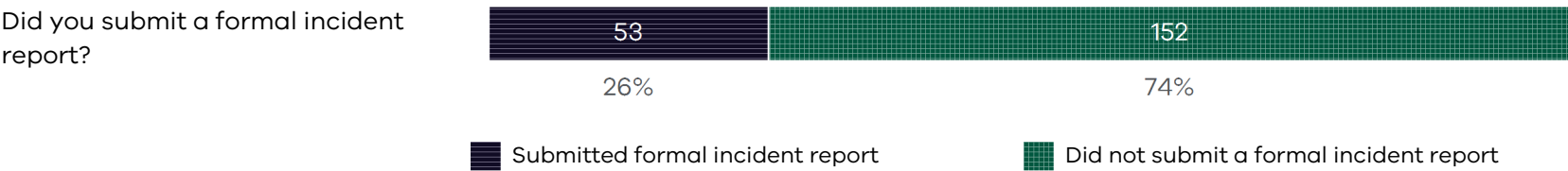
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	33%	34%	37%	39%
I didn't think it was serious enough	39%	32%	36%	32%
I didn't need to because I made the violence or aggression stop	20%	24%	16%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	24%	23%	15%	14%
Other	19%	18%	24%	23%
I believed there would be negative consequences for my reputation	12%	14%	10%	15%
I didn't feel safe to report the incident	7%	7%	4%	6%
I believed there would be negative consequences for my career	6%	7%	8%	12%
I believed there would be negative consequences for the person I was going to complain about	2%	6%	3%	4%
I thought the complaint process would be embarrassing or difficult	5%	5%	3%	4%

Victorian Public Sector Commission

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People outcomes

Perpetrators of violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

20% of your staff who did the survey said they experienced violence or aggression.

Of that 20%, 68% said it was by 'A client/ customer/ patient/ stakeholder'.

205 people (20% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	68%
A member of the public	36%
A colleague	11%
A manager or supervisor	8%
An executive, senior leader or the head of your organisation	2%
A group of colleagues	1%
Other	1%
A member of my household	0%
A volunteer with my organisation	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

Understanding where violence or aggression happens means organisations can work out what action to take.

How to read this

In this year's survey, 20% of your staff said they experienced violence or aggression.

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

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

Example

20% of your staff who did the survey said they experienced violence or aggression.

Of that 20%, 19% said it was by someone within the organisation.

Of that 19%, 54% said it was 'They were in my workgroup'.

39 people (19% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

They were in my workgroup — 54%

They were my immediate manager or supervisor — 28%

They were outside my workgroup — 21%

They were someone I supervise or manage — 8%

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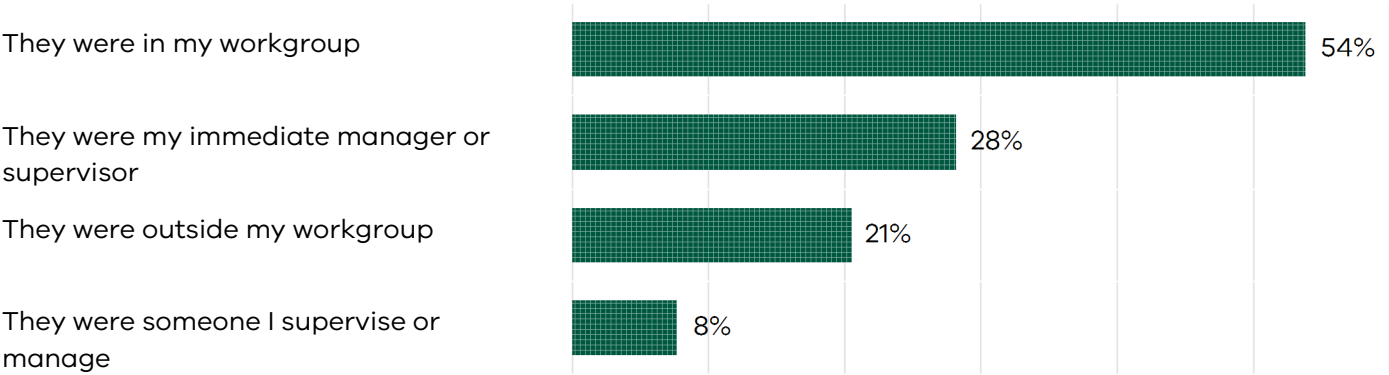
Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

27% of your staff who did the survey said they witnessed some negative behaviour at work.

73% said 'No, I have not witnessed any of the situations above'.

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

279	770
27%	73%

█ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
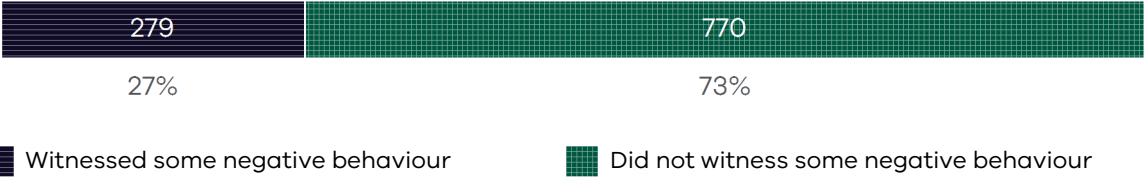
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	77%	73%	73%	77%
Bullying of a colleague	16%	17%	16%	15%
Discrimination against a colleague	7%	12%	9%	9%
Violence or aggression against a colleague	6%	6%	9%	6%
Sexual harassment of a colleague	1%	0%	2%	2%

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.
If they did, they could tell us with one or more answers what action they took.
In descending order, the table shows the answers.

Example

27% of your staff who did the survey witnessed negative behaviour, of which:

- 76% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 5% took no action.

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

279	770
27%	73%
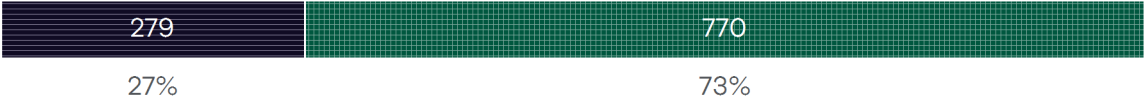
■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	68%	76%	71%	71%
Told a manager	42%	44%	40%	40%
Told a colleague	23%	23%	22%	21%
Told the person the behaviour was not OK	19%	22%	28%	24%
Spoke to the person who behaved in a negative way	18%	19%	25%	20%
Told human resources	-	6%	5%	7%
Submitted a formal complaint	5%	5%	8%	6%
Took no action	7%	5%	7%	7%
Other	5%	5%	6%	6%

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People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

This is how satisfied a staff member was with how your organisation managed their complaint.

Why this is important

When staff submit a formal complaint for negative behaviours, they should feel your organisation will manage it effectively and professionally.

How to read this

Under 'Your results', see results for each type of negative behaviour in descending order by most satisfied.

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

Example

51% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

- No
- Don't know
- Yes

Your results

Violence or aggression

38%   51%
11%

Bullying

67%   22%
11%

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Violence or aggression	55%	63%	51%	35%	59%	63%
Bullying	30%	27%	22%	11%	24%	32%

People matter survey

2024

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

Custom questions

- Questions requested by your organisation

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

Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2024' column shows 95% of your staff who did the survey agreed with 'I can use my skills and knowledge in my job'. In the 'Change from 2023' column, you have a -1% change, which is a negative trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I can use my skills and knowledge in my job	95%	-1%	94%
Meaningful work	I can make a worthwhile contribution at work	94%	-1%	94%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-0%	92%
Meaningful work	I achieve something important through my work	94%	-1%	93%
Job enrichment	I clearly understand what I am expected to do in this job	91%	-1%	91%
Topical	I am proud to work in the public sector	89%	Not asked	86%
Meaningful work	I get a sense of accomplishment from my work	88%	-2%	87%
Collaboration	I am able to work effectively with others outside my immediate workgroup	88%	-1%	86%
Manager leadership	My manager treats employees with dignity and respect	88%	-2%	86%
Safety climate	My organisation provides a physically safe work environment	87%	-2%	80%

Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 36% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a +4% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	36%	+4%	35%
Safety climate	All levels of my organisation are involved in the prevention of stress	49%	-1%	46%
Organisational integrity	I believe the promotion processes in my organisation are fair	50%	-3%	49%
Learning and development	I am satisfied with the opportunities to progress in my organisation	51%	-9%	56%
Organisational integrity	I have an equal chance at promotion in my organisation	53%	-5%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	-2%	53%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	54%	-3%	49%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	56%	-0%	53%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	-4%	53%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	-4%	58%

Key differences

Most improved

What is this

This is where staff feel their group has most improved.

How to read this

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

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

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

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

Example

On the first row 'Topical', the 'You 2024' column shows 81% of your staff who did the survey agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

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

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	81%	+5%	79%
Taking action	My organisation has made improvements based on the survey results from last year	36%	+4%	35%
Workgroup support	People in my workgroup are politically impartial in their work	74%	+3%	74%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	66%	+3%	65%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	77%	+2%	75%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	77%	+2%	71%
Job enrichment	I have a say in how I do my work	75%	+1%	76%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	70%	+1%	71%
Job enrichment	I have the authority to do my job effectively	82%	+1%	81%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	85%	+0%	83%

Key differences

Most declined

What is this

This is where staff feel their group has most declined.

How to read this

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

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

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

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

Example

On the first row 'Learning and development', the 'You 2024' column shows 51% of your staff who did the survey agreed with 'I am satisfied with the opportunities to progress in my organisation'.

In the 'Decrease from 2023' column, you have a 9% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Learning and development	I am satisfied with the opportunities to progress in my organisation	51%	-9%	56%
Learning and development	My organisation places a high priority on the learning and development of staff	63%	-5%	65%
Satisfaction	How satisfied are you with your career development within your current organisation	62%	-5%	63%
Organisational integrity	I have an equal chance at promotion in my organisation	53%	-5%	50%
Organisational integrity	My organisation does not tolerate improper conduct	70%	-5%	72%
Organisational integrity	I believe the recruitment processes in my organisation are fair	66%	-4%	64%
Satisfaction	Considering everything, how satisfied are you with your current job	76%	-4%	75%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	65%	-4%	67%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	-4%	58%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	64%	-4%	67%

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Key differences

Biggest positive difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Patient safety climate', the 'You 2024' column shows 84% of your staff who did the survey agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	84%	+7%	77%
Engagement	I feel a strong personal attachment to my organisation	71%	+7%	64%
Work-related stress	The amount of stress in my job is manageable	69%	+7%	62%
Safety climate	My organisation provides a physically safe work environment	87%	+6%	80%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	77%	+6%	71%
Engagement	I am proud to tell others I work for my organisation	85%	+5%	80%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	54%	+5%	49%
Organisational integrity	My organisation is committed to earning a high level of public trust	85%	+5%	80%
Engagement	My organisation inspires me to do the best in my job	73%	+4%	68%
Workload	The workload I have is appropriate for the job that I do	66%	+4%	62%

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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 'Learning and development', the 'You 2024' column shows 51% of your staff who did the survey agreed with 'I am satisfied with the opportunities to progress in my organisation'.

The 'Difference' column, shows that agreement for this question was 5% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Learning and development	I am satisfied with the opportunities to progress in my organisation	51%	-5%	56%
Patient safety climate	Trainees in my discipline are adequately supervised	65%	-4%	70%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	64%	-3%	67%
Organisational integrity	My organisation does not tolerate improper conduct	70%	-2%	72%
Learning and development	My organisation places a high priority on the learning and development of staff	63%	-2%	65%
Patient safety climate	Patient care errors are handled appropriately in my work area	71%	-2%	73%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	65%	-2%	67%
Patient safety climate	Management is driving us to be a safety-centred organisation	75%	-2%	77%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	57%	-2%	58%
Innovation	My workgroup is quick to respond to opportunities to do things better	69%	-1%	71%

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2024

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Topical questions

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

Custom questions

- Questions requested by your organisation

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- Age, gender, variations in sex characteristics and sexual orientation
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- Categories
- Primary role

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 group's overall, lowest and highest scores with your own.

Example

54% 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

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

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

14% | 54%
31%

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

28% | 36%
10% | 26%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	48%	57%	54%	39%	49%	70%
My organisation has made improvements based on the survey results from last year	28%	32%	36%	24%	35%	55%

Victorian Public Sector Commission

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People matter survey
2024

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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 group's overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values	4% / 9% / 20% / 67%	64%	69%	67%	55%	66%	90%
Senior leaders demonstrate honesty and integrity	4% / 9% / 23% / 64%	63%	67%	64%	53%	65%	87%
Senior leaders provide clear strategy and direction	3% / 13% / 20% / 64%	62%	65%	64%	49%	63%	87%

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People matter survey
2024

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Result summary

People outcomes

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- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

Key differences

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- Lowest scoring
- Most improved
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Workgroup climate

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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:

- 78.5% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 77.3% of staff in your comparator group and 73.8% of staff across the public sector.

Chart legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Collaboration: 77.0%, 79.6%, 78.5%, 77.3%, 73.8%

Patient safety climate: 70.3%, 74.6%, 73.9%, 73.8%, 71.1%

Organisational integrity: 70.1%, 73.5%, 69.6%, 68.7%, 66.6%

Safety climate: 57.1%, 61.7%, 59.5%, 57.4%, 57.5%

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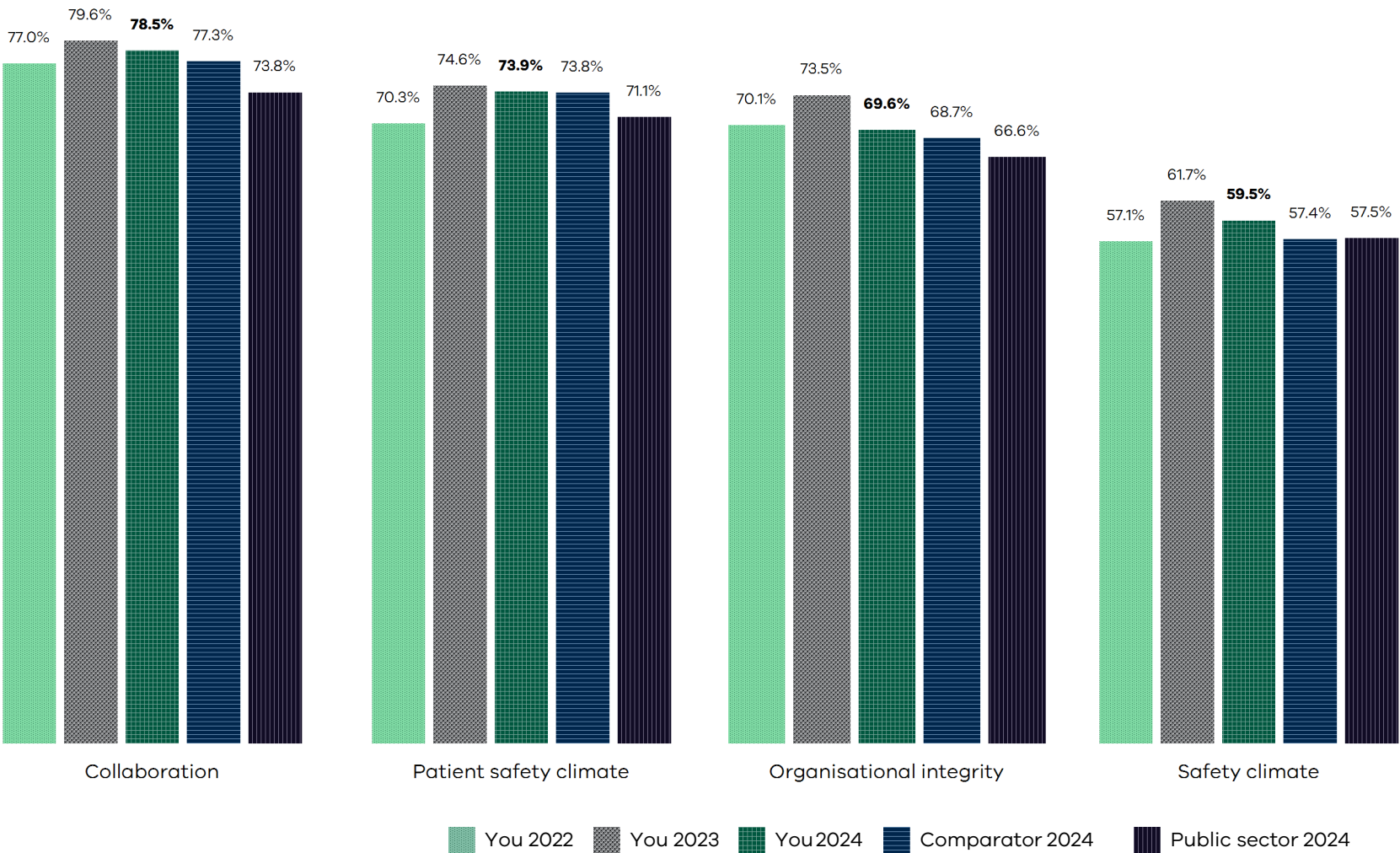
Organisational climate

Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

86% 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

My organisation encourages employees to act in ways that are consistent with human rights
2% / 86% / 3% / 9%

My organisation is committed to earning a high level of public trust
3% / 85% / 2% / 10%

My organisation encourages respectful workplace behaviours
83% / 7% / 10%

My organisation does not tolerate improper conduct
3% / 70% / 12% / 15%

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	86%	90%	86%	79%	85%	92%
My organisation is committed to earning a high level of public trust	86%	88%	85%	64%	80%	95%
My organisation encourages respectful workplace behaviours	83%	86%	83%	71%	82%	95%
My organisation does not tolerate improper conduct	73%	74%	70%	56%	72%	91%
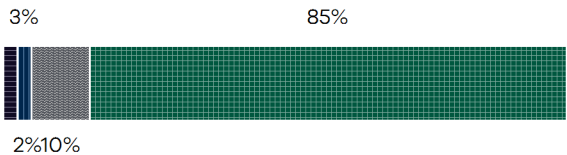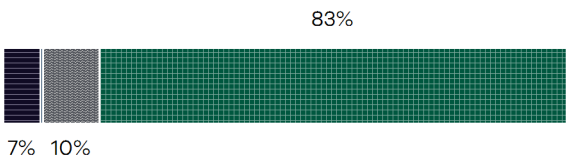
Victorian Public Sector Commission

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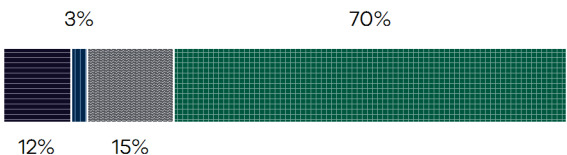
Organisational climate

Organisational integrity 2 of 2

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

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

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

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

Example
66% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question / Your results / Benchmark agree results

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I believe the recruitment processes in my organisation are fair	10% / 7% / 17% / 66%	67%	70%	66%	59%	64%	79%
My organisation takes steps to eliminate bullying, harassment and discrimination	13% / 4% / 18% / 65%	65%	70%	65%	57%	67%	85%
I have an equal chance at promotion in my organisation	15% / 9% / 24% / 53%	53%	57%	53%	40%	50%	54%
I believe the promotion processes in my organisation are fair	15% / 10% / 24% / 50%	49%	53%	50%	40%	49%	57%

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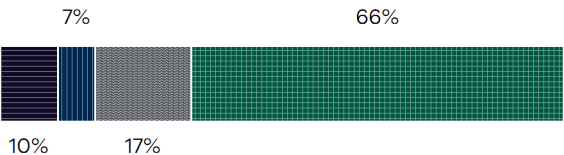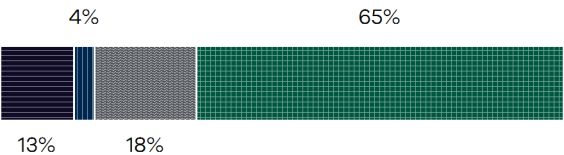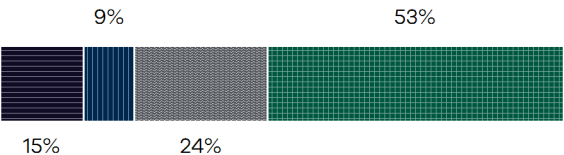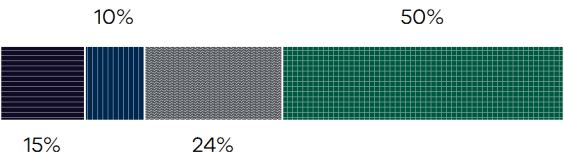
Organisational climate

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 group's overall, lowest and highest scores with your own.

Example

88% 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
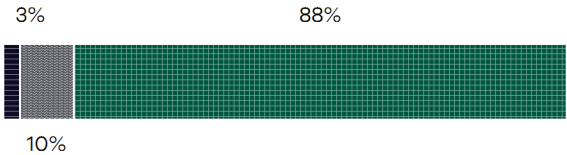
Survey question	Your results		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	Disagree 3%, Neither 10%, Agree 88%	86%	89%	88%	81%	86%	93%
Workgroups across my organisation willingly share information with each other	Disagree 9%, Don't know 3%, Neither 18%, Agree 69%	68%	70%	69%	51%	68%	76%
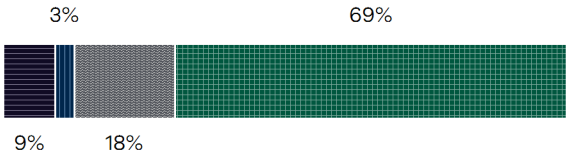
Organisational climate

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 group's overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

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

Benchmark agree results
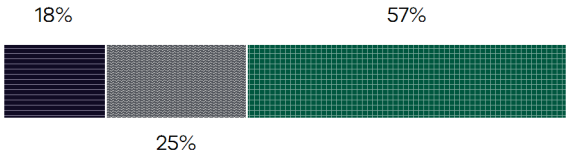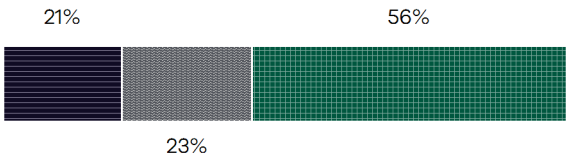
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment (5% / 8% / 87%)		84%	88%	87%	53%	80%	92%
Senior leaders consider the psychological health of employees to be as important as productivity (18% / 25% / 57%)		54%	61%	57%	49%	58%	83%
In my workplace, there is good communication about psychological safety issues that affect me (21% / 23% / 56%)		53%	60%	56%	47%	53%	72%
My organisation has effective procedures in place to support employees who may experience stress (18% / 7% / 20% / 56%)		53%	56%	56%	46%	53%	66%

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 group's overall, lowest and highest scores with your own.

Example

53% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
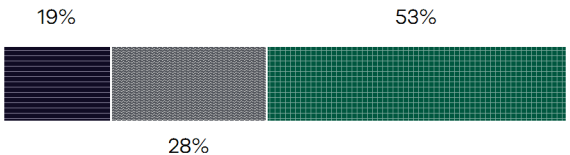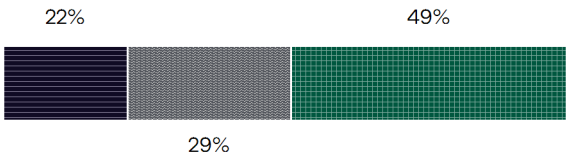
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders show support for stress prevention through involvement and commitment	19% / 28% / 53%	50%	56%	53%	46%	53%	73%
All levels of my organisation are involved in the prevention of stress	22% / 29% / 49%	48%	50%	49%	40%	46%	72%

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Organisational climate

Patient safety climate 1 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

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 group's overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.
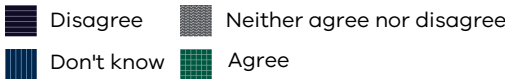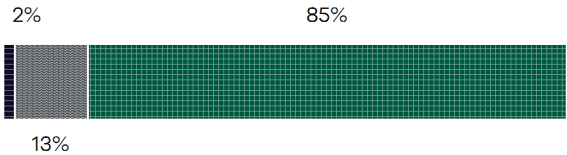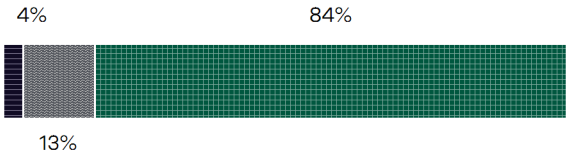
Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	2% / 13% / 85%		81%	85%	85%	71%	83%	96%
I would recommend a friend or relative to be treated as a patient here	4% / 13% / 84%		79%	86%	84%	34%	77%	93%
My suggestions about patient safety would be acted upon if I expressed them to my manager	5% / 19% / 76%		69%	76%	76%	64%	76%	82%
Management is driving us to be a safety-centred organisation	6% / 19% / 75%		72%	78%	75%	64%	77%	89%

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

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Organisational climate

Patient safety climate 2 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

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 group's overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
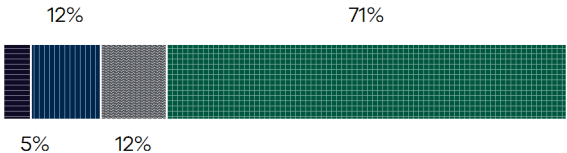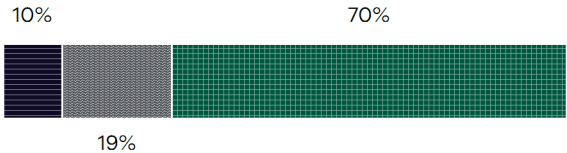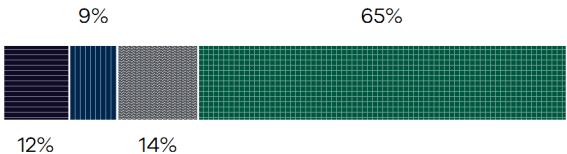
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	5% / 12% / 12% / 71%	69%	71%	71%	54%	73%	76%
The culture in my work area makes it easy to learn from the errors of others	10% / 19% / 70%	66%	69%	70%	56%	71%	76%
Trainees in my discipline are adequately supervised	12% / 9% / 14% / 65%	64%	67%	65%	53%	70%	75%
This health service does a good job of training new and existing staff	13% / 5% / 17% / 65%	62%	65%	65%	51%	65%	78%

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2024

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

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- Caring
- Categories
- Primary role

Workgroup climate

Scorecard

What is this

This scorecard provides overall results for each factor in the workgroup climate part of the survey's theoretical framework.
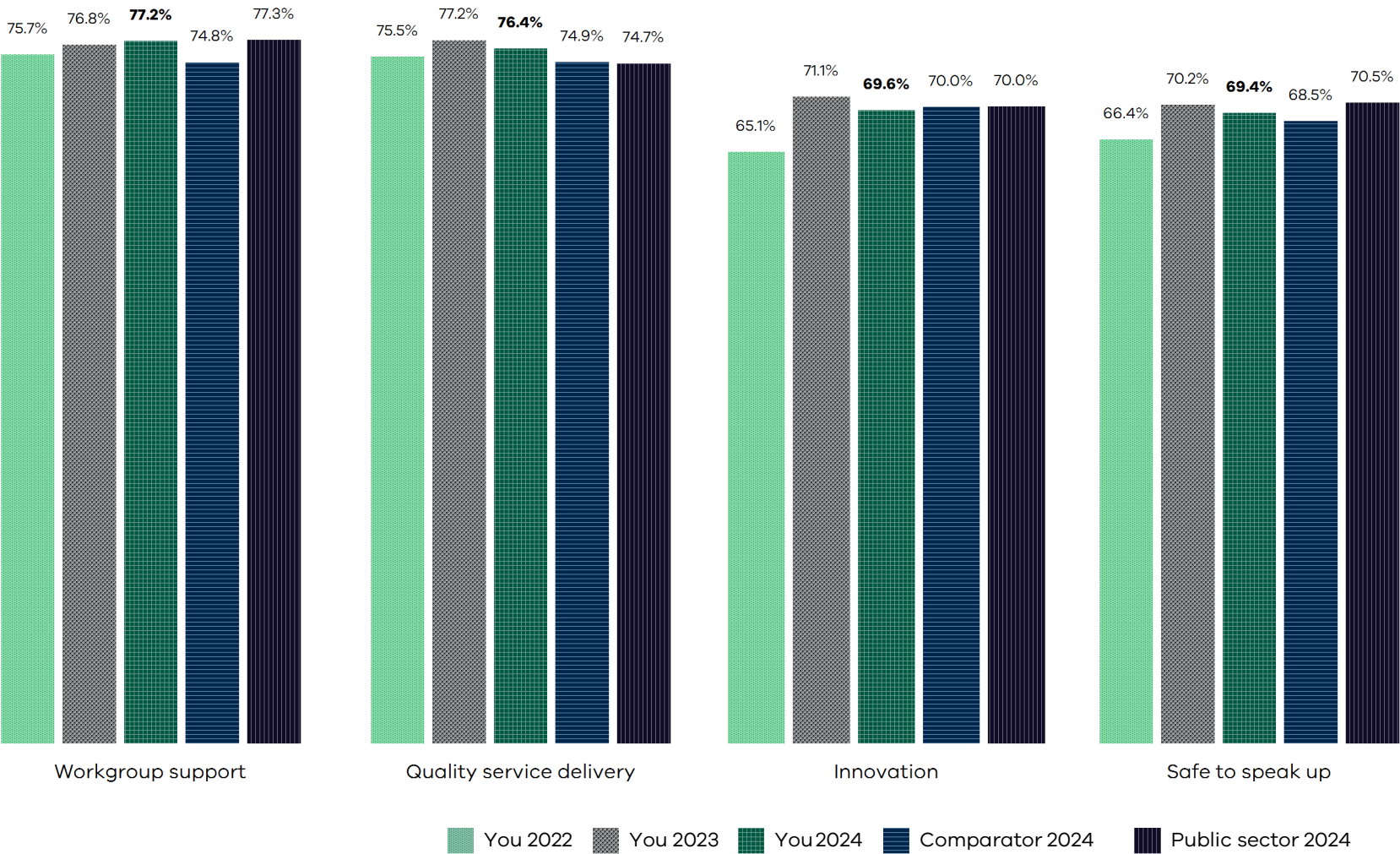
Why this is important

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

How to read this

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

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

Example

In 2024:

- 77.2% of your staff who did the survey responded positively to questions about Workgroup support

Compared to:

- 74.8% of staff in your comparator group and 77.3% of staff across the public sector.

Chart data:

Factor	You 2022	You 2023	You 2024	Comparator 2024	Public sector 2024
Workgroup support	75.7%	76.8%	77.2%	74.8%	77.3%
Quality service delivery	75.5%	77.2%	76.4%	74.9%	74.7%
Innovation	65.1%	71.1%	69.6%	70.0%	70.0%
Safe to speak up	66.4%	70.2%	69.4%	68.5%	70.5%

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.
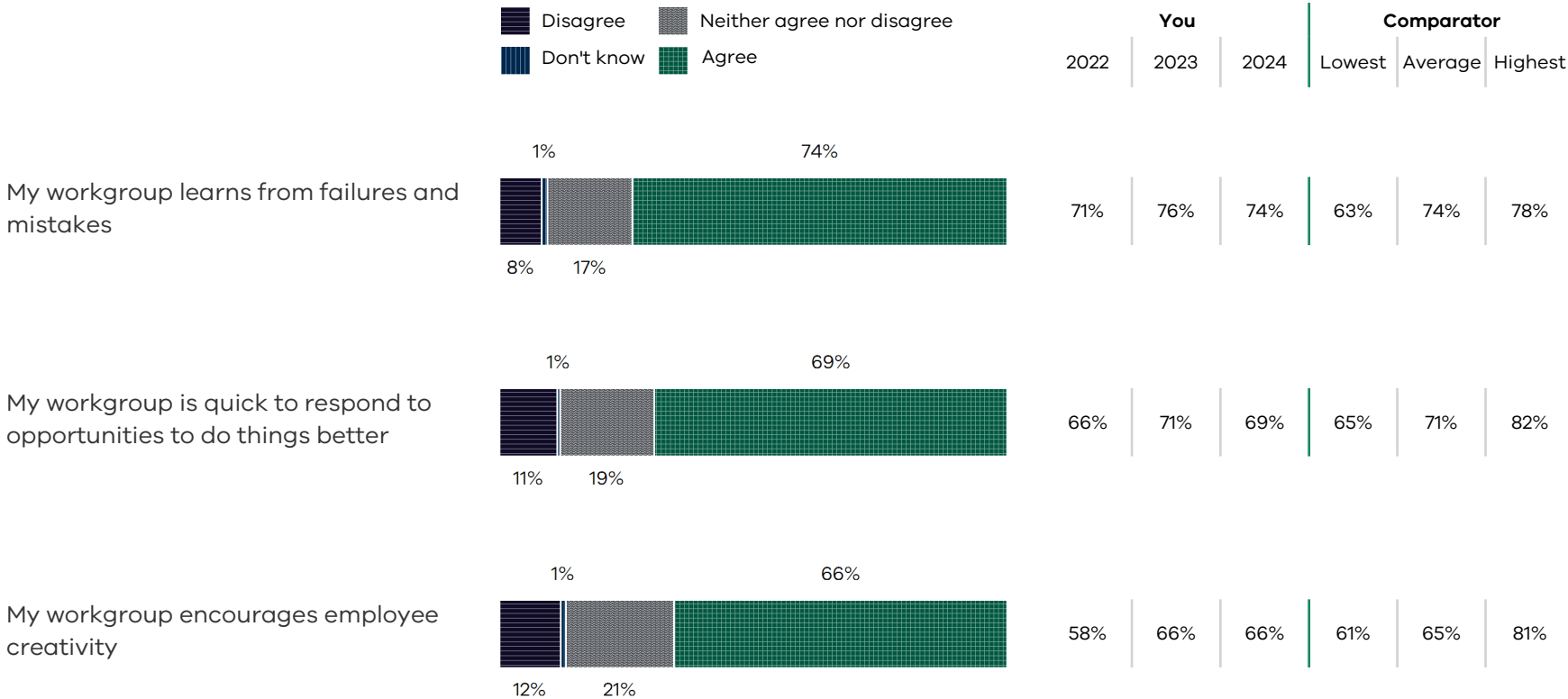
Example

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

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

Survey question	Your results (Agree %)	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	84% (Disagree 4%, Neither 11%)	81%	86%	84%	73%	82%	90%
My workgroup has clear lines of responsibility	78% (Disagree 10%, Neither 12%)	79%	79%	78%	66%	76%	85%
My workgroup acts fairly and without bias	72% (Disagree 11%, Neither 16%)	70%	72%	72%	62%	70%	85%
My workgroup uses its resources well	72% (Disagree 11%, Neither 17%, Don't know 1%)	72%	72%	72%	61%	71%	85%

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.

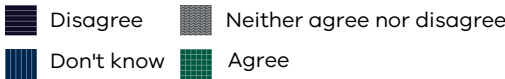Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup learns from failures and mistakes	8%	17% (1%)	74%	71%	76%	74%	63%	74%	78%
My workgroup is quick to respond to opportunities to do things better	11%	19% (1%)	69%	66%	71%	69%	65%	71%	82%
My workgroup encourages employee creativity	12%	21% (1%)	66%	58%	66%	66%	61%	65%	81%

Victorian Public Sector Commission

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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.

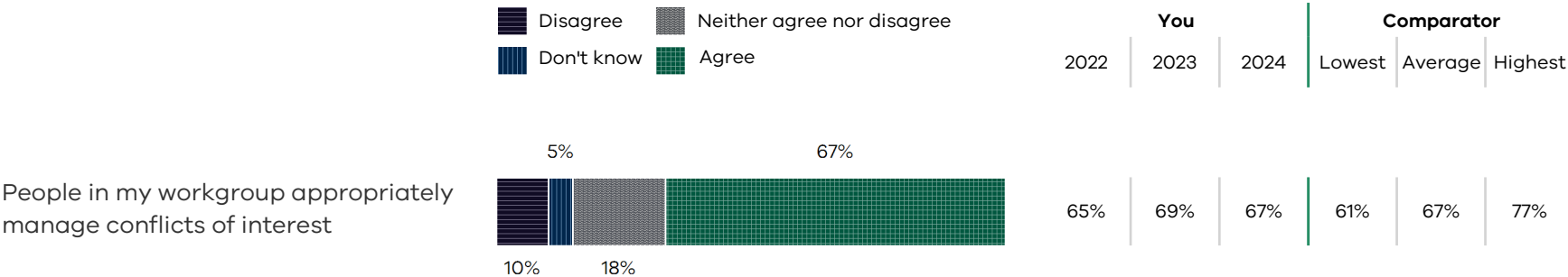Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question	Your results						

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

Benchmark agree results
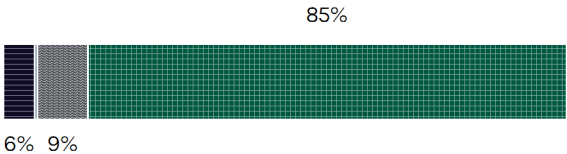
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	6% / 9% / 85%	84%	85%	85%	73%	81%	92%
People in my workgroup treat each other with respect	7% / 10% / 83%	83%	83%	83%	75%	81%	95%
People in my workgroup are honest, open and transparent in their dealings	9% / 1% / 14% / 77%	73%	75%	77%	64%	71%	88%
People in my workgroup are politically impartial in their work	7% / 3% / 16% / 74%	74%	71%	74%	68%	74%	83%
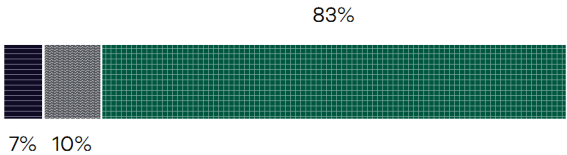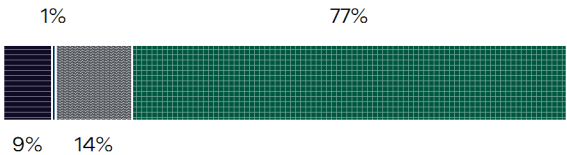
Victorian Public Sector Commission

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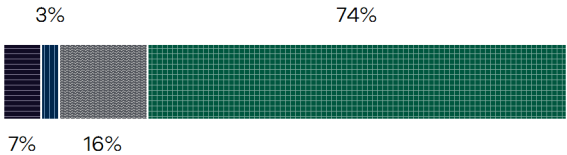
Workgroup climate

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 group's overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup appropriately manage conflicts of interest	10% Disagree, 5% Don't know, 18% Neither agree nor disagree, 67% Agree	65%	69%	67%	61%	67%	77%

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 group's overall, lowest and highest scores with your own.

Example

71% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

Survey question

Your results

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

Benchmark agree results
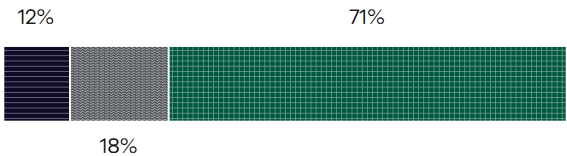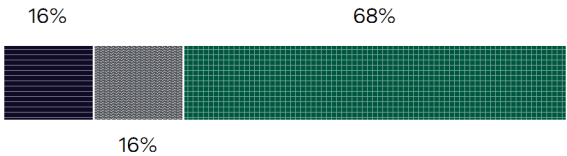
	You			Comparator		
2022	2023	2024	Lowest	Average	Highest

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

12% | 71%
18%

| 68% | 71% | 71% | 64% | 69% | 75% |

I feel safe to challenge inappropriate behaviour at work

16% | 68%
16%

| 65% | 70% | 68% | 62% | 68% | 80% |

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People matter survey
2024

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- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
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- Manager leadership
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Public sector values

- Scorecard
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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.
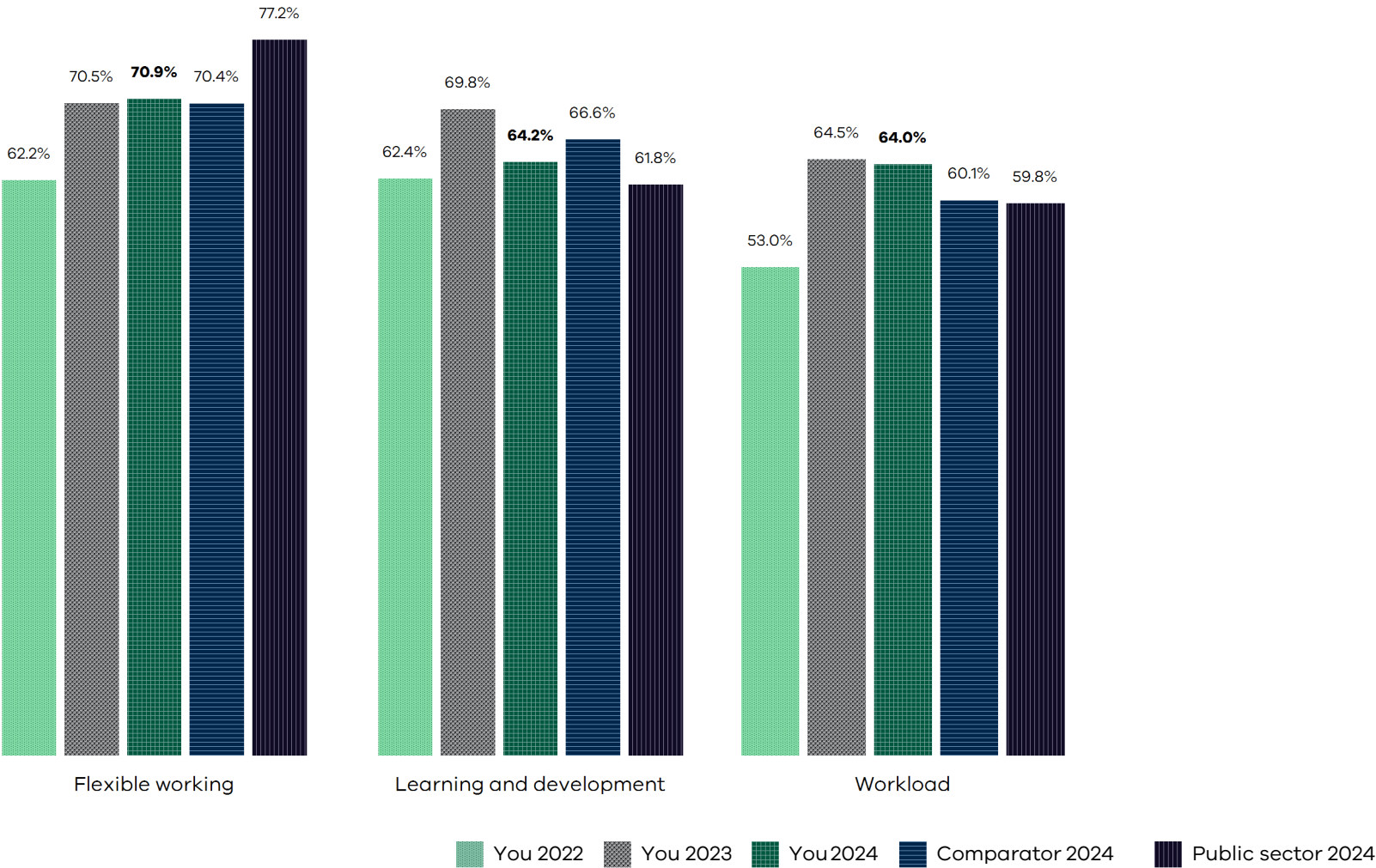
Example

In 2024:

- 92.1% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91.2% of staff in your comparator group and 88.9% of staff across the public sector.
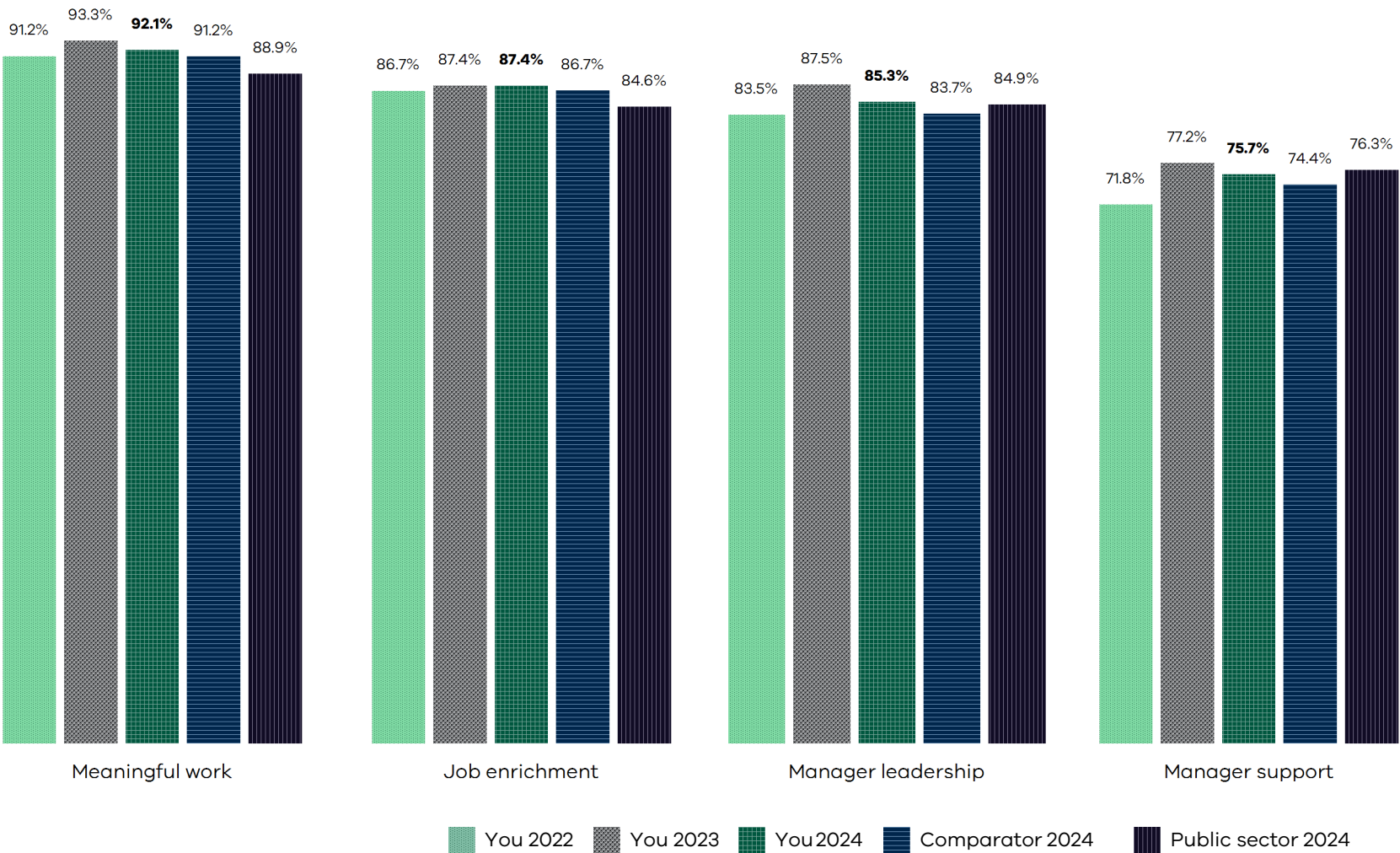
Meaningful work: You 2022: 91.2%, You 2023: 93.3%, You 2024: **92.1%**, Comparator 2024: 91.2%, Public sector 2024: 88.9%

Job enrichment: You 2022: 86.7%, You 2023: 87.4%, You 2024: **87.4%**, Comparator 2024: 86.7%, Public sector 2024: 84.6%

Manager leadership: You 2022: 83.5%, You 2023: 87.5%, You 2024: **85.3%**, Comparator 2024: 83.7%, Public sector 2024: 84.9%

Manager support: You 2022: 71.8%, You 2023: 77.2%, You 2024: **75.7%**, Comparator 2024: 74.4%, Public sector 2024: 76.3%

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

Job and manager factors

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 70.9% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 70.4% of staff in your comparator group and 77.2% of staff across the public sector.

Chart: Job and manager factors

Flexible working
- You 2022: 62.2%
- You 2023: 70.5%
- You 2024: 70.9%
- Comparator 2024: 70.4%
- Public sector 2024: 77.2%

Learning and development
- You 2022: 62.4%
- You 2023: 69.8%
- You 2024: 64.2%
- Comparator 2024: 66.6%
- Public sector 2024: 61.8%

Workload
- You 2022: 53.0%
- You 2023: 64.5%
- You 2024: 64.0%
- Comparator 2024: 60.1%
- Public sector 2024: 59.8%

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

Victorian Public Sector Commission

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Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

They can act as role models for your organisation's strategy and values.
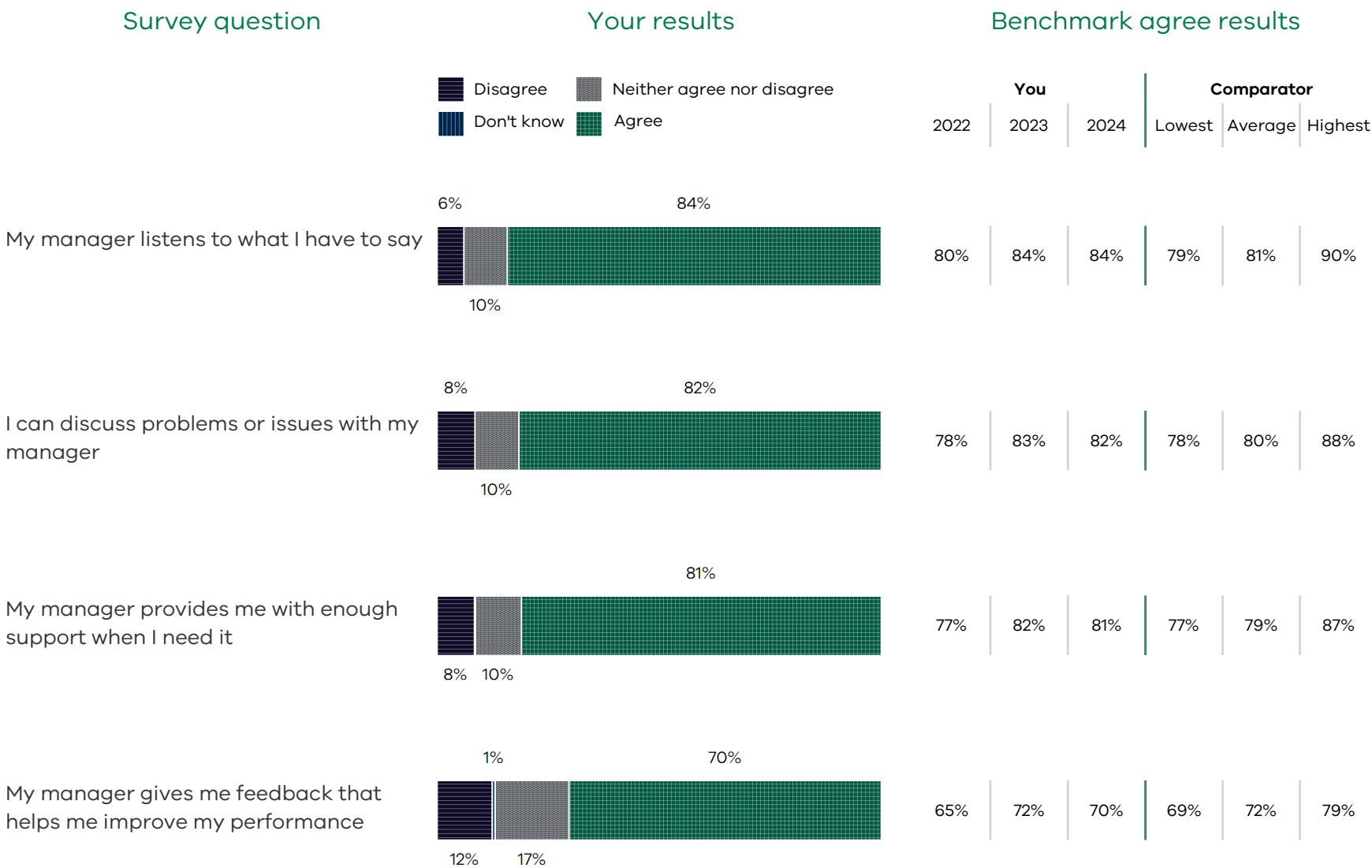
How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results						
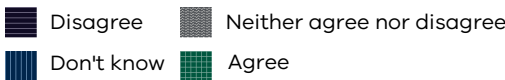
Your results legend: Disagree · Neither agree nor disagree · Don't know · Agree
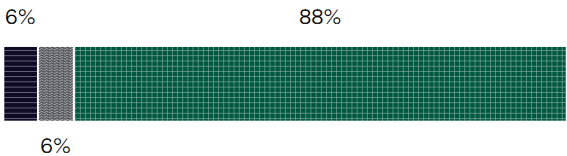
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	6% / 6% / 88%	85%	90%	88%	84%	86%	94%
My manager models my organisation's values	6% / 9% / 84%	83%	86%	84%	80%	83%	92%
My manager demonstrates honesty and integrity	7% / 9% / 84%	82%	87%	84%	80%	83%	91%
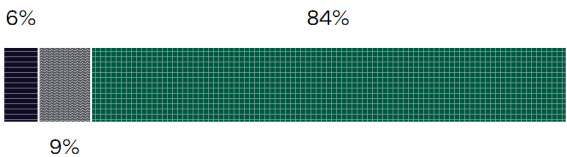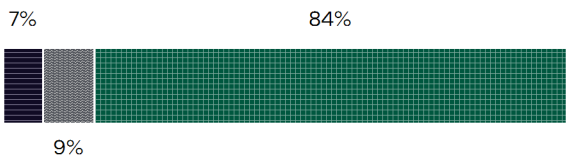
Job and manager factors

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 group's overall, lowest and highest scores with your own.
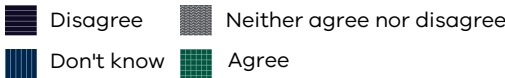
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	6% / 10% / 84%	80%	84%	84%	79%	81%	90%
I can discuss problems or issues with my manager	8% / 10% / 82%	78%	83%	82%	78%	80%	88%
My manager provides me with enough support when I need it	8% / 10% / 81%	77%	82%	81%	77%	79%	87%
My manager gives me feedback that helps me improve my performance	12% / 17% / 1% / 70%	65%	72%	70%	69%	72%	79%

Victorian Public Sector Commission

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Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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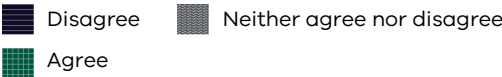
Example

62% 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

Survey question	Your results		2022	2023	2024	Lowest	Average	Highest
		You				Comparator		
I receive meaningful recognition when I do good work	18% / 21% / 62%		59%	66%	62%	56%	61%	71%

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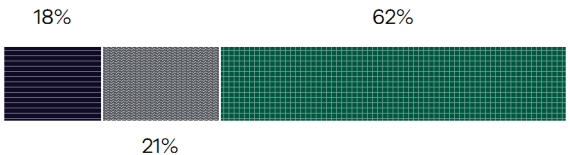
Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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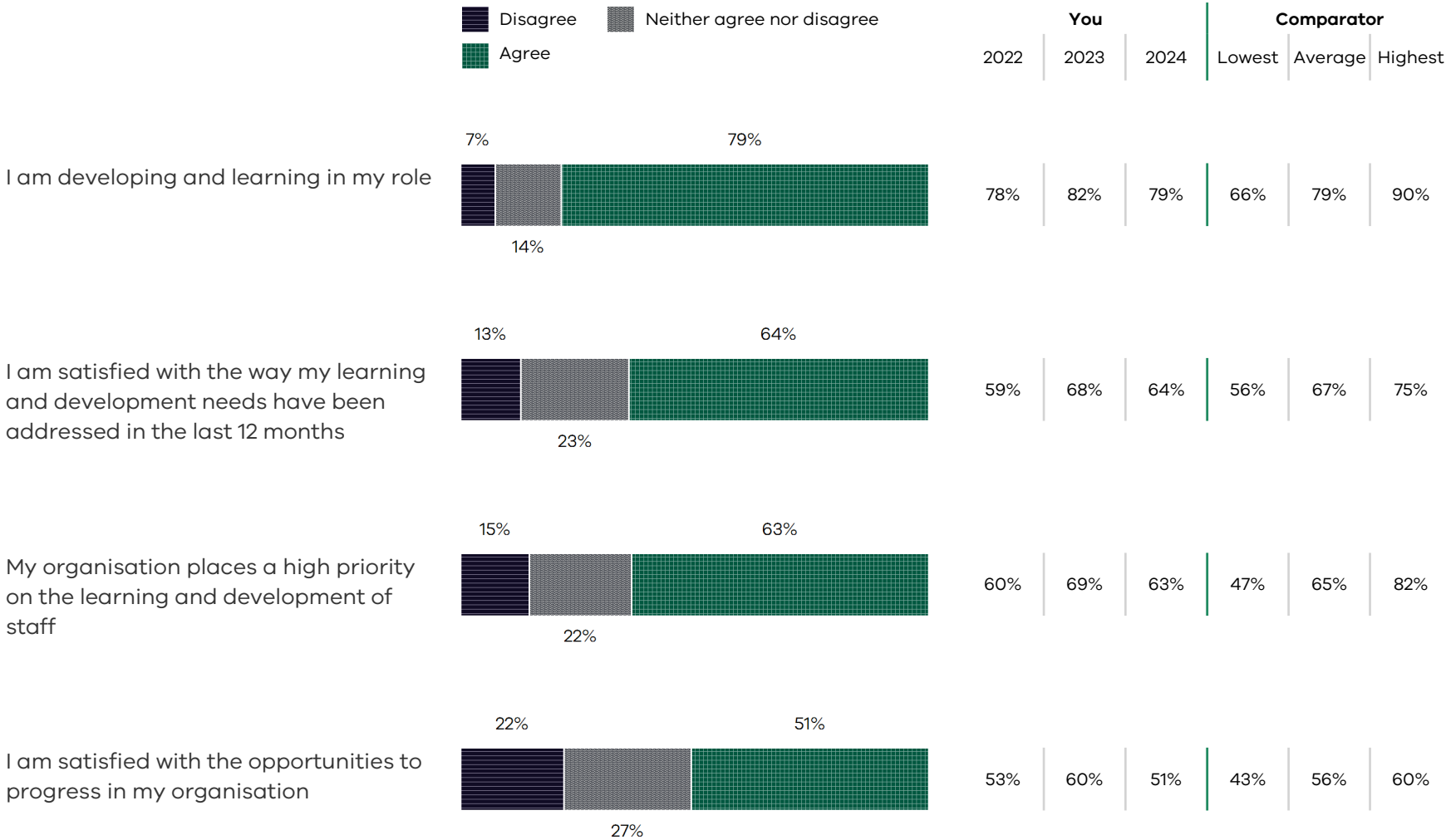
Example

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

Legend:
- Disagree
- Neither agree nor disagree
- Agree
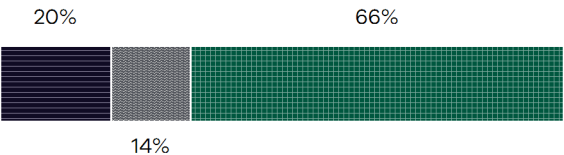
Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	20%	14%	66%	56%	66%	66%	59%	62%	71%
I have enough time to do my job effectively	21%	17%	62%	50%	63%	62%	54%	58%	66%

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 group's overall, lowest and highest scores with your own.
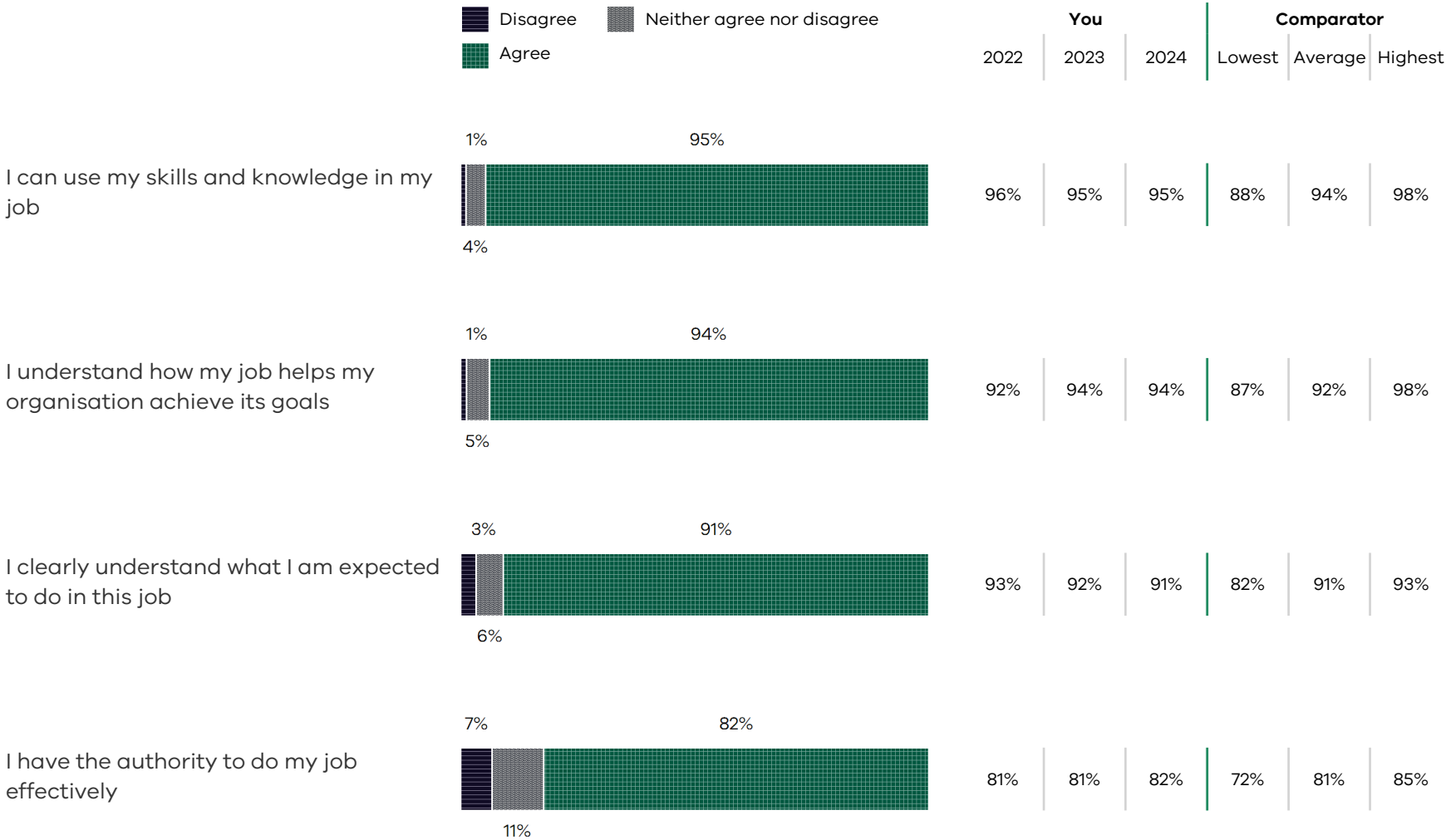
Example

79% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question | **Your results** | **Benchmark agree results**

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	7%	14%	79%	78%	82%	79%	66%	79%	90%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	13%	23%	64%	59%	68%	64%	56%	67%	75%
My organisation places a high priority on the learning and development of staff	15%	22%	63%	60%	69%	63%	47%	65%	82%
I am satisfied with the opportunities to progress in my organisation	22%	27%	51%	53%	60%	51%	43%	56%	60%

Victorian Public Sector Commission

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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 group's overall, lowest and highest scores with your own.
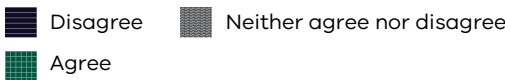
Example

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

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

	You			**Comparator**		
	2022	2023	2024	Lowest	Average	Highest
I can use my skills and knowledge in my job — 1%, 95%, 4%	96%	95%	95%	88%	94%	98%
I understand how my job helps my organisation achieve its goals — 1%, 94%, 5%	92%	94%	94%	87%	92%	98%
I clearly understand what I am expected to do in this job — 3%, 91%, 6%	93%	92%	91%	82%	91%	93%
I have the authority to do my job effectively — 7%, 82%, 11%	81%	81%	82%	72%	81%	85%

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

I have a say in how I do my work

Your results

Disagree Neither agree nor disagree Agree

9%   75%

16%

Benchmark agree results
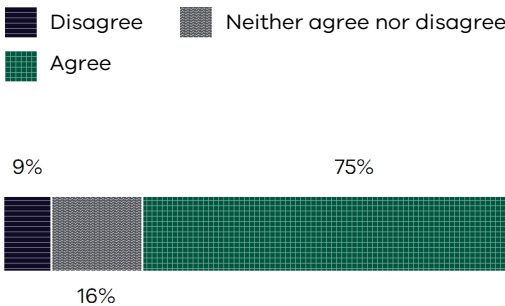
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	71%	74%	75%	73%	76%	85%

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 group's overall, lowest and highest scores with your own.
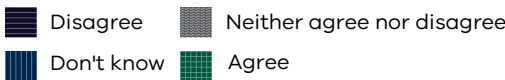
Example

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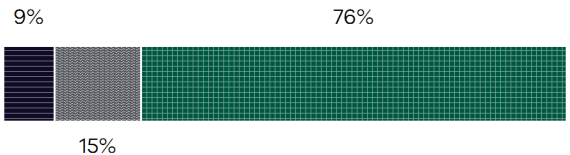
| Survey question | Your results | | | | Benchmark agree results | | | | | |

			You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest

Legend: ▪ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Agree	Neither	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	1%	94%	4%	93%	95%	94%	87%	94%	96%
I achieve something important through my work	2%	94%	5%	93%	94%	94%	86%	93%	98%
I get a sense of accomplishment from my work	4%	88%	7%	88%	90%	88%	77%	87%	95%

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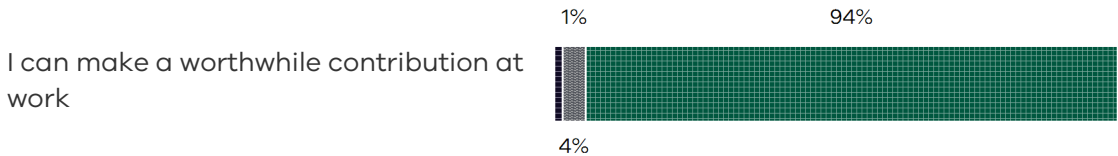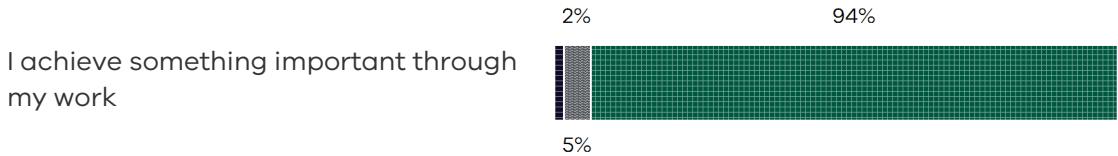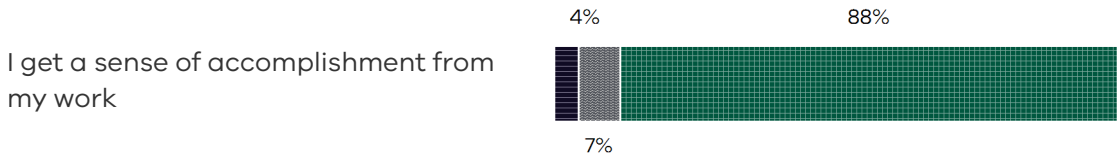
Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question

Your results

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

My manager supports working flexibly

9% | 76%
15%

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

17% | 66%
17%

Benchmark agree results
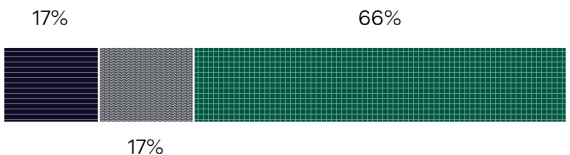
Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	68%	78%	76%	73%	76%	83%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	56%	63%	66%	58%	65%	75%

People matter survey

2024

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- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

Detailed results

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- Senior leadership questions

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- Scorecard
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Workgroup climate

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- Innovation
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Job and manager factors

- Scorecard
- Manager leadership
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Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.
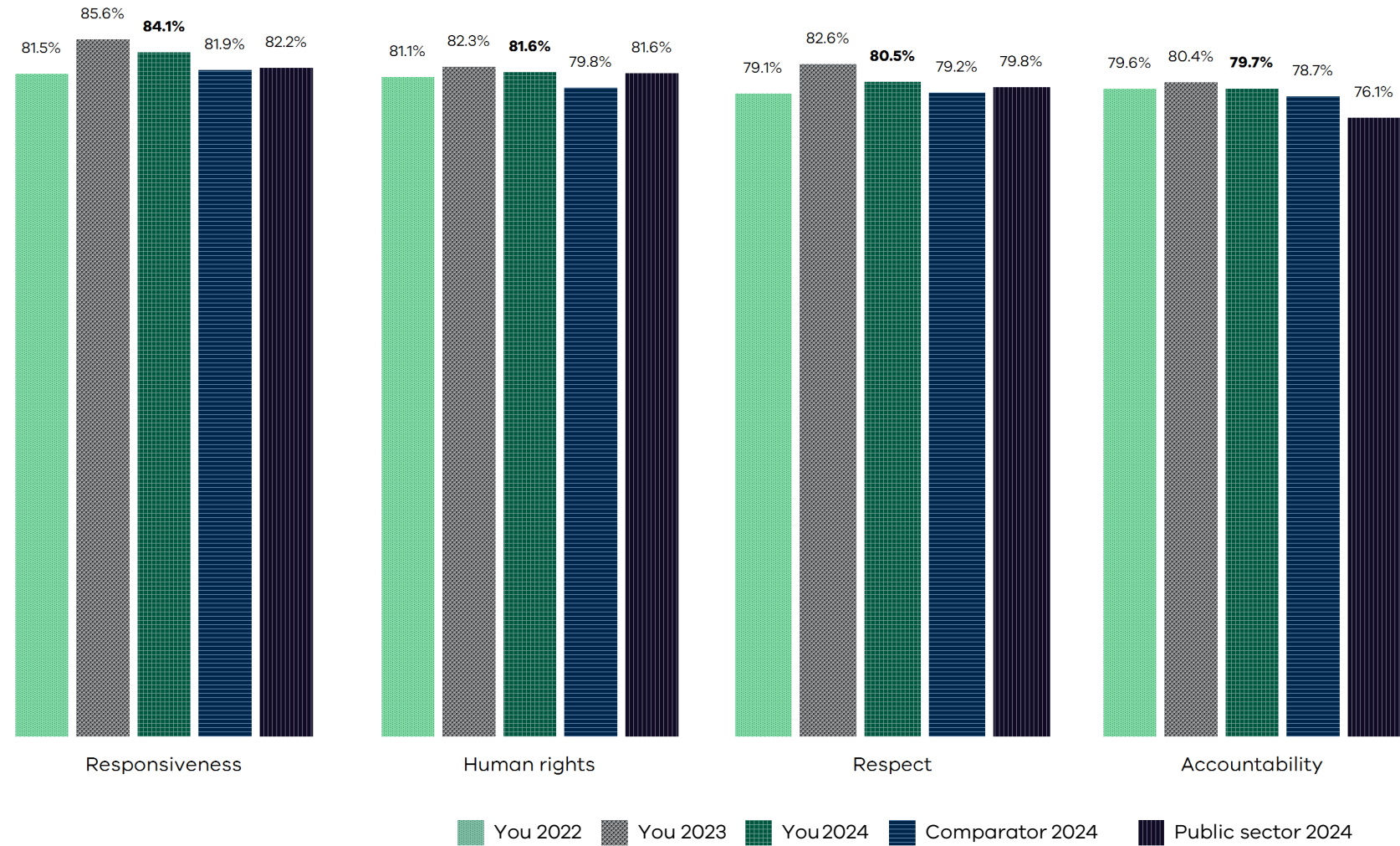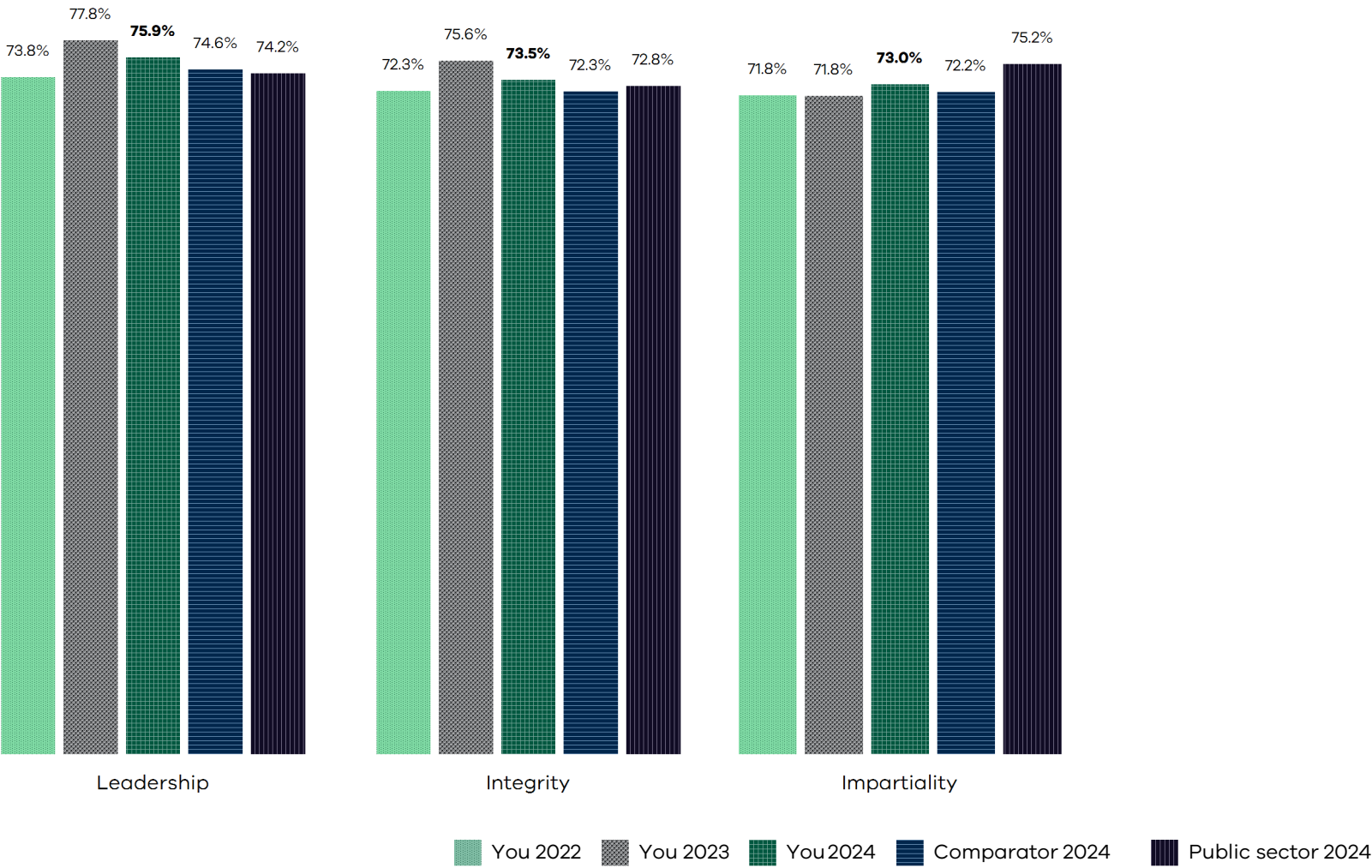
Why this is important

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:

- 84.1% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 81.9% of staff in your comparator group and 82.2% of staff across the public sector.

Chart legend: You 2022, You 2023, You 2024, Comparator 2024, Public sector 2024

Responsiveness: 81.5%, 85.6%, **84.1%**, 81.9%, 82.2%

Human rights: 81.1%, 82.3%, **81.6%**, 79.8%, 81.6%

Respect: 79.1%, 82.6%, **80.5%**, 79.2%, 79.8%

Accountability: 79.6%, 80.4%, **79.7%**, 78.7%, 76.1%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Scorecard 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 75.9% of your staff who did the survey responded positively to questions about Leadership.

Compared to:

- 74.6% of staff in your comparator group and 74.2% of staff across the public sector.

Chart — Public sector values bar chart

Leadership: You 2022: 73.8%, You 2023: 77.8%, You 2024: 75.9%, Comparator 2024: 74.6%, Public sector 2024: 74.2%

Integrity: You 2022: 72.3%, You 2023: 75.6%, You 2024: 73.5%, Comparator 2024: 72.3%, Public sector 2024: 72.8%

Impartiality: You 2022: 71.8%, You 2023: 71.8%, You 2024: 73.0%, Comparator 2024: 72.2%, Public sector 2024: 75.2%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

Disagree	Neither agree nor disagree
Don't know	Agree

My workgroup provides high quality advice and services

84%

4% 11%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	81%	86%	84%	73%	82%	90%

Victorian Public Sector Commission

VICTORIA State Government
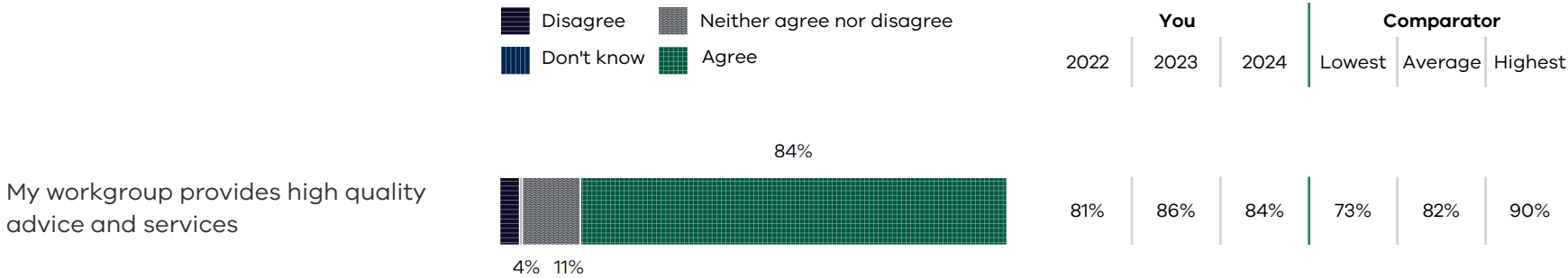
Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	3% / 2% / 10% / 85%	86%	88%	85%	64%	80%	95%
My manager demonstrates honesty and integrity	7% / 9% / 84%	82%	87%	84%	80%	83%	91%
People in my workgroup are honest, open and transparent in their dealings	9% / 1% / 14% / 77%	73%	75%	77%	64%	71%	88%
My organisation does not tolerate improper conduct	12% / 3% / 15% / 70%	73%	74%	70%	56%	72%	91%
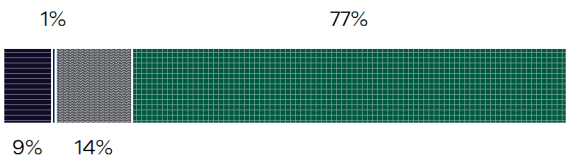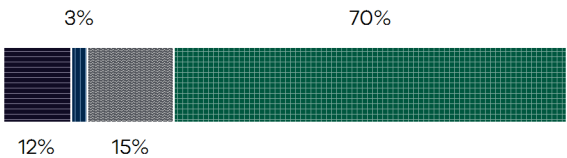
Public sector values

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.

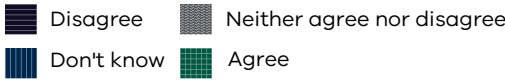Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

68% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results							

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

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work (16% / 16% / 68%)	65%	70%	68%	62%	68%	80%
People in my workgroup appropriately manage conflicts of interest (5% / 10% / 18% / 67%)	65%	69%	67%	61%	67%	77%
Senior leaders demonstrate honesty and integrity (4% / 9% / 23% / 64%)	63%	67%	64%	53%	65%	87%

Victorian Public Sector Commission · VICTORIA State Government
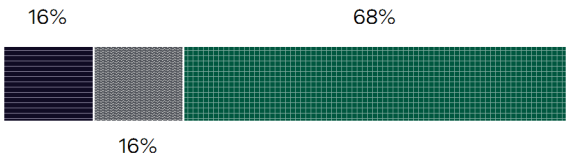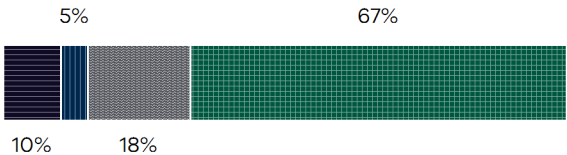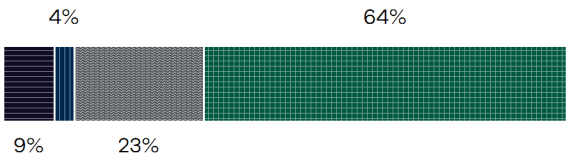
Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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

Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
			You			**Comparator**	
People in my workgroup are politically impartial in their work	7% · 3% · 16% · 74%	74%	71%	74%	68%	74%	83%
My workgroup acts fairly and without bias	11% · 16% · 72%	70%	72%	72%	62%	70%	85%

Victorian Public Sector Commission

VICTORIA State Government
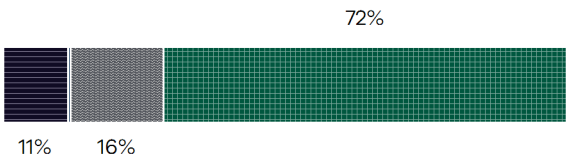
Public sector values

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 group's overall, lowest and highest scores with your own.

Example

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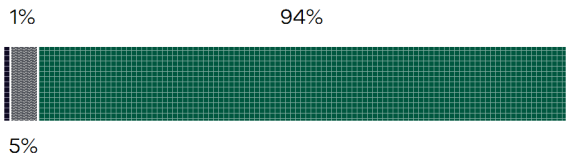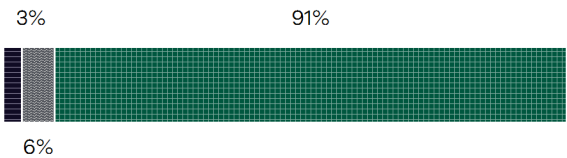

Survey question	Your results		2022	2023	2024	Lowest	Average	Highest
		You				**Comparator**		
I understand how my job helps my organisation achieve its goals	1% / 94% / 5%		92%	94%	94%	87%	92%	98%
I clearly understand what I am expected to do in this job	3% / 91% / 6%		93%	92%	91%	82%	91%	93%
My workgroup has clear lines of responsibility	10% / 12% / 78%		79%	79%	78%	66%	76%	85%
My workgroup uses its resources well	1% / 11% / 17% / 72%		72%	72%	72%	61%	71%	85%
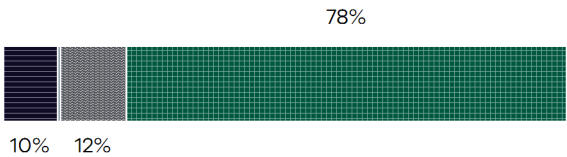
Legend: Disagree / Neither agree nor disagree / Don't know / Agree

Victorian Public Sector Commission

VICTORIA State Government
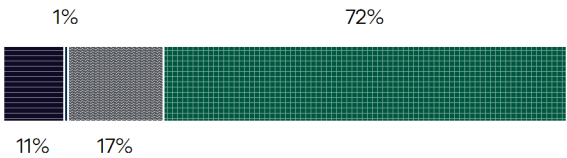
Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

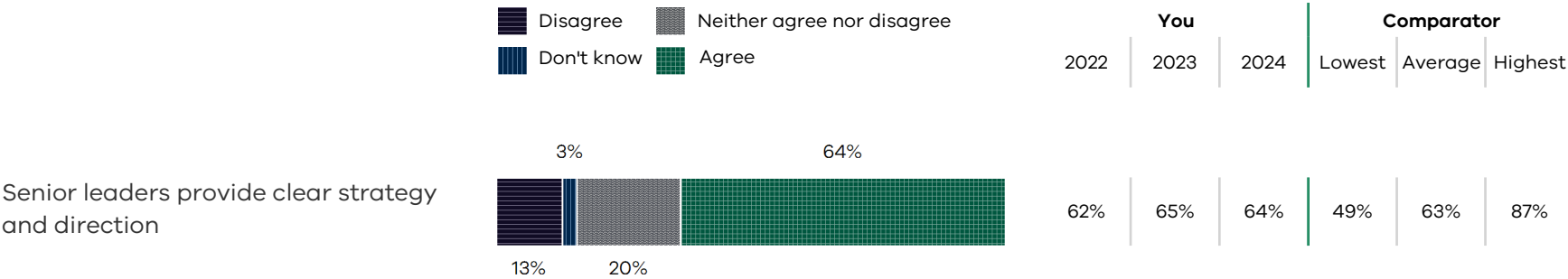Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

64% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

Your results: 13% Disagree, 3% Don't know, 20% Neither agree nor disagree, 64% Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	62%	65%	64%	49%	63%	87%

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 group's overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

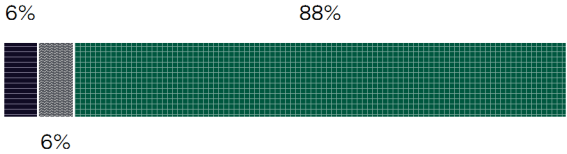**Legend:** Disagree · Neither agree nor disagree · Don't know · Agree

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	6% / 88% / 6%		85%	90%	88%	84%	86%	94%
My manager listens to what I have to say	6% / 84% / 10%		80%	84%	84%	79%	81%	90%
My organisation encourages respectful workplace behaviours	7% / 10% / 83%		83%	86%	83%	71%	82%	95%
People in my workgroup treat each other with respect	7% / 10% / 83%		83%	83%	83%	75%	81%	95%
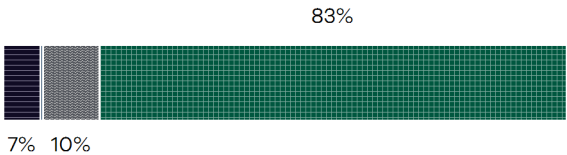
Victorian Public Sector Commission

VICTORIA State Government
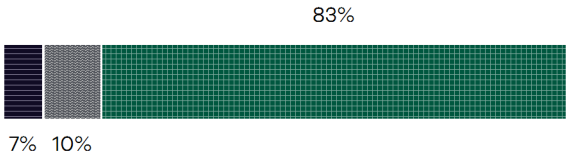
Public sector values

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 group's overall, lowest and highest scores with your own.
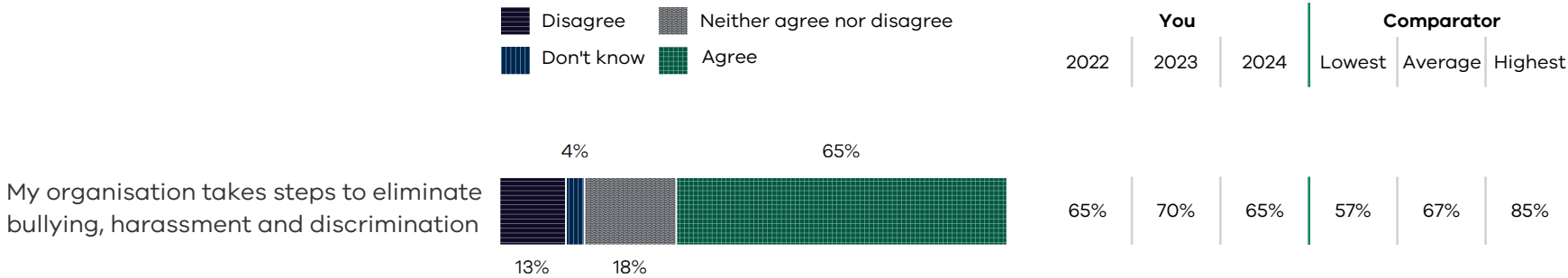
Example

65% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

Survey question	Disagree	Don't know	Neither agree nor disagree	Agree
My organisation takes steps to eliminate bullying, harassment and discrimination	13%	4%	18%	65%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	65%	70%	65%	57%	67%	85%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
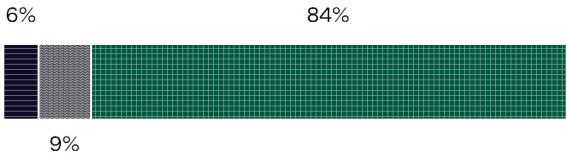
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	6% / 9% / 84%	83%	86%	84%	80%	83%	92%
Senior leaders model my organisation's values	4% / 9% / 20% / 67%	64%	69%	67%	55%	66%	90%
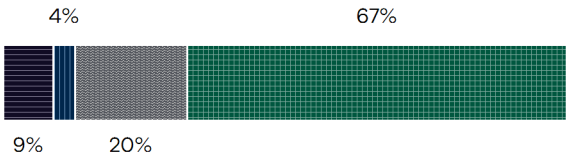
Public sector values

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 group's overall, lowest and highest scores with your own.

Example

86% 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'.
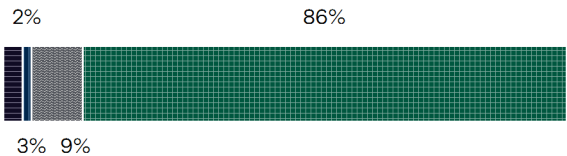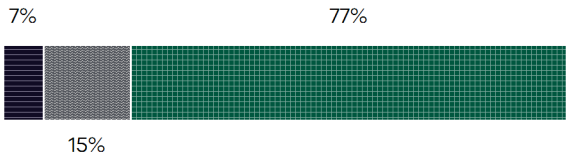
Survey question

Your results

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

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

2% 86%
3% 9%

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

7% 77%
15%

Benchmark agree results

| | You | | | Comparator | | |
	2022	2023	2024	Lowest	Average	Highest
	86%	90%	86%	79%	85%	92%
	77%	75%	77%	71%	75%	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
- Burnout levels
- Intention to stay

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

Key differences

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

Taking action

- Taking action questions

Detailed results

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

Custom questions

- Questions requested by your organisation

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- Adjustments
- Caring
- Categories
- Primary role

Victorian Public Sector Commission

VICTORIA State Government

Topical questions

Topical questions

What is this

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

Why this is important

Answers to these questions provide useful information to help you understand your employees.

How to read this

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

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

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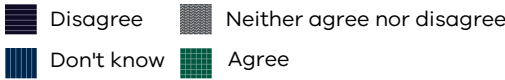
Example

89% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
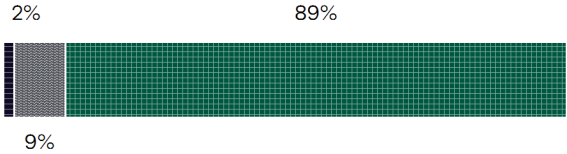
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am proud to work in the public sector	2% / 89% / 9%	Not asked	Not asked	89%	77%	86%	93%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	4% / 81% / 4% 11%	Not asked	76%	81%	75%	79%	94%

People matter survey

2024

Have your say

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- Taking action questions

Detailed results

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Custom questions

What is this

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

Why this is important

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

How to read this

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

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

Example

75% of staff who did the survey agreed with the question 'I know where to find resources and support to manage my stress and wellbeing'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree
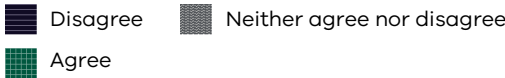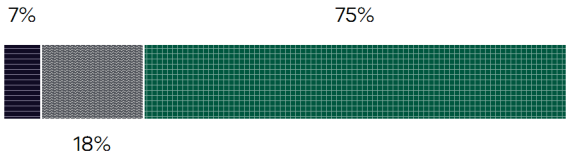
Survey question	Your results	You 2022	You 2023	You 2024
I know where to find resources and support to manage my stress and wellbeing	Disagree 7%, Neither 18%, Agree 75%	76%	76%	75%
My manager involves me in decisions about my work	Disagree 13%, Neither 18%, Agree 69%	Not asked	Not asked	69%
My organisation manages change effectively	Disagree 15%, Neither 28%, Agree 56%	Not asked	53%	56%
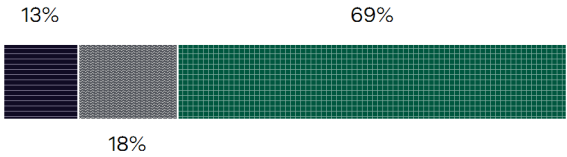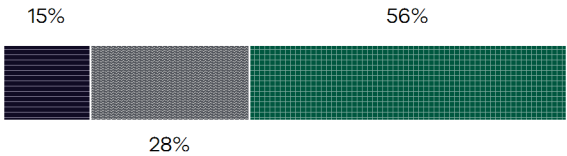
People matter survey

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
- Burnout levels
- Intention to stay

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
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Age	(n)	%
15-34 years	367	35%
35-54 years	458	44%
55+ years	162	15%
Prefer not to say	62	6%

Gender	(n)	%
Woman	884	84%
Man	97	9%
Prefer not to say	61	6%
Non-binary and I use a different term	7	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	10	1%
No	992	95%
Prefer not to say	47	4%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	6	1%
No	967	92%
Don't know	23	2%
Prefer not to say	53	5%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	777	74%
Prefer not to say	118	11%
Bisexual	58	6%
Gay or lesbian	33	3%
Asexual	26	2%
Pansexual	20	2%
Don't know	10	1%
I use a different term	7	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	13	1%
Non Aboriginal and/or Torres Strait Islander	999	95%
Prefer not to say	37	4%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?	(n)	%
Yes	10	77%
No	3	23%
Don't know	0	0%
Prefer not to say	0	0%

Demographics

Disability

What is this

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

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Are you a person with disability?	(n)	%
Yes	56	5%
No	951	91%
Prefer not to say	42	4%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	32	57%
No	23	41%
Prefer not to say	1	2%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	12	52%
I do not require any adjustments to be made to perform my role	6	26%
My disability does not impact on my ability to perform my role	4	17%
Other	1	4%

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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Country of birth	(n)	%
Born in Australia	**685**	65%
Not born in Australia	**263**	25%
Prefer not to say	**101**	10%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	**89**	32%
Mandarin	**33**	12%
Cantonese	**23**	8%
Greek	**21**	8%
Filipino	**19**	7%
Vietnamese	**18**	7%
Italian	**14**	5%
Sinhalese	**13**	5%
Tagalog	**13**	5%
Malayalam	**12**	4%
Spanish	**12**	4%
Hindi	**11**	4%

Language other than English used with family or community	(n)	%
Yes	**274**	26%
No	**696**	66%
Prefer not to say	**79**	8%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Telugu	**10**	4%
Arabic	**8**	3%
Tamil	**6**	2%
Punjabi	**5**	2%
Macedonian	**4**	1%
Urdu	**4**	1%
Turkish	**3**	1%
Persian	**2**	1%
Auslan	**0**	0%
Australian Indigenous Language	**0**	0%
Gujarati	**0**	0%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	650	62%
Prefer not to say	113	11%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	108	10%
English, Irish, Scottish and/or Welsh	106	10%
East and/or South-East Asian	98	9%
South Asian	43	4%
Other	29	3%
New Zealander	24	2%
Central Asian	17	2%
Middle Eastern	13	1%
Aboriginal and/or Torres Strait Islander	10	1%
African	10	1%
Maori	4	0%
North American	4	0%
Central and/or South American	3	0%
Pacific Islander	3	0%

Religion	(n)	%
No religion	534	51%
Christianity	271	26%
Prefer not to say	113	11%
Buddhism	36	3%
Other	31	3%
Hinduism	24	2%
Islam	21	2%
Judaism	14	1%
Sikhism	5	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
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Working arrangement	(n)	%
Full-Time	465	44%
Part-Time	584	56%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	305	31%
$80k to $120k	387	39%
$120k to $160k	113	12%
$160k to $200k	26	3%
$200k or more	41	4%
Prefer not to say	108	11%

Organisational tenure	(n)	%
<1 year	136	13%
1 to less than 2 years	189	18%
2 to less than 5 years	241	23%
5 to less than 10 years	213	20%
10 to less than 20 years	172	16%
More than 20 years	98	9%

Management responsibility	(n)	%
Non-manager	874	83%
Other manager	119	11%
Manager of other manager(s)	56	5%

Employment type	(n)	%
Ongoing and executive	778	74%
Fixed term	177	17%
Other	94	9%

Frontline worker	(n)	%
Yes	638	61%
No	411	39%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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How to read this

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	808	77%
Melbourne: Suburbs	230	22%
Other	10	1%
Rural	1	0%
Large regional city	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	445	42%
A frontline or service delivery location	520	50%
Home or private location	141	13%
A shared office space (where two or more organisations share the same workspace)	101	10%
Isolated or remote location/s where access to communications and help from others is difficult	3	0%
Other	71	7%

Flexible work	(n)	%
Part-time	365	35%
I do not use any flexible work arrangements	276	26%
Shift swap	257	24%
Working from an alternative location (e.g. home, hub/shared work space)	234	22%
Flexible start and finish times	178	17%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	129	12%
Study leave	102	10%
Working more hours over fewer days	70	7%
Other	37	4%
Job sharing	24	2%
Purchased leave	9	1%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	**784**	75%
Flexible working arrangements	**203**	19%
Physical modifications or improvements to the workplace	**62**	6%
Career development support strategies	**33**	3%
Job redesign or role sharing	**16**	2%
Other	**11**	1%
Accessible communications technologies	**7**	1%

Why did you make this request?	(n)	%
Work-life balance	**116**	44%
Health	**106**	40%
Caring responsibilities	**73**	28%
Family responsibilities	**71**	27%
Other	**30**	11%
Study commitments	**22**	8%
Disability	**9**	3%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**193**	73%
The adjustments I needed were not made	**47**	18%
The adjustments I needed were made but the process was unsatisfactory	**25**	9%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	480	46%
Primary school aged child(ren)	177	17%
Secondary school aged child(ren)	135	13%
Prefer not to say	97	9%
Child(ren) - younger than preschool age	95	9%
Frail or aged person(s)	94	9%
Preschool aged child(ren)	85	8%
Person(s) with a medical condition	53	5%
Person(s) with a mental illness	39	4%
Person(s) with disability	29	3%
Other	25	2%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

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

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing employees	425	41%
Management, Administration and Corporate support	311	30%
Medical employees	87	8%
Allied health - therapy discipline	66	6%
Allied health - science discipline	57	5%
Other health and social care	36	3%
Support services	21	2%
Allied health - assistant	17	2%
Counselling	16	2%
Community development	6	1%
Lived experience specific worker	4	0%
Pastoral / spiritual care	3	0%

Victorian
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Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

Understanding how many people you have in each role helps you understand if you have the right balance of staff.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

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

How we protect anonymity and privacy

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	912	87%
Corporate services	96	9%
Community-based services	30	3%
Mental health care services	11	1%
Prison-based services	0	0%
Residential aged care services	0	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	242	23%
Aged care	0	0%
Critical care	5	0%
Drug and alcohol	6	1%
Emergency	26	2%
Maternity care	227	22%
Medical	44	4%
Mental health	15	1%
Mixed medical/surgical	17	2%
Neonatal care	98	9%
Palliative care	0	0%
Paediatrics	4	0%
Peri-operative	104	10%
Rehabilitation	0	0%
Surgical	34	3%
Other	227	22%

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