



# From 6 to 36: How Western Sydney U. Transformed Its Employee NPS in Five Years

Western Sydney University and The Culture Equation

Best Corporate Culture Transformation

November 2024



## Company Background

# WESTERN SYDNEY UNIVERSITY



Company-at-a-Glance	
Headquarters	Western Sydney, NSW, Australia
Year Founded	1989
Revenue	27 million (Student Experience & Marketing department budget)
Employees	300+ within Student Experience & Marketing Department only
Global Scale (Regions that you operate in or provide services to)	Global
Customers/Output, etc. (Key customers and services offered)	University students (domestic & international)
Industry	Education
Website	<a href="https://www.westernsydney.edu.au/">https://www.westernsydney.edu.au/</a>



## Company Background



**THE CULTURE EQUATION**

Company-at-a-Glance	
<b>Headquarters</b>	International Tower 3, Level 17/300 Barangaroo Ave, Barangaroo NSW 2000
<b>Year Founded</b>	2019
<b>Revenue</b>	500k annual
<b>Employees</b>	5
<b>Global Scale (Regions that you operate in or provide services to)</b>	Australia & New Zealand
<b>Customers/Output, etc. (Key customers and services offered)</b>	Management, Leadership, Culture & Diversity
<b>Industry</b>	Consulting
<b>Stock Symbol</b>	n/a
<b>Website</b>	<a href="https://thecultureequation.com.au/">https://thecultureequation.com.au/</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	Approx. \$850k since 2018
Number of (HR, Learning, Talent) employees involved with the implementation?	n/a No HR involvement – this has been department led
Number of Operations or Subject Matter Expert employees involved with the implementation?	3
Number of contractors involved with implementation	1
Timeframe to implement	On-going
Start date of the program	2018

## Fit to the Needs

### About Western Sydney University and Student Experience & Marketing

Western Sydney University (WSU) stands as a prominent institution in Australia, earning a place among the top 250 universities globally and has an expanding network of 11 campuses across Sydney and Sydney’s west, including 2 international campuses in Vietnam and Surabaya. Notably, over half of its 60,000 students are the first in their families to pursue higher education, highlighting the university's pivotal role in fostering social inclusion, diversity, and empowerment across Western Sydney.

The Office of Student Experience and Marketing (formally Student Experience Office) plays a pivotal role in shaping and promoting the University's brand, marketing its services, and overseeing the continuous enhancement of both the student experience and student support. In a higher education landscape marked by volatility and intensifying competition, SEM's strategic initiatives aim to optimize student retention, success, and satisfaction, thereby fortifying the University's appeal, competitiveness, and advocacy.

### A culture ripe for disruption

When Michael Burgess assumed leadership of the Student Experience Office, now Student Experience & Marketing (SEM), he was drawn by the chance to inject



innovation into the educational landscape. Armed with a wealth of experience in marketing and corporate strategy, Michael saw an opportunity to leverage his expertise in innovation to drive meaningful change.

Upon joining WSU, Michael recognized the pressing need to revolutionize SEM's culture. In many ways the culture represented the classic culture in most educational institutions; very hierarchal, risk-averse and siloed. Key elements of high-performance organizations, such as innovation, empowerment, recognition, collaboration and clear communication, were notably absent, hampering both student experience and staff satisfaction. As evidenced later in this submission, the NPS score at the beginning of SEM's culture transformative efforts was a mere 6.

The culture was translating to ineffectual outcomes regarding student experience and success, but also in regard to staff career development, pride and satisfaction. Staff tended to stay in their roles for a long time and were reluctant to change the way things were done. Staff were going through the motions rather than finding new ways to improve outcomes, stifling innovation.

At the time SEM operated with two distinct teams: the 'back-office' team handling functions such as admissions, enrolments and timetabling, and the 'customer-facing service' teams handling face to face student enquiries. This divide created friction, hindering collaboration and innovation.

Another important dimension was the restrictive industrial relations (IR) environment at the University. The strong enterprise agreement empowered those resistant to change to maintain the status quo. It also made it difficult to move poor performers on. This became a core challenge, putting up additional barriers to change that wouldn't exist in typical workplaces.

Adding to the complexity of this cultural hurdle was the mismatch between SEM's desired culture and the prevailing institutional norms across the university. Michael faced a tough decision: wait for top-down cultural change, or take action independently. Opting for the latter, he embarked on establishing a culture transformation initiative within SEM, hopeful it would expedite change within the department and potentially trigger broader cultural shifts throughout the organization.

Recognizing SEM's potential as a catalyst for transformation and enhanced customer experience university-wide, the team understood the importance of aligning their efforts with the overarching organizational goals. While initial resistance from the wider university community was inevitable, they remained optimistic that their program would eventually garner acceptance and influence across all levels of the institution. Fast forward to 2024, five years into the Culture Transformation Project, and the results are evident. The broader university community is taking notice, eager to delve into the innovative strategies and



practices pioneered by SEM, a testament to the impactful advances made in improving organizational culture and effectiveness.

As a testament to the progress made in cultivating our culture, SEM proudly shares testimonials from team members:

*“I enjoy my work in SEM for many reasons. Our team is full of caring, committed people, and I find myself inspired by many of them. We've dedicated a significant amount of time to discussing our values and how we enact them. These collaborations have allowed us to learn about each other, how we each prefer to communicate, what our work means and why it's important to us. Our team grows stronger as a result of these efforts, and it feels great to play a part in the process.”*

**Sami Beydoun, Team Leader, Student Services Hub**

*“Working in SEM feels like we have a really clear purpose – to shape the University in a way that is both functional and engaging for current and future generations of Students, and provide the podium for our students to tell us what that looks like. Being surrounded by people who share this goal is so inspiring, and creates a really grassroots feel in a lot of ways, with a bottom-up approach to making positive change. The SEM team are fun and enthusiastic, and make an effort to make genuine connections to each other and to our students, with a strong focus on creating a sustainable culture of reflection and improvement, always.”*

**Kimberley Moutia, Project Officer, Student Community**



## Innovation

Use this area to provide a description of your strategy to improve your corporate culture. How were you innovative?

### Co-Designed Solutions

Their strategy for improving culture within SEM was characterized by innovation on multiple fronts, particularly in their approach to co-designed solutions and strategic goal setting.

Initially, the team recognized the limitations of a one-size-fits-all approach in addressing the unique challenges within their organization. To tackle this, they forged a partnership with The Culture Equation, a renowned culture consultancy that shared their belief in the effectiveness of bespoke, co-designed solutions. Rather than seeking quick fixes off the shelf, they opted for a process that delved deep into understanding their specific challenges before even considering potential solutions.

This approach stood out for its innovation, as it allowed them to tailor their transformation efforts precisely to the organization's needs. By prioritizing customization and collaboration, they ensured that their initiatives resonated with the unique culture and circumstances of SEM, setting the stage for meaningful and sustainable change.

#### Discovery Phase:

The first step in the program was to commence a comprehensive 4-week discovery process to measure the scale of the challenge, identify the goals and establish the strategy. This involved data collection – both quantitative in regard to employee and student engagement, as well as qualitative via one-on-one interviews. Conducting this initial research was an important element for crafting the strategy and seeking buy-in.

The discovery phase identified four key challenges:

1. **Leadership:** The SEM Senior Leadership Team (SLT), was a team in name only. In order to lead the SEM transformation, the SLT needed to bridge that gap and become a cohesive, high-performing leadership team. This team was highly capable within their subject matter of expertise and with their own people. However, students' problems are cross-functional and that meant the SLT needed to come together to collaborate, share information and blend resources for the benefit of the students.
2. **Culture:** As a historically functional focused division, SEM had developed its own subculture focused on routine and processes over student experience and evolution. By developing a student focused culture, the SEM team could move from an inwardly focused organisation to one that



- harnesses the innovation, creativity and ingenuity of its staff to deliver better experiences and outcomes for the customer.
3. **Structure:** As a highly diverse division, SEM combines administrative tasks that require detail and exactness with strategic and innovation focused teams. Ensuring that both arms of the department were brought along on the journey was necessary to SEM's transformation success.
  4. **Strategy:** Previously the focus was on the areas that SEM had functional responsibility for, but not the overall student experience. There was a huge opportunity to evolve SEM to become the connectors between the customer interface and service delivery and drive a fantastic customer experience.

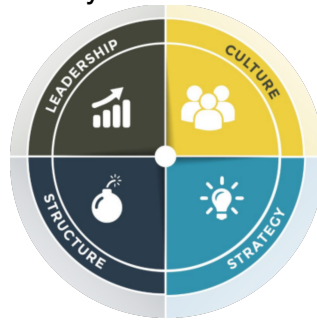


Figure 1 – Strategic challenges

#### Strategic Objectives:

As part of the discovery process, four key strategic goals were identified (Figure 2):

1. *Build a world-class leadership team.* It was understood that in order to deliver culture transformation, building leadership capability was key. Great culture influences great leadership, and great leadership influences great culture. The two-work hand-in-hand, and that's why SEM needed to create a program of work that addressed the two halves of the same coin, at the same time.
2. *Become a purpose driven organisation* with clear, operationalised and observable values and behaviours. It was understood that through developing and embedding purpose, vision and values that this would unlock the organisation's latent potential.
3. *Drive accountability.* Ensure that “what we say is what we do”, through increased feedback, accountability and discussion. This would be a significant departure from the previous culture, transforming how the department worked and the subsequent student experience.





4. *Empower managers* who can grow the people who deliver excellent student experiences. By providing managers with the permission, skills and support to unlock potential in their teams, it would lead to better outcomes.



Figure 2 – Strategic goals

## Program Development and Delivery

The culture transformation program was split into five parts to meet the strategic goals.

### Part 1: Build a world-class leadership team.

Culture change starts with leaders. By elevating the capabilities and trust within the SLT, organisations are able to move forward with a united front, rather than pulling in multiple directions.

It became clear that not everyone in the SLT within SEM was aligned. Without alignment at a leadership level, it was understood that alignment couldn't be expected at other levels of the organisation, which would put up unnecessary barriers for culture transformation. This became the priority before the rest of the work could commence.

The SLT in SEM was a group of disparate individuals who were a team in name only. They weren't collaborating or operating as a high-performing and cohesive unit. The goal was to shift the SLT to become a team that is interconnected, driven by the same purpose and goals, is comfortable challenging each other, open and comfortable providing regular constructive feedback. The team needed to appreciate each other and genuinely work together.

### Building a world-class team involves four key components:

1. **Ensuring the right people are on the team:** Cultural change hinges on alignment at the Senior Leadership Team (SLT) level. Having the right





individuals on the team is crucial, as culture transformation can reveal misalignments or cultural mismatches. It's essential to have committed leaders who are willing to see the change through, and be prepared to make changes or move people on when necessary. The leaders need to set clear expectations and highlight their commitment to alignment.

2. **Starting with the data:** In order to support the team moving forward, it was important to begin the process by benchmarking where the team was at. The Culture Equation established a Culture Dashboard to measure Identity, Belonging and Social Maps alongside deep qualitative analysis to unpack quantitative findings. By mirroring back the results, without judgement, they were able to build consensus around why the SLT needed to work on themselves, before working on the organisation.

### **Measuring employee experience and satisfaction:**

In their endeavour to foster a transformative cultural shift, SEM conducted an Employee Experience Feedback survey in 2019 and again in 2023 with an impressive 85% response rate. This comprehensive survey assessed various categories including engagement, collaboration, leadership, career development, skills & confidence, recognition, and more, serving as a pivotal tool for identifying strengths and areas for improvement.

Analysis of the survey results from 2019 (Figure 3) to 2023 (Figure 4) reflects a remarkable evolution directly attributed to the concerted efforts invested in cultural initiatives. Through strategic communication and the implementation of innovative programs tailored to address identified shortcomings, significant progress has been achieved across several key dimensions.

### Results comparison between 2019-2023:

- Managers who support their teams well saw a huge jump of 17%.
- Employees feeling empowered and trusted saw a 10% increase.
- Opportunities for career advancement went up by 13%.
- Communication among team members improved by 9%.
- Recognition for good work got a boost of 10%.

These noteworthy advancements underscore SEM's unwavering commitment to enhancing employee experience and cultivating a thriving culture conducive to productivity and fulfillment. The Employee Feedback Survey is scheduled for redeployment to staff in May 2024, with anticipation



of another surge in employee satisfaction due to the increase in culture awareness over the last year.

All SEO (Departments Only)

Comparison: Overall SEO

Breakout: Department ▾

Responses	258	Overall SEO	Campus Safety and...	Strategy & Perform...	Student Administra...	Student Engagement	Student Services
> Engagement	75%	88%	63%	80%	75%	76%	
> Autonomy and Empowerment	71%	91%	59%	74%	68%	72%	
> Career Progression	59%	73%	47%	57%	55%	65%	
> Collaboration	71%	81%	67%	73%	62%	74%	
> Communication	71%	91%	73%	68%	59%	72%	
> Leadership	61%	88%	60%	58%	62%	58%	
> Values	78%	94%	73%	80%	75%	79%	
> Recognition	59%	71%	54%	58%	50%	62%	
> Resources	48%	63%	49%	42%	44%	51%	
> Strategy Alignment	78%	94%	73%	81%	67%	80%	
> Supportive Management	65%	94%	56%	61%	59%	69%	
> Training & Development	59%	73%	47%	61%	53%	64%	
> Team Effectiveness	81%	96%	71%	82%	72%	86%	
> Skills & Confidence	78%	85%	80%	75%	79%	76%	
> Student Focus	74%	82%	66%	72%	66%	80%	

Figure 3 - Employee Experience Feedback Survey Heat Map Results 2019



Comparison: Overall SEM

Breakout: Department

	Overall SEM	Marketing	Strategic Insights & A...	Student Retention an...
Response Counts	113	38	9	66
> Engagement	79%	76%	85%	80%
> Autonomy and Empowerment	81%	76%	92%	82%
> Career Progression	72%	63%	94%	75%
> Collaboration	71%	56%	96%	77%
> Communication	80%	78%	100%	78%
> Leadership	64%	52%	70%	71%
> Values	80%	72%	96%	83%
> Recognition	69%	60%	81%	72%
> Resources	54%	39%	81%	59%
> Strategy Alignment	74%	68%	100%	75%
> Supportive Management	82%	81%	100%	80%
> Training & Development	64%	49%	85%	69%
> Team Effectiveness	83%	81%	93%	83%
> Skills & Confidence	80%	75%	94%	82%
> Student Focus	69%	45%	82%	76%

Figure 4 - Employee Experience Feedback Survey Heat Map Results 2023



### 3. Building interpersonal trust and a foundation of psychological safety

High performing teams set ambitious goals, make mistakes, and critically self-reflect, learning from both successes and failures. Trust is difficult to establish without understanding each other's values, preferences, and operating styles. SEM needed the SLT to get acquainted before addressing issues, fostering psychological safety to pave the way for genuine change. The Culture Equation designed a leadership program which supported the SLT to maintain and build their psychological safety through team and individual executive coaching. Through a series of off-site retreats, the program also enabled the SLT to connect more deeply than they ever had before. After investing in themselves as a team, the SLT saw significant gains in their levels of psychological safety.

### 4. Upskilling for impact

Psychological safety and connection are the foundations for great teams. And top-notch leadership skills are built on top of that foundation.

The Culture Equation ran a leadership program which upskilled the SLT team initially across a range of capabilities and improved their confidence in a range of areas including:

- Bringing up problems and tough issues
- Recognising and valuing the unique skills and talents of each team member
- Supporting each other through their actions
- Feeling safe to take risks in team
- Asking one another for help

The leadership program also built skills around communication, change management, coaching, innovation, feedback strategies, tailored communication based on personality preferences, leadership development and more.

The program incorporated design thinking as a methodology to enhance the SLT's ability to solve problems collaboratively. Design thinking allows for the design and iteration of solutions to complex problems through experimentation, innovation, and people-centric thinking. The team were challenged to together solve a real world, complex problem for a charity organisation. By starting out with a third-party problem to solve, it removed some of the biases and assumptions that had previously impacted the team's ability to work together, while teaching and embedding design thinking and problem-solving skills. This proved to be a powerful vehicle to build capability as it enabled learning through practice. The



charities were able to adopt the solutions put forward, a rewarding experience for the SLT who were motivated by the impact their solutions could make.

This leadership initiative, previously conducted twice with the immediate SLT, saw its most recent iteration from March to August 2023. This time, it included a diverse cohort of new managers, team leaders, and emerging leaders within SEM. It marked a significant milestone as the program was extended to encompass the broader leadership team, demonstrating SEM's commitment to fostering a unified and values-driven workplace, resulting in remarkable outcomes.

The decision to expand the program's reach proved instrumental in shaping SEM's overall culture as it is today. It provided leaders at various levels with an opportunity to align on key leadership objectives, goals, and, importantly, shared values. This extension sparked a profound shift in SEM's collective culture, fostering a newfound sense of cohesion, clarity, and collaboration across departments and teams.

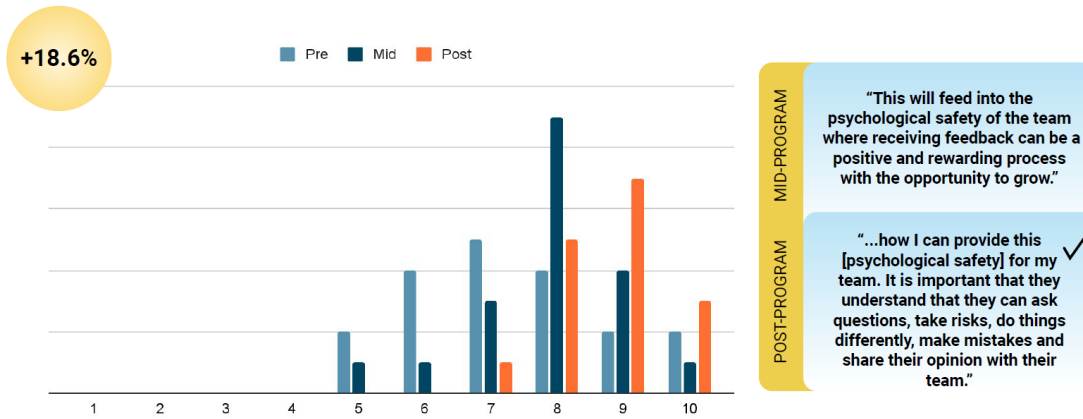
Key to the success of the program was the emphasis on building human connections and getting to know one another. The leadership program concluded with an overnight offsite, allowing for reflection and bonding. Participants clarified their leadership goals and team dynamics, deepening trust. This strengthened relationships and fostered a culture of mutual accountability, cooperation, and respect.

The ramifications of broadening the leadership program have been transformative for SEM, laying a sturdy groundwork for sustained progress and success in the future. Below are results from the most recent leadership program indicating results pre, mid and post leadership program (*Figures 5,6,7,8*).

Since the conclusion of the leadership program in August 2023, SEM has continued to fortify its organisational culture by implementing a comprehensive Social Contract (Appendix 1 – Social Contract). Reflecting SEM's core values, the Social Contract outlines principles for navigating conflict, fostering collaboration, making decisions, and facilitating effective communication. It not only provides a roadmap for planning and collaboration but also serves as an essential tool for navigating difficult discussions and fostering a culture of mutual respect, accountability, and trust among team members.



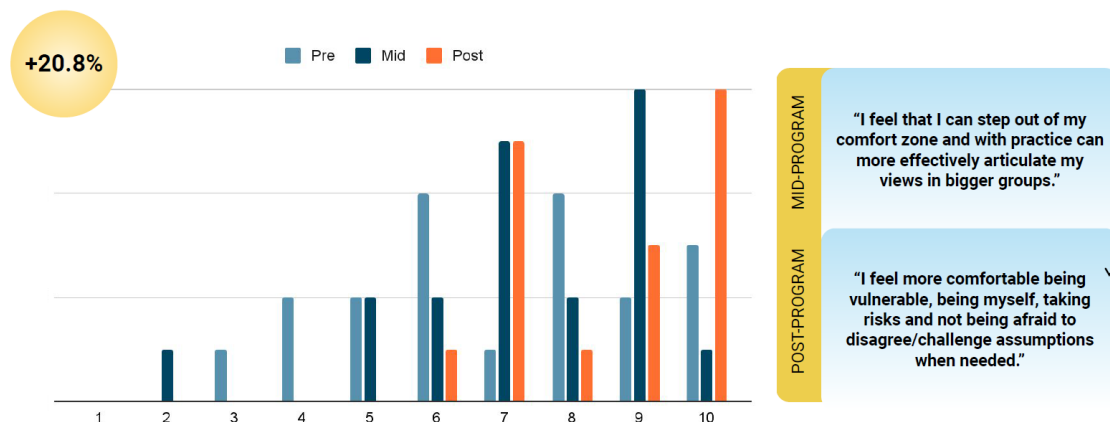
## I feel confident in my ability to create an environment of high psychological safety and have clear strategies for doing so



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Figure 5 – Results from 2023 Leadership Development Course

## I feel safe to take risks in this leadership team



15

Figure 6 - Results from 2023 Leadership Development Course



## Our values are communicated regularly

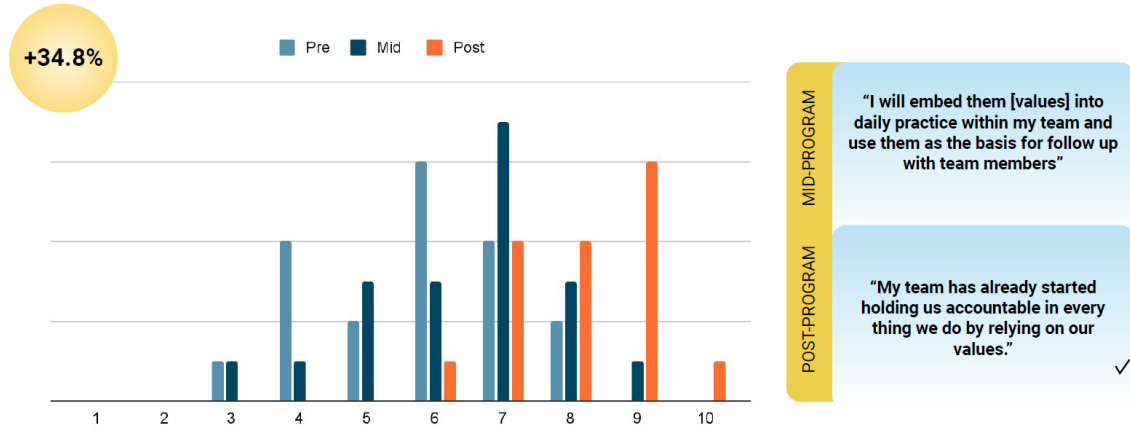


Figure 7- Results from 2023 Leadership Development Course

## Our values guide decision-making

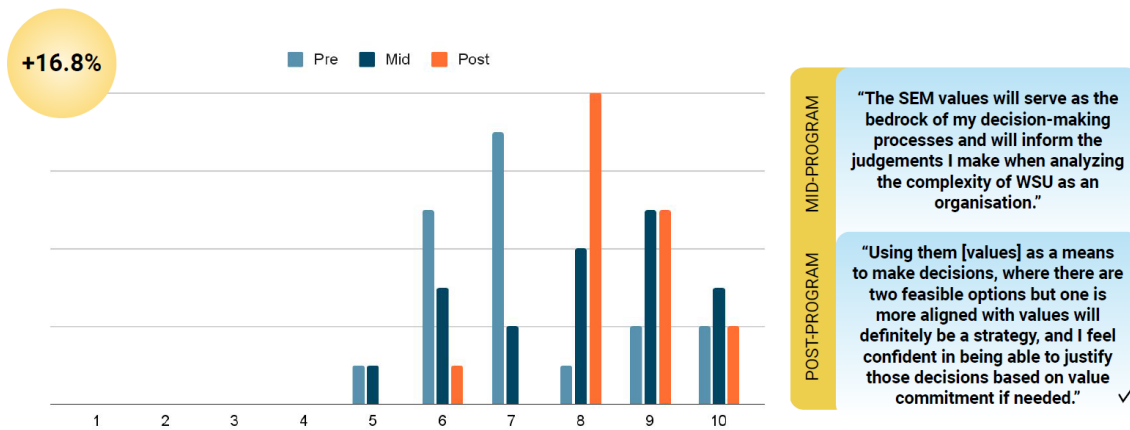


Figure 8 - Results from 2023 Leadership Development Course





## **Part 2: Become a purpose driven organisation with clear, operationalised values**

It was understood that strong values would not only guide what SEM did for the student, by how they would do it.

The goal was to move from a process and task-oriented team that saw the student as part of the production line, to a team that put the student at the centre of everything they do. Given the absence of established institutional values at the time, SEM undertook the initiative to pioneer and develop its own, showcasing their innovative spirit and commitment to excellence.

To enable this, SEM needed to have a strong identity and purpose.

It was decided that creating organisational values should be leader-driven while inclusive of all voices across the organisation. To create a shortlist of the organisational values, The Culture Equation supported the SLT through an inclusive values design process by taking three key steps:

1. Understanding the values of the 'high performers' - The people who were already displaying the exact behaviours that SEM wanted to see in the organisation going forward.
2. Understanding the values of the portfolio and listening to voices across SEM. A lot of work was done to involve everyone in this process via focus groups and a SEM wide survey of 242 staff (See Appendix 2 – Values Survey 2019) which had a 96% response rate. There were ongoing conversations around where the gaps were, how to close gaps, how to identify values and how to embed values in a meaningful way.
3. Shortlisting values from the focus groups revealed the top 10 portfolio values. Staff across SEM were given the choice to nominate the optimal number of values between 3-10. The final decision was 5.

Once the purpose, aim and values were created, they were shared across the department.



These were:

**Purpose:** Provide an awesome experience that transforms the lives of our students

**Aim:** To improve student success – more students graduating

**Values** (see figure 9):

(See Appendix 3 - SEM Values)

- We are honest, transparent and accountable
- We are kind, supportive and humble
- We keep the student at the heart of everything
- We are curious and challenge the status quo
- We collaborate to achieve more

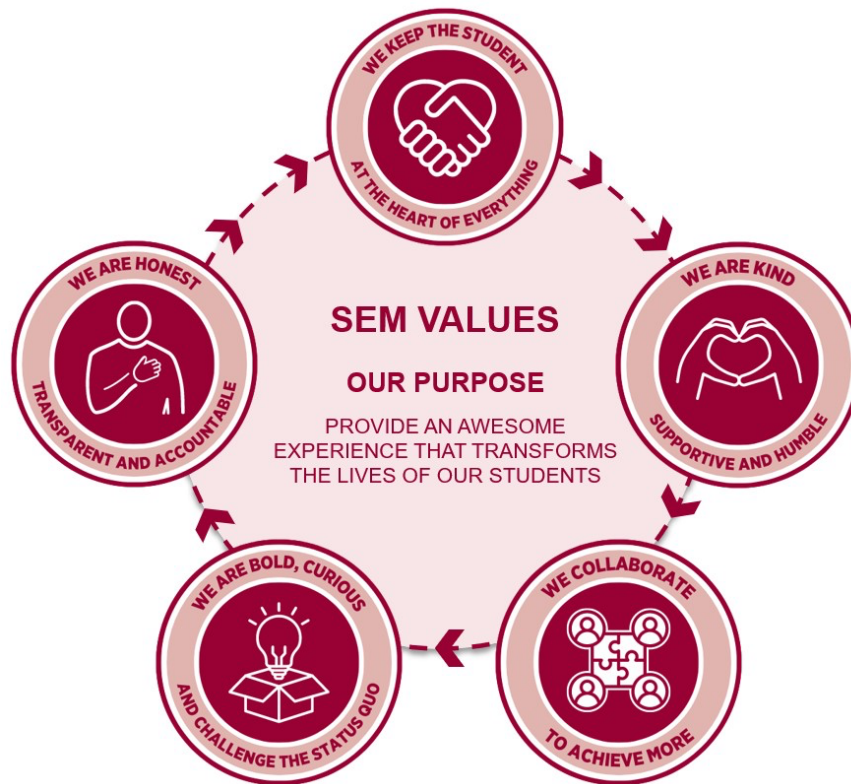


Figure 9 – Values



Three strategies were employed to ensure that all people across SEM embraced and brought the values to life.

1. A unified communication plan so that leaders embedded the values with one voice and incorporated into their language and behaviours.
2. Making the team part of the process. Each SLT member worked with their own teams to define the values-based behaviours that they expect from one another through their work. By allowing each team to define their own behaviours, this increased buy-in across the organisation while allowing for differences between administrative and strategy focused teams.
3. Embedding the values into the employee lifecycle. Each SLT member took responsibility for one step in the employee lifecycle to ensure that every aspect of the employee experience was guided by the company values.

**Part 3: Drive accountability. Ensuring that “what we say is what we do”, through increased feedback, accountability and discussion.**

Transitioning from a culture of low accountability to one emphasizing commitment was the objective, initiated by surveying staff to gauge leaders' support for psychological safety and team effectiveness through an Upward Feedback Survey. This survey facilitated the identification of high-performing managers by the SLT, enabling peer-peer training for them and enhanced support for struggling managers. This process not only improved leadership capabilities by fostering a safe environment for feedback and growth but also aligned team behaviours with organizational goals, thus enhancing organizational strategy.

**Part 4: Empower managers who can grow the people who deliver excellent student experiences**

Confident leaders inspire empowerment within themselves, subsequently fostering empowerment within their teams. Building upon the success of uplifting the SLT, the focus shifted towards investing in SEM's wider leadership team. The objective was to transition from individual leaders to a cohesive, empowered collective, driving towards common goals.

**Part 5: Embed culture initiatives into the day-to-day**

Building and maintaining culture became ingrained in daily operations through leadership modelling expected behaviours, keeping accountable through robust communications demonstrated with the Zoom Bombs, Mega Zooms, Lunch & Learns, and recognition texts from leadership. Peer-led initiatives, driven by a dedicated group of Culture Change Champions, empower staff to actively shape



and uphold the desired culture, promoting accountability and engagement. Moreover, teams within the department have taken ownership of culture, implementing their own initiatives such as team-building events and mental health support programs.

### Measurable Benefits

The culture transformation program has been extremely successful, delivering significant and measurable change at SEM.

SEM now has a clear purpose and clear behavioural standard that they hold themselves to through their values. They are also an organisation with much stronger leadership across many levels. This is both because leaders themselves are more confident in their own abilities and because teams can provide feedback to their leaders, supporting them to grow, as they grow the team. Culture is a priority at all levels of the department and the teams report a cultural change they can clearly see and feel.

The impacts of the culture transformation program are measured in several ways:

### Post-program confidence

In regard to the leadership development program, The Culture Equation measured a range of metrics in relation to post-program confidence including in regard to problem solving, delivering and receiving feedback, decision-making and communication. There was a sizable increase of at least 20% in confidence in all areas following the completion of the program (Figure 11).



Figure 11 – Post-program confidence

### Student Service Hub Innovation & Student Success Outcomes

The Student Services Hub team, where every interaction with their students matters, recently embarked on a significant technology upgrade for their contact



centre management system. From day one, they achieved a remarkable milestone by seamlessly handling 1,163 calls without any downtime, during a peak period, showcasing their readiness to embrace change and adapt swiftly to new technologies. Despite the busy atmosphere, they seamlessly transitioned to handling well over 500 calls without skipping a beat, ensuring that no student was left waiting for assistance.

Over the following months, the team expanded their toolkit across multiple communication channels. They introduced features like 2-way SMS and a highly anticipated chatbot, expanding the options available to students seeking support.

The impact of their efforts was tangible. In 2023, there was a remarkable 13% increase in interactions compared to the previous year, a testament to their commitment to keeping the student at the heart of everything they do. But it wasn't just about the numbers; it was about making a real difference in students' lives.

Productivity soared as well. The once daunting call abandonment rate plummeted from nearly 50% to consistently less than 5%, ensuring that every student's call was answered, and every concern addressed. The average speed of answer saw a significant drop from 23 minutes in 2022 to just 8 minutes in 2023, reflecting their dedication to providing timely assistance.

In 2023, customer satisfaction soared, surpassing 90% across all channels. Phone interactions saw an impressive average satisfaction rate of 96.8%. These outcomes weren't just about numbers; they were about the impact of a culture-driven transformation on enhancing the student experience. The Student Service Hub team have also won the Most Consultative team in the Customer Experience Experts Australia - CSBA Awards two years in a row nationally.

### **Half-Yearly Event Feedback**

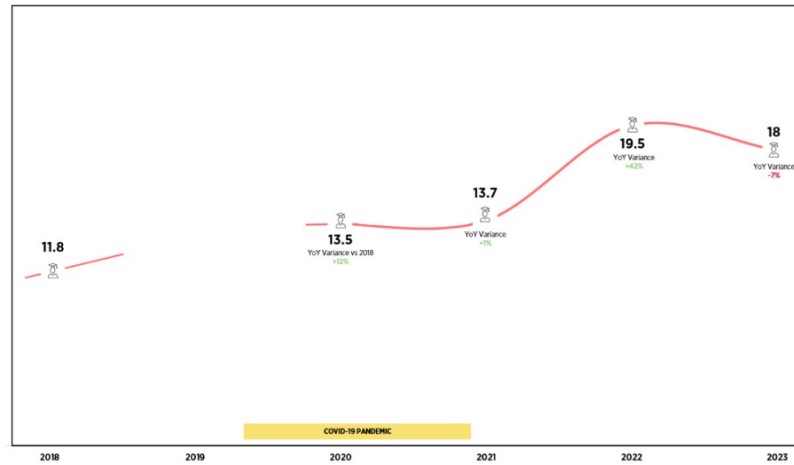
SEM hosts an annual in-person event aiming to unite the department and facilitate team updates, strategic insights, and team-building activities across its 11 campuses providing a unique opportunity for face-to-face interaction among employees, fostering strong human connections. Feedback from the 2018 and 2022 Half-Yearly events highlights significant improvements, (See Appendix 4 – 2018 & 2022 Half-Yearly Feedback). For instance, understanding the department's direction increased from 64.54% in 2018 to 89.61% in 2022, reflecting enhanced efforts in articulating values and vision. Similarly, the percentage of attendees agreeing that the event provided actionable information increased from 52.72% in 2018 to 72.73% in 2022, indicating greater buy-in and engagement. Moreover, personal motivation saw an increase from 76.36% in 2018 to 92.2% in 2022, reflecting improved morale and motivation within the department.

### **University NPS Progress Report**



The University NPS measures the entire student experience including teaching, and therefore is only a partial measure of SEM performance. That said, there has been a noticeable improvement between 2021 and 2022 from 13.5 to 19.5. It is expected that the culture transformation at SEM would have had at least a small impact on these results. (Figure 15)

There is an overall upward trend in NPS over the past 5 years, indicating a relative stable level of student loyalty and advocacy.



2018 NPS score derived from 340 responses to Western You Pulse survey to opted in current Domestic & International students. NPS was not collected from current students in 2019.  
 2020 NPS derived from 1,242 responses to Western Success Evaluation Survey to Domestic & International students in Western Success pilot program.  
 2021, 2022 and 2024 CSAT derived from 4419, 4200 & 3199 responses respectively to End of Year Satisfaction Survey to current Domestic & International students.

Figure 15 – University wide NPS score 2018-2023

## Student Experience & Marketing NPS Progress Report

In SEM’s ongoing mission to cultivate an exceptional workplace environment, they prioritise understanding their staff’s likelihood to recommend SEM as a great place to work to their family and friends. The following NPS scores highlight SEM’s journey to date:

**2019: NPS score – 6 (Figure 14)**

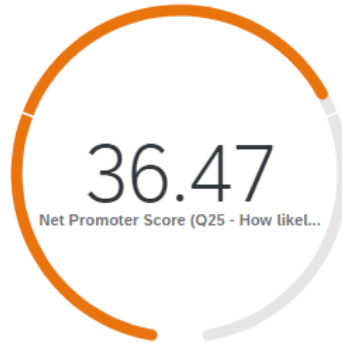
**June 2023: NPS score – 33 (Figure 13)**

**December 2023: NPS score – 36 (Figure 12)**

These figures clearly demonstrate the remarkable evolution in their staff’s satisfaction levels. This significant positive shift can be directly attributed to the implementation of strategic culture initiatives. By fostering an environment that values employee well-being, empowerment, inclusivity, and growth opportunities, we have not only elevated workplace satisfaction but also strengthened our organisation’s reputation as an employer of choice. Our commitment to nurturing a culture of excellence continues to drive our success, positioning SEM as a beacon of employee satisfaction and organisational excellence within our industry.



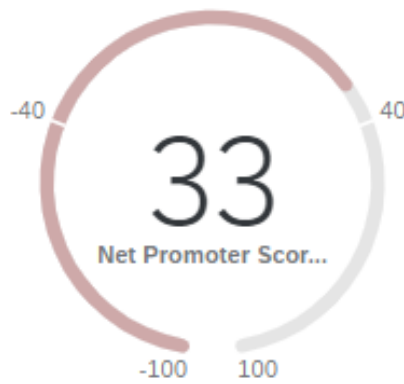
How likely are you to recommend SEM to your family & friends as a great place to work? 85 ⓘ



**Dec 2023**

*Figure 12 – December 2023 NPS Result*

NPS for SEM 115 ⓘ



**June 2023**

*Figure 13 – June 2023 NPS Result*



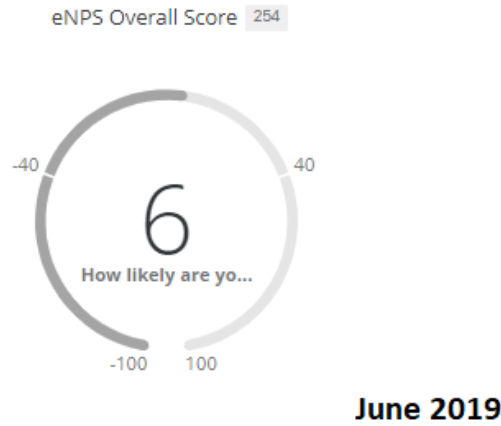
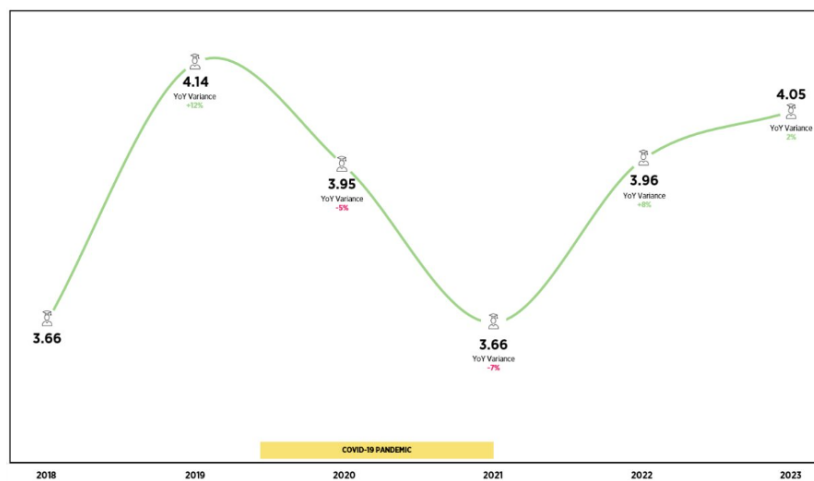


Figure 14 – 2019 NPS result

### Customer Satisfaction (CSAT) score

The Universities Customer Satisfaction (CSAT) score serves as a critical measure of satisfaction derived from an organization's offerings. Despite challenges posed by COVID-19, Western maintained its commitment to customer satisfaction, reflected in a rise from a commendable pre-pandemic CSAT score of 4.14 to 4.05 in 2023. This upward trajectory demonstrates Western's resilience and adaptability, showcasing its enduring dedication to enhancing customer satisfaction over the past five years. With the potential to reclaim its pre-pandemic CSAT score, Western stands as an exemplar of customer-centric excellence, poised for an impressive rebound amidst challenging times.

There is an overall upward trend in Customer Satisfaction (CSAT) over the past 5 years, despite the fluctuation associated with the impact of the COVID-19 pandemic. In fact, Western is on track to returning to the pre-pandemic CSAT score.



2018 & 2019 CSAT score derived from 360 & 2884 responses respectively to WesternYou Pulse survey to opted in current Domestic & International students.  
 2020 CSAT derived from 1,242 responses to Western Success Evaluation Survey to Domestic & International students in Western Success pilot program.  
 2021, 2022 and 2024 CSAT derived from 4419, 4200 & 3199 responses respectively to End of Year Reflections Survey to current Domestic & International students.

Figure 16 – University Customer Satisfaction Score 2018-2023



### QS World University Rankings

In 2023, Western Sydney University achieved an overall ranking of 375<sup>th</sup> in the world out of almost 1,500 institutions. This is an impressive rise of 126 places and our highest ranking to date. (Figure 17 & 18)

Locally, the University ranked of 22<sup>nd</sup> out of 38 Australian institutions, representing their best national performance and up three places from last year.

The QS World University Rankings is one of the world’s most-consulted university ranking systems. Now in its 20<sup>th</sup> year, the Rankings assess institutions against a range of performance indicators, including academic reputation, faculty/student ratio, citations and sustainability.

#### Rankings & ratings

RANKINGS    QS STARS RATINGS

Western Sydney University is one of the top public universities in Milperra, Australia. It is ranked #=375 in QS World University Rankings 2024.

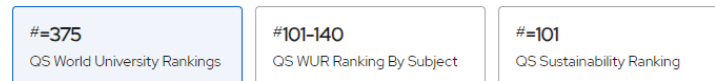


Figure 17 – Western Sydney University QS Ranking

<https://www.topuniversities.com/universities/western-sydney-university>

<https://www.westernsydney.edu.au/future/why-western/global-rankings>

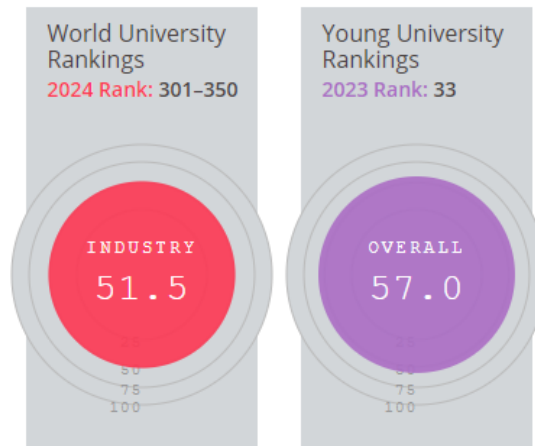


Figure 18 – Western Sydney University QS Ranking

<https://www.westernsydney.edu.au/future/why-western/global-rankings>



### Times High Education Rankings

Western Sydney University proudly maintains its #1 position in the 2023 Times Higher Education (THE) University Impact Rankings for the second consecutive year, showcasing its global recognition and commitment to sustainable development goals. With participation from nearly 1,600 institutions worldwide, the rankings evaluate contributions across teaching, research, outreach, and stewardship, resulting in Western Sydney University securing the top spot with an impressive overall score of 99.4 out of 100. This remarkable achievement underscores the dedication of the university's staff, students, researchers, and community partners, with the transformative culture at SEM likely contributing to these exceptional results.

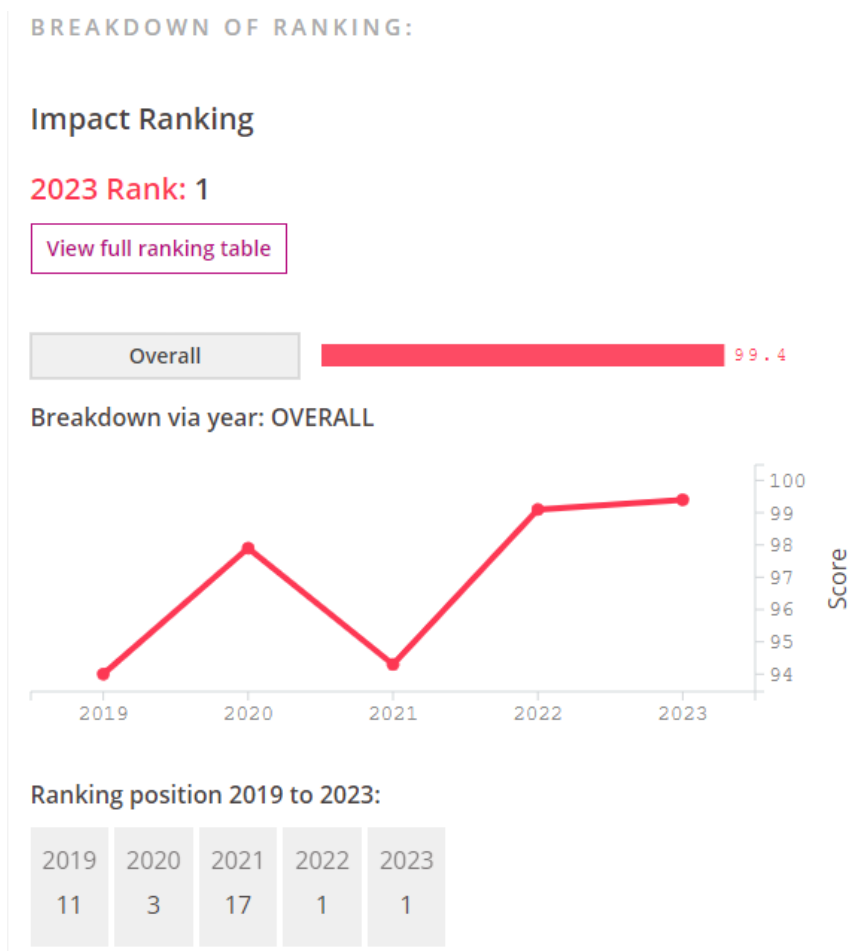


Figure 19 – Times Higher Education Impact Ranking #1 two years in a row

<https://www.westernsydney.edu.au/future/why-western/global-rankings>



*Figure 20 – Rankings Badges*

### **Identifying priorities**

To identify priority areas for our culture transformation, SEM relies on insights from its Employee Experience Feedback Survey (Figures 3 & 4). Following the survey, each team meticulously reviews the results to pinpoint areas for improvement within their respective domains. The responsibility then falls upon the Team Culture Champions to engage in discussions with managers, highlighting priority areas and leading culture initiatives tailored to address specific needs.

At the departmental level, attention is directed towards analysing the bottom five areas for improvement identified within the survey results (Figure 21). For instance, one of the identified areas for improvement in the 2023 survey was ‘we are good at on-boarding new starters’. To address this, a comprehensive 30-day onboarding plan was developed, incorporating personalised milestones to ensure a warm welcome and smooth integration into the team (refer to Appendix 5 – 30 Day On-Boarding Plan). Similarly, another two bottom five areas identified ‘I have a clear understanding of my career path at WSU’ and ‘In SEM we recognise and promote people based on performance/merit’. To address this category an innovative solution called SeenCulture has been introduced. This platform utilises advanced technologies like AI, GPT, and driver analysis to gather insights through 360-degree surveys, presenting the data in a user-friendly dashboard. By leveraging this tool, managers are equipped to support professional growth and performance planning effectively, while also ensuring that team members feel valued and recognised for their contributions, shining a light on any untapped potential within teams. Through a systematic approach guided by survey data analysis, the organisation effectively prioritises and addresses key areas for culture enhancement, driving positive transformation across the board.

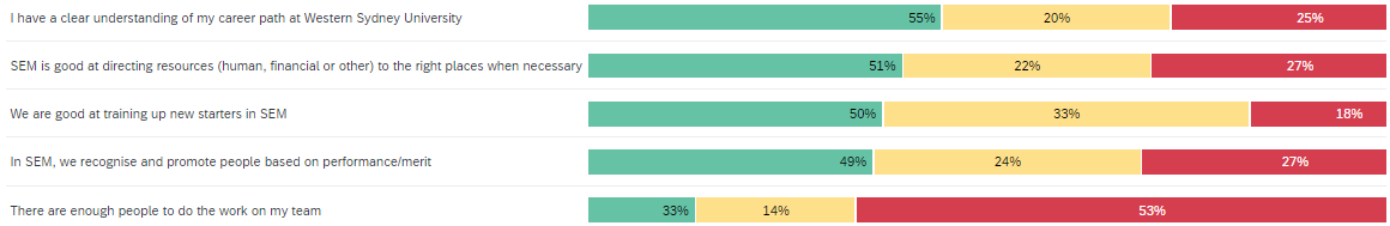


Figure 21 – Bottom 5 areas for improvement – 2023 Employee Experience Feedback Survey

## Overall

### Future Outlook & Key Findings

In reflecting on the journey of culture transformation, a significant milestone emerged in 2023 with the departure of Michael Burgess, the visionary behind the culture transformation initiative. At the time, uncertainty loomed over how this leadership change would impact SEM's culture. However, with a new leadership team in place, the culture has not only endured but continued to flourish as the driving force behind behaviours and decision-making processes, from top to bottom. The values, carefully developed and ingrained into SEM's fabric, serve as more than just words on paper—they are actively integrated into every aspect of daily operations, from communications to meetings. Discussions around these values have become a daily ritual, reinforcing their importance and relevance in guiding interactions and shaping behaviours.

Significantly, SEM has invested considerable effort at the team level to understand the meaning of these values and empower team members to utilise them as guiding principles in their day-to-day interactions. This emphasis on clarity and alignment has created a culture where deviations from these values are promptly identified and addressed. Through fostering an environment of psychological safety, team members feel empowered to call out behaviours that do not align with the established values, knowing that they have tangible support to uphold these standards.

**Communication is Key:** Since introducing a robust communications/culture initiatives strategy (see Appendix 6 – Culture Initiatives) we have seen a number of key findings.

**Enhanced Transparency & Accountability:** Through the implementation of diverse communication channels such as monthly lunch and learn sessions, mega zoom meetings, monthly newsletters, and weekly wrap-up messages from the Chief Marketing & Experience Officer and dedicate SEM Teams channel, SEM



now actively nurtures a culture of transparency and accountability. This strategic approach ensures that employees have consistent access to updates, insights, and information regarding departmental initiatives, thereby fostering a culture of trust and openness within the team. Recognising the importance of keeping staff informed and engaged, the Senior Leadership Team (SLT) has made it a top priority to ensure that employees are included and informed about key projects from their earliest stages, thereby promoting widespread buy-in and alignment throughout the organisation.

**Enhanced Collaboration and Knowledge Sharing:** SEM has implemented a range of initiatives aimed at deepening collaboration and facilitating knowledge exchange among employees. Notably, the introduction of lunch and learn sessions and the establishment of dedicated Teams channels have served as dynamic platforms for employees to engage in collaborative endeavours, share insights, and draw inspiration from one another's expertise. Additionally, SEM has recently launched a comprehensive staff intranet, providing a centralised hub for accessing resources, sharing updates, and facilitating communication across the department. This intranet serves as a valuable repository of institutional knowledge, enabling employees to access information swiftly and efficiently, thereby enhancing collaboration and streamlining workflows.

**Strengthened employee engagement through recognition:** The implementation of peer-nominated Champion of the Month awards, Leader of the Year accolades, and personalised weekly recognition messages from the leadership team serves to foster a culture of appreciation and acknowledgment within SEM. This concerted effort to recognise and celebrate employee contributions has returned tangible results, evidenced by heightened morale, motivation, and overall job satisfaction among staff members. Moreover, these initiatives have contributed to increased levels of engagement and commitment to the organisation, as evidenced by the increase in performance received in the Employee Experience Feedback Survey (Figure 3 & 4) and NPS scores (Figure 12,13,14).

## What was learnt?

Key Learnings from Our Culture Transformation Program:

- **Staff Engagement and Openness:** The degree to which many SEM staff were on board with the program was a surprise. While there was resistance by some, this wasn't a majority view, which demonstrates that the culture was ripe for transformation with many staff in favour of a shift.
- **Integral Role of Leadership:** Strong leadership is crucial for successful culture transformation. Involving the entire SEM Leadership Team in the leadership program was a pivotal moment for SEM as it created alignment



- and focus on the importance of culture and our values which became top priority. The SEM leaders understood the significant role culture plays to motivate and empower their teams to be innovative and high performing.
- **Empowerment at all levels:** Empowerment at all levels has become a cornerstone of SEM's culture, fostering an environment where every voice is valued and every perspective matters. Peer-led initiatives, supported by leadership, highlight the vital role of grassroots involvement in effecting meaningful change. With a newfound emphasis on inclusivity, managers ensure that individuals at every level of the hierarchy have the chance to contribute and lead, nurturing a culture where empowerment drives innovation and collaboration.
  - **Supporting staff to thrive:** SEM is doubling down its efforts to support staff in achieving their professional development goals and aspirations. Introducing the SeenCulture platform marks a significant step forward, with managers eager to leverage its data to inform discussions with staff. This initiative ensures that employees have clear, defined goals and ambitions, tailored to their strengths and capabilities.
  - **Ongoing Nature of Culture Work:** A major learning was that no matter how entrenched a poor culture is or how difficult the cultural challenges may seem; change is always possible. It may not happen overnight, but that doesn't mean it won't happen. Maintaining faith in the process is critical. Once SEM shifted their focus from the problems and the poor performers to the majority of staff with untapped potential, cultural change accelerated.
  - **The power of recognition:** the SEM team have learned an invaluable lessons on the power of recognition in enhancing motivation and fostering a positive workplace culture. Through consistent and intentional acknowledgment of employees' efforts and achievements, we witnessed a remarkable shift in morale and engagement, as individuals felt valued and inspired to contribute their best. Management gets sent a weekly reminder to reach out and acknowledge those within and outside their teams.
  - **Courage and Risk-Taking:** The importance of being brave and taking risks was another key learning. Buying into a risk narrative can squash culture transformation efforts. It's important to press on.

A comprehensive culture plan has been outlined for 2024 (see Appendix 7 – Culture Plan). And with growing interest across the University, SEM will be actively sharing their insights to inspire and drive transformative change throughout the organisation.

Finally, the major learning was the impact that culture change can have on an organisation can't be underestimated. It is completely transformative. The culture





transformation at SEM has unlocked huge potential and the team is excited to see the continued impact this has in the coming months and years.

## Appendix 1 – Social Contract

### Our Social Contract

How we will interact, communicate, collaborate and make decisions together

#### WHAT MOTIVATES US

- Our students
- Relationships with our colleagues
- Finding purpose in our roles/ understanding where we fit
- Seeing the final product come to life / our impact
- Seeing our teams in SEM thrive

#### HOW WE COMMUNICATE

- With respect
- Active listening
- Two-way communication
- Clear and concise – use common language
- Be transparent
- Be mindful of different personality styles
- Be open and honest
- No talking behind backs
- Keep all stakeholders in the loop
- We communicate as a united front when dealing with external clients to ensure there is consistent messaging, no surprises and we are all prepared

#### HOW WE COLLABORATE

- Clear roles and responsibilities
- Alignment on end goal – why we are doing this
- Clear priorities and deadlines
- Inclusive decision-making processes
- Regular communication – keep all parties in the loop
- Feedback for continuous improvement
- Collaborative problem solving – embrace different ways of working
- Team work: Being willing to support each other
- Breaking down silos

#### HOW WE MAKE DECISIONS

- Make data informed decisions where possible for continuous improvement
- Seek input and buy in from relevant stakeholders
- Empower teams to make decisions within their area of responsibility
- Consider potential risks
- Be brave and make time considerate decisions
- Take the time to listen and understand before making decisions
- Clear priorities and deadlines
- Transparency around decisions and impact on teams and stakeholders

#### HOW WE NAVIGATE CONFLICT

- Address conflict quickly
- Open communication
- Active listening
- Respect individual boundaries
- Focus on solutions – no blame
- Constructive feedback
- Be accountable for your actions
- Take time to reflect
- Think before you speak

#### HOW WE BUILD TRUST

- Follow through on commitments
- Make the time to build personal connections
- Show respect & empathy
- Own up to mistakes and learn
- Support each other and be a team player
- Recognise and acknowledge achievements
- Be open and honest
- Be reliable
- Give and receive constructive respectful feedback
- No blaming

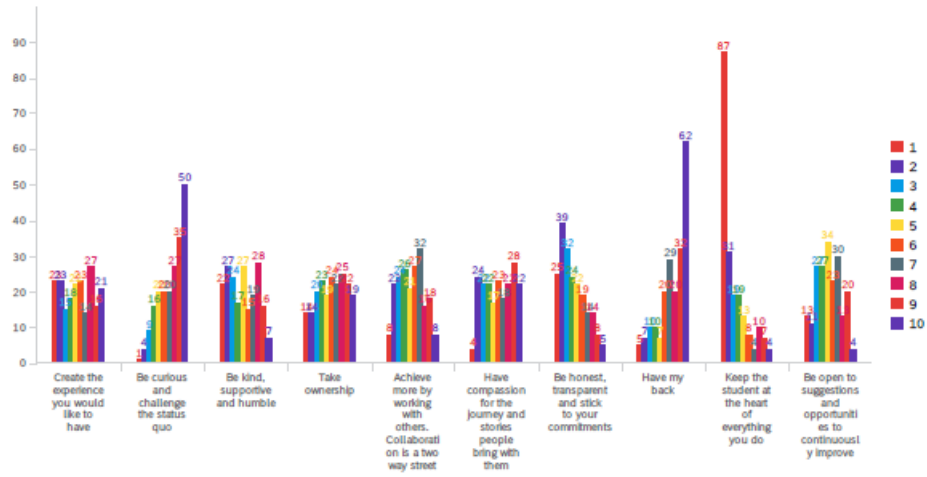
## BRINGING OUR CONTRACT TO LIFE

- Table the contract at monthly team meetings for accountability check-ins.
- Review real-life scenarios to demonstrate the application of our framework for future reference.
- Conduct bi-monthly retrospectives to assess team dynamics, collaborative practices, and adherence to the contract. Invite a different team within your respective areas to join in to learn/provide feedback.
- Use the framework to guide project planning stages
- Strive as a team for continuous improvement



## Appendix 2 – Values Survey 2019

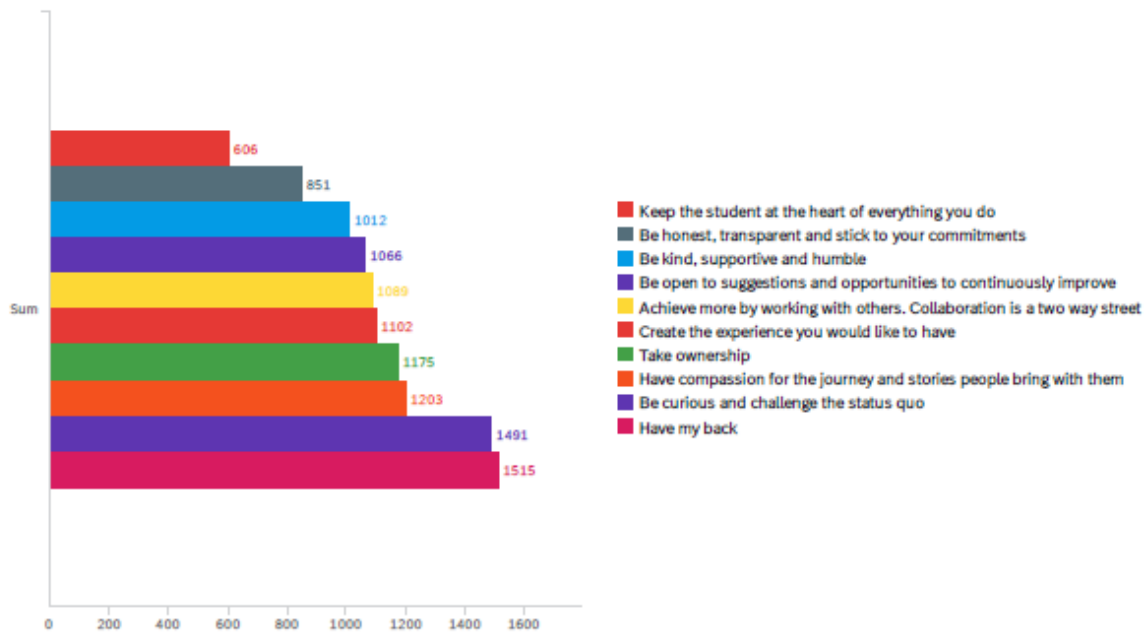
Q3 - Following a number of team workshops and focus group sessions with a cross-section of people from the SEO, the following core values have been drafted ready for you to rank in order of priority. Please tell us us how you would rank these from 1 to 10, in the order of the values you feel are most important for the SEO to adopt: (Drag and drop the values from 1 to 10 in order of priority)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Create the experience you would like to have	1.00	10.00	5.46	2.91	8.49	202
6	Have compassion for the journey and stories people bring with them	1.00	10.00	5.96	2.72	7.41	202
4	Take ownership	1.00	10.00	5.82	2.71	7.34	202
3	Be kind, supportive and humble	1.00	10.00	5.01	2.71	7.34	202
8	Have my back	1.00	10.00	7.50	2.55	6.48	202
9	Keep the student at the heart of everything you do	1.00	10.00	3.00	2.52	6.36	202
7	Be honest, transparent and stick to your commitments	1.00	10.00	4.21	2.47	6.10	202

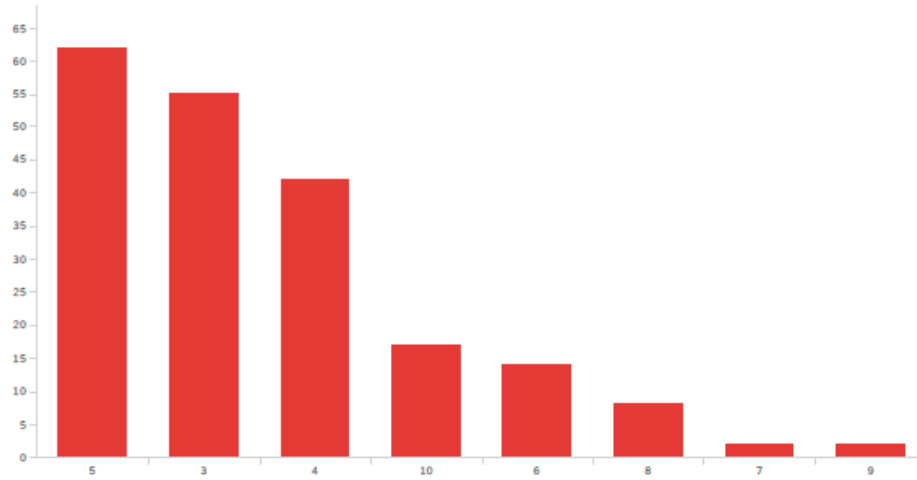


5	Achieve more by working with others. Collaboration is a two way street	1.00	10.00	5.39	2.44	5.96	202
2	Be curious and challenge the status quo	1.00	10.00	7.38	2.35	5.50	202
10	Be open to suggestions and opportunities to continuously improve	1.00	10.00	5.28	2.34	5.48	202





Q4 - What would be the optimal amount of values for you to remember?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What would be the optimal amount of values for you to remember?	1.00	8.00	2.92	2.00	4.02	202



**Appendix 3 – SEM Values**

# OUR VALUES



**We keep the student at the heart of everything**

Students are our reason for being. Being student centered is what sets us apart. We are devoted to supporting our students and totally committed to their success.



**We are honest, transparent & accountable**

We act with integrity. We say what we mean and we mean what we say. We own up to our mistakes and learn from them. We take responsibility for our actions and give and openly receive honest, constructive feedback.



**We are kind, supportive & humble**

We are fair, respectful, lift each other up, help each other and are ready to learn. We encourage and acknowledge each other's efforts and accomplishments.



**We are bold, curious & challenge the status quo**

We are brave. We share our great ideas. We challenge directly. Where we can improve, we will. Be bold, take the initiative and lead the way. We can all make a difference!



**We collaborate to achieve more**

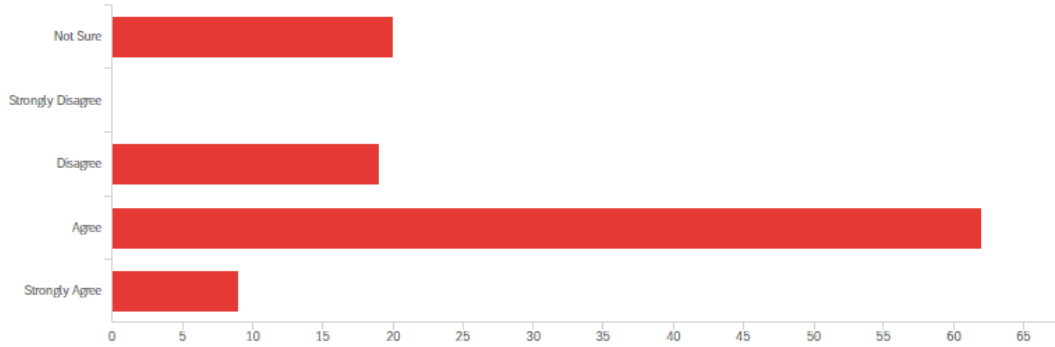
Collaboration is a two-way street. We share our knowledge, collaborate widely, trust each other and work as one team. We ask for help. Together we will deliver excellence..



## Appendix 4 - 2018 & 2022 Half-Yearly Feedback

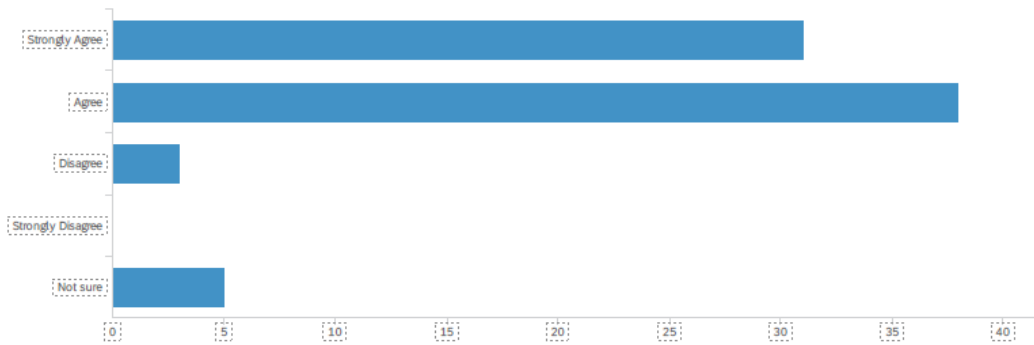
### 2018 Survey Results – Half Yearly

Q5 - The SEO Conference helped me understand where we are heading in the SEO



### 2022 Survey Results – Half Yearly

Q5 - The SEM Half Yearly helped me understand where we are heading in the SEM

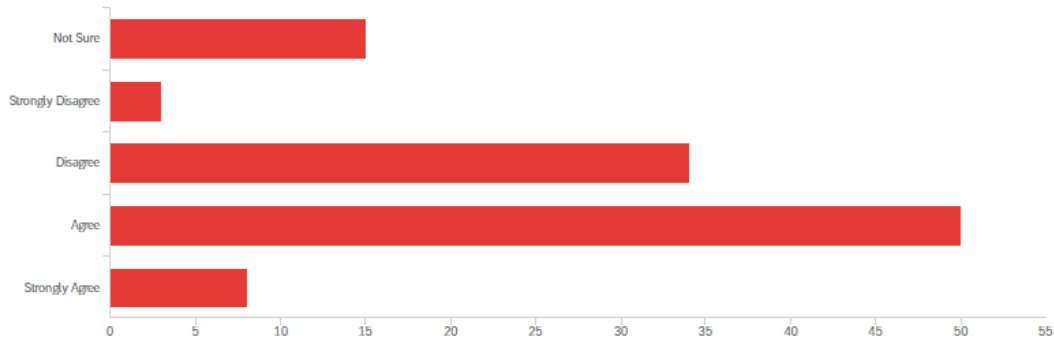




### 2018 Survey Results – Half Yearly

Q6 - The SEO Conference gave me actionable information that will help me in my work

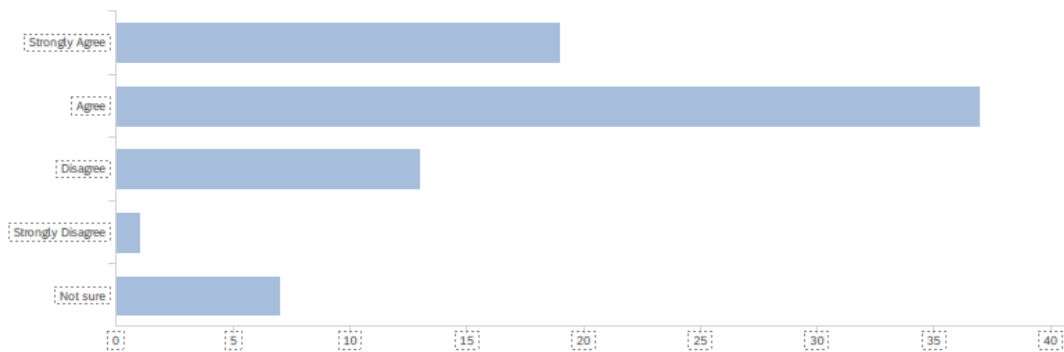
life



### 2022 Survey Results – Half Yearly

Q6 - The SEO Half Yearly gave me actionable information that will help me in my work

life

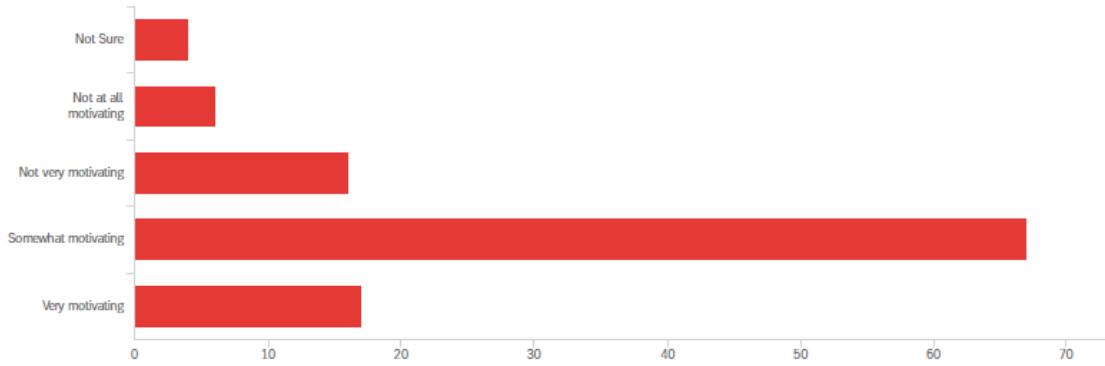






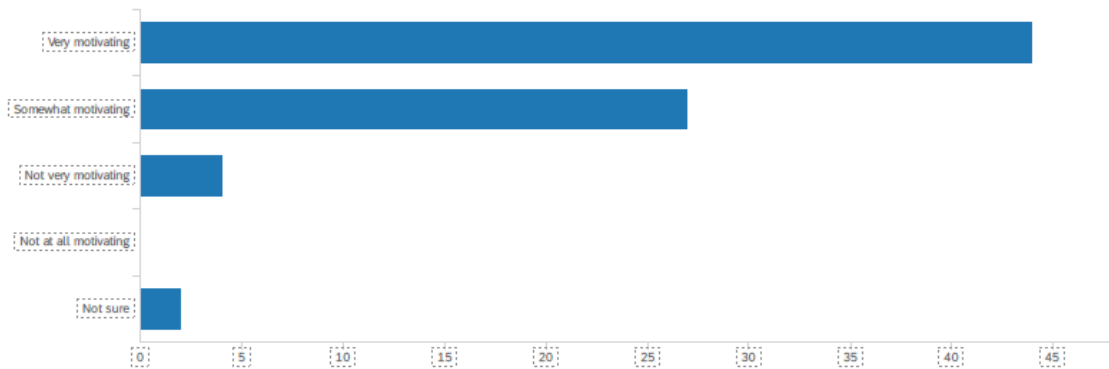
## 2018 Survey Results – Half Yearly

Q8 - How motivating was the day to your personally?



## 2022 Survey Results – Half Yearly

Q8 - How motivating was the day to you personally?





Brandon Hall Group™

**EXCELLENCE  
AWARDS™ 2024**

CASE STUDY

**Appendix 5 – On-Boarding 30 Day Plan**



**STUDENT EXPERIENCE &  
MARKETING**

**30 Day On-Boarding Plan**



PRE-COMENCEMENT ACTIVITIES			
Task	Responsible	Timeframe	Done <input type="checkbox"/>
Confirm computer assets required. Re-purpose old assets, or order through WesternNow	Supervisor	4 weeks prior to commencement	
Arrange New Starter Merch Pack with Beck McCulloch	Supervisor	4 weeks prior to commencement	
Employee receives a welcome email from supervisor <ul style="list-style-type: none"> <li>- Direct employee to apply for <a href="#">parking permit</a></li> <li>- Direct employee to apply for a <a href="#">staff card</a> which they will collect from their closest SSH upon starting</li> <li>- Request a bio to send the team as an intro email</li> <li>- Remind employee to activate account so email address can be generated by ITDS before starting</li> </ul>	Supervisor	2 weeks prior to commencement	
Office space/workstation for new employee to be assigned, established and cleaned.	Supervisor	2 weeks prior to commencement	
Request access to key systems through WesternNow - TMI, TEMS, Basware, Student Management System, Staff Directory, TRIM, SharePoint etc.  For assistance, contact the IT Service Desk on x5111.	Supervisor	1 week prior to commencement	
Assign a 'buddy' within SEM who can help them navigate the SEM and WSU norms and protocols	Supervisor to select	1 week prior to commencement	
Welcome email from CMEO – Notify Beck when new employee starts to schedule the email with Paul	Supervisor/ Beck M	1 week prior to commencement	
Add new staff member to email distribution lists/Teams chat SEMpowered 2.0	Email Beck McCulloch	1 week prior to commencement	
Organise informal morning tea with the team for their first week	Supervisor/ Culture Champ	1 week prior to commencement	
Reach out to Beck McCulloch to arrange a 1-1 session with new employee on our SEM culture/values.	Supervisor	1 week prior to commencement	



DAY 1 ACTIVITIES			
Task	Responsible	Timeframe	Done <input type="checkbox"/>
Email SEM to announce and welcome new employee	Supervisor	Day 1	
CMEO to send welcome email to new employee	CMEO	Day 1	
Supervisor will allocate a significant part of day 1 to the new employee, working through the day 1 checklist and components of the Welcome Pack.  SEM Merch Pack SEM On-Boarding Brochure <a href="#">SEM SharePoint Site</a> – Includes Lunch & Learn, Mega Zoom recordings SEMpowered 2.0	Supervisor	Day 1	
Confirm the staff member has received their email address <a href="mailto:example@westernsydney.edu.au">example@westernsydney.edu.au</a>	Supervisor	Day 1	
Provide an overview of the department's goals and structure	Supervisor	Day 1	
Provide an overview of Western Sydney University including structure	Supervisor	Day 1	
Detailed explanation of the new hire's role and responsibilities. Set clear expectations and relevant performance metrics	Supervisor	Day 1	
Supervisor to provide an overview of our values, why they are important and examples of how your team incorporate into our everyday activities.	Supervisor	Day 1	
Provide an overview of emergency/evacuation procedures	Supervisor	Day 1	
Take new employee around the building to meet everyone	Supervisor	Day 1	
Welcome Morning Tea for new employee	Supervisor/ Culture Champ	Day 1	



Make reasonable adjustments to work area if required. WH&S ergonomics assessment scheduled if required.	Supervisor	Day 1	
Introduce the new employee to their “buddy”	Supervisor	Day 1	
Assist new employee to download Western App on their phone	Supervisor	Day 1	
Campus Tour – Security/lunch/coffee spots/ other SEM buildings/best place to park/ bathrooms/meeting rooms	Buddy	Day 1	
Obtain staff ID card and security access	Buddy	Day 1	
Walk through Staff Online, including My Career Online, WesternNow, casual room bookings etc. with new employee and ensure new employee understands and can navigate confidently.	Buddy	Day 1	

<b>WEEK 1 ACTIVITIES</b>			
<b>Task</b>	<b>Responsible</b>	<b>Timeframe</b>	<b>Done <input type="checkbox"/></b>
Introduce new employee to other members of the SEM	Supervisor	Week 1	
Invite new employee to CMEO Monthly Team Meeting for first 5 minutes to meet the leadership team	Email Beck McCulloch	Week 1	
Provide new employee with information they can read in their own time	Supervisor	Week 1	
Provide an explanation of team workflows and processes	Supervisor	Week 1	
Overview of regular team meetings and communication channels (Teams)	Supervisor	Week 1	
Meet with your teams Culture Champion to discuss initiatives in place for your team	Supervisor/ Culture Champ	Week 1	
Spends a half day with other teams to get a sense of what they do	Supervisor	Week 1	
Day in the life of our front-line staff: New employee to head to their closest SSH and spend a few hours listening into student calls	Supervisor/ Sara T	Week 1	



How to book meeting rooms/connect to zoom in meeting rooms. Info on calling IT Helpdesk for troubleshooting or logging a ticket in WesternNow	Buddy	Week 1	
Register and complete relevant online modules via My Career Online for: <ul style="list-style-type: none"> <li>• Online orientation</li> <li>• Cyber Security Training</li> <li>• Work Health and Safety</li> <li>• Equal Opportunity (EO) Online Training</li> <li>• Privacy Online Training</li> <li>• TM1</li> <li>• TRIM</li> <li>• Flexible Work at Western Sydney University online training (for Supervisors only)</li> </ul>	Buddy	Week 1	
Register via My Career Online for “Orientation for New Staff”.	Buddy	Week 1	
Join the Yammer network using your email address, e.g. <a href="mailto:StaffID@westernsydney.edu.au">StaffID@westernsydney.edu.au</a> <a href="http://yammer.com/westernsydney.edu.au">http://yammer.com/westernsydney.edu.au</a>	Buddy	Week 1	
Buddy to check in weekly with new employee to provide a friendly face, a chance to connect and provide support if needed	Buddy	Weekly	

## WEEK 2 ACTIVITIES

Task	Responsible	Timeframe	Done <input type="checkbox"/>
<b>Shadowing Opportunities:</b> <ul style="list-style-type: none"> <li>- Arrange for the new employee to shadow experienced team members</li> <li>- Provide exposure to various aspects of the job and team dynamics</li> </ul>	Supervisor	Week 2	
<b>Client or Customer Exposure:</b> <ul style="list-style-type: none"> <li>- If applicable, introduce the new employee to key clients or customers</li> <li>- Provide insights into client/stakeholder expectations and relationships</li> </ul>	Supervisor	Week 2	
<b>Internal Stakeholder Meetings:</b> <ul style="list-style-type: none"> <li>- Schedule meetings with key internal stakeholders outside the team</li> <li>- Help the new employee understand the broader organisational context</li> </ul>	Supervisor/ Buddy	Week 2	



### WEEK 3 ACTIVITIES

Task	Responsible	Timeframe	Done <input type="checkbox"/>
<b>Training Sessions:</b> <ul style="list-style-type: none"> <li>- Job-specific training modules</li> <li>- Compliance and policy training if applicable</li> </ul>	Supervisor	<b>Week 3</b>	
<b>Skill Development:</b> <ul style="list-style-type: none"> <li>- Identify specific skills the new employee needs to develop</li> <li>- Plan for ongoing skill-building opportunities</li> </ul>	Supervisor	<b>Week 3</b>	
<b>Check-in Meetings:</b> <ul style="list-style-type: none"> <li>- Schedule regular check-in meetings for the first few months.</li> <li>- Address any questions or concerns the new employee may have.</li> </ul>	Supervisor	<b>Week 3</b>	
<b>Knowledge Sharing Session:</b> <ul style="list-style-type: none"> <li>- Organise a session where team members share insights about their roles and experiences. This broadens the new hire's understanding of the organisation</li> </ul>	Supervisor	<b>Week 3</b>	

### WEEK 4 ACTIVITIES

Task	Responsible	Timeframe	Done <input type="checkbox"/>
<b>Mentorship Program:</b> <ul style="list-style-type: none"> <li>- Assign a mentor to provide guidance and support.</li> <li>- Encourage regular check-ins between the new employee and mentor.</li> </ul>	Supervisor	<b>Week 4</b>	
<b>Feedback Session:</b> <ul style="list-style-type: none"> <li>- Conduct a feedback session to address any concerns.</li> <li>- Evaluate the onboarding process and make improvements if necessary.</li> <li>- Encourage open communication to address challenges and celebrate successes.</li> </ul>	Supervisor	<b>Week 4</b>	





<b>Performance Expectations:</b> <ul style="list-style-type: none"> <li>- Discuss performance expectations and goals for the upcoming months.</li> <li>- Provide information on performance reviews and feedback mechanisms.</li> </ul>	Supervisor	<b>Week 4</b>	
<b>Team-building Activities:</b> <ul style="list-style-type: none"> <li>- Plan team-building activities to strengthen bonds among team members.</li> <li>- Activities could include offsite events, team lunches, or games.</li> </ul>	Supervisor Culture Champ	<b>Week 4</b>	
Encourage attendance at relevant workshops, webinars, conferences, Lunch & Learns, MyCareer Online training, LinkedIn Learning.	Supervisor	<b>Week 4</b>	

<b>OVER THE NEXT MONTH</b>		
Task	Responsible	Done <input type="checkbox"/>
<b>MANAGER ONLY:</b> Spends a day with each team member at the team member's campus		
<b>MANAGER ONLY:</b> Asks teams members how they would describe their strengths		
<b>MANAGER ONLY:</b> Builds an interpersonal relationship with each team member		
<b>MANAGER ONLY:</b> Has meaningful conversations with each team member (e.g. career, aspirations, values)		
<b>MANAGER ONLY:</b> Observes how the team works together as a unit		
<b>MANAGER ONLY:</b> Observes how team members present in group situations as compared to how they present as individuals		
<b>MANAGER ONLY:</b> SLT member gives an overview of the SEM's strategic plan, culture, values, major challenges and opportunities.		
<b>MANAGER ONLY:</b> Paired with SEM cultural mentor		
<b>MANAGER ONLY:</b> Structured discussion with SLT member about team priorities		
<b>MANAGER ONLY:</b> Complete Recruitment & Selection Training		
<b>Goal: _____ understands their priorities</b>		
Is invited to critical meetings / events / planning session	Supervisor	



An SLT member welcomes them on their first day	SLT	
Is given clear information around what is expected from them	Supervisor	
Monthly reviews during probation period	Supervisor	
Reviews results from SEM Employee Experience Engagement Survey	Supervisor	
<b>Goal: _____ feels supported</b>		
Is asked what support looks like to them. Support mechanisms are structured around their response.	Supervisor	
Is informed about SLT's open-door policy	Supervisor	
SLT member responds in a timely manner when the new hire asks for support	Supervisor/SLT	
Supervisor has weekly check-ins with new staff for the first month, moving to fortnightly for following two months	Supervisor	

**Last updated 18/12/2023**



## Appendix 6 – Culture Initiatives

Type	Description	Frequency	Channel
SEM Mega Zooms	As our teams are spread across 11 campuses, we hold quarterly Mega Zooms hosted by the SLT to provide important updates/share good news etc.	Quarterly	Zoom
Lunch & Learns	An opportunity to provide teams once a month with professional development/upskilling. We have hosted external organisations such as Tik Tok, Adobe, SeenCulture and more.	Monthly	Zoom
SEM Monthly Update	A SEM Newsletter distributed monthly. Teams contribute content - Student event updates, program updates, new processes within teams, team bios, staff changes etc. The newsletter is distributed to SEM, as well as the WSU Executive, Deans, School Managers, and other key stakeholders.	Monthly	Email
Zoom Bombs	Our Chief Marketing & Experience Officer attends individual team meetings across SEM on a quarterly basis via zoom/or in person when he can. This is an opportunity to check in with staff, see how they're going and build a connection with staff at all levels.	Quarterly	Zoom
Recognition Messages	Each Friday our Chief Marketing & Experience Officer sends recognition text messages to staff (nominated by the SLT) to recognise hard work/something great they've achieved/taking initiative/stepped up into a role/raising morale within their team etc. These text messages have been so well received by staff and a real morale booster. Staff are so happy/shocked/chuffed to be receiving a text message from the boss. We have also encouraged and broadened this out to the entire Leadership team, prompting them weekly to recognise their colleagues across SEM	Weekly	Text
Weekly Wrap up	Each Friday the Chief Marketing & Experience Officer sends a wrap up email to the entire SEM team on our Teams channel. This covers off highlights from the week, as well as important information. This allows open communication from the top and an opportunity for staff at any level to engage/ask questions.	Weekly	Teams
Succession Planning & Performance Plans	The SLT actively review succession planning each month. The introduction of the SeenCulture platform will assist managers with this task to ensure employees goals and aspirations are discussed.	Monthly	In Person
Champion of the Month Awards	Recognising our colleagues who consistently demonstrate exceptional leadership, performance, teamwork, innovation, and commitment to our values. The winner receives a framed certificate and a \$100 gift card	Monthly	Email/in person
Leader and Champion of the Year	Peer nominated   Recognising our colleagues who consistently demonstrate exceptional leadership, performance, teamwork, innovation, and commitment to our values. The winners receive a framed certificate and a \$200 gift card. This award is presented at the Christmas Party	Annual	In person
Group Coaching	The SLT have participated in group coaching/rumble sessions since 2018. This ended mid-2022 when the coach was no longer available. Group coaching will resume as part of our new contract with The Culture Equation and will now include our extended leadership team.	Monthly	In Person
SEM Olympics	In 2024 we have introduced a mid-year team building <a href="#">event</a> to celebrate everyone's efforts over the last few months preparing and onboarding our new and returning students for 2024. An opportunity to connect, highlight the importance of collaboration and communication at work, build deeper connections and trust with your teammates, have some fun and boost team spirit.	Annual	In person
1-1 Coaching	The entire SLT have received monthly coaching sessions since 2018.	Monthly	Zoom
On-Boarding Process	A new on-boarding process for new starters has been established in 2024. Managers are now required to follow our 30-day onboarding plan including a comprehensive list of new initiatives to ensure a smooth transition into our teams. Such as, welcome email from our CMEO, an assigned buddy to help you navigate through the first few weeks, account and equipment established prior to the start date, welcome and bio email sent to the entire SEM team, WSU Merch pack and more	n/a	n/a
Culture Change Champions	In 2019 we establishment a group called the Culture Change Champions, and as of today we have a membership of 35 people. We are a small group; however, we all share an enthusiastic and engaged mindset in seeing the culture transformation come to fruition. These Culture Champions are responsible for creating and leading culture initiatives within each of their teams to foster innovation, collaboration and a sense of fun.	Monthly	Zoom
SEM Feedback Platform	The SEM Feedback Platform is a central place for SEM staff to provide feedback/ideas on absolutely ANY topic – The best part is, if other staff agree with the feedback/idea, they can up-vote. A panel meet on a regular basis to review the ideas/feedback to determine which should be implemented and resolve any pain points. No idea is too big or too small.	Monthly	Zoom
Video Updates	These were created as a bit of fun. A handful of student casuals are trained in videography. We send the students a brief and get them out in the field to film our new staff members for a 'get to know me', as well as other exciting things happening within teams.	Ad hoc	Email
SEM Half Yearly	This event takes place once a year and is an opportunity for the entire SEM team to get together (generally attended by approx. 110 staff). These events are held off campus for a full day and incorporate presentations from Michael and other SLT members, as well as our teams highlighting key achievements for the year. We also like to incorporate team building activities, guest speakers, prizes and special inclusions e.g., inviting a photographer to take	Once a year	In Person



<b>SEM Christmas Party</b>	Due to covid, our first Christmas Party since 2019 took place December 2022 and was a real highlight. We really wanted to thank our staff and reward their efforts. This was also the first SEM wide event to take place since the restructure in 2021. This event is held off campus and took place directly after our SEM Half Yearly. Staff were served a 3-course meal, there was live entertainment, open bar, prizes, photo booth, dancing and lots of happy faces.	Once a year	In Person
<b>SEM Project Care</b>	In 2021 we launched a 6-week SEM Project Care initiative to support our staff with their mental health and wellbeing. Over a 6-week period, staff were sent a series of text messages with activities, prompts and ideas about gratitude and wellness. This provided staff with an opportunity to self-reflect and keep in perspective what's important in their lives. In total 119 staff registered for this initiative. We plan to run a similar initiative in 2023.	Once off	Text
<b>Christmas Desk Decorating Competition</b>	A fun social activity to bring some Christmas cheer at the end of 2022. Gift card prizes were won for 1 <sup>st</sup> and 2 <sup>nd</sup> place.	Once a year	Email
<b>Gift Card Recognition Initiative</b>	In 2021, during our second lockdown, we wanted to provide staff with a pick me up and recognition for their dedication through an incredibly challenging period. Our staff adapted to working remotely for a second time and still provided outstanding service to our students, and it was extraordinary. A personalised email from Michael was sent to over 200 staff members and in that included a \$30 gift card which could be redeemed at 75 different vendors.	Once Off	Email
<b>Building 1 Refurb</b>	In 2018, to boost team culture and remove the tendency for staff to operate in silo's, we co-located 7 teams on Kingswood campus to one location to deliver an outstanding student experience, foster a high-performing, high-service culture, and increase constructive information sharing and responsiveness to student enquiries across the entire student lifecycle. The refurbishment improved the workstations and functionality to better utilise the space and bring together the newly formed, Student Administration Unit which consists of: Admissions, Enrolments, Client Services, Graduations, Examinations, Course Data Management, and Timetabling. All office spaces and walls were removed to create an open floor plan. This change removed the hierarchical culture in place by ensuring managers and senior staff were more approachable and accessible to staff. This encouraged collaboration, boosted motivation, and improved efficiency across all areas. We also installed digital screens delivering performance metrics and incorporate other elements to aid in transforming the culture to be more performance oriented.	Once off	
<b>Frank Green Water Bottles</b>	As a gesture of thanks to all SEM staff for helping transition our newest students into the Western community in 2023, our Events team arranged branded 595ml Frank Green water bottles to be distributed to staff. I'm looking into more branded merch giveaways for 2023.	Once off	Email



## Appendix 7 – Culture Map

		SEM Leadership Team											
		SEM ALL											
		Professional Development											
		Culture Champs											
NPS		<b>HEAT MAP</b>											
2019   6													
Mid - 2023   33													
End -2023   36													
		JAN	FEB	MAR	APR	MAY	JUNE	JUL	AUG	SEPT	OCT	NOV	DEC
1-1 Coaching		Green	Green										
SEM Leadership Team Day			Green										
LT Volunteer Day													
SEM LT Offsite													
SeenCulture Roll Out		Green	Green										
Zoom Bombs			Orange										
SEM Mega Zoom			Green										
Champion of the Month			Green										
EX Engagement Survey & NPS													
NPS Survey - Stand alone													
Lunch & Learn			Green										
Monthly Updates			Green										
SEM Olympics													
Half Yearly & Xmas Party													
On-Boarding New Starters			Green										
Emerging Leaders Program			Green										
Professional Staff Mentoring Program			Green										
Human Centred Leadership Training			Green										
Growth Faculty Seminars													
SME Training													
Specialist training													
Learning Futures Training Modules													
LinkedIn Learning													
Culture Champion Meetings			Green										
RM Team Building Days													
Theme Days													



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