

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Nurse
Teacher
Librarian
Accountant
Police Officer
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk
Engineer Receptionist Supervisor Ship's Engineer
Nurse Police Officer Museum Guide Conservator Fitter Electrician Linesworker
Solicitor Cable Joiner Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
Train Driver Bus Driver Policy Analyst Fitter
Surveyor Scientist Nurse Welfare Worker
Laboratory Turner Plumber Ambulance Officer Youth
Worker Hospital Orderly Receptionist Labourer Joiner
Solicitor Caretaker Cross Engineer Ship's Officer Ship's
Master Marine Transport Professional Showright Curator Museum Guide
Conservator Plant Operator Cable Engineer
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian
Policy Analyst Supervisor Social Worker
Welfare Worker Laboratory Technician Turner Plumber
Electrician Social Worker Cleaner Fitter Fire Fighter
Curator Fitter Museum Guide Conservator Plant
Operator Engineer Electrical Linesworker
Cable Joiner Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Justice

Fire and Rescue NSW

RESPONSE RATE

20%

1,474 OF 7,316 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +5

SENIOR MANAGERS

31%

DIFFERENCE FROM 2016 -6

DIFFERENCE FROM CLUSTER -8

DIFFERENCE FROM PUBLIC SECTOR -16

COMMUNICATION

53%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR -6



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM CLUSTER +7

DIFFERENCE FROM PUBLIC SECTOR +2

HIGH PERFORMANCE

55%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -8

PUBLIC SECTOR VALUES

50%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -10

DIVERSITY & INCLUSION

65%

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR -2

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	58%	72%	59%	69%
2	Q7f. My organisation is committed to developing its employees	31%	40%	39%	50%
3	Q6c. I feel that senior managers model the values of my organisation	34%	42%	42%	48%
4	Q6a. I believe senior managers provide clear direction for the future of the organisation	29%	37%	40%	48%
5	Q6d. Senior managers encourage innovation by employees	31%	37%	37%	48%
6	Q6b. I feel that senior managers effectively lead and manage change	26%	34%	37%	44%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	90%
2a.	My workgroup strives to achieve customer/client satisfaction	85%
7j.	I am proud to tell others I work for my organisation	85%
2c.	I receive help and support from other members of my workgroup	82%
1c.	My job gives me a feeling of personal accomplishment	82%
2b.	My workgroup works collaboratively to achieve its objectives	80%
7k.	I feel a strong personal attachment to my organisation	79%
2e.	People in my workgroup treat each other with respect	78%
2d.	There is good team spirit in my workgroup	76%
5b.	My manager listens to what I have to say	75%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	18%
14.	I believe action will be taken on the results from this survey by my organisation	20%
7c.	I feel that change is managed well in my organisation	22%
6h.	I feel that senior managers listen to employees	25%
6b.	I feel that senior managers effectively lead and manage change	26%
9a.	I have confidence in the ways my organisation resolves grievances	26%
6g.	I feel that senior managers keep employees informed about what's going on	27%
3e.	My performance is assessed against clear criteria	29%
6a.	I believe senior managers provide clear direction for the future of the organisation	29%
6d.	Senior managers encourage innovation by employees	31%



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'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

1e.	I am satisfied with my job	72%	65%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	49%	44%
6i.	Senior managers in my organisation support the career advancement of women	71%	67%
1b.	I am provided with the support I need to do my best at work	53%	49%
7k.	I feel a strong personal attachment to my organisation	79%	75%
5d.	My manager encourages and values employee input	71%	68%
5c.	My manager communicates effectively with me	72%	69%
1f.	I am able to keep my work stress at an acceptable level	65%	62%
5b.	My manager listens to what I have to say	75%	73%
1a.	I understand what is expected of me to do well in my role	90%	88%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7b.	My organisation is making the necessary improvements to meet our future challenges	41%	57%
7a.	My organisation focuses on improving the work we do	58%	72%
7f.	My organisation is committed to developing its employees	31%	40%
6b.	I feel that senior managers effectively lead and manage change	26%	34%
9a.	I have confidence in the ways my organisation resolves grievances	26%	34%
6c.	I feel that senior managers model the values of my organisation	34%	42%
7d.	There is good co-operation between teams across our organisation	42%	49%
6a.	I believe senior managers provide clear direction for the future of the organisation	29%	37%
7c.	I feel that change is managed well in my organisation	22%	30%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	43%	49%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Fire and Rescue NSW

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Fire and Rescue NSW	Directorates	Field Operations	Office of the Commissioner	Strategic Capability
NUMBER OF RESPONDENTS	1474	222	1046	19	125
EMPLOYEE ENGAGEMENT	70%	71%	70%	77%	66%
ENGAGEMENT WITH WORK	74%	72%	75%	88%	68%
SENIOR MANAGERS	31%	48%	28%	54%	20%
COMMUNICATION	53%	65%	52%	51%	46%
HIGH PERFORMANCE	55%	64%	54%	62%	44%
PUBLIC SECTOR VALUES	50%	61%	50%	61%	40%
DIVERSITY & INCLUSION	65%	73%	65%	62%	59%

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 RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	26	48	17		74%	75%	55%	60%
Q7j. I am proud to tell others I work for my organisation	43	42	12		85%	84%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	39	40	14		79%	75%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	33	27	17	49%	54%	46%	53%
Q7m. My organisation inspires me to do the best in my job	18	33	27	15	51%	57%	46%	53%

KEY





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	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	37	44	11		82%	80%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	29	39	15	11	68%	71%	67%	72%
Q1e. I am satisfied with my job	28	44	15	9	72%	65%	66%	68%

KEY





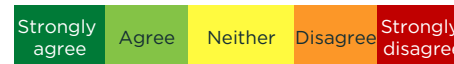
EXPLORE THE FULL RESULTS

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SENIOR MANAGERS	31% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation		29%	37%	40%	48%
Q6b. I feel that senior managers effectively lead and manage change		26%	34%	37%	44%
Q6c. I feel that senior managers model the values of my organisation		34%	42%	42%	48%
Q6d. Senior managers encourage innovation by employees		31%	37%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		42%	46%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		43%	49%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		27%	31%	37%	45%
Q6h. I feel that senior managers listen to employees		25%	30%	33%	41%
Q7c. I feel that change is managed well in my organisation		22%	30%	30%	39%

KEY





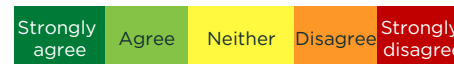
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COMMUNICATION	53% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	27	44	13	10	72%	69%	66%	70%
Q5d. My manager encourages and values employee input	28	43	15	8	71%	68%	63%	71%
Q5e. My manager involves my workgroup in decisions about our work	24	38	19	13	61%	60%	57%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	22	26	25	22	27%	31%	37%	45%
Q6h. I feel that senior managers listen to employees	21	27	23	25	25%	30%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	48	16	11	64%	67%	60%	66%

KEY





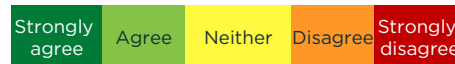
EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE 55% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	37	53				90%	88%	89%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	36	44	9			80%	81%	72%	78%
Q3f. I have received appropriate training and development to do my job well	8	35	22	22	13	43%	46%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	20	47	19	10		66%	65%	64%	72%
Q5f. I have confidence in the decisions my manager makes	30	40	16	7		70%	69%	62%	67%
Q6d. Senior managers encourage innovation by employees		26	32	23	15	31%	37%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		35	33	15	10	42%	46%	43%	51%
Q7a. My organisation focuses on improving the work we do	10	48	23	14		58%	72%	59%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		35	30	20	9	41%	57%	49%	57%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE		55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation		35	26	20	12	42%	49%	41%	47%
Q7h. My organisation generally selects capable people to do the job		36	26	20	13	40%	42%	38%	52%

KEY





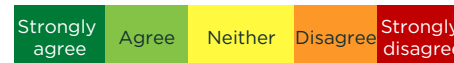
EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		50% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction				85%	86%	78%	85%
Q2e. People in my workgroup treat each other with respect				78%	78%	69%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				66%	65%	64%	72%
Q5b. My manager listens to what I have to say				75%	73%	68%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation				29%	37%	40%	48%
Q6c. I feel that senior managers model the values of my organisation				34%	42%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				43%	49%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on				27%	31%	37%	45%
Q6h. I feel that senior managers listen to employees				25%	30%	33%	41%

KEY





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Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		50% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		10	48	23	14	58%	72%	59%	69%
Q7e. People in my organisation take responsibility for their own actions		27	28	24	16	32%	35%	36%	47%

KEY





EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION		65% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		53%	49%	57%	63%					
Q5b. My manager listens to what I have to say		75%	73%	68%	75%					
Q5d. My manager encourages and values employee input		71%	68%	63%	71%					
Q6i. Senior managers in my organisation support the career advancement of women		71%	67%	57%	58%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		70%	72%	68%	74%					
Q8b. Personal background is not a barrier to success in my organisation		65%	-	67%	74%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		64%	67%	60%	66%					
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		52%	57%	58%	57%					

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	29% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	15	22	25	35	18%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job	36	26	20	13	40%	42%	38%	52%

KEY





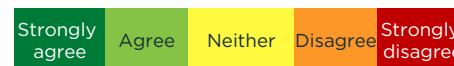
EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	41% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	12 37 21 19 11	49%	44%	54%	63%
Q3e. My performance is assessed against clear criteria	22 31 24 16	29%	28%	44%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	26 21 24 22	33%	32%	41%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	26 42 17 9	67%	66%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	12 28 30 16 14	40%	42%	39%	44%
Q7f. My organisation is committed to developing its employees	27 29 25 15	31%	40%	39%	50%

KEY

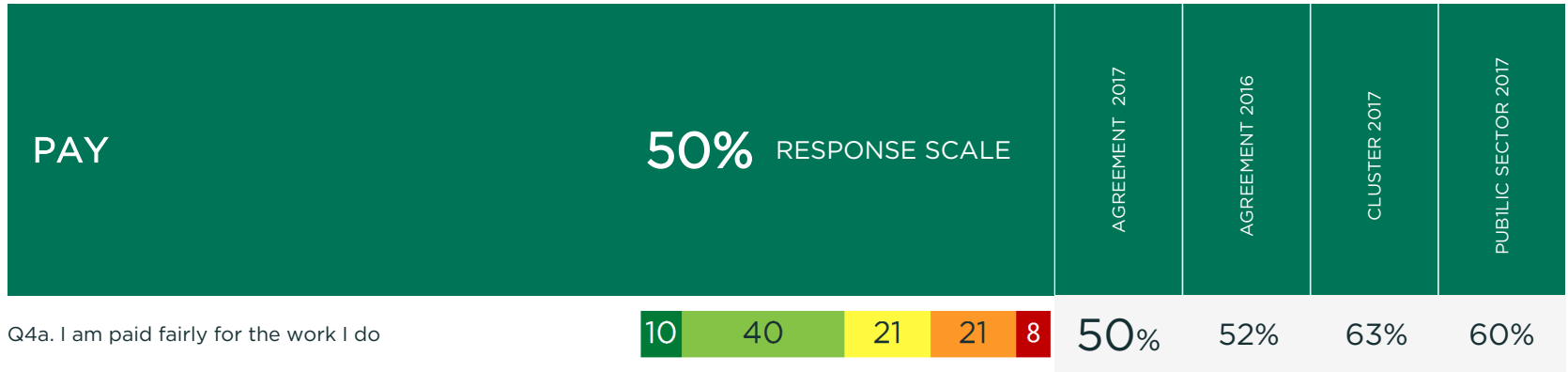




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE SUPPORT		69% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		53%	49%	57%	63%					
Q1f. I am able to keep my work stress at an acceptable level		65%	62%	60%	59%					
Q2c. I receive help and support from other members of my workgroup		82%	81%	76%	81%					
Q2d. There is good team spirit in my workgroup		76%	76%	66%	69%					

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

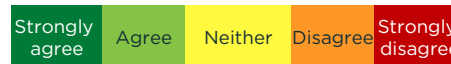
ACTION ABOUT SURVEY RESULTS

20% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

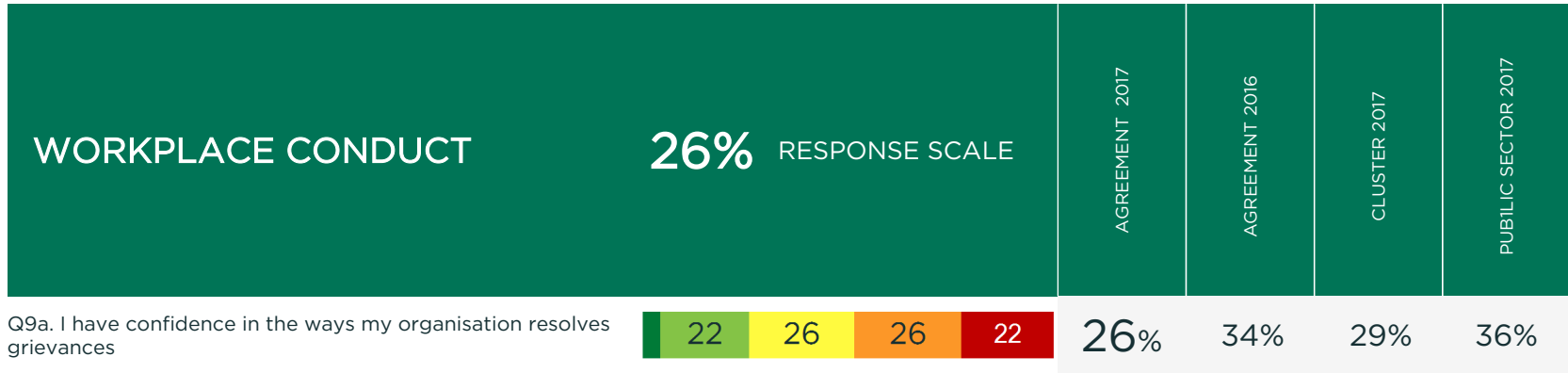




EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		31%	46%	67%
No		69%	54%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		66%	65%	75%
No		34%	35%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		25%	42%	57%
No		75%	58%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		29%	41%	41%
No		71%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		25%	25%	30%
Lack of visible opportunities		32%	31%	31%
Lack of promotion opportunities		39%	37%	30%
Lack of support from my manager / supervisor		14%	17%	14%
Geographic location considerations		38%	35%	28%
Personal / family considerations		35%	36%	33%
Insufficient training and development		33%	20%	16%
Lack of required capabilities or experience		13%	11%	11%
Lack of support for temporary assignments/secondments		25%	20%	15%
The application/recruitment process is too cumbersome or time consuming		27%	27%	23%
Other		11%	10%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		25%	24%	25%
No		67%	63%	62%
Don't know		8%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	65%	63%
No		33%	33%	35%
Don't know		2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		27%	33%	33%
No		67%	58%	58%
Don't know		5%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		16%	19%	18%
No		81%	75%	76%
Don't know		3%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
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		30%	25%	22%
Your immediate manager/supervisor		26%	27%	24%
A fellow worker at your level		24%	24%	27%
A subordinate		6%	8%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%
Other		3%	3%	4%
Prefer not to say		10%	12%	13%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q1. What is your work location?			
Metropolitan NSW		73%	62%
Regional NSW		27%	38%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q2. What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Sworn police officer - general duties	(r)		
Sworn police officer - other	(r)		
Non-sworn employee of NSW Police Force	(r)		
Permanent Fire fighter		56%	5%
Retained Fire fighter		22%	2%
Custodial Officer	(r)		
Youth Worker	(r)		
Legal officer or other legal professional		0%	3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q2. What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Administrative or other clerical worker		18%	21%
Sheriff's Officer	(r)		
Community Corrections Officer (Probation & Parole)	(r)		
Psychologist	(r)		
Teacher		0%	0%
Welfare Officer	(r)		
Other		4%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		81%
Female		18%
Other		1%

PROFILE OF RESPONDENTS




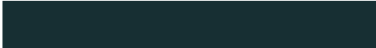




PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		1%
25 -29	█	5%
30 - 34	█	8%
35 - 39	█	12%
40 - 44	█	17%
45 - 49	█	20%
50 - 54	█	19%
55 - 59	█	13%
60 - 64	█	4%
65+		1%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		10%
No		86%
Prefer not to say		5%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		4%
No		89%
Prefer not to say		7%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

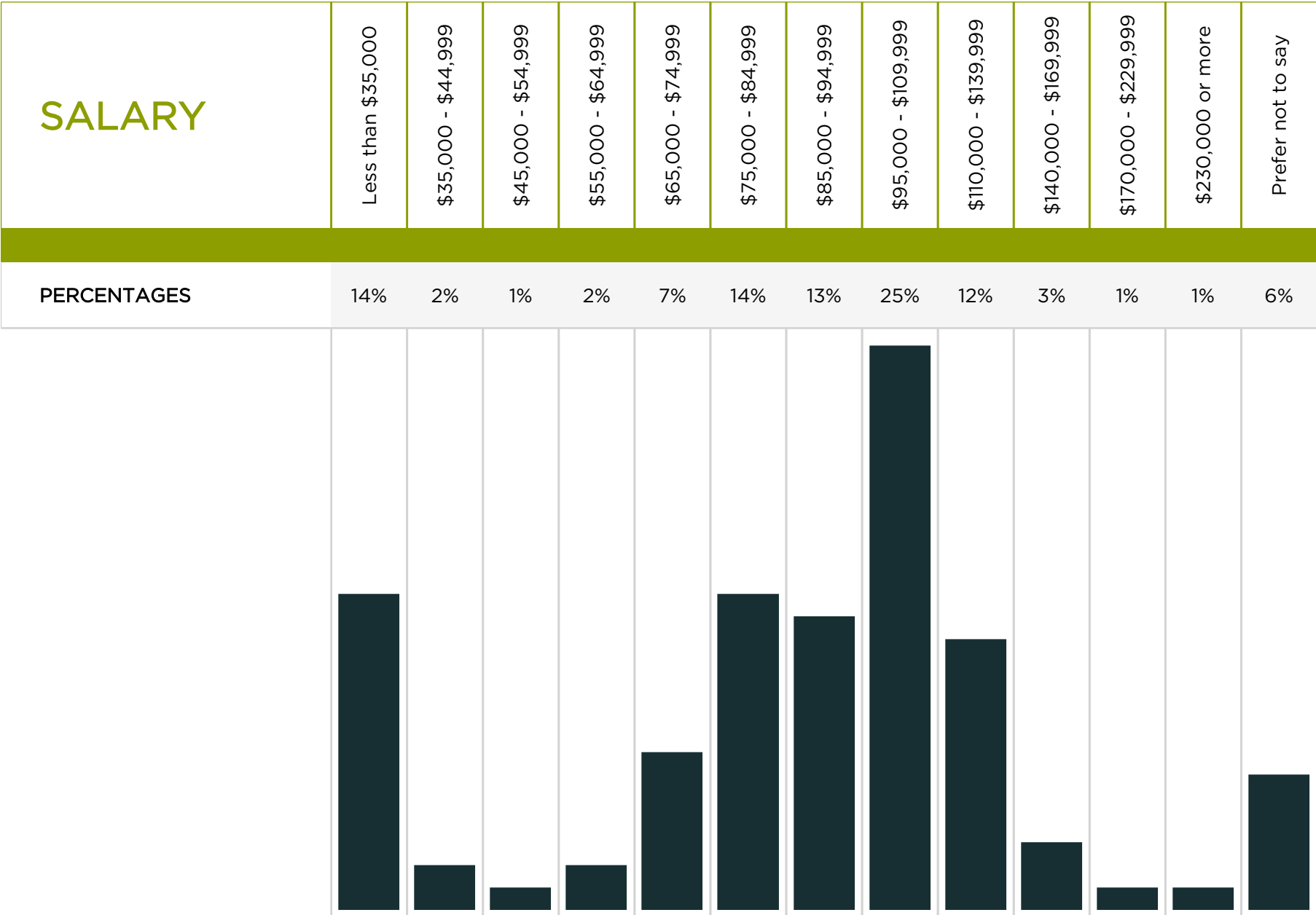
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		91%
Prefer not to say		6%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		91%
Prefer not to say		6%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	1474	862	113	68	124	10	4	35	2	190
EMPLOYEE ENGAGEMENT	70%	69%	71%	74%	70%	(r)	(r)	75%	(r)	72%
ENGAGEMENT WITH WORK	74%	74%	69%	78%	74%	(r)	(r)	76%	(r)	76%
SENIOR MANAGERS	31%	24%	43%	46%	51%	(r)	(r)	40%	(r)	36%
COMMUNICATION	53%	49%	57%	64%	65%	(r)	(r)	64%	(r)	58%
HIGH PERFORMANCE	55%	52%	57%	62%	66%	(r)	(r)	64%	(r)	56%
PUBLIC SECTOR VALUES	50%	46%	55%	61%	63%	(r)	(r)	56%	(r)	53%
DIVERSITY & INCLUSION	65%	63%	67%	74%	72%	(r)	(r)	76%	(r)	66%

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	192	23	18	24	99	194	181	350	162	45	15	7	90
EMPLOYEE ENGAGEMENT	70%	73%	(r)	(r)	(r)	74%	71%	65%	68%	68%	78%	(r)	(r)	63%
ENGAGEMENT WITH WORK	74%	75%	(r)	(r)	(r)	76%	78%	71%	73%	73%	74%	(r)	(r)	61%
SENIOR MANAGERS	31%	37%	(r)	(r)	(r)	48%	26%	24%	27%	29%	49%	(r)	(r)	21%
COMMUNICATION	53%	53%	(r)	(r)	(r)	64%	56%	52%	49%	55%	65%	(r)	(r)	45%
HIGH PERFORMANCE	55%	56%	(r)	(r)	(r)	64%	57%	53%	52%	52%	64%	(r)	(r)	43%
PUBLIC SECTOR VALUES	50%	53%	(r)	(r)	(r)	62%	51%	47%	47%	48%	60%	(r)	(r)	40%
DIVERSITY & INCLUSION	65%	65%	(r)	(r)	(r)	74%	67%	63%	63%	67%	69%	(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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	58	66	171	208	435	463
EMPLOYEE ENGAGEMENT	70%	78%	77%	75%	68%	67%	69%
ENGAGEMENT WITH WORK	74%	79%	85%	83%	75%	69%	72%
SENIOR MANAGERS	31%	53%	50%	45%	29%	25%	27%
COMMUNICATION	53%	74%	66%	65%	54%	50%	49%
HIGH PERFORMANCE	55%	71%	66%	64%	55%	51%	52%
PUBLIC SECTOR VALUES	50%	68%	64%	61%	50%	46%	47%
DIVERSITY & INCLUSION	65%	81%	77%	74%	66%	63%	61%

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	3	18	67	114	171	243	277	262	185	51	17
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	75%	72%	70%	68%	69%	69%	69%	72%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	81%	73%	77%	73%	73%	72%	71%	76%	(r)
SENIOR MANAGERS	31%	(r)	(r)	42%	31%	31%	26%	30%	29%	31%	44%	(r)
COMMUNICATION	53%	(r)	(r)	61%	55%	55%	52%	54%	50%	51%	62%	(r)
HIGH PERFORMANCE	55%	(r)	(r)	60%	56%	55%	53%	54%	54%	53%	64%	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	61%	51%	52%	48%	49%	48%	49%	59%	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	73%	67%	68%	65%	64%	63%	63%	70%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	1144	248	18
EMPLOYEE ENGAGEMENT	70%	69%	73%	(r)
ENGAGEMENT WITH WORK	74%	73%	78%	(r)
SENIOR MANAGERS	31%	29%	42%	(r)
COMMUNICATION	53%	52%	62%	(r)
HIGH PERFORMANCE	55%	54%	63%	(r)
PUBLIC SECTOR VALUES	50%	49%	58%	(r)
DIVERSITY & INCLUSION	65%	65%	70%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	1029	384
EMPLOYEE ENGAGEMENT	70%	69%	70%
ENGAGEMENT WITH WORK	74%	75%	72%
SENIOR MANAGERS	31%	30%	33%
COMMUNICATION	53%	54%	53%
HIGH PERFORMANCE	55%	55%	55%
PUBLIC SECTOR VALUES	50%	50%	50%
DIVERSITY & INCLUSION	65%	66%	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 Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	0	0	0	794	306	0	0	4	256	0	0	0	1
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	68%	73%	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	73%	76%	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	31%	(r)	(r)	(r)	23%	37%	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	50%	53%	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	52%	56%	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	(r)	(r)	(r)	46%	53%	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	63%	65%	(r)	(r)	(r)	74%	(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 Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	1474	0	53
EMPLOYEE ENGAGEMENT	70%	(r)	66%
ENGAGEMENT WITH WORK	74%	(r)	65%
SENIOR MANAGERS	31%	(r)	39%
COMMUNICATION	53%	(r)	53%
HIGH PERFORMANCE	55%	(r)	52%
PUBLIC SECTOR VALUES	50%	(r)	52%
DIVERSITY & INCLUSION	65%	(r)	64%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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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.

20%

of employees replied favourably to:

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

34%

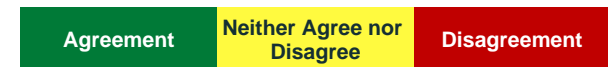
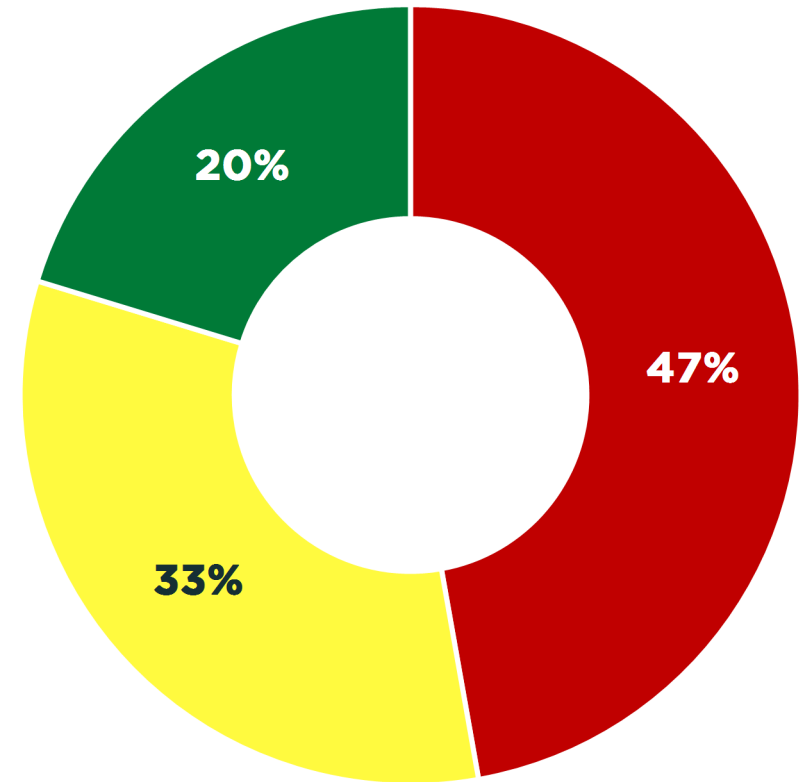
SECTOR

26%

CLUSTER

24%

2016



GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

i PRIVACY

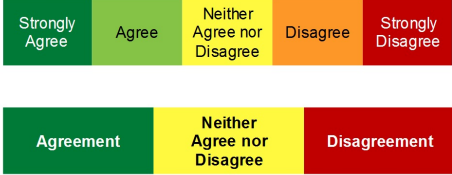
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



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%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.