

**voice
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building a high performance culture at University of Canberra

Dr Peter Langford

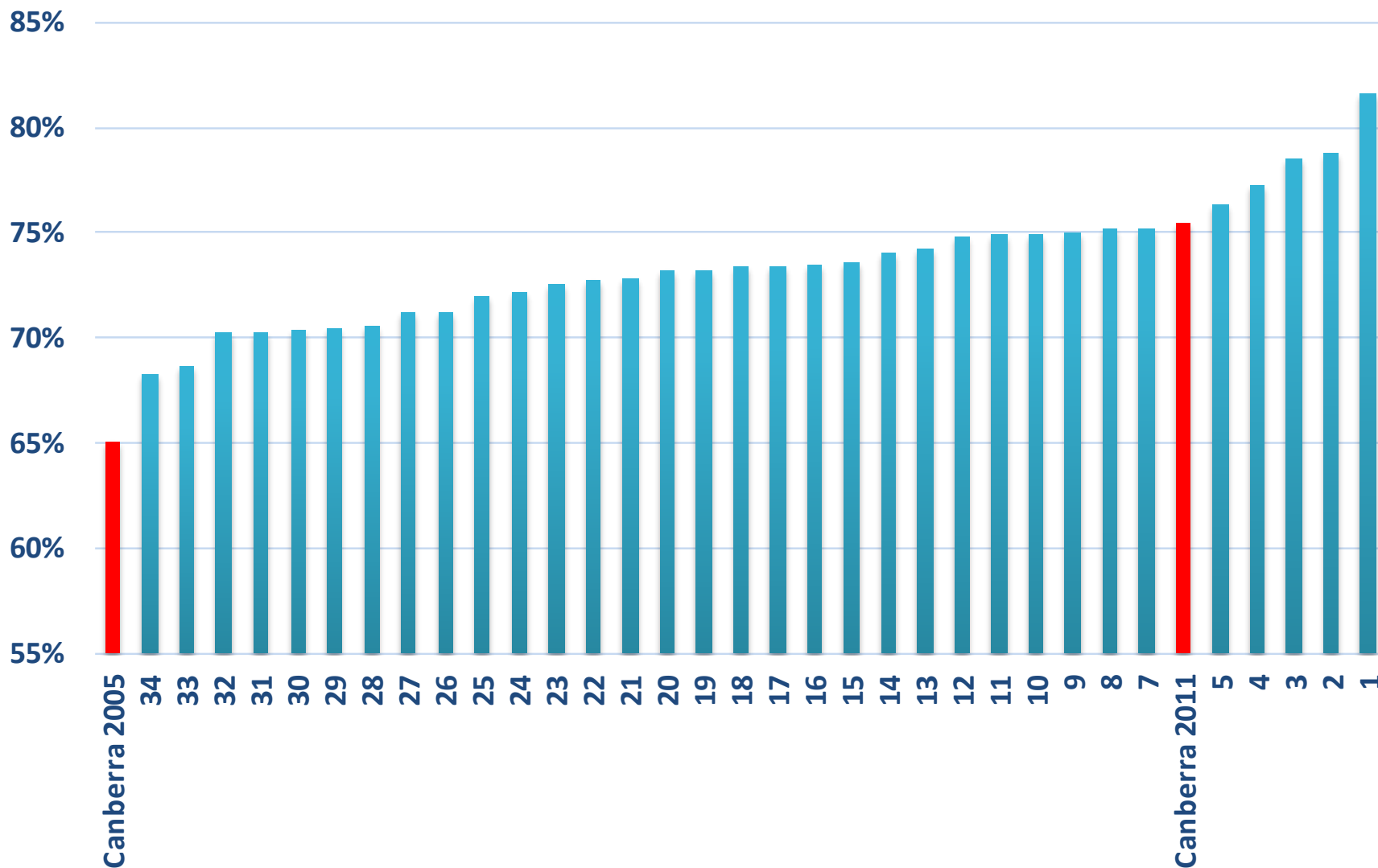
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Uni of Canberra's journey from last to 6th

Employee engagement at Australian & New Zealand universities



Unsustainable
finances, & poor
teaching & research
outcomes

New
VC

5-Year Strategic Plan

Legend		Survey Topic	2005	2007
High	>=80%	Purpose	71%	83%
Medium	50<80%	Vision	29%	71%
Low	<50%	High Standards	55%	54%
		Confidence in Snr Mgmt	33%	45%
		Informed by Snr Mgmt	32%	53%
		Rewards	36%	34%
		Performance Appraisal	38%	45%
		Positive Future	50%	59%
		Employee Engagement	65%	67%

Restructure of
Faculties incl some
new Deans

Centralisation of admin areas,
outsourcing of parts of HR, IT &
student admin

“Academic Renewal”
incl new Asst Prof role
& 15% acad voluntary
redundancies

New staff
appraisal
process

Legend		2005	2007	2009
High	>=80%			
Medium	50<80%			
Low	<50%			
	Purpose	71%	83%	75%
	Vision	29%	71%	75%
	High Standards	55%	54%	70%
	Confidence in Snr Mgmt	33%	45%	45%
	Informed by Snr Mgmt	32%	53%	49%
	Rewards	36%	34%	34%
	Performance Appraisal	38%	45%	42%
	Positive Future	50%	59%	60%
	Employee Engagement	65%	67%	64%

Expansion of staff development programs for academic and professional staff

Renovated library, student area, eatery & teaching common area

Early career recruitment drive for new Asst Prof role

Winter term

Co-branded high schools

Legend	Survey Topic	2005	2007	2009	2011
High >=80%	Purpose	71%	83%	75%	85%
Medium 50<80%	Vision	29%	71%	75%	77%
Low <50%	High Standards	55%	54%	70%	81%
	Confidence in Snr Mgmt	33%	45%	45%	66%
	Informed by Snr Mgmt	32%	53%	49%	64%
	Rewards	36%	34%	34%	56%
	Performance Appraisal	38%	45%	42%	67%
	Positive Future	50%	59%	60%	80%
	Employee Engagement	65%	67%	64%	76%

Other measurable outcomes:

- Ahead of timeline for Strategic Plan
- Largest ever number of students
- Research income per capita tripled; ranked 19th/39
- Improved from 27th to 15th for student satisfaction

Legend		Survey Topic	2005	2007	2009	2011
High	>=80%	Purpose	71%	83%	75%	85%
Medium	50<80%	Vision	29%	71%	75%	77%
Low	<50%	High Standards	55%	54%	70%	81%
		Confidence in Snr Mgmt	33%	45%	45%	66%
		Informed by Snr Mgmt	32%	53%	49%	64%
		Rewards	36%	34%	34%	56%
		Performance Appraisal	38%	45%	42%	67%
		Positive Future	50%	59%	60%	80%
		Employee Engagement	65%	67%	64%	76%

applying Kotter's 8 steps

Source: Kotter, J. (1995). Leading change: Why transformation efforts fail. Harvard Business Review, Mar-Apr, 59-67.

1. Establish a sense of urgency

- Communicated critical state of the University

2. Ensure powerful sponsorship and guiding coalition

- Council committed to change; new VC; redundancies; new staff

3. Create the vision

- 5-year strategic plan

4. Communicate the vision

- Regular all-staff forums; VC chairing appraisals for senior staff; lots of face-to-face contact with VC incl regular use of food hall

5. Empower others

- Expanded staff development programs; financial efficiencies enabled net increase in staff numbers

6. Create short-term wins

- Monitoring progress against strategic plan; tracking performance indicators; employee survey; visible improvement in facilities

7. Continuously build momentum

- Co-branding of high schools; improved branding; new all purpose staff & student cards; UC pub; staff graduating with Cert IV

8. Institutionalise new practices

- Financial efficiencies provided sustainability; new appraisal process directly linked to strategic plan