2015 Staff Engagement Survey: Results for SMI

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20 August 2015
Background to staff survey

UQ’s “Your Voice Staff Survey”

- UQ-wide initiative
- Survey was open from 20 April-11 May
- Assesses UQ’s performance across a range of management aspects, including leadership, teamwork, cooperation, issues affecting job satisfaction, and other factors that may affect workplace culture.
- This enables UQ to target specific development initiatives, to build a high performance culture that values and engages staff at all levels.
- Performance is compared between UQ org units, previous results (from 2011), other Universities (N=27), and a normative database of 2700 other organisations.

Next SMI Timetable – As at 20 August 2015

Survey Open

We are here

May June* July August Sept Oct Nov Dec Jan 2016

Cultural Change – Embedded across all activities

SMI Strategy

- Vision & Strategic Plan
- Business Development & Engagement
- Education strategy

SMI Strategy

- Design, development & testing
- Planning

Business Development & Engagement

- Design, development & testing
- Design, development & testing

Education strategy

- Design, development & testing
- Planning

Operating Model

- Design, development & testing

Financial Model

- Design, development & testing

Themes/Programs

- Design, development & testing

Governance

- RPM Process improvements
- PM across the proj. lifecycle

SMI 2016 Budget set

New Operating Model Finalised

Strategic Plan 2015-2019 Complete


First round of training activities complete

Implementation

Design, development, etc

Planning

Design, dev, testing

SMI Professional Support Services®

Implementation
UQ-wide results

• Staff Engagement Survey Forums being hosted by the Vice Chancellor
  – 14 August 2015, 1.30pm – 3.00pm, Oral Health Centre Auditorium, UQ Herston Campus
  – 21 August 2015, 3.00pm – 4.30pm, Management Studies Building, Room 106, UQ Gatton Campus
  – 27 August 2015, 1.30pm – 3.00pm, Forgan Smith Building (01), Room E109, UQ St Lucia Campus
  – 28 August 2015, 2.00pm – 3.30pm, Physiology Lecture Theatres (63), Room 360, UQ St Lucia Campus

• To register go to this link (link included in invitation to today’s information session)
### Highlights of UQ-wide results (SMI’s responses)

#### Positives for UQ
- Proud to be part of UQ
- Believe in the overall purpose of, and work done by UQ

#### Areas for Improvement for UQ
- How change is handled
- Awareness of the strategy senior management has for UQ
- Cross unit cooperation (eg communication, knowledge sharing, cooperation)
SMI Participation

- Each UQ faculty/institute has received its respective results for discussion with staff.
  - Quantitative data
    - Responses to 145 agree/disagree questions (comparing UQ, SMI Overall, CMLR, CSRM, JKMRC, SMI Office, and “SMI Other”)
  - Qualitative data
    - Strengths/areas of improvement for UQ
    - Strengths/areas of improvement for SMI
    - How to enable UQ to enhance the Student Experience and outcomes
    - Note: qualitative/open-ended questions were optional and therefore comments do not represent the entire participant pool.
    
Refer to document “Q152_12 Sustainable Minerals Institute”

SMI had a response rate of 56% (106 responses). UQ’s response rate was 65% (industry average = 64%).
Positives for SMI

• We like the work we do
• We are confident in and appreciate* the ability of our colleagues and supervisors
• We know what our work-related goals and objectives are and what is expected of us in our jobs
• Workplace health and safety, anti-discrimination, flexible work arrangements
• We do exciting and interesting work*
• We show research leadership*

* Supported by text responses submitted
Areas for Improvement for SMI (Quantitative results)

Areas for improvement

• Workplace culture
  (The culture of my workplace is positive and constructive)

• Leadership
  (I have confidence in the ability of “leadership”)
  “Leadership” = USMG and work unit leaders

• Career planning and progression

• Inefficiencies in policies and procedures

• Change management
  (note questions about change refer to “UQ” but may also be relevant for SMI)
Areas for Improvement for SMI from text responses

- Improve administrative efficiency e.g., finance, travel, legal, project management, contract management
- Increase diversity of stakeholders and sponsors to provide a stronger funding base – look for other sources of funding
- Increase collaboration and cross-disciplinary research
- Focus on job/career security and career pathways
- Offer real-world experience to students, on-site experience
- Stabilise the leadership
- Improve financial management
- Clarify business plan, goals and future focus of Centres
- Renegotiate UQ contract research overhead rate
- Faster change management and better communication
- Achieve a better balance of expectations regarding publishing, delivering for stakeholders, securing funding, contributing to teaching
**Efforts to Improve: Next SMI since 11 May**

- **Leadership**: Directors of Centres established
- **Culture**: Involvement of all staff in development of SMI’s Capability Statement/Growth Strategy. Efforts to listen more, communicate more frequently and in different ways.
- **Change management**: Efforts to speed up the change process while still making sure we are considered and thorough (supported by Leonie Horrigan)
- **Cross–unit collaboration**: Has been strengthened through creation of SMI’s Capability Statement and Growth Strategy, with opportunities identified at Centre Pair and across disciplines
- **Financial management** – progress on a financial model to enable more streamlined, transparent and accountable financial management
- **Stakeholder diversification** – part of Stakeholder Engagement Strategy. Largest coordinated stakeholder engagement exercise ever conducted by SMI is currently underway.
Efforts to Improve: Activities in progress

• Process and administrative efficiency improvement – a major work stream of Next SMI. Expect positive changes during 2016
• Improvements to project management and a consistent approach to the project lifecycle also a major work stream of Next SMI
• Working with UQ leadership to negotiate a financial model that is more conducive to a ‘soft money’ institute
• Once Programs of Work are determined (late Sept) Program Leaders and Directors of Centres develop growth plans
• Balancing expectations
  – Career/job security and career progression
  – Academic vs industry impact (excellence plus)
  – On-site/real world experience for students
Your thoughts and ideas

• The SMI leadership team is working to make improvements in many of the areas identified as needing attention.

• What would demonstrate to you a positive shift?
  – Please list 1-2 indicators for any of the major areas for improvement as per the handout

• We will collect and collate this information, share the collated feedback with you and use it as a guide for further improvements