



GOVERNMENT OF SINGAPORE
Public Service Commission
Public Administration



PUBLIC SERVICE EMPLOYEE SURVEY

2 0 0 4



MORI

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Introduction

This document contains the summary report of the main research findings from the 2004 Trinidad and Tobago staff attitude survey conducted by MORI (Market & Opinion Research International).

Background and Objectives

MORI was commissioned by the Government of the Republic of Trinidad and Tobago to conduct a census survey of its staff. Several objectives were identified for the survey, which covered:

- staff attitudes towards changes taking place in the Public Service, and in particular, the Vision 2020 initiative;
- the level of understanding (and commitment to) corporate policies laid down by the elected Government;
- job satisfaction, value and recognition;
- work life balance;
- line management;
- equalities;
- effectiveness of existing communication tools and channels.

To ensure the findings are meaningful to the Public Service, the survey was also designed to:

- establish an overall baseline to track progress in the future on key indicators;
- produce data at corporate and local level;
- enable comparison against benchmarks derived from other similar organisations to identify areas of best practice and where there is scope for improvement;
- provide the opportunity to make recommendations for enhancements or changes to bring about improvements across the Public Service.

Methodology

Questionnaires were distributed to 30,182 monthly paid employees and 13,799 were returned to MORI between 7th and 25th June 2004, giving a response rate of 46%. This rate of return is consistent with the average response rate for other public sector organisations that MORI has worked with, but is considerably higher than we would expect from similarly large public sector bodies where there is a diverse workforce and which is geographically dispersed.

Presentation and Interpretation of the Data

When interpreting the findings, it is important to remember that the results are based on the sample of employees who took part in the survey and not the entire workforce of the Public Service. Consequently, results are subject to sampling tolerances, and not all differences between sub-groups will be *statistically significant*.

Due to the large size of the sample and the high response rate, we can be confident that the results at the overall level are accurate to within ± 1 per cent of the results we would have obtained if *everyone* in the Public Service had expressed an opinion.

Computer tables are supplied in separate volumes showing more detailed analysis of the findings for smaller sub groups at the overall level, and for each Ministry or service area. This level of analysis is provided for around 175 sub-groups including: Ministry or service area, job role, grade, gender, age, length of service, location and contract type. Groups of less than 10 employees are not included to ensure employee confidentiality in line with Market Research Society guidelines.

Throughout this report, we highlight differences between these various sub-groups, but these are only commented on where they are statistically significant. If no sub group is commented upon, it can be assumed that there is no significant difference in the opinion of this group compared to the average for the Public Service. A more detailed guide to statistical significance is included in the appendices.

In the computer tables, reference is made to “net” figures. This represents the balance of opinion on attitudinal questions and provides a useful means of comparing the data for a number of variables. In the case of a “net satisfaction” figure, this represents the percentage satisfied on a particular issue or service, less the percentage dissatisfied. For example, if job satisfaction is shown as 40% satisfied and 25% dissatisfied, the “net satisfaction” figure is +15 points.

In charts or tables where percentages do not add up to 100%, this is due to multiple answers or to computer rounding. Throughout the tables, an asterisk (*) denotes a value greater than zero, but less than 0.5%.

MORI normative data

In order to put the findings for the Public Service in perspective, they are compared against MORI normative data. We have supplied comparative data for Public Sector organisations and MORI’s ‘Overall’ benchmark comprising data from our staff research for all (mainly UK-based) organisations where we have asked these questions in the last 5 years.

These data are intended to act as a context in which to place findings for the Public Service and to aid in the interpretation of results. However, this data is based only on MORI's client data, and as such is by no means exhaustive of all Public Sector or other organisations. In addition, the surveys concerned may differ in timing and methodology.

The normative data is the copyright of MORI and should not be released to *any* third party without the written permission of MORI.

Publication of the Data

As with all our studies, these findings are subject to our Standard Terms & Conditions of Contract. Any press release or publication of the findings of this survey requires the advance approval of MORI. Such approval is only refused on the grounds of misinterpretation of the research findings.

Summary & Implications

The Balance Sheet

Broadly speaking, the findings outlined in this report offer a mixed picture of working life in the Public Service. On many important factors, the Public Service is at least in line with MORI normative data, and on some indicators is viewed more positively. There are very clear areas for improvement, however, and it is by tackling some of these issues now and in a visible way, that we believe will enable the Service to harness the commitment of staff to bring about positive changes in the future. When comparing against the MORI normative database where comparisons are available, the following 'balance sheet' of performance emerges.

Doing well at:

- Employee commitment to the aims and objectives of the Public Service
- Staff see their working life as more than just a job and show a willingness to 'get involved'
- Staff feel they have a clear understanding of the contribution they are expected to make (but it will be important to make sure this is aligned to the corporate objectives)
- Feel valued and recognised for their contribution; are satisfied with their level of responsibility and that they are able to make good use of their skills and abilities
- High level of support for change within the organisation
- Comparatively low levels of reported stress (when compared to UK benchmarks)

In line with the average:

- Overall job satisfaction
- Have confidence in the senior management of the organisation.

Issues to consider:

- Understanding of the Public Service's and their relevant Ministry's priorities and objectives
- Advocacy of the Public Service as an employer and provider of services
- Satisfaction with the level of 'interesting work' and ability to show initiative
- Satisfaction with basic pay and benefits package
- Line management skills – particularly the inter-personal aspects of management
- Being treated with fairness and respect
- Credibility of and access to reliable information about what is happening across the organisation; even at the divisional or unit level
- Awareness of the future vision for the organisation.

Overview

'Corporate Health'

Most employees working for the Public Service are satisfied with their job in general, but just one in five would speak positively about the Service as an employer, or a provider of services, or say that it is an 'above average' place to work. Furthermore, on each of these indicators, more people are critical, though most remain neutral. This high level of neutrality is encouraging to a degree, given that there is potential amongst this group to improve perceptions of the organisation by taking action on the issues raised by the survey.

The fact that younger staff are markedly less likely to speak highly of working for the Public Service is notable. It is clearly important to engage these people in the drive for improvement so this can be sustained and built on throughout their careers with the Service.

Quality of Services

Employee perceptions of the services that the organisation provides is important because it affects morale and pride in what they do. It is also important because employees are the main interface with your customers, whether this is in their professional capacity, or when talking about the Public Service to friends and family and others they come into contact with outside the work place. Again we find that most people are neutral about the Public Service as a provider of services.

Alignment with Corporate Aims and Objectives

Positively for the Public Service, only eight per cent of employees think of their working life as *just a job*, and most actually want to be *more* involved than they currently are.

It is notable also that almost three quarters of staff believe they know what is expected of them in their job, yet far fewer feel they understand their Ministry's objectives or those of the wider Public Service. This relationship is not uncommon. Most employees will see themselves as 'doing *their* job right', but this does not necessarily mean they know how their individual efforts align with the 'bigger corporate picture' or of how they fit in with the organisation's wider aims and objectives. For the organisation, however, it is important to be clear about its expectations to ensure staff are pulling in the same direction, and with the same goals in mind.

Research also shows that the more employees feel they know how they fit into the bigger organisational picture, the more they are likely to be positive about the organisation and committed to its goals.

The leadership of the organisation has a central role to play in articulating the vision for the organisation, yet there appears to be little familiarity and contact with senior managers in the Public Service. This is a common finding in large organisations, but a consequence of this is an apparent lack of trust in the leadership and their aims for the organisation. It will therefore be important for senior management to become more

accessible to grass roots level staff to help build trust and promote the vision for the organisation, and the role of *all* staff in achieving it. Having more visible senior managers, who 'walk the floor' to meet staff informally, and/or participate in departmental discussions or seminars is therefore an important recommendation based on the findings of the survey.

Line Management

Improving line management skills should also be a priority for the Public Service as employees with supervisory responsibilities are an important link between employees on the ground and senior management and the leadership's ambitions for the organisation. Line managers are seen as relatively good at their job and actually 'managing' their employees on a one-to-one basis; making clear what is expected of them, delegating effectively etc. but are less good at building effective teams, providing feedback on performance and encouraging two-way dialogue.

Job Satisfaction & Motivation

Public Service employees are generally satisfied with their present job, but there is a lot of variation in the way they rate specific aspects that contribute to their overall job satisfaction.

The main strengths for the Service are that most staff are satisfied with the level of interest their work offers, feel able to make the best use of their skills and with the level of responsibility they are given. Importantly, these are key drivers of both job satisfaction and motivation.

As we might expect, there are some (overlapping) groups who do not find their work as interesting as other employees, and these include younger staff, those in junior positions, and clerical staff. What is a clear issue for the Public Service, however, is that the more educated staff are, the *less* likely they are to feel their skills are being utilised and are less satisfied with their level of responsibility.

Value & Recognition

Feeling valued and recognised for their contribution is also an important driver of satisfaction and motivation, and it is therefore positive that more employees here feel valued and recognised for the work that they do than we typically see in similar organisations.

Salary

Salary is an important driver of job satisfaction in the Public Service and may reflect the comparatively high levels of dissatisfaction with pay and benefits across the organisation. It may also highlight a general (and unrealistic?) expectation among staff of what they could earn elsewhere for a similar role and responsibilities.

What is important to consider, however, is that basic pay is *not a motivating factor*. Consequently, whilst a pay rise might have a moderate (and probably short term) impact on job satisfaction, we do not think this would be an effective way to improve morale. Instead, other and less costly mechanisms exist to demonstrate you value staff.

Personal Development

Of particular importance is ensuring employees have the opportunity to access training and development opportunities (whether through formal training or on the job), and that there is a clear career path, with opportunities for promotion. Currently, just one employee in seven feels satisfied with their promotion opportunities, and even among Senior Administrative staff, who are consistently more positive than their colleagues, only one in three is satisfied. Half of all staff is *very dissatisfied* with promotion opportunities.

Equality of Opportunity

Just under half of all Public Service employees feel treated with fairness and respect, but one in three does not; ten percentage points higher than we would expect and cause for some concern. Most employees feel disadvantaged because of their qualification level, but some employees also feel disadvantaged because of their geographic location, race, age, gender, political affiliation, religion and disability.

Work-Life Balance

Another key driver of satisfaction relates to work-life balance, although this is not a notable issue for the Public Service, with levels of 'stress' lower here than we see in typical (but UK-based) organisations.

Staff Resources

It is interesting, that most employees feel there are not enough staff and yet comparatively few employees feel they work well as a team. To address some of the concerns about staffing levels, the Public Service may wish to consider, how better team work could be fostered across the organisation.

Internal Communications

Improving internal communications is vital if the Public Service wishes to engage its employees and promote awareness and understanding of what the Service is trying to achieve. Furthermore it will be important to ensure that employees are kept informed of successes across the organisation concerning improvements to service delivery and employee's working lives.

Very few staff feel informed about what is happening within the Public Service at any level of the organisation. Just over a third feel informed about what is happening in their

Division or Unit and fewer than one in five feeling informed about their Ministry, other Ministries or the Public Service in general. This compares very poorly with MORI normative data, where we would expect around half of employees to be informed (on a comparative level, at least with regard to their own Ministry). Furthermore, just one in ten employees *always* believes the information received from Senior Management and less than half 'usually' believes it. Again this compares poorly with the normative data and is an important finding in the context of the call for *more* information, as the Public Service first needs to assess how it can ensure that information disseminated will be believed.

Sources of Information

A variety of methods of communication exist across the Public Service to disseminate information about the organisation. The most common way that staff receive information is via their line manager, with far fewer making use of (or with access to) E-sources, team meetings or other reliable sources. It is notable that over half of staff cite the 'grapevine' as a major source of information. Whilst we typically find this is a key source of information, and it can be an effective means of communication at the local level, there is clearly an over reliance on this mechanism across the Public Service. Moreover, the fact that much of the information employees receive will be obtained via the grapevine may help to explain the low credibility given to information.

Several important areas for improvement are identified, including introducing or simply improving the format or content of newsletters and team briefings, and to some extent notice boards. These could be 'quick wins' for the organisation as these improvements could be made in a relatively short timeframe, thus demonstrating to staff that the employee survey has brought about positive change. Longer term strategies would focus on enabling employees to use E-sources such as e-mail and the intranet in addition to inter-personal communications. These have proven to be invaluable communications tools in the many organisations that have made use of these.

Vision 2020

Almost all employees say they understand the need for change in the organisation and the level of support for change is extremely high. Importantly, two-thirds of staff say they would like to become more involved in helping to implement Vision 2020 and this high level of interest remains constant across all demographic groupings, with a majority of staff in every Ministry wanting to get more involved.

Despite this high level of commitment to change, however, only around one in six Public Service employees feels informed about future plans for the organisation or Vision 2020. In our opinion, it will be important to harness this level of commitment not just to ensure Vision 2020 is a success, but also to ensure staff are not *de-motivated* by the failure to engage them in something as important to the future of the Service as Vision 2020.

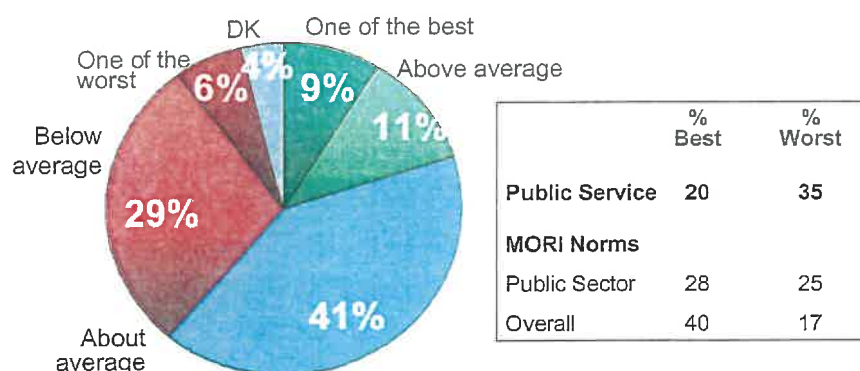
'Corporate Health'

The Public Service as a Place to Work

The proportion of staff who feel that the Public Service is an above average/one of the best places to work is substantially lower than we would expect to see, based on MORI's normative data. Just one in five staff is positive about the Public Service and more (35%) are critical. Just one respondent in 11 feels that the organisation is 'one of the best' places to work.

Rating of the Public Service as an organisation is comparatively poor

Q How would you rate the Public Service as a place to work compared with other organisations that you know or have heard about?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

The staff who are *least* likely to feel that the Public Service is a good place to work are:

- Staff aged 25-34 (14%);
- Staff with degrees (15%);
- Staff with 5-10 years' service (16%);
- Clerical staff (16%).

The results analysed by Ministry reveal that no more than a quarter of staff from any Ministry believes the Public Service is an 'above average' place to work. There are some Ministries, however, where results are particularly low; just 15% of Public Utilities and Judiciary staff and 11% of Education staff share this view.

Advocacy of the Public Service as an Employer

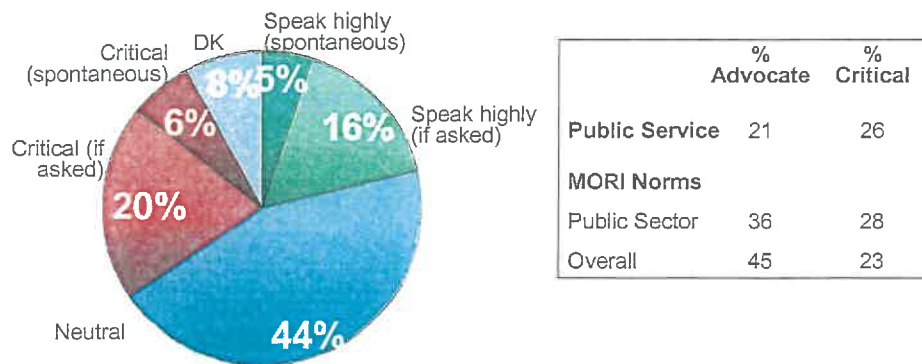
The extent to which employees speak positively in public about an organisation and its services— known as 'advocacy' - is one of the most effective measures of commitment to the organisation and its goals, and as such is strongly associated with organisational

success. In MORI's experience, this is a much better indicator of commitment than job satisfaction which is more reflective of the individual's personal experience within the organisation and stops short of demonstrating active commitment to the organisation and its goals.

It is notable then, that in the Public Service there are comparatively few advocates of the organisation as a place to work, or of the services it provides. Just one in five staff would speak highly of the organisation as an employer – 15 percentage points lower than the MORI norm for the Public Sector.

Advocacy of the Public Service as an Employer is low

Q Which of these phrases best describes the way you would speak of the Public Service to people outside the organisation **as an employer** ?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

In MORI's experience, staff who have around 3-5 years' service in an organisation tend to be more cynical than their colleagues. However, this is not evident in the Public Service where instead, the longer an employee has been employed by the Service, the more likely they are to be advocates of it.

Advocacy is lowest amongst several sub-groups, but this is not because these groups are more critical. In fact, these represent the groups with higher levels of *neutrality*.

- the youngest members of staff; those aged 18-25 (14% advocates) and 25-34 (15%);
- based in the Ministry of Foreign Affairs (14%);
- contract and OJT staff (16%);
- clerical staff (17%).

The fact that younger staff are markedly less likely to speak highly of working for the Public Service is notable as it is clearly important to engage these people in the drive for improvement so this can be sustained and built on throughout their careers with the Service. Moreover, the high proportion of employees expressing neutral views is encouraging, in that these people will be easier to convert to 'advocates' by addressing the issues highlighted in this survey than is the case for those who are (and often remain) critical.

What drives 'advocacy'?

MORI undertook Key Driver Analysis (a form of regression analysis) to determine the main factors affecting employee advocacy of the Public Service as an employer. As the chart below reveals, feeling proud to work for the organisation and a belief that the Public Service is a better place to work than a year ago are strongly associated with the extent to which employees speak positively about the Public Service; relationships we might expect. What is perhaps more notable, though, is that those staff who are involved in and believe that Vision 2020 is achievable are more likely to be advocates of the Public Service than their colleagues who are not involved.

In light of other findings from the survey highlighting employees' high levels of commitment to the Service, and a *willingness to get more involved*, we suggest that it is important to use Vision 2020 to harness and build on this level of commitment to boost advocacy and morale across the organisation, and thus drive improvements. To fail to do this may actually serve to undermine the existing levels of commitment that we see here and make change more difficult to achieve in the longer term.

Key Driver Analysis: What makes someone an advocate of the Public Service as an employer?



Source: MORI

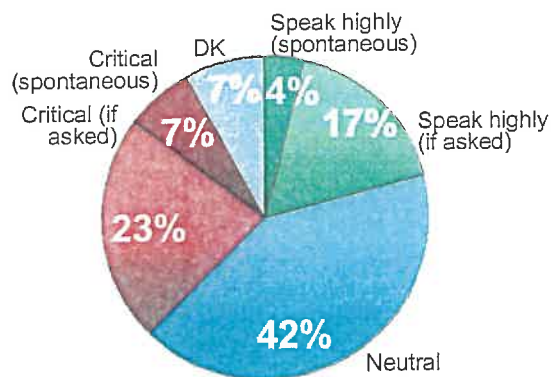
Advocacy of Services

Employee perceptions of the service that the organisation provides is important, not only because it affects morale and pride in what they do, but also because employees are the main interface with your customers – whether this is in their professional capacity, or when talking about the Public Service to friends and family, and others they come into contact with outside of the work place.

What we find here is that advocacy of the services provided across the Public Service is low. Just one in five staff speak highly of services, some 24pts lower than the MORI Public Sector average.

Fewer are Advocates of your services

Q Which of these phrases best describes the way you would speak of the Public Service to people outside the organisation about its services?



	% Advocate	% Critical
Public Service	21	30
MORI Norms		
Public Sector	45	20
Overall	56	14

Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

This low level of advocacy is fairly consistent across all the sub-groups – never more than three in 10 staff in each Ministry or other sub group speak highly of the services provided.

As with employer advocacy, younger staff and staff who are relatively new to the organisation are more likely to be neutral. This neutrality may be due to a lack of familiarity with the organisation and its services, or a lack of valid information to use as a basis for comparison, and again comparatively, the potential to improve commitment to the organisation and its services among this group is high.

Corporate Leadership

In MORI's experience, the extent to which employees are committed to the organisation and are advocates of it is often underpinned by the degree of awareness and understanding employees have of the corporate aims and objectives, and how they and their role fit in with these. Simply put, the more employees feel they know how they fit into the bigger organisational picture, the more they are likely to be positive about the organisation and be committed to its goals.

Positively for the Public Service, only eight per cent of employees think of their working life as *just a job*, and most (62%) actually want to be *more* involved than they currently are.

Is it just a job?

Q Which of the following statements best describes your view on working for the Public Service?

I like to know what's going on in the Public service and am already involved

% response
12%

I like to know what's going on in the Public service and would like to be more involved

62%

I like to know what's going on in the Public Service, but I don't really want to get involved

12%

I'm not really interested in the Public Service, it's just a job

8%

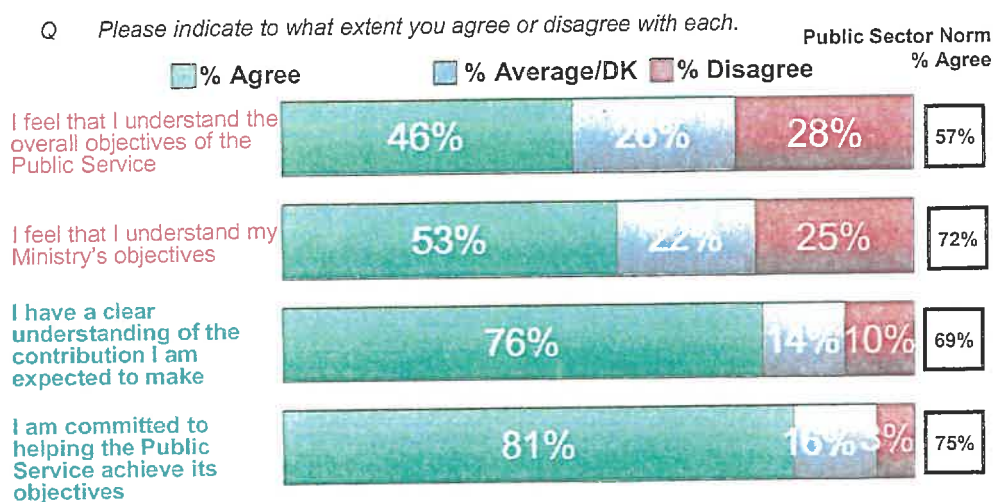
Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

This finding is reflected in the very high proportion of employees (81%) who say they are committed to the aims and objectives of the Public Service – a finding that is six percentage points higher than MORI's normative data.

What is interesting though, is that whilst almost three quarters of staff believe they know what is expected of them in their job, far fewer feel they understand their Ministry's objectives or those of the wider Public Service. This relationship is not uncommon – to employees themselves it is all about doing their job right – yet it is clear that many employees lack an understanding of the 'bigger picture', which is important to ensure staff are pulling in the same direction, and with the same goals in mind.

Understanding of the Service's objectives



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

The leadership of any organisation has a central role to play in articulating the vision for the organisation, yet it is not uncommon for staff within large and geographically dispersed organisations such as this to rate the leadership poorly.

In the Public Service, there appears to be little familiarity and contact with senior managers, with only a third (33%) of employees saying they have as much contact with the senior management team as they need. This perception is fairly consistent across sub-groups, with the exception of Senior Administrative staff, two-thirds (67%) of whom say they have the right amount of contact.

There is also some variation by Ministry, with those expressing the most and least positive views summarised in the table below:

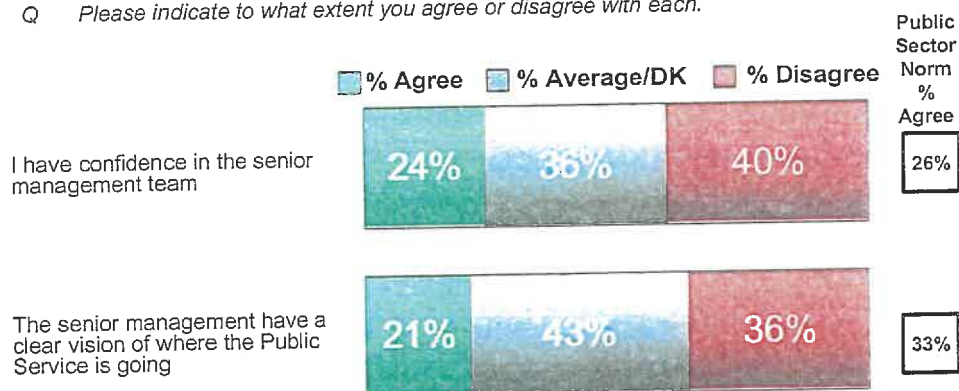
Q I have as much contact with the senior management team as I need	
	% Agree
Overall	33
Social Development	55
Tourism	53
Personnel Department	53
Public Utilities	27
Science, Technology & Tertiary Education	27
Education	25
Health	25

Source: MORI

Perhaps as a consequence of limited contact with senior managers, only one in five (21%) employees believes senior management has a clear vision of where the organisation is going, which is considerably lower than MORI's Public Sector norm of 33%. Furthermore, only a quarter of staff (24%) say they have confidence in the senior management team, although this is in line with what we would expect to see in a typical public sector organisation.

Senior Management

Q Please indicate to what extent you agree or disagree with each.



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

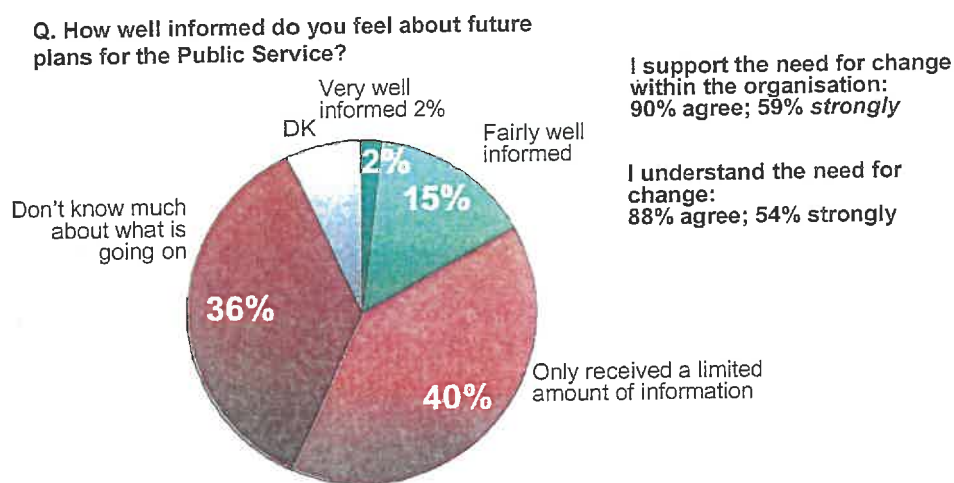
What these findings suggest then, is that there is an apparent lack of engagement between staff on the ground and senior management and this manifests itself in an apparent lack of trust in senior managers and their aims for the organisation. It will therefore be important for senior management to become more visible and accessible to grass roots level staff to help build trust and promote the vision for the organisation, and the role of *all* staff in achieving that vision.

Change & the Future

Only around one in six Public Service employees feel informed about future plans for the organisation. Indeed, just 2% of staff consider themselves *very well* informed. This low level of awareness extends across all of the sub-groups, with only Public Administration (28%) and Senior Administrative staff (31%) having a substantial proportion of staff who are aware of future plans.

Despite this low level of awareness, however, almost all employees say they understand the need for change in the organisation. This is a fairly consistent belief across the organisation, with never fewer than eight in 10 respondents saying they understand the need for change.

The level of support for change is equally encouraging. Nine in 10 staff state that they support the need for change, almost 30 points higher than the MORI Public Sector norm.



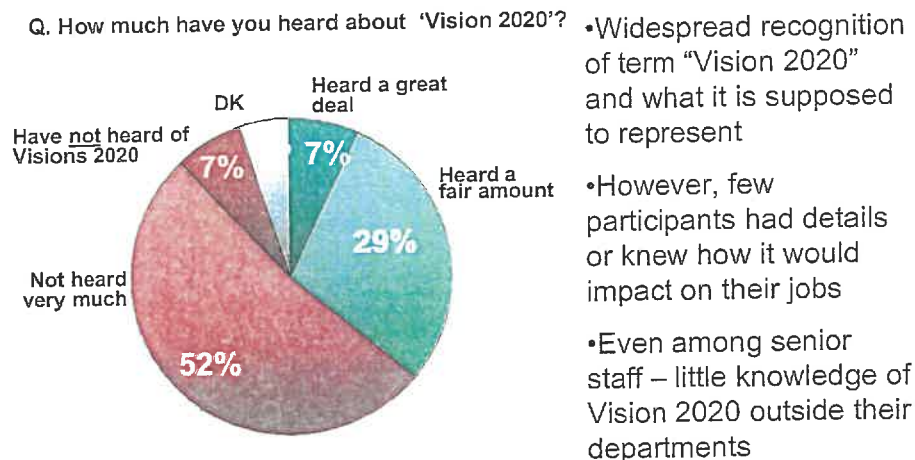
Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Vision 2020

Despite the fact that most employees have heard of Vision 2020, with just one employee in 14 not having heard of it at all, the survey reveals little detailed knowledge of what Vision 2020 means in real terms. Just over one third (36%) of staff say that they have heard 'a great deal' or a 'fair amount' about it and, in qualitative discussions, staff at all levels in the organisation are unable to say what it means to them as individuals, to their service or to the wider Public Service.

Over half have not heard much about 'Vision 2020'



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

There is also some variation by Ministry, with those who are most and least informed shown below.

Q	I have heard 'a great deal or a fair amount' about Vision 2020	%
Overall		36
Social Development staff		70
Senior Administrative staff		64
Sport & Youth Affairs		58
Energy & Energy Industries		55
Public Administration & Information		52
Parliament		51
Supreme Court		27
Judiciary		29
National Security		31
Works & Transport		31
Science, Technology & Tertiary Education		32
Housing		33

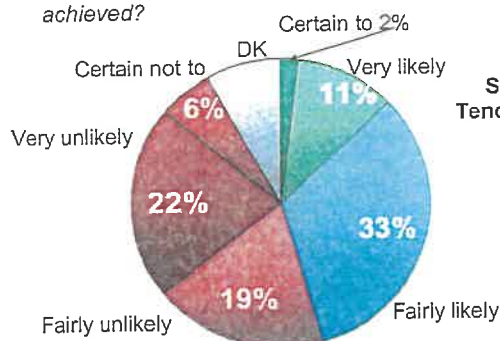
Source: MORI

As we might expect, given the widespread belief that the Public Service is in need of reform, there is a great deal of support for Vision 2020 when described in broad outline, though opinion is broadly divided when asked whether this is an achievable vision.

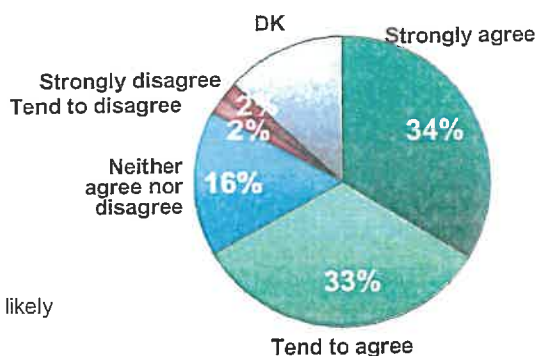
Importantly though, two-thirds of staff say they would like to become more involved in helping to implement Vision 2020. This high level of interest remains constant across all demographic groupings, with a majority of staff in every Ministry wanting to get more involved. As discussed previously, it will be important to harness this level of commitment to ensure Vision 2020 is a success.

But support for 'Vision 2020' is high

Q. In fact, 'Vision 2020' is the Government's commitment to make Trinidad & Tobago a fully developed nation by the year 2020. How likely do you feel it is that Vision 2020 can be achieved?



Q. To what extent do you agree or disagree with the statement: I support the Vision 2020 initiative?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

And most want to get involved

Q Which of the following best describes your views on working towards Vision 2020?

I like to know what's going on with Vision 2020 and am already involved



I like to know what's going on with Vision 2020 and would like to be more involved



I like to know what's going on with Vision 2020, but I don't really want to get involved



I'm not really interested in Vision 2020



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

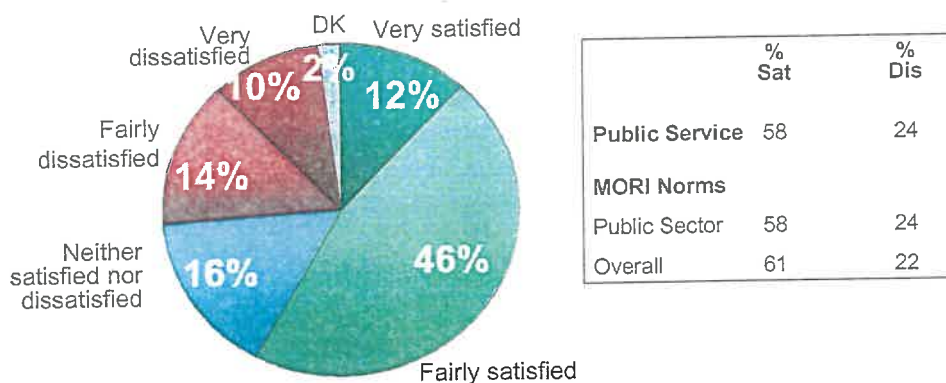
Source: MORI

Working Life

Overall Job Satisfaction

Almost six in ten Public Service employees are satisfied with their job overall, and a quarter are dissatisfied; findings that are very much in line with what we would expect to see in similar organisations.

Q How satisfied or dissatisfied are you with your present job?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Overall job satisfaction varies widely across job function and by educational attainment, however, as shown below.

Overall job satisfaction - by job function & education				
	Base:	Satisfied	Dissatisfied	Net
Total	(13,799)	58	24	+34
Job Function				
Senior Administrative	(328)	73	18	+55
Admin	(1,028)	63	20	+43
Manipulative	(1,374)	62	22	+40
Tech/Prof	(4,546)	57	26	+31
Clerical	(5,055)	54	26	+28
Education				
Primary	(816)	70	16	+54
Secondary	(5,260)	62	21	+41
Cert/dip Technical Institute	(3,335)	54	27	+27
University certificate	(1,818)	53	27	+26
Bachelors/ Masters degree	(1,831)	52	32	+20

Source: MORI

There are also broad differences between Ministries.

Job satisfaction - by Ministry				
	Base:	Satisfied	Dissatisfied	Net
Total	(13,799)	58	24	+34
Ministry				
Tourism	(40)	75	16	+59
Supreme Court	(29)	62	13	+49
OPM	(146)	64	19	+45
National Security	(721)	65	19	+46
Personnel Dept	(120)	60	19	+41
Trade & Industry	(129)	62	22	+40
Judiciary	(413)	59	20	+39
Health	(2,341)	61	23	+38
Legal Affairs	(371)	60	23	+37
Attorney General	(172)	57	22	+35
Labour, Small and Microenterprise	(195)	58	24	+34
Tobago House of Assembly	(1,237)	59	25	+34
Agriculture	(828)	59	26	+33
Local Government	(1,089)	57	24	+33
Service Commission				
Department	(308)	56	22	+34
Parliament	(63)	56	22	+34
Social Development	(60)	58	27	+31
OPM (SSD)	(319)	57	25	+32
Community Development, Culture & Gender	(185)	56	23	+33
Public Admin & Info	(507)	59	26	+33
Sport & Youth Affairs	(255)	56	25	+31
Housing	(164)	52	22	+30
Public Utilities	(268)	55	26	+29
Works and Transport	(599)	55	26	+29
Finance	(1,341)	54	26	+28
Foreign Affairs	(139)	50	25	+25
Planning & Development	(384)	53	29	+24
Science, Tech & Tertiary Education	(255)	53	27	+25
Energy	(148)	57	32	+25
Education	(513)	49	31	+18

Source: MORI

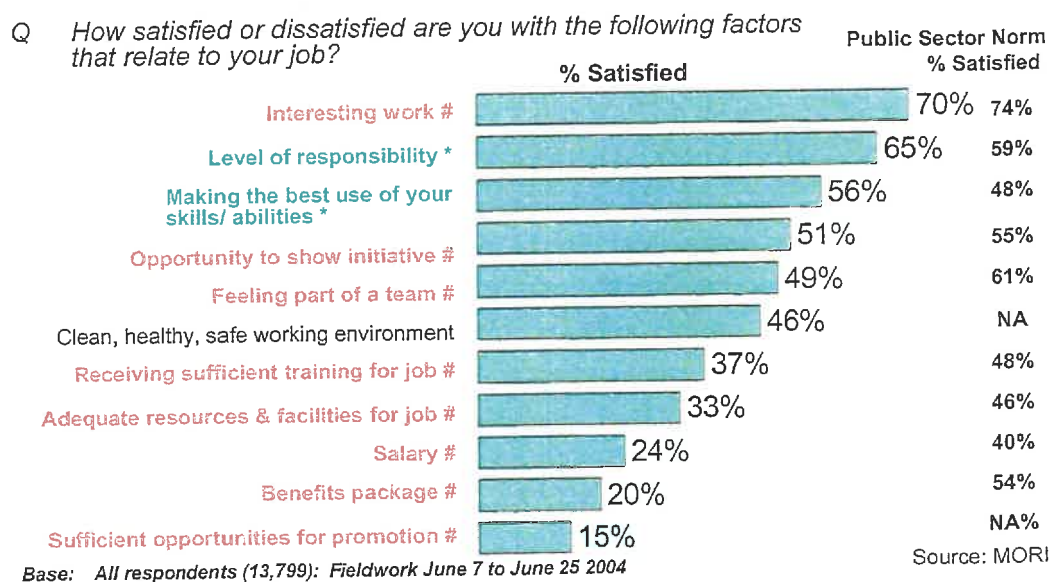
Elements of Satisfaction

Whilst generally staff are satisfied with their present job, there is a lot of variation in the way they rate specific aspects that contribute to their overall job satisfaction.

The main strengths, in relative terms, are having interesting work, feeling able to make the best use of their skills and in the level of responsibility staff feel they have. Satisfaction with salary and the benefits package are clear issues for employees, as is access to promotion opportunities.

The chart below shows how the results for the Public Service staff compare against the MORI Public Sector average, highlighting aspects where the Public Service outperforms the norm with * and those where it underperforms with #. For the most part, the figures for the Public Service are lower than the MORI average satisfaction score.

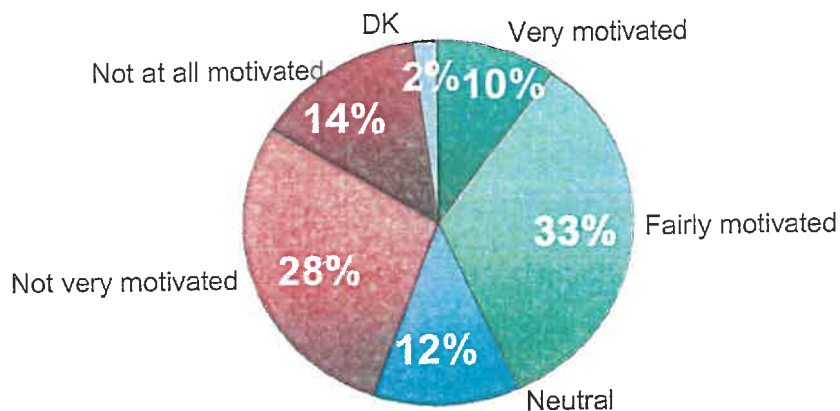
Satisfaction with Work Factors



Motivation

When asked whether they are motivated in their job, fewer than half (44%) of staff say they are and almost as many say they are not motivated (42%), giving a net score of just +2 percentage points.

Q Overall, how motivated do you feel in your current job?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

As we see with job satisfaction, the type of job employees have is very much a determinant of motivation, with clerical staff the least motivated (37%) and Senior Administrative again the most positive group (67%).

It is, perhaps, not surprising that temporary staff and those without supervisory responsibilities are less motivated than other staff. Length of service is another important factor determining levels of motivation, with those new to the organisation (54%) and by contrast with more than 33 years service (52%) most likely to say they are motivated than their colleagues.

As with job satisfaction, motivation varies significantly depending on which Ministry staff work in.

Motivation - by Ministry				
	Base:	Motivated	Not motivated	Net motivated
Total	(13,799)	44	42	+2
Ministry				
Tourism	(40)	63	28	+35
OPM	(146)	54	29	+25
Attorney General	(172)	52	32	+20
Labour, Small and Microenterprise	(195)	52	39	+13
Social Development	(60)	51	33	+18
Parliament	(63)	53	37	+16
Supreme Court	(29)	51	41	+10
Judiciary	(413)	50	38	+12
OPM (SSD)	(319)	48	40	+8
Energy	(148)	47	44	+3
Health	(2,341)	47	41	+6
Foreign Affairs	(139)	46	40	+6
National Security	(721)	46	40	+6
Tobago House of Assembly	(1,237)	46	41	+5
Legal Affairs	(371)	45	38	+7
Community Development, Culture & Gender	(185)	44	39	+5
Personnel Dept	(120)	43	46	-3
Agriculture	(828)	42	44	-2
Local Government	(1,089)	42	44	-2
Public Admin & Info	(507)	42	43	-1
Sport & Youth Affairs	(255)	41	44	-3
Trade & Industry	(129)	41	44	-3
Finance	(1,341)	40	45	-5
Public Utilities	(268)	39	45	-6
Housing	(164)	39	44	-5
Works and Transport	(599)	40	46	-6
Service Commission				
Department	(308)	39	47	-8
Science, Tech & Tertiary				
Education	(255)	38	47	-9
Education	(513)	37	47	-10
Planning & Development	(384)	37	49	-12

Source: MORI

What's important in a job

To try to understand the relationship employees have with the Public Service, in terms of what makes them satisfied with their job and motivates them, MORI ran more Key Driver Analysis to pinpoint the issues that are important. This is a more effective way of highlighting the real areas for you to focus on to improve satisfaction and motivation, rather than asking employees directly what is important to them.

As the table below (which ranks key drivers in order of importance) reveals, having interesting work is the most important driver of both job satisfaction and motivation.

<i>Key Drivers of Job Satisfaction & Motivation</i>	
Job satisfaction	Motivation
Having interesting work	Having interesting work
Feeling proud to work for the Public Service	Feeling part of a team
Salary	Receiving sufficient training to do the job well
Able to make the best use of their skills and abilities	Feeling treated with fairness and respect
Feeling treated with fairness and respect	Feeling able to make best use of skills and abilities
Satisfied with their level of responsibility	Feeling proud to work for the Public Service
Feeling part of a team	Having sufficient opportunities for promotion
Stress is not affecting their personal life	

Source: MORI

What is notable is that many of the factors listed above are undoubtedly inter-linked and as such *together* affect job satisfaction. Below we consider these as broad themes:

- Having interesting work;
- Value & recognition;
- Work-life balance;
- Personal development.

Interesting work

As we have noted, having interesting work is the main driver of job satisfaction and motivation across the Public Service. Also related to this are other important factors; specifically employees' ability to make the best use of their skills and abilities, and the level of responsibility they are given.

As we might expect, there are some groups who do not find their work as interesting as other employees, and these include younger staff and those in junior positions. Notably, there is little variation in response to this issue across the Ministries.

Staff become more positive about their work and responsibilities the longer they have been with the organisation; a trend we would expect to see in any organisation and when analysed by job function, Senior Administrative staff are again more positive than their colleagues. Clerical staff, who make up the largest sector of the workforce are by contrast, consistently more critical.

What is a clear issue for the Public Service, however, is that the more educated staff are, the *less* likely they are to feel their skills are being utilised or be satisfied with their level of responsibility, although it is those educated to 'Certificate/ Diploma' level who are least satisfied with the level of interesting work.

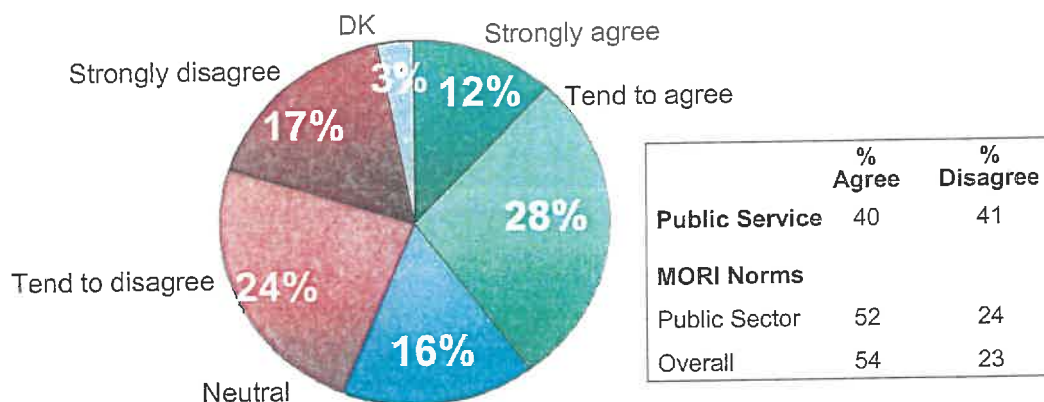
Satisfaction with interesting work - by job function & education				
	Base:	Satisfied	Dissatisfied	Net
Total	(13,799)	70	15	+55
Job Function				
Senior Administrative	(328)	88	5	+83
Admin	(1,028)	77	10	+67
Manipulative	(1,374)	67	15	+52
Tech/Prof	(4,546)	76	12	+64
Clerical	(5,055)	63	20	+43
Education				
Primary	(816)	71	12	+59
Secondary	(5,260)	71	13	+58
Cert/dip Technical Institute	(3,335)	69	17	+52
University certificate	(1,818)	67	18	+49
Bachelors/ Masters degree	(1,831)	73	15	+58

Source: MORI

Value & recognition

Four in ten Public Service employees feel valued and recognised for the work that they do, which is around 12pts higher than we would expect to see.

Q To what extent do you agree or disagree with the statement ...
I feel valued and recognised for the work I do?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Again there are very notable differences between employee groups.

I feel valued and recognised for the work I do - by job function & education				
	Base:	Agree	Disagree	Net
Total	(13,799)	40	41	-1
Job Function				
Senior Administrative	(328)	57	27	+30
Admin	(1,028)	43	40	+4
Manipulative	(1,374)	48	36	+12
Tech/Prof	(4,546)	38	43	- 5
Clerical	(5,055)	35	46	- 11
Education				
Primary	(816)	60	26	+34
Secondary	(5,260)	42	39	+3
Cert/dip Technical Institute	(3,335)	38	44	- 6
University certificate	(1,818)	31	49	- 18
Bachelors/ Masters degree	(1,831)	37	44	- 7

Source: MORI

I feel valued and recognised for the work I do - by length of service and gender				
	Base:	Satisfied	Dissatisfied	Net
Total	(13,799)	70	15	+55
Length of Service				
Up to 1 year	(1,039)	48	32	+16
1- 3 years	(1,427)	37	44	- 6
3 - 5 years	(914)	34	48	- 14
5 - 10 years	(1,477)	34	48	-14
10 - 20 years	(2,662)	35	48	-13
20 - 33 years	(4,462)	43	39	- 3
Over 33 years	(856)	50	32	- 17
Gender				
Men	(4,218)	44	38	+6
Women	(8,915)	38	43	- 5
Source: MORI				

In this context, it is notable that salary is an important driver of job satisfaction in the Public Service, and this is somewhat atypical of what is seen in other (mainly UK-based) organisations.

This may reflect the comparatively high levels of dissatisfaction with pay and benefits across the organisation that we have noted previously, and perhaps highlights a general (and unrealistic?) expectation among staff of what they could earn elsewhere. In this regard, there is particular dissatisfaction amongst staff who have been with the organisation for three years or more or who are aged 25-34. These employees are likely to be the same people – not new recruits and not those who are on senior pay scales.

What is important to consider is that whilst basic pay is shown here as a key driver of job satisfaction, it is *not a motivator*. Consequently, whilst a pay rise might have a moderate (and probably short term) impact on job satisfaction, in light of this model, a better return for the organisation would be gained by focusing effort on other ways of valuing staff that are highlighted here.

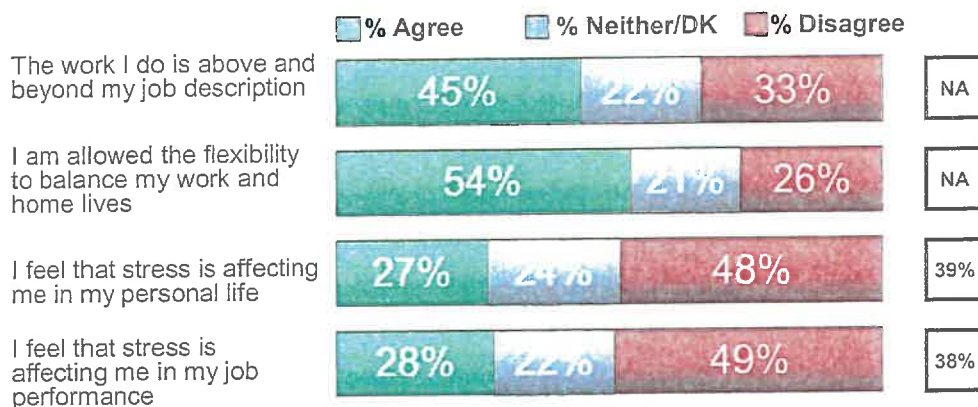
Of particular importance is ensuring employees have the opportunity to access training and development opportunities (whether through formal training or on the job), and that there is a clear career path, with opportunities for promotion. Currently, just one employee in seven (15%) feels satisfied with their promotion opportunities, and even among Senior Administrative staff, who are consistently more positive than their colleagues, only one in three (35%) is satisfied. Half of all staff is *very dissatisfied*.

Work-Life Balance

Another key theme that emerges relates to work-life balance. Almost half (45%) of employees say the work they do is above and beyond their job description, and a third disagrees.

Q Please indicate to what extent you agree or disagree with each.

Public Sector Norm
% Agree



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Following from this, just over a quarter of Public Service staff feels that stress is affecting their job and/or their personal life, although this is lower than we normally see in the UK in similar organisations.

	Stress vs. norms			
	T&T Public Service	Overall Norm	Public Sector Norm	Top 10 Norm
	%	%	%	%
Stress is affecting my personal life	27	38	39	28
Stress is affecting my job performance	28	35	38	25

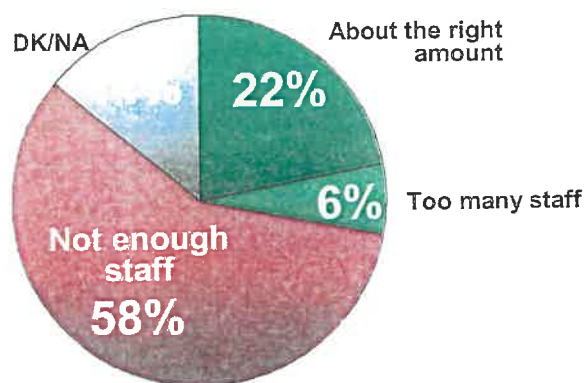
Source: MORI

Reported stress is highest amongst staff working in the Ministries of Education, Community Development and Foreign Affairs. It is perhaps not surprising that new recruits, young staff, OJT and Clerical staff are least likely to experience stress, but is also interesting in light of their relative dissatisfaction with their levels of responsibility or lack of interesting work.

Staffing

When asked about staffing resources, only three in ten employees think there are enough staff in their Ministry, and *twice as many* say there are not enough. This is an interesting finding in the context of those concerning work-life balance, where, for example far fewer people report working 'above and beyond' their job description and stress levels are comparatively low.

Q. Thinking about staffing levels in your Ministry, do you think there are ...?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Team work

To address some of the concerns about staffing levels, the Public Service may wish to consider, how better team work could be fostered across the organisation. Notably, only half (49%) of employees feel part of a team, which is 12 percentage points lower than the MORI Public Sector norm.

Interestingly, staff who are located in Central and South Trinidad are significantly more likely to state that they feel part of a team.

Team work is more evident in the following Ministries; Attorney General's Office (63%), Tourism (63%) and Supreme Court (64%). Conversely, those in Finance and Foreign Affairs (both 41%) and Trade and Industry (40%) are less likely to be satisfied with their ability to be part of a team.

Working environment and access to facilities

We would normally expect about half of an organisation's staff to express satisfaction with the resources and facilities they have, but only around a third of Public Service staff feel this way.

Although this perception is universal across most sub-groups, there are wide disparities between Ministries as shown below:

<i>Q How satisfied are you with... Having adequate resources and facilities to do your job?</i>	
<i>% saying 'very satisfied' or 'fairly satisfied'</i>	
	<i>%</i>
Overall	
Parliament	86
Attorney General	55
Trade and Industry	48
Housing	48
Health	25
Public Utilities	23
Education	22
Service Commission Department	22
<i>Source: MORI</i>	

Just under half of all respondents feel they have a clean, healthy and safe environment. Staff who work for the Attorney General and the Supreme Court are most satisfied (at 75% and 76% respectively), while the least satisfied are those in Education (35%) and Service Commission Department (23%).

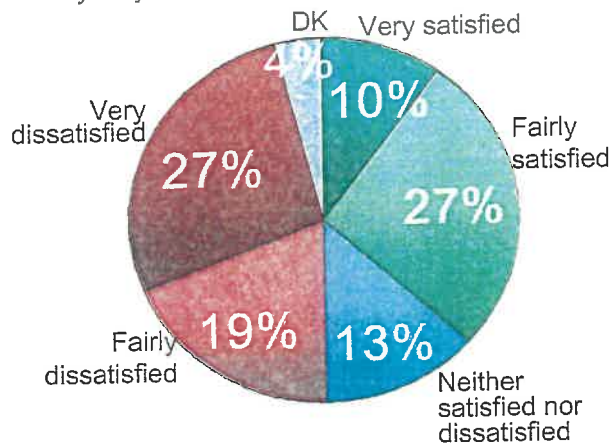
Personal Development

Training

Training is clearly an issue within the Public Service, with comparatively few staff (37%) feeling that they receive sufficient training compared to a norm of 48%. Indeed, almost half of staff are dissatisfied with their access to training (46%), and remain critical when asked about the organisation's commitment to training (49%) and their ability to discuss their needs with their manager (49%).

'Half' are dissatisfied with access to training

Q How satisfied or dissatisfied are you with receiving sufficient training to do your job well?

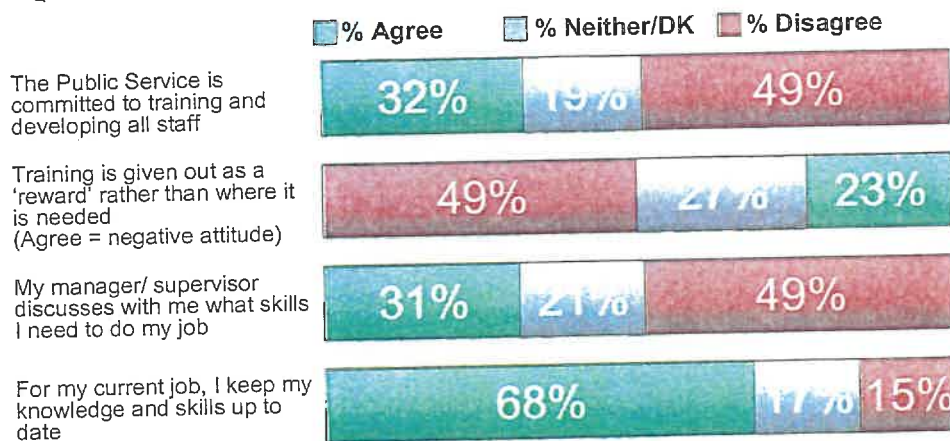


	% Sat	% Dissat
Public Service	37	46
MORI Norms		
Public Sector	48	26
Overall	48	26

Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Q Please indicate to what extent you agree or disagree with each.



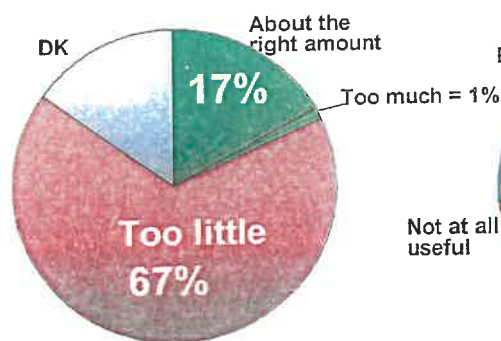
Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

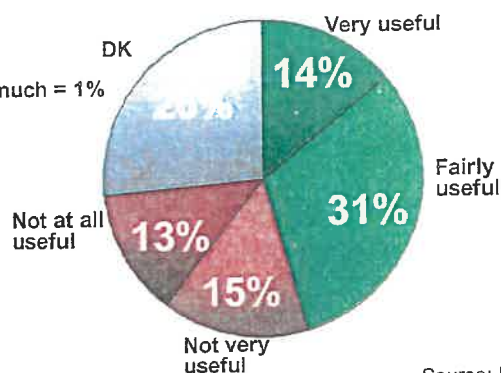
Just one in six respondents (18%) feels that they get the right amount of information about training opportunities and two-thirds feel they are getting *too little*. The two

Ministries where staff are most likely to feel that they are getting too little information are Agriculture (75%) and Science, Technology & Tertiary Education (77%).

Q. How do you feel about the amount of information you currently receive on training opportunities?



Q. How useful do you find the training provided by the Public Service for your current work and responsibilities?



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

The most common responses to the open ended question relate to a desire for better equipment and training, though as the table below illustrates, staff came up with a range of suggestions.

Q If you could do one thing to improve your working life at your Ministry, what would it be?

	%
Base: (13,799)	
Improvement via training/education/experience in different departments	7
Pursue training courses, seminars, agitate succession planning	4
Adequate resources/more training	3
Fair and timely compensation/increased remuneration/benefits	3
Hire/train senior management/staff with communications & HR skills	3
Change/rotate the management team/remove my supervisor	3
Urge other staff to work as a team/team effort enhances work	3
Better relationship/understanding with co workers/public/clients	2

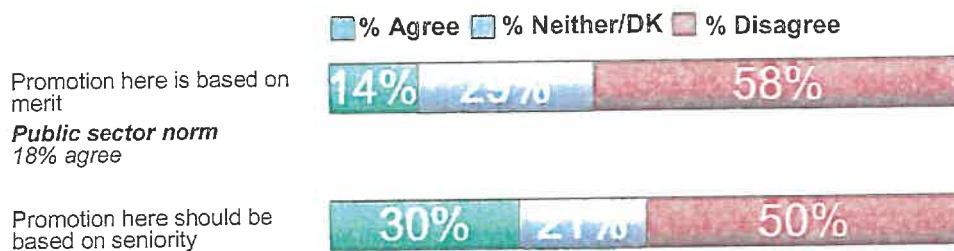
Source: MORI

Promotion

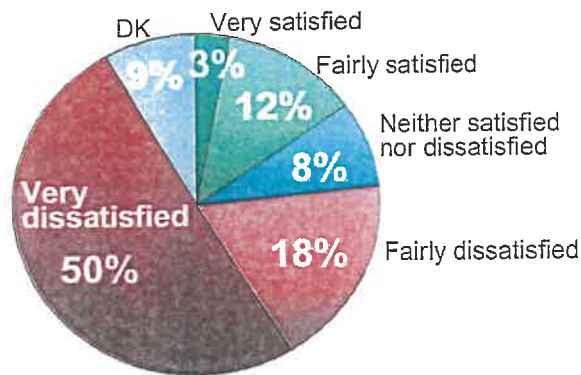
As with access to training, very few staff are satisfied with the way promotion is managed within the Public Service, with three in five staff *disagreeing* that promotion is based on merit and half are critical of the reliance on seniority to determine eligibility.

Promotion

Q Please indicate to what extent you agree or disagree with each.



Q How satisfied or dissatisfied are you with having sufficient opportunities for promotion?



Base: All respondents (13,799); Fieldwork June 7 to June 25 2004

Source: MORI

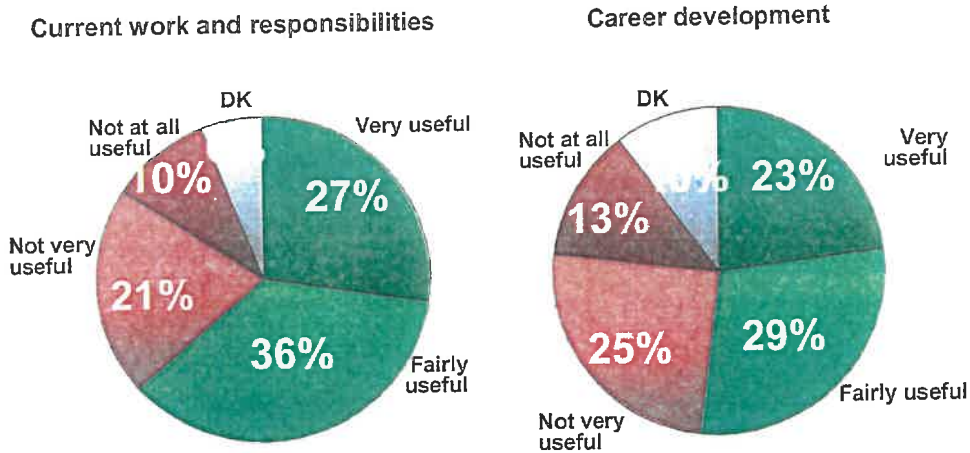
There are no notable differences between Ministries or other sub groups on these indicators, as even the most positive groups comprise just a small minority expressing positive views.

Performance Appraisal

Just over half (53%) of all Public Service staff have had an appraisal in the last 12 months. Senior Administrative staff are the group least likely to have had an appraisal (38%), while Manipulative staff are most likely (58%).

Among staff who have been appraised recently, most find them useful both in terms of appraising their current work (63%) and for their future career development (52%), but there is still a sizeable minority who have not found their appraisal useful at all (10%).

How useful did you find your appraisal was for your ...



Base: All respondents who have had an appraisal (7,365)

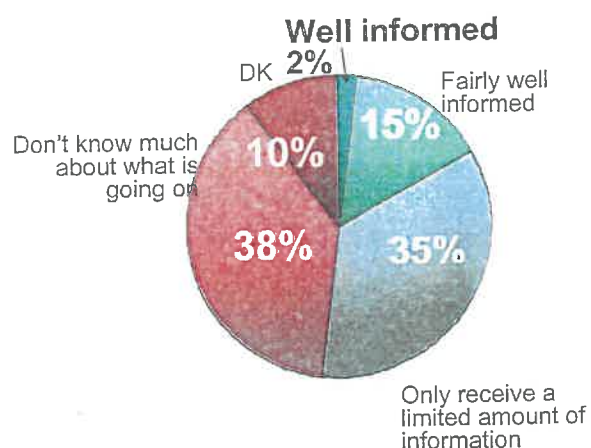
Source: MORI

Internal Communications

Downward Communication

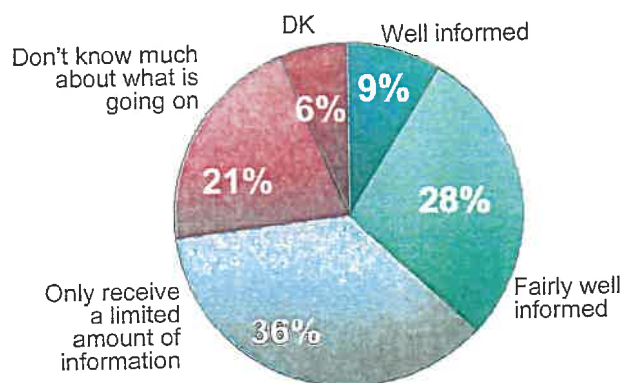
Very few staff feel informed about what is happening within the Public Service at any level of the organisation, with just over a third (37%) who feel informed about what is happening in their Division or Unit and fewer than one in five (17%) feel informed about their Ministry, other Ministries or the Public Service in general. This compares very poorly with MORI normative data, where we would expect around half of employees to be informed (on a comparative level, at least with regard to their own Ministry).

Q. How well informed do you feel about what is happening across your Ministry?



	% Informed	% Not informed
The Public Service	10	76
Between Ministries	8	76
Your Ministry	17	73
Your Division/ Unit	37	57
MORI Norms: 'Organisation' level		
Public Sector	51	46
Overall	53	44

Q. How well informed do you feel about what is happening across your division/ unit?



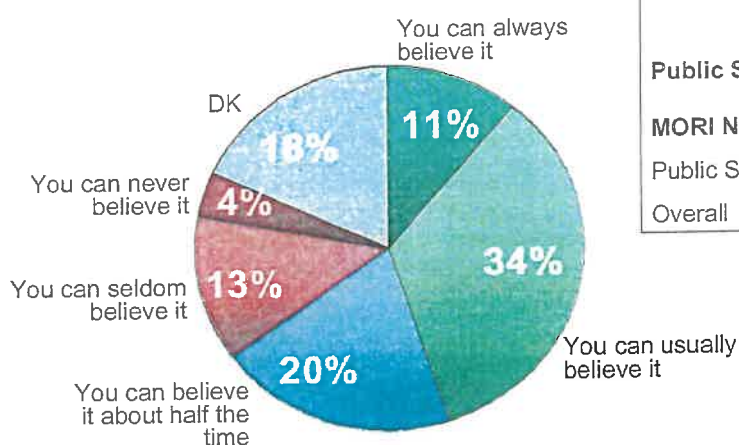
Base: All respondents (13,799); Fieldwork June 7 to June 25 2004

Source: MORI

Just one in ten staff *always* believes the information they receive from Senior Management and less than half (34%) 'usually' believe it. Again this compares poorly with the normative data for Public Sector and other organisations MORI has worked with. This is an important finding in the context of the call for *more* information, as the Public Service first needs to assess how it can best disseminate information so that it will be believed.

Credibility of Communications

Q. When senior management puts out information, how do you feel about it?



	% Always/ Usually	% Seldom/ Never
Public Service	45	17
MORI Norms		
Public Sector	56	10
Overall	60	8

Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

As we would expect, senior staff are most likely to find the information they receive credible, with around seven in ten Senior Administrative staff saying they believe the information they receive, compared to just half of their Admin and Technical/Professional colleagues. Just four in ten Clerical and Manipulative staff believe the information they receive.

There also appears to be an issue with credibility of information among the Housing staff (35%) and amongst Science, Technical & Tertiary Education staff (29%). Men are also more likely than women to believe that information is credible (51% compared to 42%).

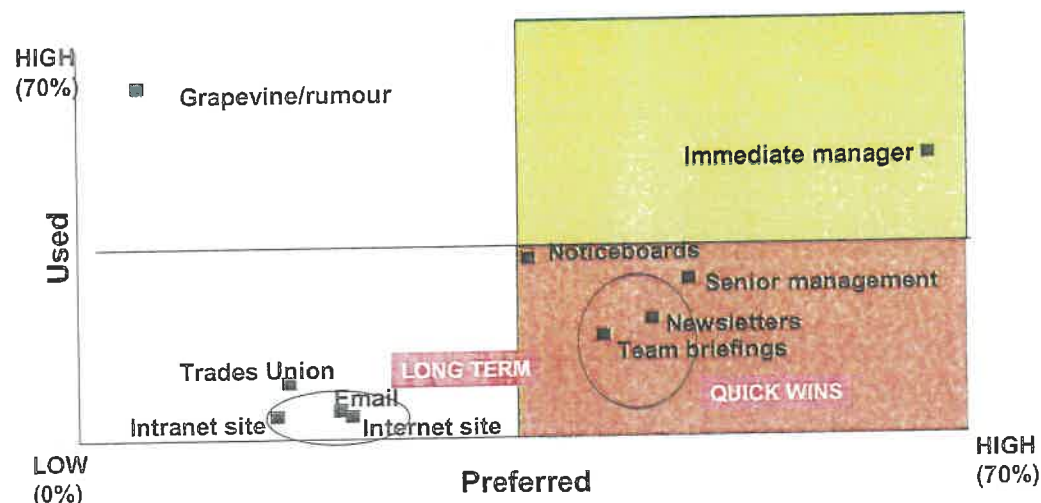
Used & Preferred Sources of Information

A variety of methods of communication exists across the Public Service to disseminate information about the organisation. The most common way that staff receives information is via their line manager (48%), with far fewer making use of (or with access to) E-sources, team meetings or other reliable sources.

It is notable that over half (56%) of staff cite the 'grapevine' as a major source of information. Whilst we typically find this is a key source of information, and it can be an effective means of communication at the local level, there is clearly an over reliance on this mechanism across the Public Service. Moreover, the fact that much of the information employees receive will be obtained via the grapevine may help to explain the low level of credibility given to information that is put out by management.

The chart below illustrates the efficacy of the Public Service's communications strategy, showing a very low correlation between those sources employees would like to use, and those they can and do use.

Several ways to improve communications



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Positively, there is a reliance on and preference for discussions with the line manager, as evidenced by its appearance in the top right hand quadrant. The grapevine is very definitely a secondary source, however, as it is used but is not seen as favourable and thus appears in the top left hand quadrant.

Several important areas for improvement appear in the bottom right quadrant. Introducing or simply improving the format or content of newsletters and team briefings, and to some extent notice boards, could be 'quick wins' for the organisation as improvements could be made to these in a relatively short timeframe, thus demonstrating to staff that the employee survey has brought about positive change.

There is also a call for more contact with senior managers. This is a fairly typical response to a survey of this nature, but having more visible senior managers, who 'walk the floor' to meet staff informally, or who participate frequently at departmental seminars would help to overcome employees' apparent lack of trust in management and would go some way to making them feel more involved in the way the organisation is being run.

Longer term goals would focus on enabling employees to use E-sources such as e-mail and the intranet. These are not currently cited as important sources by employees of the Public Service, but these have proven to be invaluable communications tools in many organisations that have made use of these opportunities. E-sources should always be seen as supplementary to inter-personal communications, however, as face-to-face contact is invariably preferred.

Line Management

Only just over half of employees rate their manager positively on any aspect of their performance. As the table below shows, line managers in the Public Service are also rated less favourably by employees on all but one aspect of their performance when compared to MORI's Public Sector norm.

As such, we suggest that improving line management should be a priority for the Public Service given that this tier of employees is an important link between employees on the ground and senior management and their ambitions for the organisation.

Q Please indicate how often these apply to 'your line manager', if at all.
% saying 'Always' or 'Usually'

	T&T Public Service	MORI Public Sector Norm	Difference
	%	%	%
Is good at their job	57	73	-16
Makes clear what is expected of me	57	59	-2
Is good at delegating responsibility	55	48	8
Treats me fairly	54	74	-21
Consults me on matters where I can contribute	52	58	-6
Encourages us to work as a team	46	60	-14
Listens to my ideas and suggestions	44	60	-16
Recognises when I do a good job	45	53	-9
Gives me feedback on how I'm doing	37	41	-4
Acts on my ideas and suggestions	29	39	-10
Discusses my training and development needs	24	40	-16

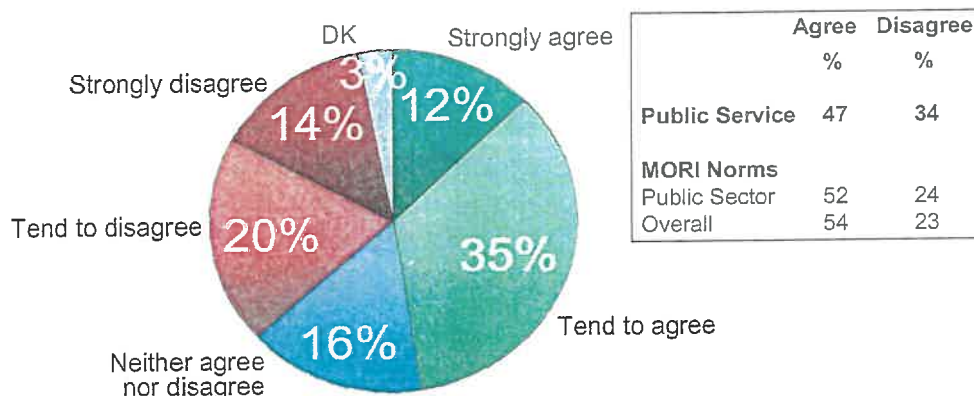
Source: MORI

It appears from the rank order of positive views, that managers are seen as relatively good at their job and actually 'managing' their employees on a 1:1 basis; making clear what is expected of them, effective delegation etc. but are less good, relatively, on building effective teams, providing feedback on performance and encouraging two-way dialogue.

Equal Opportunities

Just under half (48%) of all Public Service employees feel treated with fairness and respect, but one in three (34%) does not. This compares against a MORI norm of one in four employees who does not feel fairly treated; ten percentage points higher than we would expect and so is cause for some concern.

Q To what extent do you agree or disagree with the statement ...
I am treated with fairness and respect

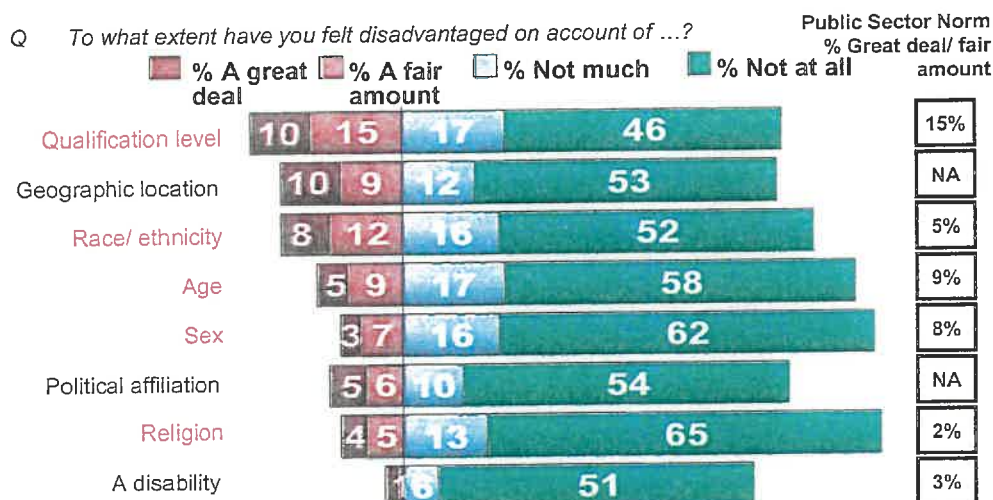


Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

As evidenced by other findings in this report, many staff feel disadvantaged because of their qualification level, but other characteristics are also cited and are shown below.

Experience of 'Disadvantage' - Overall



Base: All respondents (13,799): Fieldwork June 7 to June 25 2004

Source: MORI

Considering these findings in more detail, some sub group differences are evident:

Qualification level Significant minorities of staff feel discriminated against on this basis (25%). Findings are fairly consistent when looking at different levels of educational attainment, although almost one in three employees with a University Certificate (31%) feels disadvantaged. Findings for other levels of educational attainment are as follows: Primary or Secondary education (24%); Certificate/Diploma from Technical Institute (26%) and Bachelors/Masters degree (22%).

Geographic location One in five employees feels disadvantaged because of their location, with those based in Tobago least critical (13%) compared to colleagues in Trinidad; South (22%), Port of Spain (19%), Central (18%) and East (17%).

Race The proportion of people feeling disadvantaged because of their ethnicity is five times higher than MORI usually reports in similar (but mainly UK-based) organisations – at 20%. The survey did not require respondents to give their ethnicity, so it is not possible to identify which, if any, ethnic groups feel most disadvantaged. The level of discrimination on the basis of ethnicity appears to remain constant across the organisation, although it is much less evident in the Supreme Court (3%); Tobago House of Assembly (8%) and in the Personnel Department (9%).

Age Around one in seven (15%) employees feels disadvantaged because of their age. This perception is highest amongst younger staff; under 25 years old (30%) and 25-34 year olds (20%).

Sex One in ten employees feel their gender has been a source of disadvantage at work, but interestingly, men are only marginally less likely to report this than women (9% vs. 12%).

Political affiliation One in ten employees believes they are disadvantaged because of their political stance. This appears to be more of an issue in the Ministries of Housing (16%), Local Government (16%) and Public Utilities (18%).

Religion Around one in ten staff feel they have been disadvantaged as a result of their religion but we cannot say if this applies to any particular faith as the survey did not ask respondents to give their religious beliefs.

Disability Three per cent of staff, representing 450 employees, say they have felt disadvantaged at work because of their disability.

Appendices

Statistical Reliability

The variation between the sample results and the “true” values (the findings that would have been obtained if everyone had returned a questionnaire) can be predicted from knowledge of the sample sizes on which the results are based and the number of times that a particular answer is given. The confidence with which we can make this prediction is usually chosen to be 95%, that is, the chances are 95 in 100 that the “true” values will fall within a specified range.

The table below illustrates the predicted ranges for different percentage results at the “95% confidence interval”:

Approximate sampling tolerances applicable to percentages at or near these levels			
	10% or 90%	30% or 70%	50%
	±	±	±
Size of sample on which survey result is based			
Public Service (13,799)	1	1	1*

*For example, on a question where 50% of the people respond with a particular answer, the chances are 95 in 100 that this result would not vary, plus or minus, by more than one percentage point.

Comparing Percentages Between Groups and the Overall Total

When results are compared between sub groups and the overall total, the statistical reliability will again depend on the sample sizes and response rates within the different groups. As such, we need to bear these in mind when making comparisons at this level. As an example, we consider the most conservative differences required when comparing the results for each Ministry against the Public Service average in order to say these differences are statistically significant if we assume “95% confidence interval” and an average response rate of 46%.

**Confidence Intervals required when comparing Ministry results against
Public Service average at 95% level, for 50% statistic**

	<i>Base:</i>	<i>Difference required</i>
Total	(13,799)	
Tourism	(40)	12
Supreme Court	(29)	13
OPM	(146)	6
National Security	(721)	3
Personnel Dept	(120)	7
Trade & Industry	(129)	7
Judiciary	(413)	4
Health	(2,341)	2
Legal Affairs	(371)	4
Attorney General	(172)	6
Labour, Small and Microenterprise	(195)	5
Tobago House of Assembly	(1,237)	2
Agriculture	(828)	3
Local Government	(1,089)	3
Service Commission Department	(308)	4
Parliament	(63)	9
Social Development	(60)	9
OPM (SSD)	(319)	4
Community Development, Culture & Gender	(185)	6
Public Admin & Info	(507)	4
Sport & Youth Affairs	(255)	5
Housing	(164)	6
Public Utilities	(268)	5
Works and Transport	(599)	3
Finance	(1,341)	2
Foreign Affairs	(139)	7
Planning & Development	(384)	4
Science, Tech & Tertiary Education	(255)	5
Energy	(148)	6
Education	(513)	4

Source: MORI

*For example, if 50% of the overall total (base size: 1,3799) give a particular answer, and 40% of staff in Tourism (base size: 40) give the same answer, there is **not** a statistically significant difference between the responses of the two groups.

If however, 37% of the latter group give the same answer, then this is statistically significant difference (since there is more than a twelve percentage point difference between the two).