New Zealand Police
Workplace Survey 2014

Summary of Findings
National Intel 2014

Table of Contents

1. Executive Summary

- General perceptions about working in National Intel have not shifted significantly since 2013, with no statistically significant changes to the Performance Index, Engagement Index or Enablement Index. However, the Change Index has increased significantly as a result of more people believing that changes in response to the last survey had a positive impact on their team and that their supervisor actively involved them in making changes.

- Compared to NZ Police overall, people in National Intel continue to rate their workplace climate more positively while also feeling more engaged and enabled to do their jobs, and more confident that their survey feedback will lead to positive change.

- Compared to 2013, a greater proportion of employees feel encouraged to suggest improvements to the way things are done at NZ Police. Last year less than half of respondents agreed to this, however this has increased to two-thirds of respondents this year. It is also encouraging to see the improvements in questions related to top–down communication, and survey actions.

- There has also been a significant increase in people feeling that the responsibilities of their job are clearly defined, bringing it up to the same level as for others in NZ Police. However the related question 'Roles and responsibilities are clearly defined in my team' is still scoring below the total organisation average The only other question scoring lower for National Intel than the NZ Police average is around teams within NZ Police working well together. Only just over a third of people from National Intel agree that this is the case.

- No questions have significantly declined since 2013 however perceptions of recognition have slipped slightly.

- Within National Intel, engaged people differ from disengaged people in four main ways.

    o **They feel valued:** People who are engaged are more likely to feel that NZ Police is interested in their views and opinions, cares about staff well-being, and that they are involved in decisions and their contributions are valued. National Intel scores markedly higher than the NZ Police average across all of these key drivers, and it is encouraging to see a significant increase in employees' perceptions that their well-being is cared about. Overall, nearly three quarters of people from National Intel feel that their contribution is valued compared to just half of respondents across NZ Police overall.

    o **They feel enabled to achieve:** Engaged people in National Intel are more likely to believe that systems and processes enable them to do their job well, their knowledge and skills are utilised in their role and they get a sense of personal achievement from their job. Three quarters of people in National Intel agree that systems and processes enable them to do their jobs well, compared to just 60% across NZ Police overall. However when it comes to feeling utilised and getting a sense of personal achievement from their jobs, people in National Intel feel similarly to others in NZ Police and there has been no change in their perceptions around this since 2013.

    o **They believe the organisation is achieving:** Engaged people also tend to feel that there is a sense of 'common purpose' in NZ Police and that the organisation is effective at what it does. Both of these areas are scoring significantly higher for National Intel than others at NZ Police with almost 90% of people in National Intel feeling that they are working for an effective organisation and nearly 80% believing there is a sense of 'common purpose'.

    o **They believe NZ Police is an enjoyable place to work**: Perhaps not surprisingly, engaged people are more likely to feel that their workplace is enjoyable. Within National Intel, over 80% of people agree that this is the case, compared to around 70% across the rest of NZ Police.

    o As National Intel is performing well above the NZ Police average across all but two of the key driver items, it is recommended that the Service Centre continues current practises but with an added focus on enabling people to feel utilised for their knowledge and skills and to explore ways to further increase a sense of personal achievement from their jobs. Potential ways to increase people's sense of personal achievement include continuing the current practice on valuing staff opinions and involving them in making decisions while also looking into improving practices around recognition.

- The Change Index for National Intel is very high compared to what is typically seen, demonstrating the high level of confidence that people from National Intel have in their survey feedback being used to drive positive change. This is a really positive strength that could be replicated across other areas of the organisation. It is important now that National Intel continue to drive action following this year's survey results to maintain momentum.

2. Key Measures

2.1 Response Rate

Question	National Intel		NZ Police
	2014	**2013**	**2014**
Number of Responses	56	52	8707
Response Rate	90.3%	92.9%	73.0%

Note: For tables in this report where comparisons are made between the Service Centre's 2014 and 2013 scores, as well as between the Service Centre and NZ Police (Total Org), green font indicates that the Service Centre'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 National Intel

Question	National Intel		NZ Police
	2014	**2013**	**2014**
Performance Index	76.0	+3.7	+12.1
Engagement Index	85.4	+0.8	+12.1
Change Index	52.9	+11.4	+22.4
Enablement Index	75.4	+6.0	+16.9

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.
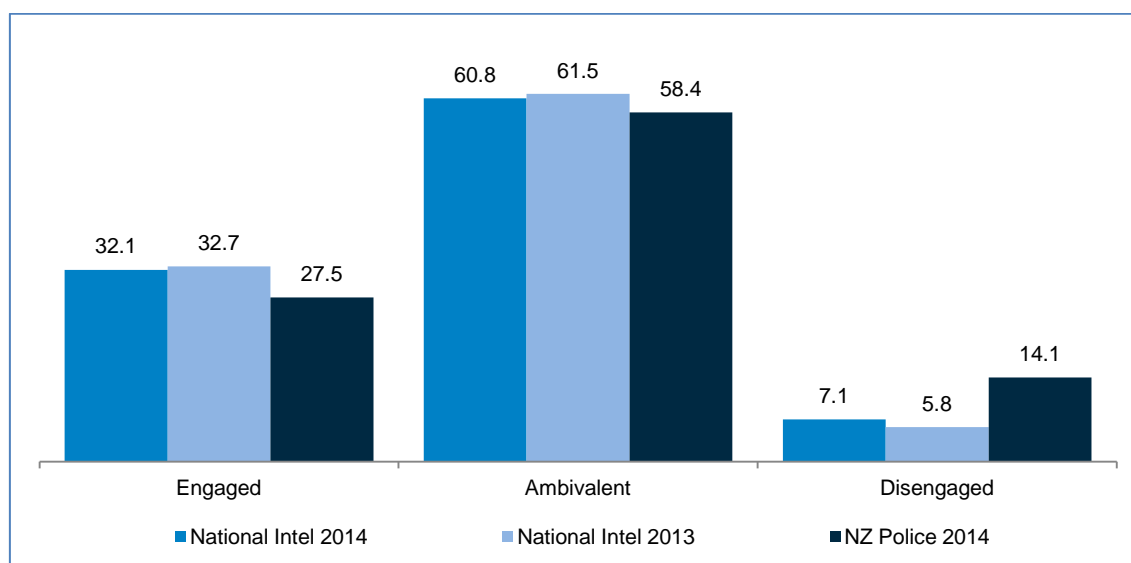
Question	National Intel		NZ Police
	2014	**2013**	**2014**
My job gives me a sense of personal achievement	76.4	+1.4	-1.9
I am strongly committed to the work I do	83.3	NA	-5.3
I am motivated to do the best I can in my job everyday	87.3	NA	+2.2

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	National Intel		NZ Police
	2014	**2013**	**2014**
Overall, I'm satisfied with my job	80.4	+1.6	+5.5
Overall, I would recommend NZ Police as a great place to work	83.9	+3.1	+15.6
I take an active interest in what happens in NZ Police	92.9	+0.6	+11.3
I feel inspired to go the extra mile to help NZ Police succeed	91.1	-1.2	+18.6
I feel a sense of commitment to NZ Police	94.6	-1.6	+12.8
NZ Police inspires me to do the best I can in my job every day	69.6	+2.3	+9.0

3.3 Engagement Profile for National Intel

Proportion of employees (%)

3.4 What drives our employees' engagement within National Intel?

Question			NZ Police
	2014	2013	2014
1.7: My job gives me a sense of personal achievement	76.4	+1.4	-1.9
8.9: NZ Police is an enjoyable place to work	83.9	-0.4	+11.5
8.10: I feel I am working for an effective organisation	89.3	+8.5	+25.1
9.5: Systems and processes I use enable me to do my job well	76.8	NA	+16.0
7.5: I feel my contribution is valued in NZ Police	71.4	+2.2	+20.4
9.4: I am sufficiently involved in decisions that affect the way I do my job	69.6	+2.3	+18.3
8.8: NZ Police cares about the well-being of its staff	78.6	+17.1	+27.7
1.6: The work I do makes good use of my knowledge and skills	74.5	-2.4	-0.5
8.4: There is a sense of 'common purpose' in NZ Police	78.6	+5.5	+20.4
8.5: NZ Police is interested in the views and opinions of its staff	52.7	+5.6	+12.8

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 National Intel

Question	National Intel		NZ Police
	2014	2013	2014
Performance Index (average of all survey questions)	76.0	+3.7	+12.1
1. The Work I Do	74.4	+1.9	+6.7
2. Learning and Development	70.1	+2.3	+16.9
3. Work Conditions	77.7	+5.1	+21.5
4. My Team	77.3	+2.1	+0.9
5. Respect & Integrity in the Workplace	80.6	+4.6	+7.2
6. My Supervisor	86.8	+3.8	+6.2
7. Recognition	66.7	-4.1	+20.4
8. Vision and Purpose + Communication and Cooperation	74.4	+6.5	+15.3
9. Quality and Excellence	77.7	+8.6	+16.8
10. Final Thoughts (Engagement Index)	85.4	+0.8	+12.1
11. The Survey - Your Views (Change Index)	52.9	+11.4	+22.4

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		National Intel		NZ Police
		2014	2013	2014
Staff in my team respect employee diversity		89.1	-1.3	5.7
I know who to contact to report instances of workplace harassment, bullying or discrimination		87.3	10.4	7.6
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		75.0	4.4	4.6
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)		75.0	1.9	5.9
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		76.8	7.6	12.4
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	87.5	-2.9	+3.3
	Yes	1.8	+1.8	-2.1
	No	10.7	+1.1	-1.2

4.3 Biggest differences within National Intel since 2013 – POSITIVE

Question	National Intel		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	76.4	+28.3	+17.3
1.1: The responsibilities of my job are clearly defined	78.2	+18.6	+2.1
8.8: NZ Police cares about the well-being of its staff	78.6	+17.1	+27.7
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	60.8	+15.7	+25.6
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	44.2	+14.8	+21.6
8.2: Communication in my District or my Service Centre is open and honest	69.6	+11.9	+23.3
6.2: My supervisor treats staff with respect	96.4	+11.8	+9.7
8.3: I feel informed about NZ Police and its activities	82.1	+10.9	+25.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.3	+10.4	+7.6
3.2: The level of work-related stress I experience in my job is acceptable	76.8	+9.5	+21.9

4.4 Biggest differences within National Intel since 2013 – NEGATIVE

Question	National Intel		NZ Police
	2014	2013	2014
7.1: NZ Police has appropriate ways of recognising outstanding achievement	61.1	-8.1	+14.8
1.5: NZ Police provides adequate training for the work I do	61.8	-7.4	+17.0
7.2: People here are appointed to positions based on merit	52.7	-6.9	+18.2
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	78.6	-4.1	+9.8
7.4: I get recognition when I do a good job	76.8	-4.0	+24.1
7.3: We celebrate success in NZ Police	71.4	-3.6	+24.4
4.4: People I work with cooperate to get the job done	89.3	-3.0	+2.8
1.2: I know how my work contributes to the effectiveness of NZ Police	83.6	-2.9	-0.3
3.4: The pay and benefits I receive are fair for the work I do	57.1	-2.5	+17.0
1.6: The work I do makes good use of my knowledge and skills	74.5	-2.4	-0.5

5. Appendix

5.1 Question Level Results

Question	National Intel		NZ Police
	2014	**2013**	**2014**
1. The Work I Do			
1.1: The responsibilities of my job are clearly defined	78.2	+18.6	+2.1
1.2: I know how my work contributes to the effectiveness of NZ Police	83.6	-2.9	-0.3
1.3: I understand how my performance is measured	69.8	-1.4	+8.7
1.4: My performance is fairly assessed	76.5	+7.3	+21.9
1.5: NZ Police provides adequate training for the work I do	61.8	-7.4	+17.0
1.6: The work I do makes good use of my knowledge and skills	74.5	-2.4	-0.5
1.7: My job gives me a sense of personal achievement	76.4	+1.4	-1.9
1.8: I am strongly committed to the work I do	83.3	NA	-5.3
1.9: I am motivated to do the best I can in my job everyday	87.3	NA	+2.2
2. Learning and Development			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	67.9	+0.6	+14.7
2.2: I am encouraged to try new ways of doing things	69.6	+4.2	+18.4
2.3: There are learning and development opportunities for me in NZ Police	73.2	+2.0	+18.2
2.4: There are career development opportunities for me in NZ Police	69.6	+2.3	+16.2
3. Work Conditions			
3.1: I am satisfied with my physical work environment	92.9	+4.4	+30.4
3.2: The level of work-related stress I experience in my job is acceptable	76.8	+9.5	+21.9
3.3: I am able to maintain a balance between my personal and working life	83.9	+8.9	+16.7
3.4: The pay and benefits I receive are fair for the work I do	57.1	-2.5	+17.0
4. My Team			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.5	+2.9	+1.3
4.2: Roles and responsibilities are clearly defined in my team	66.1	-1.2	-10.8
4.3: The way work is allocated in my team is fair	73.2	+4.0	+0.7
4.4: People I work with cooperate to get the job done	89.3	-3.0	+2.8
4.5: I can rely on the support of others in my team	87.5	-1.0	+0.6
4.6: I feel part of an effective team	85.7	+6.9	+4.5
4.7: People are held accountable for their performance in my team	73.2	+5.9	+6.3
4.8: Poor performance is dealt with effectively in my team	55.6	+1.8	+1.2
5. Respect & Integrity in the Workplace			
5.1: Staff in my team respect employee diversity	89.1	-1.3	+5.7
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.3	+10.4	+7.6
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.0	+4.4	+4.6
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)	75.0	+1.9	+5.9
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	76.8	+7.6	+12.4

Question	National Intel		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	89.3	+2.8	+1.9
6.2: My supervisor treats staff with respect	96.4	+11.8	+9.7
6.3: My supervisor communicates the goals and objectives of our team effectively	80.0	+3.1	+1.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	87.5	+1.0	+6.4
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	78.6	-4.1	+9.8
6.6: I have confidence in my supervisor	89.3	+8.5	+8.5
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	61.1	-8.1	+14.8
7.2: People here are appointed to positions based on merit	52.7	-6.9	+18.2
7.3: We celebrate success in NZ Police	71.4	-3.6	+24.4
7.4: I get recognition when I do a good job	76.8	-4.0	+24.1
7.5: I feel my contribution is valued in NZ Police	71.4	+2.2	+20.4
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	83.3	+2.5	+21.0
8.2: Communication in my District or my Service Centre is open and honest	69.6	+11.9	+23.3
8.3: I feel informed about NZ Police and its activities	82.1	+10.9	+25.6
8.4: There is a sense of 'common purpose' in NZ Police	78.6	+5.5	+20.4
8.5: NZ Police is interested in the views and opinions of its staff	52.7	+5.6	+12.8
8.6: Teams within NZ Police work well together	37.5	+4.8	-16.8
8.7: I feel a sense of belonging to my District or my Service Centre	76.8	-0.1	+16.5
8.8: NZ Police cares about the well-being of its staff	78.6	+17.1	+27.7
8.9: NZ Police is an enjoyable place to work	83.9	-0.4	+11.5
8.10: I feel I am working for an effective organisation	89.3	+8.5	+25.1
8.11: I intend to continue working at NZ Police for at least the next 12 months	85.5	+4.7	+0.3
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	72.7	+7.3	+17.6
9.2: NZ Police expects high standards of performance from its people	89.3	-1.1	+2.0
9.3: I have the tools and resources I need to do my job	83.9	+8.9	+26.7
9.4: I am sufficiently involved in decisions that affect the way I do my job	69.6	+2.3	+18.3
9.5: Systems and processes I use enable me to do my job well	76.8	NA	+16.0
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	76.4	+28.3	+17.3
9.7: NZ Police delivers on the promises it makes to its customers	74.1	+5.5	+19.0
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	80.4	+1.6	+5.5
10.2: Overall, I would recommend NZ Police as a great place to work	83.9	+3.1	+15.6
10.3: I take an active interest in what happens in NZ Police	92.9	+0.6	+11.3
10.4: I feel inspired to go the extra mile to help NZ Police succeed	91.1	-1.2	+18.6
10.5: I feel a sense of commitment to NZ Police	94.6	-1.6	+12.8
10.6: NZ Police inspires me to do the best I can in my job every day	69.6	+2.3	+9.0
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	44.2	+14.8	+21.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	60.8	+15.7	+25.6
11.3: I believe actions will be taken based on the results of this survey	53.7	+3.7	+19.9

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.