

building positive employee engagement: using employee feedback to drive improvement

**voice
project**

improving organisations
by giving people a voice
www.voiceproject.com.au

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Keynote address at the NDS NSW Annual Conference
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agenda

- Story of Voice Project
- Voice Project's model of work practices and outcomes
- Disability sector benchmarks
- Why do a survey?
- Expressions of interest in a "Change Challenge" run by NDS and Voice Project



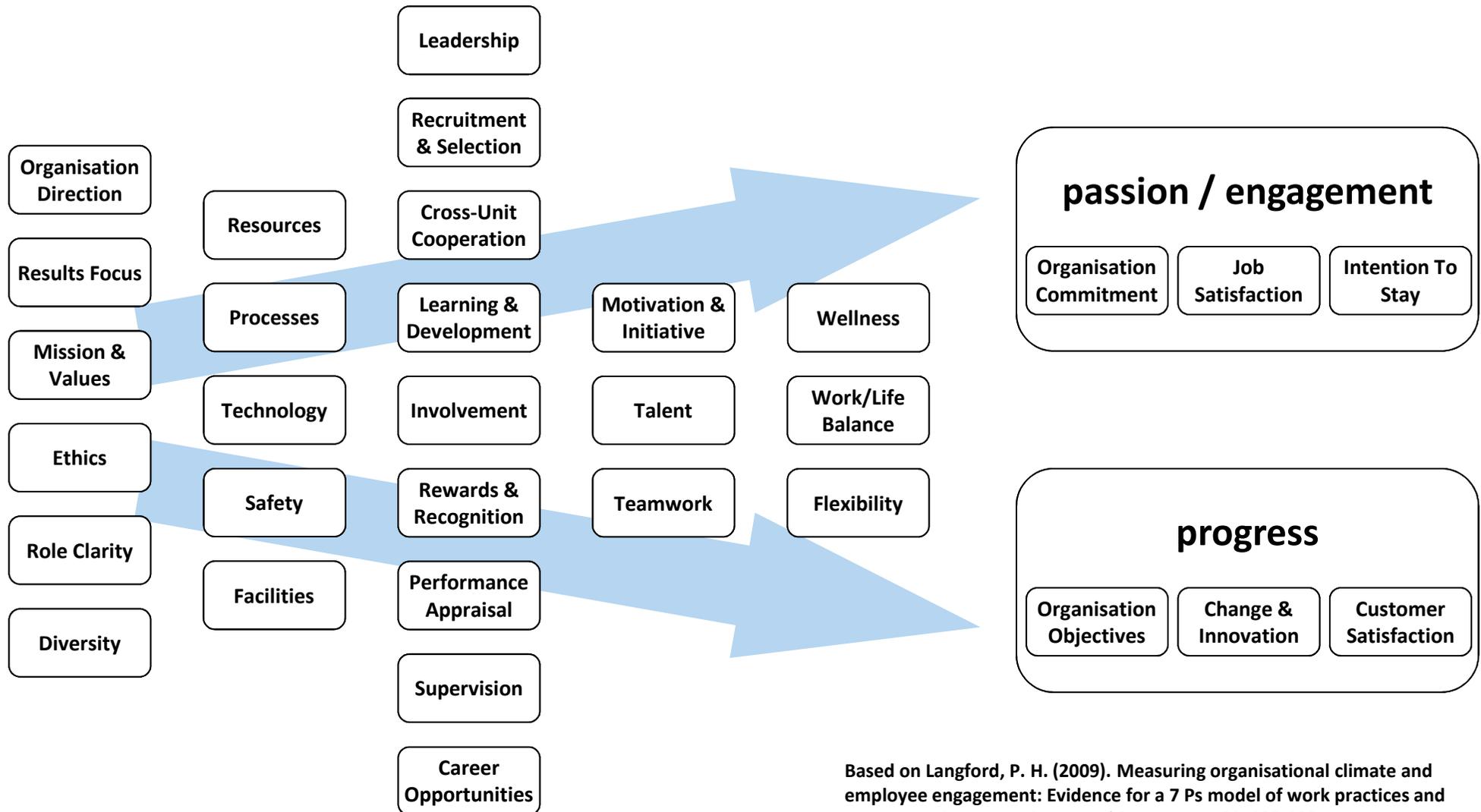
the story of voice project

- We use employee and client surveys to improve engagement, leadership and service quality
- Voice Project began as research at Macquarie University exploring how employee and client "voice" improves performance in private, public and not-for-profit sectors
- We've now implemented 600 consulting projects across 230 commercial clients surveying 800,000 employees, leaders and clients in a wide range of industries and countries
- Our team of 16 people are headquartered on campus at Macquarie University, with a second office in Melbourne CBD



our “7 Ps” model of work practices & outcomes

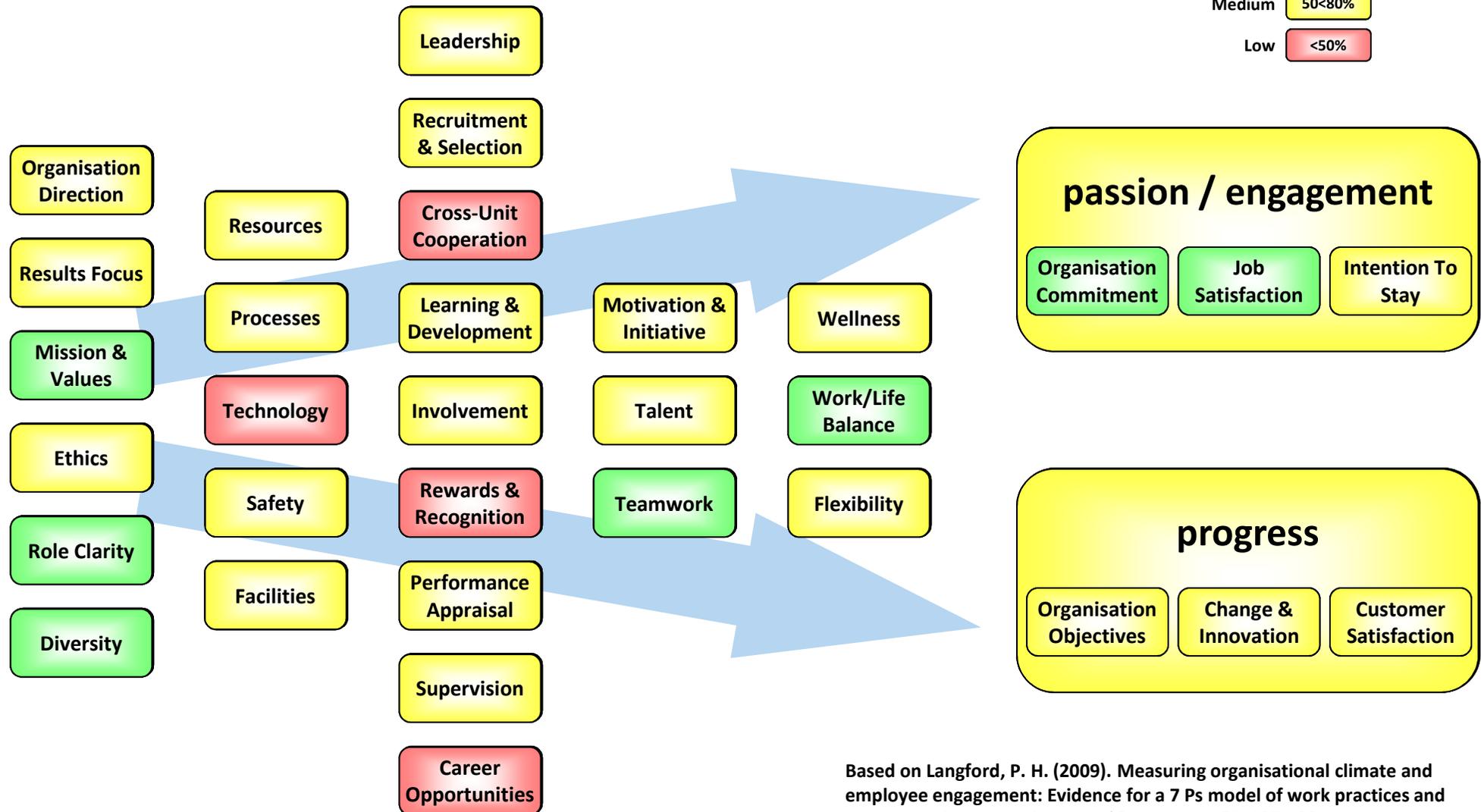
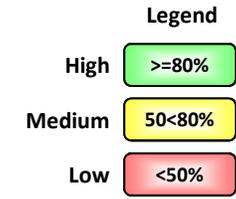
purpose property participation people peace



Based on Langford, P. H. (2009). Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes. *Australian Journal of Psychology*, 61, 185-198.

performance of our 30 disability sector clients

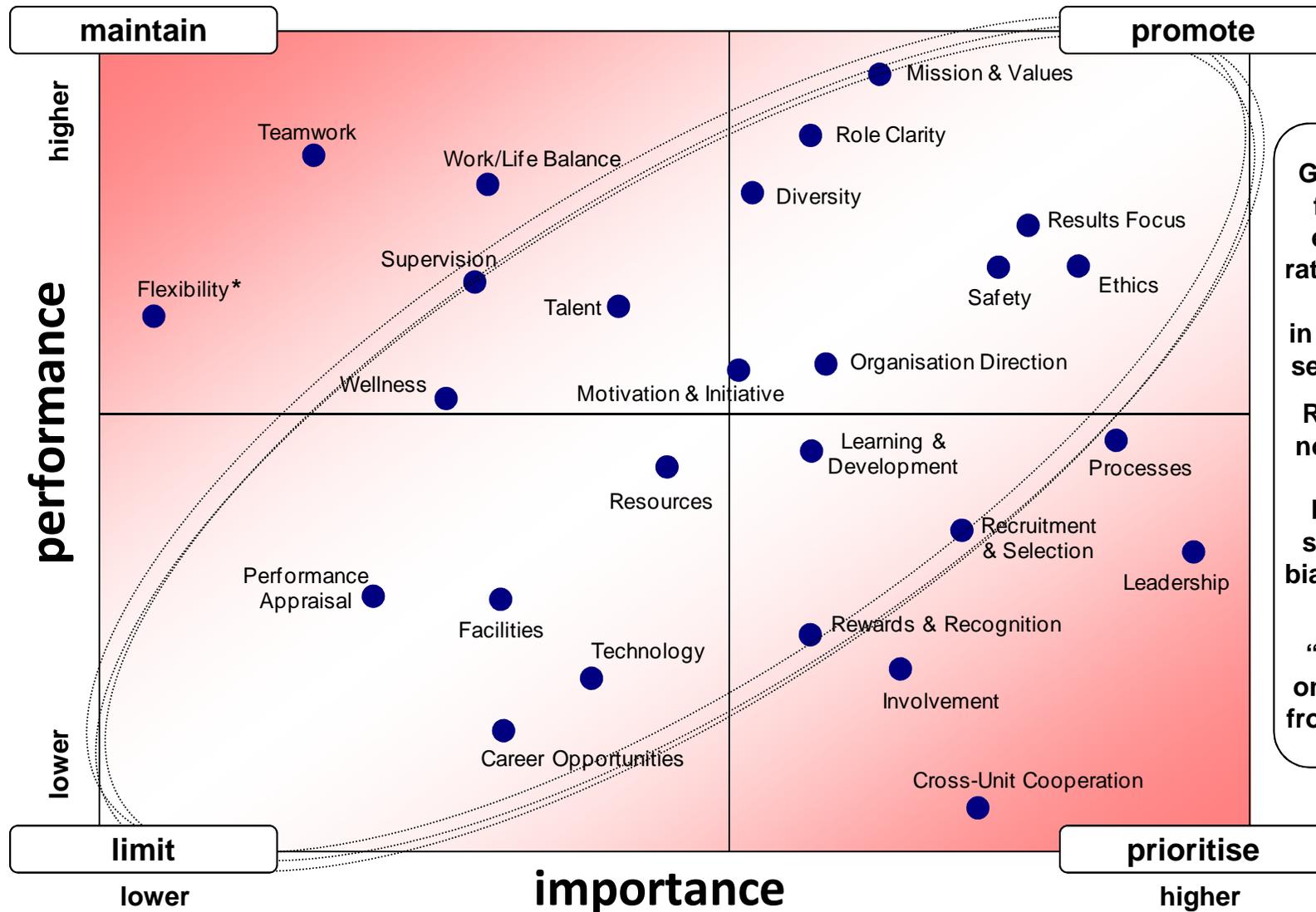
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gap analysis

Practices towards the right (higher “importance”) correlate more strongly with passion and progress. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.



Gap analysis from 5,063 employees rating the work practices in 30 disability sector clients. Results may not represent the sector because of small and/or biased sample.

***Data for “Flexibility” only available from 12 clients**

the abc's of running a survey

- Assessment
 - Track the performance of work practices that impact tangible results such as staff turnover, productivity and customer satisfaction
- Benchmarking
 - Externally, against other organisations
 - Internally, across work units to measure performance of managers
 - Historically, across time to track improvements
- Consultation
 - Gather input for evidence-based decision-making
 - Increase ownership in action plans
- Strategic Planning
 - Estimate the relative importance of work practices, and identify strengths, risks and priorities for action



typical objections to running a survey

- “It’s too expensive and I don’t see the value”
 - The survey will pay for itself many times over if it stops one key person from leaving, prevents one lawsuit, leads to one significant improvement in work processes, or helps retain one key customer or stakeholder
 - As a guide, a 5% change in engagement is worth 10% of payroll
 - Basic surveys can be completed quickly at low cost; if unsure, start small
- “I know we’re going to score badly”
 - You’ll probably be pleasantly surprised with some results, and if you do score poorly in some areas then at least you’ll have a measurable baseline for tracking improvement; what gets measured gets done
- “Now’s not the best time because of current changes”
 - There’s never a perfect time. Don’t do a survey to get a good score, do a survey to celebrate your successes and identify where to improve
- “Staff are already over-surveyed”
 - Staff only get frustrated when asked to do irrelevant and poorly designed surveys; if staff see the value in a survey they will eagerly complete it

change challenge – voice your interest!

- NDS and Voice Project are exploring the concept of a “Change Challenge” and are looking for 50 organisations to take part in a pilot in 2012
- Participating organisations will implement a survey specifically designed to drive improvements in work practices and leadership skills in disability service providers
- Participants will receive their results, disability sector benchmarks, and support materials for driving change
- Participation in the pilot will be FREE
- **Please contact us if you’re interested!**

