People Matter Survey 2024

Have your say

People matter survey

2024

Have your say

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

Demographics

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

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 96% of this year's survey with your previous results.

Rounding of percentages

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

Survey questions and definitions

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

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Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

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

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

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

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

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

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

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

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

Organisation climate
- Organisational integrity
- Collaboration
- Safety climate

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

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

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

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Australian Grand Prix Corporation

Harness Racing Victoria

Melbourne and Olympic Parks Trust

Phillip Island Nature Park Board of Management

Puffing Billy Railway Board

Royal Botanic Gardens Board

State Sport Centres Trust

Victorian Institute of Sport

Visit Victoria

Victorian Public Sector Commission

VICTORIA State Government

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	
64% (623)	
Comparator	59%
Public Sector	42%

2024	
59% (620)	
Comparator	63%
Public Sector	65%

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People matter survey

2024

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People outcomes

Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

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

Why this is important

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

2023

78

Comparator	73
Public Sector	68

2024

75

Comparator	72
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 75.

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.
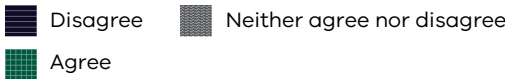
Example

87% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.
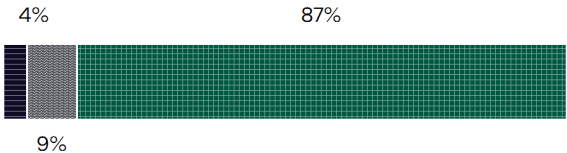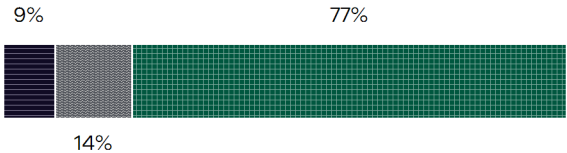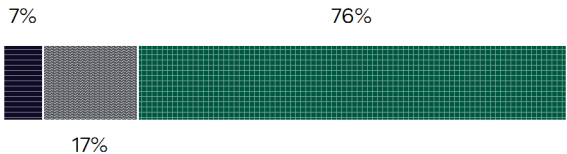
Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
I am proud to tell others I work for my organisation	Disagree 4% / Neither 9% / Agree 87%	91%	91%	87%	59%	80%	96%
I would recommend my organisation as a good place to work	Disagree 9% / Neither 14% / Agree 77%	86%	82%	77%	39%	69%	96%
I feel a strong personal attachment to my organisation	Disagree 7% / Neither 17% / Agree 76%	85%	79%	76%	49%	68%	85%
My organisation motivates me to help achieve its objectives	Disagree 11% / Neither 17% / Agree 71%	81%	75%	71%	45%	68%	87%

Legend: Disagree | Neither agree nor disagree | Agree
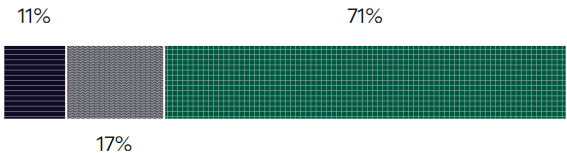
People outcomes

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 75.

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.
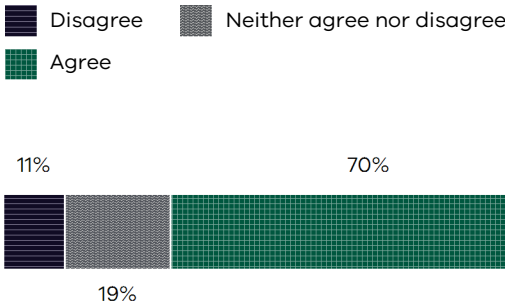
Example

70% of your staff who did the survey agreed or strongly agreed with 'My organisation inspires me to do the best in my job'.

Survey question	Your results						

Disagree | Neither agree nor disagree | Agree

		You			Comparator		
Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
My organisation inspires me to do the best in my job	11% / 19% / 70%	81%	74%	70%	46%	68%	87%

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.
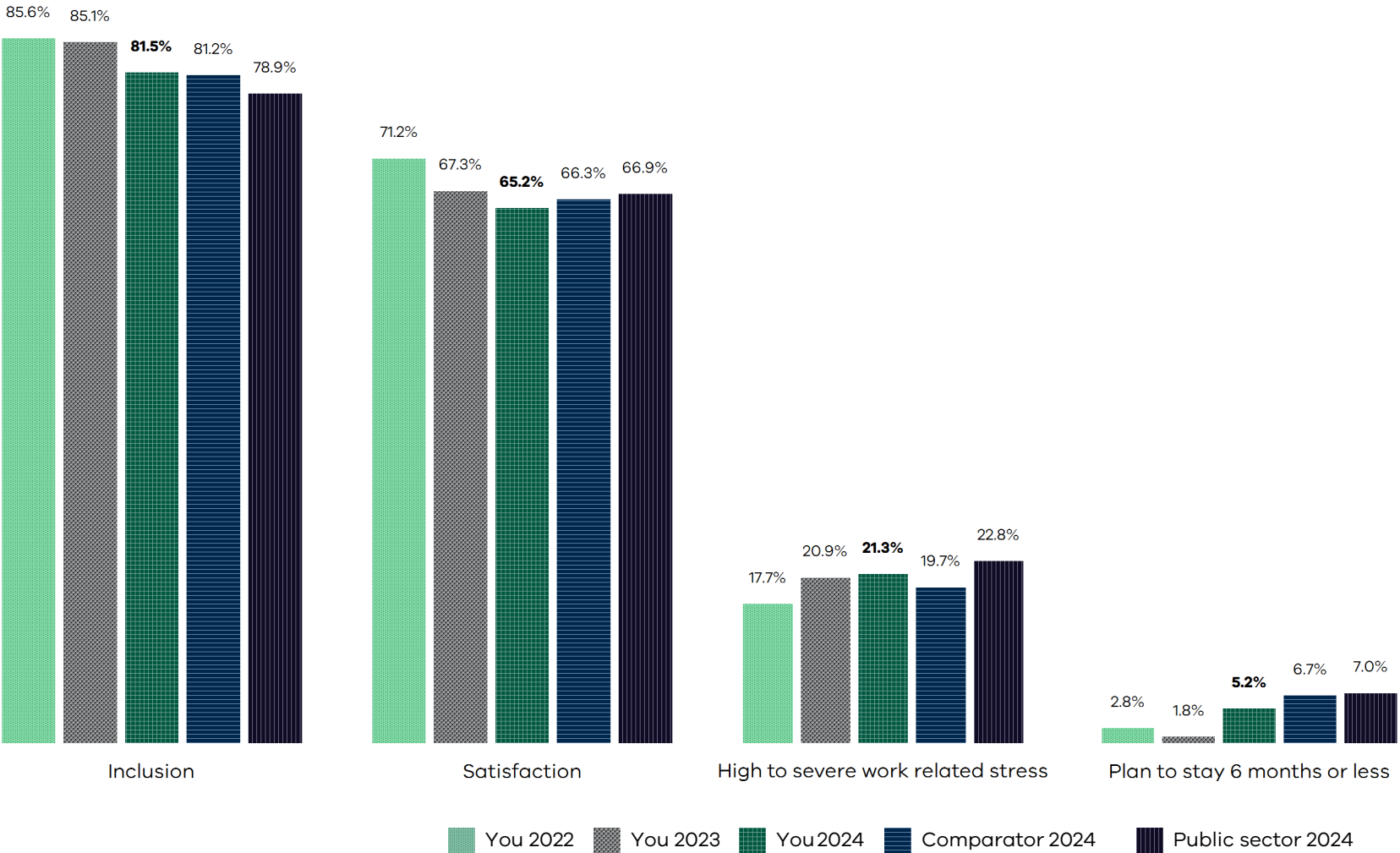
Example

In 2024:

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

Compared to:

- 81.2% of staff in your comparator group and 78.9% of staff across the public sector.

Inclusion
- You 2022: 85.6%
- You 2023: 85.1%
- You 2024: 81.5%
- Comparator 2024: 81.2%
- Public sector 2024: 78.9%

Satisfaction
- You 2022: 71.2%
- You 2023: 67.3%
- You 2024: 65.2%
- Comparator 2024: 66.3%
- Public sector 2024: 66.9%

High to severe work related stress
- You 2022: 17.7%
- You 2023: 20.9%
- You 2024: 21.3%
- Comparator 2024: 19.7%
- Public sector 2024: 22.8%

Plan to stay 6 months or less
- You 2022: 2.8%
- You 2023: 1.8%
- You 2024: 5.2%
- Comparator 2024: 6.7%
- Public sector 2024: 7.0%

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

People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

74% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.
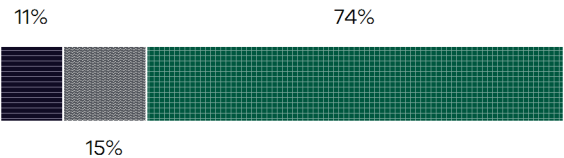
Survey question
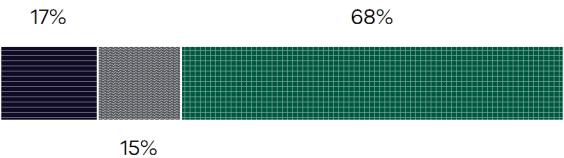
Your results

Legend:
- Dissatisfied (dark navy)
- Satisfied (green)
- Neither satisfied nor dissatisfied (grey)

Considering everything, how satisfied are you with your current job

11% | 15% | 74%

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

17% | 15% | 68%

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

25% | 21% | 54%

Benchmark satisfied results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	81%	77%	74%	61%	74%	90%
How satisfied are you with the work/life balance in your current job	72%	73%	68%	60%	69%	78%
How satisfied are you with your career development within your current organisation	60%	52%	54%	36%	55%	77%
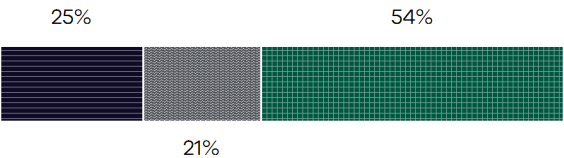
People outcomes

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.
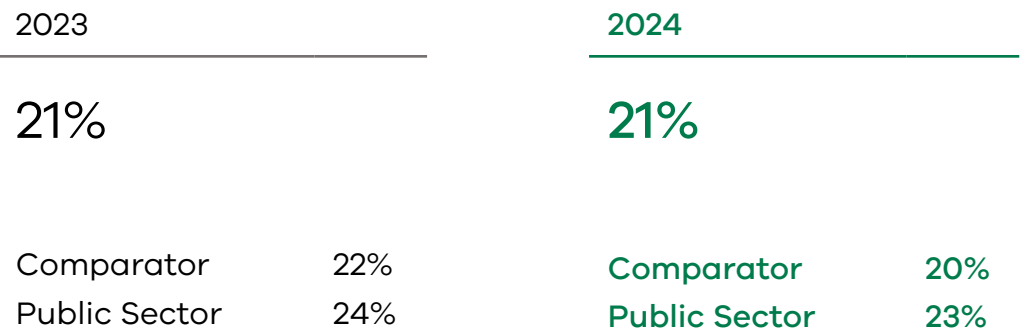
Example

21% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 20% of staff in your comparator group and 23% of staff across the public sector.

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

Level	Percentage
Nil	14%
Low or mild	40%
Moderate	25%
High	12%
Very high	7%
Severe	2%
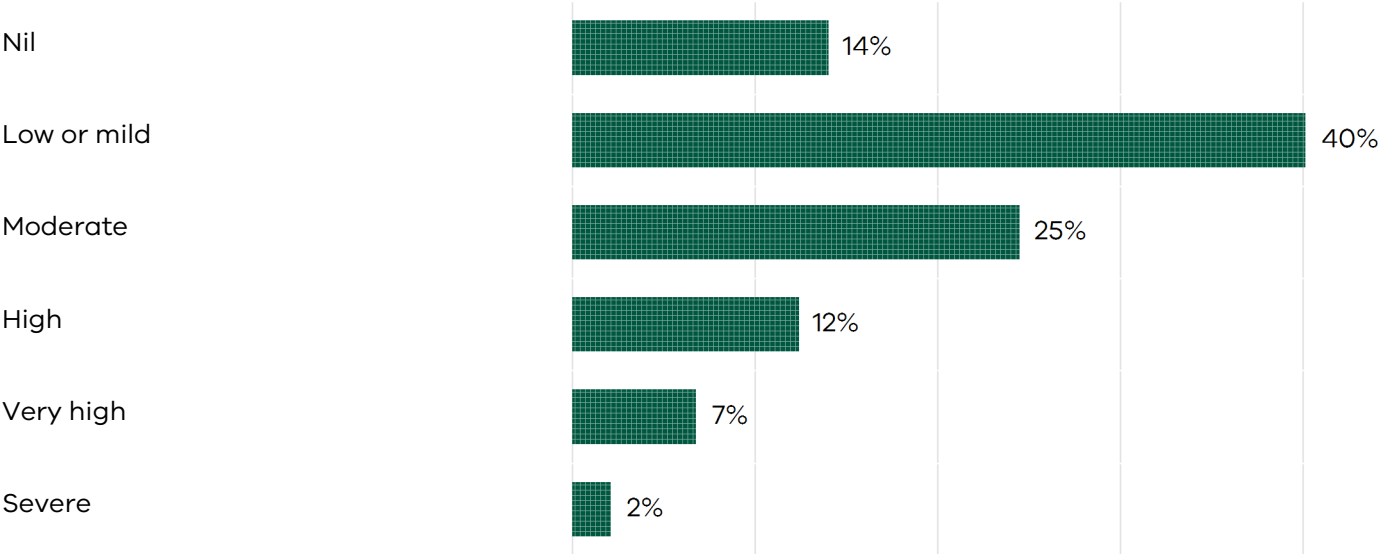
Reported levels of high to severe stress

2023		2024	
21%		**21%**	
Comparator	22%	Comparator	20%
Public Sector	24%	Public Sector	23%

People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey said they experienced mild to severe stress. Of that 86%, 37% said the top reason was 'Workload' .

533	87
86%	14%

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

Of those that experienced work related stress it was from …	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	38%	37%	42%	47%
Time pressure	28%	30%	36%	42%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	25%	26%	13%	11%
Job security	21%	20%	9%	10%
Dealing with clients, patients or stakeholders	20%	19%	20%	17%
Other	14%	16%	13%	13%
Competing home and work responsibilities	14%	14%	12%	13%
Management of work (e.g. supervision, training, information, support)	14%	13%	14%	12%
Unclear job expectations	10%	11%	13%	14%
Work schedule or hours	13%	10%	10%	5%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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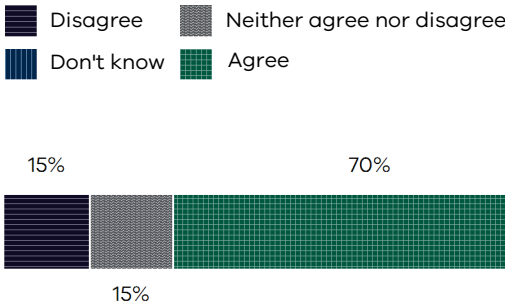
Example

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

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

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
The amount of stress in my job is manageable	15% Disagree / 15% Neither / 70% Agree		Not asked	Not asked	70%	56%	70%	85%

People outcomes

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

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

Employees plan to work at your organisation for...	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	2%	5%	7%	7%
Over 6 months and up to 1 year	7%	6%	10%	10%
Over 1 year and up to 3 years	14%	16%	28%	25%
Over 3 years and up to 5 years	13%	13%	17%	16%
Over 5 years	65%	59%	38%	42%

People outcomes

Inclusion question results

What is this

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

Why this is important

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

How to read this

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

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

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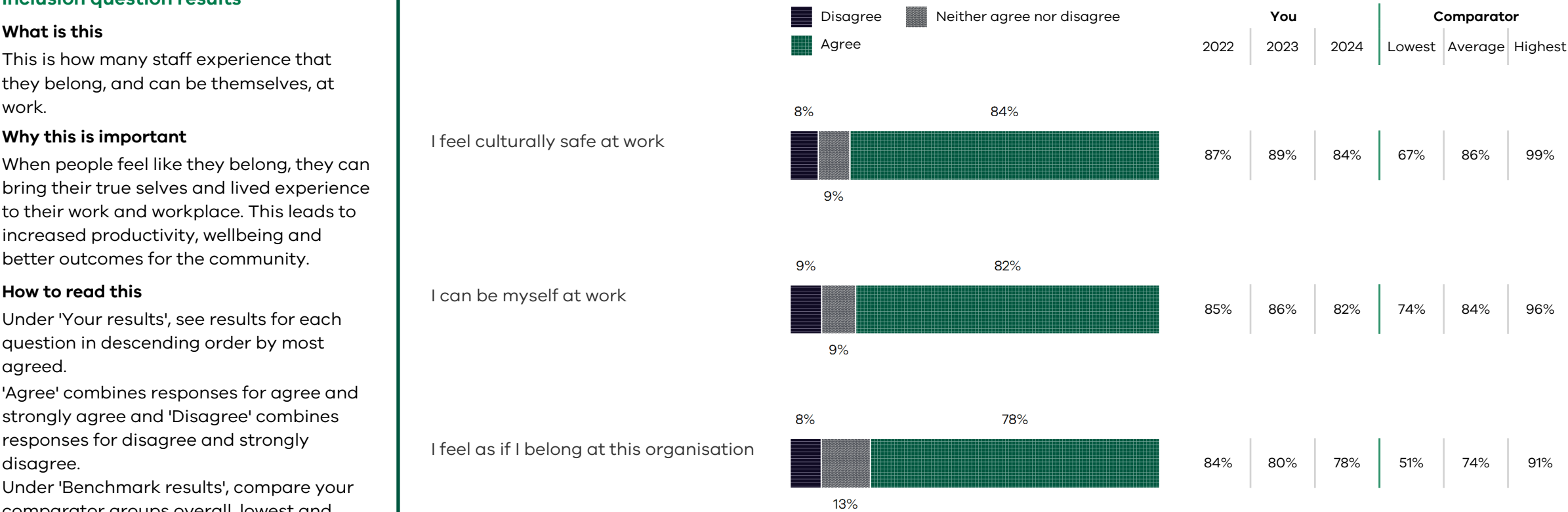
Example

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

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	Disagree 8%, Neither 9%, Agree 84%	87%	89%	84%	67%	86%	99%
I can be myself at work	Disagree 9%, Neither 9%, Agree 82%	85%	86%	82%	74%	84%	96%
I feel as if I belong at this organisation	Disagree 8%, Neither 13%, Agree 78%	84%	80%	78%	51%	74%	91%

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

13% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work

180	440
29%	71%

■ Experienced barriers listed   ■ Did not experience any of the barriers listed
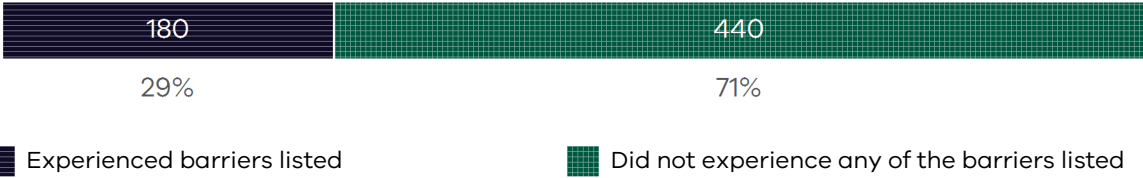
During the last 12 months, employees experienced barriers to their success due to ...	You 2023	You 2024	Comparator 2024	Public sector 2024
My mental health	11%	13%	6%	8%
My physical health	6%	8%	3%	4%
My age	6%	7%	7%	7%
My caring responsibilities	6%	7%	5%	7%
My sex	2%	5%	4%	5%
My flexible working	5%	5%	5%	6%
My disability	-	2%	2%	2%
My political belief	-	2%	1%	1%

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People outcomes

Inclusion - Witnessed barriers to success

What is this

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

Why this is important

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

How to read this

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

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

Example

15% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Mental health'.

Staff who witnessed one or more barriers to success at work

202	418
33%	67%
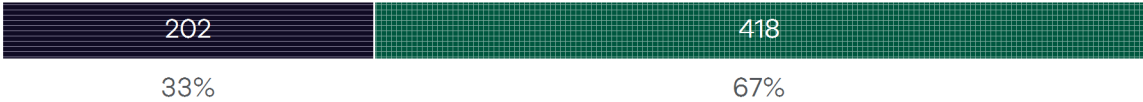
■ Witnessed barriers listed   ■ Did not witness barriers listed

During the last 12 months, employees witnessed barriers to the success of other employees due to their ...	You 2023	You 2024	Comparator 2024	Public sector 2024
Mental health	13%	15%	6%	7%
Flexible working	8%	10%	5%	8%
Physical health	5%	9%	4%	3%
Caring responsibilities	7%	9%	4%	7%
Age	7%	8%	6%	6%
Sex	5%	7%	6%	5%
Disability	3%	5%	2%	2%
Cultural background	2%	3%	3%	4%
Industrial activity	5%	3%	1%	1%
Gender identity	2%	2%	1%	2%

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People outcomes

Scorecard: emotional effects of work

What is this

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

Why this is important

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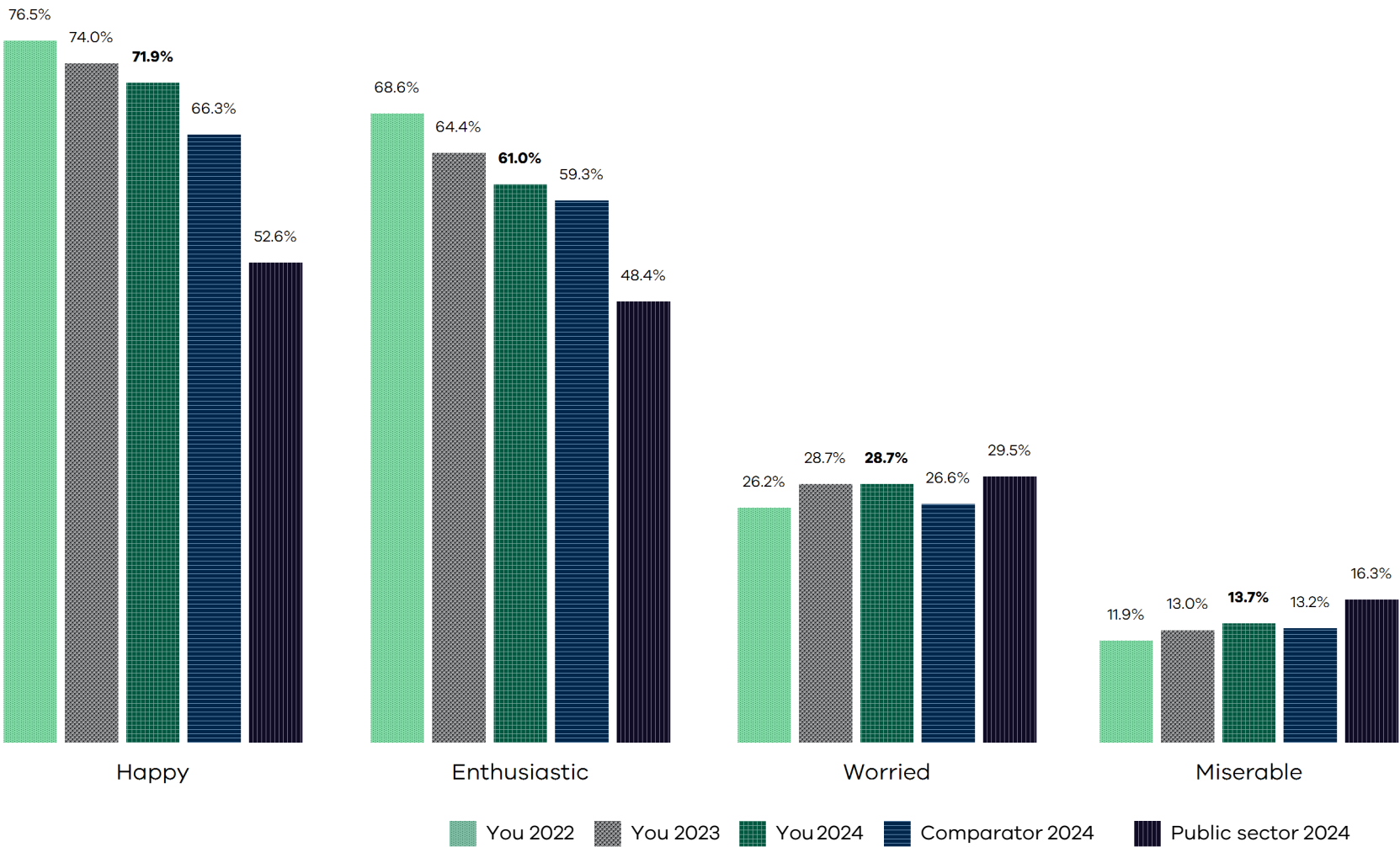
How to read this

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

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

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

Example

In 2024:

- 71.9% of your staff who did the survey said work made them feel happy.

Compared to:

- 66.3% of staff in your comparator group and 52.6% of staff across the public sector.

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

Happy: You 2022 76.5%, You 2023 74.0%, You 2024 **71.9%**, Comparator 2024 66.3%, Public sector 2024 52.6%

Enthusiastic: You 2022 68.6%, You 2023 64.4%, You 2024 **61.0%**, Comparator 2024 59.3%, Public sector 2024 48.4%

Worried: You 2022 26.2%, You 2023 28.7%, You 2024 **28.7%**, Comparator 2024 26.6%, Public sector 2024 29.5%

Miserable: You 2022 11.9%, You 2023 13.0%, You 2024 **13.7%**, Comparator 2024 13.2%, Public sector 2024 16.3%

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

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People outcomes

Scorecard: negative behaviours

What is this

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why this is important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour.
Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

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

Example

In 2024:

- 15.5% 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.

Bullying

- You 2022: 13.7%
- You 2023: 11.7%
- You 2024: 15.5%
- Comparator 2024: 9.4%
- Public sector 2024: 11.2%

Violence or aggression

- You 2022: 14.9%
- You 2023: 10.1%
- You 2024: 13.9%
- Comparator 2024: 10.7%
- Public sector 2024: 10.0%

Sexual harassment

- You 2022: 7.8%
- You 2023: 8.0%
- You 2024: 9.5%
- Comparator 2024: 6.3%
- Public sector 2024: 3.9%

Discrimination

- You 2022: 5.4%
- You 2023: 5.5%
- You 2024: 6.9%
- Comparator 2024: 3.1%
- Public sector 2024: 4.9%

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

People outcomes

Bullying

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 77% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

96	478	46
15%	77%	7%

■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

If you experienced bullying, what type of bullying did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	85%	77%	75%	69%
Exclusion or isolation	49%	52%	44%	46%
Withholding essential information for me to do my job	29%	38%	33%	33%
Intimidation and/or threats	16%	28%	25%	28%
Verbal abuse	12%	23%	25%	19%
Other	15%	16%	8%	15%
Being assigned meaningless tasks unrelated to my job	15%	15%	15%	16%
Being given impossible assignment(s)	7%	9%	2%	11%
Interference with my personal property and/or work equipment	7%	2%	9%	4%

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People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they experienced bullying, of which

- 59% said the top way they reported the bullying was 'Told a manager'.
- 90% said they didn't submit a formal complaint.

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

96	478	46
15%	77%	7%
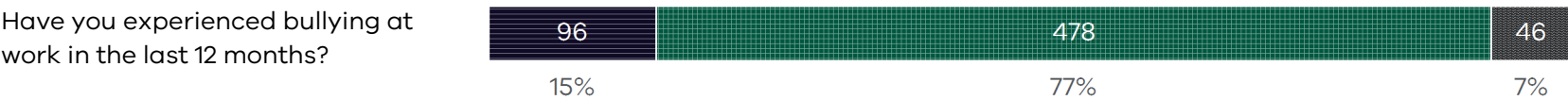
■ Experienced bullying   ■ Did not experience bullying   ■ Not sure

Did you tell anyone about the bullying?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	48%	59%	47%	52%
Told a colleague	51%	38%	36%	41%
Told a friend or family member	47%	38%	29%	34%
Told human resources	11%	22%	24%	14%
Told the person the behaviour was not OK	21%	22%	15%	16%
I did not tell anyone about the bullying	7%	11%	14%	12%
Submitted a formal complaint	4%	10%	14%	12%
Told someone else	7%	8%	6%	12%
Told employee assistance program (EAP) or peer support	8%	6%	4%	12%

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People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

90% of your staff who experienced bullying did not submit a formal complaint, of which:

- 52% said the top reason was 'I believed there would be negative consequences for my reputation'.
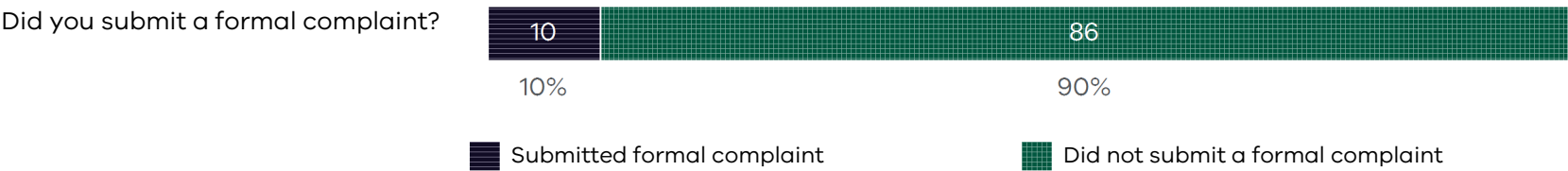
Did you submit a formal complaint?

10	86

10%　　　　　　　　　90%

■ Submitted formal complaint　　　▦ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative consequences for my reputation	60%	52%	46%	54%
I didn't think it would make a difference	60%	51%	50%	51%
I believed there would be negative consequences for my career	41%	47%	40%	45%
Other	19%	20%	12%	16%
I didn't think it was serious enough	20%	14%	16%	16%
I didn't feel safe to report the incident	10%	14%	17%	21%
I believed there would be negative consequences for the person I was going to complain about	14%	13%	11%	10%
I thought the complaint process would be embarrassing or difficult	16%	13%	16%	13%
I didn't know who to talk to	7%	12%	5%	5%
I didn't know how to make a complaint	1%	7%	5%	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, 15% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.
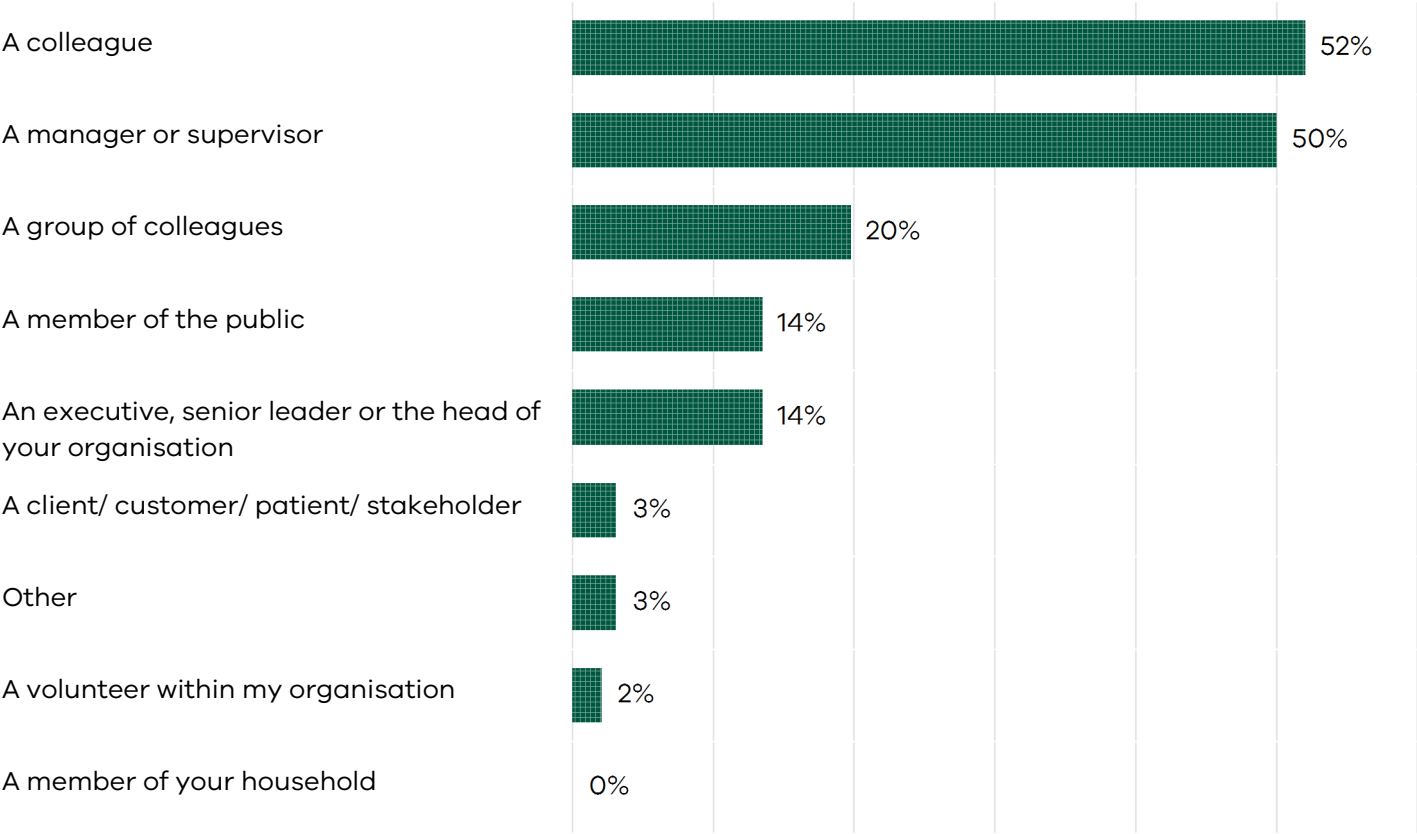
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 52% said it was by 'A colleague'.

96 people (15% of staff) experienced bullying (You 2024)

Perpetrator	Percentage
A colleague	52%
A manager or supervisor	50%
A group of colleagues	20%
A member of the public	14%
An executive, senior leader or the head of your organisation	14%
A client/ customer/ patient/ stakeholder	3%
Other	3%
A volunteer within my organisation	2%
A member of your household	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 15% 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

15% of your staff who did the survey said they experienced bullying.

Of that 15%, 97% said it was by someone within the organisation.

Of that 97%, 70% said it was 'They were in my workgroup'.

93 people (97% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)
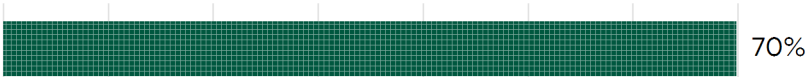
They were in my workgroup	70%
They were my immediate manager or supervisor	34%
They were outside my workgroup	16%
They were someone I supervise or manage	9%

People outcomes

Sexual harassment

What is this

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

Why this is important

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

How to read this

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

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

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

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 59% said the top type was 'Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)'.

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

59	561
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
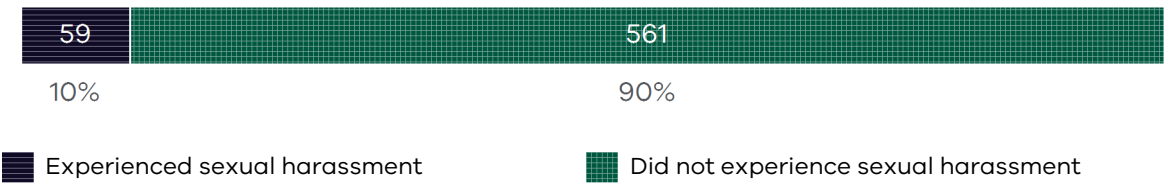
Behaviours reported	You 2023	You 2024	Comparator 2024	Public sector 2024
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	48%	59%	45%	48%
Intrusive questions about my private life or comments about my physical appearance	42%	42%	63%	46%
Unwelcome touching, hugging, cornering or kissing	24%	31%	13%	17%
Inappropriate physical contact	26%	31%	23%	16%
Inappropriate staring or leering that made me feel intimidated	14%	15%	16%	14%
Any other unwelcome conduct of a sexual nature	10%	7%	8%	8%
Repeated or inappropriate invitations to go out on dates	6%	5%	9%	5%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	4%	5%	6%	4%
Sexual gestures, indecent exposure or inappropriate display of the body	-	3%	3%	4%
Sexually explicit email or SMS message	2%	3%	3%	2%

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People outcomes

Response to sexual harassment

What is this

This is how staff responded when they experienced sexual harassment.

Why this is important

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

How to read this

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

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

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

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of those, 54% said the top response was 'Tried to laugh it off or forget about it'.

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

59	561
10%	90%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
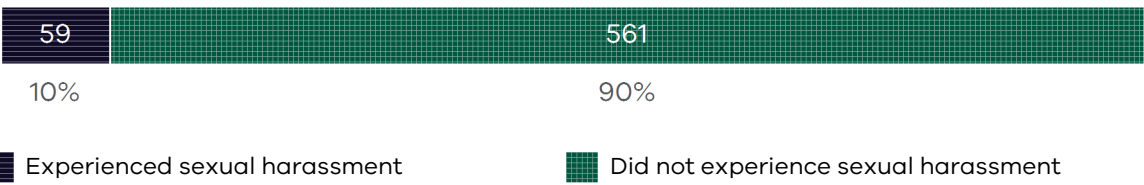
When the harassment happened to you, did you respond in any of the following ways?	You 2023	You 2024	Comparator 2024	Public sector 2024
Tried to laugh it off or forget about it	46%	54%	45%	39%
Pretended it didn't bother me	46%	44%	45%	45%
Avoided the person(s) by staying away from them	56%	41%	36%	37%
Told a colleague	30%	39%	20%	25%
Told a friend or family member	22%	25%	23%	22%
Told a manager	28%	22%	16%	21%
Told the person the behaviour was not OK	12%	20%	25%	19%
Avoided locations where the behaviour might occur	18%	15%	17%	15%
Submitted a formal complaint	2%	10%	3%	6%
Took time off work	6%	8%	6%	7%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

90% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 51% said the top reason was 'I didn't think it was serious enough'.
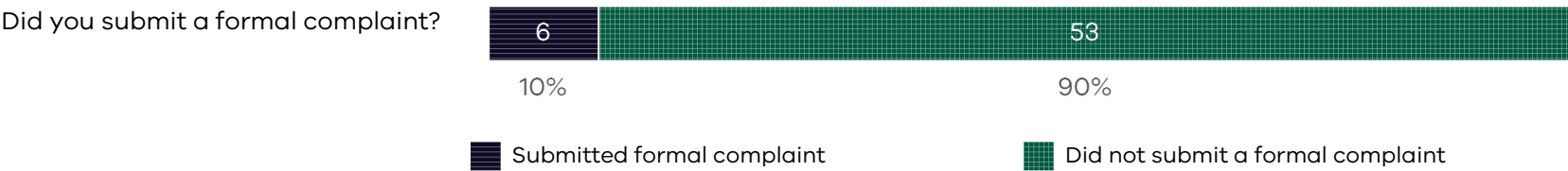
Did you submit a formal complaint?

6	53
10%	90%

■ Submitted formal complaint ▦ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it was serious enough	55%	51%	50%	44%
I didn't think it would make a difference	43%	49%	42%	40%
I believed there would be negative consequences for my reputation	33%	36%	31%	39%
I believed there would be negative consequences for my career	12%	15%	18%	28%
I believed there would be negative consequences for the person I was going to complain about	22%	15%	15%	14%
Other	8%	15%	3%	12%
I didn't need to because I made the harassment stop	10%	8%	6%	9%
I didn't need to because I no longer had contact with the person(s) who harassed me	6%	8%	16%	7%
I didn't know how to make a complaint	8%	4%	5%	4%
I didn't feel safe to report the incident	4%	4%	5%	10%

People outcomes

Perpetrators of sexual harassment

What is this

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

Why this is important

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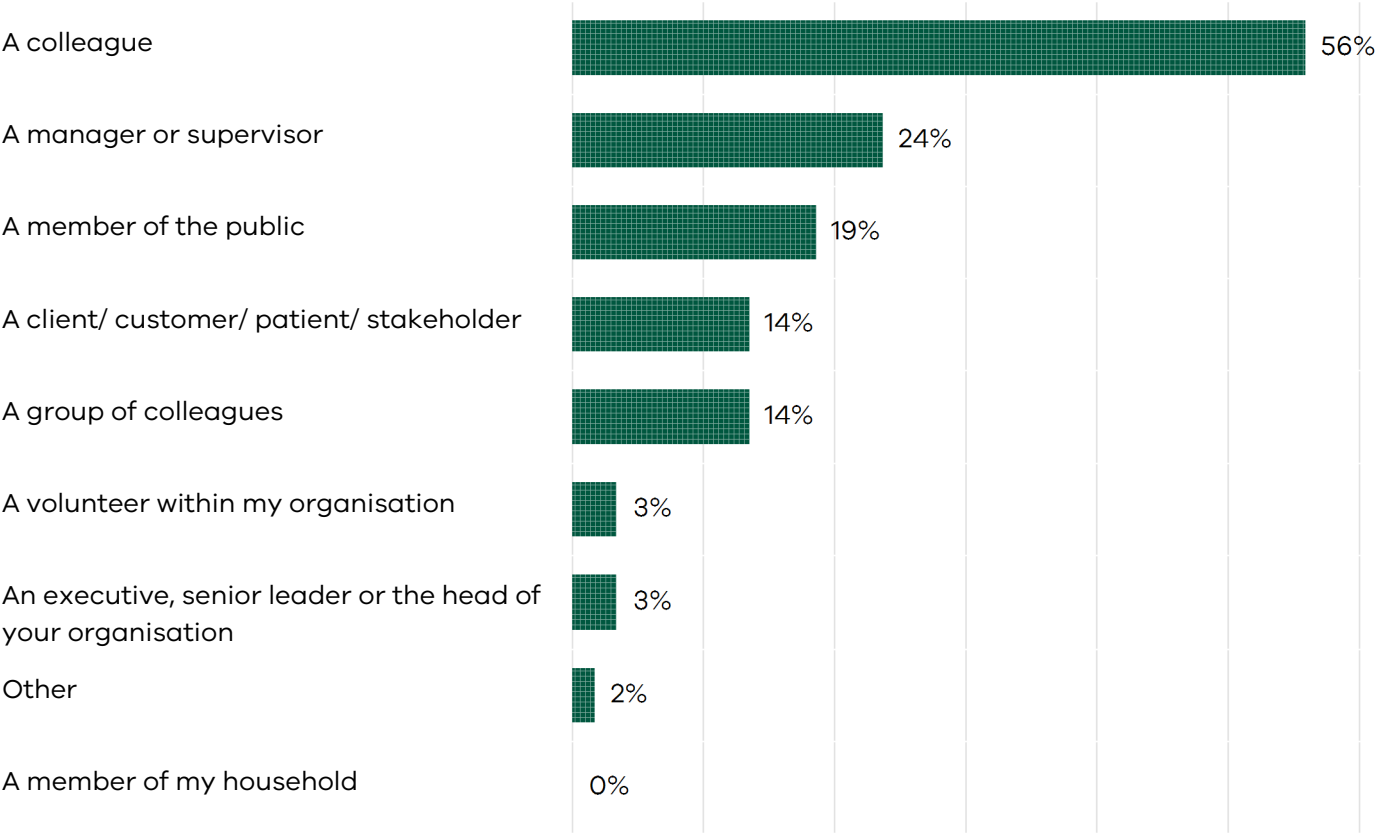
How to read this

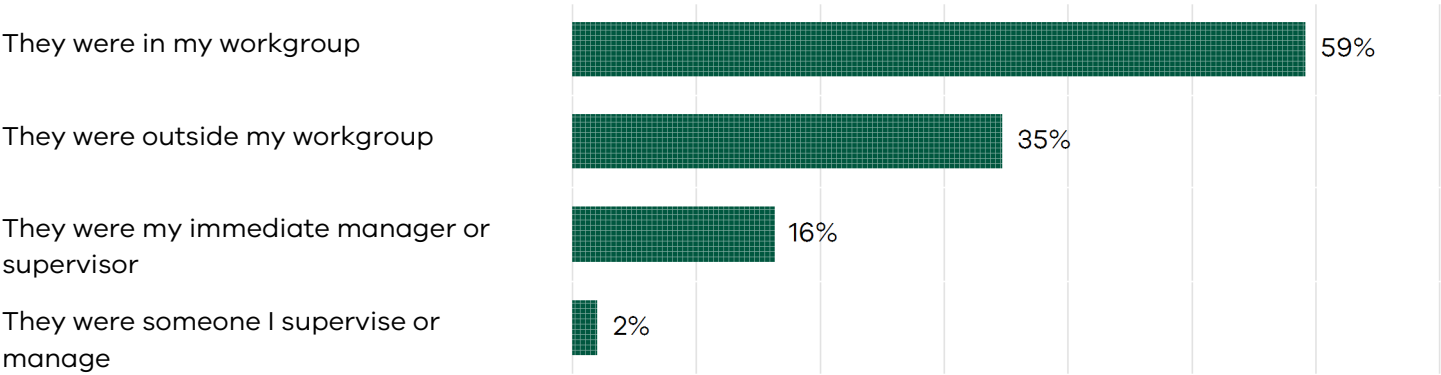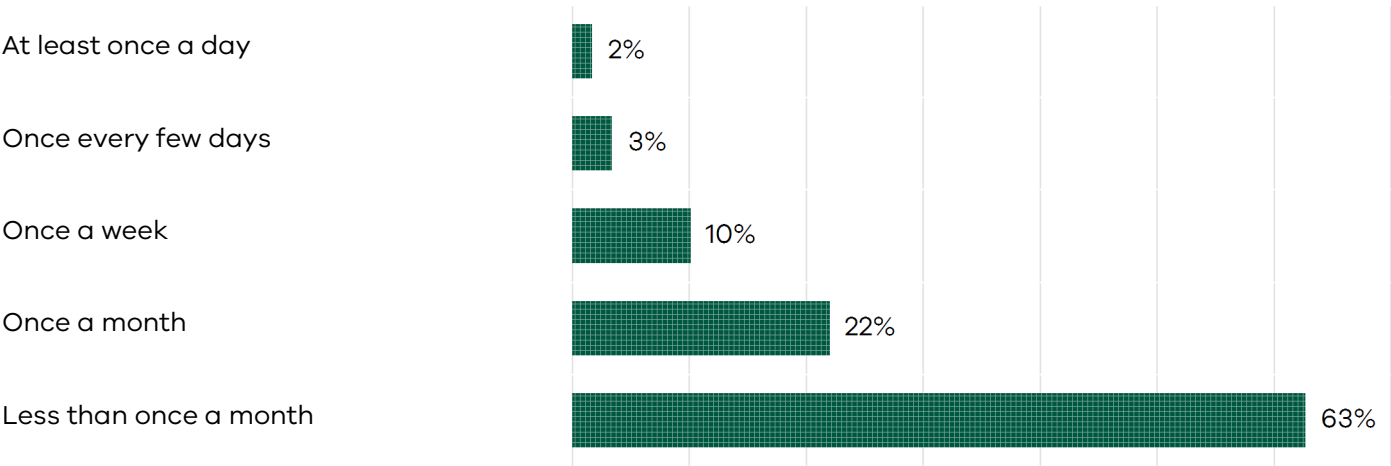In this year's survey, 10% of your staff said they experienced sexual harassment.

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

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

Each row is one perpetrator or group of perpetrators.

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 56% said it was by 'A colleague'.

59 people (10% of staff) experienced sexual harassment (You 2024)

Perpetrator	Percentage
A colleague	56%
A manager or supervisor	24%
A member of the public	19%
A client/ customer/ patient/ stakeholder	14%
A group of colleagues	14%
A volunteer within my organisation	3%
An executive, senior leader or the head of your organisation	3%
Other	2%
A member of my household	0%

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People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 10% of your staff said they experienced sexual harassment.

If they experienced sexual harassment 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 sexual harassment to different workplace relationships.

Example

10% of your staff who did the survey said they experienced sexual harassment.

Of that 10%, 83% said it was by someone within the organisation.

Of that 83%, 59% said it was 'They were in my workgroup'.

49 people (83% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)

They were in my workgroup	59%
They were outside my workgroup	35%
They were my immediate manager or supervisor	16%
They were someone I supervise or manage	2%

People outcomes

Frequency of sexual harassment

What is this

This is how often staff experienced sexual harassment.

Why this is important

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

How to read this

In this year's survey, 10% of your staff said they experienced sexual harassment.
If they did, they could tell us how often they experienced this behaviour.
The graph shows how often staff were experiencing sexual harassment.

Example

10% of your staff who did the survey said they experienced sexual harassment.
Of that 10%, 2% said it was 'At least once a day'.

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

Category	Percentage
At least once a day	2%
Once every few days	3%
Once a week	10%
Once a month	22%
Less than once a month	63%

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.

How to read this

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

What results are shown

Results for response options with 10 or more responses.

Example

7% of your staff who did the survey said they experienced discrimination.
Of that 7%, 35% said it was 'My sex'.

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

43	524	53
7%	85%	9%
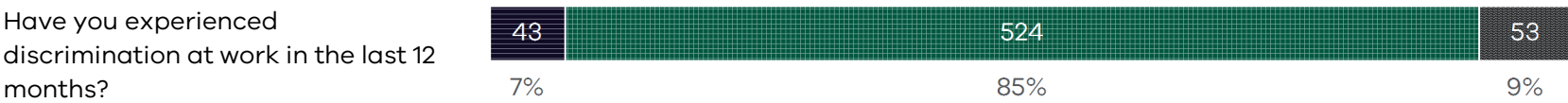
■ Experienced discrimination   ▦ Did not experience discrimination   ▨ Not sure

Why were you discriminated against?	You 2023	You 2024	Comparator 2024	Public sector 2024
My sex	-	35%	35%	21%
My employment activity	35%	33%	45%	27%
My age	29%	23%	35%	30%

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People outcomes

Type of discrimination

What is this

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

Why this is important

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

How to read this

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

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

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

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 56% said it was 'Other'.

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

43	524	53
7%	85%	9%

■ Experienced discrimination   ▨ Did not experience discrimination   ▨ Not sure
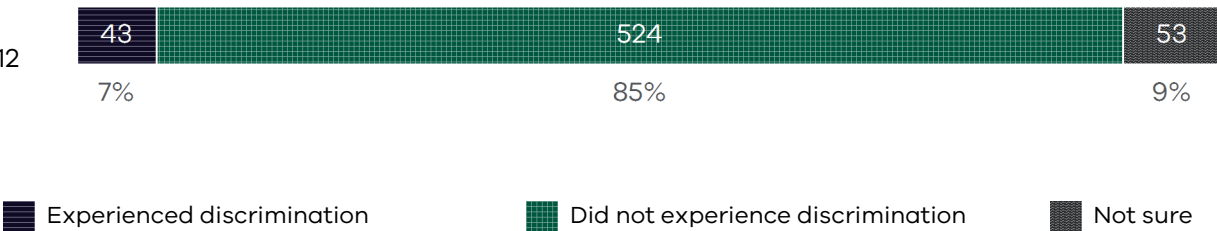
If you experienced discrimination, what type of discrimination did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Other	38%	56%	42%	38%
Opportunities for promotion	29%	30%	45%	40%
Opportunities for training or professional development	29%	26%	19%	24%
Denied flexible work arrangements or other adjustments	18%	19%	19%	20%
Employment security - threats of dismissal or termination	15%	16%	13%	13%
Access to leave	3%	12%	6%	8%
Pay or conditions offered by employer	12%	9%	23%	12%
Opportunities for transfer/secondment	15%	9%	10%	16%

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People outcomes

Telling someone about the discrimination

What is this

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced discrimination, of which

- 47% said the top way they reported the discrimination was 'Told a colleague'.
- 88% said they didn't submit a formal complaint.

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

43	524	53
7%	85%	9%

- ■ Experienced discrimination
- ■ Did not experience discrimination
- ■ Not sure
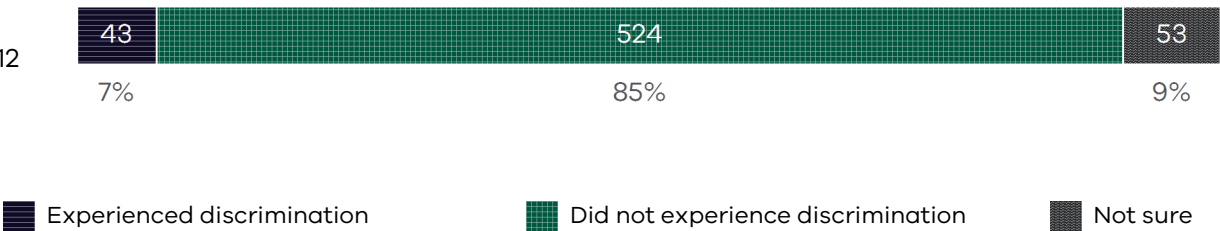
Did you tell anyone about the discrimination?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a colleague	29%	47%	39%	38%
Told a manager	26%	35%	26%	32%
Told a friend or family member	38%	33%	26%	31%
Told someone else	9%	23%	10%	15%
Told human resources	26%	19%	10%	11%
I did not tell anyone about the discrimination	18%	14%	26%	25%
Submitted a formal complaint	6%	12%	6%	8%
Told the person the behaviour was not OK	6%	5%	6%	9%
Told employee assistance program (EAP) or peer support	6%	2%	3%	10%

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People outcomes

Discrimination - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

How to read this

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

Example

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

- 74% said the top reason was 'I didn't think it would make a difference'.
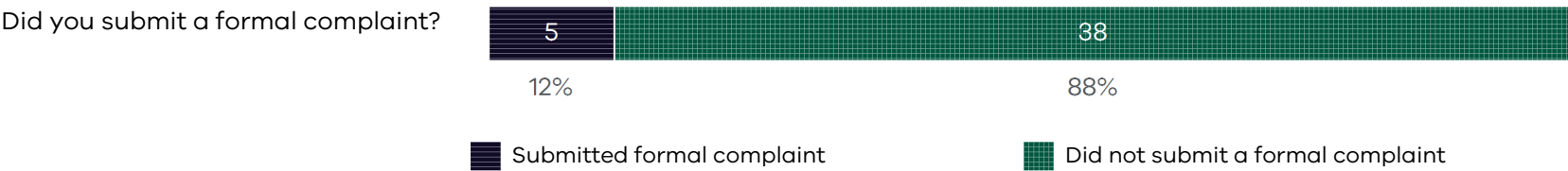
Did you submit a formal complaint?

5	38
12%	88%

■ Submitted formal complaint ▨ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	53%	74%	52%	59%
I believed there would be negative consequences for my career	44%	58%	41%	55%
I believed there would be negative consequences for my reputation	50%	53%	48%	56%
I didn't feel safe to report the incident	25%	21%	21%	21%
I didn't think it was serious enough	16%	16%	10%	14%
Other	19%	16%	14%	11%
I thought the complaint process would be embarrassing or difficult	19%	13%	7%	14%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	6%	8%	3%	4%
I believed there would be negative consequences for the person I was going to complain about	13%	5%	3%	9%
I didn't know how to make a complaint	3%	5%	10%	6%

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People outcomes

Perpetrators of discrimination

What is this

This is who staff have said are responsible for discrimination.

Why this is important

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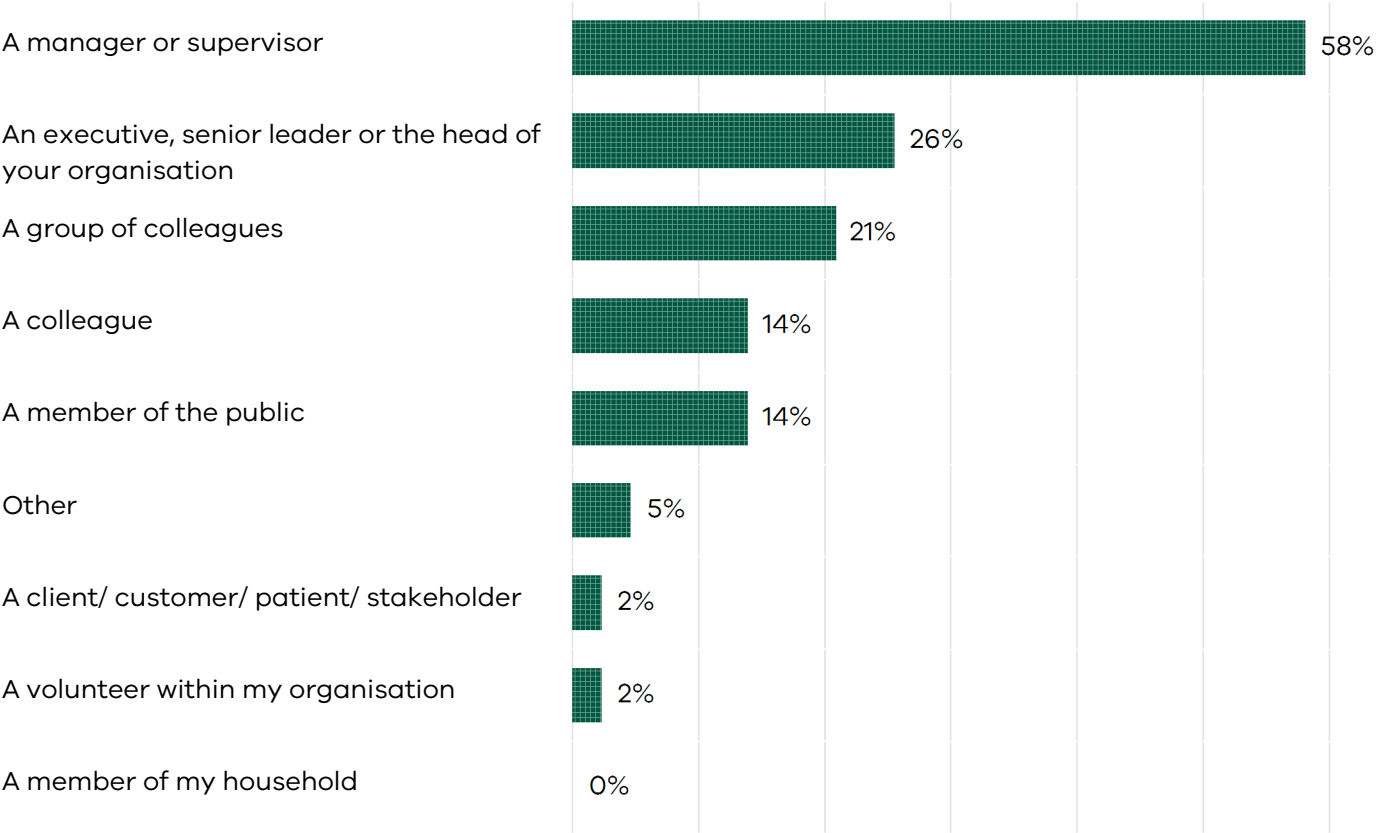
How to read this

In this year's survey, 7% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 58% said it was by 'A manager or supervisor'.

43 people (7% of staff) experienced discrimination (You 2024)

Perpetrator	%
A manager or supervisor	58%
An executive, senior leader or the head of your organisation	26%
A group of colleagues	21%
A colleague	14%
A member of the public	14%
Other	5%
A client/ customer/ patient/ stakeholder	2%
A volunteer within my organisation	2%
A member of my household	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 7% of your staff said they experienced discrimination.

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

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

Example

7% of your staff who did the survey said they experienced discrimination.

Of that 7%, 88% said it was by someone within the organisation.

Of that 88%, 55% said it was 'They were in my workgroup'.

38 people (88% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)

They were in my workgroup	55%
They were my immediate manager or supervisor	45%
They were outside my workgroup	18%
They were someone I supervise or manage	5%

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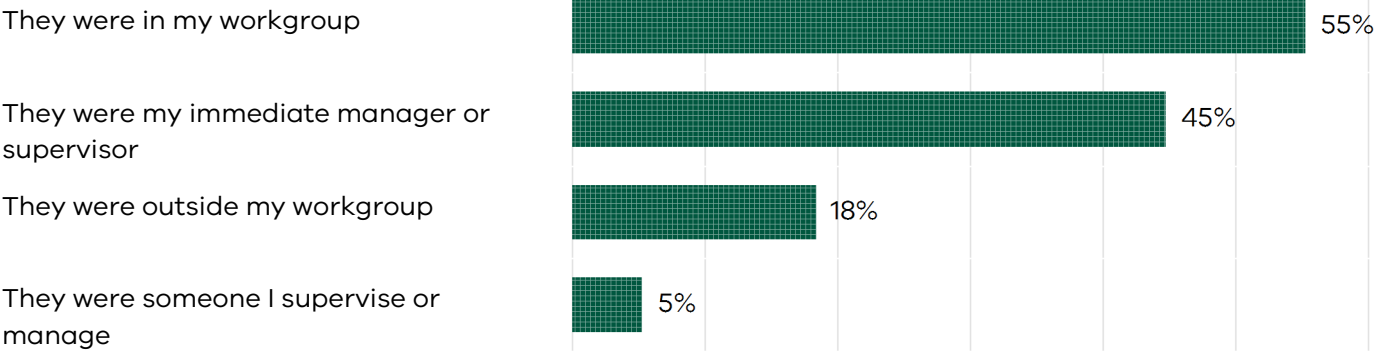
People outcomes

Violence and aggression

What is this

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

Why this is important

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

How to read this

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced violence or aggression. Of that 14%, 85% said it was 'Intimidating behaviour'.

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

86	517	17
14%	83%	3%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
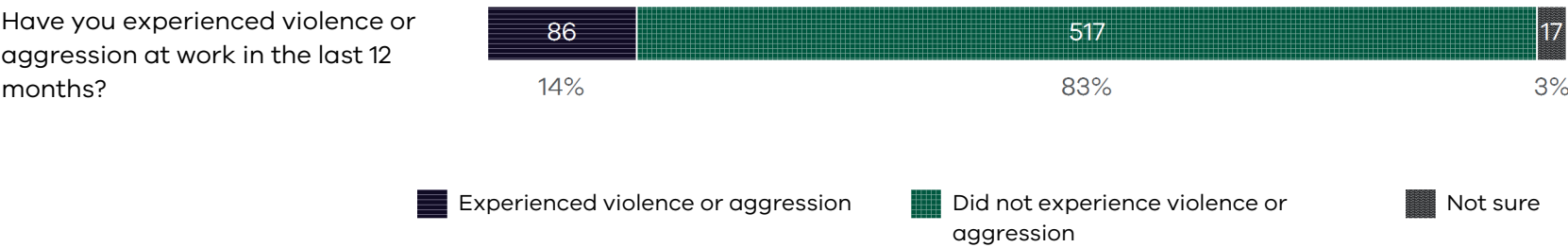
If you experienced violence or aggression, what type did you experience?	You 2023	You 2024	Comparator 2024	Public sector 2024
Intimidating behaviour	81%	85%	82%	73%
Abusive language	79%	78%	72%	72%
Threats of violence	17%	17%	27%	30%
Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)	6%	6%	10%	9%
Other	2%	5%	8%	6%
Damage to my property or work equipment	2%	3%	2%	4%
Stalking, including cyber-stalking	3%	2%	0%	2%

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People outcomes

Telling someone about violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

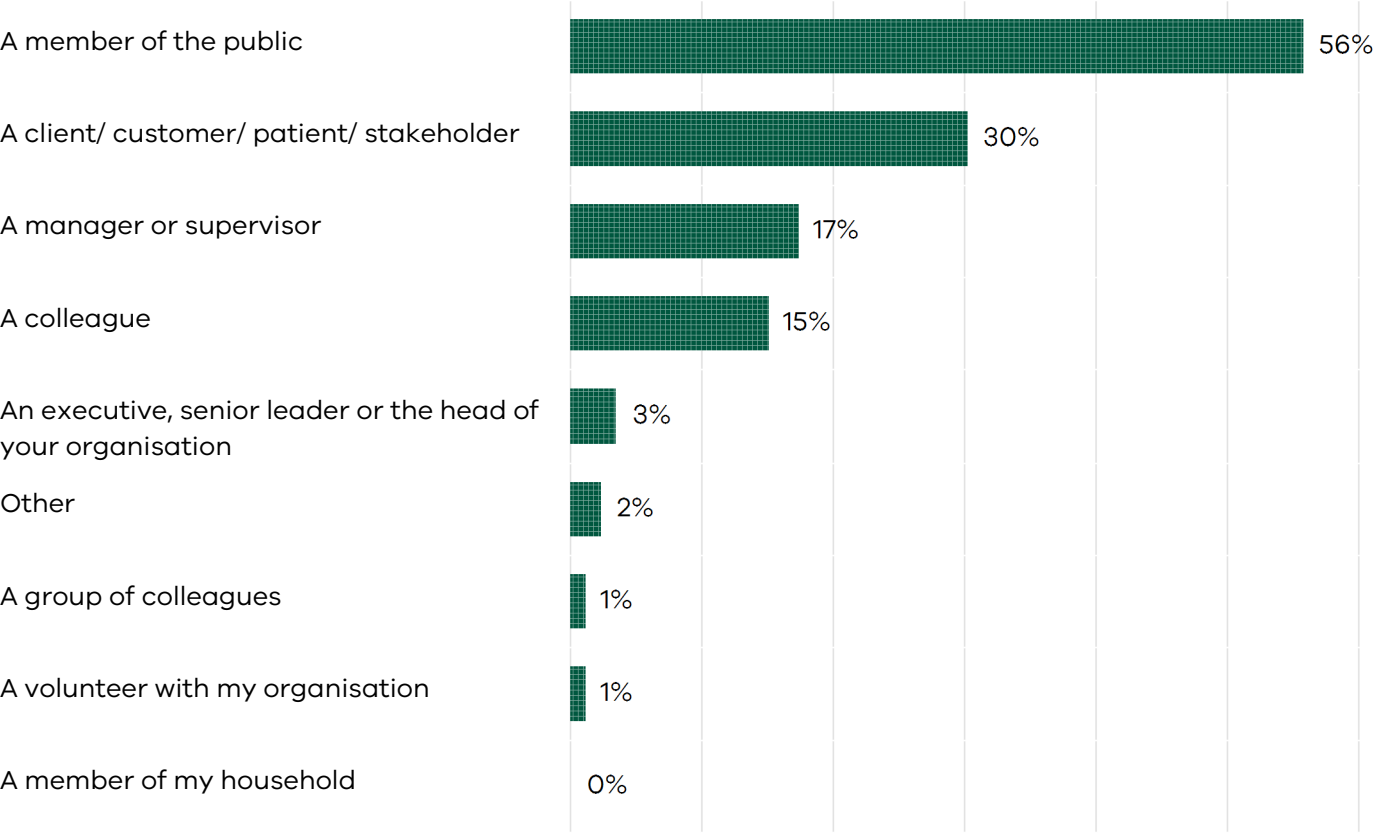In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced violence or aggression, of which

- 72% said the top way they reported the violence or agression was 'Told a manager'.
- 72% said they didn't submit a formal incident report

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

86	517	17
14%	83%	3%

■ Experienced violence or aggression　　■ Did not experience violence or aggression　　■ Not sure
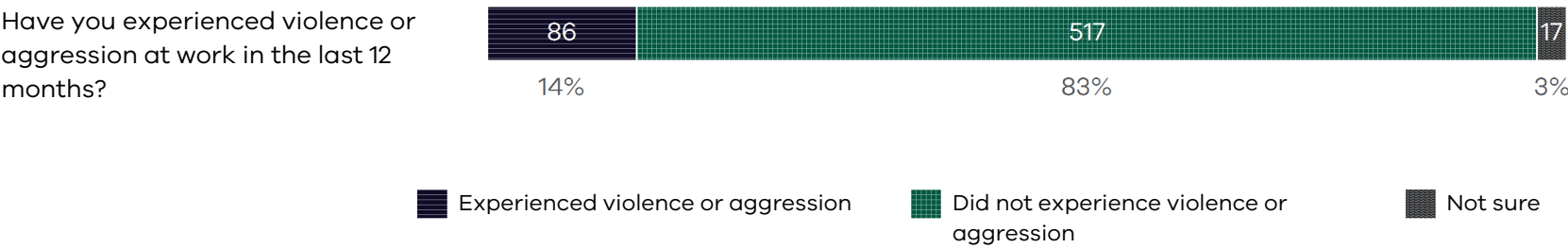
Did you tell anyone about the incident?	You 2023	You 2024	Comparator 2024	Public sector 2024
Told a manager	63%	72%	55%	64%
Told a colleague	57%	52%	40%	42%
Submitted a formal incident report	25%	28%	39%	29%
Told a friend or family member	21%	26%	17%	20%
Told human resources	11%	13%	13%	8%
Told the person the behaviour was not OK	17%	10%	22%	21%
I did not tell anyone about the incident(s)	5%	7%	8%	9%
Told someone else	5%	6%	4%	6%
Told employee assistance program (EAP) or peer support	3%	2%	1%	6%

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People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

72% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 44% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

24	62
28%	72%

■ Submitted formal incident report   ▥ Did not submit a formal incident report
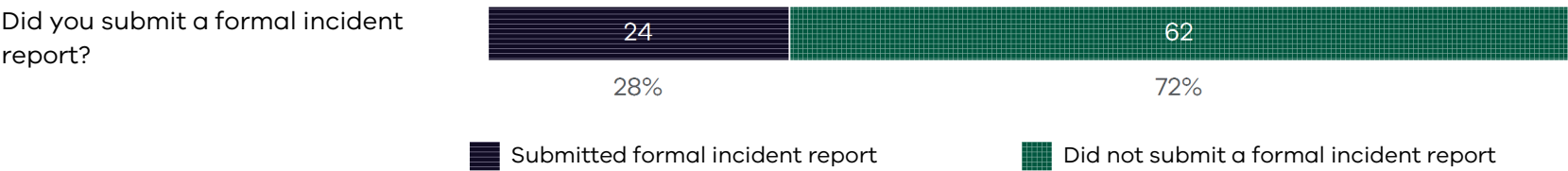
What was your reason for not submitting a formal incident report?	You 2023	You 2024	Comparator 2024	Public sector 2024
I didn't think it would make a difference	38%	44%	52%	40%
I didn't think it was serious enough	38%	40%	27%	29%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	30%	29%	14%	12%
I believed there would be negative consequences for my reputation	11%	18%	23%	23%
Other	23%	18%	17%	20%
I didn't need to because I made the violence or aggression stop	17%	16%	11%	12%
I believed there would be negative consequences for my career	11%	13%	20%	19%
I thought the complaint process would be embarrassing or difficult	4%	8%	3%	6%
I didn't feel safe to report the incident	2%	8%	6%	9%
I didn't know how to make a complaint	4%	5%	0%	4%

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People outcomes

Perpetrators of violence and aggression

What is this

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or group of perpetrators.

Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 56% said it was by 'A member of the public'.

86 people (14% of staff) experienced violence or aggression (You 2024)

Perpetrator	Percentage
A member of the public	56%
A client/ customer/ patient/ stakeholder	30%
A manager or supervisor	17%
A colleague	15%
An executive, senior leader or the head of your organisation	3%
Other	2%
A group of colleagues	1%
A volunteer with my organisation	1%
A member of my household	0%

People outcomes

Relationship to perpetrator

What is this

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

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced violence or aggression.

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

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

Example

14% of your staff who did the survey said they experienced violence or aggression.

Of that 14%, 34% said it was by someone within the organisation.

Of that 34%, 62% said it was 'They were in my workgroup'.

29 people (34% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)

Relationship	Percentage
They were in my workgroup	62%
They were my immediate manager or supervisor	28%
They were outside my workgroup	10%
They were someone I supervise or manage	10%
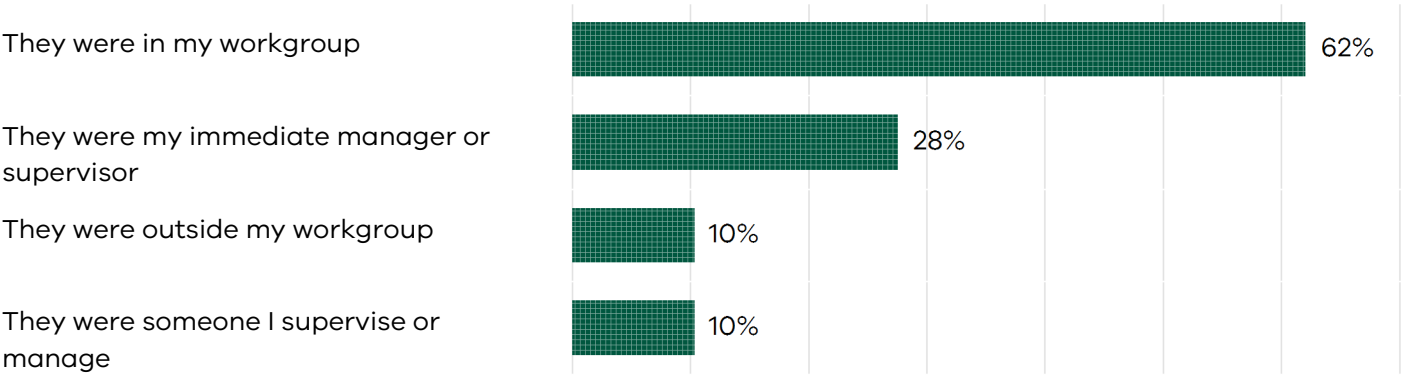
Negative behaviour

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

30% of your staff who did the survey said they witnessed some negative behaviour at work.

70% said 'No, I have not witnessed any of the situations above'.

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

187	433
30%	70%

■ Witnessed some negative behaviour   ▨ Did not witness some negative behaviour
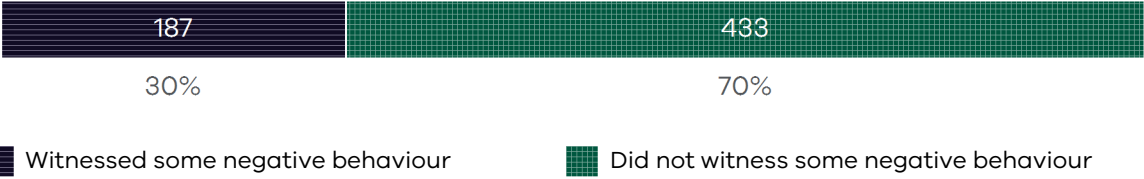
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	You 2024	Comparator 2024	Public sector 2024
No, I have not witnessed any of the situations above	76%	70%	83%	81%
Bullying of a colleague	16%	21%	11%	14%
Discrimination against a colleague	9%	14%	6%	8%
Violence or aggression against a colleague	5%	6%	4%	3%
Sexual harassment of a colleague	2%	4%	3%	1%

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

30% of your staff who did the survey witnessed negative behaviour, of which:

- 74% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 6% took no action.

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

187	433
30%	70%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
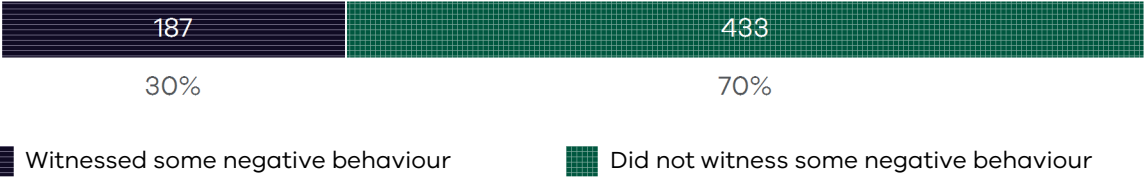
When you witnessed these behaviour(s), did you do any of the following?	You 2023	You 2024	Comparator 2024	Public sector 2024
Spoke to the person who experienced the behaviour	71%	74%	69%	71%
Told a manager	43%	49%	43%	40%
Told a colleague	24%	21%	22%	20%
Spoke to the person who behaved in a negative way	17%	20%	22%	16%
Told the person the behaviour was not OK	16%	18%	20%	19%
Told human resources	7%	12%	20%	8%
Submitted a formal complaint	-	7%	9%	5%
Took no action	-	6%	9%	8%

People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

How to read this

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

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

Example

13% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Were you satisfied with the way your formal complaint was handled

Legend: No, Don't know, Yes

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
Violence or aggression	No 63%, Don't know 25%, Yes 13%		33%	31%	13%	40%	56%	62%
Bullying	No 70%, Don't know 30%		-	-	0%	-	54%	-

People matter survey

2024

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

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- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2024' column shows 93% 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 -2% change, which is a negative 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	93%	-2%	93%
Meaningful work	I can make a worthwhile contribution at work	91%	-1%	92%
Job enrichment	I can use my skills and knowledge in my job	90%	+2%	91%
Meaningful work	I achieve something important through my work	89%	+0%	88%
Job enrichment	I clearly understand what I am expected to do in this job	88%	-2%	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	87%	-2%	86%
Engagement	I am proud to tell others I work for my organisation	87%	-4%	80%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	+1%	84%
Organisational integrity	My organisation is committed to earning a high level of public trust	86%	-5%	79%
Meaningful work	I get a sense of accomplishment from my work	85%	+2%	84%

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Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 35% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. In the 'Change from 2023' column, you have a +4% change, which is a positive trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Taking action	My organisation has made improvements based on the survey results from last year	35%	+4%	39%
Organisational integrity	I believe the promotion processes in my organisation are fair	39%	-4%	44%
Organisational integrity	I have an equal chance at promotion in my organisation	41%	-7%	46%
Learning and development	I am satisfied with the opportunities to progress in my organisation	43%	-3%	45%
Learning and development	My organisation places a high priority on the learning and development of staff	44%	-4%	55%
Safety climate	All levels of my organisation are involved in the prevention of stress	45%	-7%	52%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	48%	-5%	53%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	50%	+2%	57%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	50%	-4%	56%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	52%	-3%	54%

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 'Collaboration', the 'You 2024' column shows 61% of your staff who did the survey agreed with 'Workgroups across my organisation willingly share information with each other'.

In the 'Increase from 2023' column, you have a 5% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024
Collaboration	Workgroups across my organisation willingly share information with each other	61%	+5%	59%
Taking action	My organisation has made improvements based on the survey results from last year	35%	+4%	39%
Job enrichment	I can use my skills and knowledge in my job	90%	+2%	91%
Meaningful work	I get a sense of accomplishment from my work	85%	+2%	84%
Taking action	I believe my organisation will make improvements based on the results of this year's survey	50%	+2%	57%
Satisfaction	How satisfied are you with your career development within your current organisation	54%	+1%	55%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	+1%	84%
Meaningful work	I achieve something important through my work	89%	+0%	88%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	55%	+0%	56%
Workload	I have enough time to do my job effectively	63%	+0%	62%

Key differences

Most declined

What is this

This is where staff feel their group has most declined.

How to read this

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

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

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

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

Example

On the first row 'Topical', the 'You 2024' column shows 58% of your staff who did the survey agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.
In the 'Decrease from 2023' column, you have a 12% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024
Topical	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	58%	-12%	58%
Organisational integrity	My organisation does not tolerate improper conduct	65%	-8%	74%
Organisational integrity	I have an equal chance at promotion in my organisation	41%	-7%	46%
Safety climate	All levels of my organisation are involved in the prevention of stress	45%	-7%	52%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	66%	-7%	74%
Manager leadership	My manager demonstrates honesty and integrity	78%	-6%	87%
Manager support	My manager provides me with enough support when I need it	79%	-6%	82%
Manager support	I receive meaningful recognition when I do good work	69%	-6%	63%
Innovation	My workgroup is quick to respond to opportunities to do things better	66%	-6%	71%
Organisational integrity	My organisation encourages respectful workplace behaviours	83%	-6%	84%

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 'Engagement', the 'You 2024' column shows 76% of your staff who did the survey agreed with 'I feel a strong personal attachment to my organisation'.

The 'Difference' column, shows that agreement for this question was 8% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024
Engagement	I feel a strong personal attachment to my organisation	76%	+8%	68%
Engagement	I would recommend my organisation as a good place to work	77%	+8%	69%
Organisational integrity	My organisation is committed to earning a high level of public trust	86%	+7%	79%
Engagement	I am proud to tell others I work for my organisation	87%	+7%	80%
Manager support	I receive meaningful recognition when I do good work	69%	+6%	63%
Inclusion	I feel as if I belong at this organisation	78%	+5%	74%
Engagement	My organisation motivates me to help achieve its objectives	71%	+3%	68%
Engagement	My organisation inspires me to do the best in my job	70%	+3%	68%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	+3%	84%
Collaboration	Workgroups across my organisation willingly share information with each other	61%	+2%	59%

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Key differences

Biggest negative difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Quality service delivery', the 'You 2024' column shows 63% of your staff who did the survey agreed with 'My workgroup acts fairly and without bias'.

The 'Difference' column, shows that agreement for this question was 13% lower than in your comparator.

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Quality service delivery	My workgroup acts fairly and without bias	63%	-13%	76%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	66%	-12%	78%
Organisational integrity	I believe the recruitment processes in my organisation are fair	54%	-12%	65%
Learning and development	My organisation places a high priority on the learning and development of staff	44%	-11%	55%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	70%	-9%	79%
Organisational integrity	My organisation does not tolerate improper conduct	65%	-9%	74%
Workgroup support	People in my workgroup treat each other with respect	75%	-9%	84%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	63%	-9%	72%
Workgroup support	People in my workgroup are politically impartial in their work	70%	-9%	79%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	63%	-9%	72%

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

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- Aboriginal and/or Torres Strait Islander
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Taking action

What is this

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

Why this is important

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

How to read this

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

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

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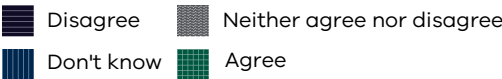
Example

50% 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					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest

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

Survey question	Your results	2022	2023	2024	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this year's survey	21% / 29% / 50%	57%	49%	50%	32%	57%	79%
My organisation has made improvements based on the survey results from last year	21% / 19% / 25% / 35%	38%	31%	35%	21%	39%	60%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

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- Meaningful work
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Public sector values

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

Topical questions

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

Demographics

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

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

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results	Benchmark agree results

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
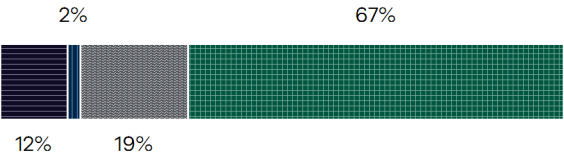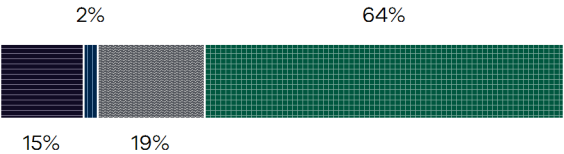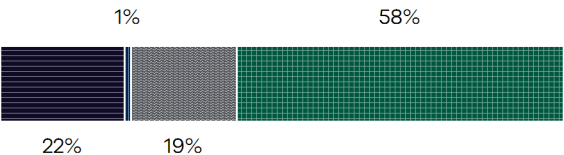
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values	2% / 12% / 19% / 67%	76%	69%	67%	41%	65%	91%
Senior leaders demonstrate honesty and integrity	2% / 15% / 19% / 64%	73%	65%	64%	41%	66%	91%
Senior leaders provide clear strategy and direction	1% / 22% / 19% / 58%	71%	62%	58%	26%	57%	87%

People matter survey

2024

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- Violence and aggression
- Satisfaction with complaint processes

Key differences

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- Biggest negative difference from your comparator

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- Taking action questions

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

Demographics

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

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:

- 73.9% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

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

Collaboration

- You 2022: 76.1%
- You 2023: 71.1%
- You 2024: **73.9%**
- Comparator 2024: 71.4%
- Public sector 2024: 72.5%

Organisational integrity

- You 2022: 72.7%
- You 2023: 70.6%
- You 2024: **65.2%**
- Comparator 2024: 69.2%
- Public sector 2024: 67.0%

Safety climate

- You 2022: 64.7%
- You 2023: 59.9%
- You 2024: **55.6%**
- Comparator 2024: 60.3%
- Public sector 2024: 59.2%

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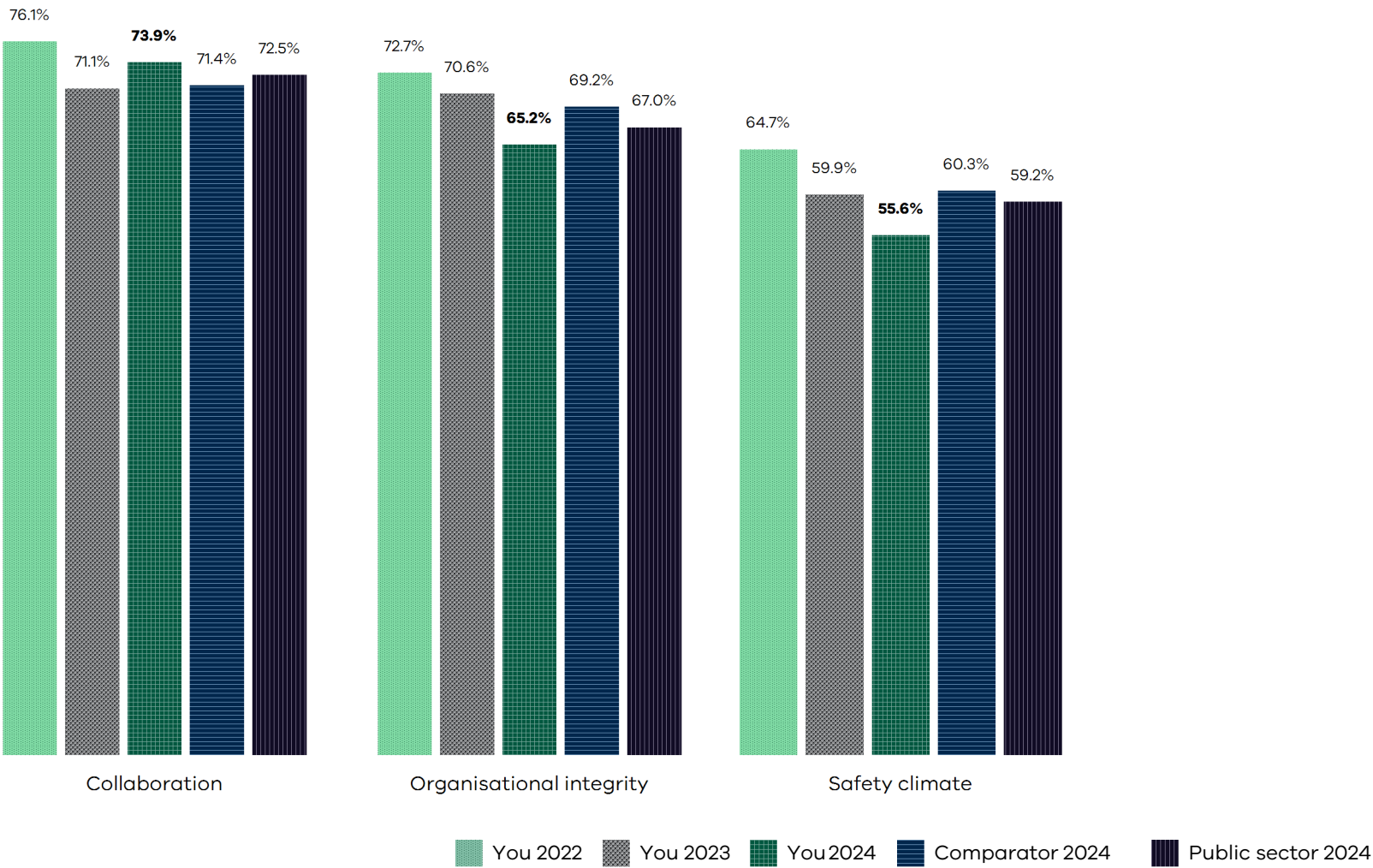
Organisational climate

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.
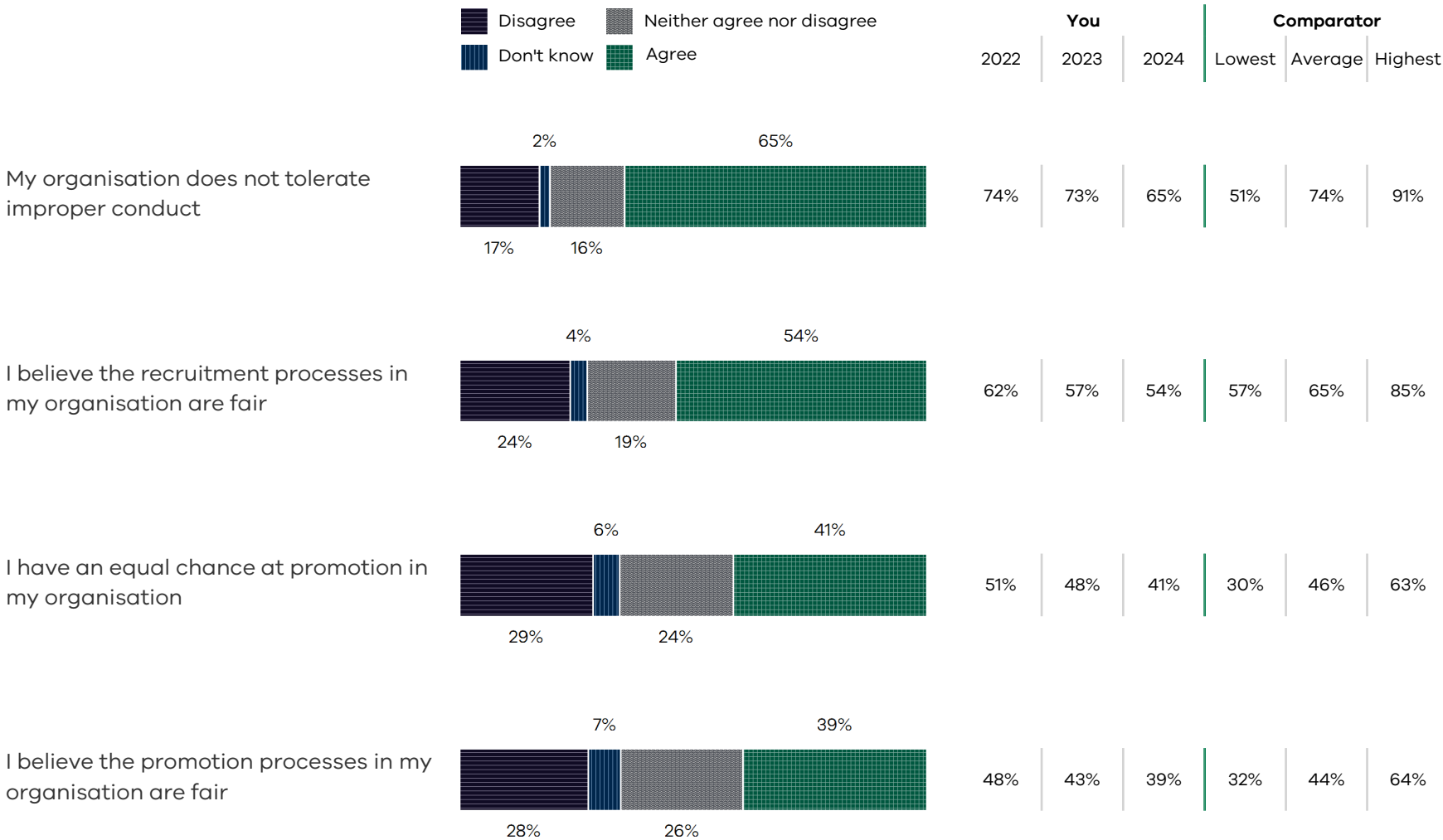
Example

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

Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	3% / 87% / 3% / 7%	90%	90%	87%	62%	86%	98%
My organisation is committed to earning a high level of public trust	2% / 86% / 3% / 9%	92%	92%	86%	62%	79%	96%
My organisation encourages respectful workplace behaviours	1% / 83% / 6% / 10%	89%	88%	83%	65%	84%	99%
My organisation takes steps to eliminate bullying, harassment and discrimination	4% / 66% / 15% / 15%	75%	72%	66%	48%	74%	97%
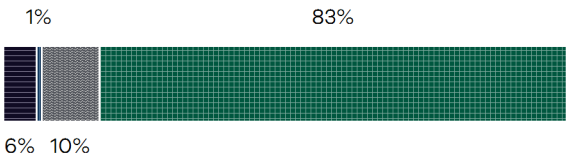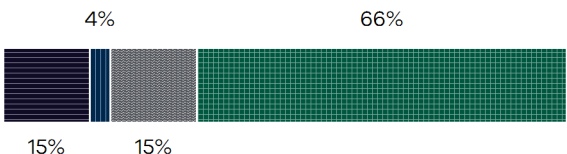
Organisational climate

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
65% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation does not tolerate improper conduct	2% 65% / 17% 16%	74%	73%	65%	51%	74%	91%
I believe the recruitment processes in my organisation are fair	4% 54% / 24% 19%	62%	57%	54%	57%	65%	85%
I have an equal chance at promotion in my organisation	6% 41% / 29% 24%	51%	48%	41%	30%	46%	63%
I believe the promotion processes in my organisation are fair	7% 39% / 28% 26%	48%	43%	39%	32%	44%	64%

Victorian Public Sector Commission

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Organisational climate

Collaboration

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

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

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

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

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

Example
86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question

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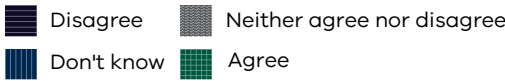
Disagree | Neither agree nor disagree
Don't know | Agree

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

5%   86%

8%

Workgroups across my organisation willingly share information with each other

1%   61%

20%   17%

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	89%	86%	86%	62%	84%	97%
Workgroups across my organisation willingly share information with each other	63%	57%	61%	36%	59%	96%

Victorian Public Sector Commission

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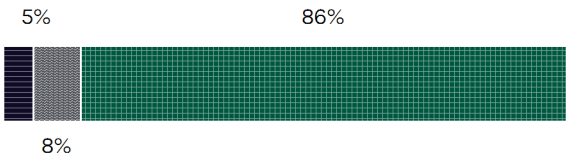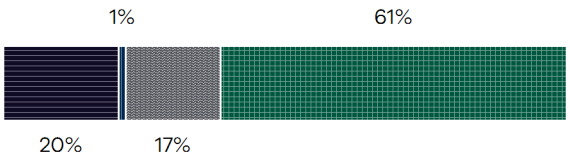
Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
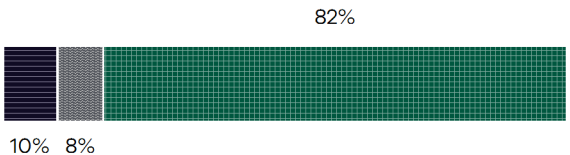
Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation provides a physically safe work environment	10% 8% 82%	89%	84%	82%	66%	86%	100%
Senior leaders consider the psychological health of employees to be as important as productivity	20% 25% 55%	65%	60%	55%	30%	61%	88%
In my workplace, there is good communication about psychological safety issues that affect me	24% 25% 52%	62%	55%	52%	35%	54%	79%
My organisation has effective procedures in place to support employees who may experience stress	23% 6% 20% 50%	59%	54%	50%	32%	56%	85%
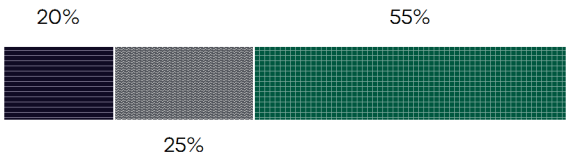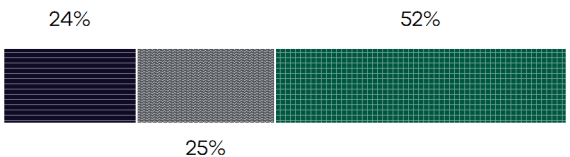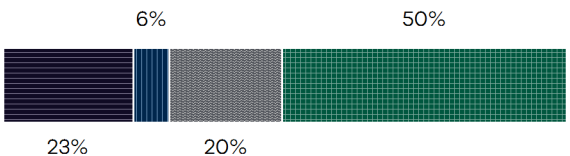
Organisational climate

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

48% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
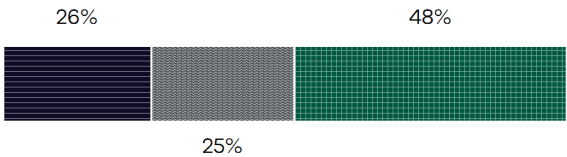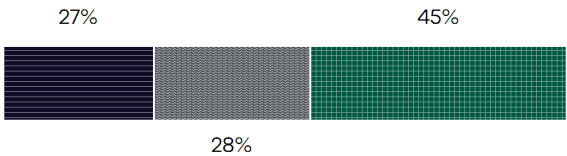
Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2022	2023	2024	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	26% / 25% / 48%	59%	54%	48%	29%	53%	74%
All levels of my organisation are involved in the prevention of stress	27% / 28% / 45%	55%	52%	45%	32%	52%	77%

People matter survey 2024

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- Biggest negative difference from your comparator

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- 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.
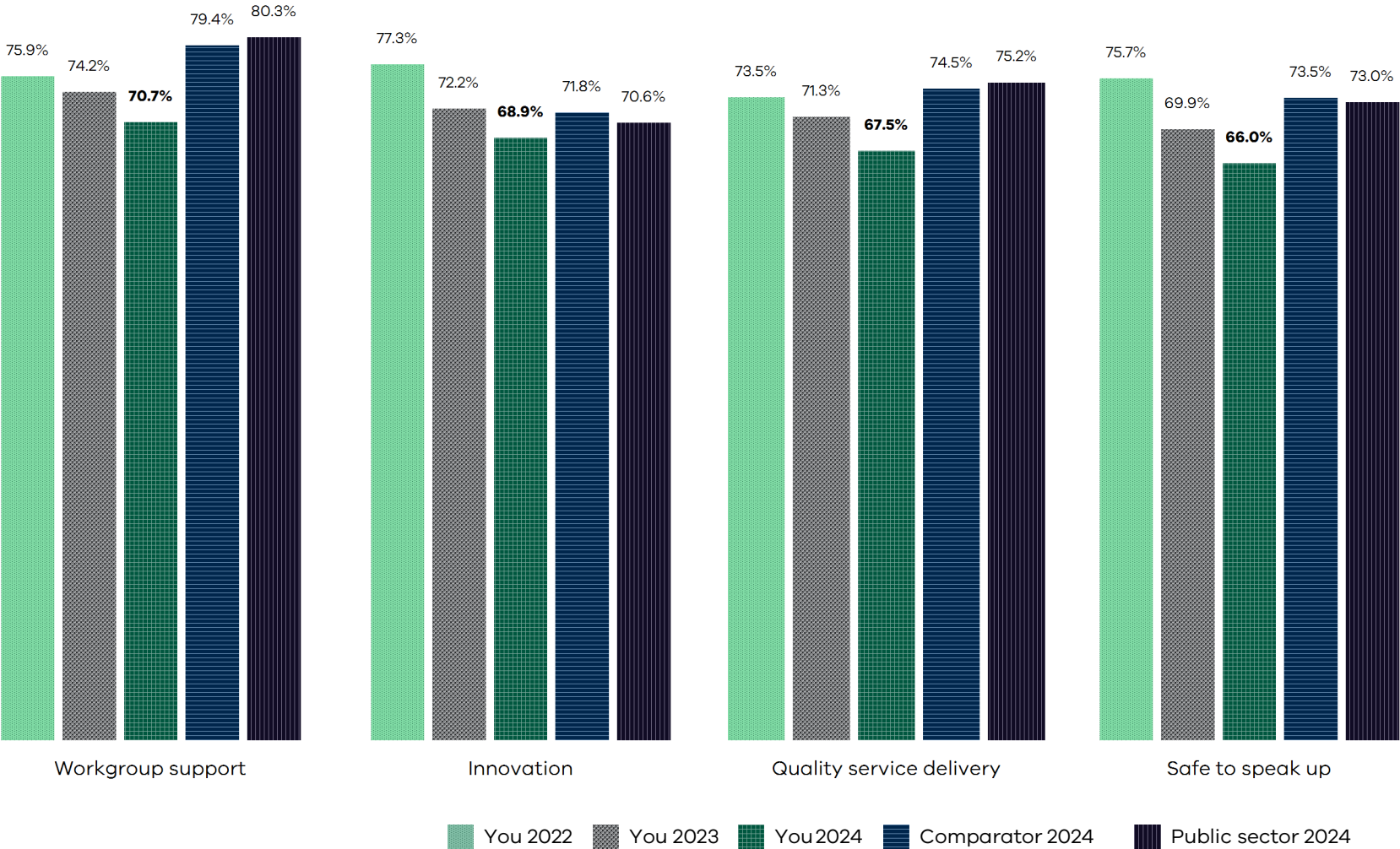
Why this is important

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:

- 70.7% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

- 79.4% of staff in your comparator group and 80.3% of staff across the public sector.

Workgroup support: You 2022 75.9%, You 2023 74.2%, You 2024 70.7%, Comparator 2024 79.4%, Public sector 2024 80.3%

Innovation: You 2022 77.3%, You 2023 72.2%, You 2024 68.9%, Comparator 2024 71.8%, Public sector 2024 70.6%

Quality service delivery: You 2022 73.5%, You 2023 71.3%, You 2024 67.5%, Comparator 2024 74.5%, Public sector 2024 75.2%

Safe to speak up: You 2022 75.7%, You 2023 69.9%, You 2024 66.0%, Comparator 2024 73.5%, Public sector 2024 73.0%

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

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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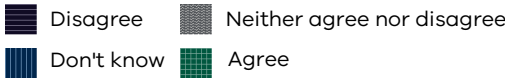- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	9% / 15% / 76%	80%	80%	76%	71%	82%	96%
My workgroup has clear lines of responsibility	16% / 16% / 69%	74%	72%	69%	63%	72%	88%
My workgroup acts fairly and without bias	21% / 15% / 63%	70%	67%	63%	61%	76%	93%
My workgroup uses its resources well	19% / 18% / 62%	70%	66%	62%	51%	68%	87%

Victorian Public Sector Commission

VICTORIA State Government

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

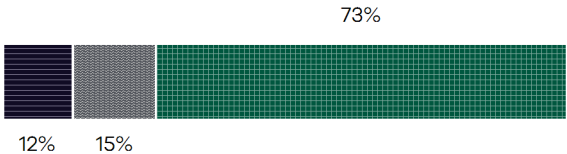73% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.
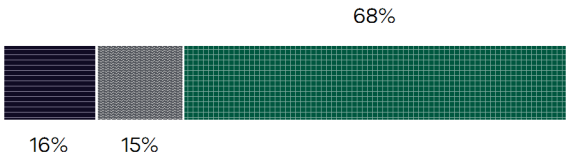
Survey question

Your results

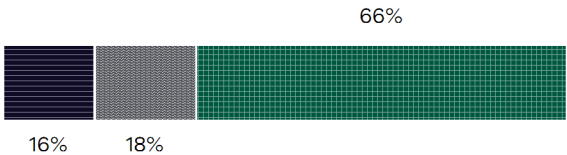■ Disagree   ▨ Neither agree nor disagree
▨ Don't know ▨ Agree

Benchmark agree results

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My workgroup encourages employee creativity	81%	76%	73%	62%	72%	89%
My workgroup learns from failures and mistakes	75%	69%	68%	61%	73%	93%
My workgroup is quick to respond to opportunities to do things better	76%	71%	66%	57%	71%	86%

My workgroup encourages employee creativity
73% / 12% / 15%

My workgroup learns from failures and mistakes
68% / 16% / 15%

My workgroup is quick to respond to opportunities to do things better
66% / 16% / 18%

Victorian Public Sector Commission

VICTORIA State Government

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.

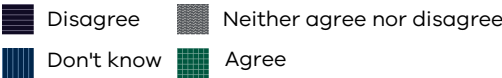Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.
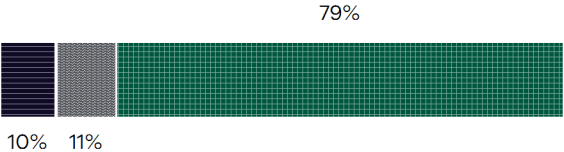
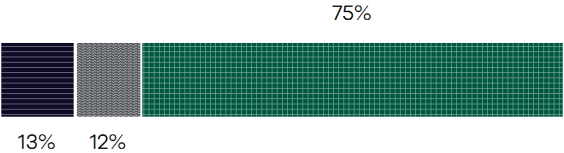| Survey question	Your results							

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

Benchmark agree results

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	10% / 11% / 79%	84%	82%	79%	71%	84%	94%
People in my workgroup treat each other with respect	13% / 12% / 75%	82%	79%	75%	74%	84%	96%
People in my workgroup are politically impartial in their work	7% / 5% / 18% / 70%	72%	71%	70%	65%	79%	88%
People in my workgroup are honest, open and transparent in their dealings	18% / 16% / 66%	73%	71%	66%	64%	78%	94%
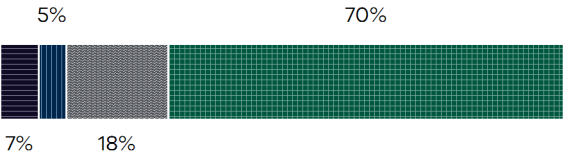
Victorian Public Sector Commission

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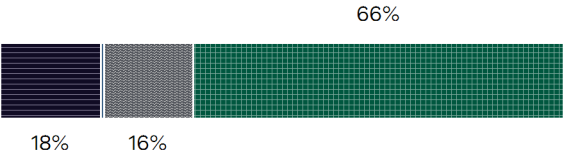
Workgroup climate

Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

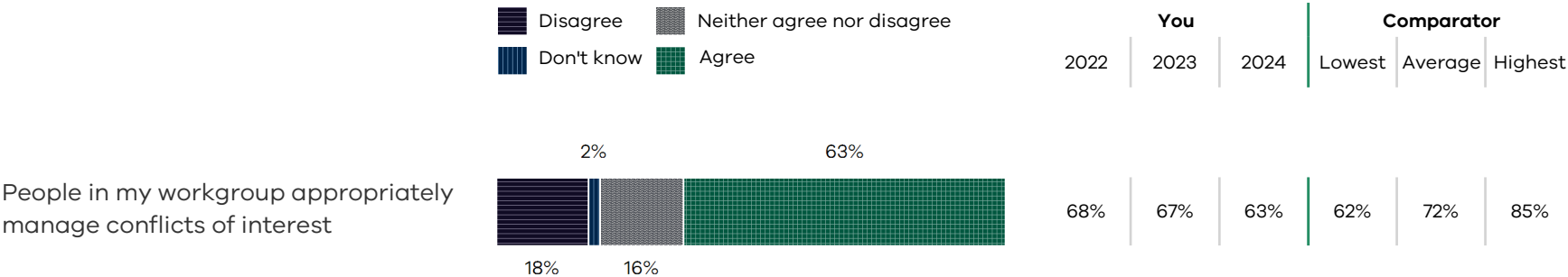Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question

Your results

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

People in my workgroup appropriately manage conflicts of interest

18% | 2% | 16% | 63%

Benchmark agree results

	You			Comparator		
2022	2023	2024		Lowest	Average	Highest
68%	67%	63%		62%	72%	85%

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

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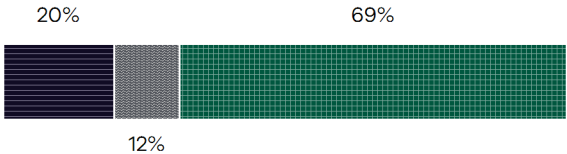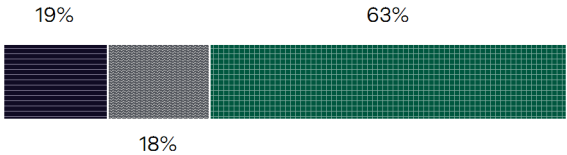
Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	20% / 12% / 69%	76%	72%	69%	61%	75%	91%
People in my workgroup are able to bring up problems and tough issues	19% / 18% / 63%	75%	67%	63%	64%	72%	87%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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- Your comparator group
- Your response rate

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- Scorecard: satisfaction, stress, intention to stay, inclusion
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- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
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- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

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

Demographics

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

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.
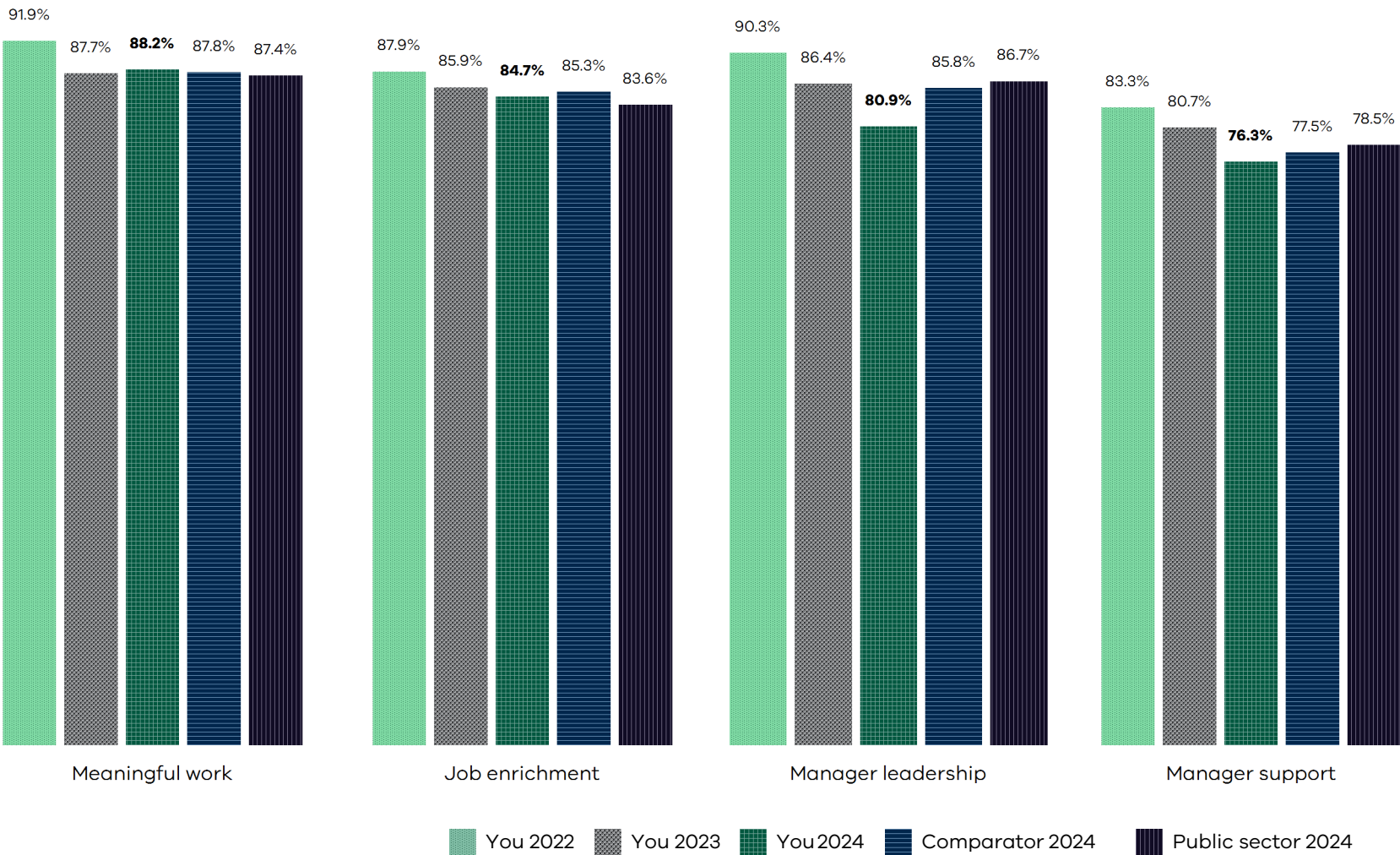
Example

In 2024:

- 88.2% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 87.8% of staff in your comparator group and 87.4% of staff across the public sector.

Bar chart of job and manager factors.

Meaningful work: 91.9%, 87.7%, **88.2%**, 87.8%, 87.4%

Job enrichment: 87.9%, 85.9%, **84.7%**, 85.3%, 83.6%

Manager leadership: 90.3%, 86.4%, **80.9%**, 85.8%, 86.7%

Manager support: 83.3%, 80.7%, **76.3%**, 77.5%, 78.5%

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

Victorian Public Sector Commission

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Job and manager factors

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Why this is important

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

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

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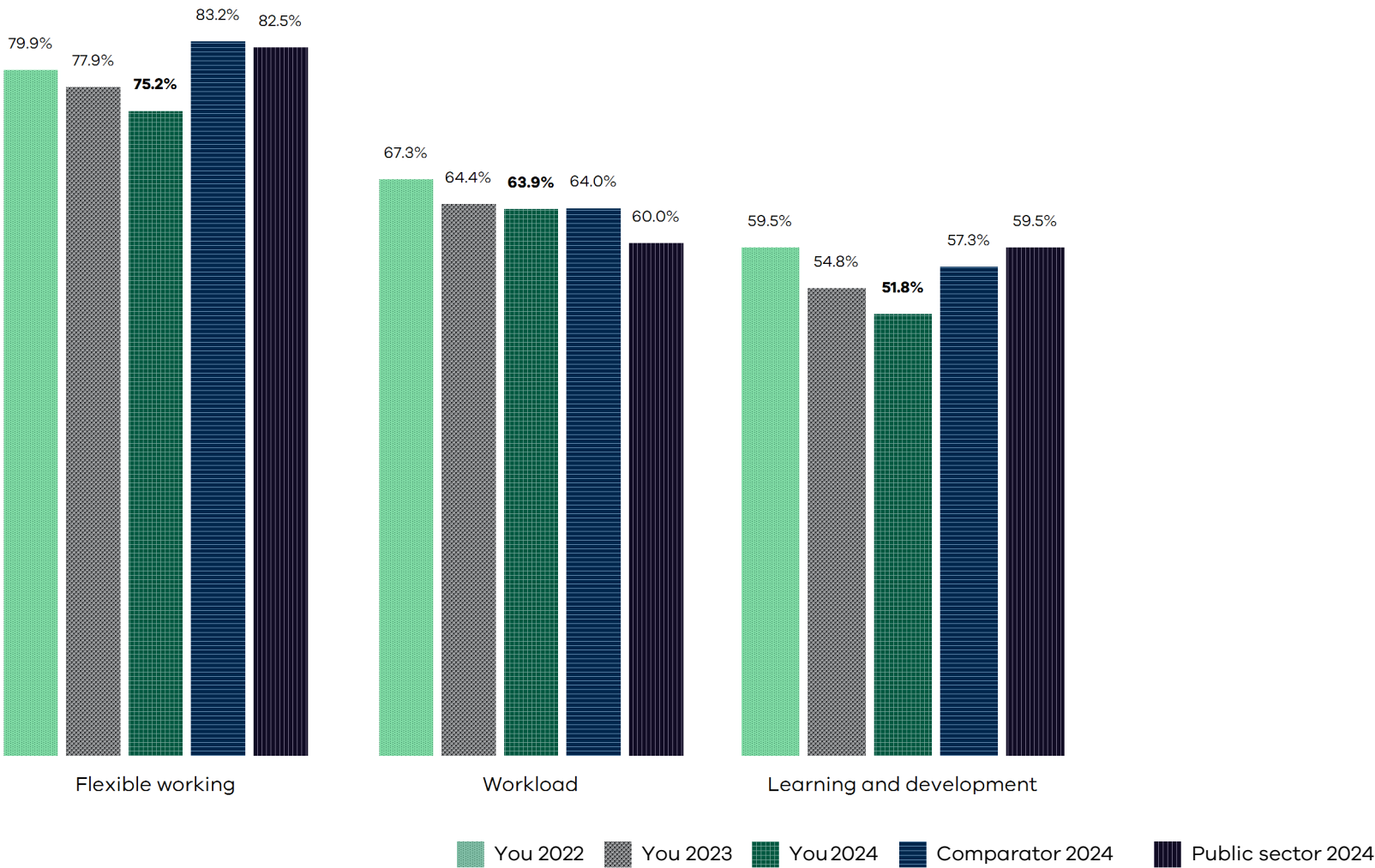
Example

In 2024:

- 75.2% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 83.2% of staff in your comparator group and 82.5% of staff across the public sector.

Bar chart showing results for three factors:

Flexible working: You 2022 79.9%, You 2023 77.9%, You 2024 75.2%, Comparator 2024 83.2%, Public sector 2024 82.5%

Workload: You 2022 67.3%, You 2023 64.4%, You 2024 63.9%, Comparator 2024 64.0%, Public sector 2024 60.0%

Learning and development: You 2022 59.5%, You 2023 54.8%, You 2024 51.8%, Comparator 2024 57.3%, Public sector 2024 59.5%

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

Victorian Public Sector Commission

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Job and manager factors

Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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 treats employees with dignity and respect'.
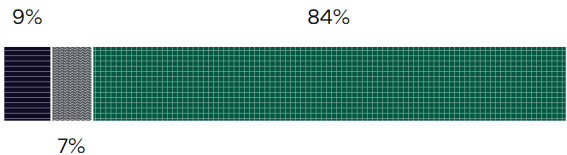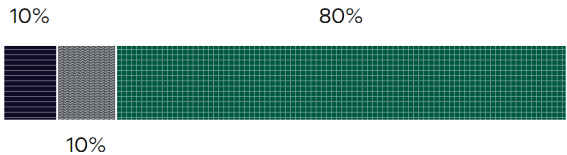
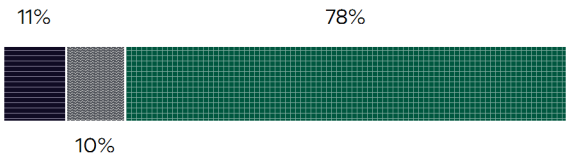## Survey question · Your results · Benchmark agree results

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

Survey question	Disagree	Neither	Agree	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	9%	7%	84%	93%	89%	84%	81%	87%	94%
My manager models my organisation's values	10%	10%	80%	89%	85%	80%	77%	84%	93%
My manager demonstrates honesty and integrity	11%	10%	78%	89%	85%	78%	76%	87%	95%

Victorian Public Sector Commission

VICTORIA State Government

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.
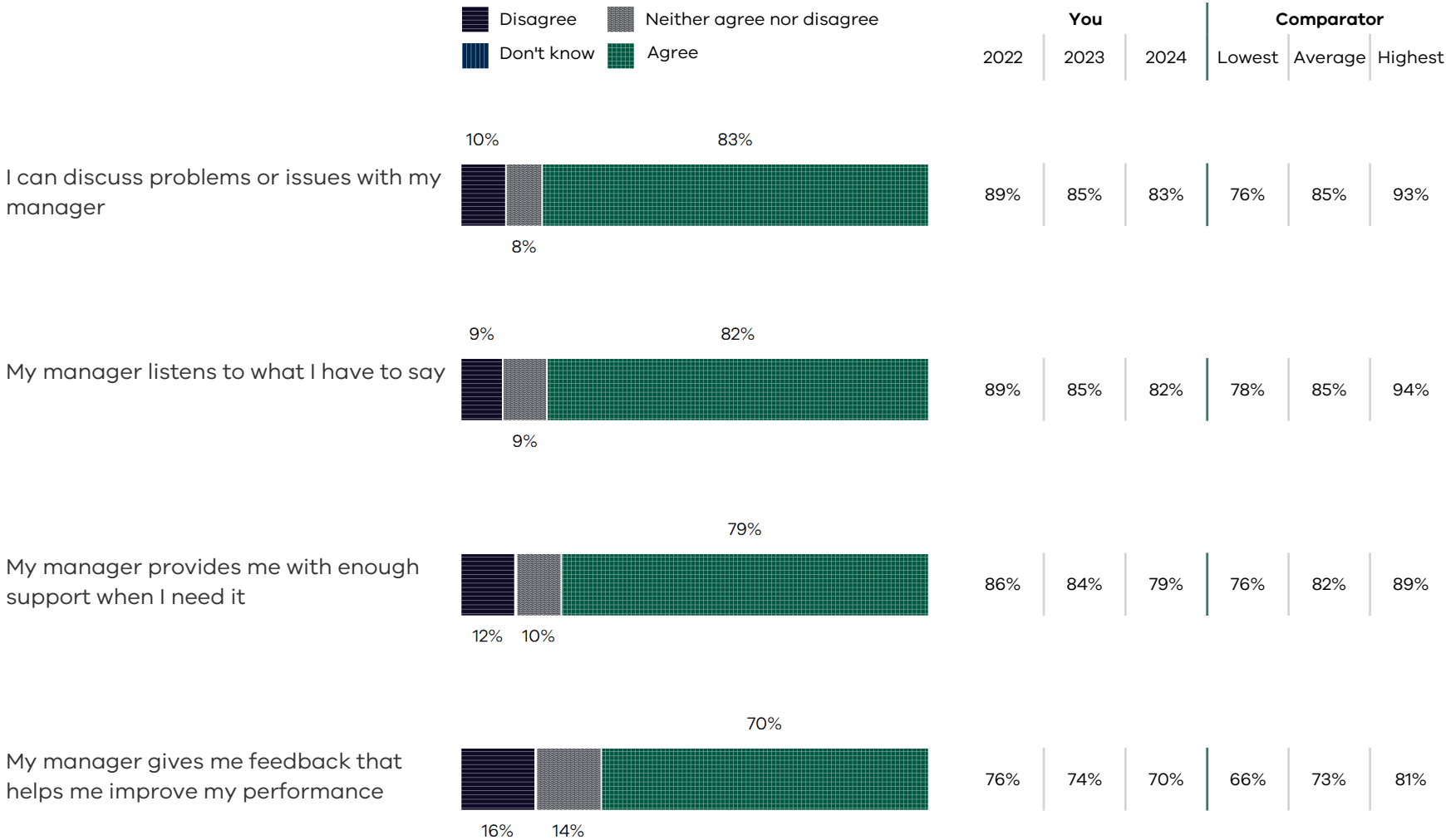
Example

83% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

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

Survey question	Your results		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	Disagree 10%, Neither 8%, Agree 83%		89%	85%	83%	76%	85%	93%
My manager listens to what I have to say	Disagree 9%, Neither 9%, Agree 82%		89%	85%	82%	78%	85%	94%
My manager provides me with enough support when I need it	Disagree 12%, Neither 10%, Agree 79%		86%	84%	79%	76%	82%	89%
My manager gives me feedback that helps me improve my performance	Disagree 16%, Neither 14%, Agree 70%		76%	74%	70%	66%	73%	81%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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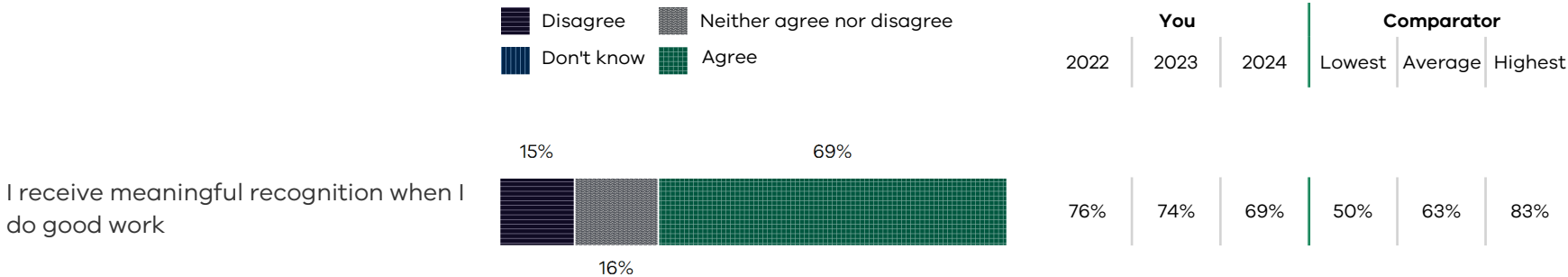
Example

69% 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

▉ Disagree	▨ Neither agree nor disagree
▊ Don't know	▨ Agree

I receive meaningful recognition when I do good work

15%   69%

16%

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
76%	74%	69%	50%	63%	83%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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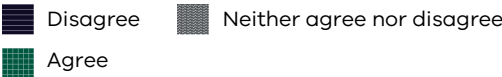
Example

65% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
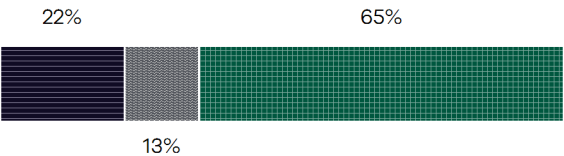
Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree
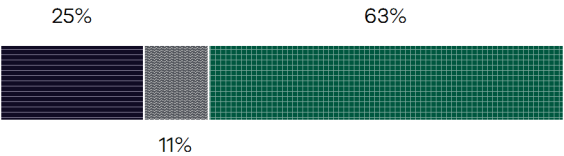
Survey question	Your results	You 2022	2023	2024	Comparator Lowest	Average	Highest
The workload I have is appropriate for the job that I do	Disagree 22%, Neither 13%, Agree 65%	70%	66%	65%	54%	66%	76%
I have enough time to do my job effectively	Disagree 25%, Neither 11%, Agree 63%	65%	63%	63%	46%	62%	79%

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.
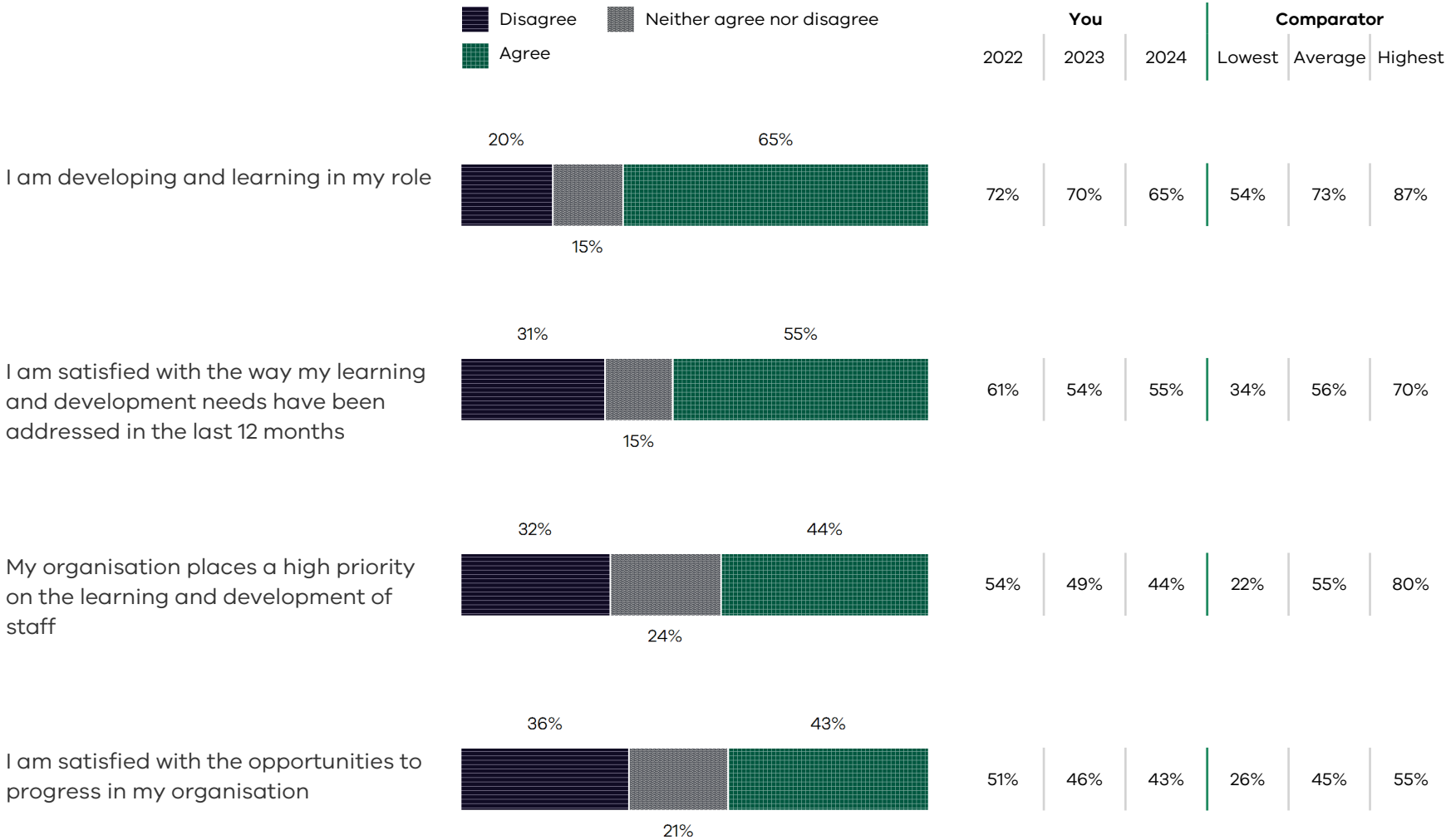
Example

65% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
I am developing and learning in my role	20% / 15% / 65%	72%	70%	65%	54%	73%	87%
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	31% / 15% / 55%	61%	54%	55%	34%	56%	70%
My organisation places a high priority on the learning and development of staff	32% / 24% / 44%	54%	49%	44%	22%	55%	80%
I am satisfied with the opportunities to progress in my organisation	36% / 21% / 43%	51%	46%	43%	26%	45%	55%

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.
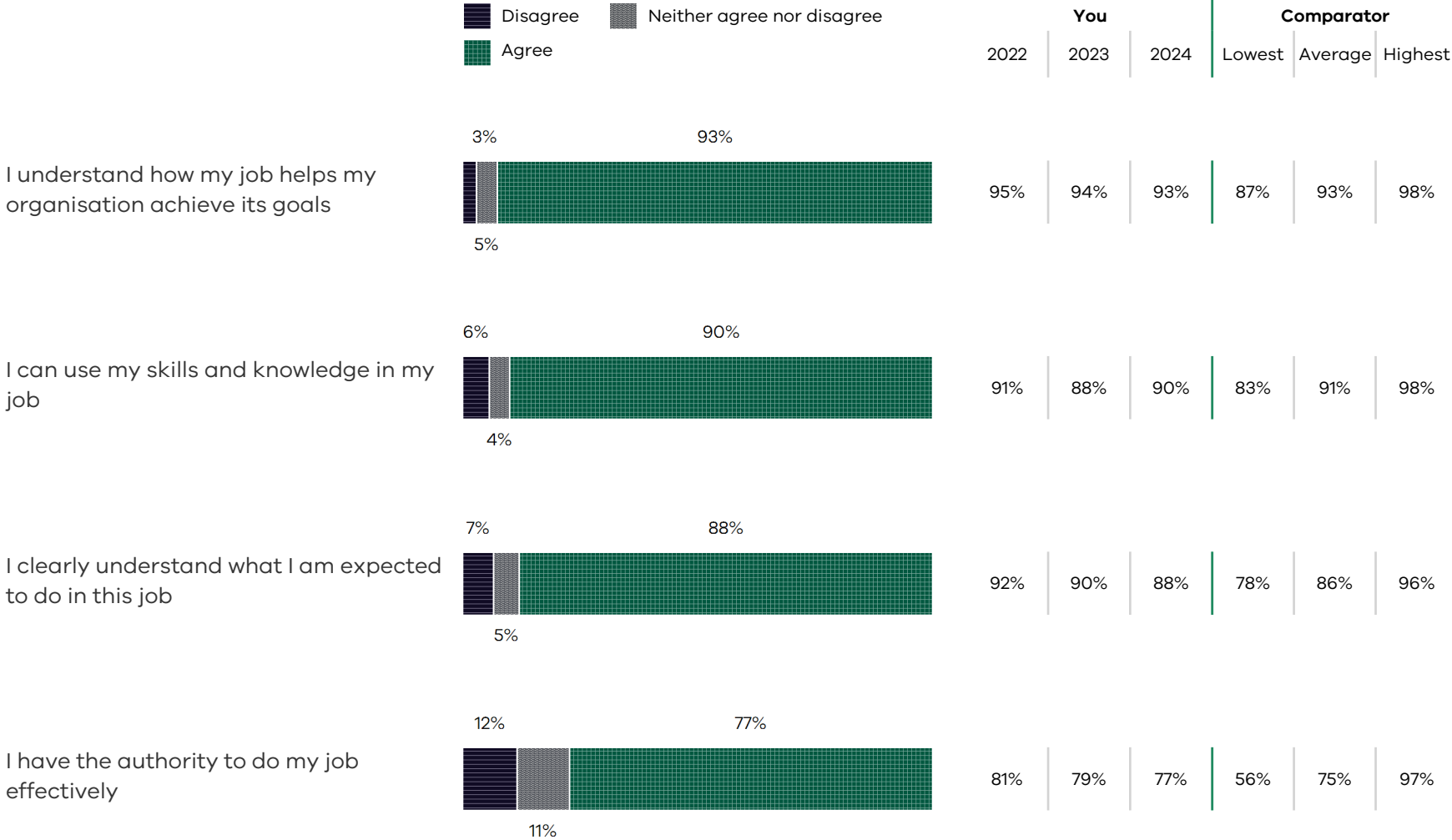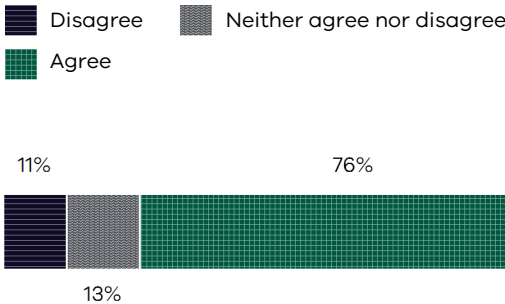
Example
93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals (3% / 5% / 93%)	95%	94%	93%	87%	93%	98%
I can use my skills and knowledge in my job (6% / 4% / 90%)	91%	88%	90%	83%	91%	98%
I clearly understand what I am expected to do in this job (7% / 5% / 88%)	92%	90%	88%	78%	86%	96%
I have the authority to do my job effectively (12% / 11% / 77%)	81%	79%	77%	56%	75%	97%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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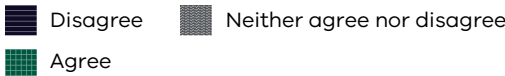
Example

76% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Disagree	Neither agree nor disagree
Agree	

Survey question	Your results		You			Comparator		
			2022	2023	2024	Lowest	Average	Highest
I have a say in how I do my work	11% 13% 76%		81%	78%	76%	61%	81%	99%

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Meaningful work

What is this

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

Why this is important

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

How to read this

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

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

Under 'Benchmark results', compare your comparator 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'.
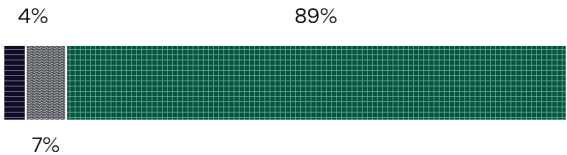
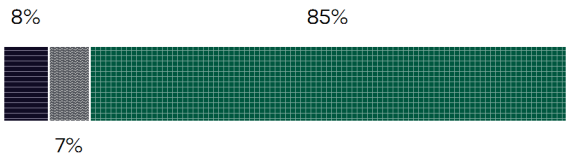## Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	3% / 6% / 91%	95%	92%	91%	85%	92%	100%
I achieve something important through my work	4% / 7% / 89%	92%	88%	89%	78%	88%	96%
I get a sense of accomplishment from my work	8% / 7% / 85%	88%	83%	85%	74%	84%	94%

Victorian Public Sector Commission

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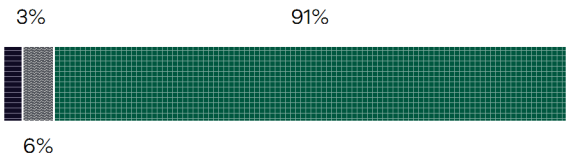
Job and manager factors

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.
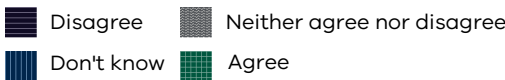
Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
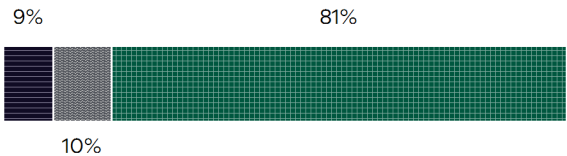
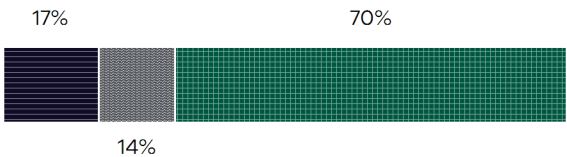**Legend:** Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	9% / 10% / 81%	87%	85%	81%	80%	87%	95%
I am confident that if I requested a flexible work arrangement, it would be given due consideration	17% / 14% / 70%	73%	71%	70%	64%	79%	90%

People matter survey
2024

Have your say

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- Scorecard: negative behaviour
- Bullying
- Sexual harassment
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- Violence and aggression
- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

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

Topical questions

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

Demographics

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

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.
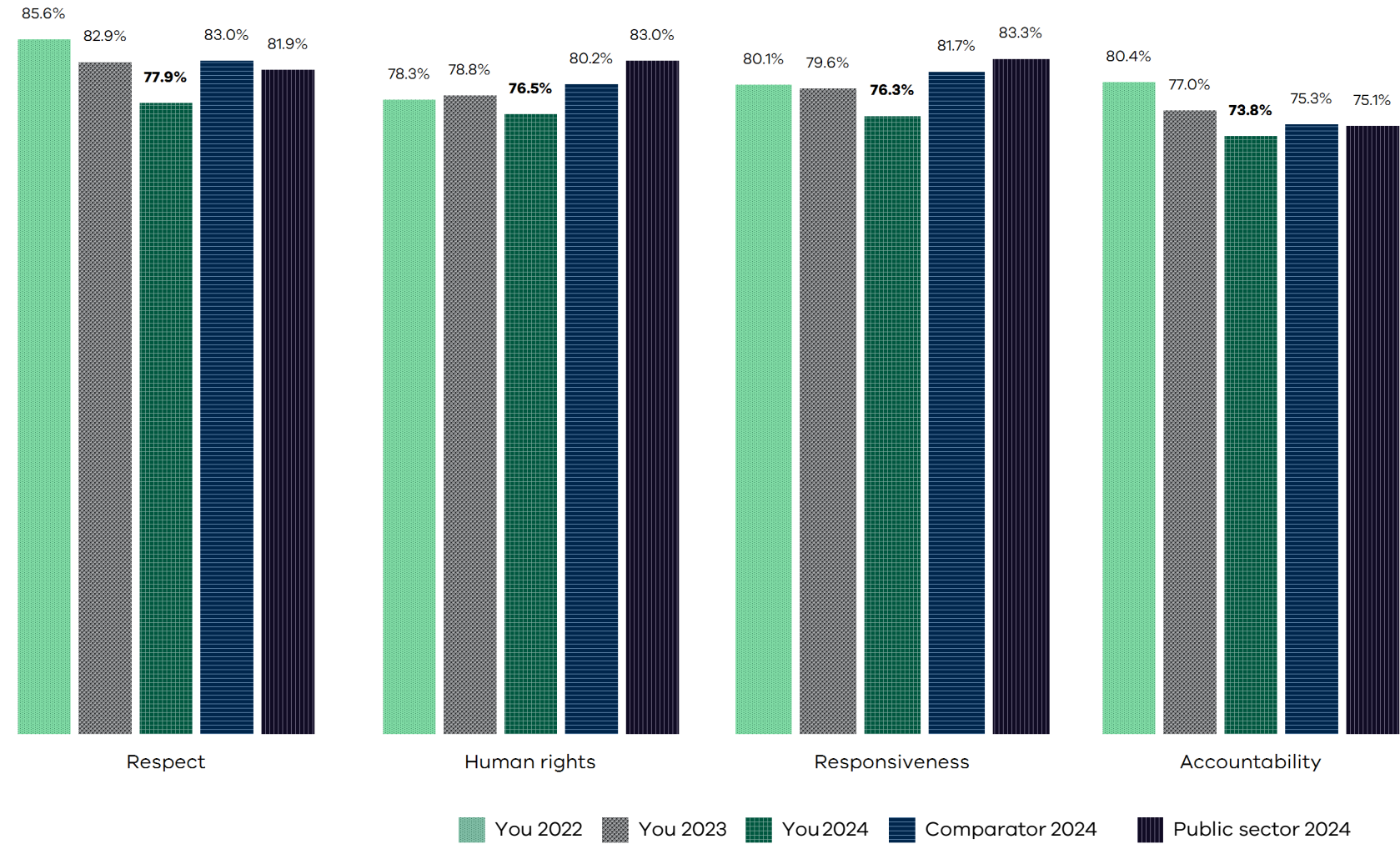
Example

In 2024:

- 77.9% of your staff who did the survey responded positively to questions about Respect.

Compared to:

- 83.0% of staff in your comparator group and 81.9% of staff across the public sector.

Chart data:

Respect: You 2022: 85.6%, You 2023: 82.9%, You 2024: 77.9%, Comparator 2024: 83.0%, Public sector 2024: 81.9%

Human rights: You 2022: 78.3%, You 2023: 78.8%, You 2024: 76.5%, Comparator 2024: 80.2%, Public sector 2024: 83.0%

Responsiveness: You 2022: 80.1%, You 2023: 79.6%, You 2024: 76.3%, Comparator 2024: 81.7%, Public sector 2024: 83.3%

Accountability: You 2022: 80.4%, You 2023: 77.0%, You 2024: 73.8%, Comparator 2024: 75.3%, Public sector 2024: 75.1%

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

Public sector values

Scorecard 2 of 2

What is this

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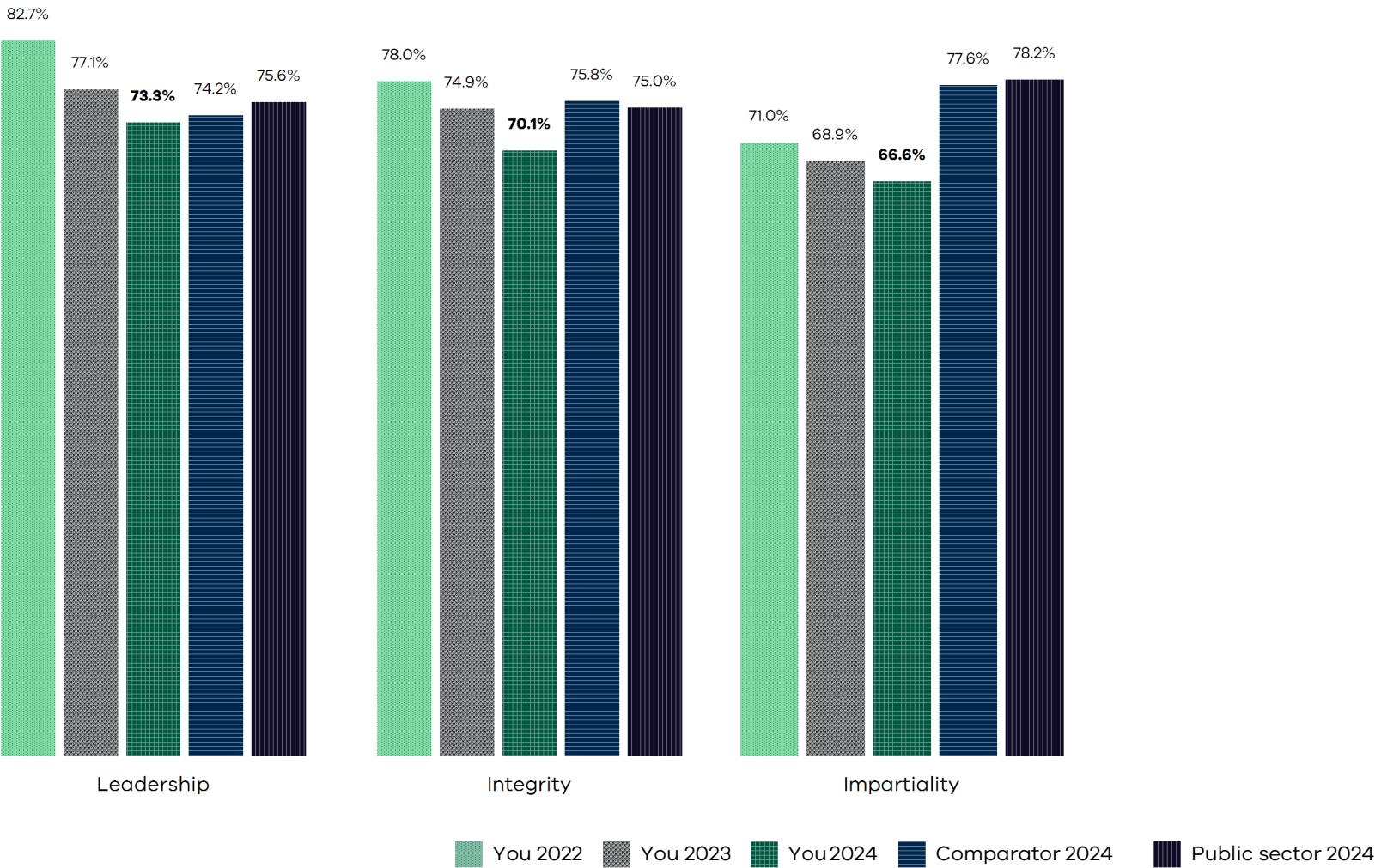
Why this is important

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

How to read this

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

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

Example

In 2024:

- 73.3% of your staff who did the survey responded positively to questions about Leadership.

Compared to:

- 74.2% of staff in your comparator group and 75.6% of staff across the public sector.

Leadership
- You 2022: 82.7%
- You 2023: 77.1%
- You 2024: 73.3%
- Comparator 2024: 74.2%
- Public sector 2024: 75.6%

Integrity
- You 2022: 78.0%
- You 2023: 74.9%
- You 2024: 70.1%
- Comparator 2024: 75.8%
- Public sector 2024: 75.0%

Impartiality
- You 2022: 71.0%
- You 2023: 68.9%
- You 2024: 66.6%
- Comparator 2024: 77.6%
- Public sector 2024: 78.2%

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

Victorian Public Sector Commission

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Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Your results

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

Benchmark agree results

Survey question	Your results		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My workgroup provides high quality advice and services	9% / 15% / 76%	80%	80%	76%	71%	82%	96%

Victorian Public Sector Commission

VICTORIA State Government
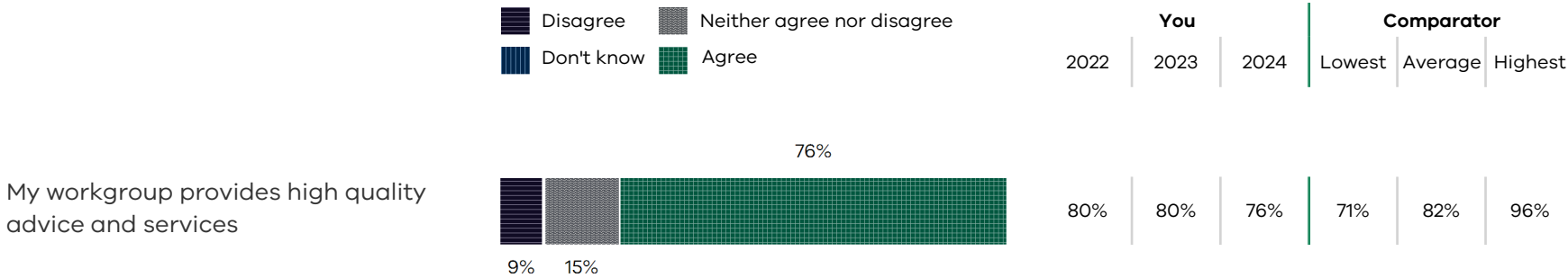
Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.
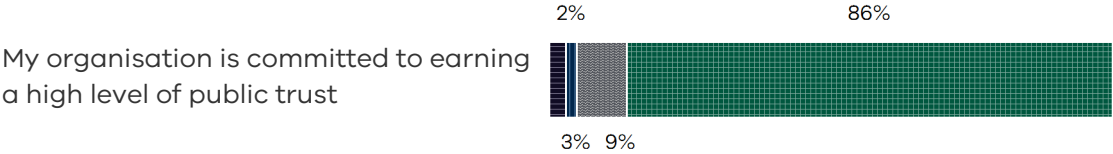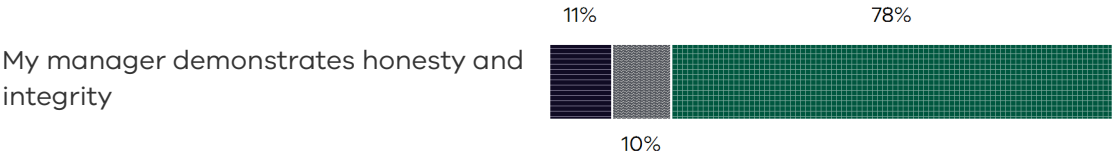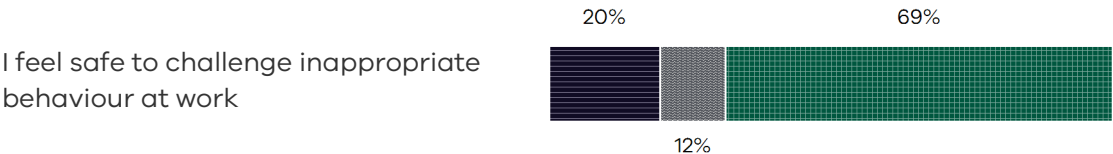
Survey question

Your results

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

Benchmark agree results

Survey question		You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My organisation is committed to earning a high level of public trust	2% / 3% / 9% / 86%	92%	92%	86%	62%	79%	96%
My manager demonstrates honesty and integrity	11% / 10% / 78%	89%	85%	78%	76%	87%	95%
I feel safe to challenge inappropriate behaviour at work	20% / 12% / 69%	76%	72%	69%	61%	75%	91%
People in my workgroup are honest, open and transparent in their dealings	18% / 16% / 66%	73%	71%	66%	64%	78%	94%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
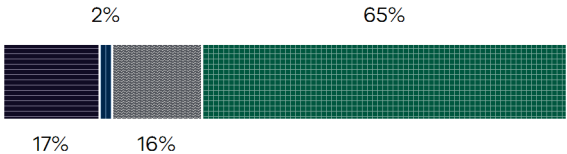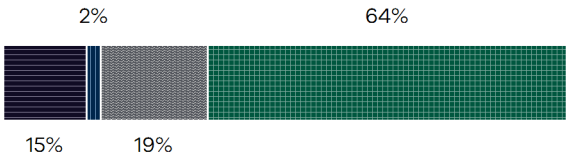
Legend: ■ Disagree ▦ Neither agree nor disagree ▌ Don't know ▦ Agree

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My organisation does not tolerate improper conduct	17% / 2% / 16% / 65%	74%	73%	65%	51%	74%	91%
Senior leaders demonstrate honesty and integrity	15% / 2% / 19% / 64%	73%	65%	64%	41%	66%	91%
People in my workgroup appropriately manage conflicts of interest	18% / 2% / 16% / 63%	68%	67%	63%	62%	72%	85%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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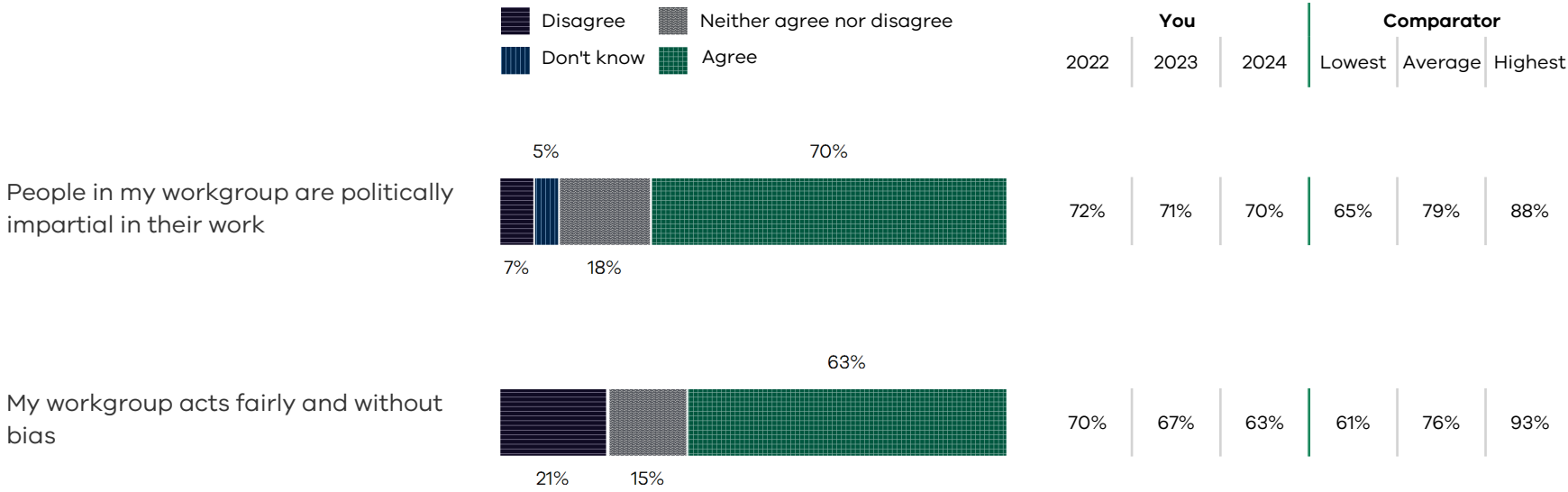
Example

70% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	5% / 7% / 18% / 70%	72%	71%	70%	65%	79%	88%
My workgroup acts fairly and without bias	21% / 15% / 63%	70%	67%	63%	61%	76%	93%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

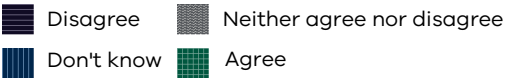Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
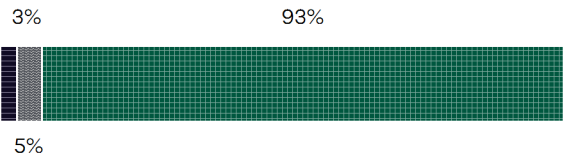
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	3% / 5% / 93%	95%	94%	93%	87%	93%	98%
I clearly understand what I am expected to do in this job	7% / 5% / 88%	92%	90%	88%	78%	86%	96%
My workgroup has clear lines of responsibility	16% / 16% / 69%	74%	72%	69%	63%	72%	88%
My workgroup uses its resources well	19% / 18% / 62%	70%	66%	62%	51%	68%	87%
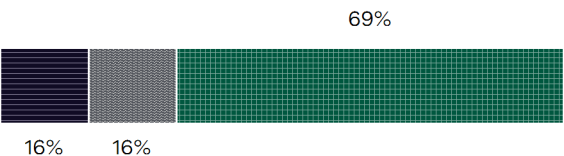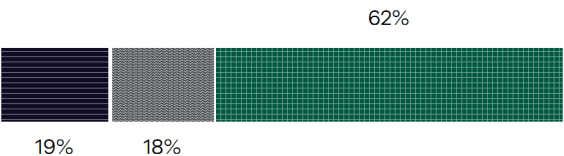
Public sector values

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.

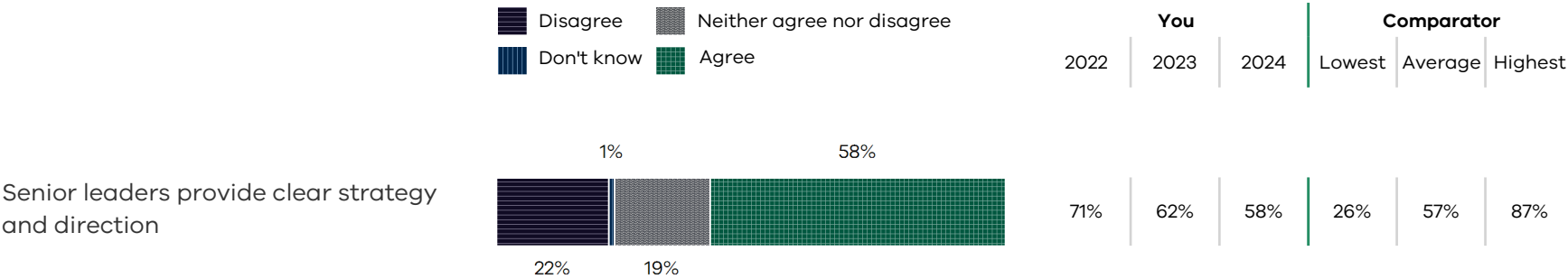Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

58% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

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

Senior leaders provide clear strategy and direction

1% — 58%
22% — 19%

	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
	71%	62%	58%	26%	57%	87%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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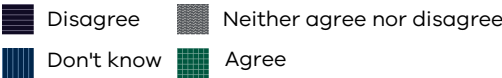
Example

84% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
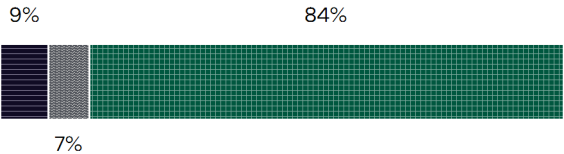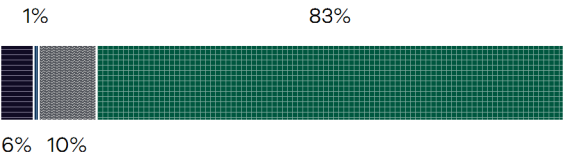
Survey question	Your results		

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

Survey question	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect (Disagree 9%, Neither 7%, Agree 84%)	93%	89%	84%	81%	87%	94%
My organisation encourages respectful workplace behaviours (Disagree 6%, Don't know 1%, Neither 10%, Agree 83%)	89%	88%	83%	65%	84%	99%
My manager listens to what I have to say (Disagree 9%, Neither 9%, Agree 82%)	89%	85%	82%	78%	85%	94%
People in my workgroup treat each other with respect (Disagree 13%, Neither 12%, Agree 75%)	82%	79%	75%	74%	84%	96%

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

66% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Your results

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

My organisation takes steps to eliminate bullying, harassment and discrimination

- 15% Disagree
- 4% Don't know
- 15% Neither agree nor disagree
- 66% Agree

Benchmark agree results

	You			Comparator		
2022	2023	2024	Lowest	Average	Highest
75%	72%	66%	48%	74%	97%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What is this

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

Why this is important

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

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

How to read this

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

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

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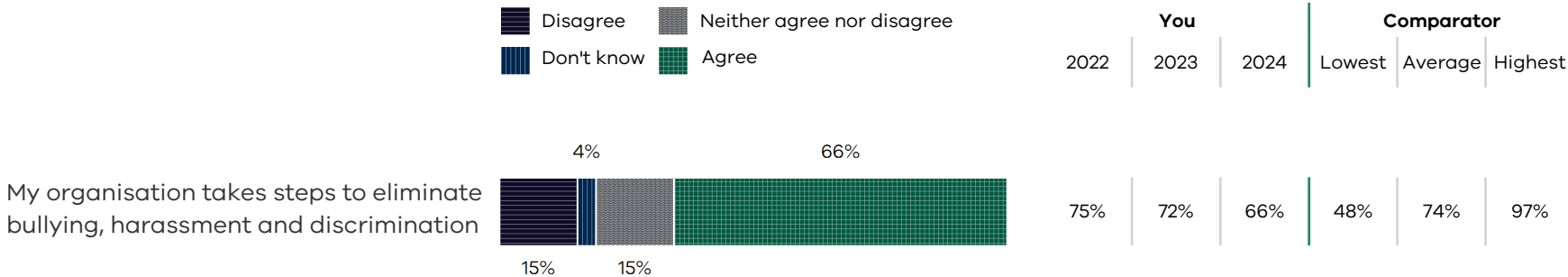
Example

80% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2022	2023	2024	Lowest	Average	Highest
My manager models my organisation's values	10% / 10% / 80%	89%	85%	80%	77%	84%	93%
Senior leaders model my organisation's values	12% / 2% / 19% / 67%	76%	69%	67%	41%	65%	91%

Victorian Public Sector Commission

VICTORIA State Government
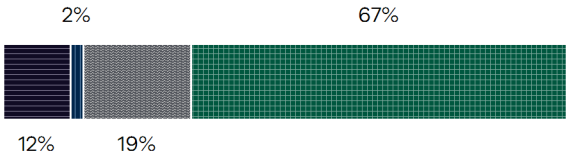
Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

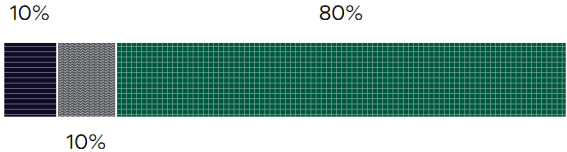87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question

Your results

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

My organisation encourages employees to act in ways that are consistent with human rights
- 3%
- 87%
- 3%
- 7%

I understand how the Charter of Human Rights and Responsibilities applies to my work
- 12%
- 66%
- 22%

Benchmark agree results

Survey question	You			Comparator		
	2022	2023	2024	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	90%	90%	87%	62%	86%	98%
I understand how the Charter of Human Rights and Responsibilities applies to my work	66%	68%	66%	54%	74%	91%

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
- Satisfaction with complaint processes

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

Topical questions

Topical questions

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

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

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

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

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

Example
73% of your staff who did the survey agreed or strongly agreed with 'I am proud to work in the public sector'.

Survey question

Your results

Benchmark agree results

	Disagree		Neither agree nor disagree	
	Don't know		Agree	
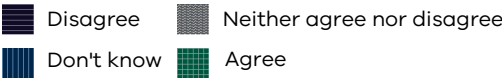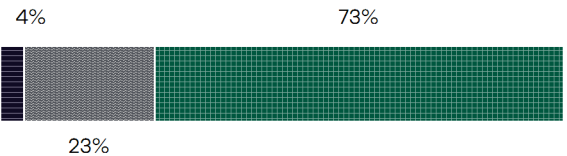
Survey question	Your results	You 2022	You 2023	You 2024	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to work in the public sector	4% / 23% / 73%	Not asked	Not asked	73%	49%	65%	73%
I understand how the Code of Conduct for Victorian public sector employees applies to my work	10% / 6% / 16% / 68%	Not asked	69%	68%	54%	76%	96%
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	7% / 16% / 19% / 58%	Not asked	70%	58%	34%	58%	69%

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2024

Have your say

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- Taking action questions

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- Scorecard
- Manager leadership
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Public sector values

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

Topical questions

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

Demographics

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

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	230	37%
35-54 years	268	43%
55+ years	63	10%
Prefer not to say	59	10%

Gender	(n)	%
Woman	364	59%
Man	180	29%
Prefer not to say	65	10%
Non-binary and I use a different term	11	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	12	2%
No	551	89%
Prefer not to say	57	9%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?	(n)	%
Yes	4	1%
No	557	90%
Don't know	9	1%
Prefer not to say	50	8%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	417	67%
Prefer not to say	96	15%
Bisexual	41	7%
Pansexual	19	3%
Gay or lesbian	18	3%
Asexual	16	3%
I use a different term	9	1%
Don't know	4	1%

Victorian Public Sector Commission

VICTORIA State Government

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.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	5	1%
Non Aboriginal and/or Torres Strait Islander	582	94%
Prefer not to say	33	5%

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

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- 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	68	11%
No	521	84%
Prefer not to say	31	5%

Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	42	62%
No	24	35%
Prefer not to say	2	3%

Which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I do not require any adjustments to be made to perform my role	9	38%
I feel that sharing my disability information will reflect negatively on me	7	29%
My disability does not impact on my ability to perform my role	5	21%
Other	3	13%

Demographics

Cultural diversity 1 of 2

What is this

These are the personal characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Country of birth	(n)	%
Born in Australia	**507**	82%
Not born in Australia	**76**	12%
Prefer not to say	**37**	6%

Language other than English spoken with family or community	(n)	%
Yes	**56**	9%
No	**528**	85%
Prefer not to say	**36**	6%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**21**	38%
Italian	**11**	20%
Spanish	**8**	14%
Cantonese	**4**	7%
Mandarin	**4**	7%
Tamil	**2**	4%
Auslan	**2**	4%
Hindi	**1**	2%
Greek	**1**	2%
Turkish	**1**	2%
Macedonian	**1**	2%
Tagalog	**1**	2%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Australian Indigenous Language	**1**	2%
Sinhalese	**1**	2%
Arabic	**1**	2%
Gujarati	**0**	0%
Urdu	**0**	0%
Persian	**0**	0%
Punjabi	**0**	0%
Telugu	**0**	0%
Vietnamese	**0**	0%
Malayalam	**0**	0%
Filipino	**0**	0%

Victorian Public Sector Commission

VICTORIA State Government

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	503	81%
English, Irish, Scottish and/or Welsh	64	10%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	49	8%
Prefer not to say	43	7%
New Zealander	14	2%
East and/or South-East Asian	13	2%
Other	7	1%
North American	7	1%
South Asian	6	1%
Aboriginal and/or Torres Strait Islander	5	1%
African	3	0%
Central Asian	3	0%
Central and/or South American	2	0%
Maori	2	0%
Pacific Islander	1	0%
Middle Eastern	0	0%

Religion	(n)	%
No religion	457	74%
Christianity	73	12%
Prefer not to say	59	10%
Other	21	3%
Buddhism	5	1%
Hinduism	2	0%
Islam	2	0%
Judaism	1	0%
Sikhism	0	0%

Demographics

Employment characteristics 1 of 2

What is this

These are the employment characteristics of staff.

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	345	56%
Part-Time	275	44%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $80k	196	40%
$80k to $120k	187	38%
$120k to $160k	35	7%
$160k to $200k	4	1%
$200k or more	4	1%
Prefer not to say	60	12%

Organisational tenure	(n)	%
<1 year	57	9%
1 to less than 2 years	72	12%
2 to less than 5 years	140	23%
5 to less than 10 years	171	28%
10 to less than 20 years	138	22%
More than 20 years	42	7%

Management responsibility	(n)	%
Non-manager	494	80%
Other manager	87	14%
Manager of other manager(s)	39	6%

Employment type	(n)	%
Ongoing and executive	390	63%
Other	143	23%
Fixed term	87	14%

Frontline worker	(n)	%
No	350	56%
Yes	270	44%

Demographics

Employment characteristics 2 of 2

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	386	62%
Melbourne CBD	132	21%
Rural	57	9%
Large regional city	27	4%
Other	18	3%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	397	64%
A frontline or service delivery location	189	30%
Home or private location	87	14%
A shared office space (where two or more organisations share the same workspace)	23	4%
Isolated or remote location/s where access to communications and help from others is difficult	8	1%
Other	54	9%

Flexible work	(n)	%
I do not use any flexible work arrangements	228	37%
Flexible start and finish times	143	23%
Working from an alternative location (e.g. home, hub/shared work space)	125	20%
Shift swap	118	19%
Part-time	108	17%
Using leave (including annual leave, long-service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	64	10%
Working more hours over fewer days	26	4%
Other	14	2%
Job sharing	12	2%
Purchased leave	12	2%
Study leave	8	1%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Adjustments

What is this

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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Have you requested any of the following adjustments at work?	(n)	%
No, I have not requested adjustments	459	74%
Flexible working arrangements	128	21%
Physical modifications or improvements to the workplace	30	5%
Career development support strategies	19	3%
Job redesign or role sharing	18	3%
Other	6	1%
Accessible communications technologies	1	0%

Why did you make this request?	(n)	%
Work-life balance	69	43%
Caring responsibilities	50	31%
Health	50	31%
Family responsibilities	42	26%
Other	15	9%
Study commitments	11	7%
Disability	10	6%

What was your experience with making this request?	(n)	%
The adjustments I needed were made and the process was satisfactory	122	76%
The adjustments I needed were not made	28	17%
The adjustments I needed were made but the process was unsatisfactory	11	7%

Demographics

Caring

What is this

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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Caring responsibilities	(n)	%
None of the above	304	49%
Primary school aged child(ren)	91	15%
Secondary school aged child(ren)	70	11%
Prefer not to say	70	11%
Frail or aged person(s)	43	7%
Child(ren) - younger than preschool age	42	7%
Preschool aged child(ren)	41	7%
Person(s) with disability	25	4%
Person(s) with a medical condition	25	4%
Person(s) with a mental illness	23	4%
Other	9	1%

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