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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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## AGENCY REPORT

Justice

# Fire and Rescue NSW

## RESPONSE RATE

**23%**

1,659 OF 7,312 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**68%**

DIFFERENCE FROM 2017 -2  
DIFFERENCE FROM CLUSTER +6  
DIFFERENCE FROM PUBLIC SECTOR +3

## ENGAGEMENT WITH WORK

**73%**

DIFFERENCE FROM 2017 -1  
DIFFERENCE FROM CLUSTER +7  
DIFFERENCE FROM PUBLIC SECTOR +1

## SENIOR MANAGERS

**34%**

DIFFERENCE FROM 2017 +3  
DIFFERENCE FROM CLUSTER -6  
DIFFERENCE FROM PUBLIC SECTOR -15

## COMMUNICATION

**54%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER +1  
DIFFERENCE FROM PUBLIC SECTOR -7

## HIGH PERFORMANCE

**55%**

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER 0  
DIFFERENCE FROM PUBLIC SECTOR -9

## PUBLIC SECTOR VALUES

**52%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -1  
DIFFERENCE FROM PUBLIC SECTOR -10

## DIVERSITY & INCLUSION

**65%**

DIFFERENCE FROM CLUSTER +2  
DIFFERENCE FROM PUBLIC SECTOR -3

## FLEXIBLE WORKING SATISFACTION

**57%**

DIFFERENCE FROM 2017 +5  
DIFFERENCE FROM CLUSTER -2  
DIFFERENCE FROM PUBLIC SECTOR -2

## ACTION ON RESULTS

**20%**

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER -8  
DIFFERENCE FROM PUBLIC SECTOR -16



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	88%	90%
2a.	My workgroup strives to achieve customer/client satisfaction	86%	85%
2c.	I receive help and support from other members of my workgroup	83%	82%
1g.	I know how to address a health and safety issue I have identified	82%	-
7j.	I am proud to tell others I work for my organisation	82%	85%
2b.	My workgroup works collaboratively to achieve its objectives	81%	80%
1c.	My job gives me a feeling of personal accomplishment	81%	82%
2e.	People in my workgroup treat each other with respect	79%	78%
2d.	There is good team spirit in my workgroup	76%	76%
7k.	I feel a strong personal attachment to my organisation	75%	79%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

7g.	I have confidence in the way recruitment decisions are made	19%	18%
14.	I believe action will be taken on the results from this survey by my organisation	20%	20%
7c.	I feel that change is managed well in my organisation	24%	22%
9a.	I have confidence in the ways my organisation resolves grievances	25%	26%
6h.	I feel that senior managers listen to employees	27%	25%
6b.	I feel that senior managers effectively lead and manage change	29%	26%
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%
7f.	My organisation is committed to developing its employees	32%	31%
6d.	Senior managers encourage innovation by employees	32%	31%



### 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

6a.	I believe senior managers provide clear direction for the future of the organisation	37%	29%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	48%	43%
7b.	My organisation is making the necessary improvements to meet our future challenges	46%	41%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	57%	52%
3e.	My performance is assessed against clear criteria	33%	29%
5h.	My manager appropriately deals with employees who perform poorly	44%	40%
5e.	My manager involves my workgroup in decisions about our work	65%	61%
6g.	I feel that senior managers keep employees informed about what's going on	30%	27%
6b.	I feel that senior managers effectively lead and manage change	29%	26%
6i.	Senior managers in my organisation support the career advancement of women	74%	71%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

7h.	My organisation generally selects capable people to do the job	36%	40%
7k.	I feel a strong personal attachment to my organisation	75%	79%
7j.	I am proud to tell others I work for my organisation	82%	85%
7i.	I would recommend my organisation as a great place to work	71%	74%
8c.	I am able to speak up and share a different view to my colleagues and manager	62%	64%
1d.	I feel motivated to contribute more than what is normally required at work	66%	68%
1a.	I understand what is expected of me to do well in my role	88%	90%
7e.	People in my organisation take responsibility for their own actions	31%	32%
3f.	I have received appropriate training and development to do my job well	42%	43%
1b.	I am provided with the support I need to do my best at work	52%	53%



## 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

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q7f.** My organisation is committed to developing its employees



**Q6f.** Senior managers communicate the importance of customers/clients in achieving our business objectives



**Q6d.** Senior managers encourage innovation by employees



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q7f.** My organisation is committed to developing its employees



**Q6f.** Senior managers communicate the importance of customers/clients in achieving our business objectives



**Q6d.** Senior managers encourage innovation by employees



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q7f.** My organisation is committed to developing its employees



**Q6f.** Senior managers communicate the importance of customers/clients in achieving our business objectives



**Q6d.** Senior managers encourage innovation by employees



## FIND YOUR HIGHEST NEUTRAL SCORES

### THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- 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)**



## 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.

# 20%

of employees replied favourably to:

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

## 37%

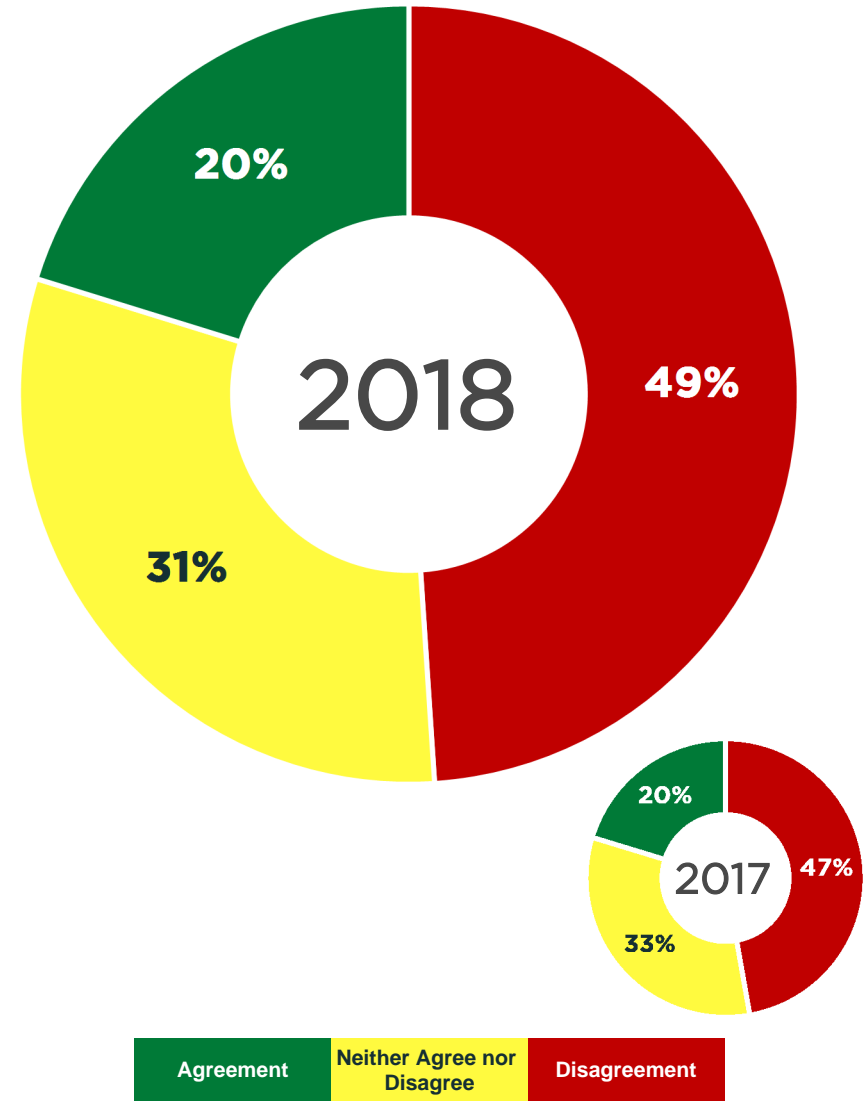
SECTOR

## 28%

CLUSTER

## 20%

2017



# KEY DRIVERS OF ENGAGEMENT



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.

## RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>35%</b>	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	<b>29%</b>	26%	37%	46%
6	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27%</b>	25%	34%	43%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

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

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

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

	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%
ENGAGEMENT WITH WORK	73%	76%	73%	81%	71%
SENIOR MANAGERS	34%	52%	29%	63%	28%
COMMUNICATION	54%	67%	52%	69%	49%
HIGH PERFORMANCE	55%	68%	53%	71%	51%
PUBLIC SECTOR VALUES	52%	65%	49%	72%	46%
DIVERSITY & INCLUSION	65%	76%	63%	76%	63%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS





## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	68% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q7i. I would recommend my organisation as a great place to work	27	44	18	7	71%	74%	54%	61%	
Q7j. I am proud to tell others I work for my organisation	42	40	12		82%	85%	66%	69%	
Q7k. I feel a strong personal attachment to my organisation	38	37	14	7	75%	79%	61%	63%	
Q7l. My organisation motivates me to help it achieve its objectives	18	31	25	16	10	49%	49%	47%	55%
Q7m. My organisation inspires me to do the best in my job	19	31	24	16	10	50%	51%	46%	55%

KEY





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ENGAGEMENT WITH WORK	73% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
Q1c. My job gives me a feeling of personal accomplishment	36	46	10	81%	82%	68%	76%		
Q1d. I feel motivated to contribute more than what is normally required at work	29	37	15	11	8	66%	68%	65%	72%
Q1e. I am satisfied with my job	27	45	13	10	72%	72%	65%	69%	

KEY





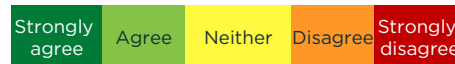
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SENIOR MANAGERS	34% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	29	23	21	19	37%	29%	40%	49%
Q6b. I feel that senior managers effectively lead and manage change		23	26	21	24	29%	26%	37%	46%
Q6c. I feel that senior managers model the values of my organisation	8	27	25	18	22	35%	34%	42%	50%
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%
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%
Q7c. I feel that change is managed well in my organisation		19	24	30	22	24%	22%	31%	40%

KEY





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COMMUNICATION	54% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	30	42	14	8	71%	72%	66%	72%
Q5d. My manager encourages and values employee input	31	39	15	7	70%	71%	65%	72%
Q5e. My manager involves my workgroup in decisions about our work	26	39	17	11	65%	61%	59%	67%
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%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	45	17	11	62%	64%	60%	67%

KEY





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

	HIGH PERFORMANCE		55% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
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%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	45	16	10	68%	66%	65%	74%	
Q5f. I have confidence in the decisions my manager makes	32	38	15	8	70%	70%	63%	68%	
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	13	44	20	16	8	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

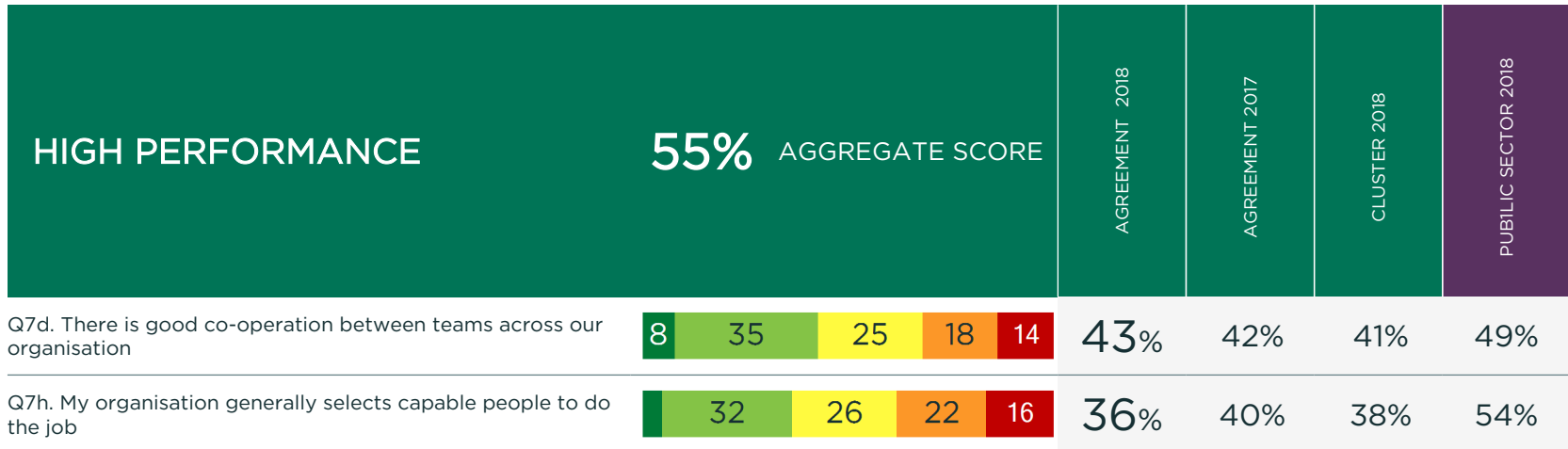




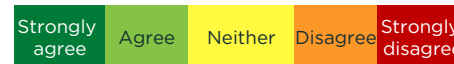
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KEY





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PUBLIC SECTOR VALUES	52% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC 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	10	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	8	29	23	21	19	37%	29%	40%	49%
Q6c. I feel that senior managers model the values of my organisation	8	27	25	18	22	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%	

KEY





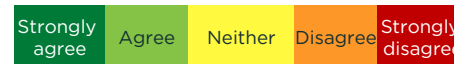
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PUBLIC SECTOR VALUES		52% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		57%	58%	58%	69%					
Q7e. People in my organisation take responsibility for their own actions		31%	32%	36%	49%					

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		65% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work		52%	53%	57%	65%					
Q5b. My manager listens to what I have to say		75%	75%	70%	76%					
Q5d. My manager encourages and values employee input		70%	71%	65%	72%					
Q6i. Senior managers in my organisation support the career advancement of women		74%	71%	58%	60%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		70%	70%	68%	76%					
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)		65%	65%	68%	75%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		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>		57%	52%	60%	59%					
Q8e. My manager supports flexible working in my team		61%	-	63%	63%					

KEY

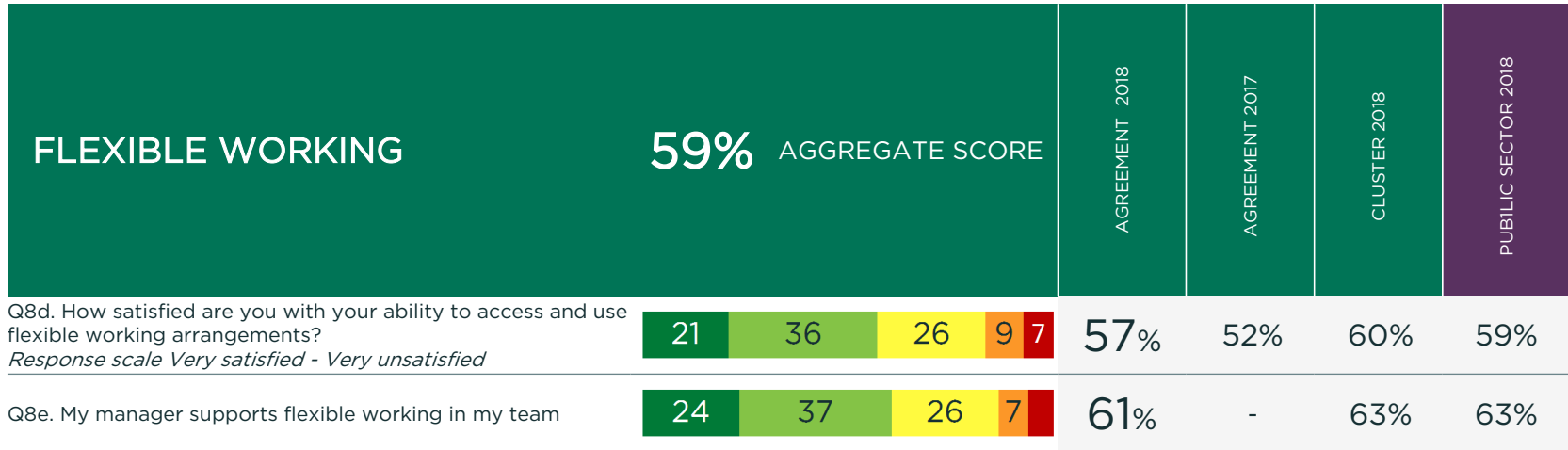




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

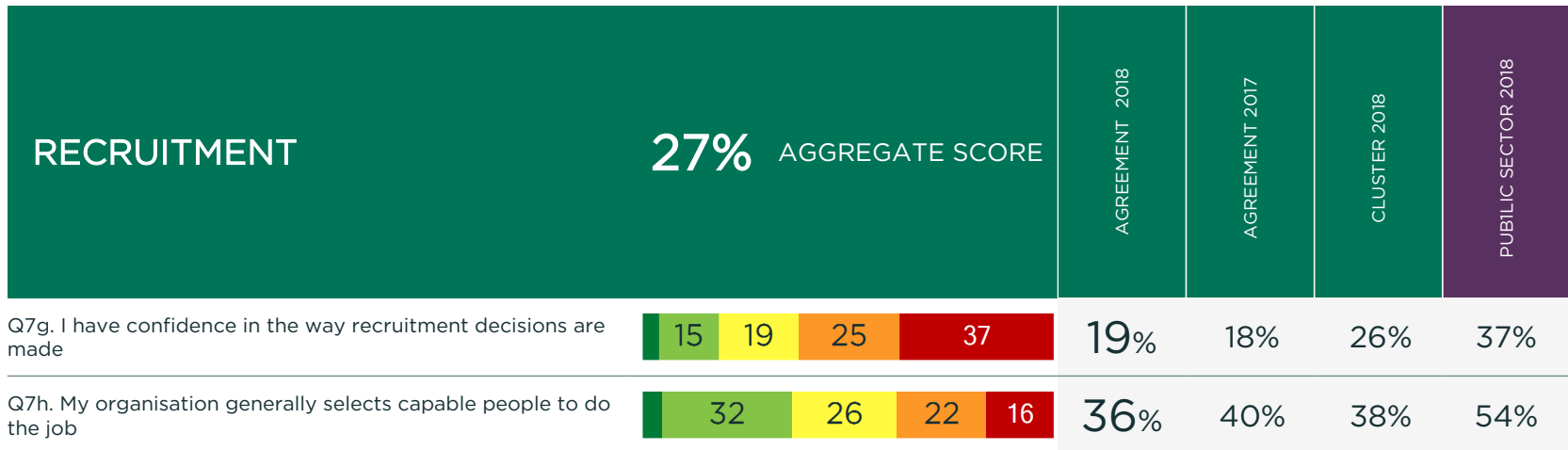




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KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT	43% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
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	25	34%	33%	41%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	28	39	17	8	8	67%	67%	62%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15	29	27	16	14	44%	40%	40%	46%
Q7f. My organisation is committed to developing its employees	27	28	21	19		32%	31%	40%	52%

KEY





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WORKPLACE SUPPORT		69% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work		52%	53%	57%	65%		
Q1f. I am able to keep my work stress at an acceptable level		64%	65%	60%	60%		
Q2c. I receive help and support from other members of my workgroup		83%	82%	77%	81%		
Q2d. There is good team spirit in my workgroup		76%	76%	64%	70%		

KEY

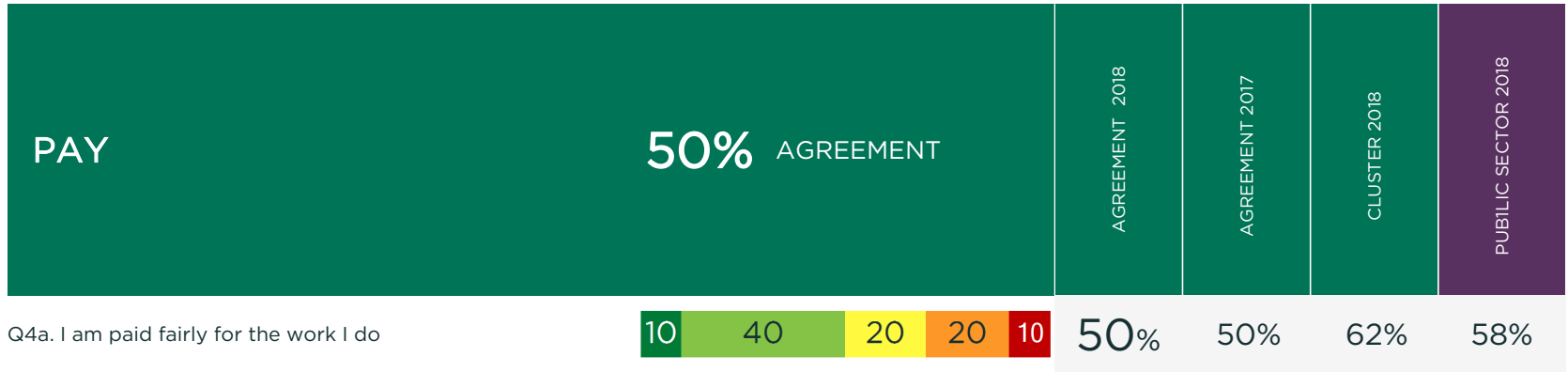




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### KEY

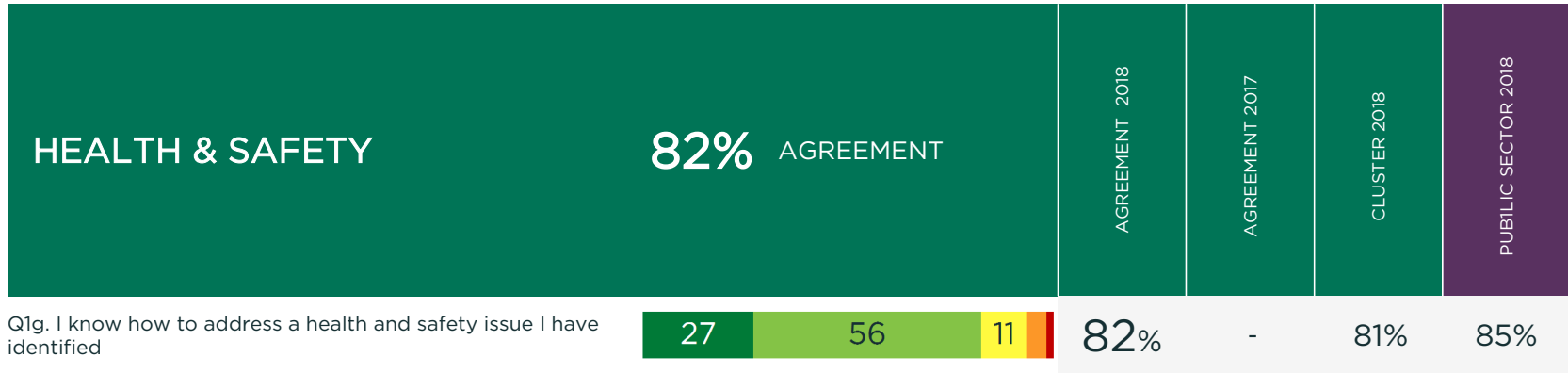




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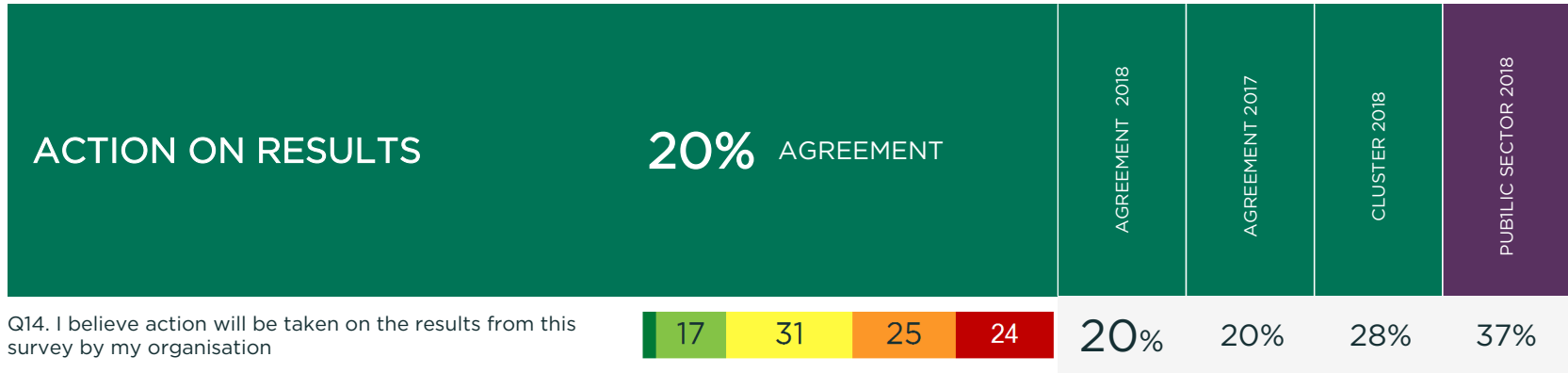




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KEY



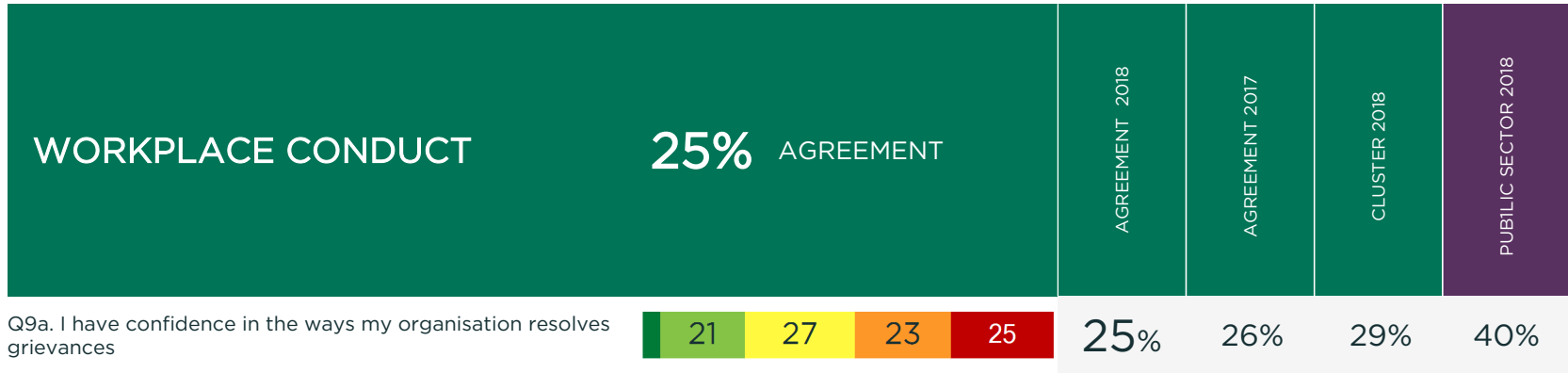




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KEY





## EXPLORE THE FULL RESULTS

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### PERFORMANCE FRAMEWORK & DEVELOPMENT

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### MOBILITY

**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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		28%	29%	42%	41%
No		72%	71%	58%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
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		30%	27%	27%	23%
Lack of support for temporary assignments/secondments		26%	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

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		28%	25%	24%	24%
No		59%	67%	59%	58%
Don't know		12%	8%	17%	18%

**Q10b.** 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

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q11c.** 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		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

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q12a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	1%	-	3%	3%
No	97%	-	94%	94%
Don't know	2%	-	3%	2%

**Q12b.** If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
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

Questions are grouped by topics in this report.

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



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

## JUSTICE CUSTOMISED QUESTIONS

2018

CLUSTER 2018

**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.?

		2018	CLUSTER 2018
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

Questions are grouped by topics in this report.

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



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		79%
Female		19%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
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%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

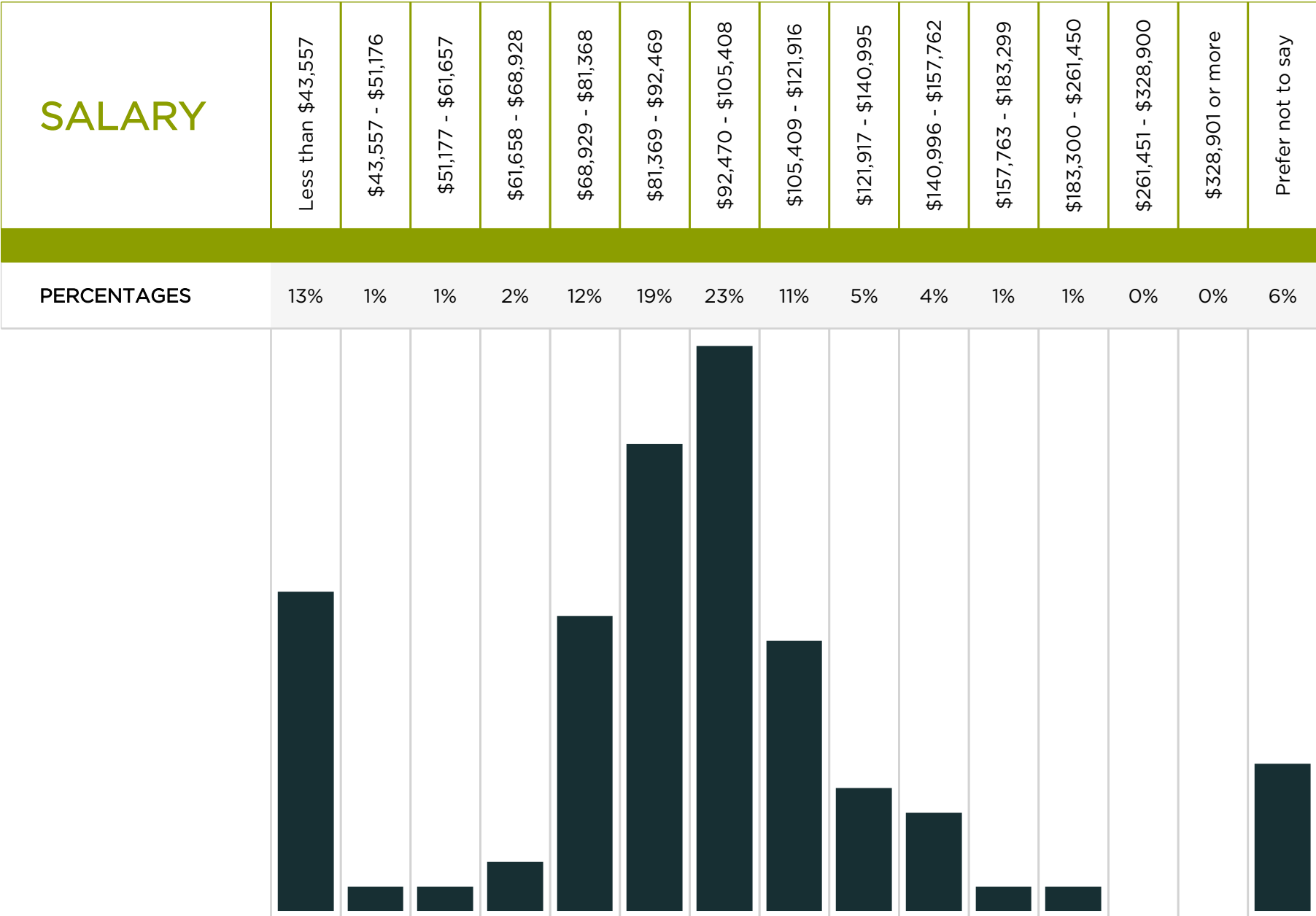
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	60%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
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%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
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%

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

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible scheduling for rostered workers		7%
Other		3%
Leave without pay		3%
Study leave		2%
Job sharing		1%
Purchasing annual leave		0%

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

# RESULT BY TYPE OF WORK



## 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	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
<b>NUMBER OF RESPONDENTS</b>	1659	944	111	107	148	14	8	40	3	189
<b>EMPLOYEE ENGAGEMENT</b>	68%	65%	68%	75%	75%	(r)	(r)	72%	(r)	69%
<b>ENGAGEMENT WITH WORK</b>	73%	71%	72%	75%	79%	(r)	(r)	78%	(r)	71%
<b>SENIOR MANAGERS</b>	34%	26%	41%	55%	56%	(r)	(r)	54%	(r)	35%
<b>COMMUNICATION</b>	54%	50%	58%	65%	70%	(r)	(r)	69%	(r)	54%
<b>HIGH PERFORMANCE</b>	55%	50%	57%	68%	70%	(r)	(r)	69%	(r)	56%
<b>PUBLIC SECTOR VALUES</b>	52%	47%	55%	65%	67%	(r)	(r)	66%	(r)	52%
<b>DIVERSITY &amp; INCLUSION</b>	65%	61%	71%	74%	79%	(r)	(r)	75%	(r)	65%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY SALARY



## 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	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
NUMBER OF RESPONDENTS	1659	203	16	17	28	193	300	351	178	74	60	14	18	7
EMPLOYEE ENGAGEMENT	68%	71%	(r)	(r)	(r)	71%	63%	67%	64%	70%	75%	(r)	(r)	(r)
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)
COMMUNICATION	54%	54%	(r)	(r)	(r)	60%	52%	50%	51%	63%	60%	(r)	(r)	(r)
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

# RESULT BY SALARY



## 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	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1659</b>	<b>1</b>	<b>100</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	64%
ENGAGEMENT WITH WORK	73%	(r)	63%
SENIOR MANAGERS	34%	(r)	28%
COMMUNICATION	54%	(r)	47%
HIGH PERFORMANCE	55%	(r)	47%
PUBLIC SECTOR VALUES	52%	(r)	45%
DIVERSITY & INCLUSION	65%	(r)	56%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW  
CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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
NUMBER OF RESPONDENTS	1659	82	62	205	224	472	506
EMPLOYEE ENGAGEMENT	68%	81%	79%	73%	69%	62%	67%
ENGAGEMENT WITH WORK	73%	87%	82%	77%	77%	68%	70%
SENIOR MANAGERS	34%	65%	59%	42%	35%	24%	31%
COMMUNICATION	54%	77%	65%	61%	59%	46%	52%
HIGH PERFORMANCE	55%	76%	69%	61%	58%	47%	54%
PUBLIC SECTOR VALUES	52%	76%	68%	58%	54%	44%	50%
DIVERSITY & INCLUSION	65%	83%	78%	71%	70%	59%	62%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW  
CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY TYPES OF FLEXIBLE WORKING



## 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	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
NUMBER OF RESPONDENTS	1659	477	238	118	110	116	19	243	189	6	41	25	50	689
EMPLOYEE ENGAGEMENT	68%	73%	69%	78%	71%	72%	(r)	74%	75%	(r)	76%	(r)	71%	64%
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%
COMMUNICATION	54%	62%	55%	69%	56%	61%	(r)	63%	64%	(r)	63%	(r)	52%	49%
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 chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY REGION



## 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	Sydney East	Sydney - Inner South West	Sydney West	Sydney - City and Inner South	Newcastle and Lake Macquarie	Sydney - Outer West and Blue Mountains	Central Coast	Hunter Valley exc Newcastle	Sydney - North Sydney and Hornsby	Sydney - Parramatta	Capital Region	Illawarra
NUMBER OF RESPONDENTS	1659	719	372	223	209	63	63	54	45	45	45	43	42
EMPLOYEE ENGAGEMENT	68%	70%	73%	65%	65%	62%	66%	67%	68%	72%	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%
COMMUNICATION	54%	58%	64%	50%	50%	49%	47%	61%	52%	62%	56%	51%	54%
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



# RESULTS BY REGION



## 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	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
NUMBER OF RESPONDENTS	1659	40	35	35	33	30	26	24	24	22	21	21	18	18
EMPLOYEE ENGAGEMENT	68%	67%	77%	68%	52%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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)
COMMUNICATION	54%	53%	60%	59%	32%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY REGION



## 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	Sydney - Ryde	Sydney - Sutherland	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Baulkham Hills and Hawkesbury	OUTSIDE NSW
<b>NUMBER OF RESPONDENTS</b>	<b>1659</b>	<b>18</b>	<b>16</b>	<b>15</b>	<b>9</b>	<b>7</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	54%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	55%	(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

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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)

### 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 GENDER



## 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
<b>NUMBER OF RESPONDENTS</b>	1659	1227	295	34
<b>EMPLOYEE ENGAGEMENT</b>	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

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# WHAT IS YOUR WORK LOCATION?



## 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	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	<b>1659</b>	<b>1202</b>	<b>367</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	68%	68%
ENGAGEMENT WITH WORK	73%	73%	71%
SENIOR MANAGERS	34%	33%	36%
COMMUNICATION	54%	55%	52%
HIGH PERFORMANCE	55%	55%	55%
PUBLIC SECTOR VALUES	52%	52%	51%
DIVERSITY & INCLUSION	65%	66%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW  
CUT OFF LIMIT OF 30 RESPONDENTS



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
<b>NUMBER OF RESPONDENTS</b>	1659	1	1	0	874	305	0	0	2	321	0	0	0	2
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	(r)	64%	72%	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	73%	(r)	(r)	(r)	70%	75%	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	34%	(r)	(r)	(r)	22%	44%	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	54%	(r)	(r)	(r)	49%	54%	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	55%	(r)	(r)	(r)	49%	57%	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	52%	(r)	(r)	(r)	45%	54%	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	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



## 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	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	<b>1659</b>	<b>1</b>	<b>66</b>
<b>EMPLOYEE ENGAGEMENT</b>	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 GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

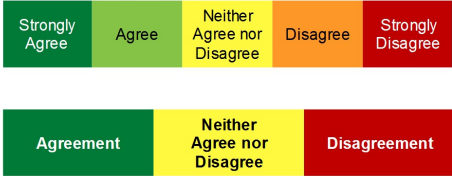
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of 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.

## **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.