PEOPLE MATTER 2016

NSW Public Sector Employee Survey
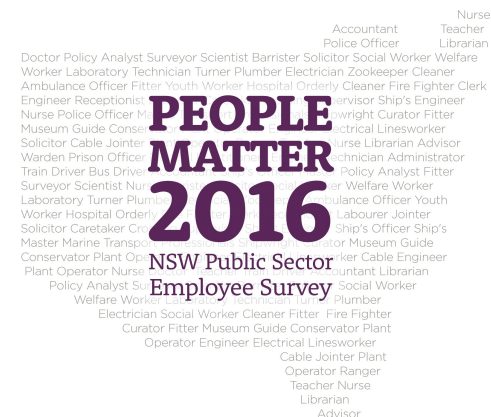
Justice

Fire and Rescue NSW

CONTENTS

CONTENTS OF REPORT

RESPONSE RATE

17%

1,234 RESPONSES OUT OF 7,334 EMPLOYEES

ENGAGEMENT INDEX

72%

PMES 2016 SECTOR SCORE	**65%**
PMES 2014 SECTOR SCORE	**65%**
PMES 2016 CLUSTER SCORE	**62%**

ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+	HIGHEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7c.	My organisation strives to earn and sustain a high level of public trust	**94%**
1h.	I look for ways to perform my job more effectively	**92%**
2i.	People in my workgroup treat customers/clients with respect	**89%**
1a.	I understand what is expected of me to do well in my role	**88%**
7a.	My organisation provides high quality services	**88%**
2a.	My workgroup strives to achieve customer/client satisfaction	**86%**
7p.	I am proud to tell others I work for my organisation	**84%**
7b.	My organisation strives to match services to customer/client needs	**82%**
2e.	I receive help and support from other members of my workgroup	**81%**
2c.	My team works collaboratively to achieve its objectives	**81%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
15.	I believe action will be taken on the results from this survey by my organisation	**24%**
7l.	My organisation's processes for recruiting employees are efficient	**27%**
3e.	Myperformance is assessed against clear criteria	**28%**
3c.	I have scheduled feedback conversations with my manager throughout the year	**29%**
7f.	I feel that change is handled well in my organisation	**30%**
6h.	I feel that senior managers listen to employees	**30%**
3k.	I would like to work in another agency within the NSW Public Sector during my career	**30%**
7m.	Recruitment and promotion decisions in this organisation are generally fair	**31%**
6g.	I feel that senior managers keep employees informed about what's going on	**31%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**32%**

ⓘ

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

BUSINESS UNIT COMPARISON

COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Fire and Rescue NSW, using the same key question groups.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Metropolitan	Regional	Directorates	Other
NUMBER OF RESPONDENTS	1234	582	299	312	40
ENGAGEMENT	72%	70%	74%	70%	76%
SENIOR MANAGERS	37%	30%	44%	41%	57%
COMMUNICATION	54%	51%	57%	55%	71%
HIGH PERFORMANCE	62%	59%	64%	63%	76%
PUBLIC SECTOR VALUES	64%	61%	66%	64%	75%
DIVERSITY & INCLUSION	65%	63%	65%	66%	79%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT — 72% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	33	42	17			75%	63%	54%	60%
Q7p. I am proud to tell others I work for my organisation	48	36	12			84%	84%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	42	34	16			75%	76%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	23	32	25	14		54%	48%	48%	55%
Q7s. My organisation inspires me to do the best in my job	25	32	23	14	7	57%	48%	48%	55%

KEY

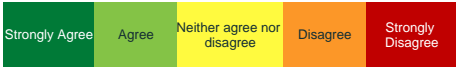| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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ENGAGEMENT WITH WORK — 77% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	36 | 45 | 11	80%	70%	76%
Q1h. I look for ways to perform my job more effectively	43 | 50	92%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	32 | 39 | 14 | 10	71%	70%	76%
Q1j. I am satisfied with my job at the present time	24 | 41 | 16 | 12	65%	60%	63%

KEY

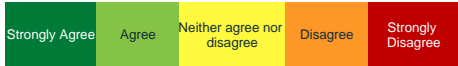| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS

37% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		30	23	21	19	37%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change		28	23	21	22	34%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	10	32	23	15	20	42%	40%	48%
Q6d. Senior managers encourage innovation by employees	8	29	27	20	16	37%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	37	30	13	12	46%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	9	40	27	13	11	49%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		25	25	22	22	31%	34%	44%
Q6h. I feel that senior managers listen to employees		24	24	21	25	30%	31%	39%
Q7f. I feel that change is handled well in my organisation	8	22	27	25	19	30%	31%	41%

KEY

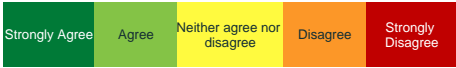| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION

54% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me	27 / 42 / 14 / 8 / 9	69%	63%	69%
Q5f. My manager encourages and values employee input	27 / 40 / 16 / 8 / 9	68%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work	22 / 38 / 21 / 10 / 9	60%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	25 / 25 / 22 / 22	31%	34%	44%
Q6h. I feel that senior managers listen to employees	24 / 24 / 21 / 25	30%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 49 / 16 / 11	67%	62%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

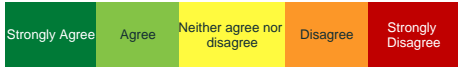## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

HIGH PERFORMANCE — 62% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	36 / 52	88%	89%	90%
Q1b. I have the tools I need to do my job effectively	17 / 51 / 14 / 13	68%	65%	70%
Q1c. I get the information I need to do my job well	13 / 48 / 19 / 15	61%	63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	31 / 48 / 12	79%	82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	17 / 35 / 20 / 18 / 11	52%	61%	69%
Q2b. People in my workgroup use time and resources efficiently	22 / 49 / 16 / 9	71%	63%	70%
Q2c. My team works collaboratively to achieve its objectives	33 / 48 / 10	81%	71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	24 / 47 / 15 / 9	72%	71%	76%
Q3h. I have received appropriate training and development to do my job well	11 / 36 / 22 / 19 / 13	46%	57%	63%

KEY

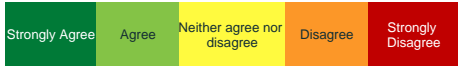| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE — 62% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19 / 46 / 19 / 10	65%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	15 / 38 / 26 / 14 / 8	52%	52%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	16 / 40 / 24 / 11 / 8	57%	56%	65%
Q5j. I have confidence in the decisions my line manager makes	25 / 45 / 16 / 8	69%	61%	67%
Q6d. Senior managers encourage innovation by employees	8 / 29 / 27 / 20 / 16	37%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9 / 37 / 30 / 13 / 12	46%	43%	52%
Q7d. My organisation focuses on improving the work we do	32 / 40 / 17	72%	67%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	18 / 39 / 24 / 12 / 7	57%	52%	62%
Q7g. There is good co-operation between teams across our organisation	11 / 38 / 22 / 17 / 11	49%	42%	48%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
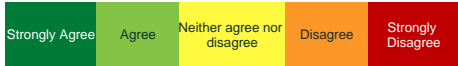
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HIGH PERFORMANCE — 62% RESPONSE SCALE

	Graph	AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	36 24 17 16	42%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15 45 27 9	60%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32 44 18	76%	80%	85%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
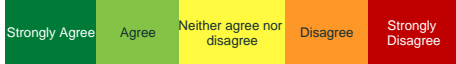
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Some key comparisons are provided.

PUBLIC SECTOR VALUES

64% RESPONSE SCALE

	AGREEMENT %	JUSTICE	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction — 37 / 49 / 10	86%	78%	85%
Q2b. People in my workgroup use time and resources efficiently — 22 / 49 / 16 / 9	71%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings — 35 / 40 / 13 / 7	74%	63%	67%
Q2h. People in my workgroup treat each other with respect — 35 / 42 / 11	78%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect — 44 / 45 / 7	89%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do — 19 / 46 / 19 / 10	65%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims — 15 / 38 / 26 / 14 / 8	52%	52%	64%
Q5d. My manager listens to what I have to say — 28 / 45 / 12 / 8	73%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased — 25 / 39 / 19 / 10	64%	58%	64%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PUBLIC SECTOR VALUES — 64% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	JUSTICE	SECTOR
Q5k. My manager treats employees with dignity and respect	33 / 43 / 13	76%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	17 / 34 / 27 / 13 / 8	52%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	30 / 23 / 21 / 19	37%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	10 / 32 / 23 / 15 / 20	42%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	9 / 40 / 27 / 13 / 11	49%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	25 / 25 / 22 / 22	31%	34%	44%
Q6h. I feel that senior managers listen to employees	24 / 24 / 21 / 25	30%	31%	39%
Q7a. My organisation provides high quality services	40 / 48 / 7	88%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	34 / 49 / 12	82%	75%	80%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
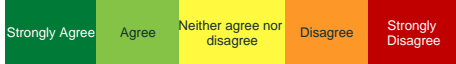
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Some key comparisons are provided.

PUBLIC SECTOR VALUES   64% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	56 / 38	94%	80%	83%
Q7d. My organisation focuses on improving the work we do	32 / 40 / 17	72%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	8 / 28 / 27 / 22 / 15	35%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13 / 40 / 27 / 11 / 9	53%	62%	63%

KEY

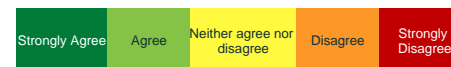| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION   65% RESPONSE SCALE

	Response Scale	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	13 / 37 / 21 / 20 / 10	49%	51%	59%
Q5d. My manager listens to what I have to say	28 / 45 / 12 / 8	73%	66%	73%
Q5f. My manager encourages and values employee input	27 / 40 / 16 / 8 / 9	68%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	22 / 41 / 20 / 9 / 8	63%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25 / 39 / 19 / 10	64%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	31 / 36 / 23	67%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	21 / 51 / 18	72%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15 / 45 / 27 / 9	60%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 49 / 16 / 11	67%	62%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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DIVERSITY & INCLUSION

65% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32 / 44 / 18	76%	80%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	21 / 36 / 23 / 12 / 9	57%	60%	58%

KEY

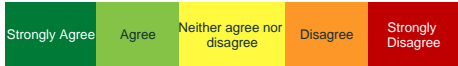| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT   **33%** RESPONSE SCALE

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		22	24	22	27	27%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		25	25	19	25	31%	33%	41%
Q7n. My organisation generally selects capable people to do the job		36	24	17	16	42%	39%	51%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

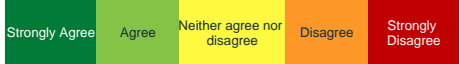**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 52% RESPONSE SCALE

	Response Scale	AGREEMENT %	JUSTICE	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20 40 24 8 7	61%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 31 37 9 8	46%	48%	53%
Q7g. There is good co-operation between teams across our organisation	11 38 22 17 11	49%	42%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

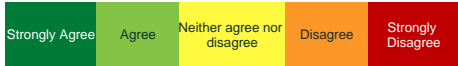## EXPLORE THE FULL SURVEY RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

47% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	8 / 27 / 27 / 24 / 14	36%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	14 / 41 / 19 / 15 / 10	55%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	8 / 21 / 24 / 28 / 18	29%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	12 / 32 / 23 / 18 / 15	44%	49%	59%
Q3e. My performance is assessed against clear criteria	7 / 21 / 30 / 22 / 20	28%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	25 / 43 / 14 / 9 / 9	68%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required	11 / 34 / 22 / 19 / 14	46%	53%	60%
Q3h. I have received appropriate training and development to do my job well	11 / 36 / 22 / 19 / 13	46%	57%	63%
Q3i. I have a strong desire to advance my career	34 / 33 / 23 / /	67%	67%	69%

KEY

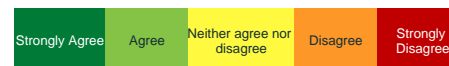| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT

47% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	8 / 25 / 25 / 22 / 21	32%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11 / 20 / 29 / 23 / 18	30%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23 / 43 / 18 / 8 / 8	66%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12 / 30 / 28 / 16 / 13	42%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17 / 40 / 24 / 9 / 10	57%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20 / 40 / 24 / 8 / 7	61%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 / 31 / 37 / 9 / 8	46%	48%	53%
Q7j. My organisation is committed to developing its employees	10 / 31 / 27 / 18 / 14	40%	43%	53%

KEY

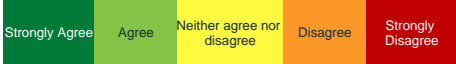| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY

46% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11 / 20 / 29 / 23 / 18	30%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20 / 40 / 24 / 8 / 7	61%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 / 31 / 37 / 9 / 8	46%	48%	53%

KEY

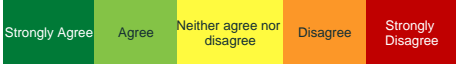| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS	50% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q4a. I am paid fairly for the work I do	10 / 42 / 18 / 20 / 10	52%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	9 / 39 / 20 / 21 / 11	48%	56%	60%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

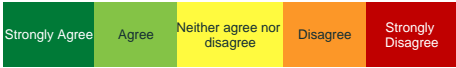**EXPLORE THE FULL SURVEY RESULTS**

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS

62% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	25 / 49 / 17	74%	73%	77%
Q8c. Age is not a barrier to success in my organisation	19 / 46 / 21 / 10	65%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	11 / 25 / 31 / 22 / 11	36%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	23 / 46 / 21	69%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	23 / 42 / 18 / 10 / 8	65%	69%	74%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT — 66% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	13	37	21	20	10	49%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level	18	45	18	13		62%	58%	58%
Q1l. My workload is acceptable	16	50	18	11		66%	60%	55%
Q2e. I receive help and support from other members of my workgroup	33	49	11			81%	76%	80%
Q2f. There is good team spirit in my workgroup	38	38	12	7		76%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	16	44	19	12	8	60%	54%	56%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

24% RESPONSE SCALE

	AGREEMENT %	JUSTICE	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	24%	24%	32%

Response scale for Q15: 20 | 33 | 26 | 17

KEY

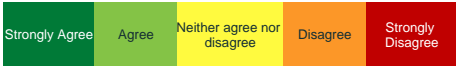| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.
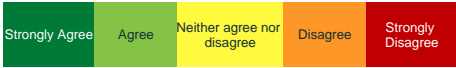
WORKPLACE CONDUCT — 42% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13 / 40 / 27 / 11 / 9	53%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	28 / 24 / 21 / 21	34%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9 / 30 / 25 / 19 / 16	39%	40%	49%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		43%	47%	46%
Better skills in my workgroup		35%	28%	27%
Improved career opportunities		57%	59%	52%
Improved learning and development opportunities		59%	50%	50%
Greater involvement in decision making		37%	34%	33%
Better pay and benefits		65%	62%	58%
Greater recognition for the work I do		36%	46%	45%
Better leadership from senior managers		48%	46%	39%

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		24%	30%	27%
Better accountability for performance		30%	29%	25%
A better location		24%	22%	20%
More flexible working conditions		33%	37%	38%
Better work/life balance		37%	45%	46%
Improved facilities		37%	32%	30%
Improved technology and systems		38%	40%	38%
Better job security		33%	47%	43%

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		66%	68%	72%
No		32%	28%	24%
Don't Know		3%	4%	4%

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		24%	25%	25%
No		70%	65%	64%
Don't Know		6%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		58%	65%	63%
No		42%	34%	35%
Don't Know		1%	1%	2%

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		30%	36%	35%
No		65%	57%	58%
Don't Know		5%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		19%	21%	20%
No		77%	73%	75%
Don't Know		4%	6%	5%

EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

		AGREEMENT%	JUSTICE	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		29%	25%	23%
Your Immediate Manager/Supervisor		23%	27%	26%
A fellow worker at your level		26%	22%	25%
A subordinate		10%	8%	8%
A client or customer		0%	1%	2%
A member of the public other than a client or customer		0%	0%	0%
Other		3%	3%	4%
Prefer not to say		9%	13%	13%

**EXPLORE THE FULL SURVEY RESULTS**

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

JUSTICE QUESTIONS	RESPONSE SCALE	AGREEMENT %	JUSTICE
Q1. I am confident I can state the values of my organisation	30 / 53 / 12	83%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	12 / 40 / 29 / 16	51%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	13 / 40 / 28 / 13	53%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	11 / 39 / 34 / 12	50%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	11 / 38 / 29 / 16	50%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	7 / 30 / 37 / 17 / 9	37%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	25 / 41 / 20 / 9	31%	43%
Q8. My manager is focused on my capability development	25 / 38 / 19 / 12	31%	33%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
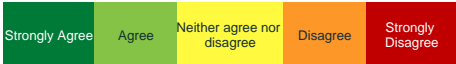
PROFILE OF RESPONDENTS

PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		79%
Female		20%
Other		1%
Age		
<35		14%
35 - 54		69%
> 54		18%

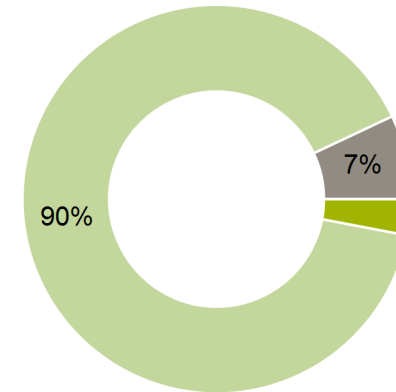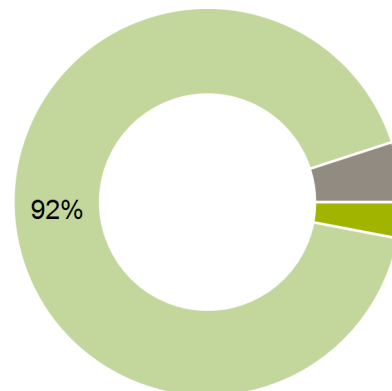**PERSONAL PROFILES**

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

87%

9%
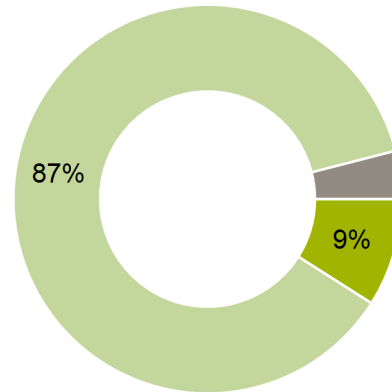
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

90%

7%

DO YOU HAVE A DISABILITY?

92%

DO YOU IDENTIFY AS LGBTI?

93%
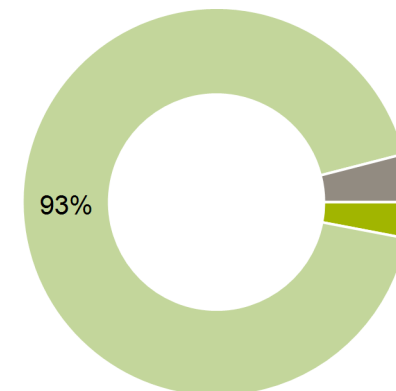
KEY	YES	NO	PREFER NOT TO SAY

PROFILE OF RESPONDENTS

WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		5%
1 - 2 years		6%
2 - 5 years		13%
5 - 10 years		16%
10 - 20 years		29%
More than 20 years		32%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		59%
Other service delivery work		7%
Administrative support		6%
Corporate services		11%
Policy		1%
Research		1%
Program and project management support		3%
Legal (including developing and/or reviewing legislation)		0%
Other		12%

WORK PROFILES

SALARY
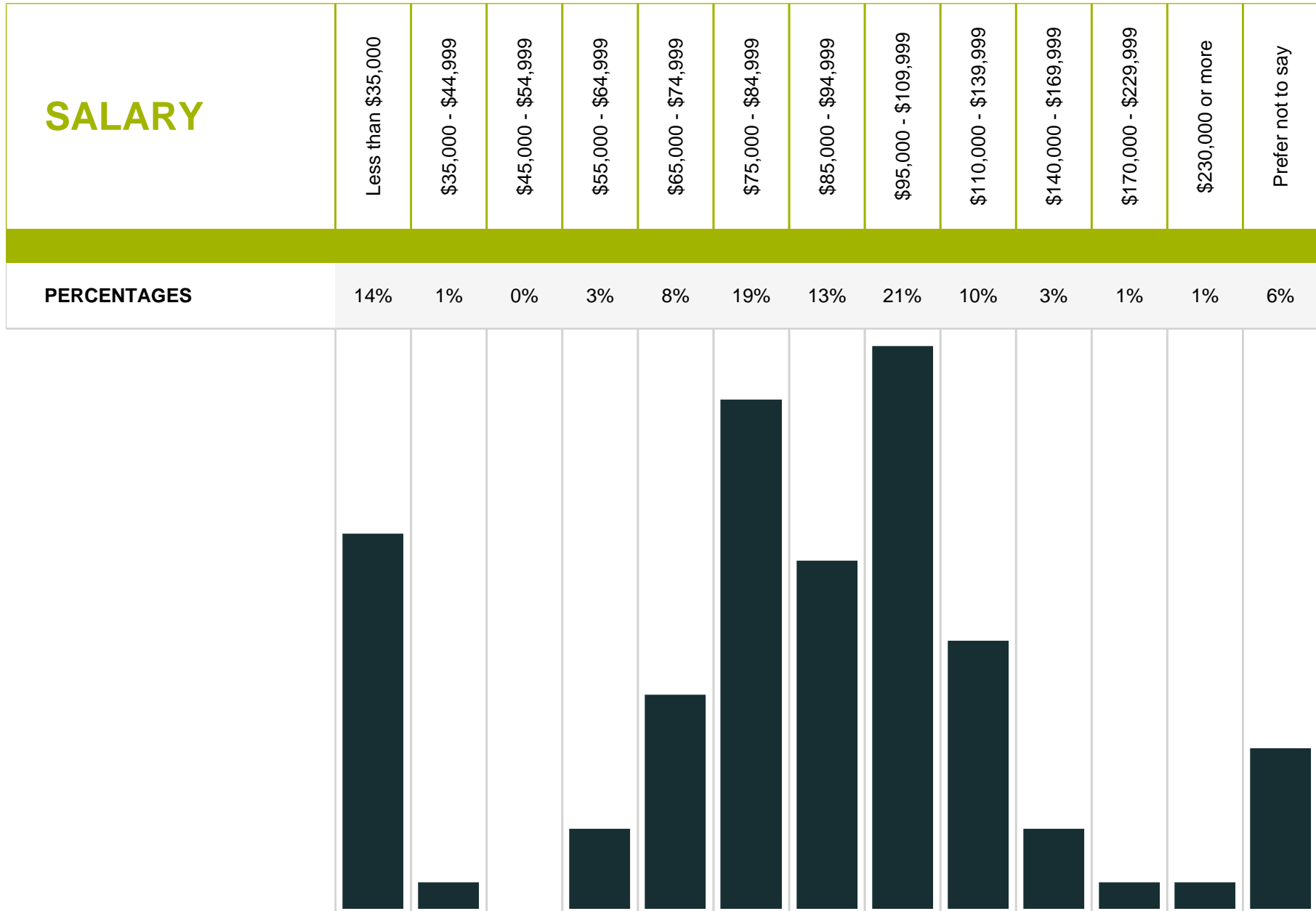
	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	14%	1%	0%	3%	8%	19%	13%	21%	10%	3%	1%	1%	6%

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1234	639	74	69	118	7	6	29	2	133
ENGAGEMENT	72%	71%	67%	76%	72%	(r)	(r)	(r)	(r)	74%
SENIOR MANAGERS	37%	33%	33%	49%	49%	(r)	(r)	(r)	(r)	42%
COMMUNICATION	54%	51%	51%	62%	63%	(r)	(r)	(r)	(r)	55%
HIGH PERFORMANCE	62%	59%	58%	67%	71%	(r)	(r)	(r)	(r)	62%
PUBLIC SECTOR VALUES	64%	61%	60%	67%	72%	(r)	(r)	(r)	(r)	63%
DIVERSITY & INCLUSION	65%	63%	62%	71%	74%	(r)	(r)	(r)	(r)	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1234	145	11	5	28	89	204	138	224	105	37	12	8	66
ENGAGEMENT	72%	79%	(r)	(r)	(r)	74%	66%	69%	68%	75%	83%	(r)	(r)	68%
SENIOR MANAGERS	37%	51%	(r)	(r)	(r)	43%	26%	30%	30%	48%	52%	(r)	(r)	28%
COMMUNICATION	54%	57%	(r)	(r)	(r)	58%	52%	50%	48%	63%	68%	(r)	(r)	46%
HIGH PERFORMANCE	62%	65%	(r)	(r)	(r)	65%	59%	58%	58%	68%	75%	(r)	(r)	55%
PUBLIC SECTOR VALUES	64%	67%	(r)	(r)	(r)	67%	61%	60%	58%	70%	75%	(r)	(r)	56%
DIVERSITY & INCLUSION	65%	66%	(r)	(r)	(r)	69%	61%	62%	63%	73%	76%	(r)	(r)	58%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TENURE IN ORGANISATION

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1234	52	61	136	169	312	350
ENGAGEMENT	72%	85%	77%	74%	71%	69%	70%
SENIOR MANAGERS	37%	59%	55%	44%	32%	29%	37%
COMMUNICATION	54%	73%	69%	61%	53%	47%	53%
HIGH PERFORMANCE	62%	78%	73%	68%	61%	56%	61%
PUBLIC SECTOR VALUES	64%	77%	75%	68%	61%	58%	63%
DIVERSITY & INCLUSION	65%	79%	79%	72%	65%	60%	62%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	15 - 19	20 - 24	25 -29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1234	2	14	48	83	137	198	230	178	126	54	12
ENGAGEMENT	72%	(r)	(r)	78%	73%	71%	69%	69%	72%	71%	77%	(r)
SENIOR MANAGERS	37%	(r)	(r)	48%	37%	33%	35%	32%	35%	39%	54%	(r)
COMMUNICATION	54%	(r)	(r)	61%	59%	54%	52%	49%	55%	54%	60%	(r)
HIGH PERFORMANCE	62%	(r)	(r)	67%	64%	60%	59%	57%	63%	63%	70%	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	67%	64%	61%	62%	59%	65%	65%	72%	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	68%	70%	66%	65%	60%	66%	65%	69%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Male	Female	Other
NUMBER OF RESPONDENTS	1234	849	221	11
ENGAGEMENT	**72%**	**71%**	**74%**	**(r)**
SENIOR MANAGERS	37%	35%	47%	(r)
COMMUNICATION	54%	53%	60%	(r)
HIGH PERFORMANCE	62%	60%	68%	(r)
PUBLIC SECTOR VALUES	64%	62%	67%	(r)
DIVERSITY & INCLUSION	65%	64%	71%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	1234	814	270
ENGAGEMENT	72%	70%	74%
SENIOR MANAGERS	37%	35%	43%
COMMUNICATION	54%	53%	56%
HIGH PERFORMANCE	62%	61%	62%
PUBLIC SECTOR VALUES	64%	63%	65%
DIVERSITY & INCLUSION	65%	65%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	1234	0	0	1	601	203	0	1	2	236	0	0	0	2
ENGAGEMENT	72%	(r)	(r)	(r)	68%	79%	(r)	(r)	(r)	73%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	28%	51%	(r)	(r)	(r)	46%	(r)	(r)	(r)	(r)
COMMUNICATION	54%	(r)	(r)	(r)	50%	57%	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	57%	65%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	59%	67%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	61%	66%	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Fire and Rescue NSW	Welfare Officer	Other
NUMBER OF RESPONDENTS	1234	0	42
ENGAGEMENT	72%	(r)	74%
SENIOR MANAGERS	37%	(r)	45%
COMMUNICATION	54%	(r)	64%
HIGH PERFORMANCE	62%	(r)	69%
PUBLIC SECTOR VALUES	64%	(r)	69%
DIVERSITY & INCLUSION	65%	(r)	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.
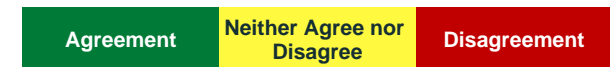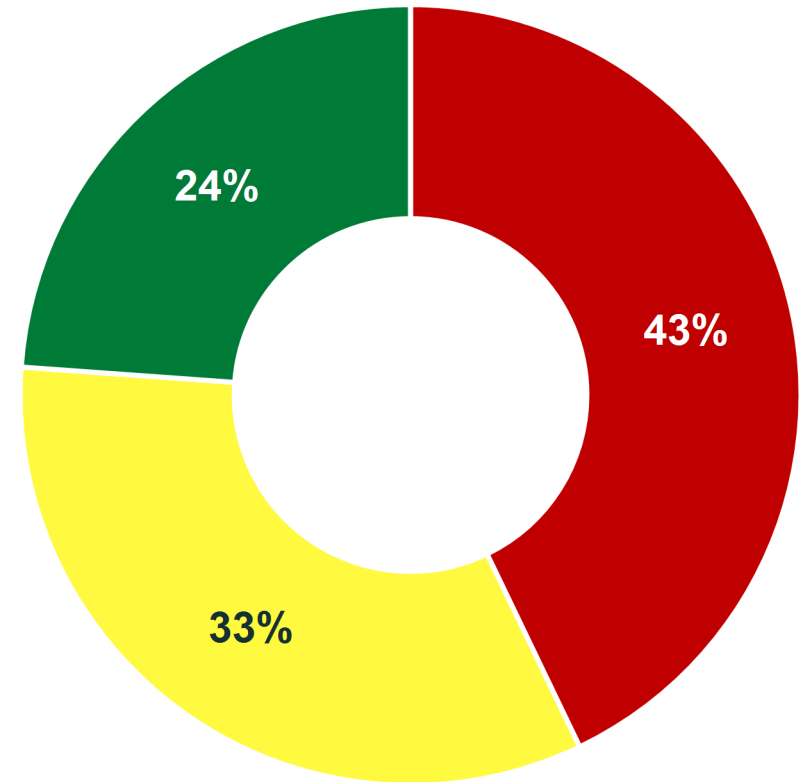
24%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

32%	24%
SECTOR	CLUSTER

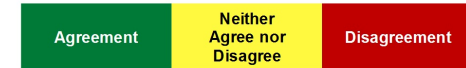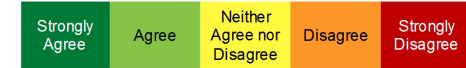| Agreement	Neither Agree nor Disagree	Disagreement

GUIDE TO THIS REPORT

ℹ ANONYMITY RULES

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ℹ HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ℹ ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%