



**UNIVERSITY OF SOUTH AUSTRALIA**  
**HUMAN RESOURCES UNIT**  
**HR PRIORITIES 2009**

**CONTEXT STATEMENT**

The key capability to achieve the goals of the University's core business and reform agenda, resides within the University workforce.

- *New Horizons, Step 2010 and BPIP* has given rise to a re-focussed workforce strategy for the University. The development of a workforce strategy which drives a high performance culture has impacted significantly on all areas of the HR function and will continue unabated in 2009.
- The Business Process Improvement Project (BPIP) will see a significant trial implemented in ITEE, with HR as a core function to be considered in this project and the Director HR as a key sponsor of the trial.
- 2009 will signal the end of all collective agreements across the University, necessitating enterprise bargaining being undertaken in the context changed IR legislation and amended employee relations landscape.
- The implications of the Bradley Review and the financial landscape for the higher education sector will necessitate change with HR, to accommodate agility and the scope to effectively deal with ambiguity, change and flux.

Accordingly, in addition to my duties; as defined by the role description of the Human Resource Director, attention to the following priority areas for 2009 is critical.

**KRA 1 ESTABLISHMENT OF KEY ORGANISATIONAL RELATIONSHIPS & CENTRAL HR STRUCTURE TO DELIVER KEY OUTCOMES**

Continue to work proactively with the SMG members to instil confidence in the HR function as the delivery point for University reform of the scale and focus demanded in the teaching and learning and research arena.

**STRATEGIES**

- Focus on the Head of School (HoS) cohort as the delivery point of the reform of academic performance
- Restructure central HR team to manage the scale and depth of reform agenda across the University

- Re-establish and strengthen the Human Services Team within Central HR to provide a client focused services for Divisional HR teams in performance management and Managing Changes operations.

## **KRA 2 RESPONSIBILITY & LEADERSHIP FOR MANAGING CHANGE PROCESSES ACROSS THE UNIVERSITY**

### **STRATEGIES**

- Establish an interim (two year) centrally co-ordinated *Managing Change* infrastructure to advise, coach and execute effective operational management of changes employment conditions, within the terms and conditions of the Collective Agreement, as Step 2010, BPIP and performance management reforms are implemented across the University. It is recognised that this strategy will require additional resources to the HR Central recurrent budget (2009-2010)
- Oversee the *Managing Change* processes and provide high level advice, support and guidance to management and devolved HR staff to achieve outcomes consistent with the University's strategic priorities.
- Refine and tailor a *Managing Change* Toolkit for Managers and Supervisors and provide professional development activities to disseminate this information.

## **KRA 3 EFFECTIVE DELIVERY OF PERFORMANCE MANAGEMENT SYSTEMS**

This area will be the most urgent *deliverable* for the Human Resources Unit, in collaboration with Divisional HR professionals and HoS, to ensure the right systems, policies and practices are in place to support enhanced performance management of staff across the University.

Accordingly the following will be priorities;

- Lead improved processes for performance development
  - Conduct workshops for managers
  - Provide specific assistance in the implementation of performance improvement plans
  - Quick guides and easy to use pro-formats
  - Campaign to educate managers on availability of material for performance
- Implementation of the data suite trialled in the *Six Schools project*
- Design and implementation of tools, training and rigour around poor and underperforming staff
- Purpose designed professional development program for Heads of Schools in managing under performing academic staff (Coach in a Box, Dattner Grant Pty Ltd)
- In light of the reform agenda and change culture, analyse and review the University's Code of Ethical Conduct
- Complete the review of the current Promotion Structure and deliver a 'white paper' consultation paper, on an alternative system which focuses on the build capacity theme
- Quantative analysis of the effectiveness of intensive work in this area on staff (research project)

#### **KRA 4 SCOPING OF REPLACEMENT HRMS**

A more significant investment is needed to replace the existing university's HR system with one that includes improved operational functionality and support for strategic planning and decision making particularly to support the Workforce Strategy project.

Accordingly in the first half of 2009 a major scoping project will be undertaken by central HR to ascertain the needs of such a system, availability and cost. This project is funded as part of the corporate information systems development for the period 2009-2013.

#### **KRA 5 LEAD AQUA PORTFOLIO: BUILDING WORKFORCE CAPACITY**

During the course of 2009 UniSA will undergo an audit and one of the two portfolio areas for examination is *Building Workforce Capacity*.

My role will be to;

- Provide leadership, guidance and editorial support to the writing team
- Co-ordinate and assemble evidentiary data to support the portfolio statement
- Conduct sessions with key staff to inform and coach participants who take part in the trial and final interviews in August 2009

#### **KRA 6 OVERSEE NEGOTIATIONS FOR NEW INDUSTRIAL AGREEMENTS**

##### **STRATEGIES**

- Develop a collective bargaining strategy for academic and professional staff, Document Services staff and a strategy to integrate security and grounds staff into the existing/new academic and professional staff collective agreement
- Support the negotiation of a new collective agreement for academic and professional staff and Document Services staff
- Support the implementation of new collective agreements for academic and professional staff and Document Services staff
- Develop the options for development of a collective bargaining strategy for senior staff.
- Evaluate all senior staff job and person specifications in line with the completion of the current Senior Staff Agreement (July 2009)

#### **KRA 7 OHSW**

##### **STRATEGIES**

It is now clear that 2009 will necessitate considerable work as the University prepares for the self insurer workplace audit in 2010.

- OHSW Strategic Plan 09-11 is developed, in consultation with involved parties, endorsed & supported by SMG to achieve the desired culture.

- An on-line OHSW Management System is implemented to streamline and standardise reporting and monitoring of OHSW activity across the University network.
- Monitor and review the newly established Lawsons contract
- Review on-line training program

## **KRA 8      RECRUITMENT**

### **STRATEGIES**

- Review of how we current recruit and the effectiveness of these strands
- Focus on level D & E academic women
- Review of images used in advertisement and on-line
- Support material available to chairs of selection panels
- Examine probationary period and adequacy of current review processes