

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

**People Matter Survey**

**2024**

**Have your say**

# People matter survey

2024

Have your say

## Overview

## Result summary

**Report overview**

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

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

## Detailed results

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



# Report overview

## About your report

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

## Report contents

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

## Comparing data in this report

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

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

## Rounding of percentages

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

## Survey questions and definitions

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

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## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## Report overview

### Privacy and anonymity

To protect you, we:

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

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



Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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



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



# Report overview

## Your comparator group

### What this is

This is a list of similar organisations to yours.

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

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

### How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

# Report overview

## Your response rate

### What this is

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

### Why this is important

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

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

### How to read this

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

2023

69%  
(352)

Comparator 55%  
Public Sector 42%

2024

73%  
(393)

Comparator 55%  
Public Sector 44%

# People matter survey

2024

Have your say

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## Result summary

### People outcomes

- Scorecard: engagement index
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- Intention to stay
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- Satisfaction with complaint processes

### Key differences

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- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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





# People outcomes

## Your employee engagement index

### What is this

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

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

The weightings for each engagement response are:

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

### Why this is important

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

2023

73

|               |    |
|---------------|----|
| Comparator    | 72 |
| Public Sector | 68 |

2024

70

|               |    |
|---------------|----|
| Comparator    | 74 |
| Public Sector | 69 |

People outcomes

Engagement question results 1 of 2

What is this

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

Your group's engagement index

Your 2024 index is 70.

Why this is important

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

How to read this

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

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

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

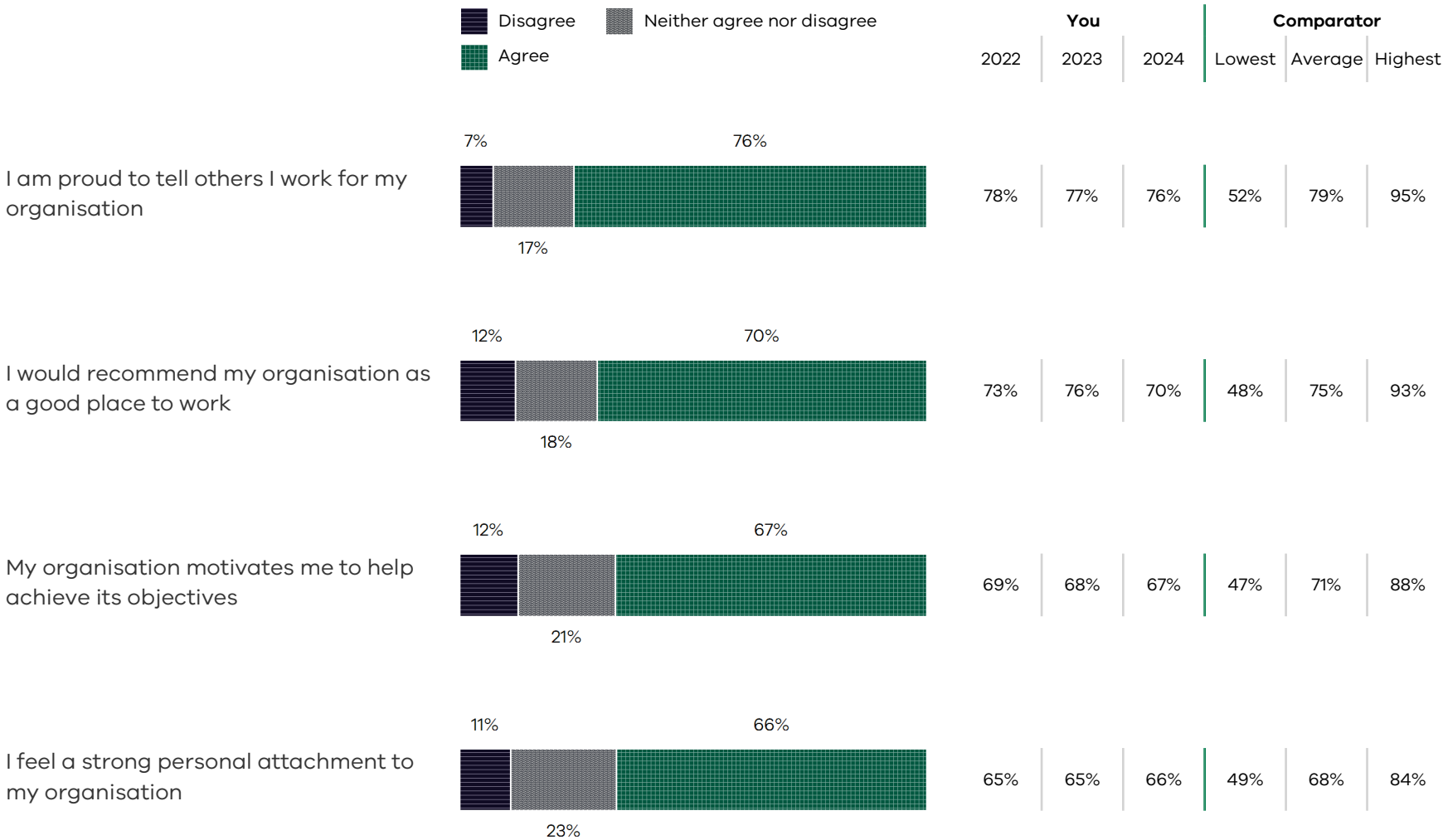
Example

76% 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



10%

15%

75%

Example: I am proud to tell others I work for my organisation

People outcomes

Engagement question results 2 of 2

What is this

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

Your group's engagement index

Your 2024 index is 70.

Why this is important

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

How to read this

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

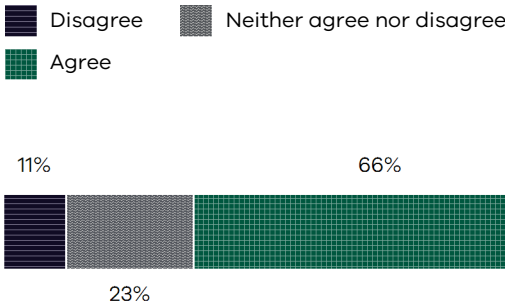
Example

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

Survey question

My organisation inspires me to do the best in my job

Your results



Benchmark agree results

| Year | You  |      |      | Comparator |         |         |
|------|------|------|------|------------|---------|---------|
|      | 2022 | 2023 | 2024 | Lowest     | Average | Highest |
|      | 68%  | 71%  | 66%  | 42%        | 73%     | 90%     |

# 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.

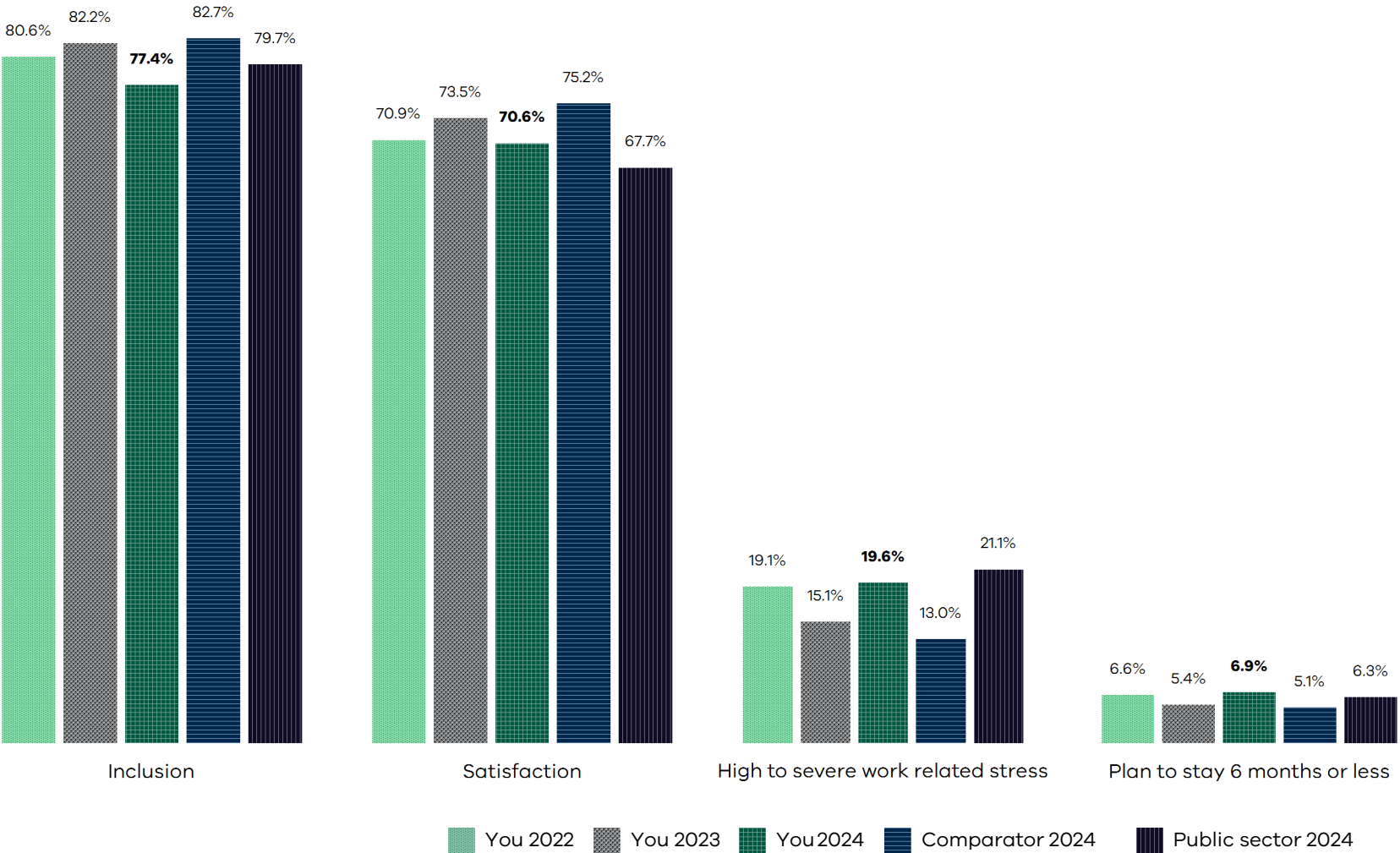
### Example

In 2024:

- 77.4% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 82.7% of staff in your comparator group and 79.7% of staff across the public sector.



People outcomes

Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

75% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

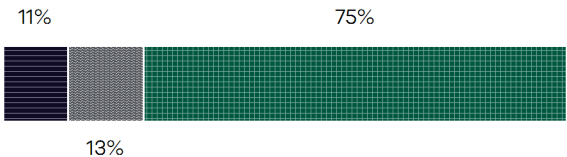
Survey question

Your results

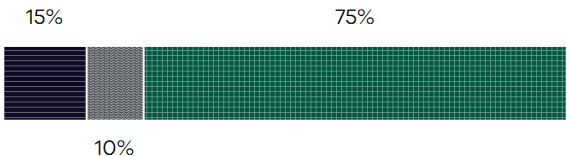
Benchmark satisfied results



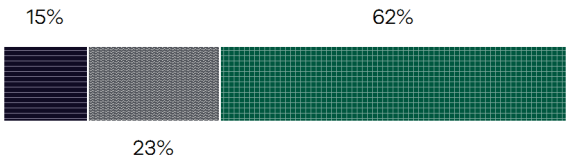
Considering everything, how satisfied are you with your current job



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



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



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 78%  | 79%  | 75%  | 65%        | 80%     | 93%     |
| 72%  | 78%  | 75%  | 64%        | 76%     | 90%     |
| 63%  | 64%  | 62%  | 52%        | 69%     | 87%     |

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.

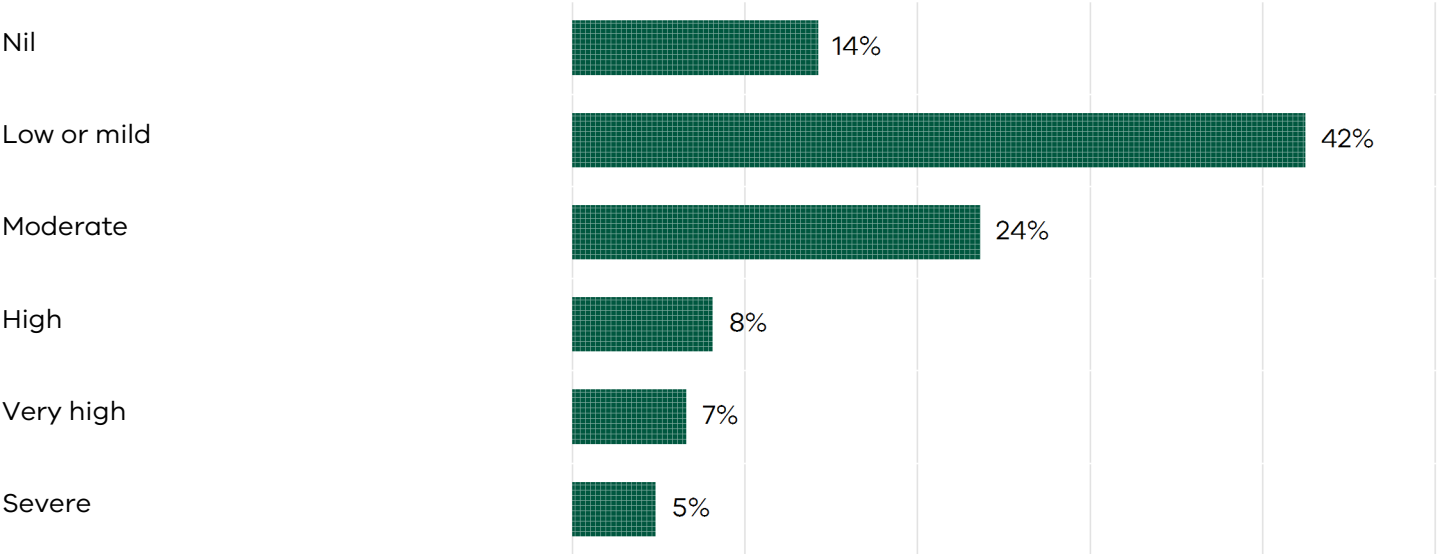
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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.

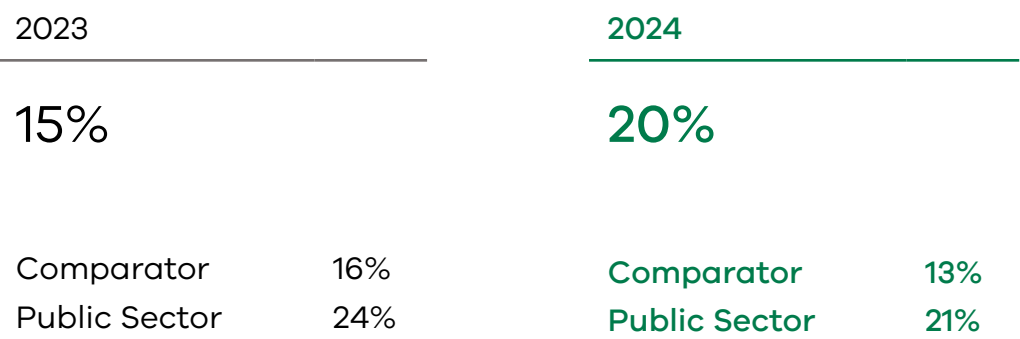
Example

20% of your staff who did the survey said they had high to severe stress in 2024. This is compared to 13% of staff in your comparator group and 21% of staff across the public sector.

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



Reported levels of high to severe stress





People outcomes

Work-related stress causes

What is this

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

Why this is important

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

How to read this

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

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

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

Example

86% of your staff who did the survey said they experienced mild to severe stress. Of that 86%, 39% said the top reason was 'Workload' .



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

| Of those that experienced work related stress it was from ...                      | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Workload   | 47%      | 39%      | 44%             | 48%                |
| Time pressure  | 37%      | 35%      | 40%             | 41%                |
| Incivility, bullying, harassment or discrimination                                 | 10%      | 18%      | 8%              | 7%                 |
| Social environment (e.g. relationships with colleagues, manager or senior leaders) | 14%      | 17%      | 13%             | 13%                |
| Competing home and work responsibilities   | 19%      | 16%      | 14%             | 13%                |
| Dealing with clients, patients or stakeholders                                     | 15%      | 16%      | 16%             | 18%                |
| Other  | 15%      | 15%      | 14%             | 13%                |
| Management of work (e.g. supervision, training, information, support)              | 9%       | 13%      | 10%             | 12%                |
| Content, variety, or difficulty of work  | 7%       | 9%       | 8%              | 11%                |
| Work schedule or hours   | 9%       | 9%       | 8%              | 7%                 |

People outcomes

Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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

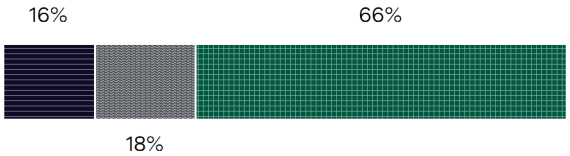
Example

66% of your staff who did the survey said the amount of stress in their job was manageable.

Survey question

The amount of stress in my job is manageable

Your results



Benchmark agree results

| 2022 | You       |           |      | Comparator |         |         |
|------|-----------|-----------|------|------------|---------|---------|
|      | 2022      | 2023      | 2024 | Lowest     | Average | Highest |
|      | Not asked | Not asked | 66%  | 56%        | 70%     | 84%     |

## People outcomes

### Burnout levels

#### What is this

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

#### Why this is important

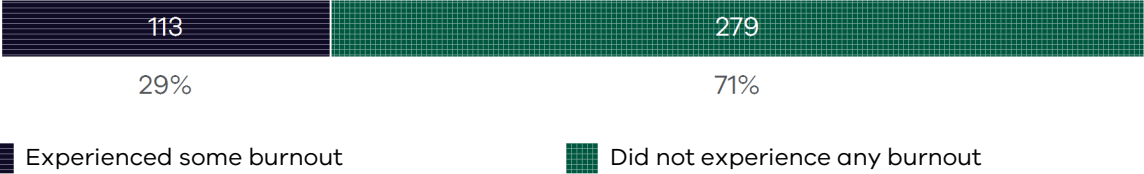
Burnout can affect negatively affect peoples health and wellbeing as well as their performance and behaviour.

#### How to read this

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

#### Example

29% of your staff who did the survey said they felt burnout at work.  
Of that 29%, 46% rated their level as 'Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out' .



| Overall, based on your definition of burnout, how would you rate your level of burnout?   | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|----------|----------|-----------------|--------------------|
| Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out                           | 48%      | 46%      | 48%             | 49%                |
| I enjoy my work. I have no symptoms of burnout  | 28%      | 25%      | 30%             | 20%                |
| I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion                             | 17%      | 17%      | 16%             | 21%                |
| The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot                                       | 4%       | 7%       | 4%              | 6%                 |
| I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help | 3%       | 5%       | 2%              | 3%                 |

# People outcomes

## Intention to stay

### What is this

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

### Why this is important

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

### How to read this

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

### Example

7% of your group who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

| Employees plan to work at your organisation for... | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| 6 months or less                                   | 5%       | 7%       | 5%              | 6%                 |
| Over 6 months and up to 1 year                     | 9%       | 7%       | 9%              | 9%                 |
| Over 1 year and up to 3 years                      | 25%      | 21%      | 22%             | 24%                |
| Over 3 years and up to 5 years                     | 17%      | 20%      | 17%             | 16%                |
| Over 5 years                                       | 43%      | 46%      | 48%             | 45%                |

People outcomes

Inclusion question results

What is this

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

Why this is important

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

How to read this

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

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

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

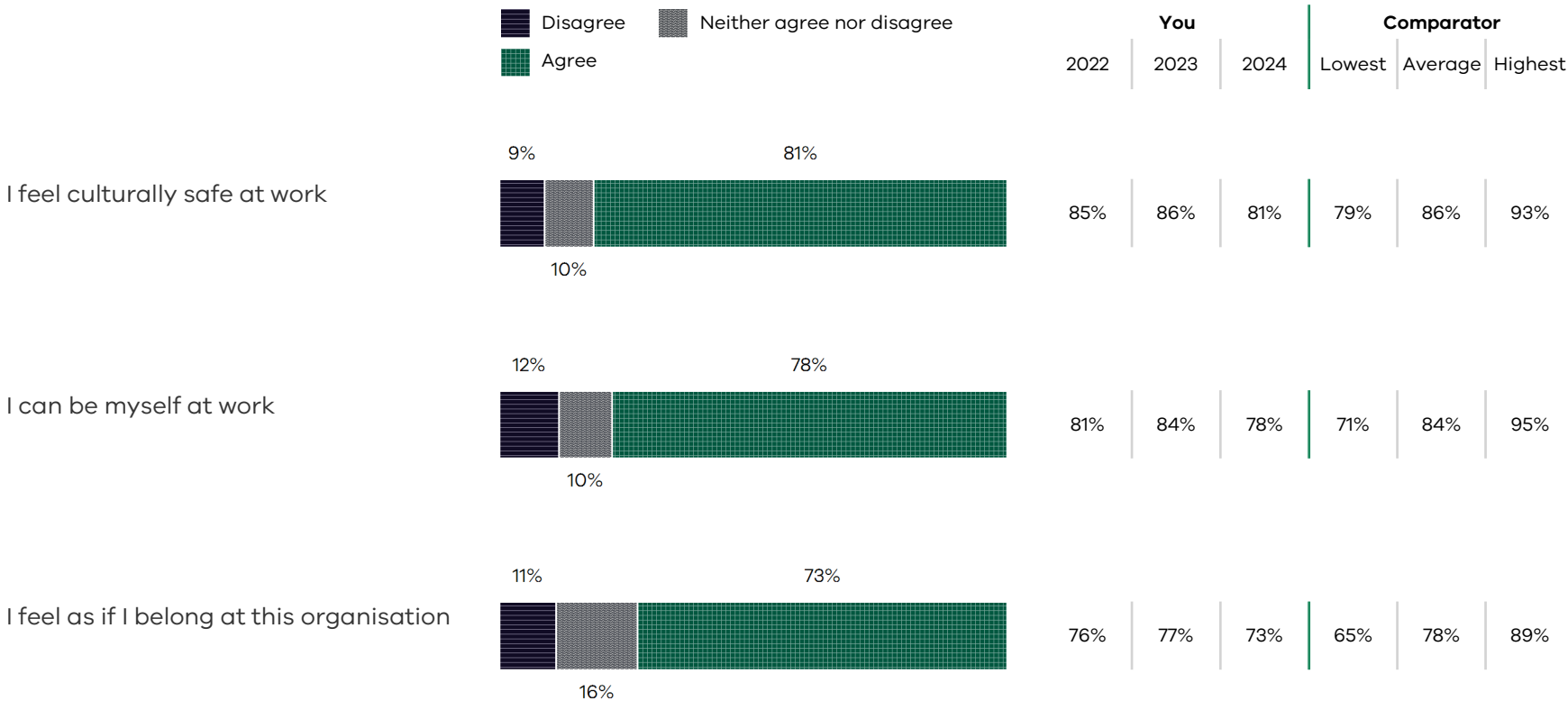
Example

81% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

Benchmark agree results



# People outcomes

## Inclusion - Barriers to success

### What is this

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

### Why this is important

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

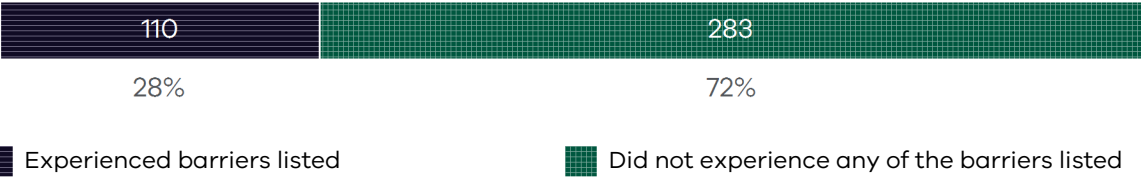
### How to read this

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

### Example

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My flexible working'.

Staff who experienced one or more barriers to success at work



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



## People outcomes

### Inclusion - Witnessed barriers to success

**What is this**

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

**Why this is important**

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

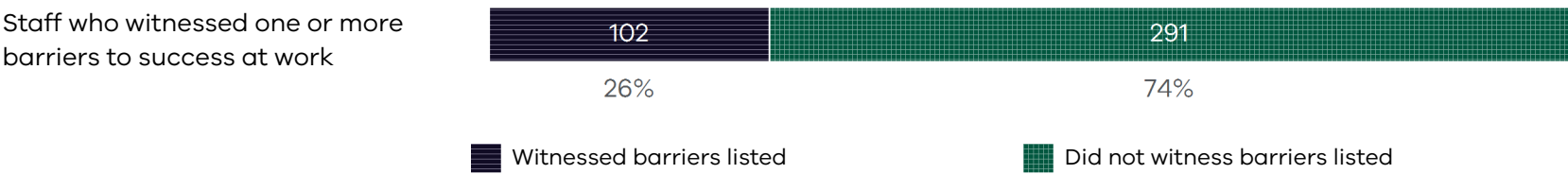
**How to read this**

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

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

**Example**

11% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Flexible working'.



| During the last 12 months, employees witnessed barriers to the success of other employees due to their ... | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Flexible working   | 5%       | 11%      | 5%              | 9%                 |
| Age  | 4%       | 8%       | 4%              | 6%                 |
| Mental health  | 5%       | 8%       | 6%              | 7%                 |
| Caring responsibilities  | 7%       | 8%       | 5%              | 7%                 |
| Cultural background  | 3%       | 7%       | 4%              | 5%                 |
| Physical health  | 3%       | 4%       | 4%              | 4%                 |
| Race   | -        | 3%       | 2%              | 3%                 |
| Industrial activity  | -        | 3%       | 1%              | 2%                 |

# 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

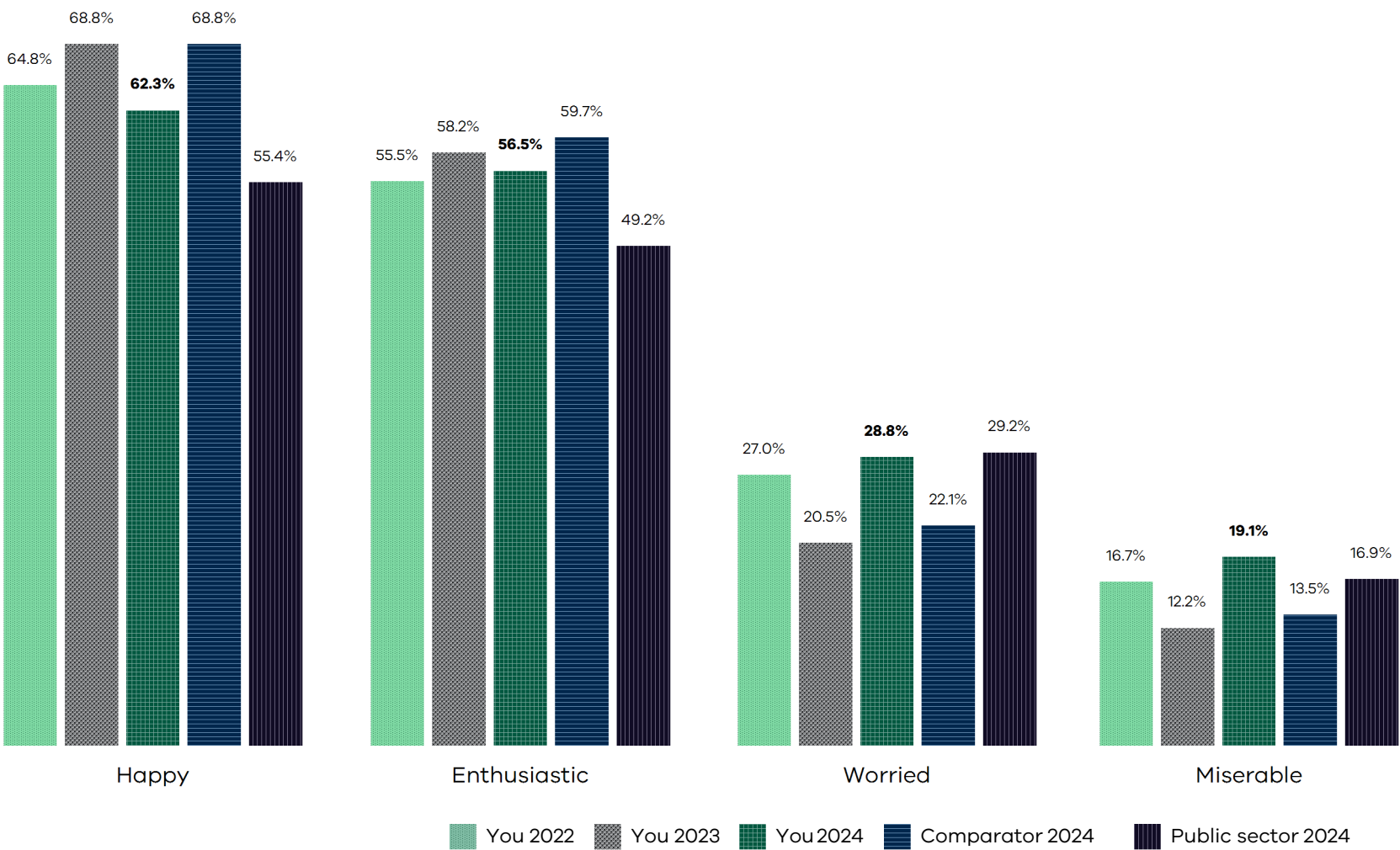
In 2024:

- 62.3% of your staff who did the survey said work made them feel happy.

Compared to:

- 68.8% of staff in your comparator group and 55.4% of staff across the public sector.

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



# People outcomes

## Scorecard: negative behaviours

### What is this

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

### Why this is important

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

### How to read this

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

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

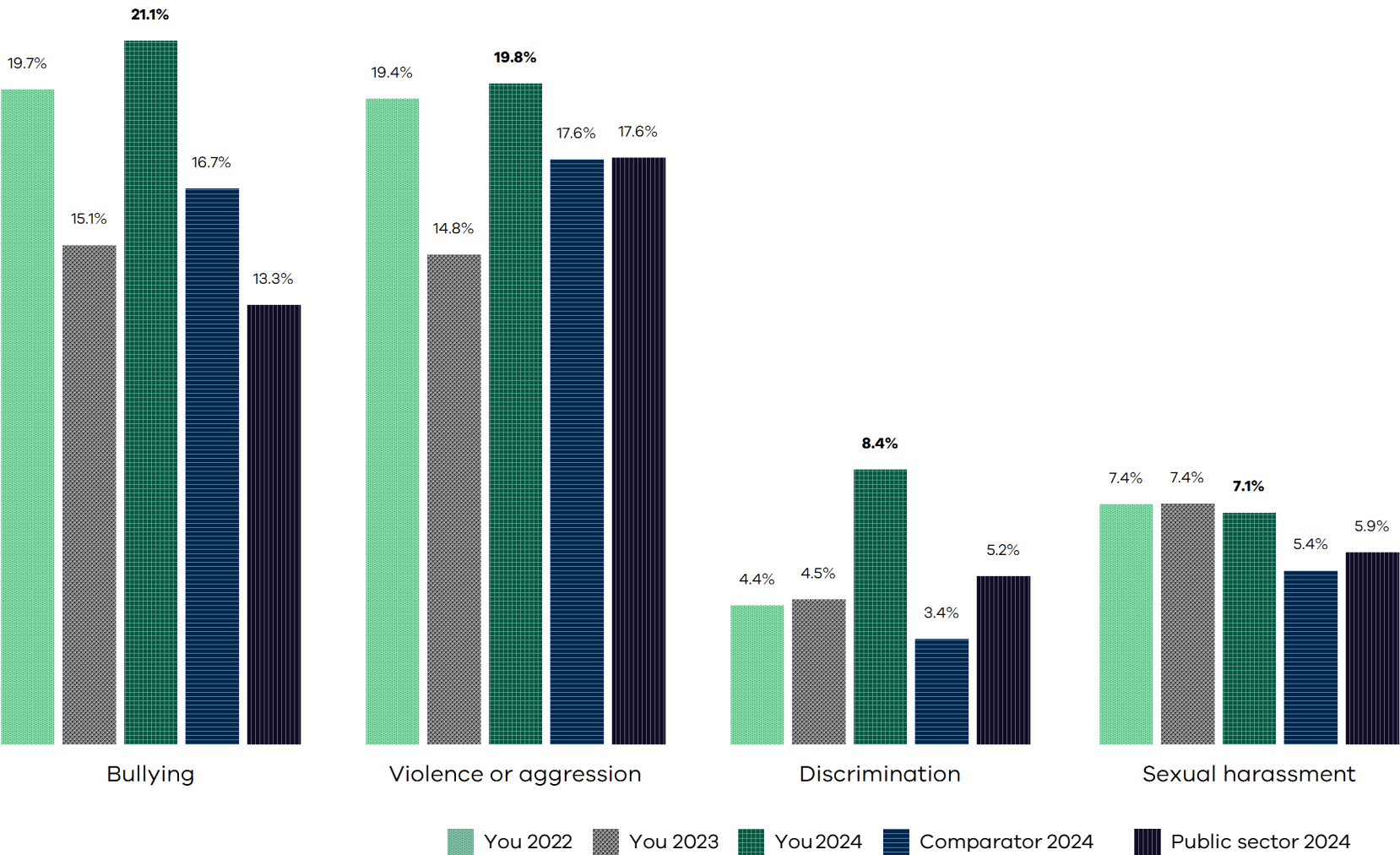
### Example

In 2024:

- 21.1% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

- 16.7% of staff in your comparator group and 13.3% of staff across the public sector.



People outcomes

Bullying

What is this

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

Why this is important

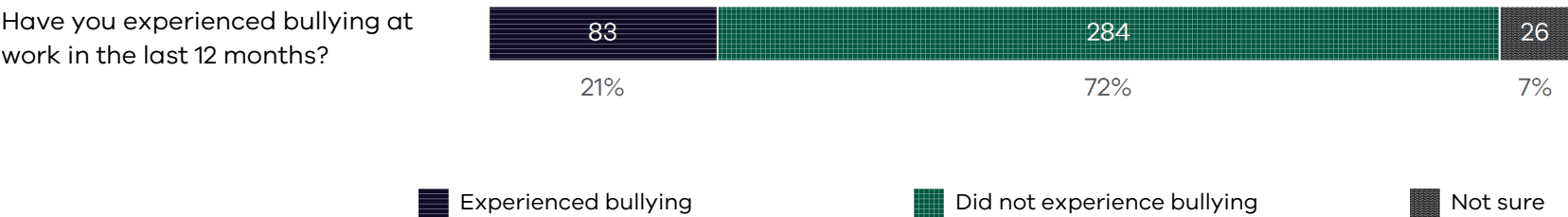
Bullying can have an immediate and longterm negative impact on those involved, including those who witness bullying.

How to read this

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

Example

21% of your staff who did the survey said they experienced bullying. Of that 21%, 69% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.



| If you experienced bullying, what type of bullying did you experience?                        | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|----------|----------|-----------------|--------------------|
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 77%      | 69%      | 63%             | 69%                |
| Exclusion or isolation  | 51%      | 49%      | 36%             | 42%                |
| Intimidation and/or threats   | 34%      | 45%      | 35%             | 30%                |
| Verbal abuse  | 25%      | 36%      | 20%             | 21%                |
| Withholding essential information for me to do my job   | 23%      | 29%      | 23%             | 28%                |
| Other   | 13%      | 13%      | 17%             | 15%                |
| Interference with my personal property and/or work equipment                                  | 9%       | 12%      | 6%              | 4%                 |
| Being assigned meaningless tasks unrelated to my job  | 15%      | 10%      | 9%              | 13%                |
| Being given impossible assignment(s)  | 2%       | 5%       | 4%              | 9%                 |

People outcomes

Telling someone about the bullying

What is this

This is if staff told someone when they experienced bullying.

Why this is important

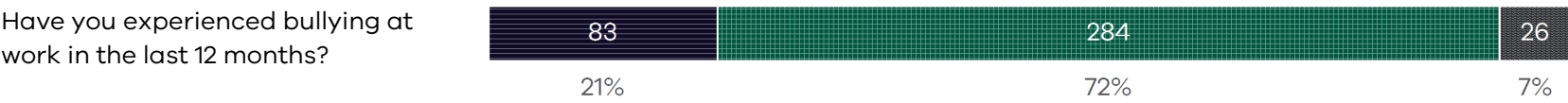
By understanding how staff report bullying, organisations can plan how to support and protect staff.

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

- 21% of your staff who did the survey said they experienced bullying, of which
- 55% said the top way they reported the bullying was 'Told a colleague'.
  - 83% said they didn't submit a formal complaint.



Experienced bullying      Did not experience bullying      Not sure

| Did you tell anyone about the bullying?                | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Told a colleague                                       | 47%      | 55%      | 35%             | 41%                |
| Told a friend or family member                         | 32%      | 47%      | 30%             | 35%                |
| Told a manager   | 53%      | 33%      | 44%             | 50%                |
| Told human resources                                   | 21%      | 29%      | 17%             | 13%                |
| Submitted a formal complaint                           | 11%      | 17%      | 14%             | 12%                |
| Told the person the behaviour was not OK               | 15%      | 17%      | 12%             | 16%                |
| Told someone else                                      | 6%       | 14%      | 11%             | 11%                |
| Told employee assistance program (EAP) or peer support | 9%       | 8%       | 8%              | 10%                |
| I did not tell anyone about the bullying               | 6%       | 8%       | 12%             | 12%                |

People outcomes

Bullying - reasons for not submitting a formal complaint

What is this

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

Why this is important

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

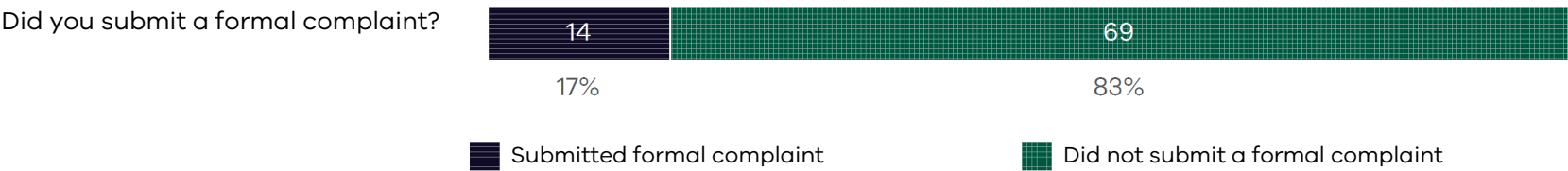
How to read this

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

Example

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

- 57% said the top reason was 'I believed there would be negative consequences for my reputation'.



| 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                            | 47%      | 57%      | 39%             | 49%                |
| I didn't think it would make a difference  | 51%      | 51%      | 48%             | 52%                |
| I believed there would be negative consequences for my career                                | 34%      | 36%      | 20%             | 38%                |
| Other  | 15%      | 29%      | 17%             | 16%                |
| I didn't feel safe to report the incident  | 21%      | 20%      | 13%             | 20%                |
| I believed there would be negative consequences for the person I was going to complain about | 11%      | 9%       | 7%              | 10%                |
| I thought the complaint process would be embarrassing or difficult                           | 6%       | 9%       | 6%              | 12%                |
| I didn't think it was serious enough   | 9%       | 7%       | 16%             | 18%                |
| I didn't know who to talk to   | 4%       | 7%       | 3%              | 5%                 |
| I didn't know how to make a complaint  | 4%       | 6%       | 2%              | 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, 21% 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.

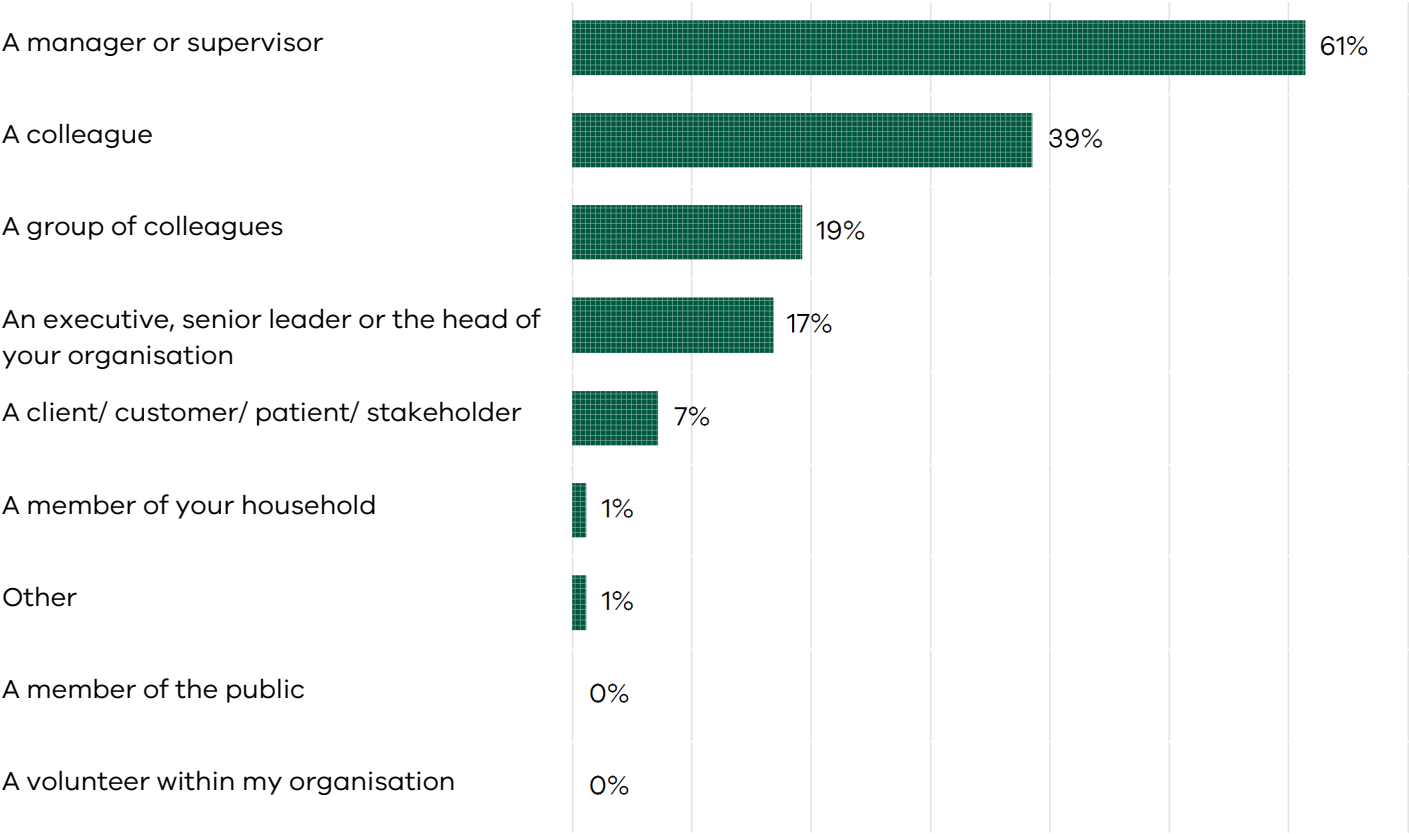
Each row is one perpetrator or group of perpetrators.

### Example

21% of your staff who did the survey said they experienced bullying.

Of that 21%, 61% said it was by 'A manager or supervisor'.

## 83 people (21% of staff) experienced bullying (You 2024)



# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

### How to read this

In this year's survey, 21% 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

21% of your staff who did the survey said they experienced bullying.

Of that 21%, 99% said it was by someone within the organisation.

Of that 99%, 51% said it was 'They were my immediate manager or supervisor'.

82 people (99% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

They were my immediate manager or supervisor

51%

They were in my workgroup

49%

They were outside my workgroup

20%

They were someone I supervise or manage

5%

People outcomes

Sexual harassment

What is this

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

Why this is important

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

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.

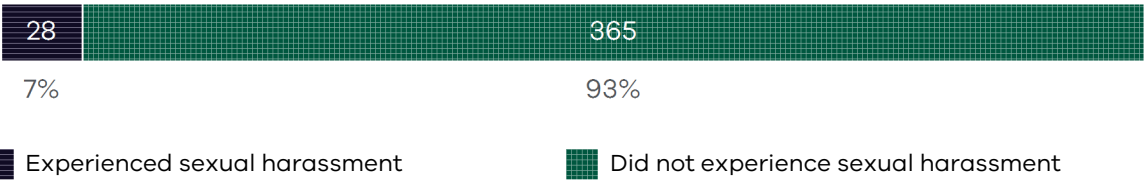
In descending order, the table shows the top 10 answers.

Example

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

Of those, 54% said the top type was 'Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)'.

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



Behaviours reported

| Behaviours reported  | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)       | 46%      | 54%      | 47%             | 53%                |
| Intrusive questions about my private life or comments about my physical appearance                                 | 38%      | 43%      | 49%             | 50%                |
| Sexual gestures, indecent exposure or inappropriate display of the body  | 8%       | 21%      | 9%              | 9%                 |
| Unwelcome touching, hugging, cornering or kissing  | 8%       | 18%      | 21%             | 20%                |
| Inappropriate physical contact   | 31%      | 18%      | 24%             | 23%                |
| Any other unwelcome conduct of a sexual nature   | 15%      | 18%      | 12%             | 9%                 |
| Inappropriate staring or leering that made me feel intimidated   | 19%      | 14%      | 12%             | 17%                |
| Repeated or inappropriate invitations to go out on dates   | 0%       | 4%       | 3%              | 5%                 |
| Request or pressure for sex or other sexual act  | 4%       | 4%       | 5%              | 2%                 |
| Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague | 0%       | 0%       | 0%              | 3%                 |

# 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.

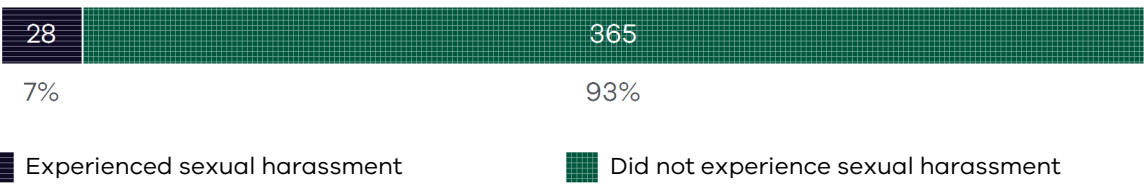
If they did, they could tell us with one or more answers how they responded.

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

### Example

7% of your staff who did the survey said they experienced sexual harassment. Of those, 43% said the top response was 'Pretended it didn't bother me'.

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



| When the harassment happened to you, did you respond in any of the following ways? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Pretended it didn't bother me  | 31%      | 43%      | 42%             | 40%                |
| Told a manager   | 31%      | 39%      | 26%             | 24%                |
| Tried to laugh it off or forget about it   | 23%      | 36%      | 37%             | 39%                |
| Avoided the person(s) by staying away from them                                    | 23%      | 36%      | 29%             | 36%                |
| Told a friend or family member   | 8%       | 36%      | 14%             | 21%                |
| Told the person the behaviour was not OK   | 50%      | 32%      | 30%             | 34%                |
| Told a colleague   | 31%      | 29%      | 23%             | 30%                |
| Avoided locations where the behaviour might occur                                  | 15%      | 18%      | 10%             | 14%                |
| Took time off work   | 4%       | 14%      | 2%              | 5%                 |
| Told someone else  | 8%       | 11%      | 5%              | 6%                 |

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.

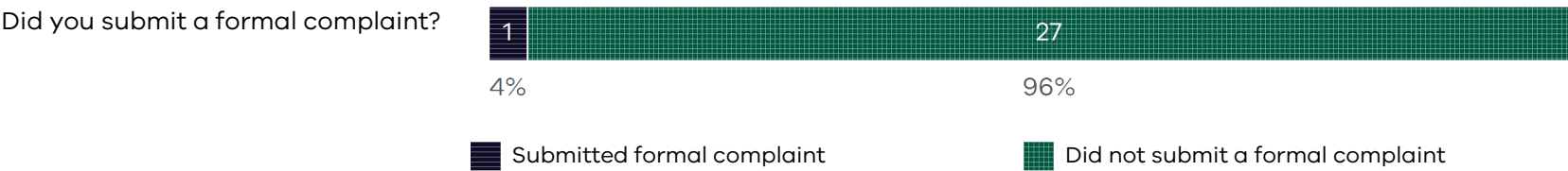
How to read this

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

96% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 41% said the top reason was 'I believed there would be negative consequences for my career'.



| 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 career                                | 8%       | 41%      | 12%             | 17%                |
| I didn't think it would make a difference  | 32%      | 37%      | 36%             | 40%                |
| I didn't think it was serious enough   | 48%      | 33%      | 35%             | 46%                |
| I believed there would be negative consequences for my reputation                            | 12%      | 33%      | 22%             | 26%                |
| Other  | 20%      | 33%      | 19%             | 14%                |
| I believed there would be negative consequences for the person I was going to complain about | 0%       | 26%      | 8%              | 11%                |
| I didn't need to because I made the harassment stop  | 8%       | 22%      | 7%              | 10%                |
| I didn't feel safe to report the incident  | 4%       | 7%       | 5%              | 7%                 |
| I thought the complaint process would be embarrassing or difficult                           | 0%       | 4%       | 3%              | 10%                |
| I was advised not to   | 4%       | 4%       | 2%              | 2%                 |

# 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

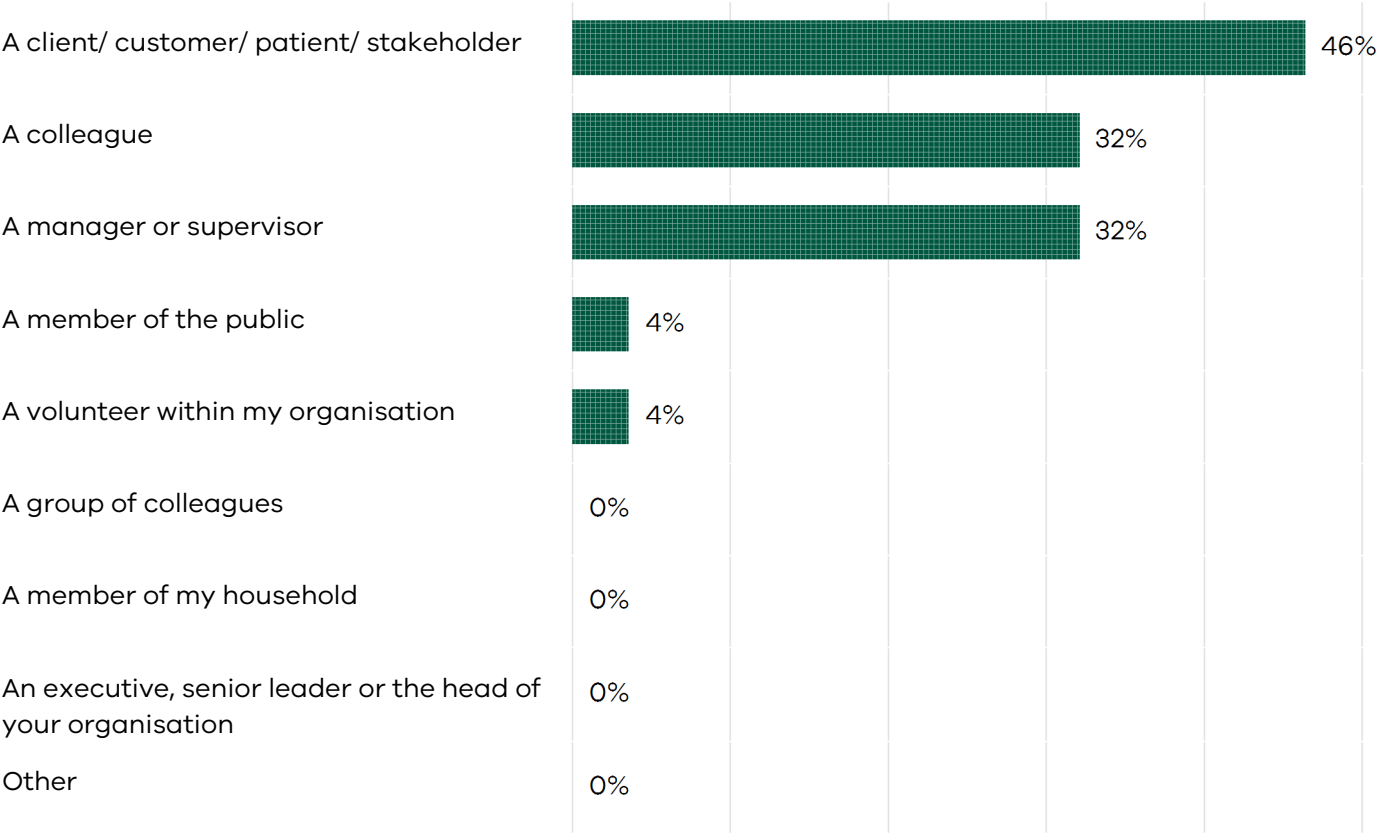
In this year's survey, 7% of your staff said they experienced sexual harassment. If they did, they could tell us with one or more answers who the perpetrator was. In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

### Example

7% of your staff who did the survey said they experienced sexual harassment. Of that 7%, 46% said it was by 'A client/ customer/ patient/ stakeholder'.

## 28 people (7% of staff) experienced sexual harassment (You 2024)





# 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

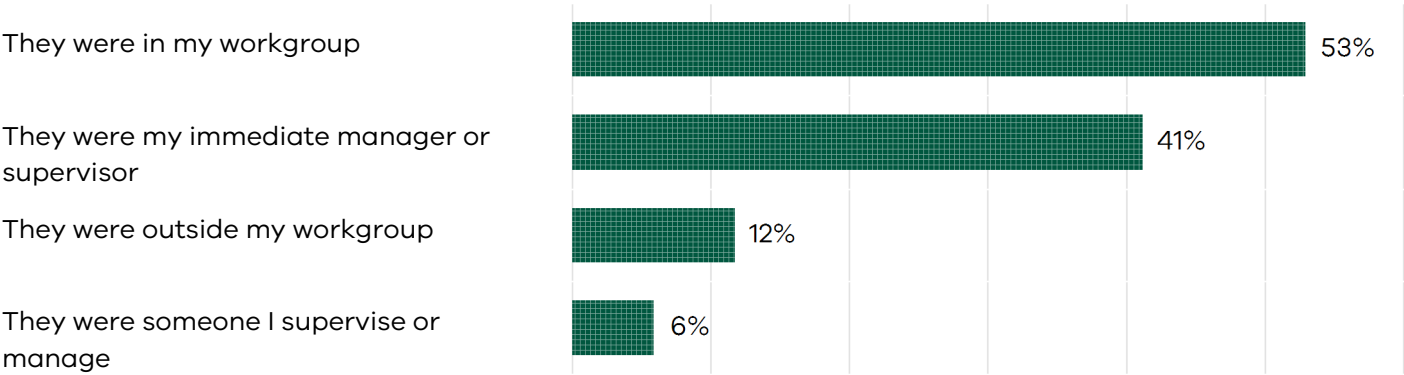
In this year’s survey, 7% of your staff said they experienced sexual harassment. If they experienced sexual harassment from within the organisation, they could tell us their relationship to the perpetrator.

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

### Example

7% of your staff who did the survey said they experienced sexual harassment. Of that 7%, 61% said it was by someone within the organisation. Of that 61%, 53% said it was 'They were in my workgroup'.

17 people (61% of staff who experienced harassment) experienced harassment from within your organisation (You 2024)



# People outcomes

## Frequency of sexual harassment

### What is this

This is how often staff experienced sexual harassment.

### Why this is important

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

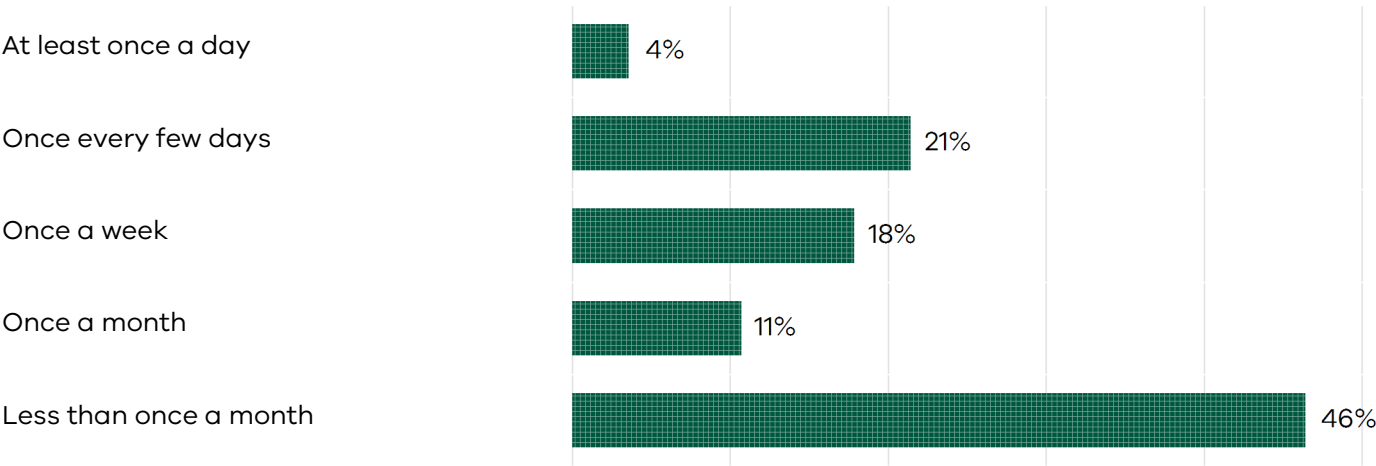
### How to read this

In this year’s survey, 7% 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

7% of your staff who did the survey said they experienced sexual harassment. Of that 7%, 4% said it was 'At least once a day'.

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



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

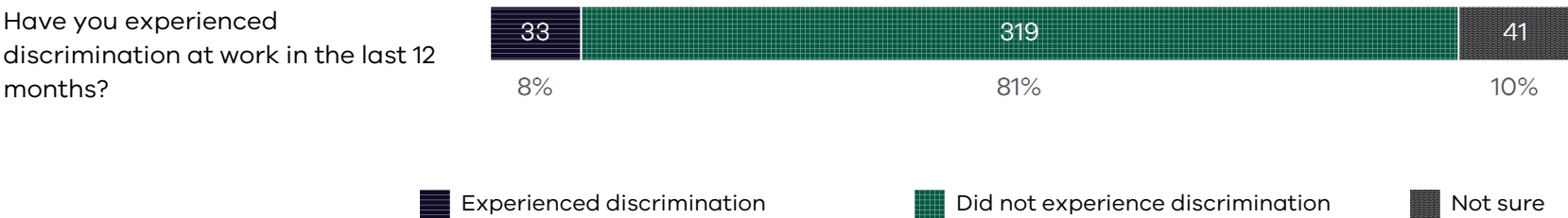
In the survey, we asked staff to tell us if they'd experienced discrimination. If they did, they could tell us with one or more answers what what attributes the discrimination was based on. In descending order, the table shows the top 10 types.

What results are shown

Results for response options with 10 or more responses.

Example

8% of your staff who did the survey said they experienced discrimination. Of that 8%, 39% said it was 'My employment activity'.



| Why were you discriminated against? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|-------------------------------------|----------|----------|-----------------|--------------------|
| My employment activity              | -        | 39%      | 37%             | 28%                |

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.

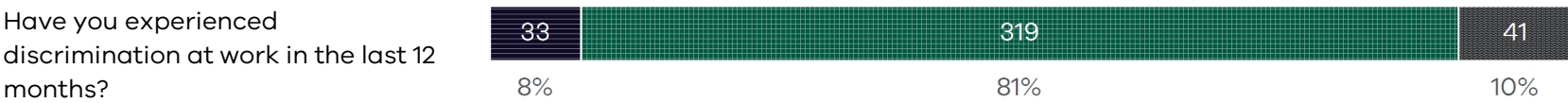
If they did, they could tell us with one or more answers what they experienced.

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

Example

8% of your staff who did the survey said they experienced discrimination.

Of that 8%, 52% said it was 'Denied flexible work arrangements or other adjustments'.



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 |
|--|----------|----------|-----------------|--------------------|
| Denied flexible work arrangements or other adjustments                             | 44%      | 52%      | 18%             | 22%                |
| Other  | 44%      | 36%      | 50%             | 41%                |
| Opportunities for promotion  | 19%      | 30%      | 19%             | 35%                |
| Employment security - threats of dismissal or termination                          | 31%      | 21%      | 16%             | 12%                |
| Opportunities for training or professional development                             | 6%       | 18%      | 16%             | 24%                |
| Pay or conditions offered by employer  | 6%       | 6%       | 13%             | 10%                |
| Access to leave  | 6%       | 6%       | 11%             | 8%                 |
| Opportunities for transfer/secondment  | 6%       | 3%       | 6%              | 12%                |

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.

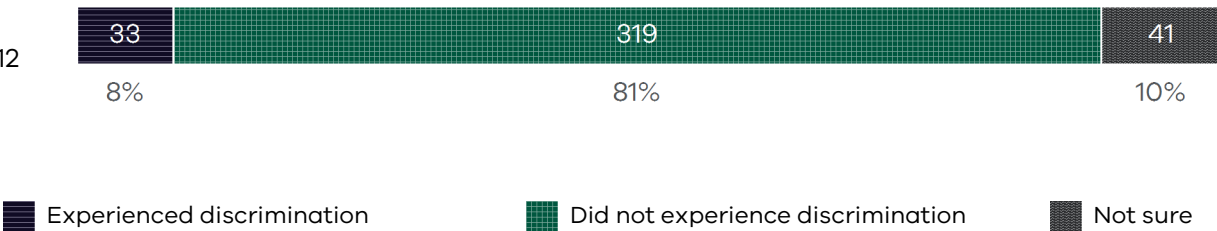
In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced discrimination, of which

- 45% said the top way they reported the discrimination was 'Told a colleague'.
- 94% said they didn't submit a formal complaint.

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



Did you tell anyone about the discrimination?

|  | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Told a colleague                                       | 50%      | 45%      | 30%             | 38%                |
| Told human resources                                   | 19%      | 42%      | 19%             | 11%                |
| Told a friend or family member                         | 31%      | 42%      | 30%             | 32%                |
| Told someone else                                      | 19%      | 30%      | 12%             | 14%                |
| Told a manager   | 31%      | 12%      | 29%             | 29%                |
| Told employee assistance program (EAP) or peer support | 38%      | 12%      | 8%              | 9%                 |
| I did not tell anyone about the discrimination         | 13%      | 12%      | 21%             | 24%                |
| Told the person the behaviour was not OK               | 13%      | 9%       | 14%             | 9%                 |
| Submitted a formal complaint                           | 19%      | 6%       | 8%              | 8%                 |

## 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

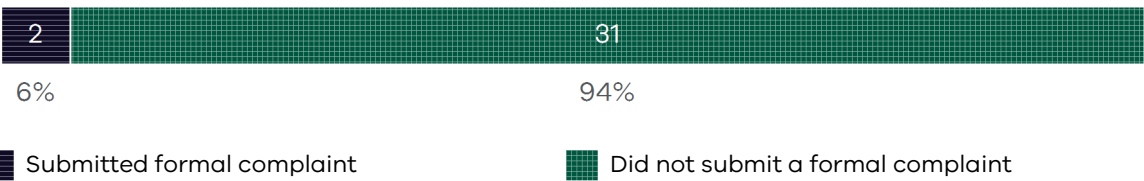
In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

94% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 74% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you 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                            | 46%      | 74%      | 48%             | 51%                |
| I believed there would be negative consequences for my career                                | 62%      | 52%      | 36%             | 49%                |
| I didn't think it would make a difference  | 77%      | 48%      | 54%             | 59%                |
| Other  | 8%       | 35%      | 6%              | 11%                |
| I didn't feel safe to report the incident  | 23%      | 23%      | 23%             | 20%                |
| I believed there would be negative consequences for the person I was going to complain about | 0%       | 10%      | 7%              | 8%                 |
| I thought the complaint process would be embarrassing or difficult                           | 0%       | 10%      | 6%              | 13%                |
| I didn't think it was serious enough   | 15%      | 6%       | 18%             | 14%                |
| I didn't know who to talk to   | 0%       | 6%       | 8%              | 6%                 |
| I didn't know how to make a complaint  | 0%       | 6%       | 4%              | 5%                 |

# 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.

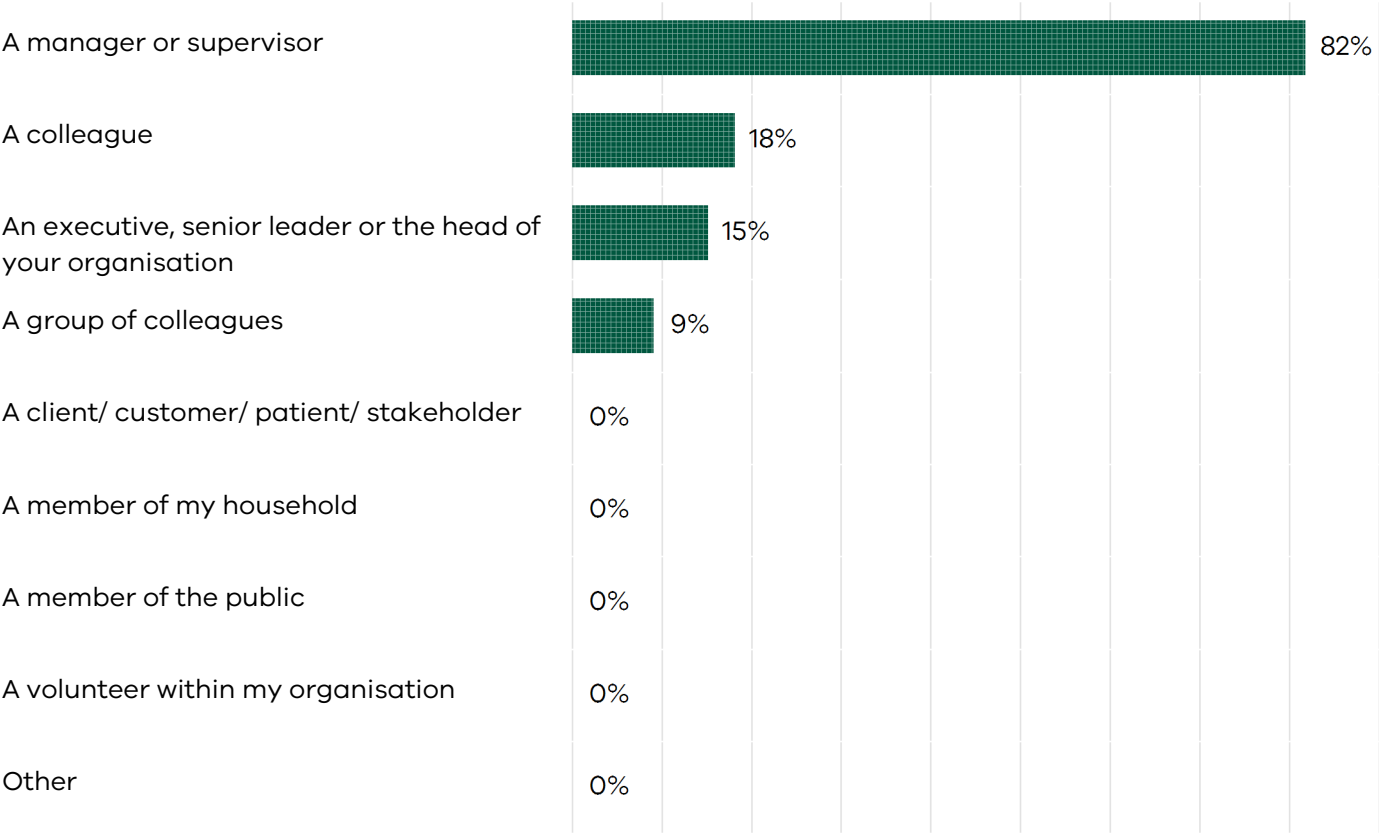
### How to read this

In this year's survey, 8% 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

8% of your staff who did the survey said they experienced discrimination. Of that 8%, 82% said it was by 'A manager or supervisor'.

## 33 people (8% of staff) experienced discrimination (You 2024)





# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

### How to read this

In this year’s survey, 8% 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.

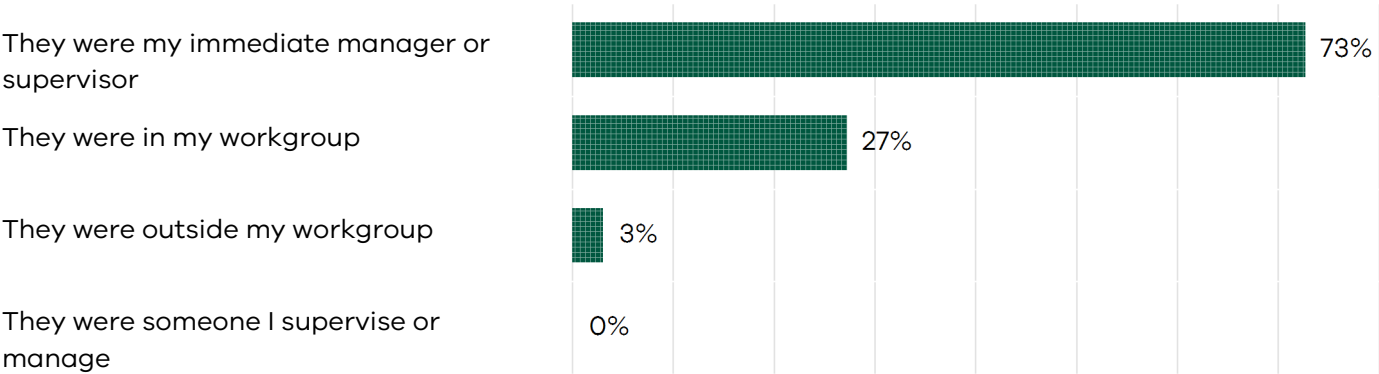
### Example

8% of your staff who did the survey said they experienced discrimination.

Of that 8%, 100% said it was by someone within the organisation.

Of that 100%, 73% said it was 'They were my immediate manager or supervisor'.

33 people (100% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2024)



People outcomes

Violence and aggression

What is this

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

Why this is important

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

How to read this

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

Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 78% said it was 'Abusive language'.



| If you experienced violence or aggression, what type did you experience?                 | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Abusive language   | 73%      | 78%      | 78%             | 81%                |
| Intimidating behaviour   | 54%      | 72%      | 56%             | 71%                |
| Threats of violence  | 19%      | 23%      | 23%             | 38%                |
| Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects) | 42%      | 19%      | 31%             | 26%                |
| Other  | 2%       | 5%       | 3%              | 3%                 |
| Damage to my property or work equipment  | 0%       | 1%       | 2%              | 9%                 |
| Stalking, including cyber-stalking   | 0%       | 1%       | 1%              | 1%                 |

People outcomes

Telling someone about violence and aggression

What is this

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

Why this is important

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

How to read this

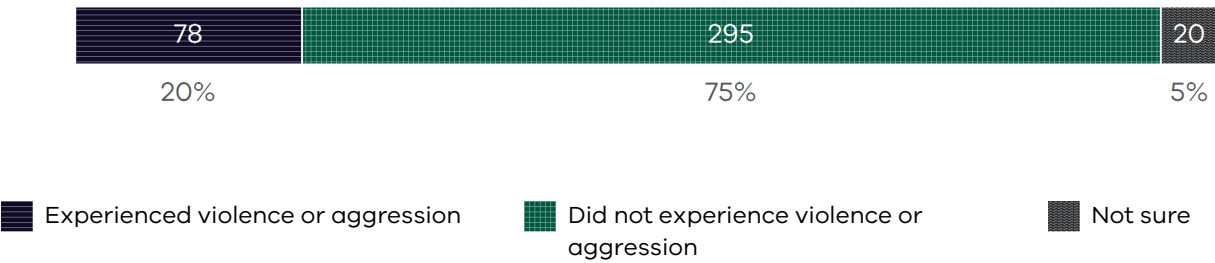
In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers who they told. In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they experienced violence or aggression, of which

- 47% said the top way they reported the violence or aggression was 'Told a colleague'.
- 67% said they didn't submit a formal incident report

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



Did you tell anyone about the incident?

|  | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Told a colleague                                       | 44%      | 47%      | 37%             | 45%                |
| Told a manager   | 52%      | 45%      | 54%             | 58%                |
| Told a friend or family member                         | 10%      | 35%      | 12%             | 19%                |
| Submitted a formal incident report                     | 27%      | 33%      | 42%             | 36%                |
| Told the person the behaviour was not OK               | 37%      | 29%      | 30%             | 30%                |
| Told human resources                                   | 10%      | 19%      | 7%              | 4%                 |
| Told someone else                                      | 10%      | 13%      | 5%              | 5%                 |
| Told employee assistance program (EAP) or peer support | 4%       | 1%       | 3%              | 4%                 |
| I did not tell anyone about the incident(s)            | 0%       | 0%       | 5%              | 7%                 |

People outcomes

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

What is this

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

Why this is important

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

How to read this

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

Example

67% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 42% said the top reason was 'Other'.



| What was your reason for not submitting a formal incident report?                            | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|--|----------|----------|-----------------|--------------------|
| Other  | 11%      | 42%      | 29%             | 23%                |
| I didn't think it would make a difference  | 50%      | 40%      | 35%             | 39%                |
| I believed there would be negative consequences for my reputation                            | 18%      | 37%      | 15%             | 15%                |
| I believed there would be negative consequences for my career                                | 8%       | 25%      | 9%              | 12%                |
| I didn't think it was serious enough   | 34%      | 23%      | 28%             | 32%                |
| I didn't feel safe to report the incident  | 3%       | 13%      | 5%              | 6%                 |
| I didn't need to because I made the violence or aggression stop                              | 3%       | 10%      | 11%             | 14%                |
| I believed there would be negative consequences for the person I was going to complain about | 0%       | 8%       | 3%              | 4%                 |
| I didn't know who to talk to   | 0%       | 4%       | 1%              | 2%                 |
| I thought the complaint process would be embarrassing or difficult                           | 0%       | 2%       | 3%              | 4%                 |

# People outcomes

## Perpetrators of violence and aggression

### What is this

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

### Why this is important

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

### How to read this

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

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

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

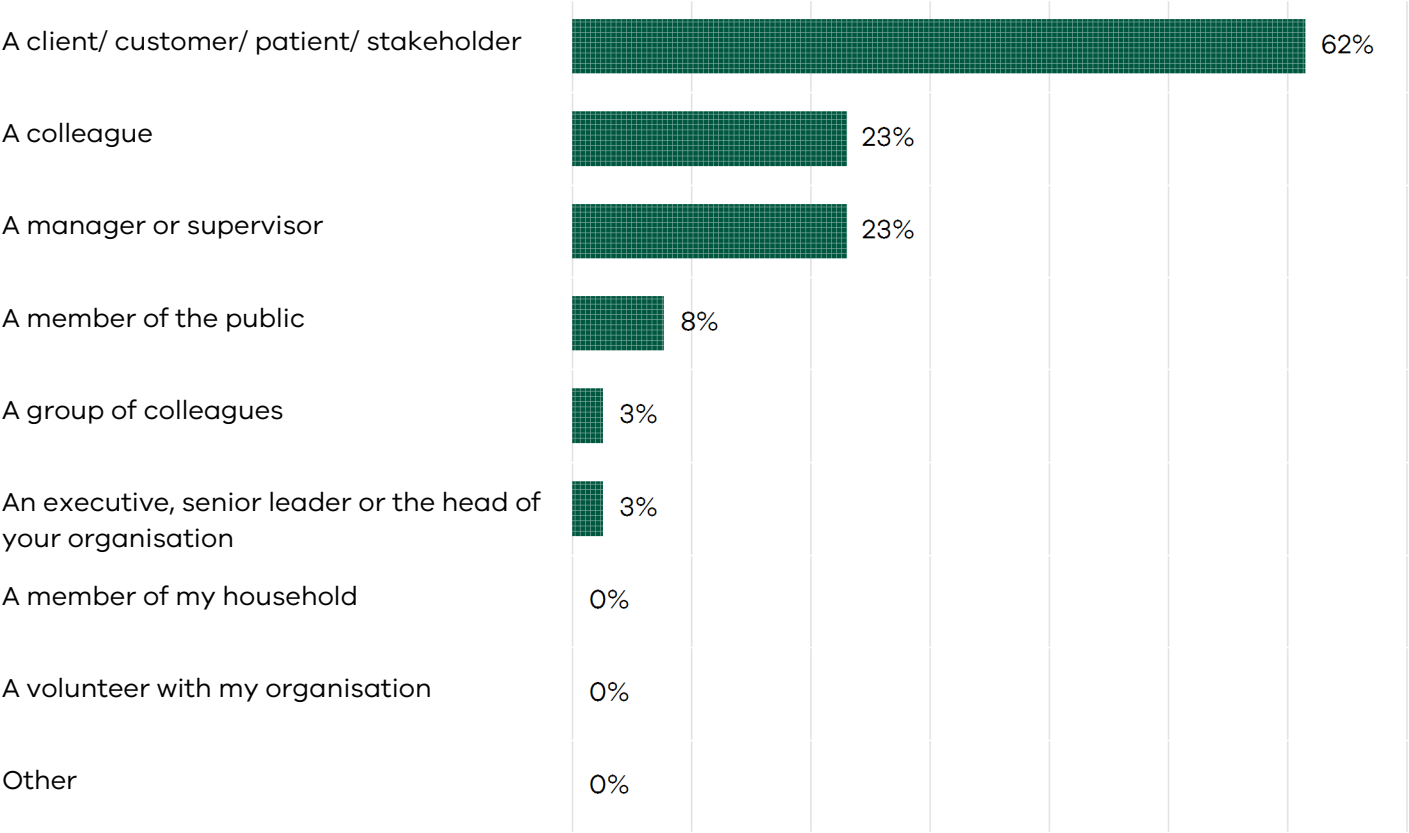
Each row is one perpetrator or group of perpetrators.

### Example

20% of your staff who did the survey said they experienced violence or aggression.

Of that 20%, 62% said it was by 'A client/ customer/ patient/ stakeholder'.

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



# People outcomes

## Relationship to perpetrator

### What is this

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

### Why this is important

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

### How to read this

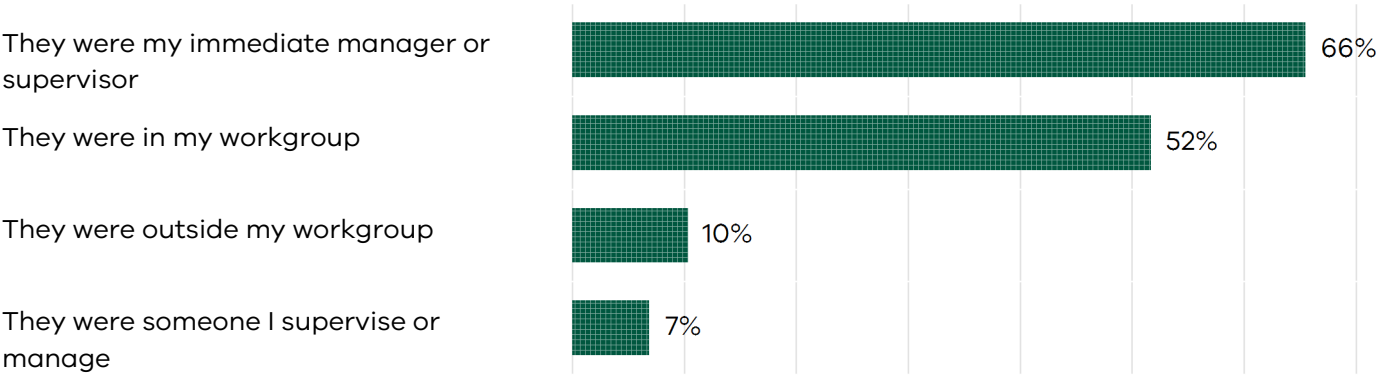
In this year's survey, 20% of your staff said they experienced violence or aggression. If they experienced violence or aggression from within the organisation, they could tell us their relationship to the perpetrator.

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

### Example

20% of your staff who did the survey said they experienced violence or aggression. Of that 20%, 37% said it was by someone within the organisation. Of that 37%, 66% said it was 'They were my immediate manager or supervisor'.

29 people (37% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You 2024)



## Negative behaviour

### Witnessing negative behaviours

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

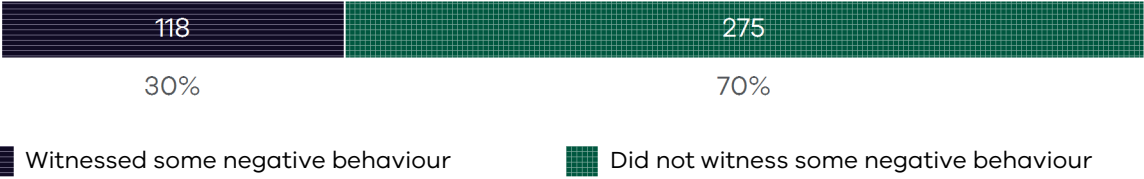
In descending order, the table shows the answers.

#### Example

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?



| 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   | 79%      | 70%      | 78%             | 77%                |
| Bullying of a colleague  | 16%      | 24%      | 16%             | 15%                |
| Discrimination against a colleague   | 8%       | 13%      | 8%              | 9%                 |
| Violence or aggression against a colleague   | 1%       | 6%       | 4%              | 6%                 |
| Sexual harassment of a colleague   | 0%       | 2%       | 1%              | 2%                 |



## Negative behaviour

### Taking action when witnessing negative behaviours

#### What is this

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

#### Why this is important

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

#### How to read this

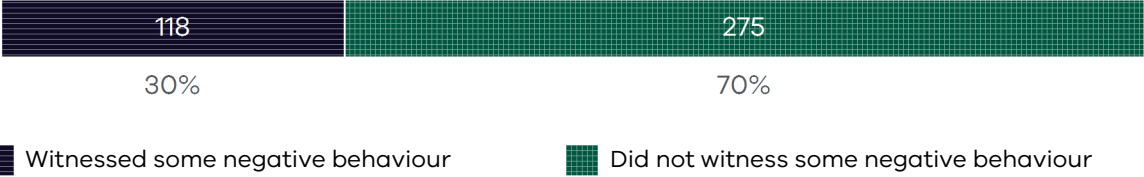
In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work. If they did, they could tell us with one or more answers what action they took. In descending order, the table shows the answers.

#### Example

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

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.

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



| When you witnessed these behaviour(s), did you do any of the following? | You 2023 | You 2024 | Comparator 2024 | Public sector 2024 |
|---|----------|----------|-----------------|--------------------|
| Spoke to the person who experienced the behaviour                       | 60%      | 72%      | 65%             | 71%                |
| Told a manager  | 30%      | 32%      | 38%             | 40%                |
| Told human resources  | -        | 25%      | 9%              | 7%                 |
| Told a colleague  | 16%      | 23%      | 14%             | 21%                |
| Told the person the behaviour was not OK                                | 15%      | 19%      | 21%             | 24%                |
| Spoke to the person who behaved in a negative way                       | 18%      | 14%      | 18%             | 20%                |

People outcomes

Negative behaviour - satisfaction with making a formal complaint

What is this

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

Why this is important

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

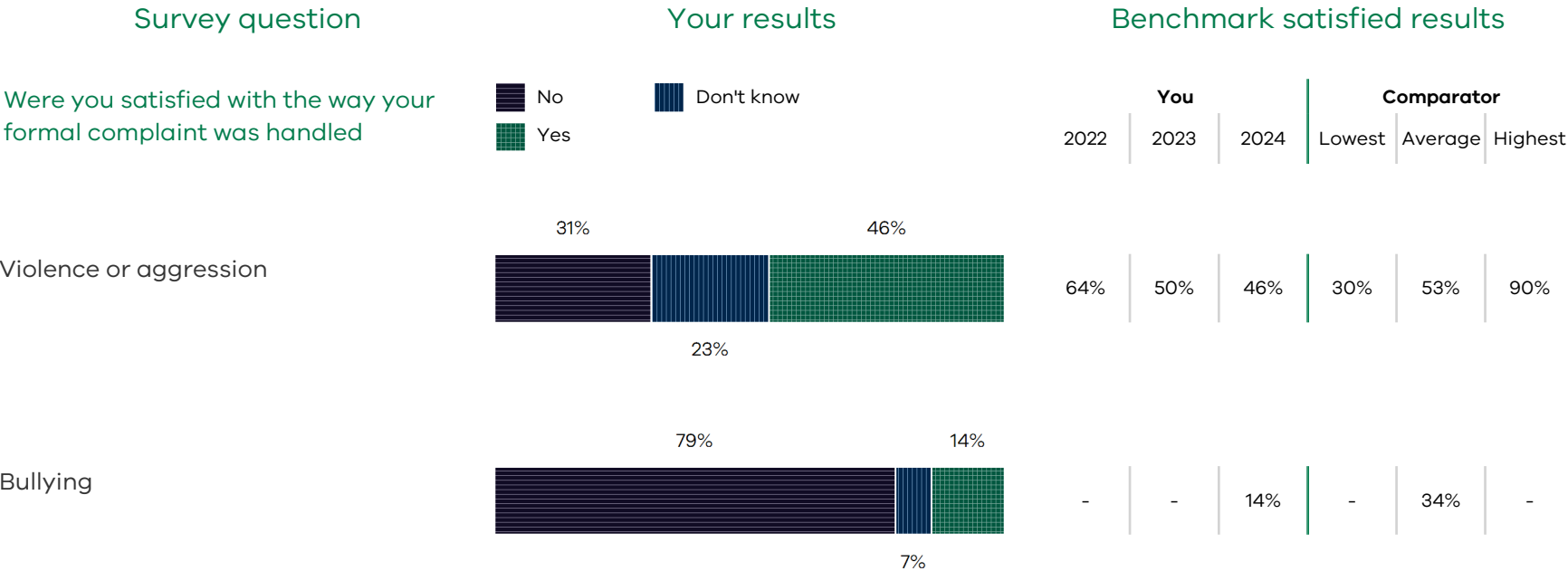
How to read this

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

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

Example

46% of staff were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.



# People matter survey

2024

Have your say

## Overview

## Result summary

### Report overview

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

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

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

# Key differences

## Highest scoring questions

### What is this

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

### How to read this

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

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

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

### Example

On the first row 'Meaningful work', the 'You 2024' column shows 94% of your staff who did the survey agreed with 'I achieve something important through my work'. In the 'Change from 2023' column, you have a -1% change, which is a negative trend.

| Question group  | Highest scoring questions   | You 2024 | Change from 2023 | Comparator 2024 |
|-----------------|---|----------|------------------|-----------------|
| Meaningful work | I achieve something important through my work   | 94%      | -1%              | 94%             |
| Meaningful work | I can make a worthwhile contribution at work  | 93%      | -3%              | 95%             |
| Job enrichment  | I can use my skills and knowledge in my job   | 93%      | +0%              | 93%             |
| Job enrichment  | I understand how my job helps my organisation achieve its goals                               | 93%      | -1%              | 93%             |
| Human rights    | I understand how the Charter of Human Rights and Responsibilities applies to my work          | 93%      | +5%              | 89%             |
| Topical         | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 91%      | +5%              | 90%             |
| Job enrichment  | I clearly understand what I am expected to do in this job                                     | 91%      | -1%              | 91%             |
| Meaningful work | I get a sense of accomplishment from my work  | 89%      | -4%              | 90%             |
| Topical         | I am proud to work in the public sector   | 87%      | Not asked        | 87%             |
| Collaboration   | I am able to work effectively with others outside my immediate workgroup                      | 87%      | +0%              | 87%             |

# 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 40% 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 -2% change, which is a negative trend.

| Question group           | Lowest scoring questions   | You 2024 | Change from 2023 | Comparator 2024 |
|--------------------------|--|----------|------------------|-----------------|
| Taking action            | My organisation has made improvements based on the survey results from last year                 | 40%      | -2%              | 46%             |
| Organisational integrity | I have an equal chance at promotion in my organisation   | 49%      | -1%              | 54%             |
| Organisational integrity | I believe the promotion processes in my organisation are fair                                    | 50%      | -0%              | 56%             |
| Safety climate           | Senior leaders show support for stress prevention through involvement and commitment             | 50%      | +1%              | 60%             |
| Safety climate           | All levels of my organisation are involved in the prevention of stress                           | 51%      | +1%              | 57%             |
| Taking action            | I believe my organisation will make improvements based on the results of this year's survey      | 51%      | -7%              | 61%             |
| Learning and development | I am satisfied with the opportunities to progress in my organisation                             | 52%      | -3%              | 60%             |
| Safety climate           | In my workplace, there is good communication about psychological safety issues that affect me    | 53%      | -1%              | 59%             |
| Safety climate           | Senior leaders consider the psychological health of employees to be as important as productivity | 54%      | +1%              | 65%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress | 54%      | +2%              | 63%             |

# 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 'Topical', the 'You2024' column shows 91% of your staff who did the survey agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

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 |
|--------------------------|--|----------|--------------------|-----------------|
| Topical                  | I understand how the Code of Conduct for Victorian public sector employees applies to my work    | 91%      | +5%                | 90%             |
| Human rights             | I understand how the Charter of Human Rights and Responsibilities applies to my work             | 93%      | +5%                | 89%             |
| Senior leadership        | Senior leaders demonstrate honesty and integrity   | 61%      | +4%                | 69%             |
| Learning and development | My organisation places a high priority on the learning and development of staff                  | 66%      | +4%                | 70%             |
| Innovation               | My workgroup encourages employee creativity  | 68%      | +2%                | 70%             |
| Senior leadership        | Senior leaders provide clear strategy and direction  | 55%      | +2%                | 67%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress | 54%      | +2%                | 63%             |
| Safe to speak up         | People in my workgroup are able to bring up problems and tough issues                            | 69%      | +2%                | 70%             |
| Engagement               | I feel a strong personal attachment to my organisation   | 66%      | +1%                | 68%             |
| Safety climate           | Senior leaders show support for stress prevention through involvement and commitment             | 50%      | +1%                | 60%             |

# Key differences

## Most declined

### What is this

This is where staff feel their group has most declined.

### How to read this

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

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

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

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

### Example

On the first row 'Manager support', the 'You 2024' column shows 67% of your staff who did the survey agreed with 'My manager gives me feedback that helps me improve my performance'.

In the 'Decrease from 2023' column, you have a 8% decrease, which is a negative trend.

| Question group           | Largest decline from last year  | You 2024 | Decrease from 2023 | Comparator 2024 |
|--------------------------|---|----------|--------------------|-----------------|
| Manager support          | My manager gives me feedback that helps me improve my performance                           | 67%      | -8%                | 77%             |
| Organisational integrity | My organisation does not tolerate improper conduct  | 64%      | -8%                | 74%             |
| Organisational integrity | My organisation encourages employees to act in ways that are consistent with human rights   | 81%      | -7%                | 85%             |
| Taking action            | I believe my organisation will make improvements based on the results of this year's survey | 51%      | -7%                | 61%             |
| Organisational integrity | I believe the recruitment processes in my organisation are fair                             | 61%      | -6%                | 67%             |
| Inclusion                | I can be myself at work   | 78%      | -6%                | 84%             |
| Manager leadership       | My manager models my organisation's values  | 77%      | -6%                | 83%             |
| Manager support          | My manager listens to what I have to say  | 76%      | -6%                | 82%             |
| Engagement               | I would recommend my organisation as a good place to work                                   | 70%      | -6%                | 75%             |
| Organisational integrity | My organisation encourages respectful workplace behaviours                                  | 74%      | -6%                | 81%             |



## Key differences

### Biggest positive difference from comparator

#### What is this

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

#### How to read this

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

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

#### Example

On the first row 'Human rights', the 'You 2024' column shows 93% of your staff who did the survey agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'. The 'Difference' column, shows that agreement for this question was 4% higher than in your comparator.

| Question group    | Biggest positive difference from comparator   | You 2024 | Difference | Comparator 2024 |
|-------------------|---|----------|------------|-----------------|
| Human rights      | I understand how the Charter of Human Rights and Responsibilities applies to my work          | 93%      | +4%        | 89%             |
| Workgroup support | People in my workgroup work together effectively to get the job done                          | 82%      | +3%        | 80%             |
| Topical           | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 91%      | +2%        | 90%             |
| Workload          | I have enough time to do my job effectively   | 65%      | +1%        | 64%             |
| Workload          | The workload I have is appropriate for the job that I do                                      | 69%      | +0%        | 68%             |
| Collaboration     | Workgroups across my organisation willingly share information with each other                 | 64%      | +0%        | 64%             |
| Collaboration     | I am able to work effectively with others outside my immediate workgroup                      | 87%      | +0%        | 87%             |
| Topical           | I am proud to work in the public sector   | 87%      | +0%        | 87%             |
| Job enrichment    | I can use my skills and knowledge in my job   | 93%      | +0%        | 93%             |

## 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 'Senior leadership', the 'You 2024' column shows 55% of your staff who did the survey agreed with 'Senior leaders provide clear strategy and direction'.

The 'Difference' column, shows that agreement for this question was 12% lower than in your comparator.

| Question group           | Biggest negative difference from comparator  | You 2024 | Difference | Comparator 2024 |
|--------------------------|--|----------|------------|-----------------|
| Senior leadership        | Senior leaders provide clear strategy and direction  | 55%      | -12%       | 67%             |
| Safety climate           | Senior leaders consider the psychological health of employees to be as important as productivity | 54%      | -11%       | 65%             |
| Safety climate           | Senior leaders show support for stress prevention through involvement and commitment             | 50%      | -10%       | 60%             |
| Senior leadership        | Senior leaders model my organisation's values  | 61%      | -10%       | 71%             |
| Organisational integrity | My organisation does not tolerate improper conduct   | 64%      | -10%       | 74%             |
| Taking action            | I believe my organisation will make improvements based on the results of this year's survey      | 51%      | -9%        | 61%             |
| Manager support          | My manager gives me feedback that helps me improve my performance                                | 67%      | -9%        | 77%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress | 54%      | -9%        | 63%             |
| Learning and development | I am satisfied with the opportunities to progress in my organisation                             | 52%      | -8%        | 60%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation              | 62%      | -8%        | 69%             |

# People matter survey

2024

Have your say

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

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

Taking action

What is this

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

Why this is important

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

How to read this

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

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

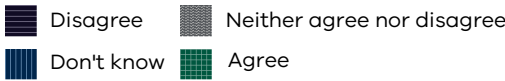
Example

51% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this year's survey'.

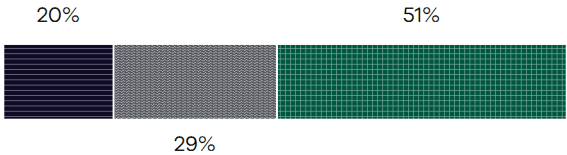
Survey question

Your results

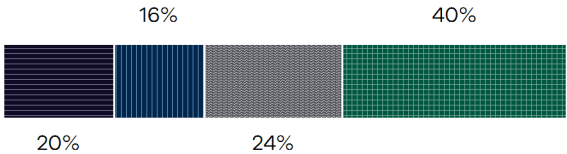
Benchmark agree results



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



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



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 50%  | 58%  | 51% | 32%        | 61%     | 78%     |
|      | 32%  | 42%  | 40% | 16%        | 46%     | 71%     |

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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



Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

61% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

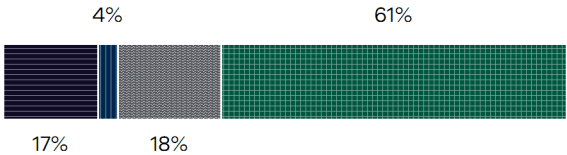
Survey question

Your results

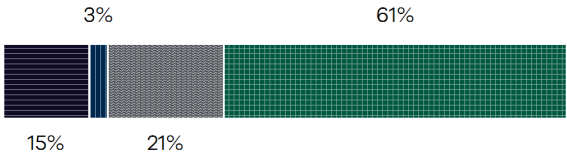
Benchmark agree results



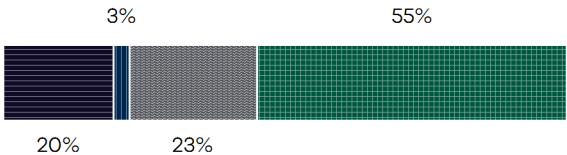
Senior leaders demonstrate honesty and integrity



Senior leaders model my organisation's values



Senior leaders provide clear strategy and direction



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 57%  | 58%  | 61% | 48%        | 69%     | 88%     |
|      | 58%  | 60%  | 61% | 51%        | 71%     | 88%     |
|      | 56%  | 53%  | 55% | 45%        | 67%     | 89%     |

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

#### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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





# Organisational climate

## Scorecard

### What is this

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

### Why this is important

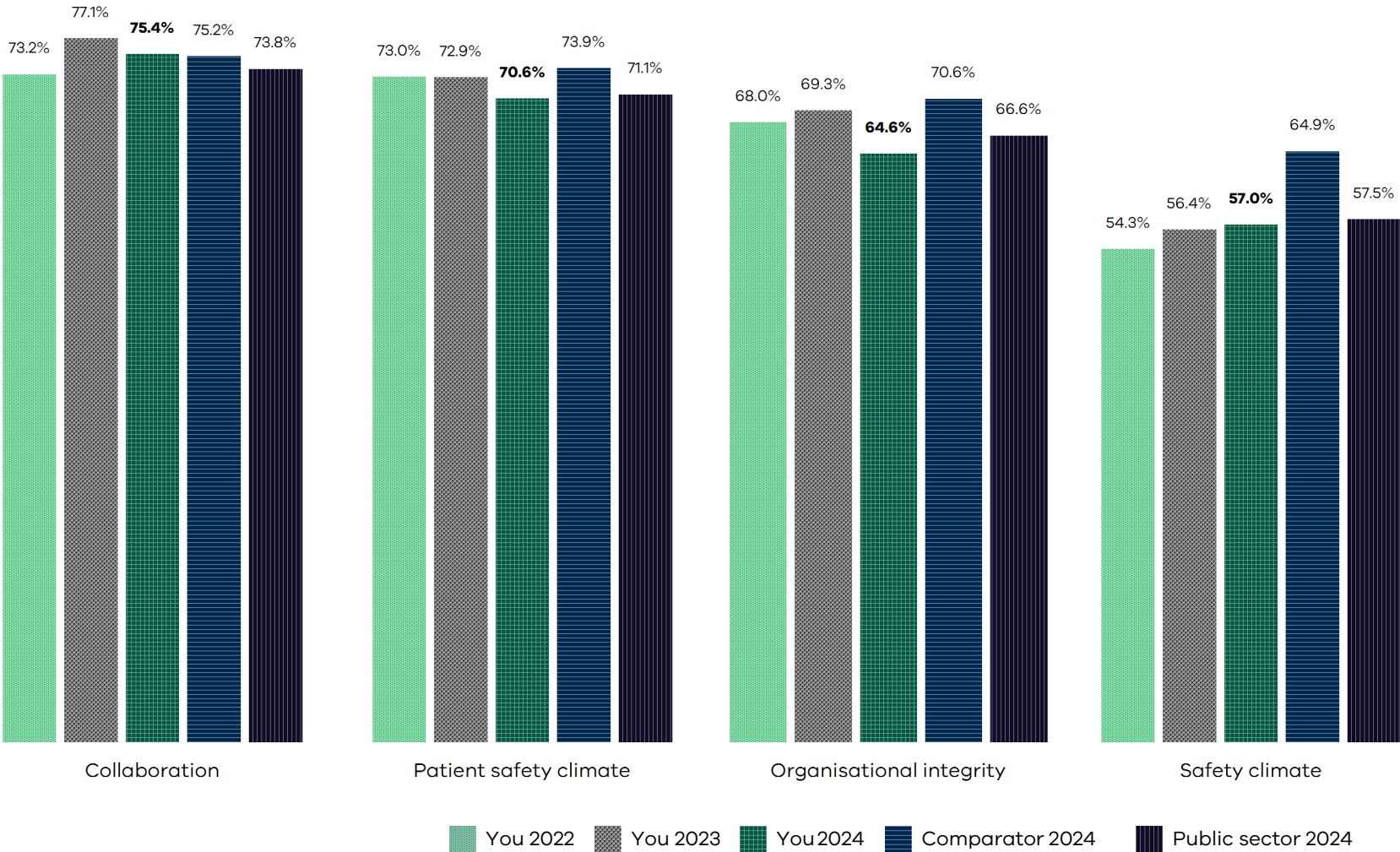
This page shows which factors are performing well and which factors you can look to improve.

### How to read this

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

### Example

- In 2024:
- 75.4% of your staff who did the survey responded positively to questions about Collaboration.
- Compared to:
- 75.2% of staff in your comparator group and 73.8% of staff across the public sector.





Organisational climate

Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

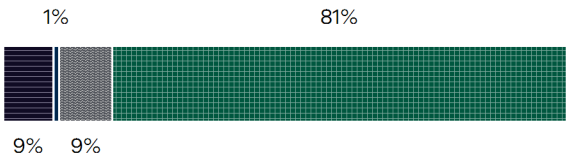
Survey question

Your results

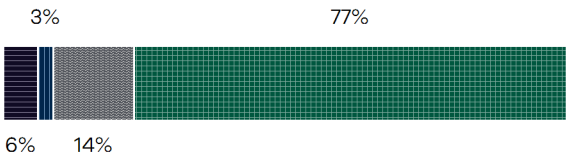
Benchmark agree results



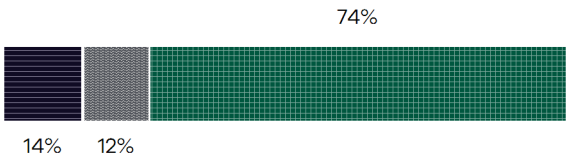
My organisation encourages employees to act in ways that are consistent with human rights



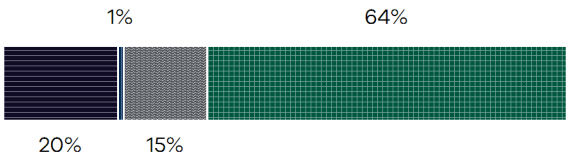
My organisation is committed to earning a high level of public trust



My organisation encourages respectful workplace behaviours



My organisation does not tolerate improper conduct



| 2022 | You  |      |  | Comparator |         |         |
|------|------|------|--|------------|---------|---------|
|      | 2023 | 2024 |  | Lowest     | Average | Highest |

|     |     |     |     |     |      |
|-----|-----|-----|-----|-----|------|
| 83% | 88% | 81% | 74% | 85% | 100% |
| 78% | 81% | 77% | 55% | 81% | 95%  |
| 79% | 80% | 74% | 67% | 81% | 95%  |
| 69% | 72% | 64% | 52% | 74% | 91%  |

Organisational climate

Organisational integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

61% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

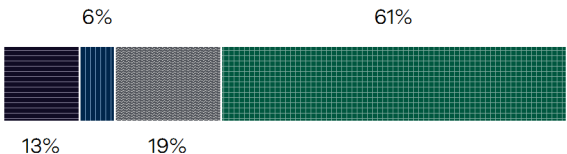
Survey question

Your results

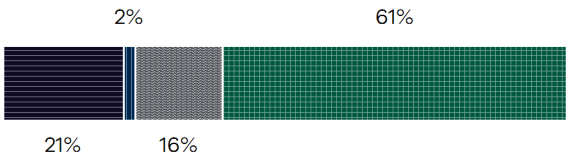
Benchmark agree results



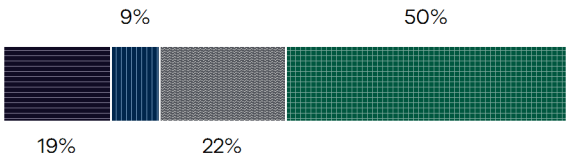
I believe the recruitment processes in my organisation are fair



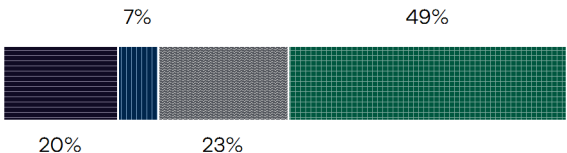
My organisation takes steps to eliminate bullying, harassment and discrimination



I believe the promotion processes in my organisation are fair



I have an equal chance at promotion in my organisation



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 65%  | 68%  | 61% | 48%        | 67%     | 76%     |
|      | 64%  | 66%  | 61% | 50%        | 68%     | 83%     |
|      | 50%  | 50%  | 50% | 35%        | 56%     | 68%     |
|      | 55%  | 51%  | 49% | 39%        | 54%     | 67%     |

Organisational climate

Collaboration

What is this

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

Why this is important

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

How to read this

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

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

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

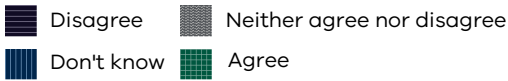
Example

87% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

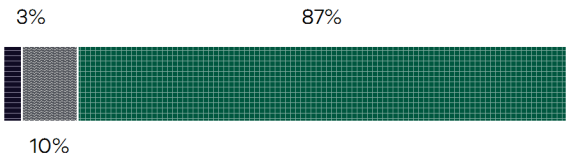
Survey question

Your results

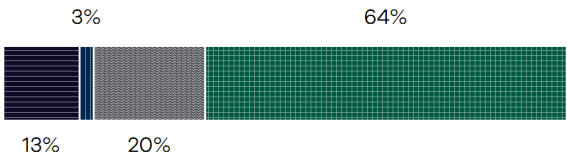
Benchmark agree results



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



Workgroups across my organisation willingly share information with each other



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 86%  | 87%  | 87% | 77%        | 87%     | 96%     |
|      | 60%  | 68%  | 64% | 35%        | 64%     | 78%     |

Organisational climate

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

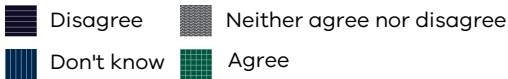
Example

79% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

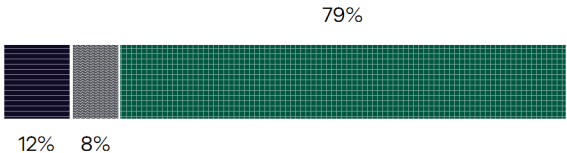
Survey question

Your results

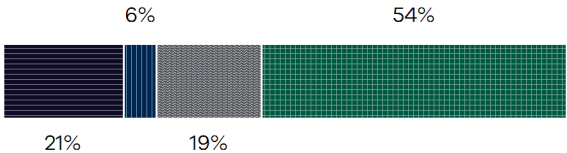
Benchmark agree results



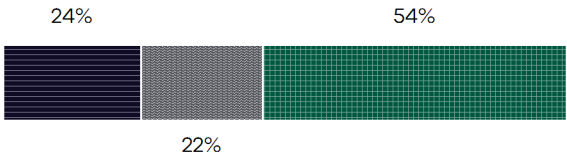
My organisation provides a physically safe work environment



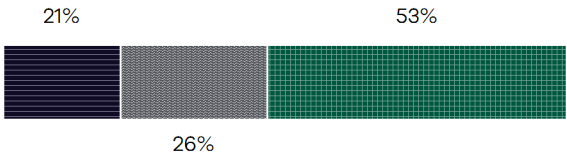
My organisation has effective procedures in place to support employees who may experience stress



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



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



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 80%  | 80%  | 79% | 69%        | 85%     | 96%     |
|      | 52%  | 53%  | 54% | 39%        | 63%     | 83%     |
|      | 53%  | 53%  | 54% | 45%        | 65%     | 85%     |
|      | 50%  | 54%  | 53% | 42%        | 59%     | 77%     |

# Organisational climate

## Safety climate 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

51% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

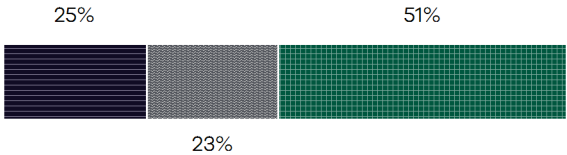
## Survey question

## Your results

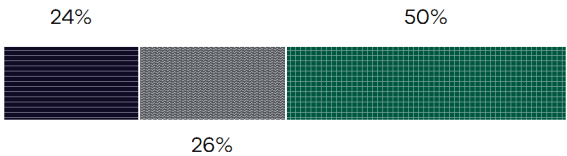
## Benchmark agree results



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



Senior leaders show support for stress prevention through involvement and commitment



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 45%  | 51%  | 51% | 32%        | 57%     | 80%     |
|      | 46%  | 49%  | 50% | 35%        | 60%     | 83%     |

# Organisational climate

## Patient safety climate 1 of 2

### What is this

This is the safety culture in a healthcare workplace.

### Why this is important

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

### How to read this

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

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

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

### Example

80% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

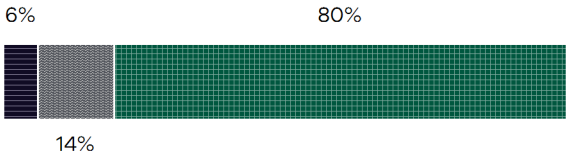
## Survey question

## Your results

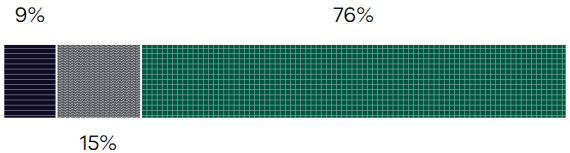
## Benchmark agree results



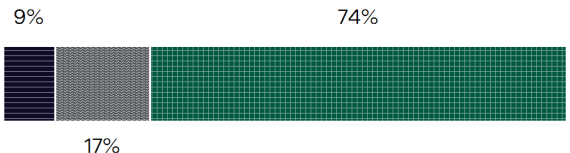
I am encouraged by my colleagues to report any patient safety concerns I may have



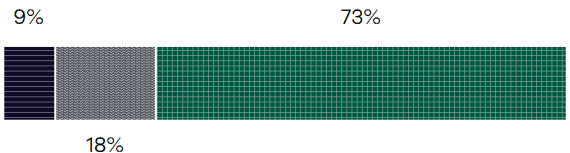
I would recommend a friend or relative to be treated as a patient here



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



Management is driving us to be a safety-centred organisation



| 2022 | You  |      |  | Comparator |         |         |
|------|------|------|--|------------|---------|---------|
|      | 2023 | 2024 |  | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 86% | 83% | 80% | 74% | 86% | 96% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 80% | 79% | 76% | 58% | 79% | 94% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 80% | 76% | 74% | 66% | 79% | 96% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 73% | 74% | 73% | 61% | 78% | 96% |
|-----|-----|-----|-----|-----|-----|

# Organisational climate

## Patient safety climate 2 of 2

### What is this

This is the safety culture in a healthcare workplace.

### Why this is important

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

### How to read this

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

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

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

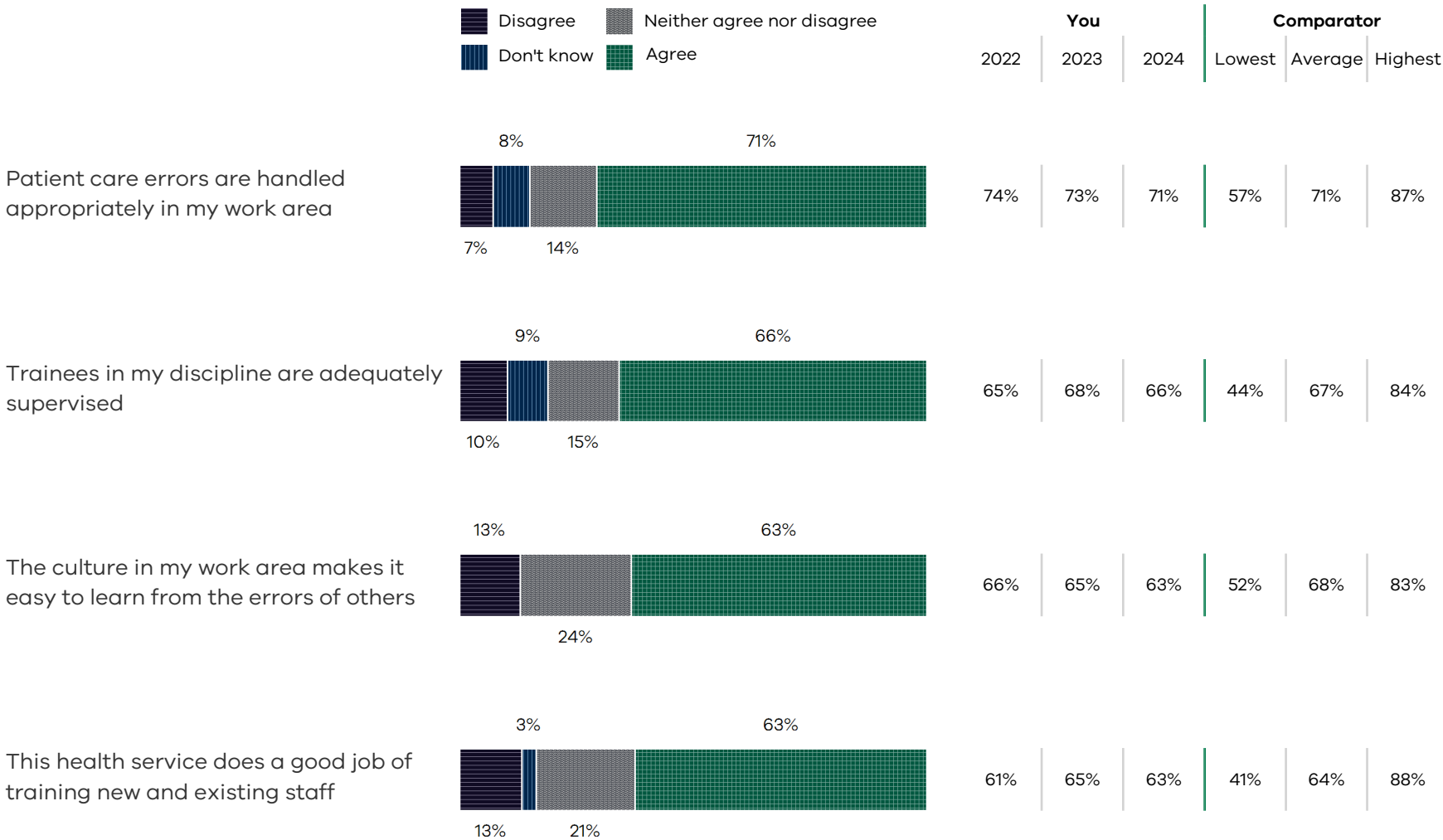
### Example

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

## Survey question

## Your results

## Benchmark agree results



# People matter survey

2024

Have your say

## Overview

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- Your comparator group
- Your response rate

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
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- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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





# Workgroup climate

## Scorecard

### What is this

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

### Why this is important

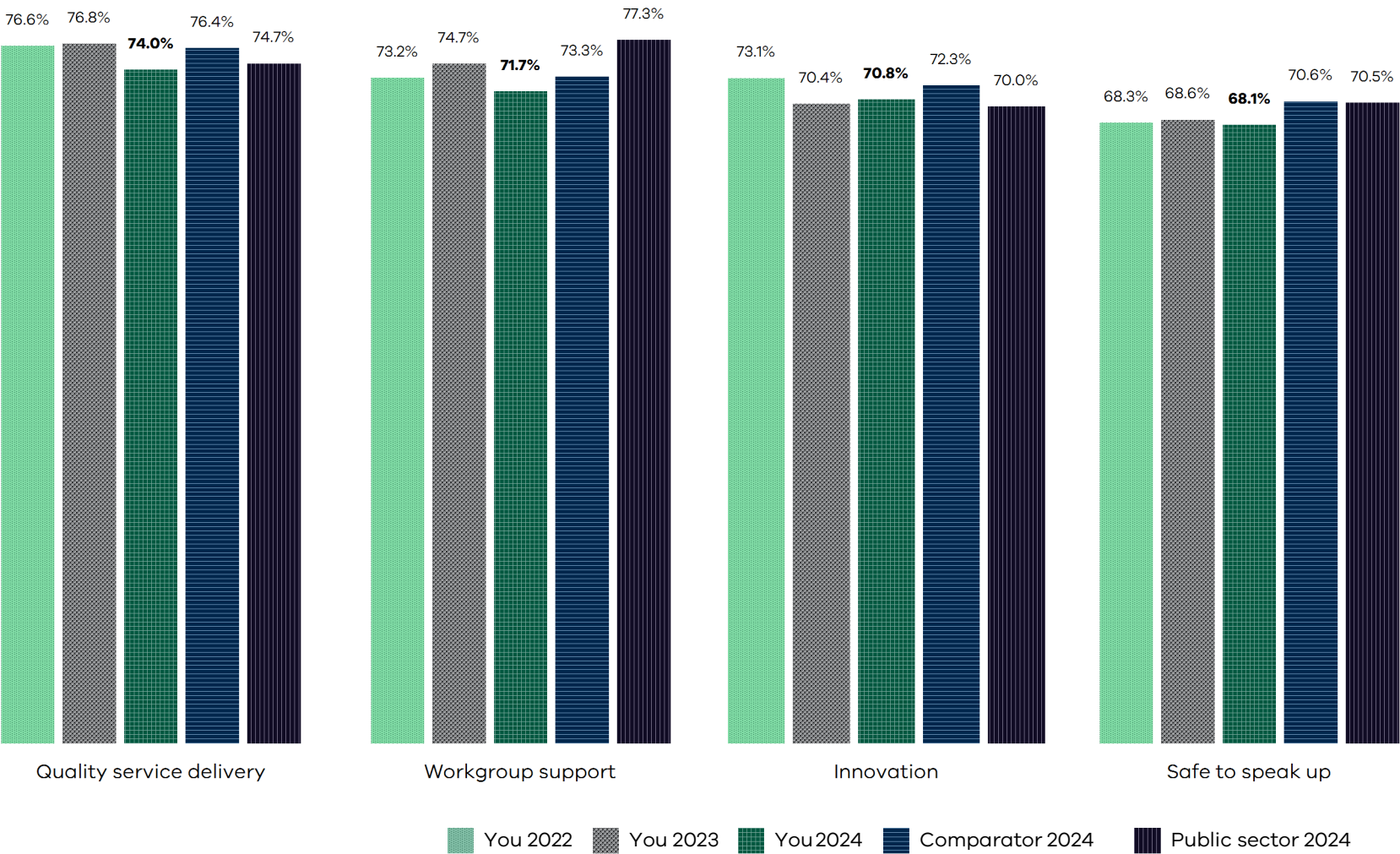
This page shows which factors are performing well and which factors you can look to improve.

### How to read this

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

### Example

- In 2024:
- 74.0% of your staff who did the survey responded positively to questions about Quality service delivery.
- Compared to:
- 76.4% of staff in your comparator group and 74.7% of staff across the public sector.



# Workgroup climate

## Quality service delivery

### What is this

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

### Why this is important

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

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

### How to read this

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

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

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

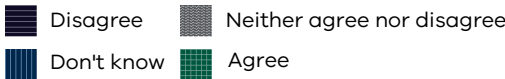
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

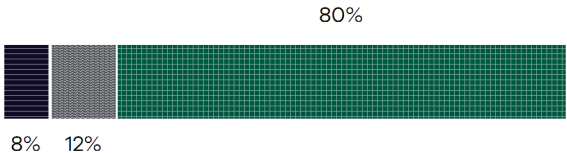
## Survey question

## Your results

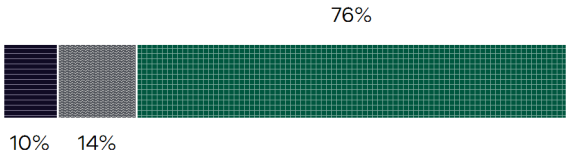
## Benchmark agree results



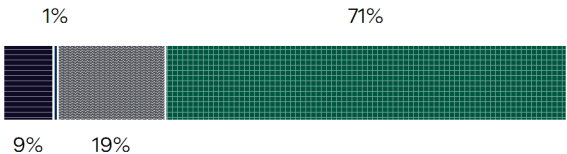
My workgroup provides high quality advice and services



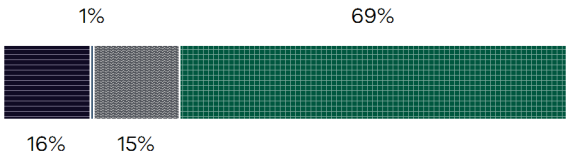
My workgroup has clear lines of responsibility



My workgroup uses its resources well



My workgroup acts fairly and without bias



| 2022 | You  |      |     | Comparator |         |         |
|------|------|------|-----|------------|---------|---------|
|      | 2023 | 2024 |     | Lowest     | Average | Highest |
|      | 83%  | 85%  | 80% | 62%        | 82%     | 95%     |
|      | 80%  | 77%  | 76% | 52%        | 77%     | 89%     |
|      | 72%  | 72%  | 71% | 60%        | 75%     | 93%     |
|      | 72%  | 73%  | 69% | 55%        | 72%     | 87%     |

Workgroup climate

Innovation

What is this

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

Why this is important

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

How to read this

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

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

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

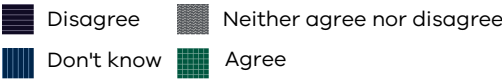
Example

73% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

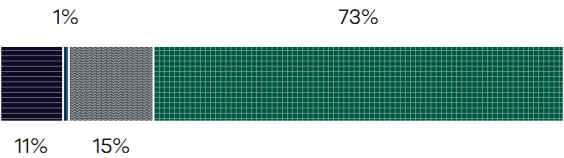
Survey question

Your results

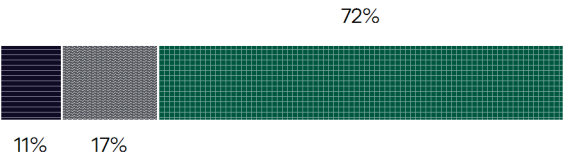
Benchmark agree results



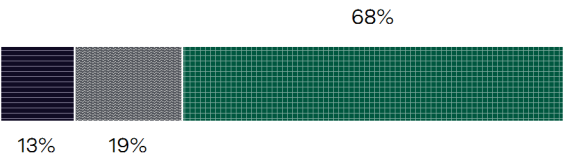
My workgroup learns from failures and mistakes



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



My workgroup encourages employee creativity



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 75%  | 74%  | 73%  | 53%        | 73%     | 88%     |
| 76%  | 72%  | 72%  | 53%        | 74%     | 85%     |
| 69%  | 66%  | 68%  | 54%        | 70%     | 83%     |

# Workgroup climate

## Workgroup support 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

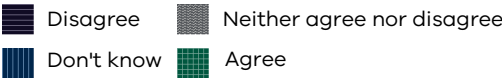
### Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

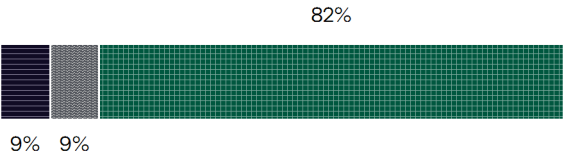
## Survey question

## Your results

## Benchmark agree results



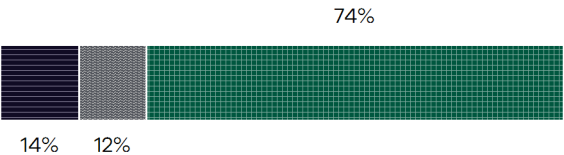
People in my workgroup work together effectively to get the job done



| 2022 | You  |      |  | Comparator |         |         |
|------|------|------|--|------------|---------|---------|
|      | 2023 | 2024 |  | Lowest     | Average | Highest |

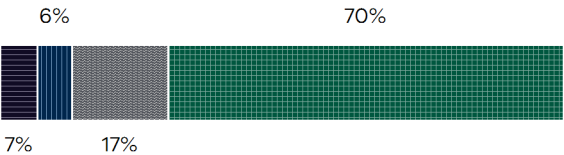
|     |     |     |  |     |     |     |
|-----|-----|-----|--|-----|-----|-----|
| 82% | 83% | 82% |  | 57% | 80% | 96% |
|-----|-----|-----|--|-----|-----|-----|

People in my workgroup treat each other with respect



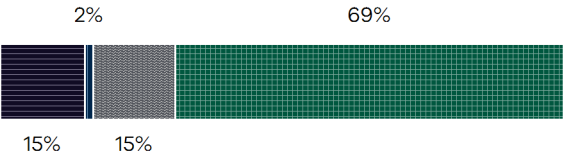
|     |     |     |  |     |     |     |
|-----|-----|-----|--|-----|-----|-----|
| 77% | 80% | 74% |  | 50% | 77% | 93% |
|-----|-----|-----|--|-----|-----|-----|

People in my workgroup are politically impartial in their work



|     |     |     |  |     |     |     |
|-----|-----|-----|--|-----|-----|-----|
| 70% | 74% | 70% |  | 59% | 73% | 87% |
|-----|-----|-----|--|-----|-----|-----|

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



|     |     |     |  |     |     |     |
|-----|-----|-----|--|-----|-----|-----|
| 72% | 72% | 69% |  | 44% | 71% | 86% |
|-----|-----|-----|--|-----|-----|-----|

Workgroup climate

Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

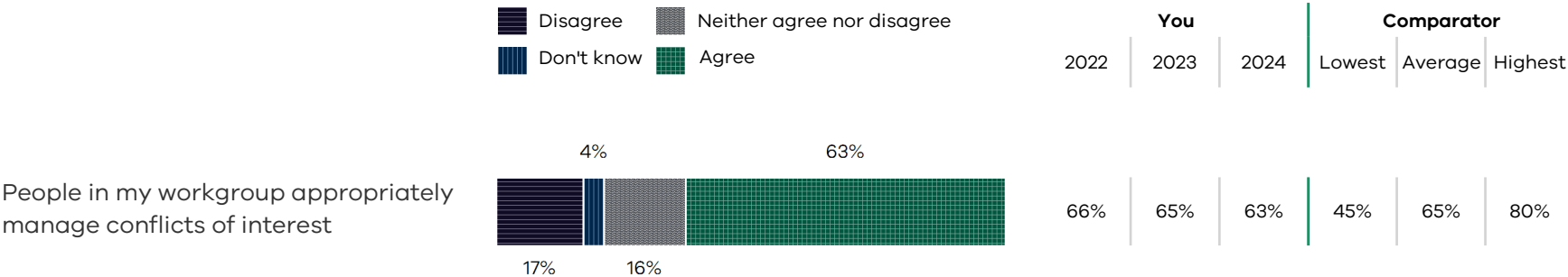
Example

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

Survey question

Your results

Benchmark agree results



Workgroup climate

Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

69% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

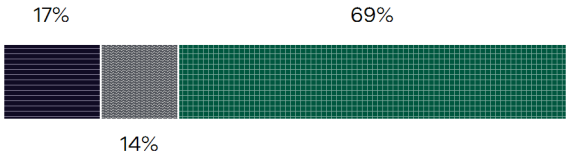
Survey question

Your results

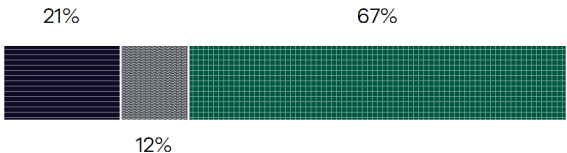
Benchmark agree results



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



I feel safe to challenge inappropriate behaviour at work



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| People in my workgroup are able to bring up problems and tough issues | 69%  | 67%  | 69%  | 50%        | 70%     | 86%     |
| I feel safe to challenge inappropriate behaviour at work              | 68%  | 70%  | 67%  | 54%        | 71%     | 87%     |

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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





# Job and manager factors

## Scorecard 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

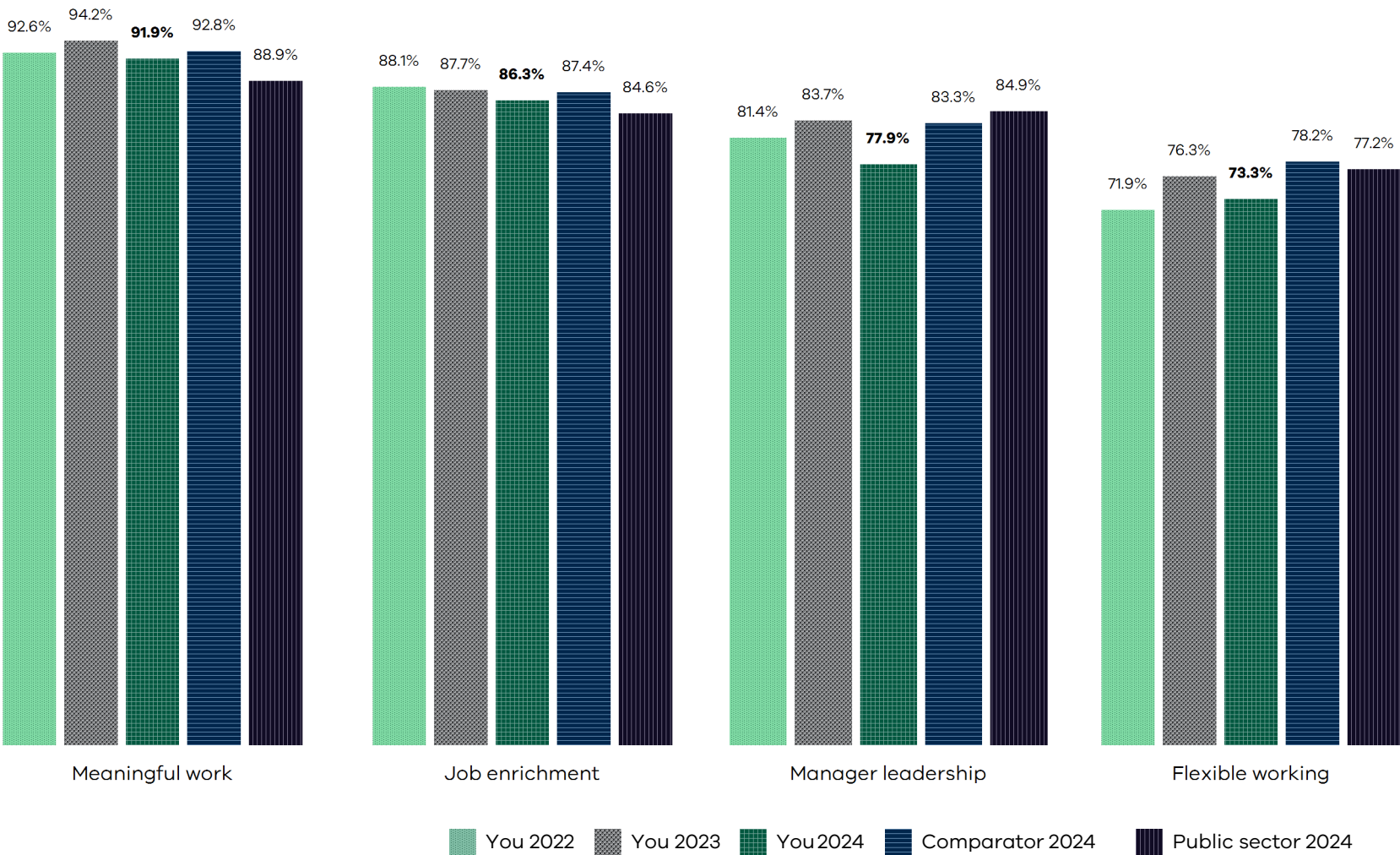
### Example

In 2024:

- 91.9% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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





# Job and manager factors

## Scorecard 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

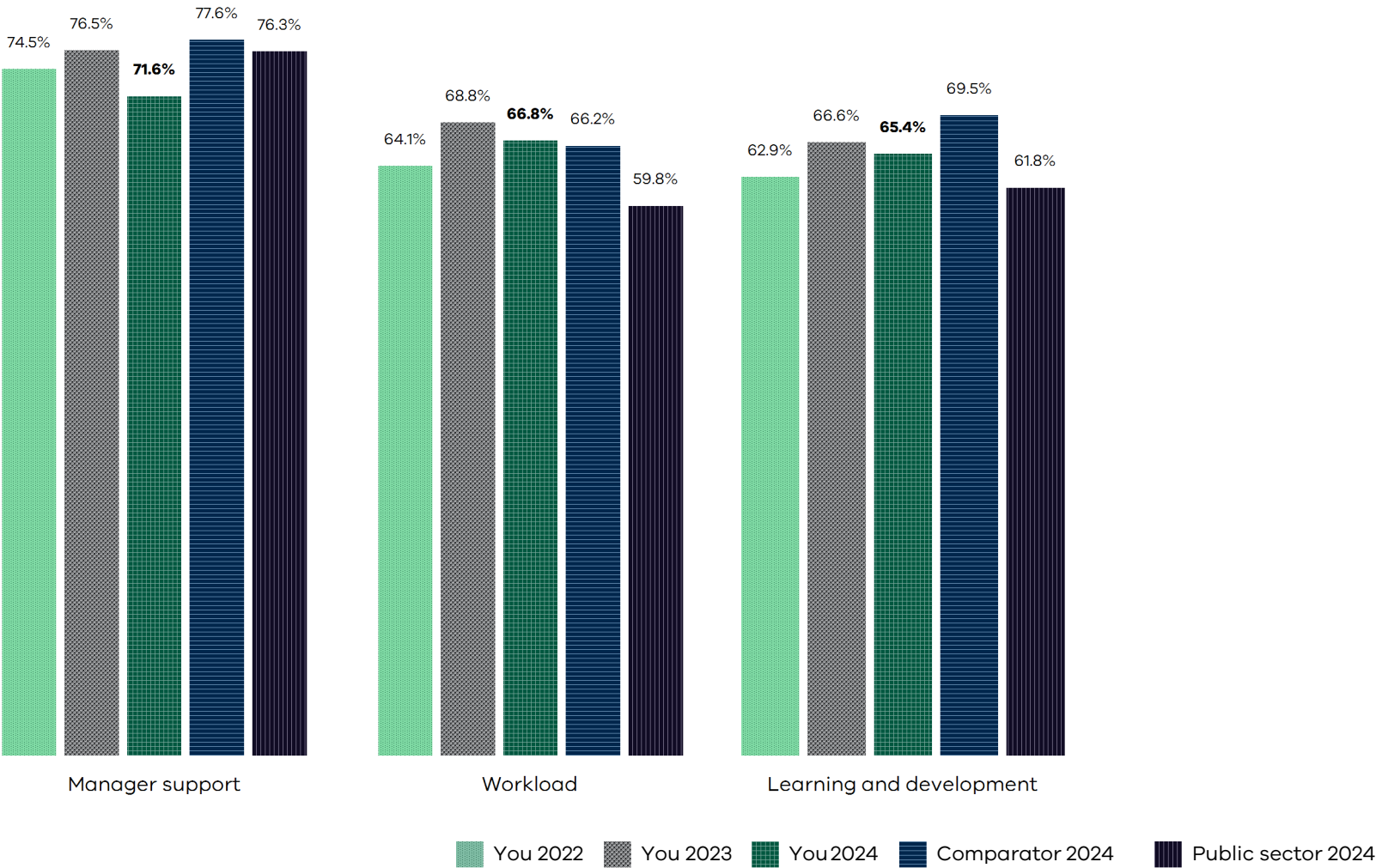
### Example

In 2024:

- 71.6% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 77.6% of staff in your comparator group and 76.3% of staff across the public sector.



# Job and manager factors

## Manager leadership

### What is this

This is how well staff perceive their direct managers lead.

### Why this is important

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

### How to read this

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

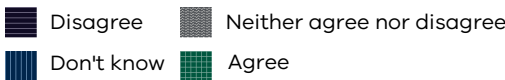
### Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

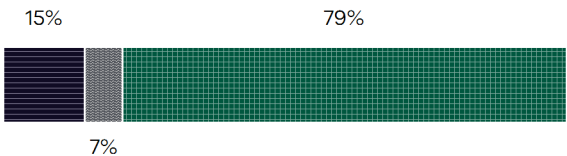
## Survey question

## Your results

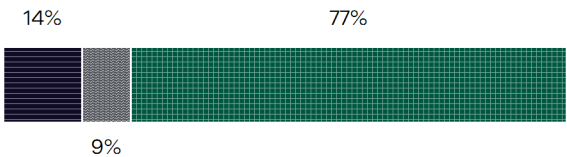
## Benchmark agree results



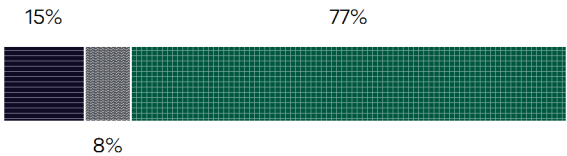
My manager treats employees with dignity and respect



My manager demonstrates honesty and integrity



My manager models my organisation's values



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 81%  | 85%  | 79%  | 69%        | 84%     | 95%     |
| 81%  | 83%  | 77%  | 67%        | 83%     | 93%     |
| 82%  | 84%  | 77%  | 68%        | 83%     | 93%     |

Job and manager factors

Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

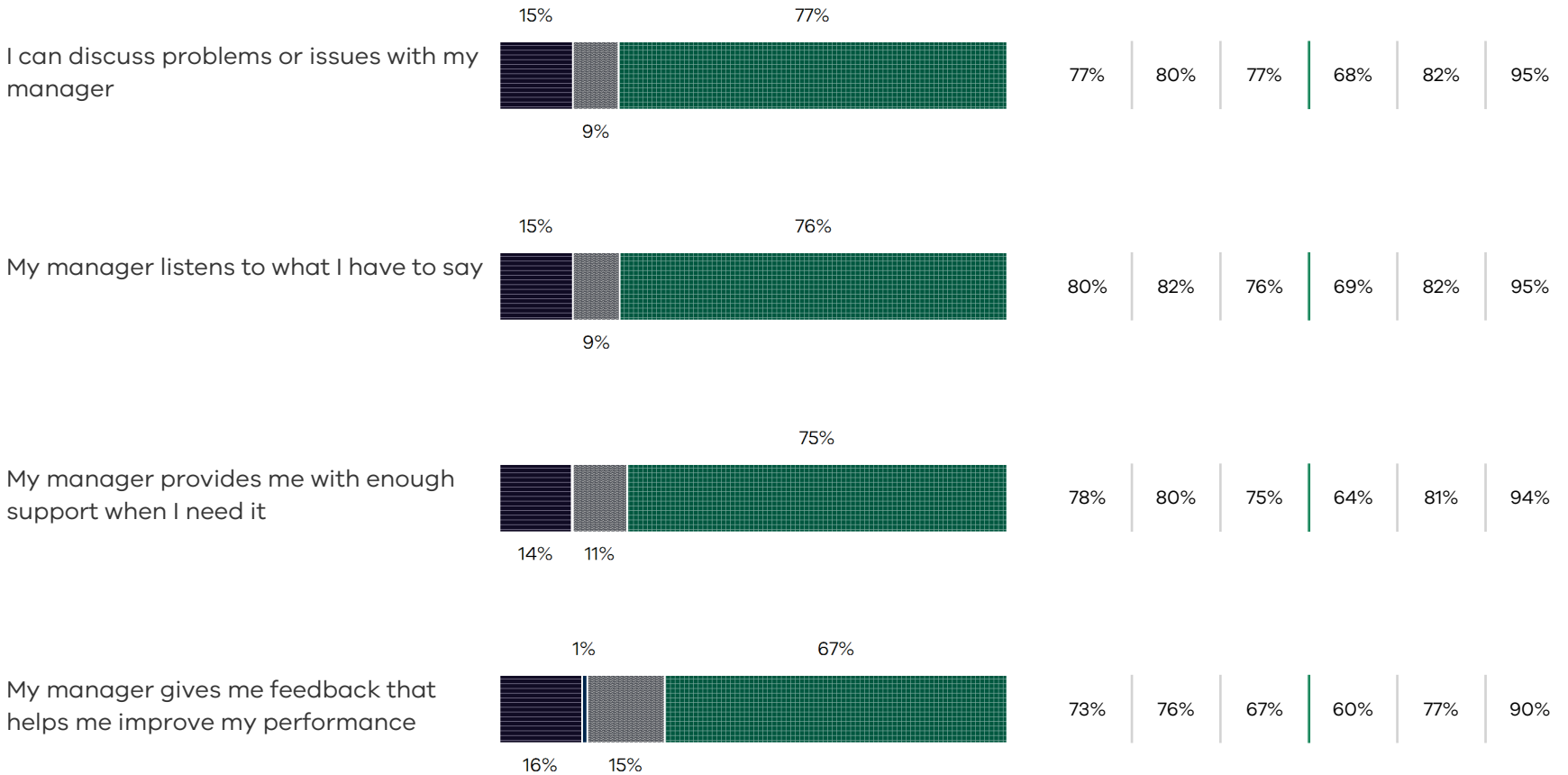
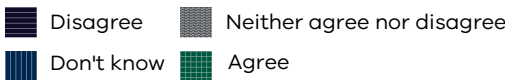
Example

77% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question

Your results

Benchmark agree results



# Job and manager factors

## Manager support 2 of 2

### What is this

This is how supported staff feel by their direct manager.

### Why this is important

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

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

### How to read this

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

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

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

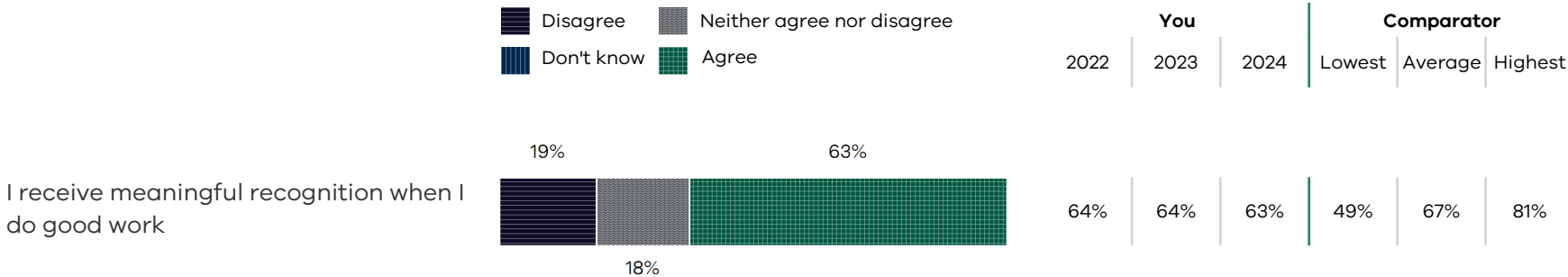
### Example

63% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Workload

### What is this

This is how staff feel about workload and time pressure.

### Why this is important

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

### How to read this

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

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

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

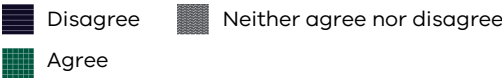
### Example

69% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

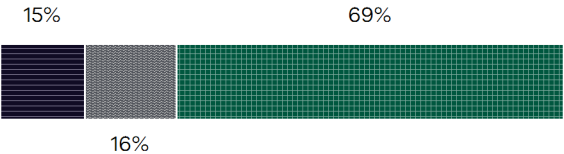
## Survey question

## Your results

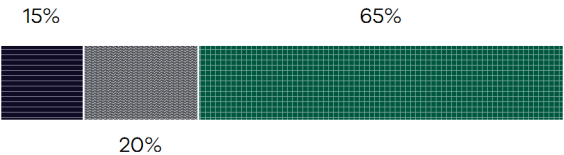
## Benchmark agree results



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



I have enough time to do my job effectively



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 67%  | 72%  | 69%  | 58%        | 68%     | 87%     |
| 61%  | 66%  | 65%  | 48%        | 64%     | 85%     |

Job and manager factors

Learning and development

What is this

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

Why this is important

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

How to read this

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

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

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

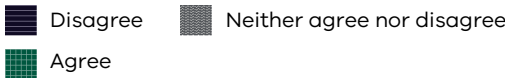
Example

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

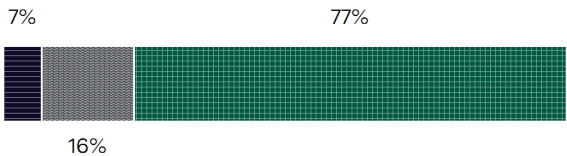
Survey question

Your results

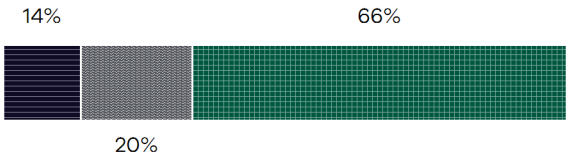
Benchmark agree results



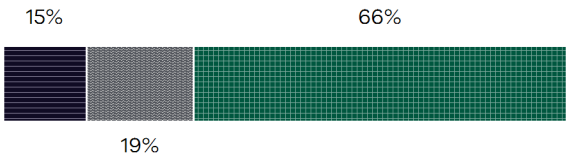
I am developing and learning in my role



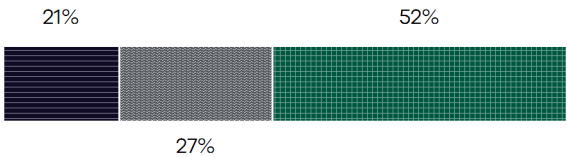
My organisation places a high priority on the learning and development of staff



I am satisfied with the way my learning and development needs have been addressed in the last 12 months



I am satisfied with the opportunities to progress in my organisation



| 2022 | You  |  | 2024 | Comparator |         |         |
|------|------|--|------|------------|---------|---------|
|      | 2023 |  |      | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 77% | 80% | 77% | 64% | 78% | 91% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 60% | 63% | 66% | 46% | 70% | 90% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 59% | 68% | 66% | 47% | 70% | 88% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 56% | 55% | 52% | 44% | 60% | 78% |
|-----|-----|-----|-----|-----|-----|

# Job and manager factors

## Job enrichment 1 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

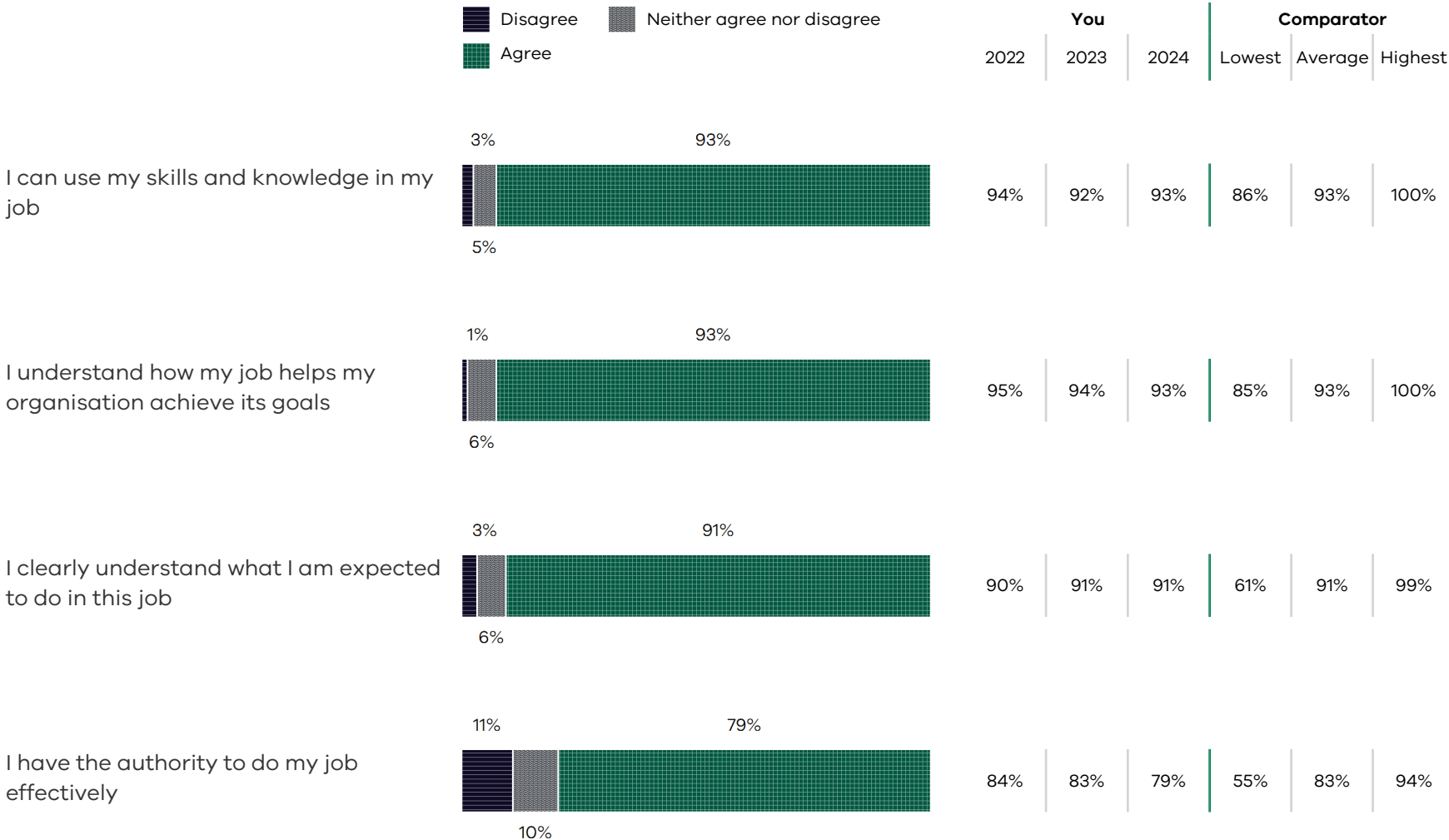
### Example

93% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

## Survey question

## Your results

## Benchmark agree results



# Job and manager factors

## Job enrichment 2 of 2

### What is this

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

### Why this is important

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

### How to read this

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

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

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

### Example

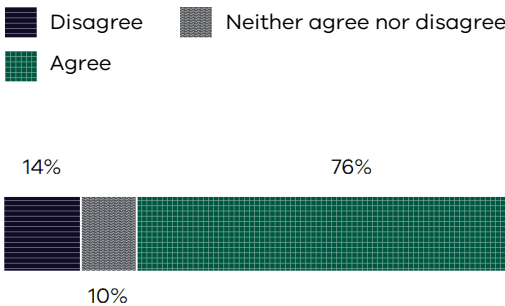
76% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

## Survey question

## Your results

## Benchmark agree results

I have a say in how I do my work



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 78%  | 78%  | 76%  | 63%        | 78%     | 90%     |



# Job and manager factors

## Meaningful work

### What is this

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

### Why this is important

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

### How to read this

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

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

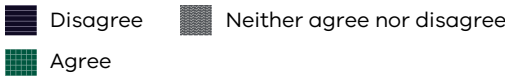
### Example

94% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

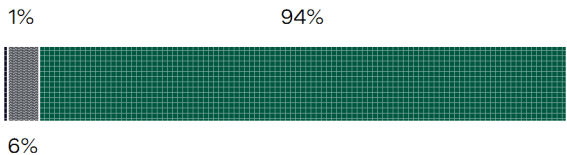
## Survey question

## Your results

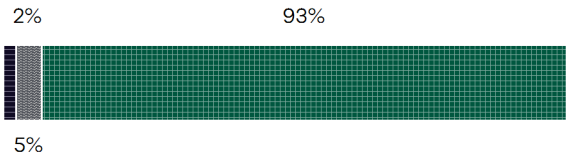
## Benchmark agree results



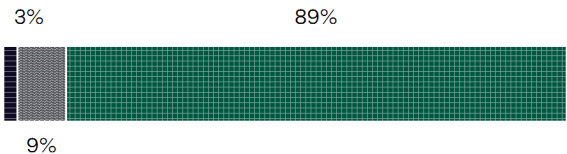
I achieve something important through my work



I can make a worthwhile contribution at work



I get a sense of accomplishment from my work



| 2022 | You  |     | 2024 | Comparator |         |         |
|------|------|-----|------|------------|---------|---------|
|      | 2023 |     |      | Lowest     | Average | Highest |
|      | 95%  | 94% | 94%  | 88%        | 94%     | 100%    |
|      | 95%  | 96% | 93%  | 84%        | 95%     | 100%    |
|      | 88%  | 92% | 89%  | 84%        | 90%     | 97%     |

# Job and manager factors

## Flexible working

### What is this

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

### Why this is important

Supporting flexible working can improve employee wellbeing.

### How to read this

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

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

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

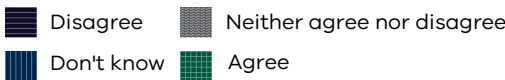
### Example

76% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

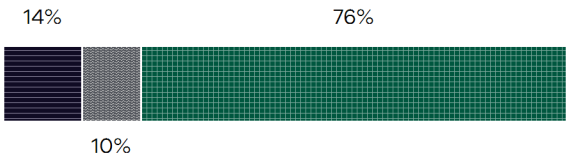
## Survey question

## Your results

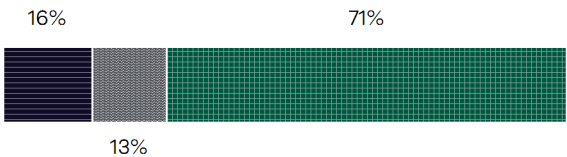
## Benchmark agree results



My manager supports working flexibly



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



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 75%  | 80%  | 76%  | 61%        | 82%     | 94%     |
| 69%  | 73%  | 71%  | 54%        | 74%     | 87%     |

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

# Public sector values

## Scorecard 1 of 2

### What is this

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

### Why this is important

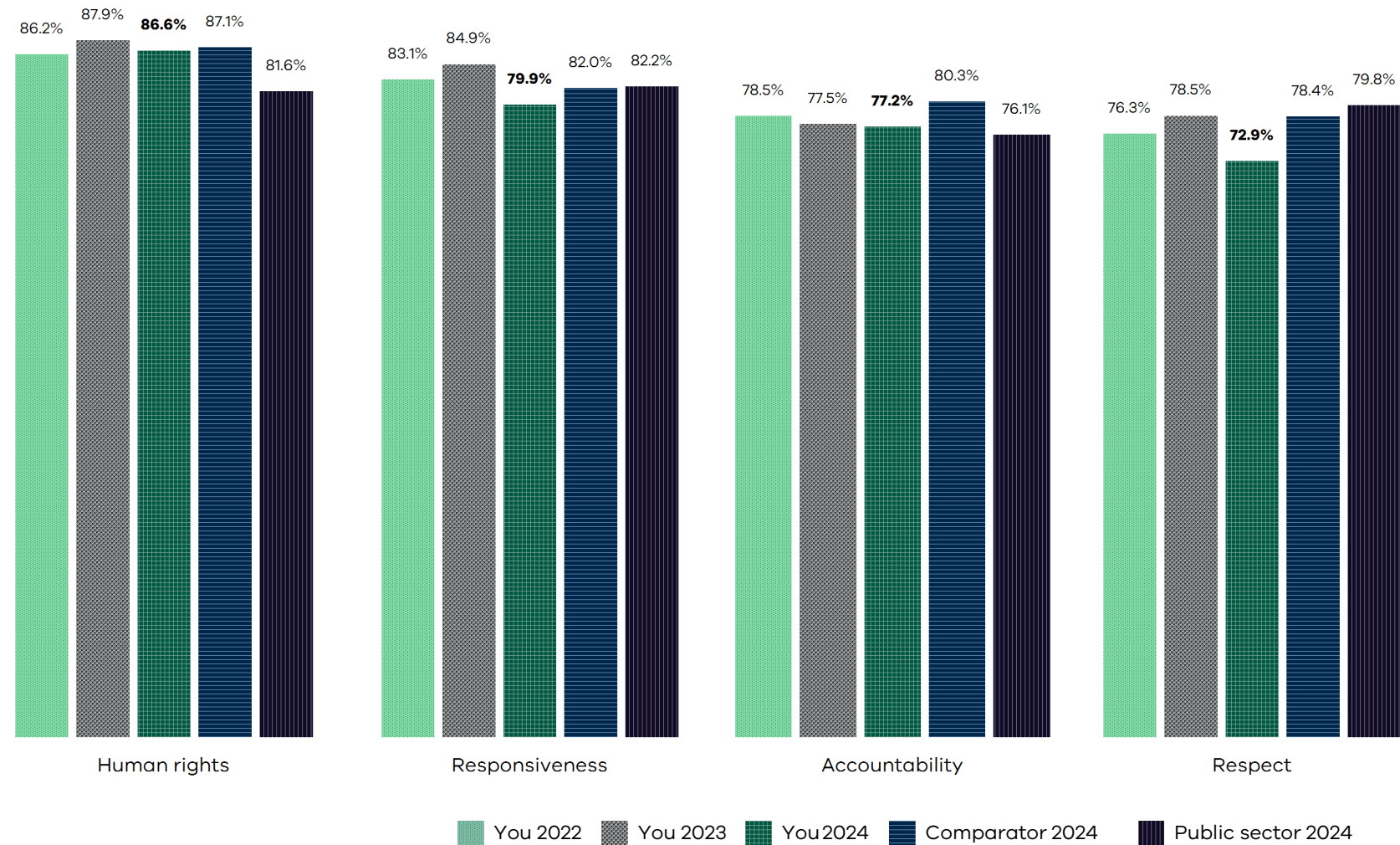
There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

### How to read this

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

### Example

- In 2024:
- 86.6% of your staff who did the survey responded positively to questions about Human rights.
- Compared to:
- 87.1% of staff in your comparator group and 81.6% of staff across the public sector.



# Public sector values

## Scorecard 2 of 2

### What is this

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

### Why this is important

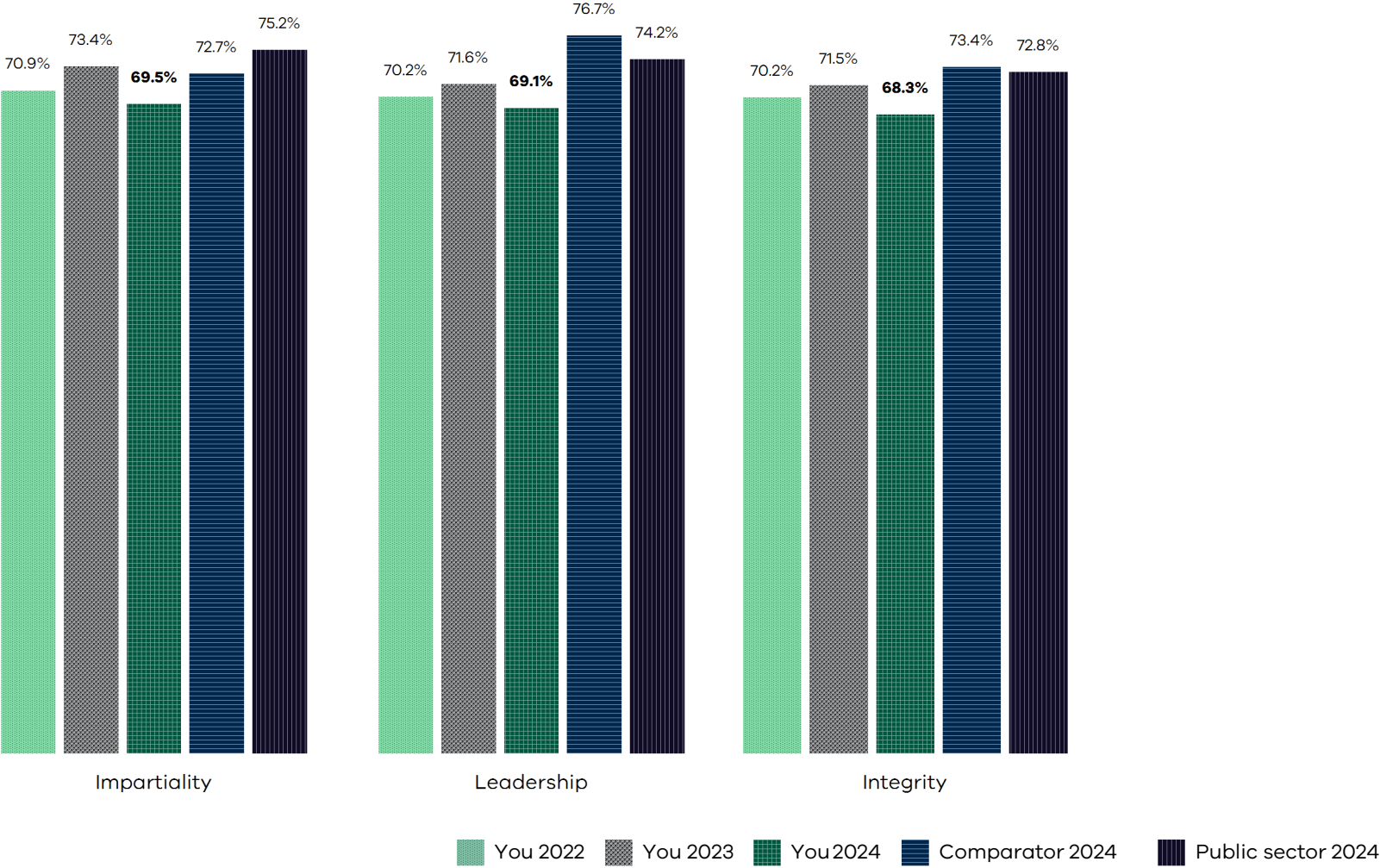
There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

### How to read this

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

### Example

- In 2024:
- 69.5% of your staff who did the survey responded positively to questions about Impartiality.
- Compared to:
- 72.7% of staff in your comparator group and 75.2% of staff across the public sector.



Public sector values

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

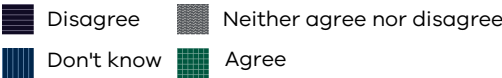
Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

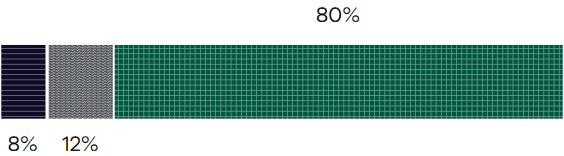
Survey question

Your results

Benchmark agree results



My workgroup provides high quality advice and services



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 83% | 85% | 80% | 62% | 82% | 95% |
|-----|-----|-----|-----|-----|-----|

Public sector values

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

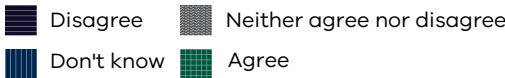
Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

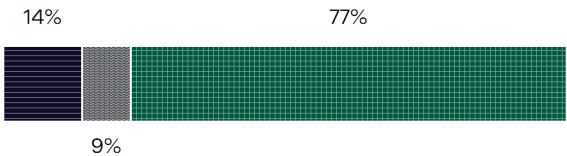
Survey question

Your results

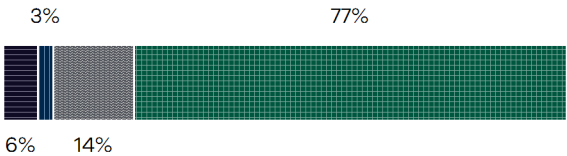
Benchmark agree results



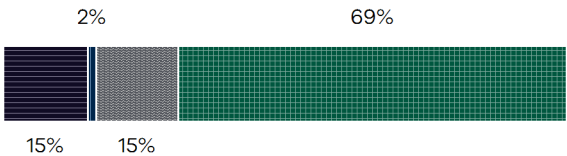
My manager demonstrates honesty and integrity



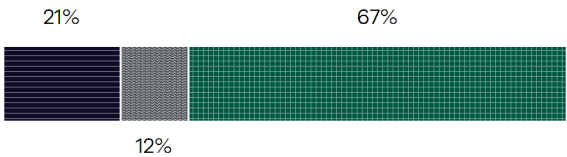
My organisation is committed to earning a high level of public trust



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



I feel safe to challenge inappropriate behaviour at work



| 2022 | You  |  | 2024 | Comparator |         |         |
|------|------|--|------|------------|---------|---------|
|      | 2023 |  |      | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 81% | 83% | 77% | 67% | 83% | 93% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 78% | 81% | 77% | 55% | 81% | 95% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 72% | 72% | 69% | 44% | 71% | 86% |
|-----|-----|-----|-----|-----|-----|

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 68% | 70% | 67% | 54% | 71% | 87% |
|-----|-----|-----|-----|-----|-----|



Public sector values

Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

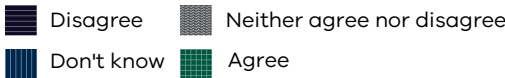
Example

64% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

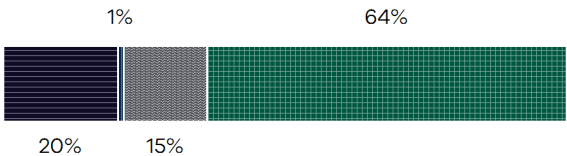
Survey question

Your results

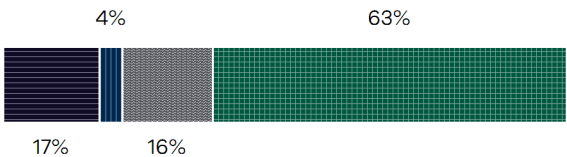
Benchmark agree results



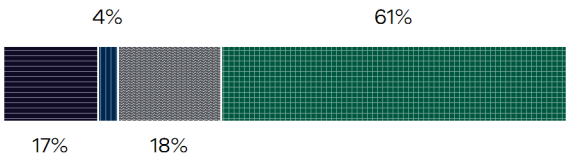
My organisation does not tolerate improper conduct



People in my workgroup appropriately manage conflicts of interest



Senior leaders demonstrate honesty and integrity



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |
| 69%  | 72%  | 64%  | 52%        | 74%     | 91%     |
| 66%  | 65%  | 63%  | 45%        | 65%     | 80%     |
| 57%  | 58%  | 61%  | 48%        | 69%     | 88%     |



Public sector values

Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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

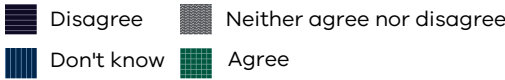
**Example**

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

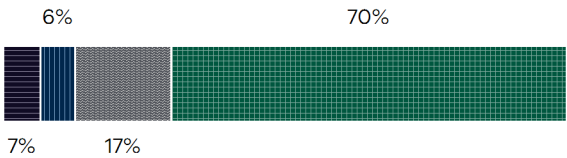
Your results

Benchmark agree results



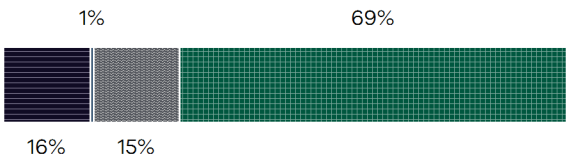
| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

People in my workgroup are politically impartial in their work



|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 70% | 74% | 70% | 59% | 73% | 87% |
|-----|-----|-----|-----|-----|-----|

My workgroup acts fairly and without bias



|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 72% | 73% | 69% | 55% | 72% | 87% |
|-----|-----|-----|-----|-----|-----|

Public sector values

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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

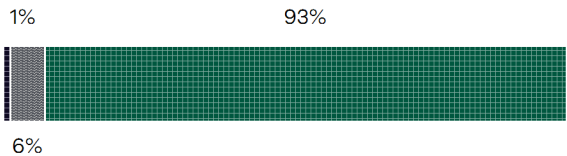
Your results

Benchmark agree results



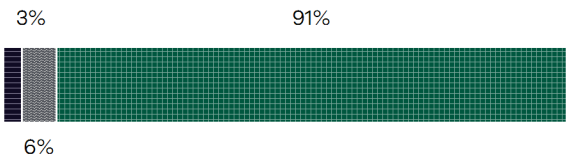
| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

I understand how my job helps my organisation achieve its goals



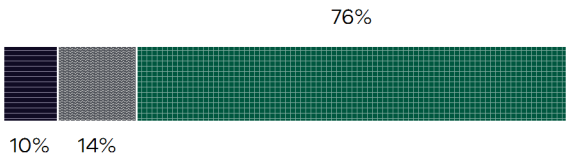
|     |     |     |     |     |      |
|-----|-----|-----|-----|-----|------|
| 95% | 94% | 93% | 85% | 93% | 100% |
|-----|-----|-----|-----|-----|------|

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



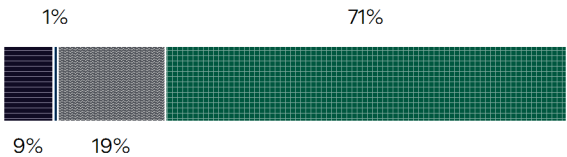
|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 90% | 91% | 91% | 61% | 91% | 99% |
|-----|-----|-----|-----|-----|-----|

My workgroup has clear lines of responsibility



|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 80% | 77% | 76% | 52% | 77% | 89% |
|-----|-----|-----|-----|-----|-----|

My workgroup uses its resources well



|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 72% | 72% | 71% | 60% | 75% | 93% |
|-----|-----|-----|-----|-----|-----|

Public sector values

Accountability 2 of 2

What is this

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

Why this is important

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

How to read this

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

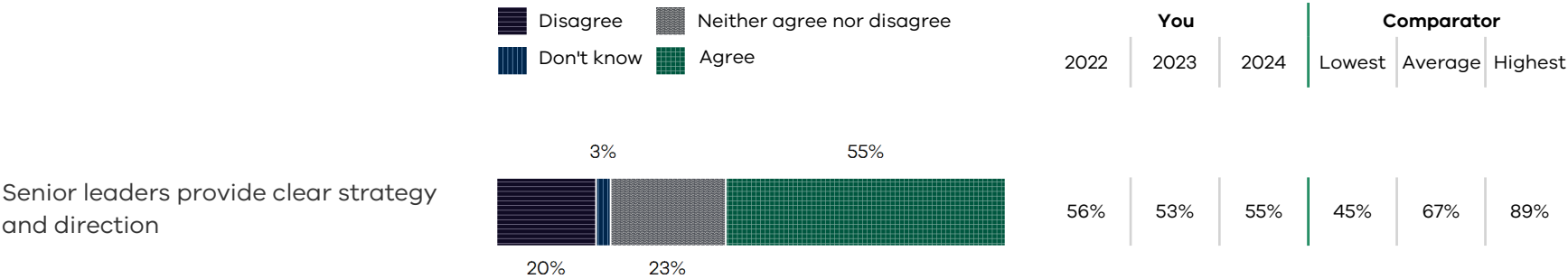
Example

55% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

Benchmark agree results



Public sector values

Respect 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

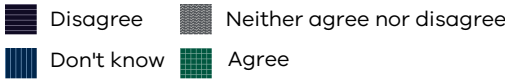
Example

79% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

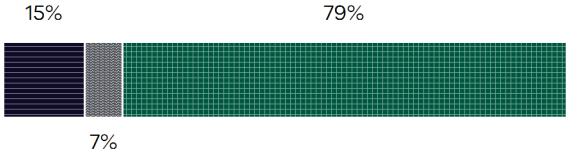
Survey question

Your results

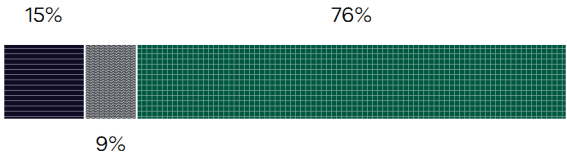
Benchmark agree results



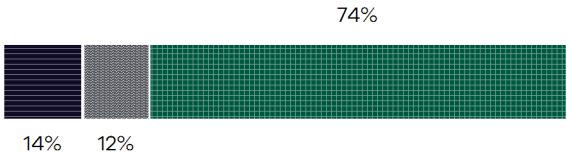
My manager treats employees with dignity and respect



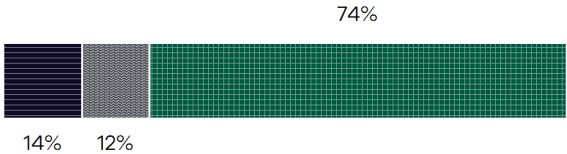
My manager listens to what I have to say



My organisation encourages respectful workplace behaviours



People in my workgroup treat each other with respect



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 81% | 85% | 79% | 69% | 84% | 95% |
| 80% | 82% | 76% | 69% | 82% | 95% |
| 79% | 80% | 74% | 67% | 81% | 95% |
| 77% | 80% | 74% | 50% | 77% | 93% |

Public sector values

Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

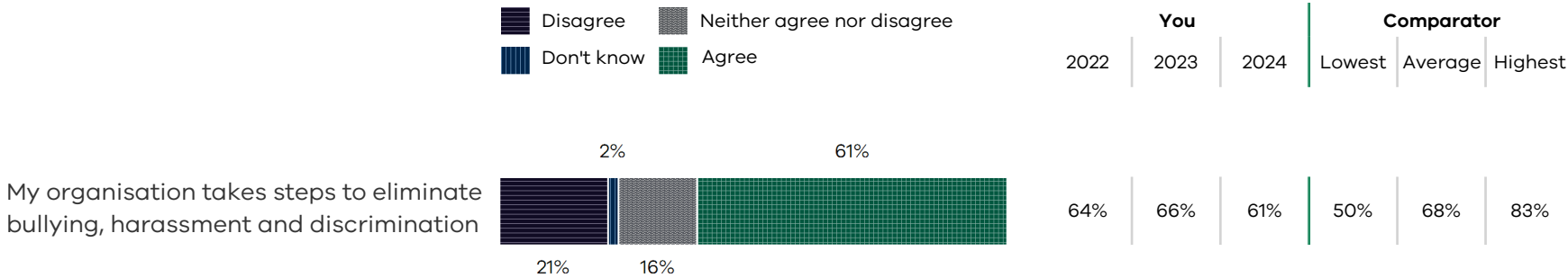
Example

61% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results



Public sector values

Leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

77% of your staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

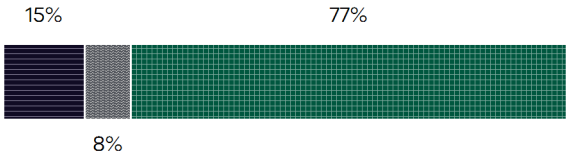
Survey question

Your results

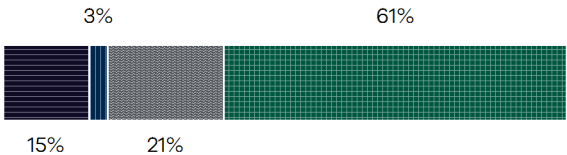
Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



| 2022 | You  |  | 2024 | Comparator |         |         |
|------|------|--|------|------------|---------|---------|
|      | 2023 |  |      | Lowest     | Average | Highest |

|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 82% | 84% | 77% | 68% | 83% | 93% |
| 58% | 60% | 61% | 51% | 71% | 88% |

Public sector values

Human rights

What is this

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question

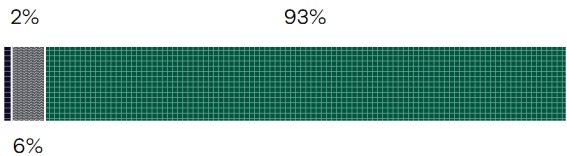
Your results

Benchmark agree results



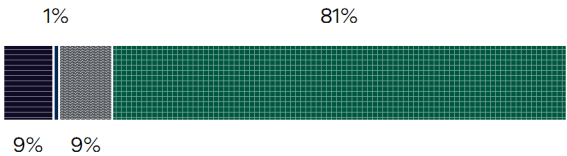
| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

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



|     |     |     |     |     |     |
|-----|-----|-----|-----|-----|-----|
| 89% | 88% | 93% | 78% | 89% | 97% |
|-----|-----|-----|-----|-----|-----|

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



|     |     |     |     |     |      |
|-----|-----|-----|-----|-----|------|
| 83% | 88% | 81% | 74% | 85% | 100% |
|-----|-----|-----|-----|-----|------|

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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





# Topical questions

## Topical questions

### What is this

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

### Why this is important

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

### How to read this

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

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

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

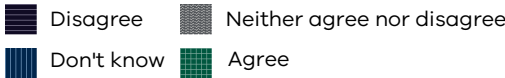
### Example

91% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

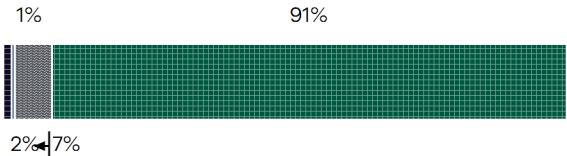
## Survey question

## Your results

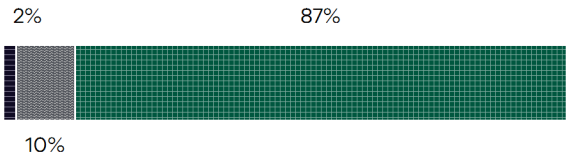
## Benchmark agree results



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



I am proud to work in the public sector



| You  |      |      | Comparator |         |         |
|------|------|------|------------|---------|---------|
| 2022 | 2023 | 2024 | Lowest     | Average | Highest |

|           |     |     |     |     |     |
|-----------|-----|-----|-----|-----|-----|
| Not asked | 86% | 91% | 80% | 90% | 97% |
|-----------|-----|-----|-----|-----|-----|

|           |           |     |     |     |     |
|-----------|-----------|-----|-----|-----|-----|
| Not asked | Not asked | 87% | 71% | 87% | 98% |
|-----------|-----------|-----|-----|-----|-----|

# People matter survey

2024

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## 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       | 54  | 14% |
| 35-54 years       | 168 | 43% |
| 55+ years         | 117 | 30% |
| Prefer not to say | 54  | 14% |

| Gender                                | (n) | %   |
|---------------------------------------|-----|-----|
| Woman                                 | 294 | 75% |
| Prefer not to say                     | 50  | 13% |
| Man                                   | 43  | 11% |
| Non-binary and I use a different term | 6   | 2%  |

| Are you trans, non-binary or gender diverse? | (n) | %   |
|--|-----|-----|
| Yes  | 5   | 1%  |
| No   | 332 | 84% |
| Prefer not to say                            | 56  | 14% |

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

|                   | (n) | %   |
|-------------------|-----|-----|
| Yes               | 2   | 1%  |
| No                | 331 | 84% |
| Don't know        | 11  | 3%  |
| Prefer not to say | 49  | 12% |

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

|                         | (n) | %   |
|-------------------------|-----|-----|
| Straight (heterosexual) | 260 | 66% |
| Prefer not to say       | 86  | 22% |
| Gay or lesbian          | 16  | 4%  |
| Asexual                 | 13  | 3%  |
| Bisexual                | 8   | 2%  |
| I use a different term  | 4   | 1%  |
| Don't know              | 3   | 1%  |
| Pansexual               | 3   | 1%  |

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What is this

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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| Aboriginal and/or Torres Strait Islander     | (n) | %   |
|--|-----|-----|
| Yes  | 3   | 1%  |
| Non Aboriginal and/or Torres Strait Islander | 362 | 92% |
| Prefer not to say                            | 28  | 7%  |

# Demographics

## Disability

### What is this

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

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

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

### How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
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| Are you a person with disability? | (n) | %   |
|-----------------------------------|-----|-----|
| Yes                               | 25  | 6%  |
| No                                | 335 | 85% |
| Prefer not to say                 | 33  | 8%  |

| Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)? | (n) | %   |
|---|-----|-----|
| Yes   | 17  | 68% |
| No  | 6   | 24% |
| Prefer not to say   | 2   | 8%  |

# 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

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| Country of birth      | (n) | %   |
|-----------------------|-----|-----|
| Born in Australia     | 306 | 78% |
| Not born in Australia | 54  | 14% |
| Prefer not to say     | 33  | 8%  |

| If you use another language with your family or community, what language(s) do you use? | (n) | %   |
|---|-----|-----|
| Other   | 10  | 40% |
| Punjabi   | 6   | 24% |
| Filipino  | 4   | 16% |
| Hindi   | 4   | 16% |
| Arabic  | 1   | 4%  |
| Auslan  | 1   | 4%  |
| Gujarati  | 1   | 4%  |
| Mandarin  | 1   | 4%  |
| Tagalog   | 1   | 4%  |
| Vietnamese  | 1   | 4%  |
| Australian Indigenous Language  | 0   | 0%  |
| Cantonese   | 0   | 0%  |

| Language other than English used with family or community | (n) | %   |
|---|-----|-----|
| Yes   | 25  | 6%  |
| No  | 338 | 86% |
| Prefer not to say   | 30  | 8%  |

| If you use another language with your family or community, what language(s) do you use? | (n) | %  |
|---|-----|----|
| Greek   | 0   | 0% |
| Italian   | 0   | 0% |
| Macedonian  | 0   | 0% |
| Malayalam   | 0   | 0% |
| Persian   | 0   | 0% |
| Sinhalese   | 0   | 0% |
| Spanish   | 0   | 0% |
| Tamil   | 0   | 0% |
| Telugu  | 0   | 0% |
| Turkish   | 0   | 0% |
| Urdu  | 0   | 0% |

# Demographics

## Cultural diversity 2 of 2

### What is this

This is the cultural identity and religion of staff.

### Why this is important

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

### How to read this

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

### How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
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| Cultural identity  | (n) | %   |
|--|-----|-----|
| Australian   | 308 | 78% |
| Prefer not to say  | 39  | 10% |
| English, Irish, Scottish and/or Welsh  | 38  | 10% |
| European (including Western, Eastern and South-Eastern European, and Scandinavian) | 15  | 4%  |
| Other  | 10  | 3%  |
| East and/or South-East Asian   | 9   | 2%  |
| New Zealander  | 8   | 2%  |
| Aboriginal and/or Torres Strait Islander   | 2   | 1%  |
| North American   | 2   | 1%  |
| South Asian  | 2   | 1%  |
| African  | 1   | 0%  |
| Central Asian  | 1   | 0%  |
| Pacific Islander   | 1   | 0%  |
| Central and/or South American  | 0   | 0%  |
| Maori  | 0   | 0%  |
| Middle Eastern   | 0   | 0%  |

| Religion          | (n) | %   |
|-------------------|-----|-----|
| No religion       | 190 | 48% |
| Christianity      | 105 | 27% |
| Prefer not to say | 70  | 18% |
| Other             | 12  | 3%  |
| Buddhism          | 7   | 2%  |
| Sikhism           | 5   | 1%  |
| Hinduism          | 4   | 1%  |
| Islam             | 0   | 0%  |
| Judaism           | 0   | 0%  |

# Demographics

## Employment characteristics 1 of 2

### What is this

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

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

### How we protect anonymity and privacy

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

| Working arrangement | (n) | %   |
|---------------------|-----|-----|
| Full-Time           | 79  | 20% |
| Part-Time           | 314 | 80% |

| Gross base salary (ongoing/fixed term only) | (n) | %   |
|---|-----|-----|
| Below \$80k                                 | 188 | 53% |
| \$80k to \$120k                             | 101 | 28% |
| \$120k to \$160k                            | 15  | 4%  |
| \$160k to \$200k                            | 3   | 1%  |
| \$200k or more                              | 1   | 0%  |
| Prefer not to say                           | 50  | 14% |

| Organisational tenure    | (n) | %   |
|--------------------------|-----|-----|
| <1 year                  | 60  | 15% |
| 1 to less than 2 years   | 48  | 12% |
| 2 to less than 5 years   | 97  | 25% |
| 5 to less than 10 years  | 80  | 20% |
| 10 to less than 20 years | 75  | 19% |
| More than 20 years       | 33  | 8%  |

| Management responsibility   | (n) | %   |
|-----------------------------|-----|-----|
| Non-manager                 | 330 | 84% |
| Other manager               | 46  | 12% |
| Manager of other manager(s) | 17  | 4%  |

| Employment type       | (n) | %   |
|-----------------------|-----|-----|
| Ongoing and executive | 307 | 78% |
| Other                 | 49  | 12% |
| Fixed term            | 37  | 9%  |

| Frontline worker | (n) | %   |
|------------------|-----|-----|
| Yes              | 271 | 69% |
| No               | 122 | 31% |



# Demographics

## Employment characteristics 2 of 2

### What is this

These are the employment characteristics of staff.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

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| Primary workplace location over the last 3 months | (n) | %   |
|---|-----|-----|
| Rural   | 330 | 84% |
| Large regional city                               | 54  | 14% |
| Other   | 6   | 2%  |
| Melbourne CBD                                     | 2   | 1%  |
| Melbourne: Suburbs                                | 1   | 0%  |

| What have been your main places of work over the last 3-months?                                | (n) | %   |
|--|-----|-----|
| Your employer's office   | 138 | 35% |
| A frontline or service delivery location   | 218 | 55% |
| Home or private location   | 35  | 9%  |
| A shared office space (where two or more organisations share the same workspace)               | 46  | 12% |
| Isolated or remote location/s where access to communications and help from others is difficult | 8   | 2%  |
| Other  | 34  | 9%  |

| Flexible work   | (n) | %   |
|---|-----|-----|
| Part-time   | 186 | 47% |
| I do not use any flexible work arrangements   | 111 | 28% |
| Flexible start and finish times   | 77  | 20% |
| Shift swap  | 77  | 20% |
| Working from an alternative location (e.g. home, hub/shared work space)   | 50  | 13% |
| Using leave (including annual leave, long-service leave, personal leave, and/or leave without pay) to work flexible hours | 41  | 10% |
| Study leave   | 31  | 8%  |
| Working more hours over fewer days  | 21  | 5%  |
| Job sharing   | 11  | 3%  |
| Other   | 11  | 3%  |
| Purchased leave   | 5   | 1%  |

# Demographics

## Adjustments

### What is this

These are adjustments staff requested to perform in their role.

### Why this is important

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

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

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

| Have you requested any of the following adjustments at work? | (n) | %   |
|--|-----|-----|
| No, I have not requested adjustments                         | 275 | 70% |
| Flexible working arrangements                                | 89  | 23% |
| Physical modifications or improvements to the workplace      | 29  | 7%  |
| Career development support strategies                        | 14  | 4%  |
| Job redesign or role sharing                                 | 14  | 4%  |
| Other  | 12  | 3%  |
| Accessible communications technologies                       | 2   | 1%  |

| Why did you make this request? | (n) | %   |
|--------------------------------|-----|-----|
| Work-life balance              | 54  | 46% |
| Caring responsibilities        | 47  | 40% |
| Health                         | 33  | 28% |
| Family responsibilities        | 31  | 26% |
| Other                          | 16  | 14% |
| Disability                     | 7   | 6%  |
| Study commitments              | 7   | 6%  |

| What was your experience with making this request?                    | (n) | %   |
|---|-----|-----|
| The adjustments I needed were made and the process was satisfactory   | 75  | 64% |
| The adjustments I needed were not made                                | 29  | 25% |
| The adjustments I needed were made but the process was unsatisfactory | 14  | 12% |

# Demographics

## Caring

### What is this

These are staff-reported caring responsibilities.

**Why this is important**

This shows organisations what caring responsibilities their staff have.

### How to read this

Each table shows the breakdown of responses from your survey.

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

### How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
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| Caring responsibilities                 | (n) | %   |
|---|-----|-----|
| None of the above                       | 146 | 37% |
| Secondary school aged child(ren)        | 66  | 17% |
| Primary school aged child(ren)          | 61  | 16% |
| Prefer not to say                       | 60  | 15% |
| Frail or aged person(s)                 | 48  | 12% |
| Person(s) with a medical condition      | 31  | 8%  |
| Preschool aged child(ren)               | 30  | 8%  |
| Person(s) with disability               | 23  | 6%  |
| Child(ren) - younger than preschool age | 20  | 5%  |
| Person(s) with a mental illness         | 17  | 4%  |
| Other                                   | 9   | 2%  |

# Demographics

## Employment categories

### What is this

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

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total

| Which of the following categories best describes your current position? | (n) | %   |
|---|-----|-----|
| Nursing employees   | 167 | 43% |
| Management, Administration and Corporate support                        | 86  | 22% |
| Support services  | 39  | 10% |
| Allied health - therapy discipline                                      | 35  | 9%  |
| Allied health - assistant   | 29  | 7%  |
| Other health and social care  | 25  | 6%  |
| Allied health - science discipline                                      | 5   | 1%  |
| Community development   | 4   | 1%  |
| Counselling   | 2   | 1%  |
| Lived experience specific worker  | 0   | 0%  |
| Medical employees   | 0   | 0%  |
| Pastoral / spiritual care   | 0   | 0%  |

# Demographics

## Primary role

### What is this

This shows the primary role of your staff.

### Why this is important

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

### How to read this

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

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

### How we protect anonymity and privacy

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

## Which of the following best describes the primary operational area in which you work?

|                                | (n) | %   |
|--------------------------------|-----|-----|
| Hospital-based services        | 162 | 41% |
| Community-based services       | 109 | 28% |
| Residential aged care services | 87  | 22% |
| Corporate services             | 29  | 7%  |
| Mental health care services    | 5   | 1%  |
| Prison-based services          | 0   | 0%  |

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

|                        | (n) | %   |
|------------------------|-----|-----|
| Administration         | 67  | 17% |
| Aged care              | 137 | 35% |
| Critical care          | 0   | 0%  |
| Drug and alcohol       | 1   | 0%  |
| Emergency              | 11  | 3%  |
| Maternity care         | 2   | 1%  |
| Medical                | 33  | 8%  |
| Mental health          | 6   | 2%  |
| Mixed medical/surgical | 11  | 3%  |
| Neonatal care          | 0   | 0%  |
| Palliative care        | 5   | 1%  |
| Paediatrics            | 2   | 1%  |
| Peri-operative         | 22  | 6%  |
| Rehabilitation         | 11  | 3%  |
| Surgical               | 2   | 1%  |
| Other                  | 82  | 21% |



**Victorian  
Public Sector  
Commission**



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