

## Staff Engagement Survey

Presentation to SEG

9<sup>th</sup> October 2008





# Purpose

- Provide the University leadership with quantifiable feedback on
  - employee commitment, motivation and engagement
  - the University's culture
  - What's working, what's not working
- Use this information to assess the effectiveness of the leadership and HR strategy deployed at a University, faculty and individual leader level
- Provide a basis for aligning people, leadership and development practices with business strategy
  - across the University,
  - for each faculty
  - for an individual leader
- Provide data for use as part of the University's employee communications strategy.



# Survey Details

- Taken on-line. Data is electronically assembled and results will be made available in a “dash board” style graphic format.
- Seek employee opinion of a series of statements via a rating scale
  - Strongly Disagree,
  - Tend to Disagree,
  - Mixed Feelings/Neutral,
  - Tend to Agree,
  - Strongly Agree,
  - Not Applicable/Don't Know
- Results benchmarked to 17 other Universities' results. Additionally University of Sydney results will be benchmarked against 2,000 other organizations using the same survey.
- Results will be available for analysis and distribution at a University wide and at a Faculty/business Unit level, as well as (where sufficient data exists) at an individual manager/supervisor level.



# Employee Engagement Defined

Employee engagement is a measure of the degree to which employees consistently speak positively about their organisation, have an intense desire to stay working there and willingly exert extra effort on their organization's behalf.

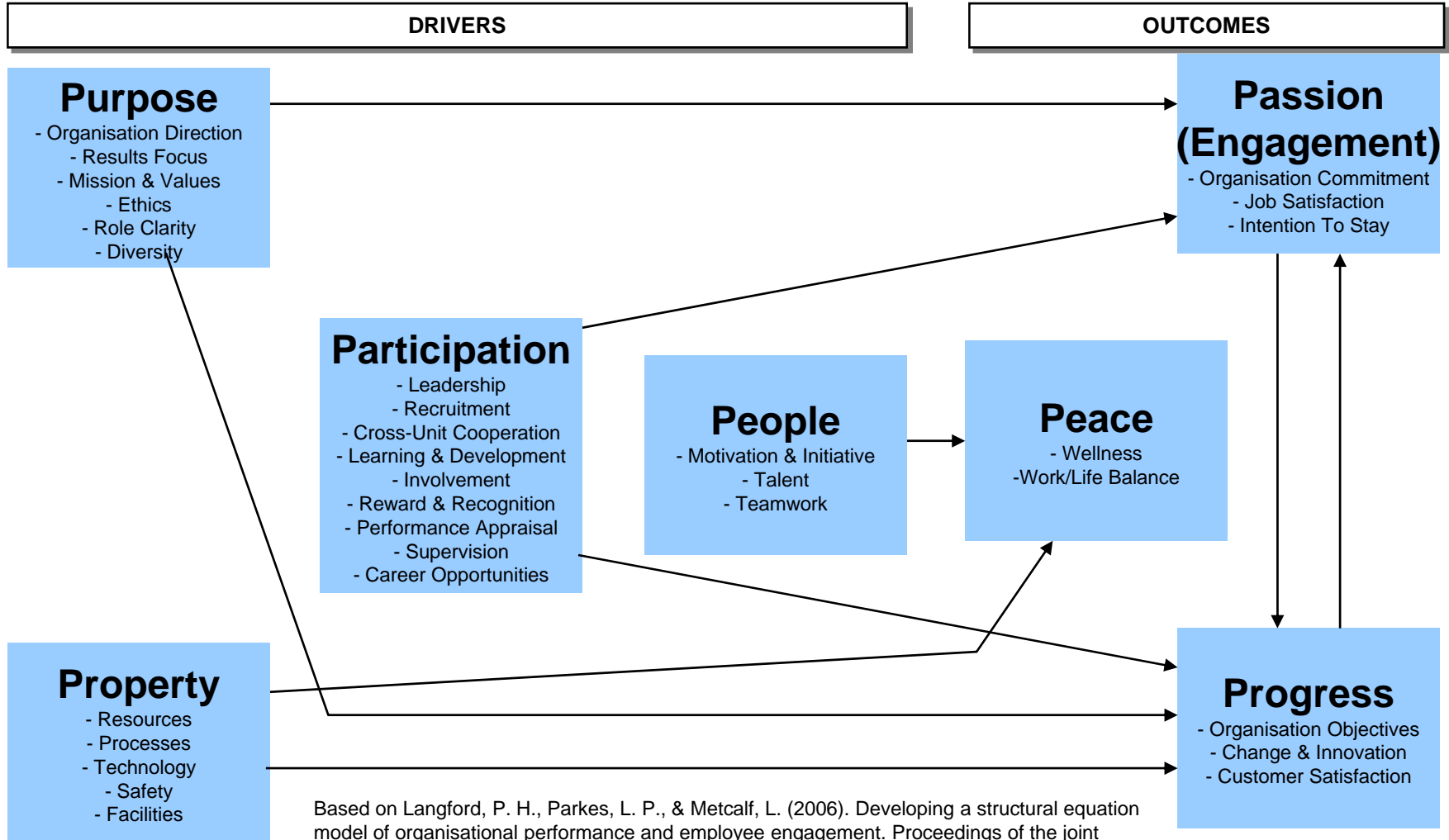


# Survey Provider

- It is proposed to implement “Voice Project” as our staff engagement survey system.
- Voice Project is a product of organizational research conducted by Macquarie University’s Department of Psychology. This group has developed an Employee Engagement Survey specifically designed for the higher education sector.
- Commencing operation in 2003, Voice Project has compiled data from over 20,000 employees across more than 1,000 organizations.
- Today, their Engagement Survey is used by 17 Universities and nearly 2,000 other organizations. (large & small, public & private, for and not for profit)
- The data base provides us with the opportunity to benchmark results within our sector, as well as a wide range of other organizations that represent a broad cross-section of the Australian employee population.

# Performance – How To Interpret

- The design of the Engagement Survey is based on the following statistical model:



Based on Langford, P. H., Parkes, L. P., & Metcalf, L. (2006). Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.



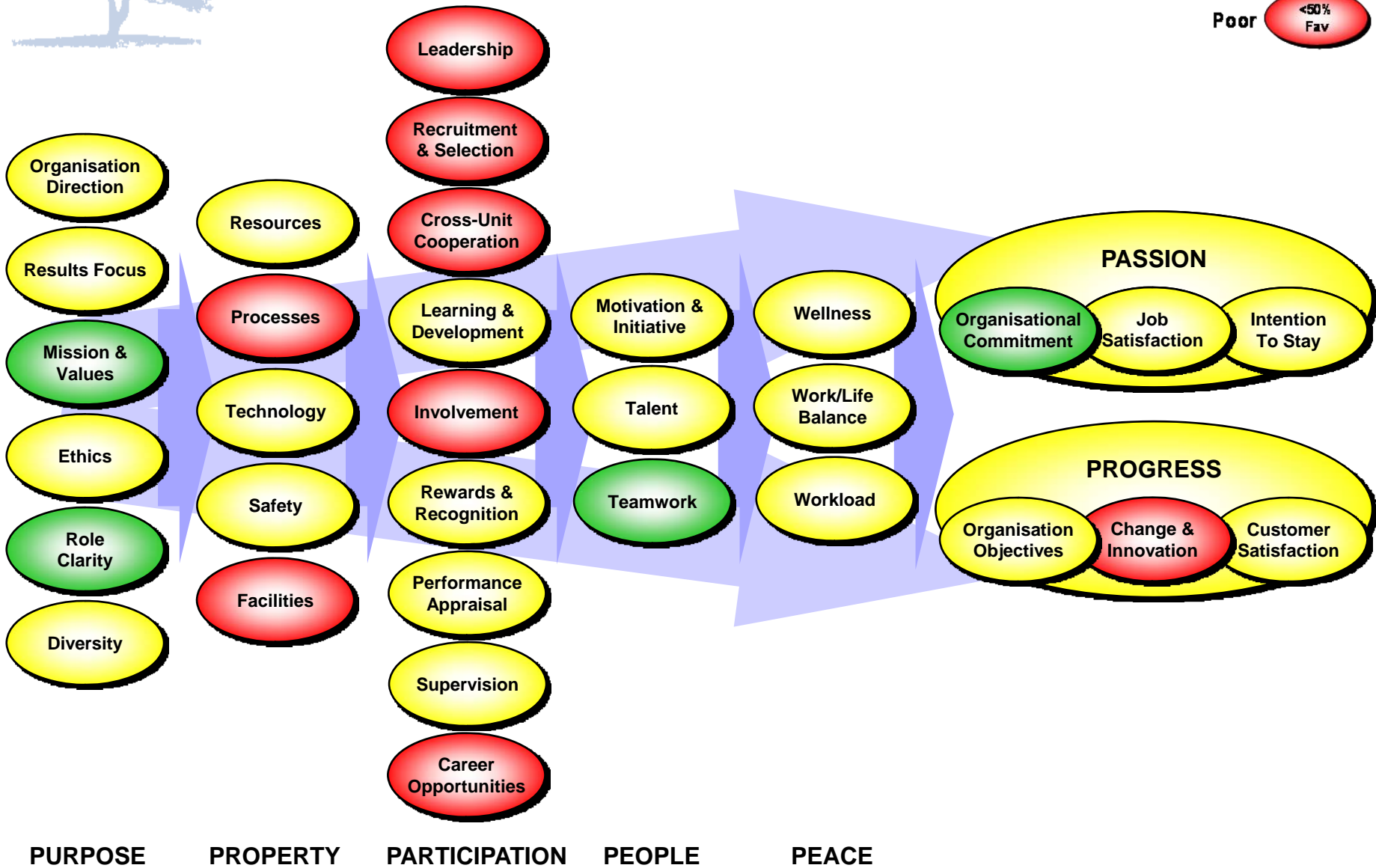
## Voice Data Supported By Research conducted by Hewitt and Associates

- The Hewitt research data base of over 1,600 organisations demonstrates that organisations with more than 60% of their workforce engaged have a higher level of performance (better profit and revenue growth and higher total shareholder return) than those with lower levels of engagement.
- The Hewitt study supports the conclusion that organisations that seek to engage their employees and aligning people management practices with organisational strategy will outperform their peers:
  - The research demonstrates a clear link between employee engagement and organisational performance.
  - With more highly engaged employees going the extra mile for their organisation and customers, best employers reap the benefits by enjoying stronger and more sustainable performance results.



# Finance Community Results Overview

## Legend



# Finance Community Results Overview



## Performance

## Importance

Excellent >=80%  
 Good 50<80%  
 Low <50%

Legend  
 SD D M A SA

>=80%  
 50<80%  
 <50%

>=75%  
 25<75%  
 <25%

High Correlation (r > .50)  
 Medium Correlation (.40 < r < .50)  
 Low Correlation (r < .40)

		%NA	Mean	% Fav	Performance		Uni % Fav	All Industry %ile Rank	Impact On PASSION	Impact On PROGRESS
<u>Scale Scores</u>							Bench			
PASSION	PASSION	7%	4.0	76%			72%	80%		
	- Organisational Commitment	6%	4.2	81%			74%	79%		
	- Job Satisfaction	6%	4.0	78%			79%	64%		
	- Intention to Stay	9%	4.0	69%			64%	85%		
PROGRESS	PROGRESS	19%	3.5	58%			55%	30%		
	- Organisation Objectives	15%	3.9	73%			63%	48%		
	- Change & Innovation	13%	3.1	38%			40%	23%		
	- Student Satisfaction	28%	3.6	63%			62%	26%		
PURPOSE	Organisation Direction	6%	3.7	63%			57%	57%		
	Results Focus	0%	3.9	69%			66%	36%		
	Mission & Values	2%	4.2	81%			78%	71%		
	Ethics	3%	3.9	74%			71%	57%		
	Role Clarity	0%	4.3	84%			81%	72%		
PROPERTY	Diversity	1%	3.9	71%			72%	34%		
	Resources	0%	3.8	68%			59%	57%		
	Processes	0%	3.0	38%			41%	14%		
	Technology	2%	3.4	55%			55%	41%		
	Safety	3%	3.7	63%			68%	38%		
PARTICIPATION	Facilities	7%	3.2	43%			47%	25%		
	Leadership	11%	3.2	42%			43%	25%		
	Recruitment & Selection	6%	3.3	45%			45%	30%		
	Cross-Unit Cooperation	2%	2.7	25%			28%	16%		
	Learning & Development	4%	3.4	52%			53%	39%		
	Involvement	5%	3.2	46%			44%	45%		
	Rewards & Recognition	4%	3.4	56%			55%	53%		
	Performance Appraisal	13%	3.3	50%			55%	39%		
PEOPLE	Supervision	5%	3.9	73%			72%	49%		
	Career Opportunities	8%	3.2	43%			35%	54%		
	Motivation & Initiative	8%	3.6	60%			71%	42%		
	Talent	9%	3.8	69%			75%	39%		
PEACE	Teamwork	7%	4.2	87%			85%	49%		
	Wellness	5%	3.7	66%			53%	45%		
	Work/Life Balance	6%	3.9	77%			68%	44%		
	Workload	5%	3.4	52%			38%			



# Sample Action Plans Developed for the Finance Community

## Cross unit cooperation

Issues	Recommendation	Project / action	Governance	Support	Timeline	Status
<p>Lack of cooperation &amp; understanding of various finance units functions and roles</p> <p>Finance units operating in silos</p> <p>Knowledge &amp; information are regularly shared throughout finance group</p>	Develop common strategic/operational objectives for each unit		Sponsor: <b>Mark Easson</b> Leader: Team:	HR/ Learning Solutions		
	Set-up regular intergroup presentations to discuss issues	Included under the <i>Finance Liaison Schedule</i> project in leadership		Learning Solutions		
	Implement educational sessions of interest for staff. E.g. lunch time sessions	Included under the <i>Finance Liaison Schedule</i> project in leadership		Learning Solutions		
	Introduce cross functional project groups to work on initiatives	To be addressed through the projects in this plan				
	Develop organisational charts and contact list	Develop & publish (on web) org charts and lists, with ongoing maintenance responsibility	Sponsor: <b>Ian Ford</b> Leader: <b>Carol Chu</b> Team:	Internal Communications		



**Leadership**

# Sample Action Plans Developed for the Finance Community

Issues	Recommendation	Project / action	Governance	Support	Timeline	Status
<p>Information regarding Senior Management Group decisions need to be communicated</p> <p>The Senior Management team keep staff informed about what's going on</p> <p>The Senior Management team take on recommendations from staff</p> <p>Senior Management team are good role models for staff</p>	Develop & foster 'Finance Community' culture	To be addressed through the projects in this plan				
	Implement quarterly finance wide staff forums; to include staff feedback sessions	<p><i>Finance Liaison Schedule</i></p> <p>Develop annual schedule of all existing meetings and forums. Add in whole Finance forums, senior finance staff meetings, social events, information sessions etc.</p> <p>To include purpose, attendees, frequency etc for each.</p> <p>Content will include strategic direction information</p>	<p>Sponsor: <b>Mark Easson</b></p> <p>Leader:</p> <p>Team:</p>	<p>Internal Communications / Learning Solutions</p>		
	Senior Management to share overall Finance strategic direction					
	Senior Management to share each unit's strategic direction					
	Implementation of regular meetings for senior finance staff – not just for Senior Management Group					
	Increase access of CFO and COO	To be addressed through the projects in this plan, particularly <i>Finance Liaison Schedule</i>				
Management and leadership skill development programs				Learning Solutions		



# The Mechanics

- Implement the Engagement Survey on-line, inviting all University full time, part time and casual staff members to participate;
- Contract the administration, data capture and results presentation to Voice Project. The results will be available in “dash board” format, for use by University leaders;
- Feedback the results of the survey to all staff via mass communication as well as in smaller group meetings designed to discuss outcomes and propose actions;
- Launch the engagement survey mid semester 1 of 2009.
- Annual or every two years, with a “Pulse Survey” in alternate years?