

Staff Pulse at Charles Sturt University

The 'Staff Pulse' survey is an online quantitative survey of Charles Sturt University staff to understand advocacy (likelihood to recommend the University as an employer) conducted by independent partner DBM Consultants.

Staff Pulse is designed to:

- **Gather staff opinions** more often than Your Voice
- Invite each staff member to provide confidential feedback once per year
- **Provide senior staff and leaders with a frequent pulse check** on how staff are feeling

Key Participation Statistics

Total Invitations	4276
Total completed surveys	961
Response rate	22%

The survey was sent out in six fieldwork 'Pulses' combined into two reporting periods:

- Aug21-Oct21
- Dec21-Apr22

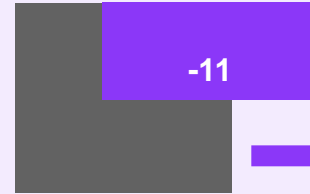
Among other questions, staff were asked to:

- Rate **how likely they would be to recommend Charles Sturt University** as an employer (NPS)
- Explain in their own words **why they would or wouldn't recommend Charles Sturt**
- **Rate the University** from 0-10 on various performance attributes
- **Explain** in their own words **how the University can improve**

These results point to where Charles Sturt is doing well and where there is room for improvement.



NPS (Net Promoter Score)



■ Aug21-Oct21 ■ Dec21-Apr22

Overall staff
NPS increased

+11

during the second
half of the Staff
Pulse year.

Strength areas

Most measured performance areas were stable or trended up

Top 3 performance attributes

(avg out of 10)

- | | | |
|----|------------------------------------|-----|
| 1. | Believe in Charles Sturt's purpose | 8.0 |
| 2. | Believe in Charles Sturt's values | 7.8 |
| 3. | Confidence in my supervisor | 7.6 |

Top positive sentiment

(based on comments from staff)

- | | |
|----|--------------------|
| 1. | Colleagues |
| 2. | Salary / Benefits |
| 3. | Working Conditions |

Top 3 most improved attributes

(avg out of 10)

- | | | |
|----|--------------------------------------|------|
| 1. | Acknowledges contributions of staff | +0.8 |
| 2. | Opportunities for career progression | +0.7 |
| 3. | Commitment to learning & development | +0.6 |

Improvement areas

There were synergies between the various measures for improvement opportunities

Bottom 3 performance attributes

(avg out of 10)

- | | | |
|----|--------------------------------------|-----|
| 1. | Good communication across units | 4.6 |
| 2. | Opportunities for career progression | 5.4 |
| 3. | Feel comfortable making a complaint | 5.8 |

Top negative sentiment

(based on comments from staff)

- | | |
|----|---------------------------|
| 1. | Management / Organisation |
| 2. | Work / Life Balance |
| 3. | Senior Management |

Top 3 suggested areas of improvement

(stated by staff)

- | | |
|----|---------------------------------------|
| 1. | Improve communication / transparency |
| 2. | More career development opportunities |
| 3. | Balance workload |

Priority focus areas

Relatively low-rated performance attributes with a relatively high impact on staff NPS to bring into focus

- | | | | |
|----|-------------------------------------|----|--------------------------------------|
| 1. | Acknowledges contributions of staff | 4. | Provides clear feedback |
| 2. | Good communication across units | 5. | Commitment to learning & development |
| 3. | Feel comfortable making a complaint | 6. | Opportunities for career progression |

Based on this analysis and your feedback, DBM Consultants determined 3 key recommendations for Charles Sturt University...



The University has already begun working on areas of improvement...

Key recommendations

Ensure staff are aware that University leadership understands their situation (including their responsibilities and workload) **and values their day-to-day contributions and expertise.** While the University has made progress in recognising staff achievements, a key component of valuing staff is making sure that their feedback is acted on. As such, demonstrating how staff feedback shapes decision-making is essential.

Focus on continuing to improve vertical and horizontal communication channels. Ensure staff are consulted when changes are on the horizon by optimising communication mechanisms to make it easier for staff to directly communicate up the channel as well as keeping them informed by distributing clear and regular updates downward. Creating a safe space where staff feel able to provide feedback without negative consequences is essential to improving this channel. In order to improve horizontal communication channels, the University should streamline processes for communication between units to break down silos.

Demonstrate recognition of employees' individual needs where possible by communicating support available for **personal goals** (through flexible work arrangements including work-from-home or a hybrid working model) **and professional goals** (through job security and opportunities for development and progression).



Actions underway

Working parties have been established to generate ideas to help address areas of concern relating to the following topics:

- Workloads for Academic and General/Professional Staff.
- Casualisation.
- Professional Development for Staff.

The **Hybrid Working Policy Survey** to review and renew the University's commitment toward staff flexibility. The development of new principles to enhance staff flexibility and support business, stakeholder and well-being objectives.

A **Staff Engagement Survey framework** to help improve communication across the University. The full Staff Engagement Survey and shorter Pulse Survey to both be held annually.

The **2030 People Strategy** to support professional and personal staff goals, with a clear focus on leadership capability and effectiveness, aligned performance and professional development.

The Division of People and Culture will be rolling out professional development and training for **Writing Business Reports** in 2022.