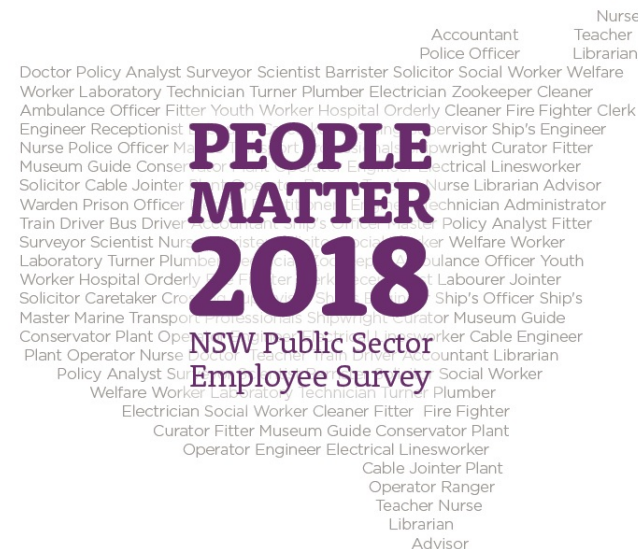

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Information and Privacy Commission

RESPONSE RATE

89%

25 OF 28 RESPONDENTS

EMPLOYEE ENGAGEMENT

46%

DIFFERENCE FROM 2017 -20

DIFFERENCE FROM PUBLIC SECTOR -20

ENGAGEMENT WITH WORK

52%

DIFFERENCE FROM 2017 -11

DIFFERENCE FROM PUBLIC SECTOR -20

SENIOR MANAGERS

45%

DIFFERENCE FROM 2017 -17

DIFFERENCE FROM PUBLIC SECTOR -4

COMMUNICATION

48%

DIFFERENCE FROM 2017 -19

DIFFERENCE FROM PUBLIC SECTOR -13

HIGH PERFORMANCE

52%

DIFFERENCE FROM 2017 -25

DIFFERENCE FROM PUBLIC SECTOR -12

PUBLIC SECTOR VALUES

55%

DIFFERENCE FROM 2017 -19

DIFFERENCE FROM PUBLIC SECTOR -7

DIVERSITY & INCLUSION

54%

DIFFERENCE FROM PUBLIC SECTOR -14

FLEXIBLE WORKING SATISFACTION

44%

DIFFERENCE FROM 2017 -34

DIFFERENCE FROM PUBLIC SECTOR -15

ACTION ON RESULTS

36%

DIFFERENCE FROM 2017 -8

DIFFERENCE FROM PUBLIC SECTOR -1



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	76%	100%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	76%	94%
1g. I know how to address a health and safety issue I have identified	72%	-
2c. I receive help and support from other members of my workgroup	72%	83%
2e. People in my workgroup treat each other with respect	72%	89%
2b. My workgroup works collaboratively to achieve its objectives	68%	89%
7a. My organisation focuses on improving the work we do	68%	88%
4a. I am paid fairly for the work I do	64%	78%
5a. My manager encourages people in my workgroup to keep improving the work they do	60%	78%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	60%	67%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
9a. I have confidence in the ways my organisation resolves grievances	24%	44%
3g. I am satisfied with the opportunities available for career development in my organisation	25%	28%
3f. I have received appropriate training and development to do my job well	28%	72%
5h. My manager appropriately deals with employees who perform poorly	36%	44%
1f. I am able to keep my work stress at an acceptable level	36%	67%
14. I believe action will be taken on the results from this survey by my organisation	36%	44%
7c. I feel that change is managed well in my organisation	36%	35%
7g. I have confidence in the way recruitment decisions are made	36%	53%
7i. I would recommend my organisation as a great place to work	36%	67%
7k. I feel a strong personal attachment to my organisation	36%	50%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

3e.	My performance is assessed against clear criteria	40%	39%
7c.	I feel that change is managed well in my organisation	36%	35%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

3f.	I have received appropriate training and development to do my job well	28%	72%
8c.	I am able to speak up and share a different view to my colleagues and manager	52%	94%
5g.	My manager provides acknowledgement or other recognition for the work I do	48%	83%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	44%	78%
1a.	I understand what is expected of me to do well in my role	56%	89%
6c.	I feel that senior managers model the values of my organisation	40%	72%
7j.	I am proud to tell others I work for my organisation	40%	72%
7m.	My organisation inspires me to do the best in my job	40%	72%
5b.	My manager listens to what I have to say	52%	83%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	52%	83%



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

Q9a. I have confidence in the ways my organisation resolves grievances



Q3f. I have received appropriate training and development to do my job well



Q5h. My manager appropriately deals with employees who perform poorly



Q5b. My manager listens to what I have to say



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q9a. I have confidence in the ways my organisation resolves grievances



Q3f. I have received appropriate training and development to do my job well



Q5h. My manager appropriately deals with employees who perform poorly



Q5b. My manager listens to what I have to say



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q9a. I have confidence in the ways my organisation resolves grievances



Q3f. I have received appropriate training and development to do my job well



Q5h. My manager appropriately deals with employees who perform poorly



Q5b. My manager listens to what I have to say



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



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

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

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



WHAT'S NEXT?

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

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

36%

of employees replied favourably to:

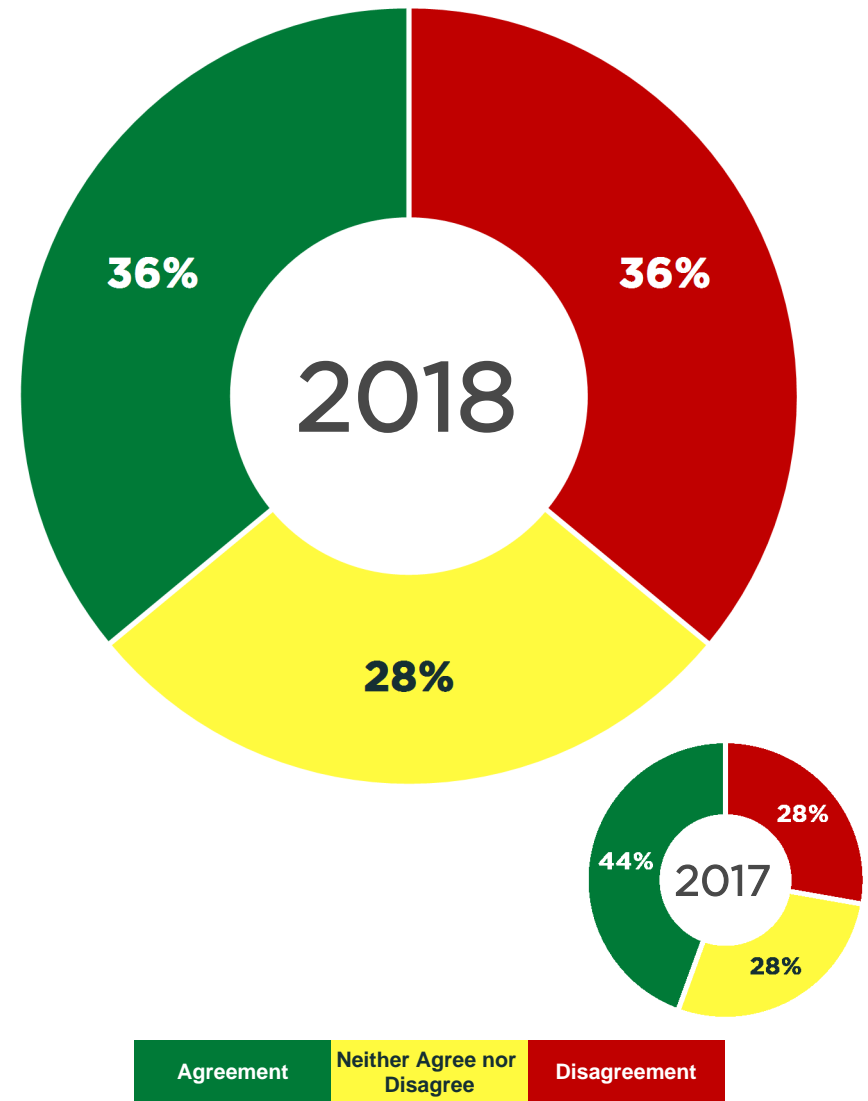
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

44%

2017



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.

** As your organisation received less than 30 responses, the key drivers are taken from the questions for Separate Agencies.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	40%	59%	52%
2	Q6b. I feel that senior managers effectively lead and manage change	40%	61%	46%
3	Q6c. I feel that senior managers model the values of my organisation	40%	72%	50%
4	Q7a. My organisation focuses on improving the work we do	68%	88%	69%
5	Q6a. I believe senior managers provide clear direction for the future of the organisation	40%	50%	49%
6	Q6h. I feel that senior managers listen to employees	44%	50%	43%



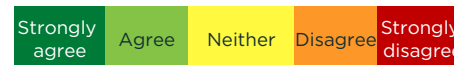
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT	46% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	12	24	24		40	36%	67%	61%
Q7j. I am proud to tell others I work for my organisation	24	16	28	8	24	40%	72%	69%
Q7k. I feel a strong personal attachment to my organisation	20	16	20	12	32	36%	50%	63%
Q7l. My organisation motivates me to help it achieve its objectives	16	28	8	8	40	44%	61%	55%
Q7m. My organisation inspires me to do the best in my job	20	20	20		36	40%	72%	55%

KEY

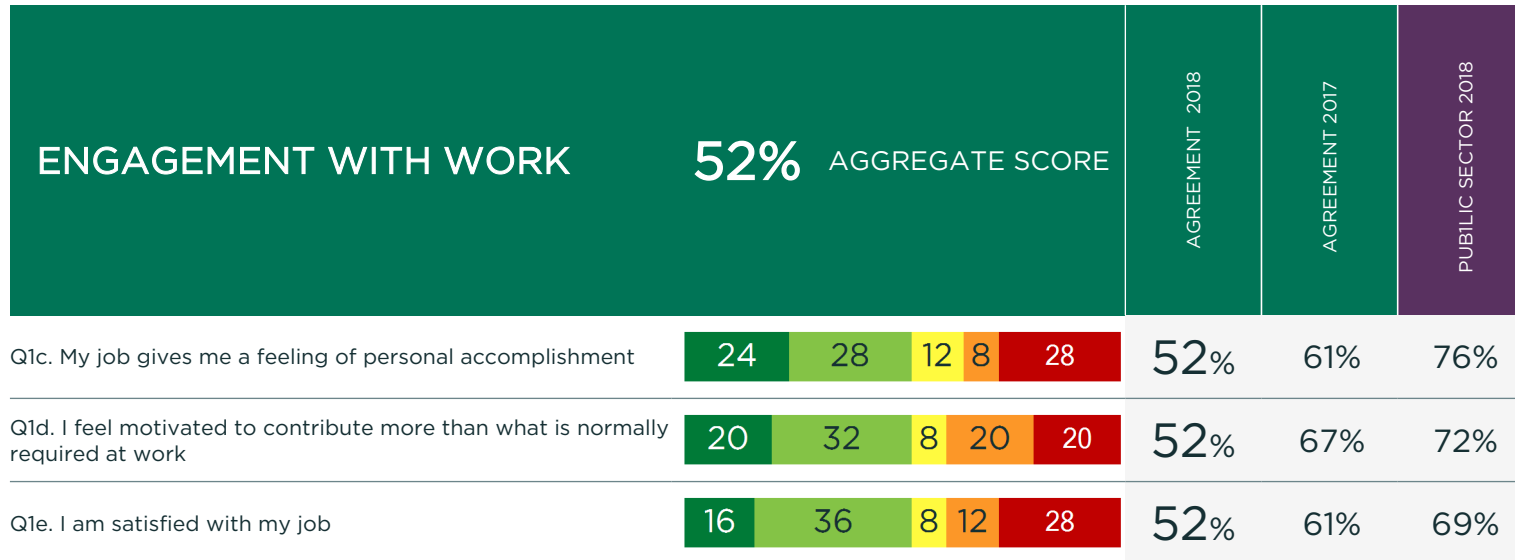




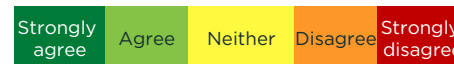
EXPLORE THE FULL RESULTS

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.



KEY





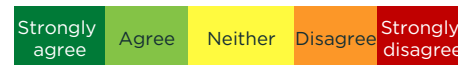
EXPLORE THE FULL RESULTS

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.

SENIOR MANAGERS	45% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	20	20	8	32	40%	50%	49%
Q6b. I feel that senior managers effectively lead and manage change	20	20	12	12	36	40%	61%	46%
Q6c. I feel that senior managers model the values of my organisation	24	16	24		32	40%	72%	50%
Q6d. Senior managers encourage innovation by employees	17	25	13	13	33	42%	72%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	28	20	8	20	52%	83%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	40	8	12	20	60%	72%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	20	28	8	16	28	48%	56%	47%
Q6h. I feel that senior managers listen to employees	20	24	8	8	40	44%	50%	43%
Q7c. I feel that change is managed well in my organisation	12	24	16	12	36	36%	35%	40%

KEY





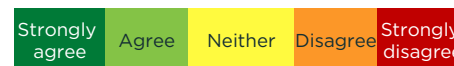
EXPLORE THE FULL RESULTS

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.

COMMUNICATION	48% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q5c. My manager communicates effectively with me	20	24	24	12	20	44%	67%	72%
Q5d. My manager encourages and values employee input	16	36	20	12	16	52%	76%	72%
Q5e. My manager involves my workgroup in decisions about our work	12	36	16	16	20	48%	61%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	20	28	8	16	28	48%	56%	47%
Q6h. I feel that senior managers listen to employees	20	24	8	8	40	44%	50%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	16	36	16		28	52%	94%	67%

KEY





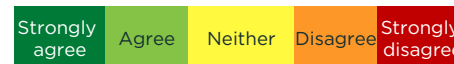
EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE					52% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	24	32	16	16	12	56%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	28	40	8	24		68%	89%	79%	
Q3f. I have received appropriate training and development to do my job well	12	16	32	12	28	28%	72%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	20	40	12	16	12	60%	78%	74%	
Q5f. I have confidence in the decisions my manager makes	12	40	20	8	20	52%	67%	68%	
Q6d. Senior managers encourage innovation by employees	17	25	13	13	33	42%	72%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	24	28	20	8	20	52%	83%	52%	
Q7a. My organisation focuses on improving the work we do	28	40	8	20		68%	88%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	24	24	16	12	24	48%	65%	57%	

KEY

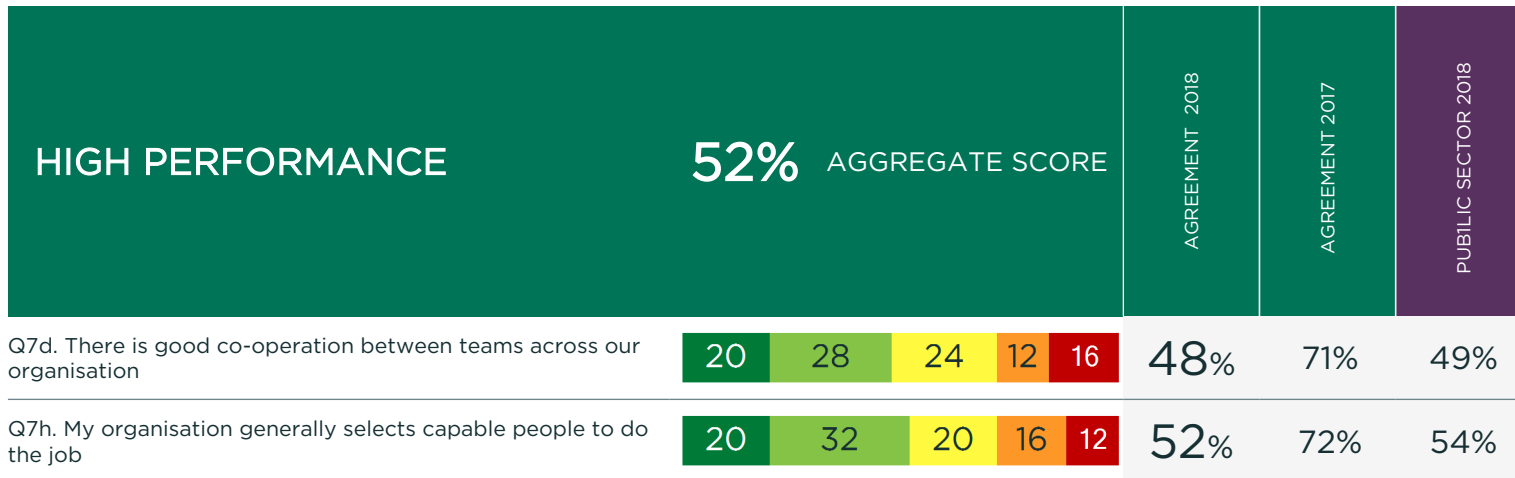




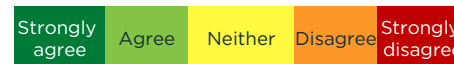
EXPLORE THE FULL RESULTS

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.



KEY





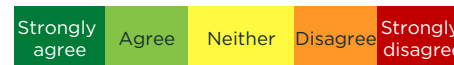
EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES	55% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	32	44	8	12		76%	100%	86%
Q2e. People in my workgroup treat each other with respect	36	36	8	12	8	72%	89%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	20	40	12	16	12	60%	78%	74%
Q5b. My manager listens to what I have to say	16	36	28		16	52%	83%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	20	20	8	32	40%	50%	49%
Q6c. I feel that senior managers model the values of my organisation	24	16	24		32	40%	72%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	40	8	12	20	60%	72%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	20	28	8	16	28	48%	56%	47%
Q6h. I feel that senior managers listen to employees	20	24	8	8	40	44%	50%	43%

KEY

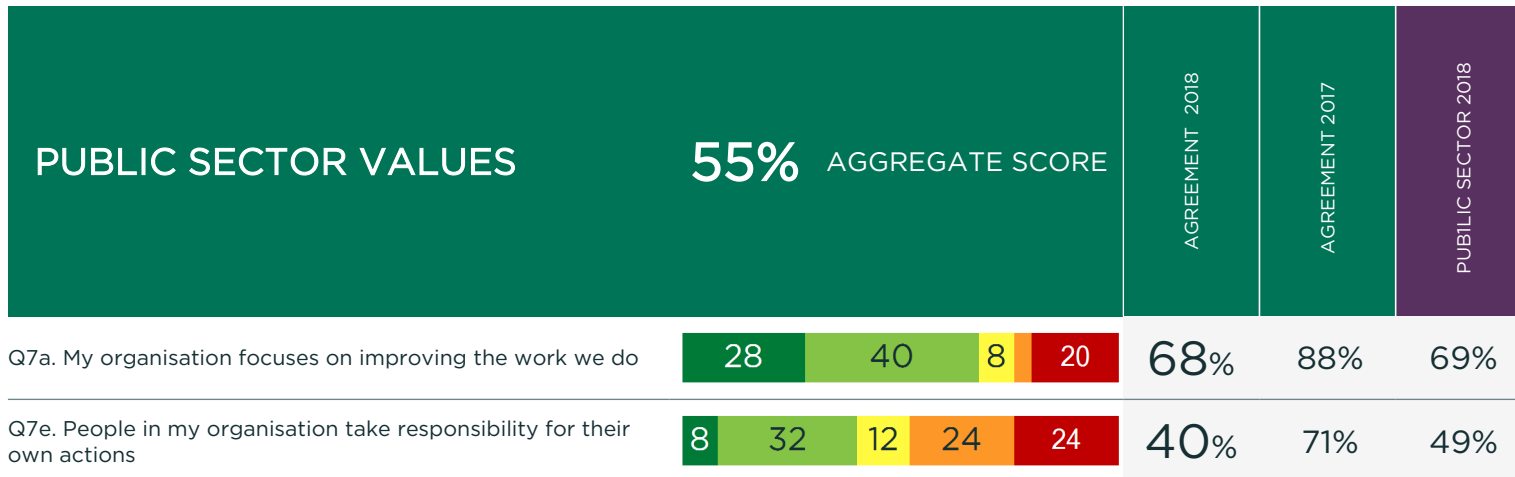




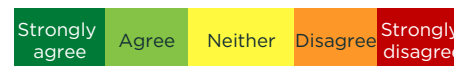
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Questions are grouped by topics in this report.

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



KEY





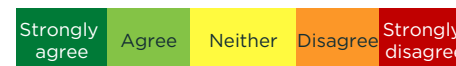
EXPLORE THE FULL RESULTS

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.

DIVERSITY & INCLUSION	54% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	20	24	8	12	36	44%	67%	65%
Q5b. My manager listens to what I have to say	16	36		28	16	52%	83%	76%
Q5d. My manager encourages and values employee input	16	36	20	12	16	52%	76%	72%
Q6i. Senior managers in my organisation support the career advancement of women	36	24	16	8	16	60%	89%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	32	16	8	16	60%	83%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	44	16			76%	94%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	16	36	16		28	52%	94%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	20	16	40		44%	78%	59%
Q8e. My manager supports flexible working in my team	28	20	20	24	8	48%	-	63%

KEY

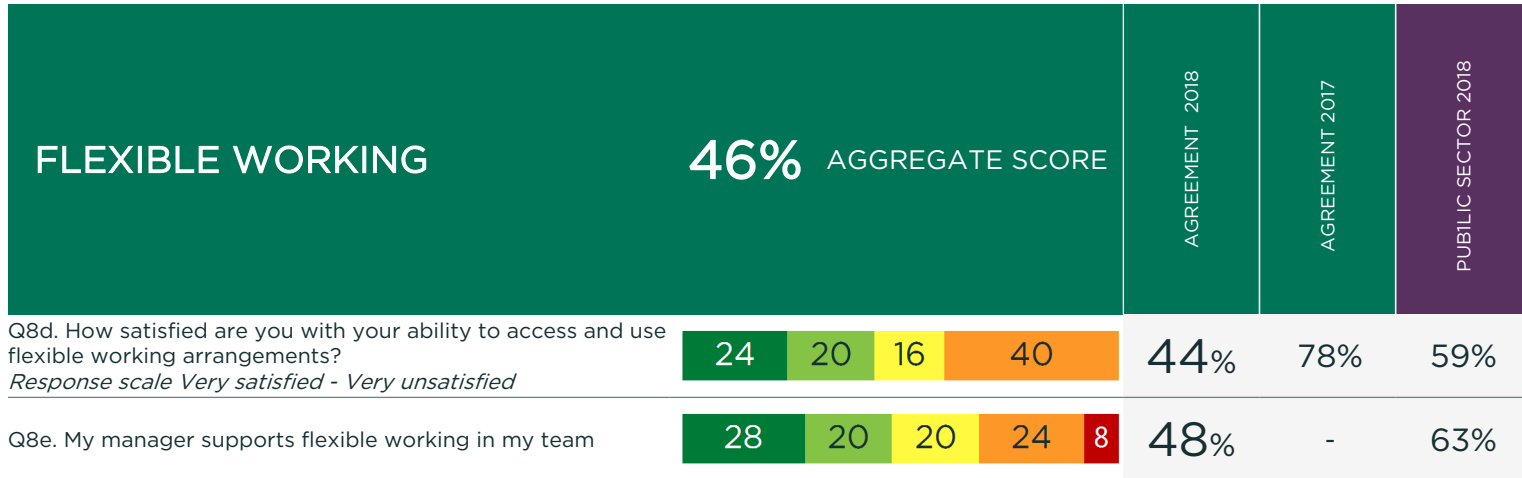




EXPLORE THE FULL RESULTS

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.



KEY

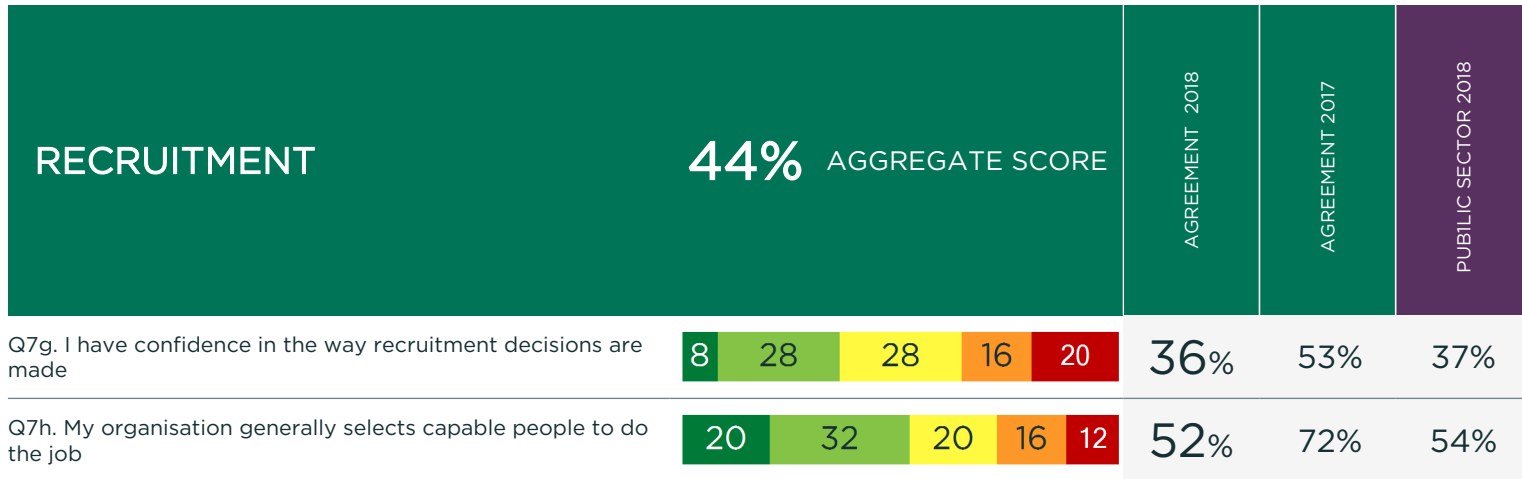




EXPLORE THE FULL RESULTS

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.



KEY





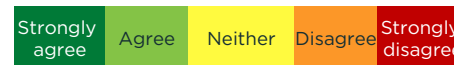
EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	42% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	12	48	8	16	16	60%	67%	65%
Q3e. My performance is assessed against clear criteria		36	24	12	24	40%	39%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	21	25	13		38	25%	28%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	16	32	24	12	16	48%	83%	69%
Q5h. My manager appropriately deals with employees who perform poorly	12	24	32	16	16	36%	44%	46%
Q7f. My organisation is committed to developing its employees	16	24	8	16	36	40%	59%	52%

KEY

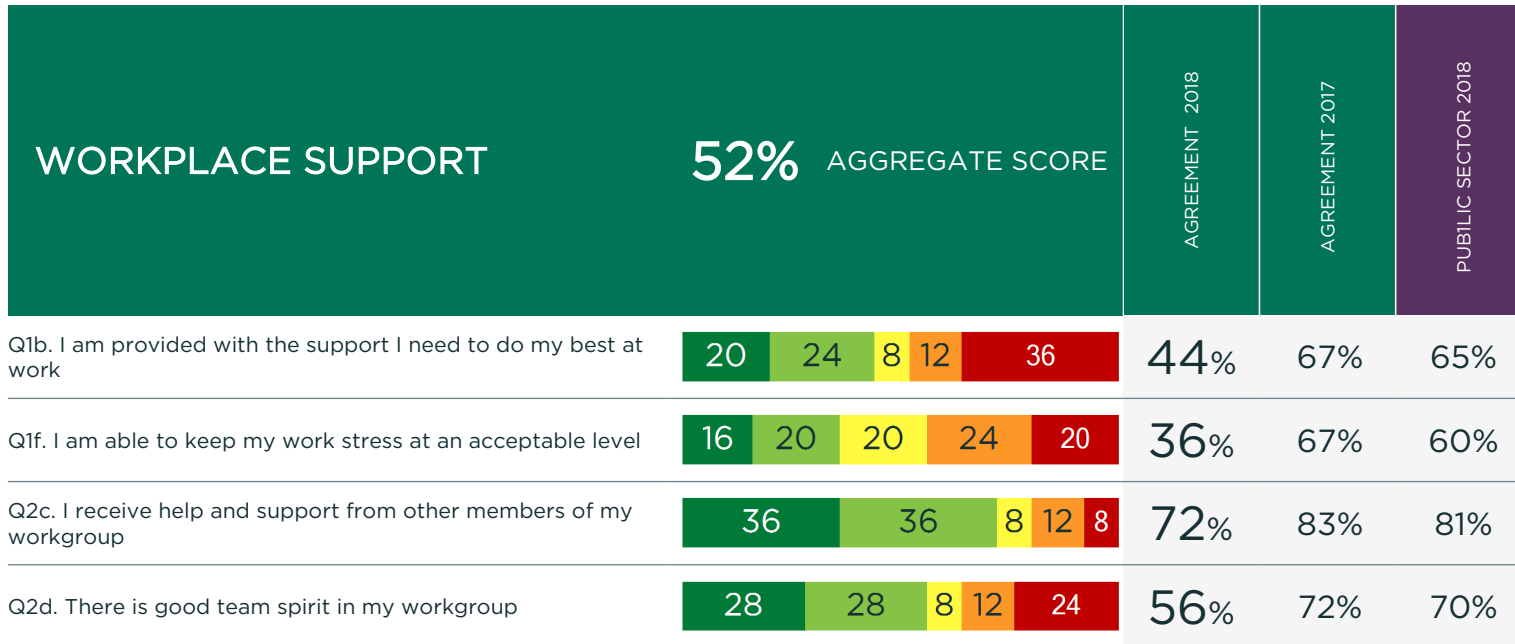




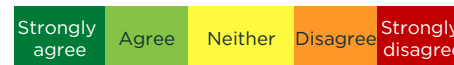
EXPLORE THE FULL RESULTS

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.



KEY

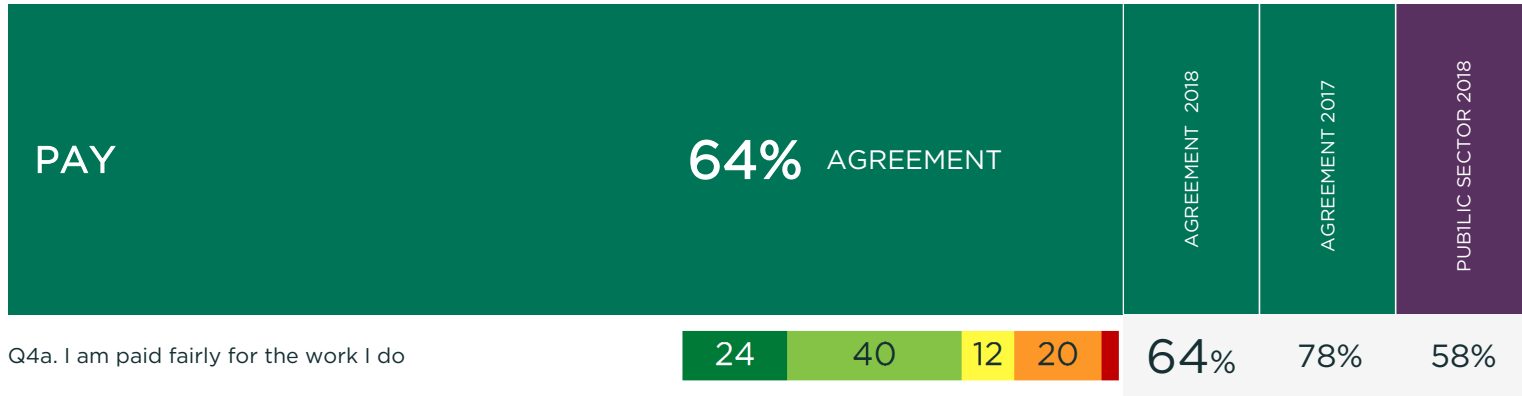




EXPLORE THE FULL RESULTS

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.



KEY

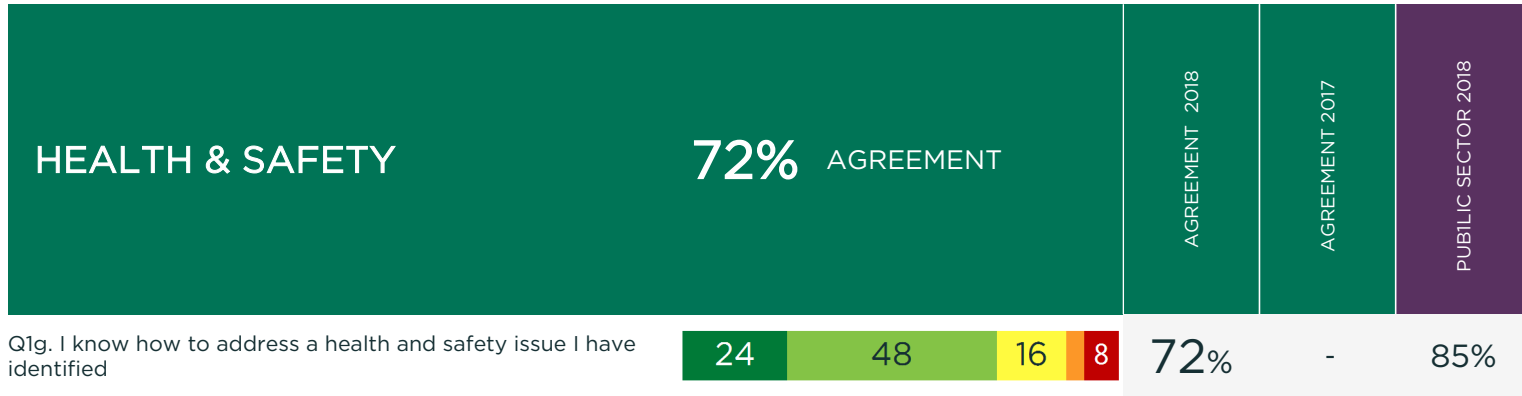




EXPLORE THE FULL RESULTS

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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.



KEY

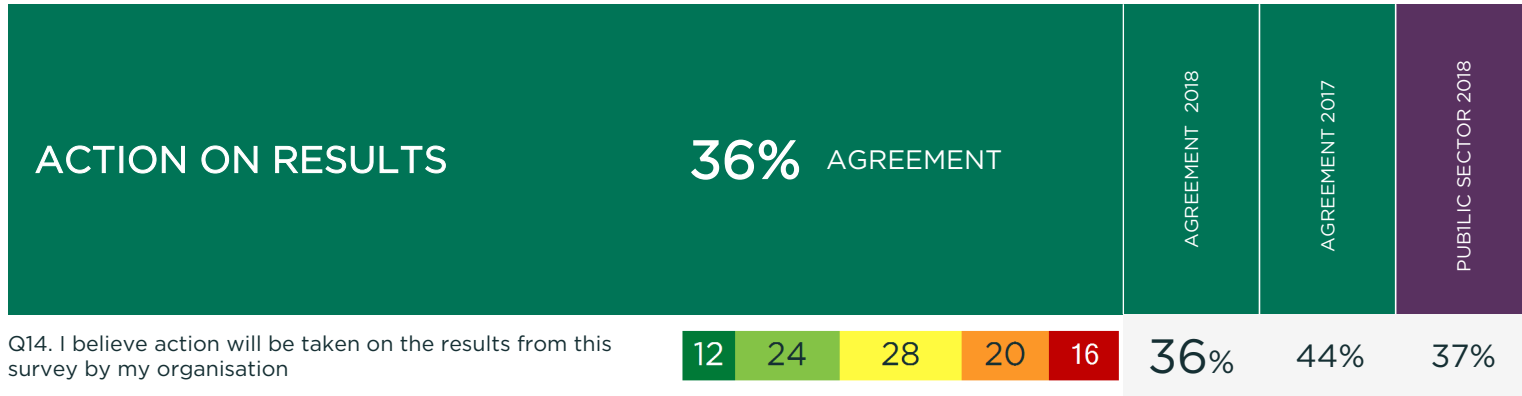




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KEY

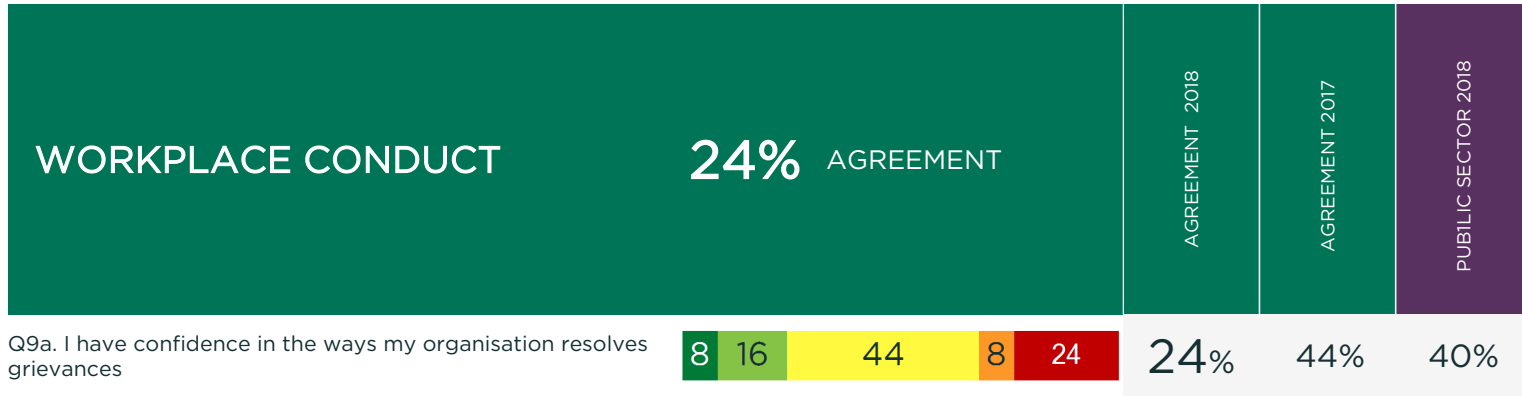




EXPLORE THE FULL RESULTS

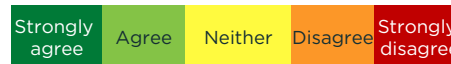
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



Q9a. I have confidence in the ways my organisation resolves grievances

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



88%

56%

71%

No



12%

44%

29%

Q3b. I have informal feedback conversations with my manager

Yes



84%

83%

76%

No



16%

17%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



80%

56%

58%

No



20%

44%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		67%	67%	41%
No		33%	33%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of promotion opportunities		42%	33%	29%
Lack of support for temporary assignments/secondments		38%	6%	15%
Lack of visible opportunities		33%	39%	30%
Lack of support from my manager/supervisor		33%	-	14%
Personal/family considerations		29%	22%	30%
Insufficient training and development		21%	6%	16%
There are no major barriers to my career progression		17%	44%	32%
Geographic location considerations		17%	33%	26%
The application/recruitment process is too cumbersome or time consuming		17%	39%	23%
Lack of required capabilities or experience		8%	11%	11%
Other		8%	11%	9%

% are calculated with the number of unique respondents (N = 24 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		32%	6%	24%
No		44%	94%	58%
Don't know		24%	-	18%

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes	(r)
No	(r)
Don't know	(r)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		56%	11%	33%
No		36%	78%	57%
Don't know		8%	11%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		24%	6%	18%
No		68%	94%	76%
Don't know		8%	-	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

A senior manager	(r)
Your Immediate Manager/Supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

		2018	2017	PUBLIC SECTOR 2018
Yes		0%	-	3%
No		88%	-	94%
Don't know		12%	-	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

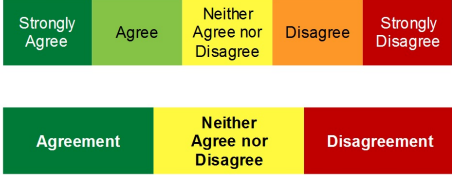
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 THE SURVEY AND ITS METHODOLOGY

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