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

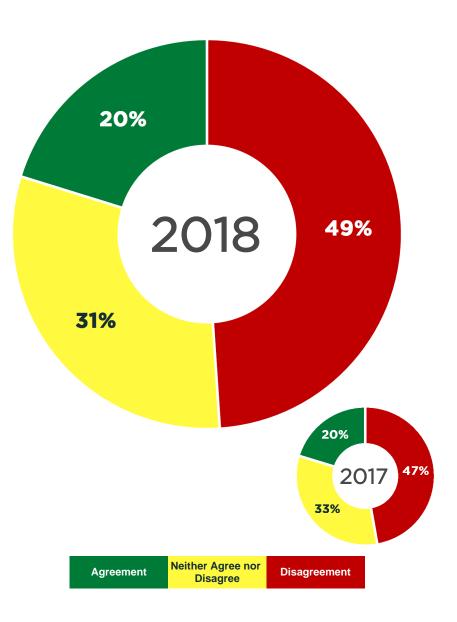
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.



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 | Q6c. I feel that senior managers model the values of my organisation | 35% | 34% | 42% | 50% |
| 2 | Q7a. My organisation focuses on improving the work we do | 57 % | 58% | 58% | 69% |
| 3 | Q7f. My organisation is committed to developing its employees | 32 % | 31% | 40% | 52% |
| 4 | Q7b. My organisation is making the necessary improvements to meet our future challenges | 46 % | 41% | 47% | 57% |
| 5 | Q6b. I feel that senior managers effectively lead and manage change | 29% | 26% | 37% | 46% |
| 6 | Q6h. I feel that senior managers listen to employees | 27 % | 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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Sig ha to practice and areas that require attention.

KEY

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 | 68% 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 | 27 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 | 18 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 | 19 31 24 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> | ⁸ 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 | 34% 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 | 23 26 21 24 | 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 | 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

Strongly agree Agree Neither Disagree Strongly disagree

| EXPLORE THE FULL RESULTS | COMMUNICATION | 54% 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 | 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 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 | 17 45 17 11 11 | 62% | 64% | 60% | 67% |

Neither Disagree Strongly disagree Strongly agree Agree KEY

| EXPLORE THE FULL RESULTS | HIGH PERFORMANCE | 55% 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 | 23 45 16 10 | 68% | 66% | 65% | 74% |
| answering positively (Strongly Agree and Agree), negatively | Q5f. I have confidence in the decisions my manager makes | 32 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 | 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

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 | 5% , | 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 |
|-----------------------|-------|---------|----------|----------------------|
|-----------------------|-------|---------|----------|----------------------|

| 1 | |
|---|--|
| - | |

| PUBLIC SECTOR VALUES | 52% 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 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% |
| | 22a. My workgroup strives to achieve customer/client atisfaction 22a. My workgroup strives to achieve customer/client atisfaction 22e. People in my workgroup treat each other with respect 25a. My manager encourages people in my workgroup to eep improving the work they do 25b. My manager listens to what I have to say 26a. I believe senior managers provide clear direction for the uture of the organisation 26c. I feel that senior managers model the values of my rganisation 26f. Senior managers communicate the importance of ustomers/clients in achieving our business objectives 26g. I feel that senior managers keep employees informed bout what's going on | 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 | 52% 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 | 13 44 20 16 8 | 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 |
|-----|-------------------|-------|---------|----------|----------------------|
|-----|-------------------|-------|---------|----------|----------------------|

| EXPLORE THE FULL RESULTS | DIVERSITY & INCLUSION | 65% 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 | 31 39 15 7 | 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) | 21 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.) | 23 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 | 17 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% |

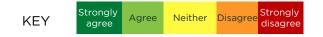
| KEY Strongly agree | Agree | Neither | Disagree | Strongly disagree |
|-----------------------|-------|---------|----------|----------------------|
|-----------------------|-------|---------|----------|----------------------|

| EXPLORE THE FULL RESULTS | PERFORMANCE FRAMEWORK & DEVELOPMENT | 43% 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 25 | 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 | 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% |
| (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

| i EXPLORE THE FULL RESULTS | WORKPLACE SUPPORT | 69% 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 | 16 48 16 13 | 64% | 65% | 60% | 60% |
| | Q2c. I receive help and support from other members of my workgroup | 3 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 | |
|-----|-------------------|-------|---------|----------|----------------------|--|
|-----|-------------------|-------|---------|----------|----------------------|--|

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 | 17 3 1 25 2 4 | 20% | 20% | 28% | 37% |

| KEY Strongly agree | Agree | Neither | Disagree | Strongly disagree |
|-----------------------|-------|---------|----------|----------------------|
|-----------------------|-------|---------|----------|----------------------|

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 |
|-----------------------|-------|---------|----------|----------------------|
|-----------------------|-------|---------|----------|----------------------|

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 |
|--|---|------|------|--------------|--------------------|
| Q3h. 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.

| Q3i. 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% |
| 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

| 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 |
|---|---|------|------|--------------|--------------------|
| Q11c. 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 2a. 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 |
|--|------|--------------|
| Q1. What is your work location? | | |
| Metropolitan NSW | 77% | 63% |
| Regional NSW | 23% | 37% |

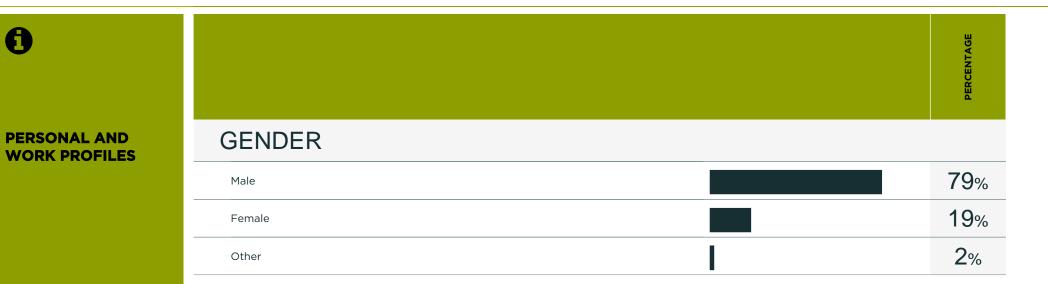
EXPLORE THE FULL SURVEY RESULTS

| 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.? | | |
| 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 |
|---|------|--------------|
| Q2. What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.? | | |
| Administrative or other clerical worker | 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% |
| Q3. 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% |
| | | | |

P W

| D | | 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% |

| PERSONAL AND 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% |
| | γ 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)

A

PE W

| • | | | 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) | |

P W

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

| 0 | | 2 | | | | | | | ~ | | | | | 0 | 0 |
|---|-------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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

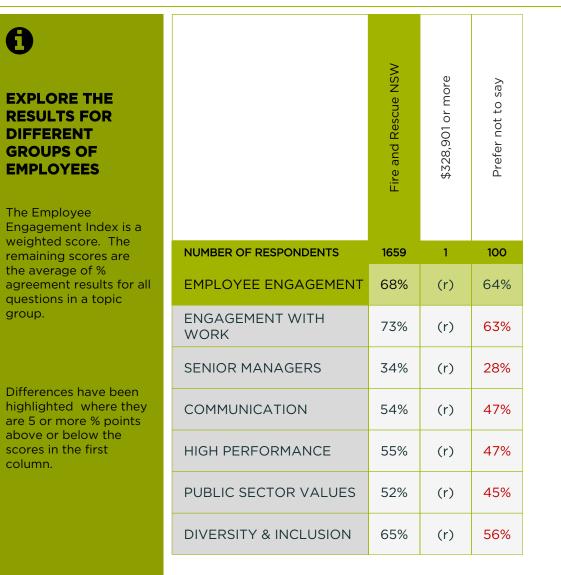
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RESULT BY SALARY



KEY d

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 | 1659 68% | 719 70% | 372 73% | 223 65% | 209 65% | 63 62% | 63 66% | 54 67% | 45 68% | 45 72% | 45 70% | 43 69% | 42 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 | 68% 73% 34% 54% 55% 52% | (r) (r) (r) (r) (r) (r) (r) | (r) (r) (r) (r) (r) (r) (r) | 73% 79% 43% 60% 59% | 69% 71% 33% 57% 56% 53% | 69% 75% 32% 54% 55% 52% | 64% 72% 32% 56% 54% 51% | 67% 69% 31% 52% 53% 49% | 67% 73% 33% 51% 54% | 69% 72% 33% 54% 56% 52% | 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

0

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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KEY

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.