# PEOPLE MATTER 2018

NSW Public Sector Employee Survey

Nurse Teacher Accountant Police Officer Librarian 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 PEOPLE Dervisor Ship's Engineer Dervisor Ship's Engineer Dervisor Ship's Engineer Engineer Receptionist Nurse Police Officer M Museum Guide Conse ctrical Linesworker Warden Prison Officer Solicitor Cable Jointer urse Librarian Adviso echnician Administrato Train Driver Bus Drive Surveyor Scientist Nur Laboratory Turner Plumb lance Officer Youth Worker Hospital Order abourer Jointer Solicitor Caretaker hip's Officer Ship's Master Marine Transp or Museum Guide Conservator Plant Op NSW Public Sector Cable Engineer Plant Operator Nurse **Employee Survey** Policy Analyst Su Social Worke Welfare Wor 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

Fire and Rescue NSW





### HEADLINES

RESPONSE RATE	EMPLOYEE ENGAGEMENT			i
23%	68%			QUESTIONS ARE
1,659 OF 7,312	DIFFERENCE FROM -2			GROUPED INTO TOPICS IN THIS
RESPONDENTS	DIFFERENCE FROM CLUSTER +6			REPORT.
	DIFFERENCE FROM PUBLIC SECTOR +3			
ENGAGEMENT WITH WORK	SENIOR MANAGERS	COMMUNICATION	HIGH PERFORMANCE	This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions
73%	34%	54%	55%	section.
DIFFERENCE FROM -1	DIFFERENCE FROM +3	DIFFERENCE FROM +1	DIFFERENCE FROM 0	The Employee Engagement index is weighted. It cannot be
DIFFERENCE FROM CLUSTER +7	DIFFERENCE FROM CLUSTER -6	DIFFERENCE FROM CLUSTER +1	DIFFERENCE FROM CLUSTER 0	compared to the other scores which are the average of the %
DIFFERENCE FROM PUBLIC SECTOR +1	DIFFERENCE FROM PUBLIC SECTOR -15	DIFFERENCE FROM PUBLIC SECTOR -7	DIFFERENCE FROM -9	agreement results (strongly agree and agree scores).
PUBLIC SECTOR VALUES	DIVERSITY & INCLUSION	FLEXIBLE WORKING SATISFACTION	ACTION ON RESULTS	Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees
52%	65%	57%	20%	selecting the wrong work location in the survey
DIFFERENCE FROM +2	DIFFERENCE FROM CLUSTER +2	DIFFERENCE FROM +5	DIFFERENCE FROM 0	
DIFFERENCE FROM CLUSTER -1	DIFFERENCE FROM PUBLIC SECTOR -3	DIFFERENCE FROM CLUSTER -2	DIFFERENCE FROM CLUSTER -8	
DIFFERENCE FROM PUBLIC SECTOR -10		DIFFERENCE FROM PUBLIC SECTOR -2	DIFFERENCE FROM PUBLIC SECTOR -16	

### **HIGHEST AND LOWEST QUESTIONS**

ŧ	HIGHEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017	0	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
1a.	l understand what is expected of me to do well in my role	88%	90%	7g.	I have confidence in the way recruitment decisions are made	19%	18%
2a.	My workgroup strives to achieve customer/client satisfaction	86%	85%	14.	I believe action will be taken on the results from this survey by my organisation	20%	20%
2c.	l receive help and support from other members of my workgroup	83%	82%	7c.	I feel that change is managed well in my organisation	24%	22%
1g.	I know how to address a health and safety issue I have identified	82%	-	9a.	I have confidence in the ways my organisation resolves grievances	25%	26%
7j.	I am proud to tell others I work for my organisation	82%	85%	6h.	I feel that senior managers listen to employees	27%	25%
2b.	My workgroup works collaboratively to achieve its objectives	81%	80%	6b.	I feel that senior managers effectively lead and manage change	29%	26%
1c.	My job gives me a feeling of personal accomplishment	81%	82%	6g.	I feel that senior managers keep employees informed about what's going on	30%	27%
2e.	People in my workgroup treat each other with respect	79%	78%	7e.	People in my organisation take responsibility for their own actions	31%	32%
2d.	There is good team spirit in my workgroup	76%	76%	7f.	My organisation is committed to developing its employees	32%	31%
7k.	l feel a strong personal attachment to my organisation	75%	79%	6d.	Senior managers encourage innovation by employees	32%	31%

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#### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

### **MOST AND LEAST IMPROVED QUESTIONS**

¢	MOST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017	•	LEAST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
6a.	I believe senior managers provide clear direction for the future of the organisation	37%	29%	7h	My organisation generally selects capable people to do the job	36%	40%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	48%	43%	7k	I feel a strong personal attachment to my organisation	75%	79%
7b.	My organisation is making the necessary improvements to meet our future challenges	46%	41%	7j.	I am proud to tell others I work for my organisation	82%	85%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	57%	52%	7i.	I would recommend my organisation as a great place to work	71%	74%
3e.	My performance is assessed against clear criteria	33%	29%	8c	l am able to speak up and share a different view to my colleagues and manager	62%	64%
5h.	My manager appropriately deals with employees who perform poorly	44%	40%	1d	I feel motivated to contribute more than what is normally required at work	66%	68%
5e.	My manager involves my workgroup in decisions about our work	65%	61%	1a	l understand what is expected of me to do well in my role	88%	90%
6g.	I feel that senior managers keep employees informed about what's going on	30%	27%	7e	People in my organisation take responsibility for their own actions	31%	32%
6b.	I feel that senior managers effectively lead and manage change	29%	26%	3f	I have received appropriate training and development to do my job well	42%	43%
6i.	Senior managers in my organisation support the career advancement of women	74%	71%	1b	I am provided with the support I need to do my best at work	52%	53%

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#### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

### **HIGHEST NEUTRAL SCORING QUESTIONS**

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation		<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation		<b>Q14.</b> I believe action will be taken on the results from this survey by my organisation	
	20%		<b>31</b> %		<b>49</b> %
<b>Q6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with		<b>Q6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with		<b>Q6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with	
	<b>43</b> %		30%		<b>27</b> %
<b>Q7f.</b> My organisation is committed to developing its employees		<b>Q7f.</b> My organisation is committed to developing its employees		<b>Q7f.</b> My organisation is committed to developing its employees	
	32%		<b>28</b> %		40%
<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives		<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives		<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives	
	<b>48</b> %		<b>28</b> %		<b>24</b> %
<b>Q6d.</b> Senior managers encourage innovation by employees		<b>Q6d.</b> Senior managers encourage innovation by employees		<b>Q6d.</b> Senior managers encourage innovation by employees	
	32%		28%		40%

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS) - WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL) - WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? (AREAS OF CONCERN)

#### **TAKING ACTION**

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#### WHAT'S NEXT?

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

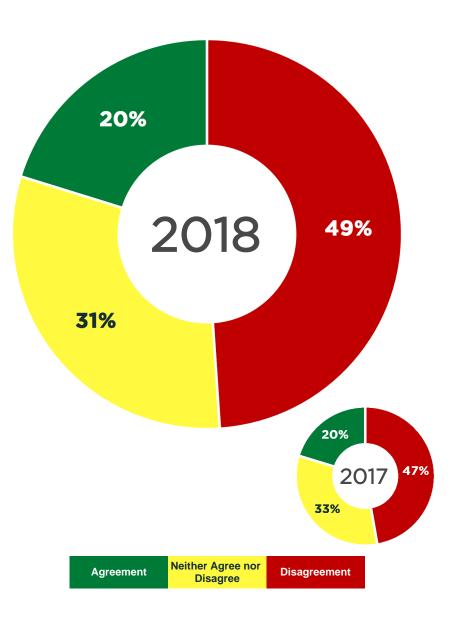
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.



of employees replied favourably to:

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

**37% 28% 20%** sector cluster 2017



### **KEY DRIVERS OF ENGAGEMENT**

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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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RAI	NK	% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q6c.</b> I feel that senior managers model the values of my organisation	35%	34%	42%	50%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>57</b> %	58%	58%	69%
3	<b>Q7f.</b> My organisation is committed to developing its employees	<b>32</b> %	31%	40%	52%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>46</b> %	41%	47%	57%
5	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	29%	26%	37%	46%
6	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27</b> %	25%	34%	43%

### **BUSINESS UNIT COMPARISON**

OMPARISON OF OWER LEVEL USINESS UNITS		Fire and Rescue NSW	Directorates	Field Operations	Offices	Strategic Capability
	NUMBER OF RESPONDENTS	1659	272	1148	50	118
	EMPLOYEE ENGAGEMENT	68%	74%	67%	80%	64%
uestion group scores or Fire and Rescue SW	ENGAGEMENT WITH WORK	73%	76%	73%	81%	71%
he Employee	SENIOR MANAGERS	34%	52%	29%	63%	28%
ngagement Index is a eighted score. The emaining scores are	COMMUNICATION	54%	67%	52%	69%	49%
ne average of % greement results for all uestions in a topic	HIGH PERFORMANCE	55%	68%	53%	71%	51%
roup.	PUBLIC SECTOR VALUES	52%	65%	49%	72%	46%
gnificant differences ave been highlighted demonstrate best	DIVERSITY & INCLUSION	65%	76%	63%	76%	63%

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AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

LESS THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

NSW PMES 2018

EXPLORE THE FULL RESULTS	EMPLOYEE ENGAGEMENT	<b>68%</b> Aggregate score	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q7i. I would recommend my organisation as a great place to work	<b>27</b> 44 18 7	71%	74%	54%	61%
	Q7j. I am proud to tell others I work for my organisation	42 40 <mark>12</mark>	82%	85%	66%	69%
	Q7k. I feel a strong personal attachment to my organisation	38 37 <mark>14</mark> 7	75%	79%	61%	63%
Results show the proportion of respondents	Q7I. My organisation motivates me to help it achieve its objectives	<b>18</b> 31 25 16 10	49%	49%	47%	55%
answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and	Q7m. My organisation inspires me to do the best in my job	<b>19</b> 31 <b>24</b> 16 10	50%	51%	46%	55%

Neither Disagree Strongly disagree Strongly agree Agree KEY

are neutral.

Disagree) and those who

EXPLORE THE FULL RESULTS	ENGAGEMENT WITH WORK	73%	AGGREGATE SCOR	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q1c. My job gives me a feeling of personal accomplishment	36	46 <mark>10</mark>	81%	82%	68%	76%
	Q1d. I feel motivated to contribute more than what is normally required at work	29	37 <mark>15 11</mark>	<sup>8</sup> 66%	68%	65%	72%
	Q1e. I am satisfied with my job	27	45 <mark>13 10</mark>	72%	72%	65%	69%

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

EXPLORE THE FULL RESULTS	SENIOR MANAGERS	<b>34%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q6a. I believe senior managers provide clear direction for the future of the organisation	<mark>8</mark> 29 23 21 19	37%	29%	40%	49%
	Q6b. I feel that senior managers effectively lead and manage change	<b>23</b> 26 21 <b>24</b>	29%	26%	37%	46%
	Q6c. I feel that senior managers model the values of my organisation	8 27 <u>25</u> 18 <u>22</u>	35%	34%	42%	50%
Results show the proportion of respondents	Q6d. Senior managers encourage innovation by employees	26 28 23 17	32%	31%	38%	50%
answering positively (Strongly Agree and Agree), negatively	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9 34 30 14 13	43%	42%	44%	52%
(Strongly Disagree and Disagree) and those who are neutral.	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	<b>10</b> 38 28 12 11	48%	43%	53%	62%
	Q6g. I feel that senior managers keep employees informed about what's going on	<b>25</b> 22 23 24	30%	27%	39%	47%
	Q6h. I feel that senior managers listen to employees	21 24 23 27	27%	25%	34%	43%
	Q7c. I feel that change is managed well in my organisation	19 24 30 22	24%	22%	31%	40%

KEY

Strongly agree Agree Neither Disagree Strongly disagree

EXPLORE THE FULL RESULTS	COMMUNICATION	<b>54%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q5c. My manager communicates effectively with me	<b>30</b> 42 14 8	71%	72%	66%	72%
	Q5d. My manager encourages and values employee input	<b>31 39 15 7</b>	70%	71%	65%	72%
	Q5e. My manager involves my workgroup in decisions about our work	<b>26</b> 39 17 11 8	65%	61%	59%	67%
Results show the proportion of respondents	Q6g. I feel that senior managers keep employees informed about what's going on	25 22 23 24	30%	27%	39%	47%
answering positively (Strongly Agree and Agree), negatively	Q6h. I feel that senior managers listen to employees	21 24 23 27	27%	25%	34%	43%
(Strongly Disagree and Disagree) and those who are neutral.	Q8c. I am able to speak up and share a different view to my colleagues and manager	<b>17</b> 45 <b>17 11 11</b>	62%	64%	60%	67%

Neither Disagree Strongly disagree Strongly agree Agree KEY

EXPLORE THE FULL RESULTS	HIGH PERFORMANCE	<b>55%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q1a. I understand what is expected of me to do well in my role	38 51	88%	90%	88%	90%
	Q2b. My workgroup works collaboratively to achieve its objectives	40 41 9	81%	80%	72%	79%
	Q3f. I have received appropriate training and development to do my job well	9 33 19 22 17	42%	43%	56%	65%
Results show the proportion of respondents	Q5a. My manager encourages people in my workgroup to keep improving the work they do	<b>23</b> 45 16 10	68%	66%	65%	74%
answering positively (Strongly Agree and Agree), negatively	Q5f. I have confidence in the decisions my manager makes	<b>32</b> 38 <mark>15 8</mark>	70%	70%	63%	68%
(Strongly Disagree and Disagree) and those who are neutral.	Q6d. Senior managers encourage innovation by employees	26 28 23 17	32%	31%	38%	50%
	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9 34 30 14 13	43%	42%	44%	52%
	Q7a. My organisation focuses on improving the work we do	<b>13</b> 44 <b>20 16 8</b>	57%	58%	58%	69%
	Q7b. My organisation is making the necessary improvements to meet our future challenges	11 35 24 20 10	46%	41%	47%	57%

KEY

Strongly agree Agree Neither Disagree Strongly disagree

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EXPLORE 1	
RESULTS	

Questions are grouped by topics in this report.

	HIGH PERFORMANCE	5	<b>5%</b> ,	AGGREG/	ATE SCC	DRE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
y	Q7d. There is good co-operation between teams across our organisation	8	35	25	18	14	43%	42%	41%	49%
	Q7h. My organisation generally selects capable people to do the job		32	26	22	16	36%	40%	38%	54%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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1	
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PUBLIC SECTOR VALUES	<b>52%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	41 45 8	86%	85%	78%	86%
Q2e. People in my workgroup treat each other with respect	41 38 <mark>10</mark>	79%	78%	69%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23 45 16 10	68%	66%	65%	74%
Q5b. My manager listens to what I have to say	31 43 12	75%	75%	70%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	<mark>8</mark> 29 23 21 19	37%	29%	40%	49%
Q6c. I feel that senior managers model the values of my organisation	8 27 25 18 <b>22</b>	35%	34%	42%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	10 38 28 12 11	48%	43%	53%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	25 22 23 24	30%	27%	39%	47%
Q6h. I feel that senior managers listen to employees	21 24 23 27	27%	25%	34%	43%
	<ul> <li>22a. My workgroup strives to achieve customer/client atisfaction</li> <li>22a. My workgroup strives to achieve customer/client atisfaction</li> <li>22e. People in my workgroup treat each other with respect</li> <li>25a. My manager encourages people in my workgroup to eep improving the work they do</li> <li>25b. My manager listens to what I have to say</li> <li>26a. I believe senior managers provide clear direction for the uture of the organisation</li> <li>26c. I feel that senior managers model the values of my rganisation</li> <li>26f. Senior managers communicate the importance of ustomers/clients in achieving our business objectives</li> <li>26g. I feel that senior managers keep employees informed bout what's going on</li> </ul>	D2a. My workgroup strives to achieve customer/client atisfaction       41       45       8         D2e. People in my workgroup treat each other with respect       41       38       10         D2a. My manager encourages people in my workgroup to eep improving the work they do       23       45       16       10         D2b. My manager listens to what I have to say       31       43       12       12         D6a. I believe senior managers provide clear direction for the uture of the organisation       8       29       23       21       19         D6c. I feel that senior managers model the values of my rganisation       8       27       25       18       22         D6f. Senior managers communicate the importance of ustomers/clients in achieving our business objectives       10       38       28       12       11         D6g. I feel that senior managers keep employees informed bout what's going on       25       22       23       24	PUBLIC SECTOR VALUES52% AGGREGATE SCORE52%A22. My workgroup strives to achieve customer/client41458A22. My workgroup strives to achieve customer/client41458A22. People in my workgroup treat each other with respect41381079%A23. A45161068%A25. My manager encourages people in my workgroup to eep improving the work they do2345161068%A25. My manager listens to what I have to say31431275%A26. I believe senior managers provide clear direction for the uture of the organisation82923211937%A26. I feel that senior managers model the values of my ustomers/clients in achieving our business objectives103828121148%A26. I feel that senior managers keep employees informed bout what's going on2522232430%	PUBLIC SECTOR VALUES52% AGGREGATE SCOREJunch22a. My workgroup strives to achieve customer/client4145886%85%22e. People in my workgroup treat each other with respect41381079%78%2345161068%66%245. My manager encourages people in my workgroup to eep improving the work they do2345161068%66%25b. My manager listens to what I have to say31431275%75%26a. I believe senior managers provide clear direction for the ustomers/clients in achieving our business objectives82725182235%34%26f. I feel that senior managers communicate the importance of ustomers/clients in achieving our business objectives103828121148%43%26g. I feel that senior managers keep employees informed but what's going on2522232430%27%	PUBLIC SECTOR VALUES52% AGGREGATE SCOREyeeyeeyeeyeeyeeA2a. My workgroup strives to achieve customer/client4145886%85%78%A2a. People in my workgroup treat each other with respect41381079%78%69%A2a. My manager encourages people in my workgroup to eep improving the work they do2345161068%66%65%A5b. My manager listens to what I have to say31431275%75%70%A6a. I believe senior managers provide clear direction for the uture of the organisation82923211937%29%40%A6c. I feel that senior managers model the values of my rganisation82725182235%34%42%A6g. I feel that senior managers communicate the importance of ustomers/clients in achieving our business objectives103828121148%43%53%A6g. I feel that senior managers keep employees informed bustomers/clients in achieving our business objectives2522232430%27%39%

KEY

Neither Disagree Strongly disagree Strongly agree Agree

EXPLORE THE FULL RESULTS	PUBLIC SECTOR VALUES	<b>52%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q7a. My organisation focuses on improving the work we do	<b>13</b> 44 <b>20 16 8</b>	57%	58%	58%	69%
	Q7e. People in my organisation take responsibility for their own actions	25 27 23 19	31%	32%	36%	49%

KEY	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	DIVERSITY & INCLUSION	<b>65%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q1b. I am provided with the support I need to do my best at work	14         38         17         22         10	52%	53%	57%	65%
	Q5b. My manager listens to what I have to say	31 43 12	75%	75%	70%	76%
	Q5d. My manager encourages and values employee input	<b>31 39 15 7</b>	70%	71%	65%	72%
Results show the proportion of respondents	Q6i. Senior managers in my organisation support the career advancement of women	36 38 20	74%	71%	58%	60%
answering positively (Strongly Agree and Agree), negatively	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>21</b> 49 18	70%	70%	68%	76%
(Strongly Disagree and Disagree) and those who are neutral.	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	<b>23</b> 41 19 9 7	65%	65%	68%	75%
	Q8c. I am able to speak up and share a different view to my colleagues and manager	<b>17</b> 45 17 11 11	62%	64%	60%	67%
	Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21 36 <u>26 9</u> 7	57%	52%	60%	59%
	Q8e. My manager supports flexible working in my team	24 37 26 7	61%	-	63%	63%

KEY

Strongly agree Agree Neither Disagree Strongly disagree

•	FLEXIBLE WORKING	59%	AGGRE	GATE SC	CORE	AGREEMENT 2018	GREEMENT 2017	CLUSTER 2018	IC SECTOR 2018
EXPLORE THE FULL RESULTS						AGF	AGF	5	PUBILIC
Questions are grouped by topics in this report.	Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	36	26	9 7	57%	52%	60%	59%
	Q8e. My manager supports flexible working in my team	24	37	26	7	61%	-	63%	63%

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

KEY	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE	THE	FULL
RESULTS		

Questions are grouped by topics in this report.

L	RECRUITMENT	27%	AGGREG	ATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
бу	Q7g. I have confidence in the way recruitment decisions are made	15 19	25	37	19%	18%	26%	37%
	Q7h. My organisation generally selects capable people to do the job	32	26	22 16	36%	40%	38%	54%

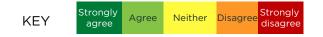
KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	PERFORMANCE FRAMEWORK & DEVELOPMENT	<b>43%</b> AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	14         36         20         18         12	50%	49%	55%	65%
	Q3e. My performance is assessed against clear criteria	8 25 28 23 16	33%	29%	45%	56%
	Q3g. I am satisfied with the opportunities available for career development in my organisation	8 26 20 21 <b>25</b>	34%	33%	41%	50%
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively	Q5g. My manager provides acknowledgement or other recognition for the work I do	<b>28</b> 39 17 8 8	67%	67%	62%	69%
	Q5h. My manager appropriately deals with employees who perform poorly	<b>15</b> 29 <b>27 16 14</b>	44%	40%	40%	46%
(Strongly Disagree and Disagree) and those who are neutral.	Q7f. My organisation is committed to developing its employees	27 28 21 19	32%	31%	40%	52%

KEY Strongly Agree Neither Disagree Strongly disagree

#### 6

<b>i</b> EXPLORE THE FULL RESULTS	WORKPLACE SUPPORT	<b>69%</b> Aggregate score	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Qlb. I am provided with the support I need to do my best at work	14         38         17         22         10	52%	53%	57%	65%
	Q1f. I am able to keep my work stress at an acceptable level	<b>16</b> 48 <b>16</b> 13	64%	65%	60%	60%
	Q2c. I receive help and support from other members of my workgroup	<b>3</b> 9 44 9	83%	82%	77%	81%
Results show the proportion of respondents	Q2d. There is good team spirit in my workgroup	41 35 <mark>12</mark>	76%	76%	64%	70%



#### 1

#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

ULL	ΡΑΥ	50% AGREEMENT		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
ed by	Q4a. I am paid fairly for the work I do	10 40 <u>20 </u> 2	20 10	50%	50%	62%	58%

KEY	Strongly agree	Agree	Neither	Disagree	Strongly disagree	
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#### 1

#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

ULL	HEALTH & SAFETY	82%	AGREEMENT		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
ed by	Q1g. I know how to address a health and safety issue I have identified	27	56	11	82%	-	81%	85%

EXPLORE THE FULL RESULTS	ACTION ON RESULTS	20% agreement	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q14. I believe action will be taken on the results from this survey by my organisation	<b>17 3</b> 1 <b>25 2</b> 4	20%	20%	28%	37%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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## 6 EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

WORKPLACE CONDUCT	25%	AGRE	EMENT		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 201
Q9a. I have confidence in the ways my organisation resolves grievances	21	27	23	25	25%	26%	29%	40%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

PERFORMANCE FRAMEWORK & DEVELOPMENT	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes	34%	31%	52%	71%
No	66%	69%	48%	29%
Q3b. I have informal feedback conversations with my manager				
Yes	66%	66%	67%	76%
No	34%	34%	33%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes	25%	25%	43%	58%
No	75%	75%	57%	42%

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#### EXPLORE THE FULL RESULTS

MOBILITY		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3h.</b> Are you currently looking, or thinking abo but outside of your current workplace in order	out looking, for a new role within the NSW Public Sector r to broaden your experience?				
Yes		28%	29%	42%	41%
No		72%	71%	58%	59%

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

<b>Q3i.</b> Are there barriers preventing you from moving to another role?		CLUSTER 2018	PUBLIC SECTOR 2018
	700/	770/	
Lack of promotion opportunities 42%	39%	37%	29%
Geographic location considerations 38%	38%	35%	26%
Insufficient training and development 36%	33%	22%	16%
Personal/family considerations 34%	35%	34%	30%
Lack of visible opportunities 33%	32%	33%	30%
The application/recruitment process is too cumbersome or time consuming	27%	27%	23%
Lack of support for temporary assignments/secondments	25%	21%	15%
There are no major barriers to my career progression 22%	25%	27%	32%
Lack of support from my manager/supervisor 15%	14%	18%	14%
Lack of required capabilities or experience 15%	13%	12%	11%
Other 10%	11%	10%	9%

% are calculated with the number of unique respondents (N = 1,626 to this question)

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes	28%	25%	24%	24%
No	59%	67%	59%	58%
Don't know	12%	8%	17%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months	?			
Yes	70%	65%	67%	66%
No	29%	33%	31%	32%
Don't know	1%	2%	2%	2%

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work				
Yes	29%	27%	34%	33%
No	65%	67%	57%	57%
Don't know	5%	5%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work				
Yes	18%	16%	20%	18%
No	78%	81%	73%	76%
Don't know	4%	3%	6%	6%

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11c.</b> Please indicate the role of the person who has been the have been subjected to in the last 12 months	source of the most serious bullying you				
A senior manager		35%	30%	26%	21%
Your Immediate Manager/Supervisor		24%	26%	25%	23%
A fellow worker at your level		21%	24%	23%	27%
A subordinate		10%	6%	8%	7%
Prefer not to say		7%	10%	14%	14%
Other		3%	3%	3%	4%
A client or customer	(r)				
A member of the public other than a client or customer	· (r)				

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDU	СТ	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
1 <b>2a.</b> In the last 12 months I have been subjecte t work	ed to physical harm and/or sexual harassment or abuse				
Yes		1%	-	3%	3%
No		97%	-	94%	94%
Don't know		2%	-	3%	2%
	ne person who has been the source of the most serious use you have been subjected to in the last 12 months				
A person at work		90%	-	61%	39%
A member of the public		10%	-	15%	37%
Other	(r)				
Prefer not to say	(r)				

#### EXPLORE THE FULL SURVEY RESULTS

JUSTICE CUSTOMISED QUESTIONS	2018	CLUSTER 2018
<b>Q1.</b> What is your work location?		
Metropolitan NSW	77%	63%
Regional NSW	23%	37%

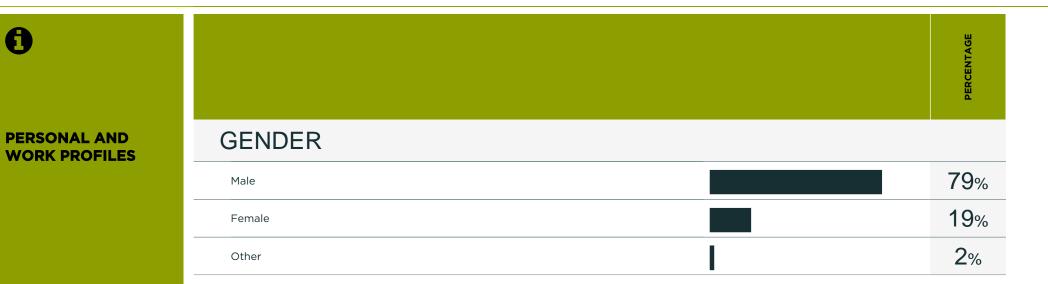
#### EXPLORE THE FULL SURVEY RESULTS

JUSTICE CUSTOMISED QUESTIONS	2018	CLUSTER 2018
<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%	5%
Sworn police officer - other	0%	9%
Non-sworn employee of NSW Police Force	0%	6%
Permanent Fire fighter	56%	6%
Retained Fire fighter	19%	2%
Custodial Officer	0%	18%
Youth Worker	0%	3%
Legal officer or other legal professional	0%	3%

#### EXPLORE THE FULL SURVEY RESULTS

JUSTICE CUSTOMISED QUESTIONS	2018	CLUSTER 2018
<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	20%	24%
Sheriff's Officer	0%	2%
Community Corrections Officer (Probation & Parole)	0%	5%
Psychologist	0%	1%
Teacher	0%	0%
Welfare Officer	0%	1%
Other	4%	16%
<b>Q3.</b> When you answered the questions on Senior Managers e.g." I feel that senior managers effectively lead and manage change" were you mainly thinking about:		
The most senior leadership in the Department. That is Secretary, Public Service Senior Executives across Bands 1 to 3 and direct reports	71%	55%
Other	29%	45%

#### **PROFILE OF RESPONDENTS**



6			PERCENTAGE
PERSONAL AND WORK PROFILES	AGE		
	15 - 19		0%
	20 - 24		1%
	25 -29		4%
	30 - 34		10%
	35 - 39		13%
	40 - 44		15%
	45 - 49		20%
	50 - 54		18%
	55 - 59		13%
	60 - 64		4%
	65+		1%

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<b>D</b>		PERCENTAGE
PERSONAL AND WORK PROFILES	TYPE OF WORK	
	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	60%
	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7%
	Administrative support (e.g. executive/personal assistant, receptionist)	7%
	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	9%
	Policy	1%
	Research	1%
	Program and project management support	3%
	Legal (including developing and/or reviewing legislation)	0%
	Other	12%

<b>PERSONAL AND</b> WORK PROFILES	SALARY	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900	\$328,901 or more	Prefer not to say
	PERCENTAGES	13%	1%	1%	2%	12%	19%	23%	11%	5%	4%	1%	1%	0%	0%	6%

0		PERCENTAGE
PERSONAL AND WORK PROFILES	TENURE IN ORGANISATION	
	Less than 1 year	5%
	1 - 2 years	4%
	2 - 5 years	13%
	5 - 10 years	14%
	10 - 20 years	30%
	More than 20 years	33%

3		PERCENTAGE
ERSONAL AND /ORK PROFILES	FLEXIBLE WORKING	
	None of the above	45%
	Flexible start and finish times	31%
	Working from different locations	16%
	Working more hours over fewer days	15%
	Working from home	12%
	Working additional hours to make up for time off	8%
	Part-time work	8%
	$\gamma$ are calculated with the sumbar of unions are calculated (N = 1.570 to this succession)	

% are calculated with the number of unique respondents (N = 1,539 to this question)

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•			PERCENTAGE
ERSONAL AND /ORK PROFILES	FLEXIBLE WORKING		
	Flexible scheduling for rostered workers		7%
	Other		3%
	Leave without pay	I	3%
	Study leave		2%
	Job sharing		1%
	Purchasing annual leave		0%
	% are calculated with the number of unique respondents (N = 1,539 to th	is question)	

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# **RESULT BY TYPE OF WORK**

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THE FOR T DF ES e Index is a ire. The		Fire and Rescue NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
ores are	NUMBER OF RESPONDENTS	1659	944	111	107	148	14	8	40	3	189
of % sults for all a topic	EMPLOYEE ENGAGEMENT	68%	65%	68%	75%	75%	(r)	(r)	72%	(r)	69%
	ENGAGEMENT WITH WORK	73%	71%	72%	75%	79%	(r)	(r)	78%	(r)	71%
	SENIOR MANAGERS	34%	26%	41%	55%	56%	(r)	(r)	54%	(r)	35%
ave been where they % points	COMMUNICATION	54%	50%	58%	65%	70%	(r)	(r)	69%	(r)	54%
ow the first	HIGH PERFORMANCE	55%	50%	57%	68%	70%	(r)	(r)	69%	(r)	56%
	PUBLIC SECTOR VALUES	52%	47%	55%	65%	67%	(r)	(r)	66%	(r)	52%
	DIVERSITY & INCLUSION	65%	61%	71%	74%	79%	(r)	(r)	75%	(r)	65%

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**EMPLOYEES** The Employee Engagement Index is a weighted score. The remaining scores are the average of %

0

EXPLORE T RESULTS FO DIFFERENT GROUPS OF

agreement res questions in a

group.

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

# **RESULT BY SALARY**

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Fire and Rescue NSW	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
The Employee Engagement Index is a weighted score. The															
remaining scores are	NUMBER OF RESPONDENTS	1659	203	16	17	28	193	300	351	178	74	60	14	18	7
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	68%	71%	(r)	(r)	(r)	71%	63%	67%	64%	70%	75%	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	73%	75%	(r)	(r)	(r)	74%	70%	74%	69%	75%	76%	(r)	(r)	(r)
	SENIOR MANAGERS	34%	43%	(r)	(r)	(r)	37%	23%	28%	29%	43%	53%	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	54%	54%	(r)	(r)	(r)	60%	52%	50%	51%	63%	60%	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	55%	57%	(r)	(r)	(r)	59%	50%	52%	50%	63%	66%	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	52%	54%	(r)	(r)	(r)	56%	46%	49%	48%	59%	61%	(r)	(r)	(r)
	DIVERSITY & INCLUSION	65%	65%	(r)	(r)	(r)	69%	62%	64%	61%	72%	72%	(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

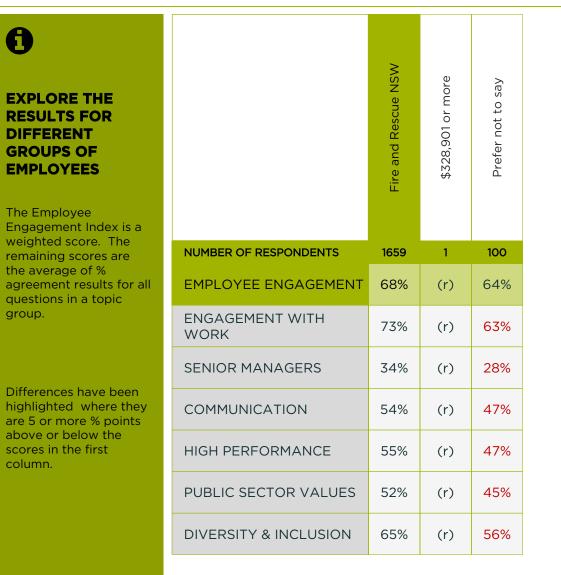
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#### **RESULT BY SALARY**



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AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY TENURE IN ORGANISATION**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

8

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

Fire and Rescue NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
1659	82	62	205	224	472	506
68%	81%	79%	73%	69%	62%	67%
73%	87%	82%	77%	77%	68%	70%
34%	65%	59%	42%	35%	24%	31%
54%	77%	65%	61%	59%	46%	52%
55%	76%	69%	61%	58%	47%	54%
52%	76%	68%	58%	54%	44%	50%
65%	83%	78%	71%	70%	59%	62%
	1659         68%         73%         34%         54%         55%         52%	1659     82       68%     81%       73%     87%       34%     65%       54%     77%       55%     76%       52%     76%	1659     82     62       68%     81%     79%       73%     87%     82%       34%     655%     59%       54%     77%     665%       55%     76%     69%       52%     76%     68%	1659         82         62         205           68%         81%         79%         73%           73%         87%         82%         77%           34%         65%         59%         42%           54%         77%         665%         61%           55%         76%         68%         58%	1659826220522468%81%79%73%69%73%87%82%77%77%34%65%59%42%35%54%77%665%61%59%55%76%68%58%54%	1659826220522447268%81%79%73%69%62%73%87%82%77%77%68%34%65%59%42%35%24%54%77%65%61%59%46%55%76%68%58%54%44%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

# **RESULTS BY TYPES OF FLEXIBLE WORKING**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Fire and Rescue NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above	
weighted score. The remaining scores are	NUMBER OF RESPONDENTS	1659	477	238	118	110	116	19	243	189	6	41	25	50	689	
he average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	68%	73%	69%	78%	71%	72%	(r)	74%	75%	(r)	76%	(r)	71%	64%	
group.	ENGAGEMENT WITH WORK	73%	75%	75%	82%	78%	76%	(r)	77%	79%	(r)	77%	(r)	77%	70%	
	SENIOR MANAGERS	34%	48%	30%	53%	34%	46%	(r)	46%	49%	(r)	51%	(r)	38%	24%	
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	54%	62%	55%	69%	56%	61%	(r)	63%	64%	(r)	63%	(r)	52%	49%	
above or below the scores in the first column.	HIGH PERFORMANCE	55%	64%	55%	70%	55%	62%	(r)	63%	66%	(r)	66%	(r)	54%	49%	
	PUBLIC SECTOR VALUES	52%	61%	51%	66%	53%	60%	(r)	60%	62%	(r)	61%	(r)	51%	46%	
	DIVERSITY & INCLUSION	65%	75%	67%	80%	72%	73%	(r)	75%	76%	(r)	76%	(r)	65%	57%	

\*multiple types may be choosen.

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

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### **RESULTS BY REGION**

ORE THE JLTS FOR ERENT UPS OF LOYEES		Fire and Rescue NSW	Sydney East	Sydney - Inner South West	Sydney West	ey - City and Inner South	astle and Lake Macquarie	y - Outer West and Blue Mountains	Central Coast	Hunter Valley exc Newcastle	North Sydney and Hornsby	Sydney - Parramatta	Capital Region	Illawarra
mployee Jement Index is a ted score. The			710		007	Sydney	Newcastle	Sydney			Sydney -		47	40
ning scores are rerage of %	NUMBER OF RESPONDENTS	<b>1659</b> 68%	<b>719</b> 70%	<b>372</b> 73%	<b>223</b> 65%	<b>209</b> 65%	<b>63</b> 62%	<b>63</b> 66%	<b>54</b> 67%	<b>45</b> 68%	<b>45</b> 72%	<b>45</b> 70%	<b>43</b> 69%	<b>42</b> 68%
ment results for all ons in a topic	EMPLOYEE ENGAGEMENT	68%	70%	75%	65%	65%	62%	66%	67%	68%	12%	70%	69%	68%
	ENGAGEMENT WITH WORK	73%	76%	75%	71%	75%	66%	69%	69%	72%	81%	81%	66%	75%
	SENIOR MANAGERS	34%	38%	50%	22%	25%	28%	29%	38%	32%	31%	23%	38%	33%
ences have been ghted where they or more % points	COMMUNICATION	54%	58%	64%	50%	50%	49%	47%	61%	52%	62%	56%	51%	54%
or below the in the first n.	HIGH PERFORMANCE	55%	59%	65%	48%	50%	47%	51%	63%	51%	59%	52%	53%	56%
	PUBLIC SECTOR VALUES	52%	56%	63%	45%	47%	44%	48%	59%	48%	55%	47%	51%	50%
	DIVERSITY & INCLUSION	65%	69%	75%	61%	60%	60%	58%	72%	59%	68%	68%	62%	67%

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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

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## **RESULTS BY REGION**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Fire and Rescue NSW	Sydney - South West	Far West and Orana	Sydney - Blacktown	Sydney - Outer South West	Richmond - Tweed	Sydney - Northern Beaches	Central West	Sydney - Inner West	Coffs Harbour - Grafton	Mid North Coast	New England and North West	Murray	Riverina
Engagement Index is a weighted score. The	NUMBER OF RESPONDENTS	1659	40	35	35	33	30	26	24	24	22	21	21	18	18
remaining scores are the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	68%	67%	77%	68%	52%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	73%	78%	80%	65%	57%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	34%	15%	53%	26%	12%	36%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	54%	53%	60%	59%	32%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	55%	48%	66%	54%	34%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	52%	44%	62%	53%	30%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	65%	61%	72%	70%	49%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### **RESULTS BY REGION**

Under ScoreInfer aining scores are average of % gement results for all stions in a topic up.NUMBER OF RESPONDENTS1659181615973EMPLOYEE ENGAGEMENT68%(r)(r)(r)(r)(r)(r)(r)(r)(r)ENGAGEMENT WITH WORK73%(r)(r)(r)(r)(r)(r)(r)(r)(r)SENIOR MANAGERS34%(r)(r)(r)(r)(r)(r)(r)(r)COMMUNICATION54%(r)(r)(r)(r)(r)(r)(r)HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)DIVERSITY & INCLUSION65%(r)(r)(r)(r)(r)(r)(r)	PLORE THE SULTS FOR FERENT OUPS OF PLOYEES Employee agement Index is a		Fire and Rescue NSW	Sydney - Ryde	Sydney - Sutherland	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Baulkham Hills and Hawkesbury	OUTSIDE NSW
eement results for all stions in a topic up.EMPLOYEE ENGAGEMENT68%(r)(r)(r)(r)(r)(r)(r)ENGAGEMENT WITH WORK73%(r)(r)(r)(r)(r)(r)(r)(r)(r)SENIOR MANAGERS34%(r)(r)(r)(r)(r)(r)(r)(r)(r)SENIOR MANAGERS34%(r)(r)(r)(r)(r)(r)(r)(r)COMMUNICATION54%(r)(r)(r)(r)(r)(r)(r)HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)		NUMBER OF RESPONDENTS	1659	18	16	15	9	7	3
PublicENGAGEMENT WITH WORK73%(r)(r)(r)(r)(r)(r)(r)SENIOR MANAGERS34%(r)(r)(r)(r)(r)(r)(r)(r)OMMUNICATION54%(r)(r)(r)(r)(r)(r)(r)(r)HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)	eement results for all	EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)
erences have been hlighted where they 5 or more % points ve or below the res in the first umn.COMMUNICATION54%(r)(r)(r)(r)(r)(r)(r)HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)			73%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION54%(r)(r)(r)(r)(r)(r)(r)HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)(r)		SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE55%(r)(r)(r)(r)(r)(r)PUBLIC SECTOR VALUES52%(r)(r)(r)(r)(r)(r)(r)	nlighted where they 5 or more % points	COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)
	res in the first	HIGH PERFORMANCE	55%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION         65%         (r)         (r)         (r)         (r)         (r)         (r)		PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	(r)	(r)	(r)
		DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	(r)

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 AGE**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Fire and Rescue NSW	15 - 19	20 - 24	25 -29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1659	3	22	58	158	197	241	313	276	203	69	20
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	73%	69%	69%	64%	67%	67%	69%	73%	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	79%	71%	75%	72%	69%	73%	72%	79%	(r)
SENIOR MANAGERS	34%	(r)	(r)	43%	33%	32%	32%	31%	33%	33%	50%	(r)
COMMUNICATION	54%	(r)	(r)	60%	57%	54%	56%	52%	51%	54%	64%	(r)
HIGH PERFORMANCE	55%	(r)	(r)	59%	56%	55%	54%	53%	54%	56%	65%	(r)
PUBLIC SECTOR VALUES	52%	(r)	(r)	59%	53%	52%	51%	49%	49%	52%	63%	(r)
DIVERSITY & INCLUSION	65%	(r)	(r)	72%	69%	67%	65%	63%	61%	65%	73%	(r)
EMPLOYEE ENGAGEMENTENGAGEMENT WITH WORKSENIOR MANAGERSCOMMUNICATIONHIGH PERFORMANCEPUBLIC SECTOR VALUES	<ul> <li>68%</li> <li>73%</li> <li>34%</li> <li>54%</li> <li>55%</li> <li>52%</li> </ul>	<ul> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> </ul>	<ul> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> <li>(r)</li> </ul>	<ul> <li>73%</li> <li>79%</li> <li>43%</li> <li>60%</li> <li>59%</li> </ul>	<ul> <li>69%</li> <li>71%</li> <li>33%</li> <li>57%</li> <li>56%</li> <li>53%</li> </ul>	<ul> <li>69%</li> <li>75%</li> <li>32%</li> <li>54%</li> <li>55%</li> <li>52%</li> </ul>	64% 72% 32% 56% 54% 51%	67% 69% 31% 52% 53% 49%	67% 73% 33% 51% 54%	<ul> <li>69%</li> <li>72%</li> <li>33%</li> <li>54%</li> <li>56%</li> <li>52%</li> </ul>	73% 79% 50% 64% 65%	

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY GENDER**

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#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Fire and Rescue NSW	Male	Female	Other
NUMBER OF RESPONDENTS	1659	1227	295	34
EMPLOYEE ENGAGEMENT	68%	67%	74%	51%
ENGAGEMENT WITH WORK	73%	73%	77%	51%
SENIOR MANAGERS	34%	31%	49%	12%
COMMUNICATION	54%	53%	64%	40%
HIGH PERFORMANCE	55%	53%	67%	35%
PUBLIC SECTOR VALUES	52%	50%	62%	33%
DIVERSITY & INCLUSION	65%	64%	73%	47%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## WHAT IS YOUR WORK LOCATION?

PLORE THE SULTS FOR FERENT OUPS OF PLOYEES Employee agement Index is a		Fire and Rescue NSW	Metropolitan NSW	Regional NSW	
ghted score. The aining scores are	NUMBER OF RESPONDENTS	1659	1202	367	
average of % eement results for all stions in a topic	EMPLOYEE ENGAGEMENT	68%	68%	68%	
ıp.	ENGAGEMENT WITH WORK	73%	73%	71%	
	SENIOR MANAGERS	34%	33%	36%	
erences have been lighted where they 5 or more % points	COMMUNICATION	54%	55%	52%	
ve or below the es in the first mn.	HIGH PERFORMANCE	55%	55%	55%	
	PUBLIC SECTOR VALUES	52%	52%	51%	
	DIVERSITY & INCLUSION	65%	66%	63%	

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AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### ROLE

CPLORE THE ESULTS FOR FFERENT ROUPS OF PLOYEES e Employee gagement Index is a		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	
eighted score. The maining scores are	NUMBER OF RESPONDENTS	1659	1	1	0	874	305	0	0	2	321	0	0	0	2	
e average of % reement results for all estions in a topic	EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	64%	72%	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	
oup.	ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	70%	75%	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)	
	SENIOR MANAGERS	34%	(r)	(r)	(r)	22%	44%	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)	
fferences have been ghlighted where they e 5 or more % points	COMMUNICATION	54%	(r)	(r)	(r)	49%	54%	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	
ove or below the ores in the first lumn.	HIGH PERFORMANCE	55%	(r)	(r)	(r)	49%	57%	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)	
	PUBLIC SECTOR VALUES	52%	(r)	(r)	(r)	45%	54%	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	
	DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	60%	65%	(r)	(r)	(r)	77%	(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

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#### ROLE

#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Fire and Rescue NSW	Welfare Officer	Other
NUMBER OF RESPONDENTS	1659	1	66
EMPLOYEE ENGAGEMENT	68%	(r)	68%
ENGAGEMENT WITH WORK	73%	(r)	78%
SENIOR MANAGERS	34%	(r)	45%
COMMUNICATION	54%	(r)	67%
HIGH PERFORMANCE	55%	(r)	63%
PUBLIC SECTOR VALUES	52%	(r)	62%
DIVERSITY & INCLUSION	65%	(r)	80%

KEY

AT LEAST 5 PERCENTAGE POINTS AT I GREATER THAN REPORT SCORE LES

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **GUIDE TO THIS REPORT**

#### SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

#### HOW TO READ THIS REPORT

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

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Agreen	nent	Neither Agree nor Disagree	Disa	greement

#### 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 work teams 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.

#### 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%.

#### **1** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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