People Matter Survey 2024

Have your say

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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 98% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage.

This means some percentages may not add up to 100%.

Survey questions and definitions

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.

Overview

Result summary

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Victorian
Public Sector
Commission

VICTORIA
State
Government

Report overview

Survey's theoretical framework

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

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

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

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

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

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

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

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarrawonga Health

Yea and District Memorial Hospital

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		
63% (109)		
Comparator		55%
Public Sector		42%

2024		
61% (108)		
Comparator		56%
Public Sector		44%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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

68

| Comparator | 72 |
| Public Sector | 68 |

2024

71

| Comparator | 73 |
| Public Sector | 69 |

People outcomes

Engagement question results 1 of 2

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

Your group's engagement index
Your 2024 index is 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 group's overall, lowest and highest scores with your own.
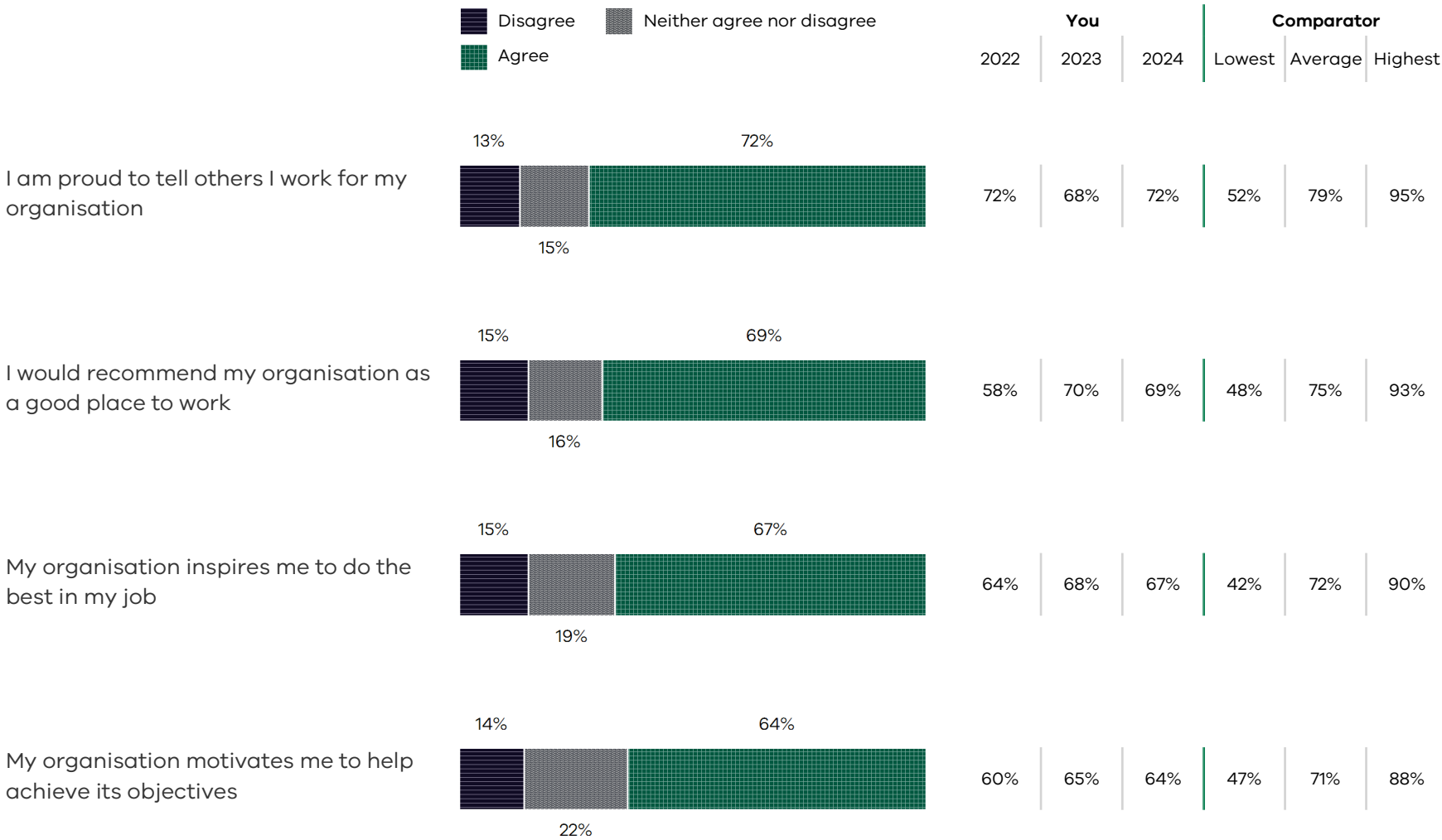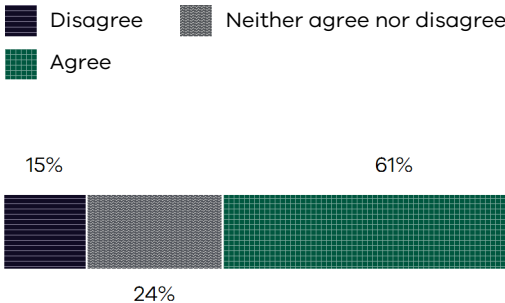
Example
72% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither	Agree	2022 (You)	2023 (You)	2024 (You)	Lowest (Comparator)	Average (Comparator)	Highest (Comparator)
I am proud to tell others I work for my organisation	13%	15%	72%	72%	68%	72%	52%	79%	95%
I would recommend my organisation as a good place to work	15%	16%	69%	58%	70%	69%	48%	75%	93%
My organisation inspires me to do the best in my job	15%	19%	67%	64%	68%	67%	42%	72%	90%
My organisation motivates me to help achieve its objectives	14%	22%	64%	60%	65%	64%	47%	71%	88%

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

Example

61% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	15% / 24% / 61%	68%	65%	61%	49%	68%	84%

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.
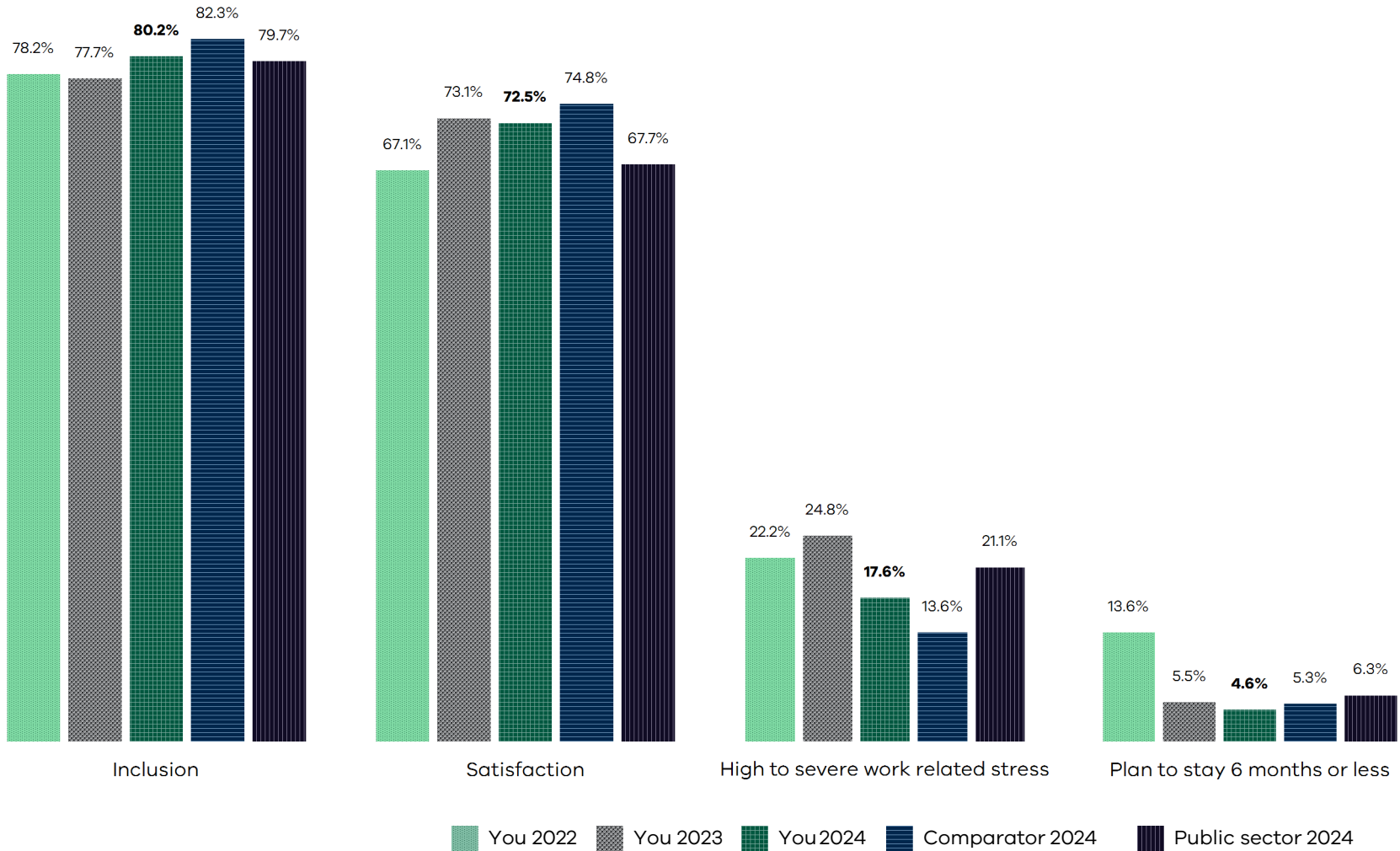
Why this is important

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:

- 80.2% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 82.3% of staff in your comparator group and 79.7% of staff across the public sector.

Inclusion
- 78.2%
- 77.7%
- **80.2%**
- 82.3%
- 79.7%

Satisfaction
- 67.1%
- 73.1%
- **72.5%**
- 74.8%
- 67.7%

High to severe work related stress
- 22.2%
- 24.8%
- **17.6%**
- 13.6%
- 21.1%

Plan to stay 6 months or less
- 13.6%
- 5.5%
- **4.6%**
- 5.3%
- 6.3%

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

Example

77% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

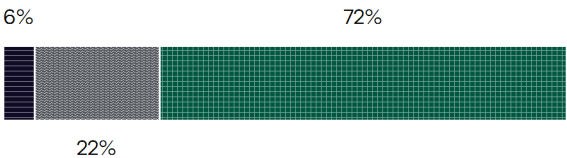| Survey question	Your results	Benchmark satisfied results

Legend: ■ Dissatisfied ▨ Neither satisfied nor dissatisfied ▨ Satisfied

Survey question	Dissatisfied	Neither	Satisfied	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	9%	14%	77%	65%	74%	77%	65%	80%	93%
How satisfied are you with the work/life balance in your current job	6%	22%	72%	73%	78%	72%	64%	76%	90%
How satisfied are you with your career development within your current organisation	16%	16%	69%	63%	67%	69%	52%	69%	87%
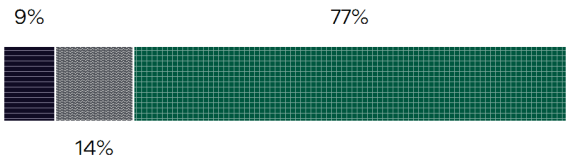
Victorian Public Sector Commission

VICTORIA State Government
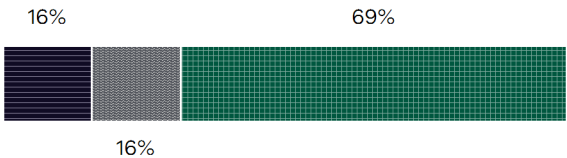
People outcomes

Work-related stress levels

What is this

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

Why this is important

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

How to read this

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

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

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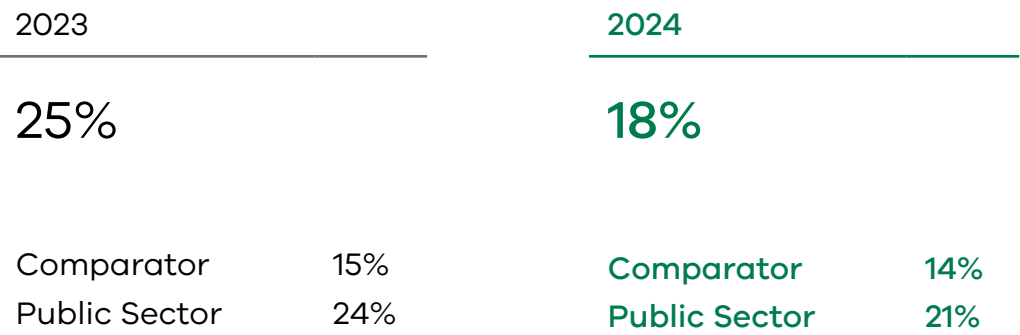
Example

18% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 14% of staff in your comparator group and 21% of staff across the public sector.

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

Category	Percentage
Nil	24%
Low or mild	32%
Moderate	26%
High	11%
Very high	6%
Severe	1%
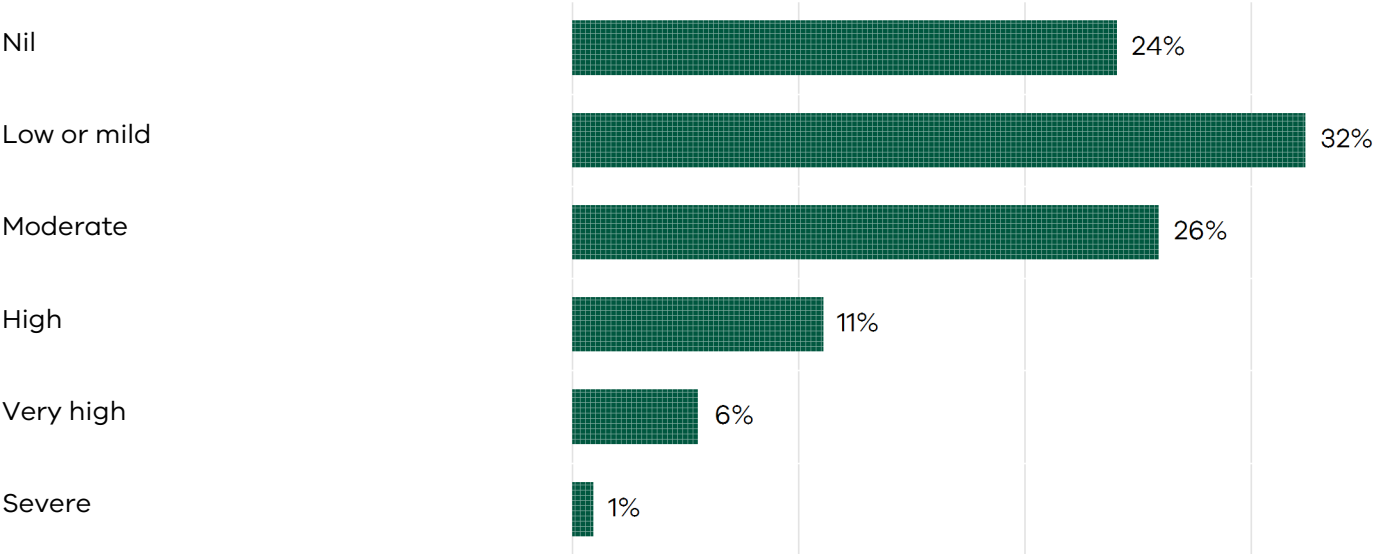
Reported levels of high to severe stress

2023		2024	
25%		**18%**	
Comparator	15%	Comparator	14%
Public Sector	24%	Public Sector	21%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey said they experienced mild to severe stress. Of that 76%, 59% said the top reason was 'Workload' .

82	26
76%	24%

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

Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	48%	59%	43%	48%
Time pressure	42%	45%	39%	41%
Dealing with clients, patients or stakeholders	18%	34%	16%	18%
Management of work (e.g. supervision, training, information, support)	26%	13%	10%	12%
Incivility, bullying, harassment or discrimination	5%	13%	9%	7%
Other	15%	13%	14%	13%
Content, variety, or difficulty of work	7%	12%	8%	11%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	18%	11%	14%	13%
Unclear job expectations	11%	7%	9%	12%
Organisation or workplace change	11%	7%	9%	12%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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

Example

61% of your staff who did the survey said the amount of stress in their job was manageable.

| | Disagree | | Neither agree nor disagree |
| | Don't know | | Agree |
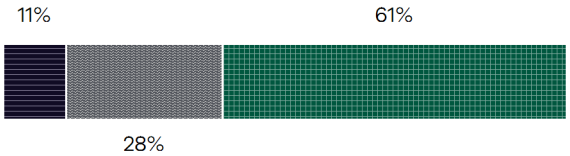
Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
The amount of stress in my job is manageable	11% 61% 28%		Not asked	Not asked	61%	56%	70%	84%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Burnout levels

What is this

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

Why this is important

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

How to read this

In the survey, we ask staff to tell us if they have experienced being burned out at work, as shown in the visual above the table.

Example

28% of your staff who did the survey said they felt burnout at work.
Of that 28%, 43% rated their level as 'Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out' .

	30	78
	28%	72%

■ Experienced some burnout ▧ Did not experience any burnout
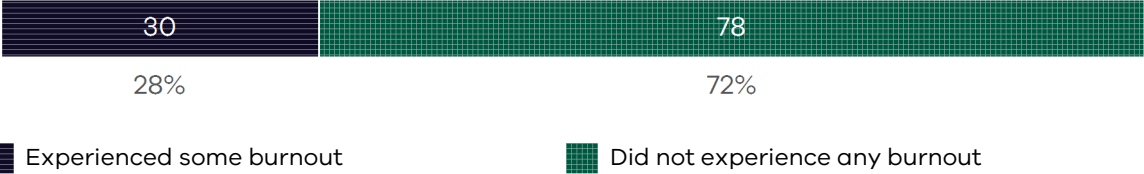
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	35%	43%	48%	49%
I enjoy my work. I have no symptoms of burnout	36%	30%	30%	20%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	17%	17%	16%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	6%	10%	4%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	6%	1%	2%	3%

Victorian Public Sector Commission

VICTORIA State Government

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

7% 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%	5%	5%	6%
Over 6 months and up to 1 year	4%	7%	8%	9%
Over 1 year and up to 3 years	21%	23%	22%	24%
Over 3 years and up to 5 years	17%	17%	17%	16%
Over 5 years	53%	48%	47%	45%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Inclusion question results

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

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

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

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

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

Example
86% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.
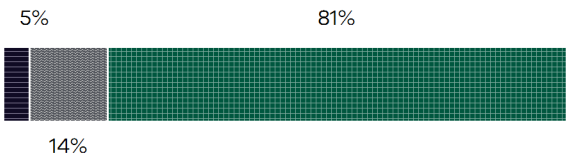
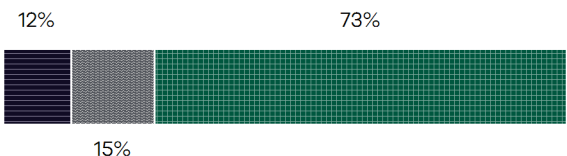| Survey question	Your results	Benchmark agree results					

Your results legend: Disagree | Neither agree nor disagree | Agree
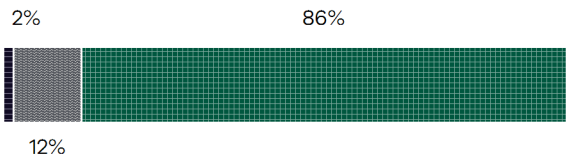
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	2% / 12% / 86%	88%	87%	86%	79%	85%	93%
I can be myself at work	5% / 14% / 81%	81%	76%	81%	71%	84%	95%
I feel as if I belong at this organisation	12% / 15% / 73%	65%	70%	73%	65%	77%	89%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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

How to read this

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

Example

11% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

25	83
23%	77%

■ Experienced barriers listed   ▨ Did not experience any of the barriers listed
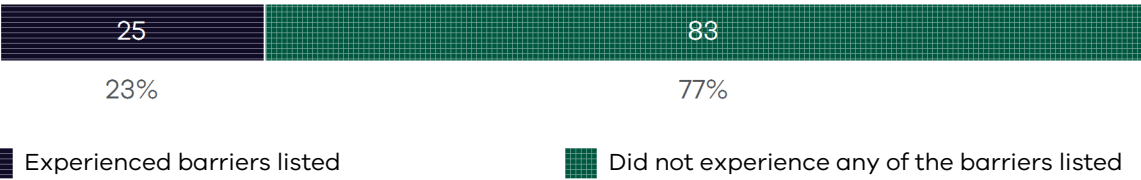
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	-	11%	6%	7%

People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

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

Staff who witnessed one or more barriers to success at work	34	74
	31%	69%

■ Witnessed barriers listed   ▨ Did not witness barriers listed
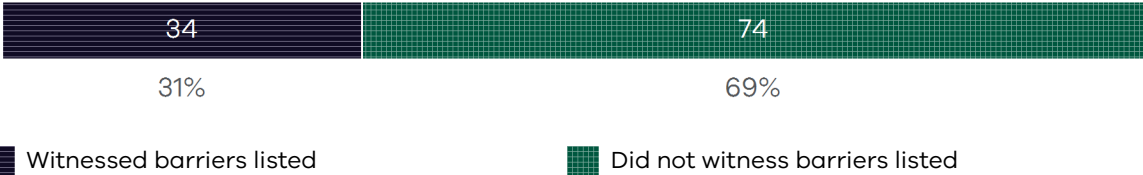
During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Caring responsibilities	-	13%	5%	7%
Flexible working	-	11%	5%	9%
Physical health	-	9%	4%	4%

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.
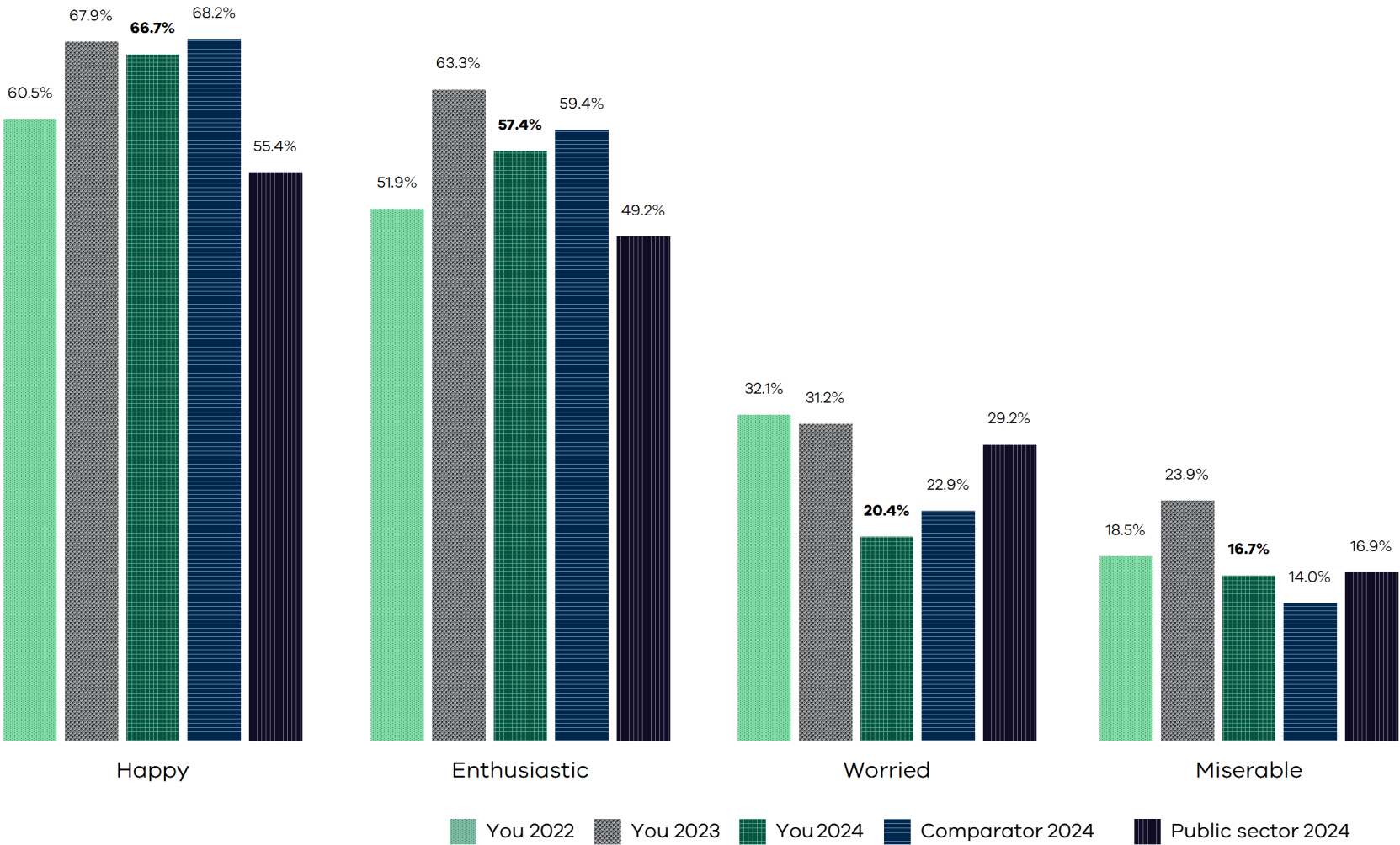
How to read this

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:

- 66.7% of your staff who did the survey said work made them feel happy.

Compared to:

- 68.2% of staff in your comparator group and 55.4% of staff across the public sector.

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

Happy: You 2022 60.5%, You 2023 67.9%, You 2024 66.7%, Comparator 2024 68.2%, Public sector 2024 55.4%

Enthusiastic: You 2022 51.9%, You 2023 63.3%, You 2024 57.4%, Comparator 2024 59.4%, Public sector 2024 49.2%

Worried: You 2022 32.1%, You 2023 31.2%, You 2024 20.4%, Comparator 2024 22.9%, Public sector 2024 29.2%

Miserable: You 2022 18.5%, You 2023 23.9%, You 2024 16.7%, Comparator 2024 14.0%, Public sector 2024 16.9%

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

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:

- 18.5% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 17.1% of staff in your comparator group and 13.3% of staff across the public sector.

Bullying

- You 2022: 23.5%
- You 2023: 15.6%
- You 2024: **18.5%**
- Comparator 2024: 17.1%
- Public sector 2024: 13.3%

Violence or aggression

- You 2022: 16.0%
- You 2023: 17.4%
- You 2024: **18.5%**
- Comparator 2024: 17.8%
- Public sector 2024: 17.6%

Sexual harassment

- You 2022: 6.2%
- You 2023: 8.3%
- You 2024: **7.4%**
- Comparator 2024: 5.5%
- Public sector 2024: 5.9%

Discrimination

- You 2022: 3.7%
- You 2023: 1.8%
- You 2024: **4.6%**
- Comparator 2024: 3.9%
- Public sector 2024: 5.2%

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

People outcomes

Bullying

What is this

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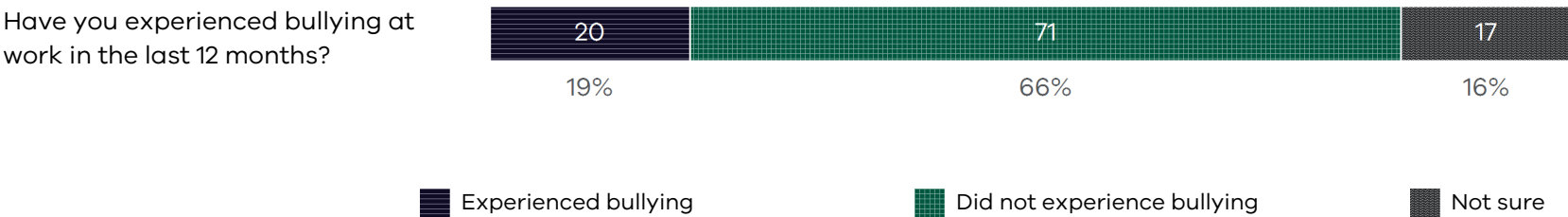
Why this is important

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

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

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 65% 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?

20	71	17
19%	66%	16%

■ 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)	53%	65%	63%	69%
Intimidation and/or threats	47%	45%	36%	30%
Exclusion or isolation	18%	25%	38%	42%
Other	6%	15%	17%	15%
Verbal abuse	41%	5%	22%	21%
Interference with my personal property and/or work equipment	0%	5%	7%	4%
Being given impossible assignment(s)	6%	5%	4%	9%
Withholding essential information for me to do my job	18%	0%	24%	28%
Being assigned meaningless tasks unrelated to my job	6%	0%	10%	13%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.
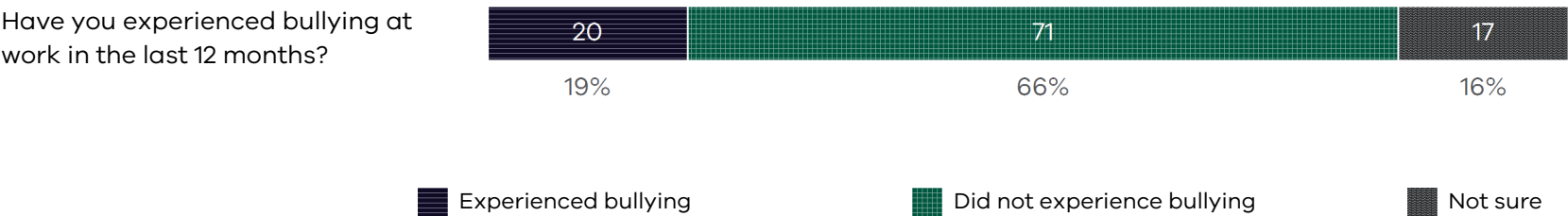
Why this is important

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

19% of your staff who did the survey said they experienced bullying, of which

- 45% said the top way they reported the bullying was 'Told a manager'.
- 75% said they didn't submit a formal complaint.

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

20	71	17
19%	66%	16%

■ 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	47%	45%	43%	50%
Told a colleague	41%	40%	38%	41%
Submitted a formal complaint	12%	25%	14%	12%
Told a friend or family member	29%	20%	33%	35%
I did not tell anyone about the bullying	12%	15%	11%	12%
Told human resources	6%	10%	19%	13%
Told the person the behaviour was not OK	0%	10%	13%	16%
Told someone else	24%	5%	12%	11%
Told employee assistance program (EAP) or peer support	18%	0%	8%	10%

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

75% of your staff who experienced bullying did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

5	15
25%	75%

■ Submitted formal complaint ▦ Did not submit a formal complaint
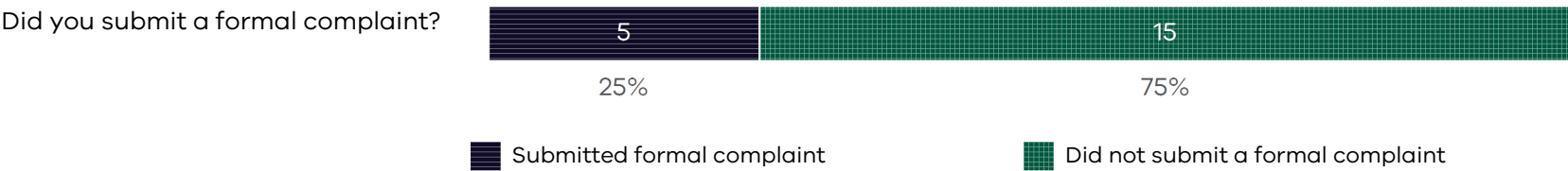
What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	53%	60%	48%	52%
I believed there would be negative consequences for my reputation	27%	33%	41%	49%
I believed there would be negative consequences for my career	33%	27%	22%	38%
I didn't feel safe to report the incident	27%	27%	14%	20%
I didn't think it was serious enough	13%	13%	15%	18%
Other	7%	13%	19%	16%
I believed there would be negative consequences for the person I was going to complain about	7%	7%	7%	10%
I didn't need to because I made the bullying stop	7%	0%	5%	6%
I didn't know who to talk to	0%	0%	4%	5%
I didn't know how to make a complaint	0%	0%	2%	5%

Victorian Public Sector Commission

VICTORIA State Government

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, 19% 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

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 40% said it was by 'A colleague'.

20 people (19% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	40%
An executive, senior leader or the head of your organisation	35%
A manager or supervisor	25%
A client/ customer/ patient/ stakeholder	15%
A group of colleagues	5%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
Other	0%

Victorian Public Sector Commission

VICTORIA State Government
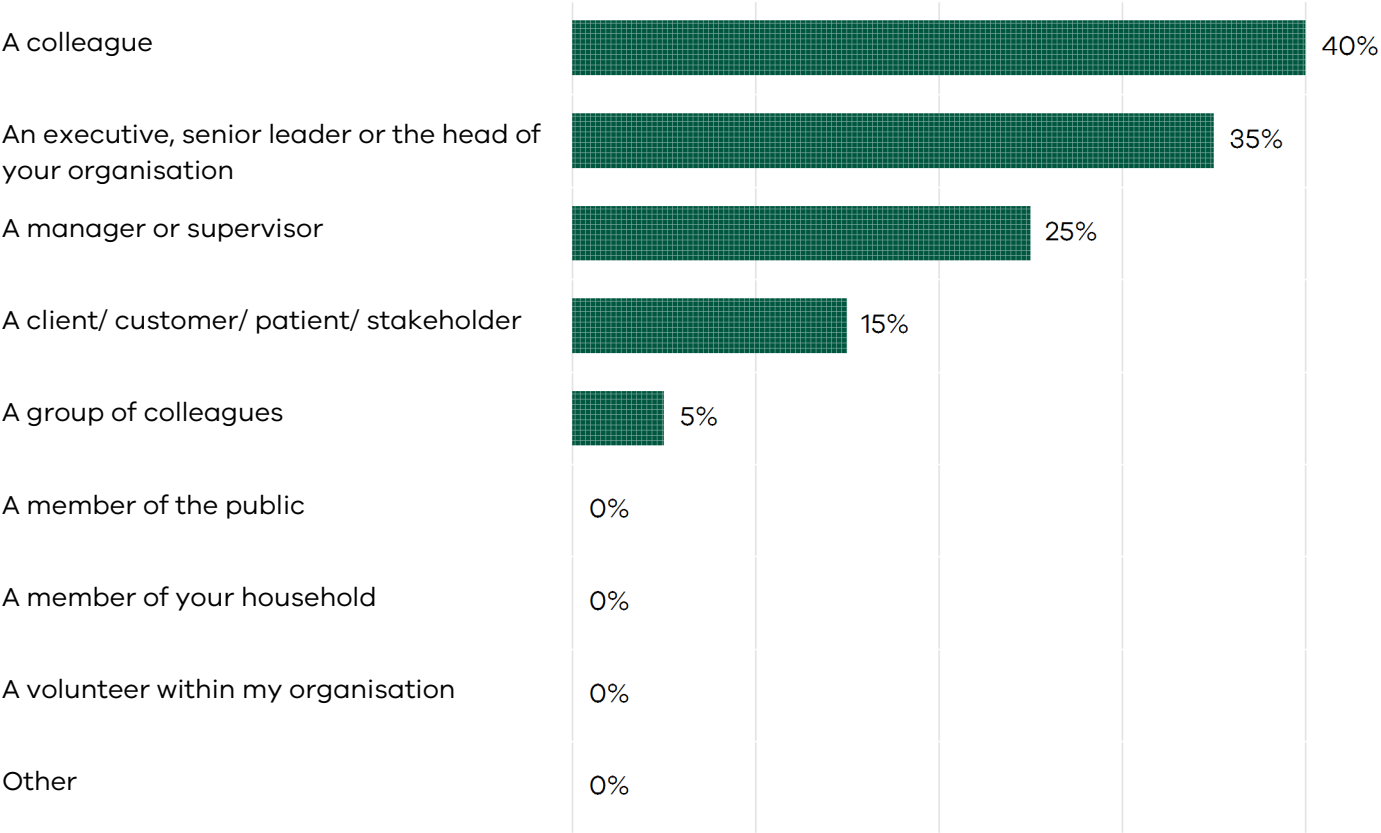
People outcomes

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, 19% 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

19% of your staff who did the survey said they experienced bullying.

Of that 19%, 100% said it was by someone within the organisation.

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

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

Relationship	Percentage
They were in my workgroup	50%
They were my immediate manager or supervisor	35%
They were outside my workgroup	15%
They were someone I supervise or manage	5%

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.

Victorian Public Sector Commission

VICTORIA State Government

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.

How to read this

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

In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they experienced violence or aggression. Of that 19%, 85% said it was 'Abusive language'.

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

20	79	9
19%	73%	8%

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

If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	89%	85%	78%	81%
Intimidating behaviour	58%	70%	58%	71%
Threats of violence	16%	30%	23%	38%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	21%	15%	30%	26%
Damage to my property or work equipment	0%	0%	2%	9%
Stalking, including cyber-stalking	0%	0%	1%	1%
Other	0%	0%	4%	3%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

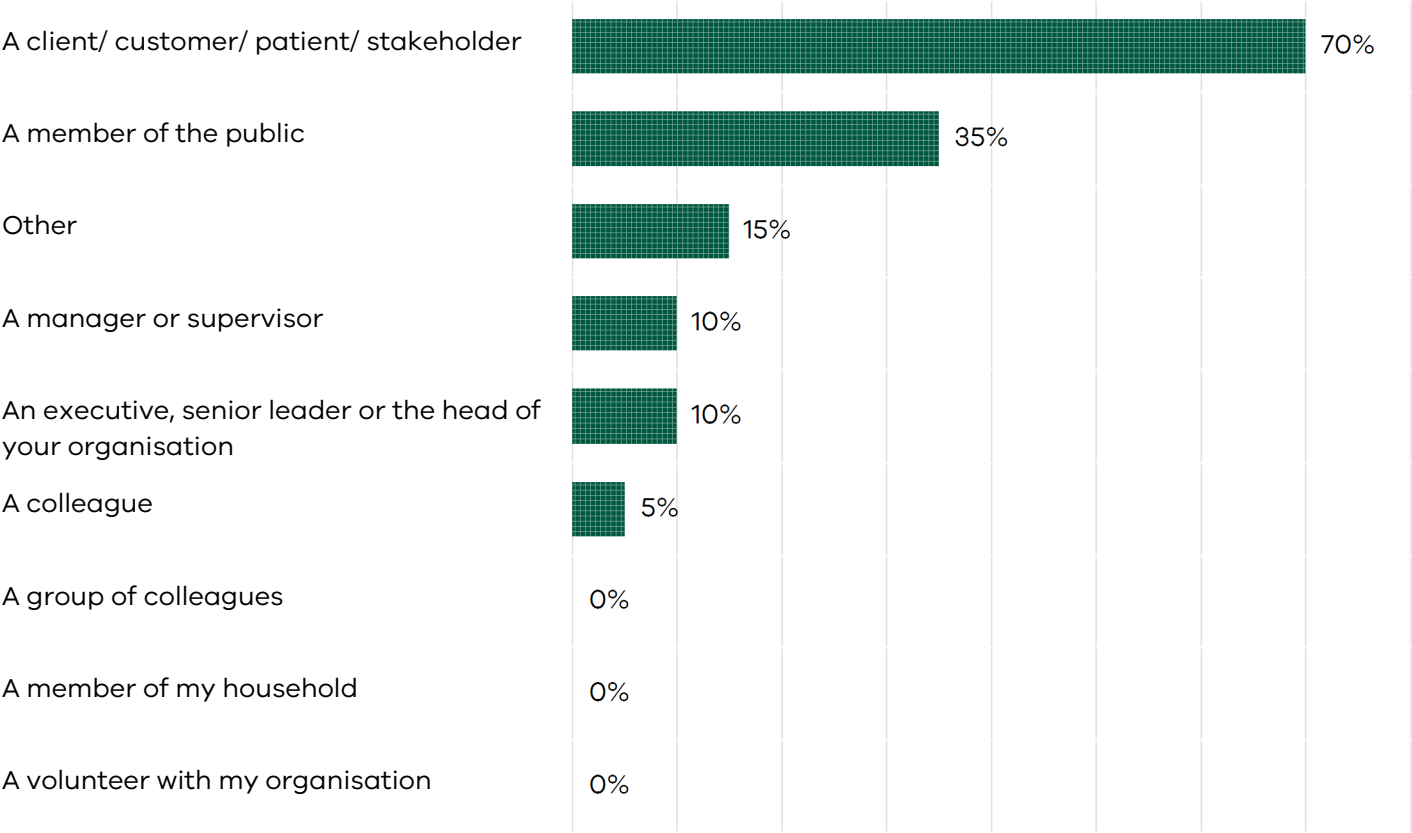In descending order, the table shows the answers.

Example

19% of your staff who did the survey said they experienced violence or aggression, of which

- 70% said the top way they reported the violence or agression was 'Told a manager'.
- 55% said they didn't submit a formal incident report

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

20	79	9
19%	73%	8%

■ Experienced violence or aggression   ▨ Did not experience violence or aggression   ▨ Not sure
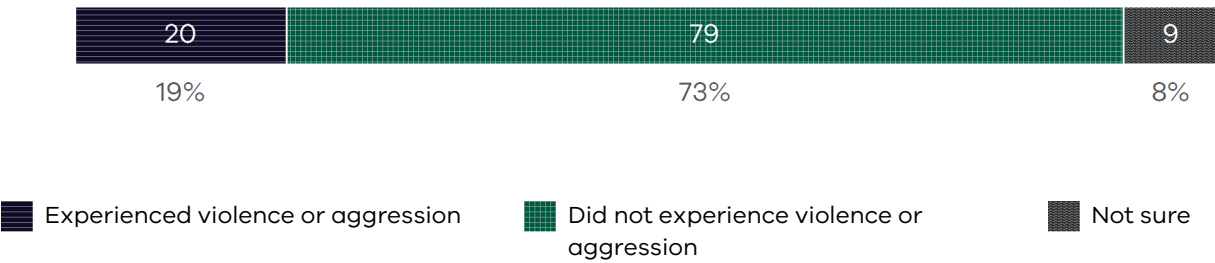
Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	47%	70%	53%	58%
Submitted a formal incident report	32%	45%	41%	36%
Told a colleague	53%	40%	38%	45%
Told the person the behaviour was not OK	32%	25%	30%	30%
Told a friend or family member	21%	20%	14%	19%
Told human resources	5%	0%	8%	4%
Told someone else	11%	0%	6%	5%
Told employee assistance program (EAP) or peer support	0%	0%	3%	4%
I did not tell anyone about the incident(s)	0%	0%	5%	7%

People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

55% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 64% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

9	11
45%	55%

■ Submitted formal incident report   ▦ Did not submit a formal incident report
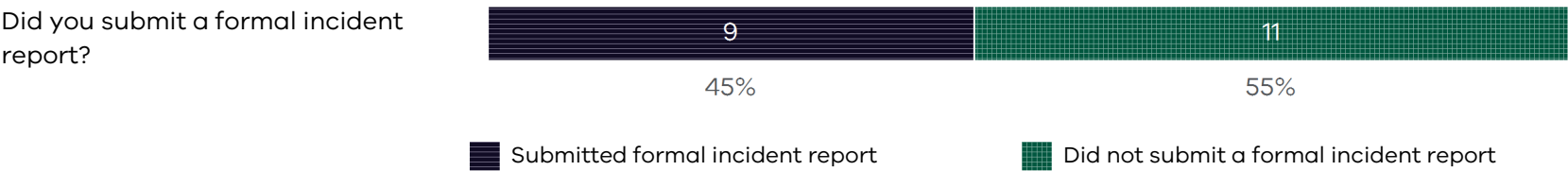
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	46%	64%	26%	32%
I didn't think it would make a difference	38%	27%	36%	39%
Other	8%	27%	31%	23%
I believed there would be negative consequences for my reputation	15%	18%	18%	15%
I believed there would be negative consequences for my career	23%	9%	12%	12%
I didn't need to because I made the violence or aggression stop	15%	9%	11%	14%
I didn't know how to make a complaint	0%	9%	2%	3%
I didn't feel safe to report the incident	15%	9%	6%	6%
I believed there would be negative consequences for the person I was going to complain about	0%	0%	4%	4%
I didn't know who to talk to	0%	0%	1%	2%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

19% of your staff who did the survey said they experienced violence or aggression.

Of that 19%, 70% said it was by 'A client/ customer/ patient/ stakeholder'.

20 people (19% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A client/ customer/ patient/ stakeholder	70%
A member of the public	35%
Other	15%
A manager or supervisor	10%
An executive, senior leader or the head of your organisation	10%
A colleague	5%
A group of colleagues	0%
A member of my household	0%
A volunteer with my organisation	0%

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

31% of your staff who did the survey said they witnessed some negative behaviour at work.

69% said 'No, I have not witnessed any of the situations above'.

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

34	74
31%	69%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
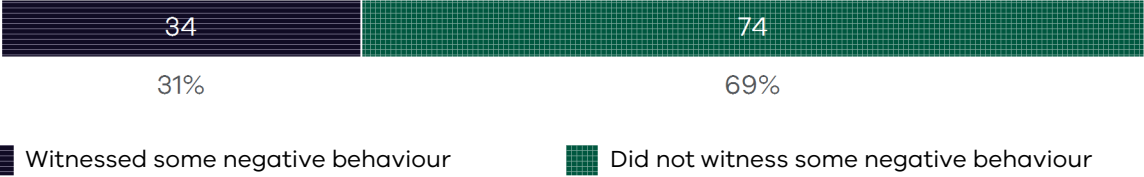
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	78%	69%	77%	77%
Bullying of a colleague	16%	20%	17%	15%
Discrimination against a colleague	12%	15%	8%	9%
Violence or aggression against a colleague	1%	8%	4%	6%
Sexual harassment of a colleague	0%	0%	1%	2%

Victorian Public Sector Commission

VICTORIA State Government

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

31% of your staff who did the survey witnessed negative behaviour, of which:

- 71% 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?

34	74
31%	69%
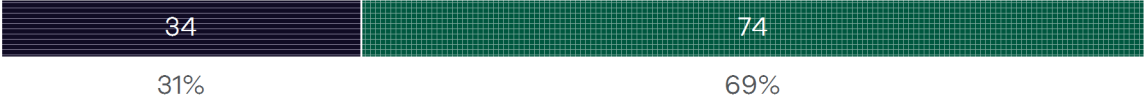
■ Witnessed some negative behaviour   ▨ Did not witness some negative behaviour

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	63%	71%	66%	71%
Told a manager	-	29%	38%	40%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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 96% 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 +3% 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	96%	+3%	92%
Meaningful work	I can make a worthwhile contribution at work	94%	-2%	94%
Meaningful work	I achieve something important through my work	91%	-5%	94%
Meaningful work	I get a sense of accomplishment from my work	90%	-0%	90%
Job enrichment	I clearly understand what I am expected to do in this job	89%	+1%	91%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	89%	+5%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	88%	-0%	87%
Job enrichment	I understand how my job helps my organisation achieve its goals	87%	+2%	93%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	87%	+4%	90%
Manager support	I can discuss problems or issues with my manager	86%	+7%	81%

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 35% 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 -3% change, which is a negative 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	35%	-3%	45%
Safety climate	All levels of my organisation are involved in the prevention of stress	51%	-4%	57%
Organisational integrity	I have an equal chance at promotion in my organisation	52%	-3%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	52%	+1%	58%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	-6%	63%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	54%	+0%	60%
Organisational integrity	I believe the promotion processes in my organisation are fair	54%	+4%	55%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	+2%	59%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	56%	+2%	64%
Patient safety climate	This health service does a good job of training new and existing staff	56%	-4%	64%

Victorian Public Sector Commission

VICTORIA State Government

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 'Senior leadership', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'Senior leaders provide clear strategy and direction'.

In the 'Increase from 2023' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Senior leadership	Senior leaders provide clear strategy and direction	69%	+10%	65%
Innovation	My workgroup is quick to respond to opportunities to do things better	79%	+9%	74%
Quality service delivery	My workgroup uses its resources well	77%	+9%	74%
Quality service delivery	My workgroup acts fairly and without bias	76%	+9%	72%
Quality service delivery	My workgroup has clear lines of responsibility	79%	+8%	77%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	69%	+8%	69%
Senior leadership	Senior leaders model my organisation's values	68%	+8%	70%
Manager support	I can discuss problems or issues with my manager	86%	+7%	81%
Quality service delivery	My workgroup provides high quality advice and services	85%	+7%	82%
Manager support	My manager listens to what I have to say	83%	+7%	81%

Victorian Public Sector Commission

VICTORIA State Government

Key differences

Most declined

What is this

This is where staff feel their group has most declined.

How to read this

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

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2024' column shows 61% of your staff who did the survey agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'. In the 'Decrease from 2023' column, you have a 10% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	61%	-10%	67%
Organisational integrity	My organisation encourages respectful workplace behaviours	71%	-9%	80%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	82%	-8%	85%
Patient safety climate	Management is driving us to be a safety-centred organisation	61%	-8%	78%
Collaboration	Workgroups across my organisation willingly share information with each other	65%	-8%	64%
Patient safety climate	Trainees in my discipline are adequately supervised	56%	-7%	67%
Organisational integrity	My organisation does not tolerate improper conduct	73%	-7%	73%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	77%	-7%	85%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	-6%	63%
Organisational integrity	My organisation is committed to earning a high level of public trust	69%	-6%	81%

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 'Workgroup support', the 'You 2024' column shows 76% of your staff who did the survey agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

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

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	76%	+5%	71%
Innovation	My workgroup is quick to respond to opportunities to do things better	79%	+5%	74%
Manager support	I can discuss problems or issues with my manager	86%	+5%	81%
Workgroup support	People in my workgroup work together effectively to get the job done	84%	+4%	80%
Quality service delivery	My workgroup acts fairly and without bias	76%	+4%	72%
Job enrichment	I can use my skills and knowledge in my job	96%	+4%	92%
Innovation	My workgroup learns from failures and mistakes	77%	+4%	73%
Quality service delivery	My workgroup provides high quality advice and services	85%	+4%	82%
Senior leadership	Senior leaders provide clear strategy and direction	69%	+3%	65%
Workload	The workload I have is appropriate for the job that I do	71%	+3%	68%

Victorian Public Sector Commission

VICTORIA State Government

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 'Patient safety climate', the 'You 2024' column shows 61% of your staff who did the survey agreed with 'Management is driving us to be a safety-centred organisation'.

The 'Difference' column, shows that agreement for this question was 17% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Patient safety climate	Management is driving us to be a safety-centred organisation	61%	-17%	78%
Organisational integrity	My organisation is committed to earning a high level of public trust	69%	-12%	81%
Patient safety climate	Trainees in my discipline are adequately supervised	56%	-11%	67%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	52%	-11%	63%
Taking action	My organisation has made improvements based on the survey results from last year	35%	-10%	45%
Work-related stress	The amount of stress in my job is manageable	61%	-9%	70%
Organisational integrity	My organisation encourages respectful workplace behaviours	71%	-9%	80%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	66%	-8%	74%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	56%	-8%	64%
Patient safety climate	This health service does a good job of training new and existing staff	56%	-8%	64%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Taking action

What is this

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

Why this is important

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

How to read this

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

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

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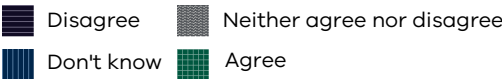
Example

54% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest

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

19%   54%

27%

| 56% | 53% | 54% | 32% | 60% | 78% |

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

24%   35%

19%   22%

| 35% | 38% | 35% | 16% | 45% | 71% |

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Result summary

Report overview

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

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	Disagree 17%, Neither agree nor disagree 15%, Agree 69%	53%	59%	69%	45%	65%	89%
Senior leaders model my organisation's values	Don't know 1%, Disagree 18%, Neither agree nor disagree 14%, Agree 68%	59%	60%	68%	51%	70%	88%
Senior leaders demonstrate honesty and integrity	Don't know 1%, Disagree 19%, Neither agree nor disagree 19%, Agree 61%	58%	55%	61%	48%	69%	88%

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

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 76.4% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

- 75.2% of staff in your comparator group and 73.8% of staff across the public sector.

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

Collaboration: You 2022 77.2%, You 2023 80.3%, You 2024 76.4%, Comparator 2024 75.2%, Public sector 2024 73.8%

Patient safety climate: You 2022 70.5%, You 2023 72.3%, You 2024 67.1%, Comparator 2024 73.8%, Public sector 2024 71.1%

Organisational integrity: You 2022 65.3%, You 2023 69.7%, You 2024 64.8%, Comparator 2024 70.1%, Public sector 2024 66.6%

Safety climate: You 2022 50.2%, You 2023 58.3%, You 2024 57.1%, Comparator 2024 64.3%, Public sector 2024 57.5%

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	Disagree 6%, Neither 17%, Agree 77%		79%	83%	77%	74%	85%	100%
My organisation does not tolerate improper conduct	Disagree 15%, Neither 12%, Agree 73%		74%	80%	73%	52%	73%	91%
My organisation encourages respectful workplace behaviours	Disagree 16%, Neither 13%, Agree 71%		74%	80%	71%	67%	80%	95%
My organisation is committed to earning a high level of public trust	Disagree 11%, Neither 19%, Agree 69%		70%	75%	69%	55%	81%	95%

Organisational climate

Organisational integrity 2 of 2

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

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

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

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
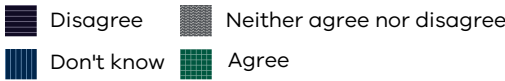
Example
61% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question

Your results

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

Benchmark agree results
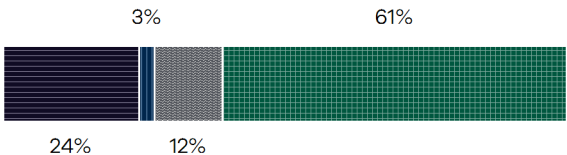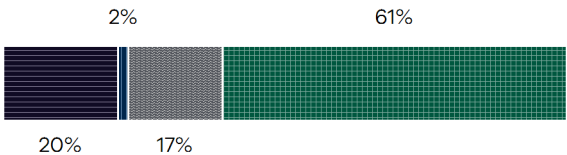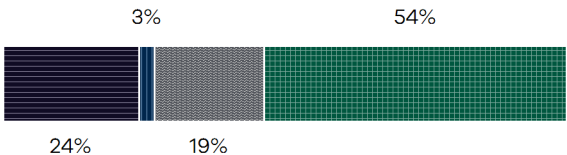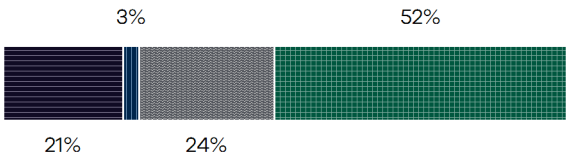
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair (24% / 3% / 12% / 61%)		63%	64%	61%	48%	66%	76%
My organisation takes steps to eliminate bullying, harassment and discrimination (20% / 2% / 17% / 61%)		63%	71%	61%	50%	67%	83%
I believe the promotion processes in my organisation are fair (24% / 3% / 19% / 54%)		43%	50%	54%	35%	55%	68%
I have an equal chance at promotion in my organisation (21% / 3% / 24% / 52%)		56%	55%	52%	39%	54%	67%

Organisational climate

Collaboration

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

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

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

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

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

Example
88% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	3% / 9% / 88%	93%	88%	88%	77%	87%	96%
Workgroups across my organisation willingly share information with each other	10% / 25% / 65%	62%	72%	65%	35%	64%	78%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	Disagree 6%, Neither 16%, Agree 78%	80%	81%	78%	69%	85%	96%
Senior leaders consider the psychological health of employees to be as important as productivity	Disagree 21%, Neither 23%, Agree 56%	49%	53%	56%	45%	64%	85%
Senior leaders show support for stress prevention through involvement and commitment	Disagree 22%, Neither 23%, Agree 55%	49%	52%	55%	35%	59%	83%
In my workplace, there is good communication about psychological safety issues that affect me	Disagree 23%, Neither 25%, Agree 52%	40%	50%	52%	42%	58%	77%

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

52% of your staff who did the survey agreed or strongly agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation has effective procedures in place to support employees who may experience stress	18% / 6% / 25% / 52%	41%	58%	52%	39%	63%	83%
All levels of my organisation are involved in the prevention of stress	22% / 27% / 51%	42%	55%	51%	32%	57%	80%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Patient safety climate 1 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.
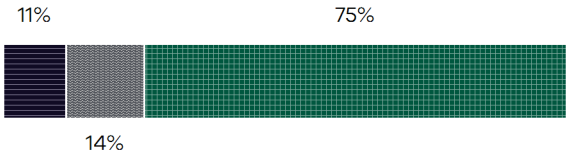
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
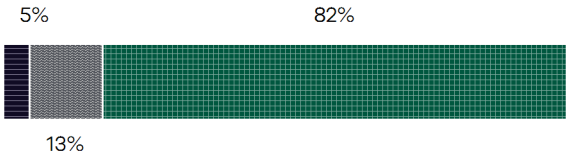
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	5% / 13% / 82%	88%	91%	82%	74%	85%	96%
I would recommend a friend or relative to be treated as a patient here	11% / 14% / 75%	75%	80%	75%	58%	79%	94%
My suggestions about patient safety would be acted upon if I expressed them to my manager	7% / 19% / 73%	84%	76%	73%	66%	78%	96%
Patient care errors are handled appropriately in my work area	8% / 5% / 18% / 69%	73%	70%	69%	57%	71%	87%
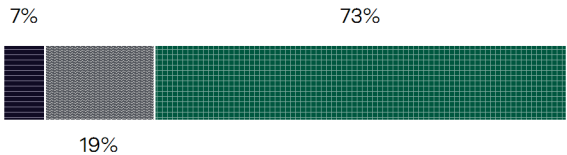
Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Patient safety climate 2 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

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

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'The culture in my work area makes it easy to learn from the errors of others'.
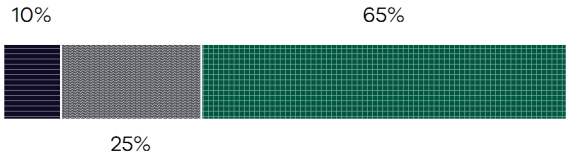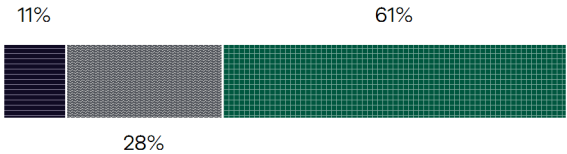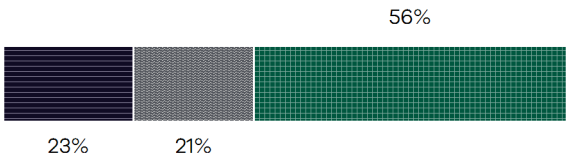
Survey question	Your results						

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

Benchmark agree results

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The culture in my work area makes it easy to learn from the errors of others (10% / 25% / 65%)	62%	70%	65%	52%	68%	83%
Management is driving us to be a safety-centred organisation (11% / 28% / 61%)	73%	69%	61%	63%	78%	96%
This health service does a good job of training new and existing staff (23% / 21% / 56%)	53%	59%	56%	41%	64%	88%
Trainees in my discipline are adequately supervised (19% / 4% / 21% / 56%)	57%	63%	56%	44%	67%	84%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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.
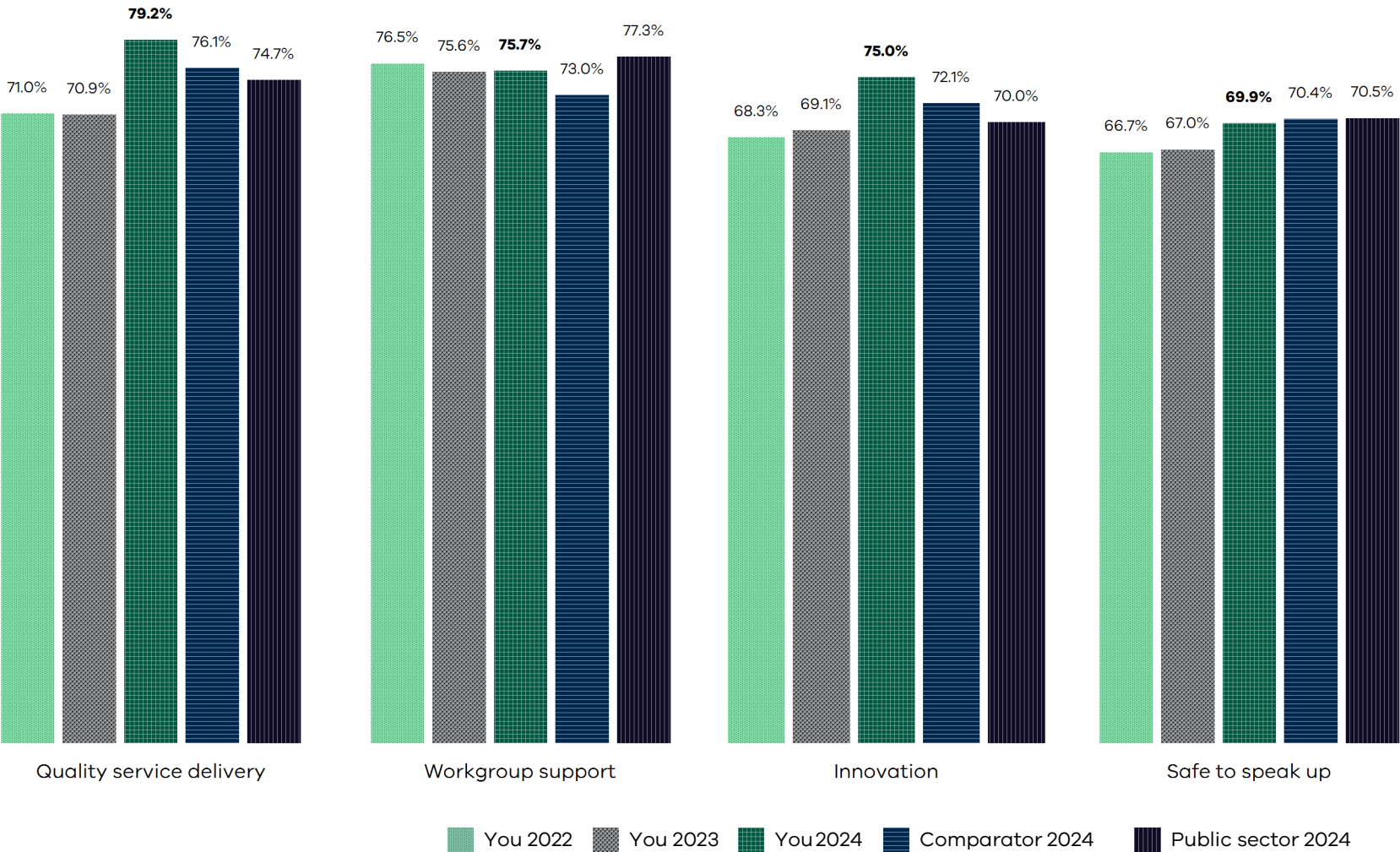
Why this is important

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:

- 79.2% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 76.1% of staff in your comparator group and 74.7% of staff across the public sector.

Quality service delivery
- You 2022: 71.0%
- You 2023: 70.9%
- You 2024: 79.2%
- Comparator 2024: 76.1%
- Public sector 2024: 74.7%

Workgroup support
- You 2022: 76.5%
- You 2023: 75.6%
- You 2024: 75.7%
- Comparator 2024: 73.0%
- Public sector 2024: 77.3%

Innovation
- You 2022: 68.3%
- You 2023: 69.1%
- You 2024: 75.0%
- Comparator 2024: 72.1%
- Public sector 2024: 70.0%

Safe to speak up
- You 2022: 66.7%
- You 2023: 67.0%
- You 2024: 69.9%
- Comparator 2024: 70.4%
- Public sector 2024: 70.5%

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

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery

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

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

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

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

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

Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
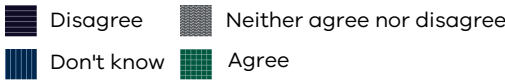
Example
85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
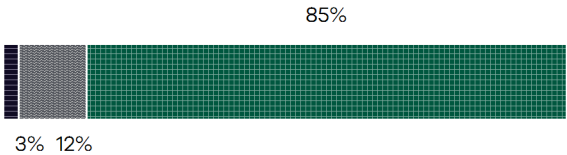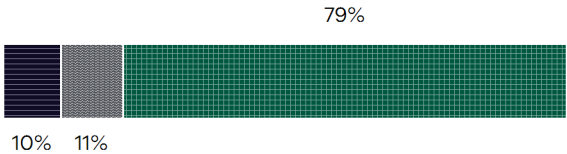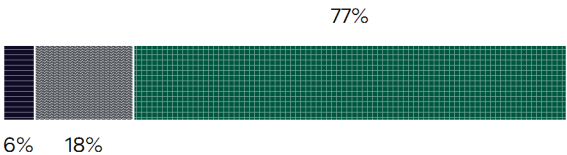
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	Disagree 3%, Neither 12%, Agree 85%	74%	78%	85%	62%	82%	95%
My workgroup has clear lines of responsibility	Disagree 10%, Neither 11%, Agree 79%	72%	71%	79%	52%	77%	89%
My workgroup uses its resources well	Disagree 6%, Neither 18%, Agree 77%	65%	68%	77%	60%	74%	93%
My workgroup acts fairly and without bias	Disagree 8%, Neither 16%, Agree 76%	73%	67%	76%	55%	72%	87%

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

Workgroup climate

Innovation

What is this

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

Why this is important

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

How to read this

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

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

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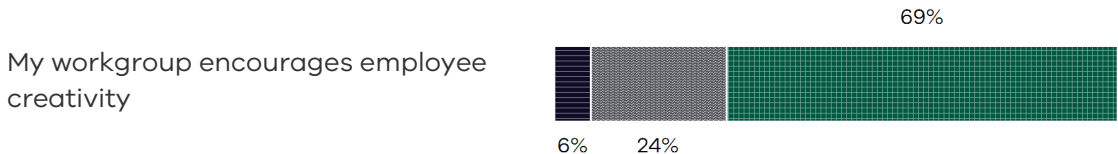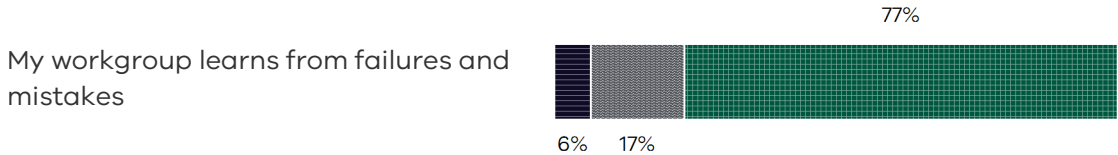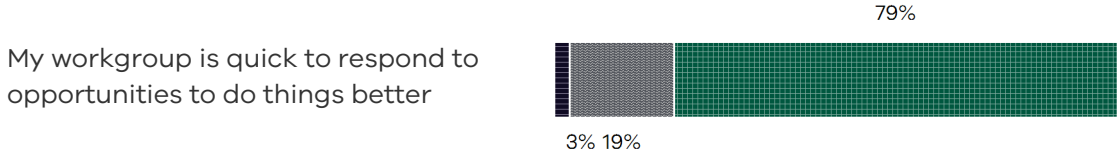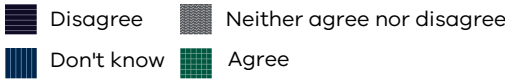
Example

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 · Benchmark agree results

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

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
		You			**Comparator**		
My workgroup is quick to respond to opportunities to do things better	79% (Agree); 3% (Disagree); 19% (Neither)	68%	70%	79%	53%	74%	85%
My workgroup learns from failures and mistakes	77% (Agree); 6% (Disagree); 17% (Neither)	70%	73%	77%	53%	73%	88%
My workgroup encourages employee creativity	69% (Agree); 6% (Disagree); 24% (Neither)	67%	64%	69%	54%	69%	83%

Workgroup climate

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

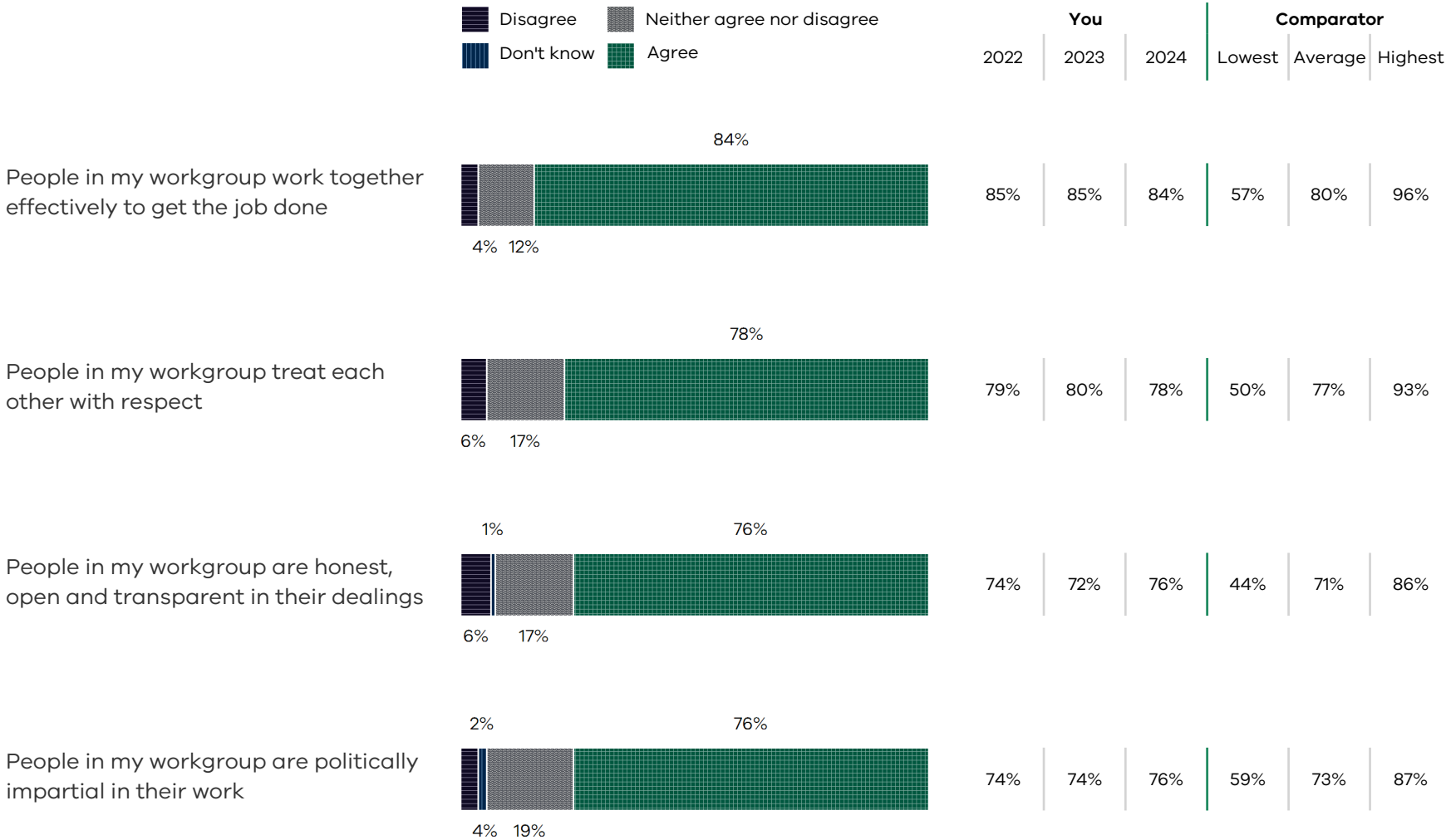Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

Survey question	Your results						

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	Agree 84%, 4% Disagree, 12% Neither	85%	85%	84%	57%	80%	96%
People in my workgroup treat each other with respect	Agree 78%, 6% Disagree, 17% Neither	79%	80%	78%	50%	77%	93%
People in my workgroup are honest, open and transparent in their dealings	Agree 76%, 1% Don't know, 6% Disagree, 17% Neither	74%	72%	76%	44%	71%	86%
People in my workgroup are politically impartial in their work	Agree 76%, 2% Don't know, 4% Disagree, 19% Neither	74%	74%	76%	59%	73%	87%

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.

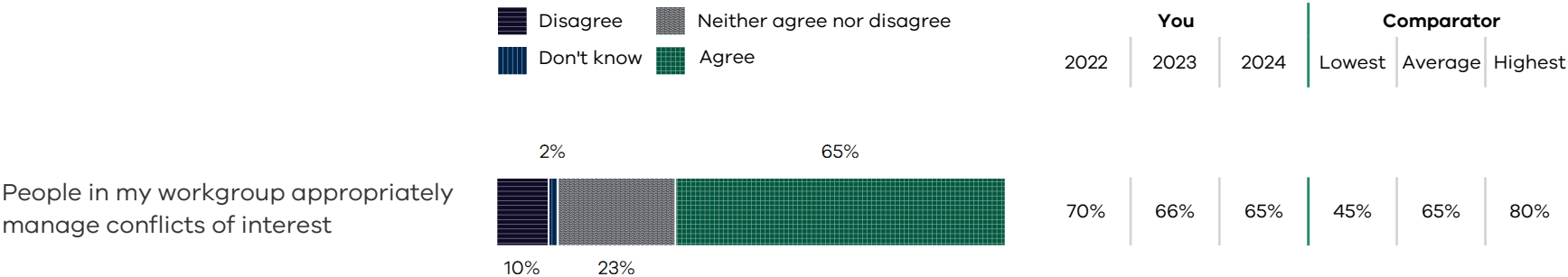Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

65% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

People in my workgroup appropriately manage conflicts of interest

2% | 65%
10% | 23%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
70%	66%	65%		45%	65%	80%

Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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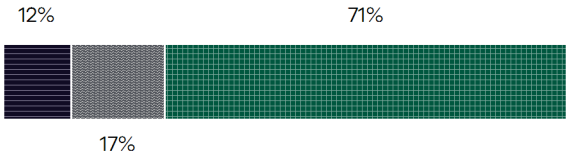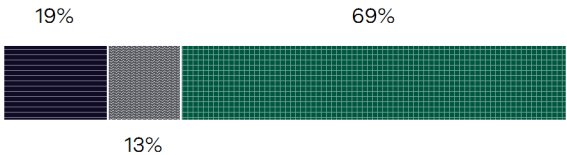
Survey question	Your results	Benchmark agree results

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

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	12% / 17% / 71%	67%	64%	71%	50%	70%	86%
I feel safe to challenge inappropriate behaviour at work	19% / 13% / 69%	67%	70%	69%	54%	71%	87%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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.
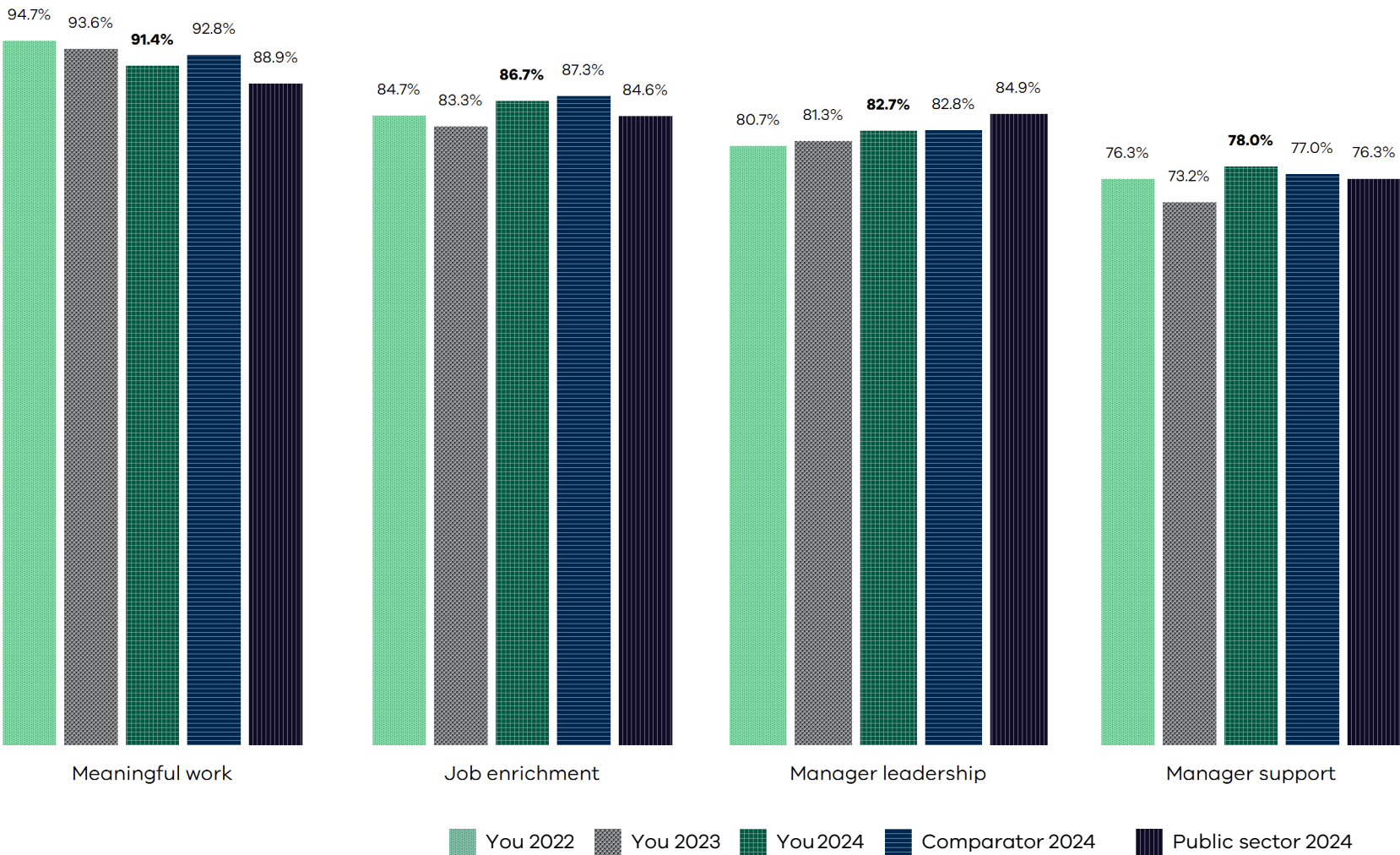
Example

In 2024:

- 91.4% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 92.8% of staff in your comparator group and 88.9% of staff across the public sector.

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

Meaningful work: 94.7%, 93.6%, 91.4%, 92.8%, 88.9%

Job enrichment: 84.7%, 83.3%, 86.7%, 87.3%, 84.6%

Manager leadership: 80.7%, 81.3%, 82.7%, 82.8%, 84.9%

Manager support: 76.3%, 73.2%, 78.0%, 77.0%, 76.3%

Victorian Public Sector Commission

VICTORIA State Government

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.
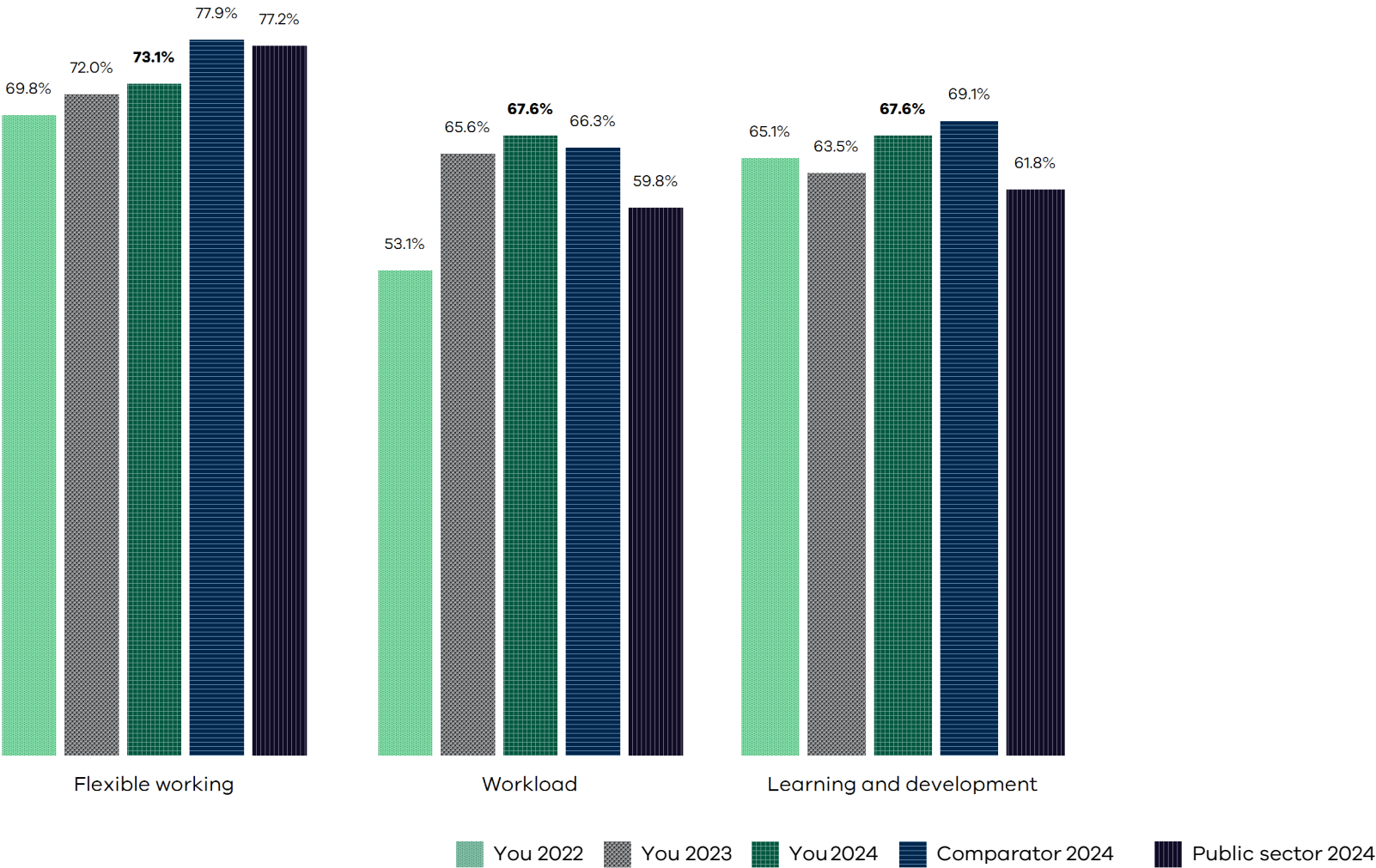
Example

In 2024:

- 73.1% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 77.9% of staff in your comparator group and 77.2% of staff across the public sector.

Chart showing job and manager factors:

Flexible working: You 2022 69.8%, You 2023 72.0%, You 2024 73.1%, Comparator 2024 77.9%, Public sector 2024 77.2%

Workload: You 2022 53.1%, You 2023 65.6%, You 2024 67.6%, Comparator 2024 66.3%, Public sector 2024 59.8%

Learning and development: You 2022 65.1%, You 2023 63.5%, You 2024 67.6%, Comparator 2024 69.1%, Public sector 2024 61.8%

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
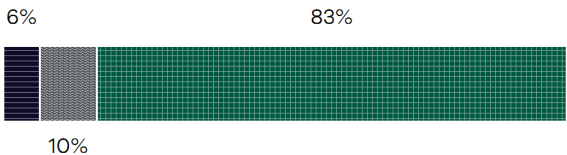
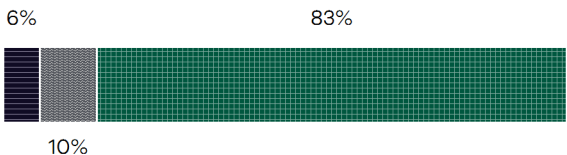| Survey question	Your results		
	Disagree	Neither agree nor disagree	
	Don't know	Agree	

Benchmark agree results

Survey question	6% / 83% / 10%	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	6% 83% 10%	79%	82%	83%	67%	82%	93%
My manager models my organisation's values	6% 83% 10%	81%	81%	83%	68%	82%	93%
My manager treats employees with dignity and respect	6% 81% 13%	81%	82%	81%	69%	84%	95%
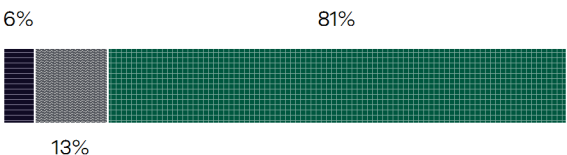
Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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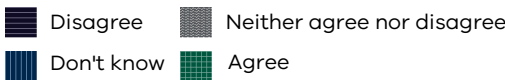
Example

86% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.
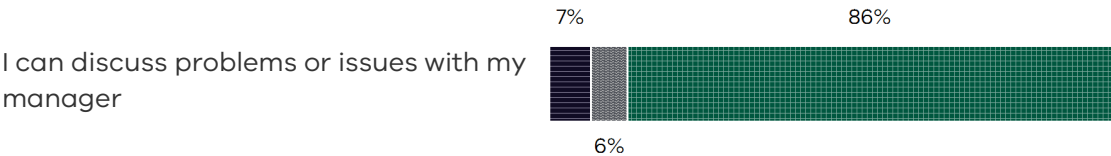
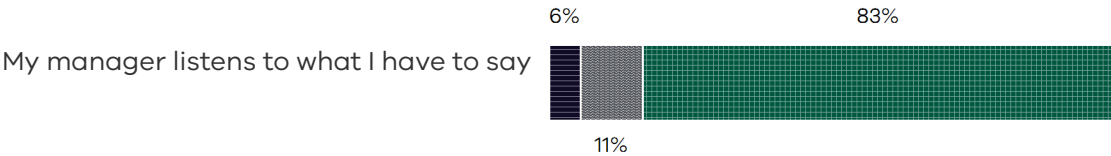**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	7% / 6% / 86%	80%	79%	86%	68%	81%	95%
My manager listens to what I have to say	6% / 11% / 83%	83%	76%	83%	69%	81%	95%
My manager provides me with enough support when I need it	6% / 15% / 79%	77%	75%	79%	64%	80%	94%
My manager gives me feedback that helps me improve my performance	13% / 14% / 73%	79%	72%	73%	60%	76%	90%

Victorian Public Sector Commission

VICTORIA State Government
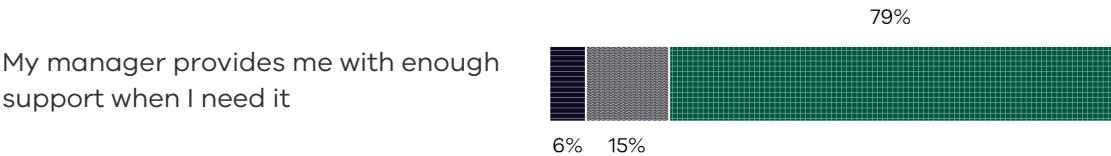
Job and manager factors

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.

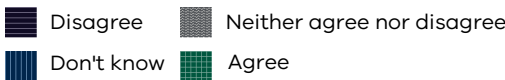Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

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

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
I receive meaningful recognition when I do good work	21% Disagree, 10% Neither, 69% Agree		63%	64%	69%	49%	66%	81%

Victorian Public Sector Commission

VICTORIA State Government
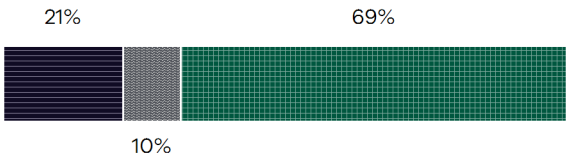
Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

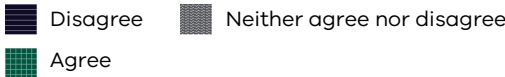71% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▩ Agree
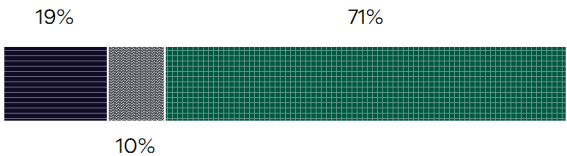
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
The workload I have is appropriate for the job that I do	19% / 10% / 71%	56%	71%	71%	58%	68%	87%
I have enough time to do my job effectively	19% / 18% / 64%	51%	61%	64%	48%	64%	85%
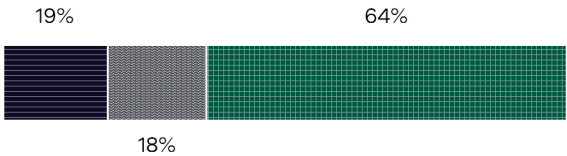
Victorian Public Sector Commission

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

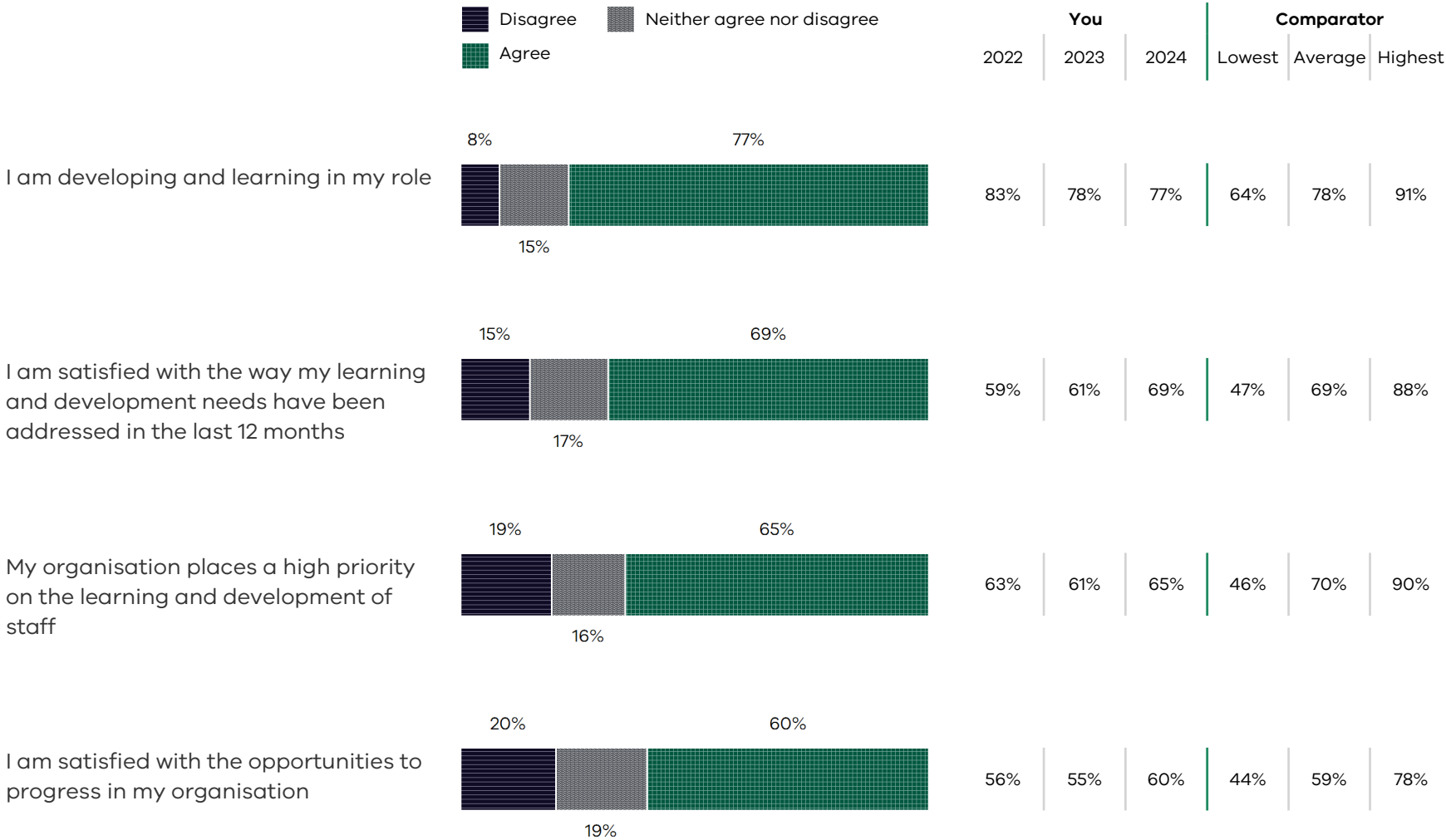| Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
I am developing and learning in my role — Disagree 8%, Neither 15%, Agree 77%	83%	78%	77%	64%	78%	91%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months — Disagree 15%, Neither 17%, Agree 69%	59%	61%	69%	47%	69%	88%
My organisation places a high priority on the learning and development of staff — Disagree 19%, Neither 16%, Agree 65%	63%	61%	65%	46%	70%	90%
I am satisfied with the opportunities to progress in my organisation — Disagree 20%, Neither 19%, Agree 60%	56%	55%	60%	44%	59%	78%

Victorian Public Sector Commission · VICTORIA State Government

Job and manager factors

Job enrichment 1 of 2

What is this

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

Why this is important

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

How to read this

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

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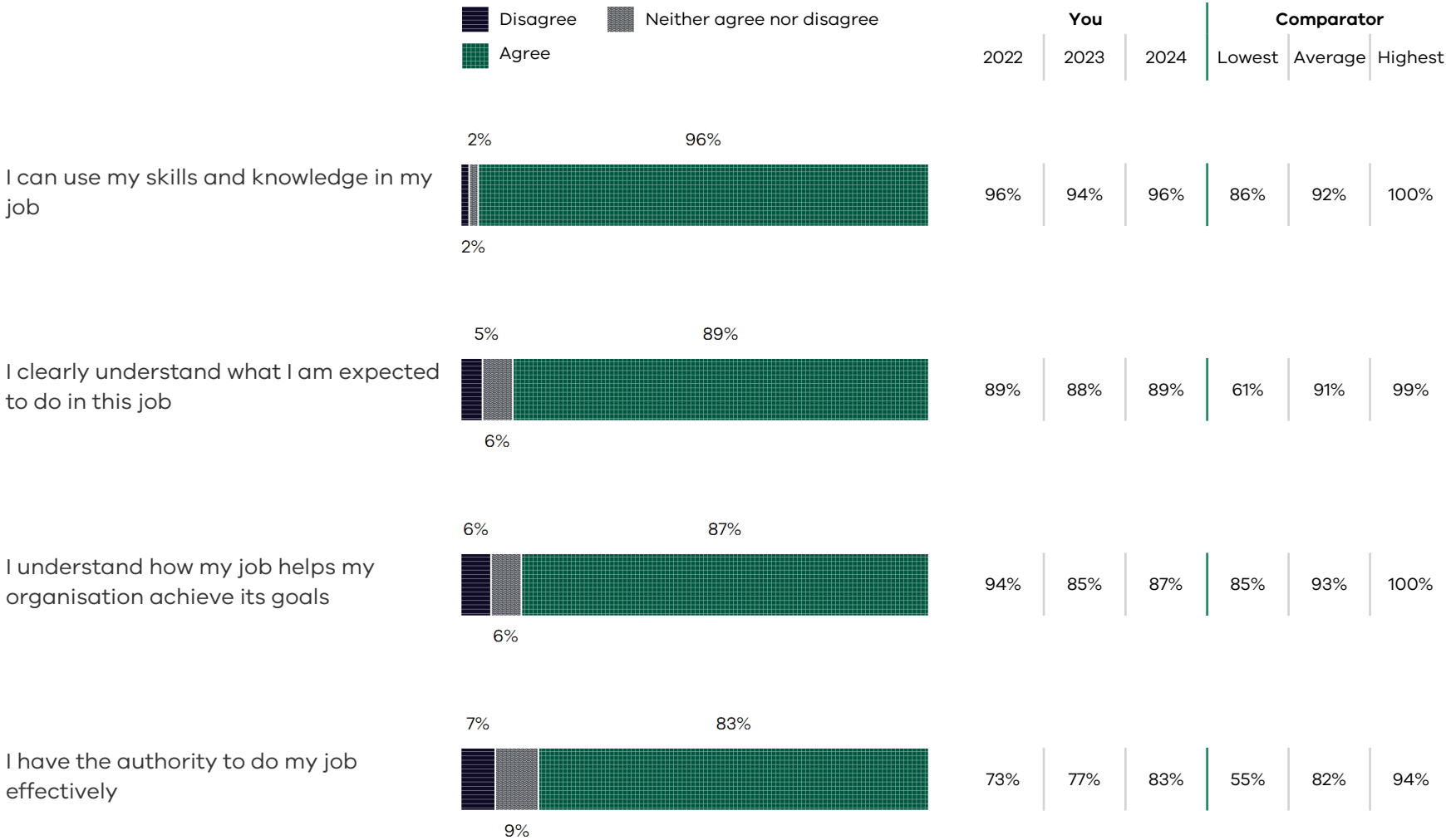
Example

96% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can use my skills and knowledge in my job	2% (neither 2%)	96%	96%	94%	96%	86%	92%	100%
I clearly understand what I am expected to do in this job	5% (neither 6%)	89%	89%	88%	89%	61%	91%	99%
I understand how my job helps my organisation achieve its goals	6% (neither 6%)	87%	94%	85%	87%	85%	93%	100%
I have the authority to do my job effectively	7% (neither 9%)	83%	73%	77%	83%	55%	82%	94%

Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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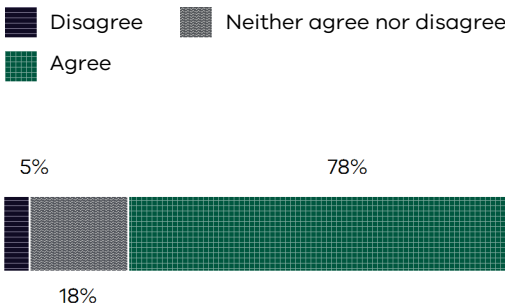
Example

78% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

| Disagree | Neither agree nor disagree |
| Agree | |

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I have a say in how I do my work	5% / 18% / 78%	72%	72%	78%	63%	78%	90%

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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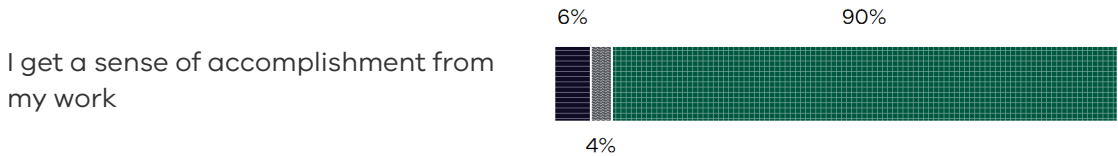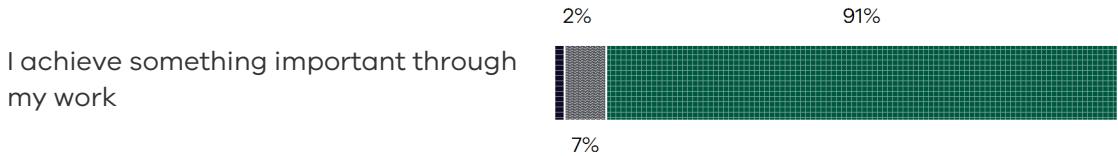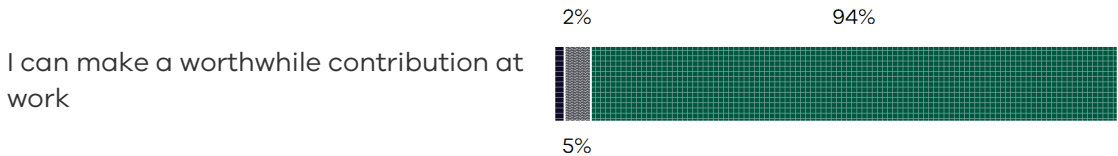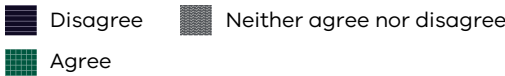
Example

94% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	2%	5%	94%	95%	95%	94%	84%	94%	100%
I achieve something important through my work	2%	7%	91%	96%	95%	91%	88%	94%	100%
I get a sense of accomplishment from my work	6%	4%	90%	93%	90%	90%	84%	90%	97%

Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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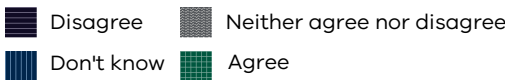
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
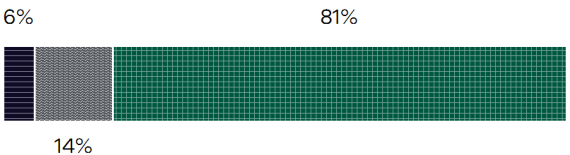
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
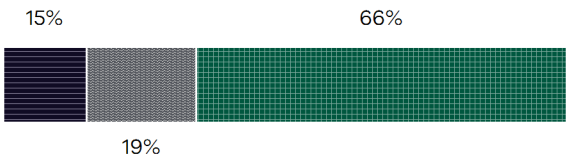
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	6% / 14% / 81%	78%	80%	81%	61%	82%	94%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	15% / 19% / 66%	62%	64%	66%	54%	74%	87%

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 85.2% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 81.7% of staff in your comparator group and 82.2% of staff across the public sector.

Responsiveness: You 2022 74.1%, You 2023 78.0%, You 2024 85.2%, Comparator 2024 81.7%, Public sector 2024 82.2%

Human rights: You 2022 82.7%, You 2023 83.5%, You 2024 82.9%, Comparator 2024 87.2%, Public sector 2024 81.6%

Accountability: You 2022 74.6%, You 2023 74.1%, You 2024 80.0%, Comparator 2024 80.0%, Public sector 2024 76.1%

Impartiality: You 2022 73.5%, You 2023 70.6%, You 2024 75.9%, Comparator 2024 72.3%, Public sector 2024 75.2%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What is this

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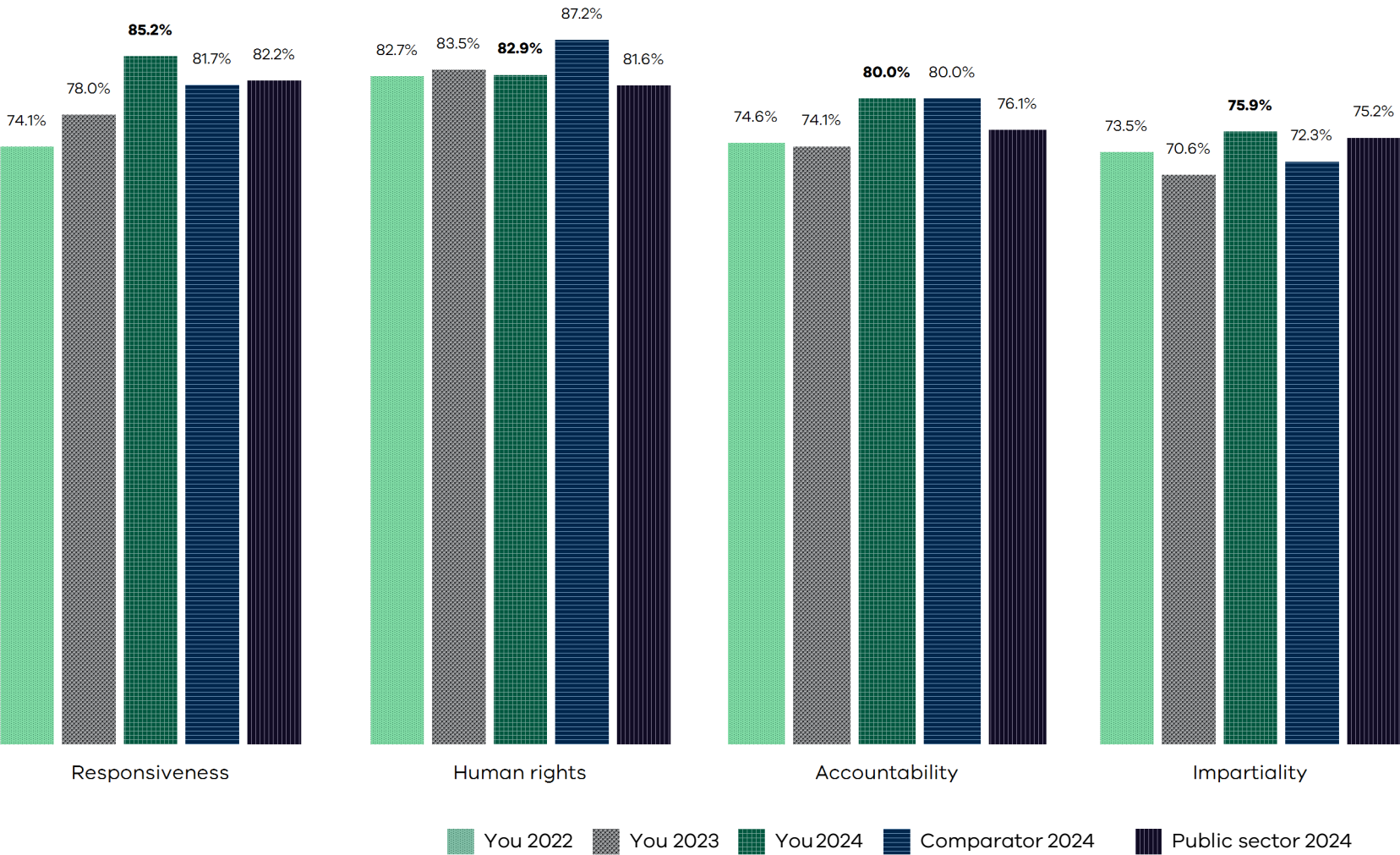
Why this is important

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

How to read this

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

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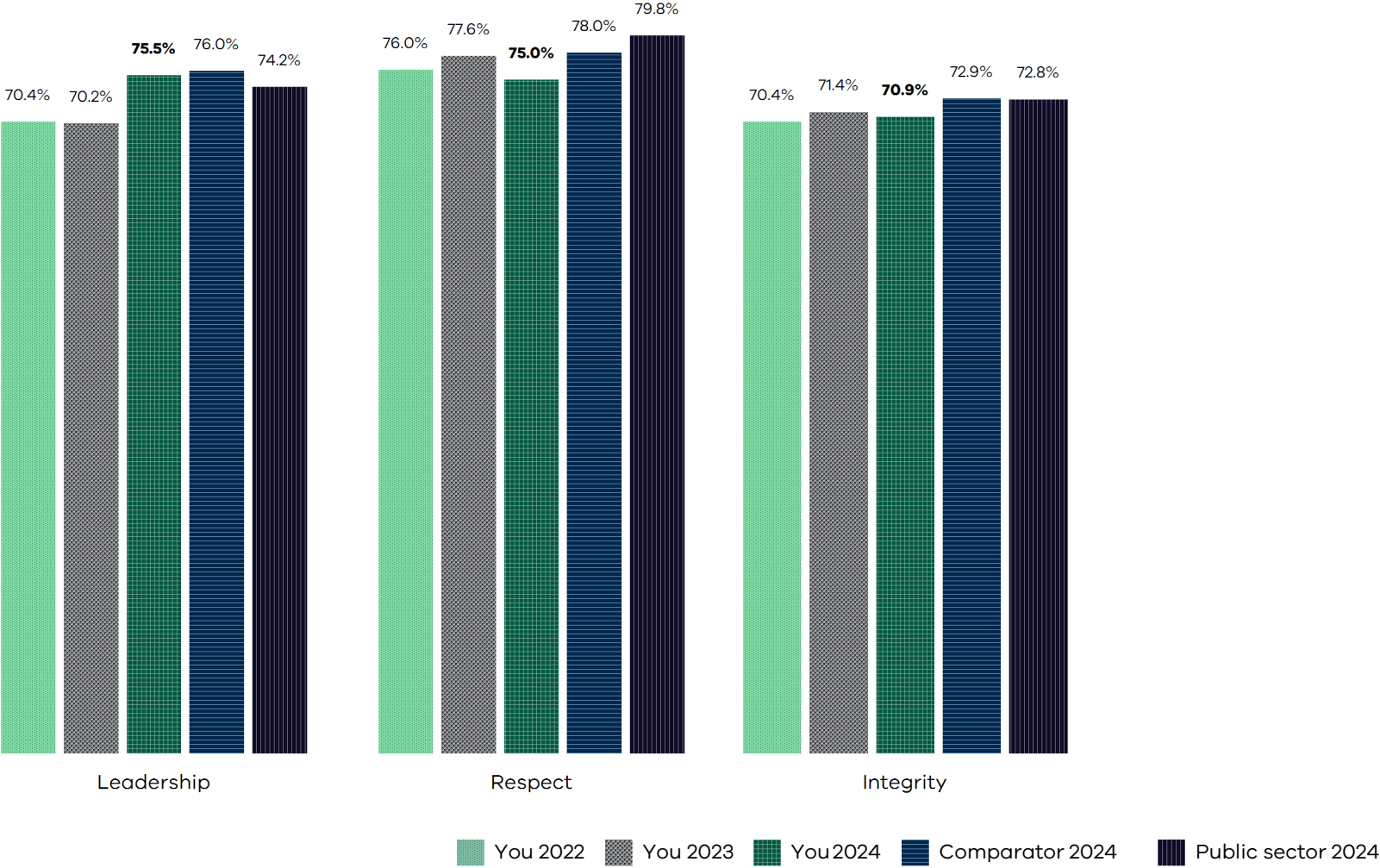
Example

In 2024:

- 75.5% of your staff who did the survey responded positively to questions about Leadership.

Compared to:

- 76.0% of staff in your comparator group and 74.2% of staff across the public sector.

Leadership: You 2022 70.4%, You 2023 70.2%, You 2024 75.5%, Comparator 2024 76.0%, Public sector 2024 74.2%

Respect: You 2022 76.0%, You 2023 77.6%, You 2024 75.0%, Comparator 2024 78.0%, Public sector 2024 79.8%

Integrity: You 2022 70.4%, You 2023 71.4%, You 2024 70.9%, Comparator 2024 72.9%, Public sector 2024 72.8%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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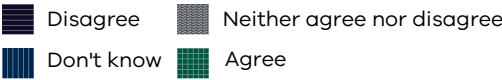
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
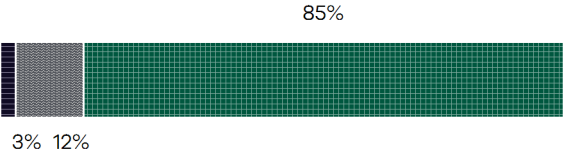
Survey question

Your results

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

My workgroup provides high quality advice and services

85%

3% 12%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	74%	78%	85%	62%	82%	95%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
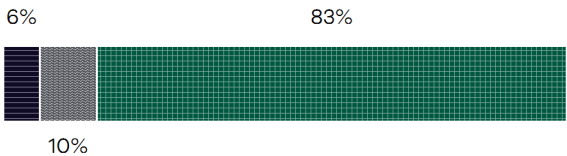
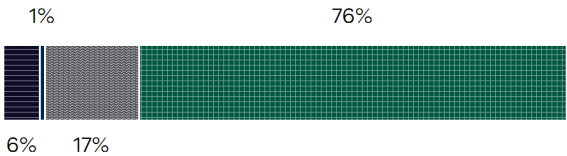| Survey question	Your results	Benchmark agree results

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

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager demonstrates honesty and integrity (6%, 10%, 83%)	79%	82%	83%	67%	82%	93%
People in my workgroup are honest, open and transparent in their dealings (1%, 6%, 17%, 76%)	74%	72%	76%	44%	71%	86%
My organisation does not tolerate improper conduct (15%, 12%, 73%)	74%	80%	73%	52%	73%	91%
My organisation is committed to earning a high level of public trust (11%, 19%, 69%)	70%	75%	69%	55%	81%	95%
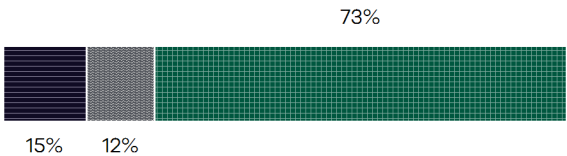
Victorian Public Sector Commission

VICTORIA State Government
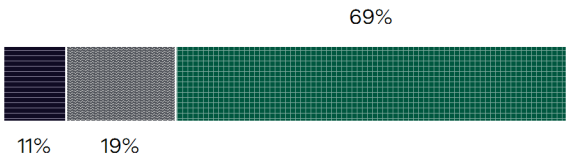
Public sector values

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
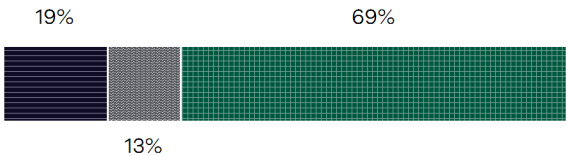
Survey question

Your results

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

Benchmark agree results

	You			Comparator		
Survey question	2022	2023	2024	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	67%	70%	69%	54%	71%	87%
People in my workgroup appropriately manage conflicts of interest	70%	66%	65%	45%	65%	80%
Senior leaders demonstrate honesty and integrity	58%	55%	61%	48%	69%	88%

I feel safe to challenge inappropriate behaviour at work — 19% Disagree, 13% Neither, 69% Agree

People in my workgroup appropriately manage conflicts of interest — 10% Disagree, 2% Don't know, 23% Neither, 65% Agree

Senior leaders demonstrate honesty and integrity — 19% Disagree, 1% Don't know, 19% Neither, 61% Agree

Victorian Public Sector Commission

VICTORIA State Government
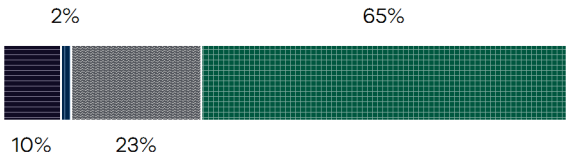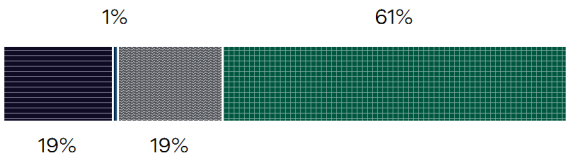
Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

Survey question
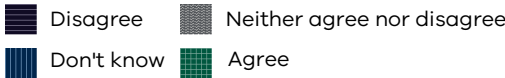
Your results

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

My workgroup acts fairly and without bias

8% 16% 76%

People in my workgroup are politically impartial in their work

2% 76%
4% 19%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My workgroup acts fairly and without bias	73%	67%	76%	55%	72%	87%
People in my workgroup are politically impartial in their work	74%	74%	76%	59%	73%	87%
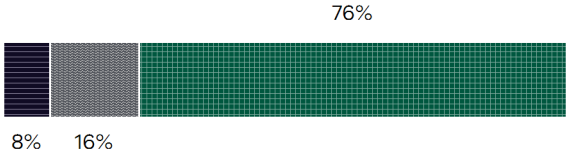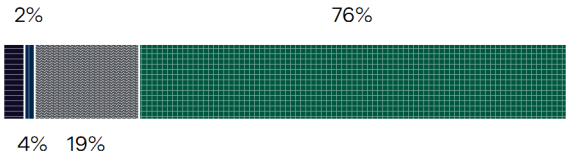
Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question	Your results						

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 clearly understand what I am expected to do in this job	5% / 6% / 89%	89%	88%	89%	61%	91%	99%
I understand how my job helps my organisation achieve its goals	6% / 6% / 87%	94%	85%	87%	85%	93%	100%
My workgroup has clear lines of responsibility	10% / 11% / 79%	72%	71%	79%	52%	77%	89%
My workgroup uses its resources well	6% / 18% / 77%	65%	68%	77%	60%	74%	93%
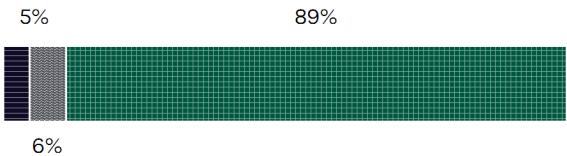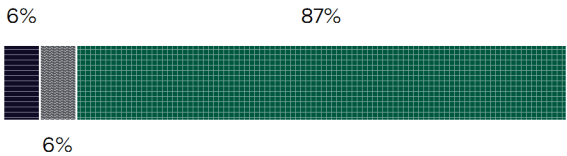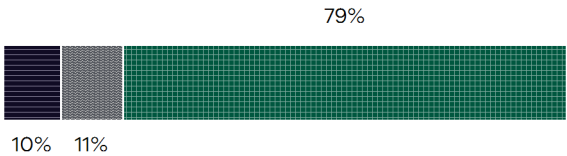
Victorian Public Sector Commission

VICTORIA State Government
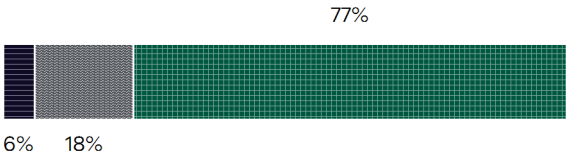
Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

17% | 15% | 69%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	53%	59%	69%	45%	65%	89%

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.

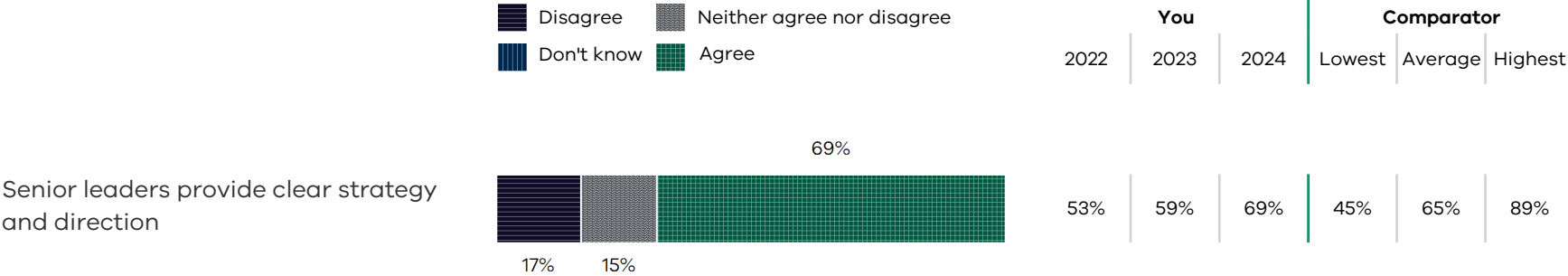Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

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

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	6% / 11% / 83%	83%	76%	83%	69%	81%	95%
My manager treats employees with dignity and respect	6% / 13% / 81%	81%	82%	81%	69%	84%	95%
People in my workgroup treat each other with respect	6% / 17% / 78%	79%	80%	78%	50%	77%	93%
My organisation encourages respectful workplace behaviours	16% / 13% / 71%	74%	80%	71%	67%	80%	95%

Victorian Public Sector Commission

VICTORIA State Government
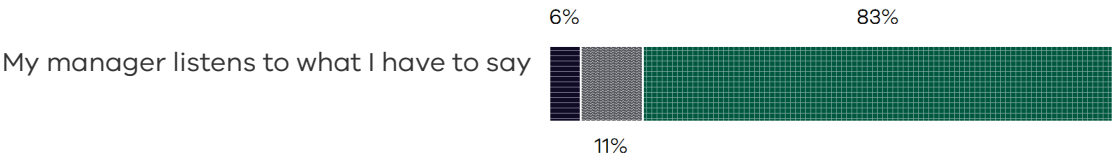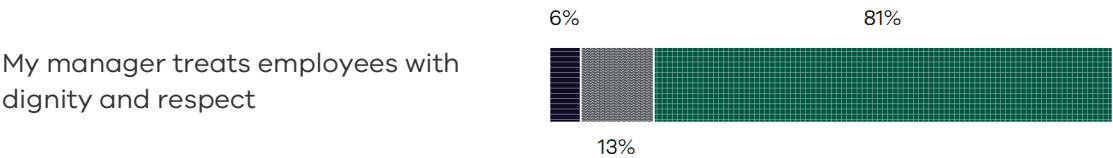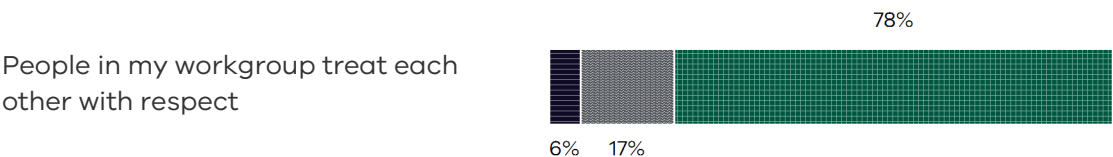
Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

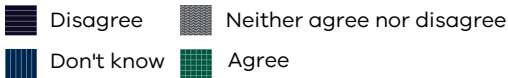Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

61% 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
- Don't know
- Neither agree nor disagree
- Agree

My organisation takes steps to eliminate bullying, harassment and discrimination

- 20% Disagree
- 2% Don't know
- 17% Neither agree nor disagree
- 61% Agree

Benchmark agree results

| | You | | | Comparator | | |
	2022	2023	2024	Lowest	Average	Highest
	63%	71%	61%	50%	67%	83%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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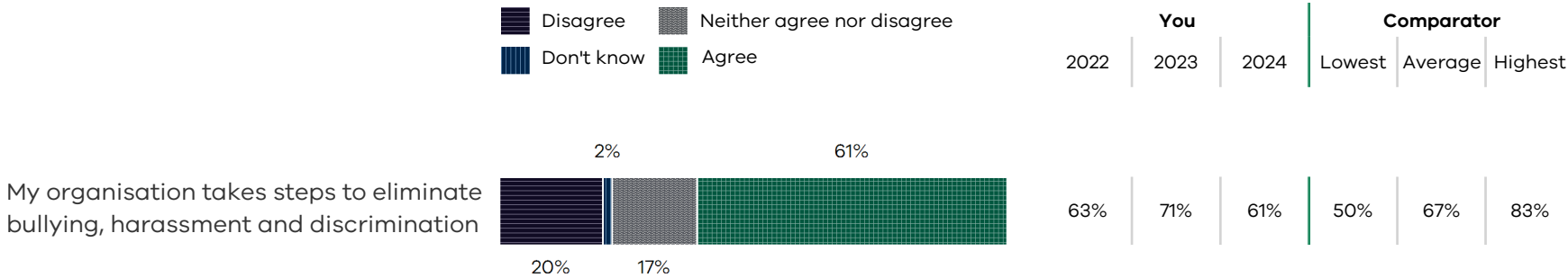
Example

83% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question		You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	81%	81%	83%	68%	82%	93%
Senior leaders model my organisation's values	59%	60%	68%	51%	70%	88%

My manager models my organisation's values: Disagree 6%, Don't know 10%, Agree 83%

Senior leaders model my organisation's values: Disagree 18%, Neither agree nor disagree 14%, Don't know 1%, Agree 68%

Victorian Public Sector Commission

VICTORIA State Government
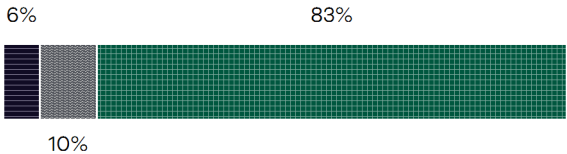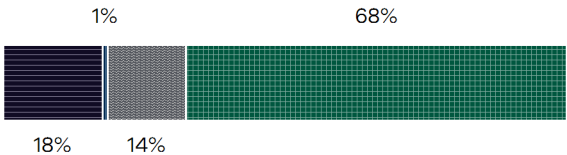
Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

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

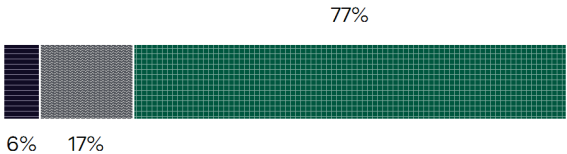| Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% / 8% / 89%	86%	83%	89%	78%	89%	97%
My organisation encourages employees to act in ways that are consistent with human rights	6% / 17% / 77%	79%	83%	77%	74%	85%	100%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey 2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Topical questions

Topical questions

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

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

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

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

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

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

Survey question

Your results

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

I understand how the Code of Conduct for Victorian public sector employees applies to my work
- 2% 11% 87%

I am proud to work in the public sector
- 6% 8% 85%

Benchmark agree results
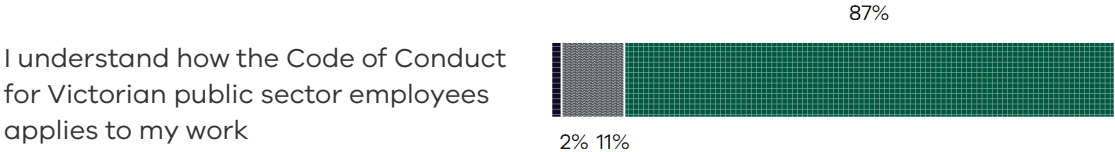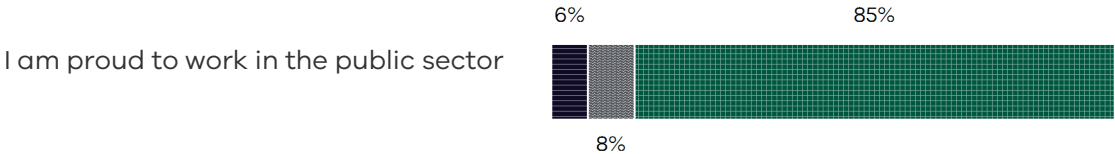
	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	83%	87%	80%	90%	97%
I am proud to work in the public sector	Not asked	Not asked	85%	71%	87%	98%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- 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
- Patient safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

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	27	25%
35-54 years	48	44%
55+ years	22	20%
Prefer not to say	11	10%

Gender	(n)	%
Woman	82	76%
Prefer not to say	13	12%
Man	11	10%
Non-binary and I use a different term	2	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	0	0%
No	95	88%
Prefer not to say	13	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	2	2%
No	93	86%
Don't know	4	4%
Prefer not to say	9	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	77	71%
Prefer not to say	18	17%
Bisexual	4	4%
Don't know	4	4%
Asexual	3	3%
Gay or lesbian	1	1%
I use a different term	1	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	**3**	3%
Non Aboriginal and/or Torres Strait Islander	**99**	92%
Prefer not to say	**6**	6%

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	**4**	4%
No	**99**	92%
Prefer not to say	**5**	5%

Victorian
Public Sector
Commission

VICTORIA
State
Government

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

- 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

Country of birth	(n)	%
Born in Australia	83	77%
Not born in Australia	17	16%
Prefer not to say	8	7%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	6	35%
Filipino	4	24%
Malayalam	3	18%
Tagalog	2	12%
Punjabi	1	6%
Spanish	1	6%
Urdu	1	6%
Arabic	0	0%
Auslan	0	0%
Australian Indigenous Language	0	0%
Cantonese	0	0%
Greek	0	0%

Language other than English used with family or community	(n)	%
Yes	17	16%
No	82	76%
Prefer not to say	9	8%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Gujarati	0	0%
Hindi	0	0%
Italian	0	0%
Macedonian	0	0%
Mandarin	0	0%
Persian	0	0%
Sinhalese	0	0%
Tamil	0	0%
Telugu	0	0%
Turkish	0	0%
Vietnamese	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

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

Cultural identity	(n)	%
Australian	74	69%
Prefer not to say	12	11%
East and/or South-East Asian	7	6%
English, Irish, Scottish and/or Welsh	7	6%
Central Asian	3	3%
Other	3	3%
South Asian	3	3%
Aboriginal and/or Torres Strait Islander	2	2%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	1	1%
African	0	0%
Central and/or South American	0	0%
Maori	0	0%
Middle Eastern	0	0%
New Zealander	0	0%
North American	0	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	54	50%
Christianity	28	26%
Prefer not to say	20	19%
Other	3	3%
Buddhism	1	1%
Islam	1	1%
Sikhism	1	1%
Hinduism	0	0%
Judaism	0	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
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

Working arrangement	(n)	%
Full-Time	33	31%
Part-Time	75	69%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	76	71%
$80k to $120k	15	14%
$120k to $160k	2	2%
$160k to $200k	0	0%
$200k or more	0	0%
Prefer not to say	14	13%

Organisational tenure	(n)	%
<1 year	18	17%
1 to less than 2 years	19	18%
2 to less than 5 years	31	29%
5 to less than 10 years	22	20%
10 to less than 20 years	14	13%
More than 20 years	4	4%

Management responsibility	(n)	%
Non-manager	97	90%
Other manager	8	7%
Manager of other manager(s)	3	3%

Employment type	(n)	%
Ongoing and executive	99	92%
Fixed term	5	5%
Other	4	4%

Frontline worker	(n)	%
Yes	81	75%
No	27	25%

Demographics

Employment characteristics 2 of 2

What is this
These are the employment characteristics of staff.

Why this is important
This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this
Each table shows the breakdown of responses from your survey.
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

Primary workplace location over the last 3 months	(n)	%
Rural	101	94%
Melbourne CBD	3	3%
Large regional city	2	2%
Other	2	2%
Melbourne: Suburbs	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	34	31%
A frontline or service delivery location	52	48%
Home or private location	8	7%
A shared office space (where two or more organisations share the same workspace)	14	13%
Isolated or remote location/s where access to communications and help from others is difficult	2	2%
Other	19	18%

Flexible work	(n)	%
Part-time	47	44%
I do not use any flexible work arrangements	37	34%
Shift swap	27	25%
Flexible start and finish times	13	12%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	12	11%
Study leave	10	9%
Working more hours over fewer days	3	3%
Other	2	2%
Purchased leave	2	2%
Working from an alternative location (e.g. home, hub/shared work space)	2	2%
Job sharing	1	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	83	77%
Flexible working arrangements	14	13%
Career development support strategies	6	6%
Physical modifications or improvements to the workplace	6	6%
Other	3	3%
Accessible communications technologies	1	1%
Job redesign or role sharing	1	1%

Why did you make this request?	(n)	%
Caring responsibilities	8	32%
Family responsibilities	7	28%
Work-life balance	7	28%
Other	5	20%
Health	3	12%
Study commitments	3	12%
Disability	0	0%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	19	76%
The adjustments I needed were not made	6	24%
The adjustments I needed were made but the process was unsatisfactory	0	0%

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

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

Caring responsibilities	(n)	%
None of the above	31	29%
Primary school aged child(ren)	21	19%
Secondary school aged child(ren)	20	19%
Prefer not to say	19	18%
Child(ren) - younger than preschool age	12	11%
Person(s) with a medical condition	10	9%
Frail or aged person(s)	8	7%
Preschool aged child(ren)	7	6%
Person(s) with a mental illness	5	5%
Person(s) with disability	2	2%
Other	1	1%

Demographics

Employment categories

What is this

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

- 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

Which of the following categories best describes your current position?	(n)	%
Nursing employees	30	28%
Allied health - assistant	22	20%
Management, Administration and Corporate support	22	20%
Support services	14	13%
Allied health - therapy discipline	10	9%
Other health and social care	8	7%
Community development	2	2%
Allied health - science discipline	0	0%
Counselling	0	0%
Lived experience specific worker	0	0%
Medical employees	0	0%
Pastoral / spiritual care	0	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

- 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

Which of the following best describes the primary operational area in which you work?	(n)	%
Community-based services	37	34%
Hospital-based services	36	33%
Residential aged care services	23	21%
Corporate services	12	11%
Mental health care services	0	0%
Prison-based services	0	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	19	18%
Aged care	51	47%
Critical care	0	0%
Drug and alcohol	0	0%
Emergency	1	1%
Maternity care	0	0%
Medical	6	6%
Mental health	0	0%
Mixed medical/surgical	2	2%
Neonatal care	0	0%
Palliative care	1	1%
Paediatrics	1	1%
Peri-operative	0	0%
Rehabilitation	4	4%
Surgical	0	0%
Other	23	21%

vpsc.vic.gov.au/peoplemattersurvey