



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Justice

NSW Rural Fire Service



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RESPONSE RATE

55%

542 OF 985 RESPONDENTS

RESPONSE RATE 2018: 47%

EMPLOYEE ENGAGEMENT

58%

DIFFERENCE FROM 2018 -5 (63%)

DIFFERENCE FROM CLUSTER -4 (62%)

DIFFERENCE FROM PUBLIC SECTOR -8 (66%)

ENGAGEMENT WITH WORK

60%

DIFFERENCE FROM 2018 -3 (63%)

DIFFERENCE FROM CLUSTER -8 (68%)

DIFFERENCE FROM PUBLIC SECTOR -13 (73%)

SENIOR MANAGERS

25%

DIFFERENCE FROM 2018 -6 (31%)

DIFFERENCE FROM CLUSTER -17 (41%)

DIFFERENCE FROM PUBLIC SECTOR -25 (50%)

COMMUNICATION

45%

DIFFERENCE FROM 2018 +1 (44%)

DIFFERENCE FROM CLUSTER -11 (55%)

DIFFERENCE FROM PUBLIC SECTOR -18 (62%)

HIGH PERFORMANCE

47%

DIFFERENCE FROM 2018 -2 (49%)

DIFFERENCE FROM CLUSTER -9 (56%)

DIFFERENCE FROM PUBLIC SECTOR -18 (65%)

PUBLIC SECTOR VALUES

43%

DIFFERENCE FROM 2018 -1 (45%)

DIFFERENCE FROM CLUSTER -11 (54%)

DIFFERENCE FROM PUBLIC SECTOR -19 (62%)

DIVERSITY & INCLUSION

56%

DIFFERENCE FROM 2018 -1 (57%)

DIFFERENCE FROM CLUSTER -8 (64%)

DIFFERENCE FROM PUBLIC SECTOR -13 (69%)

FLEXIBLE WORKING SATISFACTION

50%

DIFFERENCE FROM 2018 -5 (56%)

DIFFERENCE FROM CLUSTER -8 (59%)

DIFFERENCE FROM PUBLIC SECTOR -8 (59%)

ACTION ON RESULTS

20%

DIFFERENCE FROM 2018 -7 (27%)

DIFFERENCE FROM CLUSTER -10 (30%)

DIFFERENCE FROM PUBLIC SECTOR -19 (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
1h. I am comfortable notifying my manager if I become aware of any risks at work	80%	-
1a. I understand what is expected of me to do well in my role	80%	78%
2a. My workgroup strives to achieve customer/client satisfaction	79%	78%
1g. I know how to address a health and safety issue I have identified	79%	76%
2c. I receive help and support from other members of my workgroup	70%	68%
2b. My workgroup works collaboratively to achieve its objectives	68%	65%
5b. My manager listens to what I have to say	67%	64%
7j. I am proud to tell others I work for my organisation	66%	74%
2e. People in my workgroup treat each other with respect	66%	59%
7k. I feel a strong personal attachment to my organisation	65%	71%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	13%	20%
6h. I feel that senior managers listen to employees	16%	23%
7g. I have confidence in the way recruitment decisions are made	19%	23%
10a. I believe action will be taken on the results from this survey by my organisation	20%	27%
6g. I feel that senior managers keep employees informed about what's going on	20%	26%
6b. I feel that senior managers effectively lead and manage change	20%	26%
11a. I have confidence in the ways my organisation resolves grievances	22%	20%
6d. Senior managers encourage innovation by employees	22%	28%
7e. People in my organisation take responsibility for their own actions	24%	25%
6a. I believe senior managers provide clear direction for the future of the organisation	25%	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
5a. My manager encourages people in my workgroup to keep improving the work they do	62%	55%
2e. People in my workgroup treat each other with respect	66%	59%
5h. My manager deals appropriately with employees who perform poorly	28%	23%
5e. My manager involves my workgroup in decisions about our work	56%	50%
5c. My manager communicates effectively with me	59%	55%
5d. My manager encourages and values employee input	61%	57%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	49%	45%
2b. My workgroup works collaboratively to achieve its objectives	68%	65%
8c. I am able to speak up and share a different view to my colleagues and manager	55%	52%
5b. My manager listens to what I have to say	67%	64%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
6e. Senior managers promote collaboration between my organisation and other organisations we work with	35%	44%
7j. I am proud to tell others I work for my organisation	66%	74%
6c. I feel that senior managers model the values of my organisation	28%	36%
10a. I believe action will be taken on the results from this survey by my organisation	20%	27%
7k. I feel a strong personal attachment to my organisation	65%	71%
7c. I feel that change is managed well in my organisation	13%	20%
1b. I am provided with the support I need to do my best at work	43%	49%
6h. I feel that senior managers listen to employees	16%	23%
7m. My organisation inspires me to do the best in my job	39%	45%
6g. I feel that senior managers keep employees informed about what's going on	20%	26%



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

Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7f. My organisation is committed to developing its employees



Q6i. Senior managers in my organisation support the career advancement of women



Q6d. Senior managers encourage innovation by employees



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7f. My organisation is committed to developing its employees



Q6i. Senior managers in my organisation support the career advancement of women



Q6d. Senior managers encourage innovation by employees



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7f. My organisation is committed to developing its employees



Q6i. Senior managers in my organisation support the career advancement of women



Q6d. Senior managers encourage innovation by employees



Q10a. I believe action will be taken on the results from this survey by 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: 542

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	66	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	40
Female	33	Ongoing/Permanent (other than senior executive)	80	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)	14
Other	1	Temporary (including temporary teachers and graduates)	6	Administrative support (e.g. executive/personal assistant, receptionist)	7
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13
15 - 34 years	19	Contract – Non Executive	10	Policy	2
35 - 54 years	61	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	1
55+ years	20	Other	0	Program and project management support	5
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	0
Yes	8	Manager of managers	Survey %	Other	18
No	87	Yes	7	Organisation Tenure	Survey %
Prefer not to say	5	No	93	Less than 1 year	10
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	8
Yes	2	Yes	37	2 - 5 years	18
No	92	No	63	5 - 10 years	26
Prefer not to say	6	Working arrangement	Survey %	10 - 20 years	29
Disability	Survey %	Full-time	94	More than 20 years	9
Yes	5	Part-time	6	Salary	Survey %
No	90			\$83,402 and below	33
Prefer not to say	4			\$83,403 - \$108,043	35
LGBTI	Survey %			\$108,044 - \$144,520	21
Yes	2			\$144,521 and above	5
No	93			Prefer not to say	7
Prefer not to say	5				

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.

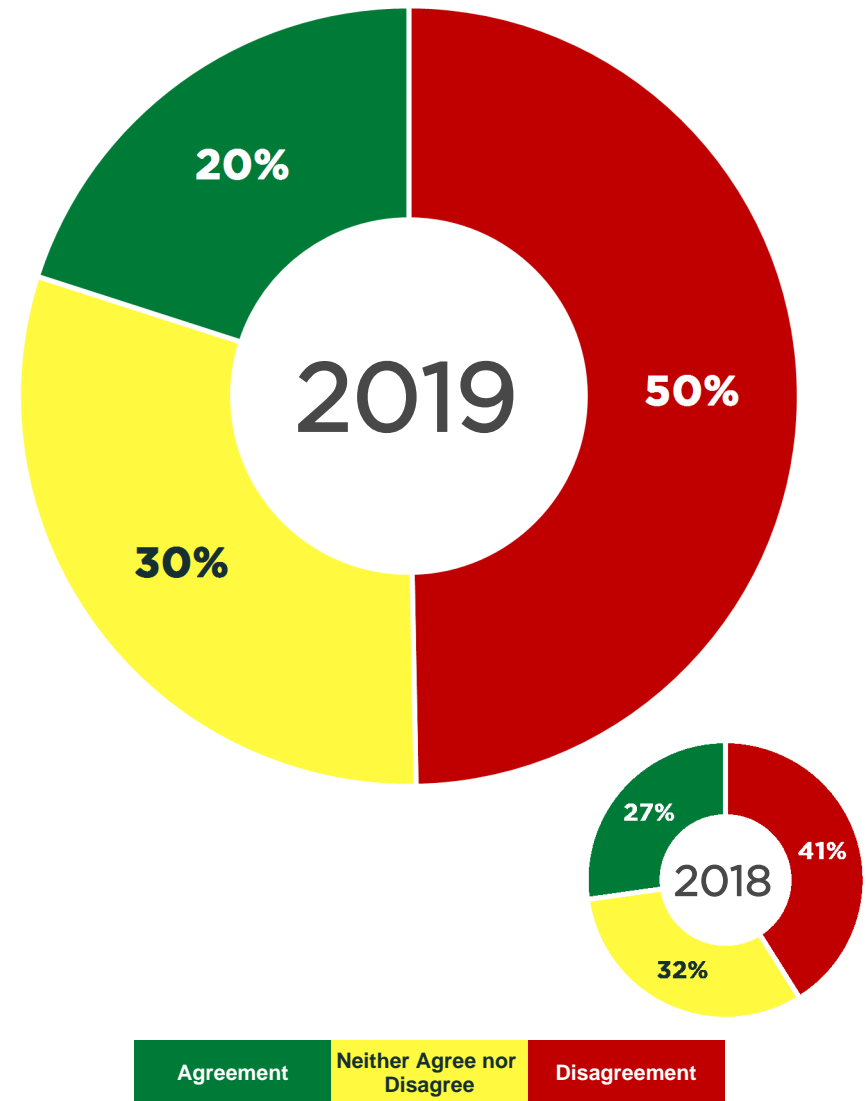
Results are rounded and may not add up to 100%

20%

of employees replied favourably to:

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

39%	30%	27%
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	Q7a. My organisation focuses on improving the work we do	45%	51%	58%	69%
2	Q7b. My organisation is making the necessary improvements to meet our future challenges	32%	37%	48%	57%
3	Q6h. I feel that senior managers listen to employees	16%	23%	36%	44%
4	Q6c. I feel that senior managers model the values of my organisation	28%	36%	45%	52%
5	Q7f. My organisation is committed to developing its employees	34%	38%	41%	53%
6	Q6b. I feel that senior managers effectively lead and manage change	20%	26%	40%	47%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Rural Fire Service

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.

	NSW Rural Fire Service	Finance & Executive Services Directorate & Commissioners Office	Infrastructure Services Directorate	Membership & Strategic Services Directorate	Operations Directorate	Region East	Region North	Region South	Region West
NUMBER OF RESPONDENTS	542	31	57	38	132	96	55	68	45
EMPLOYEE ENGAGEMENT	58%	69%	68%	60%	53%	52%	61%	58%	59%
ENGAGEMENT WITH WORK	60%	68%	72%	57%	57%	48%	59%	63%	67%
SENIOR MANAGERS	25%	38%	42%	38%	21%	15%	30%	15%	23%
COMMUNICATION	45%	52%	62%	59%	40%	37%	38%	46%	47%
HIGH PERFORMANCE	47%	58%	58%	51%	43%	41%	51%	44%	50%
PUBLIC SECTOR VALUES	43%	54%	58%	52%	41%	36%	44%	38%	44%
DIVERSITY & INCLUSION	56%	64%	72%	67%	51%	51%	51%	57%	55%

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

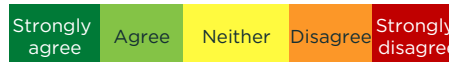
Questions are grouped by topics in this report.

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	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	9	35	27	16	12	44%	48%	56%	62%
Q7j. I am proud to tell others I work for my organisation	24	42	18	9	8	66%	74%	66%	70%
Q7k. I feel a strong personal attachment to my organisation	25	40	19	10		65%	71%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	10	29	30	18	13	39%	44%	47%	56%
Q7m. My organisation inspires me to do the best in my job	10	29	30	18	14	39%	45%	47%	56%

KEY





EXPLORE THE FULL RESULTS

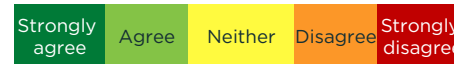
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	60% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	21	43	17	13		64%	70%	69%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	20	39	17	14	11	59%	61%	67%	72%
Q1e. I am satisfied with my job	14	42	22	14	7	57%	59%	67%	69%

KEY





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Results are rounded and may not add up to 100%

SENIOR MANAGERS	25% 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	21	24	29	22	25%	30%	42%	51%
Q6b. I feel that senior managers effectively lead and manage change	17	25	26	29	20%	26%	40%	47%
Q6c. I feel that senior managers model the values of my organisation	23	27	19	25	28%	36%	45%	52%
Q6d. Senior managers encourage innovation by employees	19	31	23	24	22%	28%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	30	30	18	17	35%	44%	45%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	26	17	15	42%	45%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	22	27	30	20%	26%	40%	48%
Q6h. I feel that senior managers listen to employees	13	26	25	34	16%	23%	36%	44%
Q7c. I feel that change is managed well in my organisation	10	23	31	33	13%	20%	32%	42%

KEY





EXPLORE THE FULL RESULTS

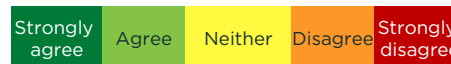
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COMMUNICATION	45% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	18	42	18	15	8	59%	55%	68%	72%
Q5d. My manager encourages and values employee input	21	41	17	12	10	61%	57%	66%	73%
Q5e. My manager involves my workgroup in decisions about our work	18	38	20	15	10	56%	50%	60%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	16	22	27	30		20%	26%	40%	48%
Q6h. I feel that senior managers listen to employees	13	26	25	34		16%	23%	36%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	42	16	17	12	55%	52%	62%	69%

KEY





EXPLORE THE FULL RESULTS

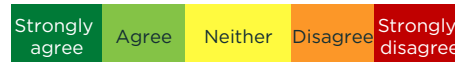
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				47% 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	26	53	9	9	80%	78%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	26	42	12	13	68%	65%	73%	79%	
Q3f. I have received appropriate training and development to do my job well	11	39	23	16	11	50%	55%	57%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	17	45	20	12	62%	55%	67%	75%	
Q5f. I have confidence in the decisions my manager makes	18	38	19	15	9	57%	55%	64%	69%
Q6d. Senior managers encourage innovation by employees	19	31	23	24	22%	28%	39%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	30	30	18	17	35%	44%	45%	53%	
Q7a. My organisation focuses on improving the work we do	40	25	20	10	45%	51%	58%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	27	33	22	13	32%	37%	48%	57%	

KEY



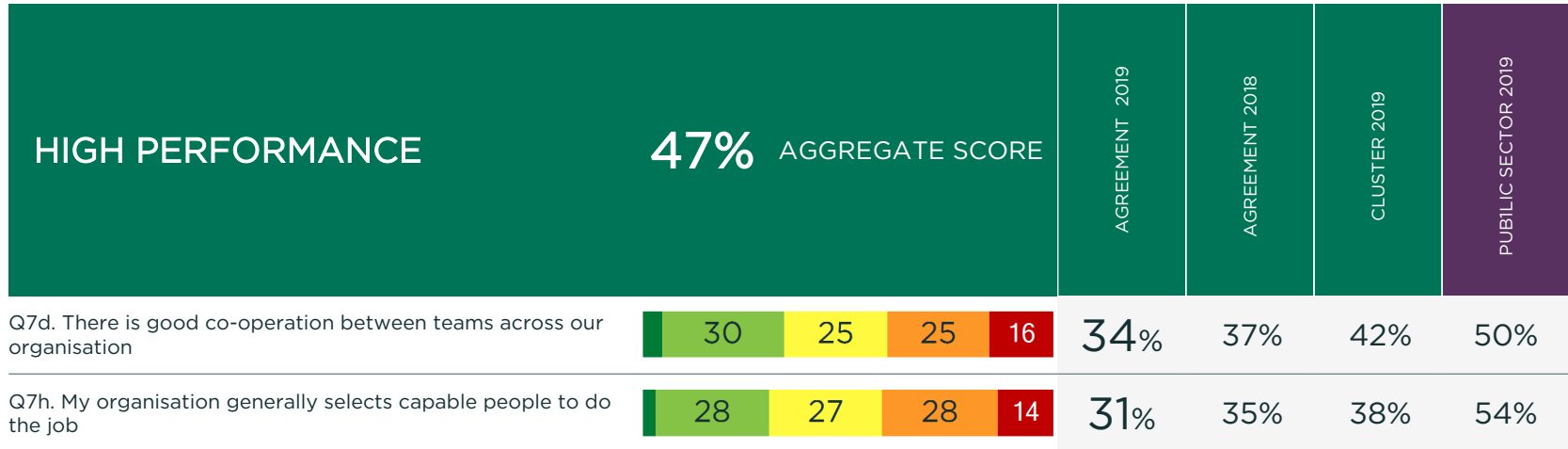


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	43% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	31	48	10	9	79%	78%	78%	86%	
Q2e. People in my workgroup treat each other with respect	27	39	17	11	66%	59%	68%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	17	45	20	12	62%	55%	67%	75%	
Q5b. My manager listens to what I have to say	23	44	15	11	7	67%	64%	70%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	21	24	29	22	25%	30%	42%	51%	
Q6c. I feel that senior managers model the values of my organisation	23	27	19	25	28%	36%	45%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	26	17	15	42%	45%	52%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	22	27	30	20%	26%	40%	48%	
Q6h. I feel that senior managers listen to employees	13	26	25	34	16%	23%	36%	44%	

KEY



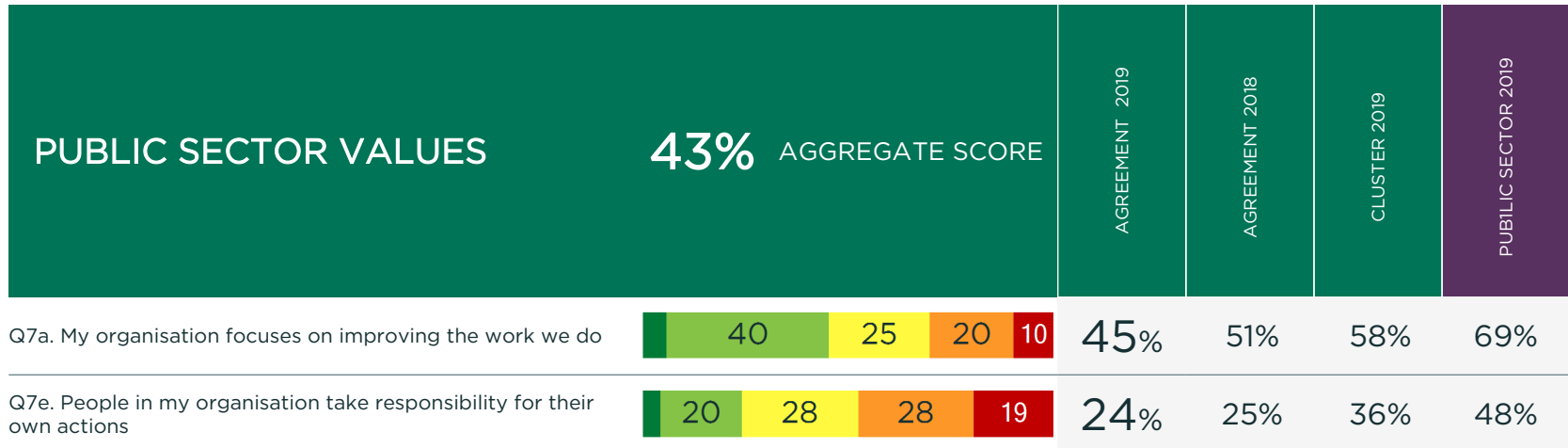


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KEY





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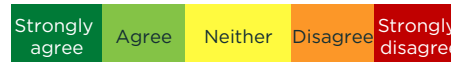
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	56% 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	10	33	21	27	10	43%	49%	60%	67%
Q5b. My manager listens to what I have to say	23	44	15	11	7	67%	64%	70%	76%
Q5d. My manager encourages and values employee input	21	41	17	12	10	61%	57%	66%	73%
Q6i. Senior managers in my organisation support the career advancement of women	16	36	31	7	10	51%	55%	59%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	13	45	24	13		58%	58%	70%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	14	44	25	11		58%	59%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	42	16	17	12	55%	52%	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>	17	34	22	17	11	50%	56%	59%	59%
Q8e. My manager supports flexible working in my team	21	39	22	10	8	59%	61%	62%	63%

KEY



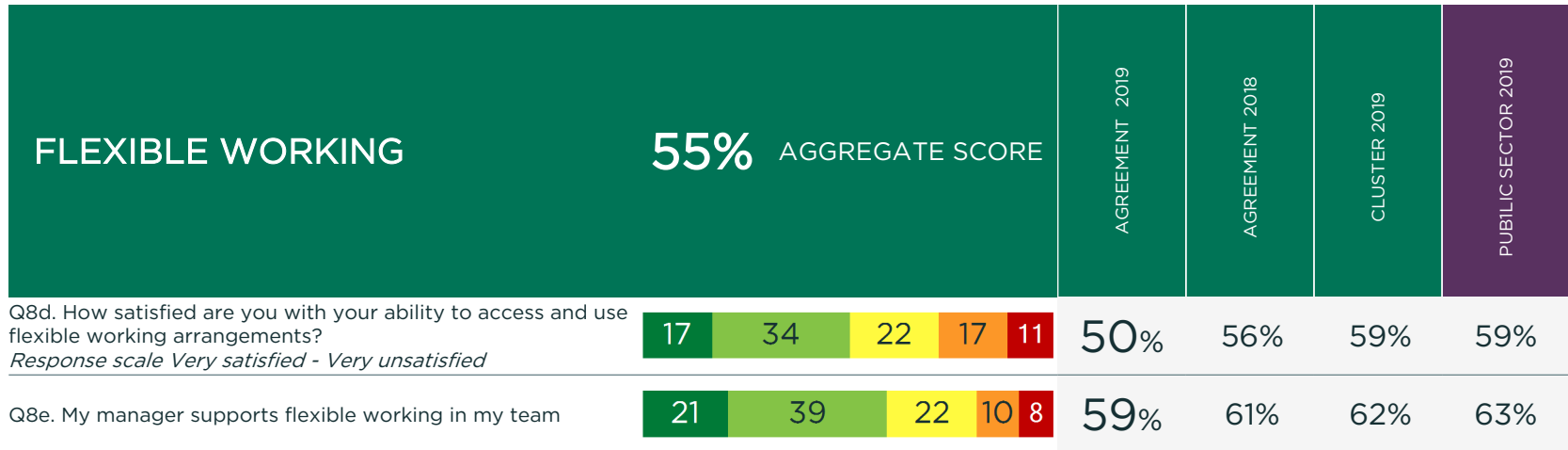


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



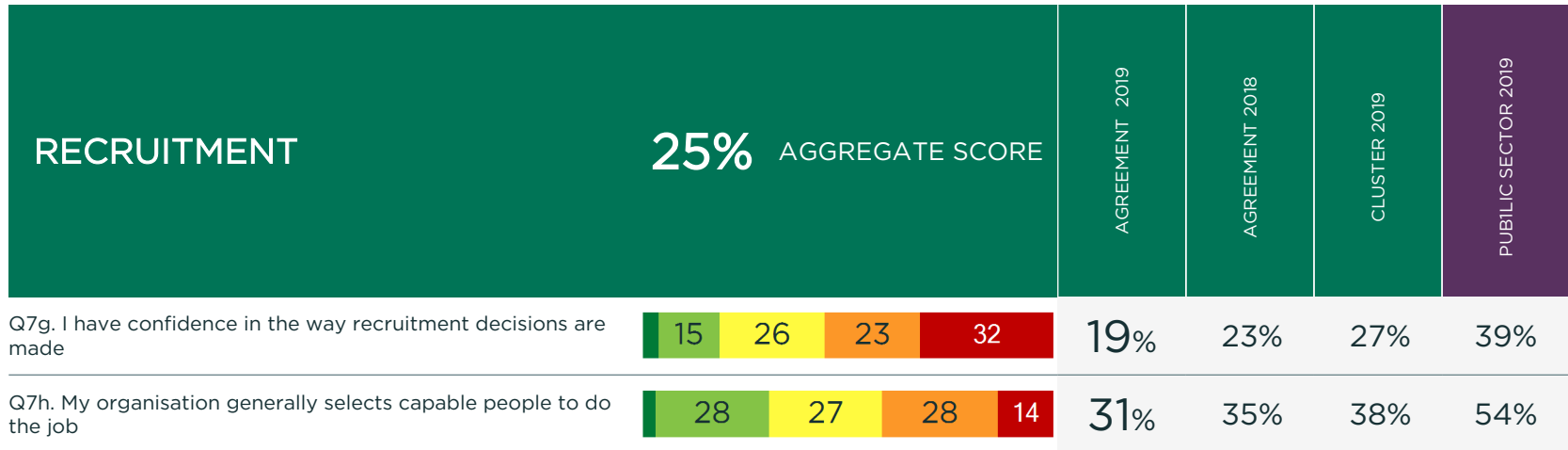


EXPLORE THE FULL RESULTS

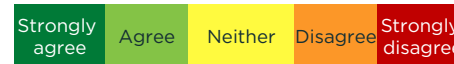
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KEY





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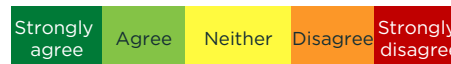
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

39% 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	13 36 19 22 11	49%	45%	56%	66%
Q3e. My performance is assessed against clear criteria	8 29 29 20 14	37%	42%	46%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9 23 21 21 26	32%	34%	42%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	18 37 21 13 10	55%	54%	63%	69%
Q5h. My manager deals appropriately with employees who perform poorly	8 20 28 22 22	28%	23%	42%	48%
Q7f. My organisation is committed to developing its employees	30 32 17 17	34%	38%	41%	53%

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%

WORKPLACE SUPPORT	53% 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	10	33	21	27	10	43%	49%	60%	67%
Q1f. I am able to keep my work stress at an acceptable level	7	34	21	23	14	42%	48%	61%	61%
Q2c. I receive help and support from other members of my workgroup	26	43	15	9		70%	68%	77%	81%
Q2d. There is good team spirit in my workgroup	24	35	18	14	9	59%	56%	65%	70%

KEY



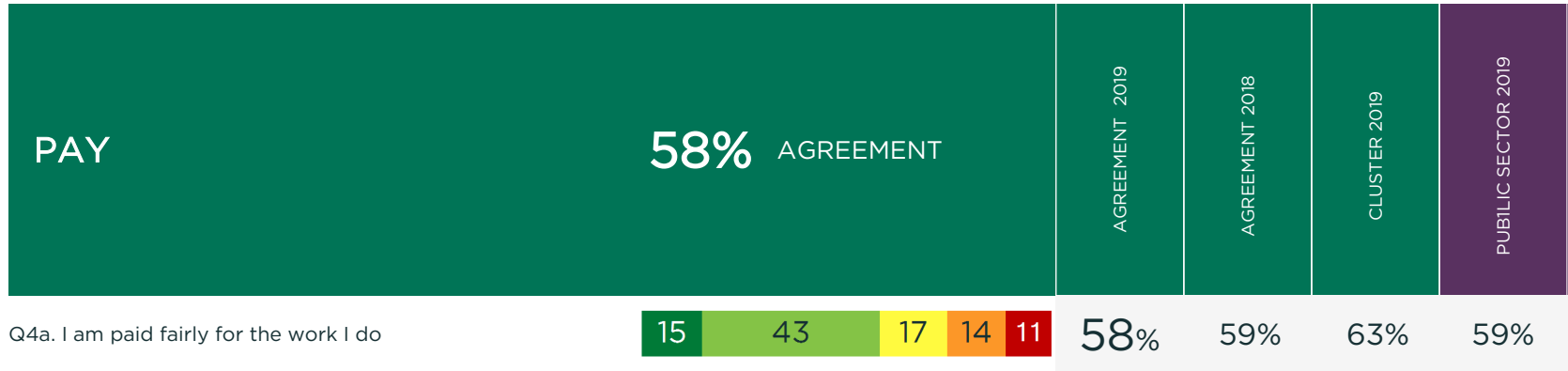


EXPLORE THE FULL RESULTS

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%



KEY



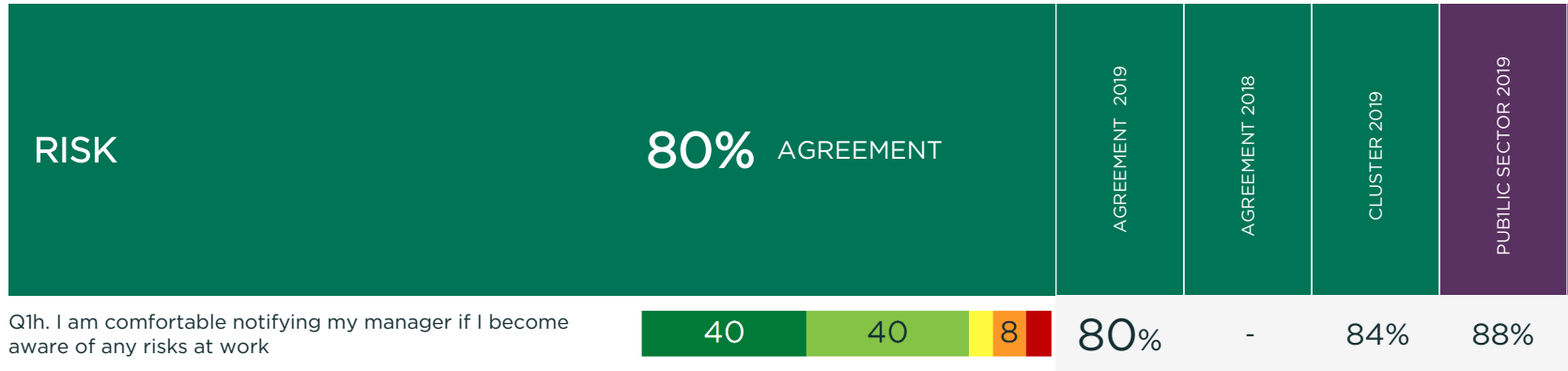


EXPLORE THE FULL RESULTS

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%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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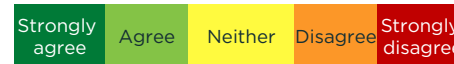
HEALTH & SAFETY

79% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



KEY





EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

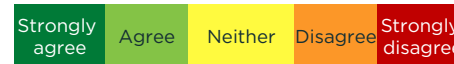
ACTION ON RESULTS

20% AGREEMENT

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



KEY



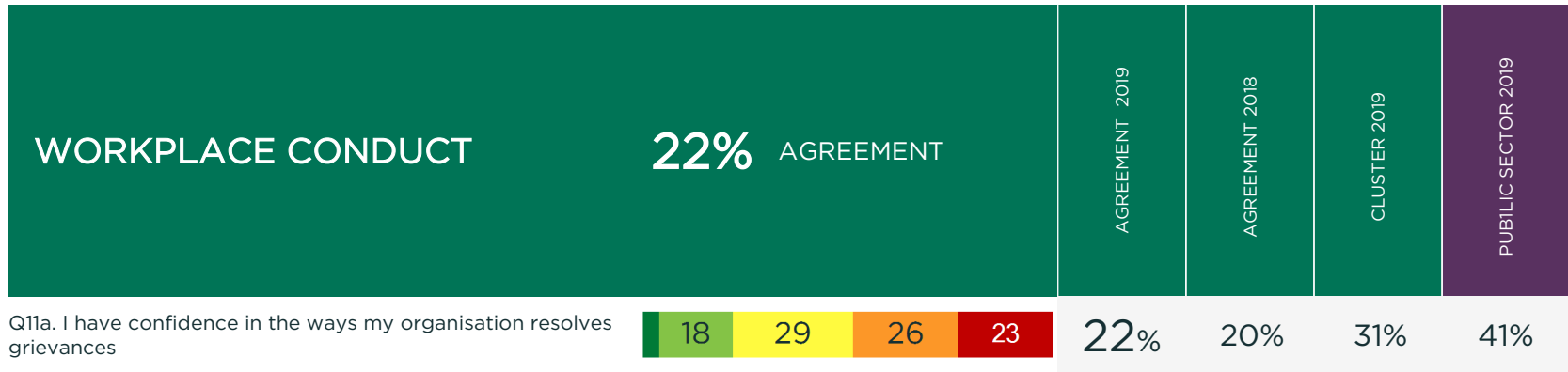


EXPLORE THE FULL RESULTS

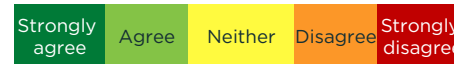
Questions are grouped by topics in this report.

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%



KEY





WELLBEING AND ENGAGEMENT

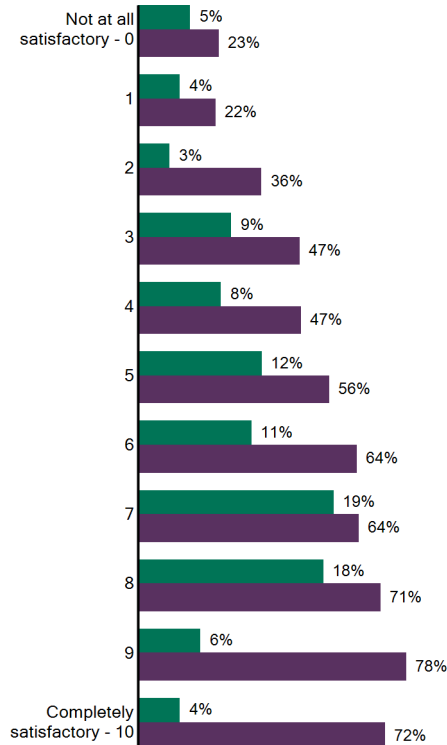
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

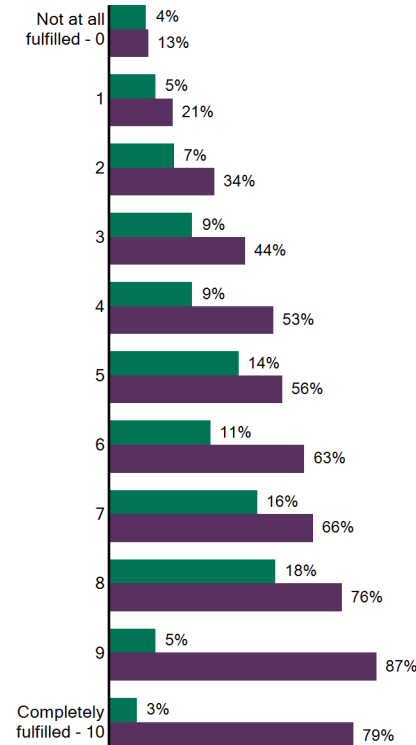
This compares Wellbeing to Engagement.

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



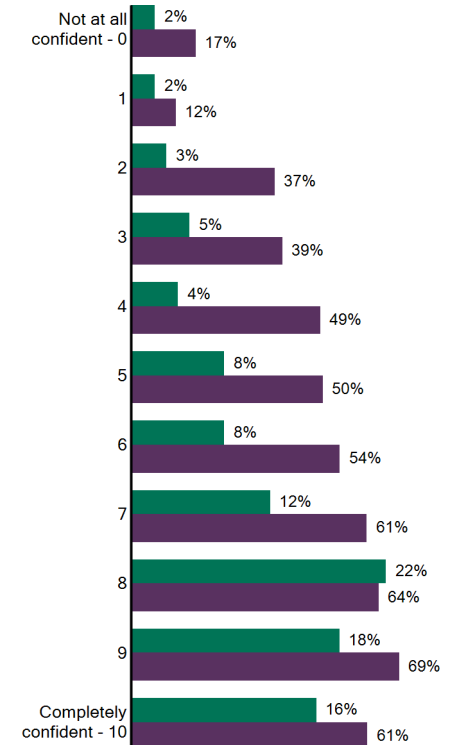
Proportion of respondents answering each response option

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		56%	63%	50%	71%
No		44%	37%	50%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		65%	63%	66%	76%
No		35%	37%	34%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		39%	43%	42%	60%
No		61%	57%	58%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

Yes		53%	48%	42%	41%
No		47%	52%	58%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

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
Geographic location considerations		53%	53%	33%	25%
Personal/family considerations		48%	47%	33%	29%
Lack of promotion opportunities		46%	42%	34%	28%
Lack of visible opportunities		36%	30%	31%	29%
The application/recruitment process is too cumbersome or time consuming		30%	33%	26%	22%
Insufficient training and development		25%	22%	21%	15%
Lack of support for temporary assignments/secondments		25%	26%	20%	15%
Lack of support from my manager/supervisor		20%	19%	17%	13%
There are no major barriers to my career progression		15%	21%	23%	29%
Lack of required capabilities or experience		13%	13%	12%	11%
Other		11%	10%	10%	9%

% are calculated with the number of unique respondents (N = 531 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		38%	36%	28%	27%
No		47%	49%	56%	56%
Don't know		15%	15%	16%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		62%	58%	68%	65%
No		37%	41%	29%	32%
Don't know		2%	1%	3%	4%



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

Q13a. In the last 12 months I have witnessed bullying at work

Yes		43%	44%	35%	33%
No		49%	49%	56%	57%
Don't know		8%	7%	9%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		25%	26%	21%	18%
No		68%	69%	73%	75%
Don't know		7%	5%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

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
Your immediate manager/supervisor		34%	33%	25%	23%
A senior manager		25%	19%	25%	21%
A fellow worker at your level		18%	14%	24%	27%
Prefer not to say		11%	12%	14%	13%
A subordinate		9%	10%	8%	7%
A client or customer		2%	4%	1%	3%
Other		1%	8%	3%	5%
A member of the public other than a client or customer		0%	-	0%	1%



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

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%	4%	5%	4%
No		96%	94%	93%	94%
Don't know		3%	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

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



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		50%	63%
Regional NSW		50%	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	9%	6%
Retained Fire fighter	0%	2%
Custodial Officer	0%	21%
Youth Worker	0%	2%



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.?		
Legal officer or other legal professional	0%	3%
Administrative or other clerical worker	29%	22%
Sheriff's Officer	0%	1%
Community Corrections Officer (Probation & Parole)	0%	5%
Psychologist	0%	1%
Teacher	0%	0%
Welfare Officer	0%	2%
Other	62%	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 CUSTOMISED QUESTIONS	2019	CLUSTER 2019
---------------------------------	------	--------------

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,		79%	56%
Other		21%	44%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		66%
Female		33%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		8%
30-34		8%
35-39		12%
40-44		14%
45-49		19%
50-54		17%
55-59		12%
60-64		6%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

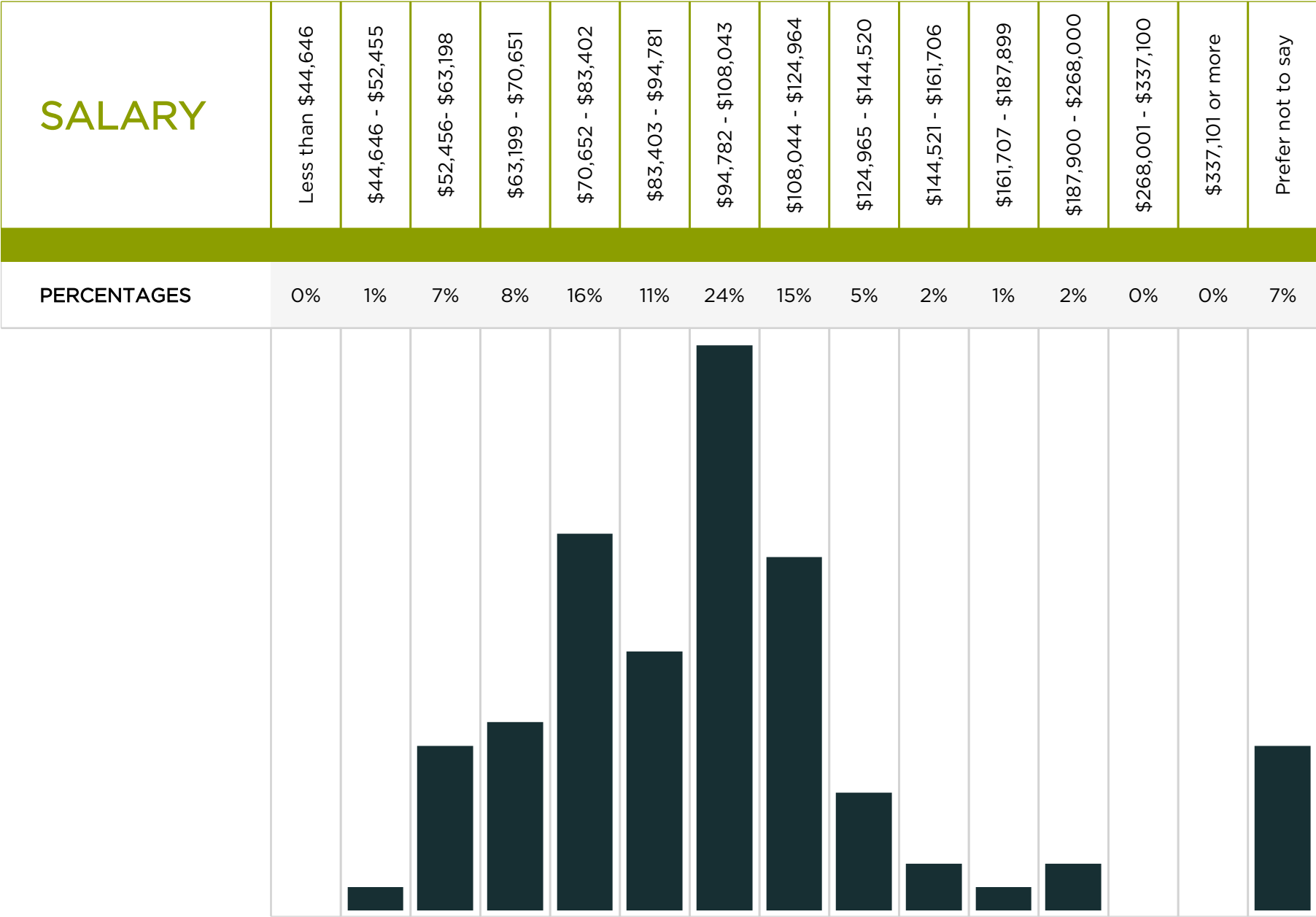
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	40%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	14%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13%
Policy	2%
Research	1%
Program and project management support	5%
Legal (including developing and/or reviewing legislation)	0%
Other	18%

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		10%
1 - 2 years		8%
2 - 5 years		18%
5 - 10 years		26%
10 - 20 years		29%
More than 20 years		9%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		63%
Working from different locations		27%
None of the above		23%
Working additional hours to make up for time off		23%
Working from home		21%
Working more hours over fewer days		10%
Flexible scheduling for rostered workers		5%

% are calculated with the number of unique respondents (N = 505 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	5%
Other	5%
Leave without pay	2%
Study leave	2%
Job sharing	1%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 505 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%

	NSW Rural Fire Service	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	542	205	70	36	65	9	5	28	1	92
EMPLOYEE ENGAGEMENT	58%	53%	53%	62%	65%	(r)	(r)	(r)	(r)	59%
ENGAGEMENT WITH WORK	60%	58%	62%	56%	62%	(r)	(r)	(r)	(r)	55%
SENIOR MANAGERS	25%	16%	23%	41%	36%	(r)	(r)	(r)	(r)	27%
COMMUNICATION	45%	39%	39%	53%	61%	(r)	(r)	(r)	(r)	43%
HIGH PERFORMANCE	47%	41%	42%	60%	56%	(r)	(r)	(r)	(r)	48%
PUBLIC SECTOR VALUES	43%	38%	40%	54%	53%	(r)	(r)	(r)	(r)	45%
DIVERSITY & INCLUSION	56%	51%	50%	66%	72%	(r)	(r)	(r)	(r)	54%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Rural Fire Service	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	542	2	7	35	42	81	56	121	77	27	11	3	9	1
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	45%	52%	58%	59%	58%	60%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	37%	53%	61%	57%	62%	64%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	25%	(r)	(r)	10%	17%	25%	23%	28%	23%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	45%	(r)	(r)	26%	38%	44%	37%	48%	52%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	47%	(r)	(r)	36%	42%	46%	41%	50%	49%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	(r)	30%	34%	41%	40%	47%	45%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	45%	49%	56%	51%	59%	59%	(r)	(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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Rural Fire Service	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	542	0	35
EMPLOYEE ENGAGEMENT	58%	(r)	51%
ENGAGEMENT WITH WORK	60%	(r)	47%
SENIOR MANAGERS	25%	(r)	16%
COMMUNICATION	45%	(r)	40%
HIGH PERFORMANCE	47%	(r)	38%
PUBLIC SECTOR VALUES	43%	(r)	40%
DIVERSITY & INCLUSION	56%	(r)	50%

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%

	NSW Rural Fire Service	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	542	49	42	89	133	146	45
EMPLOYEE ENGAGEMENT	58%	70%	65%	53%	54%	57%	56%
ENGAGEMENT WITH WORK	60%	82%	63%	58%	54%	58%	56%
SENIOR MANAGERS	25%	47%	28%	24%	17%	23%	24%
COMMUNICATION	45%	64%	49%	43%	41%	40%	44%
HIGH PERFORMANCE	47%	62%	51%	43%	41%	47%	49%
PUBLIC SECTOR VALUES	43%	63%	46%	41%	38%	41%	44%
DIVERSITY & INCLUSION	56%	74%	64%	54%	52%	53%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Rural Fire Service	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	542	317	49	114	26	24	3	135	108	2	12	11	24	115
EMPLOYEE ENGAGEMENT	58%	61%	63%	65%	(r)	(r)	(r)	58%	65%	(r)	(r)	(r)	(r)	48%
ENGAGEMENT WITH WORK	60%	64%	65%	68%	(r)	(r)	(r)	63%	75%	(r)	(r)	(r)	(r)	45%
SENIOR MANAGERS	25%	28%	27%	32%	(r)	(r)	(r)	21%	29%	(r)	(r)	(r)	(r)	18%
COMMUNICATION	45%	49%	56%	53%	(r)	(r)	(r)	42%	55%	(r)	(r)	(r)	(r)	33%
HIGH PERFORMANCE	47%	51%	56%	55%	(r)	(r)	(r)	45%	56%	(r)	(r)	(r)	(r)	37%
PUBLIC SECTOR VALUES	43%	47%	49%	50%	(r)	(r)	(r)	40%	52%	(r)	(r)	(r)	(r)	34%
DIVERSITY & INCLUSION	56%	63%	72%	66%	(r)	(r)	(r)	58%	72%	(r)	(r)	(r)	(r)	40%

*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

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%

	NSW Rural Fire Service	Sydney East	Sydney West	Sydney - Parramatta	Capital Region	Coffs Harbour - Grafton	New England and North West	Sydney - Blacktown	Central West	Far West and Orana	Sydney - City and Inner South	Mid North Coast	Riverina	Murray
NUMBER OF RESPONDENTS	542	26	202	164	32	22	22	22	20	15	14	12	11	10
EMPLOYEE ENGAGEMENT	58%	(r)	62%	65%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	64%	66%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	25%	(r)	30%	34%	26%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	45%	(r)	49%	52%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	47%	(r)	50%	53%	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	48%	51%	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	61%	64%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



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%

	NSW Rural Fire Service	Hunter Valley exc Newcastle	Southern Highlands and Shoalhaven	Sydney - Outer South West	Central Coast	Sydney - North Sydney and Hornsby	Illawarra	Sydney - Baukham Hills and Hawkesbury	Richmond - Tweed	Newcastle and Lake Macquarie	Sydney - Outer West and Blue Mountains	Sydney - Sutherland	Sydney - Inner South West	Sydney - Inner West
NUMBER OF RESPONDENTS	542	8	8	8	7	7	5	5	4	3	3	2	1	1
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	25%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

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Results are rounded and may not add up to 100%

	NSW Rural Fire Service	Sydney - Northern Beaches	Outside NSW	Sydney - Eastern Suburbs	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	542	1	0	0	0	0
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	25%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	45%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	47%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(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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Results are rounded and may not add up to 100%

	NSW Rural Fire Service	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	542	0	14	42	41	58	69	93	85	59	28	11
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	61%	52%	65%	58%	61%	53%	56%	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	64%	50%	61%	60%	69%	58%	53%	(r)	(r)
SENIOR MANAGERS	25%	(r)	(r)	27%	20%	25%	27%	29%	19%	27%	(r)	(r)
COMMUNICATION	45%	(r)	(r)	47%	46%	49%	45%	53%	37%	42%	(r)	(r)
HIGH PERFORMANCE	47%	(r)	(r)	48%	44%	48%	51%	54%	42%	43%	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	(r)	44%	41%	45%	48%	47%	38%	41%	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	60%	57%	62%	58%	64%	49%	49%	(r)	(r)

KEY

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Rural Fire Service	Male	Female	Other
NUMBER OF RESPONDENTS	542	334	166	5
EMPLOYEE ENGAGEMENT	58%	56%	61%	(r)
ENGAGEMENT WITH WORK	60%	60%	60%	(r)
SENIOR MANAGERS	25%	22%	31%	(r)
COMMUNICATION	45%	43%	48%	(r)
HIGH PERFORMANCE	47%	45%	53%	(r)
PUBLIC SECTOR VALUES	43%	42%	47%	(r)
DIVERSITY & INCLUSION	56%	55%	58%	(r)

KEY

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Rural Fire Service	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	542	250	255
EMPLOYEE ENGAGEMENT	58%	61%	55%
ENGAGEMENT WITH WORK	60%	62%	57%
SENIOR MANAGERS	25%	29%	20%
COMMUNICATION	45%	48%	41%
HIGH PERFORMANCE	47%	49%	45%
PUBLIC SECTOR VALUES	43%	47%	40%
DIVERSITY & INCLUSION	56%	59%	53%

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%

	NSW Rural Fire Service	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	542	0	0	0	47	1	0	0	0	149	0	0	0	0
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	25%	(r)	(r)	(r)	19%	(r)	(r)	(r)	(r)	29%	(r)	(r)	(r)	(r)
COMMUNICATION	45%	(r)	(r)	(r)	43%	(r)	(r)	(r)	(r)	46%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	47%	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	43%	(r)	(r)	(r)	39%	(r)	(r)	(r)	(r)	45%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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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%

	NSW Rural Fire Service	Welfare Officer	Other
NUMBER OF RESPONDENTS	542	0	315
EMPLOYEE ENGAGEMENT	58%	(r)	57%
ENGAGEMENT WITH WORK	60%	(r)	61%
SENIOR MANAGERS	25%	(r)	23%
COMMUNICATION	45%	(r)	44%
HIGH PERFORMANCE	47%	(r)	45%
PUBLIC SECTOR VALUES	43%	(r)	43%
DIVERSITY & INCLUSION	56%	(r)	55%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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

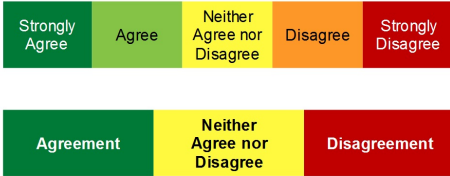
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.