

# 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  
Solicitor Cable Jointer 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 Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Cross Bench 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 Jointer Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Justice

## NSW Rural Fire Service

## RESPONSE RATE

# 44%

409 OF 920 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 64%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR 0

## SENIOR MANAGERS

# 36%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -11

## COMMUNICATION

# 48%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -12



## 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

# 66%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -6

## HIGH PERFORMANCE

# 52%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -11

## PUBLIC SECTOR VALUES

# 49%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -11

## DIVERSITY & INCLUSION

# 58%

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -9

# 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
<b>1</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27%</b>	25%	33%	41%
<b>2</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>34%</b>	33%	37%	44%
<b>3</b>	<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	<b>28%</b>	34%	29%	36%
<b>4</b>	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>70%</b>	72%	69%	75%
<b>5</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>57%</b>	72%	59%	69%
<b>6</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>41%</b>	47%	39%	50%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	<b>82%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>79%</b>
2c.	I receive help and support from other members of my workgroup	<b>73%</b>
7j.	I am proud to tell others I work for my organisation	<b>73%</b>
1c.	My job gives me a feeling of personal accomplishment	<b>70%</b>
7k.	I feel a strong personal attachment to my organisation	<b>69%</b>
2b.	My workgroup works collaboratively to achieve its objectives	<b>66%</b>
1e.	I am satisfied with my job	<b>64%</b>
5b.	My manager listens to what I have to say	<b>64%</b>
1d.	I feel motivated to contribute more than what is normally required at work	<b>64%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	<b>22%</b>
7c.	I feel that change is managed well in my organisation	<b>23%</b>
7g.	I have confidence in the way recruitment decisions are made	<b>25%</b>
6h.	I feel that senior managers listen to employees	<b>27%</b>
9a.	I have confidence in the ways my organisation resolves grievances	<b>28%</b>
5h.	My manager appropriately deals with employees who perform poorly	<b>29%</b>
6d.	Senior managers encourage innovation by employees	<b>32%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>32%</b>
7e.	People in my organisation take responsibility for their own actions	<b>33%</b>
6b.	I feel that senior managers effectively lead and manage change	<b>34%</b>



### 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	64%	50%
1f.	I am able to keep my work stress at an acceptable level	51%	44%
1b.	I am provided with the support I need to do my best at work	51%	45%
6i.	Senior managers in my organisation support the career advancement of women	59%	52%
7e.	People in my organisation take responsibility for their own actions	33%	28%
2c.	I receive help and support from other members of my workgroup	73%	69%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	51%	48%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	51%	47%
2d.	There is good team spirit in my workgroup	60%	57%
5b.	My manager listens to what I have to say	64%	61%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7a.	My organisation focuses on improving the work we do	57%	72%
9a.	I have confidence in the ways my organisation resolves grievances	28%	34%
7f.	My organisation is committed to developing its employees	41%	47%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	50%	56%
7b.	My organisation is making the necessary improvements to meet our future challenges	48%	53%
6d.	Senior managers encourage innovation by employees	32%	36%
5h.	My manager appropriately deals with employees who perform poorly	29%	33%
7m.	My organisation inspires me to do the best in my job	45%	50%
3f.	I have received appropriate training and development to do my job well	52%	56%
7c.	I feel that change is managed well in my organisation	23%	26%



### 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'.



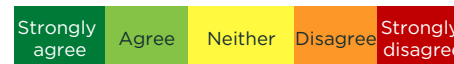
## EXPLORE THE FULL RESULTS

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	64% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	17	34	26	16		51%	53%	55%	60%
Q7j. I am proud to tell others I work for my organisation	31	42	18	8		73%	73%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	33	36	19	10		69%	69%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	28	33	17		44%	47%	46%	53%
Q7m. My organisation inspires me to do the best in my job	17	28	31	16	7	45%	50%	46%	53%

KEY





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ENGAGEMENT WITH WORK	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	24	46	17	10	70%	72%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	25	39	16	15	64%	64%	67%	72%
Q1e. I am satisfied with my job	18	46	22	9	64%	50%	66%	68%

KEY





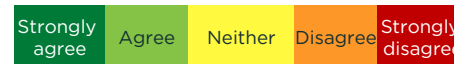
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SENIOR MANAGERS	36% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	30	25	23	12	40%	39%	40%	48%
Q6b. I feel that senior managers effectively lead and manage change	9	25	23	25	18	34%	33%	37%	44%
Q6c. I feel that senior managers model the values of my organisation	12	26	27	21	15	38%	38%	42%	48%
Q6d. Senior managers encourage innovation by employees	7	24	31	24	13	32%	36%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	40	29	15		51%	48%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	40	28	16		50%	56%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	25	27	24	18	32%	33%	37%	45%
Q6h. I feel that senior managers listen to employees		21	21	29	23	27%	25%	33%	41%
Q7c. I feel that change is managed well in my organisation		17	29	29	20	23%	26%	30%	39%

KEY







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COMMUNICATION	48% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	22	33	19	15	11	55%	56%	66%	70%
Q5d. My manager encourages and values employee input	24	34	17	13	12	58%	56%	63%	71%
Q5e. My manager involves my workgroup in decisions about our work	19	36	17	15	13	55%	54%	57%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	7	25	27	24	18	32%	33%	37%	45%
Q6h. I feel that senior managers listen to employees	21	21	29	23		27%	25%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	39	15	14	13	58%	58%	60%	66%

KEY





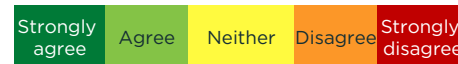
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	HIGH PERFORMANCE				52% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	26	56	11			82%	83%	89%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	22	43	17	13		66%	63%	72%	78%
Q3f. I have received appropriate training and development to do my job well	14	38	22	18	9	52%	56%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	21	40	18	15		60%	61%	64%	72%
Q5f. I have confidence in the decisions my manager makes	24	30	20	14	11	54%	56%	62%	67%
Q6d. Senior managers encourage innovation by employees	7	24	31	24	13	32%	36%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	40	29	15		51%	48%	43%	51%
Q7a. My organisation focuses on improving the work we do	14	44	26	14		57%	72%	59%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	35	27	18		48%	53%	49%	57%

KEY





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	52% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	32	27	25	10	38%	39%	41%	47%
Q7h. My organisation generally selects capable people to do the job	29	27	22	15	35%	35%	38%	52%

KEY





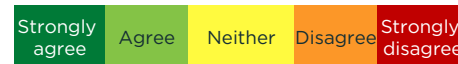
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PUBLIC SECTOR VALUES		49% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q2a. My workgroup strives to achieve customer/client satisfaction		32	47	12	8	79%	81%	78%	85%	
Q2e. People in my workgroup treat each other with respect		22	41	16	13	8	63%	61%	69%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		21	40	18	15	6	60%	61%	64%	72%
Q5b. My manager listens to what I have to say		25	39	15	11	11	64%	61%	68%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		10	30	25	23	12	40%	39%	40%	48%
Q6c. I feel that senior managers model the values of my organisation		12	26	27	21	15	38%	38%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		11	40	28	16	5	50%	56%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		7	25	27	24	18	32%	33%	37%	45%
Q6h. I feel that senior managers listen to employees		21	21	29	23	6	27%	25%	33%	41%

KEY





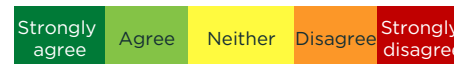
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PUBLIC SECTOR VALUES		49% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		57%	72%	59%	69%				
Q7e. People in my organisation take responsibility for their own actions		33%	28%	36%	47%				

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.

DIVERSITY & INCLUSION		58% 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		51%	45%	57%	63%					
Q5b. My manager listens to what I have to say		64%	61%	68%	75%					
Q5d. My manager encourages and values employee input		58%	56%	63%	71%					
Q6i. Senior managers in my organisation support the career advancement of women		59%	52%	57%	58%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		60%	60%	68%	74%					
Q8b. Personal background is not a barrier to success in my organisation		55%	-	67%	74%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		58%	58%	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>		58%	55%	58%	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.

RECRUITMENT	30% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	7	18	17	24	33	25%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job		29	27	22	15	35%	35%	38%	52%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	44% 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	16	35	22	18	9	51%	47%	54%	63%
Q3e. My performance is assessed against clear criteria	12	37	21	20	11	48%	48%	44%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	11	25	17	22	25	36%	36%	41%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	23	35	18	14	11	58%	58%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	10	19	28	20	24	29%	33%	39%	44%
Q7f. My organisation is committed to developing its employees	11	30	23	24	12	41%	47%	39%	50%

KEY



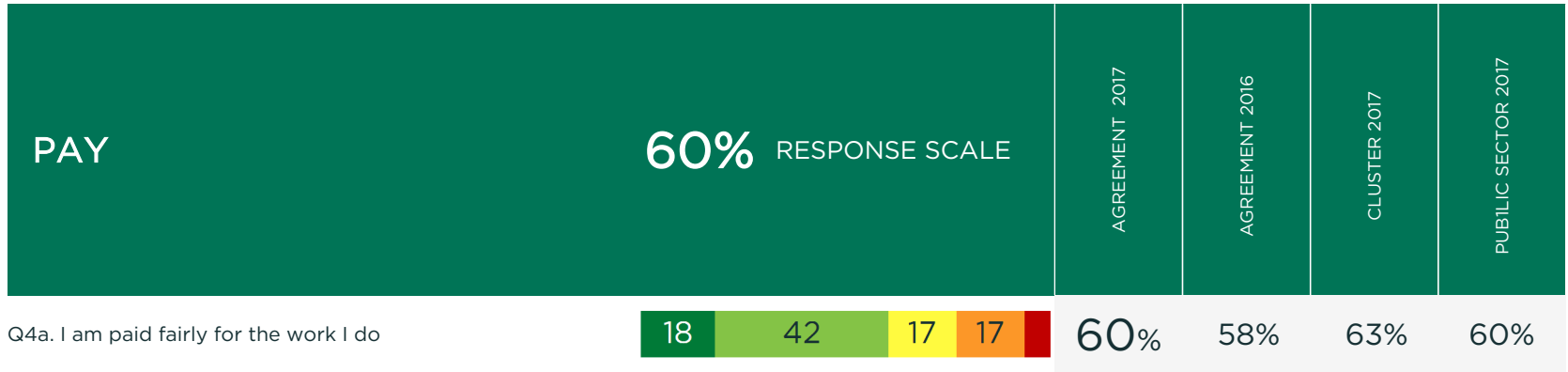




## EXPLORE THE FULL RESULTS

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





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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		59% 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		51%	45%	57%	63%					
Q1f. I am able to keep my work stress at an acceptable level		51%	44%	60%	59%					
Q2c. I receive help and support from other members of my workgroup		73%	69%	76%	81%					
Q2d. There is good team spirit in my workgroup		60%	57%	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

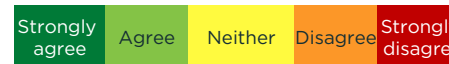
**22%** RESPONSE SCALE

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



AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
22%	25%	26%	34%

KEY

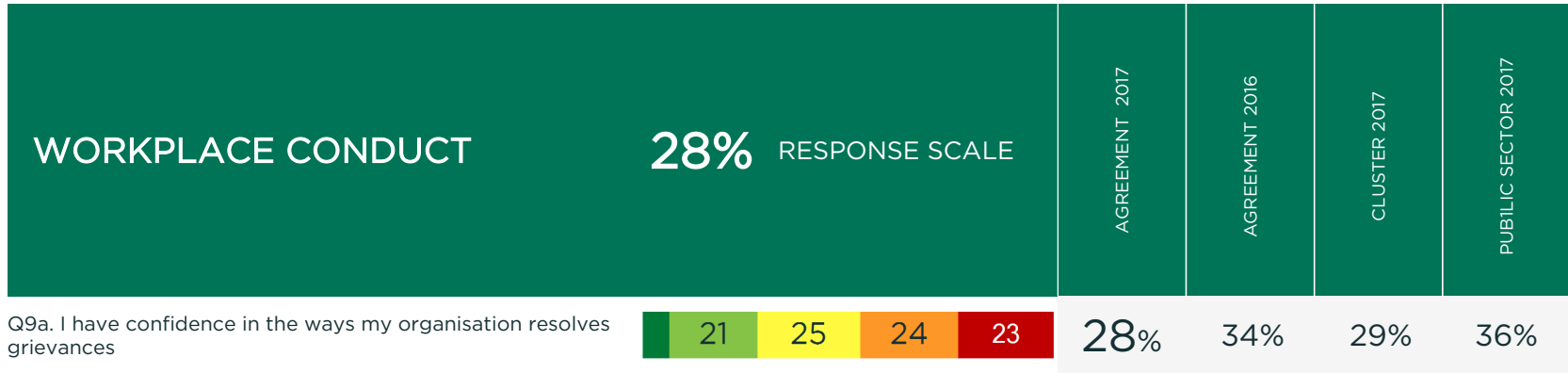




## EXPLORE THE FULL RESULTS

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
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		65%	46%	67%
No		35%	54%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		69%	65%	75%
No		31%	35%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		47%	42%	57%
No		53%	58%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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		47%	41%	41%
No		53%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		14%	25%	30%
Lack of visible opportunities		33%	31%	31%
Lack of promotion opportunities		42%	37%	30%
Lack of support from my manager / supervisor		22%	17%	14%
Geographic location considerations		50%	35%	28%
Personal / family considerations		49%	36%	33%
Insufficient training and development		21%	20%	16%
Lack of required capabilities or experience		15%	11%	11%
Lack of support for temporary assignments/secondments		26%	20%	15%
The application/recruitment process is too cumbersome or time consuming		33%	27%	23%
Other		12%	10%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		37%	24%	25%
No		53%	63%	62%
Don't know		10%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		58%	65%	63%
No		42%	33%	35%
Don't know	(r)			





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		48%	33%	33%
No		46%	58%	58%
Don't know		6%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		27%	19%	18%
No		67%	75%	76%
Don't know		7%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> 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		20%	25%	22%
Your immediate manager/supervisor		41%	27%	24%
A fellow worker at your level		13%	24%	27%
A subordinate		8%	8%	8%
A client or customer		4%	1%	2%
A member of the public other than a client or customer	(r)			
Other		3%	3%	4%
Prefer not to say		11%	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		44%	62%
Regional NSW		56%	38%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> 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		0%	8%
Sworn police officer - other	(r)		
Non-sworn employee of NSW Police Force	(r)		
Permanent Fire fighter		9%	5%
Retained Fire fighter		1%	2%
Custodial Officer	(r)		
Youth Worker	(r)		
Legal officer or other legal professional		1%	3%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> 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		31%	21%
Sheriff's Officer	(r)		
Community Corrections Officer (Probation & Parole)	(r)		
Psychologist	(r)		
Teacher		1%	0%
Welfare Officer	(r)		
Other		57%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		65%
Female		34%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	█	6%
30 - 34	█	9%
35 - 39	█	13%
40 - 44	█	15%
45 - 49	█	15%
50 - 54	█	18%
55 - 59	█	12%
60 - 64	█	8%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		9%
No		89%
Prefer not to say		2%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		95%
Prefer not to say		3%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

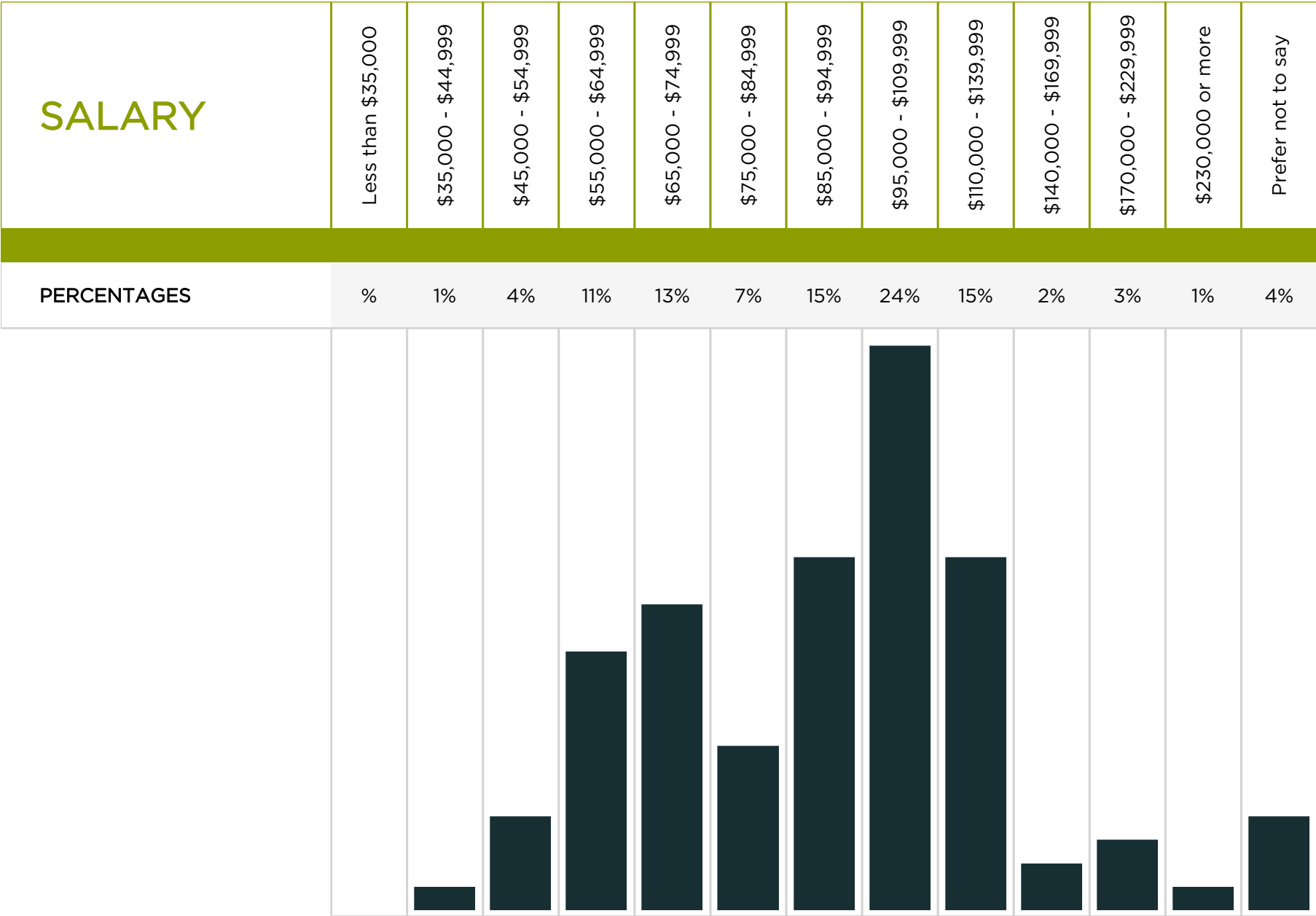
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		9%
No		86%
Prefer not to say		5%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		3%
No		95%
Prefer not to say		2%

# 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.

	NSW Rural Fire Service	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	409	160	40	38	44	14	3	14	3	68
EMPLOYEE ENGAGEMENT	64%	60%	67%	61%	73%	(r)	(r)	(r)	(r)	66%
ENGAGEMENT WITH WORK	66%	61%	70%	62%	80%	(r)	(r)	(r)	(r)	66%
SENIOR MANAGERS	36%	28%	37%	43%	50%	(r)	(r)	(r)	(r)	39%
COMMUNICATION	48%	40%	46%	55%	61%	(r)	(r)	(r)	(r)	51%
HIGH PERFORMANCE	52%	46%	52%	59%	62%	(r)	(r)	(r)	(r)	55%
PUBLIC SECTOR VALUES	49%	43%	48%	54%	60%	(r)	(r)	(r)	(r)	51%
DIVERSITY & INCLUSION	58%	51%	54%	62%	69%	(r)	(r)	(r)	(r)	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

# 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.

	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	409	0	3	17	43	51	25	57	92	57	6	10	4	17
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	64%	63%	(r)	63%	62%	66%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	66%	(r)	(r)	(r)	68%	65%	(r)	72%	60%	68%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	34%	36%	(r)	33%	35%	36%	(r)	(r)	(r)	(r)
COMMUNICATION	48%	(r)	(r)	(r)	43%	52%	(r)	45%	46%	52%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	52%	(r)	(r)	(r)	53%	55%	(r)	50%	49%	53%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	48%	50%	(r)	46%	47%	50%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	(r)	57%	60%	(r)	56%	54%	64%	(r)	(r)	(r)	(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 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.

	NSW Rural Fire Service	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	409	37	34	49	98	128	34
<b>EMPLOYEE ENGAGEMENT</b>	64%	73%	68%	67%	63%	60%	66%
ENGAGEMENT WITH WORK	66%	77%	83%	78%	59%	58%	68%
SENIOR MANAGERS	36%	56%	41%	32%	33%	31%	44%
COMMUNICATION	48%	67%	57%	47%	48%	40%	46%
HIGH PERFORMANCE	52%	69%	57%	51%	49%	47%	56%
PUBLIC SECTOR VALUES	49%	67%	53%	49%	47%	44%	52%
DIVERSITY & INCLUSION	58%	77%	69%	60%	57%	50%	54%

### 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.

	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	409	1	9	22	34	51	57	57	69	45	29	6
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	69%	69%	71%	63%	59%	62%	(r)	(r)
ENGAGEMENT WITH WORK	66%	(r)	(r)	(r)	67%	70%	73%	67%	66%	57%	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	48%	43%	38%	39%	26%	37%	(r)	(r)
COMMUNICATION	48%	(r)	(r)	(r)	56%	54%	52%	52%	43%	42%	(r)	(r)
HIGH PERFORMANCE	52%	(r)	(r)	(r)	57%	59%	57%	55%	45%	49%	(r)	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	57%	53%	54%	51%	43%	47%	(r)	(r)
DIVERSITY & INCLUSION	58%	(r)	(r)	(r)	65%	63%	66%	63%	52%	55%	(r)	(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.

	NSW Rural Fire Service	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>409</b>	<b>252</b>	<b>130</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	63%	67%	(r)
ENGAGEMENT WITH WORK	66%	65%	67%	(r)
SENIOR MANAGERS	36%	32%	44%	(r)
COMMUNICATION	48%	45%	53%	(r)
HIGH PERFORMANCE	52%	50%	56%	(r)
PUBLIC SECTOR VALUES	49%	47%	53%	(r)
DIVERSITY & INCLUSION	58%	57%	60%	(r)

KEY

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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.

	NSW Rural Fire Service	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	409	169	217
<b>EMPLOYEE ENGAGEMENT</b>	64%	69%	60%
ENGAGEMENT WITH WORK	66%	72%	61%
SENIOR MANAGERS	36%	44%	30%
COMMUNICATION	48%	55%	41%
HIGH PERFORMANCE	52%	57%	48%
PUBLIC SECTOR VALUES	49%	56%	44%
DIVERSITY & INCLUSION	58%	66%	51%

KEY

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## 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.

	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
<b>NUMBER OF RESPONDENTS</b>	409	1	0	0	35	2	0	0	4	121	0	0	0	2
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	66%	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	36%	(r)	(r)	(r)	25%	(r)	(r)	(r)	(r)	40%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	48%	(r)	(r)	(r)	32%	(r)	(r)	(r)	(r)	51%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	52%	(r)	(r)	(r)	45%	(r)	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	49%	(r)	(r)	(r)	42%	(r)	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	58%	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(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 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.

	NSW Rural Fire Service	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	<b>409</b>	<b>0</b>	<b>220</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	64%
ENGAGEMENT WITH WORK	66%	(r)	64%
SENIOR MANAGERS	36%	(r)	35%
COMMUNICATION	48%	(r)	47%
HIGH PERFORMANCE	52%	(r)	51%
PUBLIC SECTOR VALUES	49%	(r)	48%
DIVERSITY & INCLUSION	58%	(r)	58%

### 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.

# 22%

of employees replied favourably to:

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

## 34%

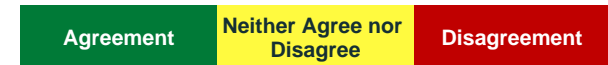
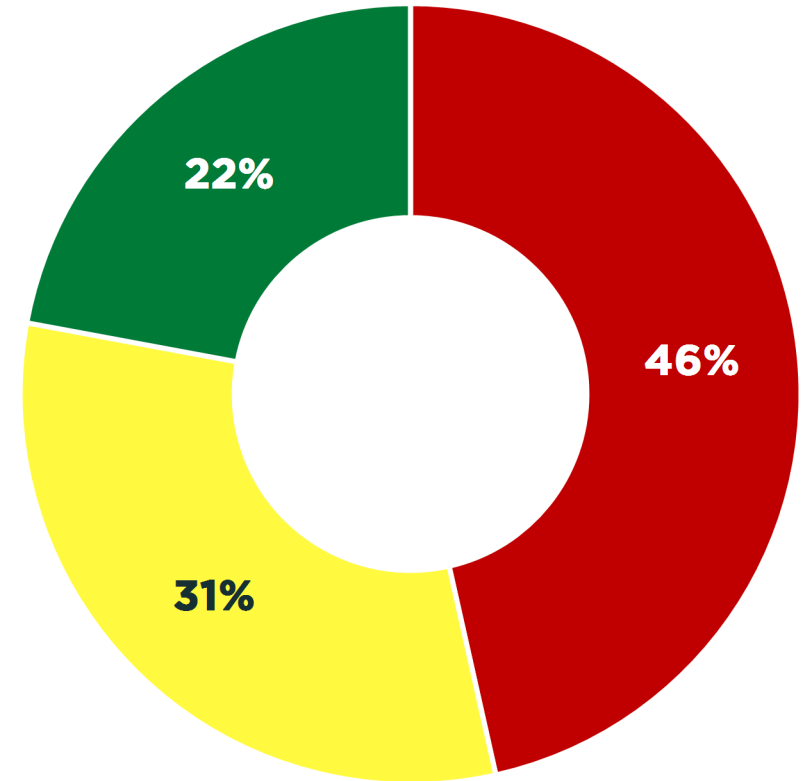
SECTOR

## 26%

CLUSTER

## 25%

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

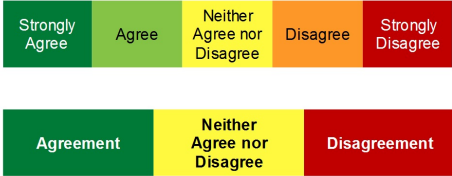
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.