



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Justice

NSW Police Force



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## RESPONSE RATE

# 19%

4,011 OF 20,914 RESPONDENTS

RESPONSE RATE 2018: 17%

## EMPLOYEE ENGAGEMENT

# 59%

DIFFERENCE FROM 2018 **+1**  
(58%)

DIFFERENCE FROM CLUSTER **-3**  
(62%)

DIFFERENCE FROM PUBLIC SECTOR **-7**  
(66%)

## ENGAGEMENT WITH WORK

# 63%

DIFFERENCE FROM 2018 **+4**  
(59%)

DIFFERENCE FROM CLUSTER **-5**  
(68%)

DIFFERENCE FROM PUBLIC SECTOR **-9**  
(73%)

## SENIOR MANAGERS

# 35%

DIFFERENCE FROM 2018 **+4**  
(30%)

DIFFERENCE FROM CLUSTER **-7**  
(41%)

DIFFERENCE FROM PUBLIC SECTOR **-15**  
(50%)

## COMMUNICATION

# 48%

DIFFERENCE FROM 2018 **+4**  
(44%)

DIFFERENCE FROM CLUSTER **-7**  
(55%)

DIFFERENCE FROM PUBLIC SECTOR **-14**  
(62%)

## HIGH PERFORMANCE

# 53%

DIFFERENCE FROM 2018 **+2**  
(50%)

DIFFERENCE FROM CLUSTER **-4**  
(56%)

DIFFERENCE FROM PUBLIC SECTOR **-12**  
(65%)

## PUBLIC SECTOR VALUES

# 49%

DIFFERENCE FROM 2018 **+3**  
(46%)

DIFFERENCE FROM CLUSTER **-5**  
(54%)

DIFFERENCE FROM PUBLIC SECTOR **-13**  
(62%)

## DIVERSITY & INCLUSION

# 59%

DIFFERENCE FROM 2018 **+2**  
(57%)

DIFFERENCE FROM CLUSTER **-5**  
(64%)

DIFFERENCE FROM PUBLIC SECTOR **-10**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 53%

DIFFERENCE FROM 2018 **0** (53%)

DIFFERENCE FROM CLUSTER **-6**  
(59%)

DIFFERENCE FROM PUBLIC SECTOR **-6**  
(59%)

## ACTION ON RESULTS

# 17%

DIFFERENCE FROM 2018 **+3**  
(14%)

DIFFERENCE FROM CLUSTER **-13**  
(30%)

DIFFERENCE FROM PUBLIC SECTOR **-22**  
(39%)



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	87%	88%
1g. I know how to address a health and safety issue I have identified	81%	81%
1h. I am comfortable notifying my manager if I become aware of any risks at work	81%	-
2a. My workgroup strives to achieve customer/client satisfaction	78%	77%
2c. I receive help and support from other members of my workgroup	73%	73%
2b. My workgroup works collaboratively to achieve its objectives	71%	69%
2e. People in my workgroup treat each other with respect	70%	70%
1c. My job gives me a feeling of personal accomplishment	67%	62%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	65%	64%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	65%	65%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	17%	14%
7g. I have confidence in the way recruitment decisions are made	22%	21%
7c. I feel that change is managed well in my organisation	23%	21%
6h. I feel that senior managers listen to employees	27%	22%
11a. I have confidence in the ways my organisation resolves grievances	27%	26%
6g. I feel that senior managers keep employees informed about what's going on	29%	24%
6d. Senior managers encourage innovation by employees	32%	28%
7e. People in my organisation take responsibility for their own actions	32%	31%
6b. I feel that senior managers effectively lead and manage change	33%	27%
7h. My organisation generally selects capable people to do the job	35%	33%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

6c.	I feel that senior managers model the values of my organisation	39%	32%
6b.	I feel that senior managers effectively lead and manage change	33%	27%
6a.	I believe senior managers provide clear direction for the future of the organisation	36%	31%
6g.	I feel that senior managers keep employees informed about what's going on	29%	24%
6h.	I feel that senior managers listen to employees	27%	22%
5a.	My manager encourages people in my workgroup to keep improving the work they do	62%	58%
1b.	I am provided with the support I need to do my best at work	54%	50%
8c.	I am able to speak up and share a different view to my colleagues and manager	56%	52%
1c.	My job gives me a feeling of personal accomplishment	67%	62%
1d.	I feel motivated to contribute more than what is normally required at work	61%	57%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

3f.	I have received appropriate training and development to do my job well	58%	60%
7k.	I feel a strong personal attachment to my organisation	61%	62%



### 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

**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q7g.** I have confidence in the way recruitment decisions are made



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



**Q7l.** My organisation motivates me to help it achieve its objectives



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q7g.** I have confidence in the way recruitment decisions are made



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



**Q7l.** My organisation motivates me to help it achieve its objectives



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q7g.** I have confidence in the way recruitment decisions are made



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



**Q7l.** My organisation motivates me to help it achieve its objectives



## FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

## THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

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

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

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

# RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

## Survey responses: 4011

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	58	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	51
Female	41	Ongoing/Permanent (other than senior executive)	92	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
Other	1	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	9
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	10
		Contract – Non Executive	2	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	1
		Other	0	Program and project management support	2
		Don't know	1	Legal (including developing and/or reviewing legislation)	3
				Other	14
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	18	Yes	12	Less than 1 year	6
35 - 54 years	69	No	88	1 - 2 years	4
55+ years	13			2 - 5 years	9
		Supervisors	Survey %	5 - 10 years	13
		Yes	43	10 - 20 years	35
		No	57	More than 20 years	33
		Working arrangement	Survey %		
		Full-time	92	Salary	Survey %
		Part-time	8	\$83,402 and below	19
				\$83,403 - \$108,043	37
				\$108,044 - \$144,520	31
				\$144,521 and above	8
				Prefer not to say	5
LOTE spoken at home	Survey %				
Yes	12				
No	85				
Prefer not to say	3				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	4				
No	92				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	95				
Prefer not to say	3				
LGBTI	Survey %				
Yes	4				
No	93				
Prefer not to say	3				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

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

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

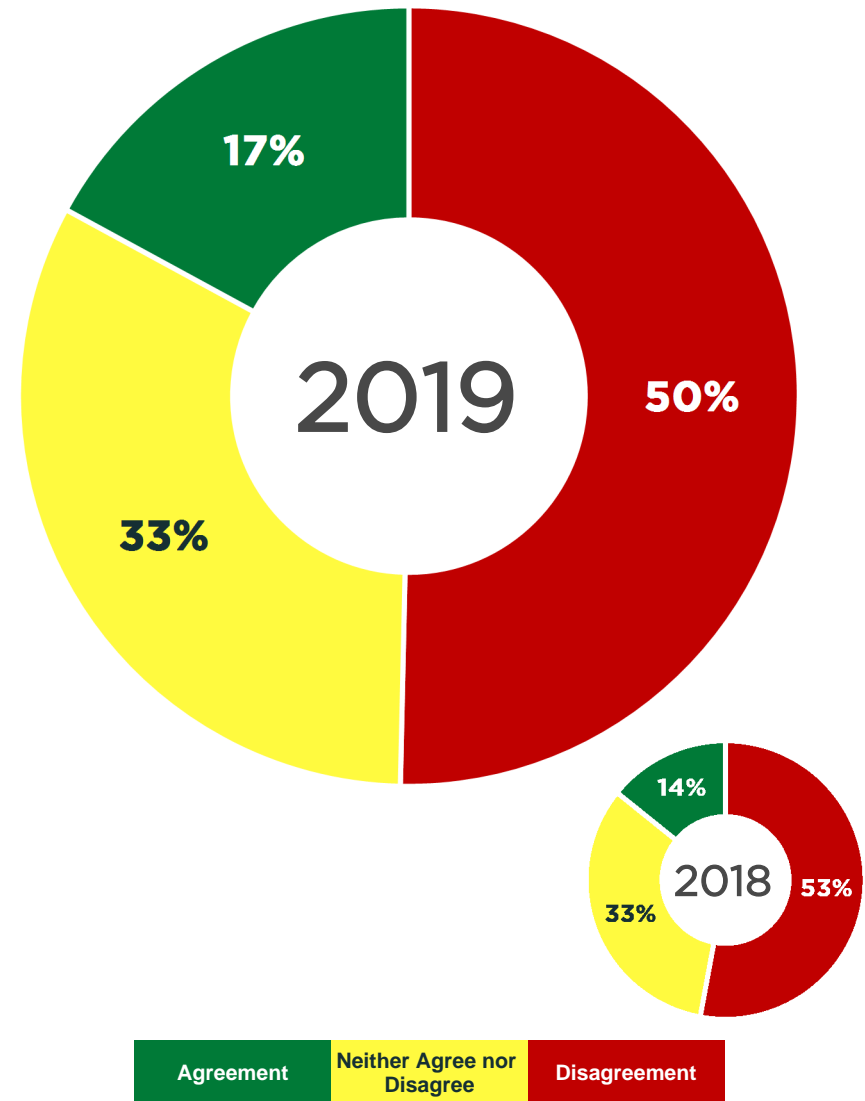
Results are rounded and may not add up to 100%

# 17%

of employees replied favourably to:

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

<b>39%</b>	<b>30%</b>	<b>14%</b>
SECTOR	CLUSTER	2018





# KEY DRIVERS OF ENGAGEMENT



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

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

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

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

## RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>35%</b>	33%	41%	53%
<b>2</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>33%</b>	27%	40%	47%
<b>3</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>36%</b>	31%	42%	51%
<b>4</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27%</b>	22%	36%	44%
<b>5</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>39%</b>	32%	45%	52%
<b>6</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>53%</b>	51%	58%	69%

# BUSINESS UNIT COMPARISON



## 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	4011	589	448	717	102	749	900
EMPLOYEE ENGAGEMENT	59%	63%	59%	60%	61%	58%	57%
ENGAGEMENT WITH WORK	63%	64%	70%	64%	68%	63%	60%
SENIOR MANAGERS	35%	41%	31%	36%	41%	35%	30%
COMMUNICATION	48%	55%	50%	50%	50%	47%	43%
HIGH PERFORMANCE	53%	56%	52%	54%	54%	52%	50%
PUBLIC SECTOR VALUES	49%	55%	48%	52%	53%	49%	46%
DIVERSITY & INCLUSION	59%	65%	60%	61%	60%	57%	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 10 RESPONDENTS



## EXPLORE THE FULL RESULTS

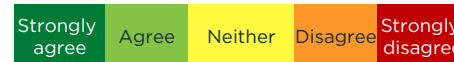
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	11	39	28	13	8	50%	47%	56%	62%
Q7j. I am proud to tell others I work for my organisation	19	45	23	9		64%	63%	66%	70%
Q7k. I feel a strong personal attachment to my organisation	19	42	22	11		61%	62%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	10	32	32	18	9	41%	38%	47%	56%
Q7m. My organisation inspires me to do the best in my job	11	30	32	18	10	41%	37%	47%	56%

KEY





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ENGAGEMENT WITH WORK	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q1c. My job gives me a feeling of personal accomplishment	20	47	18	11	67%	62%	69%
Q1d. I feel motivated to contribute more than what is normally required at work	20	41	17	15	61%	57%	67%	72%
Q1e. I am satisfied with my job	16	45	20	13	61%	57%	67%	69%

### KEY





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Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	35% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q6a. I believe senior managers provide clear direction for the future of the organisation	30	28	23	13	36%	31%	42%	51%	
Q6b. I feel that senior managers effectively lead and manage change	27	27	24	16	33%	27%	40%	47%	
Q6c. I feel that senior managers model the values of my organisation	8	31	29	18	14	39%	32%	45%	52%
Q6d. Senior managers encourage innovation by employees	26	31	23	14	32%	28%	39%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	33	34	15	11	40%	36%	45%	53%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	42	27	13	9	51%	50%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	24	27	24	20	29%	24%	40%	48%	
Q6h. I feel that senior managers listen to employees	22	29	23	22	27%	22%	36%	44%	
Q7c. I feel that change is managed well in my organisation	20	28	30	18	23%	21%	32%	42%	

KEY





## EXPLORE THE FULL RESULTS

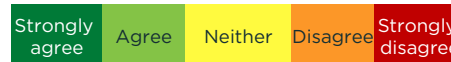
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COMMUNICATION	48% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	19	43	18	12	8	63%	59%	68%	72%
Q5d. My manager encourages and values employee input	19	41	20	12	8	60%	57%	66%	73%
Q5e. My manager involves my workgroup in decisions about our work	16	38	22	14	9	54%	51%	60%	68%
Q6g. I feel that senior managers keep employees informed about what's going on		24	27	24	20	29%	24%	40%	48%
Q6h. I feel that senior managers listen to employees		22	29	23	22	27%	22%	36%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	11	45	21	14	8	56%	52%	62%	69%

KEY





## EXPLORE THE FULL RESULTS

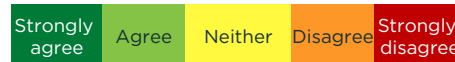
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	HIGH PERFORMANCE				53% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	34	53	7		87%	88%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	21	50	16	10	71%	69%	73%	79%	
Q3f. I have received appropriate training and development to do my job well	12	46	22	14	58%	60%	57%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	16	47	21	12	62%	58%	67%	75%	
Q5f. I have confidence in the decisions my manager makes	19	39	21	11	58%	55%	64%	69%	
Q6d. Senior managers encourage innovation by employees		26	31	23	14	32%	28%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		33	34	15	11	40%	36%	45%	53%
Q7a. My organisation focuses on improving the work we do	9	44	27	14	53%	51%	58%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges		34	30	20	9	41%	38%	48%	57%

KEY



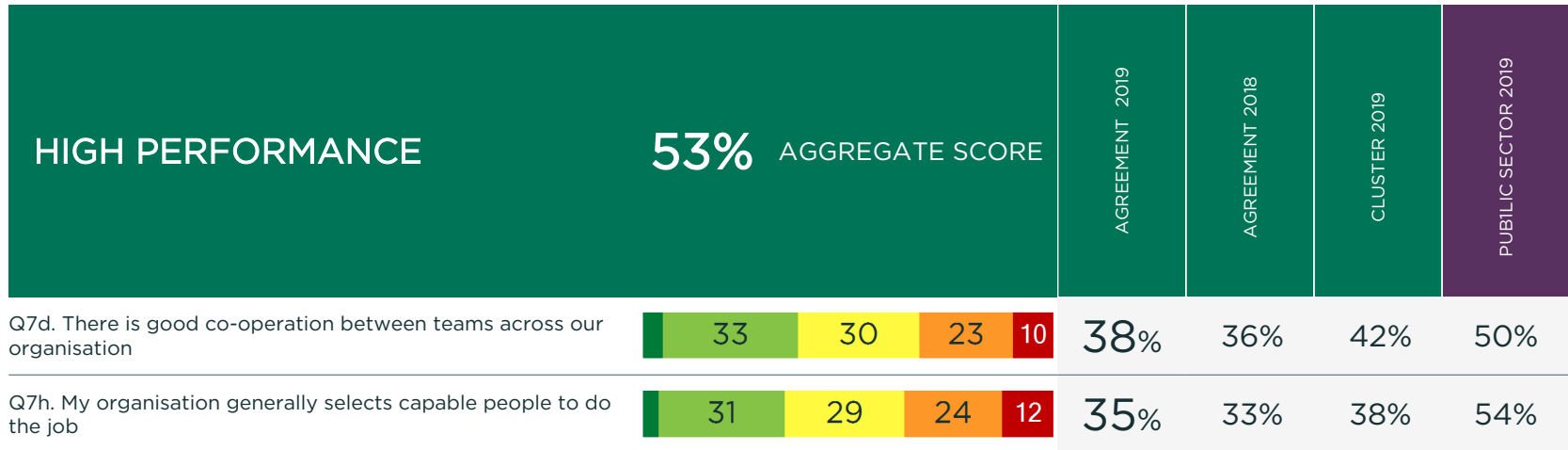


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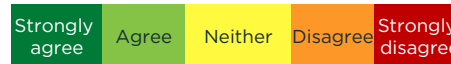
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	49% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
	Q2a. My workgroup strives to achieve customer/client satisfaction	24	54	14		78%	77%	78%	86%
Q2e. People in my workgroup treat each other with respect	24	46	17	9	70%	70%	68%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	16	47	21	12	62%	58%	67%	75%	
Q5b. My manager listens to what I have to say	21	44	17	11	65%	63%	70%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	30	28	23	13	36%	31%	42%	51%
Q6c. I feel that senior managers model the values of my organisation	8	31	29	18	14	39%	32%	45%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	42	27	13	9	51%	50%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	24	27	24	20		29%	24%	40%	48%
Q6h. I feel that senior managers listen to employees	22	29	23	22		27%	22%	36%	44%

KEY



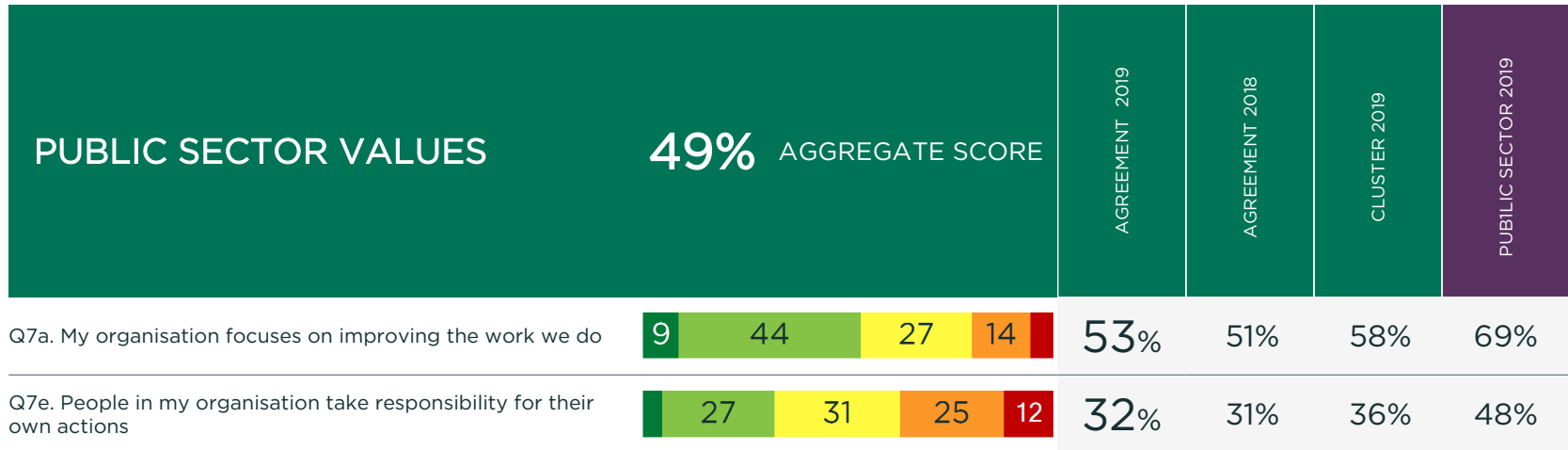


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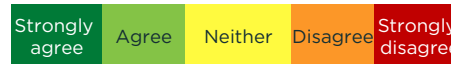
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KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	59% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	13	42	20	19		54%	50%	60%	67%
Q5b. My manager listens to what I have to say	21	44	17	11		65%	63%	70%	76%
Q5d. My manager encourages and values employee input	19	41	20	12	8	60%	57%	66%	73%
Q6i. Senior managers in my organisation support the career advancement of women	19	36	30	7	8	55%	53%	59%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	14	51	22	8		65%	64%	70%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	17	49	20	10		65%	65%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	11	45	21	14	8	56%	52%	62%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	17	36	25	13	9	53%	53%	59%	59%
Q8e. My manager supports flexible working in my team	19	38	24	11	8	57%	57%	62%	63%

KEY



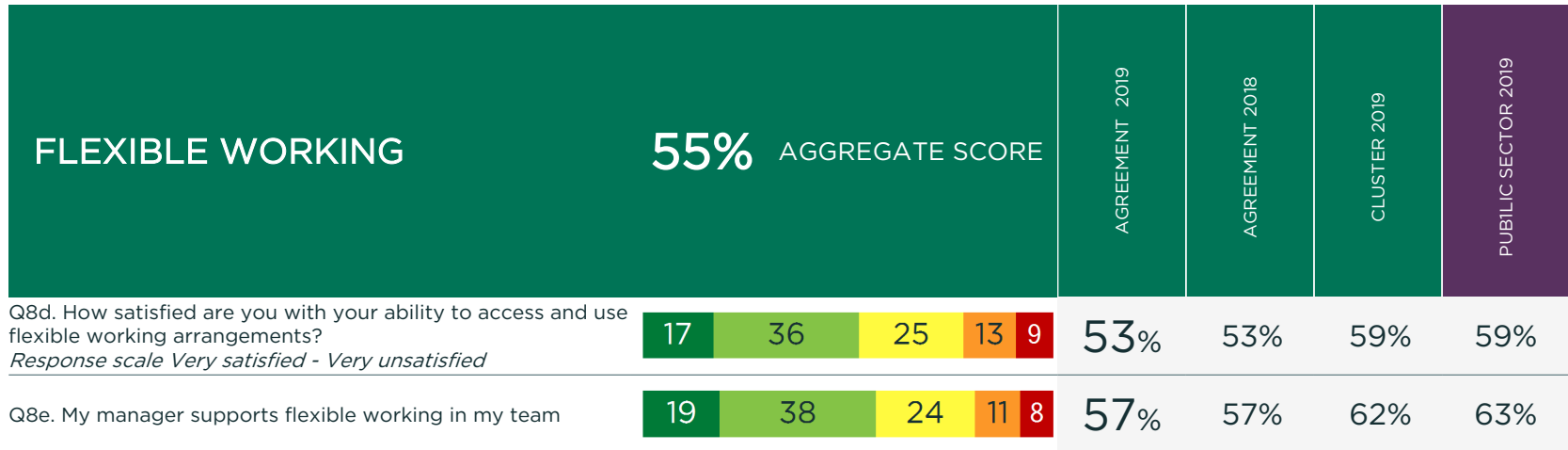


## EXPLORE THE FULL RESULTS

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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.

Results are rounded and may not add up to 100%



KEY



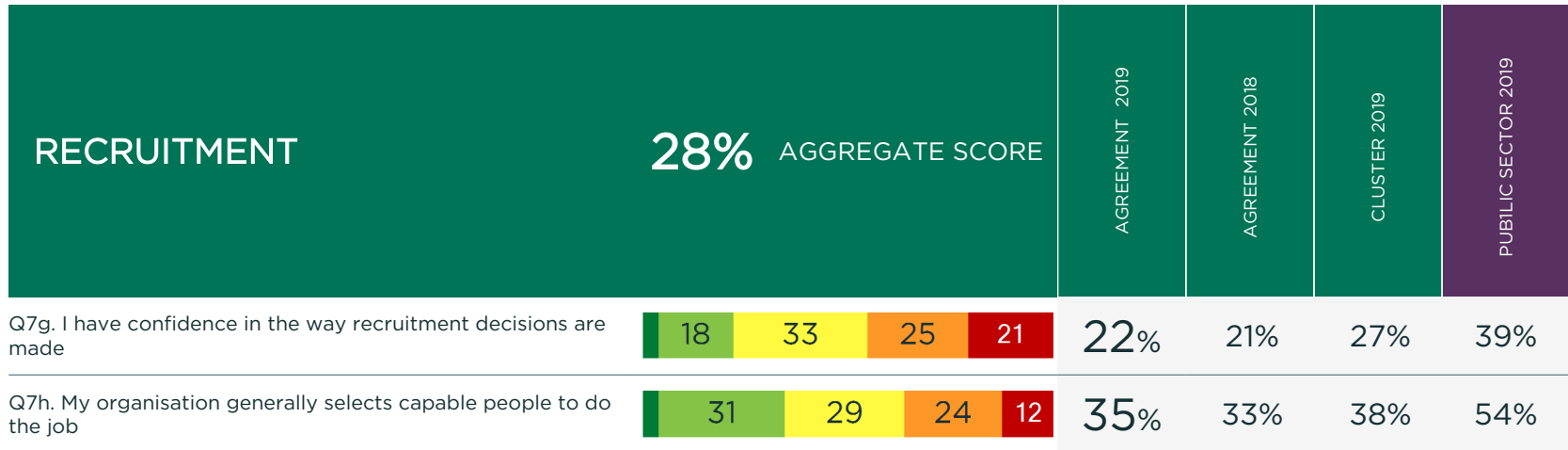


## EXPLORE THE FULL RESULTS

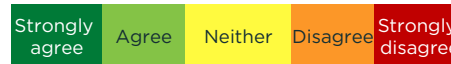
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**45%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		54%	52%	56%	66%
Q3e. My performance is assessed against clear criteria		46%	45%	46%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		37%	35%	42%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		58%	55%	63%	69%
Q5h. My manager deals appropriately with employees who perform poorly		39%	37%	42%	48%
Q7f. My organisation is committed to developing its employees		35%	33%	41%	53%

KEY





## EXPLORE THE FULL RESULTS

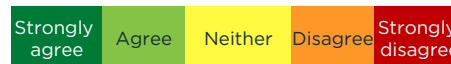
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	61% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	13	42	20	19	54%	50%	60%	67%
Q1f. I am able to keep my work stress at an acceptable level	10	44	22	17	54%	54%	61%	61%
Q2c. I receive help and support from other members of my workgroup	23	51	16	8	73%	73%	77%	81%
Q2d. There is good team spirit in my workgroup	23	41	18	12	64%	62%	65%	70%

KEY



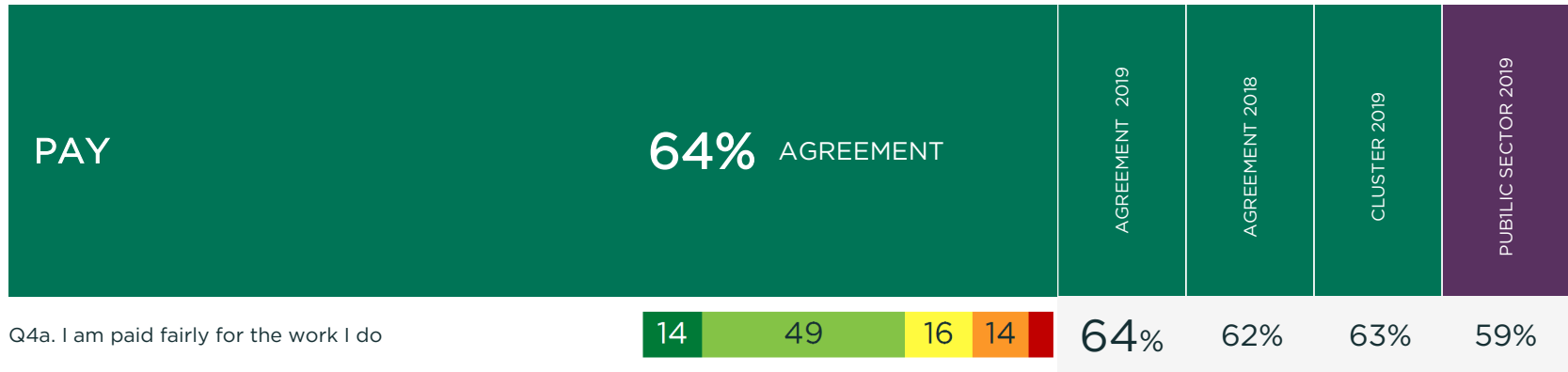


## EXPLORE THE FULL RESULTS

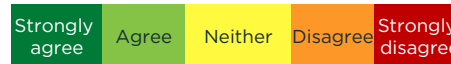
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





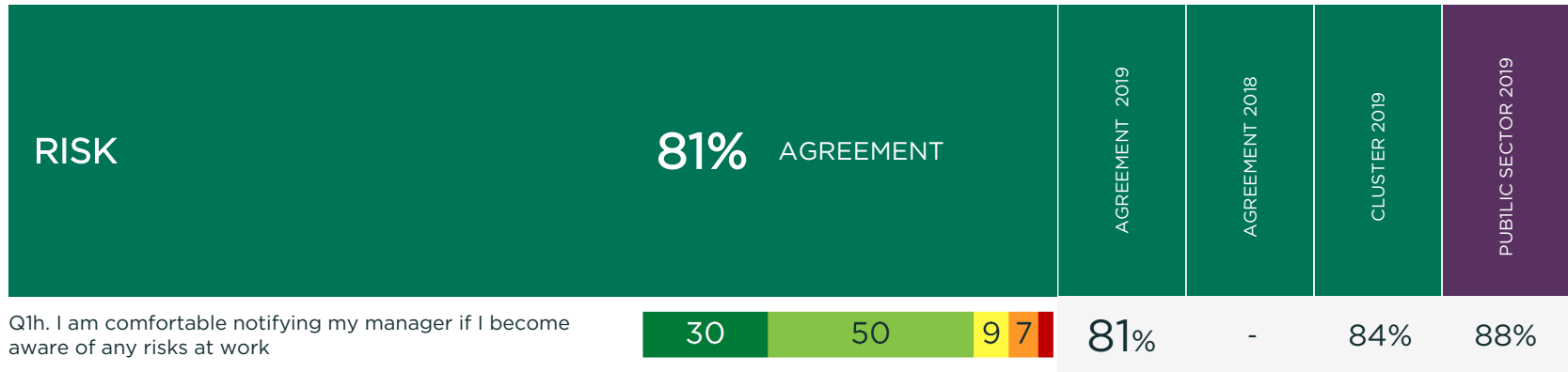


## EXPLORE THE FULL RESULTS

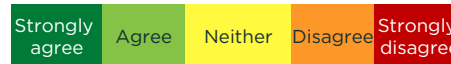
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### KEY



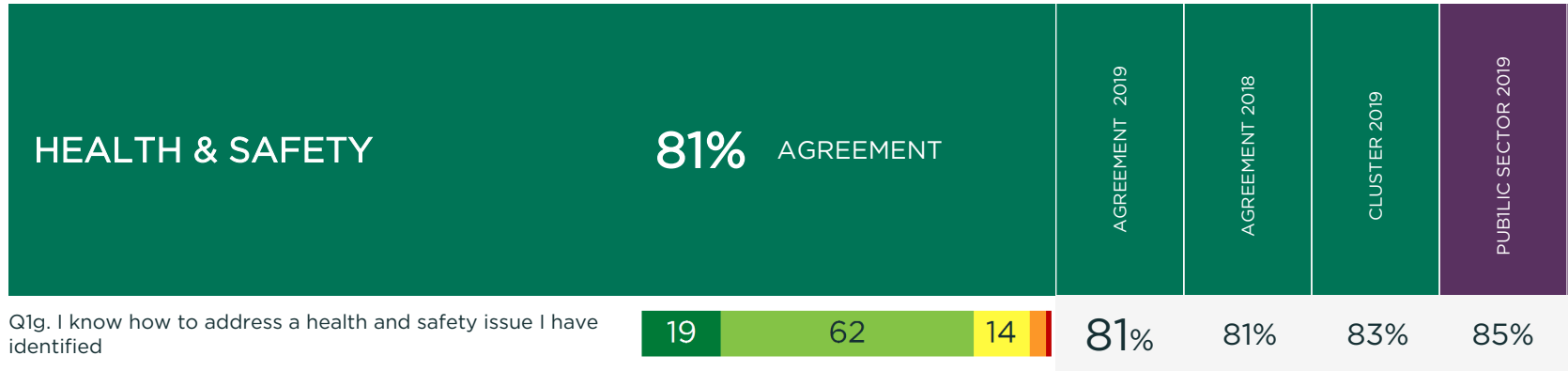


## EXPLORE THE FULL RESULTS

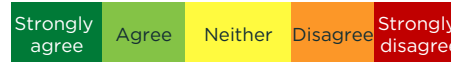
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

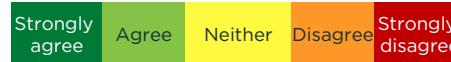
## ACTION ON RESULTS

17% AGREEMENT

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



KEY



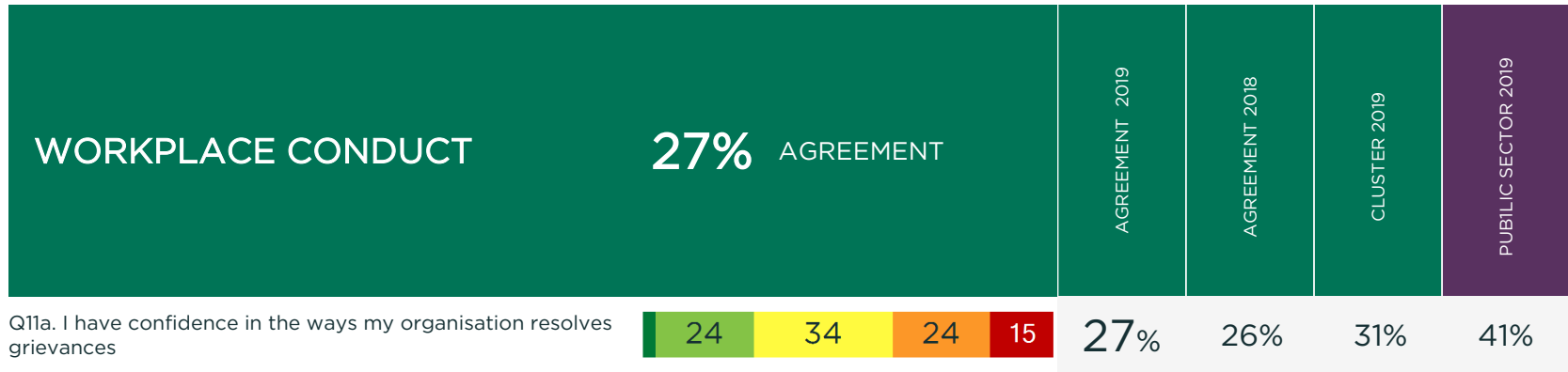


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY

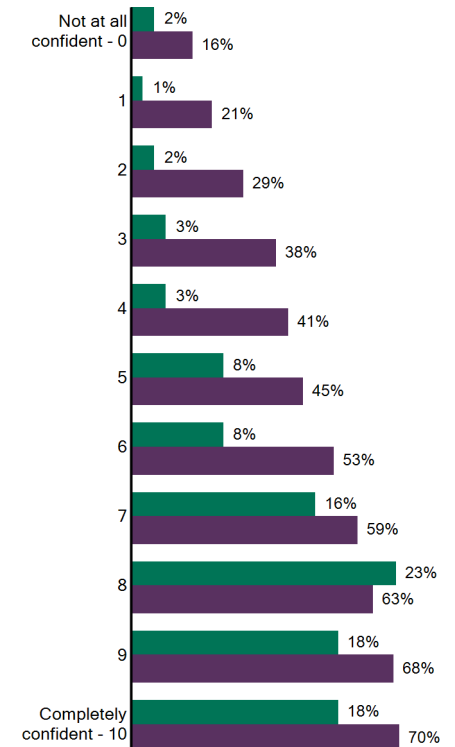
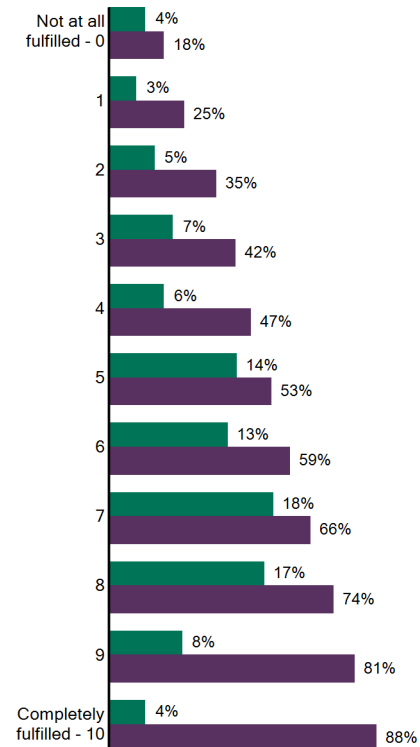
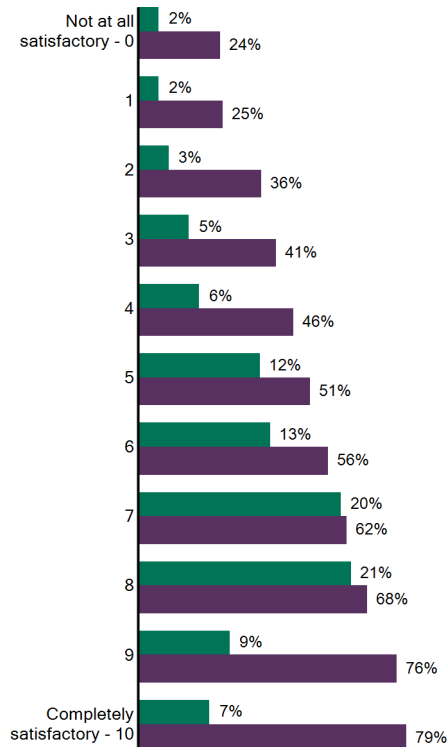


## WELLBEING AND ENGAGEMENT

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

**Q1j.** I find my life at work fulfilling

**Q1k.** I am confident that I am contributing my best at work



Proportion of respondents answering each response option

Employee engagement score



### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		42%	39%	50%	71%
No		58%	61%	50%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		65%	63%	66%	76%
No		35%	37%	34%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		49%	46%	42%	60%
No		51%	54%	58%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

**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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		41%	40%	42%	41%
No		59%	60%	58%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of promotion opportunities		43%	46%	34%	28%
Personal/family considerations		40%	40%	33%	29%
Geographic location considerations		40%	40%	33%	25%
Lack of visible opportunities		36%	39%	31%	29%
The application/recruitment process is too cumbersome or time consuming		30%	27%	26%	22%
Lack of support for temporary assignments/secondments		25%	24%	20%	15%
Insufficient training and development		22%	20%	21%	15%
Lack of support from my manager/supervisor		20%	23%	17%	13%
There are no major barriers to my career progression		17%	20%	23%	29%
Lack of required capabilities or experience		13%	10%	12%	11%
Other		9%	11%	10%	9%

% are calculated with the number of unique respondents (N = 3,912 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

**Q12a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		23%	22%	28%	27%
No		64%	65%	56%	56%
Don't know		13%	14%	16%	17%

**Q12b.** If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		67%	68%	68%	65%
No		30%	30%	29%	32%
Don't know		3%	2%	3%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		28%	30%	35%	33%
No		64%	63%	56%	57%
Don't know		8%	7%	9%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		18%	19%	21%	18%
No		77%	75%	73%	75%
Don't know		5%	5%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

**Q13c.** Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		30%	31%	25%	21%
Your immediate manager/supervisor		28%	28%	25%	23%
A fellow worker at your level		23%	22%	24%	27%
Prefer not to say		9%	9%	14%	13%
A subordinate		6%	6%	8%	7%
Other		3%	2%	3%	5%
A member of the public other than a client or customer		0%	0%	0%	1%
A client or customer		0%	1%	1%	3%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

**Q14a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	4%	3%	5%	4%
No	94%	95%	93%	94%
Don't know	2%	2%	3%	2%

**Q14b.** If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	41%	53%	60%	38%
A member of the public	52%	38%	14%	36%
Other	1%	4%	16%	19%
Prefer not to say	5%	5%	10%	7%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
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.

Results are rounded and may not add up to 100%

## JUSTICE CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q2.** What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?

		2019	CLUSTER 2019
Sworn police officer - general duties		21%	4%
Sworn police officer - other		46%	10%
Non-sworn employee of NSW Police Force		27%	6%
Permanent Fire fighter		0%	6%
Retained Fire fighter		0%	2%
Custodial Officer		0%	21%
Youth Worker		0%	2%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS		2019	CLUSTER 2019
<b>Q2.</b> What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Legal officer or other legal professional		1%	3%
Administrative or other clerical worker	█	4%	22%
Sheriff's Officer		0%	1%
Community Corrections Officer (Probation & Parole)		0%	5%
Psychologist		0%	1%
Teacher		0%	0%
Welfare Officer		0%	2%
Other		1%	14%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS	2019	CLUSTER 2019
---------------------------------	------	--------------

**Q3.** When you answered the questions on Senior Managers were you mainly thinking about:

The most senior leadership in the Department. That is Secretary, Public Service Senior Executives across Bands 1 to 3 and direct reports (for example, Deputy Secretaries,		51%	56%
Other		49%	44%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		58%
Female		41%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		2%
25-29	■	6%
30-34	■	11%
35-39	■	15%
40-44	■	18%
45-49	■	20%
50-54	■	16%
55-59	■	8%
60-64		4%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

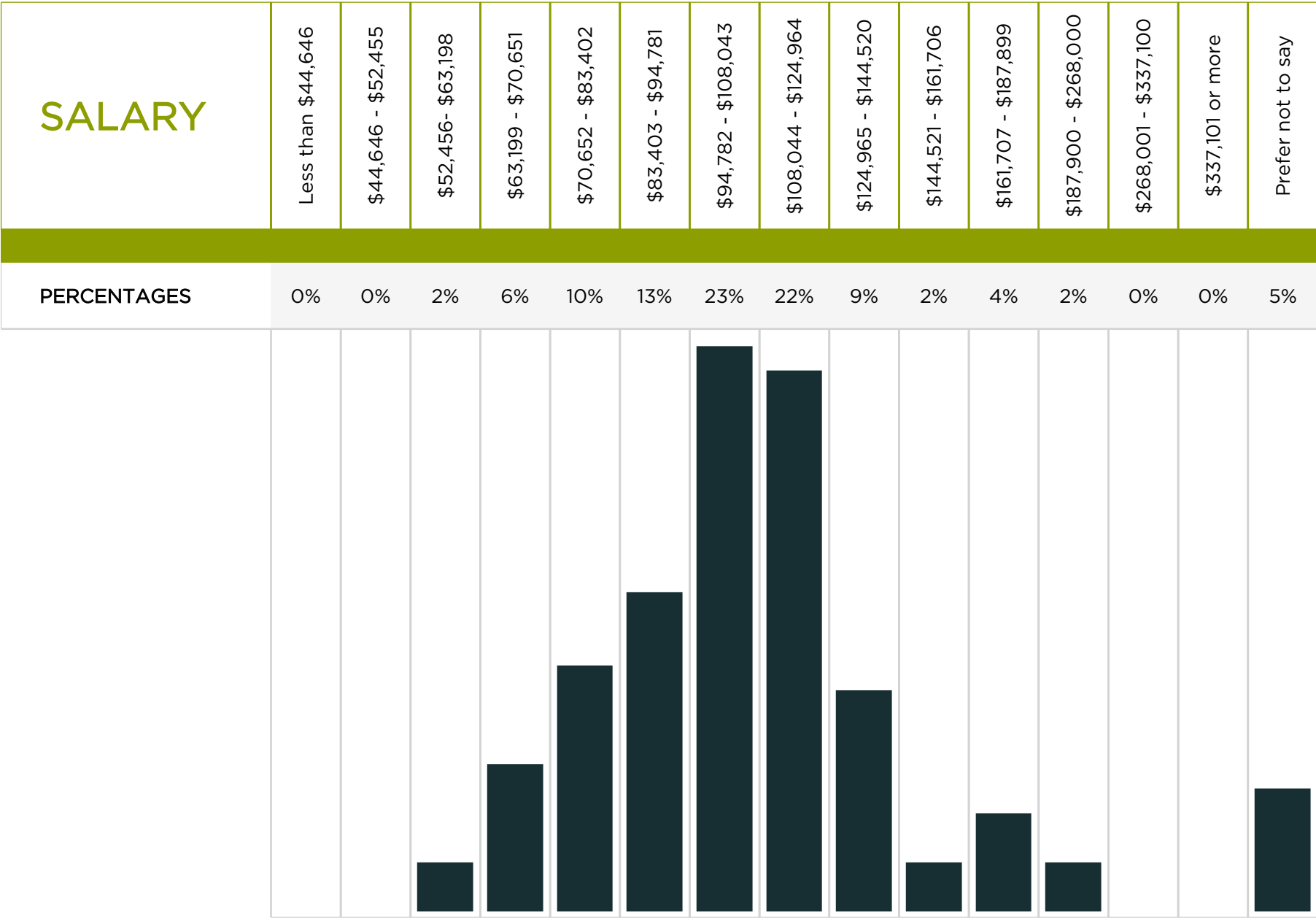
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	51%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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)	10%
Policy	1%
Research	1%
Program and project management support	2%
Legal (including developing and/or reviewing legislation)	3%
Other	14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		6%
1 - 2 years		4%
2 - 5 years		9%
5 - 10 years		13%
10 - 20 years		35%
More than 20 years		33%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		46%
Flexible start and finish times		38%
Working more hours over fewer days		11%
Flexible scheduling for rostered workers		11%
Working additional hours to make up for time off		10%
Working from different locations		9%
Part-time work		7%

% are calculated with the number of unique respondents (N = 3,629 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Working from home	4%
Other	3%
Leave without pay	3%
Purchasing annual leave	2%
Job sharing	1%
Study leave	1%

% are calculated with the number of unique respondents (N = 3,629 to this question)

# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW 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
<b>NUMBER OF RESPONDENTS</b>	4011	1851	351	323	361	31	37	79	103	518
<b>EMPLOYEE ENGAGEMENT</b>	59%	57%	59%	66%	65%	55%	60%	55%	62%	59%
<b>ENGAGEMENT WITH WORK</b>	63%	61%	62%	68%	69%	61%	62%	55%	76%	62%
<b>SENIOR MANAGERS</b>	35%	31%	34%	46%	43%	31%	37%	32%	38%	35%
<b>COMMUNICATION</b>	48%	45%	48%	53%	57%	53%	53%	47%	53%	48%
<b>HIGH PERFORMANCE</b>	53%	50%	53%	59%	59%	50%	56%	49%	60%	52%
<b>PUBLIC SECTOR VALUES</b>	49%	47%	49%	56%	57%	49%	52%	48%	55%	49%
<b>DIVERSITY &amp; INCLUSION</b>	59%	56%	61%	66%	67%	65%	64%	57%	61%	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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

Results are rounded and may not add up to 100%

	NSW Police Force	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	4011	10	12	62	234	366	488	853	793	338	79	142	66	6
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	65%	65%	62%	58%	54%	57%	60%	67%	68%	76%	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	68%	67%	64%	59%	56%	64%	67%	82%	79%	90%	(r)
SENIOR MANAGERS	35%	(r)	(r)	51%	47%	41%	31%	28%	29%	36%	47%	47%	55%	(r)
COMMUNICATION	48%	(r)	(r)	55%	54%	53%	46%	43%	45%	51%	58%	62%	66%	(r)
HIGH PERFORMANCE	53%	(r)	(r)	60%	59%	57%	49%	48%	50%	54%	65%	64%	72%	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	59%	57%	54%	46%	44%	46%	52%	61%	62%	69%	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	65%	62%	62%	57%	55%	57%	64%	71%	71%	75%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Police Force	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>4011</b>	<b>7</b>	<b>190</b>
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	59%
ENGAGEMENT WITH WORK	63%	(r)	63%
SENIOR MANAGERS	35%	(r)	34%
COMMUNICATION	48%	(r)	46%
HIGH PERFORMANCE	53%	(r)	50%
PUBLIC SECTOR VALUES	49%	(r)	48%
DIVERSITY & INCLUSION	59%	(r)	54%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Police Force	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	4011	207	140	319	490	1273	1206
<b>EMPLOYEE ENGAGEMENT</b>	59%	77%	67%	61%	58%	55%	59%
ENGAGEMENT WITH WORK	63%	83%	71%	65%	59%	59%	65%
SENIOR MANAGERS	35%	67%	49%	39%	31%	28%	34%
COMMUNICATION	48%	76%	58%	53%	47%	43%	47%
HIGH PERFORMANCE	53%	76%	61%	55%	50%	48%	52%
PUBLIC SECTOR VALUES	49%	75%	62%	54%	46%	44%	49%
DIVERSITY & INCLUSION	59%	79%	66%	64%	58%	55%	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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW 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	4011	1366	388	350	382	264	47	340	154	59	95	38	101	1664
EMPLOYEE ENGAGEMENT	59%	63%	62%	67%	60%	59%	60%	64%	69%	56%	59%	54%	56%	56%
ENGAGEMENT WITH WORK	63%	69%	66%	73%	64%	64%	66%	73%	80%	63%	59%	65%	63%	60%
SENIOR MANAGERS	35%	39%	40%	44%	34%	32%	34%	40%	46%	33%	34%	37%	28%	32%
COMMUNICATION	48%	53%	55%	57%	50%	48%	40%	57%	61%	48%	47%	50%	47%	46%
HIGH PERFORMANCE	53%	57%	58%	60%	53%	51%	51%	57%	66%	50%	50%	56%	49%	50%
PUBLIC SECTOR VALUES	49%	54%	55%	58%	50%	48%	49%	55%	62%	48%	49%	54%	46%	47%
DIVERSITY & INCLUSION	59%	67%	68%	71%	64%	61%	58%	69%	74%	60%	59%	59%	54%	54%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Police Force	Sydney East	Sydney West	Sydney - Parramatta	Sydney - City and Inner South	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Newcastle and Lake Macquarie	Illawarra	Sydney - Outer West and Blue Mountains	Central Coast	Capital Region	Richmond - Tweed	Far West and Orana
NUMBER OF RESPONDENTS	4011	1077	970	707	624	193	100	97	89	84	81	80	78	74
EMPLOYEE ENGAGEMENT	59%	60%	61%	62%	61%	57%	61%	58%	61%	54%	64%	54%	58%	67%
ENGAGEMENT WITH WORK	63%	66%	65%	66%	67%	61%	70%	61%	66%	55%	71%	56%	62%	70%
SENIOR MANAGERS	35%	37%	35%	37%	38%	34%	40%	30%	39%	24%	43%	32%	28%	44%
COMMUNICATION	48%	51%	50%	51%	52%	49%	54%	46%	54%	37%	52%	43%	46%	56%
HIGH PERFORMANCE	53%	54%	53%	54%	56%	52%	56%	53%	60%	44%	59%	49%	48%	61%
PUBLIC SECTOR VALUES	49%	52%	50%	52%	53%	50%	55%	48%	56%	40%	56%	47%	46%	57%
DIVERSITY & INCLUSION	59%	62%	62%	63%	63%	61%	64%	58%	64%	51%	62%	53%	52%	66%

\*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.

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Results are rounded and may not add up to 100%

	NSW Police Force	New England and North West	Riverina	Sydney - Blacktown	Central West	Hunter Valley exc Newcastle	Sydney - Outer South West	Coffs Harbour - Grafton	Sydney - Sutherland	Sydney - South West	Mid North Coast	Sydney - Eastern Suburbs	Sydney - Inner West	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	4011	74	74	70	66	62	53	50	49	47	45	40	32	30
EMPLOYEE ENGAGEMENT	59%	59%	58%	62%	57%	50%	60%	62%	53%	59%	54%	60%	57%	57%
ENGAGEMENT WITH WORK	63%	69%	64%	69%	63%	48%	65%	73%	63%	57%	55%	70%	64%	67%
SENIOR MANAGERS	35%	42%	36%	28%	30%	28%	39%	41%	29%	26%	34%	41%	17%	29%
COMMUNICATION	48%	55%	42%	46%	49%	42%	54%	56%	42%	49%	47%	56%	36%	37%
HIGH PERFORMANCE	53%	55%	50%	48%	50%	44%	56%	60%	46%	46%	52%	60%	44%	46%
PUBLIC SECTOR VALUES	49%	54%	45%	46%	47%	43%	56%	57%	46%	44%	46%	58%	38%	43%
DIVERSITY & INCLUSION	59%	63%	56%	61%	55%	51%	67%	65%	53%	62%	56%	63%	48%	52%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Police Force	Sydney - Ryde	Murray	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	4011	28	26	11	9	0
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	35%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	48%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	53%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

Results are rounded and may not add up to 100%

	NSW Police Force	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	4011	2	66	218	385	536	670	746	570	278	151	40
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	73%	63%	57%	57%	58%	57%	60%	63%	62%	67%
<b>ENGAGEMENT WITH WORK</b>	63%	(r)	73%	63%	59%	62%	62%	62%	66%	69%	64%	77%
<b>SENIOR MANAGERS</b>	35%	(r)	62%	38%	31%	31%	33%	34%	37%	38%	38%	47%
<b>COMMUNICATION</b>	48%	(r)	68%	55%	47%	48%	46%	47%	49%	49%	47%	52%
<b>HIGH PERFORMANCE</b>	53%	(r)	72%	56%	50%	51%	51%	51%	54%	55%	53%	57%
<b>PUBLIC SECTOR VALUES</b>	49%	(r)	71%	54%	46%	47%	48%	48%	52%	53%	50%	58%
<b>DIVERSITY &amp; INCLUSION</b>	59%	(r)	75%	63%	58%	58%	57%	59%	60%	60%	61%	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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

Results are rounded and may not add up to 100%

	NSW Police Force	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	4011	2126	1489	51
<b>EMPLOYEE ENGAGEMENT</b>	59%	58%	61%	44%
ENGAGEMENT WITH WORK	63%	62%	66%	45%
SENIOR MANAGERS	35%	34%	35%	19%
COMMUNICATION	48%	49%	48%	25%
HIGH PERFORMANCE	53%	52%	54%	35%
PUBLIC SECTOR VALUES	49%	50%	50%	32%
DIVERSITY & INCLUSION	59%	60%	59%	32%

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

# WHAT IS YOUR WORK LOCATION?



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Police Force	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	4011	2495	1180
<b>EMPLOYEE ENGAGEMENT</b>	59%	60%	58%
ENGAGEMENT WITH WORK	63%	64%	62%
SENIOR MANAGERS	35%	35%	34%
COMMUNICATION	48%	49%	46%
HIGH PERFORMANCE	53%	53%	52%
PUBLIC SECTOR VALUES	49%	50%	48%
DIVERSITY & INCLUSION	59%	60%	56%

KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW 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	4011	761	1694	1001	0	0	0	0	26	157	0	0	11	1
EMPLOYEE ENGAGEMENT	59%	56%	57%	63%	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	63%	58%	64%	66%	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	35%	32%	31%	39%	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)
COMMUNICATION	48%	46%	47%	51%	(r)	(r)	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	53%	50%	51%	55%	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	49%	48%	47%	53%	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	52%	59%	63%	(r)	(r)	(r)	(r)	(r)	69%	(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.

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Results are rounded and may not add up to 100%

	NSW Police Force	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	4011	2	31
<b>EMPLOYEE ENGAGEMENT</b>	59%	(r)	56%
ENGAGEMENT WITH WORK	63%	(r)	43%
SENIOR MANAGERS	35%	(r)	24%
COMMUNICATION	48%	(r)	38%
HIGH PERFORMANCE	53%	(r)	40%
PUBLIC SECTOR VALUES	49%	(r)	38%
DIVERSITY & INCLUSION	59%	(r)	49%

KEY

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# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

## **i** PRIVACY

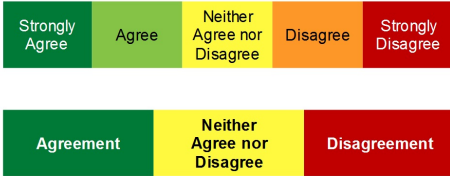
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

## **i** HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



## **i** ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

## **i** MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.