

## UQ PEOPLE STRATEGY 2008

### CONTEXT

People are the key to the University of Queensland's future. The survival, growth and success of a University are directly linked to the quality of the staff as individuals and as collaborative colleagues. If we are to maintain our place among the best universities nationally and internationally, we will need to attract, develop and retain a world class workforce – both academic and administrative professional staff. This will require:

- an organisational culture that recognises and values high performance in all facets of our operations
- the continuing development of the capabilities and talent of our current workforce aligned with sustainable high performance and a culture that values collaboration and collegiality
- inspirational workplace leadership and effective performance management
- more systematic workforce and succession planning at all levels
- flexibility in incentives and rewards to acknowledge and guide performance
- a more concerted approach to managing underperformance
- guidance in understanding relevant local, national and international benchmarks for high achievement.

The University values integrity, excellence, creativity, initiative and promotes a healthy work life balance.

This strategy document intends to identify challenges facing the University and describe an integrated framework of policies and practices that will guide the University in meeting its workforce needs and enable individuals and the organisation to excel.

Our People Strategy must be aligned and informed by UQ's mission and goals and be flexible to accommodate for changing environments.

The University faces a number of key challenges:

- as changes to the demographics of the Australian population continue, the attraction of high quality staff will become more acute as the generation of baby boomers move out of the workforce;
- with the shortage of appropriate candidates, there are now numerous career alternatives for employees;
- changes to funding patterns in Australian Universities require them to develop commercial edges in order to attract monies from other than the more traditional government funding sources in order to adequately fund necessary infrastructure for future development.

It is in this context that the following framework has been developed to enable the University to excel as an organisation.

## **Key Areas**

### **1. RECRUITMENT, SELECTION AND APPOINTMENT**

**Aim:** Recruitment, selection and appointment policies, procedures and practices position the University of Queensland to attract and retain high quality academic and professional staff in a competitive labour market.

In particular:

- Develop and publicise a total employment proposition package that highlights the distinctive attractiveness of the University of Queensland as an employer of choice.
- Implement E-recruitment to streamline the process for applicants and build an applicant data base.
- Tailor individual contracts to attract the best candidates.
- Utilise workforce data to assist managers in determining future staffing requirements.
- Ensure recruitment and appointment processes accommodate a workforce growing in diversity. In particular, consideration is given to :
  - Job share arrangements
  - Part time employment
  - Flexible working arrangements
  - Return to work programs after extended leave
  - Work adjustments for staff with a disability
- Ensure the recruitment and selection policy and practice drive:
  - an efficient process where the turnaround time from advertising to selection to appointment maintains the interest and enthusiasm of potential candidates;
  - efficient selection committees that are constituted with consideration of representing a diverse workforce and student population;
  - a streamlined delegation processes to assist in the timely approval of appointments;
  - transparent internal processes which encourage existing staff to develop themselves to their highest potential;
  - the application of innovative recruitment and selection methodologies to capture talented candidates.
- Provide comprehensive, timely and sensitive relocation assistance to staff recruited from interstate or off shore.

## **2. REWARD, RECOGNITION AND REMUNERATION**

**Aim:** To apply flexible remuneration arrangements for staff and have appropriate mechanisms to attract, recognise and reward high performing staff.

In particular:

- Implement a remuneration policy which ensures UQ salaries are competitive within the higher education sector and relevant external sectors where appropriate.
- Reward outstanding performers amongst academic and professional staff, including the application of market loadings, performance bonuses and flexible salary sacrifice arrangements; in line with fair and transparent procedures.
- Implement a senior staff remuneration framework that allows flexibility to cater for market pressures and to reward high performers.
- Maintain corporate recognition programmes such as the Teaching Excellence Awards, Research Excellence Awards and Excellence in Supervision Awards for academic staff to recognise outstanding performance.
- Implement recognition programmes for professional staff such as a Vice-Chancellor's award for Excellence and Chancellor's Award for Outstanding Contribution to the University community.
- Maintain and enhance classification structures for academic and professional staff and efficient procedures for classifying and reclassifying positions within these structures. For professional staff this is a classification system based on job value.
- Provide opportunities for higher duties, job rotation and secondments based on performance.
- Apply more concerted effort to showcase good practice within the University.

## **3. EQUITY AND DIVERSITY**

**Aim:** To build a socially inclusive working environment that enables all staff to contribute to their full potential and to embed the responsibility for staff equity initiatives and matters within University management practices.

In particular:

- Implement a range of family friendly policies and procedures; in particular, develop employment arrangements and support mechanisms that enable female staff to pursue both career and family aspirations.
- Implement the Aboriginal & Torres Strait Islander Employment Strategy to increase the recruitment and retention of ATSI people. This strategy will provide effective professional development programs and the opportunity for ATSI staff to contribute to the culture of the University.
- Continue to raise awareness of the University's Disability Action Plan in relation to the issues associated with staff with disabilities and implement reasonable workplace accommodations when requested.

- Implement procedures to facilitate flexible working arrangements for staff transitioning to retirement.

#### **4. STAFF DEVELOPMENT AND WORKPLACE CULTURE**

**Aim:** To provide formative staff development programmes that enable staff to strengthen those skills, capabilities and experience which contribute to the achievement of organisational goals, job satisfaction and career aspirations.

**In particular:**

- Provide development opportunities for all staff to undertake current and emerging roles by providing a comprehensive professional development programme.
- Make systematic use of relevant national and international benchmarks that can guide individual, team and workplace performance.
- Provide new staff with effective induction programmes and improved processes of settlement into new roles that build loyalty, understanding and commitment to the University.
- Ensure that managers maintain effective employee relationships and a workplace culture that values and recognises productive performance by all staff.
- Provide assistance to organisational areas and staff undertaking structural change.
- Promote a workplace culture that values staff input into the processes and practices that affect their work.
- Promote a workplace culture that values team work and collaborative endeavours.
- Enhance and promote effective workload management practices and systems for academic and professional staff.
- Promote a performance management process that is characterised by;
  - clarity of role expectations
  - regular feedback underpinned by data
  - a developmental and solutions focus
  - recognition of high performance
  - career development
  - and an effective annual review process.
- Implement and maximise communication avenues across the University for all staff that build a platform for sharing information and an understanding of the University's objectives.
- Maintain a Special Studies Program (SSP) which will provide development in academic disciplines and professional areas for academic staff.
- Provide specific training and development for research staff so they can progress from early career researchers to research leaders and managers.

## **5. DEVELOPMENT OF LEADERSHIP & MANAGEMENT CAPABILITIES**

The quality of front-line leadership and management is essential to the retention, motivation and engagement of staff as UQ strives to meet new organisational challenges.

**Aim:** To identify and develop outstanding leaders and high standards of staff management at all levels of the institution.

In particular:

- Provide systematic preparation for future managers and leaders through succession planning. Identify potential managers and leaders and provide opportunities for them to exercise management and leadership responsibilities.
- Provide appropriate support to executives, managers and supervisors through coaching, mentoring and internal and external leadership and management development programs, suited to their career path and meeting the University's objectives.
- Build on the practices for rotation of managers within and between Faculties, Schools, Institutes and Central Divisions.
- Prepare and support managers to plan for and effectively manage change using consultative procedures where restructuring is necessary.
- Assist managers to create optimal organisational structures and job design that support succession planning and career development and the delivery of organisational outcomes.
- Build a critical mass of women in senior academic positions (D and E) and senior professional positions (10 and above) to assist in the attraction and retention of high performing women. Build on the strategy of Postdoctoral Research Fellowships for women and develop a women's leadership program.

## **6. A SAFE, HEALTHY AND PRODUCTIVE WORK ENVIRONMENT**

**Aim:** To promote the highest practicable standard of occupational health and safety within the University of Queensland and to promote the good health and wellbeing of staff.

In particular:

- Develop and implement a corporate staff wellness program.
- Assist managers and supervisors to effectively administer occupational health and safety as an integral part of management.
- Provide effective OH&S training programs for managers, supervisors, new employees and those involved particularly in high hazard areas.
- Identify, monitor and evaluate significant OH&S problems to develop strategies for elimination or minimisation of risks.
- Ensure an audit program is implemented across the University with respect to OH&S legislation and national standards to ensure compliance.
- Provide appropriate direction to staff on OH&S matters to support them in the achievement of their own position's objectives.

- Manage self insurance of workers' compensation efficiently to ensure appropriate and professional management of injured workers, early return to work and containment of costs to staff and the University.
- Provide effective and timely communication with injured staff and their managers with respect to workers compensation.

Shard Lorenzo  
Director  
Human Resources