Preamble

The University of Western Sydney (UWS) recognises that its continuing success and growth depends upon its organisational capability and individual staff capacity for distinctiveness, innovation and diversity.

The Our People 2015 staffing strategy is about having the right people in place for the kind of university UWS wants to be by 2015 to ensure sustainable growth and competitive advantage for UWS within the higher education sector. The strategy is underpinned by UWS’s commitment to having a diverse workforce that is representative of the Greater Western Sydney region and the student population it serves.

The Our People 2015 strategy is aligned to the University’s mission and its Making the Difference strategic plan which is available at:

www.uws.edu.au/mtd_strategy

The purpose of Our People 2015 is to:

- foster the reputation of UWS as an employer of choice
- enable decision makers to align the workforce to fulfil future needs for staffing the three core activities of learning and teaching, research and community engagement
- implement strategic recruitment, retention and development initiatives, practices and systems that will maintain workforce continuity
- provide reward, recognition and career development programs for staff, and
- embed a culture of civility, service, quality and performance across the University

A number of strategic action projects are underway to enable the delivery of the staffing strategy. The Vice-Chancellor and UWS Executive support implementation of the strategy and act as champions and sponsors of the action projects. Overall the strategy supports the Making the Difference strategic imperative of “Building organisational and financial strength through the attraction, retention, recognition, reward and development of high quality staff.”

The Executive Projects Office is responsible for the implementation of the Our People 2015 staffing strategy. Further details of action projects can be found on the Executive Projects Office website www.uws.edu.au/epo
Key Challenges

Current workforce trends and challenges affecting the UWS staffing profile include:

- An ageing Australian workforce with potential retirement of large numbers of staff around the same time
- Fluctuating shortages in staff with specialised skills and in specific academic disciplines leading to global and domestic competition for high quality staff.
- A need to develop succession management and workforce planning strategies in order to capitalise on current expertise, retain corporate knowledge and flexibly manage transition from the workforce
- A need to attract and retain high quality early career staff, and to reward and retain high performing staff
- Increasing concern and desire for work-life balance and expectations for flexible work practices, and corporate and social responsibility
The principal aim of the staffing strategy is to improve and strengthen the University’s organisational capability, and to attract, retain, recognise, reward and develop high quality staff. **Our People 2015** is a comprehensive strategy to enable UWS to develop and implement practices and policies over the next 5 years with the following key goals:

1. **Employer of choice**
   To be recognised as an employer of choice, through developing and promoting the distinctiveness of UWS as an employer and implementing best practice recruitment strategies and processes for attracting high quality staff. This includes the integration and recognition of equity and diversity groups and developing and implementing an Indigenous employment strategy.

2. **Workforce alignment**
   To align the UWS staffing profile with the University’s three core activities within each of the Colleges and Divisions and in relation to their workforce needs, sector norms and other appropriate benchmarks to enable appropriate planning, decision-making and action.

3. **Workforce continuity**
   To identify and implement programs to address attraction of high quality staff, succession planning, staff retention, and capability development to maintain workforce continuity.

4. **Rewards and career progression**
   To develop reward, recognition and incentive schemes, including programs to retain high performing research and teaching staff and professional support staff.

5. **Organisational and leadership culture**
   To encourage and promote a culture of leadership, civility, service, quality and performance which is consistent across UWS.
Strategic initiatives and improvement actions

Employer of Choice and Attraction of High Quality Staff:

To be an Employer of Choice and attract high quality staff by:

1.1 Developing and promoting the distinctiveness of UWS as an employer and UWS' reputation as an Employer of Choice in all relevant business processes and internal and external communications, and with clear links to the University's mission, values, and goals and with the Greater Western Sydney Region

1.2 Aligning the brand through key staff touch points throughout the organisation – recruitment advertising, induction, on-boarding, internal communications

1.3 Developing and implementing leading recruitment practices that are strategic, competitive and streamlined and are informed by market trends, and equity and diversity principles

1.4 Engaging staff with the University's brand, mission, vision, values and strategic direction through the development of communication programs, systems and channels
Strategic initiatives and improvement actions *cont.*

Retention and Engagement

To develop, retain, engage and reward high performing staff by:

1.1 Developing and implementing a suite of retention and engagement programs for early and mid career academic staff as an integral aspect of the Academic Life Cycle

1.2 Hosting a conference on Engaging with Academic Practice

1.3 Engaging with late career academic staff and establishing post retirement connections through enhanced opportunities to make adjunct appointments as an integral aspect of the Academic Life Cycle

1.4 Reviewing and improving induction and orientation programs for new staff and their supervisors and ensuring induction programs are implemented at the local level

1.5 Conducting and evaluating an organisational culture and staff engagement survey and actioning recommendations

1.6 Further developing the existing suite of reward and recognition programs established through Our People 2015 phase I

1.7 Further developing existing flexible working arrangement options introduced through Our People 2015 phase I

1.8 Implement an improved exit interview/survey process to inform development of retention strategies
Organisational Leadership

To promote a leadership culture that recognises and develops high potential staff aligned to a UWS leadership capability and succession planning framework by:

1.1 Implementing a UWS leadership development program focussing on academic and administrative leadership and aligned to the University’s core leadership capabilities and values.

1.2 Implementing a UWS emerging leaders development program that identifies and develops staff with high potential, focussing on early to mid career academic and administrative leaders and managers.

1.3 Further developing the UWS Capability Framework that identifies and builds core capabilities required for early and mid career leadership and management roles.

1.4 Implementing a succession planning framework to identify high potential staff to fill critical roles driven and supported by the Senior Executive.
Performance and Career Development

To ensure consistent implementation of the University’s performance planning and career development process and develop and create career pathways for staff with high potential by:

1.1 Developing career pathways and career development opportunities that recognise and reward high performing staff
1.2 Implementing a UWS Mentoring and Coaching Program that supports early to mid career development
1.3 Ensuring the implementation of performance planning and career development processes across UWS using the MyCareer Online system and planning processes
1.4 Implementing processes for managing poor or under-performance
Workforce Metrics and Planning

To enable strategic workforce planning and forecasting by mapping and aligning the academic and general staff workforce profile to the academic program and core activities of UWS, and to project future gaps in skills and expertise by:

1.1 Consulting with stakeholders including the Senior Executive and Senior Staff, on staffing profile and workforce planning requirements that are aligned to the academic program and the core activities of UWS

1.2 Implementing workforce planning tools and systems to enable analysis of data and metrics to map current and future workforce profiles

1.3 Analysing and comparing relevant UWS and sector workforce data to establish benchmarks and to undertake a staffing risk analysis for Schools, Colleges, Research Centres, Divisions and academic programs
Strategic initiatives and improvement actions cont.

A Diverse Community

To develop streamlined, fair and transparent staffing processes to attract a diverse workforce:

1.1 Continuing to implement an Indigenous employment and engagement strategy that will attract, retain and develop Indigenous staff at UWS. The full UWS Indigenous Employment and Engagement strategy can be found at http://www.uws.edu.au/indigenous_opportunities/indigenous_employment_and_engagement

1.2 Supporting and developing current UWS Indigenous staff

1.3 Ensuring gender equity for women by working towards the Universities Australia Action Plan for Women benchmarks for representation of women at senior levels and to reduce the pay equity gap

1.4 Continuing to implement the UWS Disability Action Plan which can be found at www.uws.edu.au/

1.5 To review all policies and practices as they affect staff and students with disabilities. (The University's Equal Opportunity Policy confirms the University's commitment to providing equal opportunity for all staff and students and to promote inclusion through valuing diversity.)
Strategic initiatives and improvement actions cont.

A Safe and Positive Work Environment

To create a safe and positive working environment and employee well-being and minimise risk or exposure to UWS by:

1.1 Ensuring changes to OHS laws through the Federal Government’s harmonisation program are incorporated into UWS business practices and procedures

1.2 Continuing to reduce and monitor the number and impact of workplace injuries and illness

1.3 Increasing employee awareness of personal well-being and promoting work-life balance

1.4 Ensuring effective risk management strategies are implemented to promote continuous improvement and raise staff awareness of their role within the OHS framework