

New Zealand Police Workplace Survey 2014

Summary of Findings Crime Services 2014



Table of Contents

1. Executive Summary	3
2. Key Measures.....	4
2.1 Response Rate.....	4
2.2 Summary of Key Measures for Crime Services	4
3. Engagement	4
3.1 Fulfilment, Motivation and Commitment towards Work	4
3.2 Engagement with NZ Police	4
3.3 Engagement Profile for Crime Services	5
3.4 What drives our employees' engagement within Crime Services?	5
4. High Level Results	6
4.1 Section Summary Across Crime Services	6
4.2 Employee perceptions of respect & integrity in the workplace	6
4.3 Biggest differences within Crime Services since 2013 – POSITIVE.....	7
4.4 Biggest differences within Crime Services since 2013 – NEGATIVE	7
5. Appendix.....	8
5.1 Question Level Results.....	8
5.2 Notes on Taking Action	10
5.3 Glossary	11

1. Executive Summary

- Crime Services' four key indices (Performance, Engagement, Change and Enablement) are significantly higher than the NZ Police average.
- Crime Services' Performance, Engagement and Enablement indices have not changed since 2013. The Change Index has significantly decreased (-9.1).
- 'Recognition' and 'Vision and Purpose + Communication and Cooperation' are the two survey sections which exceed the NZ Police average by the greatest amount (approximately 20 points), representing areas of strength for Crime Services.
- 40% of Crime Services personnel can be considered 'Engaged', a markedly higher proportion than the NZ Police average. Crime Services also has a very small proportion of 'Disengaged' staff (7%), half that of the NZ Police on average.
- Within Crime Services, engaged people differ from disengaged people in three main ways.
 - **Vision, quality and effectiveness:** Engaged people within Crime Services are more likely to believe that NZ Police has a clear vision of where it's going and how it's going to get there. They are more likely to agree that quality of services is a top priority for NZ Police, as shown through day-to-day decisions, and to feel they are working for an effective organisation.
 - This is an area of strength for Crime Services, greatly outscoring the NZ Police average. Perception of quality of service is the lowest-scoring item in this theme, with 72% agreement – a potential area to further improve on.
 - **Workplace conduct:** Crime Services personnel who are engaged are more likely to express confidence that they can raise concerns relating to workplace harassment, bullying or discrimination without fear of reprisal, that such concerns would be dealt with appropriately, and that NZ Police is an enjoyable place to work.
 - This is an unusual theme to appear among the key drivers of engagement. Approximately three-quarters of staff agreed to these questions, and since 2013 there has been a significant increase in the belief that inappropriate conduct would be dealt with appropriately – now outscoring the NZ Police average
 - **Feeling involved and valued:** In Crime Services, people who are engaged are more likely to feel that they are involved in decisions that affect the way that they do their jobs. They report feeling encouraged to try new ways of doing things, and believe that the organisation is interested in the views and opinions of its staff. Finally, people who are engaged are more likely to report feeling that their contributions are valued. Note that two questions which have decreased this year relate to recognition, which can impact on how valued people feel.
 - Feeling involved and valued is an area of strength for Crime Services, outstripping the NZ Police average by at least 20%. However, be aware that some perceptions of recognition, although still very strong in relation to the NZ Police average, have decreased.
 - Interestingly, although 80% of staff believe that 'Employees are encouraged to provide ideas and suggestions to improve the way things are done' (increased by 10%), just under 70% feel that the organisation is interested in staff views and opinions, suggesting room for improvement in terms of utilising and implementing staff feedback and suggestions, as well as communicating the impact and change as a result.
- Just over a third of Crime Services staff say that their team was positively impacted by changes resulting from the 2013 survey. This exceeds the NZ Police average. Note that fewer people this year say that their supervisor actively involved their team in making changes since the last survey (15.5 points fewer than in 2013). Given that feeling involved is a major theme within Crime Services' key drivers of engagement, ensuring that people are included at a local level in driving change following the survey will be particularly important for Crime Services personnel.

2. Key Measures

2.1 Response Rate

Question	Crime Services		NZ Police
	2014	2013	2014
Number of Responses	131	125	8707
Response Rate	87.3%	88.0%	73.0%

Note: For tables in this report where comparisons are made between the District's 2014 and 2013 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

2.2 Summary of Key Measures for Crime Services

Question	Crime Services		NZ Police
	2014	2013	2014
Performance Index	76.6	-0.8	+12.7
Engagement Index	84.5	-1.1	+11.2
Change Index	47.0	-9.1	+16.5
Enablement Index	76.3	+1.4	+17.8

3. Engagement

3.1 Fulfilment, Motivation and Commitment towards Work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

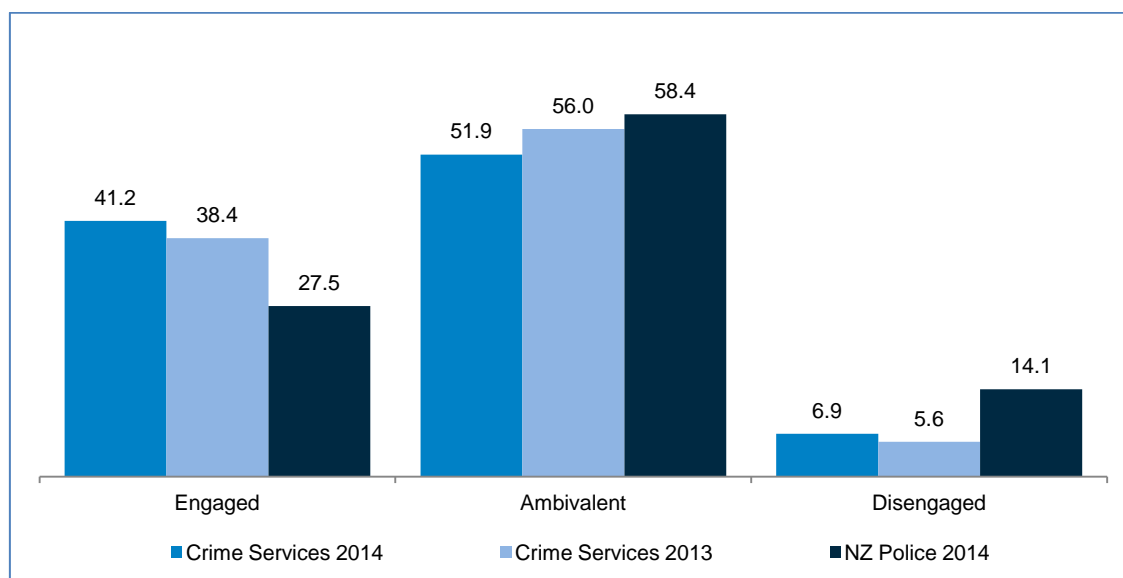
Question	Crime Services		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	84.0	-3.2	+5.7
I am strongly committed to the work I do	92.4	NA	+3.8
I am motivated to do the best I can in my job everyday	88.5	NA	+3.4

3.2 Engagement with NZ Police

On the other hand, organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

Question	Crime Services		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	84.0	0.0	+9.1
Overall, I would recommend NZ Police as a great place to work	84.0	-0.8	+15.7
I take an active interest in what happens in NZ Police	90.1	-0.3	+8.5
I feel inspired to go the extra mile to help NZ Police succeed	84.0	-7.1	+11.5
I feel a sense of commitment to NZ Police	90.1	+0.5	+8.3
NZ Police inspires me to do the best I can in my job every day	74.8	+1.2	+14.2

3.3 Engagement Profile for Crime Services



Proportion of employees (%)

3.4 What drives our employees' engagement within Crime Services?

Question	Crime Services		NZ Police
	2014	2013	2014
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	82.3	+1.5	+20.0
8.9: NZ Police is an enjoyable place to work	87.7	-0.3	+15.3
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.0	-0.4	+3.6
8.10: I feel I am working for an effective organisation	87.0	+2.2	+22.8
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	73.6	+5.9	+9.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	72.5	-2.7	+21.2
7.5: I feel my contribution is valued in NZ Police	77.7	-0.7	+26.7
2.2: I am encouraged to try new ways of doing things	74.8	-3.6	+23.6
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	71.0	-0.8	+15.9
8.5: NZ Police is interested in the views and opinions of its staff	68.7	-0.1	+28.8

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the Service Centre. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the Service Centre and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the Service Centre is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. High Level Results

4.1 Section Summary Across Crime Services

Question	Crime Services		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	76.6	-0.8	+12.7
1. The Work I Do	78.8	-0.7	+11.1
2. Learning and Development	64.9	-1.0	+11.7
3. Work Conditions	73.5	-1.9	+17.3
4. My Team	83.1	-2.5	+6.7
5. Respect & Integrity in the Workplace	80.2	+1.4	+6.8
6. My Supervisor	80.7	-1.0	+0.1
7. Recognition	67.0	-3.7	+20.7
8. Vision and Purpose + Communication and Cooperation	79.3	+2.2	+20.2
9. Quality and Excellence	78.3	+2.7	+17.4
10. Final Thoughts (Engagement Index)	84.5	-1.1	+11.2
11. The Survey - Your Views (Change Index)	47.0	-9.1	+16.5

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

4.2 Employee perceptions of respect & integrity in the workplace

Question		Crime Services		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		93.8	+7.4	+10.4
I know who to contact to report instances of workplace harassment, bullying or discrimination		84.6	-1.0	+4.9
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		74.0	-0.4	+3.6
I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		74.8	-5.2	+5.7
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		73.6	+5.9	+9.2
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	87.0	+5.4	+2.8
	Yes	1.5	-2.5	-2.4
	No	11.5	-2.9	-0.4

4.3 Biggest differences within Crime Services since 2013 – POSITIVE

Question	Crime Services		NZ Police
	2014	2013	2014
8.8: NZ Police cares about the well-being of its staff	81.7	+12.1	+30.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	80.2	+10.0	+21.1
8.6: Teams within NZ Police work well together	74.0	+8.4	+19.7
5.1: Staff in my team respect employee diversity	93.8	+7.4	+10.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	73.6	+5.9	+9.2
9.7: NZ Police delivers on the promises it makes to its customers	81.4	+5.6	+26.3
4.2: Roles and responsibilities are clearly defined in my team	85.5	+5.5	+8.6
6.2: My supervisor treats staff with respect	88.5	+4.5	+1.8
7.2: People here are appointed to positions based on merit	61.8	+4.5	+27.3
9.3: I have the tools and resources I need to do my job	73.3	+3.7	+16.1

4.4 Biggest differences within Crime Services since 2013 – NEGATIVE

Question	Crime Services		NZ Police
	2014	2013	2014
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	48.1	-15.5	+12.9
7.1: NZ Police has appropriate ways of recognising outstanding achievement	56.9	-9.5	+10.6
4.7: People are held accountable for their performance in my team	76.2	-7.7	+9.3
10.4: I feel inspired to go the extra mile to help NZ Police succeed	84.0	-7.1	+11.5
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	38.8	-6.7	+16.2
7.4: I get recognition when I do a good job	71.0	-6.6	+18.3
3.4: The pay and benefits I receive are fair for the work I do	62.6	-6.2	+22.5
7.3: We celebrate success in NZ Police	67.7	-5.9	+20.7
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.3	-5.7	+0.1
6.6: I have confidence in my supervisor	77.1	-5.3	-3.7

5. Appendix

5.1 Question Level Results

Question	Crime Services		NZ Police
	2014	2013	2014
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	86.3	+2.3	+10.2
1.2: I know how my work contributes to the effectiveness of NZ Police	91.6	-0.4	+7.7
1.3: I understand how my performance is measured	69.5	-3.3	+8.4
1.4: My performance is fairly assessed	72.5	+1.8	+17.9
1.5: NZ Police provides adequate training for the work I do	64.1	-2.3	+19.3
1.6: The work I do makes good use of my knowledge and skills	83.8	+0.6	+8.8
1.7: My job gives me a sense of personal achievement	84.0	-3.2	+5.7
1.8: I am strongly committed to the work I do	92.4	NA	+3.8
1.9: I am motivated to do the best I can in my job everyday	88.5	NA	+3.4
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	67.9	-3.3	+14.7
2.2: I am encouraged to try new ways of doing things	74.8	-3.6	+23.6
2.3: There are learning and development opportunities for me in NZ Police	64.1	+0.4	+9.1
2.4: There are career development opportunities for me in NZ Police	52.7	+2.3	-0.7
3. Work Conditions			
3.1: I am satisfied with my physical work environment	74.0	-4.4	+11.5
3.2: The level of work-related stress I experience in my job is acceptable	76.3	+1.1	+21.4
3.3: I am able to maintain a balance between my personal and working life	80.9	+1.7	+13.7
3.4: The pay and benefits I receive are fair for the work I do	62.6	-6.2	+22.5
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.3	-5.7	+0.1
4.2: Roles and responsibilities are clearly defined in my team	85.5	+5.5	+8.6
4.3: The way work is allocated in my team is fair	82.4	-1.6	+9.9
4.4: People I work with cooperate to get the job done	91.5	-3.7	+5.0
4.5: I can rely on the support of others in my team	90.0	-2.8	+3.1
4.6: I feel part of an effective team	87.8	-2.6	+6.6
4.7: People are held accountable for their performance in my team	76.2	-7.7	+9.3
4.8: Poor performance is dealt with effectively in my team	64.9	-1.5	+10.5
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	93.8	7.4	+10.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.6	-1.0	+4.9
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.0	-0.4	+3.6
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	74.8	-5.2	+5.7
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	73.6	+5.9	+9.2

Question			NZ Police
	2014	2013	2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	84.7	-0.9	-2.7
6.2: My supervisor treats staff with respect	88.5	+4.5	+1.8
6.3: My supervisor communicates the goals and objectives of our team effectively	78.5	+0.9	-0.5
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.1	-3.3	+2.0
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	72.5	-1.9	+3.7
6.6: I have confidence in my supervisor	77.1	-5.3	-3.7
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	56.9	-9.5	+10.6
7.2: People here are appointed to positions based on merit	61.8	+4.5	+27.3
7.3: We celebrate success in NZ Police	67.7	-5.9	+20.7
7.4: I get recognition when I do a good job	71.0	-6.6	+18.3
7.5: I feel my contribution is valued in NZ Police	77.7	-0.7	+26.7
8. Vision and Purpose + Communication and Cooperation			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	82.3	+1.5	+20.0
8.2: Communication in my District or my Service Centre is open and honest	70.2	+1.7	+23.9
8.3: I feel informed about NZ Police and its activities	79.4	-1.4	+22.9
8.4: There is a sense of 'common purpose' in NZ Police	83.2	+3.2	+25.0
8.5: NZ Police is interested in the views and opinions of its staff	68.7	-0.1	+28.8
8.6: Teams within NZ Police work well together	74.0	+8.4	+19.7
8.7: I feel a sense of belonging to my District or my Service Centre	73.3	-1.9	+13.0
8.8: NZ Police cares about the well-being of its staff	81.7	+12.1	+30.8
8.9: NZ Police is an enjoyable place to work	87.7	-0.3	+15.3
8.10: I feel I am working for an effective organisation	87.0	+2.2	+22.8
8.11: I intend to continue working at NZ Police for at least the next 12 months	84.6	-1.8	-0.6
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	71.0	-0.8	+15.9
9.2: NZ Police expects high standards of performance from its people	91.6	+0.4	+4.3
9.3: I have the tools and resources I need to do my job	73.3	+3.7	+16.1
9.4: I am sufficiently involved in decisions that affect the way I do my job	72.5	-2.7	+21.2
9.5: Systems and processes I use enable me to do my job well	82.3	NA	+21.5
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	80.2	+10.0	+21.1
9.7: NZ Police delivers on the promises it makes to its customers	81.4	+5.6	+26.3
10. Final Thoughts (Engagement Index)			
10.1: Overall, I'm satisfied with my job	84.0	0.0	+9.1
10.2: Overall, I would recommend NZ Police as a great place to work	84.0	-0.8	+15.7
10.3: I take an active interest in what happens in NZ Police	90.1	-0.3	+8.5
10.4: I feel inspired to go the extra mile to help NZ Police succeed	84.0	-7.1	+11.5
10.5: I feel a sense of commitment to NZ Police	90.1	+0.5	+8.3
10.6: NZ Police inspires me to do the best I can in my job every day	74.8	+1.2	+14.2
11. The Survey - Your Views (Change Index)			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	38.8	-6.7	+16.2
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	48.1	-15.5	+12.9
11.3: I believe actions will be taken based on the results of this survey	54.2	-5.0	+20.4

5.2 Notes on Taking Action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the [Police Intranet](#) and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off event, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

5.3 Glossary

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Change Index: the overall section score for 'The Survey – Your Views'

Enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised by these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents.

So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey Sample.

Very large survey Samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2014 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

