



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Transport

Roads and Maritime Services



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RESPONSE RATE

79%

4,718 OF 6,010 RESPONDENTS

RESPONSE RATE 2018: 81%

EMPLOYEE ENGAGEMENT

63%

DIFFERENCE FROM 2018 -2 (65%)

DIFFERENCE FROM CLUSTER -2 (65%)

DIFFERENCE FROM PUBLIC SECTOR -3 (66%)

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM 2018 -2 (71%)

DIFFERENCE FROM CLUSTER -2 (71%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

SENIOR MANAGERS

47%

DIFFERENCE FROM 2018 -1 (48%)

DIFFERENCE FROM CLUSTER 0 (47%)

DIFFERENCE FROM PUBLIC SECTOR -3 (50%)

COMMUNICATION

63%

DIFFERENCE FROM 2018 -1 (64%)

DIFFERENCE FROM CLUSTER 0 (63%)

DIFFERENCE FROM PUBLIC SECTOR +1 (62%)

HIGH PERFORMANCE

62%

DIFFERENCE FROM 2018 -1 (63%)

DIFFERENCE FROM CLUSTER 0 (62%)

DIFFERENCE FROM PUBLIC SECTOR -3 (65%)

PUBLIC SECTOR VALUES

61%

DIFFERENCE FROM 2018 -2 (62%)

DIFFERENCE FROM CLUSTER 0 (61%)

DIFFERENCE FROM PUBLIC SECTOR -2 (62%)

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM 2018 -1 (74%)

DIFFERENCE FROM CLUSTER +3 (70%)

DIFFERENCE FROM PUBLIC SECTOR +4 (69%)

FLEXIBLE WORKING SATISFACTION

72%

DIFFERENCE FROM 2018 -1 (72%)

DIFFERENCE FROM CLUSTER +11 (61%)

DIFFERENCE FROM PUBLIC SECTOR +13 (59%)

ACTION ON RESULTS

36%

DIFFERENCE FROM 2018 -2 (39%)

DIFFERENCE FROM CLUSTER -5 (41%)

DIFFERENCE FROM PUBLIC SECTOR -3 (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
1h. I am comfortable notifying my manager if I become aware of any risks at work	89%	-
1a. I understand what is expected of me to do well in my role	86%	87%
2a. My workgroup strives to achieve customer/client satisfaction	85%	87%
1g. I know how to address a health and safety issue I have identified	85%	85%
2c. I receive help and support from other members of my workgroup	81%	83%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	79%	81%
2b. My workgroup works collaboratively to achieve its objectives	78%	80%
5b. My manager listens to what I have to say	77%	78%
2e. People in my workgroup treat each other with respect	77%	79%
5d. My manager encourages and values employee input	74%	76%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	33%	34%
7g. I have confidence in the way recruitment decisions are made	34%	35%
10a. I believe action will be taken on the results from this survey by my organisation	36%	39%
11a. I have confidence in the ways my organisation resolves grievances	38%	38%
6b. I feel that senior managers effectively lead and manage change	40%	42%
6h. I feel that senior managers listen to employees	41%	43%
6a. I believe senior managers provide clear direction for the future of the organisation	42%	47%
7e. People in my organisation take responsibility for their own actions	45%	45%
3g. I am satisfied with the opportunities available for career development in my organisation	46%	49%
7d. There is good co-operation between teams across our organisation	48%	48%



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

	AGREEMENT 2019	AGREEMENT 2018
6i. Senior managers in my organisation support the career advancement of women	69%	67%
6g. I feel that senior managers keep employees informed about what's going on	48%	47%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
6a. I believe senior managers provide clear direction for the future of the organisation	42%	47%
7f. My organisation is committed to developing its employees	49%	52%
3g. I am satisfied with the opportunities available for career development in my organisation	46%	49%
1d. I feel motivated to contribute more than what is normally required at work	69%	72%
7a. My organisation focuses on improving the work we do	63%	65%
7j. I am proud to tell others I work for my organisation	65%	67%
1e. I am satisfied with my job	67%	69%
2a. My workgroup strives to achieve customer/client satisfaction	85%	87%
6c. I feel that senior managers model the values of my organisation	48%	50%
10a. I believe action will be taken on the results from this survey by my organisation	36%	39%



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

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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



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: 4718

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	65	Senior Executive (ongoing/permanent or term)	6	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	13
Female	32	Ongoing/Permanent (other than senior executive)	75	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)	27
Other	3	Temporary (including temporary teachers and graduates)	3	Administrative support (e.g. executive/personal assistant, receptionist)	7
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11
15 - 34 years	23	Contract – Non Executive	6	Policy	2
35 - 54 years	57	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	8	Research	1
55+ years	20	Other	2	Program and project management support	24
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	1
Yes	25	Manager of managers	Survey %	Other	14
No	69	Yes	12	Organisation Tenure	Survey %
Prefer not to say	6	No	88	Less than 1 year	14
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	11
Yes	4	Yes	37	2 - 5 years	20
No	90	No	63	5 - 10 years	18
Prefer not to say	6	Working arrangement	Survey %	10 - 20 years	23
Disability	Survey %	Full-time	96	More than 20 years	15
Yes	3	Part-time	4	Salary	Survey %
No	92			\$83,402 and below	19
Prefer not to say	5			\$83,403 - \$108,043	24
LGBTI	Survey %			\$108,044 - \$144,520	30
Yes	3			\$144,521 and above	15
No	91			Prefer not to say	12
Prefer not to say	6				

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.

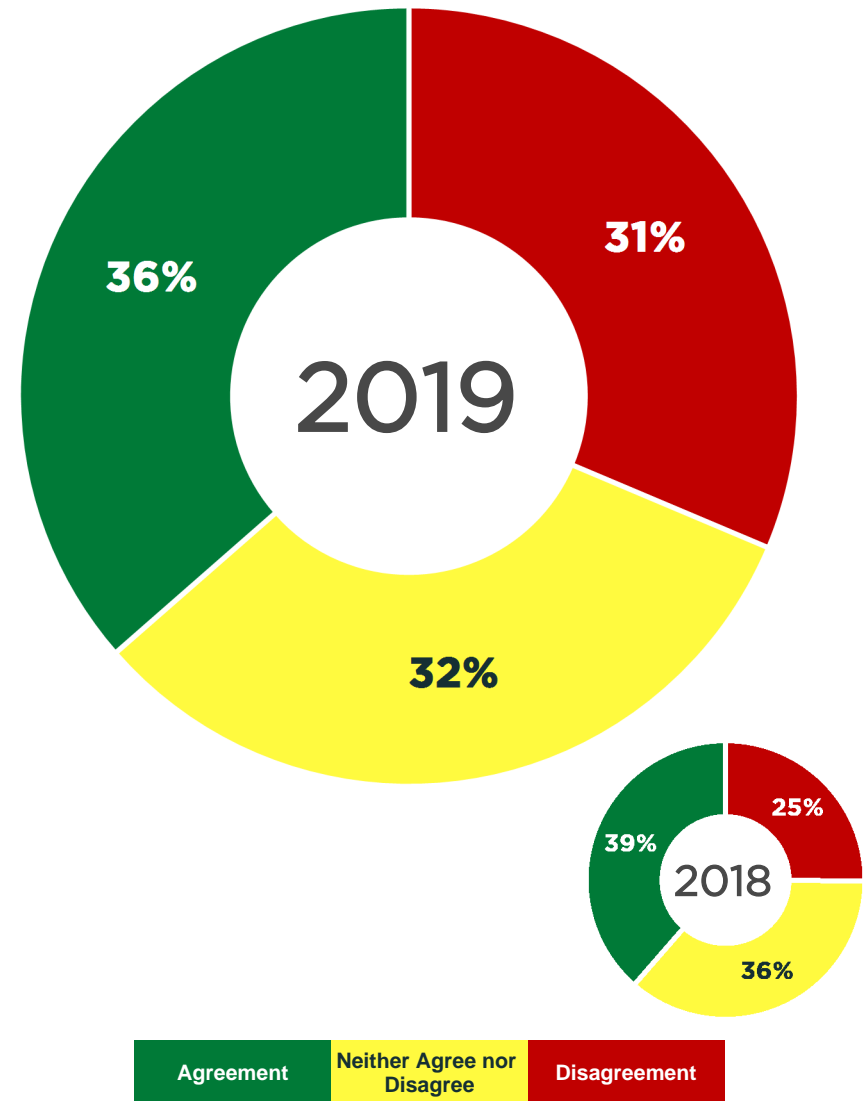
Results are rounded and may not add up to 100%

36%

of employees replied favourably to:

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

39%	41%	39%
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
1	Q7f. My organisation is committed to developing its employees	49%	52%	48%	53%
2	Q7a. My organisation focuses on improving the work we do	63%	65%	64%	69%
3	Q6h. I feel that senior managers listen to employees	41%	43%	42%	44%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	52%	53%	56%	57%
5	Q6b. I feel that senior managers effectively lead and manage change	40%	42%	42%	47%
6	Q6c. I feel that senior managers model the values of my organisation	48%	50%	48%	52%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Roads and Maritime Services

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.

	Roads and Maritime Services	Business Services	Compliance and Regulatory Services	Corporate Affairs	Finance and Investment	Motorways	NSW Maritime	Regional and Freight	Sydney	Technical and Project Services
NUMBER OF RESPONDENTS	4718	555	596	90	142	283	235	1151	548	1084
EMPLOYEE ENGAGEMENT	63%	66%	57%	69%	69%	65%	69%	59%	66%	64%
ENGAGEMENT WITH WORK	69%	76%	61%	75%	73%	70%	73%	65%	71%	70%
SENIOR MANAGERS	47%	57%	39%	65%	61%	55%	49%	41%	51%	44%
COMMUNICATION	63%	72%	57%	78%	76%	72%	65%	55%	66%	64%
HIGH PERFORMANCE	62%	68%	55%	79%	73%	66%	66%	57%	64%	62%
PUBLIC SECTOR VALUES	61%	70%	52%	77%	73%	68%	63%	54%	64%	61%
DIVERSITY & INCLUSION	73%	80%	66%	85%	82%	76%	77%	66%	73%	77%

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

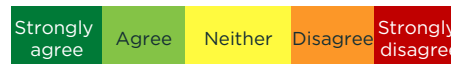
Questions are grouped by topics in this report.

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	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q7i. I would recommend my organisation as a great place to work	17	46	23	7	63%	65%	65%
Q7j. I am proud to tell others I work for my organisation	21	44	23		65%	67%	67%	70%
Q7k. I feel a strong personal attachment to my organisation	19	40	25	9	58%	59%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	41	28	11	53%	54%	55%	56%
Q7m. My organisation inspires me to do the best in my job	13	39	29	11	52%	53%	54%	56%

KEY





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	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	24	47	15	8	71%	73%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	25	43	15	9	69%	72%	70%	72%
Q1e. I am satisfied with my job	21	46	18	9	67%	69%	70%	69%

KEY





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SENIOR MANAGERS	47% 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	10	33	27	16	14	42%	47%	45%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	31	29	16	14	40%	42%	42%	47%
Q6c. I feel that senior managers model the values of my organisation	12	37	29	11	12	48%	50%	48%	52%
Q6d. Senior managers encourage innovation by employees	11	37	29	13	10	48%	49%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	39	29	10	9	51%	53%	49%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	50	20	7		67%	68%	63%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	36	23	15	14	48%	47%	48%	48%
Q6h. I feel that senior managers listen to employees	10	31	30	14	15	41%	43%	42%	44%
Q7c. I feel that change is managed well in my organisation		27	30	20	16	33%	34%	37%	42%

KEY





EXPLORE THE FULL RESULTS

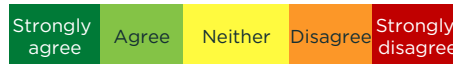
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COMMUNICATION	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	29	43	14	7	73%	74%	74%	72%
Q5d. My manager encourages and values employee input	32	42	14		74%	76%	73%	73%
Q5e. My manager involves my workgroup in decisions about our work	27	42	16	8	70%	71%	67%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	12	36	23	15	14	48%	47%	48%
Q6h. I feel that senior managers listen to employees	10	31	30	14	15	41%	43%	42%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	51	15			72%	73%	71%

KEY





EXPLORE THE FULL RESULTS

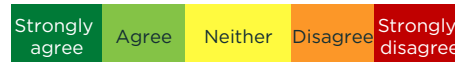
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HIGH PERFORMANCE	62% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q1a. I understand what is expected of me to do well in my role	31	54	86%	87%	88%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	34	45	11	78%	80%	78%	79%		
Q3f. I have received appropriate training and development to do my job well	14	46	24	9	60%	61%	63%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	46	15	74%	75%	74%	75%		
Q5f. I have confidence in the decisions my manager makes	29	40	16	7	70%	71%	69%	69%	
Q6d. Senior managers encourage innovation by employees	11	37	29	13	10	48%	49%	47%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	39	29	10	9	51%	53%	49%	53%
Q7a. My organisation focuses on improving the work we do	13	49	22	9	63%	65%	64%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	41	27	12	8	52%	53%	56%	57%

KEY



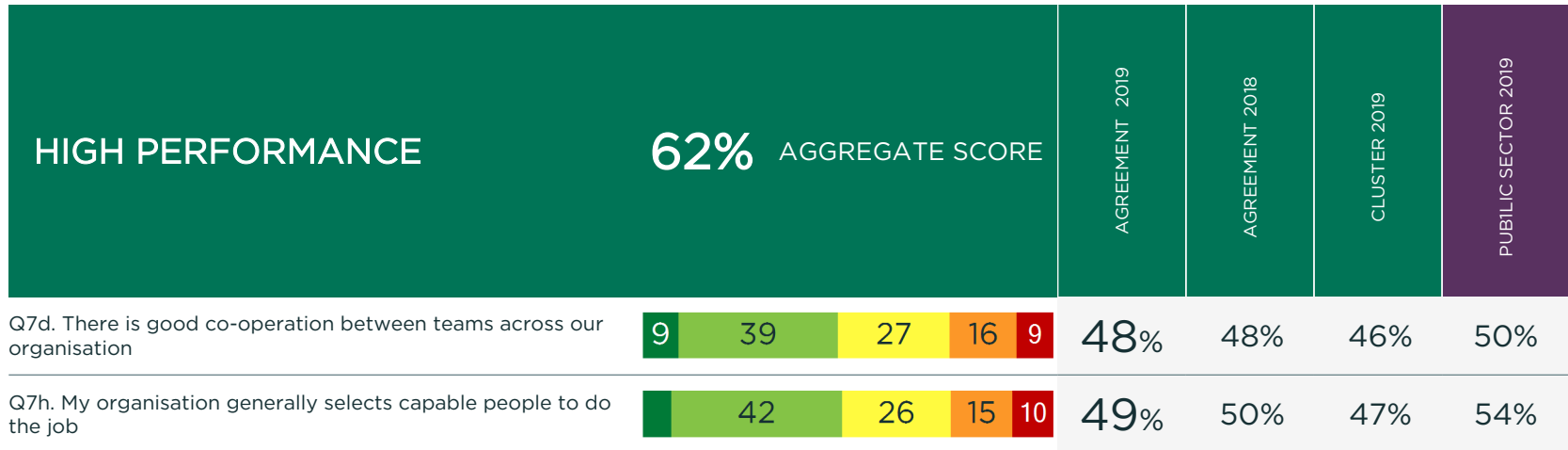


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Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	61% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	38	47	8	85%	87%	84%	86%	
Q2e. People in my workgroup treat each other with respect	35	42	12	77%	79%	77%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	46	15	74%	75%	74%	75%		
Q5b. My manager listens to what I have to say	32	45	12	77%	78%	77%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	33	27	16	14	42%	47%	45%	51%
Q6c. I feel that senior managers model the values of my organisation	12	37	29	11	12	48%	50%	48%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	50	20	7	67%	68%	63%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	12	36	23	15	14	48%	47%	48%	48%
Q6h. I feel that senior managers listen to employees	10	31	30	14	15	41%	43%	42%	44%

KEY



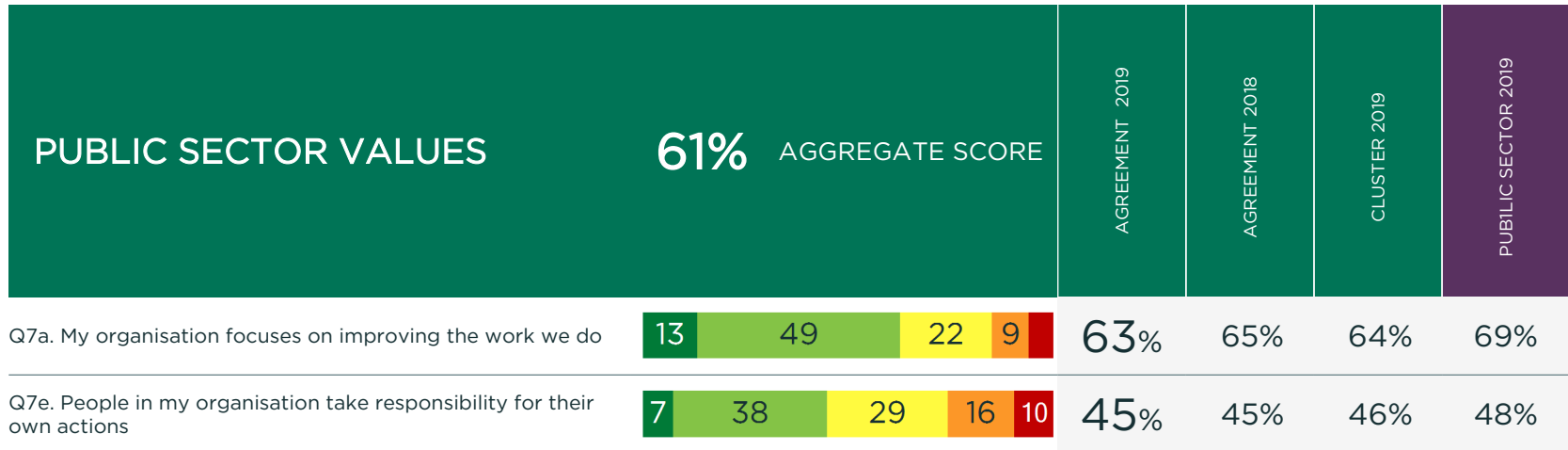


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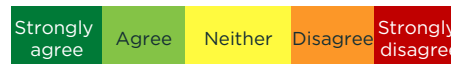
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DIVERSITY & INCLUSION	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	19	47	16	11	66%	67%	68%	67%
Q5b. My manager listens to what I have to say	32	45	12		77%	78%	77%	76%
Q5d. My manager encourages and values employee input	32	42	14		74%	76%	73%	73%
Q6i. Senior managers in my organisation support the career advancement of women	27	42	23		69%	67%	63%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	54	14		79%	81%	79%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	25	48	16		73%	75%	74%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	51	15		72%	73%	71%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	31	40	15		72%	72%	61%	59%
Q8e. My manager supports flexible working in my team	35	39	14		74%	75%	65%	63%

KEY



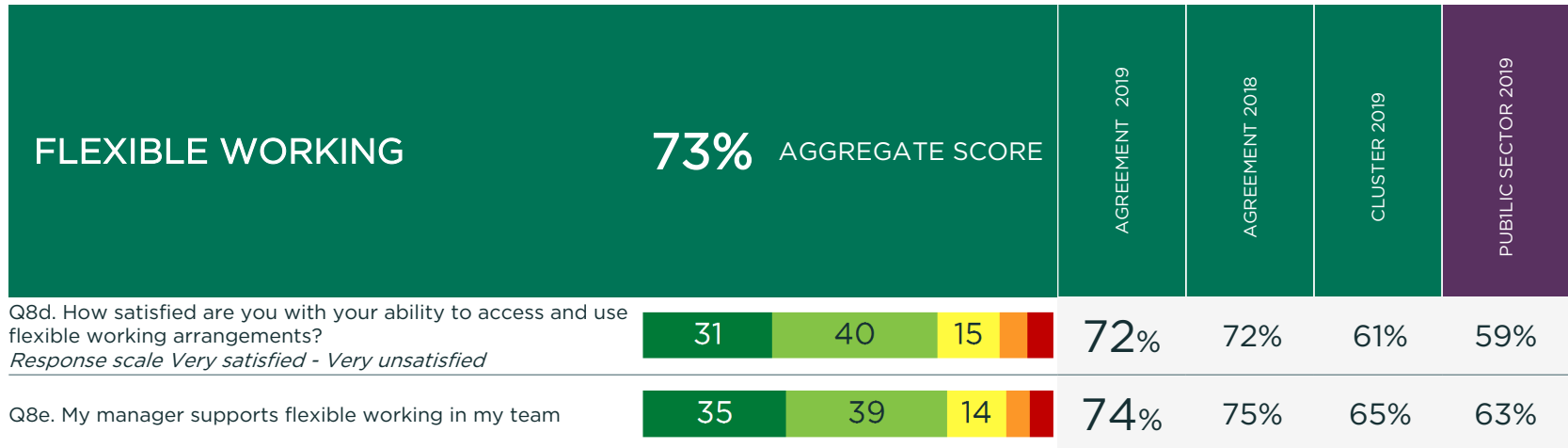


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



KEY



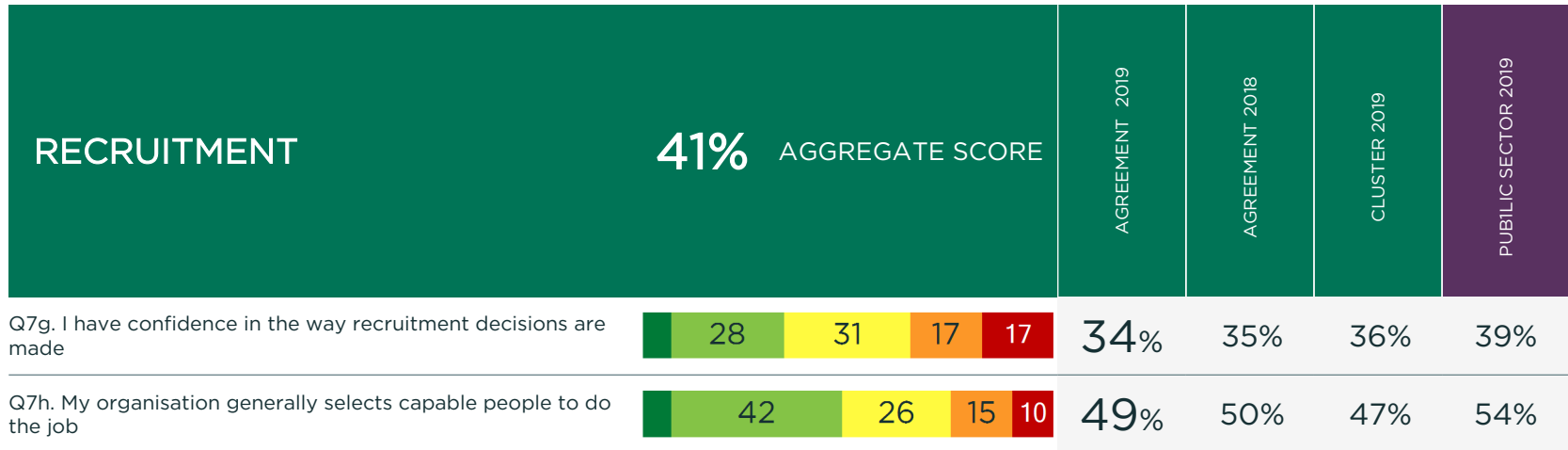


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Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

55% 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		64%	66%	64%	66%
Q3e. My performance is assessed against clear criteria		54%	56%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		46%	49%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		71%	72%	69%	69%
Q5h. My manager deals appropriately with employees who perform poorly		48%	47%	52%	48%
Q7f. My organisation is committed to developing its employees		49%	52%	48%	53%

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%

WORKPLACE SUPPORT	70% 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	19	47	16	11	66%	67%	68%	67%	
Q1f. I am able to keep my work stress at an acceptable level	15	48	19	12	63%	63%	69%	61%	
Q2c. I receive help and support from other members of my workgroup	34	47	11		81%	83%	81%	81%	
Q2d. There is good team spirit in my workgroup	32	39	14	8	7	70%	72%	71%	70%

KEY



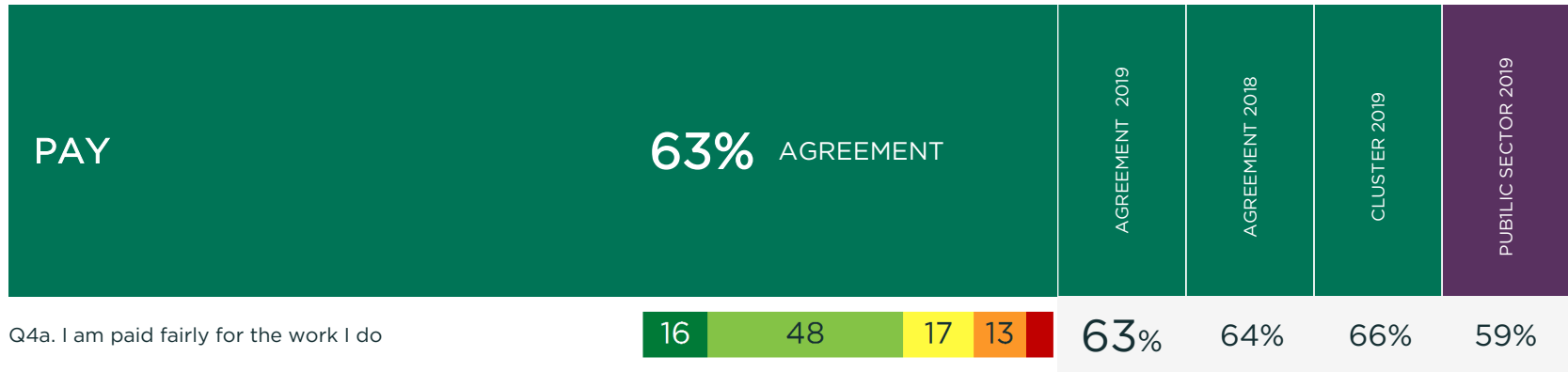


EXPLORE THE FULL RESULTS

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



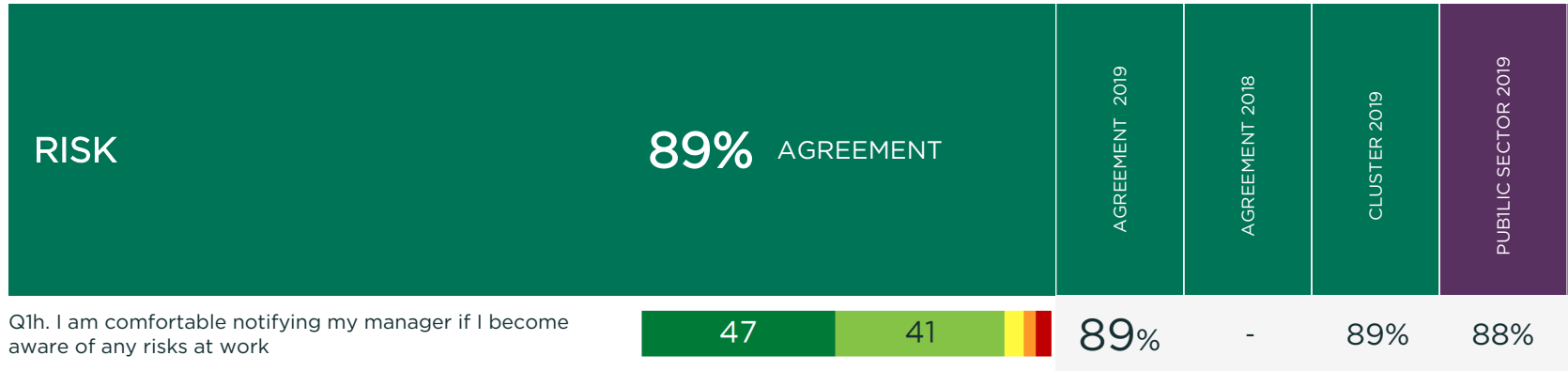


EXPLORE THE FULL RESULTS

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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



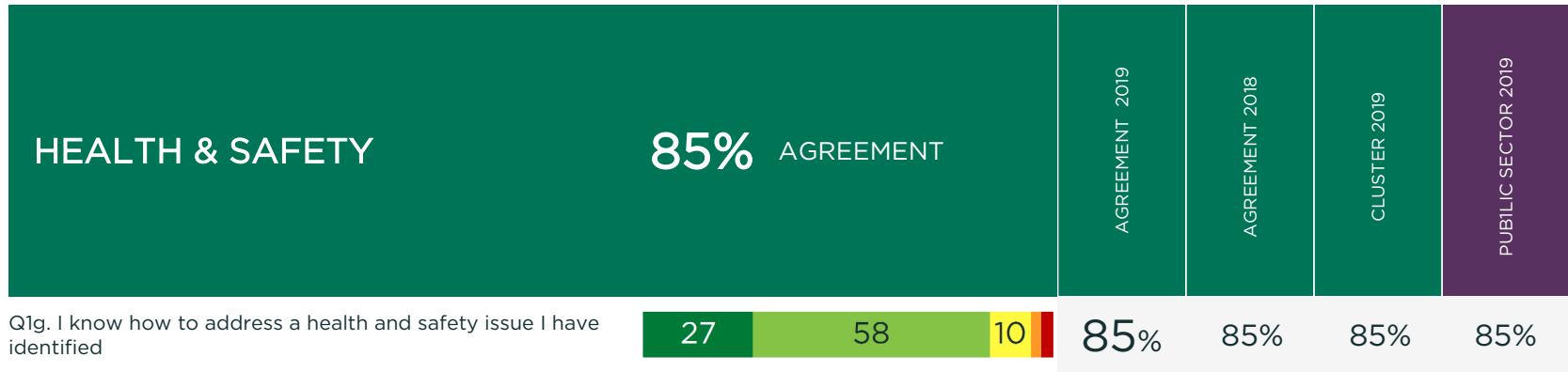


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KEY





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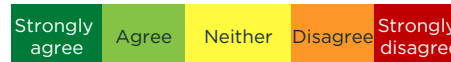
ACTION ON RESULTS

36% AGREEMENT

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



KEY



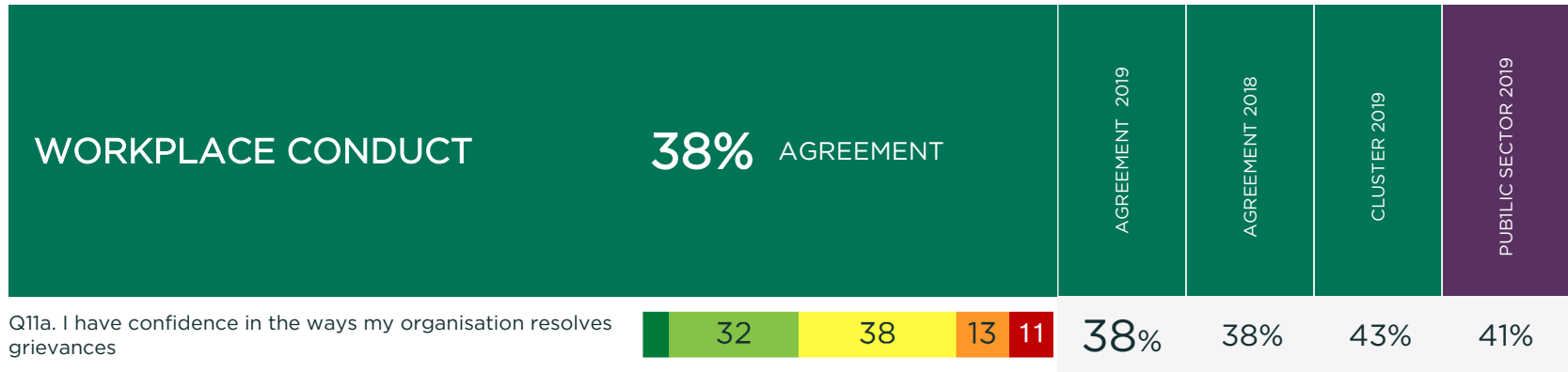


EXPLORE THE FULL RESULTS

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

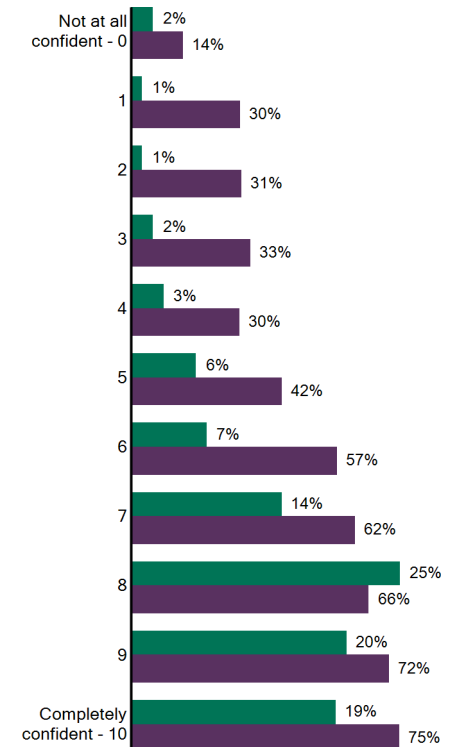
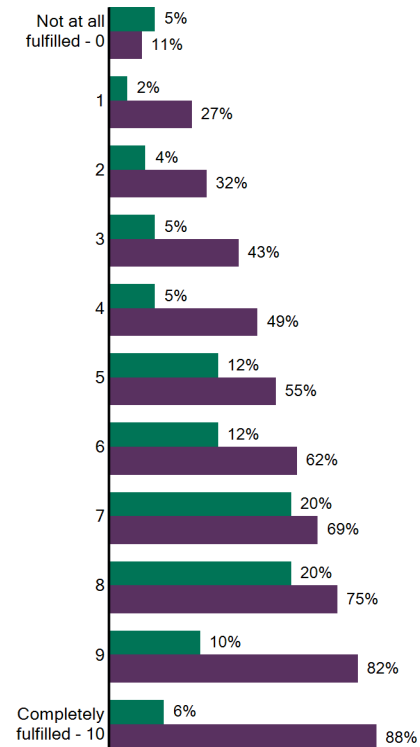
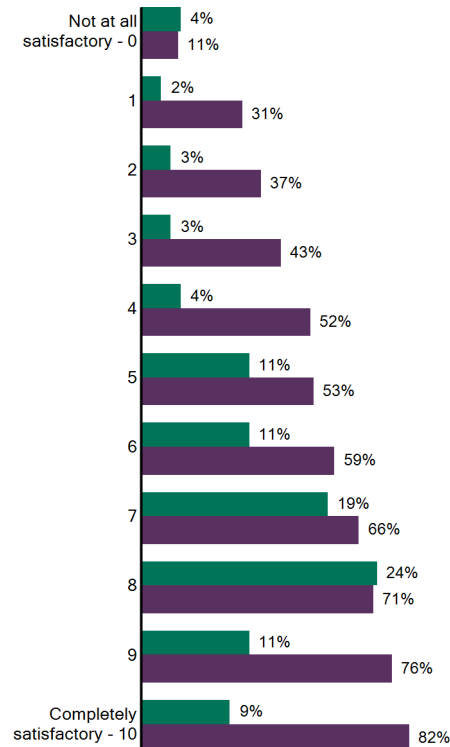


WELLBEING AND ENGAGEMENT

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
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		76%	78%	65%	71%
No		24%	22%	35%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		75%	77%	73%	76%
No		25%	23%	27%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		58%	59%	55%	60%
No		42%	41%	45%	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		48%	44%	46%	41%
No		52%	56%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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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		34%	32%	30%	28%
Lack of visible opportunities		33%	32%	28%	29%
Geographic location considerations		31%	30%	21%	25%
Personal/family considerations		28%	29%	22%	29%
There are no major barriers to my career progression		26%	31%	31%	29%
The application/recruitment process is too cumbersome or time consuming		21%	20%	22%	22%
Lack of support for temporary assignments/secondments		18%	17%	17%	15%
Insufficient training and development		16%	15%	17%	15%
Lack of support from my manager/supervisor		15%	14%	14%	13%
Lack of required capabilities or experience		14%	11%	13%	11%
Other		11%	11%	11%	9%

% are calculated with the number of unique respondents (N = 4,556 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%	18%	22%	27%
No		60%	64%	60%	56%
Don't know		17%	18%	18%	17%

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

Yes		61%	59%	59%	65%
No		36%	39%	37%	32%
Don't know		3%	2%	4%	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
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		25%	22%	23%	33%
No		65%	68%	66%	57%
Don't know		10%	11%	11%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		14%	12%	13%	18%
No		79%	81%	79%	75%
Don't know		7%	7%	8%	7%



EXPLORE THE FULL RESULTS

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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		33%	21%	26%	21%
Your immediate manager/supervisor		21%	23%	25%	23%
A fellow worker at your level		19%	24%	21%	27%
Prefer not to say		14%	18%	13%	13%
A subordinate		6%	6%	5%	7%
Other		4%	4%	4%	5%
A client or customer		2%	3%	3%	3%
A member of the public other than a client or customer		1%	1%	1%	1%



EXPLORE THE FULL RESULTS

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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					
Yes		3%	2%	3%	4%
No		94%	96%	94%	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					
A person at work		80%	69%	49%	38%
A member of the public		9%	12%	39%	36%
Other		5%	8%	3%	19%
Prefer not to say		5%	11%	8%	7%



EXPLORE THE FULL RESULTS

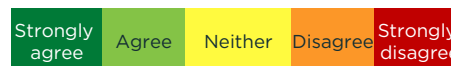
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TRANSPORT CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My workgroup demonstrates good health and safety behaviour	26	60	9			86%	87%	85%
Q2. I am given all necessary information, equipment and training to do my job safely	24	58	10			83%	82%	81%
Q3. I am given all necessary information, equipment and training to do my job effectively	19	52	15	9		71%	70%	72%
Q4. My organisation's processes for recruiting people are efficient		26	30	21	17	33%	30%	37%
Q5. I am confident in my ability to provide quality customer service to customers	30	56	8			87%	-	88%
Q6. I am able to make decisions that affect my work	25	57	10			82%	-	82%
Q7. I have a clear understanding of how my work contributes to my agency's objectives and direction	26	57	11			82%	-	83%
Q8. I see senior managers of my organisation actively putting people at the heart of the decisions they make	11	32	31	13	13	43%	-	45%
Q9. My organisation works towards achieving the greater good for the community	20	53	18			73%	-	70%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

TRANSPORT CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10. This survey asks questions about your organisation. Which of the following most represents what you were thinking about when you answered these questions?

		2019	CLUSTER 2019
The Transport Cluster		6%	11%
My agency		42%	31%
My main work site		22%	24%
All of the above		30%	35%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		65%
Female		32%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	3%
25-29	█	8%
30-34	█	11%
35-39	█	15%
40-44	█	15%
45-49	█	15%
50-54	█	12%
55-59	█	12%
60-64	█	7%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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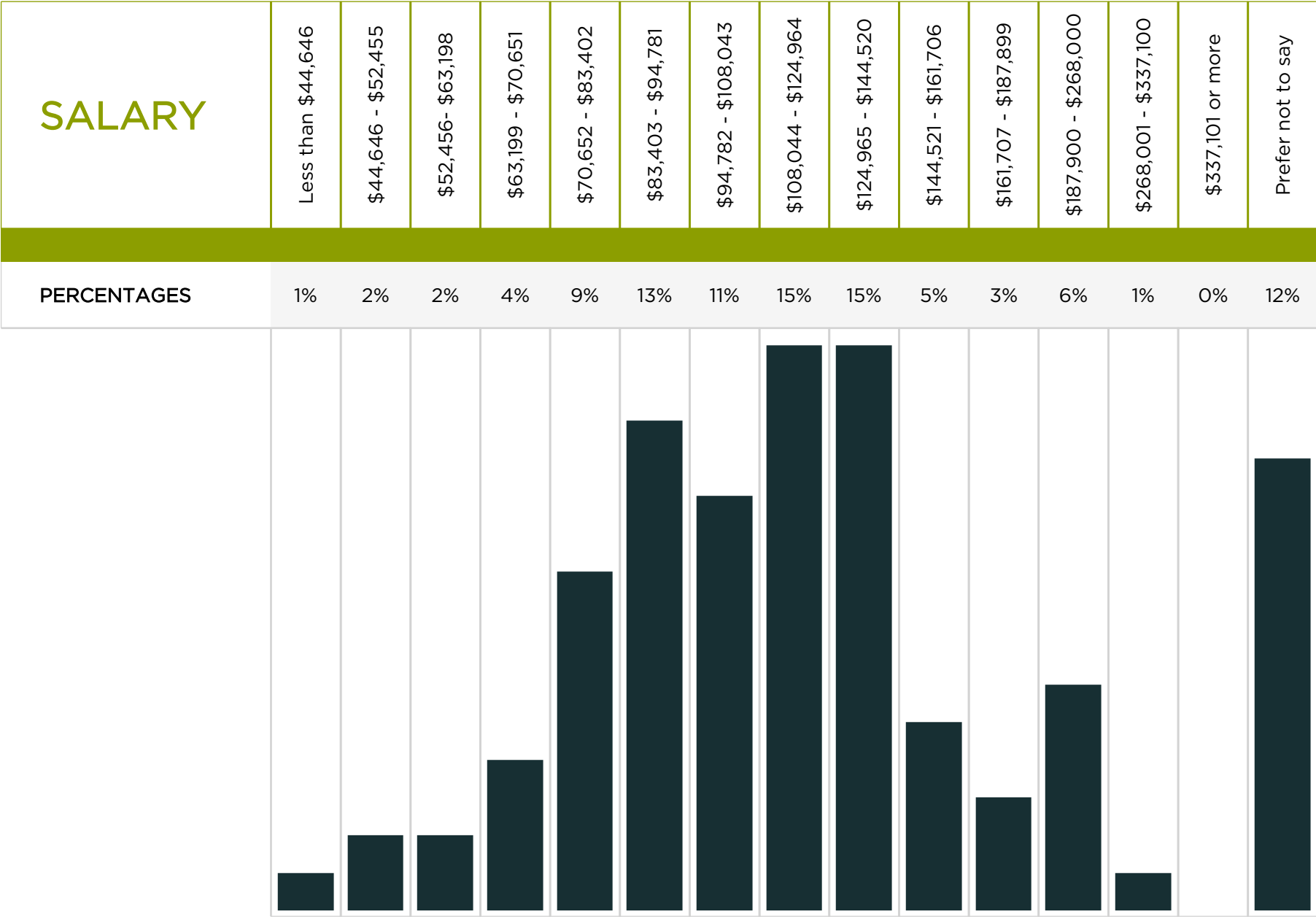
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	13%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	27%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	2%
Research	1%
Program and project management support	24%
Legal (including developing and/or reviewing legislation)	1%
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
TENURE IN ORGANISATION		
Less than 1 year		14%
1 - 2 years		11%
2 - 5 years		20%
5 - 10 years		18%
10 - 20 years		23%
More than 20 years		15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		71%
Working from home		45%
Working from different locations		37%
Working additional hours to make up for time off		24%
None of the above		17%
Working more hours over fewer days		14%
Leave without pay		7%

% are calculated with the number of unique respondents (N = 4,435 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Part-time work	4%
Flexible scheduling for rostered workers	4%
Study leave	3%
Other	2%
Purchasing annual leave	1%
Job sharing	1%

% are calculated with the number of unique respondents (N = 4,435 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%

	Roads and Maritime Services	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	4718	572	1222	291	492	84	39	1067	43	636
EMPLOYEE ENGAGEMENT	63%	54%	63%	67%	66%	62%	63%	66%	63%	62%
ENGAGEMENT WITH WORK	69%	58%	67%	73%	74%	68%	61%	74%	74%	68%
SENIOR MANAGERS	47%	31%	43%	58%	58%	50%	41%	52%	44%	45%
COMMUNICATION	63%	50%	61%	69%	74%	63%	59%	68%	55%	61%
HIGH PERFORMANCE	62%	50%	60%	69%	69%	60%	62%	66%	56%	61%
PUBLIC SECTOR VALUES	61%	46%	58%	68%	71%	61%	55%	67%	56%	59%
DIVERSITY & INCLUSION	73%	60%	72%	77%	81%	72%	67%	79%	66%	72%

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

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	Roads and Maritime Services	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	4718	47	69	111	181	418	572	497	658	670	230	132	249	40
EMPLOYEE ENGAGEMENT	63%	73%	69%	61%	68%	65%	62%	64%	66%	65%	65%	63%	69%	69%
ENGAGEMENT WITH WORK	69%	72%	76%	65%	74%	68%	65%	68%	72%	73%	73%	74%	79%	88%
SENIOR MANAGERS	47%	67%	47%	43%	51%	47%	41%	46%	48%	49%	50%	50%	59%	71%
COMMUNICATION	63%	76%	63%	57%	66%	61%	59%	62%	66%	68%	67%	68%	72%	77%
HIGH PERFORMANCE	62%	78%	67%	59%	68%	62%	58%	61%	64%	64%	65%	64%	72%	75%
PUBLIC SECTOR VALUES	61%	75%	62%	57%	64%	60%	55%	60%	63%	65%	65%	66%	72%	81%
DIVERSITY & INCLUSION	73%	83%	72%	66%	75%	71%	69%	73%	76%	80%	81%	82%	82%	89%

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.

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	Roads and Maritime Services	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	4718	18	549
EMPLOYEE ENGAGEMENT	63%	(r)	50%
ENGAGEMENT WITH WORK	69%	(r)	55%
SENIOR MANAGERS	47%	(r)	37%
COMMUNICATION	63%	(r)	52%
HIGH PERFORMANCE	62%	(r)	50%
PUBLIC SECTOR VALUES	61%	(r)	50%
DIVERSITY & INCLUSION	73%	(r)	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 TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Roads and Maritime Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4718	603	478	878	772	1013	659
EMPLOYEE ENGAGEMENT	63%	74%	68%	63%	59%	59%	60%
ENGAGEMENT WITH WORK	69%	82%	75%	69%	66%	63%	66%
SENIOR MANAGERS	47%	68%	59%	47%	39%	39%	40%
COMMUNICATION	63%	81%	73%	64%	58%	56%	56%
HIGH PERFORMANCE	62%	77%	69%	62%	58%	56%	58%
PUBLIC SECTOR VALUES	61%	79%	71%	62%	55%	54%	54%
DIVERSITY & INCLUSION	73%	86%	80%	74%	70%	68%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Roads and Maritime Services	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	4718	3132	625	1072	160	185	38	1633	2012	64	314	117	108	768
EMPLOYEE ENGAGEMENT	63%	65%	68%	67%	68%	66%	67%	66%	65%	65%	66%	71%	62%	52%
ENGAGEMENT WITH WORK	69%	72%	75%	73%	73%	74%	61%	76%	72%	65%	70%	75%	63%	56%
SENIOR MANAGERS	47%	50%	51%	51%	46%	49%	56%	53%	51%	49%	52%	54%	45%	35%
COMMUNICATION	63%	67%	69%	67%	62%	67%	67%	70%	69%	65%	68%	69%	62%	50%
HIGH PERFORMANCE	62%	65%	67%	66%	63%	66%	69%	68%	66%	65%	66%	69%	61%	48%
PUBLIC SECTOR VALUES	61%	65%	66%	65%	60%	64%	67%	67%	66%	64%	66%	68%	60%	46%
DIVERSITY & INCLUSION	73%	79%	81%	80%	75%	80%	76%	82%	81%	77%	77%	81%	70%	53%

*multiple types may be chosen.

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

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	Roads and Maritime Services	Sydney East	Sydney West	Sydney - Parramatta	Sydney - North Sydney and Hornsby	Newcastle and Lake Macquarie	Coffs Harbour - Grafton	Sydney - City and Inner South	Illawarra	Sydney - Inner West	Riverina	Central West	Capital Region	Far West and Orana
NUMBER OF RESPONDENTS	4718	861	1462	1359	415	295	277	215	205	188	169	133	82	77
EMPLOYEE ENGAGEMENT	63%	67%	65%	65%	67%	58%	64%	61%	60%	71%	65%	64%	63%	65%
ENGAGEMENT WITH WORK	69%	74%	71%	72%	74%	64%	71%	67%	66%	79%	71%	69%	70%	73%
SENIOR MANAGERS	47%	56%	51%	52%	61%	38%	42%	42%	38%	59%	45%	45%	40%	50%
COMMUNICATION	63%	71%	67%	67%	77%	58%	63%	59%	58%	72%	60%	65%	59%	61%
HIGH PERFORMANCE	62%	69%	65%	65%	73%	56%	62%	58%	60%	72%	59%	65%	59%	64%
PUBLIC SECTOR VALUES	61%	69%	65%	65%	74%	55%	59%	56%	56%	71%	57%	61%	55%	63%
DIVERSITY & INCLUSION	73%	78%	77%	77%	83%	72%	75%	68%	73%	80%	73%	74%	73%	72%

*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

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	Roads and Maritime Services	New England and North West	Central Coast	Richmond - Tweed	Sydney - Outer West and Blue Mountains	Murray	Mid North Coast	Hunter Valley exc Newcastle	Sydney - Blacktown	Sydney - Inner South West	Sydney - South West	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	4718	65	64	57	38	36	33	31	27	24	20	16	16	9
EMPLOYEE ENGAGEMENT	63%	64%	62%	60%	65%	55%	68%	36%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	72%	72%	70%	68%	53%	81%	42%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	53%	39%	39%	47%	22%	36%	20%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	61%	60%	59%	64%	38%	61%	33%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	62%	58%	60%	62%	39%	58%	32%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	62%	57%	54%	61%	35%	53%	30%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	72%	71%	70%	69%	51%	75%	45%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Roads and Maritime Services	Sydney - Ryde	Sydney - Eastern Suburbs	Sydney - Outer South West	Sydney - Sutherland	Outside NSW
NUMBER OF RESPONDENTS	4718	5	3	2	2	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	61%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(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 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%

	Roads and Maritime Services	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	4718	33	133	338	496	639	669	655	539	511	295	91
EMPLOYEE ENGAGEMENT	63%	75%	67%	68%	66%	64%	61%	60%	63%	63%	62%	72%
ENGAGEMENT WITH WORK	69%	79%	74%	73%	70%	68%	67%	66%	70%	70%	70%	87%
SENIOR MANAGERS	47%	66%	51%	50%	51%	49%	44%	43%	47%	45%	45%	60%
COMMUNICATION	63%	75%	67%	69%	71%	65%	62%	58%	62%	60%	62%	73%
HIGH PERFORMANCE	62%	77%	70%	68%	66%	62%	59%	58%	62%	61%	60%	71%
PUBLIC SECTOR VALUES	61%	73%	67%	65%	66%	63%	59%	57%	60%	59%	60%	72%
DIVERSITY & INCLUSION	73%	82%	79%	79%	78%	75%	72%	69%	72%	72%	73%	80%

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 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%

	Roads and Maritime Services	Male	Female	Other
NUMBER OF RESPONDENTS	4718	2873	1424	137
EMPLOYEE ENGAGEMENT	63%	62%	67%	47%
ENGAGEMENT WITH WORK	69%	68%	74%	40%
SENIOR MANAGERS	47%	44%	55%	28%
COMMUNICATION	63%	62%	69%	42%
HIGH PERFORMANCE	62%	60%	68%	42%
PUBLIC SECTOR VALUES	61%	59%	67%	41%
DIVERSITY & INCLUSION	73%	72%	78%	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

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

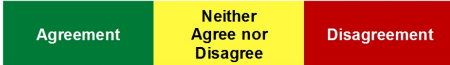
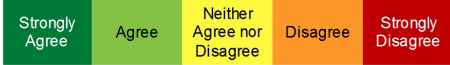
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.