guidelines for interpretation of results
performance – how to interpret

- This report contains various levels of information. When compiling such a report there is always a trade-off between providing lots of information versus keeping the report simple and user-friendly. We manage this trade-off by providing the detail towards the end of the report, and highlights of the results towards the front of the report.

- The highlights of results include the following:
  - A performance overview using “traffic lights” that shows at a glance the areas of high, medium and low performance.
  - Graphs such as the one shown to the right are used to show how various organisational units, demographic characteristics or levels performed in comparison to other units, demographic characteristics or levels.

![Performance Overview](image)
performance – how to interpret

• This report presents information about both performance and importance for the items and scales within the ECU Staff Survey.

• At the most basic level of reporting for scales and items, the commonly used score is the “agreement index” (represented by “% Fav”) that shows the percentage of people who responded favourably (i.e., with either an “Agree” or “Strongly Agree”) to the survey items. “Traffic lights” are used to indicate whether the percentage is “Low”, “Medium” or “High” based on commonly used, but nevertheless arbitrary, cut-offs of “< 50%”, “50-<80%” and “>= 80%” Fav responses.

• At the next level, the distribution of responses for each item and scale is shown (i.e., what proportion of respondents gave “Strongly Disagree”, “Disagree”, “Mixed”, “Agree” or “Strongly Agree”).
performance – how to interpret

For each item and scale, the percentage of respondents who did not give an answer, or who answered “Not applicable” is shown in the column labelled “% N/A”. Analyses on all items and scales did not include these responses.

The % Fav statistics are shown using the same “traffic lights” described on the previous page.

Where external benchmark data are available (for All Industries in our database and/or for Industry specific benchmarks), the % Diff columns show the difference (in terms of percentage points) between your organisation’s % Fav score and the average % Fav for other organisations in our database. So, for example, a figure of +2% would indicate that your % Fav result of say 78%, was 2 percentage points above the average for other organisations (i.e. 76%). Note that for scale scores, the % Diff is the average of the % Diffs across all benchmarkable items in that scale (tailored items may not be benchmarkable).

The % Diff columns are colour-coded using traffic lights, with red representing a result of 10 percentage points or more below the benchmark figure, green representing a result of 10 percentage points or more above the benchmark figure, and yellow indicating a result in between.
importance – how to interpret

- The report also estimates the importance of each of the scales and items for driving (1) Passion and (2) Progress. Importance is not determined by your specific organisation priorities or by Voice Project’s own theory or research. Importance is derived statistically from staff responses to your survey, using correlations (denoted statistically with an “r”). It indicates the strength of the link between each of the scales and Passion and Progress, as rated by staff.

- The report shows importance using blue bar graphs – the longer and darker a bar, the more likely it is that that management practice is an important driver of either Passion or Progress (e.g., if Leadership and Passion were highly correlated, improving Leadership may improve Passion). It is important to note, however, that correlation does not prove causality.

- Sometimes no bar is shown because it’s not appropriate to calculate a correlation between two variables when one of the variables is either the same as the other variable or was calculated from the other variable (e.g., job satisfaction is used to calculate Passion so no correlation is shown between these scales).

- Importance estimates are only shown for groups with 30 or more respondents because the statistics behind these estimates are more robust when larger numbers of responses are included.
importance – how to interpret

- The outcome variables used to estimate importance are:
  - Passion (Engagement) Index
  - Progress Index
- The Passion Index is the average of the three scales:
  - Organisational Commitment
  - Job Satisfaction
  - Intention To Stay
- The Progress Index is the average of the three scales:
  - Organisation Objectives
  - Change & Innovation
  - Client/Student Satisfaction
gap analysis – how to interpret

- The gap analysis compares performance on management practices with estimated importance of those practices, highlighting areas where performance is high on important practices, as well as areas where performance is low on important practices.

- The gap analysis shows relative performance and importance. The graph shows "higher" and "lower" performance – not "high" and "low" performance. As such, gap analyses do not enable comparison of one organisation or organisational unit against another.

- The vertical axis on the gap analysis shows the "Performance" of an organisation across all the survey issues. "Performance" is determined by how favourably staff rated the organisation.

- The horizontal axis shows the "Importance" of the issues for the specific organisation. "Importance" is assessed by calculating the correlation of scores on the survey issues with a weighted average of outcome measures included in the survey (Passion and Progress).

- The cross-hairs on the gap analysis indicate the means for performance and importance.
top 10 bottom 10 – how to interpret

When reporting the scores for the scales and items, we also extract the following subsets of items/questions to highlight some key results:

- Top 10 and Bottom 10 Items on % Fav (i.e., the items on which people had the most positive and negative views)
- Top 10 and Bottom 10 Changes Compared to 2012 (i.e., the items on which you have gained the most and least compared to the 2012 survey)
- Top 10 and Bottom 10 Items on Universities % Diff (i.e., the items on which you performed best and worst in comparison to other Australian and New Zealand universities in our database)
- Top 10 Gaps for Performance vs. Importance (i.e., the areas where performance was rated low in comparison to the relative importance of the issue)
- Top 10 Items Impacting Passion (i.e., those items correlating most highly with the Passion /Engagement Index)
- Top 10 Items Impacting Progress (i.e., those items correlating most highly with the Progress Index).

<table>
<thead>
<tr>
<th>Top 10 % Fav</th>
<th>High  ( \geq 80% )</th>
<th>Med  ( 50&lt;80% )</th>
<th>Low  ( &lt;50% )</th>
</tr>
</thead>
<tbody>
<tr>
<td>XYZ 2011 % N/A % Fav</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>90</td>
<td>I have good working relationships with my co-workers</td>
<td>1%</td>
<td>92%</td>
</tr>
<tr>
<td>14</td>
<td>I understand how my job contributes to the overall success of XYZ</td>
<td>1%</td>
<td>91%</td>
</tr>
<tr>
<td>119</td>
<td>I like the kind of work I do</td>
<td>1%</td>
<td>90%</td>
</tr>
<tr>
<td>16</td>
<td>Sexual harassment is prevented and discouraged</td>
<td>5%</td>
<td>88%</td>
</tr>
<tr>
<td>91</td>
<td>My co-workers give me help and support</td>
<td>2%</td>
<td>87%</td>
</tr>
</tbody>
</table>
weather map & risk analysis – how to interpret

- The weather map provides a breakdown of each scale and item across each of the demographics, allowing you to identify group differences and organisation wide patterns.

- The risk analysis is based on standard Voice Engagement Survey items identified as most likely to lead to financial, legal, turnover or health risks. Similar to the weather map, the risk analysis is broken down by each demographic, highlighting groups which require attention.

- Demographics collected in the survey are shown across the top of the columns. Scales are shown along the left hand side.

- The % Fav statistics are shown using the same “traffic lights” described on previous pages that is, where the percentage is valued at “Low”, “Medium” or “High” and colour coded accordingly.

- The number of people responding in each demographic is shown below the column titles.

- Vertical stripes of a given colour that are largely uninterrupted indicate consistently high or low opinions for the whole unit or demographic group.

- Horizontal stripes of a given colour that are largely uninterrupted indicate consistently high or low opinions for that issue across all staff groups.
text responses – how to interpret

• Open-ended questions enable respondents to elaborate on their answers to agree/disagree questions or raise issues not covered elsewhere in the survey.

• Responses to open-ended questions increase understanding of quantitative results by providing organisation-specific and contextual information that helps to explain results.

• The most frequently cited themes arising from open-ended responses are presented in this report.

• The percentage of participants who commented on each theme is shown under % Commenting. In this example, 28% of people who completed a survey commented on Talent. Note that this is different to saying 28% of people who provided an open-ended response commented on Talent.

• Typical quotes from open-ended responses are provided for themes that received the most comments.

• Remember that each comment is just one person’s opinion, so be careful not to place too much emphasis on a single comment.

• A sampling approach is used for large organisations, with a minimum of 400 responses randomly selected for qualitative analysis.

Q103 List the three greatest strengths of XYZ

71% of participants gave an open-ended response

<table>
<thead>
<tr>
<th>Themes</th>
<th>% Commenting</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Talent</td>
<td>28%</td>
</tr>
<tr>
<td>B. Customer Satisfaction</td>
<td>22%</td>
</tr>
<tr>
<td>C. Ethics</td>
<td>17%</td>
</tr>
<tr>
<td>D. Organisation Performance</td>
<td>15%</td>
</tr>
<tr>
<td>E. Safety</td>
<td>12%</td>
</tr>
<tr>
<td>F. Wellness</td>
<td>11%</td>
</tr>
<tr>
<td>G. Flexible Work Arrangements</td>
<td>10%</td>
</tr>
<tr>
<td>H. Results Focus</td>
<td>10%</td>
</tr>
</tbody>
</table>

Strength A: Talent (28%)

• Staff knowledgeable
• Workforce skills
• Having a knowledgeable and productive workforce
• When on job site we carry out task better than anyone
• Large organisation - many skills to draw on
• Intelligent and enterprising employees