



voice
project

improving organisations by giving people a voice

UOWD (University of Wollongong in Dubai)

climate survey project

executive summary

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purpose

This report outlines the results for the 2008 UOWD Voice Climate Survey, which assesses multiple indicators of UOWD's **performance** across a broad range of HR and general management practices. In addition, this report estimates the relative **importance** of these practices for maximising Passion (employee engagement) and Progress (bottom-line results). By analysing both performance and importance, a set of key priority areas have been identified to assist targeting of development initiatives.

This report also offers additional insight into your organisation's performance by providing historical, unit-level, organisational, and industry-level benchmarks. Specifically, performance is compared:

- Between various organisational units within UOWD
- Against 17 Australian universities in our database
- Against our normative database compiled from over 2000 organisations from a wide range of professions and industries broadly representing the Australian economy.

overview

Results from UOWD's staff survey show a healthy functioning organisation with many strengths. In particular, staff are passionate about their jobs and UOWD, strongly support the purpose and values of UOWD, are clear about their own roles and work cooperatively with their colleagues. Staff report that they have seen significant improvement in UOWD in the last year, and compared to other Australian universities UOWD employees demonstrate high satisfaction with leadership and the management of change. The strongest area of dissatisfaction is with remuneration, and comparison with the university benchmark suggests opportunities for development in the areas of safety, equal opportunity and entrepreneurship.

recommendation

This report uses statistically derived measures of importance to determine possible priorities for intervention. When examining your performance on issues that appeared to be important, the biggest gaps (and hence possibly 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

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,
 - three open-ended questions, and
 - five demographic questions.
- The survey was conducted using both paper and online surveys.
- Period open: two weeks
 - From 29 September to 24 October.
- 112 usable surveys were returned from approximately 219 distributed surveys, for a 51% response rate.
- Margin of error for the overall sample is approximately 5.9%.
- Average time to complete the survey was 28 minutes.

Interpretation of results is based on:

- Fav: Percentage of respondents who answered favourably (i.e. 'agree' or 'strongly agree') to a particular area.
- Uni Bench: Percentage of respondents in our University database who answered favourably (i.e. 'agree' or 'strongly agree') to a particular area.
- Rank: Percentage of organisations in our benchmark database whose performance you equal or exceed.

Example:

Area	Fav	Uni Bench	Rank
Organisational Direction: XYZ			
• is committed to high standards of behaviour and practice	89%	97%	81%ile
• combines its services and resources to deliver a natural approach to health	93%	86%	78%ile

strengths

Area	Fav	Uni Bench	Rank
Organisational Commitment: Staff feel			
• a sense of loyalty and commitment to UOWD	80%	75%	76%ile
• proud to tell others they work for UOWD	88%	78%	80%ile
• willing to put in extra effort for UOWD	87%	80%	82%ile
Job Satisfaction: Employees report that			
• their work gives them a feeling of personal accomplishment	83%	78%	84%ile
• they like the kind of work they do	87%	86%	83%ile
• overall, they are satisfied with their job	81%	71%	76%ile
Mission and Values: Staff believe in			
• the overall purpose of UOWD	86%	79%	78%ile
• the values of UOWD	85%	74%	81%ile
• the work done by UOWD	84%	80%	70%ile
Role Clarity: Employees understand			
• their goals and objectives and what is required of them in their job	92%	82%	86%ile
• how their job contributes to the success of UOWD	94%	85%	91%ile
• how well they are doing during their day-to-day duties	89%	74%	91%ile
Teamwork: Staff feel that			
• they have good working relationships with their co-workers	95%	89%	82%ile
• their co-workers give them help and support	88%	83%	63%ile
• they work well with their co-workers as a team	88%	82%	69%ile

development areas

Area	Fav	Uni Bench	Rank
Cross-Unit Cooperation: Some staff do not perceive that			
• there is good communication across all sections of UOWD	32%	23%	40%ile
• knowledge and information are shared throughout UOWD	35%	28%	40%ile
• there is cooperation between different sections in UOWD	38%	31%	32%ile
Learning & Development: A number of staff do not believe that			
• UOWD provides enough guidance and training for people when they start in new jobs	39%	42%	28%ile
• staff expertise is developed in line with changing business needs	42%		
Rewards & Recognition: Some employees do not feel that			
• the rewards and recognition they receive from their job are fair	30%	43%	18%ile
• satisfied with their income	11%	46%	4%ile
• satisfied with the benefits they receive (super, leave, etc)	24%	75%	7%ile
• their income is comparable to what they could obtain at a different organisation	5%		
Performance Appraisal: Some staff do not feel that			
• the way their performance is evaluated provides them with clear guidelines for improvement	44%	47%	39%ile
• there is a direct connection between their performance and salary increases	14%		
Career Opportunities: Some employees do not believe that enough			
• time and effort is spent on career planning	39%	27%	54%ile
• opportunities exist to develop skills for career progression	39%	43%	35%ile
• opportunities exist for their careers to progress in ITC Group	31%	35%	34%ile
Workload: Some staff do not feel that			
• there are enough staff employed to meet work demands in UOWD	38%	34%	
Entrepreneurship: Some employees do not feel that			
• they are given enough support to be entrepreneurial	26%	31%	
• entrepreneurship is regarded favourably within UOWD	29%	48%	
• entrepreneurship within UOWD is of a high quality	21%	41%	



group differences

Differences in results across different units and demographic categories include:

- Staff in management roles tend to be more engaged and passionate about the organisation than staff in other areas. Staff in Academic and Faculty areas appear to be less satisfied with the organisational practices than staff in other areas.
- Female staff report more dissatisfaction than male staff with the way staff are involved, rewarded and developed.
- Staff aged 39 or less tend to report lower satisfaction levels than their older colleagues. Staff who are aged 40-49 and 50-59 report feeling much more passionate about the organisation and tend to be more satisfied about the people they work with and the functions within UOWD, than their younger colleagues.
- Longer serving staff members (5-10 years) tend to be more passionate and satisfied than staff members with a shorter length of service.

next steps

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

- Results need to be circulated and explained to the upper and middle management levels within UOWD, 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.



credits

Main employees from UOWD who worked on the project were:

- Jacqueline Forst, Group Human Resources Manager ITC Group
- Leanne Isabella, Senior Human Resource Officer ITC Group
- Zulfi Sama, Human Resource Officer UOWD

The members of the Voice Project who worked on the project were:

- Dr Louise Parkes, Senior Consultant
- Ellie Boughton, Senior Consultant

The Voice Climate Survey, benchmarking data and the design of this report have been developed through an ongoing research program called Voice Project at Macquarie University (for more information visit www.voiceproject.com.au or email enquiries@voiceproject.com.au).