New Zealand Police Workplace Survey 2014

Summary of Findings Northland District 2014

Table of Contents

1. Executive Summary

- On the whole, perceptions about working in Northland District have not shifted significantly since 2013, with no meaningful changes to the Performance Index, Engagement Index, Change Index or Enablement Index. The key indices also remain significantly below the NZ Police average.

- The overall response rate for Northland District this year was 63.4% and the Far North only had just over half of employees respond. It is worth keeping this in mind when interpreting the results.

- Compared to NZ Police overall, Northland District has less than half the proportion of engaged employees and more than double the proportion of disengaged employees.

- Since 2013, there have been significant improvements in employees feeling encouraged to provide ideas and suggestions to improve the way things are done, understanding how their performance is measured, and believing that their supervisor behaves in a way that is consistent with the values of NZ Police. However, Northland District still sits below the NZ Police average for these aspects.

- Despite the improvements above, most survey items either scored similarly to last year or declined. The greatest declines since 2013 relate to perceptions around clarity of the vision and strategy, recognition, focus on quality and training.

- The question where Northland District scored the furthest below the rest of the organisation was around NZ Police having a **sense of 'common purpose'**. Less than 30% of people from Northland District agreed to this compared to 60% across NZ Police overall. Some of the other questions showing the biggest gaps to the NZ Police average relate to clarity of vision and strategy, the perception of open and honest communication, feeling informed about NZ Police and its activities as well as the organisation's effectiveness, suggesting a sense of 'disconnect' between the District and NZ Police as a whole. It is also worth noting that feeling a sense of 'common purpose', believing NZ Police is an effective organisation, and feeling informed about NZ Police and its activities are all key drivers of engagement for Northland District, which suggests they are important areas for focus.

- A unique key driver of engagement for Northland District relates to the **systems and processes** people use in their jobs. Around 45% of people from Northland District believe that the systems and processes they use enable them to do their jobs well, compared to around 60% of people from NZ Police overall. It would be worth exploring what could be improved with Northland District's systems and processes, considering the effectiveness of them is not only something that contributes to engagement but also enablement to perform.

- Another driver of engagement for people in Northland District is **feeling their contribution is valued**. Since 2013, there has been a decline in the proportion of people who feel their contribution is valued and now just a third of people from Northland District agree to this, compared to 51% of people from NZ Police overall. It is possible that a contributor to this is the large decline in perceptions around getting recognition for doing a good job and celebration of success.

- Less than 15% of employees from Northland District believe that changes in response to the 2013 survey have had a positive impact on their team and less than 20% expect actions to be taken based on the results of this survey. This suggests there are a lot of people who feel that their feedback does not have an impact. Northland District now has an urgent need to change these perceptions by making an effort to take action this year following the survey, and in particular focus in on the key areas outlined above (common purpose, systems and processes and feeling valued).

2. Key Measures

2.1 Response Rate

Question	Northland District		NZ Police
	2014	**2013**	**2014**
Number of Responses	237	271	8707
Response Rate	63.4%	71.9%	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 Northland District

Question	Northland District		NZ Police
	2014	**2013**	**2014**
Performance Index	50.1	-3.3	-13.8
Engagement Index	56.1	-2.2	-17.2
Change Index	18.3	-4.3	-12.2
Enablement Index	44.1	-4.4	-14.4

2.3 Summary of Key Measures By Area

	Far North	**Whangarei**
Response Rate	57.7%	66.1%
Performance Index	53.1	49.8
Engagement Index	59.0	54.9
Change Index	15.9	19.4
Enablement Index	42.5	44.9

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.
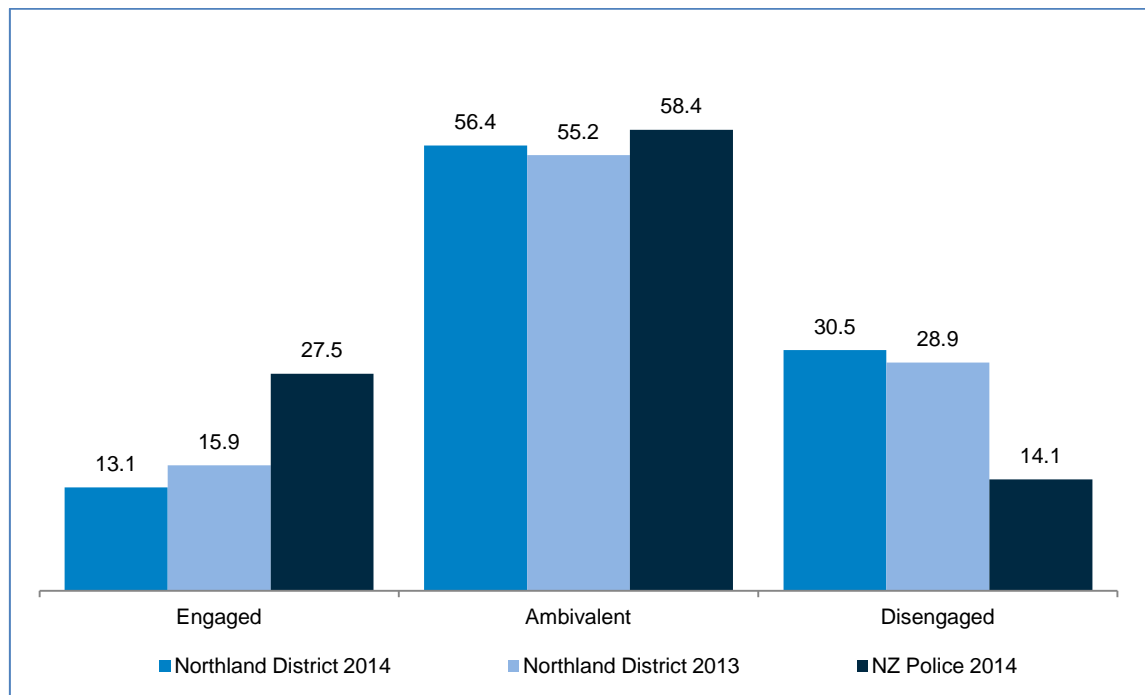
Question	Northland District		NZ Police
	2014	**2013**	**2014**
My job gives me a sense of personal achievement	66.5	-5.5	-11.8
I am strongly committed to the work I do	80.0	NA	-8.6
I am motivated to do the best I can in my job everyday	72.9	NA	-12.2

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	Northland District		NZ Police
	2014	**2013**	**2014**
Overall, I'm satisfied with my job	55.9	-4.1	-19.0
Overall, I would recommend NZ Police as a great place to work	47.9	-4.1	-20.4
I take an active interest in what happens in NZ Police	69.1	-0.9	-12.5
I feel inspired to go the extra mile to help NZ Police succeed	52.1	-4.2	-20.4
I feel a sense of commitment to NZ Police	68.2	+2.8	-13.6
NZ Police inspires me to do the best I can in my job every day	43.6	-2.3	-17.0

3.3 Engagement Profile for Northland District

Proportion of employees (%)

3.4 Engagement Profile by Area
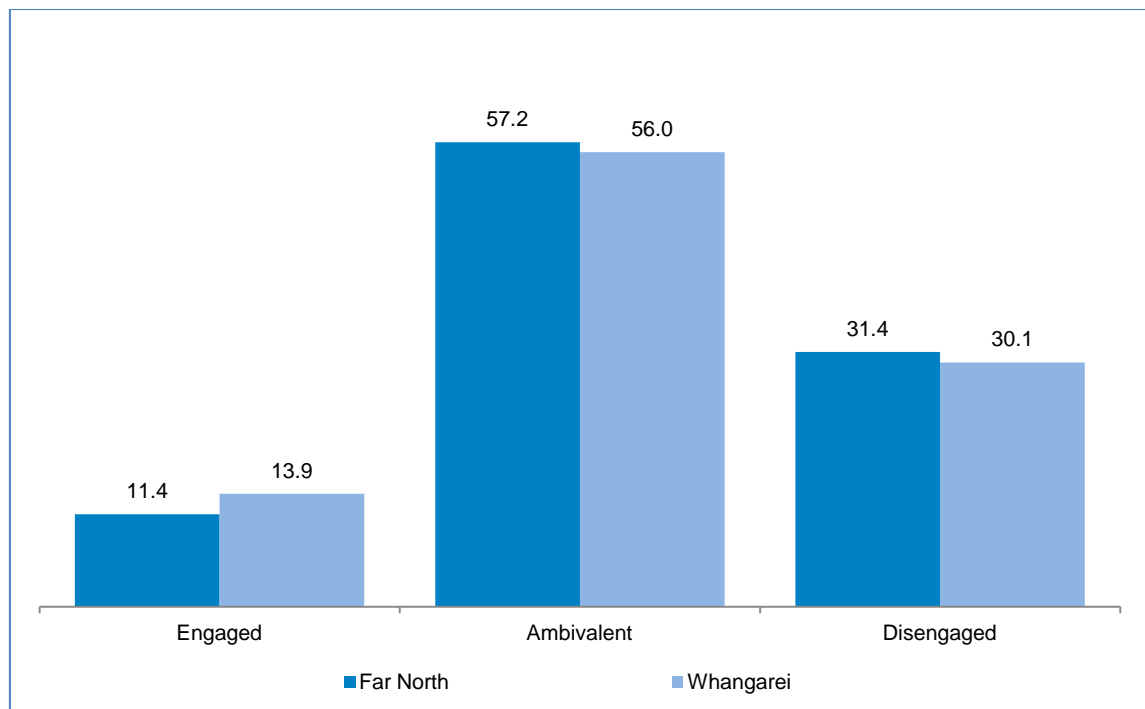
Proportion of employees (%)

3.5 What drives our employees' engagement within the Northland District?

Question	Northland District		NZ Police
	2014	**2013**	**2014**
8.9: NZ Police is an enjoyable place to work	52.5	+0.8	-19.9
8.10: I feel I am working for an effective organisation	39.1	-3.3	-25.1
8.7: I feel a sense of belonging to my District or my Service Centre	43.2	-2.5	-17.1
1.7: My job gives me a sense of personal achievement	66.5	-5.5	-11.8
7.5: I feel my contribution is valued in NZ Police	32.2	-6.2	-18.8
8.8: NZ Police cares about the well-being of its staff	26.3	+0.8	-24.6
8.4: There is a sense of 'common purpose' in NZ Police	29.4	-6.7	-28.8
8.5: NZ Police is interested in the views and opinions of its staff	25.0	+3.1	-14.9
8.3: I feel informed about NZ Police and its activities	33.5	-6.0	-23.0
9.5: Systems and processes I use enable me to do my job well	44.9	NA	-15.9

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 District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District 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 District 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 Northland District

Question	Northland District		NZ Police
	2014	**2013**	**2014**
Performance Index (average of all survey questions)	50.1	-3.3	-13.8
1. The Work I Do	54.9	-4.4	-12.8
2. Learning and Development	42.9	-5.8	-10.3
3. Work Conditions	40.2	-4.6	-16.0
4. My Team	68.7	-2.2	-7.7
5. Respect & Integrity in the Workplace	59.6	-5.5	-13.8
6. My Supervisor	72.5	+3.4	-8.1
7. Recognition	31.7	-8.8	-14.6
8. Vision and Purpose + Communication and Cooperation	38.9	-3.0	-20.2
9. Quality and Excellence	46.7	-2.7	-14.2
10. Final Thoughts (Engagement Index)	56.1	-2.2	-17.2
11. The Survey - Your Views (Change Index)	18.3	-4.3	-12.2

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 Section Summary Across Area

Question	Northland District		NZ Police
	2014	**2013**	**2014**
Performance Index (average of all survey questions)	50.1	-3.3	-13.8
1. The Work I Do	54.9	-4.4	-12.8
2. Learning and Development	42.9	-5.8	-10.3
3. Work Conditions	40.2	-4.6	-16.0
4. My Team	68.7	-2.2	-7.7
5. Respect & Integrity in the Workplace	59.6	-5.5	-13.8
6. My Supervisor	72.5	+3.4	-8.1
7. Recognition	31.7	-8.8	-14.6
8. Vision and Purpose + Communication and Cooperation	38.9	-3.0	-20.2
9. Quality and Excellence	46.7	-2.7	-14.2
10. Final Thoughts (Engagement Index)	56.1	-2.2	-17.2
11. The Survey - Your Views (Change Index)	18.3	-4.3	-12.2

Note: that for the table above, red scores indicate the lowest performing area within the District on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective survey section.

4.3 Employee perceptions of respect & integrity in the workplace

Question		Northland District		NZ Police
		2014	**2013**	**2014**
Staff in my team respect employee diversity		72.8	-3.1	-10.6
I know who to contact to report instances of workplace harassment, bullying or discrimination		68.2	-5.9	-11.5
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		55.1	-5.9	-15.3
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)		53.6	-4.8	-15.5
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		48.3	-7.8	-16.1
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	77.2	-3.6	-7.0
	Yes	5.1	+2.1	+1.2
	No	17.7	+1.5	+5.8

4.4 Biggest differences within the Northland District since 2013 – POSITIVE

Question	Northland District		NZ Police
	2014	**2013**	**2014**
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	52.1	+19.6	-7.0
1.3: I understand how my performance is measured	52.5	+9.0	-8.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	80.5	+7.6	-6.9
8.6: Teams within NZ Police work well together	41.3	+4.6	-13.0
6.2: My supervisor treats staff with respect	82.6	+4.5	-4.1
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	71.2	+4.2	-9.9
4.6: I feel part of an effective team	72.9	+3.9	-8.3
6.3: My supervisor communicates the goals and objectives of our team effectively	69.1	+3.2	-9.9
8.5: NZ Police is interested in the views and opinions of its staff	25.0	+3.1	-14.9
10.5: I feel a sense of commitment to NZ Police	68.2	+2.8	-13.6

4.5 Biggest differences within the Northland District since 2013 – NEGATIVE

Question	Northland District		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	40.2	-15.6	-22.1
7.4: I get recognition when I do a good job	36.9	-15.5	-15.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	31.5	-14.1	-23.6
1.5: NZ Police provides adequate training for the work I do	32.8	-13.7	-12.0
2.2: I am encouraged to try new ways of doing things	37.7	-11.7	-13.5
7.3: We celebrate success in NZ Police	33.1	-10.8	-13.9
3.1: I am satisfied with my physical work environment	46.8	-8.9	-15.7
1.6: The work I do makes good use of my knowledge and skills	64.1	-8.6	-10.9
1.1: The responsibilities of my job are clearly defined	59.7	-8.6	-16.4
7.1: NZ Police has appropriate ways of recognising outstanding achievement	36.4	-8.2	-9.9
9.7: NZ Police delivers on the promises it makes to its customers	33.5	-8.2	-21.6

5. Appendix

5.1 Question Level Results

Question				NZ Police
	2014	**2013**		**2014**
1. The Work I Do				
1.1: The responsibilities of my job are clearly defined	59.7	-8.6		-16.4
1.2: I know how my work contributes to the effectiveness of NZ Police	68.6	-4.5		-15.3
1.3: I understand how my performance is measured	52.5	+9.0		-8.6
1.4: My performance is fairly assessed	40.0	+1.1		-14.6
1.5: NZ Police provides adequate training for the work I do	32.8	-13.7		-12.0
1.6: The work I do makes good use of my knowledge and skills	64.1	-8.6		-10.9
1.7: My job gives me a sense of personal achievement	66.5	-5.5		-11.8
1.8: I am strongly committed to the work I do	80.0	NA		-8.6
1.9: I am motivated to do the best I can in my job everyday	72.9	NA		-12.2
2. Learning and Development				
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	42.8	-3.3		-10.4
2.2: I am encouraged to try new ways of doing things	37.7	-11.7		-13.5
2.3: There are learning and development opportunities for me in NZ Police	45.3	-6.2		-9.7
2.4: There are career development opportunities for me in NZ Police	45.8	-1.8		-7.6
3. Work Conditions				
3.1: I am satisfied with my physical work environment	46.8	-8.9		-15.7
3.2: The level of work-related stress I experience in my job is acceptable	35.7	-0.6		-19.2
3.3: I am able to maintain a balance between my personal and working life	49.8	-2.2		-17.4
3.4: The pay and benefits I receive are fair for the work I do	28.5	-6.6		-11.6
4. My Team				
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	81.4	-3.1		-4.8
4.2: Roles and responsibilities are clearly defined in my team	67.8	-1.9		-9.1
4.3: The way work is allocated in my team is fair	58.3	-3.0		-14.2
4.4: People I work with cooperate to get the job done	77.5	-6.6		-9.0
4.5: I can rely on the support of others in my team	82.6	-1.5		-4.3
4.6: I feel part of an effective team	72.9	+3.9		-8.3
4.7: People are held accountable for their performance in my team	62.6	-4.2		-4.3
4.8: Poor performance is dealt with effectively in my team	46.2	-1.8		-8.2
5. Respect & Integrity in the Workplace				
5.1: Staff in my team respect employee diversity	72.8	-3.1		-10.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	68.2	-5.9		-11.5
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	55.1	-5.9		-15.3
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)	53.6	-4.8		-15.5
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	48.3	-7.8		-16.1

Question	2014	2013	NZ Police 2014
6. My Supervisor			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	80.5	+7.6	-6.9
6.2: My supervisor treats staff with respect	82.6	+4.5	-4.1
6.3: My supervisor communicates the goals and objectives of our team effectively	69.1	+3.2	-9.9
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	71.2	+4.2	-9.9
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	58.9	-0.4	-9.9
6.6: I have confidence in my supervisor	72.5	+1.4	-8.3
7. Recognition			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	36.4	-8.2	-9.9
7.2: People here are appointed to positions based on merit	19.9	-3.4	-14.6
7.3: We celebrate success in NZ Police	33.1	-10.8	-13.9
7.4: I get recognition when I do a good job	36.9	-15.5	-15.8
7.5: I feel my contribution is valued in NZ Police	32.2	-6.2	-18.8
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	40.2	-15.6	-22.1
8.2: Communication in my District or my Service Centre is open and honest	21.3	-6.7	-25.0
8.3: I feel informed about NZ Police and its activities	33.5	-6.0	-23.0
8.4: There is a sense of 'common purpose' in NZ Police	29.4	-6.7	-28.8
8.5: NZ Police is interested in the views and opinions of its staff	25.0	+3.1	-14.9
8.6: Teams within NZ Police work well together	41.3	+4.6	-13.0
8.7: I feel a sense of belonging to my District or my Service Centre	43.2	-2.5	-17.1
8.8: NZ Police cares about the well-being of its staff	26.3	+0.8	-24.6
8.9: NZ Police is an enjoyable place to work	52.5	+0.8	-19.9
8.10: I feel I am working for an effective organisation	39.1	-3.3	-25.1
8.11: I intend to continue working at NZ Police for at least the next 12 months	75.7	-2.4	-9.5
9. Quality and Excellence			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	31.5	-14.1	-23.6
9.2: NZ Police expects high standards of performance from its people	81.8	-5.7	-5.5
9.3: I have the tools and resources I need to do my job	41.9	-5.0	-15.3
9.4: I am sufficiently involved in decisions that affect the way I do my job	39.4	-2.7	-11.9
9.5: Systems and processes I use enable me to do my job well	44.9	NA	-15.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	52.1	+19.6	-7.0
9.7: NZ Police delivers on the promises it makes to its customers	33.5	-8.2	-21.6
10. Final Thoughts (Engagement Index			
10.1: Overall, I'm satisfied with my job	55.9	-4.1	-19.0
10.2: Overall, I would recommend NZ Police as a great place to work	47.9	-4.1	-20.4
10.3: I take an active interest in what happens in NZ Police	69.1	-0.9	-12.5
10.4: I feel inspired to go the extra mile to help NZ Police succeed	52.1	-4.2	-20.4
10.5: I feel a sense of commitment to NZ Police	68.2	+2.8	-13.6
10.6: NZ Police inspires me to do the best I can in my job every day	43.6	-2.3	-17.0
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	13.6	-3.9	-9.0
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	22.2	-5.1	-13.0
11.3: I believe actions will be taken based on the results of this survey	19.1	-3.9	-14.7

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.