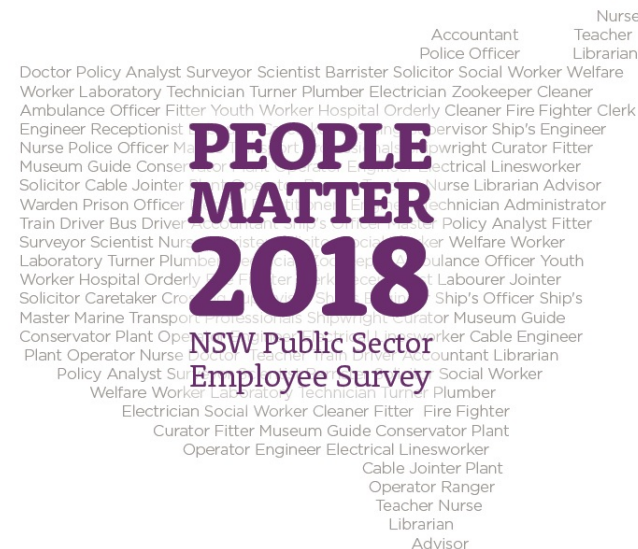

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



DEPARTMENT REPORT

Premier and Cabinet

Department of Premier and Cabinet

RESPONSE RATE

98%

658 OF 670 RESPONDENTS

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +1
DIFFERENCE FROM PUBLIC SECTOR +7

ENGAGEMENT WITH WORK

77%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +5

SENIOR MANAGERS

65%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +16

COMMUNICATION

76%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +14

HIGH PERFORMANCE

77%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +12

PUBLIC SECTOR VALUES

77%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +15

DIVERSITY & INCLUSION

82%

DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +14

FLEXIBLE WORKING SATISFACTION

85%

DIFFERENCE FROM 2017 +5
DIFFERENCE FROM CLUSTER +4
DIFFERENCE FROM PUBLIC SECTOR +26

ACTION ON RESULTS

63%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +26



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	95%	94%
2b. My workgroup works collaboratively to achieve its objectives	91%	88%
1a. I understand what is expected of me to do well in my role	90%	88%
2c. I receive help and support from other members of my workgroup	89%	85%
8e. My manager supports flexible working in my team	87%	-
5b. My manager listens to what I have to say	87%	85%
5a. My manager encourages people in my workgroup to keep improving the work they do	87%	83%
2e. People in my workgroup treat each other with respect	87%	84%
1g. I know how to address a health and safety issue I have identified	85%	-
5d. My manager encourages and values employee input	85%	80%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
9a. I have confidence in the ways my organisation resolves grievances	44%	44%
7g. I have confidence in the way recruitment decisions are made	48%	46%
7c. I feel that change is managed well in my organisation	50%	53%
5h. My manager appropriately deals with employees who perform poorly	53%	53%
3g. I am satisfied with the opportunities available for career development in my organisation	56%	53%
6b. I feel that senior managers effectively lead and manage change	60%	64%
7k. I feel a strong personal attachment to my organisation	60%	62%
6h. I feel that senior managers listen to employees	62%	63%
14. I believe action will be taken on the results from this survey by my organisation	63%	65%
6d. Senior managers encourage innovation by employees	64%	62%



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

5c.	My manager communicates effectively with me	83%	77%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	85%	80%
2d.	There is good team spirit in my workgroup	84%	79%
5d.	My manager encourages and values employee input	85%	80%
5f.	I have confidence in the decisions my manager makes	82%	78%
5e.	My manager involves my workgroup in decisions about our work	80%	76%
7i.	I would recommend my organisation as a great place to work	80%	76%
5g.	My manager provides acknowledgement or other recognition for the work I do	84%	80%
2c.	I receive help and support from other members of my workgroup	89%	85%
5a.	My manager encourages people in my workgroup to keep improving the work they do	87%	83%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7i.	My organisation motivates me to help it achieve its objectives	66%	71%
6b.	I feel that senior managers effectively lead and manage change	60%	64%
6a.	I believe senior managers provide clear direction for the future of the organisation	64%	68%
6g.	I feel that senior managers keep employees informed about what's going on	65%	69%
7c.	I feel that change is managed well in my organisation	50%	53%
6c.	I feel that senior managers model the values of my organisation	68%	71%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	79%	82%
14.	I believe action will be taken on the results from this survey by my organisation	63%	65%
7m.	My organisation inspires me to do the best in my job	67%	70%
7b.	My organisation is making the necessary improvements to meet our future challenges	65%	67%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5. Recruitment processes at DPC have improved from 12 months ago



Q5. Recruitment processes at DPC have improved from 12 months ago



Q5. Recruitment processes at DPC have improved from 12 months ago



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



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



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



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



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



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



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



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



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



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.

63%

of employees replied favourably to:

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

37%

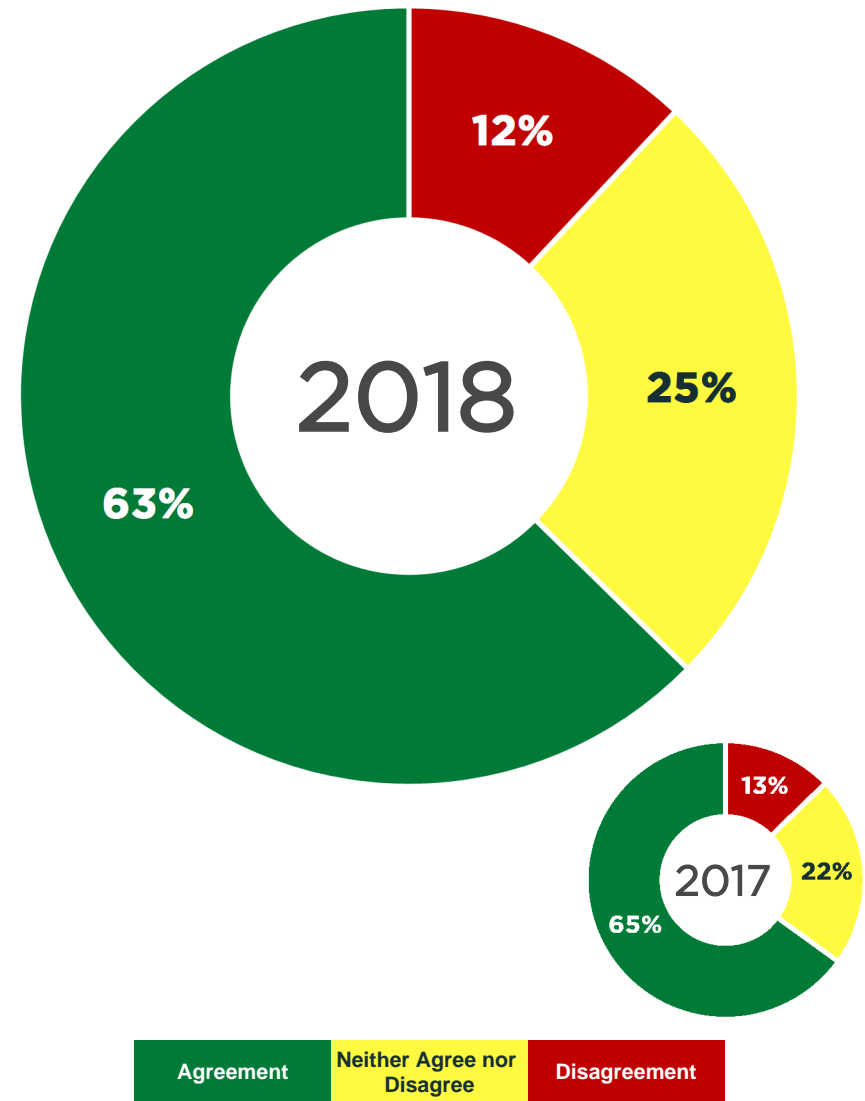
SECTOR

60%

CLUSTER

65%

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.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	74%	72%	69%	52%
2	Q7a. My organisation focuses on improving the work we do	83%	82%	81%	69%
3	Q7e. People in my organisation take responsibility for their own actions	69%	69%	64%	49%
4	Q7h. My organisation generally selects capable people to do the job	72%	74%	72%	54%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	65%	67%	65%	57%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	64%	68%	62%	49%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Premier and Cabinet

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.

	Department of Premier and Cabinet	Cabinet & Legal Group	Customer, Behavioural Insights and Delivery Unit	Economic Policy Group	Operations and Engagement Group	Regional NSW Group	Social Policy Group
NUMBER OF RESPONDENTS	658	46	39	67	221	149	110
EMPLOYEE ENGAGEMENT	72%	69%	82%	72%	70%	69%	76%
ENGAGEMENT WITH WORK	77%	70%	84%	78%	77%	77%	78%
SENIOR MANAGERS	65%	73%	82%	67%	55%	64%	78%
COMMUNICATION	76%	82%	82%	83%	70%	73%	84%
HIGH PERFORMANCE	77%	80%	84%	80%	72%	75%	84%
PUBLIC SECTOR VALUES	77%	83%	87%	82%	69%	76%	87%
DIVERSITY & INCLUSION	82%	84%	79%	87%	79%	80%	87%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT	72% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q7i. I would recommend my organisation as a great place to work	32	48	13	80%	76%	75%	61%	
Q7j. I am proud to tell others I work for my organisation	36	47	13	84%	84%	81%	69%	
Q7k. I feel a strong personal attachment to my organisation	21	40	26	10	60%	62%	60%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	46	24	7	66%	71%	65%	55%
Q7m. My organisation inspires me to do the best in my job	23	45	23		67%	70%	66%	55%

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.

ENGAGEMENT WITH WORK	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	31	46	16	76%	78%	76%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	34	47	12	81%	81%	78%	72%	
Q1e. I am satisfied with my job	25	49	15	9	74%	73%	72%	69%

KEY





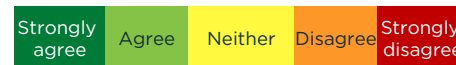
EXPLORE THE FULL RESULTS

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	65% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	44	23	10	64%	68%	62%	49%
Q6b. I feel that senior managers effectively lead and manage change	19	42	24	10	60%	64%	58%	46%
Q6c. I feel that senior managers model the values of my organisation	23	45	21		68%	71%	65%	50%
Q6d. Senior managers encourage innovation by employees	18	46	26		64%	62%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	28	47	18		74%	76%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	31	50	13		81%	79%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	19	46	20	11	65%	69%	63%	47%
Q6h. I feel that senior managers listen to employees	19	43	23	10	62%	63%	60%	43%
Q7c. I feel that change is managed well in my organisation	12	38	32	14	50%	53%	49%	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	76% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q5c. My manager communicates effectively with me	39	45	9	83%	77%	79%	72%	
Q5d. My manager encourages and values employee input	44	41	9	85%	80%	81%	72%	
Q5e. My manager involves my workgroup in decisions about our work	38	42	11	80%	76%	76%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	19	46	20	11	65%	69%	63%	47%
Q6h. I feel that senior managers listen to employees	19	43	23	10	62%	63%	60%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	50	13	79%	78%	76%	67%	

KEY





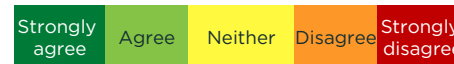
EXPLORE THE FULL RESULTS

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.

	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1a. I understand what is expected of me to do well in my role	33	57	90%	88%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	51	39	91%	88%	86%	79%	
Q3f. I have received appropriate training and development to do my job well	21	47	22	68%	66%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	47	8	87%	83%	83%	74%
Q5f. I have confidence in the decisions my manager makes	42	40	11	82%	78%	79%	68%
Q6d. Senior managers encourage innovation by employees	18	46	26	64%	62%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	28	47	18	74%	76%	72%	52%
Q7a. My organisation focuses on improving the work we do	28	55	14	83%	82%	81%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	46	27	65%	67%	65%	57%

KEY

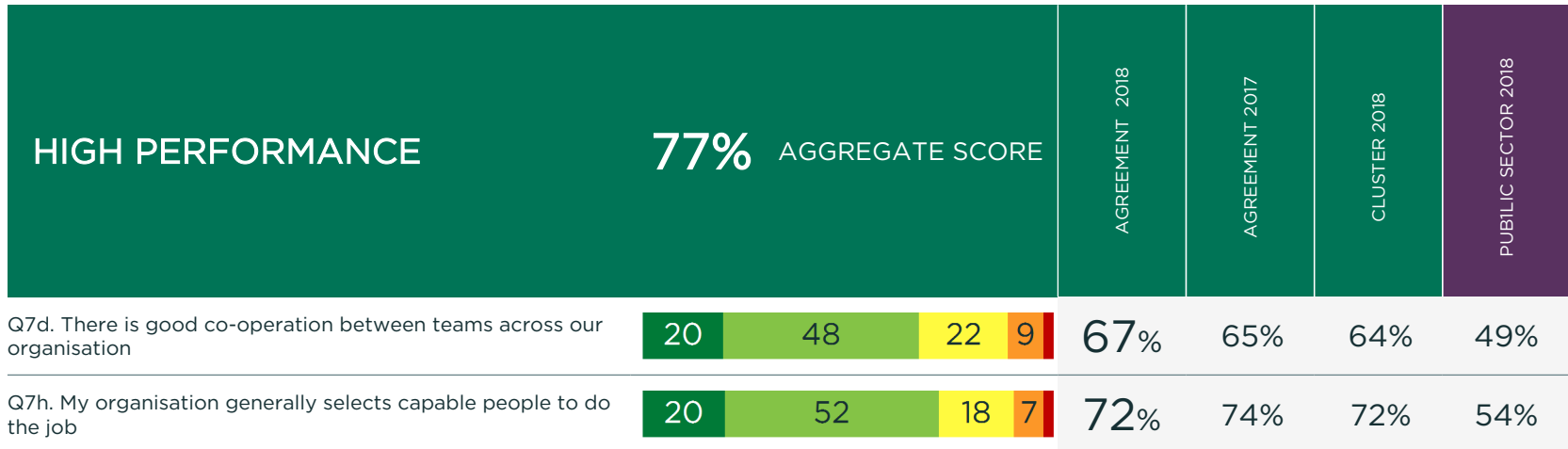




EXPLORE THE FULL RESULTS

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	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	58	37	95%	94%	93%	86%	
Q2e. People in my workgroup treat each other with respect	51	36	7	87%	84%	83%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	40	47	8	87%	83%	83%	74%	
Q5b. My manager listens to what I have to say	46	41	8	87%	85%	84%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	44	23	10	64%	68%	62%	49%
Q6c. I feel that senior managers model the values of my organisation	23	45	21		68%	71%	65%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	31	50	13		81%	79%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	19	46	20	11	65%	69%	63%	47%
Q6h. I feel that senior managers listen to employees	19	43	23	10	62%	63%	60%	43%

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		77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q7a. My organisation focuses on improving the work we do		28	55	14	83%	82%	81%	69%	
Q7e. People in my organisation take responsibility for their own actions		20	49	20	8	69%	69%	64%	49%

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	82% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	27	50	14	8	77%	75%	74%	65%
Q5b. My manager listens to what I have to say	46	41	8		87%	85%	84%	76%
Q5d. My manager encourages and values employee input	44	41	9		85%	80%	81%	72%
Q6i. Senior managers in my organisation support the career advancement of women	36	41	19		76%	75%	74%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	49	13		80%	81%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	35	44	14		79%	82%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	50	13		79%	78%	76%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	45	40	10		85%	80%	81%	59%
Q8e. My manager supports flexible working in my team	53	34	9		87%	-	84%	63%

KEY

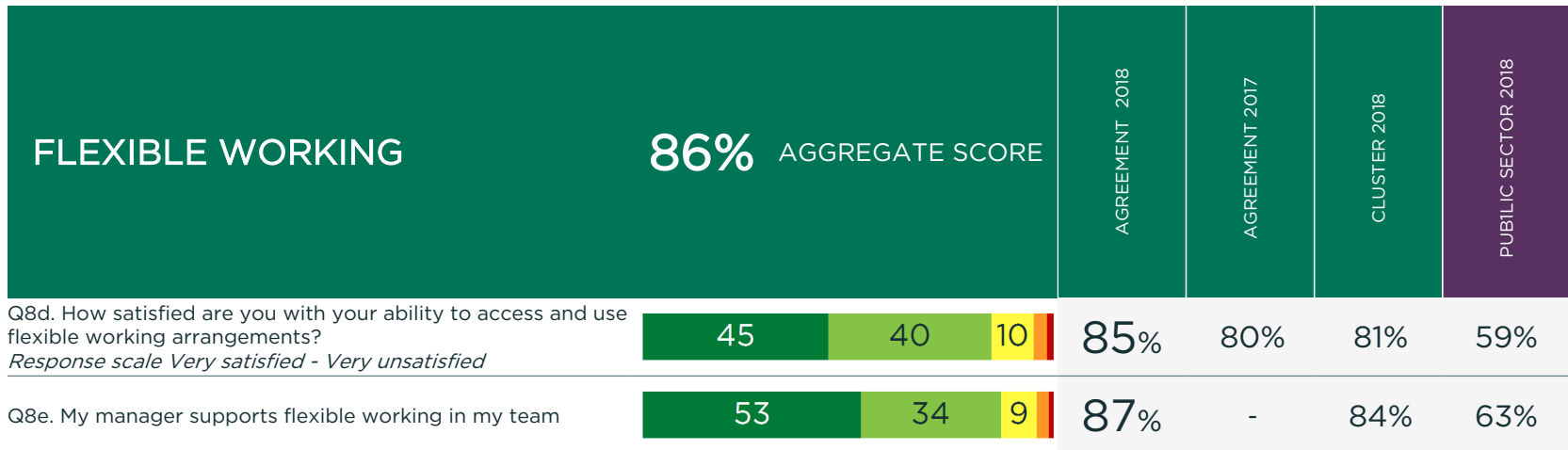




EXPLORE THE FULL RESULTS

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

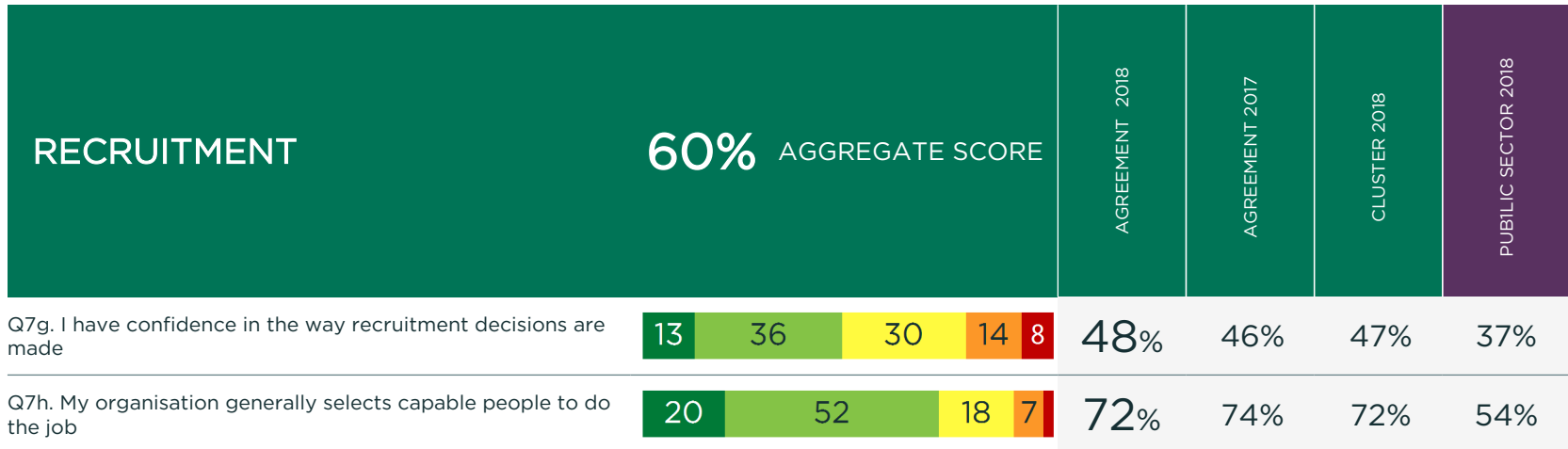




EXPLORE THE FULL RESULTS

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.

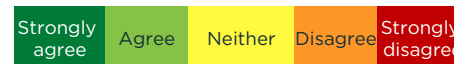
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

68% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		78%	77%	74%	65%
Q3e. My performance is assessed against clear criteria		65%	64%	61%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		56%	53%	52%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		84%	80%	81%	69%
Q5h. My manager appropriately deals with employees who perform poorly		53%	53%	51%	46%
Q7f. My organisation is committed to developing its employees		74%	72%	69%	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.

	80% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	27	50	14	8	77%	75%	74%	65%
Q1f. I am able to keep my work stress at an acceptable level	18	53	16	11	71%	69%	70%	60%
Q2c. I receive help and support from other members of my workgroup	48	41			89%	85%	88%	81%
Q2d. There is good team spirit in my workgroup	47	37	7		84%	79%	78%	70%

KEY

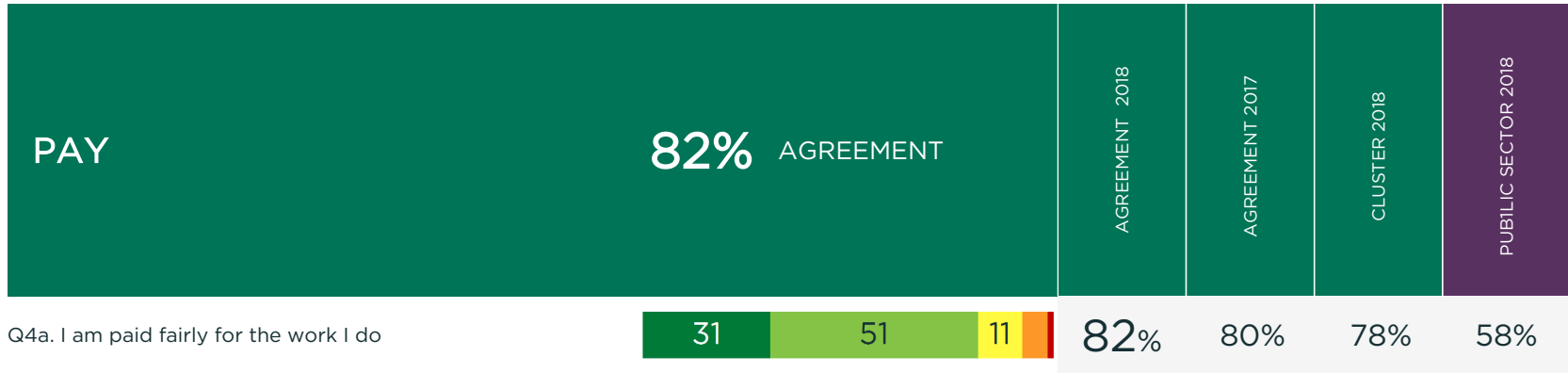




EXPLORE THE FULL RESULTS

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.



KEY

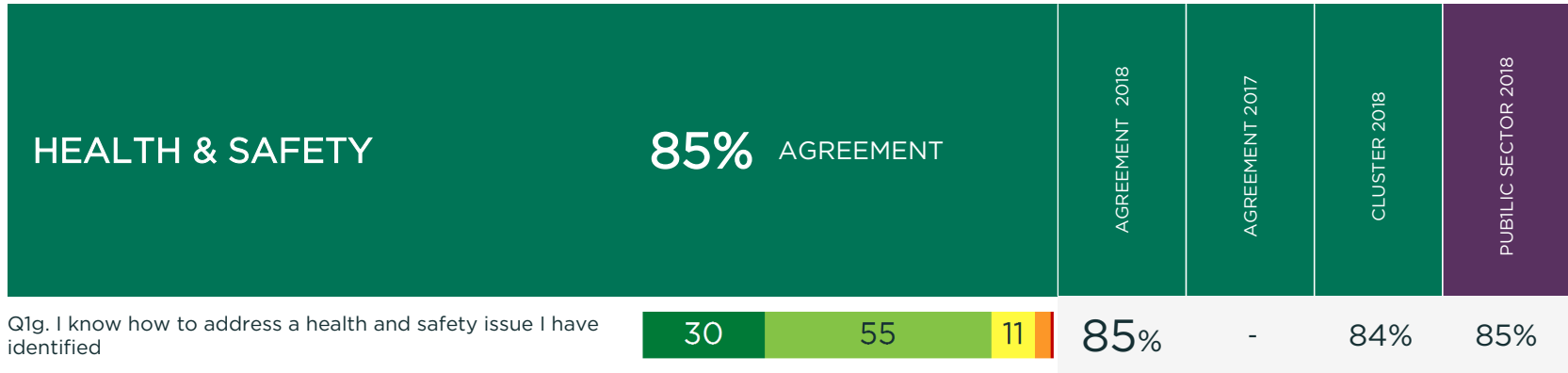




EXPLORE THE FULL RESULTS

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

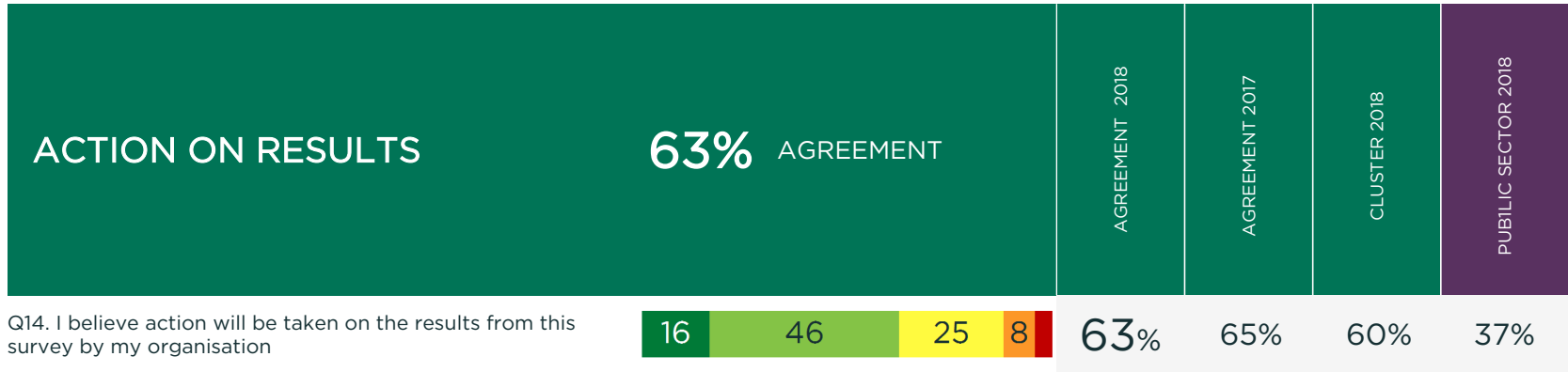




EXPLORE THE FULL RESULTS

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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

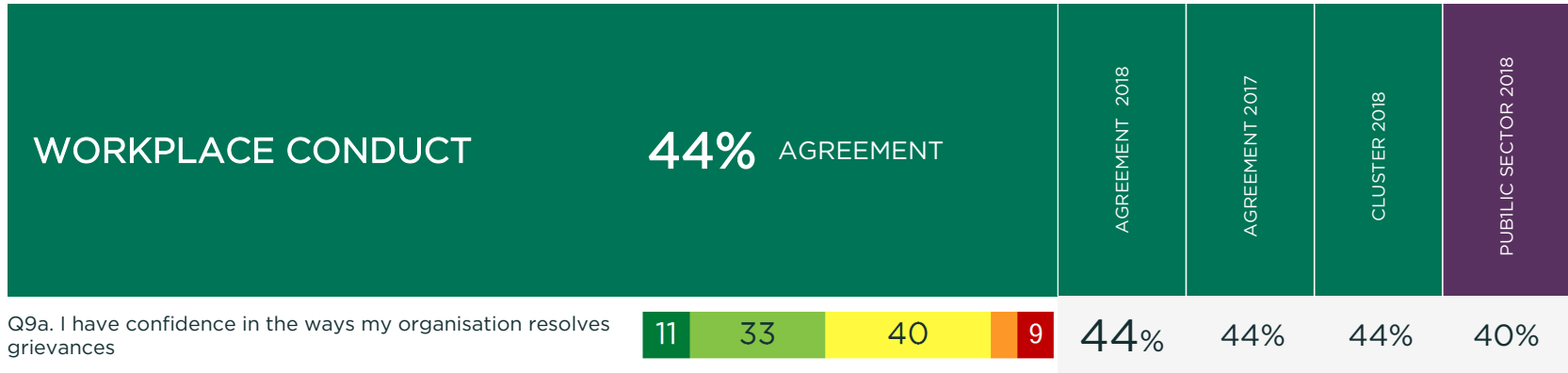




EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		65%	70%	64%	71%
No		35%	30%	36%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		85%	82%	83%	76%
No		15%	18%	17%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		76%	70%	71%	58%
No		24%	30%	29%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		49%	49%	46%	41%
No		51%	51%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		37%	31%	38%	32%
Lack of visible opportunities		33%	34%	34%	30%
Lack of promotion opportunities		31%	35%	33%	29%
Personal/family considerations		24%	27%	22%	30%
Geographic location considerations		23%	26%	19%	26%
The application/recruitment process is too cumbersome or time consuming		22%	21%	20%	23%
Lack of support for temporary assignments/secondments		15%	15%	14%	15%
Lack of required capabilities or experience		11%	15%	10%	11%
Insufficient training and development		10%	12%	10%	16%
Lack of support from my manager/supervisor		8%	10%	10%	14%
Other		8%	7%	7%	9%

% are calculated with the number of unique respondents (N = 628 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		13%	11%	14%	24%
No		75%	80%	73%	58%
Don't know		12%	10%	12%	18%

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

Yes		56%	49%	52%	66%
No		41%	49%	45%	32%
Don't know		2%	2%	3%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		20%	18%	21%	33%
No		72%	74%	70%	57%
Don't know		8%	8%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		9%	10%	10%	18%
No		86%	85%	84%	76%
Don't know		5%	6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT








2018

2017

CLUSTER 2018

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

Your Immediate Manager/Supervisor		37%	28%	29%	23%
Prefer not to say		19%	16%	21%	14%
A fellow worker at your level		18%	24%	15%	27%
A senior manager		12%	24%	22%	21%
A subordinate		7%	5%	7%	7%
A client or customer		4%	2%	2%	2%
Other		4%	2%	3%	4%
A member of the public other than a client or customer	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		1%	-	1%	3%
No	████████████████████	98%	-	98%	94%
Don't know		1%	-	1%	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)



EXPLORE THE FULL RESULTS

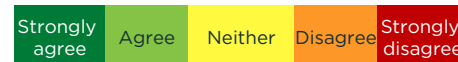
Questions are grouped by topics in this report.

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

PREMIER AND CABINET CUSTOMISED QUESTIONS

				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018		
Q1. I received quality feedback in the last performance development cycle	22	42	26	8	64%	62%	59%	
Q2. I was not surprised by the feedback offered in my performance discussions	20	45	29		64%	67%	62%	
Q3. The feedback from the performance development framework has been useful and applicable in my role	19	43	29		62%	58%	57%	
Q4. I understand how my role makes a difference to our stakeholders	32	50	13		82%	-	81%	
Q5. Recruitment processes at DPC have improved from 12 months ago	8	15	56	15	23%	-	20%	
Q6. My manager actively supports a diverse, inclusive and flexible work environment	41	45	10		86%	-	84%	
Q7. I am satisfied with my pre-commencement experience (this includes offer of employment, new starter information and communication with my hiring manager and team)	23	52	14	9	75%	-	75%	
Q8. I am satisfied with my first week orientation experience (this includes introduction to the team, understanding my role and expectations of me)	22	48	16	9	70%	-	70%	
Q9. I am satisfied with the timeliness of my ICT access (this includes computer and network access)	22	38	14	15	11	60%	-	60%
Q10. I am satisfied with the formal induction program including face to face and online training	21	42	22	11	63%	-	63%	

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		39%
Female		59%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		4%
25 -29		13%
30 - 34		17%
35 - 39		18%
40 - 44		12%
45 - 49		13%
50 - 54		10%
55 - 59		8%
60 - 64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

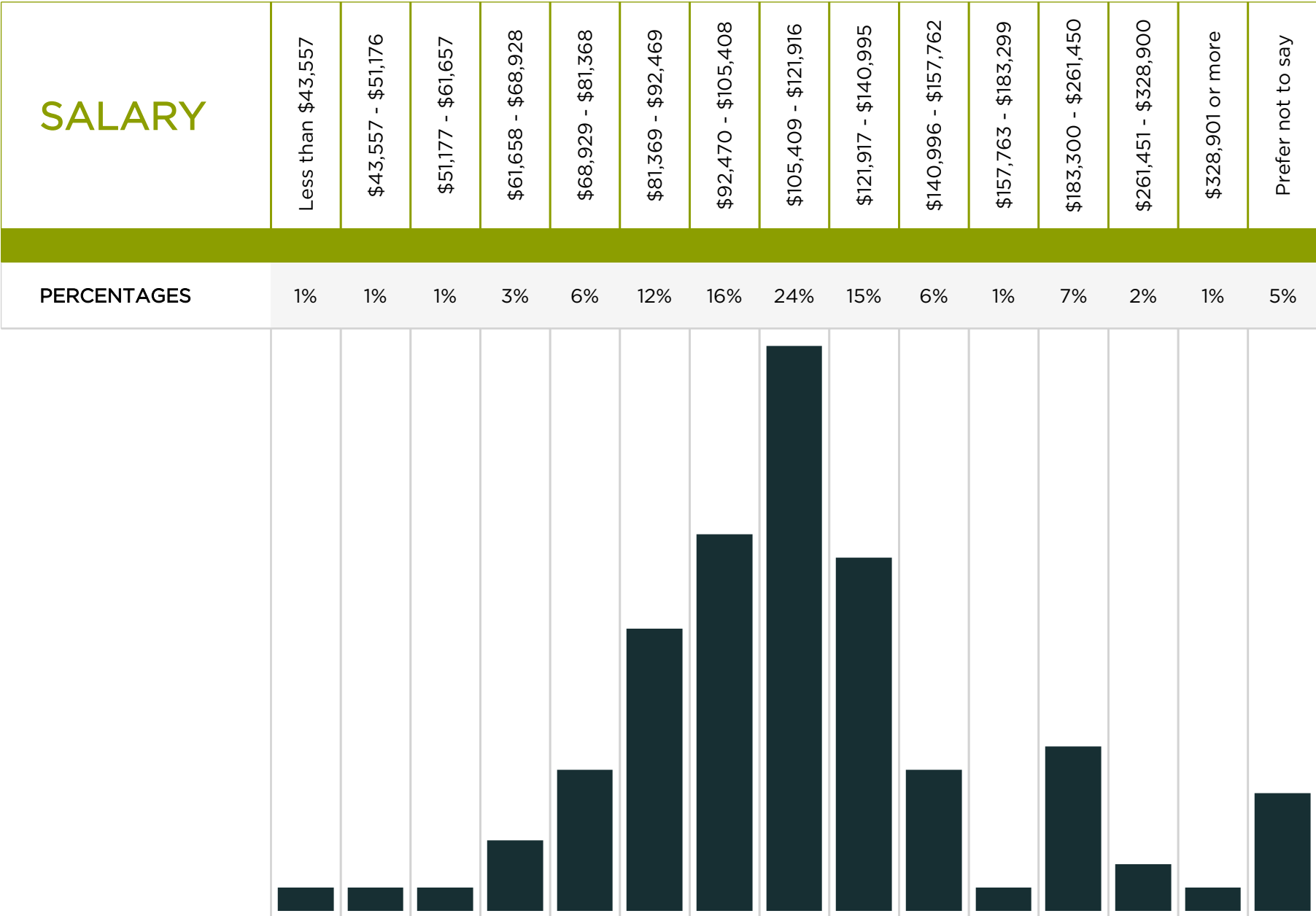
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	5%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17%
Policy	29%
Research	3%
Program and project management support	17%
Legal (including developing and/or reviewing legislation)	2%
Other	12%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		30%
1 - 2 years		18%
2 - 5 years		24%
5 - 10 years		15%
10 - 20 years		11%
More than 20 years		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		74%
Working from home		56%
Working additional hours to make up for time off		18%
Working from different locations		18%
Part-time work		12%
None of the above		10%
Working more hours over fewer days		8%

% are calculated with the number of unique respondents (N = 640 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	6%
Flexible scheduling for rostered workers	3%
Job sharing	3%
Study leave	3%
Other	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 640 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.

	Department of Premier and Cabinet	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	658	32	23	67	111	188	21	109	16	74
EMPLOYEE ENGAGEMENT	72%	65%	(r)	74%	68%	74%	(r)	72%	(r)	73%
ENGAGEMENT WITH WORK	77%	79%	(r)	76%	77%	76%	(r)	76%	(r)	80%
SENIOR MANAGERS	65%	62%	(r)	70%	54%	72%	(r)	62%	(r)	63%
COMMUNICATION	76%	69%	(r)	76%	69%	83%	(r)	75%	(r)	77%
HIGH PERFORMANCE	77%	71%	(r)	75%	71%	83%	(r)	76%	(r)	77%
PUBLIC SECTOR VALUES	77%	69%	(r)	75%	68%	85%	(r)	77%	(r)	77%
DIVERSITY & INCLUSION	82%	74%	(r)	80%	79%	86%	(r)	83%	(r)	83%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	658	4	4	8	20	39	77	99	153	94	37	4	46	13
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	70%	76%	75%	66%	73%	78%	(r)	79%	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	79%	81%	80%	72%	78%	87%	(r)	86%	(r)
SENIOR MANAGERS	65%	(r)	(r)	(r)	(r)	64%	64%	68%	58%	68%	79%	(r)	84%	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	76%	79%	78%	69%	80%	85%	(r)	88%	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	73%	80%	78%	72%	77%	87%	(r)	88%	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	74%	78%	79%	72%	80%	87%	(r)	91%	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	81%	83%	85%	77%	83%	92%	(r)	89%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	658	4	35
EMPLOYEE ENGAGEMENT	72%	(r)	63%
ENGAGEMENT WITH WORK	77%	(r)	67%
SENIOR MANAGERS	65%	(r)	56%
COMMUNICATION	76%	(r)	64%
HIGH PERFORMANCE	77%	(r)	64%
PUBLIC SECTOR VALUES	77%	(r)	67%
DIVERSITY & INCLUSION	82%	(r)	71%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	658	191	117	151	95	68	17
EMPLOYEE ENGAGEMENT	72%	76%	71%	73%	71%	69%	(r)
ENGAGEMENT WITH WORK	77%	82%	79%	78%	72%	76%	(r)
SENIOR MANAGERS	65%	72%	71%	66%	59%	53%	(r)
COMMUNICATION	76%	84%	78%	75%	73%	68%	(r)
HIGH PERFORMANCE	77%	82%	79%	78%	73%	70%	(r)
PUBLIC SECTOR VALUES	77%	84%	82%	78%	72%	67%	(r)
DIVERSITY & INCLUSION	82%	85%	83%	83%	80%	80%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	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	658	472	48	118	20	75	16	117	361	9	37	16	10	66
EMPLOYEE ENGAGEMENT	72%	73%	78%	77%	(r)	74%	(r)	74%	75%	(r)	76%	(r)	(r)	68%
ENGAGEMENT WITH WORK	77%	78%	91%	81%	(r)	82%	(r)	79%	80%	(r)	80%	(r)	(r)	77%
SENIOR MANAGERS	65%	67%	72%	71%	(r)	72%	(r)	66%	69%	(r)	70%	(r)	(r)	55%
COMMUNICATION	76%	77%	80%	79%	(r)	81%	(r)	75%	80%	(r)	79%	(r)	(r)	65%
HIGH PERFORMANCE	77%	79%	83%	83%	(r)	80%	(r)	75%	81%	(r)	81%	(r)	(r)	66%
PUBLIC SECTOR VALUES	77%	79%	83%	82%	(r)	84%	(r)	77%	81%	(r)	82%	(r)	(r)	66%
DIVERSITY & INCLUSION	82%	83%	88%	87%	(r)	86%	(r)	83%	87%	(r)	86%	(r)	(r)	72%

*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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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	Sydney East	Sydney - City and Inner South	Central West	Newcastle and Lake Macquarie	Sydney West	Illawarra	Riverina	Sydney - Parramatta	Central Coast	Far West and Orana	Capital Region	Murray
NUMBER OF RESPONDENTS	658	518	508	16	12	11	7	6	6	5	5	4	4
EMPLOYEE ENGAGEMENT	72%	73%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	78%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	65%	67%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	77%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	78%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	78%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	83%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	Sydney - Eastern Suburbs	Coffs Harbour - Grafton	Mid North Coast	New England and North West	Richmond - Tweed	Southern Highlands and Shoalhaven	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Inner South West	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	658	4	3	3	3	3	2	2	2	2	1	1	1	1
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Department of Premier and Cabinet	Sydney - South West	Hunter Valley exc Newcastle	OUTSIDE NSW	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - Sutherland
NUMBER OF RESPONDENTS	658	1	0	0	0	0	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	65%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Department of Premier and Cabinet	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	658	1	25	84	105	114	79	81	62	51	24	10
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	74%	73%	76%	74%	71%	68%	67%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	75%	79%	77%	84%	74%	80%	71%	(r)	(r)
SENIOR MANAGERS	65%	(r)	(r)	72%	67%	70%	67%	68%	57%	60%	(r)	(r)
COMMUNICATION	76%	(r)	(r)	81%	81%	79%	76%	76%	67%	69%	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	82%	80%	82%	78%	76%	68%	70%	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	84%	79%	82%	79%	78%	68%	73%	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	84%	85%	84%	84%	85%	73%	77%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Department of Premier and Cabinet	Male	Female	Other
NUMBER OF RESPONDENTS	658	249	381	12
EMPLOYEE ENGAGEMENT	72%	71%	73%	(r)
ENGAGEMENT WITH WORK	77%	77%	78%	(r)
SENIOR MANAGERS	65%	64%	67%	(r)
COMMUNICATION	76%	74%	78%	(r)
HIGH PERFORMANCE	77%	76%	78%	(r)
PUBLIC SECTOR VALUES	77%	75%	79%	(r)
DIVERSITY & INCLUSION	82%	80%	83%	(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

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

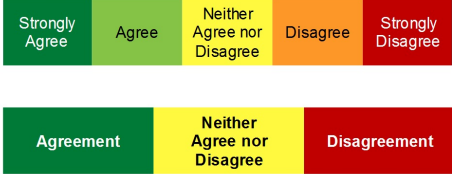
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.