

OPERATIONAL PRIORITIES PLAN

HUMAN RESOURCES

2007 – 2009

INTRODUCTION

The Operational Priorities Plan (OPP) provides the link between the Human Resources Strategic Plan and the detailed business plans of each team within the Directorate. The OPP specifies the particular objectives that are to have the highest priority during the specified 3-year period, 2007 – 2009, and, within this framework, the associated performance indicators and implementation strategies. It also assigns responsibility and accountability for particular objectives.

CONTEXT

The OPP is constructed in the context of the Human Resources Strategic Plan which articulates the mission and vision of the Division in the following terms.

MISSION STATEMENT

**“People Matter”
To engage in best practice human resource management that enables University
excellence.**

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 activities;
- aligning our activities to the University's core business and culture;
- utilising transparent systems and regularly evaluating these to facilitate ongoing improvement; and
- identifying and responding positively to new challenges

The Strategic Plan identifies the following priority strategic goals:

Teaching and Learning

- 1.0 To provide services that contribute to ongoing improvement of university teaching and learning
 - 1.1 To contribute to the effective management and promotion of teaching and learning
 - 1.2 To support the career transition of postgraduate students
 - 1.3 To support the development of early career academics (ECA)

Research and Research Training

- 1.0 To provide services that contribute to ongoing improvement of university research and research training
 - 1.1 To contribute to the effective management and promotion of research and research training
 - 1.2 To support the development of early career academics (ECA)
 - 1.3 To enable and disseminate the sharing of research, good practices and expertise relating to research leadership and management across the University community

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 maintain effective working relations with external partners
 - 1.3 To increase the visibility and awareness of UWA HR achievements and expertise across the University and the wider community.
 - 1.4 To maintain awareness of competitor behaviour in human resource management practices

Resourcing

- 1.0 To align resource allocation with University strategic and operational priorities
 - 1.1 To provide flexible reward options
 - 1.2 To provide flexible employment options
 - 1.3 To ensure HR resources are used effectively
 - 1.4 To collaborate in maximising Commonwealth funding
- 2.0 To provide timely and accurate human resource information to clients for decision making.
 - 2.1 To provide accurate and reliable HR data through regular management reporting to facilitate decision making

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 expand access to career opportunities for staff
 - 1.4 To develop the professional skills and knowledge of staff
- 2.0 To provide high quality human resource services to the University community
 - 2.1 To review and renew industrial agreements as required
 - 2.2 To promote a safe and healthy workplace
 - 2.3 *To recruit the highest quality staff*
 - 2.4 To support the retention of the best quality staff

- 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 embed performance management (the Professional Development Review) in the University
 - 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 encourage an inclusive campus culture
 - 5.2 *To work towards an equitable representation and distribution of staff from diverse backgrounds (Staff)*
 - 5.3 To promote work-life balance for staff
 - 5.4 To provide appropriate facilities and services to create an accessible work and study environment

Management

- 1.0 To identify appropriate HR strategies, 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
- 2.0 To support effective management systems, organisational structures and practices
 - 2.1 To provide a consultancy service that addresses human resource management issues
 - 2.2 To implement a risk management framework
 - 2.3 To develop and deliver high quality and responsive IT/IS capabilities
 - 2.4 *To improve the coordination between and within central and devolved units in the University structure (Mgt)*
- 3.0 To enable cultural change and organisational well being
 - 3.1 To build effective professional relationships with stakeholders and clients that facilitate collaboration
 - 3.2 To disseminate good practice to the wider university community
 - 3.3 To develop effective communication practices and strategies

The OPP advances these goals through a program of objectives, priorities and strategies. A preliminary assessment has been made of resource requirements (WER = Within Existing Resources; ARR = Additional Resources Required). In other words, it cannot be expected that those strategies requiring additional resources will be achieved without them.

It should be noted that the items in italic print are those which are also included in the University's Operational Priorities Plan.

A. TEACHING AND LEARNING

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 contribute to the effective management and promotion of teaching and learning	Participation in programmes Number of consultancies provided	Provide guidance to heads of school and research groups on team and workplace leadership.	WER	Director, OSDS
1.2 To support the career transition of postgraduate students	Postgraduate student attendance at courses HOS feedback	In collaboration with the Graduate School, develop appropriate programs for postgraduate students nearing completion	ARR	Director, OSDS
1.3 To support the development of early career academics (ECA)	ECA retention ECA feedback participation	To offer support to early career academics in workplace management and career management, and research	ARR	Director, OSDS

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 contribute to the effective management and promotion of research and research training	Participation in programmes Number of consultancies provided	Provide guidance to heads of school and research groups on team and workplace leadership.	WER	Director, OSDS
1.2 To support the development of early career	ECA retention	To offer support to early career academics in workplace management and career management,	ARR	Director, OSDS

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To provide services that contribute to ongoing improvement of University research and research training				
academics (ECA)	ECA feedback participation	and research		
1.3 To enable and disseminate the sharing of research, good practices and expertise relating to research leadership and management across the University community	Staff participation feedback	Maintain and promote collegial communication on research leadership and management across the academic community.	WER	Director, OSDS
	Number of events	Develop research forums to promote ongoing awareness and scholarship of practice.	ARR	Director, OSDS
	Bulletins		ARR	Director, OSDS
	Discussion papers	<i>Develop and deliver programmes to support researchers and research management including research project management? (T&L, Mgt)</i>		

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 external organisations (both nationally and internationally) and community groups	Increased number of collaborative projects	Provide consultancy support to the external community in areas of identified strategic value.	WER	DHR
	Increased number of external consultancies	Collaborate with universities and other organisations to promote UWA best practice.	WER	DHR
1.2 To maintain effective working relations with external partners	Increased number of external visitors	Participate in joint programmes and products with partner universities such as the Go8 Future Leaders Project.	WER	DHR
	Representation on an increasing number of arrangements with external partners	Develop relations with potential presenters and collaborators in relation to leadership development.	ARR	Director, OSDS

		To increase the number of visitors participating in UWA Leadership Forums.	WER	Director, OSDS
1.3 To increase the visibility and awareness of UWA HR achievements and expertise across the University and the wider community.	Number of awards won and other public recognition Increasing level of interest in UWA HR strategies Number of HR publications and conference presentations	Showcase HR best practice	WER	DHR
1.4 To maintain awareness of competitor behaviour in human resource management practices	Use comparisons with the Go8 for strategic decision making	Participation in benchmarking activities Ongoing research Regular liaison with other institutions Participation in and contribution to sector HR conferences and workshops	WER WER WER WER	All DHR All All

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
1.0 To align resource allocation with University strategic and operational priorities				
1.1 To provide flexible reward options	Greater awareness and use of allowances to differentially reward staff Positive comparisons in salary benchmarking with national and	Promote awareness of the University's flexible remuneration strategy and use of non-monetary rewards Expand and promote salary packaging arrangements	WER WER	DHR. Mgr, ERMS Mgr, HRS

	other relevant competitors	Review support for academics promoted on the basis of their teaching Review general staff classification structures Review the academic staff career structure	WER	Director, OSDS
1.2 To provide flexible employment options	Increased take up of flexible work arrangements Positive staff feedback on accessibility and suitability of flexible work arrangements	Promote flexible work arrangements Provide support to managers in fostering flexible work arrangements	ARR WER	Mgr, E&D Mgr, E&D
1.3 To ensure HR resources are used effectively	No of staff trained in project management Increased proportion of projects completed on time and on budget Improved responsiveness to clients Faster turnaround Reduced error rate	Introduce project management disciplines where appropriate Ensure HR Staff are appropriately skilled in <input type="checkbox"/> Project management <input type="checkbox"/> Customer relations <input type="checkbox"/> Consultancy	WER WER	DHR All
1.4 To collaborate in maximising Commonwealth funding	Funds received	<i>Ensure compliance with HEWRRS (Resourcing)</i> <i>Coordinate applications for funding under HEWPP in Round 2 (Resourcing)</i>	WER ARR	Mgr, ERMS DHR

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
2.0 To provide timely and accurate human resource information to clients for decision making				
2.1 To provide accurate and reliable HR data through regular management reporting to facilitate decision making	Minimised turnaround times on requests for information Increased data accuracy in HR employer information	Implement Alesco V10 and associated reporting package Develop an intuitive and user friendly access point for all HR information	WER WER	DHR Mgr, HRS

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				
	indicating on the Working Life Survey their satisfaction with the quality of local management.	<p>□ the LDW programme and associated projects</p> <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 (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 (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 (eg Library; 'On Track' Faculty Academic Development Programme)</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 / 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 induction web site</p> <p>Increased number of induction plans in operational areas</p> <p>Positive feedback from new staff on induction process</p>	<p>Maintain and expand the induction web site</p> <p>Develop and introduce specialist orientation and induction programmes including customer service and information technology and for those moving into senior roles</p> <p>Evaluate the effectiveness of orientation and induction procedures</p> <p>Guide faculty enhancement of academic induction</p> <p>Ensure that induction procedures for new staff and all contractors promote awareness of the University's</p>	<p>WER</p> <p>WER</p> <p>WER</p> <p>WER</p> <p>WER</p>	<p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Director, OSDS</p> <p>Mgr, E&D, Director, OSDS</p>

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				
		equity and diversity policy environment and its relation to staff and students with a disability		
1.3 To expand access to career opportunities for staff	Increased number of mobility opportunities	<i>Improve career opportunities for staff through, for example, increased mobility (Staff)</i>	WER	Mobility Officer
	Increased take up rates for mobility options	Implement Go8 WPP and PARC report strategies to enhance researcher capabilities.	ARR	Director, OSDS
	Improved promotion rates for those engaged in mobility programmes	Develop strategies to support early career academics in the preparation of grant applications	WER	Director, OSDS/ Research Services / Faculties
	Increase in the proportion of staff indicating on the Working Life Survey their satisfaction with their staff development opportunities	Review the current approach to support for apprenticeships, traineeships and cadetships Promote employment and development opportunities for staff with a disability. (see E5.4)	WER WER	DHR Mgr, E&D
1.4 To develop the professional skills and knowledge of staff	Improved participation rates	<i>Identify staff development needs and provide appropriate programs that support areas of identified strategic need. (Staff)</i>	WER	Director, OSDS
	Repeat participation			
	HR publications and conference presentations	<i>Increase staff participation in development programs directed at improving skills and knowledge.(Staff)</i>	ARR	Director, OSDS
		Encourage and support university staff to participate in local and national networks to enhance their professional skills and knowledge	WER	Director, OSDS
	Analyse, plan and prepare strategies to support the development needs of	ARR	Director, OSDS	
	<input type="checkbox"/> Technical staff <input type="checkbox"/> Staff teaching offshore			

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				
		<i>Provide ongoing basic IT skills training (Mgt)</i>	WPP funding	Director, OSDS
		<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>	WPP funding	Director, OSDS
		Contribute to professional bodies including hosting and planning national and international conferences, fora and colloquia	WER	All
		Increase the capacity of University staff to contribute to a welcoming and inclusive environment for people with a disability	WER	Mgr, E&D Director, OSDS
		Further develop mediation training	WER	Mgr, ERMS
		<i>Provide training on project management (Mgt)</i>	ARR	Director, OSDS
		<i>Implement the Research Project Management Series in 2007 (Mgt)</i>	WER	Director, OSDS

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
2.0 To provide high quality human resource services to the University community.				
2.1 To review and renew industrial agreements as required	Certification of Agreements	Facilitate staff input into collective bargaining	WER	Mgr, ERMS
	Completion of Award Simplification process where required	Prepare for negotiation of 2008 collective agreements	WER	Mgr, ERMS
		Educate and inform staff on new requirements resulting from changed enterprise agreements	WER	Mgr, ERMS

		To ensure that UWA policy is HEWRs compliant	WER	Mgr, ERMS
		Engage in award simplification to comply with WorkChoices legislation	WER	Mgr, ERMS
		To identify common entitlements for a future single agreement for "one staff"	WER	Mgr, ERMS
2.2 To promote a safe and healthy workplace	Reduction in incident/injury statistics	Build awareness of safety and health by:	WER	Mgr, S&H
	Minimise cost of Workers Compensation premiums	<input type="checkbox"/> Enhancing the role of the University Safety Committee and Safety personnel <input type="checkbox"/> Maintaining and developing safety personnel and networks		
	Level of EAP use	Complete the WorkSafe Plan audit	WER	Mgr, S&H
	Number of safety management audits conducted	Implement the Manual Handling Risk Management Plan	WER	Mgr, S&H
	Level of safety and health information and training provided	Review the involvement of technical staff in providing OHS training to students and new academic staff teaching in technical-related areas	WER	Mgr, S&H; Director OSDS
		Develop mental health awareness amongst staff	WER	Mgr, S&H
		Establish a diving and boating safety committee	WER	Mgr, S&H
		Establish a health promotion strategy for staff	WER	SOT, Mgr E&D, Facilities, UWA Sport, Student Services
2.3 To recruit the highest quality staff	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	<i>Improve selection and appointment policies and processes through</i> <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> <input type="checkbox"/> <i>Building the skills and knowledge of staff</i>	ARR	DHR, Mgr, HRS

		<p><i>participating in selection processes (Staff)</i></p> <ul style="list-style-type: none"> ❑ <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> <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>Provide skills and information to Heads planning to restructure to meet future needs</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>WER</p>	<p>Mgr, HRS</p> <p>DHR, Mgr, HRS</p> <p>DHR, Mgr, HRS</p> <p>Mgr, ERMS</p> <p>Mgr. S&H</p>
<p>2.4 To support the retention of the best quality staff</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><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></p> <p><i>Improve the employment conditions of research staff,</i></p>	<p>ARR</p> <p>WER</p> <p>WER</p> <p>WER</p> <p>ARR</p>	<p>DHR, Mgr E&D, Mgr, ERMS</p> <p>Mgr, ERMS</p> <p>Mgr, E&D</p> <p>DHR</p> <p>DHR</p>

		<i>as identified in the PARC report, including improved access to ongoing employment (T&L)</i>		
		Simplify the career structure for academic staff	ARR	DHR
		Review probation/tenure and promotion policies and procedures.	WER	DHR
		Provide staff with career management assistance	WER	Director, OSDS
		To review academic workloads	ARR	DHR
		Maintain and develop, where needed, mechanisms for ensuring that the University continues to maintain a proactive response to disability issues within its diversity and social responsibility agenda	WER	Mgr, E&D
		<i>Improve career opportunities for staff through mobility (Staff)</i>	WER	Mgr, ERMS
		Review general staff classification structures	WER	Mgr, ERMS

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 applicable to the management of the University's workforce	Number and type of grievances and complaints	Educate clients on legislative requirements and related policy and procedures	WER	All
	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	Develop a grievance tracking and monitoring system	ARR	University-wide

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
4.0 To monitor organisational and individual performance				
4.1 To embed performance	High levels of staff accessing PDR	<i>Ensure the full implementation of the Professional</i>		DHR; Director

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
4.0 To monitor organisational and individual performance				
management (the Professional Development Review) in the University	training Positive feedback on the PDR process Positive results from PDR evaluation Positive feedback on the use of the Academic Portfolio for promotion and tenure SPOT usage	<i>Development Review process for all staff (Staff)</i> <input type="checkbox"/> Maintain training for reviewers and reviewees in the use of the Professional Development Review process <input type="checkbox"/> Investigating the use of technology in the implementation of the Professional Development Review <input type="checkbox"/> Determining the effectiveness of the links between staff development and the PDR <input type="checkbox"/> Promoting the academic portfolio for academic promotion and tenure <input type="checkbox"/> Conduct a project on electronic academic portfolios <input type="checkbox"/> Promoting the use of the Academic Portfolio to academic staff <i>Review the effectiveness of the PDR process and make any necessary changes. (Staff, Mgt)</i>	WER ARR WER WER ARR WER WER	OSDS DHR, Director, OSDS
4.2 To support quality assurance through benchmarking and auditing	Increasing number and widening breadth of external benchmarking arrangements Increasing frequency and broadening scope of internal audits Positive outcomes of programme evaluations	Continue UWA participation in benchmarking initiatives and formulate action plans aimed at improving UWA's comparative performance including <input type="checkbox"/> Remuneration <input type="checkbox"/> Staff development <input type="checkbox"/> Occupational health and safety <input type="checkbox"/> Equity and diversity <input type="checkbox"/> Researcher development Investigate and develop HR internal benchmarks Prepare annual reports to demonstrate accountability Conduct programme evaluations where appropriate	WER WER WER WER	DHR Mgr, ERMS Director, OSDS Mgr, S&H Mgr, E&D Director, OSDS DHR DHR DHR

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 encourage an inclusive campus culture	Reduced number of grievances and complaints	Promote responsibility and accountability for an inclusive campus culture	WER	Mgr, E&D
	Reduced timelines for resolution of grievances	Implement the UWA anti-bullying strategy	ARR	Mgr, E&D
	Increased number and nature of diversity initiatives undertaken	Develop, support and resource diversity networks, collaborative initiatives <i>and inter-cultural awareness (T&L)</i>	WER	Mgr, E&D
		Contribute to embedding of diversity perspectives within teaching and learning	WER	Mgr, E&D
		Develop a framework that addresses issues in building a 'one-staff' culture	WER	All
		Implement the UWA Disability Access and Inclusion Action Plan	ARR	Mgr, E&D, Mgr, S&H, DHR, Mgr, ERMS
		Improve University-wide understanding and uptake of employment initiatives such as the Workforce Diversity Strategy (WDS), supported employment, disability traineeships, etc.	WER	Mgr, E&D
5.2 To work towards an equitable representation and distribution of staff from diverse backgrounds (Staff)	Increased numbers of candidates from diverse backgrounds recruited, retained and promoted	Further implement and evaluate the Workforce Diversity and Indigenous Employment Strategies	WER	Mgr, E&D
		<input type="checkbox"/> Review the gender equity strategy, and develop and implement an action plan (Staff)		
		<input type="checkbox"/> Develop and implement programmes to improve the recruitment of indigenous staff (Staff)		
		<input type="checkbox"/> Develop and implement programmes to improve the recruitment of staff from diverse backgrounds (Staff)		
Movement towards and Equity Index of 100 for female staff in both academic and professional categories	Increase in the ratio of indigenous staff towards the proportion they	<input type="checkbox"/> Develop the leadership skills of staff from		

	<p>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><i>diverse backgrounds by encouraging their participation in leadership programs and workshops (Staff)</i></p> <p>Develop the Race and Cultural Diversity Companion Kit</p> <p>Identify improved performance indicators for diversity</p> <p>Extend the ALLY Network within the WA public higher education sector</p> <p><i>Produce, distribute and promote the 2007/08 InterFaith Calendar (T&L)</i></p>	<p>WER</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>Mgr, E&D</p>
5.3 To promote work-life balance for staff	<p>Improved staff awareness of availability and accessibility of flexible work arrangements</p> <p>Introduction of KPIs assessing work-life balance into contracts of an increasing number of senior staff</p>	<p>Promote flexible work arrangements</p> <p>Roll out the UWA Life Balance strategy and resources</p>	<p>ARR</p> <p>WER</p>	<p>Mgr, E&D</p> <p>Mgr, E&D</p>
5.4 To provide appropriate facilities and services to create an accessible work and study environment	<p>Number of complaints/cases</p> <p>Guidelines developed</p>	<p>Support the implementation of the Physical Access and Wayfinding Plan for the Crawley campus</p> <p>Promote greater awareness amongst teaching staff of access issues for students</p> <p>Extend the range of facilities for staff with family responsibilities</p> <p>Build the capacity of University teaching and learning staff to respond effectively to the needs of students with a disability</p> <p>Promote employment and development opportunities for staff with a disability. (see E1.3)</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>

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F. MANAGEMENT

- 1.0 To identify appropriate HR strategies, trends and opportunities
- 2.0 To support effective management systems, organisational structures and practices
- 3.0 To enable cultural change and organisational well being

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
1.0 To identify appropriate HR strategies, 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 audit 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	Ensure UWA achieves funding under HEWRRs	ARR	DHR, Mgr ERMS
		Progress the work of the Organisational Renewal Working Party	ARR	DHR
		Implement findings of the Grievances and Complaints Review Working Party	ARR	SC, SDVC
		<i>Develop measures for monitoring teaching loads at school level. (T&L)</i>	ARR	DHR, SDVC
		To review and analyse the content of the Working	ARR	SC

		<p>Life Survey for 2006</p> <p>Review and amend policy where required in the following areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Academic consulting <input type="checkbox"/> Academic titles <input type="checkbox"/> Academic portfolios <input type="checkbox"/> Study Leave <input type="checkbox"/> Academic promotion <input type="checkbox"/> Academic career structure <input type="checkbox"/> Management of complaints <input type="checkbox"/> Dangerous Goods Licence <p>Review key employment processes including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Classification <input type="checkbox"/> Academic staff probation <input type="checkbox"/> Standard position descriptions <input type="checkbox"/> Job documentation <input type="checkbox"/> General staff misconduct 	<p>WER</p> <p>WER WER WER WER WER ARR ARR WER</p> <p>WER</p>	<p>SC SC SC/Director OSDS SC SC SC, SDVC SC Mgr, S&H</p> <p>Mgr, ERMS</p>
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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 provide a consultancy service that addresses human resource management issues	<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 in relation to</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategic planning <input type="checkbox"/> Organisational and cultural issues <input type="checkbox"/> Human resource management <input type="checkbox"/> Equity and diversity <input type="checkbox"/> Safety and health <input type="checkbox"/> Conflict resolution <input type="checkbox"/> Leadership and team development 	<p>WER WER WER WER WER WER WER</p>	<p>DHR/All Mgr, E&D; OSDS DHR/All Mgr, E&D; Mgr, S&H Director, OSDS Director, OSDS</p>
2.2 To implement a risk management framework	Existence and quality of Risk Management Treatment Plans at University, faculty and School/Unit	Review and report on the top corporate risks regularly	WER	Mgr, S&H

	levels	Promote staff awareness of risk prevention strategies	WER	Mgr, S&H
		Ensure Go8 consistency in risk assessments for research activities	WER	Mgr, S&H
		<i>Support the annual update of risk management plans across the University (Mgt)</i>	WER	Mgr, S&H
2.3 To develop and deliver high quality and responsive IT/IS capabilities	Number of requests for information and turnaround time	Involve HR applications in activities that develop efficiencies in HR data management	WER	Mgr, HRS; HR Adviser (Systems)
	HR application user saturation	Develop standard HR reporting and other management reports following client consultation	WER	Mgr, HRS
	Level of integration with HR divisional areas	<i>Upgrade to Alesco Version 10 (Mgt)</i>	ARR	Mgr, HRS
	Number of external integration opportunities	Research the requirements for e-recruitment	ARR	Mgr, HRS
	Level of involvement in cooperative activities	Provide HR Systems training for internal and external clients	WER	Mgr, HRS
		Support mobility through development of a candidate register	ARR	Mgr, HRS
		Develop an online incident and injury reporting process	ARR	Mgr, S&H
		Investigate the online management of workers' compensation claims	ARR	Mgr, S&H
		Develop the capacity to record in Alesco any changes to workload arrangements negotiated with academic staff	ARR	Mgr, HRS/SC
		Develop the capacity for online applications for academic consulting and associated reporting requirements	ARR	Mgr, HRS/SC
	Investigate online promotion and tenure processes	WER	Mgr, HRS	

2.4 To improve the coordination between and within central and devolved units in the University structure (Mgt)		Develop a University wide training and development calendar for staff to access as a single source of information (Mgt)	TBA	Director, OSDS
		Consider standardisation of processes and forms in the review of payroll processes (Mgt)	TBA	Mgr, HRS

Objective	Performance Indicators	Implementation Strategies	Resource Requirements	Responsibility
3.0 To enable cultural change and organisational well being				
3.1 To build effective professional relationships with stakeholders and clients that facilitate collaboration	Positive client feedback	Develop inclusive consultation processes for HR staff, clients and other stakeholders	WER	DH
		Encourage HR involvement in organisational reviews, working parties and other University-wide committees	WER	DHR/All
		Conduct regular client visits	WER	All
		Continue HR Briefings broadening their involvement across HR	WER	Mgr, ERMS; All
		Use the UMG, SMG and other forums to present major new initiatives	WER	DHR/All
		Encourage increased collaboration within HR in HR managed projects	WER	All
3.2 To disseminate good practice to the wider university community	Positive client feedback Requests for assistance	Promote good practice in: <ul style="list-style-type: none"> <input type="checkbox"/> Human resource management <input type="checkbox"/> Leadership <input type="checkbox"/> Research <input type="checkbox"/> Equity and diversity 	WER	DHR
		Maintain and further develop the OSDS Resource Centre	WER	Director, OSDS
3.3 To develop effective communication practices and strategies	Increased frequency of communication More diverse communication	Develop clear protocols concerning HR communication	WER	All
		Communicate information through a variety of	WER	All

	<p>vehicles</p> <p>Reduction in questions regarding accessible information</p> <p>Improved client satisfaction s and feedback</p> <p>Preparation of a Total Rewards Statement for staff</p>	<p>methods – web site, HR briefings, email notices, publications including newsletters, workshops and Road Shows, as appropriate</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>Support internal branding of the University</p>	<p>ARR</p> <p>WER</p>	<p>All</p> <p>DHR</p>
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