

A photograph of two women in a brightly lit room with colorful decorations. One woman is seen from the back, wearing a dark top and glasses on her head. The other woman is facing her, smiling, with long brown hair and wearing a blue cardigan over a striped shirt.

# People Matter Survey

## 2024

### Have your say

# People matter survey

2024

Have your say

## Overview

## Result summary

**Report overview**

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

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

## Detailed results

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

# Report overview

## About your report

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

## Report contents

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

## Comparing data in this report

Your organisation took part in the survey in 2023.

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

## Rounding of percentages

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

## Survey questions and definitions

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

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

### Key differences

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

### Taking action

- Taking action questions

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### Senior leadership

- Senior leadership questions

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### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

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



# Report overview

## Survey's theoretical framework

### What this is

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

### Why this is important

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

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

### Our public sector values

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

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

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



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



# Report overview

## Your comparator group

### What this is

This is a list of similar organisations to yours.

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

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

### How we use this in your report

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

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

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

- Cenitex
- Commission for Children and Young People
- Emergency Services Superannuation Board
- Essential Services Commission
- Family Violence Prevention Agency
- Game Management Authority
- Independent Broad-based Anti-corruption Commission
- Infrastructure Victoria
- Labour Hire Licensing Authority
- Mental Health and Wellbeing Commission
- Office of Public Prosecutions
- Office of the Chief Parliamentary Counsel

- Office of the Governor Victoria
- Office of the Legal Services Commissioner
- Office of the Ombudsman Victoria
- Office of the Victorian Electoral Commissioner
- Office of the Victorian Government Architect
- Office of the Victorian Information Commissioner
- Office of the Victorian Inspectorate
- Portable Long Service Authority
- Public Record Office Victoria
- Safe Transport Victoria
- Safer Care Victoria
- Service Victoria

- Suburban Rail Loop Authority
- VicGrid
- Victorian Auditor-General's Office
- Victorian Disability Worker Commission
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Fisheries Authority
- Victorian Government Solicitor's Office
- Victorian Public Sector Commission
- Victorian Skills Authority
- Wage Inspectorate Victoria



# Report overview

## Your response rate

### What this is

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

### Why this is important

The higher the response rate, the more your results will reflect how staff feel. If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result. In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

### How to read this

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

2023

96%  
(150)

Comparator 70%  
Public Sector 42%

2024

90%  
(176)

Comparator 69%  
Public Sector 65%

# People matter survey

2024

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- Work-related stress causes
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- Scorecard: emotional effects of work
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- Biggest negative difference from your comparator

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- Taking action questions

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- Senior leadership questions

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- Job enrichment
- Meaningful work
- Flexible working

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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

67

Comparator	71
Public Sector	68

2024

70

Comparator	70
Public Sector	68

People outcomes

Engagement question results 1 of 2

What is this

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

Your group's engagement index

Your 2024 index is 70.

Why this is important

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

How to read this

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

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

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

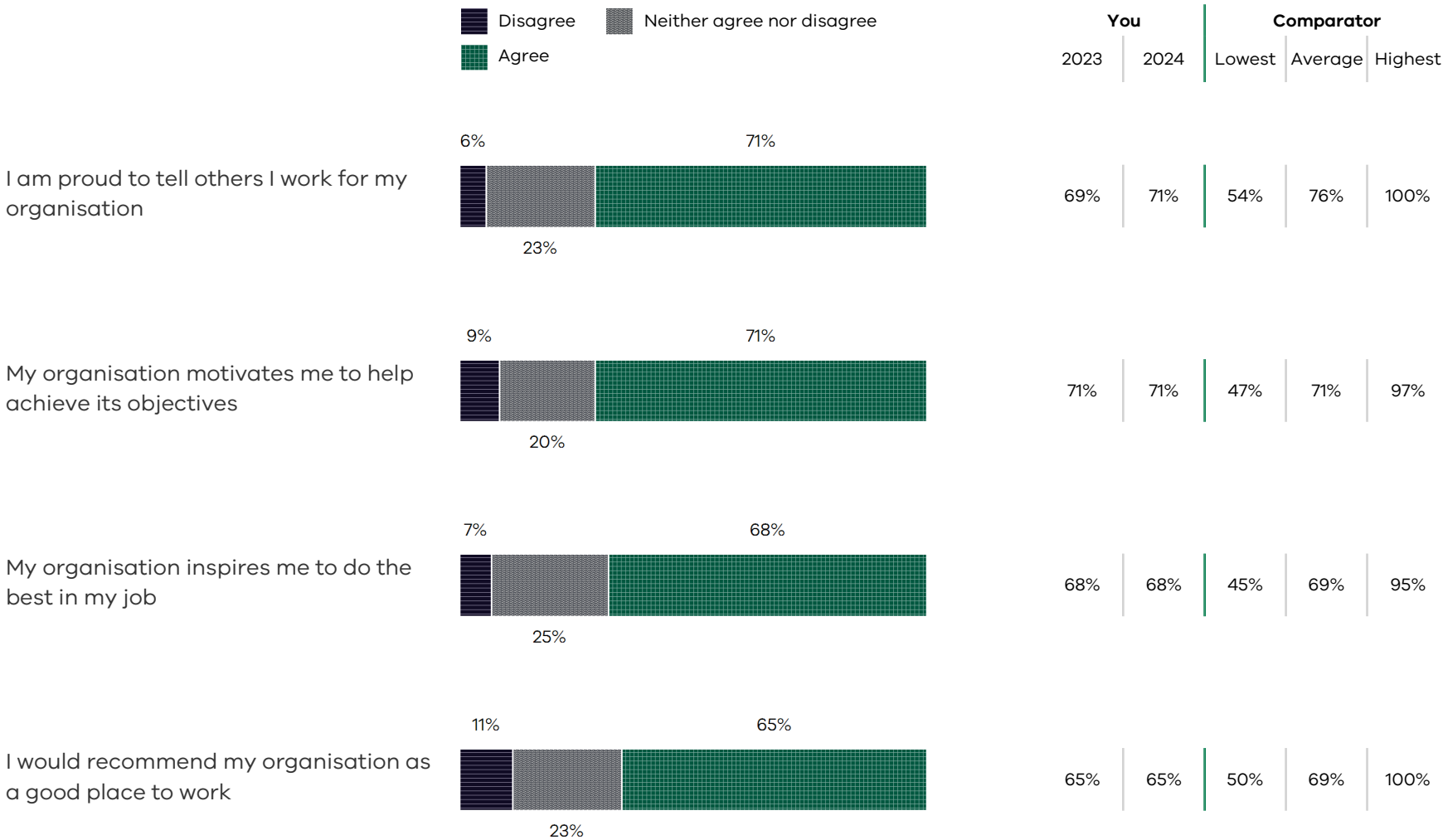
Example

71% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

Survey question

Your results

Benchmark agree results



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 70.

Why this is important

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

How to read this

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

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

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

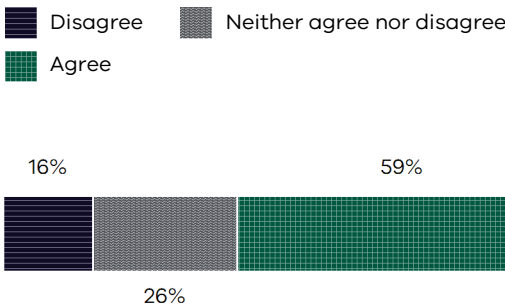
Example

59% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

I feel a strong personal attachment to my organisation

Your results



Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
46%	59%	44%	60%	92%

# 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

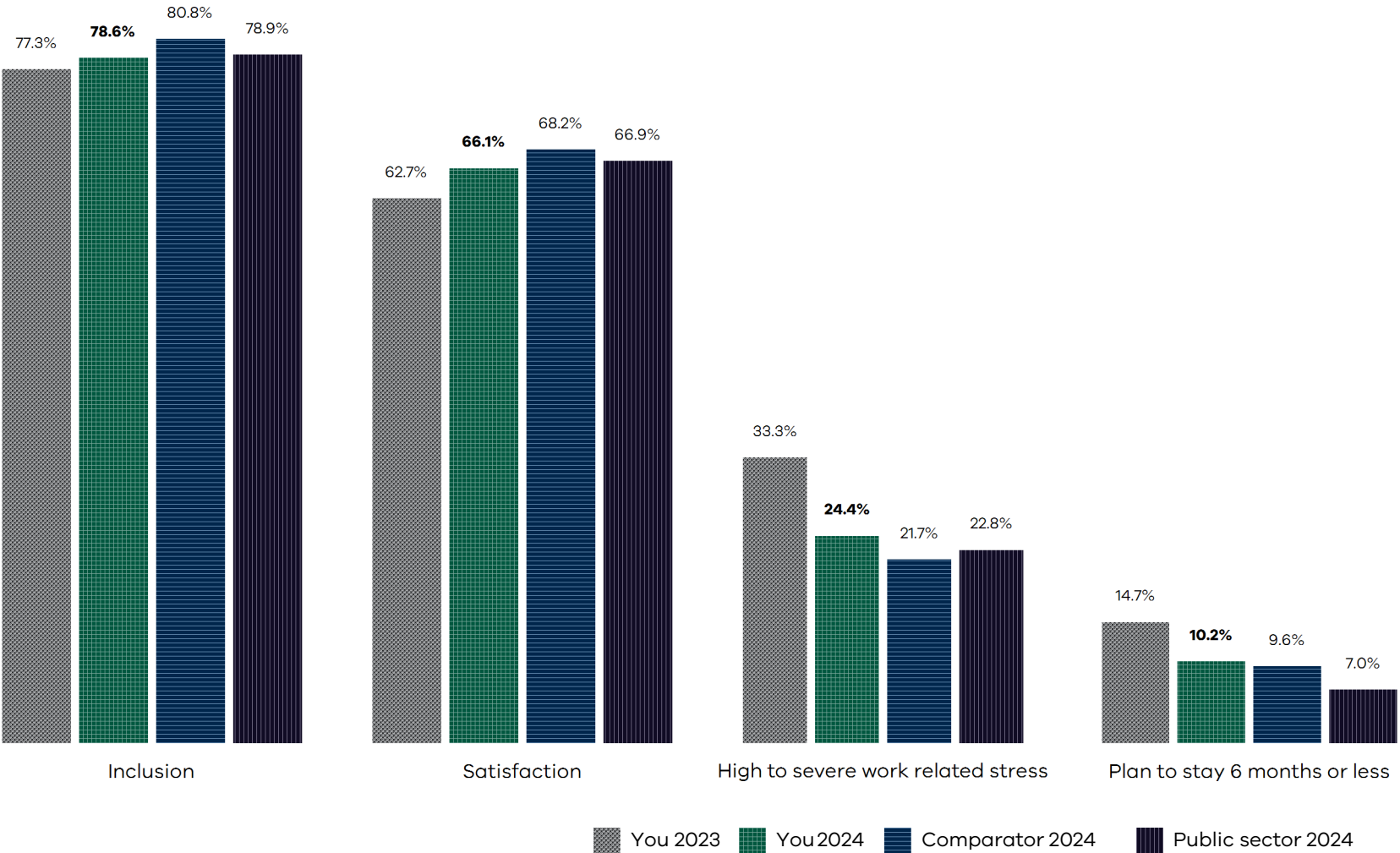
This page shows which outcomes are performing well and which outcomes you can look to improve.

### 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:
- 78.6% of your staff who did the survey responded positively to questions about Inclusion.
- Compared to:
- 80.8% of staff in your comparator group and 78.9% of staff across the public sector.



People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

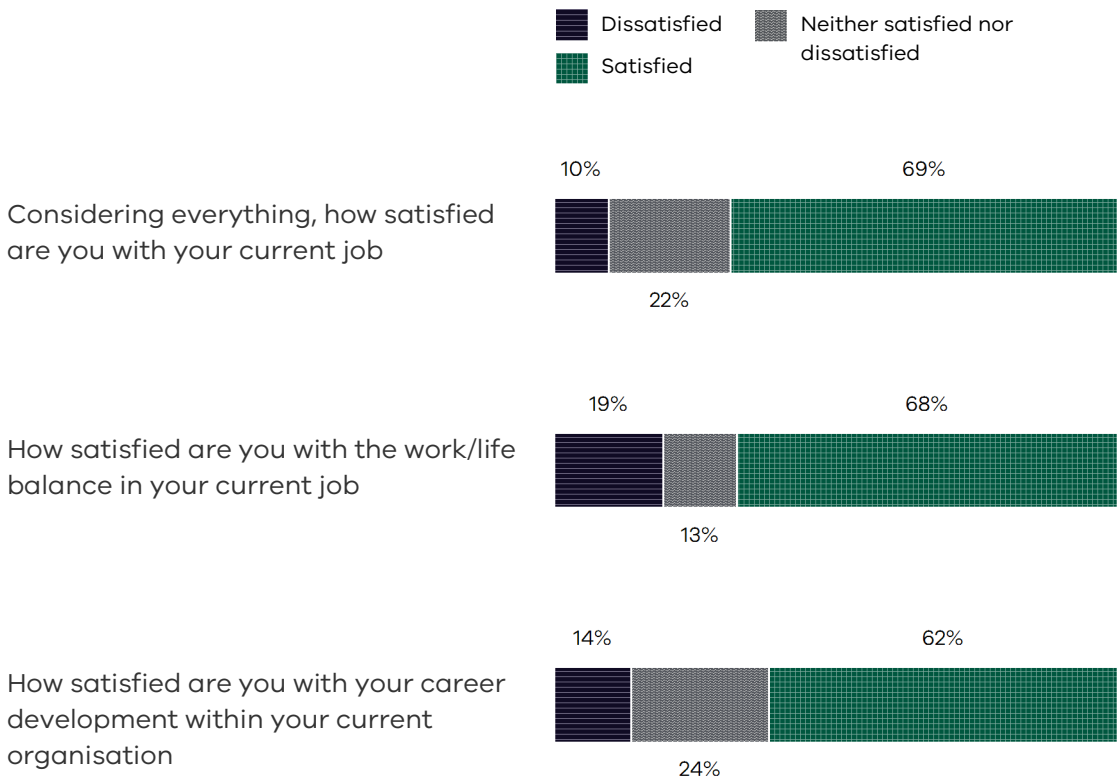
Example

69% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Benchmark satisfied results



You		Comparator		
2023	2024	Lowest	Average	Highest
69%	69%	58%	73%	97%
61%	68%	55%	76%	96%
59%	62%	46%	55%	84%

# People outcomes

## Work-related stress levels

### What is this

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

### Why this is important

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

### How to read this

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

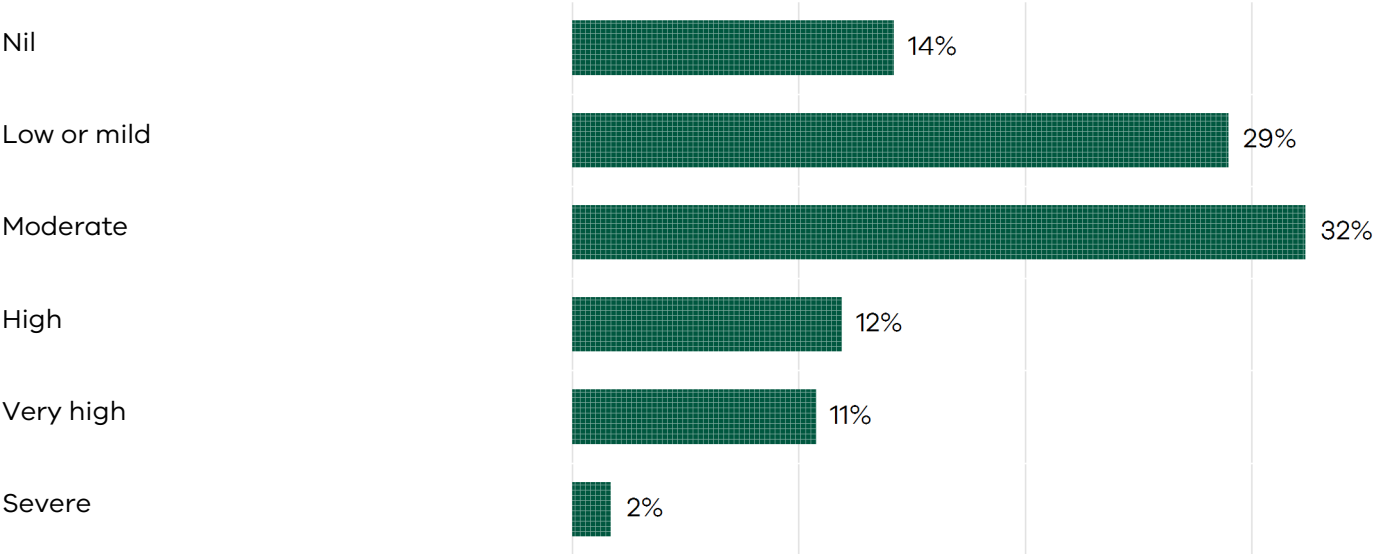
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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

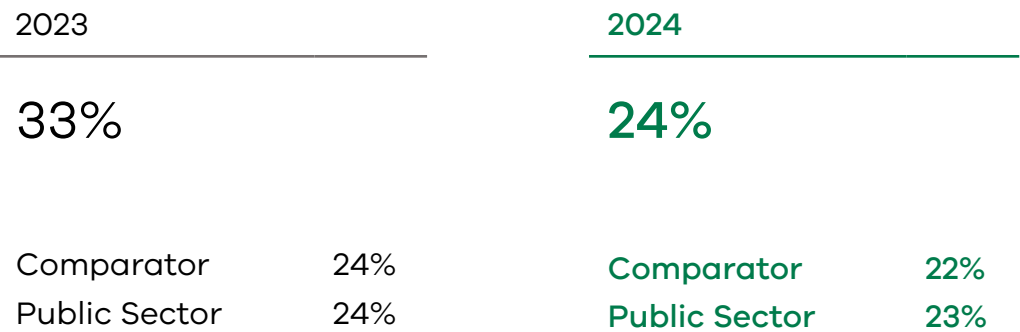
### Example

24% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 22% of staff in your comparator group and 23% of staff across the public sector.

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



## Reported levels of high to severe stress





# People outcomes

## Work-related stress causes

### What is this

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

### Why this is important

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

### How to read this

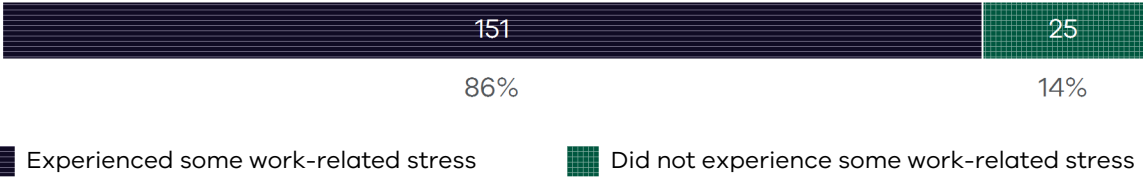
In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

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

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

### Example

86% of your staff who did the survey said they experienced mild to severe stress. Of that 86%, 56% said the top reason was 'Time pressure'.



Of those that experienced work related stress it was from ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Time pressure	53%	56%	44%	42%
Workload	54%	47%	46%	47%
Unclear job expectations	24%	21%	17%	14%
Organisation or workplace change	13%	19%	13%	15%
Content, variety, or difficulty of work	11%	15%	15%	12%
Competing home and work responsibilities	12%	15%	12%	13%
Other	8%	13%	11%	13%
Management of work (e.g. supervision, training, information, support)	9%	12%	13%	12%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	9%	11%	11%	11%
Technology or equipment	6%	8%	6%	8%

People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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

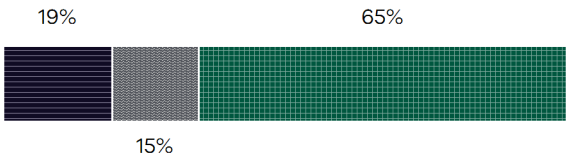
Example

65% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

The amount of stress in my job is manageable

Your results



Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
Not asked	65%	49%	70%	100%

# 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

11% 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	15%	10%	10%	7%
Over 6 months and up to 1 year	17%	11%	13%	10%
Over 1 year and up to 3 years	23%	31%	31%	25%
Over 3 years and up to 5 years	15%	15%	17%	16%
Over 5 years	30%	33%	29%	42%

# People outcomes

## Intention to stay factors

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

65% of respondents said 'Job security' influenced their decision the most.

Which factors most influence your decision to stay working in the VPS?	You 2024	Comparator 2024	VPS 2024
Job security	65%	52%	53%
Remuneration (e.g. salary, superannuation)	53%	52%	55%
Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	52%	65%	62%
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	47%	58%	56%
Workplace relationships with colleagues	45%	52%	53%
Service to the Victorian public	37%	42%	40%
Quality of leadership (e.g. supportive, clear communication)	33%	33%	30%
Belief in the purpose and objectives of the VPS	32%	31%	30%
Professional development (e.g. learning new skills or developing current skills)	31%	30%	28%
Inclusive work environment	28%	36%	32%

# People outcomes

## Inclusion question results

### What is this

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

### Why this is important

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

### How to read this

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

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

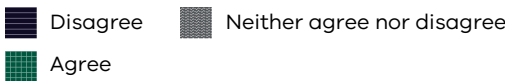
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

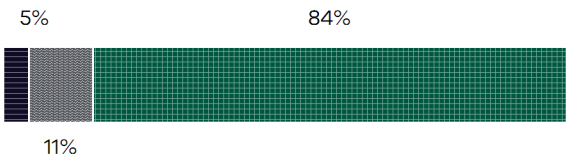
84% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

## Survey question

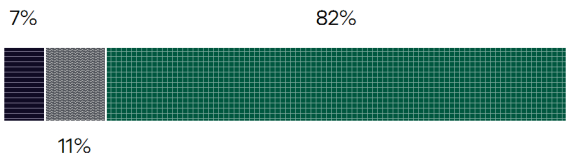
## Your results



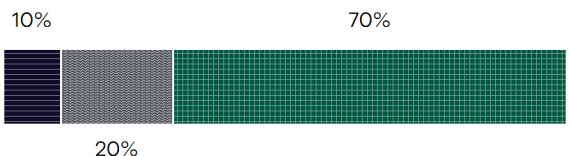
I feel culturally safe at work



I can be myself at work



I feel as if I belong at this organisation



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
83%	84%	73%	86%	100%
79%	82%	69%	83%	95%
69%	70%	59%	73%	100%

# People outcomes

## Inclusion - Barriers to success

### What is this

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

### Why this is important

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

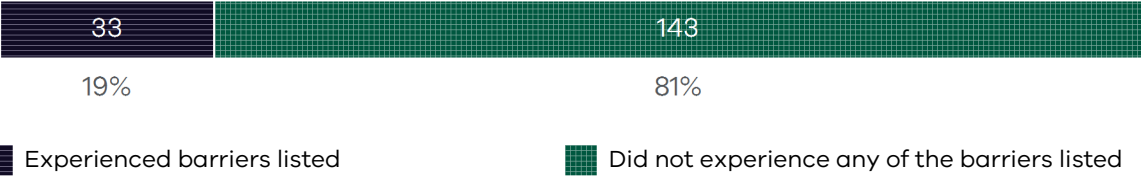
### How to read this

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

### Example

7% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work



During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My caring responsibilities	-	7%	5%	7%
My flexible working	7%	7%	5%	6%
My age	-	6%	5%	7%



## People outcomes

### Inclusion - Witnessed barriers to success

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

#### Example

9% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work



During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Flexible working	-	9%	6%	8%
Age	-	7%	5%	6%
Mental health	-	6%	6%	7%
Cultural background	-	6%	3%	4%

# People outcomes

## Scorecard: emotional effects of work

### What is this

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

### Why this is important

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

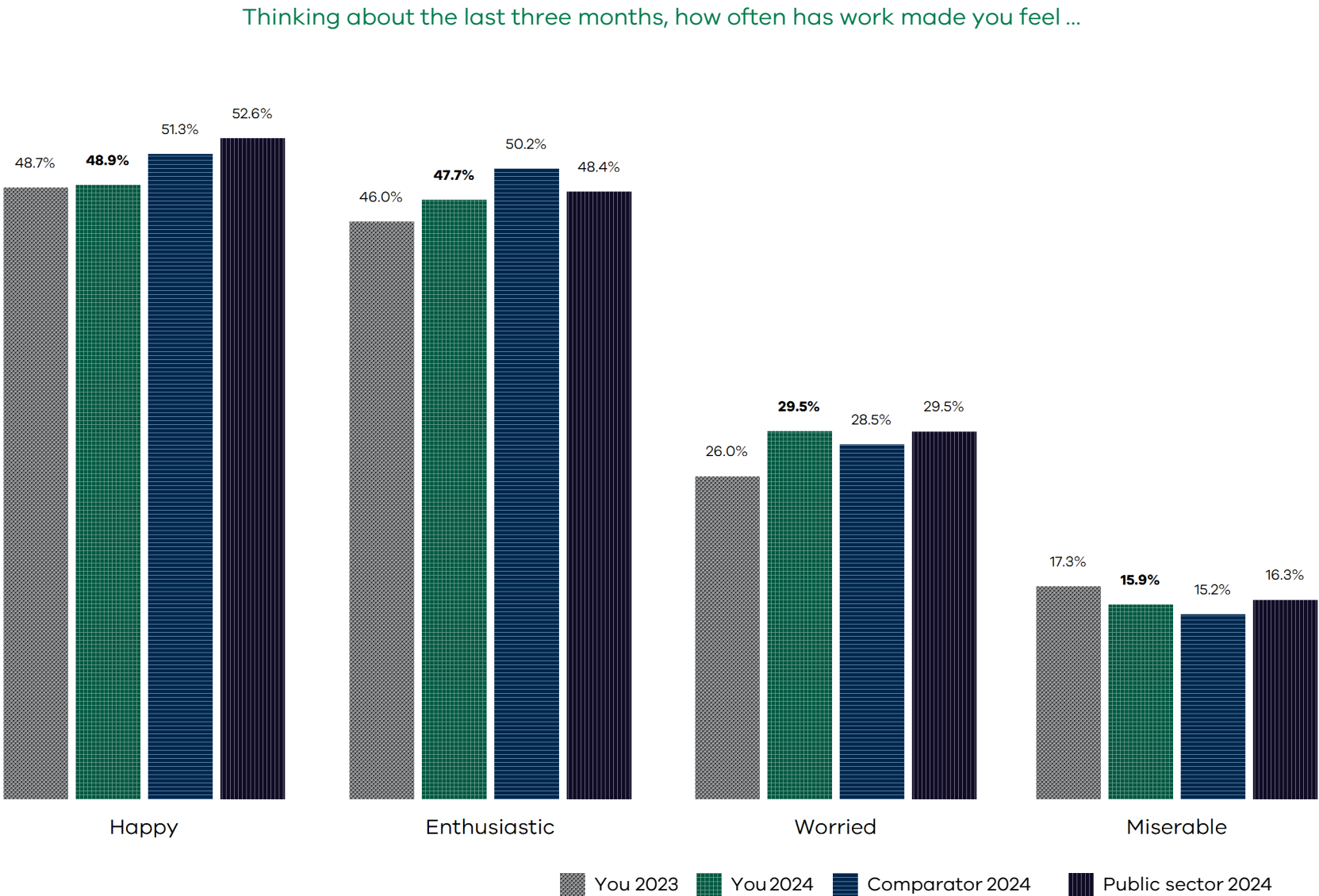
### How to read this

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

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

### Example

- In 2024:
- 48.9% of your staff who did the survey said work made them feel happy.
- Compared to:
- 51.3% of staff in your comparator group and 52.6% of staff across the public sector.



# 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.

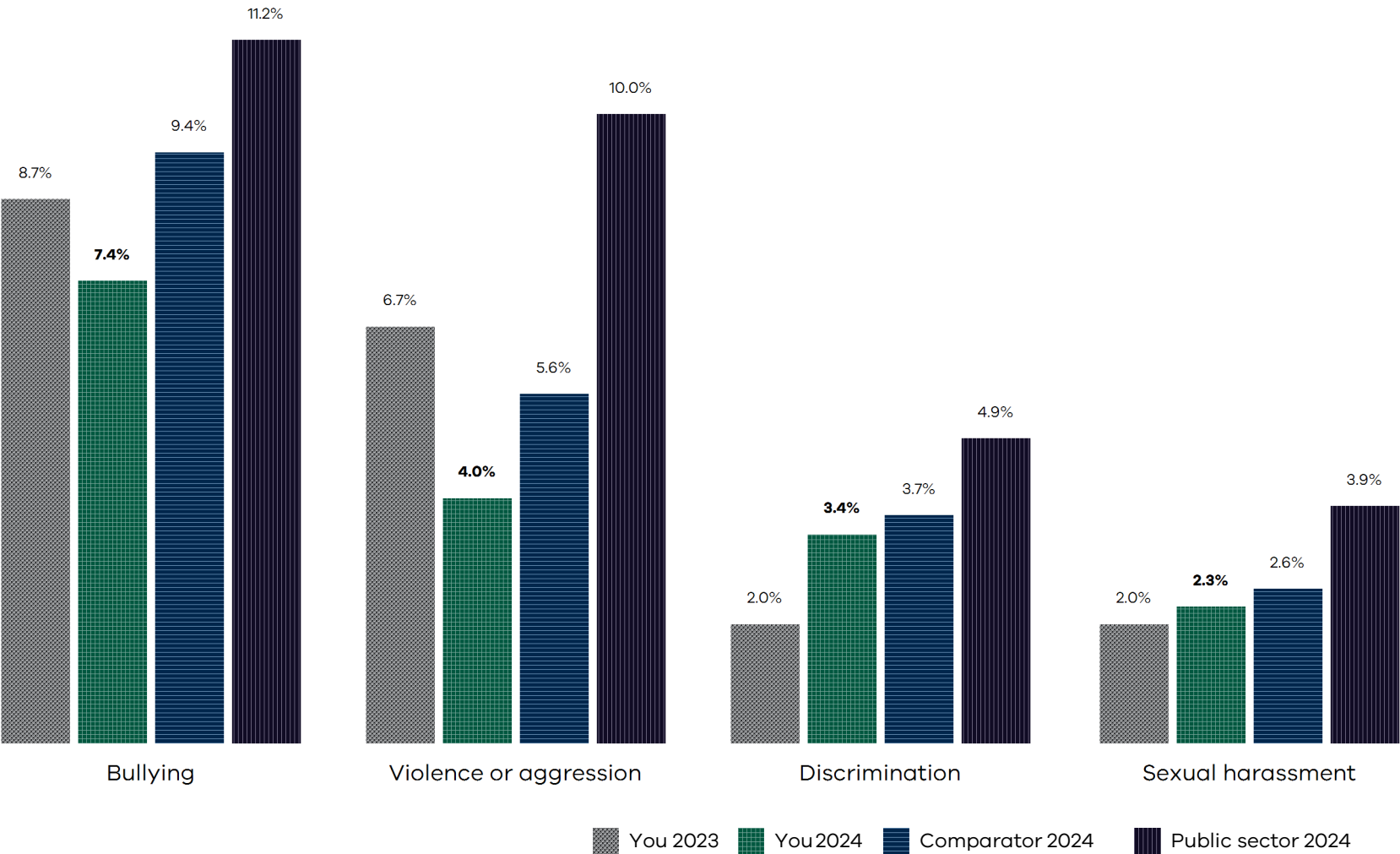
### Example

In 2024:

- 7.4% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

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



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

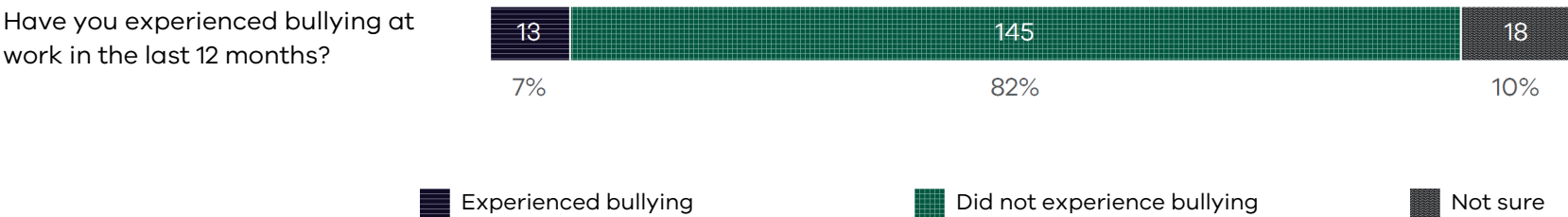
Bullying can have an immediate and longterm negative impact on those involved, including those who witness bullying.

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

7% of your staff who did the survey said they experienced bullying. Of that 7%, 69% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.



If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	92%	69%	75%	69%
Exclusion or isolation	46%	38%	41%	46%
Withholding essential information for me to do my job	31%	31%	37%	33%
Being given impossible assignment(s)	8%	31%	12%	11%
Other	-	31%	17%	15%
Verbal abuse	31%	23%	13%	19%
Intimidation and/or threats	31%	23%	24%	28%
Being assigned meaningless tasks unrelated to my job	8%	8%	18%	16%

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

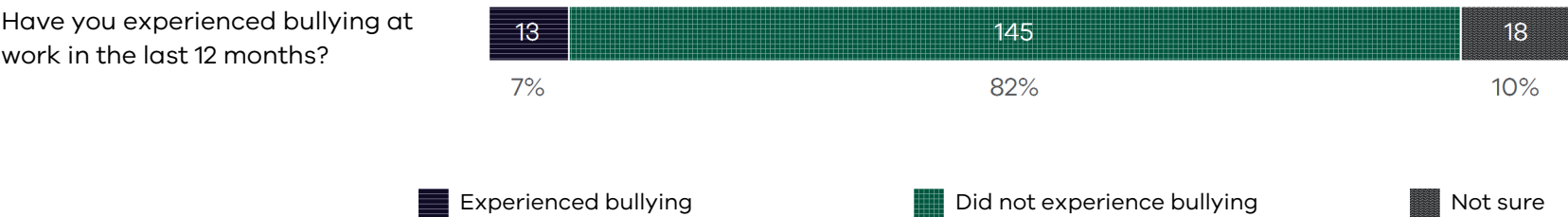
By understanding how staff report bullying, organisations can plan how to support and protect staff.

How to read this

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

Example

- 7% of your staff who did the survey said they experienced bullying, of which
- 38% said the top way they reported the bullying was 'Told a colleague'.
  - 100% said they didn't submit a formal complaint.



Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	38%	38%	41%	41%
Told a manager	62%	38%	50%	52%
Told a friend or family member	23%	31%	36%	34%
I did not tell anyone about the bullying	8%	31%	12%	12%
Told someone else	8%	15%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

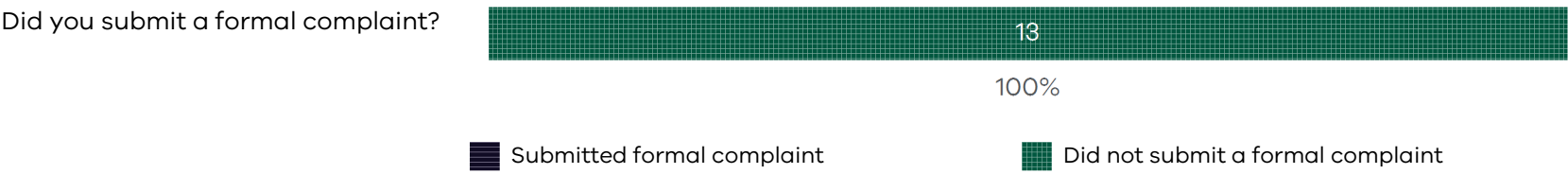
How to read this

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

Example

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

- 46% said the top reason was 'I didn't think it would make a difference'.



What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	42%	46%	52%	51%
I believed there would be negative consequences for my reputation	58%	38%	55%	54%
I believed there would be negative consequences for my career	33%	31%	52%	45%
I didn't feel safe to report the incident	17%	31%	27%	21%
I didn't think it was serious enough	25%	23%	17%	16%
I thought the complaint process would be embarrassing or difficult	17%	15%	17%	13%
I believed there would be negative consequences for the person I was going to complain about	-	8%	8%	10%
I didn't need to because I made the bullying stop	25%	8%	5%	5%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	8%	7%	7%
I didn't know how to make a complaint	8%	8%	6%	5%



# 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.

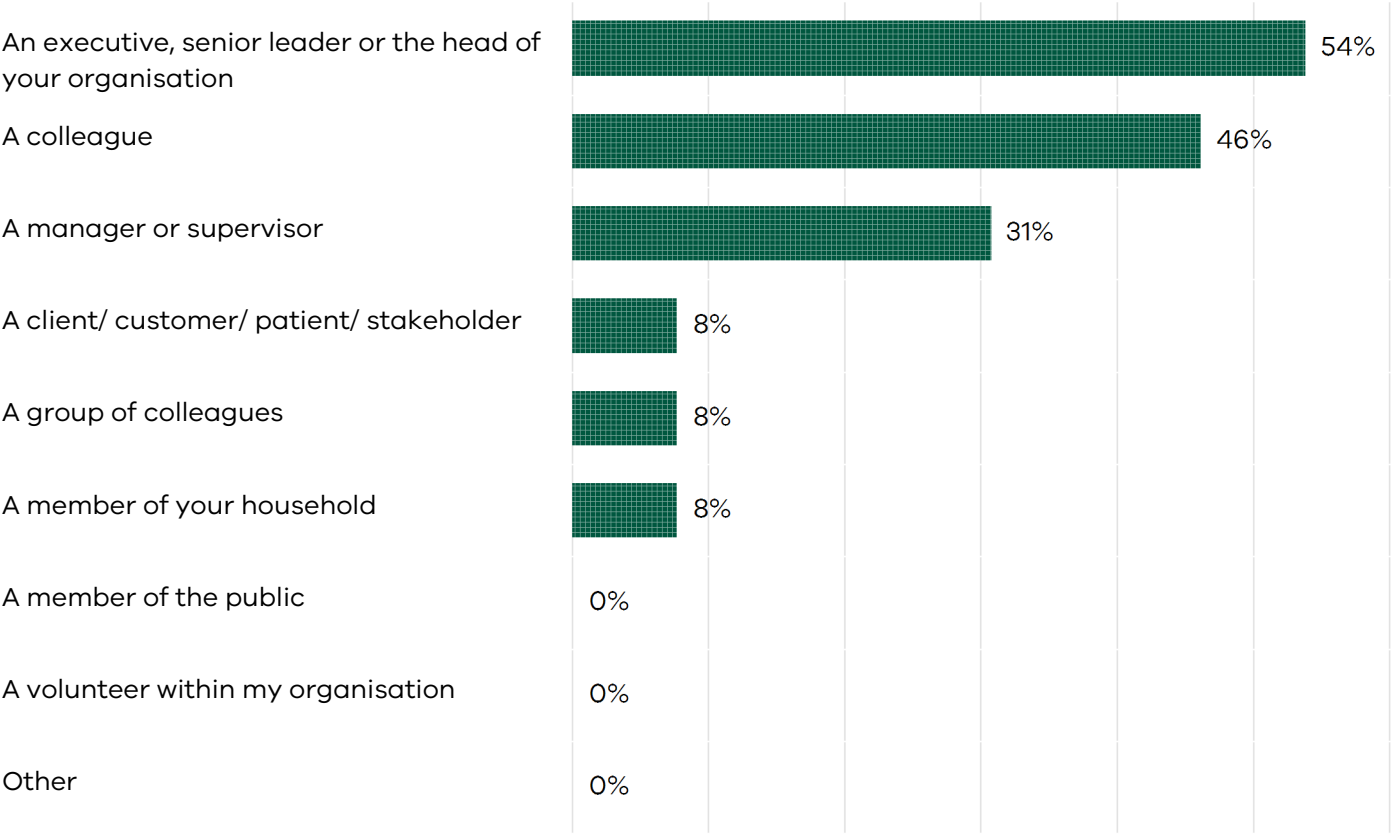
### How to read this

In this year's survey, 7% 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

7% of your staff who did the survey said they experienced bullying. Of that 7%, 54% said it was by 'An executive, senior leader or the head of your organisation'.

## 13 people (7% of staff) experienced bullying (You 2024)



# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

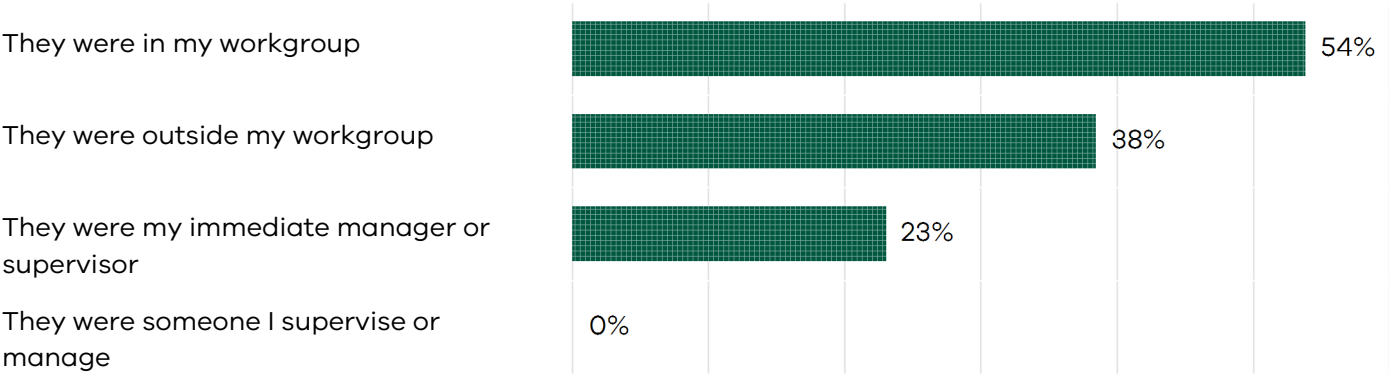
### How to read this

In this year's survey, 7% 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

7% of your staff who did the survey said they experienced bullying. Of that 7%, 100% said it was by someone within the organisation. Of that 100%, 54% said it was 'They were in my workgroup'.

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



# People outcomes

## Sexual harassment

### What is this

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

### Why this is important

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

### 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**

18% of your staff who did the survey said they witnessed some negative behaviour at work.

82% said 'No, I have not witnessed any of the situations above'.



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	85%	82%	84%	81%
Bullying of a colleague	11%	14%	12%	14%
Discrimination against a colleague	4%	6%	6%	8%
Violence or aggression against a colleague	3%	2%	2%	3%



# Negative behaviour

## Taking action when witnessing negative behaviours

### What is this

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

### Why this is important

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

### How to read this

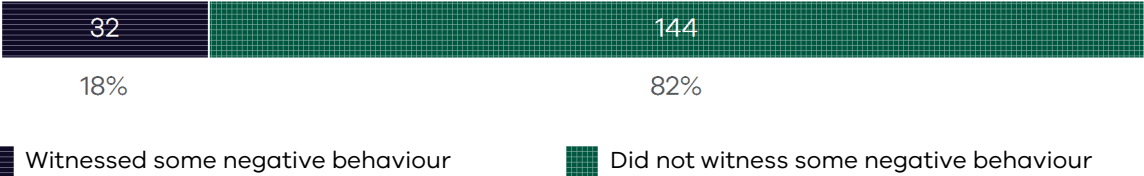
In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.  
If they did, they could tell us with one or more answers what action they took.  
In descending order, the table shows the answers.

### Example

18% of your staff who did the survey witnessed negative behaviour, of which:

- 88% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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



When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	73%	88%	72%	71%

# People matter survey

2024

Have your say

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## Result summary

### Report overview

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

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

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

### Taking action

- Taking action questions

## Detailed results

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

# Key differences

## Highest scoring questions

### What is this

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

### How to read this

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

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

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

### Example

On the first row 'Job enrichment', the 'You 2024' column shows 94% of your staff who did the survey agreed with 'I understand how my job helps my organisation achieve its goals'. In the 'Change from 2023' column, you have a +4% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	+4%	92%
Job enrichment	I can use my skills and knowledge in my job	91%	+4%	90%
Meaningful work	I can make a worthwhile contribution at work	91%	+2%	91%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	90%	-2%	92%
Manager leadership	My manager demonstrates honesty and integrity	89%	+1%	90%
Meaningful work	I achieve something important through my work	88%	+5%	87%
Manager leadership	My manager treats employees with dignity and respect	88%	-2%	91%
Workgroup support	People in my workgroup are politically impartial in their work	87%	+3%	86%
Organisational integrity	My organisation is committed to earning a high level of public trust	87%	+3%	84%
Flexible working	My manager supports working flexibly	86%	-3%	92%

## Key differences

### Lowest scoring questions

#### What is this

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

#### How to read this

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2024' column shows 41% of your staff who did the survey agreed with 'All levels of my organisation are involved in the prevention of stress'. In the 'Change from 2023' column, you have a -3% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Safety climate	All levels of my organisation are involved in the prevention of stress	41%	-3%	54%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	+3%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	45%	+1%	60%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	48%	-1%	57%
Taking action	My organisation has made improvements based on the survey results from last year	51%	+11%	42%
Organisational integrity	I believe the promotion processes in my organisation are fair	52%	+2%	47%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	+2%	64%
Organisational integrity	I have an equal chance at promotion in my organisation	54%	-2%	48%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	56%	+6%	58%
Learning and development	I am satisfied with the opportunities to progress in my organisation	56%	+9%	47%

## Key differences

### Most improved

#### What is this

This is where staff feel their group has most improved.

#### How to read this

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

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

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

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

#### Example

On the first row 'Learning and development', the 'You 2024' column shows 63% of your staff who did the survey agreed with 'My organisation places a high priority on the learning and development of staff'.

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

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Learning and development	My organisation places a high priority on the learning and development of staff	63%	+14%	60%
Engagement	I feel a strong personal attachment to my organisation	59%	+13%	60%
Taking action	My organisation has made improvements based on the survey results from last year	51%	+11%	42%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	70%	+10%	70%
Learning and development	I am satisfied with the opportunities to progress in my organisation	56%	+9%	47%
Organisational integrity	My organisation encourages respectful workplace behaviours	85%	+8%	86%
Satisfaction	How satisfied are you with the work/life balance in your current job	68%	+7%	76%
Job enrichment	I clearly understand what I am expected to do in this job	81%	+7%	82%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	56%	+6%	58%
Meaningful work	I achieve something important through my work	88%	+5%	87%

# 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 'Safety climate', the 'You 2024' column shows 76% of your staff who did the survey agreed with 'My organisation provides a physically safe work environment'.

In the 'Decrease from 2023' column, you have a 14% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Safety climate	My organisation provides a physically safe work environment	76%	-14%	92%
Workgroup support	People in my workgroup treat each other with respect	83%	-6%	89%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	80%	-6%	81%
Manager leadership	My manager models my organisation's values	84%	-5%	88%
Quality service delivery	My workgroup acts fairly and without bias	80%	-5%	81%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	81%	-4%	83%
Quality service delivery	My workgroup has clear lines of responsibility	73%	-4%	75%
Manager support	My manager listens to what I have to say	84%	-4%	88%
Safety climate	All levels of my organisation are involved in the prevention of stress	41%	-3%	54%
Flexible working	My manager supports working flexibly	86%	-3%	92%

## 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 51% 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 9% 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	51%	+9%	42%
Learning and development	I am satisfied with the opportunities to progress in my organisation	56%	+9%	47%
Senior leadership	Senior leaders provide clear strategy and direction	70%	+8%	63%
Satisfaction	How satisfied are you with your career development within your current organisation	62%	+7%	55%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	65%	+6%	58%
Manager support	My manager gives me feedback that helps me improve my performance	83%	+6%	77%
Organisational integrity	I have an equal chance at promotion in my organisation	54%	+6%	48%
Manager support	I receive meaningful recognition when I do good work	75%	+5%	70%
Collaboration	Workgroups across my organisation willingly share information with each other	69%	+5%	65%
Organisational integrity	I believe the promotion processes in my organisation are fair	52%	+5%	47%



## Key differences

### Biggest negative difference from comparator

#### What is this

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

#### How to read this

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

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

#### Example

On the first row 'Safety climate', the 'You 2024' column shows 76% of your staff who did the survey agreed with 'My organisation provides a physically safe work environment'.

The 'Difference' column, shows that agreement for this question was 16% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Safety climate	My organisation provides a physically safe work environment	76%	-16%	92%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	45%	-14%	60%
Safety climate	All levels of my organisation are involved in the prevention of stress	41%	-13%	54%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	52%	-12%	64%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	65%	-9%	74%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	48%	-9%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	45%	-9%	54%
Satisfaction	How satisfied are you with the work/life balance in your current job	68%	-9%	76%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	77%	-8%	85%
Job enrichment	I have a say in how I do my work	73%	-8%	81%

# People matter survey

2024

Have your say

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

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



Taking action

What is this

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

Why this is important

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

How to read this

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

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

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

**Example**

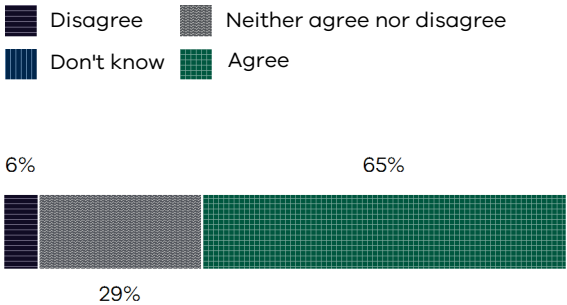
65% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

Survey question

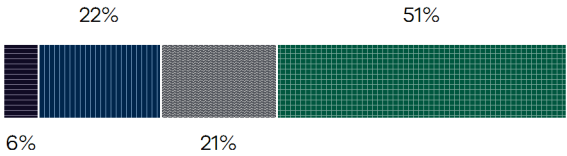
Your results

Benchmark agree results

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



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



You		Comparator		
2023	2024	Lowest	Average	Highest
65%	65%	26%	58%	97%
41%	51%	13%	42%	86%

# People matter survey

2024

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

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

### Taking action

- Taking action questions

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- Senior leadership questions

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- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# Senior leadership

## Senior leadership

### What is this

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

### Why this is important

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

### How to read this

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

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

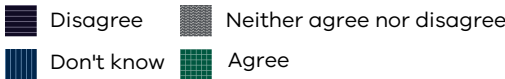
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

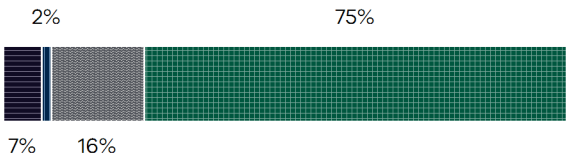
75% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

## Survey question

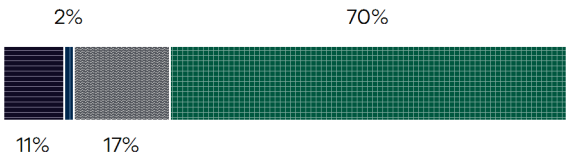
## Your results



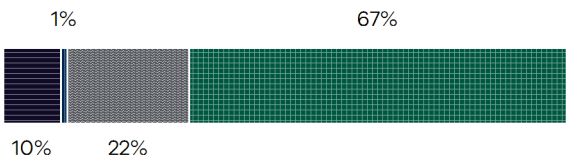
Senior leaders demonstrate honesty and integrity



Senior leaders provide clear strategy and direction



Senior leaders model my organisation's values



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
70%	75%	40%	72%	100%
66%	70%	36%	63%	97%
67%	67%	38%	71%	100%

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

#### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

#### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

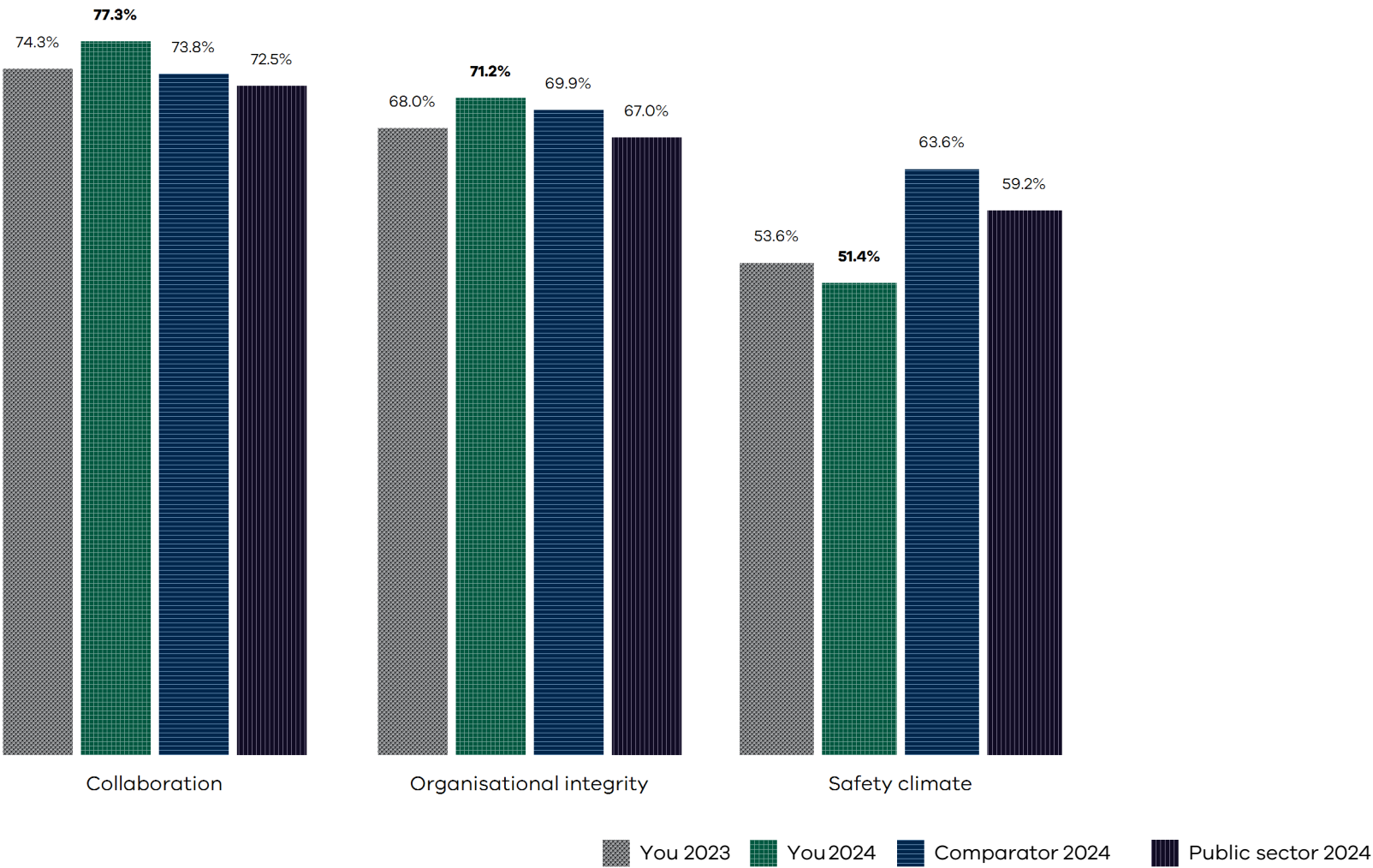
### Example

In 2024:

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

Compared to:

- 73.8% of staff in your comparator group and 72.5% of staff across the public sector.





# Organisational climate

## Organisational integrity 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

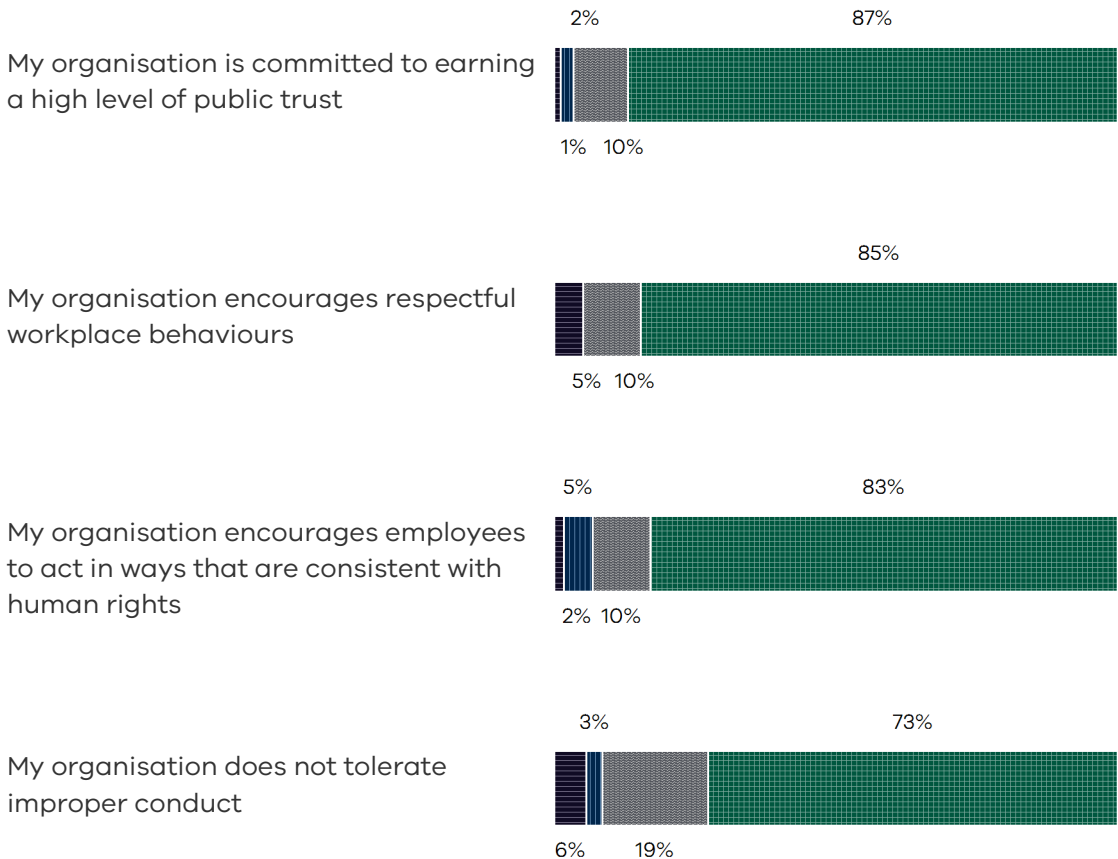
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
84%	87%	56%	84%	100%
77%	85%	70%	86%	100%
81%	83%	65%	86%	100%
71%	73%	44%	74%	100%

# Organisational climate

## Organisational integrity 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

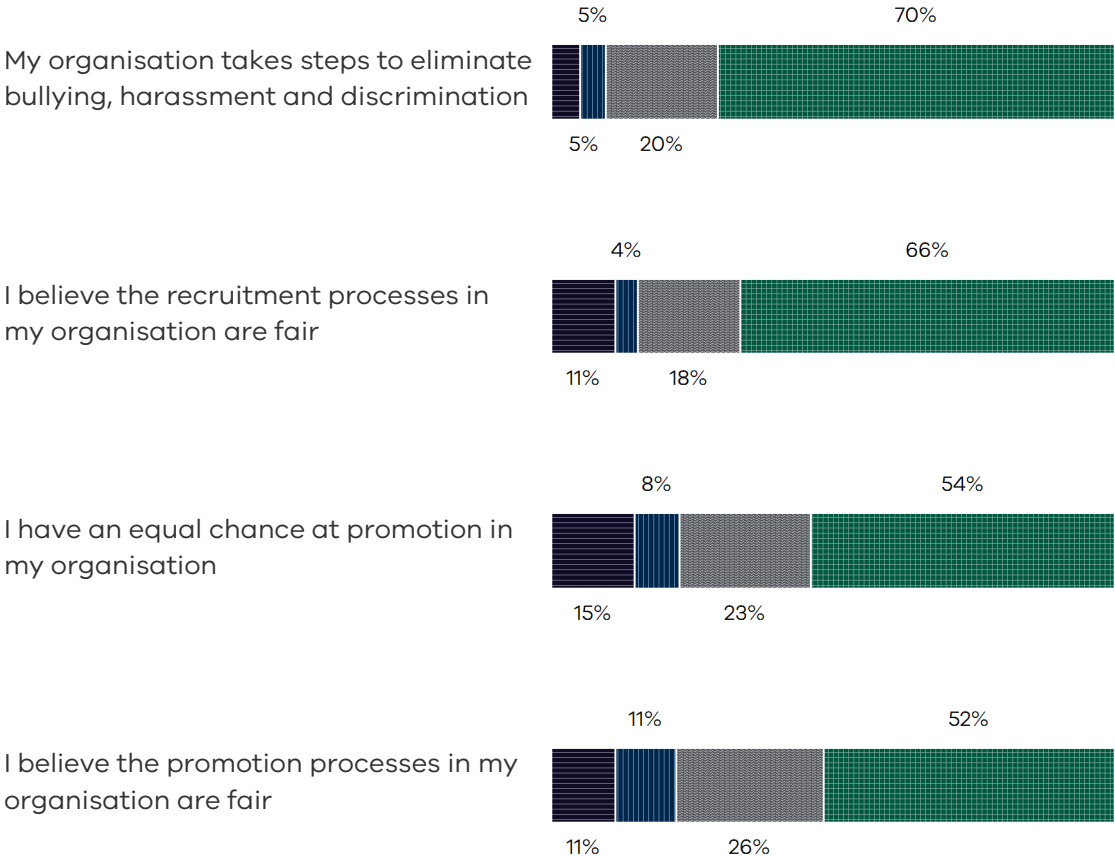
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

## Survey question

## Your results



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
61%	70%	50%	70%	92%
65%	66%	33%	65%	100%
56%	54%	32%	48%	74%
49%	52%	25%	47%	78%

# Organisational climate

## Collaboration

### What is this

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

### Why this is important

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

### How to read this

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

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

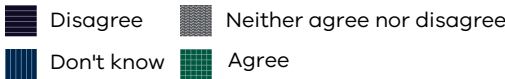
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

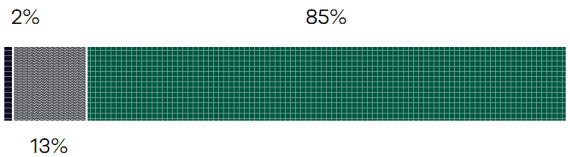
85% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

## Survey question

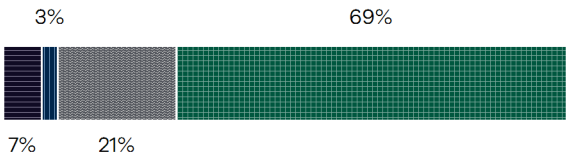
## Your results



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



Workgroups across my organisation willingly share information with each other



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
83%	85%	67%	83%	100%
66%	69%	46%	65%	100%

# Organisational climate

## Safety climate 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

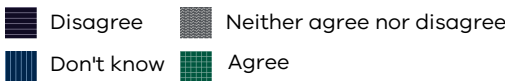
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

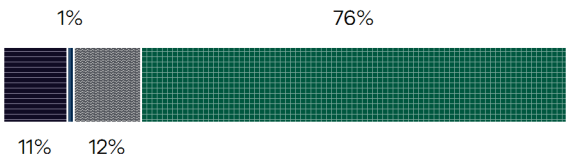
76% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

## Survey question

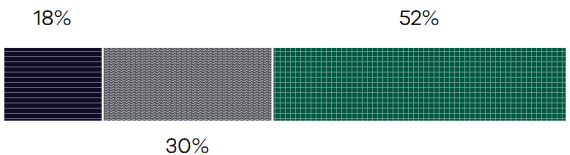
## Your results



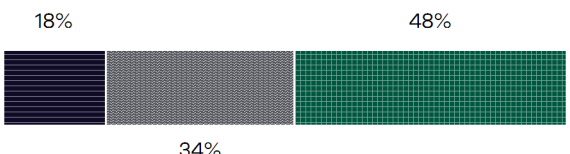
My organisation provides a physically safe work environment



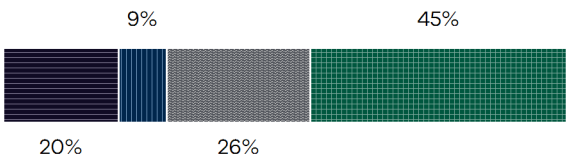
Senior leaders consider the psychological health of employees to be as important as productivity



Senior leaders show support for stress prevention through involvement and commitment



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



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
90%	76%	76%	92%	100%
50%	52%	39%	64%	95%
49%	48%	35%	57%	93%
43%	45%	33%	54%	82%

Organisational climate

Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

45% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

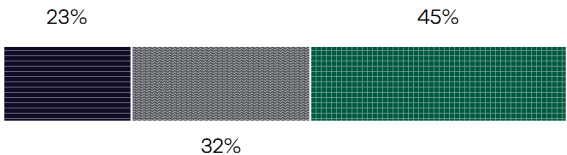
Survey question

Your results

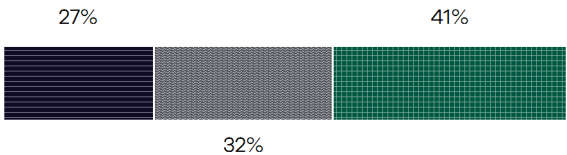
Benchmark agree results



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



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



You		Comparator		
2023	2024	Lowest	Average	Highest
45%	45%	33%	60%	86%
45%	41%	32%	54%	89%

# People matter survey

2024

Have your say

## Overview

### Report overview

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## Result summary

### People outcomes

- Scorecard: engagement index
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- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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

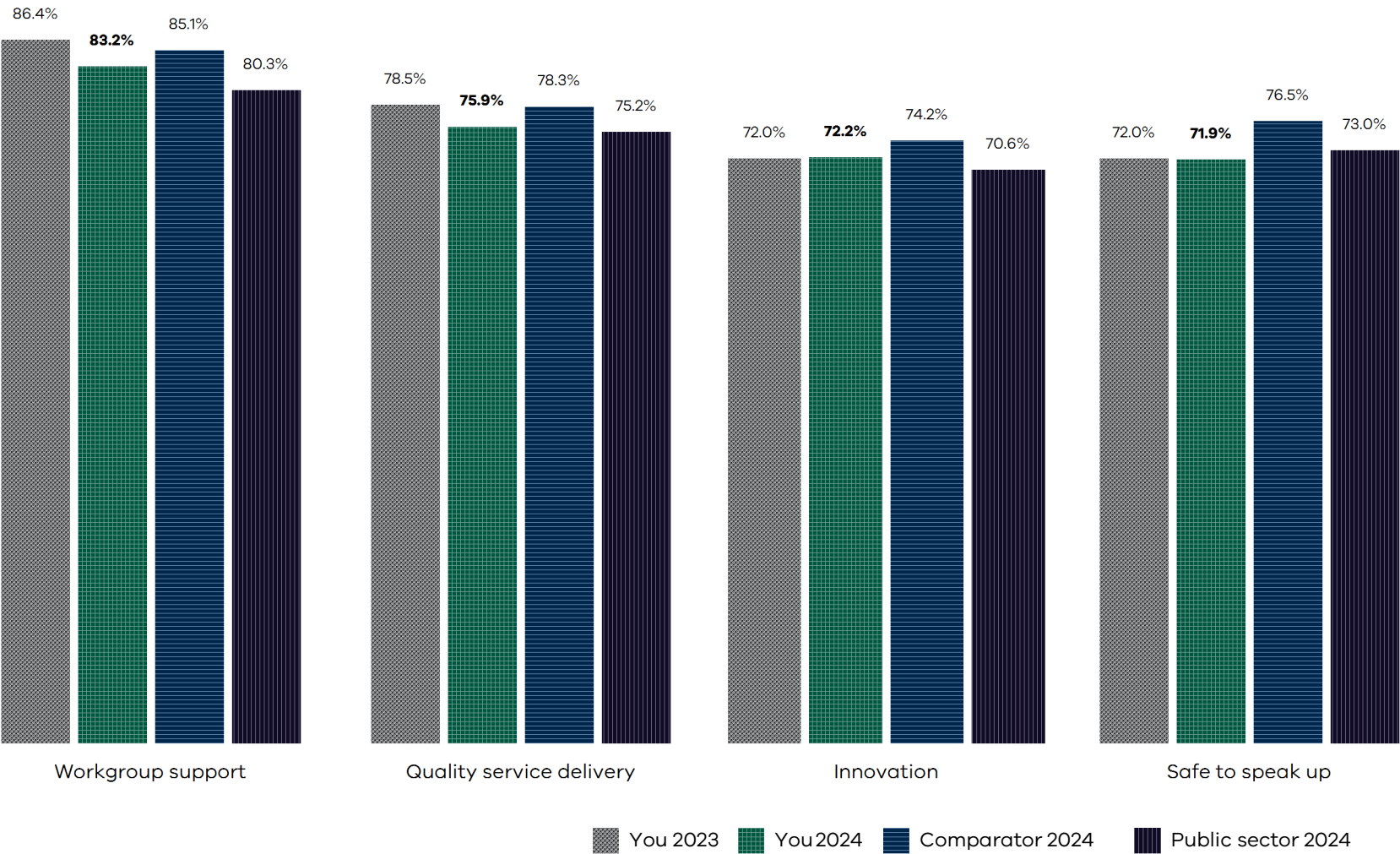
This page shows which factors are performing well and which factors you can look to improve.

### 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:
- 83.2% of your staff who did the survey responded positively to questions about Workgroup support
- Compared to:
- 85.1% of staff in your comparator group and 80.3% of staff across the public sector.





# Workgroup climate

## Quality service delivery

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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

### Example

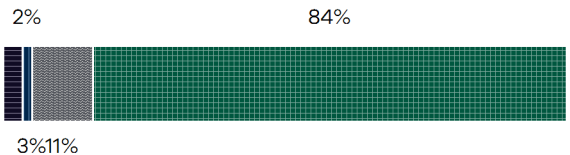
84% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

## Survey question

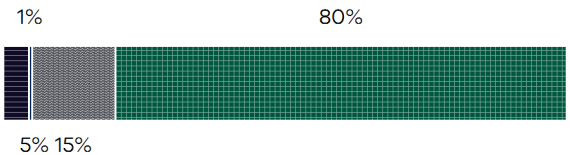
## Your results



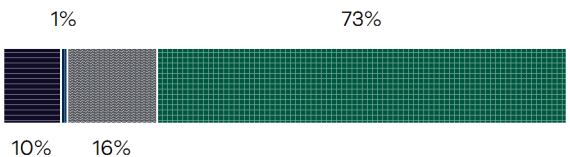
My workgroup provides high quality advice and services



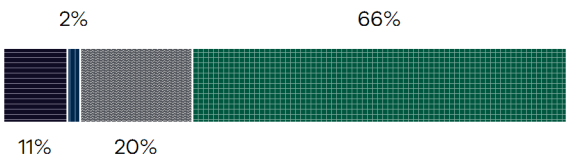
My workgroup acts fairly and without bias



My workgroup has clear lines of responsibility



My workgroup uses its resources well



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
83%	84%	67%	87%	100%
85%	80%	68%	81%	100%
77%	73%	56%	75%	96%
69%	66%	56%	71%	96%

Workgroup climate

Innovation

What is this

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

Why this is important

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

How to read this

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

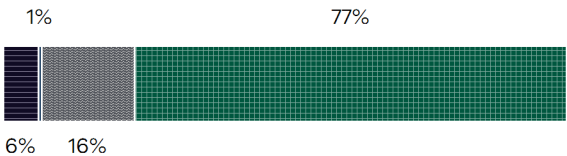
Survey question

Your results

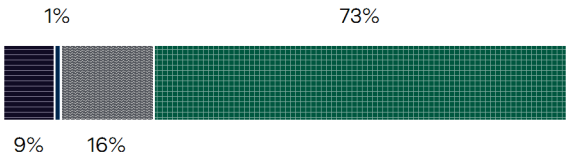
Benchmark agree results



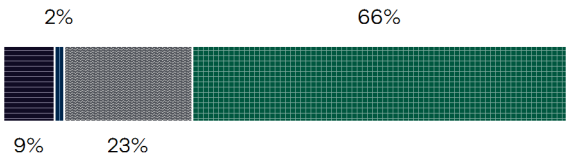
My workgroup learns from failures and mistakes



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



My workgroup encourages employee creativity



You		Comparator		
2023	2024	Lowest	Average	Highest
75%	77%	55%	75%	95%
75%	73%	59%	75%	96%
65%	66%	53%	72%	95%

Workgroup climate

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

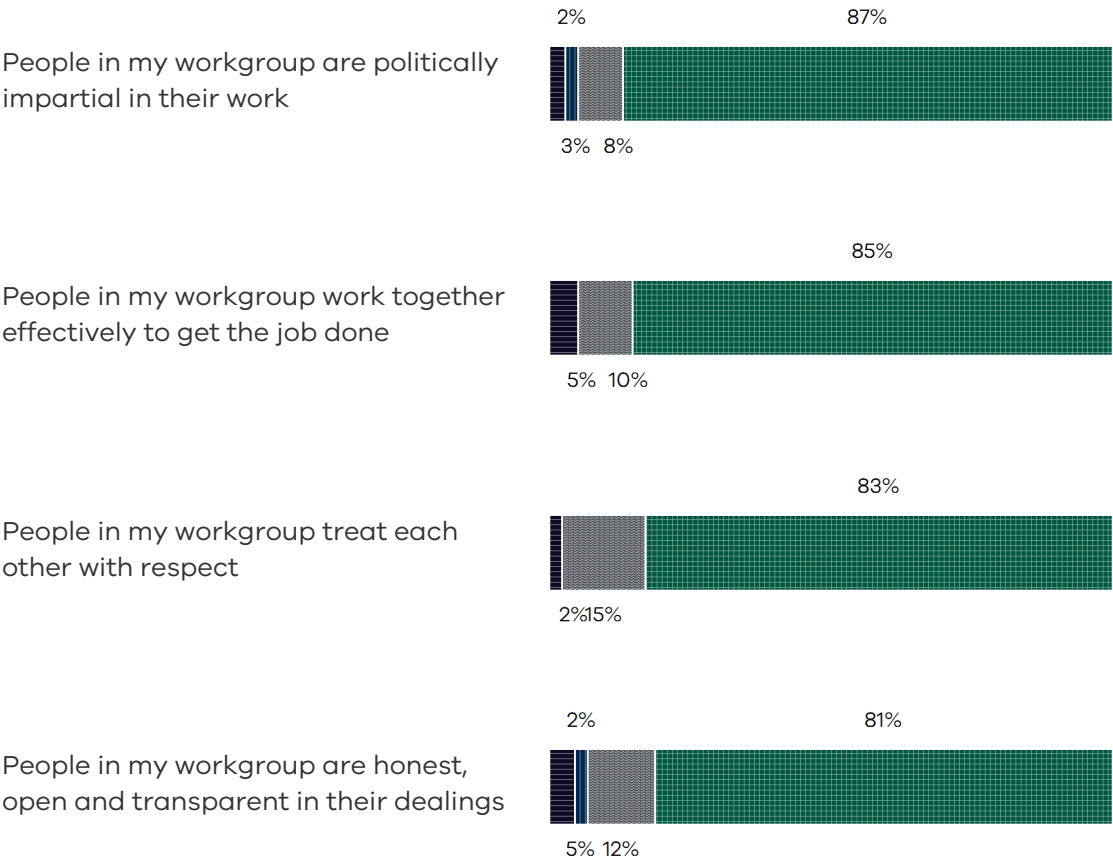
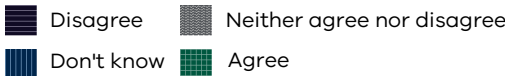
Example

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
84%	87%	73%	86%	96%
88%	85%	75%	86%	100%
89%	83%	79%	89%	100%
85%	81%	70%	83%	100%

# Workgroup climate

## Workgroup support 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

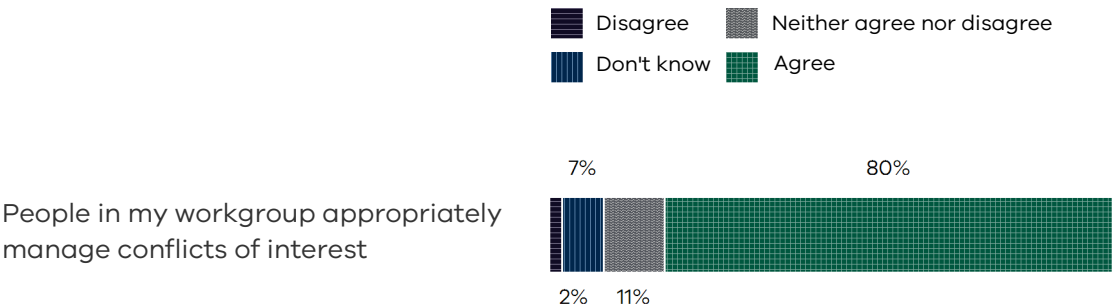
### Example

80% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
85%	80%	58%	81%	96%

# Workgroup climate

## Safe to speak up

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

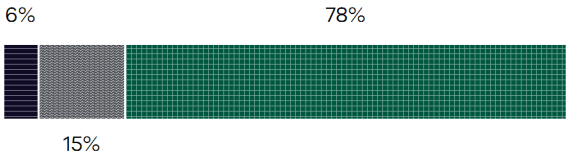
## Survey question

## Your results

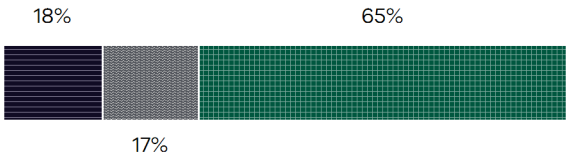
## Benchmark agree results



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



I feel safe to challenge inappropriate behaviour at work



You		Comparator		
2023	2024	Lowest	Average	Highest
77%	78%	59%	79%	96%
67%	65%	54%	74%	95%

# People matter survey

2024

Have your say

## Overview

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- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

- Scorecard
- Responsiveness
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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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

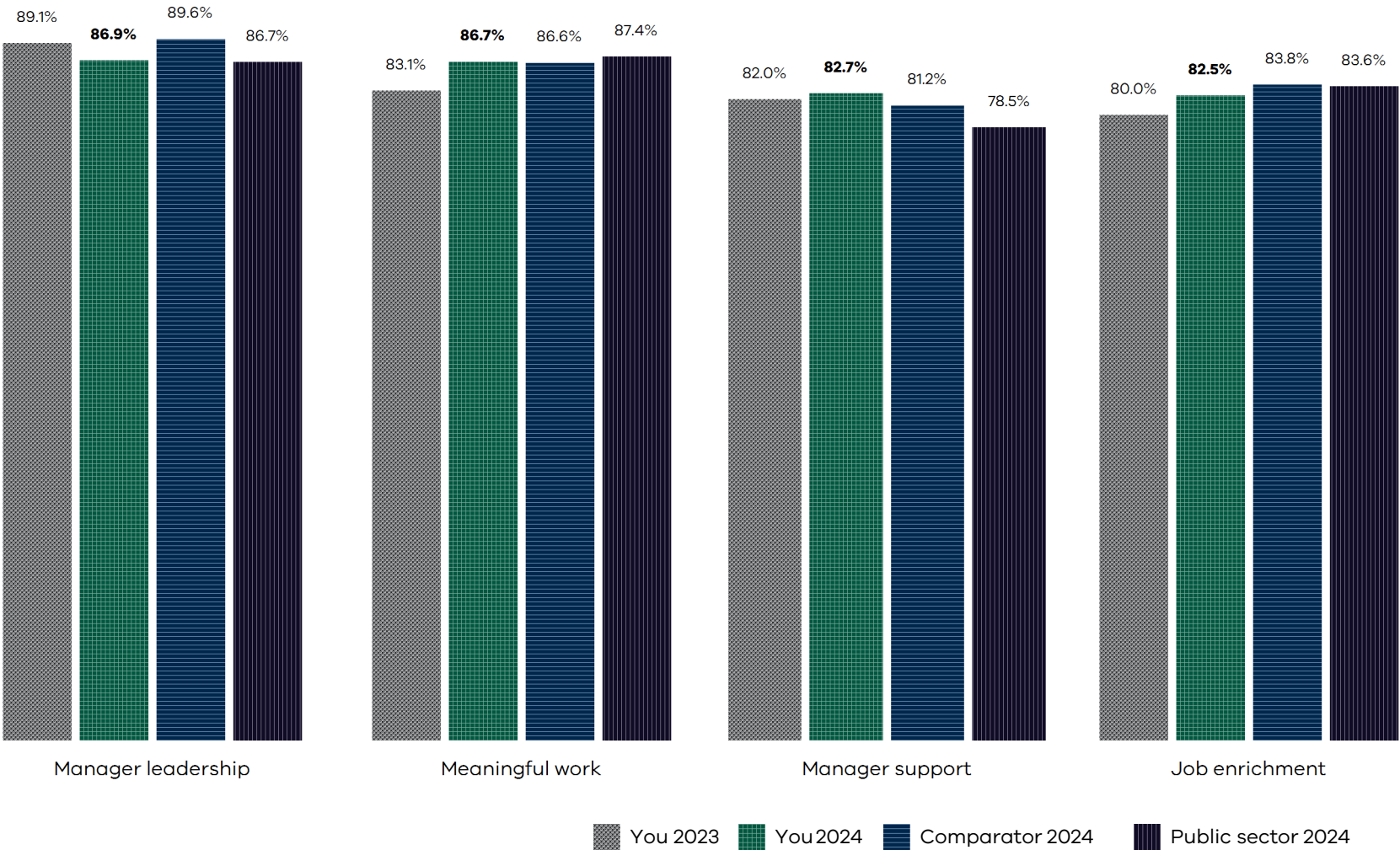
### Example

In 2024:

- 86.9% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 89.6% of staff in your comparator group and 86.7% of staff across the public sector.





# Job and manager factors

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

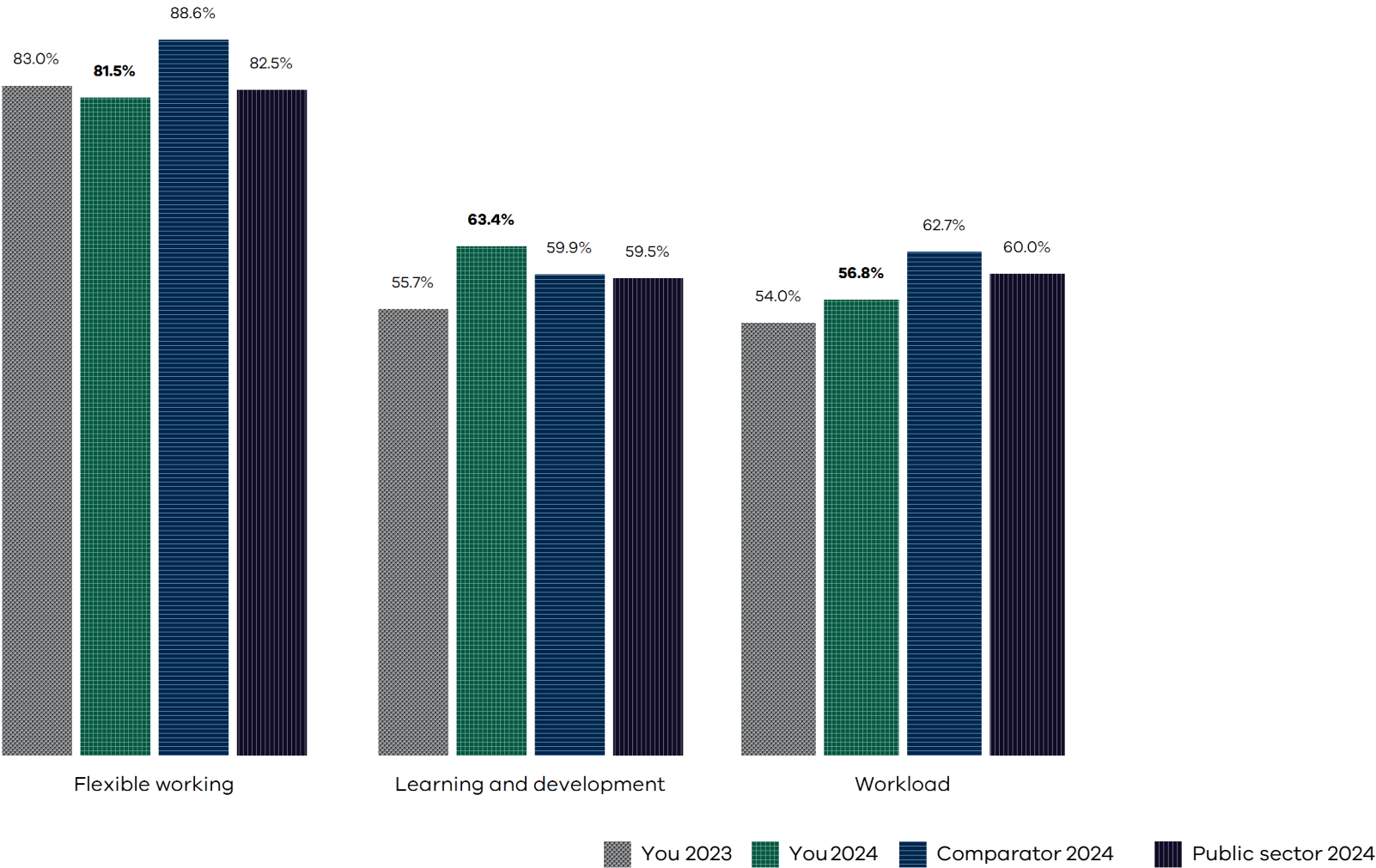
### Example

In 2024:

- 81.5% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 88.6% of staff in your comparator group and 82.5% of staff across the public sector.





# Job and manager factors

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why this is important

Great managers can foster the right environment for staff engagement. They can act as role models for your organisation’s strategy and values.

### How to read this

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

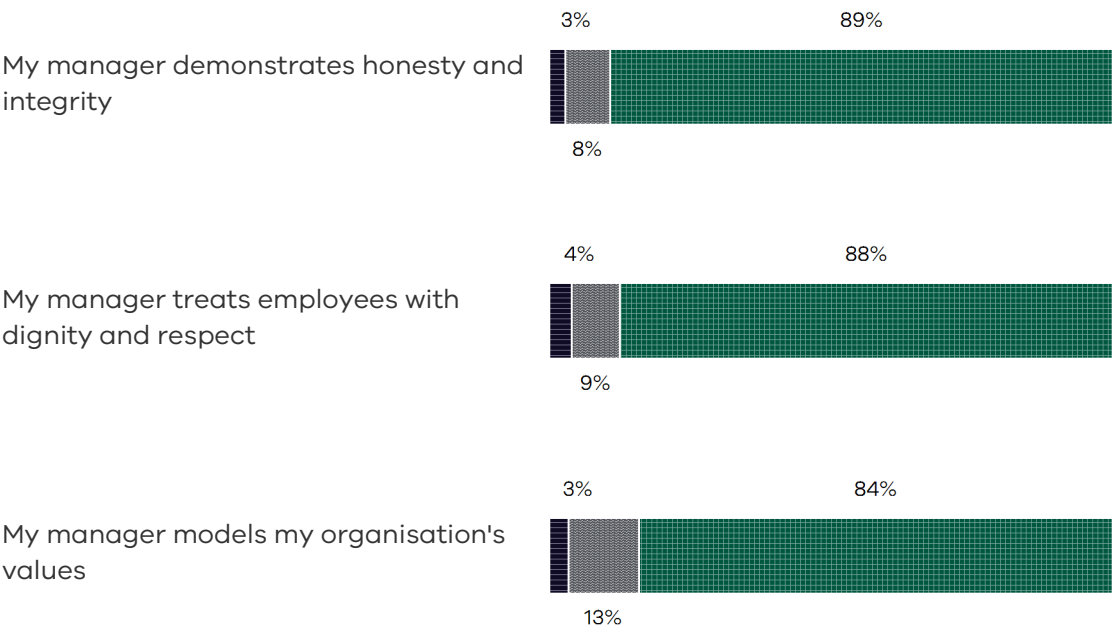
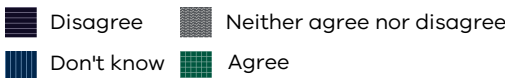
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

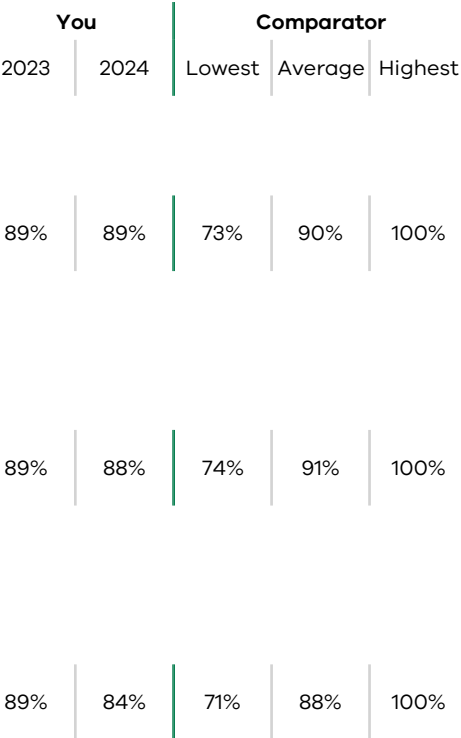
89% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

## Survey question

## Your results



## Benchmark agree results



Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

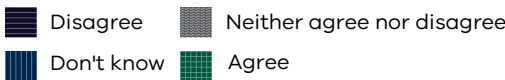
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

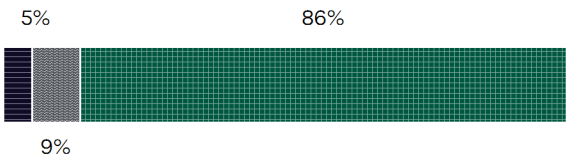
86% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question

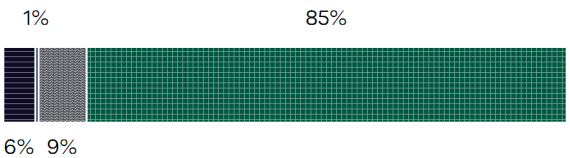
Your results



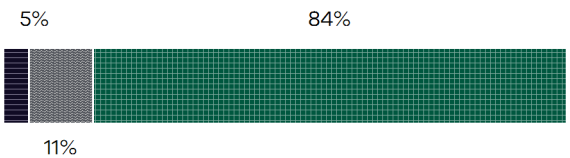
I can discuss problems or issues with my manager



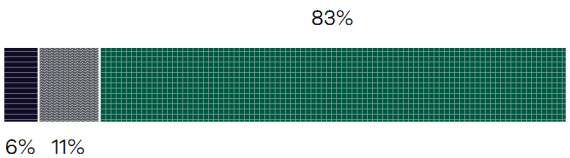
My manager provides me with enough support when I need it



My manager listens to what I have to say



My manager gives me feedback that helps me improve my performance



Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
87%	86%	74%	86%	100%
83%	85%	70%	85%	100%
88%	84%	74%	88%	100%
80%	83%	65%	77%	93%

# Job and manager factors

## Manager support 2 of 2

### What is this

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

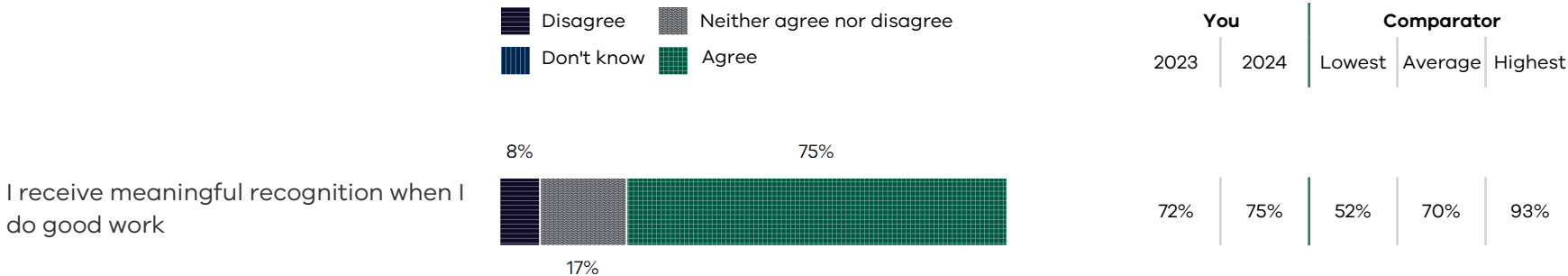
### Example

75% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Workload

### What is this

This is how staff feel about workload and time pressure.

### Why this is important

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

### How to read this

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

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

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

### Example

57% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

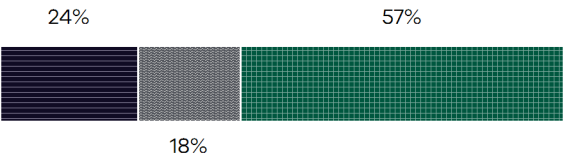
## Survey question

## Your results

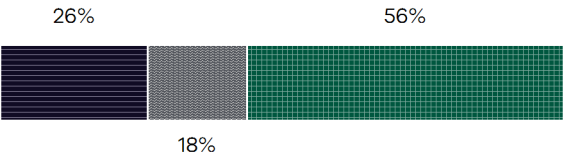
## Benchmark agree results



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



I have enough time to do my job effectively



You		Comparator		
2023	2024	Lowest	Average	Highest
56%	57%	40%	64%	89%
52%	56%	42%	62%	89%

# Job and manager factors

## Learning and development

### What is this

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

### Why this is important

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

### How to read this

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

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

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

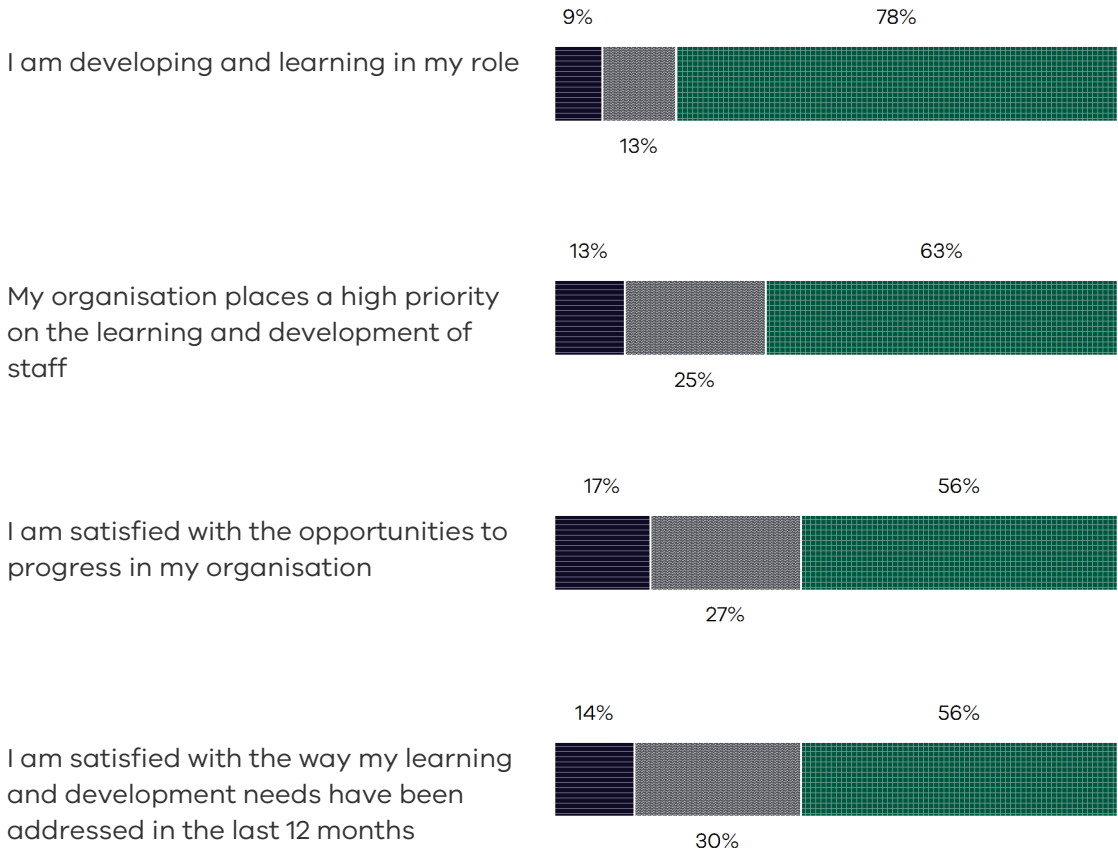
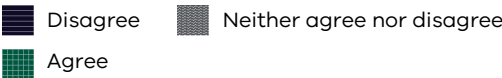
### Example

78% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
77%	78%	55%	75%	95%
49%	63%	30%	60%	100%
47%	56%	33%	47%	68%
50%	56%	36%	58%	84%

# Job and manager factors

## Job enrichment 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

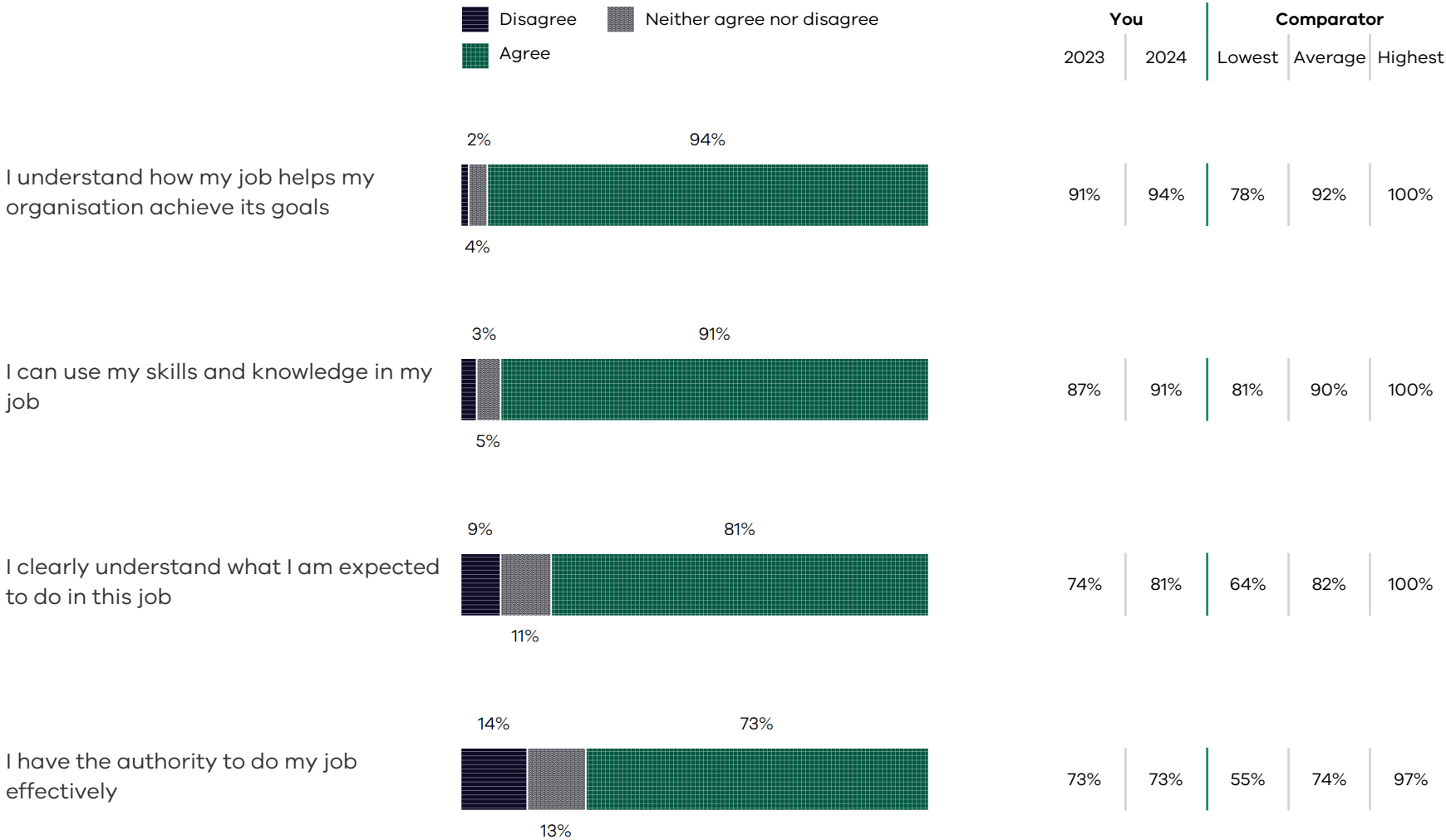
### Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Job enrichment 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

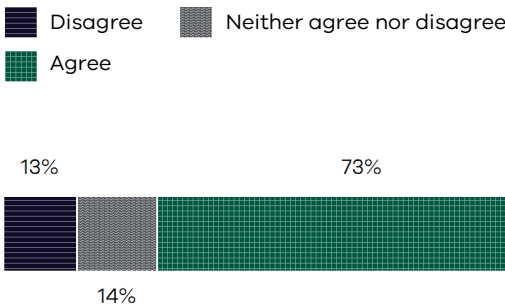
### Example

73% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

## Survey question

I have a say in how I do my work

## Your results



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
75%	73%	63%	81%	100%

# Job and manager factors

## Meaningful work

### What is this

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

### Why this is important

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

### How to read this

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

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

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

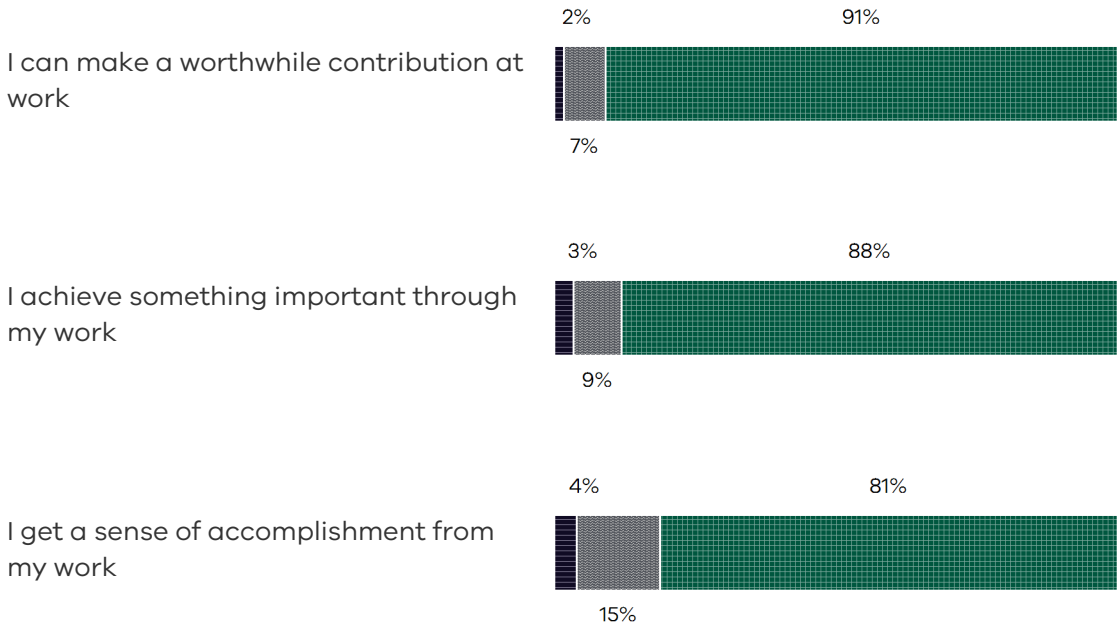
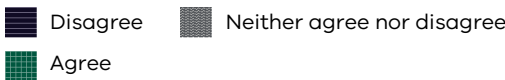
### Example

91% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

## Survey question

## Your results

## Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
89%	91%	84%	91%	100%
83%	88%	77%	87%	100%
78%	81%	73%	82%	100%



# Job and manager factors

## Flexible working

### What is this

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

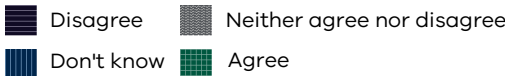
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

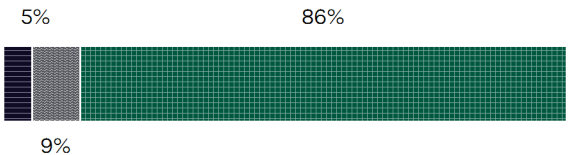
86% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

## Survey question

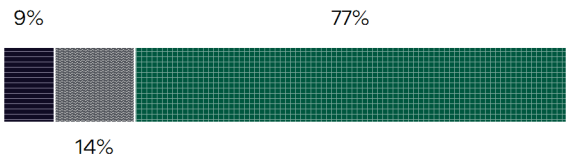
## Your results



My manager supports working flexibly



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



## Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
89%	86%	70%	92%	100%
77%	77%	52%	85%	100%

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



# 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.

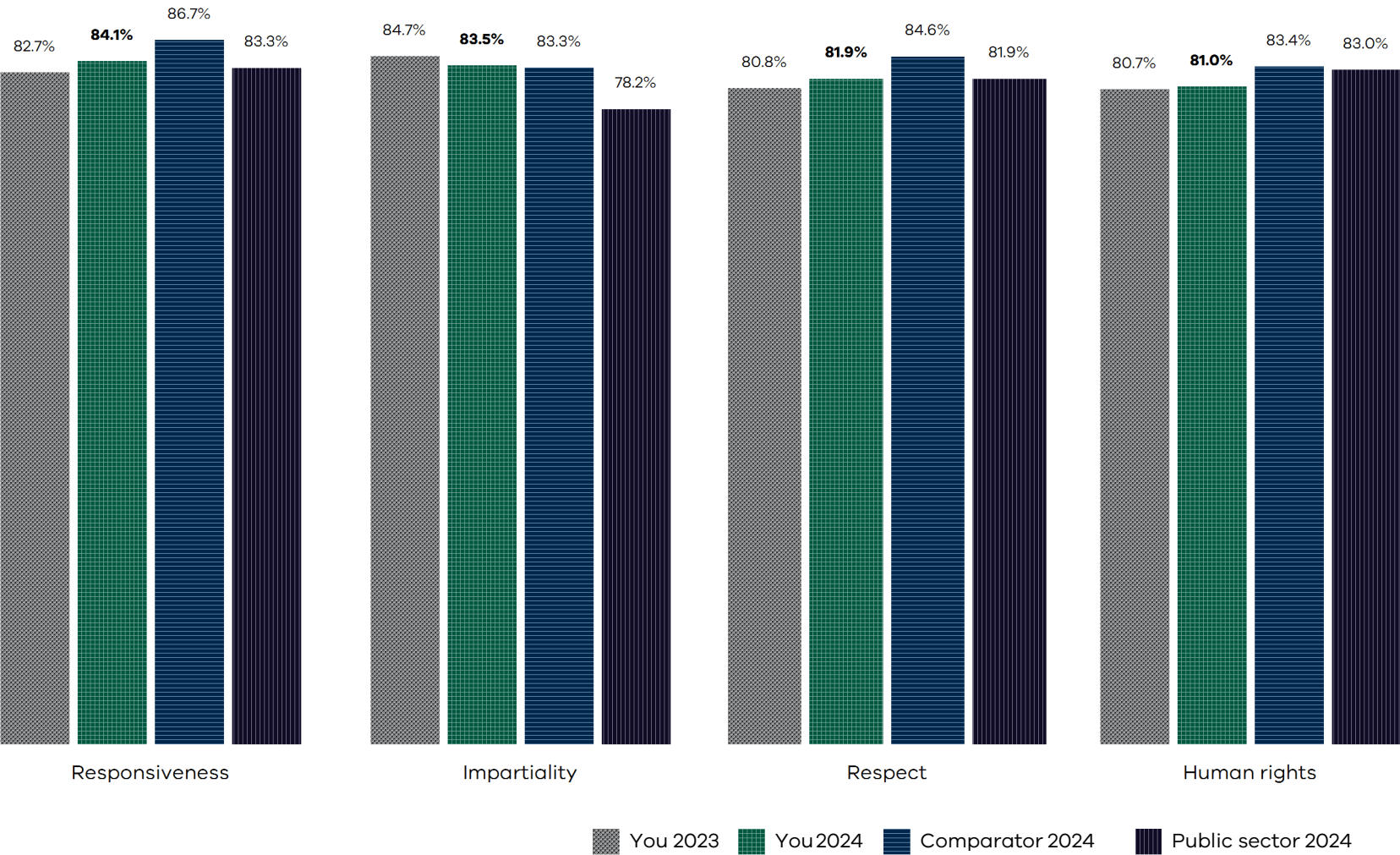
### Example

In 2024:

- 84.1% of your staff who did the survey responded positively to questions about Responsiveness.

Compared to:

- 86.7% of staff in your comparator group and 83.3% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

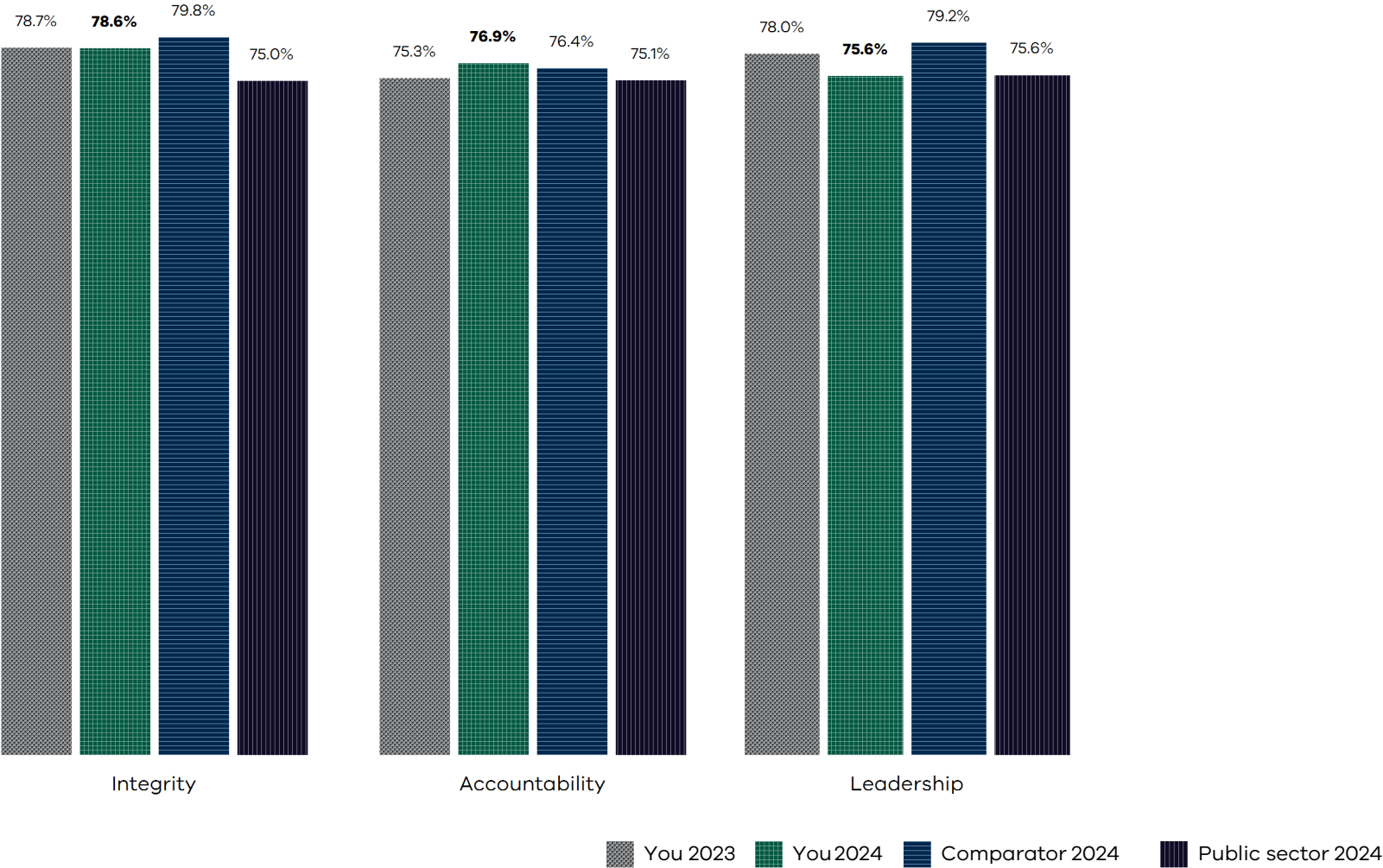
### Example

In 2024:

- 78.6% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

- 79.8% of staff in your comparator group and 75.0% of staff across the public sector.



Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

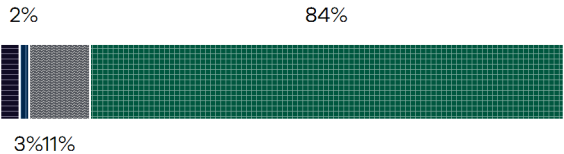
Survey question

Your results

Benchmark agree results

My workgroup provides high quality advice and services

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



You		Comparator		
2023	2024	Lowest	Average	Highest
83%	84%	67%	87%	100%

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

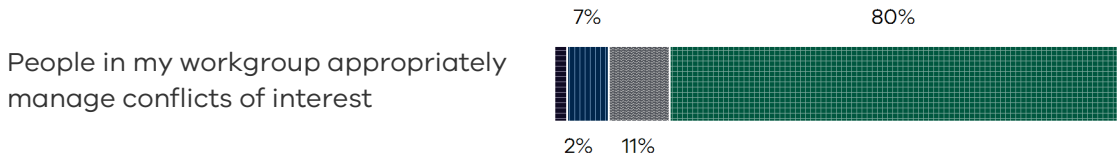
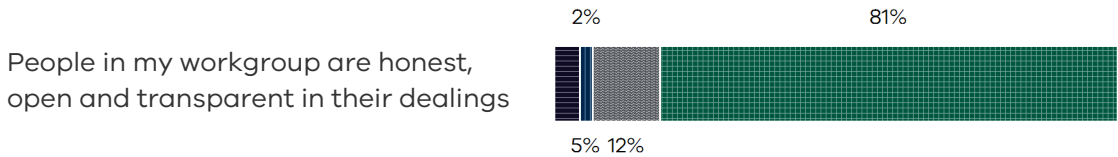
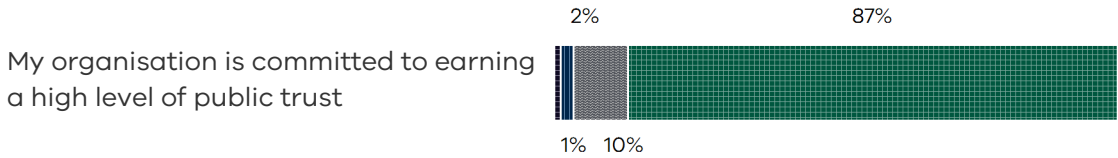
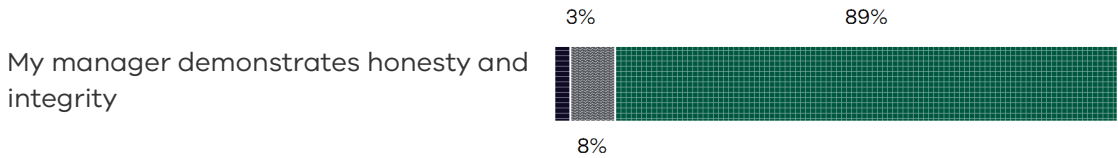
Example

89% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
89%	89%	73%	90%	100%
84%	87%	56%	84%	100%
85%	81%	70%	83%	100%
85%	80%	58%	81%	96%

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

75% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

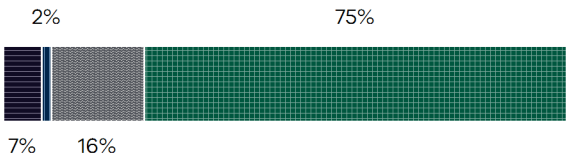
Survey question

Your results

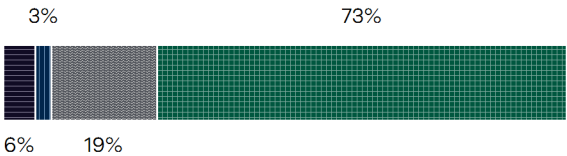
Benchmark agree results



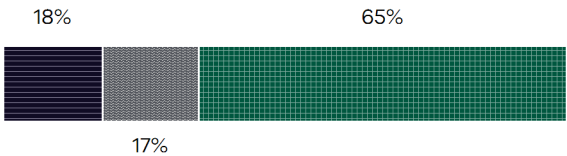
Senior leaders demonstrate honesty and integrity



My organisation does not tolerate improper conduct



I feel safe to challenge inappropriate behaviour at work



You		Comparator		
2023	2024	Lowest	Average	Highest
70%	75%	40%	72%	100%
71%	73%	44%	74%	100%
67%	65%	54%	74%	95%



Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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

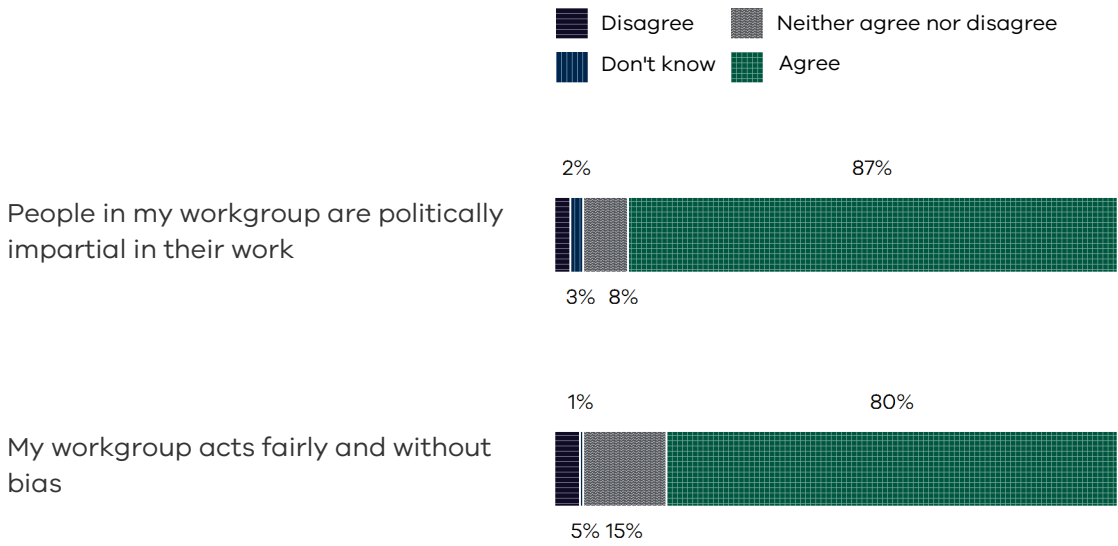
Example

87% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
84%	87%	73%	86%	96%
85%	80%	68%	81%	100%



Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

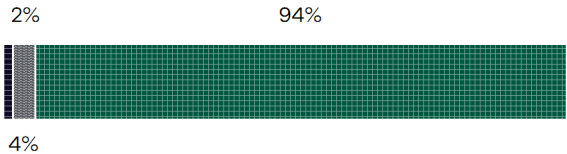
Survey question

Your results

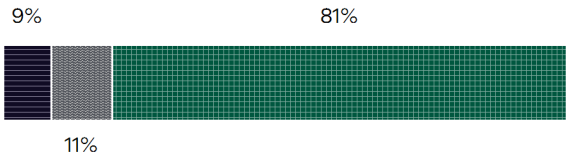
Benchmark agree results



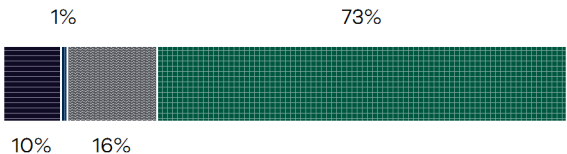
I understand how my job helps my organisation achieve its goals



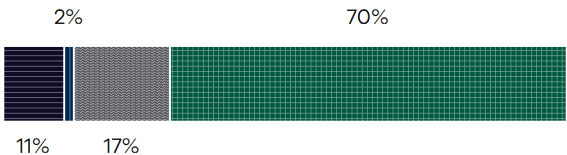
I clearly understand what I am expected to do in this job



My workgroup has clear lines of responsibility



Senior leaders provide clear strategy and direction



You		Comparator		
2023	2024	Lowest	Average	Highest
91%	94%	78%	92%	100%
74%	81%	64%	82%	100%
77%	73%	56%	75%	96%
66%	70%	36%	63%	97%

Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

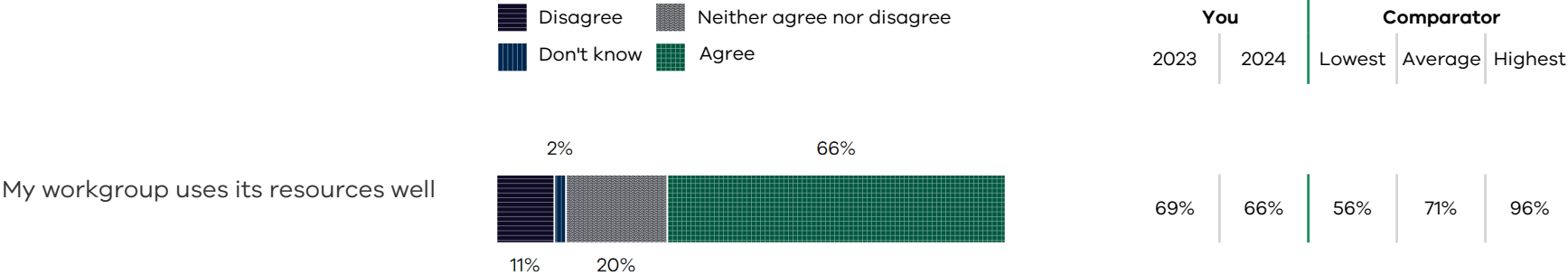
Example

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

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

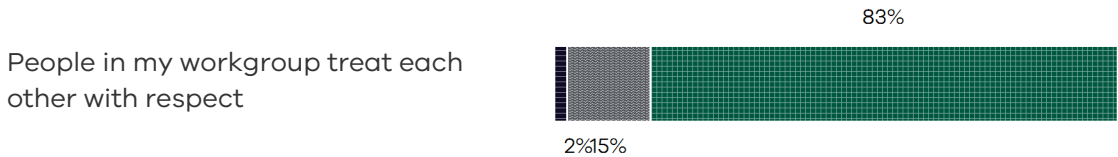
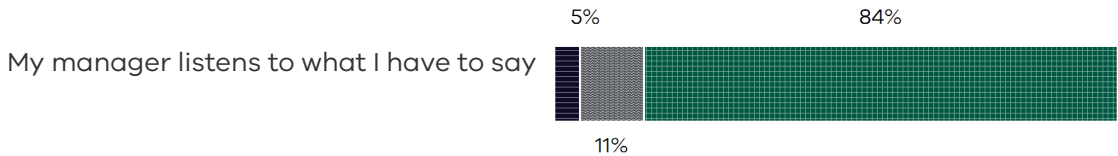
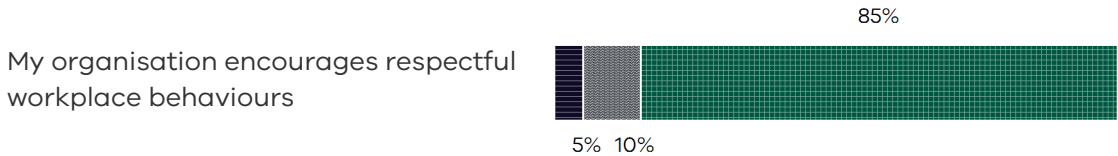
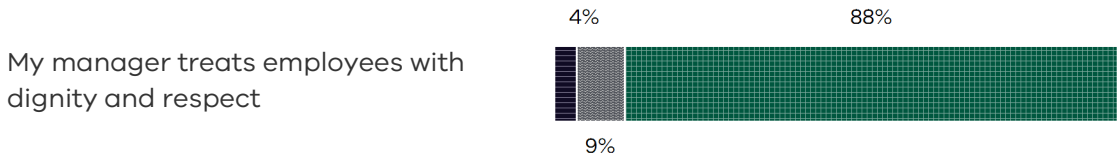
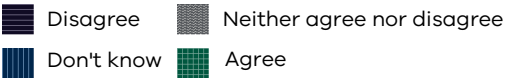
Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
89%	88%	74%	91%	100%
77%	85%	70%	86%	100%
88%	84%	74%	88%	100%
89%	83%	79%	89%	100%

Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

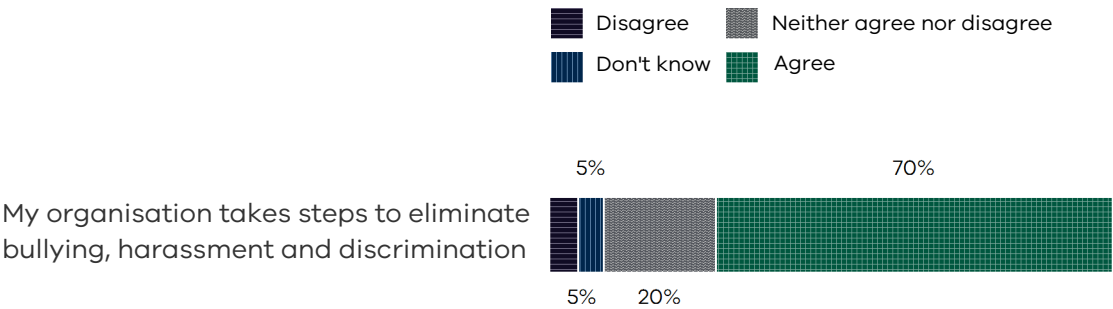
Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



You		Comparator		
2023	2024	Lowest	Average	Highest
61%	70%	50%	70%	92%

Public sector values

Leadership

What is this

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

Why this is important

Good leadership plays a role in the development of workplace culture. It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

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

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

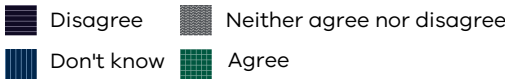
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

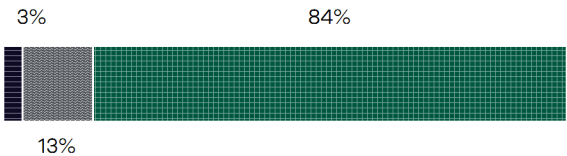
Survey question

Your results

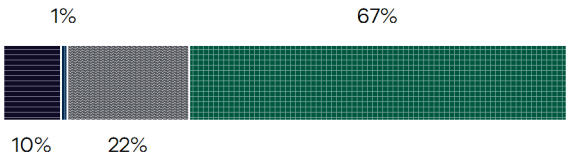
Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



You		Comparator		
2023	2024	Lowest	Average	Highest
89%	84%	71%	88%	100%
67%	67%	38%	71%	100%

Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

83% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

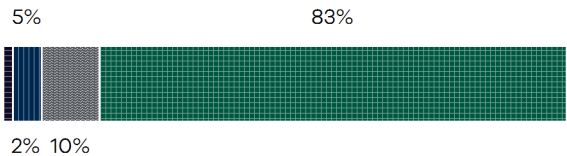
Survey question

Your results

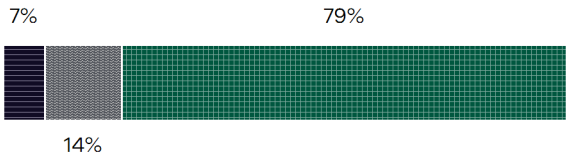
Benchmark agree results



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



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



You		Comparator		
2023	2024	Lowest	Average	Highest
81%	83%	65%	86%	100%
80%	79%	65%	81%	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
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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



Topical questions

Topical questions1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

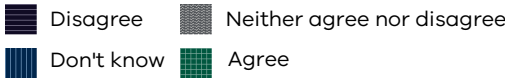
Example

90% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

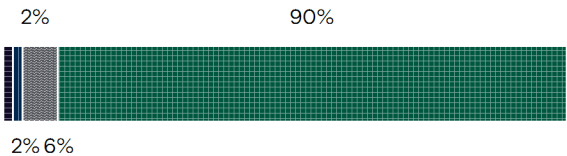
Survey question

Your results

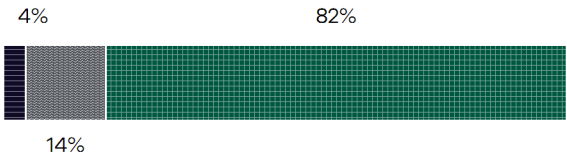
Benchmark agree results



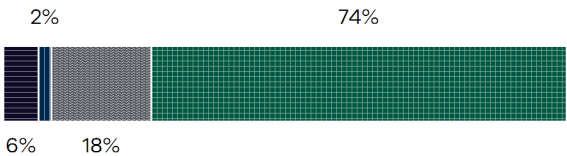
I understand how the Code of Conduct for Victorian public sector employees applies to my work



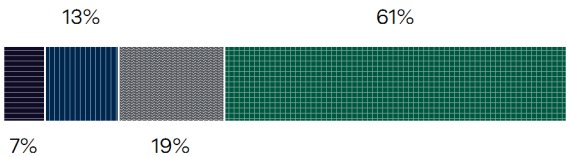
I am proud to work in the public sector



My workgroup gives frank and impartial advice to our managers and leaders



I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration



You		Comparator		
2023	2024	Lowest	Average	Highest
92%	90%	79%	92%	100%
Not asked	82%	62%	82%	95%
Not asked	74%	61%	76%	96%
63%	61%	28%	63%	95%



Topical questions

Frank and impartial advice to ministers

What is this

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

Why this is important

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

How to read this

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

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

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

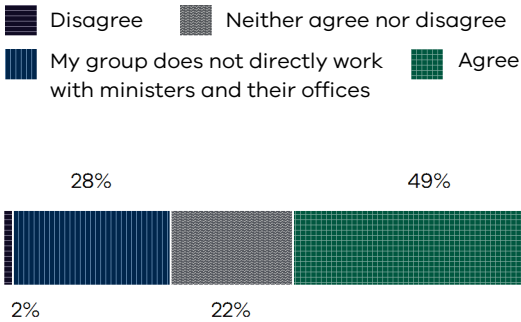
Example

49% of your staff who did the survey agreed or strongly agreed with 'My workgroup gives frank and impartial advice to our Ministers'.

Survey question

My workgroup gives frank and impartial advice to our Ministers

Your results



Benchmark agree results

You		Comparator		
2023	2024	Lowest	Average	Highest
Not asked	49%	7%	40%	79%

# People matter survey

2024

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### Key differences

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- Taking action questions

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- Caring



Custom questions

What is this

Your organisation asked 3 custom questions as part of the 2024 survey.

Why this is important

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

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who responded favourably to each question. In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

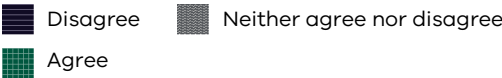
Example

79% of staff who did the survey responded favourably to 'My manager supports me to work in an environment of change'.

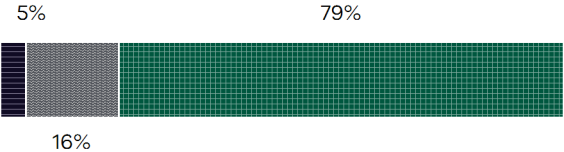
Survey question

Your results

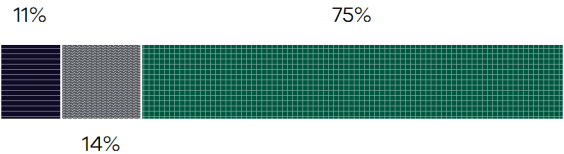
Benchmark agree results



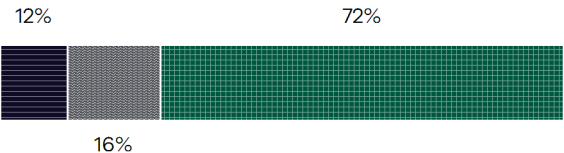
My manager supports me to work in an environment of change



My manager has regular conversations with me about my workload and capacity



People in my workgroup regularly reach out to support me and my wellbeing



You	
2023	2024

Not asked	79%
-----------	-----

Not asked	75%
-----------	-----

Not asked	72%
-----------	-----

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2024

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- Cultural diversity
- Employment
- Adjustments
- Caring



## Demographics

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

#### What is this

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

#### Why this is important

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

#### How to read this

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	38	22%
35-54 years	92	52%
55+ years	20	11%
Prefer not to say	26	15%

Gender	(n)	%
Woman	76	43%
Man	70	40%
Prefer not to say	30	17%
Non-binary and I use a different term	0	0%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	0	0%
No	148	84%
Prefer not to say	28	16%

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

	(n)	%
Yes	0	0%
No	146	83%
Don't know	8	5%
Prefer not to say	22	13%

#### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	127	72%
Prefer not to say	39	22%
Bisexual	3	2%
Gay or lesbian	3	2%
Don't know	2	1%
Pansexual	2	1%
I use a different term	0	0%
Asexual	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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	153	87%
Prefer not to say	23	13%

# 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	8	5%
No	148	84%
Prefer not to say	20	11%

# 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
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Country of birth	(n)	%
Born in Australia	116	66%
Not born in Australia	22	13%
Prefer not to say	38	22%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	10	26%
Mandarin	7	18%
Arabic	4	10%
Tamil	3	8%
Cantonese	3	8%
Vietnamese	3	8%
Greek	2	5%
Italian	2	5%
Sinhalese	2	5%
Urdu	1	3%
Hindi	1	3%
Malayalam	1	3%

Language other than English spoken with family or community	(n)	%
Yes	39	22%
No	106	60%
Prefer not to say	31	18%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Spanish	1	3%
Persian	1	3%
Turkish	1	3%
Punjabi	1	3%
Tagalog	1	3%
Filipino	1	3%
Australian Indigenous Language	0	0%
Gujarati	0	0%
Macedonian	0	0%
Telugu	0	0%
Auslan	0	0%



# Demographics

## Cultural diversity 2 of 2

### What is this

This is the cultural identity and religion of staff.

### Why this is important

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

### How to read this

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

### How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	99	56%
Prefer not to say	43	24%
English, Irish, Scottish and/or Welsh	19	11%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	15	9%
East and/or South-East Asian	14	8%
South Asian	6	3%
Middle Eastern	5	3%
Central Asian	3	2%
Other	2	1%
New Zealander	1	1%
Central and/or South American	1	1%
Pacific Islander	1	1%
African	0	0%
Aboriginal and/or Torres Strait Islander	0	0%
North American	0	0%
Maori	0	0%

Religion	(n)	%
No religion	63	36%
Christianity	52	30%
Prefer not to say	39	22%
Islam	7	4%
Buddhism	5	3%
Judaism	3	2%
Other	3	2%
Hinduism	3	2%
Sikhism	1	1%

# Demographics

## Employment characteristics 1 of 2

### What is this

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

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	163	93%
Part-Time	13	7%

Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	22	13%
\$80k to \$120k	69	40%
\$120k to \$160k	31	18%
\$160k to \$200k	12	7%
\$200k or more	8	5%
Prefer not to say	32	18%

Organisational tenure	(n)	%
<1 year	65	37%
1 to less than 2 years	31	18%
2 to less than 5 years	31	18%
5 to less than 10 years	25	14%
10 to less than 20 years	19	11%
More than 20 years	5	3%

Management responsibility	(n)	%
Non-manager	121	69%
Other manager	32	18%
Manager of other manager(s)	23	13%

Employment type	(n)	%
Ongoing and executive	155	88%
Fixed term	13	7%
Other	8	5%

Frontline worker	(n)	%
No	145	82%
Yes	31	18%

# 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.

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	109	62%
Melbourne CBD	64	36%
Other	2	1%
Large regional city	1	1%
Rural	0	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	163	93%
A frontline or service delivery location	7	4%
Home or private location	79	45%
A shared office space (where two or more organisations share the same workspace)	4	2%
Isolated or remote location/s where access to communications and help from others is difficult	1	1%
Other	4	2%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	101	57%
Flexible start and finish times	51	29%
I do not use any flexible work arrangements	41	23%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	12	7%
Part-time	10	6%
Working more hours over fewer days	9	5%
Purchased leave	4	2%
Shift swap	4	2%
Other	3	2%
Study leave	2	1%
Job sharing	0	0%

# Demographics

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

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## Have you requested any of the following adjustments at work?

	(n)	%
No, I have not requested adjustments	115	65%
Flexible working arrangements	49	28%
Physical modifications or improvements to the workplace	18	10%
Career development support strategies	6	3%
Other	2	1%
Accessible communications technologies	1	1%
Job redesign or role sharing	1	1%

## Why did you make this request?

	(n)	%
Work-life balance	40	66%
Health	23	38%
Caring responsibilities	19	31%
Family responsibilities	11	18%
Study commitments	5	8%
Other	4	7%
Disability	2	3%

## What was your experience with making this request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	50	82%
The adjustments I needed were made but the process was unsatisfactory	9	15%
The adjustments I needed were not made	2	3%

# Demographics

## Caring

### What is this

These are staff-reported caring responsibilities.

**Why this is important**

This shows organisations what caring responsibilities their staff have.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

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Caring responsibilities	(n)	%
None of the above	67	38%
Prefer not to say	35	20%
Frail or aged person(s)	28	16%
Secondary school aged child(ren)	24	14%
Primary school aged child(ren)	17	10%
Child(ren) - younger than preschool age	14	8%
Preschool aged child(ren)	6	3%
Person(s) with a mental illness	4	2%
Other	4	2%
Person(s) with disability	3	2%
Person(s) with a medical condition	3	2%



**Victorian  
Public Sector  
Commission**



[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)