



Civil Aviation Safety Authority.

Stakeholder Satisfaction Research (17/017)

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Potential Supplier Details

Full Legal Organisation Name:	Colmar Brunton Pty. Ltd.	
Legal Status:	<input type="checkbox"/> Individual/Sole Trader <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Company <input type="checkbox"/> Sole Director Company <input type="checkbox"/> Trust (see note below) <input type="checkbox"/> Other (please state):	
NOTE: If the Potential Supplier is trading as a trust , please provide details of the relevant trust (and trustee) including a copy of the relevant trust deed (including any variations to that deed) as an attachment to this Response.		
Australian Business Number (ABN):	22 003 748 981	
Australian Company Number (ACN):	003 748 981	
Australian Registered Body Number (ARBN):	N/A	
Registered Address:	Level 2, 9 Sydney Avenue Barton ACT, 2600.	
Web address:	www.colmarbrunton.com	
Is your organisation classified as a 'relevant employer' under the <u>Workplace Gender Equality Act 2012</u> (the WGE Act)?	<input type="checkbox"/> Yes, I am a relevant employer <input checked="" type="checkbox"/> No, I am not a relevant employer	
If yes , you are required to provide a current letter of compliance with the WGE Act prior to contract. Have you provided a letter of compliance with this Response?	<input type="checkbox"/> Yes <input type="checkbox"/> No, I will provide a current letter of compliance prior to contract	
NOTE: Commonwealth policy prevents the Customer from entering into contracts with Suppliers until they have demonstrated their compliance under the WGE Act.		

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Email Address:	Corey.fisher@colmarbrunton.com

<p>Is your organisation 50% or more Indigenous owned?</p> <p><input type="checkbox"/> Yes, see below. <input checked="" type="checkbox"/> No</p>	<p>If your organisation is 50% or more Indigenous owned, is your organisation registered on Supply Nation?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No – see note below <input type="checkbox"/> Not Applicable</p>
<p>Please provide a certificate or letter from a recognised Indigenous organisation such as Land Council, Indigenous Chamber of Commerce or Office of the Registrar of Indigenous Corporations verifying Indigenous ownership.</p>	
<p>Has your organisation ever had a judicial decision about employee entitlements or engaged in practices that have been found to be dishonest, unethical or unsafe?</p> <p><input type="checkbox"/> Yes, see below. <input checked="" type="checkbox"/> No</p>	<p>If yes, what was the date of discharge?</p> <p><i>The Supplier acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under section 137.1 of the schedule to the Criminal Code Act 1995 (Cth).</i></p>
<p>Is your organisation 50% or more Indigenous owned?</p> <p><input type="checkbox"/> Yes, see below. <input checked="" type="checkbox"/> No</p>	<p>If your organisation is 50% or more Indigenous owned, is your organisation registered on Supply Nation?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No – see note below <input type="checkbox"/> Not Applicable</p>

Postal Address:	Suite 7/8, Level 2, 9 Sydney Avenue, Barton, ACT, 2600.
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Address for Notices

As above.

Contract Manager

As above.

Executive summary

Let's get to the point.

In summary, this is what you really need to know.

➤ **About Us:**

- ▶ Colmar Brunton Social Research (CBSR) is a division of Colmar Brunton dedicated to servicing public and not-for-profit organisations. We have extensive experience working with the Australian Government, including the Civil Aviation Safety Authority. In addition, we bring significant expertise in both stakeholder research and the aviation sector more broadly.
- ▶ Having conducted the initial wave of the study in 2015, we are very familiar with both the context to the study and the challenges in engaging CASA's broad range of aviation stakeholders. This means we can leverage this depth of knowledge and experience to add significant value to the proposed repeat study, while ensuring factors that have likely driven changes in stakeholder sentiment since the last study are also actively considered in our research planning, data collection and analysis.

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Setting the scene

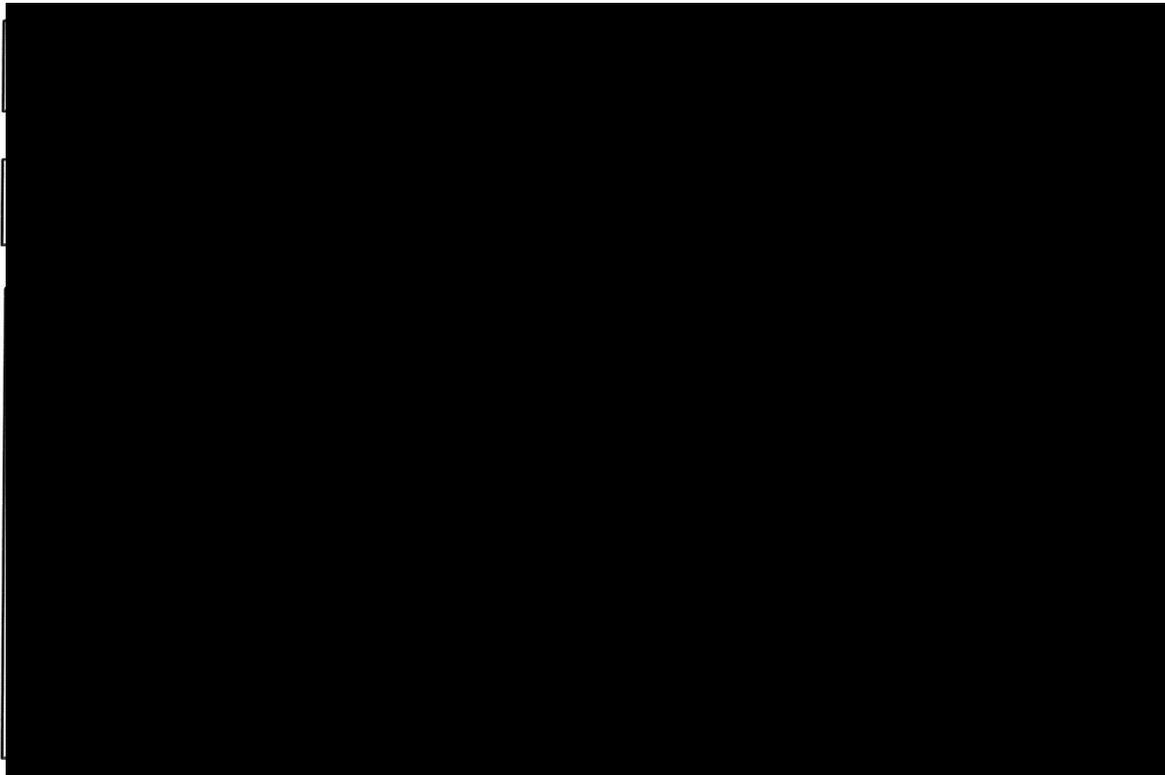
The Civil Aviation Safety Authority (CASA) Australia's air safety regulator, was established on 6 July 1995 as an independent statutory authority under the *Civil Aviation Act 1988*. The organisations' key role is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. CASA is also responsible for ensuring that Australian-administered airspace is administered and used safely.

The 2014 Aviation Safety Regulation Review (2014) identified that while Australia has an outstanding record and reputation in regard to aviation safety, there are key areas requiring improvement and monitoring. Specifically for CASA there is a need to improve service delivery and relationship with industry stakeholders. The Government response to the Review accepted the majority of the recommendations made by the Review, including those recommending that CASA:

- Identify and understand industry's priorities, concerns and perceptions;
- Undertake regular anonymous stakeholder surveys to monitor these factors;
- Change the underpinning regulatory philosophy to move from an adversarial relationship to a collaborative relationship with industry;
- Builds and demonstrates a philosophy of a "just culture".

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The need for research

With two years having now elapsed since the initial survey, it is timely to repeat the survey and assess the impact of the range of change initiatives implemented following the initial survey in 2015.

Specifically, CASA requires the services of a market research firm to:

- undertake qualitative and quantitative research, as carried out in the November 2015 research, specifically:
 - ▶ conduct an online survey of participants, in a similar format detailed in Appendix D: Quantitative survey of the Stakeholder Relationship Health report 2016; and
 - ▶ conduct 40 in-depth interviews with participants, in a similar format detailed in Appendix B: Interview Guide (Industry) of the Stakeholder Relationship Health report 2016;
- implement all aspects of the research and report on the findings, including but not limited to;
 - ▶ in consultation with CASA, construct the content of the online survey;
 - ▶ host the online survey and provide the link to the Customer; and
 - ▶ in consultation with the Customer, construct the content of the in-depth interviews; and
 - ▶ arrange and conduct the in-depth interviews;
- analyse the results, including an evaluation and comparison against the previous Measuring our Performance stakeholder survey results;
- make recommendations to the Customer on how they can effectively improve its performance and relationship with the aviation community based on the findings;
- reach aviation stakeholders who are geographically dispersed across Australia, using telephone, internet, and email channels; and
- have a flexible approach in the likelihood the Customer requires minor changes or additions be made to the survey questions.

Why Colmar Brunton?

We are delighted to have this opportunity to offer our research services to the Civil Aviation Safety Authority. Colmar Brunton has been working with the government and social sector for over 25 years and is the leading private sector social marketing research agency in Australia.

Colmar Brunton is your ideal research partner. Specifically, we offer:

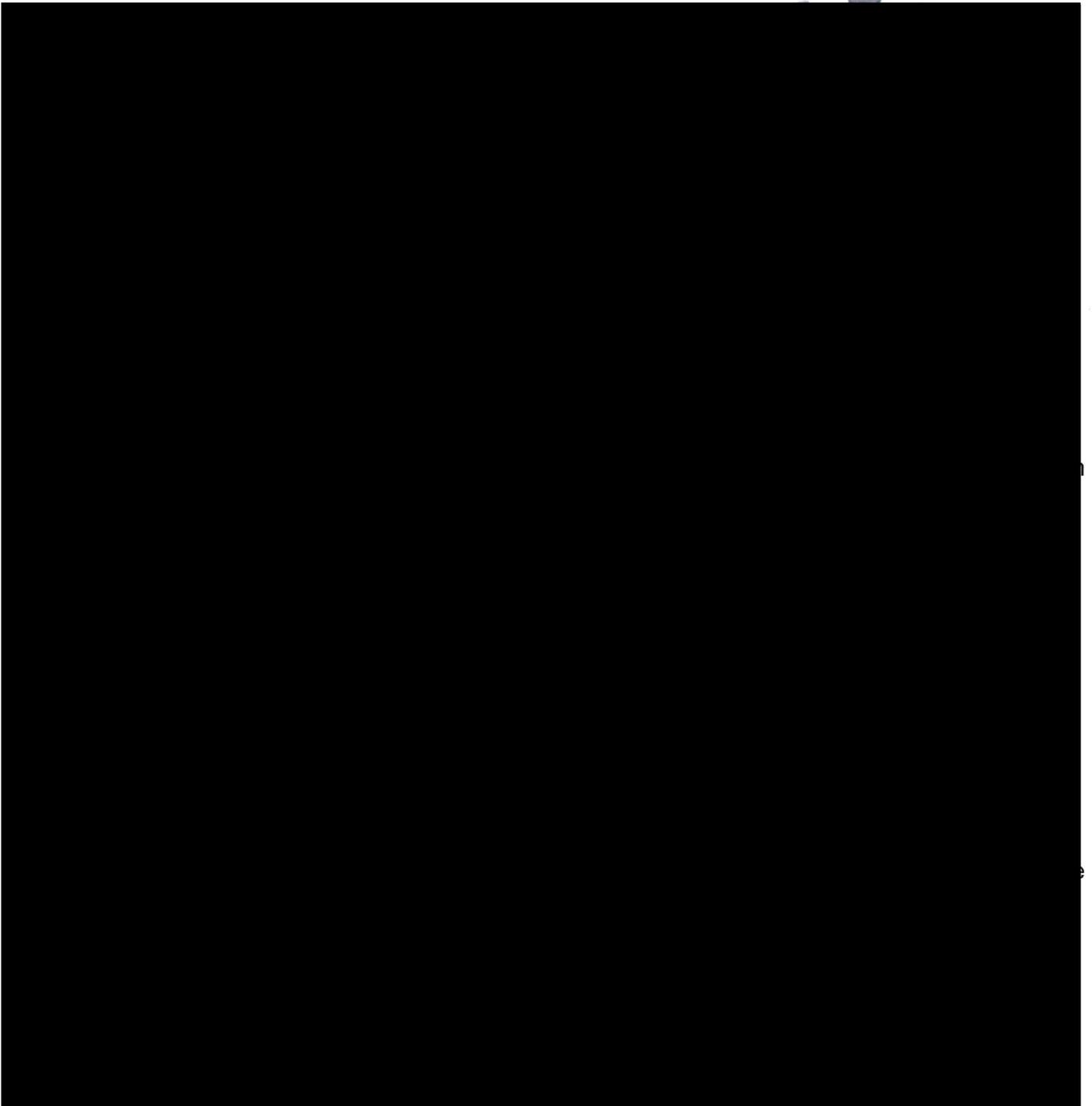
- The practical experience and strong track record of managing fieldwork and administration of similar research projects both for CASA (including the aforementioned benchmarking survey undertaken in 2015) and other Commonwealth Departments;
- Data handling protocols that meet the Commonwealth's requirements and Australian Privacy Principles for secure storage, coding and management of all individual data collected; and
- A project team where the key contacts are Canberra based and who can work in partnership with the CASA in an open and collaborative manner.

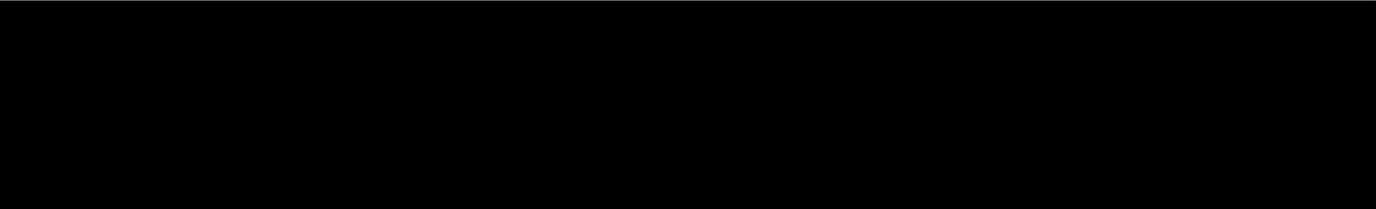
Our Service Guarantee

- Colmar Brunton will work openly and transparently with the CASA in the spirit of partnership and work co-operatively and collaboratively with all the key stakeholders throughout the research process;
- We will manage the development of the research methodology, in collaboration with CASA, proactively notifying them at all times of any administration issues impacting on methodology;
- We will design and manage sample recruitment and maintenance processes, including a number of key strategies for ensuring high participation rates;
- Colmar Brunton is well known for our rigorous documentation of our quality control mechanisms for reporting qualitative and quantitative findings, and other activities related to the qualitative and quantitative research outputs; and
- All analysis of qualitative and quantitative research will be performed collaboratively by the team of research consultants on the project.

The way we'll get there

Project scoping





Quantitative research with CASA stakeholders

We appreciate the desire for CASA to replicate the survey as undertaken in 2015 in order to track the impact of the range of initiatives implicated since this benchmark survey was undertaken. We believe there are two ways this data collection process could be approached (noting both approaches will use the same survey instrument as the 2015 survey).

Option 1 – Replicate 2015 sampling approach

In 2015, the original plan was to invite a random sample of CASA stakeholders to undertake the survey using CASA databases to generate the initial sample. Unfortunately, access to CASA's databases for this purpose was not possible at the time. Rather, the survey was emailed only to those who had opted in to research & stakeholder consultation processes, while all other stakeholders were offered the opportunity to undertake the survey via a generic link published and promoted across a range of CASA's communication channels.

As noted in the final report from the study, the opt-in nature of the survey meant that the findings could only be read as indicative of the broader sector, as opposed to being as truly representative of CASA's broader stakeholder base (as would have been the case if a representative random sample had been selected and invited to participate in the survey).

The benefit of replicating this approach would be to maintain consistency with the process undertaken in 2015 – thus allowing us to see any changes in satisfaction and experience ratings as driven solely by genuine improvements in CASA's performance across these domains. The downside would be the same limitation on our results.

Option 2 – Change to a random sampling approach

If access to CASA databases was able to be obtained for the purpose of undertaking the survey, we would recommend adopting the random sampling strategy as originally envisioned for the 2015 study. Such an approach ensures that the final sample for the survey is more likely to

represent the stakeholder population as a whole, as opposed to those more motivated to engage in the survey on a self-select basis and express a specific view.

Should such an approach be undertaken, we would request a random sample of approximately 3000 stakeholders be drawn from CASA databases and invited to complete the online survey, with an anticipation of achieving between n=1000 and n=1200 surveys being completed for subsequent analysis and reporting.

While this approach would provide a more rigorous assessment of CASA stakeholder sentiment across all stakeholder groups, the downside with the change to this approach would be that any changes observed in the survey results could just as likely be attributable to this changed sampling approach as much as changes in stakeholder sentiment driven by service or stakeholder engagement reforms undertaken since the previous survey.

On balance, we would recommend Option 2, but this is dependent on the ability to access CASA databases and the use of stakeholder contact details for this purpose. We are happy to discuss the merits and drawbacks of both approaches at the initial scoping meeting. For either approach, we would be confident in achieving a minimum sample size of n=1000, which will facilitate meaningful comparison with the 2015 results.

Questionnaire design & testing

Given the desire to replicate the benchmarking survey, we envision using the same survey instrument as used for the 2015 survey. The only modifications will be a review of the response to the 2015 study to ensure all of our response options allow for provision of a full list of valid responses (e.g. if there were common responses that ended up in the “Other” category for any question, we will ensure this is included as a stand-alone response category for the 2018 iteration of the survey). As with the 2015 study, the questionnaire will be approximately 15 minutes in duration.

Programming and testing

The final survey will be programmed by an experienced team of analysts based in Sydney. The ORU team has significant industry experience programming surveys for public sector clients, which will be critical in terms of optimising the final survey design and the early identification of any potential questionnaire wording or scripting issues.

There are a number of checks that occur prior to the survey being finalised for use. This starts with the analyst who does the initial set-up and is followed by the ORU and Q&A project managers and Colmar Brunton research managers (James Wunsch and Erin Maher). This process will occur as required until the script is finalised. We are also happy to release these scripts for further testing by CASA if required.

Qualitative research with CASA stakeholders

We support CASA's desire to supplement the feedback obtained through the online survey via a series of n=36 one-one one depth interviews. As with the 2015 study, these interviews allow greater insight not only into why stakeholders are providing the quantitative survey responses they do, but critically also their feedback on actions or activities they believe CASA could take into the future to further improve stakeholder satisfaction and the relationship with CASA overall.

We propose conducting n=36 depth interviews with CASA stakeholders across all stakeholder sub-groups. While the final breakdown of depth interviews would be discussed at the initial project scoping meeting, we envision a distribution of the interviews by stakeholder sub-group as per the following table.

Stakeholder type	Number of Depth Interviews
General Aviation pilots/aircraft owners	5
Flying instructors	4
Sports aviation	4
Charter operators	4
Aerial agriculture	4
Maintenance/aviation design	4
Peak bodies/clubs and associations	4
Small aerodrome operators	4
Commercial airlines/commercial pilots	3
TOTAL	36

Locations

From our previous work with CASA, we appreciate there are nuanced differences in both perceptions of the organisation and relationships with the organisation across both states and also by metropolitan vs. regional vs. rural locations. To this end, we propose spreading the depth interviews across multiple states and territories.

Recruitment

All recruitment will be undertaken by Colmar Brunton's experienced team of ISO accredited social and government research interviewers. These are interviewers who have worked on many sensitive social and government projects. A draft recruitment screener would be developed by Colmar Brunton to ensure we obtain a good cross section of stakeholders are included in this phase of the research. CASA will of course have the opportunity to provide feedback and final approval of the recruitment screener before recruitment commences.

In addition to the stratification identified in the table, we will ensure the research includes:

- A good mix of stakeholders by age & gender (noting that there is a broad skew in the external stakeholder population towards older males); and
- A mix of seniority and experience in terms of aviation sector participation.

Incentives

Our experience with the aviation industry is that participants are very enthusiastic about participating in research. However, a thank you payment of \$80 per participant is recommended to compensate for time spent and any costs incurred.

Guides and Moderators

A draft interview guide would be developed by Colmar Brunton to ensure the objectives of the research are met. The discussion guide will explore:

- Perceptions of current health of relationship with CASA and factors driving this (e.g. if relationship warrant improvement, what evidence do they have to support this?);
- Identification of the 'ideal' relationship with CASA and factors driving this (and what the recognisable and tangible hallmarks of this improved relationship would be);
- Exploration of the factors of just culture:
- The gap between the ideal just culture and the current perceptions of CASA;
- Drivers of change of these perceptions (e.g. what specifically would CASA need to do differently for you to have confidence they have adopted a 'just culture'); and
- Awareness and reaction to the suite of improvement initiatives implemented on the back of the 2015 study.

The CASA project team will of course have the opportunity to provide feedback and final approval of the guide before the qualitative research commences. The interviews will be moderated by our experienced and expert moderators, James Wunsch, Erin Maher, & Stathi Karavias.

Analysis, reporting and presentation

We feel strongly that even the best piece of research design has no intrinsic value. It is only in the clear and compelling communication of relevant findings and actionable recommendations that the value of the research can be realised. As a result, we put enormous effort into the development of our reports and presentations.

CBSR employs advanced statistical tools and highly experienced quantitative analysts. This means we bring leading-edge analysis and interpretation techniques to all of our quantitative research. Just as importantly, our reports and presentations are prepared in a way that is friendly

to the non-statistically minded. In particular, we place great emphasis on using visual representation of data rather than just tables.

Prior to undertaking data analysis, a detailed data analysis plan will be developed and presented to CASA for approval. Essentially, this plan highlights exactly the way in which analysis will be conducted and reported on, including the demographic factors of key importance and how data is to be reported in either graphical or tabular format. We find that developing such an approach ensures both parties have a clear and detailed understanding of the planned analysis structure and resulting outputs, which in turn ensures the draft report is aligned to the client's key needs and expectations.

Data would be analysed using descriptive techniques including tabulation and graphing, cross-tabulation, calculation of proportions and frequencies, comparison of sub-groups and of course changes observed since the 2015 study. Once the fieldwork and first iteration of quantitative analysis has been completed, the researchers involved in this project will meet for a debrief based on the top-line frequencies from the surveys.

Deliverables

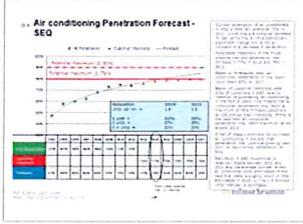
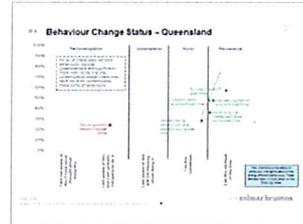
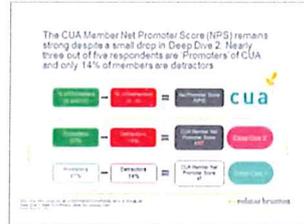
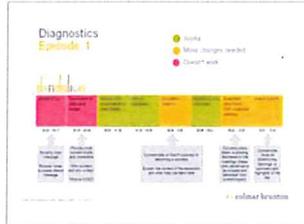
Early drafts of each report will be circulated to all researchers who have worked on the project for peer review before being edited and proof read. A 'finished' draft will then be forwarded CASA for feedback and any revisions made before a final version is issued. The reports will be a comprehensive record of the research process that was undertaken, the key findings, conclusions and recommendations.

As per the brief, we have allowed for delivery of an initial topline presentation and walkthrough of findings, followed by delivery of the draft report, final report (incorporating any CASA feedback) and final presentation.

Presentation and workshop

To ensure that the research findings are fully communicated, Colmar Brunton welcomes the opportunity to present and workshop the findings with the CASA project team. This communications workshop would be relatively informal and would be an opportunity to work through, as a group, the implications of the research for future communication development and planning. In addition, the workshop provides an opportunity for the CASA to draw on the depth of experience of the Colmar Brunton personnel included in this proposal.

Examples of our visual display of data and approach to presentations and workshops are below.

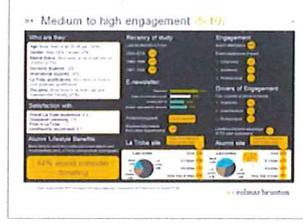
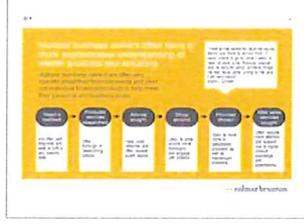


Performance Report

Category	Item 1	Item 2	Item 3	Item 4	Item 5
Group A	95%	88%	92%	85%	90%
Group B	80%	75%	78%	72%	76%
Group C	65%	60%	63%	58%	61%
Group D	50%	45%	48%	43%	46%

Competitive index

Competitor	Category 1	Category 2	Category 3	Category 4	Category 5
Company A	High	Medium	Low	High	Medium
Company B	Medium	High	Medium	Low	High
Company C	Low	High	Medium	High	Medium
Company D	High	Low	High	Medium	Low



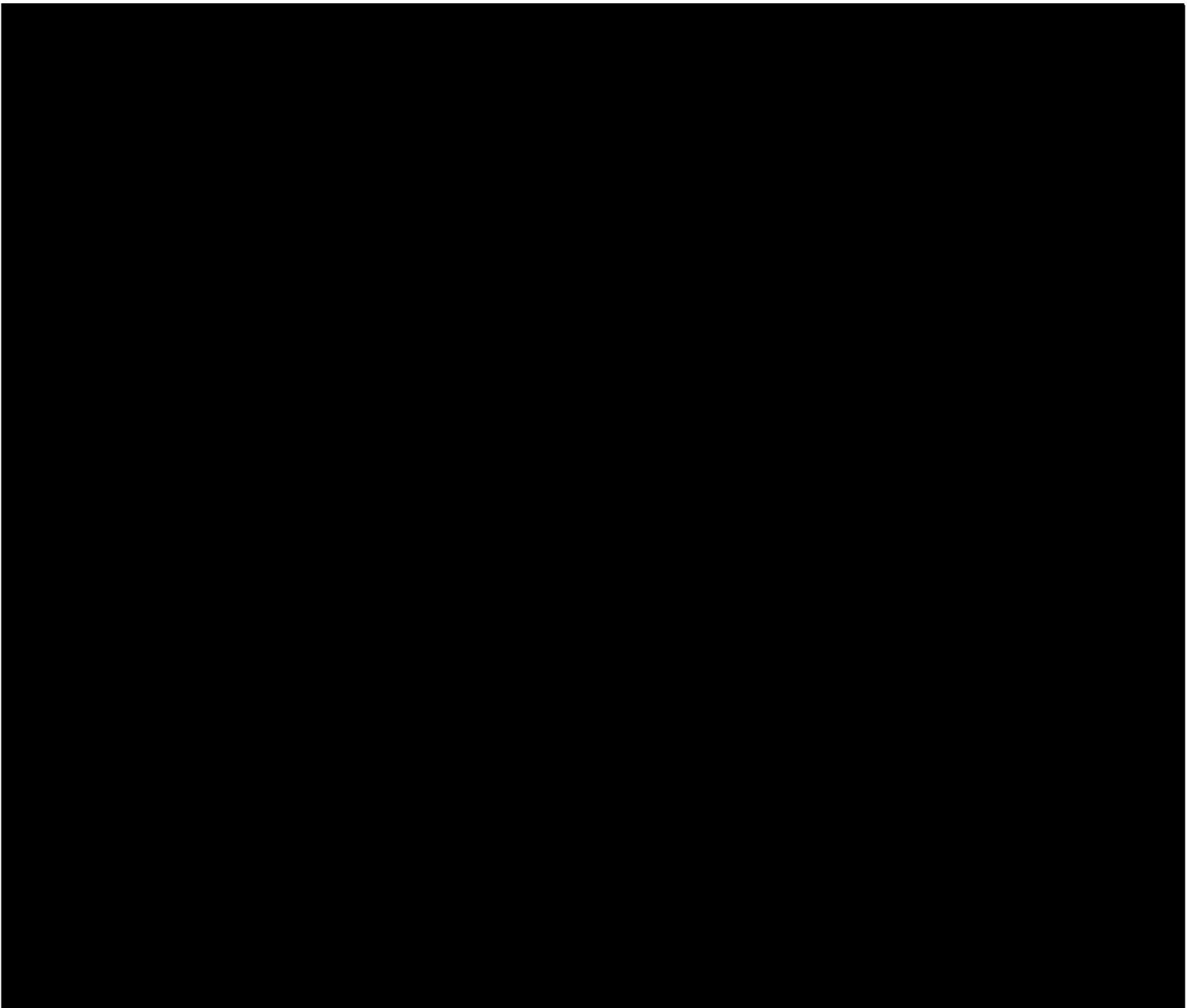
Deliverables and timings

We have outlined below what we believe is an achievable timeframe for the research, however timings would be refined should any issues arise during the project that are beyond our control. Specific timings for each stage would be finalised in the project scoping stage.

Deliverable / Item	Who	Completed by
Project commissioned	CASA	15 December
Project scoping meeting	CBSR and CASA	w/c 15 January
Project plan submitted	CBSR	19 January
Draft survey to CASA	CBSR	24 January
Finalised survey	CBSR and CASA	30 January
Survey programming and testing	CBSR	1-2 February
Pilot testing	CBSR	3 February
Survey fieldwork (15 min online survey, n=1000 - 1200)	CBSR	5 February – 2 March
Depth interviews (n=40, 1 hour interviews)	CBSR	5 February – 2 March
Data analysis plan approved by CASA	CASA	2 March
Topline results delivered	CBSR	16 March
Draft report delivered	CBSR	16 April
Final report delivered	CBSR	Within 1 week of feedback
Presentations	CBSR and CASA	TBC

Investment

This quote is based on the specifications detailed in this proposal. Should these specifications be altered as a result of subsequent discussions, Colmar Brunton will submit a revised investment schedule.



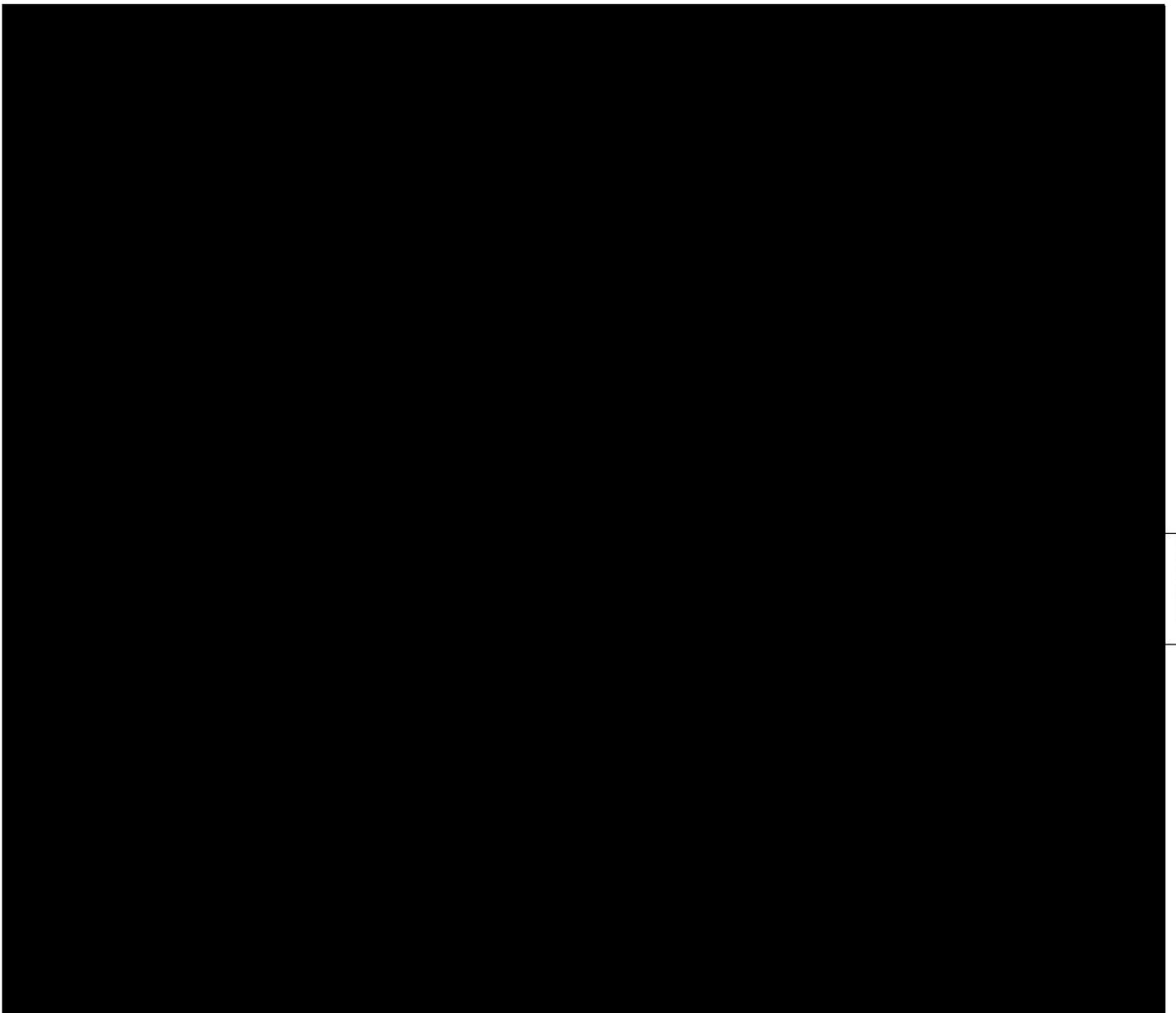
Costing assumptions:

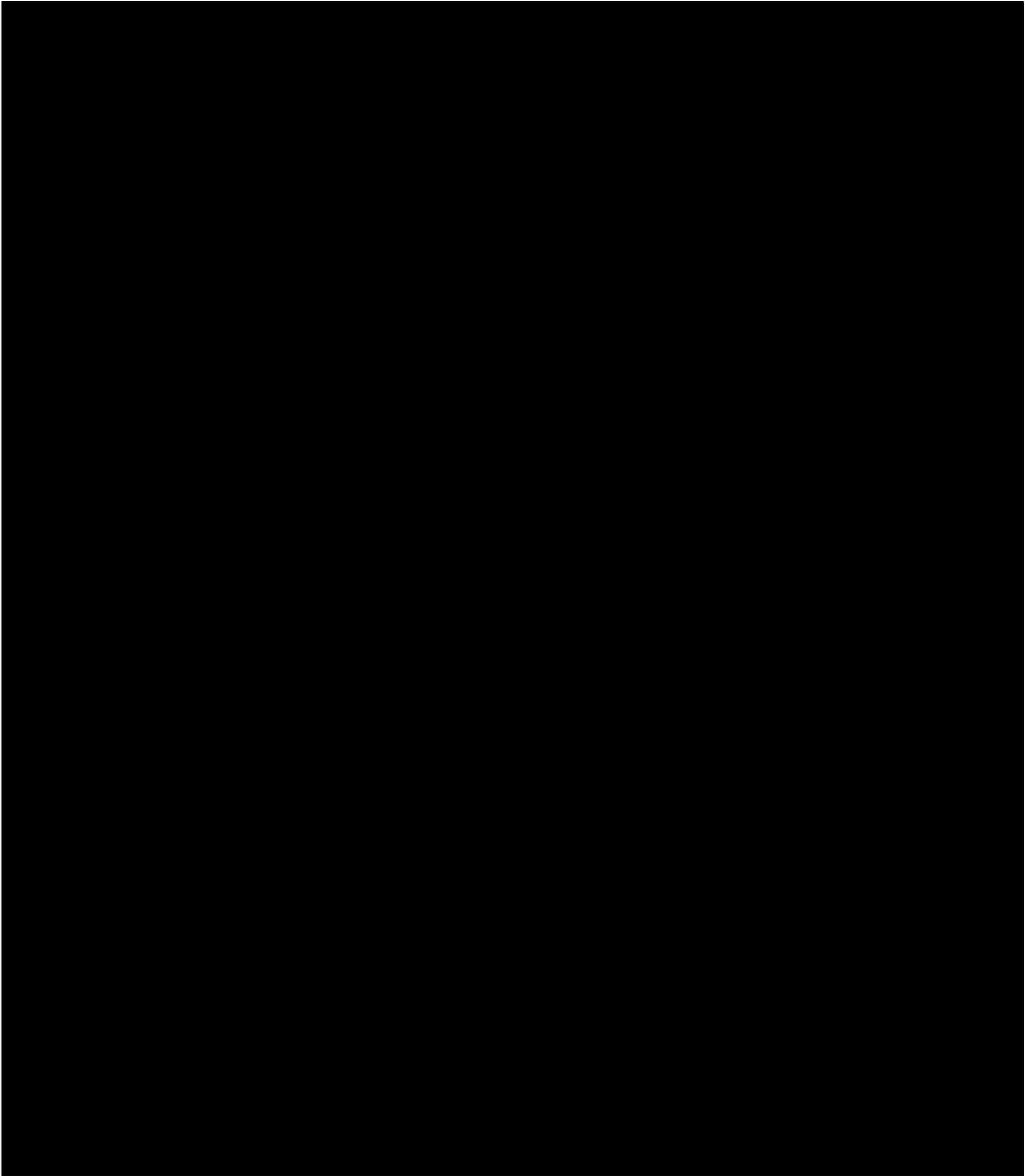
- Survey instrument to be largely unchanged from 2015 – this is reflected in reduced survey design costs and reduced testing costs
- CBSR will attend all meetings face-to-face in Canberra. Interstate meetings would be by teleconference, or at economy travel passed on at cost.
- We have assumed a concise 15 minute telephone survey (approximately 40 questions). A longer survey would attract additional costs.
- We have allowed for coding of 3 open-ended questions per survey. If there are more than 3 open-ended questions, additional costs will apply.
- All depth interviews to occur by phone (unless Canberra based).

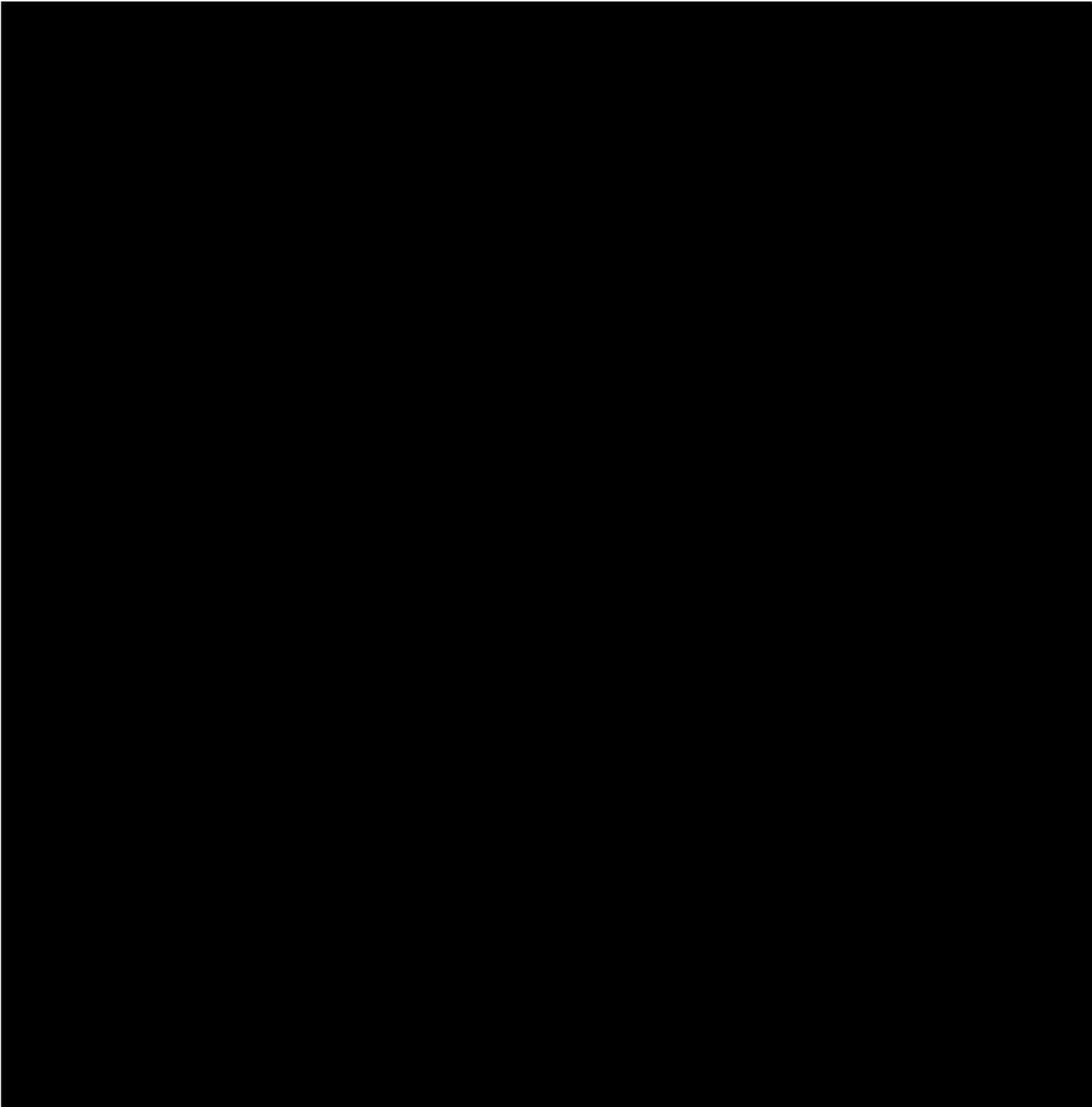
Appendix A: Experience

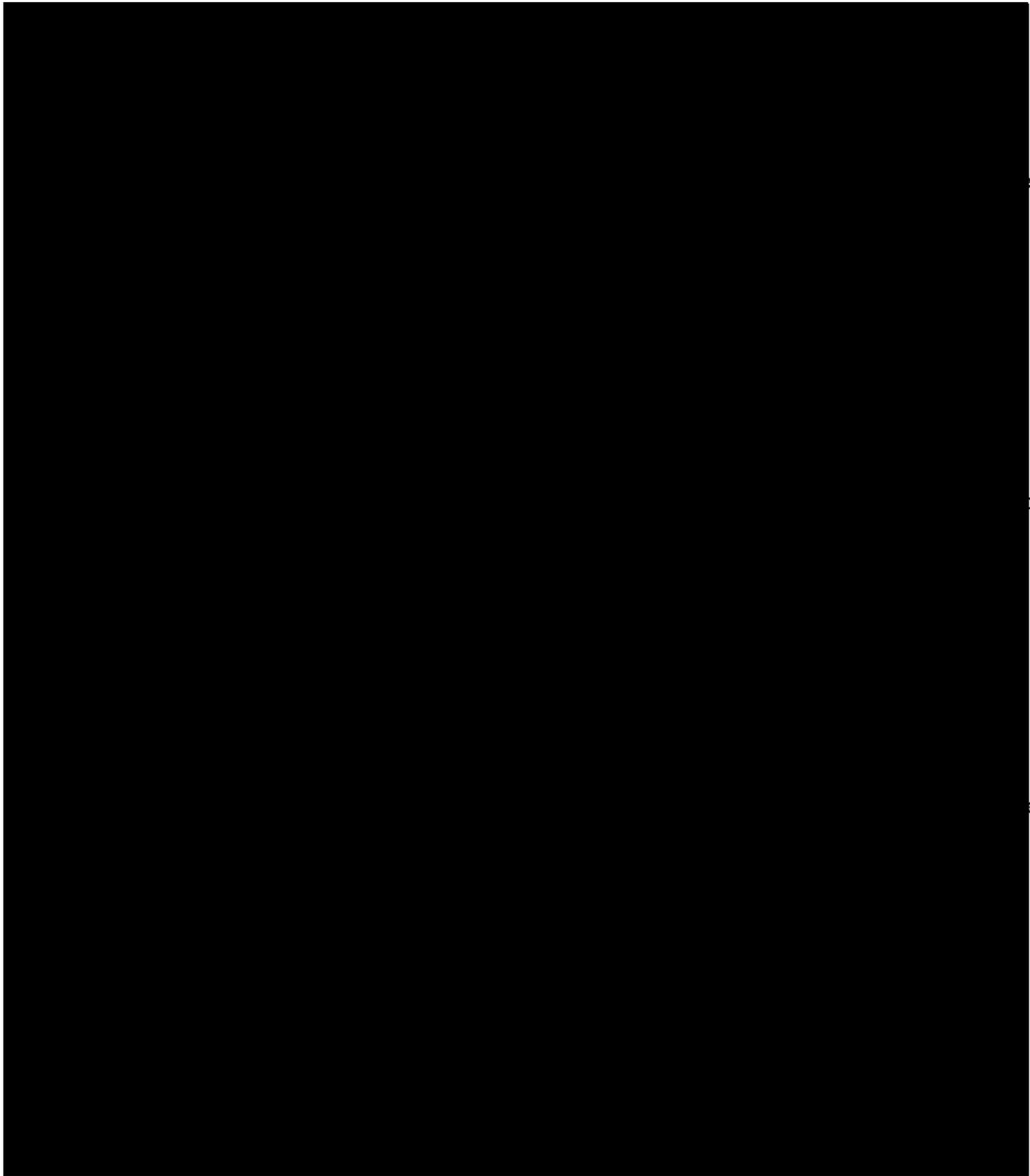
Rather than bombard you with pages and pages of relevant experience, we have provide a selection of similar projects for your review. These projects demonstrate our experience working with CASA, as well as conducting research with similar regulatory agencies.

Aviation sector experience





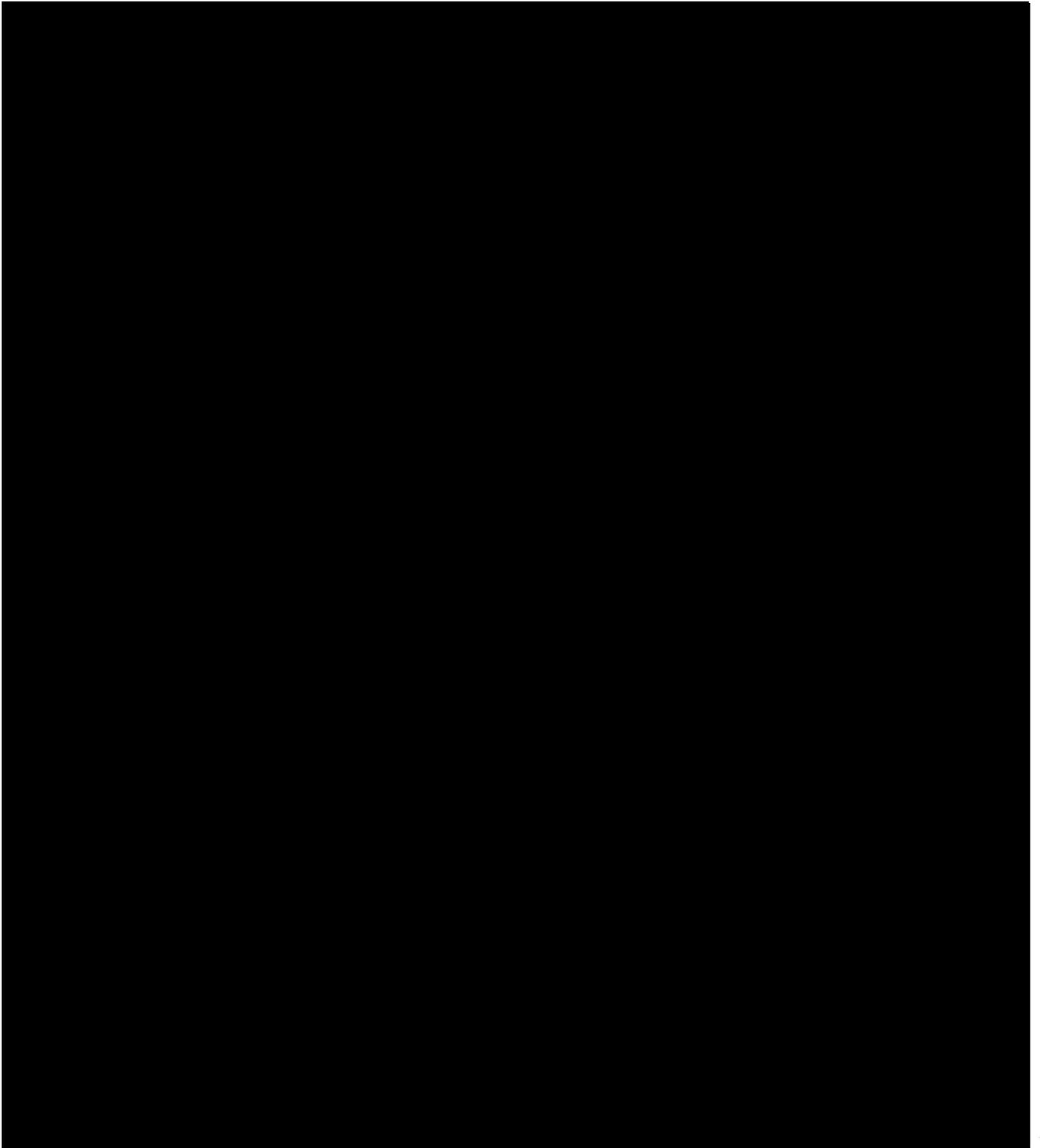




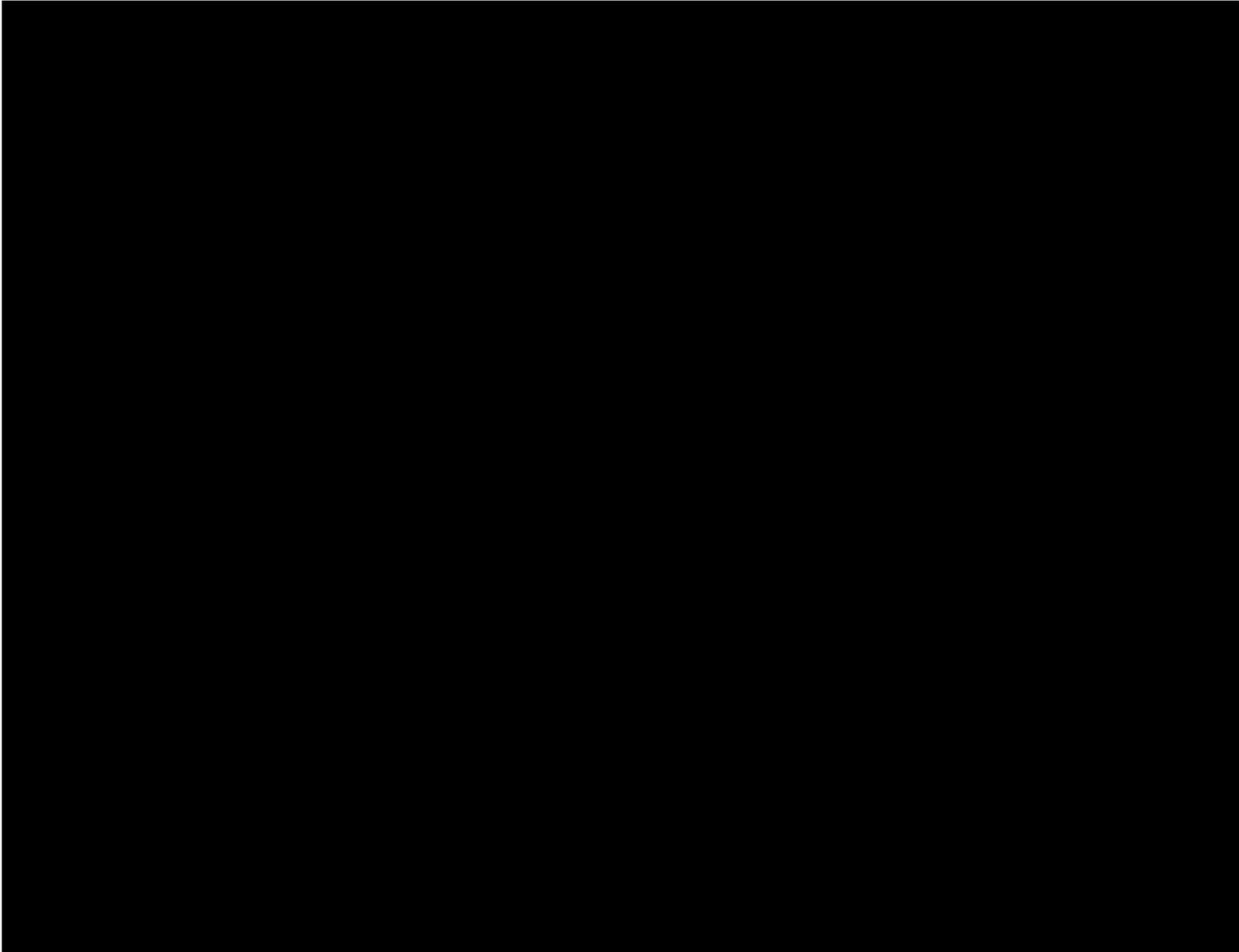
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Appendix B: Referees



Appendix C: Your team

We appreciate the importance of this project to CASA, and as such we have put together a senior and experienced team that will deliver high quality, actionable results from the project. All team members and their respective roles in the project are presented below. All of the people allocated to this project have the skill, experience and availability to execute this research to the highest standards.

Corey Fisher – Managing Director, Canberra (10%)

Corey is the Managing Director of Colmar Brunton Social Research. In this role Corey is responsible for the overall performance of Colmar Brunton's government business. His focus is to provide direction to government decision making through effective research design and a pragmatic approach to transforming data into action. Corey began his career in commercial market research but for the last 12 years has consulted exclusively to State and Federal government agencies.

He has acquired and successfully utilised a vast range of different research methodologies, both qualitative and quantitative, to solve many different research problems. Understanding his client's needs, interpreting the data, drawing appropriate conclusions and making actionable recommendations has underpinned Corey's success as a researcher.

Corey is a communications specialist and has led many of Colmar Brunton's communications development, testing and evaluation projects outlined in this proposal. Corey led the developmental and concept testing research for the 'Plan for Australian Jobs' campaign for the Department in 2013 – the Department's most recent large scale campaign. He also led the country of origin labelling policy research for the Department earlier in 2015.

Corey has a vast amount of experience in working on Government accounts and in social marketing research. An example of other campaigns Corey has worked on over the last few years include:

- Country of Origin Food Labelling Campaign for Department of Industry, Innovation and Science (on air April 2016)
- National Security Campaign for the Attorney General's Department (on air May 2016)
- National Drugs Campaign for Department of Health and Aging
- Missing Persons for the Australian Federal Police

- Blood Donor Recruitment for the Australian Red Cross Blood Service (the current Biscuit campaign, as well as the previous Roll Up Your Sleeve campaign)
- Centenary of ANZAC for Department of Veterans' Affairs
- Smartraveller for Department of Foreign Affairs and Trade
- Plan for Australian Jobs for Department of Industry, Innovation and Science
- Talking Families for the Queensland Family and Child Commission
- MyTax for the Australian Taxation Office
- Royal Commission into Institutional Responses to Child Sexual Abuse
- Plan for Australian Jobs for Department of Industry and Science
- National Disability Insurance Scheme for Department of Social Services
- Paid Parental Leave for Department of Social Services
- Day and Partner Pay for Department of Social Services
- Project Wickenby for the Australian Taxation Office
- Water for the Future – Department of Environment
- Simpler Super for the Australian Taxation Office

Corey will be the alternative key contact on the project.

James Wunsch – Research Director, Canberra (30%)

James joined Colmar Brunton as a Group Account Director in February 2009. He has a Masters Degree in Business Administration from the University of Canberra, and has also been recognised as a Qualified Practicing Market Researcher (QPMR).

James brings a wealth of government and social research experience to the project team having previously occupied the roles of Director of Social & Government Research at Jigsaw and Senior Consultant with Eureka Strategic Research (2005 – 2007). Prior to joining the supplier side of the industry, James held senior research management positions with the Australian Taxation Office (where he managed the corporate market research panel for several years) and the Department of Employment & Workplace Relations.

James has extensive experience in conducting communications research and in working with government clients to optimise both messaging and delivery to achieve key desired outcomes. In 2015 he has led a number of projects with direct relevance to this study. In February and March he worked with the Australian Taxation Office in the development of the promotional campaign for MyTax, the ATO's latest iteration of its self-service online tax return lodgement system, including the selection of the best creative execution for the engaging the intended target audience and shaping these executions across a range of digital formats (including banner ads and social media channels). He subsequently conducted advertising concept testing for the

Australian National University and also led a concept testing project for DHS examining consumer reactions to a range of print and digital ads targeting victims of domestic violence and encouraging them to seek help through DHS support channels. In 2014 he also led a whole of agency communications review on behalf of the Civil Aviation Safety Authority, exploring how industry stakeholders used (or did not use) CASA's range of safety advice communication materials and how both individual products and the suite as a whole could be improved to further support safe aviation activities.

James will be CASA's key contact for this project.

Erin Maher – Account Director, Canberra (20%)

Erin has over ten years' experience in market and social research, having worked on both client and supplier sides of the industry. During this time Erin designed and managed research projects of varying sizes and complexity including government (state and federal), health, social, finance, retail, tourism and multi country international research studies. In these roles Erin utilised a vast variety of quantitative research methodologies including telephone interviewing, online research, mail, face-to-face interviewing and varying mixed methodologies. Erin also has experience with conducting qualitative research and has conducted focus groups, mini-groups and in-depth interviews.

In her time with Colmar Brunton she has worked on a wide range of research and evaluation projects specifically for government and social clients. Previous government and social clients that Erin has worked with include the Australian Taxation Office, Austrade, Australian Federal Police, the Attorney-General's Department, the former Department of Education, Employment and Workplace Relations, the Department of Employment, the Department of Immigration and Border Protection, Department of Industry, Innovation and Science and the Department of Human Services. With each of these clients and projects Erin played a key role in the day-to-day management of the research projects including the design of research instruments, moderation, analysis and reporting.

Erin has completed a Bachelor of Tourism Management from the University of Canberra. She is also a member of the Australian Market and Social Research Society (AMSRS).

Erin will provide day to day support to James in managing the project.

Stathi Karavias, Account Director, Canberra (10%)

Stathi has developed his career as a social researcher off the back of a strong interest in understanding human behaviour and cognition. Having completed a Bachelor of Psychology, as well as a Postgraduate Diploma of Public Policy Analysis, Stathi has developed a strong grounding in research design and methodology. This grounding is coupled with extensive social & market research experience (10 years) in a variety of settings.

Throughout his 10 years of research experience, Stathi has constantly sought to become a more eclectic researcher by involving himself directly in a multitude of research contexts. This is evidenced by previous appointments in commercial, academic, and government/non-government settings.

In commercial settings, Stathi has managed corporate reputation research and other projects for a number of clients including Westpac, NAB and Telstra. He has also conducted research for a number of government and non-government clients, including the Australian Small Business Commissioner, the Department of Employment, Austrade, ClubsNSW, the Minerals Council, the NTEU, and a variety of NSW local governments.

Stathi has also held a number of university roles, including for Macquarie University, where he worked as a Senior Research and Evaluation officer in the Office of the Pro Vice Chancellor (Learning and Diversity). In this role he was tasked with evaluating the effectiveness of several programs aimed at increasing university enrolment and participation of low socioeconomic students.

As an Account Director at Colmar Brunton, Stathi has strong capacity to oversee and conduct all aspects of the research process, from scoping to final reporting. Stathi has recently completed a Postgraduate Diploma in Public Policy Analysis from the Australian National University which has bolstered his knowledge and capacity to apply well designed research to the needs of government and non-government clients.

Stathi will assist in the conduct & analysis of the depth interviews.

Adrian Knight – Account Manager, Canberra (20%)

Adrian has been conducting market and social research in private sector and academic settings for the past 5 years. He has worked on a variety of types of research, including client/stakeholder satisfaction research, staff surveys, evaluations, and communications research.

Adrian has a strong background in both the practical and theoretical components of quantitative research. Adrian has substantial experience designing and conducting quantitative research in a variety of formats (including online surveys, CATI and CAPI), and in analysing the data using best practice techniques. He also has experience in conducting in-depth qualitative interviews with a range of participants, including senior executives (CEOs and SES staff), adding strategic and holistic insights to the data. Adrian is accomplished in taking complex data and using it to inform clear, actionable recommendations.

Adrian has substantial experience in managing projects to ensure that they are delivered to a high standard, on time, and to budget. Adrian takes an active, collaborative approach in working with his clients, which helps to build a working partnership based on trust. Adrian believes in communicating early and often, with clients being notified promptly of any emerging issues, so that they can be resolved to everyone's satisfaction.

Adrian has completed a Bachelor of Science (Psychology) Honours and is a full member of AMSRS.

Adrian will conduct depth interviews and assist with the analysis of the quantitative data.

Edward McCarthy, Research Executive, Canberra (10%)

Edward's interest in market research stems from his university studies where he undertook a Bachelor of Business Administration with a major in marketing. Through this experience, he learnt the foundations of market research by completing research assignments for local businesses in addition to completing a market research internship with the Royal Australian Mint as part of his course.

Although he has only recently joined the Colmar Brunton team, Edward has already gained exposure to a range of projects for government and social clients. One of the largest projects he has been involved in includes the Queensland and Victoria Visiting Friends and Relatives project for Tourism Research Australia. For this project, Edward was actively involved in preparing, analysing and reporting the data. Edward has also gained exposure to another tourism project for the South Australia Tourism Commission, which involved mapping the journeys of interstate visitors to South Australia.

Ed will provide administrative support over the life of the project.

Appendix D: Quality & Standards

Project-based quality assurance

Colmar Brunton Social Research's philosophy is to work as a team with our clients. An important element of such a relationship is to seek input and feedback from our clients throughout a project. This enables any potential issues to be dealt with collaboratively and early on, preventing them from becoming major problems. To supplement this process and enable formal tracking of their views, clients are sent a feedback form after the completion of each project, in which to record their satisfaction with the implementation and outcomes of the project and the research consultants who worked with them on it. These forms are monitored, and targets (such as overall satisfaction with the project) are set at both an individual and office level.

Our research executives are members of the Australian Market and Social Research Society (AMSRS) and are signatories to the Code of Ethics of our industry. Moreover, Colmar Brunton is a founding member of the Association of Market and Social Research Organisations (AMSRO).

Privacy issues and data security

We are required to work in accordance with the ESOMAR International Code of Conduct for Market Research, the Australian Market & Social Research Privacy Principles (which subsume the National Privacy Principles) and the AMSRS Code of Professional Behaviour, to which our researchers are signatories.

At all times, we respect the confidentiality of our informants and our clients. We therefore guarantee this confidentiality according to our industry standards and the Commonwealth privacy legislation. In particular, confidentiality provisions apply to the supply of unit record data.

In addition, we accept that Colmar Brunton, if commissioned, will be bound by Public Service regulations with respect to confidentiality. We recognise that all information gathered in relation to the project is the property of the Commonwealth. We recognise that we are not at liberty to disclose any related information to any other party.

Quality assurance accreditations

Colmar Brunton Social Research puts a real and applied focus on quality.

- We have a QMS system in place and have ISO 20252:2012 accreditation.
- We abide by the AMSRS Code of Professional Behaviour and Privacy Principles; and
- We have created a position in our company dedicated to keeping up to date with best practice in research and providing internal systems that facilitate quality management.

The main benefits of using an ISO accredited research consultant are as follows:

- Detailed procedures and manuals have been put in place for all aspects of survey work;
- ISO is an industry initiative that ensures that clients buying research from accredited organisations receive quality interviewing;
- Fieldwork integrity is the cornerstone of reliable research: if the interview is faulty all subsequent information can be flawed;
- Buyers of market research services from ISO accredited companies can be assured that the company is bound to observe the International Code of Marketing and Social Research Practice and that the company's procedures for training and supervising interviewers conform to stringent international standards for data collection;
- Interviewers are required to have formal and on the job training against a comprehensive curriculum and records are maintained by the company and the individual;
- Identity Cards and an Interviewer Manual are issued to interviewers who are subsequently observed by their supervisors annually. Supervisors themselves are also subject to annual appraisal;
- Fieldwork supervisors validate at least 10% of interviews in each survey. Details are recorded in a job summary report which also includes initial information about the survey itself; and
- Accredited companies without fieldwork facilities of their own are bound by separate rules to employ ISO accredited fieldwork companies.

What this means in practice is:

- We take quality seriously and see its benefits in everything we do;
- We will respond to any particular requirements you have regarding the quality of data being gathered in this project in terms of design, accuracy and budget;
- We thoroughly and consistently document everything we do, which ensures knowledge management for the project, now and into the future;
- The Managing Director, Corey Fisher, is aware of the status of every project and has contingency plans in place that mean our commitments to you are guaranteed; and
- You can be assured that the approaches we recommend are best practice and technically sound.

Quality Declaration

Colmar Brunton is committed to helping its clients achieve and sustain market success by providing superior market research and strategic direction.

A critical foundation of our commitment to our clients is the implementation of Quality Assurance in all relevant areas of its operations. We have implemented and achieved certification for our **Quality Management System AS-ISO 20252:2012** for all areas of our operations.

Colmar Brunton (and its field company, Your Source) also operates under the Australian Market & Social Research Society (AMRSRS) Professional Code of Behaviour and the Market & Social Research Privacy Principles administered by the Association of Market & Social Research (AMSRO) Secretariat.

In accordance with our Quality Management System (QMS) this proposal has been reviewed and approved by:



NAME: Corey Fisher
ROLE: Managing Director
Colmar Brunton

DATE: 8 December 2017
Document version 1.0

All methodologies and findings outlined in this proposal are provided solely for use by the client.
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In accordance with Article 15 of the ICC/ESOMAR International Code of Marketing Research, this document remains the property of Colmar Brunton and unless commissioned, its contents shall not be communicated from one Researcher to another Researcher