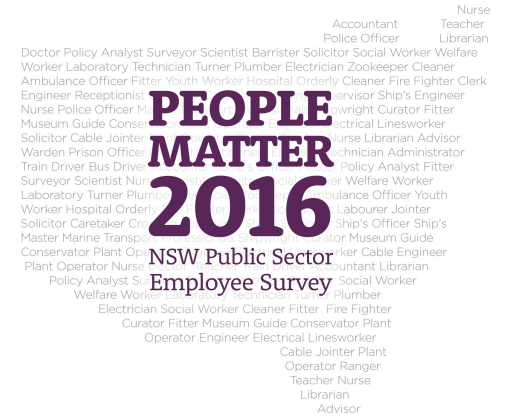


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Justice

NSW Rural Fire Service

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RESPONSE RATE

45%

**378 RESPONSES
OUT OF 849 EMPLOYEES**

ENGAGEMENT INDEX

65%

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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	94%
7c. My organisation strives to earn and sustain a high level of public trust	93%
7a. My organisation provides high quality services	87%
7b. My organisation strives to match services to customer/client needs	84%
1d. I feel I make a contribution to achieving the organisation's objectives	84%
1a. I understand what is expected of me to do well in my role	83%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	82%
2a. My workgroup strives to achieve customer/client satisfaction	81%
2i. People in my workgroup treat customers/clients with respect	79%
7p. I am proud to tell others I work for my organisation	73%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	24%
15. I believe action will be taken on the results from this survey by my organisation	25%
6h. I feel that senior managers listen to employees	25%
7f. I feel that change is handled well in my organisation	26%
7h. People in my organisation take responsibility for their own actions	28%
7m. Recruitment and promotion decisions in this organisation are generally fair	32%
9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	32%
6b. I feel that senior leaders effectively lead and manage change	33%
6g. I feel that senior managers keep employees informed about what's going on	33%
5n. My manager appropriately deals with employees who perform poorly	33%



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'.



EXPLORE THE FULL SURVEY RESULTS

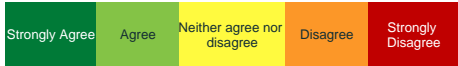
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	65% RESPONSE SCALE					AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	15	38	27	13	8	53%	52%	54%	60%
Q7p. I am proud to tell others I work for my organisation	30	42	20			73%	77%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	30	38	22	8		69%	78%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	15	32	32	14		47%	52%	48%	55%
Q7s. My organisation inspires me to do the best in my job	16	33	30	14		50%	51%	48%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 70% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		72%	70%	76%
Q1h. I look for ways to perform my job more effectively		94%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		64%	70%	76%
Q1j. I am satisfied with my job at the present time		50%	60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

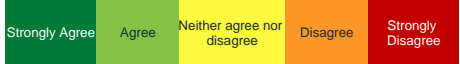
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Some key comparisons are provided.

SENIOR MANAGERS	37% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	22	25	14	39%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	25	21	29	18	33%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	10	28	24	20	17	38%	40%	48%
Q6d. Senior managers encourage innovation by employees		30	29	24	11	36%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	39	28	14	10	48%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	43	22	13	9	56%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		26	24	25	18	33%	34%	44%
Q6h. I feel that senior managers listen to employees	7	18	26	27	21	25%	31%	39%
Q7f. I feel that change is handled well in my organisation		19	31	27	16	26%	31%	41%

KEY





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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.

COMMUNICATION	47% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me	21 35 18 12 14	56%	63%	69%
Q5f. My manager encourages and values employee input	21 34 21 10 14	56%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work	16 38 19 14 13	54%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	7 26 24 25 18	33%	34%	44%
Q6h. I feel that senior managers listen to employees	7 18 26 27 21	25%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13 45 18 14 11	58%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

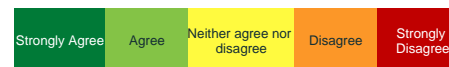
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Some key comparisons are provided.

	HIGH PERFORMANCE				59% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	29	53	8	8	83%	89%	90%	
Q1b. I have the tools I need to do my job effectively	15	50	14	19	64%	65%	70%	
Q1c. I get the information I need to do my job well	9	43	25	19	52%	63%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	31	53	10		84%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	19	37	20	16	56%	61%	69%	
Q2b. People in my workgroup use time and resources efficiently	12	46	21	15	58%	63%	70%	
Q2c. My team works collaboratively to achieve its objectives	16	47	16	14	63%	71%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	16	53	17	11	68%	71%	76%	
Q3h. I have received appropriate training and development to do my job well	15	41	21	18	56%	57%	63%	

KEY





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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.

	HIGH PERFORMANCE					59% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15	45	18	14	8	61%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	38	23	17	8	52%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	14	45	18	14	10	58%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	18	38	22	10	11	56%	61%	67%	
Q6d. Senior managers encourage innovation by employees		30	29	24	11	36%	37%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	39	28	14	10	48%	43%	52%	
Q7d. My organisation focuses on improving the work we do	21	51	18		8	72%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	37	29	13		53%	52%	62%	
Q7g. There is good co-operation between teams across our organisation	8	31	31	21	9	39%	42%	48%	

KEY





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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.

HIGH PERFORMANCE	59% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	29	30	24	11	35%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	12	46	26	12	58%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32	51	14		82%	80%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

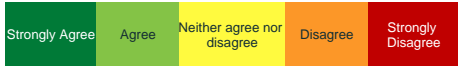
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	27	54	10	8	1	81%	78%	85%
Q2b. People in my workgroup use time and resources efficiently	12	46	21	15	4	58%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	19	39	21	10	12	57%	63%	67%
Q2h. People in my workgroup treat each other with respect	20	41	18	11	9	61%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	26	53	12	8	1	79%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15	45	18	14	8	61%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	38	23	17	8	52%	52%	64%
Q5d. My manager listens to what I have to say	24	38	16	11	11	61%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	36	20	11	14	55%	58%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

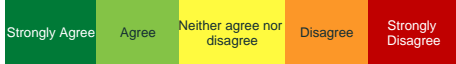
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	23	41	15	10	11	64%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	16	32	24	15	12	49%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	22	25	14	39%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	10	28	24	20	17	38%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	43	22	13	9	56%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	26	24	25	18	33%	34%	44%
Q6h. I feel that senior managers listen to employees	7	18	26	27	21	25%	31%	39%
Q7a. My organisation provides high quality services	26	61	8	2	3	87%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	25	59	11	3	2	84%	75%	80%

KEY





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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.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust					93%	80%	83%
Q7d. My organisation focuses on improving the work we do					72%	67%	76%
Q7h. People in my organisation take responsibility for their own actions					28%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest					73%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

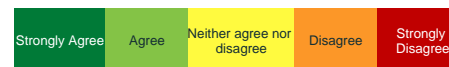
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Some key comparisons are provided.

DIVERSITY & INCLUSION	58% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	11	33	23	22	10	45%	51%	59%
Q5d. My manager listens to what I have to say	24	38	16	11	11	61%	66%	73%
Q5f. My manager encourages and values employee input	21	34	21	10	14	56%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	17	37	21	13	12	54%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	36	20	11	14	55%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	37	28	10	10	52%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	11	49	24	10		60%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	12	46	26	12		58%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	13	45	18	14	11	58%	62%	69%

KEY





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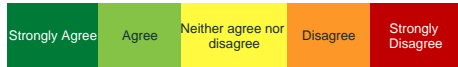
Some key comparisons are provided.

DIVERSITY & INCLUSION

58% RESPONSE SCALE

	58% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	32	51	14			82%	80%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	16	40	20	16	9	55%	60%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

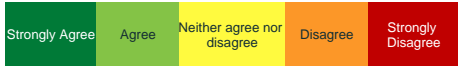
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Some key comparisons are provided.

RECRUITMENT	30% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		24%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		32%	33%	41%
Q7n. My organisation generally selects capable people to do the job		35%	39%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 48% RESPONSE SCALE						AGREEMENT %	JUSTICE	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	34	26	8	10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	30	33		11	50%	48%	53%
Q7g. There is good co-operation between teams across our organisation	8	31	31	21	9	39%	42%	48%

KEY





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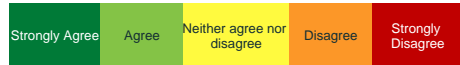
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

52% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		63%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		65%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		51%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		47%	49%	59%
Q3e. My performance is assessed against clear criteria		48%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		63%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		53%	53%	60%
Q3h. I have received appropriate training and development to do my job well		56%	57%	63%
Q3i. I have a strong desire to advance my career		69%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

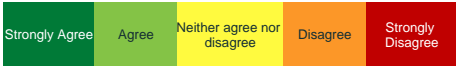
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	52% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	8 28 22 23 19	36%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	19 22 33 16 10	41%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	19 39 18 11 13	58%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	10 23 27 19 21	33%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17 37 24 10 11	54%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 34 26 8 10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20 30 33 8 11	50%	48%	53%
Q7j. My organisation is committed to developing its employees	11 35 32 13 9	47%	43%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

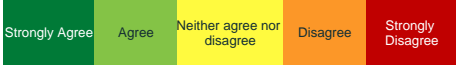
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	49% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	19 22 33 16 10	41%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 34 26 8 10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20 30 33 11	50%	48%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

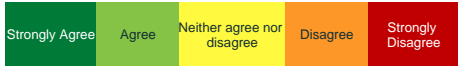
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Some key comparisons are provided.

PAY & BENEFITS	57% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q4a. I am paid fairly for the work I do	15	43	15	18	9	58%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	14	42	20	15	8	56%	56%	60%

KEY





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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	58% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		64%	73%	77%
Q8c. Age is not a barrier to success in my organisation		58%	66%	71%
Q8d. Disability is not a barrier to success in my organisation		52%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		61%	72%	76%
Q8f. Gender is not a barrier to success in my organisation		54%	69%	74%

KEY





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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	51% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	11	33	23	22	10	45%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level	12	33	21	23	12	44%	58%	58%
Q1l. My workload is acceptable	9	34	20	23	13	43%	60%	55%
Q2e. I receive help and support from other members of my workgroup	18	51	17	8		69%	76%	80%
Q2f. There is good team spirit in my workgroup	18	39	16	15	13	57%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	10	37	17	22	14	47%	54%	56%

KEY





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.

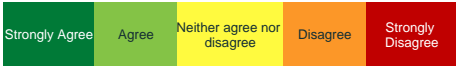
ACTION ABOUT SURVEY RESULTS

25% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

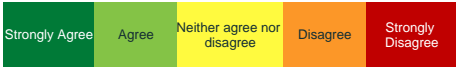
This section shows results for all the survey questions grouped by key themes.

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	47% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		73%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		34%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		32%	40%	49%

KEY





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		22%	28%	27%
Improved career opportunities		53%	59%	52%
Improved learning and development opportunities		46%	50%	50%
Greater involvement in decision making		36%	34%	33%
Better pay and benefits		54%	62%	58%
Greater recognition for the work I do		43%	46%	45%
Better leadership from senior managers		51%	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		35%	30%	27%
Better accountability for performance		31%	29%	25%
A better location		21%	22%	20%
More flexible working conditions		36%	37%	38%
Better work/life balance		53%	45%	46%
Improved facilities		26%	32%	30%
Improved technology and systems		36%	40%	38%
Better job security		44%	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		85%	68%	72%
No		13%	28%	24%
Don't Know		2%	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		34%	25%	25%
No		56%	65%	64%
Don't Know		10%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		62%	65%	63%
No		38%	34%	35%



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		46%	36%	35%
No		48%	57%	58%
Don't Know		6%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		31%	21%	20%
No		63%	73%	75%
Don't Know		5%	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		18%	25%	23%
Your Immediate Manager/Supervisor		44%	27%	26%
A fellow worker at your level		13%	22%	25%
A subordinate		7%	8%	8%
A client or customer		4%	1%	2%
Other		2%	3%	4%
Prefer not to say		12%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

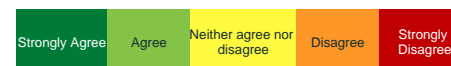
This section shows results for all the survey questions grouped by key themes.

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	20	58	17			78%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	9	32	34	19		41%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	11	39	28	15	8	50%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	9	33	33	18		42%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	13	42	22	16		55%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	15	49	21	11		64%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	13	38	30	14		51%	43%
Q8. My manager is focused on my capability development	10	25	27	23	15	35%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

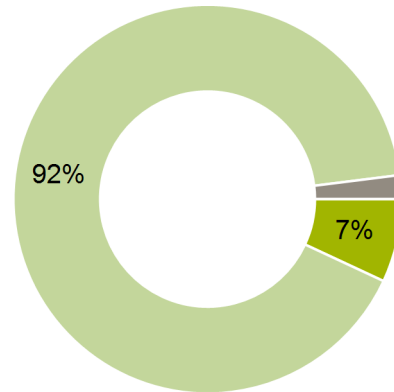
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		62%
Female		37%
Other		0%
Age		
<35		13%
35 - 54		65%
> 54		22%

PROFILE OF RESPONDENTS

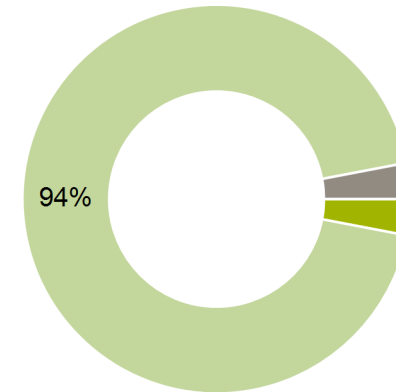


PERSONAL PROFILES

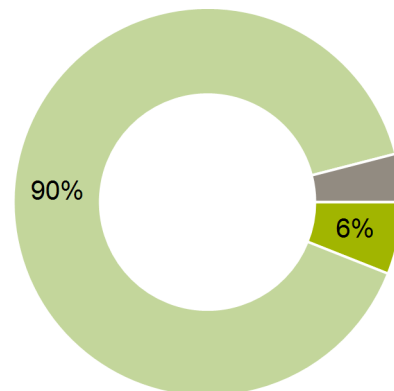
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



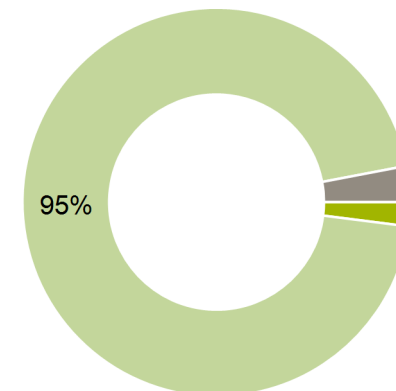
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		6%
1 - 2 years		5%
2 - 5 years		20%
5 - 10 years		29%
10 - 20 years		33%
More than 20 years		7%

PROFILE OF RESPONDENTS



WORK PROFILES

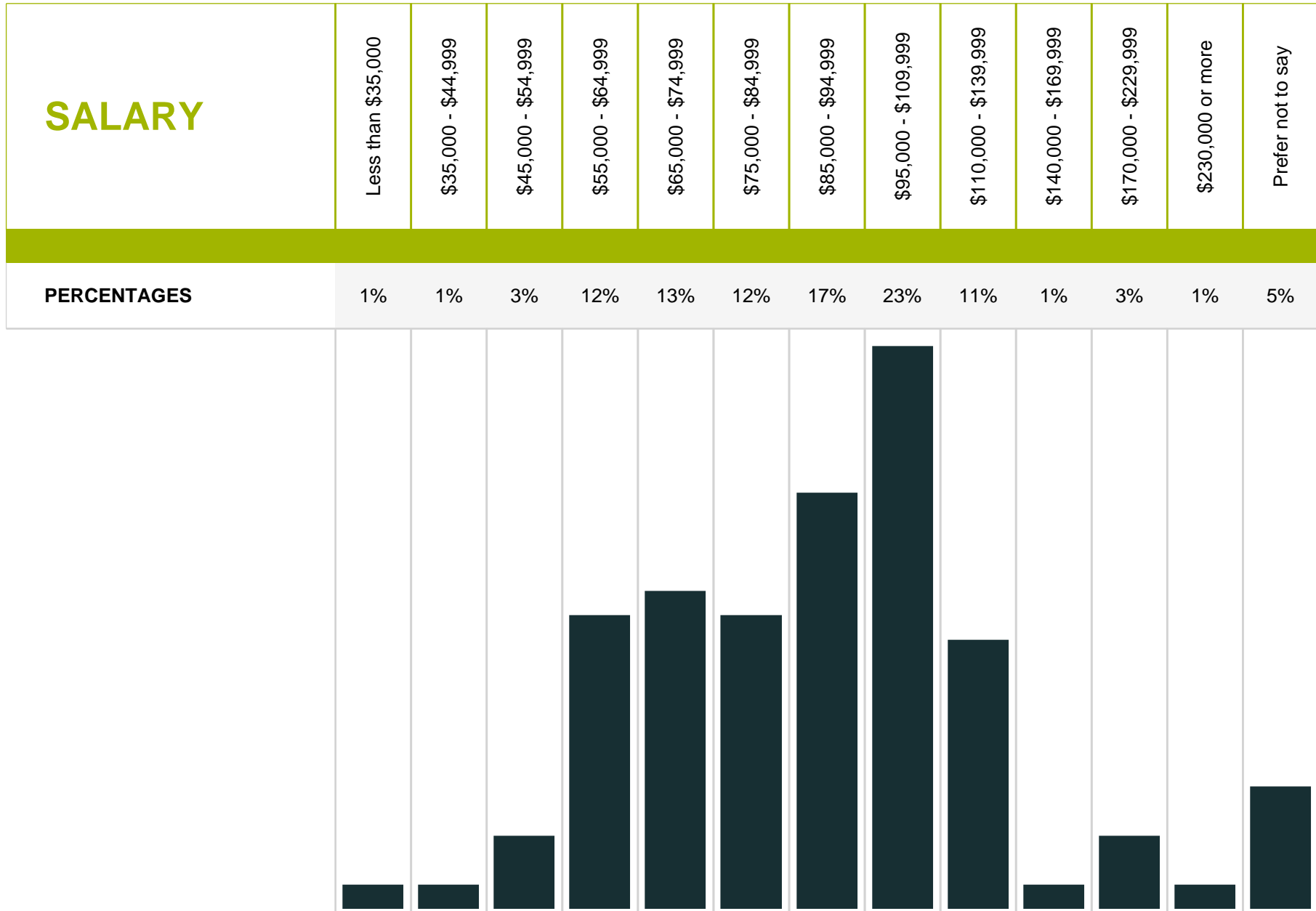
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		42%
Other service delivery work		11%
Administrative support		12%
Corporate services		11%
Policy		1%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		1%
Other		18%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



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.

	NSW Rural Fire Service	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	378	140	36	41	38	4	0	14	2	61
ENGAGEMENT	65%	60%	64%	72%	75%	(r)	(r)	(r)	(r)	63%
SENIOR MANAGERS	37%	29%	35%	57%	50%	(r)	(r)	(r)	(r)	31%
COMMUNICATION	47%	44%	44%	59%	53%	(r)	(r)	(r)	(r)	38%
HIGH PERFORMANCE	59%	56%	54%	68%	68%	(r)	(r)	(r)	(r)	54%
PUBLIC SECTOR VALUES	59%	58%	55%	69%	67%	(r)	(r)	(r)	(r)	53%
DIVERSITY & INCLUSION	58%	58%	54%	63%	64%	(r)	(r)	(r)	(r)	52%

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 SALARY



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.

	NSW Rural Fire Service	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	378	3	2	9	40	43	39	56	77	38	2	9	2	17
ENGAGEMENT	65%	(r)	(r)	(r)	67%	71%	58%	66%	58%	71%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	44%	47%	25%	27%	30%	45%	(r)	(r)	(r)	(r)
COMMUNICATION	47%	(r)	(r)	(r)	53%	49%	39%	40%	41%	56%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	64%	65%	50%	55%	51%	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	64%	65%	50%	55%	53%	68%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	(r)	61%	64%	53%	55%	50%	70%	(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

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.

	NSW Rural Fire Service	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	378	20	18	66	96	111	24
ENGAGEMENT	65%	(r)	(r)	66%	64%	60%	(r)
SENIOR MANAGERS	37%	(r)	(r)	29%	34%	34%	(r)
COMMUNICATION	47%	(r)	(r)	48%	45%	41%	(r)
HIGH PERFORMANCE	59%	(r)	(r)	57%	59%	55%	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	58%	59%	57%	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	59%	59%	52%	(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

RESULTS BY AGE



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.

	NSW Rural Fire Service	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	378	0	7	12	25	50	56	55	57	36	30	9
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	67%	68%	62%	67%	57%	55%	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	39%	42%	32%	34%	35%	25%	(r)
COMMUNICATION	47%	(r)	(r)	(r)	(r)	48%	45%	47%	47%	41%	43%	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	61%	58%	58%	59%	52%	53%	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	58%	60%	59%	60%	56%	53%	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	(r)	(r)	56%	55%	59%	58%	54%	53%	(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

RESULTS BY GENDER



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.

	NSW Rural Fire Service	Male	Female	Other
NUMBER OF RESPONDENTS	378	209	125	1
ENGAGEMENT	65%	63%	67%	(r)
SENIOR MANAGERS	37%	31%	46%	(r)
COMMUNICATION	47%	45%	49%	(r)
HIGH PERFORMANCE	59%	57%	62%	(r)
PUBLIC SECTOR VALUES	59%	58%	62%	(r)
DIVERSITY & INCLUSION	58%	58%	58%	(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

RESULTS BY WORK LOCATION



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.

	NSW Rural Fire Service	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	378	144	194
ENGAGEMENT	65%	68%	62%
SENIOR MANAGERS	37%	42%	32%
COMMUNICATION	47%	51%	43%
HIGH PERFORMANCE	59%	61%	57%
PUBLIC SECTOR VALUES	59%	62%	58%
DIVERSITY & INCLUSION	58%	60%	57%

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 CURRENT ROLE



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.

	NSW Rural Fire Service	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	378	0	0	0	27	0	0	0	2	101	0	0	0	1
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	37%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	40%	(r)	(r)	(r)	(r)
COMMUNICATION	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(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

RESULTS BY CURRENT ROLE



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.

	NSW Rural Fire Service	Welfare Officer	Other
NUMBER OF RESPONDENTS	378	0	207
ENGAGEMENT	65%	(r)	64%
SENIOR MANAGERS	37%	(r)	36%
COMMUNICATION	47%	(r)	47%
HIGH PERFORMANCE	59%	(r)	58%
PUBLIC SECTOR VALUES	59%	(r)	59%
DIVERSITY & INCLUSION	58%	(r)	57%

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.

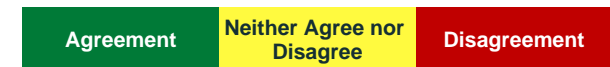
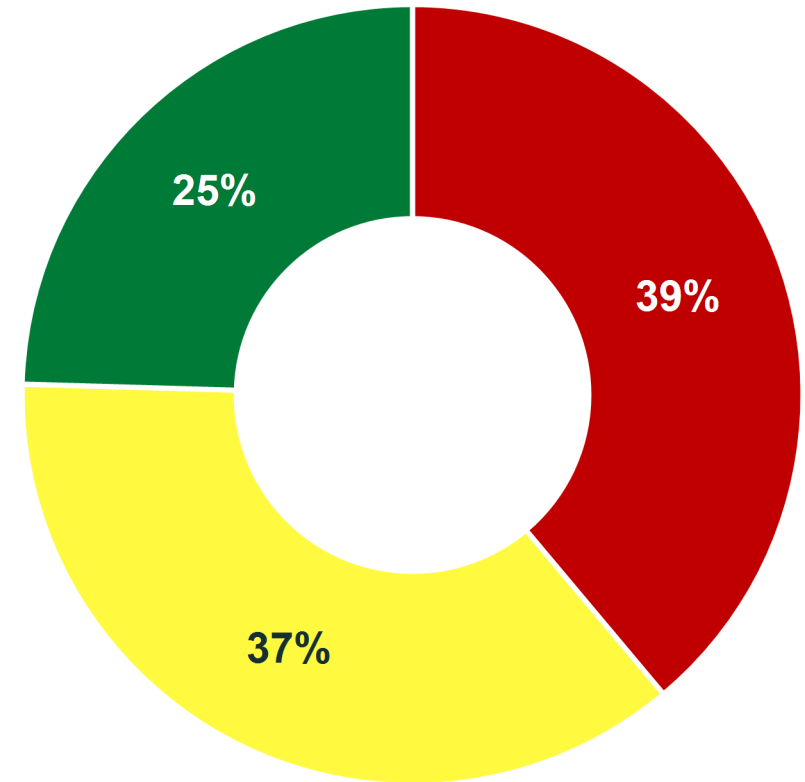
25%

of employees replied favourably to:

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

32%
SECTOR

24%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

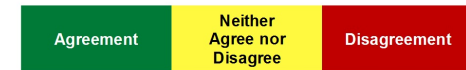
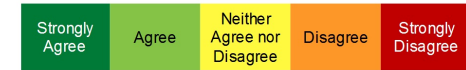
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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

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%