Strategic Staff Planning

Susan Hudson
Program Manager, Our People 2015
Presentation to the
HR Good Practice conference
December 2010
Overview

• The impetus
• Development of a staffing strategy via a project approach
• Implementation
• Outcomes to date
“The spotlight is firmly on the impending retirement of a wave of baby boomers.... and the critical gap they will leave in Australia’s workforce.... Such is the anticipated impact of this demographic movement that the analogy of a natural disaster such as a tsunami is often used”

(Workplace 2012, Mercer, 2008)
“By 2020, almost 1 in 5 of Australia’s population will be over 65, compared to 1 in 10 in 1980.”

Managing tomorrow’s people: The future of work to 2020
PriceWaterhouseCoopers, 2007
Further drivers

- UWS - Second oldest workforce in Australian academia

- Retirement of baby boomers/ageing Australian population

- Professor Graeme Hugo demographic mapping of UWS workforce:
  “It is anticipated that the staff would reduce by over half (a reduction of 51.3 percent) between 2007 and 2012 if current attrition rates applied and no new staff were recruited”
UWS Board of Trustees - 2005

• Need for an overarching strategic staffing plan to cover the next 10 years

**AUQA trial audit (section 7) 2006**

• Consolidate and integrate strategic plans and actions including strategic workforce plan
• Impact of unification and realignment – change fatigue
• Process and communication – how involved are staff in the planning process and quality improvement
• Workloads and performance management and lack of flexibility and recognition

**Final AUQA report - 2006**

• Affirmation for the ‘Our People 2015’ project
Strategy Development via a Project Approach

- Literature Search
- Sector Consultation
- Management focus groups
- Staff forums
- On line Staff Survey
- FACT FINDING

Facilitated by senior staff
“Our People 2015” Staffing Strategy

Having the right people in place to be the kind of University we want to be by 2015 and beyond
Flexible working arrangements; Reward and recognition; Attraction, Retention, Workforce Planning; Performance management; Career development; Leadership development.
5 Key Priorities

1. Workforce Alignment
2. Workforce Continuity
3. Rewards and Career Progression
4. Organisational and Leadership Culture
5. UWS as an Employer of Choice
9 Interrelated Action Projects

- Recruitment & Selection
- Indigenous Employment & Engagement
- Climate, Culture & Employer Branding
- Organisational Performance & Leadership
- Career Development
- Employee Retention & Relationships
- Talent Management/Workforce Planning
- Reward & Recognition
- Academic Agenda
Key System implementations

• NGA - E-recruitment system
• CORNERSTONE:
  – Learning Management system
  – Performance Development Management system
  + capabilities/competency project
Indigenous Traineeships

• 15 Indigenous Business Administration and 3 Indigenous Technical Assistant Trainees
• (100% success rate in completion of traineeships)

• Partnerships with TAFE, industry and community

• Making a difference: transitions to study and permanent employment
Staff Benefits: Reward & Recognition

- Introduction of 14 x VC Professional Development scholarships (7 academic staff; 7 professional staff @ $2500 each)
- Introduction of staff post graduate course study scholarships (reduced fees)
- Revision of VC Excellence awards
- Increase of Education Allowance by 100%
Staff Benefits: Reward & Recognition

- Internal job exchange program
- Staff benefits web page (e.g., health fund, travel insurance discounts)
- Inaugural 2010 Professional Staff conference
- Staff Giving program
- Salary packaging options
Attraction

• “Brand” development and web enhancements
• Improved Induction and Orientation programs, both corporate and local levels
• New Academic Research Lectureships
• New program for early career academics
• New Academic Recruitment Unit - with a global approach
Retention

• Retention Interviews – what do staff want?
• Late career transitioning options
  – Review of “Adjunct appointment” policy
  – implemented post retirement options
• Assessment of current flexible workforce policy/practices
  – introduction of “Purchase of Additional Leave” policy
Organisational Leadership

Strategic leadership planning and discussion forums
- Senior Staff Forum (bi-monthly)
- Senior Management Conference
- Quality Forum
Organisational Leadership

• Leadership forums
  – Heads of Schools
  – Associate Heads of Schools
  – Heads of Program
  – School Managers and Research Centre Managers

• Leadership programs
  – InVision leadership seminars
  – Inspire leadership program for academic and professional staff managers
  – Company Directors Course (AICD)
  – 360 degree feedback
  – Executive coaching
  – Academic leadership program
Our People 2015 – Stage 2
Academic Career Lifecycle

Create and Establish

Academic life cycle

Enhance (mid career)

Late career transitioning
Academic Career Lifecycle

• Academia: A Scholarly Life conference (July 2011)
• Reward and Recognition for academic staff
• Academic profile enhancements
• Late career transitioning
• Early/Mid career development programs
• Mentoring program
Program Recognition

- WPP grant $2.927 million (Our People 2015)
- WPP supplement $595,211 (Academic Career Lifecycle)
- Our People 2015 conference presentations
  - ATEM 2007, 2008, 2009 national conferences
  - ATEM 2008 NSW/ACT regional conference
  - HR Recruitment and Retention Conference 2009
  - QUT HR Benchmark conference 2009
  - AUA, Warwick, UK 2010
- AHRI National Finalist 2009
  - Human Capital Management category
  - Diversity Management category
- Talent 2 User Group conference 2009
Questions ???
Further information:

Susan Hudson
s.hudson@uws.edu.au