Management and resources

In 2001 we employed more than 4600 staff. Our total operating revenue was $643.36 million. Our assets included 1940 hectares of land on which stood 692 buildings with an asset replacement value of $705 million.

Objectives
- to provide professional, client-focused management structures, policies and practices to support and advance academe
- to devolve resource management, increase non-government funding and manage our resources for optimal outcomes
- to encourage faculties and support areas to complete strategic plans which complement the University’s overall plan

Key outcomes
- implementation of new standardised unit degree structure
- launch of SI-net and mySI-net (PeopleSoft Student Administration System)
- launch of my.UQ student portal
- largest lecture theatre refurbishment program to date
- staffing restructures to boost efficiency
- national finalist in Australian Human Resources Institute Awards for Excellence in People Management (large organisation category)

Outlook
- more income from non-government sources
- widespread, integrated strategic planning

The year ahead
- improvements to IT infrastructure
- enhanced physical environments
- coordinated University-wide marketing, communication and development activities

Supporting academe
January 1 marked the launch of three major initiatives:
- a standardised unit degree structure (following conversion of 23,500 student academic records from credit points to units);
- a restructured Academic Calendar (to benefit students, staff and researchers); and
- our largest lecture theatre refurbishment program to date including three large-scale upgrades and 20 smaller projects at St Lucia and UQ Gatton (see page 49).

The Capital Management Plan will provide extra funds to include seminar-style facilities in the Teaching and Learning Space Refurbishment Plan. Over the next five years, between $1 million and $1.5 million will be spent each year on improving teaching and learning spaces on all campuses. Another $1 million will fund a purpose-built Collaborative Learning Centre to exploit high-tech teaching methods.

OMC Web Services (see page 37) worked with staff throughout the University (particularly Student and Administrative Services and faculty offices) to develop myAdvisor (see page 25) www.uq.edu.au/myadvisor for launch in 2002. This and other websites developed in 2001 use a third-generation online publishing system developed in-house to simplify site access and reduce maintenance and administration costs.

IT-enhanced student administration
Our entry Connecting Students to Learning: My University of Queensland was a finalist in the 2001 Australian Awards for University Teaching. The package comprised my.UQ (student portal www.my.uq.edu.au), SI-net (student administrative system www.sinet.uq.edu.au) and UQconnect (including free student Internet access www.uqconnect.net).

my.UQ went live in January with links to cLearn (see pages 20, 22), mySI-net and the Library. During the first week of teaching in 2001, about 10,000 students accessed my.UQ daily. A single sign-on automatically gives stu-
Students personalised information and access to all integrated services. It also provides email, calendar and message facilities.

mySI-net and SI-net, based on the PeopleSoft Student Administration system were implemented successfully, on time and within the $12 million budget on January 4, 2001. Most students enrolled online and have used the Web-based services heavily throughout the year. Functionality has been added progressively.

We are leading a consortium of six Australian and New Zealand universities to help the supplier, PeopleSoft, develop a new Research Higher Degree module to expand the existing online student administration system.

Other systems developments in 2001 included:

- a new graduation management system to interface with student administration;
- an electronic schedule enabling five-day production and delivery of Overseas Student Health Cover cards; and
- streamlined enrolment processes for international students.

**Aurion and other HR advances**

We launched the training module of the Aurion Human Resource Management System (see page 47).

Stage One of the Employee Self Service module of Aurion went live in September, enabling staff to update personal details and see payroll details via a browser. Stage Two will roll out next year, saving time and paper with online processes for leave and training requests.

Schools began piloting the Aurion Budget module. This forecasts staff numbers and costs then monitors salary costs against budget. Results will be assessed next year.

We joined forces with 22 universities around Australia in trialling online recruitment through a common website [www.jobsatuq.net](http://www.jobsatuq.net) managed by Seek Communications. Its effectiveness will be gauged next year.

**Organisational change: restructuring**

Major restructures this year involved:

- two faculties (Natural Resources and Veterinary Science, and Biological and Chemical Sciences),
- the School of Medicine, and
- the University Bookshop.

<table>
<thead>
<tr>
<th>Staff area</th>
<th>Voluntary separation payment</th>
<th>Redeployment</th>
<th>Forced redundancy</th>
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<tbody>
<tr>
<td>NRAVS Faculty</td>
<td></td>
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<tr>
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<tr>
<td>School of Medicine</td>
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<tr>
<td>General</td>
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<td>1</td>
</tr>
<tr>
<td>UQ Bookshop</td>
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</tr>
<tr>
<td>General</td>
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<table>
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<th>STAFF FULL-TIME EQUIVALENT 2001</th>
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<tr>
<td>ACADEMIC</td>
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<tr>
<td>Teaching and Research</td>
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<tr>
<td>Research only</td>
</tr>
<tr>
<td>NON-ACADEMIC</td>
</tr>
<tr>
<td>Research only</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>ALL STAFF</td>
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</table>
These addressed financial exigencies by reorganising management and reducing staff. We observed Enterprise Agreement and Award processes by consulting staff and unions, and reduced numbers mostly through voluntary separations and redeployment.

The restructures should achieve quality teaching and research outcomes to budget while managing workloads fairly and responsibly. Other initiatives to streamline management included:
- reorganising Student Support Services (to improve student services and program delivery);
- restructuring International Education Directorate (to streamline admissions and boost marketing resources);
- relocating specialist enrolments staff to the faculties (to support students and teachers and maximise effectiveness of SI-net www.sinet.uq.edu.au);
- integrating Student Administration with other faculties (jointly with The University of Queensland Union).

Health and safety
Our OH&S Unit registered the lowest number of lost-time injuries for the past three years.

Unit staff provided workplace rehabilitation programs for 72 workers compensation claimants plus early intervention programs for 96 people with musculoskeletal and psychiatric conditions.

New injury reporting and management systems improved rehabilitation outcomes and lessened severity of injuries.

Other Unit activities included
- 45 health and safety training programs for more than 1000 staff,
- safety management audits for 13 schools, and
- Commonwealth Gene Technology Regulation accreditation for work requiring genetic manipulation.

OH&S Council continued as an effective forum for review and improvement. Members endorsed
- new guidelines for OH&S in laboratories (undergraduates) and first-aid management of cyanide poisoning,
- reorganisation of some OH&S faculty committees, and
- new committees to maintain effectiveness after organisational restructures.

Since then we have managed 233 Workers Compensation Statutory claims and four Damages claims, with positive feedback from injured workers and management.

Use of the dedicated computer software system Figtree ensured compliance with Workers Compensation Regulatory Authority data specifications and reporting requirements as well as financial and legal responsibilities.

Financially, we are on course to record significant savings on the premium which previously would have been paid to WorkCover Queensland without any diminution of services or benefits to staff.

Enterprise bargaining outcomes
In line with the General Staff Enterprise Agreement, a joint management/union working party reviewed job evaluation and classification systems and practices, and Senate approved revised policies and procedures.

We made a second-round application to the Government Workplace Reform Program for ongoing funding of two percent of staff salaries, after being asked to show continuing compliance with and progress on criteria on which we had succeeded in round one. We have since been asked for even more detailed information as evidence of efficiency and progress.

Self-insured workers’ compensation
We began self-insurance for workers’ compensation on April 1 following licence approval by WorkCover Queensland on March 30. We thus assumed management of all current and previous WorkCover matters including Common Law liability.
access ramp (for people with disabilities) at Avalon Theatre (Faculty of Arts); new safety equipment to complete the diver training program (Centre for Marine Studies); and
upgrade of a feed chaffing system to meet new safety standards (School of Land and Food).

Training our people
Our staff development program reflected the value we place on well-trained staff.

This year we went “live” with the Training module of the Aurion Human Resource Management System, and this significantly enhanced the administration and management of training. We also implemented a better way of evaluating course content and effectiveness.

We budgeted $350,000 for a program of 551 courses (varying from one-hour seminars to two-day residential workshops) attended by 5693 participants. Topics included orientation for new staff, career advancement, performance enhancement, and self-development.

Equal opportunity
This year women accounted for nearly half our staff (about 59 percent of general and 35 percent of academic).

We saw positive outcomes for programs facilitating women’s careers (see page 33): half the female general staff who completed Career Horizons in 2000 had moved to higher-level positions by 2001; and participants in the Women and Leadership Mentoring Program reported promotions, appointments to new positions, and benefits due to networking, personal development and goal-setting.

Senate approved

new policies on Children on Campus and Family Support for Work and Study, plus
revised policies on Parental Leave and Management of Sexual Harassment Grievances. These included extensions to our Support Officer network and a conciliation role for the Corrs Chambers Westgarth Dispute Management Centre in our School of Law.

Work-family advances included

- car parking for carers using prams at the St Lucia campus, and

Carers’ Rooms at UQ Gatton and on the building plans for Stage Three UQ Ipswich.

Our Affirmative Action Award went to Associate Professor Carole Ferrier (English) and to the Centre for Research on Women, Gender, Culture and Social Change, for dedication to gender equity and for helping establish the Centre in its current form.

Superannuation
Integration of former funds, SSAU and TESS, continued under the UniSuper umbrella.

This included the UniSuper Trustee’s adoption of annual reporting for a financial, not calendar, year, to facilitate comparisons with external super funds. The first of these reports covered the transitional phase January 1 to June 30, 2001 and included the following highlights.

- Member benefits accumulated within UniSuper Defined Benefit Plan, UniSuper Investment Choice Plan, and/or UniSuper Award Plus Plan.


- Total assets under management were worth about $9.7 billion (up from about $9 billion at December 31, 2000).

FEMALE STAFF

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
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<tr>
<td>Academic staff</td>
<td>33.6</td>
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<tr>
<td>General staff</td>
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<td>60.0</td>
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<tr>
<td>TOTAL</td>
<td>49.7</td>
<td>49.1</td>
<td>49.0</td>
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</tbody>
</table>

- Net after-tax investment returns for the 12 months to June 30, 2001 were
  - 8.3 percent (Defined Benefit Plan),
  - 5.3 percent (Investment Choice Plan “secure”),
  - 5.7 percent (Investment Choice Plan – “stable”),
  - 8 percent (Investment Choice Plan – “Trustee Select”),
  - 6.9 percent (Investment Choice Plan – “Shares”) and
  - 5.7 percent (Award Plus Plan).

- Members now receive consolidated benefit statements detailing all benefits held under the UniSuper umbrella.

UniSuper is expanding the range of investment choices for all members, including those in the Award Plus Plan. We expect that by October 2002 members will be able to select from an extended range of investment strategies with more frequent switching opportunities. A review of insurance arrangements available under the Award Plus Plan will optimise value for money.

The Aurion Training Module Project Team… (from left) Betty Bull, Marcus Parsons, Monique Atwell, Cheri Teale, Jennie Webb and Milica Nikolic