

**voice  
project**

improving organisations  
by giving people a voice

[www.voiceproject.com](http://www.voiceproject.com)

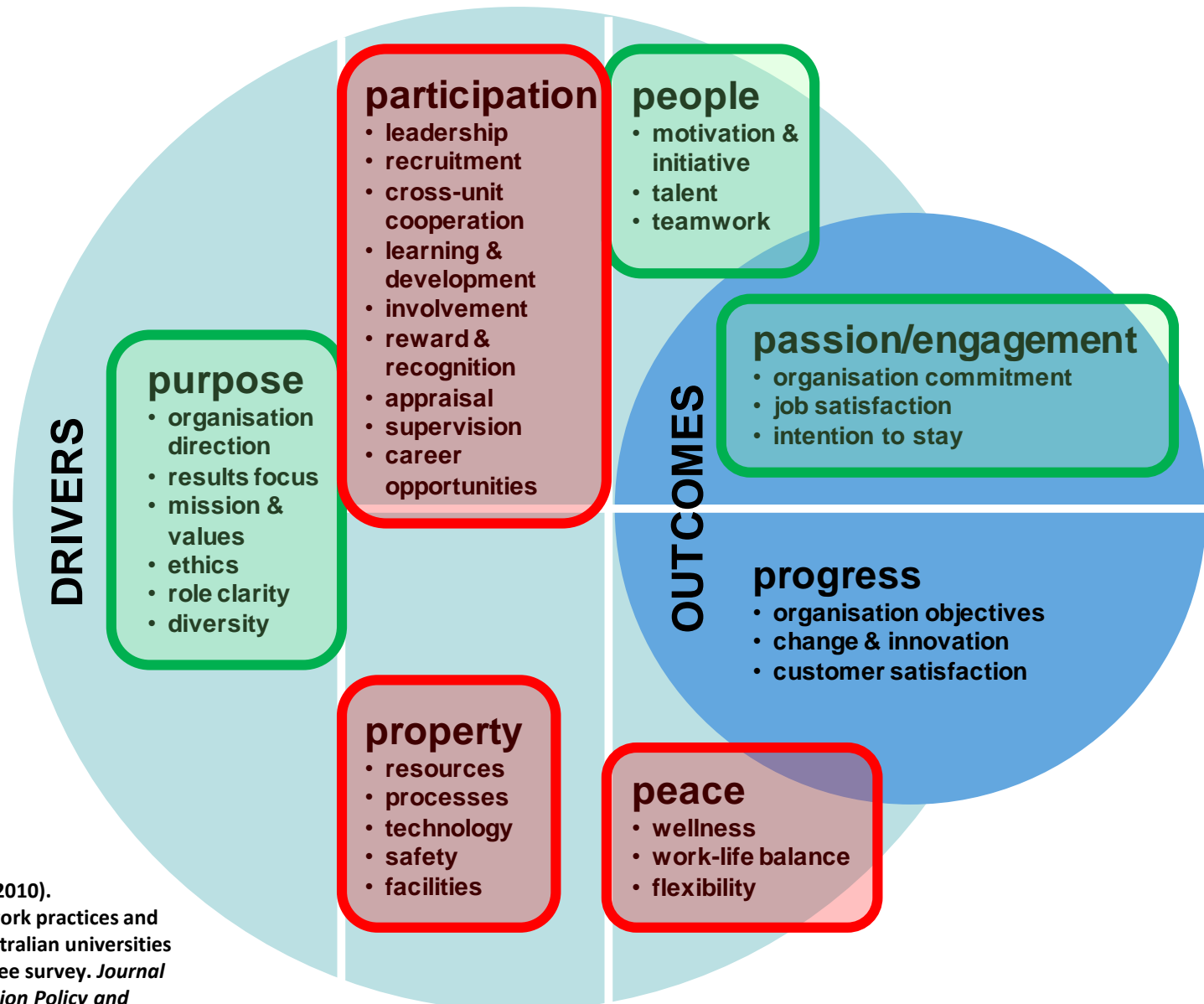
# building a high performance culture in higher education

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# university relative strengths & weaknesses



Langford, P. H. (2010). Benchmarking work practices and outcomes in Australian universities using an employee survey. *Journal of Higher Education Policy and Management*, 32 (1), 41-53.

# what does a performance culture look like?

- We examined this question with data from 36 Australian & New Zealand universities that have completed engagement surveys with Voice Project since 2010
- Performance outcomes:
  - “Engagement” = Employee survey scores
  - “Teaching” = Employee survey scores for teaching priority, quality, evaluation and support
  - “Research” = 2011 research output per FTE employees



# drivers of engagement

## Example statements:

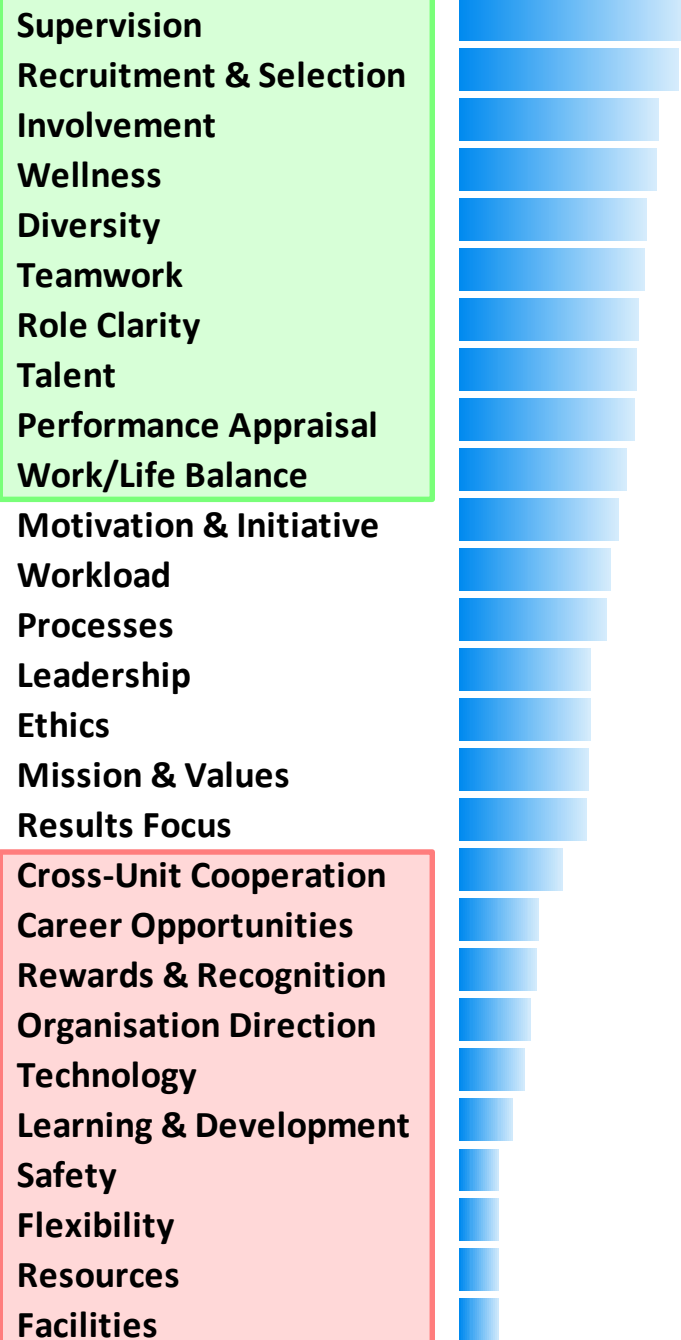
- ✓ This organisation is ethical
- ✓ I believe in the work done by this organisation
- ✓ There are clear policies and procedures for how work is to be done
- ✓ This organisation has a strong focus on achieving positive results
- ✓ This organisation is good at selecting the right people for the right jobs



# drivers of teaching

## Example statements:

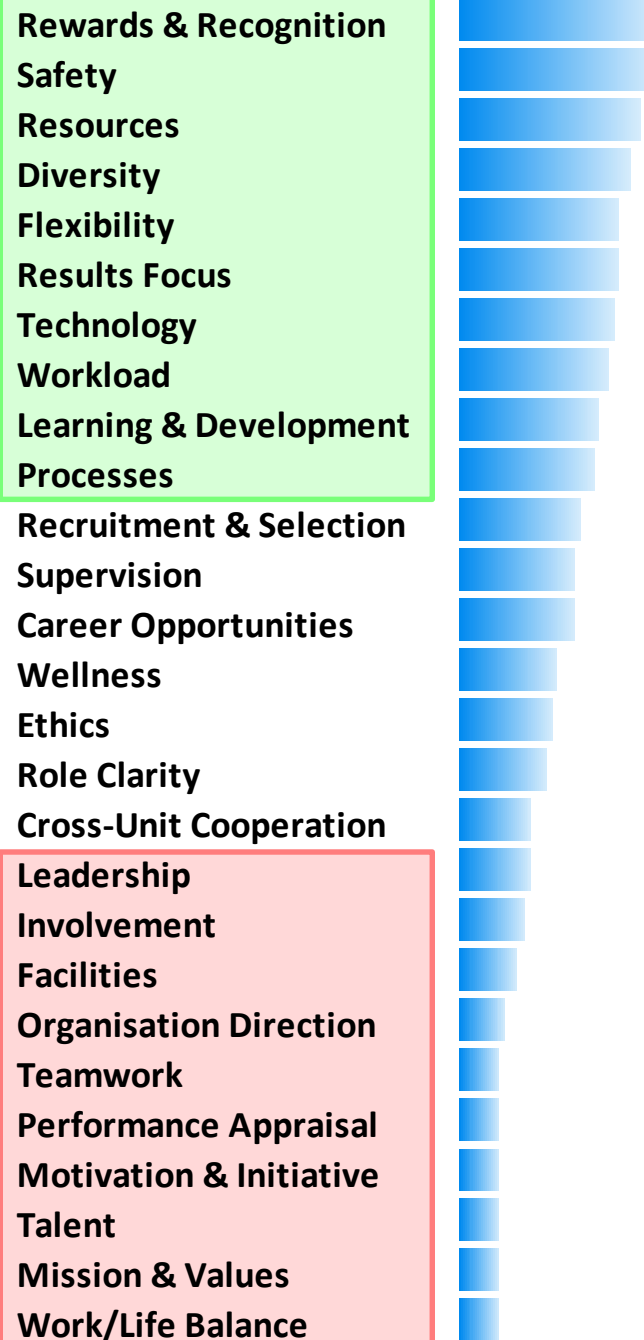
- ✓ My manager gives me help and support
- ✓ Managers in this organisation are clear about the type of people we need to employ
- ✓ I have input into everyday decision-making in this organisation
- ✓ I feel in control and on top of things at work
- ✓ There is equal opportunity for all staff in this organisation



# drivers of research

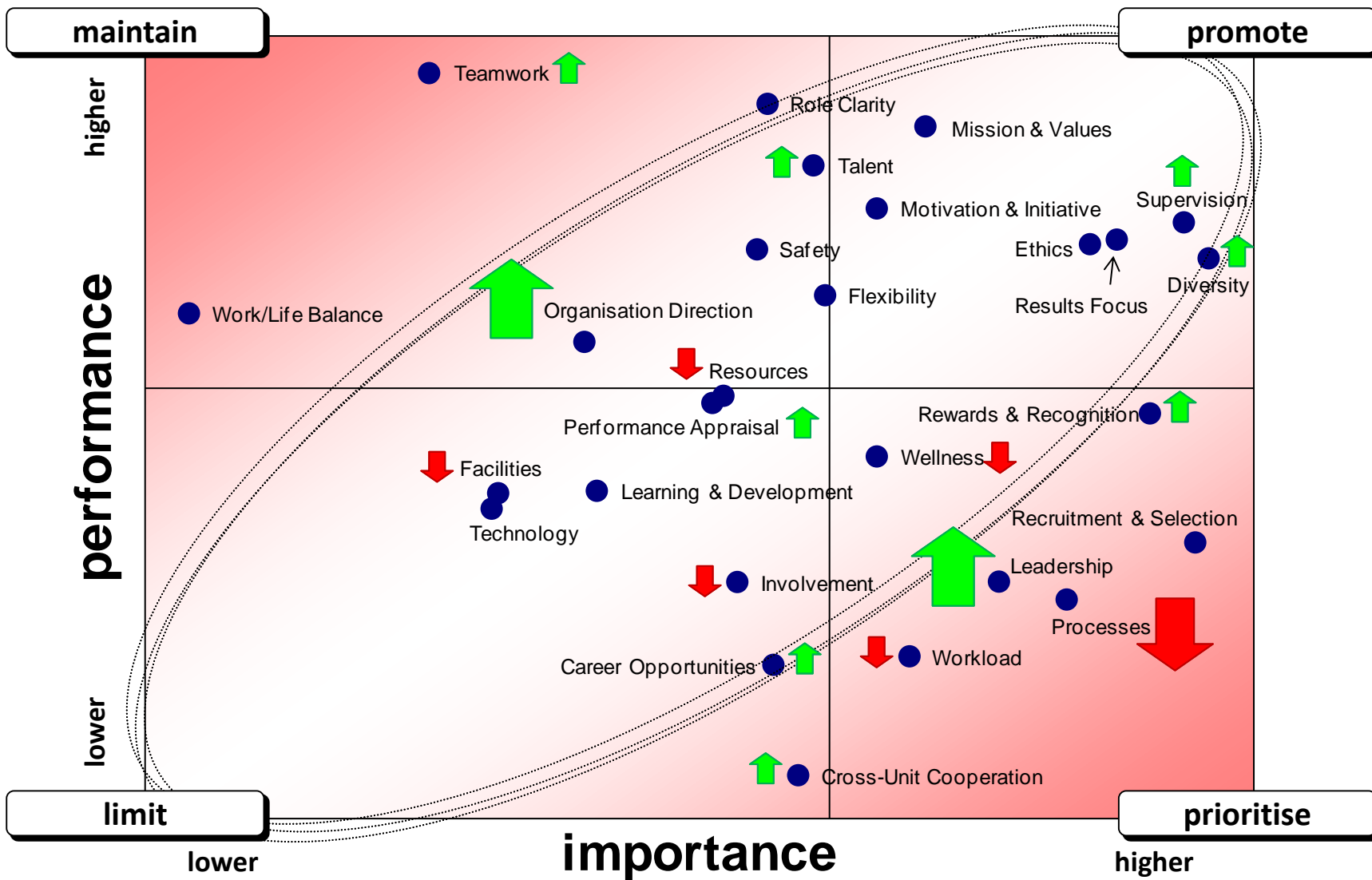
## Example statements:

- ✓ I am satisfied with the benefits I receive
- ✓ We are given all necessary safety equipment and training
- ✓ I have access to the right equipment and resources to do my job well
- ✓ Discrimination is prevented and discouraged
- ✓ I can change my working hours if I need to

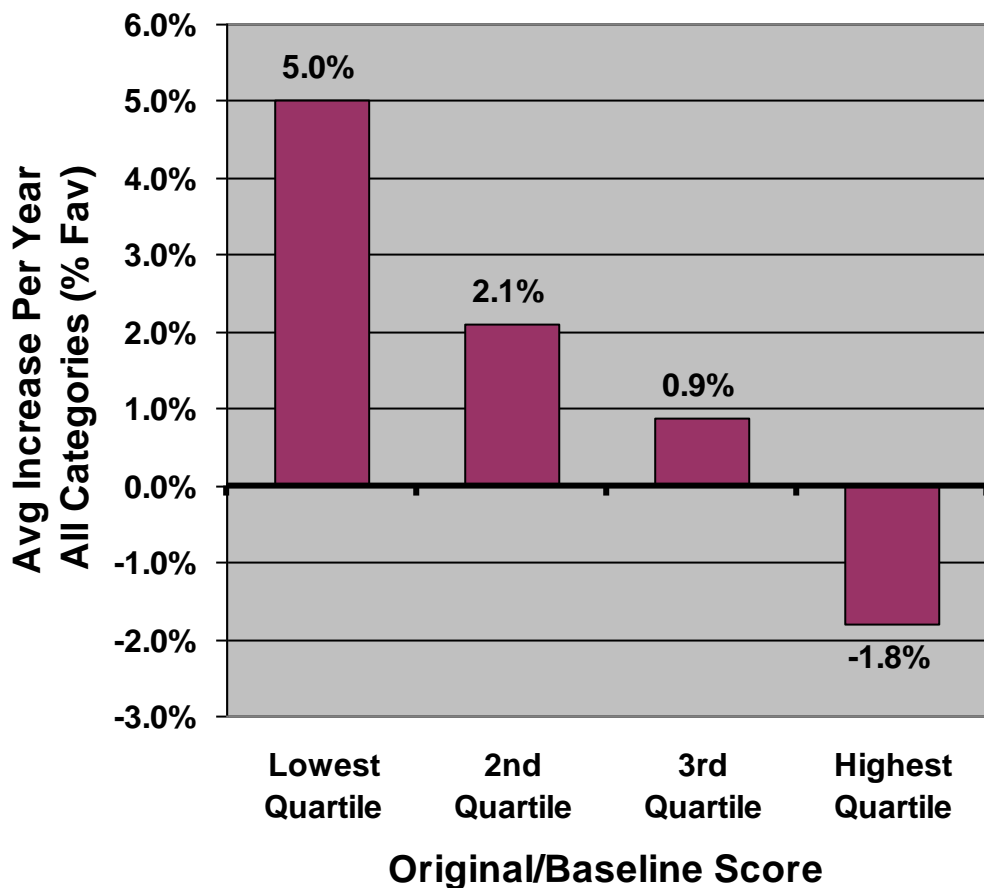




# gap analysis for composite performance



# how much change is achievable?



- ➔ Take a long term view
- ➔ Plan big and quick wins
- ➔ Benchmark achievable change
- ➔ Manage expectations
- ➔ Floss! (need to regularly review and “polish” what’s working well)



# is OD up to the task?

## Yes!

- ✓ Increasing number of OD-minded VCs and senior execs
- ✓ More respect than in past years
- ✓ Dedicated staff and budgets

## No!

- ✗ Continues to be an early casualty when there are financial problems
- ✗ Sometimes too nice and reasonable and not enough mongrel and political nous

