



UNIVERSITY OF SOUTH AUSTRALIA

HUMAN RESOURCES UNIT

DIRECTOR: HUMAN RESOURCES – KEY RESULT AREAS 2011

CONTEXT STATEMENT

The key capability to achieve the goals of the University's core business and reform agenda resides within the University workforce. Given the ambitions and strategic vision outlined by Horizon 2020 whereby UniSA will be defined by its:

- outstanding learning outcomes and the quality and richness of the student experience
- graduates' readiness for work, their adaptability and their contribution as global citizens
- commitment to equity and excellence, reinforcing each other in an environment characterised by uncompromising high standards
- strong nexus between teaching and research
- world-class research clusters and exciting, research-intensive culture
- innovative solutions to social, economic, political and technological challenges
- considerable and creative contribution to the prosperity and well-being of the nation
- agility and adaptability in building and maintaining productive partnerships with industry, business and the community
- high-performing staff and prestigious national and international partners
- enduring and mutually beneficial relationships with its global alumni
- strong sense of collective purpose.

... the workforce will be the key driver for this ambitious agenda. Specifically the central Human Resources Unit will be guided by the underlying goal of:

An innovative, exciting place to work

New goals and opportunities for achievement will provide a major incentive for UniSA staff to develop and excel in their chosen discipline or profession. UniSA's workplace culture will be characterised by:

- agility, creativity, excellence and impact;
- a strong sense of social purpose and collective engagement;
- recognition of, and reward for, endeavour; and
- pride in individual and collective effort and achievement.

UniSA will continue to be recognised for a high level of innovation and for effective governance, efficient organisation and good management.

The Human Resources Unit will provide leadership, operational and policy services and support in best practice human resources management for UniSA, taking account of the following contextual challenges specific to 2011:

- The implementation of a new Enterprise Agreement and the changed industrial landscape to adapt to the reform agenda set by external factors.
- Responding to the staff survey results which may reflect heightened levels of staff dissatisfaction or fatigue with the scale of change in some work areas.
- Increased demand for performance management of underperforming staff as the University meets the demands of ERA, deregulation of the student market, immigration restrictions and increased competition at the local higher education level.
- Significant new academic appointments within the strategic units of UniSA who will require significant professional support and resettlement.
- Phase Two of the Service Improvement Project (SIP) in the Division of Education, Arts and Social Sciences will be a major managing change process which will require significant leadership from the Director: HR and support from the Central HR Team.
- The reform agenda focussed on lifting academic performance, characterised by the introduction of the data suite, school visits and enhanced performance management will continue unabated, however role of the Director: Human Resources will be less operational with individual case management.

Accordingly, in addition to the responsibilities as defined by the role description for the Director: Human Resources, achievement of the following priority areas for 2011 is critical.

KRA 1: 2011 ENTERPRISE AGREEMENT IMPLEMENTATION

STRATEGIES

- 1.1 Professional development and induction of the 2011 Enterprise Agreement:
 - Heads of Schools/Directors
 - Senior Management Group
 - HR Network / School Managers
 - Other relevant groups as required
 - Assist targeted schools to develop alternative strategies to minimise casualization
- 1.2 25% casual employment restriction:
 - Policy Direction – SMG
 - System analysis and reporting
 - Communication with relevant Divisional Pro Vice Chancellors and Heads of Schools.
 - Targeted strategies with high casual workforce in Schools
- 1.3 Develop alternative employment strategies for casual academic staff:
 - Teaching focussed roles
 - Early Career Development Fellowships

- 1.4 Review and amend HR policies, guidelines, procedures and templates
- Develop project plan to identify impacted policies and guidelines
 - Identifying changes required to accommodate 2011 Enterprise Agreement, e.g. Payroll
 - Consultation with the Central HR Unit Managers/HR Networks/Unions
 - Design HR website to accommodate changes.

KRA 2: NEGOTIATION OF SENIOR STAFF COLLECTIVE AGREEMENT

STRATEGIES

- 2.1 Establish and execute a communication plan to the Senior Staff group regarding the current status of the Senior Staff Collective Agreement to coincide with the 2010 performance pay exercise (April 2011).
- 2.2 Develop a position paper for the Vice Chancellor outlining the current industrial framework applying to the Senior Staff Collective Agreement, options for managing employment conditions for the Senior Staff group in a revised industrial environment and strategies for communication/negotiation.
- 2.3 Following feedback from the Vice Chancellor, develop a similar briefing for the Senior Remuneration Committee (SRC) consideration. The briefing to include the analytical report commissioned from Mercer Consulting outlining alternative remuneration frameworks. This activity may include seeking further advice from Mercer Consulting on any preferred remuneration framework.
- 2.4 Work with the SRC to distinguish between future remuneration options for the Senior Staff group and industrial relations provisions.
- 2.5 Following feedback from the SRC, develop and commence implementation of an action plan to manage the communication, negotiation (if required) and administration of any preferred strategy approved by the SRC.

KRA 3: ORGANISE, IMPLEMENT AND ANALYSE THE 2011 STAFF ATTITUDE SURVEY

STRATEGIES

- 3.1 Undertake a new Staff Attitude Survey round in association with *Insync* Surveys.
- 3.2 Coordinate distribution of the survey and presentation of results.
- 3.3 Provide further analysis and advice on responses to the survey findings.

KRA 4: RECRUITMENT

STRATEGIES

- 4.1 Facilitate the external diagnostic audit of recruitment processes across the University, based on analysis and development of a proposition for change in the management of recruitment practices.
- 4.2 Enhance the representation and promotion of UniSA on external advertisements of vacancies by collaborating with the Marketing and Development Unit on an improved framework and branding.
- 4.3 Implementation and integration of a new e-recruitment system across the University through:
 - configuration of the *e-Recruit* system to meet service needs identified during user consultation;
 - development and implementation of a quality communication plan to ensure smooth transition from *JobOffice* to *e-Recruit*;
 - development of new user manual and training programs;
 - system management support during the term of the licence;
 - integration of the new *on-boarding* module with HRMS; and
 - continuous analysis and development of the *e-Recruit* system to maximise potential use.
- 4.4 In conjunction with the Pro Vice Chancellor: Education, Arts and Social Sciences, establish a recruitment plan for the School of Education and assist in the implementation process.
- 4.5 Recruit for a Deputy Vice Chancellor: Research and Innovation.

KRA 5: FINALISATION OF ACADEMIC PROMOTION REVIEW

STRATEGIES

- 5.1 Submit paper to SMG outlining terms of reference and committee membership.
- 5.2 Develop project plan for timeline and finalisation of proposal for University Council.
- 5.3 Organise review, produce paper for consultation.
- 5.4 Finalise details for SMG.
- 5.5 Develop implementation plan/communication 2012

KRA 6: HR MANAGEMENT SYSTEMS (CASUALS)

STRATEGIES

- 6.1 Seek direction from SMG and Information Environment Strategic Planning Group (IESPG) on HRMS future development.
- 6.2 Investigate alternative strategies for managing casuals taking into consideration:
 - SIP recommendations
 - EB initiatives
 - E-recruitment – employment ready pool of casuals
 - Other, e.g. recruitment diagnostic project.
- 6.3 Implement University-wide casual model.
- 6.4 Develop/identify business requirements again
- 6.5 Identify available/suitable solutions.

KRA 7: BUILDING PROFESSIONAL STAFF CAPABILITY

STRATEGIES

- 7.1 Ensure University staff development programs have focus on development of a service ethic and focus among professional staff.
- 7.2 Work with the Service Improvement Project to assist to facilitate change in improving the service culture, systems and support arrangements.
- 7.3 Ensure management development facilitates the development of a service ethic and focus among professional staff.
- 7.4 Ensure performance management is active for professional staff
- 7.5 Examine the internal labour market issues in the recruitment of professional staff.
- 7.6 Increase reporting of existing qualifications.
- 7.7 Improve collaboration with School managers to enhance their knowledge and understanding of HR issues and practice.
- 7.9 Commence specific succession planning within the central HR team to ensure continuity of service delivery particularly in relation to industrial relations and case management.

KRA 8: REBUILD PROJECT FOR DIVISION OF EDUCATION, ARTS & SOCIAL SCIENCES

STRATEGIES

- 8.1 Develop a succession plan for key academic positions within the Division of EASS Schools. Work with the Pro Vice Chancellor: EASS to recruit academic staff for key senior roles (Academic Level C and D) within each School following significant academic resignation and retirement in the past two years.
- 8.2 Establish a responsive and stable Divisional HR team to implement recruitment and operational processes following the centralisation of CAS and resignation of the Divisional HR Manager.
- 8.3 Work with the Divisional Executive to implement the Service Improvement Project recommendations and stabilise key professional staff within the schools.
- 8.4 Establish intensive support for executive staff newly recruited to the Division of EASS: i.e. Head of School: Education, Director: Hawke Research Institute, Director: Australian Centre for Child Protection, Director: International Centre for Muslim and Non Muslim Understanding.

KRA 9: POLICY REVIEW AND IMPLEMENTATION

STRATEGIES

9.1 Implementation of Performance Development & Management Framework

Implementation of revised Performance Development and Management (PD&M) Framework across the University through:

- Consultation:
 - Seek formal approval of proposed framework through the Senior Management Group;
 - Formal consultation with staff and unions on proposed framework; and
 - Seek endorsement of changes to the Performance Management Policy through University Council.
- Education and Support:
 - Communication of approved framework to all staff through email and local forums/seminars;
 - Delivery of training programs to all staff during implementation with continuous training incorporated through the University's Organisational Development (OD) programs;
 - Development of a Performance Management website that captures documents and supporting resources; and
 - Provision of support systems and coaching to assist managers and staff in the provision of Performance Management.

- Record keeping:
 - Creation of a mandatory reporting system that captures details of the effective date of current PD&M plans and provides an automated 12-month review date on the HR Management System (reflected in Empower and reported in academic staff data suite); and
 - Reporting of agreed development needs to the OD team for future program planning.
- Evaluation - establishment of SMART measures to evaluate effectiveness of PD&M framework.

9.2 Review Code of Ethical Conduct

- Undertake external benchmarking.
- Development a paper for the Senior Management Group outlining the scope of the review.
- Develop a project plan and allocate appropriate resources.
- Seek formal approval of proposed framework through the Senior Management Group.
- Undertake formal consultation with staff and unions on the proposed framework.
- Seek endorsement of changes to the Code of Ethical Conduct Policy through University Council.
- Document and web design for final product.
- Implementation and communication strategy to UniSA community.

9.3 Remuneration Policy Review

- Review and undertake modernisation of Salary Sacrifice Guidelines and implement.
- Revise and implement Excess Leave Guidelines to enable the reduction of time and effort to manage this activity throughout the University.
- Implement changes to the UniSuper Deed of Covenant and superannuation practice resulting from Reportable Employer Superannuation Contributions (RESC) legislation.
- Seek feedback from senior staff representatives on Professional Staff HEO 10+ guidelines and implement.
- Continue to implement revised Market Loading Guidelines through Divisions and Portfolios.

KRA 10 HR PERFORMANCE DATA / DIAGNOSTIC REPORTING

STRATEGIES

- 10.1 Analyse client satisfaction work undertaken by other portfolio units to establish Central HR requirements in this regard.
- 10.2 Undertake benchmarking with other ATN Universities to establish types of approaches used to establish Central HR performance.
- 10.3 Present state of the nation to the Vice Chancellor as to the feasibility and resource implications of performance reporting for Central HR.