People Matter Survey 2024

Have your say

Victorian Government Solicitor's Office
2024 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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

Custom questions

- Questions requested by your organisation

Demographics

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

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 93% of this year's survey with your previous results.

Rounding of percentages

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

Organisation climate
- Organisational integrity
- Collaboration
- Safety climate

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Cenitex

Commission for Children and Young People

Emergency Services Superannuation Board

Essential Services Commission

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Mental Health and Wellbeing Commission

Office of Public Prosecutions

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safe Transport Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

VicGrid

Victorian Auditor-General's Office

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Gambling and Casino Control Commission

Victorian Public Sector Commission

Victorian Skills Authority

Wage Inspectorate Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

2023

60% (215)

Comparator	71%
Public Sector	42%

2024

67% (251)

Comparator	70%
Public Sector	65%

People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points

- agree is 75 points

- neither agree nor disagree is 50 points

- disagree is 25 points

- strongly disagree is 0 points

Why this is important

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

2023		2024	
68		**68**	
Comparator	71	Comparator	71
Public Sector	68	Public Sector	68

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People outcomes

Engagement question results 1 of 2

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

Your group's engagement index
Your 2024 index is 68.

Why this is important
High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

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

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

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
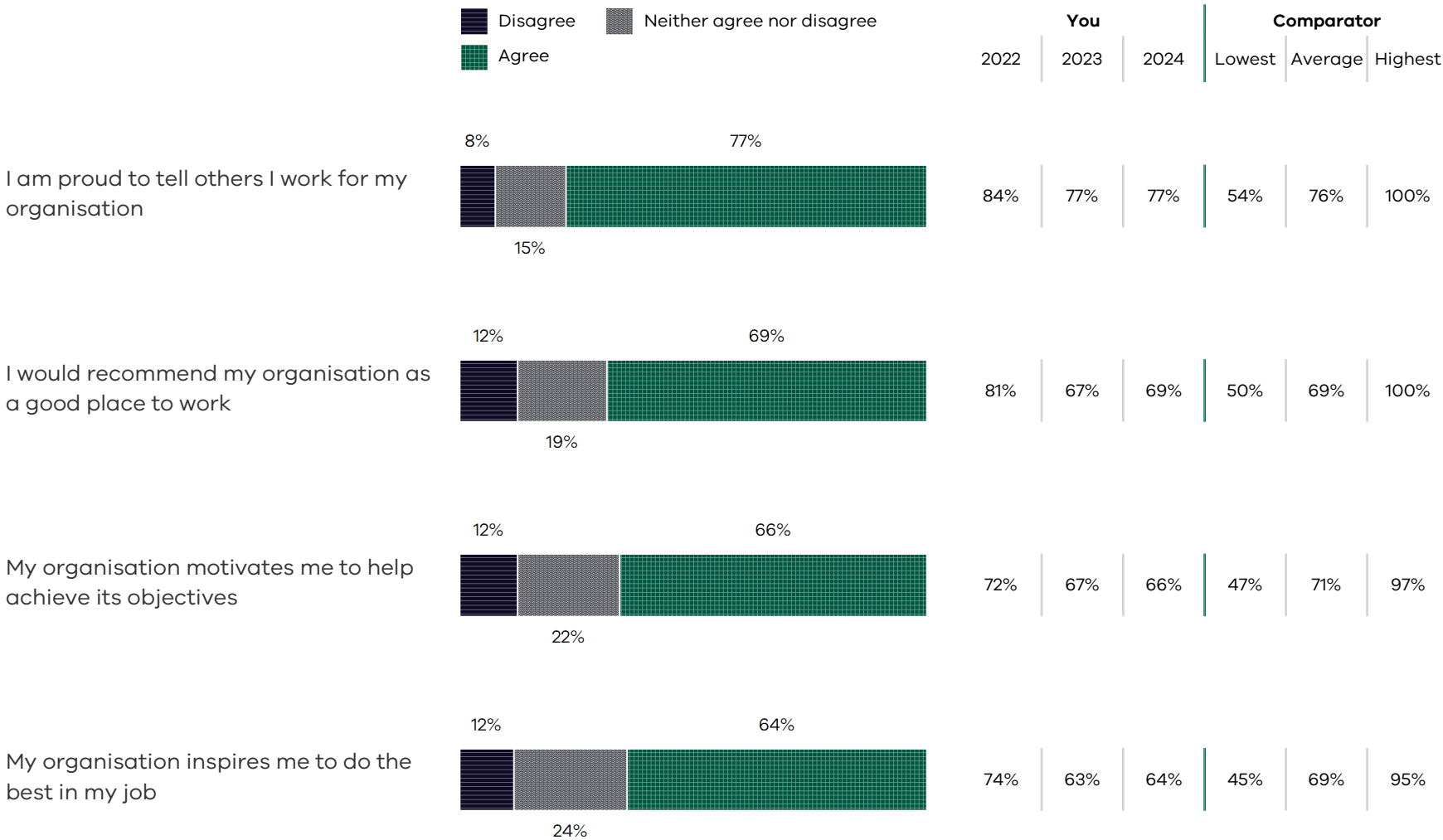
Example
77% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	8%	15%	77%	84%	77%	77%	54%	76%	100%
I would recommend my organisation as a good place to work	12%	19%	69%	81%	67%	69%	50%	69%	100%
My organisation motivates me to help achieve its objectives	12%	22%	66%	72%	67%	66%	47%	71%	97%
My organisation inspires me to do the best in my job	12%	24%	64%	74%	63%	64%	45%	69%	95%

People outcomes

Engagement question results 2 of 2

What is this

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

Your group's engagement index

Your 2024 index is 68.

Why this is important

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

How to read this

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

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

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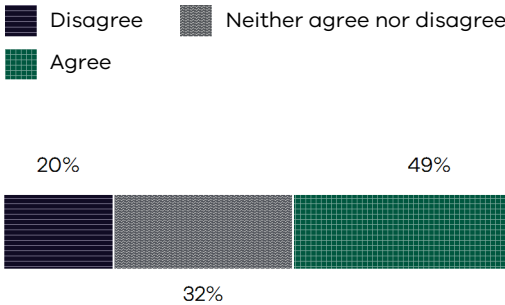
Example

49% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

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

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	20% / 32% / 49%	61%	53%	49%	44%	60%	92%

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

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

Why this is important

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

How to read this

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

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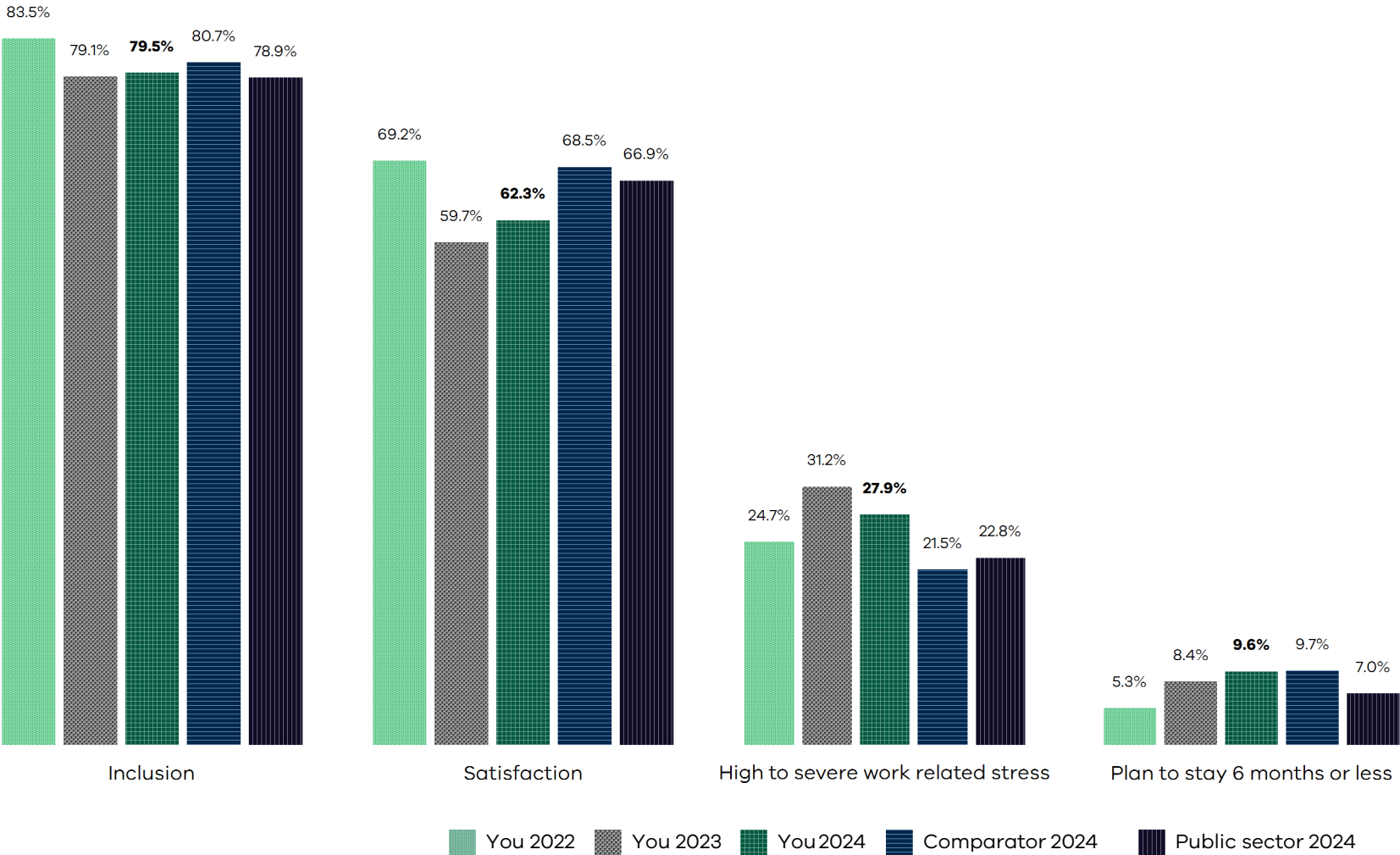
Example

In 2024:

- 79.5% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 80.7% of staff in your comparator group and 78.9% of staff across the public sector.

Inclusion: 83.5%, 79.1%, **79.5%**, 80.7%, 78.9%

Satisfaction: 69.2%, 59.7%, **62.3%**, 68.5%, 66.9%

High to severe work related stress: 24.7%, 31.2%, **27.9%**, 21.5%, 22.8%

Plan to stay 6 months or less: 5.3%, 8.4%, **9.6%**, 9.7%, 7.0%

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

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People outcomes

Satisfaction question results

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

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

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

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

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

Example
69% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
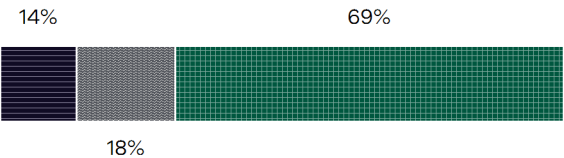
Legend:
- Dissatisfied
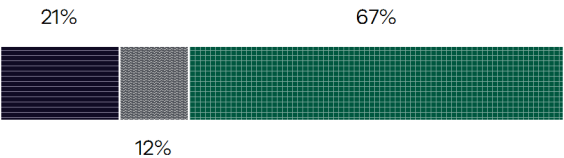- Satisfied
- Neither satisfied nor dissatisfied
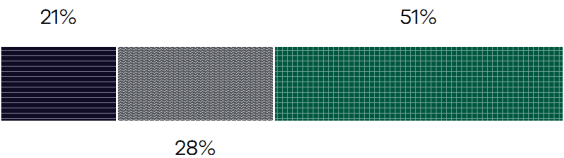
Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	14% / 18% / 69%		75%	62%	69%	58%	73%	97%
How satisfied are you with the work/life balance in your current job	21% / 12% / 67%		68%	60%	67%	55%	76%	96%
How satisfied are you with your career development within your current organisation	21% / 28% / 51%		65%	57%	51%	46%	56%	84%

People outcomes

Work-related stress levels

What is this

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

Why this is important

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

How to read this

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

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

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

Example

28% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 21% of staff in your comparator group and 23% of staff across the public sector.

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

Nil	10%
Low or mild	27%
Moderate	35%
High	18%
Very high	8%
Severe	2%
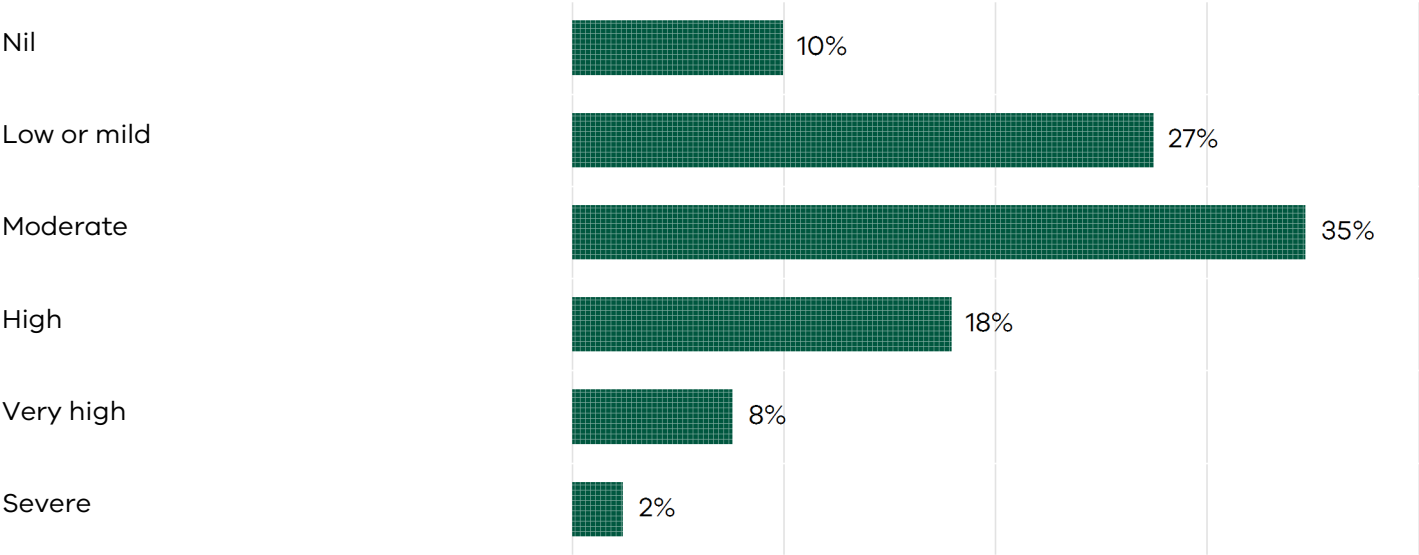
Reported levels of high to severe stress

2023		2024	
31%		**28%**	
Comparator	24%	Comparator	21%
Public Sector	24%	Public Sector	23%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey said they experienced mild to severe stress. Of that 90%, 61% said the top reason was 'Workload' .

	226		25
	90%		10%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
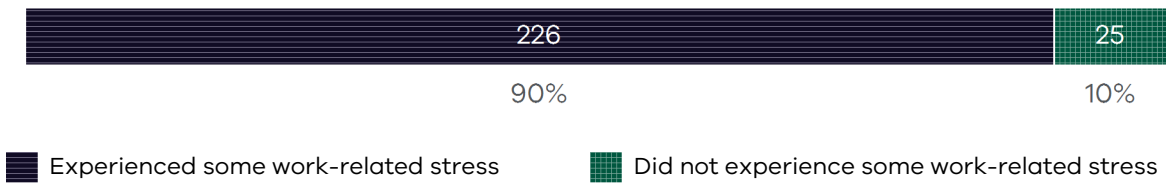
Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	64%	61%	45%	47%
Time pressure	60%	58%	44%	42%
Dealing with clients, patients or stakeholders	13%	23%	16%	17%
Management of work (e.g. supervision, training, information, support)	17%	21%	12%	12%
Competing home and work responsibilities	17%	15%	12%	13%
Content, variety, or difficulty of work	18%	14%	15%	12%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	13%	12%	11%	11%
Unclear job expectations	7%	10%	17%	14%
Work that doesn't match my skills or experience	4%	8%	8%	6%
Technology or equipment	17%	7%	6%	8%

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People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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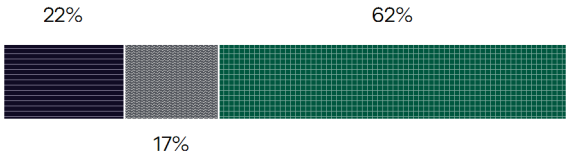
Example

62% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

The amount of stress in my job is manageable

Your results

Disagree | Neither agree nor disagree

Don't know | Agree

22%   62%

17%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	62%	49%	70%	100%

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People outcomes

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

14% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	8%	10%	10%	7%
Over 6 months and up to 1 year	15%	14%	13%	10%
Over 1 year and up to 3 years	38%	36%	31%	25%
Over 3 years and up to 5 years	14%	18%	17%	16%
Over 5 years	24%	22%	30%	42%

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People outcomes

Intention to stay factors

What is this

These factors influence your employee's decision to stay working in the VPS the most.

Why this is important

Knowing what influences your employees decision to stay working in the VPS helps you understand their motivations and what's important to them.

How to read this

In the survey, we ask employees to tell us what factors influence their decision to stay working in the VPS.

The table shows the top 10 factors in order of influence for your employees.

We've also included the results from your comparator and the VPS.

Example

63% of respondents said 'Type/nature of work (e.g. interesting, challenging, specialised, autonomous)' influenced their decision the most.

Which factors most influence your decision to stay working in the VPS?	You 2024	Comparator 2024	VPS 2024
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	63%	58%	56%
Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	61%	65%	62%
Job security	52%	53%	53%
Workplace relationships with colleagues	45%	52%	53%
Service to the Victorian public	33%	43%	40%
Inclusive work environment	31%	36%	32%
Remuneration (e.g. salary, superannuation)	29%	53%	55%
Quality of leadership (e.g. supportive, clear communication)	29%	34%	30%
Professional development (e.g. learning new skills or developing current skills)	28%	30%	28%
Location of work	24%	34%	39%

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People outcomes

Inclusion question results

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

Why this is important
When people feel like they belong, they can bring their true selves and lived experience to their work and workplace. This leads to increased productivity, wellbeing and better outcomes for the community.

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
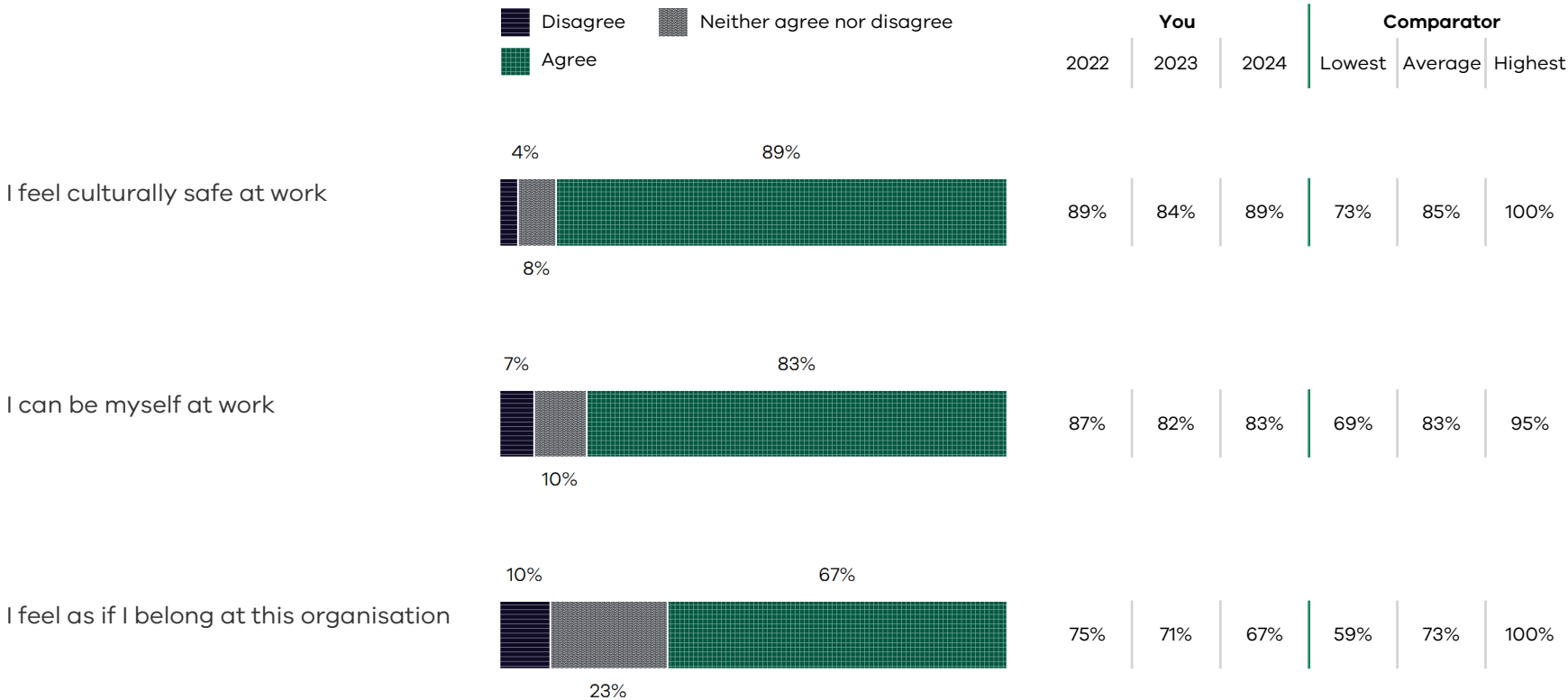
Example
89% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	4% / 8% / 89%	89%	84%	89%	73%	85%	100%
I can be myself at work	7% / 10% / 83%	87%	82%	83%	69%	83%	95%
I feel as if I belong at this organisation	10% / 23% / 67%	75%	71%	67%	59%	73%	100%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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

How to read this

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

Example

10% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

56	195
22%	78%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
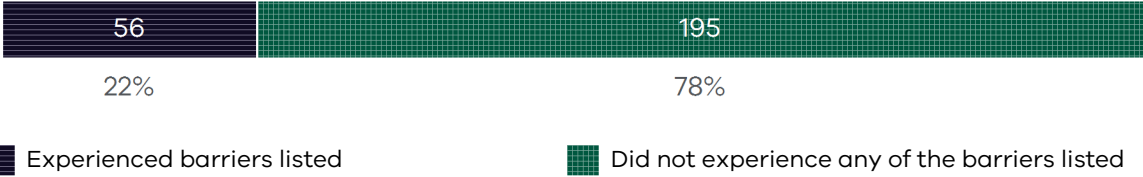
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	9%	10%	5%	7%
My mental health	12%	8%	7%	8%
My flexible working	7%	7%	5%	6%

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People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

11% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Caring responsibilities'.

Staff who witnessed one or more barriers to success at work

56	195
22%	78%

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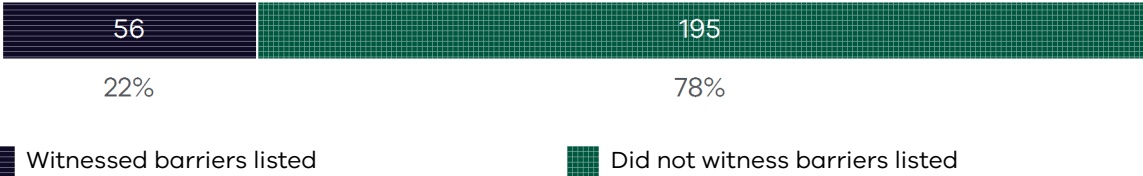
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Caring responsibilities	9%	11%	5%	7%
Mental health	9%	7%	6%	7%
Flexible working	7%	7%	6%	8%
Age	-	5%	5%	6%
Physical health	-	4%	2%	3%

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People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

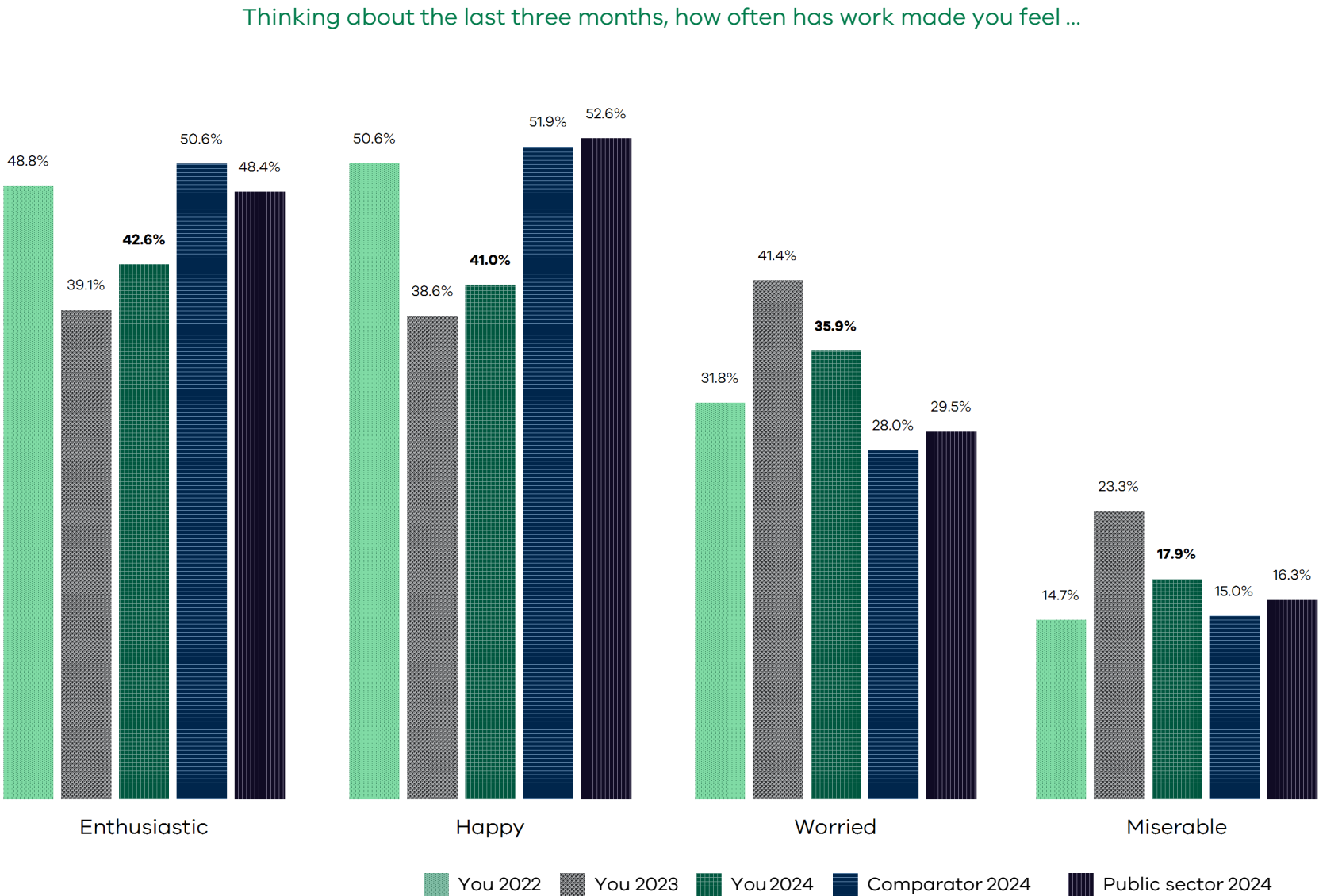Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

How to read this

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

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

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

Example

In 2024:

- 41.0% of your staff who did the survey said work made them feel happy.

Compared to:

- 51.9% of staff in your comparator group and 52.6% of staff across the public sector.

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

Enthusiastic: You 2022 48.8%, You 2023 39.1%, You 2024 42.6%, Comparator 2024 50.6%, Public sector 2024 48.4%

Happy: You 2022 50.6%, You 2023 38.6%, You 2024 41.0%, Comparator 2024 51.9%, Public sector 2024 52.6%

Worried: You 2022 31.8%, You 2023 41.4%, You 2024 35.9%, Comparator 2024 28.0%, Public sector 2024 29.5%

Miserable: You 2022 14.7%, You 2023 23.3%, You 2024 17.9%, Comparator 2024 15.0%, Public sector 2024 16.3%

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

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People outcomes

Scorecard: negative behaviours

What is this

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

Why this is important

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

How to read this

Each label represents a question in the survey about negative behaviour.
Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

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

Example

In 2024:

- 8.4% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 9.4% of staff in your comparator group and 11.2% of staff across the public sector.

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

Bullying: 5.9%, 8.8%, 8.4%, 9.4%, 11.2%
Discrimination: 0.6%, 4.2%, 3.2%, 3.7%, 4.9%
Violence or aggression: 5.3%, 4.7%, 2.8%, 5.7%, 10.0%
Sexual harassment: 1.8%, 2.8%, 1.2%, 2.6%, 3.9%

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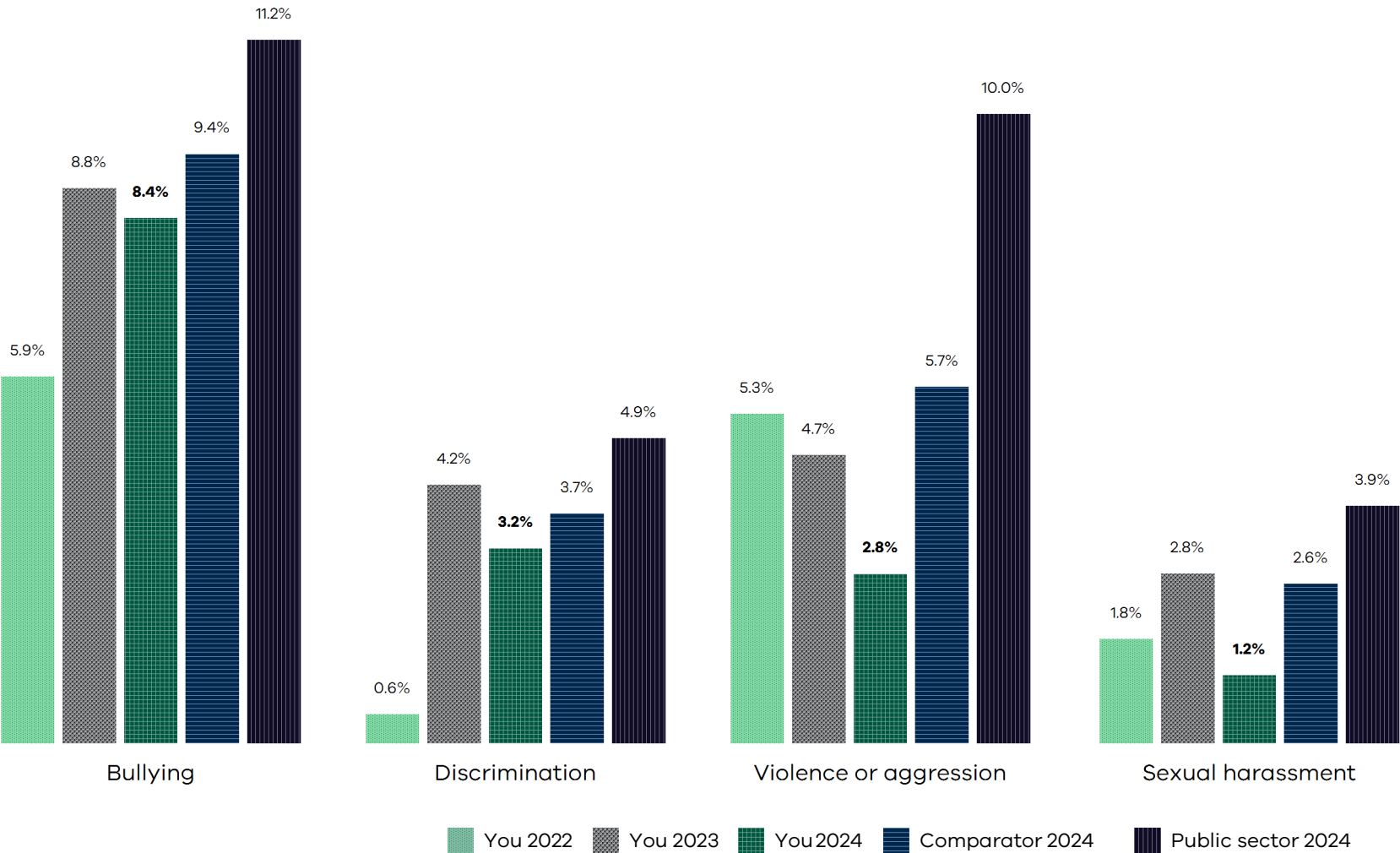
People outcomes

Bullying

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 67% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

21	215	15
8%	86%	6%
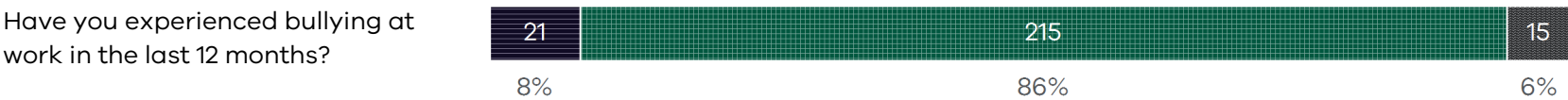
- Experienced bullying
- Did not experience bullying
- Not sure

If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	79%	67%	75%	69%
Exclusion or isolation	37%	38%	42%	46%
Withholding essential information for me to do my job	26%	24%	37%	33%
Intimidation and/or threats	11%	14%	25%	28%
Being given impossible assignment(s)	21%	10%	13%	11%
Other	5%	10%	17%	15%
Verbal abuse	5%	5%	14%	19%
Being assigned meaningless tasks unrelated to my job	16%	5%	18%	16%

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced bullying, of which

- 48% said the top way they reported the bullying was 'Told a manager'.
- 100% said they didn't submit a formal complaint.

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

21	215	15
8%	86%	6%

■ Experienced bullying ■ Did not experience bullying ■ Not sure
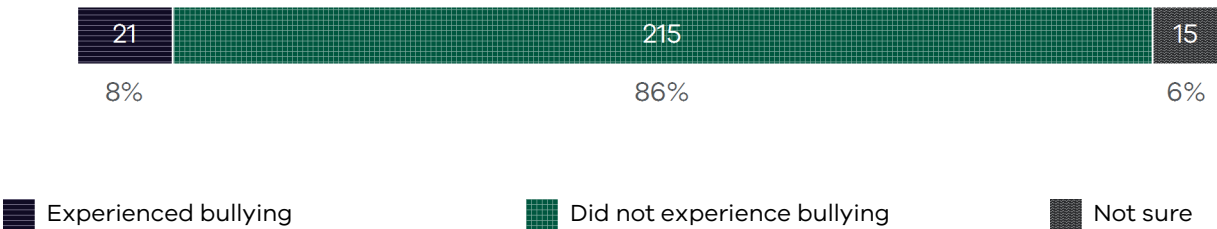
Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	53%	48%	50%	52%
Told a friend or family member	47%	38%	35%	34%
Told a colleague	68%	33%	42%	41%
I did not tell anyone about the bullying	11%	19%	13%	12%
Told human resources	16%	10%	23%	14%
Told employee assistance program (EAP) or peer support	21%	10%	11%	12%
Told the person the behaviour was not OK	11%	5%	15%	16%
Told someone else	5%	5%	13%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 71% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

21
100%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
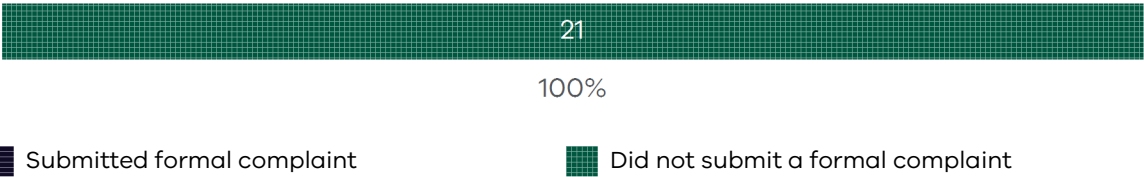
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	50%	71%	50%	51%
I believed there would be negative consequences for my reputation	69%	67%	53%	54%
I believed there would be negative consequences for my career	44%	48%	51%	45%
I didn't think it was serious enough	38%	33%	16%	16%
I thought the complaint process would be embarrassing or difficult	13%	19%	17%	13%
I didn't feel safe to report the incident	-	19%	27%	21%
I didn't know who to talk to	-	10%	3%	5%
I believed there would be negative consequences for the person I was going to complain about	-	5%	8%	10%
I didn't need to because I made the bullying stop	6%	5%	5%	5%
I didn't know how to make a complaint	6%	5%	6%	5%

Victorian Public Sector Commission

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People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 8% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 38% said it was by 'A colleague'.

21 people (8% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	38%
A manager or supervisor	33%
A group of colleagues	29%
An executive, senior leader or the head of your organisation	29%
A client/ customer/ patient/ stakeholder	10%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
Other	0%

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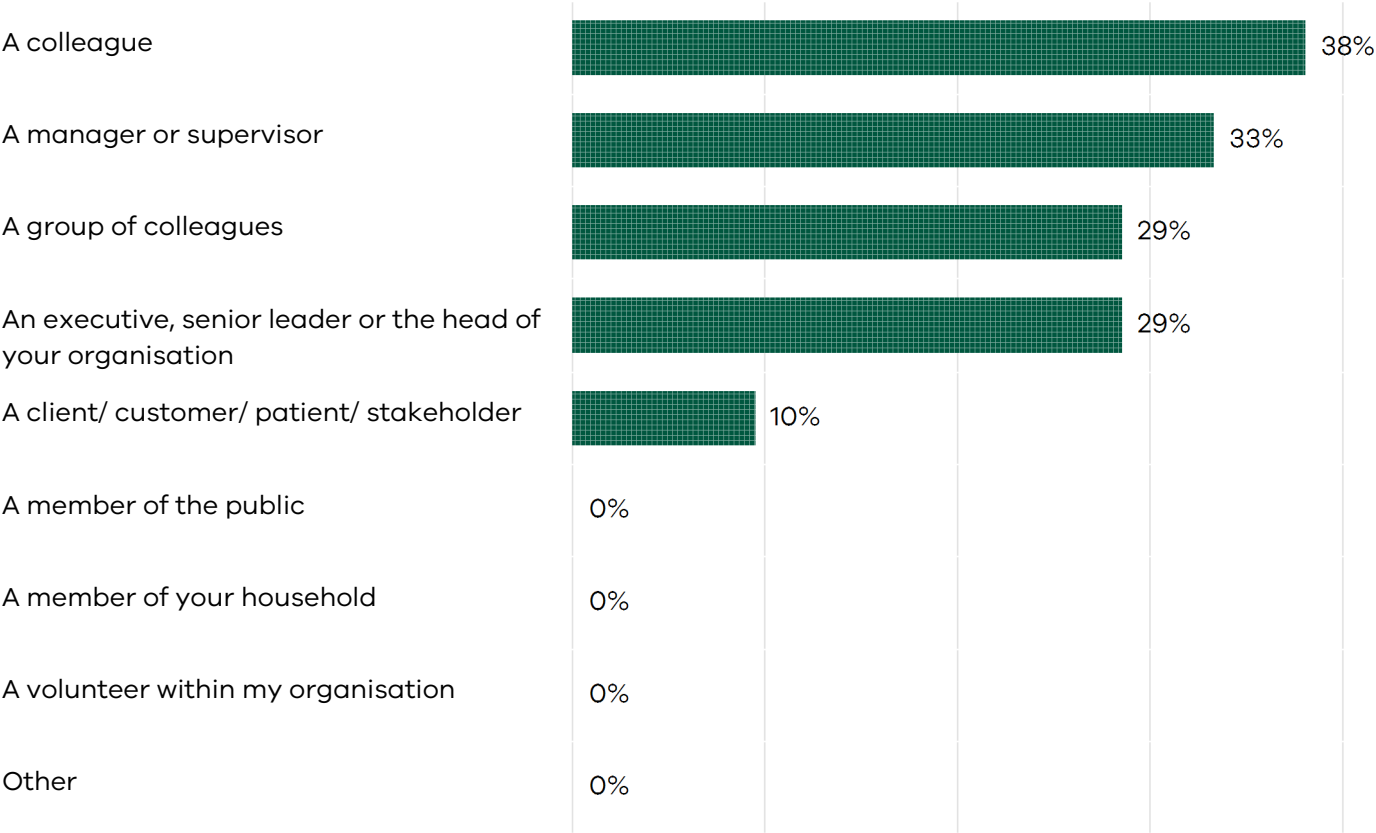
People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 8% of your staff said they experienced bullying.

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

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

Example

8% of your staff who did the survey said they experienced bullying.

Of that 8%, 90% said it was by someone within the organisation.

Of that 90%, 68% said it was 'They were in my workgroup'.

19 people (90% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

Relationship	%
They were in my workgroup	68%
They were outside my workgroup	21%
They were my immediate manager or supervisor	16%
They were someone I supervise or manage	0%

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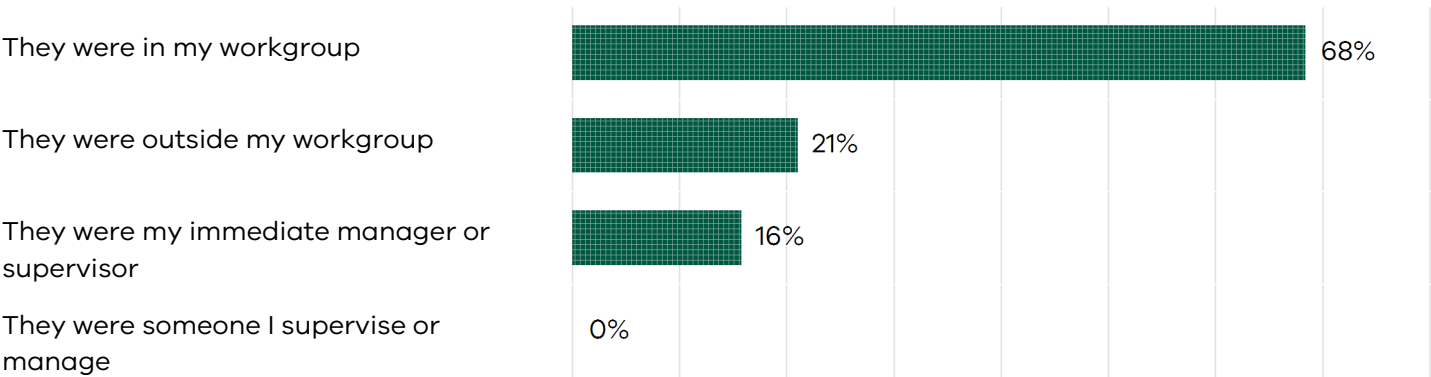
People outcomes

Sexual harassment

What is this

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

Why this is important

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

Why there is no data here

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

People outcomes

Discrimination

What is this

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

Why this is important

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

Why there is no data here

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

People outcomes

Violence and aggression

What is this

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

Why this is important

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

Why there is no data here

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

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Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they witnessed some negative behaviour at work.

87% said 'No, I have not witnessed any of the situations above'.

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

32	219
13%	87%

■ Witnessed some negative behaviour   ▨ Did not witness some negative behaviour
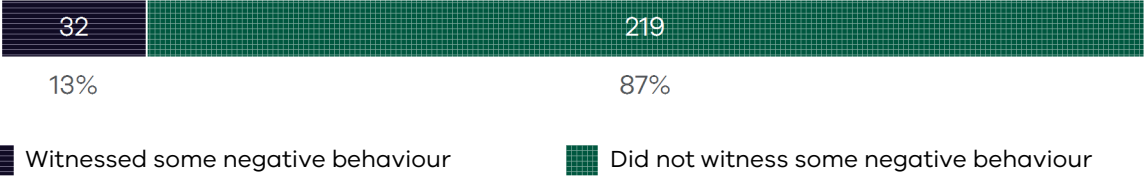
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	82%	87%	84%	81%
Bullying of a colleague	12%	8%	12%	14%
Discrimination against a colleague	7%	6%	6%	8%
Violence or aggression against a colleague	2%	1%	2%	3%
Sexual harassment of a colleague	1%	0%	1%	1%

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

Example

13% of your staff who did the survey witnessed negative behaviour, of which:

- 69% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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

32	219
13%	87%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
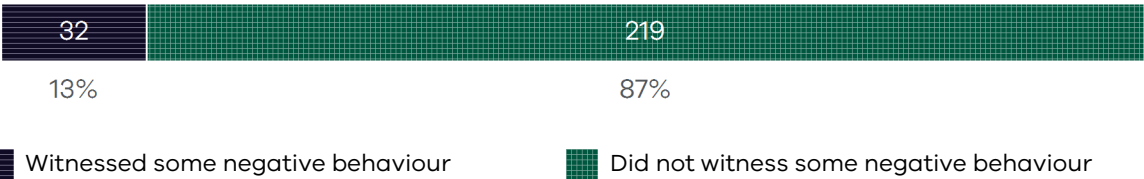
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	74%	69%	73%	71%

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- Aboriginal and/or Torres Strait Islander
- Disability
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Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2024' column shows 95% of your staff who did the survey agreed with 'I understand how my job helps my organisation achieve its goals'. In the 'Change from 2023' column, you have a +4% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+4%	92%
Manager leadership	My manager treats employees with dignity and respect	94%	+5%	90%
Manager leadership	My manager demonstrates honesty and integrity	94%	+6%	90%
Job enrichment	I can use my skills and knowledge in my job	93%	-0%	90%
Manager support	My manager listens to what I have to say	92%	+7%	87%
Meaningful work	I can make a worthwhile contribution at work	92%	+0%	91%
Quality service delivery	My workgroup provides high quality advice and services	92%	+7%	86%
Safety climate	My organisation provides a physically safe work environment	92%	-1%	91%
Workgroup support	People in my workgroup treat each other with respect	90%	+5%	89%
Flexible working	My manager supports working flexibly	90%	+1%	92%

Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2024' column shows 41% of your staff who did the survey agreed with 'I believe the promotion processes in my organisation are fair'. In the 'Change from 2023' column, you have a -5% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Organisational integrity	I believe the promotion processes in my organisation are fair	41%	-5%	48%
Organisational integrity	I have an equal chance at promotion in my organisation	42%	-10%	49%
Learning and development	I am satisfied with the opportunities to progress in my organisation	43%	-3%	48%
Taking action	My organisation has made improvements based on the survey results from last year	45%	+18%	42%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	+2%	54%
Engagement	I feel a strong personal attachment to my organisation	49%	-4%	60%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	50%	+8%	54%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-5%	56%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	-4%	57%
Workload	The workload I have is appropriate for the job that I do	56%	+3%	64%

Key differences

Most improved

What is this

This is where staff feel their group has most improved.

How to read this

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

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 45% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Increase from 2023' column, you have a 18% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	45%	+18%	42%
Innovation	My workgroup is quick to respond to opportunities to do things better	70%	+9%	75%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	50%	+8%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	61%	+8%	59%
Manager support	I can discuss problems or issues with my manager	89%	+8%	86%
Quality service delivery	My workgroup uses its resources well	66%	+8%	71%
Workload	I have enough time to do my job effectively	58%	+7%	62%
Manager support	My manager listens to what I have to say	92%	+7%	87%
Satisfaction	Considering everything, how satisfied are you with your current job	69%	+7%	73%
Quality service delivery	My workgroup provides high quality advice and services	92%	+7%	86%

Key differences

Most declined

What is this

This is where staff feel their group has most declined.

How to read this

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

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2024' column shows 42% of your staff who did the survey agreed with 'I have an equal chance at promotion in my organisation'.

In the 'Decrease from 2023' column, you have a 10% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Organisational integrity	I have an equal chance at promotion in my organisation	42%	-10%	49%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	60%	-8%	63%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	-5%	56%
Organisational integrity	I believe the promotion processes in my organisation are fair	41%	-5%	48%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	63%	-4%	58%
Inclusion	I feel as if I belong at this organisation	67%	-4%	73%
Meaningful work	I get a sense of accomplishment from my work	80%	-4%	82%
Engagement	I feel a strong personal attachment to my organisation	49%	-4%	60%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	53%	-4%	57%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	69%	-4%	82%

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Key differences

Biggest positive difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Senior leadership', the 'You 2024' column shows 82% of your staff who did the survey agreed with 'Senior leaders demonstrate honesty and integrity'.

The 'Difference' column, shows that agreement for this question was 11% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Senior leadership	Senior leaders demonstrate honesty and integrity	82%	+11%	71%
Learning and development	My organisation places a high priority on the learning and development of staff	68%	+9%	59%
Organisational integrity	My organisation does not tolerate improper conduct	79%	+6%	74%
Senior leadership	Senior leaders model my organisation's values	76%	+6%	70%
Quality service delivery	My workgroup provides high quality advice and services	92%	+5%	86%
Job enrichment	I clearly understand what I am expected to do in this job	87%	+5%	82%
Senior leadership	Senior leaders provide clear strategy and direction	68%	+5%	63%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	63%	+5%	58%
Manager support	My manager listens to what I have to say	92%	+5%	87%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	85%	+4%	81%

Key differences

Biggest negative difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Human rights', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'Difference' column, shows that agreement for this question was 13% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	69%	-13%	82%
Engagement	I feel a strong personal attachment to my organisation	49%	-12%	60%
Innovation	My workgroup encourages employee creativity	62%	-11%	73%
Satisfaction	How satisfied are you with the work/life balance in your current job	67%	-10%	76%
Workload	The workload I have is appropriate for the job that I do	56%	-8%	64%
Organisational integrity	I have an equal chance at promotion in my organisation	42%	-7%	49%
Organisational integrity	I believe the promotion processes in my organisation are fair	41%	-7%	48%
Inclusion	I feel as if I belong at this organisation	67%	-6%	73%
Quality service delivery	My workgroup acts fairly and without bias	75%	-6%	81%
Safety climate	All levels of my organisation are involved in the prevention of stress	48%	-6%	54%

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- Human rights

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

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
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- Employment
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Taking action

What is this

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

Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

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

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

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

Example

56% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

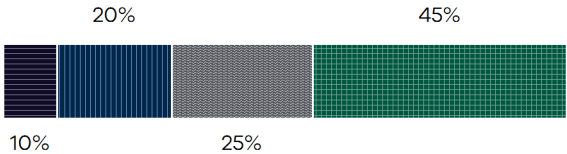Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	13% / 31% / 56%	50%	51%	56%	26%	59%	97%
My organisation has made improvements based on the survey results from last year	10% / 20% / 25% / 45%	26%	27%	45%	13%	42%	86%

People matter survey

2024

Have your say

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Report overview

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

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

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
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Key differences

- Highest scoring
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- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question | Your results | Benchmark agree results

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	4% / 82% / 3% / 12%	82%	83%	82%	40%	71%	100%
Senior leaders model my organisation's values	4% / 76% / 6% / 14%	82%	72%	76%	38%	70%	100%
Senior leaders provide clear strategy and direction	4% / 68% / 11% / 18%	77%	66%	68%	36%	63%	97%

People matter survey 2024

Have your say

Overview

Report overview

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

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People outcomes

- Scorecard: engagement index
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- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
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- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

- Scorecard
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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 74.3% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 73.9% of staff in your comparator group and 72.5% of staff across the public sector.

Collaboration
- You 2022: 81.5%
- You 2023: 75.1%
- You 2024: **74.3%**
- Comparator 2024: 73.9%
- Public sector 2024: 72.5%

Organisational integrity
- You 2022: 73.5%
- You 2023: 70.8%
- You 2024: **69.0%**
- Comparator 2024: 70.0%
- Public sector 2024: 67.0%

Safety climate
- You 2022: 65.0%
- You 2023: 58.7%
- You 2024: **61.1%**
- Comparator 2024: 63.2%
- Public sector 2024: 59.2%

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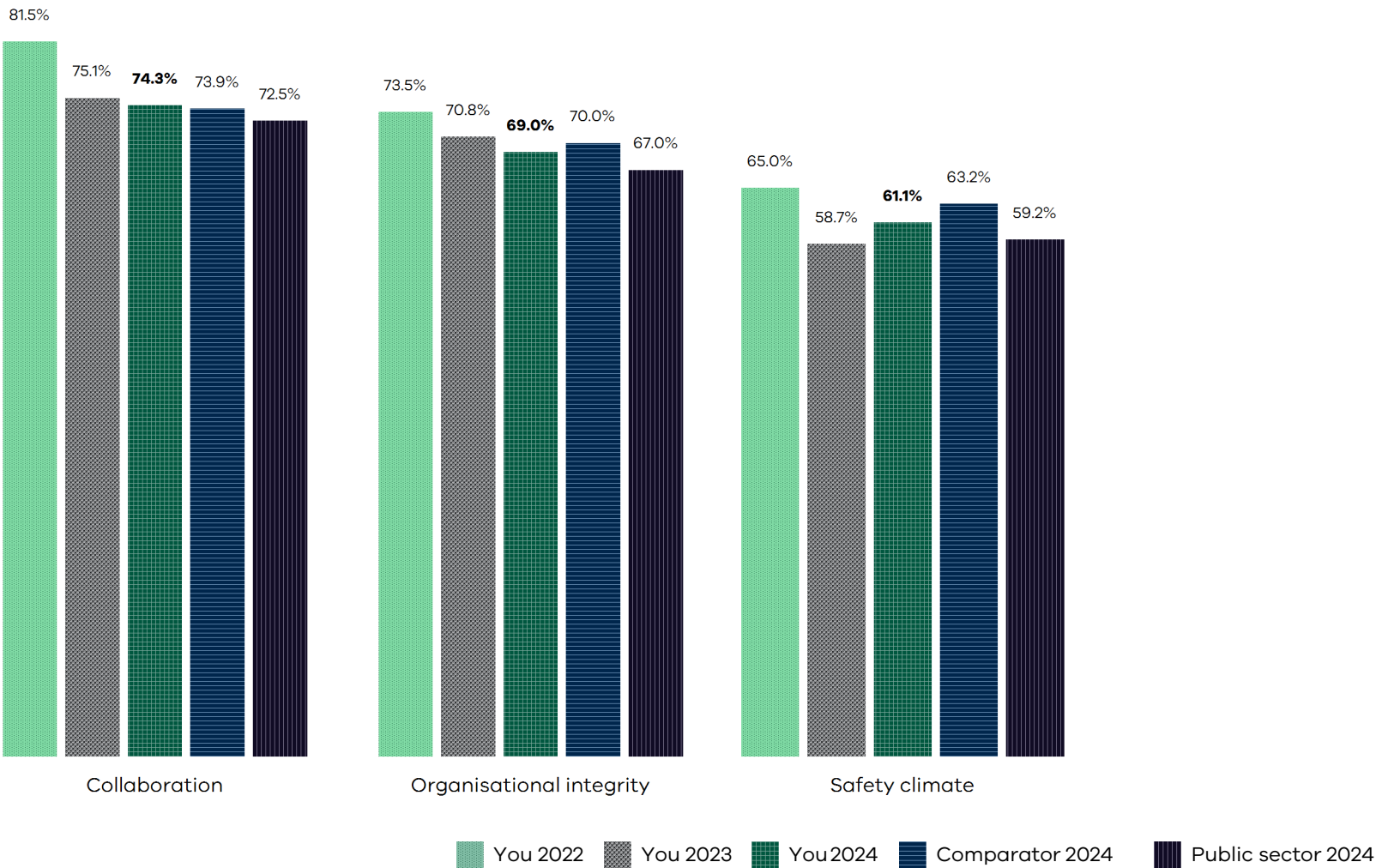
Organisational climate

Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.
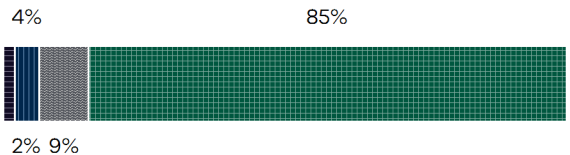
Survey question

Your results

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

Benchmark agree results

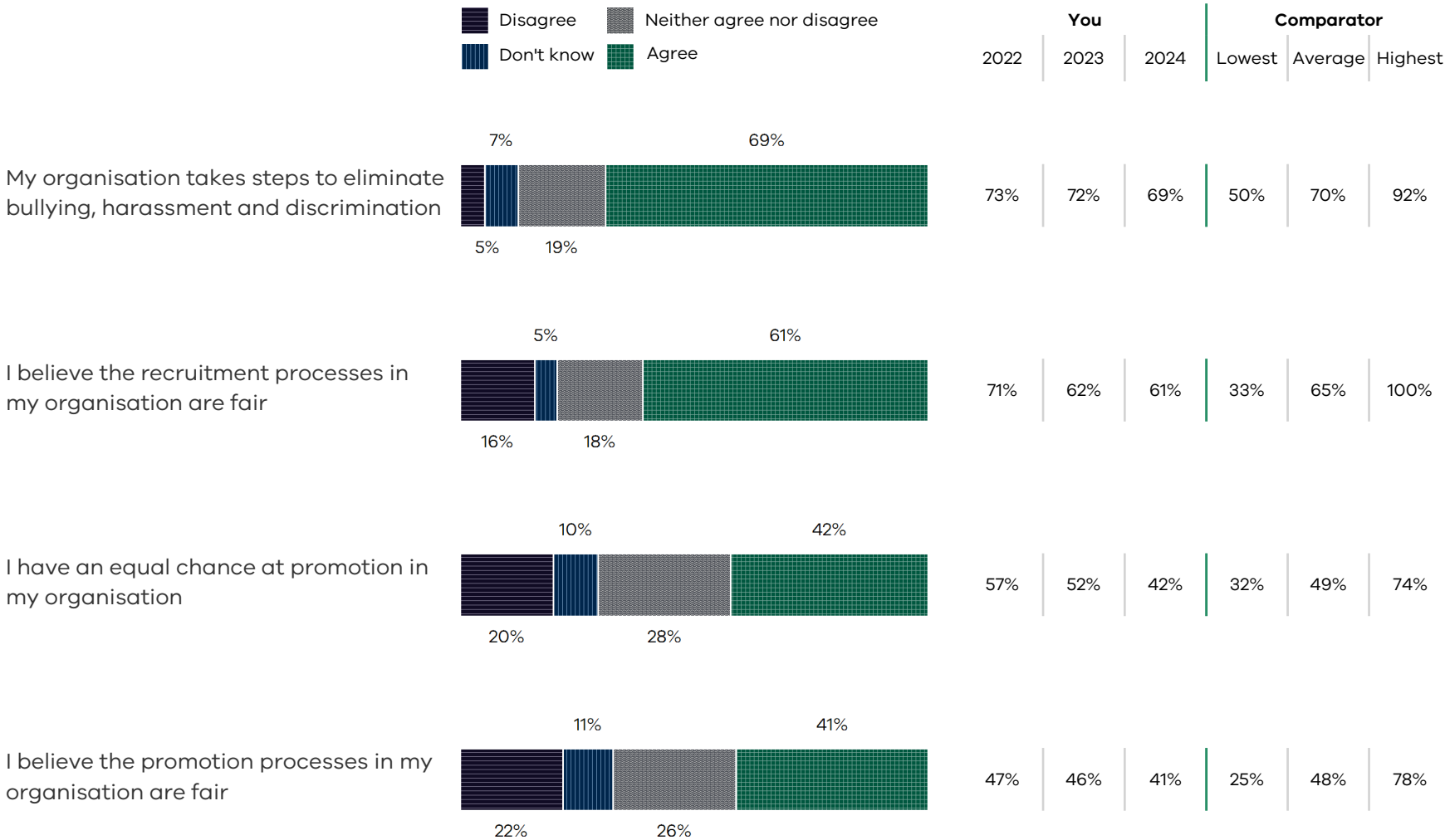| Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	1% / 89% / 3% 8%	88%	86%	89%	70%	85%	100%
My organisation is committed to earning a high level of public trust	5% / 86% / 1% 8%	89%	88%	86%	56%	84%	100%
My organisation encourages employees to act in ways that are consistent with human rights	4% / 85% / 2% 9%	86%	84%	85%	65%	86%	100%
My organisation does not tolerate improper conduct	5% / 79% / 4% 11%	78%	76%	79%	44%	74%	100%

Victorian Public Sector Commission

VICTORIA State Government

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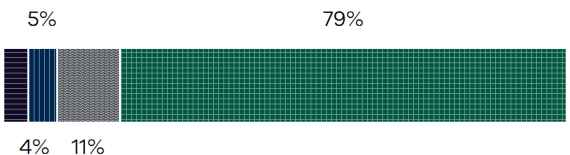
Organisational climate

Organisational integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination — Disagree 7%, Don't know 5%, Neither 19%, Agree 69%	73%	72%	69%	50%	70%	92%
I believe the recruitment processes in my organisation are fair — Disagree 16%, Don't know 5%, Neither 18%, Agree 61%	71%	62%	61%	33%	65%	100%
I have an equal chance at promotion in my organisation — Disagree 20%, Don't know 10%, Neither 28%, Agree 42%	57%	52%	42%	32%	49%	74%
I believe the promotion processes in my organisation are fair — Disagree 22%, Don't know 11%, Neither 26%, Agree 41%	47%	46%	41%	25%	48%	78%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Collaboration

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

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

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

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

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

Example
83% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question / Your results / Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
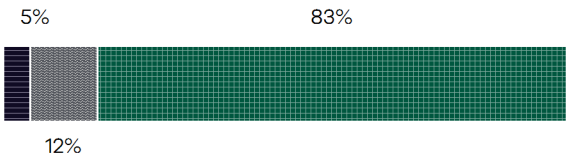
Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	5%	12%	83%	84%	82%	83%	67%	83%	100%
Workgroups across my organisation willingly share information with each other	12% / 3%	20%	65%	79%	68%	65%	46%	65%	100%
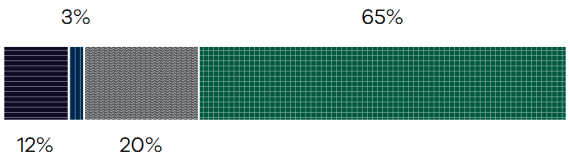
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results			Benchmark agree results				

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
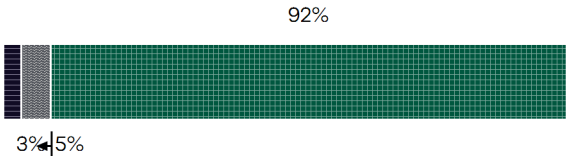
		You			Comparator		
Survey question		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	92% (3% 5%)	92%	93%	92%	76%	91%	100%
Senior leaders consider the psychological health of employees to be as important as productivity	19% 63% 19%	68%	62%	63%	39%	64%	95%
In my workplace, there is good communication about psychological safety issues that affect me	16% 61% 23%	62%	53%	61%	33%	59%	86%
Senior leaders show support for stress prevention through involvement and commitment	21% 53% 26%	62%	57%	53%	35%	57%	93%

Victorian Public Sector Commission · VICTORIA State Government

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

50% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
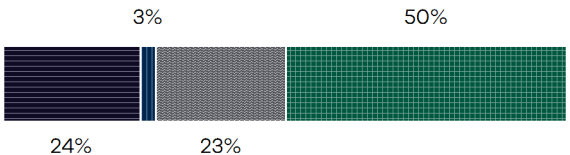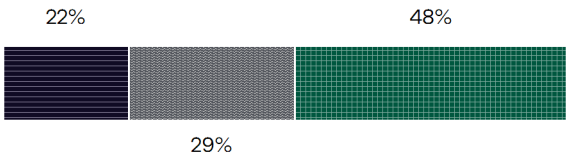
Survey question

Your results

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

My organisation has effective procedures in place to support employees who may experience stress
- 3%
- 50%
- 24%
- 23%

All levels of my organisation are involved in the prevention of stress
- 22%
- 48%
- 29%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation has effective procedures...	52%	41%	50%	33%	54%	82%
All levels of my organisation are involved...	52%	46%	48%	32%	54%	89%

Victorian Public Sector Commission

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People matter survey

2024

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- Scorecard: satisfaction, stress, intention to stay, inclusion
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- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

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- Taking action questions

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- Respect
- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Workgroup climate

Scorecard

What is this

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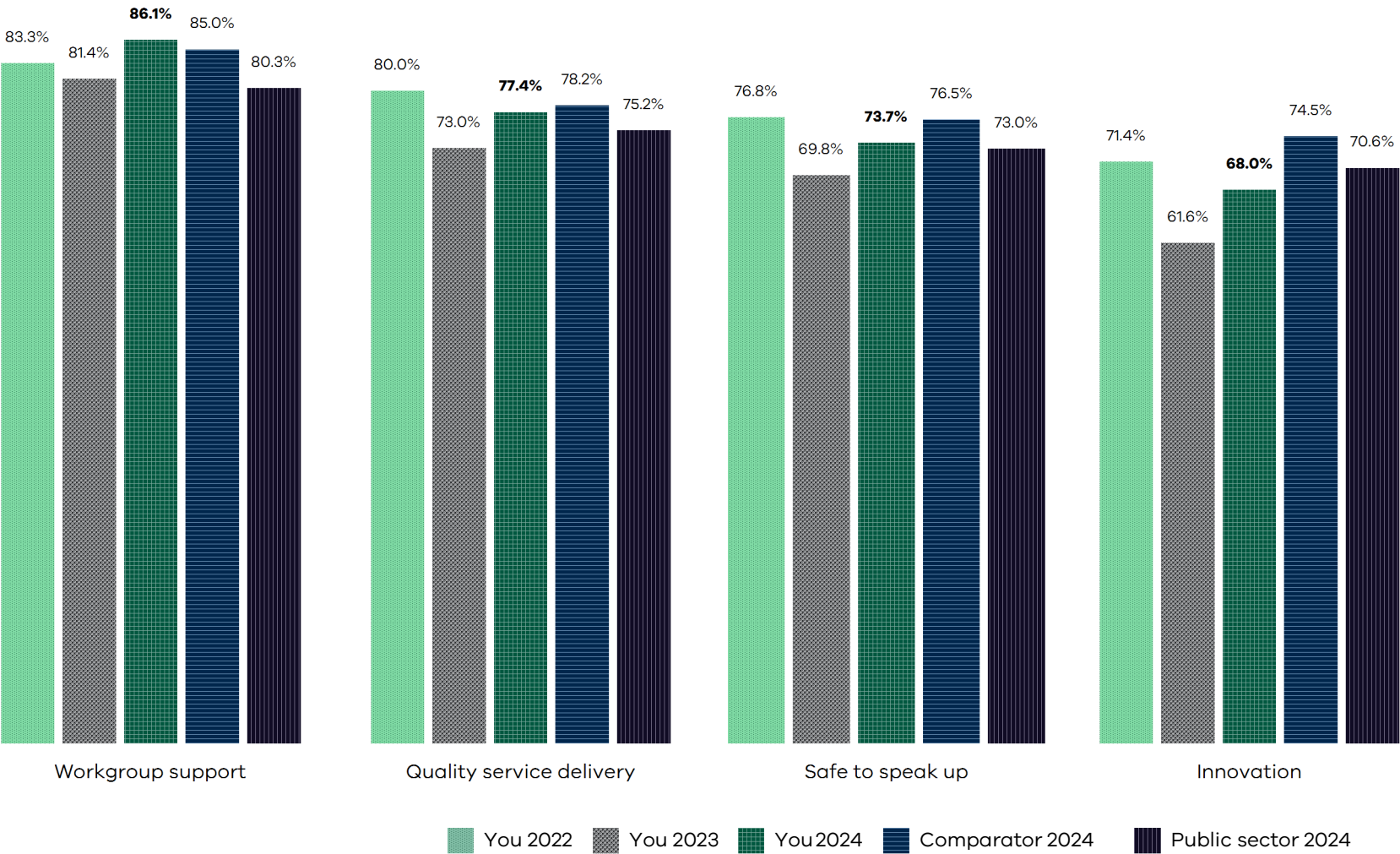
Why this is important

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

How to read this

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

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

Example

In 2024:

- 86.1% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 85.0% of staff in your comparator group and 80.3% of staff across the public sector.

Workgroup support: You 2022 83.3%, You 2023 81.4%, You 2024 86.1%, Comparator 2024 85.0%, Public sector 2024 80.3%

Quality service delivery: You 2022 80.0%, You 2023 73.0%, You 2024 77.4%, Comparator 2024 78.2%, Public sector 2024 75.2%

Safe to speak up: You 2022 76.8%, You 2023 69.8%, You 2024 73.7%, Comparator 2024 76.5%, Public sector 2024 73.0%

Innovation: You 2022 71.4%, You 2023 61.6%, You 2024 68.0%, Comparator 2024 74.5%, Public sector 2024 70.6%

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

Workgroup climate

Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
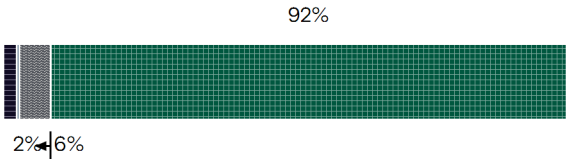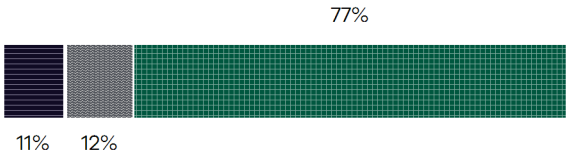
| Survey question | Your results | | | Benchmark agree results | | |
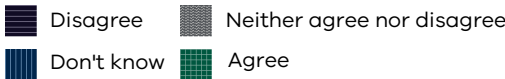
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	92% (2%, 6%)	92%	85%	92%	67%	86%	100%
My workgroup has clear lines of responsibility	77% (11%, 12%)	78%	76%	77%	56%	74%	96%
My workgroup acts fairly and without bias	75% (1%, 10%, 14%)	79%	73%	75%	68%	81%	100%
My workgroup uses its resources well	66% (1%, 16%, 17%)	70%	58%	66%	56%	71%	96%
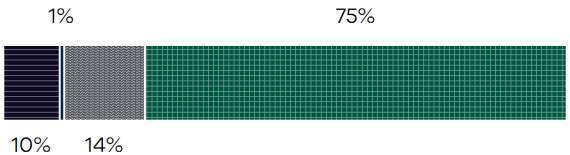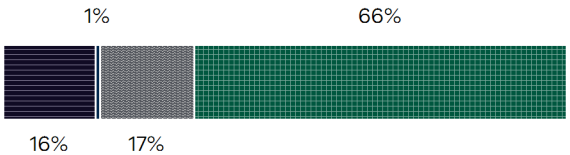
Workgroup climate

Innovation

What is this

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

Why this is important

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

How to read this

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

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

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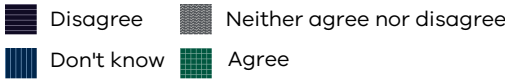
Example

72% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
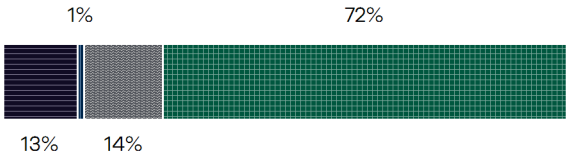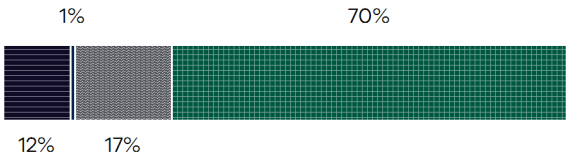
Survey question	Your results		Benchmark agree results					

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup learns from failures and mistakes	13% / 14% / 1% / 72%	72%	66%	72%	55%	75%	95%
My workgroup is quick to respond to opportunities to do things better	12% / 17% / 1% / 70%	76%	61%	70%	59%	75%	96%
My workgroup encourages employee creativity	12% / 25% / 1% / 62%	66%	58%	62%	53%	73%	95%
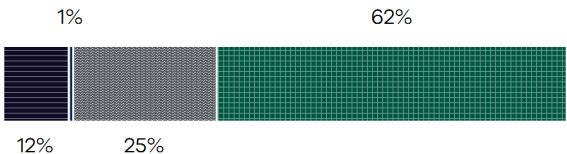
Workgroup climate

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

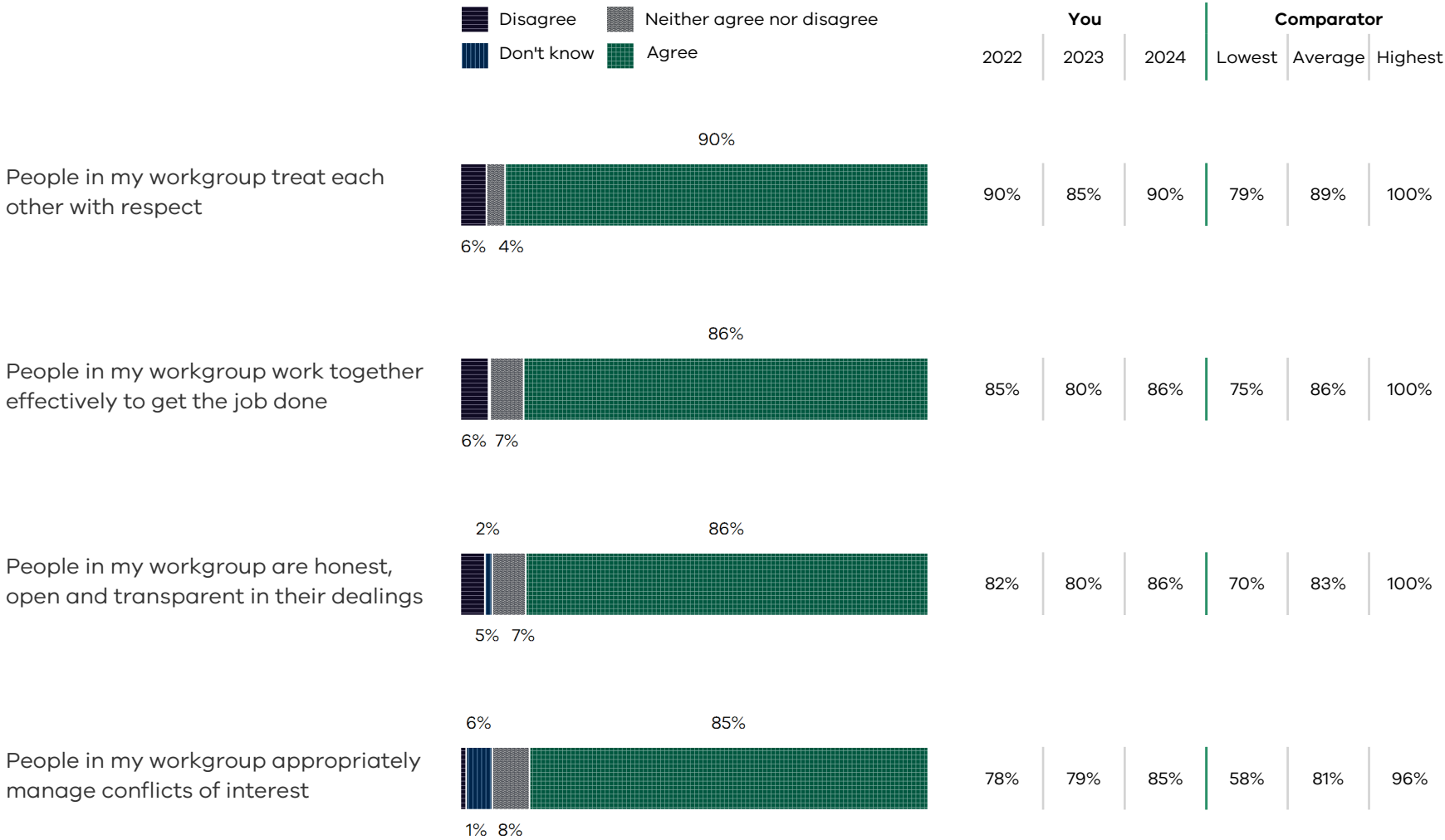Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results		Benchmark agree results					

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	90% (6% 4%)	90%	85%	90%	79%	89%	100%
People in my workgroup work together effectively to get the job done	86% (6% 7%)	85%	80%	86%	75%	86%	100%
People in my workgroup are honest, open and transparent in their dealings	2% 86% (5% 7%)	82%	80%	86%	70%	83%	100%
People in my workgroup appropriately manage conflicts of interest	6% 85% (1% 8%)	78%	79%	85%	58%	81%	96%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

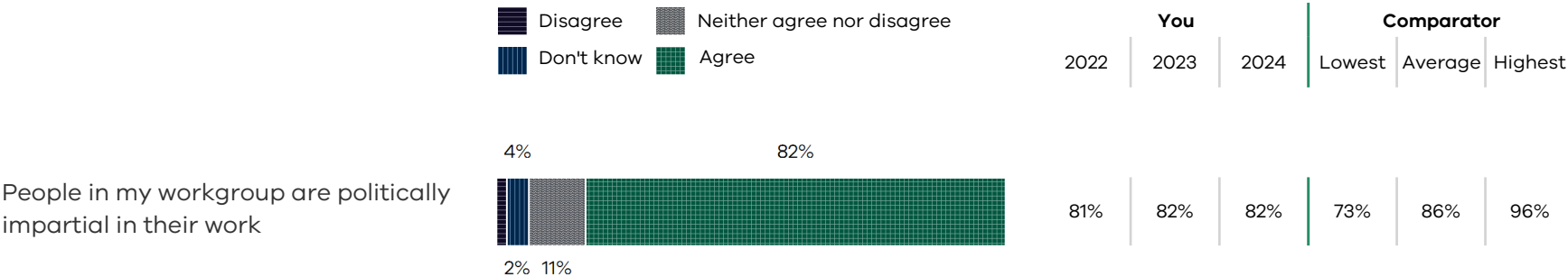Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

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

People in my workgroup are politically impartial in their work

4% 82%

2% 11%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
81%	82%	82%	73%	86%	96%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

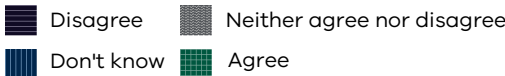Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.
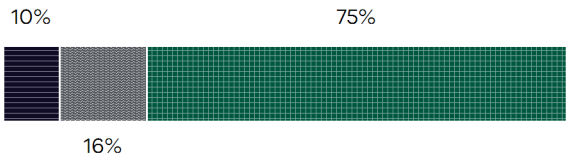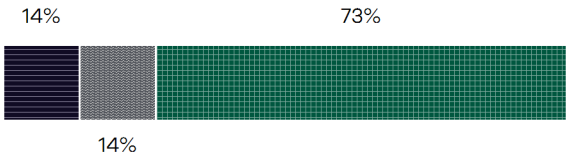
Survey question

Your results

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

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

10% | 16% | 75%

I feel safe to challenge inappropriate behaviour at work

14% | 14% | 73%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	77%	73%	75%	59%	79%	96%
I feel safe to challenge inappropriate behaviour at work	76%	67%	73%	54%	74%	95%

Victorian Public Sector Commission

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People matter survey

2024

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Custom questions

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- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
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Job and manager factors

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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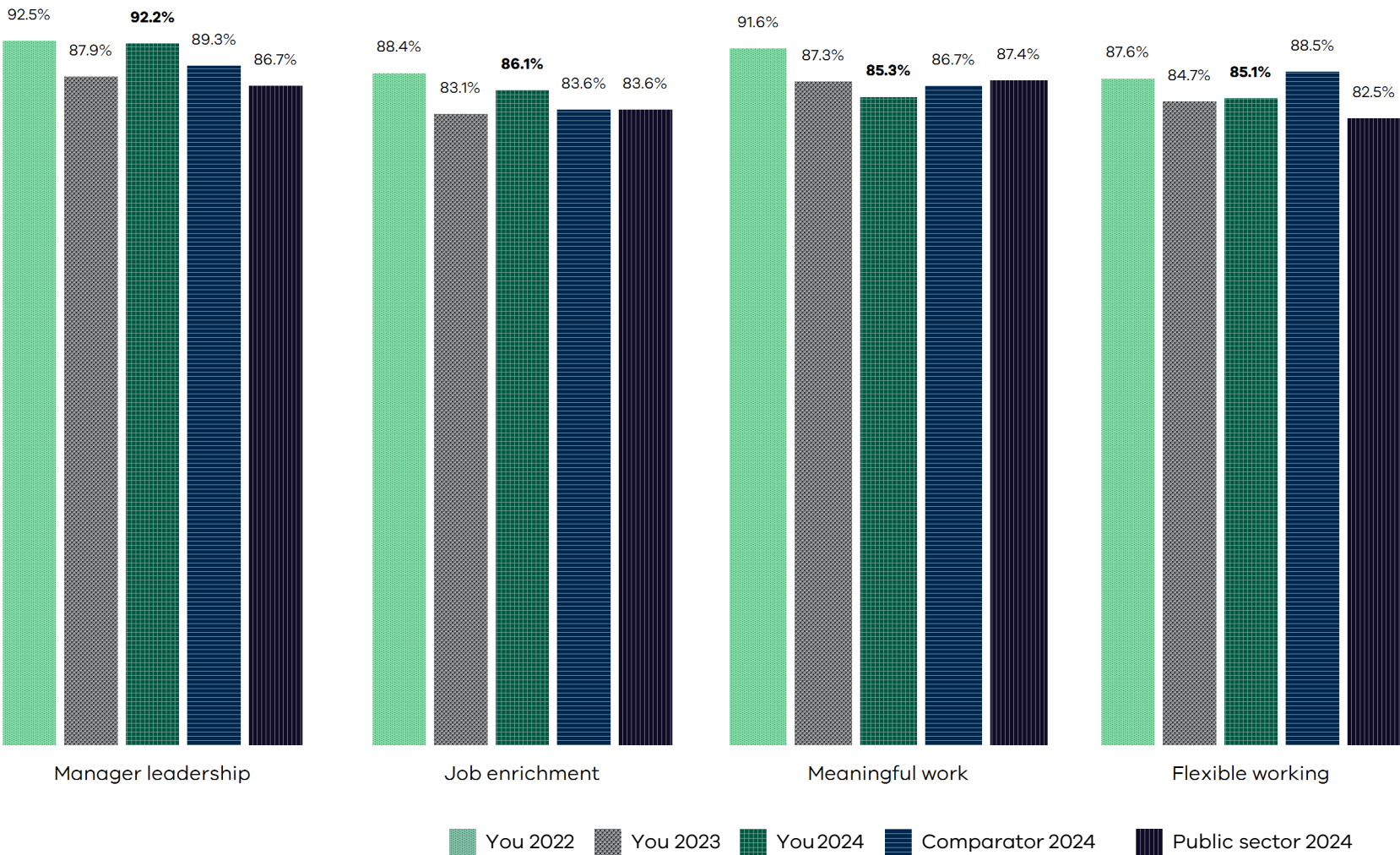
Example

In 2024:

- 92.2% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89.3% of staff in your comparator group and 86.7% of staff across the public sector.

Manager leadership: 92.5%, 87.9%, 92.2%, 89.3%, 86.7%

Job enrichment: 88.4%, 83.1%, 86.1%, 83.6%, 83.6%

Meaningful work: 91.6%, 87.3%, 85.3%, 86.7%, 87.4%

Flexible working: 87.6%, 84.7%, 85.1%, 88.5%, 82.5%

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

Victorian Public Sector Commission

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Job and manager factors

Scorecard 2 of 2

What is this

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

Why this is important

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

How to read this

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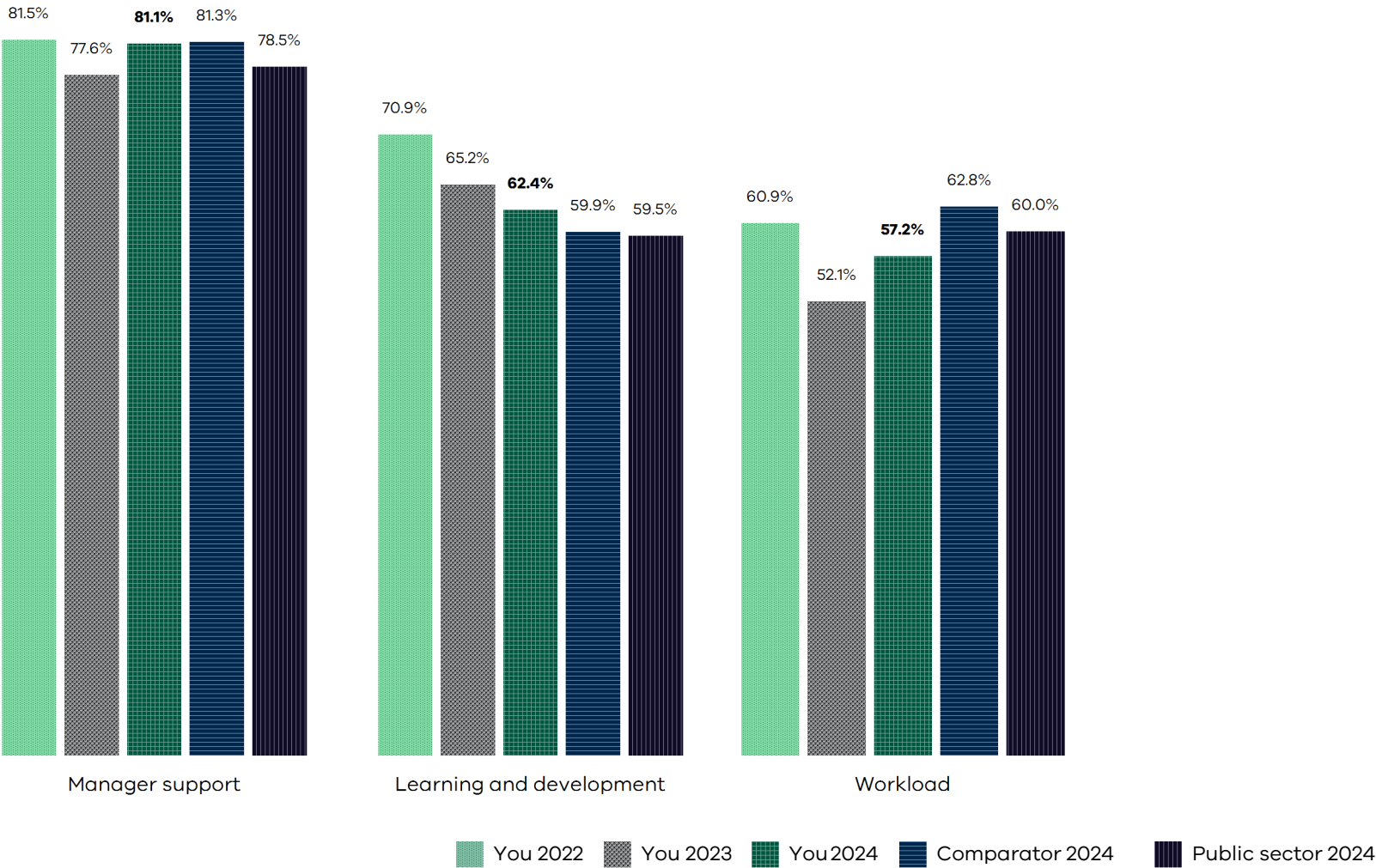
Example

In 2024:

- 81.1% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 81.3% of staff in your comparator group and 78.5% of staff across the public sector.

Chart: Job and manager factors — percentage of positive responses

	You 2022	You 2023	You 2024	Comparator 2024	Public sector 2024
Manager support	81.5%	77.6%	**81.1%**	81.3%	78.5%
Learning and development	70.9%	65.2%	**62.4%**	59.9%	59.5%
Workload	60.9%	52.1%	**57.2%**	62.8%	60.0%

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

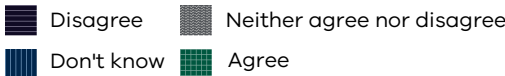Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
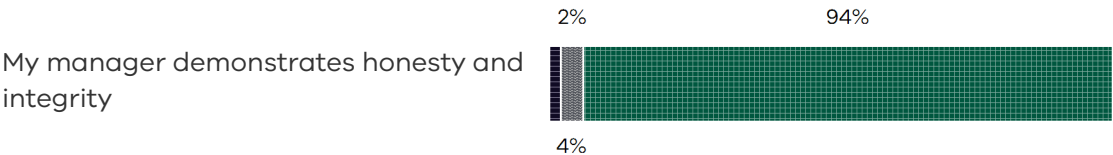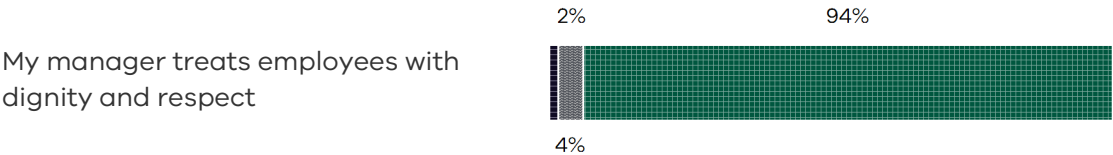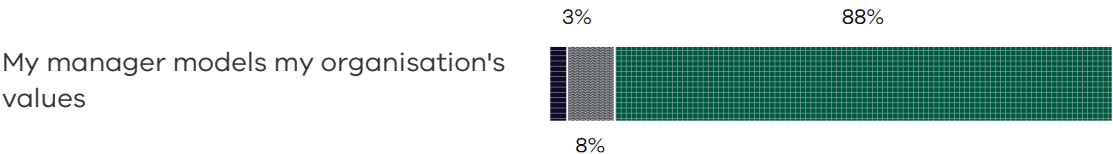
Survey question

Your results

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

My manager demonstrates honesty and integrity
2% · 94% · 4%

My manager treats employees with dignity and respect
2% · 94% · 4%

My manager models my organisation's values
3% · 88% · 8%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager demonstrates honesty and integrity	92%	88%	94%	73%	90%	100%
My manager treats employees with dignity and respect	94%	89%	94%	74%	90%	100%
My manager models my organisation's values	92%	87%	88%	71%	88%	100%

Victorian Public Sector Commission

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Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

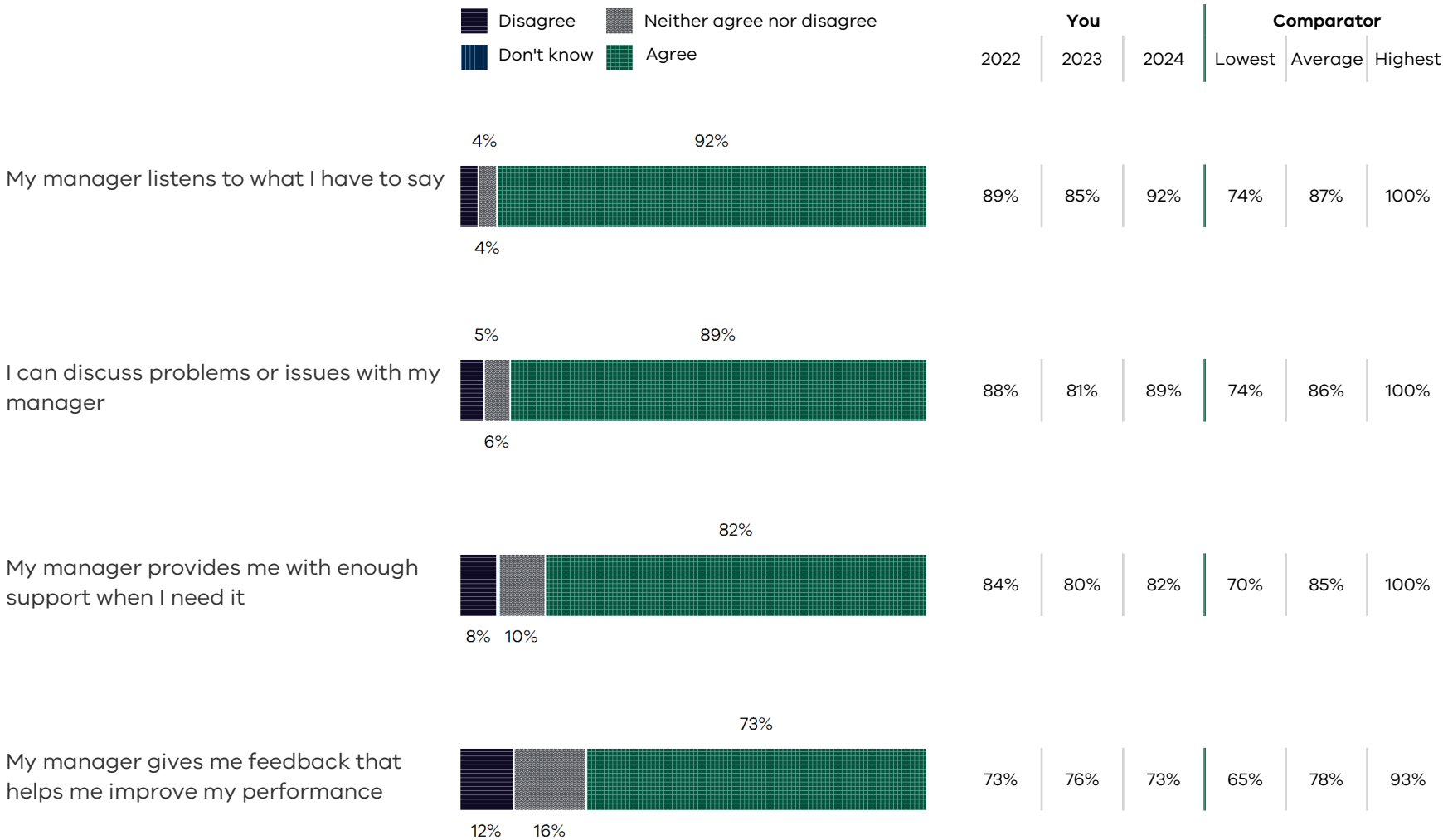Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

My manager listens to what I have to say
4% 92%
4%

I can discuss problems or issues with my manager
5% 89%
6%

My manager provides me with enough support when I need it
82%
8% 10%

My manager gives me feedback that helps me improve my performance
73%
12% 16%

Benchmark agree results

	You				Comparator	
2022	2023	2024		Lowest	Average	Highest
89%	85%	92%		74%	87%	100%
88%	81%	89%		74%	86%	100%
84%	80%	82%		70%	85%	100%
73%	76%	73%		65%	78%	93%

Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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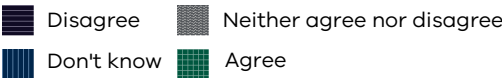
Example

70% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
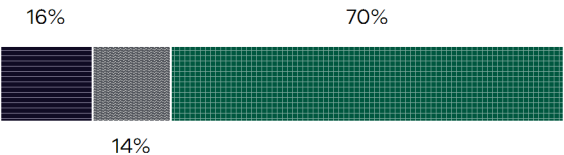
Legend: ▓ Disagree ▓ Neither agree nor disagree ▓ Don't know ▓ Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I receive meaningful recognition when I do good work	16% / 14% / 70%	75%	66%	70%	52%	70%	93%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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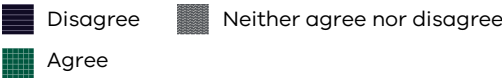
Example

58% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.
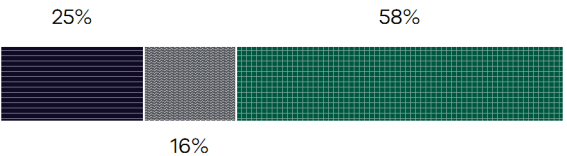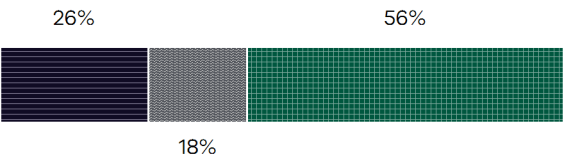
Survey question

Your results

■ Disagree ▨ Neither agree nor disagree
▨ Agree

I have enough time to do my job effectively

25% | 16% | 58%

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

26% | 18% | 56%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I have enough time to do my job effectively	59%	51%	58%	42%	62%	89%
The workload I have is appropriate for the job that I do	62%	53%	56%	40%	64%	89%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development

What is this

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

Why this is important

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

How to read this

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

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

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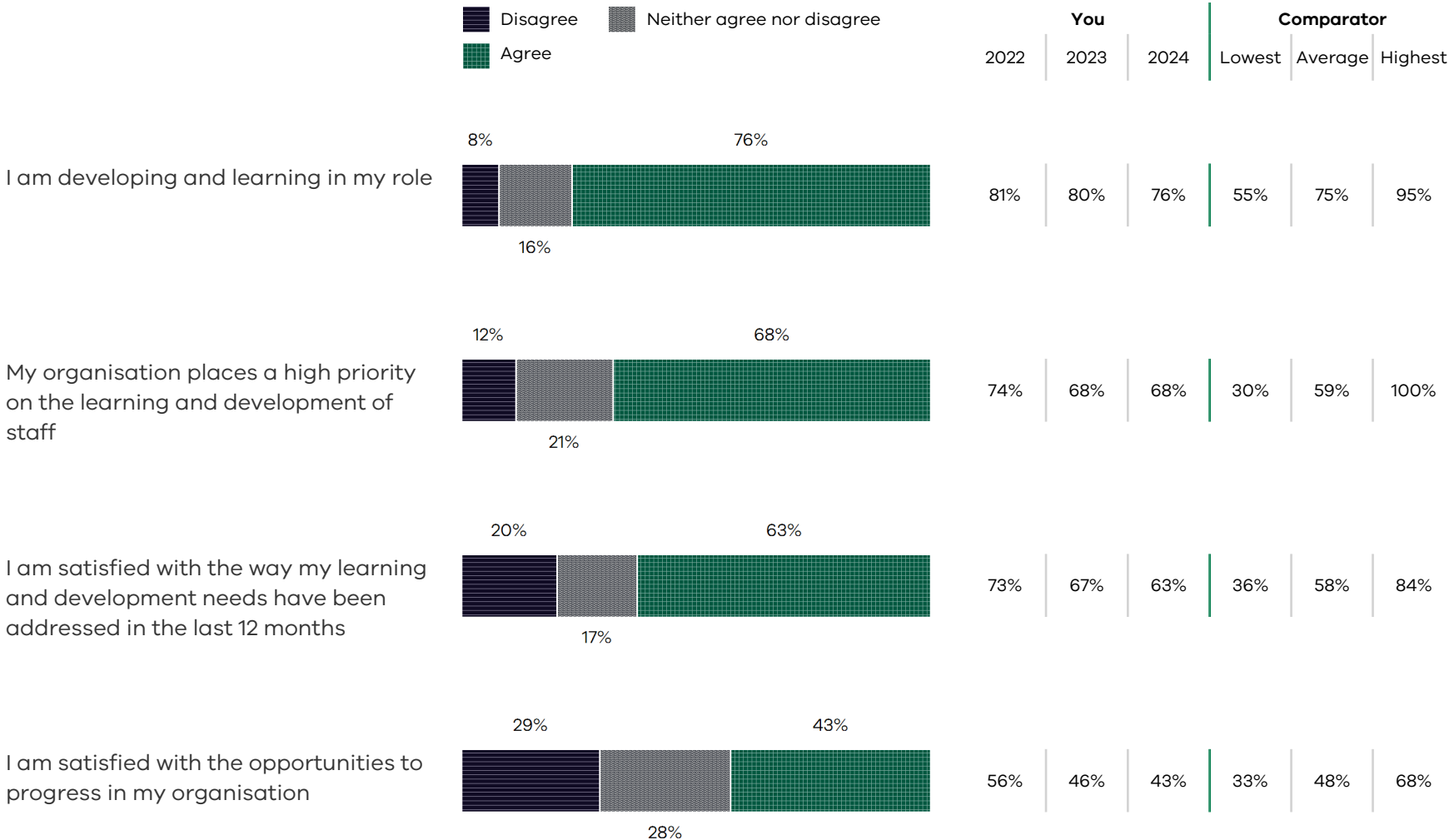
Example

76% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

I am developing and learning in my role
Disagree 8%, Neither 16%, Agree 76%

| | 81% | 80% | 76% | 55% | 75% | 95% |

My organisation places a high priority on the learning and development of staff
Disagree 12%, Neither 21%, Agree 68%

| | 74% | 68% | 68% | 30% | 59% | 100% |

I am satisfied with the way my learning and development needs have been addressed in the last 12 months
Disagree 20%, Neither 17%, Agree 63%

| | 73% | 67% | 63% | 36% | 58% | 84% |

I am satisfied with the opportunities to progress in my organisation
Disagree 29%, Neither 28%, Agree 43%

| | 56% | 46% | 43% | 33% | 48% | 68% |

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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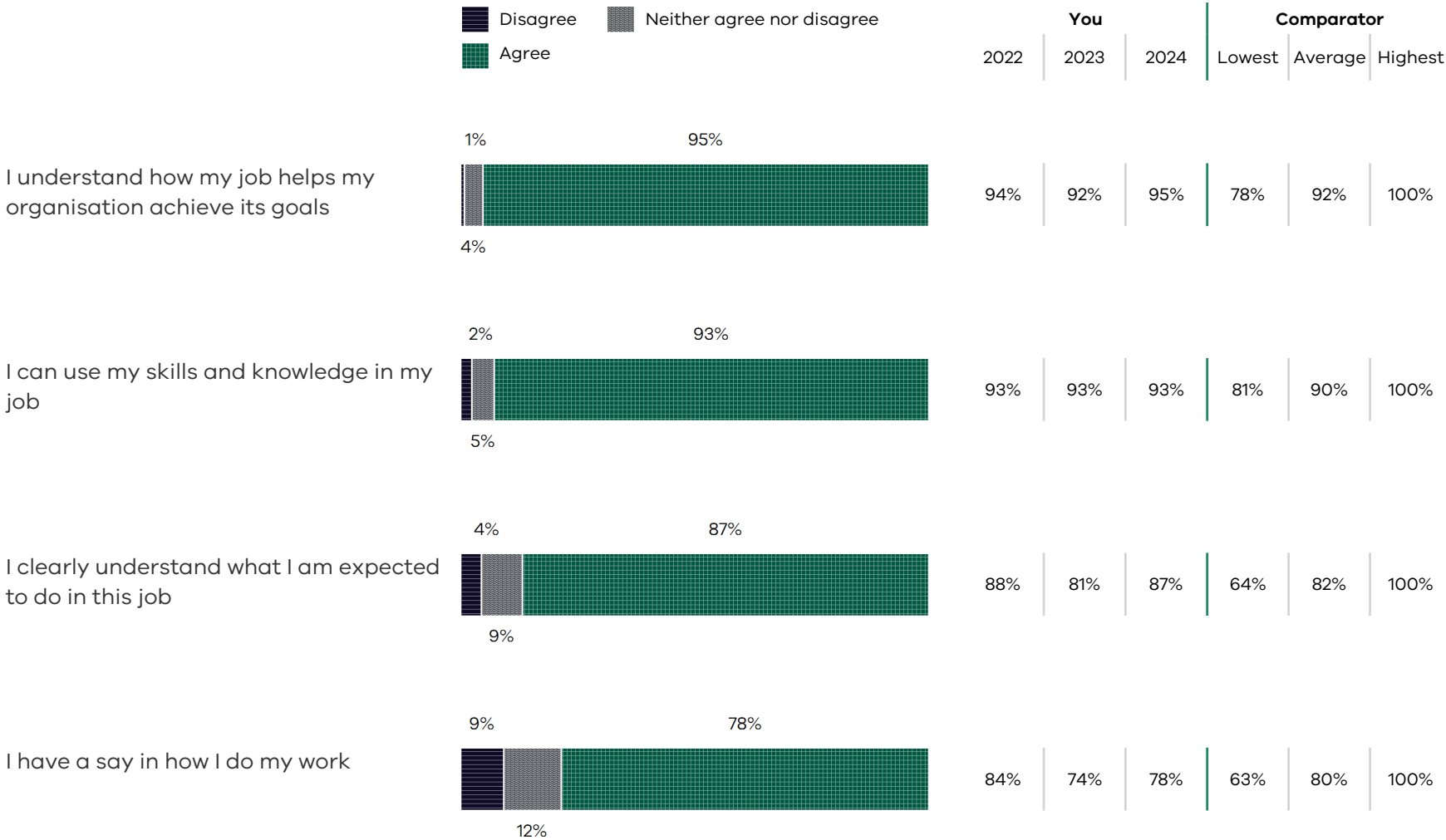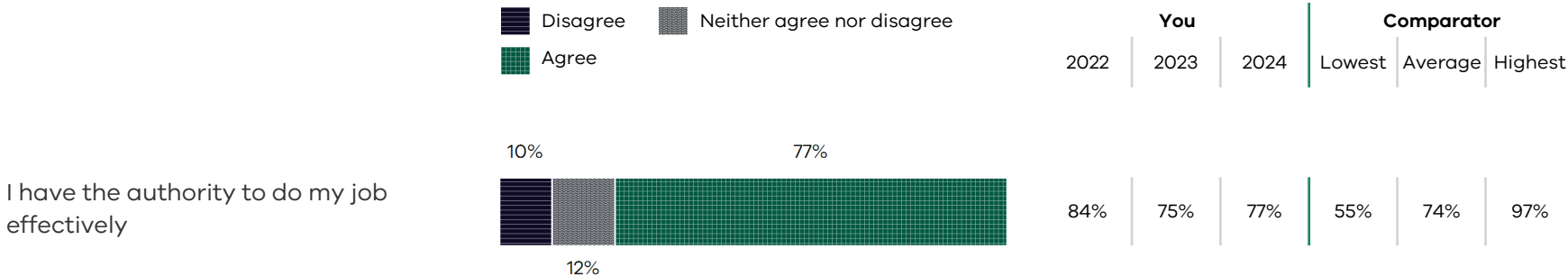
Example

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

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

Your results

- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	1% / 95% / 4%	94%	92%	95%	78%	92%	100%
I can use my skills and knowledge in my job	2% / 93% / 5%	93%	93%	93%	81%	90%	100%
I clearly understand what I am expected to do in this job	4% / 87% / 9%	88%	81%	87%	64%	82%	100%
I have a say in how I do my work	9% / 78% / 12%	84%	74%	78%	63%	80%	100%

Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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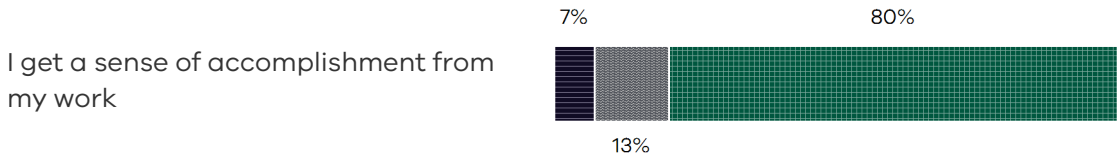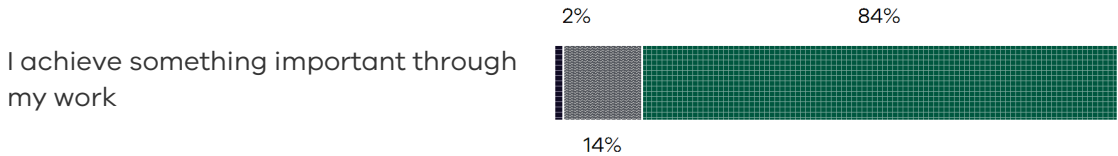
Example

77% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

I have the authority to do my job effectively

10%   77%
12%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	84%	75%	77%	55%	74%	97%

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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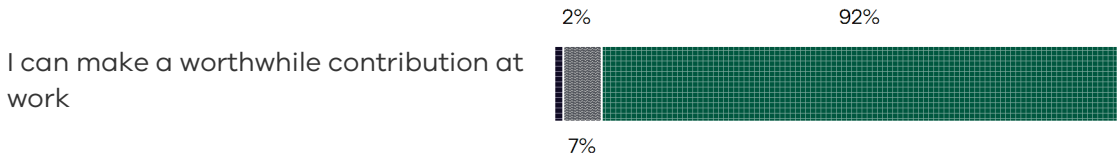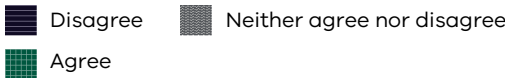
Example

92% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- Agree

I can make a worthwhile contribution at work
2% / 92% / 7%

I achieve something important through my work
2% / 84% / 14%

I get a sense of accomplishment from my work
7% / 80% / 13%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	96%	92%	92%	84%	91%	100%
I achieve something important through my work	91%	87%	84%	77%	87%	100%
I get a sense of accomplishment from my work	88%	84%	80%	73%	82%	100%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
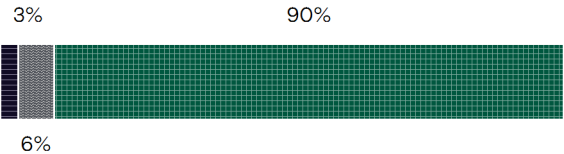
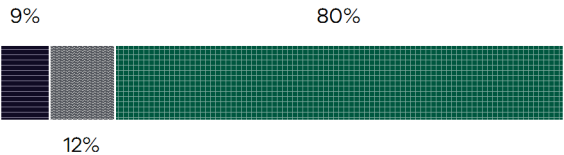Legend: Disagree | Neither agree nor disagree | Don't know | Agree
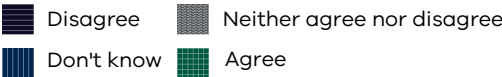
Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
My manager supports working flexibly	3% / 6% / 90%		94%	90%	90%	70%	92%	100%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	9% / 12% / 80%		82%	80%	80%	52%	85%	100%

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People matter survey

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Key differences

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

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- Taking action questions

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Senior leadership

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- Collaboration
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Workgroup climate

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Job and manager factors

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- Flexible working

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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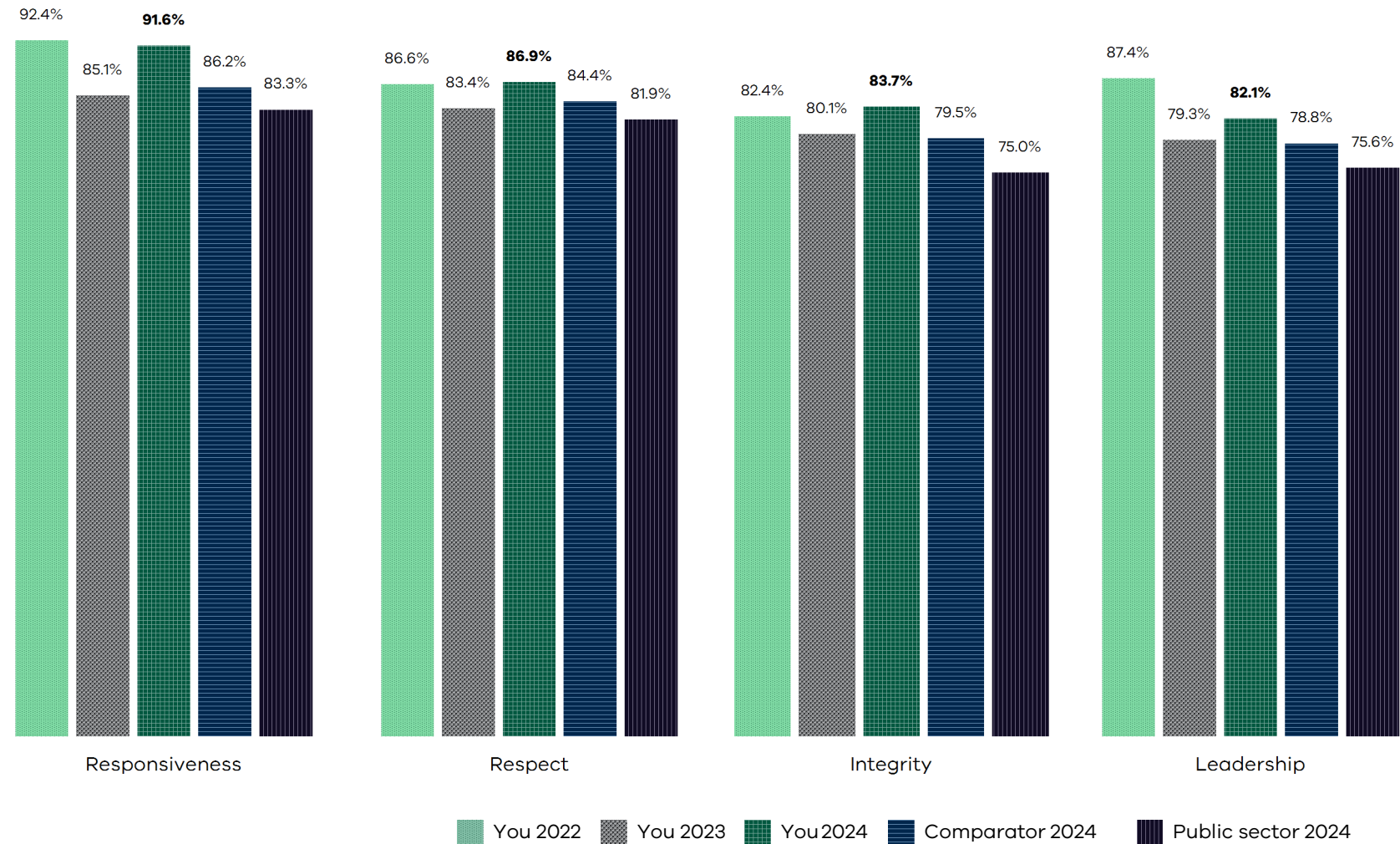
Example

In 2024:

- 91.6% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 86.2% of staff in your comparator group and 83.3% of staff across the public sector.

Chart data:

Responsiveness: You 2022: 92.4%, You 2023: 85.1%, You 2024: 91.6%, Comparator 2024: 86.2%, Public sector 2024: 83.3%

Respect: You 2022: 86.6%, You 2023: 83.4%, You 2024: 86.9%, Comparator 2024: 84.4%, Public sector 2024: 81.9%

Integrity: You 2022: 82.4%, You 2023: 80.1%, You 2024: 83.7%, Comparator 2024: 79.5%, Public sector 2024: 75.0%

Leadership: You 2022: 87.4%, You 2023: 79.3%, You 2024: 82.1%, Comparator 2024: 78.8%, Public sector 2024: 75.6%

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

Victorian Public Sector Commission

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Public sector values

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 78.7% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 83.6% of staff in your comparator group and 78.2% of staff across the public sector.

Chart data:

Impartiality
- You 2022: 80.3%
- You 2023: 77.4%
- You 2024: **78.7%**
- Comparator 2024: 83.6%
- Public sector 2024: 78.2%

Accountability
- You 2022: 81.4%
- You 2023: 74.7%
- You 2024: **78.6%**
- Comparator 2024: 76.3%
- Public sector 2024: 75.1%

Human rights
- You 2022: 80.0%
- You 2023: 78.4%
- You 2024: **76.9%**
- Comparator 2024: 83.8%
- Public sector 2024: 83.0%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Disagree ▨ Neither agree nor disagree

▥ Don't know ▨ Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

My workgroup provides high quality advice and services

92%

2%◄6%

| 92% | 85% | 92% | 67% | 86% | 100% |

Victorian Public Sector Commission

VICTORIA State Government
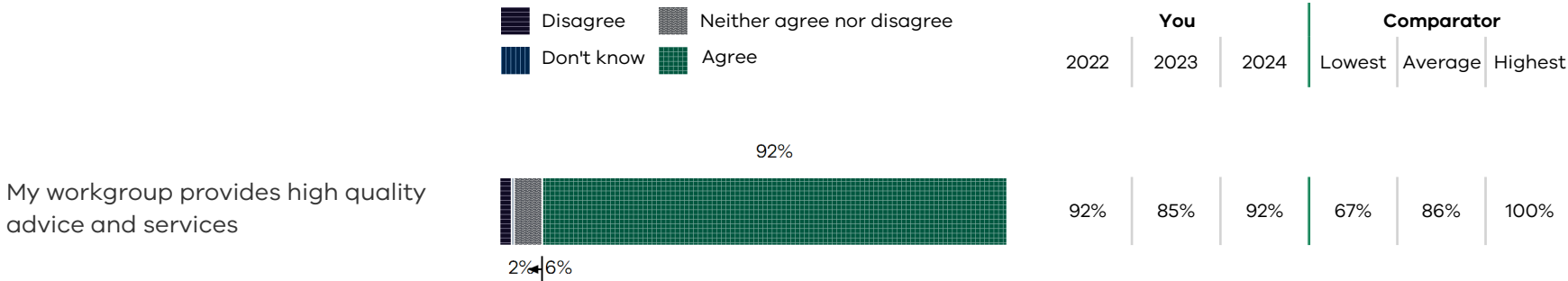
Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question — Your results — Benchmark agree results

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	2% / 94% / 4%	92%	88%	94%	73%	90%	100%
My organisation is committed to earning a high level of public trust	5% / 86% / 1% 8%	89%	88%	86%	56%	84%	100%
People in my workgroup are honest, open and transparent in their dealings	2% / 86% / 5% 7%	82%	80%	86%	70%	83%	100%
People in my workgroup appropriately manage conflicts of interest	6% / 85% / 1% 8%	78%	79%	85%	58%	81%	96%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

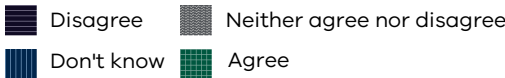Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.
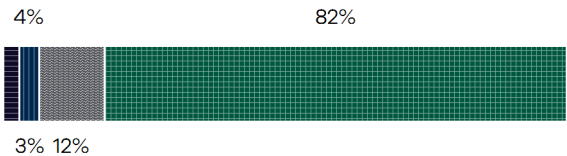
Legend: ■ Disagree ▦ Neither agree nor disagree ▮ Don't know ▨ Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	82%	83%	82%	40%	71%	100%
My organisation does not tolerate improper conduct	78%	76%	79%	44%	74%	100%
I feel safe to challenge inappropriate behaviour at work	76%	67%	73%	54%	74%	95%
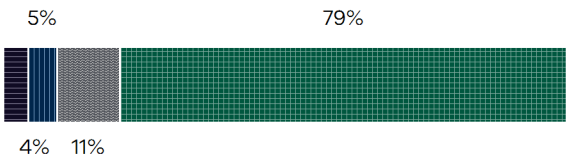
Your results:

Senior leaders demonstrate honesty and integrity — 4% Disagree, 3% Don't know, 12% Neither agree nor disagree, 82% Agree

My organisation does not tolerate improper conduct — 5% Disagree, 4% Don't know, 11% Neither agree nor disagree, 79% Agree

I feel safe to challenge inappropriate behaviour at work — 14% Disagree, 14% Neither agree nor disagree, 73% Agree
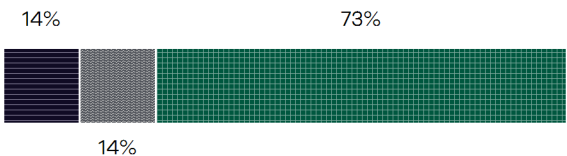
Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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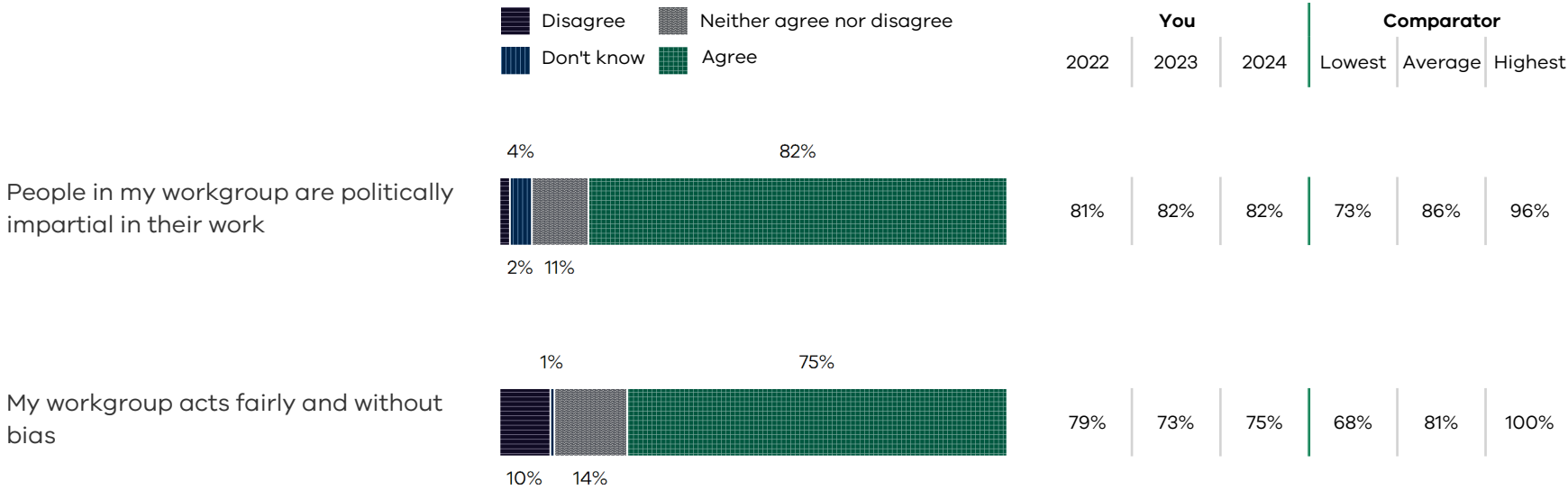
Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	4% / 2% / 11% / 82%	81%	82%	82%	73%	86%	96%
My workgroup acts fairly and without bias	1% / 10% / 14% / 75%	79%	73%	75%	68%	81%	100%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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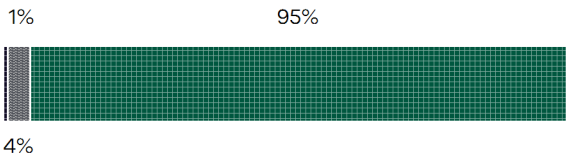
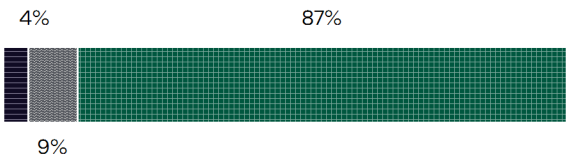## Survey question

Your results

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	94%	92%	95%	78%	92%	100%
I clearly understand what I am expected to do in this job	88%	81%	87%	64%	82%	100%
My workgroup has clear lines of responsibility	78%	76%	77%	56%	74%	96%
Senior leaders provide clear strategy and direction	77%	66%	68%	36%	63%	97%
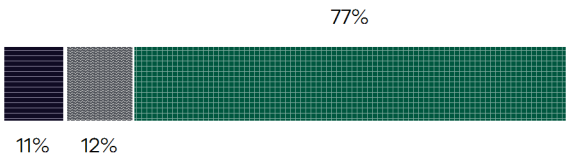
I understand how my job helps my organisation achieve its goals: 1% / 95% / 4%

I clearly understand what I am expected to do in this job: 4% / 87% / 9%

My workgroup has clear lines of responsibility: 77% / 11% / 12%

Senior leaders provide clear strategy and direction: 4% / 68% / 11% / 18%

Victorian Public Sector Commission

VICTORIA State Government
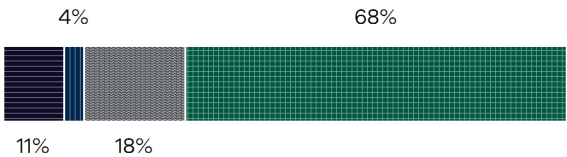
Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

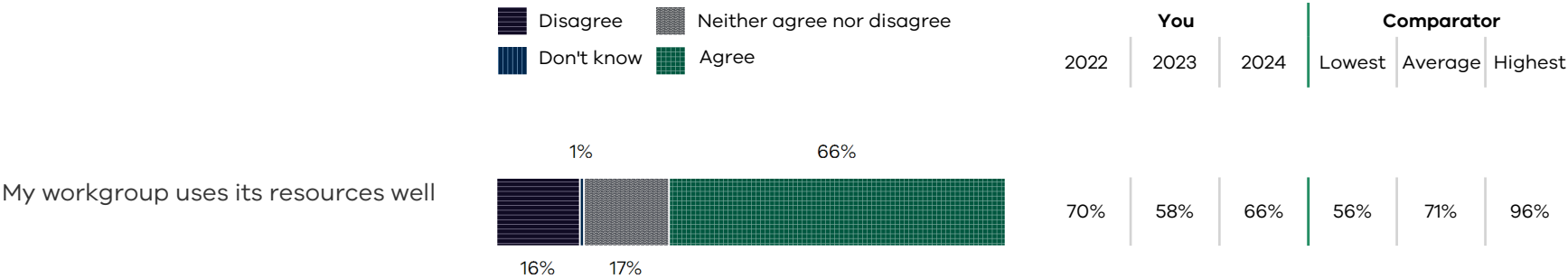Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of your staff who did the survey agreed or strongly agreed with 'My workgroup uses its resources well'.

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

Survey question		Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

My workgroup uses its resources well

Your results: 16% Disagree, 1% Don't know, 17% Neither agree nor disagree, 66% Agree

2022	2023	2024	Lowest	Average	Highest
70%	58%	66%	56%	71%	96%

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

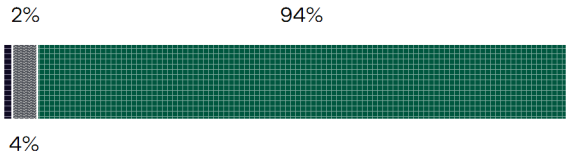Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	2% / 94% / 4%	94%	89%	94%	74%	90%	100%
My manager listens to what I have to say	4% / 92% / 4%	89%	85%	92%	74%	87%	100%
People in my workgroup treat each other with respect	90% / 6% 4%	90%	85%	90%	79%	89%	100%
My organisation encourages respectful workplace behaviours	1% / 89% / 3% 8%	88%	86%	89%	70%	85%	100%
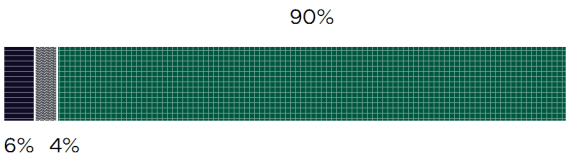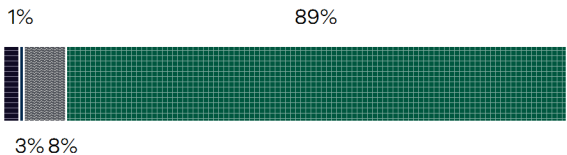
Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

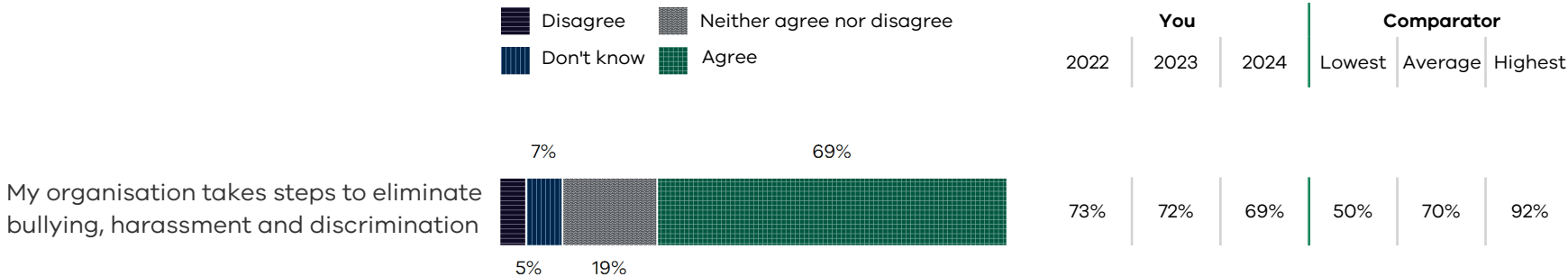Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

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

My organisation takes steps to eliminate bullying, harassment and discrimination

7% | 69%
5% | 19%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
73%	72%	69%		50%	70%	92%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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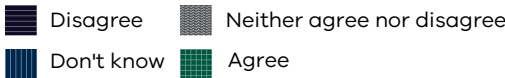
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
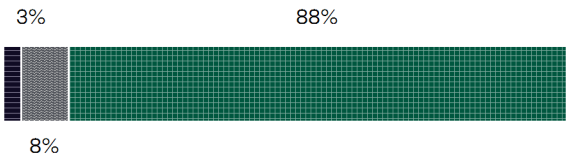
| Survey question | Your results | | Benchmark agree results | | | | | |

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

		You			Comparator		
Survey question		2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	3% / 8% / 88%	92%	87%	88%	71%	88%	100%
Senior leaders model my organisation's values	6% / 4% / 14% / 76%	82%	72%	76%	38%	70%	100%
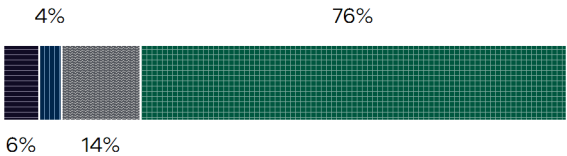
Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
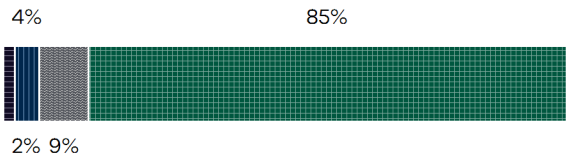
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	Disagree 2%, Don't know 4%, Neither 9%, Agree 85%	86%	84%	85%	65%	86%	100%
I understand how the Charter of Human Rights and Responsibilities applies to my work	Disagree 12%, Neither 19%, Agree 69%	74%	73%	69%	65%	82%	97%
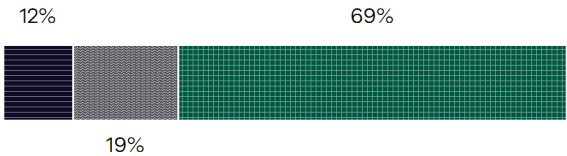
People matter survey

2024

Have your say

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Report overview

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Topical questions

Topical questions 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

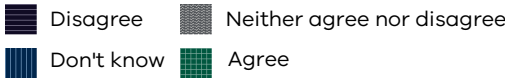Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question	Your results	Benchmark agree results

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
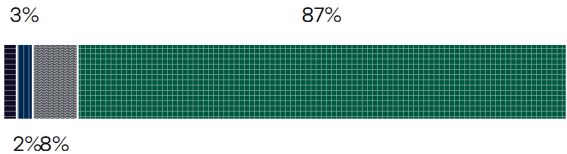
Survey question	Your results (Disagree / Don't know / Neither / Agree)	2022	2023	2024	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	3% ... 87% (2%, 8%)	Not asked	88%	87%	79%	92%	100%
I am proud to work in the public sector	4% ... 78% (18%)	Not asked	Not asked	78%	62%	83%	95%
My workgroup gives frank and impartial advice to our managers and leaders	4% ... 67% (10%, 18%)	Not asked	Not asked	67%	61%	76%	96%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	12% ... 60% (12%, 17%)	Not asked	68%	60%	28%	63%	95%
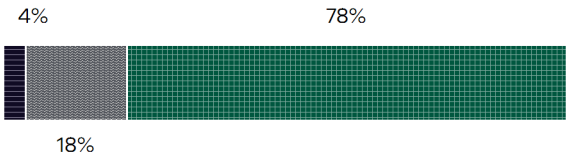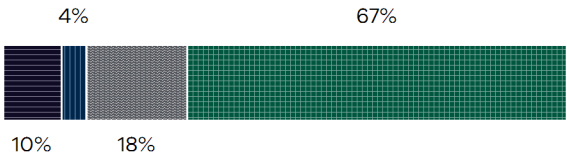
Victorian Public Sector Commission

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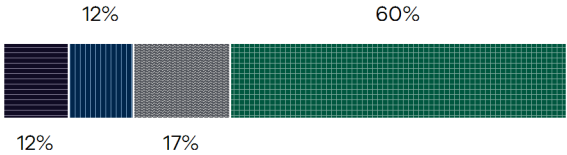
Topical questions

Frank and impartial advice to ministers

What is this
This is the percentage of employees that feel their workgroup gives frank and impartial advice to ministers.

Why this is important
Integrity is one of the public sector values. Providing frank and impartial advice to ministers is one way we demonstrate integrity.

How to read this
Under 'Your results', see results for each question in descending order by most agreed.
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example
52% of your staff who did the survey agreed or strongly agreed with 'My workgroup gives frank and impartial advice to our Ministers'.

Survey question

Your results

- Disagree
- Neither agree nor disagree
- My group does not directly work with ministers and their offices
- Agree

My workgroup gives frank and impartial advice to our Ministers

32%   52%

1%   16%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	52%	7%	40%	79%

People matter survey 2024

Have your say

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

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- Caring

Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2024 survey.

Why this is important

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

How to read this

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

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

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

Example

85% of staff who did the survey responded favourably to 'I am aware of the health and wellbeing supports that are available at VGSO'.

Survey question	Your results	Benchmark agree results
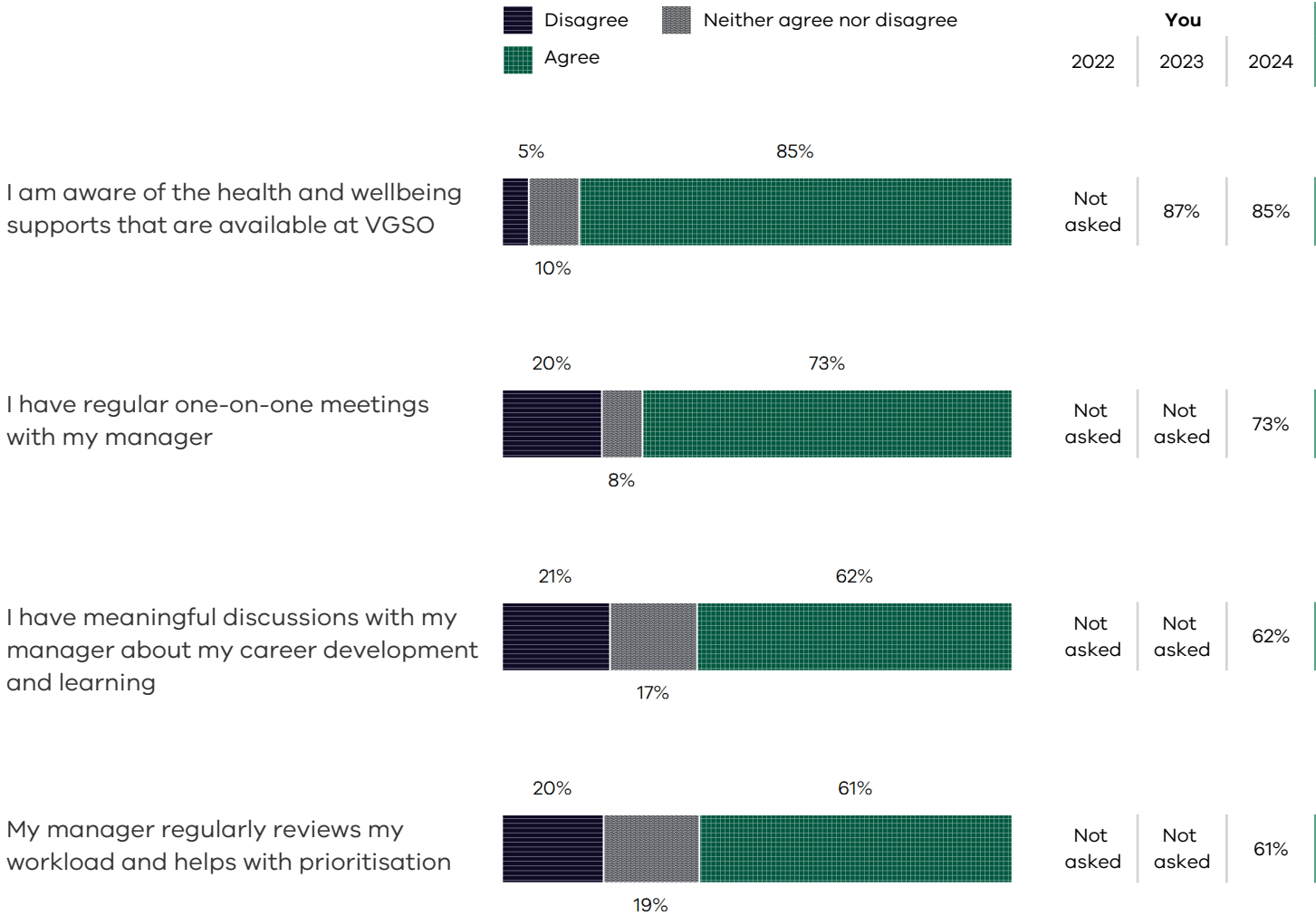
Legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results — You: 2022 | 2023 | 2024

Survey question	Disagree	Neither	Agree	2022	2023	2024
I am aware of the health and wellbeing supports that are available at VGSO	5%	10%	85%	Not asked	87%	85%
I have regular one-on-one meetings with my manager	20%	8%	73%	Not asked	Not asked	73%
I have meaningful discussions with my manager about my career development and learning	21%	17%	62%	Not asked	Not asked	62%
My manager regularly reviews my workload and helps with prioritisation	20%	19%	61%	Not asked	Not asked	61%

Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What is this

Your organisation asked 5 custom questions as part of the 2024 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'In the past 12 months, I have utilised one of VGSO's wellbeing supports'.

Example

75% of staff who did the survey responded 'No' to the question.

In the past 12 months, I have utilised one of VGSO's wellbeing supports	You 2023	You 2024
No	70%	75%
Yes	30%	25%

People matter survey

2024

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

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

Why this is important

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

How to read this

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Age	(n)	%
15-34 years	116	46%
35-54 years	101	40%
55+ years	3	1%
Prefer not to say	31	12%

Gender	(n)	%
Woman	176	70%
Man	46	18%
Prefer not to say	27	11%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	3	1%
No	221	88%
Prefer not to say	27	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	1	0%
No	219	87%
Don't know	4	2%
Prefer not to say	27	11%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	174	69%
Prefer not to say	50	20%
Bisexual	15	6%
Gay or lesbian	9	4%
Asexual	2	1%
Don't know	1	0%
Pansexual	0	0%
I use a different term	0	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	233	93%
Prefer not to say	18	7%

Demographics

Disability

What is this

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

Why this is important

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

How to read this

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

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Are you a person with disability?	(n)	%
Yes	**29**	12%
No	**198**	79%
Prefer not to say	**24**	10%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**14**	48%
No	**13**	45%
Prefer not to say	**2**	7%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	**7**	54%
I do not require any adjustments to be made to perform my role	**3**	23%
My disability does not impact on my ability to perform my role	**2**	15%
Other	**1**	8%

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

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Country of birth	(n)	%
Born in Australia	177	71%
Not born in Australia	38	15%
Prefer not to say	36	14%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	13	30%
Italian	8	18%
Vietnamese	5	11%
Greek	4	9%
Mandarin	4	9%
Hindi	3	7%
Gujarati	2	5%
Urdu	2	5%
Arabic	2	5%
Cantonese	2	5%
Spanish	1	2%
Tagalog	1	2%

Language other than English spoken with family or community	(n)	%
Yes	44	18%
No	172	69%
Prefer not to say	35	14%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Malayalam	1	2%
Filipino	1	2%
Tamil	1	2%
Auslan	0	0%
Sinhalese	0	0%
Macedonian	0	0%
Persian	0	0%
Australian Indigenous Language	0	0%
Telugu	0	0%
Punjabi	0	0%
Turkish	0	0%

Demographics

Cultural diversity 2 of 2

What is this

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

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Cultural identity	(n)	%
Australian	149	59%
Prefer not to say	53	21%
English, Irish, Scottish and/or Welsh	32	13%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	32	13%
East and/or South-East Asian	16	6%
Other	9	4%
South Asian	8	3%
New Zealander	7	3%
Middle Eastern	4	2%
Pacific Islander	1	0%
Central Asian	1	0%
Central and/or South American	1	0%
African	1	0%
Aboriginal and/or Torres Strait Islander	0	0%
North American	0	0%
Maori	0	0%

Religion	(n)	%
No religion	127	51%
Christianity	61	24%
Prefer not to say	43	17%
Hinduism	5	2%
Judaism	5	2%
Islam	3	1%
Other	3	1%
Buddhism	2	1%
Sikhism	2	1%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	210	84%
Part-Time	41	16%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	69	27%
$80k to $120k	74	29%
$120k to $160k	43	17%
$160k to $200k	20	8%
$200k or more	10	4%
Prefer not to say	35	14%

Organisational tenure	(n)	%
<1 year	65	26%
1 to less than 2 years	55	22%
2 to less than 5 years	71	28%
5 to less than 10 years	37	15%
10 to less than 20 years	22	9%
More than 20 years	1	0%

Management responsibility	(n)	%
Non-manager	182	73%
Other manager	41	16%
Manager of other manager(s)	28	11%

Employment type	(n)	%
Ongoing and executive	234	93%
Fixed term	16	6%
Other	1	0%

Frontline worker	(n)	%
No	247	98%
Yes	4	2%

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Demographics

Employment characteristics 2 of 2

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	209	83%
Melbourne: Suburbs	38	15%
Large regional city	3	1%
Rural	1	0%
Other	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	232	92%
A frontline or service delivery location	2	1%
Home or private location	178	71%
A shared office space (where two or more organisations share the same workspace)	3	1%
Isolated or remote location/s where access to communications and help from others is difficult	0	0%
Other	2	1%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	117	47%
I do not use any flexible work arrangements	78	31%
Flexible start and finish times	52	21%
Part-time	33	13%
Working more hours over fewer days	19	8%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	9	4%
Study leave	7	3%
Job sharing	5	2%
Other	3	1%
Purchased leave	1	0%
Shift swap	0	0%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	174	69%
Flexible working arrangements	56	22%
Physical modifications or improvements to the workplace	34	14%
Career development support strategies	4	2%
Accessible communications technologies	4	2%
Other	0	0%
Job redesign or role sharing	0	0%

Why did you make this request?	(n)	%
Work-life balance	35	45%
Health	29	38%
Caring responsibilities	25	32%
Family responsibilities	16	21%
Disability	13	17%
Study commitments	7	9%
Other	3	4%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	57	74%
The adjustments I needed were not made	14	18%
The adjustments I needed were made but the process was unsatisfactory	6	8%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

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Caring responsibilities	(n)	%
None of the above	124	49%
Prefer not to say	37	15%
Primary school aged child(ren)	32	13%
Secondary school aged child(ren)	26	10%
Child(ren) - younger than preschool age	24	10%
Frail or aged person(s)	18	7%
Preschool aged child(ren)	15	6%
Person(s) with a medical condition	9	4%
Person(s) with a mental illness	5	2%
Person(s) with disability	4	2%
Other	1	0%

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