



THE UNIVERSITY OF
WESTERN AUSTRALIA

Human Resources Strategic Plan for 2009 – 2014 and Operational Priorities Plan 2009 – 2011

June 2008

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SECTION I – PLANNING OVERVIEW

1.0 INTRODUCTION

The University's primary mission is:

To advance, transmit and sustain knowledge and understanding through the conduct of teaching, research and scholarship at the highest international standards, for the benefit of the international and national communities and the state of Western Australia.

Achieving a reputation for international excellence requires world class human resource management as people provide the University with its key competitive advantage.

This document, the Strategic Plan for Human Resources 2009 – 2014, describes the goals and objectives for realising the Division's strategic goals, hence contributing to the University's mission. In so doing, the Human Resources Division operates within the context of the University budgeting and planning cycle.

2.0 HUMAN RESOURCES DIVISION – AN OVERVIEW

The Human Resources Division supports the University mission through a set of key strategies which:

- provide support to the strategic leadership of the University,
- deliver organisational development and other support services to staff, and
- ensure quality assurance.

The Human Resources Division is organised into a Directorate and six functional sections each of which reports to the Director and through to the Executive Director, Finance and Resources. On Human Resources policy there is also a reporting line through to the Senior Deputy Vice Chancellor. A brief listing of the responsibilities of each Section is listed below.

HR Directorate

Strategic Planning and Financial Management

HR Services

Recruitment, Appointments, Leave, Salary Related Payments, Resignations, Terminations, Alesco, Employee Self Service, System Reports, Superannuation & Salary Packaging, Eligible Termination Payments and Statements and Executive and Chair Appointments, Academic Promotions

Employee Relations and Management Services

Industrial Relations, Enterprise Bargaining, Classifications, Mobility, Organisational Change and Restructure, Consultancy/Advice on HR Issues, Alternative Dispute Resolution

Organisational and Staff Development Services

Implementation of the Leadership Framework including provision of programmes, workshops and facilitation to support strategic, leadership, academic, professional and personal development of staff; Management and development of organisational change initiatives and projects; Training Support Services

Safety and Health Services

Occupational Health and Safety, Employee Assistance Programme, , Radiation Protection, Biological Safety, Chemical Safety, Injury Management and Workers' Compensation, OHS Management Systems Auditing

Equity and Diversity Services

Equal Opportunity, Diversity, Affirmative Action, Harassment, Discrimination, Work, Family and Flexibility, Workplace Culture, Diversity and Equity in the Curriculum

Policy and Planning

Planning, Research, Policy Development, Review and Evaluation, Monitoring and Reporting, Workforce Planning

3.0 THE OPERATING CONTEXT

3.1 The External Environment

Strategic human resource management recognises the economic, social and political factors that create the external context in which the University operates.

Factors with significant implications for effective human resource management relate to the changing composition of the Australian workforce, in terms of age, gender and ethnic distribution. The University seeks to ensure that its workforce, to the greatest extent possible, is a reflection of the Australian community. To that end UWA will continue to analyse and remove the systemic organisational barriers to women's advancement and encourage diversity in its staff and student population.

There are significant challenges in maintaining high level productivity in an ageing workforce and ensuring that the University is successful in recruiting and retaining high quality staff at a time of significant competition, nationally and professional discipline areas such as engineering, business and medicine. The resources boom in Western Australia has also contributed to difficulties in recruiting and retaining quality staff in professional areas such as information technology, financial services, human resources, and the trades.

For all staff the issue of work-life balance has become a high priority that is essential to address. A comprehensive approach to personal and professional development is necessary so that the University can create the career opportunities and reward structures that contribute to ongoing job satisfaction and, hence, retention.

The University operates within a complex legal framework (see Appendix A). A number of items of legislation are directly relevant to day to day human resource management.

3.2 The Internal Environment

Human Resources is a centralised function that operates within a complex and dynamic framework where a range of external challenges intersect with our unique University culture or, to be more accurate, University cultures. Its role is to provide advice and support to Executive and line management on human resource issues. The Human Resources Division at UWA, unlike most other Australian universities, incorporates a full suite of HR functions¹.

Within this framework effective human resource management processes are required that facilitate continual staff learning and development (creating a learning organisation²), improve leadership capacity, and encourage consultation and collaboration with members of the University and broader community. Such processes are central to the achievement of our intended outcomes -- cultural change that enhances institutional equity and diversity, high morale, commitment, trust and a willingness to embrace change, and high productivity.

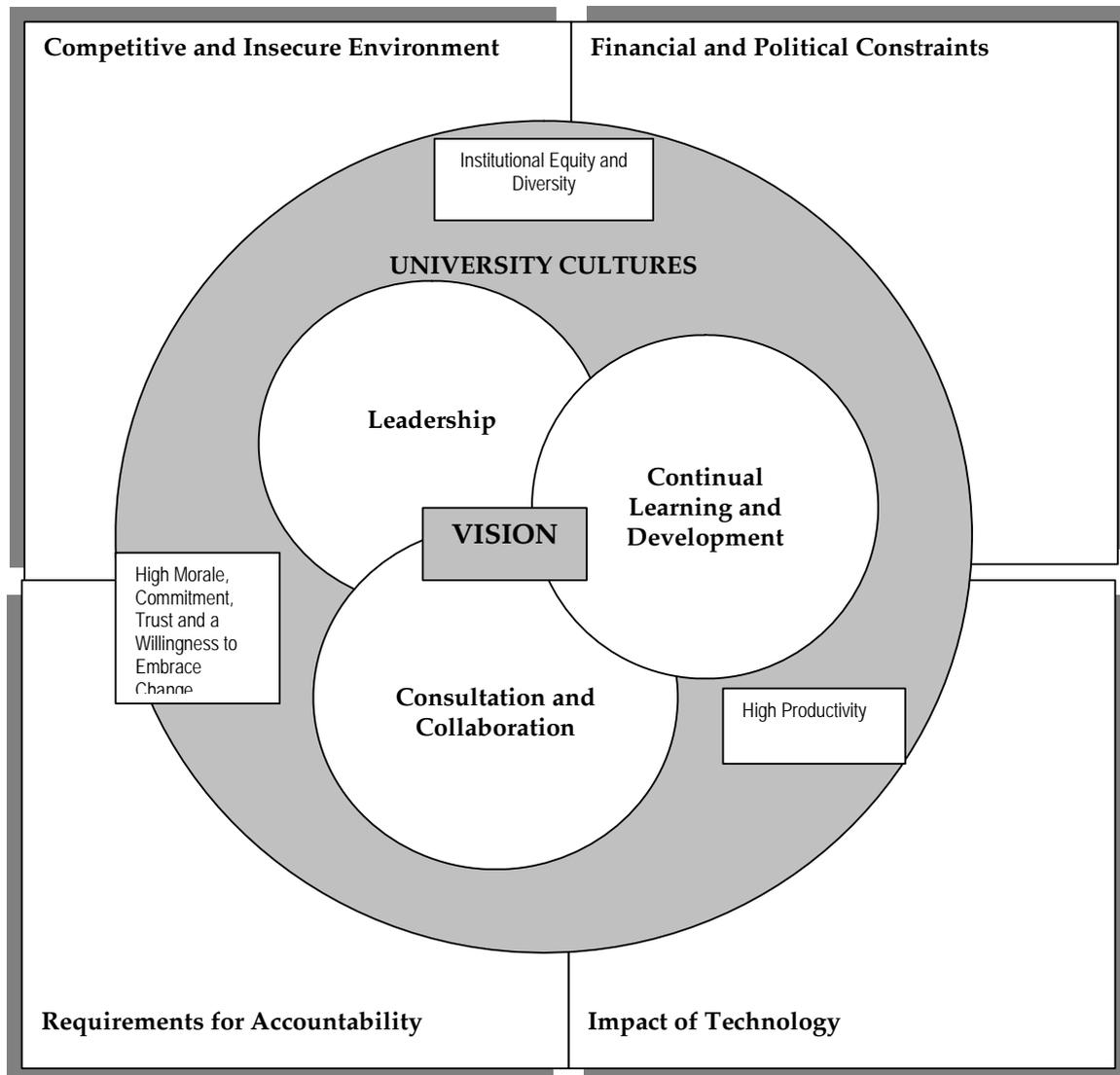
A framework that describes the operating environment for human resources at the University of Western Australia is presented diagrammatically below.

¹ Includes Safety and Health, Equity and Diversity, and Staff Development for all staff in addition to traditional personnel, payroll and industrial functions.

² The term 'learning organisation' was first used by Peter Senge (*The Fifth Discipline: The Art & Practice of the Learning Organization*, Random House Australia, 1990). 'Learning organisations' are "organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together". (p 3)

To effectively manage its human resources given the complexity of its operating environment the University has developed a comprehensive policy framework.

THE UNIVERSITY OF WESTERN AUSTRALIA – ONE STAFF, ONE UNIVERSITY



SECTION II - MISSION, VISION, GOALS AND OBJECTIVES

The University has identified as its prime goal the entry of UWA into the top 50 universities of the world within the next 50 years. The quality of its staff are central to that vision.

1.0 MISSION STATEMENT

“People Matter”

To engage in best practice human resource management that enables University excellence.

2.0 VISION STATEMENT

The University of Western Australia is recognised nationally and internationally as an employer of choice and a model of best practice human resource management.

This vision will be achieved, through consultation and communication with clients, by

- providing high quality professional HR expertise;
- being collaborative, consultative and supportive;
- fostering and sustaining relationships;
- modelling inclusive behaviour in all our services
- benchmarking our services nationally and internationally to foster continuous improvement;
- aligning our services to the University’s core business;
- facilitating culture change;
- utilising transparent systems and regularly evaluating these; and
- identifying and responding positively to new challenges

3.0 STRATEGIC DIRECTIONS FOR HUMAN RESOURCES

A high quality University is dependent upon the quality, reputation and productivity of its staff, its human resources. The Human Resources Division will continue to engage in regular analysis and planning to ensure its services address the long term needs of the University. Over the next five years the six strategic concerns are:

- Staff and Organisational Renewal – Recruiting and Retaining High Quality Staff
- Employment Flexibility
- Accounting for Performance
- Continual Learning
- Creating an Equitable and Diverse Workplace
- Creating a Safe and Supportive Workplace Culture

Strategies to address these are identified in the University’s Operational Priorities Plan and the related HR Operational Priorities Plan.

3.1 Staff and Organisational Renewal – Recruiting and Retaining High Quality Staff

Recruitment and retention of high quality staff in a competitive labour market is of vital importance to the University. As Australia ages there is a concentration of staff in the older age groups and a relatively small proportion of younger academic staff. Successful human resource management will require effective recruitment and retention strategies that take into account the following:

- Accelerated retirements will be accompanied by continued growth in student numbers as the participation rate rises, increasing the demand for staff
- There will be increased competition for a limited number of quality staff in an increasingly international labour market in which Australian higher education budgets are significantly constrained in contrast to many competitors.

- ❑ Traditional academic career structures may be less attractive to younger people than in the past.
- ❑ Well-being in the workforce has become increasingly important. High workload, low financial reward careers may further constrain the supply of quality staff. Together with increased expectations about research performance and higher levels of accountability and reporting, there is the potential to become less competitive internationally.
- ❑ A difficult funding environment will continue to limit the University's ability to provide an internationally competitive reward structure.

3.2 Employment Flexibility

Current collective agreements are aligned with the University's strategic planning and budget process, and salary increases are based on capacity to pay. There continues to be moves towards greater flexibility at both the institutional and individual level, a trend seen as also important in recruitment and retention.

3.3 Accounting for performance – a high performance culture

Human Resources analyses information from a variety of sources to assist in the development of institutional improvement strategies. The University's staff performance management framework linking individual and institutional performance objectives is an important element in the University's accountability framework.

3.4 Continual learning

A rapidly changing knowledge base in the work of universities, rapidly developing information technologies, the competitive environment, the devolution of decision-making to faculty and school leaders, and an increasing level of liaison with the community requires a high level of skill and knowledge on the part of staff. This can be developed only by a commitment to lifelong learning by each member of staff as well as access to a comprehensive range of staff development opportunities. The need to develop 21st century leadership capacity offers a particular challenge, particularly given the significant demographic change.

3.5 Creating an equitable and diverse workplace

Diversity amongst staff and students which reflects the broader Australian community has the benefit of building a broad base of community support as well as meeting important social, moral and human rights, and commitments to equity and diversity. A diverse staff will improve the quality of decision-making in the University and is incorporated into its accountability framework. This commitment is not only important in terms of social justice but it an important attraction and retention strategy.

3.6 Creating a safe and supportive workplace culture

Physically and psychologically safe work environments and safe work practices are key aspects of the University's risk management strategy. This university has a high commitment to safety, not only for its own employees and students, but also for contractors and visitors. To maintain UWA as an employer of choice requires a positive, inclusive and high performance culture marked by cooperation and respect, and where the work environment promotes work/life balance for staff. Improved productivity also rests, therefore, on building a 'one-staff, one-University' culture.

4.0 VALUES

The core values of the University of Western Australia are a commitment to:

- ❑ A high performance culture designed to achieve international excellence
- ❑ Academic freedom to encourage staff and students to engage in open exchange of ideas and thought
- ❑ Continuous improvement through self-evaluation and external review
- ❑ Fostering the values of openness, honesty, tolerance, fairness, trust and responsibility in social, moral and academic matters
- ❑ Transparency in decision-making and accountability

- Equity and merit as the fundamental principles for the achievement of the full potential of all staff and students

Human Resources is determined to provide a quality integrated service by creating a safe, healthy and supportive environment where its own staff are valued, respected and able to realise their full potential. In so doing Human Resources has further refined the University level values to demonstrate:

Integrity by	Maintaining confidentiality and professionalism, treating others with respect, courtesy and fairness
Innovation by	Promoting and embracing meaningful change, pursuing excellence and striving to improve our knowledge and skills
Diversity by	Recognising and respecting the value of human differences, acknowledging and appreciating the contributions of others
Freedom of expression by	Expressing views without fear of recrimination, encouraging and acknowledging new ideas
Team spirit by	Communicating openly and honestly in a constructive and a supportive manner sharing ideas and resources
Accountability by	Taking personal and professional responsibility for our actions, maintaining a consistently high level of performance

In so doing Human Resources aspires to maintain a positive attitude, sense of perspective and good humour

5.0 GOALS AND OBJECTIVES

A. Education

1.0 To provide services that contribute to ongoing improvement of university teaching and learning

- 1.1 To support the career transition of postgraduate students, postdoctoral staff and early career academics
- 1.2 To contribute to the embedding of equity and diversity perspectives into the curriculum

B. Research and Research Training

1.0 To provide services that contribute to ongoing improvement of university research and research training

- 1.1 To support the development of research staff and research leaders

C. External Relations

1.0 To demonstrate excellence in human resource management that positions UWA as an employer of choice nationally and internationally

- 1.1 To expand links with external organisations (both nationally and internationally) and community groups
- 1.2 To showcase UWA HR achievements and expertise and contribute to national HR agendas.

D. Resourcing

1.0 To align resource allocation with University strategic and operational priorities

- 1.1 To collaborate in maximising external funding

E. Staffing

1.0 To support the development of UWA as a learning organisation responsive to individual and organisational needs

- 1.1 To provide appropriate leadership development opportunities
- 1.2 To develop and maintain orientation and induction procedures
- 1.3 To support the career aspirations of UWA staff

2.0 To provide high quality human resource services to the University community

- 2.1 To manage the employment instruments of the University
- 2.2 *To recruit the highest quality staff (Staff)* and support their retention

3.0 To ensure that the University fulfils its statutory and audit requirements

- 3.1 To ensure compliance with State and Commonwealth legislation applicable to the management of the University's workforce

4.0 To monitor organisational and individual performance

- 4.1 To support the performance management process (the Professional Development Review)
- 4.2 To support quality assurance through benchmarking and auditing

5.0 To identify, promote and implement improved policies and practices that demonstrate social and economic responsibility

- 5.1 *To work towards an equitable representation and distribution of staff from diverse backgrounds (Staff)*
- 5.2 To promote a safe, healthy and inclusive workplace that encourages work/life balance for staff
- 5.3 To facilitate the provision of appropriate facilities and services to create an accessible work and study environment

F. Management

1.0 To respond to workplace trends and opportunities

- 1.1 To build a comprehensive policy review and development process
- 1.2 To develop strategic policy responses to human resource issues
- 1.3 To facilitate cultural change and organisational well being

2.0 To support effective management systems, organisational structures and practices

- 2.1 To partner with managers in addressing their emerging human resource priorities
- 2.2 To improve leave management in the University
- 2.2 To develop and deliver high quality and responsive IT/IS capabilities
- 2.3 *To improve the coordination between and within central and devolved units in the University structure (Mgt)* through practical application of the One Staff, One University approach
- 2.4 To establish systems that ensure maintenance of the knowledge of key human resources procedures
- 2.5 To provide accurate and reliable HR data through regular management reporting to facilitate decision making

SECTION III – OPERATIONAL PRIORITIES PLAN

A crucial step in the planning process is translation of strategic goals and objectives into a specific set of operational priorities. This is achieved through development of an Operational Priorities Plan (OPP). The Operational Priorities Plan (OPP) provides the link between the Human Resources Strategic Plan and the detailed business plans of each team within the Division.

The OPP specifies the particular objectives that are to have the highest priority during the specified 3-year period, 2009 – 2011, and, within this framework, the associated performance indicators and implementation strategies. It also assigns responsibility and accountability for particular objectives.

A. EDUCATION

1.0 To provide services that contribute to ongoing improvement of University teaching and learning

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To provide services that contribute to ongoing improvement of University teaching and learning				
1.1 To support the career transition of postgraduate students, postdoctoral staff and early career academics (ECA)	Number of workshops and programmes offered Postgraduate student attendance at courses Head of School feedback ECA retention ECA feedback participation	In collaboration with the Graduate School, develop appropriate programs for postgraduate students nearing completion To offer support to early career academics in workplace management and career management, and research	ARR	Director. OSDS
1.2 To contribute to the embedding of equity and diversity perspectives	Number and nature of consultancies provided Feedback from the teaching and learning community	Provide consultancy and direct services to support wider understanding of equity and diversity issues		

B. RESEARCH AND RESEARCH TRAINING

1.0 To provide services that contribute to ongoing improvement of University research and research training

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To provide services that contribute to ongoing improvement of University research and research training				
1.1 To support the	Participation in programmes			

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To provide services that contribute to ongoing improvement of University research and research training				
development of research staff and research leaders	Number of consultancies provided Staff participation feedback Number of events Bulletins Discussion papers	<p><i>Develop and deliver programmes to support researchers and research management including research project management (T&L, Mgt)</i></p> <p>Provide guidance to heads of school and research groups on team and workplace leadership by</p> <ul style="list-style-type: none"> □ Maintaining and promoting collegial communication on research leadership and management across the academic community. □ Developing research forums to promote ongoing awareness and scholarship of practice. □ Developing strategies to support early career academics in the preparation of grant applications <p>Enhance researcher capabilities</p> <p>Advise researchers on the design of safe workplaces and safe work practices</p>	WER	Director, OSDS

C. EXTERNAL RELATIONS

1.0 To demonstrate excellence in human resource management that positions UWA as an employer of choice nationally and internationally

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To demonstrate excellence in human resource management that positions UWA as an employer of choice nationally and internationally				
1.1 To expand links with	Increased number of collaborative	Provide consultancy support to the external	WER	DHR

external organisations (both nationally and internationally) and community groups	projects Increased number of external consultancies	community in areas of identified strategic value. Contribute to professional bodies including hosting and planning national and international conferences, fora and colloquia To increase the number of visitors participating in UWA Leadership Forums.		
1.2 To showcase UWA HR achievements and expertise and contribute to national HR agendas	Number of awards won and other public recognition Increasing level of interest in UWA HR strategies Number of HR publications and conference presentations Increased level of interest in UWA HR strategies	Collaborate with universities and other organisations to promote UWA best practice. Participation in and contribution to sector HR conferences and workshops Encourage HR staff to research, publish and present at conferences Participation in benchmarking, ongoing research activities, and regular evaluations and audits Enter award contests for HR practices Purchase and use a benchmarking tool	WER	DHR

D. RESOURCING

1.0 To align resource allocation with University strategic and operational priorities

2.0 To provide timely and accurate human resource information for decision making

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
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1.0 To align resource allocation with University strategic and operational priorities				
1.1 To collaborate in maximising external funding	Funds received	<p><i>Ensure compliance with HEWRRS (Resourcing) – Ensure compliance measures are met</i></p> <p>Identify and apply for other sources of funding, including cost recovery services</p> <p>Identify opportunities for resourcing innovative strategies</p>	<p>WER</p> <p>ARR</p>	<p>Mgr, ERMS</p> <p>DHR</p>

E. STAFFING

- 1.0 To support the development of UWA as a learning organisation responsive to individual and organisational needs
- 2.0 To provide high quality human resource services to the University community
- 3.0 To ensure that the University fulfils its statutory and audit requirements
- 4.0 To monitor organisational and individual performance
- 5.0 To identify, promote and implement improved policies and practices that demonstrate social and economic responsibility

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To support the development of UWA as a learning organization responsive to individual and organisational needs				
1.1 To provide appropriate leadership development opportunities	<p>Increased participation rates</p> <p>Positive participant satisfaction surveys</p> <p>Positive changes in leadership behaviours and cultural indicators as measured through the WLS and</p>	<p><i>Implement the Leadership Framework as a way to build capacity amongst managers and supervisors to:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Resolve people and/or financial management issues at the local level through WWP project “Enhancing Financial and Management Capabilities” (Mgt);</i> <input type="checkbox"/> <i>UWA – Best Place to Work; and</i> <input type="checkbox"/> <i>Develop a transparent and supportive</i> 	ARR	Director, OSDS

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To support the development of UWA as a learning organization responsive to individual and organisational needs				
	<p>other tools</p> <p>Increase in the proportion of staff indicating on the Working Life Survey their satisfaction with the quality of local management.</p>	<p><i>management style (Staff)</i></p> <p><i>Maintain and deliver</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> the 'Heads Up' programme (Staff) <input type="checkbox"/> the LDW programme and associated projects <input type="checkbox"/> the Pathways to Leadership Programme <p><i>Develop and implement leadership programs for other groups of staff. (Staff)</i></p> <p><i>Improve the people and financial management skills of staff management and supervisory responsibilities through the WPP project (UWA – A Good Place to Work programme) (Staff)</i></p> <p>Provide support to University leaders participating in designated organisational development projects</p> <p><i>Further develop the research grant management skills of grant holders (Future Research Leaders) (Mgt)</i></p> <p>Provide expertise and support to the annual Leadership Retreat</p> <p>Develop and deliver customised leadership training at a local level</p>	<p>ARR</p> <p>ARR</p> <p>ARR</p> <p>WER</p> <p>WER</p> <p>To be provided centrally</p> <p>User pays / OSDS in kind support</p>	<p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS / Research Services</p> <p>Director, OSDS</p> <p>Director, OSDS</p>
1.2 To develop and maintain orientation and induction procedures	<p>Improved staff attendance at orientation and induction programmes</p> <p>Increased number of hits on</p>	<p>Maintain, expand and promote the induction web site</p> <p>Introduce online induction to HR processes</p> <p>Improve support for new staff</p>	<p>WER</p>	<p>Director, OSDS</p>

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Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To support the development of UWA as a learning organization responsive to individual and organisational needs				
	induction web site Increased number of induction plans in operational areas Positive feedback from new staff on induction process	Develop and introduce specialist orientation and induction programmes including customer service and information technology and for those moving into senior roles Introduce a process of centrally providing and recording all inductions Ensure that work specific procedures are provided at induction Assist faculties to enhance induction Ensure that induction procedures for new staff and all contractors promote awareness of the University's <input type="checkbox"/> aspirations around equity and diversity <input type="checkbox"/> safety and health policy and requirements	WER	Director, OSDS
1.3 To support the career aspirations of UWA staff	Increased number of mobility opportunities Increased take up rates for mobility options Improved promotion rates for those engaged in mobility programmes Increase in the proportion of staff indicating on the Working Life Survey their satisfaction with their staff development opportunities	Expanded access to career opportunities for staff Develop the professional skills and knowledge of staff <i>Improve career opportunities for staff through, for example, increased mobility (Staff)</i> Enhance mobility to support workforce planning Enhance linkages with the PDR to support workforce planning Provide staff with career management assistance	WER ARR WER	Mobility Officer Director, OSDS Director, OSDS/

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Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To support the development of UWA as a learning organization responsive to individual and organisational needs				
				Research Services / Faculties
	<p>Improved participation rates in staff development workshops</p> <p>HR publications and conference presentations</p>	<p><i>Identify staff development needs and provide appropriate programs that support areas of identified strategic need. (Staff)</i></p> <p><i>Increase staff participation in development programs directed at improving skills and knowledge.(Staff)</i></p> <p>Analyse, plan and prepare strategies to support the development needs of</p> <ul style="list-style-type: none"> <input type="checkbox"/> Technical staff <input type="checkbox"/> New graduate staff <input type="checkbox"/> Staff from identified priority areas <p><i>Provide ongoing basic IT skills training (Mgt)</i></p> <p><i>Develop and implement an online training module as part of the HEWPP funded project “Enhancing Financial and Management Capabilities in UWA Leaders” (Mgt)</i></p> <p>Establish a UWA mediation model</p> <p><i>Provide training on project management (Mgt)</i></p> <p><i>Implement the Research Project Management Series in 2007 (Mgt) – Provision of the Future Research Leaders Programme???</i></p> <p>Provide a ‘one stop shop’ of development</p>	<p>WER</p> <p>WER</p> <p>ARR</p> <p>WPP funding</p> <p>WPP funding</p> <p>WER</p> <p>ARR</p> <p>WER</p>	<p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Mgr, ERMS</p> <p>Director, OSDS</p> <p>Director, OSDS</p>

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Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To support the development of UWA as a learning organization responsive to individual and organisational needs				
		opportunities for all UWA staff (does this assume that OSDS is the one stop, or HR??)		

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
2.0 To provide high quality human resource services to the University community.				
2.1 To manage the employment instruments of the University	Certification of Agreements Completion of Award modernisation process where required	Facilitate staff input into collective bargaining Negotiate collective agreements Renegotiate industrial awards to review common law contracts Educate and inform staff on new industrial requirements Engage in award modernisation To further the standardisation of conditions in a single agreement for 'one staff' where appropriate	WER WER WER WER	Mgr, ERMS Mgr, ERMS Mgr, ERMS Mgr, ERMS
2.3 To recruit the highest quality staff and support their retention	Increase in the proportion of new academic staff holding a doctorate and in the proportion of new professional staff holding a bachelor degree or above	<p><i>Improve selection and appointment policies and processes through</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Reviewing recruitment policies and procedures including the development of enhanced search procedures (Staff)</i> <input type="checkbox"/> <i>Implementing procedures to recruit staff with international reputations to boost the University's research profile in selected priority areas (Staff)</i> 	ARR	DHR, Mgr, HRS

		<ul style="list-style-type: none"> ❑ <i>Building the skills and knowledge of staff participating in selection processes (Staff)</i> ❑ <i>Implementing effective induction processes for all new recruits through the University; and (Staff)</i> ❑ <i>Developing the means to reduce the time taken to fill vacancies (Staff)</i> ❑ Review the composition of selection committees and timelines <p>Investigate the need for providing visa application support to successful applicants</p> <p>Collect and analyse recruitment, retention and turnover data.</p> <p><i>Establish workforce and succession planning, including retirement planning, to all levels of the University (Staff)</i></p> <p>Introduce the recommendations of the HR Review in relation to recruitment</p> <p>Implement the second phase of the amended pre employment medical procedure</p>	<p>WER</p> <p>ARR</p> <p>WER</p> <p>WER</p>	<p>Mgr, HRS</p> <p>DHR, Mgr, HRS</p> <p>DHR, Mgr, HRS</p> <p>Mgr. S&H</p>
		<p><i>Provide and promote attractive employment conditions including improved salary packaging options and access to child care (Staff)</i></p> <p><i>Continue to increase flexible working options for staff to assist them in creating improved work quality and life balance (Staff)</i></p> <p><i>Build a positive, inclusive and diverse workplace culture in which inappropriate behaviour is addressed (Staff)</i></p>	<p>ARR</p> <p>WER</p> <p>WER</p>	<p>DHR, Mgr E&D, Mgr, ERMS</p> <p>Mgr, ERMS</p> <p>Mgr, E&D</p>

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		<i>Develop and promote the Total Rewards concept to existing and prospective employees to build on the University's reputation as an employer of choice (Staff)</i>	WER	DHR
		<i>Improve the employment conditions of research staff, as identified in the PARC report, including improved access to ongoing employment (T&L)</i>	ARR	DHR
		Introduce a new career structure for academic staff	ARR	DHR
		Review probation/tenure and promotion policies and procedures.	WER	DHR
		To implement new academic workload models	ARR	DHR
		<i>Improve career opportunities for staff through mobility (Staff)</i>	WER	Mgr, ERMS
		Review general staff classification structures and implement the Hay classification tool	WER	Mgr, ERMS
		Consider introduction of a single spine salary structure		
		Expand and promote salary packaging arrangements		
		Provide reward and recognition options		
		Promote flexible employment and reward options		

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
3.0 To ensure that the University fulfils its statutory and audit requirements				
3.1 To ensure compliance with State and Commonwealth legislation	Number and type of grievances and complaints	Educate clients on legislative requirements and related policy and procedures	WER	All

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applicable to the management of the University's workforce	Improved effectiveness of resolution	Establish a process to ensure new or changes to legislation are implemented as appropriate	WER	DHR
	Reduced timelines for resolution of grievances	Implement the university-wide complaints management system for staff	ARR	University-wide

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
4.0 To monitor organisational and individual performance				
4.1 To support the performance management process (the Professional Development Review)	<p>High levels of staff accessing PDR training</p> <p>Positive feedback on the PDR process</p> <p>Positive results from PDR evaluation</p> <p>Positive feedback on the use of the Academic Portfolio for promotion and tenure</p> <p>SPOT usage</p>	<p><i>Ensure the full implementation of the Professional Development Review process for all staff (Staff)</i></p> <p>Implement the recommendations of the PDR review</p> <p><i>Review the effectiveness of the PDR process and make any necessary changes. (Staff, Mgt)</i></p>		DHR; Director OSDS
4.2 To support quality assurance through benchmarking and auditing	<p>Increasing number and widening breadth of external benchmarking arrangements</p> <p>Increasing frequency and broadening scope of internal audits</p> <p>Positive outcomes of programme evaluations</p>	<p>Continue UWA participation in HR benchmarking initiatives and formulate action plans aimed at improving UWA's comparative performance</p> <p>Investigate and develop HR internal benchmarks</p> <p>Investigate adoption of an integrated HR benchmarking tool</p> <p>Prepare annual reports to demonstrate accountability</p> <p>Conduct programme evaluations where appropriate</p>	WER	DHR DHR

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
4.0 To monitor organisational and individual performance				
		Provide equity performance feedback to sections and faculties		

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
5.0 To identify, promote and implement improved policies and practices that demonstrate social and economic responsibility				
5.1 To support a safe, healthy and inclusive campus culture that encourages work/life balance for staff	<p>Reduced number of grievances and complaints</p> <p>Reduced timelines for resolution of grievances</p> <p>Increased number and nature of diversity initiatives undertaken</p>	<p>Develop, support and resource diversity networks, collaborative initiatives and inter-cultural awareness (T&L)</p> <p>Improve University-wide understanding and uptake of employment initiatives such as the Workforce Diversity Strategy (WDS), supported employment, disability traineeships, etc.</p> <p>Appropriately resource and promote accountability and for an inclusive, 'one-staff' campus culture</p> <p>Develop and monitor the UWA anti-bullying strategy</p> <p>Develop and support cultural competence capacity with a particular emphasis on overseas students and Indigenous staff and students</p> <p>Implement the UWA Disability Access and Inclusion Action Plan</p> <p>Promote visibility and awareness of diverse sexualities and gender identities</p>		

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		Ensure the maintenance of an inclusive policy environment		
	Improved staff awareness of availability and accessibility of flexible work arrangements Introduction of KPIs assessing work-life balance into contracts of an increasing number of senior staff	Resource and develop the UWA Life Balance strategy and resources Increase management capacity to advance the Life Balance agenda Extend the range of 'options' for staff with family responsibilities	ARR WER	Mgr, E&D Mgr, E&D
	Reduction in incident/injury statistics Minimise cost of Workers Compensation premiums Level of EAP use Number of safety management audits conducted Level of safety and health information and training provided	Build awareness of safety and health by: <ul style="list-style-type: none"> □ Enhancing the role of the Area Safety Committee and Safety personnel □ Maintaining and developing safety personnel and networks Complete the OHSMS audit (4801) Implement the Manual Handling Risk Management Plan Review the involvement of technical staff in providing OHS training to students and new academic staff teaching in technical-related areas Develop mental health awareness amongst staff Establish a health promotion strategy for staff Implement safety related KPIs for faculties and schools Survey the attitudes and development needs of safety personnel	WER WER WER WER WER WER WER	Mgr, S&H Mgr, S&H Mgr, S&H Mgr, S&H; Director OSDS Mgr, S&H Mgr, S&H SOT, Mgr E&D, Facilities, UWA Sport, Student Services
5.2 To work towards an	Increased numbers of candidates		WER	Mgr, E&D

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<p><i>equitable representation and distribution of staff from diverse backgrounds (Staff)</i></p>	<p>from diverse backgrounds recruited, retained and promoted</p> <p>Movement towards and Equity Index of 100 for female staff in both academic and professional categories</p> <p>Increase in the ratio of indigenous staff towards the proportion they represent in the WA population</p> <p>Increase in the ratio of staff from diverse backgrounds towards the proportions they represent in the WA population</p>	<p>Continue to implement and evaluate the Workforce Diversity, Disability Access and Inclusion Plan and Indigenous Employment Strategies</p> <p>Assess UWA's gender equity position and implement 'targeted' improvement strategies</p> <p>Identify improved performance indicators for workforce diversity</p>	<p>WER</p> <p>WER</p> <p>WER</p>	<p>Mgr, E&D</p> <p>Mgr, E&D</p> <p>Mgr, E&D</p>
<p>5.3 To facilitate the provision of appropriate facilities and services to create an accessible work and study environment</p>	<p>Number of complaints/cases</p> <p>Guidelines developed</p>	<p>Support the implementation of the Physical Access and Wayfinding Plan</p> <p>Build the capacity of University staff to respond effectively to the needs of staff and students with a disability</p> <p>Maintain and develop, where needed, mechanisms for ensuring that the University maintains a proactive response to disability issues</p> <p>Introduce a declaration of pre-existing illness or injury for new staff to assist to meet their accommodation needs</p>	<p>WER</p> <p>ARR</p> <p>ARR</p> <p>ARR</p> <p>WER</p>	<p>Mgr, E&D; SOT</p> <p>Mgr, E&D</p> <p>Mgr, E&D</p> <p>Mgr, E&D Director, OSDS</p> <p>Mgr, E&D</p>

F. MANAGEMENT

1.0 To respond to workplace trends and opportunities

2.0 To support effective management systems, organisational structures and practices

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To respond to workplace trends and opportunities				
1.1 To build a comprehensive policy review and development process	Better utilisation of existing data sources (eg Working Life Survey, EAP, equity, and exit surveys) Increased level of external involvement in policy development	Engage in regular review of HR policies	WER	All
		Collect, analyse and disseminate staff feedback on a regular basis to assist in policy making	All	All
		Encourage HR involvement in organisational reviews, working parties and other University-wide committees	WER	All
		Review, update and develop policies and procedures ensuring they reflect changes resulting from new/amended legislation and enterprise bargaining i	WER	All
1.2 To develop strategic policy responses to human resource issues	Positive benchmarking with comparative institutions Improved retention/turnover rates benchmarked against national competitors Effective and efficient HR systems and processes	Progress the work of the Organisational Renewal project	ARR	DHR
		Develop a Cultural Competence policy <i>Develop measures for monitoring teaching loads at school level. (T&L)</i>	ARR	DHR, SDVC
		Conduct a Working Life Survey on a three yearly cycle	ARR	SC
		Conduct a post induction survey		

		<p>Review and amend policy where required in the following areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Housing <input type="checkbox"/> Reward and recognition <input type="checkbox"/> Entry level programmes <p>Improve employment processes including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Classification <input type="checkbox"/> Induction <input type="checkbox"/> Standard position descriptions <input type="checkbox"/> Recruitment <input type="checkbox"/> General staff misconduct 	WER	
1.3 To facilitate cultural change and organisational well-being		<p>Support internal branding of the University</p> <p>Build effective and collaborative professional relationships with stakeholders and clients by</p> <ul style="list-style-type: none"> <input type="checkbox"/> Developing inclusive consultation processes Encouraging HR involvement in organisational reviews, working parties and other University-wide committees <input type="checkbox"/> Conducting regular client visits <input type="checkbox"/> Conducting HR Briefings broadening their involvement across HR <input type="checkbox"/> Using the UMG, SMG and other forums to present major new initiatives <input type="checkbox"/> Encouraging increased collaboration within HR in HR managed projects <p>Disseminate good practice to the wider University community</p> <p>Provide support to managers in fostering flexible work arrangements</p>		??

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		Develop effective communication practices and strategies through a variety of methods – web site, HR briefings, email notices, publications including newsletters, workshops and Road Shows, as appropriate		
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Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
2.0 To support effective management systems, organisational structures and practices				
2.1 To partner with managers in addressing their emerging human resource priorities	<p>Increased number of requests for assistance and advice</p> <p>Positive client feedback</p> <p>Reduced turnaround times on classifications</p>	<p>Provide consultancy support to Schools</p> <p>Provide skills and information to Heads planning to restructure to meet future needs</p> <p>Explore an HR consultancy model</p> <p>Explore external recruitment services</p> <p>Consider recommendations of the HR Review</p> <p>Provide a consultancy service that addresses human resource management issues</p>		
2.2 To improve leave management in the University				
2.3 To develop and deliver high quality and responsive IT/IS capabilities	<p>Number of requests for information and turnaround time</p> <p>HR application user saturation</p> <p>Level of integration with HR divisional areas</p> <p>Number of external integration</p>	<p>Involve HR applications in activities that develop efficiencies in HR data management</p> <p>Develop standard HR reporting and other management reports</p> <p><i>Upgrade to Alesco Version 11 (Mgt)</i></p> <p>Introduce e-recruitment and a candidate register</p>	<p>WER</p> <p>WER</p> <p>WER</p> <p>ARR</p>	<p>Mgr, HRS; HR Adviser (Systems)</p> <p>Mgr, HRS</p> <p>Mgr, HRS</p> <p>Mgr, HRS</p>

	<p>opportunities</p> <p>Level of involvement in cooperative activities</p>	<p>Introduce an online web-based incident and injury reporting process</p> <p>Introduce the online management of workers' compensation claims</p> <p>Develop the capacity to record in Alesco any changes to workload arrangements negotiated with academic staff</p> <p>Consider the need for online applications for academic consulting and associated reporting requirements</p> <p>Investigate online promotion processes</p> <p>Implement the PD Builder</p> <p>Ensure easy staff access to HR policies through a re-designed user friendly web site that offers a regular update regular on new HR activities</p>	<p>ARR</p> <p>ARR</p> <p>ARR</p> <p>ARR</p>	<p>Mgr, S&H</p> <p>Mgr, S&H</p> <p>Mgr, HRS/SC</p> <p>Mgr, HRS/SC</p>
<p>2.4 To improve the coordination between and within central and devolved units in the University structure (Mgt) through practical application of the One Staff, One University approach</p>		<p><i>Develop a University wide training and development calendar for staff to access as a single source of information (Mgt)</i></p> <p><i>Consider standardisation of processes and forms in the review of payroll processes (Mgt) QUERY FROM MARK ON MEANING</i></p> <p>Introduce online workshop coordination, reporting and administration through ESS</p> <p>Develop online help tutorials for identified administrative procedures</p>	<p>TBA</p> <p>TBA</p>	<p>Director, OSDS</p> <p>Mgr, HRS</p>

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		Establish improved collaboration with Facilities Management regarding design, construction, and maintenance of physical resources		
2.5 To establish systems that ensure maintenance of the knowledge of key human resources procedures		Introduce EDRM Review all HR processes and document		
2.6 To provide accurate and reliable HR data through regular management reporting to facilitate decision making	Minimised turnaround times on requests for information	Upgrade to latest version of Alesco Promote Discoverer reporting tool and expand usage Increase number of standard Discoverer reports available	WER	Mgr, HRS

APPENDIX A: STATE AND COMMONWEALTH LEGISLATION AFFECTING HUMAN RESOURCES

State Legislation:

The University of Western Australia Act 1911
Equal Opportunity Act 1984
Industrial Relations Act 1979
Workplace Agreements Act 1993
Minimum Terms of Employment Act 1993
Occupational Safety and Health Act 1984
Worker's Compensation and Rehabilitation Act 1981
Freedom of Information Act 1992
Financial Administration and Audit Act 1985
Crime and Corruption Commission Act 2003
Long Service Leave Act
Age Discrimination Act
Gender Reassignment Act 2000
Lesbian and Gay Reform Act 2002

Commonwealth Legislation:

Higher Education Funding Action 2003
Equal Opportunity for Women in the Workplace Act 1999
Disability Discrimination Act 1992
Sex Discrimination Act 1984
Racial Discrimination Act 1975
Workplace Relations Act 1996
Defence Legislation Amendments (Enhancement of the Reserves Modernisation Act) 2003
Human Rights and Equal Opportunity Commission Act 1986
Racial Hatred Act
Superannuation Acts (various)
Taxation Acts (various)