

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 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

NSW State Emergency Service

RESPONSE RATE

>100%

332 OF 330 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

67%

DIFFERENCE FROM 2016 **+4**

DIFFERENCE FROM CLUSTER **+5**

DIFFERENCE FROM PUBLIC SECTOR **+3**

SENIOR MANAGERS

36%

DIFFERENCE FROM 2016 **+13**

DIFFERENCE FROM CLUSTER **-4**

DIFFERENCE FROM PUBLIC SECTOR **-12**

COMMUNICATION

56%

DIFFERENCE FROM 2016 **+10**

DIFFERENCE FROM CLUSTER **+3**

DIFFERENCE FROM PUBLIC SECTOR **-4**



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

70%

DIFFERENCE FROM CLUSTER **+3**

DIFFERENCE FROM PUBLIC SECTOR **-2**

HIGH PERFORMANCE

55%

DIFFERENCE FROM CLUSTER **-1**

DIFFERENCE FROM PUBLIC SECTOR **-8**

PUBLIC SECTOR VALUES

53%

DIFFERENCE FROM CLUSTER **0**

DIFFERENCE FROM PUBLIC SECTOR **-8**

DIVERSITY & INCLUSION

64%

DIFFERENCE FROM CLUSTER **+2**

DIFFERENCE FROM PUBLIC SECTOR **-3**

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	Q1c. My job gives me a feeling of personal accomplishment	74%	66%	69%	75%
2	Q6c. I feel that senior managers model the values of my organisation	35%	24%	42%	48%
3	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	65%	64%	68%	74%
4	Q1b. I am provided with the support I need to do my best at work	47%	40%	57%	63%
5	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	48%	35%	53%	60%
6	Q6h. I feel that senior managers listen to employees	28%	17%	33%	41%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

2a.	My workgroup strives to achieve customer/client satisfaction	87%
2c.	I receive help and support from other members of my workgroup	81%
7j.	I am proud to tell others I work for my organisation	79%
2b.	My workgroup works collaboratively to achieve its objectives	77%
1a.	I understand what is expected of me to do well in my role	77%
2e.	People in my workgroup treat each other with respect	76%
1c.	My job gives me a feeling of personal accomplishment	74%
7k.	I feel a strong personal attachment to my organisation	72%
5d.	My manager encourages and values employee input	72%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	71%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

9a.	I have confidence in the ways my organisation resolves grievances	15%
7g.	I have confidence in the way recruitment decisions are made	18%
7c.	I feel that change is managed well in my organisation	20%
7e.	People in my organisation take responsibility for their own actions	20%
7d.	There is good co-operation between teams across our organisation	26%
6b.	I feel that senior managers effectively lead and manage change	27%
6h.	I feel that senior managers listen to employees	28%
3g.	I am satisfied with the opportunities available for career development in my organisation	31%
7f.	My organisation is committed to developing its employees	31%
5h.	My manager appropriately deals with employees who perform poorly	32%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
7b. My organisation is making the necessary improvements to meet our future challenges	65%	37%
6a. I believe senior managers provide clear direction for the future of the organisation	40%	16%
14. I believe action will be taken on the results from this survey by my organisation	41%	18%
3e. My performance is assessed against clear criteria	42%	26%
1e. I am satisfied with my job	64%	49%
6b. I feel that senior managers effectively lead and manage change	27%	13%
6g. I feel that senior managers keep employees informed about what's going on	38%	25%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	48%	35%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	46%	33%
5d. My manager encourages and values employee input	72%	60%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
9a. I have confidence in the ways my organisation resolves grievances	15%	19%



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'.



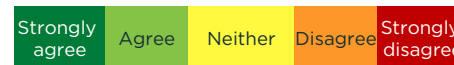
EXPLORE THE FULL RESULTS

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	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	14	39	27	16	54%	46%	55%	60%
Q7j. I am proud to tell others I work for my organisation	34	45	14		79%	69%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	35	38	20		72%	69%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	18	36	29	13	54%	47%	46%	53%
Q7m. My organisation inspires me to do the best in my job	20	34	27	16	54%	47%	46%	53%

KEY





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ENGAGEMENT WITH WORK	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	48	11	9	74%	66%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	33	38	13	12	71%	71%	67%	72%
Q1e. I am satisfied with my job	18	46	19	11	64%	49%	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	31	24	24	11	40%	16%	40%	48%
Q6b. I feel that senior managers effectively lead and manage change	8	23	28	28	16	27%	13%	37%	44%
Q6c. I feel that senior managers model the values of my organisation	7	27	29	21	15	35%	24%	42%	48%
Q6d. Senior managers encourage innovation by employees	8	31	31	24	9	36%	25%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	38	32	14	8	46%	33%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	40	27	17	7	48%	35%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	31	24	24	14	38%	25%	37%	45%
Q6h. I feel that senior managers listen to employees	8	23	28	28	15	28%	17%	33%	41%
Q7c. I feel that change is managed well in my organisation	16	31	31	18		20%	12%	30%	39%

KEY





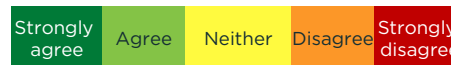
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COMMUNICATION	56% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	21	42	15	14	8	62%	53%	66%	70%
Q5d. My manager encourages and values employee input	27	45	12	10		72%	60%	63%	71%
Q5e. My manager involves my workgroup in decisions about our work	20	47	17	10		66%	55%	57%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	8	31	24	24	14	38%	25%	37%	45%
Q6h. I feel that senior managers listen to employees		23	28	28	15	28%	17%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	18	51	15	8	7	70%	67%	60%	66%

KEY





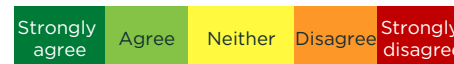
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HIGH PERFORMANCE	55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1a. I understand what is expected of me to do well in my role	28	48	11	11	77%	71%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	35	42	8	10	77%	72%	72%	78%	
Q3f. I have received appropriate training and development to do my job well	9	33	22	22	14	41%	35%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	20	49	16	10	69%	59%	64%	72%	
Q5f. I have confidence in the decisions my manager makes	23	40	19	12	63%	54%	62%	67%	
Q6d. Senior managers encourage innovation by employees		31	31	24	9	36%	25%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	38	32	14	8	46%	33%	43%	51%
Q7a. My organisation focuses on improving the work we do	17	50	22	9	66%	60%	59%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	48	23	10	65%	37%	49%	57%	

KEY





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	55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	23	25	35	14	26%	22%	41%	47%
Q7h. My organisation generally selects capable people to do the job	32	27	29	8	36%	27%	38%	52%

KEY





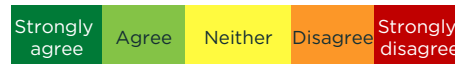
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PUBLIC SECTOR VALUES		53% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		47	40	87%	83%	78%	85%
Q2e. People in my workgroup treat each other with respect		38	38	76%	67%	69%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		20	49	69%	59%	64%	72%
Q5b. My manager listens to what I have to say		22	49	71%	66%	68%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		10	31	40%	16%	40%	48%
Q6c. I feel that senior managers model the values of my organisation		7	27	35%	24%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		9	40	48%	35%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	31	38%	25%	37%	45%
Q6h. I feel that senior managers listen to employees		23	28	28%	17%	33%	41%

KEY





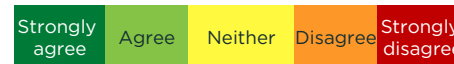
EXPLORE THE FULL RESULTS

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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		53% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		66%	60%	59%	69%				
Q7e. People in my organisation take responsibility for their own actions		20%	18%	36%	47%				

KEY





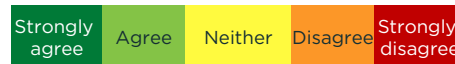
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION		64% 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		47%	40%	57%	63%					
Q5b. My manager listens to what I have to say		71%	66%	68%	75%					
Q5d. My manager encourages and values employee input		72%	60%	63%	71%					
Q6i. Senior managers in my organisation support the career advancement of women		49%	41%	57%	58%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		65%	64%	68%	74%					
Q8b. Personal background is not a barrier to success in my organisation		70%	-	67%	74%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		70%	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>		71%	65%	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	27% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	14	31	30	22	18%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job	32	27	29	8	36%	27%	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	42% 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	14	37	23	18	8	51%	43%	54%	63%
Q3e. My performance is assessed against clear criteria	8	35	26	21	10	42%	26%	44%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	7	23	25	24	20	31%	22%	41%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	25	41	16	10	8	66%	62%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	11	21	33	22	13	32%	30%	39%	44%
Q7f. My organisation is committed to developing its employees	27	36	22	10		31%	26%	39%	50%

KEY

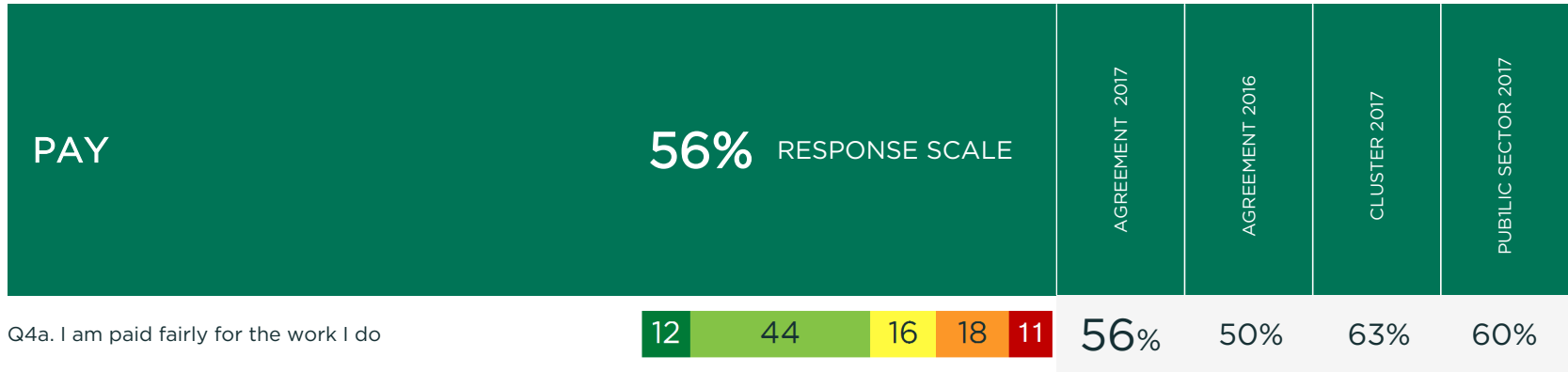




EXPLORE THE FULL RESULTS

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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WORKPLACE SUPPORT		63% 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		47%	40%	57%	63%					
Q1f. I am able to keep my work stress at an acceptable level		55%	48%	60%	59%					
Q2c. I receive help and support from other members of my workgroup		81%	80%	76%	81%					
Q2d. There is good team spirit in my workgroup		70%	62%	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.

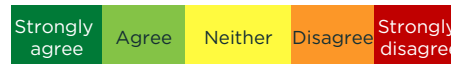
ACTION ABOUT SURVEY RESULTS

41% RESPONSE SCALE

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



KEY

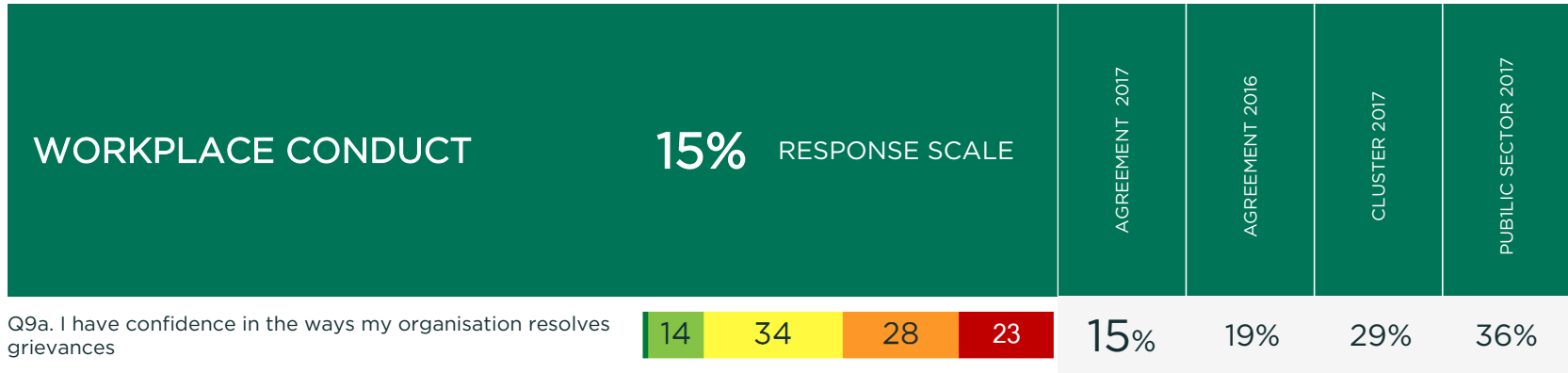




EXPLORE THE FULL RESULTS

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		67%	46%	67%
No		33%	54%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		72%	65%	75%
No		28%	35%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		44%	42%	57%
No		56%	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		52%	41%	41%
No		48%	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		19%	25%	30%
Lack of visible opportunities		35%	31%	31%
Lack of promotion opportunities		36%	37%	30%
Lack of support from my manager / supervisor		17%	17%	14%
Geographic location considerations		41%	35%	28%
Personal / family considerations		44%	36%	33%
Insufficient training and development		27%	20%	16%
Lack of required capabilities or experience		12%	11%	11%
Lack of support for temporary assignments/secondments		23%	20%	15%
The application/recruitment process is too cumbersome or time consuming		35%	27%	23%
Other		10%	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		32%	24%	25%
No		51%	63%	62%
Don't know		17%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		75%	65%	63%
No		24%	33%	35%
Don't know		1%	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		36%	33%	33%
No		54%	58%	58%
Don't know		10%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		14%	19%	18%
No		77%	75%	76%
Don't know		9%	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		27%	25%	22%
Your immediate manager/supervisor		33%	27%	24%
A fellow worker at your level		16%	24%	27%
A subordinate		11%	8%	8%
A client or customer		2%	1%	2%
A member of the public other than a client or customer	(r)			
Other		7%	3%	4%
Prefer not to say		4%	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		30%	62%
Regional NSW		70%	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		0%	8%
Sworn police officer - other	(r)		
Non-sworn employee of NSW Police Force		0%	8%
Permanent Fire fighter		0%	5%
Retained Fire fighter	(r)		
Custodial Officer	(r)		
Youth Worker		0%	2%
Legal officer or other legal professional	(r)		



EXPLORE THE FULL SURVEY RESULTS

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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		42%	21%
Sheriff's Officer	(r)		
Community Corrections Officer (Probation & Parole)	(r)		
Psychologist	(r)		
Teacher		1%	0%
Welfare Officer	(r)		
Other		56%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		43%
Female		57%
Other		%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		2%
25 -29	█	6%
30 - 34	█	11%
35 - 39	█	14%
40 - 44	█	15%
45 - 49	█	18%
50 - 54	█	18%
55 - 59	█	10%
60 - 64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		9%
No		90%
Prefer not to say		1%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		95%
Prefer not to say		3%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

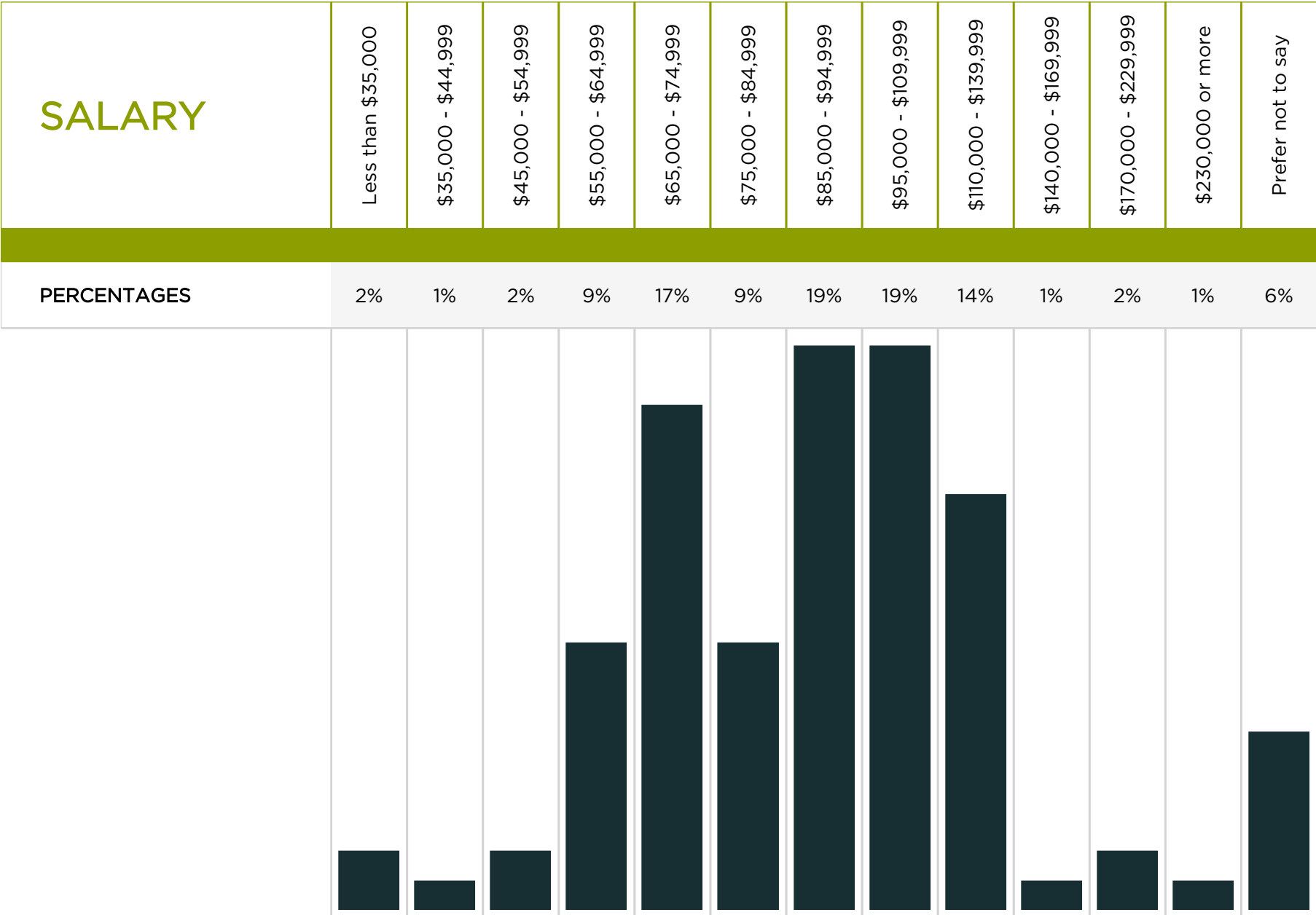
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		6%
No		91%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		95%
Prefer not to say		2%

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 State Emergency 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	332	61	35	47	70	7	4	44	1	52
EMPLOYEE ENGAGEMENT	67%	71%	71%	69%	62%	(r)	(r)	67%	(r)	67%
ENGAGEMENT WITH WORK	70%	72%	76%	67%	66%	(r)	(r)	70%	(r)	72%
SENIOR MANAGERS	36%	35%	39%	41%	32%	(r)	(r)	34%	(r)	38%
COMMUNICATION	56%	56%	54%	62%	53%	(r)	(r)	61%	(r)	57%
HIGH PERFORMANCE	55%	55%	59%	57%	50%	(r)	(r)	57%	(r)	59%
PUBLIC SECTOR VALUES	53%	53%	53%	56%	50%	(r)	(r)	52%	(r)	56%
DIVERSITY & INCLUSION	64%	63%	69%	71%	60%	(r)	(r)	68%	(r)	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 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 State Emergency 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	332	6	2	5	28	53	28	61	60	46	2	6	2	20
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	67%	(r)	62%	64%	68%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	65%	(r)	63%	68%	76%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	34%	(r)	25%	30%	38%	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	57%	(r)	46%	51%	54%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	55%	(r)	48%	51%	56%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	(r)	51%	(r)	45%	47%	55%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	64%	(r)	(r)	(r)	(r)	65%	(r)	57%	61%	61%	(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 State Emergency Service	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	332	63	43	68	76	54	15
EMPLOYEE ENGAGEMENT	67%	74%	69%	63%	67%	63%	(r)
ENGAGEMENT WITH WORK	70%	76%	81%	66%	66%	66%	(r)
SENIOR MANAGERS	36%	51%	43%	35%	26%	27%	(r)
COMMUNICATION	56%	69%	61%	52%	48%	52%	(r)
HIGH PERFORMANCE	55%	66%	60%	53%	48%	50%	(r)
PUBLIC SECTOR VALUES	53%	63%	59%	51%	45%	48%	(r)
DIVERSITY & INCLUSION	64%	75%	69%	61%	60%	57%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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 State Emergency 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	332	0	7	18	35	46	49	59	57	33	12	7
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	80%	61%	67%	65%	66%	64%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	84%	64%	67%	73%	67%	65%	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	46%	27%	35%	38%	34%	30%	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	64%	55%	55%	53%	55%	55%	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	66%	52%	53%	56%	52%	51%	(r)	(r)
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	63%	48%	50%	53%	50%	51%	(r)	(r)
DIVERSITY & INCLUSION	64%	(r)	(r)	(r)	72%	64%	65%	62%	63%	58%	(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 State Emergency Service	Male	Female	Other
NUMBER OF RESPONDENTS	332	140	183	0
EMPLOYEE ENGAGEMENT	67%	65%	69%	(r)
ENGAGEMENT WITH WORK	70%	68%	72%	(r)
SENIOR MANAGERS	36%	36%	36%	(r)
COMMUNICATION	56%	56%	57%	(r)
HIGH PERFORMANCE	55%	53%	57%	(r)
PUBLIC SECTOR VALUES	53%	53%	53%	(r)
DIVERSITY & INCLUSION	64%	64%	65%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER 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 State Emergency Service	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	332	98	226
EMPLOYEE ENGAGEMENT	67%	69%	67%
ENGAGEMENT WITH WORK	70%	75%	69%
SENIOR MANAGERS	36%	40%	34%
COMMUNICATION	56%	62%	54%
HIGH PERFORMANCE	55%	60%	53%
PUBLIC SECTOR VALUES	53%	57%	51%
DIVERSITY & INCLUSION	64%	69%	62%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	NSW State Emergency 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	332	1	0	1	1	0	0	1	0	137	0	0	0	2
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	35%	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(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 State Emergency Service	Welfare Officer	Other
NUMBER OF RESPONDENTS	332	0	180
EMPLOYEE ENGAGEMENT	67%	(r)	69%
ENGAGEMENT WITH WORK	70%	(r)	74%
SENIOR MANAGERS	36%	(r)	36%
COMMUNICATION	56%	(r)	57%
HIGH PERFORMANCE	55%	(r)	56%
PUBLIC SECTOR VALUES	53%	(r)	53%
DIVERSITY & INCLUSION	64%	(r)	65%

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.

41%

of employees replied favourably to:

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

34%

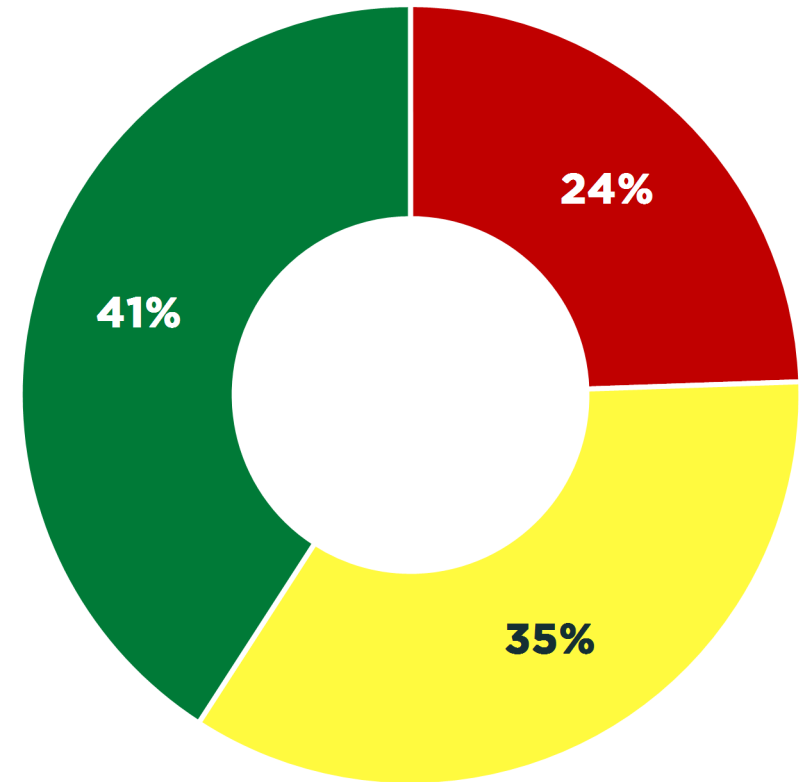
SECTOR

26%

CLUSTER

18%

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

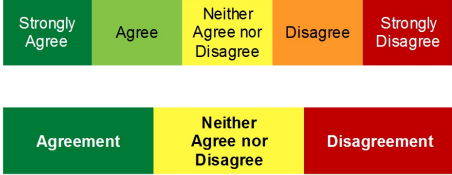
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.