

A Best Practice Australia Survey

2017 Staff Survey

# Fire Brigade (ESA)

All respondents from this cohort.

Justice and Community Safety Directorate

Respondent Grouping: **All respondents from this cohort.**

2017 Staff Survey : Analysis of data collected up until 25-May-17 from the surveys of 93 respondents drawn from Fire Brigade (ESA) (which has a response rate of 27%).

## Fire Brigade (ESA)

### Setting the Scene

Thank you for participating in this Best Practice Australia (BPA) employee survey.

The results you will find in this report have a very strong empirical base, that is, they are based on fact. They are based on the very real perceptions that employees have in your organisation. Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

1. Your employees have these perceptions;
2. Your employees use these perceptions to frame their actions and behaviours; and
3. Your employees' actions and behaviours will either drive, or limit, your organisational performance.

So, to know about these perceptions puts you in much stronger position to:

1. Understand the underlying basis for employees' actions and behaviours;
2. Identify problem areas before they escalate out of control;
3. Identify potential opportunities for improvements and innovations; and
4. Use this information to better manage your organisational performance.

From an employee perspective, this is also a great opportunity for them to "tell it like it is" in a way that they wouldn't normally be able to do. These are the opportunities for action arising out of this survey report. We urge you to use them well and not to ignore any 'bad news'.

Note: Even though this report is prepared for managerial use, it is also intended for a wider audience. So, yes, you can share it with your staff as part of your feedback process ... and, we encourage you to do that.

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## Culture Must Serve Strategy

A Strong Culture is essential in order to implement your strategies, objectives & priorities. A Weak Culture will undermine what you are trying to achieve.

BPA conducts detailed Research Programs into 7 areas of Organisational Culture. This report enables you to compare your results with the proprietary insights, benchmarks, norms & models contained in these BPA Research Programs.

This will help to identify what you might need to focus on in order to build or to sustain a Strong Culture. These 7 Research Programs are ...

### Program 1: Engaging Our People

The "Engaging Our People" Program focuses on people's emotional investment in the organisation's purposes & capabilities.

It goes beyond Commitment (to a job or an organisation).

It goes beyond Satisfaction (with a job or an organisation).

### Program 2: Identity

The "Identity" Program looks into the set of attributes that make one organisation different from other organisations. These are the attributes that attract individuals to it and that make an organisation stand out from others.

### Program 3: Values

The "Values" Program examines the ethical principles, standards or codes of behaviour that guide decision-making and daily practices in an organisation.

### Program 4: Risk@Work

The "Risk@Work" Program is a risk assessment to ensure that the organisation is providing a workplace that is free from dehumanizing, intimidating, bullying, unlawful, unsafe, unethical or corrupt behaviours.

### Program 5: Leadership Landscape

The "Leadership Landscape" Program focuses on the set of behaviours of all individuals - at all levels - who are responsible for directing & evaluating the behaviours and actions of other organisational members.

### Program 6: Practices

The "Practices" Program encompasses how things are routinely done in an organisation. It includes the systems, procedures, processes & modus operandi for managing change, ensuring quality outcomes, solving problems & adapting to new circumstances.

### Program 7: Client Engagement

The "Client Engagement" Program focuses on how an organisation engages with its clients, both in creating client experiences & in meeting client expectations.

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## Benchmarking Partners

In order to benchmark your results, BPA has selected the following sets of Benchmarking Partners. The size of each group is validated by the number of respondents who have completed a BPA Survey.

Your results were compared with the range of results from the organisations in the Primary Benchmarking Partner Group. Each Partner was screened to exclude small organisations with high levels of variability in their ratings (thereby excluding 'false benchmarks') and for their capacity to be considered as a stand-alone organisation that had substantive levels of internal management control.

The Benchmarking process was applied to both numeric data and narrative text (coded).

	Respondents	Partner Orgns
Primary Benchmarking Partner Group		
Workforce	557,614	1,701
Secondary Benchmarking Partner Group		
Public Sector Organisations	186,984	417
Support Benchmarking Partner Groups		
Government Departments	20,610	95
Non-Profit Organisations	281,201	1,048
For Profit Organisations	88,905	236
ACT	37,079	164

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Report Section:

# Respondent Details

## Fire Brigade (ESA)

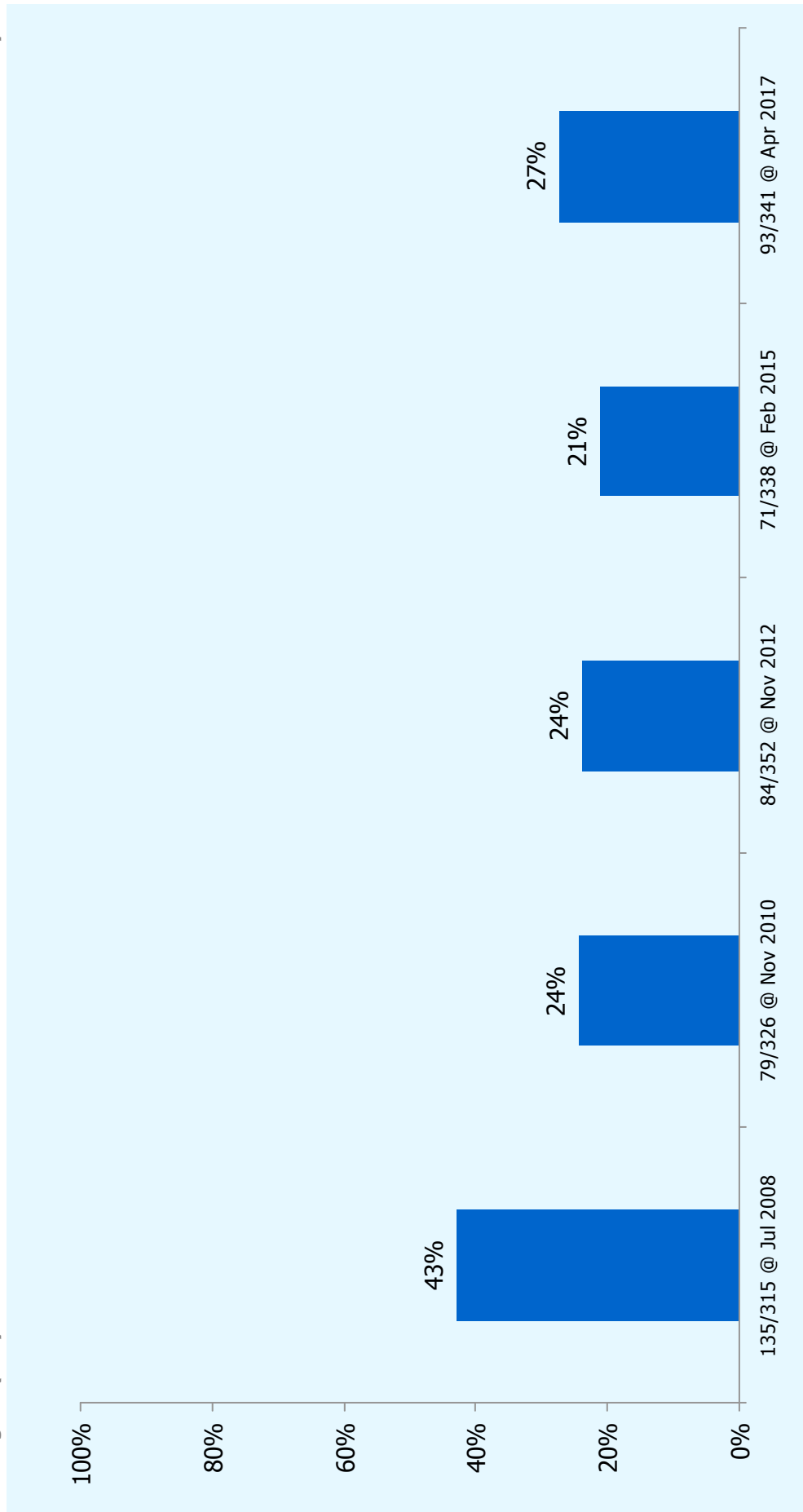
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## Your Response Rate/s

### Tier 2 analysis

### Fire Brigade (ESA)



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## Response Rate Norms

The average response rates for similar types of Best Practice Surveys are included in the table below. Also included are the response rates you would need to achieve in order to get into the Top 25% of response rates or the Top 10% of response rates ... or even to achieve/surpass the current Benchmarks for Best Practice Survey response rates.

### Paper Survey Norms      Electronic Survey Norms

Type of Survey	Average	Top 25%	Top 10%	Best	Average	Top 25%	Top 10%	Best
Up to 100 employees	58%	71%	83%	99%	70%	84%	97%	99%
100 to 500 employees	56%	68%	79%	98%	66%	78%	89%	100%
500 to 2,000 employees	56%	68%	78%	93%	64%	75%	85%	100%
More than 2,000 employees	50%	59%	68%	87%	62%	71%	80%	97%

## Your Response Rate Comparisons

### Current Survey      Surveys Distributed      Responses      Response Rate

Paper Surveys	0	0	
Electronic Surveys	341	93	27%
	341	93	27%

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## Response Rates - Executive Summary

Organisation	Surveys distributed	No of responses	Response rate	Previous response rate (if available)	Report Type
Justice and Community Safety Directorate	1,657	974	59%	53%	Full Census analysis
<b>Divisions</b>					
Emergency Services Agency	675	275	41%	31%	Tier 3 analysis
ACT Corrective Services	408	260	64%	68%	Tier 3 analysis
ACT Law Courts & Tribunal	150	87	58%	55%	Tier 2 analysis
ACT Government Solicitor	113	84	74%	73%	Tier 2 analysis
Corporate	81	73	90%	85%	Tier 2 analysis
Legislation Policy & Programs	62	58	94%	83%	Tier 2 analysis
Human Rights Commission	43	32	74%	76%	Tier 2 analysis
<b>Matrix Units</b>					
General Community Safety	1,092	544	50%	45%	Tier 3 analysis
General Justice	439	319	73%	68%	Tier 3 analysis



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BPA Focus of Research:

# Engaging Our People

The "Engaging Our People" Program focuses on people's emotional investment in the organisation's purposes & capabilities. It goes beyond Satisfaction and beyond Commitment.

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## Engaging Our People

The Research Questions or Issues addressed in this module are:

- What is the type of Engagement Culture?
- What do employees expect from the organisation?
- Are employees satisfied with the flexibility of their hours/shifts?
- Are employees satisfied that their workload is fair?
- Are employees satisfied that their pay is fair & appropriate?
- What are the most common work frustrations?

Where possible the numeric data is Benchmarked and/or Trended on the Best Practice Scorecard and any narrative text (if appropriate) is coded to identify dominant themes (in this case, the listing of the narrative text would be provided in a separate report component).

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## Employee Engagement

### What is "Engagement"?

At BPA, we are often asked what is Engagement. But a better question is who is more engaged - A person who is motivated to do a task, or the person who takes personal responsibility for how well the task is done and for the consequences that flow from doing the task?

A person may be motivated to do a task because they are being paid to do it, being rewarded to do it, being coerced or pressured to do it, or it could be any number of reasons that motivates a person. You can motivate a person by paying them more, but this doesn't necessarily lead to the person being more engaged.

Taking responsibility for a task takes motivation to a whole new level. Taking responsibility to ensure the task gets done, for the quality of it, or modifying it if it needs to be modified, for ensuring it achieves its intended objectives, for ensuring it doesn't produce unintended consequences that cause damage. That is Engagement. In summary, personal Engagement means taking ownership of what you do.

### 3 Types of Engagement Relationships

In addition, Engagement refers to 3 types of relationships that an individual may have with a group.

- Belonging : A person may want to belong to a certain group – whether it is a family group, a community group, a volunteer network, a team or an organisation. This is the most basic type of Engagement.
- Participation: The next level up the Engagement ladder is where a person wants to actively participate in a group's activities. This goes beyond Belonging. The person wants to do things as one part of a group effort. This could include teamwork or doing the duties outlined in a job description diligently and to the standards expected by the group. The essential difference with the first level of Belonging is that Belonging is a state of being whereas Participation is a state of doing.
- Initiation: The next level up the Engagement ladder is where a person wants to initiate things on behalf of the group or for the benefit of the group. This is a 'leading' type of action that goes significantly beyond the 'doing' type of action in the Participation level.

From Belonging to Participation to Initiation is a spectrum of Engagement. Belonging could be seen as something of a Passenger type of Engagement, whereas Initiation is more like a Driver type of Engagement.

### Measuring Engagement

BPA's 24 years of experience and knowledge of what works, and what doesn't work has been instrumental in formulating BPA's signature model of Engagement Culture –The 6 Types of Culture Model.

This model has been used extensively by our client organisations. It is very popular with both executive and front-line managers, because it is simple to follow and has a very strong intuitive match with day-to-day lived work experiences.

BPA's method for evaluating a group's Engagement Culture involves 2 steps:

- Step 1: Measuring the %age of respondents who report themselves as experiencing an Engagement Cycle in their work environment.
- Step 2: Plotting this Engagement Cycle against BPA' Type of Culture chart in order to identify your own Type of Culture. This is an empirical test because this chart is derived from the actual results of other organisations contained in BPA's extensive Research Database.

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## Measuring Your Employee Engagement

Based on BPA research with over 500,000 respondents, BPA believes that every organisation can be broken down into 3 groups of people:

### Engagement Cycle

Those who experience their working life in an Engagement Cycle (either personally or in their work unit). They are:

- Openly positive, optimistic and engaged about the organisation's future.
- Ready for change and ready to trust management.
- Average of 44% of organisational employees.

### Swinging Voters

Those who sit on the fence – the Swinging Voters. They are:

- Neither openly positive nor openly negative.
- Inclined to just want to come to work to do their job and not engage with organisational purposes.
- Average of 40% of organisational employees.

### DisEngagement Cycle

Those who experience their working life in a DisEngagement Cycle (either personally or in their work unit). They are:

- Openly negative, pessimistic and disengaged from the organisation's future.
- Reluctant to change and distrustful of management.
- Average of 16% (about 1 in 6) of organisational employees.

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## Fire Brigade (ESA)

### Identifying Your Type of Engagement Culture

Best Practice Australia's research into over 1,200 organisations (public, non-profit & for-profit) has identified 6 primary Types of Culture. These Types of Culture are defined below.

A strong Culture of Ambition or Success is no guarantee of high performance... But it will drive your strategy far more effectively than any of the lower cultures... And you pay the same in labour costs, regardless of which culture you have.

#### Type 1: Culture of Blame+

Less than 20% of employees are Engaged with the organisation. The organisation may experience a history of 'leadership churn' where senior leaders come and go quickly. Employees perceive that the 'ship' is rudderless and lacks direction. The organisation tends to serve a difficult (and sometimes demanding) client base. Employees experience a sense of hopelessness which verges on despair.

#### Type 2: Culture of Blame

20% to 30% of employees are Engaged with the organisation. Large numbers of employees are openly pessimistic about the organisation's future. It is common to hear 'Communication is poor', 'There is no leadership', or 'Morale is bad'. There is a 'Them and Us' mentality. There is an automatic assumption that management will always have a hidden agenda. Consequently, third parties such as unions are often involved in trying to resolve grievances. No matter how bad it is, employees assume it just cannot be changed. It is common for a 'Problem Pipeline' to exist. This is where problems started 6, 12, even 18 months ago and no one has dealt with them. They travel along this Pipeline – getting bigger and uglier – until they surprise you. The phenomenon of a 'Gang-Up' can exist... a form of reverse (or upward) bullying.

#### Type 3: Culture of Reaction

30% to 40% of employees are Engaged with the organisation. There is a lot of organisational repair work – often on the run. A lot of management time is wasted on continually putting out fires throughout the organisation. Management is putting significant resources into improving communication with employees.

#### Type 4: Culture of Consolidation

40% to 50% of employees are Engaged with the organisation. This is often a culture in transition. It tends to be fragmented (some work units are in low-end cultures and some in high-end cultures). There is pressure to consolidate the gains already made. Employees refer to the need for 'a breather'. Not a lot of remedial action is required in this culture.

#### Type 5: Culture of Ambition

50% to 60% of employees are Engaged with the organisation. Organisations at this stage are not satisfied with their current level of performance or their current way of doing business. They are ambitious for new and better ways of moving ahead. An 'Anything is Possible' mentality is quite common. This type of organisation tends to be very innovative – many see themselves as 'Project City'. There is a risk that the organisation commits to too many projects or fails to complete projects before moving on. Needs a strong fiscal discipline and the ability to say 'NO' to too many projects.

#### Type 6: Culture of Success

More than 60% of employees are Engaged with the organisation. Large numbers of employees are optimistic about the organisation's future. There is a strong sense of success and achievement. 'Things are getting better all the time'. Employees are very positive and proactive about tackling problems. There is a 'Can Do' mentality. This type of culture is very close-knit, very cohesive, and very focused. Anyone who doesn't 'fit in' tends to be squeezed out by peer pressure. There is a risk of 'Group Think' which enforces conformity to the norm and stifles self-reflection and self-critique.

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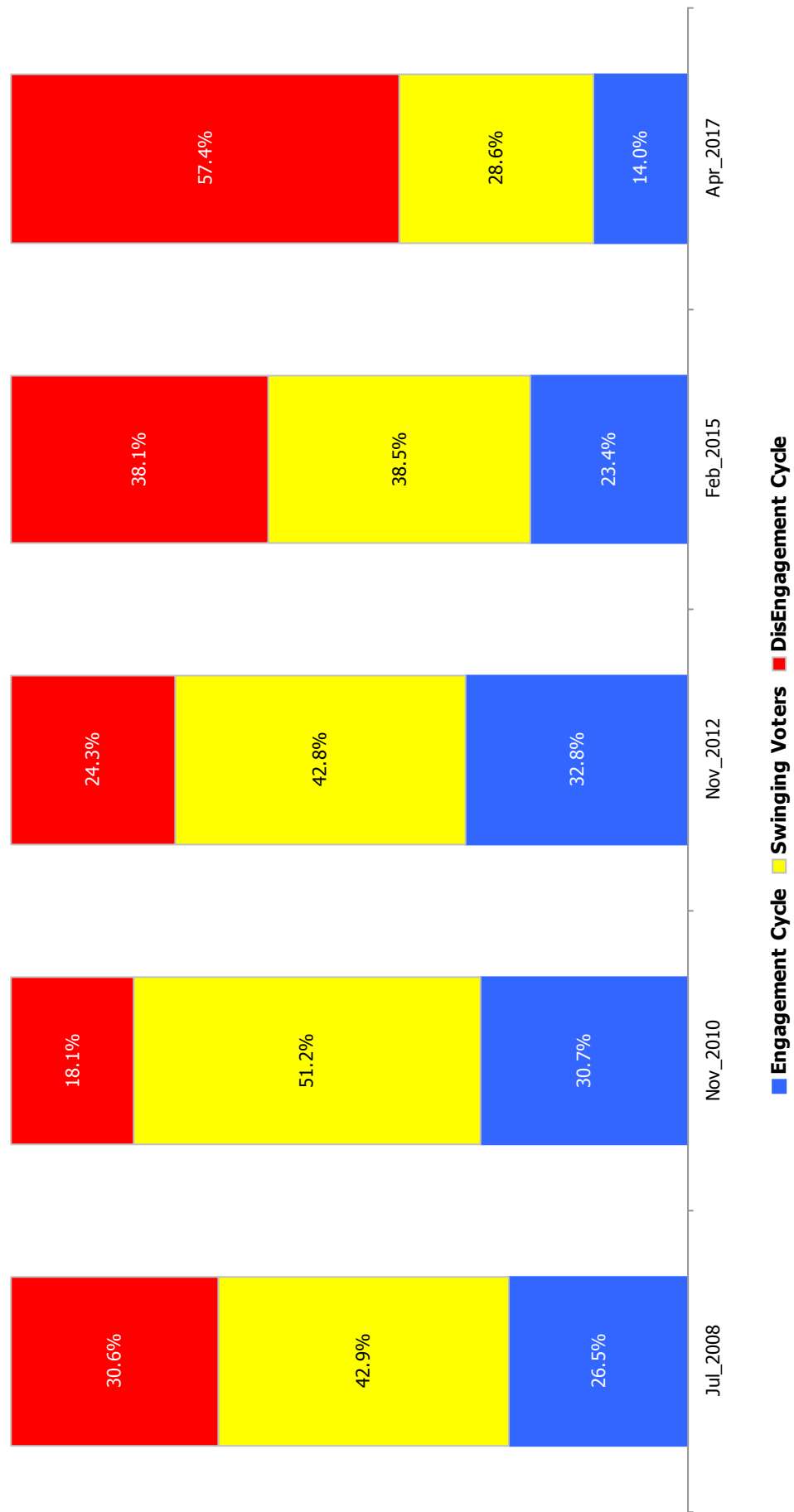
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## Your %age in an Engagement Cycle

**All respondents from this cohort.**

The chart below shows the %age of your respondents who are in each Cycle - Engaged, Swinging Voter and DisEngaged. If this has been measured in any previous survey, then this chart will also show how this is trending over time. The additional charts over the page give some comparisons from BPA's workforce database.

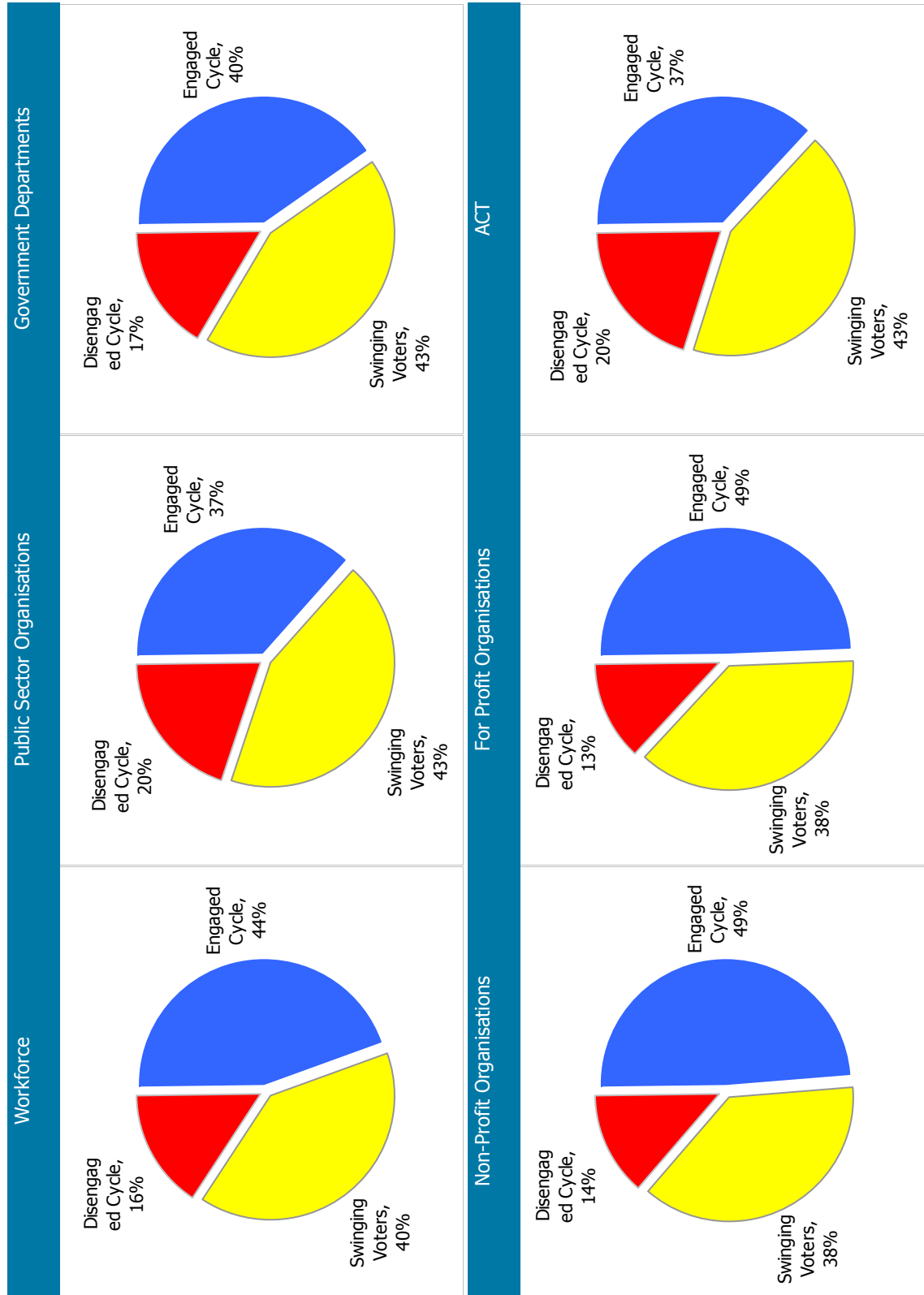


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## Engagement Cycle Comparisons with your Benchmarking Partners



## Fire Brigade (ESA)

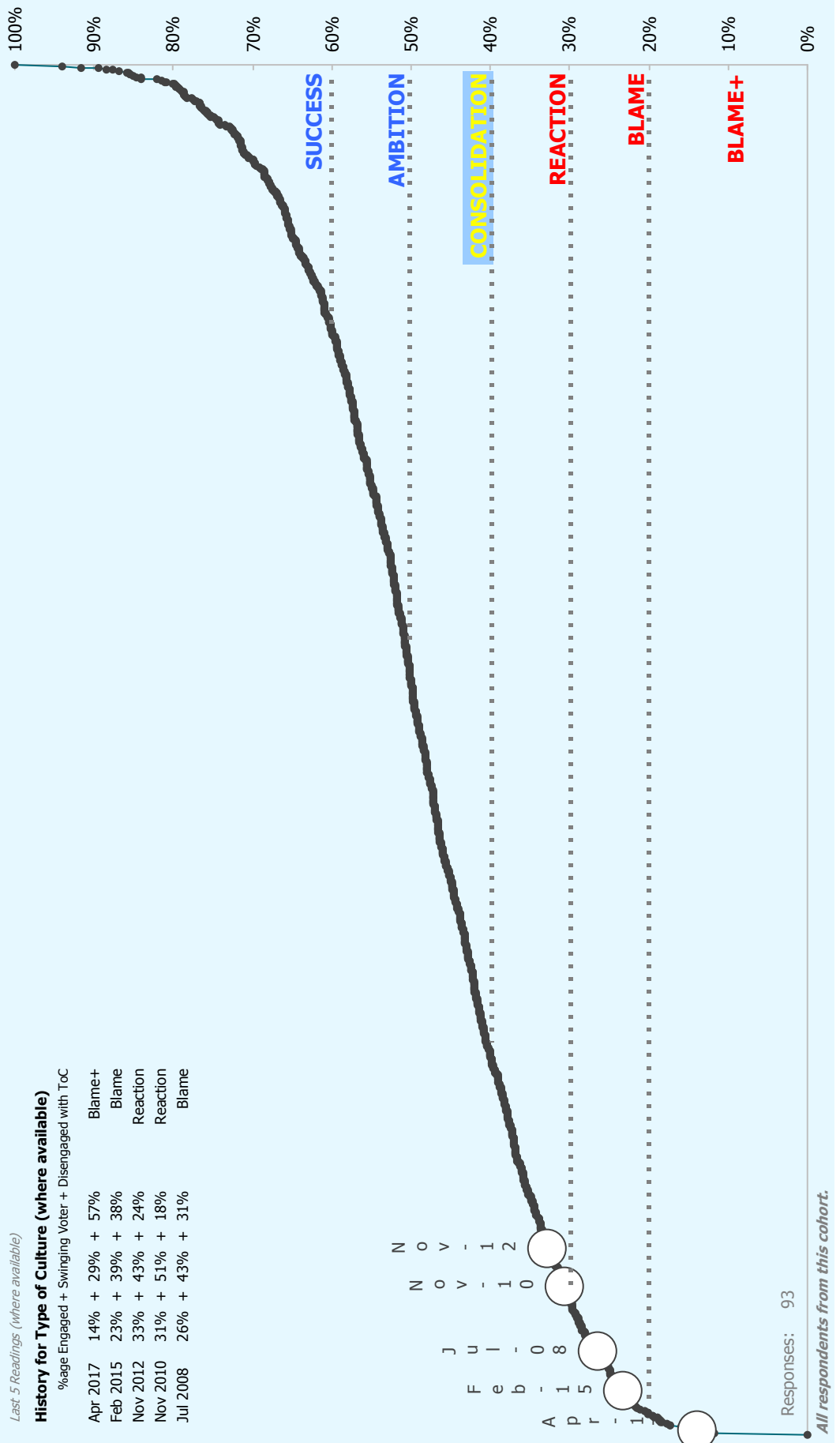
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## Your Type of Engagement Culture

Your Type of Engagement Culture is identified as the bubble on the chart below. The 'squiggly' line is a full series of dots - each dot is a separate organisation that BPA has surveyed. The %age used on the chart is the %age of respondents who identified with the Engagement Cycle.

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## Fire Brigade (ESA)

### Best Practice Scorecard

Fire Brigade (ESA)			Your Ratings (*)			Workforce			Public Sector Organisations			
<div>All respondents from this cohort, ..... which have been benchmarked against Long-Term Norms for 'Workforce' and for 'Public Sector Organisations'.</div> <div>(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). References below include the Question No and the SpiderMap Index (where applicable).</div> <div><div><div></div>Below the Norm</div><div><div></div>Near the Norm</div><div><div></div>Above the Norm</div></div> <div>(n=)</div>			Current Survey			Last Survey <small>(if available)</small>		Long-Term Bell Curve		Long-Term Bell Curve		
			% Yes or Agrees <small>(rounded)</small>	% Variance from Full Census Rating (*)	% Middle Rated % No or Dis-Agrees	Last Survey Rating <small>(rounded)</small>	% Change since Last Survey + Year + Significance <small>(*)</small>					
			What is the type of Engagement Culture?									
Q# 1183 Engagement Culture	93	1%	-30.5% <b>Weaker</b>	28.0% 71.0%	8%	-7.4% 2015 Worse *	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	46%	1444 PTRs 1% - 96%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	36%	332 PTRs 1% - 76%
Q# 1184 Engagement Culture	93	0%	-30.4% <b>Weaker</b>	7.5% 92.5%	1%	-1.4% 2015 Equal	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	40%	452,833 3% - 92%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	32%	332 PTRs 3% - 71%
Q# 1194 Engagement Culture	93	5%	-32.8% <b>Weaker</b>	30.1% 64.5%	16%	-10.3% 2015 Worse *	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	40%	452,833 3% - 92%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	32%	332 PTRs 3% - 71%
Q# 1185 Engagement Culture	93	2%	-25.2% <b>Weaker</b>	30.1% 67.7%	7%	-4.9% 2015 Equal	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	36%	498,944 2% - 94%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	27%	331 PTRs 2% - 68%
Q# 1186 Engagement Culture	93	26%	-13.0% <b>Weaker</b>	40.9% 33.3%	37%	-10.8% 2015 Equal	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	43%	499,256 5% - 94%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	36%	332 PTRs 5% - 75%
Q# 1187 Engagement Culture	92	3%	-32.6% <b>Weaker</b>	22.8% 73.9%	10%	-6.6% 2015 Equal	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	45%	498,118 3% - 91%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	39%	332 PTRs 3% - 68%
Q# 1188 Engagement Culture	93	8%	-25.2% <b>Weaker</b>	25.8% 66.7%	13%	-5.3% 2015 Equal	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	42%	497,959 3% - 95%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	33%	330 PTRs 3% - 68%
Q# 1189 Engagement Culture	93	42%	-15.3% <b>Weaker</b>	38.7% 19.4%	56%	-14.4% 2015 Worse *	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	59%	498,672 26% - 96%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	55%	331 PTRs 32% - 87%
Q# 1190 Engagement Culture	93	9%	-23.6% <b>Weaker</b>	24.7% 66.7%	27%	-18.5% 2015 Worse *	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	40%	498,198 6% - 97%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	31%	330 PTRs 6% - 72%
Q# 1191 Engagement Culture	93	44%	-3.0% <b>Equal</b>	37.6% 18.3%	58%	-13.7% 2015 Worse *	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	54%	487,993 12% - 99%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	47%	332 PTRs 15% - 81%

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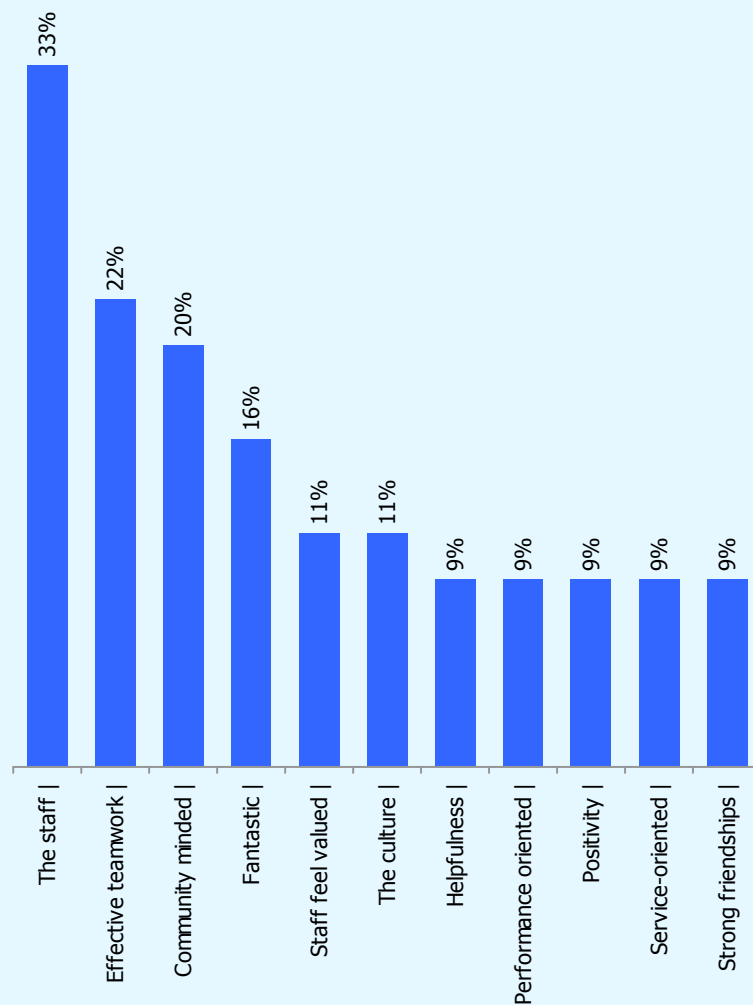
## Best Practice Coding

### Truly Great - Making it a Truly Great Place to Work

Respondents were asked to identify the reasons why they believe that the organisation is a 'truly great place to work'. This list reflects the most frequently mentioned types of attributes identified by respondents and the % of respondents who listed each type of attribute.

### Fire Brigade (ESA)

(n = 45)



### Benchmarking Norms (where large enough)

Workforce		Public Sector Organisations	
Respondents = 247,789		Respondents = 74,719	
% Frequency of Mention		% Frequency of Mention	
The staff	30%	The staff	30%
Effective teamwork	17%	Effective teamwork	17%
Support	12%	Support	14%
Friendly	10%	Friendly	9%
Management in general	7%	Good opportunities	8%
Enjoy it	6%	Management in general	6%
Good opportunities	5%	Patient focused	5%
Helpfulness	5%	Enjoy it	5%
Staff feel valued	5%	Positivity	5%
Positivity	5%	Challenges	5%
The culture	5%	Staff feel valued	4%
Workplace management	5%	Helpfulness	4%
Patient focused	4%	Commitment	4%
Flexibility	4%	Flexibility	4%
Commitment	4%	Workplace management	4%
Caring	4%	Ongoing education	4%
Quality focused	4%	Quality focused	4%
Challenges	4%	Improvement	4%
Respect	3%	The culture	4%
Client focused	3%	Performance oriented	4%
Improvement	3%	Good conditions	3%
Performance oriented	3%	Respect	3%

NB: %ages on the bar chart are the %age of respondents who triggered each category (needs a minimum of 4 respondents to trigger a category).



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### Best Practice Scorecard

Fire Brigade (ESA)				Your Ratings (*)			Workforce			Public Sector Organisations								
<div>All respondents from this cohort, ..... which have been benchmarked against Long-Term Norms for 'Workforce' and for 'Public Sector Organisations'.</div> <div>(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). References below include the Question No and the SpiderMap Index (where applicable).</div> <div><div><div></div>Below the Norm</div><div><div></div>Near the Norm</div><div><div></div>Above the Norm</div></div> <div>(n=)</div>				Current Survey		Last Survey (if available)		<div><div></div>Long-Term Bell Curve</div> <div>VL L -A A + H VH</div>	<div>Long-Term %age Norm</div> <div>Number of Res-pondents</div> <div>10 year No of Partners</div> <div>Range Worst-Best</div>	<div>Long-Term Bell Curve</div> <div>VL L -A A + H VH</div>	<div>Long-Term %age Norm</div> <div>Number of Res-pondents</div> <div>10 year No of Partners</div> <div>Range Worst-Best</div>	<div>Long-Term Bell Curve</div> <div>VL L -A A + H VH</div>	<div>Long-Term %age Norm</div> <div>Number of Res-pondents</div> <div>10 year No of Partners</div> <div>Range Worst-Best</div>					
				% Yes or Agrees (rounded)	% Variance from Full Consensus Rating (*)	% Middle Rated % No or Dis-Agrees	Last Survey Rating (rounded)							% Change since Last Survey + Year + Significance (*)				
Are the ACTPS Values being Put into Practice by Business Unit/Branch Leadership Teams?																		
My Business Unit/Branch Leadership Team puts into practice the value Respect.				88	31%	-22.8% Weaker	29.5% 39.8%	60%	-29.3% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	59%	63%	279 PTRs	22% - 93%	54%	52%	80 PTRs	22% - 80%
My Business Unit/Branch Leadership Team puts into practice the value Integrity.				88	28%	-25.2% Weaker	27.3% 44.3%	61%	-32.6% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	59%	63%	279 PTRs	22% - 93%	54%	52%	80 PTRs	22% - 80%
My Business Unit/Branch Leadership Team puts into practice the value Collaboration.				88	23%	-21.3% Weaker	28.4% 48.9%	47%	-24.7% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	59%	63%	279 PTRs	22% - 93%	54%	52%	80 PTRs	22% - 80%
My Business Unit/Branch Leadership Team puts into practice the value Innovation.				88	28%	-16.3% Weaker	29.5% 42.0%	51%	-22.4% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	59%	63%	279 PTRs	22% - 93%	54%	52%	80 PTRs	22% - 80%
Are the ACTPS Values being Put into Practice by Managers/Supervisors?																		
My manager/supervisor puts into practice the value Respect.				87	86%	15.5% Stronger	9.2% 4.6%	92%	-5.3% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	73%	71%	283 PTRs	34% - 93%	71%	68%	78 PTRs	34% - 87%
My manager/supervisor puts into practice the value Integrity.				87	79%	9.5% Stronger	17.2% 3.4%	93%	-13.8% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	73%	71%	283 PTRs	34% - 93%	71%	68%	78 PTRs	34% - 87%
My manager/supervisor puts into practice the value Collaboration.				87	76%	14.1% Stronger	18.4% 5.7%	90%	-13.8% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	73%	71%	283 PTRs	34% - 93%	71%	68%	78 PTRs	34% - 87%
My manager/supervisor puts into practice the value Innovation.				87	66%	4.7% Equal	25.3% 9.2%	88%	-22.4% 2015	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	73%	71%	283 PTRs	34% - 93%	71%	68%	78 PTRs	34% - 87%