

The Public Service Employee Survey 2008/09 OVERALL REPORT



Research Study Conducted for the
Government of the
Republic of Trinidad and Tobago
by MORI Caribbean

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14th November 2009 – FINAL

Contents

1. Introduction	3
2. Executive Summary	6
3. Job Satisfaction	12
4. Advocacy	15
5. Working for the Public Service	19
6. ICT	27
7. Work-Life Balance	28
8. Line Management	31
9. Senior Management	34
10. Learning and Development	37
11. Equal Opportunities	40
12. Communications	42
13. Customer Focus	48
14. Change and the Future	50
15. Vision 2020	52
16. Comparisons with 2004	56
17. Next Steps	58

Appendices

Details of Response Rate

Top-line Results

Focus Groups Presentation



1. Introduction

1.1 Background

This report contains the findings of the Public Service Employee Survey (PSES) which was conducted in 2008 by MORI Caribbean in collaboration with the Ministry of Public Administration. This opinion survey was targeted at persons employed in the Public Service of Trinidad and Tobago with the aim of measuring staff opinion across the core Ministries and Organisations of the Service.¹

The research was designed to provide data for the Public Service as a whole and for different parts of the Service, as well as to track changes in employee attitude and commitment over time (in this case since 2004). Similar studies have also been conducted in other public sector organisations in Trinidad & Tobago that provide comparisons on key indicators of staff views in the Public Service:

- Defence Forces & Protective Services Employee Survey (DFPSES) in 2005 and 2008/09;
- Teaching Service Employee Survey (TSES) in 2007; and
- Health Service Employee Survey (HSES) in 2007.

The questionnaire covered a wide range of themes pertaining to how employees rate their employer and the organisation in which they work. Results for each of the themes are discussed in this report.

A top-line report showing the overall results for the PSES 2008 along with comparisons and trends with other organisations in Trinidad & Tobago, and MORI normative scores has been produced. Additionally, computer tables depicting the overall results for the Public Service for each question, disaggregated by various sub groups of employees within the Service has been prepared.

Each Ministry/Organisation has also been provided with its own results in a PowerPoint format, and its own computer tables. In addition, a benchmarking report has been delivered to each Ministry/Organisation as a reference guide for comparing its results with the average findings across the Public Service.

¹ This Public Service Employee Survey (PSES) does not capture opinions of daily paid workers, persons falling under the umbrella of Service Commissions other than the Public Service Commission, and employees represented by bargaining units apart from the Public Services Association (see Section 1.2 for survey participation criteria). Officers falling under the aforementioned categories have either been surveyed under the cover of other employee surveys, the results of which have been used to make comparisons with the PSES, or will be the subject of future employee research.

1.2 Methodology

All employees of the Public Service were eligible for participation in the survey; according to the criteria as follows:

- Monthly-paid permanent and temporary employees of Government Ministries/Organisations whose appointments and promotions are determined by the Service Commissions Department;
- Monthly-paid permanent and temporary employees of Government Ministries/Organisations whose bargaining unit is the Public Services Association;
- Contract officers employed in Ministries/Organisations as above.

A total of 9,896 Public Service employees completed and returned a questionnaire out of a targeted 27,000 officers, giving an overall response rate of c.36%. The appendices provide a breakdown of response rates by Ministry/Organisation. In 2004, the response rate was 46%.

The quantitative survey period of October to December 2008 was preceded by an exploratory qualitative phase of research in August 2008 which involved eleven (11) focus groups with staff from across the Public Service. These groups were moderated by Caribbean Market Research under the direction of MORI Caribbean. A separate PowerPoint report, appended to this document, details the findings from the qualitative phase.

Prior to the main quantitative fieldwork a sample of employees was invited to complete the questionnaire during a series of group self completion sessions organised over a two week period in October 2008. In total, 725 employees completed a questionnaire in this way. These were organised so that a broad cross section of employees were surveyed and as a way of communicating to all staff the importance of the survey and that the research was being undertaken by an independent organisation. An on-line survey was also made available for completion by any employee and 90 staff chose to complete their survey on line. The remaining responses (9,081) were completed through paper surveys which were distributed by survey champions and collected through internal, secure, collection boxes.

The survey data are presented in the core outputs in such a way to allow for several means of comparing and contrasting results, including:

- By location sub-group: comparing views of one Ministry/Organisation with another;
- By demographic sub-group: comparing one type of staff (e.g. Permanent employees) with another type (e.g. Contract staff);
- Longitudinal: this was the second full Public Service Employee Survey, it is therefore possible to compare overall and sub-group views between 2004 and 2008; and

- External benchmark: MORI Caribbean has conducted similar employee surveys in other public sector organisations both in Trinidad & Tobago and internationally, which is particularly useful to help managers understand how well their organisation compares and in setting realistic targets for improvements.

1.3 Acknowledgements

MORI Caribbean would like to thank the staff at the Ministry of Public Administration (particularly within the Public Service Transformation Division) and the survey champions from across the Public Service for their assistance throughout this project. Without their support, guidance and dedication this survey would not have been possible. We would also especially like to thank all 9,896 employees of the Public Service who gave of their time to participate in the survey.

2. Executive Summary

The second Public Service Employee Survey (PSES) conducted at the end of 2008, updates staff attitudes from the baseline employee survey conducted in 2004. It provides a comprehensive assessment of staff engagement now and determines the extent of change in staff views over the past four years.

In total, some 78 questions were asked in both the 2004 and 2008 surveys thus allowing direct comparisons to be made. For approximately half of these questions there has been no statistically significant change in attitudes. This includes overall job satisfaction (58% staff satisfied in both 2004 and 2008), advocacy of the services provided by the Public Service (20% speak positively in 2008; 21% in 2004) and the proportion of employees who feel motivated in their jobs (45% feel motivated in 2008; 43% in 2004). This result is not surprising since change in large organisations can often occur over a protracted period, but it is important for the management of the Public Service to consider which indicators have not changed, why this may be and what needs to be done to address this.

Encouragingly, staff attitudes have shifted over the past four years it has generally been in a positive direction. Overall for thirty-three (33) of the 78 comparative questions more staff are positive now than was the case in 2004. As discussed below, many of these improvements have been in areas where staff attitudes were particularly negative in 2004, including attitudes towards training, senior and line management, and internal communications.

The biggest shift in attitudes has been on awareness of Vision 2020 – up by 25 points since 2004 – which is not surprising given the greater general publicity and discussion about Vision 2020 (although it is noted that few staff understand what Vision 2020 means for their own Ministry/Organisation). The second largest change has been the increase in the proportion of staff who have had an appraisal in the last 12 months (up 13 points).

For only four indicators are fewer staff positive than in 2004. These shifts are relatively small, but still significant. The largest negative shift has been in confidence in Vision 2020 – down six points since 2004 despite the greater awareness of the Vision. Fewer staff say they intend to be working in the Public Service in two years' time (down five points), are satisfied with their benefits package (down four points) and feel proud to work for the Public Service (down three points).

The following section provides a summary of the findings for each chapter discussed in this report.

Job Satisfaction

- Almost three in five public servants in Trinidad & Tobago (58%) say they are satisfied with their present job. However, one in four (24%) is dissatisfied. These findings are the same as the 2004 survey.
- The Ministries/Organisations reporting the highest levels of job satisfaction are: Parliament (82% satisfied), President's Office (80%) and Ministry of Tourism (75%).
- The Ministries/Organisations reporting the lowest job satisfaction, all below 50% are: Attorney General (47%), Ministry of Social Development (46%) and the Elections and Boundaries Commission (45%).
- For 5 out of 13 job factors more than half of employees are satisfied; these are: "interesting work" (69%), "level of responsibility" (65%), "making the best use of skills and abilities" (58%), "opportunity to show initiative" (52%) and "feeling part of a team" (52%).
- The least positive aspects of one's job are: "pay" (22% satisfied), "benefits" (16%), "opportunities for promotion" (16%) and the "length of time to be promoted in one's post" (11%).

Advocacy

- The greater proportion of public servants have indicated that they would tend to be critical (29%) rather than positive (20%) about the services provided by the Public Service, including 7% of staff who indicate that they would be critical *without being asked*. These views are similar to those recorded in 2004. A similar proportion of staff are positive about the Public Service as an employer (21% overall) and slightly more (24%) are critical.
- The words or phrases most likely to be used by staff to describe the Public Service are negative: "mismanaged" (42%), "bureaucratic" (38%) and "slow" (36%). However, a relatively large proportion of staff believe that the Public Service is "trying to improve" (40%).
- Approximately a third of staff (32%) say they would recommend the Public Service as a place to work to a new graduate, but slightly more (36%) say they would not, while another third of staff (32%) are undecided on their recommendation.

Working for the Public Service

- A third of staff (33%) say that they agree that morale is good in their workplace and slightly more (45%) feel motivated in their jobs. These views are consistent with those held in 2004.

- While almost three in five staff (59%) say they feel proud to work in the Public Service this figure is down by three percentage points from 2004. Pride is particularly high in the RR&CB (83%) but low in the Ministries of Science, Technology & Tertiary Education (49%), Social Development (50%) and Foreign Affairs (50%).
- There are high levels of expressed commitment to helping the Public Service achieve its objectives (81%) and in understanding the individual contribution expected (79%). Fewer staff however feel they understand their Ministry's/Organisation's objectives (59%) or the overall objectives of the Public Service (51%) – however more staff feel informed on these latter two measures than in 2004.
- Most employees (59%) believe there are not enough staff where they work, which is consistent with views held in 2004.

ICT

- Most employees across the Public Service use a computer at work (64%), but only around a third use either the Internet (36%) or email (31%).
- The greater proportion of employees (44%) say that ICT has helped them become more effective at their jobs in recent years. Very few members of staff (3%) believe ICT has led them to become less effective. However approximately a third of employees (32%) do not think that ICT has made much of a difference to their job effectiveness.

Work-Life Balance

- Three in four members of staff (75%) say that they are able to produce the quality of work that is expected of them in the timeframes allowed, but fewer (53%) believe they are allowed the flexibility to balance their work and home lives.
- The greater proportion of staff members disagree (46%) rather than agree (29%) that stress is affecting them in their job performance.
- There is broad optimism about the potential impact that the Occupational Health and Safety Act (OSHA) will have on employees' working lives. Over three in five respondents (63%) believe that OSHA will help to improve their working conditions, compared with one in seven (13%) who think it will not.

Line Management

- Employees rate their line managers most positively in terms of "treats me with respect" (63% say always or usually does this), "is good at their job" (61%), "makes clear what is expected of me" (60%) and "communicates effectively with me" (59%).

- The areas where line managers are less well rated by their staff are in terms of “understands what motivates me” (38% say their line manager never does) and “discusses my training/development needs” (37%).

Senior Management

- Senior management is better regarded now than in 2004, but there is still progress to be made regarding increasing staff confidence in senior management to meet the average ratings that MORI typically finds in other jurisdictions.
- Three in ten staff (30%) have confidence in their senior managers (but more, 35%, do not), and as many staff agree as disagree that ‘senior managers have a clear vision of where the Public Service is going’ (31%).
- Staff working in the following parts of the Public Service are most likely to have confidence in their senior management: Parliament (61% have confidence), President (60%) and Registration, Recognition & Certification Board (56%). Staff in the following areas are least likely to have confidence in their senior management: Ministry of Information (18%), Elections and Boundaries Commission (19%) and Service Commission Department (22%).

Learning and Development

- Seven in ten staff (69%) say they did not take part in a formal induction or orientation when they first joined their Ministry or Organisation. This is a new question for the 2008 survey so no trend data are available.
- Two thirds of staff (66%) have had an appraisal in the past 12 months, up from just over half (53%) who said this in 2004. Generally, employees are positive about the usefulness of their appraisals
- There has been some clear improvements in staff attitudes towards training since 2004. A high proportion of staff across the Public Service (73%) say that they keep their knowledge and skills up-to-date for their current job, and this has increased since 2004 (68%). However, there is still a fair amount of scepticism about access to and fairness in allocation of training. Slightly more staff disagree (40%) than agree (35%) that “the Public Service is committed to training and developing all staff”;

Equal Opportunities

- As many staff feel valued and recognised for the work that they do as say they do not (41%). These views are the same as in 2004. Just under half of staff (48%) feel they are treated with fairness and respect – again consistent with views held in 2004.
- Staff were asked to indicate to what extent, if at all, they have felt disadvantaged on account of a number of factors, for example because of their gender, age or religion. Half of staff or more said they “did not feel disadvantaged at all” on account of any of the eight factors covered in the

survey. The main reason given by staff for feeling disadvantaged at work is because of their qualification level (22% feel disadvantaged a great deal or a fair amount), followed by geographic location (20%) and race/ethnicity (18%).

Communications

- There have been some good improvements in internal communications since 2004, but overall ratings are still poor. Two thirds of staff (65%) do not feel informed about what is happening across their Ministry/Organisation (in 2004 this was 73%).
- Only 17% of staff feel at least fairly well informed about plans for the future of the Public Service – no different than the proportion feeling informed in 2004.
- The most important communication channels for keeping staff informed about what is happening across the Public Service are: “immediate manager/supervisor” (50% of respondents want to be kept informed in this way), followed by senior management (37%) and newsletters (35%).

Customer Focus

- While a clear majority of staff say they are satisfied with their own contribution to the work of their Ministry/Organisation (77% satisfied), much less staff say they are satisfied with the quality of services provided by their Ministry/Organisation (49%).
- Almost twice as many staff agree (46%) than disagree (25%) that “the service we provide to customers is improving”; and half agree that “we understand what our customers want from us” (51%).

Change and the Future

- A very high proportion of employees say they both understand the need for change (88%) and support the need for change (89%) within their Ministry/Organisation. This is consistent with views held in 2004.
- While twice as many staff believe the services provided by the Public Service will get better (38%) rather than worse (19%) over the next few years, this is not an overwhelmingly confident assertion. Almost half of the respondents (43%) say they “don’t know” or expect services to “remain about the same”.

Vision 2020

- Just over a third of staff (35%) say they feel informed about what Vision 2020 means for their own Ministry/Organisation; but despite the generally low levels of awareness about Vision 2020 in their own Ministry/Organisation context, many more staff support (48%) rather than oppose (5%) the goals and plans for their Ministry/Organisation under Vision 2020.
- Awareness of Vision 2020 is highest in the Office of the Ombudsman (72% feel they know a great deal or a fair amount), Ministry of Energy & Energy

Industries (70%) and Ministry of Public Administration (70%). The lowest levels of awareness are in the Tobago House of Assembly (18%), Judiciary/Supreme Court/Family Court/Magistracy (15%) and the EBC (8%).

- Only one in eleven staff (9%) say they are “not really interested” in Vision 2020 – statistically the same proportion as in 2004 (7%). One in eight (12%) now say they are “already involved” in Vision 2020, which has increased from 5% since 2004. However, still the largest proportion of staff “would like to be more involved” in Vision 2020 (56%).
- Two in five Public Servants (39%) are confident that the country will achieve developed nation status by the year 2020, however more than half (56%) are not confident. This represents a decline in optimism since 2004, when 45% of staff were confident about Vision 2020.

3. Job Satisfaction

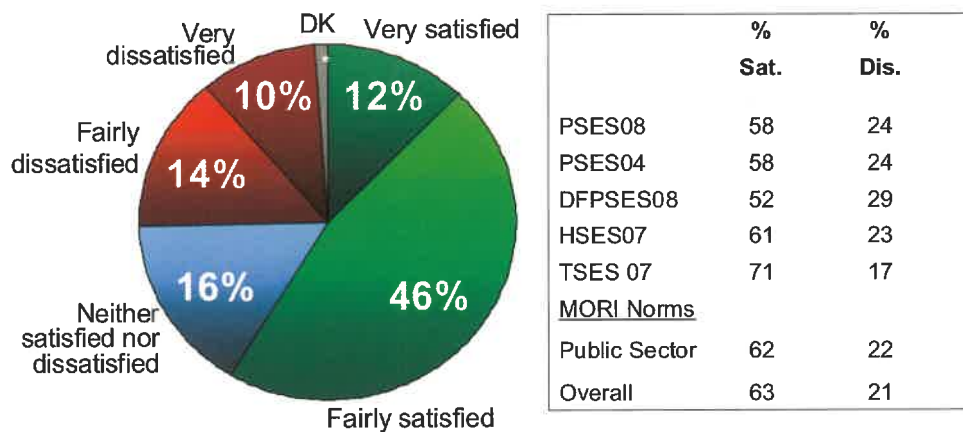
Job Satisfaction Overall

Almost three in five public servants (58%) are satisfied with their present job and one quarter (24%) is dissatisfied. These findings are the same as the previous employee survey conducted in 2004.

Overall job satisfaction in the Public Service is in line with that in the Health Service (61%), higher than in the Defence Force & Protective Services (52%) and lower than in the Teaching Service (71%) in Trinidad and Tobago. Job satisfaction in the Trinidad and Tobago Public Service is close to the average job satisfaction score MORI typically finds in other public sector organisations internationally (62%).

Overall Job Satisfaction

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



Base: 9,896 TT Public Servants (October – December 2008)

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Table 1, on the following page, shows the sections of the Public Service with the most and least proportion of staff who say they are satisfied with their present jobs. Ministries / Organisations with the highest satisfaction scores are: Parliament (82% satisfied), President's Office (80%) and the Ministry of Tourism (75%).

There are three Ministries / Organisations where fewer than half of the staff are satisfied with their jobs. These are: Attorney General (47% satisfied), Ministry of Social Development (46%) and the Elections & Boundaries Commission (45%).

Table 1: Job Satisfaction	
<i>Q) Taking everything into account, how satisfied or dissatisfied are you with your present job?</i>	
Highest Rated Ministries/Organisations	% Satisfied
Parliament	82%
President's Office	80%
Tourism	75%
Ombudsman	72%
Registration, Recognition and Certification Board	72%
Lowest Rated Ministries/Organisations	% Satisfied
Agriculture, Land and Marine Resources	52%
Trade and Industry	52%
Foreign Affairs	50%
Attorney General	47%
Social Development	46%
Elections and Boundaries Commission	45%
<i>Source: MORI Caribbean</i>	

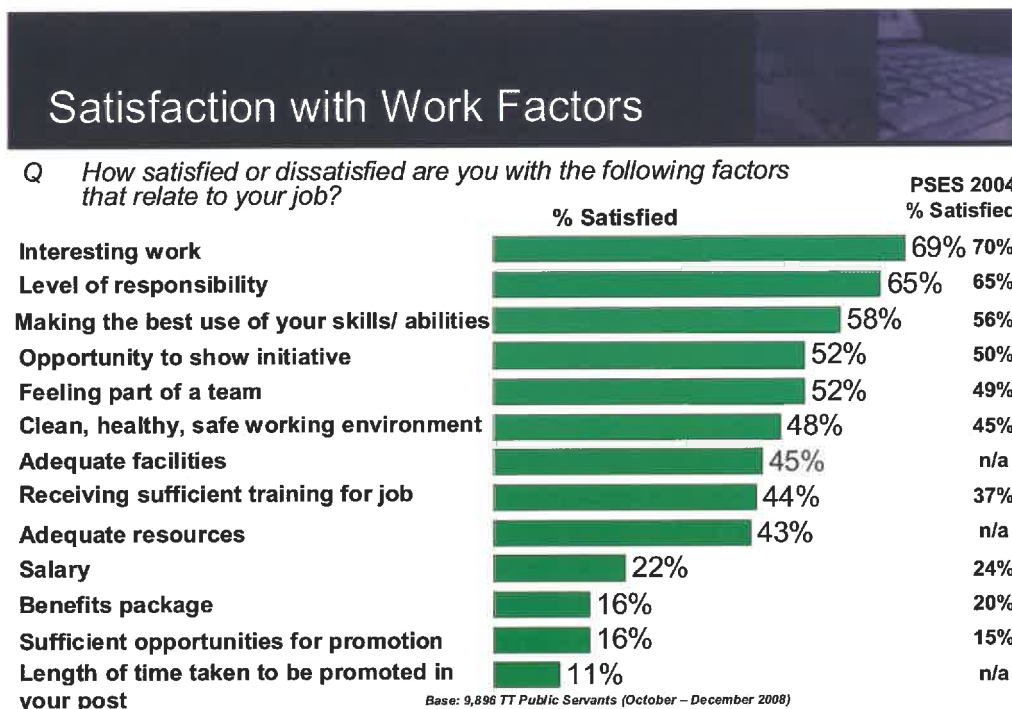
Across the Public Service there is no difference in overall job satisfaction between men and women, or between permanent employees of the Public Service and those on contract. In addition, the overall level of job satisfaction is the same between staff who describe their work as "general administration" and "policy/planning/research". The most positive staff are those with senior administration functions (67% satisfied) and the least positive are clerical employees (53% satisfied).

As is common in other organisations, job satisfaction does however vary by length of service, with those employees who are newest to the Ministry / Organisation and those who have served the longest being most likely to express job satisfaction. Six in ten (60%) employees with tenure of up to one year in the Trinidad and Tobago Public Service are satisfied, as are three in five staff (62%) with 20 years or more service, however only half (51%) of those having service ranging between five and ten years express job satisfaction.

There is some difference in job satisfaction depending on the length of time staff takes to travel to work, with half of employees who take two hours or more to travel to work being satisfied with their jobs. This is lower than the 58% overall job satisfaction score alluded to earlier.

Job Satisfaction Factors

The survey asked staff to indicate their level of satisfaction or dissatisfaction with thirteen factors that relate to their job. These are shown in the chart below, with the data in brackets being the proportion of staff saying they were satisfied with this factor in the 2004 survey, where applicable.



For five job factors more than half of employees are satisfied; “interesting work” (69%) and “level of responsibility” (65%) received the highest ratings. The least positive aspects of one’s job pertain to salary, and benefits and promotion. Only a small proportion of staff is satisfied with these parts of their work, including just one in ten saying they are satisfied with the length of time it takes to be promoted.

Another question in the survey also polled staff attitudes towards pay. This reveals that there is a broad consensus within the Public Service that pay is not fair compared to people doing similar jobs in the private sector. Seven in ten respondents (70%) believe their pay is not fair. This question was asked for the first time in the 2008 survey so trend data are not available. However, where MORI has asked this question in other public sector organisations typically two in five (38%) of staff would say their pay is not fair.

Since 2004, more staff have become satisfied with “working in a clean, healthy and safe environment” (up 3 points), “feeling part of a team” (up 3 points) and “receiving sufficient training to do the job well” (up 7 points). Fewer staff are now satisfied with “benefits package” (down 4 points). The fall in satisfaction with “benefits package” is just one of the four indicators that is rated less positively in the 2008 survey compared with 2004. The other indicators will be highlighted, where applicable, in the ensuing sections.

4. Advocacy

In MORI's experience, organisations that are successful in their field tend to have a majority of employees who are positive about their organisation as an employer and as a provider of goods and services. When employees speak well of their organisation this can have a positive impact both on morale within the organisation and of the organisation's reputation. Conversely, when employees are critical, it can have a negative impact.

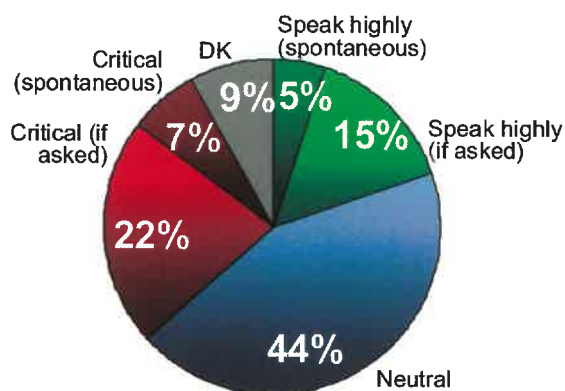
Advocacy of Services

More public servants are critical (29%) than positive (20%) about the services provided by the Public Service. These views are similar to those recorded in 2004, meaning that fewer public servants are positive advocates of their organisation's services than found in other parts of the public sector in Trinidad & Tobago: Health Service (23% advocates); Defence Force & Protective Services (30%) and Teaching Service (30%).

Fewer than half as many Public Service employees are positive about their organisation's services as MORI would typically find in other public sector organisations (41%).

Advocacy of 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	% Critic
PSES08	20	29
PSES04	21	30
DFPSES08	30	21
HSES07	23	27
TSES 07	30	31
MORI Norms		
Public Sector	41	22
Overall	46	19

Base: 9,896 TT Public Servants (October – December 2008)

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The following table shows the sections of the Public Service with the highest and lowest proportion of staff who are advocates of the services provided by their organisation. In all parts of the Public Service, fewer than half of employees are positive advocates. Ombudsman ranks highest in advocacy with 45% of staff being advocates of the services provided there; RRCB ranks the lowest with just one in nine of its staff members (11%) being advocates.

Table 2: Advocacy of Services	
<i>Q) Which of the following statements best describes how you would speak of the Public Service to people outside of the organisation about its services?</i>	
Highest Rated Ministries/Organisations	% Speak highly
Ombudsman	45%
Trade and Industry	39%
Public Utilities	33%
Labour and Small and Micro-Enterprise Development	32%
Social Development	32%
OPM (Trinidad)	30%
Planning, Housing and the Environment	30%
Tobago House of Assembly	30%
Least Rated Ministries/Organisations	% Speak highly
Education	17%
Foreign Affairs	16%
Legal Affairs	16%
National Security	16%
OPM (Central Admin Services)	16%
Elections and Boundaries Commission	14%
Judiciary/Supreme/Family Court/Magistracy	13%
Registration, Recognition and Certification Board	11%
<i>Source: MORI Caribbean</i>	

There is little difference between demographic groupings regarding advocacy levels of the services provided by the Public Service.

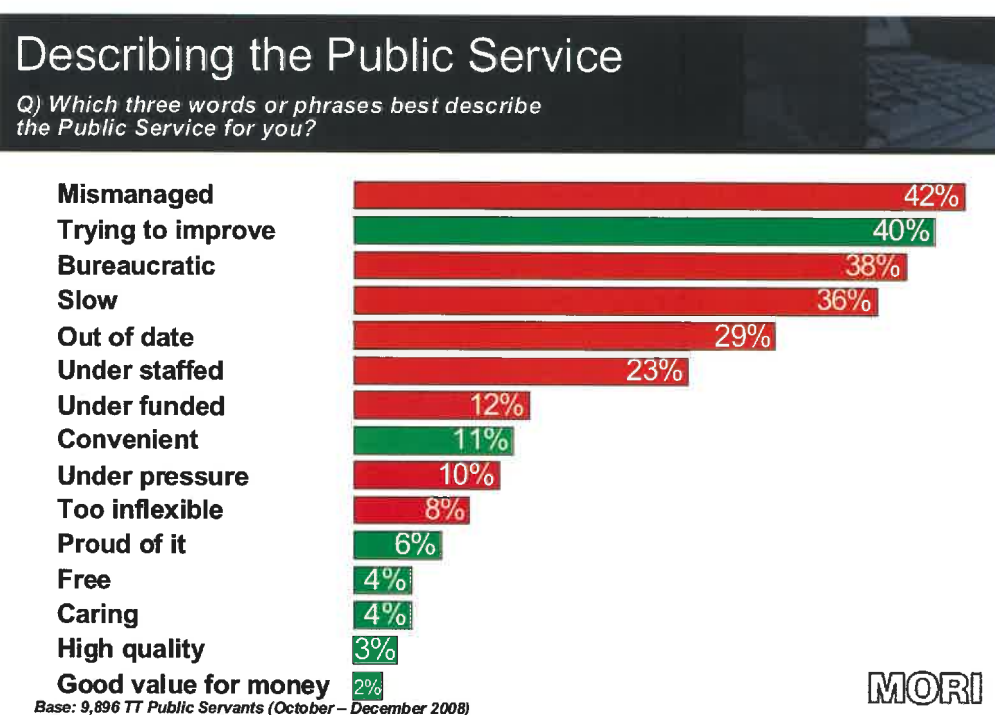
Advocacy of Employer

A similar proportion of staff are positive about the Public Service as an employer (21% overall) and slightly more (24%) are critical. These views are the same as when measured in 2004. In the DF&PS, around three in ten (29%) staff are advocates of their employer and MORI typically finds around a quarter (26%) of public service employees in other jurisdictions who are positive.

As many staff (15%) say that the Public Service is “better than it was” as an employer compared to a year ago, as say it is “not as good as it was” (15%). Most respondents however say that it is “about the same” (62%).

Describing the Public Service

Staff were asked to select from a list the words or phrases they would use to describe the Public Service. The results are shown in the following chart.



This shows that negative words or phrases are most likely to be used by staff, in particular “mismanaged” (42%), “bureaucratic” (38%) and “slow” (36%). However, a relatively large proportion of staff believes that the Public Service is “trying to improve” (40%).

The attitudes of staff towards the Public Service are reasonably similar to the attitudes of the general public, as measured in the Opinion Leaders Panel.² The general public is most likely to select the following words/phrases: “providing a poor service” (59%), “unsatisfactory” (46%) and “slow” (43%) to describe the Public Service.

² Public opinion data from OLP Wave 7 (June-July 2007)

Interestingly, few members of staff (2%) or members of the general public (6%) would describe the Public Service as providing “good value for money”.

The Public Service Compared with other Organisations

Public officers were asked to indicate whether they feel the Public Service is “above average” or “below average” as a place to work compared with the other organisations they know or have heard about.

One in five (21%) staff believe that the Public Service is “above average/one of the best”, but three in ten (31%) think it is “one of the worst/below average”. The proportion saying “one of the worst/below average” is down by four points since 2004.

Typically, MORI finds about three in ten staff in public sector organisations who say that their organisation is “above average/one of the best”. This is true for employees working in the Teaching Service (33%) and the DF&PS (30%) in Trinidad and Tobago. In the Health Service approximately half this proportion (17%) believe they are working in “one of the best/above average” organisations.

Recommend Public Service as a Career?

Approximately a third of staff (32%) would recommend the Public Service as a place to work to a new graduate, but slightly more (36%) say they would not. This is a new question not asked in the previous employee survey or in any other survey of public sector staff in Trinidad & Tobago.

Staff aged 55 years and over (38%), those within the Service for up to one year (39%), manipulative staff (47%), senior administrators (39%), OJTs (40%) and those working in Central Trinidad (40%) are most likely to recommend the Public Service as a career.

5. Working for the Public Service

Morale

A third of staff (33%) agrees that morale is good in their workplace, but more (43%) disagree. These views are consistent with views held in 2004.

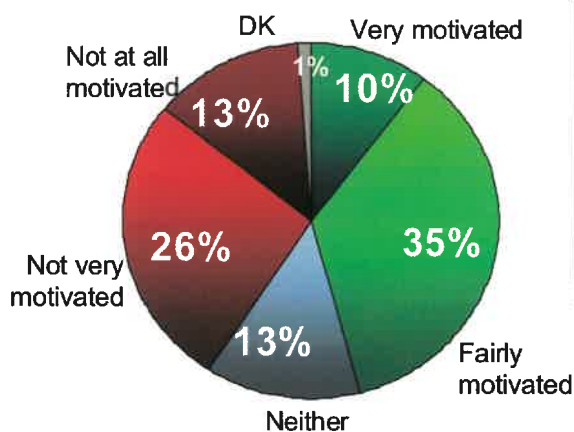
While employee morale is higher in the Public Service than in the Defence Force & Protective Services (22%) and slightly higher than MORI typically finds (MORI norm: 29%), it is lower than in the Health Service (39%) and Teaching Service (42%) of Trinidad & Tobago.

Motivation

Slightly more staff feel motivated in their work than not motivated (45% vs. 39%), which is similar to staff attitudes in 2004 (44% motivated) and consistent with motivation levels of staff working in the Defence Force & Protective Services (44%). However, many more staff in the Health Service (54%) and Teaching Service 61%)

Motivation

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



Base: 9,896 TT Public Servants (October – December 2008)

say they feel motivated in their jobs.

	% Motivated	% Not motivated
PSES08	45	39
PSES04	43	42
DFPSES08	44	53
HSES07	54	33
TSES 07	61	25

MORI

For ten of the 36 Ministries/Organisations covered in the survey at least half of their employees feel motivated in their present job, rising to around three in five or more in the following three (3) agencies: RRCB (61%), the Ombudsman (62%) and Parliament (63%). The lowest levels of staff motivation are in the EBC with only a third (33%) of employees there saying they feel motivated.

Table 3: Job Motivation	
<i>Q) Overall, how motivated do you feel in your current job?</i>	
Highest Rated Ministries/Organisations	% Motivated
Parliament	63%
Ombudsman	62%
Registration, Recognition and Certification Board (RRCB)	61%
Tourism	57%
Public Administration	55%
Lowest Rated Ministries/Organisations	% Motivated
Judiciary/Supreme/Family Court/Magistracy	41%
Agriculture, Land and Marine Resources	40%
Finance	40%
Foreign Affairs	40%
Trade and Industry	40%
Statutory Authorities Service Commission	39%
Planning, Housing and the Environment	37%
Service Commission Department	37%
Elections and Boundaries Commission (EBC)	33%
<i>Source: MORI Caribbean</i>	

Slightly more contract employees (51%) exhibit higher levels of motivation in their jobs when compared to Permanent staff (47%). However, on this indicator there are bigger differences in staff attitudes depending on one's job function, in particular seven in ten senior administrative staff³ (70%) feel motivated, which is much higher than other types of employees:

- Administrative (53%);
- Manipulative (51%);
- Technical/professional (47%); and
- Clerical (38%).

Following a similar pattern to levels of job satisfaction, the newest and longest serving employees are more likely to feel motivated in their jobs; and the further the distance that staff have to travel to get to work, the lower the proportion who feel motivated.

³ Senior Administrative staff defined as Permanent Secretaries, Deputy Permanent Secretaries, Directors & Heads of Division.

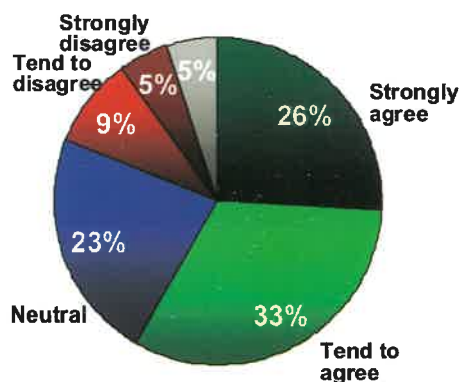
Pride

Most staff (59%) say they feel proud to work for the Public Service, but this is down slightly from 62% who said the same in 2004. The level of pride in working for the Public Service is lower than that found in the Health Service (69% feel proud), or in the Teaching Service (75%) in Trinidad & Tobago, but is higher than MORI typically finds in public sector organisations (51%) internationally.

Pride

Q. To what extent do you agree or disagree with the following statement?

**I feel proud to work in the
Public Service**



	% Agree	% Disagree
PSES08	59	14
PSES04	62	14
HSES07	69	12
TSES 07	75	07
<u>MORI Norms</u>		
Public Sector	51	14
Overall	53	14

Base: 9,896 TT Public Servants (October – December 2008)

MORI

As shown in Table 4, there are very high levels of pride among colleagues working in the RRCB (83% say they are proud to work in the Public Service), but much lower levels among staff working in the Ministry of Science, Technology & Tertiary Education (49%), Ministry of Social Development (50%) and Ministry of Foreign Affairs (50%).

Table 4: Pride in the Public Service

*Q) Below is a list of statements about working in the Public Service. Please indicate the extent to which you agree or disagree with each.
I feel proud to work in the Public Service*

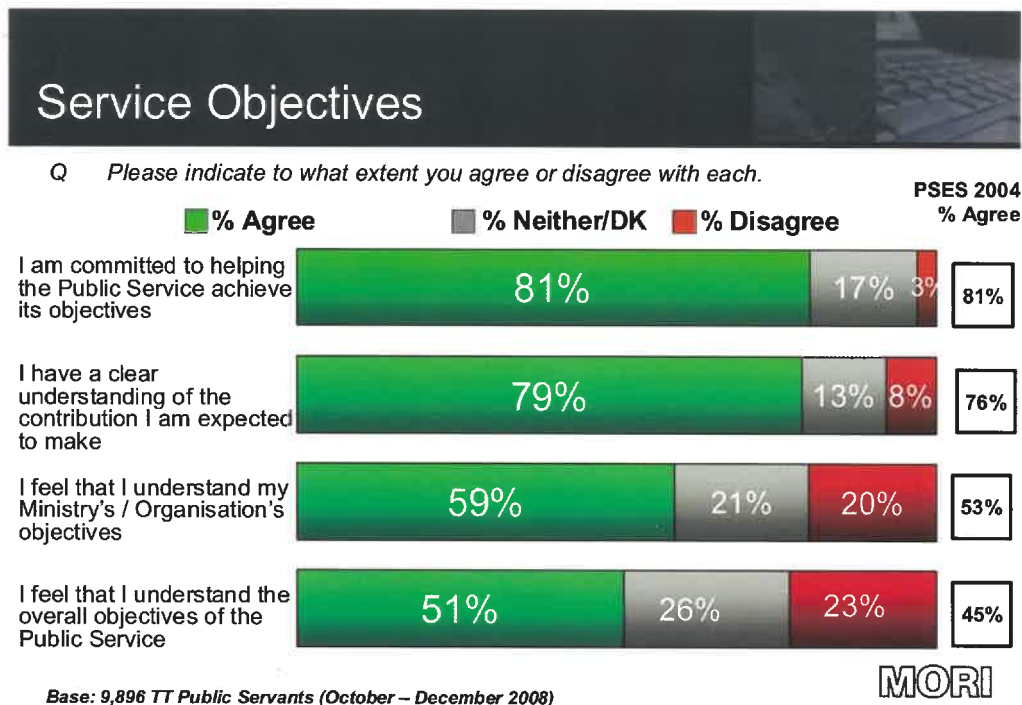
Ministry	% Agree
Registration, Recognition and Certification Board (RRCB)	83%
Information	71%
Labour and Small and Micro-Enterprise Development	70%
OPM (Central Admin Services)	69%
Parliament	69%
Tourism	69%
President	67%
Community Development, Culture and Gender Affairs	66%
Auditor General	64%
Industrial Court of Trinidad and Tobago	64%
Public Administration	64%
Health	63%
Personnel Development	63%
Sport & Youth Affairs	63%
Energy and Energy Industries	62%
Local Government	61%
Statutory Authorities Service Commission	61%
OPM (Trinidad)	60%
Ombudsman	59%
Works and Transport	59%
Public Utilities	58%
Education	57%
Finance	57%
Judiciary/Supreme/Family Court/Magistracy	57%
Agriculture, Land and Marine Resources	56%
National Security	56%
Trade and Industry	56%
Attorney General	55%
Planning, Housing and the Environment	54%
Public Service Commission	54%
Tobago House of Assembly	54%
Elections and Boundaries Commission	53%
Legal Affairs	53%
Foreign Affairs	50%
Social Development	50%
Science, Technology and Tertiary Education	49%

Source: MORI Caribbean

Service Objectives

Encouragingly, there has been an increase in the proportion of employees who believe that they understand their Ministry's/Organisation's objectives – up by six points since 2004, from 53% to 59%. Similarly, there has been the same increase in the proportion of employees who feel they understand the overall objectives of the Public Service (from 45% in 2004 to 51% in 2008). MORI would typically find around three in five (61%) employees in the organisations on which it does research saying that they understand the objectives of their organisation – similar to what is found in Trinidad & Tobago.

Four in every five (81%) employees say they are committed to helping the Public Service achieve its objectives. These views are the same as those expressed in 2004. A similar proportion of staff (79%) believe they have a clear understanding of the contribution they are expected to make, which is up slightly from 76% saying this in 2004.



As shown in Table 5, at least half of employees across all sectors of the Public Service feel informed about their own Ministry's/Organisation's objectives. However, the range is substantial from around (49%) in the Ministries of Information and (50%) in the Labour & SME Development, to over nine in ten in the Office of the Ombudsman (93%). Senior administrative staff are most likely to feel they understand their Ministry's objectives (82%), which is much higher than any other type of staff by job function. In contrast, just over half of clerical staff feel they understand their Ministry's objectives (55%). Further, the newest and longest serving employees are more likely to feel informed about their Ministry objectives than their colleagues having between five and ten years experience.

There is a difference in understanding between staff of different job status. Approximately just over half of temporary staff feel they understand their Ministry's objectives (53%), rising to 61% of Permanent staff, 63% of On the Job Trainees (OJTs) and to 67% among Contract employees.

Table 5: Understanding of Ministry's Objectives	
<i>Q) Please indicate the extent to which you agree or disagree with the following statements: I feel that I understand my Ministry's objectives</i>	
Ministry	% Agree
Ombudsman	93%
Registration, Recognition and Certification Board	89%
Parliament	88%
President	87%
Auditor General	80%
Personnel Development	80%
Social Development	73%
Energy and Energy Industries	71%
Industrial Court of Trinidad and Tobago	69%
Tourism	69%
Judiciary/Supreme/Family Court/Magistracy	68%
Trade and Industry	67%
Public Administration	65%
Service Commission Department	65%
Statutory Authorities Service Commission	64%
Science, Technology and Tertiary Education	63%
National Security	62%
Attorney General	61%
Elections and Boundaries Commission	61%
Public Utilities	61%
Sport & Youth Affairs	61%
Legal Affairs	60%
Local Government	60%
Education	59%
Finance	59%
OPM (Trinidad)	58%
Foreign Affairs	57%
Community Development, Culture and Gender Affairs	56%
Health	56%
OPM (Central Admin Services)	56%
Tobago House of Assembly	56%
Planning, Housing and the Environment	55%
Agriculture, Land and Marine Resources	54%
Works and Transport	54%
Labour and Small and Micro-Enterprise Development	50%
Information	49%
<i>Source: MORI Caribbean</i>	

Intention to Stay

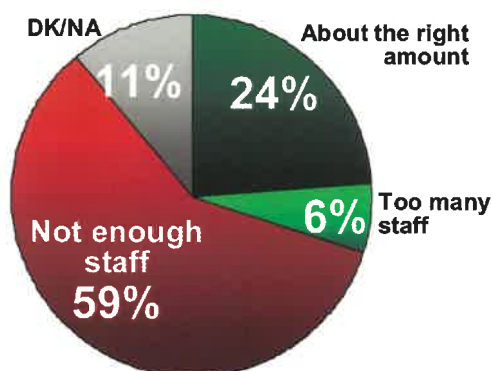
Almost seven in ten (68%) respondents have indicated that they intend to be working in the Public Service in two years time. This is down from 73% expressing this opinion in 2004, which is likely to be partly explained by the higher proportion of Contract employees now in the Public Service than in 2004, as 60% of Contract employees intend to be working in the Service in two years, compared with 77% of Permanent public servants.

Staff Resources

Three in ten (59%) employees do not think they have enough staff in their Ministry/Organisation, which is consistent with views held in 2004. More employees in the Health Service (70%) believe there are not enough staff where they work, but fewer (53%) persons in the Teaching Service hold this view.

Staff Resources

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



	%
	Not enough
PSES08	59
PSES04	58
HSES07	70
TSES 07	53

Base: 9,896 TT Public Servants (October – December 2008)

MORI

Table 6 shows the proportion of staff in each Ministry/Organisation across the Public Service who believe there are not enough staff where they work. This shows that in nearly all parts of the Public Service, half or more employees, believe their area of the Service is under-staffed. This is particularly so in the Personnel Department (86% believe there are not enough staff there), Elections & Boundaries Commission (79%) and the Auditor General (77%).

Table 6: Staffing Levels	
<i>Q) Thinking about the staffing levels in your Ministry/Organisation, do you think there are too many staff, about the right amount of staff or not enough staff?</i>	
Ministry	% Not enough staff
Personnel Development	86%
Elections and Boundaries Commission	79%
Auditor General	77%
National Security	72%
Registration, Recognition and Certification Board	72%
Foreign Affairs	71%
Information	69%
Social Development	69%
Sport & Youth Affairs	68%
Community Development, Culture and Gender Affairs	67%
Legal Affairs	64%
Service Commission Department	64%
Agriculture, Land and Marine Resources	63%
Education	62%
Local Government	61%
Tobago House of Assembly	60%
Judiciary/Supreme/Family Court/Magistracy	59%
OPM (Trinidad)	59%
Labour and Small and Micro-Enterprise Development	58%
Planning, Housing and the Environment	56%
Attorney General	55%
Public Utilities	54%
Trade and Industry	54%
Health	53%
President	53%
Public Administration	53%
Statutory Authorities Service Commission	52%
Works and Transport	52%
Finance	51%
Tourism	51%
Industrial Court of Trinidad and Tobago	49%
Ombudsman	48%
Energy and Energy Industries	44%
Science, Technology and Tertiary Education	43%
OPM (Central Admin Services)	40%
Parliament	39%
<i>Source: MORI Caribbean</i>	

6. ICT

Use of ICT

Most employees across the Public Service use a computer at work (64% do), but only around a third use either the Internet (36%) or email (31%). This is a new question for the 2008 survey so there is no trend data available.

Two in three (67%) respondents who currently do not use a computer at work say that they would be likely to use a computer if one was available in their workplace. A slightly smaller proportion, but still a majority (59%) of those who do not use the Internet at work say they would do so if it were available.

Impact of ICT

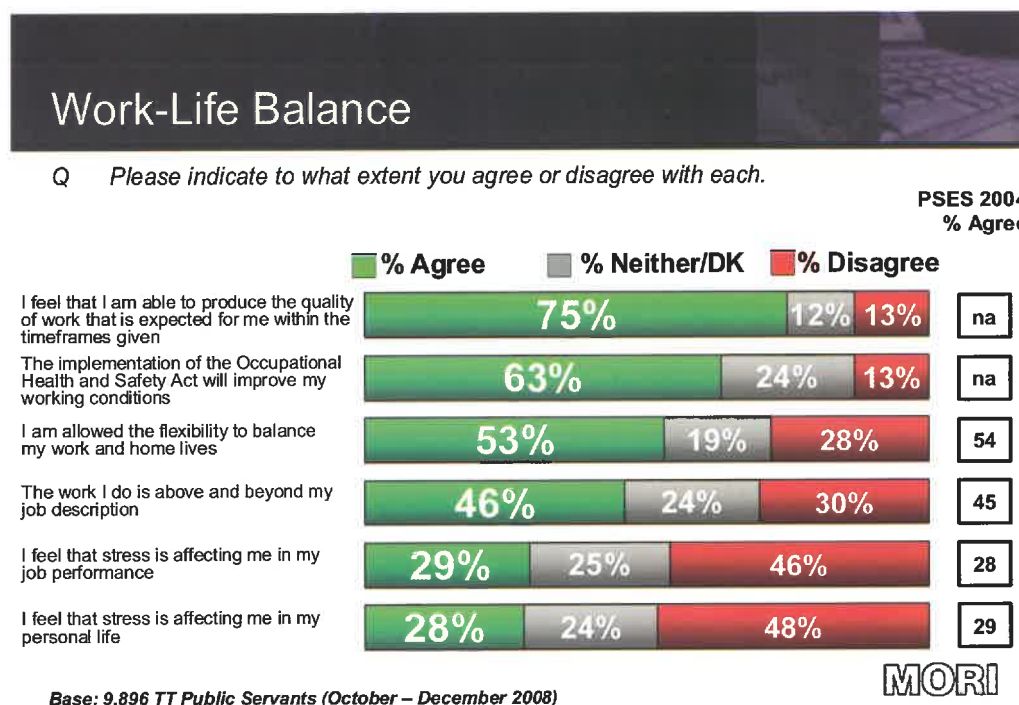
The largest proportion of employees (44%) says that ICT has helped them become more effective at their jobs in recent years. Very few staff (3%) believe ICT has led them to become less effective. Approximately a third of employees (32%) do not think ICT has made much difference to their job effectiveness.

Table 7 shows the Ministries/Organisations in which the least/most proportion of employees believe that ICT has made them more effective in their job performance. This ranges from only a third of employees in RRCB (33%) and the Ministry of Information (34%) who believe that ICT has been helpful, to three quarters in Parliament (76%) holding this view.

Table 7: Information and Communications Technology	
<i>Q) Overall, do you think that Information and Communications Technology (ICT) has helped you become more effective at your job in recent years, less effective or has it not made much difference?</i>	
Highest Rated Ministries/Organisations	% More effective
Parliament	76%
Foreign Affairs	63%
Tourism	63%
Public Administration	61%
Auditor General	59%
Trade and Industry	59%
Personnel Development	58%
Lowest Rated Ministries/Organisations	% More effective
OPM (Central Admin Services)	37%
Works and Transport	37%
Elections and Boundaries Commission	36%
Health	35%
Information	34%
Registration, Recognition and Certification Board	33%
Source: MORI Caribbean	

7. Work-Life Balance

The chart below shows the attitudes of staff on a range of work-life balance indicators, which are discussed in more detail below.



Work Quality, Flexibility and Quantity

Three in four colleagues (75%) say that they are able to produce the quality of work expected of them in the timeframes given. Only a small proportion (13%) say they are not able to do so.

However, fewer staff (53%) believe they are allowed the flexibility to balance their work and home lives, and almost three in every ten (28%) say they are not allowed this flexibility. In addition, more staff agree (46%) than disagree (30%) that the work they do is above and beyond their job description. For both these indicators, staff attitudes are the same as those expressed in 2004 in the Public Service.

The most positive staff in terms of work-life balance are younger persons under the age of 25, (60% agree), those within the Service for up to a year (63%) and staff working in West Trinidad (62%). The biggest factor in determining how people respond to this question is the length of time it takes for employees to get to work. Three in five respondents (59%) who take up to 30 minutes to get to work agree that they are able to balance their home and work lives, compared with just 44% of respondents who travel between 120-179 minutes, and 32% of those travelling 180 minutes or more.

OSHA

There is broad optimism about the potential impact that the Occupational Health and Safety Act (OSHA) will have on employees' working lives. Over three in five respondents (63%) believe that OSHA will help to improve their working conditions, compared with one in seven (13%) who think it will not.

When this question was asked of Health Service employees in 2007, slightly more were positive about the impact of OSHA (68%). With respect to DF&PS, approximately the same proportion of employees is positive regarding this Act (62%) as those in the Public Service.

Stress

Encouragingly, more staff disagree (46%) than agree (29%) that stress is affecting them in their job performance. However this still means that almost three in ten staff believe that stress affects them at work, which is consistent with attitudes held in 2004. A similar proportion of staff considers that job stress is affecting their personal lives (28%).

Typically, MORI finds approximately a quarter of staff in public sector organisations (24%) say they feel stress affects them at work, which is lower than in the Public Service in Trinidad & Tobago. However, MORI also typically finds more staff saying job stress affects their personal lives (37%) than is the case in the Public Service in Trinidad & Tobago (28%).

Stress at work affects a similar proportion of Health Service staff (28%) as in the Public Service, but is a greater issue in the Teaching Service (37%) and the DF&PS (42%).

Table 8 shows the Ministries/Organisations that have the most and least proportion of employees saying that stress affects them at work. The places with the highest proportion of staff saying stress is a problem are: Auditor General's Department (38%), Ministry of Social Development (37%), and Ministry of Labour and Small & Micro Enterprise Development and the Statutory Authorities Service Commission with 34% respectively. Fewest staff in the following part of the Public Service consider stress to be a problem: Registration, Recognition and Certification Board (6%), President's Office (13%) and Ombudsman (14%).

In addition, senior administrative staff⁴ are particularly likely to say that stress affects them at work (36% agree).

⁴ Senior Administrative staff defined as Permanent Secretaries, Deputy Permanent Secretaries, Directors & Heads of Division.

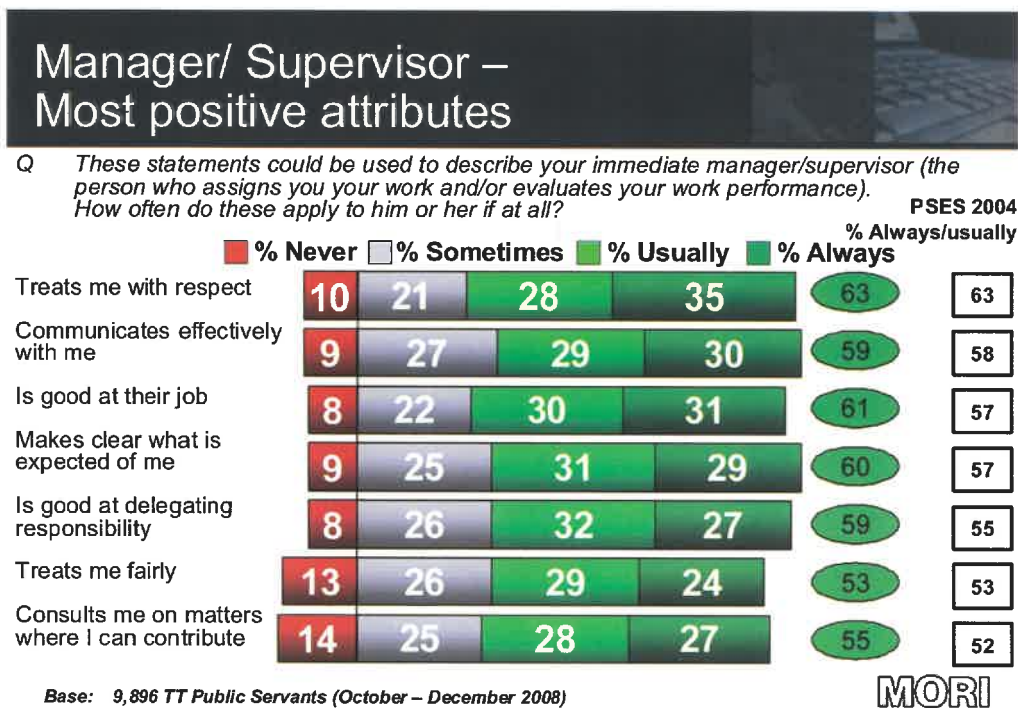
Table 8: Levels of Stress	
<i>Q) Please indicate the extent to which you agree or disagree with the following statements: I feel that stress at work is affecting me in my job performance</i>	
Highest Rated Ministries/Organisations	% Agree
Auditor General	38%
Social Development	37%
Labour and Small and Micro-Enterprise Development	34%
Statutory Authorities Service Commission	34%
Personnel Development	33%
Elections and Boundaries Commission	32%
Foreign Affairs	32%
Legal Affairs	32%
Planning, Housing and the Environment	32%
Lowest Rated Ministries/Organisations	% Agree
OPM (Central Admin Services)	18%
Tourism	17%
Ombudsman	14%
President	13%
Registration, Recognition and Certification Board	6%
<i>Source: MORI Caribbean</i>	

8. Line Management

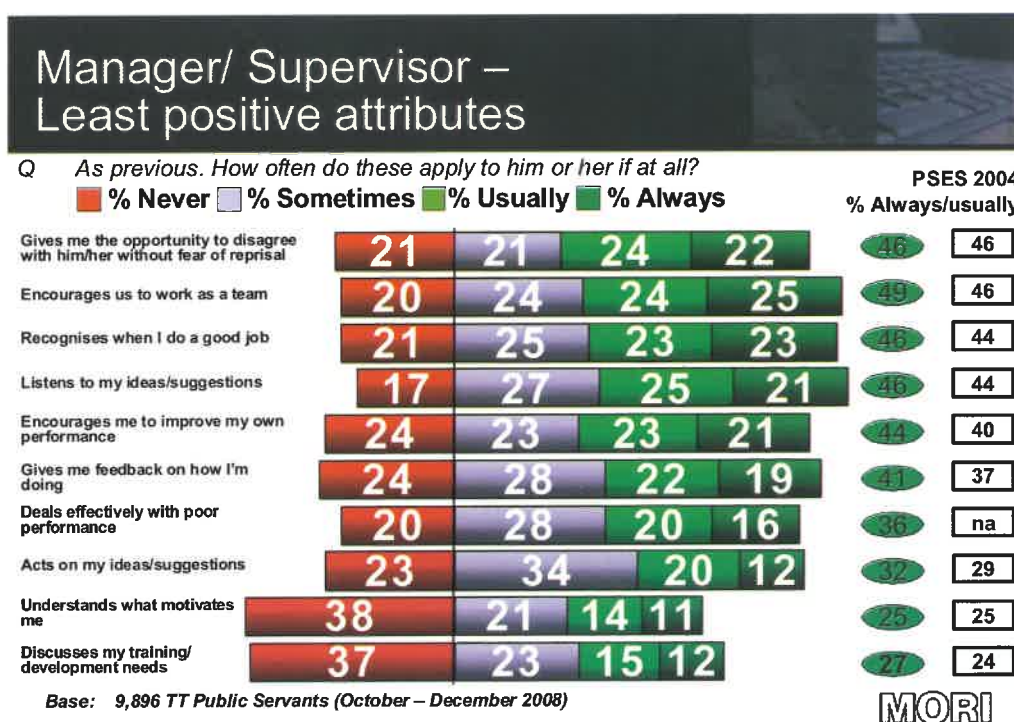
Rating Line Managers

Colleagues were asked to indicate the extent to which their line manager or supervisor exhibits particular behaviours across seventeen factors. For each factor, staff could say their line manager “always”, “usually”, “sometimes” or “never” behaves in this way.

Employees rate their line managers most positively in terms of “treats me with respect” (63% always or usually does this), “is good at their job” (61%), “makes clear what is expected of me” (60%) and “communicates effectively with me” (59%).



The areas where line managers are less well rated by their staff are in terms of “understands what motivates me” (38% say their line manager never does), “discusses my training/development needs” (37%), “encourages me to improve my own performance” (24%) and “gives me feedback on how I am doing” (24%).



Since 2004, more respondents are positive about their line manager/supervisor for nine of the sixteen factors (one factor was not asked in 2004). These improvements are for the following:

- Is good at his/her job (up 4 points);
- Gives me feedback on how I am doing (up 4 points);
- Acts on my ideas and suggestions (up 3 points);
- Encourages me to improve my job performance (up 4 points);
- Is good at delegating responsibility (up 4 points);
- Discusses my training and development needs (up 3 points);
- Encourages us to work as a team (up 3 points);
- Makes clear what is expected of me (up 3 points); and
- Consults me on matters where I can contribute (up 3 points).

For none of the factors do staff rate their line managers/supervisors less positively than the scores obtained in 2004.

Generally, the ratings of line managers in the Public Service are similar to those in other public sector organisations in Trinidad and Tobago. However, line managers tend to be much less positively regarded in Trinidad and Tobago than is found in MORI's average rating for those public sector organisations in which it has conducted

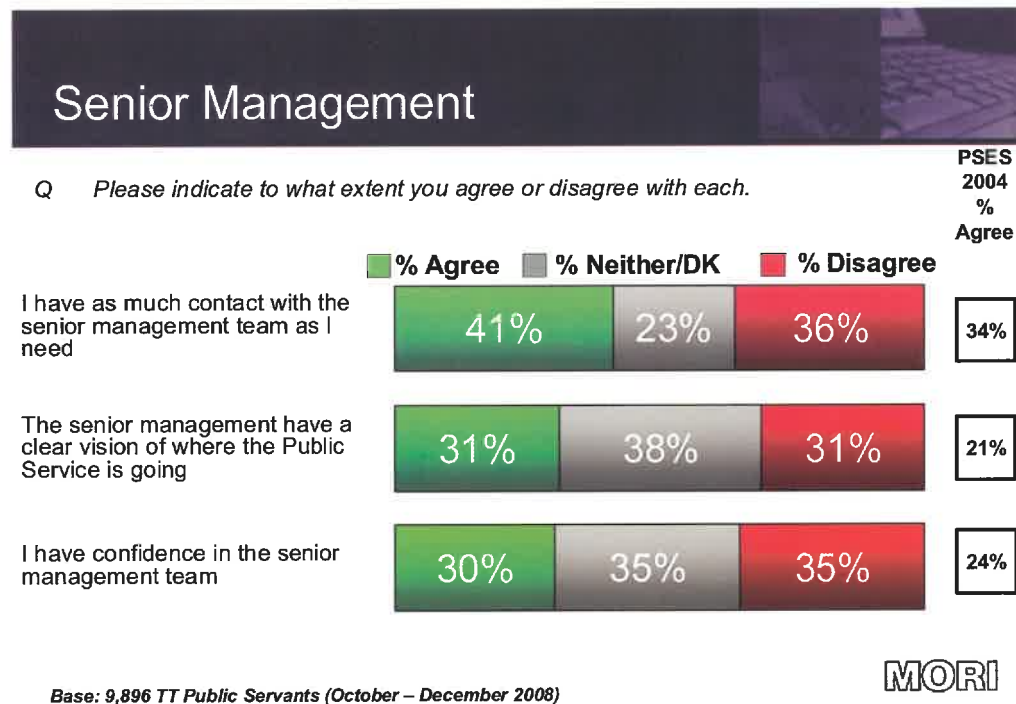
employee surveys. In particular, staff in the Public Sector in Trinidad and Tobago give less positive ratings of the performance of their line managers/supervisors in terms of:

- Treats me fairly (23 points lower);
- Discusses my training and development needs (18 points lower);
- Encourages us to work as a team (17 points lower);
- Listens to my ideas and suggestions (17 points lower);
- Recognises when I've done a good job (12 points lower); and
- Acts on my ideas and suggestions (11 points lower).

9. Senior Management

The survey measured staff ratings of their senior management on three key variables: (i) belief that senior management have a clear vision for the Public Service; (ii) confidence in senior management; and (iii) having as much contact with senior management as needed.

More employees in the Public Service agree (41%) than disagree (36%) that "I have as much contact with the senior management team as I need". This is slightly lower than MORI's normative finding in the public sector organisations it has asked this question (45%), but is much higher than staff attitudes in either the Teaching Service (11%) or Health Service (13%) in Trinidad & Tobago.



Employees are split on whether they think their senior management team have a clear vision for where the Public Service is going with three in ten staff (31%) in agreement and the same proportion in disagreement. Again, this is below MORI's normative finding (37%), but considerably higher than ratings in the Teaching and Health Services (16 % and 17% respectively).

Three in ten staff (30%) have confidence in their senior management team, whilst slightly more do not (35%). The proportion of staff expressing confidence in their senior management is in line with what MORI typically finds (29%) and higher than in the Teaching (13%) and Health (19%) Services.

For all three indicators more staff are positive about their senior management than was the case in 2004: amount of contact (up 7 points), vision for the Public Service (up 10 points) and confidence (up 6 points).

Table 9 shows the proportion of staff having confidence in their senior management team by each Ministry/Organisation across the Public Service. In three areas of the Public Service more than half of employees have confidence in their senior management team: Parliament (61% have confidence), President's Office (60%) and Registration, Recognition and Certification Board (56%).

In two areas, fewer than one in five staff has confidence in their senior management: Ministry of Information (18%) and Elections and Boundaries Commission (19%).

Table 9: Confidence in Senior Management	
<i>Q) Please indicate the extent to which you agree or disagree with: "I have confidence in the senior management team"</i>	
Ministry/Organisation	% Agree
Parliament	61%
President	60%
Registration, Recognition and Certification Board	56%
Personnel Development	47%
Ombudsman	45%
Statutory Authorities Service Commission	39%
Tourism	37%
Industrial Court of Trinidad and Tobago	36%
Public Administration	35%
Social Development	35%
Auditor General	33%
Education	32%
Public Utilities	32%
Agriculture, Land and Marine Resources	31%
OPM (Central Admin Services)	31%
Sport & Youth Affairs	31%
Energy and Energy Industries	30%
Community Development, Culture and Gender Affairs	29%
Foreign Affairs	29%
Local Government	29%
Tobago House of Assembly	29%
OPM (Trinidad)	28%
Trade and Industry	28%
Works and Transport	28%
Legal Affairs	27%
National Security	27%
Science, Technology and Tertiary Education	26%
Judiciary/Supreme/Family Court/Magistracy	25%
Labour and Small and Micro-Enterprise Development	25%
Planning, Housing and the Environment	25%
Finance	24%
Health	24%
Attorney General	23%
Service Commission Department	22%
Elections and Boundaries Commission	19%
Information	18%

Source: MORI Caribbean

10. Learning and Development

Induction

Seven in ten staff (69%) say they did not take part in a formal induction or orientation when they first joined their Ministry or Organisation. This is a new question for the 2008 survey so no trend data are available.

Employees who have been in the Public Service for up to one year are most likely to have received an induction (37%). In addition, staff with Technical/Professional roles (32%) and those working in Central Trinidad (32%) are also relatively more likely to have had an induction. Across the Public Service, only in Parliament (75%) have at least half of staff had an induction. The least likely staff to receive an induction are those working in Public Utilities (14%), Tourism (15%) and the EBC (16%).

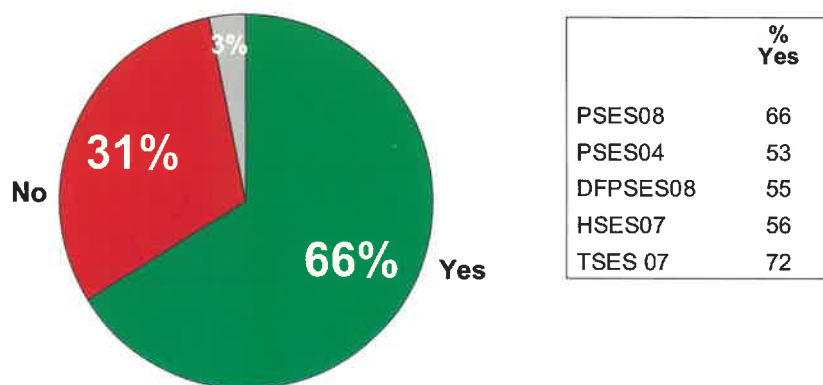
Among those who did have an induction, more than four in five (82%) consider that it was useful for their current work and responsibilities.

Appraisals

Two in three employees (66%) have had an appraisal in the last 12 months. This is a substantial increase from just over half (53%) who had an appraisal when last asked in the 2004 survey.

Access to Appraisals

Q Have you had an appraisal in the last 12 months?



Base: 9,896 TT Public Servants (October – December 2008)

MORI

Staff with less than three years' service in the organisation and Contract staff are particularly unlikely to have had an appraisal done within the last 12 months (55% and 45% respectively). In addition as shown in Table 10 below, there are substantial variations in access to appraisals according to the section of the Public Service in which respondents are employed.

Table 10: Access to Appraisals	
<i>Q) Have you had an appraisal in the last 12 months?</i>	
Highest Rated Ministries/Organisations	% Yes
Ombudsman	88%
Registration, Recognition and Certification Board	86%
Elections and Boundaries Commission	77%
Information	77%
Parliament	77%
Energy and Energy Industries	76%
Personnel Development	74%
Lowest Rated Ministries/Organisations	% Yes
OPM (Trinidad)	54%
Science, Technology and Tertiary Education	54%
OPM (Central Admin Services)	49%
Public Utilities	48%
Sport & Youth Affairs	47%
Social Development	45%
<i>Source: MORI Caribbean</i>	

More staff in the Public Service (66%) received an appraisal than in the DF&PS (55%) or Health Service (56%), but fewer did than in the Teaching Service (72%).

Among those who have had an appraisal, two in three (63%) say it was useful for their current work and responsibilities, which is almost twice the proportion who say their appraisal was not useful. These findings are consistent with staff views in 2004.

Just over half of the respondents (53%) say that their appraisal was useful for their future career and development, however two in five (40%) think it was not useful. Again, these attitudes are in line with staff views held in 2004.

Generally, employees in the Public Service tend to be more positive about the usefulness of their appraisals than those in the Teaching Service, but less positive than colleagues in the Health Service who have had an appraisal.

Promotion

As discussed in chapter 3, very few employees are satisfied either with having sufficient opportunities for promotion (16% satisfied) or the length of time taken to be promoted in one's post (11% satisfied). For both these indicators, more than half of employees say they are very dissatisfied.

A similarly small proportion of staff (14%) believes that promotion is based on merit in their Ministry/Organisation. Almost twice as many staff disagree (49%) than agree (27%) that "promotion here should be based on seniority"; in 2004, marginally more staff agreed with this statement (30%).

Training

There have been clear improvements in staff attitudes towards training since 2004.

A high proportion of staff across the Public Service (73%) say that they keep their knowledge and skills up-to-date for their current job, and this has increased since 2004 (68%). In addition, most employees also say they take personal responsibility to improve their skills and knowledge (86%) (this question was not asked in 2004).

However, there is still a fair amount of scepticism about access to and fairness in allocation of training. Slightly more staff disagree (40%) than agree (35%) that "the Public Service is committed to training and developing all staff"; and almost twice as many agree (42%) than disagree (24%) that "training is given out as a reward rather than where it is needed". Nevertheless, more staff are positive on these two indicators than when measured in the 2004 survey.

There has also been an increase in the proportion of employees who say they receive "about the right amount" of information on training and professional development opportunities, from 17% in 2004 to 22% in 2008. Still, more than half (55%) say they receive "too little".

Approximately half of employees (52%) find the training provided by the Public Service as useful for their current work and responsibilities – this is an increase from 45% saying this in 2004, but lower than in the Health Service (54%), the Teaching Service (63%) and MORI's normative score (67%) for public sector organisations.

Staff are more divided on the extent to which "the training provided by their Ministry/Organisation helps employees to achieve the objectives of their Ministry/Organisation" with 41% in agreement and 35% in disagreement. This is a new question in the 2008 survey so no trend data are available.

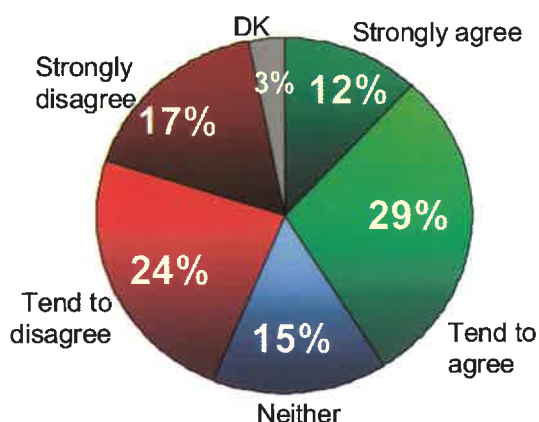
11. Equal Opportunities

Value and Recognition

The same proportion of employees say they feel valued and recognised for the work that they do, as say they do not feel this way (41%). These views are the same as in 2004 (40%) and in line with staff attitudes in the Health Service (44%) and Teaching Service (45%). The results are also in line with MORI's average ratings found in public sector organisations internationally (39%). In the Defence Force & Protective Services 30% of staff feel valued and recognised.

Value and Recognition

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



Base: 9,896 TT Public Servants (October – December 2008)

	% Agree	% Disagree
PSES08	41	41
PSES04	40	41
DFPSES08	30	50
HSES07	44	39
TSES 07	45	36
MORI Norms		
Public Sector	39	39
Overall	39	40

MORI

Fairness and Respect

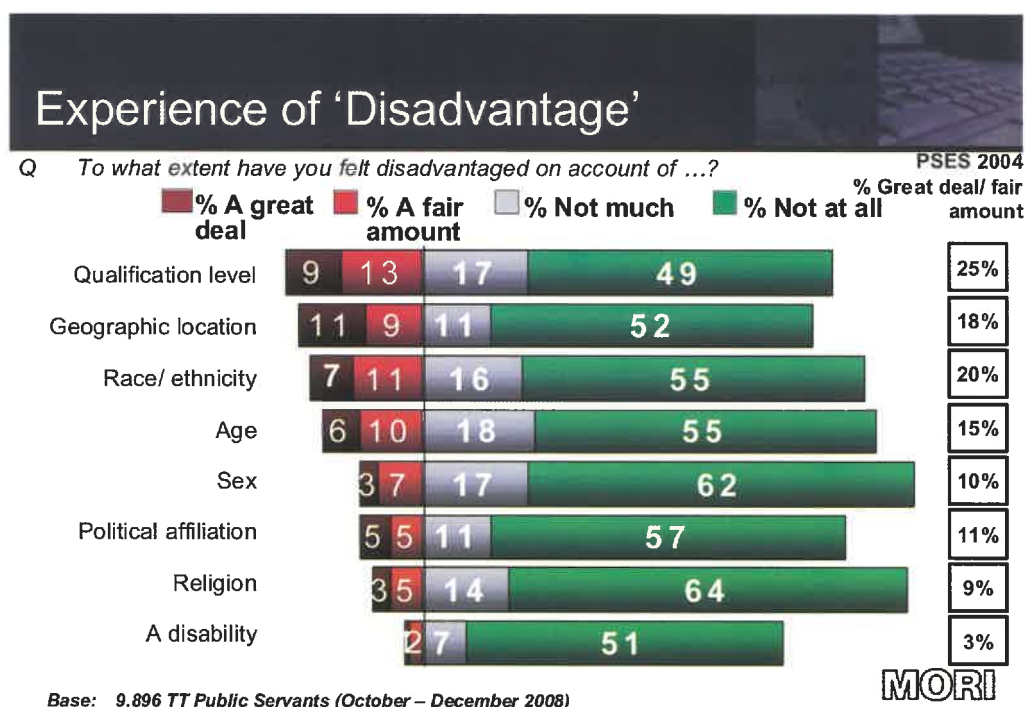
Almost half of the Public Servants polled (48%) feel they are treated with fairness and respect and a third (34%) feel they are not. These views are the same as expressed in 2004 (47%) and in line with views in the Health Service (50%), but lower than in the Teaching Service (57%). In the Defence Force & Protective Services 30% of staff feel they are treated with fairness and respect.

In MORI's experience in other jurisdictions, usually just over half of staff (55%) would agree that they are treated with fairness and respect.

Experience of Disadvantage

The chart below shows the proportion of staff who have felt disadvantaged at work due to a range of different factors. Half of staff or more said they “did not feel disadvantaged at all” on account of any of the eight factors covered in the survey. The most likely reason staff give for feeling disadvantaged is because of their qualification level: 22% say they feel disadvantaged “a great deal” or “a fair amount” because of this. However, there is little variance in the proportion of employees with different levels of educational qualifications saying this, with the exception that slightly fewer staff with a BSc/MBA say they feel disadvantaged (19%).

The next reason staff give for feeling disadvantaged is due to their geographic location (20%). This is highest for staff working in Port of Spain (24%) and South Trinidad (21%) and lowest for those working in Tobago (11%). The biggest factor, however, is how long it takes to travel to work with two in five (40%) of staff travelling between 2 and 4 hours feeling disadvantaged, and more than half (55%) of those who need to travel more than 4 hours agreeing.



There is no difference in the percentage of men and women who feel disadvantaged because of their gender, but there is a difference in terms of feeling disadvantaged because of one's age. Younger members of staff are substantially more likely to feel disadvantaged on account of their age than are older staff. For instance, almost three times as many employees under the age of 25 years feel disadvantaged than do those aged 55 years and over (28% vs. 10%, respectively).

Overall staff attitudes to feeling disadvantaged at work are broadly consistent with staff views in 2004.

12. Communications

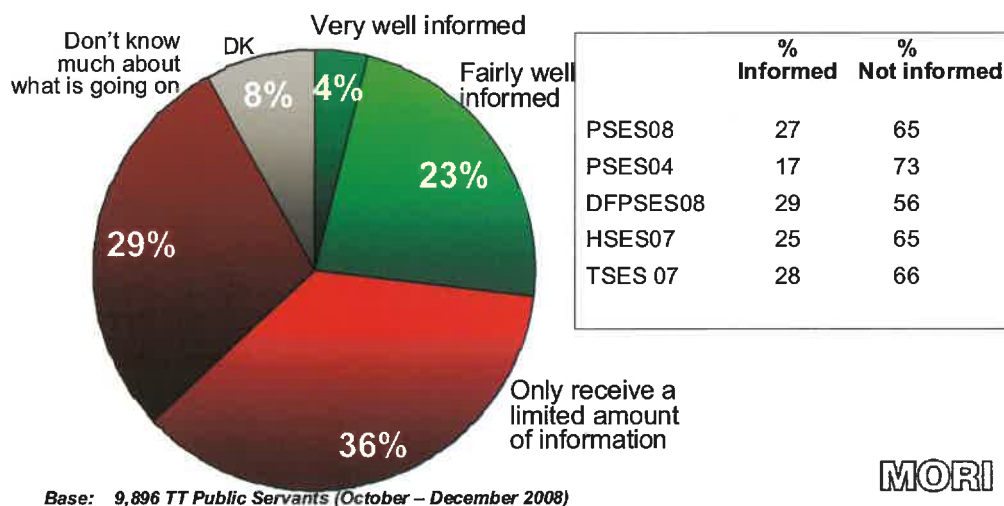
Communications within Ministry/Organisation

Fewer than three in ten (27%) staff feel informed about what is happening across their Ministry/Organisation and more than twice this proportion do not feel informed (65%). This is a significant improvement on staff attitudes since 2004 (17% then felt informed) and Public Service staff have similar ratings as their colleagues in the Defence Force & Protective Services (29% feel informed), Teaching Service (28%) and the Health Service (25%).

However, the proportion of Public Servants who feel informed about what is happening in their organisation is still approximately half the proportion that MORI would typically find in other public sector organisations (53%).

Communication across the Ministry

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



In only two parts of the Public Service are there more than half of employees who feel informed about what is happening in their Ministry/Organisation: Parliament (57%) and Personnel Department (53%), as shown in Table 10.

Sub group analysis shows some fairly substantial differences in how well different types of employees feel informed about what is happening across their Ministry. The longest serving staff members – those with more than 33 years in the Service – are more informed (39%) than are other staff, but the least informed by length of service are those with between 5 and 20 years employment in the Public Service (22% feel informed). More Contract employees (33%) and OJTs (32%) feel informed than either Temporary or Permanent staff (22% and 28% feel informed respectively).

The biggest difference on this measure of feeling informed about what is happening across the Ministry/Organisation is by job function:

- Senior administrative (56% feel informed);
- Administrative (38%);
- Technical/professional (27%);
- Manipulative (24%); and
- Clerical (22%).

Communications across the Public Service

Only a small proportion of staff members feels “very well” or “fairly well” informed about what is happening across the Public Service as a whole (13%). Just over one in four staff (28%) say they only receive a limited amount of information, and 46% say they do not know much about what is going on. There has been a marginal improvement in information provision across the Public Service since 2004, with staff ratings rising over this time from 10% being very well or fairly well informed to 13%.

Credibility of Communications

Half (51%) of the respondents say they always or usually believe information they receive from senior management and just 14% say they seldom or never believe it. This is an improvement in credibility of information since the 2004 survey (45% usually/always believed).

The credibility of information is higher in the Public Service than in the Defence Force & Protective Services (37% of staff there always or usually believe information) and in the Health Service (44%), but lower than in the Teaching Service (56%). MORI typically finds 57% of staff in public sector organisations who trust information from their senior management, which is higher than levels of trust in the Public Service of Trinidad and Tobago.

Table 11: Feeling Informed across own Ministry/Organisation	
<i>Q) How well informed do you feel about what is happening across your Ministry/Organisation</i>	
Ministry	% Informed
Parliament	57%
Personnel Development	53%
Tourism	46%
Registration, Recognition and Certification Board	44%
Ombudsman	41%
President	40%
Auditor General	38%
Trade and Industry	38%
Public Administration	37%
Industrial Court of Trinidad and Tobago	36%
Statutory Authorities Service Commission	36%
Attorney General	34%
Science, Technology and Tertiary Education	32%
Public Utilities	31%
Social Development	31%
Local Government	30%
Education	28%
Legal Affairs	28%
Agriculture, Land and Marine Resources	26%
Information	26%
National Security	26%
OPM (Trinidad)	26%
Service Commission Department	26%
Sport & Youth Affairs	26%
Health	25%
Planning, Housing and the Environment	25%
Foreign Affairs	24%
Works and Transport	24%
Judiciary/Supreme/Family Court/Magistracy	22%
Energy and Energy Industries	21%
Finance	21%
Labour and Small and Micro-Enterprise Development	21%
OPM (Central Admin Services)	21%
Elections and Boundaries Commission	20%
Tobago House of Assembly	18%
Community Development, Culture and Gender Affairs	17%

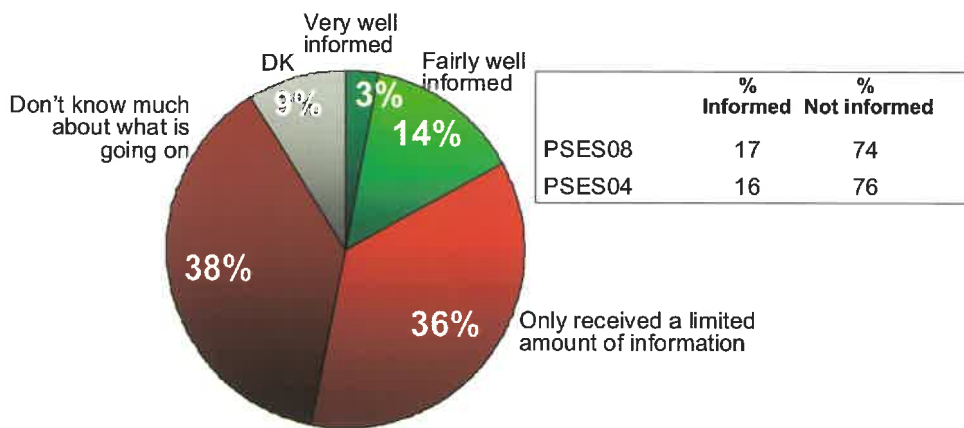
Source: MORI Caribbean

Future Plans

A small proportion of employees feel informed about the future plans for the Public Service, with just 3% saying they feel very well informed and 14% feeling fairly well informed. In contrast, three in four respondents say they receive only a limited amount of information (36%) or do not know much (38%) about the plans. Staff attitudes on this indicator are the same as those recorded in 2004.

Information about Future Plans for the Public Service

Q. How well informed do you feel about future plans for the Public Service?



Base: 9,896 TT Public Servants (October – December 2008)

MORI

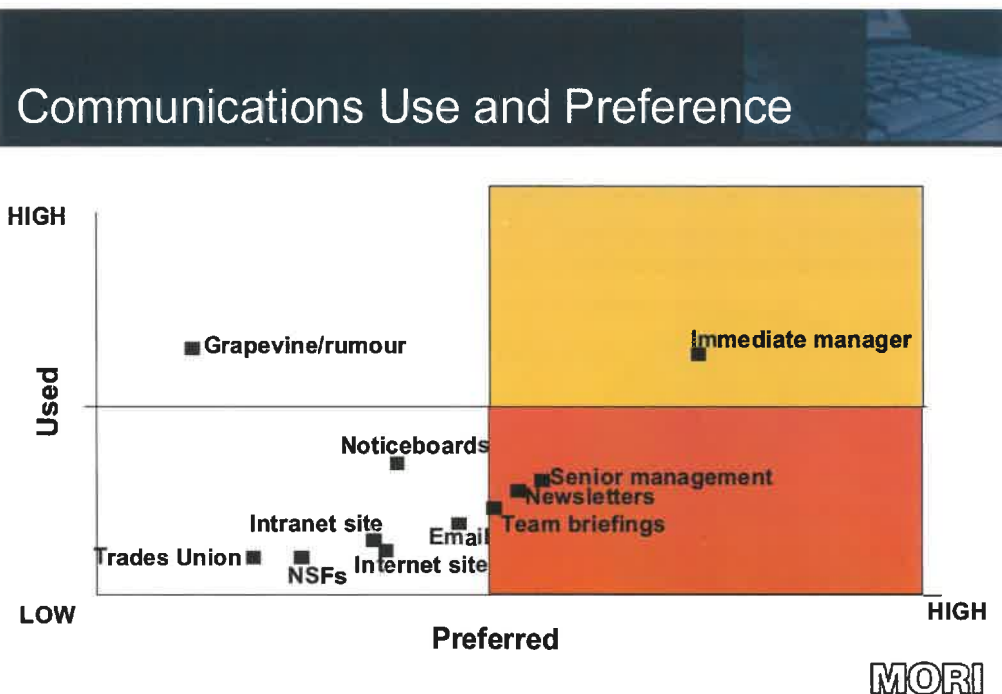
As shown in Table 12, while there is a reasonable spread between those parts of the Public Service that have the least and most proportion of staff feeling informed about future plans for the Service (from 8% in the THA to 34% in Personnel Department and Ombudsman respectively) it is striking that in no part of the Public Service do more than 35% of employees feel informed.

Table 12: Future Plans for the Public Service*Q) How well informed are you about future plans for the public service?*

Highest Rated Ministries/Organisations	% Informed
Ombudsman	34%
Personnel Development	34%
Registration, Recognition and Certification Board	33%
Public Administration	32%
OPM (Central Admin Services)	28%
Public Utilities	26%
Tourism	26%
Lowest Rated Ministries/Organisations	% Informed
Foreign Affairs	15%
Health	15%
Legal Affairs	15%
Works and Transport	15%
Agriculture, Land and Marine Resources	14%
Education	14%
Finance	14%
Sport & Youth Affairs	14%
Judiciary/Supreme/Family Court/Magistracy	13%
Service Commission Department	13%
Elections and Boundaries Commission	10%
Tobago House of Assembly	8%
<i>Source: MORI Caribbean</i>	

Communications Channels

The chart below shows the ways in which staff **currently** say they find out about what is happening in their Ministry/Organisation (y-axis) and where they would **prefer** to find out (x-axis). This shows that the two most commonly used communications channels *at present* are “grapevine/rumour” (45%) and “immediate manager/supervisor” (44%).



The channels that most staff would *prefer to use* to keep informed about what is happening in the Public Service are their “immediate manager/supervisor” (50%), “senior management” (37%), “newsletters” (35%) and “team briefings” (33%). As the chart above shows, “immediate manager/supervisor” is the communications strength as it is both widely used and widely valued as a source of information. The other three channels discussed above should be utilised more in future as a way of better informing staff.

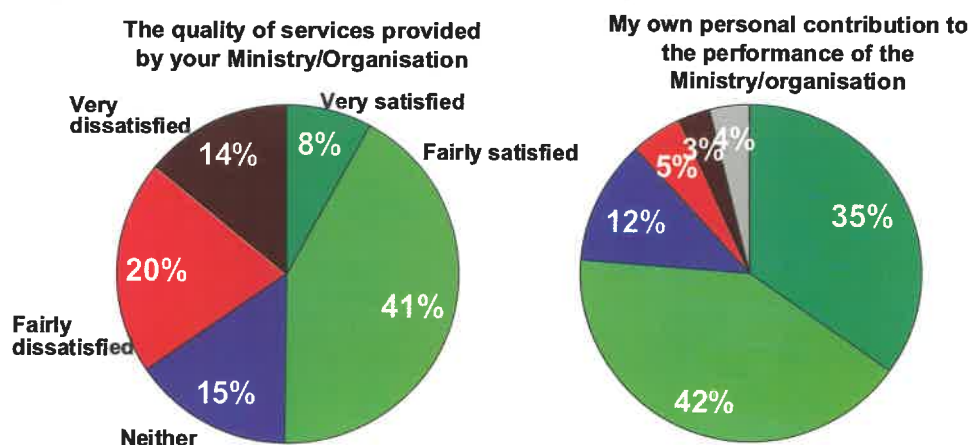
13. Customer Focus

Service Performance

There is a large difference in how well staff believe their own Ministry/Organisation is performing and how they rate their own personal contribution to their Ministry's/Organisation's performance, as shown in the chart below.

Ministry and Personal Performance

Q) To what extent are you satisfied or dissatisfied with...?



Base: 9,896 TT Public Servants (October – December 2008)

MORI

Whilst just over three quarters of staff (77%) are satisfied with their own contribution, only half (49%) are satisfied with the quality of services provided by their Ministry/Organisation.

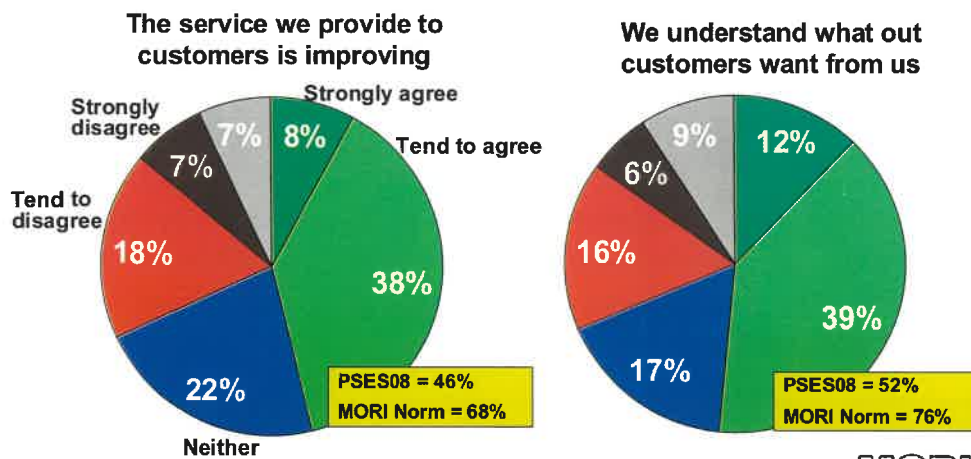
Customer Service

Slightly fewer than half (46%) of employees agree with the statement “the service we provide to customers is improving”. This is approximately twice the proportion (25%) who disagree.

While there are no comparative data for other staff in Trinidad and Tobago, MORI’s average “agree” finding from public sector organisations it has asked this question is 68% - roughly 50% higher than in the Public Service in this country.

Customer Focus

Q) To what extent do you agree or disagree with the following?



Base: 9,896 TT Public Servants (October – December 2008)

MORI

Half (51%) of Public Sector employees agree that “we understand what our customers want from us” and just over one in five (22%) disagree. Again, there are no in-country benchmarks available to compare these attitudes, however MORI’s normative data shows that typically almost nine in ten (89%) public sector staff would agree with this statement.

14. Change and the Future

Attitudes to Change

A very high proportion of employees say they both understand the need for change (88%) and support the need for change (89%) within their Ministry/Organisation. This is consistent with views held in 2004 and in line with the views of their colleagues in the Health (87%) and Teaching (93%) Services.

The proportion of public servants who both understand and support change is higher in Trinidad & Tobago than MORI typically finds in other public sector organisations (75% and 65%, respectively).

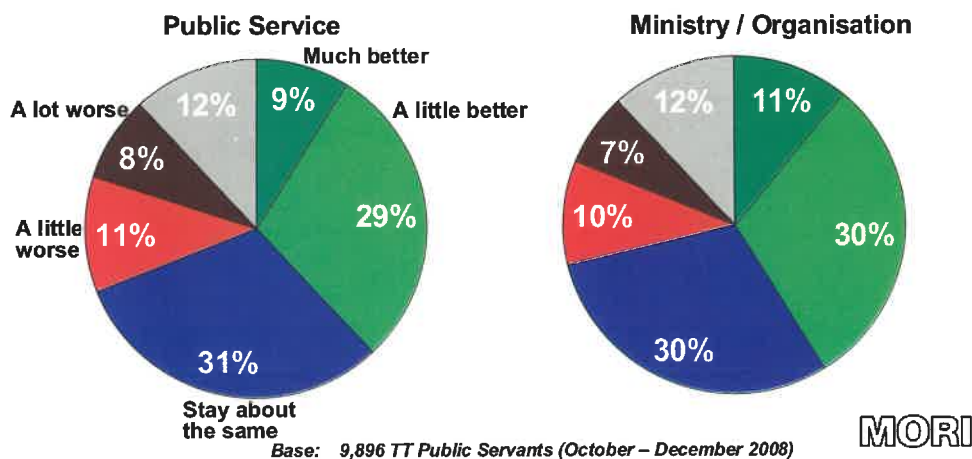
Service Performance

While twice as many staff believe the services provided by the Public Service will get better (38%) rather than worse (19%) over the next few years, this is not an overwhelmingly confident assertion. Almost half of the respondents (43%) say they "don't know" (12%) or expect services to "remain about the same" (31%).

Optimism about future improvement in the Public Service are similar to views of Defence Force & Protective Service employees (35% expect services to improve), Teaching Service employees (40%), but less positive than colleagues working in the Health Service (60% expect service improvements).

Optimism about the Future

Q) Do you think the services provided by the Public Service / your Ministry/Organisation will... over the next few years?



The Table below shows which Ministries/Organisations within the Public Service have the most and least optimistic staff in terms of future service improvements.

Table 13: Optimism about Future of Services	
<i>Q) Do you think the services provided by your Ministry/Organisation will get better or worse over the next few years, or will it stay about the same?</i>	
Highest Rated Ministries/Organisations	% Better
Parliament	73%
Registration, Recognition and Certification Board	67%
Tourism	65%
Public Administration	62%
Social Development	61%
Lowest Rated Ministries/Organisations	% Better
National Security	38%
Works and Transport	38%
Agriculture, Land and Marine Resources	37%
OPM (Trinidad)	37%
Sport & Youth Affairs	37%
Community Development, Culture and Gender Affairs	35%
Health	35%
Judiciary/Supreme/Family Court/Magistracy	35%
Tobago House of Assembly	35%
Attorney General	32%
Elections and Boundaries Commission	32%
Foreign Affairs	28%
<i>Source: MORI Caribbean</i>	

15. Vision 2020

Awareness

Three in five respondents (61%) have heard a great deal or a fair amount about Vision 2020. This is a substantial increase from the 36% who said the same in 2004; and it is the biggest shift in attitudes measured between the two surveys in 2004 and 2008.

However, only just over a third (35%) feel informed about what Vision 2020 means for their own Ministry/Organisation. Table 14 shows the parts of the Public Service with the most and least number of staff feeling informed.

As shown in Table 14, in only seven Ministries/Organisations do at least half of employees feel they know what Vision 2020 means for their part of the Public Service, including three of these wherein around seven in ten feel informed. The range in understanding about Vision 2020 is substantial across the Public Service as just one in twelve employees (8%) feel informed in the EBC.

Support

Despite the generally low levels of awareness about the significance of Vision 2020 for their area of the Public Service, many more staff support (48%) rather than oppose (5%) the goals and plans for their Ministry/Organisation under Vision 2020. However, given the general low understanding of Vision 2020 in the Ministry/Organisation context, there is also a high level of neutrality on this question of support with 46% saying they “don’t know” or “neither agree or disagree”.

Table 14: Awareness of Vision 2020

Q) How much have you heard about what 'Vision 2020' means for your Ministry/Organisation?

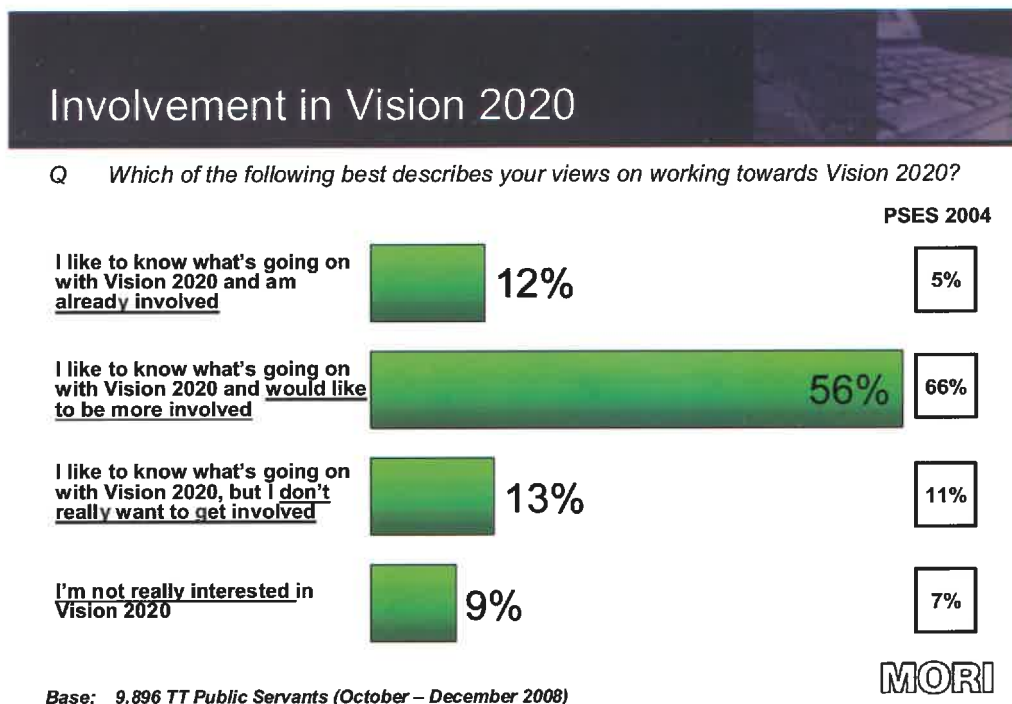
Ministry/Organisation	% A great deal/fair amount
Ombudsman	72%
Energy and Energy Industries	70%
Public Administration	70%
Tourism	58%
Personnel Development	53%
Social Development	52%
Trade and Industry	51%
Labour and Small and Micro-Enterprise Development	48%
President	47%
Local Government	46%
Planning, Housing and the Environment	45%
Foreign Affairs	43%
Public Utilities	42%
Science, Technology and Tertiary Education	42%
Sport & Youth Affairs	41%
Education	37%
Information	36%
Legal Affairs	35%
Parliament	33%
Registration, Recognition and Certification Board	33%
OPM (Trinidad)	32%
Statutory Authorities Service Commission	32%
Agriculture, Land and Marine Resources	30%
Auditor General	30%
Industrial Court of Trinidad and Tobago	30%
Community Development, Culture and Gender Affairs	29%
Finance	29%
National Security	29%
OPM (Central Admin Services)	29%
Service Commission Department	28%
Health	27%
Works and Transport	27%
Attorney General	25%
Tobago House of Assembly	18%
Judiciary/Supreme/Family Court/Magistracy	15%
Elections and Boundaries Commission	8%

Source: MORI Caribbean

Involvement and Commitment

Seven in ten colleagues (71%) believe they have an important role to play in helping the country achieve Vision 2020, including 16% who say they have an “extremely important” role. In the Defence Force & Protective Services, 74% of staff say they have an important role.

As shown in the following chart, only one in eleven staff (9%) say they are “not really interested” in Vision 2020 – statistically the same proportion as in 2004 (7%). One in eight (12%) now say they are “already involved” in Vision 2020, which has increased from 5% since 2004. However, as found in 2004, the largest proportion of staff “would like to be more involved” in Vision 2020 (56% in 2008; 66% in 2004).

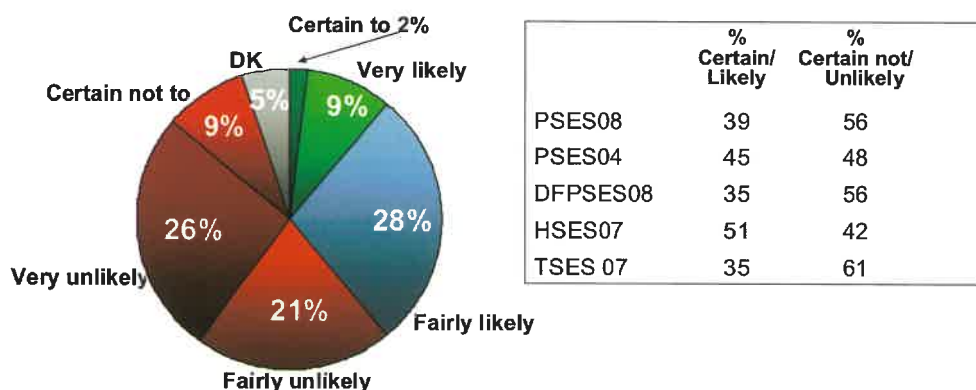


Confidence

Two in five Public Servants (39%) are confident that the country will achieve developed nation status by the year 2020 – more than half (56%) are not confident. This represents a decline in optimism since 2004 when 45% of staff were confident about Vision 2020. This is only one of four indicators where fewer staff are positive now than in 2004.

Confidence in Vision 2020

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?



Base: 9,896 TT Public Servants (October – December 2008)

MORI

Attitudes in the Public Service about the likely success of Vision 2020 are similar to those in the Defence Force & Protective Services (35% confident) and the Teaching Service (35%), but less positive than among Health Service employees when they were asked in 2007 (51%).

More than half of staff in the following sub groups have confidence in Vision 2020: employees aged 55 year and over (52%), senior administrative staff (50%) and those working in West Trinidad (50%). By Ministry/Organisation, at least half of staff in the following are optimistic also about Vision 2020:

- Ministry of Tourism (69%);
- Ombudsman (55%);
- OPM, Trinidad (52%); and
- Parliament (51%).

16. Comparisons with 2004

Seventy-eight (78) of the questions in the 2008 PSES were also asked in the 2004 questionnaire. This provides us with the opportunity to look at how staff views have changed across the Public Service over these four years. For approximately half of the questions, the views of staff are the same in 2004 and 2008.

Higher Scores

For thirty-three (33) questions more staff are positive in 2008 than in 2004. These are:

- Heard at least a fair amount about Vision 2020 (+25)
- Had an appraisal in the last 12 months (+13)
- Senior management team has a clear vision of where going (+10)
- Feel informed about what is happening across your Ministry/Organisation (+10)
- Feel informed about what is happening in Division/Unit (+8)
- Feel involved in Vision 2020 already (+7)
- Have as much contact as I need with senior management (+7)
- Agree training is given out as a reward rather than where it is needed (-7)
- Satisfied with receiving sufficient training to do job well (+7)
- Have confidence in senior management team (+6)
- Believe communications from senior management (+6)
- Feel understand the overall objectives of the Public Service (+6)
- Feel understand Ministry's/Organisation's objectives (+6)
- Rate the training received for current work and responsibilities as useful (+6)
- Keep knowledge & skills up to date for present job (+5)
- Receive about the right amount of information on training opportunities (+5)
- Feel involved in the Public Service (+5)
- Feel informed about what is happening between Ministries/Organisations (+5)
- Line manager gives me feedback on how I am doing (+4)
- Line manager acts on my ideas and suggestions (+4)
- Line manager encourages me to improve my own performance (+4)
- Line manager is good at his/her job (+4)
- Line manager is good at delegating responsibility (+4)
- Feel informed about what is happening across the Public Service (+3)

- Line manager consults me on matters I can contribute (+3)
- Line manager discusses my training and development needs (+3)
- Line manager encourages to work as a team (+3)
- Line manager makes clear what is expected of me (+3)
- Satisfied with having a clean, healthy & safe environment in which to work (+3)
- Satisfied with feeling part of a team (+3)
- Feel disadvantaged at work because of qualification level (-3)
- Agree Public Service is committed to training and developing staff (+3)
- Have a clear understanding of the contribution expected to make (+3)

Lower Scores

For only four (4) questions are fewer staff positive in 2008 than in 2004. These are:

- Confident that Vision 2020 will be achieved (-6)
- Still intend to be working for the Public Service in two years time (-5)
- Satisfied with benefits package (-4)
- Feel proud to work for the Public Service (-3)

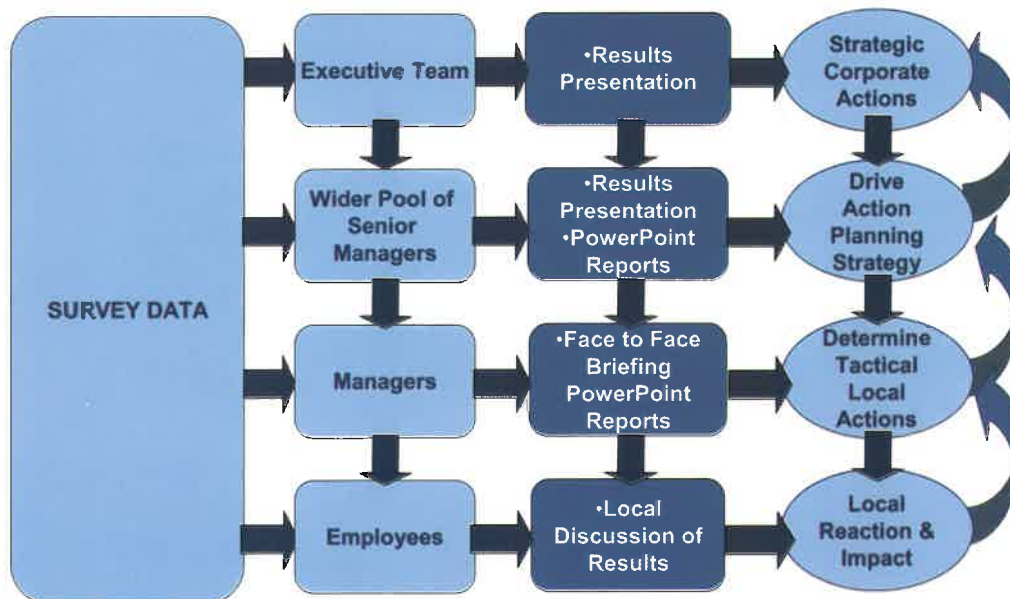
17. Next Steps

All employees in the Public Service were eligible to take part in the survey as outlined in section 1.2 of this report, but just 36% of the workforce took this opportunity, indicating a general level of scepticism about the survey and the impact that it will have.

The ultimate purpose of conducting this employee research is to bring tangible benefits to the organisation and drive performance forward. As such, failure by Ministries/Organisations to act on the survey findings will serve to disengage employees further and will undermine attempts to improve service delivery. In addition to taking on board the findings from the survey to support the modernisation of the Public Service, it is vital that senior management communicate that they have listened to staff.

The survey results can be communicated in a number of ways, both to disseminate the findings widely across the Service and also in ways which allow the data to be used by staff at all levels to evaluate their own (or their department's/Ministry's) performance. The chart below shows an idealised process for disseminating the findings, generating discussions and formulating action plans from the bottom up within Ministries/Organisations.

Taking the Results Forward



In the case of this survey process, the following have already been undertaken by MORI in collaboration with the Ministry of Public Administration:

- Presentations of the overall results to Executive level staff of Ministries/Organisations
- Presentation of the overall results and key Ministry/Organisation-level results to key personnel in all Ministries/Organisations within the Public Service

A newsletter produced by MORI Caribbean has been prepared and will be sent to each Ministry/Organisation for dissemination to all employees of the Public Service outlining headline findings of the survey. Additionally, the Overall Report will be circulated to all Ministries/Organisations and educational institutions within Trinidad and Tobago to contribute to the public sector knowledge stream.

Moreover, managers across the Public Service using either the overall presentation slides or the Ministry/Organisation-level ones, should feel able to present the survey findings in different fora, for example at peer group meetings or at offsite "away days" or planning meetings.

In addition to the presentation of the results, it will be very important that the Public Service use the data in **action planning** both in terms of directly using the results to inform new ways of working / engaging with employees and to use the data to evaluate current programmes or initiatives.

There is a standard way to develop Action Plans based on employee survey data, and each Ministry /Organisation should develop its own Action Plans. To some extent action planning should be driven by, as well provide an input into, the performance management systems and culture already in place in the institution. The chart below provides a framework on how an Action Plan can be formalised.

Formalising an Action Plan

Area for Improvement: What's the problem? What's the cause? What's the impact?

What needs to happen: to address the problem?

How will it happen: Specify the process and activities required

Timescales: Specify a target completion date

Action Owner: Who is responsible for making it happen?

Resources: Time, manpower, money, materials, support etc.

Improvement Targets: Used to measure success

Method of Measurement: Data sources used to provide data on improvement targets

Review Dates: Specify when progress will be reviewed

Completion Date: The date when the action was completed

Impact: The difference made to employees, customers and the business

MORI

In MORI's experience, the most successful action plans have the support of the organisation's senior decision making body (such as the Board) which would act as an overview and decision making body for agreeing on actions to be taken as a result of the survey. The following chart illustrates how this could be achieved.

Recommendations to the Board/Task Force

Appoint: Task Force: suggest 6-8 middle level staff, facilitated, not run, by HR

Task Force: chose 12-16 areas for examination; one each person for subject areas; one each person from demographics, e.g., one person takes 'xxx support', and 'xxx staff', another 'upward communications' and 'xxx'

Identify: areas for improvement: perhaps 100-120?

Construct: Worcester 'Cost-Pain Matrix'

Recommendations: to Board with 1. Problem; 2. Solution; 3. Action; 4. Timing

Board: authorise low cost-low pain implementation; appoint Working Groups

Task Force: members lead appointed Working Groups through recommendations

Board: monitor process through to completion

Communicate: tell staff of problems identified and actions taken

Measure: ensure that future surveys measure achievements/disappointments

MORI

The Worcester Cost/Pain Matrix (shown on the following page) is a useful tool that can be incorporated into the Action Planning Process. In this Matrix the many possible actions/interventions to arise from the employee survey (for example introducing a new newsletter or building a new office) are plotted according to how expensive and how painful/traumatic each action would be to undertake. This mechanism will allow decision makers to quickly identify those actions that are fairly cost-free and pain-free and which, if approved, could be introduced quickly to demonstrate to staff that management has listened to their concerns. Those actions which are possible but are considered to be too expensive and/or too painful to implement can also be highlighted. The middle group of actions in the Matrix which would involve a significant cost and/or pain could then be examined more closely with specific task groups or working groups who would be charged with identifying solutions to the issues raised in the survey, and reporting their recommendations to the main Board.

MPA, as coordinators of the PSES, are poised to monitor the quality and implementation of any Action Plans produced, as well as offer advice and support to Ministries/Organisations as requested. Such monitoring will facilitate the reporting on improvements and achievement of positive outcomes across the Public Service as a result of the actions undertaken by respective Ministries/Organisations.

There will also be some areas for which Action Plans will be required to be developed at the level of central agencies such as the Personnel Department and the Service Commissions Department, as well as by key ministries such as the Ministry of Planning, Housing and the Environment. These, for example, may be in areas of benefit packages, promotions and appointments, keeping staff better informed about the direction of the Public Service as a whole, and employee engagement of/in Vision 2020.

