



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Justice

Fire & Rescue NSW



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RESPONSE RATE

27%

1,957 OF 7,304 RESPONDENTS

RESPONSE RATE 2018: 23%

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2018 **+2**
(68%)

DIFFERENCE FROM CLUSTER **+8**
(62%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(66%)

ENGAGEMENT WITH WORK

76%

DIFFERENCE FROM 2018 **+3**
(73%)

DIFFERENCE FROM CLUSTER **+8**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(73%)

SENIOR MANAGERS

38%

DIFFERENCE FROM 2018 **+4**
(34%)

DIFFERENCE FROM CLUSTER **-3**
(41%)

DIFFERENCE FROM PUBLIC SECTOR **-12**
(50%)

COMMUNICATION

60%

DIFFERENCE FROM 2018 **+6**
(54%)

DIFFERENCE FROM CLUSTER **+5**
(55%)

DIFFERENCE FROM PUBLIC SECTOR **-2**
(62%)

HIGH PERFORMANCE

58%

DIFFERENCE FROM 2018 **+3**
(55%)

DIFFERENCE FROM CLUSTER **+2**
(56%)

DIFFERENCE FROM PUBLIC SECTOR **-7**
(65%)

PUBLIC SECTOR VALUES

56%

DIFFERENCE FROM 2018 **+4**
(52%)

DIFFERENCE FROM CLUSTER **+2**
(54%)

DIFFERENCE FROM PUBLIC SECTOR **-6**
(62%)

DIVERSITY & INCLUSION

69%

DIFFERENCE FROM 2018 **+4**
(65%)

DIFFERENCE FROM CLUSTER **+5**
(64%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(69%)

FLEXIBLE WORKING SATISFACTION

55%

DIFFERENCE FROM 2018 **-2**
(57%)

DIFFERENCE FROM CLUSTER **-4**
(59%)

DIFFERENCE FROM PUBLIC SECTOR **-4**
(59%)

ACTION ON RESULTS

26%

DIFFERENCE FROM 2018 **+6**
(20%)

DIFFERENCE FROM CLUSTER **-4**
(30%)

DIFFERENCE FROM PUBLIC SECTOR **-14**
(39%)



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
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	90%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
1g. I know how to address a health and safety issue I have identified	88%	82%
2a. My workgroup strives to achieve customer/client satisfaction	88%	86%
2c. I receive help and support from other members of my workgroup	85%	83%
2b. My workgroup works collaboratively to achieve its objectives	84%	81%
7j. I am proud to tell others I work for my organisation	83%	82%
1c. My job gives me a feeling of personal accomplishment	82%	81%
5b. My manager listens to what I have to say	81%	75%
2e. People in my workgroup treat each other with respect	81%	79%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	21%	19%
10a. I believe action will be taken on the results from this survey by my organisation	26%	20%
7c. I feel that change is managed well in my organisation	27%	24%
11a. I have confidence in the ways my organisation resolves grievances	31%	25%
6h. I feel that senior managers listen to employees	33%	27%
7e. People in my organisation take responsibility for their own actions	34%	31%
6b. I feel that senior managers effectively lead and manage change	35%	29%
7f. My organisation is committed to developing its employees	35%	32%
3g. I am satisfied with the opportunities available for career development in my organisation	35%	34%
6g. I feel that senior managers keep employees informed about what's going on	35%	30%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1b. I am provided with the support I need to do my best at work	60%	52%
6c. I feel that senior managers model the values of my organisation	43%	35%
5c. My manager communicates effectively with me	78%	71%
5d. My manager encourages and values employee input	77%	70%
5h. My manager deals appropriately with employees who perform poorly	51%	44%
5b. My manager listens to what I have to say	81%	75%
11a. I have confidence in the ways my organisation resolves grievances	31%	25%
6h. I feel that senior managers listen to employees	33%	27%
5g. My manager provides acknowledgement or other recognition for the work I do	74%	67%
6b. I feel that senior managers effectively lead and manage change	35%	29%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
8d. How satisfied are you with your ability to access and use flexible working arrangements?	55%	57%



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

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



Q6d. Senior managers encourage innovation by employees



Q3e. My performance is assessed against clear criteria



Q10a. I believe action will be taken on the results from this survey by my organisation



Q7c. I feel that change is managed well in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q6d. Senior managers encourage innovation by employees



Q3e. My performance is assessed against clear criteria



Q10a. I believe action will be taken on the results from this survey by my organisation



Q7c. I feel that change is managed well in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q6d. Senior managers encourage innovation by employees



Q3e. My performance is assessed against clear criteria



Q10a. I believe action will be taken on the results from this survey by my organisation



Q7c. I feel that change is managed well in my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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)

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 1957

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	78	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	60
Female	20	Ongoing/Permanent (other than senior executive)	79	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)	9
Other	2	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	6
		Casual	3	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
		Contract – Non Executive	1	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	11	Program and project management support	3
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	14
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	15	Yes	13	Less than 1 year	4
35 - 54 years	65	No	87	1 - 2 years	6
55+ years	19			2 - 5 years	13
		Supervisors	Survey %	5 - 10 years	14
		Yes	46	10 - 20 years	30
		No	54	More than 20 years	33
		Working arrangement	Survey %		
		Full-time	80	Salary	Survey %
		Part-time	20	\$83,402 and below	31
				\$83,403 - \$108,043	41
				\$108,044 - \$144,520	15
				\$144,521 and above	6
				Prefer not to say	7
LOTE spoken at home	Survey %				
Yes	11				
No	84				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	3				
No	88				
Prefer not to say	9				
Disability	Survey %				
Yes	2				
No	94				
Prefer not to say	3				
LGBTI	Survey %				
Yes	3				
No	90				
Prefer not to say	7				

Results are rounded and may not add up to 100%



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.

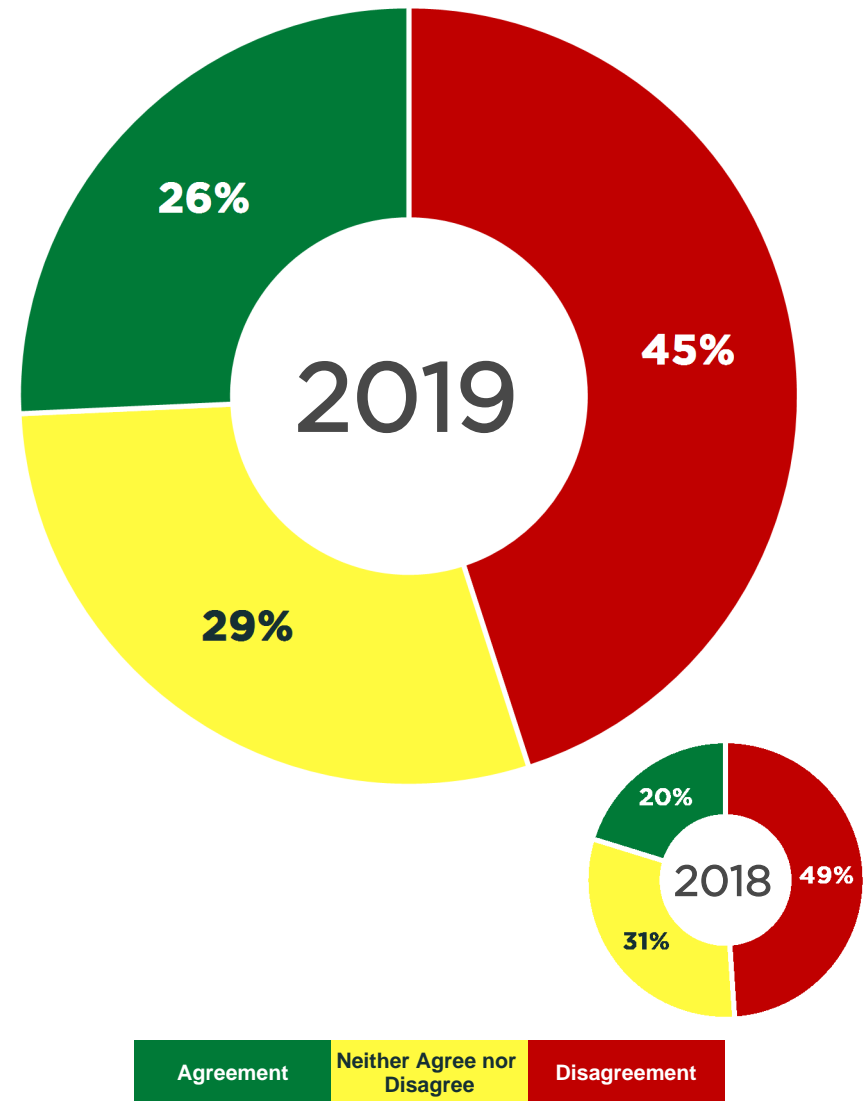
Results are rounded and may not add up to 100%

26%

of employees replied favourably to:

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

39%	30%	20%
SECTOR	CLUSTER	2018



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 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	43%	35%	45%	52%
2	Q6b. I feel that senior managers effectively lead and manage change	35%	29%	40%	47%
3	Q7a. My organisation focuses on improving the work we do	61%	57%	58%	69%
4	Q6h. I feel that senior managers listen to employees	33%	27%	36%	44%
5	Q7f. My organisation is committed to developing its employees	35%	32%	41%	53%
6	Q6d. Senior managers encourage innovation by employees	35%	32%	39%	51%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Fire & 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 & Rescue NSW	Field Operations -F&RNSW	Finance -F&RNSW	Governance & Legal - F&RNSW	Information Technology - F&RNSW	Logistics Support -F&RNSW	Office of the Commissioner - F&RNSW	People & Culture -F&RNSW	Strategic Capability -F&RNSW
NUMBER OF RESPONDENTS	1957	1396	29	17	67	109	21	101	159
EMPLOYEE ENGAGEMENT	70%	69%	68%	83%	75%	80%	69%	75%	68%
ENGAGEMENT WITH WORK	76%	76%	76%	82%	75%	82%	79%	78%	72%
SENIOR MANAGERS	38%	34%	51%	57%	57%	68%	47%	49%	33%
COMMUNICATION	60%	58%	67%	60%	70%	80%	59%	68%	56%
HIGH PERFORMANCE	58%	56%	64%	71%	69%	75%	59%	68%	56%
PUBLIC SECTOR VALUES	56%	54%	65%	65%	67%	76%	55%	65%	51%
DIVERSITY & INCLUSION	69%	66%	79%	77%	78%	84%	74%	83%	70%

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

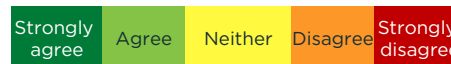
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	70% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
Q7i. I would recommend my organisation as a great place to work	28	45	17	73%	71%	56%	62%		
Q7j. I am proud to tell others I work for my organisation	46	38	12	83%	82%	66%	70%		
Q7k. I feel a strong personal attachment to my organisation	40	37	15	77%	75%	60%	64%		
Q7l. My organisation motivates me to help it achieve its objectives	19	33	27	14	8	52%	49%	47%	56%
Q7m. My organisation inspires me to do the best in my job	21	32	25	14	8	53%	50%	47%	56%

KEY





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ENGAGEMENT WITH WORK	76% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment	39	43	10	82%	81%	69%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	31	39	14	10	70%	66%	67%	72%
Q1e. I am satisfied with my job	30	45	14	7	75%	72%	67%	69%

KEY





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SENIOR MANAGERS	38% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	29	25	21	15	39%	37%	42%	51%
Q6b. I feel that senior managers effectively lead and manage change	9	26	26	21	18	35%	29%	40%	47%
Q6c. I feel that senior managers model the values of my organisation	12	31	25	16	16	43%	35%	45%	52%
Q6d. Senior managers encourage innovation by employees	9	27	30	19	15	35%	32%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	34	31	13	11	45%	43%	45%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	38	29	12	10	50%	48%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	8	27	23	23	19	35%	30%	40%	48%
Q6h. I feel that senior managers listen to employees	9	24	24	20	23	33%	27%	36%	44%
Q7c. I feel that change is managed well in my organisation		21	29	27	17	27%	24%	32%	42%

KEY





EXPLORE THE FULL RESULTS

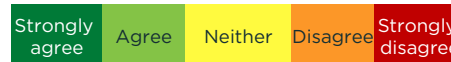
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COMMUNICATION	60% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
Q5c. My manager communicates effectively with me	36	42	11	8	78%	71%	68%	72%	
Q5d. My manager encourages and values employee input	36	41	12	8	77%	70%	66%	73%	
Q5e. My manager involves my workgroup in decisions about our work	31	38	17	8	70%	65%	60%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	8	27	23	23	19	35%	30%	40%	48%
Q6h. I feel that senior managers listen to employees	9	24	24	20	23	33%	27%	36%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	46	14	10	8	67%	62%	62%	69%

KEY





EXPLORE THE FULL RESULTS

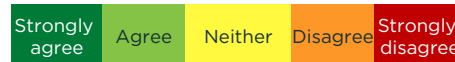
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	HIGH PERFORMANCE		58% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1a. I understand what is expected of me to do well in my role	43	47		90%	88%	88%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	40	44	7	84%	81%	73%	79%		
Q3f. I have received appropriate training and development to do my job well	11	32	21	21	15	43%	42%	57%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	43	18	7	71%	68%	67%	75%	
Q5f. I have confidence in the decisions my manager makes	36	39	14	76%	70%	64%	69%		
Q6d. Senior managers encourage innovation by employees	9	27	30	19	15	35%	32%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	34	31	13	11	45%	43%	45%	53%
Q7a. My organisation focuses on improving the work we do	15	46	19	13	8	61%	57%	58%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	36	26	17	10	47%	46%	48%	57%

KEY



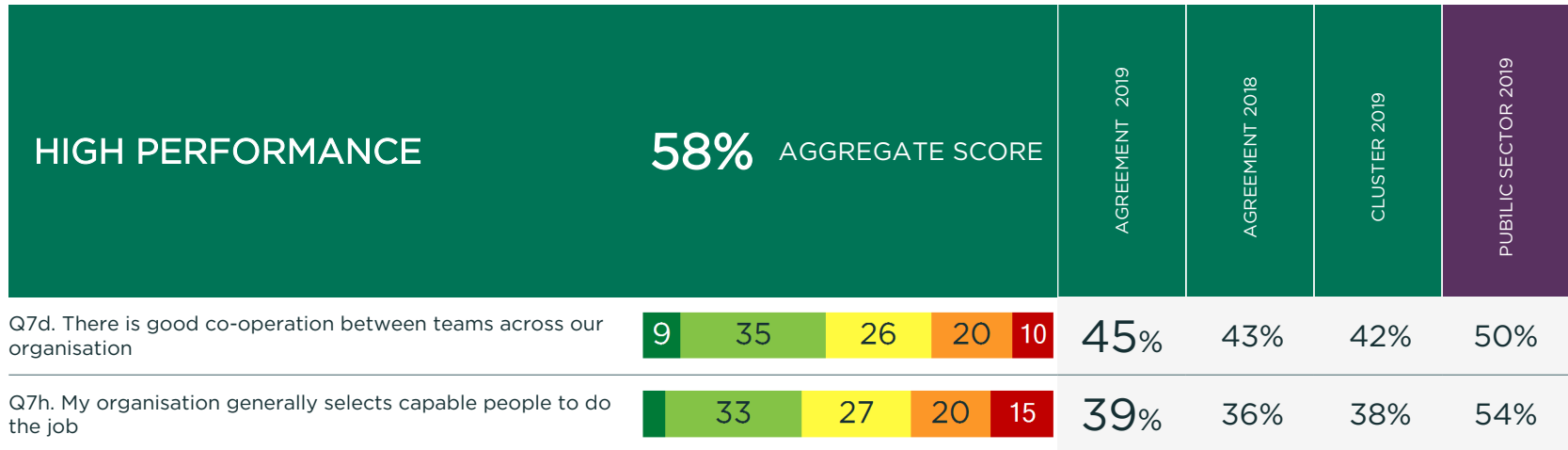


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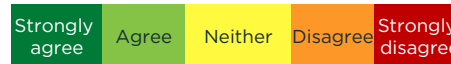
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KEY





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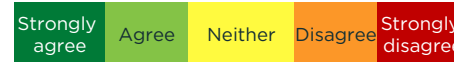
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PUBLIC SECTOR VALUES	56% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	44	44	88%	86%	78%	86%		
Q2e. People in my workgroup treat each other with respect	43	38	9	81%	79%	68%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	43	18	7	71%	68%	67%	75%	
Q5b. My manager listens to what I have to say	37	44	10	81%	75%	70%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	29	25	21	15	39%	37%	42%	51%
Q6c. I feel that senior managers model the values of my organisation	12	31	25	16	16	43%	35%	45%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	38	29	12	10	50%	48%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	8	27	23	23	19	35%	30%	40%	48%
Q6h. I feel that senior managers listen to employees	9	24	24	20	23	33%	27%	36%	44%

KEY



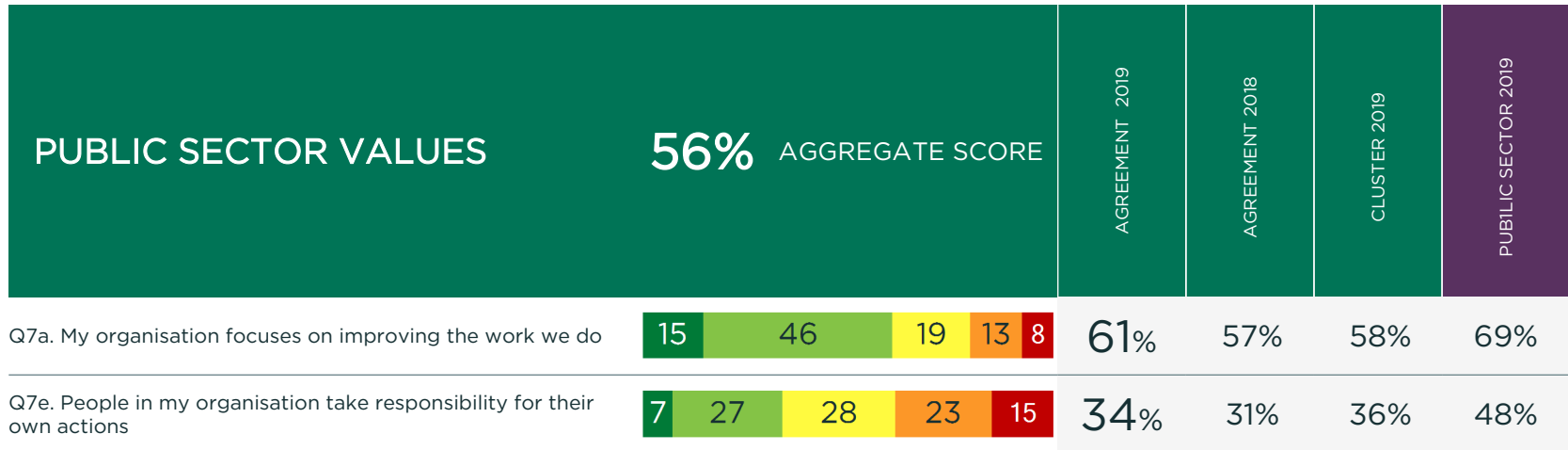


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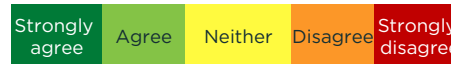
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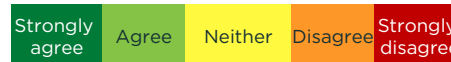
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DIVERSITY & INCLUSION	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	19	41	16	18	60%	52%	60%	67%
Q5b. My manager listens to what I have to say	37	44	10		81%	75%	70%	76%
Q5d. My manager encourages and values employee input	36	41	12		77%	70%	66%	73%
Q6i. Senior managers in my organisation support the career advancement of women	38	36	19		74%	74%	59%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25	51	15		75%	70%	70%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	25	44	17	8	69%	65%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	46	14	10	67%	62%	62%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	25	30	27	11	55%	57%	59%	59%
Q8e. My manager supports flexible working in my team	27	35	26		63%	61%	62%	63%

KEY



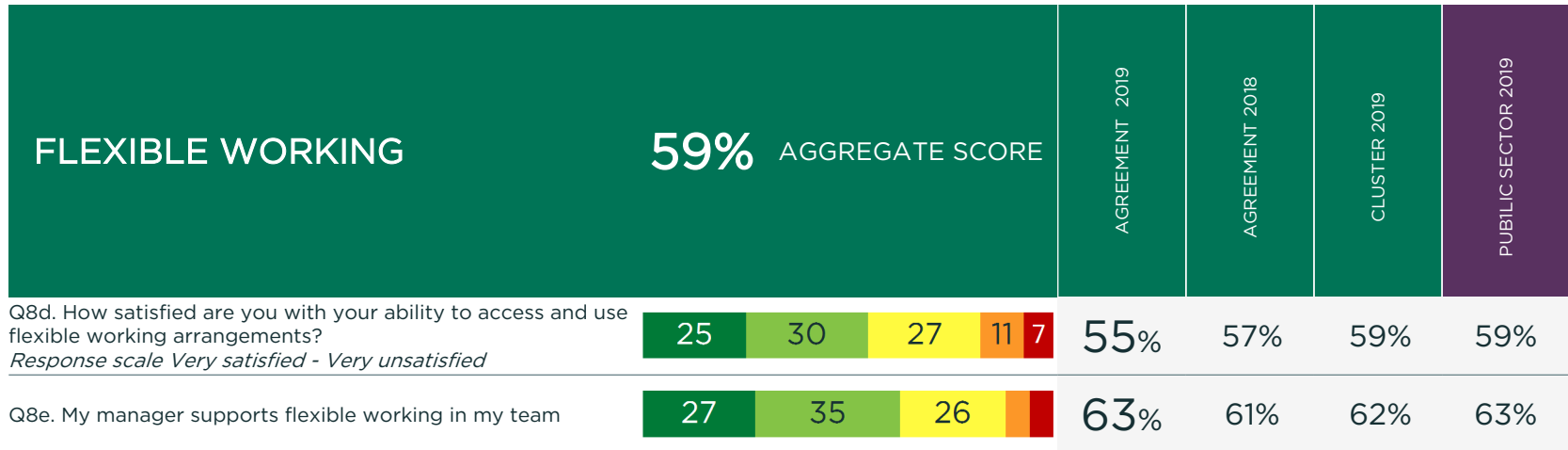


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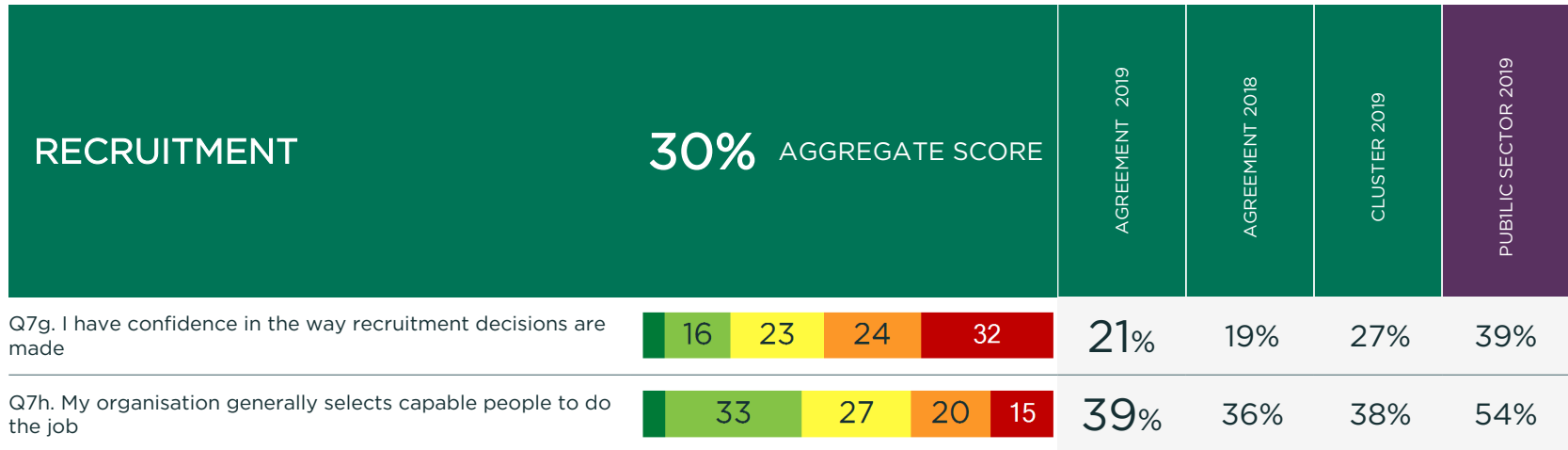


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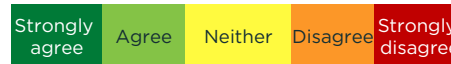
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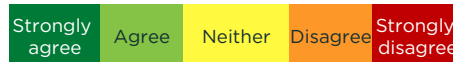
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

47% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		54%	50%	56%	66%
Q3e. My performance is assessed against clear criteria		36%	33%	46%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		35%	34%	42%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		74%	67%	63%	69%
Q5h. My manager deals appropriately with employees who perform poorly		51%	44%	42%	48%
Q7f. My organisation is committed to developing its employees		35%	32%	41%	53%

KEY





EXPLORE THE FULL RESULTS

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	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	19	41	16	18	60%	52%	60%	67%
Q1f. I am able to keep my work stress at an acceptable level	19	50	16	11	69%	64%	61%	61%
Q2c. I receive help and support from other members of my workgroup	43	42	9		85%	83%	77%	81%
Q2d. There is good team spirit in my workgroup	42	36	10		77%	76%	65%	70%

KEY



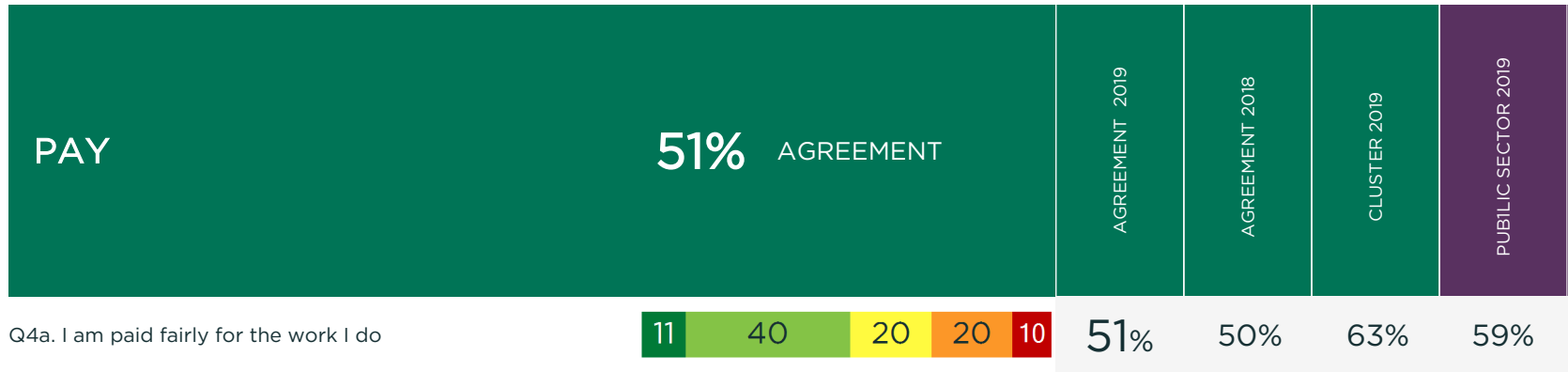


EXPLORE THE FULL RESULTS

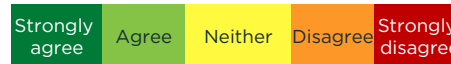
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Results are rounded and may not add up to 100%



KEY



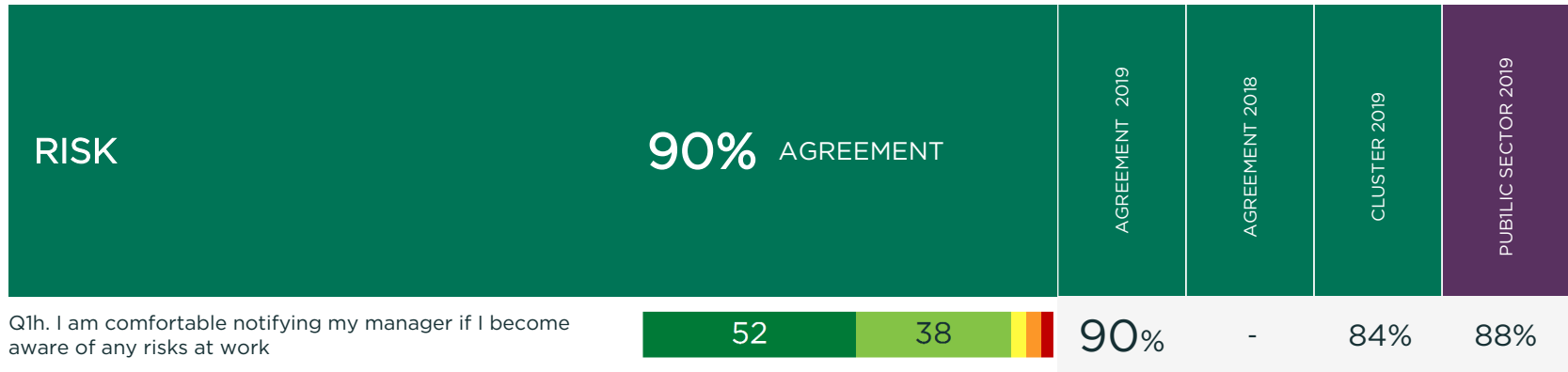


EXPLORE THE FULL RESULTS

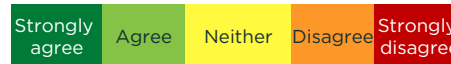
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Results are rounded and may not add up to 100%



KEY



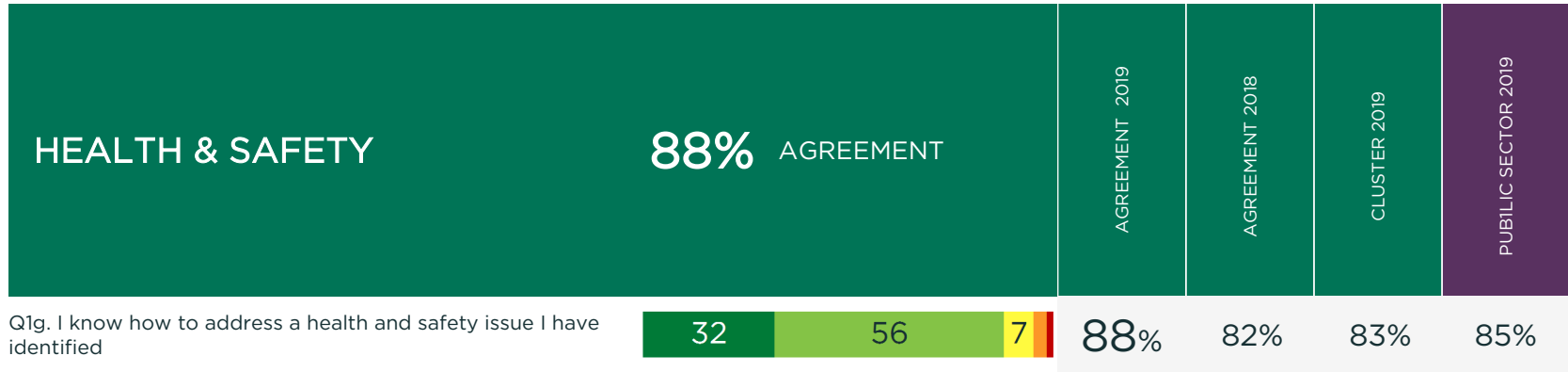


EXPLORE THE FULL RESULTS

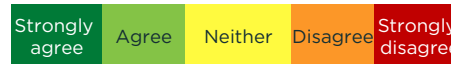
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Results are rounded and may not add up to 100%



KEY





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.

Results are rounded and may not add up to 100%

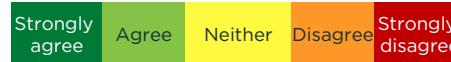
ACTION ON RESULTS

26% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



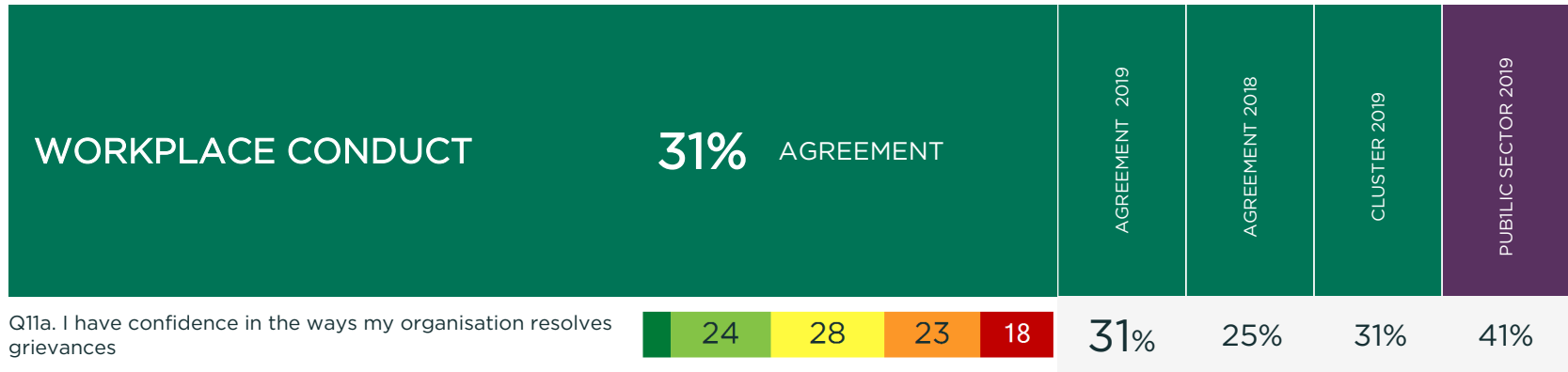


EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

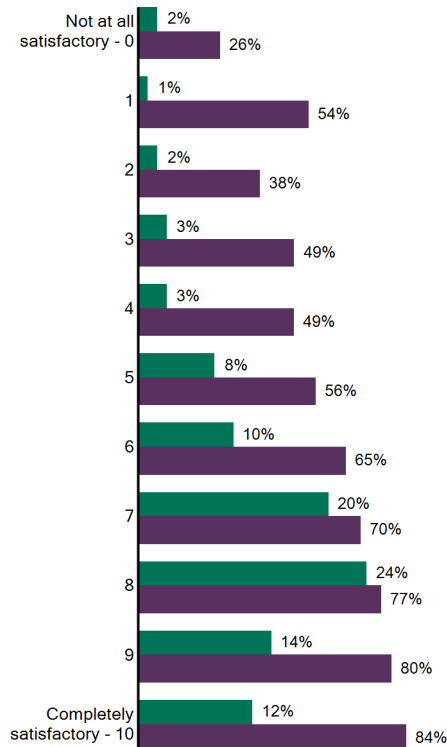
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

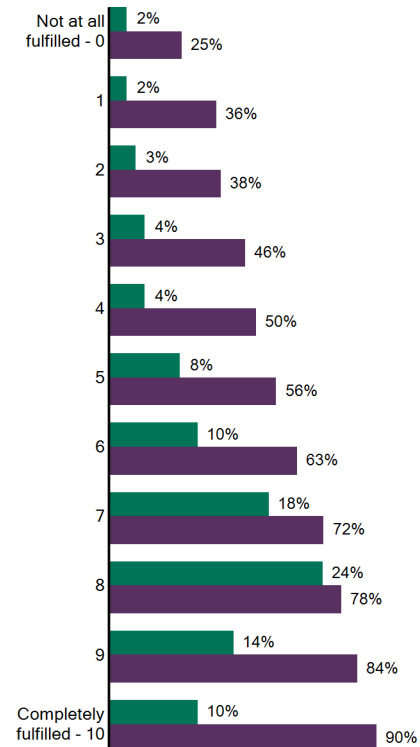
This compares Wellbeing to Engagement.

Q1i. In general, my sense of wellbeing is.....



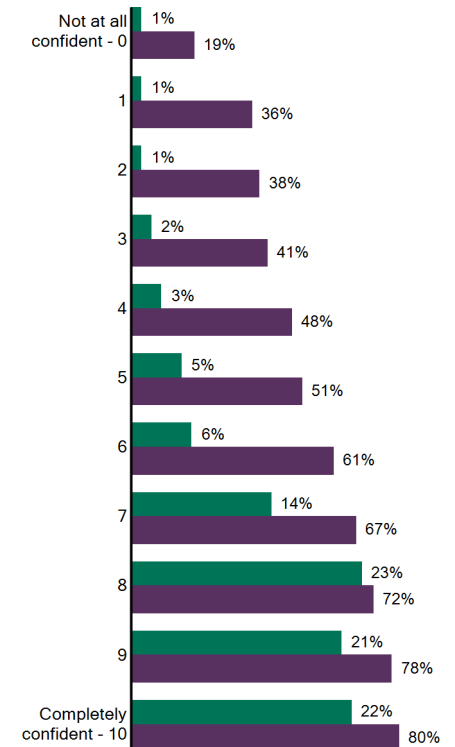
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		32%	34%	50%	71%
No		68%	66%	50%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		69%	66%	66%	76%
No		31%	34%	34%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		29%	25%	42%	60%
No		71%	75%	58%	40%



EXPLORE THE FULL RESULTS

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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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		26%	28%	42%	41%
No		74%	72%	58%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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MOBILITY

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of promotion opportunities		37%	42%	34%	28%
Geographic location considerations		36%	38%	33%	25%
Personal/family considerations		33%	34%	33%	29%
Insufficient training and development		32%	36%	21%	15%
Lack of visible opportunities		29%	33%	31%	29%
The application/recruitment process is too cumbersome or time consuming		27%	30%	26%	22%
Lack of support for temporary assignments/secondments		21%	26%	20%	15%
There are no major barriers to my career progression		20%	22%	23%	29%
Lack of support from my manager/supervisor		13%	15%	17%	13%
Lack of required capabilities or experience		13%	15%	12%	11%
Other		10%	10%	10%	9%

% are calculated with the number of unique respondents (N = 1,903 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		28%	28%	28%	27%
No		61%	59%	56%	56%
Don't know		12%	12%	16%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		67%	70%	68%	65%
No		31%	29%	29%	32%
Don't know		1%	1%	3%	4%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		27%	29%	35%	33%
No		67%	65%	56%	57%
Don't know		6%	5%	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		17%	18%	21%	18%
No		79%	78%	73%	75%
Don't know		4%	4%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q13c. 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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		31%	35%	25%	21%
A fellow worker at your level		23%	21%	24%	27%
Your immediate manager/supervisor		19%	24%	25%	23%
Prefer not to say		14%	7%	14%	13%
A subordinate		10%	10%	8%	7%
Other		4%	3%	3%	5%
A client or customer		0%	-	1%	3%
A member of the public other than a client or customer		0%	-	0%	1%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	2%	1%	5%	4%
No	97%	97%	93%	94%
Don't know	1%	2%	3%	2%

Q14b. If yes to 14a, 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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	70%	90%	60%	38%
A member of the public	13%	10%	14%	36%
Other	3%	-	16%	19%
Prefer not to say	13%	-	10%	7%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q1. What is your work location?			
Metropolitan NSW		75%	63%
Regional NSW		25%	37%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS

	2019	CLUSTER 2019
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%	4%
Sworn police officer - other	0%	10%
Non-sworn employee of NSW Police Force	0%	6%
Permanent Fire fighter	53%	6%
Retained Fire fighter	22%	2%
Custodial Officer	0%	21%
Youth Worker	0%	2%



EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS	2019	CLUSTER 2019
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.?		
Legal officer or other legal professional	0%	3%
Administrative or other clerical worker	20%	22%
Sheriff's Officer	0%	1%
Community Corrections Officer (Probation & Parole)	0%	5%
Psychologist	0%	1%
Teacher	0%	0%
Welfare Officer	0%	2%
Other	5%	14%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q3. When you answered the questions on Senior Managers 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 (for example, Deputy Secretaries,		72%	56%
Other		28%	44%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		78%
Female		20%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		1%
25-29	█	4%
30-34	█	10%
35-39	█	12%
40-44	█	16%
45-49	█	19%
50-54	█	18%
55-59	█	13%
60-64	█	4%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

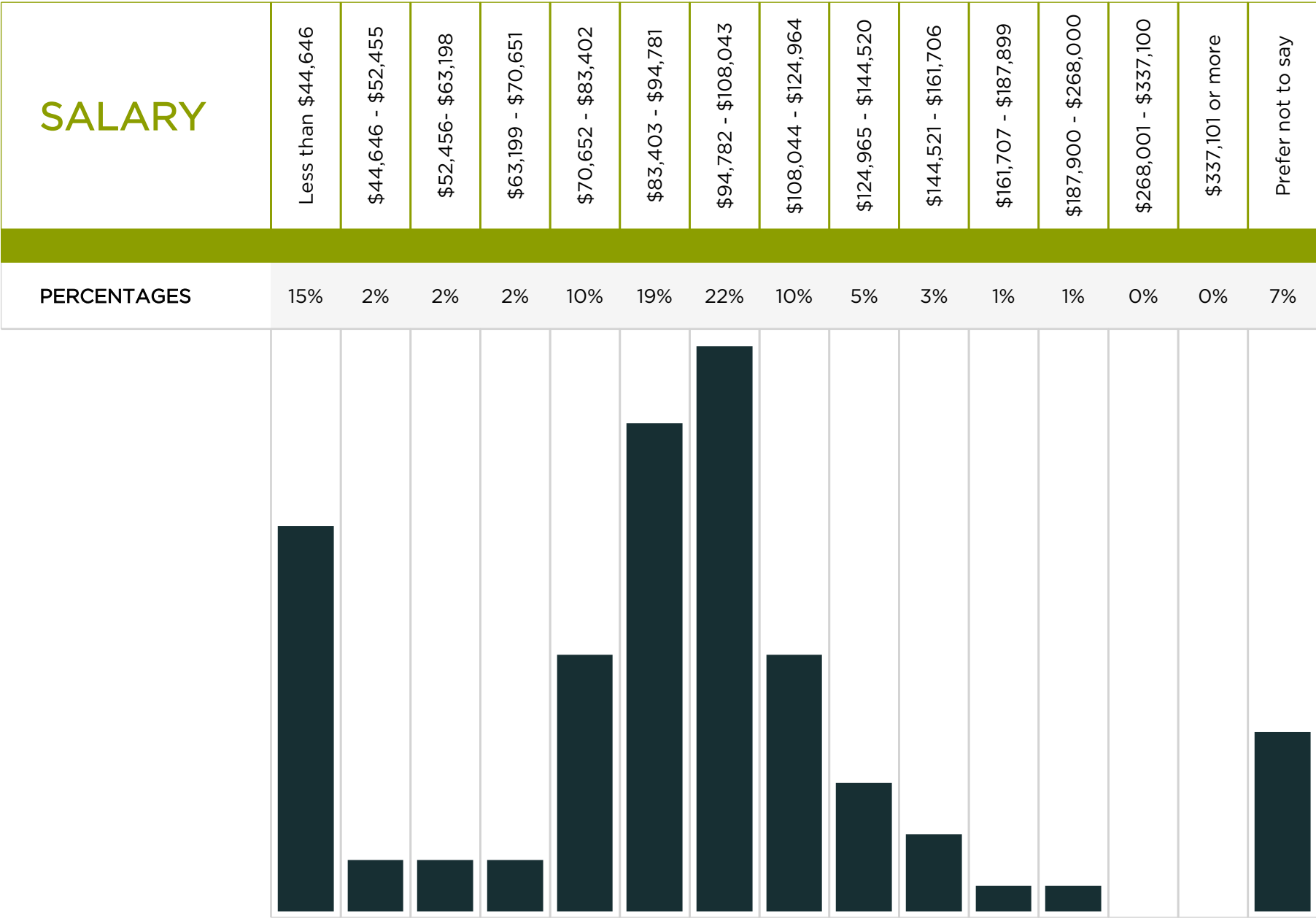
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	60%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	0%
Research	0%
Program and project management support	3%
Legal (including developing and/or reviewing legislation)	0%
Other	14%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		4%
1 - 2 years		6%
2 - 5 years		13%
5 - 10 years		14%
10 - 20 years		30%
More than 20 years		33%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		48%
Flexible start and finish times		32%
Working from different locations		22%
Working from home		20%
Working additional hours to make up for time off		12%
Working more hours over fewer days		11%
Flexible scheduling for rostered workers		7%

% are calculated with the number of unique respondents (N = 1,815 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Part-time work		7%
Other		3%
Leave without pay		3%
Job sharing		2%
Study leave		1%
Purchasing annual leave		0%

% are calculated with the number of unique respondents (N = 1,815 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.

Results are rounded and may not add up to 100%

	Fire & 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
NUMBER OF RESPONDENTS	1957	1100	163	117	132	9	8	59	5	253
EMPLOYEE ENGAGEMENT	70%	68%	73%	79%	78%	(r)	(r)	70%	(r)	70%
ENGAGEMENT WITH WORK	76%	75%	77%	79%	82%	(r)	(r)	81%	(r)	72%
SENIOR MANAGERS	38%	32%	46%	55%	60%	(r)	(r)	43%	(r)	41%
COMMUNICATION	60%	58%	65%	70%	73%	(r)	(r)	59%	(r)	57%
HIGH PERFORMANCE	58%	54%	64%	69%	74%	(r)	(r)	61%	(r)	57%
PUBLIC SECTOR VALUES	56%	53%	61%	67%	72%	(r)	(r)	57%	(r)	54%
DIVERSITY & INCLUSION	69%	65%	75%	82%	84%	(r)	(r)	74%	(r)	67%

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

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

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	Fire & Rescue NSW	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	1957	280	29	29	45	191	349	395	185	99	63	13	18	6
EMPLOYEE ENGAGEMENT	70%	74%	(r)	(r)	81%	74%	66%	68%	65%	73%	77%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	80%	(r)	(r)	83%	77%	74%	73%	72%	79%	83%	(r)	(r)	(r)
SENIOR MANAGERS	38%	49%	(r)	(r)	57%	42%	29%	29%	37%	40%	55%	(r)	(r)	(r)
COMMUNICATION	60%	62%	(r)	(r)	63%	65%	60%	54%	58%	63%	69%	(r)	(r)	(r)
HIGH PERFORMANCE	58%	60%	(r)	(r)	67%	63%	55%	53%	55%	62%	69%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	60%	(r)	(r)	68%	61%	53%	50%	54%	59%	65%	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	69%	(r)	(r)	74%	72%	66%	67%	69%	77%	76%	(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

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Results are rounded and may not add up to 100%

	Fire & Rescue NSW	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	1957	1	132
EMPLOYEE ENGAGEMENT	70%	(r)	63%
ENGAGEMENT WITH WORK	76%	(r)	69%
SENIOR MANAGERS	38%	(r)	33%
COMMUNICATION	60%	(r)	53%
HIGH PERFORMANCE	58%	(r)	51%
PUBLIC SECTOR VALUES	56%	(r)	51%
DIVERSITY & INCLUSION	69%	(r)	62%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY 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.

Results are rounded and may not add up to 100%

	Fire & 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	1957	80	105	231	264	558	599
EMPLOYEE ENGAGEMENT	70%	87%	81%	76%	72%	65%	68%
ENGAGEMENT WITH WORK	76%	96%	85%	82%	80%	70%	73%
SENIOR MANAGERS	38%	66%	53%	53%	43%	29%	33%
COMMUNICATION	60%	82%	69%	68%	63%	56%	56%
HIGH PERFORMANCE	58%	78%	69%	66%	61%	52%	55%
PUBLIC SECTOR VALUES	56%	79%	66%	64%	60%	49%	53%
DIVERSITY & INCLUSION	69%	86%	81%	76%	73%	64%	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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Fire & 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	1957	586	206	209	127	124	36	399	367	8	54	16	55	873
EMPLOYEE ENGAGEMENT	70%	75%	73%	77%	71%	77%	77%	75%	76%	(r)	72%	(r)	71%	67%
ENGAGEMENT WITH WORK	76%	79%	80%	81%	79%	81%	81%	79%	79%	(r)	73%	(r)	77%	74%
SENIOR MANAGERS	38%	50%	44%	52%	39%	55%	57%	48%	52%	(r)	44%	(r)	39%	29%
COMMUNICATION	60%	68%	66%	69%	60%	70%	75%	67%	70%	(r)	60%	(r)	60%	55%
HIGH PERFORMANCE	58%	66%	62%	67%	57%	65%	72%	64%	67%	(r)	61%	(r)	57%	53%
PUBLIC SECTOR VALUES	56%	64%	60%	65%	54%	66%	70%	62%	65%	(r)	58%	(r)	56%	51%
DIVERSITY & INCLUSION	69%	79%	76%	81%	73%	79%	86%	78%	81%	(r)	72%	(r)	69%	63%

*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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Sydney East	Sydney West	Sydney - Inner South West	Sydney - City and Inner South	Central Coast	Sydney - Outer West and Blue Mountains	Newcastle and Lake Macquarie	Far West and Orana	Hunter Valley exc Newcastle	Sydney - Parramatta	Sydney - North Sydney and Hornsby	Capital Region	Richmond - Tweed
NUMBER OF RESPONDENTS	1957	714	255	427	148	107	104	75	50	47	46	45	43	41
EMPLOYEE ENGAGEMENT	70%	73%	67%	75%	70%	69%	67%	66%	77%	70%	72%	68%	67%	72%
ENGAGEMENT WITH WORK	76%	79%	75%	79%	78%	74%	67%	77%	81%	76%	83%	84%	72%	76%
SENIOR MANAGERS	38%	43%	27%	52%	29%	39%	29%	30%	52%	38%	32%	27%	44%	52%
COMMUNICATION	60%	65%	55%	69%	59%	62%	52%	55%	63%	59%	59%	61%	57%	56%
HIGH PERFORMANCE	58%	63%	52%	67%	57%	62%	50%	53%	68%	55%	55%	57%	53%	58%
PUBLIC SECTOR VALUES	56%	61%	49%	65%	54%	59%	47%	50%	62%	54%	54%	53%	57%	59%
DIVERSITY & INCLUSION	69%	76%	64%	79%	69%	69%	62%	61%	73%	68%	66%	69%	59%	64%

*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



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.

Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Central West	Illawarra	Coffs Harbour - Grafton	Sydney - Inner West	Sydney - Outer South West	Sydney - South West	New England and North West	Sydney - Blacktown	Riverina	Sydney - Northern Beaches	Murray	Mid North Coast	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	1957	37	35	33	33	33	32	31	28	27	26	25	24	17
EMPLOYEE ENGAGEMENT	70%	73%	69%	70%	75%	63%	65%	74%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	77%	76%	79%	86%	71%	81%	80%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	38%	46%	26%	48%	31%	28%	17%	43%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	67%	52%	54%	65%	56%	58%	59%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	60%	54%	63%	59%	51%	53%	56%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	62%	46%	62%	60%	49%	45%	55%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	72%	67%	69%	77%	61%	65%	66%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Sydney - Ryde	Sydney - Baulkham Hills and Hawkesbury	Sydney - Sutherland	Sydney - Eastern Suburbs	Outside NSW
NUMBER OF RESPONDENTS	1957	13	12	12	10	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	38%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Fire & 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	1957	4	27	76	176	228	288	343	338	247	80	27
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	83%	72%	69%	68%	69%	69%	69%	73%	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	90%	76%	75%	72%	76%	76%	74%	81%	(r)
SENIOR MANAGERS	38%	(r)	(r)	54%	43%	35%	36%	34%	38%	36%	44%	(r)
COMMUNICATION	60%	(r)	(r)	72%	62%	61%	61%	57%	59%	59%	59%	(r)
HIGH PERFORMANCE	58%	(r)	(r)	69%	58%	56%	56%	55%	58%	58%	64%	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	69%	58%	55%	55%	53%	56%	55%	60%	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	82%	72%	70%	69%	67%	68%	67%	70%	(r)

KEY

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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.

Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Male	Female	Other
NUMBER OF RESPONDENTS	1957	1438	364	45
EMPLOYEE ENGAGEMENT	70%	69%	76%	54%
ENGAGEMENT WITH WORK	76%	75%	83%	59%
SENIOR MANAGERS	38%	36%	50%	21%
COMMUNICATION	60%	59%	67%	44%
HIGH PERFORMANCE	58%	56%	68%	44%
PUBLIC SECTOR VALUES	56%	55%	64%	41%
DIVERSITY & INCLUSION	69%	68%	78%	52%

KEY

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	1957	1391	461
EMPLOYEE ENGAGEMENT	70%	70%	70%
ENGAGEMENT WITH WORK	76%	76%	74%
SENIOR MANAGERS	38%	37%	42%
COMMUNICATION	60%	61%	58%
HIGH PERFORMANCE	58%	59%	56%
PUBLIC SECTOR VALUES	56%	56%	56%
DIVERSITY & INCLUSION	69%	71%	65%

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Fire & 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
NUMBER OF RESPONDENTS	1957	0	0	0	981	415	0	0	4	367	0	0	1	1
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	66%	74%	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	73%	79%	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	38%	(r)	(r)	(r)	26%	49%	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	56%	61%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	52%	59%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	50%	60%	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	64%	68%	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Fire & Rescue NSW	Welfare Officer	Other
NUMBER OF RESPONDENTS	1957	0	89
EMPLOYEE ENGAGEMENT	70%	(r)	76%
ENGAGEMENT WITH WORK	76%	(r)	82%
SENIOR MANAGERS	38%	(r)	56%
COMMUNICATION	60%	(r)	73%
HIGH PERFORMANCE	58%	(r)	68%
PUBLIC SECTOR VALUES	56%	(r)	69%
DIVERSITY & INCLUSION	69%	(r)	81%

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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

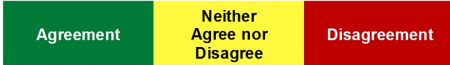
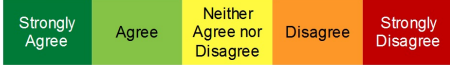
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.