





People matter survey

2024

Have your say

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

Demographics

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





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 94% 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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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.



Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

Senior leadership

- Lead the organisation
- · Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate

- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager

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

• Engagement

Outcomes

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

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



Responsiveness



Integrity











Respect



Leadership



Human Rights

Your comparator group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Cenitex

Commission for Children and Young People

Emergency Services Superannuation Board

Essential Services Commission

Family Violence Prevention Agency

Game Management Authority

Independent Broad-based Anticorruption Commission

Infrastructure Victoria

Mental Health and Wellbeing Commission

Office of Public Prosecutions

Office of the Chief Parliamentary
Counsel

Office of the Governor Victoria

Office of the Legal Services
Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safe Transport Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

VicGrid

Victorian Auditor-General's Office

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Gambling and Casino Control Commission

Victorian Government Solicitor's Office

Victorian Public Sector Commission

Victorian Skills Authority

Wage Inspectorate Victoria





Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

2023		2024	
99%		98%	
(80)		(100)	
Comparator	70%	Comparator	69%
Public Sector	42%	Public Sector	65%



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- Scorecard: negative behaviour
- BullyingSexual harassment
- Discrimination
- Violence and aggression

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Your employee engagement index

What is this

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

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

The weightings for each engagement response are:

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

Why this is important

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

2023		2024	
74		72	
Comparator	71	Comparator	70
Comparator	71	Comparator	70
Public Sector	68	Public Sector	68



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 72.

Why this is important

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

How to read this

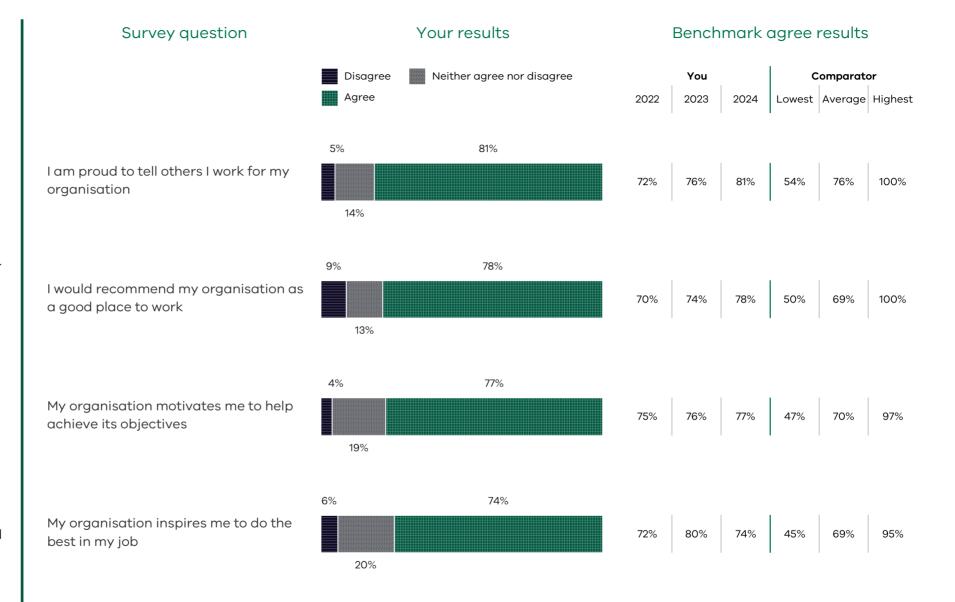
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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



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 72.

Why this is important

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

How to read this

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

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

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

Example

60% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question Your results Benchmark agree results Disagree Neither agree nor disagree Agree 2022 2023 2024 Lowest Average Highest 11% 60%

29%

I feel a strong personal attachment to my organisation

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.

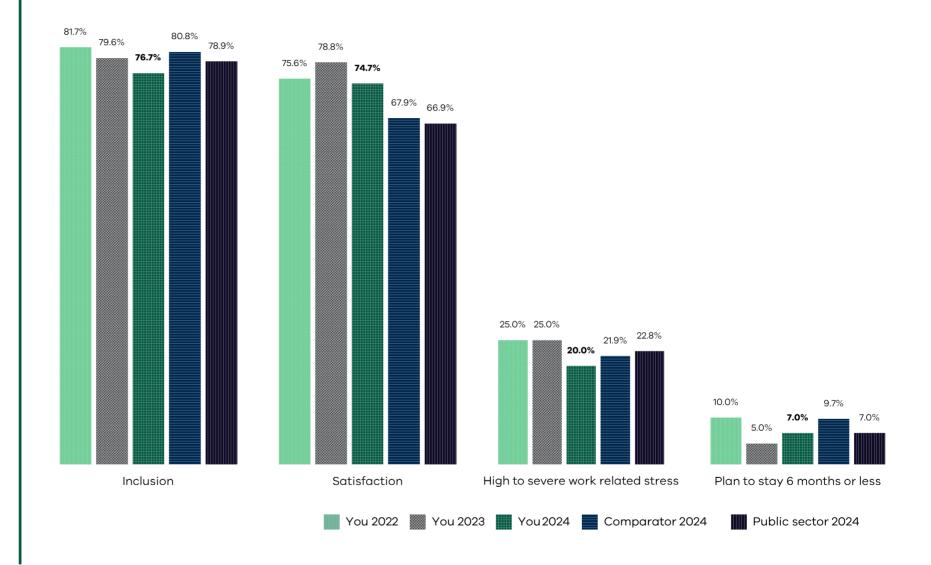
Example

In 2024:

 76.7% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

 80.8% of staff in your comparator group and 78.9% of staff across the public sector.





Satisfaction question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey were satisfied or very satisfied with 'How satisfied are you with the work/life balance in your current job'.

Survey question Your results Benchmark satisfied results Neither satisfied nor Dissatisfied You Comparator dissatisfied Satisfied Lowest Average Highest 2022 2023 5% 88% How satisfied are you with the work/life balance in your current job 7% 11% 77% Considering everything, how satisfied are you with your current job 12% 16% 59% How satisfied are you with your career development within your current organisation 25%





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.

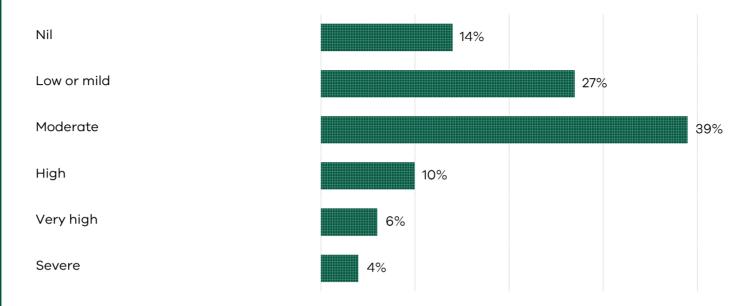
The graph at the top shows how staff in your group rated their current levels of work-related stress.

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 22% of staff in your comparator group and 23% of staff across the public sector.

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



Reported levels of high to severe stress

2023		2024	
25%		20%	
Comparator	25%	Comparator	22%
Public Sector	24%	Public Sector	23%

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%, 51% said the top reason was 'Workload'.

86 14

86%

Experienced some work-related stress

Did not experience some work-related stress

14%

Of those that experienced work related stress it was from	You 2023	You 2024	Comparator 2024	Public sector 2024
Workload	50%	51%	46%	47%
Time pressure	39%	29%	45%	42%
Unclear job expectations	18%	21%	17%	14%
Content, variety, or difficulty of work	15%	20%	15%	12%
Management of work (e.g. supervision, training, information, support)	14%	19%	13%	12%
Social environment (e.g. relationships with colleagues, manager or senior leaders)	7%	14%	11%	11%
Organisation or workplace change	10%	12%	13%	15%
Competing home and work responsibilities	17%	10%	12%	13%
Work that doesn't match my skills or experience	8%	9%	8%	6%
Physical environment	1%	9%	1%	3%



Work-related stress

What is this

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

Why this is important

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

How to read this

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

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

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

Example

69% 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





69%

16%

Not	Not	69%	49%	69%	100%
asked	asked	0070	1070	0070	10070

Benchmark agree results

Intention to stay

What is this

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

Why this is important

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

How to read this

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

Example

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

Employees plan to work at your organisation for	You 2023	You 2024	Comparator 2024	Public sector 2024
6 months or less	5%	7%	10%	7%
Over 6 months and up to 1 year	14%	6%	13%	10%
Over 1 year and up to 3 years	24%	31%	31%	25%
Over 3 years and up to 5 years	25%	27%	16%	16%
Over 5 years	33%	29%	30%	42%



Intention to stay factors

What is this

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

Why this is important

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

How to read this

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

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

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

Example

72% of respondents said 'Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)' influenced their decision the most.

Which factors most influence your decision to stay working in the VPS?	You 2024	Comparator 2024	VPS 2024
Non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72%	64%	62%
Remuneration (e.g. salary, superannuation)	61%	51%	55%
Job security	57%	53%	53%
Type/nature of work (e.g. interesting, challenging, specialised, autonomous)	50%	58%	56%
Workplace relationships with colleagues	45%	52%	53%
Belief in the purpose and objectives of the VPS	44%	31%	30%
Service to the Victorian public	44%	42%	40%
Location of work	40%	33%	39%
Inclusive work environment	33%	36%	32%
Professional development (e.g. learning new skills or developing current skills)	32%	30%	28%



Inclusion question results

What is this

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

Why this is important

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

How to read this

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

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

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

Example

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







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

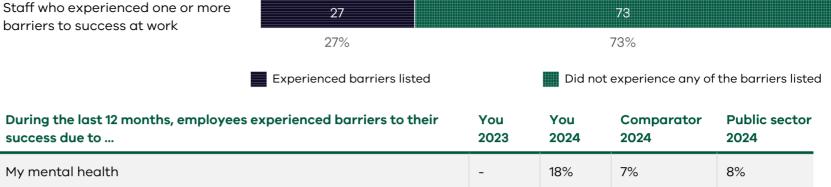
In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.

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

Example

18% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work





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

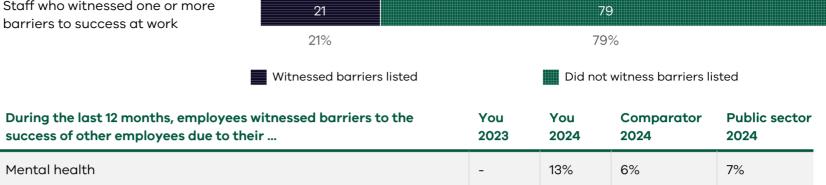
In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

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

Example

13% of your staff who did the survey said they have witnessed barriers to success of other employees in the last 12 months due to 'Mental health'.

Staff who witnessed one or more barriers to success at work





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

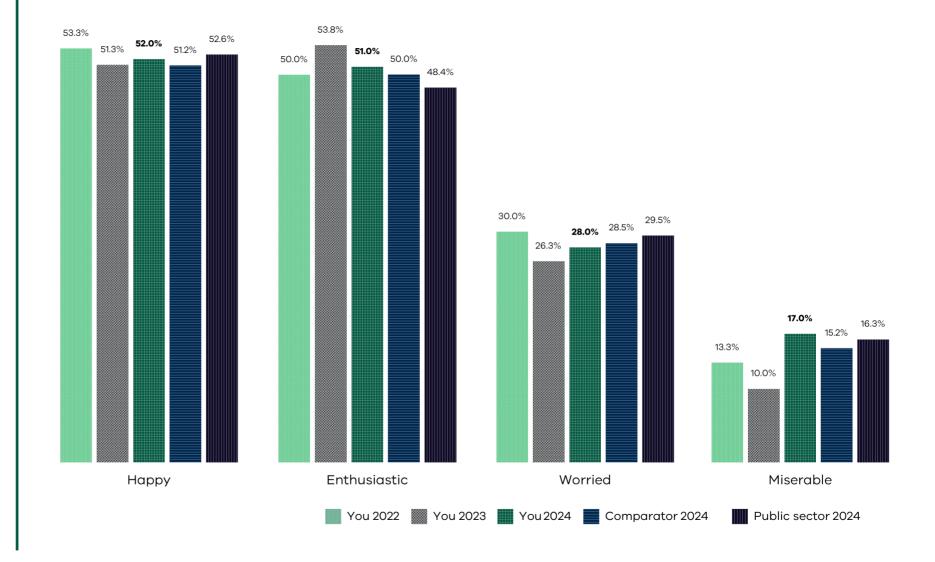
In 2024:

• 52.0% of your staff who did the survey said work made them feel happy.

Compared to:

• 51.2% of staff in your comparator group and 52.6% of staff across the public sector.

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



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.

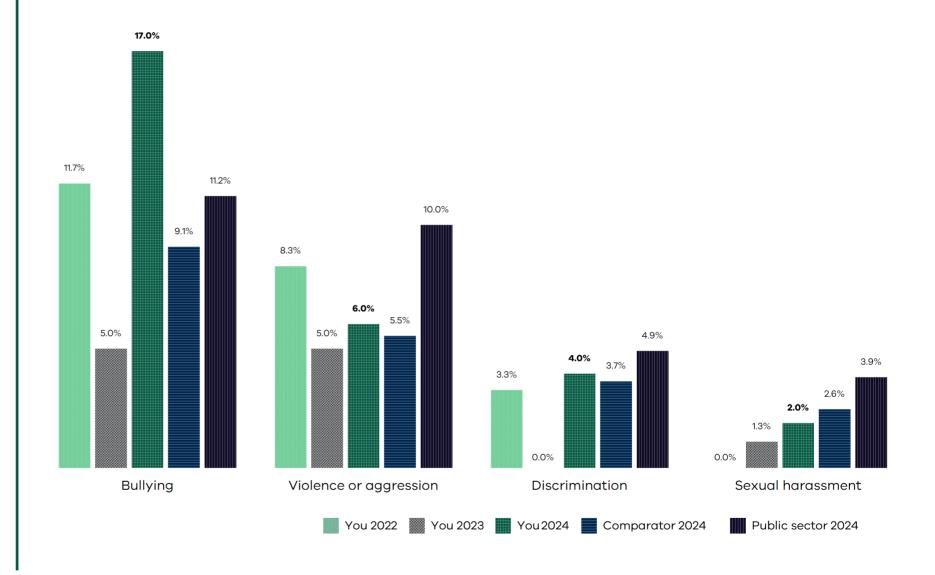
Example

In 2024:

• 17.0% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months.

Compared to:

• 9.1% of staff in your comparator group and 11.2% of staff across the public sector.



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

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 82% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

17	77	6
17%	77%	6%



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)	-	82%	74%	69%
Exclusion or isolation	-	41%	41%	46%
Intimidation and/or threats	-	29%	24%	28%
Withholding essential information for me to do my job	-	29%	37%	33%
Being assigned meaningless tasks unrelated to my job	-	24%	17%	16%
Being given impossible assignment(s)	-	12%	13%	11%
Other	-	12%	17%	15%



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

17% of your staff who did the survey said they experienced bullying, of which

- 59% said the top way they reported the bullying was 'Told a colleague'.
- 94% said they didn't submit a formal complaint.

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



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	-	59%	40%	41%
Told a manager	-	53%	49%	52%
Told a friend or family member	-	35%	35%	34%
Told the person the behaviour was not OK	-	24%	14%	16%
Told human resources	-	18%	22%	14%
Told someone else	-	12%	12%	12%
Submitted a formal complaint	-	6%	8%	12%
Told employee assistance program (EAP) or peer support	-	6%	11%	12%
I did not tell anyone about the bullying	-	6%	13%	12%





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

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

• 56% said the top reason was 'I believed there would be negative consequences for my reputation'.

I was advised not to

Did you submit a formal complaint?	1		16		
	6%		94%		
•	Submitted formal complaint		Did not	submit a formal c	omplaint
What was your reason for not submitti	ng a formal complaint?	You 2023	You 2024	Comparator 2024	Public sector 2024
I believed there would be negative con	sequences for my reputation	-	56%	54%	54%
I didn't think it would make a difference	e	-	50%	52%	51%
I believed there would be negative con	sequences for my career	_	50%	51%	45%
I didn't feel safe to report the incident		-	31%	27%	21%
I thought the complaint process would	be embarrassing or difficult	_	25%	16%	13%
I didn't think it was serious enough		-	19%	17%	16%
I believed there would be negative congoing to complain about	sequences for the person I was	-	19%	8%	10%
Other		-	13%	14%	16%
I didn't know how to make a complaint		-	6%	6%	5%



5%

6%

7%



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, 17% 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.

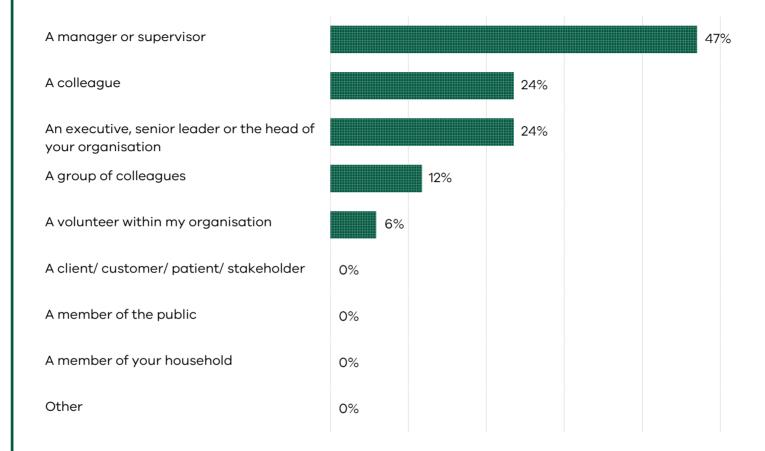
Each row is one perpetrator or group of perpetrators.

Example

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 47% said it was by 'A manager or supervisor'.

17 people (17% of staff) experienced bullying (You 2024)



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, 17% 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

17% of your staff who did the survey said they experienced bullying.

Of that 17%, 100% said it was by someone within the organisation.

Of that 100%, 47% said it was 'They were in my workgroup'.

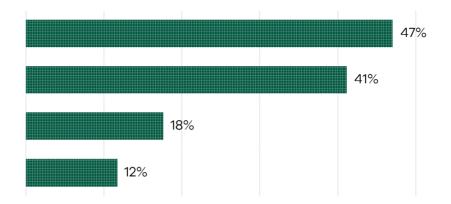
17 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2024)

They were in my workgroup

They were outside my workgroup

They were my immediate manager or supervisor

They were someone I supervise or manage



Sexual harassment

What is this

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

Why this is important

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

Why there is no data here

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

Discrimination

What is this

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

Why this is important

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

Why there is no data here

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

Violence and aggression

What is this

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

Why this is important

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

Why there is no data here

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

Negative behaviour

Witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

20% of your staff who did the survey said they witnessed some negative behaviour at work.

80% 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	83%	80%	84%	81%
Bullying of a colleague	14%	18%	12%	14%
Discrimination against a colleague	5%	5%	6%	8%
Violence or aggression against a colleague	3%	1%	2%	3%



Negative behaviour

Taking action when witnessing negative behaviours

What is this

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

Why this is important

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

How to read this

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

If they did, they could tell us with one or more answers what action they took. In descending order, the table shows the answers.

Example

20% of your staff who did the survey witnessed negative behaviour, of which:

• 85% 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?

following?





People matter survey

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Key differences

Highest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Flexible working', the 'You 2024' column shows 97% of your staff who did the survey agreed with 'My manager supports working flexibly'. In the 'Change from 2023' column, you have a +3% change, which is a positive trend.

Question group	Highest scoring questions	You 2024	Change from 2023	Comparator 2024
Flexible working	My manager supports working flexibly	97%	+3%	92%
Job enrichment	I understand how my job helps my organisation achieve its goals	96%	+6%	92%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	96%	+2%	84%
Topical	I understand how the Code of Conduct for Victorian public sector employees applies to my work	96%	+1%	92%
Manager leadership	My manager treats employees with dignity and respect	93%	+3%	91%
Manager leadership	My manager demonstrates honesty and integrity	93%	+3%	90%
Manager leadership	My manager models my organisation's values	91%	+4%	88%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	91%	+2%	86%
Meaningful work	I can make a worthwhile contribution at work	90%	-1%	91%
Organisational integrity	My organisation is committed to earning a high level of public trust	90%	+5%	84%



Key differences

Lowest scoring questions

What is this

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

How to read this

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

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

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

Example

On the first row 'Safety climate', the 'You 2024' column shows 51% of your staff who did the survey agreed with 'My organisation has effective procedures in place to support employees who may experience stress'. In the 'Change from 2023' column, you have a -7% change, which is a negative trend.

Question group	Lowest scoring questions	You 2024	Change from 2023	Comparator 2024
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	51%	-7%	54%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	-10%	59%
Safety climate	All levels of my organisation are involved in the prevention of stress	54%	-10%	54%
Workload	I have enough time to do my job effectively	56%	-0%	62%
Organisational integrity	I believe the promotion processes in my organisation are fair	57%	-2%	47%
Learning and development	I am satisfied with the opportunities to progress in my organisation	58%	-1%	47%
Workload	The workload I have is appropriate for the job that I do	58%	+2%	64%
Satisfaction	How satisfied are you with your career development within your current organisation	59%	-6%	55%
Organisational integrity	I have an equal chance at promotion in my organisation	59%	-1%	48%
Engagement	I feel a strong personal attachment to my organisation	60%	+3%	59%



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 'Manager support', the 'You 2024' column shows 87% of your staff who did the survey agreed with 'My manager listens to what I have to say'.

In the 'Increase from 2023' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last year	You 2024	Increase from 2023	Comparator 2024	
Manager support	My manager listens to what I have to say	87%	+10%	88%	
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	88%	+9%	81%	
Manager support	My manager provides me with enough support when I need it	87%	+8%	85%	
Manager support	My manager gives me feedback that helps me improve my performance	81%	+7%	77%	
Senior leadership	Senior leaders model my organisation's values	84%	+7%	70%	
Manager support	I can discuss problems or issues with my manager	85%	+6%	86%	
Senior leadership	r leadership Senior leaders demonstrate honesty and integrity		+6%	72%	
Job enrichment	I understand how my job helps my organisation achieve its goals	96%	+6%	92%	
Quality service delivery	My workgroup has clear lines of responsibility	70%	+5%	75%	
Organisational integrity My organisation is committed to earning a high level of publitrust			+5%	84%	



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 'Learning and development', the 'You 2024' column shows 64% of your staff who did the survey agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'. In the 'Decrease from 2023' column, you have a 14% decrease, which is a negative trend.

Question group	Largest decline from last year	You 2024	Decrease from 2023	Comparator 2024	
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months		-14%	58%	
Safety climate	All levels of my organisation are involved in the prevention of stress	54%	-10%	54%	
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	-10%	59%	
Satisfaction	Considering everything, how satisfied are you with your current job	77%	-9%	73%	
Innovation	My workgroup learns from failures and mistakes		-9%	75%	
Quality service delivery	My workgroup acts fairly and without bias		-8%	81%	
Quality service delivery	y service delivery My workgroup uses its resources well		-8%	71%	
Workgroup support	People in my workgroup work together effectively to get the job done	81%	-8%	86%	
Learning and development	I am developing and learning in my role	79%	-7%	75%	
Workgroup support People in my workgroup treat each other with respect		84%	-7%	89%	



Biggest positive difference from comparator

What is this

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2024' column shows 64% of your staff who did the survey agreed with 'My organisation has made improvements based on the survey results from last year'. The 'Difference' column, shows that agreement for this question was 22% higher than in your comparator.

Question group	Biggest positive difference from comparator	You 2024	Difference	Comparator 2024	
Taking action	My organisation has made improvements based on the survey results from last year	64%	+22%	42%	
Learning and development	My organisation places a high priority on the learning and development of staff	79%	+20%	59%	
Taking action	I believe my organisation will make improvements based on the results of this year's survey	75%	+17%	58%	
Senior leadership	Senior leaders model my organisation's values	84%	+14%	70%	
Senior leadership	Senior leaders provide clear strategy and direction		+13%	63%	
Satisfaction	How satisfied are you with the work/life balance in your current job		+13%	75%	
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration		+12%	84%	
Learning and development	I am satisfied with the opportunities to progress in my organisation	58%	+11%	47%	
Organisational integrity	I have an equal chance at promotion in my organisation	59%	+11%	48%	
Organisational integrity I believe the promotion processes in my organisation are fair		57%	+10%	47%	



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 'Workgroup support', the 'You 2024' column shows 78% of your staff who did the survey agreed with 'People in my workgroup are politically impartial in their work'.

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

Question group	Biggest negative difference from comparator	You 2024	Difference	Comparator 2024
Workgroup support	People in my workgroup are politically impartial in their work	78%	-8%	86%
Job enrichment	I have the authority to do my job effectively	67%	-7%	74%
Inclusion	I can be myself at work	77%	-7%	84%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	-6%	59%
Workload	The workload I have is appropriate for the job that I do	58%	-6%	64%
Workload	I have enough time to do my job effectively	56%	-6%	62%
Job enrichment	I have a say in how I do my work	75%	-6%	81%
Safety climate	My organisation provides a physically safe work environment	86%	-5%	91%
Workgroup support	People in my workgroup work together effectively to get the job done	81%	-5%	86%
Workgroup support	People in my workgroup treat each other with respect	84%	-5%	89%



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- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
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Taking action

What is this

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

Why this is important

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

How to read this

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

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

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

Example

75% 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

13%

Benchmark agree results

Disagree	Neither agree nor disagree		You		С	omparate	or
Don't know	Agree	2022	2023	2024	Lowest	Average	Highest
8%	75%						
		67%	80%	75%	26%	58%	97%
17%							
14%	64%						
		45%	70%	64%	13%	42%	86%

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

I believe my organisation will make

this year's survey

improvements based on the results of

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Senior leadership

Senior leadership

What is this

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

Why this is important

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

How to read this

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

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.





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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.

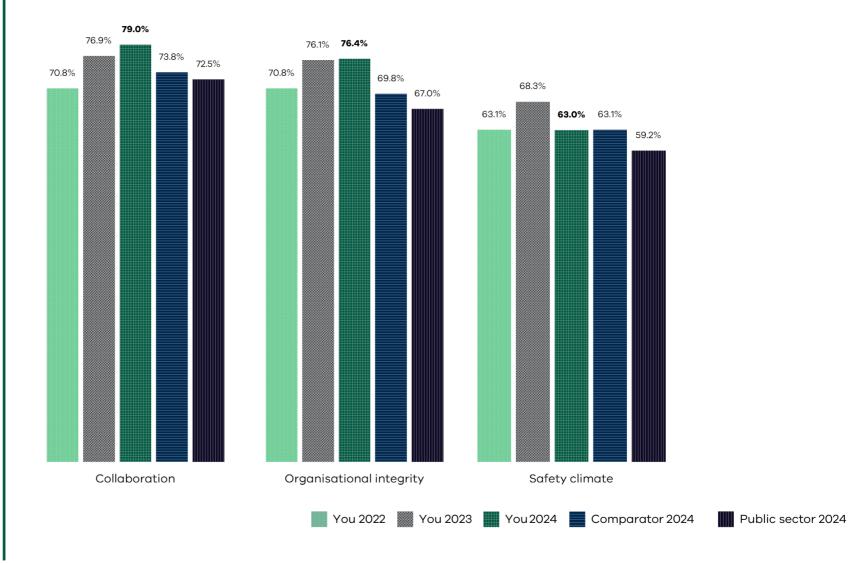
Example

In 2024:

 79.0% of your staff who did the survey responded positively to questions about Collaboration.

Compared to:

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



Organisational integrity 1 of 2

What is this

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

Why this is important

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

How to read this

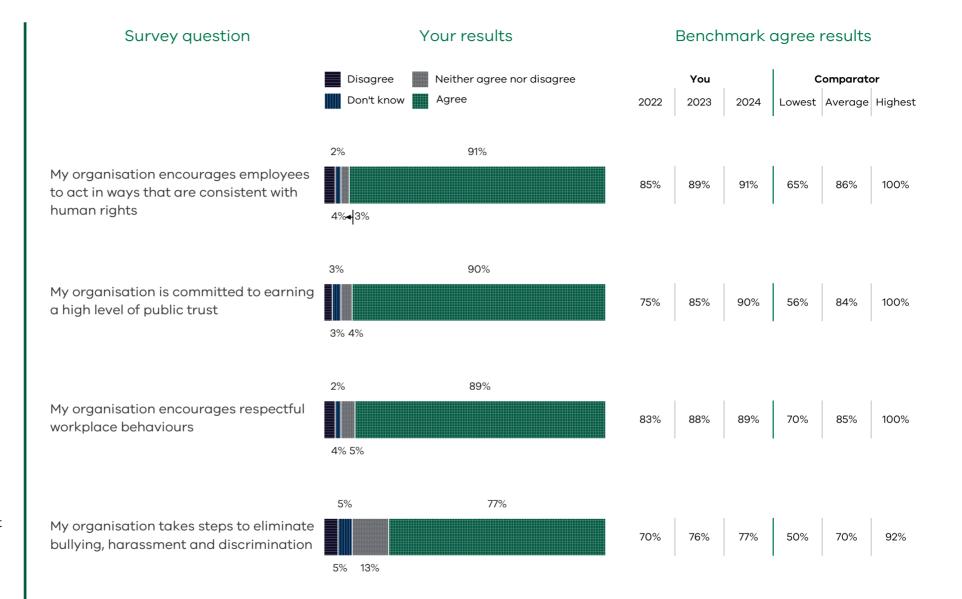
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

91% 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'.





Organisational integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Benchmark agree results Survey question Your results Neither agree nor disagree Disagree You Comparator Agree Don't know Lowest Average Highest 2022 2023 4% 76% My organisation does not tolerate improper conduct 4% 72% I believe the recruitment processes in my organisation are fair 13% 6% 59% I have an equal chance at promotion in my organisation 18% 17% 9% 57% I believe the promotion processes in my organisation are fair 10% 24%

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. other

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Benchmark agree results Survey question Your results Neither agree nor disagree Disagree You Comparator Agree Don't know 2022 2023 Lowest Average Highest 6% 88% I am able to work effectively with others outside my immediate workgroup 6% 2% 70% Workgroups across my organisation willingly share information with each

11%

17%

Safety climate 1 of 2

What is this

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

Why this is important

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

How to read this

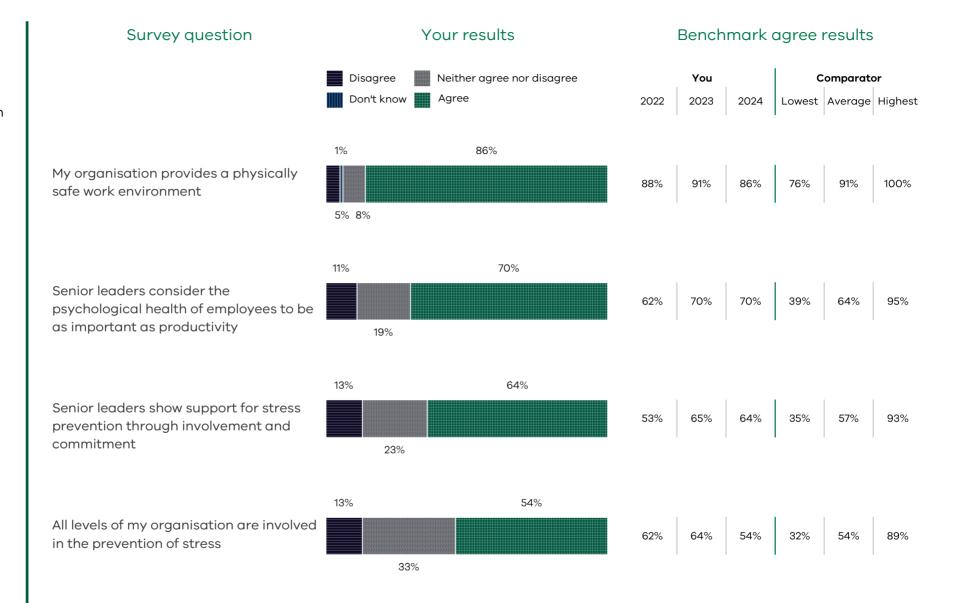
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

86% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.



Safety climate 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

53% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me!

Survey question

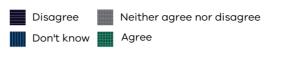
Disagree Agree Don't know

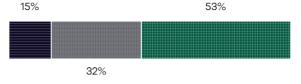
In my workplace, there is good communication about psychological

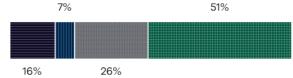
My organisation has effective procedures in place to support employees who may experience stress

safety issues that affect me

Your results







Benchmark agree results

You				Comparator			
2022	2023	2024	Lowest	Average	Highes		
53%	63%	53%	33%	59%	86%		
60%	58%	51%	33%	54%	82%		

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- Lowest scoringMost improved
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- Biggest positive difference from your comparator
- Biggest negative difference from your comparator

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 Taking action questions

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- Collaboration
- · Safety climate

Workgroup climate

- Scorecard
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- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

Scorecard

Inclusion

Scorecard:

Bullvina

Scorecard: emotional

negative behaviour

• Sexual harassment

Discrimination

Violence and

agaression

effects of work

- 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



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.

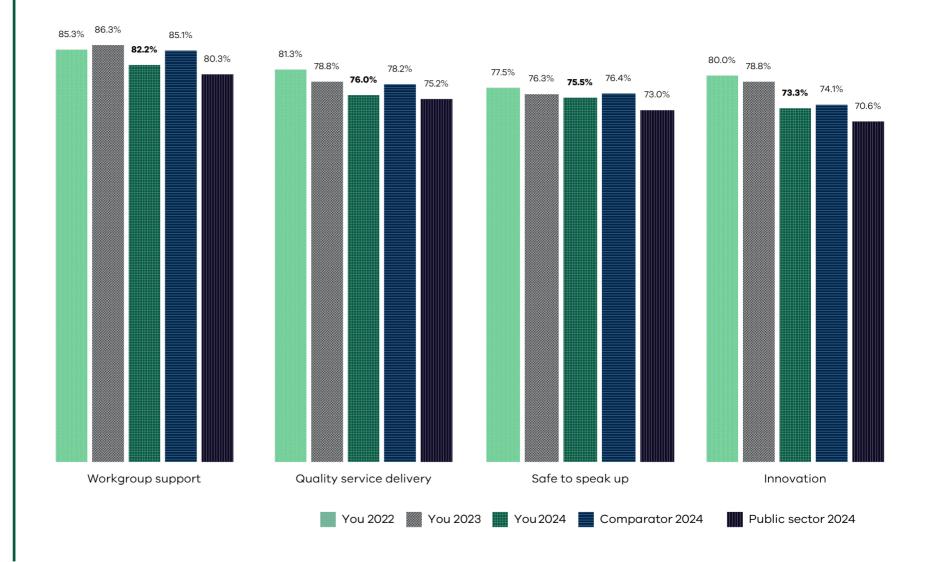
Example

In 2024:

 82.2% of your staff who did the survey responded positively to questions about Workgroup support.

Compared to:

• 85.1% of staff in your comparator group and 80.3% of staff across the public sector.



Quality service delivery

What is this

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

Why this is important

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

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Benchmark agree results Survey question Your results Neither agree nor disagree Disagree You Comparator Agree Don't know Lowest Average Highest 2022 2023 2024 1% 89% My workgroup provides high quality 100% advice and services 3%7% 2% 78% My workgroup acts fairly and without bias 7% 13% 1% 70% My workgroup has clear lines of responsibility 10% 19% 3% My workgroup uses its resources well 19%

Innovation

What is this

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

Why this is important

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

How to read this

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

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

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

mistakes

Example

75% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

Survey question Your results Benchmark agree results Neither agree nor disagree Disagree You Comparator Don't know 2023 Lowest Average Highest 1% 75% My workgroup encourages employee creativity 16% 1% 74% My workgroup is quick to respond to opportunities to do things better 10% 15% 2% 71% My workgroup learns from failures and

17%

Workgroup support 1 of 2

What is this

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

Why this is important

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

How to read this

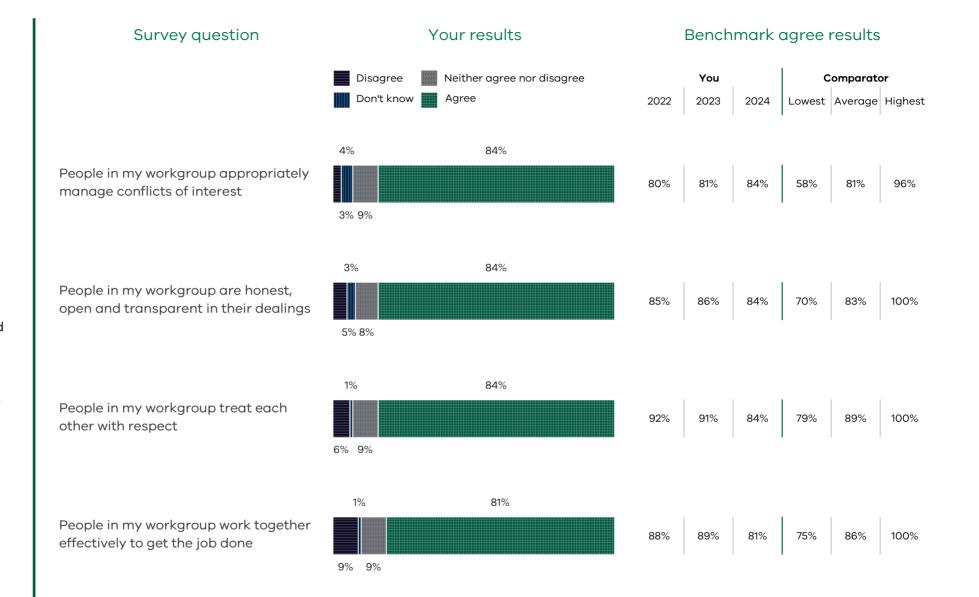
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.





Workgroup support 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

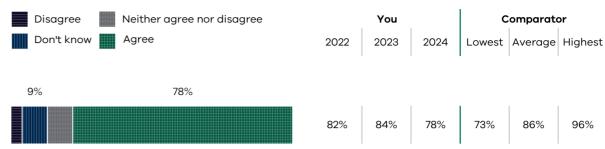
Survey question

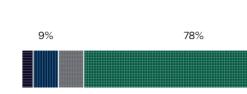
People in my workgroup are politically

impartial in their work

Your results

Benchmark agree results





Safe to speak up

What is this

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

Why this is important

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

How to read this

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

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

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

Example

76% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Disagree Neither agree nor disagree Don't know Agree 12% 76%

12%

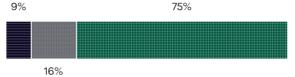
Your results

Benchmark agree results

	You				Comparator				
	2022	2023	2024	Lowest	Average	Highes			
	75%	74%	76%	54%	74%	95%			
_									

I feel safe to challenge inappropriate behaviour at work

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



People matter survey

2024

Have your say

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- Engagement
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- Satisfaction
- Work-related stress levels
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- Intention to stay

-

Highest scoring

Key differences

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

Taking action

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Detailed results

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 Senior leadership questions

Organisational climate

- Scorecard
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Workgroup climate

- Scorecard
- Quality service delivery
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- Safe to speak up

Job and manager factors

Scorecard

Inclusion

Scorecard:

Bullvina

Scorecard: emotional

negative behaviour

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Discrimination

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- 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





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.

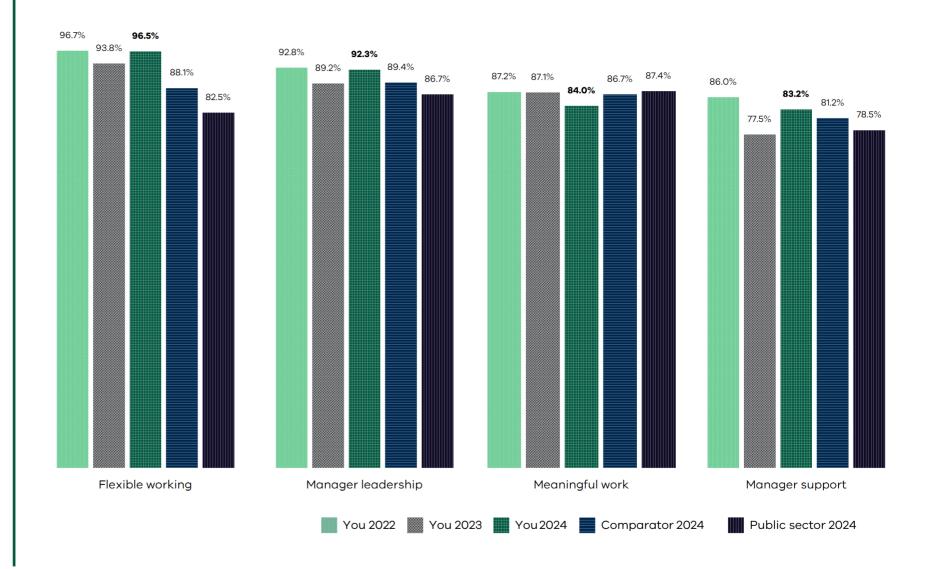
Example

In 2024:

 96.5% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

 88.1% of staff in your comparator group and 82.5% of staff across the public sector.



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.

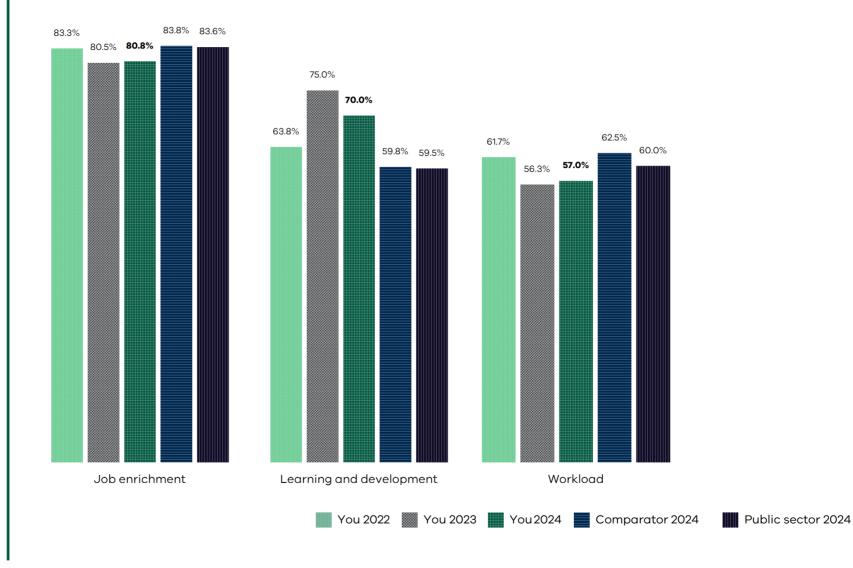
Example

In 2024:

 80.8% of your staff who did the survey responded positively to questions about Job enrichment.

Compared to:

• 83.8% of staff in your comparator group and 83.6% of staff across the public sector.





Manager leadership

What is this

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.







Manager support 1 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

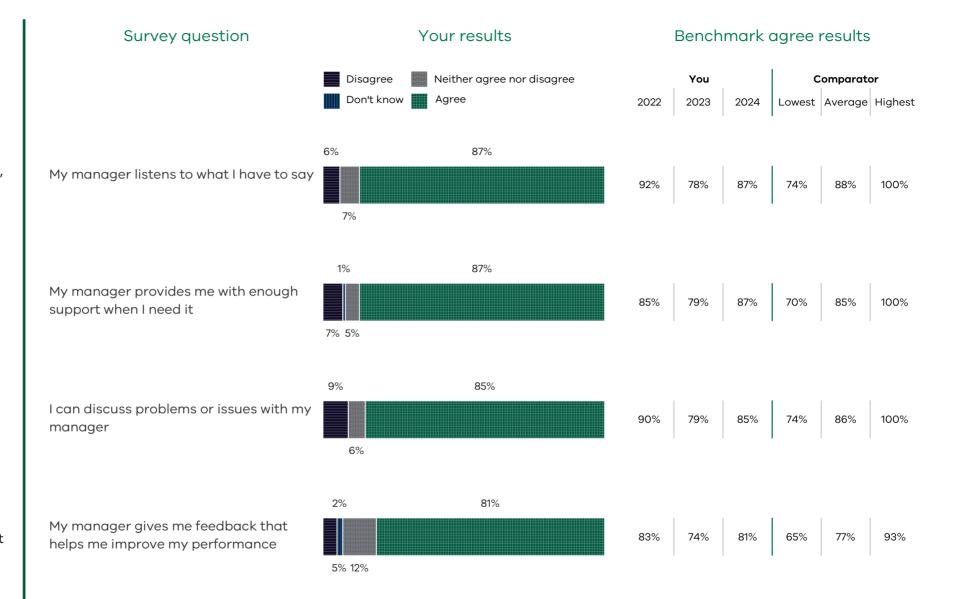
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.



Manager support 2 of 2

What is this

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

76% 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 Disagree Neither agree nor disagree 2022 2023 2024 Comparator Lowest Average Highest Preceive meaningful recognition when I do good work Neither agree nor disagree 2022 2023 2024 Comparator Lowest Average Highest

15%

Workload

What is this

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

58% 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 Neither agree nor disagree Disagree You Comparator Agree 2023 Lowest Average Highest 19% 58% The workload I have is appropriate for the job that I do 23% 21% 56% I have enough time to do my job effectively

23%

Learning and development

What is this

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

Why this is important

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

How to read this

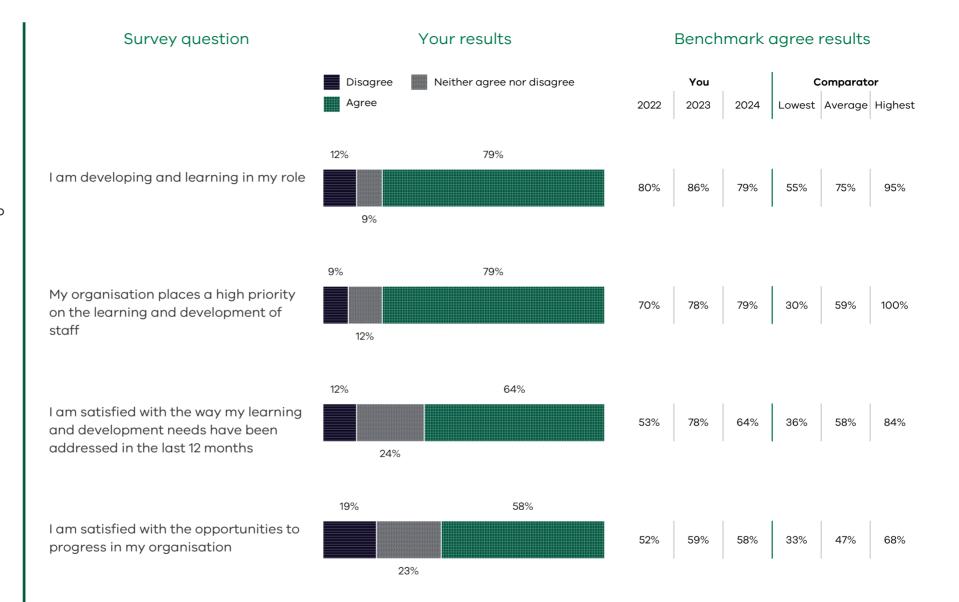
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.



Job enrichment 1 of 2

What is this

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

Why this is important

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

How to read this

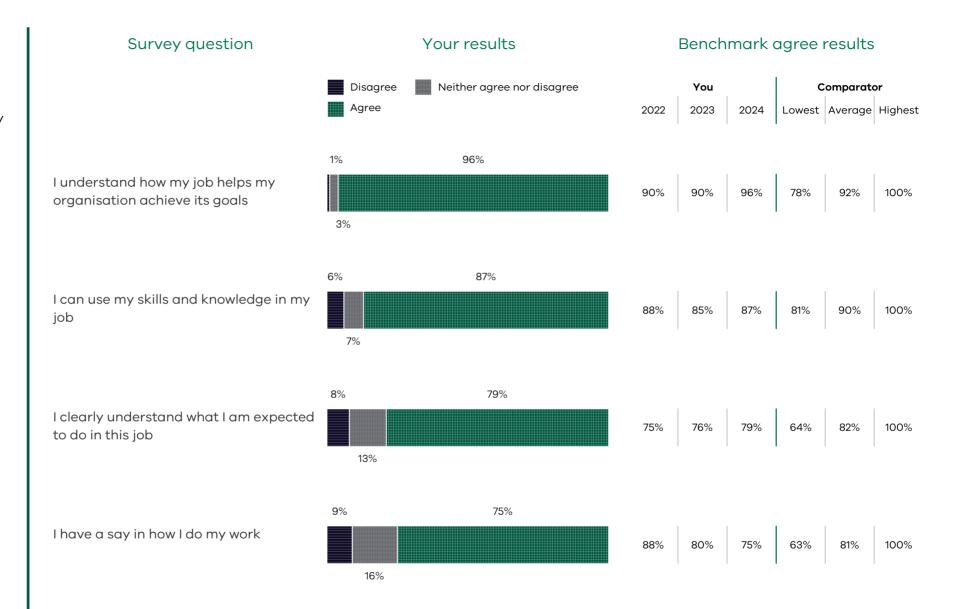
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

96% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.



Job enrichment 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

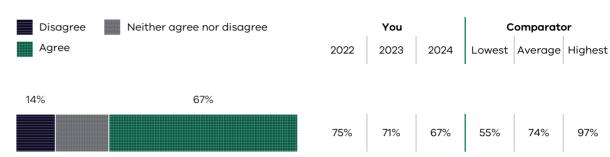
67% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

I have the authority to do my job effectively

Your results

19%



Benchmark agree results

Meaningful work

What is this

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

Why this is important

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

How to read this

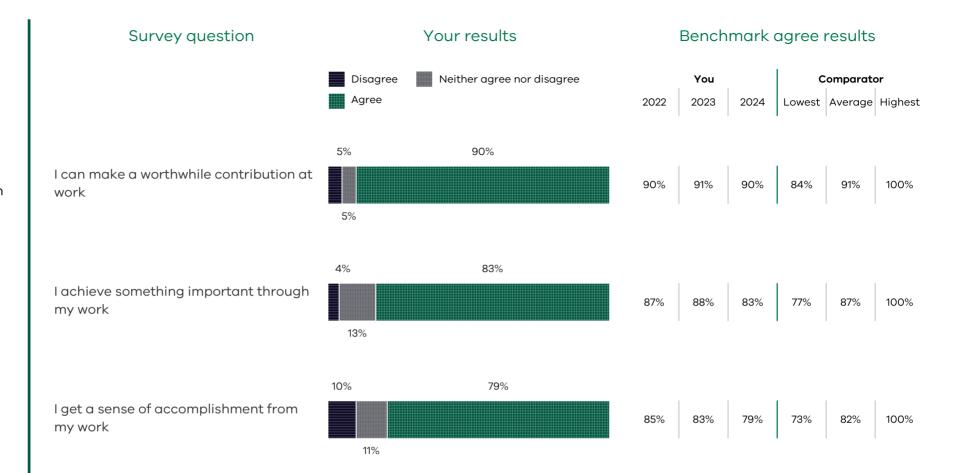
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

90% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.



Flexible working

What is this

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

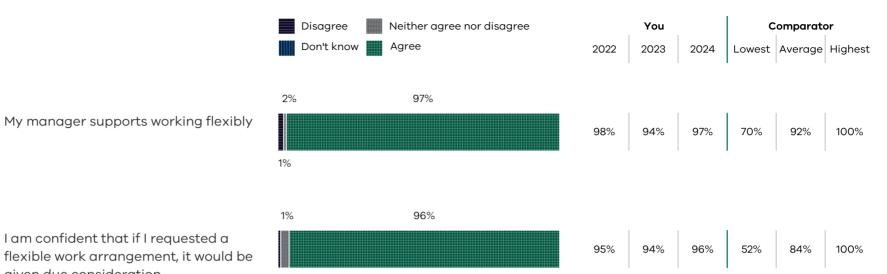
Example

97% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question

Your results

Benchmark agree results



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

People matter survey

2024

Have your say

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Key differences

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- Lowest scoringMost improved
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- Employment
- Adjustments
- Caring





Public sector values

Scorecard 1 of 2

What is this

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

Why this is important

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

How to read this

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

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

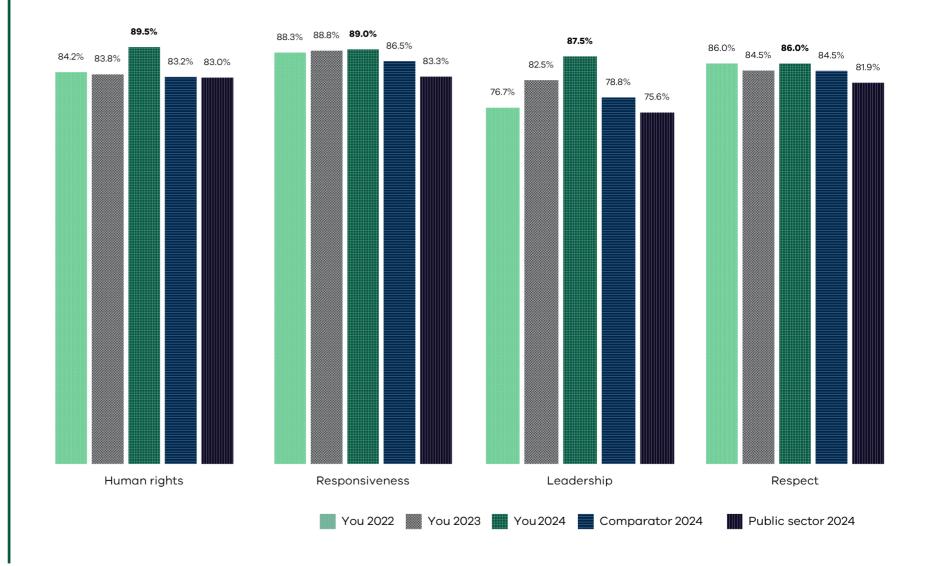
Example

In 2024:

 89.5% of your staff who did the survey responded positively to questions about Human rights.

Compared to:

 83.2% of staff in your comparator group and 83.0% of staff across the public sector.





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.

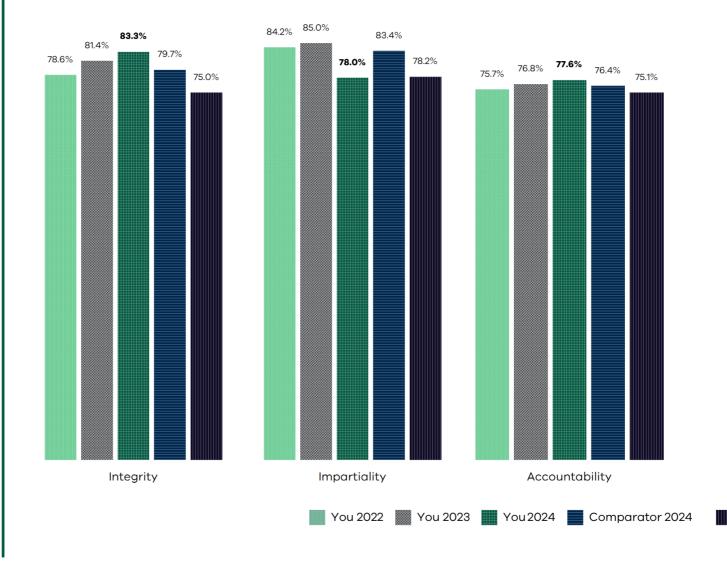
Example

In 2024:

 83.3% of your staff who did the survey responded positively to questions about Integrity.

Compared to:

 79.7% of staff in your comparator group and 75.0% of staff across the public sector.





Public sector 2024

Responsiveness

What is this

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

Why this is important

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

How to read this

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

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

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

Example

89% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

advice and services

Your results

My workgroup provides high quality

3%7%

Benchmark agree results

	Disagree	Neither agree nor disagree	You			Comparator		
	Don't know	Agree	2022	2023	2024	Lowest	Average	Highest
1%		89%						
			88%	89%	89%	67%	86%	100%

Integrity 1 of 2

What is this

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

Why this is important

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

How to read this

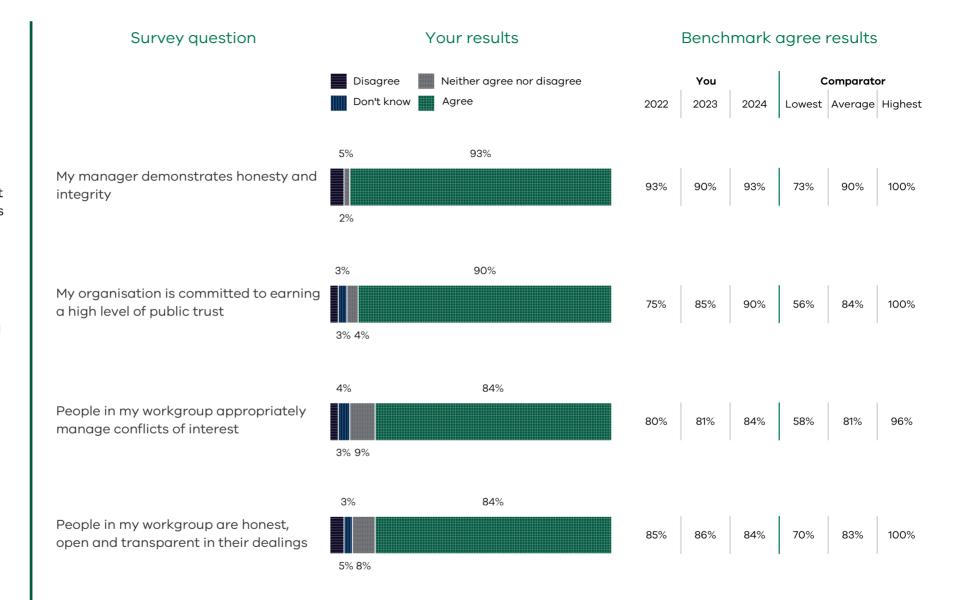
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.





Integrity 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

80% 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 Neither agree nor disagree Disagree You Comparator Don't know 2023 2024 Lowest Average Highest 4% 80% Senior leaders demonstrate honesty and integrity 5% 11% 12% 76% I feel safe to challenge inappropriate behaviour at work 12% 4% 76%



Impartiality

What is this

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

Why this is important

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

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

Survey question Your results Benchmark agree results Neither agree nor disagree Disagree You Comparator Don't know 2023 2022 2024 Lowest Average Highest 2% 78% My workgroup acts fairly and without bias 13% 7% 9% 78% People in my workgroup are politically impartial in their work

9%

Accountability 1 of 2

What is this

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

Why this is important

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

How to read this

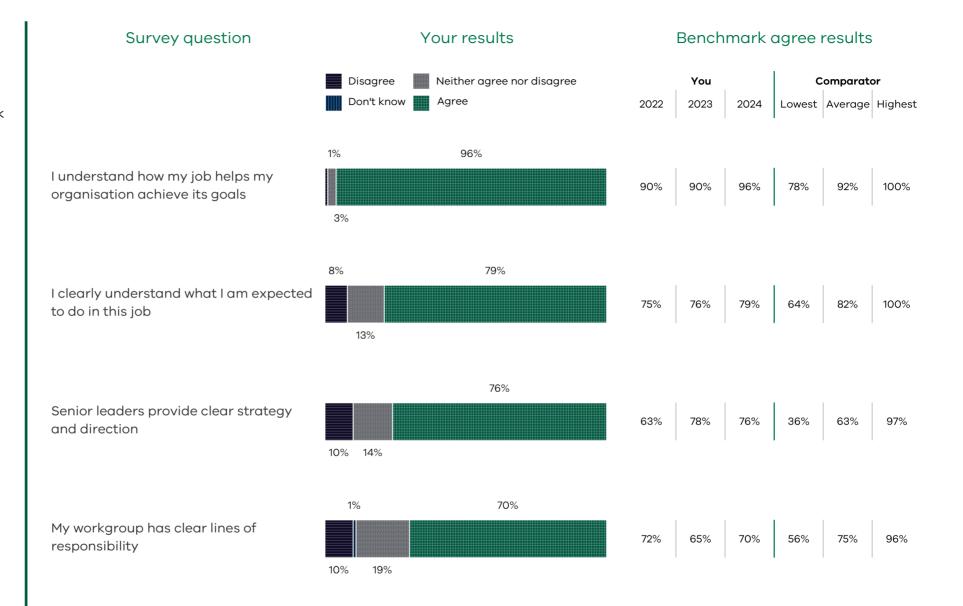
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

96% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.



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.

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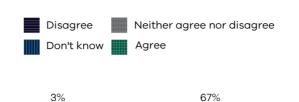
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

67% of your staff who did the survey agreed or strongly agreed with 'My workgroup uses its resources well'.

Survey question



19%

Your results

Benchmark agree results

	You		С	omparato	or
2022	2023	2024	Lowest	Average	Highest
			•		
78%	75%	67%	56%	71%	96%

My workgroup uses its resources well

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

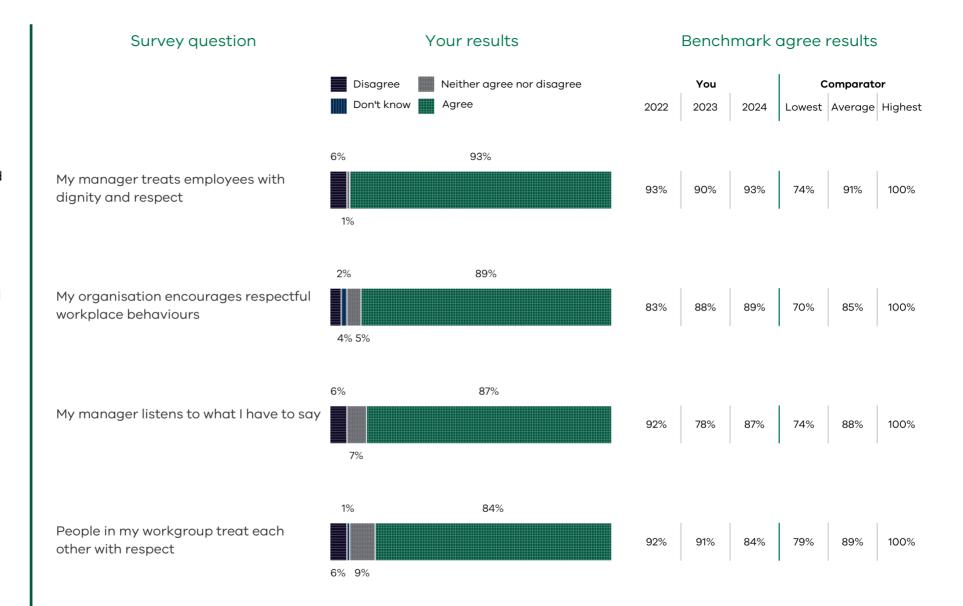
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.





Respect 2 of 2

What is this

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

Why this is important

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

How to read this

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

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

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

Example

77% 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 Disagree Neither agree nor disagree Don't know Agree Agree 2022 2023 2024 Lowest Average Highest My organisation takes steps to eliminate bullying, harassment and discrimination 5% 13%



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

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

How to read this

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

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

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

Example

91% 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 Neither agree nor disagree Disagree You Comparator Don't know 2023 2024 Lowest Average Highest 5% 91% My manager models my organisation's values 4% 1% 84% Senior leaders model my organisation's 70% 100% values 8% 7%

Human rights

What is this

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

Why this is important

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

How to read this

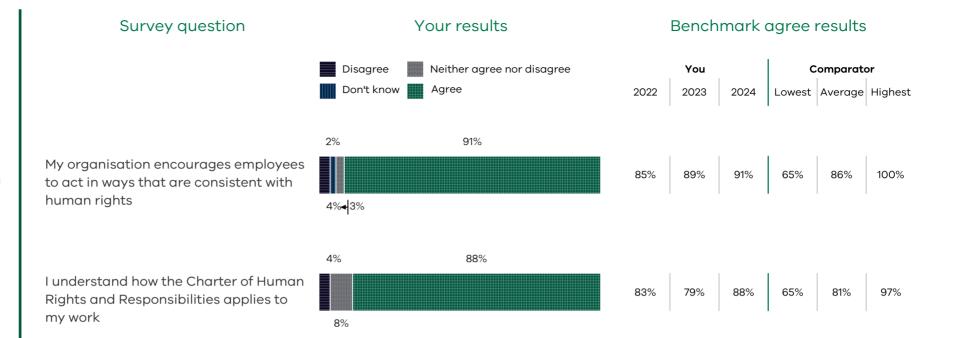
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

91% 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'.





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
- · Intention to stay

Key differences

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

Taking action

 Taking action questions

Detailed results

Senior leadership

 Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

Scorecard

Inclusion

Scorecard:

Bullvina

Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

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

Demographics

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





Topical questions

Topical questions 1 of 2

What is this

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

Why this is important

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

How to read this

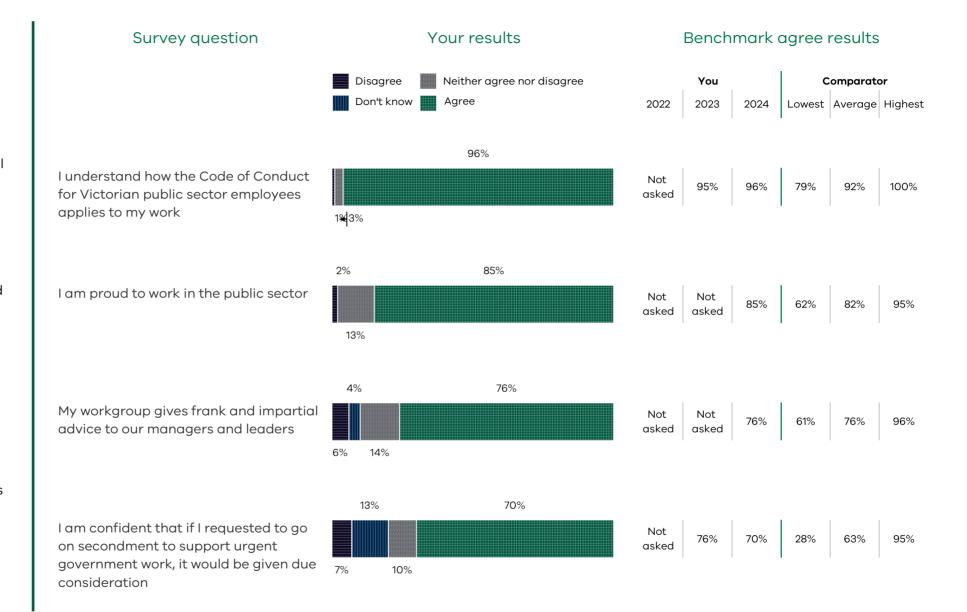
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

96% 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'.



Topical questions

Frank and impartial advice to ministers

What is this

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

Why this is important

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

How to read this

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

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

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

Example

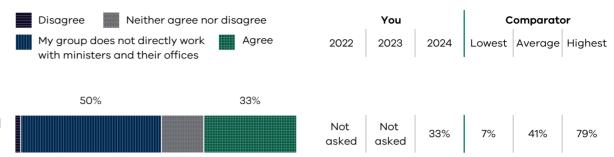
33% of your staff who did the survey agreed or strongly agreed with 'My workgroup gives frank and impartial advice to our Ministers'.

Survey question

Your results

15%

Benchmark agree results



My workgroup gives frank and impartial advice to our Ministers

2%

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- 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





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	19	19%
35-54 years	55	55%
55+ years	7	7%
Prefer not to say	19	19%
Gender	(n)	%
Woman	43	43%
Man	38	38%
Prefer not to say	18	18%
Non-binary and I use a different term	1	1%
Are you trans, non-binary or gender diverse?	(n)	%
Yes	4	4%
No	80	80%
Prefer not to say	16	16%

To your knowledge, do you have innate variation(s) of sex characteristics (often		•
called intersex)?	(n)	<u>%</u>
Yes	0	0%
No	79	79%
Don't know	5	5%
Prefer not to say	16	16%
How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	58	58%
Prefer not to say	24	24%
Gay or lesbian	7	7%
Pansexual	5	5%

Bisexual

Asexual

Don't know

I use a different term





5%

1%

0%

0%

5

0

0

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.

- de-identify all survey response data provided to your organisation
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	0	0%
Non Aboriginal and/or Torres Strait Islander	87	87%
Prefer not to say	13	13%



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.

- de-identify all survey response data provided to your organisation
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Are you a person with disability?	(n)	%
Yes	12	12%
No	76	76%
Prefer not to say	12	12%
Have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	8	67%
No	4	33%
Prefer not to say	0	0%



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.

- de-identify all survey response data provided to your organisation
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Country of birth	(n)	%
Born in Australia	63	63%
Not born in Australia	18	18%
Prefer not to say	19	19%

If you speak another language with your family or community, what language(s) do		
you speak?	(n)	%
Mandarin	7	35%
Other	6	30%
Cantonese	4	20%
Hindi	3	15%
Punjabi	2	10%
Vietnamese	2	10%
Spanish	2	10%
Arabic	2	10%
Turkish	1	5%
Tamil	1	5%
Gujarati	0	0%
Sinhalese	0	0%

Language other than English spoken with family or community	(n)	%
Yes	20	20%
No	60	60%
Prefer not to say	20	20%

If you speak another language with your family or community, what language(s) do		
you speak?	(n)	%
Auslan	0	0%
Malayalam	0	0%
Filipino	0	0%
Australian Indigenous Language	0	0%
Greek	0	0%
Urdu	0	0%
Persian	0	0%
Macedonian	0	0%
Italian	0	0%
Telugu	0	0%
Tagalog	0	0%



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.

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Cultural identity	(n)	%
Australian	60	60%
Prefer not to say	25	25%
English, Irish, Scottish and/or Welsh	10	10%
East and/or South-East Asian	9	9%
European (including Western, Eastern and South-Eastern European, and Scandinavian)	5	5%
Central Asian	4	4%
South Asian	3	3%
Middle Eastern	2	2%
New Zealander	2	2%
African	1	1%
Central and/or South American	0	0%
Maori	0	0%
North American	0	0%
Pacific Islander	0	0%
Aboriginal and/or Torres Strait Islander	0	0%
Other	0	0%

Religion	(n)	%
No religion	56	56%
Prefer not to say	22	22%
Christianity	15	15%
Other	2	2%
Hinduism	2	2%
Islam	1	1%
Judaism	1	1%
Sikhism	1	1%
Buddhism	0	0%



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.

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Working arrangement	(n)	%
Full-Time	94	94%
Part-Time	6	6%
Gross base salary (ongoing/fixed term only)	(n)	%
Below \$80k	8	8%
\$80k to \$120k	49	49%
\$120k to \$160k	16	16%
\$160k to \$200k	10	10%
\$200k or more	2	2%
Prefer not to say	15	15%
Organisational tenure	(n)	%
<1 year	19	19%
1 to less than 2 years	33	33%
2 to less than 5 years	37	37%
5 to less than 10 years	8	8%
10 to less than 20 years	2	2%
More than 20 years	1	1%

Management responsibility	(n)	%
Non-manager	78	78%
Other manager	13	13%
Manager of other manager(s)	9	9%
Employment type	(n)	%
Ongoing and executive	89	89%
Fixed term	9	9%
Other	2	2%
Frontline worker	(n)	%
No	84	84%
Yes	16	16%



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)	%
Melbourne CBD	51	51%
Large regional city	29	29%
Melbourne: Suburbs	16	16%
Other	2	2%
Rural	2	2%

over the last 3-months?	(n)	%
Your employer's office	77	77%
A frontline or service delivery location	2	2%
Home or private location	86	86%
A shared office space (where two or more organisations share the same workspace)	8	8%
Isolated or remote location/s where access to communications and help from others is difficult	1	1%
Other	1	1%

What have been your main places of work

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	64	64%
Flexible start and finish times	28	28%
I do not use any flexible work arrangements	19	19%
Part-time	7	7%
Using leave (including annual leave, long- service leave, personal leave, leave without pay and/or personal leave) to work flexible hours	6	6%
Working more hours over fewer days	5	5%
Other	4	4%
Purchased leave	3	3%
Study leave	2	2%
Job sharing	0	0%
Shift swap	0	0%



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	68	68%
Flexible working arrangements	28	28%
Physical modifications or improvements to the workplace	6	6%
Accessible communications technologies	1	1%
Career development support strategies	1	1%
Other	0	0%
Job redesign or role sharing	0	0%

Why did you make this request?	(n)	<u>%</u>
Work-life balance	18	56%
Caring responsibilities	15	47%
Family responsibilities	11	34%
Health	8	25%
Disability	4	13%
Study commitments	0	0%
Other	0	0%

What was your experience with making this request? The adjustments I needed were made and the process was satisfactory The adjustments I needed were made but the process was unsatisfactory The adjustments I needed were not made 1 3%



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.

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- 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

Caring responsibilities	(n)	%
None of the above	40	40%
Primary school aged child(ren)	17	17%
Secondary school aged child(ren)	14	14%
Frail or aged person(s)	13	13%
Prefer not to say	13	13%
Child(ren) - younger than preschool age	7	7%
Preschool aged child(ren)	7	7%
Person(s) with a mental illness	5	5%
Person(s) with disability	3	3%
Person(s) with a medical condition	3	3%
Other	1	1%







vpsc.vic.gov.au/peoplemattersurvey