



# Garda Representative Association

Floor 5, Philsboro Tower, Dublin 7

Tel: 01 830 3533

Email: [gra@indigo.ie](mailto:gra@indigo.ie)

[@gardarep](https://www.facebook.com/gardarep)

12.07.2019

Colleagues

I write to advise you of the results of a survey of all GRA members relating to rosters, working time and other matters conducted by Prof Andrew Coogan of Maynooth University.

Perhaps the most striking findings are that family time is a major driver of roster satisfaction and those generally satisfied with the current roster outnumber those dissatisfied by a ratio of over 2:1.

Non-roster-related questions were also part of the survey, which is the biggest ever undertaken by the GRA.

Two statistics stand out. Some 70 percent have limited or no interest in working beyond the age of 60; and there is a fair level of interest in a voluntary severance package, should one become available. Some 31 percent said they would be "very likely" to avail of a scheme.

The survey also showed low awareness of entitlement to compensatory rest provided for in the Working Time Agreement (WTA), which is a matter of concern.

I therefore draw members' attention to the WTA which can be found at this link: <https://bit.ly/2YV8lZi>. Local representatives are available to advise you on any queries and an explainer will be included in the FAQ section of our new members area on our website which is due to be online in Q3 of this year.

I also attach a copy of our press release which will issue today (12.07.2019).

Prof Coogan's report can be found at this link: <http://gra.ie/news.html>; and the Executive Summary is below.

Finally, I want to thank Prof Coogan for this excellent piece of work, which will be important to us in future negotiations over rosters and working time. And most of all, I want to thank all members who took part in the survey.

Regards

**Pat Ennis**  
General Secretary

# **Experiences of, and attitudes to, duty rosters: Results of a survey of Garda Representative Association Members**

– Prof Andrew Coogan, University of Maynooth

## **Executive Summary**

- A quantitative survey of GRA members' attitudes to, and experiences of, duty rosters was conducted with an open invitation to all rank-and-file Gardai to participate. [2]
- 4,868 responses were received, representing a response rate of approximately 45%. This represents a strongly satisfactory response rate, and minimises the risk of non-response bias in the interpretation of the findings. The representativeness of the responding sample of the whole population of GRA members can be assumed with reasonable confidence.
- Rosters are rated strongly as an important work concern.
- Respondents reported average-to-good levels of satisfaction with the current roster arrangements, with current arrangements rated favourably for the provision of work-free time and for facilitating family time.
- Overall satisfaction with current rosters, and with specific aspects of current rosters, are lower in respondents who work frontline patrol uniform duty on the core roster compared to the overall sample.
- Fatigue is strongly rated as a concern and impediment to professional and family life.
- Respondents report an overall good level of compliance with the provisions of the Working Time Agreement, although awareness of the entitlements to compensatory rest is low.
- Predictability of rostered duties is reported as being very important to respondents.
- Respondents reported that roster improvement is important to them, and expressed support for the provision of more flexibility in rostering at a local level, within the parameters of the Working Time Agreement.
- There were strongly split views on the possible implementation of either 2x2x2 rosters or 12-hour duration tours.
- Respondents do not appear willing to accept fewer consecutive work-free days in return for either shorter tours or fewer consecutive tours.
- Respondents expressed moderately positive feelings about their overall job, and are strongly positive about their colleagues.
- There was markedly limited interest in the potential opportunity to work beyond the age of 60.
- There was some interest expressed in availing of a potential voluntary severance package, should one become available.

**ENDS**

# Experiences of, and Attitudes to, Duty Rosters: Results of a Survey of Garda Representative Association Members.

PROFESSOR ANDREW COOGAN,  
JULY 2019.

**About the Author:**

Andrew Coogan is a full Professor and Head of Department of Psychology at Maynooth University. He is an expert in sleep and circadian rhythms, and has authored ~70 research papers published in international research journals on these topics. A specific area of expertise of his is in how “real world” imperatives, such as working time, impact on sleep and physical and psychological health. He has undertaken this work on behalf of the GRA in a private capacity.

## Contents

1. Executive Summary.....	3
2. Method .....	4
3. Composition of the Survey Sample.....	5
4. Satisfaction with Current Rosters .....	7
5. Specific Aspects of Rosters.....	12
6. Fatigue.....	18
7. Application of the Working Time Agreement. ....	21
8. Roster Refinement .....	24
9. General Job Satisfaction.....	28
10. Synthesis, Discussion and Relevance to Previous GRA Research. ....	31
Appendix 1: Survey. ....	33

## 1. Executive Summary

- A quantitative survey of GRA members' attitudes to, and experiences of, duty rosters was conducted with an open invitation to all rank-and-file Gardai to participate.
- 4,868 responses were received, representing a response rate of approximately 45%. This represents a strongly satisfactory response rate, and minimises the risk of non-response bias in the interpretation of the findings. The representativeness of the responding sample of the whole population of GRA members can be assumed with reasonable confidence.
- Rosters are rated strongly as an important work concern.
- Respondents reported average-to-good levels of satisfaction with the current roster arrangements, with current arrangements rated favourably for the provision of work-free time and for facilitating family time.
- Overall satisfaction with current rosters, and with specific aspects of current rosters, are lower in respondents who work frontline patrol uniform duty on the core roster compared to the overall sample.
- Fatigue is strongly rated as a concern and impediment to professional and family life.
- Respondents report an overall good level of compliance with the provisions of the Working Time Agreement, although awareness of the entitlements to compensatory rest is low.
- Predictability of rostered duties is reported as being very important to respondents.
- Respondents reported that roster improvement is important to them, and expressed support for the provision of more flexibility in rostering at a local level, within the parameters of the Working Time Agreement.
- There were strongly split views on the possible implementation of either 2x2x2 rosters or 12-hour duration tours.
- Respondents do not appear willing to accept fewer consecutive work-free days in return for either shorter tours or fewer consecutive tours.
- Respondents expressed moderately positive feelings about their overall job, and are strongly positive about their colleagues.
- There was markedly limited interest in the potential opportunity to work beyond the age of 60.
- There was some interest expressed in availing of a potential voluntary severance package, should one become available.

## 2. Method

A 69-question survey was circulated to all rank-and-file Gardai via an e-mail invitation delivered through the e-mail system of an Garda Síochána. We gratefully acknowledge the assistance of Garda Human Resource Management in facilitating the dissemination of the survey. The survey had previously been trailed on the GRA website in March 2019, accompanied by a letter from the Secretary General of the GRA setting out the aims and objectives of the exercise.

The survey was open from the 17<sup>th</sup> of April until the 9<sup>th</sup> May, 2019, and was hosted on the Qualtrics platform. Data collection was fully anonymous, and no potentially identifying personal information (including IP addresses) was collected. Responses could be returned via any device via the distributed hyperlink. Data was analysed for evidence of significant malingering and/or ballot stuffing, and no evidence for the same was found. Most questions on the survey asked respondents to rate their response on a 7-point Likert-like scales (eg. 1=not satisfied at all, 7=extremely satisfied); the advantage of a seven point scale is that it represents a sufficient level of granularity of responses, whilst also offering a mid-point score of 4. Completion of all questions was not required so as to maximise the potential number of responses on individual items. The survey used can be found in appendix 1.

The questions on the survey were split into seven sections: 1) a section enquiring about demographics and nature of duties carried out by respondents; 2) a section with questions pertaining to broad attitudes and experiences of rosters currently in operation; 3) a section with questions pertaining to experiences and attitudes to specific aspects of current rosters; 4) a section with questions pertaining to experiences of fatigue and its impact on both professional and personal life; 5) a section with questions pertaining to experiences and knowledge of the current Working Time Agreement; 6) a section with questions pertaining to attitudes towards potential refinements and changes to duty rosters; and 7) a section with questions regarding general job satisfaction, based on the Andrew and Withey Job Satisfaction Questionnaire with some specific additions.

Data was analysed via the inbuilt analytics of the Qualtrics platform, as well as through the SPSS statistics package. In instances where it was deemed appropriate, the total sample could be split into specific subgroups based on the responses to the demographic questions (for example, creating a subgroup composed solely of respondents on frontline patrol uniform duty working the core roster). However, as there are a very large number of possible sub-groupings, the focus of the analysis is on the entire responding sample.

The aim of this report is to detail the results of the survey, not to offer opinions nor make recommendations on possible action points. The aim of this exercise is to provide the GRA with objective data and evidence concerning its members' experiences of, and attitudes to, their duty rosters. This information may be further utilised to help shape GRA policy and strategy with regards to duty rosters.

### 3. Composition of the Survey Sample.

There were **4,868** respondents to the survey, of which ~27% were female and ~73% were male. Approximately 19% of the sample had less than 5 years of service, and ~55% of the sample had between 10 and 20 years duration of service.

**Which best describes your gender?**

	%	Count
<b>Female</b>	<b>26.95</b>	<b>1275</b>
<b>Male</b>	<b>72.80</b>	<b>3444</b>
<b>Other</b>	<b>0.25</b>	<b>12</b>

**How many years of service have you with an Garda Síochána?**

	%	Count
<b>Less than 5 years</b>	<b>18.89</b>	<b>896</b>
<b>Between 5 and 10 years</b>	<b>4.24</b>	<b>201</b>
<b>Between 10 and 20 years</b>	<b>54.66</b>	<b>2593</b>
<b>Greater than 20 years</b>	<b>22.22</b>	<b>1054</b>

In terms of the nature of the respondents' posting, the majority of respondents (~56 %) were on Frontline Patrol Uniform, and ~50% of respondents work the Core Roster.

**What is the nature of your posting?**

	%	Count
<b>Front-line patrol uniform</b>	<b>56.39</b>	<b>2677</b>
<b>DDU/ Detective</b>	<b>14.81</b>	<b>703</b>
<b>Traffic</b>	<b>6.24</b>	<b>296</b>
<b>Specialist</b>	<b>12.83</b>	<b>609</b>
<b>Other</b>	<b>9.73</b>	<b>462</b>

**Which roster do you currently work?**

	%	Count
<b>Core</b>	<b>50.40</b>	<b>2390</b>
<b>Non-core</b>	<b>17.92</b>	<b>850</b>
<b>DDU 3 early / 3 late</b>	<b>7.11</b>	<b>337</b>
<b>DDU 4 early / 2 late</b>	<b>9.76</b>	<b>463</b>
<b>Specialist</b>	<b>9.30</b>	<b>441</b>
<b>Other e.g Designated Post etc</b>	<b>5.50</b>	<b>261</b>



The most represented region in which respondents worked was the Dublin Metropolitan Region (~28%), and ~41% of respondents report working in a city.

**Which region do you work in?**

	<b>%</b>	<b>Count</b>
<b>Dublin Metropolitan</b>	<b>28.63</b>	<b>1360</b>
<b>Southern</b>	<b>18.11</b>	<b>860</b>
<b>Eastern</b>	<b>12.57</b>	<b>597</b>
<b>Western</b>	<b>12.00</b>	<b>570</b>
<b>Northern</b>	<b>11.14</b>	<b>529</b>
<b>South Eastern</b>	<b>11.05</b>	<b>525</b>
<b>Specialist/ National</b>	<b>6.51</b>	<b>309</b>

**Which best describes the area in which you undertake the majority of your duties?**

	<b>%</b>	<b>Count</b>
<b>City</b>	<b>41.48</b>	<b>1960</b>
<b>Large town</b>	<b>28.66</b>	<b>1354</b>
<b>Small town</b>	<b>17.46</b>	<b>825</b>
<b>Rural</b>	<b>12.40</b>	<b>586</b>

The average one-way commute time for ~90% of respondents was 60 minutes or less.

**How long is your typical commute (one-way) to / from your place of work?**

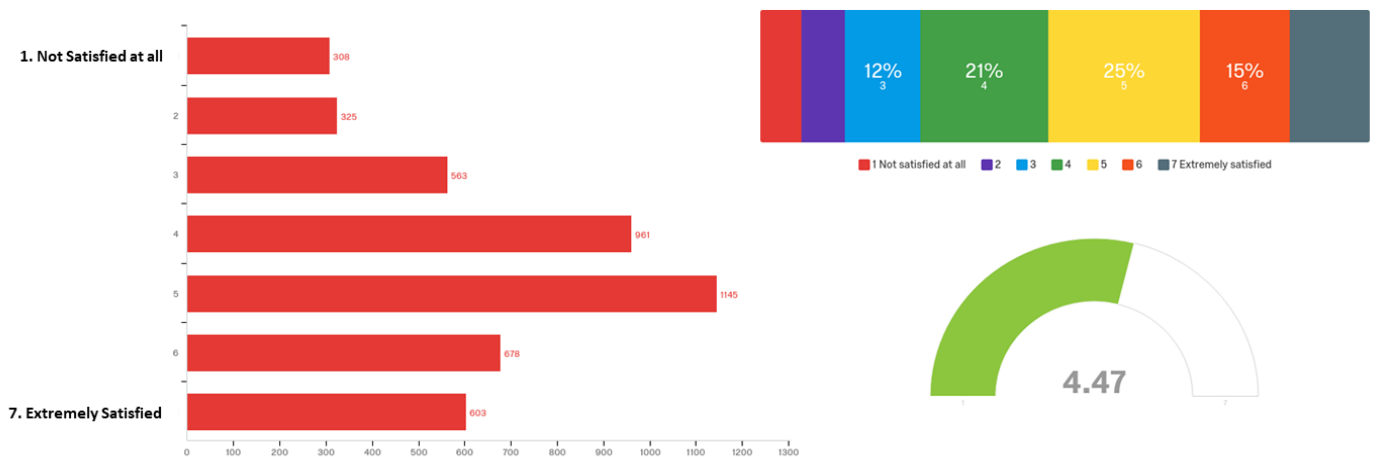
	<b>%</b>	<b>Count</b>
<b>Less than 30 minutes</b>	<b>47.34</b>	<b>2246</b>
<b>Between 30 and 60 minutes</b>	<b>42.14</b>	<b>1999</b>
<b>Between 60 and 90 minutes</b>	<b>9.49</b>	<b>450</b>
<b>Greater than 90 minutes</b>	<b>1.03</b>	<b>49</b>

Overall, the composition of the respondents appears to broadly mirror the make-up of the GRA membership. With a response rate in the order of 45%, representativeness of the sample can be reasonably comfortably assumed, and the risk of non-responder bias is relatively low.

## 4. Satisfaction with Current Rosters

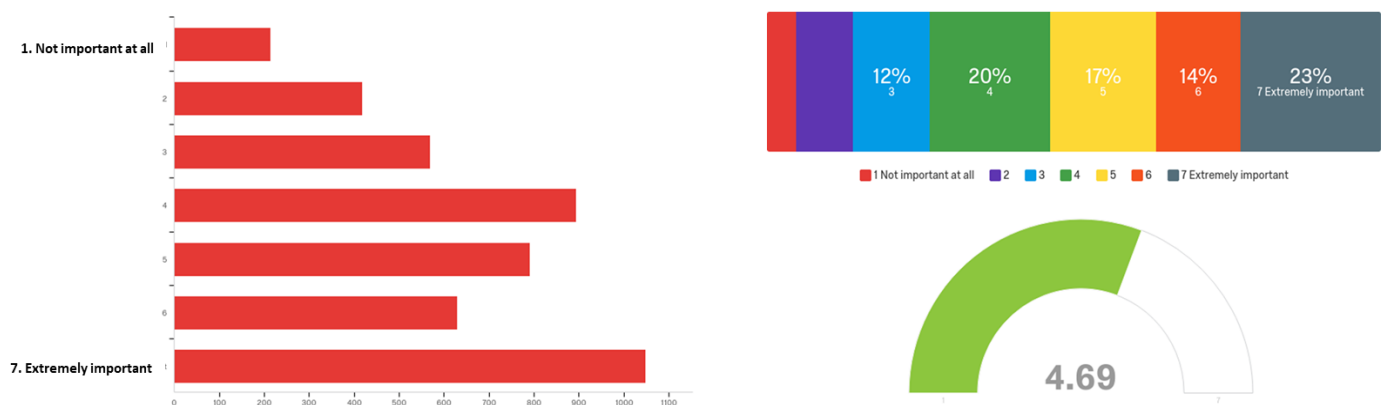
In response to the question “How do you rate your overall satisfaction with your current roster?”, on a scale of 1 (Not Satisfied at All) to 7 (Extremely Satisfied), the average score was 4.47 (shown on the Gauge Chart, where 4 is the midpoint and greater scores indicating greater satisfaction), indicating better than average level of satisfaction with the current rosters. Approximately 27% of respondents expressed poor levels of satisfaction (scoring 3 or less) with the current rosters, and ~53% of respondents reporting good levels of satisfaction (scores of 5 or more). Perhaps an important component of this satisfaction is the high rating for predictability of rostered-duties that the current arrangements score (an average rating of 5.48 out of 7, where 7 represents “extremely predictable”; data not shown).

How do you rate your overall satisfaction with your current roster?



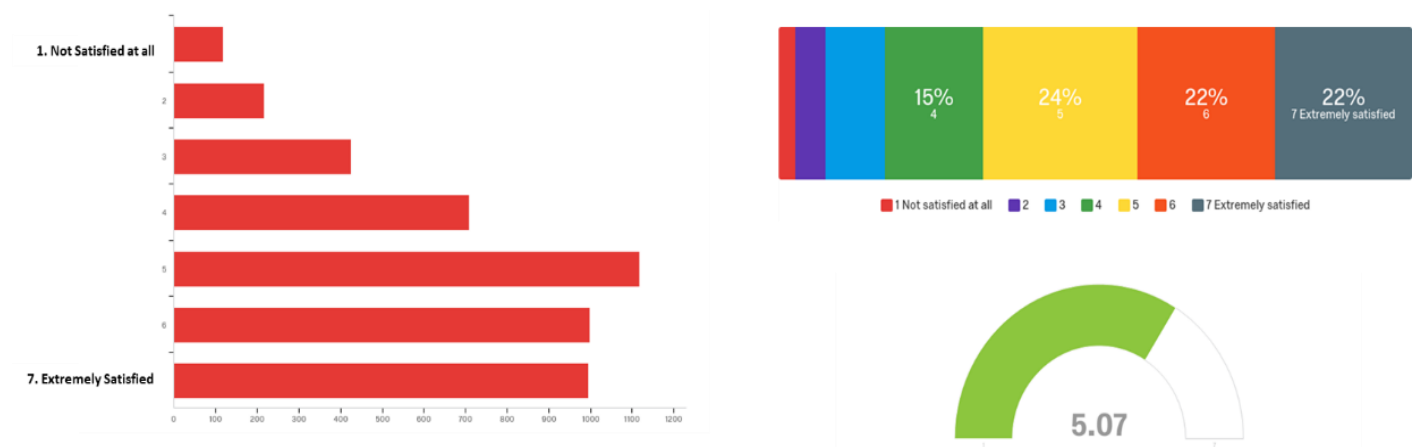
Rosters are considered a strongly important aspect of work conditions for respondents, with ~54% of respondents rating it at 5 or above, and 23% rating it as extremely important.

Of your areas of concern around your work, how important do you rate your current work roster as an issue?



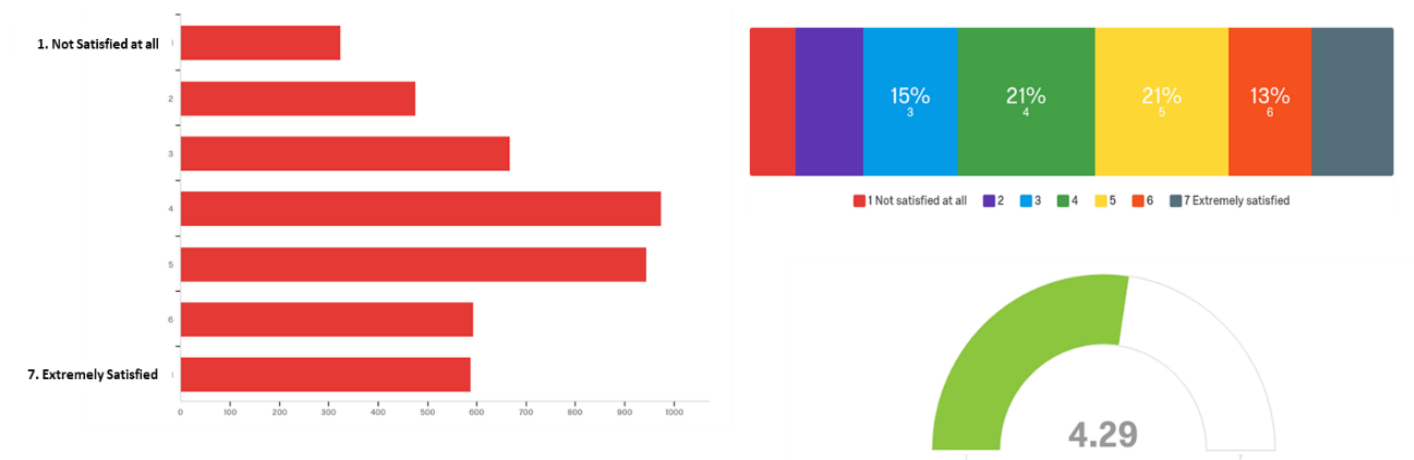
Current rosters were rated favourably for the provision of work-free time, with an average score of 5.07 for this item and 68% reporting scores of 5 or higher.

How do you rate your current roster for work-free time?

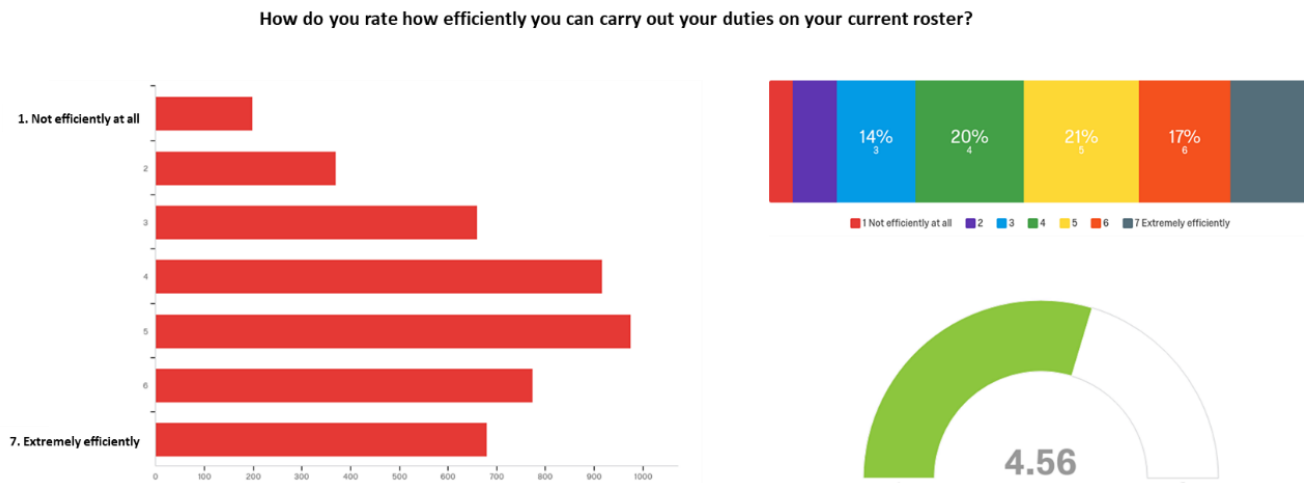


There were average-to-good levels of satisfaction expressed with the current arrangements for the facilitation of family time; the average score on this item was 4.29.

How do you rate your satisfaction with your current roster for facilitating family time?

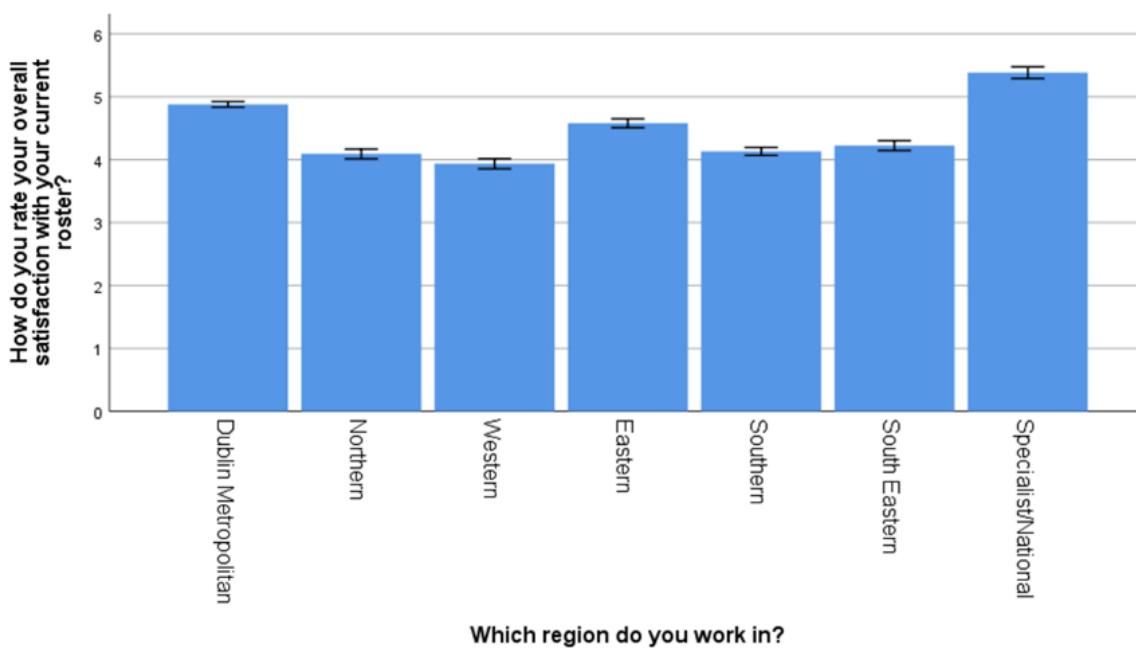


Respondents rated current arrangements as average-to-good for facilitating the efficient undertaking of their policing duties; the average response for this item was 4.56.

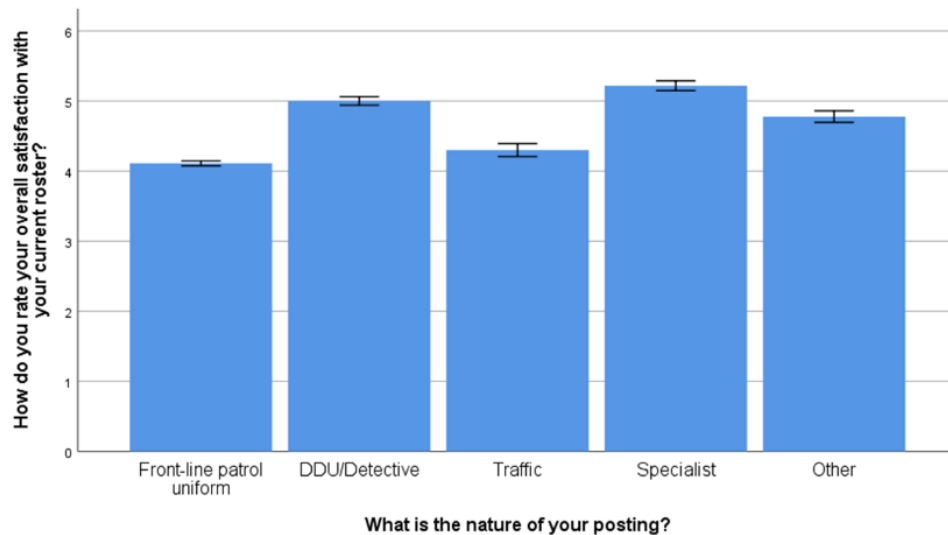


When overall levels of satisfaction with the current roster arrangements were examined across different groups, a number of findings are apparent:

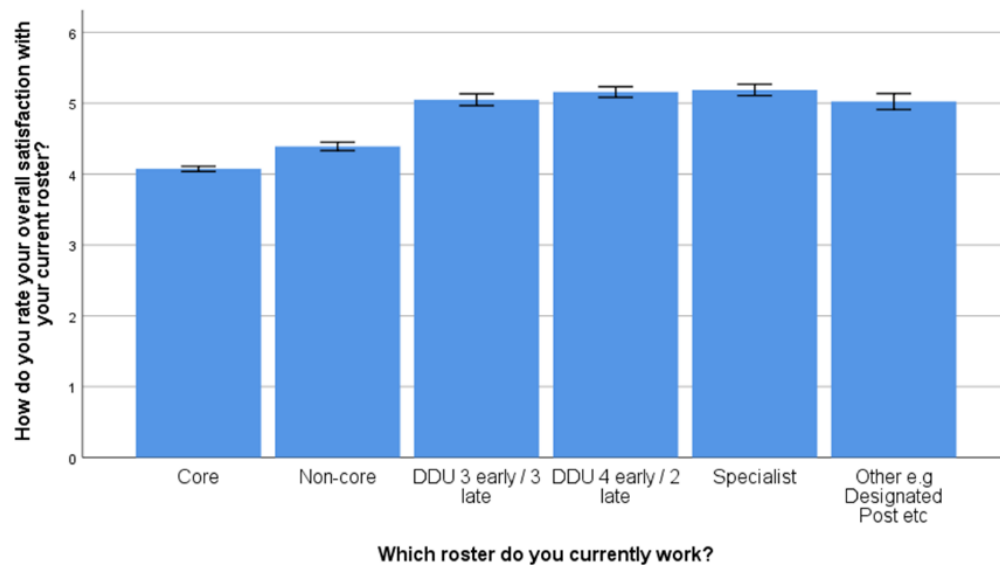
- 1) Average levels of satisfaction with current roster arrangements are slightly higher in the DMR than other regions, and is highest in specialist/national units.



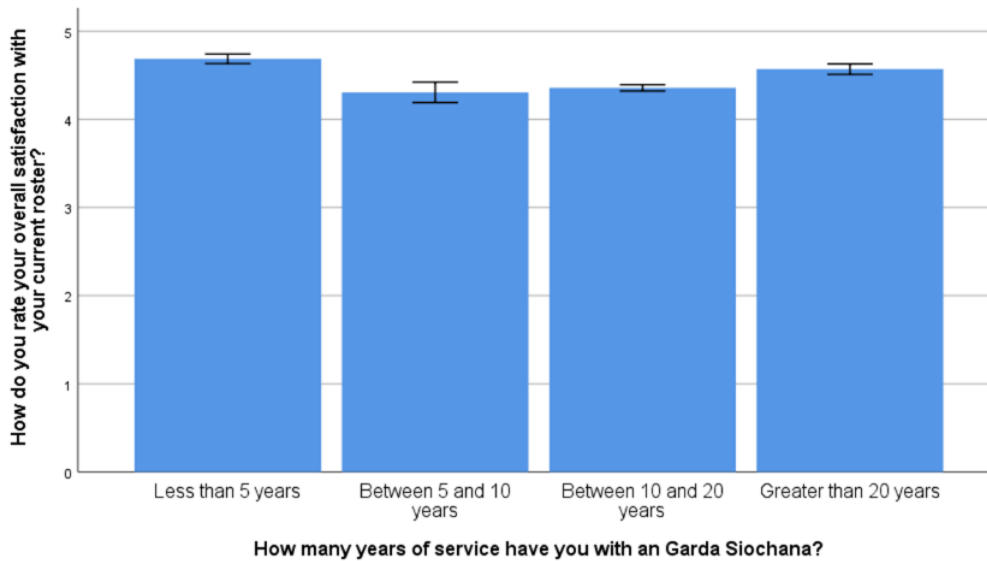
- 2) Front-line patrol uniform, which represent 56% of respondents, report the lowest average level of satisfaction with current roster arrangements.



- 3) Those working the Core roster (~50% of respondents) report the lowest average levels of satisfaction with current roster arrangements.



- 4) Members with less than five years service express somewhat higher levels of satisfaction with current arrangements, as do members with greater than twenty years service.



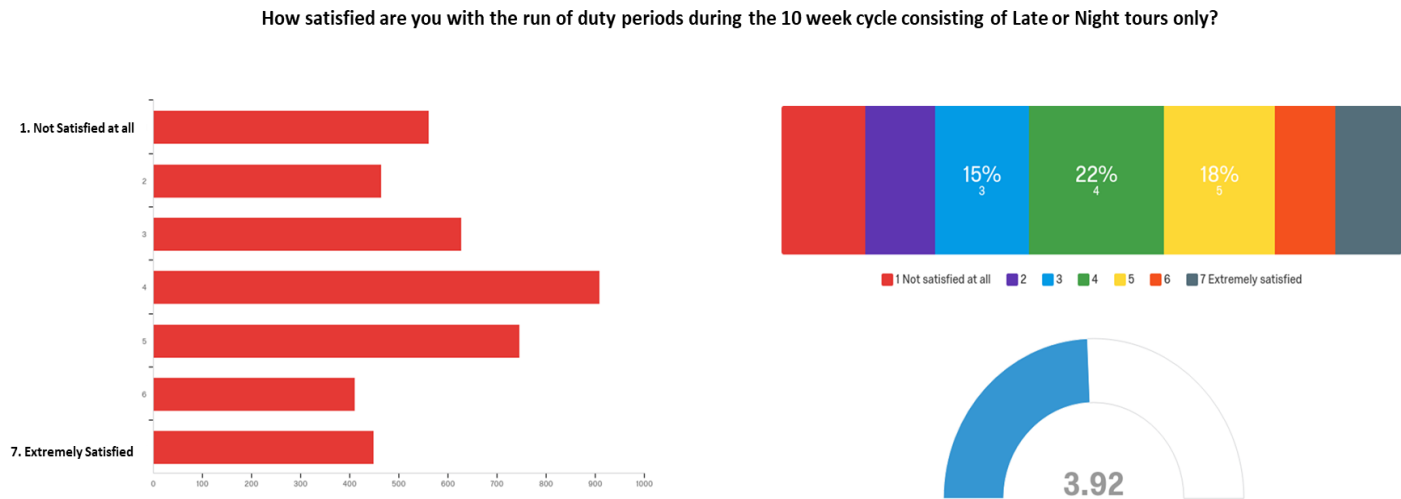
To summarise the findings from this section, the key points are:

- There are average-to-good levels of satisfaction with the current roster arrangements.
- Rosters are rated strongly as an important work concern.
- Current arrangements are rated as good-to-very good for the provision of work-free time, and as average-to-good for facilitating family time.
- Current arrangements are rated as average-to-good for facilitating the efficient delivery of policing duties.
- The profile of those members most likely to be least satisfied with current roster arrangements are front-line patrol uniform working the core roster, with ten to twenty years service and based outside of DMR.

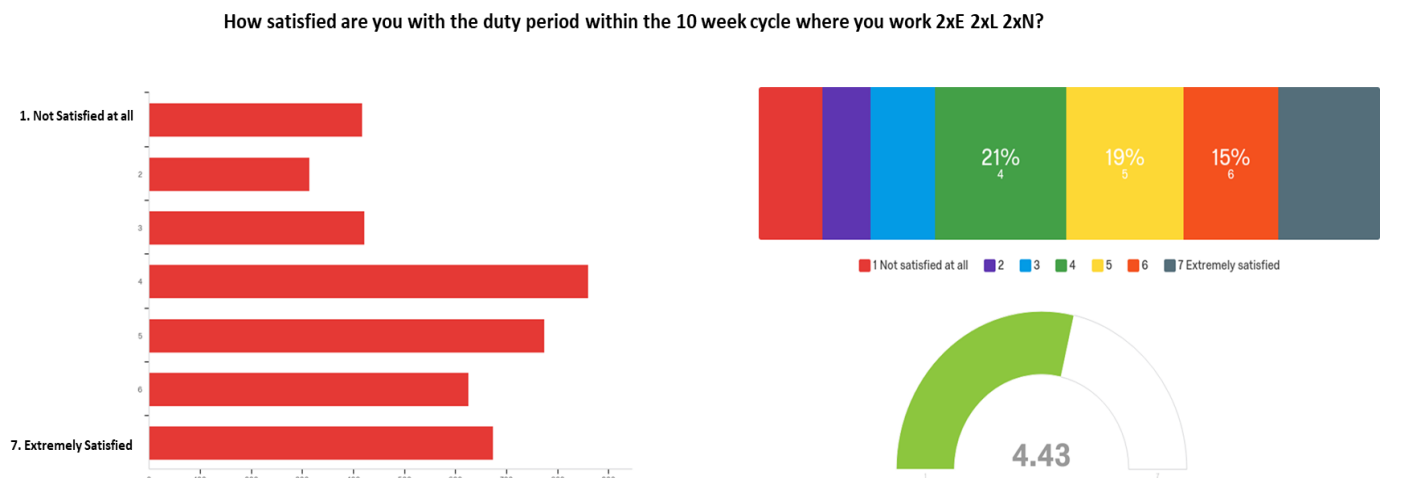
## 5. Specific Aspects of Rosters

Respondents were asked a series of questions regarding their satisfaction with specific aspects of the current roster arrangements, in order to “drill-down” into aspects of current rosters that may be most problematic.

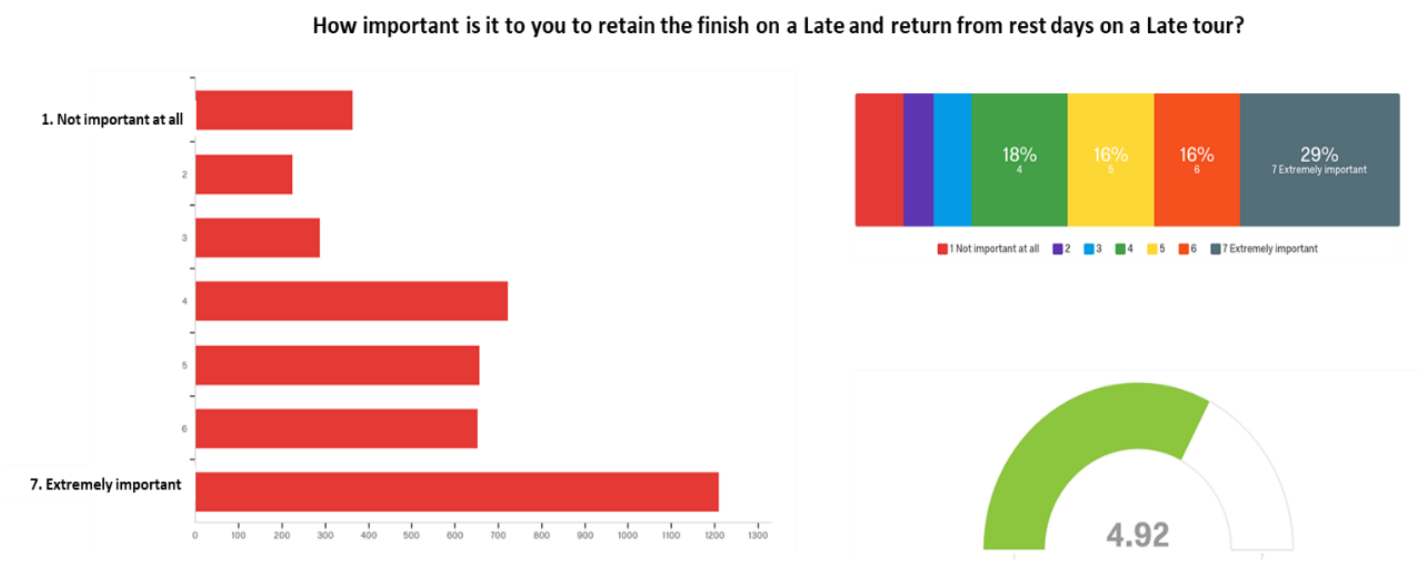
For duty periods comprising solely of late or night tours, the average level of satisfaction was 3.92, indicating neither marked satisfaction nor dissatisfaction with these periods.



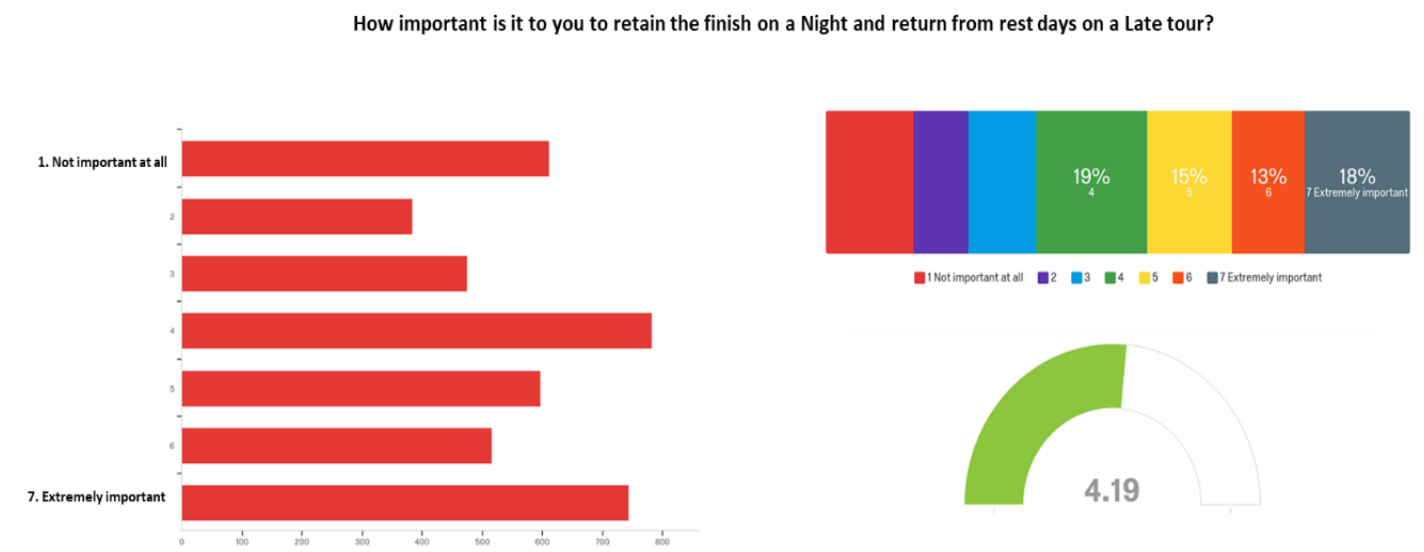
For duty periods during which there is a 2E x 2L x 2N configuration, respondents expressed an average-to good level of satisfaction with these periods (average score of 4.43).



The retention of the finish on a late tour, and return from rest days on a late tour was rated as important (an average score 4.92, with 29% of respondents stating that this is extremely important).

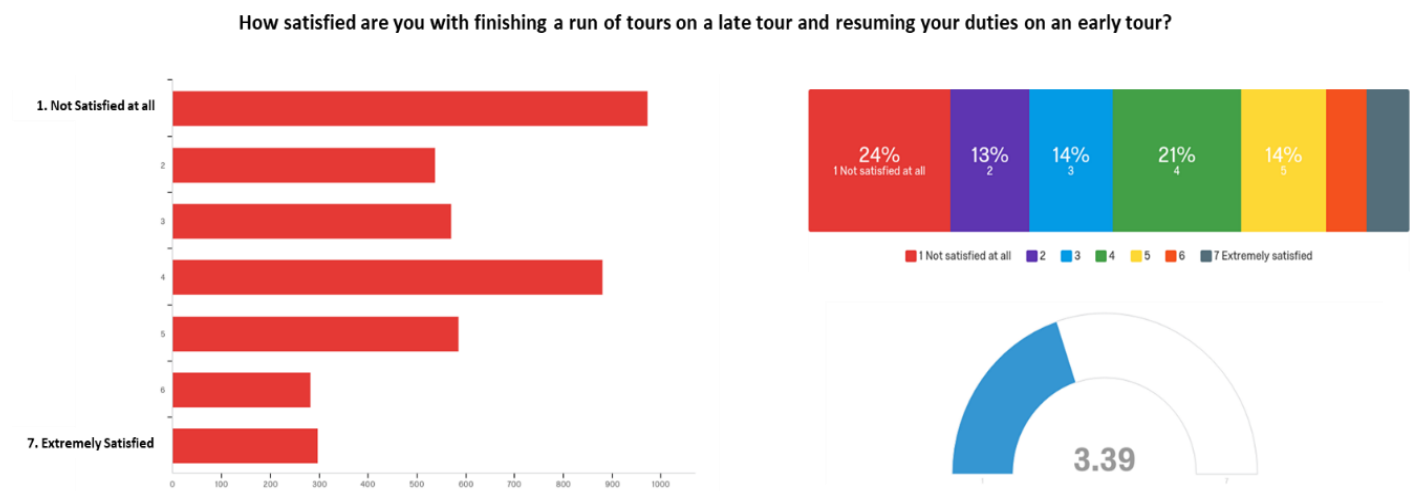


The retention of the finish on a night and return from rest days on a late tour was rated as moderately important (an average score of 4.19; 18% rated this as extremely important, 15% as not important at all).

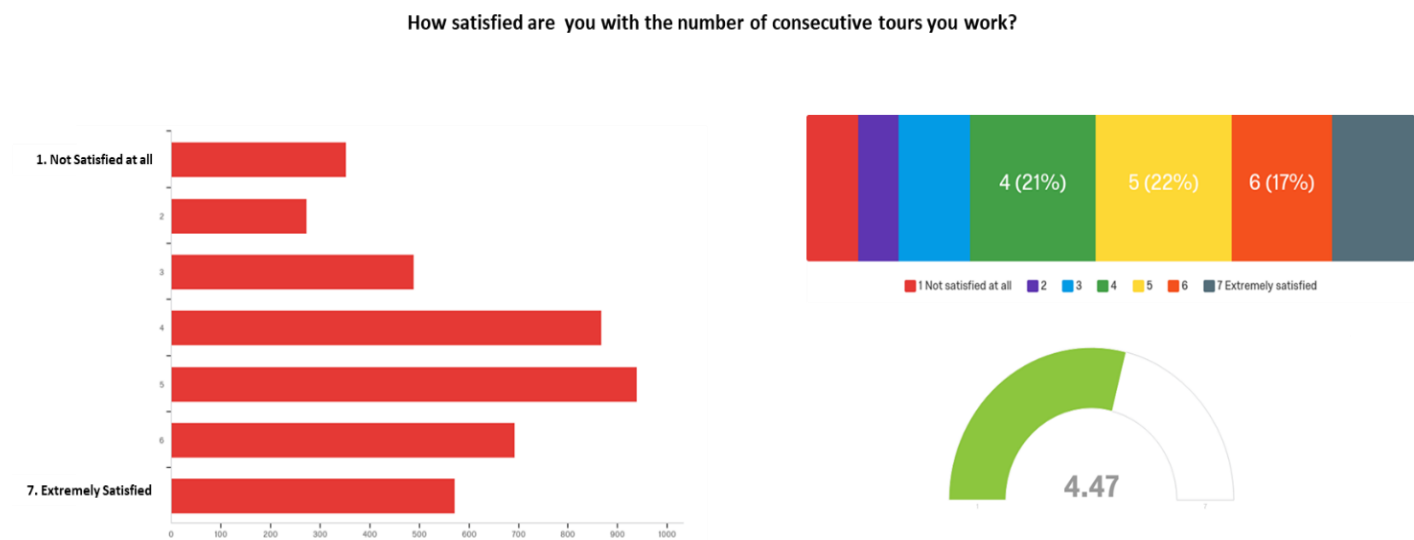




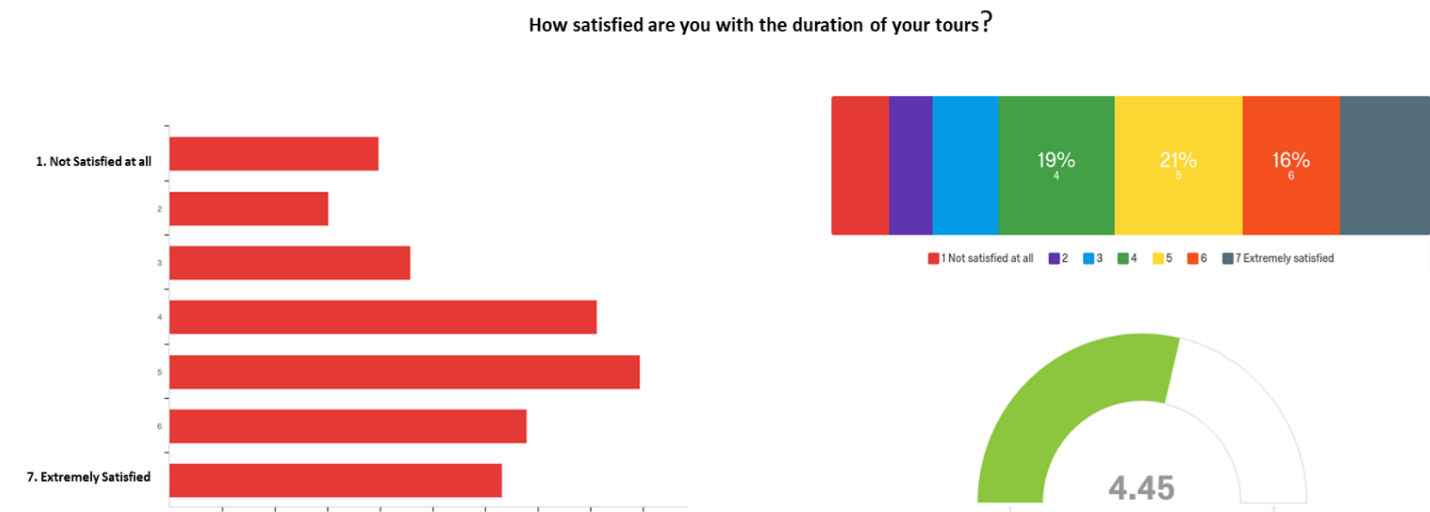
Finishing a run of tours on a late and returning on an early tour was rated as unsatisfactory (average score 3.39, 24% of respondents “Not satisfied at all”).



When asked about the satisfaction with the number of consecutive tours worked, respondents expressed an average-to-good level of satisfaction (an average score 4.47).



A similar finding to the above is presented for satisfaction with the duration of tours; there were average-to-good levels of satisfaction with the current duration of tours (average score=4.45).



### Specific roster aspects relating to front-line patrol uniform on core roster.

Responses to a series of questions on further specific aspects of the current rosters revealed a series of aspects in which the levels of satisfaction expressed were lower than four (the middle point of a seven point scale). There was average to good satisfaction with the amount of night work, although poorer satisfaction was expressed with the amount of weekend work. Working four consecutive early and night tours were rated as unsatisfactory.

Separating out respondents who are frontline patrol uniform on the core roster (representing ~50% of the total sample), there was a lower level of overall satisfaction with the current roster arrangements than expressed in the overall sample (4.1 vs. 4.47). In line with this overall finding, these members also expressed stronger levels of dissatisfaction with the amount of night work at the weekend (3.44 for frontline core vs 3.71 for the overall sample), with the start of night tours on a Sunday (3.3 compared to 3.8 for the overall sample), and with runs of four consecutive early tours (2.91 vs. 3.31 for the overall sample). Therefore, some of the negative points of the current roster arrangements are generally exaggerated for GRA members who are front-line patrol uniform working the core roster. Given that the frontline core cohort represent ~50% of the entire sample, their response exert a significant effect on the overall sample responses.

Question	Whole Sample Satisfaction (1-7)	Core Frontline Satisfaction (1-7)
How satisfied are you with the number of hours you work at “night” (after midnight and before 7am)?	4.24	3.95
How satisfied are you with the total number of hours you work at the weekend?	3.71	3.44
How satisfied are you with the total number of hours you work at “night” at the weekend?	3.75	3.51
How satisfied are you with working four consecutive early tours?	3.13	2.71
How satisfied are you with working four consecutive late tours?	3.60	3.73
How satisfied are you with working four consecutive night tours?	3.31	3.41

Responses to questions regarding start and finish times of tours indicated a level of moderate dissatisfaction with the start and finish time of late tours on Thursday/Friday/Saturday, and with the start of night tours on a Sunday.

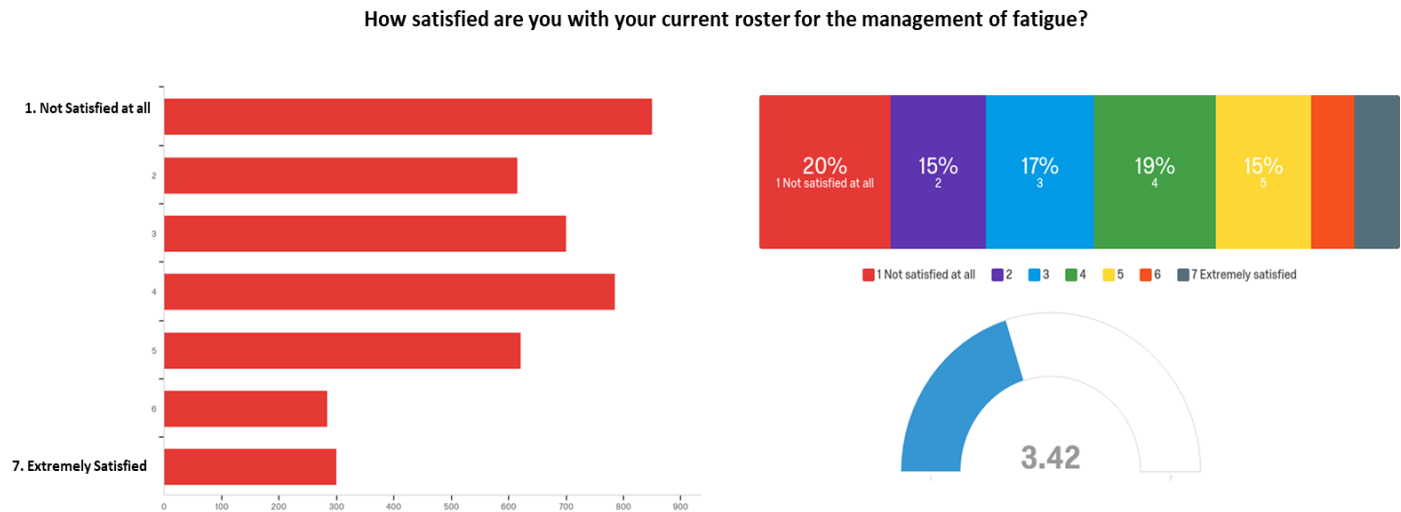
Question	Whole Sample Satisfaction (1-7)	Core Frontline Satisfaction (1-7)
On Monday/Tuesday/Wednesday, how satisfied are you with the start time of your late tours?	4.46	4.33
On Monday/Tuesday/Wednesday, how satisfied are you with the finish time of your late tours?	4.45	4.46
On Thursday/Friday/Saturday, how satisfied are you with the start time of your late tours?	3.91	3.65
On Thursday/Friday/Saturday, how satisfied are you with the finish time of your late tours?	3.82	3.52
On Sunday, how satisfied are you with the start time of your late tours?	4.53	4.51
On Sunday, how satisfied are you with the finish time of your late tours?	4.35	4.19
On Sunday, how satisfied are you with the start time of your night tours?	3.8	3.3

To summarise the findings from this section, the key points are:

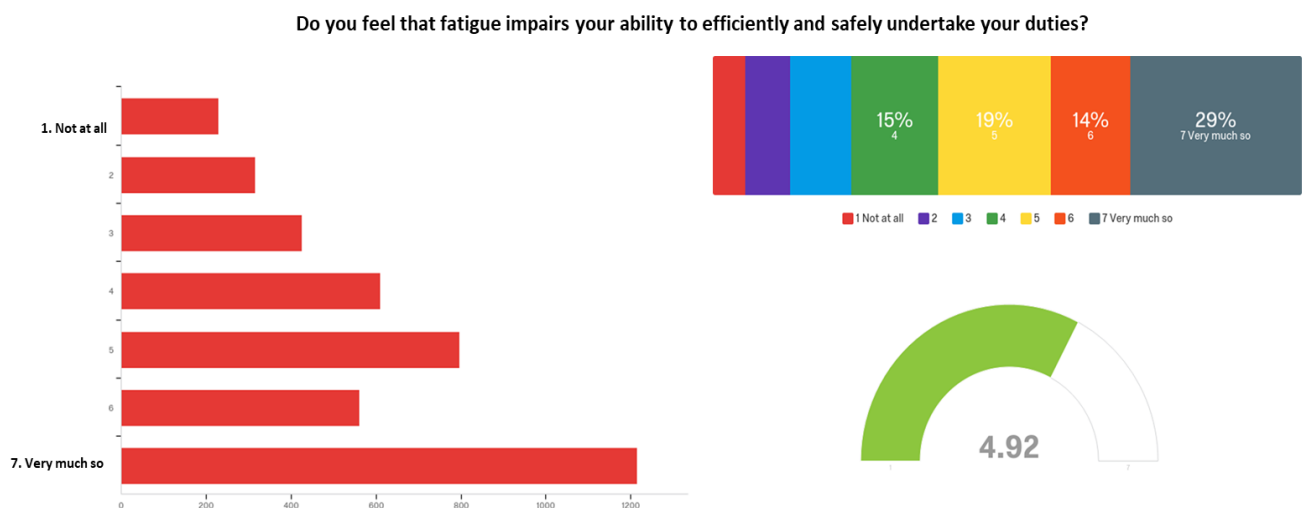
- Duty periods that involve working 2x2x2 sections are rated as average-to-good.
- The retention of the finish on a late tour, and return from rest days on a late tour, was rated as important.
- Finishing a run of tours on a late and returning on an early tour was rated as unsatisfactory.
- There were average-to-good levels of satisfaction with the duration of tours and the number of consecutive tours worked.
- Frontline patrol uniform on the core roster, representing nearly half of the sample, in general scored aspects of their rosters less favourably than the general sample.

## 6. Fatigue.

Current roster arrangements were rated as unsatisfactory for the management of fatigue (average score 3.42, 20% endorsing “Not satisfied at all”).

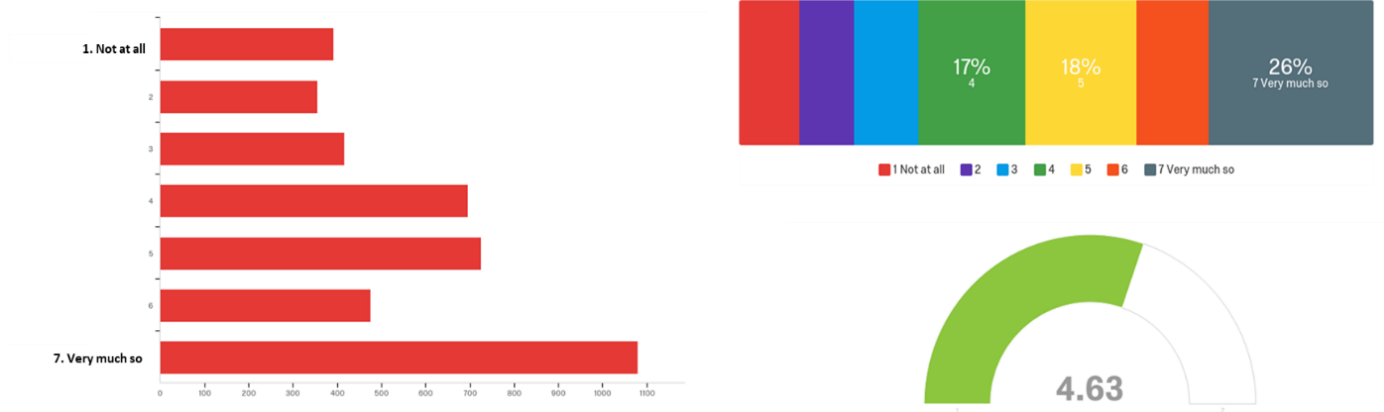


Fatigue was rated as being strongly impairing to the ability of members to undertake their duties efficiently and safely.

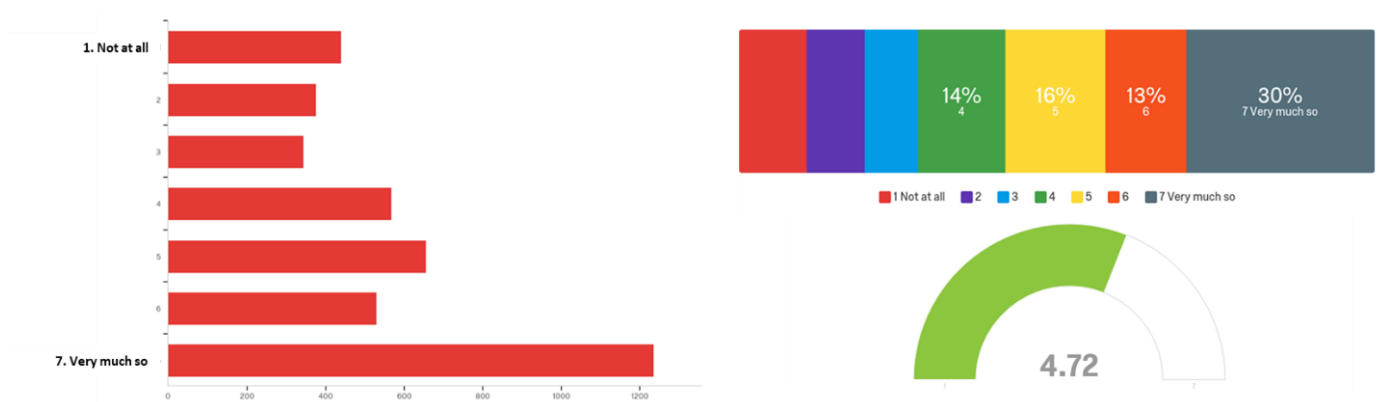


Fatigue was also rated as strongly impairing to the ability to drive safely, either whilst on duty or on the commute to and from work. Fatigue was also reported to be strongly impairing to family life.

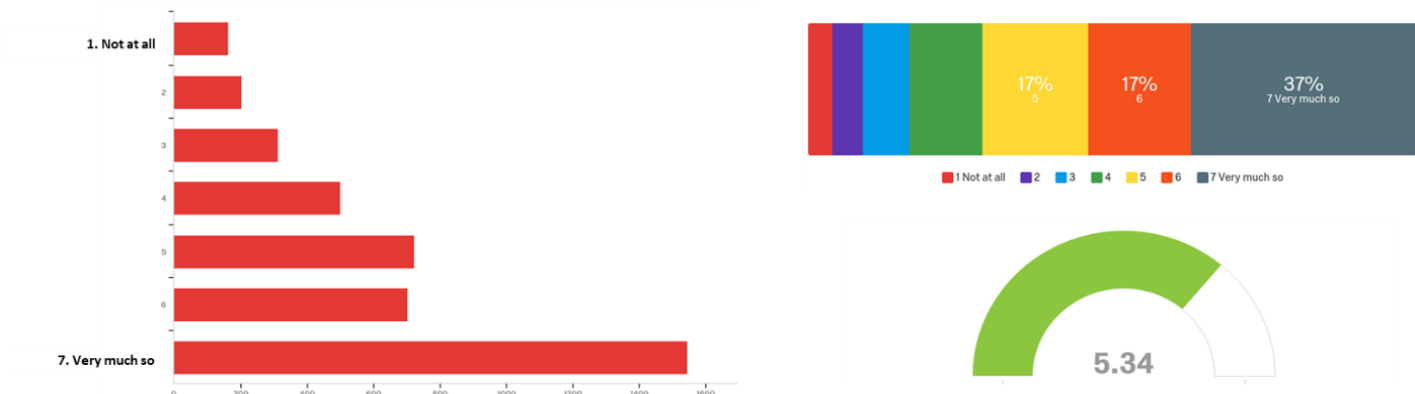
#### Does fatigue impact on your ability to safely drive whilst on duty?



#### Does fatigue impact on your ability to safely drive on the commute to or from work?

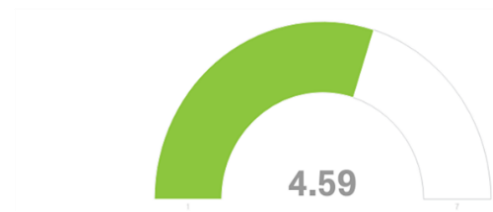
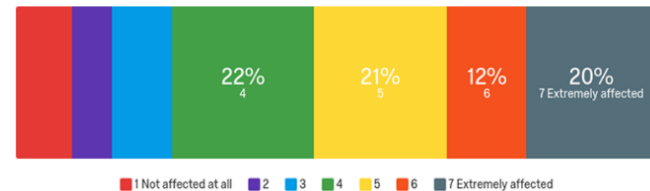
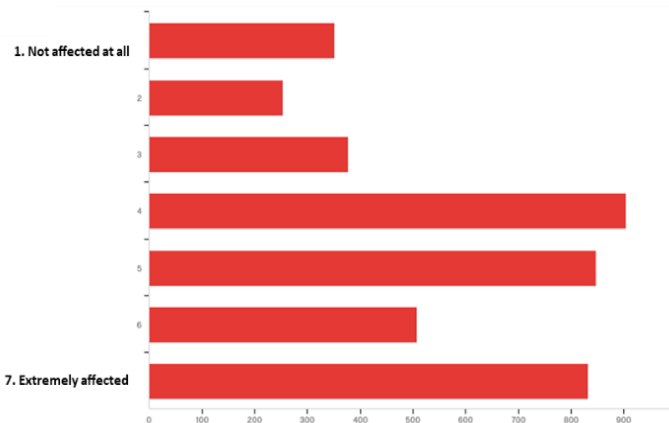


#### Does fatigue impact on your family life?



The return to duty on an early tour following rest days after night or late tours is rated as being a significant source of fatigue.

How affected are you on the four occasions during the 10 week cycle where you finish on a late or night shift and return after rest days on an early shift?



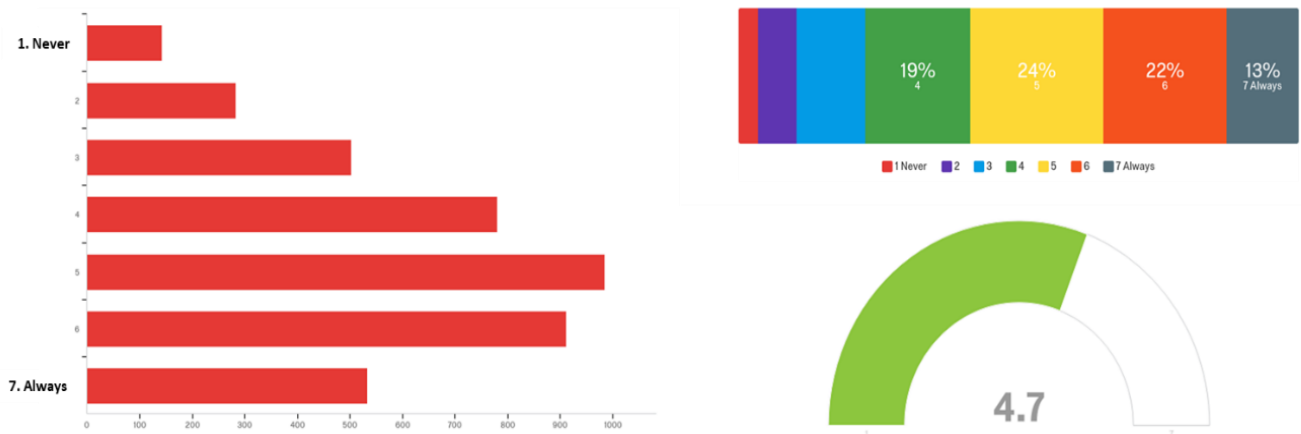
To summarise the findings from this section, the key points are:

- There are below-average levels of satisfaction with the management of fatigue on current roster arrangements.
- Fatigue was reported to be significantly impairing for the ability to drive safely, either while on duty or on the commute.
- Fatigue was rated as significantly impairing family life.
- The return to duty on an early tour following rest days or late/night tours is rated moderately strongly as a source of fatigue.

## 7. Application of the Working Time Agreement.

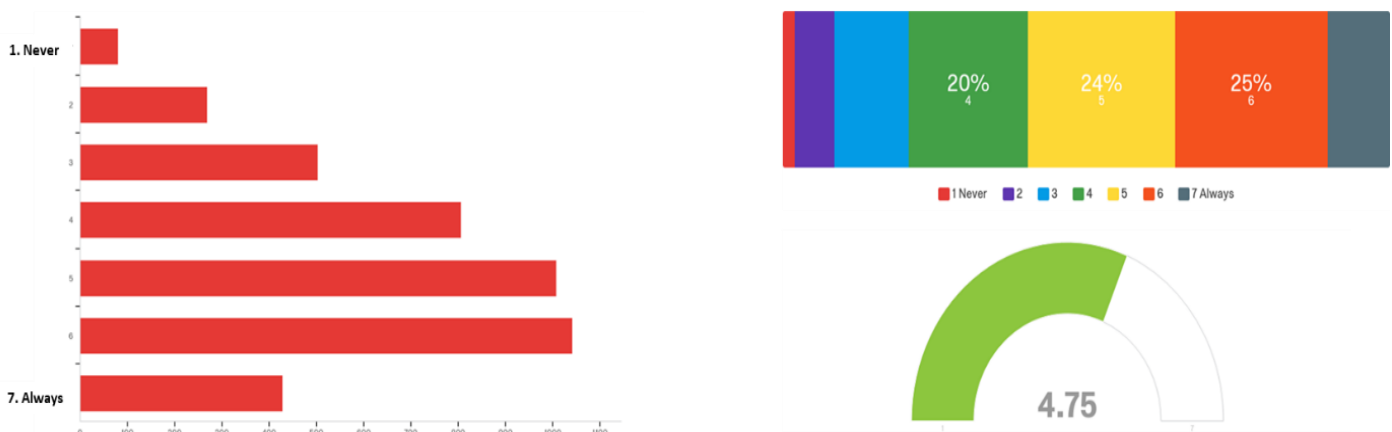
A number of questions enquired about compliance to aspects of the Working Time Agreement, its implementation “on the ground”, and knowledge amongst the GRA membership of provisions of the WTA. Respondents indicated that they finish their tours of duty at the designated time in most cases (with an average response of 4.7, where 7 indicates always finishing a tour at the designated time).

How frequently do you finish your tours at the indicated time?



Similarly, respondents appear to mostly achieve the minimum rest period of 11 hours between tours (although only 10% report always achieving this). The average score was 4.75, where 7 indicates always achieving 11 hours of rest.

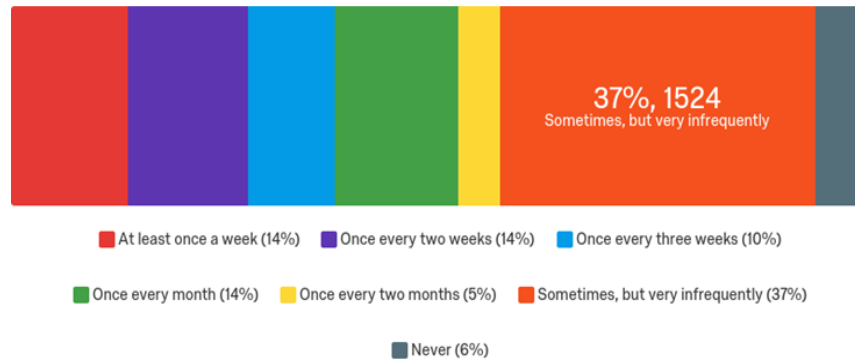
How frequently do you achieve at least an 11 hours rest period between tours?





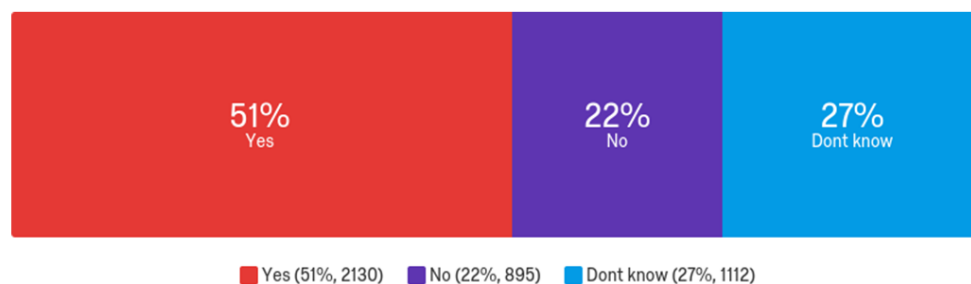
Similarly, members report that they infrequently work tours of 13 hours duration or longer (although 14% report to doing so once a week).

#### How often do you work a tour of longer than 13 hours?



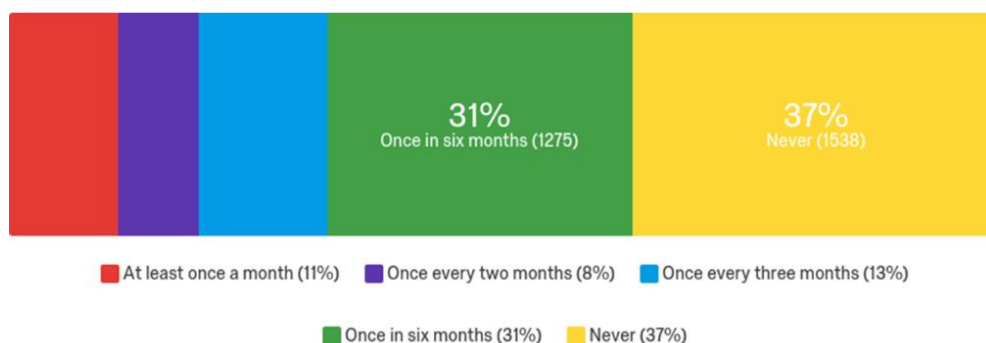
51% of the respondents replied that their average working week over the last six months exceeded 48 hours.

#### Has your average working week over the past six months extended beyond 48 hours?

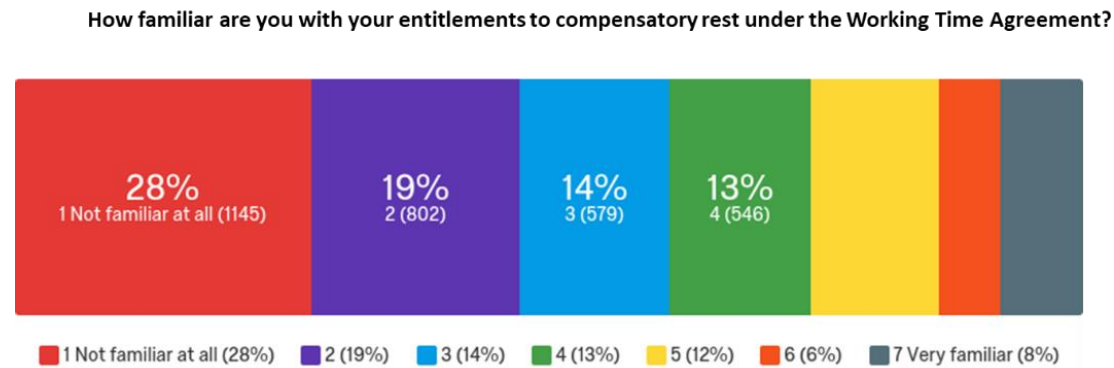


When asked whether respondents had experienced roster pattern changes by management (outside of directed overtime), 37% responded that this never happened in the preceding 12 months, and 31% replied that this happened once every six months (although 11% report that this occurs at least once a month).

#### In past 12 months, how frequently has your shift pattern been altered by management (other than on "Directed Overtime")?



Respondents reported a poor level of familiarity with their entitlements to compensatory rest under the working time agreement, with 28% replying they were not familiar at all with these provisions, and only 8% replying that they were very familiar with their entitlements.

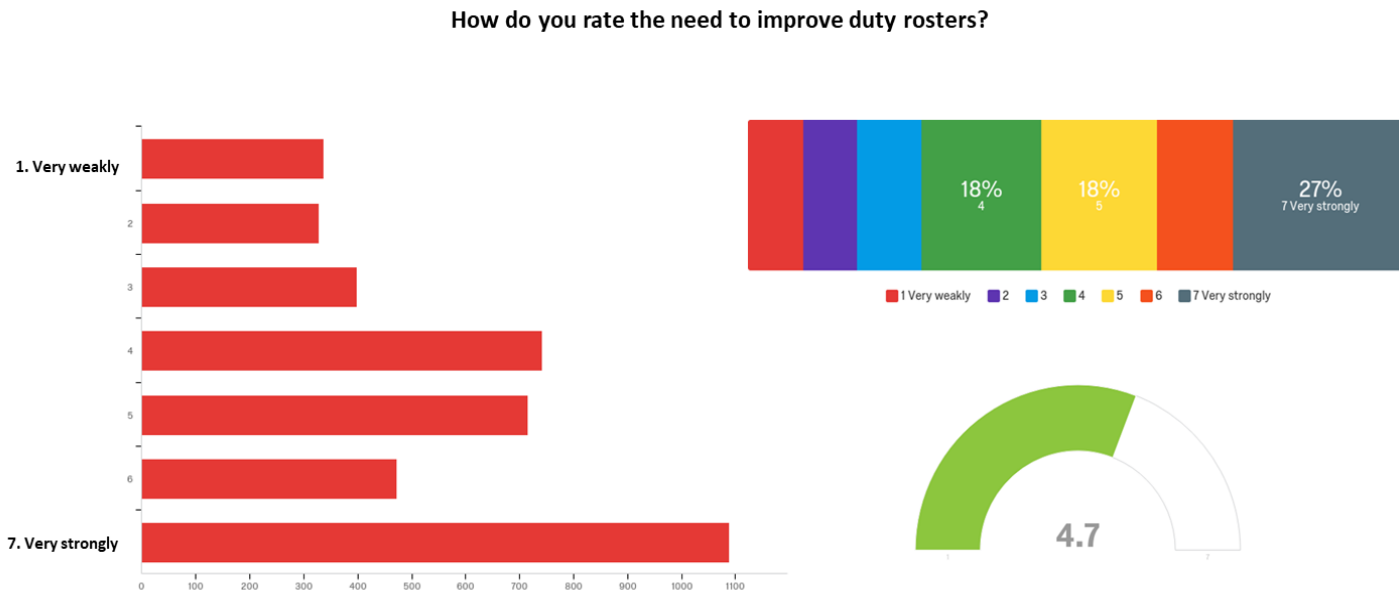


To summarise the findings from this section, the key points are:

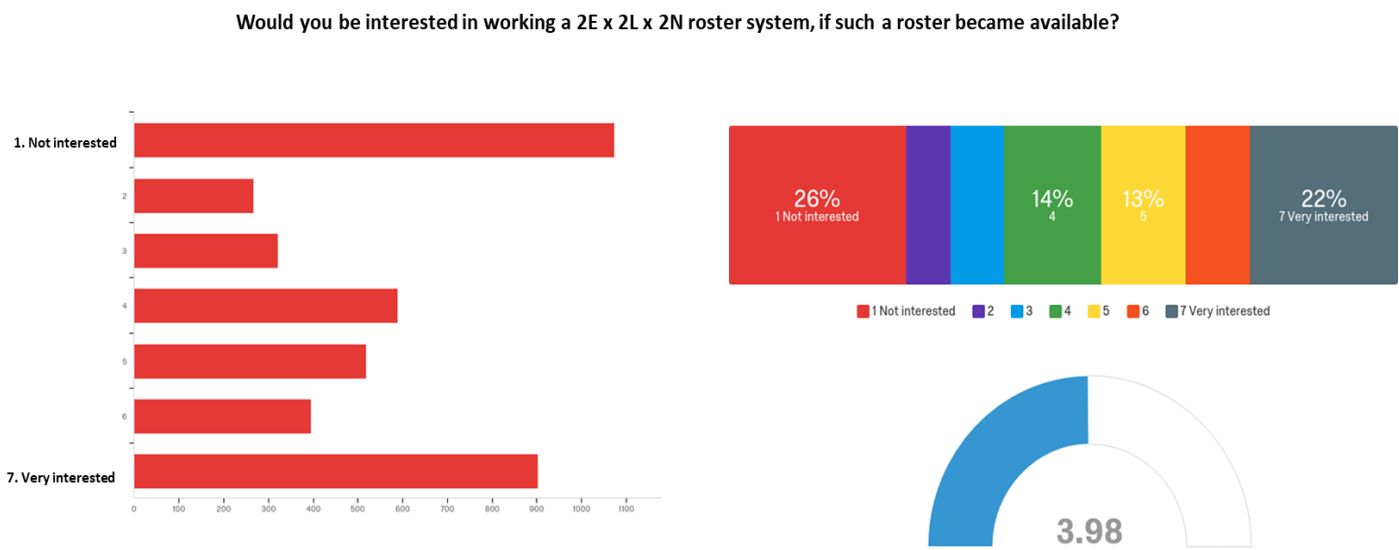
- Respondents report finishing their tours at the designated time the majority of the time.
- Respondents report that they generally achieve the minimum 11h rest period, although a significant minority of 10% report never doing so.
- Half of respondents report that their average working week exceeds 48 hours.
- Changes to rostered duty, outside of directed overtime, is reported as being infrequent.
- There appears to be a poor level of familiarity in regards to entitlements to compensatory rest under the Working Time Agreement.

## 8. Roster Refinement

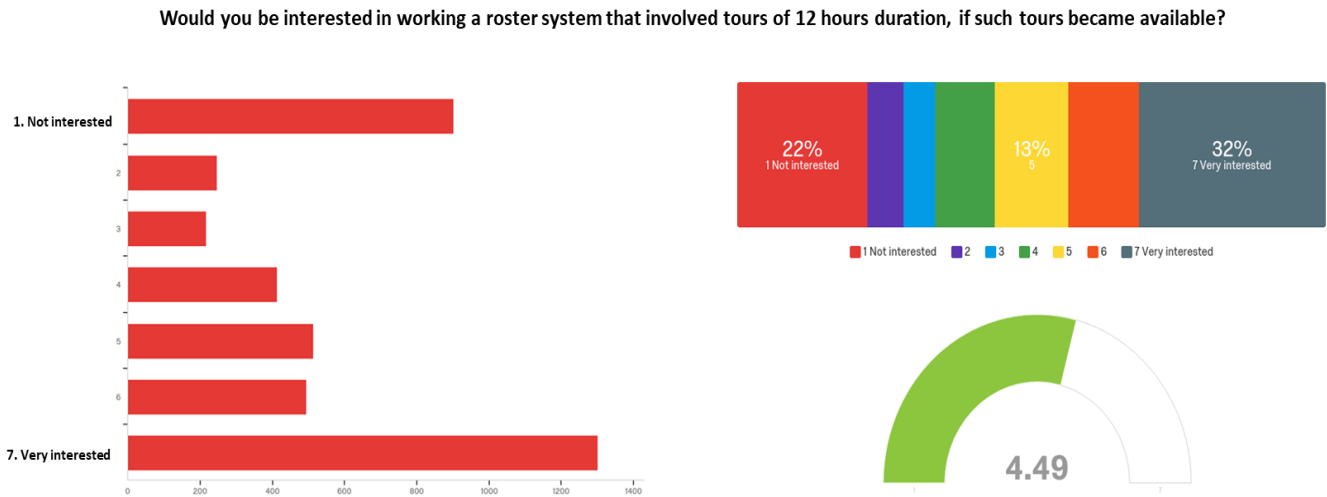
In this section of questions, attitudes towards potential and prospective changes to duty rosters were assessed. In the first question here, respondents indicated that roster improvement is a moderate-to-strong imperative (mean score of 4.7, where 7 indicates a very strong need for roster improvement; 26% endorsed a “very strongly” response to this question).



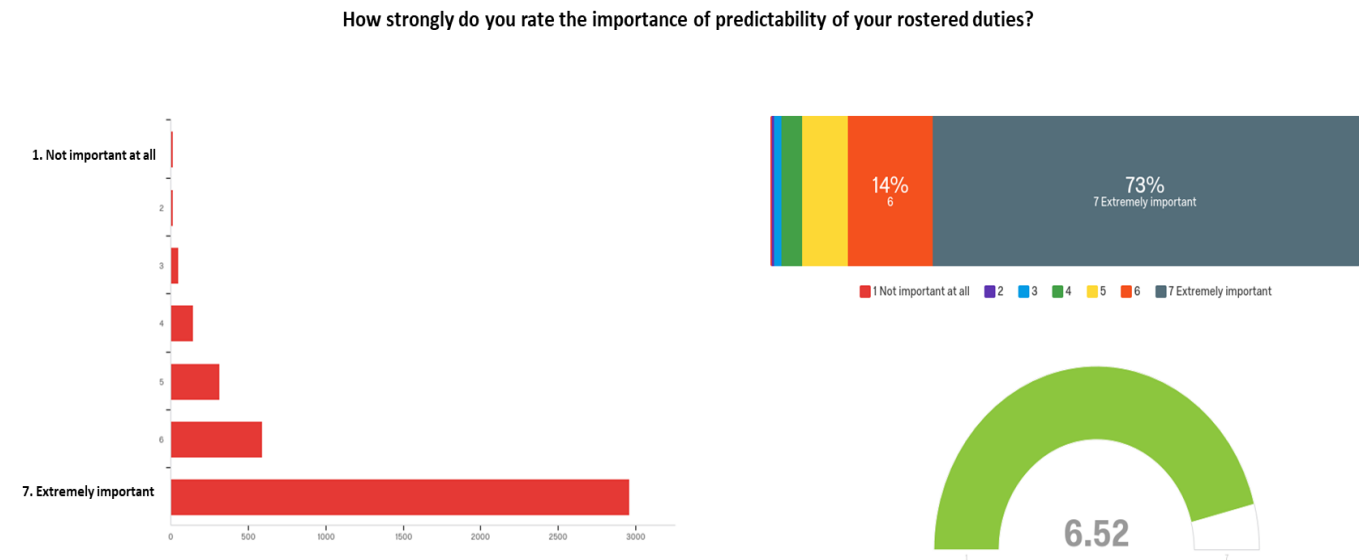
When asked about interest in potentially working a 2E x 2L x 2N roster system, there was an overall neutral response (average=3.98). The respondents included 26% who expressed no interest in this arrangement, and 22% who were “very interested”. Hence, there was a marked split in attitudes to this potential arrangement.



When asked about interest in working tours of 12h duration, there again was a significant divergence in interest; 22% of respondents expressed no interest, whilst 32% endorsed that they were very interested. Overall, the average score indicated a moderate level of interest in 12h tours (average score of 4.49; although this average is the product of the extreme response, rather than reflecting a majority of respondents expressing this moderate level of interest).

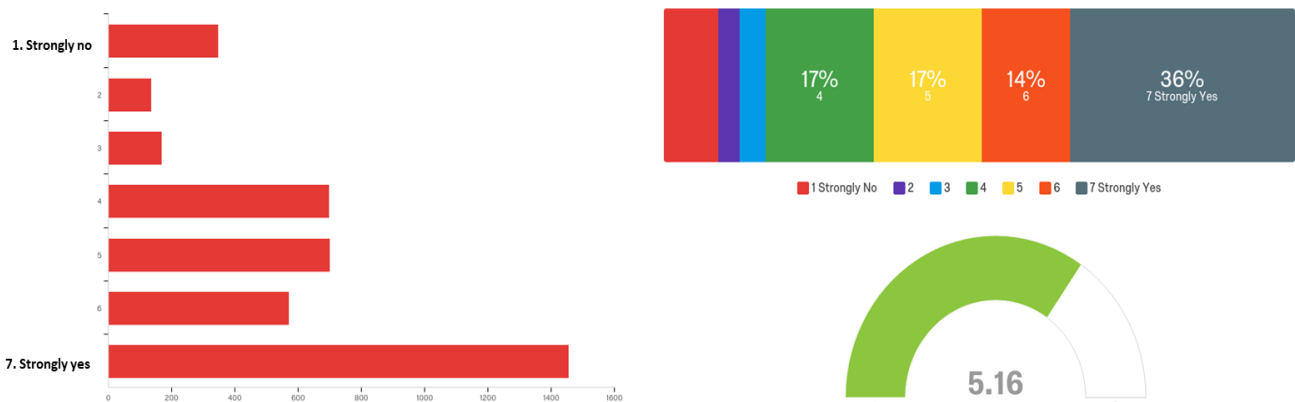


A very strong and unequivocal finding is that predictability of rostered duty is rated as extremely important (73% of respondents endorsed this as “extremely important” and the average score was 6.52). Clearly, predictability of rostered duties is a key concern for respondents and this strong response might inform future roster refinement in the context of protecting and/or enhancing predictability of rostered duties.



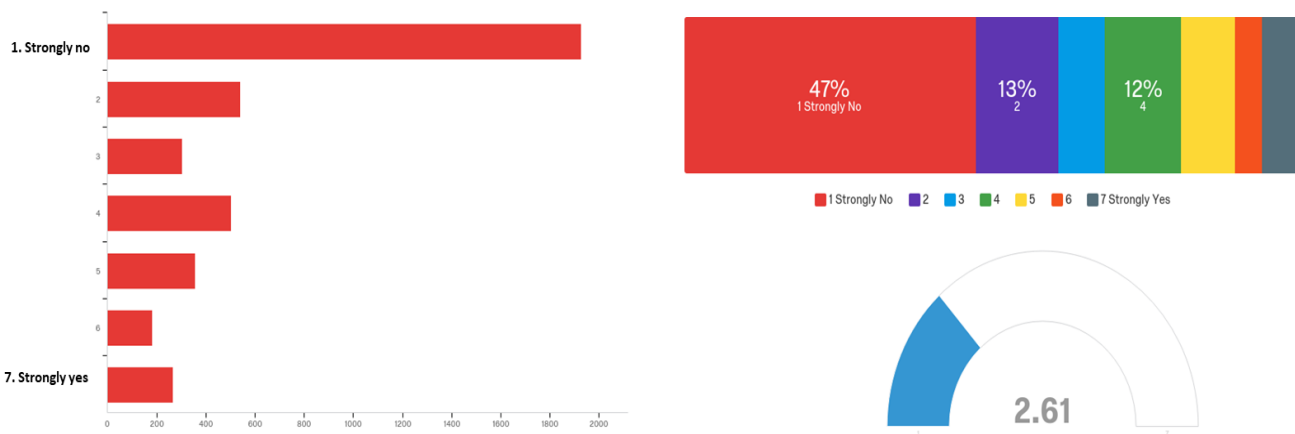
When asked whether more local flexibility might be applied in the rostering of duties at a local level (within the context of the Working Time Agreement), there was a positive response. 36% of respondents endorsed “strongly yes” to this item, and the average score was 5.16, where 7 corresponded to “strongly yes”.

Do you feel that more local flexibility should be allowed for in roster configuration, within the parameters of the Working Time Agreement?

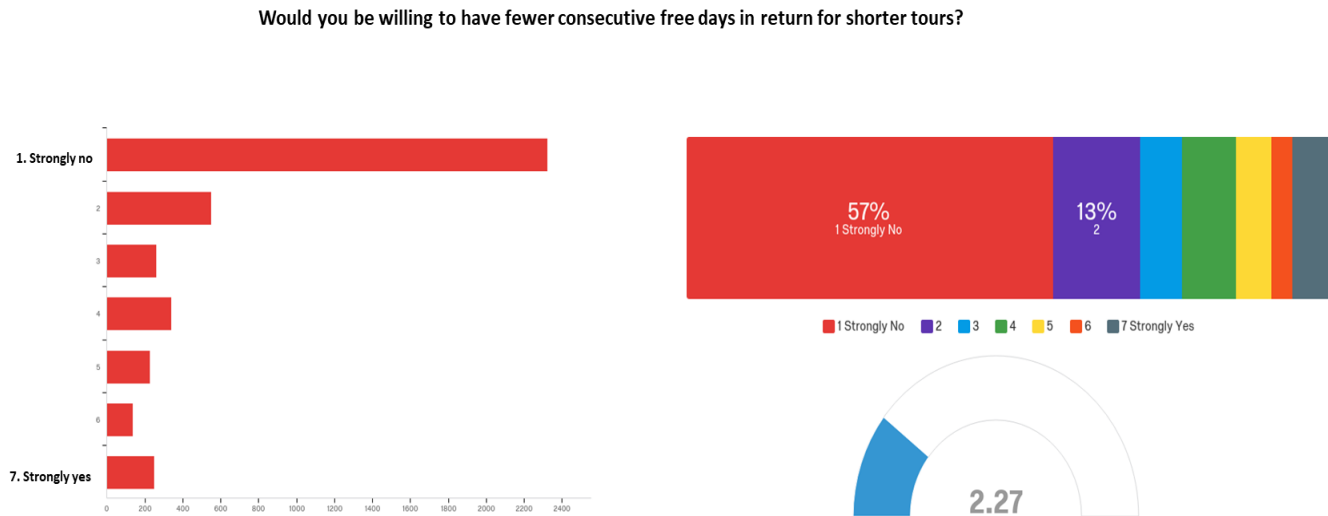


When asked if they would be willing to have fewer consecutive free days in return for working fewer consecutive tours, 47% of respondents endorsed “strongly no”, indicating that preserving consolidated work-free time is an important imperative for GRA members. Equally, the number of consecutive tours currently worked may be viewed as a “price worth paying” for enabling consolidated work-free time.

Would you be willing to have fewer consecutive free days in return for fewer consecutive tours?



When asked the related question as to whether respondents would be willing to forego consecutive free days in return for working tours of shorter duration, 57% endorsed “strongly no” as their response. As such, there clearly is no appetite to forego the number of consecutive work-free days in exchange for shorter tours of duty.

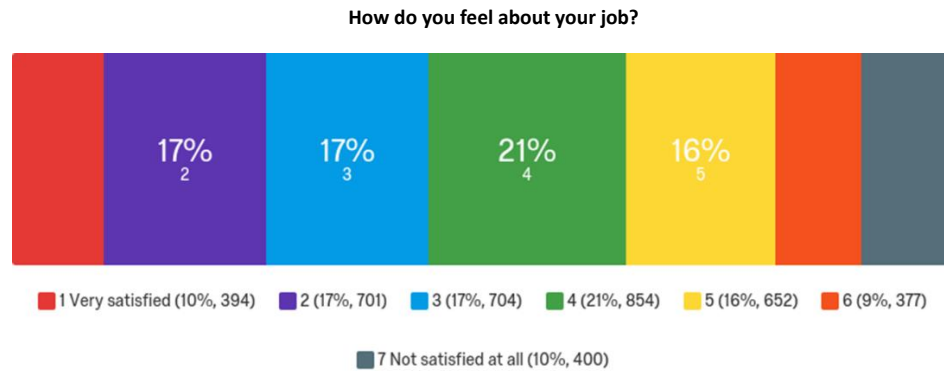


To summarise the findings from this section, the key points are:

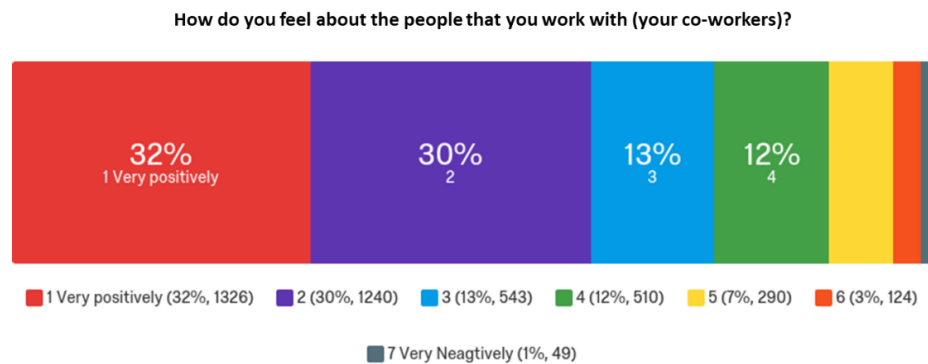
- Respondents reported that roster improvement is important to them.
- Attitudes to both 2x2x2 rosters and to 12h shifts appears to be polarised between those strongly in favour and those strongly opposed.
- Predictability of rostered duties is reported as being very important to respondents.
- Respondents report appetite for more local flexibility in rostering, within the parameters of the working time agreement.
- Respondents do not appear willing to accept fewer consecutive work-free days in return for either shorter tours or fewer consecutive tours.

## 9. General Job Satisfaction.

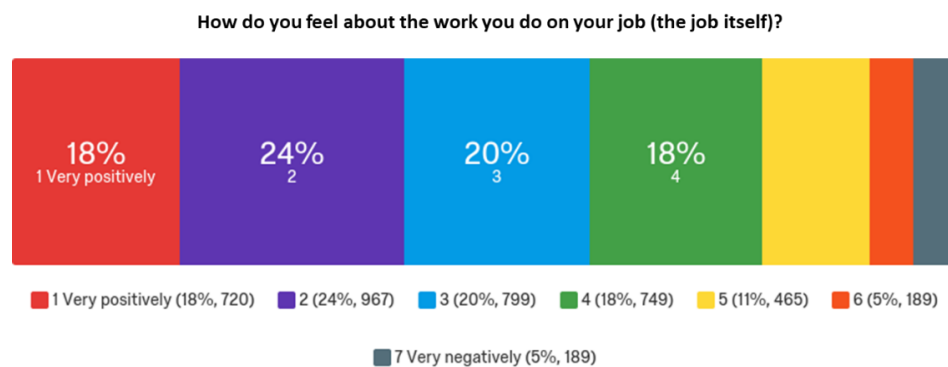
Participants were asked a series of questions based on their general satisfaction with their job, and associated factors. When asked how they feel about their job, respondents gave a neutral-to-satisfied response (an average score of 3.83, where 1 is “Very Satisfied” and 7 is “Not Satisfied at All”).



Respondents viewed their colleagues very positively, with 63% of them endorsing the two most positive responses for this item.

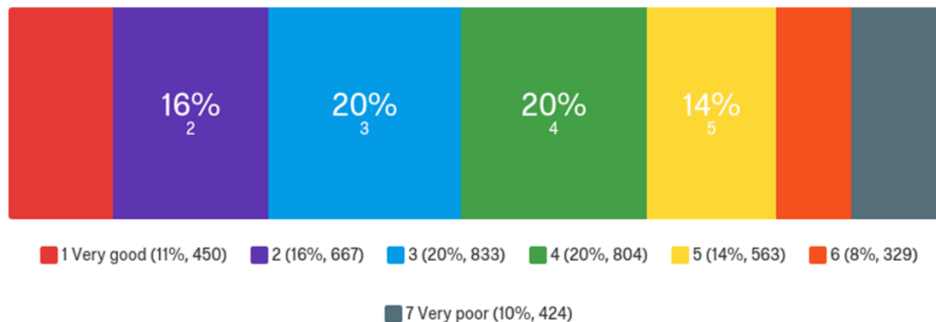


Respondents also expressed positivity in relation to the job itself, with 42% endorsing the two most positive responses.



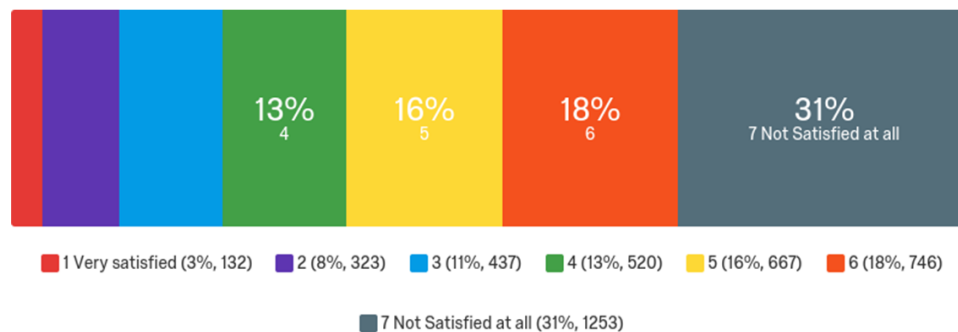
The general work environment (eg. physical surroundings, working hours) was rated relatively neutrally (average score of 3.75).

What is it like where you work – the physical surroundings, the hours, the amount of work you are asked to do?



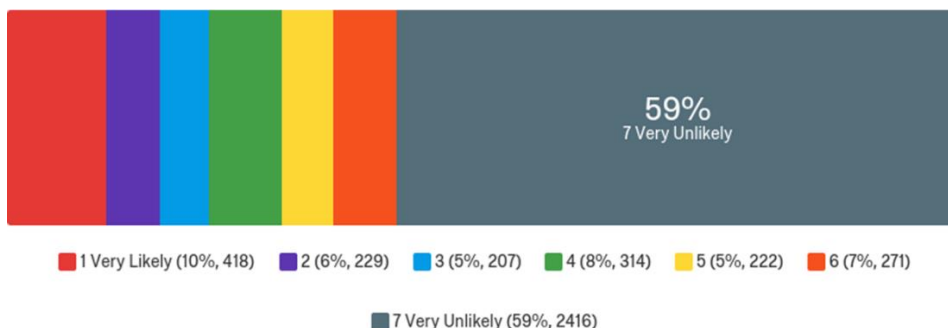
Infrastrucutre, support and resources required for the conduct of work duties were rated considerably less favourably (an average score of 5.09 indicating significant dissatisfaction; 31% of respondents were not satisfied at all).

How do you feel about what you have available for doing your job (equipment, information, good supervision, etc).



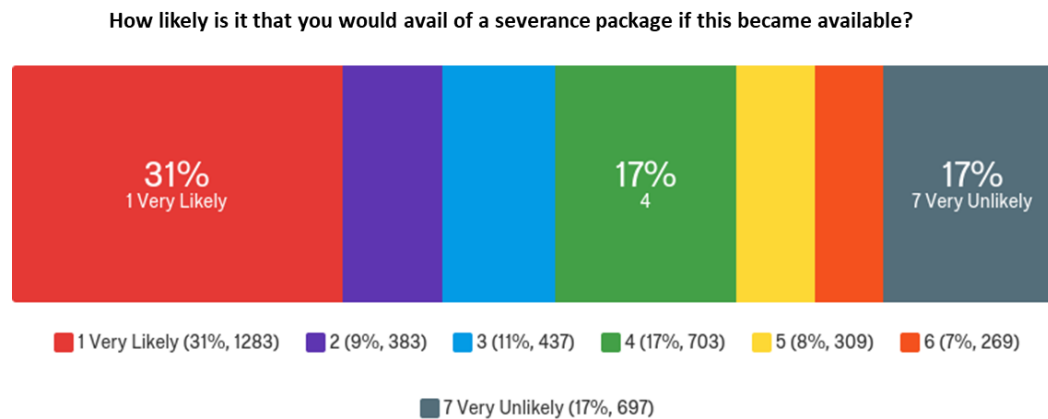
When asked if respondents were likely to work beyond the age of 60, if such an option became available, 59% replied that they were very unlikely to do so. As such, there appears to be highly limited appetite for such an option.

How likely is it that you would avail of an option to serve beyond 60 years of age if this became available?





Finally, when asked if respondents would be interested in availing of voluntary severance, should such a package become available, there was some evidence of interest in this option. The average score for this item was 3.48 (where 1 = very likely), and 31% of respondents endorsed that they would be very likely to avail of such an option.



To summarise the findings from this section, the key points are:

- Respondents expressed moderately positive feelings about their job, and are strongly positive about their colleagues.
- Respondents are less satisfied with their physical surroundings and the resources available for the conduct of their duties.
- There was markedly limited interest in the potential opportunity to work beyond the age of 60.
- There was some interest expressed in availing of a potential voluntary severance package, should one become available.

## 10. Synthesis, Discussion and Relevance to Previous GRA Research.

The current research provides insight into GRA members' attitudes and experiences of their duty rosters as of Spring 2019. The responding sample appeared to be representative of the overall GRA membership in terms of its composition, and the response rate of ~45% is indicative of good generalisability of the responses to the population of the entire GRA membership. As such, the results of the survey can provide the GRA with an objective evidence base on which to formulate policy and strategy in terms of duty of duty rosters.

### **Satisfaction with current rosters.**

An important finding is that there were average-to-good levels of satisfaction expressed with the current roster arrangements. Whilst respondents express a desire for further roster refinement, this is against the backdrop of reasonable satisfaction with current arrangements. Satisfaction is less overall with current arrangements for frontline patrol uniform working the core roster, a cohort that represents nearly half of the respondents in the current survey, and who may warrant particular attention in any future process. The finding of average-to –good levels of satisfaction with the current arrangements is consistent with previous research conducted for the GRA; for example, the focus groups research of 2014 noted evidence for both positive and negative aspects of the current arrangements, and overall supported refinement of the current arrangements rather than wholesale changes. A positive feature of the current arrangement from the current results and the 2014 is that the current rosters are well-rated for their provision of consolidated work-free time, and that this facilitates family life. The context will have changed somewhat since 2014 in terms of resourcing and other operational issues, but the general direction of finding is remarkably similar. Another significant change since 2014 will be the number of new recruits who never experienced working any other duty rosters, and following the lifting of the recruitment embargo this cohort of younger members is nearly 19% of the responding sample.

Specific aspects of current rosters that are identified as being problematic include the return to work on an early tour following a work-free period that was preceded by a finish on a late tour, the number of hours worked at the weekend (including night work), working four consecutive early or night tours and the start time of night tours on a Sunday. In general, respondents reported average-to-good levels of satisfaction with both the duration of their tours and the numbers of consecutive tours worked.

### **Fatigue**

As also reported in the 2014 Focus Groups Research Report and the more recent Wellbeing Survey, fatigue emerges as an important concern in the current study. Fatigue is reported to be significant, impairing to the ability to undertake the job, impairing to the ability to drive safely on duty or on the commute, and impairing to family life. The findings in relation to fatigue and driving are of particular concern (although not surprising); contemporary research strongly implicates fatigue as a key contributing factor in actual motor vehicle accidents, and also in "near misses".

Contemporary research strongly indicates that in rotating shift work fatigue rises exponentially with the duration of tour length (most markedly so for night shifts), and with the number of consecutive tours worked. This presents a particular challenge for rostering GRA members: there is a strongly expressed preference towards consolidated work-free time, which inevitably means that consolidated working time (eg. through longer tours and/or more consecutive tours) is required to achieve this. However, consolidated working time is associated with greater levels of fatigue. Given that respondents indicated a

lack of interest in foregoing consecutive work-free days in return for either shorter tours or fewer consecutive tours, identifying refinements that will ease the burden of fatigue may not be straightforward. However, there are some indications of specific facets that may be tractable to refinement; for example, the return on an early tour after a duty period finishing on a late or night tour may be a contributor to fatigue. Further, there may be other pathways outside of roster configuration that may ease the burden of fatigue, such as increased psychoeducation for both GRA members and Garda local and central management on the impact of fatigue and steps that may relieve it.

### **Working Time Agreement.**

The current results indicate a generally good level of compliance with the Working Time Agreement. However, it should be noted that a significant number of respondents replied that their duties regularly breached the provisions of the WTA (eg. 11% respondents had experienced roster pattern changes by management at least once a month). Further, in agreement with the findings of the 2014 Focus Groups Report, there was poor reported awareness of the entitlements to compensatory rest in the WTA, perhaps highlighting a need for further dissemination and education of the membership of the provisions of the WTA and their practical application.

### **Roster Refinement**

A key question that arises from the current study is how might duty rosters be improved to increase satisfaction? The finding from overall satisfaction with the current arrangements indicate that refinement of current rosters, rather than a *de novo* approach, is best supported by the current data. What such refinements might consist of are more challenging to define.

With regards to the potential introduction of 2x2x2 rosters, there was not clear support for this proposal and indeed views were strongly split between those strongly against and strongly in favour. Interesting, when asked about the 2x2x2 section of the current duty rosters, respondents indicated a reasonable level of satisfaction with this arrangement; this seemingly contradictory set of findings might reflect differences between direct experience versus attitudes towards prospective potential future developments that respondents have not yet directly experienced.

With regards to the potential introduction of 12h tours of duty, again there was a marked split in attitudes towards this, although the overall inclination was more favourable than for 2x2x2 rosters. Polarised attitudes to potential 12h tours were also flagged in the 2014 focus groups research. Given the strong disparity of attitudes to 12h tours, it is probable that their introduction would be controversial and challenging.

Two strong findings do emerge that may guide future refinement of rosters. The first is that preservation of predictability of rostered duty is a strong imperative to be achieved in any future arrangement. The second is that there is an appetite expressed for more local flexibility in duty rosters, within the existing parameters of the WTA. Similar concerns regarding “one size fits all” rosters were expressed in the 2014 focus groups findings. It is important to note that the framing of the question in the current study specifically references the parameters of the WTA, and should not be interpreted as support for a constraint-free, locally-driven set of rostering processes.

## Appendix 1: Survey.

---

### Start of Block: Survey Information and Informed Consent

#### **Survey Information and Informed Consent**

The GRA is acutely aware that your roster is one of the most important issues affecting the welfare, wellbeing and work/life balance of you and your family. Given the gravity and importance of roster arrangements to all of us, we have commissioned a research survey of our members' experiences and attitudes to their duty rosters. This will allow an opportunity for all concerned to contribute their views in order that the Association has a clear, cohesive, informed and unified mandate on the subject.

**All data collected will be treated as fully confidential.** An Garda Síochána or the GRA will not be privy to the data entered by individual members. You will not be personally identifiable from any data. All data collected is fully anonymised at all stages of the process.

Please take the time to contribute by completing the survey. Your opinions and input are vital to the process and we urge you to participate. Thank you.

---

Q1.1 I have read the information above carefully and agree to participate in the survey

☐ Agree (1)

☐ Do not Agree (2)

*Skip To: End of Survey If I have read the information above carefully and agree to participate in the survey = Do not Agree*

### End of Block: Survey Information and Informed Consent

---

### Start of Block: Duties and Demographics

The following questions ask about your specific work circumstances and duties.

---

Q2.1 Which region do you work in?

- ☐ Dublin Metropolitan (1)
  - ☐ Northern (3)
  - ☐ Western (4)
  - ☐ Eastern (5)
  - ☐ Southern (6)
  - ☐ South Eastern (7)
  - ☐ Specialist/National (8)
- 

Q2.2 What is the nature of your posting?

- ☐ Front-line patrol uniform (1)
  - ☐ DDU/Detective (2)
  - ☐ Traffic (3)
  - ☐ Specialist (4)
  - ☐ Other (5)
-

Q2.3 Which best describes the area in which you undertake the majority of your duties?

- ☐ City (1)
  - ☐ Large town (2)
  - ☐ Small town (3)
  - ☐ Rural (4)
- 

Q2.4 Which roster do you currently work?

- ☐ Core (4)
  - ☐ Non-core (5)
  - ☐ DDU 3 early / 3 late (6)
  - ☐ DDU 4 early / 2 late (7)
  - ☐ Specialist (8)
  - ☐ Other e.g Designated Post etc (9)
- 

Q2.5 Which best describes your gender?

- ☐ Female (1)
  - ☐ Male (2)
  - ☐ Other (3)
-

Q2.6 How many years of service have you with an Garda Siochana?

- ☐ Less than 5 years (4)
  - ☐ Between 5 and 10 years (5)
  - ☐ Between 10 and 20 years (6)
  - ☐ Greater than 20 years (7)
- 

Q2.7 How long is your typical commute (one-way) to /from your place of work?

- ☐ Less than 30 minutes (5)
- ☐ Between 30 and 60 minutes (2)
- ☐ Between 60 and 90 minutes (3)
- ☐ Greater than 90 minutes (10)

End of Block: Duties and Demographics

---

Start of Block: Overall Observations on Rosters

The following questions ask you how satisfied you are with the roster that you currently work, and the impact of your roster on your working and family life.

---

Q3.1 How do you rate your overall satisfaction with your current roster?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q3.2 How do you rate your current roster for work-free time?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-



Q3.3 How do you rate your satisfaction with your current roster for facilitating family time?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q3.4 Of your areas of concern around your work, how important do you rate your current work roster as an issue?

- ☐ 1 Not important at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely important (7)
-

Q3.5 How predictable is your working pattern for the forthcoming month on your current roster?

- ☐ 1 Not predictable at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely predictable (7)
- 

Q3.6 How do you rate how efficiently you can carry out your duties on your current roster?

- ☐ 1 Not efficiently at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely efficiently (7)
-

Q3.7 How do you rate your opportunities for interaction with the public on your current roster?

- ☐ 1 Very poor (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)
- ☐ 6 (6)
- ☐ 7 Excellent (7)

End of Block: Overall Observations on Rosters

---

Start of Block: Observations on Tours-of-Duty

The following questions ask you how satisfied you are with specific details of the roster that you currently work.

-----

Q4.1 How satisfied are you with the run of duty periods during the 10 week cycle consisting of Late or Night tours only?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.2 How satisfied are you with the duty period within the 10 week cycle where you work 2xE 2xL 2xN?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.3 How important is it to you to retain the finish on a Late and return from rest days on a Late tour?

- ☐ 1 Not important at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely important (7)
- 

Q4.4 How important is it to you to retain the finish on a Night and return from rest days on a Late tour?

- ☐ 1 Not important at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely important (7)
-

Q4.5 How satisfied are you with the duration of your tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.6 How satisfied are you with the number of consecutive tours you work?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.7 How satisfied are you with the number of hours you work at “night” (after midnight and before 7am)?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.8 How satisfied are you with the total number of hours you work at the weekend?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.9 How satisfied are you with the total number of hours you work at “night” at the weekend?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.10 On Monday/Tuesday/Wednesday, how satisfied are you with the start time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-



Q4.11 On Monday/Tuesday/Wednesday, how satisfied are you with the finish time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.12 On Thursday/Friday/Saturday, how satisfied are you with the start time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.13 On Thursday/Friday/Saturday, how satisfied are you with the finish time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.14 On Sunday, how satisfied are you with the start time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.15 On Sunday, how satisfied are you with the finish time of your late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.16 On Sunday, how satisfied are you with the start time of your night tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.17 How satisfied are you with working four consecutive early tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.18 How satisfied are you with working four consecutive late tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
-

Q4.19 How satisfied are you with working four consecutive night tours?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q4.20 How satisfied are you with finishing a run of tours on a late tour and resuming your duties on an early tour?

- ☐ 1 Not satisfied at all (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)
- ☐ 6 (6)
- ☐ 7 Extremely satisfied (7)

End of Block: Observations on Tours-of-Duty

---

Start of Block: Observations on Fatigue

Q5.1 The following questions ask about how you experience fatigue, both in your working and personal life.

---

Q5.2 How satisfied are you with your current roster for the management of fatigue?

- ☐ 1 Not satisfied at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely satisfied (7)
- 

Q5.3 Do you feel that fatigue impairs your ability to efficiently and safely undertake your duties?

- ☐ 1 Not at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very much so (7)
-

Q5.4 Does fatigue impact on your ability to safely drive whilst on duty?

- ☐ 1 Not at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very much so (7)
- 

Q5.5 Does fatigue impact on your ability to safely drive on the commute to or from work?

- ☐ 1 Not at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very much so (7)
-

Q5.6 Does fatigue impact on your family life?

- ☐ 1 Not at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very much so (7)
- 

Q5.7 How affected are you on the four occasions during the 10 week cycle where you finish on a late or night shift and return after rest days on an early shift?

- ☐ 1 Not affected at all (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)
- ☐ 6 (6)
- ☐ 7 Extremely affected (7)

End of Block: Observations on Fatigue

---

Start of Block: Compliance with working time agreement



The following questions ask about your experience of the implementation of aspects of the Working Time Agreement.

---

Q6.1 How frequently do you finish your tours at the indicated time?

- ☐ 1 Never (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Always (7)
- 

Q6.2 How frequently do you achieve at least an 11 hours rest period between tours?

- ☐ 1 Never (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Always (7)
-

Q6.3 How often do you work a tour of longer than 13 hours?

- ☐ At least once a week (1)
  - ☐ Once every two weeks (2)
  - ☐ Once every three weeks (3)
  - ☐ Once every month (4)
  - ☐ Once every two months (5)
  - ☐ Sometimes, but very infrequently (6)
  - ☐ Never (7)
- 

Q6.4 Has your average working week over the past six months extended beyond 48 hours?

- ☐ Yes (1)
  - ☐ No (2)
  - ☐ Dont know (3)
-

Q6.5 How familiar are you with your entitlements to compensatory rest under the Working Time Agreement?

- ☐ 1 Not familiar at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (8)
  - ☐ 5 (9)
  - ☐ 6 (10)
  - ☐ 7 Very familiar (11)
- 

Q6.6 In past 12 months, how frequently has your shift pattern been altered by management (other than on "Directed Overtime")?

- ☐ At least once a month (1)
- ☐ Once every two months (2)
- ☐ Once every three months (3)
- ☐ Once in six months (8)
- ☐ Never (9)

End of Block: Compliance with working time agreement

---

Start of Block: Roster enhancement

The following questions ask how you consider that your current roster could potentially be enhanced within the parameters of the current Working Time Agreement.

---

Q7.1 How do you rate the need to improve duty rosters?

- ☐ 1 Very weakly (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very strongly (7)
- 

Q7.2 Would you be interested in working a 2E x 2L x 2N roster system, if such a roster became available?

- ☐ 1 Not interested (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very interested (7)
-

Q7.3 Would you be interested in working a roster system that involved tours of 12 hours duration, if such tours became available?

- ☐ 1 Not interested (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very interested (7)
- 

Q7.4 How strongly do you rate the importance of predictability of your rostered duties?

- ☐ 1 Not important at all (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Extremely important (7)
-

Q7.5 Do you feel that more local flexibility should be allowed for in roster configuration, within the parameters of the Working Time Agreement?

- ☐ 1 Strongly No (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Strongly Yes (7)
- 

Q7.6 Would you be willing to have fewer consecutive free days in return for fewer consecutive tours?

- ☐ 1 Strongly No (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Strongly Yes (7)
-

Q7.7 Would you be willing to have fewer consecutive free days in return for shorter tours?

☐ 1 Strongly No (1)

☐ 2 (2)

☐ 3 (3)

☐ 4 (4)

☐ 5 (5)

☐ 6 (6)

☐ 7 Strongly Yes (7)

End of Block: Roster enhancement

---

Start of Block: General job satisfaction

The following questions ask you about your overall perception of your job.

-----

Q8.1 How do you feel about your job?

☐ 1 Very satisfied (1)

☐ 2 (2)

☐ 3 (3)

☐ 4 (4)

☐ 5 (5)

☐ 6 (6)

☐ 7 Not satisfied at all (7)

---

Q8.2 How do you feel about the people that you work with (your co-workers)?

- ☐ 1 Very positively (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very Neagatively (7)
- 

Q8.3 How do you feel about the work you do on your job (the job itself)?

- ☐ 1 Very positively (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very negatively (7)
-



Q8.4 What is it like where you work – the physical surroundings, the hours, the amount of work you are asked to do?

☐ 1 Very good (1)

☐ 2 (2)

☐ 3 (3)

☐ 4 (4)

☐ 5 (5)

☐ 6 (6)

☐ 7 Very poor (7)

---

Q8.5 How do you feel about what you have available for doing your job (equipment, information, good supervision, etc).

☐ 1 Very satisfied (1)

☐ 2 (2)

☐ 3 (3)

☐ 4 (4)

☐ 5 (5)

☐ 6 (6)

☐ 7 Not Satisfied at all (7)

---

Q8.6 How likely is it that you would avail of an option to serve beyond 60 years of age if this became available?

- ☐ 1 Very Likely (1)
  - ☐ 2 (2)
  - ☐ 3 (3)
  - ☐ 4 (4)
  - ☐ 5 (5)
  - ☐ 6 (6)
  - ☐ 7 Very Unlikely (7)
- 

Q8.7 How likely is it that you would avail of a severance package if this became available?

- ☐ 1 Very Likely (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)
- ☐ 6 (6)
- ☐ 7 Very Unlikely (7)

End of Block: General job satisfaction

---

