



ANU Human Resource Directions to 2010

November 2007

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Supporting our staff to achieve excellence

This paper identifies HR priorities to maintain ANU's excellence in research and education.

The ANU Strategic Plan, *ANU by 2010* commits us:

- *To value the diversity of backgrounds and perspectives in our community*
- *To support our people through periods of challenge and change*
- *To sustain achievement by celebrating our successes, and working together to reduce failure*
- *To provide a work and study environment that is attractive, well-maintained, accessible and safe*
- *To ensure that our physical and information infrastructures are flexible, responsive, and up-to-date*

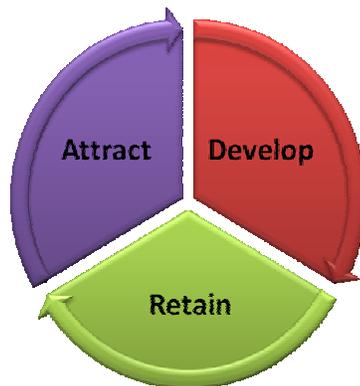
ANU by 2010 also requires that:

“all areas take responsibility for recruiting the best talent and developing their skills and nurturing them”

This principle recognises that the accountability for human resources management rests primarily with line managers, who are in the best position to understand local issues and influences. The University's human resource systems and practices will support and enable decisions and actions of line managers.

The Human Resources Division will work in partnership with line managers and College/Division human resource practitioners to provide high quality services and leadership in terms of policy, governance and enabling systems.

The goal

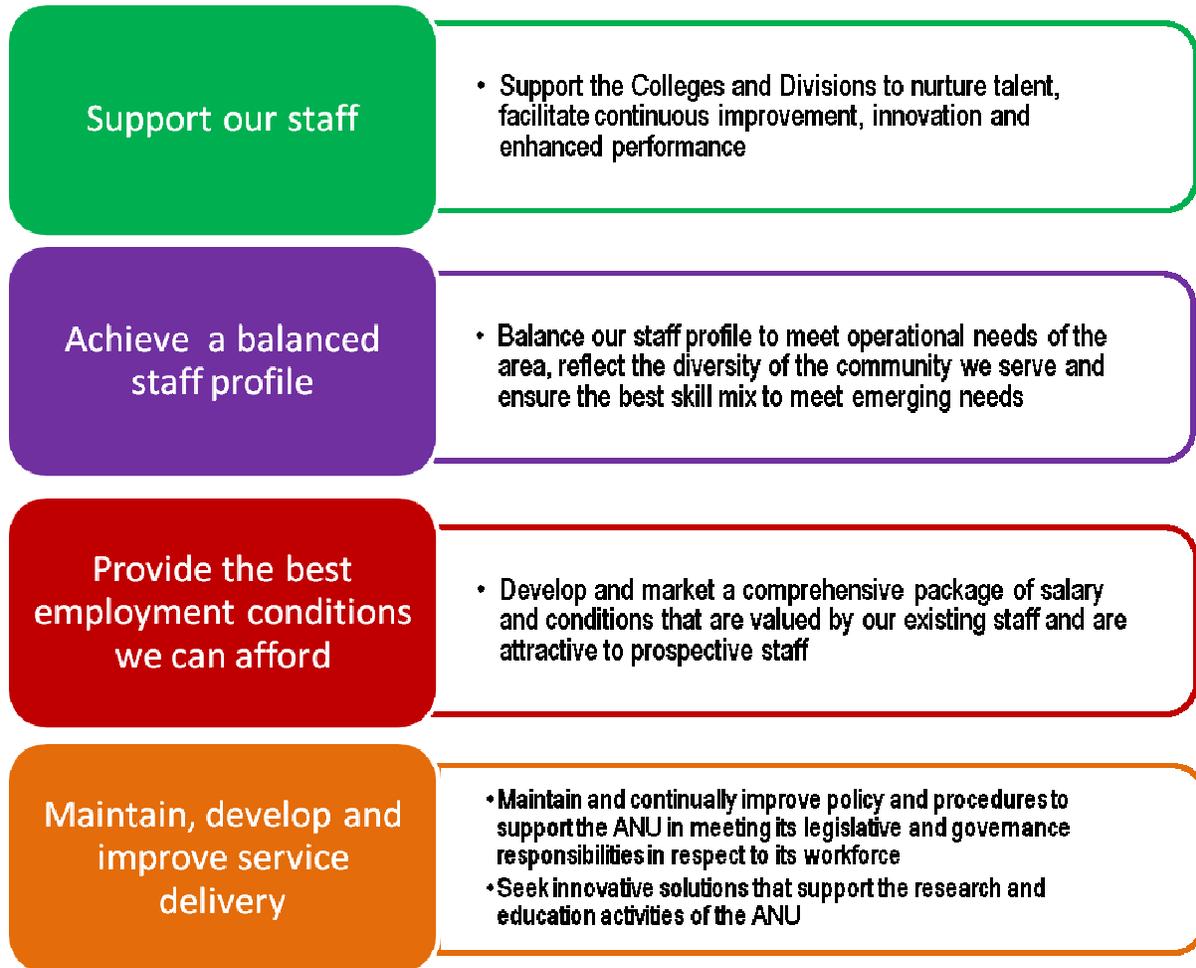


To attract, develop and retain outstanding staff that are committed to excellence and the values of the ANU

ANU operates in a competitive environment for the best talent and this environment is rapidly becoming more complex due to changes in inter-generational attitudes to work, and ongoing government focus on deregulation and institutional reform. Attracting, retaining and developing staff in this environment will require an intense, on-going and campus-wide commitment to ensure ANU retains its excellence in research and education.

Human resource priorities to 2010

The following human resource priorities provide the focus for changes in ANU human resources practices over the period of this Plan. The actions arising from these priorities will be the joint responsibility of all managers and human resource practitioners throughout the ANU. The fourth human resource priority will help support the first three and is aimed at developing a culture of innovation, continuous improvement and a service focus to support the ANU's research and education outcomes.



Human resource strategies to support our priorities

The following tables identify the key strategies to advance ANU's HR priorities. Colleges and Divisions will implement these strategies and related actions, with the full support of the Human Resources Division.

This document will be revised each year in line with success in implementation, and with adjustments arising from in the ANU's planning cycle.

Human resource strategies to support our priorities

1. Support our staff

- 1.1. Nurture staff by providing a range of in-house and/or external development options including mentoring, coaching, enhanced on-the-job training, online learning, rotations, and secondment to other areas/Universities.
- 1.2. Monitor and where necessary improve the administration of, and compliance with, ANU's approach to rewarding, enhancing and managing academic staff performance. Supporting supervisors in this respect will be a particular focus.
- 1.3. Implement programs to help managers understand and use contemporary leadership and people management practices.
- 1.4. Nurture potential leaders through improved career development planning and support.
- 1.5. Develop an Early Career Planning Program in consultation with key areas of ANU involved with learning and development for staff.
- 1.6. Acknowledge the importance of good people management and reward those who are successful.
- 1.7. Develop mentoring and coaching capability and networks across ANU.

2. Achieving a balanced staffing profile

- 2.1. Develop and deploy workforce planning tools and support procedures to assist managers to plan for a balanced staffing profile that assists to sustain the ANU's excellence.
- 2.2. Maintain formal and informal recruitment practices that attract the best people, with the right skills, capabilities, reputation, experience and attitudes.
- 2.3. Develop strategies to support early and mid career academics by increasing the proportion of academics appointed to continuing contracts.
- 2.4. Develop research-informed approaches to managing generational and gender differences and expectations towards work and career and their implications for attracting and retaining staff at ANU.
- 2.5. Introduce initiatives for increasing the participation of women in the ANU workforce with a particular emphasis on attracting, developing and retaining academic women. Become recognised as an employer of choice for specified groups, especially women, by targeting high performing and ambitious early and mid career academic and general staff, and supporting them appropriately.
- 2.6. Develop and deploy transition to retirement tools and procedures to foster ongoing engagement of senior academic staff with the University.
- 2.7. Ensure recruitment processes identify and test leadership and management skills and potential.

Human resource strategies to support our priorities

3. Provide the best employment conditions we can afford

- 3.1. Identify and promote the full range of professional, personal, economic and social benefits of working at ANU – our employment promise. Identify new creative conditions/approaches.
- 3.2. Develop strategies that recognise that, while monetary rewards are important, non-monetary rewards, such as recognition (Community, University and peers) and regular feedback are important elements of our approach to recognising excellence.
- 3.3. Develop a strategy to manage all significant change within the ANU, including a change and communication template to assist in developing and communicating consistent, timely messages about key changes.
- 3.4. Develop innovative options for career pathways for academic and general staff that recognise and reward contribution over and above core expectations. Develop options for the general staff career stream to reduce current number of streams and provide for advancement in all streams
- 3.5. Ensure a fair, inclusive, safe, challenging work environment that provides a quality work life, which is productive and innovative through the effective implementation of the University OHS Plan
- 3.6. Promote a working environment that is free of unnecessary conflict and built on good communication, honest feedback and timely consultation with staff by managers, linked to strong supporting processes to deal with conflict and grievances requiring intervention.
- 3.7. Develop flexible employment arrangements that meet both ANU and staff's changing needs.
- 3.8. Provide models showing how staff may better balance family and work.

4. Maintain, develop and improve service delivery

- 4.1. Develop a customer focused service model for the delivery of HR support to ANU. Develop and deliver a training and cultural change workshop aimed at supporting a customer focussed service model for HR and that support a continuous improvement culture.
- 4.2. Prepare for the transition from existing HR systems to new PeopleSoft system in 2009 including a training program for affected staff.
- 4.3. Review HR policies identified as priority areas for reform/innovation.
- 4.4. Leverage off technology to simplify and automate recruitment and selection processes.
- 4.5. Develop and prepare for the implementation of an online recruitment system for ANU.
- 4.6. Ensure cost effective, responsive HR systems for payroll, recruitment, and reclassification.

Measuring success

Achievement of the following measures will provide evidence of our success in achieving our goal to attract, develop and retain outstanding staff:

Desired Outcomes by 2010

1. The commitment of the ANU to early career and mid-career academic staff is reflected in our goal to increase the proportion of academic staff on continuing appointments by up to 5% a year from 2008. (52% in 2006)
2. Staff satisfaction with the degree of support and encouragement from their supervisors to assist them with their career and development goals is evidenced by full participation in the ANU performance review process.
3. The quality of the overall work environment enjoyed by ANU staff results in:
 - The level of unavoidable staff resignations being lower than the Go8 average. (ANU - 8.3 % and Go8 – 9.95% in 2006)
 - Dissatisfaction with ANU salary and conditions not being the prime reason that staff resign from the ANU.
 - A reduction in the numbers of OH&S incidents leading to injuries and a reduction in the impact of accidents and illnesses. (2006 – manual handling incidents - 115 , slip/trip/fall incidents – 75 and 21 days average lost time rate)
 - The level of accrued leave is reduced as staff are supported and encouraged to take regular leave. (Average days accrued leave per staff member in 2006 - 24 days annual leave and 69.6 days long service leave)
4. The employment practices at the ANU reflect the diversity of the community we serve and we continue to move to the achievement of the following aspirational employment participation rates:
 - Female staff occupy at least 35% of senior academic positions (Senior Lecturer and above) (23% in 2007)
 - Indigenous staff increases to 1.3% for academic staff (0.3% in 2007) and to 1.8% for general staff (0.8% in 2007)
 - Staff with disabilities represent 3.5% of staff (estimated less than 2% in 2007)
 - Staff from non-English speaking backgrounds to increase to 15% for general staff (11% in 2007)
5. The level of administrative, technical and professional staff provided to support the research and teaching of academic staff in an efficient and effective manner results in an appropriate ratio of support staff to academic staff.

The above measures reflect University level desired outcomes. It is expected that these would inform the development of appropriate measures to be included in College Strategic Plans and Divisional Plans. Reporting on progress will be provided through the periodic HR Health Check reports and the annual Workforce Planning Report.

SOURCE: Director, Human Resources
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