

Part A – Planning context and broad strategy

Mission

The mission (and vision) of the Human Resources Department (HR) is to:

- ⇒ Understand and support the goals of Swinburne
- ⇒ Maximise and support a flexible workforce
- ⇒ Provide consistent and quality HR advice by committing to listening and consulting with our clients. Improve where we can.
- ⇒ Implement e-solutions wherever able to increase business efficiency
- ⇒ Provide a safe and equitable and sustainable work environment to all staff and students
- ⇒ Develop our people, focusing on our leaders
- ⇒ Improve the staff experience at Swinburne

Summary of prevailing planning context

The University faces unprecedented challenges. Financial pressures, increasing global competitiveness, changing and conflicting government policies, changing industrial relations climate and an increased need to drive performance and productivity throughout the organisation all necessitate changes to the way we do things. HR can assist in supporting the University to meet these challenges by working with all business areas to identify current and future challenges, driving people performance, maximising the flexibility in our employment arrangements and continuing to implement the HR tools, systems and procedures that allow staff to get on and do their jobs.

Our current and potential workforce is changing. Demographic changes require a willingness to adapt, to ensure that we understand not only the current drivers of organisational and individual performance, but what we will need for the future. Rewarding exceptional performance, managing poor performance, and continuing to increase the flexibility of our workforce as to 'how we get the work done' will again be a major focus in 2010. The PDR process is intended to be the prime mechanism to assist in building a performance based culture which will be critical to help achieve the 2015 vision.

Continuing to provide our leaders with the skills needed to achieve our goals, and striving towards a more balanced and diverse workforce are key components in capitalising on the skills and knowledge that our staff have to contribute. However, the market for people resources is continually shrinking, and thus becoming more competitive. Attracting and retaining talent will continue to put pressure on our employment brand, and we must ensure that we focus on what the value proposition is for current and future staff. Thus, leadership development, driving performance and facilitating the flexibility of the workforce will occupy the minds of HR in the coming triennium.

Human Resources is a support function of the University and the intention is to ensure that Human Resources personnel are equipped to do their jobs with minimum restrictions. In particular HR is focused on:

- ⇒ Planning for the future workforce – Equipping our people to build a sustainable future by being entrepreneurial in our work, international in our outlook and intersectoral in our approach, through developing our current staff and recruiting strategically. Our culture and work environment will be diverse, inclusive and safe, whilst improving the experience that staff have when working at Swinburne.
- ⇒ Assisting Swinburne develop a performance based culture
- ⇒ Flexible employee relations – offer staff flexibility in how they work and rewarding high performance. We do this through flexible work practices, employment arrangements and offering choice wherever possible.
- ⇒ Measuring what we do - providing staff the metrics to understand, manage and develop the people around them.
- ⇒ Efficient and effective HR operations – providing Swinburne staff access to the most efficient and effective HR advice and services by committing to listening to our clients and ensuring continuous improvement to our clients

2010 – 2012 strategic goals

1. To improve the current staff experience and plan for the future workforce by developing our current people, recruiting strategically and providing a safe, diverse, equitable and inclusive workplace.
2. To establish a performance based culture at Swinburne, characterised by professional development, reward and recognition
3. To improve the monitoring, collection and reporting of workforce performance data.
4. To ensure effective and efficient HR operations for the University.

Part B – Actions, targets, accountabilities and timelines

Strategic goal 1

To improve current staff experience and plan for the future workforce by recruiting strategically and providing a safe, diverse, equitable and inclusive workplace	Link to strategic themes: - All themes
<i>Three year outcome measures</i> <ol style="list-style-type: none"> 1 Recruitment: Reduce days to offer metric by 5 days per annum (over 3 years) 2 Retention: Staff turnover rates <12.5% throughout the triennium 3 Diversity: Internal promotional rate for men and women is comparable 4 Inclusion: SUT Indigenous staffing rate equal to or greater than 0.6% of the University FTE staff complement 5 Equity: EOWA Employer of Choice for Women status maintained throughout the triennium 6 Safety: The 2009/10 WorkCover premium rate is to be 20% below the Weighted Industry Rate 	

Action	2010 action	2010 target	Accountability	Links to other plans	Progress	Expected completion	Challenges	Confidence level of success
1	Continue to improve the staff experience of working at Swinburne.	<ul style="list-style-type: none"> - Overall staff turnover: 1-3 yrs <12.5%; 0-1yr <12%. - >50% staff rating of cross-unit cooperation (communication). - >70% rating of staff pride (organisational commitment). - >85% rating of job satisfaction. 	- TL POD and Director, HR		-	- November 2010	-	-
2	Develop and implement strategies designed to foster and maintain an equitable and diverse workforce	<ul style="list-style-type: none"> - EOWA waiving status maintained, and any EOWA recommendations implemented. - Implementation of the Indigenous Employment policy and strategy - Online equity compliance training delivered. - Employer of Choice For Women status maintained. - No accepted complaints by the EEO 	- Equity Consultant and Director, HR		-	- December 2010	-	-

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		<p>commission.</p> <ul style="list-style-type: none"> - Ongoing implementation of the diversity strategy. - Ongoing delivery of a leadership program for women. 						
3	Provide a Safe workplace	<ul style="list-style-type: none"> - Ongoing implementation of OHS strategy actions. - No claims reported late (within 10 days). - OHS Monthly Reporting providing management units with data and recommendations on key OHS issues including % staff completed OHS training, % Worksite Inspections completed and % Incident reports received within 48 hours - Development and implementation of a Return to Work Plan for injured worker's within required timelines or earlier when possible. - Review existing / introduce new OHS policies and procedures in line with legislative requirements and Swinburne business and operational activities - Update / review all position descriptions to incorporate OHS responsibilities - Increase hazard only reports as a percentage of all incidents/injury/near miss reports to be 15% of total reports (End year figure 2009 = 7.5%) - Reduction in slips/trips and falls to less than 15% of all injury reports (End year figure 2009 = 18%). 	<ul style="list-style-type: none"> - OHS Consultants, WorkCover Consultant and Director, HR 		-	- December 2010	-	-

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		- Lost time injury frequency rate <3.5% (End year figure 2009 = 4.8%, 2008 = 3.42%).						
4	Develop and implement a workforce plan that supports the attraction, development and retention of a diverse workforce	<ul style="list-style-type: none"> - Workforce plan developed identifying critical roles, target recruitment areas and diversity targets for specific areas as well as talent pipelines. - Days to offer metric down to 39.95 for 2010 (from 44.95 in 2009) 	- TL POD and Director HR		-	- December 2010	-	-
5	Maintain and further develop online Induction program	<ul style="list-style-type: none"> - All new staff at Swinburne to complete online Induction - Ongoing development of induction process including information regarding finance and procurement policies and information specific to senior managers. 	- TL POD, and Director HR		-	- December 2010	-	-

Strategic goal 2

To establish a performance based culture at Swinburne, characterised by professional development, reward and recognition		Link to strategic themes: - All themes
<i>Three year outcome measures</i>	1 Successful trial and implementation of the Performance and Development process 2 Ongoing participation of all staff in a professional development activity in accordance with the University Performance and Development process throughout the triennium	

Action	2010 action	2010 target	Accountability	Links to other plans	Progress	Expected completion	Challenges	Confidence level of success
1	Increase workforce efficiency, productivity and performance.	<ul style="list-style-type: none"> - Continue implementation of the online performance and development process for all eligible staff - 80% of staff with an agreed performance plan in the online performance and development tool. 	<ul style="list-style-type: none"> - TL Consultants, PDR Project Officer and Director, HR 		-	- December 2010	-	-
2	Develop the Swinburne workforce through offering professional development opportunities to staff through the University performance and development process.	<ul style="list-style-type: none"> - 80% of staff with an agreed development plan in the online performance and development tool. 	<ul style="list-style-type: none"> - TL Consultants, PDR Project Officer and Director, HR 		-	- December 2010	-	-
		<ul style="list-style-type: none"> - Ongoing delivery of a Leadership program that is especially focused on supporting and improving opportunities for women. 	<ul style="list-style-type: none"> - Equity Consultant and Director HR 		-	- December 2010	-	-
		<ul style="list-style-type: none"> - Enhance the HR development web page, in collaboration with other business units, to provide centralised access to development opportunities, provide avenues for feedback and promote quality leadership programs available for staff. 	<ul style="list-style-type: none"> - TL POD and Director, HR 		-	- December 2010	-	-
3	Implement effective HR staff planning, and facilitate relevant training.	<ul style="list-style-type: none"> - Critical HR functions identified, and appropriate development for staff in line with the Performance and Development process. 	<ul style="list-style-type: none"> - TLs and Director, HR 		-	- 30 June 2010	-	-

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		- Maintain and further develop a professional development calendar, in consultation with other business units, which will be displayed on a revamped development web page.	- TL POD and Director HR		-	- December 2010	-	-
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Strategic goal 3

To improve the monitoring, collection and reporting of workforce performance data.			Link to strategic themes: - All themes
<i>Three year outcome measures</i>	<p>1 WACA, DEST and SSA reports produced accurately and on time</p> <p>2 Quarterly performance reports including OHS, staff turnover and related indicators published via HR web pages throughout the triennium.</p> <p>3 Ongoing provision of access to workforce data throughout the triennium, complemented by the delivery of training in its use for Swinburne managers.</p>		

Action	2010 action	2010 target	Accountability	Links to other plans	Progress	Expected completion	Challenges	Confidence level of success
1	Demonstrate improved data processing, systems maintenance and workforce data reporting. .	- Info HRM data available throughout the year. -	- TL POD		-	- December 2010	-	-
		- Quarterly suite of workforce reports to HR illustrating Swinburne status including FTE, turnover, new hires, leave liability, gender diversity, qualifications obtained, position and recruitment detail .	- TL Payroll, TL POD and Director HR		-	- December 2010	-	-
2	Manage implementation of the University's "Your Voice" survey.	- Conduct the biennial "Your Voice" survey with a response rate of > 60% (2008 response rate = 56%)	- TL POD and Director, HR		-	- December 2010	-	-
		- Execute the "Your Voice" survey and communicate the recommendations to Council, Executive Goup and organisational units	- TL POD, TL Consultants and Director HR		-	- December 2010	-	-
		- Provide commentary and recommendations regarding unit specific workforce issues	- TL POD, TL Consultants and Director HR		-	- December 2010	-	-

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		- Assist organisational units to develop and implement actions in response to survey recommendations	- TL Consultants and Director HR		-	- December 2010	-	-
3	Payroll auditing procedures	- Ongoing implementation of recommendations arising from audit processes	- TL Payroll and Director, HR		-	- December 2010	-	-
4	Implementation of a payroll dashboard as part of the HR Web Page	- Create and maintain a Payroll dashboard covering Superannuation, Remuneration & Benefits, Payroll Activities, and Employee Web Self Service functionality with a high degree of customer service and user friendly details	- TL Payroll and Director, HR		-	- 30 June 2010	-	-
5	Improve system capabilities to streamline data capture and reporting	- Implement e Recruitment University wide to capture all recruitment activity – agency appointments, direct offers and advertised positions.	- TL POD and Director, HR		-	- December 2010	-	-

Strategic goal 4

To ensure effective and efficient HR operations for the University		Link to strategic themes: - All themes
<i>Three year outcome measures</i>	<ol style="list-style-type: none"> 1 HR satisfaction maintained at >80% throughout the triennium. 2 HR service standards developed and publicised (2009) and met (2010 – 2011). 3 >20% of Swinburne workforce on flexible employment arrangement by 2011 4 Implement and ensure compliance to <i>Swinburne of Technology, Academic and General Staff Enterprise Agreement 2009</i> and <i>Victorian TAFE Teaching Staff Multi-Business Agreement 2009</i>. 	

Action	2010 action	2010 target	Accountability	Links to other plans	Progress	Expected completion	Challenges	Confidence level of success
1	Continue to implement HR e-solution strategies with a focus on EWSS capabilities.	- Reduced paper consumption in HR processes through ongoing implementation of HR e-solution strategies, where appropriate.	- Tls and Director, HR		-	- 30 June 2010	-	-
		- Review options for online reimbursements and travel claims with a solid working structure	- TL Payroll and Director HR		-	- 30 June 2010	-	-
		- Review Swinburne structure for the ease of processing requirements for online functionality	- Tls and Director, HR		-	- 30 June 201	-	-
2	Continue to review all HR Policies and Procedures	- Review and update all HR policies and procedures in accordance with the timeframes in Review cycle	- Tls, OHS Consultants, Equity Consultant, PDR Project Officer and Director, HR		-	- December 2010	-	-

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3	Maintain Service Standards for Human Resources	- In consultation with other business units, review, communicate and implement HR Service Standards	- Tls and Director, HR	-	- 30 April 2010	-	-
4	Undertake and manage implementation of the 2010 HR staff satisfaction survey.	- Conduct the biennial HR satisfaction survey at an appropriate time, in consultation with SPQ	- TL POD and Director, HR	-	- September 2010	-	-
		- Results analysed and communicated, actions developed and recommendations implemented	- Tls and Director HR	-	- December 2010	-	-
5	Manage workplace relations arrangements for all staff	- Communicate and implement <i>Swinburne of Technology, Academic and General Staff Enterprise Agreement 2009</i> and <i>Victorian TAFE Teaching Staff Multi-Business Agreement 2009</i> . - Update all policies, procedures and processes as required for implementation of relevant agreements - Generate monthly reports identifying flexible working arrangements (48/52, time-fraction changes, agreed rates, loadings)	- Tls and Director HR	-	- 30 June 2010	-	-