

29th September, 2004

Meat & Livestock Australia Survey of Australian Government Personnel

Dear Colleague,

Why Do Performance Surveys?

These days stakeholders are demanding not only on quality, timeliness and service, but also on relationship building so you can help them bring about improvements. The level of loyalty and trust is emerging as a key indicator of the health of working relationships. The survey is designed to measure the strength of the relationship in general.

Opportunities can be identified and threats anticipated.

The results of this survey can be used to improve performance in five ways:

1. To gain stakeholder/market knowledge and identify future trends and needs
2. To build closer relationships with stakeholders by listening and enhancing loyalty
3. To determine stakeholder satisfaction and dissatisfaction
4. To identify opportunities
5. To identify strengths and weaknesses

We have conducted an on line survey with 24 government officials who interact with Meat & Livestock Australia. The breakdown of Government Department and area of primary interaction is as follows:

Government Department

	#	%
DFAT Overseas	9	37.5%
DAFF	6	25.0%
DFAT Australia	5	20.8%
Austrade	3	12.5%
AQIS	1	4.2%
TOTAL	24	100.0%

Area of primary interaction

	#	%
Australia (MLA HO)	6	25.0%
Americas	5	20.8%
Middle East	4	16.7%
Japan	3	12.5%
Korea	3	12.5%
South Asia incl China	3	12.5%
Europe	0	0.0%
TOTAL	24	100.0%

1. In your experience, what are the strengths of MLA?

<i>Americas</i>	: I work very closely with MLA Washington DC office almost on a daily basis. Our two offices coordinate efforts in the Americas. It is vital to have a coordinated government/industry response to maintain and promote Australian marketshare. Its main strength is that MLA has been very proactive in maintaining a strong working relationship with government. Its other strengths are in good promotional marketing work for meat and its strong business background/sense. MLA Washington office have been very forthcoming with assisting with legal advice from their resources on issues such as United States BSE legislative controls. This has been vital in Australia's case to the USA on BSE control measures.
<i>Americas</i>	: Initiative; clear communicators; take responsibility for outcomes; good collaborators; clear vision; very cooperative.
<i>Americas</i>	: MLA representatives are adept at securing and staying abreast of the market intelligence needed to be at the cutting edge of marketing - a vital commodity from Australia - meat. We find our working relationships are very productive as we can quickly obtain the information we need to assist in securing optimal policy settings for Australian meat exports. MLA representatives are always at the cutting edge.
<i>Americas</i>	: MLA's strengths include excellent knowledge of the industry, a willingness to work closely with Australian government departments and agencies, and a practical, constructive approach to increasing Australia's meat market access.
<i>Americas</i>	: Accurate information which helps us address market opportunities and threats as they arise.
<i>Australia</i>	: Timely provision of detailed information about the industry and industry priorities; understanding of complex regulatory issues are other barriers to trade in key markets; pragmatism - good understanding of the challenging environment in which policy decisions are made.
<i>Australia</i>	: Knowledge of the industry; commercial contacts.
<i>Australia</i>	: It's detailed knowledge of markets and international environment; it's capacity to do complex analysis; its strong interest and leadership role in trade reform; its readiness to interact with and assist government.
<i>Australia</i>	: Clear understanding of priorities for red meat industry in Australia, and able to communicate these priorities well; relevant staff who are personable and work actively with contacts; Red Meat Forum is a very positive initiative; have responded quickly to our requests for information to feed into WTO negotiations, and happy to provide newcomers with relevant briefing.
<i>Australia</i>	: MLA has skilled and accessible staff who have a solid understanding of trade issues and understand the importance of maintaining a constructive working relationship with the government. MLA staff working on trade issues are well respected within the government and other industry organisations for their initiative in advocating industry positions and providing support to government negotiations.
<i>Australia</i>	: Depth of knowledge and understanding of global markets and commercial issues - this is true on a global scale and in particular markets; strong analytical and conceptual abilities; willingness to work with the government (with all that entails); good understanding of international trade law and reasonable understanding of political environment both internationally and locally.
<i>Japan</i>	: Market intelligence and analysis.
<i>Japan</i>	: Excellent teamwork under the leadership of Ms Samantha Jamieson; right personnel in the right place to achieve business goals efficiently (i.e. appointment of local staff who know Japanese beef business very well, PR specialist who is capable in dealing with the media efficiently, etc); Ms Samantha Jamieson, Chief Executive Japan, is not only fluent in Japanese but also knows Japanese business practices and Japanese manners and customs very well - this is very important when doing business in Japan; MLA was successful in up-grading the image of Aussie beef in Japan through advertisements in up-market magazines and by appointing celebrity chefs for promotion; MLA always cooperates with the Australian Embassy in Tokyo by providing industry information; MLA has regular contact with the Embassy and effectively involves the Australian government in promotion activities, e.g. MLA was successful in dealing with the difficult situation immediately after Japan had the first case of BSE - MLA held the Aussie Beef Forum throughout Japan and at that time they involved the Australian Ambassador to Japan (Mr John McCarthy) and the involvement of the Ambassador attracted media attention and promoted Aussie beef; MLA liaises with the Embassy, obtains information about changes in Japanese legislation and regulations which may have implications for the Australian beef industry and advise such changes to the Australian industry in a timely manner.
<i>Japan</i>	: Well organised; have a good understanding of the big picture and what their goals and objectives are; proactive in implementing their programs; understand their strengths and weaknesses and know when to seek support and guidance; good team players; have a good understanding of their local markets.

<i>Korea</i>	: Regional office's willingness to cooperate, communicate and share information; dedicated local staff with reasonably good knowledge of local import, distribution and retail systems.
<i>Korea</i>	: Good leadership and staff; good strategic focus; good awareness of local market requirements.
<i>Middle East</i>	: Comprehensive representation of industry members; works on government access issues as well as commercial growth of business; is generous with sharing of information and cooperation with other government agencies; good people within MLA.
<i>Middle East</i>	: Represented by employees who are committed to professional performance.
<i>Middle East</i>	: The MLA Office in Bahrain is knowledgeable about the industry and the market, responsive to the needs and requests of its customers and stakeholders, and co-operates closely and productively with the Australian embassies in the region. A notable example was the important contribution it made towards resolving the problems arising from the 2003 rejection of a livestock shipment on board the MV Cormo Express.
<i>Middle East</i>	: Well connected to officials and traders across the middle east region - good at short-circuiting problems before they get difficult; in tune with this marketplace and traders, and have built excellent rapport on technical and management issues.
<i>South Asia</i>	: Marketing and market information.
<i>South Asia</i>	: Expertise on the meat industry in Australia and supply capacity; strong market knowledge; aggressive promotional program backed with resources.
<i>South Asia</i>	: Good overseas network.

The best things about MLA are your knowledge and understanding and your willingness to share information. Other themes are the strong working relationships and the quality of your staff.

2. What are the possible areas of improvement for MLA?

<i>Americas</i>	: One area that could be improved is ensuring the officers used overseas are not lost from the system when they return. It would be a shame for the Australian meat industry to lose the knowledge these people have.
<i>Americas</i>	: All at the margin (i.e. minor) - need to be aware that at certain times there are other priorities other than MLA's that have to be dealt with.
<i>Americas</i>	: Not entirely sure that we could make such suggestions.
<i>Americas</i>	: My dealings with MLA Washington have been consistently constructive; MLA has devoted more time to the Mexican market over the past year; MLA and the Post have worked closely in developing a meat market strategy in consultation with Australian industry.
<i>Americas</i>	: It would be good to get a limited number of copies of MLA publications (e.g. the Statical Review) rather than having to purchase them at the non-member rates all the time.
<i>Australia</i>	: None come to mind immediately.
<i>Australia</i>	: Emergency communications with industry/industry bodies.
<i>Australia</i>	: Perhaps a need for greater flexibility in dealing with situations where trade offs are concerned, i.e. sometimes can't see beyond its own narrow interests; representing a major export industry; take a greater leadership role where national interest issues are concerned (quarantine).
<i>Australia</i>	: It is difficult to suggest areas of improvement as I regard MLA as setting a benchmark for other organisations in terms of relationships with government and understanding of trade issues.
<i>Australia</i>	: MLA is one of the strongest, if not the strongest, group/body in the agricultural trade field. The only conceivable criticism that I might have is that MLA can have an overly purist line on occasion but this is also helpful in dragging other industries along and in keeping us focused as well.
<i>Japan</i>	: I am not confident I can accurately define any.
<i>Japan</i>	: I can't think of any at this moment.
<i>Japan</i>	: Better use of their international offices and expertise in the development of corporate plans; in some cases, better support from Head Office for Regional Office initiatives; better "management" of some sectors of the meat industry in Australia to ensure that a common view and message is provided by the whole Australian industry to overseas purchasers.
<i>Korea</i>	: Greater emphasis (more money spent) on improving the marketshare of Australian beef while US beef is out of the Korean market due to BSE; not specifically an MLA issue and they have already done work in this area, but ensuring Australia is well placed to deal with a suspected case of BSE, FMD, etc in Australia in terms of communication with the trade and consumers.
<i>Korea</i>	: There are very few possible areas for improvement as they are doing a great job - perhaps more mutual sharing of information on our planned activities so we can get better synergy out of them. I will be discussing this directly with MLA soon.
<i>Middle East</i>	: With information sharing, more is always better (both ways), but overall I'm quite satisfied with advice on activities being undertaken and projects being delivered; further improved understanding between agencies of key drivers, objectives and KPIs to align activities and achieve more joint outcomes - it's actually good.
<i>Middle East</i>	: Some issues require persistence in follow up – too often matters are left dangling.
<i>Middle East</i>	: I am happy with the current MLA structure, and with the modus operandi of its Office in Bahrain. Over the past three years I have had frequent and positive contact with David Jones and Nigel Brown, and feel comfortable with the way in which they interface with this Embassy. Their contacts with industry figures throughout the region have been of obvious value to the Australian Government, as well as to Australian exporters, and I see no need for change in the way in which they go about their business.
<i>Middle East</i>	: The Bahrain office has hitherto seemed a little short of resources, or perhaps covers an area that is too large. When issues such as Cormo Express pop up, they take a lot of time and effort to address. I note there is now a third person who has just taken up duty in Bahrain MLA.

South Asia : Quality of staff.

South Asia : Better flexibility to meet the needs of overseas buyers (e.g. meat cuts).

South Asia : Early days for the Beijing operation but it seems to be on the right track.

Responses vary, but some commented on the need for continued information sharing and a shared focus. Many said there are no areas for improvement.

3. How do you rate MLA on the value of the assistance provided by them with the handling of meat and livestock market access issues in the region relevant to you?

Excellent		Very Good		Quite Good		Average		Poor	
#	%	#	%	#	%	#	%	#	%
15	62.5%	7	29.2%	0	0	2	8.3%	0	0

If the rating was “average” or “poor”, respondents were asked to explain their reasons:

Korea : There are few market access issues for red meat products into Korea from the quarantine perspective; MLA does not appear to have good contacts in government, however this is probably a function of the Korean government reticence rather than a reflection on MLA; most issues relate to individual consignments, generally paperwork, and are worked out with AQIS.

South Asia : Market access is a government not an industry responsibility, MLA can assist by developing informal channels.

Other respondents were also happy to qualify their responses:

Americas : I have an excellent working relationship with the Washington DC MLA office and value their time and efforts in maintaining this relationship and coordinating our efforts during a particularly difficult period with BSE and other issues such as the Free Trade Agreement and Bioterrorism.

Americas : We have an excellent working relationship with staff at MLA at both a policy, political and operational level. In many instances, there is a shared goal between industry and government. All parties make a great effort to develop excellent working relationships which assist in getting mutually beneficial outcomes for both the Australian government and the meat industry. MLA have very professional, friendly and highly motivated staff.

Americas : We have found our contact with MLA to be very productive and they are highly effective. We don't have any suggestions to offer as our relations show no need for improvement.

Americas : MLA has been very helpful in assisting with the response to the North American BSE activities and provided timely advice and assistance with Australia's response.

Australia : Cooperation in relation to AUSFTA was first-rate.

Australia : MLA advice is very valuable - soundly based, consistent, readily given and reliable; priority given to market access is realistic given its importance to the industry.

Australia : MLA is able to provide detailed information about what actually happens in markets and the likely impact of policy changes or developments in international negotiations. Such detail is often difficult for government officials to obtain but is vital in successfully arguing for improved market access. MLA takes a proactive approach to ensuring government officials have such information.

Australia : I can say that my usual focus was WTO negotiations but I also did US FTA negotiations and was also involved in a host of bilateral access issues. We could always rely on MLA as a technically literate partner, i.e. they understood the trade law and trade relations environment in which we were operating and were inevitably reliable in providing us with the cooperation and assistance without which in many cases our job would have been impossible.

Japan : When we had an issue of beef safeguard last year, MLA cooperated with the Embassy in our lobbying activities. The Embassy tried to explain to the Japanese government that import of beef was just returning to normal levels and therefore the Japanese government should not invoke beef safeguard (raising the tariff rate from 38.5% to 50%). At that time, MLA provided statistics and industry information efficiently and it was a great help for the Embassy.

Middle East : Industry and product expertise combines with government role in representation; outcomes show the quality of work.

Middle East : MLA personnel are generally responsive and hardworking.

Middle East : As a non-technical officer working on issues relating to Australia's meat and livestock trade, the assistance and advice has been invaluable; a good source of market intelligence.

This is an outstanding result; 91.7% rated you as Excellent or Very Good. Many commented on the good working relationships and cooperative approach. Some also appreciate the quality of information and advice they receive from MLA.

4. How do you rate MLA’s handling of meat safety and issues management?

Excellent		Very Good		Quite Good		Average		Poor	
#	%	#	%	#	%	#	%	#	%
7	31.8%	9	40.9%	5	22.7%	1	4.5%	0	0

If the rating was “average” or “poor”, respondents were asked to explain their reasons:

Korea : This rating is aimed at HQ, rather than the regional office. Constraints put on the regional office with the detection of BSE in the US appeared to hamstring local activities. There have not been any food safety issues (including residue detections) relating to Australian red meat in Korea in recent years.

Other respondents were also happy to qualify their responses:

Americas : MLA have been working very well in this area with their counterparts in the Mexican, United States and Canadian marketplace.

Americas : Based principally on handling of BSE cases - North America, and to a lesser extent issues such as country of origin labelling, MLA actively provide constructive input that facilitates Australian government efforts to maximise the best interests of Australia.

Americas : MLA has provided first class advice and information where the Australian High Commission in Ottawa is concerned. They stay in close contact with our mission as well as with the Veterinary Counsellor in Washington to ensure a coordinated approach is taken on such issues. No suggested improvements.

Americas : The MLA, through its R&D work, has been able to assist in the response to several food safety changes.

Australia : Seem aware of issues and challenges, but my dealings on these issues at this point have been relatively limited, so unable to comment much further.

Australia : Communications.

Australia : MLA understands the importance of food safety issues for market maintenance. They are willing to take a lead role in coordinating the activities of other relevant organisations where appropriate.

Japan : After occurrences of BSE in Japan, Japanese consumers were very concerned about safety of beef and consumption of beef dropped sharply. Under such circumstances, MLA used all kinds of opportunities in promoting a safe image of Aussie beef. For example, MLA requested the Australian Ambassador (Mr John McCarthy) to appear in the TV commercial film and the Ambassador said that meat-bone-meal (MBM) is not fed to Australian cattle. This commercial film attracted quite a lot of attention in Japan and was successful in giving a safe image of Aussie beef to the general public. MLA organised a trip to Australia for officers of McDonald's last year. McDonald's officers are food sanitation specialists (i.e. specialists of 0157 etc.) and they were impressed with the very clean operations of Australian abattoirs. The report prepared by McDonald's was translated into English by MLA. I am sure that the report was useful in persuading McDonald's to continue to purchase Aussie beef. The MLA officer who accompanied the McDonald's delegation was very helpful.

Japan : Regional Office has a good sense of the critical issues surrounding food safety and issues management - generally well supported by Head Office. However, MLA's efforts are often undermined by other interests in the meat industry in Australia, with less understanding of the particular issues.

Korea : While we are not really qualified to comment in detail, we believe they handled issues in relation to BSE in Korea and capitalised on the situation very well.

Middle East : MLA always demonstrate high levels of integrity to protect the reputation and credibility of Australian meat and livestock.

Middle East : Always seems ahead of this game with an eye to future developments and actions by major local players.

South Asia : Meat industry food safety issues are handled by SafeMeat.

This is a great result; 72.7% rated you as Very Good or Excellent. Respondents say you understand the issues involved and take a coordinated approach with other agencies and organisations.

5. How do you rate the quality of the information you receive from MLA?

Excellent		Very Good		Quite Good		Average		Poor	
#	%	#	%	#	%	#	%	#	%
9	37.5%	12	50.0%	2	8.3%	1	4.2%	0	0

If the rating was “average” or “poor”, respondents were asked to explain their reasons:

South Asia : Largely irrelevant to the work I do - I provide them with far more information than they provide me.

Other respondents were also happy to qualify their responses:

Americas : There is a good exchange or sharing of information between our offices.

Americas : Less of a priority from this perspective, but where applicable, information is communicated highly effectively.

Americas : Information received from MLA is accurate and generally helpful in assisting us to formulate an Australian response.

Australia : Submissions and follow-up information in relation to FTA negotiations has been of very high quality and useful.

Australia : The information received is always high quality, thoughtful, complete and accurate - if not, they're always ready to discuss or review.

Australia : Information from MLA is detailed and analytically sound.

Australia : We could ask MLA almost any question...big picture or tiny detail and they would have or get the answer, but they are far from reactive as they are always coming up with ideas, suggestions and strategies.

Japan : MLA provides trade statistics on a regular basis. MLA also sends to the Embassy media clippings which are very useful in our day-to-day operations. When anything happens in Japan, the local staff of MLA Tokyo Office gather information from industry and parties concerned and provide such information for the Embassy in a timely manner. MLA is able to obtain information from industry which is sometimes difficult for the government to obtain. Information from the industry is sometimes a lot quicker than the information officially provided by the government.

Japan : Information is well presented and timely - MLA are responsive to requests for additional information.

Korea : Many of the communications from MLA HQ require password access to their website, however I have been advised I cannot be issued a password. Information on the local website is out of date and does not provide recent statistical information.

Middle East : Good at all levels, including with executive in Sydney - especially Mike Haywood in Sydney and in the region with David and Nigel.

Middle East : We encourage greater contact and consultation on meat and livestock issues in the region.

Middle East : Informal advice and information received on issues of concern has been of a high standard, and particularly useful in relation to market access issues. If budget permitted, MLA could produce/provide more presentational material suitable for distribution to public and private sector contacts around the Arabian peninsula.

Middle East : I have been provided with up to date statistics and information on Australian trade trends in a timely and helpful manner whenever I have requested them.

South Asia : Information received from local agent only, not directly from MLA Australia - its quality varies.

This is an excellent result; 87.5% rated you as Very Good or Excellent. The most common response is that the information is high quality, timely and useful. There may be issues in Korea and South Asia.

6. How do you rate their follow up to requests?

Excellent		Very Good		Quite Good		Average		Poor	
#	%	#	%	#	%	#	%	#	%
11	45.8%	10	41.7%	3	12.5%	0	0	0	0

Most respondents were also happy to qualify their responses:

Americas : Communication is on a daily basis.

Americas : Timely, cooperative and responsive.

Americas : MLA have always responded in a timely and useful manner.

Americas : In general I have not had to pursue the MLA for a response to queries.

Australia : In relation to AUSFTA, follow-up to requests was fast and very helpful.

Australia : Generally very good - sometimes hard to find appropriate people in Head Office (but usually not a problem).

Australia : MLA always responds quickly and thoroughly - seldom have to chase up to get a response.

Australia : Responses are timely, detailed and useful.

Australia : They are quick and their responses hit the mark.

Japan : They are responsive to our needs without any cause for us to seek change.

Japan : MLA always follows up our requests quickly. I don't remember the cases in which I had to wait for a long time before I received replies from MLA. MLA is always helpful.

Japan : Follow up is timely and well researched; good judgement shown in determining the relevance of the information provided.

Korea : All staff, the representative and local staff are highly responsive.

Korea : Generally it's very good.

Middle East : Sometimes follow up has been inadequate - other times it has been good.

Middle East : I am impressed by their ability to respond despite other pressures such as travel times and commitments into countries some distance from the middle east region.

This is an excellent result; 87.5% rated you as Excellent or Very Good. Respondents say you are timely and thorough.

7. How do you rate the timeliness of MLA responses?

Excellent		Very Good		Quite Good		Average		Poor	
#	%	#	%	#	%	#	%	#	%
9	37.5%	14	58.3%	1	4.2%	0	0	0	0

Most respondents were also happy to qualify their responses:

Americas : Timely, cooperative and responsive.

Americas : MLA's advice is timely.

Australia : Excellent responses during AUSFTA negotiations, even when under considerable time-pressure.

Australia : MLA is always quick to respond and will meet set deadlines. Generally will contact if needs more time so you know where you stand.

Australia : Timeliness has not been a particular driver to date in my work with MLA - however, when I have asked for information it has been provided promptly.

Australia : Responses are timely, detailed and useful.

Australia : We operate to negotiated deadlines on most occasions - MLA understand this and always meet our deadlines. In fact, they are present at many of the major negotiations to continue providing on the spot assistance.

Japan : Has not been a problem, even when we have sought unrealistic deadlines.

Japan : MLA respond to my inquiries in a timely manner - even when it takes time, I wait for only one day or so (I have never waited for their replies for more than two or three days).

Korea : Slowness tends to come when interaction is required with HQ.

Korea : No further comment to make.

Middle East : Again no issues - always good.

Middle East : No complaints. Given the amount of travel MLA representatives do, they perform well under this criterion.

Middle East : Always on time.

This is an outstanding result; 95.8% rated you as Very Good or Excellent. Many say you respond quickly – even under pressure.

8. Are there any other comments you'd like to make about your dealings with MLA?

<i>Americas</i>	: I hope the current status continues.
<i>Australia</i>	: Dealings have been very positive and MLA staff have been very good to work with.
<i>Australia</i>	: Generally have been excellent over the years, particularly the staff that I deal with.
<i>Australia</i>	: MLA is probably the most helpful and expert/professional of the agricultural industries. It knows its business and puts a strong emphasis on trade reform. Its leadership of the agriculture industry is constructive as far as trade is concerned.
<i>Australia</i>	: Overall, I regard MLA as one of the most constructive and friendly organisations I deal with.
<i>Australia</i>	: First rate organisation and first rate people, even if we don't always agree.
<i>Japan</i>	: My dealings with MLA relate to all markets, not just Japan. It has been more dominant in the recent past due to an impending trip to Japan, but MLA is a critical partner in enabling us to do our job.
<i>Japan</i>	: I just want to say that teamwork in the MLA Tokyo Office is excellent! I have the impression that all staff members in the MLA Tokyo Office enjoy their work and do their best to promote Aussie beef in Japan.
<i>Japan</i>	: MLA have done a great job in Japan. The results prove that, but they have also significantly built relationships with the Japanese buyers and distributors which will continue to develop and bring longer term success. They have built and marketed an image of Australian beef which is recognised by a substantial proportion of Japanese consumers as healthy, safe and nutritious. They have sensibly moved to include taste as part of the brand image. Through MLA's efforts, Australia's national image and reputation in Japan has been enhanced.
<i>Korea</i>	: I believe the embassy and MLA have a good working relationship. It is certainly beneficial to the relationship having the regional office located so close to the embassy (i.e. same floor of the Kyobo Building).
<i>Korea</i>	: MLA Seoul is a highly professional organisation which has done well in a difficult and challenging, but nonetheless growing and lucrative, market. Promotional efforts have been first rate and MLA funds for this purpose have been well spent. The head of MLA Seoul has a very consultative and cooperative approach to working with the Embassy in pursuing MLA and embassy interests in Korea, and approaches his work in a long-term strategic manner.
<i>Korea</i>	: We have an excellent relationship with MLA in Korea - they are doing a great job. We discuss relevant issues regularly and are able to solve any small issues that come up amicably and effectively. We value them as a key ally to our operations.
<i>Middle East</i>	: I wish other industry agencies were as good - MLA represent best practice for my part of the world.
<i>Middle East</i>	: It will be evident from my comments that the Embassy is very happy with our existing relationship with MLA. Despite its small staff, the Bahrain Office is effective and productive, and helpful and prompt in its responses. In short, the Australian government benefits substantially from the presence of our MLA colleagues in the region, and Australian industry receives good value for money.
<i>Middle East</i>	: Thoroughly professional at what they do; an excellent partner in working to promote Australian product into the Saudi Peninsula/Gulf.
<i>South Asia</i>	: Leith Tilley is energetic and is making rapid progress in getting MLA's China program running; highly cooperative to work with; optimistic about our ongoing working relationship.
<i>South Asia</i>	: Suggest more frequent visits by senior MLA staff and appropriate warnings of their visits.

Well done! Some say you set the benchmark for industry agencies. Other feedback relates to your high quality staff. Others have commented on their strong working relationship with MLA.

9. Overall, how do you rate MLA on a scale of 1 – 10 (with 10 being excellent)?

1	2	3	4	5	6	7	8.54	9	10
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Your score of 8.54 is a very good result. Most of my clients score about 7.9. An international gold medal would be 9+.

SUMMARY

Based on the responses, the perceptions about your performance relate to the following:

- Your knowledge and understanding of issues rates well

- You are willing to share information

- You have developed strong working relationships with Government agencies

- The information and advice you provide is high quality, timely and useful

- Staff from MLA are very good

- 91.7% rated the value of your assistance with the handling of meat and livestock access issues as Excellent or Very Good

- Your handling of meat safety and issues management was rated as Very Good or Excellent by 72.7% of respondents

- 87.5% rated the quality of the information they receive from MLA as Very Good or Excellent

- 87.5% rated your follow up to requests as Excellent or Very Good

- The timeliness of responses was rated as Very Good or Excellent by 95.8% of respondents

- Your score of 8.54 is a very good result

OVERALL SUMMARY

Congratulations on doing the performance survey. We received feedback from 24 of MLA’s government officials. Many were keen to give you detailed feedback.

You will need to develop an action plan to take you forward. Management should consider opportunities to share this report with relevant employees. I have always found that employees love getting this kind of feedback.

Yours faithfully,



PETER BERRY