

# All voices matter – Your Voice Staff Survey

August 2022

High-Level Results



2022  
Your Voice  
Staff Survey

All voices matter



Charles Sturt  
University

**voice  
project**

improving organisations  
by giving people a voice

[www.voiceproject.com](http://www.voiceproject.com)

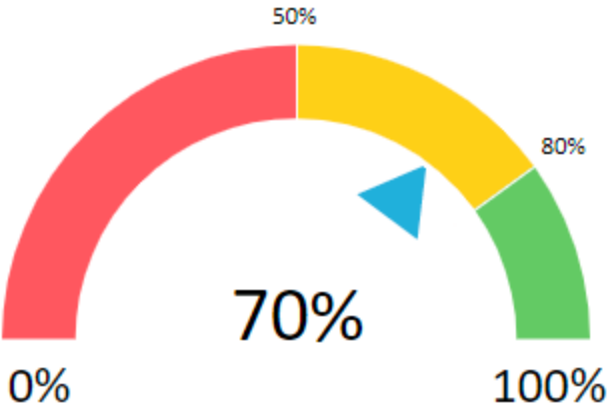
# demographics

Note: Groups with less than 10 responses are not separately analysed elsewhere in this report

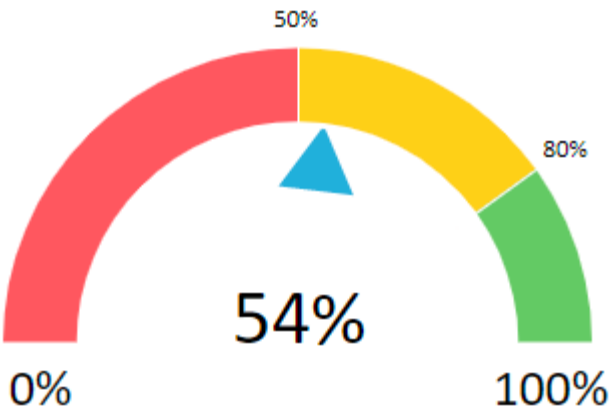
Portfolio	Number of Responses (Fixed/Cont.)	Head Count (Fixed/Cont.)	Response Rate (Fixed/Cont.)	Margin of Error (Fixed/Cont.)	Number of Responses (Casual)	Number of Responses (Adjunct)
Academic Portfolio	754	1,243	61%	2.1%	128	19
Office of the Chief Operating Officer	400	632	63%	2.7%	18	0
Research Portfolio	82	114	72%	5.3%	8	5
Office of the Vice-Chancellor	72	99	73%	5.5%	4	0
Not Selected	78				7	1
Charles Sturt University Overall	1,386	2088	66%	1.4%	165	25

# outcomes

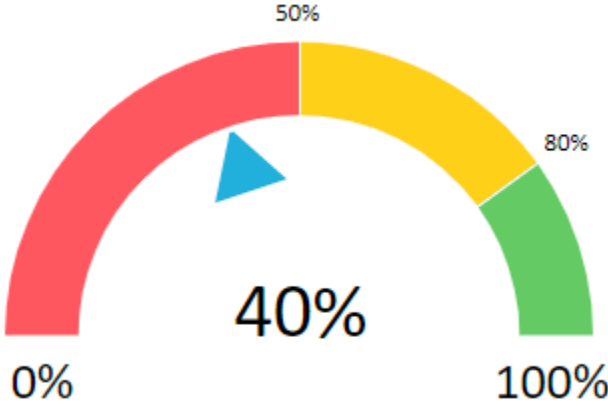
engagement



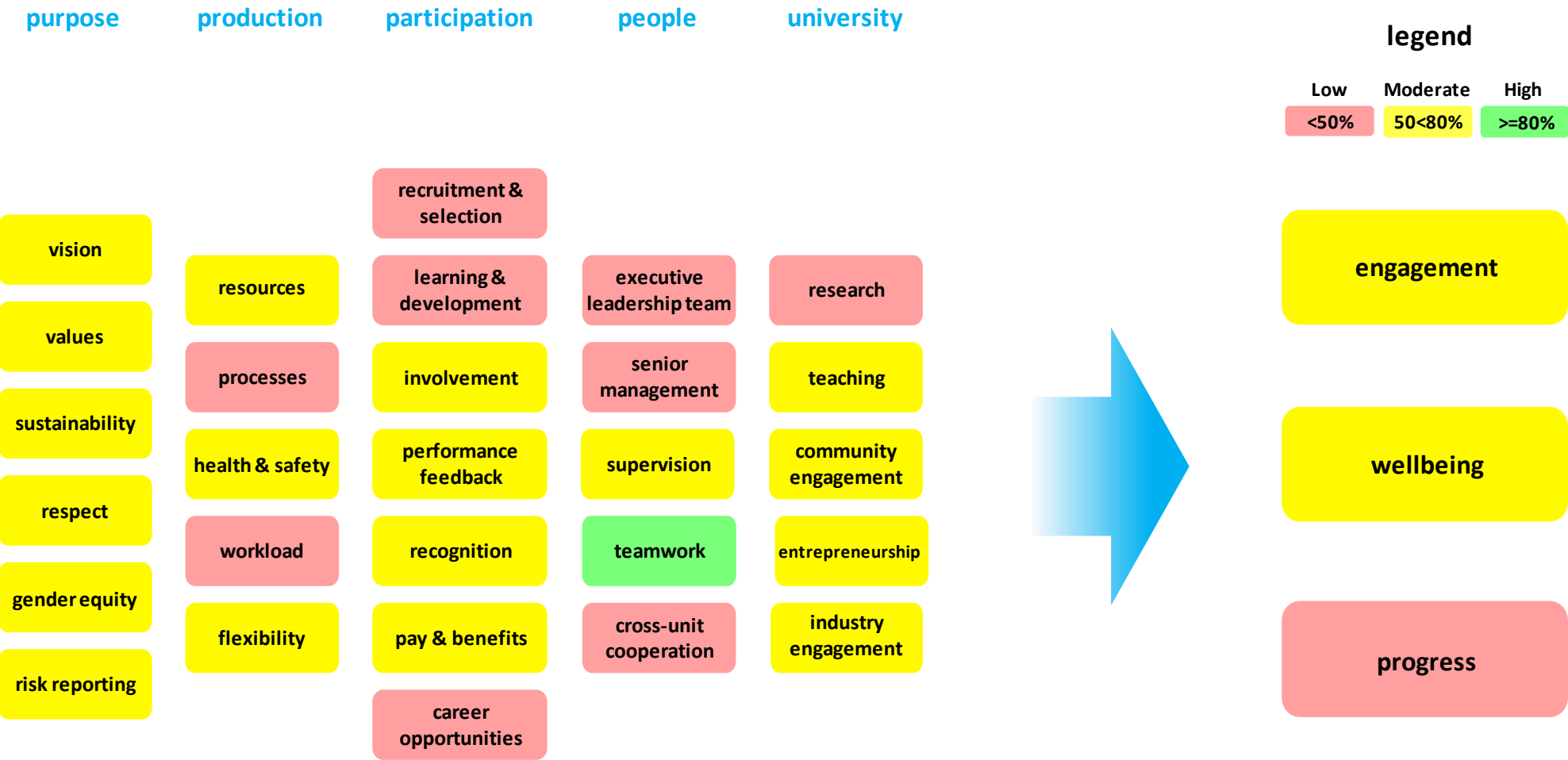
wellbeing



progress



# performance overview



# category results

		High	≥80%	≥+10%						≥+10%	≥+10%
		Mod	50<80%	±10%	SD	D	M	A	SA	±10%	±10%
		Low	<50%	≤-10%	Distribution					≤-10%	≤-10%
		2022	2019							ANZ Uni	RUN
		%N/A	% Fav	% Diff						% Diff	% Diff
ENGAGEMENT		1%	70%	-5%						-6%	-4%
WELLBEING		0%	54%	-3%						-6%	-4%
PROGRESS		7%	40%	-5%						-17%	-9%
PURPOSE	Vision	2%	58%	-7%						-3%	+1%
	Values	2%	76%	-3%						-1%	+1%
	Sustainability	3%	70%	-11%						+9%	+6%
	Respect	1%	62%	-3%						-10%	-5%
	Gender Equity	3%	79%	-3%						-2%	-1%
	Risk Reporting	0%	55%	+2%						-5%	+4%
PRODUCTION	Resources	0%	61%	-9%						-3%	+1%
	Processes	0%	33%	-11%						-11%	-8%
	Health & Safety	1%	70%	-10%						-9%	-9%
	Workload	0%	42%	-11%						-11%	-9%
	Flexibility	0%	63%	-8%						-6%	-6%
PARTICIPATION	Recruitment & Selection	6%	34%	-22%						-14%	-5%
	Learning & Development	3%	42%	-19%						-16%	-14%
	Involvement	0%	55%	-5%						-6%	+1%
	Performance Feedback	2%	55%	-1%						-5%	-3%
	Recognition	1%	53%	-5%						-7%	-2%
	Pay & Benefits	1%	60%	-17%						-9%	-12%
PEOPLE	Career Opportunities	4%	32%	-7%						-9%	-3%
	Executive Leadership Team	7%	43%	-12%						-8%	-4%
	Senior Management	4%	48%	-2%						-14%	-6%
	Supervision	3%	78%	0%						-2%	+1%
	Teamwork	0%	84%	0%						-1%	+1%
UNIVERSITY	Cross-Unit Cooperation	3%	43%	+1%						-3%	+8%
	Research	73%	49%	-7%						-13%	-5%
	Teaching	67%	53%	-11%						-8%	-5%
	Community Engagement	74%	55%	-14%						-3%	-1%
	Entrepreneurship	93%	50%							+11%	
Industry Engagement		78%	57%							-4%	

# top 5 questions % favourable

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
<b>Values</b>	I believe in the overall purpose of Charles Sturt University - 'Yindyamarra Winhanganha' - The wisdom of respectfully knowing how to live well in a world worth living in	87%	0%	+4%
<b>Engagement</b>	I like the kind of work I do	86%	-2%	-2%
<b>Values</b>	I believe in the values of Charles Sturt University	85%	0%	+3%
<b>Supervision</b>	My supervisor genuinely supports equality between genders	85%	-1%	-2%
<b>Teamwork</b>	My colleagues give me help and support	85%	0%	-1%

# top 5 questions compared to 2019 survey

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
<b>Cross-Unit Cooperation</b>	Knowledge and information are shared throughout Charles Sturt University	40%	+6%	+2%
<b>Risk Reporting</b>	I would feel comfortable about making a complaint about any issue affecting me in the workplace	47%	+4%	
<b>Performance Feedback</b>	I have regular conversations with my supervisor about how I am performing	60%	+3%	
<b>Supervision</b>	I have confidence in the ability of my supervisor	77%	+2%	-1%
<b>Supervision</b>	My supervisor behaves in a way that is consistent with the values of Charles Sturt University	80%	+1%	-4%

# top 5 questions compared to industry

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
<b>Sustainability</b>	Charles Sturt University is environmentally responsible	80%	-7%	+9%
<b>Vision</b>	I am aware of the vision and strategy for the future of Charles Sturt University	69%	-9%	+4%
<b>Values</b>	I believe in the overall purpose of Charles Sturt University - 'Yindyamarra Winhanganha' - The wisdom of respectfully knowing how to live well in a world worth living in	87%	0%	+4%
<b>Values</b>	I believe in the values of Charles Sturt University	85%	0%	+3%
<b>Cross-Unit Cooperation</b>	Knowledge and information are shared throughout Charles Sturt University	40%	+6%	+2%



# bottom 5 questions % favourable

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
<b>Progress</b>	Change is handled well at Charles Sturt University	24%	-5%	-9%
<b>Career Opportunities</b>	Enough time and effort is spent on career planning	26%	-9%	-9%
<b>Processes</b>	Our processes are efficient	26%		-10%
<b>Processes</b>	At Charles Sturt University it is clear who has responsibility for what	27%	-15%	-13%
<b>Recruitment &amp; Selection</b>	Charles Sturt University is good at selecting the right people for the right jobs	32%	-22%	-14%

# bottom 5 questions compared to 2019 survey

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
<b>Pay &amp; Benefits</b>	I am satisfied with the benefits I receive	64%	-24%	-13%
<b>Learning &amp; Development</b>	The training and development I've received has improved my performance	43%	-22%	-15%
<b>Recruitment &amp; Selection</b>	Charles Sturt University is good at selecting the right people for the right jobs	32%	-22%	-14%
<b>Sustainability</b>	I actively participate in environmental and social sustainability initiatives occurring at Charles Sturt University	57%	-18%	
<b>Learning &amp; Development</b>	There is a commitment to ongoing training and development of staff	41%	-16%	-16%

# bottom 5 questions compared to industry

		2022 % Fav	2019 % Diff	ANZ Uni % Diff
Progress	Customers are satisfied with our services	41%	-10%	-22%
Progress	The goals of Charles Sturt University are being reached	35%	-10%	-21%
Progress	The future for Charles Sturt University is positive	46%	0%	-19%
Senior Management	I have confidence in the ability of senior management	49%	-2%	-17%
Learning & Development	There is a commitment to ongoing training and development of staff	41%	-16%	-16%

# text responses

## Q99 List three things you really enjoy about working at Charles Sturt University

84% of participants gave a text response

Themes	% Commenting
A. Teamwork & Colleagues	49%
B. WFH & Flexibility	38%
C. Engagement, Job Satisfaction & Purpose	26%
D. Facilities, Environment & Location	17%
E. Super & Remuneration	15%
F. Student Interaction	14%
G. Values	6%
H. Supervision	5%
I. Cross-Unit Cooperation & Communication	5%
J. Career Opportunities & Job Security	4%

% Commenting is the proportion of all survey responses (including no comments) that included a reference to each theme. Thus the largest % Commenting possible for any theme is 84%.

# text responses

## Q100 List three ways Charles Sturt University could be improved as a workplace

79% of participants gave a text response

Themes	% Commenting
A. Resources & Staffing	17%
B. Processes	16%
C. Cross-Unit Cooperation & Communication	14%
D. Involvement & Feedback	13%
E. Workload	11%
F. Leadership	11%
G. Learning & Development	9%
H. Increased Pay	9%
I. Grounds & Building Maintenance	9%
J. Technology & Systems	8%

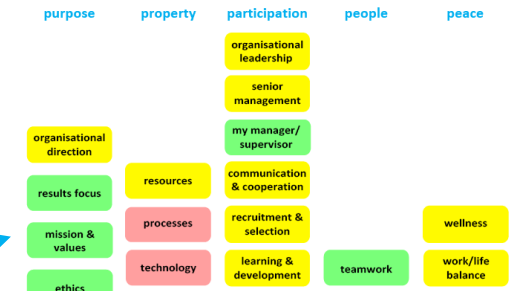
% Commenting is the proportion of all survey responses (including no comments) that included a reference to each theme. Thus the largest % Commenting possible for any theme is 79%.

# **Appendix: guidelines for interpretation**

# interpreting your results

- 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



	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%

# interpreting your results

## 2022 performance

- For each category and question, the percentage of respondents who answered “Not applicable/Don’t Know” is shown in the column labelled “% N/A”. Analyses on all categories and questions did not include these responses
- The current performance of your organisation is reported using the statistics “% Favourable” (% Fav). The % Fav shows the percentage of people who responded favourably to your survey questions (i.e. by selecting the “Tend to Agree” or “Strongly Agree” option on your survey rating scale)
- Traffic light colours are used to indicate whether the percentage favourable is “high” (80% or more people responded favourably), “moderate” (50<80% Fav) or “low” (less than 50% of people responded favourably)
- At the next level, the distribution of responses for each category and question is shown (i.e., what proportion of respondents gave “Strongly Disagree”, “Tend to Disagree”, “Mixed Feelings/Neutral”, “Tend to Agree” or “Strongly Agree” responses on your survey rating scale)

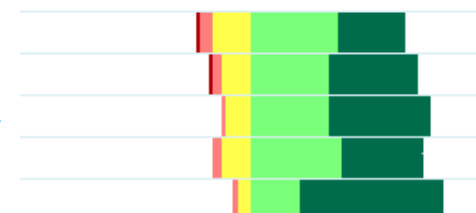
current performance  
(% Fav)

high  
≥ 80%

moderate  
50 < 80%

low  
< 50%

SD D M A SA  
Distribution





# interpreting your results

## Benchmark comparisons

- Your results can be compared to your previous survey results and to the average performance within your industry. Both of these comparisons use the statistic “% Difference” (% Diff)
- Traffic light colours are used to show your performance compared to the benchmark. The % Diff can be “high” (10% or more higher than the comparison), “moderate” (less than 10% difference) or “low” (10% or more below the comparison). For example, if your “Benchmark % Diff” is +12%, this means that your results are 12% higher than the industry average and would be coloured green. Be careful interpreting the significance of small differences with lower response rates
- Note that for category scores, the % Diff is the average of the % Diffs across all benchmarkable questions in that category (tailored questions may not be benchmarkable)

	High Med Low	≥80% 50<80% <50%	≥+10% ±10% ≤-10%	≥+10% ±10% ≤-10%
	2016 %N/A	2013 % Fav	2013 % Diff	Industry % Diff
	3%	76%		+12%
	3%	71%		+12%
	3%	71%	-12%	-7%
	0%	64%		-6%

## benchmark comparisons

high ≥ +10%
moderate -10 < +10%
low ≤ -10%

# interpreting your results

## Impact ratings

- The report also estimates the impact of each of the categories and questions for driving the three survey outcome measures of:
  - 1) Engagement,
  - 2) Wellbeing, and
  - 3) Progress
- Impact is not determined by your specific organisation priorities or by Voice Project's own theory or research. Impact 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 categories and Employee Engagement, Wellbeing, and Progress (as rated by staff)

engagement

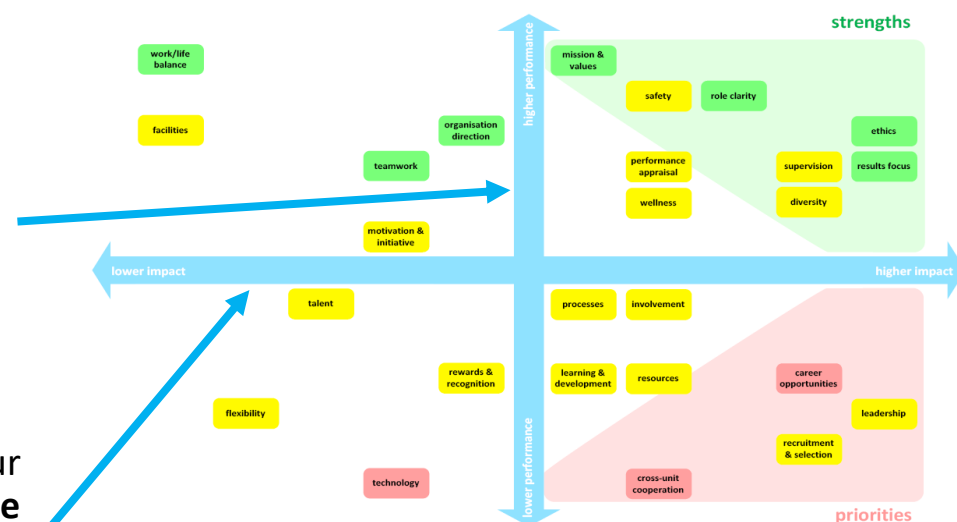
wellbeing

progress

# interpreting your results

## Priority matrix

- The priority matrix compares performance on management practices with estimated impact of those practices, highlighting areas where performance is high on important practices, as well as areas where performance is low on important practices
- The **vertical axis** on the priority matrix shows the “Performance” of an organisation across all the survey categories. **“Performance” is determined by a weighted average of how favourably staff rated the organisation and (where available) how these results compare to industry benchmarks**
- The **horizontal axis** shows the “Impact” of the issues for your specific organisation. **“Impact” is assessed by calculating the correlation of scores on the survey categories with a weighted average of outcome measures included in the survey (Engagement, Wellbeing & Progress)**
- Note that the priority matrix shows **relative** performance and impact (i.e., “higher” and “lower” performance or impact – not “high” and “low” performance or impact). As such, the priority matrix does not enable comparison of one organisation or organisational unit against another



# interpreting your results

## Top and bottom 5 results

- When reporting scores for questions, this report extracts the following subsets of questions to highlight key results
  - Top 5 Priorities for Performance vs. Importance (i.e., the areas where performance was rated low in comparison to the relative importance of the issue)
  - Top 5 and Bottom 5 % Favourable (i.e., the questions on which people had the most positive and negative views)
  - Top 5 and Bottom 5 Compared to 2019 Survey (i.e., the questions on which you have gained the most and least compared to the 2019 survey)
  - Top 5 and Bottom 5 Compared to Industry (i.e., the questions on which you performed best and worst in comparison to other Australian and New Zealand Universities in our database)
- Note: Where applicable, questions with greater than 85% N/A have been excluded from the summary results lists throughout the reports

## top 5 questions % favourable

		2016 % Fav
Job Satisfaction	I like the kind of work I do	96%
Mission & Values	I believe in the overall purpose of this organisation	94%
Work/Life Balance	I have a social life outside of work	94%
Organisation Direction	I am aware of the values of this organisation	93%
Mission & Values	I believe in the work done by this organisation	93%

# interpreting your results

## Weather map

- The weather map provides a breakdown of each category and question across each of the demographics, allowing you to identify group differences and organisation wide patterns
- Demographics collected in the survey are shown across the top of the columns. Categories 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

		Work Area						
		Responses	Organisation Overall	Head Office	Marketing	Legal	Production	Salesforce
	ENGAGEMENT	125	78%	75%	88%	84%	74%	74%
	WELLBEING		71%	71%	80%	75%	86%	48%
	PROGRESS		68%	45%	83%	79%	64%	46%
PURPOSE	Values		93%	93%	97%	94%	86%	89%
	Vision		77%	80%	85%	75%	70%	54%
	Respect		80%	84%	82%	69%	79%	64%
PRODUCTION	Risk Reporting		82%	83%	88%	67%	86%	71%
	Resources		73%	77%	70%	92%	68%	42%
	Processes		55%	50%	60%	50%	44%	17%
	Technology		66%	65%	83%	75%	50%	50%
	Health & Safety		77%	79%	80%	83%	71%	67%
	Workload		74%	76%	68%	71%	96%	54%
	Flexibility		76%	76%	80%	92%	79%	50%
PARTICIPATION	Recruitment & Selection		54%	62%	65%	46%	37%	27%
	Learning & Development		47%	49%	60%	45%	43%	23%
	Involvement		67%	67%	73%	81%	65%	42%
	Performance Feedback		72%	72%	80%	79%	46%	82%
	Recognition		66%	66%	78%	75%	68%	38%
	Pay & Benefits		64%	62%	73%	75%	61%	50%
	Career Opportunities		42%	48%	51%	47%	26%	17%
PEOPLE	Leadership		65%	67%	75%	58%	61%	47%
	Supervision		87%	86%	95%	81%	79%	89%
	Teamwork		83%	83%	83%	92%	82%	83%
	Cross-unit Cooperation		47%	51%	55%	46%	39%	25%

# interpreting your results

## Text responses

- 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 around 400 responses randomly selected for qualitative analysis

### Q103 List the three greatest strengths of XYZ

71% of participants gave an open-ended response

Themes	% Commenting
A. Talent	28%
B. Customer Satisfaction	22%
C. Ethics	17%
D. Organisation Performance	15%
E. Safety	12%
F. Wellness	11%
G. Flexible Work Arrangements	10%
H. Results Focus	10%

#### 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