

A photograph of two women in a brightly lit room with colorful artwork on the walls. One woman, with long dark hair in a ponytail and glasses on her head, is seen from the back. The other woman, with long brown hair, is smiling and looking towards the first woman. The text 'People Matter Survey' is overlaid in a green box on the left side of the image.

**People Matter Survey**

**2024**

**Have your say**

# 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	Key differences	Taking action
<ul style="list-style-type: none"><li>• Scorecard: engagement index</li><li>• Engagement</li><li>• Scorecard: satisfaction, stress, intention to stay, inclusion</li><li>• Satisfaction</li><li>• Work-related stress levels</li><li>• Work-related stress causes</li><li>• Burnout levels</li><li>• Intention to stay</li></ul>	<ul style="list-style-type: none"><li>• Inclusion</li><li>• Scorecard: emotional effects of work</li><li>• Scorecard: negative behaviour</li><li>• Bullying</li><li>• Sexual harassment</li><li>• Discrimination</li><li>• Violence and aggression</li><li>• Satisfaction with complaint processes</li></ul>	<ul style="list-style-type: none"><li>• Highest scoring</li><li>• Lowest scoring</li><li>• Most improved</li><li>• Most declined</li><li>• Biggest positive difference from your comparator</li><li>• Biggest negative difference from your comparator</li></ul>

## Detailed results

Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none"><li>• Senior leadership questions</li></ul> <p><b>Organisational climate</b></p> <ul style="list-style-type: none"><li>• Scorecard</li><li>• Organisational integrity</li><li>• Collaboration</li><li>• Safety climate</li><li>• Patient safety climate</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Quality service delivery</li><li>• Innovation</li><li>• Workgroup support</li><li>• Safe to speak up</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Manager leadership</li><li>• Manager support</li><li>• Workload</li><li>• Learning and development</li><li>• Job enrichment</li><li>• Meaningful work</li><li>• Flexible working</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Responsiveness</li><li>• Integrity</li><li>• Impartiality</li><li>• Accountability</li><li>• Respect</li><li>• Leadership</li><li>• Human rights</li></ul>	<ul style="list-style-type: none"><li>• Questions on topical issues including understanding the charter of human right and providing frank and impartial advice</li></ul> <p><b>Custom questions</b></p> <ul style="list-style-type: none"><li>• Questions requested by your organisation</li></ul>	<ul style="list-style-type: none"><li>• Age, gender, variations in sex characteristics and sexual orientation</li><li>• Aboriginal and/or Torres Strait Islander</li><li>• Disability</li><li>• Cultural diversity</li><li>• Employment</li><li>• Adjustments</li><li>• Caring</li><li>• Categories</li><li>• Primary role</li></ul>



# Report overview

## About your report

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

## Report contents

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

## Comparing data in this report

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

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

## Rounding of percentages

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

## Survey questions and definitions

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).



Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

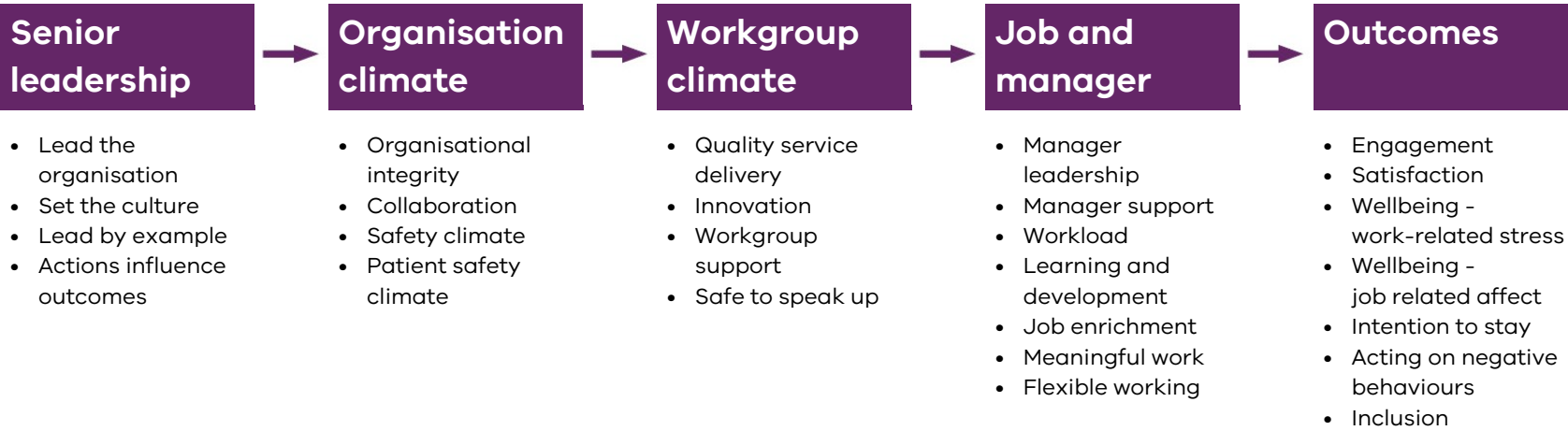
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

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

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

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



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



# 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'.

- Bass Coast Health
- Benalla Health
- Colac Area Health
- East Grampians Health Service
- Gippsland Southern Health Service
- Kyabram and District Health Service
- Maryborough District Health Service
- Portland District Health
- West Wimmera Health Service



# 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

48%  
(356)

Comparator	50%
Public Sector	42%

2024

49%  
(373)

Comparator	51%
Public Sector	44%

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- Taking action questions

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- Workgroup support
- Safe to speak up

### Job and manager factors

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- 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

70

Comparator	69
Public Sector	68

2024

73

Comparator	70
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 73.

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.

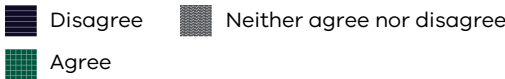
Example

81% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

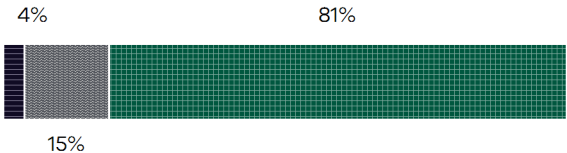
Survey question

Your results

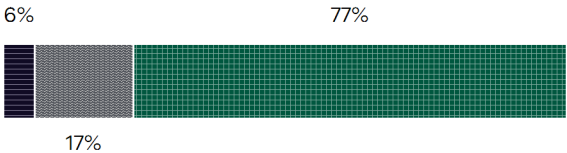
Benchmark agree results



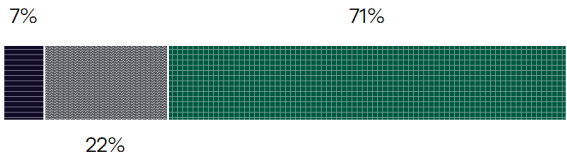
I am proud to tell others I work for my organisation



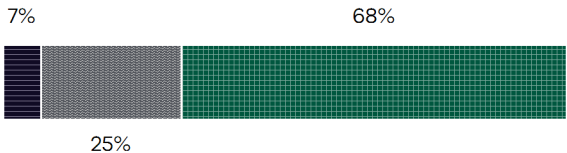
I would recommend my organisation as a good place to work



My organisation inspires me to do the best in my job



My organisation motivates me to help achieve its objectives



2022	You		2024	Comparator		
	2023			Lowest	Average	Highest
	65%	76%	81%	58%	74%	86%
	56%	73%	77%	56%	69%	83%
	54%	69%	71%	54%	66%	80%
	46%	66%	68%	56%	66%	76%

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 73.

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.

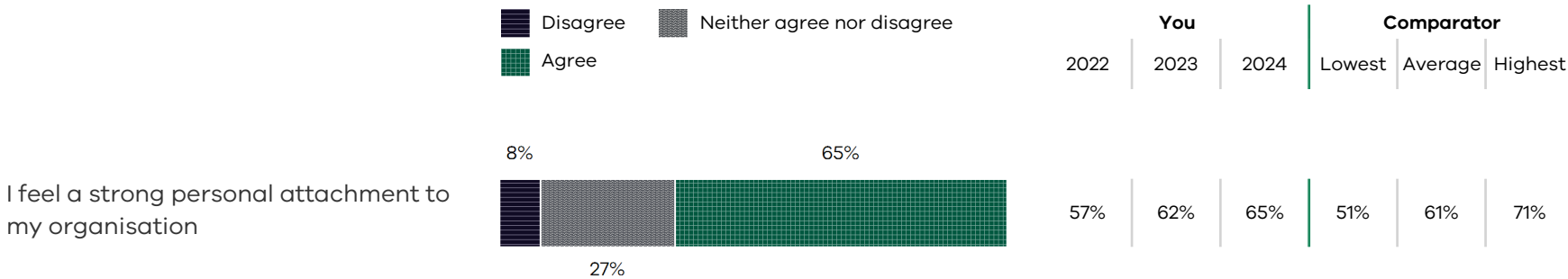
Example

65% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results



# 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

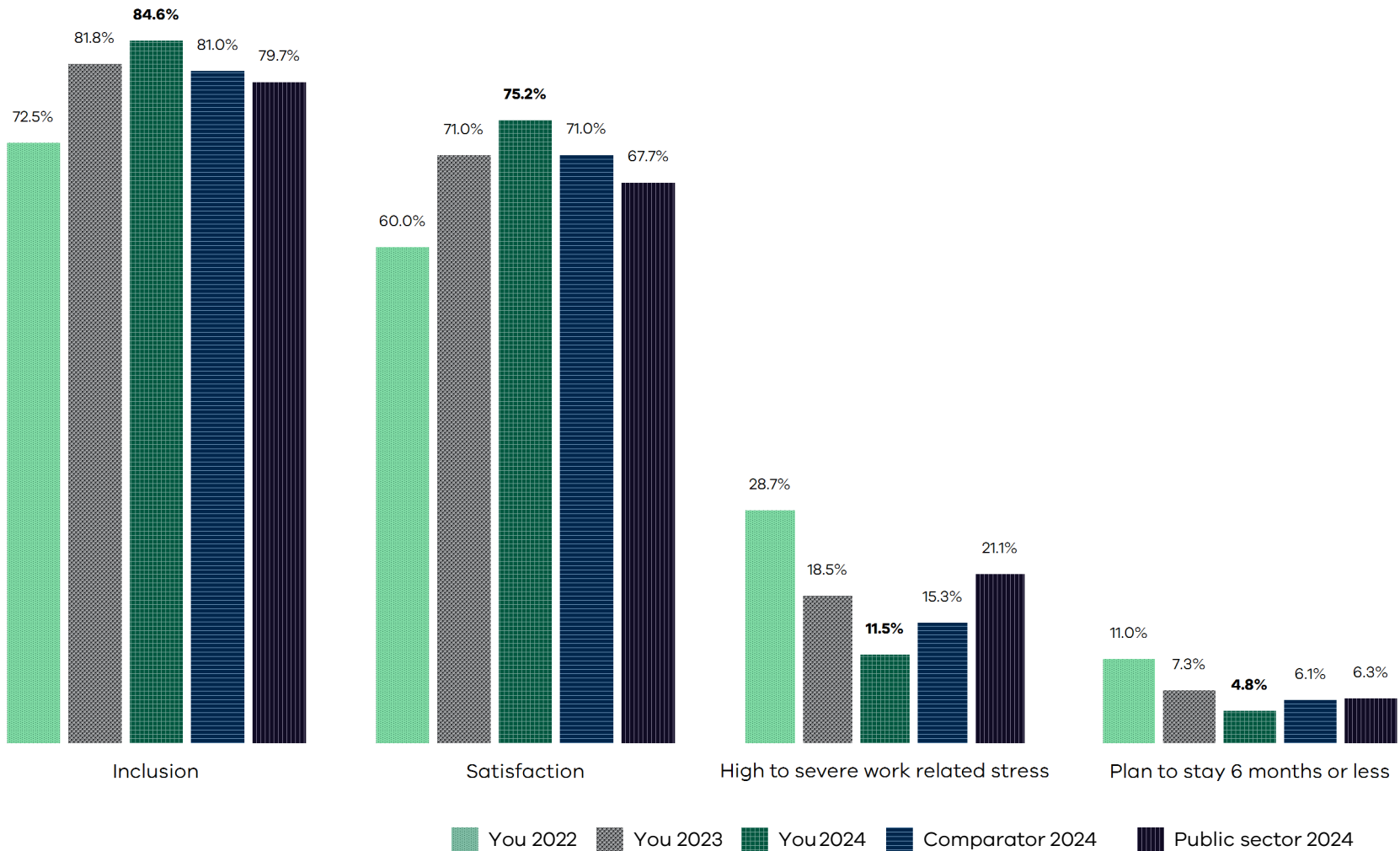
This page shows which outcomes are performing well and which outcomes you can look to improve.

### 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:
- 84.6% of your staff who did the survey responded positively to questions about Inclusion.
- Compared to:
- 81.0% of staff in your comparator group and 79.7% of staff across the public sector.



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

79% 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

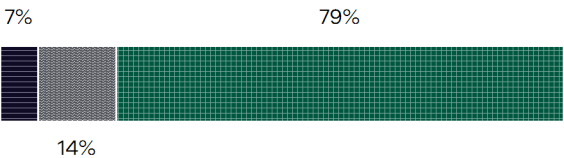
Your results

Benchmark satisfied results



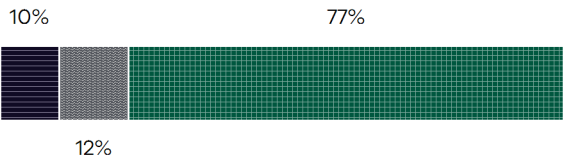
You			Comparator		
2022	2023	2024	Lowest	Average	Highest

Considering everything, how satisfied are you with your current job



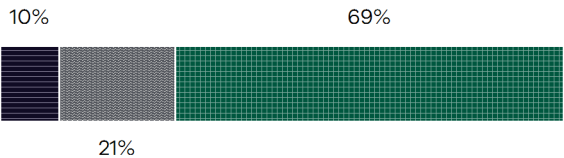
65%	76%	79%	69%	76%	81%
-----	-----	-----	-----	-----	-----

How satisfied are you with the work/life balance in your current job



66%	72%	77%	67%	73%	80%
-----	-----	-----	-----	-----	-----

How satisfied are you with your career development within your current organisation



50%	64%	69%	58%	64%	74%
-----	-----	-----	-----	-----	-----

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.

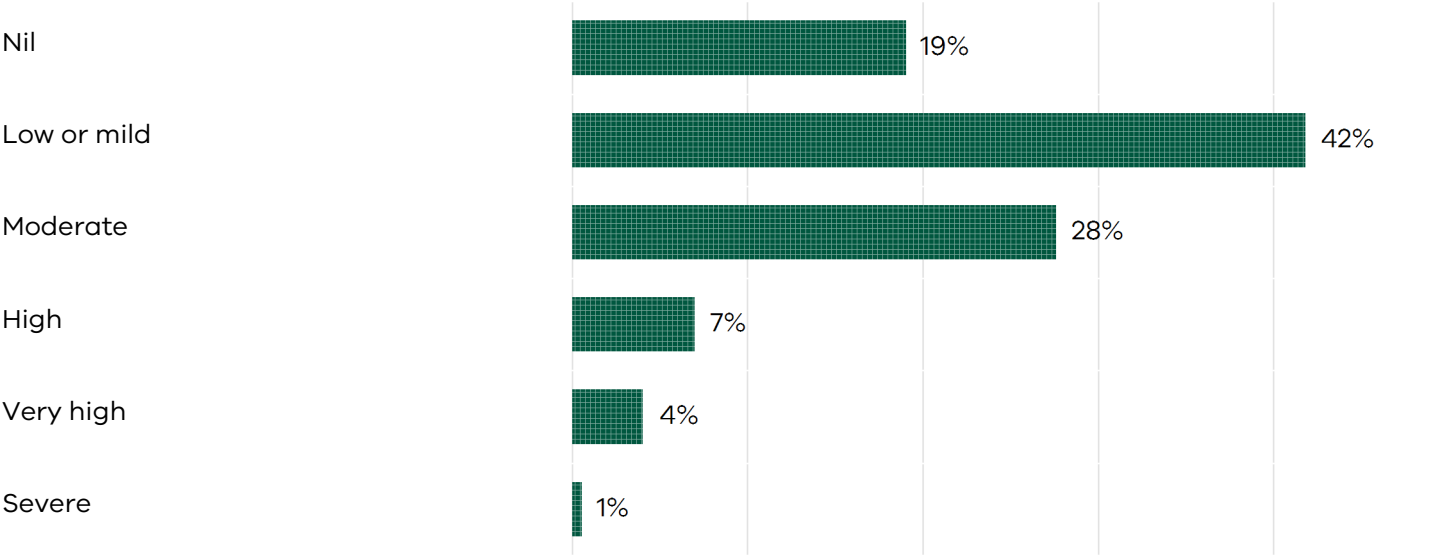
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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.

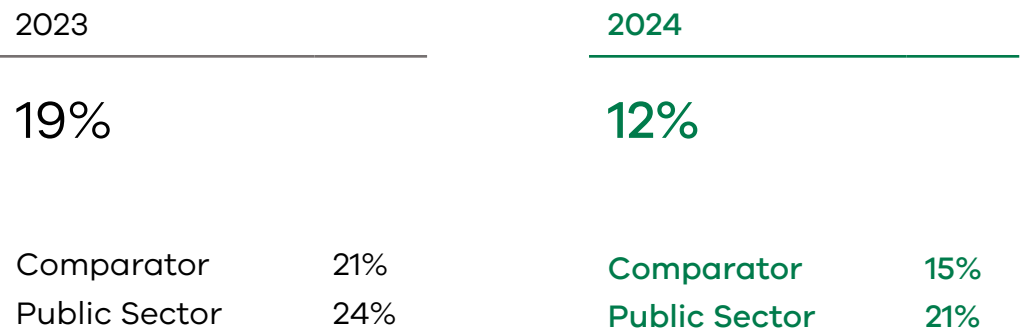
Example

12% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 15% 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)



Reported levels of high to severe stress





# 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

81% of your staff who did the survey said they experienced mild to severe stress. Of that 81%, 52% said the top reason was 'Workload' .



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	50%	52%	50%	48%
Time pressure	38%	44%	41%	41%
Dealing with clients, patients or stakeholders	14%	15%	16%	18%
Competing home and work responsibilities	17%	14%	13%	13%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	12%	12%	13%	13%
Physical environment	10%	11%	6%	5%
Other	14%	11%	16%	13%
Content, variety, or difficulty of work	8%	10%	9%	11%
Management of work (e.g. supervision, training, information, support)	14%	10%	11%	12%
Organisation or workplace change	11%	8%	9%	12%

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.

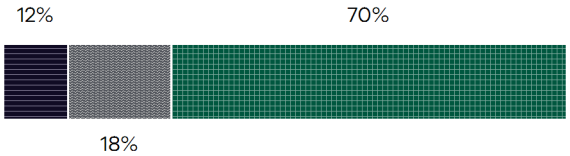
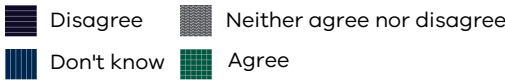
Example

70% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

The amount of stress in my job is manageable

Your results



Benchmark agree results

Year	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	Not asked	Not asked	70%	57%	64%	71%

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

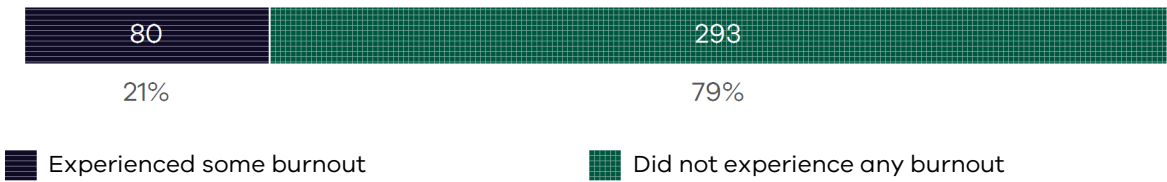
Burnout can affect negatively affect peoples health and wellbeing as well as their performance and behaviour.

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

21% of your staff who did the survey said they felt burnout at work.  
Of that 21%, 52% 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' .



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	45%	52%	48%	49%
I enjoy my work. I have no symptoms of burnout	24%	27%	24%	20%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	23%	16%	19%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	5%	5%	5%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	3%	1%	3%	3%

# People outcomes

## Intention to stay

### What is this

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

### Why this is important

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

### How to read this

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

### Example

9% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	7%	5%	6%	6%
Over 6 months and up to 1 year	8%	9%	9%	9%
Over 1 year and up to 3 years	27%	26%	22%	24%
Over 3 years and up to 5 years	17%	18%	15%	16%
Over 5 years	42%	42%	48%	45%

# People outcomes

## Inclusion question results

### What is this

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

### Why this is important

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

### How to read this

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

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

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

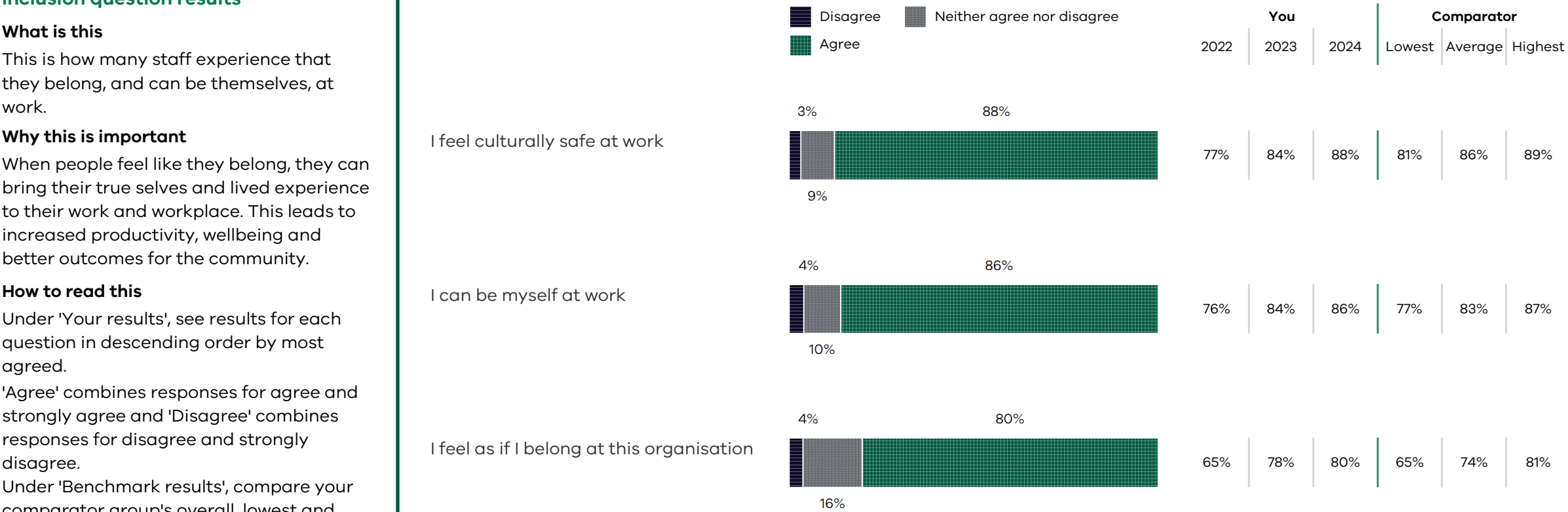
### Example

88% 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



# 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.

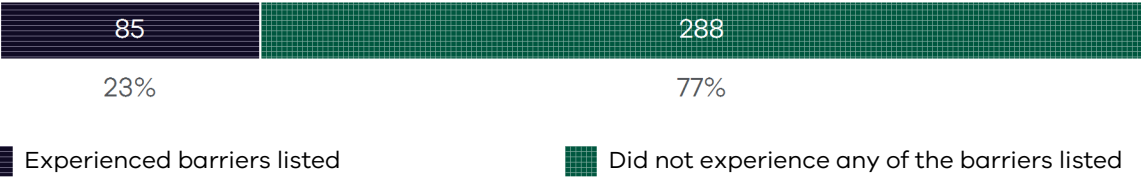
### How to read this

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

6% 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



During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	6%	6%	8%	7%
My age	4%	5%	7%	7%
My mental health	8%	5%	7%	7%
My flexible working	4%	5%	6%	6%
My physical health	6%	4%	5%	4%
My sex	-	3%	2%	4%



## 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

6% 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



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	4%	6%	7%	7%
Mental health	5%	5%	7%	7%
Cultural background	3%	5%	4%	5%
Physical health	3%	3%	4%	4%
Flexible working	5%	3%	9%	9%
Age	4%	3%	6%	6%

# 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

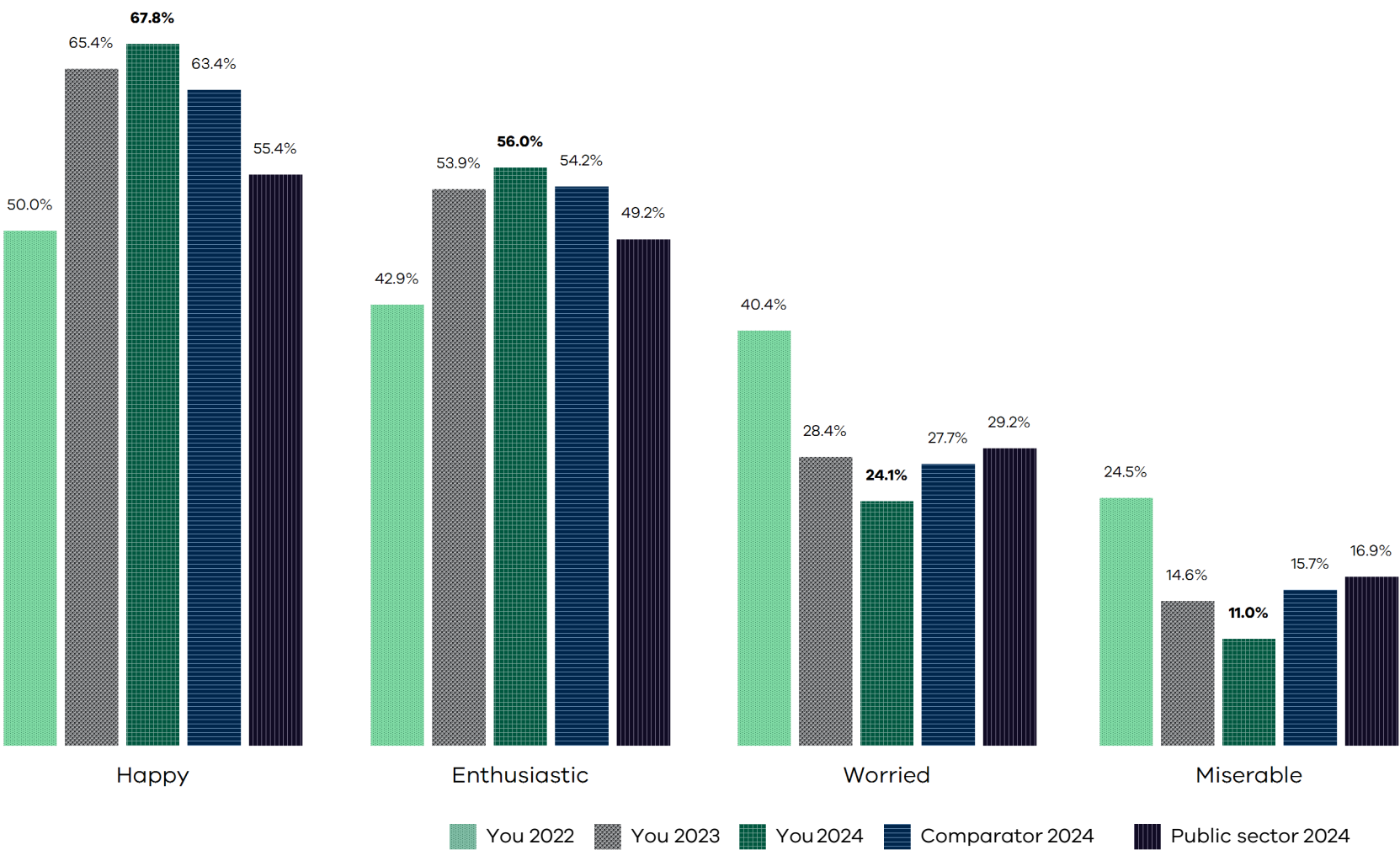
Each label represents a question in the survey about emotional effects of work. Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

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

### Example

- In 2024:
- 67.8% of your staff who did the survey said work made them feel happy.
- Compared to:
- 63.4% 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 ...



# 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.

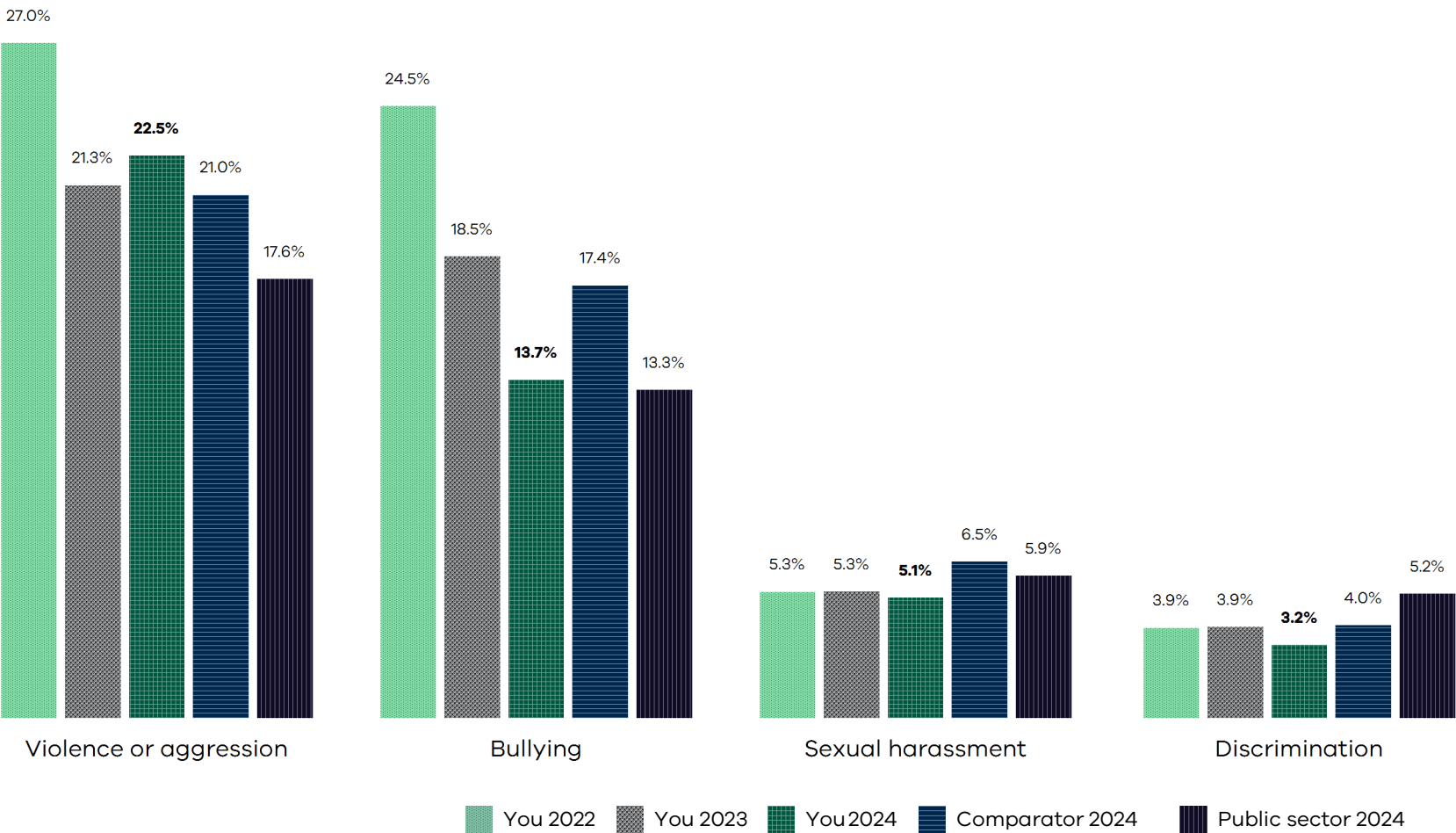
### Example

In 2024:

- 22.5% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months.

Compared to:

- 21.0% of staff in your comparator group and 17.6% of staff across the public sector.



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

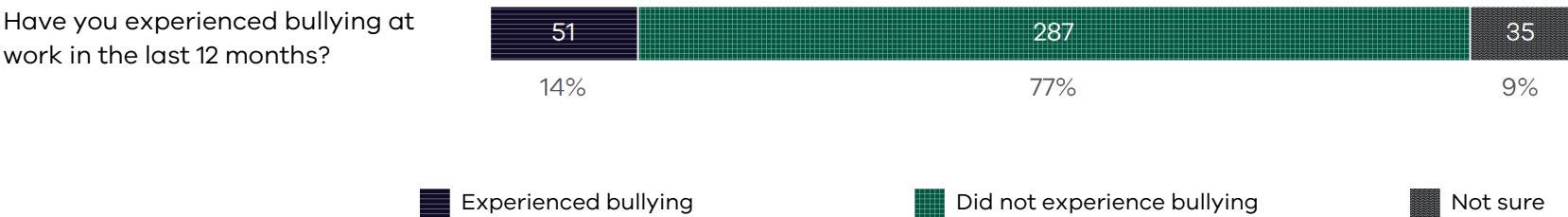
Bullying can have an immediate and longterm negative impact on those involved, including those who witness bullying.

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

14% of your staff who did the survey said they experienced bullying. Of that 14%, 63% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.



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)	76%	63%	71%	69%
Intimidation and/or threats	29%	25%	31%	30%
Verbal abuse	26%	22%	20%	21%
Exclusion or isolation	29%	22%	32%	42%
Other	14%	18%	19%	15%
Withholding essential information for me to do my job	30%	16%	23%	28%
Being assigned meaningless tasks unrelated to my job	9%	6%	10%	13%
Being given impossible assignment(s)	6%	2%	4%	9%
Interference with my personal property and/or work equipment	6%	0%	3%	4%

## 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

- 14% of your staff who did the survey said they experienced bullying, of which
- 51% said the top way they reported the bullying was 'Told a manager'.
  - 88% said they didn't submit a formal complaint.



■ 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	55%	51%	52%	50%
Told a colleague	42%	39%	42%	41%
Told a friend or family member	44%	37%	39%	35%
Told the person the behaviour was not OK	26%	20%	18%	16%
Submitted a formal complaint	23%	12%	16%	12%
Told human resources	26%	12%	15%	13%
I did not tell anyone about the bullying	5%	12%	8%	12%
Told someone else	12%	10%	9%	11%
Told employee assistance program (EAP) or peer support	11%	6%	7%	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.

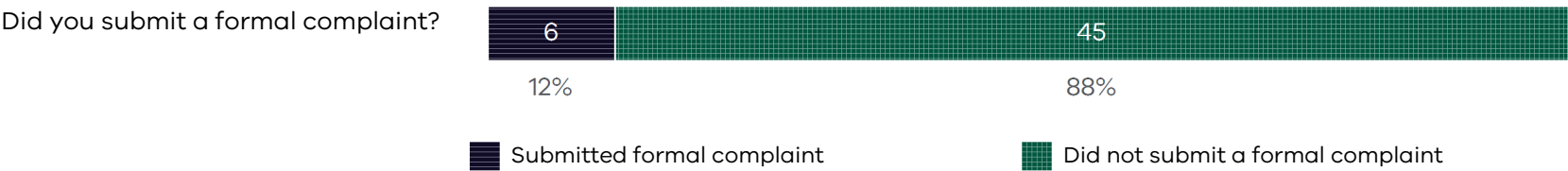
How to read this

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

88% of your staff who experienced bullying did not submit a formal complaint, of which:

- 51% said the top reason was 'I didn't think it would make a difference'.



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	45%	51%	49%	52%
I believed there would be negative consequences for my reputation	37%	33%	42%	49%
I didn't think it was serious enough	24%	22%	20%	18%
Other	8%	18%	18%	16%
I believed there would be negative consequences for my career	20%	16%	26%	38%
I believed there would be negative consequences for the person I was going to complain about	8%	16%	9%	10%
I thought the complaint process would be embarrassing or difficult	10%	11%	10%	12%
I didn't need to because I made the bullying stop	8%	9%	5%	6%
I didn't need to because I no longer had contact with the person(s) who bullied me	4%	7%	4%	5%
I didn't feel safe to report the incident	12%	7%	14%	20%



# 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, 14% 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.

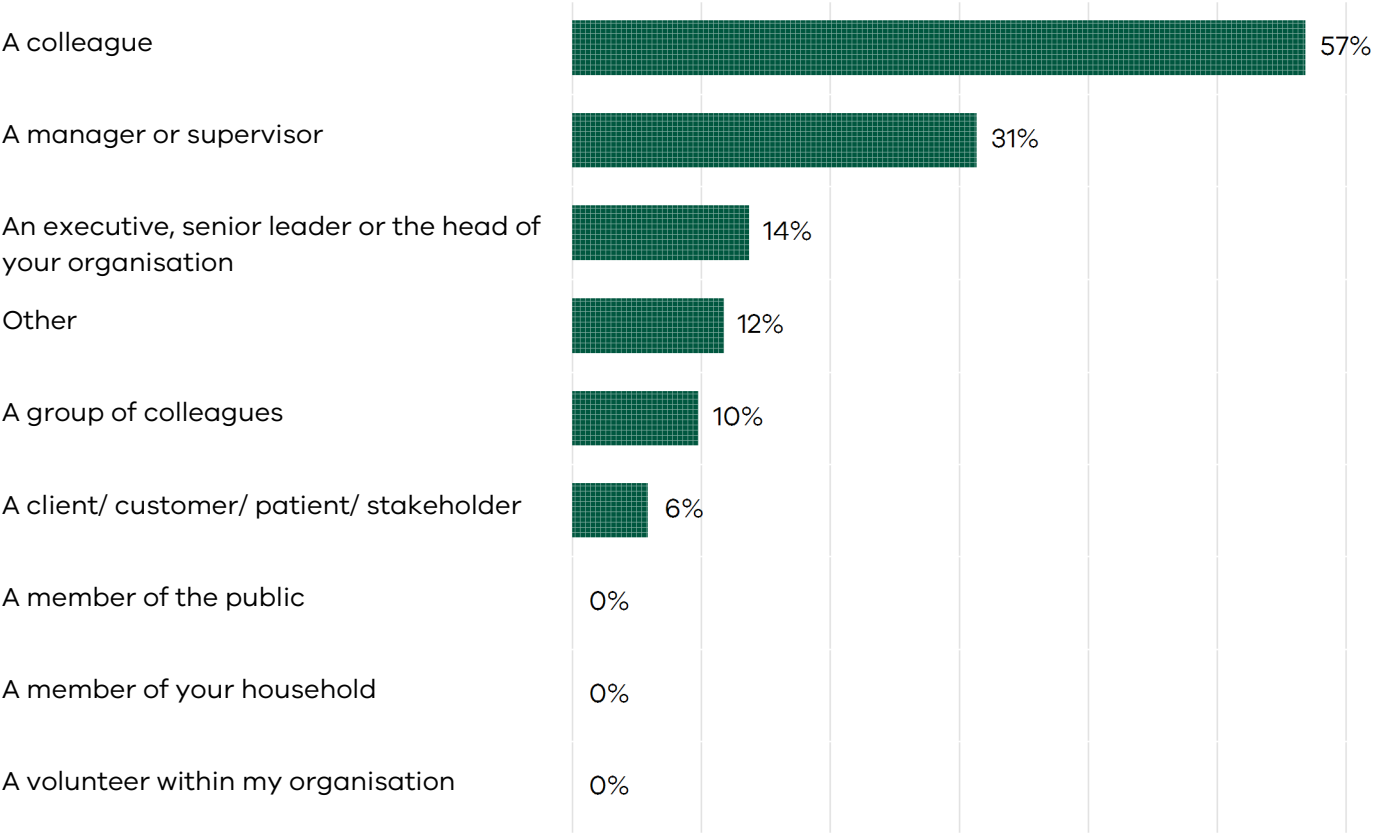
Each row is one perpetrator or group of perpetrators.

### Example

14% of your staff who did the survey said they experienced bullying.

Of that 14%, 57% said it was by 'A colleague'.

## 51 people (14% of staff) experienced bullying (You 2024)



# 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, 14% 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.

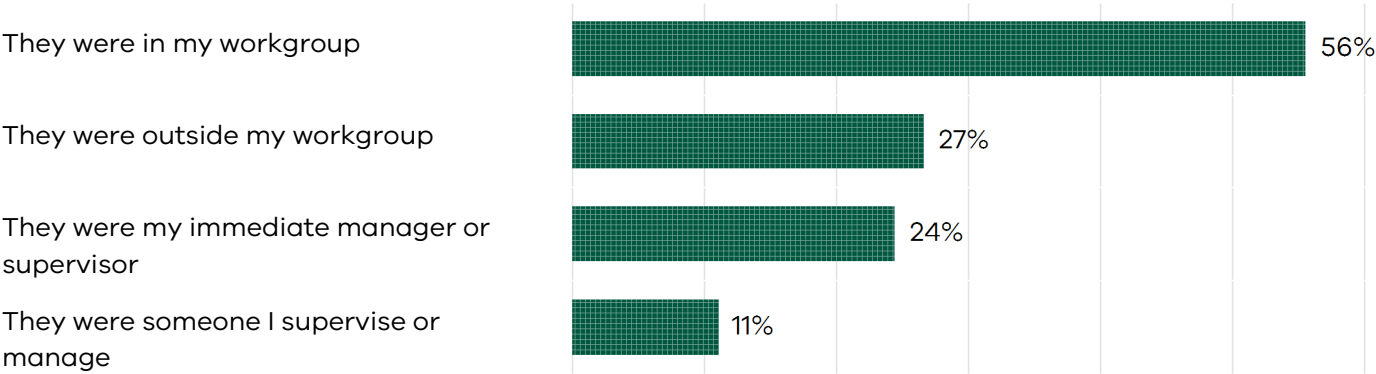
### Example

14% of your staff who did the survey said they experienced bullying.

Of that 14%, 88% said it was by someone within the organisation.

Of that 88%, 56% said it was 'They were in my workgroup'.

45 people (88% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)



People outcomes

Sexual harassment

What is this

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

Why this is important

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

How to read this

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

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

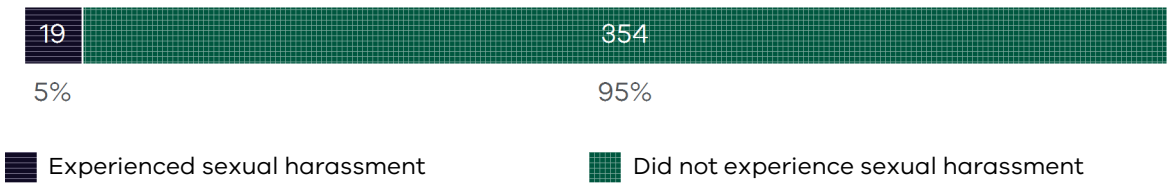
In descending order, the table shows the top 10 answers.

Example

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

Of those, 74% said the top type was 'Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)'.

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



Behaviours reported

Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	74%	74%	40%	53%
Intrusive questions about my private life or comments about my physical appearance	37%	47%	48%	50%
Unwelcome touching, hugging, cornering or kissing	21%	42%	32%	20%
Inappropriate physical contact	16%	16%	25%	23%
Repeated or inappropriate invitations to go out on dates	5%	5%	2%	5%
Sexually explicit email or SMS message	5%	5%	0%	1%
Sexually explicit pictures, posters or gifts that made me feel offended	11%	5%	1%	1%
Sexually explicit posts or messages on social media	5%	5%	1%	1%
Inappropriate staring or leering that made me feel intimidated	21%	5%	23%	17%
Any other unwelcome conduct of a sexual nature	5%	5%	9%	9%

# People outcomes

## Response to sexual harassment

### What is this

This is how staff responded when they experienced sexual harassment.

### Why this is important

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

### How to read this

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

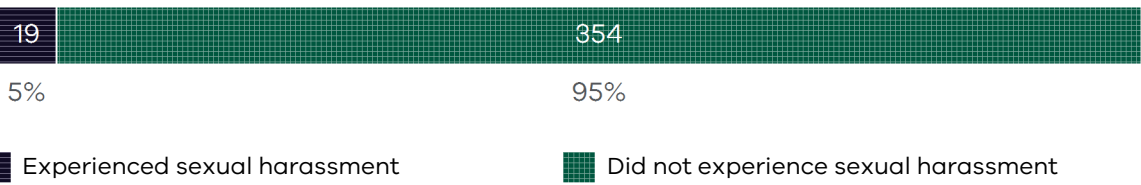
If they did, they could tell us with one or more answers how they responded.

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

### Example

5% of your staff who did the survey said they experienced sexual harassment. Of those, 42% said the top response was 'Pretended it didn't bother me'.

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



When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Pretended it didn't bother me	37%	42%	40%	40%
Tried to laugh it off or forget about it	42%	37%	36%	39%
Told the person the behaviour was not OK	26%	37%	40%	34%
Avoided the person(s) by staying away from them	26%	32%	32%	36%
Told a colleague	26%	32%	32%	30%
Avoided locations where the behaviour might occur	21%	26%	21%	14%
Told a manager	32%	26%	28%	24%
Told a friend or family member	16%	21%	15%	21%
Submitted a formal complaint	16%	5%	11%	7%
Other	5%	5%	4%	4%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

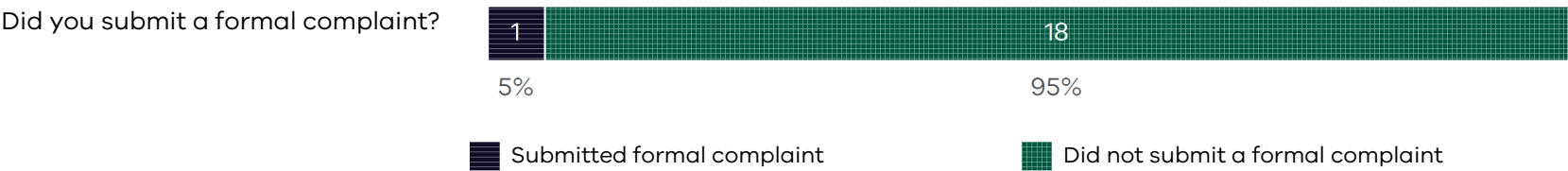
How to read this

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

Example

95% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 50% said the top reason was 'I didn't think it would make a difference'.



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	31%	50%	33%	40%
I didn't think it was serious enough	44%	44%	36%	46%
I thought the complaint process would be embarrassing or difficult	13%	22%	8%	10%
I believed there would be negative consequences for my reputation	38%	17%	19%	26%
I believed there would be negative consequences for the person I was going to complain about	25%	11%	10%	11%
I didn't need to because I made the harassment stop	6%	11%	10%	10%
I didn't know how to make a complaint	0%	11%	4%	4%
Other	13%	11%	16%	14%
I believed there would be negative consequences for my career	13%	6%	14%	17%
I didn't feel safe to report the incident	6%	0%	4%	7%

# People outcomes

## Perpetrators of sexual harassment

### What is this

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

### Why this is important

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

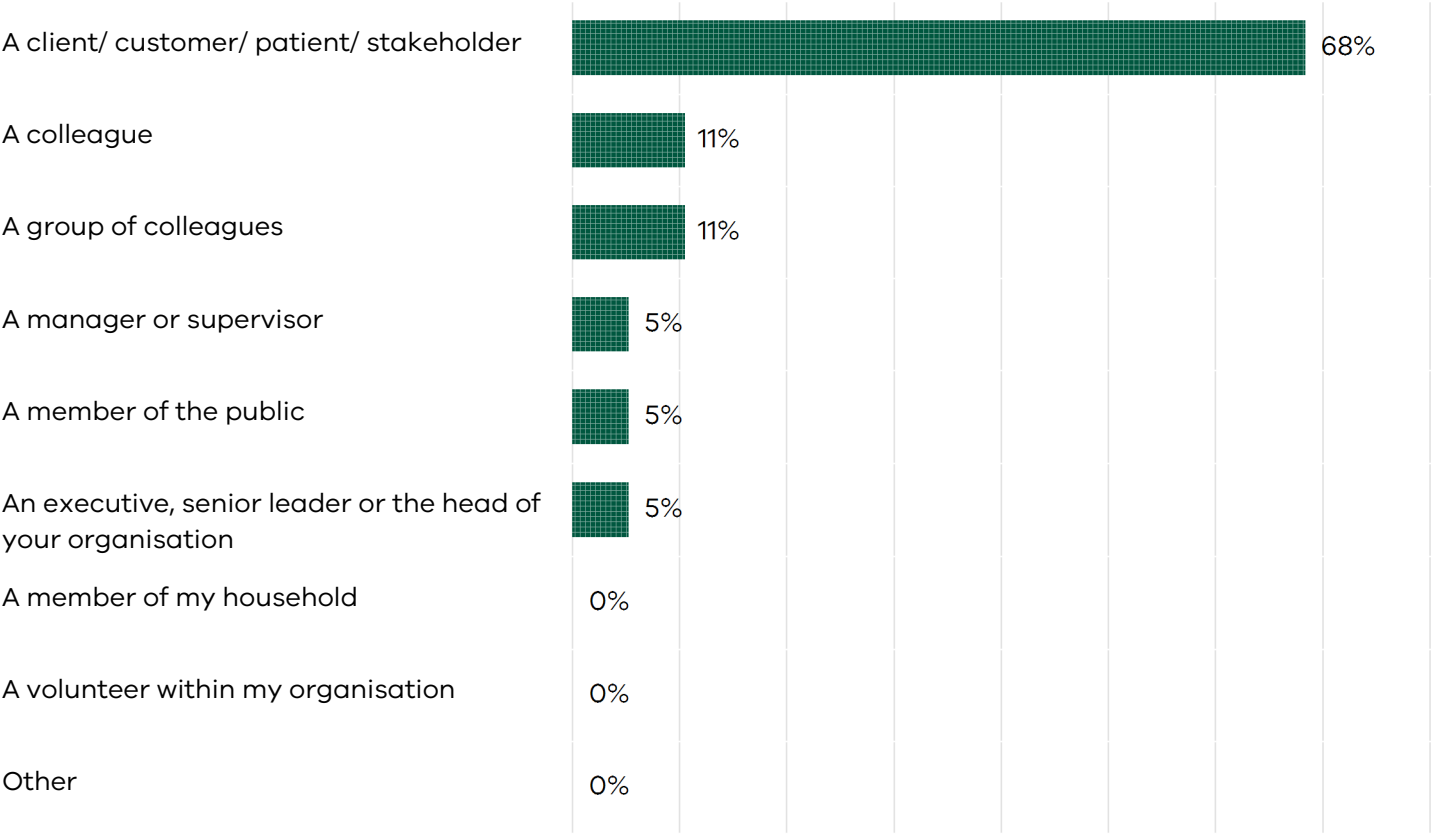
### How to read this

In this year’s survey, 5% of your staff said they experienced sexual harassment. If they did, they could tell us with one or more answers who the perpetrator was. In descending order, the bar chart shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

### Example

5% of your staff who did the survey said they experienced sexual harassment. Of that 5%, 68% said it was by 'A client/ customer/ patient/ stakeholder'.

## 19 people (5% of staff) experienced sexual harassment (You 2024)





# People outcomes

## Frequency of sexual harassment

### What is this

This is how often staff experienced sexual harassment.

### Why this is important

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

### How to read this

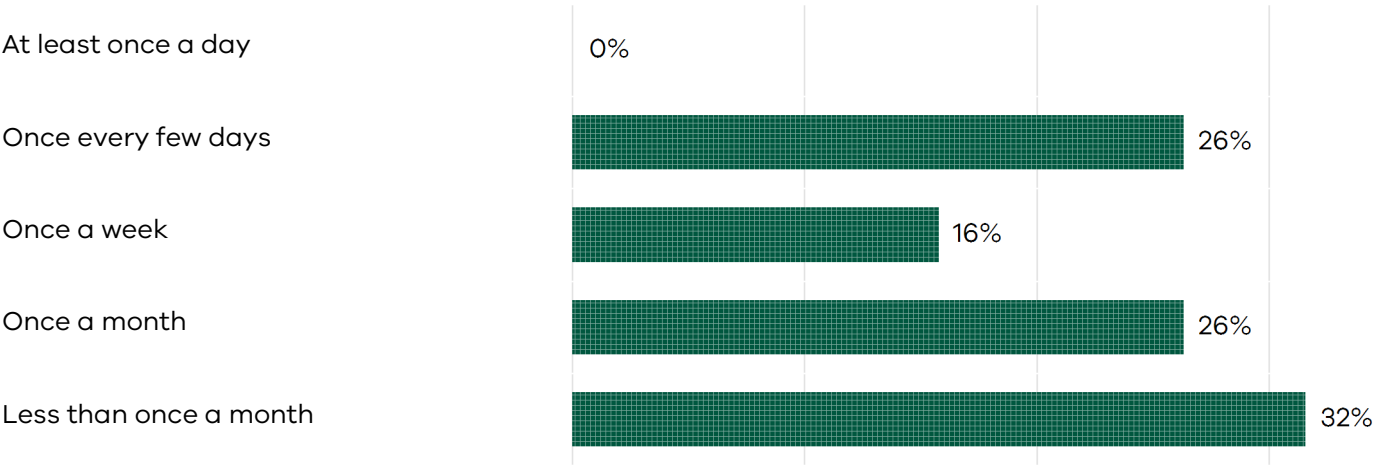
In this year’s survey, 5% of your staff said they experienced sexual harassment. If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

### Example

5% of your staff who did the survey said they experienced sexual harassment. Of that 5%, 0% said it was 'At least once a day'.

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



People outcomes

Type of discrimination

What is this

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

Why this is important

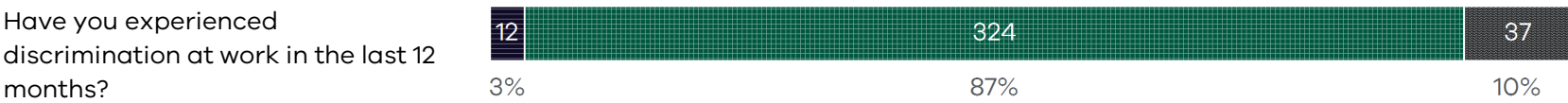
Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

Example

3% of your staff who did the survey said they experienced discrimination. Of that 3%, 50% said it was 'Other'.



Experienced discrimination Did not experience discrimination Not sure

If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	71%	50%	43%	41%
Opportunities for training or professional development	7%	25%	20%	24%
Employment security - threats of dismissal or termination	14%	17%	19%	12%
Pay or conditions offered by employer	7%	8%	19%	10%
Opportunities for promotion	21%	8%	24%	35%
Denied flexible work arrangements or other adjustments	7%	8%	24%	22%
Opportunities for transfer/secondment	7%	0%	11%	12%
Access to leave	0%	0%	10%	8%

People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

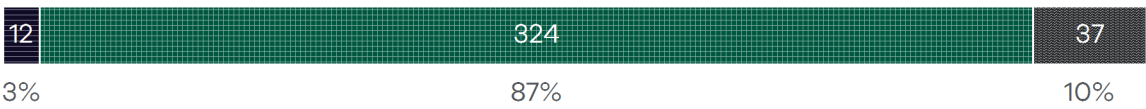
In descending order, the table shows the answers.

Example

3% of your staff who did the survey said they experienced discrimination, of which

- 33% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.
- 83% said they didn't submit a formal complaint.

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



Experienced discrimination      Did not experience discrimination      Not sure

Did you tell anyone about the discrimination?

	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	36%	33%	44%	38%
Told a friend or family member	21%	33%	35%	32%
I did not tell anyone about the discrimination	7%	33%	19%	24%
Told a manager	36%	25%	32%	29%
Told human resources	36%	25%	18%	11%
Submitted a formal complaint	21%	17%	9%	8%
Told the person the behaviour was not OK	7%	8%	10%	9%
Told someone else	14%	8%	16%	14%
Told employee assistance program (EAP) or peer support	14%	0%	4%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

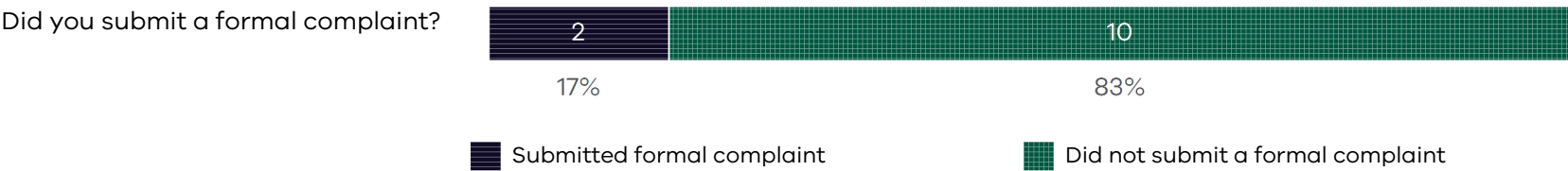
How to read this

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

Example

83% of your staff who experienced discrimination did not submit a formal complaint, of which:

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



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	73%	60%	62%	59%
I thought the complaint process would be embarrassing or difficult	18%	40%	11%	13%
I didn't think it was serious enough	9%	30%	4%	14%
I didn't feel safe to report the incident	18%	30%	24%	20%
I didn't know who to talk to	9%	20%	4%	6%
I believed there would be negative consequences for my reputation	18%	10%	41%	51%
I believed there would be negative consequences for my career	36%	10%	40%	49%
I didn't know how to make a complaint	9%	10%	2%	5%
I believed there would be negative consequences for the person I was going to complain about	9%	0%	13%	8%
I didn't need to because I made the discrimination stop	0%	0%	1%	3%

# People outcomes

## Perpetrators of discrimination

### What is this

This is who staff have said are responsible for discrimination.

### Why this is important

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

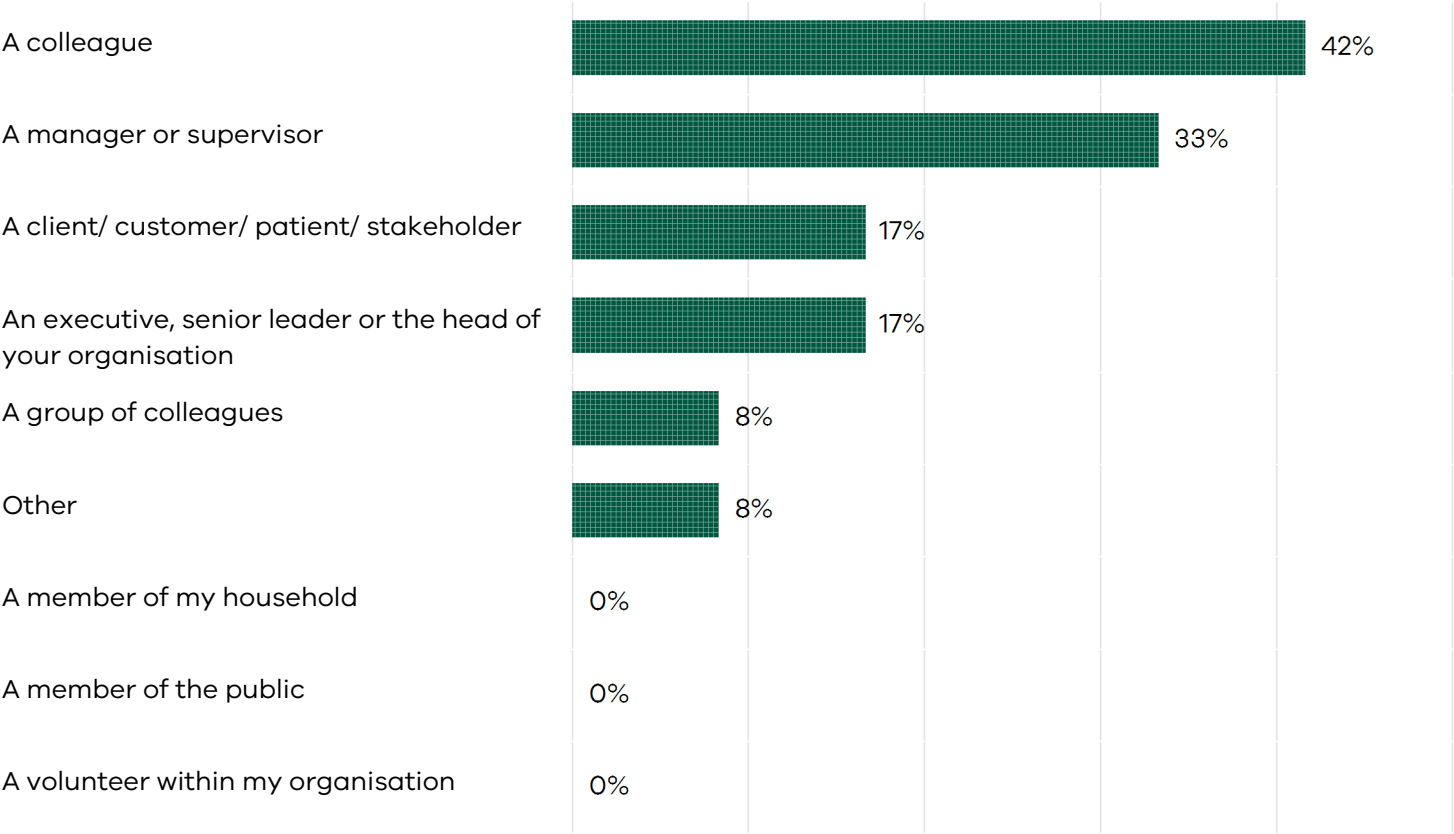
### How to read this

In this year's survey, 3% of your staff said they experienced discrimination. If they did, they could tell us with one or more answers who the perpetrator was. In descending order, the bar chart shows the perpetrators with the largest number of responses. Each row is one perpetrator or group of perpetrators.

### Example

3% of your staff who did the survey said they experienced discrimination. Of that 3%, 42% said it was by 'A colleague'.

## 12 people (3% of staff) experienced discrimination (You 2024)



# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

### How to read this

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

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

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

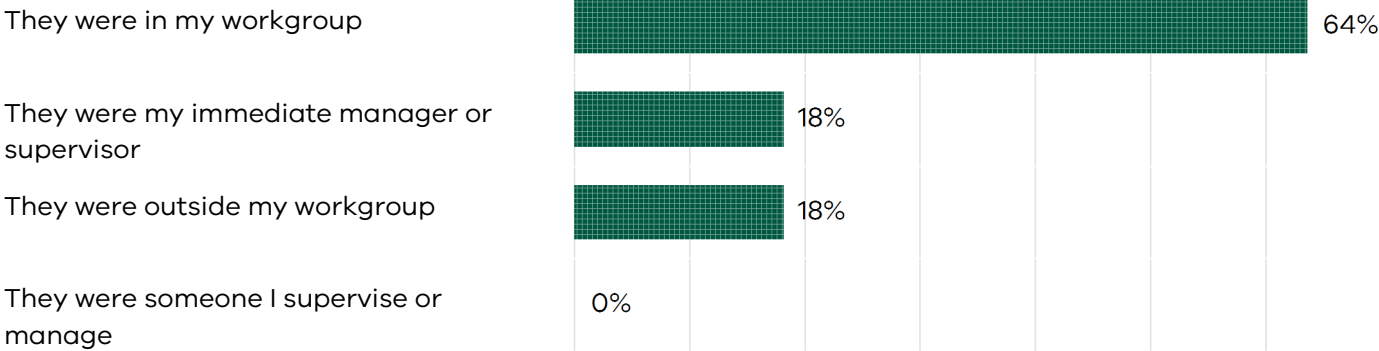
### Example

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

Of that 3%, 92% said it was by someone within the organisation.

Of that 92%, 64% said it was 'They were in my workgroup'.

11 people (92% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)



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

23% of your staff who did the survey said they experienced violence or aggression. Of that 23%, 82% said it was 'Abusive language'.



If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Abusive language	78%	82%	78%	81%
Intimidating behaviour	53%	43%	64%	71%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	41%	39%	30%	26%
Threats of violence	22%	19%	29%	38%
Other	7%	5%	5%	3%
Damage to my property or work equipment	11%	4%	4%	9%
Stalking, including cyber-stalking	4%	2%	1%	1%



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

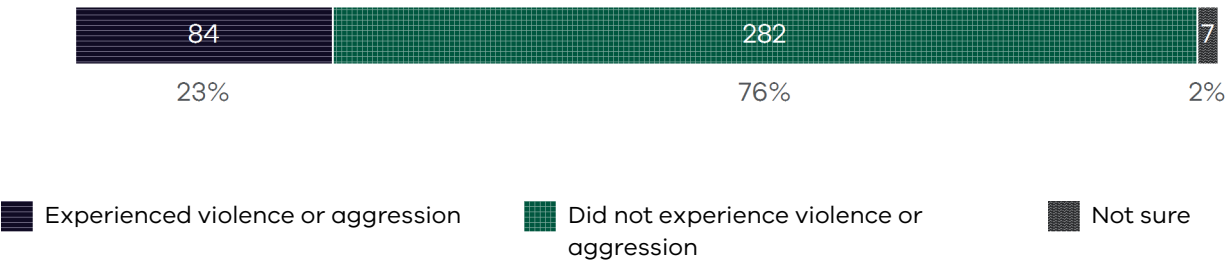
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told. In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced violence or aggression, of which

- 67% said the top way they reported the violence or aggression 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?



Did you tell anyone about the incident?

	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	62%	67%	54%	58%
Told a colleague	38%	46%	41%	45%
Submitted a formal incident report	51%	45%	40%	36%
Told the person the behaviour was not OK	30%	29%	32%	30%
Told a friend or family member	16%	17%	16%	19%
Told someone else	3%	5%	4%	5%
Told employee assistance program (EAP) or peer support	4%	4%	2%	4%
I did not tell anyone about the incident(s)	4%	2%	6%	7%
Told human resources	13%	1%	4%	4%

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.

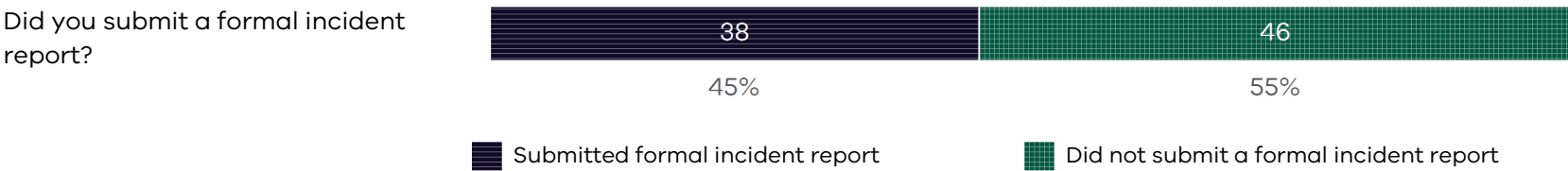
**How to read this**

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:

- 30% said the top reason was 'Other'.



What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	32%	30%	26%	23%
I didn't think it was serious enough	32%	26%	30%	32%
I didn't think it would make a difference	32%	22%	39%	39%
I didn't need to because I made the violence or aggression stop	5%	11%	14%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	9%	8%	14%
I was advised not to	5%	9%	3%	2%
I believed there would be negative consequences for my reputation	14%	7%	13%	15%
I believed there would be negative consequences for my career	11%	4%	9%	12%
I thought the complaint process would be embarrassing or difficult	0%	4%	4%	4%
I believed there would be negative consequences for the person I was going to complain about	3%	2%	4%	4%

# 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.

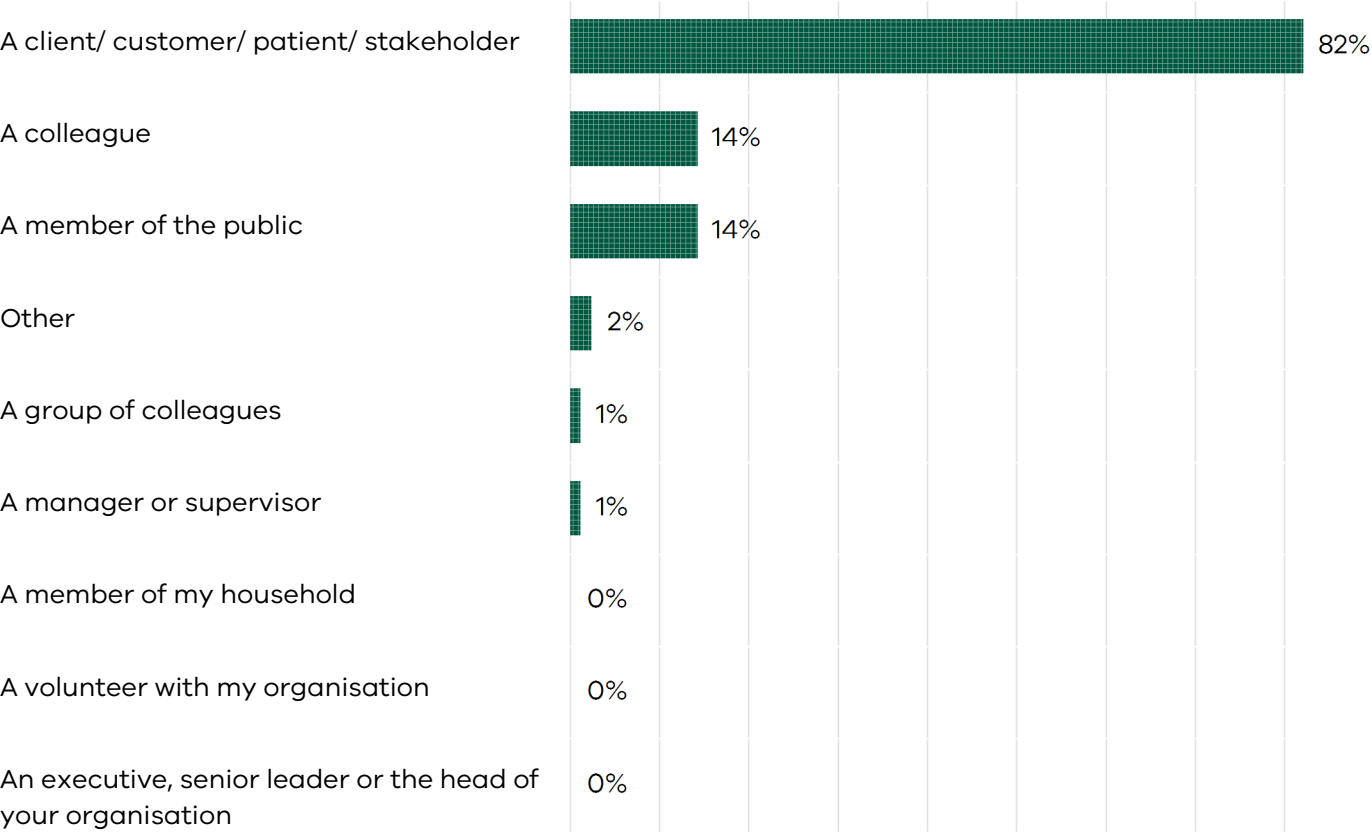
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

### Example

23% of your staff who did the survey said they experienced violence or aggression. Of that 23%, 82% said it was by 'A client/ customer/ patient/ stakeholder'.

## 84 people (23% of staff) experienced violence or aggression (You 2024)



# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

### How to read this

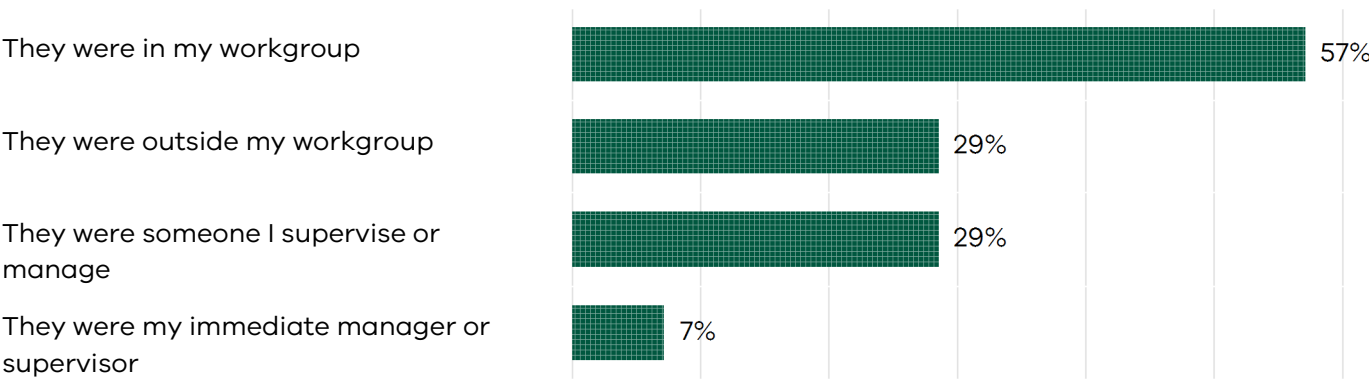
In this year's survey, 23% of your staff said they experienced violence or aggression. If they experienced violence or aggression from within the organisation, they could tell us their relationship to the perpetrator.

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

### Example

23% of your staff who did the survey said they experienced violence or aggression. Of that 23%, 17% said it was by someone within the organisation. Of that 17%, 57% said it was 'They were in my workgroup'.

14 people (17% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)



# 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.

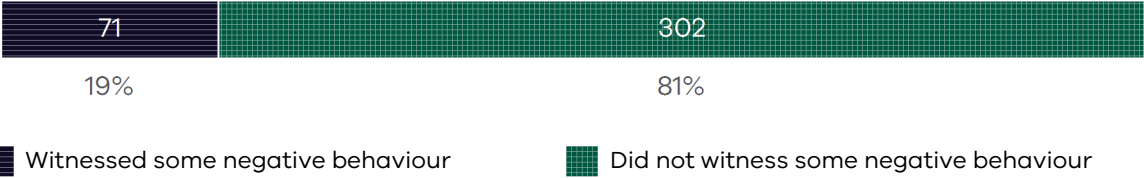
In descending order, the table shows the answers.

### Example

19% of your staff who did the survey said they witnessed some negative behaviour at work.

81% said 'No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	77%	81%	76%	77%
Bullying of a colleague	14%	12%	17%	15%
Violence or aggression against a colleague	6%	5%	5%	6%
Discrimination against a colleague	8%	5%	8%	9%
Sexual harassment of a colleague	1%	1%	1%	2%

## 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

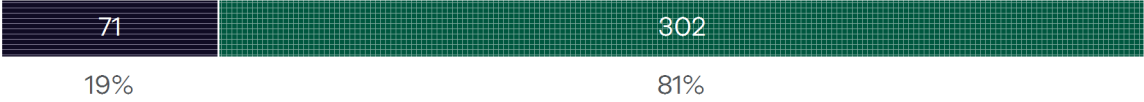
In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work. If they did, they could tell us with one or more answers what action they took. In descending order, the table shows the answers.

#### Example

19% of your staff who did the survey witnessed negative behaviour, of which:

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

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



■ 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	62%	69%	64%	71%
Told a manager	51%	38%	44%	40%
Told the person the behaviour was not OK	22%	28%	24%	24%
Told a colleague	27%	20%	21%	21%
Spoke to the person who behaved in a negative way	18%	17%	24%	20%

People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

How to read this

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

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

Example

39% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

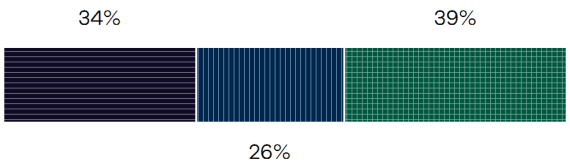
Survey question

Were you satisfied with the way your formal complaint was handled

Your results



Violence or aggression



Benchmark satisfied results

2022	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	53%	49%	39%	21%	48%	74%



# People matter survey

2024

Have your say

## Overview

## Result summary

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

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none"><li>• Senior leadership questions</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Quality service delivery</li><li>• Innovation</li><li>• Workgroup support</li><li>• Safe to speak up</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Manager leadership</li><li>• Manager support</li><li>• Workload</li><li>• Learning and development</li><li>• Job enrichment</li><li>• Meaningful work</li><li>• Flexible working</li></ul>	<ul style="list-style-type: none"><li>• Scorecard</li><li>• Responsiveness</li><li>• Integrity</li><li>• Impartiality</li><li>• Accountability</li><li>• Respect</li><li>• Leadership</li><li>• Human rights</li></ul>	<ul style="list-style-type: none"><li>• Questions on topical issues including understanding the charter of human right and providing frank and impartial advice</li></ul>	<ul style="list-style-type: none"><li>• Age, gender, variations in sex characteristics and sexual orientation</li><li>• Aboriginal and/or Torres Strait Islander</li><li>• Disability</li><li>• Cultural diversity</li><li>• Employment</li><li>• Adjustments</li><li>• Caring</li><li>• Categories</li><li>• Primary role</li></ul>
<b>Organisational climate</b> <ul style="list-style-type: none"><li>• Scorecard</li><li>• Organisational integrity</li><li>• Collaboration</li><li>• Safety climate</li><li>• Patient safety climate</li></ul>				<b>Custom questions</b> <ul style="list-style-type: none"><li>• Questions requested by your organisation</li></ul>	

# 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 'Meaningful work', the 'You 2024' column shows 97% of your staff who did the survey agreed with 'I can make a worthwhile contribution at work'. In the 'Change from 2023' column, you have a +2% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	97%	+2%	93%
Meaningful work	I achieve something important through my work	96%	+0%	93%
Job enrichment	I can use my skills and knowledge in my job	94%	+2%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	+1%	91%
Meaningful work	I get a sense of accomplishment from my work	91%	+1%	87%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	90%	+4%	83%
Manager leadership	My manager treats employees with dignity and respect	90%	+0%	86%
Job enrichment	I clearly understand what I am expected to do in this job	89%	+1%	90%
Collaboration	I am able to work effectively with others outside my immediate workgroup	89%	+1%	87%
Inclusion	I feel culturally safe at work	88%	+3%	86%

# 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 34% 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 +7% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	34%	+7%	34%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	+8%	47%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	52%	-1%	49%
Organisational integrity	I have an equal chance at promotion in my organisation	54%	-1%	51%
Organisational integrity	I believe the promotion processes in my organisation are fair	54%	+8%	49%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	+7%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	57%	+6%	51%
Patient safety climate	This health service does a good job of training new and existing staff	59%	+3%	59%
Learning and development	I am satisfied with the opportunities to progress in my organisation	60%	+2%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	61%	+7%	53%

# 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 63% 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 9% 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	63%	+9%	61%
Organisational integrity	I believe the recruitment processes in my organisation are fair	68%	+8%	61%
Organisational integrity	I believe the promotion processes in my organisation are fair	54%	+8%	49%
Safety climate	All levels of my organisation are involved in the prevention of stress	52%	+8%	47%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	61%	+7%	53%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	55%	+7%	50%
Taking action	My organisation has made improvements based on the survey results from last year	34%	+7%	34%
Senior leadership	Senior leaders model my organisation's values	68%	+7%	62%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	71%	+7%	63%
Workload	The workload I have is appropriate for the job that I do	67%	+7%	62%

# 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 'Flexible working', the 'You 2024' column shows 80% of your staff who did the survey agreed with 'My manager supports working flexibly'.

In the 'Decrease from 2023' column, you have a 4% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Flexible working	My manager supports working flexibly	80%	-4%	80%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	84%	-2%	84%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	86%	-1%	75%
Manager leadership	My manager models my organisation's values	85%	-1%	84%
Manager support	My manager gives me feedback that helps me improve my performance	78%	-1%	76%
Organisational integrity	I have an equal chance at promotion in my organisation	54%	-1%	51%
Patient safety climate	Management is driving us to be a safety-centred organisation	75%	-1%	73%
Manager support	I can discuss problems or issues with my manager	85%	-1%	82%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	52%	-1%	49%
Job enrichment	I have a say in how I do my work	81%	-0%	76%

## Key differences

### Biggest positive difference from comparator

#### What is this

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

#### How to read this

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

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

#### Example

On the first row 'Patient safety climate', the 'You 2024' column shows 86% of your staff who did the survey agreed with 'I would recommend a friend or relative to be treated as a patient here'.

The 'Difference' column, shows that agreement for this question was 10% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	86%	+10%	75%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	71%	+9%	63%
Engagement	I would recommend my organisation as a good place to work	77%	+8%	69%
Manager support	I receive meaningful recognition when I do good work	72%	+8%	64%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	61%	+8%	53%
Engagement	I am proud to tell others I work for my organisation	81%	+8%	74%
Organisational integrity	My organisation encourages respectful workplace behaviours	84%	+7%	77%
Organisational integrity	My organisation is committed to earning a high level of public trust	83%	+7%	76%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	90%	+7%	83%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	74%	+7%	67%

## 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 'Safety climate', the 'You 2024' column shows 77% of your staff who did the survey agreed with 'My organisation provides a physically safe work environment'.

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

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Safety climate	My organisation provides a physically safe work environment	77%	-5%	81%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	86%	-3%	89%
Job enrichment	I clearly understand what I am expected to do in this job	89%	-1%	90%
Quality service delivery	My workgroup has clear lines of responsibility	77%	-0%	78%



# People matter survey

2024

Have your say

Result summary			
Overview			
<b>Report overview</b> <ul style="list-style-type: none"><li>About your report</li><li>Privacy and anonymity</li><li>Survey's theoretical framework</li><li>Your comparator group</li><li>Your response rate</li></ul>	<b>People outcomes</b> <ul style="list-style-type: none"><li>Scorecard: engagement index</li><li>Engagement</li><li>Scorecard: satisfaction, stress, intention to stay, inclusion</li><li>Satisfaction</li><li>Work-related stress levels</li><li>Work-related stress causes</li><li>Burnout levels</li><li>Intention to stay</li></ul>	<b>Key differences</b> <ul style="list-style-type: none"><li>Inclusion</li><li>Scorecard: emotional effects of work</li><li>Scorecard: negative behaviour</li><li>Bullying</li><li>Sexual harassment</li><li>Discrimination</li><li>Violence and aggression</li><li>Satisfaction with complaint processes</li></ul>	<b>Taking action</b> <ul style="list-style-type: none"><li>Highest scoring</li><li>Lowest scoring</li><li>Most improved</li><li>Most declined</li><li>Biggest positive difference from your comparator</li><li>Biggest negative difference from your comparator</li></ul> <div><ul style="list-style-type: none"><li>Taking action questions</li></ul></div>

Detailed results					
Senior leadership	Workgroup climate	Job and manager factors	Public sector values	Topical questions	Demographics
<ul style="list-style-type: none"><li>Senior leadership questions</li></ul> <b>Organisational climate</b> <ul style="list-style-type: none"><li>Scorecard</li><li>Organisational integrity</li><li>Collaboration</li><li>Safety climate</li><li>Patient safety climate</li></ul>	<ul style="list-style-type: none"><li>Scorecard</li><li>Quality service delivery</li><li>Innovation</li><li>Workgroup support</li><li>Safe to speak up</li></ul>	<ul style="list-style-type: none"><li>Scorecard</li><li>Manager leadership</li><li>Manager support</li><li>Workload</li><li>Learning and development</li><li>Job enrichment</li><li>Meaningful work</li><li>Flexible working</li></ul>	<ul style="list-style-type: none"><li>Scorecard</li><li>Responsiveness</li><li>Integrity</li><li>Impartiality</li><li>Accountability</li><li>Respect</li><li>Leadership</li><li>Human rights</li></ul>	<ul style="list-style-type: none"><li>Questions on topical issues including understanding the charter of human right and providing frank and impartial advice</li></ul> <b>Custom questions</b> <ul style="list-style-type: none"><li>Questions requested by your organisation</li></ul>	<ul style="list-style-type: none"><li>Age, gender, variations in sex characteristics and sexual orientation</li><li>Aboriginal and/or Torres Strait Islander</li><li>Disability</li><li>Cultural diversity</li><li>Employment</li><li>Adjustments</li><li>Caring</li><li>Categories</li><li>Primary role</li></ul>



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.

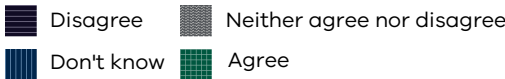
Example

52% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

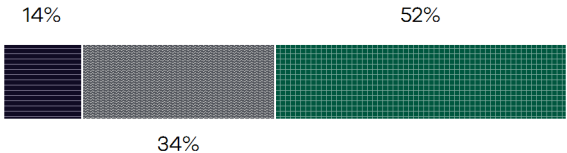
Survey question

Your results

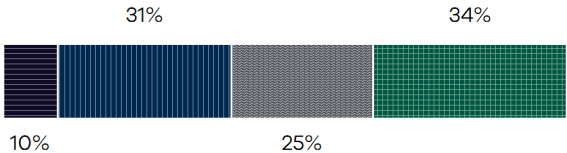
Benchmark agree results



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



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



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	38%	52%	52%	42%	49%	61%
	Not asked	27%	34%	25%	34%	45%

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

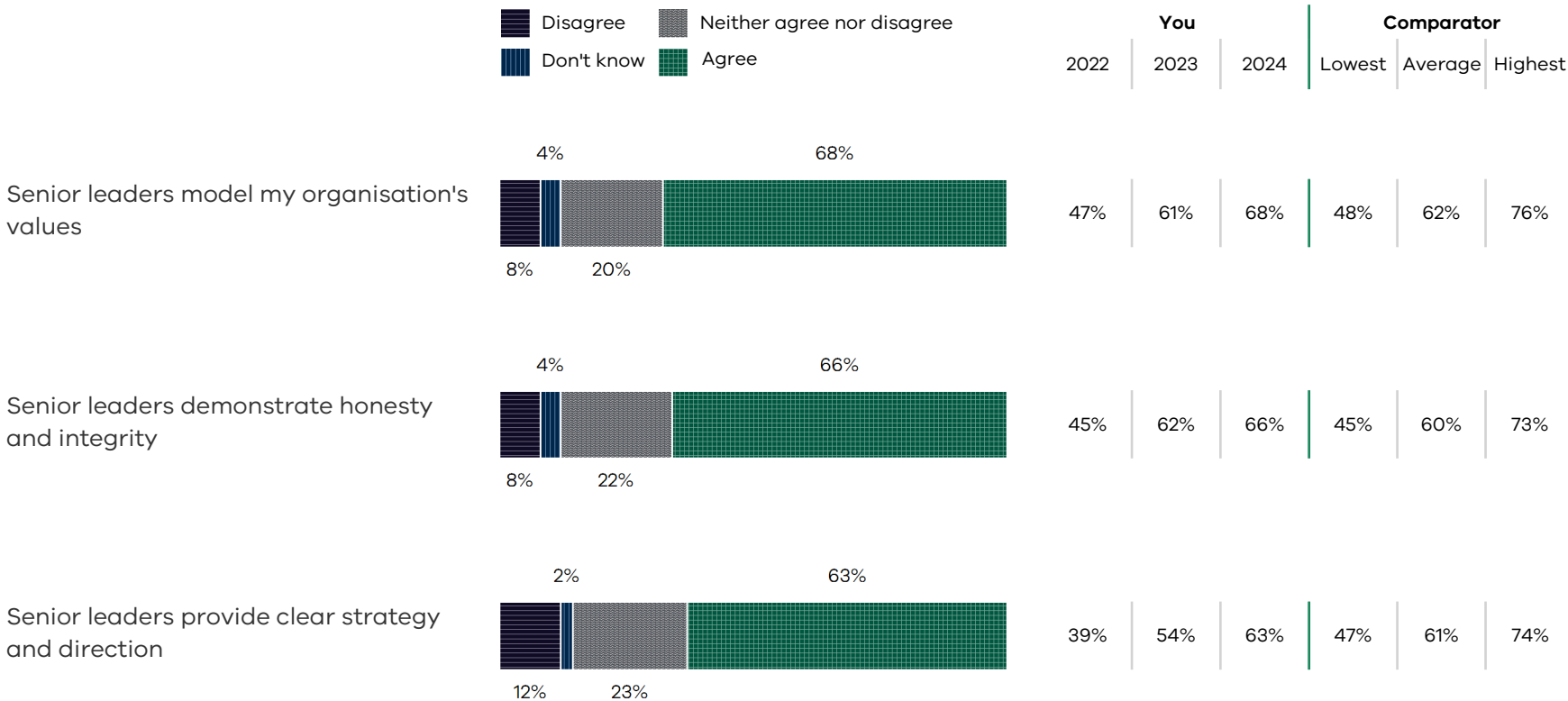
### Example

68% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

## Survey question

## Your results

## Benchmark agree results



2%

63%

12%

23%

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
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### Key differences

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

### Taking action

- Taking action questions

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### Senior leadership

- Senior leadership questions

#### Organisational climate

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- 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
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- Respect
- Leadership
- Human rights

### Topical questions

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

#### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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

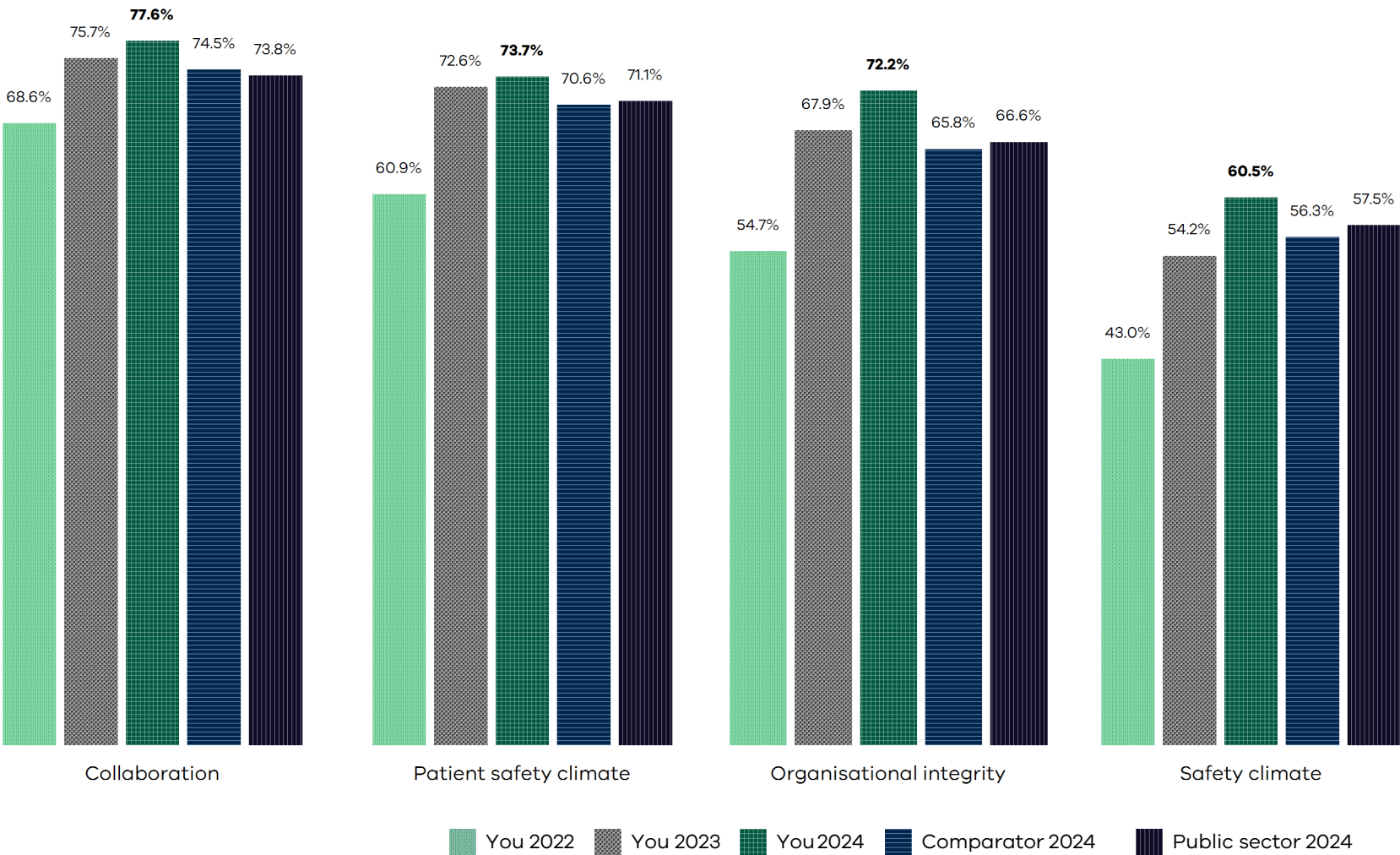
This page shows which factors are performing well and which factors you can look to improve.

### 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:
- 77.6% of your staff who did the survey responded positively to questions about Collaboration.
- Compared to:
- 74.5% of staff in your comparator group and 73.8% of staff across the public sector.



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.

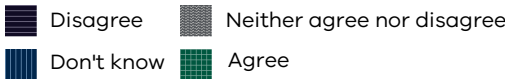
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

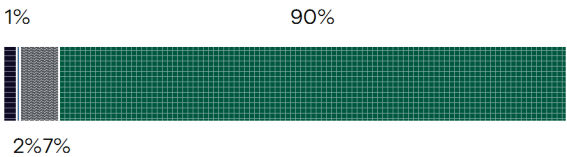
Your results

Benchmark agree results



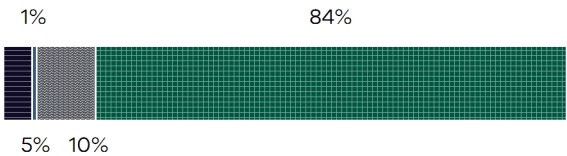
2022	You			Comparator		
	2023	2024		Lowest	Average	Highest

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



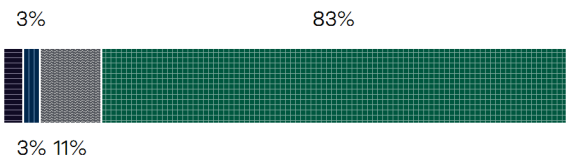
75%	86%	90%	73%	83%	91%
-----	-----	-----	-----	-----	-----

My organisation encourages respectful workplace behaviours



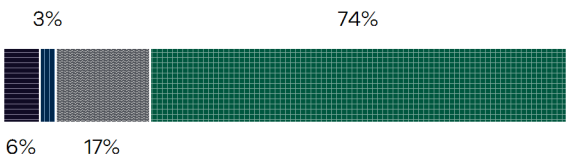
68%	82%	84%	66%	77%	83%
-----	-----	-----	-----	-----	-----

My organisation is committed to earning a high level of public trust



68%	79%	83%	54%	76%	89%
-----	-----	-----	-----	-----	-----

My organisation does not tolerate improper conduct



59%	71%	74%	53%	67%	77%
-----	-----	-----	-----	-----	-----



# 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.

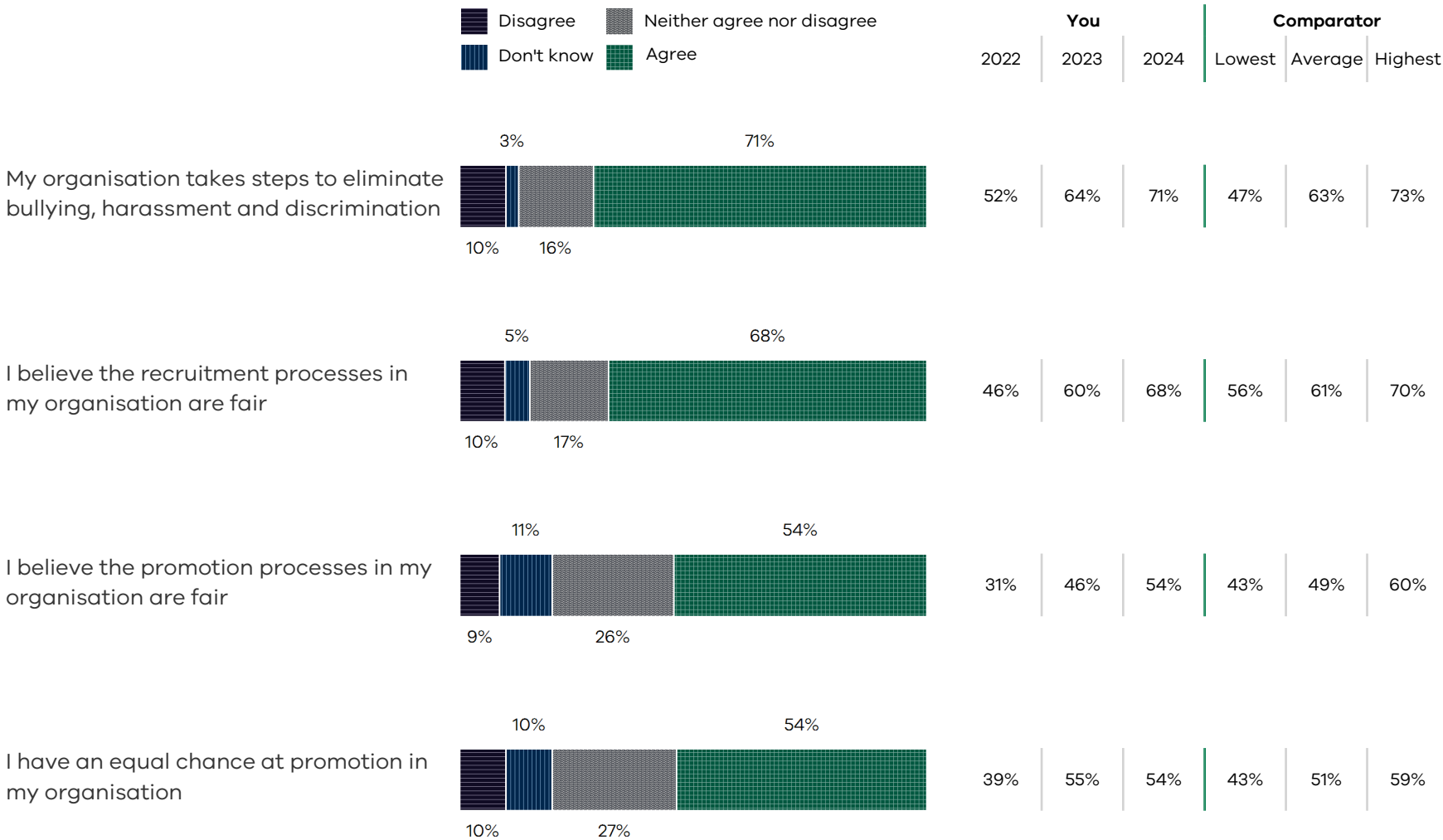
### Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

## Survey question

## Your results

## Benchmark agree results



5%

10%

17%

68%

I believe the recruitment processes in my organisation are fair

10%

17%

5%

68%

46%

60%

68%

56%

61%

70%

11%

9%

26%

54%

I believe the promotion processes in my organisation are fair

9%

26%

11%

54%

31%

46%

54%

43%

49%

60%

10%

10%

27%

54%

I have an equal chance at promotion in my organisation

10%

27%

10%

54%

39%

55%

54%

43%

51%

59%



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.

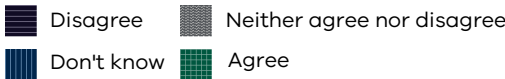
Example

89% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

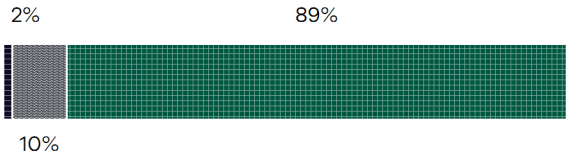
Survey question

Your results

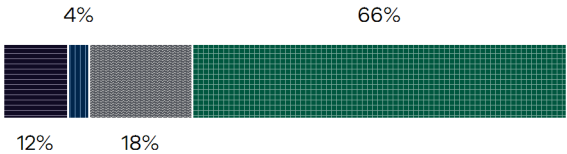
Benchmark agree results



I am able to work effectively with others outside my immediate workgroup



Workgroups across my organisation willingly share information with each other



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	85%	88%	89%	80%	87%	91%
	52%	64%	66%	45%	62%	73%

# 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.

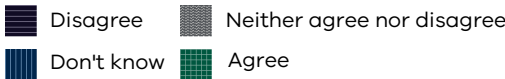
### Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

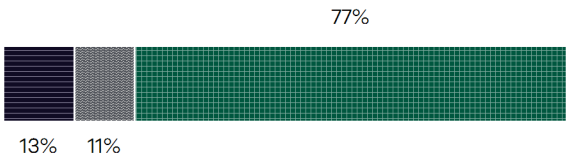
## Survey question

## Your results

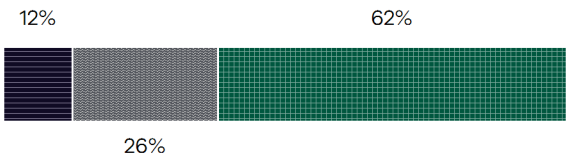
## Benchmark agree results



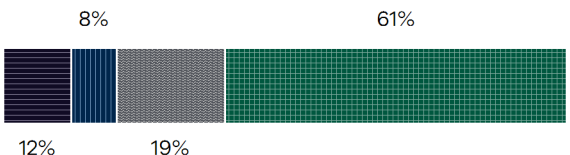
My organisation provides a physically safe work environment



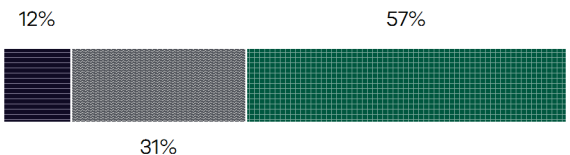
Senior leaders consider the psychological health of employees to be as important as productivity



My organisation has effective procedures in place to support employees who may experience stress



Senior leaders show support for stress prevention through involvement and commitment



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest

62%	72%	77%	73%	81%	92%
-----	-----	-----	-----	-----	-----

42%	57%	62%	44%	55%	71%
-----	-----	-----	-----	-----	-----

44%	53%	61%	47%	53%	65%
-----	-----	-----	-----	-----	-----

37%	51%	57%	39%	51%	67%
-----	-----	-----	-----	-----	-----

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.

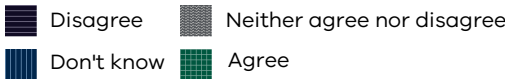
Example

55% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

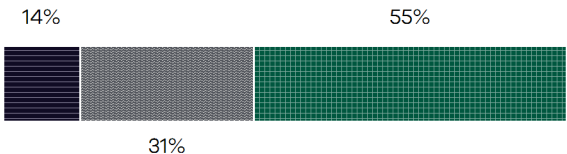
Survey question

Your results

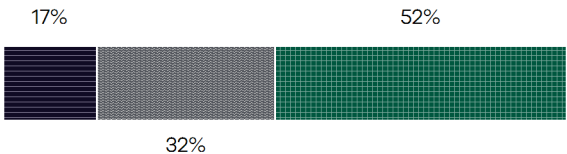
Benchmark agree results



In my workplace, there is good communication about psychological safety issues that affect me



All levels of my organisation are involved in the prevention of stress



	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	39%	48%	55%	43%	50%	60%
All levels of my organisation are involved in the prevention of stress	33%	44%	52%	41%	47%	62%

# 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.

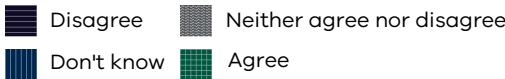
### Example

86% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

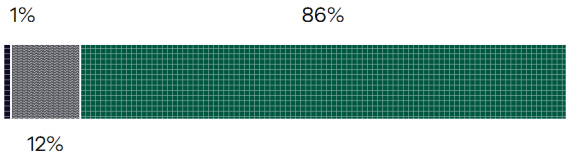
## Survey question

## Your results

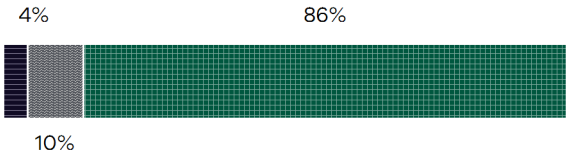
## Benchmark agree results



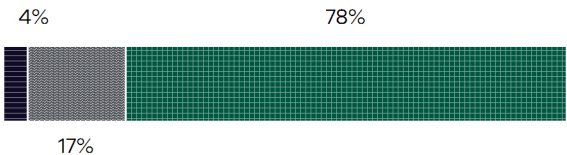
I am encouraged by my colleagues to report any patient safety concerns I may have



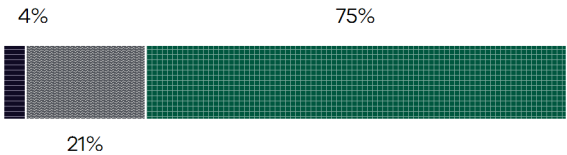
I would recommend a friend or relative to be treated as a patient here



My suggestions about patient safety would be acted upon if I expressed them to my manager



Management is driving us to be a safety-centred organisation



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	78%	87%	86%	79%	83%	90%
	78%	87%	86%	63%	75%	87%
	66%	78%	78%	66%	77%	86%
	62%	76%	75%	65%	73%	81%

Organisational climate

Patient safety climate 2 of 2

What is this

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences. The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

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

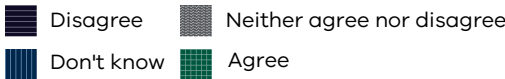
Example

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

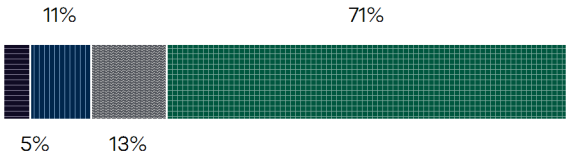
Survey question

Your results

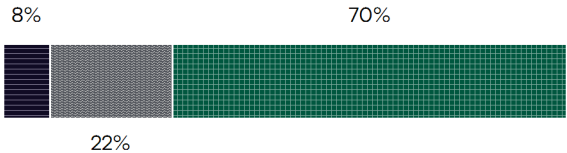
Benchmark agree results



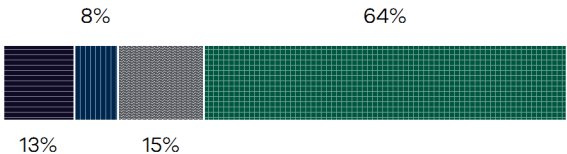
Patient care errors are handled appropriately in my work area



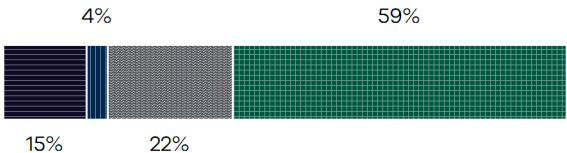
The culture in my work area makes it easy to learn from the errors of others



Trainees in my discipline are adequately supervised



This health service does a good job of training new and existing staff



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	62%	67%	71%	62%	69%	80%
	51%	67%	70%	54%	66%	77%
	49%	63%	64%	52%	63%	73%
	41%	56%	59%	50%	59%	73%

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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

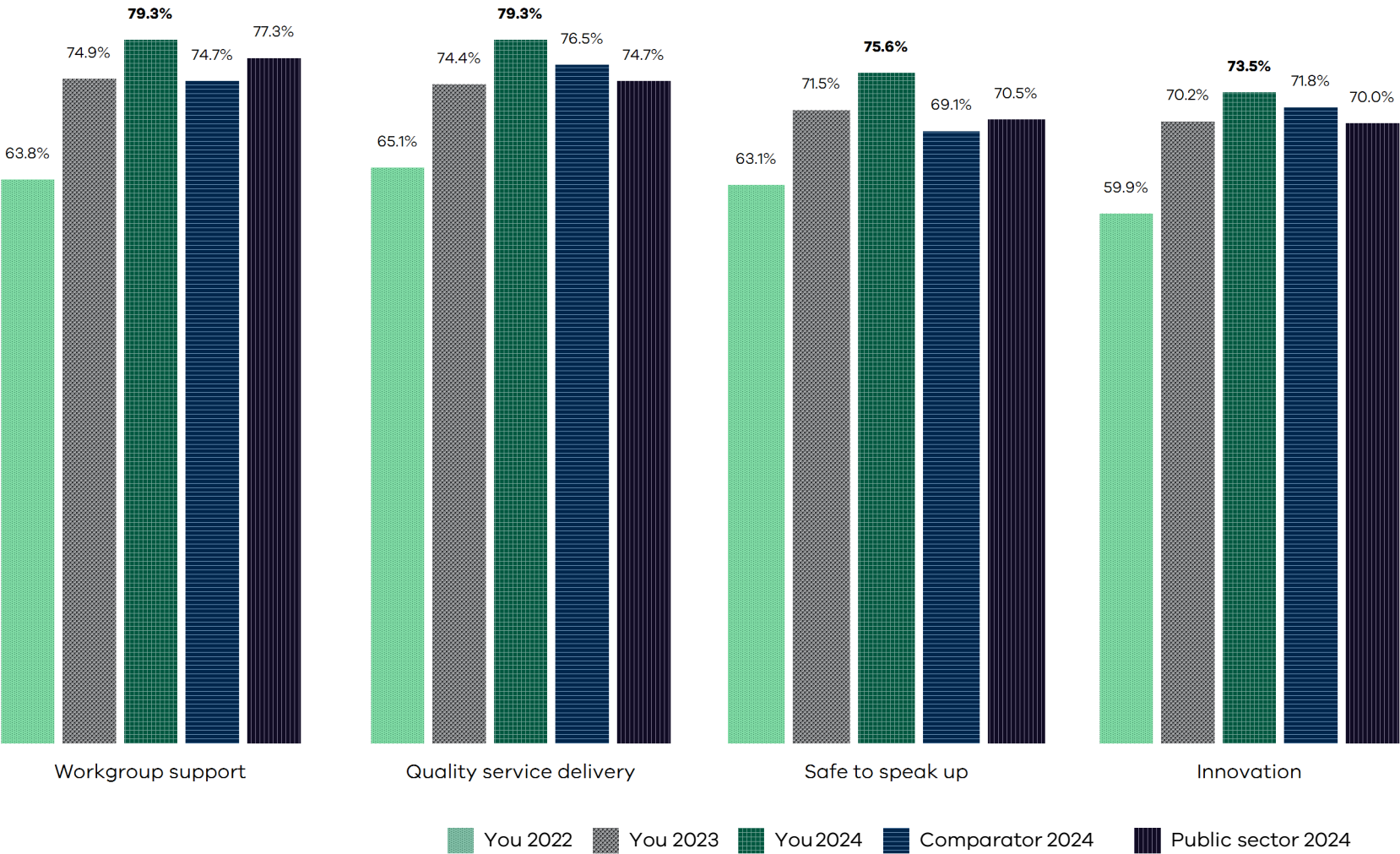
This page shows which factors are performing well and which factors you can look to improve.

### 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:
- 79.3% of your staff who did the survey responded positively to questions about Workgroup support
- Compared to:
- 74.7% of staff in your comparator group and 77.3% of staff across the public sector.





# Workgroup climate

## Quality service delivery

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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

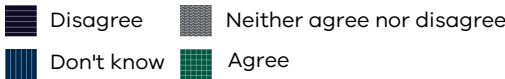
### Example

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

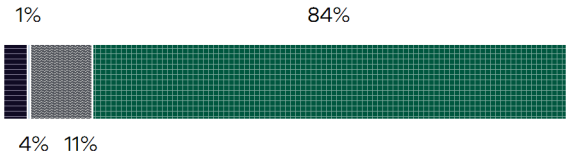
## Survey question

## Your results

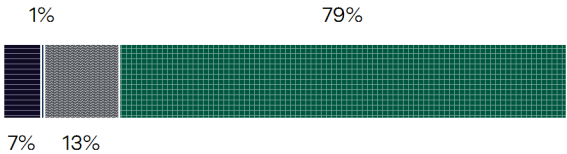
## Benchmark agree results



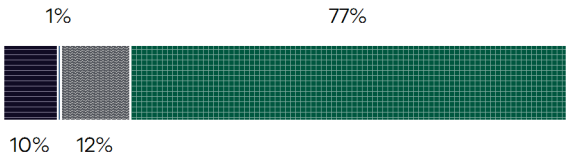
My workgroup provides high quality advice and services



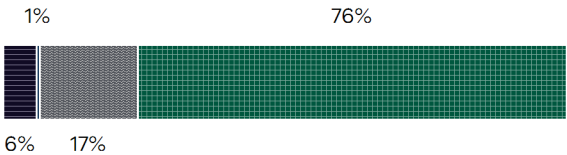
My workgroup acts fairly and without bias



My workgroup has clear lines of responsibility



My workgroup uses its resources well



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest
	70%	80%	84%	76%	82%	87%
	63%	74%	79%	63%	73%	80%
	67%	72%	77%	73%	78%	84%
	60%	71%	76%	67%	74%	83%



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.

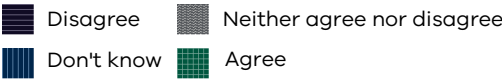
Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

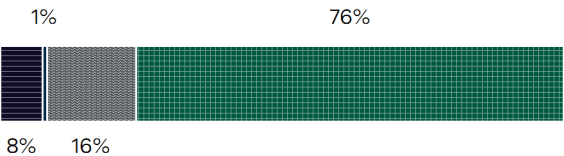
Survey question

Your results

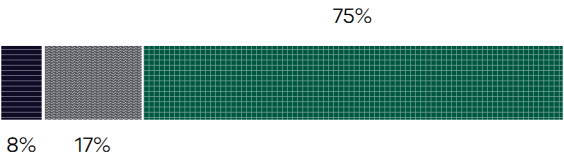
Benchmark agree results



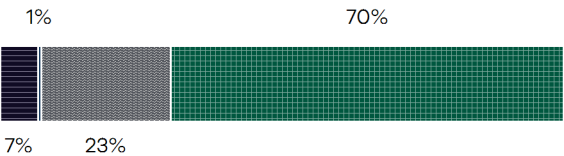
My workgroup learns from failures and mistakes



My workgroup is quick to respond to opportunities to do things better



My workgroup encourages employee creativity



You			Comparator		
2022	2023	2024	Lowest	Average	Highest
62%	71%	76%	67%	74%	79%
63%	73%	75%	66%	74%	80%
55%	66%	70%	57%	68%	75%

# 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.

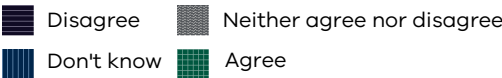
### Example

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

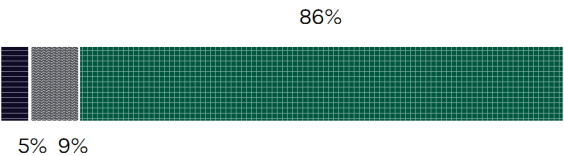
## Survey question

## Your results

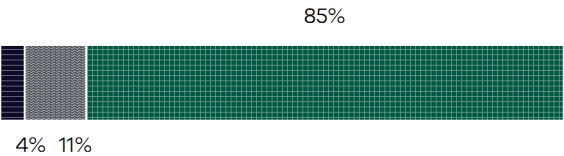
## Benchmark agree results



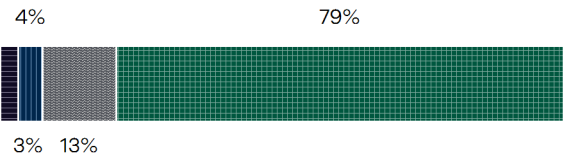
People in my workgroup work together effectively to get the job done



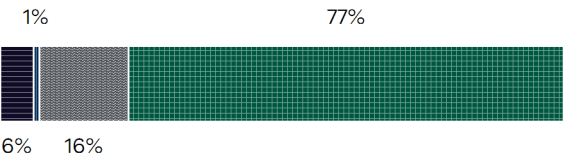
People in my workgroup treat each other with respect



People in my workgroup are politically impartial in their work



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



You			Comparator		
2022	2023	2024	Lowest	Average	Highest

71%	82%	86%	75%	83%	88%
-----	-----	-----	-----	-----	-----

68%	81%	85%	72%	78%	87%
-----	-----	-----	-----	-----	-----

62%	74%	79%	68%	73%	81%
-----	-----	-----	-----	-----	-----

62%	72%	77%	63%	73%	81%
-----	-----	-----	-----	-----	-----

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.

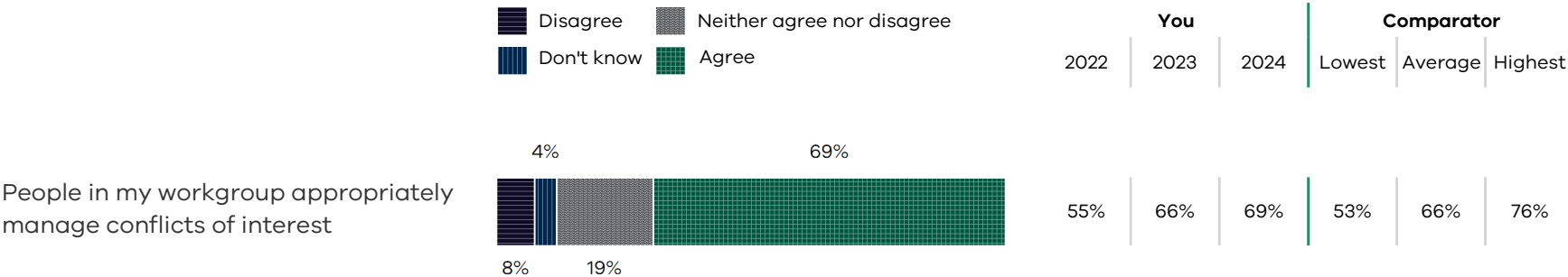
Example

69% 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

Benchmark agree results



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.

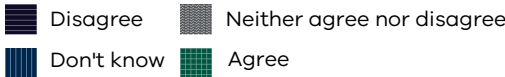
Example

77% 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'.

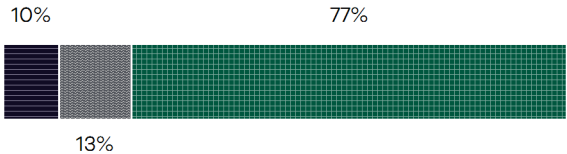
Survey question

Your results

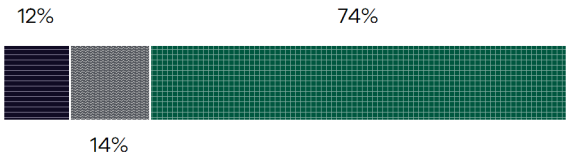
Benchmark agree results



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



I feel safe to challenge inappropriate behaviour at work



	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	63%	74%	77%	62%	71%	79%
I feel safe to challenge inappropriate behaviour at work	63%	69%	74%	55%	67%	73%

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

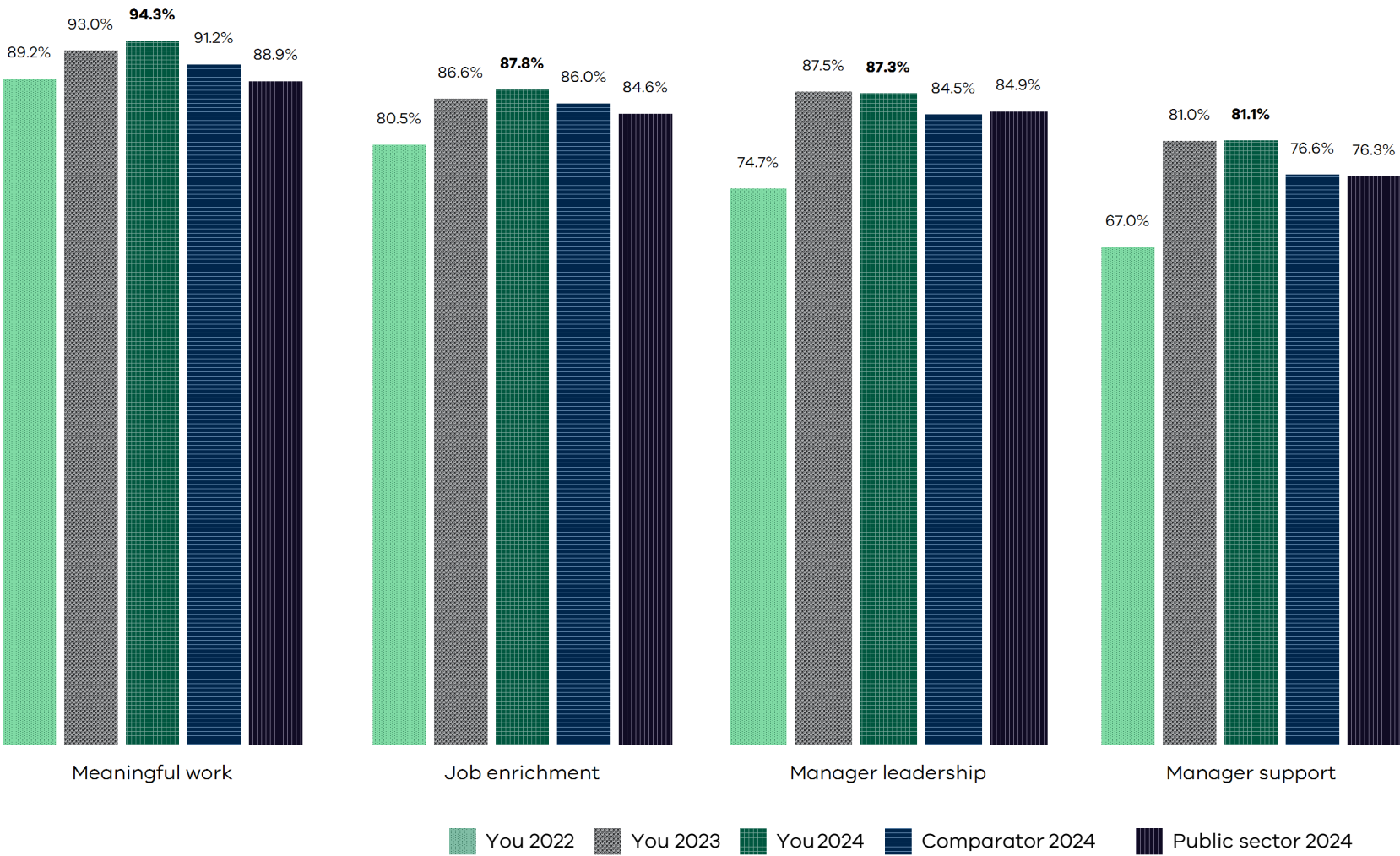
### Example

In 2024:

- 94.3% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91.2% of staff in your comparator group and 88.9% of staff across the public sector.



# Job and manager factors

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

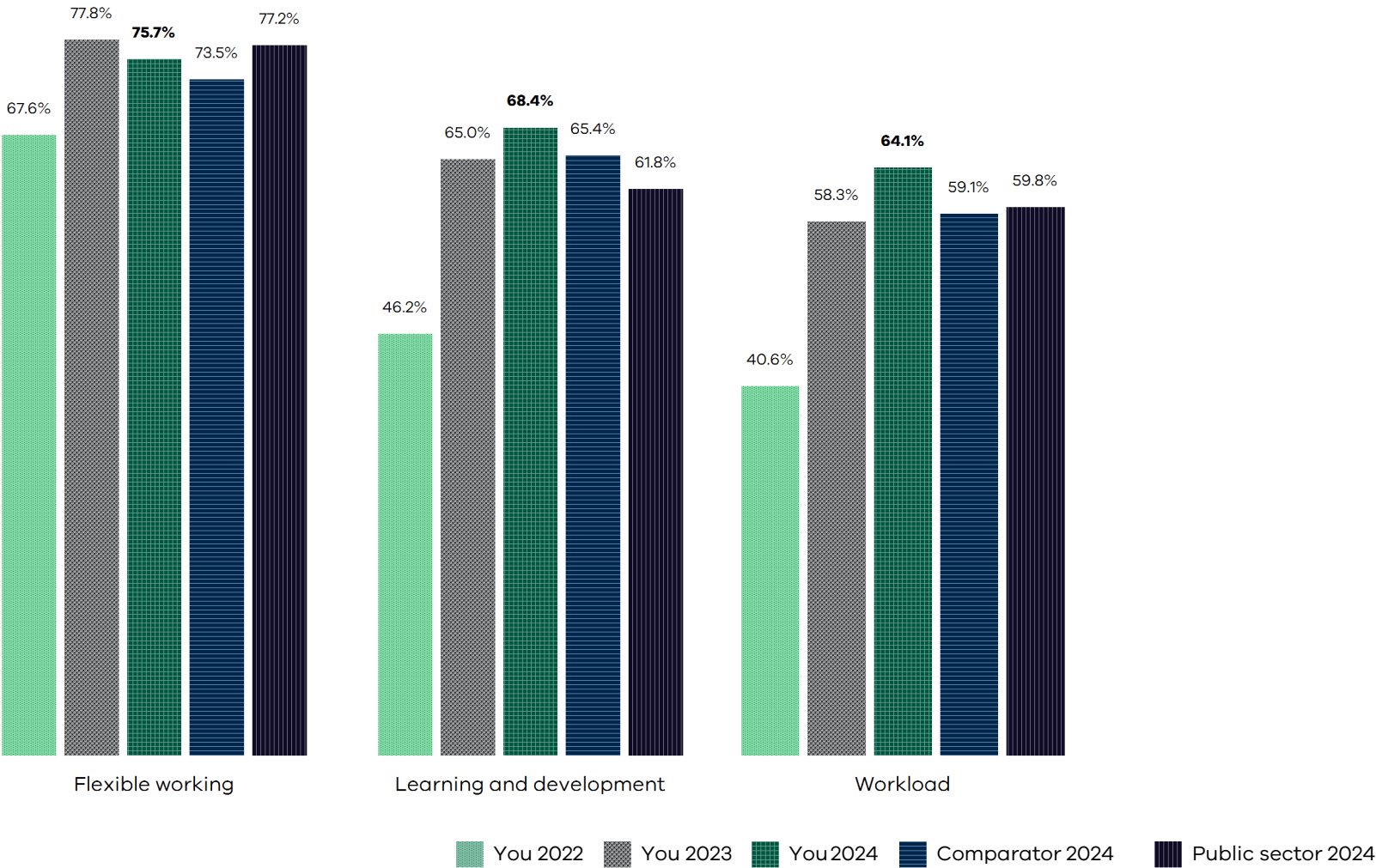
### Example

In 2024:

- 75.7% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 73.5% of staff in your comparator group and 77.2% of staff across the public sector.





# 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.

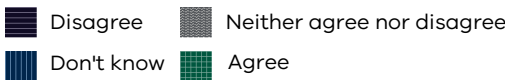
### Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

## Survey question

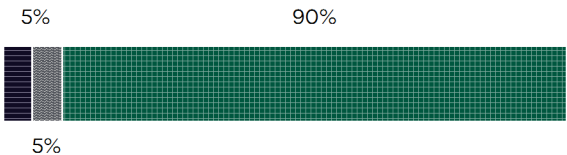
## Your results

## Benchmark agree results



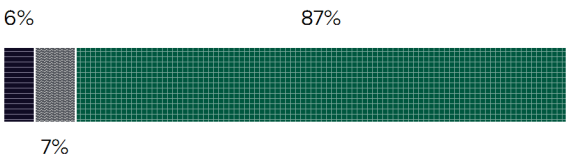
You			Comparator		
2022	2023	2024	Lowest	Average	Highest

My manager treats employees with dignity and respect



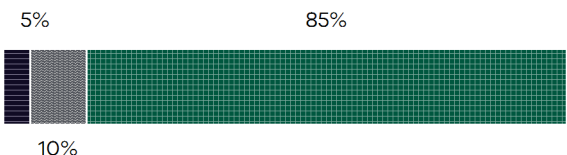
77%	89%	90%	79%	86%	93%
-----	-----	-----	-----	-----	-----

My manager demonstrates honesty and integrity



75%	87%	87%	77%	84%	92%
-----	-----	-----	-----	-----	-----

My manager models my organisation's values



73%	87%	85%	76%	84%	91%
-----	-----	-----	-----	-----	-----



Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

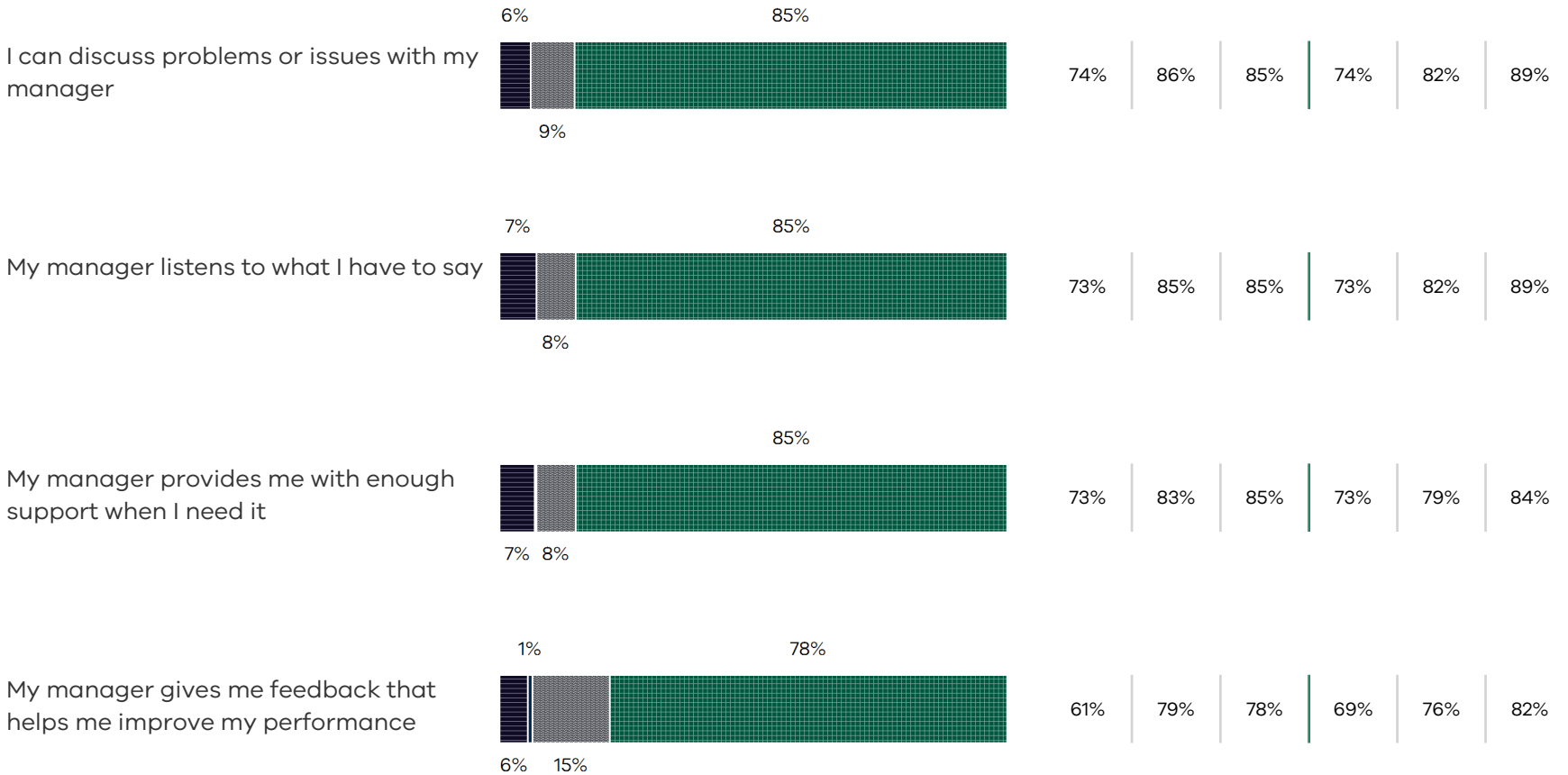
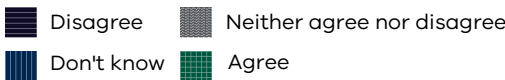
Example

85% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question

Your results

Benchmark agree results



# 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.

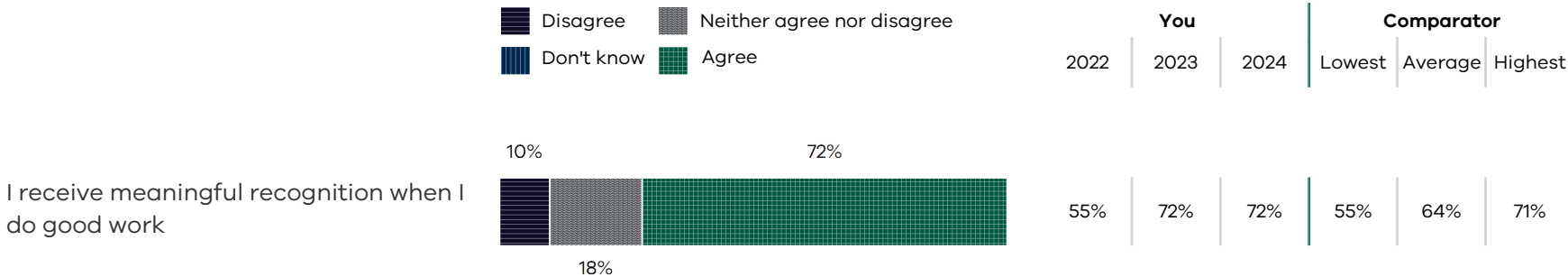
### Example

72% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

## Survey question

## Your results

## Benchmark agree results



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.

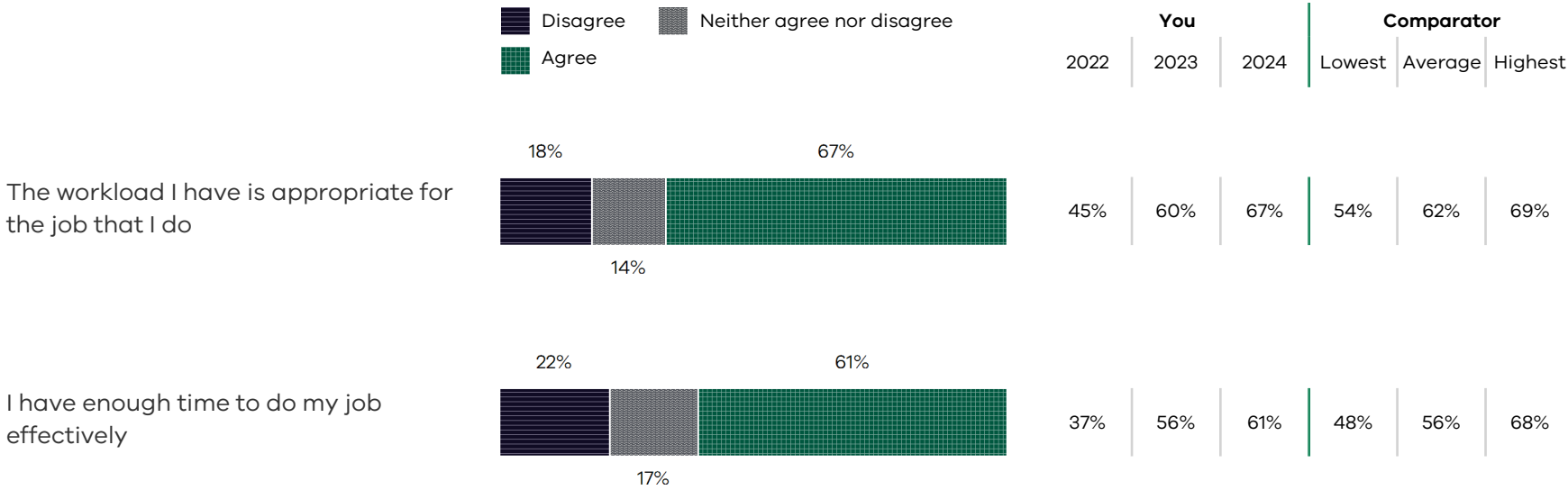
Example

67% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question

Your results

Benchmark agree results



# 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.

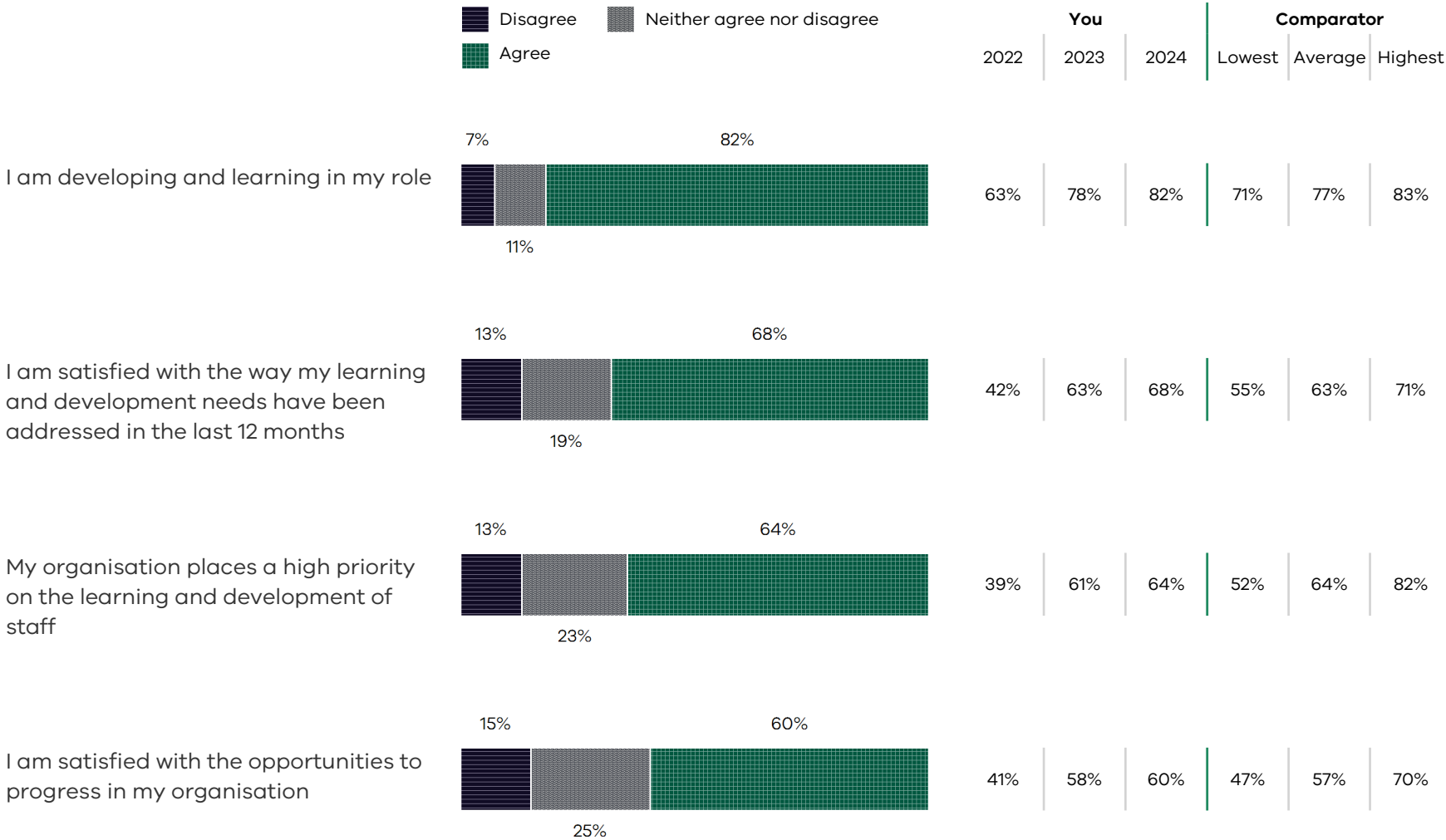
### Example

82% 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



# 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.

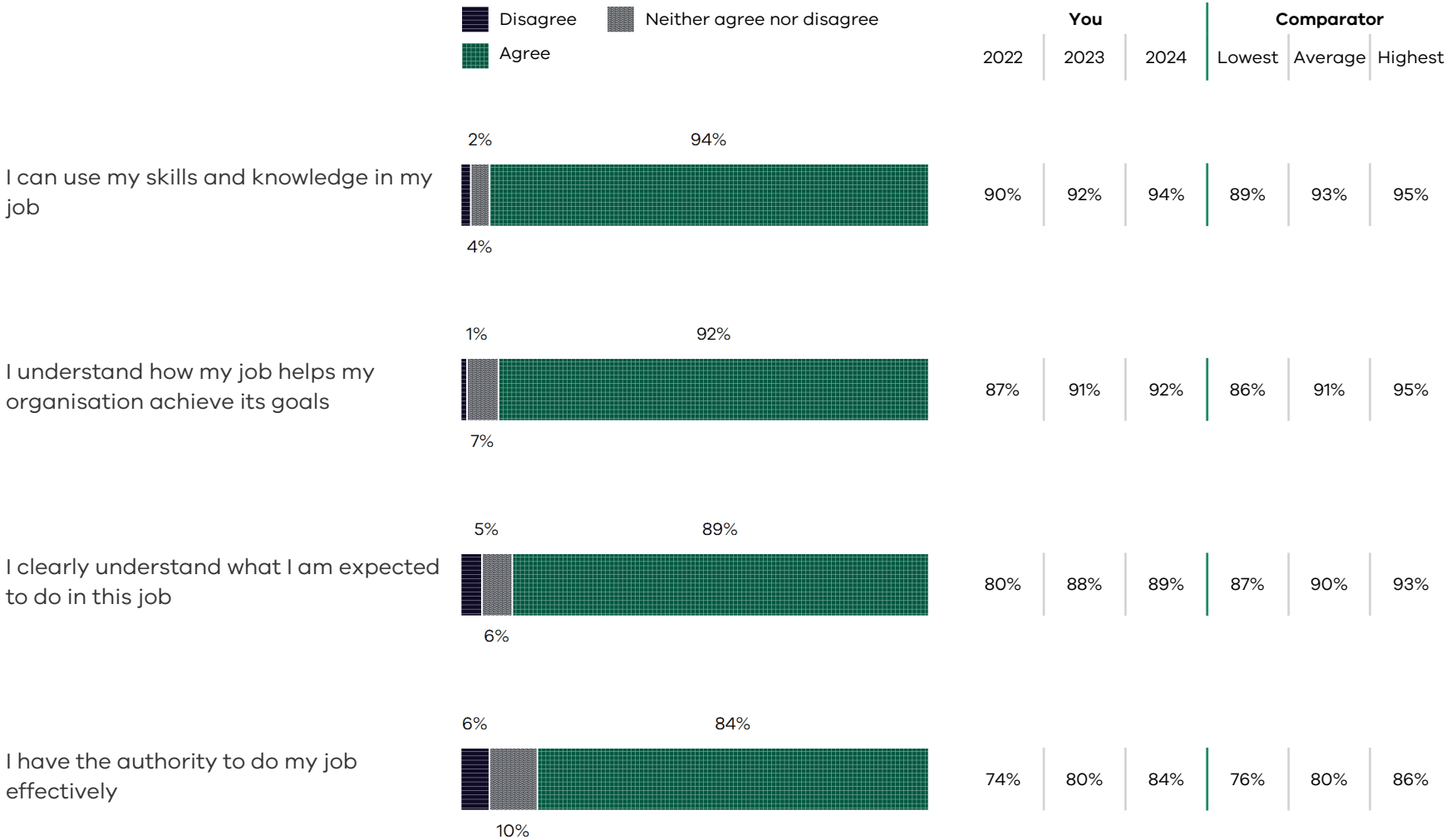
### Example

94% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

## Survey question

## Your results

## Benchmark agree results



# 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.

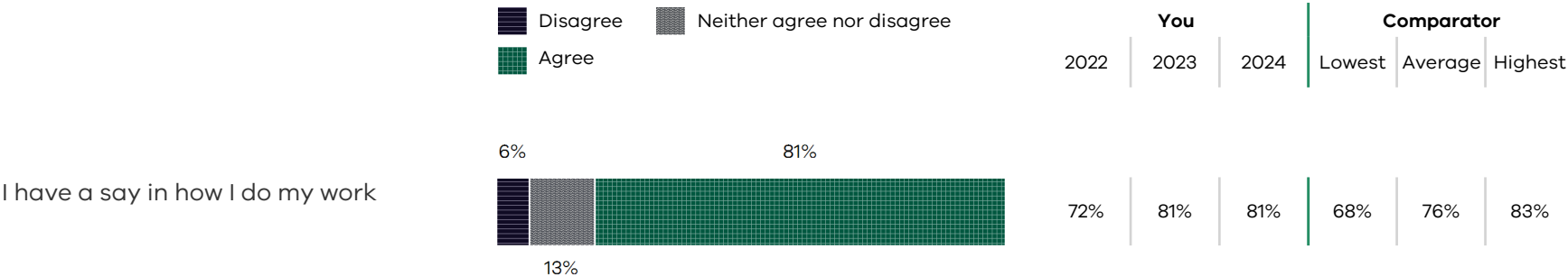
### Example

81% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

## Survey question

## Your results

## Benchmark agree results



# 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.

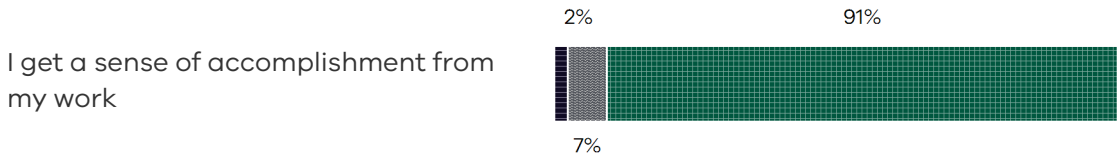
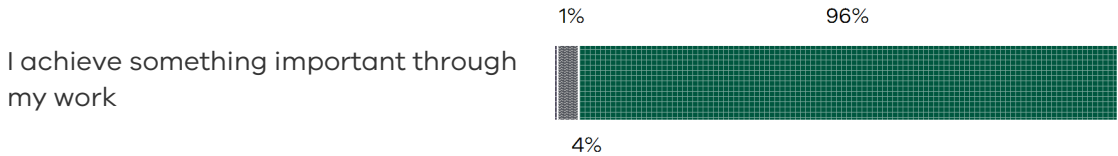
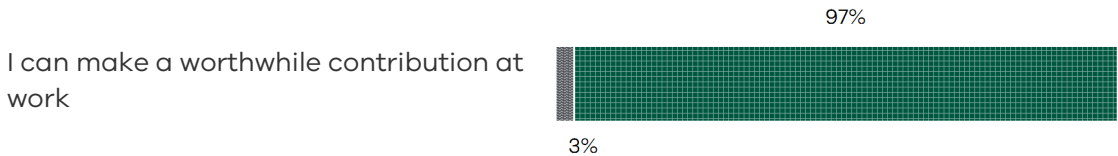
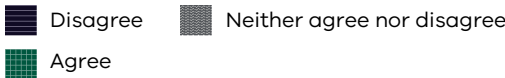
### Example

97% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

## Survey question

## Your results

## Benchmark agree results



You			Comparator		
2022	2023	2024	Lowest	Average	Highest
93%	94%	97%	90%	93%	96%
91%	95%	96%	89%	93%	97%
84%	89%	91%	80%	87%	91%

# 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.

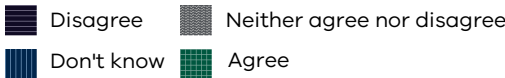
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

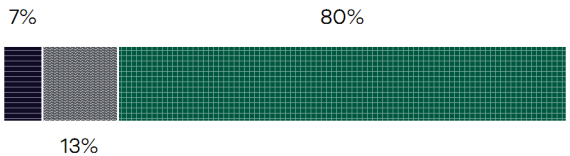
## Survey question

## Your results

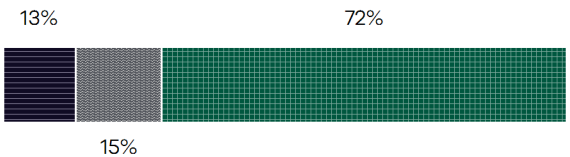
## Benchmark agree results



My manager supports working flexibly



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



2022	You			Comparator		
	2023	2024		Lowest	Average	Highest

72%	84%	80%	69%	80%	85%
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63%	72%	72%	57%	67%	79%
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# 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
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

# 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

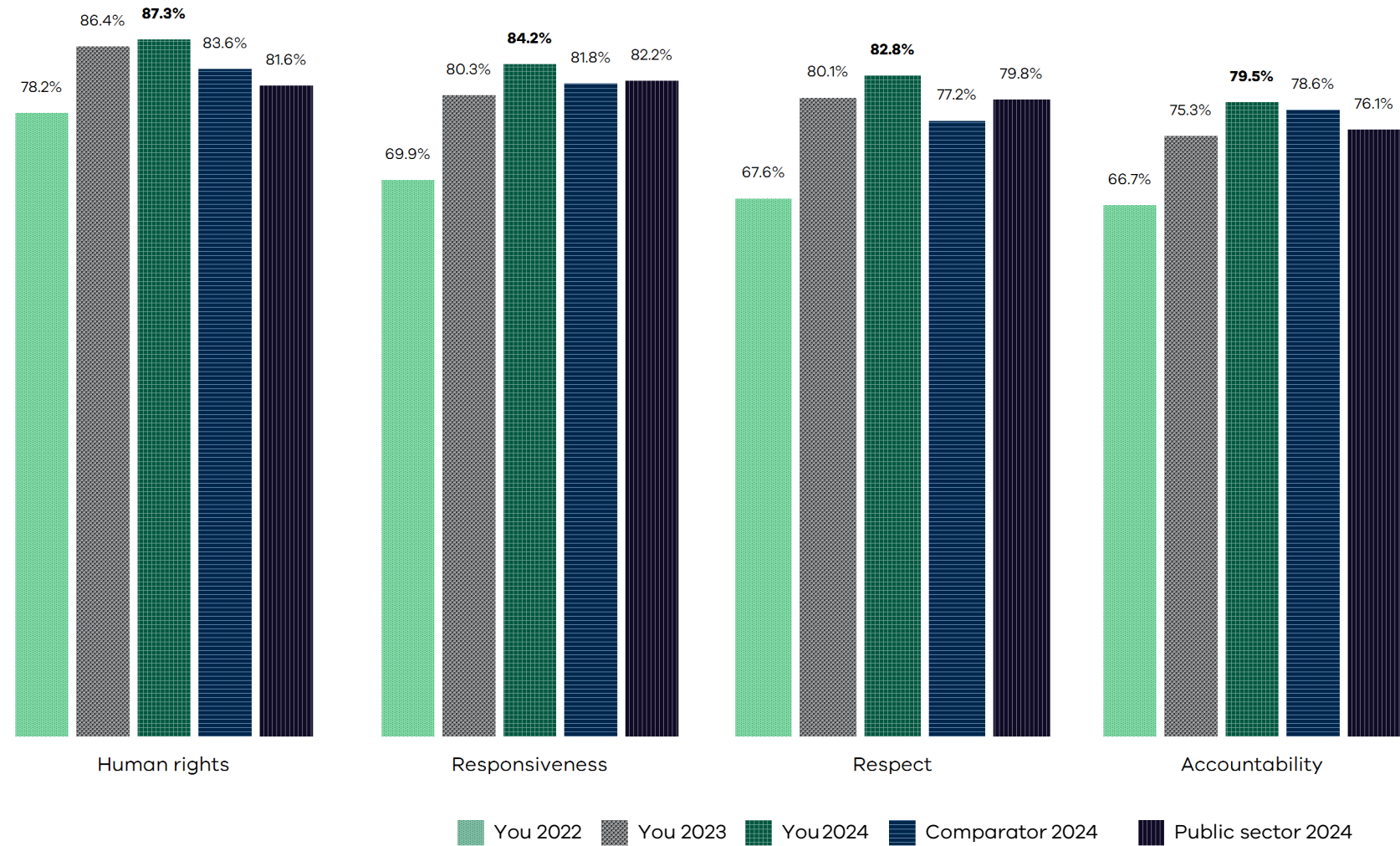
There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

### 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:
- 87.3% of your staff who did the survey responded positively to questions about Human rights.
- Compared to:
- 83.6% of staff in your comparator group and 81.6% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

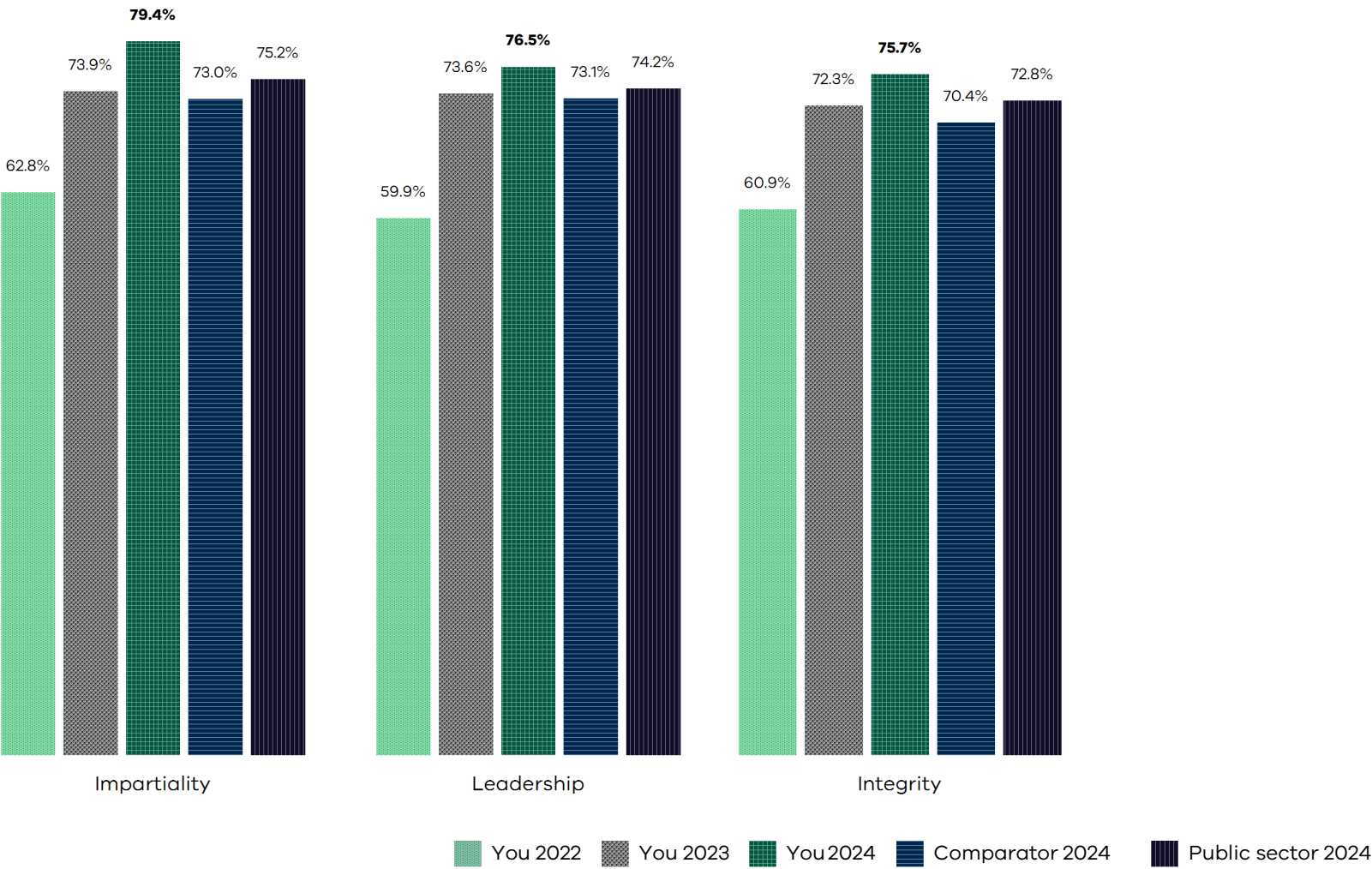
### Example

In 2024:

- 79.4% of your staff who did the survey responded positively to questions about Impartiality.

Compared to:

- 73.0% of staff in your comparator group and 75.2% of staff across the public sector.



Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

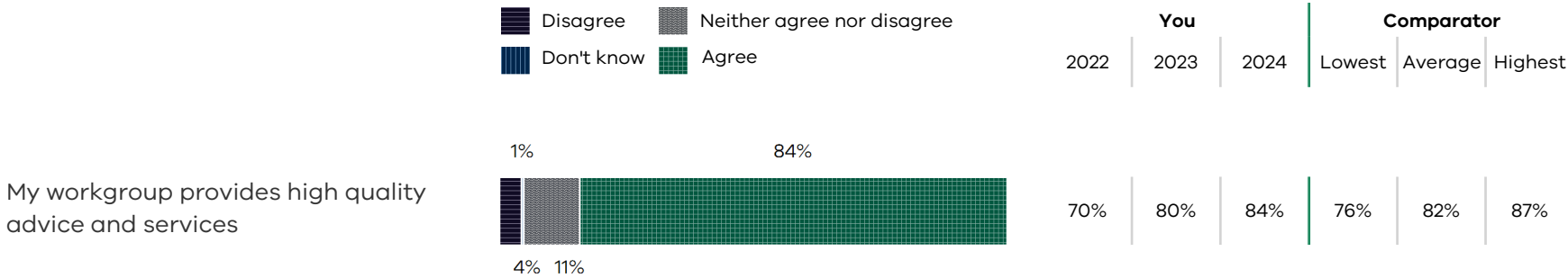
Example

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

Survey question

Your results

Benchmark agree results



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.

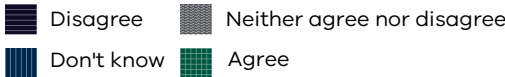
Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

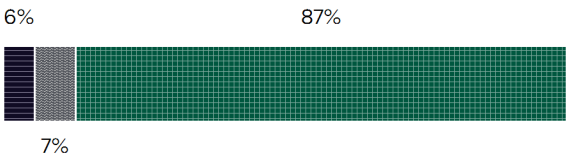
Your results

Benchmark agree results



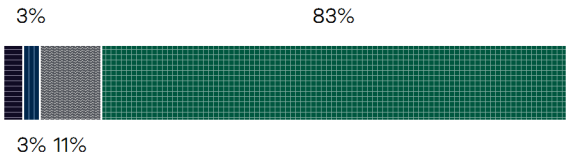
2022	You		2024	Comparator		
	2023			Lowest	Average	Highest

My manager demonstrates honesty and integrity



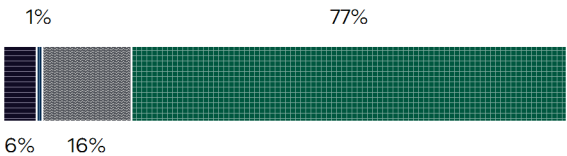
75%	87%	87%	77%	84%	92%
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My organisation is committed to earning a high level of public trust



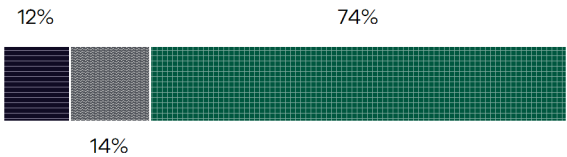
68%	79%	83%	54%	76%	89%
-----	-----	-----	-----	-----	-----

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



62%	72%	77%	63%	73%	81%
-----	-----	-----	-----	-----	-----

I feel safe to challenge inappropriate behaviour at work



63%	69%	74%	55%	67%	73%
-----	-----	-----	-----	-----	-----

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.

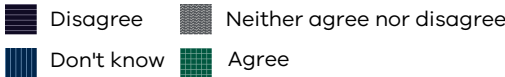
Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

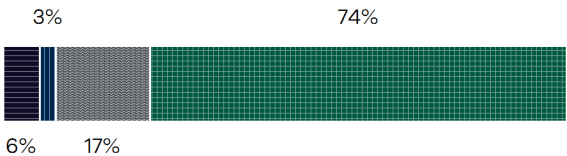
Survey question

Your results

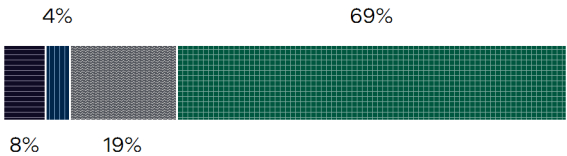
Benchmark agree results



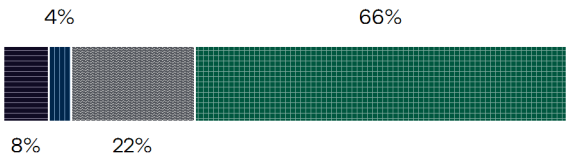
My organisation does not tolerate improper conduct



People in my workgroup appropriately manage conflicts of interest



Senior leaders demonstrate honesty and integrity



You			Comparator		
2022	2023	2024	Lowest	Average	Highest
59%	71%	74%	53%	67%	77%
55%	66%	69%	53%	66%	76%
45%	62%	66%	45%	60%	73%



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.

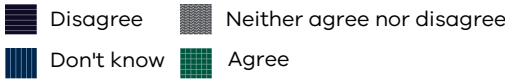
Example

79% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

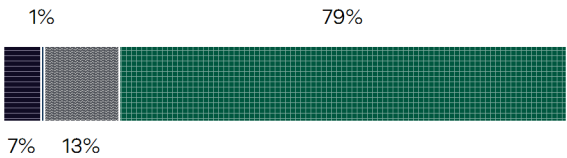
Survey question

Your results

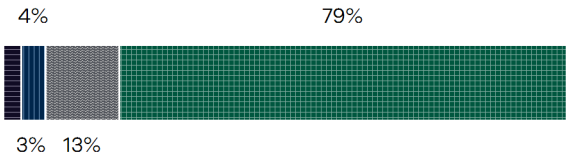
Benchmark agree results



My workgroup acts fairly and without bias



People in my workgroup are politically impartial in their work



You			Comparator		
2022	2023	2024	Lowest	Average	Highest

63%	74%	79%	63%	73%	80%
62%	74%	79%	68%	73%	81%

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.

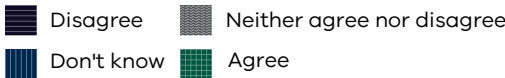
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question

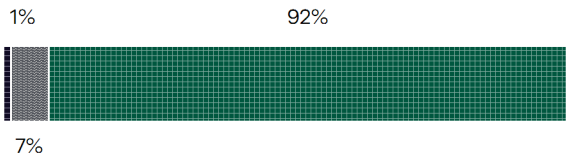
Your results

Benchmark agree results



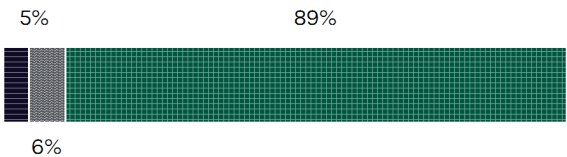
You			Comparator		
2022	2023	2024	Lowest	Average	Highest

I understand how my job helps my organisation achieve its goals



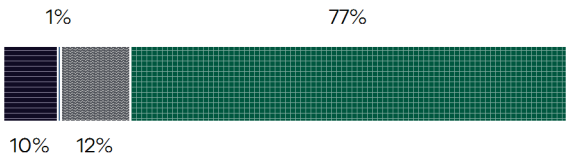
87%	91%	92%	86%	91%	95%
-----	-----	-----	-----	-----	-----

I clearly understand what I am expected to do in this job



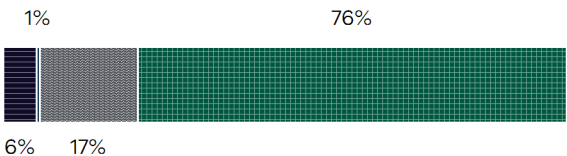
80%	88%	89%	87%	90%	93%
-----	-----	-----	-----	-----	-----

My workgroup has clear lines of responsibility



67%	72%	77%	73%	78%	84%
-----	-----	-----	-----	-----	-----

My workgroup uses its resources well



60%	71%	76%	67%	74%	83%
-----	-----	-----	-----	-----	-----



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.

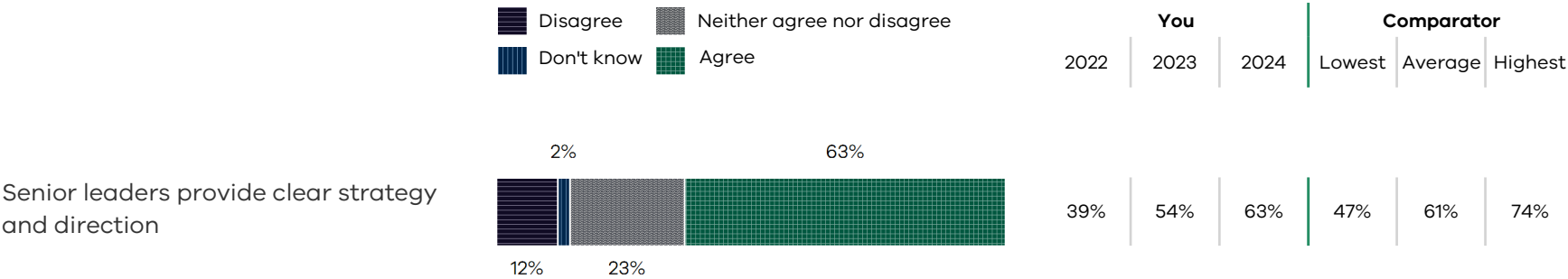
Example

63% 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



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.

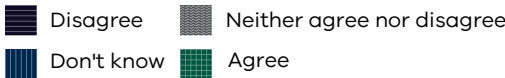
Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

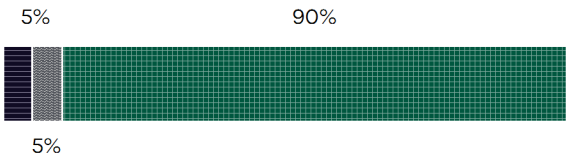
Your results

Benchmark agree results



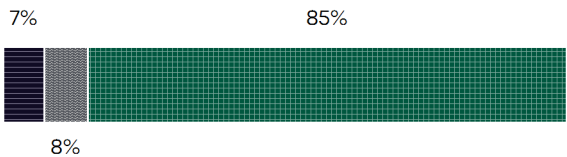
You			Comparator		
2022	2023	2024	Lowest	Average	Highest

My manager treats employees with dignity and respect



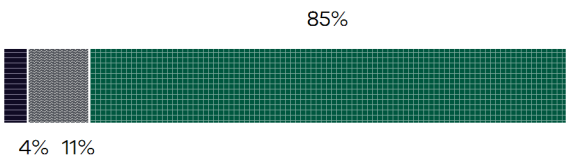
77%	89%	90%	79%	86%	93%
-----	-----	-----	-----	-----	-----

My manager listens to what I have to say



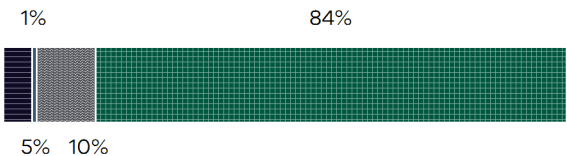
73%	85%	85%	73%	82%	89%
-----	-----	-----	-----	-----	-----

People in my workgroup treat each other with respect



68%	81%	85%	72%	78%	87%
-----	-----	-----	-----	-----	-----

My organisation encourages respectful workplace behaviours



68%	82%	84%	66%	77%	83%
-----	-----	-----	-----	-----	-----

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.

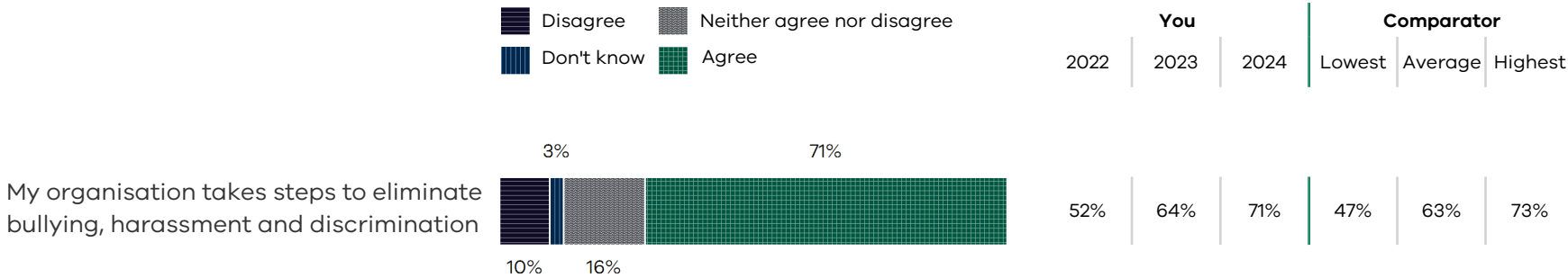
Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



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.

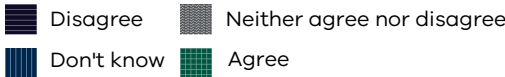
Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

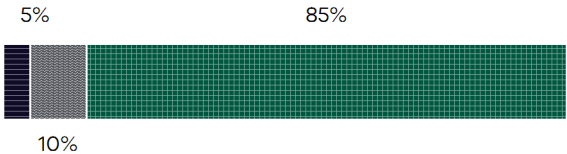
Your results

Benchmark agree results



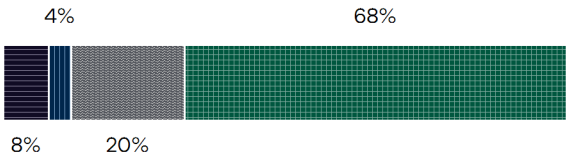
2022	You		2024	Comparator		
	2023			Lowest	Average	Highest

My manager models my organisation's values



73%	87%	85%	76%	84%	91%
-----	-----	-----	-----	-----	-----

Senior leaders model my organisation's values



47%	61%	68%	48%	62%	76%
-----	-----	-----	-----	-----	-----

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.

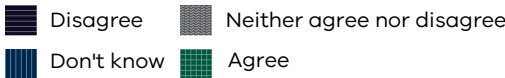
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

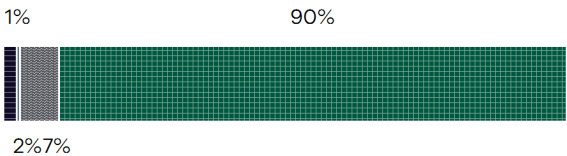
Your results

Benchmark agree results



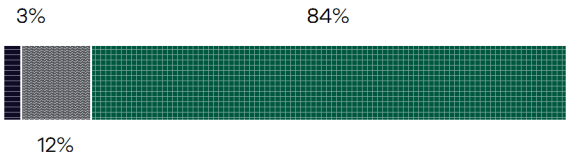
You			Comparator		
2022	2023	2024	Lowest	Average	Highest

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



75%	86%	90%	73%	83%	91%
-----	-----	-----	-----	-----	-----

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



82%	87%	84%	77%	84%	90%
-----	-----	-----	-----	-----	-----

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

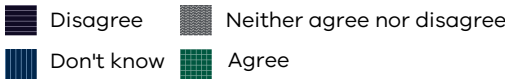
### Example

86% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

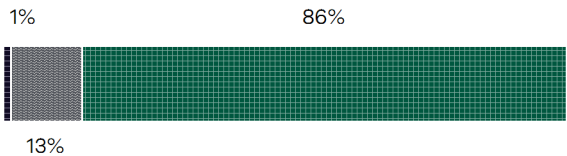
## Survey question

## Your results

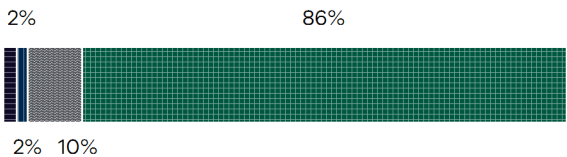
## Benchmark agree results



I am proud to work in the public sector



I understand how the Code of Conduct for Victorian public sector employees applies to my work



You			Comparator		
2022	2023	2024	Lowest	Average	Highest
Not asked	Not asked	86%	77%	85%	90%
Not asked	86%	86%	83%	89%	95%

# 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
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- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role





# Custom questions

## What is this

Your organisation asked 1 custom questions as part of the 2024 survey.

## Why this is important

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

## How to read this

The table shows your responses to the question 'Have you witnessed racism at your current organisation?'.

## Example

88% of staff who did the survey responded 'No' to the question.

Have you witnessed racism at your current organisation?	You 2024
No	88%
Yes	12%

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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- Organisational integrity
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- Patient safety climate

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- Workgroup support
- Safe to speak up

### Job and manager factors

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### Public sector values

- Scorecard
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### Topical questions

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### Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role



## Demographics

### Age, gender, variations in sex characteristics and sexual orientation

#### What is this

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- 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	75	20%
35-54 years	150	40%
55+ years	114	31%
Prefer not to say	34	9%

Gender	(n)	%
Woman	287	77%
Man	48	13%
Prefer not to say	36	10%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	333	89%
Prefer not to say	39	10%

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

	(n)	%
Yes	3	1%
No	322	86%
Don't know	10	3%
Prefer not to say	38	10%

### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	265	71%
Prefer not to say	62	17%
Gay or lesbian	13	3%
Bisexual	12	3%
Asexual	9	2%
I use a different term	6	2%
Don't know	3	1%
Pansexual	3	1%

# Demographics

## Aboriginal and/or Torres Strait Islander employees

### What is this

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

### Why this is important

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

### How to read this

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	1%
Non Aboriginal and/or Torres Strait Islander	348	93%
Prefer not to say	22	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	24	6%
No	320	86%
Prefer not to say	29	8%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	18	75%
No	5	21%
Prefer not to say	1	4%

# Demographics

## Cultural diversity 1 of 2

### What is this

These are the personal characteristics of staff.

### Why this is important

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

### How to read this

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	314	84%
Not born in Australia	41	11%
Prefer not to say	18	5%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Other	12	46%
Hindi	7	27%
Filipino	4	15%
Punjabi	4	15%
Tagalog	3	12%
Malayalam	2	8%
Spanish	2	8%
Arabic	1	4%
Australian Indigenous Language	1	4%
Macedonian	1	4%
Sinhalese	1	4%
Tamil	1	4%

Language other than English used with family or community	(n)	%
Yes	26	7%
No	326	87%
Prefer not to say	21	6%

If you use another language with your family or community, what language(s) do you use?	(n)	%
Telugu	1	4%
Vietnamese	1	4%
Auslan	0	0%
Cantonese	0	0%
Greek	0	0%
Gujarati	0	0%
Italian	0	0%
Mandarin	0	0%
Persian	0	0%
Turkish	0	0%
Urdu	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	308	83%
Prefer not to say	29	8%
English, Irish, Scottish and/or Welsh	25	7%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	9	2%
Other	7	2%
South Asian	7	2%
East and/or South-East Asian	6	2%
Aboriginal and/or Torres Strait Islander	3	1%
New Zealander	3	1%
North American	2	1%
African	1	0%
Middle Eastern	1	0%
Central and/or South American	0	0%
Central Asian	0	0%
Maori	0	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	222	60%
Christianity	83	22%
Prefer not to say	44	12%
Other	12	3%
Buddhism	5	1%
Hinduism	5	1%
Sikhism	2	1%
Islam	0	0%
Judaism	0	0%

# Demographics

## Employment characteristics 1 of 2

### What is this

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

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	90	24%
Part-Time	283	76%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	179	51%
\$80k to \$120k	100	28%
\$120k to \$160k	18	5%
\$160k to \$200k	2	1%
\$200k or more	1	0%
Prefer not to say	53	15%

Organisational tenure	(n)	%
<1 year	70	19%
1 to less than 2 years	57	15%
2 to less than 5 years	105	28%
5 to less than 10 years	53	14%
10 to less than 20 years	49	13%
More than 20 years	39	10%

Management responsibility	(n)	%
Non-manager	318	85%
Other manager	39	10%
Manager of other manager(s)	16	4%

Employment type	(n)	%
Ongoing and executive	315	84%
Fixed term	31	8%
Other	27	7%

Frontline worker	(n)	%
Yes	239	64%
No	134	36%



# 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	262	70%
Large regional city	101	27%
Other	8	2%
Melbourne CBD	1	0%
Melbourne: Suburbs	1	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	140	38%
A frontline or service delivery location	208	56%
Home or private location	30	8%
A shared office space (where two or more organisations share the same workspace)	39	10%
Isolated or remote location/s where access to communications and help from others is difficult	5	1%
Other	20	5%

Flexible work	(n)	%
Part-time	162	43%
I do not use any flexible work arrangements	106	28%
Shift swap	79	21%
Flexible start and finish times	70	19%
Study leave	41	11%
Working from an alternative location (e.g. home, hub/shared work space)	40	11%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	35	9%
Working more hours over fewer days	25	7%
Job sharing	15	4%
Other	14	4%
Purchased leave	3	1%

# Demographics

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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	255	68%
Flexible working arrangements	80	21%
Physical modifications or improvements to the workplace	27	7%
Career development support strategies	19	5%
Other	13	3%
Job redesign or role sharing	8	2%
Accessible communications technologies	3	1%

Why did you make this request?	(n)	%
Health	42	36%
Work-life balance	42	36%
Caring responsibilities	37	31%
Family responsibilities	31	26%
Study commitments	16	14%
Other	14	12%
Disability	6	5%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	91	77%
The adjustments I needed were not made	17	14%
The adjustments I needed were made but the process was unsatisfactory	10	8%

# Demographics

## Caring

### What is this

These are staff-reported caring responsibilities.

**Why this is important**

This shows organisations what caring responsibilities their staff have.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

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Caring responsibilities	(n)	%
None of the above	146	39%
Secondary school aged child(ren)	66	18%
Primary school aged child(ren)	57	15%
Frail or aged person(s)	41	11%
Child(ren) - younger than preschool age	35	9%
Prefer not to say	32	9%
Person(s) with a medical condition	28	8%
Person(s) with a mental illness	25	7%
Preschool aged child(ren)	24	6%
Person(s) with disability	19	5%
Other	11	3%

# Demographics

## Employment categories

### What is this

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

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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- 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	167	45%
Management, Administration and Corporate support	85	23%
Allied health - therapy discipline	40	11%
Support services	39	10%
Allied health - assistant	21	6%
Other health and social care	9	2%
Community development	4	1%
Allied health - science discipline	3	1%
Counselling	3	1%
Medical employees	1	0%
Pastoral / spiritual care	1	0%
Lived experience specific worker	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)	%
Hospital-based services	156	42%
Residential aged care services	108	29%
Community-based services	65	17%
Corporate services	39	10%
Prison-based services	3	1%
Mental health care services	2	1%

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

	(n)	%
Administration	73	20%
Aged care	126	34%
Critical care	0	0%
Drug and alcohol	2	1%
Emergency	4	1%
Maternity care	4	1%
Medical	11	3%
Mental health	5	1%
Mixed medical/surgical	13	3%
Neonatal care	0	0%
Palliative care	0	0%
Paediatrics	4	1%
Peri-operative	15	4%
Rehabilitation	38	10%
Surgical	3	1%
Other	75	20%



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