BUILDING VICTORIA UNIVERSITY WORKFORCE CAPACITY

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Director HR
3 December 2010

Sarah Wood
HR Strategist
OUR WPP APPLICATION

• Making VU 2016 repositioning strategy 2006

• 5 commitments

• Workforce change agenda - a high performance workforce

• Building Workforce Capacity Program

• 3 “Themes” and 8 Projects
WPP PROJECTS

• A shared understanding of and commitment to *Making VU*
  • Leadership Development Strategy and Capability
  • Induction and ongoing education (“re-induction”)

• Managers and staff with the right skills to implement *Making VU*
  • Workforce Planning
  • Skill development
  • Resource Tools
  • Recruitment and Exit Surveys

• Accountable, appropriately rewarded staff
  • Staff Performance and Development Planning (SPDP) enhancements
  • Flexible working arrangements
TODAY’S UPDATES

• Revamped Staff Induction Framework
  • including Sessional Staff Project
• Leadership and Management Development Strategy
• Managers Toolkit
• General Staff Leadership Development Programs
A REVAMPED STAFF INDUCTION FRAMEWORK

Prior to 2008

• Induction Workshop offered 2 @ year
• “Chalk and Talk”
• Competing factions
• Low attendance

During 2008 – Employee Engagement Strategy focus

• Vice-Chancellor endorsement
• Research
• Pedagogy
• Enthusiasm!
FIRST I'LL SPIN YOU ROUND & ROUND... THEN I'LL SHOW YOU AROUND!

DISORIENTATION PROGRAM FOR NEW STAFF
A REVAMPED STAFF INDUCTION FRAMEWORK 2

• Induction Framework

• Onboarding – integrating newcomers into the organisation

• Alignment with all Induction activities; organisational, teaching and learning, research and departmental

• Blended learning approach

• Resources accessible pre-commencement
A REVAMPED STAFF INDUCTION FRAMEWORK

INDUCTION FOR NEW Employees

WHAT YOU NEED TO KNOW...
- Induction Home
- Get in the Know
- Getting Started
- Getting Organised
- Resources and Services
- Get in the Loop
- Videos of Work Life and Learning at VU

GET IN THE KNOW
This is where you can find information about the broad picture of VU.

GETTING STARTED
This is where you can access information to get you started in your role at VU.

GETTING ORGANISED
This is where you can access facilities and administration information.

GET IN THE LOOP
Connect with the VU community and learn more about working at the university.

RESOURCES & SERVICES
Information on VU facilities, services and programs for employees.

VU VIDEOS
Watch videos about work life and learning, including the VC’s welcome to employees.

START YOUR INDUCTION HERE
INDUCTION IS NOT A SINGLE POINT IN TIME

Time
A REVAMPED STAFF INDUCTION FRAMEWORK

• Orientation Workshops - every month
  • Highly interactive and experiential learning
  • Difference and similarity – “One VU”

• BUT
  • Processes underpinning the framework
  • Promotion and awareness
  • Managers buy in

• 2011:
  • Manager Information Sessions around inducting new staff
  • Specific Manager Induction Workshops
  • Mainstream HR responsibility
SESSIONAL STAFFING PRACTICES AT VICTORIA UNIVERSITY

"CREATING A CULTURE AT VU IN WHICH SESSIONAL STAFF ARE TRULY CONSIDERED AND NURTURED AS VALUED STAFF MEMBERS"

BACKGROUND

SESSIONAL STAFFING PROJECT 2008/2009

Influenced by:
- Red Report and Resources
- Sessional Staff Forum as part of Learning Matters, December 2007
- Sessional Staff Discussion Paper 2007
- Commitment by Vice-Chancellor to Opportunities —- "Embracing the third of our teaching staff engaged on casual/sessional staff"

SESSIONAL STAFFING STEERING COMMITTEE

Includes Sessional Staff Members

ININTENDED OUTCOMES

- A culture which genuinely and thoroughly considers, nurtures and values sessional staff
- 100% students receive the highest quality teaching
- A best practice Sessional Staffing Framework

ACHIEVEMENTS

SESSIONAL STAFF STUDY

- The report
- Recommendations for Improved Practice

SESSIONAL STAFF HUB

BREAKING NEWS
WHAT INFORMATION FOR SESSIONAL STAFF

SESSIONAL STAFF SURVEY 2008

- Collaboration between Human Resources and Centre for Innovation in Learning and Teaching (CILIT)
- Know the context
- Know the cohort
- Know the issues

PROJECT PLAN

IMPROVEMENTS

- Improved communication with Sessional Staff
- Increased recognition
- Improved employment practices

SESSIONAL STAFF SURVEY 2008

- Collaboration between Human Resources and Centre for Innovation in Learning and Teaching (CILIT)
- Know the context
- Know the cohort
- Know the issues

IDENTIFY AND PROMOTE GOOD PRACTICE

- Best practices from Schools
- VU Shaped Barriers ——- 1006 Innovations in Teaching and Learning
- Other universities
- Published research

CHALLENGES

- Implement sustainable and systematic change in a multifaceted environment
- Lack of comprehensive and accurate data on sessional staff
- Task force to reflect organizational commitment

AWARD NEGOTIATIONS

- Victoria State Teachers' Union Business Agreement 2007 (VSA)
- Victoria University of Australia Agreement 2007 (VUA)
- Conversion
- Pay equity
- Increased loadings

IN PROGRESS

ADDRESS KEY ISSUES IDENTIFIED WITH REGARD TO INDUCTION, ONGOING MANAGEMENT AND CAREER AND PROFESSIONAL DEVELOPMENT OF SESSIONAL STAFF

- Sessional Staff Working Party Established under the Teaching and Learning Committee
- Review existing guidelines and develop new guidelines for sessional staff members and those who supervise sessional staff
- Develop minimum standards for the employment of sessional staff
- Identify, develop and implement professional development opportunities as required to address any existing areas of concern

IMPLEMENT RECOMMENDATIONS

- VC's Endorsement
- Education and Research Board (ERB)
- Sessional and Staff Planning Committee (SAPC)
- QM Committee
- Educators and Students Management Advisory Committee (ESMAC)

IN PROGRESS

IMPROVEMENTS TO ACADEMIC/TEACHER, SUPPORT/MANAGEMENT AND PROFESSIONAL DEVELOPMENT

- Centre for Innovation in Learning and Teaching (CILIT)
- Portfolio Evaluation
- Teaching and Learning
- Research
- Resources
- Sessional Staff Forum December 2007

ONGOING IMPROVEMENTS TO ADMINISTRATIVE MANAGEMENT AND SUPPORT

- Recruitment and Selection of Staff Policy reviewed 2009 to be implemented 2010 —- clear guidelines and procedures to ensure compliance
- Proposal enhancements to the Sessional Staff Hub (subject to funding)
- Monitoring and Reporting

PROMOTE BEST PRACTICE, COLLABORATE, BENCHMARK AGAINST OTHERS

CRC09: Provider No. 0012148
LEADERSHIP AND MANAGEMENT DEVELOPMENT CONTEXT

- Prior to 2007 3 programs – narrow target group
- AUQA 2006 recommendations
- 2006 Voice It survey – low satisfaction of leadership roles
- Leadership and Management Development Strategy (LMDS) - a 3 year plan linked to VU strategic priorities
- A systemic approach with 5 goals
LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY

Goal 1: Improve leadership and management capability of staff in appointed leadership roles

OUTCOMES

- Leadership and Management Capability Framework (LMCF) approved and launched July 2009
- Customised a 360 degree instrument based on VU’s LMCF
- Development of LMCF: Highly Effective and Less Effective Behaviour Guide
- “Ways To Develop Guide” in draft
VU LEADERSHIP
AND MANAGEMENT
CAPABILITY
FRAMEWORK
LEADERSHIP AND MANAGEMENT CAPABILITY FRAMEWORK

Emerged from:

- Engagement with VU leaders
- A collection of practical real-life stories and experiences of outstanding leadership at VU
- Contemporary literature on leadership excellence
## LMCF: LEADERSHIP CAPABILITIES

<table>
<thead>
<tr>
<th>Domain</th>
<th>Co-creates the future</th>
<th>Is a credible advocate</th>
<th>Aligns and mobilises people</th>
<th>Achieves results by realising potential</th>
<th>Earns credibility and respect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intent</td>
<td>For the benefit of our local and international students, our staff, the local and global enterprises and communities with whom we interact, and the governments and public to whom we are accountable</td>
<td>For VU’s social inclusion agenda to serve diverse communities in the west of Melbourne and beyond and broaden their life and employment options</td>
<td>To harness the commitment of VU’s staff to its mission and, work collaboratively to develop the capabilities of individuals, enterprises and communities to build sustainable futures</td>
<td>Supporting staff, students, enterprises and communities to develop and grow, take the initiative and risks necessary to move the University forward in its mission to transform lives</td>
<td>By embodying University values and, in particular, acting with integrity, respect and transparency in personal, collaborative and institutional action</td>
</tr>
<tr>
<td>Focus</td>
<td>External environment</td>
<td>VU community</td>
<td>Team culture</td>
<td>Individual development</td>
<td>Self in relation to others</td>
</tr>
<tr>
<td>Sub-factors</td>
<td>Champions a shared vision</td>
<td>Embraces the diversity and dynamism of VU’s communities</td>
<td>Builds a trusting, respectful environment</td>
<td>Empowers others</td>
<td>Exercises reflective practice</td>
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<td></td>
<td>Harnesses opportunities</td>
<td>Advocates at multiple levels</td>
<td>Promotes teamwork and collaboration</td>
<td>Coaches others to develop capabilities and realise potential</td>
<td>Upholds high standards of ethics and integrity</td>
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<td></td>
<td>Fosters innovation and creativity</td>
<td>Enables others to find their voice</td>
<td>Catalyses commitment</td>
<td>Recognises and celebrates achievement</td>
<td>Displays humility</td>
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<td></td>
<td>Navigates organisational and political systems</td>
<td>Adopts an honest and compassionate approach</td>
<td></td>
<td></td>
<td>Maintains perspective and optimism</td>
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<td>Gets the right people on board</td>
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<td></td>
<td>Faces up to issues</td>
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<td>Makes sense of ambiguity</td>
<td></td>
<td></td>
<td></td>
<td>Demonstrates fierce resolve and perseverance</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Stays calm under pressure</td>
</tr>
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</table>
## Professional and Management Competencies

<table>
<thead>
<tr>
<th>Area</th>
<th>Engages in strategic management</th>
<th>Builds a sustainable resource base</th>
<th>Focuses on achievement</th>
<th>Cultivates relationships</th>
<th>Is a skilful communicator</th>
</tr>
</thead>
</table>
LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY 2

Goal 2: Refine Leadership Development Programs to reflect LMCF and VU’s strategic goals, eg capacity to manage change, sharing good practice around Making VU

OUTCOMES

- Programs provided:
  - Transitions
  - Innovative Leadership
  - Emerging Education and Research Leaders
  - Women in Leadership
  - Empowering Women @VU
  - General Staff Leadership Development (3 programs)
Goal 3: Increase participation in leadership development activities

OUTCOMES

- Empowered Community of Leaders
- ‘Friday Forums’
- Mobilisation of a leadership culture
- Increased internal applications for leadership positions
- Asking for more...
LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY 4

Goal 4: Improve capacity to identify and develop the next generation of VU leaders

OUTCOMES

- Emerging Education and Research leaders
- General Staff Leadership Development Program selection process
- Innovative Leadership Program
- Transitions

Goal 5: Align leadership appointments with the VU staff profile

- In progress......
LEADERSHIP AND MANAGEMENT DEVELOPMENT STRATEGY: SUMMARY
THE MANAGER’S TOOLKIT

The Life Cycle of a VU Student
This section provides essential information to help ensure that the Student Experience at VU is positive and exciting.

Check out the Student Life Cycle or jump to these popular links below:
- Counselling Services
- Housing
- Disability
- Careers
- Equity

The Life Cycle of an Employee
This section provides access to information needed to successfully carry out human resource related functions.

Check out the Employee Life Cycle or jump to these popular links below:
- Staff Performance
- IT Access
- Sessional Teaching
- Safe Working
- Commencing Work

The Life Cycle of VU Operations
Provides information to managers about University administrative, financial and other operational requirements.

Check out the Operations Life Cycle or jump to these popular links below:
- Reporting
- Central Policy Register
- Building Maintenance
- Hazardous Materials
- Signage

What is the Manager’s Toolkit?
The Victoria University Manager’s Toolkit has been designed to give employees at all levels a quick access tool to assist them in accessing information required for their role at VU.

To help in this process we have developed this resource around a ‘Life Cycles’ concept, divided into Student, Employee and Operations categories.

CRITICAL INCIDENTS - CLICK HERE
About the Toolkit
If you need help on how the life cycle categories relate to your role at VU, read about the toolkit.

Toolkit feedback
Contact us with suggestions and feedback by emailing managers.toolkit@vu.edu.au

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OUTCOMES

• Positive feedback – ease of access of information
• Targeted key day-to-day needs only

2011:

• More dynamic search engine
• How To Guides
GENERAL STAFF LEADERSHIP DEVELOPMENT PROGRAMS (GSLDP) 1

- Succession planning of VU’s general staff
- Alignment of leadership and management with *Making VU*
- Linked to VE qualifications
- 3 streams of program:
  - HEW 4 – 5: Certificate IV in Business
  - HEW 6 – 7: Diploma of Business
  - HEW 8 – 9: Advanced Diploma of Management
- 3 x 12-month programs – total of 171 participants
- Current evaluation
GENERAL STAFF LEADERSHIP DEVELOPMENT PROGRAMS  2

- **HEW 4/5**
  Participants complete a workplace project, either individually or in teams, which is sponsored within the University and related to their work.

- **HEW 6/7**
  Participants complete a workplace project, either individually or in teams, which is sponsored within the University, related to their work and assists the development of University processes and systems.

- **HEW 8/9**
  Participants work with an external facilitator on a “Leadership Challenge” - 90 days to complete a group project which is sponsored within the University and addresses a specific opportunity related to one of the 5 commitments of Making VU 2016.
OUTCOMES OF EVALUATION

• Delivery methods

• Program expectations – assessment tasks related to accreditation

• Mentoring relationships

• Incorporation of learning into the workplace

• Contestability – consideration of RPL

• Link with the Leadership and Management Capability Framework
OTHER WPP PROJECTS

- Recruitment and Exit Surveys
- Workforce Planning
- Staff Performance and Development Planning (SPDP) Enhancements
- Reward and Recognition
PLAN S FOR 2011

IN SUMMARY......

• Reinvigoration of the Staff Induction Framework

• Further embedding of LMCF

• Building on Manager’s Toolkit

• Realignment of GSLDP and delivery
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