People Matter Survey 2024

Have your say

People matter survey

2024

Have your say

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

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

About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2023.

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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Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

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Government

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

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

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

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

2023		2024	
74% (110)		**54% (86)**	
Comparator	55%	Comparator	56%
Public Sector	42%	Public Sector	44%

People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

- strongly agree is 100 points
- agree is 75 points
- neither agree nor disagree is 50 points
- disagree is 25 points
- strongly disagree is 0 points

Why this is important

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

2023		2024	
75		**74**	
Comparator	72	Comparator	73
Public Sector	68	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 74.

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.
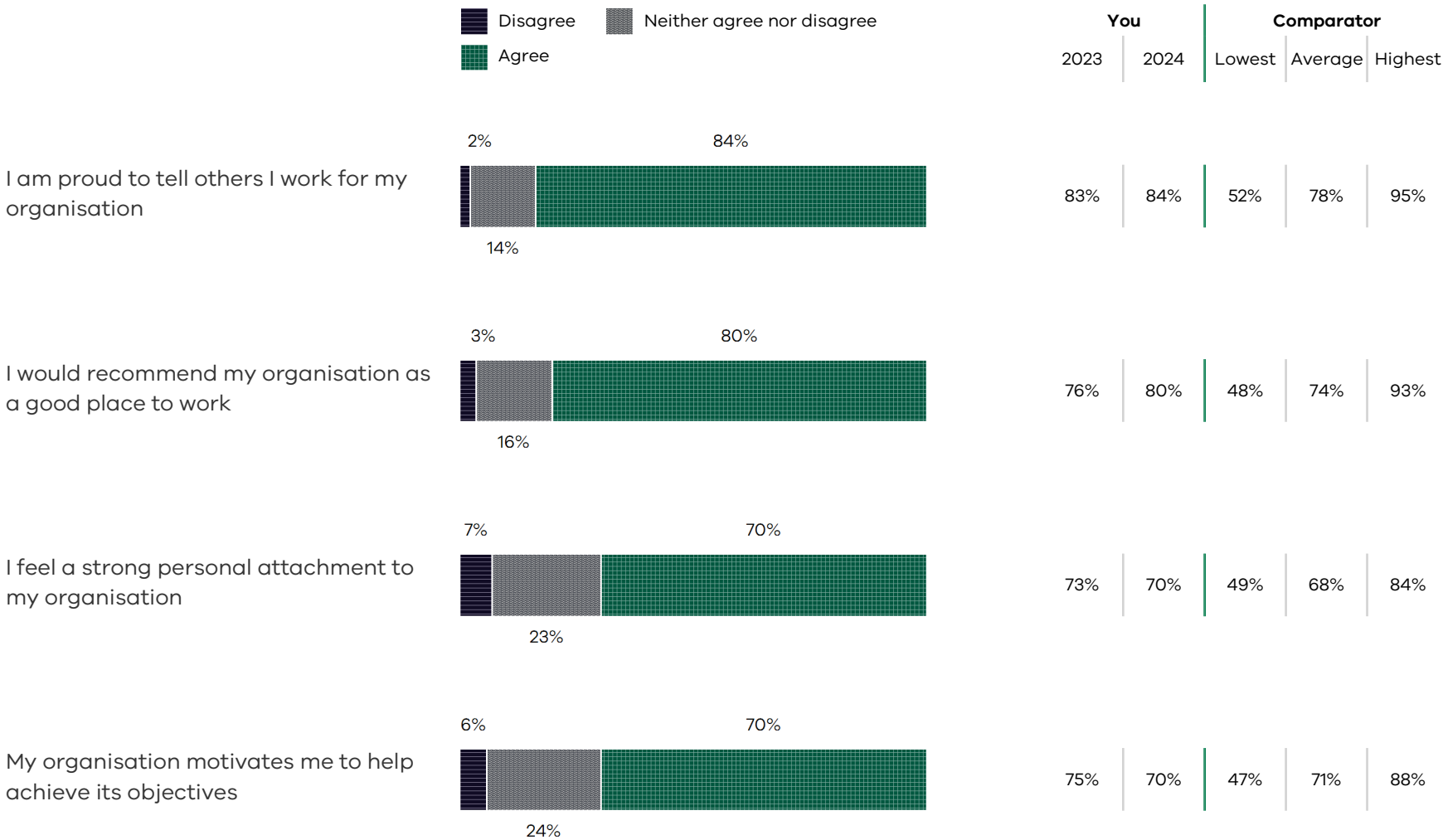
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	2%	14%	84%	83%	84%	52%	78%	95%
I would recommend my organisation as a good place to work	3%	16%	80%	76%	80%	48%	74%	93%
I feel a strong personal attachment to my organisation	7%	23%	70%	73%	70%	49%	68%	84%
My organisation motivates me to help achieve its objectives	6%	24%	70%	75%	70%	47%	71%	88%

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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 74.

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.
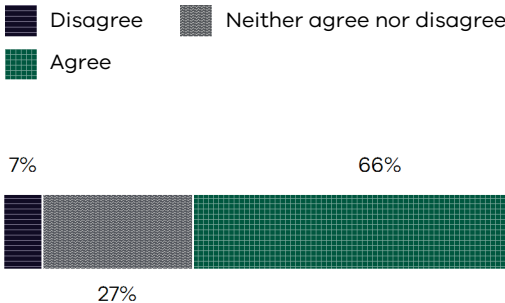
Example

66% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question

Your results

Disagree
Neither agree nor disagree
Agree

My organisation inspires me to do the best in my job

7%   66%

27%

Benchmark agree results

	You		Comparator		
2023	2024		Lowest	Average	Highest
79%	66%		42%	72%	90%

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People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What is this

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

Why this is important

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

How to read this

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

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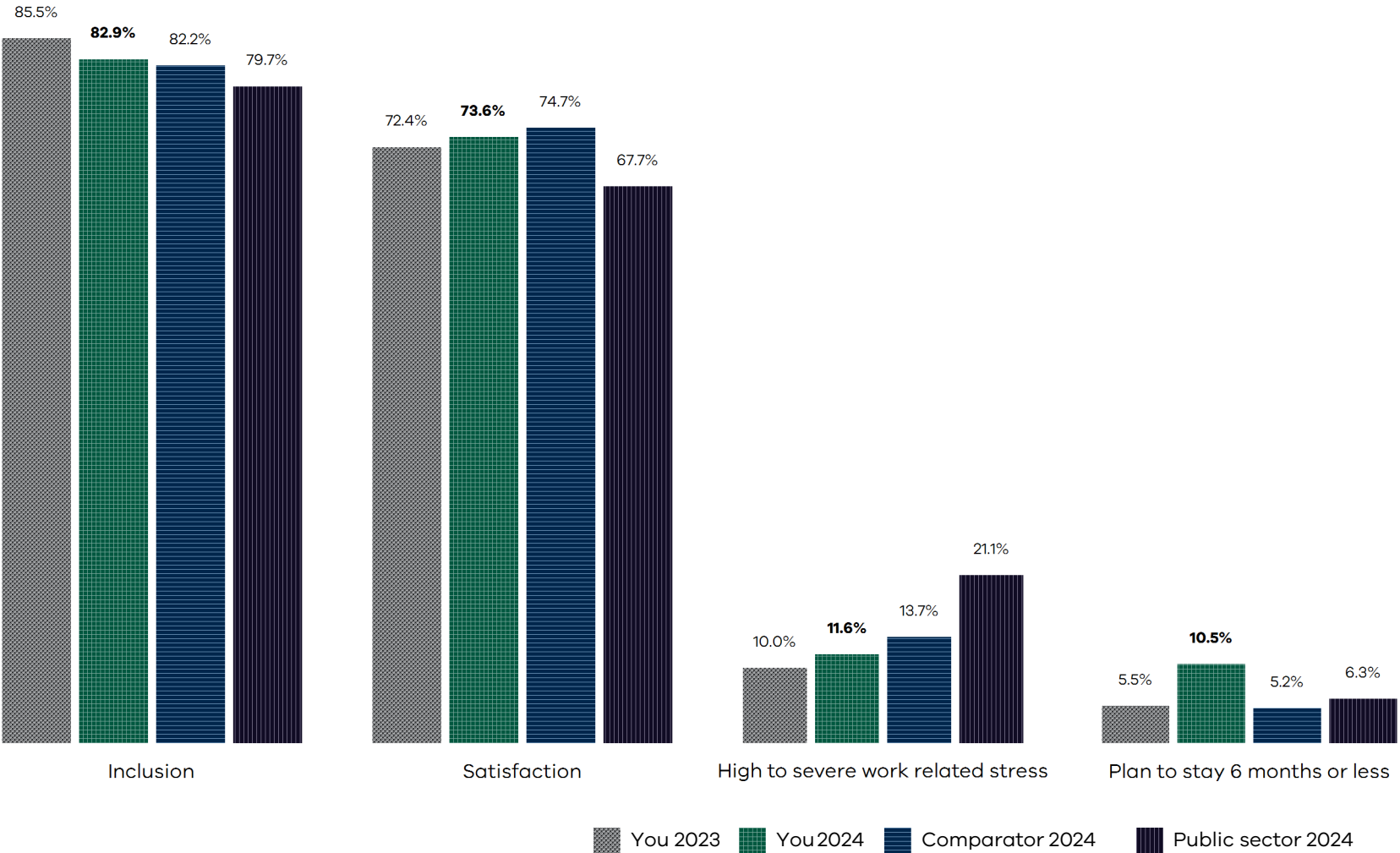
Example

In 2024:

- 82.9% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 82.2% of staff in your comparator group and 79.7% of staff across the public sector.

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

Inclusion: 85.5%, 82.9%, 82.2%, 79.7%
Satisfaction: 72.4%, 73.6%, 74.7%, 67.7%
High to severe work related stress: 10.0%, 11.6%, 13.7%, 21.1%
Plan to stay 6 months or less: 5.5%, 10.5%, 5.2%, 6.3%

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People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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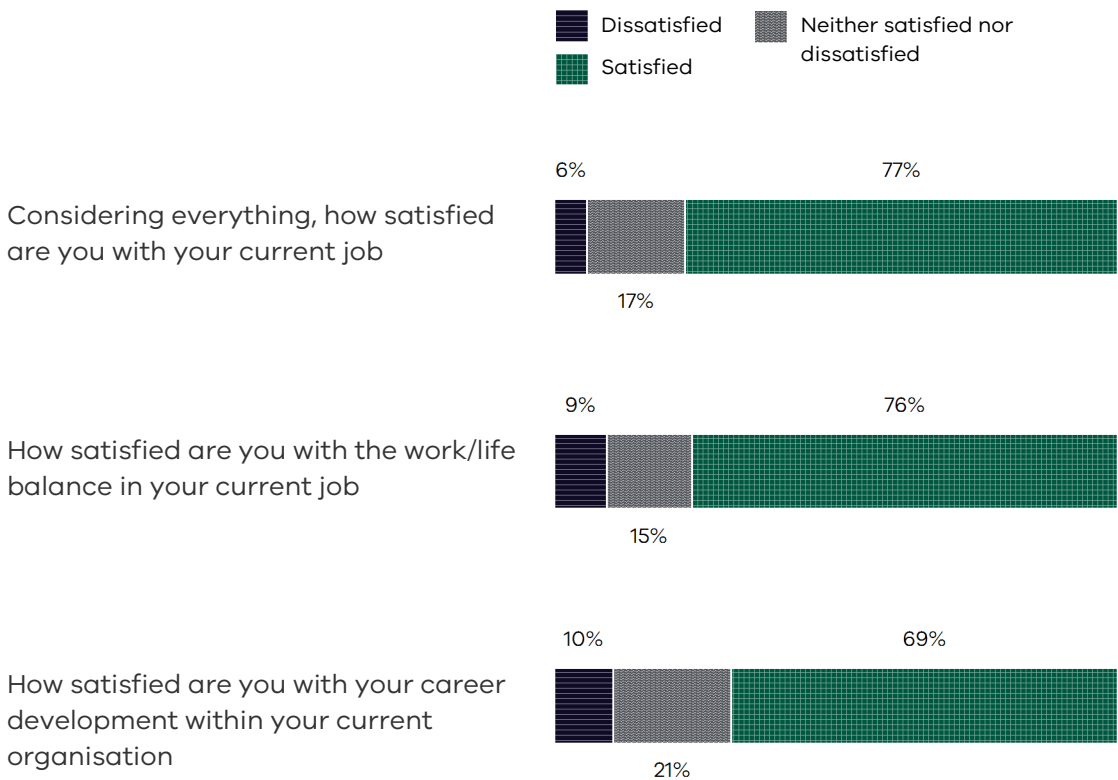
Example

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

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Dissatisfied	Neither	Satisfied	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	6%	17%	77%	76%	77%	65%	80%	93%
How satisfied are you with the work/life balance in your current job	9%	15%	76%	75%	76%	64%	76%	90%
How satisfied are you with your career development within your current organisation	10%	21%	69%	65%	69%	52%	69%	87%

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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.
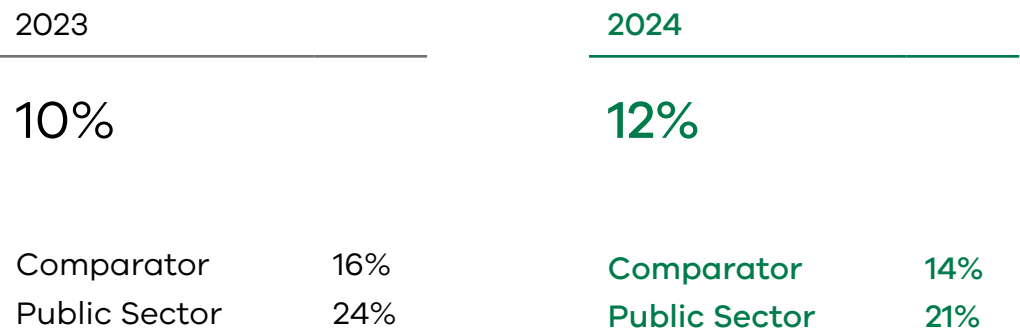
Example

12% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 14% of staff in your comparator group and 21% of staff across the public sector.

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

Level	
Nil	28%
Low or mild	35%
Moderate	26%
High	7%
Very high	3%
Severe	1%
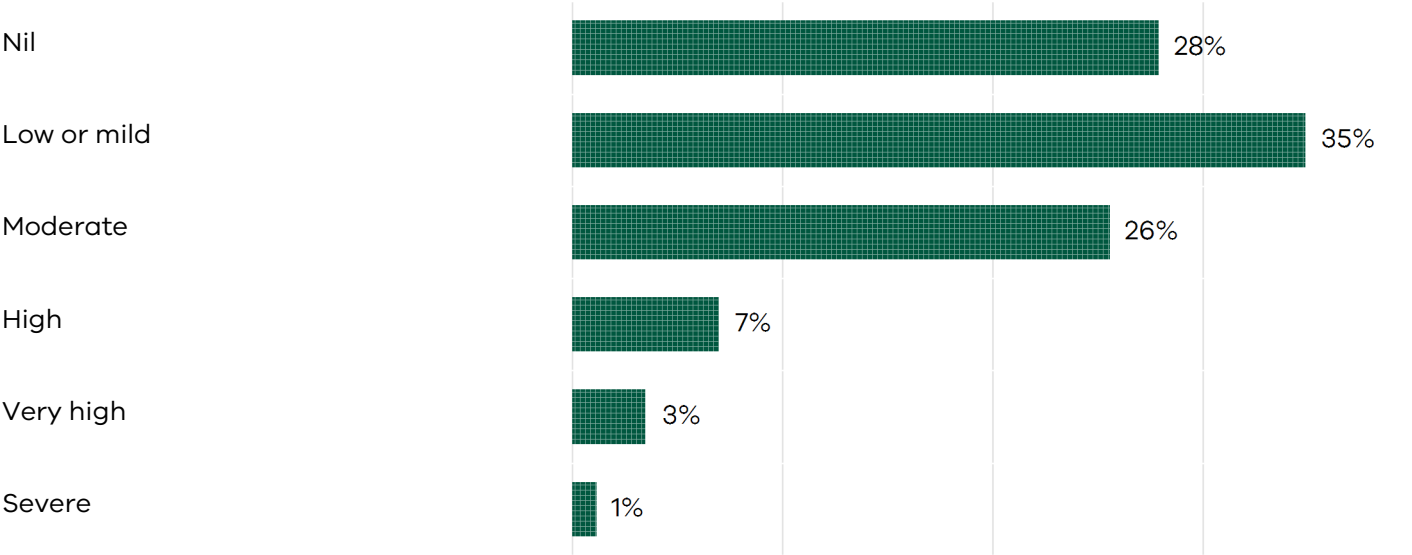
Reported levels of high to severe stress

2023		2024	
10%		**12%**	
Comparator	16%	Comparator	14%
Public Sector	24%	Public Sector	21%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

72% of your staff who did the survey said they experienced mild to severe stress. Of that 72%, 32% said the top reason was 'Time pressure' .

62		24
72%		28%

■ 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
Time pressure	17%	32%	39%	41%
Workload	21%	26%	44%	48%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	13%	21%	14%	13%
Other	18%	18%	14%	13%
Physical environment	22%	15%	6%	5%
Organisation or workplace change	21%	15%	9%	12%
Content, variety, or difficulty of work	7%	13%	8%	11%
Dealing with clients, patients or stakeholders	11%	13%	16%	18%
Ability to choose how my work is done	2%	10%	4%	5%
Job security	2%	10%	5%	9%

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People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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

Example

77% of your staff who did the survey said the amount of stress in their job was manageable.

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

The amount of stress in my job is manageable

7% | 77%
16%
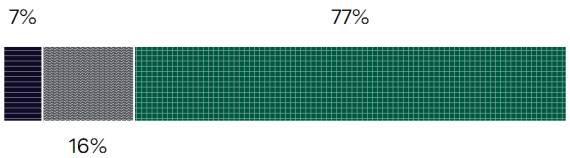
	You		Comparator		
	2023	2024	Lowest	Average	Highest
	Not asked	77%	56%	70%	84%

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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

20% of your staff who did the survey said they felt burnout at work.
Of that 20%, 45% 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' .

	17	69
	20%	80%

■ Experienced some burnout   ▦ Did not experience any burnout
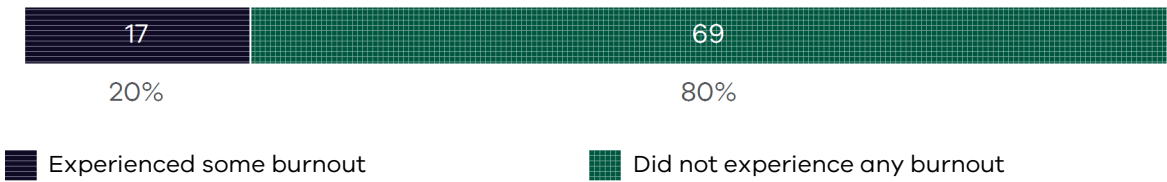
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2023	You 2024	Comparator 2024	Public sector 2024
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	47%	45%	48%	49%
I enjoy my work. I have no symptoms of burnout	30%	35%	29%	20%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	18%	13%	16%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	5%	5%	4%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	0%	2%	2%	3%

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People outcomes

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

6% 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	5%	10%	5%	6%
Over 6 months and up to 1 year	9%	6%	9%	9%
Over 1 year and up to 3 years	25%	17%	22%	24%
Over 3 years and up to 5 years	13%	21%	17%	16%
Over 5 years	48%	45%	47%	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
86% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

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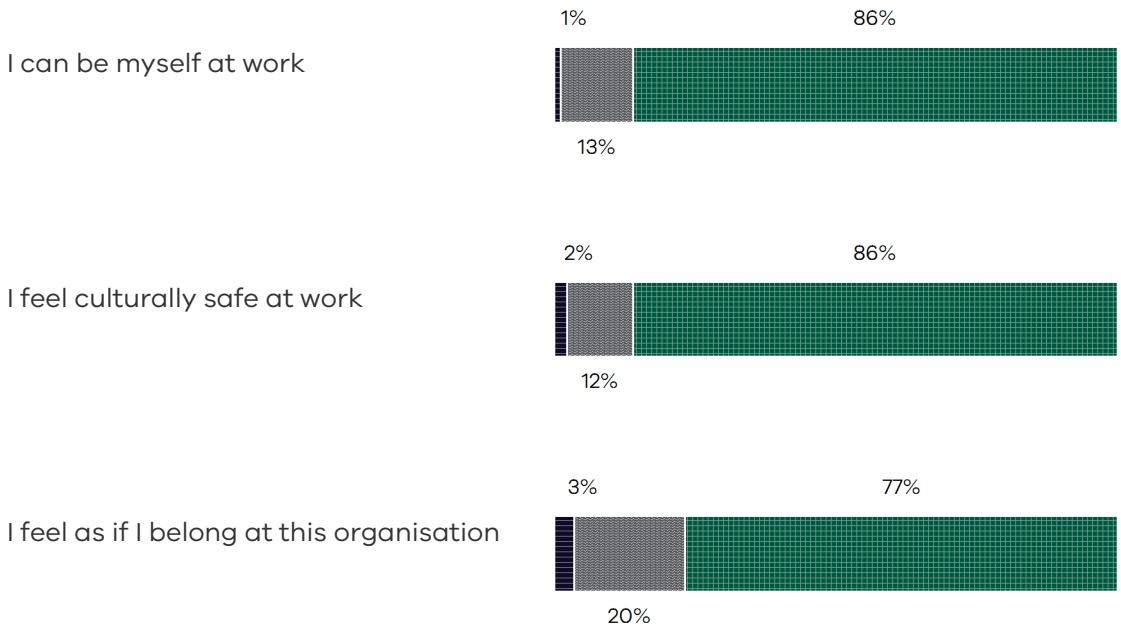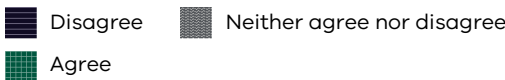
Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can be myself at work	1% / 13% / 86%	88%	86%	71%	84%	95%
I feel culturally safe at work	2% / 12% / 86%	87%	86%	79%	85%	93%
I feel as if I belong at this organisation	3% / 20% / 77%	81%	77%	65%	77%	89%

People outcomes

Inclusion - Barriers to success

What is this

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

Why this is important

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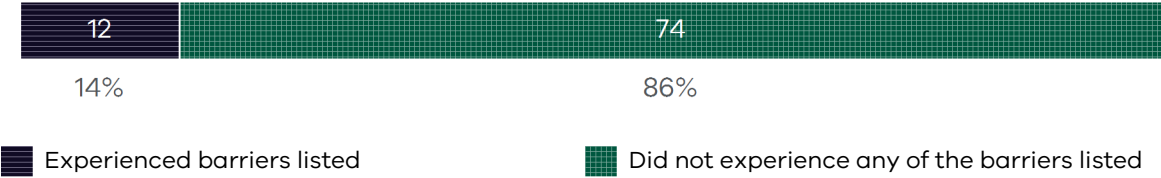
How to read this

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

Why there are no further details

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

Staff who experienced one or more barriers to success at work

12	74
14%	86%

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

People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

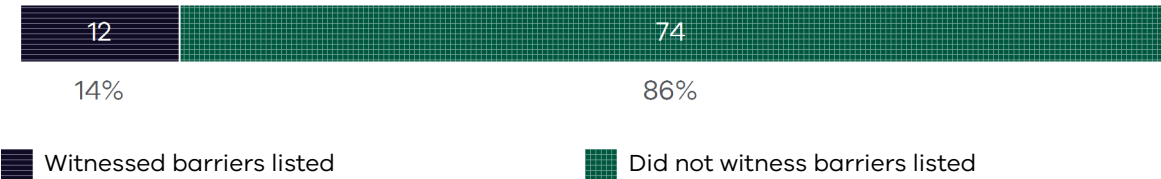These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

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

Why there are no further details

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

Staff who witnessed one or more barriers to success at work

12	74
14%	86%

■ Witnessed barriers listed   ▦ Did not witness barriers listed

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People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

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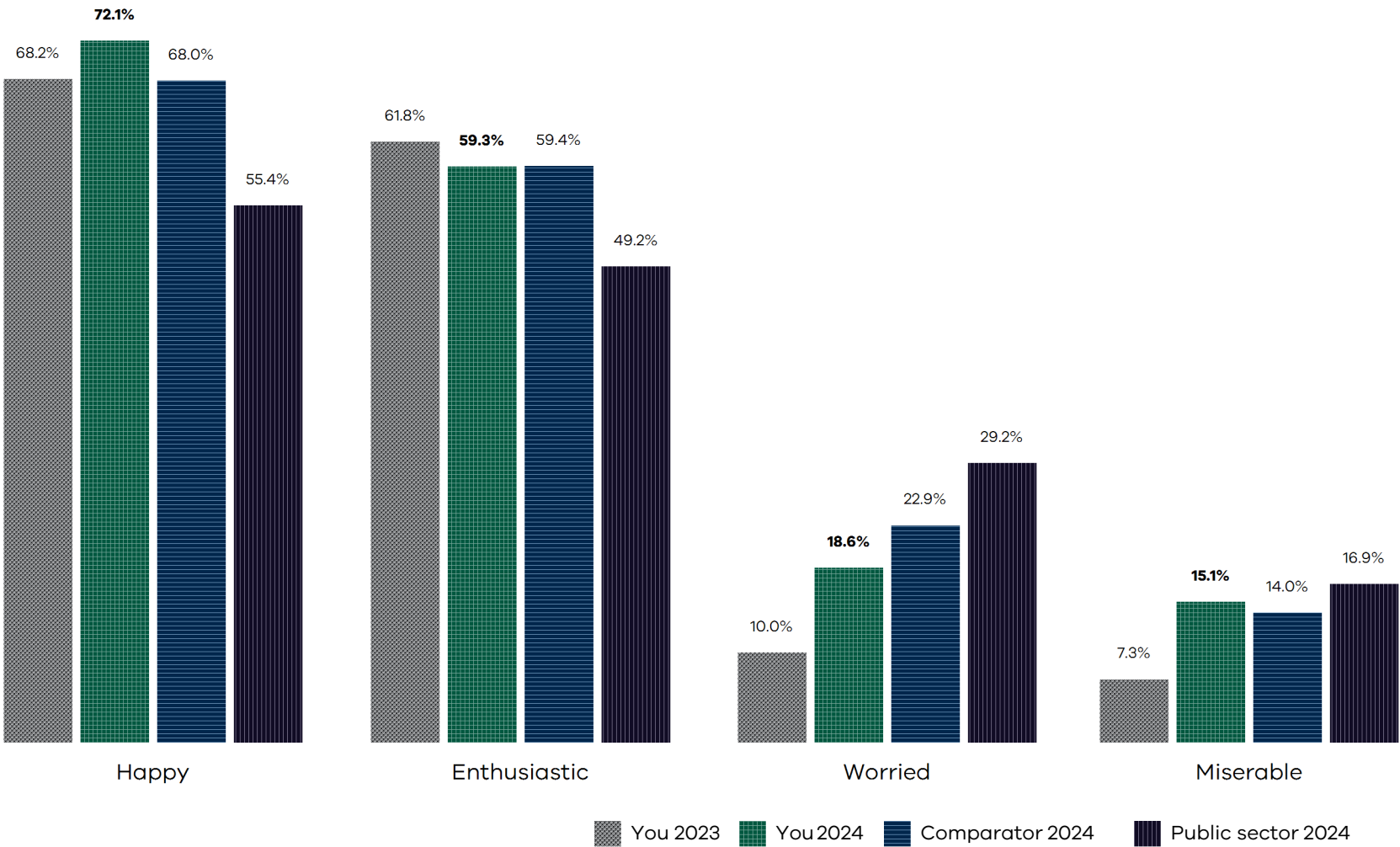
How to read this

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

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

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

Example

In 2024:
- 72.1% of your staff who did the survey said work made them feel happy.

Compared to:
- 68.0% of staff in your comparator group and 55.4% of staff across the public sector.

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

	Happy	Enthusiastic	Worried	Miserable
You 2023	68.2%	61.8%	10.0%	7.3%
You 2024	72.1%	59.3%	18.6%	15.1%
Comparator 2024	68.0%	59.4%	22.9%	14.0%
Public sector 2024	55.4%	49.2%	29.2%	16.9%

Legend: You 2023 · You 2024 · Comparator 2024 · Public sector 2024

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VICTORIA State Government

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:

- 16.3% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 17.2% of staff in your comparator group and 13.3% of staff across the public sector.

Chart data:

Bullying
- You 2023: 13.6%
- You 2024: 16.3%
- Comparator 2024: 17.2%
- Public sector 2024: 13.3%

Violence or aggression
- You 2023: 18.2%
- You 2024: 10.5%
- Comparator 2024: 18.0%
- Public sector 2024: 17.6%

Sexual harassment
- You 2023: 2.7%
- You 2024: 3.5%
- Comparator 2024: 5.6%
- Public sector 2024: 5.9%

Discrimination
- You 2023: 2.7%
- You 2024: 2.3%
- Comparator 2024: 3.9%
- Public sector 2024: 5.2%

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

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People outcomes

Bullying

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 57% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

14	66	6
16%	77%	7%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	60%	57%	64%	69%
Exclusion or isolation	40%	50%	37%	42%
Intimidation and/or threats	20%	29%	36%	30%
Withholding essential information for me to do my job	13%	21%	23%	28%
Verbal abuse	7%	7%	22%	21%
Interference with my personal property and/or work equipment	0%	0%	7%	4%
Being assigned meaningless tasks unrelated to my job	0%	0%	10%	13%
Being given impossible assignment(s)	0%	0%	5%	9%
Other	7%	0%	17%	15%

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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

16% of your staff who did the survey said they experienced bullying, of which

- 57% said the top way they reported the bullying was 'Told a colleague'.
- 79% said they didn't submit a formal complaint.

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

14	66	6
16%	77%	7%

■ 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 colleague	33%	57%	37%	41%
Told a manager	40%	29%	43%	50%
Submitted a formal complaint	0%	21%	14%	12%
Told a friend or family member	40%	21%	33%	35%
Told human resources	7%	14%	18%	13%
Told employee assistance program (EAP) or peer support	0%	14%	8%	10%
Told the person the behaviour was not OK	13%	7%	13%	16%
I did not tell anyone about the bullying	7%	7%	11%	12%
Told someone else	0%	0%	12%	11%

Victorian Public Sector Commission

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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

79% of your staff who experienced bullying did not submit a formal complaint, of which:

- 55% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?

3	11
21%	79%

■ Submitted formal complaint   ▦ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	13%	55%	14%	18%
I believed there would be negative consequences for my reputation	20%	45%	41%	49%
I didn't think it would make a difference	40%	36%	49%	52%
Other	13%	27%	19%	16%
I believed there would be negative consequences for my career	0%	9%	22%	38%
I didn't need to because I made the bullying stop	7%	9%	5%	6%
I didn't feel safe to report the incident	7%	9%	14%	20%
I believed there would be negative consequences for the person I was going to complain about	20%	0%	7%	10%
I didn't know who to talk to	0%	0%	4%	5%
I didn't know how to make a complaint	0%	0%	2%	5%

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People outcomes

Perpetrators of bullying

What is this

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 16% 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

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 57% said it was by 'A colleague'.

14 people (16% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	57%
A manager or supervisor	21%
Other	21%
A client/ customer/ patient/ stakeholder	0%
A group of colleagues	0%
A member of the public	0%
A member of your household	0%
A volunteer within my organisation	0%
An executive, senior leader or the head of your organisation	0%

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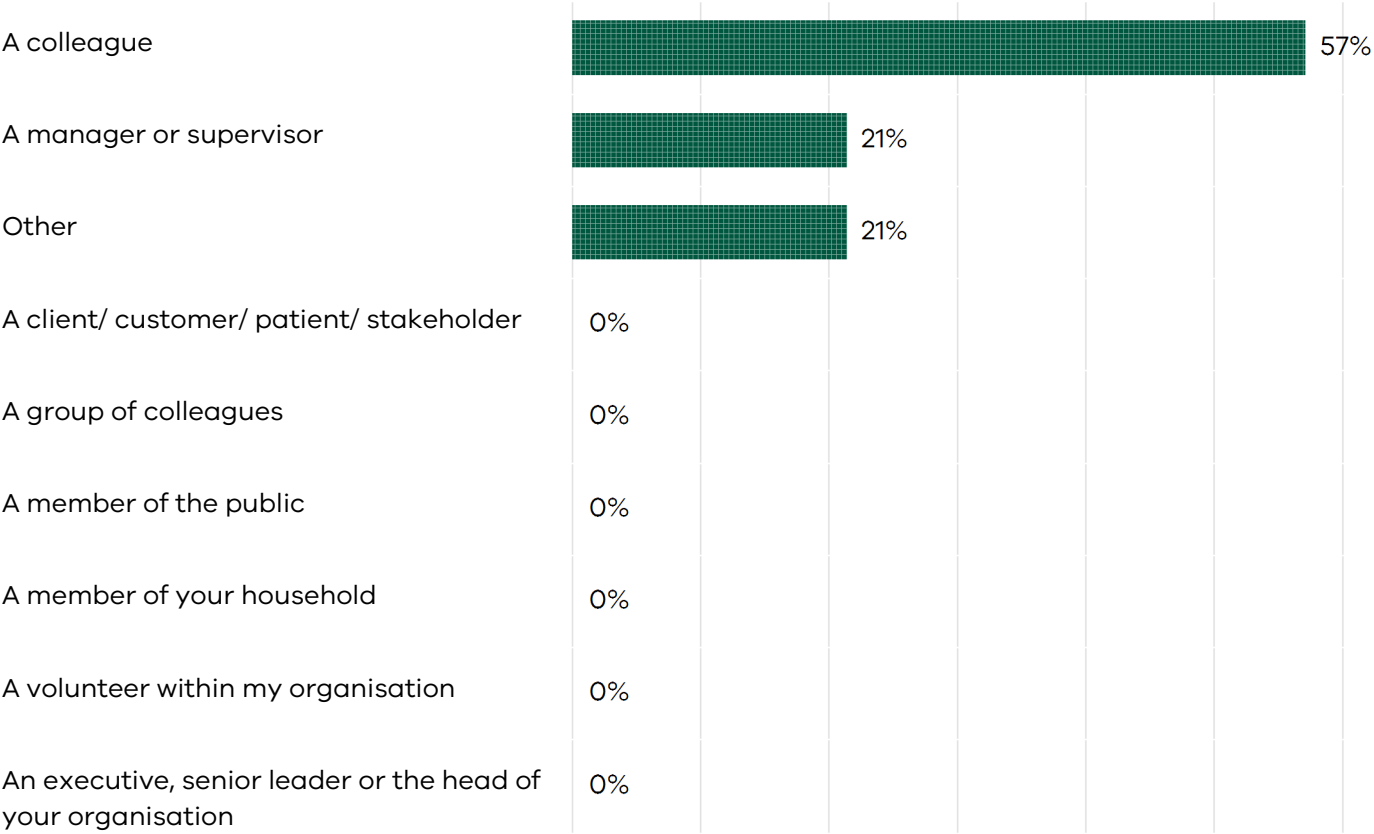
People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 16% 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

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 79% said it was by someone within the organisation.

Of that 79%, 64% said it was 'They were in my workgroup'.

11 people (79% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

They were in my workgroup	64%
They were outside my workgroup	27%
They were my immediate manager or supervisor	9%
They were someone I supervise or manage	0%

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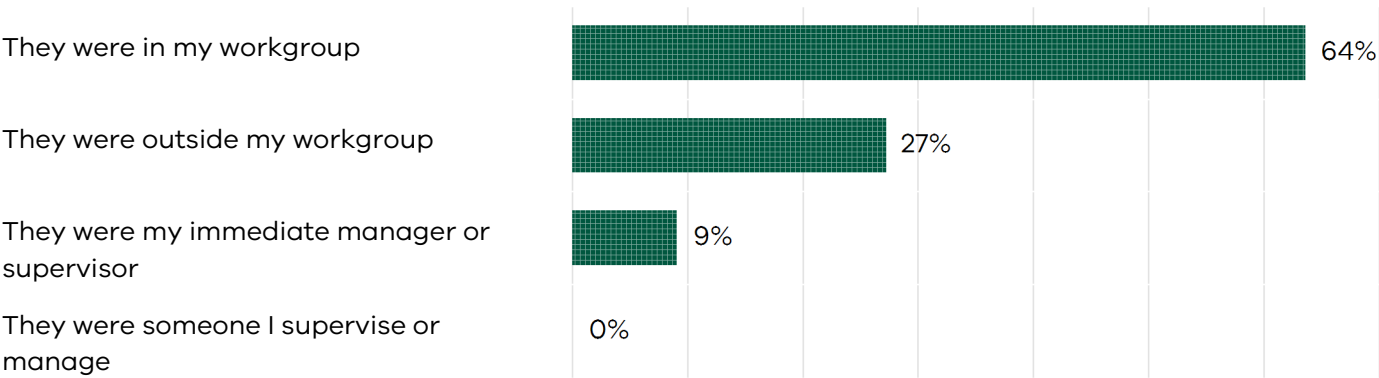
People outcomes

Sexual harassment

What is this

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

Why this is important

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

Why there is no data here

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

People outcomes

Discrimination

What is this

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What is this

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

Why this is important

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

Why there is no data here

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

Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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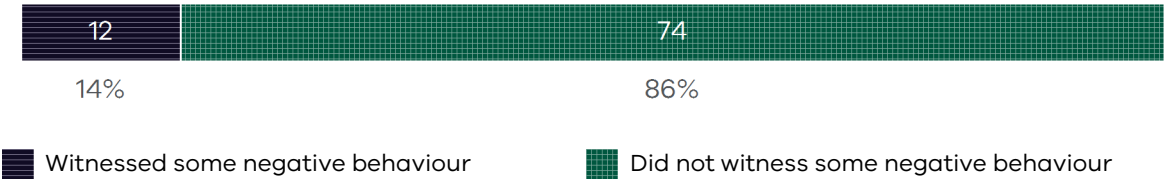
How to read this

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

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

In descending order, the table shows the answers.

Example

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

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

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

12	74
14%	86%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
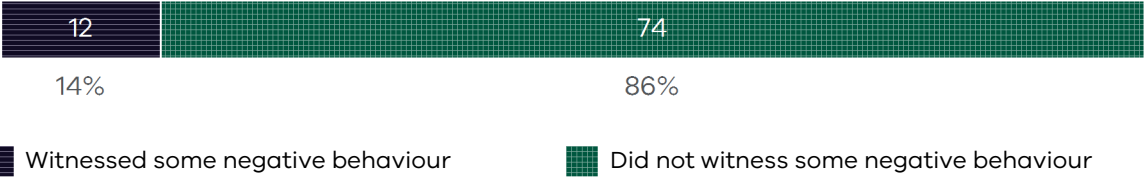
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	83%	86%	77%	77%
Bullying of a colleague	13%	9%	17%	15%
Discrimination against a colleague	6%	3%	8%	9%
Violence or aggression against a colleague	2%	1%	4%	6%
Sexual harassment of a colleague	0%	0%	1%	2%

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Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

Why there are no further details

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

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

12	74
14%	86%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

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- Aboriginal and/or Torres Strait Islander
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- Adjustments
- Caring
- Categories
- Primary role

Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Meaningful work', the 'You 2024' column shows 94% 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 negative trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Meaningful work	I can make a worthwhile contribution at work	94%	-2%	94%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	94%	+10%	90%
Meaningful work	I achieve something important through my work	93%	-2%	94%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	+0%	93%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	92%	+3%	85%
Collaboration	I am able to work effectively with others outside my immediate workgroup	91%	+1%	87%
Topical	I am proud to work in the public sector	90%	Not asked	87%
Job enrichment	I can use my skills and knowledge in my job	90%	-3%	93%
Meaningful work	I get a sense of accomplishment from my work	90%	-0%	90%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	88%	+2%	89%

Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Organisational integrity', the 'You 2024' column shows 57% of your staff who did the survey agreed with 'I have an equal chance at promotion in my organisation'. In the 'Change from 2023' column, you have a +5% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Organisational integrity	I have an equal chance at promotion in my organisation	57%	+5%	54%
Learning and development	I am satisfied with the opportunities to progress in my organisation	59%	-1%	59%
Organisational integrity	I believe the promotion processes in my organisation are fair	59%	+14%	55%
Patient safety climate	This health service does a good job of training new and existing staff	59%	-2%	64%
Safety climate	All levels of my organisation are involved in the prevention of stress	60%	-1%	57%
Taking action	My organisation has made improvements based on the survey results from last year	60%	Not asked	45%
Senior leadership	Senior leaders provide clear strategy and direction	60%	-3%	66%
Patient safety climate	Trainees in my discipline are adequately supervised	60%	+5%	67%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	63%	-2%	65%
Senior leadership	Senior leaders demonstrate honesty and integrity	63%	-6%	69%

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 'Organisational integrity', the 'You 2024' column shows 59% of your staff who did the survey agreed with 'I believe the promotion processes in my organisation are fair'.

In the 'Increase from 2023' column, you have a 14% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Organisational integrity	I believe the promotion processes in my organisation are fair	59%	+14%	55%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	74%	+13%	69%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	94%	+10%	90%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	74%	+8%	71%
Quality service delivery	My workgroup provides high quality advice and services	83%	+5%	82%
Organisational integrity	I have an equal chance at promotion in my organisation	57%	+5%	54%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	81%	+5%	78%
Patient safety climate	Trainees in my discipline are adequately supervised	60%	+5%	67%
Patient safety climate	Patient care errors are handled appropriately in my work area	70%	+4%	71%
Quality service delivery	My workgroup acts fairly and without bias	77%	+4%	72%

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 'Manager leadership', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'My manager models my organisation's values'.

In the 'Decrease from 2023' column, you have a 20% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Manager leadership	My manager models my organisation's values	69%	-20%	83%
Manager support	I can discuss problems or issues with my manager	72%	-17%	82%
Manager leadership	My manager demonstrates honesty and integrity	76%	-14%	83%
Manager support	My manager provides me with enough support when I need it	73%	-14%	81%
Manager support	My manager gives me feedback that helps me improve my performance	69%	-13%	76%
Manager support	My manager listens to what I have to say	78%	-13%	81%
Engagement	My organisation inspires me to do the best in my job	66%	-13%	72%
Job enrichment	I clearly understand what I am expected to do in this job	84%	-13%	91%
Manager leadership	My manager treats employees with dignity and respect	80%	-12%	84%
Flexible working	My manager supports working flexibly	78%	-10%	82%

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 'Taking action', the 'You 2024' column shows 60% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. The 'Difference' column, shows that agreement for this question was 16% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	60%	+16%	45%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	72%	+12%	60%
Workload	I have enough time to do my job effectively	73%	+9%	64%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	74%	+7%	67%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	92%	+7%	85%
Organisational integrity	My organisation encourages respectful workplace behaviours	87%	+7%	80%
Work-related stress	The amount of stress in my job is manageable	77%	+7%	70%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	69%	+6%	62%
Organisational integrity	I believe the recruitment processes in my organisation are fair	72%	+6%	66%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	64%	+6%	58%

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 'Manager leadership', the 'You 2024' column shows 69% of your staff who did the survey agreed with 'My manager models my organisation's values'.

The 'Difference' column, shows that agreement for this question was 14% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Manager leadership	My manager models my organisation's values	69%	-14%	83%
Manager support	I can discuss problems or issues with my manager	72%	-9%	82%
Job enrichment	I have a say in how I do my work	70%	-8%	78%
Manager support	My manager provides me with enough support when I need it	73%	-7%	81%
Quality service delivery	My workgroup has clear lines of responsibility	70%	-7%	77%
Manager support	My manager gives me feedback that helps me improve my performance	69%	-7%	76%
Job enrichment	I clearly understand what I am expected to do in this job	84%	-7%	91%
Manager leadership	My manager demonstrates honesty and integrity	76%	-7%	83%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	72%	-6%	78%
Learning and development	I am developing and learning in my role	72%	-6%	78%

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2024

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

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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

72% 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

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

Benchmark agree results
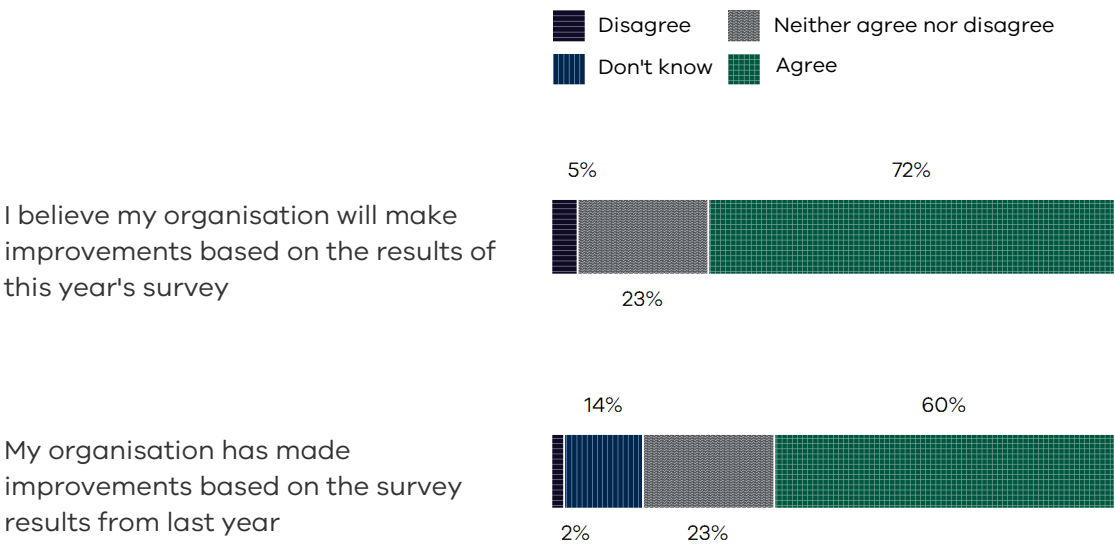
Survey question	You		Comparator		
	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey — Disagree 5%, Neither agree nor disagree 23%, Agree 72%	78%	72%	32%	60%	78%
My organisation has made improvements based on the survey results from last year — Disagree 2%, Don't know 14%, Neither agree nor disagree 23%, Agree 60%	Not asked	60%	16%	45%	71%

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

Topical questions

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

Demographics

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

Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values	2% / 65% / 9% / 23%	73%	65%	51%	70%	88%
Senior leaders demonstrate honesty and integrity	2% / 63% / 9% / 26%	69%	63%	48%	69%	88%
Senior leaders provide clear strategy and direction	2% / 60% / 14% / 23%	64%	60%	45%	66%	89%

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People matter survey

2024

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Topical questions

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

Demographics

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

Victorian Public Sector Commission

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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:

- 77.3% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

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

Collaboration: You 2023 75.0%, You 2024 77.3%, Comparator 2024 75.2%, Public sector 2024 73.8%

Organisational integrity: You 2023 73.0%, You 2024 75.6%, Comparator 2024 69.9%, Public sector 2024 66.6%

Patient safety climate: You 2023 72.3%, You 2024 71.1%, Comparator 2024 73.6%, Public sector 2024 71.1%

Safety climate: You 2023 69.8%, You 2024 67.8%, Comparator 2024 64.0%, Public sector 2024 57.5%

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

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

92% 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					

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

	You		Comparator		
	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	89%	92%	74%	85%	100%
My organisation encourages respectful workplace behaviours	87%	87%	67%	80%	95%
My organisation is committed to earning a high level of public trust	86%	85%	55%	81%	95%
My organisation does not tolerate improper conduct	78%	78%	52%	72%	91%

Your results bar values:
- My organisation encourages employees to act in ways that are consistent with human rights: 1%, 92%, 1%, 6%
- My organisation encourages respectful workplace behaviours: 1%, 87%, 3%, 8%
- My organisation is committed to earning a high level of public trust: 1%, 85%, 1%, 13%
- My organisation does not tolerate improper conduct: 2%, 78%, 5%, 15%

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Organisational climate

Organisational integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
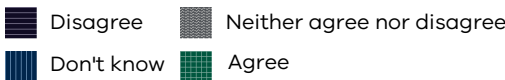
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
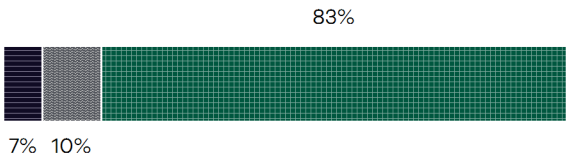
Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results		You		Comparator		
			2023	2024	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Don't know	Agree	2023	2024	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	1%	19%	6%	74%	73%	74%	50%	67%	83%
I believe the recruitment processes in my organisation are fair	5%	16%	7%	72%	73%	72%	48%	66%	76%
I believe the promotion processes in my organisation are fair	7%	24%	9%	59%	45%	59%	35%	55%	68%
I have an equal chance at promotion in my organisation	5%	27%	12%	57%	52%	57%	39%	54%	67%

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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

91% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
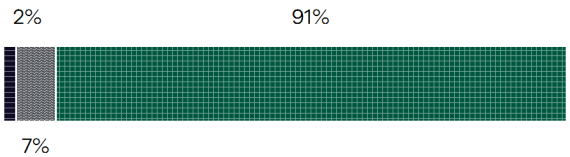
Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	2% Disagree, 7% Neither, 91% Agree	90%	91%	77%	87%	96%
Workgroups across my organisation willingly share information with each other	10% Disagree, 26% Neither, 64% Agree	60%	64%	35%	64%	78%

Victorian Public Sector Commission

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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.
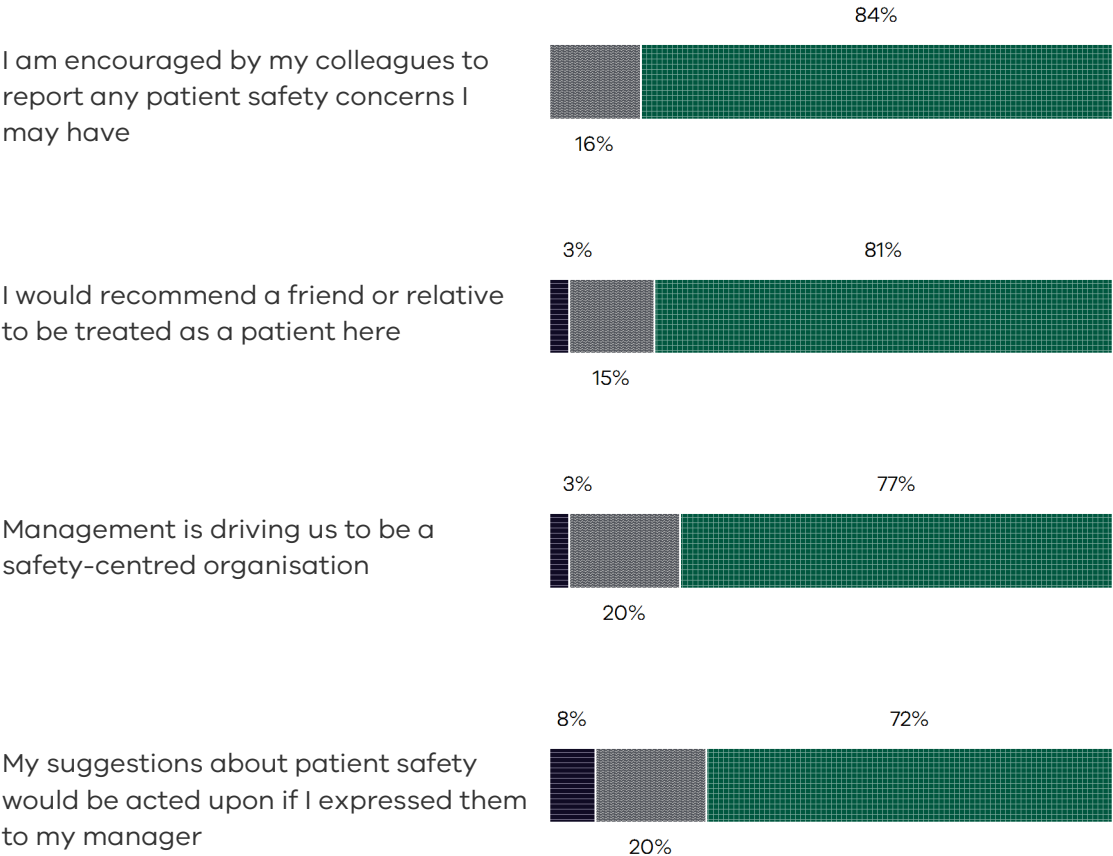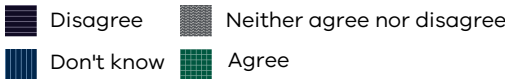
Example

83% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question

Your results

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

Benchmark agree results
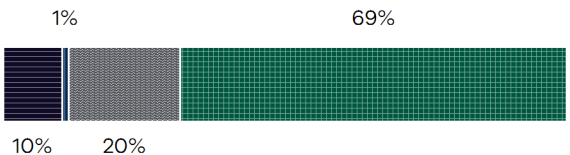
Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	7% / 10% / 83%	82%	83%	69%	85%	96%
My organisation has effective procedures in place to support employees who may experience stress	10% / 1% / 20% / 69%	67%	69%	39%	62%	83%
Senior leaders consider the psychological health of employees to be as important as productivity	10% / 21% / 69%	74%	69%	45%	64%	85%
In my workplace, there is good communication about psychological safety issues that affect me	7% / 29% / 64%	66%	64%	42%	58%	77%
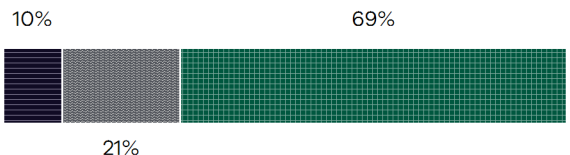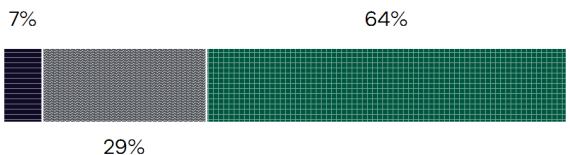
Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

63% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question | Your results | Benchmark agree results

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

	You		Comparator		
	2023	2024	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment (13% / 24% / 63%)	68%	63%	35%	59%	83%
All levels of my organisation are involved in the prevention of stress (13% / 27% / 60%)	62%	60%	32%	57%	80%

Victorian Public Sector Commission

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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

84% 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

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

I am encouraged by my colleagues to report any patient safety concerns I may have
84%
16%

I would recommend a friend or relative to be treated as a patient here
3%
81%
15%

Management is driving us to be a safety-centred organisation
3%
77%
20%

My suggestions about patient safety would be acted upon if I expressed them to my manager
8%
72%
20%

Benchmark agree results

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	86%	84%	74%	85%	96%
I would recommend a friend or relative to be treated as a patient here	76%	81%	58%	78%	94%
Management is driving us to be a safety-centred organisation	80%	77%	61%	78%	96%
My suggestions about patient safety would be acted upon if I expressed them to my manager	82%	72%	66%	78%	96%

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

70% 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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
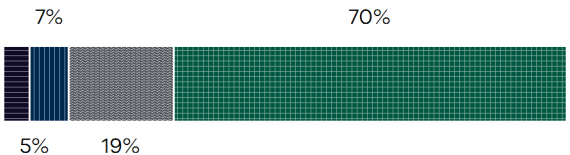
Survey question		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	7% / 5% / 19% / 70%	65%	70%	57%	71%	87%
The culture in my work area makes it easy to learn from the errors of others	9% / 26% / 65%	72%	65%	52%	68%	83%
Trainees in my discipline are adequately supervised	13% / 7% / 20% / 60%	55%	60%	44%	67%	84%
This health service does a good job of training new and existing staff	5% / 14% / 22% / 59%	61%	59%	41%	64%	88%

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People matter survey

2024

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- Biggest positive difference from your comparator
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- Accountability
- Respect
- Leadership
- Human rights

Topical questions

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

Demographics

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

Workgroup climate

Scorecard

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

- 75.6% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 76.2% of staff in your comparator group and 74.7% of staff across the public sector.

Quality service delivery
- You 2023: 74.1%
- You 2024: 75.6%
- Comparator 2024: 76.2%
- Public sector 2024: 74.7%

Workgroup support
- You 2023: 73.6%
- You 2024: 73.3%
- Comparator 2024: 73.1%
- Public sector 2024: 77.3%

Safe to speak up
- You 2023: 75.0%
- You 2024: 70.9%
- Comparator 2024: 70.3%
- Public sector 2024: 70.5%

Innovation
- You 2023: 72.4%
- You 2024: 67.8%
- Comparator 2024: 72.3%
- Public sector 2024: 70.0%

Legend: You 2023 | You 2024 | Comparator 2024 | Public sector 2024
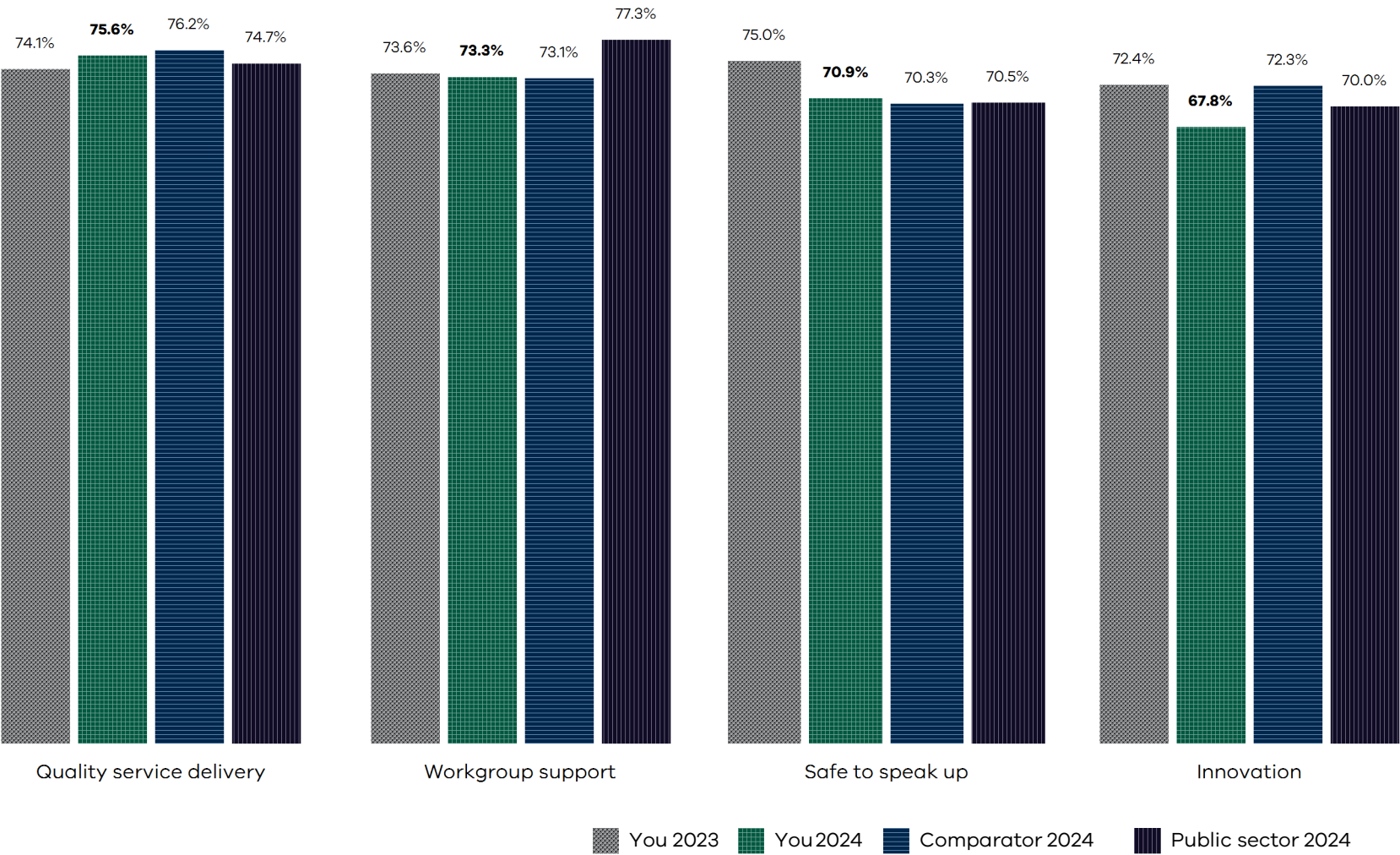
Workgroup climate

Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
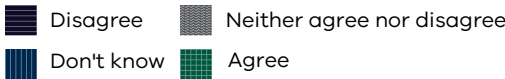
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
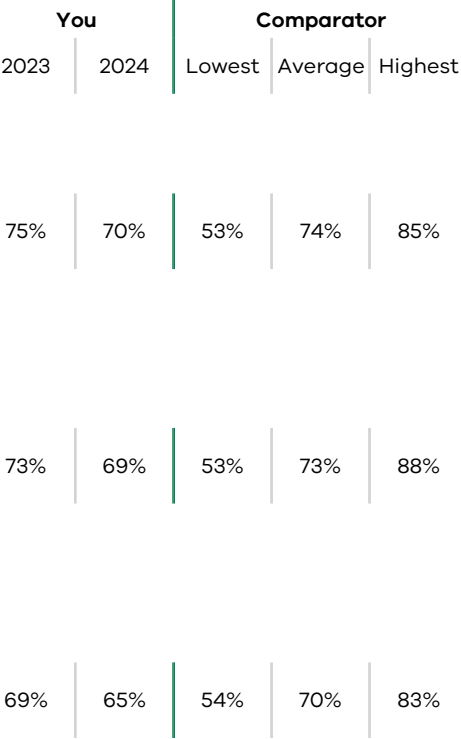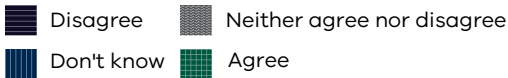
Example

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	3% / 14% / 83%	77%	83%	62%	82%	95%
My workgroup acts fairly and without bias	7% / 16% / 77%	73%	77%	55%	72%	87%
My workgroup uses its resources well	8% / 19% / 73%	70%	73%	60%	74%	93%
My workgroup has clear lines of responsibility	8% / 22% / 70%	76%	70%	52%	77%	89%

Victorian Public Sector Commission

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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.
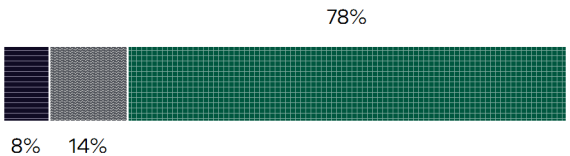
Example

70% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

Survey question	Your results					
		You		**Comparator**		
		2023	2024	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	Disagree 12%, Neither agree nor disagree 19%, Agree 70%	75%	70%	53%	74%	85%
My workgroup learns from failures and mistakes	Disagree 9%, Don't know 1%, Neither agree nor disagree 21%, Agree 69%	73%	69%	53%	73%	88%
My workgroup encourages employee creativity	Disagree 10%, Neither agree nor disagree 24%, Agree 65%	69%	65%	54%	70%	83%

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

Victorian Public Sector Commission

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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

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results			

Legend: ■ Disagree ▦ Neither agree nor disagree ■ Don't know ▦ Agree
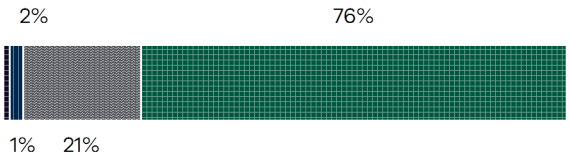
	Benchmark agree results				
Survey question	**You** 2023	**You** 2024	**Comparator** Lowest	**Comparator** Average	**Comparator** Highest
People in my workgroup treat each other with respect — Agree 78%, Disagree 8%, Neither 14%	84%	78%	50%	77%	93%
People in my workgroup are politically impartial in their work — Agree 76%, Disagree 2%, Don't know 1%, Neither 21%	72%	76%	59%	73%	87%
People in my workgroup work together effectively to get the job done — Agree 76%, Disagree 9%, Neither 15%	82%	76%	57%	80%	96%
People in my workgroup are honest, open and transparent in their dealings — Agree 74%, Disagree 10%, Neither 15%	66%	74%	44%	71%	86%
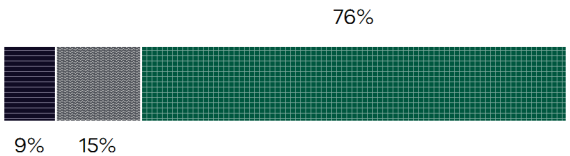
Victorian Public Sector Commission

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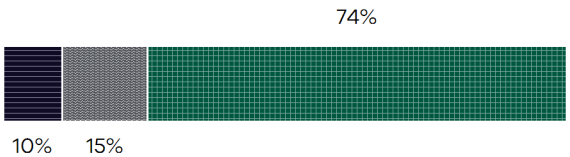
Workgroup climate

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.

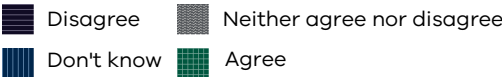Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

63% 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

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

People in my workgroup appropriately manage conflicts of interest

1% · 63%
12% · 24%

Benchmark agree results
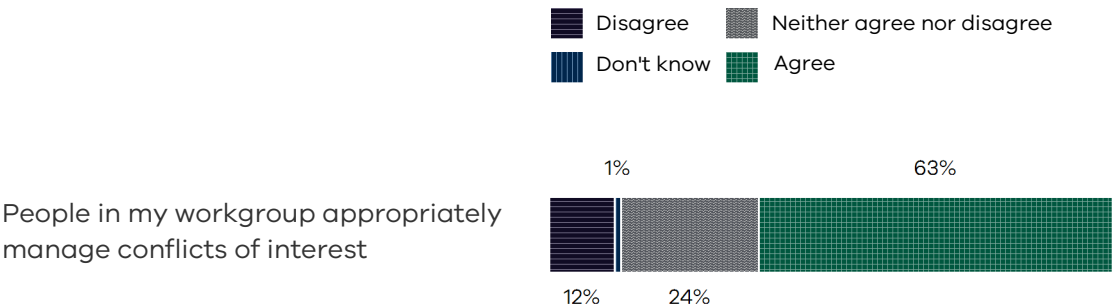
	You		Comparator		
2023	2024		Lowest	Average	Highest
65%	63%		45%	65%	80%

Victorian Public Sector Commission

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Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

I feel safe to challenge inappropriate behaviour at work

9%   20%   71%

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

10%   19%   71%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	76%	71%	54%	70%	87%
People in my workgroup are able to bring up problems and tough issues	74%	71%	50%	70%	86%

Victorian Public Sector Commission

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People matter survey

2024

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- Scorecard: satisfaction, stress, intention to stay, inclusion
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- Work-related stress levels
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- Respect
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- Human rights

Topical questions

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

Demographics

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

Job and manager factors

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

In 2024:

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

Compared to:

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

Meaningful work

- 93.6% (You 2023)
- **92.2%** (You 2024)
- 92.8% (Comparator 2024)
- 88.9% (Public sector 2024)

Job enrichment

- 88.7% (You 2023)
- **82.6%** (You 2024)
- 87.4% (Comparator 2024)
- 84.6% (Public sector 2024)

Manager leadership

- 90.3% (You 2023)
- **74.8%** (You 2024)
- 83.0% (Comparator 2024)
- 84.9% (Public sector 2024)

Flexible working

- 80.5% (You 2023)
- **74.4%** (You 2024)
- 77.8% (Comparator 2024)
- 77.2% (Public sector 2024)

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

Victorian Public Sector Commission

VICTORIA State Government

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:

- 72.1% of your staff who did the survey responded positively to questions about Workload.

Compared to:

- 66.2% of staff in your comparator group and 59.8% of staff across the public sector.

Chart: Job and manager factors by Workload, Manager support, and Learning and development.

Workload: You 2023 75.9%, You 2024 72.1%, Comparator 2024 66.2%, Public sector 2024 59.8%

Manager support: You 2023 83.3%, You 2024 71.2%, Comparator 2024 77.1%, Public sector 2024 76.3%

Learning and development: You 2023 66.8%, You 2024 69.8%, Comparator 2024 69.1%, Public sector 2024 61.8%

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

Victorian Public Sector Commission

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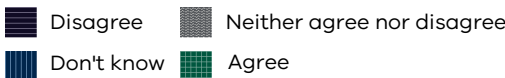
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question
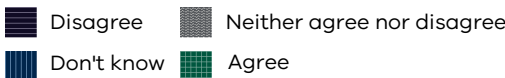
Your results

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

Benchmark agree results
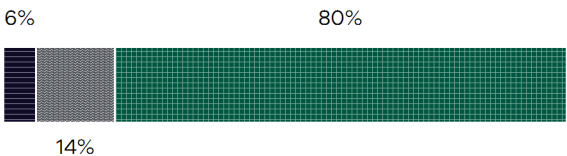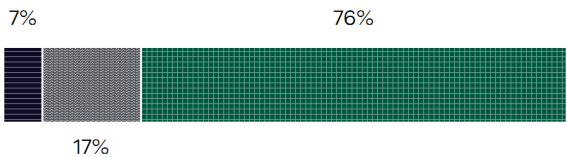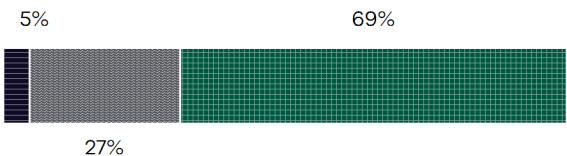
Survey question		You		Comparator		
		2023	2024	Lowest	Average	Highest
My manager treats employees with dignity and respect	6% / 14% / 80%	93%	80%	69%	84%	95%
My manager demonstrates honesty and integrity	7% / 17% / 76%	90%	76%	67%	83%	93%
My manager models my organisation's values	5% / 27% / 69%	88%	69%	68%	83%	93%

Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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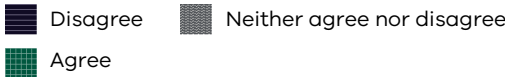
Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question		Benchmark agree results				
		You		**Comparator**		
		2023	2024	Lowest	Average	Highest
My manager listens to what I have to say	9% / 13% / 78%	91%	78%	69%	81%	95%
My manager provides me with enough support when I need it	10% / 16% / 73%	87%	73%	64%	81%	94%
I can discuss problems or issues with my manager	8% / 20% / 72%	89%	72%	68%	82%	95%
My manager gives me feedback that helps me improve my performance	13% / 19% / 69%	82%	69%	60%	76%	90%

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

64% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

I receive meaningful recognition when I do good work

Your results

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

14%   64%

22%

Benchmark agree results
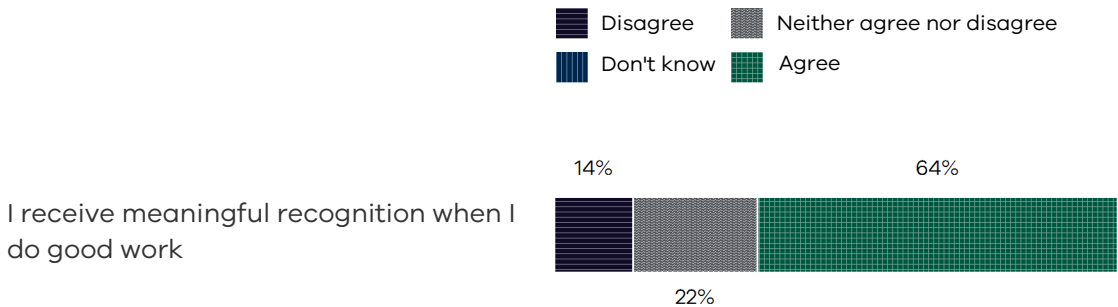
	You		Comparator		
2023	2024		Lowest	Average	Highest
67%	64%		49%	66%	81%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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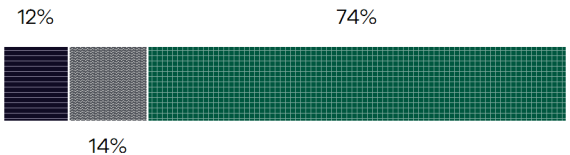
Example

73% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

Legend
■ Disagree   ▨ Neither agree nor disagree   ▨ Agree
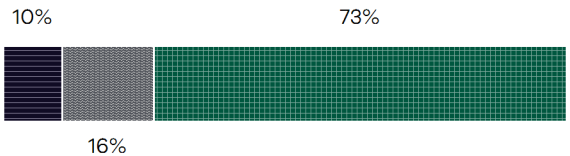
Survey question	Your results		You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree	Neither / Agree					
I have enough time to do my job effectively	10%	16% / 73%	75%	73%	48%	64%	85%
The workload I have is appropriate for the job that I do	7%	22% / 71%	77%	71%	58%	68%	87%
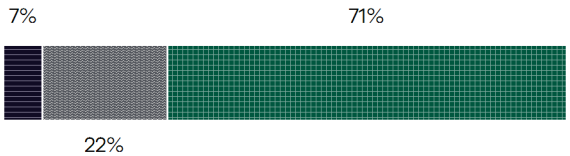
Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Learning and development

What is this

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

Why this is important

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

How to read this

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

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

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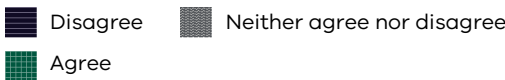
Example

74% of your staff who did the survey agreed or strongly agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

Legend: Disagree | Neither agree nor disagree | Agree
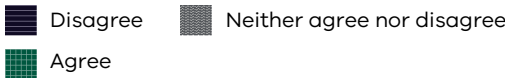
Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am satisfied with the way my learning and development needs have been addressed in the last 12 months (Disagree 12%, Neither 14%, Agree 74%)	62%	74%	47%	69%	88%
My organisation places a high priority on the learning and development of staff (Disagree 8%, Neither 19%, Agree 73%)	73%	73%	46%	69%	90%
I am developing and learning in my role (Disagree 7%, Neither 21%, Agree 72%)	73%	72%	64%	78%	91%
I am satisfied with the opportunities to progress in my organisation (Disagree 15%, Neither 26%, Agree 59%)	60%	59%	44%	59%	78%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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

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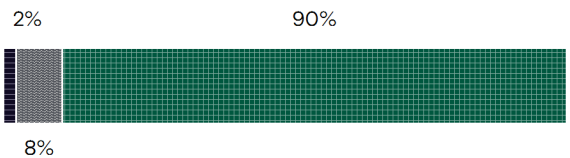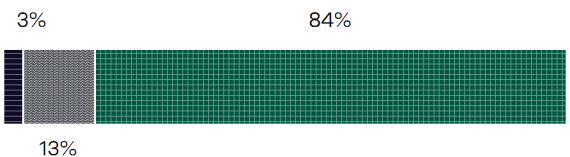
Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest

I understand how my job helps my organisation achieve its goals
1% / 92% / 7%

| | 92% | 92% | 85% | 93% | 100% |

I can use my skills and knowledge in my job
2% / 90% / 8%
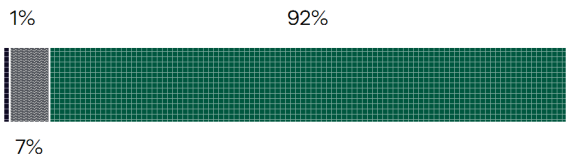
| | 93% | 90% | 86% | 93% | 100% |

I clearly understand what I am expected to do in this job
3% / 84% / 13%

| | 96% | 84% | 61% | 91% | 99% |

I have the authority to do my job effectively
8% / 78% / 14%
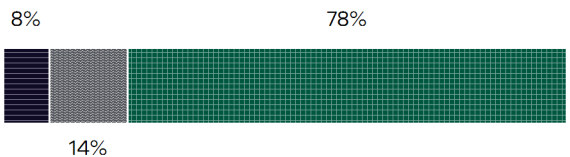
| | 85% | 78% | 55% | 82% | 94% |

Victorian Public Sector Commission

VICTORIA State Government

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.
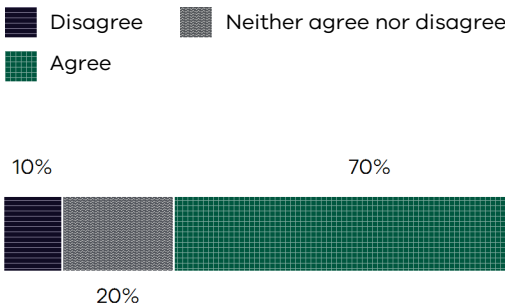
Example

70% 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

Legend: Disagree · Neither agree nor disagree · Agree

I have a say in how I do my work

10%   70%

20%

Benchmark agree results

	You		Comparator		
2023	2024		Lowest	Average	Highest
78%	70%		63%	78%	90%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

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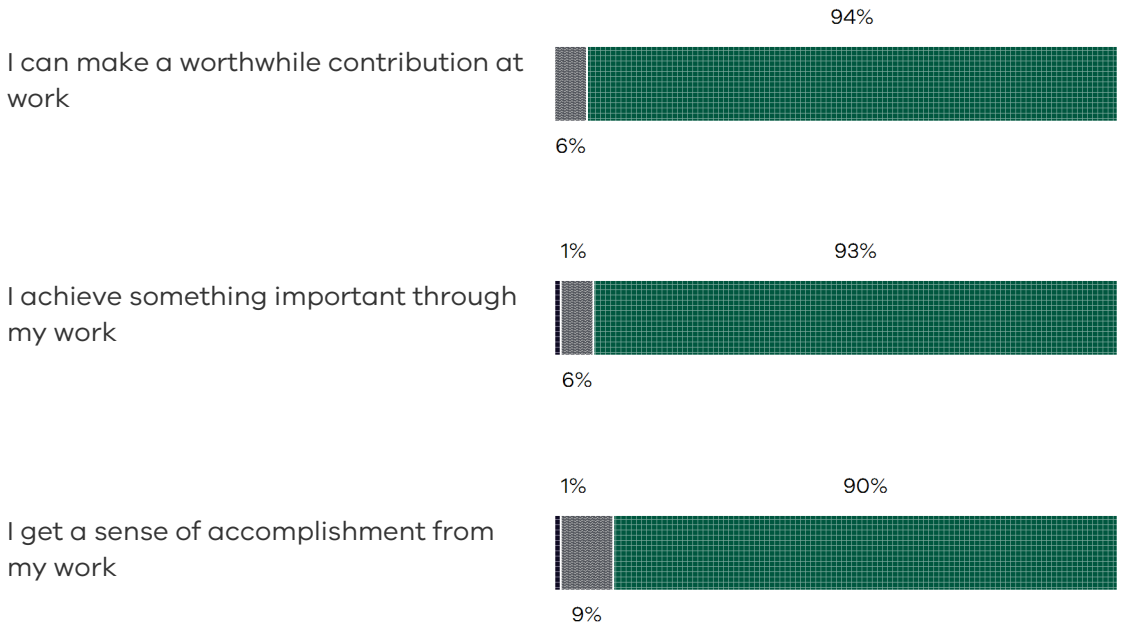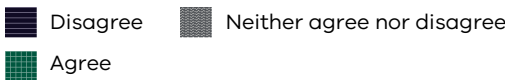
Example

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

Survey question

Your results

Disagree Neither agree nor disagree

Agree

I can make a worthwhile contribution at work
94%
6%

I achieve something important through my work
1% 93%
6%

I get a sense of accomplishment from my work
1% 90%
9%

Benchmark agree results

| | You | | Comparator | | |
	2023	2024	Lowest	Average	Highest
I can make a worthwhile contribution at work	96%	94%	84%	94%	100%
I achieve something important through my work	95%	93%	88%	94%	100%
I get a sense of accomplishment from my work	90%	90%	84%	90%	97%

Job and manager factors

Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
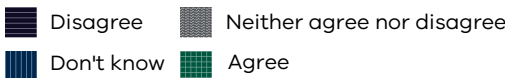
Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.
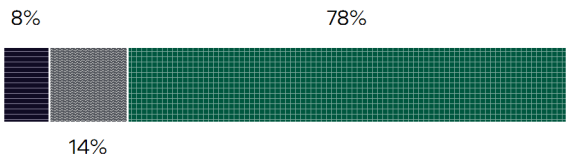
Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
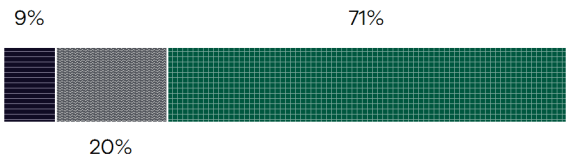
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question			You		Comparator		
			2023	2024	Lowest	Average	Highest
My manager supports working flexibly	8% / 14% / 78%		88%	78%	61%	82%	94%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	9% / 20% / 71%		73%	71%	54%	74%	87%

People matter survey
2024

Have your say

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Report overview

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- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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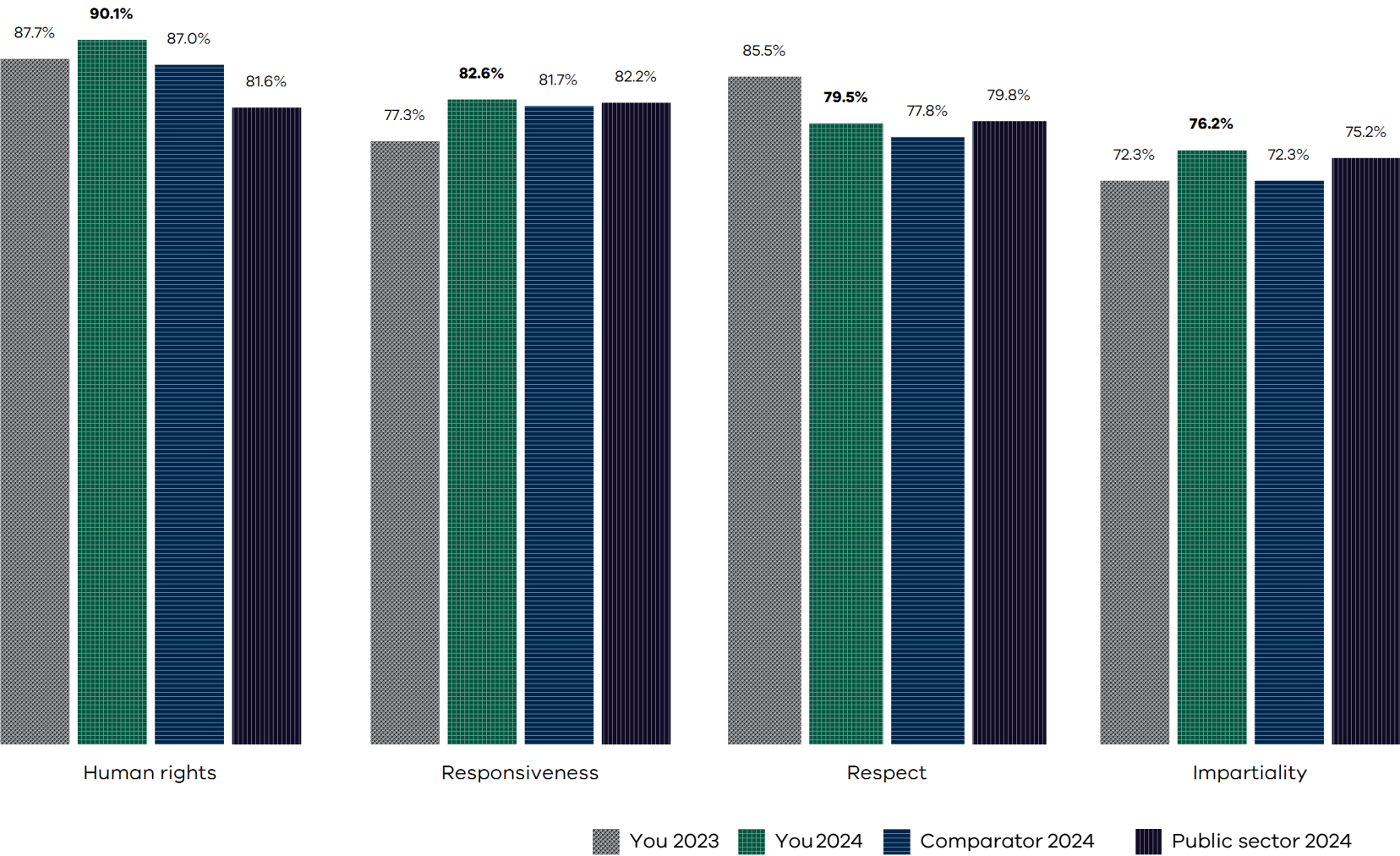
Example

In 2024:

- 90.1% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

- 87.0% of staff in your comparator group and 81.6% of staff across the public sector.

Human rights
- 87.7% (You 2023)
- 90.1% (You 2024)
- 87.0% (Comparator 2024)
- 81.6% (Public sector 2024)

Responsiveness
- 77.3% (You 2023)
- 82.6% (You 2024)
- 81.7% (Comparator 2024)
- 82.2% (Public sector 2024)

Respect
- 85.5% (You 2023)
- 79.5% (You 2024)
- 77.8% (Comparator 2024)
- 79.8% (Public sector 2024)

Impartiality
- 72.3% (You 2023)
- 76.2% (You 2024)
- 72.3% (Comparator 2024)
- 75.2% (Public sector 2024)

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

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.
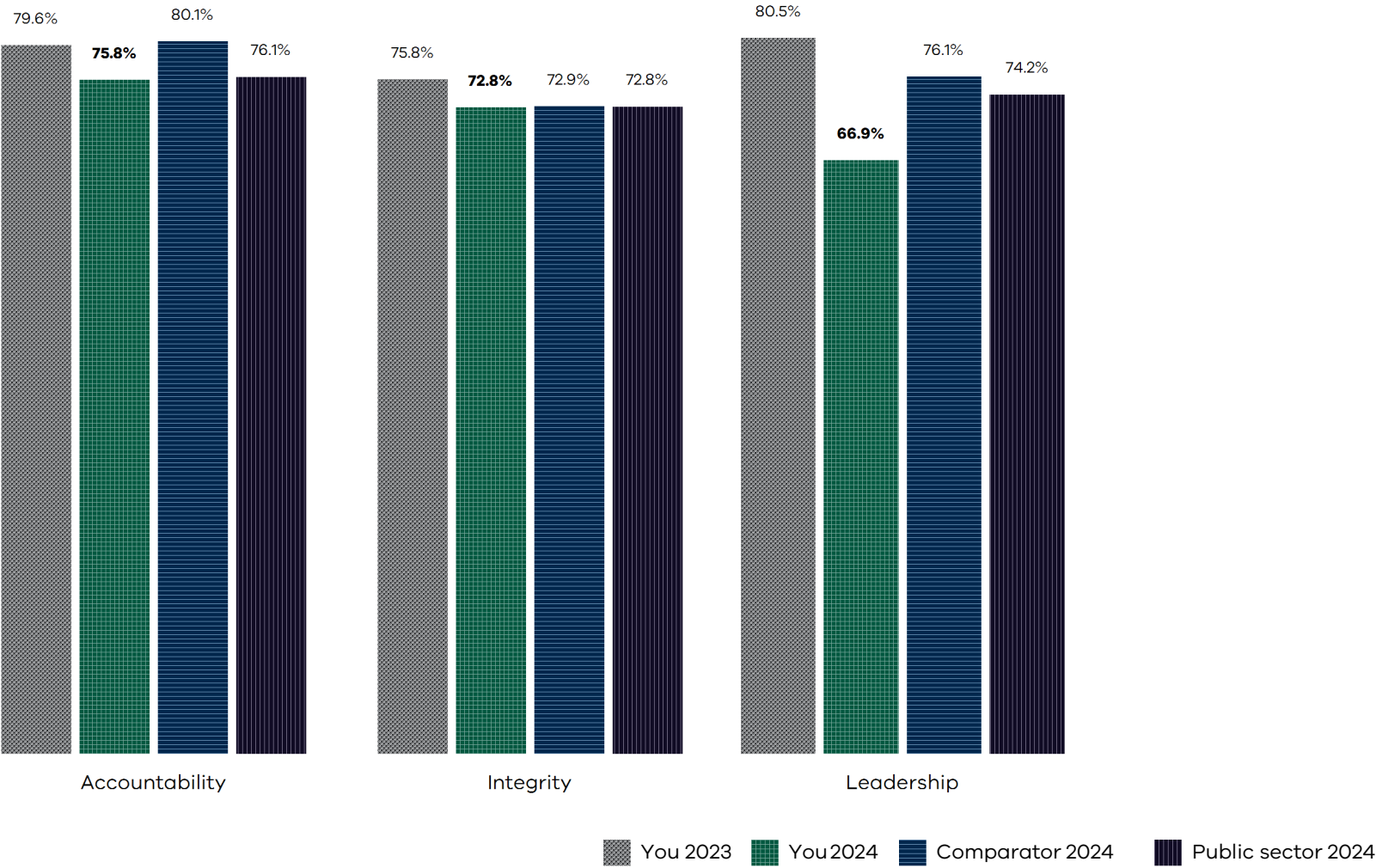
Example

In 2024:

- 75.8% of your staff who did the survey responded positively to questions about Accountability.

Compared to:

- 80.1% of staff in your comparator group and 76.1% of staff across the public sector.

Accountability

- 79.6%
- 75.8%
- 80.1%
- 76.1%

Integrity

- 75.8%
- 72.8%
- 72.9%
- 72.8%

Leadership

- 80.5%
- 66.9%
- 76.1%
- 74.2%

Legend:
- You 2023
- You 2024
- Comparator 2024
- Public sector 2024

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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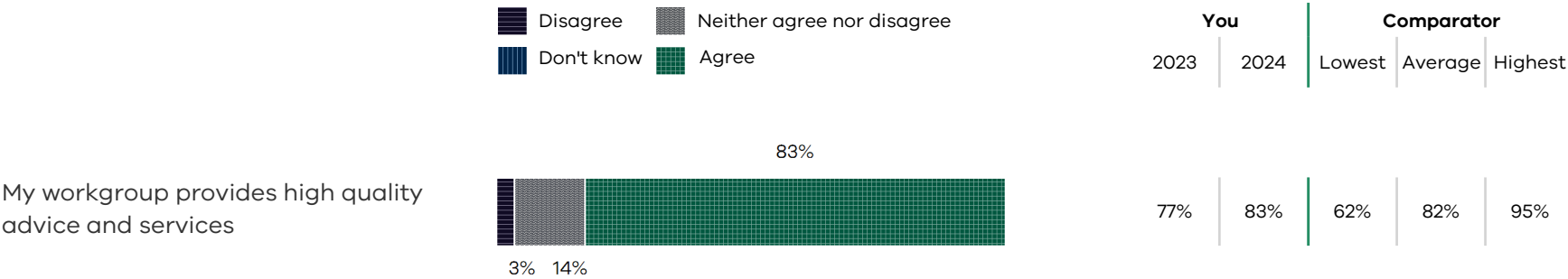
Example

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Disagree	Neither agree nor disagree
Don't know	Agree

My workgroup provides high quality advice and services

83%

3%   14%

	You		Comparator		
	2023	2024	Lowest	Average	Highest
	77%	83%	62%	82%	95%

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.
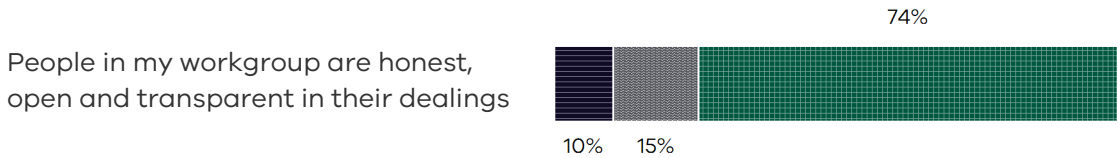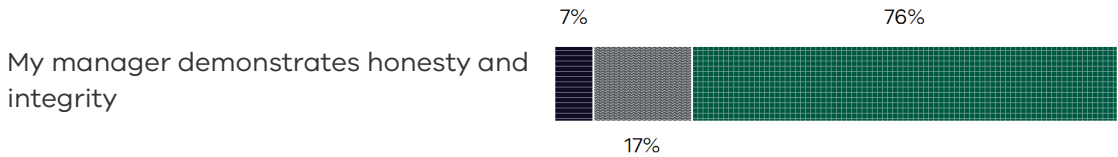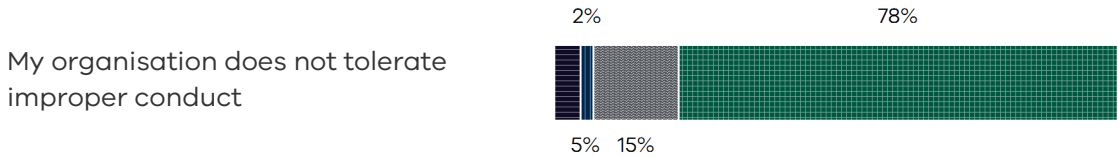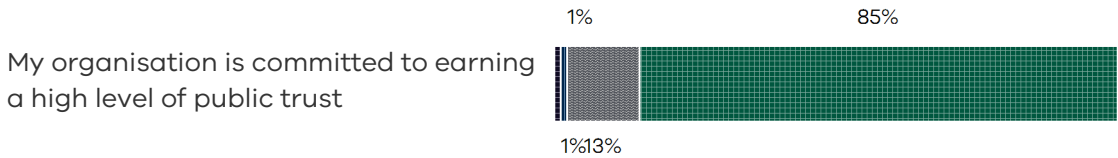
Example

85% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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

Survey question	Your results			You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	1%	1% 13%	85%	86%	85%	55%	81%	95%
My organisation does not tolerate improper conduct	2%	5% 15%	78%	78%	78%	52%	72%	91%
My manager demonstrates honesty and integrity	7%	17%	76%	90%	76%	67%	83%	93%
People in my workgroup are honest, open and transparent in their dealings	10%	15%	74%	66%	74%	44%	71%	86%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

71% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
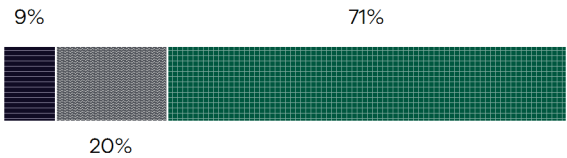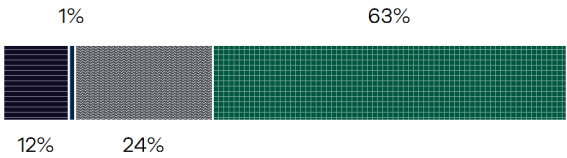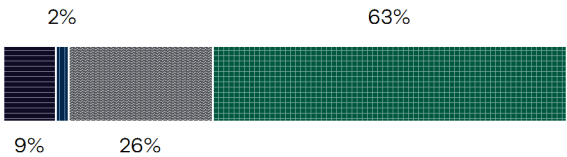
Survey question

Your results

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

I feel safe to challenge inappropriate behaviour at work
9% / 20% / 71%

People in my workgroup appropriately manage conflicts of interest
12% / 1% / 24% / 63%

Senior leaders demonstrate honesty and integrity
9% / 2% / 26% / 63%

Benchmark agree results

Survey question	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	76%	71%	54%	70%	87%
People in my workgroup appropriately manage conflicts of interest	65%	63%	45%	65%	80%
Senior leaders demonstrate honesty and integrity	69%	63%	48%	69%	88%

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.
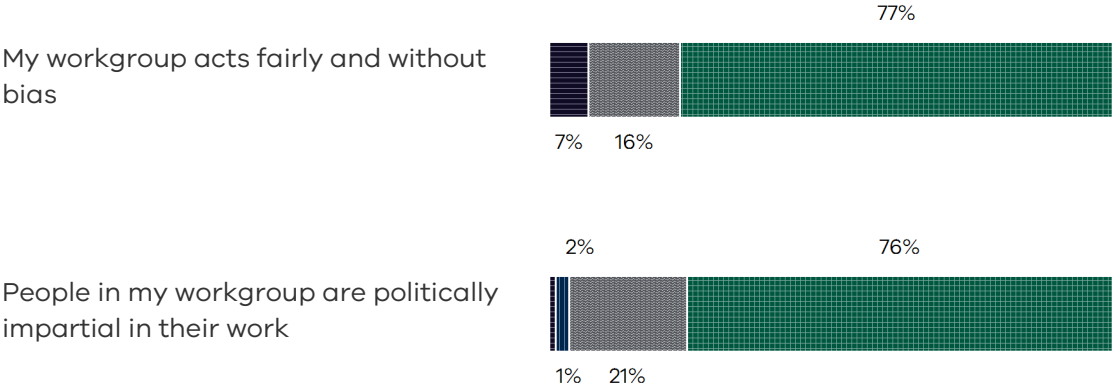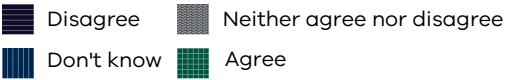
Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

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

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup acts fairly and without bias	7% / 16% / 77%	73%	77%	55%	72%	87%
People in my workgroup are politically impartial in their work	1% / 2% / 21% / 76%	72%	76%	59%	73%	87%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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'.
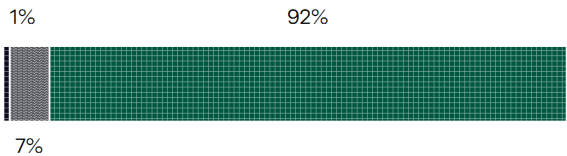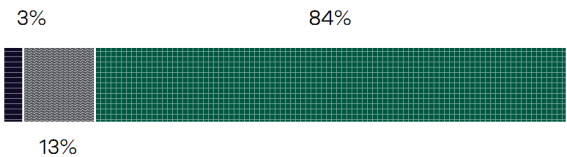
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	1% / 7% / 92%	92%	92%	85%	93%	100%
I clearly understand what I am expected to do in this job	3% / 13% / 84%	96%	84%	61%	91%	99%
My workgroup uses its resources well	8% / 19% / 73%	70%	73%	60%	74%	93%
My workgroup has clear lines of responsibility	8% / 22% / 70%	76%	70%	52%	77%	89%

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

60% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

	You		Comparator		
	2023	2024	Lowest	Average	Highest

Senior leaders provide clear strategy and direction

Your results: 14% Disagree, 2% Don't know, 23% Neither agree nor disagree, 60% Agree

2023	2024	Lowest	Average	Highest
64%	60%	45%	66%	89%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

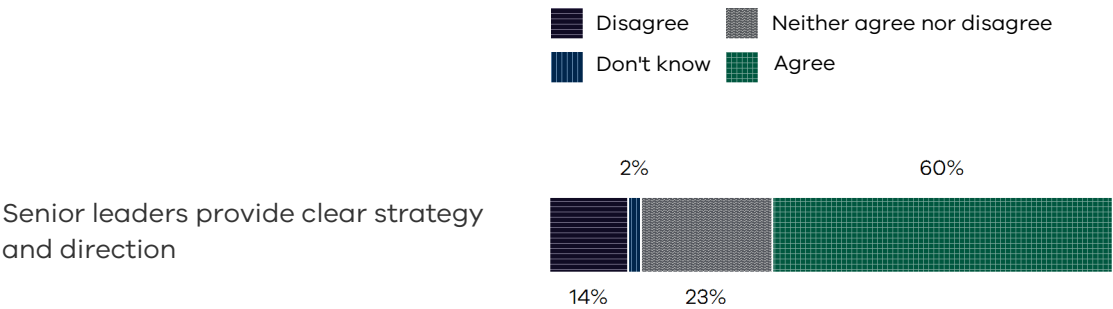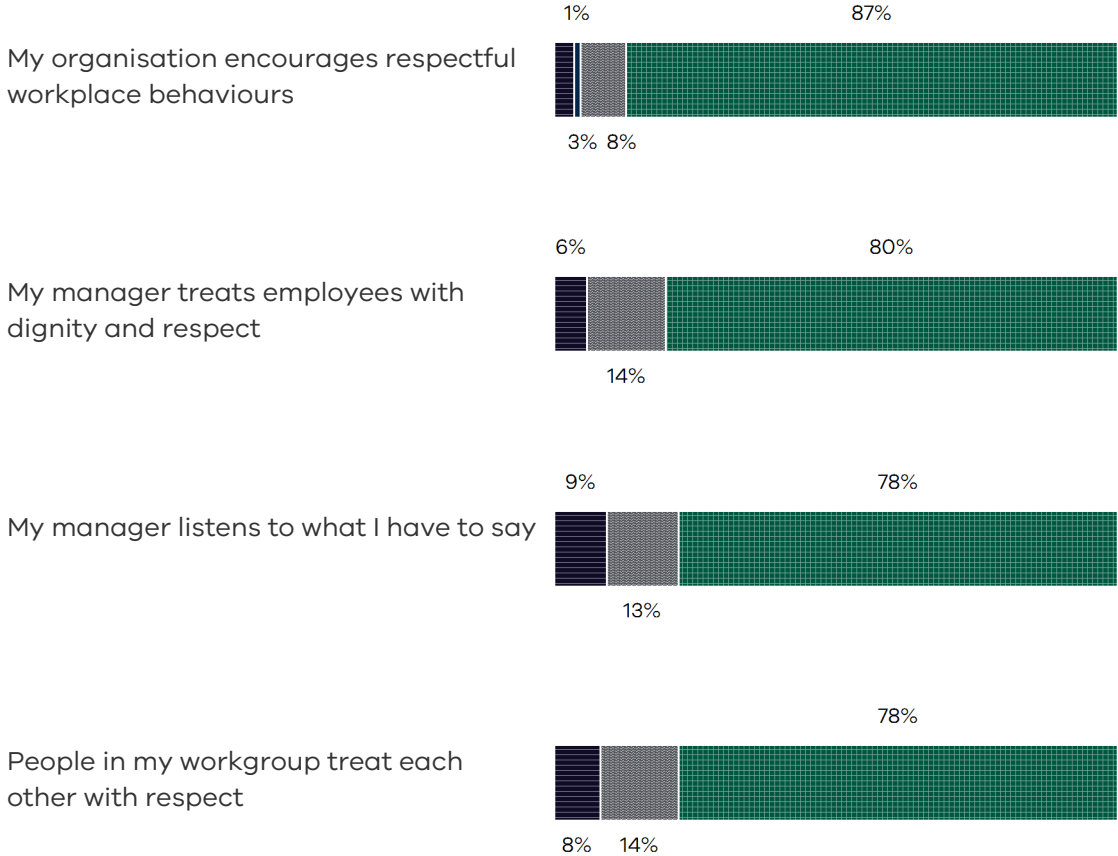Under 'Benchmark results', compare your comparator group's overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results	Benchmark agree results				
		You		**Comparator**		
		2023	2024	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	1% 87% 3% 8%	87%	87%	67%	80%	95%
My manager treats employees with dignity and respect	6% 80% 14%	93%	80%	69%	84%	95%
My manager listens to what I have to say	9% 78% 13%	91%	78%	69%	81%	95%
People in my workgroup treat each other with respect	78% 8% 14%	84%	78%	50%	77%	93%

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 2 of 2

What is this

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

Why this is important

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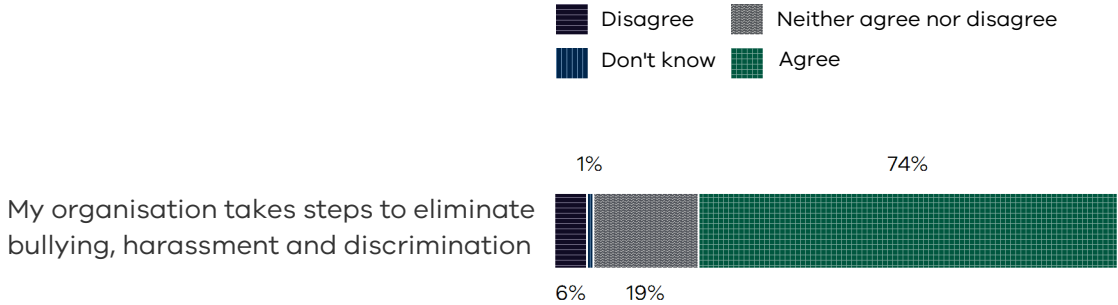
Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

My organisation takes steps to eliminate bullying, harassment and discrimination

Your results

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

1%
74%
6%
19%

Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
73%	74%	50%	67%	83%

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.
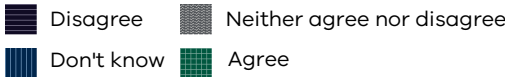
Example

69% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question	Your results	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	5% / 27% / 69%	88%	69%	68%	83%	93%
Senior leaders model my organisation's values	2% / 9% / 23% / 65%	73%	65%	51%	70%	88%

Victorian Public Sector Commission

VICTORIA State Government
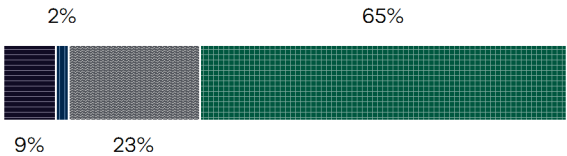
Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

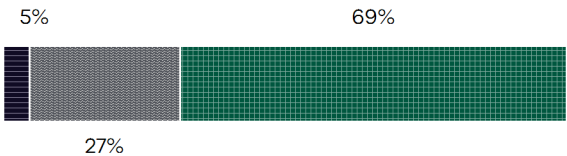92% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
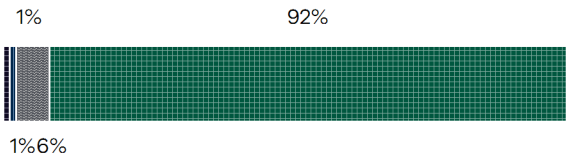
Survey question

Your results

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

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

1%   92%

1%6%

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

2%   88%

9%

Benchmark agree results

	You		Comparator		
	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	89%	92%	74%	85%	100%
I understand how the Charter of Human Rights and Responsibilities applies to my work	86%	88%	78%	89%	97%

People matter survey

2024

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Topical questions

Topical questions

What is this

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question
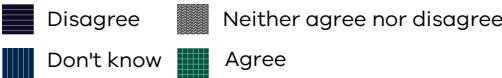
Your results

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

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

1%   94%

1% 3%

I am proud to work in the public sector

1%   90%

9%

Benchmark agree results
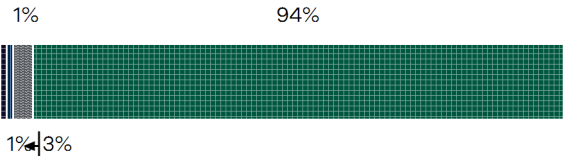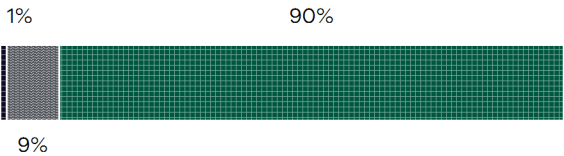
	You		Comparator		
	2023	2024	Lowest	Average	Highest
	85%	94%	80%	90%	97%
	Not asked	90%	71%	87%	98%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

Overview

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

Key differences

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

Public sector values

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

Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Demonstrate

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	8	9%
35-54 years	35	41%
55+ years	32	37%
Prefer not to say	11	13%

Gender	(n)	%
Woman	69	80%
Man	11	13%
Prefer not to say	6	7%
Non-binary and I use a different term	0	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	0	0%
No	81	94%
Prefer not to say	5	6%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	0	0%
No	77	90%
Don't know	4	5%
Prefer not to say	5	6%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	67	78%
Prefer not to say	10	12%
I use a different term	4	5%
Gay or lesbian	2	2%
Asexual	1	1%
Bisexual	1	1%
Don't know	1	1%
Pansexual	0	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What is this

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	77	90%
Prefer not to say	8	9%

Demographics

Disability

What is this

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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

Are you a person with disability?	(n)	%
Yes	**5**	6%
No	**75**	87%
Prefer not to say	**6**	7%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	**68**	79%
Not born in Australia	**11**	13%
Prefer not to say	**7**	8%

Language other than English used with family or community	(n)	%
Yes	**6**	7%
No	**72**	84%
Prefer not to say	**8**	9%

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	67	78%
English, Irish, Scottish and/or Welsh	7	8%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	6	7%
Prefer not to say	6	7%
East and/or South-East Asian	2	2%
New Zealander	2	2%
South Asian	2	2%
Aboriginal and/or Torres Strait Islander	1	1%
Central Asian	1	1%
North American	1	1%
African	0	0%
Central and/or South American	0	0%
Maori	0	0%
Middle Eastern	0	0%
Other	0	0%
Pacific Islander	0	0%

Religion	(n)	%
No religion	43	50%
Christianity	28	33%
Prefer not to say	10	12%
Other	3	3%
Buddhism	1	1%
Judaism	1	1%
Hinduism	0	0%
Islam	0	0%
Sikhism	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	19	22%
Part-Time	67	78%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	42	56%
$80k to $120k	19	25%
$120k to $160k	4	5%
$160k to $200k	0	0%
$200k or more	0	0%
Prefer not to say	10	13%

Organisational tenure	(n)	%
<1 year	12	14%
1 to less than 2 years	7	8%
2 to less than 5 years	28	33%
5 to less than 10 years	16	19%
10 to less than 20 years	16	19%
More than 20 years	7	8%

Management responsibility	(n)	%
Non-manager	75	87%
Other manager	7	8%
Manager of other manager(s)	4	5%

Employment type	(n)	%
Ongoing and executive	68	79%
Other	14	16%
Fixed term	4	5%

Frontline worker	(n)	%
Yes	53	62%
No	33	38%

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
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- 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	77	90%
Large regional city	6	7%
Other	3	3%
Melbourne CBD	0	0%
Melbourne: Suburbs	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	27	31%
A frontline or service delivery location	36	42%
Home or private location	11	13%
A shared office space (where two or more organisations share the same workspace)	8	9%
Isolated or remote location/s where access to communications and help from others is difficult	3	3%
Other	16	19%

Flexible work	(n)	%
Part-time	28	33%
I do not use any flexible work arrangements	23	27%
Shift swap	23	27%
Working from an alternative location (e.g. home, hub/shared work space)	17	20%
Flexible start and finish times	15	17%
Study leave	9	10%
Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours	6	7%
Other	5	6%
Working more hours over fewer days	3	3%
Job sharing	2	2%
Purchased leave	1	1%

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	61	71%
Flexible working arrangements	20	23%
Physical modifications or improvements to the workplace	6	7%
Career development support strategies	3	3%
Accessible communications technologies	1	1%
Other	1	1%
Job redesign or role sharing	0	0%

Why did you make this request?	(n)	%
Work-life balance	16	64%
Family responsibilities	9	36%
Health	7	28%
Caring responsibilities	6	24%
Disability	2	8%
Other	2	8%
Study commitments	1	4%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	23	92%
The adjustments I needed were made but the process was unsatisfactory	1	4%
The adjustments I needed were not made	1	4%

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.
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Caring responsibilities	(n)	%
None of the above	32	37%
Secondary school aged child(ren)	16	19%
Primary school aged child(ren)	11	13%
Frail or aged person(s)	10	12%
Prefer not to say	10	12%
Person(s) with a medical condition	9	10%
Person(s) with a mental illness	8	9%
Child(ren) - younger than preschool age	6	7%
Person(s) with disability	6	7%
Other	4	5%
Preschool aged child(ren)	4	5%

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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Which of the following categories best describes your current position?	(n)	%
Nursing employees	22	26%
Support services	19	22%
Management, Administration and Corporate support	13	15%
Allied health - assistant	11	13%
Other health and social care	11	13%
Allied health - therapy discipline	8	9%
Community development	1	1%
Medical employees	1	1%
Allied health - science discipline	0	0%
Counselling	0	0%
Lived experience specific worker	0	0%
Pastoral / spiritual care	0	0%

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Which of the following best describes the primary operational area in which you work?	(n)	%
Residential aged care services	32	37%
Community-based services	30	35%
Hospital-based services	14	16%
Corporate services	10	12%
Mental health care services	0	0%
Prison-based services	0	0%

Is your primary work role in one of the following areas?	(n)	%
Administration	15	17%
Aged care	50	58%
Critical care	0	0%
Drug and alcohol	0	0%
Emergency	0	0%
Maternity care	0	0%
Medical	4	5%
Mental health	0	0%
Mixed medical/surgical	0	0%
Neonatal care	0	0%
Palliative care	0	0%
Paediatrics	0	0%
Peri-operative	0	0%
Rehabilitation	1	1%
Surgical	0	0%
Other	16	19%

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