

**PCOA COMMISSIONED REPORT**  
**THE JCF SATISFACTION SURVEY, 2024**



September 2024

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## Introduction

The Police Civilian Oversight Authority (PCOA) is mandated to provide monitoring, inspecting and auditing of the implementation of policies, standards and procedures of the Jamaica Constabulary Force. As part of its remit, it undertook a survey to assess satisfaction of the police with the JCF.

## Objectives of Survey

To determine

- Officer job and workplace satisfaction
- Officer engagement
- What officers enjoy about their work
- Concerns of officers
- Views on how to improve job and workplace satisfaction
- JCF's perceptions of the quality of services provided to citizens

## Methodology

The questionnaire was self-administered using a face-to-face and online methodology, between September 2023-June 2024, with a total sample of 1022. The total number for each was:

Face to face - 942

Online – 80.

## Data Management

Data was cleaned by detailed examination to:

- flag variables containing excessive missing data;
- identify extreme values and anomalous cases;
- and check for out-of-range values or illogical relationships.

Age groups 55-59 and 60+ were grouped because there were only 4 respondents 60+. Variables that were measured using the Likert scale i.e. strongly disagree to strongly agree were grouped into 3 groups namely 'disagree', 'no opinion' and 'agree'.

Data was imported from EXCEL and analyzed using Statistical Package for Social Sciences (SPSS) 18.0. Frequencies, cross tabulation with chi-squares<sup>1</sup> and measures of central tendency with t-test and ANOVA<sup>2</sup> were the procedures used. These were used to identify statistically significant associations. Cross tabulation were done by gender, age group, and rank for associations of significance but only those showing significance are presented in the findings.

Frequencies are presented in Appendices 2. Within the tables, green is used to highlight more favourable results, while yellow is used to highlight areas of concern.

The main limitation of this study is the data entry method used for non-coded variables which limited the range of analyses.

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<sup>1</sup> **chi-square test** is a statistical test for categorical data and it tests whether two categorical variables are related to each other. Chi-square is often written as  $X^2$ . The p-value is a measure of the probability that something is so. P-value less than .05 is showing that it is highly likely that there is a difference between the variables we are examining.

<sup>2</sup> T-test and ANOVA are statistical tests for continuous variables such as age

## Findings

### Socio-demographic Characteristics

The majority of respondents were male (67.2%) and constables (54.7%), and in the working age 25-34 years.

**Table 1. Age, Rank and Years of Service by Gender of Respondents**

		Gender					
		Female		Male		Total	
		Nos.	%	Nos.	%	Nos.	%
Age	18-24	23	6.9	127	18.6	150	14.8
	25-34	123	36.9	225	32.9	348	34.3
	35- 44	82	24.6	153	22.4	235	23.1
	45-54	72	21.6	112	16.4	184	18.1
	55 - 59	32	9.6	63	9.2	95	9.4
	60 & over	1	.3	3	.4	4	.4
Rank	Constable	148	45.1	403	59.3	551	54.7
	Corporal	41	12.5	78	11.5	119	11.8
	District Constable	43	13.1	32	4.7	75	7.4
	Inspector	35	10.7	49	7.2	84	8.3
	Officer	22	6.7	36	5.3	58	5.8
	Sergeant	39	11.9	82	12.1	121	12.0
Years of service	0-9 years	65	19.6	161	23.9	226	22.5
	10-19 years	163	49.2	319	47.3	482	48.0
	20-29 years	66	19.9	125	18.5	191	19.0
	30 years & Over	37	11.2	69	10.2	106	10.5

### Working at the JCF

No differences by age or years of service, but differences by gender and rank were observed. Over 80% of respondents stated that they were proud to say they worked for JCF and that they were committed to the JCF values and principles (Table 2). But more males than females stated that they were proud to work for JCF. Three-quarters also felt that "Policing with the JCF is a career I would recommend to someone suited for it". Being motivated (55.9%) and being satisfied with current job (66.2%) recorded lower agreement. Fewer than 50% were satisfied with their work environment i.e. they stated that they disagreed with the statement "I am dissatisfied with my work environment".

**Table 2. Opinions regarding Working at the JCF by Gender**

		Gender						Chi-square; p-value
		Female		Male		Total		
		N	%	N	%	N	%	
“I am proud to say that I work for JCF.”	Disagree	28	8.6	67	9.9	95	9.5	11.97; .003
	No Opinion	35	10.7	33	4.9	68	6.8	
	Agree	263	80.7	574	85.2	837	83.7	
“I am motivated to go above and beyond my basic job description.”	Disagree	119	36.1	228	34.0	347	34.7	N.S
	No Opinion	27	8.2	67	10.0	94	9.4	
	Agree	184	55.8	376	56.0	560	55.9	
“I am satisfied with my current job.”	Disagree	77	23.6	164	24.4	241	24.2	N.S
	No Opinion	37	11.3	59	8.8	96	9.6	
	Agree	212	65.0	448	66.8	660	66.2	
"Policing with the JCF is a career I would recommend to someone suited for it"	Disagree	54	16.4	115	17.1	169	16.8	N.S
	No Opinion	33	10.0	49	7.3	82	8.2	
	Agree	243	73.6	509	75.6	752	75.0	
“I am committed to the JCF’s values and principles”	Disagree	13	4.0	49	7.3	62	6.2	N.S
	No Opinion	20	6.1	27	4.0	47	4.7	
	Agree	295	89.9	594	88.7	889	89.1	
“I am dissatisfied with my work environment”	Disagree	131	40.1	286	42.9	417	42.0	N.S
	No Opinion	25	7.6	49	7.4	74	7.5	
	Agree	171	52.3	331	49.7	502	50.6	

In general, more inspectors and officers, and to a lesser extent, sergeants, had favourable opinions regarding working with the JCF (Table 3).

**Table 3. Opinions Regarding Working at JCF by Rank**

		Rank												Chi-square; p-value
		Constable		Corporal		District constable		Inspector		Officer		Sergeant		
		N	%	N	%	N	%	N	%	N	%	N	%	
“I am proud to say that I work for JCF.”	Disagree	64	11.7	11	9.6	4	5.3	4	4.9	7	11.9	4	3.4	19.00; .040
	No Opinion	41	7.5	9	7.8	7	9.3	2	2.4	1	1.7	8	6.7	
	Agree	441	80.8	95	82.6	64	85.3	76	92.7	51	86.4	107	89.9	
“I am motivated to go above and beyond my basic job description.”	Disagree	211	38.9	40	33.9	27	36.0	25	30.9	9	15.3	33	27.3	NS
	No Opinion	55	10.1	5	4.2	10	13.3	4	4.9	3	5.1	17	14.0	
	Agree	277	51.0	73	61.9	38	50.7	52	64.2	47	79.7	71	58.7	
“I am satisfied with my current job.”	Disagree	149	27.4	25	21.6	16	21.3	15	18.5	13	22.0	23	19.5	NS
	No Opinion	52	9.6	13	11.2	12	16.0	5	6.2	3	5.1	10	8.5	
	Agree	343	63.1	78	67.2	47	62.7	61	75.3	43	72.9	85	72.0	
“Policing with the JCF is a career I would recommend to someone suited for it?”	Disagree	102	18.6	23	19.8	13	17.3	7	8.5	9	15.3	17	14.3	NS
	No Opinion	45	8.2	11	9.5	9	12.0	2	2.4	1	1.7	11	9.2	
	Agree	401	73.2	82	70.7	53	70.7	73	89.0	49	83.1	91	76.5	
“I am committed to the JCF’s values and principles?”	Disagree	34	6.2	8	7.0	7	9.6	3	3.7	8	13.8	3	2.5	NS
	No Opinion	25	4.6	7	6.1	5	6.8	2	2.4	0	.0	8	6.7	
	Agree	488	89.2	100	87.0	61	83.6	77	93.9	50	86.2	108	90.8	
“I am dissatisfied with my work environment?”	Disagree	230	42.4	51	44.3	35	47.9	30	37.0	21	35.6	45	38.1	NS
	No Opinion	44	8.1	11	9.6	7	9.6	3	3.7	2	3.4	8	6.8	
	Agree	269	49.5	53	46.1	31	42.5	48	59.3	36	61.0	65	55.1	

## Leadership and Trust

For all three indicators of leadership and trust, fewer than 50% of respondents agreed that they felt valued, that the actions of senior officers showed that they cared about employees and that there was a climate of trust (Table 4).

Fewer female police felt that the actions and directions of senior officers showed that the JCF cared about employees.

**Table 4. Opinions regarding Leadership and Trust by Gender**

		Gender						Chi-square; p-value
		Female		Male		Total		
		N	%	N	%	N	%	
“I feel valued as an employee?”	Disagree	164	49.5	315	46.3	469	46.8	NS
	No Opinion	32	9.7	55	8.1	87	8.7	
	Agree	135	40.8	310	45.6	445	44.5	
“Actions and directions of Senior Officers show that the JCF cares about employees?”	Disagree	197	59.7	367	54.5	564	56.2	10.97 .004
	No Opinion	57	17.3	87	12.9	144	14.3	
	Agree	76	23.0	220	32.6	296	29.5	
“A climate of trust exists between JCF Senior Officers and Rank and File officers?”	Disagree	204	62.0	384	56.7	588	58.4	NS
	No Opinion	61	18.5	115	17.0	176	17.5	
	Agree	64	19.5	178	26.3	242	24.1	

This feeling of mistrust was more prevalent among police between the ages of 25-44 years (Table 5).

**Table 5. Opinions regarding Leadership and Trust by Age Group**

Indicator		Age										Chi-square; p-value
		18-24		25-34		35-44		45-54		55+		
		N	%	N	%	N	%	N	%	N	%	
“I feel valued as an employee?”	Disagree	65	43.3	176	50.7	118	50.2	82	44.3	38	38.8	NS
	No Opinion	18	12.0	32	9.2	18	7.7	13	7.0	6	6.1	
	Agree	67	44.7	139	40.1	99	42.1	90	48.6	54	55.1	
“Actions and directions of Senior Officers show that the JCF cares about employees?”	Disagree	70	46.7	211	61.3	139	59.4	98	53.8	48	49.0	20.32; .009
	No Opinion	22	14.7	54	15.7	33	14.1	21	11.5	14	14.3	
	Agree	58	38.7	79	23.0	62	26.5	63	34.6	36	36.7	
“A climate of trust exists between JCF Senior Officers and Rank and File officers?”	Disagree	69	46.0	203	58.8	155	66.5	107	57.8	56	57.7	24.12; .002
	No Opinion	34	22.7	70	20.3	33	14.2	28	15.1	11	11.3	
	Agree	47	31.3	72	20.9	45	19.3	50	27.0	30	30.9	



There were significant associations between leadership and trust among the various ranks (Table 6). For example, whereas most police did not feel valued as an employee, 70.7% of officers agreed that they felt valued. Similarly, more Officers agreed that the ‘actions and directions of Senior Officers show that the JCF cares about employees’ and that ‘a climate of trust exists between JCF Senior Officers and rank and file officers’.

**Table 6. Opinions regarding Leadership and Trust by Rank**

Indicator		Rank												Chi-square; p-value
		Constable		Corporal		District Constable		Inspector		Officer		Sergeant		
		N	%	N	%	N	%	N	%	N	%	N	%	
“I feel valued as an employee?”	Disagree	291	53.0	50	41.7	30	40.0	29	34.5	16	27.6	59	48.8	38.61; .000
	No Opinion	51	9.3	10	8.3	10	13.3	9	10.7	1	1.7	6	5.0	
	Agree	207	37.7	60	50.0	35	46.7	46	54.8	41	70.7	56	46.3	
“Actions and directions of Senior Officers show that the JCF cares about employees?”	Disagree	328	60.1	65	55.1	36	49.3	38	46.3	23	39.0	72	59.0	31.24; .001
	No Opinion	84	15.4	14	11.9	13	17.8	14	17.1	4	6.8	13	10.7	
	Agree	134	24.5	39	33.1	24	32.9	30	36.6	32	54.2	37	30.3	
“A climate of trust exists between JCF Senior Officers and Rank and File officers?”	Disagree	322	59.1	70	59.3	39	52.7	46	54.8	31	52.5	78	63.9	21.31; .019
	No Opinion	107	19.6	20	16.9	12	16.2	15	17.9	3	5.1	17	13.9	
	Agree	116	21.3	28	23.7	23	31.1	23	27.4	25	42.4	27	22.1	

## Workload and Stress

Over two-thirds of respondents agreed that their workload was manageable, but 90% felt that the JCF is not adequately staffed and fewer than 20% agreed that they were provided with the tools and equipment necessary to do their job.

There was no significant difference in Workload and Stress by gender, but differences by age group and rank were observed. More respondents in the age group 35-54 years disagreed that their workload was manageable and that the JCF was adequately staffed (Table 7).

**Table 7. Opinions regarding Workload and Stress by Age Group**

Indicator		Age												Chi-square; p-value
		18-24		25-34		35-44		45-54		55+		Total		
		N	%	N	%	N	%	N	%	N	%	N	%	
My workload is manageable	Disagree	23	15.2	83	23.9	75	32.3	61	33.0	25	25.5	267	26.3	23.44; .003
	No Opinion	11	7.3	20	5.7	6	2.6	10	5.4	3	3.1	50	4.9	
	Agree	117	77.5	245	70.4	151	65.1	114	61.6	70	71.4	697	68.7	
JCF is adequately staffed	Disagree	110	72.8	284	82.3	216	92.3	165	89.2	83	86.5	858	84.9	31.99; .000
	No Opinion	14	9.3	22	6.4	6	2.6	6	3.2	4	4.2	52	5.1	
	Agree	27	17.9	39	11.3	12	5.1	14	7.6	9	9.4	101	10.0	
You are provided with the tools and equipment necessary to do your job	Disagree	110	72.8	261	75.2	190	81.2	153	82.7	77	80.2	791	78.1	NS
	No Opinion	10	6.6	22	6.3	6	2.6	10	5.4	6	6.3	54	5.3	
	Agree	31	20.5	64	18.4	38	16.2	22	11.9	13	13.5	168	16.6	

Fewer respondents of the rank of Inspector, felt that their workload was manageable and that the JCF was adequately staffed, than in any other rank (Table 8).

**Table 8. Opinions regarding Workload and Stress by Rank**

		Rank														Chi-square; p-value
		Constable		Corporal		District Constable		Inspector		Officer		Sergeant		Total		
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	
My workload is manageable	Disagree	125	22.8	32	27.1	18	24.0	34	41.0	16	27.1	39	32.0	264	26.2	24.47; .006
	No Opinion	35	6.4	2	1.7	5	6.7	5	6.0	2	3.4	1	.8	50	5.0	
	Agree	389	70.9	84	71.2	52	69.3	44	53.0	41	69.5	82	67.2	692	68.8	
JCF is adequately staffed	Disagree	451	82.0	104	88.1	55	77.5	76	91.6	55	93.2	110	90.2	851	84.8	23.64; .009
	No Opinion	37	6.7	5	4.2	2	2.8	4	4.8	0	.0	4	3.3	52	5.2	
	Agree	62	11.3	9	7.6	14	19.7	3	3.6	4	6.8	8	6.6	100	10.0	
Are you provided with the tools and equipment necessary to do your job	Disagree	424	77.1	96	80.7	48	66.7	66	79.5	49	83.1	102	83.6	785	78.1	NS
	No Opinion	31	5.6	8	6.7	5	6.9	5	6.0	0	.0	4	3.3	53	5.3	
	Agree	95	17.3	15	12.6	19	26.4	12	14.5	10	16.9	16	13.1	167	16.6	

**Fair Treatment**

Based on the opinions of the respondents, the JCF rated poorly in Fair Treatment. Only one-quarter of the respondents agreed that ‘JCF rules and regulations are applied “equitably and fairly to all’, and approximately 16% agreed that ‘The JCF promotion is effective at selecting the best qualified’.

Significant associations by gender and age group, but not rank, were recorded. Although still low, more males agreed that the rules and regulations were applied equitably (Table 9).

**Table 9. Opinions regarding Fair Treatment by Gender**

		Gender						Chi-square; p-value
		Female		Male		Total		
		N	%	N	%	N	%	
JCF rules and regulations are applied equitably and fairly to all	Disagree	225	68.4	418	61.7	643	63.9	9.36; .009
	No Opinion	40	12.2	68	10.0	108	10.7	
	Agree	64	19.5	192	28.3	256	25.4	
The JCF promotion is effective at selecting the best qualified	Disagree	247	74.6	476	70.1	723	71.6	NS
	No Opinion	42	12.7	86	12.7	128	12.7	
	Agree	42	12.7	117	17.2	159	15.7	

More respondents in the 18-24 years' age group agreed that the rules and regulation were applied equitably and the promotion process was effective (Table 10).

**Table 10. Opinions regarding Fair Treatment by Gender**

		Age										Chi-square; p-value
		18-24		25-34		35-44		45-54		55+		
		N	%	N	%	N	%	N	%	N	%	
JCF rules and regulations are applied equitably and fairly to all	Disagree	66	43.7	219	63.5	164	70.1	127	69.0	71	73.2	39.31; .000
	No Opinion	22	14.6	41	11.9	17	7.3	20	10.9	7	7.2	
	Agree	63	41.7	85	24.6	53	22.6	37	20.1	19	19.6	
The JCF promotion is effective at selecting the best qualified	Disagree	83	55.3	236	68.0	181	77.0	145	78.4	81	83.5	37.80; .000
	No Opinion	31	20.7	52	15.0	24	10.2	15	8.1	5	5.2	
	Agree	36	24.0	59	17.0	30	12.8	25	13.5	11	11.3	

## Team

Some 70.8% agreed that there is a respectful working relationship among co-workers; while 63% agreed that their views were listened to by colleagues (Table 11). There was no association by gender, age group or rank.

**Table 11. Opinions Regarding Relationship with coworkers and whether views are listened to by colleagues**

		N	%
There is a respectful working relationship among my co-workers	Disagree	223	22.0
	No Opinion	73	7.2
	Agree	719	70.8
I feel my views are listened to by my colleagues	Disagree	242	24.1
	No Opinion	128	12.8
	Agree	633	63.1

## Training and Development

The results regarding performance evaluation is shown in Table 12. For this, two analyses were done – one with, the other without, respondents who reported that their years of service was 0-9 years. This was done because they could have had less than 5 years' service and could not be expected to have 5 evaluations. However, as shown in the Table 12, the results were not significantly different. One-fifth of the respondents had 0-1 performance evaluations on the past five years but the majority had 4+ evaluations. Some two thirds stated that they received feedback.

Respondents were ambivalent about whether they were satisfied with the professional development opportunities in the JCF, with a similar percentage agreeing or disagreeing with the statement (Table 12).

**Table 12. Performance Evaluations in the past Five Years, Feedback and Opinion Regarding Professional Development Opportunities in JCF**

Indicator	Measure	Whole sample	0-9 years of service excluded
Number of performance evaluations in past 5 years	% 0-1	20.2	20.2
	% 2-3	22.2	23.1
	% 4+	57.7	56.7
Measures of central tendency	Mean	3.42	3.39
	Median	4	4
	Range	1-6	1-6
Feedback	% yes	64.9	63.5
“I am satisfied with the professional development opportunities in the JCF”	% Disagree	43.6	
	% No Opinion	13.1	
	% Agree	43.3	

## Communication

With exception of ‘internal communication from Supervisor’, respondents were generally dissatisfied with communication from JCF (Table 13). There was no association by gender, age group or rank.

**Table 13. Opinions regarding Communication**

	Disagree		No Opinion		Agree	
	Nos.	%	Nos.	%	Nos.	%
“I am kept well informed about decisions that affect my job	439	46.7	90	9.6	411	43.7
“I am satisfied with internal communication from the JCF High Command”	456	48.6	123	13.1	360	38.3
“I am satisfied with internal communication from the Division	414	43.9	113	12.0	415	44.1
“I am satisfied with internal communication from my Supervisor	247	26.3	76	8.1	616	65.6

## Awareness of JCF’s Goals and Priorities

The overwhelming majority, 88.4%, stated that they were aware of JCF’s goals and priorities, with no differences by gender, age or years of service. However, there was a significant association by rank with respondents of lower ranks recording a lower percentage of awareness (Table 14).

**Table 14. Awareness of JCF’s Goals and Priorities**

		Rank											
		Constable		Corporal		District Constable		Inspector		Officer		Sergeant	
		N	%	N	%	N	%	N	%	N	%	N	%
Are you aware of JCF’s goals and priorities?	No	69	13.3	16	14.7	10	15.4	2	2.7	3	6.0	8	7.0
	Yes	450	86.7	93	85.3	55	84.6	71	97.3	47	94.0	107	93.0

Chi-square = 12.91; p = .024

## Workplace Processes

Respondents had an unfavourable opinion of ‘JCF accommodates the needs of employees to balance multiple commitments with approximately one-third agreeing with the statement. There was no association by age group or rank, but females had even more unfavourable opinion than males (Table 15).

**Table 15. Opinion regarding whether the JCF accommodates the needs of employees to balance multiple commitments**

		Gender					
		Female		Male		Total	
		N	%	N	%	N	%
“JCF accommodates the needs of employees to balance multiple commitments	Disagree	205	63.3	346	51.7	551	55.5
	No Opinion	37	11.4	94	14.1	131	13.2
	Agree	82	25.3	229	34.2	311	31.3

Chi-square = 11.94; p = .003

Eighty-two percent (82%) of respondents stated that they understood how the disciplinary processes are executed. Fewer respondents (74%) aged 25-34 years were positive, while more in the age group, 45-54 years (89.4%) were positive (Table 16).

**Table 16. Respondents Understanding of how Disciplinary Processes are executed by Age**

		Age										Total	
		18-24		25-34		35-44		45-54		55+			
		N	%	N	%	N	%	N	%	N	%	N	%
Do you understand how the disciplinary processes are executed?	No	26	18.6	84	26.4	38	18.4	17	10.6	13	14.6	178	19.5
	Yes	114	81.4	234	73.6	168	81.6	143	89.4	76	85.4	735	80.5
	Total	140	100.0	318	100.0	206	100.0	160	100.0	89	100.0	913	100

Chi-square = 11.30; p = .001

Significantly more respondents in the higher ranks i.e. Sergeant, Inspector and Officer stated that they understood how the disciplinary processes are executed (Table 17).

**Table 17. Respondents Understanding of how Disciplinary Processes are Executed by Rank**

		Rank										Total	
		Constable		Corporal		District Constable		Inspector		Officer			
		N	%	N	%	N	%	N	%	N	%	N	%
Do you understand how the disciplinary processes are executed?	No	132	26.3	18	16.7	17	27.0	1	1.4	2	4.2	7	6.3
	Yes	370	73.7	90	83.3	46	73.0	72	98.6	46	95.8	105	93.8
	Total	502	100.0	108	100.0	63	100.0	73	100.0	48	100.0	112	100.0

Chi-square = 52.49; p = .000

## Oversight of the JCF

Two-thirds of respondents stated that they knew about the Police Civilian Oversight Authority (PCOA), with more females than males stating that this was so (Table 18). However, just over half stated that they knew the functions of the PCOA but again, more females stated that this was so.

Among those who stated that they knew the functions of the PCOA (528 respondents), both male and female respondents had positive opinions regarding external oversight.

**Table 18. Knowledge of and opinions about the PCOA by Gender**

		Gender						Chi-square; p-value
		Female		Male		Total		
		N	%	N	%	N	%	
Do you know about the Police Civilian Oversight Authority?	No	104	31.7	264	39.0	368	36.6	5.06; .025
	Yes	224	68.3	413	61.0	637	63.4	
Do you know the functions of the PCOA?	No	131	40.1	344	50.9	475	47.4	10.36; .001
	Yes	196	59.9	332	49.1	528	52.6	
External oversight of the JCF will improve compliance	Disagree	22	11.4	31	9.5	53	10.2	NS
	No Opinion	22	11.4	26	7.9	48	9.2	
	Agree	149	77.2	271	82.6	420	80.6	
External oversight of the JCF will build trust and confidence in the JCF	Disagree	28	14.7	36	11.0	64	12.4	NS
	No Opinion	28	14.7	36	11.0	64	12.4	
	Agree	134	70.5	255	78.0	389	75.2	
The JCF does not need external oversight	Disagree	142	74.0	245	75.2	387	74.7	NS
	No Opinion	32	16.7	37	11.3	69	13.3	
	Agree	18	9.4	44	13.5	62	12.0	

With regard to rank, Constables and District Constables recorded significantly lower percentages for knowledge of the PCOA and its function, and its importance in improving compliance (Table 19).

**Table 19. Knowledge of, and Opinions about the PCOA by Rank**

		Rank												Chi-square; p-value
		Constable		Corporal		District Constable		Inspector		Officer		Sergeant		
		N	%	N	%	N	%	N	%	N	%	N	%	
Do you know about the Police Civilian Oversight Authority?	No	299	54.8	23	19.5	29	40.3	4	4.8	2	3.4	12	9.8	194.70; .000
	Yes	247	45.2	95	80.5	43	59.7	80	95.2	57	96.6	110	90.2	
Do you know the functions of the PCOA?	No	361	66.2	34	29.1	37	51.4	12	14.3	2	3.4	29	23.8	203.85; .000
	Yes	184	33.8	83	70.9	35	48.6	72	85.7	57	96.6	93	76.2	
External oversight of the JCF will improve compliance	Disagree	27	15.0	5	6.1	6	17.1	2	2.8	3	5.3	10	10.9	21.05; .021
	No Opinion	21	11.7	8	9.8	4	11.4	5	7.0	1	1.8	8	8.7	
	Agree	132	73.3	69	84.1	25	71.4	64	90.1	53	93.0	74	80.4	
External oversight of the JCF will build trust and confidence in the JCF	Disagree	30	16.9	7	8.5	6	17.6	8	11.3	5	8.8	8	8.8	NS
	No Opinion	27	15.2	12	14.6	7	20.6	5	7.0	2	3.5	11	12.1	
	Agree	121	68.0	63	76.8	21	61.8	58	81.7	50	87.7	72	79.1	
The JCF does not need external oversight	Disagree	109	60.6	61	74.4	26	76.5	60	84.5	52	92.9	76	83.5	44.18; .000
	No Opinion	33	18.3	16	19.5	5	14.7	6	8.5	0	.0	8	8.8	
	Agree	38	21.1	5	6.1	3	8.8	5	7.0	4	7.1	7	7.7	

More of the older respondents i.e. 35 years and over knew about the PCOA and its functions and the need for external oversight (Table 20).

**Table 20. Knowledge of and opinions about the PCOA by Age**

		Age										Chi-square; p-value
		18-24		25-34		35-44		45-54		55+		
		N	%	N	%	N	%	N	%	N	%	
Do you know about the Police Civilian Oversight Authority?	No	102	68.0	176	51.3	52	22.1	25	13.5	15	15.6	177.49; .000
	Yes	48	32.0	167	48.7	183	77.9	160	86.5	81	84.4	
Do you know the functions of the PCOA?	No	116	77.3	210	61.2	80	34.3	46	24.9	26	27.1	149.70; .000
	Yes	34	22.7	133	38.8	153	65.7	139	75.1	70	72.9	
External oversight of the JCF will improve compliance	Disagree	5	16.1	16	12.1	19	12.5	7	5.0	6	8.8	NS
	No Opinion	3	9.7	14	10.6	11	7.2	13	9.4	6	8.8	
	Agree	23	74.2	102	77.3	122	80.3	119	85.6	56	82.4	
External oversight of the JCF will build trust and confidence in the JCF	Disagree	3	10.0	19	14.6	24	15.8	13	9.4	5	7.5	NS
	No Opinion	4	13.3	20	15.4	14	9.2	17	12.2	9	13.4	
	Agree	23	76.7	91	70.0	114	75.0	109	78.4	53	79.1	
The JCF does not need external oversight	Disagree	16	51.6	95	72.0	116	76.8	111	79.9	51	77.3	20.02 .010
	No Opinion	9	29.0	17	12.9	14	9.3	21	15.1	7	10.6	
	Agree	6	19.4	20	15.2	21	13.9	7	5.0	8	12.1	

## Rating of JCF

Respondents were asked to rate JCF's overall services and policing out of 10. Table 21 shows the rating of the JCF. Half of the respondents gave a rating of 6 and above, while approximately 40% giving a rating of 7 or above. There was no different by gender, age or rank.

**Table 21. Rating of JCF**

Indicator	
Mean	5.83
Median	6.0
Range	1-10
% Score less than 5	19.0
% Score 5-6	32.0
% Score 7+	39.0



## **Conclusion**

The result of this study suggest very mixed views of JCF employees towards the organisation (Table 22). On the positive side, police are proud to be working with the JCF, committed to their role and the workload is manageable for the most part. However, they feel it is not supported in several areas, including allocation of resources, both human and physical, and the work environment.

It is to be noted that the JCF is generally very supportive of the PCOA and its role in external oversight.

The JCF scored very poorly in the area of Leadership and Trust, and Fair Treatment. Another area of concern is that of Communication. There are also significant differences in opinions by gender, rank and, to a lesser extent, age. Generally, fewer females had positive opinions. Also, employees of lower rank - constables, district constables and corporals - had lower opinions.

**Table 22. Summary of Findings**

Area	Indicator	% agreeing	Differences	Comment
Working with the JCF	“I am proud to say that I work for JCF.”	84	Gender and rank	Evident that police are proud of their job and are committed to it but the work environment needs improvement
	“I am motivated to go above and beyond my basic job description.”	56		
	“I am satisfied with my current job.”	66		
	Policing with the JCF is a career I would recommend	75		
	“I am committed to the JCF’s values and principles?”	89		
	“I am satisfied with my work environment?”	42		
Leadership and Trust	“I feel valued as an employee?”	45	Gender, Age and Rank	JCF scored poorly in this area
	“Actions and directions of Senior Officers show that the JCF cares about employees?”	29		
	“A climate of trust exists between JCF Senior Officers and Rank and File officers?”	24		
Workload and Stress	My workload is manageable	69	Age and Rank	Although workload is manageable, adequacy of staffing and availability of resources are extremely poor
	JCF is adequately staffed	10		
	You are provided with the tools and equipment necessary to do your job	17		
Fair Treatment	JCF rules and regulations are applied equitably and fairly to all	25	Gender and Age	JCF scored lowest in this area
	The JCF promotion is effective at selecting the best qualified	16		
Team	There is a respectful working relationship among my co-workers	71	None	
	I feel my views are listened to by my colleagues	63		
Training and Development	“I am satisfied with the professional development opportunities in the JCF”	43	None	Poor score
Communication	“I am kept well informed about decisions that affect my job	44	None	JCF scored poorly in the area of communication with employees, regardless of gender, age or rank. Exception – communication from supervisor
	“I am satisfied with internal communication from the JCF High Command”	38		
	“I am satisfied with internal communication from the Division	44		
	“I am satisfied with internal communication from my Supervisor	66		
Workplace processes	“JCF accommodates the needs of employees to balance multiple commitments	31	Gender	There is the need to accommodate employees trying to balance multiple commitments especially females
	Understand how the disciplinary processes are executed	81	Age and Rank	Good score
Oversight of the JCF	Do you know about the Police Civilian Oversight Authority?	63	Gender, Age and Rank	Good scores but functions of the PCOA need to be communicated to JCF employees.
	Do you know the functions of the PCOA?	53		
	External oversight of the JCF will improve compliance	81		
	External oversight of the JCF will build trust and confidence in the JCF	75		
	The JCF does not need external oversight	12		

DATE:

ID#: \_\_\_\_\_

## JCF SATISFACTION SURVEY

**RESEARCH GOALS**

- Officer job and workplace satisfaction
- Officer engagement
- What officers enjoy about their work
- Concerns of Officers
- Views on how to improve job and workplace satisfaction
- JCF’s perceptions of the quality of services provided to citizens

*The following pages contain a number of Statements and Questions, choose the answer that reflects how you feel or think personally.*

Mode of Survey:  Online  In Person

Age:  18-24  25-34  35- 44  45-54  55 - 59  60 & over

Gender: Male  Female

Rank: District Constable  Constable  Corporal

Sergeant  Inspector  Officer

Years of Service: 0-9 years  10-19 years  20-29 years  30 years & Over

**State your area of work**

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**1. WORKING AT THE JCF**

Questions	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion
“I am proud to say that I work for JCF.”					
“I am motivated to go above and beyond my basic job description.”					
“I am satisfied with my current job.”					
"Policing with the JCF is a career I would recommend to someone suited for it?"					
“I am committed to the JCF’s values and principles?”					
“I am dissatisfied with my work environment”					

**2. Please rank the following policing services in order of priority.**

- Records Management
- Operational services (arrests, investigations etc.)
- Community Engagement
- Lock up Administration

**3. Please indicate which aspect of the JCF operations would be your preference to work (One answer only)**

- Station Administration
- General Administration and Support Services
- Inspectorate
- Strategic Operations

- Community Relations
- Lock up Administration
- Crime and Security
- Force Development and Logistics
- Training and Development

Other \_\_\_\_\_

**4. Please indicate what you like best about working at JCF (One answer only)**

- Job security
- Coworkers or team
- Work is interesting
- Compensation and benefits
- Diversity in the work
- Working with the community
- Nothing

Other \_\_\_\_\_

**5. LEADERSHIP AND TRUST**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“I feel valued as an employee”					
“Actions and directions of Senior Officers show that the JCF cares about employees”					
“A climate of trust exists between JCF Senior Officers and Rank and File officers”					

**6. WORKLOAD AND STRESS**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“My workload is manageable”					
“JCF is adequately staffed”					
“ I am provided with the tools and equipment necessary to do my job”					

**7. FAIR TREATMENT**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“JCF rules and regulations are applied equitably and fairly to all employees”					
“The JCF promotion is effective at selecting the best qualified person for the job”					

**8. TEAM**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“There is a respectful working relationship among my coworkers”					
“I feel my views are listened to by my colleagues”					

**TRAINING AND DEVELOPMENT**

9. In the last five years, how many PMAS were conducted by your supervisor? \_\_\_\_\_

10. Did you receive performance development feedback from your supervisor at least once per year?

Yes

No

11.

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“I am satisfied with the professional development opportunities in the JCF”					

**12. COMMUNICATION**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“I am kept well informed about decisions that affect my job”					
“I am satisfied with internal communication from the JCF High Command”					
“I am satisfied with internal communication from the Division”					
“I am satisfied with internal communication from my Supervisor”					

13. Are you aware of JCF’s goals and priorities?

Yes

No

14. What do you think are the JCF’s goals and priorities? (Tick the ones that apply)

- Crime Reduction and Control
- Improving Public Safety and Citizen’s Security
- Organizational Restructuring and Capacity Building
- Enhancing Staff Welfare
- Strengthening Administrative and Human Capacity
- Improve Management Efficiency and Resource Utilization
- Improving Accountability and Professional Standards
- Enhancing Efficiency through Technology
- Improve Intelligence Management and Delivery Systems
- Improving Communication and Public Engagement

**15. WORKPLACE PROCESSES**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“JCF accommodates the needs of employees to balance multiple commitments (e.g., work, family, education, community, etc.)”					

**16. Do you understand how the disciplinary processes are executed?**

- Yes  
 No

**MORALE**

**17. What do you think should be the TOP three (3) areas to improve morale in the next 1 to 3 years? Rank in order of priority**

- Adequate staffing  
 Manageable workload  
 Reduced stress  
 Improved work life balance / flexible work opportunities  
 Better leadership  
 Greater appreciation and support for employees  
 Better training / career development opportunities  
 Better compensation

**OVERSIGHT OF THE JCF**

**18. Do you know about the Police Civilian Oversight Authority?**

- Yes  
 No

**19. Do you know the functions of the PCOA?**

- Yes  
 No

*If No, go to Question 21*

**20.**

Questions	Strongly Disagree	Disagree	Strongly Agree	Agree	No Opinion
“External oversight of the JCF will improve compliance”					
“External oversight of the JCF will build trust and confidence in the JCF”					
“The JCF does not need external oversight”					

21.

Question	Scorecard									
<p>Please rate the JCF's overall services and policing, where 1 is "poor" and 10 is "excellent".</p> <p>Please circle one. Base your response on your overall general perceptions of the JCF and the interaction of the service with citizens as a whole.</p>	1	2	3	4	5	6	7	8	9	10

22. Why did you give that rating for the JCF? Tick all that applies.

- Short staffed
  - Heavy workload / overworked officers
  - Not enough resources/tools/equipment to do the job
  - Don't feel supported by the JCF as an employee
  - Low morale
  - Overall good service / not a lot of issues
  - Trying hard / doing the best job they can
  - There is always room for improvement/nothing is perfect
  - Need to provide more effective service / better quality of service
  - Service is very poor
- Other \_\_\_\_\_

23. What changes would you recommend to the JCF, if any?

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## Appendix 2. Frequencies

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	151	14.8	14.8	14.8
	25-34	349	34.1	34.2	49.0
	35- 44	236	23.1	23.1	72.1
	45-54	186	18.2	18.2	90.3
	55 - 59	95	9.3	9.3	99.6
	60 & over	4	.4	.4	100.0
	Total	1021	99.9	100.0	
Missing		1	.1		
Total		1022	100.0		

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	333	32.6	32.7	32.7
	Male	684	66.9	67.3	100.0
	Total	1017	99.5	100.0	
Missing		5	.5		
Total		1022	100.0		

### Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Constable	553	54.1	54.6	54.6
	Corporal	120	11.7	11.8	66.4
	D. constable	75	7.3	7.4	73.8
	Inspector	84	8.2	8.3	82.1
	Officer	59	5.8	5.8	88.0
	Sergeant	122	11.9	12.0	100.0
	Total	1013	99.1	100.0	
Miss- ing		9	.9		
Total		1022	100.0		



**Years of service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-9 years	227	22.2	22.5	22.5
	10-19 years	484	47.4	48.0	70.5
	20-29 years	192	18.8	19.0	89.5
	30 years & Over	106	10.4	10.5	100.0
	Total	1009	98.7	100.0	
Missing		13	1.3		
Total		1022	100.0		

**“I am proud to say that I work for JCF.”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	464	45.4	46.2	46.2
	Disagree	61	6.0	6.1	52.2
	No Opinion	68	6.7	6.8	59.0
	Strongly Agree	378	37.0	37.6	96.6
	Strongly Disagree	34	3.3	3.4	100.0
	Total	1005	98.3	100.0	
Missing		17	1.7		
Total		1022	100.0		

**“I am motivated to go above and beyond my basic job description.”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	367	35.9	36.5	36.5
	Disagree	243	23.8	24.2	60.6
	No Opinion	94	9.2	9.3	70.0
	Strongly Agree	197	19.3	19.6	89.6
	Strongly Disagree	105	10.3	10.4	100.0
	Total	1006	98.4	100.0	
Missing		16	1.6		
Total		1022	100.0		

**“I am satisfied with my current job.”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	478	46.8	47.7	47.7
	Disagree	183	17.9	18.3	66.0
	No Opinion	96	9.4	9.6	75.5
	Strongly Agree	186	18.2	18.6	94.1
	Strongly Disagree	59	5.8	5.9	100.0
	Total	1002	98.0	100.0	
Missing		20	2.0		
Total		1022	100.0		

**"Policing with the JCF is a career I would recommend to someone suited for it?"**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	463	45.3	45.9	45.9
	Disagree	103	10.1	10.2	56.2
	No Opinion	82	8.0	8.1	64.3
	Strongly Agree	292	28.6	29.0	93.3
	Strongly Disagree	68	6.7	6.7	100.0
	Total	1008	98.6	100.0	
Missing		14	1.4		
Total		1022	100.0		

**“I am committed to the JCF’s values and principles?”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	452	44.2	45.1	45.1
	Disagree	30	2.9	3.0	48.1
	No Opinion	47	4.6	4.7	52.7
	Strongly Agree	441	43.2	44.0	96.7
	Strongly Disagree	33	3.2	3.3	100.0
	Total	1003	98.1	100.0	
Missing		19	1.9		
Total		1022	100.0		

**“I am satisfied with my work environment?”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	273	26.7	27.4	27.4
	Disagree	289	28.3	29.0	56.3
	No Opinion	75	7.3	7.5	63.8
	Strongly Agree	231	22.6	23.1	87.0
	Strongly Disagree	130	12.7	13.0	100.0
	Total	998	97.7	100.0	
Missing		24	2.3		
Total		1022	100.0		

**Aspect of the JCF operations would be your preference to work**

	Frequency	Percent	Valid Percent	Cumulative Percent
CIB	1	.1	.1	.1
CISOCA	1	.1	.1	.2
Community Relations	62	6.1	6.2	6.4
Crime and Security	95	9.3	9.5	15.9
Force Development and Logistics	32	3.1	3.2	19.1
General Administration and Support Services	247	24.2	24.7	43.7
information technology	1	.1	.1	43.8
Information technology	1	.1	.1	43.9
Inspectorate	50	4.9	5.0	48.9
Intel	1	.1	.1	49.0
Lock up Administration	7	.7	.7	49.7
Nothing	1	.1	.1	49.8
Station Administration	159	15.6	15.9	65.7
Strategic Operations	271	26.5	27.0	92.7
Traffic Management	1	.1	.1	92.8
Training and Development	72	7.0	7.2	100.0
Total	1002	98.0	100.0	
Missing	20	2.0		
Total	1022	100.0		

**What you like best about working at JCF**

	Frequency	Percent	Valid Percent	Cumulative Percent
Compensation and benefits	61	6.0	6.0	6.0
Co-workers or team	63	6.2	6.2	12.3
customer satisfaction	1	.1	.1	12.4
Diversity in the work	79	7.7	7.8	20.2
Every day is different	1	.1	.1	20.3
Flexible hours	1	.1	.1	20.4
I like helping people and bringing order to	1	.1	.1	20.5
Impacting crime	1	.1	.1	20.6
Job security	456	44.6	45.2	65.8
Networking	1	.1	.1	65.9
Valid Nothing	45	4.4	4.5	70.4
Opportunities	1	.1	.1	70.5
Permanent Salary	1	.1	.1	70.6
Personal contribution to crime fighting	1	.1	.1	70.7
Serving my country is a pleasure	1	.1	.1	70.8
serving the people	1	.1	.1	70.9
to serve my country	2	.2	.2	71.1
Work is interesting	116	11.4	11.5	82.6
Working with the community	176	17.2	17.4	100.0
Total	1009	98.7	100.0	
Missing	13	1.3		
Total	1022	100.0		

**“I feel valued as an employee?”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	345	33.8	34.0	34.0
	Disagree	286	28.0	28.1	62.1
	No Opinion	87	8.5	8.6	70.7
	Strongly Agree	104	10.2	10.2	80.9
	Strongly Disagree	194	19.0	19.1	100.0
	Total	1016	99.4	100.0	
Missing		6	.6		
Total		1022	100.0		

**“Actions and directions of Senior Officers show that the JCF cares about employees?”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	238	23.3	23.6	23.6
	Disagree	326	31.9	32.3	55.9
	No Opinion	144	14.1	14.3	70.2
	Strongly Agree	60	5.9	5.9	76.1
	Strongly Disagree	241	23.6	23.9	100.0
	Total	1009	98.7	100.0	
Missing		13	1.3		
Total		1022	100.0		

**“A climate of trust exists between JCF Senior Officers and Rank and File officers?”**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	199	19.5	19.7	19.7
	Disagree	324	31.7	32.0	51.7
	No Opinion	176	17.2	17.4	69.1
	Strongly Agree	45	4.4	4.5	73.6
	Strongly Disagree	267	26.1	26.4	100.0
	Total	1011	98.9	100.0	
Missing		11	1.1		
Total		1022	100.0		

**My workload is manageable**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	572	56.0	56.4	56.4
	Disagree	166	16.2	16.4	72.7
	No Opinion	50	4.9	4.9	77.6
	Strongly Agree	126	12.3	12.4	90.0
	Strongly Disagree	101	9.9	10.0	100.0
	Total	1015	99.3	100.0	
Missing		7	.7		
Total		1022	100.0		

**JCF is adequately staffed**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	72	7.0	7.1	7.1
	Disagree	353	34.5	34.9	42.0
	No Opinion	52	5.1	5.1	47.1
	Strongly Agree	29	2.8	2.9	50.0
	Strongly Disagree	506	49.5	50.0	100.0
	Total	1012	99.0	100.0	
Missing		10	1.0		
Total		1022	100.0		

**Are you provided with the tools and equipment necessary**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	144	14.1	14.2	14.2
	Disagree	375	36.7	37.0	51.2
	No Opinion	54	5.3	5.3	56.5
	Strongly Agree	24	2.3	2.4	58.9
	Strongly Disagree	417	40.8	41.1	100.0
	Total	1014	99.2	100.0	
Missing		8	.8		
Total		1022	100.0		

**JCF rules and regulations are applied equitably and fairly**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	208	20.4	20.6	20.6
	Disagree	342	33.5	33.8	54.3
	No Opinion	108	10.6	10.7	65.0
	Strongly Agree	49	4.8	4.8	69.9
	Strongly Disagree	305	29.8	30.1	100.0
	Total	1012	99.0	100.0	
Missing		10	1.0		
Total		1022	100.0		

**The JCF promotion is effective at selecting the best qualified**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	140	13.7	13.8	13.8
	Disagree	306	29.9	30.1	43.9
	No Opinion	128	12.5	12.6	56.6
	Strongly Agree	21	2.1	2.1	58.6
	Strongly Disagree	420	41.1	41.4	100.0
	Total	1015	99.3	100.0	
Missing		7	.7		
Total		1022	100.0		

**There is a respectful working relationship among my co-workers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	533	52.2	52.5	52.5
	Disagree	164	16.0	16.2	68.7
	No Opinion	73	7.1	7.2	75.9
	Strongly Agree	186	18.2	18.3	94.2
	Strongly Disagree	59	5.8	5.8	100.0
	Total	1015	99.3	100.0	
Missing		7	.7		
Total		1022	100.0		

**I feel my views are listened to by my colleagues**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	524	51.3	52.2	52.2
	Disagree	167	16.3	16.7	68.9
	No Opinion	128	12.5	12.8	81.7
	Strongly Agree	109	10.7	10.9	92.5
	Strongly Disagree	75	7.3	7.5	100.0
	Total	1003	98.1	100.0	
Missing		19	1.9		
Total		1022	100.0		

**Did you receive performance development feedback from your supervisor**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	353	34.5	37.4	37.4
Valid Yes	590	57.7	62.6	100.0
Valid Total	943	92.3	100.0	
Missing	79	7.7		
Total	1022	100.0		

**"I am satisfied with the professional development opportunities in the JCF"**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	358	35.0	35.4	35.4
Valid Dis-agree	297	29.1	29.4	64.8
Valid No opinion	132	12.9	13.1	77.8
Valid Strongly	224	21.9	22.2	100.0
Valid Total	1011	98.9	100.0	
Missing	11	1.1		
Total	1022	100.0		



**I am kept well informed about decisions that affect my job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	344	33.7	36.5	36.5
	Disagree	336	32.9	35.7	72.2
	No Opinion	91	8.9	9.7	81.8
	Strongly Agree	68	6.7	7.2	89.1
	Strongly Disagree	103	10.1	10.9	100.0
	Total	942	92.2	100.0	
Missing		80	7.8		
Total		1022	100.0		

**I am satisfied with internal communication from the JCF High Command**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	309	30.2	32.8	32.8
	Disagree	329	32.2	35.0	67.8
	No Opinion	123	12.0	13.1	80.9
	Strongly Agree	52	5.1	5.5	86.4
	Strongly Disagree	128	12.5	13.6	100.0
	Total	941	92.1	100.0	
Missing		81	7.9		
Total		1022	100.0		

**I am satisfied with internal communication from the Division**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	338	33.1	35.9	35.9
	Disagree	305	29.8	32.4	68.3
	No Opinion	113	11.1	12.0	80.3
	Strongly Agree	77	7.5	8.2	88.4
	Strongly Disagree	109	10.7	11.6	100.0
	Total	942	92.2	100.0	
Missing		80	7.8		
Total		1022	100.0		

**I am satisfied with internal communication from my Supervisor**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	483	47.3	51.3	51.3
	Disagree	174	17.0	18.5	69.8
	No Opinion	76	7.4	8.1	77.9
	Strongly Agree	135	13.2	14.3	92.2
	Strongly Disagree	73	7.1	7.8	100.0
	Total	941	92.1	100.0	
Missing		81	7.9		
Total		1022	100.0		

**Are you aware of JCF's goals and priorities?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	108	10.6	11.5	11.5
	Yes	832	81.4	88.5	100.0
	Total	940	92.0	100.0	
Missing		82	8.0		
Total		1022	100.0		

**What do you think are the JCF's goals and priorities?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cri	812	79.5	83.6	83.6
	Enh	23	2.3	2.4	86.0
	Imp	111	10.9	11.4	97.4
	Org	17	1.7	1.8	99.2
	Str	8	.8	.8	100.0
	Total	971	95.0	100.0	
Missing		51	5.0		
Total		1022	100.0		

**“JCF accommodates the needs of employees to balance multiple commitments**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	269	26.3	27.0	27.0
	Disagree	314	30.7	31.5	58.4
	No Opinion	131	12.8	13.1	71.5
	Strongly Agree	44	4.3	4.4	76.0
	Strongly Disagree	240	23.5	24.0	100.0
	Total	998	97.7	100.0	
Missing		24	2.3		
Total		1022	100.0		

**Do you understand how the disciplinary processes are executed?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	178	17.4	19.5	19.5
	Yes	736	72.0	80.5	100.0
	Total	914	89.4	100.0	
Missing		108	10.6		
Total		1022	100.0		

**What do you think should be the TOP three (3) areas to improve morale in the next 1 to 3 years? Rank in order of priority**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ade	203	19.9	20.6	20.6
	Bet	581	56.8	59.0	79.6
	Gre	70	6.8	7.1	86.7
	Imp	65	6.4	6.6	93.3
	Man	24	2.3	2.4	95.7
	Red	42	4.1	4.3	100.0
	Total	985	96.4	100.0	
Missing		37	3.6		
Total		1022	100.0		

**Do you know about the Police Civilian Oversight Authority?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	370	36.2	36.6	36.6
	Yes	640	62.6	63.4	100.0
	Total	1010	98.8	100.0	
Missing		12	1.2		
Total		1022	100.0		

**Do you know the functions of the PCOA?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	478	46.8	47.4	47.4
	Yes	530	51.9	52.6	100.0
	Total	1008	98.6	100.0	
Missing		14	1.4		
Total		1022	100.0		

**External oversight of the JCF will improve compliance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agr	282	27.6	53.9	53.9
	Dis	38	3.7	7.3	61.2
	No	48	4.7	9.2	70.4
	Str	155	15.2	29.6	100.0
	Total	523	51.2	100.0	
Missing		499	48.8		
Total		1022	100.0		

**External oversight of the JCF will build trust and confidence in the JCF**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	257	25.1	49.5
	Disagree	50	4.9	59.2
	No Opinion	64	6.3	71.5
	Strongly Agree	134	13.1	97.3
	Strongly Disagree	14	1.4	100.0
	Total	519	50.8	100.0
Missing		503	49.2	
Total		1022	100.0	

**The JCF does not need external oversight**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	48	4.7	9.2
	Disagree	201	19.7	47.9
	No Opinion	69	6.8	61.2
	Strongly Agree	16	1.6	64.2
	Strongly Disagree	186	18.2	100.0
	Total	520	50.9	100.0
Missing		502	49.1	
Total		1022	100.0	

**Please rate the JCF's overall services and policing, where 1 is "poor" and 10 is "excellent"**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	23	2.3	2.4	2.4
2	15	1.5	1.6	3.9
3	51	5.0	5.3	9.2
4	94	9.2	9.7	19.0
5	235	23.0	24.4	43.3
Valid 6	171	16.7	17.7	61.0
7	209	20.5	21.7	82.7
8	134	13.1	13.9	96.6
9	20	2.0	2.1	98.7
10	13	1.3	1.3	100.0
Total	965	94.4	100.0	
Missing System	57	5.6		
Total	1022	100.0		