

HR Development Plan 2007–2010

Context

UNE's most important resource is its people. The majority of UNE staff are loyal, long-term members who have collected significant corporate knowledge over time. They have a high degree of commitment to contributing to the success of UNE. The staff of UNE need clarity of direction, aligned professional development and appropriate recognition and rewards for powerful performance to enable them to fully contribute to the development of the organisation.

Strategic workforce planning and development is the people component of business strategy and planning, a process that the University will use to define the people needed to deliver its strategic outcomes. This plan provides a framework for Human Resources Development that is consistent with the strategic directions of the University of New England (UNE). The University understands that its staff are the key to its future productivity, viability and performance. The HR Development Plan is designed to enable and support all Heads of Cost Centres to meet the priorities of the [UNE Strategic Plan 2007-2010](#).

UNE leadership at all levels needs to actively work towards full employee engagement. Workforce trends indicate that employee numbers and expertise are declining faster than the number of positions. This means that in 5-10 years demand for trained and capable employees will increase. This is likely to be exacerbated in regional environments which are more isolated and tend to attract a smaller pool of potential employees. Viable strategies to address this challenge are (i) to focus on developing existing UNE staff to meet future employment needs ("growing our own") and (ii) actively develop the organisational culture and work environment to ensure continuing attraction of new staff to Armidale and the University. Meeting this set of challenges will require more flexible employment structures and innovative HR solutions.

The HR Development Plan will focus on strategies to (i) recruit appropriate staff; (ii) develop the business, management and leadership capacity of staff, and (iii) support the infrastructure of the University. Since the University's core business is teaching, learning and research, the specific strategies to encourage continuing excellence and future development in teaching and research practices will be dealt with in the Teaching and Learning Plan and the Research Development Plan. These two plans should therefore be read in conjunction with the HR Development Plan. Organisational Development (OD) will be responsible for maintaining the database for all training and development activities undertaken by staff both internally and externally. OD is responsible for sourcing and coordinating participation in externally provided training.

This plan requires that Human Resources and other administrative structures become more flexible and responsive to current and future needs. This flexibility will allow for innovation, projects and plans to be initiated in shorter time frames to respond to the demands and opportunities in local, national and international markets. The key outcomes of this plan therefore include managing workforce challenges, developing a workplace culture characterised by engagement, commitment and innovation, and specifically addressing the structure and understanding of individual accountabilities. Achievement of these outcomes will enable UNE to meet its strategic objectives.

The successful implementation of this plan is dependent on leadership support at all levels for changes to the prevailing culture. By conscientiously facilitating the second-tier plans from the UNE Strategic Plan 2007-2010 we can realise the University's vision "*to be a strong research-based, teaching and learning university delivering outcomes in areas of strength to individuals and society*" (SP p.6).

The overarching aim of this Plan is to foster an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance. Sustaining and enhancing such a performance culture at UNE requires that all staff:

- Are accountable and take responsibility and ownership for outcomes
- Are committed to the University's values and its strategic agenda
- Feel empowered to take control
- Look for opportunities to add value
- Are client focused
- Embrace and promote change

The HR Development Plan aims to develop a workplace culture that aligns all staff with the following values:

Value	Assumption	Expectation
Responsibility	UNE staff want to be treated as independent individuals who are willing to take responsibility when the opportunity arises.	Staff are willing to: <ul style="list-style-type: none"> • assume responsibility for planning and implementing tasks • accept that mistakes happen, and that learning from them provides opportunity for development / continuous improvement • behave responsibly and make decisions even at the risk of making mistakes
Development	UNE staff want to develop within their jobs and gain new experience within UNE. Exciting and challenging tasks are more important than formal status and titles.	Staff take the initiative to: <ul style="list-style-type: none"> • explore other areas of capability, which lie outside their own professional area • build their own career by developing their expertise
Freedom and Innovation	UNE staff desire as much freedom as possible to develop their roles, yet accept responsibility and accountability and appreciate the necessity of a clear and structured framework.	<ul style="list-style-type: none"> • Staff respect the UNE Code of Conduct and policies, and honour agreements. • Staff are willing to take risks and be innovative in their work practices.
Understanding	UNE staff are eager to understand how their own tasks contribute to the context of the organisation as a whole.	<ul style="list-style-type: none"> • Staff seek out information they need themselves. They show an active interest in the direction the University is headed and understand how their work contributes to this. • Staff will treat all internal information confidentially, and exercise care and discretion when passing on internal information.
Growth and Quality	UNE staff want to be part of an organisation that is continually developing. UNE staff deliver high quality service, have a strong customer focus, and take the initiative to develop and refine best practice.	Staff are: <ul style="list-style-type: none"> • open to new thinking and willing to adapt to change • deliver high standards of service • focus on quality and continual improvement
Collaboration and Flexibility	UNE staff want to be treated as equal collaborators in the development of the organisation.	<ul style="list-style-type: none"> • Staff do their utmost to contribute to UNE's growth and development. • Staff are flexible, and willing to make an extra effort when required – taking family and other duties into consideration. • Staff share their knowledge with colleagues.

These values are fundamental to creating a modern organisational structure that moves beyond the traditional hierarchical bureaucracy and towards a structure based on individual accountability and self-managed teams and work units.

This HR Development Plan has identified five key priority areas:

- Priority 1: Identify and Develop Leadership Capacity
- Priority 2: Effective Workforce Planning
- Priority 3: Business Process Improvement
- Priority 4: Empower Staff, Strengthen Accountability
- Priority 5: Build a Quality Work Environment

HR Development Plan 2007–2010

PRIORITIES 2007-2010	1: Identify and Develop Leadership Capacity	2: Effective Workforce Planning	3: Business Process Improvement	4: Empower Staff, Strengthen Accountability	5: Build a Quality Work Environment
GOALS 2007-2010	UNE's leadership is visionary and performance driven	UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	UNE staff respond positively to change, and embrace continuous improvement strategies	UNE staff are empowered to make responsible work choices based upon organisational values	UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance
STRATEGIES 2007-2010	<u>1.1 Actively develop leadership skills</u>	<u>2.1 Undertake skills audit and training needs analysis across the University</u>	<u>3.1 Refine management of workplace change skills and practices</u>	<u>4.1 Implement and embed UNE Performance Planning and Review (PPR) protocol</u>	<u>5.1 Design and implement flexible work practices</u>
		<u>2.2 Develop strategies to manage the aging staff profile</u>	<u>3.2 Streamline UNE processes</u>	<u>4.2 Reward and recognise excellent performance</u>	<u>5.2 Develop high staff morale and a high performance culture</u>
		<u>2.3 Increase staff diversity</u>	<u>3.3 Maintain and manage records efficiently</u>		<u>5.3 Develop strong customer focus</u>
		<u>2.4 Implement succession planning</u>			<u>5.4 Improve grievance management skills and practices</u>
		<u>2.5 Update and/or renew staff skills</u>			<u>5.5 Increase commitment to health and safety</u>
		<u>2.6 Identify and develop opportunities for staff professional development</u>			<u>5.6 Increase awareness of and engagement with OHS and risk management practices</u>

Abbreviations:

HOCC – Head of Cost Centre (eg. Directors, Heads of School)

HR – Human Resource Services

HOS – Head of School

OD – Organisational Development Unit

PPR – Performance Planning and Review

EE&D –Employment Equity and Diversity

T&D – Training and Development

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Priority 1: Identify and Develop Leadership Capacity

Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE leadership is visionary and performance driven	1.1 Actively develop leadership skills	<i>All of Priority A Achieve Distinction, Leadership, Advantage A2 Establish and maintain a Vision-lead performance structure E2 Delegate authority, with associated accountability measures</i>	UNE has a clear leadership and action structure UNE leadership program is available to all staff Leadership and succession is reviewed annually	% all staff identified as demonstrating current or potential leadership behaviours to undertake training and development pathway	HOCC OD	n/a	5%	7%	10%	12%		Yearly via Performance Planning and Review process
				Defined leadership development pathways program(s). Published by February each year	OD HOCC	Feb	Feb	Feb	Feb	Feb		
				Increase % leadership mentoring program participation	HOCC OD	n/a	5%	10%	15%	20%		
				Increase % HOS Forum participation	HOS	80%	90%	100%	100%	100%		
				Increase % Supervisor Development Program participation	HOS / Directors	0.9%	20%	50%	100%	100%		
				Staff Leadership Program participation (academic staff)	PVC- Dean HOS	4.5%	5%	10%	15%	20%		
				Staff Leadership Program participation (general staff)	Directors	1.8%	5%	10%	15%	20%		

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Priority 2: Effective Workforce Planning

Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	2.1 Undertake skills audit and training needs analysis across the University	<i>Priority D Focus and Align all activities</i> <i>D1 Ensure clear and effective governance systems and practice</i> <i>D4 Advance organisational renewal with aligned staff development</i>	Staff productivity complies with performance targets Organisational structures aligned with UNE Vision and Priorities Staff succession and recruitment plans developed.. Diversity plans and priorities in place. HOCC have action plan in place for reserve staff/secondment opportunities	Skills audit / training needs analysis for next 3-5 years completed by all staff	OD/ HOCC	n/a	Sep	Jul	Jul	Jul		Review by July Report by Oct
				Skill requirements/gap analysis report (by area and position, data extracted from Skills Audit) completed	OD in consultation with HOCC	n/a	Oct	Jul	Jul	Jul		Review by July Report by Oct
				Define workforce profile to respond quickly to changing external demands	HOCC	n/a	Oct	Jul	Jul	Jul		Review by July Report by Oct
				HR report on position appointment turn around time	HR	n/a	Dec	Dec	Dec	Dec		Report by Dec
				Identify reserve labour pool of staff for HDA and secondment opportunities within UNE Define development pathways for these staff	HOCC in consultation with OD/HR	n/a	Oct	Jul	Jul	Jul		Review by July Report by Oct

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE attracts and retains high quality staff. UNE develops a capable, adaptive and effective workforce.	2.2 Develop strategies to manage the aging staff profile	<i>D4 Advance organisational renewal with aligned staff development</i>	Number of vacated academic positions reverted to Level A/B	Complete Faculty/ School/ Discipline review of seniority/age profile and recommend targets for the next 3 years appropriate to School and strategic objectives of UNE	PVC-Deans / HOS Advised by HR	n/a	Sep	Jul	Jul	Jul		Targets reviewed by July, reported by October HR Annual Report completed by December
			Academic appointment profiles for Faculties/Schools complete for 3yrs in advance	Support staff areas to review org/age profile/structure and recommend targets for the next 3 years appropriate to work area and strategic objectives of UNE	Directors Advised by HR	n/a	Jul	Jul	Jul	Jul		
			Support staff appointment profiles complete for 3yrs in advance	All targets to be provided to HR for inclusion in Annual HR Report	HOCC HR	n/a	Dec	Dec	Dec	Dec		
				Staffing metrics reported annually through the QUT HR Benchmarking Exercise	HR	Apr	Apr	Apr	Apr	Apr		

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	2.3 Increase staff diversity	<i>D4 Advance organisational renewal with aligned staff development</i>	All staff aware of commitments to staffing diversity for planning and recruitment Supervisors manage workplace diversity using the EEO Management Plan, the Second AVCC Action plan for Women Employed in Australian Universities 2006-2010, and EOWA guidelines Local region and community aware of UNE employment opportunities Evidence of UNE commitment to environmentally sustainable practices	% staff who have completed EO Online program	HOCC	<10%	50%	70%	90%	100%		Review by Dec
				Increase % academic women across all levels at UNE	HOS	37%	40%	44%	46%	50%		Review by Jul
				Increase % academic women at Level E (NB: this will vary between disciplines)	HOS	15.6%	18%	20%	22%	25%		Review by Jul
				Increase % women at academic Level D (NB: this will vary between disciplines)	HOS	25.9%	28%	30%	32%	35%		Review by Jul
				% women at academic Levels A-D who have completed Pathways to Careers and Promotion program	HOS	12%	20%	22%	24%	25%		Review by Jul
				Increase % women academics with PhDs	HOS	63%	65%	67%	69%	70%		Review by Jul
				Increase % of women general staff at level 10.	HOCC	25.7%	33%	42%	46%	50%		Review by Jul
				Increase % of women in senior leadership positions at HOS/Director level and above (including the Chair and Deputy Chair Academic Board and Associate Deans).	Senior Staff	15%	20%	25%	30%	35%		Review by Jul
				Increase % of academic staff with first language other than English	HOS	?	19%	19%	19%	19%		Review by Jul
				Increase % of general staff with first language other than English	Directors	?	5%	5%	5%	5%		Review by Jul
				Increase % of staff with a disability.	HOCC	?	10%	11%	12%	12%		Review by Jul
				Increase % of staff with disability where workplace adjustment is required.	HOCC	?	7%	7%	7%	7%		Review by Jul
				% increase Indigenous academic appointments	HOCC	?	2%	2.5%	2.5%	3%		Review by Jul
% Increase Indigenous general staff appointments.	HOCC	?	3%	4%	5%	5.5%		Review by Jul				

Notes:

% targets for employment for academic staff with first language other than English, based upon figures consistent with national representation

% targets for employment for general staff with first language other than English, based upon figures consistent with local representation

% targets for employment of staff with disabilities, consistent with NSW target for all staff

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	2.4 Implement succession planning	<i>D4 Advance organisational renewal with aligned staff development</i>	Succession and recruitment plan in place and reviewed annually Staff development pathways defined via Performance Planning process Increase in short term roles at UNE filled by internal staff via expressions of interest Increase % academic staff undertaking Study Leave outside Armidale Academic mentoring & leadership development program	Link to Skills Audit data (<i>Strategy/Goal B.1</i>)	OD	n/a	Jun	Jun	Jun	Jun		Targets reviewed by July HR Annual Report completed by December each year
				Ongoing increase % staff undertaking development pathway (<i>via Performance Review process</i>).	Supervisors	n/a	15%	20%	25%	30%		
				Increase % staff participating in secondment opportunities, job rotations, etc	Supervisors	?	5%	10%	15%	20%		
				Design incentives program & enabling strategies to assist academic staff to undertake study leave outside Armidale	HOS advised by HR							
				Increase % staff trained in <i>Selecting the Best</i> to facilitate high quality recruitment decisions	HOCC	24%	26%	28%	30%	35%		
				Guidelines developed and endorsed to inform mentoring programs	OD / HOCC	n/a	Jul	Jun	Jun	Jun		
				Staff mentoring programs developed	HOS /TLC/OD	n/a	By Dec					
				Increase % staff participation in mentoring programs	Supervisors	n/a	15%	20%	25%	30%		

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By	
						06	07	08	09	10			
UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	2.5 Update and/or renew staff skills	<i>D4 Advance organisational renewal with aligned staff development</i>	OD Annual T&D report shows evidence of staff development aligned with UNE Strategic Plan. All staff have completed required compliance training (<i>OHS, EO Online, Risk Management, Performance Management</i>) and this is reviewed annually Key research skills development plan determined in conjunction with Research Services (<i>see RD plan</i>) Key teaching skills development plan determined in conjunction with Teaching and Learning Centre (<i>see T&L Plan</i>)	Investigate external programs or develop customised internal programs to support Strategic Plan directions including focus, structures and performance measures	OD/HR							Targets reviewed each July in conjunction with local development plans from client user groups HR Annual Report completed by December each year	
				Identify % staff with or in process of gaining advanced job-specific skills relevant to current and aspirational role	Supervisor OD	n/a	40%	50%	60%	70%			
				Training database maintained by OD Cost centres provide OD with Data on T&D activities undertaken Annual T&D report produced by OD	OD/HR								
				% of all new staff complete training within 6 months of commencement	Supervisor OD	n/a	100%	100%	100%	100%			
				% of all existing staff to complete required compliance training	Supervisor OD	20%	70%	80%	90%	100%			
				Develop staff research skills and capability (<i>see RD Plan</i>)	HOS / Research Services								
				Develop research training program (<i>see RD Plan</i>)	HOS advised by Research Services, TLC & OD								
				Teaching skills development	HOS advised by TLC								

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE attracts and retains high quality staff UNE develops a capable, adaptive and effective workforce	2.6 Identify and develop opportunities for staff professional development	<i>D4 Advance organisational renewal with aligned staff development</i>	All staff annually complete PPR review Development opportunities identified annually via PPR protocol Supervisors identify potential leaders within their teams and nominate staff for participation in Leadership Programs Increased staff engagement and clearly identified financial support for T&D Programs T&D programs on change, self-appraisal and personal development, innovation, and creative thinking	Supervisors advise OD re T&D activities undertaken by staff for inclusion in T&D database	Supervisors							Targets reviewed in July Reports for inclusion in HR Annual Report by December
				OD maintain T&D database and produce reports	OD							
				Increase % minimum gross staff salary spent on training and development per year (<i>data from Finance 1</i>)	Supervisor OD	1%	1.5%	2%	2.5%	2.5%		
				Increase number of course registrations for T&D programs undertaken by staff	Supervisor OD	501	800	900	1000	1000		
				% improvement in skills established via pre- and post-tests for T&D activities (+ data from skills audit) and identify links to cost savings targets through increased work output etc	HOCC OD	n/a	10%	15%	20%	20%		
				Identify, develop, and mentor future leaders. Skills to includes: planning, review and performance appraisal, decision-making, interpersonal communication and people management	Supervisors HOCC OD							
				Develop initiatives to build customer service across UNE	Supervisors OD							
				Research team development programs for academic staff to be established and developed	HOS Research Services TLC OD							

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Priority 3: Business Process Improvement

Successful alignment between key activities and priorities at a workplace level, and priorities outlined within the University's Strategic Plan, will require collaboration between HR and Senior Executive staff of the University. A mutual understanding of actions and the rationale informing them, is imperative.

Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE staff respond positively to change, and embrace continuous improvement strategies	3.1 Refine management of workplace change skills and practices	<i>D2 Align Plan strategies, resource and decision making</i> <i>E1 Achieve beneficial change through forthright, open review</i>	Senior staff actively involved in management of change within their portfolios Supervisors well informed about workplace change strategies and management Workplace change, resources and budget allocations focused towards UNE Plan priorities Communication of change strategies and impacts throughout UNE structures undertaken seamlessly and with ongoing consultation	Increase % of existing supervisory staff completing managing change training	HOCC OD	<10%	50%	60%	80%	100%		Targets reviewed annually in July Report for inclusion in HR Annual Report by December
				New supervisory staff to complete managing change training within 6 months of appointment position at UNE	HOCC OD	<10%	100%	100%	100%	100%		
				Evaluate workplace change initiatives by surveying staff at the conclusion of the event. Use the feedback from these surveys to inform future workplace change events.	HOCC HR							
				Composition of change management team(s) reviewed annually	HOS Directors	n/a	Jul	Jul	Jul	Jul		

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE staff respond positively to change, embracing continuous improvement strategies	3.2 Streamline UNE processes	<i>E3 Streamline UNE processes</i>	Cultural change evidenced by effort at all levels to embrace continuous improvement strategies Implementation of School level accountability and business process improvement All work units identify reforms to business process improvements by 2008	Develop communications protocol/strategy to deliver information/ideas as a springboard for collaboration	OD HOCC		Sep	Jun	Jun	Jun		Targets reviewed annually in July HR Annual Report by December
				Establish benchmark processes to evaluate quality of service and processes at UNE	HOCC		Oct	Jun	Jun	Jun		
				Ensure relevant training available OD to advise/consult with work units	HOS OD	n/a	Oct	Jun	Jun	Jun		
				Work unit teams to roll out quality/high level customer service results from the streamlining of processes Successful teams acknowledged and rewarded	HOCC OD Managers		Dec	Aug	Jul	Jun		
				Action plan to increase % of processes reviewed and streamlined/improved Analysis of cost savings accruing from the changes and reported on	HOCC	?	10%	15%	20%	25%		
UNE staff respond positively to change, embracing continuous improvement strategies	3.3 Maintain and manage records efficiently	<i>E3 Streamline UNE processes</i>	Supervisors fully cognisant of their accountabilities re the State Records Act All staff use TRIM to store corporate records	Increase % staff trained in use of TRIM/ records management	HOCC	3.4%	70%	100%	100%	100%		Targets reviewed annually in July HR Annual Report by December
				TRIM training data included in T&D Report	OD	n/a	Dec	Dec	Dec	Dec		

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Priority 4: Empower Staff, Strengthen Accountability

Key operational challenges identified during the consultation phase of the development of the UNE Strategic Plan 2007-2010 include: cultural-shelters, resistance to change, insularity, self-interest, time wastage and questionable work ethic, not-caring to excel; the need for leadership and skilled managers communicating and taking hard decisions; layers of administration and bureaucratic burden; process orientation with inefficiency across the board; and issues with infrastructure, IT, and appropriately skilled staff.

There is a direct link between empowerment of staff, process improvement (Strategy 3.2) and recognition and reward mechanisms (Strategy 4.2).

HR practices across UNE plan to retain, build and attract strong, focused staff through challenging work opportunities and fair systems for identifying and acting upon levels of performance.

Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE staff are empowered to make responsible work choices based upon organisational values	4.1 Implement and embed UNE Performance Planning and Review (PPR) protocol	<i>E1 Achieve beneficial change through forthright, open review E2 Delegate authority, with associated accountability measures D3 Build performance by measurement, assessment and recognition</i>	Staff complete PPR annually Staff performance, behaviour and attitudes aligned with values and strategic objectives of UNE All staff complete appropriate level of PPR training Priorities and performance targets embedded in role descriptions for all staff and in all employment contracts UNE and area performance measured against agreed key benchmarks	PPR forms by work unit (%) completed and lodged with OD	HOCC	13%	100%	100%	100%	100%	Reviewed annually and included within HR Annual Report by December	
				Increase % staff training in PPR processes	HOCC	13%	100%	100%	100%	100%		
				Increase % supervisory staff training in PPR processes	HOCC	5%	100%	100%	100%	100%		
				Staff goals aligned with UNE goals/directions	Supervisor	?	Yes	Yes	Yes	Yes		
				Increase % supervisory staff completing 360 (or 180) degree feedback reviews	HOCC	n/a	60%	80%	100%	100%		
				Increase % supervisors completing training in managing poor performance	HOCC	50%	100%	100%	100%	100%		
				Increase % supervisors completing training managing staff induction / probation	HOCC	50%	100%	100%	100%	100%		
				Review general staff position descriptions	HOCC/HR/OD		Dec	Dec	Dec	Dec		
				Manage workloads as part of the PPR process	HOCC advised by HR		Dec	Dec	Dec	Dec		
				Individual Professional Development Plans lodged with OD	HOCC	n/a	Dec	Dec	Dec	Dec		
				Incidence of poor/insufficient performance recorded with OD	HOCC		5%	3%	2%	1%		
Annual report by Cost Centre on completed performance reviews collated/produced by OD	OD	Jan	Oct	Oct	Oct	Oct						

Note: UNE guidelines and policies in this instance include Induction, Probation, Increment, Performance Planning and Review, and Discipline procedures

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						06	07	08	09	10		
UNE staff empowered to make responsible work choices based upon organisational values	4.2 Reward and recognise excellent performance	<i>D3 Build performance by measurement, assessment and recognition</i>	Performance planning and review linked to reward/promotion systems Timely identification of under-performance with appropriate action /remedies	Collaboration with HOCCs to collect/consider appropriate reward mechanisms HOCC to encourage/nominate staff for awards/citations	HOCC OD							Reports incorporate information from relevant HOCC Reviewed annually and included within HR Annual Report
				Increase # of all staff receiving formal recognition for high performance (both external and internal awards)	HOCC	12	20	25	30	35		
				Report on staff recognised for high performance including form of reward collated by OD OD to collate framework for reward/recognition in designated areas in consultation with HOCC	HOCC OD		Oct	Oct	Oct	Oct		
				HR provide advice/support to Schools on flexible staffing and other supports for high quality research	HR	n/a						

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Priority 5: Build a Quality Work Environment

This priority area covers: staff satisfaction and morale, conflict resolution, occupational health and safety, rehabilitation, workers compensation and emergency management. Ensure a climate that values entrepreneurial effort focused on the achievement of high impact, externally funded and credible research outcomes.

All staff need to contribute to the development of the culture of *powerful performance* as identified in the UNE Strategic Plan 2007-2010, particularly in overcoming resistance to change and notions of insularity. Everyone needs to work together to create a strong organisation. See also Priority 1 in this Plan.

Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.1 Design and implement flexible work practices	<i>D3 Build performance by measurement, assessment and recognition</i> <i>D4 Advance organisational renewal with aligned staff development</i>	Outcomes assessed against UNE standards (academic, professional and central support units) Targets/reviews relate to external/internal benchmarks	Increase contract flexibility in consultation with HR	HOCC HR		Nov	Nov	Nov	Nov		Flexibility of work practices reviewed annually and included within HR Annual Report.
				Identify strategies to improve flexibility of work practices	HOCC HR		Dec	Dec	Dec	Dec		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.2 Develop high staff morale and a high performance culture	<i>D3 Build performance by measurement, assessment and recognition</i> <i>D4 Advance organisational renewal with aligned staff development</i>	Staff orientation focused upon results/service. Engagement metrics outline staff satisfaction Performance issues actively addressed/recognised	Conduct staff climate survey (Eg. Voice Project), and follow up.	VCC OD	n/a	Oct	n/a	Apr	Oct		Staff survey approx. every 2yrs. 1 st survey to establish benchmarks & develop plans
				Strategies for improvement identified from the results of the climate survey.	DVCDI OD	n/a	Jun	Jun	Jun	Jun		Surveys to review progress in alternating years

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						06	07	08	09	10		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.3 Develop strong customer focus	<i>D3 Build performance by measurement, assessment and recognition</i> <i>D4 Advance organisational renewal with aligned staff development</i>	Customer service initiatives documented Increase in internal/external client focus/satisfaction in all parts of UNE at individual, team and system level	Annual report on staff appeals/grievances, equity issues/ industrial complaints to analyse effectiveness of associated processes	HR	n/a	Dec	Dec	Dec	Dec		Reviewed annually and included within HR Annual Report
				% client improvement measured by stakeholder satisfaction surveys Advice provided by Planning & Institutional Research (P&IR) & OD	HOCC advised by P&IR OD	Yes	Yes	Yes	Yes	Yes		
				Implementation of statement of service levels by HR	HR	n/a	Jun	Jun	Jun	Jun		
				Increase% of all staff completing training and development in customer service best practice	HOCC/ OD	8%	20%	40%	50%	60%		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.4 Improve grievance management skills and practices	<i>D3 Build performance by measurement, assessment and recognition</i> <i>D4 Advance organisational renewal with aligned staff development</i>	Implementation of customer service initiatives. Grievances recognised/problems actively addressed.	Complaints resolution % improvement in speed of resolution	HOCC <i>Advised by HR, IR, and Equity and Diversity Office</i>	?	10%	15%	20%	25%		Reviewed annually and included within HR Annual Report Data collected from HOCC, IR, EE&D
				Complaints resolution % successful outcomes.	HOCC/ <i>Advised by HR, IR, and EE&D</i>	?	90%	95%	100%	100%		
				% supervisors trained in the grievance handling process	HOCC	?	80%	85%	90%	100%		

Notes: For the purposes of this Plan the definition of a client is “anyone a staff member has daily interactions with, and to whom they provide a service”

Decrease in complaints does not necessarily indicate a healthy work environment. People under threat may not make a complaint. Avenues for staff concerns need to be maintained and be well known to staff.

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Goal	Strategy	Link to UNE Strategic Plan	Outcome Measure	Actions	Who	Deliverables					How Much	Report Review By
						06	07	08	09	10		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.5 Increase commitment to health and safety	<i>E2 Delegate authority, with associated accountability measures</i>	Compliance with legislative requirements re incident reporting/ consultation/ OHS risk management/ licensing/ certification	Prepare risk management profiles to support implementation of UNE directions	HR							Reviewed and included within OHS and HR Annual Reports
				Workgroups meet quarterly for inspections/ meeting	OHS	60% <i>estimate</i>	80%	100%	100%	100%		
				Document new employee inductions	OHS	10%	50%	80%	95%	100%		
				% or number of assigned issues resolved within timeframe	OHS	?	85%	90%	100%	100%		
				OHS Strategic Committee participation by members (or deputy)	Committee members	60%	80%	90%	95%	100%		
UNE provides an inclusive, safe and friendly work environment that is harmonious, innovative and enhances staff satisfaction and performance	5.6 Increase awareness of and engagement with OHS and risk management	<i>E3 Streamline UNE processes</i>	Risk management profiles support implementation of UNE directions Accountability systems designed/ developed in accord with institutional responsibilities Performance targets reflect financial accountability/ satisfaction of service level provision across UNE OHS Officer's Manual outlines preventative measures to reduce # of claims	Increase % areas trained / functioning OHS reps	HOCC	80%	100%	100%	100%	100%		Reviewed and included within OHS and HR Annual Reports
				Supervisors completed OHS for Managers / Supervisors training	Supervisors	<10%	80%	100%	100%	100%		
				Increase % staff trained in Risk Management	HOCC	4%	50%	75%	100%	100%		
				Document & communicate areas of OHS procedures, accountability & responsibility to staff	HOCC							
				OHS delegation tables completed	HOCC	60%	70%	100%	100%	100%		
				Preventative systems in place to reduce Workers Compensation claims.	HOCC							
				Increase % staff trained in KnowRisk database management	HOCC Supervisors	<5%	5%	7%	10%	15%		

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