

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Nurse
Teacher
Librarian
Accountant
Police Officer
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk
Engineer Receptionist Supervisor Ship's Engineer
Nurse Police Officer Museum Guide Conservator Fitter
Museum Guide Conservator Fitter
Solicitor Cable Joints Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
Train Driver Bus Driver Policy Analyst Fitter
Surveyor Scientist Nurse Welfare Worker
Laboratory Turner Plumber Ambulance Officer Youth
Worker Hospital Orderly Fitter Receptionist Labourer Jointer
Solicitor Caretaker Cross Engineer Ship's Officer Ship's
Master Marine Transport Professional Showright Curator Museum Guide
Conservator Plant Operator Cable Engineer
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian
Policy Analyst Supervisor Social Worker
Welfare Worker Laboratory Technician Turner Plumber
Electrician Social Worker Cleaner Fitter Fire Fighter
Curator Fitter Museum Guide Conservator Plant
Operator Engineer Electrical Linesworker
Cable Joints Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Justice

NSW Police Force

RESPONSE RATE

27%

5,471 OF 19,982 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

61%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -4

SENIOR MANAGERS

35%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -12

COMMUNICATION

47%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -12



QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

ENGAGEMENT WITH WORK

66%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -6

HIGH PERFORMANCE

54%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -9

PUBLIC SECTOR VALUES

50%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -10

DIVERSITY & INCLUSION

59%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -8

KEY DRIVERS OF ENGAGEMENT



WHAT TO FOCUS ON?

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 reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	38%	44%	39%	50%
2	Q1c. My job gives me a feeling of personal accomplishment	68%	69%	69%	75%
3	Q6h. I feel that senior managers listen to employees	27%	26%	33%	41%
4	Q6b. I feel that senior managers effectively lead and manage change	33%	32%	37%	44%
5	Q6c. I feel that senior managers model the values of my organisation	39%	39%	42%	48%
6	Q6d. Senior managers encourage innovation by employees	31%	31%	37%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	91%
2a.	My workgroup strives to achieve customer/client satisfaction	78%
2c.	I receive help and support from other members of my workgroup	74%
2b.	My workgroup works collaboratively to achieve its objectives	71%
2e.	People in my workgroup treat each other with respect	70%
1c.	My job gives me a feeling of personal accomplishment	68%
8b.	Personal background is not a barrier to success in my organisation	67%
2d.	There is good team spirit in my workgroup	67%
7j.	I am proud to tell others I work for my organisation	66%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	65%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

14.	I believe action will be taken on the results from this survey by my organisation	15%
7g.	I have confidence in the way recruitment decisions are made	23%
6h.	I feel that senior managers listen to employees	27%
7c.	I feel that change is managed well in my organisation	27%
9a.	I have confidence in the ways my organisation resolves grievances	29%
6g.	I feel that senior managers keep employees informed about what's going on	29%
6d.	Senior managers encourage innovation by employees	31%
6b.	I feel that senior managers effectively lead and manage change	33%
7e.	People in my organisation take responsibility for their own actions	33%
7h.	My organisation generally selects capable people to do the job	36%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
1b. I am provided with the support I need to do my best at work	56%	48%
1e. I am satisfied with my job	65%	59%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	54%	51%
6i. Senior managers in my organisation support the career advancement of women	56%	52%
5b. My manager listens to what I have to say	64%	61%
5c. My manager communicates effectively with me	62%	59%
2e. People in my workgroup treat each other with respect	70%	67%
5d. My manager encourages and values employee input	58%	55%
2d. There is good team spirit in my workgroup	67%	64%
3g. I am satisfied with the opportunities available for career development in my organisation	41%	39%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	56%	70%
9a. I have confidence in the ways my organisation resolves grievances	29%	36%
7f. My organisation is committed to developing its employees	38%	44%
7b. My organisation is making the necessary improvements to meet our future challenges	47%	52%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	54%	58%
1d. I feel motivated to contribute more than what is normally required at work	64%	67%
7m. My organisation inspires me to do the best in my job	42%	45%
7d. There is good co-operation between teams across our organisation	39%	42%
8c. I am able to speak up and share a different view to my colleagues and manager	56%	58%
7c. I feel that change is managed well in my organisation	27%	29%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your least improved and most improved scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.



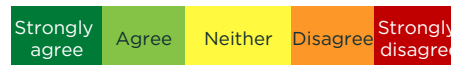
EXPLORE THE FULL RESULTS

Questions are grouped by themes 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.

EMPLOYEE ENGAGEMENT	61% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work		52%	53%	55%	60%
Q7j. I am proud to tell others I work for my organisation		66%	65%	66%	68%
Q7k. I feel a strong personal attachment to my organisation		64%	64%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives		43%	45%	46%	53%
Q7m. My organisation inspires me to do the best in my job		42%	45%	46%	53%

KEY





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ENGAGEMENT WITH WORK	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	20	49	18	10	68%	69%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	21	43	19	13	64%	67%	67%	72%
Q1e. I am satisfied with my job	17	48	19	12	65%	59%	66%	68%

KEY





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SENIOR MANAGERS		35% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation		29	31	21	12	36%	36%	40%	48%
Q6b. I feel that senior managers effectively lead and manage change		27	31	22	14	33%	32%	37%	44%
Q6c. I feel that senior managers model the values of my organisation		7	32	32	17	39%	39%	42%	48%
Q6d. Senior managers encourage innovation by employees		26	33	24	12	31%	31%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		35	35	16	9	41%	42%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		9	46	29	10	54%	58%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		25	29	26	16	29%	29%	37%	45%
Q6h. I feel that senior managers listen to employees		22	31	25	18	27%	26%	33%	41%
Q7c. I feel that change is managed well in my organisation		23	34	28	11	27%	29%	30%	39%

KEY





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COMMUNICATION	47% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	17	45	18	12	7	62%	59%	66%	70%
Q5d. My manager encourages and values employee input	17	41	21	13	8	58%	55%	63%	71%
Q5e. My manager involves my workgroup in decisions about our work	15	38	22	16	9	53%	50%	57%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	25	29	26	16		29%	29%	37%	45%
Q6h. I feel that senior managers listen to employees	22	31	25	18		27%	26%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	10	45	22	14	8	56%	58%	60%	66%

KEY





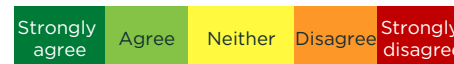
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				54% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	38	53				91%	91%	89%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	19	52	17	10		71%	69%	72%	78%
Q3f. I have received appropriate training and development to do my job well	12	50	21	12		62%	62%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	14	47	23	12		60%	59%	64%	72%
Q5f. I have confidence in the decisions my manager makes	18	41	21	12	8	59%	57%	62%	67%
Q6d. Senior managers encourage innovation by employees		26	33	24	12	31%	31%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		35	35	16	9	41%	42%	43%	51%
Q7a. My organisation focuses on improving the work we do	9	48	28	11		56%	70%	59%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	7	40	31	15		47%	52%	49%	57%

KEY





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	54% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	35	31	22	8	39%	42%	41%	47%
Q7h. My organisation generally selects capable people to do the job	32	31	23	10	36%	35%	38%	52%

KEY





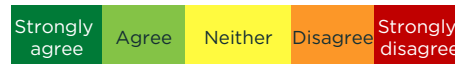
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PUBLIC SECTOR VALUES	50% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
Q2a. My workgroup strives to achieve customer/client satisfaction	22	56	15	9	0	78%	77%	78%	85%
Q2e. People in my workgroup treat each other with respect	20	50	16	9	4	70%	67%	69%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	14	47	23	12	4	60%	59%	64%	72%
Q5b. My manager listens to what I have to say	18	46	18	11	7	64%	61%	68%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	29	31	21	12	7	36%	36%	40%	48%
Q6c. I feel that senior managers model the values of my organisation	7	32	32	17	12	39%	39%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	46	29	10	6	54%	58%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	25	29	26	16	4	29%	29%	37%	45%
Q6h. I feel that senior managers listen to employees	22	31	25	18	4	27%	26%	33%	41%

KEY





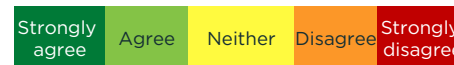
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES	50% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q7a. My organisation focuses on improving the work we do	9	48	28	11	56%	70%	59%	69%
Q7e. People in my organisation take responsibility for their own actions	29	32	24	11	33%	35%	36%	47%

KEY





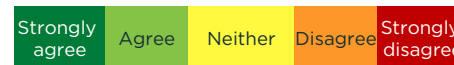
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	59% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	13	43	22	17		56%	48%	57%	63%
Q5b. My manager listens to what I have to say	18	46	18	11		64%	61%	68%	75%
Q5d. My manager encourages and values employee input	17	41	21	13	8	58%	55%	63%	71%
Q6i. Senior managers in my organisation support the career advancement of women	15	40	31	7		56%	52%	57%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	13	53	22	8		65%	67%	68%	74%
Q8b. Personal background is not a barrier to success in my organisation	15	52	20	9		67%	-	67%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	10	45	22	14	8	56%	58%	60%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	16	36	26	13	8	53%	53%	58%	57%

KEY





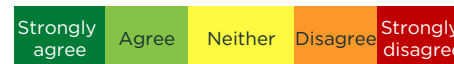
EXPLORE THE FULL RESULTS

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

RECRUITMENT	29% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	20	35	26	17	23%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job	32	31	23	10	36%	35%	38%	52%

KEY





EXPLORE THE FULL RESULTS

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

PERFORMANCE FRAMEWORK & DEVELOPMENT	46% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	13	42	21	18	54%	51%	54%	63%
Q3e. My performance is assessed against clear criteria	10	39	26	19	48%	49%	44%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9	33	21	21	41%	39%	41%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	17	40	21	13	56%	58%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	10	29	28	19	38%	39%	39%	44%
Q7f. My organisation is committed to developing its employees		33	33	19	38%	44%	39%	50%

KEY

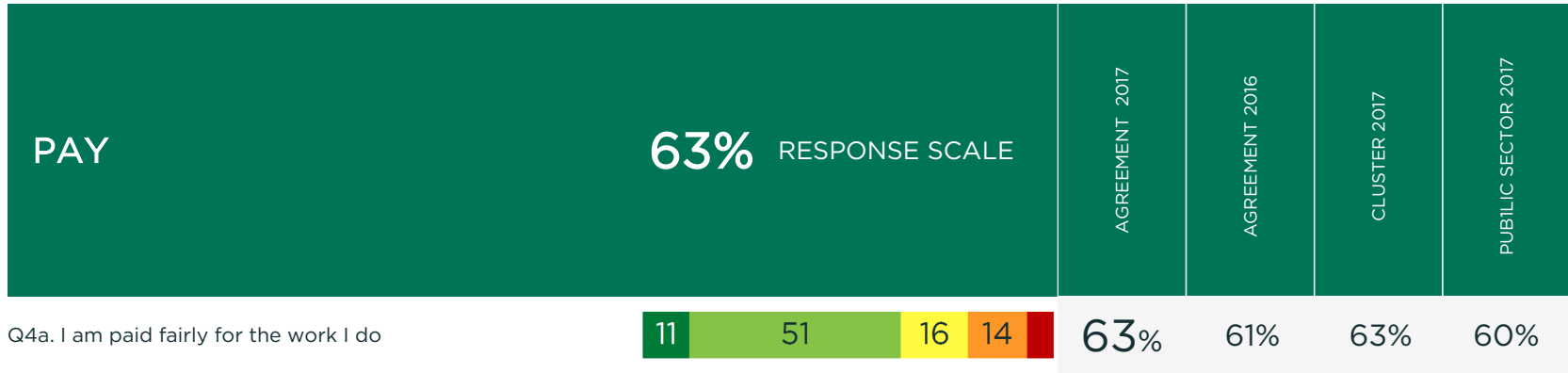




EXPLORE THE FULL RESULTS

Questions are grouped by themes 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.



KEY





EXPLORE THE FULL RESULTS

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	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	13	43	22	17	56%	48%	57%	63%
Q1f. I am able to keep my work stress at an acceptable level	11	46	22	15	57%	56%	60%	59%
Q2c. I receive help and support from other members of my workgroup	20	53	16	8	74%	74%	76%	81%
Q2d. There is good team spirit in my workgroup	22	45	17	11	67%	64%	66%	69%

KEY





EXPLORE THE FULL RESULTS

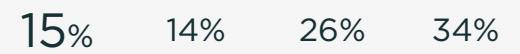
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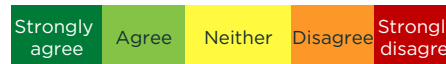
ACTION ABOUT SURVEY RESULTS

15% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

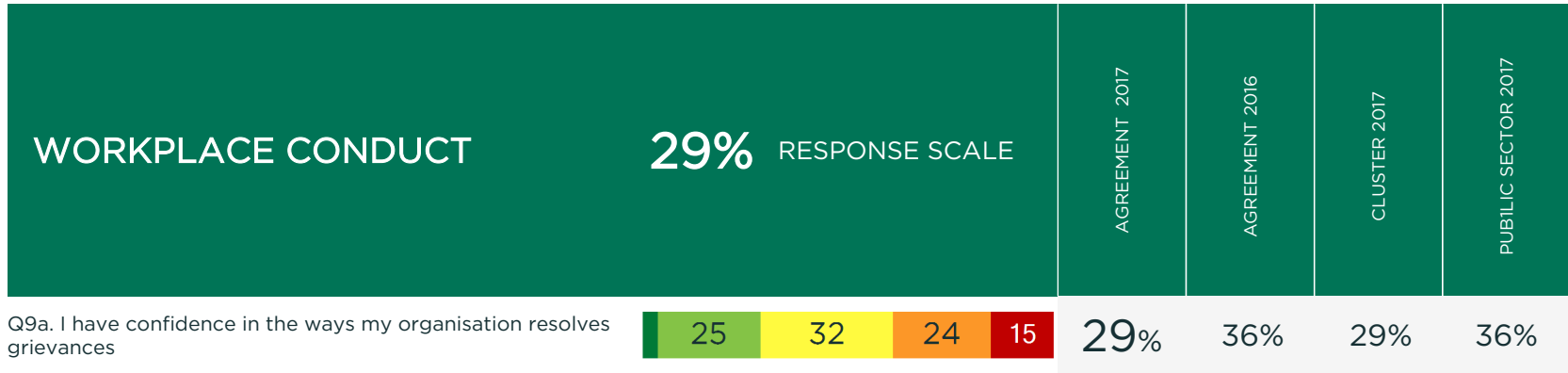




EXPLORE THE FULL RESULTS

Questions are grouped by themes 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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			39%	46%	67%
No			61%	54%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			65%	65%	75%
No			35%	35%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			48%	42%	57%
No			52%	58%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
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		35%	41%	41%
No		65%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		21%	25%	30%
Lack of visible opportunities		33%	31%	31%
Lack of promotion opportunities		41%	37%	30%
Lack of support from my manager / supervisor		19%	17%	14%
Geographic location considerations		38%	35%	28%
Personal / family considerations		42%	36%	33%
Insufficient training and development		17%	20%	16%
Lack of required capabilities or experience		9%	11%	11%
Lack of support for temporary assignments/secondments		20%	20%	15%
The application/recruitment process is too cumbersome or time consuming		25%	27%	23%
Other		10%	10%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		21%	24%	25%
No		68%	63%	62%
Don't know		11%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		66%	65%	63%
No		32%	33%	35%
Don't know		1%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		30%	33%	33%
No		64%	58%	58%
Don't know		7%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		18%	19%	18%
No		77%	75%	76%
Don't know		5%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10e. 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.				
A senior manager		29%	25%	22%
Your immediate manager/supervisor		28%	27%	24%
A fellow worker at your level		23%	24%	27%
A subordinate		6%	8%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%
Other		2%	3%	4%
Prefer not to say		10%	12%	13%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q1. What is your work location?			
Metropolitan NSW		64%	62%
Regional NSW		36%	38%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
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		27%	8%
Sworn police officer - other		43%	13%
Non-sworn employee of NSW Police Force		26%	8%
Permanent Fire fighter	(r)		
Retained Fire fighter	(r)		
Custodial Officer	(r)		
Youth Worker		0%	2%
Legal officer or other legal professional		0%	3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q2. What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Administrative or other clerical worker		3%	21%
Sheriff's Officer	(r)		
Community Corrections Officer (Probation & Parole)	(r)		
Psychologist		0%	1%
Teacher		0%	0%
Welfare Officer	(r)		
Other		1%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		60%
Female		39%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		1%
25 -29	■	7%
30 - 34	■	13%
35 - 39	■	15%
40 - 44	■	18%
45 - 49	■	20%
50 - 54	■	13%
55 - 59	■	8%
60 - 64		3%
65+		1%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		11%
No		87%
Prefer not to say		2%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		3%
No		93%
Prefer not to say		3%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

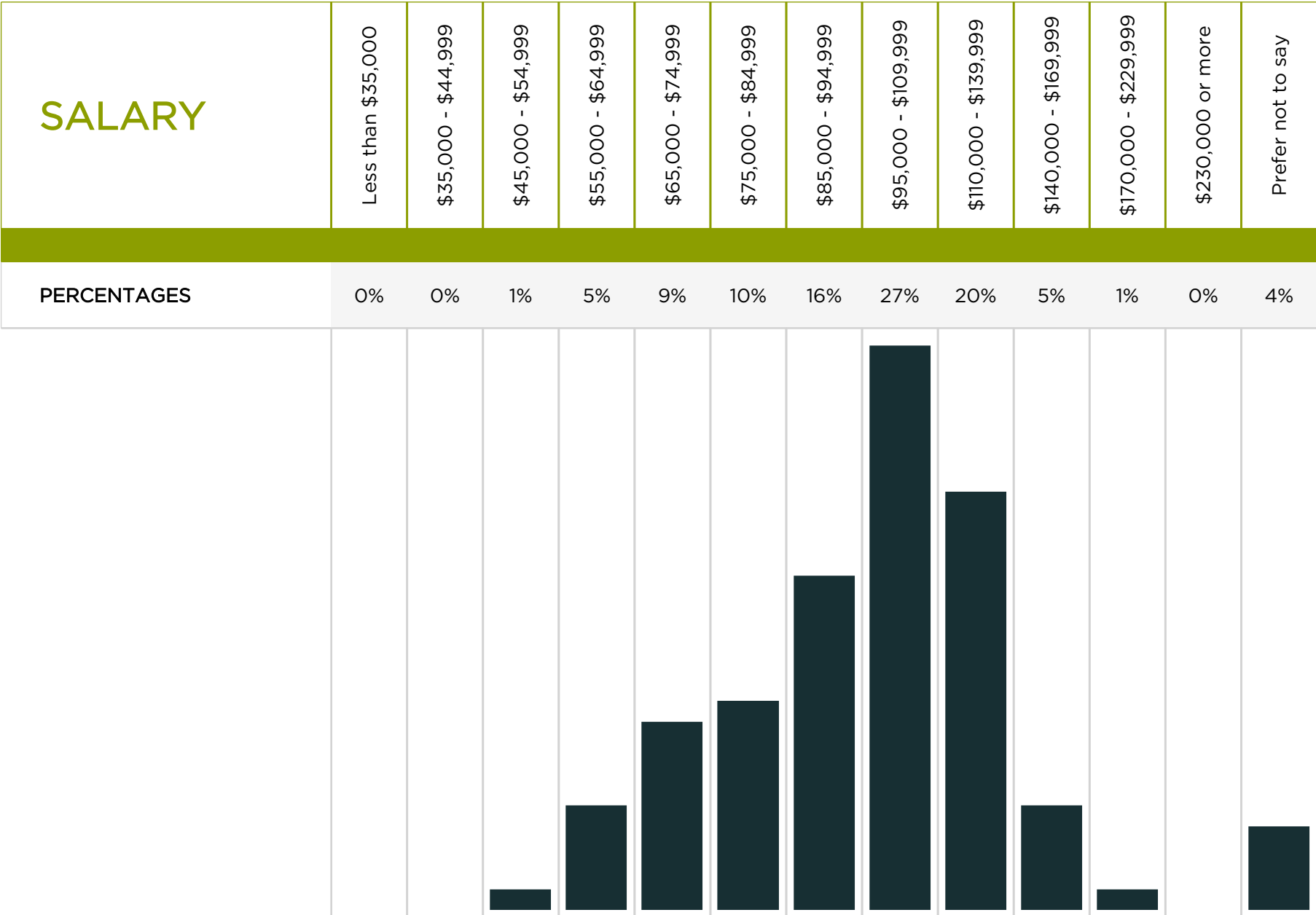
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		94%
Prefer not to say		3%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	5471	2859	436	466	382	35	52	69	137	633
EMPLOYEE ENGAGEMENT	61%	59%	59%	67%	64%	61%	58%	64%	63%	60%
ENGAGEMENT WITH WORK	66%	65%	65%	71%	69%	69%	51%	70%	72%	65%
SENIOR MANAGERS	35%	33%	34%	46%	40%	36%	36%	43%	41%	35%
COMMUNICATION	47%	46%	45%	53%	53%	60%	42%	59%	50%	48%
HIGH PERFORMANCE	54%	53%	52%	60%	58%	61%	49%	60%	57%	53%
PUBLIC SECTOR VALUES	50%	48%	49%	56%	54%	54%	47%	59%	54%	48%
DIVERSITY & INCLUSION	59%	57%	59%	67%	67%	71%	53%	71%	63%	59%

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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	5471	15	19	45	254	465	503	809	1380	1036	251	64	9	212
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	62%	66%	67%	60%	58%	57%	61%	71%	75%	(r)	56%
ENGAGEMENT WITH WORK	66%	(r)	(r)	58%	69%	72%	65%	62%	62%	69%	81%	83%	(r)	59%
SENIOR MANAGERS	35%	(r)	(r)	41%	46%	46%	35%	31%	30%	35%	50%	55%	(r)	29%
COMMUNICATION	47%	(r)	(r)	53%	54%	56%	48%	43%	43%	48%	65%	59%	(r)	41%
HIGH PERFORMANCE	54%	(r)	(r)	58%	59%	62%	54%	51%	50%	54%	68%	70%	(r)	48%
PUBLIC SECTOR VALUES	50%	(r)	(r)	55%	57%	58%	50%	46%	45%	50%	63%	66%	(r)	44%
DIVERSITY & INCLUSION	59%	(r)	(r)	59%	64%	65%	59%	55%	56%	61%	77%	72%	(r)	52%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	5471	196	165	438	864	1761	1593
EMPLOYEE ENGAGEMENT	61%	77%	68%	64%	61%	57%	61%
ENGAGEMENT WITH WORK	66%	82%	76%	68%	65%	61%	69%
SENIOR MANAGERS	35%	64%	48%	41%	34%	30%	36%
COMMUNICATION	47%	73%	61%	54%	48%	42%	47%
HIGH PERFORMANCE	54%	73%	64%	58%	54%	50%	54%
PUBLIC SECTOR VALUES	50%	74%	62%	54%	49%	45%	50%
DIVERSITY & INCLUSION	59%	78%	70%	64%	59%	55%	60%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	5471	0	72	345	641	757	929	1033	664	416	153	61
EMPLOYEE ENGAGEMENT	61%	(r)	76%	63%	62%	58%	59%	59%	61%	62%	64%	66%
ENGAGEMENT WITH WORK	66%	(r)	82%	68%	63%	63%	63%	66%	68%	72%	69%	72%
SENIOR MANAGERS	35%	(r)	60%	42%	35%	32%	33%	34%	36%	37%	39%	47%
COMMUNICATION	47%	(r)	69%	57%	49%	44%	45%	47%	47%	47%	47%	52%
HIGH PERFORMANCE	54%	(r)	75%	61%	55%	51%	52%	53%	54%	54%	55%	58%
PUBLIC SECTOR VALUES	50%	(r)	71%	57%	51%	47%	48%	49%	50%	51%	52%	58%
DIVERSITY & INCLUSION	59%	(r)	78%	65%	61%	57%	58%	58%	59%	60%	63%	62%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Male	Female	Other
NUMBER OF RESPONDENTS	5471	3058	1990	28
EMPLOYEE ENGAGEMENT	61%	60%	63%	(r)
ENGAGEMENT WITH WORK	66%	65%	68%	(r)
SENIOR MANAGERS	35%	35%	37%	(r)
COMMUNICATION	47%	47%	48%	(r)
HIGH PERFORMANCE	54%	53%	56%	(r)
PUBLIC SECTOR VALUES	50%	50%	51%	(r)
DIVERSITY & INCLUSION	59%	59%	60%	(r)

KEY

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	5471	3237	1849
EMPLOYEE ENGAGEMENT	61%	61%	60%
ENGAGEMENT WITH WORK	66%	67%	65%
SENIOR MANAGERS	35%	36%	34%
COMMUNICATION	47%	49%	45%
HIGH PERFORMANCE	54%	55%	52%
PUBLIC SECTOR VALUES	50%	51%	48%
DIVERSITY & INCLUSION	59%	61%	56%

KEY

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GREATER THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	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	5471	1371	2184	1328	0	0	0	1	23	140	0	0	6	3
EMPLOYEE ENGAGEMENT	61%	59%	59%	64%	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	66%	62%	66%	70%	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	35%	33%	33%	40%	(r)	(r)	(r)	(r)	(r)	45%	(r)	(r)	(r)	(r)
COMMUNICATION	47%	45%	47%	50%	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	52%	53%	57%	(r)	(r)	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	50%	49%	48%	53%	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	55%	59%	64%	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	NSW Police Force	Welfare Officer	Other
NUMBER OF RESPONDENTS	5471	0	48
EMPLOYEE ENGAGEMENT	61%	(r)	58%
ENGAGEMENT WITH WORK	66%	(r)	58%
SENIOR MANAGERS	35%	(r)	34%
COMMUNICATION	47%	(r)	44%
HIGH PERFORMANCE	54%	(r)	49%
PUBLIC SECTOR VALUES	50%	(r)	47%
DIVERSITY & INCLUSION	59%	(r)	53%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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WHAT'S NEXT?

Sector employees have now 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.

15%

of employees replied favourably to:

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

34%

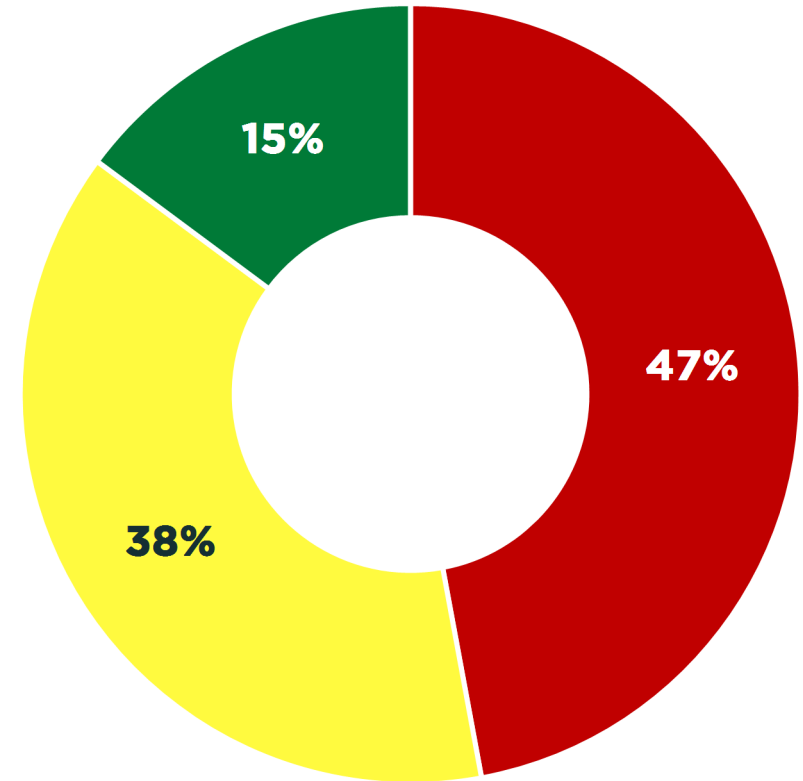
SECTOR

26%

CLUSTER

14%

2016



GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

i PRIVACY

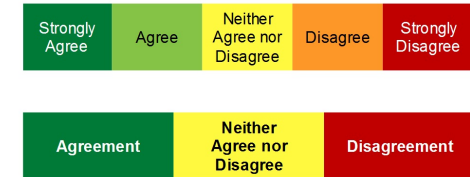
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups 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 THE SURVEY AND ITS METHODOLOGY

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