The Development of National Advisory Standards for the Professional Practice of HR in Australian Universities

HR Good Practice Conference
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Background

- **Human Resources:**
  2005 ‘… could we, or should we, have HR standards?’

- **Auditing Performance:**
  Standards are fundamental – do not proceed to evaluate performance without standards to inform the evaluation.
How to develop a standard?

Accounting Standards
Auditing Standards
Human Resources Standards ...

Why not?
Types of Standards (and linkages?)

Practitioner Standards (Industry)
Competency Standards (Learning)
Quality Standards (AUQA, TEQSA)
Activity Standards (Benchmarking, Performance Evaluation)
Service Standards (Customer – Supplier)
Other?
WPP: HR Advisory Standards

Five draft Standards:

- Learning & Development
- Remuneration, Benefits and Recognition
- Attraction & Selection
- Performance Management
- Workforce Planning
WPP: HR Advisory Standards

The Standards have been built in response to the question:

What could we expect to see …. ?

The Standards were built using:

- Subject matter experts
- HEFCE
- Further literature searches
Design of Standards

- Definition [what’s in - what’s out]
- Objectives = Intended Outcomes
- Inputs
- Processes
- Outputs
- Outcomes (assessed with objectives)
- Risks; related to objectives, priorities, time.
How?

- 2006 Benchmarking Group discussion
- WPP Funding – partners: QUT - Talent2; Bond University
- Australia – specifically this university sector project – leads thinking on technical aspects
National Advisory Standards: Organisational Standards

- National, University Sector, Advisory Standard as the starting point
- Adapted, then adopted at the organisational level
- Takes into account history and culture, priorities
- Control stays at the organisational level

Nervousness:
- Is there a danger that TEQSA will use it against you?
- Is there a danger that you won’t have the resources?
- Are they too complex? Are they too simple?
- Do they lack specific performance evaluation criteria?
University HR Activity Framework

Corporate Plan
- Objectives and Risks

HR Plan

Evaluation/Feedback
- Standards
- Risks

Performance Evaluation
- Standards
- Risk

HR Capacity
HR Systems
Environment

Projects

National Advisory Standards for the Professional Practice of HR in Australian Universities
International Endeavours

- United States – all industries – 10 key areas
- United Kingdom – University Self-Assessment
- Canada – Community & Voluntary Sector
- Singapore – six areas of competency
- New Zealand – Job evaluation
- Australia – University Sector; Standards Australia.
What can HR Standards be used for?

- For an evaluation of HR performance
- Quality assessments
- Benchmarking
- Design of training
- To ensure the inclusion of equity and diversity objectives
- To justify resource allocations
- To promote the professionalism of HR
- To ensure the alignment of HR with organisational objectives.
- To identify key risks.
Using the Standards

– A Standard could be answered on a Yes/No basis.
– A Standard could be used with a generic rating scale where all criteria of the Standard are considered.
– Use an Importance / Performance approach.
– Identify the particular criteria that are most relevant to the University. Then, evaluate/assess just those criteria.
– Focus on, for example, three or four or a relatively small number of key criteria for each Standard, determined by criticality and/or risk.
– Rely on the Standard as the foundation for a more rigorous audit of the specific HR activity.
International Websites

UNITED KINGDOM [Self assessment test for University HR]
http://www.hefce.ac.uk/pubs/hefce/2004/04_43/

CANADA [Voluntary & Not for Profit Sector]
http://hrcouncil.ca/resource-centre/hr-standards/home.cfm

USA [SHRM & ANSI]
http://moss07.shrm.org/about/pressroom/PressReleases/Pages/StandardsDevelopmentTaskforceFormed.aspx
www.youtube.com/watch?v=_VFccWXcqNI

SINGAPORE [Employers; six key capability areas]
http://www.sgemployers.com/public/industry/hrcp.jsp

AUSTRALIA [University Sector; Standards Australia]
Http://www.hrd.qut.edu.au/hrbenchmarking/wpp.jsp

NEW ZEALAND [Gender-inclusive Job Evaluation Standard]
http://www.standards.co.nz/news/Media+archive/Dec+06+-+March+07/Gender+inclusive+job+evaluation.htm
www.standards.co.nz/.../Human+resource+management+propo...
WPP: HR Advisory Standards

COMMENTS and/or QUERIES?
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