

## **Appendices Overview**

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**APPENDIX A: Human Ethics Committee Approval, University of Canterbury**

HUMAN ETHICS COMMITTEE

Secretary, Lynda Griffioen  
Email: [human-ethics@canterbury.ac.nz](mailto:human-ethics@canterbury.ac.nz)

Ref: HEC 2011/09/LR

11 May 2011

Joanne Stevenson  
Department of Geography  
UNIVERSITY OF CANTERBURY

Dear Joanne

Thank you for forwarding to the Human Ethics Committee a copy of the low risk application you have recently made for your research proposal "Business recovery and resilience after 4th September and 22nd February Canterbury Earthquakes".

I am pleased to advise that this application has been reviewed and I confirm support of the Department's approval for this project.

With best wishes for your project.

Yours sincerely

pp 

Michael Grimshaw  
**Chair**  
*University of Canterbury Human Ethics Committee*

HUMAN ETHICS COMMITTEE

Secretary, Lynda Griffioen  
Email: [human-ethics@canterbury.ac.nz](mailto:human-ethics@canterbury.ac.nz)

Ref: HEC 2011/30

24 January 2012

Joanne Stevenson, Hlekiwe Kachali & Zachary Whitman  
Departments of Geography, Civil & Natural Resources Engineering & Geology  
UNIVERSITY OF CANTERBURY

Dear Joanne

Thank you for your request for an amendment to your research proposal “Organisational resilience and recovery after the 4th September and 22nd February Canterbury Earthquakes”.

I am pleased to advise that this request has been considered and approved by the Human Ethics Committee.

Yours sincerely



Michael Grimshaw  
**Chair**  
*University of Canterbury Human Ethics Committee*

## APPENDIX B: Research Participant Informed Consent Form



### ORGANISATIONAL RESILIENCE & RECOVERY FOLLOWING THE 4 SEPTEMBER AND 22 FEBRUARY EARTHQUAKES

#### RESEARCH PARTICIPANT INFORMATION AND CONSENT FORM

Date: \_\_\_\_\_

#### 1. EXPLANATION OF THE RESEARCH and WHAT YOU WILL DO:

- You are being asked to participate in a research study of organisational recovery following the 4 September, 2010 and 22 February, 2011 earthquakes in Canterbury. You have been identified for this study due to your knowledge about or experience with community and/or businesses affected by the recent earthquakes and how they are recovering.
- You will be asked questions about the earthquakes' impacts on your organisation, your geographic area, and/or your industry sector. You may also be asked general questions about your organisation's characteristics and how recovery is being pursued from a policy and planning perspective.
- *The interview will take between 1-2 hours depending on the content of the discussion.*
- The interview will be audio recorded.

#### 2. HOW WILL THIS RESEARCH BE USED?

- This research is being undertaken by the University of Canterbury and Resilient Organisations research group. Resilient Organisations is a collaborative team of researchers and practitioners that aims to identify and improve the resilience organisations in times of crises. This work is the basis for a PhD thesis and a final report will be made public, available via the UC library database. Reports will also be published on the Resilient Organisations website ([www.resorgs.org.nz](http://www.resorgs.org.nz)).

#### 2. YOUR RIGHTS TO PARTICIPATE, SAY NO, OR WITHDRAW & CONFIDENTIALITY:

- Participation in this research project is completely voluntary. You have the right to say no.
- You may change your mind at any time and withdraw. You may also withdraw any information you provide at any time and it will not be included in any analyses, reports, or publications produced.
- You may choose not to answer specific questions or to stop participating at any time.
- The information gathered in this study will be secured so that it is accessible only to the researchers directly involved in this study. The analysis will be done in a way that prevents the identification of individuals in the publication of findings.
- Any information obtained in connection with this project and that can identify you will remain confidential.

#### 3. COMPENSATION AND ENTITLEMENTS:

- You will not be monetarily compensated for this interview.
- You are entitled to copies of any reports or publications that are produced as part of this research.
- You may request a transcript of this interview.

#### 4. CONTACT INFORMATION FOR QUESTIONS AND CONCERNS:

- The University of Canterbury PhD students involved in this research include Joanne Stevenson ([joanne.stevenson@pg.canterbury.ac.nz](mailto:joanne.stevenson@pg.canterbury.ac.nz)), Hlekiwe Kachali ([hlekiwe.kachali@pg.canterbury.ac.nz](mailto:hlekiwe.kachali@pg.canterbury.ac.nz)), and Zachary Whitman ([zachary.whitman@pg.canterbury.ac.nz](mailto:zachary.whitman@pg.canterbury.ac.nz)). The supervisors of this research include from the University of Canterbury & Resilient Organisations Dr. John Vargo, Dr. Erica Seville, Dr. David Conradson, and Dr. Thomas Wilson.
- If you have concerns or questions about this study, such as scientific issues, how to do any part of it, or to report an injury, please contact: Dr. John Vargo at +643 364 2627 or at [john.vargo@canterbury.ac.nz](mailto:john.vargo@canterbury.ac.nz),

## 5. ADDITIONAL INFORMATION & SUPPORT SERVICES

- If you would like any information regarding organisational resilience, or would like additional information about business recovery please visit:
  - [www.resorgs.org.nz](http://www.resorgs.org.nz)
  - [www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)
- If you need information about **counselling and support services** visit <http://www.msd.govt.nz/emergency/index.html> or call 0800 777 846.

## 6. DOCUMENTATION OF INFORMED CONSENT.

Your signature below means that you voluntarily agree to participate in this research study.

_____ Signature of Interviewee	_____ Signature of Interviewer
_____ Name	_____ Name

**Please initial this box if you will allow the audio file of this interview to be transcribed by a student at the University of Canterbury. Student transcriptionists will be required to sign a confidentiality agreement and will be required to return or destroy all copies of audio files and associated paper files with identifying information once their work is completed.**

## APPENDIX C: Key Informant Interview Schedule

### Interview Schedule - 2011

- 1) Background – your current position, what role
- 2) What is “recovery” for [this town]? How will you know when the [this town] is recovered?
- 3) Which individuals or agencies do you think are influencing recovery of [this town]? Who is financing the recovery? Which of them are taking direct actions? Which are affecting policies? Which are providing useful information? Which are helping to organize people or groups?
- 4) What kind of help is/was available to those organisations struggling or that needed assistance after the earthquakes? Is it the right kind? Is it adequate? Where did it come from?
- 5) Measures from government (if any), were they a hindrance or help? Which particular measures have been helpful?
- 6) What roles have business associations and groups played post-disaster? Could they do more/ less?
- 7) Has information exchange and communication between agencies involved in response and recovery and organisations affected by the earthquakes been well-managed/ adequate?
- 8) How are businesses being engaged in the recovery process? Were there any gaps in expectations from affected organisations?
- 9) Who isn't having a say or isn't having enough of a voice in the recovery? Why?
- 10) How has the [this town's] identity shifted from before the earthquake, to after September, and now after February?
- 11) Did organisations or developers have pre-existing (prior to September 2010) plans or visions for [this town]? What were they? How are they influencing the recovery? Could even be by citywide organizations, focused on business, sustainable development, etc.
- 12) Are some businesses or sections of [this town] recovering faster than others? Why?
- 13) Can you think of some examples where an organisation's neighbours have affected each other's recovery positively or negatively?
- 14) Are organisation's collaborating in new or different ways post-earthquake?

- 15) Have new business groups or business collaborations formed post-earthquake? Or have pre-existing inter-organisational relationships changed?
- 16) What are the biggest uncertainties that [this town] and businesses face? What are the biggest uncertainties of concern to you? Challenges not caused by the earthquakes (e.g. ash cloud, fuel prices, recession)?
- 17) Post-earthquake(s), what do you think are the main opportunities for [this town] and organisations in [this town]? What's on your wish-list for the business landscape? What would you change?
- 18) What lessons have you learned about [this town] recovery up to this point? What advice would you pass on to someone who may be in a similar position in the future?
- 19) What would you like to tell those involved with driving/leading the recovery?
- 20) Is there anything I've missed that you think I should know?



**APPENDIX D, E, & F: Surveys 1, 2, & 3**



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# Canterbury Earthquake

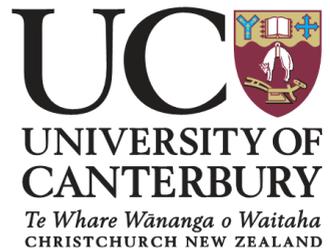
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## Organisational Resilience & Recovery Questionnaire

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University of Canterbury  
Resilient Organisations

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1 Contact name

We use the term 'organisation' frequently during the questionnaire. These are any businesses or not-for-profits, such as a farm, retail store, dairy, church, etc. An organisation could be a one person business or a 500 person business.

2 Organisation name

3 Your role in the organisation (e.g. CEO, head engineer, manager etc)

4 Organisation address at time of the earthquake

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5 Telephone number

6 Email address

Number of employees	Full time	Part time	Temporary

8 What type of organisation do you operate? (e.g. supermarket, building supply company, plastics manufacturer)

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9 How long has your organisation been in business? (*months/years*)

10 How long has your organisation been operating in this location? (*months/years*)

11 Do you own or rent the property for which this organisation is operated?

Own

Rent

12 Did the 4 September earthquake and/or aftershocks have any impact on your organisation?

Yes

No  Please skip to question 38

How disruptive were the following on your ability to do business?				
	Not at all	Not very	Moderately	Very
Structural damage to building(s) (integrity of building compromised)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-structural damage (fittings damaged e.g. windows or light fixtures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to computers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to inventory or stock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water supply disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage or effluent disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electricity disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to ground surface	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to or closure of adjacent organisations or buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Damage to or closure of nearby organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unable to access site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Injury to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other damage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Please specify other damages -*

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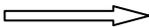
14 As a result of the earthquake, were any of your buildings inspected for structural integrity?

No

Yes  Please fill in the table below

Total number of buildings	Number of buildings inspected	Number red tagged – no entry	Number yellow tagged – limited entry	Number green tagged – safe to use

15 Did you have to close your organisation for any period of time as a result of the 4 September earthquake and subsequent aftershocks?

No  Skip to question 17

Yes  How many days? \_\_\_\_\_

16 As a result of the earthquake, have you permanently closed your organisation?

Yes

No

17 Did you consider permanently closing your organisation as a result of the earthquake?

Yes

No

*If you did not close your organisation skip to question 19*

18

Did any of the following contribute to the closing of your business during this time?

	Yes	No
Building waiting to be structurally assessed	<input type="checkbox"/>	<input type="checkbox"/>
Building declared unsafe	<input type="checkbox"/>	<input type="checkbox"/>
Building waiting to be repaired	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to interior	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to exterior	<input type="checkbox"/>	<input type="checkbox"/>
Machinery loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Stock loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Office equipment loss or damage (including computer)	<input type="checkbox"/>	<input type="checkbox"/>
Damage to immediate locality (e.g. neighbouring buildings or pavements, prevented access)	<input type="checkbox"/>	<input type="checkbox"/>
Could not obtain replacement supplies or materials	<input type="checkbox"/>	<input type="checkbox"/>
Could not deliver supplies/services to customers	<input type="checkbox"/>	<input type="checkbox"/>
Employees unable to get to work	<input type="checkbox"/>	<input type="checkbox"/>
Owner or manager had family or other commitments that prevented reopening	<input type="checkbox"/>	<input type="checkbox"/>
Other reason	<input type="checkbox"/>	<input type="checkbox"/>

Please specify other reason –

Of these, what was the most significant influence on your decision to close the organisation?

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If you have closed your organisation for any period of time due to the earthquake, please skip to question 20

19 Did any of the following severely disrupt your organisation's ability to operate?

	Yes	No
Building waiting to be structurally assessed	<input type="checkbox"/>	<input type="checkbox"/>
Building declared unsafe	<input type="checkbox"/>	<input type="checkbox"/>
Building waiting to be repaired	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to interior	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to exterior	<input type="checkbox"/>	<input type="checkbox"/>
Machinery loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Stock loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Office equipment loss or damage (including computer)	<input type="checkbox"/>	<input type="checkbox"/>
Damage to immediate locality (e.g. neighbouring buildings or pavements, prevented access)	<input type="checkbox"/>	<input type="checkbox"/>
Could not obtain replacement supplies or materials	<input type="checkbox"/>	<input type="checkbox"/>
Could not deliver supplies/services to customers	<input type="checkbox"/>	<input type="checkbox"/>
Employees unable to get to work	<input type="checkbox"/>	<input type="checkbox"/>
Owner or manager had family or other commitments that prevented reopening	<input type="checkbox"/>	<input type="checkbox"/>
Other reason	<input type="checkbox"/>	<input type="checkbox"/>

Please specify other reason –

Of these, what was the most significant influence on your organisation's ability to operate?

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20 Have you relocated your organisation as a result of the earthquake?

Yes

No  Please skip to question 22

21 What was the main reason for relocating the organisation?

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22 Did you relocate elements of your business following the earthquake?

No

Yes



Please describe what was relocated  
*e.g. stock to alternate storage facility*

Length of time in days

1.

2.

3.

23 How well were your regular suppliers able to meet your organisation's needs after the earthquake?

Completely  
incapable

Somewhat  
capable

Completely  
capable

Our organisation  
is still closed

24 Did your organisation need to use new suppliers as a result of the earthquake?

Yes

No  Please skip to question 26

25 How well were your new suppliers able to meet your organisation's needs after the earthquake?

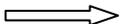
Completely  
incapable

Somewhat  
capable

Completely  
capable

Our organisation  
is still closed

26 How has your revenue changed since the earthquake?

Revenue has increased  Approximate % increase

Revenue has decreased  Approximate % decrease

No change

27 How long do you expect the earthquake to continue to affect your revenue?

Ended by 30 September 2010

31 December, 2010

31 March, 2011

30 June, 2011

30 September, 2011

Beyond 30 September, 2011

28 Have the number of customers you sell goods/services to changed since 4 September?

Decreased substantially	Decreased moderately	No change	Increased moderately	Increased substantially
<input type="checkbox"/>				

29 What type of insurance does your organisation have? (*tick all that apply*)

- Cash flow, income protection, and organisation interruption
- Property and buildings
- Organisation assets and equipment
- Commodities and goods
- Motor vehicles
- Public liability
- Other (*please specify*) \_\_\_\_\_

30 How would you rate your relationship with your insurer?

Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="checkbox"/>				

31 How well did your insurance package meet your expectations?

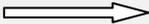
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="checkbox"/>				

32 How would you rate your relationship with your banker?

Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="checkbox"/>				

33 Have you been forced to make any staff redundant in the aftermath of the earthquake?

No

Yes 

Full time	Part time	Temporary
<input type="text"/>	<input type="text"/>	<input type="text"/>

34 Have you hired any staff in the aftermath of the earthquake?

No

Yes 

Full time	Part time	Temporary
<input type="text"/>	<input type="text"/>	<input type="text"/>

35 How will your organisation finance its recovery? *(tick all that apply)*

- Organisation cash flow
- Savings
- Money borrowed from family or friends
- Bank loan
- Credit cards
- Insurance claim
- Earthquake wage subsidy
- Other

*Please specify other -*

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To what degree have the following factors helped mitigate the impact of the earthquake to your organisation?

	Not at all	Not very	Moderately	Very
Backup/alternatives to water, sewerage, electricity, communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water, sewerage, electricity, communications were restored quickly or not interrupted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with supplier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with business advisor/mentor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with banks or lenders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with our neighbours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Available cash or credit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spare resources (e.g. equipment or extra people)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business continuity, emergency management or disaster preparedness plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Backup or alternative site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practiced response to a disaster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency kit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Well designed and well built buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other ( <i>please specify</i> )	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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37

What has been the biggest challenge(s) for running your organisation so far in the aftermath of the earthquake?

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If you'd like to say more, please attach an additional sheet.

We use the term 'organisation' frequently during the questionnaire. These are any businesses or not-for-profits, such as a farm, retail store, dairy, church, etc. An organisation could be a one person business or a 500 person business.

38

To what extent do you agree with the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
I believe that the way we plan for the unexpected is appropriate, given the people and organisations that count on us.	<input type="checkbox"/>				
Our organisation understands that having a plan for emergencies is not enough and that the plan must be practised and tested to be effective.	<input type="checkbox"/>				
Our organisation is focused on being able to respond to the unexpected.	<input type="checkbox"/>				
Our organisation keeps in contact with organisations that it might have to work with in a crisis.	<input type="checkbox"/>				

To what extent do you agree with the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
Our organisation has clearly defined priorities for what is important during and after a crisis.	<input type="checkbox"/>				
Our organisation works hard to remove barriers for working well with each other and other organisations.	<input type="checkbox"/>				
During business as usual, we manage resources so that we are able to cope with a small amount of unexpected change.	<input type="checkbox"/>				
People in our organisation are committed to working on a problem until it is resolved.	<input type="checkbox"/>				
If key people were unavailable, there are always others who could fill their role.	<input type="checkbox"/>				
There would be good leadership in our organisation if we were stuck by a crisis.	<input type="checkbox"/>				

To what extent do you agree with the following:	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
People in our organisation are known for their ability to use their knowledge in novel ways.	<input type="checkbox"/>				
When we need to, our organisation can make tough decisions quickly.	<input type="checkbox"/>				
Our organisation monitors what is happening in its industry to have an early warning of emerging issues.	<input type="checkbox"/>				

39

Are you willing to take part in future follow-up research?

Yes

No

40

Please provide your preferred contact details

Telephone

Personal visit

E-Mail

Post

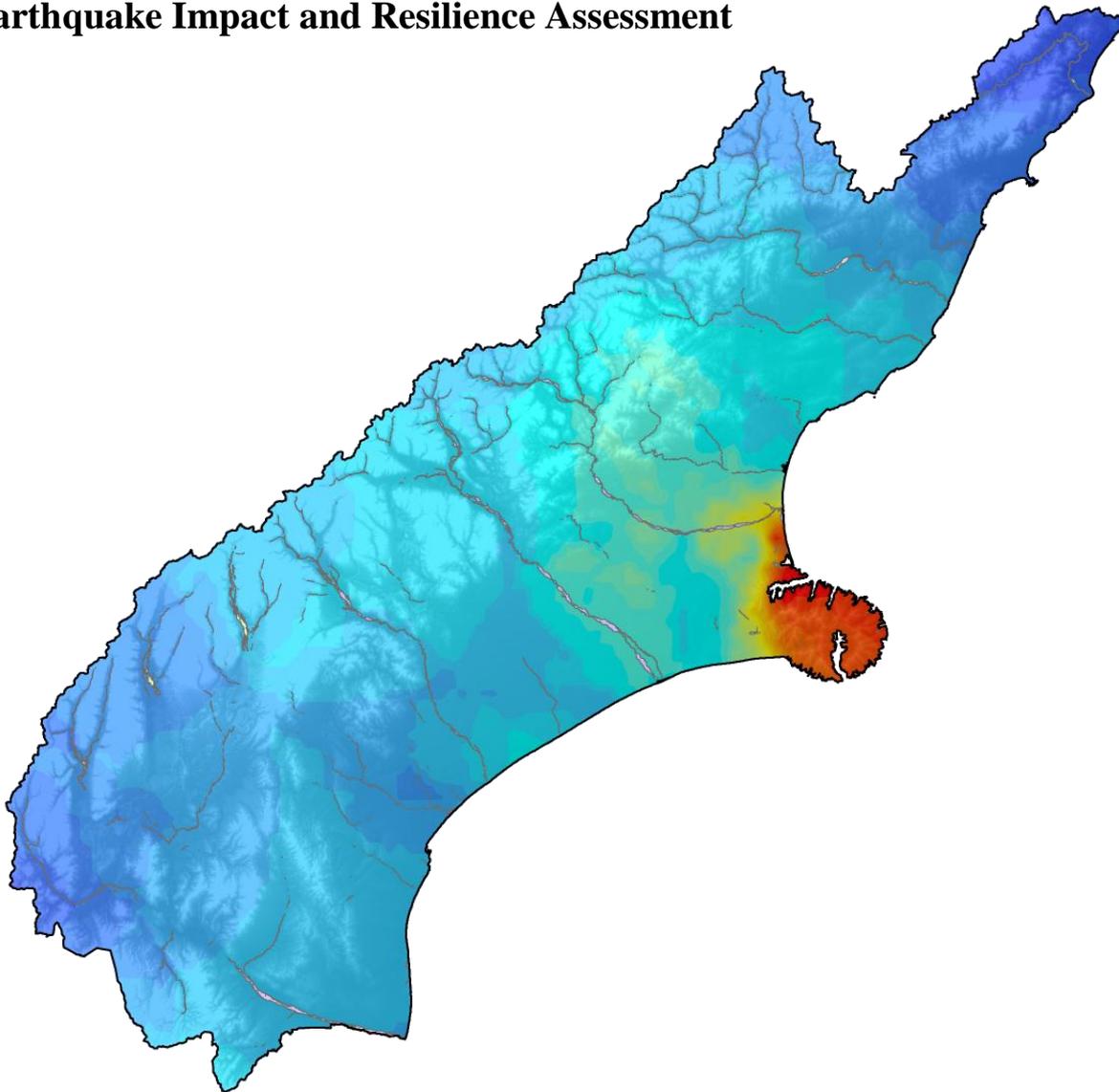
If you would like any information regarding organisational resilience, or need any assistance during this difficult period, please visit [www.resorgs.org.nz](http://www.resorgs.org.nz) and [www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)

University of Canterbury and Resilient Organisations

# Organisational Resilience and Recovery Survey 2011



**Earthquake Impact and Resilience Assessment**



# Organisational Resilience and Recovery Survey 2011

Date: \_\_ (dd) / \_\_ (mm)

1 **Your name**

We use the term 'organisation' throughout this questionnaire to refer to any businesses or not-for-profits, such as a farm, retail store, dairy, church, etc. An organisation could be a one person business or a 500 person business.

All of the individual information provided in these surveys will be treated anonymously. No organisation will be directly identified nor will any personal information be included in any subsequent publications or reports.

2 **Organisation name**

3 **Your role in the organisation (e.g. CEO, head engineer, manager etc)**

4 **Your contact telephone number**

5 **Your email address**

6 **Number of employees in your organisation (prior to the 22 February earthquake)**

**Full time**

**Part time**

**Temporary**

7

**Please indicate which of the following industry categories best describes your organisation: (select only one)**

- |   |  |
|---|--|
| <input type="checkbox"/> Agriculture, Forestry and Fishing          | <input type="checkbox"/> Information Media and Telecommunications        |
| <input type="checkbox"/> Mining                                     | <input type="checkbox"/> Financial and Insurance Services                |
| <input type="checkbox"/> Manufacturing                              | <input type="checkbox"/> Rental, Hiring and Real Estate Services         |
| <input type="checkbox"/> Electricity, Gas, Water and Waste Services | <input type="checkbox"/> Professional, Scientific and Technical Services |
| <input type="checkbox"/> Construction                               | <input type="checkbox"/> Administrative and Support Services             |
| <input type="checkbox"/> Wholesale Trade                            | <input type="checkbox"/> Public Administration and Safety                |
| <input type="checkbox"/> Retail Trade                               | <input type="checkbox"/> Education and Training                          |
| <input type="checkbox"/> Accommodation and Food Services            | <input type="checkbox"/> Health Care and Social Assistance               |
| <input type="checkbox"/> Transport, Postal and Warehousing          | <input type="checkbox"/> Arts and Recreation Services                    |
| <input type="checkbox"/> Other Services (please specify)            |  |
- 

8

**How would you describe your organisation's ownership structure? (please tick one)**

- Sole proprietor
  - Partnership or Joint venture
  - Franchise
  - Subsidiary
  - Government Agency
  - Not for profit/ Charity
  - Other (please specify)
- 

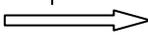
9

**Does your organisation own or rent the property from which it is operated?**

- Own
  - Rent
- 

10

**Did the following events have any impact on your organisation?**

- |                                    |                                    |
|------------------------------------|------------------------------------|
| <b>4 September 2010 earthquake</b> | <b>22 February 2011 earthquake</b> |
| <input type="checkbox"/> Yes       | <input type="checkbox"/> Yes       |
| <input type="checkbox"/> No        | <input type="checkbox"/> No        |
- If you answered "No" to both*  *please skip to Question 30*
-

**Following the 22 February earthquake, for each of the following factors please indicate whether they affected your organisation and, if relevant, how disruptive the impacts were:**

	Affected my organisation		Not at all disruptive	Not very disruptive	Moderately disruptive	Very disruptive
	Yes	No				
Structural damage to building(s) (integrity of building compromised)	<input type="checkbox"/>					
Non-structural damage (fittings damaged e.g. windows or light fixtures)	<input type="checkbox"/>					
Damage to equipment (non-computing)	<input type="checkbox"/>					
Damage to computers	<input type="checkbox"/>					
Damage to inventory or stock	<input type="checkbox"/>					
Damage to ground surface	<input type="checkbox"/>					
Damage to or closure of adjacent (next door) organisations or buildings	<input type="checkbox"/>					
Damage to or closure of nearby buildings or organisations	<input type="checkbox"/>					
Our organisation was located within cordoned-off area	<input type="checkbox"/>					
Physical harm to employees	<input type="checkbox"/>					
Supplier issues	<input type="checkbox"/>					
Customer issues	<input type="checkbox"/>					
Staff temporarily relocated	<input type="checkbox"/>					
Staff permanently relocated	<input type="checkbox"/>					
Staff did not feel safe returning to building	<input type="checkbox"/>					
Changes in staff emotional wellbeing	<input type="checkbox"/>					
Other	<input type="checkbox"/>					
Other ( <i>please describe</i> ) -	<hr/>					

12 **Following the 22 February earthquake, for each of the following factors please indicate whether they affected your organisation and, if relevant, how disruptive the impacts were:**

	Affected my business		Not at all disruptive	Not very disruptive	Moderately disruptive	Very disruptive	Estimate length of disruption (days)
	Yes	No					
Water supply disruption	<input type="checkbox"/>						
Sewage or effluent disruption	<input type="checkbox"/>						
Electricity disruption	<input type="checkbox"/>						
Communications disruption	<input type="checkbox"/>						
Road network disruption	<input type="checkbox"/>						

- 13 **As a result of the 22 February earthquake, does your building have a:**
- Red Tag
  - Yellow Tag
  - Green Tag
  - Don't Know

14 **Did your building receive an in-depth structural assessment beyond the initial tagging following the:**

4 September earthquake?	22 February earthquake?
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> Not yet, but plan to arrange in-depth assessment
	<input type="checkbox"/> No, do not plan to have in-depth assessment

15 **Following the:**

**04 September earthquake, did your organisation? (tick one)**

- Close temporarily \_\_\_\_\_ days
- Close permanently
- Remain open as usual
- Remain open but operate fewer hours
- Remain open but operate longer hours

**22 February earthquake, did your organisation? (tick one) (If you did not close following this event, please skip to Question 17)**

- Close temporarily \_\_\_\_\_ days
- Close permanently
- Remain open as usual
- Remain open but operate fewer hours
- Remain open but operate longer hours

16 **Did any of the following contribute to the closing of your organisation after the 22 February earthquake? (tick all that apply)**

	Yes	No
Building waiting to be structurally assessed	<input type="checkbox"/>	<input type="checkbox"/>
Building declared unsafe	<input type="checkbox"/>	<input type="checkbox"/>
Building waiting to be repaired	<input type="checkbox"/>	<input type="checkbox"/>
Building located within cordoned-off area	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to interior	<input type="checkbox"/>	<input type="checkbox"/>
Needed to clear up damage to exterior	<input type="checkbox"/>	<input type="checkbox"/>
Machinery loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Stock loss or damage	<input type="checkbox"/>	<input type="checkbox"/>
Office equipment loss or damage (including computer)	<input type="checkbox"/>	<input type="checkbox"/>
Damage to immediate locality (e.g. neighbouring buildings or pavements, prevented access)	<input type="checkbox"/>	<input type="checkbox"/>
Could not obtain replacement supplies or materials	<input type="checkbox"/>	<input type="checkbox"/>
Could not deliver supplies/services to customers	<input type="checkbox"/>	<input type="checkbox"/>
Employees unable to get to work	<input type="checkbox"/>	<input type="checkbox"/>
Owner or manager had family or other commitments that prevented reopening	<input type="checkbox"/>	<input type="checkbox"/>
Other reason	<input type="checkbox"/>	<input type="checkbox"/>

Please specify other reason –

**Of these, what was the most significant influence on your decision to close the organisation?**

---

17 **Have you relocated your organisation as a result of the :**

**04 September earthquake?**

- Yes permanently
- Yes into temporary accommodation
- No

**22 February earthquake?**

- Yes permanently
- Yes into temporary accommodation
- No

*If you answered "No" to both  please skip to Question 20*

18 **If applicable, what influenced the decision of your organisation to relocate after the:**

**4 September earthquake? (tick all that apply)**

- Did not relocate
- Cordons/ lack of access to property
- Building red- or yellow-tagged
- Building demolished
- Did not feel safe reoccupying building even though it was green-tagged
- Took the opportunity to move to better location
- Other (please describe)  
\_\_\_\_\_

**22 February earthquake? (tick all that apply)**

- Did not relocate
- Cordons/ lack of access to property
- Building red- or yellow- tagged
- Building demolished
- Did not feel safe reoccupying building even though it was green-tagged
- Took the opportunity to move to better location
- Other (please describe)  
\_\_\_\_\_

19 **Please provide your organisation's physical address:**

Prior to 4 September, 2010	
After 4 September – Prior to 22 February, 2011  (if same as previous, please write "same")	
After 22 February, 2011  (if same as previous, please write "same")	

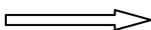
20 **Did your organisation have an alternative location that you could move to prior to the:**

**4 September earthquake?**

- Yes, whole organisation
- Yes, elements of the organisation
- No

**22 February earthquake?**

- Yes, whole organisation
- Yes, elements of the organisation
- No

*If you answered "No" to both  please skip to Question 22*

21 **Which of these best describes your organisation's alternative location? (tick all that apply)**

- Our organisation leases or owns another commercial site which we could relocate to
- We have plans (that have already been tested) for our staff to work from home
- We would arrange for our staff to work from home although we have not planned or practiced this
- We have an arrangement with another organisation to share or use a site owned by them
- Other (please describe) \_\_\_\_\_
- \_\_\_\_\_

**Prior to the 4 September earthquake, to what extent did the following factors influence your choice of location for your organisation?**

	<b>Not at all important</b>	<b>Not very important</b>	<b>Moderately important</b>	<b>Very important</b>
I wanted a location close to my home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The size of premises I was seeking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There were organisations already operating nearby that would appeal to similar customers/clients that I wanted to attract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There were no other similar organisations nearby so I was in a unique position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There were organisations operating nearby that I wanted to be close to as they were (potential) suppliers or providers of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to current/ potential clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The area was well catered for by public transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was parking available for customers/clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was plenty of pedestrian foot traffic in the location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This area reflected the image I was seeking for my organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This area had the potential to be an up and coming area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The building looked like it was likely to comply with current building code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other ( <i>please describe</i> ) -	_____			

23

**Following the 22 February earthquake, how does your organisation plan to finance its recovery? (tick all that apply)**

- Organisation cash flow
- Savings
- Money borrowed from family or friends
- Bank loan
- Credit cards
- Insurance claim
- Earthquake wage subsidy
- Other (please describe) \_\_\_\_\_

24

**What type of insurance does your organisation have? (tick all that apply)**

- Cash flow and income protection
- Property and buildings
- Organisation assets and equipment
- Motor vehicles
- Business interruption insurance
- Public liability
- Other (please specify) \_\_\_\_\_

25

**How would you rate your relationship with your insurer?**

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very dissatisfied        | Dissatisfied             | Neutral                  | Satisfied                | Very Satisfied           |
| <input type="checkbox"/> |

26

**How has your total revenue changed:**

**After the 4 September earthquake but before 22 February?**

- Revenue has increased \_\_\_\_\_%
- Revenue has decreased \_\_\_\_\_%
- No change

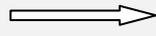
**After the 22 February earthquake?**

- Revenue has increased \_\_\_\_\_%
- Revenue has decreased \_\_\_\_\_%
- No change

27 **Have you made any staff redundant in the aftermath of the 22 February earthquake?**

No

Yes



Full time

Part time

Temporary

Comments

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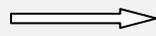
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28 **Have you hired any staff in the aftermath of the 22 February earthquake?**

No

Yes



Full time

Part time

Temporary

Comments

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29 **What has been your biggest challenge(s) for running your organisation after the 22 February earthquake?**

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*We use the term 'staff' throughout this portion of the questionnaire. This applies to organisations of any type and size, even if your organisation has one person.*

30

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Our organisation plans for the medium- and long-term	<input type="checkbox"/>				
We plan our strategy carefully before taking action	<input type="checkbox"/>				
Given our level of importance to our stakeholders, the way we plan for the unexpected is appropriate	<input type="checkbox"/>				
We are mindful of how a crisis could affect us	<input type="checkbox"/>				
We believe emergency plans must be practised and tested to be effective	<input type="checkbox"/>				
Staff can take time from their day-to-day roles to practice how to respond in a crisis	<input type="checkbox"/>				
We invest sufficient resources in being ready to respond to a crisis	<input type="checkbox"/>				
In a crisis, we have agreements with other organisations to access resources from them	<input type="checkbox"/>				
We have planned for what support we could provide to the community in a crisis	<input type="checkbox"/>				
We build relationships with organisations we might have to work with in a crisis	<input type="checkbox"/>				
We understand how we are connected to other organisations and actively manage those links	<input type="checkbox"/>				
We understand how Government actions would affect our ability to respond in a crisis	<input type="checkbox"/>				

<b>31 We have done sufficient planning for disruption to the following:</b>					
	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Water	<input type="checkbox"/>				
Sewage	<input type="checkbox"/>				
Communications	<input type="checkbox"/>				
Information Technology (IT)	<input type="checkbox"/>				
Electricity	<input type="checkbox"/>				
Gas	<input type="checkbox"/>				
Transport Networks	<input type="checkbox"/>				

<b>32 To what extent do you agree or disagree with the following statements for your organisation?</b>					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
We have clearly defined priorities for what is important during and after a crisis	<input type="checkbox"/>				
We understand the minimum level of resources our organisation needs to operate	<input type="checkbox"/>				
We are mindful of how a crisis in our organisation would impact others	<input type="checkbox"/>				
We have a focus on being able to respond to the unexpected	<input type="checkbox"/>				
We are able to collaborate with others in our industry to manage unexpected challenges	<input type="checkbox"/>				
We are able to shift rapidly from business-as-usual to respond to crises	<input type="checkbox"/>				
Whenever our organisation suffers a close call, we use it for self-evaluation rather than confirmation of our success	<input type="checkbox"/>				

33

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
We are regarded as an active participant in industry and sector groups	<input type="checkbox"/>				
Our organisation readily responds to changes in our business environment	<input type="checkbox"/>				
In a crisis we seek opportunities for our organisation	<input type="checkbox"/>				
We tend to be optimistic and find positives from most situations	<input type="checkbox"/>				
Our organisation regularly re-evaluates what it is we are trying to achieve	<input type="checkbox"/>				

34

**Our organisation currently has people who perform the following roles: (tick all that apply)**

- Risk management
- Crisis management
- Emergency management
- Business continuity
- None of these

35

**Does your organisation have a formal written crisis/emergency or business continuity plan?**

- Yes
- No  $\implies$  *Skip to question 37*
- Don't know

36

**Is this plan of a sufficient standard to be useful in an emergency?**

- Yes
  - No
  - Don't know
- 

37

**Prior to 4 September, had your organisation practiced how it would respond to an emergency?**

- Yes
  - No
  - Don't know
-

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
People in our organisation feel responsible for the organisation's effectiveness	<input type="checkbox"/>				
People in our organisation "own" a problem until it is resolved	<input type="checkbox"/>				
We proactively monitor what is happening inside and outside our industry to have an early warning of emerging issues	<input type="checkbox"/>				
We learn lessons from past projects and make sure those lessons are carried through to future projects	<input type="checkbox"/>				
There are few barriers stopping us from working well with each other and with other organisations	<input type="checkbox"/>				
We have sufficient internal resources to operate successfully during business-as-usual	<input type="checkbox"/>				
Our organisation maintains sufficient resources to absorb some unexpected change	<input type="checkbox"/>				
Our organisation can make tough decisions quickly	<input type="checkbox"/>				
In our organisation, the most qualified people make decisions, regardless of seniority	<input type="checkbox"/>				
Staff are actively encouraged to challenge and develop themselves through their work	<input type="checkbox"/>				

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
We are known for our ability to use knowledge in novel ways	<input type="checkbox"/>				
Staff have the information and knowledge they need to respond to unexpected problems	<input type="checkbox"/>				
If something out of the ordinary happens, staff know who has the expertise to respond	<input type="checkbox"/>				
Critical information is available by different means and from different locations	<input type="checkbox"/>				
If key staff are unavailable, there are always others who could fill their role	<input type="checkbox"/>				
We readily obtain expert assistance when there's a problem	<input type="checkbox"/>				

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A
Our priorities for recovery would provide direction for staff in a crisis	<input type="checkbox"/>					
Staff are confident that management would provide good leadership if our organisation was struck by a crisis	<input type="checkbox"/>					
In a crisis, staff accept that management may need to make some decision with little consultation	<input type="checkbox"/>					
Our managers monitor staff workloads and reduce them when they become excessive	<input type="checkbox"/>					
Our management think and act strategically to ensure that we are always ahead of the curve	<input type="checkbox"/>					
Managers in our organisations lead by example	<input type="checkbox"/>					
Staff interact often enough to know what's going on in our organisation	<input type="checkbox"/>					
Managers actively listen for problems	<input type="checkbox"/>					

**To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A
We are mindful of how the success of one area of our organisation depends on the success of another	<input type="checkbox"/>					
Staff feel able to raise problems with senior management	<input type="checkbox"/>					
Staff are encouraged to move between different departments or try different roles to gain experience	<input type="checkbox"/>					
There is a sense of teamwork and camaraderie in our organisation	<input type="checkbox"/>					
We work with others regardless of departmental or organisational boundaries, to get the job done	<input type="checkbox"/>					
When a problem occurs it is easier to get approval for additional resources to get the job done	<input type="checkbox"/>					
Should problems occur, staff have direct access to someone with authority to make decisions	<input type="checkbox"/>					
Staff are rewarded for "thinking outside the box"	<input type="checkbox"/>					

## Organisation Information

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The next section is part 2 of the questionnaire. It contains a few questions on your organisation's financial and management aspects. Please feel free to ask other members of your organisation to help you fill out these questions

42 **Does your organisation have external directors on its governing board?**

Yes

No

N/A

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43 **How many sites or locations does your organisation have within New Zealand?  
(Please answer in numbers)**

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44 **Does your organisation have back-up Information Technology (IT) facilities?**

No

Don't know

Yes (please describe) \_\_\_\_\_

---

45 **How would you rate your organisation's cash flow?**

Excellent

Good

Satisfactory

Poor

Very poor

Don't know

---

46 **Has your organisation used a staff satisfaction survey in the last two years?**  
 Yes  
 No  [Skip to question 48](#)

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47 **Using the categories shown below, please rate:**

	Very high	High	Satisfactory	Low	Very low	Don't know
Your organisation's most recent staff satisfaction score	<input type="checkbox"/>					

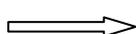
**Comments**

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48 **Which of the following best describes your organisation?**  
 For-profit  
 Not-for-profit  [Skip to question 54](#)

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*For Profit Section*

49 **What is your organisation's average annual sales growth rate over the last 5 years? (For each year, this is calculated as your organisation's annual increase in sales divided by the previous year's sales)**

- Less than 0%
- 1 – 10%
- 11 – 30%
- 31 – 100%
- 101%+
- Don't know

---

50 **What is your organisation's average profit to sales ratio over the last 5 years? (For each year, this is calculated as your organisation's net profit before tax divided by the total sales)**

- 0 – 5%
- 6 – 10%
- 11 – 20%
- 21%+
- Don't know

51 **What is your organisation's average annual return on investment (ROI) over the last 5 years? (For each year, this is calculated as your organisation's profit after tax divided by its assets minus its liabilities)**

- Less than 0
- 0 – 5
- 6 – 10
- 11-20
- 21
- Don't know

52 **How do you feel about your organisation's level of debt?**

- Very positive
- Positive
- Negative
- Very Negative

*Please skip to question 56*

Not-For-Profit Section

53 **By how much, on average, has your organisation's income budget increased each year, over the last 5 years?**

- Less than 0%
  - 1 – 10%
  - 11 – 30%
  - 31 – 100%
  - 101%+
  - Don't know
- 

54 **What is your organisation's average operating surplus as a percentage of its total of its income over the last 5 years?**

- Less than 0%
  - 0 –5%
  - 6 – 10%
  - 11 – 20%
  - 21 – 40%
  - 41%+
  - Don't know
- 

55 **Are you willing to take part in future follow-up research in quarter 1 2012?**

- Yes
  - No
- 

56 **Please indicate your preferred contact details**

- Telephone
  - Personal visit
  - E-Mail
  - Post
-

## Thank you

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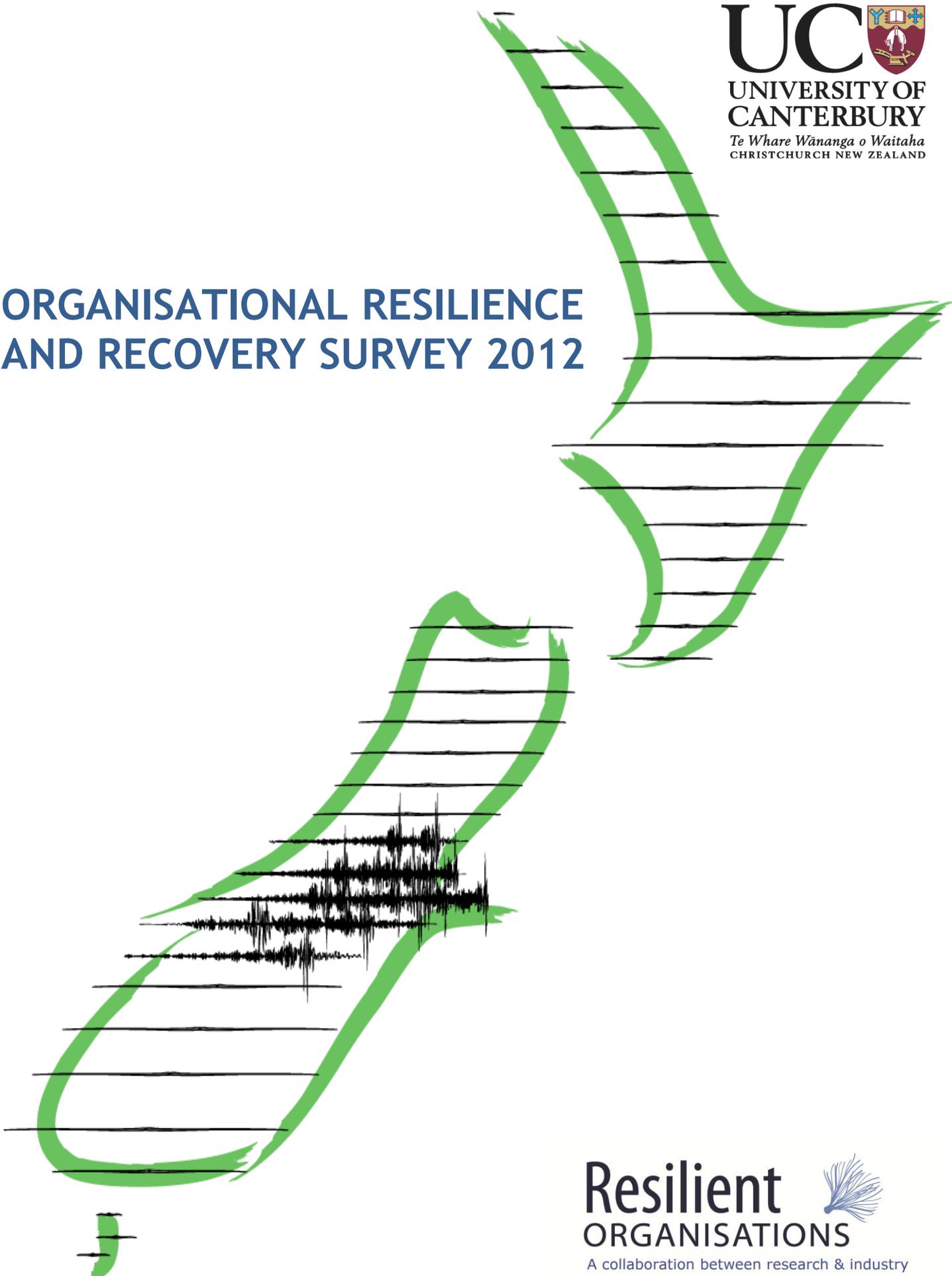
This study is only made possible through your participation so at this time we would like to thank you very much for your time; your responses on this questionnaire are greatly valued and appreciated. As a reminder, you may withdraw your participation, including the withdrawal of any information you have provided, for two weeks from the time you completed this questionnaire.

If you have any questions about the research or the questionnaire, please feel free to contact Dr. John Vargo on 03 364-2627 or [john.vargo@canterbury.ac.nz](mailto:john.vargo@canterbury.ac.nz)

If you would like any information regarding organisational resilience, or need any assistance during this difficult period, please visit: [www.resorgs.org.nz](http://www.resorgs.org.nz) and [www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)

For information about counselling and support services, please visit:  
<http://www.msd.govt.nz/emergency/index.html> or call 0800 777 846

# ORGANISATIONAL RESILIENCE AND RECOVERY SURVEY 2012



# Organisational Resilience and Recovery Survey 2012

Date: \_\_ (dd) / \_\_ (mm)

1

Your name

We use the term 'organisation' throughout this questionnaire to refer to any businesses or not-for-profits, such as a farm, retail store, dairy, church, etc. An organisation could be a one person business or a 500 person business.

All of the individual information provided in these surveys will be treated anonymously and confidentially. No organisation will be directly identified nor will any personal information be included in any subsequent publications or reports.

2

Organisation name

3

Your role in the organisation (e.g. CEO., head engineer, manager etc.)

4

Your contact telephone number

5

Your email address

6

Organisation's current physical address

7

Are you the owner/operator?

Yes

No

8

Not counting yourself, how many people are employed in the organisation?

Full time

Part time

Temporary

9

Does your organisation own or rent the property from which it is operated?

Own

Rent

10

Were your organisation's pre-earthquake premises located within a cordoned-off area following the 22 February 2011 earthquake:

(if cordon still in place at the time of survey – please write "current" for number of days)

Yes, how many days? \_\_\_\_\_

No





16

Have you relocated your organisation as a result of the earthquakes?		
<input type="checkbox"/> No		
<input type="checkbox"/> Yes	Date of relocation	Reason for relocation

17

Following the earthquakes, which of the following applies to your organisation: (tick all that apply)
<input type="checkbox"/> Still in same line of business
<input type="checkbox"/> Sold business
<input type="checkbox"/> Changed ownership of business
<input type="checkbox"/> Added new product line(s)
<input type="checkbox"/> Removed product line(s)
<input type="checkbox"/> Other (please describe):

18

Following the earthquakes, if your organisation has changed line of business/sold business/changed ownership/added or removed product lines, please state the reason for this? (tick all that apply)
<input type="checkbox"/> Goods/Services no longer needed
<input type="checkbox"/> Have been wanting to make a change and this was a good opportunity
<input type="checkbox"/> Realised the business had to change to survive
<input type="checkbox"/> Other (please describe):



22	<b>Prior to 4 September 2010, how much of your revenue was generated from customers originating from the following areas: (please estimate percentage)</b>	<b>How about now? (please estimate a percentage or indicate "fewer", "more", "same")</b>
	Local customers (your town or area e.g. Kaiapoi, Christchurch) _____ %	
	Regional customers ( within Canterbury, but outside of your town/city) _____ %	
	Customers from elsewhere in New Zealand (outside of Canterbury) _____ %	
	Customers from outside New Zealand _____ %	
	Don't know _____ %	

23	<b>Prior to 4 September 2010, where were your organisation's key suppliers located? (please tick all that apply)</b>	<b>How about now? (please tick all that apply)</b>
	<input type="checkbox"/> Locally (your town or area e.g. Kaiapoi, Christchurch)	<input type="checkbox"/>
	<input type="checkbox"/> Regionally ( within Canterbury, but outside of your town/city)	<input type="checkbox"/>
	<input type="checkbox"/> Elsewhere in New Zealand (outside of Canterbury)	<input type="checkbox"/>
	<input type="checkbox"/> Outside New Zealand	<input type="checkbox"/>
	<input type="checkbox"/> Don't know	<input type="checkbox"/>

24	<b>How did your organisation supply goods and/or services to customers prior to the 4 September 2010 earthquake? (please estimate percentage)</b>	<b>How about now? (please estimate a percentage or indicate "fewer", "more", "same")</b>
	Customers came to our physical premises to purchase goods or services _____ %	
	We delivered goods or services offsite _____ %	
	Online _____ %	
	Other (please specify) _____ %	

25	<b>Did your organisation need to use new suppliers as a result of the earthquake?</b>
	<input type="checkbox"/> Yes
	<input type="checkbox"/> No

26	<b>Our organisation currently has people who perform the following roles: (tick all that apply)</b>
	<input type="checkbox"/> Risk management
	<input type="checkbox"/> Crisis management
	<input type="checkbox"/> Emergency management
	<input type="checkbox"/> Business continuity
	<input type="checkbox"/> None of these

27

Did/Does your organisation have formal written:						
	Prior to 4 <sup>th</sup> September 2010		After 4 September 2010 but before 22 February 2011		Currently	
<b>Crisis/Emergency plans (over and above your fire evacuation plan)</b>	<input type="checkbox"/>	Yes	<input type="checkbox"/>	Yes	<input type="checkbox"/>	Yes
	<input type="checkbox"/>	No	<input type="checkbox"/>	No	<input type="checkbox"/>	No ( <i>skip to Q 29</i> )
	<input type="checkbox"/>	Don't know	<input type="checkbox"/>	Don't know	<input type="checkbox"/>	Don't know
<b>Business continuity plans</b>	<input type="checkbox"/>	Yes	<input type="checkbox"/>	Yes	<input type="checkbox"/>	Yes
	<input type="checkbox"/>	No	<input type="checkbox"/>	No	<input type="checkbox"/>	No
	<input type="checkbox"/>	Don't know	<input type="checkbox"/>	Don't know	<input type="checkbox"/>	Don't know

28

**With the earthquakes in mind, do you believe these plans are of a sufficient standard to be useful in an emergency?**

Yes

No

Don't know

29

**Prior to 22 February, had your organisation practiced how it would respond to an emergency?**

Yes

No

Don't know

30

**Following the earthquakes, how did/will your organisation finance its recovery? (please tick all that apply)**

Organisation cash flow

Savings

Money borrowed from family or friends

Bank loan

Credit cards

Insurance claim

Earthquake wage subsidy

Other (please describe):

31

**Following the 22 February earthquake, if applicable, has your organisation lodged an insurance claim?**

Yes

No

Don't know



36 With your organisation's cash flow in mind, which of the following applies: (please tick one)

- Excellent
- Good
- Satisfactory
- Poor
- Very Poor
- Don't Know

37 How has your revenue changed between September 2011 and now?

- Revenue has increased \_\_\_\_\_%
- Revenue has decreased \_\_\_\_\_%
- No change (skip to question 39)

38 If revenue has increased or decreased, please state the reason(s) for this:


39 How has your profit changed between September 2011 and now?

- Profit has increased \_\_\_\_\_%
- Profit has decreased \_\_\_\_\_%
- No change (skip to question 41)

40 If profit has increased or decreased, please state the reason(s) for this:


41 With the earthquakes in mind, is your organisation: (please tick one)

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Significantly better off | Slightly better off      | The same                 | Slightly worse off       | Significantly worse off  |
| <input type="checkbox"/> |

42 **Have any staff voluntarily left the organisation in the time after the earthquakes?**

No

Yes 

(Please indicate how many)

Full time	Part time	Temporary

43 **Reasons for staff leaving: (please tick all that apply)**

Could not cope after the earthquakes

Moved out of town

Did not feel safe in building

Left for another job in the **same** industry

Left for another job in a **different** industry

Organisation offering staff severance package

Don't know

Other (please specify):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

44 **Have any staff been made redundant in the time after the 22 February earthquake to now?**

No

Yes 

(Please indicate how many)

Full time	Part time	Temporary

45 **Have any staff been hired in the time after the 22 February earthquake to now?**

No

Yes 

(Please indicate how many)

Full time	Part time	Temporary



## Organisational Resilience Information

This set of questions is to do with your organisation's management approaches.

Please feel free to ask other members of your organisation to help you fill out these questions.

*We use the term 'staff' throughout this portion of the questionnaire. This applies to organisations of any type and size, even if your organisation has one person.*

**47 To what extent do you agree or disagree with the following statements for your organisation?**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Given our level of importance, I believe the way we plan for the unexpected is appropriate	<input type="checkbox"/>				
We believe emergency plans must be practised and tested to be effective	<input type="checkbox"/>				
We have a focus on being able to respond to the unexpected	<input type="checkbox"/>				
We build relationships with others we might have to work with in a crisis	<input type="checkbox"/>				
We have clearly defined priorities for what is important during and after a crisis	<input type="checkbox"/>				
There are few barriers stopping us from working well with other organisations	<input type="checkbox"/>				
Our organisation maintains sufficient resources to absorb some unexpected change	<input type="checkbox"/>				
People in our organisation are committed to working on a problem until it is resolved.	<input type="checkbox"/>				
If key people were unavailable, there are always others who could fill their role	<input type="checkbox"/>				
There would be good leadership from within our organisation if we were struck by a crisis	<input type="checkbox"/>				
We are known for our ability to use knowledge in novel ways	<input type="checkbox"/>				
We can make tough decisions quickly	<input type="checkbox"/>				
We proactively monitor our industry to have an early warning of emerging issues.	<input type="checkbox"/>				

## Thank you

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This study is only made possible through your participation so at this time we would like to thank you very much for your time; your responses on this questionnaire are greatly valued and appreciated. As a reminder, you may withdraw your participation, including the withdrawal of any information you have provided, for two weeks from the time you completed this questionnaire.

If you have any questions about the research or the questionnaire, please feel free to contact Dr. John Vargo on 03 364-2627 or [john.vargo@canterbury.ac.nz](mailto:john.vargo@canterbury.ac.nz)

If you would like any information regarding organisational resilience, or need any assistance during this difficult period, please visit: [www.resorgs.org.nz](http://www.resorgs.org.nz) and [www.recovercanterbury.co.nz](http://www.recovercanterbury.co.nz)

For information about counselling and support services, please visit: <http://www.msd.govt.nz/emergency/index.html> or call 0800 777 846

## APPENDIX G: Case Study Interview Guide & Name Generator & Interpreter Questions

### CASE STUDY – INTERVIEW GUIDE

Date	Name	Org	Position/Role	Gender	Age

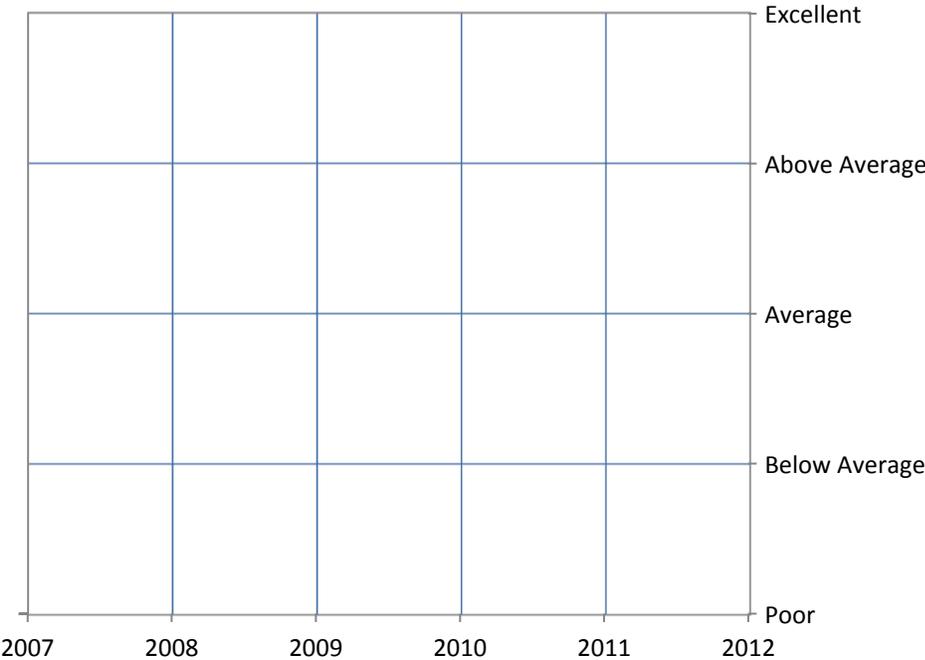
1. Very broadly – what happened to your organisation following the September earthquake? February earthquake?
2. Please, start by telling me a little bit about your organisation and how it came to be in [name of town]. [if relocated] How did you come to be in your current location?
3. How would you define your organisation’s community (geographically and socially)?
4. Before the earthquakes, were there any particular benefits or amenities associated with [name of town] or your organisation's location in town centre?
5. How important were those benefits for the successful operation of your organisation?
6. What, if any, were the drawbacks of running your organisation in [name of town]?
7. Before the earthquakes could you see yourself operating your business anywhere else? Where/why?
  - a. How about now? Does your organisation have plans to relocate in the future?
  - b. Does your organisation plan to expand to other locations or operate in new locations in addition to your current site?
8. *[if they have relocated ask]* What are the benefits and drawbacks of your new location? How does it compare to your previous location?
9. Do you feel like your organisation’s identity (i.e. the organisation's 'personality', how the organisation defines itself, what the organisation is known for) is/was tied to [name of town]?
  - a. Has that changed as a result of the earthquake? In what ways?
10. How would you characterise your organisation’s involvement in issues or activities that are important to [name of town]? (e.g. political issues, festivals, earthquake recovery) What kinds of issues or events have you been involved in? In what capacity? Has this changed as a result of the earthquake?
11. Generally, how has [name of town] changed as a result of the earthquakes? What are some specific examples?

12. Which of these changes, if any, have affected your organisation the most?
13. Have you adapted your organisation to the changes in your environment? How?
  - a. Has your organisation experienced any barriers to adapting to the changes?
  - b. Has anything made these changes or made adaptations easier?

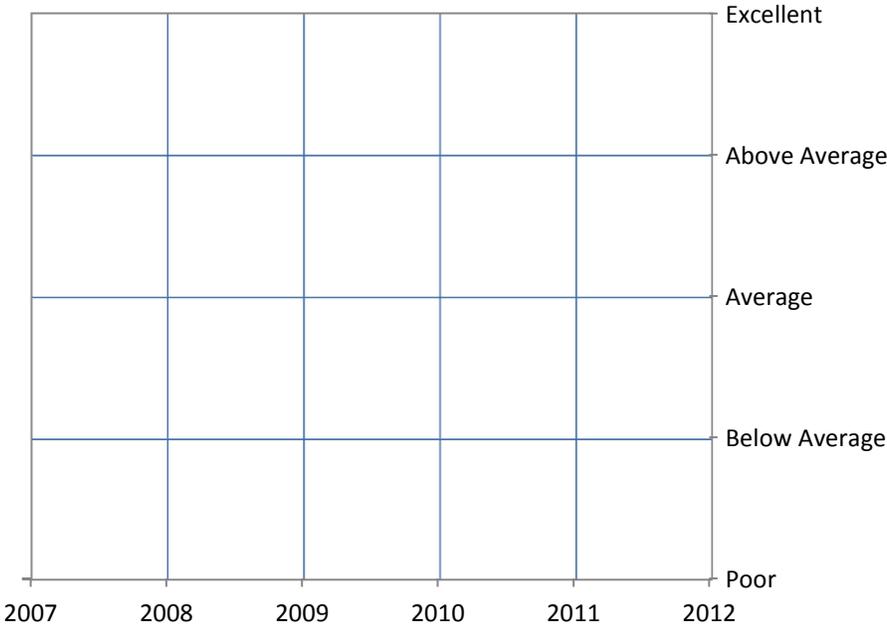
*The next part of the interview covers the external networks that your organisation accessed to help following the earthquakes. Before we get to that I'd like to talk a little bit about the relationships among people within your organisation. [internal/intra-organisational social capital]*

14. In general terms, how would you describe the culture of your organisation?
15. Can you think of any barriers to trust among staff in this organisation (before or after the earthquakes)?
16. Can you think of any barriers to communication (before or after the earthquakes)?
17. Following the earthquakes, have there been changes in trust and communication amongst staff?
18. What were the most helpful things that people did within your organisation?
19. Did your organisation do anything to support or help staff following the earthquakes?  
Can you think of some examples?

Please rate your organisation's cash flow over the last five years? (Draw a line starting at 2007 to 2011)



Please rate your organisation's performance over the last five years? (Draw a line starting at 2007 to 2011)



## **Social Networks**

20. “Think of everyone that helped your organisation following the Canterbury earthquakes (September, February and everything after). This help could have come from other businesses, charitable groups, friends anyone. They might have given your organisation resources and information or even emotional support that you found helpful for running your business and adjusting to changes following the earthquakes. Please list those that **your organisation** found helpful on the sheet provided.” *(you do not have to use real names if you don't want to, but all of the names of both people and organisations will be kept confidential and will not appear in any of the reports or publications associated with this research).*

### **LIST NAMES ON TEMPLATE**

#### **ROLE RESPONSE CARDS**

#### **PLACING TAGS**

- a) Tags on lines
- b) The circles represent the importance to your organisation following the earthquakes
- c) Place people close to each other, rearrange the ties as much as you like
- d) Draw lines between the people/organisations that know each other (meaning that they interact and would recognise each other to some extent)
- e) Draw circles around cliques or groups of people/organisations that all know each other

### **NAME INTERPRETTER QUESTIONS**

Is your organisation part of any business/industry associations, groups, or clubs? (please list)

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
How long has your organisation known this person/ organisation?					
What kinds of support did your organisation received from this person/organisation following the earthquake?					
About when did your organisation receive this support?					
What kinds of support was your organisation able to offer this person/organisation?					
Where (geographically) was this person/organisation located before the earthquakes?					
Where (geographically) was this person/organisation located after the earthquakes?					
What is/was the primary form of communication?					

	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
How long has your organisation known this person/ organisation?					
What kinds of support did your organisation received from this person/organisation following the earthquake?					
About when did your organisation receive this support?					
What kinds of support was your organisation able to offer this person/organisation?					
Where (geographically) was this person/organisation located before the earthquakes?					
Where (geographically) was this person/organisation located after the earthquakes?					
What is/was the primary form of communication?					

	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
How long has your organisation known this person/ organisation?					
What kinds of support did your organisation received from this person/organisation following the earthquake?					
About when did your organisation receive this support?					
What kinds of support was your organisation able to offer this person/organisation?					
Where (geographically) was this person/organisation located before the earthquakes?					
Where (geographically) was this person/organisation located after the earthquakes?					
What is/was the primary form of communication?					

## **INNER RING QUESTION**

*Focusing on the inner 2 rings:*

- If this person or organisation had been inaccessible or unavailable following the earthquakes how do you think your organisation would have coped?

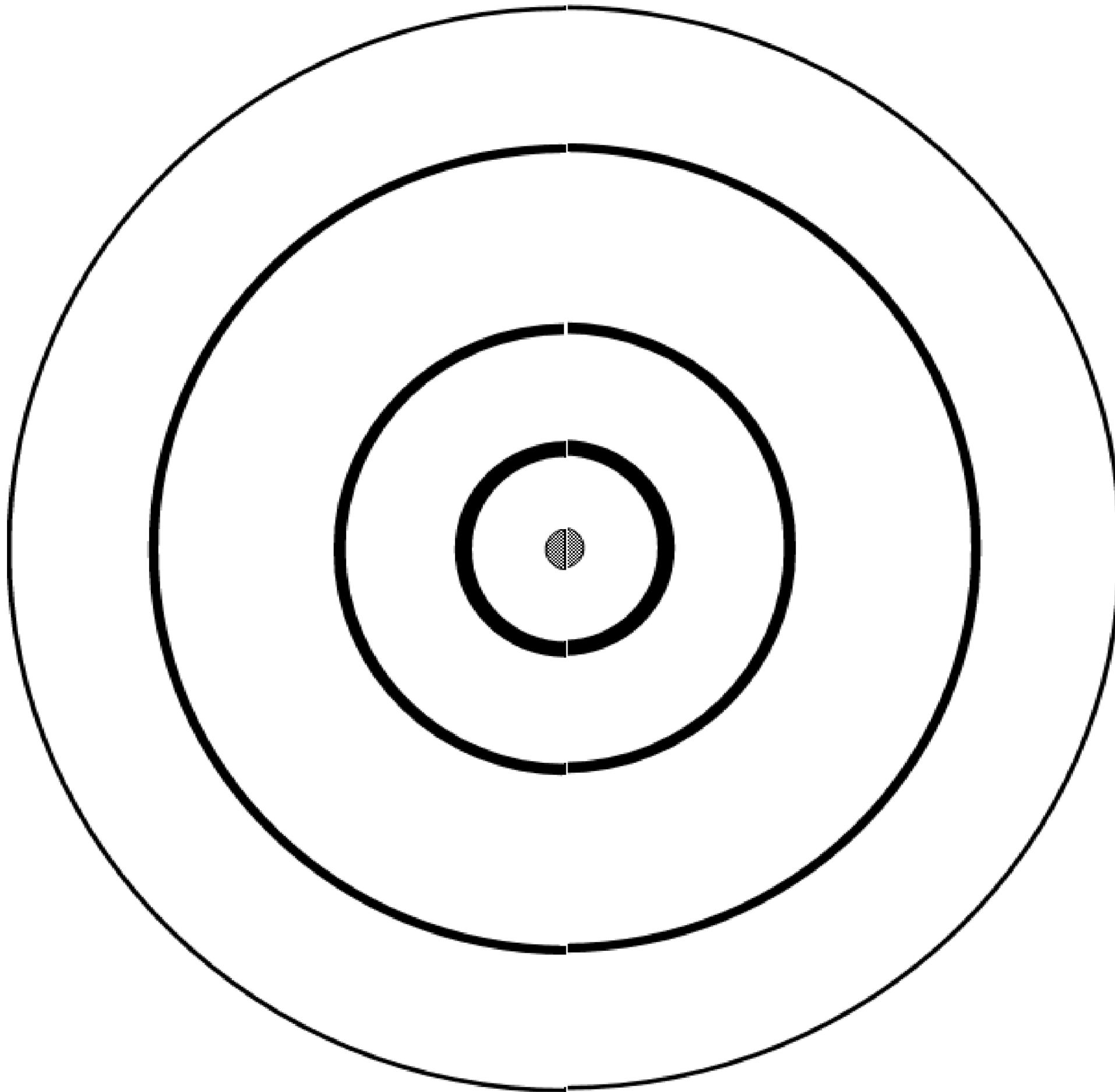
## **NETWORK REFLECTIVE & SUMMARY QUESTIONS**

Are there any resources, information or support that you didn't receive that would have made a difference to your organisation following the earthquakes?

Is your organisation recovered? When will it be recovered? How long will that take?

Is there anything I have missed or Anything else you'd like to say?

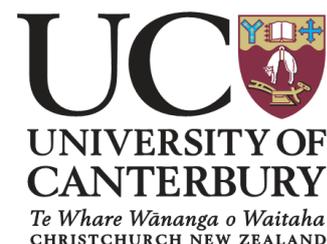
**APPENDIX H: Participant Aided Sociogram – Print Template**



People or organisations who were important to your organisation before the earthquakes, that you did not associate with after the earthquake.

People or organisations that have been unhelpful, damaging, or disruptive to the recovery of your organisation.

## APPENDIX I: Organisational Health Structured Interview



### ORGANISATIONAL ASSESSMENT 2013

1 

<b>Your name</b>	
------------------	--

2 

<b>Organisation name</b>	
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3

<b>Is your organisation currently open and operating?</b>	
<b>If your organisation was closed at the last time we spoke (April-July 2012) – when did it reopen?</b>	
<b>Has your organisation relocated since the last time we spoke? (April-July 2012)</b>	
<b>If so and your organisation is operating, what is your organisation's current address?</b>	
<b>Are you currently in a 'permanent' site?</b> (A site that you intend to operate from for the foreseeable future)	
<b>If you are not in a 'permanent' site, where do you intend to relocate permanently?</b> (Please write NA - if you do not plan to reopen)	

4

<b>If you are in a temporary site, how long do you expect to be there?</b> (Please place an X in the box next to your choice)	
<b>Less than 6 months from now</b>	
<b>6 months-1 year from now</b>	
<b>1-5 years from now</b>	
<b>More than 5 years from now</b>	

5

**Please rate your organisation's revenue for each financial year**  
 (or if revenue is inappropriate - rate the financial resources available to support your mission for each financial year)  
 Please highlight one:

<b>2008:</b>	Excellent	Good	Satisfactory	Poor	Very Poor	N/A
<b>2009:</b>	Excellent	Good	Satisfactory	Poor	Very Poor	N/A
<b>2010:</b>	Excellent	Good	Satisfactory	Poor	Very Poor	N/A
<b>2011:</b>	Excellent	Good	Satisfactory	Poor	Very Poor	N/A
<b>2012:</b>	Excellent	Good	Satisfactory	Poor	Very Poor	N/A

6

**Please indicate which choice best describes your organisation's current state:**  
 (Please place an X in the box next to your choice)

<b>Not trading/operating</b>	
<b>Surviving</b> <i>Currently experiencing declining or stagnant business activity</i>	
<b>Recovering</b> <i>Improving but still dealing with the negative effects of the earthquake</i>	
<b>Recovered</b> <i>No longer dealing with the negative effects of the earthquake</i>	
<b>Not adversely affected by earthquakes</b>	

7

**Overall, compared to before the earthquakes do you think your business is currently:**  
 (Please place an X in the box next to your choice)

<b>Significantly better off</b>	
<b>Slightly better off</b>	
<b>The same off</b>	
<b>Slightly worse off</b>	
<b>Significantly worse off</b>	

**Please explain:** \_\_\_\_\_

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8

Is there anything else important that you think I should know about how your organisation is doing in 2013?

**THANK YOU!**

This study is only made possible through your participation. We really appreciate the time you have taken to complete this survey. Your responses are greatly valued and appreciated.

If you have concerns or questions about this study please contact: Joanne Stevenson at +6421 02948738 or [joanne.stevenson@pg.canterbury.ac.nz](mailto:joanne.stevenson@pg.canterbury.ac.nz) or Dr. John Vargo at +643 364 2627 or at [john.vargo@canterbury.ac.nz](mailto:john.vargo@canterbury.ac.nz).