

voice
project

improving organisations by giving people a voice



UOWD
climate survey
September - October 2008
high-level results



contents

Section	Slide
Background of survey	4
Quantitative results	10
Recommendations & next steps	28
Guidelines for interpretation of results	31

Detailed results & full listing of open-ended responses are available in the “Detailed Results” report



credits

- Main employees from UOWD who worked on the project were:
 - Jacqueline Forst, Group Human Resources Manager ITC Group
 - Leanne Isabella, Senior Human Resources Officer ITC Group
 - Zulfi Sama, Human Resource Officer UOWD
- The members of Voice Project who worked on the project were:
 - Dr Louise Parkes, Senior Consultant
 - Ellie Boughton, Senior Consultant
- Voice Project contact details:
 - e: enquiries@voiceproject.com.au
 - w: www.voiceproject.com.au
 - p: +61 2 8875 2800,
 - a: Lvl 2, 4 Research Park Drive, Macquarie University, NSW 2109, Australia.

Copyright warning: Copyright for the survey, items, benchmark data and report format in this report belong to Voice Project Pty Ltd and Access Macquarie Ltd. They cannot be reused or distributed to others without the written permission of the Director of Voice Project.



voice
project

improving organisations by giving people a voice

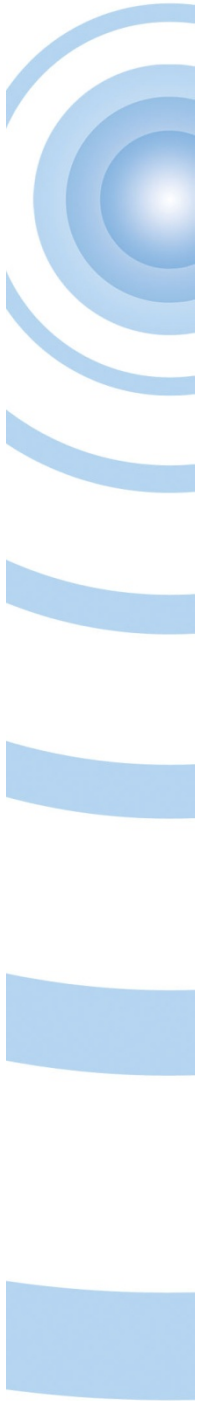
background of survey



purpose

This report on the UOWD Climate Survey:

- Assesses multiple indicators of UOWD's performance across a broad range of HR and general management practices and outcomes
- Estimates the relative importance of these practices for maximising (1) Passion and (2) Progress
- Benchmarks the performance of various organisational units within UOWD
- Benchmarks performance against scores from 17 Australian Universities in our client database
- Benchmarks performance against our normative database compiled from over 2000 organisations from a wide range of professions and industries broadly representing the Australian economy



methodology

The 2008 survey of UOWD:

- Was based on a core set of questions drawn from the Voice Climate Survey and a number of tailored questions specific to UOWD
- Comprised a total of:
 - 154 agree/disagree questions
 - 3 open-ended questions
 - 5 demographic questions
- Was “live” for 4 weeks:
 - Officially open Mon 29 Sep to Fri 17 Oct
 - Follow-up period Mon 20 Oct to Fri 24 Oct
- Achieved a response rate of 51% based on completions of 119 surveys (21 paper and 98 online) from a targeted population of 219
- Excluding casual staff, the response rate was 56% (95 surveys from 171)
- Had a margin of error for the overall sample of 5.9%
- Took an average of 28 minutes to complete



demographics

Area	Number of Responses	Head Count	Response Rate	Margin of Error
UOWD Group Overall	112	219	51%	5.9%
CLC	11	29	38%	21.3%
Academic / Faculty	34	66	52%	10.7%
Management	20	7	286%	
Support Services	31	117	26%	13.8%
Not Given	16			

Groups with less than 8 responses are not separately analysed elsewhere in this report



demographics

Employment Type	Number of Responses
Full-Time	89
Part-Time	6
Fixed-Term	0
Sessional	0
Casual	6
Not Given	11

Gender	Number of Responses
Male	50
Female	50
Not Given	12

Groups with less than 8 responses are not separately analysed elsewhere in this report



demographics

Age	Number of Responses	Length of Service	Number of Responses
Under 30	33	Less than 2 years	50
30-39	32	2-5 years	39
40-49	23	5-10 years	9
50-59	10	More than 10 years	1
60 and above	0	Not Given	13
Not Given	14		

Groups with less than 8 responses are not separately analysed elsewhere in this report



voice
project

improving organisations by giving people a voice

quantitative results

performance overview

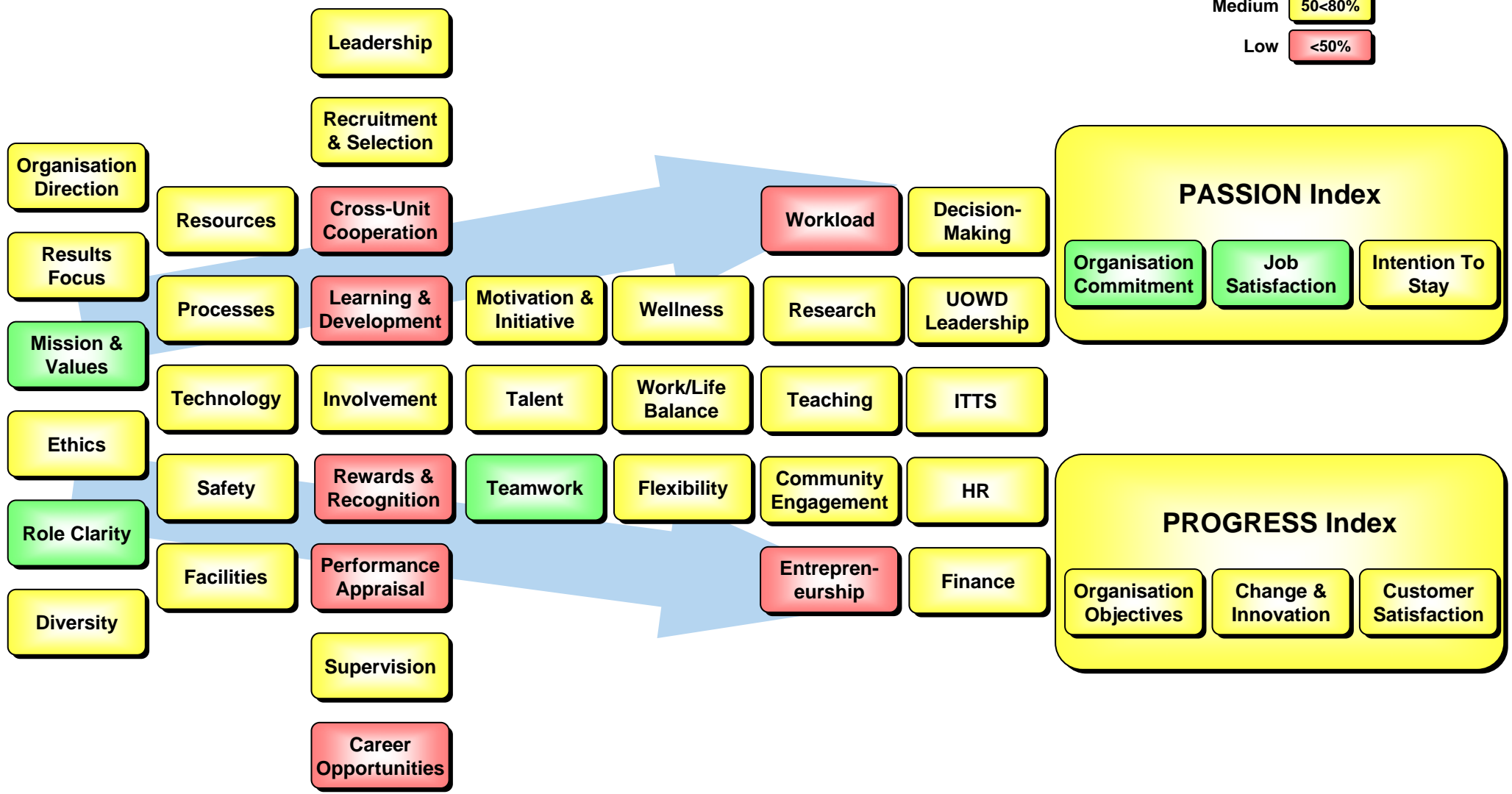
PURPOSE PROPERTY PARTICIPATION PEOPLE PEACE UNIVERSITY UOWD

Legend

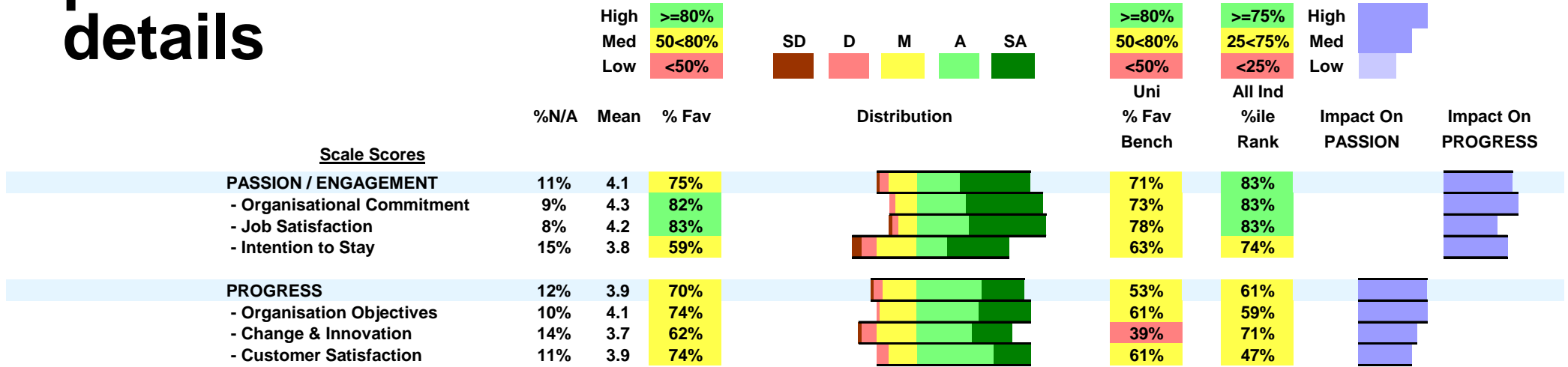
High >=80%

Medium 50<80%

Low <50%



performance details



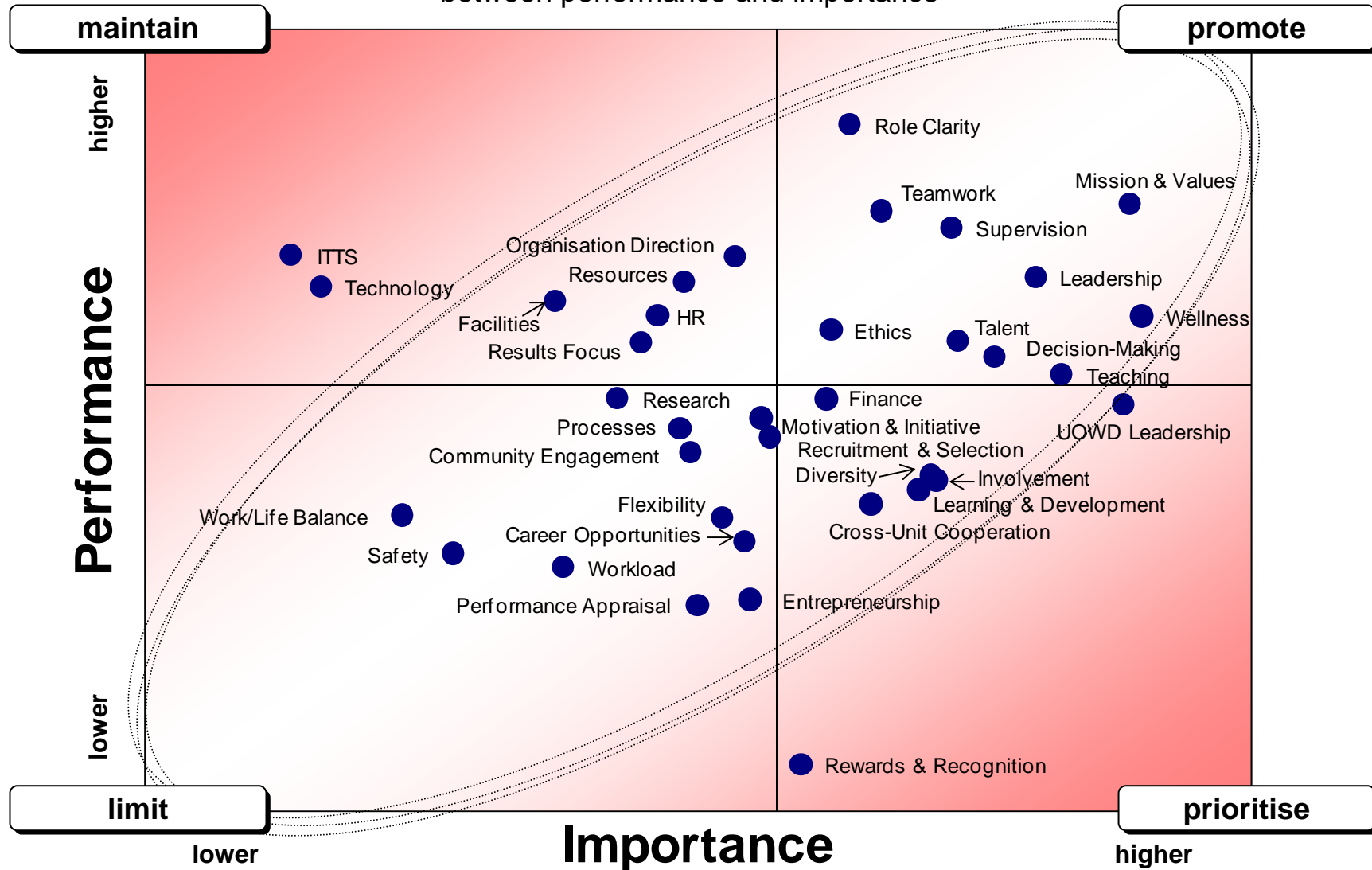
performance details

		High			Distribution					Uni		All Ind		Impact On			
		Med			SD	D	M	A	SA	% Fav		%ile		PASSION		PROGRESS	
		Low								Bench		Rank					
		%N/A	Mean	% Fav													
PURPOSE	Organisation Direction	5%	4.0	75%						58%	78%						
	Results Focus	2%	4.1	74%						66%	49%						
	Mission & Values	2%	4.3	85%						78%	79%						
	Ethics	3%	4.0	72%						70%	58%						
	Role Clarity	1%	4.5	92%						80%	91%						
PROPERTY	Diversity	8%	3.8	63%						72%	23%						
	Resources	1%	4.0	76%						59%	71%						
	Processes*	2%	3.7	63%						40%	54%						
	Technology	8%	3.9	73%						54%	74%						
	Safety	7%	3.4	52%						67%	19%						
PARTICIPATION	Facilities	6%	3.9	66%						47%	70%						
	Leadership	9%	3.9	70%						42%	75%						
	Recruitment & Selection	11%	3.5	54%						46%	47%						
	Cross-Unit Cooperation*	4%	3.1	35%						27%	36%						
	Learning & Development*	9%	3.4	49%						52%	38%						
	Involvement	10%	3.3	51%						44%	48%						
	Rewards & Recognition*	5%	2.7	27%						55%	9%						
UNIVERSITY	Performance Appraisal*	16%	3.3	46%						54%	36%						
	Supervision*	9%	4.1	77%						72%	66%						
	Career Opportunities	13%	3.0	36%						35%	42%						
	Workload	8%	3.1	45%						38%							
	Research	49%	3.6	62%						58%							
PEOPLE	Teaching	50%	3.7	63%						62%							
	Community Engagement	38%	3.5	51%						51%							
	Entrepreneurship	52%	3.0	25%						40%							
	Motivation & Initiative	14%	3.7	64%						71%	45%						
	Talent	11%	3.9	71%						75%	55%						
PEACE	Teamwork	8%	4.4	91%						85%	73%						
	Wellness	8%	3.9	72%						53%	65%						
	Work/Life Balance	9%	3.6	63%						67%	19%						
UOWD	Flexibility	11%	3.4	56%							28%						
	Decision-Making	11%	3.8	68%													
	UOWD Leadership	20%	3.6	57%													
	ITTS	18%	4.1	79%													
	HR	13%	3.9	71%													
	Finance	24%	3.6	58%													

* Scale averages calculated based only on standard items

gap analysis

Ideally, management practices should rest in the oval where there is a good match between performance and importance



top 10 % fav

High **>=80%**
 Med **50<80%**
 Low **<50%**

SD D M A SA

>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
 Med
 Low

	%N/A	Mean	% Fav	Distribution	Uni % Fav	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
101 I have good working relationships with my co-workers	7%	4.5	95%		89%	82%		
14 I understand how my job contributes to the overall success of UOWD	0%	4.7	94%		85%	91%		
13 I understand my goals and objectives and what is required of me in my job	1%	4.5	92%		82%	86%		
15 During my day-to-day duties I understand how well I am doing	1%	4.4	89%		74%	91%		
103 My co-workers and I work well as a team	9%	4.3	88%		82%	69%		
102 My co-workers give me help and support	7%	4.3	88%		83%	63%		
147 I am proud to tell people that I work for UOWD	7%	4.4	88%		78%	80%		
149 I am willing to put in extra effort for UOWD	10%	4.4	87%		80%	82%		
151 I like the kind of work I do	7%	4.4	87%		86%	83%		
7 I believe in the overall purpose of UOWD	4%	4.3	86%		79%	78%		

top 10 compared to uni bench

High >=80%
 Med 50<80%
 Low <50%

SD D M A SA

>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
 Med
 Low

	%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
139 Change is handled well in UOWD	13%	3.7	60%		29%	72%		
140 The way UOWD is run has improved over the last year	18%	3.9	71%		41%	78%		
39 I have confidence in the ability of senior management	8%	4.1	78%		49%	75%		
42 Senior management listen to other staff	19%	3.8	63%		35%	66%		
40 Senior management are good role models for staff	5%	4.0	69%		41%	78%		
25 Our policies and procedures are efficient and well-designed	4%	3.5	60%		33%	56%		
104 I am given enough time to do my job well	8%	3.9	75%		48%	66%		
41 Senior management keep people informed about what's going on	6%	3.9	70%		44%	76%		
24 In UOWD it is clear who has responsibility for what	2%	3.6	62%		37%	52%		
29 The technology used in UOWD is kept up-to-date	6%	3.9	77%		54%	74%		

bottom 10 % fav

High >=80%
Med 50<80%
Low <50%

SD D M A SA

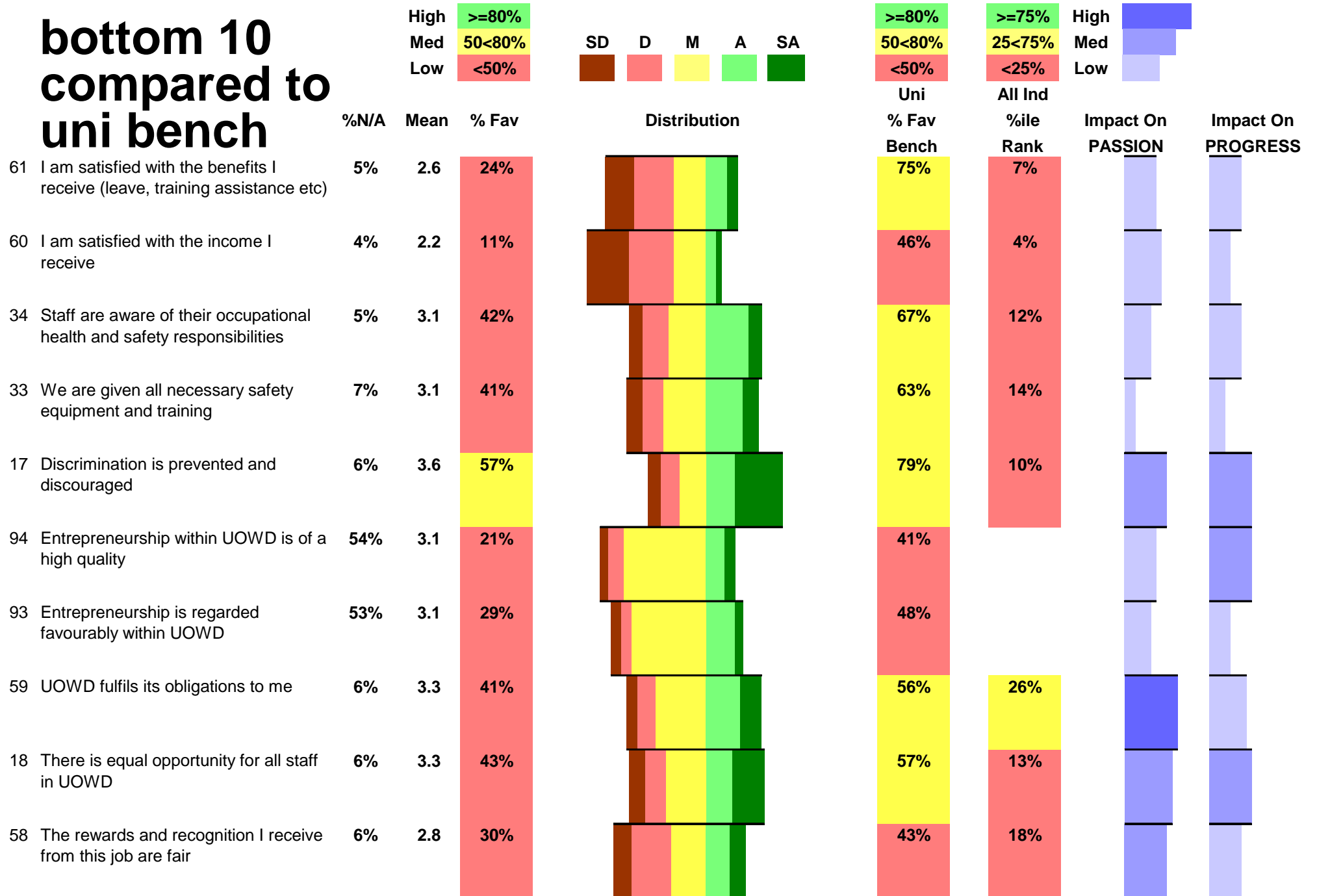
>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
Med
Low

		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
62	The income I receive from UOWD is comparable to external firms	7%	1.9	5%					
60	I am satisfied with the income I receive	4%	2.2	11%		46%	4%		
66	I can see a direct connection between my performance and salary increases	20%	2.2	14%					
94	Entrepreneurship within UOWD is of a high quality	54%	3.1	21%		41%			
61	I am satisfied with the benefits I receive (leave, training assistance etc)	5%	2.6	24%		75%	7%		
92	I am given enough support to enable me to be entrepreneurial	51%	2.9	26%		31%			
93	Entrepreneurship is regarded favourably within UOWD	53%	3.1	29%		48%			
58	The rewards and recognition I receive from this job are fair	6%	2.8	30%		43%	18%		
76	There are enough opportunities for my career to progress in UOWD	12%	2.9	31%		35%	34%		
46	There is good communication across all sections of UOWD	4%	3.0	32%		23%	40%		

bottom 10 compared to uni bench



top 10 gaps

High **>=80%**
 Med **50<80%**
 Low **<50%**

SD D M A SA

>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
 Med
 Low

	%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
123 When introducing change, senior management “walk the talk”, that is, serve as a role model for the new behaviours that are needed	22%	3.6	55%					
49 I feel part of UOWD as a whole	1%	3.8	66%					
118 In UOWD it is safe to say what you think	13%	3.4	47%					
119 Senior management demonstrate respect for people with different perspectives and opinions	18%	3.6	57%					
18 There is equal opportunity for all staff in UOWD	6%	3.3	43%		57%	13%		
59 UOWD fulfils its obligations to me	6%	3.3	41%		56%	26%		
66 I can see a direct connection between my performance and salary increases	20%	2.2	14%					
88 I am given enough support to evaluate my teaching effectively	49%	3.4	49%		55%			
62 The income I receive from UOWD is comparable to external firms	7%	1.9	5%					
60 I am satisfied with the income I receive	4%	2.2	11%		46%	4%		

top 10 impacting passion

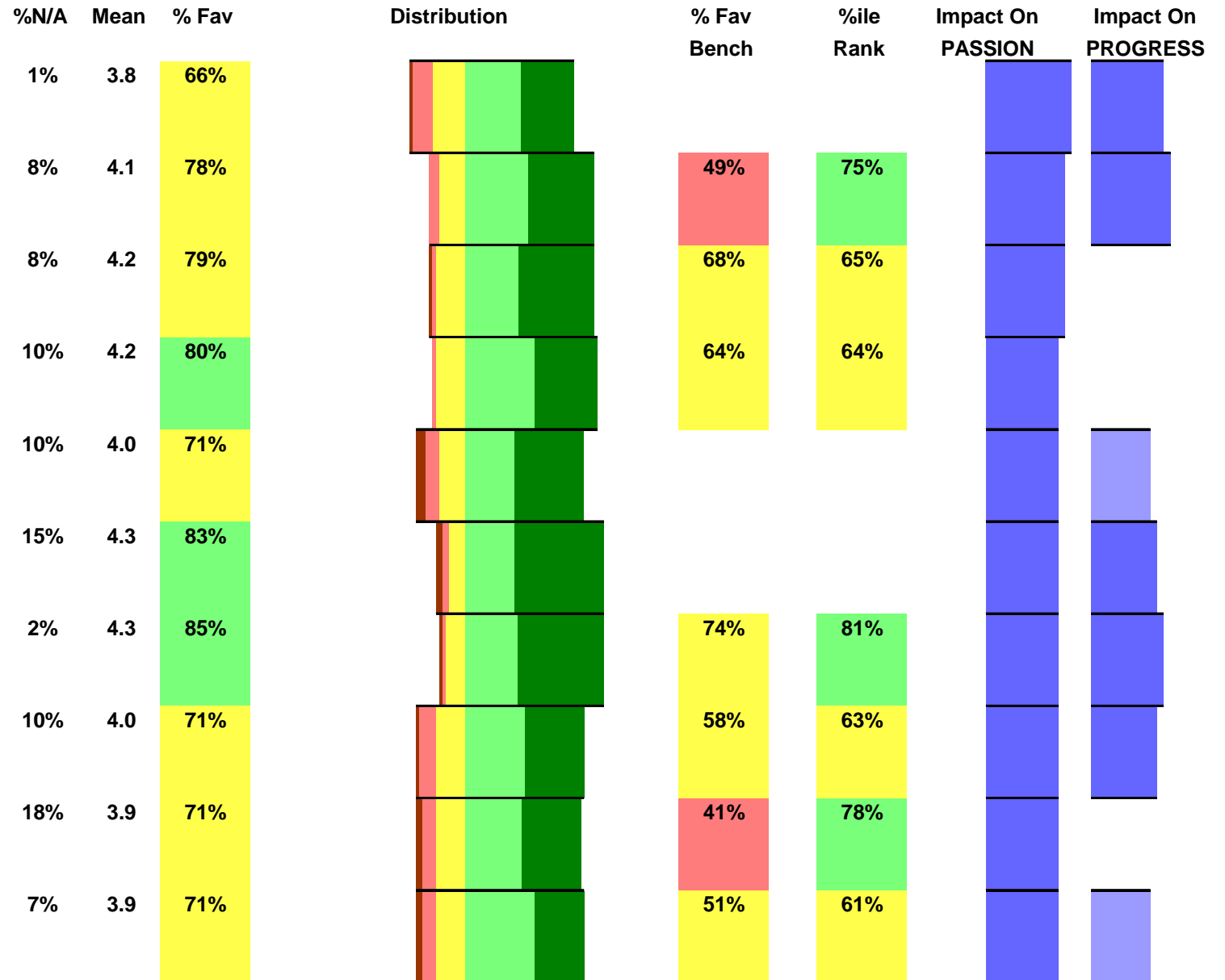
High **>=80%**
 Med **50<80%**
 Low **<50%**

SD D M A SA

>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
 Med
 Low



top 10 impacting progress

High **>=80%**
 Med **50<80%**
 Low **<50%**

SD D M A SA

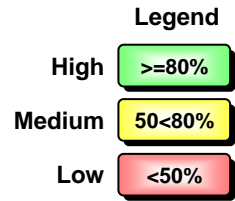
>=80%
50<80%
<50%

>=75%
25<75%
<25%

High
 Med
 Low

	%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
123 When introducing change, senior management “walk the talk”, that is, serve as a role model for the new behaviours that are needed	22%	3.6	55%					
119 Senior management demonstrate respect for people with different perspectives and opinions	18%	3.6	57%					
120 The words and actions of senior management communicate a compelling set of values	17%	3.7	63%					
118 In UOWD it is safe to say what you think	13%	3.4	47%					
121 Senior management promote constructive relationships and collaboration among team members	20%	3.7	58%					
146 I feel a sense of loyalty and commitment to UOWD	7%	4.2	80%		75%	76%		
147 I am proud to tell people that I work for UOWD	7%	4.4	88%		78%	80%		
39 I have confidence in the ability of senior management	8%	4.1	78%		49%	75%		
148 I feel emotionally attached to UOWD	11%	4.1	73%		60%	84%		
155 I can see a future for me in UOWD	13%	3.6	50%		54%	66%		

weather map



area

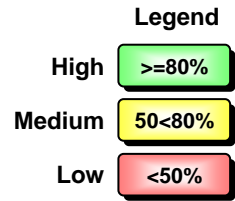
employment type

	Whole of UOWD	CLC	Academic / Faculty	Management	Support Services	Full-Time
Responses:	112	11	34	20	31	89
PASSION	75%	70%	76%	81%	71%	77%
- Organisational Commitment	82%	70%	82%	89%	82%	84%
- Job Satisfaction	83%	91%	85%	82%	80%	83%
- Intention to Stay	59%	48%	61%	73%	51%	63%
PROGRESS	70%	73%	65%	72%	77%	70%
- Organisation Objectives	74%	81%	68%	74%	80%	73%
- Change & Innovation	62%	60%	51%	69%	75%	63%
- Customer Satisfaction	74%	78%	77%	72%	75%	74%

weather map

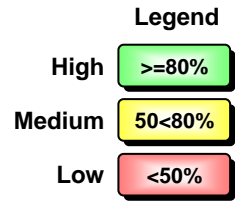
area

employment type



		Whole of UOWD	CLC	Academic / Faculty	Management	Support Services	Full-Time
	Responses:	112	11	34	20	31	89
PURPOSE	Organisation Direction	75%	79%	72%	84%	66%	72%
	Results Focus	74%	76%	73%	77%	74%	75%
	Mission & Values	85%	88%	85%	93%	83%	88%
	Ethics	72%	73%	76%	77%	72%	72%
	Role Clarity	92%	94%	93%	95%	89%	92%
PROPERTY	Diversity	63%	80%	67%	60%	59%	63%
	Resources	76%	70%	78%	72%	81%	77%
	Processes	57%	68%	62%	48%	59%	56%
	Technology	73%	47%	76%	58%	84%	74%
	Safety	52%	55%	61%	25%	64%	52%
PARTICIPATION	Facilities	66%	47%	71%	81%	70%	69%
	Leadership	70%	78%	65%	78%	70%	70%
	Recruitment & Selection	54%	64%	44%	70%	60%	56%
	Cross-Unit Cooperation	45%	56%	51%	48%	44%	47%
	Learning & Development	47%	45%	40%	42%	59%	49%
UNIVERSITY	Involvement	51%	53%	44%	65%	59%	55%
	Rewards & Recognition	22%	24%	16%	28%	28%	24%
	Performance Appraisal	38%	49%	30%	41%	45%	40%
	Supervision	78%	87%	76%	85%	76%	77%
	Career Opportunities	36%	28%	23%	39%	51%	37%
PEOPLE	Workload	45%	47%	36%	41%	66%	44%
	Research	62%		55%	58%	77%	58%
	Teaching	63%	80%	58%	63%	73%	64%
	Community Engagement	51%	89%	37%	46%	71%	48%
	Entrepreneurship	25%	0%	15%	35%	33%	24%
PEACE	Motivation & Initiative	64%	74%	51%	74%	66%	63%
	Talent	71%	76%	71%	75%	70%	71%
UOWD	Teamwork	91%	100%	84%	92%	96%	89%
	Wellness	72%	84%	69%	70%	76%	72%
	Work/Life Balance	63%	71%	61%	63%	67%	60%
UOWD	Flexibility	56%	41%	48%	72%	62%	56%
	Decision-Making	68%	75%	62%	69%	70%	66%
	UOWD Leadership	57%	64%	49%	57%	61%	55%
	ITTS	79%	69%	67%	85%	89%	80%
	HR	71%	79%	67%	70%	72%	71%
	Finance	58%	41%	40%	67%	78%	58%

weather map



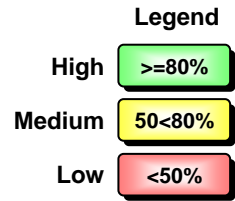
gender

age

length of service

	Whole of UOWD	gender		age				length of service		
		Male	Female	Under 30	30-39	40-49	50-59	Less than 2 years	2-5 years	5-10 years
Responses:	112	50	50	33	32	23	10	50	39	9
PASSION	75%	77%	74%	65%	76%	82%	95%	69%	78%	93%
- Organisational Commitment	82%	85%	80%	75%	84%	86%	95%	78%	83%	97%
- Job Satisfaction	83%	85%	81%	70%	84%	94%	100%	75%	87%	100%
- Intention to Stay	59%	61%	61%	50%	59%	64%	90%	53%	63%	81%
PROGRESS	70%	72%	70%	69%	69%	75%	76%	76%	64%	72%
- Organisation Objectives	74%	79%	70%	69%	75%	79%	84%	78%	67%	82%
- Change & Innovation	62%	63%	66%	63%	61%	67%	75%	71%	53%	67%
- Customer Satisfaction	74%	75%	74%	76%	70%	80%	71%	79%	70%	67%

weather map



gender

age

length of service

		Whole of UOWD	gender		age				length of service		
			Male	Female	Under 30	30-39	40-49	50-59	Less than 2 years	2-5 years	5-10 years
Responses:		112	50	50	33	32	23	10	50	39	9
PURPOSE	Organisation Direction	75%	77%	70%	72%	73%	75%	84%	74%	71%	82%
	Results Focus	74%	75%	75%	71%	79%	77%	77%	69%	77%	93%
	Mission & Values	85%	85%	87%	87%	82%	88%	97%	83%	87%	96%
	Ethics	72%	74%	75%	67%	80%	82%	64%	79%	66%	82%
	Role Clarity	92%	97%	88%	84%	97%	94%	100%	89%	95%	96%
PROPERTY	Diversity	63%	64%	66%	61%	65%	67%	70%	73%	51%	75%
	Resources	76%	74%	80%	77%	74%	79%	77%	78%	73%	78%
	Processes	57%	62%	54%	46%	58%	69%	67%	53%	61%	67%
	Technology	73%	74%	72%	72%	71%	77%	74%	75%	71%	78%
	Safety	52%	55%	52%	50%	56%	55%	50%	53%	50%	63%
PARTICIPATION	Facilities	66%	72%	65%	67%	68%	67%	74%	73%	63%	74%
	Leadership	70%	72%	71%	71%	69%	76%	68%	78%	67%	59%
	Recruitment & Selection	54%	55%	57%	69%	40%	64%	47%	63%	48%	50%
	Cross-Unit Cooperation	45%	53%	43%	46%	40%	54%	64%	51%	45%	40%
	Learning & Development	47%	53%	42%	49%	38%	55%	60%	37%	55%	61%
UNIVERSITY	Involvement	51%	62%	47%	48%	53%	67%	57%	49%	60%	52%
	Rewards & Recognition	22%	28%	20%	18%	18%	31%	42%	24%	18%	35%
	Performance Appraisal	38%	46%	32%	29%	41%	44%	47%	29%	42%	65%
	Supervision	78%	79%	76%	73%	77%	77%	95%	78%	74%	88%
	Career Opportunities	36%	43%	31%	37%	34%	42%	34%	35%	33%	54%
PEOPLE	Workload	45%	44%	51%	53%	37%	55%	40%	51%	42%	48%
	Research	62%	60%	63%	74%	53%	62%	54%	57%	62%	78%
	Teaching	63%	66%	60%	73%	52%	57%	87%	61%	71%	34%
	Community Engagement	51%	53%	49%	70%	43%	38%	57%	50%	47%	68%
	Entrepreneurship	25%	27%	25%	25%	15%	27%	56%	24%	18%	67%
PEACE	Motivation & Initiative	64%	64%	63%	64%	55%	67%	77%	61%	63%	73%
	Talent	71%	76%	65%	61%	71%	77%	90%	66%	71%	85%
	Teamwork	91%	91%	90%	97%	84%	86%	94%	93%	86%	89%
UOWD	Wellness	72%	77%	70%	67%	73%	78%	88%	72%	72%	84%
	Work/Life Balance	63%	65%	63%	60%	66%	61%	83%	66%	59%	80%
	Flexibility	56%	59%	54%	54%	47%	67%	77%	53%	56%	76%
UOWD	Decision-Making	68%	71%	62%	56%	65%	82%	84%	61%	66%	94%
	UOWD Leadership	57%	59%	56%	66%	44%	58%	74%	69%	44%	50%
	ITTS	79%	75%	83%	87%	66%	81%	80%	78%	75%	95%
	HR	71%	70%	71%	70%	60%	75%	89%	70%	70%	80%
	Finance	58%	55%	64%	68%	48%	56%	70%	54%	57%	80%

risk analysis

area

employment type

Legend

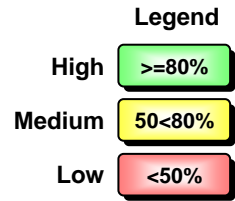
High >=80%

Medium 50<80%

Low <50%

		Whole of UOWD	CLC	Academic / Faculty	Management	Support Services	Full-Time
Responses:		112	11	34	20	31	89
Diversity	16 Harassment is prevented and discouraged	74%	75%	78%	69%	74%	73%
	17 Discrimination is prevented and discouraged	57%	67%	63%	55%	54%	57%
	19 Bullying and abusive behaviours are prevented and discouraged	79%	100%	81%	78%	69%	78%
Safety	33 We are given all necessary safety equipment and training	41%	45%	55%	11%	49%	41%
	34 Staff are aware of their occupational health and safety responsibilities	42%	30%	53%	11%	61%	43%
Wellness	106 I feel emotionally well at work	71%	82%	72%	69%	71%	69%
	107 I am able to keep my job stress at an acceptable level	71%	73%	68%	70%	78%	71%
Intention To Stay	153 I am likely to still be working in UOWD in two years time	70%	50%	68%	94%	61%	74%

risk analysis



gender
age
length of service

		Responses:	Whole of UOWD	gender		age				length of service			
				Male	Female	Under 30	30-39	40-49	50-59	Less than 2 years	2-5 years	5-10 years	
Diversity	16	Harassment is prevented and discouraged	112	74%	73%	76%	75%	75%	72%	70%	84%	61%	78%
	17	Discrimination is prevented and discouraged	112	57%	61%	58%	52%	55%	68%	70%	65%	46%	78%
	19	Bullying and abusive behaviours are prevented and discouraged	112	79%	79%	82%	81%	78%	82%	80%	86%	71%	89%
Safety	33	We are given all necessary safety equipment and training	112	41%	42%	40%	29%	47%	48%	50%	34%	44%	56%
	34	Staff are aware of their occupational health and safety responsibilities	112	42%	51%	38%	36%	52%	48%	40%	46%	39%	56%
Wellness	106	I feel emotionally well at work	112	71%	81%	64%	60%	74%	81%	90%	73%	69%	78%
	107	I am able to keep my job stress at an acceptable level	112	71%	80%	66%	67%	78%	77%	70%	72%	72%	78%
Intention To Stay	153	I am likely to still be working in UOWD in two years time	112	70%	70%	71%	66%	65%	74%	100%	62%	74%	89%

recommendations & next steps



recommendations

When examining your performance on issues that appeared to be important, the highest priorities appear to be:

- Ensuring staff understand how their income is calculated and benchmarked with a view to them feeling fairly rewarded for their contributions
- Helping staff to see the link between their performance and their income
- Increasing trust in senior management's approach to handling different views and opinions
- Promoting equal access to opportunities within UOWD
- Senior management continuing to role model the behaviours needed in the organisation
- Encouraging communication and collaboration across the UOWD to help staff feel part of the whole organisation
- Providing greater support to assist teachers to evaluate their teaching



next steps

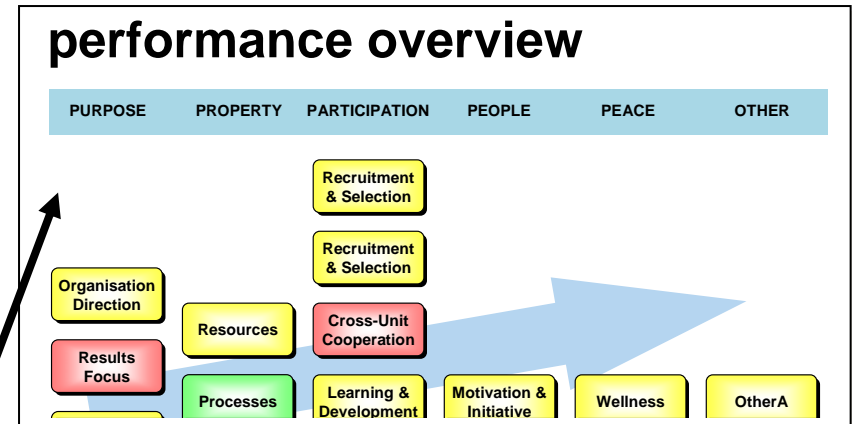
These critical steps must now be undertaken regarding the implementation of this survey:

- Results need to be circulated and explained to the upper and middle management levels, combined with a discussion of meaning, implications and likely next steps in the use of the results
- High-level results of this survey need to be communicated to staff, along with a brief explanation of the actions and next steps that will be taken in response to the survey
- More detailed action planning must be scheduled, either as an independent initiative associated with the survey or embedded within existing ongoing organisational planning

guidelines for interpretation of results

performance – how to interpret

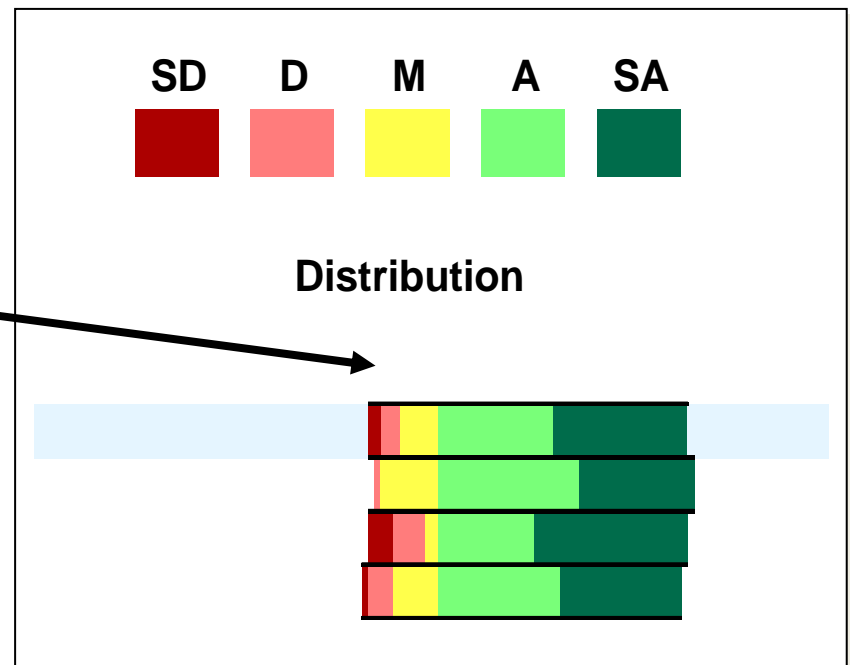
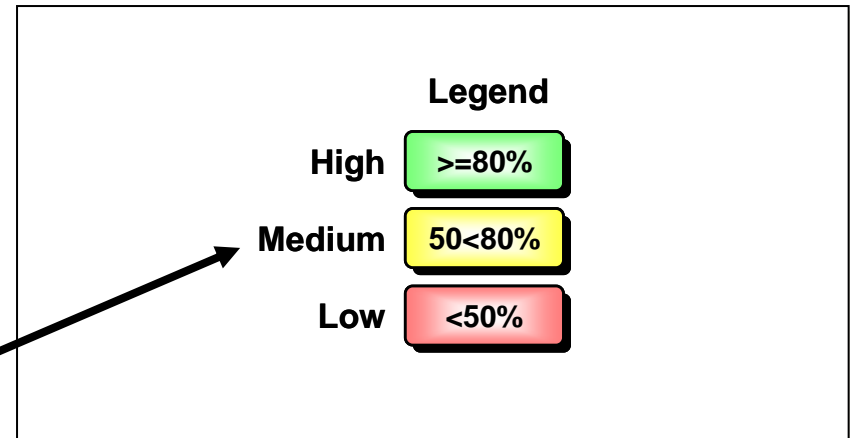
- This report contains various levels of information. When compiling such a report there is always a trade-off between providing lots of information versus keeping the report simple and user-friendly. We manage this trade-off by providing the detail towards the end of the report, and highlights of the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



	Whole of Org XYZ	Head Office	Marketing	Legal
Responses:	80	12	12	12
PASSION	79%	81%	83%	92%
- Organisational Commitment	78%	77%	83%	90%
- Job Satisfaction	81%	88%	81%	81%
- Intention to Stay	80%	86%	78%	72%
PROGRESS	76%	76%	74%	69%
- Organisation Objectives	78%	88%	91%	83%
- Change & Innovation	76%	78%	77%	64%
- Customer Satisfaction	75%	94%	100%	92%
Organisation Direction	80%	60%	60%	60%
Results Focus	72%	64%	67%	50%
Mission and Values	81%	69%	64%	89%
Ethics	69%	67%	61%	69%
Role Clarity	88%	73%	63%	77%
Diversity	58%	72%	67%	81%
Resources	53%	85%	79%	83%
Processes	70%	67%	56%	75%
Technology	60%	53%	42%	36%

performance – how to interpret

- This report presents information about both performance and importance for the items and scales within the Voice climate 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”).



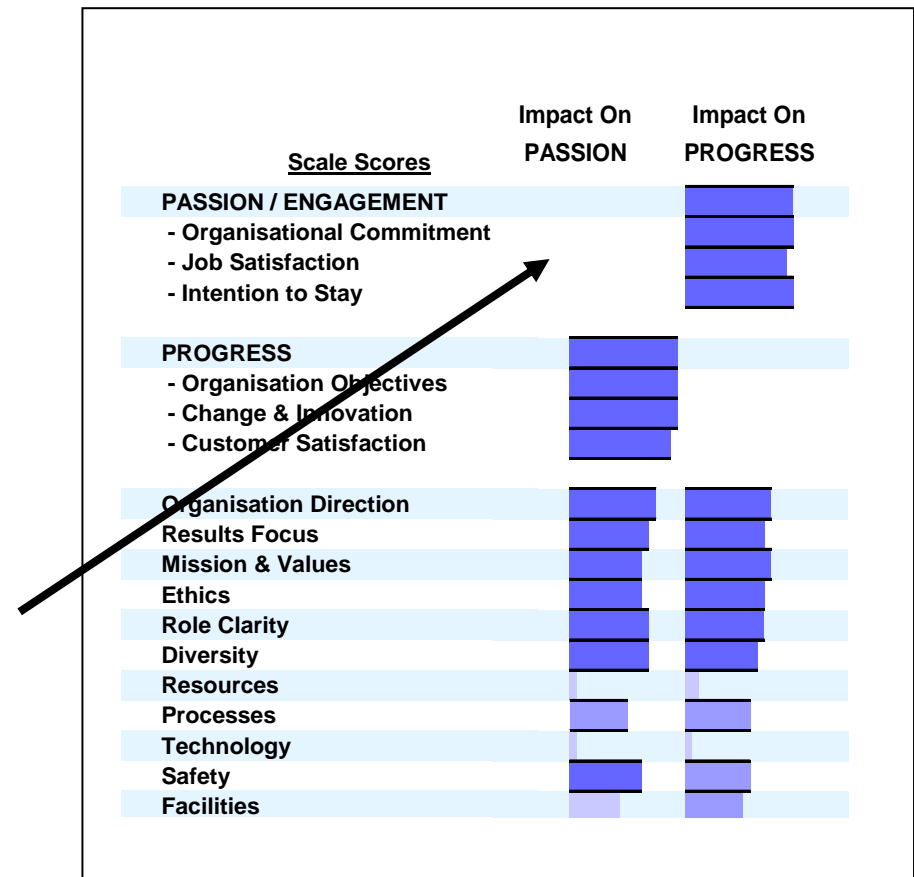
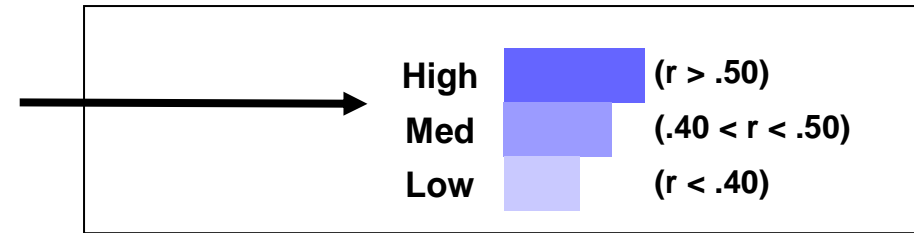
performance – how to interpret

- 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.
- For each item and scale, a “mean” is also shown. The mean is the average score on the 1-to-5 scale where 1 = “Strongly Disagree” and 5 = “Strongly Agree”.
- The % Fav statistics are shown using the same “traffic lights” described on the previous page.
- Where external benchmark data are available, the percentile rank (represented by “%ile Rank”) of your organisation is shown. The percentile rank shows the percentage of organisations in our benchmark database whose performance you equal or exceed – so, a score of 67% means you scored as well as, or better than 67% of organisations in our database (nb. the percentile rank is based on the Mean scores).
- The %ile rank is colour-coded using traffic lights, with red representing the bottom quartile, yellow the mid-50%, and green the top quartile.

%N/A	Mean	% Fav	%ile Rank 1	%ile Rank 2
0%	4.0	78%	79%	79%
0%	4.1	80%	74%	74%
0%	4.0	78%	61%	61%
1%	4.0	77%	87%	87%
0%	4.1	81%	79%	79%
0%	4.1	80%	62%	62%
0%	4.1	83%	91%	91%
1%	4.2	81%	69%	69%
1%	4.1	81%	82%	82%
4%	3.9	73%	34%	34%
34%	4.4	92%	83%	83%
2%	3.8	69%	51%	51%
0%	4.3	90%	77%	77%
0%	3.7	58%	17%	17%
0%	3.1	53%	8%	8%
0%	3.8	71%	67%	67%
1%	3.4	60%	32%	32%

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 estimated using correlations (denoted statistically with an “r”).
- 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 (eg, if leadership and Passion were highly correlated, improving leadership may improve Passion). It is important to note, however, that correlation does not prove causality.
- 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.
- 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).



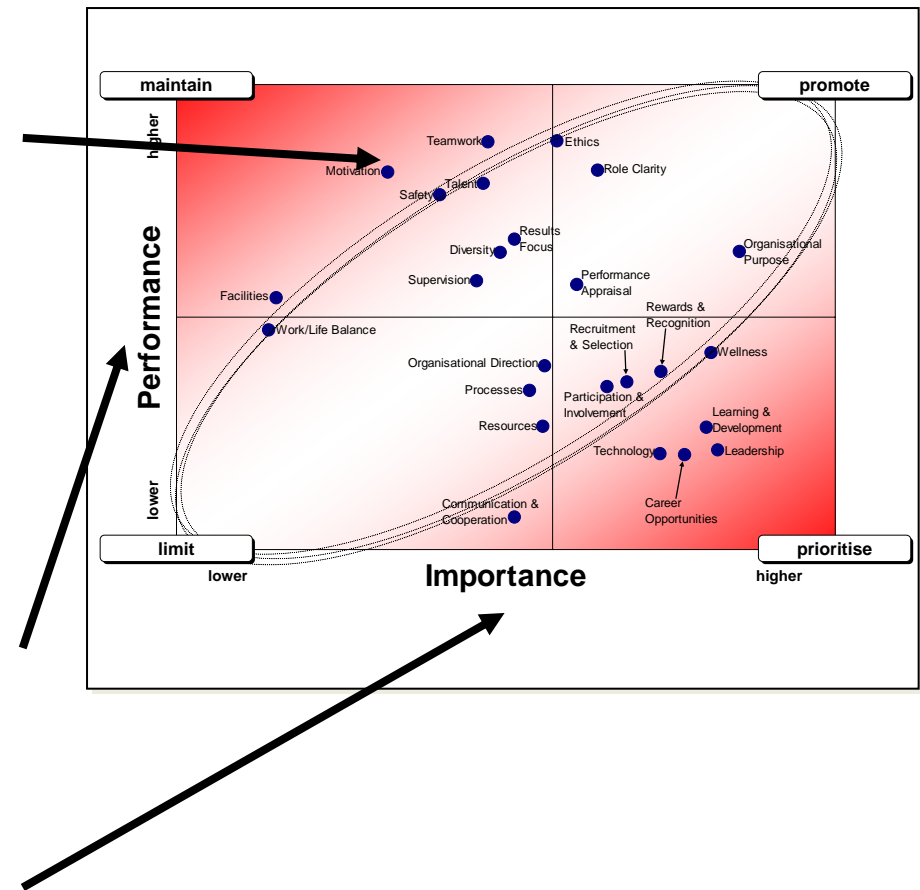
importance – how to interpret

- 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
 - Customer 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 favourable 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.
- 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 and Bottom 10 Items Compared to Uni % Fav Bench (i.e., the items on which you performed best and worst in comparison to other 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 Index)
- Top 10 Items Impacting Progress (i.e., those items correlating most highly with the Progress Index).

		High		Med		Low	
		>=80%		50<80%		<50%	
		200x					
		%N/A	Mean	% Fav	% Fav		
13	I understand my goals and objectives and what is required of me in my job	0%	4.5	97%	100%		
88	Overall, this organisation is successful	0%	4.6	97%	89%		
99	I am willing to put in extra effort for this organisation	0%	4.6	97%	100%		
37	Senior management are good role models for staff	0%	4.4	96%	88%		
56	My performance is reviewed and evaluated often enough	0%	4.4	96%	99%		

weather map – how to interpret

- Demographics collected in the survey are shown across the top of the columns. Scales are shown along the left hand side.
- The number of people responding in each demographic is shown below the column titles.
- 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.
- Vertical stripes of a given colour that is largely uninterrupted, indicating opinions based on the demographic to which the staff member belongs.
- Horizontal stripes of a given colour that is largely uninterrupted, indicating issues that are most likely to be organisation wide.

