# People matter survey 2024

# Benchmarked results report - Terang and Mortlake Health Service

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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.

#### 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 98% 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

Go to [Survey questions: People matter survey 2024 (DOCX, 244KB)](https://vpsc.vic.gov.au/wp-content/uploads/2024/04/People-matter-survey-2024-Question-Set-FINAL.docx) to see how we asked questions and defined concepts in the 2024 survey.

#### 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](https://vpsc.vic.gov.au/privacy/).

## 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.

### Workplace factors and outcomes

#### Senior leadership factors

* Lead the organisation
* Set the culture
* Lead by example
* Actions influence outcomes

#### Organisation climate factors

* Organisational integrity
* Collaboration
* Safety climate
* Patient safety climate

#### Workgroup climate factors

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

#### Job and manager factors

* 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

### Our public sector values

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

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

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

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

The values are:

* responsiveness
* integrity
* impartiality
* accountability
* respect
* leadership
* human rights.

## 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’.

### Your comparator group

|  |  |
| --- | --- |
| Responses for | Comparator organisation |
| Organisation 1 | Alexandra District Health |
| Organisation 2 | Alpine Health |
| Organisation 3 | Beaufort and Skipton Health Service |
| Organisation 4 | Beechworth Health Service |
| Organisation 5 | Boort District Health |
| Organisation 6 | Casterton Memorial Hospital |
| Organisation 7 | Central Highlands Rural Health |
| Organisation 8 | Cohuna District Hospital |
| Organisation 9 | Corryong Health |
| Organisation 10 | East Wimmera Health Service |
| Organisation 11 | Great Ocean Road Health |
| Organisation 12 | Heathcote Health |
| Organisation 13 | Hesse Rural Health Service |
| Organisation 14 | Heywood Rural Health |
| Organisation 15 | Inglewood and Districts Health Service |
| Organisation 16 | Kerang District Health |
| Organisation 17 | Kooweerup Regional Health Service |
| Organisation 18 | Mallee Track Health and Community Service |
| Organisation 19 | Mansfield District Hospital |
| Organisation 20 | Moyne Health Services |
| Organisation 21 | NCN Health |
| Organisation 22 | Omeo District Health |
| Organisation 23 | Orbost Regional Health |
| Organisation 24 | Robinvale District Health Services |
| Organisation 25 | Rochester and Elmore District Health Service |
| Organisation 26 | Rural Northwest Health |
| Organisation 27 | Seymour Health |
| Organisation 28 | South Gippsland Hospital |
| Organisation 29 | Tallangatta Health Service |
| Organisation 30 | Timboon and District Healthcare Service |
| Organisation 31 | Yarram and District Health Service |
| Organisation 32 | Yarrawonga Health |
| Organisation 33 | Yea and District Memorial Hospital |
| End of table |  |

## Your response rate

### What this is

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

### Why is this important

The higher the response rate, the more your results 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.

We’ve also expressed this as a percentage of all the staff who work in your organisation.

### Results 2024

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2023 | You in 2024 |
| Response rate | 49% (71) | 57% (82) |
| End of table |  |  |

#### Comparator and public sector results

##### 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Response rate | 49% | 56% | 42% |
| End of table |  |  |  |

##### 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Response rate | 57% | 56% | 44% |
| End of table |  |  |  |

## Result summary

### Contents

Results included in this section:

* People outcomes
* Key differences
* Taking action

## People outcomes

### Contents

Results included in this section:

* Your employee engagement index
* Engagement question results
* Scorecard: satisfaction, stress, intention to stay, inclusion
* Satisfaction question results
* Work-related stress
* Burnout levels
* Intention to stay
* Inclusion question results
* Scorecard: emotional effects of work
* Scorecard: negative behaviour
* Bullying
* Sexual harassment
* Discrimination
* Violence and aggression
* Satisfaction with complaint process

## 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 is this important

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

### Results 2024

#### Your results over time

|  |  |  |
| --- | --- | --- |
| Responses for | You in 2023 | You in 2024 |
| Employee engagement index | 84 | 83 |
| End of table |  |  |

#### Comparator and public sector results

##### 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Employee engagement index | 84 | 72 | 68 |
| End of table |  |  |  |

##### 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Employee engagement index | 83 | 73 | 69 |
| End of table |  |  |  |

## Engagement question results

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am proud to tell others I work for my organisation | 2% | 5% | 93% |
| I would recommend my organisation as a good place to work | 2% | 9% | 89% |
| My organisation motivates me to help achieve its objectives | 2% | 10% | 88% |
| I feel a strong personal attachment to my organisation | 5% | 11% | 84% |
| My organisation inspires me to do the best in my job | 5% | 11% | 84% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I am proud to tell others I work for my organisation | 88% | 90% | 93% |
| I would recommend my organisation as a good place to work | 87% | 93% | 89% |
| My organisation motivates me to help achieve its objectives | 78% | 87% | 88% |
| I feel a strong personal attachment to my organisation | 73% | 85% | 84% |
| My organisation inspires me to do the best in my job | 80% | 90% | 84% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I am proud to tell others I work for my organisation | 93% | 52% | 78% | 95% |
| I would recommend my organisation as a good place to work | 89% | 48% | 74% | 93% |
| My organisation motivates me to help achieve its objectives | 88% | 47% | 70% | 85% |
| I feel a strong personal attachment to my organisation | 84% | 49% | 68% | 81% |
| My organisation inspires me to do the best in my job | 84% | 42% | 72% | 90% |
| End of table |  |  |  |  |

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

### What this is

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 is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Inclusion | 88.3% | 89.2% | 91.1% |
| Satisfaction | 80.6% | 85.0% | 88.6% |
| Plan to stay 6 months or less | 13.3% | 5.6% | 7.3% |
| High to severe work related stress | 10.0% | 7.0% | 3.7% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Inclusion | 91.1% | 82.0% | 79.7% |
| Satisfaction | 88.6% | 74.4% | 67.7% |
| Plan to stay 6 months or less | 7.3% | 5.3% | 6.3% |
| High to severe work related stress | 3.7% | 13.9% | 21.1% |
| End of table |  |  |  |

## Satisfaction question results

### What is this

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

### Why is this important

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

### How to read this

Under ‘Your 2024 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 satisfied results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied |
| Considering everything, how satisfied are you with your current job | 1% | 6% | 93% |
| How satisfied are you with the work/life balance in your current job | 4% | 10% | 87% |
| How satisfied are you with your career development within your current organisation | 2% | 11% | 87% |
| End of table |  |  |  |

#### Benchmark satisfied results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Considering everything, how satisfied are you with your current job | 85% | 87% | 93% |
| How satisfied are you with the work/life balance in your current job | 82% | 87% | 87% |
| How satisfied are you with your career development within your current organisation | 75% | 80% | 87% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| Considering everything, how satisfied are you with your current job | 93% | 65% | 79% | 91% |
| How satisfied are you with the work/life balance in your current job | 87% | 64% | 76% | 90% |
| How satisfied are you with your career development within your current organisation | 87% | 52% | 68% | 80% |
| End of table |  |  |  |  |

## Work-related stress levels

### What is this

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

### Why is this important

Stress can negatively affect people’s 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 tables 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.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Responses for | Nil | Low / mid | Moderate | High | Very high | Severe |
| How would you rate your current level of work-related stress? | 32% | 45% | 20% | 4% | 0% | 0% |
| End of table |  |  |  |  |  |  |

#### Comparator and public sector results

##### 2023 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2023 | Comparator average in 2023 | Public sector average in 2023 |
| Reported levels of high to severe stress | 7% | 16% | 24% |
| End of table |  |  |  |

##### 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Reported levels of high to severe stress | 4% | 14% | 21% |
| End of table |  |  |  |

## Work-related stress causes

### What is this

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

### Why is this important

Stress can affect negatively affect people’s 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.

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.

### Results 2024

#### Your 2024 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some work related stress | 68% | 56 |
| Did not experience any work related stress | 32% | 26 |
| End of table |  |  |

##### Of those that experienced work related stress it was from...

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Workload | 28% | 30% | 44% | 48% |
| Dealing with clients, patients or stakeholders | 14% | 29% | 16% | 18% |
| Technology or equipment | 16% | 25% | 8% | 8% |
| Social environment (e.g. relationships with colleagues, manager or senior leaders) | 16% | 20% | 14% | 13% |
| Time pressure | 44% | 18% | 40% | 41% |
| Competing home and work responsibilities | 24% | 18% | 14% | 13% |
| Incivility, bullying, harassment or discrimination | 10% | 14% | 9% | 7% |
| Other | 14% | 13% | 14% | 13% |
| Unclear job expectations | 6% | 7% | 9% | 12% |
| Organisation or workplace change | 4% | 7% | 9% | 12% |
| End of table |  |  |  |  |

## Work-related stress

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| The amount of stress in my job is manageable | 4% | 12% | 84% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| The amount of stress in my job is manageable | Not asked | Not asked | 84% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| The amount of stress in my job is manageable | 84% | 56% | 70% | 84% |
| End of table |  |  |  |  |

## Burnout levels

### What is this

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

### Why is this important

Burnout 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 being burned out at work.

### Results 2024

#### Your 2024 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced some burnout | 13% | 11 |
| Did not experience any burnout | 87% | 71 |
| End of table |  |  |

##### Overall, based on your definition of burnout, how would you rate your level of burnout?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  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 | 45% | 50% | 48% | 49% |
| I enjoy my work. I have no symptoms of burnout | 31% | 37% | 29% | 20% |
| I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion | 20% | 12% | 16% | 21% |
| The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot | 4% | 1% | 5% | 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 | 0% | 0% | 2% | 3% |
| End of table |  |  |  |  |

## Intention to stay

### What is this

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

### Why is this 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.

**Results 2024**

##### Employees plan to work at your organisation for…

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| 6 months or less | 6% | 7% | 5% | 6% |
| Over 6 months and up to 1 year | 8% | 7% | 8% | 9% |
| Over 1 year and up to 3 years | 28% | 21% | 22% | 24% |
| Over 3 years and up to 5 years | 17% | 21% | 17% | 16% |
| Over 5 years | 41% | 44% | 47% | 45% |
| End of table |  |  |  |  |

## Inclusion question results

### What is this

This is how many staff experience that they belong, and can be themselves, at work.

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I can be myself at work | 2% | 5% | 93% |
| I feel culturally safe at work | 0% | 9% | 91% |
| I feel as if I belong at this organisation | 1% | 10% | 89% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I can be myself at work | 90% | 90% | 93% |
| I feel culturally safe at work | 92% | 94% | 91% |
| I feel as if I belong at this organisation | 83% | 83% | 89% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I can be myself at work | 93% | 71% | 84% | 95% |
| I feel culturally safe at work | 91% | 79% | 85% | 93% |
| I feel as if I belong at this organisation | 89% | 65% | 77% | 89% |
| End of table |  |  |  |  |

## Inclusion - Barriers to success

### What is this

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

### Why is this 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.

### Results 2024

#### Your 2024 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced barriers listed | 11% | 9 |
| Did not experience any of the barriers listed | 89% | 73 |
| End of table |  |  |

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

## Inclusion - Witnessed barriers to success

### What is this

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

### Why is this 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.

### Results 2024

#### Your 2024 results

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed barriers listed | 15% | 12 |
| Did not witness barriers listed | 85% | 70 |
| End of table |  |  |

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

## Scorecard: emotional effects of work

### What this is

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

### Why is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Happy | 75.0% | 85.9% | 85.4% |
| Enthusiastic | 75.0% | 70.4% | 75.6% |
| Worried | 13.3% | 11.3% | 14.6% |
| Miserable | 6.7% | 7.0% | 4.9% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Happy | 85.4% | 67.7% | 55.4% |
| Enthusiastic | 75.6% | 59.0% | 49.2% |
| Worried | 14.6% | 23.0% | 29.2% |
| Miserable | 4.9% | 14.3% | 16.9% |
| End of table |  |  |  |

## Scorecard: negative behaviours

### What this is

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

### Why is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Bullying | 20.0% | 12.7% | 19.5% |
| Violence or aggression | 13.3% | 14.1% | 12.2% |
| Sexual harassment | 3.3% | 7.0% | 4.9% |
| Discrimination | 3.3% | 4.2% | 3.7% |
| End of table |  |  |  |

#### Comparator and public sector average results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Bullying | 19.5% | 17.1% | 13.3% |
| Violence or aggression | 12.2% | 18.0% | 17.6% |
| Sexual harassment | 4.9% | 5.6% | 5.9% |
| Discrimination | 3.7% | 3.9% | 5.2% |
| End of table |  |  |  |

## Bullying

### What is this

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

### Why is this important

Bullying can have an immediate and long-term 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.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 20% | 16 |
| Did not experience bullying | 73% | 60 |
| Not sure | 7% | 6 |
| End of table |  |  |

##### If you experienced bullying, what type of bullying did you experience?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | - | 63% | 64% | 69% |
| Intimidation and/or threats | - | 56% | 35% | 30% |
| Exclusion or isolation | - | 25% | 38% | 42% |
| Verbal abuse | - | 19% | 22% | 21% |
| Other | - | 19% | 17% | 15% |
| Withholding essential information for me to do my job | - | 13% | 24% | 28% |
| Being assigned meaningless tasks unrelated to my job | - | 6% | 10% | 13% |
| Interference with my personal property and/or work equipment | - | 0% | 7% | 4% |
| Being given impossible assignment(s) | - | 0% | 5% | 9% |
| End of table |  |  |  |  |

## Telling someone about the bullying

### What is this

This is if staff told someone when they experienced bullying.

### Why is this 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.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 20% | 16 |
| Did not experience bullying | 73% | 60 |
| Not sure | 7% | 6 |
| End of table |  |  |

##### Did you tell anyone about the bullying?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Told a manager | - | 69% | 42% | 50% |
| Told a colleague | - | 38% | 38% | 41% |
| Told the person the behaviour was not OK | - | 25% | 12% | 16% |
| Submitted a formal complaint | - | 19% | 14% | 12% |
| Told someone else | - | 19% | 11% | 11% |
| Told employee assistance program (EAP) or peer support | - | 6% | 8% | 10% |
| Told a friend or family member | - | 6% | 33% | 35% |
| I did not tell anyone about the bullying | - | 6% | 11% | 12% |
| Told human resources | - | 0% | 19% | 13% |
| End of table |  |  |  |  |

## 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 is this 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.

#### Results 2024

##### Did you submit a formal complaint?

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Submitted formal complaint | 19% | 3 |
| Did not submit a formal complaint | 81% | 13 |
| End of table |  |  |

##### What was your reason for not submitting a formal complaint?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| I believed there would be negative consequences for my reputation | - | 46% | 41% | 49% |
| I didn't think it would make a difference | - | 23% | 49% | 52% |
| Other | - | 23% | 19% | 16% |
| I believed there would be negative consequences for my career | - | 15% | 22% | 38% |
| I didn't need to because I made the bullying stop | - | 15% | 4% | 6% |
| I didn't think it was serious enough | - | 8% | 15% | 18% |
| I didn't feel safe to report the incident | - | 8% | 14% | 20% |
| I was advised not to | - | 8% | 3% | 5% |
| I believed there would be negative consequences for the person I was going to complain about | - | 0% | 7% | 10% |
| I didn't know how to make a complaint | - | 0% | 2% | 5% |
| End of table |  |  |  |  |

## Perpetrators of bullying

### What is this

This is who staff have said are responsible for bullying.

### Why is this important

Understanding where bullying happens means 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 bullying at work.  
If they did, they could tell us with one or more answers who the perpetrator was.  
In descending order, the table shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced bullying | 20% | 16 |
| Did not experience bullying | 73% | 60 |
| Not sure | 7% | 6 |
| End of table |  |  |

##### Who perpetrated the bullying?

|  |  |
| --- | --- |
| Responses for | You in 2024 |
| A colleague | 81% |
| A client/ customer/ patient/ stakeholder | 19% |
| A group of colleagues | 13% |
| A manager or supervisor | 13% |
| An executive, senior leader or the head of your organisation | 13% |
| A member of the public | 6% |
| Other | 6% |
| A member of your household | 0% |
| A volunteer within my organisation | 0% |
| End of table |  |

##### What was your relationship with these colleagues?

|  |  |
| --- | --- |
| Responses for | You in 2024 |
| They were in my workgroup | 73% |
| They were my immediate manager or supervisor | 13% |
| They were outside my workgroup | 13% |
| They were someone I supervise or manage | 7% |
| End of table |  |

## 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 is this 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.

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

## 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 is this 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 attributes the discrimination was based on.

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

## Violence and aggression

### What is this

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

### Why is this 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.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 12% | 10 |
| Did not experience violence or aggression | 84% | 69 |
| Not sure | 4% | 3 |
| End of table |  |  |

##### If you experienced violence or aggression, what type did you experience?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Abusive language | 80% | 70% | 78% | 81% |
| Intimidating behaviour | 40% | 60% | 58% | 71% |
| Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects) | 60% | 20% | 30% | 26% |
| Threats of violence | 20% | 10% | 23% | 38% |
| Other | 0% | 10% | 3% | 3% |
| Damage to my property or work equipment | 0% | 0% | 2% | 9% |
| Stalking, including cyber-stalking | 0% | 0% | 1% | 1% |
| End of table |  |  |  |  |

## Telling someone about violence and aggression

### What is this

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

### Why is this 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.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 12% | 10 |
| Did not experience violence or aggression | 84% | 69 |
| Not sure | 4% | 3 |
| End of table |  |  |

##### Did you tell anyone about the incident?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Told a manager | 30% | 50% | 53% | 58% |
| Told a colleague | 50% | 40% | 38% | 45% |
| Told the person the behaviour was not OK | 10% | 40% | 30% | 30% |
| Submitted a formal incident report | 30% | 30% | 41% | 36% |
| I did not tell anyone about the incident(s) | 20% | 10% | 5% | 7% |
| Told human resources | 10% | 0% | 8% | 4% |
| Told a friend or family member | 20% | 0% | 14% | 19% |
| Told someone else | 10% | 0% | 6% | 5% |
| Told employee assistance program (EAP) or peer support | 0% | 0% | 2% | 4% |
| End of table |  |  |  |  |

## Perpetrators of violence and aggression

### What is this

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

### Why is this 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 table shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Experienced violence or aggression | 12% | 10 |
| Did not experience violence or aggression | 84% | 69 |
| Not sure | 4% | 3 |
| End of table |  |  |

##### Who perpetrated the violence or aggression?

|  |  |
| --- | --- |
| Responses for | You in 2024 |
| A client/ customer/ patient/ stakeholder | 80% |
| A member of the public | 40% |
| A colleague | 0% |
| A group of colleagues | 0% |
| A manager or supervisor | 0% |
| A member of my household | 0% |
| A volunteer with my organisation | 0% |
| An executive, senior leader or the head of your organisation | 0% |
| Other | 0% |
| End of table |  |

## Witnessing negative behaviours

### What is this

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

### Why is this 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.

#### Results 2024

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

|  |  |  |
| --- | --- | --- |
| Responses for | Percentage | Number of staff |
| Witnessed some negative behaviour | 23% | 19 |
| Did not witness some negative behaviour | 77% | 63 |
| End of table |  |  |

##### During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| No, I have not witnessed any of the situations above | 82% | 77% | 77% | 77% |
| Bullying of a colleague | 13% | 16% | 17% | 15% |
| Discrimination against a colleague | 3% | 11% | 8% | 9% |
| Violence or aggression against a colleague | 7% | 4% | 4% | 6% |
| Sexual harassment of a colleague | 0% | 1% | 1% | 2% |
| End of table |  |  |  |  |

## Taking action when witnessing negative behaviours

### What is this

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

### Why is this 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.

#### Results 2024

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

##### When you witnessed these behaviour(s), did you do any of the following?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2023 | You in 2024 | Comparator average in 2024 | Public sector average in  2024 |
| Spoke to the person who experienced the behaviour | - | 68% | 66% | 71% |
| Told a manager | - | 53% | 37% | 40% |
| End of table |  |  |  |  |

## Key differences

### Contents

Results included in this section:

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

## 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 in 2024' column.

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

### Results 2024

#### Highest scoring questions this year

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Responses for | Question group | |  | | --- | | **You in 2024** | | |  | | --- | | **Increase from 2023** | | |  | | --- | | **Comparator average in 2024** | |
| I understand how my job helps my organisation achieve its goals | |  | | --- | | Job enrichment | | 100% | +1% | 93% |
| I achieve something important through my work | |  | | --- | | Meaningful work | | 99% | +2% | 94% |
| I clearly understand what I am expected to do in this job | |  | | --- | | Job enrichment | | 99% | +6% | 90% |
| I can make a worthwhile contribution at work | |  | | --- | | Meaningful work | | 98% | +2% | 94% |
| I can use my skills and knowledge in my job | |  | | --- | | Job enrichment | | 96% | -1% | 93% |
| I am encouraged by my colleagues to report any patient safety concerns I may have | |  | | --- | | Patient safety climate | | 95% | +2% | 85% |
| My organisation provides a physically safe work environment | |  | | --- | | Safety climate | | 95% | -1% | 84% |
| I am able to work effectively with others outside my immediate workgroup | |  | | --- | | Collaboration | | 94% | -2% | 86% |
| I have the authority to do my job effectively | |  | | --- | | Job enrichment | | 94% | +1% | 82% |
| My manager provides me with enough support when I need it | |  | | --- | | Manager support | | 94% | +5% | 80% |
| End of table |  |  |  |  |

## 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 in 2024' column.

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

### Results 2024

#### Lowest scoring questions this year

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Responses for | Question group | |  | | --- | | **You in 2024** | | |  | | --- | | **Decrease from 2023** | | |  | | --- | | **Comparator average in 2024** | |
| My organisation has made improvements based on the survey results from last year | |  | | --- | | Taking action | | 66% | +8% | 45% |
| I believe the promotion processes in my organisation are fair | |  | | --- | | Organisational integrity | | 67% | -10% | 55% |
| I have an equal chance at promotion in my organisation | |  | | --- | | Organisational integrity | | 67% | -1% | 53% |
| I believe the recruitment processes in my organisation are fair | |  | | --- | | Organisational integrity | | 72% | -11% | 66% |
| People in my workgroup appropriately manage conflicts of interest | |  | | --- | | Workgroup support | | 72% | +6% | 64% |
| I believe my organisation will make improvements based on the results of this year's survey | |  | | --- | | Taking action | | 73% | +6% | 60% |
| People in my workgroup are politically impartial in their work | |  | | --- | | Workgroup support | | 73% | -6% | 73% |
| People in my workgroup are honest, open and transparent in their dealings | |  | | --- | | Workgroup support | | 74% | -2% | 71% |
| I feel safe to challenge inappropriate behaviour at work | |  | | --- | | Safe to speak up | | 76% | -9% | 70% |
| In my workplace, there is good communication about psychological safety issues that affect me | |  | | --- | | Safety climate | | 77% | -1% | 58% |
| End of table |  |  |  |  |

## 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 shows you where the most positive changes are happening in your organisation.

### Results 2024

#### Most improved from 2023

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Responses for | Question group | |  | | --- | | **You in 2024** | | |  | | --- | | **Increase from 2023** | | |  | | --- | | **Comparator average in 2024** | |
| My organisation places a high priority on the learning and development of staff | |  | | --- | | Learning and development | | 90% | +17% | 69% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | |  | | --- | | Learning and development | | 88% | +15% | 69% |
| My organisation has made improvements based on the survey results from last year | |  | | --- | | Taking action | | 66% | +8% | 45% |
| I am satisfied with the opportunities to progress in my organisation | |  | | --- | | Learning and development | | 78% | +8% | 59% |
| I have enough time to do my job effectively | |  | | --- | | Workload | | 85% | +6% | 64% |
| How satisfied are you with your career development within your current organisation | |  | | --- | | Satisfaction | | 87% | +6% | 68% |
| I feel as if I belong at this organisation | |  | | --- | | Inclusion | | 89% | +6% | 77% |
| I clearly understand what I am expected to do in this job | |  | | --- | | Job enrichment | | 99% | +6% | 90% |
| People in my workgroup appropriately manage conflicts of interest | |  | | --- | | Workgroup support | | 72% | +6% | 64% |
| I believe my organisation will make improvements based on the results of this year's survey | |  | | --- | | Taking action | | 73% | +6% | 60% |
| End of table |  |  |  |  |

## 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 shows you where the most negative changes are happening in your organisation.

### Results 2024

#### Most declined from 2023

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Responses for | Question group | |  | | --- | | **You in 2024** | | |  | | --- | | **Decrease from 2023** | | |  | | --- | | **Comparator average in 2024** | |
| My workgroup learns from failures and mistakes | |  | | --- | | Innovation | | 77% | -12% | 73% |
| I believe the recruitment processes in my organisation are fair | |  | | --- | | Organisational integrity | | 72% | -11% | 66% |
| I believe the promotion processes in my organisation are fair | |  | | --- | | Organisational integrity | | 67% | -10% | 55% |
| The culture in my work area makes it easy to learn from the errors of others | |  | | --- | | Patient safety climate | | 78% | -9% | 67% |
| People in my workgroup work together effectively to get the job done | |  | | --- | | Workgroup support | | 85% | -9% | 80% |
| I feel safe to challenge inappropriate behaviour at work | |  | | --- | | Safe to speak up | | 76% | -9% | 70% |
| My workgroup is quick to respond to opportunities to do things better | |  | | --- | | Innovation | | 82% | -8% | 74% |
| People in my workgroup treat each other with respect | |  | | --- | | Workgroup support | | 79% | -8% | 77% |
| Management is driving us to be a safety-centred organisation | |  | | --- | | Patient safety climate | | 88% | -8% | 77% |
| My organisation inspires me to do the best in my job | |  | | --- | | Engagement | | 84% | -6% | 72% |
| End of table |  |  |  |  |

## 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.

### Results 2024

#### Biggest positive difference from comparator

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Responses for | Question group | |  | | --- | | **You in 2024** | | |  | | --- | | **Difference** | | |  | | --- | | **Comparator average in 2024** | |
| This health service does a good job of training new and existing staff | |  | | --- | | Patient safety climate | | 88% | +25% | 63% |
| All levels of my organisation are involved in the prevention of stress | |  | | --- | | Safety climate | | 80% | +24% | 56% |
| I have enough time to do my job effectively | |  | | --- | | Workload | | 85% | +22% | 64% |
| My organisation has made improvements based on the survey results from last year | |  | | --- | | Taking action | | 66% | +21% | 45% |
| My organisation places a high priority on the learning and development of staff | |  | | --- | | Learning and development | | 90% | +21% | 69% |
| My organisation has effective procedures in place to support employees who may experience stress | |  | | --- | | Safety climate | | 82% | +20% | 62% |
| Senior leaders show support for stress prevention through involvement and commitment | |  | | --- | | Safety climate | | 78% | +19% | 59% |
| I am satisfied with the opportunities to progress in my organisation | |  | | --- | | Learning and development | | 78% | +19% | 59% |
| In my workplace, there is good communication about psychological safety issues that affect me | |  | | --- | | Safety climate | | 77% | +19% | 58% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | |  | | --- | | Learning and development | | 88% | +19% | 69% |
| End of table |  |  |  |  |

## 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.

### Results 2024

#### Biggest negative difference from comparator

As there are no questions with a negative difference from your comparator, there is no data to show.

## Taking action

### What is this

This is how well staff feel their organisation takes action and makes improvements from your survey results.

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | 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 | 9% | 0% | 18% | 73% |
| My organisation has made improvements based on the survey results from last year | 4% | 11% | 20% | 66% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I believe my organisation will make improvements based on the results of this year's survey | 72% | 68% | 73% |
| My organisation has made improvements based on the survey results from last year | 58% | 58% | 66% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I believe my organisation will make improvements based on the results of this year's survey | 73% | 32% | 60% | 78% |
| My organisation has made improvements based on the survey results from last year | 66% | 16% | 45% | 71% |
| End of table |  |  |  |  |

## 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 is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| Senior leaders demonstrate honesty and integrity | 6% | 4% | 7% | 83% |
| Senior leaders model my organisation's values | 4% | 4% | 10% | 83% |
| Senior leaders provide clear strategy and direction | 5% | 4% | 12% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Senior leaders demonstrate honesty and integrity | 77% | 80% | 83% |
| Senior leaders model my organisation's values | 78% | 86% | 83% |
| Senior leaders provide clear strategy and direction | 78% | 82% | 79% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| Senior leaders demonstrate honesty and integrity | 83% | 48% | 68% | 88% |
| Senior leaders model my organisation's values | 83% | 51% | 69% | 88% |
| Senior leaders provide clear strategy and direction | 79% | 45% | 65% | 89% |
| End of table |  |  |  |  |

## Organisation climate

### Contents

Results included in this section:

* Scorecard: organisational climate
* Organisational integrity
* Collaboration
* Safety climate
* Patient safety climate

## Scorecard: Organisational climate

### What this is

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

### Why is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Patient safety climate | 84.0% | 90.5% | 88.0% |
| Collaboration | 82.5% | 88.0% | 85.4% |
| Safety climate | 80.0% | 81.9% | 81.9% |
| Organisational integrity | 82.5% | 84.2% | 80.9% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Patient safety climate | 88.0% | 73.3% | 71.1% |
| Collaboration | 85.4% | 75.0% | 73.8% |
| Safety climate | 81.9% | 63.7% | 57.5% |
| Organisational integrity | 80.9% | 69.8% | 66.6% |
| End of table |  |  |  |

## Organisational integrity

### 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 is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages employees to act in ways that are consistent with human rights | 2% | 1% | 2% | 94% |
| My organisation is committed to earning a high level of public trust | 1% | 1% | 7% | 90% |
| My organisation encourages respectful workplace behaviours | 4% | 1% | 6% | 89% |
| My organisation does not tolerate improper conduct | 5% | 1% | 6% | 88% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 9% | 1% | 10% | 80% |
| I believe the recruitment processes in my organisation are fair | 6% | 6% | 16% | 72% |
| I believe the promotion processes in my organisation are fair | 4% | 9% | 21% | 67% |
| I have an equal chance at promotion in my organisation | 2% | 5% | 26% | 67% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My organisation encourages employees to act in ways that are consistent with human rights | 95% | 92% | 94% |
| My organisation is committed to earning a high level of public trust | 93% | 96% | 90% |
| My organisation encourages respectful workplace behaviours | 87% | 90% | 89% |
| My organisation does not tolerate improper conduct | 85% | 87% | 88% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 77% | 80% | 80% |
| I believe the recruitment processes in my organisation are fair | 73% | 83% | 72% |
| I believe the promotion processes in my organisation are fair | 75% | 77% | 67% |
| I have an equal chance at promotion in my organisation | 75% | 68% | 67% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages employees to act in ways that are consistent with human rights | 94% | 74% | 85% | 100% |
| My organisation is committed to earning a high level of public trust | 90% | 55% | 80% | 95% |
| My organisation encourages respectful workplace behaviours | 89% | 67% | 80% | 95% |
| My organisation does not tolerate improper conduct | 88% | 52% | 72% | 91% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 80% | 50% | 67% | 83% |
| I believe the recruitment processes in my organisation are fair | 72% | 48% | 66% | 76% |
| I believe the promotion processes in my organisation are fair | 67% | 35% | 55% | 68% |
| I have an equal chance at promotion in my organisation | 67% | 39% | 53% | 65% |
| End of table |  |  |  |  |

## Collaboration

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am able to work effectively with others outside my immediate workgroup | 0% | 0% | 6% | 94% |
| Workgroups across my organisation willingly share information with each other | 9% | 2% | 12% | 77% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I am able to work effectively with others outside my immediate workgroup | 92% | 96% | 94% |
| Workgroups across my organisation willingly share information with each other | 73% | 80% | 77% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I am able to work effectively with others outside my immediate workgroup | 94% | 77% | 86% | 96% |
| Workgroups across my organisation willingly share information with each other | 77% | 35% | 64% | 78% |
| End of table |  |  |  |  |

## Safety climate

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation provides a physically safe work environment | 0% | 1% | 4% | 95% |
| My organisation has effective procedures in place to support employees who may experience stress | 4% | 4% | 11% | 82% |
| All levels of my organisation are involved in the prevention of stress | 5% | 0% | 15% | 80% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 9% | 0% | 12% | 79% |
| Senior leaders show support for stress prevention through involvement and commitment | 9% | 0% | 13% | 78% |
| In my workplace, there is good communication about psychological safety issues that affect me | 2% | 0% | 21% | 77% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My organisation provides a physically safe work environment | 93% | 96% | 95% |
| My organisation has effective procedures in place to support employees who may experience stress | 83% | 83% | 82% |
| All levels of my organisation are involved in the prevention of stress | 80% | 80% | 80% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 73% | 76% | 79% |
| Senior leaders show support for stress prevention through involvement and commitment | 72% | 79% | 78% |
| In my workplace, there is good communication about psychological safety issues that affect me | 78% | 77% | 77% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My organisation provides a physically safe work environment | 95% | 69% | 84% | 96% |
| My organisation has effective procedures in place to support employees who may experience stress | 82% | 39% | 62% | 83% |
| All levels of my organisation are involved in the prevention of stress | 80% | 32% | 56% | 78% |
| Senior leaders consider the psychological health of employees to be as important as productivity | 79% | 45% | 63% | 85% |
| Senior leaders show support for stress prevention through involvement and commitment | 78% | 35% | 59% | 83% |
| In my workplace, there is good communication about psychological safety issues that affect me | 77% | 42% | 58% | 71% |
| End of table |  |  |  |  |

## Patient safety climate

### What is this

This is the safety culture in a healthcare workplace.

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I am encouraged by my colleagues to report any patient safety concerns I may have | 0% | 0% | 5% | 95% |
| My suggestions about patient safety would be acted upon if I expressed them to my manager | 2% | 0% | 5% | 93% |
| I would recommend a friend or relative to be treated as a patient here | 4% | 0% | 5% | 91% |
| Management is driving us to be a safety-centred organisation | 2% | 0% | 10% | 88% |
| This health service does a good job of training new and existing staff | 9% | 1% | 2% | 88% |
| Patient care errors are handled appropriately in my work area | 4% | 4% | 6% | 87% |
| Trainees in my discipline are adequately supervised | 5% | 7% | 4% | 84% |
| The culture in my work area makes it easy to learn from the errors of others | 6% | 0% | 16% | 78% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I am encouraged by my colleagues to report any patient safety concerns I may have | 90% | 93% | 95% |
| My suggestions about patient safety would be acted upon if I expressed them to my manager | 90% | 93% | 93% |
| I would recommend a friend or relative to be treated as a patient here | 92% | 94% | 91% |
| Management is driving us to be a safety-centred organisation | 92% | 96% | 88% |
| This health service does a good job of training new and existing staff | 78% | 86% | 88% |
| Patient care errors are handled appropriately in my work area | 80% | 87% | 87% |
| Trainees in my discipline are adequately supervised | 73% | 87% | 84% |
| The culture in my work area makes it easy to learn from the errors of others | 77% | 87% | 78% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I am encouraged by my colleagues to report any patient safety concerns I may have | 95% | 74% | 85% | 96% |
| My suggestions about patient safety would be acted upon if I expressed them to my manager | 93% | 66% | 78% | 96% |
| I would recommend a friend or relative to be treated as a patient here | 91% | 58% | 78% | 94% |
| Management is driving us to be a safety-centred organisation | 88% | 61% | 77% | 96% |
| This health service does a good job of training new and existing staff | 88% | 41% | 63% | 80% |
| Patient care errors are handled appropriately in my work area | 87% | 57% | 71% | 86% |
| Trainees in my discipline are adequately supervised | 84% | 44% | 66% | 83% |
| The culture in my work area makes it easy to learn from the errors of others | 78% | 52% | 67% | 83% |
| End of table |  |  |  |  |

## Workgroup climate

### Contents

Results included in this section:

* Scorecard: workgroup climate
* Quality service delivery
* Innovation
* Workgroup support
* Safe to speak up

## Scorecard: Workgroup climate

### What this is

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

### Why is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Quality service delivery | 87.5% | 87.3% | 86.0% |
| Innovation | 86.7% | 87.8% | 80.1% |
| Safe to speak up | 85.8% | 81.7% | 78.7% |
| Workgroup support | 78.3% | 80.6% | 76.8% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Quality service delivery | 86.0% | 75.9% | 74.7% |
| Innovation | 80.1% | 72.0% | 70.0% |
| Safe to speak up | 78.7% | 70.2% | 70.5% |
| Workgroup support | 76.8% | 73.0% | 77.3% |
| End of table |  |  |  |

## Quality service delivery

### What is this

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

### Why is this important

The public sector must provide high quality 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 5% | 1% | 4% | 90% |
| My workgroup uses its resources well | 5% | 0% | 7% | 88% |
| My workgroup acts fairly and without bias | 10% | 0% | 7% | 83% |
| My workgroup has clear lines of responsibility | 10% | 0% | 7% | 83% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My workgroup provides high quality advice and services | 93% | 92% | 90% |
| My workgroup uses its resources well | 92% | 86% | 88% |
| My workgroup acts fairly and without bias | 82% | 85% | 83% |
| My workgroup has clear lines of responsibility | 83% | 87% | 83% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 90% | 62% | 82% | 95% |
| My workgroup uses its resources well | 88% | 60% | 74% | 93% |
| My workgroup acts fairly and without bias | 83% | 55% | 71% | 87% |
| My workgroup has clear lines of responsibility | 83% | 52% | 77% | 89% |
| End of table |  |  |  |  |

## Innovation

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup encourages employee creativity | 6% | 1% | 11% | 82% |
| My workgroup is quick to respond to opportunities to do things better | 6% | 1% | 11% | 82% |
| My workgroup learns from failures and mistakes | 6% | 1% | 16% | 77% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My workgroup encourages employee creativity | 87% | 85% | 82% |
| My workgroup is quick to respond to opportunities to do things better | 82% | 90% | 82% |
| My workgroup learns from failures and mistakes | 92% | 89% | 77% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My workgroup encourages employee creativity | 82% | 54% | 69% | 83% |
| My workgroup is quick to respond to opportunities to do things better | 82% | 53% | 74% | 85% |
| My workgroup learns from failures and mistakes | 77% | 53% | 73% | 88% |
| End of table |  |  |  |  |

## Workgroup support

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| People in my workgroup work together effectively to get the job done | 2% | 1% | 11% | 85% |
| People in my workgroup treat each other with respect | 7% | 1% | 12% | 79% |
| People in my workgroup are honest, open and transparent in their dealings | 7% | 1% | 17% | 74% |
| People in my workgroup are politically impartial in their work | 1% | 5% | 21% | 73% |
| People in my workgroup appropriately manage conflicts of interest | 10% | 4% | 15% | 72% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| People in my workgroup work together effectively to get the job done | 83% | 94% | 85% |
| People in my workgroup treat each other with respect | 82% | 87% | 79% |
| People in my workgroup are honest, open and transparent in their dealings | 73% | 76% | 74% |
| People in my workgroup are politically impartial in their work | 78% | 79% | 73% |
| People in my workgroup appropriately manage conflicts of interest | 75% | 66% | 72% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup work together effectively to get the job done | 85% | 57% | 80% | 96% |
| People in my workgroup treat each other with respect | 79% | 50% | 77% | 93% |
| People in my workgroup are honest, open and transparent in their dealings | 74% | 44% | 71% | 86% |
| People in my workgroup are politically impartial in their work | 73% | 59% | 73% | 87% |
| People in my workgroup appropriately manage conflicts of interest | 72% | 45% | 64% | 80% |
| End of table |  |  |  |  |

## 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 is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| People in my workgroup are able to bring up problems and tough issues | 11% | 7% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 13% | 11% | 76% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| People in my workgroup are able to bring up problems and tough issues | 85% | 79% | 82% |
| I feel safe to challenge inappropriate behaviour at work | 87% | 85% | 76% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| People in my workgroup are able to bring up problems and tough issues | 82% | 50% | 70% | 86% |
| I feel safe to challenge inappropriate behaviour at work | 76% | 54% | 70% | 87% |
| End of table |  |  |  |  |

## Job and manager factors

### Contents

Results included in this section:

* Scorecard: job and manager factors
* Manager leadership
* Manager support
* Workload
* Learning and development
* Job enrichment
* Meaningful work
* Flexible working

## Scorecard: Job and manager factors

### What this is

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

### Why is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Meaningful work | 96.1% | 95.3% | 96.3% |
| Job enrichment | 93.7% | 94.1% | 95.1% |
| Manager leadership | 88.3% | 92.0% | 92.3% |
| Flexible working | 87.5% | 88.0% | 89.6% |
| Manager support | 84.7% | 86.8% | 89.3% |
| Learning and development | 82.9% | 76.4% | 86.9% |
| Workload | 77.5% | 81.7% | 86.0% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Meaningful work | 96.3% | 92.7% | 88.9% |
| Job enrichment | 95.1% | 87.1% | 84.6% |
| Manager leadership | 92.3% | 82.6% | 84.9% |
| Flexible working | 89.6% | 77.5% | 77.2% |
| Manager support | 89.3% | 76.7% | 76.3% |
| Learning and development | 86.9% | 68.7% | 61.8% |
| Workload | 86.0% | 65.9% | 59.8% |
| End of table |  |  |  |

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager demonstrates honesty and integrity | 5% | 2% | 93% |
| My manager treats employees with dignity and respect | 4% | 4% | 93% |
| My manager models my organisation's values | 2% | 6% | 91% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager demonstrates honesty and integrity | 88% | 93% | 93% |
| My manager treats employees with dignity and respect | 88% | 92% | 93% |
| My manager models my organisation's values | 88% | 92% | 91% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager demonstrates honesty and integrity | 93% | 67% | 82% | 93% |
| My manager treats employees with dignity and respect | 93% | 69% | 84% | 95% |
| My manager models my organisation's values | 91% | 68% | 82% | 93% |
| End of table |  |  |  |  |

## Manager support

### What is this

This is how supported staff feel by their direct manager.

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager provides me with enough support when I need it | 1% | 0% | 5% | 94% |
| I can discuss problems or issues with my manager | 6% | 0% | 1% | 93% |
| My manager listens to what I have to say | 4% | 0% | 5% | 91% |
| My manager gives me feedback that helps me improve my performance | 4% | 0% | 7% | 89% |
| I receive meaningful recognition when I do good work | 7% | 0% | 13% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager provides me with enough support when I need it | 92% | 89% | 94% |
| I can discuss problems or issues with my manager | 88% | 89% | 93% |
| My manager listens to what I have to say | 90% | 89% | 91% |
| My manager gives me feedback that helps me improve my performance | 83% | 87% | 89% |
| I receive meaningful recognition when I do good work | 70% | 80% | 79% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager provides me with enough support when I need it | 94% | 64% | 80% | 93% |
| I can discuss problems or issues with my manager | 93% | 68% | 81% | 95% |
| My manager listens to what I have to say | 91% | 69% | 81% | 95% |
| My manager gives me feedback that helps me improve my performance | 89% | 60% | 75% | 90% |
| I receive meaningful recognition when I do good work | 79% | 49% | 66% | 81% |
| End of table |  |  |  |  |

## Workload

### What is this

This is how staff feel about workload and time pressure.

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| The workload I have is appropriate for the job that I do | 7% | 6% | 87% |
| I have enough time to do my job effectively | 4% | 11% | 85% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| The workload I have is appropriate for the job that I do | 78% | 85% | 87% |
| I have enough time to do my job effectively | 77% | 79% | 85% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| The workload I have is appropriate for the job that I do | 87% | 58% | 68% | 84% |
| I have enough time to do my job effectively | 85% | 48% | 64% | 78% |
| End of table |  |  |  |  |

## Learning and development

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I am developing and learning in my role | 4% | 5% | 91% |
| My organisation places a high priority on the learning and development of staff | 4% | 6% | 90% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 5% | 7% | 88% |
| I am satisfied with the opportunities to progress in my organisation | 2% | 20% | 78% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I am developing and learning in my role | 88% | 89% | 91% |
| My organisation places a high priority on the learning and development of staff | 83% | 73% | 90% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 83% | 73% | 88% |
| I am satisfied with the opportunities to progress in my organisation | 77% | 70% | 78% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I am developing and learning in my role | 91% | 64% | 78% | 88% |
| My organisation places a high priority on the learning and development of staff | 90% | 46% | 69% | 82% |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 88% | 47% | 69% | 80% |
| I am satisfied with the opportunities to progress in my organisation | 78% | 44% | 59% | 72% |
| End of table |  |  |  |  |

## Job enrichment

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I understand how my job helps my organisation achieve its goals | 0% | 0% | 100% |
| I clearly understand what I am expected to do in this job | 0% | 1% | 99% |
| I can use my skills and knowledge in my job | 0% | 4% | 96% |
| I have the authority to do my job effectively | 0% | 6% | 94% |
| I have a say in how I do my work | 4% | 10% | 87% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I understand how my job helps my organisation achieve its goals | 98% | 99% | 100% |
| I clearly understand what I am expected to do in this job | 92% | 93% | 99% |
| I can use my skills and knowledge in my job | 97% | 97% | 96% |
| I have the authority to do my job effectively | 95% | 93% | 94% |
| I have a say in how I do my work | 87% | 89% | 87% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job helps my organisation achieve its goals | 100% | 85% | 93% | 99% |
| I clearly understand what I am expected to do in this job | 99% | 61% | 90% | 97% |
| I can use my skills and knowledge in my job | 96% | 86% | 93% | 100% |
| I have the authority to do my job effectively | 94% | 55% | 82% | 94% |
| I have a say in how I do my work | 87% | 63% | 78% | 90% |
| End of table |  |  |  |  |

## Meaningful work

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| I achieve something important through my work | 0% | 1% | 99% |
| I can make a worthwhile contribution at work | 1% | 1% | 98% |
| I get a sense of accomplishment from my work | 1% | 6% | 93% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I achieve something important through my work | 93% | 97% | 99% |
| I can make a worthwhile contribution at work | 100% | 96% | 98% |
| I get a sense of accomplishment from my work | 95% | 93% | 93% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I achieve something important through my work | 99% | 88% | 94% | 100% |
| I can make a worthwhile contribution at work | 98% | 84% | 94% | 100% |
| I get a sense of accomplishment from my work | 93% | 84% | 90% | 97% |
| End of table |  |  |  |  |

## Flexible working

### What is this

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

### Why is this important

Supporting flexible working can improve employee wellbeing.

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | Disagree | Neither agree nor disagree | Agree |
| My manager supports working flexibly | 2% | 5% | 93% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 4% | 10% | 87% |
| End of table |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager supports working flexibly | 87% | 92% | 93% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 88% | 85% | 87% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager supports working flexibly | 93% | 61% | 81% | 94% |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 87% | 54% | 74% | 84% |
| End of table |  |  |  |  |

## Public sector values

### Contents

Results included in this section:

* Scorecard: Public sector values
* Responsiveness
* Integrity
* Impartiality
* Accountability
* Respect
* Leadership
* Human rights

## Scorecard: Public sector values

### What this is

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 is this 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.

### Results 2024

#### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| Human rights | 95.8% | 93.7% | 93.3% |
| Responsiveness | 93.3% | 91.5% | 90.2% |
| Accountability | 88.7% | 89.3% | 89.8% |
| Leadership | 83.3% | 88.7% | 87.2% |
| Respect | 84.7% | 87.6% | 86.6% |
| Integrity | 82.6% | 83.3% | 82.2% |
| Impartiality | 80.0% | 81.7% | 78.0% |
| End of table |  |  |  |

#### Comparator and public sector results

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2024 | Comparator average in 2024 | Public sector average in 2024 |
| Human rights | 93.3% | 86.9% | 81.6% |
| Responsiveness | 90.2% | 81.6% | 82.2% |
| Accountability | 89.8% | 79.8% | 76.1% |
| Leadership | 87.2% | 75.7% | 74.2% |
| Respect | 86.6% | 77.7% | 79.8% |
| Integrity | 82.2% | 72.7% | 72.8% |
| Impartiality | 78.0% | 72.3% | 75.2% |
| End of table |  |  |  |

## Responsiveness

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup provides high quality advice and services | 5% | 1% | 4% | 90% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My workgroup provides high quality advice and services | 93% | 92% | 90% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My workgroup provides high quality advice and services | 90% | 62% | 82% | 95% |
| End of table |  |  |  |  |

## Integrity

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager demonstrates honesty and integrity | 5% | 0% | 2% | 93% |
| My organisation is committed to earning a high level of public trust | 1% | 1% | 7% | 90% |
| My organisation does not tolerate improper conduct | 5% | 1% | 6% | 88% |
| Senior leaders demonstrate honesty and integrity | 6% | 4% | 7% | 83% |
| I feel safe to challenge inappropriate behaviour at work | 13% | 0% | 11% | 76% |
| People in my workgroup are honest, open and transparent in their dealings | 7% | 1% | 17% | 74% |
| People in my workgroup appropriately manage conflicts of interest | 10% | 4% | 15% | 72% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager demonstrates honesty and integrity | 88% | 93% | 93% |
| My organisation is committed to earning a high level of public trust | 93% | 96% | 90% |
| My organisation does not tolerate improper conduct | 85% | 87% | 88% |
| Senior leaders demonstrate honesty and integrity | 77% | 80% | 83% |
| I feel safe to challenge inappropriate behaviour at work | 87% | 85% | 76% |
| People in my workgroup are honest, open and transparent in their dealings | 73% | 76% | 74% |
| People in my workgroup appropriately manage conflicts of interest | 75% | 66% | 72% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager demonstrates honesty and integrity | 93% | 67% | 82% | 93% |
| My organisation is committed to earning a high level of public trust | 90% | 55% | 80% | 95% |
| My organisation does not tolerate improper conduct | 88% | 52% | 72% | 91% |
| Senior leaders demonstrate honesty and integrity | 83% | 48% | 68% | 88% |
| I feel safe to challenge inappropriate behaviour at work | 76% | 54% | 70% | 87% |
| People in my workgroup are honest, open and transparent in their dealings | 74% | 44% | 71% | 86% |
| People in my workgroup appropriately manage conflicts of interest | 72% | 45% | 64% | 80% |
| End of table |  |  |  |  |

## 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 is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My workgroup acts fairly and without bias | 10% | 0% | 7% | 83% |
| People in my workgroup are politically impartial in their work | 1% | 5% | 21% | 73% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My workgroup acts fairly and without bias | 82% | 85% | 83% |
| People in my workgroup are politically impartial in their work | 78% | 79% | 73% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My workgroup acts fairly and without bias | 83% | 55% | 71% | 87% |
| People in my workgroup are politically impartial in their work | 73% | 59% | 73% | 87% |
| End of table |  |  |  |  |

## Accountability

### 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 is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how my job helps my organisation achieve its goals | 0% | 0% | 0% | 100% |
| I clearly understand what I am expected to do in this job | 0% | 0% | 1% | 99% |
| My workgroup uses its resources well | 5% | 0% | 7% | 88% |
| My workgroup has clear lines of responsibility | 10% | 0% | 7% | 83% |
| Senior leaders provide clear strategy and direction | 5% | 4% | 12% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I understand how my job helps my organisation achieve its goals | 98% | 99% | 100% |
| I clearly understand what I am expected to do in this job | 92% | 93% | 99% |
| My workgroup uses its resources well | 92% | 86% | 88% |
| My workgroup has clear lines of responsibility | 83% | 87% | 83% |
| Senior leaders provide clear strategy and direction | 78% | 82% | 79% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I understand how my job helps my organisation achieve its goals | 100% | 85% | 93% | 99% |
| I clearly understand what I am expected to do in this job | 99% | 61% | 90% | 97% |
| My workgroup uses its resources well | 88% | 60% | 74% | 93% |
| My workgroup has clear lines of responsibility | 83% | 52% | 77% | 89% |
| Senior leaders provide clear strategy and direction | 79% | 45% | 65% | 89% |
| End of table |  |  |  |  |

## Respect

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager treats employees with dignity and respect | 4% | 0% | 4% | 93% |
| My manager listens to what I have to say | 4% | 0% | 5% | 91% |
| My organisation encourages respectful workplace behaviours | 4% | 1% | 6% | 89% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 9% | 1% | 10% | 80% |
| People in my workgroup treat each other with respect | 7% | 1% | 12% | 79% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager treats employees with dignity and respect | 88% | 92% | 93% |
| My manager listens to what I have to say | 90% | 89% | 91% |
| My organisation encourages respectful workplace behaviours | 87% | 90% | 89% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 77% | 80% | 80% |
| People in my workgroup treat each other with respect | 82% | 87% | 79% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager treats employees with dignity and respect | 93% | 69% | 84% | 95% |
| My manager listens to what I have to say | 91% | 69% | 81% | 95% |
| My organisation encourages respectful workplace behaviours | 89% | 67% | 80% | 95% |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 80% | 50% | 67% | 83% |
| People in my workgroup treat each other with respect | 79% | 50% | 77% | 93% |
| End of table |  |  |  |  |

## Leadership

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My manager models my organisation's values | 2% | 0% | 6% | 91% |
| Senior leaders model my organisation's values | 4% | 4% | 10% | 83% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My manager models my organisation's values | 88% | 92% | 91% |
| Senior leaders model my organisation's values | 78% | 86% | 83% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My manager models my organisation's values | 91% | 68% | 82% | 93% |
| Senior leaders model my organisation's values | 83% | 51% | 69% | 88% |
| End of table |  |  |  |  |

## Human rights

### What is this

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

### Why is this 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 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| My organisation encourages employees to act in ways that are consistent with human rights | 2% | 1% | 2% | 94% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 0% | 0% | 7% | 93% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| My organisation encourages employees to act in ways that are consistent with human rights | 95% | 92% | 94% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 97% | 96% | 93% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| My organisation encourages employees to act in ways that are consistent with human rights | 94% | 74% | 85% | 100% |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 93% | 78% | 89% | 97% |
| End of table |  |  |  |  |

## Topical questions

### What is this

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

### Why is this important

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

### How to read this

Under 'Your 2024 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 agree results', compare your comparator group's overall, lowest and highest scores with your own.

### Results 2024

#### Your 2024 results

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | Disagree | Don't know | Neither agree nor disagree | Agree |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 0% | 2% | 6% | 91% |
| I am proud to work in the public sector | 1% | 0% | 10% | 89% |
| End of table |  |  |  |  |

#### Benchmark agree results

##### Your results over time

|  |  |  |  |
| --- | --- | --- | --- |
| Responses for | You in 2022 | You in 2023 | You in 2024 |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | Not asked | 89% | 91% |
| I am proud to work in the public sector | Not asked | Not asked | 89% |
| End of table |  |  |  |

##### Comparator results 2024

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses for | You in 2024 | Lowest comparator | Comparator average | Highest comparator |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 91% | 80% | 90% | 97% |
| I am proud to work in the public sector | 89% | 71% | 87% | 98% |
| End of table |  |  |  |  |

## Demographics

### Contents

Results included in this section:

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

### How we protect anonymity and privacy

To protect you, we:

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

## Age, 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 is this 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.

#### Results 2024

##### Age

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| 15-34 years | 13 | 16% |
| 35-54 years | 32 | 39% |
| 55+ years | 29 | 35% |
| Prefer not to say | 8 | 10% |
| End of table |  |  |

##### Gender

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Woman | 72 | 88% |
| Man | 6 | 7% |
| Prefer not to say | 4 | 5% |
| Non-binary and I use a different term | 0 | 0% |
| End of table |  |  |

##### Are you trans, non-binary or gender diverse?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 1 | 1% |
| No | 77 | 94% |
| Prefer not to say | 4 | 5% |
| End of table |  |  |

##### To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 0 | 0% |
| No | 70 | 85% |
| Don't know | 6 | 7% |
| Prefer not to say | 6 | 7% |
| End of table |  |  |

##### How do you describe your sexual orientation?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Straight (heterosexual) | 61 | 74% |
| Prefer not to say | 13 | 16% |
| I use a different term | 4 | 5% |
| Asexual | 2 | 2% |
| Gay or lesbian | 1 | 1% |
| Pansexual | 1 | 1% |
| Bisexual | 0 | 0% |
| Don't know | 0 | 0% |
| End of table |  |  |

## Aboriginal and/or Torres Strait Islander employees

### What is this

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

### Why is this 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.

#### Results 2024

##### Aboriginal and/or Torres Strait Islander

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 1 | 1% |
| Non Aboriginal and/or Torres Strait Islander | 78 | 95% |
| Prefer not to say | 3 | 4% |
| End of table |  |  |

## Disability

### What is this

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

### Why is this 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.

#### Results 2024

##### Are you a person with disability?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 6 | 7% |
| No | 74 | 90% |
| Prefer not to say | 2 | 2% |
| End of table |  |  |

## Cultural diversity

### What is this

These are the personal characteristics of staff.

### Why is this 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.

#### Results 2024

##### Country of birth

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Born in Australia | 72 | 88% |
| Not born in Australia | 7 | 9% |
| Prefer not to say | 3 | 4% |
| End of table |  |  |

##### Language other than English used with family or community

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 5 | 6% |
| No | 73 | 89% |
| Prefer not to say | 4 | 5% |
| End of table |  |  |

##### Cultural identity

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Australian | 69 | 84% |
| English, Irish, Scottish and/or Welsh | 5 | 6% |
| Prefer not to say | 5 | 6% |
| East and/or South-East Asian | 2 | 2% |
| Other | 2 | 2% |
| South Asian | 2 | 2% |
| Aboriginal and/or Torres Strait Islander | 1 | 1% |
| African | 0 | 0% |
| Central and/or South American | 0 | 0% |
| Central Asian | 0 | 0% |
| European (including Western, Eastern and South-Eastern European, and Scandinavian) | 0 | 0% |
| Maori | 0 | 0% |
| Middle Eastern | 0 | 0% |
| New Zealander | 0 | 0% |
| North American | 0 | 0% |
| Pacific Islander | 0 | 0% |
| End of table |  |  |

##### Religion

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Christianity | 32 | 39% |
| No religion | 30 | 37% |
| Prefer not to say | 11 | 13% |
| Other | 6 | 7% |
| Hinduism | 2 | 2% |
| Buddhism | 1 | 1% |
| Islam | 0 | 0% |
| Judaism | 0 | 0% |
| Sikhism | 0 | 0% |
| End of table |  |  |

## Employment characteristics

### What is this

These are the employment characteristics of staff.

### Why is this 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.

#### Results 2024

##### Working arrangement

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Full-Time | 11 | 13% |
| Part-Time | 71 | 87% |
| End of table |  |  |

##### Gross base salary (ongoing/fixed term only)

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Below $80k | 44 | 58% |
| $80k to $120k | 12 | 16% |
| $120k to $160k | 5 | 7% |
| $160k to $200k | 0 | 0% |
| $200k or more | 0 | 0% |
| Prefer not to say | 15 | 20% |
| End of table |  |  |

##### Organisational tenure

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| <1 year | 7 | 9% |
| 1 to less than 2 years | 10 | 12% |
| 2 to less than 5 years | 23 | 28% |
| 5 to less than 10 years | 14 | 17% |
| 10 to less than 20 years | 15 | 18% |
| More than 20 years | 13 | 16% |
| End of table |  |  |

##### Management responsibility

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Non-manager | 68 | 83% |
| Other manager | 8 | 10% |
| Manager of other manager(s) | 6 | 7% |
| End of table |  |  |

##### Employment type

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Ongoing and executive | 68 | 83% |
| Other | 8 | 10% |
| Fixed term | 6 | 7% |
| End of table |  |  |

##### Frontline worker

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Yes | 56 | 68% |
| No | 26 | 32% |
| End of table |  |  |

##### Primary workplace location over the last 3 months

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Rural | 76 | 93% |
| Other | 4 | 5% |
| Large regional city | 2 | 2% |
| Melbourne CBD | 0 | 0% |
| Melbourne: Suburbs | 0 | 0% |
| End of table |  |  |

##### What have been your main places of work over the last 3-months?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Your employer's office | 24 | 29% |
| A frontline or service delivery location | 45 | 55% |
| Home or private location | 2 | 2% |
| A shared office space (where two or more organisations share the same workspace) | 2 | 2% |
| Isolated or remote location/s where access to communications and help from others is difficult | 0 | 0% |
| Other | 12 | 15% |
| End of table |  |  |

##### Flexible work

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Part-time | 41 | 50% |
| Shift swap | 27 | 33% |
| Flexible start and finish times | 19 | 23% |
| I do not use any flexible work arrangements | 19 | 23% |
| Study leave | 12 | 15% |
| Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours | 9 | 11% |
| Working from an alternative location (e.g. home, hub/shared work space) | 4 | 5% |
| Working more hours over fewer days | 4 | 5% |
| Job sharing | 3 | 4% |
| Other | 3 | 4% |
| Purchased leave | 0 | 0% |
| End of table |  |  |

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why is this 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.

#### Results 2024

##### Have you requested any of the following adjustments at work?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| No, I have not requested adjustments | 64 | 78% |
| Flexible working arrangements | 15 | 18% |
| Physical modifications or improvements to the workplace | 3 | 4% |
| Career development support strategies | 2 | 2% |
| Job redesign or role sharing | 1 | 1% |
| Other | 1 | 1% |
| Accessible communications technologies | 0 | 0% |
| End of table |  |  |

##### Why did you make this request?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Work-life balance | 11 | 61% |
| Caring responsibilities | 7 | 39% |
| Family responsibilities | 5 | 28% |
| Health | 3 | 17% |
| Disability | 2 | 11% |
| Other | 1 | 6% |
| Study commitments | 0 | 0% |
| End of table |  |  |

##### What was your experience with making this request?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| The adjustments I needed were made and the process was satisfactory | 16 | 89% |
| The adjustments I needed were not made | 2 | 11% |
| The adjustments I needed were made but the process was unsatisfactory | 0 | 0% |
| End of table |  |  |

## Caring

### What is this

These are staff-reported caring responsibilities.

### Why is this important

This shows organisations what caring responsibilities their staff have.

### How to read this

Each table shows the breakdown of responses from your survey.

#### Results 2024

##### Caring responsibilities

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| None of the above | 32 | 39% |
| Primary school aged child(ren) | 14 | 17% |
| Secondary school aged child(ren) | 14 | 17% |
| Frail or aged person(s) | 9 | 11% |
| Prefer not to say | 9 | 11% |
| Child(ren) - younger than preschool age | 7 | 9% |
| Person(s) with a medical condition | 5 | 6% |
| Person(s) with disability | 4 | 5% |
| Preschool aged child(ren) | 4 | 5% |
| Person(s) with a mental illness | 2 | 2% |
| Other | 1 | 1% |
| End of table |  |  |

## Employment categories

### What is this

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

### Why is this important

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

### How to read this

Each table shows the breakdown of responses from your survey.

#### Results 2024

##### Which of the following categories best describes your current position?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Nursing employees | 39 | 48% |
| Support services | 16 | 20% |
| Management, Administration and Corporate support | 15 | 18% |
| Allied health - assistant | 5 | 6% |
| Allied health - therapy discipline | 3 | 4% |
| Other health and social care | 2 | 2% |
| Community development | 1 | 1% |
| Counselling | 1 | 1% |
| Allied health - science discipline | 0 | 0% |
| Lived experience specific worker | 0 | 0% |
| Medical employees | 0 | 0% |
| Pastoral / spiritual care | 0 | 0% |
| End of table |  |  |

## Primary role

### What is this

This shows the primary role of your staff.

### Why is this 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 table shows the breakdown of responses from your survey.

#### Results 2024

##### Which of the following best describes the primary operational area in which you work?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Hospital-based services | 46 | 56% |
| Community-based services | 18 | 22% |
| Residential aged care services | 13 | 16% |
| Corporate services | 5 | 6% |
| Mental health care services | 0 | 0% |
| Prison-based services | 0 | 0% |
| End of table |  |  |

##### Is your primary work role in one of the following areas?

|  |  |  |
| --- | --- | --- |
| Responses for | Number of staff | Percentage |
| Administration | 15 | 18% |
| Aged care | 22 | 27% |
| Critical care | 0 | 0% |
| Drug and alcohol | 0 | 0% |
| Emergency | 3 | 4% |
| Maternity care | 0 | 0% |
| Medical | 11 | 13% |
| Mental health | 0 | 0% |
| Mixed medical/surgical | 7 | 9% |
| Neonatal care | 0 | 0% |
| Palliative care | 0 | 0% |
| Paediatrics | 1 | 1% |
| Peri-operative | 3 | 4% |
| Rehabilitation | 0 | 0% |
| Surgical | 0 | 0% |
| Other | 20 | 24% |
| End of table |  |  |

## End of report

##### For more information about the survey, read: [People matter survey](https://vpsc.vic.gov.au/peoplemattersurvey)