

# Voice Project

## Summary Report – February 2008

### Introduction: a word from the Vice-Chancellor



In October 2007, the UNE Employee Opinion Survey was sent out to all 1219 staff at UNE. This report gives you a summary of the main findings from the survey, to which 762 staff (63%) responded. The consultants, Voice Project from Macquarie University, regard this as a strong response to our first such survey. Your feedback and continued support is important to us and the responses you provided will assist us all to improve our systems and the way we work.

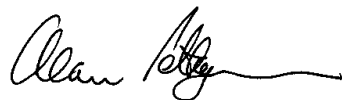
It is clear from the results of the survey that we can rightly celebrate our strengths in areas such as teamwork, individual motivation and initiative and acknowledge the significant talent that we have in our organisation. Overall, UNE staff are clear about our mission and values and about their individual roles. We are also aware of areas that require improvement.

Please take a few minutes to look through the survey results, and again, thank you for your participation.

Plans are now being established to

- provide detailed reports to work areas (where there were more than 10 responses), and
- conduct wide consultation on the outcomes of the survey and strategies to address areas for improvement.

**I will be holding open meetings with staff in March** to discuss the survey, its results and our priorities for the future. I look forward to hearing your views and suggestions.



### What were the main results?

There were 30 different thematic areas scored in the survey covering staff attitudes and management practices at UNE. There were some very pleasing and some not-so-pleasing results in how we scored ourselves. All of this feedback is appreciated and will be of value to the organisation as we move forward.

**Our top three areas, and the percentage of employees who rated them favourably, were:**

1. Teamwork (81%),
2. Role Clarity (76%), and
3. Job Satisfaction (73%).

**Our bottom three areas, and the percentage of employees who rated them favourably, were:**

1. Cross-Unit Cooperation (12%),
2. Leadership (20%), and
3. Recruitment and Selection (22%)

### Where to from here?

The priority areas for the immediate attention of the management team are, in summary, to focus on developing:

- leadership and management capacity
- cross-unit cooperation, and in particular, to foster good communication between groups and develop cross-unit understanding
- recruitment and selection
- UNE processes and services
- Involvement of staff in organisational development

## Highest scoring items

The top 10 items from the survey, with the percentage of employees who rated them favourably were:

- Sexual harassment is discouraged (90%)
- I have a good working relationship with my co-workers (86%)
- I like the kind of work I do (84%)
- I am satisfied with the benefits I receive (super, leave, etc) (82%)
- Discrimination is discouraged (82%)
- I am willing to put in extra effort for UNE (80%)
- I understand how my job contributes to the overall success of UNE (80%)
- My co-workers give me help and support (78%)
- My co-workers and I work well as a team (77%)
- I understand my goals and objectives and what is required of me in my job (76%)

Thank you giving us your opinions, advice, and ideas from the open ended questions.

Here are some of the themes and your comments from the question “List the three greatest strengths of UNE”.

- **Theme A – Location** (34% of respondents commented on this)  
Small community in a rural town makes living and working at UNE pleasurable / A beautiful campus which is home to people from all corners of the world which makes it a very interesting United Nations type place / Excellent campus location (geographically).
- **Theme B – Talent** (30% of respondents commented on this)  
The quality of the staff, both academic and general / UNE's greatest strength is its people / High quality academic staff who produce significant research while maintaining a commitment to teaching.
- **Theme C – Customer Satisfaction** (19% of respondents commented on this)  
Good reputation amongst students for the quality of learning / Distinctive role in higher education / UNE's reputation for high satisfaction levels reported in Good Universities Guide / Providing opportunities to students who have been denied access to higher education in the past.
- **Theme D – Facilities** (14% of respondents commented on this)  
Lovely campus with many facilities / Residential college system / on campus residency experience / Working environment including office accommodation, surroundings, office facilities / Spacious campus / its open campus allows a feeling of space / Excellent sporting and cultural facilities for a university of its size.
- **Theme E – Organisational Objectives** (13% of respondents)  
Its capacity to deliver high quality distance education / Strong identity, good brand awareness / Academic performance / Some outstanding teaching / Family friendly
- **Theme F – Distance Education** (11% of respondents)
- **Theme G – Organisational Commitment** (10% of respondents)
- **Theme H – Research** (10% of respondents)
- **Theme I – Teaching** (10% of respondents)

## Your comments

## Lowest scoring items

The 10 lowest scoring items from the survey, with the percentage of employees who rated them favourably were:

- Change is handled well at UNE (8%)
- There is good communication across all sections of UNE (10%)
- UNE is good at learning from its mistakes and successes (10%)
- Knowledge and information are shared throughout UNE (10%)
- UNE is good at selecting the right people for the right jobs (15%)
- Our policies and procedures are efficient and well-designed (15%)
- Senior management listen to other staff (16%)
- There is cooperation between different sections in UNE (17%)
- Enough time and effort is spent on career planning (19%)
- UNE is clear about the type of people we need to employ (19%)

Again, your feedback from the open ended questions is much appreciated.

When you were asked to “List three ways UNE could be improved” your comments included:

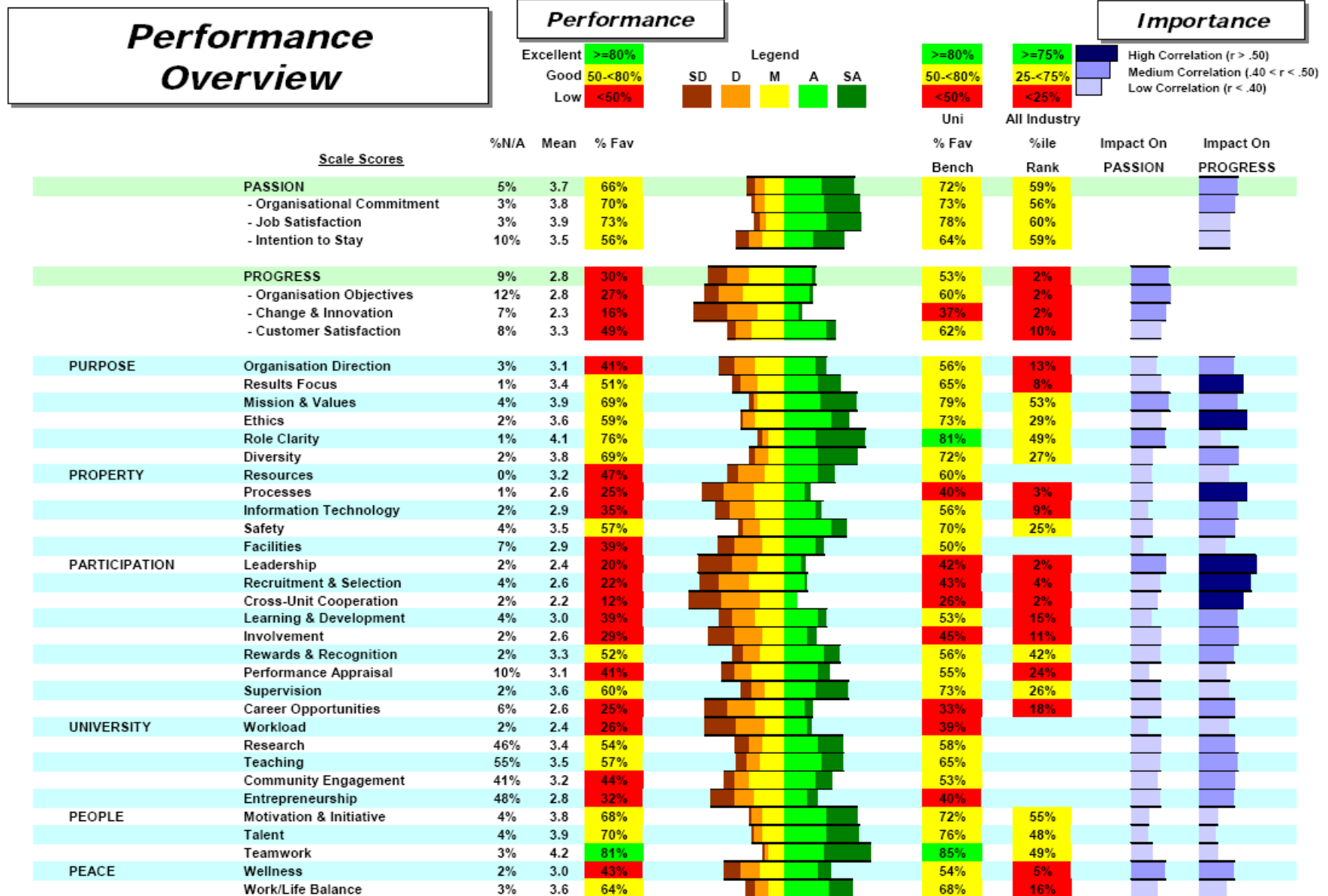
- **Theme A – Leadership** (31% of respondents commented on this)  
More information from management / Clear direction from senior management / Better leadership at both senior and middle levels / Communication lines from top down and from bottom up / Leadership: effective decision-making and adherence to decisions.
- **Theme B – Supervision** (22% of respondents commented on this)  
Middle management interpersonal and communication improvement / Clear lines of responsibility, communication and decision-making / More collaborative approach in decision-making / Try to eliminate discrimination by supervisors.
- **Theme C – Resources** (16% of respondents commented on this)  
Immediately stop all cross subsidization and demand that all academic areas support themselves / Updating structure and equipment / Ensure that the university is properly funded.
- **Theme D – Teaching** (13% of respondents commented on this)  
Bring back residential schools / Give teaching and research priority over administration / A greater interest in the delivery of effective teaching by all staff. / Teaching load is too heavy.
- **Theme E – Organisation Direction** (13% of respondents commented on this)  
UNE needs to be realistic about what and where it is, that it is a regional university and go with those strengths / Highlight strengths and uniqueness / Guiding strategies need to be truly long term.
- **Theme F – Processes** (13% of respondents commented on this)  
Improve business processes / Better streamlined and IT supported administration / Less paperwork and easier approval processes / Clarification of inter-department processes.
- **Theme G –Facilities** (11% of respondents commented on this)  
Improve facilities/buildings / Keep up with building maintenance / Cleaner working environment / Improve infrastructure

## Your comments

**Performance Overview**

The data from the survey are summarised in the chart below. The 30 areas listed on the left combine to provide the Passion and Progress indices.

**Notes on reading this chart:** % Fav combines the % of A (Agree) and SA (Strongly Agree) responses; Uni % Fav Bench is the average % Fav scores for the 15 universities in the Voice Project database – compare the % Fav column with this column to see how UNE benchmarks against the other universities ; All industry %ile Rank indicates the percentage of all industries (1000 organisations in database) UNE scores better than.

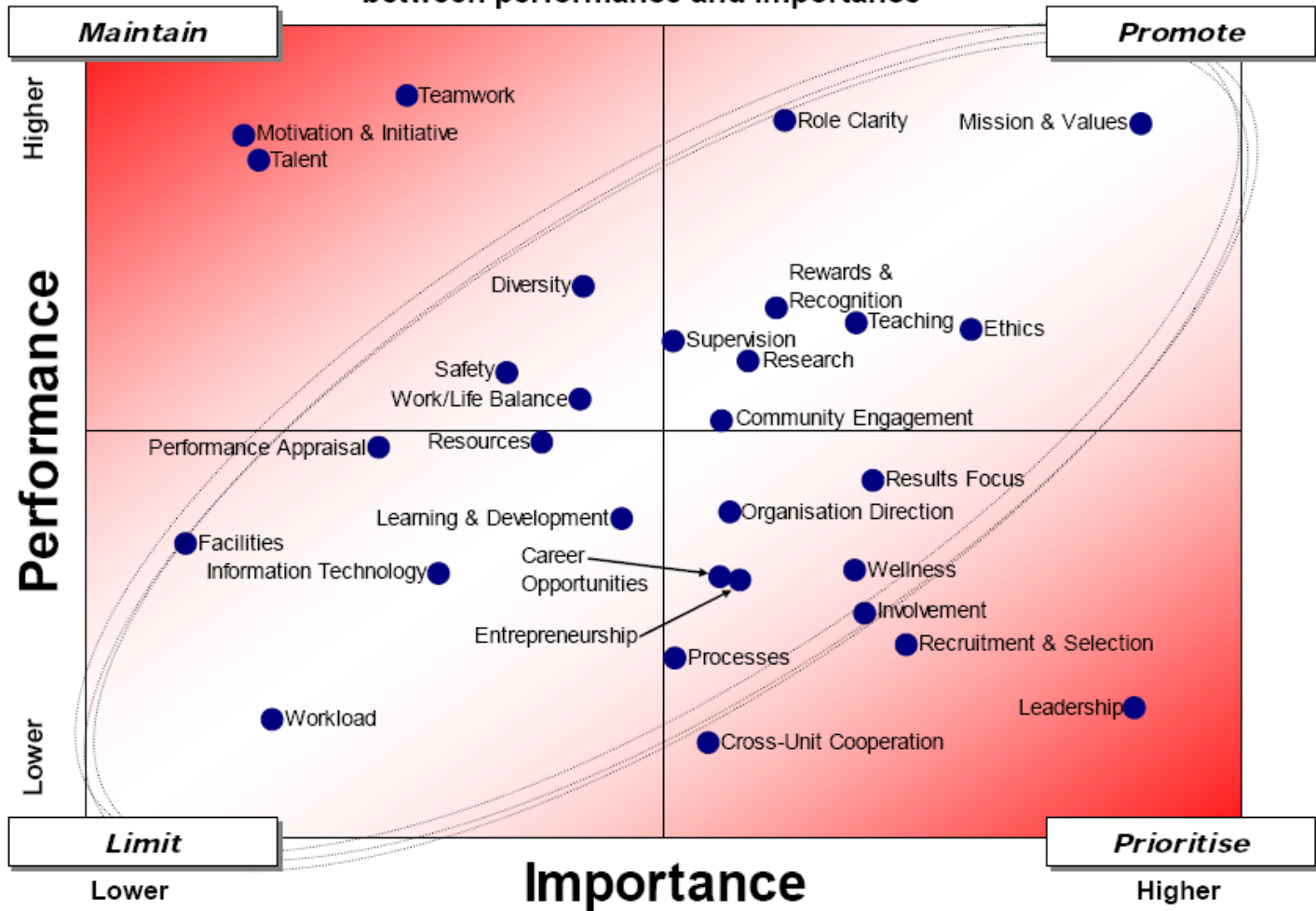


**Gap Analysis**

The data from the survey were subject to a number of statistical analyses to produce the gap analysis shown below. This chart indicates which areas of UNE's practices demonstrate high or low performance and those areas on which staff place higher or lower importance. This chart provides a clear view of the areas we can and should celebrate – our successes – and identifies the areas which we clearly need to prioritise for development.

# Gap Analysis

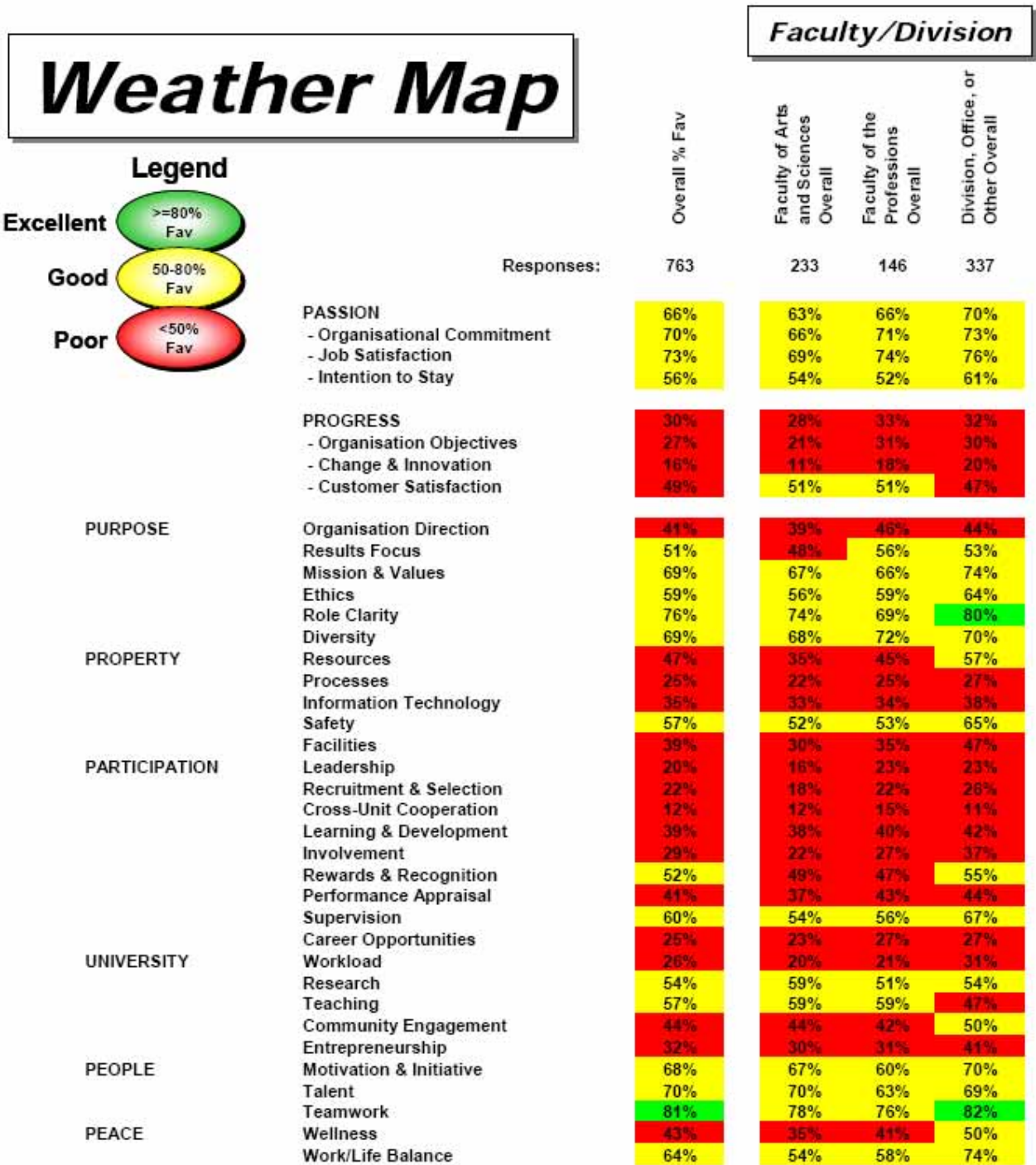
Ideally, management practices should rest in the oval where there is a good match between performance and importance



**Were there differences between groups?**

Charts, such as the one shown below, can be used to show how various organisational units scored the 30 areas in comparison to other units or levels.

The results for UNE showed some variations between different groups but overall there were similar strengths and weaknesses across the board.



**Where can I find further information?**

More detailed results are currently being communicated to Faculties, Schools, Divisions and Heads of Cost Centre throughout UNE and can be accessed by contacting your Head of Cost Centre.

For all further information about the survey and results please contact Kay Hempsall on 6773-2541 or [kay.hempsall@une.edu.au](mailto:kay.hempsall@une.edu.au) . Kay will organise a briefing information session for your work area on request.