

Organisational Culture Survey: Exploring our results



University of
South Australia

What is culture?



Culture and climate

*Observable levels
(Conscious)*

Reaction
How we react

Behaviour
What we do and say

Climate and Engagement

Practices, patterns of behaviour
and attitudinal reactions

*Non-observable level
(Conscious or unconscious)*

Thinking
What is top of mind

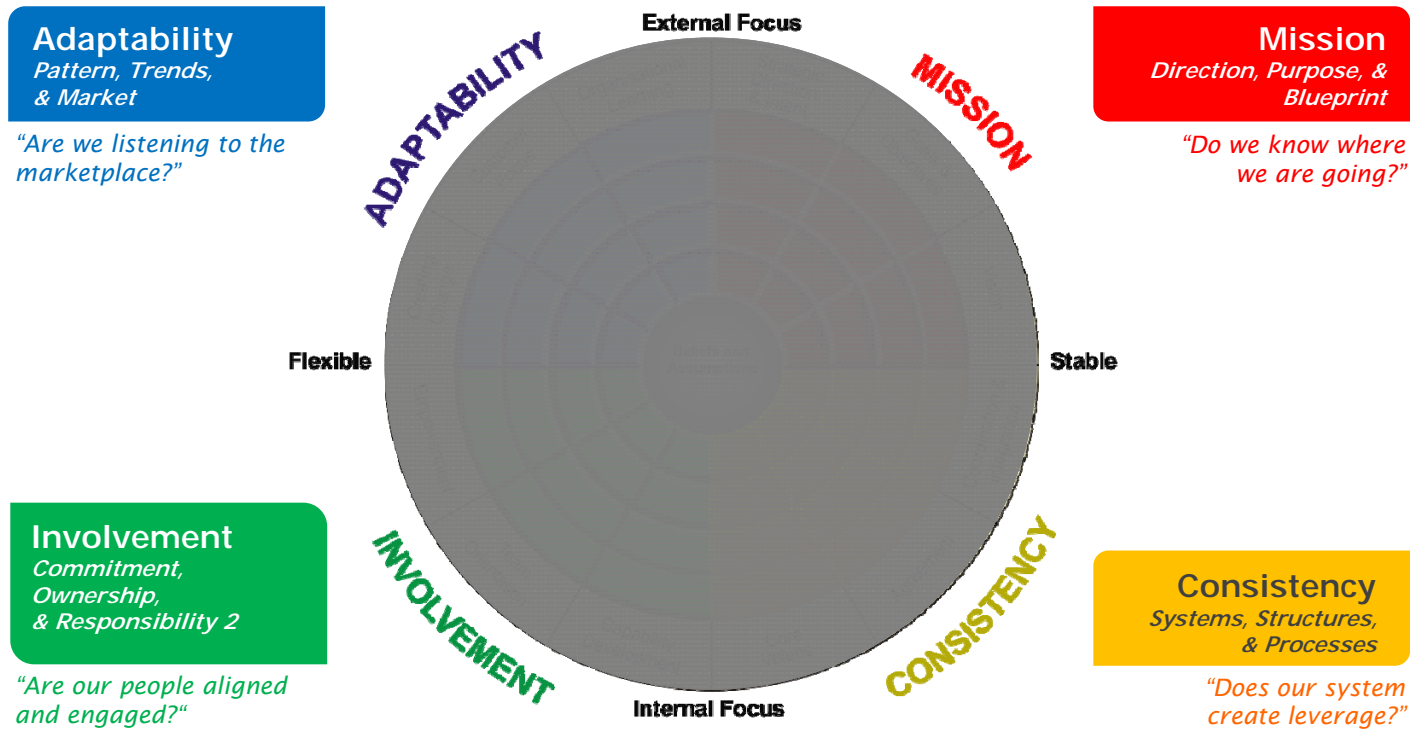
Mindset
What we believe

Core values
What matters most

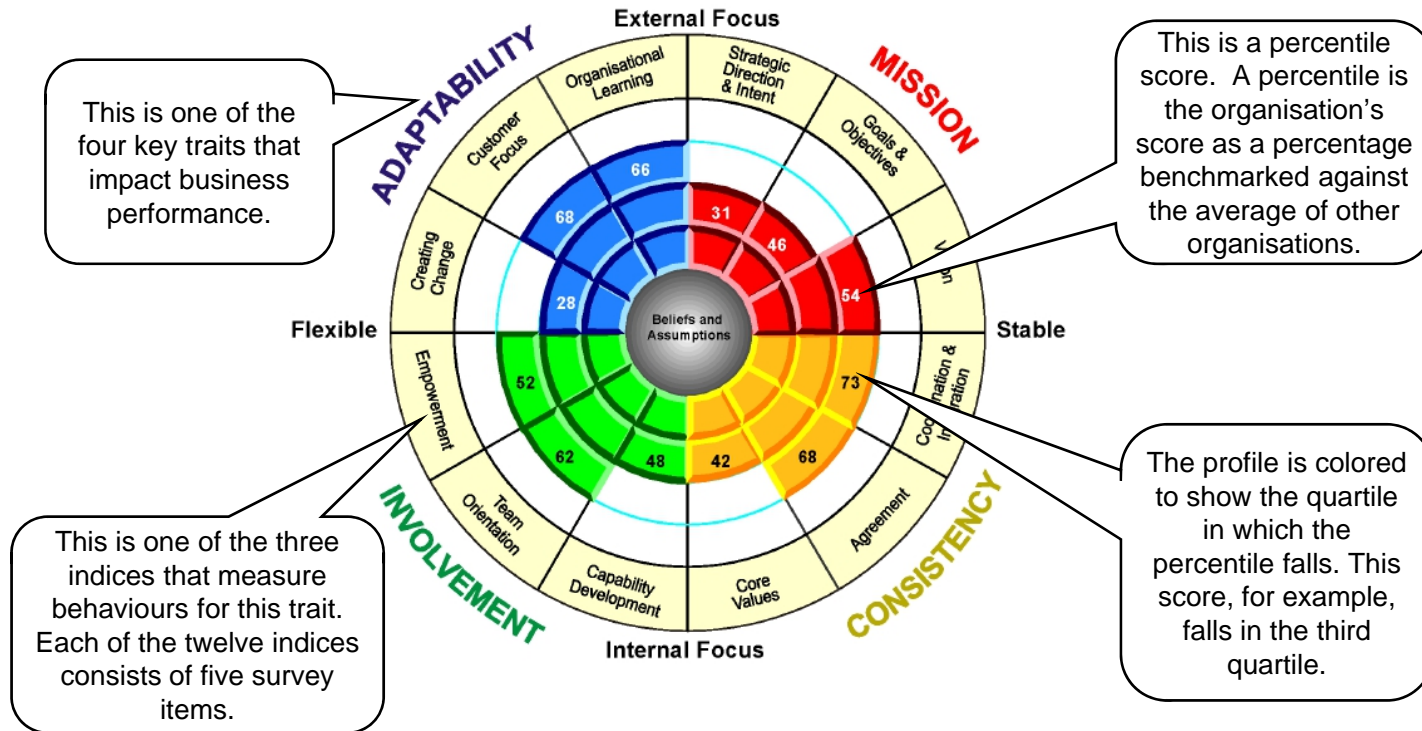
Organisational culture

Shared basic assumptions, beliefs
and norms.
Not good or bad rather dependent
on the environment

Denison Organisational Culture Model



Understanding the results



Global Technology Sample

In this organization...

Most employees are highly involved in their work.

Decisions are usually made at the level where the best information is available.

Information is widely shared so that everyone can get the information he or she needs when it's needed.

Everyone believes that he or she can have a positive impact.

Business planning is ongoing and involves everyone in the process to some degree.

Business different parts of the organization is actively encouraged.

People work like they are part of a team.

Teamwork is used to get work done, rather than hierarchy.

Teams are our primary building blocks.

Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

Quartile
Percentile

Empowerment

Team Orientation

Development

...their own.

...improving.

...employees.

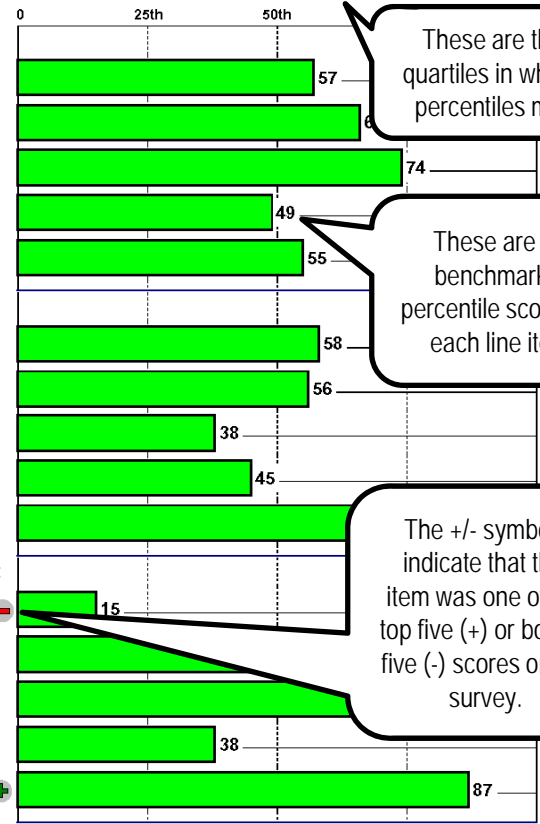
...force of competitive

...advantage.

Problems often arise because we do not have the skills necessary to do the job.*

Involvement

1st 2nd 3rd 4th



These are the four quartiles in which your percentiles may fall.

These are the benchmarked percentile scores for each line item.

The +/- symbols indicate that this item was one of the top five (+) or bottom five (-) scores on the survey.

These are the items as they appear on the survey.

The raw score has been reversed for this negatively worded item marked with an asterisk (*). In all cases, a higher score indicates a more favorable condition.

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

SB 2004

Global Technology Sample

Highest Scores

92	We often have trouble reaching agreement on key issues.*
90	Lots of things "fall between the cracks".*
87	Problems often arise because we do not have the skills necessary to do
86	It is easy to coordinate projects across different parts of the organization.
86	It is easy to reach consensus, even on difficult issues.

These are the five items for which your organisation received the highest percentile scores. They are listed in order from highest to lowest score.

Lowest Scores

8	Customer input directly influences our decisions.
14	Customer comments and recommendations often lead to changes.
18	Authority is delegated so that people can act on their own.
20	Our strategy leads other organizations to change the way they compete in the industry.
31	The way things are done is very flexible and easy to change.

These are the five items for which your organisation received the lowest percentile scores. They are listed in order from lowest to highest score.

The colors indicate the traits the items are attributed for easy identification of patterns and trends.

**The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.*



Global Technology Sample

Highest Scores

92	We often have trouble reaching agreement on key issues.*
90	Lots of things "fall between the cracks".*
87	Problems often arise because we do not have the skills necessary to do
86	It is easy to coordinate projects across different parts of the organization.
86	It is easy to reach consensus, even on difficult issues.

These are the five items for which your organisation received the highest percentile scores. They are listed in order from highest to lowest score.

Lowest Scores

8	Customer input directly influences our decisions.
14	Customer comments and recommendations often lead to changes.
18	Authority is delegated so that people can act on their own.
20	Our strategy leads other organizations to change the way they compete in the industry.
31	The way things are done is very flexible and easy to change.

These are the five items for which your organisation received the lowest percentile scores. They are listed in order from lowest to highest score.

The colors indicate the traits the items are attributed for easy identification of patterns and trends.

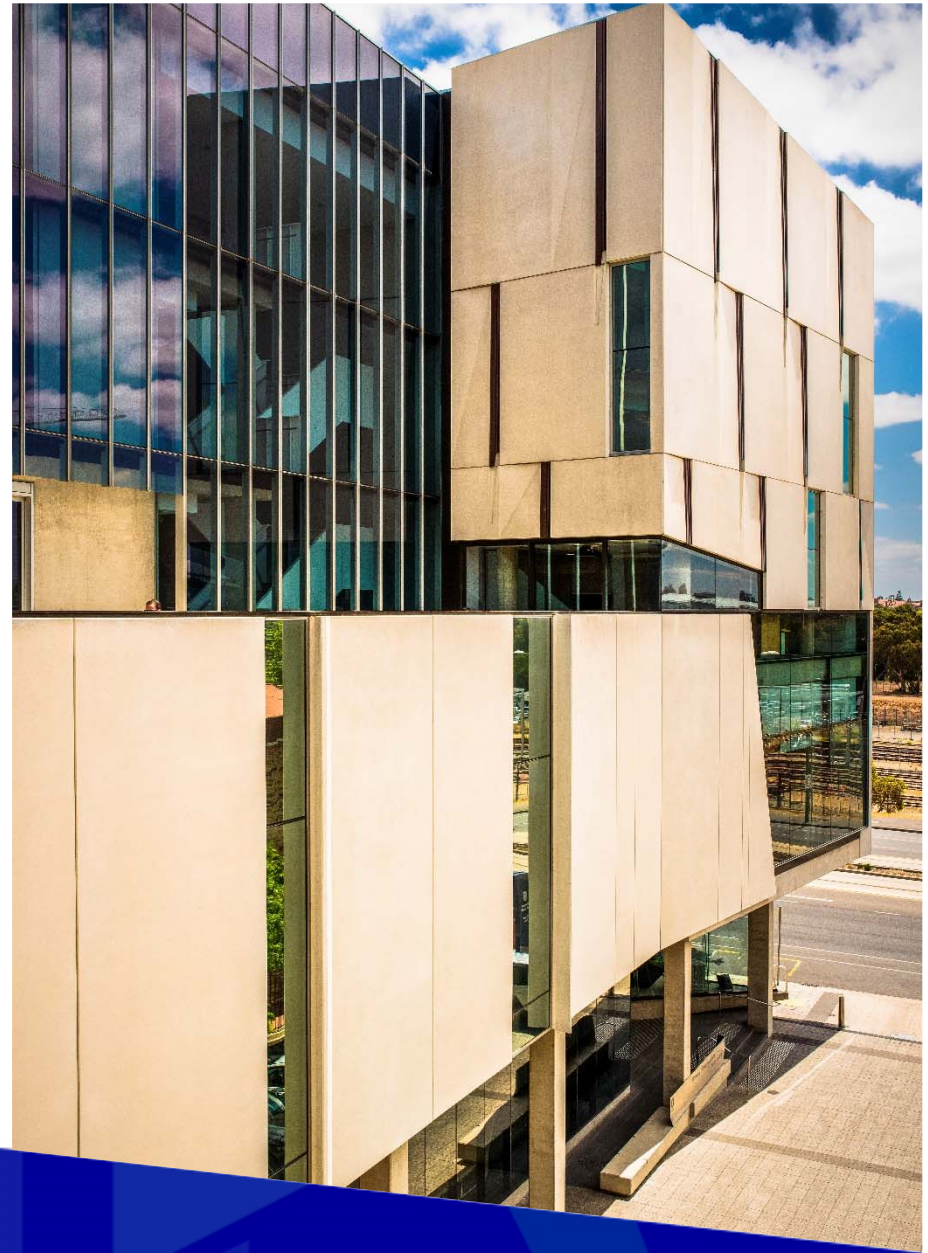
**The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.*



University of
South Australia

Culture factors

- Additional Culture Factors ask 5-6 questions focussed on key areas:
 - Innovation
 - Organisational Trust



Open text options

Four open-ended questions:

1. *Please identify 2 things that you would like to **preserve** about our university culture.*
2. *Please identify 2 things that you would like to **change** about our university culture.*
3. *What are your top 3 **expectations** of the university's senior leaders? (Qualifier: Do these expectations relate to SMG, Local Managers or both?)*
4. *What are up to 3 **core values** that you believe should be on display in your workplace?*

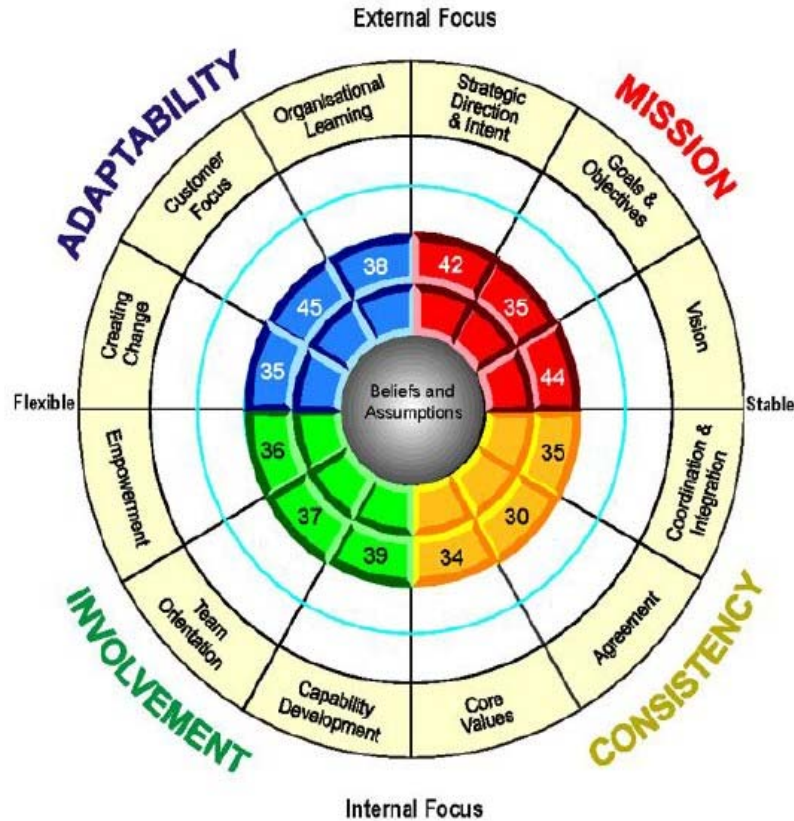
UniSA survey

- Survey conducted between Sept 15 & October 3 2014
- 70% of the invited population responded (2031 valid responses)
- 6220 open text responses across the four questions

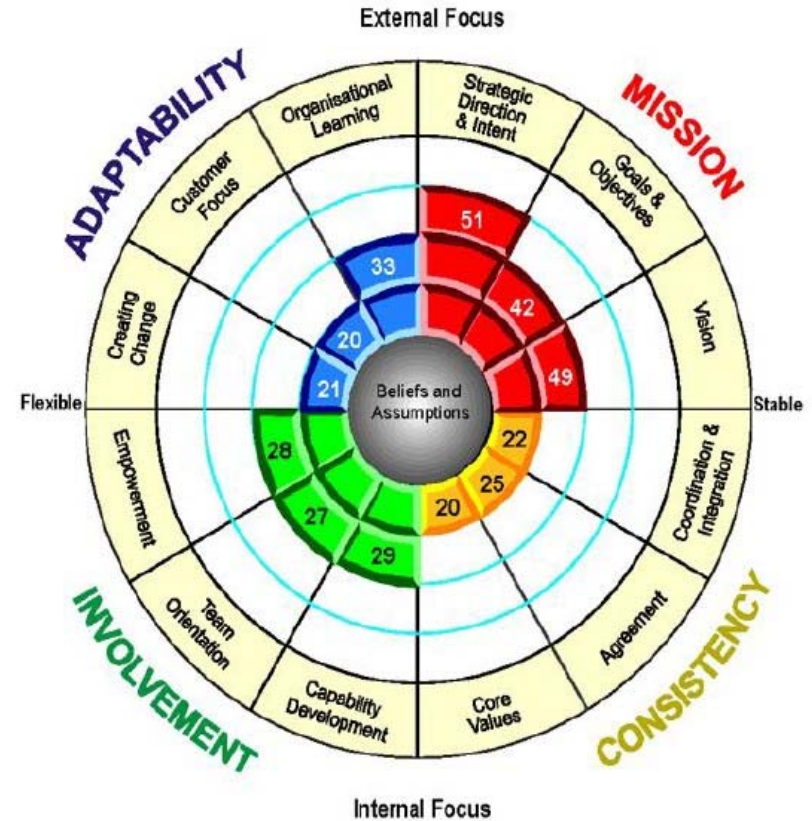


UniSA vs Education Benchmark

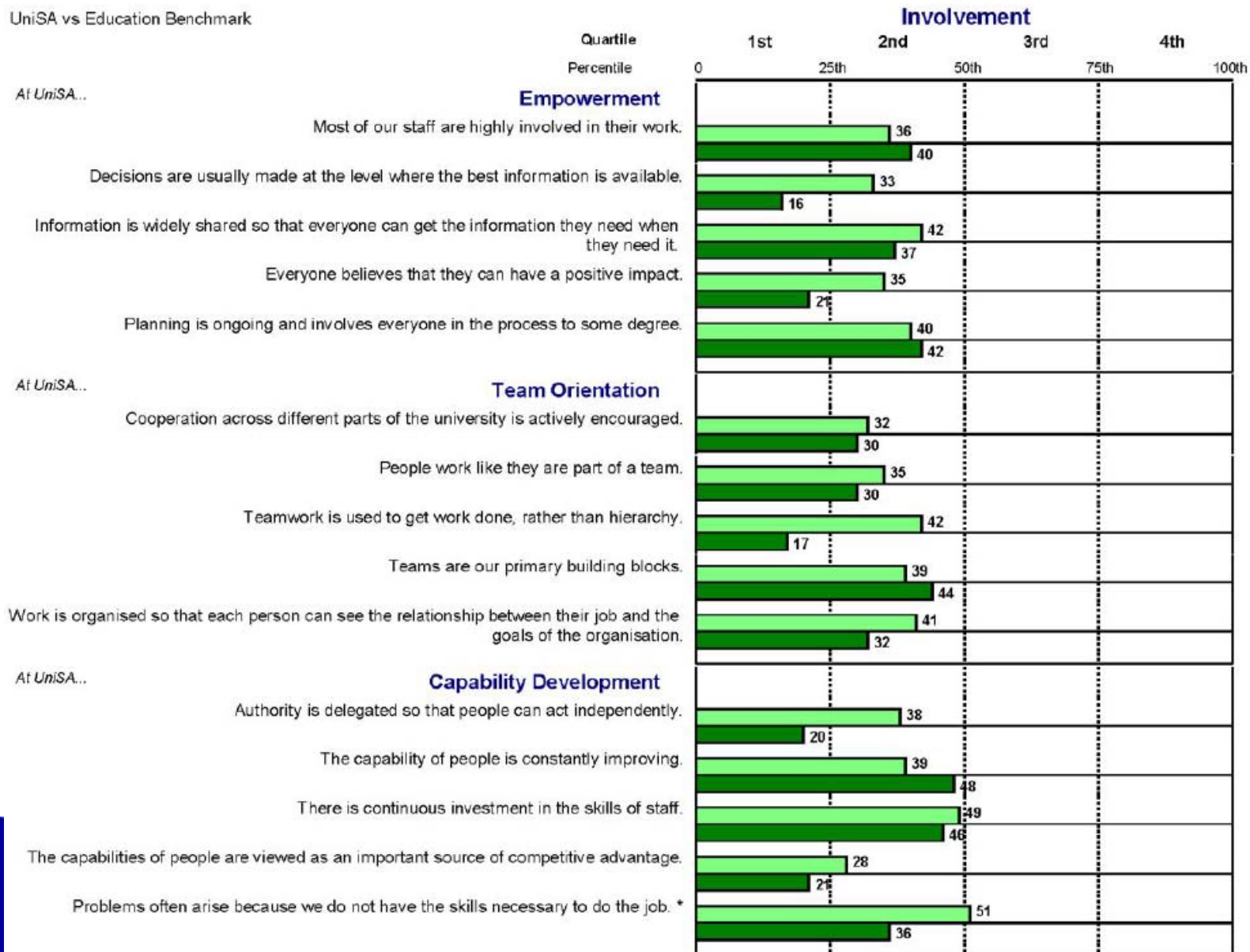
Education Benchmark



UniSA



UniSA vs Education Benchmark



*The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.

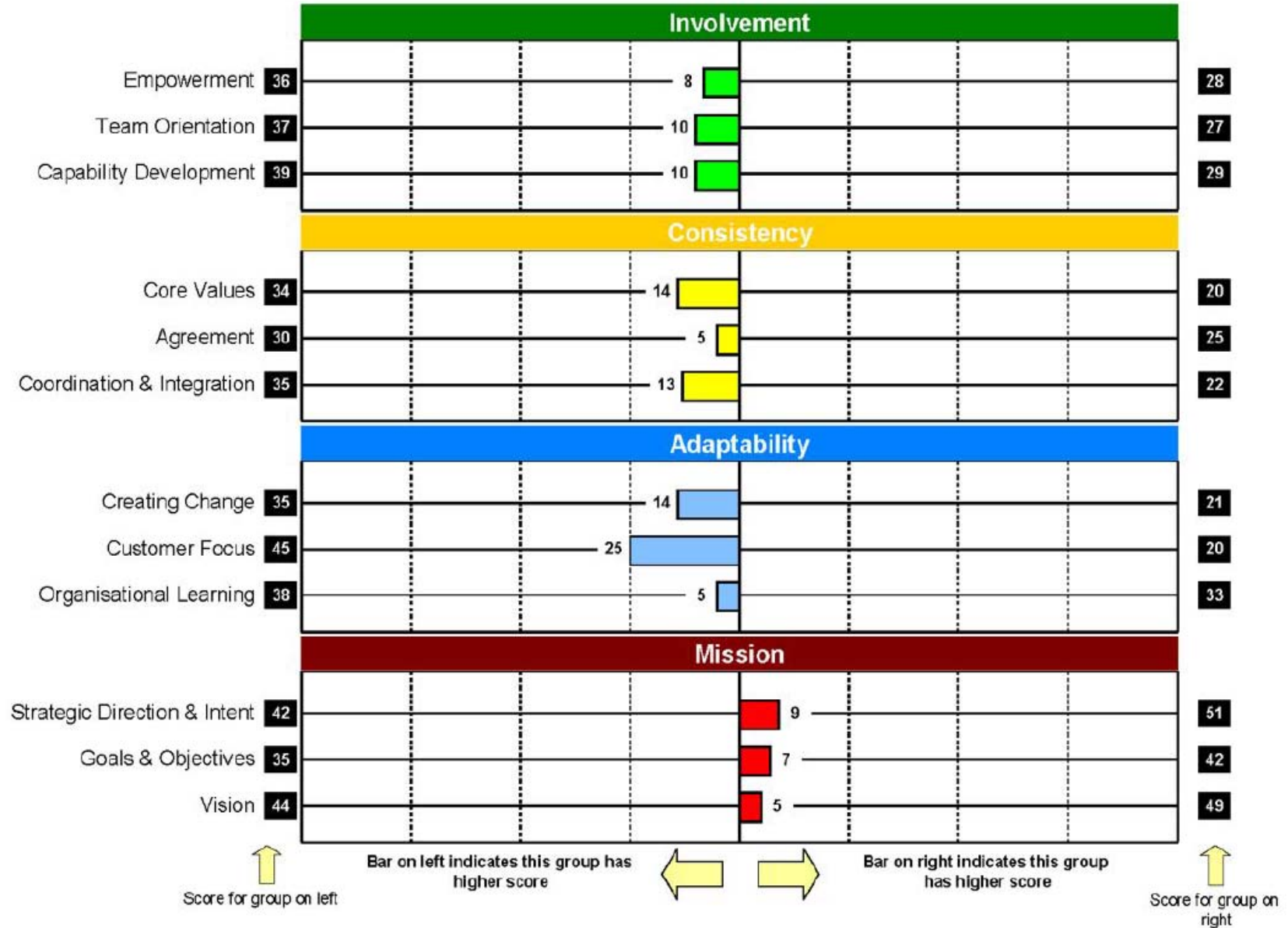
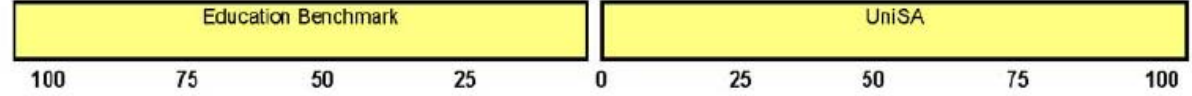
UniSA

Education Benchmark

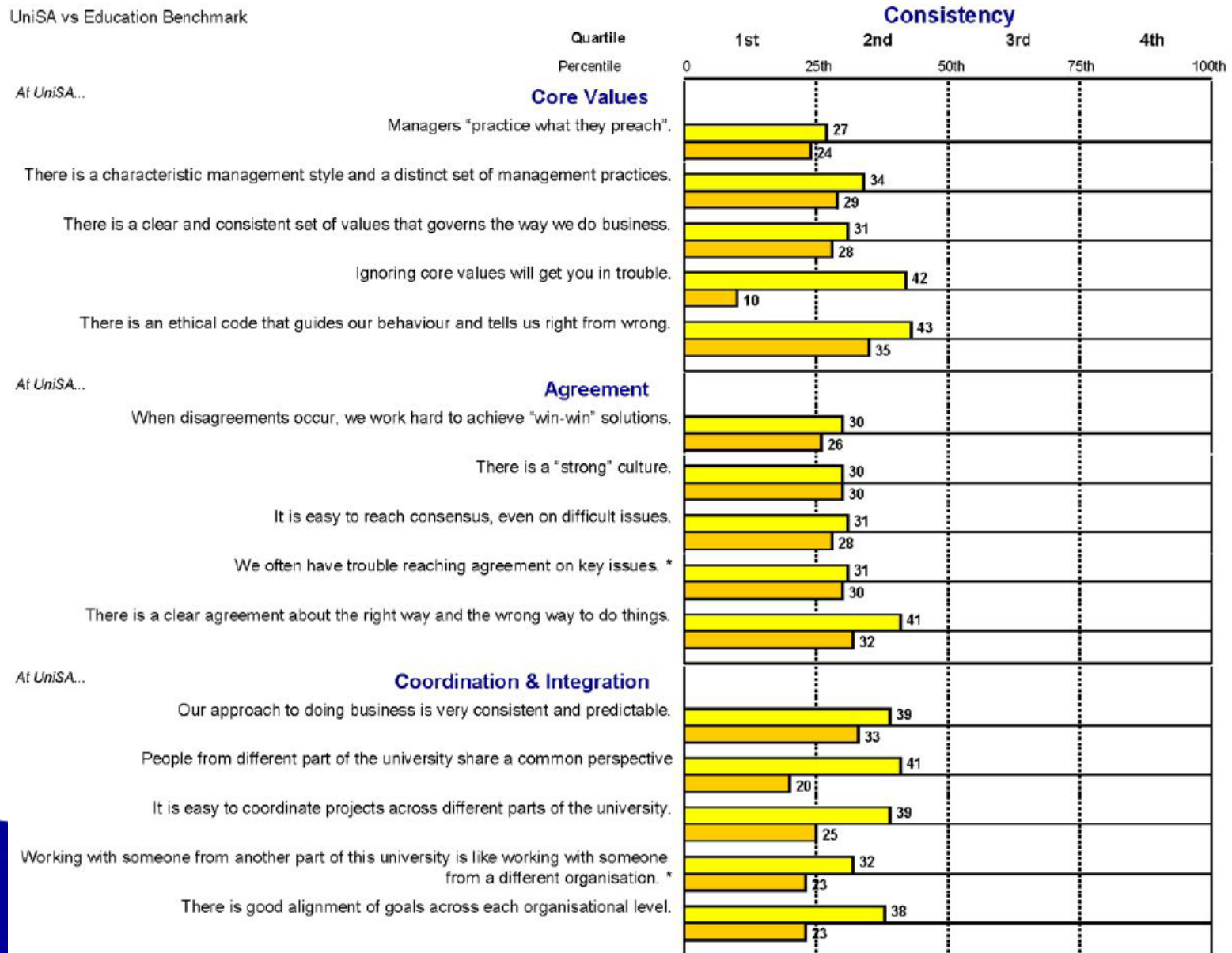


Gap Report

UniSA vs Education Benchmark



UniSA vs Education Benchmark

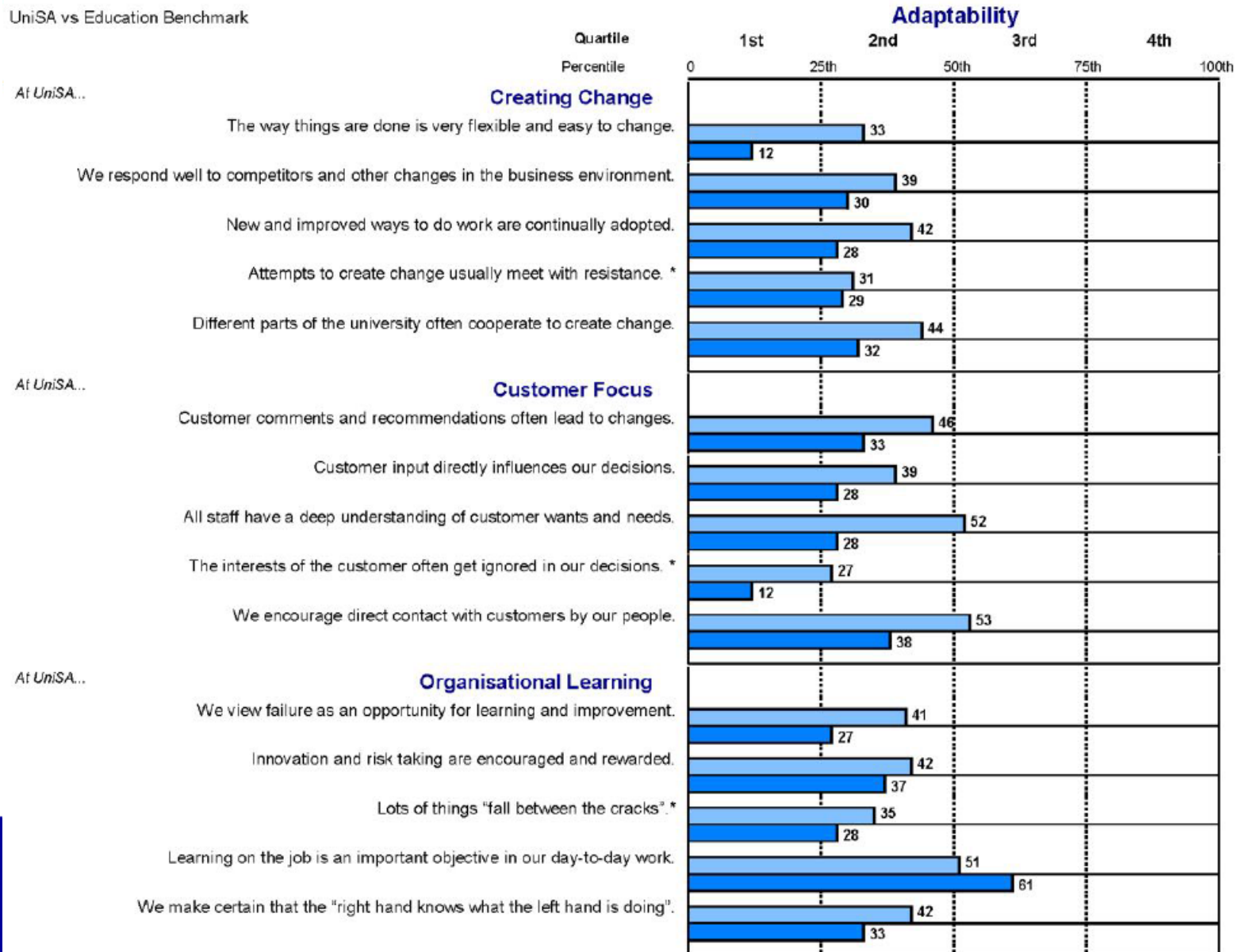


*The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.

UniSA

Education Benchmark

UniSA vs Education Benchmark

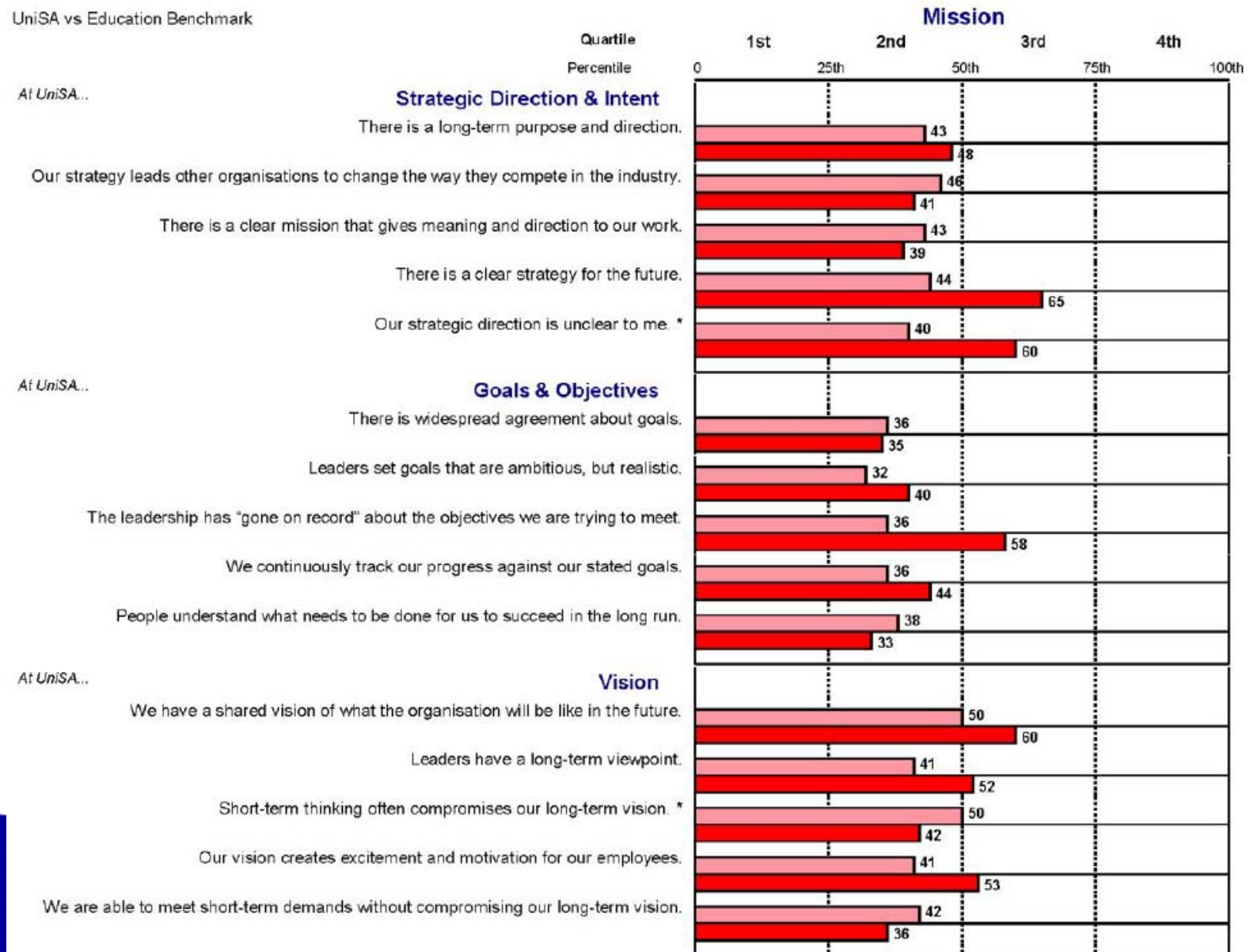


*The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.

UniSA

Education Benchmark

UniSA vs Education Benchmark



*The scores have been reversed for this negatively worded item. In all cases, a higher score indicates a more positive condition.

UniSA

Education Benchmark

UniSA vs Education Benchmark

Education Benchmark

Highest Scores

- 53 We encourage direct contact with customers by our people.
- 52 All staff have a deep understanding of customer wants and needs.
- 51 Learning on the job is an important objective in our day-to-day work.
- 51 Problems often arise because we do not have the skills necessary to do the job. *
- 50 We have a shared vision of what the organisation will be like in the future.

Lowest Scores

- 27 The interests of the customer often get ignored in our decisions. *
- 27 Managers "practice what they preach".
- 28 The capabilities of people are viewed as an important source of competitive advantage.
- 30 There is a "strong" culture.
- 30 When disagreements occur, we work hard to achieve "win-win" solutions.

UniSA

Highest Scores

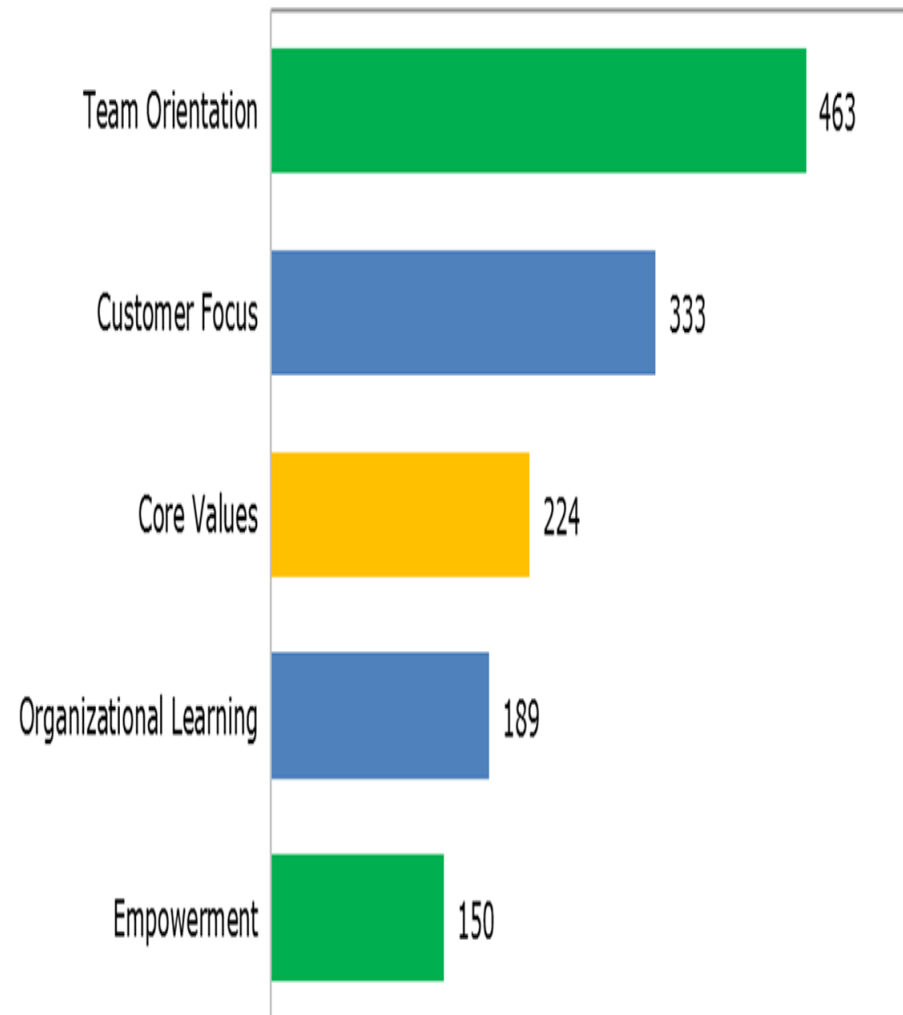
- 65 There is a clear strategy for the future.
- 61 Learning on the job is an important objective in our day-to-day work.
- 60 We have a shared vision of what the organisation will be like in the future.
- 60 Our strategic direction is unclear to me. *
- 58 The leadership has "gone on record" about the objectives we are trying to meet.

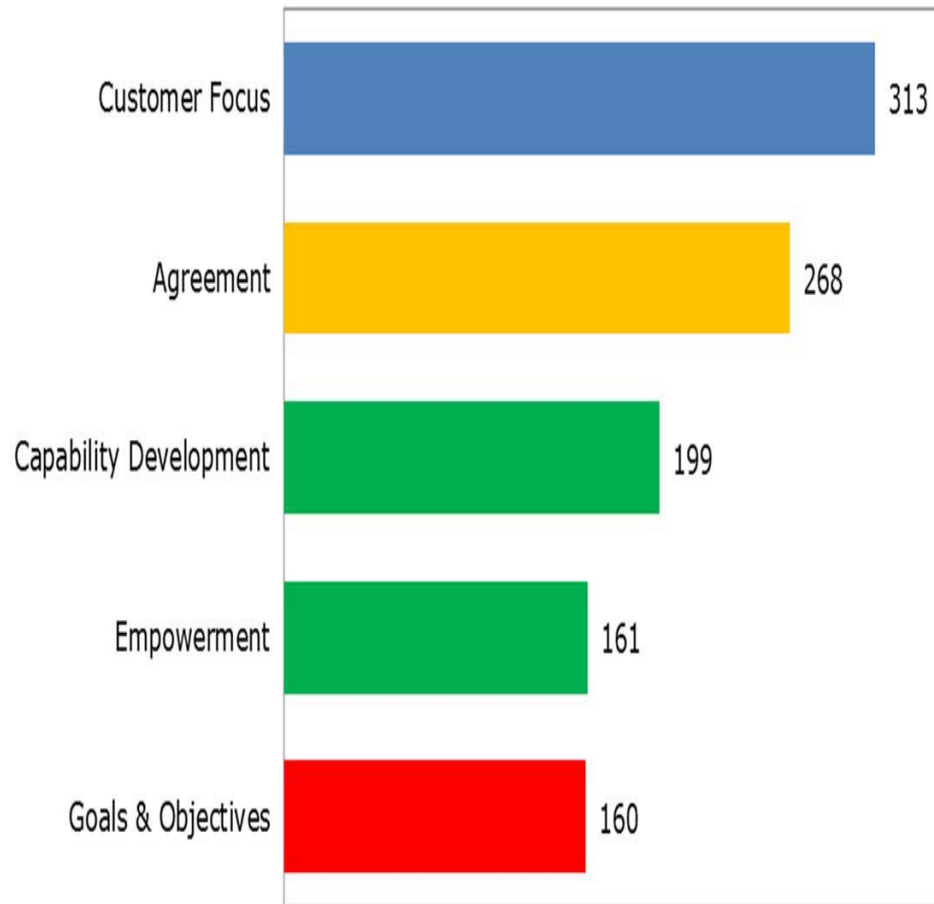
Lowest Scores

- 10 Ignoring core values will get you in trouble.
- 12 The interests of the customer often get ignored in our decisions. *
- 12 The way things are done is very flexible and easy to change.
- 16 Decisions are usually made at the level where the best information is available.
- 17 Teamwork is used to get work done, rather than hierarchy.

Things we want to preserve

- *positive work atmosphere*
- *Teamwork*
- *Student focus*
- *can do” attitude of people*
- *sense of belonging in UniSA*





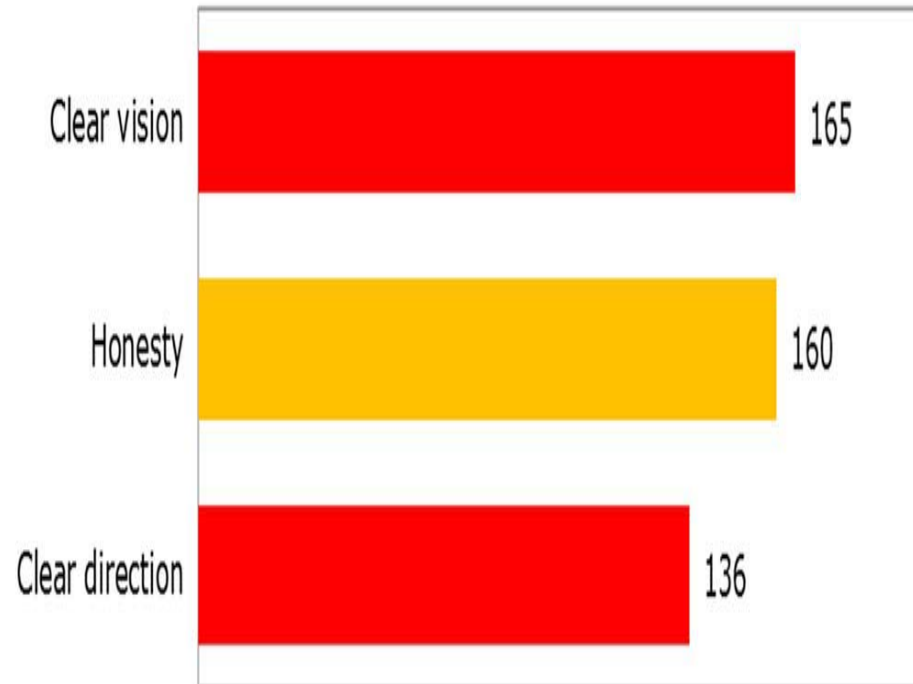
Things to change

- *Improve customer/student focus*
- *Stream-line decision-making and cut red tape*
- *Continue to invest in building staff capability*
- *More communication/ staff feedback to build trust*
- *Focus on teaching excellence and improving research outcomes.*



Top expectations of University leaders

- *Clear vision and planning that draws on and focuses our strengths*
- *Honesty, integrity, credibility*
- *Communication and clear directions for the future*



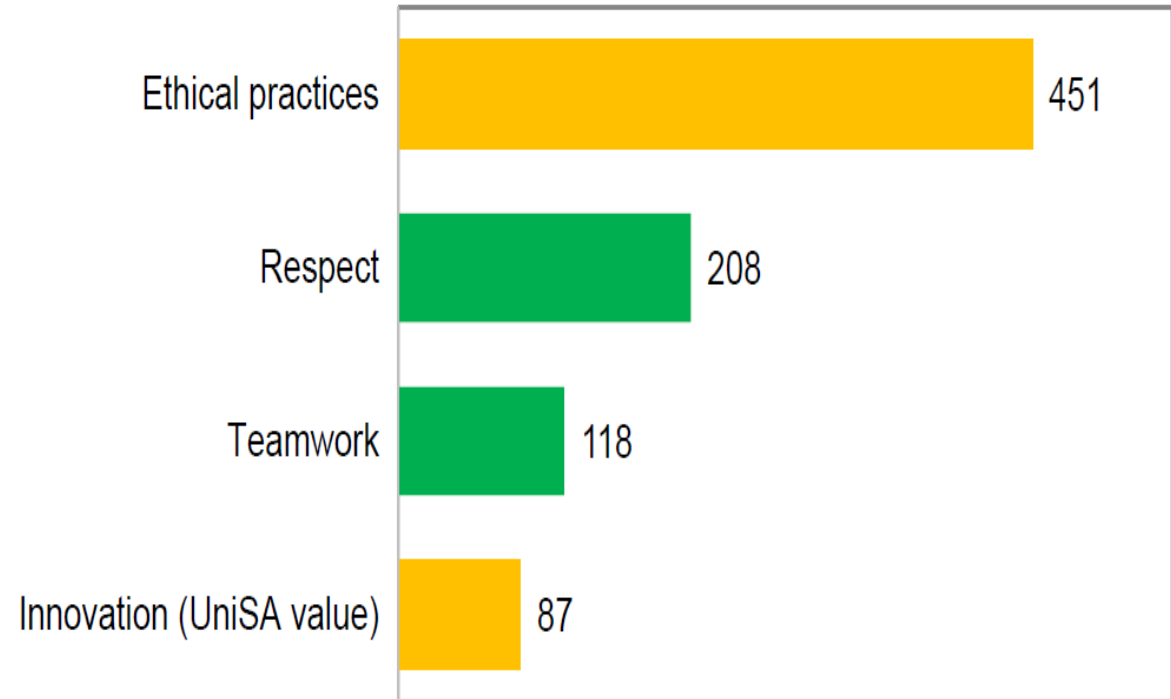
Core values in the workplace

Representative comments for ethical practices:

“Academic integrity”

“Honesty, integrity, communication”

“Strong work ethic (integrity and pride with what we do)”



Next steps

- *Sharing the results with staff*
- *Taking a deep dive with our staff into:*
 - Identifying a small number of priorities for change that will have an impact on building a truly enterprising culture
 - Determining whether we are clear enough about our core values and what we need to do to make people best accountable to these
 - How we can develop more collaborative ways to work and to deliver quality services.
- *SMG will outline the University's collective response drawing together the outcomes of these discussions as it has done previously with its three yearly staff climate survey.*

Questions

- *what are the most important things that the survey is telling us about the culture in the local area, the division/portfolio and the university?*
- *what are two things we might focus on in either the local area, division/portfolio, and at university level that would improve or strengthen our workplace culture in light of these results?*
- *Which of these would have the biggest impact on helping us build an enterprising culture?*
- *Are we clear enough about core values? What do we need to do, locally and organisationally, to make people appropriately accountable for acting consistently with our values?*
- *the survey acknowledges a strong desire to deliver quality service to our students and other clients. What practical steps might we take to build trust particularly across work areas and improve collaborative services and outcomes?*

QUESTIONS?



University of
South Australia