

**THE UJ INSTITUTIONAL CULTURE SURVEY
2012:
A TRANSFORMATION BAROMETER**

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BACKGROUND

1. First Culture Survey: 2008

- * Undertaken as a result of post-merger concerns;
- * Initiated development of a UJ “culture index”;
- * Survey indicated a “culture index” of 52% (“cause for concern”);
- * 979 respondents;
- * Range of cultural integration initiatives launched.

2. Second Culture Survey: 2010

- * Assessed impact of cultural integration initiatives;
- * “Culture index” showed an improvement from 52% to 57%;
- * 585 respondents;
- * Further cultural integration initiatives undertaken.

BACKGROUND (cont'd)

3. Third Culture Survey: 2012

- * Focus group discussions held to assess relevance of issues and to decide on new/emerging themes;
- * Statements incorporating two additional themes included, namely “Ethics” and “Wellness”;
- * Three Sections: A: Biographical; B: same statements as in ‘08 and ’10 (=52); C: new/emerging statements (=40);
- * 1306 respondents;
- * “Culture index” improved from 57% to 69% (“relatively positive – no immediate attention required”).



PROGRESS IN THE CULTURE INDEX: 2008 – 2012

- Significant shift, therefore, in the UJ culture index over a five-year period:

UJ's overall score in 2008 = 52%

UJ's overall score in 2010 = 57%

UJ's overall score in 2012 = 69%

What explains this shift?

**Is this an accurate barometer for
transformation?**



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COMPARISON OF THE THEMES FROM 2008 - 2012

| Theme | 2008 | 2010 | 2012 Section B |
|---------------------------------|------|------|----------------|
| Fairness and Equity | 45% | 48% | 61% |
| Transformation | 47% | 55% | 60% |
| Trust, Respect and Support | 53% | 56% | 69% |
| Valuing/Accommodating Diversity | 49% | 54% | 67% |
| Values and Vision | 57% | 61% | 76% |
| Management | 60% | 65% | 75% |
| Job Satisfaction | 63% | 65% | 75% |

SURVEY THEMES 2012 SECTION C

(New/emerging statements)

| Theme | 2012 Section C |
|--|-----------------------|
| Fairness and Equity | 58% |
| Transformation | 70% |
| Trust, Respect and Support | 59% |
| Valuing/Accommodating Diversity | 71% |
| Values and Vision | 64% |
| Management | 70% |
| Job Satisfaction | 81% |
| Overall Index | 68% |

ANALYSIS OF INDIVIDUAL THEMES

“Positive” = > 10% improvement

“Negative” = score below 50%, little improvement or regression

“Fairness and Equity” Statements

Positive

1. In UJ, female and male staff are viewed as equally competent (56% in 2008; 59% in 2010; 75% in 2012)
2. Black academics are given as much support in respect of their research as white academics (60% in 2008; 57% in 2010; 67% in 2012)
3. White academics are given the same support in respect of furthering their research as black academics (65% in 2008; 68% in 2010; 73% in 2012)

Negative

1. In UJ, black and white staff are viewed as equally competent (43% in 2008; 48% in 2010; 49% in 2012)



“Fairness and Equity” Statement

Of Interest ...

“Women are as likely to be promoted/appointed to more senior positions than men” (56% in 2008; 59% in 2010; 64% in 2012)

Gender perception:

- i. Female: 49.3%
- ii. Male: 77.4%



“Transformation” Statements

(Less than 10% overall improvement in 2012 compared to 2010)

Positive

- 1.** I am anxious about the consequences that transformation might have for me (45% in 2008; 46% in 2010; 43% in 2012)
- 2.** It is clear to me what transformation at UJ means (55% in 2008; 63% in 2010; 73% in 2012)
- 3.** I view the transformation process at UJ as something positive (55% in 2008; 63% in 2010; 73% in 2012)



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“Trust, Respect and Support” Statements

Positive

1. My contribution as a staff member is valued equally to that of any other UJ employee. (47% in 2008; 51% in 2010; 63% in 2012)
2. I feel supported as an employee at UJ (50% in 2008; 53% in 2010; 69% in 2012)
3. My ethnic background is respected at UJ (56% in 2008; 61% in 2010; 76% in 2012)

Negative

1. Staff who are from different race groups trust each other (47% in 2008; 48% in 2010; 46% in 2012)
2. There is a culture of trust at UJ (34% in 2008; 42% in 2010; 46% in 2012)



“Valuing/Accommodating Diversity” Statements

Positive

1. Vocational/Technical education is viewed as being as important as traditional formative “academic” education (42% in 2008; 48% in 2010; 66% in 2012)
2. Communication generally takes place in a language in which I am comfortable (62% in 2008; 66% in 2010; 84% in 2012)
3. UJ accommodates the needs of employees with family responsibilities (55% in 2008; 61% in 2010; 75% in 2012)
4. My contribution as a staff member is valued equally to that of any other UJ employee (47% in 2008; 51% in 2010; 63% in 2012)
5. At UJ I am made to feel as if I belong (52% in 2008; 60% in 2010; 73% in 2012)

Negative

1. Employees from all race groups are equally valued at UJ (45% in 2008; 50% in 2010; 49% in 2012)

“Values and Mission” Statements

Positive

- 1.** The organisational culture at UJ enables innovation and new ideas (48% in 2008; 56% in 2010; 68% in 2012)
- 2.** The organisational culture at UJ is conducive to excellent research (48% in 2008; 56% in 2010; 76% in 2012)
- 3.** The organisational culture at UJ is conducive to excellent teaching (51% in 2008; 57% in 2010; 72% in 2012)
- 4.** The University’s intention of enhancing research output offers an opportunity for meaningful professional growth to all academic staff (60% in 2008; 62% in 2010; 82% in 2012)
- 5.** I support UJ’s goal to become a “top” research institution (66% in 2008; 68% in 2010; 92% in 2012)

“Values and Mission” Statements (cont’d)

Positive

1. I know what the UJ values are (60% in 2008; 70% in 2010; 86% in 2012)
2. I believe that UJ’s core business will be enhanced by a staff complement that is diverse in many ways (71% in 2008; 73% in 2010; 90% in 2012)
3. I believe that I can, through my behaviour and attitudes, contribute positively to the concept of “living the UJ values” (72% in 2008; 78% in 2010; 90% in 2012)



“Management” Statements

Positive

1. The work I do and the contribution I make are valued by the people/person to whom I report (61% in 2008; 65% in 2010; 78% in 2012)
2. My manager is committed to the transformation of UJ (61% in 2008; 68% in 2010; 79% in 2012)
3. If I raise a concern with the person to whom I report, it is taken seriously and addressed rapidly (56% in 2008; 61% in 2010; 71% in 2012)
4. My manager acts in the best interest of all staff, regardless of their race (61% in 2008; 66% in 2010; 76% in 2012)



“Job Satisfaction” Statements

Positive

1. I do not intend looking for employment outside of UJ in the near future (*55% in 2008; 59% in 2010; 69% in 2012*)
2. I plan to stay at UJ over the long term (*62% in 2008; 68% in 2010; 82% in 2012*)
3. I take pride in working for UJ (*72% in 2008; 77% in 2010; 91% in 2012*)



DEMOGRAPHIC DRILL-DOWN ON NEGATIVE STATEMENTS

“In UJ, black and white staff are viewed as equally competent” (43% in 2008; 48% in 2010; 49% in 2012)

Race: Black: 37.7%; Coloured: 51.6%; White: 57.5%;
Indian: 40.9%

Gender: Female: 50.4%; Male: 47.6%

Appointment Type: Academic: 65.0%; S&S: 42.3%

Campus: APB: 53.9%; APK: 47.2%; DFC: 52.4%; SWC:
45.1%

Faculty/Division:

<50%: 1 Faculty; 6 S&S Divisions, 2 <40%

>60%: 5 Faculties; 0 S&S Divisions



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DEMOGRAPHIC DRILL-DOWN (2)

“Staff who are from different race groups trust each other” (47% in 2008; 48% in 2010; 46% in 2012)

Race: Black: 38%; Coloured: 42.2%; White: 55.2%; Indian: 29.8%

Gender: Female: 44.6%; Male: 48.6%

Appointment Type: Academic: 56.0%; S&S: 41.9%

Campus: APB: 47.8%; APK: 46.5%; DFC: 46.1%; SWC: 39.6%

Faculty/Division:

<50%: 3 Faculties; 8 S&S Divisions, 3 <30%

>60%: 3 Faculties

DEMOGRAPHIC DRILL-DOWN (3)

“There is a culture of trust at UJ” (34% in 2008; 42% in 2010; 46% in 2012)

Race: Black: 50.5%; Coloured: 54.1%; White: 41.8%;
Indian: 39.3%

Gender: Female: 44.4%; Male: 47.4%

Appointment Type: Academic: 45.1%; Support: 45.8%

Campus: APB: 46.3%; APK: 43.6%; DFC: 54.4%; SWC:
45.9%

Faculty/Division:

<50%: 2 Faculties; 5 S&S Divisions, of which all <40%
and 1 <30%

>60%: 1 S&S Division

DEMOGRAPHIC DRILL-DOWN (4)

“Employees from all race groups are equally valued at UJ” (45% in 2008; 50% in 2010; 49% in 2012)

Race: Black: 45.7%; Coloured: 53.0%; White: 51.4%;
Indian: 43.8%

Gender: Female: 49.3%; Male: 49.7%

Appointment Type: Academic: 56.8%; S&S: 46.4%

Campus: APB: 53.3%; APK: 48.2%; DFC: 51.4%; SWC:
46.6%

Faculty/Division:

<50%: 4 Faculties; 6 S&S Divisions, none <40%

>60%: 4 Faculties; 1 S&S Division

TRANSFORMATION AT UJ

Definition of Transformation (in ITP):

“Transformation at UJ is an ongoing, dynamic and qualitative process to enhance the development of knowledge for responsible citizenship”

Five identified transformation themes:

- (i) Institutional culture
- (ii) Employment equity
- (iii) Transformational leadership, governance and management
- (iv) Academic excellence
- (v) Student-centred and caring institution



CONCLUSIONS

1. Given importance of leadership and management in transformation, gratifying that **Management** is deemed a positive contributing factor to the improved sense of social and cultural cohesion prevalent at UJ (confirmation through PCA).
2. Another positive outcome was the **level of participation** which shifted from 585 respondents in 2010 to 1 306 respondents in 2012 (38% of permanent and fixed-term contract staff).
3. High level of awareness and acceptance of transformation initiatives at UJ (70% index for Sec C)
4. Certain responses within the **Trust, Respect and Support** theme suggest the absence of a pervasive “culture of trust” at UJ.



CONCLUSIONS (2)

5. Academics generally more culturally attuned than are support and service staff.
6. Little variance on transformation issues between male and female staff (except in respect of sexual harassment as a problem at UJ: 18%F v 3% M).
7. Of the four campuses, Soweto (69 respondents (5.4%) and Kingsway (761 respondents (59.4%)) have a more jaundiced view of transformation than the other two campuses.
8. An independent analysis of the responses suggests, as a dipstick analysis, an “ethics index” of 64%.



CONCLUSIONS (3)

9. Some of the responses exhibit, on the surface, a puzzling contrariness. For example:

9.1 “There is a culture of trust at UJ” (46%)

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“I take pride in working for UJ” (91%)

9.2 “Employees from all race groups are equally valued at UJ” (49%)

v

“My manager acts in the best interests of all staff, regardless of their race” (76%)



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Thank you



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