



University of  
Western Sydney  
Bringing knowledge to life

# Actions Speak Louder than Words

## The UWS MyVoice Journey and Achievements



Tertiary Education Management Conference  
31 AUGUST - 3 SEPTEMBER 2014 | CAIRNS, QLD

Proudly hosted by



**Aggie Lim Director**  
**Kelly Lanfranca Project Officer**  
**Office of Organisational Development**  
**University of Western Sydney**

# Actions Speak Louder than Words

## The UWS MyVoice Journey and Achievements

- Using survey results as a launching pad for engaging with managers and staff
- The good and the bad – what staff feedback told us and how we responded
- Strategic and innovative approaches for gaining senior management and staff buy-in
- Maintaining momentum to drive sustainable change – employee led initiatives making small but effective differences in the way we do things
- Lessons learned
- And this is only our first MyVoice survey . . .



**What we will  
talk about  
today**



University of  
Western Sydney  
Bringing knowledge to life

Commitment

Loyalty

Pride

Accomplishment

Satisfaction

Passion



**What is  
employee  
engagement?**



Willingness  
to learn

Attachment

Performance

Enthusiastic

Contributes

Involved



**Who is an  
engaged  
employee?**



# Staff Engagement Survey Results

MyVoice survey held in April 2012

83% response rate or 2066 out of 2487 staff

2% above sector average for engagement [76%]

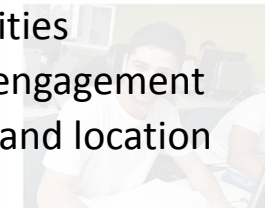
- organisational commitment, job satisfaction, intention to stay

-1% below sector average for progress [55%]

- organisational objectives, change & innovation, customer satisfaction

*What staff said we did well / we could do better*

- UWS mission and values
- Organisational commitment
- Teamwork and talent
- Campus facilities
- Community engagement
- Accessibility and location
- Diversity



- \* Cross-unit cooperation & information sharing
- \* Leadership – increase visibility & communication
- \* Transparency in decision-making
- \* Recruitment and selection processes



- We've never done this before!
- Not another survey! Organisational restructuring and change weary
- Getting started. Project planning and communication
- Engaging staff. Multiple methods for encouraging staff feedback

## Challenges in the lead up to the survey



**MyVoice**  
UWS Staff  
Engagement Survey

**Have you had  
your say yet?**

University of  
Western Sydney  
Bringing knowledge to life



- It's all about communication
- Finding the right structure to make things happen
- What about funding?
- We've done the survey, now what?
- Isn't this about staff engagement?

## Challenges following the survey





University of  
Western Sydney  
Bringing knowledge to life



# MyVoice Working Groups



- ✓ Increased Education Support Allowance
- ✓ Updated Professional Development Policy
- ✓ Created Online Career Development Tool
- ✓ Launched Job Shadowing Program
- ✓ Piloting a Mentoring Program



## Career Development for Professional Staff

I am given opportunities to develop skills needed for career progression **53%**

There are enough opportunities for my career to progress in this organisation **43%**

Enough time and effort is spent on career planning **44%**



University of  
Western Sydney  
Bringing knowledge to life

## Career Development for Academic Staff

- 'Speed' Mentoring and support networks
- Promotions mentors
- Focus groups
- Workshops
- Online module
- Checklists for Academic Achievement

Enough time and effort is spent on career planning **44%**

I am given opportunities to develop skills needed for career progression **53%**

There are enough opportunities for my career to progress in this organisation **43%**





# Recruitment and Selection

CONCEIVE

WHO DO I NEED TO HIRE?

CREATE

HOW DO I FORMALLY  
ESTABLISH THE POSITION?

ADVERTISE

HOW DO I GET THE WORD OUT?

SELECT

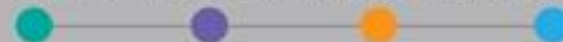
HOW DO I SELECT A  
SUITABLE CANDIDATE?

Managers in UWS are clear about the type of people we need to employ **49%**

UWS is good at selecting the right people for the right jobs **41%**

Managers in UWS know the benefits of employing the right people **57%**

UWS Recruitment Process





## New Welcome pack!



## Supporting New Staff

## Buddy Program

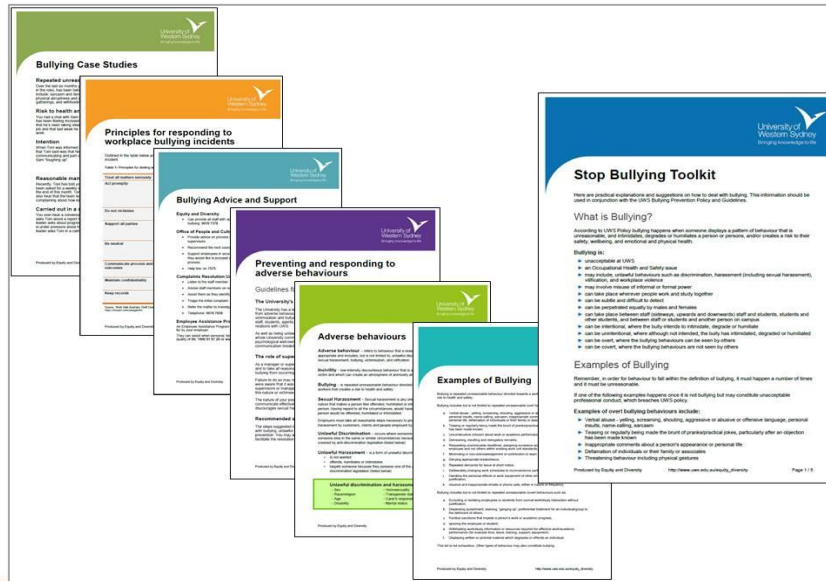


When people start in new jobs here they are given enough guidance and training **46%**



Bullying and abusive behaviours are prevented and discouraged **62%**

## UWS Responding to Bullying Action Plan



Workplace Bullying Info Sessions

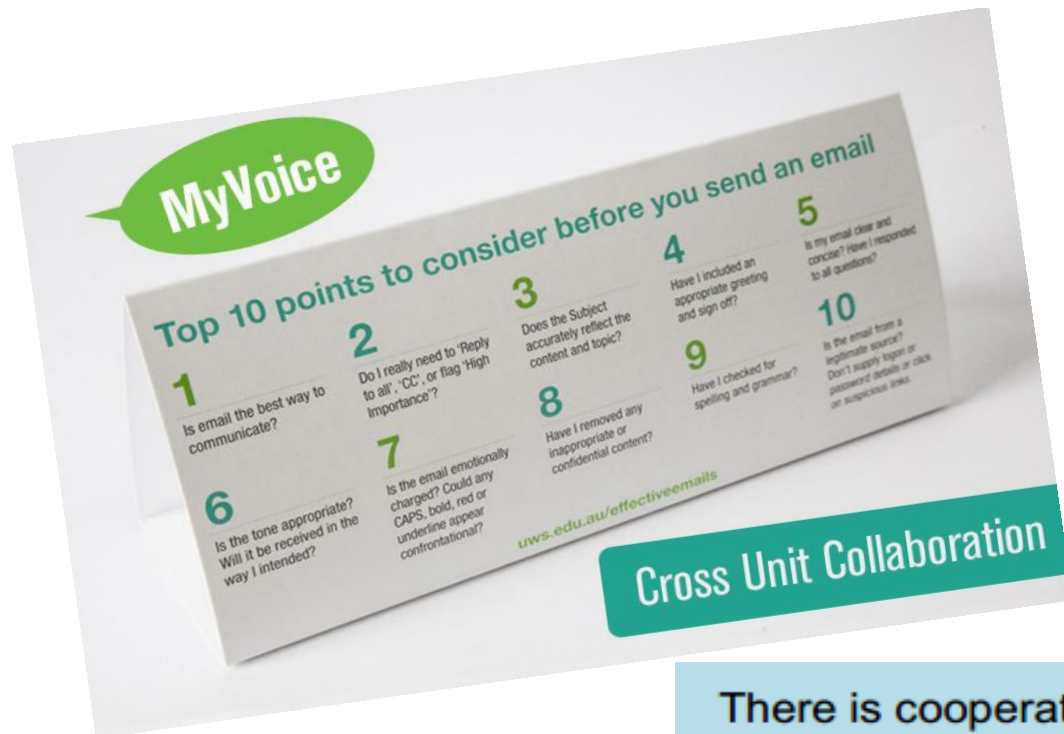
# Responding to Workplace Bullying

# UWS RESPONDS TO BULLYING



University of  
Western Sydney  
Bringing knowledge to life

## Cross-unit Collaboration



There is cooperation between different sections in UWS **39%**

Knowledge and information are shared throughout UWS **33%**

There is good communication across all sections of UWS **29%**

### In the pipeline:

- Campus forums
- Bridging the gap between Schools and Institutes



University of  
Western Sydney  
Bringing knowledge to life

## Inclusive Decision Making

I DECIDE

WE TALK, I DECIDE

WE TALK, WE DECIDE

WE TALK, YOU DECIDE

YOU DECIDE

I have input into everyday  
decision-making in UWS **38%**

I am encouraged to give  
feedback about things that  
concern me **53%**

I am consulted before decisions  
that affect me are made **33%**



# Senior Management Communication

Senior management keep people informed about what's going on **46%**

Senior management listen to other staff **37%**

Senior management are good role models for staff **47%**

Senior management are good role models for staff **47%**



- Live stream Yammer chat
- Regular Vice-Chancellor emails
- Vice-Chancellor coffee catch-ups
- Office visits



*The MyVoice working group ‘made me feel like a valued member of staff at UWS. As a working group we have been able to come up with some very specific actions that we will pursue, and that we believe will make a difference to career development at UWS. I was able to make connections with staff from other schools and campuses and share ideas.’*



- Identify the critical success factors
- Leadership is key to employee engagement
- Effective communication
- Employee-led initiatives

## Lessons Learned



- Establishing a business case
- Practical strategies
- Communication, response, tangible outcomes
- A model for cross-unit collaboration
- Cultivating a positive climate for employee engagement
- Employee-led rather than management driven
- And the next survey . . .

## Summary



**MyVoice**  
UWS Staff  
Engagement Survey

**Have you had  
your say yet?**

For more information, contact:  
Kelly Lanfranca, Project Officer  
Aggie Lim, Director  
Office of Organisational Development  
Office of People and Culture, University of Western Sydney  
[od@uws.edu.au](mailto:od@uws.edu.au)  
[www.uws.edu.au/myvoice](http://www.uws.edu.au/myvoice)



MyVoice



Start a  
conversation!

Office of  
People and  
Culture

> About OPC

> Your employment

> Your pay

## MyVoice Staff Engagement

### MyVoice – we're listening

UWS is passionate about making a difference to the careers and work experience of our staff.

83% of staff took the opportunity to have their say in the inaugural 2012 MyVoice Staff Engagement Survey.

Commitment to the mission and values of UWS emerged as a strong theme with 88% of staff saying they believe in the purpose of UWS.

Submit your  
comments  
and ideas

Download the  
Action Plans