



## 2021 | NSW Public Sector Employee Survey

### Agency Report

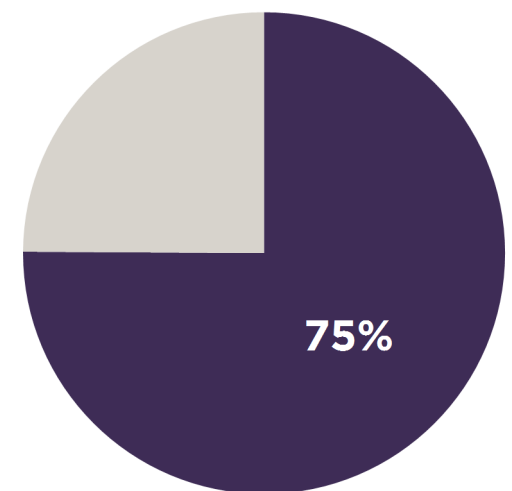
# NSW Rural Fire Service

**Survey period:** 23 August to 17 September 2021

**Completed surveys:** 817

**Response rate:** 75%

### Response rate:



This shows where the report unit sits in the survey's organisational hierarchy.

### NSW public sector

- Stronger Communities
  - NSW Rural Fire Service

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## High level results

Discover key results and patterns

# Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (\*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.



# Highest and lowest questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

## + Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	84%	+2%
Wellbeing	8d	There are people at work who care about me	77%	0%
Customer service	2e	My workgroup considers customer needs when planning our work	76%	-
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills	74%	-
Inclusion and diversity	2c	People in my workgroup treat each other with respect	73%	+5%

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made	15%	-4%
Communication and change management	7b	Change is managed well in my organisation	17%	+4%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	24%	+2%
Recruitment	7g	My organisation generally selects capable people to do the job	24%	0%
Employee voice / Senior managers	6f	Senior managers listen to employees	26%	+6%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

# Most and least improved questions

These are the most and least improved questions between survey years.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

## + Most improved questions

			2021 % favourable	difference from 2020
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	55%	+12%
Pay	4	I am paid fairly for the work I do	60%	+9%
Flexible working	8h	My manager supports flexible working in my team	67%	+9%
Action on survey results	9	I am confident my organisation will act on the results of this survey	29%	+9%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	37%	+8%

## - Least improved questions

			2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made	15%	-4%
Learning and development	7e	My organisation is committed to developing its employees	28%	0%
Recruitment	7g	My organisation generally selects capable people to do the job	24%	0%
Wellbeing	8d	There are people at work who care about me	77%	0%
Risk and innovation	7a	My organisation is making improvements to meet future challenges	49%	0%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic		Key driver questions	2021 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	<b>28%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>33%</b>	Improve
Senior managers	6b	Senior managers model the values of my organisation	<b>36%</b>	Improve
Communication and change management	7b	Change is managed well in my organisation	<b>17%</b>	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	<b>49%</b>	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	<b>36%</b>	Improve

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## Results by topic

Discover more about your results

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability and flexible work to name a few.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>					<b>60</b>	<b>+2</b>	<b>-7</b>	<b>-5</b>
7j	I would recommend my organisation as a great place to work	44	28	28	44%	+1%	-23%	-18%
7k	I am proud to tell others I work for my organisation	69	18	13	69%	+1%	-4%	-1%
7l	I feel a strong personal attachment to my organisation	66	19	15	66%	+2%	+1%	+3%
7m	My organisation motivates me to help it achieve its goals	43	29	28	43%	+6%	-16%	-11%
7n	My organisation inspires me to do the best in my job	43	29	28	43%	+4%	-18%	-12%

\*See 'Additional information about the survey' for more details on how we calculate the employee engagement score.

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

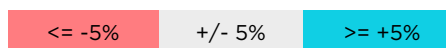
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# Intention to stay

Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		14%	+2%	+7%	+8%
1 year to less than 2 years		11%	+2%	+2%	+4%
2 years to less than 5 years		19%	-2%	-1%	+2%
5 years to less than 10 years		21%	+2%	-5%	-4%
10 years to less than 20 years		21%	-3%	-2%	-6%
More than 20 years		14%	0%	-1%	-5%



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Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>57%</b>	<b>+5%</b>	<b>-13%</b>	<b>-11%</b>
1g	My job gives me a feeling of personal accomplishment	65	16 19	65%	+3%	-11%	-8%
1h	I feel motivated to contribute more than what is normally required at work	58	18 24	58%	+4%	-13%	-11%
1i	I am satisfied with my job	58	22 21	58%	+5%	-13%	-13%
1n	I find my life at work fulfilling	47	33 20	47%	+7%	-13%	-11%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				59%	+2%	-10%	-10%
1j	I can keep my work stress at an acceptable level	49	20 31	49%	+5%	-12%	-14%
1m	In general, my sense of wellbeing is...	51	33 16	51%	+2%	-12%	-13%
8d	There are people at work who care about me	77	15 7	77%	0%	-6%	-2%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Customer means  
the people who you  
or your organisation  
provide a service to.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>				<b>61%</b>	<b>+17%</b>	<b>-12%</b>	<b>-8%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	59	20 21	59%	-	-11%	-11%
2d	People in my workgroup can explain how their work impacts customers	72	18 10	72%	-	-9%	-5%
2e	My workgroup considers customer needs when planning our work	76	15 9	76%	-	-7%	-2%
6d	Senior managers communicate the importance of customers in our work	55	23 21	55%	+12%	-15%	-11%
7h	The processes in my organisation are designed to support the best experience for customers	36	36 28	36%	+8%	-24%	-17%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	64	22 13	64%	+5%	-6%	-3%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Role clarity and support

## Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Role clarity and support (total score)				48%	+6%	-18%	-16%
1a	I understand what is expected of me to do well in my job	70	16 14	70%	+5%	-15%	-14%
1b	I get the support I need to do my job well	45	22 33	45%	+8%	-21%	-18%
1c	I have the tools and technology to do my job well	54	19 27	54%	+6%	-17%	-14%
1d	I have the time to do my job well	46	19 35	46%	+8%	-10%	-12%
3e	My performance is assessed against clear criteria	33	31 36	33%	+4%	-24%	-18%
3f	I have received the training and development I need to do my job well	41	24 35	41%	+1%	-23%	-17%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Job purpose and enrichment

## Purpose and direction

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				62%	-	-10%	-7%
1e	My job gives me opportunities to use a variety of skills	74	13 13	74%	-	-7%	-5%
1f	I have a choice in deciding how I carry out day to day work tasks	73	15 12	73%	-	0%	+2%
3d	In the last 12 months, I have received feedback to help me improve my work	47	22 31	47%	+6%	-17%	-13%
5j	My manager communicates how my role contributes to my organisation's purpose	53	28 20	53%	-	-15%	-11%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Risk and innovation

## Purpose and direction

Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	
Risk and innovation (total score)				65%	+3%	-9%	-6%	
1l	I am comfortable notifying my manager if I become aware of any risks at work	84	10	84%	+2%	-3%	-1%	
5a	My manager encourages people in my workgroup to keep improving the work they do	65	20	15	65%	+7%	-11%	-8%
5h	My manager encourages me to learn from my mistakes	63	26	11	63%	+5%	-10%	-7%
7a	My organisation is making improvements to meet future challenges	49	28	23	49%	0%	-13%	-6%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Health and safety (total score)				62%	-	-11%	-7%
7p	I am confident work health and safety issues I raise will be addressed promptly	61	20 18	61%	-	-15%	-9%
7q	There are effective resources in my organisation to support employee wellbeing	63	21 17	63%	-	-7%	-4%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Grievance handling

## Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
10	I have confidence in the ways my organisation handles grievances	29	31	40	29%	+5%	-17%	-10%

\*See p.35 for related results on negative workplace behaviours.

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>60%</b>	<b>+4%</b>	<b>-14%</b>	<b>-11%</b>
2c	People in my workgroup treat each other with respect	73	13 14	73%	+5%	-8%	-5%
6g	Senior managers support the career advancement of women	46	37 17	46%	+7%	-17%	-16%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	61	22 16	61%	+6%	-18%	-13%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	65	18 17	65%	+4%	-15%	-11%
8c	I can speak up and share a different view to others in my organisation	57	20 24	57%	+2%	-12%	-9%
8e	I feel that I belong in my organisation	57	23 20	57%	-	-13%	-10%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Teamwork and collaboration

## Work environment

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)				56%	+7%	-11%	-9%
2a	My workgroup works collaboratively to achieve its goals	73	13 14	73%	+5%	-6%	-4%
2b	There is good team spirit in my workgroup	67	15 18	67%	+7%	-9%	-7%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	44	34 23	44%	+7%	-13%	-12%
7c	There is good co-operation between teams across my organisation	40	25 36	40%	+7%	-17%	-13%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Flexible working (total score)</b>				<b>63%</b>	<b>+9%</b>	<b>-3%</b>	<b>-2%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	60	22 18	60%	+8%	-5%	-3%
8h	My manager supports flexible working in my team	67	21 12	67%	+9%	-2%	0%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Use of flexible working

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

8f Type of flexible working		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Flexible start and finish times	<div></div>	60%	+2%	+16%	+9%
Working more hours over fewer days	<div></div>	13%	+2%	+3%	+3%
Working additional hours to make up for time off	<div></div>	24%	-1%	+7%	+10%
Flexible scheduling for rostered workers	<div></div>	6%	0%	-1%	-2%
Part-time work	<div></div>	3%	-1%	-9%	-5%
Job sharing		r	-	-	-
Working from different locations	<div></div>	32%	-1%	+15%	+15%
Working from home	<div></div>	64%	+7%	+5%	+12%
Purchasing annual leave		r	-	-	-
Leave without pay	<div></div>	3%	-1%	-4%	-1%
Study leave	<div></div>	2%	+1%	-2%	0%
Other	<div></div>	4%	0%	+1%	+1%
None of the above	<div></div>	16%	-5%	-6%	-12%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Recruitment refers to the process of attracting, screening, and onboarding people.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recruitment (total score)					20%	-2%	-28%	-19%
7f	I have confidence in the way recruitment decisions are made	15	21	63	15%	-4%	-26%	-18%
7g	My organisation generally selects capable people to do the job	24	28	48	24%	0%	-31%	-20%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Learning and development (total score)					34%	+2%	-23%	-17%
3f	I have received the training and development I need to do my job well	41	24	35	41%	+1%	-23%	-17%
3g	I am satisfied with the opportunities available for career development in my organisation	32	23	45	32%	+4%	-19%	-14%
7e	My organisation is committed to developing its employees	28	33	39	28%	0%	-28%	-20%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off












Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Yes	49%	-2%	+11%	+11%
No	51%	+2%	-11%	-11%

3i Are there barriers preventing you from moving to another role? If so, what are they?

Lack of visible opportunities		31%	-10%	+3%	0%
Lack of promotion opportunities		35%	-8%	+8%	+3%
Lack of support from my manager / supervisor		16%	-3%	+5%	+3%
Geographic location considerations		46%	-5%	+22%	+15%
Personal / family considerations		43%	-3%	+14%	+11%
Insufficient training and development		27%	+2%	+12%	+8%
Lack of required capabilities or experience		16%	-1%	+4%	+3%
Lack of support for temporary assignments / secondments		21%	-3%	+7%	+3%
The application / recruitment process is too cumbersome or time consuming		32%	+1%	+11%	+10%
Other		12%	+1%	+3%	+3%
There are no major barriers to my career progression		17%	+5%	-11%	-7%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	60	16 24	60%	+9%	+2%	-5%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recognition (total score)					49%	-	-14%	-10%
5g	My manager provides recognition for the work I do			<div><div>63</div><div>19</div><div>18</div></div>	63%	+6%	-9%	-7%
7o	I receive adequate recognition for my contributions from my organisation			<div><div>33</div><div>30</div><div>36</div></div>	33%	-	-19%	-13%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Feedback and performance management

## Enabling practices

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>				<b>44%</b>	<b>+4%</b>	<b>-17%</b>	<b>-13%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	47	22 31	47%	+6%	-17%	-13%
3e	My performance is assessed against clear criteria	33	31 36	33%	+4%	-24%	-18%
5h	My manager encourages me to learn from my mistakes	63	26 11	63%	+5%	-10%	-7%
5i	My manager appropriately deals with employees who perform poorly	34	34 32	34%	+1%	-15%	-14%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
<b>Performance management process</b>							
3a	I have a performance and development plan that sets out my individual goals			49%	+9%	-25%	-11%
3b	I have informal feedback conversations with my manager			68%	+6%	-12%	-7%
3c	I have scheduled feedback conversations with my manager			42%	+7%	-23%	-14%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Senior managers Leadership

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Senior managers (total score)					40%	+7%	-19%	-15%
6a	Senior managers provide clear direction for the future of the organisation	35	27	38	35%	+3%	-20%	-15%
6b	Senior managers model the values of my organisation	36	29	35	36%	+5%	-22%	-20%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	44	34	23	44%	+7%	-13%	-12%
6d	Senior managers communicate the importance of customers in our work	55	23	21	55%	+12%	-15%	-11%
6e	Senior managers keep employees informed about what's going on	37	25	38	37%	+8%	-22%	-16%
6f	Senior managers listen to employees	26	28	46	26%	+6%	-24%	-19%
6g	Senior managers support the career advancement of women	46	37	17	46%	+7%	-17%	-16%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Decision making and accountability (total score)				43%	+3%	-19%	-13%
5f	I have confidence in the decisions my manager makes	61	21 18	61%	+5%	-12%	-10%
7d	People in my organisation take responsibility for their own actions	24	30 46	24%	+2%	-25%	-16%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Communication and change management (total score)				38%	+5%	-20%	-15%
5c	My manager communicates effectively with me	63	18 19	63%	+6%	-13%	-11%
6a	Senior managers provide clear direction for the future of the organisation	35	27 38	35%	+3%	-20%	-15%
6e	Senior managers keep employees informed about what's going on	37	25 38	37%	+8%	-22%	-16%
7b	Change is managed well in my organisation	17	26 57	17%	+4%	-26%	-19%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off



Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Employee voice (total score)</b>				<b>56%</b>	<b>+4%</b>	<b>-13%</b>	<b>-9%</b>
5b	My manager listens to what I have to say	70	16 14	70%	+2%	-9%	-6%
5d	My manager encourages and values employee input	67	16 16	67%	+7%	-9%	-5%
5e	My manager involves my workgroup in decisions about our work	61	18 22	61%	+5%	-11%	-7%
6f	Senior managers listen to employees	26	28 46	26%	+6%	-24%	-19%
8c	I can speak up and share a different view to others in my organisation	57	20 24	57%	+2%	-12%	-9%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	29	27	44	29%	+9%	-18%	-10%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation	<div></div>	33%	-2%	+17%	+12%
witnessed bullying	<div></div>	35%	-4%	+13%	+11%
experienced bullying	<div></div>	20%	-2%	+6%	+4%
witnessed sexual harassment	<div></div>	5%	-	+3%	+1%
experienced sexual harassment	<div></div>	8%	-1%	+3%	+3%
experienced threats or physical harm	<div></div>	4%	0%	-4%	-4%
experienced discrimination	<div></div>	19%	-	+9%	+6%
experienced racism	<div></div>	6%	-	+2%	+1%

## Definitions

- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

				2021 % favourable	difference from 2020	difference from Cluster
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	66	21	13	66%	+1%	-4%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	68	22	10	68%	+3%	-6%
I understand how my work links to the strategic outcomes in my organisation	73	15	12	73%	0%	-4%
All things considered, I feel my organisation provides good support for my mental health and well-being	56	24	21	56%	+11%	-4%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	59	37		59%	+6%	-3%
My manager is committed to, and supportive of, diverse workgroups	69	26		69%	+7%	-6%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	88	9		88%	+3%	-1%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Administration	17%	+1%	+5%
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)	11%	-2%	+4%
Custodial Officer	r	-	-
Youth Worker	r	-	-
Sheriff's Officer	r	-	-
Community Corrections Officer	r	-	-
Child Protection Caseworker	r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)	r	-	-
Caseworker - Helpline	r	-	-
Casework Support Worker	r	-	-
Casework Specialist	r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)	r	-	-
Permanency Co-ordinator	r	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Asset or Property Management	r	-	-
Client Liaison Officer / Client Service Officer (field and HCC)	r	-	-
Housing Manager / Housing Team Leader	r	-	-
Disability Case Manager	r	-	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	r	-	-
Coordinator Accommodation and Respite	r	-	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager	r	-	-
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal)	r	-	-
Disability Clinician	r	-	-
Disability Team Leader	r	-	-
Disability Support Worker	r	-	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	r	-	-

<= -5%

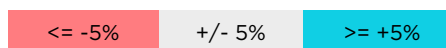
+/- 5%

>= +5%

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# Stronger Communities questions

What is your role?		2021 % respondents	difference from 2020	difference from Cluster
Psychologist		r	-	-
Teacher		r	-	-
Biomechanist, Physiotherapist, Performance Analysis, Strength and Conditioning, Physiology		r	-	-
Policy/Program/Project Officer		4%	+1%	0%
Policy/Program/Project Manager		2%	0%	0%
Senior Executive Band 1		r	-	-
Senior Executive Band 2 and 3		r	-	-
Sworn police officer - general duties		r	-	-
Sworn police officer - other		r	-	-
Non-sworn employee of NSW Police Force		r	-	-
Permanent Fire fighter		9%	-1%	+5%
Retained Fire fighter		r	-	-
Other		52%	0%	+40%



r = below privacy cut-off

# Stronger Communities questions

What role group does your job fit into?	2021 % respondents	difference from 2020	difference from Cluster
Administration	15%	+2%	+2%
Business enabler and manager (Legal, IT, Finance, HR)	11%	-1%	+3%
Child Protection	r	-	-
Client Service Officer and Manager	r	-	-
Disability Services	r	-	-
Policy/Project/Program Officer and Managers	6%	r	0%
Property and Asset Management	2%	+1%	+1%
Psychologist	r	-	-
Sports Support	r	-	-
Sport Coaches	r	-	-
Senior Executive	r	-	-
Police	r	-	-
Firefighter	38%	-2%	+28%
Other	27%	-1%	+5%

<= -5%





+/- 5%

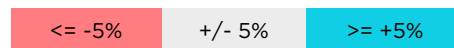
>= +5%

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# Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people		2021 % respondents	difference from 2020	difference from Cluster
The Secretary and Deputy Secretaries		2%	0%	-1%
My Executive Director and above		15%	+4%	+6%
My Director and above		34%	-4%	+11%
My Manager's Manager and above		36%	-2%	-5%
My Manager and above		13%	+1%	-11%



r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views

# Respondent profile snapshot

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents	LGBTIQ+	% respondents	Type of work	% respondents
Male	58	Yes	3	Service delivery involving direct contact with the public	36
Female	31	No	90	Other service delivery work	13
Non-binary	r	Prefer not to say	7	Administrative support	10
Prefer not to say	10			Corporate services	12
		<b>Employment status</b>		Policy	r
<b>Age</b>		Senior executive	2	Research	2
15-34 years	22	Ongoing / permanent	75	Program and project management support	4
35-54 years	46	Temporary	9	Legal	r
55+ years	18	Casual	r	Other	21
Prefer not to say	14	Contract-non-executive	10		
		Labour hire	1	<b>Organisation tenure</b>	
<b>LOTE spoken at home</b>		Other	r	Less than 1 year	15
Yes	11	Don't know	2	1 year to less than 2 years	14
No	83			2 years to less than 5 years	18
Prefer not to say	6	<b>Working arrangement</b>		5 years to less than 10 years	17
		Full-time	96	10 years to less than 20 years	26
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	4	More than 20 years	10
Yes	2			<b>Salary</b>	
No	91			\$85,743 and below	40
Prefer not to say	7			\$85,744 - \$111,076	28
				\$111,077 - \$148,577	16
<b>Disability</b>				\$148,578 and above	5
Yes	7			Prefer not to say	11
No	88				
Prefer not to say	5				

r = below privacy cut-off

## Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Area Greater Sydney - Area Command & Mitigation Crew	Area Greater Sydney - Districts	Area Hunter - Area Command & Mitigation Crew	Area Hunter - Districts	Area North Eastern - Area Command & Mitigation Crew	Area North Eastern - Districts	Area North Western - Area Command & Mitigation Crew	Area North Western - Districts	Area South Eastern - Area Command & Mitigation Crew	Area South Eastern - Districts	Area South Western - Area Command & Mitigation Crew	Area South Western - Districts	Area Western - Area Command & Mitigation Crew
Employee engagement	60	54	61	57	51	54	59	78	66	64	62	54	48	57
Wellbeing	59%	56%	57%	71%	44%	49%	47%	82%	59%	72%	56%	56%	46%	64%
Role clarity and support	48%	44%	50%	49%	33%	50%	41%	74%	57%	60%	53%	50%	40%	47%
Inclusion and diversity	60%	56%	57%	63%	45%	58%	56%	85%	63%	71%	60%	51%	43%	65%
Teamwork and collaboration	56%	57%	57%	63%	40%	44%	56%	81%	60%	68%	51%	53%	44%	60%
Learning and development	34%	28%	35%	24%	23%	28%	37%	65%	48%	55%	36%	33%	25%	38%
Senior managers	40%	34%	31%	30%	28%	42%	34%	76%	55%	58%	32%	31%	17%	34%
Communication and change management	38%	30%	29%	31%	30%	41%	35%	71%	47%	44%	34%	31%	20%	33%
Employee voice	56%	46%	55%	56%	44%	55%	51%	81%	58%	65%	62%	43%	38%	56%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

## Selected key topic results by child unit (continued)

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Area Western - Districts	Field Operations	People & Strategy	Preparedness & Capability	State Operations	Technology, Finance & Legal including Office of the Commissioner
Employee engagement	60	53	72	60	63	56	65
Wellbeing	59%	54%	64%	59%	58%	58%	68%
Role clarity and support	48%	51%	50%	45%	43%	39%	54%
Inclusion and diversity	60%	57%	71%	62%	65%	45%	66%
Teamwork and collaboration	56%	49%	66%	61%	56%	42%	60%
Learning and development	34%	34%	34%	30%	30%	18%	35%
Senior managers	40%	27%	63%	48%	40%	28%	53%
Communication and change management	38%	28%	60%	48%	38%	24%	52%
Employee voice	56%	53%	71%	63%	56%	35%	69%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

## Selected key topic results by select demographics

	Report total	Male	Female	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	60	60	62	r	60	53	58	60	61	63	57
Wellbeing	59%	59%	64%	r	61%	48%	63%	52%	65%	62%	54%
Role clarity and support	48%	51%	49%	r	58%	47%	51%	50%	51%	52%	50%
Inclusion and diversity	60%	63%	61%	r	61%	47%	60%	57%	64%	64%	59%
Teamwork and collaboration	56%	58%	56%	r	61%	48%	53%	55%	59%	59%	54%
Learning and development	34%	38%	33%	r	40%	29%	35%	30%	38%	37%	33%
Senior managers	40%	40%	44%	r	36%	28%	35%	37%	43%	45%	33%
Communication and change management	38%	37%	44%	r	34%	27%	35%	37%	40%	43%	31%
Employee voice	56%	56%	61%	r	53%	51%	60%	51%	59%	60%	53%

At least 5 percentage points  
lower than report unit


Within 5 percentage  
points of the report unit


At least 5 percentage points  
higher than report unit


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## Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	60	57	54	64	64	r	68	65	r	61
Wellbeing	59%	55%	54%	62%	64%	r	55%	59%	r	62%
Role clarity and support	48%	47%	44%	58%	49%	r	52%	45%	r	49%
Inclusion and diversity	60%	57%	55%	61%	66%	r	77%	63%	r	61%
Teamwork and collaboration	56%	52%	52%	55%	64%	r	64%	60%	r	57%
Learning and development	34%	33%	32%	33%	36%	r	45%	30%	r	35%
Senior managers	40%	33%	33%	43%	51%	r	44%	54%	r	40%
Communication and change management	38%	31%	31%	44%	51%	r	41%	50%	r	38%
Employee voice	56%	51%	50%	57%	68%	r	75%	57%	r	56%

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

## Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	60	75	63	57	54	57	55
Wellbeing	59%	79%	66%	56%	54%	55%	44%
Role clarity and support	48%	64%	50%	45%	42%	47%	46%
Inclusion and diversity	60%	77%	64%	59%	53%	56%	57%
Teamwork and collaboration	56%	70%	60%	56%	46%	54%	54%
Learning and development	34%	53%	30%	27%	28%	34%	35%
Senior managers	40%	59%	44%	40%	29%	34%	32%
Communication and change management	38%	59%	39%	39%	30%	32%	31%
Employee voice	56%	74%	57%	53%	52%	51%	52%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off



## Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	60	59	63	65	51	56	54	63	54
Wellbeing	59%	57%	62%	76%	62%	55%	50%	57%	57%
Role clarity and support	48%	39%	48%	61%	44%	46%	41%	58%	42%
Inclusion and diversity	60%	54%	61%	74%	52%	64%	54%	70%	53%
Teamwork and collaboration	56%	55%	58%	67%	53%	56%	47%	60%	48%
Learning and development	34%	30%	30%	53%	18%	37%	26%	47%	28%
Senior managers	40%	40%	42%	48%	36%	36%	31%	45%	27%
Communication and change management	38%	34%	41%	44%	32%	31%	31%	41%	28%
Employee voice	56%	56%	58%	72%	41%	54%	50%	57%	43%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

## Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	60	r	56	54	72	59	72	48	r	r
Wellbeing	59%	r	49%	55%	70%	67%	64%	33%	r	r
Role clarity and support	48%	r	44%	42%	63%	38%	58%	52%	r	r
Inclusion and diversity	60%	r	46%	57%	77%	57%	69%	38%	r	r
Teamwork and collaboration	56%	r	46%	59%	72%	60%	60%	40%	r	r
Learning and development	34%	r	21%	33%	51%	31%	64%	33%	r	r
Senior managers	40%	r	27%	27%	65%	37%	58%	19%	r	r
Communication and change management	38%	r	26%	29%	61%	35%	63%	26%	r	r
Employee voice	56%	r	39%	43%	74%	70%	70%	48%	r	r

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

## **Additional information about the survey**

**Discover more about how the survey works and how to act on results**

# Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

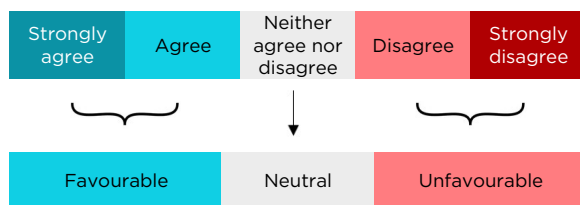


## Privacy

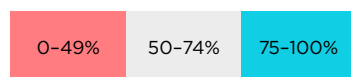
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

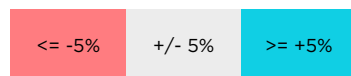


% favourable scores are colour coded based on these ranges:



## Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

## Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

## Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

## Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

# Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

**Survey communication and action planning:** Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 CELEBRATE	 INVESTIGATE FURTHER WITH OUR TEAMS	 OPPORTUNITIES
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				