PEOPLE MATTER 2018

NSW Public Sector Employee Survey

PEOPLE MATTER 2018 *NSW Public Sector Employee Survey*

AGENCY REPORT

Justice

NSW Police Force

Public Service Commission

ORC INTERNATIONAL

HEADLINES

RESPONSE RATE

17%

3,379 OF 20,283 RESPONDENTS

EMPLOYEE ENGAGEMENT

58%

DIFFERENCE FROM 2017	-3
DIFFERENCE FROM CLUSTER	-4
DIFFERENCE FROM PUBLIC SECTOR	-7

ENGAGEMENT WITH WORK

59%

DIFFERENCE FROM 2017	-7
DIFFERENCE FROM CLUSTER	-7
DIFFERENCE FROM PUBLIC SECTOR	-13

SENIOR MANAGERS

30%

DIFFERENCE FROM 2017	-5
DIFFERENCE FROM CLUSTER	-9
DIFFERENCE FROM PUBLIC SECTOR	-19

COMMUNICATION

44%

DIFFERENCE FROM 2017	-3
DIFFERENCE FROM CLUSTER	-9
DIFFERENCE FROM PUBLIC SECTOR	-17

HIGH PERFORMANCE

50%

DIFFERENCE FROM 2017	-4
DIFFERENCE FROM CLUSTER	-5
DIFFERENCE FROM PUBLIC SECTOR	-14

PUBLIC SECTOR VALUES

46%

DIFFERENCE FROM 2017	-4
DIFFERENCE FROM CLUSTER	-7
DIFFERENCE FROM PUBLIC SECTOR	-16

DIVERSITY & INCLUSION

57%

DIFFERENCE FROM CLUSTER	-6
DIFFERENCE FROM PUBLIC SECTOR	-11

FLEXIBLE WORKING SATISFACTION

53%

DIFFERENCE FROM 2017	0
DIFFERENCE FROM CLUSTER	-6
DIFFERENCE FROM PUBLIC SECTOR	-6

ACTION ON RESULTS

14%

DIFFERENCE FROM 2017	-1
DIFFERENCE FROM CLUSTER	-14
DIFFERENCE FROM PUBLIC SECTOR	-23

QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

		AGREEMENT 2018	AGREEMENT 2017
1a.	I understand what is expected of me to do well in my role	88%	91%
1g.	I know how to address a health and safety issue I have identified	81%	-
2a.	My workgroup strives to achieve customer/client satisfaction	77%	78%
2c.	I receive help and support from other members of my workgroup	73%	74%
2e.	People in my workgroup treat each other with respect	70%	70%
2b.	My workgroup works collaboratively to achieve its objectives	69%	71%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	65%	67%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	64%	65%
5b.	My manager listens to what I have to say	63%	64%
7j.	I am proud to tell others I work for my organisation	63%	66%

- LOWEST SCORING AGREEMENT QUESTIONS

		AGREEMENT 2018	AGREEMENT 2017
14.	I believe action will be taken on the results from this survey by my organisation	14%	15%
7c.	I feel that change is managed well in my organisation	21%	27%
7g.	I have confidence in the way recruitment decisions are made	21%	23%
6h.	I feel that senior managers listen to employees	22%	27%
6g.	I feel that senior managers keep employees informed about what's going on	24%	29%
9a.	I have confidence in the ways my organisation resolves grievances	26%	29%
6b.	I feel that senior managers effectively lead and manage change	27%	33%
6d.	Senior managers encourage innovation by employees	28%	31%
6a.	I believe senior managers provide clear direction for the future of the organisation	31%	36%
7e.	People in my organisation take responsibility for their own actions	31%	33%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

MOST IMPROVED AGREEMENT QUESTIONS

		AGREEMENT 2018	AGREEMENT 2017

LEAST IMPROVED AGREEMENT QUESTIONS

		AGREEMENT 2018	AGREEMENT 2017
7b.	My organisation is making the necessary improvements to meet our future challenges	38%	47%
1e.	I am satisfied with my job	57%	65%
6c.	I feel that senior managers model the values of my organisation	32%	39%
6b.	I feel that senior managers effectively lead and manage change	27%	33%
7c.	I feel that change is managed well in my organisation	21%	27%
1d.	I feel motivated to contribute more than what is normally required at work	57%	64%
3g.	I am satisfied with the opportunities available for career development in my organisation	35%	41%
1c.	My job gives me a feeling of personal accomplishment	62%	68%
1b.	I am provided with the support I need to do my best at work	50%	56%
7a.	My organisation focuses on improving the work we do	51%	56%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	**36**%	**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with	**36**%	**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with	**28**%
Q7g. I have confidence in the way recruitment decisions are made	**21**%	**Q7g.** I have confidence in the way recruitment decisions are made	**33**%	**Q7g.** I have confidence in the way recruitment decisions are made	**46**%
Q14. I believe action will be taken on the results from this survey by my organisation	**14**%	**Q14.** I believe action will be taken on the results from this survey by my organisation	**33**%	**Q14.** I believe action will be taken on the results from this survey by my organisation	**53**%
Q7l. My organisation motivates me to help it achieve its objectives	**38**%	**Q7l.** My organisation motivates me to help it achieve its objectives	**33**%	**Q7l.** My organisation motivates me to help it achieve its objectives	**29**%
Q7m. My organisation inspires me to do the best in my job	**37**%	**Q7m.** My organisation inspires me to do the best in my job	**32**%	**Q7m.** My organisation inspires me to do the best in my job	**30**%

FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

15%

47%

14%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'
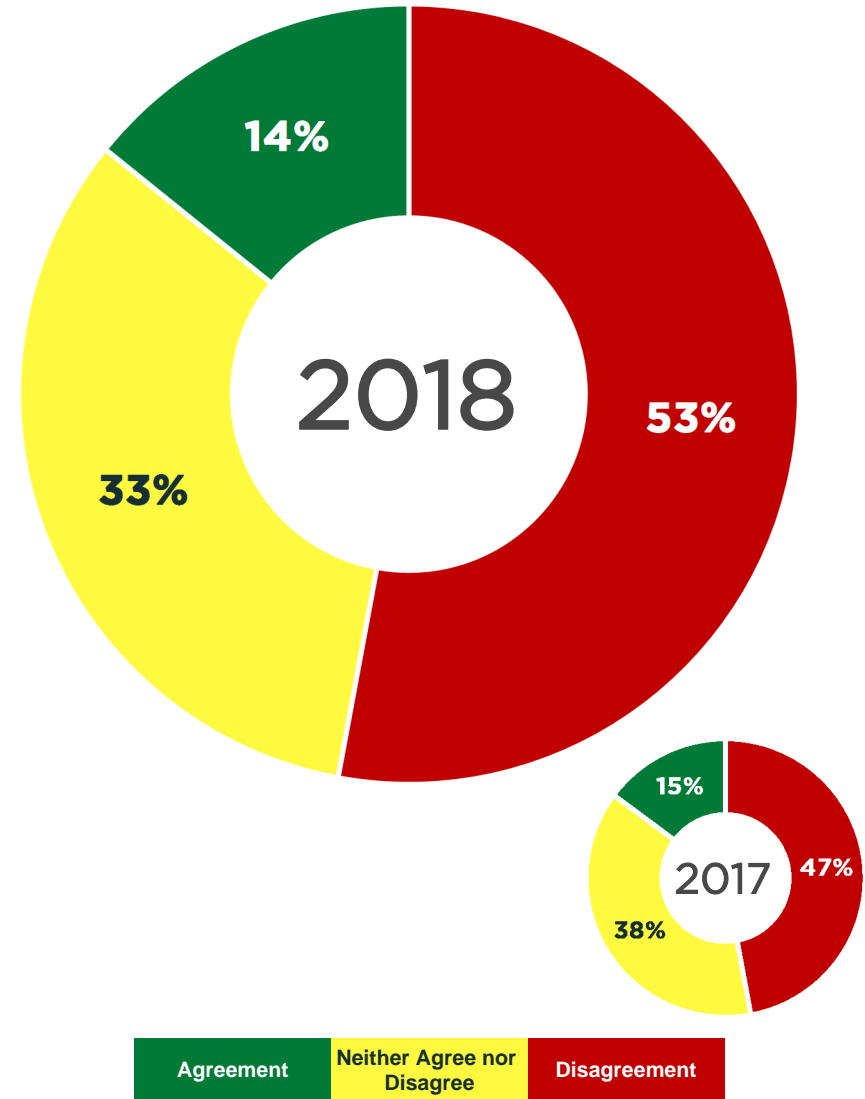
37%	28%	15%
SECTOR	CLUSTER	2017

2018

14%

53%

33%

2017

15%

47%

38%

Agreement	Neither Agree nor Disagree	Disagreement

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

RANK	Question	% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	**Q7f.** My organisation is committed to developing its employees	33%	38%	40%	52%
2	**Q6h.** I feel that senior managers listen to employees	22%	27%	34%	43%
3	**Q6b.** I feel that senior managers effectively lead and manage change	27%	33%	37%	46%
4	**Q7a.** My organisation focuses on improving the work we do	51%	56%	58%	69%
5	**Q6a.** I believe senior managers provide clear direction for the future of the organisation	31%	36%	40%	49%
6	**Q6d.** Senior managers encourage innovation by employees	28%	31%	38%	50%

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Police Force

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	NSW Police Force	Corporate Services	Investigation & Counter Terrorism	Metropolitan Field Operations	Office of the Commissioner and CPYC	Regional Field Operations	Specialist Support
NUMBER OF RESPONDENTS	3379	514	337	648	85	606	732
EMPLOYEE ENGAGEMENT	58%	63%	59%	57%	67%	57%	55%
ENGAGEMENT WITH WORK	59%	64%	66%	58%	63%	58%	57%
SENIOR MANAGERS	30%	34%	29%	28%	40%	30%	28%
COMMUNICATION	44%	52%	50%	44%	53%	40%	42%
HIGH PERFORMANCE	50%	54%	53%	50%	56%	49%	48%
PUBLIC SECTOR VALUES	46%	51%	48%	45%	54%	45%	44%
DIVERSITY & INCLUSION	57%	66%	64%	55%	66%	52%	56%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

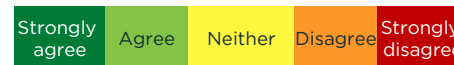r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT

58% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	10 / 37 / 29 / 14 / 9	47%	52%	54%	61%
Q7j. I am proud to tell others I work for my organisation	18 / 44 / 23 / 9	63%	66%	66%	69%
Q7k. I feel a strong personal attachment to my organisation	20 / 42 / 21 / 10	62%	64%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	9 / 29 / 33 / 19 / 10	38%	43%	47%	55%
Q7m. My organisation inspires me to do the best in my job	10 / 27 / 32 / 19 / 11	37%	42%	46%	55%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

ENGAGEMENT WITH WORK — 59% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	18 / 44 / 20 / 12	62%	68%	68%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	19 / 39 / 19 / 16 / 7	57%	64%	65%	72%
Q1e. I am satisfied with my job	15 / 43 / 22 / 14	57%	65%	65%	69%

KEY

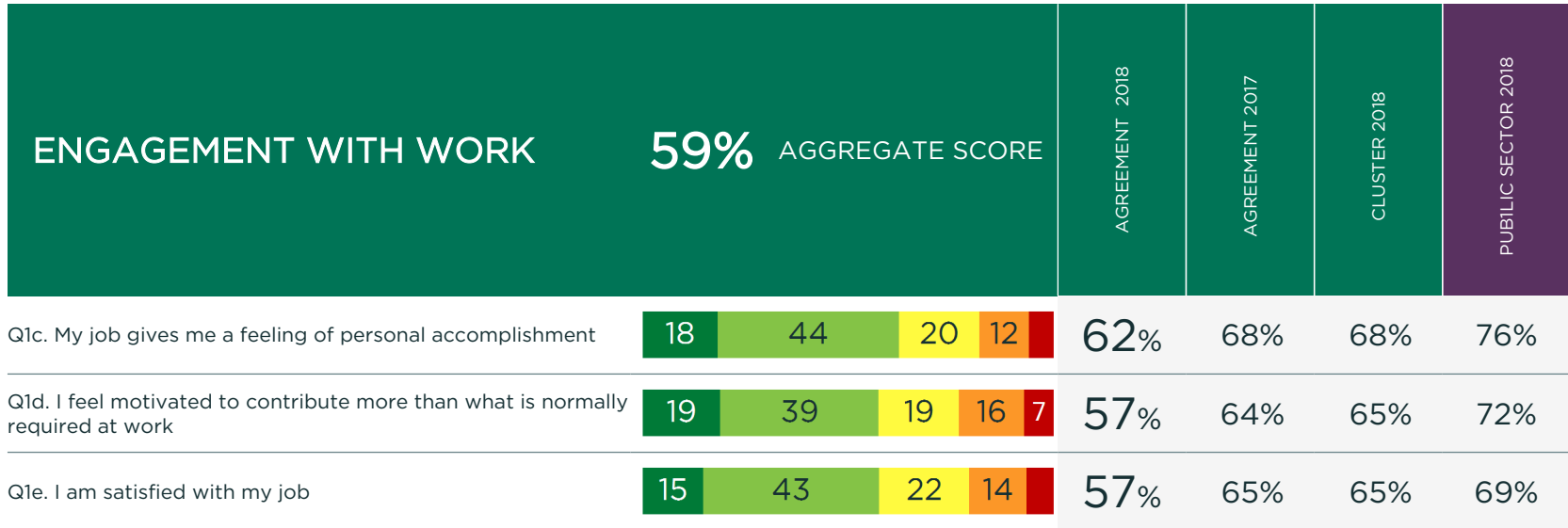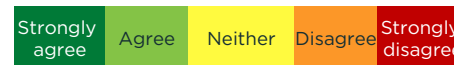| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

SENIOR MANAGERS — 30% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation		24	28	23	18	31%	36%	40%	49%
Q6b. I feel that senior managers effectively lead and manage change		21	28	24	22	27%	33%	37%	46%
Q6c. I feel that senior managers model the values of my organisation		25	32	18	18	32%	39%	42%	50%
Q6d. Senior managers encourage innovation by employees		24	31	25	16	28%	31%	38%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		31	36	16	12	36%	41%	44%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	8	42	28	13	9	50%	54%	53%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		20	26	26	23	24%	29%	39%	47%
Q6h. I feel that senior managers listen to employees		19	27	26	24	22%	27%	34%	43%
Q7c. I feel that change is managed well in my organisation		18	26	30	24	21%	27%	31%	40%

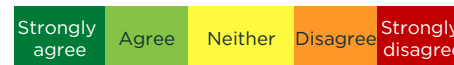KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

COMMUNICATION	44% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	17	42	18 13 9	59%	62%	66%	72%
Q5d. My manager encourages and values employee input	17	40	20 13 10	57%	58%	65%	72%
Q5e. My manager involves my workgroup in decisions about our work	14	36	22 17 11	51%	53%	59%	67%
Q6g. I feel that senior managers keep employees informed about what's going on		20	26 26 23	24%	29%	39%	47%
Q6h. I feel that senior managers listen to employees		19	27 26 24	22%	27%	34%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	11	41	22 16 11	52%	56%	60%	67%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

HIGH PERFORMANCE

50% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	33	54				88%	91%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	20	49	17	10		69%	71%	72%	79%
Q3f. I have received appropriate training and development to do my job well	11	49	20	13		60%	62%	56%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	14	44	22	13		58%	60%	65%	74%
Q5f. I have confidence in the decisions my manager makes	17	39	22	12	10	55%	59%	63%	68%
Q6d. Senior managers encourage innovation by employees		24	31	25	16	28%	31%	38%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		31	36	16	12	36%	41%	44%	52%
Q7a. My organisation focuses on improving the work we do	8	43	28	15		51%	56%	58%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		32	32	20	11	38%	47%	47%	57%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

HIGH PERFORMANCE   50% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	32 30 22 12	36%	39%	41%	49%
Q7h. My organisation generally selects capable people to do the job	30 32 23 12	33%	36%	38%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES — 46% AGGREGATE SCORE

Question	Response distribution	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	24 / 53 / 15	77%	78%	78%	86%
Q2e. People in my workgroup treat each other with respect	22 / 48 / 16 / 9	70%	70%	69%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	14 / 44 / 22 / 13	58%	60%	65%	74%
Q5b. My manager listens to what I have to say	18 / 45 / 17 / 11 / 9	63%	64%	70%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24 / 28 / 23 / 18	31%	36%	40%	49%
Q6c. I feel that senior managers model the values of my organisation	25 / 32 / 18 / 18	32%	39%	42%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	8 / 42 / 28 / 13 / 9	50%	54%	53%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	20 / 26 / 26 / 23	24%	29%	39%	47%
Q6h. I feel that senior managers listen to employees	19 / 27 / 26 / 24	22%	27%	34%	43%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES — 46% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do	8 / 43 / 28 / 15	51%	56%	58%	69%
Q7e. People in my organisation take responsibility for their own actions	27 / 30 / 26 / 13	31%	33%	36%	49%

KEY

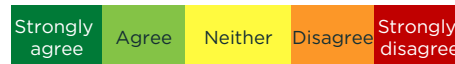| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

DIVERSITY & INCLUSION — 57% AGGREGATE SCORE

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	11	39	22	20	8	50%	56%	57%	65%
Q5b. My manager listens to what I have to say	18	45	17	11	9	63%	64%	70%	76%
Q5d. My manager encourages and values employee input	17	40	20	13	10	57%	58%	65%	72%
Q6i. Senior managers in my organisation support the career advancement of women	16	37	32	7	8	53%	56%	58%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	13	51	23	8		64%	65%	68%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	16	49	20	10		65%	67%	68%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	11	41	22	16	11	52%	56%	60%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	18	35	26	12	9	53%	53%	60%	59%
Q8e. My manager supports flexible working in my team	19	38	22	12	9	57%	-	63%	63%

KEY

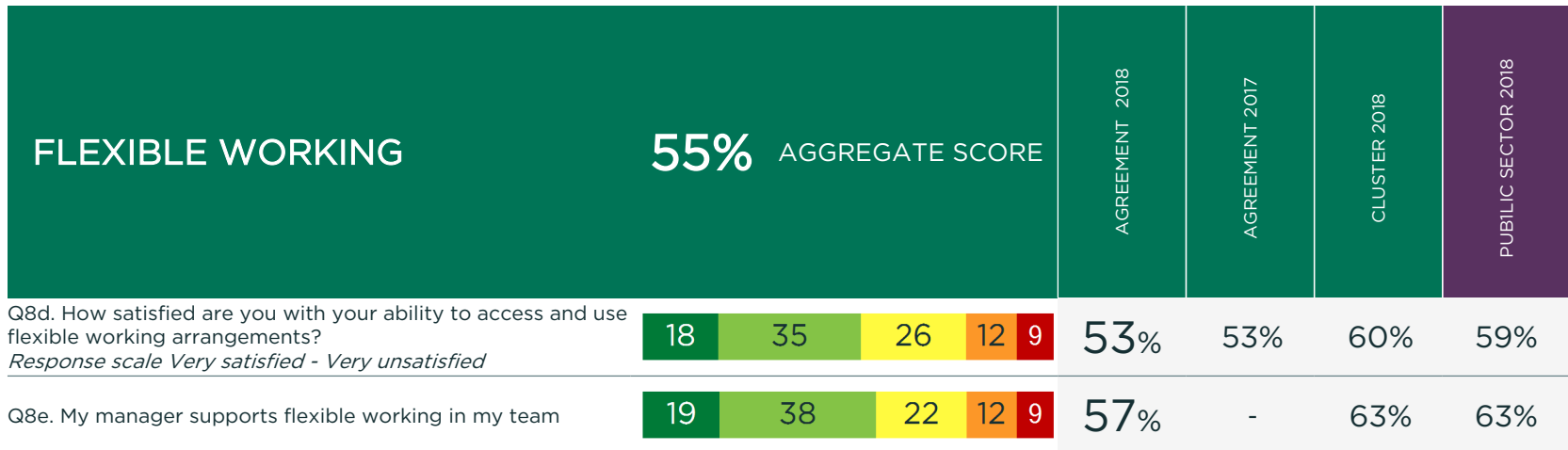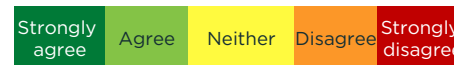| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

FLEXIBLE WORKING

55% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	18 35 26 12 9	53%	53%	60%	59%
Q8e. My manager supports flexible working in my team	19 38 22 12 9	57%	-	63%	63%

KEY

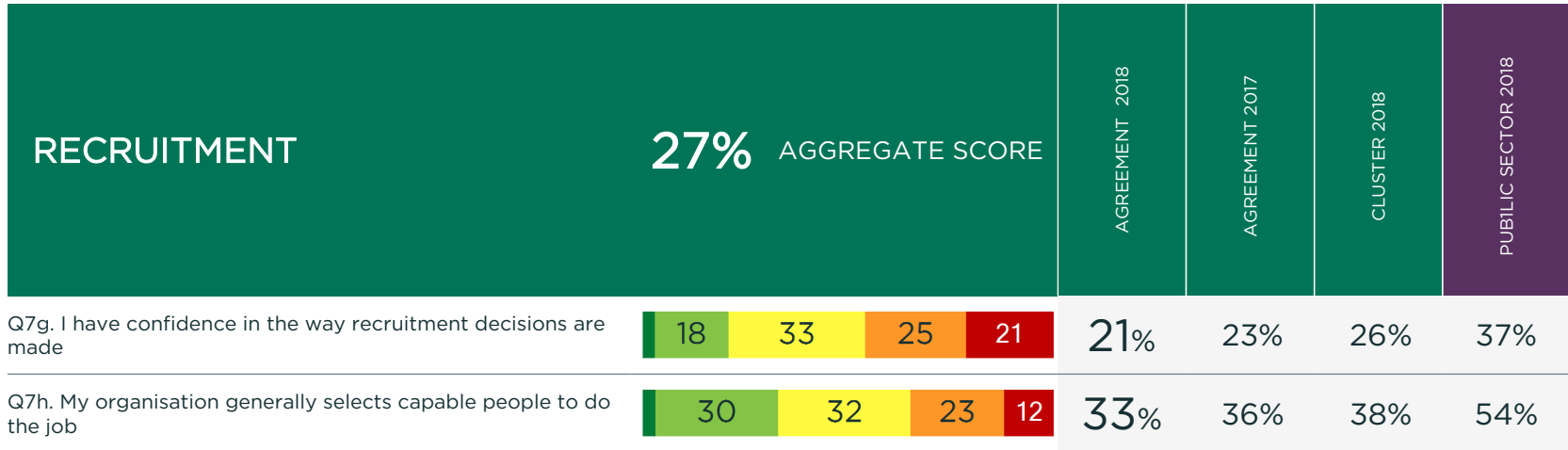| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

RECRUITMENT — 27% AGGREGATE SCORE

						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7g. I have confidence in the way recruitment decisions are made	18	33		25	21	21%	23%	26%	37%
Q7h. My organisation generally selects capable people to do the job	30	32		23	12	33%	36%	38%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

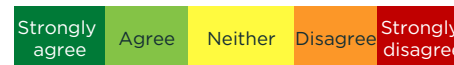Questions are grouped by topics in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT

43% AGGREGATE SCORE

Question	Responses					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	12	40	21	18	9	52%	54%	55%	65%
Q3e. My performance is assessed against clear criteria	9	36	26	20	9	45%	48%	45%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	8	28	20	23	22	35%	41%	41%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	15	40	20	14	11	55%	56%	62%	69%
Q5h. My manager appropriately deals with employees who perform poorly	9	28	27	19	17	37%	39%	40%	46%
Q7f. My organisation is committed to developing its employees		29	31	22	14	33%	38%	40%	52%

KEY

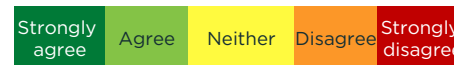| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

WORKPLACE SUPPORT — 60% AGGREGATE SCORE

	Responses	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	11 / 39 / 22 / 20 / 8	50%	56%	57%	65%
Q1f. I am able to keep my work stress at an acceptable level	10 / 44 / 22 / 16 / 7	54%	57%	60%	60%
Q2c. I receive help and support from other members of my workgroup	20 / 53 / 16 / 8	73%	74%	77%	81%
Q2d. There is good team spirit in my workgroup	21 / 41 / 17 / 13 / 8	62%	67%	64%	70%

KEY

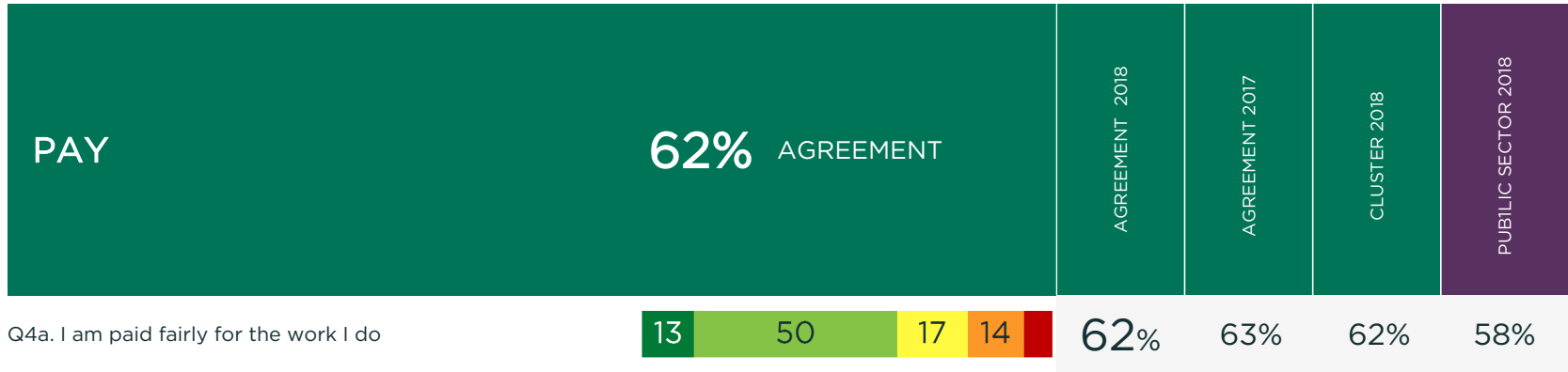| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PAY	62% AGREEMENT	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Q4a. I am paid fairly for the work I do	13 / 50 / 17 / 14	62%	63%	62%	58%

KEY

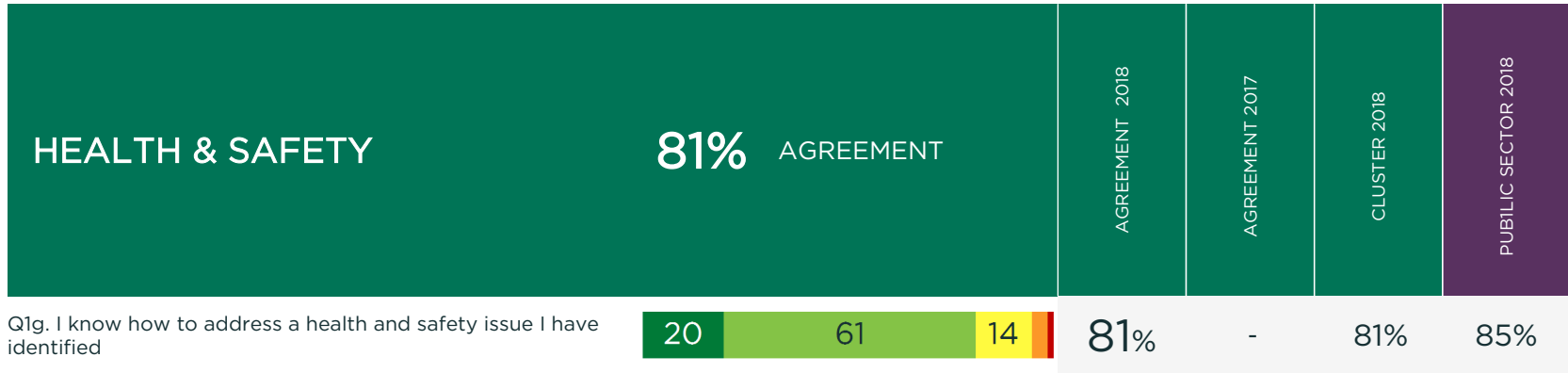| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

HEALTH & SAFETY — 81% AGREEMENT

					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1g. I know how to address a health and safety issue I have identified	20	61	14		81%	-	81%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.
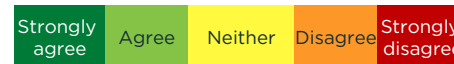
ACTION ON RESULTS 14% AGREEMENT

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q14. I believe action will be taken on the results from this survey by my organisation	12 / 33 / 28 / 25	14%	15%	28%	37%

KEY

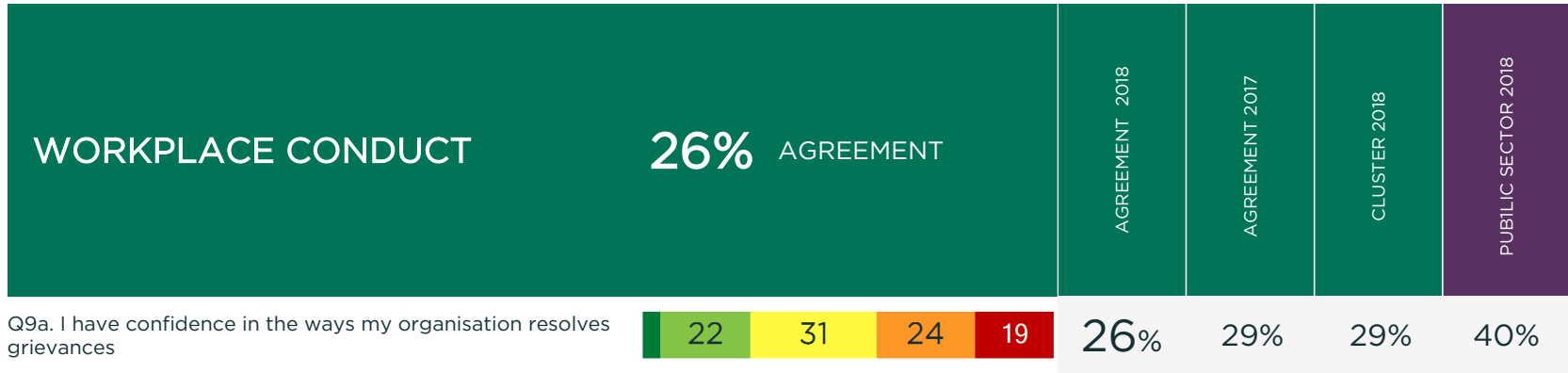| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

WORKPLACE CONDUCT	26% AGREEMENT				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBILIC SECTOR 2018
Q9a. I have confidence in the ways my organisation resolves grievances	22	31	24	19	26%	29%	29%	40%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		39%	39%	52%	71%
No		61%	61%	48%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		63%	65%	67%	76%
No		37%	35%	33%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		46%	48%	43%	58%
No		54%	52%	57%	42%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
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		40%	35%	42%	41%
No		60%	65%	58%	59%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?					
Lack of promotion opportunities		46%	41%	37%	29%
Geographic location considerations		40%	38%	35%	26%
Personal/family considerations		40%	42%	34%	30%
Lack of visible opportunities		39%	33%	33%	30%
The application/recruitment process is too cumbersome or time consuming		27%	25%	27%	23%
Lack of support for temporary assignments/secondments		24%	20%	21%	15%
Lack of support from my manager/supervisor		23%	19%	18%	14%
There are no major barriers to my career progression		20%	21%	27%	32%
Insufficient training and development		20%	17%	22%	16%
Other		11%	10%	10%	9%
Lack of required capabilities or experience		10%	9%	12%	11%

% are calculated with the number of unique respondents (N = 3,301 to this question)

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		22%	21%	24%	24%
No		65%	68%	59%	58%
Don't know		14%	11%	17%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		68%	66%	67%	66%
No		30%	32%	31%	32%
Don't know		2%	1%	2%	2%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		30%	30%	34%	33%
No		63%	64%	57%	57%
Don't know		7%	7%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		19%	18%	20%	18%
No		75%	77%	73%	76%
Don't know		5%	5%	6%	6%

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EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

Q11c. 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

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A senior manager	31%	29%	26%	21%
Your Immediate Manager/Supervisor	28%	28%	25%	23%
A fellow worker at your level	22%	23%	23%	27%
Prefer not to say	9%	10%	14%	14%
A subordinate	6%	6%	8%	7%
Other	2%	2%	3%	4%
A client or customer	1%	1%	1%	2%
A member of the public other than a client or customer	0%	0%	0%	1%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work				
Yes	3%	-	3%	3%
No	95%	-	94%	94%
Don't know	2%	-	3%	2%
Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months				
A person at work	53%	-	61%	39%
A member of the public	38%	-	15%	37%
Other	4%	-	17%	19%
Prefer not to say	5%	-	7%	6%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

JUSTICE CUSTOMISED QUESTIONS		2018	CLUSTER 2018
Q1. What is your work location?			
Metropolitan NSW		68%	63%
Regional NSW		32%	37%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

JUSTICE

CUSTOMISED QUESTIONS

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.?

	2018	CLUSTER 2018
Sworn police officer - general duties	24%	5%
Sworn police officer - other	43%	9%
Non-sworn employee of NSW Police Force	29%	6%
Permanent Fire fighter	0%	6%
Retained Fire fighter	0%	2%
Custodial Officer	0%	18%
Youth Worker	0%	3%
Legal officer or other legal professional	0%	3%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

JUSTICE

CUSTOMISED QUESTIONS

	2018	CLUSTER 2018
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	4%	24%
Sheriff's Officer	0%	2%
Community Corrections Officer (Probation & Parole)	0%	5%
Psychologist	0%	1%
Teacher	0%	0%
Welfare Officer	0%	1%
Other	1%	16%
Q3. When you answered the questions on Senior Managers e.g." I feel that senior managers effectively lead and manage change" were you mainly thinking about:		
The most senior leadership in the Department. That is Secretary, Public Service Senior Executives across Bands 1 to 3 and direct reports	53%	55%
Other	47%	45%

PERSONAL AND WORK PROFILES

	PERCENTAGE
GENDER	
Male	60%
Female	39%
Other	1%

PERSONAL AND WORK PROFILES

AGE	PERCENTAGE
15 - 19	0%
20 - 24	1%
25 -29	5%
30 - 34	10%
35 - 39	14%
40 - 44	18%
45 - 49	21%
50 - 54	16%
55 - 59	9%
60 - 64	5%
65+	1%

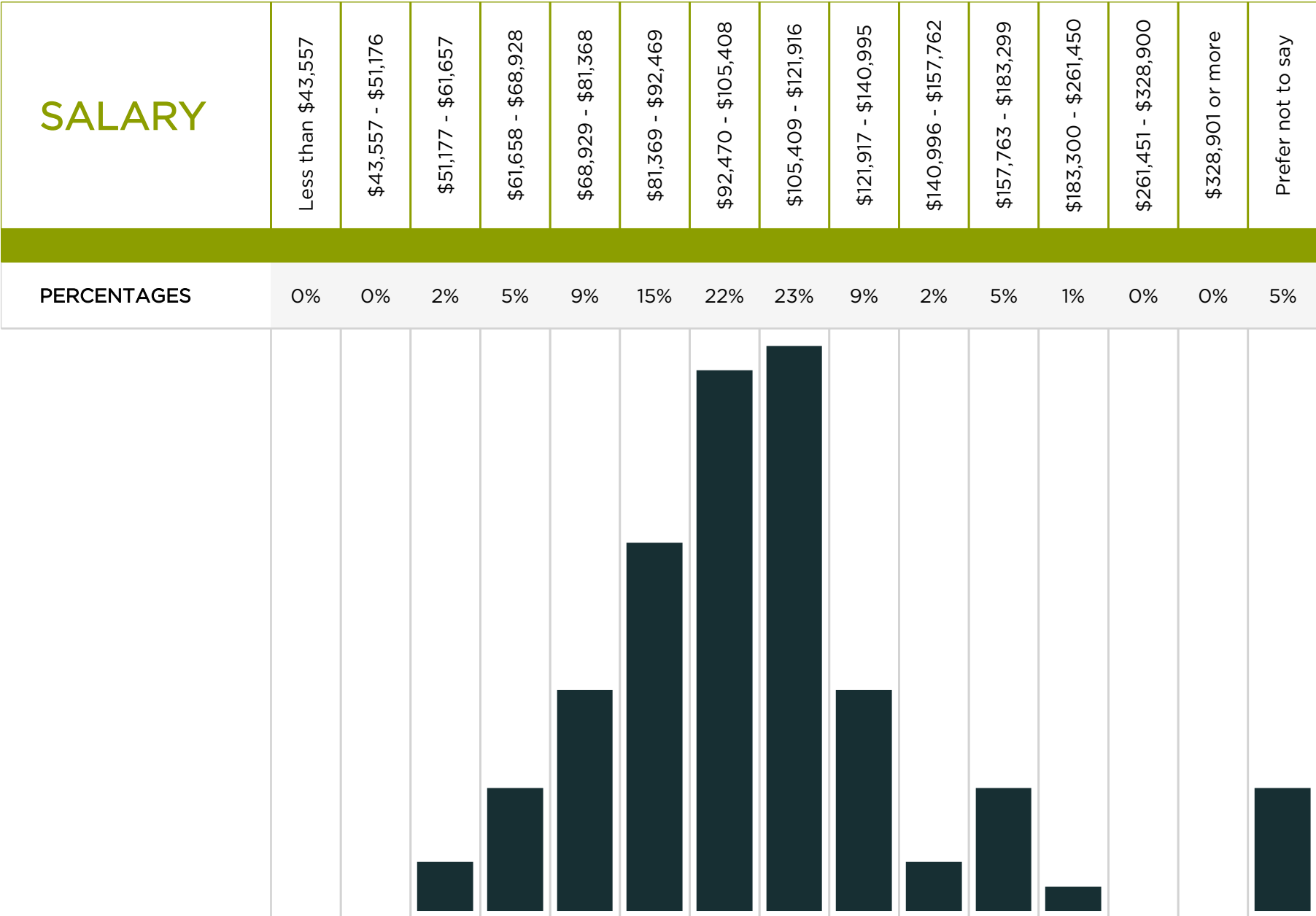**PERSONAL AND WORK PROFILES**

		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		51%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		10%
Administrative support (e.g. executive/personal assistant, receptionist)		9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		9%
Policy		1%
Research		1%
Program and project management support		2%
Legal (including developing and/or reviewing legislation)		2%
Other		13%

PERSONAL AND WORK PROFILES

SALARY

	Less than $43,557	$43,557 - $51,176	$51,177 - $61,657	$61,658 - $68,928	$68,929 - $81,368	$81,369 - $92,469	$92,470 - $105,408	$105,409 - $121,916	$121,917 - $140,995	$140,996 - $157,762	$157,763 - $183,299	$183,300 - $261,450	$261,451 - $328,900	$328,901 or more	Prefer not to say
PERCENTAGES	0%	0%	2%	5%	9%	15%	22%	23%	9%	2%	5%	1%	0%	0%	5%

PERSONAL AND WORK PROFILES

3%

4%

8%

15%

35%

	PERCENTAGE
TENURE IN ORGANISATION	
Less than 1 year	3%
1 - 2 years	4%
2 - 5 years	8%
5 - 10 years	15%
10 - 20 years	35%
More than 20 years	36%

PERSONAL AND WORK PROFILES

	PERCENTAGE

FLEXIBLE WORKING

		PERCENTAGE
None of the above		41%
Flexible start and finish times		38%
Working more hours over fewer days		12%
Flexible scheduling for rostered workers		12%
Working additional hours to make up for time off		7%
Part-time work		6%
Working from different locations		5%

% are calculated with the number of unique respondents (N = 3,054 to this question)

PERSONAL AND WORK PROFILES

FLEXIBLE WORKING	PERCENTAGE
Leave without pay	3%
Purchasing annual leave	2%
Other	2%
Working from home	2%
Study leave	1%
Job sharing	1%

% are calculated with the number of unique respondents (N = 3,054 to this question)

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	3379	1587	317	283	293	33	37	62	69	409
EMPLOYEE ENGAGEMENT	58%	56%	54%	65%	64%	60%	60%	64%	59%	58%
ENGAGEMENT WITH WORK	59%	57%	58%	63%	65%	67%	61%	63%	61%	61%
SENIOR MANAGERS	30%	28%	25%	40%	34%	32%	36%	34%	30%	31%
COMMUNICATION	44%	42%	43%	48%	51%	52%	52%	56%	51%	45%
HIGH PERFORMANCE	50%	49%	48%	55%	56%	50%	53%	54%	52%	50%
PUBLIC SECTOR VALUES	46%	45%	43%	51%	52%	49%	53%	52%	49%	45%
DIVERSITY & INCLUSION	57%	54%	60%	63%	68%	66%	62%	66%	59%	56%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Less than $43,557	$43,557 - $51,176	$51,177 - $61,657	$61,658 - $68,928	$68,929 - $81,368	$81,369 - $92,469	$92,470 - $105,408	$105,409 - $121,916	$121,917 - $140,995	$140,996 - $157,762	$157,763 - $183,299	$183,300 - $261,450	$261,451 - $328,900
NUMBER OF RESPONDENTS	3379	7	12	55	168	286	446	675	707	285	67	153	46	8
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	66%	66%	61%	58%	56%	55%	56%	66%	68%	66%	(r)
ENGAGEMENT WITH WORK	59%	(r)	(r)	67%	65%	59%	60%	55%	57%	62%	69%	72%	70%	(r)
SENIOR MANAGERS	30%	(r)	(r)	44%	43%	36%	33%	27%	23%	27%	39%	44%	46%	(r)
COMMUNICATION	44%	(r)	(r)	49%	47%	49%	47%	41%	41%	45%	55%	56%	57%	(r)
HIGH PERFORMANCE	50%	(r)	(r)	60%	56%	54%	52%	47%	46%	51%	57%	61%	64%	(r)
PUBLIC SECTOR VALUES	46%	(r)	(r)	55%	54%	51%	48%	43%	42%	46%	53%	58%	63%	(r)
DIVERSITY & INCLUSION	57%	(r)	(r)	61%	59%	60%	59%	53%	55%	60%	72%	69%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	3379	4	150
EMPLOYEE ENGAGEMENT	58%	(r)	53%
ENGAGEMENT WITH WORK	59%	(r)	52%
SENIOR MANAGERS	30%	(r)	25%
COMMUNICATION	44%	(r)	38%
HIGH PERFORMANCE	50%	(r)	44%
PUBLIC SECTOR VALUES	46%	(r)	41%
DIVERSITY & INCLUSION	57%	(r)	51%

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3379	97	110	240	460	1058	1099
EMPLOYEE ENGAGEMENT	58%	75%	70%	64%	57%	55%	57%
ENGAGEMENT WITH WORK	59%	80%	71%	61%	56%	56%	61%
SENIOR MANAGERS	30%	54%	57%	37%	31%	25%	29%
COMMUNICATION	44%	65%	61%	53%	45%	40%	43%
HIGH PERFORMANCE	50%	69%	66%	56%	50%	46%	50%
PUBLIC SECTOR VALUES	46%	67%	65%	53%	46%	42%	46%
DIVERSITY & INCLUSION	57%	74%	71%	64%	56%	54%	57%

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	3379	1174	377	217	377	182	34	157	50	55	86	35	53	1244
EMPLOYEE ENGAGEMENT	58%	62%	59%	64%	59%	57%	59%	64%	68%	56%	55%	60%	59%	55%
ENGAGEMENT WITH WORK	59%	66%	63%	71%	65%	59%	69%	71%	87%	53%	57%	68%	62%	54%
SENIOR MANAGERS	30%	35%	32%	36%	31%	30%	27%	34%	37%	28%	31%	37%	30%	27%
COMMUNICATION	44%	51%	47%	54%	47%	45%	44%	50%	64%	47%	45%	55%	44%	41%
HIGH PERFORMANCE	50%	54%	52%	56%	52%	52%	50%	56%	61%	47%	50%	55%	50%	47%
PUBLIC SECTOR VALUES	46%	51%	48%	53%	48%	47%	46%	52%	59%	45%	47%	53%	45%	43%
DIVERSITY & INCLUSION	57%	67%	61%	69%	62%	60%	54%	67%	81%	57%	58%	65%	55%	50%

*multiple types may be choosen.

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Sydney West	Sydney East	Sydney - Parramatta	Sydney - City and Inner South	Sydney - Inner South West	Sydney - South West	Capital Region	Sydney - Blacktown	New England and North West	Newcastle and Lake Macquarie	Sydney - Outer West and Blue Mountains	Sydney - Outer South West
NUMBER OF RESPONDENTS	3379	1005	871	650	476	190	123	119	81	80	79	70	69
EMPLOYEE ENGAGEMENT	58%	60%	58%	61%	59%	55%	63%	54%	55%	59%	56%	53%	63%
ENGAGEMENT WITH WORK	59%	63%	59%	62%	60%	55%	69%	54%	58%	63%	57%	58%	63%
SENIOR MANAGERS	30%	33%	30%	34%	30%	26%	34%	31%	28%	28%	28%	24%	33%
COMMUNICATION	44%	48%	45%	50%	46%	43%	49%	39%	45%	39%	40%	39%	49%
HIGH PERFORMANCE	50%	53%	50%	54%	50%	48%	54%	49%	48%	50%	50%	46%	53%
PUBLIC SECTOR VALUES	46%	49%	46%	50%	46%	43%	51%	46%	44%	47%	44%	41%	49%
DIVERSITY & INCLUSION	57%	63%	58%	65%	59%	58%	65%	51%	58%	55%	54%	50%	62%

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

KEY
AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE
AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE
r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Far West and Orana	Central West	Sydney - North Sydney and Hornsby	Richmond - Tweed	Illawarra	Central Coast	Mid North Coast	Sydney - Inner West	Hunter Valley exc Newcastle	Riverina	Murray	Sydney - Eastern Suburbs	Sydney - Sutherland
NUMBER OF RESPONDENTS	3379	67	64	63	62	61	59	56	51	45	44	43	35	31
EMPLOYEE ENGAGEMENT	58%	67%	54%	61%	54%	65%	58%	60%	53%	53%	54%	52%	59%	57%
ENGAGEMENT WITH WORK	59%	64%	53%	60%	60%	73%	59%	54%	56%	48%	58%	52%	70%	62%
SENIOR MANAGERS	30%	48%	23%	35%	28%	37%	28%	33%	28%	23%	30%	29%	35%	29%
COMMUNICATION	44%	56%	41%	48%	44%	46%	43%	45%	44%	32%	41%	33%	44%	43%
HIGH PERFORMANCE	50%	60%	45%	56%	47%	58%	48%	55%	47%	39%	50%	44%	57%	52%
PUBLIC SECTOR VALUES	46%	57%	40%	51%	46%	54%	47%	51%	43%	37%	42%	40%	53%	43%
DIVERSITY & INCLUSION	57%	67%	53%	64%	54%	59%	54%	54%	50%	45%	55%	42%	58%	57%

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Southern Highlands and Shoalhaven	Coffs Harbour - Grafton	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	Sydney - Ryde	OUTSIDE NSW
NUMBER OF RESPONDENTS	3379	22	15	14	12	11	0
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	59%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	30%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	44%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	50%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	46%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	57%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3379	1	32	169	298	421	545	657	488	281	146	45
EMPLOYEE ENGAGEMENT	58%	(r)	75%	63%	57%	57%	56%	57%	59%	60%	60%	61%
ENGAGEMENT WITH WORK	59%	(r)	74%	64%	57%	54%	57%	58%	61%	63%	65%	74%
SENIOR MANAGERS	30%	(r)	63%	39%	29%	28%	29%	28%	30%	29%	35%	39%
COMMUNICATION	44%	(r)	69%	53%	46%	44%	43%	42%	45%	42%	44%	54%
HIGH PERFORMANCE	50%	(r)	70%	59%	51%	48%	49%	48%	51%	49%	51%	59%
PUBLIC SECTOR VALUES	46%	(r)	70%	55%	46%	44%	44%	45%	47%	46%	49%	55%
DIVERSITY & INCLUSION	57%	(r)	79%	64%	58%	56%	56%	56%	59%	55%	60%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Male	Female	Other
NUMBER OF RESPONDENTS	3379	1845	1218	27
EMPLOYEE ENGAGEMENT	58%	57%	61%	(r)
ENGAGEMENT WITH WORK	59%	58%	62%	(r)
SENIOR MANAGERS	30%	29%	32%	(r)
COMMUNICATION	44%	44%	46%	(r)
HIGH PERFORMANCE	50%	49%	52%	(r)
PUBLIC SECTOR VALUES	46%	46%	48%	(r)
DIVERSITY & INCLUSION	57%	57%	59%	(r)

KEY — AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE — AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE — r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	3379	2097	1004
EMPLOYEE ENGAGEMENT	58%	59%	57%
ENGAGEMENT WITH WORK	59%	60%	57%
SENIOR MANAGERS	30%	31%	29%
COMMUNICATION	44%	46%	41%
HIGH PERFORMANCE	50%	51%	48%
PUBLIC SECTOR VALUES	46%	47%	45%
DIVERSITY & INCLUSION	57%	60%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	3379	730	1322	884	0	0	1	0	10	122	0	0	6	0
EMPLOYEE ENGAGEMENT	58%	55%	56%	62%	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	59%	53%	60%	62%	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	30%	27%	28%	34%	(r)	(r)	(r)	(r)	(r)	42%	(r)	(r)	(r)	(r)
COMMUNICATION	44%	40%	45%	48%	(r)	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	50%	48%	50%	52%	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	46%	45%	45%	49%	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	57%	50%	58%	63%	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Police Force	Welfare Officer	Other
NUMBER OF RESPONDENTS	3379	1	24
EMPLOYEE ENGAGEMENT	58%	(r)	(r)
ENGAGEMENT WITH WORK	59%	(r)	(r)
SENIOR MANAGERS	30%	(r)	(r)
COMMUNICATION	44%	(r)	(r)
HIGH PERFORMANCE	50%	(r)	(r)
PUBLIC SECTOR VALUES	46%	(r)	(r)
DIVERSITY & INCLUSION	57%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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

GUIDE TO THIS REPORT

ℹ SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

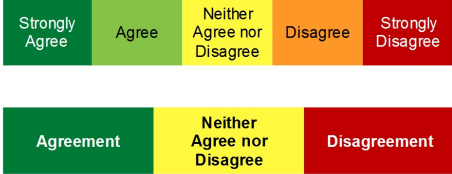## ℹ HOW TO READ THIS REPORT

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ PRIVACY

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

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ℹ 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.