People Matter Survey 2024

Have your say

Victorian Rail Track Corporation
2024 people matter survey results report

Victorian Public Sector Commission

VICTORIA
State Government

People matter survey

2024

Have your say

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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

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

Survey questions and definitions

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

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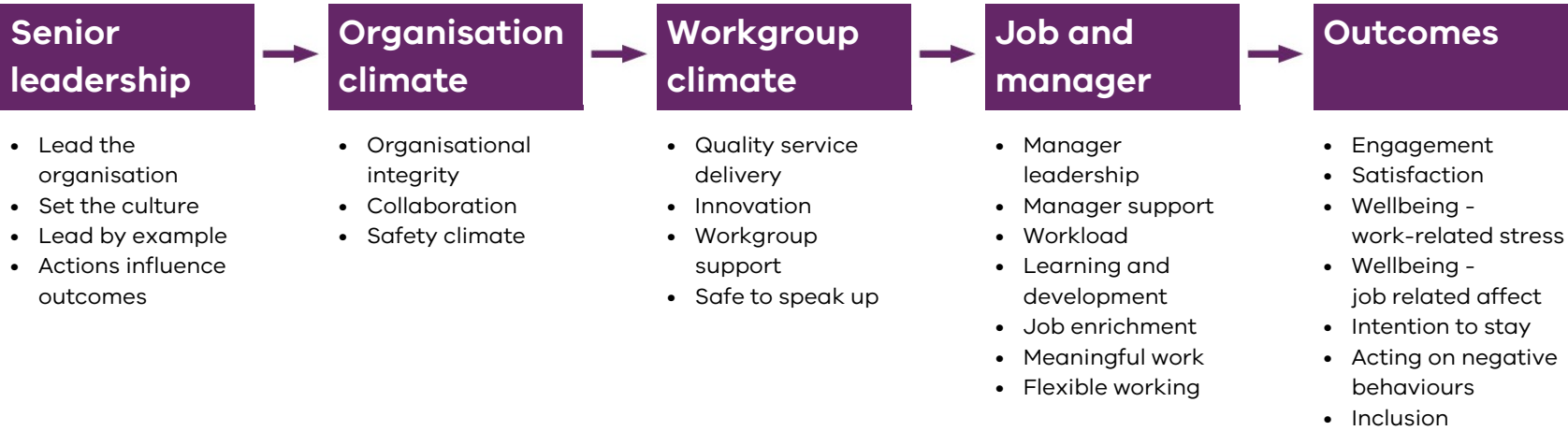
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Breakthrough Victoria

Launch Victoria

Melbourne Market Authority

Parliament of Victoria

Port of Hastings Corporation

Ports Victoria

Remembrance Parks Central Victoria

Southern Metropolitan Cemeteries Trust

State Trustees Limited

V/Line Corporation

Victoria Law Foundation

Victorian Institute of Teaching

Victorian Managed Insurance Authority

VITS LanguageLink

Yoorrook Justice Commission

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

2023	
53% (263)	
Comparator	60%
Public Sector	42%

2024	
55% (270)	
Comparator	65%
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	
71	
Comparator	68
Public Sector	68

2024	
71	
Comparator	70
Public Sector	68

People outcomes

Engagement question results 1 of 2

What is this

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

Your group's engagement index

Your 2024 index is 71.

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.
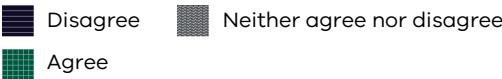
Example

76% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
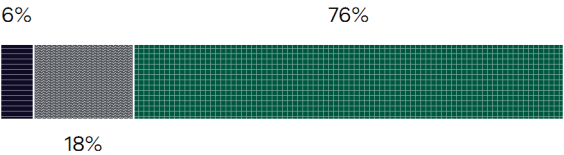
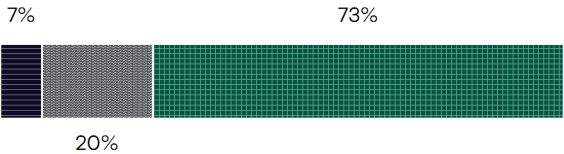Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation	6% / 18% / 76%	72%	75%	76%	50%	74%	91%
My organisation motivates me to help achieve its objectives	7% / 20% / 73%	61%	71%	73%	45%	65%	86%
I would recommend my organisation as a good place to work	11% / 19% / 71%	64%	71%	71%	36%	72%	83%
My organisation inspires me to do the best in my job	10% / 20% / 71%	58%	67%	71%	45%	64%	75%
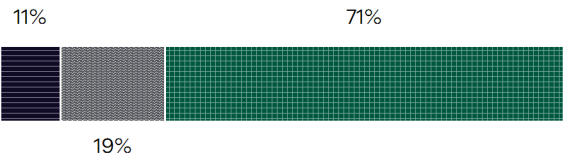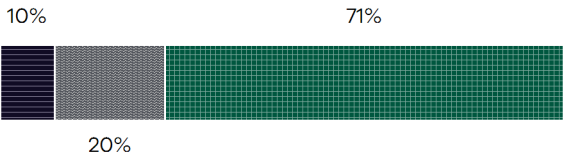
People outcomes

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 71.

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.
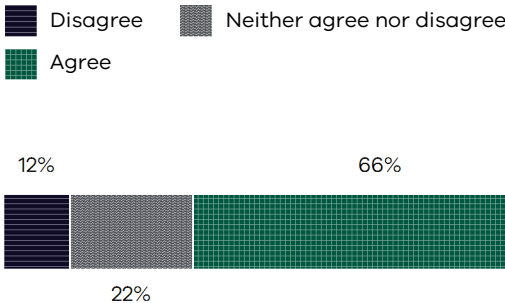
Example

66% 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		2022	2023	2024	Lowest	Average	Highest
		You				Comparator		
I feel a strong personal attachment to my organisation	12% / 22% / 66%		61%	63%	66%	45%	61%	75%

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

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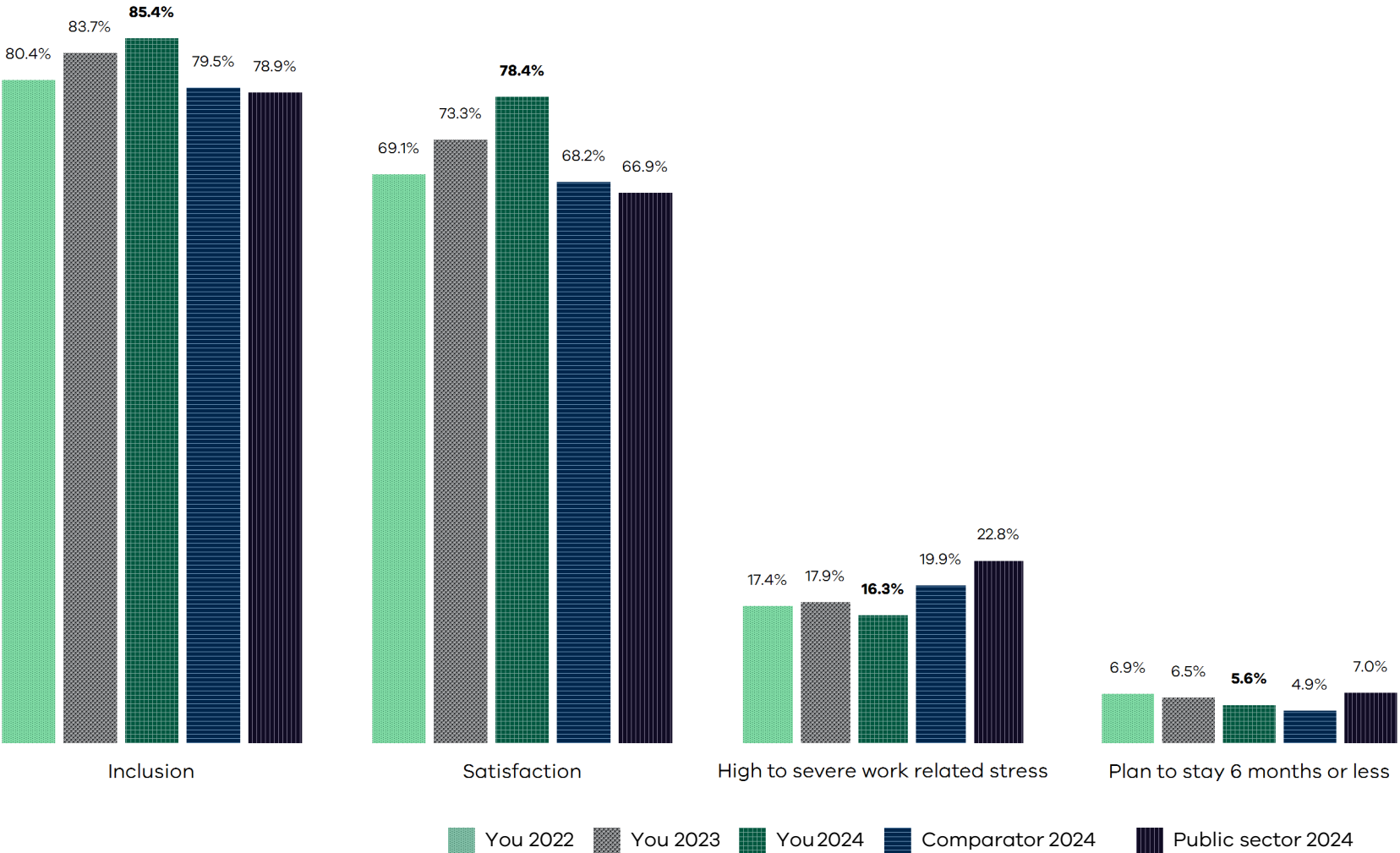
Why this is important

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

How to read this

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

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

Example

In 2024:

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

Compared to:

- 79.5% of staff in your comparator group and 78.9% of staff across the public sector.

Inclusion
- You 2022: 80.4%
- You 2023: 83.7%
- You 2024: **85.4%**
- Comparator 2024: 79.5%
- Public sector 2024: 78.9%

Satisfaction
- You 2022: 69.1%
- You 2023: 73.3%
- You 2024: **78.4%**
- Comparator 2024: 68.2%
- Public sector 2024: 66.9%

High to severe work related stress
- You 2022: 17.4%
- You 2023: 17.9%
- You 2024: **16.3%**
- Comparator 2024: 19.9%
- Public sector 2024: 22.8%

Plan to stay 6 months or less
- You 2022: 6.9%
- You 2023: 6.5%
- You 2024: **5.6%**
- Comparator 2024: 4.9%
- Public sector 2024: 7.0%

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

People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

91% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.
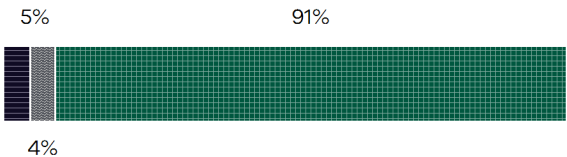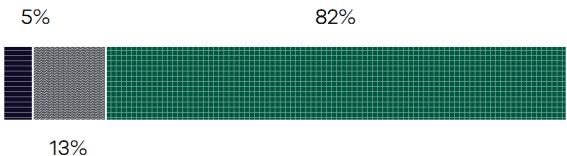
Survey question

Your results

■ Dissatisfied　▨ Neither satisfied nor dissatisfied
▨ Satisfied

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest

How satisfied are you with the work/life balance in your current job
5% 91%
4%

	You			Comparator		
	80%	82%	91%	59%	73%	84%

Considering everything, how satisfied are you with your current job
5% 82%
13%

	You			Comparator		
	78%	81%	82%	45%	75%	88%

How satisfied are you with your career development within your current organisation
13% 63%
24%
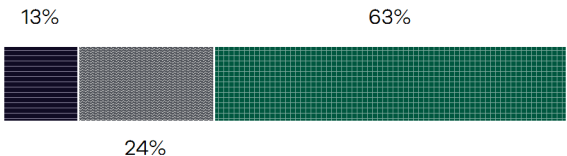
	You			Comparator		
	49%	57%	63%	45%	57%	70%

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

16% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 20% of staff in your comparator group and 23% of staff across the public sector.

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

Nil	14%
Low or mild	33%
Moderate	37%
High	10%
Very high	4%
Severe	2%
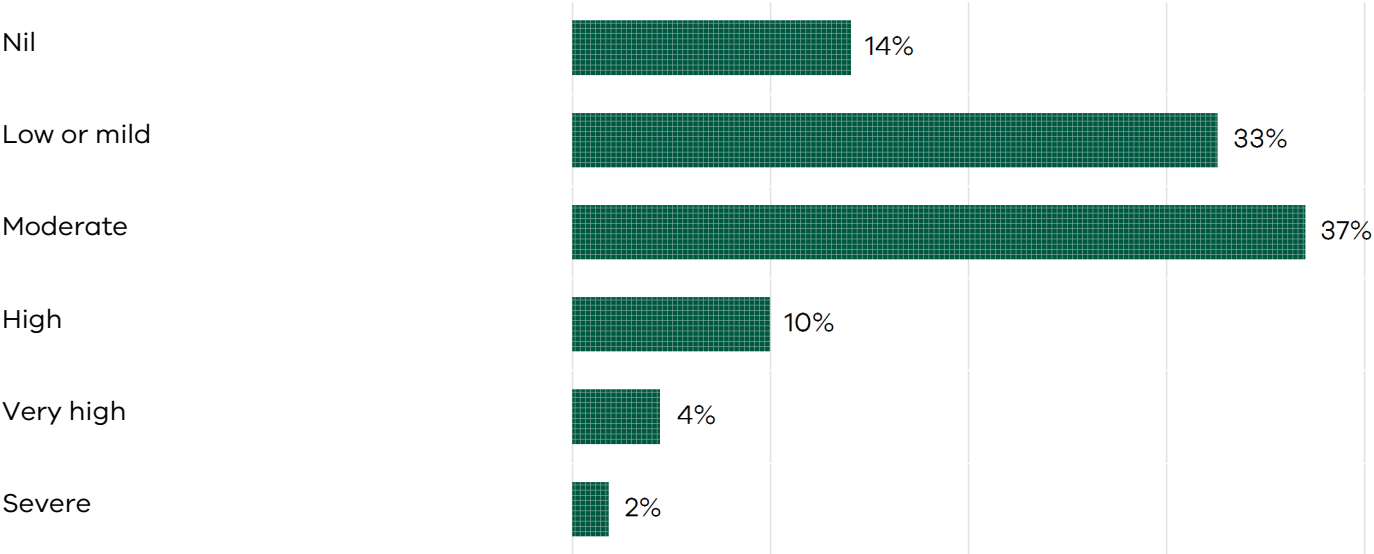
Reported levels of high to severe stress

2023		2024	
18%		**16%**	
Comparator	24%	Comparator	20%
Public Sector	24%	Public Sector	23%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey said they experienced mild to severe stress. Of that 86%, 43% said the top reason was 'Workload' .

	232	38
	86%	14%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
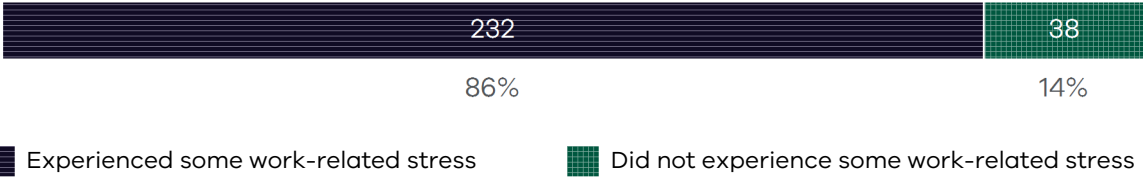
Of those that experienced work related stress it was from …	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	52%	43%	42%	47%
Time pressure	50%	38%	38%	42%
Organisation or workplace change	9%	22%	9%	15%
Job security	8%	19%	7%	10%
Dealing with clients, patients or stakeholders	19%	15%	20%	17%
Other	5%	13%	13%	13%
Unclear job expectations	17%	13%	12%	14%
Content, variety, or difficulty of work	13%	11%	11%	12%
Technology or equipment	10%	11%	8%	8%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	4%	6%	12%	11%

Victorian Public Sector Commission

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People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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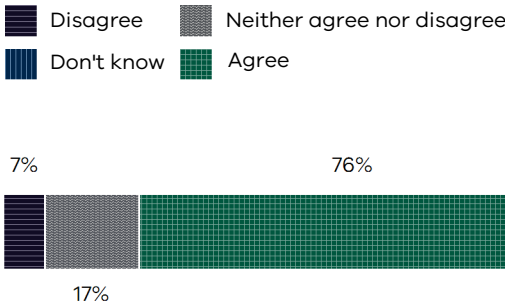
Example

76% 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

7%   76%

17%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
Not asked	Not asked	76%	54%	68%	84%

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People outcomes

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

9% 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	6%	6%	5%	7%
Over 6 months and up to 1 year	8%	9%	8%	10%
Over 1 year and up to 3 years	23%	21%	21%	25%
Over 3 years and up to 5 years	12%	15%	13%	16%
Over 5 years	50%	50%	52%	42%

People outcomes

Inclusion question results

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

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

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

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

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
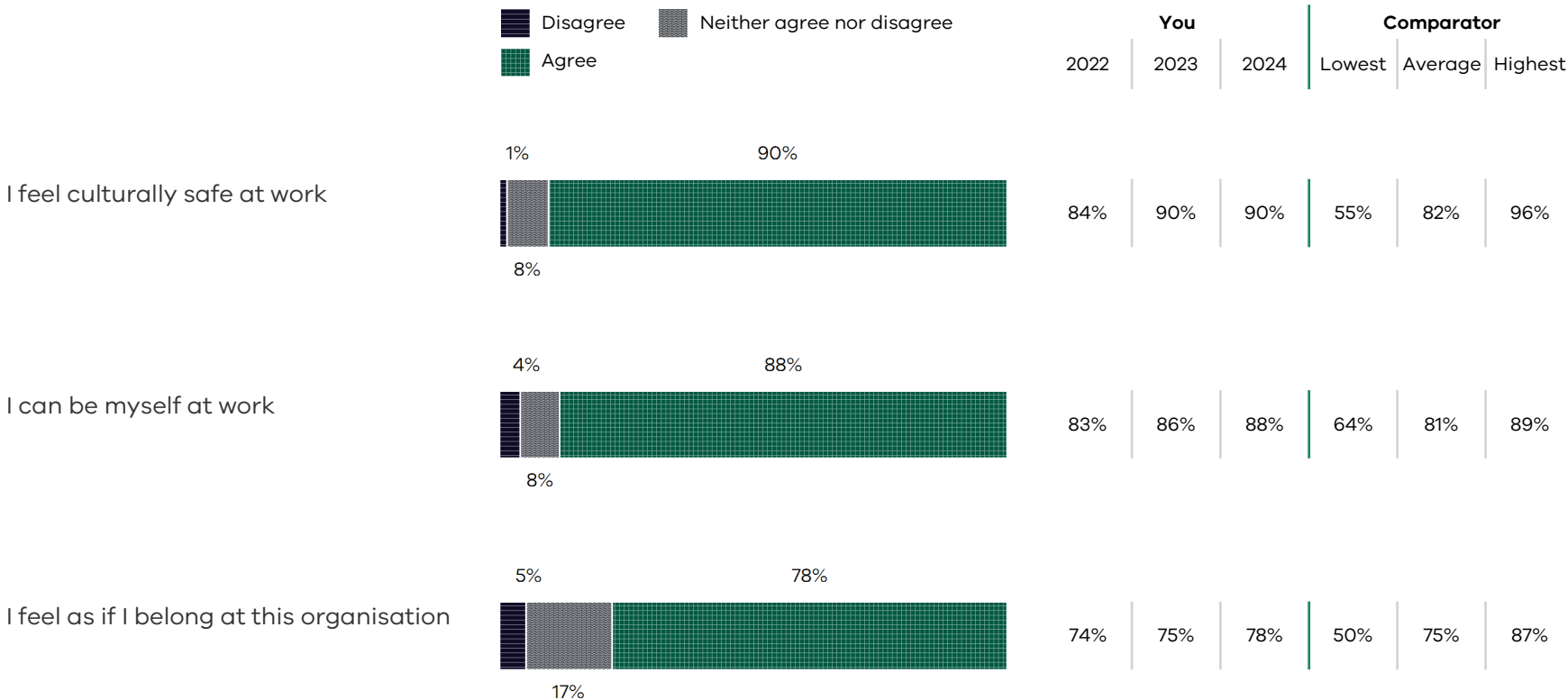
Example
90% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree · ▨ Neither agree nor disagree · ▧ Agree

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	1% / 90% / 8%	84%	90%	90%	55%	82%	96%
I can be myself at work	4% / 88% / 8%	83%	86%	88%	64%	81%	89%
I feel as if I belong at this organisation	5% / 78% / 17%	74%	75%	78%	50%	75%	87%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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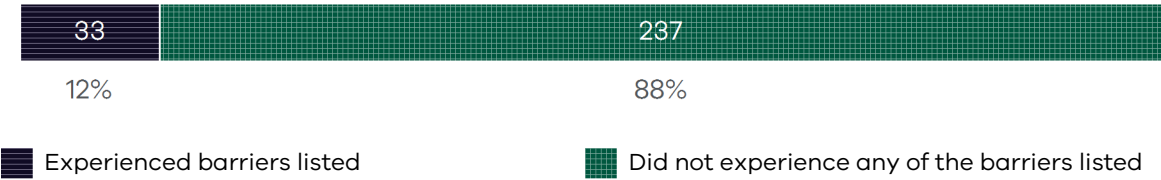
How to read this

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

Why there are no further details

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

Staff who experienced one or more barriers to success at work

33	237
12%	88%

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

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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

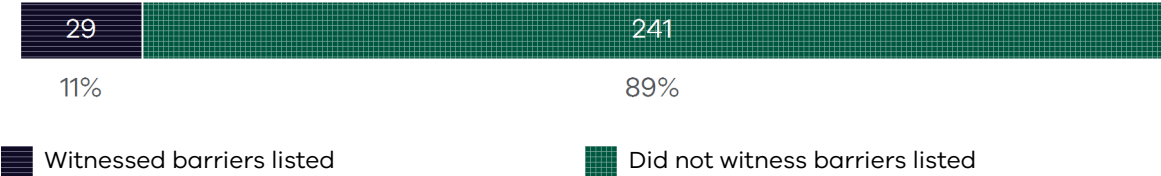These results can show areas of focus for improvement to enable employee success in the workplace.

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.

Why there are no further details

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

Staff who witnessed one or more barriers to success at work

29	241
11%	89%

■ Witnessed barriers listed   ▦ Did not witness barriers listed

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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

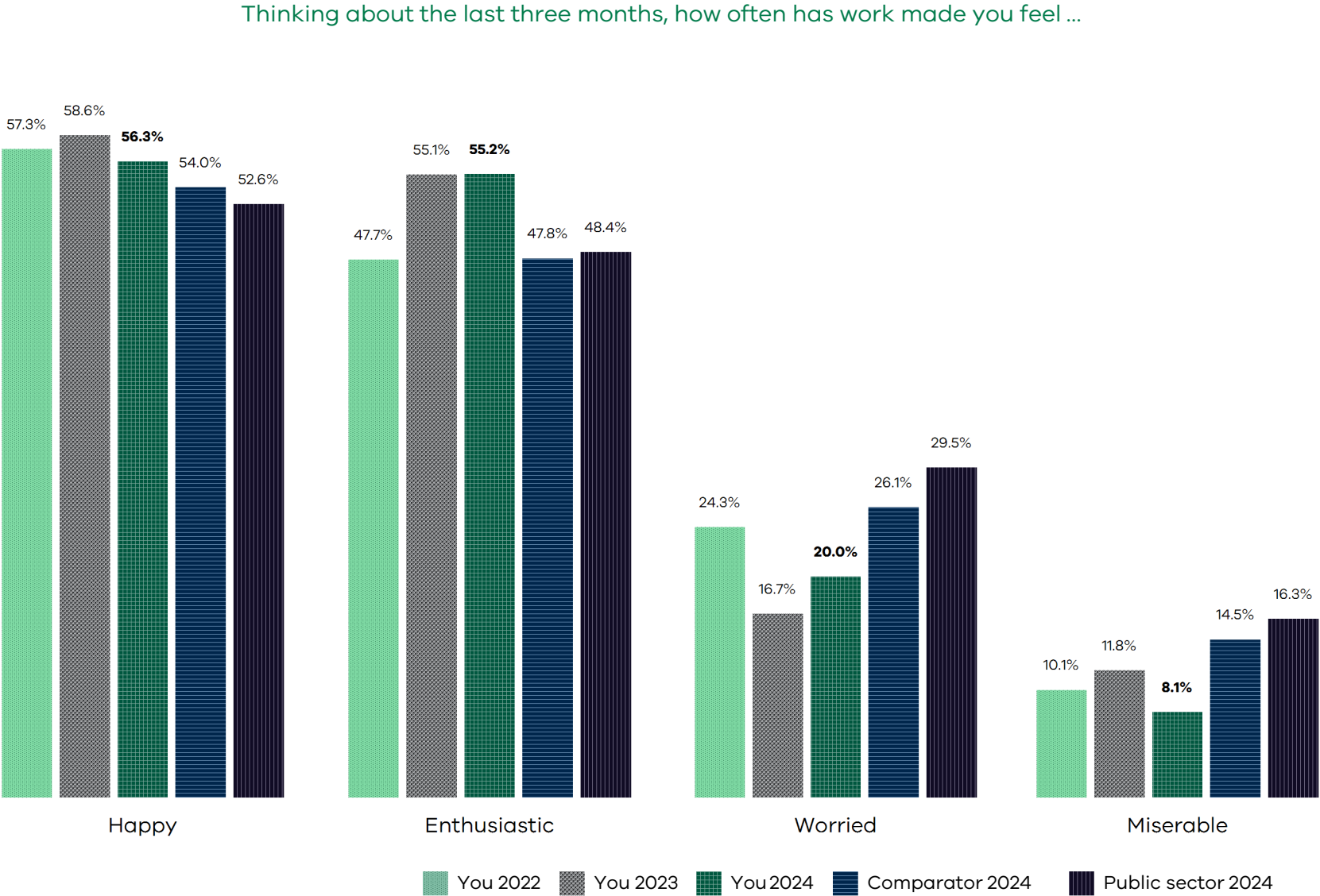Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

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:

- 56.3% of your staff who did the survey said work made them feel happy.

Compared to:

- 54.0% of staff in your comparator group and 52.6% of staff across the public sector.

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

Happy: You 2022 57.3%, You 2023 58.6%, You 2024 56.3%, Comparator 2024 54.0%, Public sector 2024 52.6%

Enthusiastic: You 2022 47.7%, You 2023 55.1%, You 2024 55.2%, Comparator 2024 47.8%, Public sector 2024 48.4%

Worried: You 2022 24.3%, You 2023 16.7%, You 2024 20.0%, Comparator 2024 26.1%, Public sector 2024 29.5%

Miserable: You 2022 10.1%, You 2023 11.8%, You 2024 8.1%, Comparator 2024 14.5%, 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:

- 5.2% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 10.9% of staff in your comparator group and 11.2% of staff across the public sector.

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

Bullying: You 2022 5.5%, You 2023 8.7%, You 2024 5.2%, Comparator 2024 10.9%, Public sector 2024 11.2%

Sexual harassment: You 2022 2.3%, You 2023 1.9%, You 2024 3.3%, Comparator 2024 4.9%, Public sector 2024 3.9%

Discrimination: You 2022 1.4%, You 2023 1.9%, You 2024 1.1%, Comparator 2024 6.1%, Public sector 2024 4.9%

Violence or aggression: You 2022 1.4%, You 2023 2.7%, You 2024 1.1%, Comparator 2024 13.2%, Public sector 2024 10.0%

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

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

Of that 5%, 50% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

Have you experienced bullying at work in the last 12 months?			
14	233		23
5%	86%		9%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure
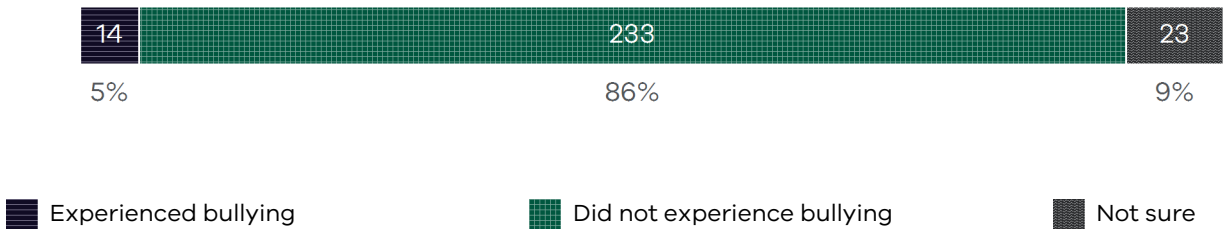
If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	65%	50%	66%	69%
Exclusion or isolation	39%	36%	48%	46%
Other	17%	29%	15%	15%
Verbal abuse	17%	21%	32%	19%
Intimidation and/or threats	22%	7%	40%	28%
Withholding essential information for me to do my job	26%	7%	29%	33%

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

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

- 64% said the top way they reported the bullying was 'Told a manager'.
- 93% said they didn't submit a formal complaint.

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

14	233	23
5%	86%	9%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	43%	64%	50%	52%
Told a colleague	43%	43%	35%	41%
Told the person the behaviour was not OK	30%	14%	20%	16%
I did not tell anyone about the bullying	-	14%	17%	12%
Submitted a formal complaint	17%	7%	15%	12%
Told human resources	22%	7%	17%	14%
Told a friend or family member	35%	7%	34%	34%

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

93% of your staff who experienced bullying did not submit a formal complaint, of which:

- 69% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

1	13
7%	93%

■ Submitted formal complaint   ▦ Did not submit a formal complaint
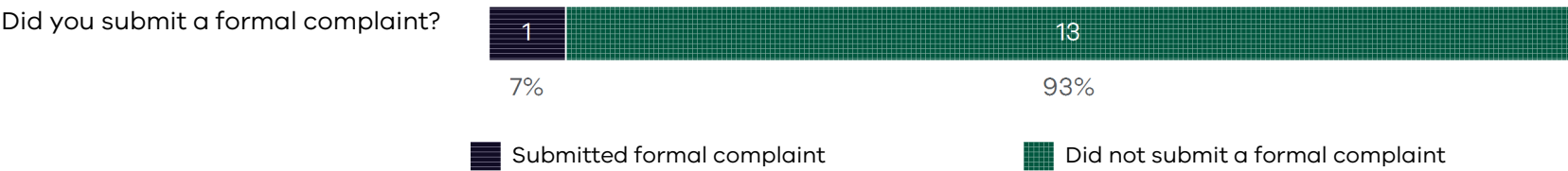
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	21%	69%	51%	51%
I believed there would be negative consequences for my reputation	37%	54%	51%	54%
I believed there would be negative consequences for my career	37%	23%	42%	45%
Other	5%	23%	16%	16%
I believed there would be negative consequences for the person I was going to complain about	-	15%	9%	10%
I didn't think it was serious enough	32%	8%	14%	16%
I didn't need to because I made the bullying stop	5%	8%	4%	5%
I didn't feel safe to report the incident	16%	8%	17%	21%
I was advised not to	11%	8%	5%	5%

Victorian Public Sector Commission

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People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 5% 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

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

Of that 5%, 43% said it was by 'A manager or supervisor'.

14 people (5% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A manager or supervisor	43%
An executive, senior leader or the head of your organisation	36%
A colleague	21%
A group of colleagues	14%
A client/ customer/ patient/ stakeholder	7%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
Other	0%
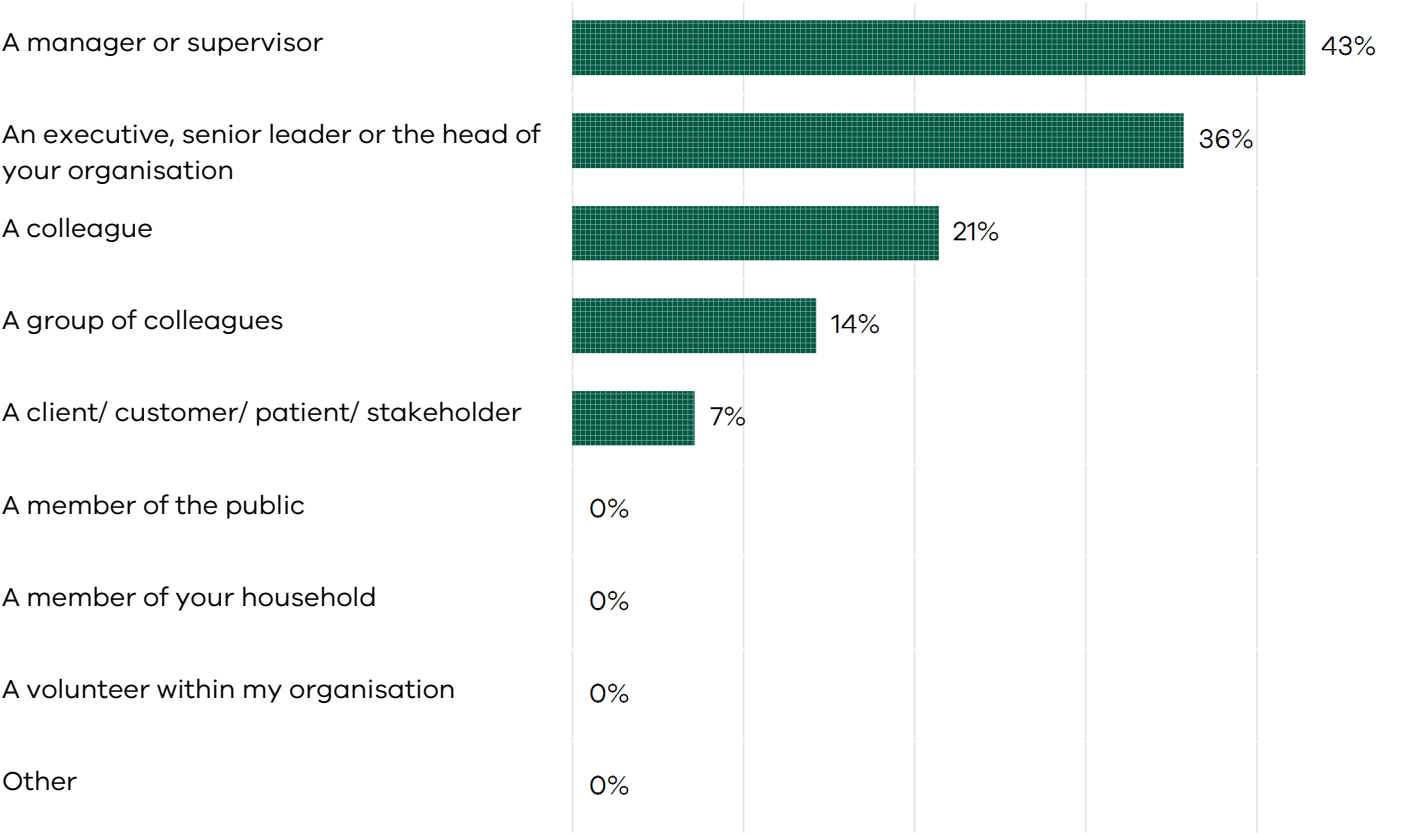
People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 5% 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

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

Of that 5%, 100% said it was by someone within the organisation.

Of that 100%, 50% said it was 'They were outside my workgroup'.

14 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

They were outside my workgroup	50%
They were in my workgroup	29%
They were my immediate manager or supervisor	21%
They were someone I supervise or manage	7%

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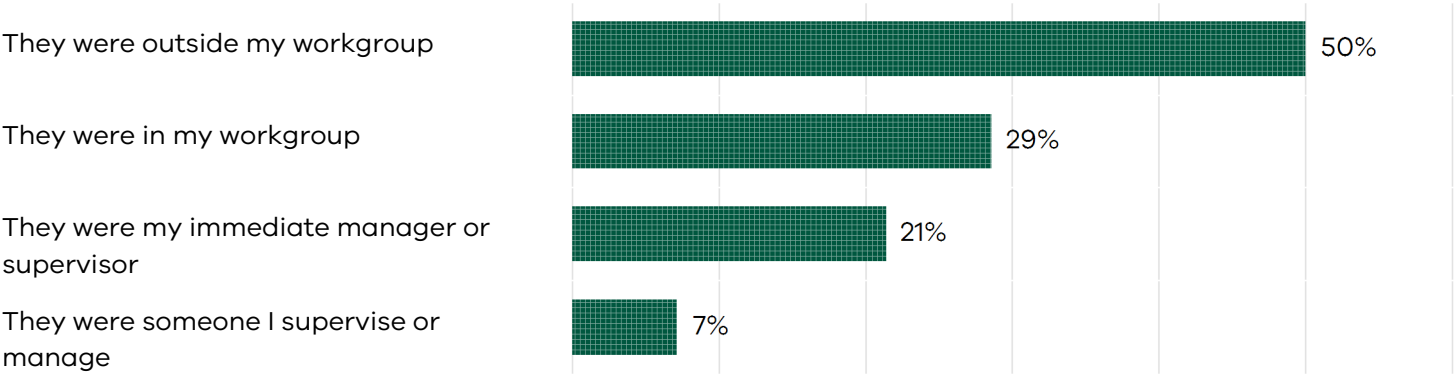
People outcomes

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.

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

14% of your staff who did the survey said they witnessed some negative behaviour at work.

86% said 'No, I have not witnessed any of the situations above'.

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

38	232
14%	86%

- ■ 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	88%	86%	81%	81%
Bullying of a colleague	8%	10%	13%	14%
Discrimination against a colleague	5%	4%	8%	8%
Violence or aggression against a colleague	1%	3%	4%	3%

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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

14% of your staff who did the survey witnessed negative behaviour, of which:

- 68% 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?

38	232
14%	86%

■ 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	66%	68%	67%	71%
Told a manager	44%	47%	35%	40%

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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 97% of your staff who did the survey agreed with 'I can use my skills and knowledge in my job'. In the 'Change from 2023' column, you have a +2% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I can use my skills and knowledge in my job	97%	+2%	92%
Job enrichment	I understand how my job helps my organisation achieve its goals	97%	+3%	93%
Meaningful work	I can make a worthwhile contribution at work	95%	-1%	91%
Safety climate	My organisation provides a physically safe work environment	95%	+0%	87%
Flexible working	My manager supports working flexibly	93%	+1%	81%
Meaningful work	I achieve something important through my work	92%	-1%	88%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	92%	-1%	85%
Job enrichment	I clearly understand what I am expected to do in this job	91%	+3%	87%
Manager leadership	My manager treats employees with dignity and respect	91%	+1%	85%
Satisfaction	How satisfied are you with the work/life balance in your current job	91%	+9%	73%

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Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 54% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a +8% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	54%	+8%	41%
Organisational integrity	I believe the promotion processes in my organisation are fair	55%	+2%	45%
Learning and development	I am satisfied with the opportunities to progress in my organisation	55%	+6%	49%
Organisational integrity	I have an equal chance at promotion in my organisation	55%	–1%	47%
Satisfaction	How satisfied are you with your career development within your current organisation	63%	+6%	57%
Senior leadership	Senior leaders provide clear strategy and direction	63%	+1%	60%
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	63%	–10%	55%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+9%	52%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	66%	+2%	53%
Learning and development	My organisation places a high priority on the learning and development of staff	66%	+12%	57%

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 'Learning and development', the 'You 2024' column shows 66% of your staff who did the survey agreed with 'My organisation places a high priority on the learning and development of staff'.

In the 'Increase from 2023' column, you have a 12% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Learning and development	My organisation places a high priority on the learning and development of staff	66%	+12%	57%
Satisfaction	How satisfied are you with the work/life balance in your current job	91%	+9%	73%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	71%	+9%	57%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+9%	52%
Organisational integrity	My organisation is committed to earning a high level of public trust	84%	+8%	78%
Taking action	My organisation has made improvements based on the survey results from last year	54%	+8%	41%
Workgroup support	People in my workgroup are politically impartial in their work	89%	+8%	79%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	90%	+7%	72%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	67%	+7%	54%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	72%	+7%	60%

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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 'Topical', the 'You 2024' column shows 63% of your staff who did the survey agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.
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
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	63%	-10%	55%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	-5%	83%
Manager leadership	My manager demonstrates honesty and integrity	90%	-1%	83%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	80%	-1%	70%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	92%	-1%	85%
Manager support	I can discuss problems or issues with my manager	89%	-1%	81%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	87%	-1%	83%
Organisational integrity	I believe the recruitment processes in my organisation are fair	70%	-1%	59%
Organisational integrity	I have an equal chance at promotion in my organisation	55%	-1%	47%
Manager support	My manager gives me feedback that helps me improve my performance	83%	-1%	72%

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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 'Satisfaction', the 'You 2024' column shows 91% of your staff who did the survey agreed with 'How satisfied are you with the work/life balance in your current job'.

The 'Difference' column, shows that agreement for this question was 18% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Satisfaction	How satisfied are you with the work/life balance in your current job	91%	+18%	73%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	90%	+18%	72%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	71%	+16%	55%
Taking action	My organisation has made improvements based on the survey results from last year	54%	+14%	41%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	71%	+13%	57%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	67%	+13%	54%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	66%	+13%	53%
Safety climate	All levels of my organisation are involved in the prevention of stress	64%	+13%	52%
Innovation	My workgroup encourages employee creativity	78%	+13%	66%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	72%	+12%	60%

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Key differences

Biggest negative difference from comparator

What is this

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

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2024 survey compared to your comparator group.
In this table, the difference to your comparator is shown in the 'Difference' column.

Example

On the first row 'Engagement', the 'You 2024' column shows 71% of your staff who did the survey agreed with 'I would recommend my organisation as a good place to work'.
The 'Difference' column, shows that agreement for this question was 1% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Engagement	I would recommend my organisation as a good place to work	71%	-1%	72%

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

66% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	9% / 26% / 66%	44%	63%	66%	36%	53%	79%
My organisation has made improvements based on the survey results from last year	12% / 8% / 26% / 54%	27%	46%	54%	13%	41%	89%

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2024

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Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results		Benchmark agree results					

Legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders model my organisation's values	61%	69%	75%	45%	66%	82%
Senior leaders demonstrate honesty and integrity	63%	71%	73%	45%	66%	89%
Senior leaders provide clear strategy and direction	57%	62%	63%	30%	60%	78%

Your results bars:
- Senior leaders model my organisation's values: Disagree 10%, Neither agree nor disagree 15%, Agree 75%
- Senior leaders demonstrate honesty and integrity: Disagree 10%, Don't know 2%, Neither agree nor disagree 15%, Agree 73%
- Senior leaders provide clear strategy and direction: Disagree 16%, Don't know 1%, Neither agree nor disagree 20%, Agree 63%

People matter survey

2024

Have your say

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- 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
- 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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Senior leadership

- Senior leadership questions

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- Collaboration
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Workgroup climate

- Scorecard
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Job and manager factors

- Scorecard
- Manager leadership
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- Workload
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- 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

Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

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

Compared to:

- 71.4% of staff in your comparator group and 72.5% of staff across the public sector.

Collaboration: You 2022 70.6%, You 2023 79.5%, You 2024 78.0%, Comparator 2024 71.4%, Public sector 2024 72.5%

Organisational integrity: You 2022 66.2%, You 2023 73.7%, You 2024 75.2%, Comparator 2024 67.4%, Public sector 2024 67.0%

Safety climate: You 2022 58.3%, You 2023 67.1%, You 2024 73.5%, Comparator 2024 60.8%, Public sector 2024 59.2%

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

Victorian Public Sector Commission

VICTORIA State Government

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.
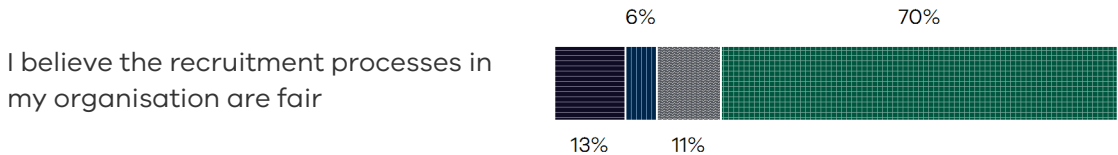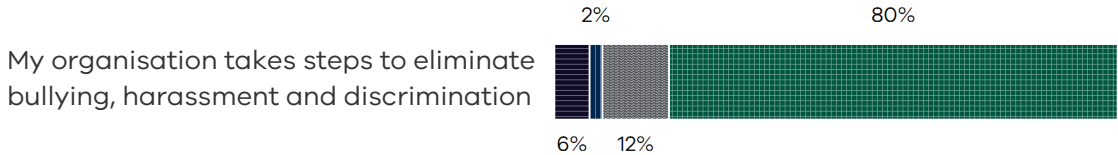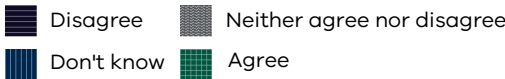
Example

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

Survey question
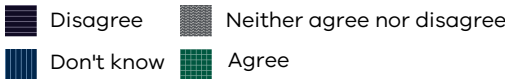
Your results

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

Benchmark agree results
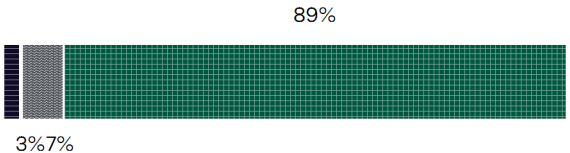
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	89% (3% 7%)	84%	89%	89%	64%	83%	100%
My organisation encourages employees to act in ways that are consistent with human rights	1% 87% (2% 9%)	79%	88%	87%	70%	83%	100%
My organisation is committed to earning a high level of public trust	1% 84% (3% 12%)	75%	75%	84%	73%	78%	95%
My organisation does not tolerate improper conduct	81% (8% 11%)	69%	77%	81%	45%	73%	95%
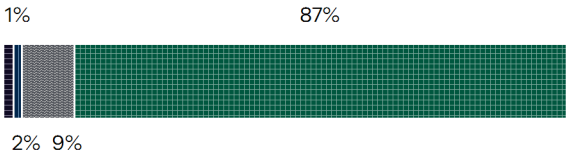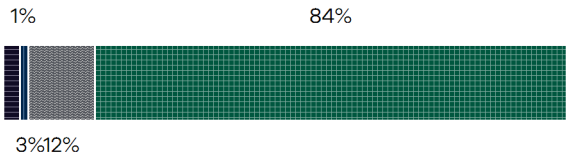
Victorian Public Sector Commission

VICTORIA State Government
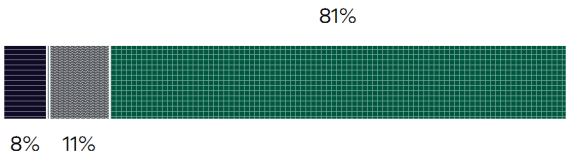
Organisational climate

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

80% 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						
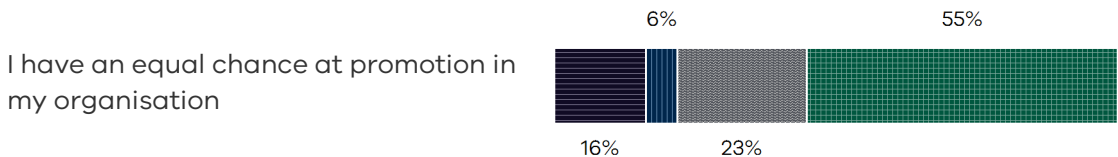
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (Disagree 2%, Don't know 6%, Neither 12%, Agree 80%)	70%	81%	80%	36%	70%	89%
I believe the recruitment processes in my organisation are fair (Disagree 13%, Don't know 6%, Neither 11%, Agree 70%)	62%	71%	70%	45%	59%	93%
I have an equal chance at promotion in my organisation (Disagree 16%, Don't know 6%, Neither 23%, Agree 55%)	48%	56%	55%	42%	47%	70%
I believe the promotion processes in my organisation are fair (Disagree 15%, Don't know 6%, Neither 24%, Agree 55%)	42%	53%	55%	28%	45%	68%

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.
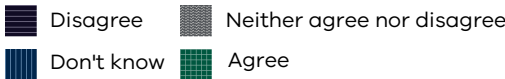
Example

86% 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
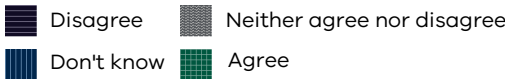
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

I am able to work effectively with others outside my immediate workgroup
7% | 86% | 7%

Workgroups across my organisation willingly share information with each other
2% | 70% | 14% | 14%

Benchmark agree results
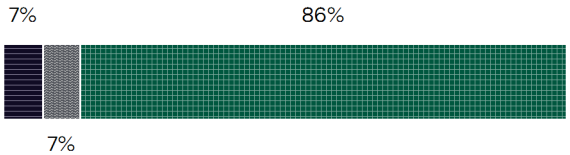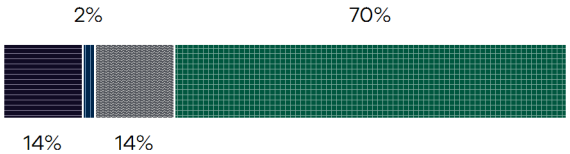
Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	84%	91%	86%	71%	83%	91%
Workgroups across my organisation willingly share information with each other	57%	68%	70%	36%	59%	82%

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

95% 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

Your 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 organisation provides a physically safe work environment	95% (1% 4%)	91%	95%	95%	82%	87%	100%
Senior leaders consider the psychological health of employees to be as important as productivity	9% / 72% / 19%	59%	65%	72%	55%	60%	90%
My organisation has effective procedures in place to support employees who may experience stress	6% / 71% / 9% 14%	50%	65%	71%	36%	55%	87%
In my workplace, there is good communication about psychological safety issues that affect me	9% / 71% / 21%	55%	62%	71%	27%	57%	79%

Victorian Public Sector Commission · VICTORIA State Government
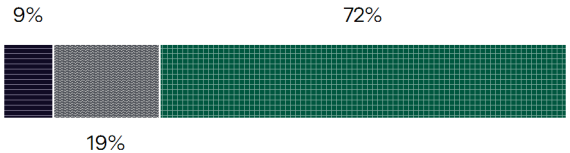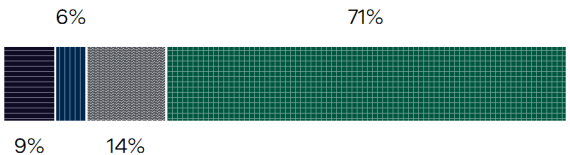
Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question	Your results	Benchmark agree results
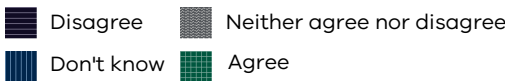
Your results legend: Disagree | Neither agree nor disagree | Don't know | Agree
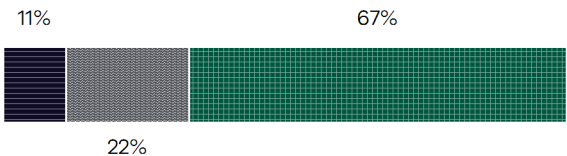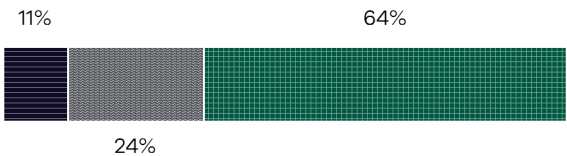
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	50%	60%	67%	27%	54%	79%
All levels of my organisation are involved in the prevention of stress	44%	56%	64%	36%	52%	79%

Senior leaders show support for stress prevention through involvement and commitment: 11% Disagree, 22% Neither, 67% Agree

All levels of my organisation are involved in the prevention of stress: 11% Disagree, 24% Neither, 64% Agree

People matter survey

2024

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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

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Senior leadership

- Senior leadership questions

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Workgroup climate

Scorecard

What is this

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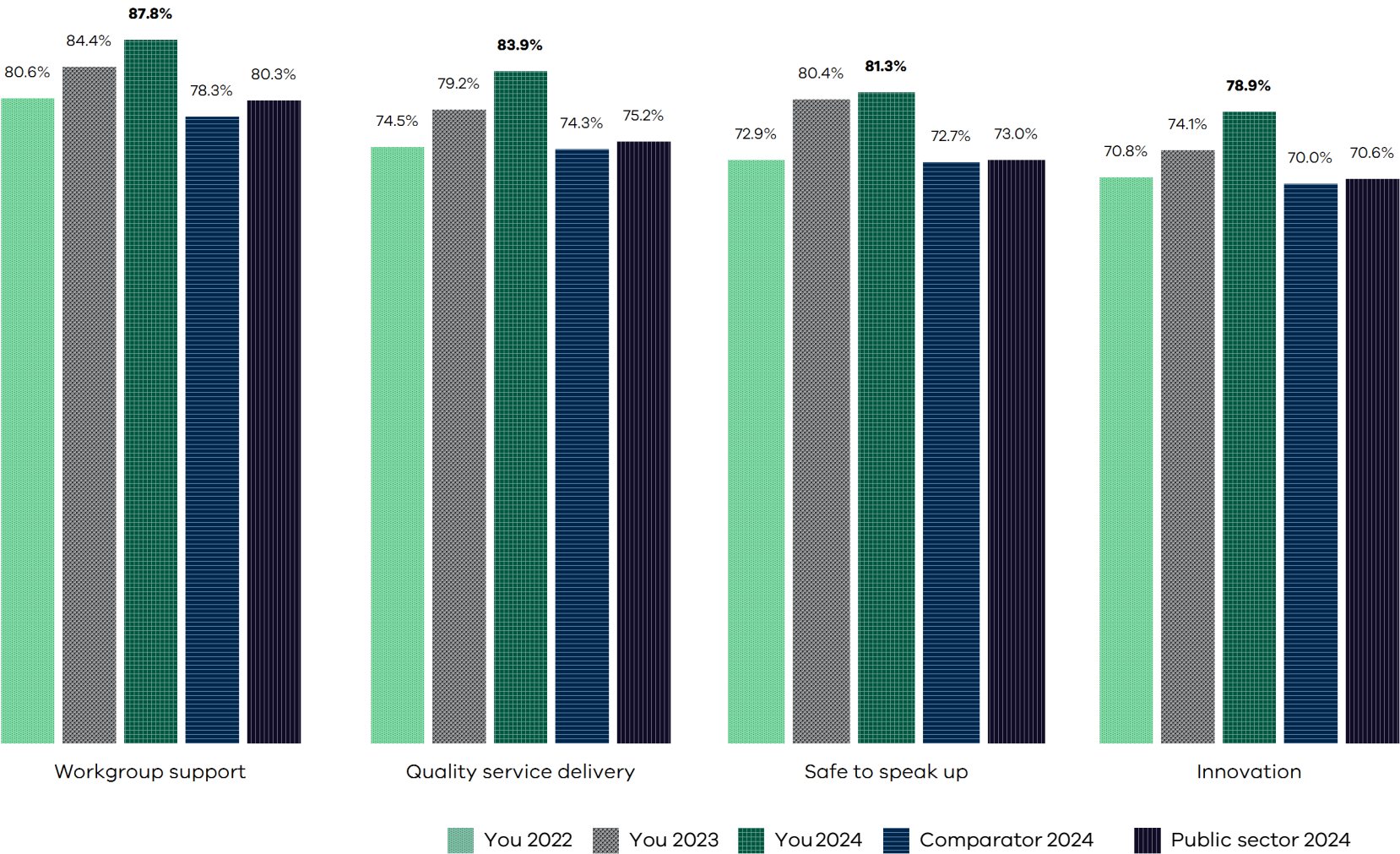
Why this is important

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

How to read this

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

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

Example

In 2024:

- 87.8% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 78.3% of staff in your comparator group and 80.3% of staff across the public sector.

Chart: Workgroup climate scorecard

Workgroup support
- You 2022: 80.6%
- You 2023: 84.4%
- You 2024: 87.8%
- Comparator 2024: 78.3%
- Public sector 2024: 80.3%

Quality service delivery
- You 2022: 74.5%
- You 2023: 79.2%
- You 2024: 83.9%
- Comparator 2024: 74.3%
- Public sector 2024: 75.2%

Safe to speak up
- You 2022: 72.9%
- You 2023: 80.4%
- You 2024: 81.3%
- Comparator 2024: 72.7%
- Public sector 2024: 73.0%

Innovation
- You 2022: 70.8%
- You 2023: 74.1%
- You 2024: 78.9%
- Comparator 2024: 70.0%
- 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
91% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	91% (3% / 6%)		79%	84%	91%	70%	80%	89%
My workgroup acts fairly and without bias	85% (1% / 5% 9%)		77%	84%	85%	63%	75%	83%
My workgroup has clear lines of responsibility	82% (9% / 9%)		72%	76%	82%	48%	73%	93%
My workgroup uses its resources well	78% (6% / 16%)		70%	72%	78%	57%	69%	79%

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

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
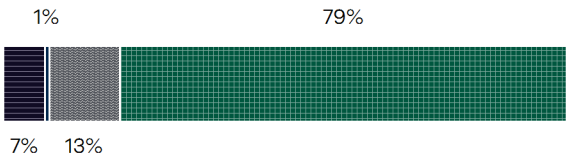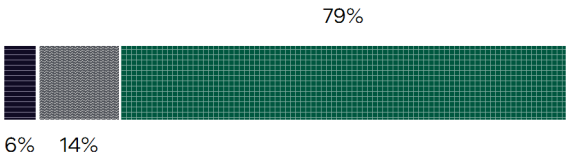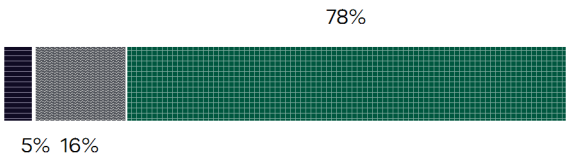
Survey question

Your results

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

Benchmark agree results
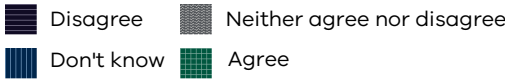
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	Disagree 7%, Don't know 1%, Neither 13%, Agree 79%	71%	75%	79%	57%	72%	83%
My workgroup learns from failures and mistakes	Disagree 6%, Neither 14%, Agree 79%	72%	74%	79%	64%	72%	83%
My workgroup encourages employee creativity	Disagree 5%, Neither 16%, Agree 78%	70%	74%	78%	57%	66%	91%

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.

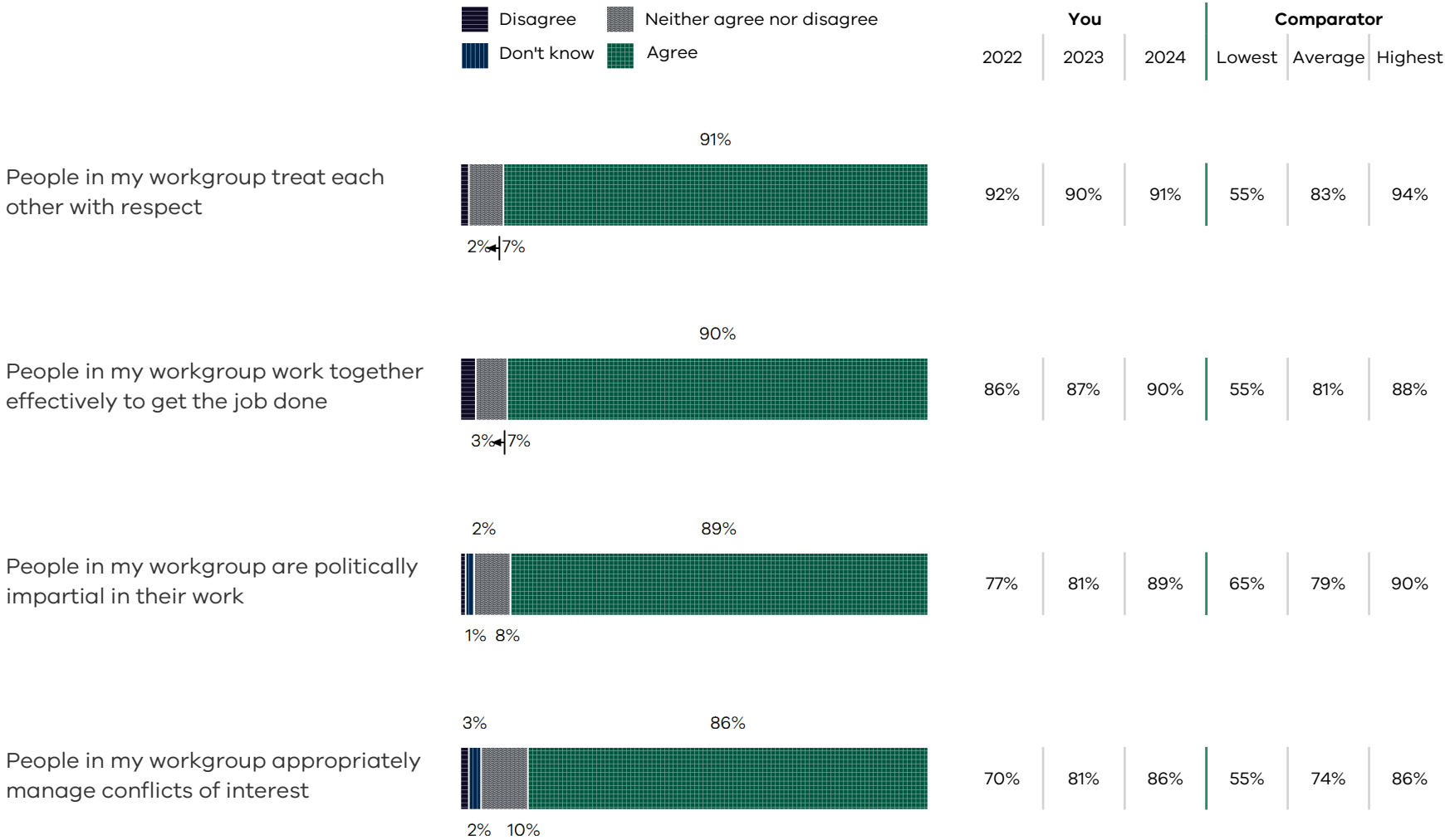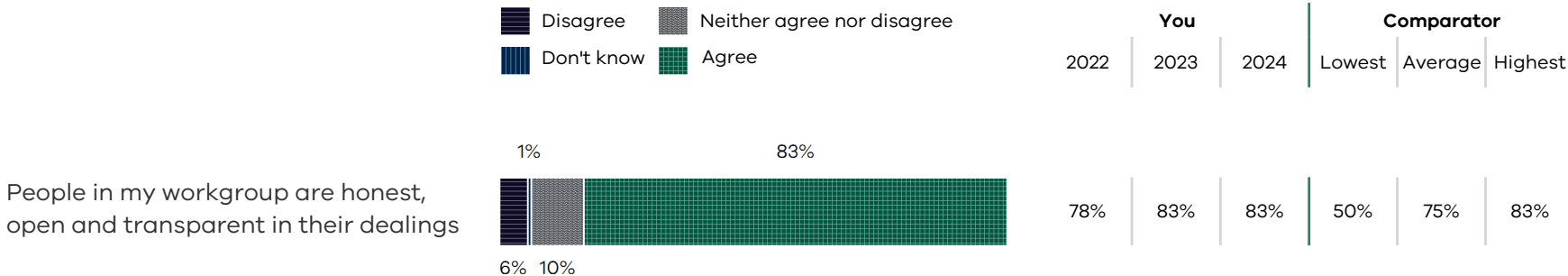Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% 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		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup treat each other with respect	91% (2% / 7%)	92%	90%	91%	55%	83%	94%
People in my workgroup work together effectively to get the job done	90% (3% / 7%)	86%	87%	90%	55%	81%	88%
People in my workgroup are politically impartial in their work	89% (2% / 1% / 8%)	77%	81%	89%	65%	79%	90%
People in my workgroup appropriately manage conflicts of interest	86% (3% / 2% / 10%)	70%	81%	86%	55%	74%	86%

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.

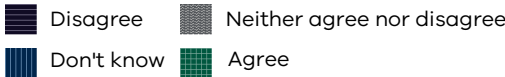Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

Survey question

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

Your results

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

1%   83%

6% 10%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	78%	83%	83%	50%	75%	83%

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

84% 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'.
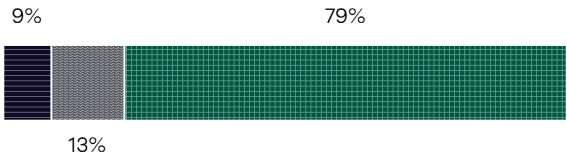
Survey question

Your results

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

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

4% | 84%
11%

I feel safe to challenge inappropriate behaviour at work

9% | 79%
13%

Benchmark agree results
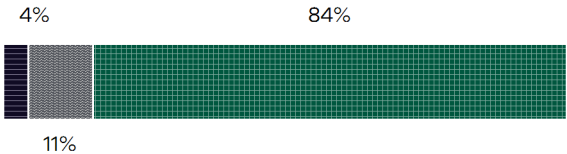
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	77%	82%	84%	56%	73%	83%
I feel safe to challenge inappropriate behaviour at work	69%	79%	79%	36%	72%	87%

People matter survey

2024

Have your say

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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

Victorian Public Sector Commission

VICTORIA State Government

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.
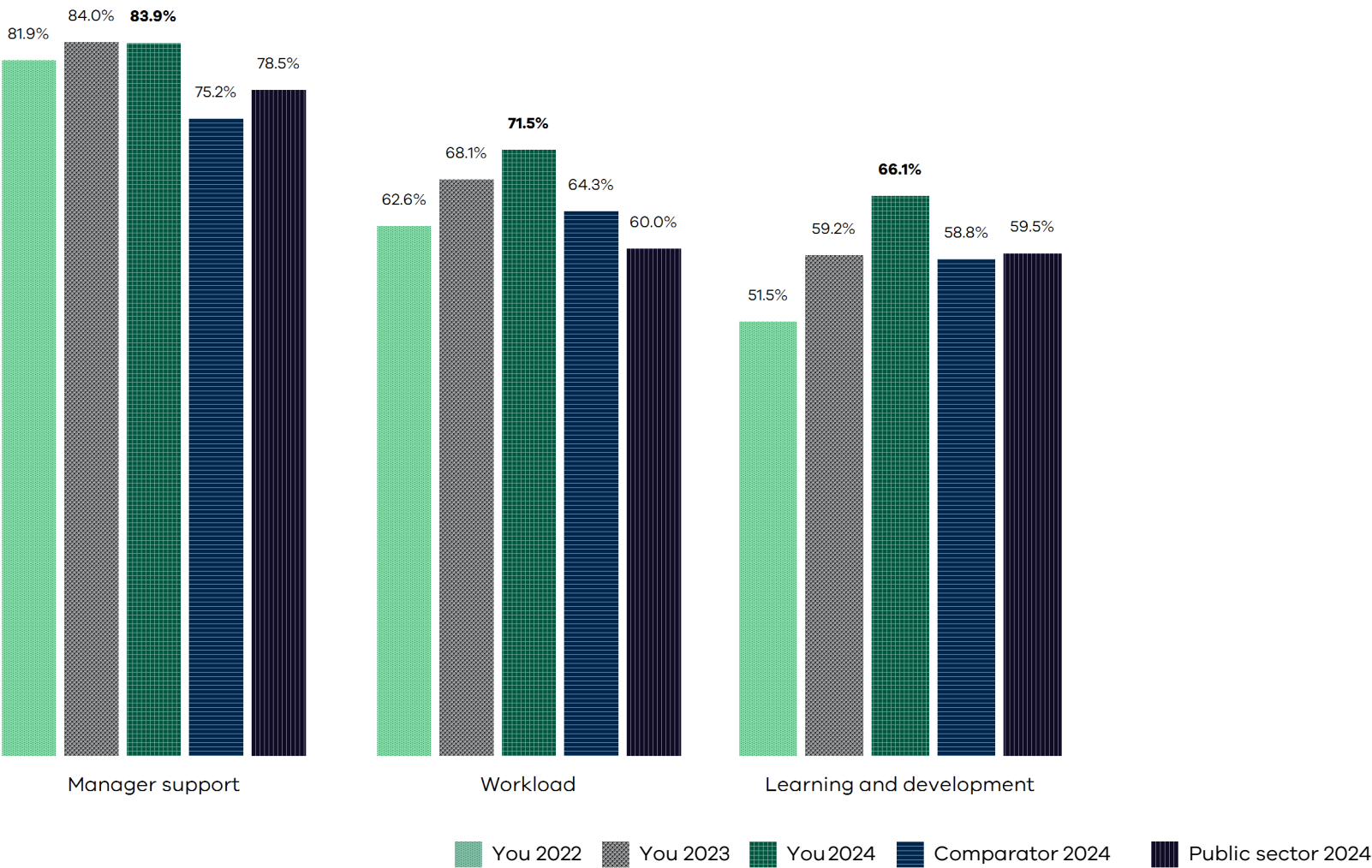
Example

In 2024:

- 92.0% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87.1% of staff in your comparator group and 87.4% of staff across the public sector.
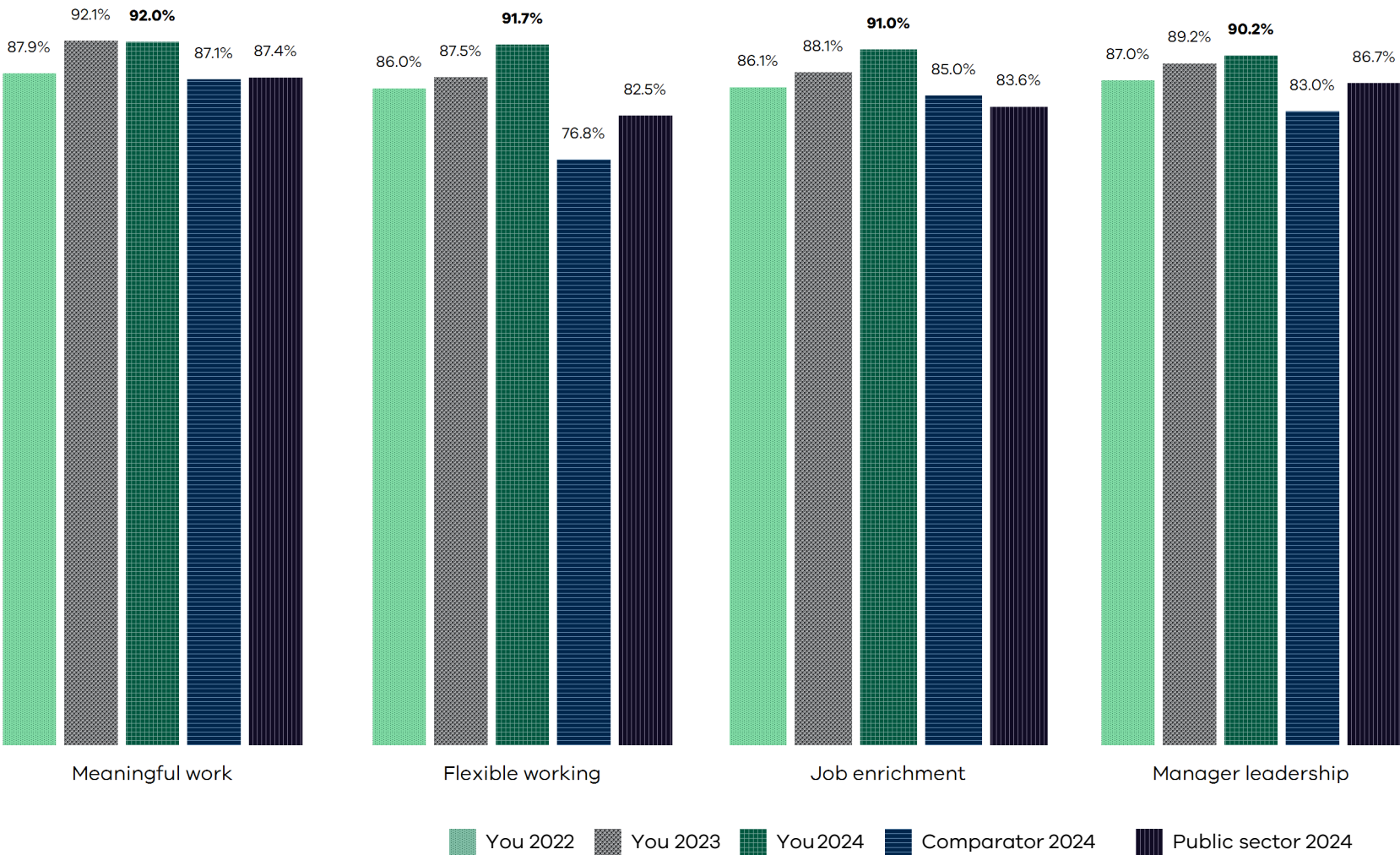
Meaningful work
- 87.9%
- 92.1%
- **92.0%**
- 87.1%
- 87.4%

Flexible working
- 86.0%
- 87.5%
- **91.7%**
- 76.8%
- 82.5%

Job enrichment
- 86.1%
- 88.1%
- **91.0%**
- 85.0%
- 83.6%

Manager leadership
- 87.0%
- 89.2%
- **90.2%**
- 83.0%
- 86.7%

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

Victorian Public Sector Commission

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Job and manager factors

What is this

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

Why this is important

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

How to read this

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

Example

In 2024:

- 83.9% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 75.2% of staff in your comparator group and 78.5% of staff across the public sector.

Manager support: You 2022 81.9%, You 2023 84.0%, You 2024 83.9%, Comparator 2024 75.2%, Public sector 2024 78.5%

Workload: You 2022 62.6%, You 2023 68.1%, You 2024 71.5%, Comparator 2024 64.3%, Public sector 2024 60.0%

Learning and development: You 2022 51.5%, You 2023 59.2%, You 2024 66.1%, Comparator 2024 58.8%, Public sector 2024 59.5%

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

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

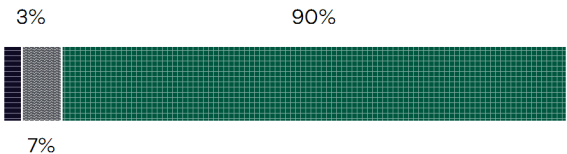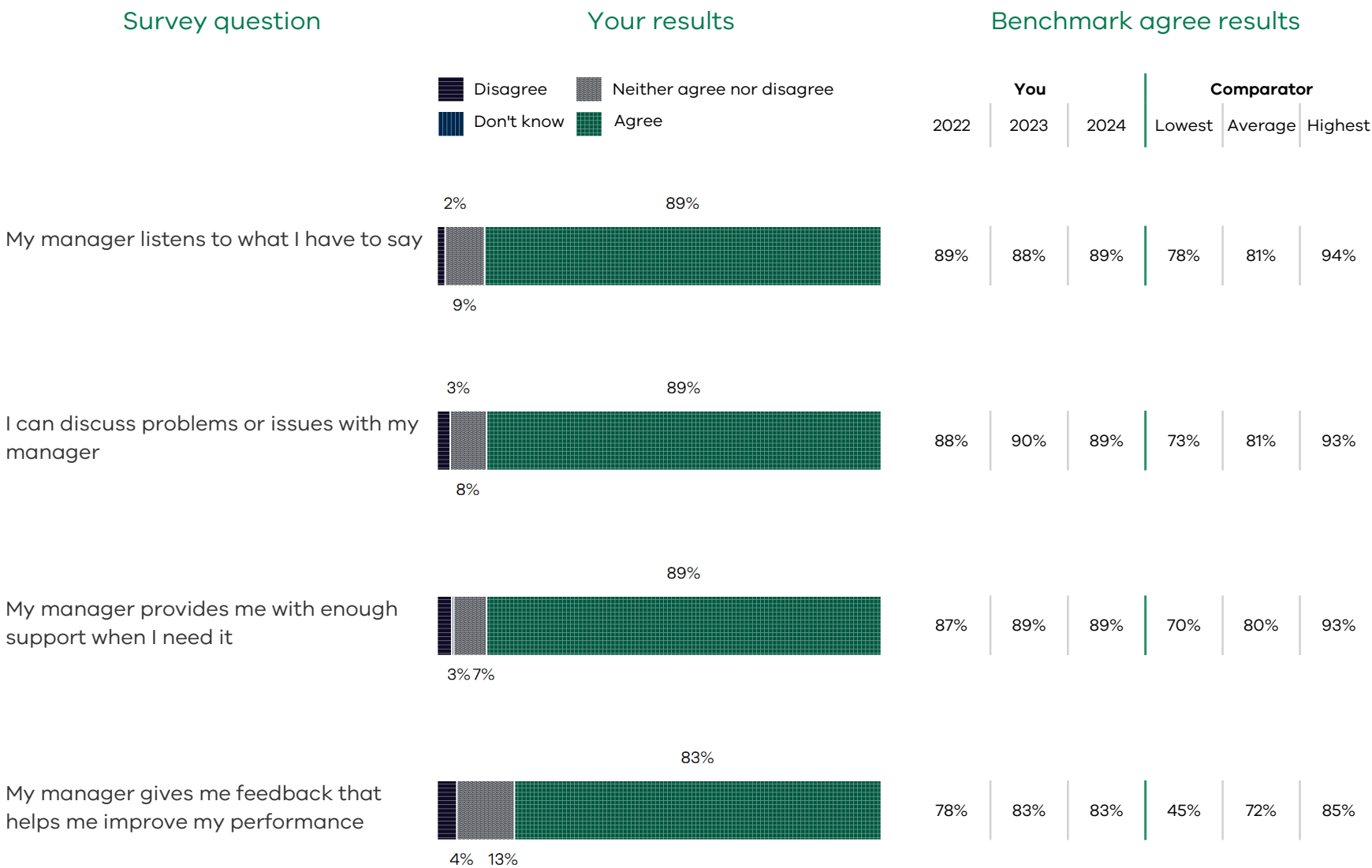## Survey question | Your results | Benchmark agree results
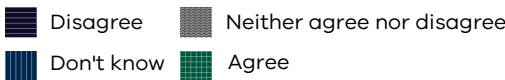
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
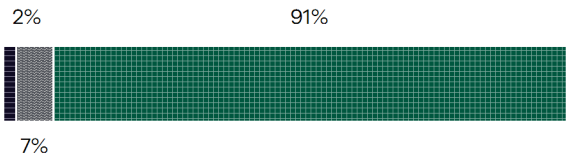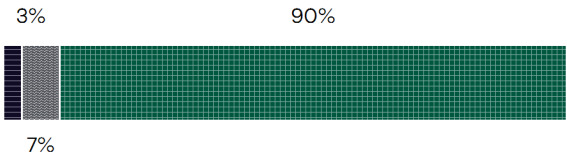
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	2% / 91% / 7%	90%	90%	91%	73%	85%	100%
My manager models my organisation's values	3% / 90% / 7%	85%	87%	90%	61%	81%	89%
My manager demonstrates honesty and integrity	3% / 90% / 7%	85%	91%	90%	70%	83%	93%

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.
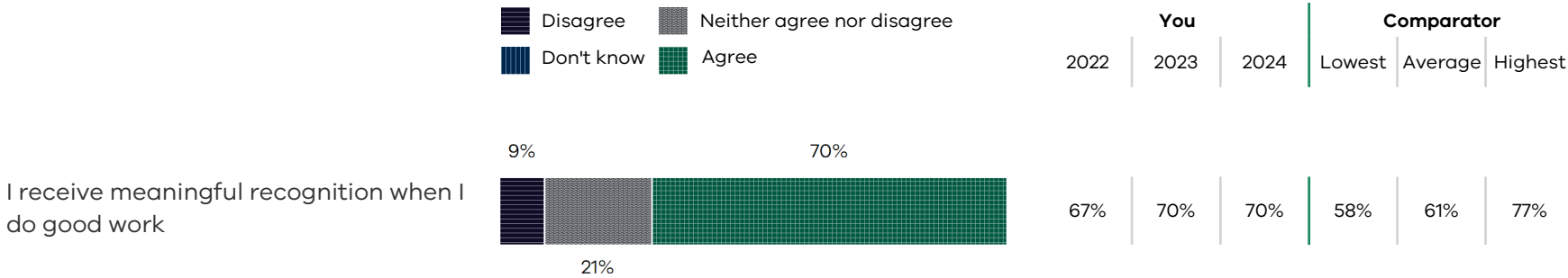
Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager listens to what I have to say	2% / 9% / 89%	89%	88%	89%	78%	81%	94%
I can discuss problems or issues with my manager	3% / 8% / 89%	88%	90%	89%	73%	81%	93%
My manager provides me with enough support when I need it	3% / 7% / 89%	87%	89%	89%	70%	80%	93%
My manager gives me feedback that helps me improve my performance	4% / 13% / 83%	78%	83%	83%	45%	72%	85%

Victorian Public Sector Commission

VICTORIA State Government

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'.

Survey question

Your results

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

I receive meaningful recognition when I do good work

9% — 21% — 70%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
67%	70%	70%		58%	61%	77%

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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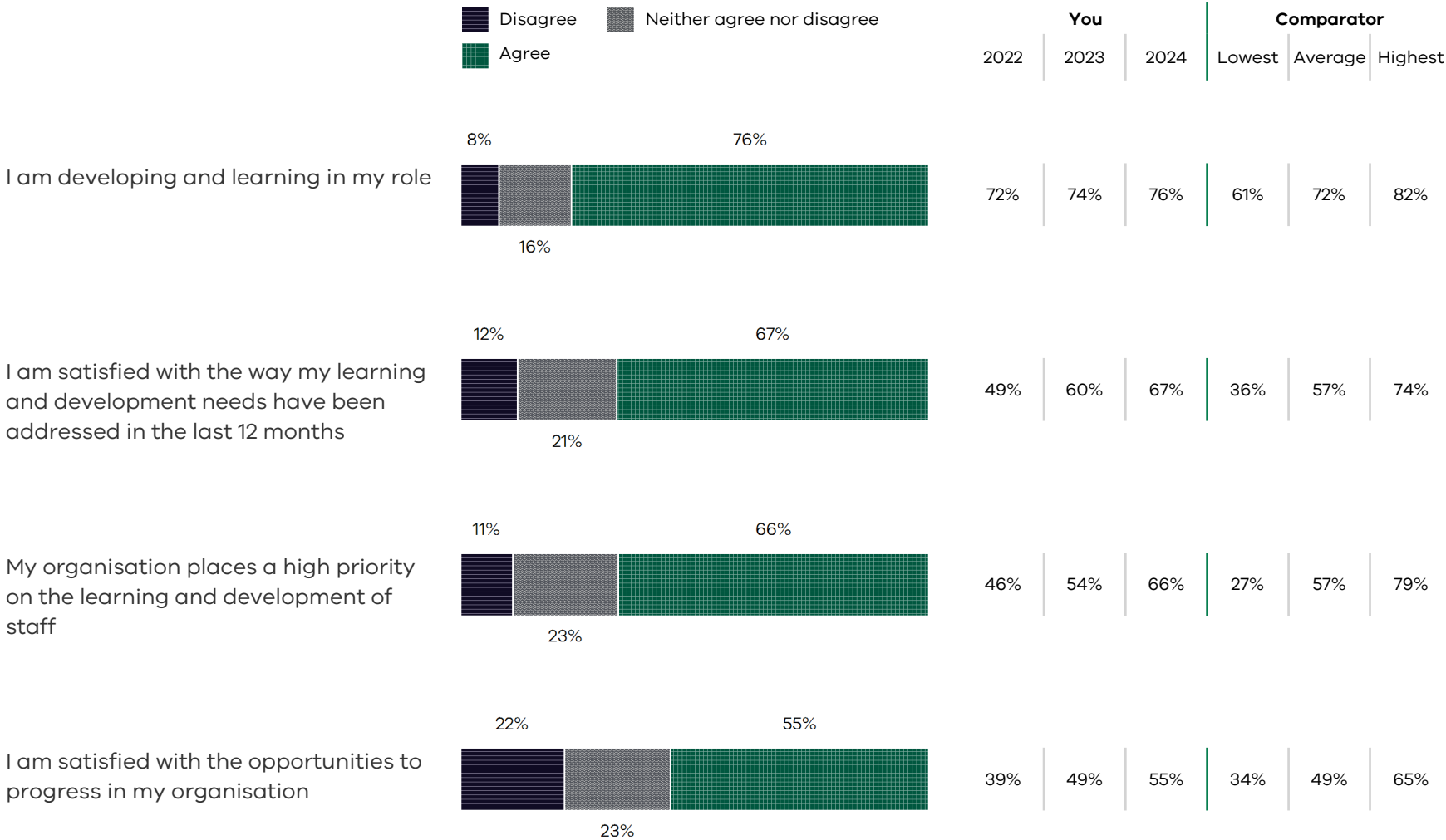
Example

73% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

Your results

■ Disagree   ▨ Neither agree nor disagree

▨ Agree

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

13%   73%

14%
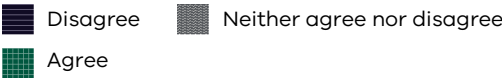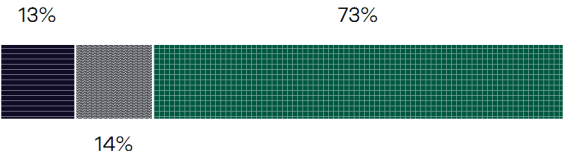
I have enough time to do my job effectively

16%   70%

14%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
63%	71%	73%	53%	65%	84%
62%	65%	70%	43%	63%	84%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development

What is this

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

Why this is important

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

How to read this

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

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

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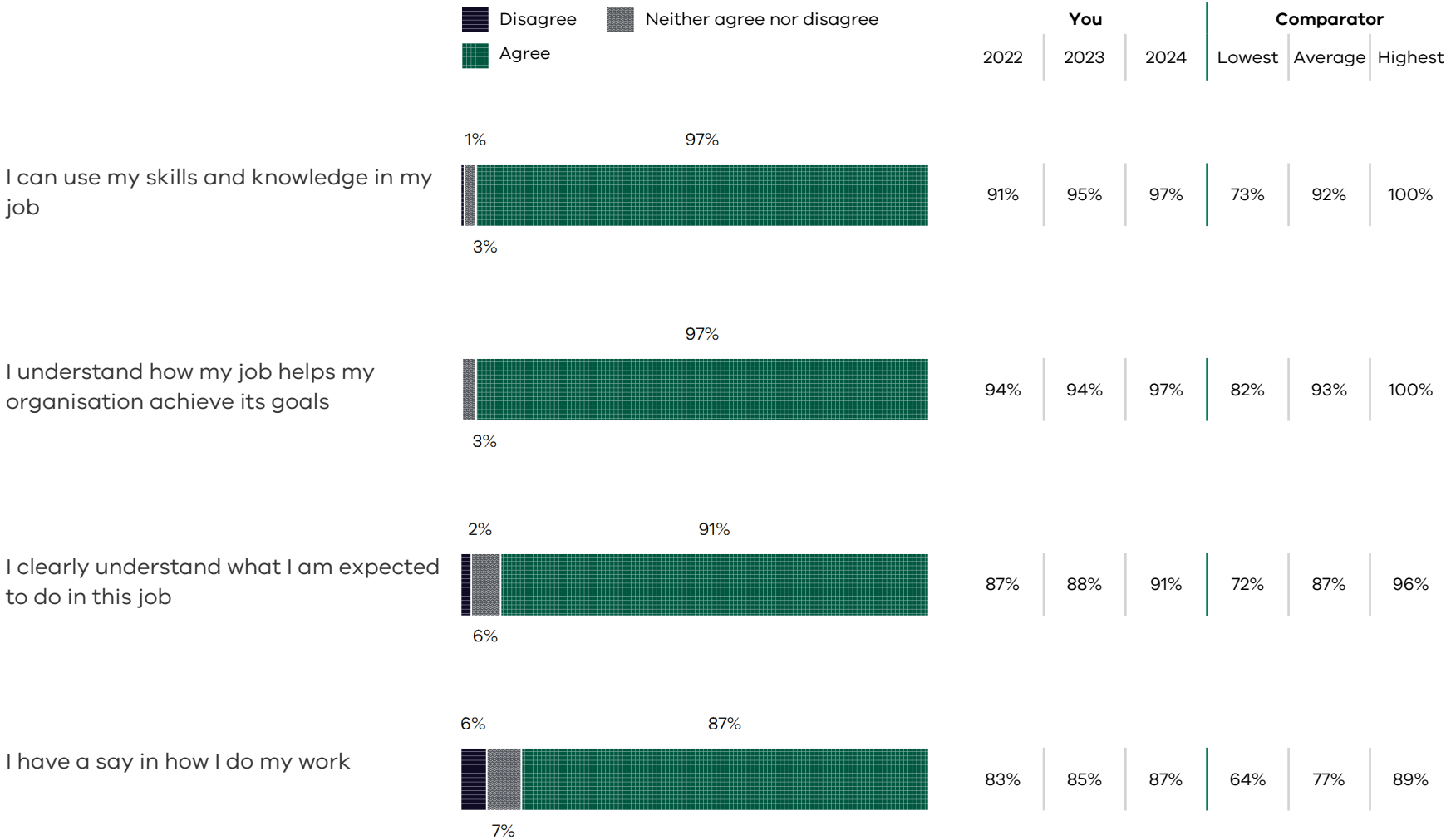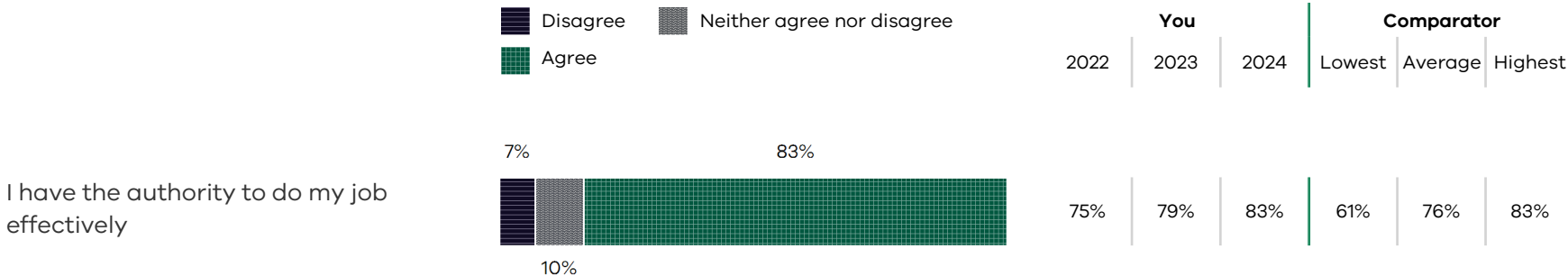
Example

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						

Your results legend:
- Disagree
- Neither agree nor disagree
- Agree

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am developing and learning in my role (Disagree 8%, Neither 16%, Agree 76%)	72%	74%	76%	61%	72%	82%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (Disagree 12%, Neither 21%, Agree 67%)	49%	60%	67%	36%	57%	74%
My organisation places a high priority on the learning and development of staff (Disagree 11%, Neither 23%, Agree 66%)	46%	54%	66%	27%	57%	79%
I am satisfied with the opportunities to progress in my organisation (Disagree 22%, Neither 23%, Agree 55%)	39%	49%	55%	34%	49%	65%

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.
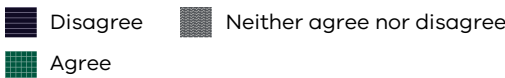
Example

97% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question

Your results

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I can use my skills and knowledge in my job	1% / 97% / 3%	91%	95%	97%	73%	92%	100%
I understand how my job helps my organisation achieve its goals	97% / 3%	94%	94%	97%	82%	93%	100%
I clearly understand what I am expected to do in this job	2% / 91% / 6%	87%	88%	91%	72%	87%	96%
I have a say in how I do my work	6% / 87% / 7%	83%	85%	87%	64%	77%	89%

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

83% 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

7%

83%

10%

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
75%	79%	83%	61%	76%	83%

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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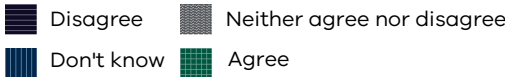
Example

95% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.
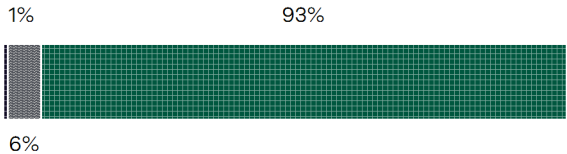
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree
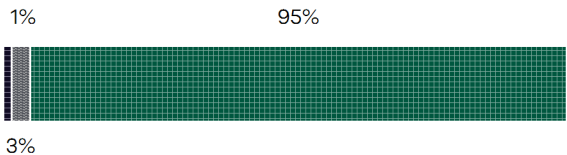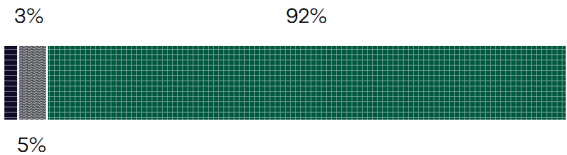
Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	1% / 95% / 3%	92%	96%	95%	73%	91%	100%
I achieve something important through my work	3% / 92% / 5%	89%	93%	92%	64%	88%	100%
I get a sense of accomplishment from my work	4% / 89% / 8%	83%	88%	89%	55%	82%	93%
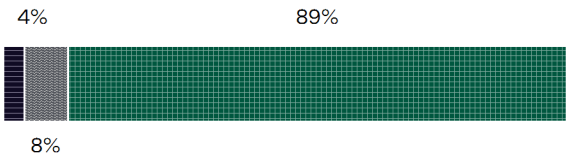
Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

93% 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 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	1% / 93% / 6%	90%	92%	93%	75%	81%	100%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	4% / 90% / 6%	82%	83%	90%	64%	72%	94%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

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- Taking action questions

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Public sector values

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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

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.
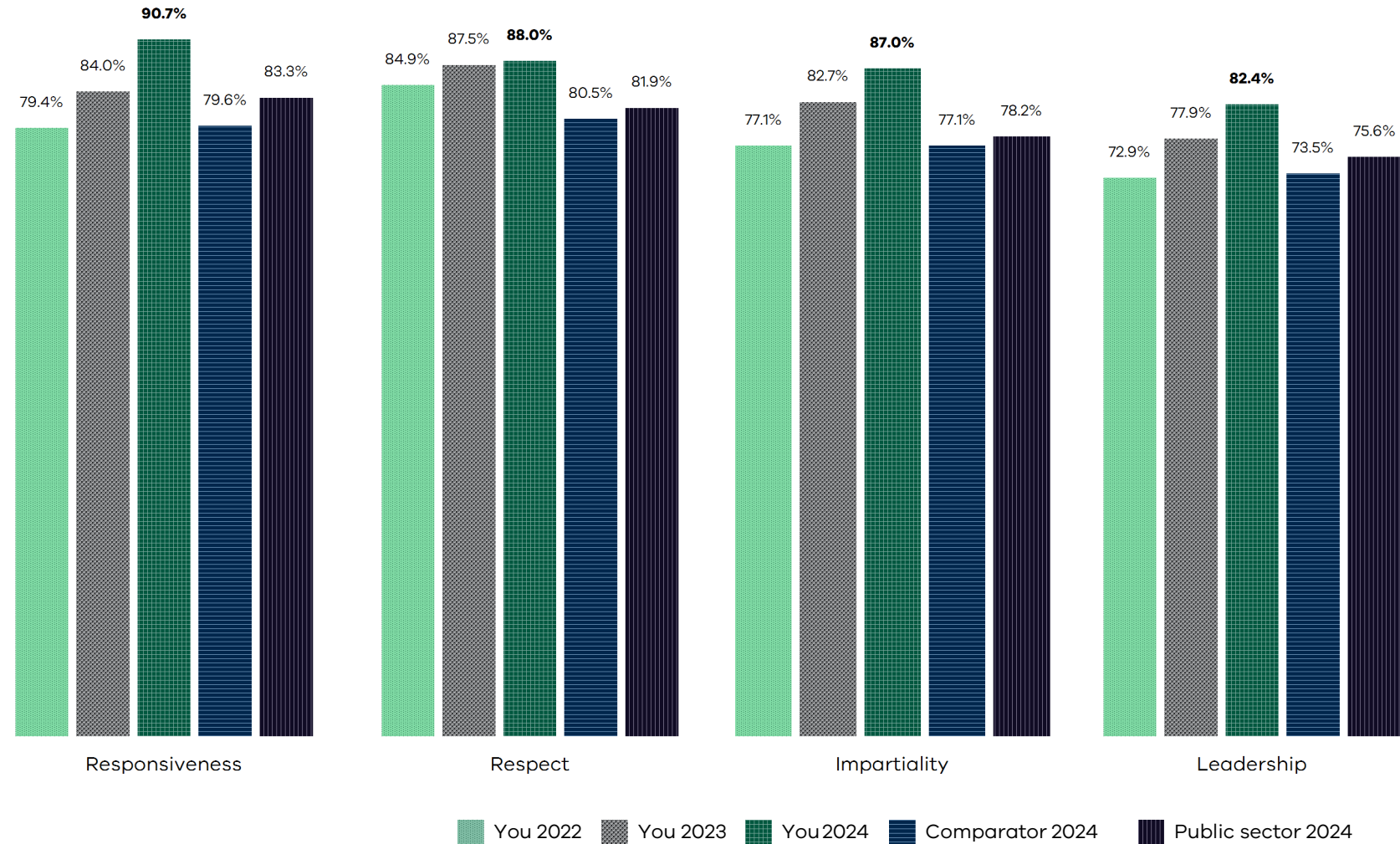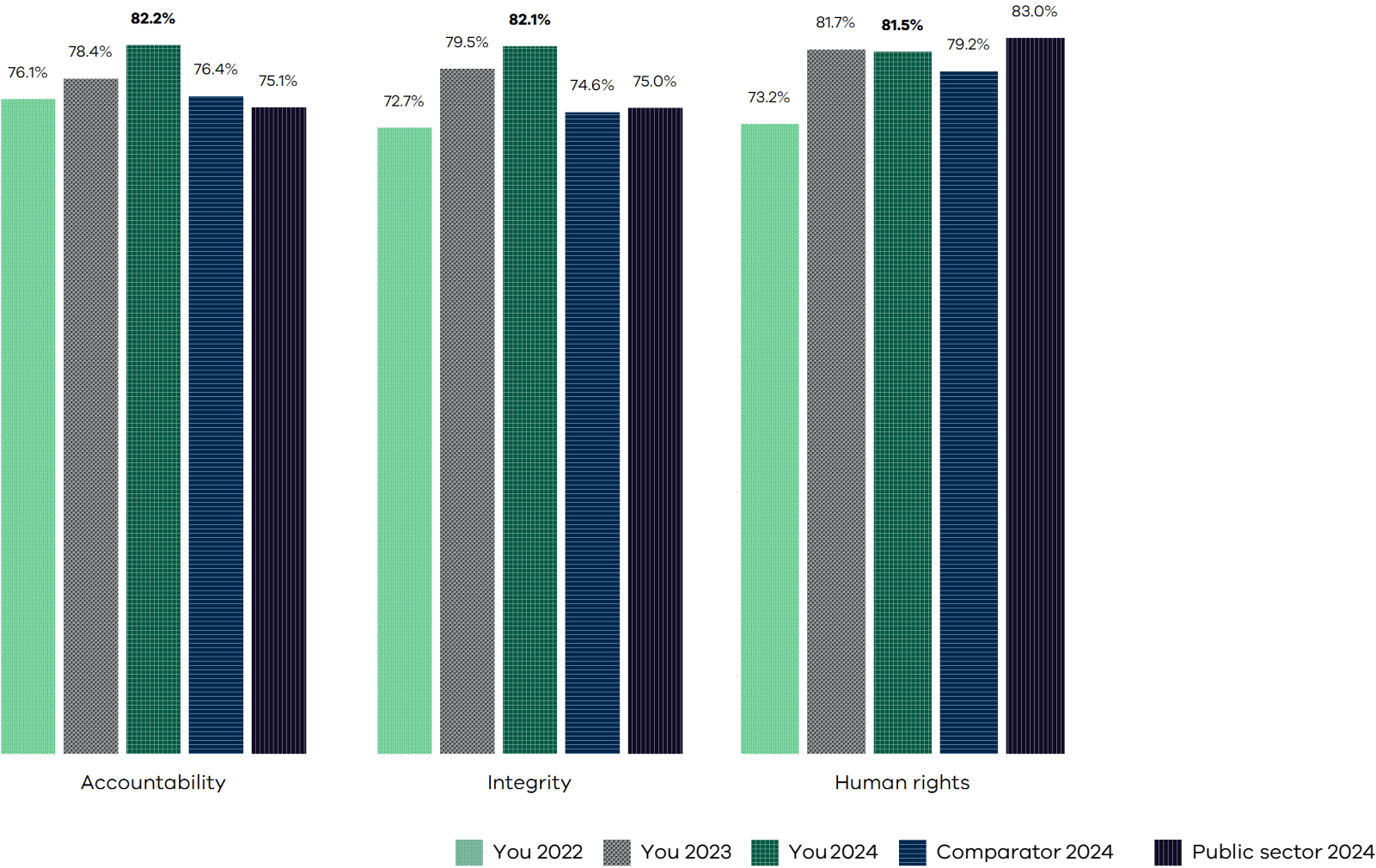
Why this is important

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:

- 90.7% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 79.6% of staff in your comparator group and 83.3% of staff across the public sector.

Chart data:

Responsiveness: You 2022: 79.4%, You 2023: 84.0%, You 2024: 90.7%, Comparator 2024: 79.6%, Public sector 2024: 83.3%

Respect: You 2022: 84.9%, You 2023: 87.5%, You 2024: 88.0%, Comparator 2024: 80.5%, Public sector 2024: 81.9%

Impartiality: You 2022: 77.1%, You 2023: 82.7%, You 2024: 87.0%, Comparator 2024: 77.1%, Public sector 2024: 78.2%

Leadership: You 2022: 72.9%, You 2023: 77.9%, You 2024: 82.4%, Comparator 2024: 73.5%, Public sector 2024: 75.6%

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

Public sector values

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 82.2% of your staff who did the survey responded positively to questions about Accountability.

Compared to:

- 76.4% of staff in your comparator group and 75.1% of staff across the public sector.

Accountability

- You 2022: 76.1%
- You 2023: 78.4%
- You 2024: 82.2%
- Comparator 2024: 76.4%
- Public sector 2024: 75.1%

Integrity

- You 2022: 72.7%
- You 2023: 79.5%
- You 2024: 82.1%
- Comparator 2024: 74.6%
- Public sector 2024: 75.0%

Human rights

- You 2022: 73.2%
- You 2023: 81.7%
- You 2024: 81.5%
- Comparator 2024: 79.2%
- Public sector 2024: 83.0%

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

Victorian Public Sector Commission

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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

91% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results	You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup provides high quality advice and services	91% (Agree), 3%, 6%	79%	84%	91%	70%	80%	89%

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.

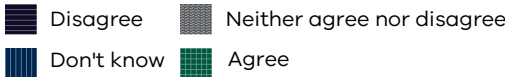Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% 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
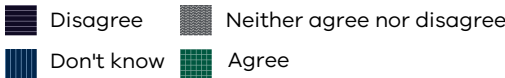
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager demonstrates honesty and integrity	3% / 90% / 7%	85%	91%	90%	70%	83%	93%
People in my workgroup appropriately manage conflicts of interest	3% / 86% / 2% / 10%	70%	81%	86%	55%	74%	86%
My organisation is committed to earning a high level of public trust	1% / 84% / 3% / 12%	75%	75%	84%	73%	78%	95%
People in my workgroup are honest, open and transparent in their dealings	1% / 83% / 6% / 10%	78%	83%	83%	50%	75%	83%
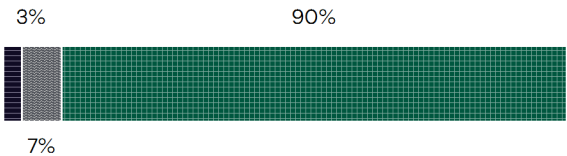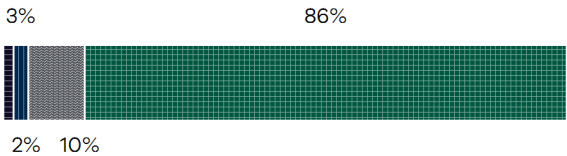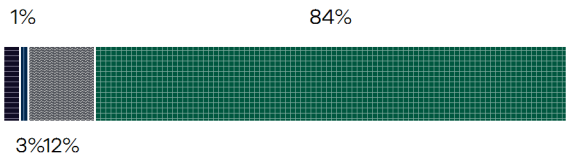
Victorian Public Sector Commission

VICTORIA State Government
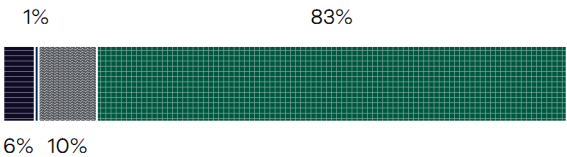
Public sector values

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
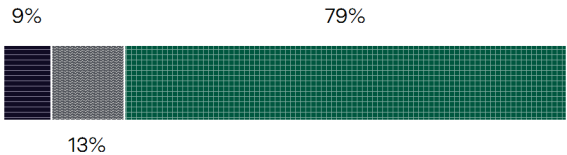
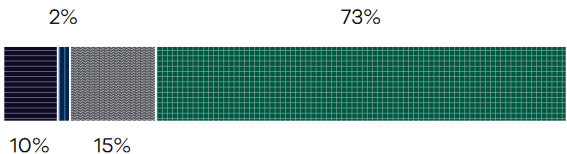| Survey question	Your results						

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

		Benchmark agree results					
		You			**Comparator**		
Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
My organisation does not tolerate improper conduct	8% / 11% / 81%	69%	77%	81%	45%	73%	95%
I feel safe to challenge inappropriate behaviour at work	9% / 13% / 79%	69%	79%	79%	36%	72%	87%
Senior leaders demonstrate honesty and integrity	10% / 2% / 15% / 73%	63%	71%	73%	45%	66%	89%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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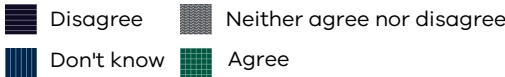
Example

89% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
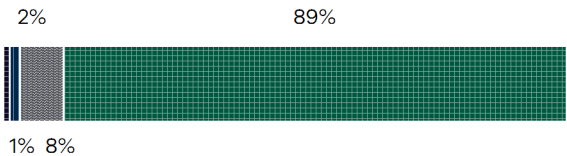
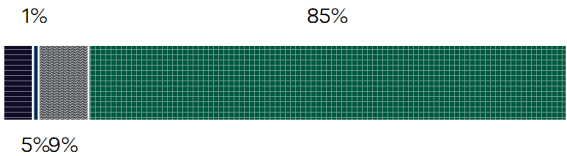## Survey question · Your results · Benchmark agree results

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	2% / 89% / 1% / 8%	77%	81%	89%	65%	79%	90%
My workgroup acts fairly and without bias	1% / 85% / 5% / 9%	77%	84%	85%	63%	75%	83%

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.

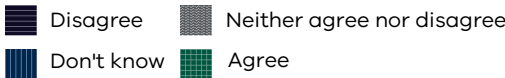Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

97% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
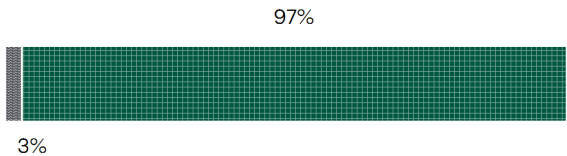
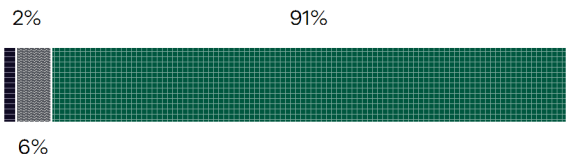## Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	97% (3%)	94%	94%	97%	82%	93%	100%
I clearly understand what I am expected to do in this job	91% (2%, 6%)	87%	88%	91%	72%	87%	96%
My workgroup has clear lines of responsibility	82% (9%, 9%)	72%	76%	82%	48%	73%	93%
My workgroup uses its resources well	78% (6%, 16%)	70%	72%	78%	57%	69%	79%
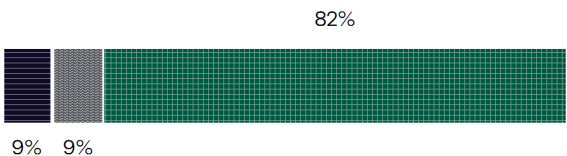
Victorian Public Sector Commission

VICTORIA State Government
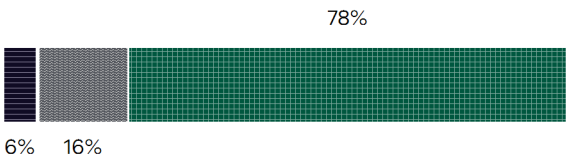
Public sector values

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.

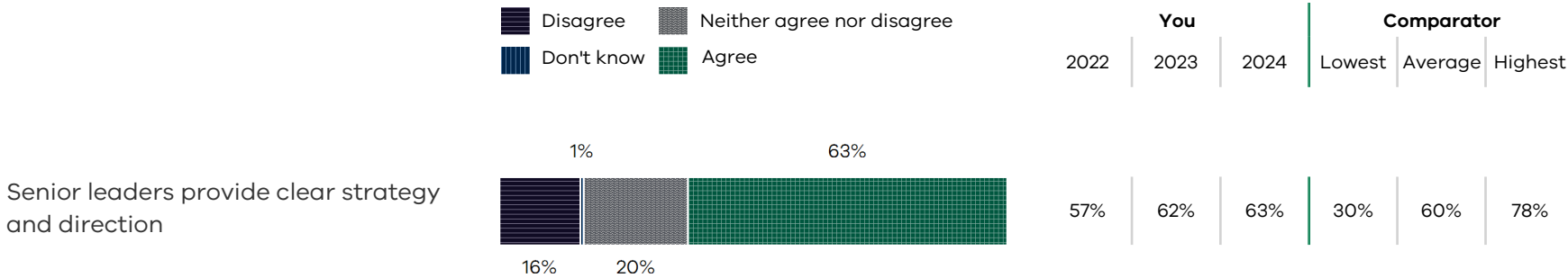Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

Your results: 16% Disagree, 1% Don't know, 20% Neither agree nor disagree, 63% Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	57%	62%	63%	30%	60%	78%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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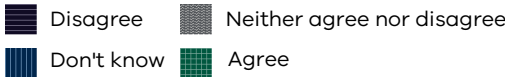
Example

91% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

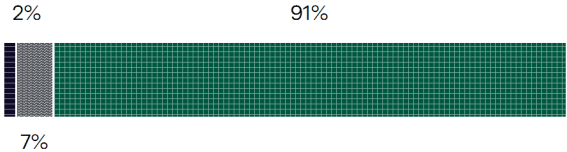Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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% / 7% / 91%	90%	90%	91%	73%	85%	100%
People in my workgroup treat each other with respect	2% / 7% / 91%	92%	90%	91%	55%	83%	94%
My manager listens to what I have to say	2% / 9% / 89%	89%	88%	89%	78%	81%	94%
My organisation encourages respectful workplace behaviours	3% / 7% / 89%	84%	89%	89%	64%	83%	100%
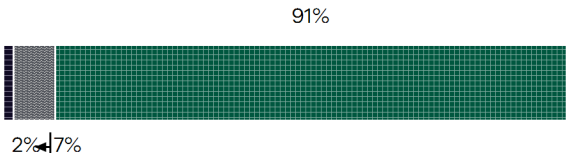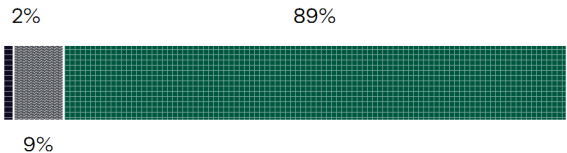
Victorian Public Sector Commission

VICTORIA State Government
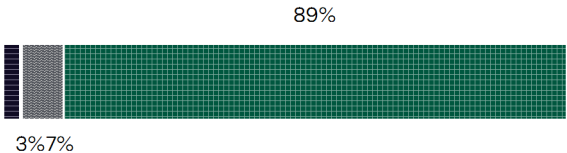
Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

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

My organisation takes steps to eliminate bullying, harassment and discrimination

Your results: 6%, 2%, 12%, 80%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	70%	81%	80%	36%	70%	89%

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.
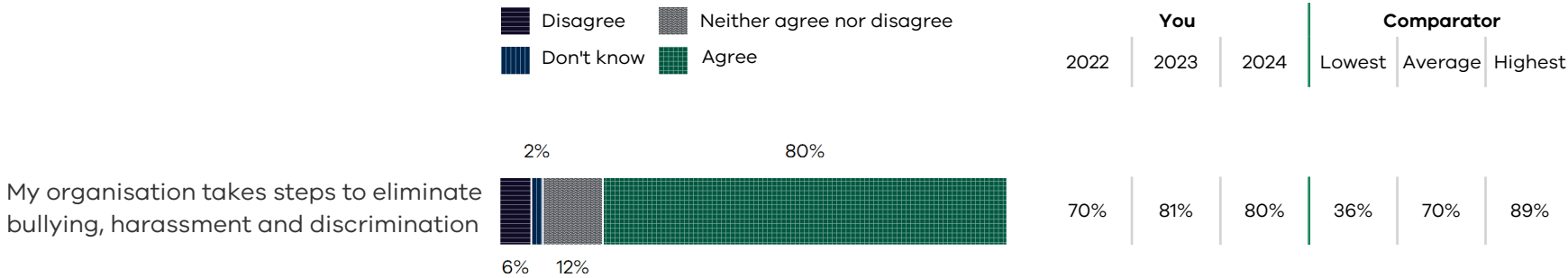
Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results						

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 manager models my organisation's values	3% / 7% / 90%	85%	87%	90%	61%	81%	89%
Senior leaders model my organisation's values	10% / 15% / 75%	61%	69%	75%	45%	66%	82%

Victorian Public Sector Commission

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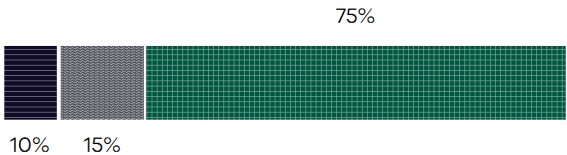
Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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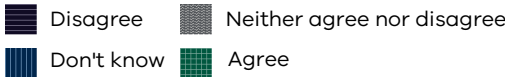
Example

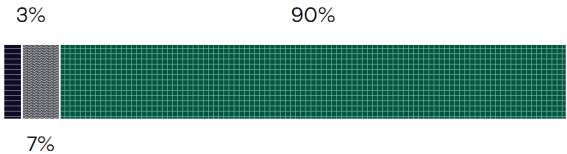87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Legend
Disagree
Don't know
Neither agree nor disagree
Agree

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

1% · 87% · 2% · 9%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	79%	88%	87%	70%	83%	100%

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

5% · 76% · 19%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	67%	75%	76%	39%	76%	89%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

- Scorecard
- Manager leadership
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- Meaningful work
- Flexible working

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Topical questions

Topical questions

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

Why this is important
Answers to these questions provide useful information to help you understand your employees.

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

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

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

Example
92% 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

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

Benchmark agree results

Survey question		You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	93%	92%	44%	85%	97%
I am proud to work in the public sector	Not asked	Not asked	84%	57%	78%	89%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	Not asked	73%	63%	32%	55%	70%

Your results chart values:
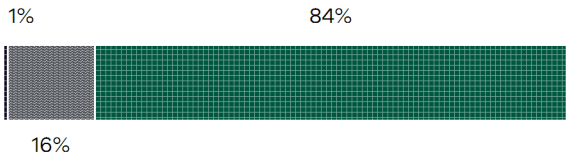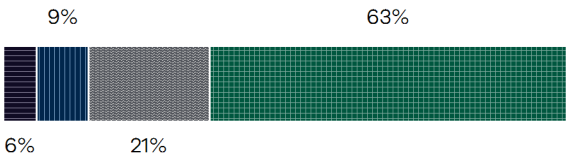- I understand how the Code of Conduct for Victorian public sector employees applies to my work: 1%, 6%, 92%
- I am proud to work in the public sector: 1%, 16%, 84%
- I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration: 6%, 9%, 21%, 63%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

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- Caring

Custom questions

What is this

Your organisation asked 2 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

86% of staff who did the survey responded favourably to 'I feel productive in my current work arrangement'.

Survey question

Your results

Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

You

	2022	2023	2024

I feel productive in my current work arrangement

Your results: 5% Disagree, 10% Neither agree nor disagree, 86% Agree

Benchmark: 82% | 83% | 86%

I have a clear understanding of the direction for my team

Your results: 7% Disagree, 14% Neither agree nor disagree, 79% Agree

Benchmark: 79% | 80% | 79%

People matter survey

2024

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Victorian Public Sector Commission

VICTORIA State Government

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	23	9%
35-54 years	160	59%
55+ years	50	19%
Prefer not to say	37	14%

Gender	(n)	%
Man	161	60%
Woman	69	26%
Prefer not to say	35	13%
Non-binary and I use a different term	5	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	1%
No	237	88%
Prefer not to say	31	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	0	0%
No	235	87%
Don't know	6	2%
Prefer not to say	29	11%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	194	72%
Prefer not to say	51	19%
Asexual	9	3%
Gay or lesbian	6	2%
Bisexual	4	1%
Don't know	3	1%
I use a different term	3	1%
Pansexual	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

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	0%
Non Aboriginal and/or Torres Strait Islander	245	91%
Prefer not to say	24	9%

Demographics

Disability

What is this

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Are you a person with disability?	(n)	%
Yes	10	4%
No	236	87%
Prefer not to say	24	9%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	5	50%
No	5	50%
Prefer not to say	0	0%

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	127	47%
Not born in Australia	92	34%
Prefer not to say	51	19%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	22	25%
Cantonese	14	16%
Urdu	10	11%
Hindi	10	11%
Mandarin	9	10%
Arabic	7	8%
Telugu	6	7%
Italian	5	6%
Persian	4	5%
Sinhalese	4	5%
Punjabi	4	5%
Tamil	3	3%

Language other than English spoken with family or community	(n)	%
Yes	87	32%
No	142	53%
Prefer not to say	41	15%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Vietnamese	3	3%
Filipino	3	3%
Greek	2	2%
Australian Indigenous Language	1	1%
Malayalam	1	1%
Gujarati	1	1%
Macedonian	0	0%
Auslan	0	0%
Spanish	0	0%
Turkish	0	0%
Tagalog	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	124	46%
Prefer not to say	54	20%
English, Irish, Scottish and/or Welsh	31	11%
East and/or South-East Asian	26	10%
South Asian	23	9%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	16	6%
Other	9	3%
Middle Eastern	8	3%
New Zealander	6	2%
Central Asian	6	2%
Pacific Islander	1	0%
African	0	0%
Central and/or South American	0	0%
Aboriginal and/or Torres Strait Islander	0	0%
North American	0	0%
Maori	0	0%

Religion	(n)	%
Christianity	86	32%
No religion	86	32%
Prefer not to say	51	19%
Hinduism	14	5%
Islam	14	5%
Buddhism	11	4%
Other	7	3%
Sikhism	1	0%
Judaism	0	0%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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Working arrangement	(n)	%
Full-Time	255	94%
Part-Time	15	6%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	0	0%
$80k to $120k	68	25%
$120k to $160k	102	38%
$160k to $200k	22	8%
$200k or more	18	7%
Prefer not to say	57	21%

Organisational tenure	(n)	%
<1 year	28	10%
1 to less than 2 years	43	16%
2 to less than 5 years	84	31%
5 to less than 10 years	63	23%
10 to less than 20 years	42	16%
More than 20 years	10	4%

Management responsibility	(n)	%
Non-manager	192	71%
Other manager	44	16%
Manager of other manager(s)	34	13%

Employment type	(n)	%
Ongoing and executive	230	85%
Fixed term	33	12%
Other	7	3%

Frontline worker	(n)	%
No	220	81%
Yes	50	19%

Demographics

Employment characteristics 2 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	142	53%
Melbourne: Suburbs	112	41%
Rural	6	2%
Large regional city	6	2%
Other	4	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	207	77%
A frontline or service delivery location	23	9%
Home or private location	204	76%
A shared office space (where two or more organisations share the same workspace)	4	1%
Isolated or remote location/s where access to communications and help from others is difficult	6	2%
Other	5	2%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	129	48%
I do not use any flexible work arrangements	90	33%
Flexible start and finish times	70	26%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	18	7%
Purchased leave	13	5%
Shift swap	11	4%
Working more hours over fewer days	11	4%
Part-time	10	4%
Other	5	2%
Job sharing	3	1%
Study leave	2	1%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	230	85%
Flexible working arrangements	32	12%
Physical modifications or improvements to the workplace	5	2%
Career development support strategies	5	2%
Job redesign or role sharing	4	1%
Accessible communications technologies	2	1%
Other	2	1%

Why did you make this request?	(n)	%
Caring responsibilities	18	45%
Work-life balance	18	45%
Family responsibilities	16	40%
Health	9	23%
Other	4	10%
Disability	3	8%
Study commitments	1	3%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	34	85%
The adjustments I needed were not made	4	10%
The adjustments I needed were made but the process was unsatisfactory	2	5%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	80	30%
Primary school aged child(ren)	59	22%
Secondary school aged child(ren)	58	21%
Prefer not to say	47	17%
Frail or aged person(s)	30	11%
Child(ren) - younger than preschool age	22	8%
Preschool aged child(ren)	18	7%
Person(s) with disability	7	3%
Person(s) with a medical condition	7	3%
Other	6	2%
Person(s) with a mental illness	4	1%

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