guidelines for interpretation of results
This report presents information about both performance and importance for the items and scales within the Voice engagement 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%).

• 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.
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, 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.

• The % Diff column is 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 (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.

• 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
  • Customer Satisfaction