

HR Services and Key Performance Measures

Human Resources Service Charter

Purpose

The aim of this Service Charter is to assist supervisors and staff to identify and access the core HR services provided within the ANU.

HR services are largely provided by HR practitioners located in:

- The ANU Colleges and Services Divisions
- The Central Human Resources Division

It is intended that this document provide clarity on the roles and responsibilities of the HR Division, College/Service Division and staff in contributing to make this partnership effective. Where local College/Service Division HR charters exist they will be referenced and should be read in conjunction with this document.

The usual point of contact for staff and supervisors seeking HR support are local HR practitioners, where they are available. The usual point of contact for local HR staff needing specialist support is HR Division.

The Service Charter also lists the relevant service delivery standards associated with each service.

It is hoped that the Charter will ensure that quality HR services are provided so as to support the research and education endeavours of the ANU.

Common Goals and Objectives

To support ANU staff to achieve excellence by:

- providing innovative human resources services to support the achievement of ANU goals.
- working together with Colleges and Divisions to provide ANU-wide HR services which are valued, consistent, responsive and supportive to managers and staff members.

HR Role

The Human Resources Division provides a range of operational, advisory and strategic services which enable the ANU to attract, develop and retain outstanding staff who are committed to the achievement of excellence and to the values of the Australian National University.

HR Division Roles and Responsibilities: http://info.anu.edu.au/hr/About_HR/roles-and-responsibilities

HR Division Service Charter: http://info.anu.edu.au/hr/HR_Service_Charter

HR Values

We support and practice the ANU values in the provision of our services.

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Service: Recruitment and Selection		
<p>Description: The process of publicising an employment vacancy in order to source and identify suitably skilled and/or qualified candidates for employment, including the competitive selection and testing of candidates to identify best job -person fit.</p>		
<p>Central HR responsibilities: The Recruitment and Appointments Branch will:</p> <ul style="list-style-type: none"> • Provide a centralised advertising service • Provide advice on the preparation and placement of advertising material and make recommendations on alterations to selection criteria • Develop and deliver workshops and training sessions which support recruiters across the University in their development of position documentation and advertising material and in the recruitment and selection of high quality staff • Develop and maintain tools and guidelines to support recruitment and selection practices at the University • In partnership with the areas of the University, develop and maintain recruitment policy and procedures which support the efficient and effective recruitment and selection of high quality staff at ANU • In partnership with the areas of the University and the University Executive, coordinate the recruitment and selection of senior managers at ANU • Regularly recruit and select casual staff members to maintain a high quality database of candidates ready for casual deployment across the University, and recommend suitable candidates for casual placement, as requested • Provide recruitment data to areas of the University which informs and supports their decisions surrounding recruitment and advertising activities 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Identify, review and assess vacant positions for filling via recruitment action, including the design and structure of new positions • Coordinate the recruitment and selection of staff in the College • Prepare initial advice on recruitment material including position descriptions, selection criteria, advertisement and identify suitable advertising locations • Devise selection methodology • Ensure recruitment and selection practices are undertaken in accordance with relevant legislative and policy requirements • Provide advice to College Executive on recruitment and selection • Undertake the selection process including: <ul style="list-style-type: none"> ○ assembling appropriate selection committees; ○ managing communication with candidates; ○ conducting short listing, interviews, testing and referee checking; and ○ the management of appropriate recruitment records. 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • Identify the vacancy • Determine the position requirements • Decide if internal/external advertisement and timeframes • Determine the media in which the position will be advertised • Develop the position description with the support of local HR team • Prepare and finalise the recruitment paperwork including approvals • Nominate the membership of the Selection Committee • Chair the Selection Committee • Sign off on Selection Committee report • Notify the successful applicant verbally • Provide feedback to applicants on request to interviewed unsuccessful applicants • Attend staff briefing on Selection Committees
HR Division service measures		
<p>Quality: The Recruitment and Appointments Branch will seek to assess, understand and meet our client needs in a timely manner, aiming to remove unnecessary barriers, ensure transparent decision-making processes and ensure our services can be accessed through multiple media.</p>	<p>Quantity: Recruitment and selection activities are undertaken on an 'as needed' basis, as determined by the business requirements of the University.</p>	<p>Timeliness:</p> <ul style="list-style-type: none"> • All advertisements placed on the ANU jobs website within 5 working days • Advertisements placed in the media (print and electronic) within 10 working days • Offer letters prepared within 5 working days • Requests for Director HR or Vice-Chancellor approval processed within 5 working days • An initial response to general queries will be provided within 3

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		working days of request. A final response will be provided within an agreed timeframe. <i>*Please note that we cannot guarantee a clearance time for senior delegates, however we will ensure your request is lodged with the appropriate delegate within the shortest possible time frame.</i>
Dependencies:	ANU Enterprise Agreement Advertising Media Cut-Off Dates: http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Media_Cut_Offs/2011	
Other information:	Enterprise Agreement Clause 6: http://info.anu.edu.au/hr/Salaries_and_Conditions/Enterprise_Agreement/2010-2012/06 ANU Recruitment Guidelines: http://info.anu.edu.au/hr/Recruitment/HR_Practitioners_at_ANU/Recruitment_Process Delegations: HR Delegations 3.19 – 3.28 Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Appointments		
Description: The process of engaging a new staff member or honorary status holder to the University, with or without recruitment action, including any subsequent variations to the employment relationship such as conversion of employment type, extension to fixed term employment, change of employment category and temporary or permanent transfer of an employee.		
Central HR responsibilities: The Recruitment and Appointments Branch will: <ul style="list-style-type: none"> • Provide advice and recommendations on complex employment matters • Provide high level advice and recommendations on the relocation and appointment of new staff to ANU, including provision of advice on visa and immigration matters • Issue new employment offers or variation of employment letters for non devolved areas of the University and candidates placed through the casual employment office • Coordinate the approval of senior manager appointments, including professorial appointments. Provide advice on variations to appointment (including extensions to fixed term and conversions of employment) and make recommendations to HR Division delegates. Provide notification of fixed term employment expiries to relevant HR practitioners of non devolved areas of the University • Obtain police checks for relevant appointments across the University • Facilitate the visa sponsorship process for the University, Support the University in the management of honorary appointments. • Develop and maintain letter templates 	College /local area responsibilities: <ul style="list-style-type: none"> • Provide initial advice and recommendations on the relocation and appointment of new staff to ANU, • Coordinate the appointment process for new staff and honorary status holders, including preparation of letters of offer and application for relevant visa sponsorships • Monitor and manage variation to employment arrangements such as conversion of employment type, extension to fixed term employment, change of employment category and temporary or permanent transfer, including sourcing appropriate delegate approval, issuing letters of offer and undertaking appropriate system changes • Provide advice to local area staff, managers and delegates on appointment matters and the application of relevant University employment policies • Provide a local area induction program which supports the commencement of new staff in their role 	Staff Responsibilities: <ul style="list-style-type: none"> • Complete appropriate forms for all new staff member and honorary status commencements • Determine any variations to employment arrangements such as conversion of employment type, extension to fixed term employment, change of employment category and temporary or permanent transfer, including completing the appropriate paperwork and approvals • Check commencement pre-requisites, including identification, citizenship, visas, licences and qualifications • Determine any visa sponsorship requirements and complete visa nomination paperwork • Organise local induction
HR Division service measures		
Quality: The Recruitment and Appointments Branch will seek to	Quantity: Appointment activities are undertaken on an 'as needed'	Timeliness:

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<p>assess, understand and meet our client needs in a timely manner, aiming to remove unnecessary barriers, ensure transparent decision-making processes and ensure our services can be accessed through multiple media.</p>	<p>basis, as determined by the business requirements of the University.</p>	<ul style="list-style-type: none"> • Requests for Director HR or Vice-Chancellor approval processed within 5 working days* • An initial response to general queries will be provided within 3 working days of request. A final response will be provided within an agreed timeframe • Offer letters prepared within 5 working days • Casual Employment Office requests actioned within 2 working days.
<p>Dependencies:</p>	<p>ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>Honorary Status Policy: http://policies.anu.edu.au/policies/honorary_status_emeritus_academic_status_and_visitors_/policy Appointments Policy: http://policies.anu.edu.au/policies/appointments/policy Enterprise Agreement Clause 7: http://info.anu.edu.au/hr/Salaries_and_Conditions/Enterprise_Agreement/2010-2012/07 Delegations: HR Delegations 3.19 – 3.32P Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: Academic Promotion

Description: Academic Promotion is the mechanism for determining the eligibility of academic staff for promotion (advancement) by assessing their contribution for sustained excellence in education, research and service.

<p>Central HR responsibilities: The Recruitment and Appointments Branch will:</p> <ul style="list-style-type: none"> • To administer the academic promotion process for the University • In partnership with the Colleges of the University, coordinate the Local Promotion process, including the provision of training and information sessions and the development and maintenance of information sources • In partnership with the Colleges of the University, coordinate the University Promotion process, including the collation of professorial promotion applications and notification to areas and applicants of the outcome • To provide promotion statistics for the Colleges which inform and support practices surrounding academic promotion • In partnership with the Colleges of the University, coordinate the 'out of round' promotion process, and promotion to levels E2 and E3, including the collation of applications, assessment and notification of outcome 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Administer and co-ordinate the assessment of application for academic promotion for the relevant area including: <ul style="list-style-type: none"> ○ Collecting promotion applications and supporting documentation ○ Providing secretariat support to the Local Promotion Committee ○ Providing applications for level E to the HR Division for forwarding to the UPC ○ Liaise with candidates, supervisors, assessors and the Local Promotion Committee • Ensure a Local Promotion Committee is assembled and conducts assessment of promotion applications in accordance with University policy 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • Become acquainted with the academic promotion process and attend offered information sessions as appropriate. • Develop regular Statements of Expectation which evaluate the staff member's performance and contribution in relation to established goals and objectives and set forward-looking expectations • Develop the "Case for Promotion" including an up-to-date CV, material needed to facilitate the assessment (this may include teaching evaluations, peer comments on syllabus or curriculum), and identify personal contribution to jointly authored publications or other creative activity in the application; • Nominate assessors for the applicant who are of appropriate standing and seek their agreement and willingness to assist; • Attend an interview with the relevant promotion committee if requested. • Where an applicant is unsuccessful for promotion, supervisors must incorporate feedback provided by the promotion committee into the career development plan and future statements of expectations in order to support the staff member for future promotion applications.
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HR Division service measures		
Quality: The Recruitment and Appointments Branch will seek to assess, understand and meet our client needs in a timely manner, aiming to remove unnecessary barriers, ensure transparent decision-making processes and ensure our services can be accessed through multiple media.	Quantity: Academic Promotion activities are undertaken in accordance with the academic appointment round or on an 'as needed' basis, as determined by the business requirements of the University.	Timeliness: <ul style="list-style-type: none"> • Requests for advancement to E2 and E3, out of round promotions and matters for the SAPLC will be actioned within 5 working days. • An initial response to general queries will be provided within 3 working days of request. A final response will be provided within an agreed timeframe.
Dependencies:	ANU Enterprise Agreement	
Other information:	Academic Promotion Policy: http://policies.anu.edu.au/policies/academic_promotion/policy Academic Promotion Website: http://info.anu.edu.au/hr/Salaries_and_Conditions/Policy_Info/Academic_Promotions Delegations: HR Delegations 3.43 – 3.44 Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Remuneration and Conditions		
Description: The Human Resources Division policies, procedures and guidelines will explain the principles and course of action designed to achieve a particular purpose, Remuneration and Conditions Services include activities that relate to the implementation of salary and benefits packages which are flexible, competitive and responsive and to provide specialist advice in relation to remuneration matters, leave and conditions of employment.		
Central HR responsibilities: The Remuneration and Conditions Branch will: <ul style="list-style-type: none"> • Review and update policies and procedures to ensure improved and innovative remuneration and conditions practices across the ANU • Provide consulting advice on complex matters relating to remuneration and general employment conditions • Provide accurate and timely payroll services including: <ul style="list-style-type: none"> ○ Administration of fortnightly payroll including reconciliation and reporting ○ Leave administration ○ Processing of salary deductions and remittances ○ Provide salary packaging and related non-salary benefits ○ Superannuation and taxation administration ○ Processing of commencements and separations (including resignation, retirement, redundancy and discipline) ○ Annual payment summaries ○ Support external HR reporting 	College /local area responsibilities: <ul style="list-style-type: none"> • Contribute to the development of approaches to a streamlined and efficient payroll management processes between Central HR and the college administration units. • Support the implementation of the remuneration and conditions frameworks, systems and processes at the local level • Provide consistent and timely first level advice on personnel matters including remuneration, leave and conditions of employment • Seek advice on remuneration and conditions of employment matters where the issue cannot be resolved by local HR staff • Ensure system users complete access forms accurately and a timely manner • Ensure data is correctly entered in the HRMS for efficient and timely payroll processing • Review incoming requests and information from local areas to ensure accuracy and completeness • Monitor timelines and notice periods to contribute to efficient 	Staff Responsibilities: <ul style="list-style-type: none"> • Staff seeking support regarding remuneration and conditions of employment matters should contact their local HR area in the first instance • Seek to keep up to date with changes in Enterprise Agreement as relevant to Remuneration and Conditions • For each payroll and personnel activity it is important that staff provide their College HR representative with complete and accurate information using relevant and current ANU forms and payroll media • Participate and contribute to consultation processes to resolve remuneration and conditions matters • Check payslip and disbursement information to ensure accuracy in salary information • Advise local HR area promptly of any changes in individual personnel information or update in HRMS as relevant • Specific staff responsibilities may be provided for in College or local level Service Charters.

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	<p>payroll processing and reporting obligations</p> <ul style="list-style-type: none"> • Provide quality assurance to paperwork and supporting documentation in accordance with Enterprise Agreement provisions including individual business cases including remuneration schedules, payment of allowances, loadings, special leave and payout requests, separations and other cases requiring special consideration • Contact individuals and/or local managers when complex issues arise eg. salary overpayments to discuss the need to refer matters to HRD for appropriate action • Keep informed with Central HR updates to policy and procedure as relevant to remuneration and personnel matters • Act with integrity and within legislation with key personnel and treat sensitive information in confidence 	
<p>HR Division service measures</p>		
<p>Quality: The Remuneration and Conditions Branch will provide ANU wide payroll and personnel services and advice which are valuable, consistent, friendly and responsive within negotiated timeframes and supportive of our client needs. We will facilitate and support the activities of the College HR local areas in relation to all the functions of payroll and personnel services including provide practical advice on complex matters relating to remuneration and conditions of employment. We will ensure payroll integrity through the accurate and timely processing of the ANU payroll on a fortnightly basis, satisfactory resolution of issues in accordance with relevant policy and procedure, maintain auditable records of payroll and remuneration administration activities, reconcile payroll transactions within a specific assurance context and meet relevant legislative obligations to ATO and other government agencies, and follow FOI, Privacy and ANU governance framework.</p>	<p>Quantity: Payroll operational activities including reconciliations are conducted on a daily basis in response to enquiries and management of workflow to meet fortnightly pay processing schedule.</p> <p>Other activities included in this category are either:</p> <ul style="list-style-type: none"> • scheduled in the strategic and operational plans • practice reviews based on legislative reform • on an 'as needs' basis as negotiated with the University Executive or key College/local area representatives • All statutory and fund manager requirements for superannuation documentation administration are met <p>In liaison with College/Service Division, projects may be determined from key planning or review processes such as Enterprise Bargaining, remuneration and benefits initiatives, policy review government legislative reform, strategic business process planning activities.</p>	<p>Timeliness: Key services provided by the Remuneration and Conditions Branch will be undertaken within the following service standards:</p> <ul style="list-style-type: none"> • ANU payroll is processed accurately and on time on a fortnightly basis • Payroll processing will be completed within one pay period (if accurate and fully completed documentation is received in accordance with published deadlines) with the exception of reclassification requests, higher duties, pay rate changes, retrospective pay adjustments and salary packaging arrangements which may be up to two pay periods. • Email or telephone enquiries are acknowledged within one working day and letters within ten working days • Action to correct payroll errors will commence within one full pay period of being detected and agreement on a timeframe to resolve will be reached within 3 working days • No overpayments will occur where HRD is fully notified before separation in accordance with published cut-off periods • Separation estimates will be provided within ten days of receipt of all relevant information and personnel file • Superannuation payments and variations to superannuation contribution rates are accurately calculated and actioned within prescribed timeframes • Where HRD acknowledges resignations on behalf of the ANU,

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		<p>HRD will notify Voice Services, ANU Parking and the Library within five working days of receipt of delegate approved notification.</p> <ul style="list-style-type: none"> Initial advice on complex matters is provided in an agreed timeframe with the relevant senior manager with initial advice within five working days of request practice reviews undertaken periodically based on HR Division Annual Plan policies and procedures reviewed over three year cycle
Dependencies:	ANU Enterprise Agreement	
Other information:	Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Occupational Health and Safety

Description: The Occupational Health and Safety Branch will co-ordinate the process of providing professional and technical support for OHS injury prevention that enables ANU staff, students and contractors to create and maintain a safe and healthy workplace.

<p>Central HR responsibilities The Occupational Health and Safety Branch will:</p> <ul style="list-style-type: none"> Develop, implement and review the University's OHS management system (OHSMS), in conjunction with Colleges, Research Schools, Service Divisions and the OHS Policy Committee Develop and implement strategies and programs, including policies, procedures and guidelines, to manage the OHS risks associated with University activities Provide OHS advice relating to worksites and work procedures, including design, evaluation and investigation services Initiate, develop and oversee staff networks to communicate, consult and promote work health and safety On behalf of the University, liaise with, and provide appropriate reporting to, OHS regulatory authorities Conduct hazard assessments, inspections, audits and investigations Provide advice on the safe storage and handling of hazardous materials, processes and equipment Provide generic and specific work health and safety training for staff and students 	<p>College /local area responsibilities</p> <ul style="list-style-type: none"> Provide feedback on the enterprise OHSMS to ensure it meets College/Research School/Service Division requirements Develop and implement College/Research School/Service Division-specific modules of the OHSMS Provide appropriate feedback on all strategies and programs to ensure they meet College/Research School/Service Division requirements Develop and implement specific risk assessments/ safe work method statements (safe work procedures) for all work activities Develop and maintain a Risk Register for all risks associated with work activities Provide all documentation pertaining to the evaluation of work sites and/or work procedures Support any investigation, either internal or external, and provide all relevant documentation Ensure any recommendations from investigations are implemented within the required time frame Actively participate in available networks, e.g. OHS Committees, Radiation, Electrical and Waste Sub-Committees, and OSLO, First Aid and other available networks Provide all appropriate data in time to meet regulatory authority 	<p>Staff Responsibilities</p> <ul style="list-style-type: none"> Understand and comply with all OHS regulatory requirements Complete all appropriate training in time to perform allotted tasks/research Complete appropriate medical examinations as part of the University Health Surveillance Program before commencing work and have appropriate follow up examinations when required Actively consider OHS risks in all work undertaken
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<ul style="list-style-type: none"> • Advise on health surveillance for relevant staff and monitor personal exposures and work environments • Monitor work environments and personal exposure • Provide periodic reports to relevant university committees and Colleges/Divisions on work health and safety performance • Investigate incidents, including injuries, illnesses and occupational health problems in the University and advise on remedial action 	<p>reporting deadlines</p> <ul style="list-style-type: none"> • Ensure staff/students complete mandatory training before commencing work, e.g. in laboratories • Assist OHS Branch conduct training needs analysis to ensure training meets College/Research School/Service Division requirements • Advise OHS Branch of any new or revised OHS training requirements • Ensure those who require health surveillance enrol in the University Health Surveillance Program • Ensure those enrolled in the University Health Surveillance Program have the appropriate medical examinations 	
<p>HR Division service measures</p>		

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<p>Quality:</p> <ul style="list-style-type: none"> The Occupational Health and Safety Branch will provide OHS support to meet user requirements, within available resources. Data provided to committees and Colleges/Divisions must be accurate to enable appropriate decisions on work health and safety. 	<p>Quantity:</p> <ul style="list-style-type: none"> One overall compliant enterprise OHSMS, with components for each of the Colleges/Research School/Service Divisions that meet their specific requirements. The OHS Committee structure matches organisational requirements. Training addresses all compliance and College/ Research School/Service Division requirements. 	<p>Timeliness:</p> <ul style="list-style-type: none"> OHS advice provided in a timely manner, e.g. recommendations for investigations provided no later than two weeks after the completion of the investigation, unless there are extenuating circumstances. Training provided to enable all staff and students to perform their allotted tasks/research. Staff/students have appropriate medical examinations before commencing work and have appropriate follow up examinations when required. Requests for data should be processed and results provided within 5 working days of the request. Initial advice on OHS matters provided within 5 working days. OHS investigation, where required, commenced within 48 hours of receipt of IN. OHS Committees hold the required number of meetings per year. Responses to OHS reports, recommendations and requests received within the required time.
<p>Dependencies:</p>	<ul style="list-style-type: none"> College/Research School/Service Division components of the OHSMS complement the enterprise system to form an integrated OHSMS. OHS Policy Committee actively involved in the decision making process, especially with endorsing strategies and programs. Where similar risks exist across Colleges/Research Schools/Service Divisions, common risk assessments and safe work procedures may apply. ANU Enterprise Agreement 	
<p>Other information:</p>	<p>Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: Classification Review of General Staff Positions

Description: Review of the classification level of general staff positions provides a transparent and equitable process that facilitates consistent classification levels for similar roles/responsibilities across the University. A classification review should be undertaken if:

- A new position has been created where the classification level has not been previously determined;
- A formal proposal for review is received from a staff member or their supervisor where the work value of the position has increased;
- Prior to recruitment or appointment action for positions at levels Senior Manager 2 or above; or
- Where substantial changes are made to the duties and responsibilities of a position due to a restructure and the position is regarded as new or a significant increase in work value has occurred.

<p>Central HR responsibilities:</p> <p>The Recruitment and Appointments Branch will:</p> <ul style="list-style-type: none"> Develop and continually improve relevant procedure and forms that reflects the needs of the University. 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> Ensure that the proposal includes relevant supporting documentation. For proposals to ANUO 6 – SM 1, convene a committee to review the position's classification level and 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> A staff member or their supervisor considering submission of a classification review proposal should refer to the procedure, Position Classification Standards and the area's Terms of
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<ul style="list-style-type: none"> Be the delegate for approving proposals above SM 1 or where the Director – Human Resources undertakes or requests an independent assessment. For proposals to ANUO 6 – SM 1 (or at the request of the General Manager/HR Manager), participate in College and Service Division Staffing Committees as the representative of the Director – Human Resources. For proposals above SM 1, arrange for review by the SM Remuneration Committee and advise area of outcome; Maintain effective working relationships with College/Service Division General Managers and HR Managers. Provide coaching and mentoring by to College/local area staff to foster skills, knowledge and expertise. Monitor and oversee compliance with regulatory requirements. 	<p>consider the levels of similar roles outside of the area.</p> <ul style="list-style-type: none"> Provide reasonable notice of meetings and circulate documentation to the members prior to the meetings Arrange for the occupant of the position and the supervisor to be available to meet with the committee as necessary. Prepare a report to document the committee's recommendations in consultation with the members, and forward to authorised delegate. If the proposal is unsuccessful, provide feedback to the Occupant. Provide initial coaching and mentoring to College/local area staff to foster skills, knowledge and expertise Show commitment to the classification review process and consistency with the Position Classification Standards. Co-ordinates and manages College Staffing Committee including committee membership and terms of reference. Ensure compliance with regulatory requirements 	<p>Reference.</p> <ul style="list-style-type: none"> Preliminary discussions about the on-going requirements of the position should be held between the staff member and their supervisor, or during the development of a Statement of Expectations, prior to submission of a classification review proposal. A new Position Description should accurately reflect the current and on-going duties/ responsibilities, verified by the supervisor. As review of proposals to ANUO 8 or above, or where the Committee requires further information, usually include discussion with the occupant and/or the supervisor, staff members need to be available for meetings as necessary.
HR Division service measures		
<p>Quality: The Recruitment and Appointments Branch will provide consistent advice on classification levels and monitor compliance.</p> <p>The Classifications Branch will work with the College/local area to ensure consistent application of Position Classification Standards.</p>	<p>Quantity: Activities included in this category are either:</p> <ul style="list-style-type: none"> On an 'as needs' basis; or The formal classification rounds as published by the relevant College. 	<p>Timeliness: Formal rounds for review by a College Staffing Committee are scheduled as per their website, and documentation will normally be distributed to members a minimum of five working days prior to the meeting.</p> <p>Advice on out of session proposals will normally be provided within five working days from receipt of proposal.</p> <p>An initial response to general inquiries will be provided within 2-3 working days of the request. A response will be provided within a timeframe agreed with the relevant senior manager.</p>
Dependencies:	ANU Enterprise Agreement	
Other information:	Procedure: Classification of General Staff Positions - http://policies.anu.edu.au/procedures/Classification_of_general_staff_posiitons Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Managing Performance

Description: The University will endeavour to assist staff members to perform to a high standard through the setting of performance objectives against University goals, regular feedback, and the provision of development opportunities. The University's conduct expectations are specified in University Codes, including the Code of Conduct and Codes of Practice.

<p>Central HR responsibilities: The Organisational Change Branch will:</p> <ul style="list-style-type: none"> Provide a policy and procedure that is consistent with relevant 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> Ensure compliance with and apply policies and procedures. Provide advice to HR Managers and Senior Leaders of 	<p>Staff Responsibilities: Be familiar with the relevant policies and procedures. A staff member will:</p>
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<p>ANU legislation, policies, and relevant Commonwealth, State or Territory legislation.</p> <ul style="list-style-type: none"> • Provide tools and frameworks for managing performance • Provide high level advice to HR Managers and Senior Leaders of Colleges and Division on managing performance. 	<p>Colleges and Division on managing performance.</p> <ul style="list-style-type: none"> • A supervisor, taking into account the level of the staff member and their career objectives, will: <ul style="list-style-type: none"> ○ In consultation with the staff member, review their current contribution and establish a Statement of Expectations; ○ Manage any induction and probation process; ○ Nurture and develop their staff through the development, monitoring and evaluation/review of an agreed career and development plan; and ○ Assess progress and achievement against the agreed Statement of Expectations and take appropriate action. • College/local area Managers will be responsible for the management of informal and formal processes including: <ul style="list-style-type: none"> ○ Identification of specific deficiencies in performance; ○ development assistance required to address the issue/s; ○ The specific corrective action required; ○ the performance standards required; and ○ a reasonable timeframe in which to address the issue/s ○ Reviewing and advising on progress Documenting the process and outcomes. Seeking delegate approval for disciplinary action (where relevant) 	<ul style="list-style-type: none"> • With their supervisor, participate in a review of their current progress and achievement; • Participate in the development of a personalised Statement of Expectations and assessment of progress and achievements; • Demonstrate satisfactory teaching effectiveness, including a formal student evaluation process, as a condition of probation (for staff holding a teaching and research appointment); • Maintain an up to date CV with their supervisor, to be used as the core material for future assessment; • Provide their Supervisor with the material needed to facilitate the assessment: this may include teaching evaluations, peer comments on syllabus or curriculum; and • Take responsibility for their own development to ensure that they meet the expectations for their role • A staff member may seek assistance from a union or staff representative. • The staff member may seek to negotiate alternative employment arrangements as a substitute for the disciplinary action recommended
<p>HR Division service measures</p>		
<p>Quality:</p> <ul style="list-style-type: none"> • The Organisational Change Branch will provide consistent advice on performance management strategies and solutions and monitor compliance. The Organisational Change Branch and Colleges/local areas will work in partnership to ensure the timeliness of performance milestones. 	<p>Quantity:</p> <p>Activities included in this category are either:</p> <ul style="list-style-type: none"> • On an 'as needs' basis as negotiated with key College/local area representatives; or • In liaison with College, projects may be determined from key planning or review processes such as HR Health Check, Workforce Planning or strategic planning initiatives. 	<p>Timeliness:</p> <ul style="list-style-type: none"> • A Statement of Expectations/ Performance Improvement Plan will be developed in consultation between the relevant staff member and supervisor. This will be done within a reasonable timeframe • Statements of Expectations/ Performance Improvement Plans will include key activities, milestones and reasonable timeframes. • An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.
<p>Dependencies:</p>	<p>ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

HR Services and Key Performance Measures

<p>Description: Diversity and inclusion function seeks to create an inclusive culture at ANU where all staff can fulfil their potential and feel valued and respected. This approach aims to:</p> <ul style="list-style-type: none"> • develop a culture where the diversity of perspectives are valued and included in all decision and creative processes throughout ANU • improve the level of awareness of diversity issues as they relate to the 3 key priority target areas of gender, Indigenous staff and staff with disability; • increase the participation of Indigenous Australians in employment at ANU; and • support local areas with strategy and advice on improving the ANU's overall diversity profile 		
<p>Central HR responsibilities: The Diversity and Inclusion Branch will develop and deliver a range of programs and resources with a focus on the following target groups:</p> <ul style="list-style-type: none"> • Indigenous employment in line with the goals and strategies in the ANU Reconciliation Action Plan (RAP); • Women (particularly at the senior academic levels) in line with the directions identified in the ANU's Equal Opportunity for Women in Workplace Agency (EOWA) reports; • People with disabilities in line with the Disability Action Plan 2009-2012. • provides targeted programs and resources 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Identify participation gaps and develop strategies to overcome these in their local areas. • Develop College/Division RAP to meet the HR targets in the ANU RAP. • Ensure staff in their College/Division undertake appropriate diversity training and endorse the Respect for All Pledge. • College/Division to assist in developing programs and resources to meet the identified needs of their area. 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • Behave in a manner consistent with the ANU Code of Conduct and the Respect for All Charter • Complete on-line training on the prevention of harassment, bullying and discrimination. • Undertake cultural awareness training.
<p>HR Division service measures</p>		
<p>Quality:</p> <ul style="list-style-type: none"> • The Diversity and Inclusion Branch will seek feedback from program participants and users of resources that indicates value in meeting goals and targets. • Positive feedback on ANU's programs and resources from external organisations (such as the Equal Opportunity for Women in the Workplace Agency and the Australian Employers Network on Disability). 	<p>Quantity:</p> <ul style="list-style-type: none"> • Programs and resources are determined each year through a planning process with the number and type of programs and resources determined in the Diversity Action Plan 2009/10. 	<p>Timeliness:</p> <ul style="list-style-type: none"> • In accordance with the Diversity Action Plan 2009/10. • An initial response to general inquiries will be provided within 2-3 working days of the request. A response will be provided within a timeframe agreed with the relevant senior manager.
<p>Dependencies:</p>	<ul style="list-style-type: none"> • Consultation with ANU Executive, Heads of Colleges/Service Division Directors, General Managers, HR Managers and members of Indigenous and Diversity networks; • Workforce planning data and analysis; • Strategies for implementing the RAP and the DAP. • ANU Enterprise Agreement 	
<p>Other information:</p>	<p>Website: Equity@ANU; Reconciliation Action Plan (RAP) Plans/Reports: ANU report to Equal Opportunity for Women in Workplace Agency; Disability Action Plan 2009/2012 Policies: Children on Campus; Breastfeeding; Disability; Work, Study & Family Responsibilities; Equal Employment Opportunity Procedures/Guidelines: Prevention of Discrimination, Harassment & Bullying; Carers' Career Development Assistance Fund; Parental Leave Procedure</p>	

HR Services and Key Performance Measures

Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff

Service: Support to Staff with a Disability		
Description: The process of providing professional and technical support to staff with a disability that assists them in participating effectively within their workplace.		
Central HR responsibilities <ul style="list-style-type: none"> The Work Environment Team will develop and implement a disability services framework consisting of policies, procedures, guidelines and systems IAW relevant Acts and regulations to meet the needs of staff with a disability. 	College /local area responsibilities <ul style="list-style-type: none"> Undertake training in managing staff with a disability. Liaise with HSWE Branch regarding availability of resources available to manage staff with a disability. Provide data to HSWE Branch to enable better management of staff with a disability. 	Staff Responsibilities <ul style="list-style-type: none"> Where appropriate, disclose disability to enable supervisors to organise reasonable adjustment. Provide feedback to supervisors and HR Division Work Environment Group Staff Disability Consultant on the appropriateness of the reasonable adjustment.
HR Division service measures		
Quality: <ul style="list-style-type: none"> Must meet the needs of staff with a disability. Must meet compliance of requirements for all relevant legislation, regulations, codes of practice, and national and Australian standards. 	Quantity: <ul style="list-style-type: none"> Must cover compliance requirements for all relevant legislation, regulations, codes of practice, and national and Australian standards. 	Timeliness: <ul style="list-style-type: none"> Policies, procedures and guidelines should be developed as soon as reasonably practicable after any changes to regulatory requirements, and/or be reviewed every three years, or when there are relevant legislative changes. An initial response to general inquiries will be provided within 2-3 working days of request. A final response to will be provided within a timeframe as agreed with the relevant senior manager.
Dependencies:	ANU Enterprise Agreement	
Other information:	Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Staff Wellbeing		
Description: The process of providing a holistic approach to workplace health to realise the full potential of employees through developing and implementing wellbeing programs that focus on a broader range of issues that impact on the health and wellbeing of ANU employees.		
Central HR responsibilities <ul style="list-style-type: none"> Develop and implement the University's Wellbeing Framework and associated programs. 	College /local area responsibilities <ul style="list-style-type: none"> Provide feedback on proposed programs. Participate in the University's Wellbeing Program. Provide feedback of the effectiveness or otherwise of the programs. Suggest options for the Program. 	Staff Responsibilities <ul style="list-style-type: none"> Suggest options for the program. Support appropriate programs by attending and providing feedback.
HR Division service measures		
Quality: <ul style="list-style-type: none"> The Program is designed to meet staff needs. 	Quantity: <ul style="list-style-type: none"> The Program contains a range of activities that match the Framework and meet the staff wellbeing needs. 	Timeliness: <ul style="list-style-type: none"> Programs will be developed in a timely manner to meet staff needs.

HR Services and Key Performance Measures

		An initial response to general inquiries will be provided within 2-3 working days of request. A final response to will be provided within a timeframe as agreed with the relevant senior manager.
Dependencies:	Program must meet the needs of the whole of the University staff. ANU Enterprise Agreement	
Other information:	Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Workforce Development

Description: The Workforce Development function seeks to develop and support the implementation of sustainable, contemporary talent management practices that are integrated with the recruitment, selection, performance management, promotion, and career development functions.

Central HR responsibilities: The Workforce Development Branch will develop and provide advice to local area on the implementation of approaches to talent management, succession planning and performance management	College /local area responsibilities: <ul style="list-style-type: none"> Contribute to the development of the approaches to talent management, succession management and performance management Support the implementation the frameworks, systems and processes at the local level Provide consistent and timely first level advice on workforce development matters Seek advice on workforce development matters where the issue cannot be responded to by local HR staff 	Staff Responsibilities: <ul style="list-style-type: none"> Actively participate in the development of their own talent and career Ensure their talent is directed to the objectives of ANU through their College/Division, area plans and their Statement of Expectations Engage with and support in a culture that is actively engaged in ANU's mentoring program and the where managers adopt a coaching approach to the development and management of their staff (manager as coach).
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HR Division service measures

Quality: <ul style="list-style-type: none"> The Workforce Development Branch will provide consistent and timely advice on all elements of its talent, succession planning and performance management strategy, policies and processes. 	Quantity: <ul style="list-style-type: none"> The development of significant strategic frameworks to support a sustainable workforce will occur in a measured manner that will enable effective implementation at local level and that addresses agreed identified priorities. Such development will recognise the need to provide ongoing advice and support to local areas on their approach to implementation of these strategies. 	Timeliness: <ul style="list-style-type: none"> Specific projects for the development of frameworks will be developed in partnership with Colleges and Divisions. Regular ongoing advice on workforce development matters will be provided within 5 day of such requests. An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.
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Dependencies:	HR Divisional Plan; Sustainable Workforce Policy and procedures; ANU's Learning and Development strategy (draft); Succession Planning procedure. ANU Enterprise Agreement	
Other information:	Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Service: Career Development

HR Services and Key Performance Measures

Description: Career Development at ANU is structured to provide quality, tailored programs and interventions that connect directly to Colleges and Divisions, embed mentoring and coaching as key “integrators” for the university community and demonstrate commitment to a whole-of-career lifespan approach. This approach aims to:

- Achieving a critical mass of skilled leaders and managers at ANU who can coach and enhance the development of our talent at all levels
- Sustaining ANU’s academic and professional workforce by identifying and building capability;
- Increasing the level of engagement and wellbeing, and therefore performance, of all staff across the University;
- Building an evidence base for career development interventions;
- Establishing ANU’s reputation of being a well led university with a commitment to career development as part of our employee value proposition; and
- Establishing external links in research, program consultancy and graduate education that will inform better practice at ANU, tap into increased and diverse sources of funding, and make a significant contribution to ANU’s external reputation in the field.

Central HR responsibilities	College /local area responsibilities	Staff Responsibilities
<p>The Career Development Branch will develop and deliver a range of programs and resources for academic, professional and technical staff that focus on:</p> <ul style="list-style-type: none"> • Leadership development for current and emerging leaders; • Career development and planning; • Mentoring and Coaching; • Induction to ANU and Leadership roles; • Professional and technical skills development; and • Frontline management. <p>Research, evaluate and innovate to deliver highest quality interventions. Provide leadership and advice in relation to strategic planning of staff development at the ANU.</p>	<ul style="list-style-type: none"> • Identify current and emerging career development needs for their areas and identify capability gaps; • Ensure career development for staff is consistent with the College/Division Strategic directions; • Ensure appropriate and relevant career development opportunities are provided to staff (and are identified in their SoE). • College/Division HR area to assist in identifying appropriate source of development (and in some cases, run) for identified needs of their area. 	<ul style="list-style-type: none"> • Complete and follow their Career Development Plan within their Statement of Expectations (SoE). • Seek and engage in appropriate and relevant professional career development opportunities

HR Division service measures

<p>Quality:</p> <ul style="list-style-type: none"> • The Career Development Branch will seek feedback from program participants to measure the value of the program to their career development as expressed in program evaluation sheets. 	<p>Quantity:</p> <ul style="list-style-type: none"> • The Career Development offered within HR Division is determined each year through a planning process. The number and type of programs are determined in accordance with the emerging priorities and budget available. These are made available to all staff through the training calendar 	<p>Timeliness:</p> <ul style="list-style-type: none"> • Programs developed and delivered in accordance with the Career Development Branch’s annual development calendar (designed in consultation with areas and informed by the ANU and College Strategic and Operational Plans). • Requests for additional programs to be developed in response to identified College and Division’s priorities will be negotiated within constraints of area budget. • An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.
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<p>Dependencies:</p>	<ul style="list-style-type: none"> • Consultation with ANU Executive, Heads of Colleges/Service Division Directors, General Managers and HR Managers; • Workforce planning data and analysis;
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HR Services and Key Performance Measures

	<ul style="list-style-type: none"> • A Talent Management Strategy (to be developed) and an ANU Learning and Development Plan. • ANU Enterprise Agreement
Other information:	ANU Career Development Website ANU Career Development Calendar ANU Career Development Policy Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff

Service: Workforce Planning and Analytics		
<ul style="list-style-type: none"> • Description: To develop a sustainable workforce, ANU will need to consider the current and future workforce needs and continuously shape the workforce to ensure that it is capable of delivering University objectives now and in the future. 		
Central HR responsibilities: The Workforce Planning and Analytics Branch will: <ul style="list-style-type: none"> • Develop a Workforce Planning Framework for the University and review on an annual basis • Partner with Colleges/Service Divisions to align workforce planning with strategic and operational plans • Support Colleges/Service Divisions with data analysis and interpretation • Provide support for requests for information from internal and external clients • Monitor key HR performance indicators and provide information and analysis on existing and/or emerging issues. • Produce, analyse and interpret institutional reports 	College /local area responsibilities: <ul style="list-style-type: none"> • Ensure College/Service Division workforce plans and succession management is undertaken in accordance with the relevant policies and procedures • Liaise with the HR Division leaders to develop local level workforce planning and analysis capability • Partner with the HR Division to develop a College/Divisional Workforce Plan aligned with strategic and operational plans that includes: <ul style="list-style-type: none"> • a Current workforce profile • Identification of workforce risks and issues • Identification of future workforce needs • Development of strategies to minimise/eliminate workforce risks/issues • Interpret and utilise regular reports to for evidence based College/Service Division initiatives • Lodge and manage requests for workforce analytics via the HR Help Desk. 	Staff Responsibilities: <ul style="list-style-type: none"> • Participate in workforce planning and succession management activities.
HR Division service measures		
Quality: <ul style="list-style-type: none"> • Annual review of the ANU Workforce Planning Framework • Provision of consistent advice on workforce planning activities and monitor compliance with ANU policy and procedures • Provision of accurate information, analysis and interpretation in regular reports and in response to regulatory and ad-hoc requests for information/reports • Partner with College/local areas to ensure the timeliness of project milestones. 	Quantity: Activities included in this category are either: <ul style="list-style-type: none"> • Scheduled in the strategic and operational plans • On an 'as needs' basis as negotiated with the University Executive or key College/local area representatives • In liaison with College/Service Division, projects may be determined from key planning or review processes such as HR Health Check, Workforce Planning or strategic planning initiatives 	Timeliness: A project plan will be developed in consultation with stakeholders for each Change Management Proposal. Plans will include identification of key stakeholders, proposed milestones and reasonable timeframes. Key scheduled reports/regulatory requirements: <ul style="list-style-type: none"> • Workforce Planning Profile Report – Qtr 4 • HR Health Check – Qtr 1 and 3

HR Services and Key Performance Measures

		<ul style="list-style-type: none"> • Resignation Report – Qtr 2 • Equal Opportunity for Women in the Workplace Agency (EOWA) Data Submission – May (annually) • Universities Benchmarking Program – as specified by QUT (April annually) • Other regulatory requests as required <p>An initial response to Ad-hoc information requests will be provided within 2 working days and a mutually agreeable timeframe will be negotiated with the area. Indicative time are:</p> <ul style="list-style-type: none"> • Complex requests – within 10 working days • Moderate complexity – within 5 working days • Simple requests – within 2 working days <p>Other requests for services/consultation are prioritised based on the business need for the request, availability of data and within constraints of area budget.</p>
Dependencies:	<p>Technical support from and collaboration with Statistical Services (iMIS). Collaboration with HR Systems staff for query development to respond to request for information as required as required.</p>	
Other information:	<p>Developing a Sustainable Workforce Policy: http://policies.anu.edu.au/policies/developing_a_sustainable_workforce/policy Workforce Planning Procedure: http://policies.anu.edu.au/procedures/workforce_planning/procedure Succession Planning Procedure: http://policies.anu.edu.au/procedures/succession_planning/procedure Workforce Planning web site: http://info.anu.edu.au/hr/workforce_planning Statistical Services web site – Staff Data: http://unistats.anu.edu.au/Data/Staff/ HR Help Desk (Web): http://hrhelpdesk.anu.edu.au Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: Hr Systems Support and Maintenance

Description: Core support services are provided for the following systems that are used for the administration of human resources at the ANU:

- ANU's HR Management System (HRMS).
- HORUS –employee and manager self-service.
- Alliance Position Description Database.
- HR HelpDesk.
- Recruit@ANU – ANU's online system used to submit all advertisements for positions and to administer their selection process.

Central HR responsibilities:

The HR Systems Branch will:

- Provide help desk support for HR systems users.
- Provide systems user training.
- Provide user documentation.

College /local area responsibilities:

- Ensure system users complete access forms accurately and a timely manner
- Ensure system users are appropriately trained in HRMS and HORUS.

Staff Responsibilities:

- Staff seeking support regarding HR matters or changes to personal should contact their local HR area first
- HR systems users and staff members with problems with HORUS should submit requests for support through the HR

HR Services and Key Performance Measures

<ul style="list-style-type: none"> • Ensure HRMS data integrity. • Ensure appropriate systems user access and security. • Investigate and analyse user requests. • Resolve user problems • Configure HRMS to support ANU requirements • Run the fortnightly payroll processes. 	<ul style="list-style-type: none"> • Ensure data is correctly entered in the HRMS • Lodge requests for data changes (error correction) through the HR Help Desk. 	<p>Help Desk (see contact details below).</p>
<p>HR Division service measures</p>		
<p>Quality:</p> <ul style="list-style-type: none"> • HR systems meet legislative and policy compliance. • HR systems support HR processes effectively. • HR systems users are <ul style="list-style-type: none"> • Trained adequately. • Given consistent and relevant advice and support in the use of HR systems • Have the relevant access to support their role. • Data integrity of key data in HR systems 	<p>Quantity:</p> <ul style="list-style-type: none"> • Systems support is provided on an 'as needs' basis. • Data integrity checks are regularly made • Pay is run fortnightly 	<p>Timeliness:</p> <ul style="list-style-type: none"> • HR Help Desk requests: <ul style="list-style-type: none"> ○ Initial response within 1 working day. ○ Request finalised within 5 working days. • User training <ul style="list-style-type: none"> ○ Requests for one-on-one training within 10 working days ○ Requests for group training within 20 working days • HRMS Access and security: <ul style="list-style-type: none"> ○ Forms processed within 1-2 working days • Data integrity: <ul style="list-style-type: none"> ○ Checks are made daily and weekly <p>An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager</p>
<p>Dependencies:</p>	<p>Technical support from and collaboration with Division of Information. Collaboration with Division of Registrar and Student Services student systems support staff (shared HRMS/Student Administration database). ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>The following will be reported monthly to Director, HRD:</p> <ul style="list-style-type: none"> • Data Integrity – Identified errors • HRMS Access and Security – Numbers of forms processed • Training – Number of staff trained • HR Helpdesk – Number of incidents logged, and percentage resolved within 24 hours <p>HRMS Support Contact Details Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: HR Systems Enhancements

Description: Core and project support services are provided for the following systems that are used for the administration of human resources at the ANU:

- ANU's HR Management System (HRMS).
- HORUS –employee and manager self-service.
- Recruit@ANU – ANU's online system used to submit all advertisements for positions and to administer their selection process.

HR Services and Key Performance Measures

<p>Central HR responsibilities: The HR Systems Branch will:</p> <ul style="list-style-type: none"> • Deliver new/enhanced systems functionality as required to support HR administration at the ANU • Specify user requirements • Undertake and/or coordinate user acceptance testing. • Develop user documentation • Undertake and/or coordinate training 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Prepared to be involved and available for clarification of requirements, focus groups, testing and training • Small system enhancements requests lodged to HR Help Desk • Major system enhancements requests included College IT plans 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • College IT plans • Small enhancements requests to local HR
<p>HR Division service measures</p>		
<p>Quality:</p> <ul style="list-style-type: none"> • HR systems meet legislative and policy compliance • HR systems changes/enhancements are adequately tested and quality assured before implementation 	<p>Quantity: Activities included in this category are either:</p> <ul style="list-style-type: none"> • On an 'as needs' basis • In liaison with College, projects may be determined from key planning or review processes such as HR Health Check, Workforce Planning or strategic planning initiatives 	<p>Timeliness: Delivery in line with legislative requirements and/or project plans</p> <p>An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.</p>
<p>Dependencies:</p>	<p>Technical support from and collaboration with Division of Information. Oracle Service Requests and patches Collaboration with Division of Registrar and Student Services student systems support staff (shared HRMS/Student Administration database). ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>Projects (i.e. major system enhancements) are to be incorporated into the University's Information Infrastructure & Services initiatives. Further details can be found at : http://projects.anu.edu.au/index.php Active information services projects : http://projects.anu.edu.au/initiatives/projects.php Proposed information services initiatives : http://projects.anu.edu.au/initiatives/proposals.php Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: OHS Injury Management

Description: The process of providing professional and technical support for OHS injury management that assists ANU staff in preventing injuries and, where injuries occur, providing support to supervisors and staff to assist staff return to work.

<p>Central HR responsibilities The Injury Management Branch will:</p> <ul style="list-style-type: none"> • • Establish and maintain an OHS hazard and incident notification system • Provide advice on the workers compensation process and procedures • Manage workplace injury and rehabilitation, including developing and implementing return to work plans where appropriate, and maintaining records relating to OHS and 	<p>College /local area responsibilities</p> <ul style="list-style-type: none"> • Where no pre-existing condition exists, use the local OSLO for initial work station assessments • Ensure sufficient OSLOs are trained to meet local requirements • Contact Injury Management Branch where the OSLO is unable to meet the client's needs because of a pre-existing condition. • Ensure all hazards and incidents are reported using the appropriate forms • Ensure all staff are aware of the incident notification/injury management process 	<p>Staff Responsibilities</p> <ul style="list-style-type: none"> • Ensure their workstation is adjusted correctly to prevent injury and periodically check it to ensure appropriate adjustment • Report all hazards and incidents using the appropriate forms • Supervisors/Responsible Persons complete the Supervisors Statement for all reported incidents • Injured staff and supervisor to work with Injury
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HR Services and Key Performance Measures

<p>worker's compensation data</p> <ul style="list-style-type: none"> Investigate incidents, including injuries, illnesses and occupational health problems in the University and advise on remedial action Provide work station assessments 	<ul style="list-style-type: none"> Ensure supervisors actively participate in the return to work process with the Injury Management Branch case manager, external provider and the injured staff member Assist by providing all relevant information and documentation relating to the incident or work health problem to the investigation team The responsible person to ensure that all incident investigation recommendations are implemented within the required time 	<p>Management Branch to enable an effective return to work</p> <ul style="list-style-type: none"> Injured staff to provide all appropriate documentation relating to the injury
<p>HR Division service measures</p>		
<p>Quality:</p> <ul style="list-style-type: none"> Work Station is set up correctly All INs fully completed 	<p>Quantity:</p> <ul style="list-style-type: none"> Client only requires one visit from either OSLO or HSWE Branch OT to meet requirements Single report meets investigation requirements, except in exceptional circumstances 	<p>Timeliness:</p> <ul style="list-style-type: none"> Initial advice on Injury Management matters provided within 5 working days Work station set up and report completed within 10 working days of the initial visit Supervisors Statements provided within one week of the request Advice is provided within one week of the completion of the investigation Injury Management services provided to ensure effective return to work, with the injured person contacted within 24 hrs of IN lodgement and OHS investigation commenced within 48 hrs
<p>Dependencies:</p>	<ul style="list-style-type: none"> Injury Management Branch and College/Research School/Service Division OSLOs work together to ensure the success of the Return to Work and work station assessment programs. Utility of the Incident Notification System dependent on the quality of data provided by Colleges/Research Schools/Service Divisions. 	
<p>Other information:</p>	<p>Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

Service: Change Management / Workplace Redesign

Description: Sound management of workplace change implies timely consultation and involvement of the staff members who will be directly affected by the change, and where the staff members have chosen, their union or staff representative(s).

Workplace change may include one or more of the following: Contracting out / labour hire / outsourcing of services; Relocation of a work area; Elimination of positions; A change to the hours of operation; Introduction of significant technological change; or A significant change to work practices or impact on conditions, including change that would likely lead to changed responsibility levels. Services include activities that relate to the design, implementation and evaluation of changes to the working environment

<p>Central HR responsibilities:</p> <p>The Organisation Change Branch will:</p> <ul style="list-style-type: none"> Develop and continually improve a best practice Change Management Framework for the University. Be the delegate for approving formal change management 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> Identify all changes envisaged within the College/local area – providing reasonable notice where possible and give consideration to timeframes Liaise with College HR and Central HR to prepare a Change 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> Participate and contribute to the change and consultation process Specific staff responsibilities may be provided for in College or local level Service Charters.
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HR Services and Key Performance Measures

<p>proposals.</p> <ul style="list-style-type: none"> • Provide support for liaison with external key stakeholders. • Liaise with College/local area to prepare a formal Change Management Proposal including review and approval process with delegate. • Provide facilitation to guide and assist the College/local area via: <ul style="list-style-type: none"> ○ Communication and consultation strategies ○ Maintaining working relationships with key stakeholders ○ Assisting with future strategic planning and staffing structures • Provide coaching and mentoring by working closely with College/local area HR staff to foster skills and knowledge for continued support of change and to build College/local area change management expertise. • Monitor and oversee compliance with regulatory requirements. 	<p>Management Proposal.</p> <ul style="list-style-type: none"> • Advise local area key staff contacts – ensure that primary stakeholders are identified and included • Participate in Working Parties and User Groups – local area commitment to be actively involved in the process at all levels and across both the Academic and General staff • Show commitment to the change management process – each project is different and can vary in length 	
HR Division service measures		
<p>Quality:</p> <ul style="list-style-type: none"> • The Organisation Change Branch will provide consistent advice on change management strategies and solutions and monitor compliance. • The Organisational Change Branch will work with the College/local area to ensure the timeliness of project milestones. 	<p>Quantity:</p> <p>Activities included in this category are either:</p> <ul style="list-style-type: none"> • On an 'as needs' basis as negotiated with key College/local area representatives. • In liaison with College, projects may be determined from key planning or review processes such as HR Health Check, Workforce Planning or strategic planning initiatives 	<p>Timeliness:</p> <ul style="list-style-type: none"> • A project plan will be developed in consultation with stakeholders for each Change Management Proposal. • Plans will include identification of key stakeholders, proposed milestones and reasonable timeframes. • An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.
<p>Dependencies:</p>	<p>ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>ANU Change Management Framework - http://info.anu.edu.au/hr/Change_Managment_Webpage Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

HR Services and Key Performance Measures

Service: Redeployment	
<p>Description: Redeployment is the process of seeking a transfer of a staff member, whose position is declared surplus, from one position to another position within the University, usually with the same employment status, the same classification level and the same occupation stream.</p>	
<p>Central HR responsibilities: The Organisation Change Branch will:</p> <ul style="list-style-type: none"> • Provide delegate approval to commence the redeployment process • Oversee the effectiveness of the procedures and related processes • Review the reasons for non-transfer of a redeployee • Determine any issues within the redeployment procedure that are in dispute, or have not been determined locally in a manner consistent with the redeployment procedure 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Seek Delegate approval (Director, Human Resources) for redeployment • Issue formal notifications to commence the redeployment process, and manage the ongoing documentation of the process • Ensure the University meets its obligations with respect to the Enterprise Agreement and related employment framework • Arrange via the HR Division for the appropriate parties to be added to the staff mobility distribution list • Assess all ANU vacant positions for suitable alternative employment opportunities • Provide support and advice to the redeployee including information and updates, counselling or referral to other support services • Where a suitable alternative position is identified, advise HR suspend recruitment action to enable redeployee to be considered for the vacancy • Provide advice and support to the redeployee • Assess the training required by the redeployee for available positions
<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • Be familiar with the relevant policies and procedures • Ensure that curriculum vitae is up to date • Participate and contribute to the redeployment process • Specific staff responsibilities may be provided for in College or local level Service Charters 	
HR Division service measures	
<p>Quality:</p> <ul style="list-style-type: none"> • The Organisational Change Branch will provide consistent advice on the redeployment process and monitor compliance with ANU policies and procedures. • The Organisational Change Branch will work with the College/local area to ensure the redeployment process is in accordance with ANU policies and procedures. 	<p>Quantity:</p> <ul style="list-style-type: none"> • The redeployment process is undertaken on an 'as needed' basis, as determined by the business requirements of the University.
<p>Timeliness:</p> <ul style="list-style-type: none"> • Will provide a timely response to redeployment requests and be response ready. • An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager. 	
<p>Dependencies:</p>	<p>ANU Enterprise Agreement</p>
<p>Other information:</p>	<p>Redeployment Procedure: http://policies.anu.edu.au/procedures/redeployment/procedure Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>

Service: Retirement Transitions

Description: The university does not stipulate a retirement age for staff members but does offer a range of flexible options to assist staff in their transition to retirement.

HR Services and Key Performance Measures

<p>Central HR responsibilities: The Organisation Change Branch will:</p> <ul style="list-style-type: none"> • Develop and continually improve a best practice Retirement Transitions Framework for the University. • Be the delegate for approving pre-retirement arrangements. • Monitor and oversee compliance with regulatory requirements. 	<p>College /local area responsibilities: College/local area managers are to establish a dialogue with staff over 55 years of age to:</p> <ul style="list-style-type: none"> • Ascertain plans for their transition to retirement. • Raise awareness of retirement transition options • Encourage employees to take responsibility for increasing their knowledge of financial issues associated with transition options. 	<p>Staff Responsibilities: Participate in retirement transition discussions. Take responsibility for increasing knowledge on financial issues associated with transition options.</p>
<p>HR Division service measures</p>		
<p>Quality: The Organisation Change Branch will provide consistent advice on the pre-retirement process and monitor compliance with ANU policies and procedures. The Organisational Change Branch will work with the College/local area to ensure the pre-retirement process is in accordance with ANU policies and procedures.</p>	<p>Quantity: The pre-retirement process is undertaken on an 'as needed' basis, as determined by the business requirements of the University.</p>	<p>Timeliness: Will provide a timely response to pre-retirement requests and be response ready. An initial response to general inquiries will be provided within 2-3 working days of request. A final response will be provided within a timeframe as agreed with the relevant senior manager.</p>
<p>Dependencies:</p>	<p>ANU Enterprise Agreement</p>	
<p>Other information:</p>	<p>Retirement Transition Options Pre-Retirement Contracts Re-entry to the University after retirement Superannuation Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff</p>	

<p>Service: Policies, Procedures and Guidelines</p>		
<p>Description: The Human Resources policies, procedures and guidelines will explain the principles and course of action designed to achieve a particular purpose within the University.</p>		
<p>Central HR responsibilities:</p> <ul style="list-style-type: none"> • Ensure consistency with relevant ANU legislation, policies, and relevant Commonwealth, State or Territory legislation. • Be written concisely in plain English. • Be applicable University wide unless otherwise clearly stated. • Will indicate the significance of the policy for the University as a whole or for relevant members of the University community. • Will circulate to relevant members of the University community in a timely manner. • Will provide advice and interpretation, guidance where requested. 	<p>College /local area responsibilities:</p> <ul style="list-style-type: none"> • Ensure compliance with and apply Human Resource policies, procedures and guidelines. • Contribute to policy and procedure development and review. • Provide interpretation and apply policies, procedures and guidelines. • Apply local procedures and guidelines to support University, College and local goals and strategies. 	<p>Staff Responsibilities:</p> <ul style="list-style-type: none"> • Be familiar with the relevant policies and procedures. • Specific staff responsibilities may be provided for in College or local level Service Charters.
<p>HR Division service measures</p>		

HR Services and Key Performance Measures

Quality: Human Resource staff will comply with the Universities policy on policies.	Quantity: Human Resources policies, procedures and guidelines will be developed or revised as needed.	Timeliness: All policies, procedures and guidelines will be reviewed every 32 months, in accordance with enterprise agreement or legislative changes or earlier as required.
Dependencies:	ANU Enterprise Agreement	
Other information:	Policy on Policies Procedure on Policies Guideline on Policies Human Resources Division Staff: http://info.anu.edu.au/hr/HR_Help/HR_Staff	

Compliments and Complaints

You can give us a compliment or make a complaint in the way most convenient to you, using one of the following communication options:

Face-to-Face first	Over the phone	Email
Face-to-face communication is our preference, because it encourages information sharing and helps avoid miscommunication.	Telephone communication requires more skills by both parties due to the absence of visual cues when filtering incoming information.	Email can be very efficient and generates a record however we would prefer to interact with you more closely to solve a problem. Email can be great to promote a success story.
Please meet with us and let us know you'd like to provide some feedback. If possible share some details of what you would like to talk about beforehand so we can get some background to bring to the meeting.	If over the phone is a more convenient way to provide feedback, you might consider still meeting with us so that we can discuss your topic uninterrupted.	You can contact the HR Division via the helpdesk at: http://hrhelpdesk.anu.edu.au/scripts/hrhelpdeskdev.cfg/php.exe/enduser/home.php Or Email: hr.help@anu.edu.au

Your feedback on our service is important to us. Please let us know if you are happy with our work or if there is something you want us to know so that we can improve our service.

Communication and Service Feedback

The HR Division will host and promote effective communication through a range of networks and forums such as the scheduled HR Leaders forums, HR Practitioners Network and meetings with General Managers.

Periodic surveys may be conducted to sample client perception on HR service delivery specifically or as a part of wider monitoring of Service Division support to Colleges.

HR Policies and Procedures If you feel you need to talk further, or provide feedback about University policies and procedures, please contact one of the senior staff below.

HR@ANU HR at ANU will strive to attract, develop and retain outstanding staff that are committed to excellence and values of the ANU.

HR Contacts

HR Contacts within ANU Colleges http://info.anu.edu.au/hr/HR_Contacts_Index

HR Contacts within Administrative Divisions http://info.anu.edu.au/hr/HR_Contacts_Index

HR Contacts within the Human Resources Division http://info.anu.edu.au/hr/HR_Help/HR_Staff