Change Management Proposal

Prepared By: Geoff Rogers
Date: 1 August 2018

This document remains private and confidential. It should not be distributed without the consent of the University and should not be used for any other purpose, except for the purpose of consultation pursuant to our Enterprise Agreement.

Approvals

Name	Position	Signature & Date
Tricia Brand	DVC Services and Resources	

Distribution List

Name	Position	Organisation

Revision History

Date	Version	Modified By	Changes Made, Review History

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1 Purpose

The James Cook University Enterprise Agreement 2016, in section 42.1(b) (ii) requires that where JCU is to introduce a change that will have a significant effect on staff it will prepare and circulate a change proposal that addresses the following issues:

- The extent and nature of the change proposal including where possible identifying what work is no longer to be done by anyone and what work will be transferred to other staff
- Reasons for making the change
- The aim of the change
- Timeframe for the change
- The impact of the change on casual Staffing and
- Any relevant financial information.

In accordance with section 42.1 (a) of the James Cook University Enterprise Agreement 2016 informal discussions have occurred with all staff in the Directorate and the JCC was advised that informal consultation was occurring as part of the preliminary consideration of change process.

Under clause 42.1(b)(iii), JCU is not required to provide "commercial in confidence" information to staff or their representative/s.

2 The extent and nature of the change proposed

Changes are proposed to the HR Directorate to support the further embedding of the partnering model, a balance between operational HR and more strategic work, and will enable a more seamless and consistent service for HR's customers.

There are no redundancies expected as a result of the changes proposed.

Current structure of the HR Directorate

The HR Directorate permanent structure was last reviewed and changed substantially in 2015, with a more contemporary approach to HR management being implemented, including the introduction of Business Partners as the primary interface with internal customers of the Directorate. Additional temporary structure changes were also put in place in 2017 and 2018 to enable the resourcing of projects and whilst the appointment of the permanent Director, HR was completed.

The current vacancies in the Deputy Director, HR and the Manager, Staff Equity and Diversity positions has provided the opportunity to consider a new structure for the Directorate.

The implementation of HR Business Partners (HRBP), centralisation of the HR Assistants into a single team headed by a Team Leader, and recruitment/retention of several HR specialists with domain knowledge across industrial relations, organisational development, talent and recruitment, and HR systems has enabled a step change in the level of HR service provided to the University. The permanent structure (2015) and the current (2018) interim structure are shown in Appendix 1 and 2.

Feedback from senior stakeholders regarding this period acknowledge the uplift in capability that has been evident from 2015 – the time of the last permanent restructure. More recently, several drivers and issues have emerged that point once again to the need for change to build on the foundation established several years ago.

Proposed changes and structure

The proposed structure for the HR Directorate is shown in Appendix 3.

This structure proposes to:

- Disestablish the Deputy Director, HR and the Manager, Staff Equity and Diversity positions;
- Create the Manager, HR Services (1 FTE continuing), Industrial Relations Specialist (1 FTE continuing), Diversity and Inclusion Officer (1 FTE continuing) and Recruitment Consultant (0.5 FTE fixed term) positions ;
- Extend the Team Leader, HR Administrative Services position;
- Change the duties and titles of the Manager, Recruitment, Manager, Industrial Relations and Head Organisational Development and Learning; and
- Change the reporting line for the Team Leader, HR Administrative Services, Team Leader, Remuneration Services, Manager, HR Systems & Information Management and the HR Business Partners.

The following positions are largely unchanged by this proposal (other than changes to the percentage of time spent on some types of work, which may result from the additional resources being provided in the proposed structure):

- Directorate Support Officer
- Remuneration Services Officer
- Remuneration Services Assistant
- Human Resource Assistant
- HR Systems Analyst
- HR Information Management Analyst (recruitment activity underway for a trainee for a 12 month period)
- Business Process Improvement Officer (recruitment activity underway for a maternity leave backfill)
- Staff Development Officer
- Recruitment Consultant (full time)
- HR Consultants – other than clarifying allocations to Business Partners

As part of clarifying how we work during the implementation of any change, position descriptions will be reviewed for all roles to ensure appropriate work is performed at the appropriate level. There is no proposal to reduce any current HEW levels.

The following table outlines in more detail the changes proposed.

Change Proposed	Reason	Further information
1. Disestablishment of Deputy Director,	Role no longer needed as delegations can be	Director, HR to lead and manage Business Partnering teams.

Change Proposed	Reason	Further information
HR (position currently vacant)	incorporated in alternative roles and responsibilities can be more effectively undertaken elsewhere	Team Leader, HR Administrative Services to report to new role – Manager, HR Services. Manager, Recruitment to report to Director, HR as Manager, Talent. HR and finance delegations (ie payroll and Purchase Order sign off) to transition to direct reports of Director, HR as required and according to appropriate protocols. Director to oversee development, management and implementation of the operational plan and strategic direction of HR. It is expected that the disestablishment of this role will promote closer relationships between the Business Partnering team and the specialist and operational teams by flattening the HR structure and reducing silos.
2. Disestablishment of Manager, Staff Equity and Diversity (position currently vacant)	Accountabilities of role can be better effected through establishment of an operational role supported by a senior HR manager with suitable experience	Accountabilities of this role to be divided as follows: Strategic leadership for equity and diversity (ie review and update indigenous workforce strategy, contribute to University strategy and provide strategic advice) activities to be added to responsibilities of Head, Organisational Development and Learning to be renamed Manager, Organisational Development and Inclusion. Work supporting the University's current suite of diversity and equity activities (ie reporting, coordination of events, coordinate ECO network) and any new activities to be completed as well as reporting and data analytics will be undertaken by new Diversity and Inclusion Officer position.
3. Establishment of new role of Manager, HR Services	Facilitate grouping of related areas in HR to enhance outcomes for customers. Provide more focused support to the remuneration/HR administration and systems and information management teams.	There are no changes to responsibilities of roles or work allocations as a result of this change. It is proposed that the Team Leader, Remuneration Services, Team Leader, HR Administrative Services and Manager, HR Systems and Information Management will report to this position. However, this is a reporting line change only and does not otherwise impact on the remuneration and duties of the positions. The incumbent will maximise the effectiveness of HR systems, the efficiency of HR processes, accuracy of HR data, and the quality of customer service provided for the benefit of managers, staff and the University.

Change Proposed	Reason	Further information
		The incumbent will provide expertise in relation to critical operational matters concerned with remuneration and payroll compliance and HR service delivery and processing. In consultation with key stakeholders, the incumbent will prioritise new initiatives and operational activity, and develop resourcing and implementation plans to deliver on these activities. Where required, the Manager, Human Resource Services will successfully manage these projects to completion.
4. Team Leader, HR Administrative Services	Currently role is a secondment for the incumbent until 27 August 2018	Role to be continued on a temporary basis for an additional period pending the appointment of Manager, HR Services. It is proposed that the current incumbent will be extended. The incumbent in this position has a substantive position as a HR Consultant and will return to this role should the Team Leader role not continue.
5. Manager, IR to gain additional responsibilities	Remaining accountabilities from Deputy Director, HR	Title to be renamed Manager IR, Policy and Change – role gains overall responsibility for HR policy (previously the role has contributed to the development of policy) and the oversight of the implementation of Change under the Enterprise Agreement. Role as per current operations, will generally act as Director, HR as required. Where additional workload with respect to change proposals is required it is proposed an additional project-based change resource is engaged/seconded to assist and will report to the Manager IR, Policy and Change. Additional IR Specialist role with focus on managing grievances/claims, investigations added to provide additional support to Business Partner teams and resolve key person dependency in this area.
6. Manager, Recruitment to gain additional responsibilities for complex recruitment related matters and evaluation of positions	Currently complex recruitment related matters and position evaluations are distributed to HRAs and HRCs respectively.	Manager, Recruitment to be renamed Manager, Talent and supported with an additional part time fixed term Talent Acquisition Consultant (HEWL6) role which will absorb additional workload. This will consist largely of complex recruitment matters that will include relocation/migration and the evaluation of positions. This work is currently undertaken by HR Assistants and HR Consultants. This will be reviewed after six months.
7. Business Partners reporting line to	Disestablishment of Deputy Director, HR – enables more	Business Partners to report to Director, HR to improve business focus of HRLT and HR generally.

Change Proposed	Reason	Further information
change to Director, HR	direct line of sight of business issues by Director, HR	There are no specific role responsibility changes planned although some work practices will need to be reviewed and agreed by the HR BPs with the Director, HR. HR Consultants would be allocated – one per Business Partner - which largely reflects the current arrangements. Customer groups may be redistributed following consultation with consideration to staff ratios and workloads.

3 Reasons for making the change

As noted above, the current vacancies in the positions of Deputy Director, HR and Manager, Staff Equity and Diversity and the emergence of the need to build some new capabilities and focus on improvement in others has given rise to the consideration of a new structure for the Directorate. The proposed changes support the further embedding of the Business Partnering model, a balance between operational HR and more strategic work, and will enable a more seamless and consistent service for HR's customers.

4 Aim of the change

The aim of the change is to improve service to customers of HR and to provide advice and support that assists the University to meet its strategic and operational objectives. The proposed changes to the structure are focused on increasing capabilities in some core areas to assist HR to meet its objectives.

The proposed structure, which builds on our existing structure is focused on adopting the following characteristics:

- A Business Partner model that underpins HR approach to our customers
- Fosters collaboration across the team
- Fosters flexibility across delivery areas
- Reduces key person dependencies
- Builds target HR capabilities
- Appropriately allocates work clarifies roles
- Is cost effective

5 Impact of the change on casual staffing

It is not anticipated that this change proposal will have any direct impact on existing casual staffing.

6 Timeframe for the change

The anticipated timeframe for implementing the change is as follows*:

Release of Change Management Proposal Date:	1 August 2018
Opening Date for Feedback:	1 August 2018
Closing Date for Feedback:	15 August 2018
Estimated Decision Date:	20 August 2018

*These dates are indicative only and may change as the change management process occurs.

Feedback will be through emails and meetings with staff as required.

In accordance with the Enterprise Agreement, staff may bring a representative/s with them (see cl 9 Enterprise Agreement) to these meetings. Staff are encouraged to propose alternative ways or measures for introducing the change.

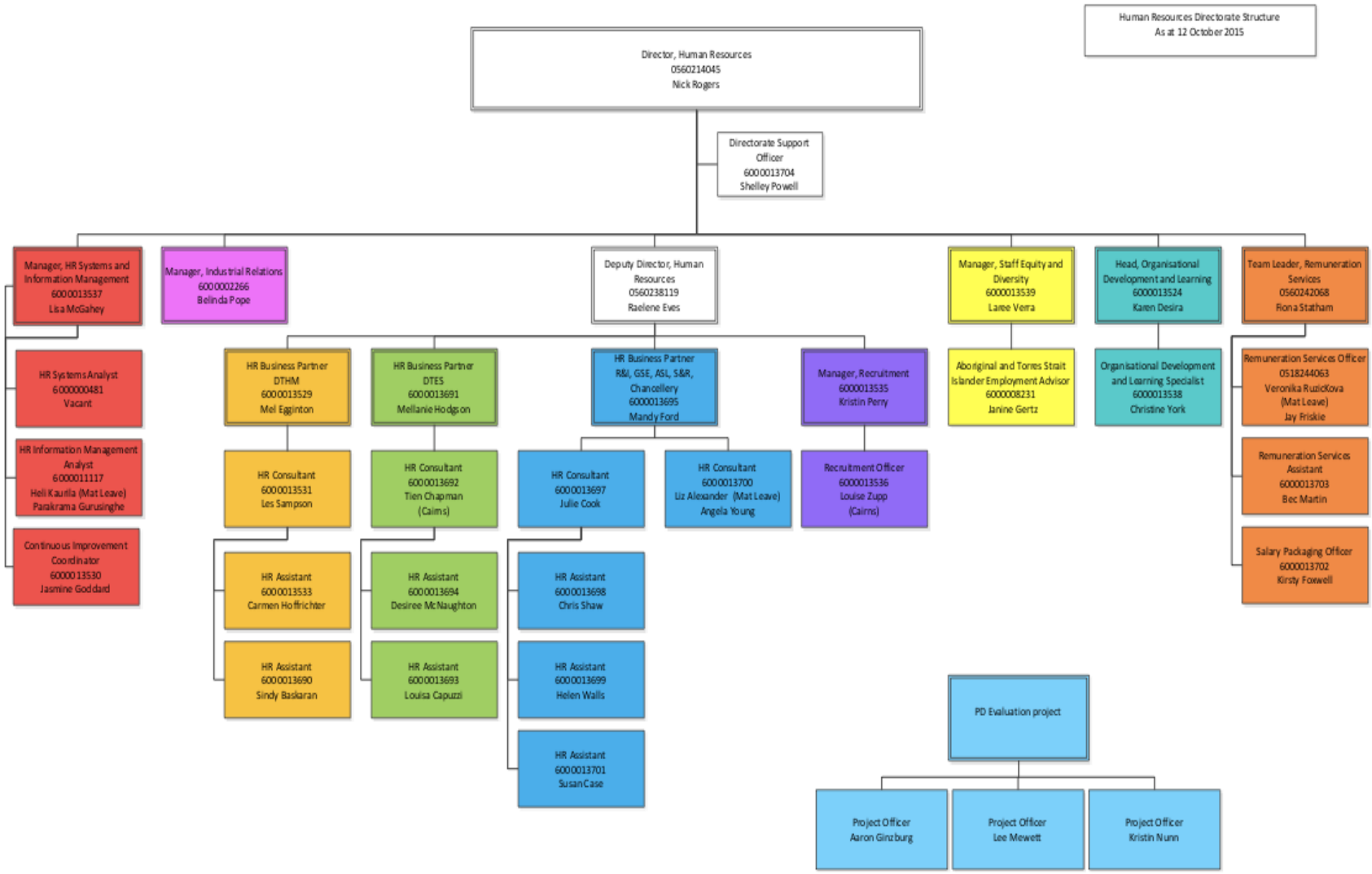
Under clause 9 of the Enterprise Agreement, the University recognises that staff may be assisted, accompanied and supported by a representative that the staff member chooses to appoint for the purpose of a discussion with management, or other specific processes under the Enterprise Agreement. It is a matter for each staff member to determine, within the limits of clause 9 of the Enterprise Agreement, who they wish to act as their representative at any particular time and to confirm those arrangements with their representative.

7 Financial Information

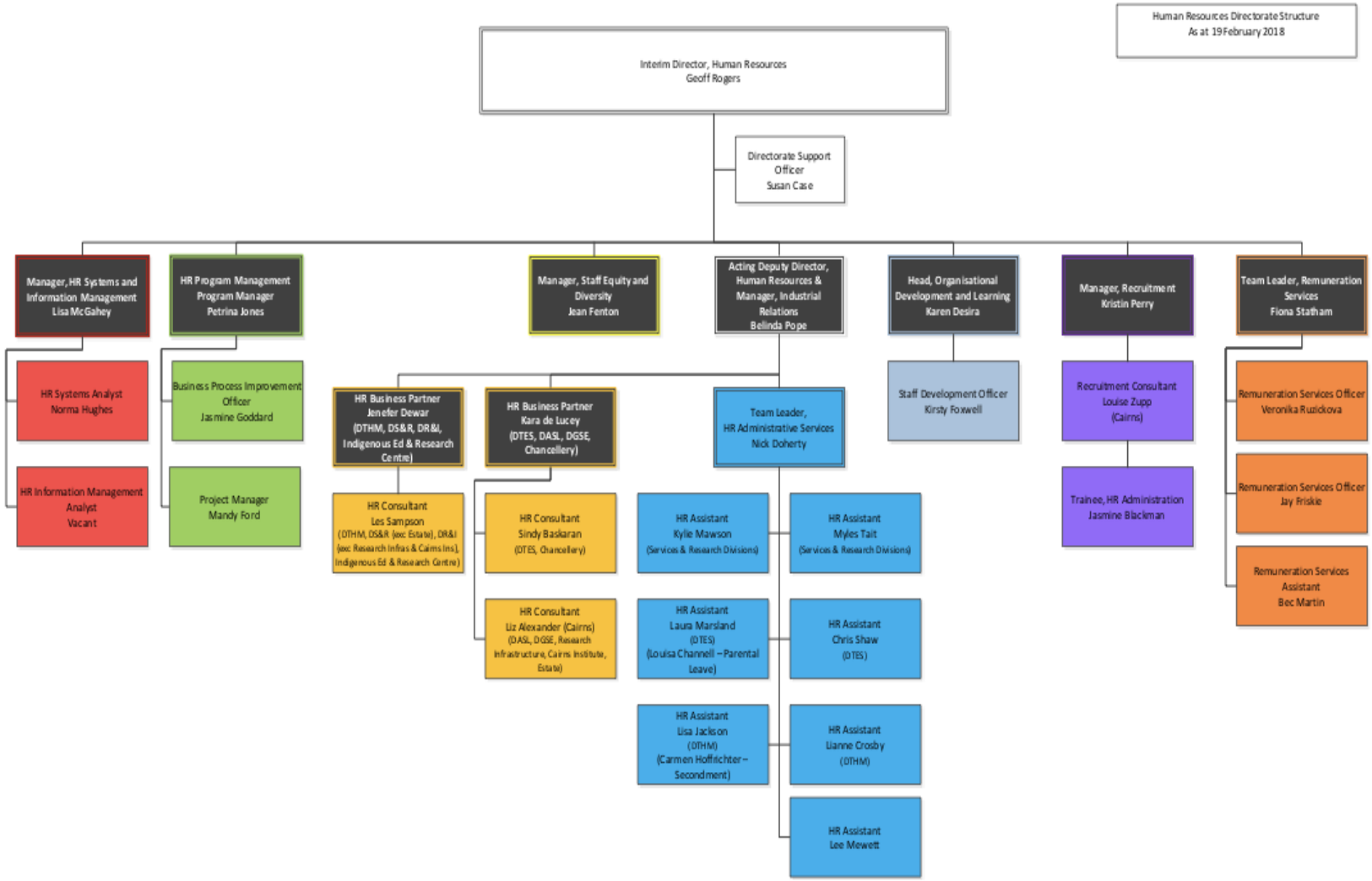
The University does not consider that there is any financial information that is relevant to these changes and notes that general financial information is already made available in the University's Annual Report.

In the event that there is any further financial information that is relevant to this change proposal, the University considers that such financial information would be “commercial in confidence” and in accordance with Clause 42.1 (b) (iii) of the Enterprise Agreement will not be released.

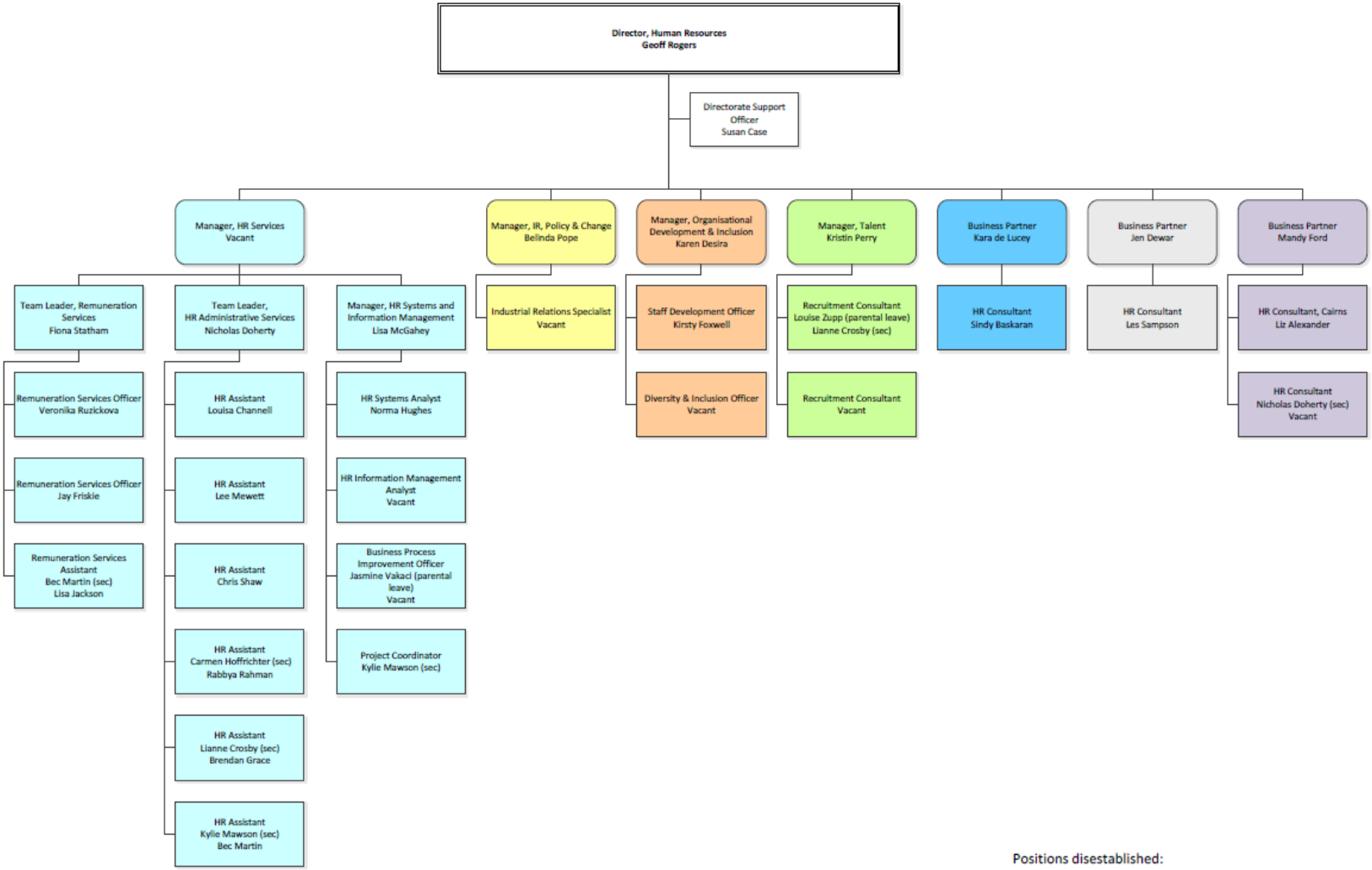
Appendix 1 – 2015 Permanent Structure



Appendix 2 – 2018 Interim Structure



Appendix 3 – 2018 Proposed Structure



Positions disestablished:
Deputy Director
Manager, Staff Equity & Diversity

Appendix 4 – Draft Position Descriptions for new roles

1. Manager, HR Services
2. Industrial Relations Specialist
3. Diversity and Inclusion Officer

Position Description

JAMES COOK UNIVERSITY AUSTRALIA

Manager, Human Resource Services

Position Number	TBA
Campus Location	Townsville
Classification	TBA
Hours per week	36.25
Reports To	Director, Human Resources
Supervisor Position Number	0560214045
Number of positions supervised	Directly: 3; Indirectly: 12
Date Last Reviewed	N/A
Evaluation Approval Number	TBA

Position Overview

Reporting to the Director of Human Resources, the Manager Human Resource Services will manage the remuneration/payroll, HR administration, and HR data and systems teams. The incumbent will be responsible for the delivery of a high quality, customer-focused and efficient service to the University.

The incumbent will maximise the effectiveness of HR systems, the efficiency of HR processes, accuracy of HR data, and the quality of customer service provided for the benefit of managers, staff and the University.

They will also lead the development of the team in terms of enhancing a focus on service, collaboration, process improvement, and individual and team skills and capabilities, The development of relationships vital to the success of the team with all the key stakeholders: HR Business Partners and specialist teams, managers, employees, colleges and divisions and third party providers will also be a priority.

The incumbent will provide expertise in relation to critical operational matters concerned with remuneration and payroll compliance and HR service delivery and processing. They will also lead the development of roadmaps for systems development across HR and in consultation with IT. In consultation with key stakeholders, the incumbent will prioritise new initiatives and operational activity, and develop resourcing and implementation plans to deliver on these activities. Where required, the Manager, Human Resource Services will successfully manage these projects to completion.

Division of Services and Resources

The Division of Services and Resources is responsible for the overall strategy in relation to the management of financial, human, ICT & estate resources, commercial activities and quality, planning & analytics and which foster and promote innovation and best practice in the delivery of services to enable the core business of learning and teaching, research and engagement.

The Division includes the Directorates of Financial & Business Services, Estates, Human Resources, ICT, Quality, Planning & Analytics and Commercial Services and other activities including the provision of student accommodation and bookshop services for students and the Discovery Rise development of the Townsville campus.

Through these Directorates the Division provides: Financial, strategic procurement, purchasing and commercial and contractual services; management of the planning, performance and budgeting framework and processes; legislative compliance; human resource and ICT management; business intelligence; management of the quality enhancement framework; provision of services to students via the University Bookshop; capital infrastructure planning; delivery of capital projects, minor works and facilities maintenance programs; provision of campus services including cleaning, grounds maintenance, security and student accommodation.

Human Resources Directorate

The Human Resources Directorate designs and delivers people management initiatives and practices which assist managers and staff to contribute effectively to the Strategic Intent of the University. The Directorate will contribute to the development of an organisation that promotes and embraces diversity, innovation, flexibility and high performance. The Human Resources Directorate is responsible for all aspects of employment related matters including attracting high calibre employees, developing organisational and people capabilities that are aligned with University needs, and retaining talent. Functions include HR Services, Policy Development, Recruitment, Equity, Organisational Development and Learning, Industrial Relations, Remuneration and Superannuation services and management of the Human Resource Information System (including the provision of information/KPIs).

Organisational Charts

James Cook University
Division of Services and Resources
Human Resources Directorate

Principal Accountabilities

1. Ensure the continuity of critical HR services, particularly payroll and remuneration
2. Contribute to the strategic direction and lead the delivery of high quality, customer focussed HR services including promoting a culture of continuous improvement in service delivery

3. Develop and monitor HR performance measures, and prepare progress reports to the Director, Human Resources
4. Review, document, analyse and assess HR business processes and recommend business improvement solutions to improve cost, quality and timeliness of delivery of HR services. This development should be occurring on both a project basis and an ongoing basis as part of continuous improvement
5. Maximise the use of automation of HR services delivery. Ensure that critical systems are properly maintained and fully utilised. Work with the University's third party suppliers and JCU IT.
6. Manage projects through all stages, including delivering on project outcomes, monitoring completion of milestones, changing scope, defining and managing project interdependencies, and engaging relevant staff throughout the project.
7. Ensure the University's compliance with all key HR operational requirements. This will include, but not be limited to, compliance with payroll related taxation and superannuation requirements and the application of the University's current Enterprise Agreement to payroll related matters.
8. Support the University's commitment to the principles of reconciliation, which exemplify respect for Aboriginal and Torres Strait Islander heritage and the valuing of justice and equity for all Australians.
9. Demonstrate a commitment to the University values and Divisional attributes.
10. Support the principles of the TropEco program and engage in commitment to JCU sustainability goals and objectives.

Descriptors

There are generic responsibilities that apply to all James Cook University staff. Your specific level descriptor can be found at:

Professional and Technical
HEWL TBA

Generic Accountabilities

There are generic responsibilities that apply to all James Cook University staff.

1. The ***Manager Human Resource Services*** is required to observe the lawful and reasonable directions, policies and decisions of the University Council, understand and comply with the Enterprise Agreement, the Statutes and Rules of the University, the policies and decisions of the University Council and other appropriate University authorities, as in force from time to time.
2. The ***Manager Human Resource Services*** is required to demonstrate a personal commitment to ensure personal safety and the safety of others and contribute to the continuous improvement of our WHS performance. This includes the effective implementation and compliance with James Cook University WHS policies, procedures and safe systems of work, together with all relevant legislation, duties and obligations. Contribute to the continuous improvement of our WHS performance.

3. The ***Manager Human Resource Services*** is required to exercise proper discretion in all matters affecting the well-being of the University which involve public writing or speaking in accordance with the University's Code of Conduct.

Selection Criteria

Selection and appointments will be assessed against selection criteria.

Essential

1. Suitable qualifications in Human Resource Management, Finance, Business or a related field, and proven expertise in the management of human resource operations, systems and services in a complex organisation including payroll and administrative processing.
2. Expertise in the application of process and systems improvement to enhance customer service levels in areas of critical service delivery
3. Strong analytical and problem solving skills to deal effectively with complex issues arising from activities including process improvement, project management, or change management
4. Extensive knowledge of contemporary payroll and human resources related practices and related legislation
5. Demonstrated leadership and management skills and the ability to provide guidance and to motivate employees and develop high performing teams.
6. Demonstrated high level interpersonal skills, including negotiation and influencing skills with all levels of managers, peers and the ability to manage varying stakeholder demands.

Desirable

1. Demonstrated knowledge of the University Sector and current issues and trends
2. Lean Six Sigma Black Belt Certification.
3. Change management experience within a University environment.

Position Description

JAMES COOK UNIVERSITY AUSTRALIA

Industrial Relations Specialist

Position Number	TBA
Campus Location	Townsville
Classification	TBA
Hours per week	36.25
Reports To	Manager Industrial Relations Policy and Change
Supervisor Position Number	0560214045
Number of positions supervised	Directly: 0
Date Last Reviewed	March 2018
Evaluation Approval Number	TBA

Position Overview

The Employee Relations Specialist provides accurate and contemporary support to the HR partnering function by: providing advice on the interpretation of the Enterprise Agreement, policy, procedures and legislation; conducting and supporting investigations; managing complex disciplinary matters; and resolving complaints, grievances and disputes. The incumbent will provide coaching and advice whilst building sound working relationships with the HR Team, across the University and with unions.

The Specialist will develop and maintain best practice processes and case management frameworks to enable the efficient and consistent resolution of matters across the University. The incumbent will work collaboratively with the Manager Industrial Relations, Policy and Change, and Business Partners to contribute to matters at the Fair Work Commission, Anti-Discrimination Tribunals or other external bodies.

Division of Services and Resources

The Division of Services and Resources comprises a number of Directorates and Offices whose activities foster and promote innovation and best practice in the delivery of its services and provide the frameworks and support to assist the Academy and Service Divisions achieve their goals and objectives.

The Division is responsible for overall strategy in relation to: planning, performance and budgeting framework; strategic procurement; financial and human resources; ICT services; business intelligence and statistical reporting; strategic commercial activities, including in relation to the Discovery Rise project and Retail outlets; quality enhancement and policy framework; capital infrastructure planning and maintenance and delivery of capital projects for ICT and the Estate; health and safety management and compliance; provision of campus services including cleaning, grounds maintenance, security and student accommodation.

The Division has a strong customer service ethic and continuous improvement culture. We are receptive to new ideas and ways in which we can enhance our delivery of services for the University.

Human Resources Directorate

The Human Resources Directorate designs and delivers people management initiatives and practices which assist managers and staff to contribute effectively to the Strategic Intent of the University. The Directorate will contribute to the development of an organisation that promotes and embraces diversity, innovation, flexibility and high performance. The Human Resources Directorate is responsible for all aspects of employment related matters including attracting high calibre employees, developing organisational and people capabilities that are aligned with University needs, and retaining talent. Functions include HR Services, Policy Development, Recruitment, Equity, Organisational Development and Learning, Industrial Relations, Remuneration and Superannuation services and management of the Human Resource Information System (including the provision of information/KPIs).

Organisational Charts

James Cook University
Division of Services and Resources
Human Resources Directorate

Principal Accountabilities

1. Support HR Business Partners on key deliverables, with particular emphasis on managing cases and grievances through the provision of advice and counsel on managing performance, misconduct/serious misconduct and other complicated IR matters.
2. Provide sound advice on employee related matters that may include policy interpretation, grievances and understanding legislative changes to mitigate employee related risks.
3. Identify IR/ER threats and opportunities and provide sound advice to business partners/consultants, line managers and other employees relating to complex or sensitive issues, including application of legislation, deployment and interpretation of policies to empower managers to make effective decisions.
4. Develop and maintain best-practice processes and frameworks to provide the partnering team consistent and efficient approaches to case management with accurate reporting and documentation. Work closely with the Partnering Team to implement these

approaches including providing coaching and support building confidence and competence whilst ensuring consistency of application.

5. Develop and train leaders on a range of employee relations matters including case management, policy, enterprise bargaining to ensure a consistent understanding of employment legislation and requirements.
6. Contribute to building and embedding a common HR culture through active participation, collaboration and engagement with HR colleagues, delivering high-quality people, process and culture outcomes for our clients, our Directorate and the broader University.
7. Support the University's commitment to the principles of reconciliation, which exemplify respect for Aboriginal and Torres Strait Islander heritage and the valuing of justice and equity for all Australians.
8. Demonstrate a commitment to the University values and Divisional attributes.
9. Support the principles of the TropEco program and engage in commitment to JCU sustainability goals and objectives.

Descriptors

There are generic responsibilities that apply to all James Cook University staff. Your specific level descriptor can be found at:

Professional and Technical
HEWL TBA

Generic Accountabilities

There are generic responsibilities that apply to all James Cook University staff.

1. The ***Employee Relations Specialist*** is required to observe the lawful and reasonable directions, policies and decisions of the University Council, understand and comply with the Enterprise Agreement, the Statutes and Rules of the University, the policies and decisions of the University Council and other appropriate University authorities, as in force from time to time.
2. The ***Employee Relations Specialist*** is required to demonstrate a personal commitment to ensure personal safety and the safety of others and contribute to the continuous improvement of our WHS performance. This includes the effective implementation and compliance with James Cook University WHS policies, procedures and safe systems of work, together with all relevant legislation, duties and obligations. Contribute to the continuous improvement of our WHS performance.
3. The ***Employee Relations Specialist*** is required to exercise proper discretion in all matters affecting the well-being of the University which involve public writing or speaking in accordance with the University's Code of Conduct.

Selection Criteria

Selection and appointments will be assessed against selection criteria.

Essential

1. Progress towards post-graduate qualifications and extensive relevant experience; or extensive experience and management expertise; or an equivalent combination of relevant experience and/or education and/or training.
2. Extensive experience in the managing of investigations, performance issues, cases, complaints, disputes and grievances in a large, complex organisational setting.
3. High level oral communication and interpersonal skills including negotiation and influencing skills, particularly in case management, and including the ability to work with all levels of management.
4. Demonstrated understanding of current employee relations issues and sector practices and the regulatory frameworks including the ability to provide high quality, consistent advice on these matters.
5. High Level written communication skills including the ability to communicate ideas clearly and succinctly and with regard to complex and sensitive matters that will have significant organisational impact.

Desirable

1. Demonstrated knowledge of the Higher Education sector and current issues and trends affecting universities.
2. Qualifications and experience in alternative dispute resolution and mediation.

Position Description

JAMES COOK UNIVERSITY AUSTRALIA

Diversity and Inclusion Officer

Position Number	TBA
Campus Location	Townsville
Classification	TBA
Hours per week	36.25
Reports To	Manager, Organisational Development and Inclusion
Supervisor Position Number	6000013524
Number of positions supervised	Nil
Date Last Reviewed	May 2018
Evaluation Approval Number	TBA

Position Overview

The Diversity and Inclusion Project Officer is responsible for coordinating initiatives and programs to support JCU's commitment to developing and maintaining an inclusive and diverse workforce to meet our strategic outcomes and statement of strategic intent.

Through data collection, reporting, project management and information provision the incumbent will work with key stakeholders to coordinate events; contribute to working groups; advise on legislative and compliance obligations to support evidence-based decision making and internal policy.

Division of Services and Resources

The Division of Services and Resources comprises a number of Directorates and Offices whose activities foster and promote innovation and best practice in the delivery of its services and provide the frameworks and support to assist the Academy and Service Divisions achieve their goals and objectives.

The Division is responsible for overall strategy in relation to: planning, performance and budgeting framework; strategic procurement; financial and human resources; ICT services; business intelligence and statistical reporting; strategic commercial activities, including in relation to the Discovery Rise project and Retail outlets; quality enhancement and policy framework; capital infrastructure planning and maintenance and delivery of capital projects for ICT and the Estate; health and safety management and compliance; provision of campus services including cleaning, grounds maintenance, security and student accommodation.

The Division has a strong customer service ethic and continuous improvement culture. We are receptive to new ideas and ways in which we can enhance our delivery of services for the University.

Human Resource Directorate

The Human Resources Directorate designs and delivers people management initiatives and practices which assist managers and staff to contribute effectively to the Strategic Intent of the University. The Directorate will contribute to the development of an organisation that promotes and embraces diversity, innovation, flexibility and high performance. The Human Resources Directorate is responsible for all aspects of employment related matters including attracting high calibre employees, developing organisational and people capabilities that are aligned with University needs, and retaining talent. Functions include HR Services, Policy Development, Recruitment, Equity, Organisational Development and Learning, Industrial Relations, Remuneration and Superannuation services and management of the Human Resource Information System (including the provision of information/KPIs).

Organisational Charts

James Cook University
Division of Services and Resources
Human Resources Directorate

Principal Accountabilities

1. Under the guidance of the Manager, Organisational Development and Inclusion, provide advice, analysis and assistance in the areas of employee equity and diversity, developing strong and effective working relationships with key stakeholders, including the Student Equity and Wellbeing team; Managers and Aboriginal and Torres Strait Islander working groups.
2. Benchmark JCU employee inclusion initiatives and performance, within and outside the higher education sector, and maintain up-to-date professional knowledge of employee equity legislation, issues and best practice to contribute to strategic decision-making in HR.
3. Produce equity and diversity reports, metrics and dashboards to monitor and measure staff equity related event and program effectiveness and drive evidence-based decision-making.

4. Provide advice and support to equity-related committees and working parties, initiating and undertaking projects as required, including SAGE and the Equity Contact Officer network.
5. Deliver diversity focused events using project management methodologies to build knowledge, awareness and acceptance of diversity among JCU employees and affiliates; collaborate with student support functions, external providers and community stakeholders to enrich and align JCU's program of events.
6. Support the Manager, Organisational Development and Inclusion to develop practical solutions for organisational development and learning as it relates to staff equity and actively raise awareness of equity issues with key stakeholders, managers and staff.
7. Contribute to building and embedding a common HR culture through active participation, collaboration and engagement with HR colleagues, delivering high-quality people, process and culture outcomes for our clients, our Directorate and the broader University.
8. Support the University's commitment to the principles of reconciliation, which exemplify respect for Aboriginal and Torres Strait Islander heritage and the valuing of justice and equity for all Australians.
9. Demonstrate a commitment to the University values and Divisional attributes.
10. Support the principles of the TropEco program and engage in commitment to JCU sustainability goals and objectives.

Descriptors

There are generic responsibilities that apply to all James Cook University staff. Your specific level descriptor can be found at:

Professional and Technical
HEWL TBA

Generic Accountabilities

There are generic responsibilities that apply to all James Cook University staff.

1. The ***Diversity and Inclusion Project Officer*** is required to observe the lawful and reasonable directions, policies and decisions of the University Council, understand and comply with the Enterprise Agreement, the Statutes and Rules of the University, the policies and decisions of the University Council and other appropriate University authorities, as in force from time to time.
2. The ***Diversity and Inclusion Project Officer*** is required to demonstrate a personal commitment to ensure personal safety and the safety of others and contribute to the continuous improvement of our WHS performance. This includes the effective implementation and compliance with James Cook University WHS policies, procedures and safe systems of work, together with all relevant legislation, duties and obligations. Contribute to the continuous improvement of our WHS performance.
3. The ***Diversity and Inclusion Project Officer*** is required to exercise proper discretion in all matters affecting the well-being of the University which involve public writing or speaking in accordance with the University's Code of Conduct.

Selection Criteria

Selection and appointments will be assessed against selection criteria.

Essential

1. Completion of a degree in Human Resources or a related field with subsequent relevant experience; or extensive experience and management expertise in technical or administrative fields; or an equivalent combination of experience and/or training.
2. Demonstrated experience in coordinating employee equity, diversity and inclusion programs and initiatives, preferably including Aboriginal and Torres Strait Islander employment initiatives with an innate passion for building equality and inclusion within the workplace.
3. Proven stakeholder engagement and relationship management skills with high level written and oral communication and interpersonal skills, with the ability to communicate ideas clearly and persuasively and to present compelling arguments to influence and negotiate satisfactory outcomes.
4. Demonstrated experience using management information and analytics to measurably improve staff equity and diversity opportunities within an organisation.
5. Proven project coordination or management experience with knowledge of project management methodologies.
6. Up to date knowledge of contemporary HR equity and diversity issues and demonstrated ability to provide advice and support in equity matters.

Desirable

1. Current understanding and experience with equity, diversity and inclusion issues as they relate to the higher education sector.

HR Directorate Change Proposal
August 2018

ADDITIONAL INFORMATION REGARDING WORKLOAD			
Change Proposed	**Reason**	**Further information**	**Workload reallocated**
1. Disestablishment of Deputy Director, HR (position currently vacant)	Role no longer needed as delegations can be incorporated in alternative roles and responsibilities can be more effectively undertaken elsewhere	Director, HR to lead and manage Business Partnering teams. Team Leader, HR Administrative Services to report to new role – Manager, HR Services. Manager, Recruitment to report to Director, HR as Manager, Talent. HR and finance delegations (ie payroll and Purchase Order sign off) to transition to direct reports of Director, HR as required and according to appropriate protocols. Director to oversee development, management and implementation of the operational plan and strategic direction of HR. It is expected that the disestablishment of this role will promote closer relationships between the Business Partnering team and the specialist and operational teams by flattening the HR structure and reducing silos.	HR and finance delegations will be reviewed and assigned to members of the HRLT and the Director, HR. Director, HR to oversee development, management and implementation of the operational plan and strategic direction of HR. This will include recommending and being accountable for the delivery of HR project initiatives. Director, HR to lead and manage the HR Business Partner engagement model throughout the University ensuring the delivery of a respected and highly valued HR service that effectively enhances performance and efficiency towards achievement of JCU strategy and plans.
2. Disestablishment of Manager, Staff Equity and Diversity (position currently vacant)	Accountabilities of role can be better effected through establishment of the Diversity and Inclusion Officer role supported by senior	Accountabilities of this role to be divided as follows: Strategic leadership for equity and diversity (ie review and update indigenous workforce strategy, contribute to University strategy and provide strategic advice) activities to be added	**Manager Organisational Development & Inclusion** In conjunction with the Director, HR develop a comprehensive staff equity strategy, policy and action plan, including Aboriginal and Torres Strait Islander staff initiatives.

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	HR manager with suitable experience	to responsibilities of Head, Organisational Development and Learning to be renamed Manager, Organisational Development and Inclusion. Work supporting the University's current suite of diversity and equity activities (ie reporting, coordination of events, coordinate ECO network) and any new activities to be completed as well as reporting and data analytics will be undertaken by new Diversity and Inclusion Officer position.	Design and agree creative and practical staff equity and diversity initiatives across the University, which measurably improve delivery and capability in support of under-represented groups. Provide high level advice, analysis and assistance in the areas of staff equity and diversity, developing strong and effective working relationships with key stakeholders **Diversity and Inclusion Officer** Produce equity and diversity metrics and dashboards to monitor and measure staff equity related program effectiveness and drive evidence-based decision-making. Benchmark JCU staff equity initiatives and performance, within and outside the higher education sector, and maintain up-to-date professional knowledge of staff equity legislation, issues and best practice to contribute to strategic decision-making in HR. Implement practical solutions for organisational development and learning as it relates to staff equity and actively raise awareness of equity issues with key stakeholders, managers and staff. Provide specialist advice and support to equity-related committees and working parties, initiating and undertaking projects as required.

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			Deliver events/communications and deliver projects as delegated.
3. Establishment of new role of Manager, HR Services	Facilitate grouping of related areas in HR to enhance outcomes for customers. Provide more focused support to the remuneration/HR administration and systems and information management teams.	There are no changes to responsibilities of roles or work allocations as a result of this change. It is proposed that the Team Leader, Remuneration Services, Team Leader, HR Administrative Services and Manager, HR Systems and Information Management will report to this position. However, this is a reporting line change only and does not otherwise impact on the remuneration and duties of the positions. The incumbent will maximise the effectiveness of HR systems, the efficiency of HR processes, accuracy of HR data, and the quality of customer service provided for the benefit of managers, staff and the University. The incumbent will provide expertise in relation to critical operational matters concerned with remuneration and payroll compliance and HR service delivery and processing. In consultation with key stakeholders, the incumbent will prioritise new initiatives and operational activity, and develop resourcing and implementation plans to deliver on these activities. Where required, the Manager, Human Resource Services will successfully manage these projects to completion.	Provide effective leadership, coaching, management and decision making within the respective HR services teams, including performance reviews to ensure a culture of high performance, customer service, teamwork and innovation.

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4. Team Leader, HR Administrative Services	Currently role is a secondment for the incumbent until 27 August 2018	Role to be continued on a temporary basis for an additional period pending the appointment of Manager, HR Services. It is proposed that the current incumbent will be extended. The incumbent in this position has a substantive position as a HR Consultant and will return to this role should the Team Leader role not continue.	No workload transfers are proposed.
5. Manager, IR to gain additional responsibilities	Remaining accountabilities from Deputy Director, HR	Title to be renamed Manager IR, Policy and Change – role gains overall responsibility for HR policy (previously the role has contributed to the development of policy) and the oversight of the implementation of Change under the Enterprise Agreement. Role as per current operations, will generally act as Director, HR as required. Where additional workload with respect to change proposals is required it is proposed an additional project-based change resource is engaged/seconded to assist and will report to the Manager IR, Policy and Change. Additional IR Specialist role with focus on managing grievances/claims, investigations added to provide additional support to Business Partner teams and resolve key person dependency in this area.	Role gains overall responsibility for HR policy (previously the role has contributed to the development of policy) and the oversight of the implementation of change under the Enterprise Agreement. The role will also retain oversight of EA compliance around change management including coordination with the JCC and managing relationships with unions in conjunction with the relevant HRBP. The role will develop a strategic best practise approach in policy and employee relations and manage HR policy development and continuous improvement benchmarking HR policies and procedures against contemporary HR practice.
6. Manager, Recruitment to gain additional	Currently complex recruitment related matters and position	Manager, Recruitment to be renamed Manager, Talent and supported with an additional part time fixed term Talent	The role will develop a strategic best practice approach in recruitment and talent management.

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Change Proposed	**Reason**	**Further information**	**Workload reallocated**
responsibilities for complex recruitment related matters and evaluation of positions	evaluations are distributed to HRAs and HRCs respectively.	Acquisition Consultant (HEWL6) role which will absorb additional workload. This will consist largely of complex recruitment matters that will include relocation/migration and the evaluation of positions. This work is currently undertaken by HR Assistants and HR Consultants. This will be reviewed after six months.	The role will establish the necessary arrangements to transfer some of the work associated with complex recruitment matters from HR Services in collaboration into the new fixed term role. Similarly, depending on workload the additional fixed term role will undertake job evaluations and provide advice and updates to the Manager, Recruitment who will maintain an overview of the consistent application of job evaluation across the University.
7. Business Partners reporting line to change to Director, HR	Disestablishment of Deputy Director, HR – enables more direct line of sight of business issues by Director, HR	Business Partners to report to Director, HR to improve business focus of HRLT and HR generally. There are no specific role responsibility changes planned although some work practices will need to be reviewed and agreed by the HR BPs with the Director, HR. HR Consultants would be allocated – one per Business Partner - which largely reflects the current arrangements. Customer groups may be redistributed following consultation with consideration to staff ratios and workloads.	Increased support from Manager IR, Policy and Change and additional specialist IR role will enable Business Partners and their teams to resolve workplace issues more expeditiously and with better outcomes. Increased capacity will provide Business Partners and their teams additional time to focus on strategic partnering with their client business areas. As proposed these changes will require a collaborative process to ensure clarity of roles and responsibilities which would be undertaken as part of implementation.