

## SUMMARY OF

# HUMAN RESOURCES

We fuel success through a positive and supportive culture that attracts and retains high-quality staff in diverse, inclusive, welcoming, safe and progressive workplaces. We design engaging learning experiences and recognise high performance and innovation; and we endorse sound business decisions and streamlined processes that incorporate change management knowledge and capability across the business.

## UNIVERSITY STAFF

### Recruitment and selection

UQ externally advertised 1046 professional and 486 academic staff positions in 2018. The primary medium for recruitment was the *UQ Jobs* e-recruitment website, with several externally hosted recruitment websites also used extensively, particularly SEEK, UniJobs and Global Academy Jobs. From 31 March 2017 to 31 March 2018, the University's continuing and fixed-term workforce remained steady at 6613 FTE, with a retention rate of 94.97 per cent and

a separation rate of 5.03 per cent for 'continuing' staff members.

All new recruits were invited to attend a formal induction program in addition to on-the-job orientation.

The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2018, eight trainees were recruited into the Indigenous Traineeship Program. Of these, six were retained post-traineeship.

The table below shows University staff numbers as at 31 March 2018.

### Remuneration and benefits

In the 2017/18 financial year, more than 18,000 ATO PAYG payment summaries were issued, with overall payroll, superannuation, payroll tax and ATO outgoings of just under \$1 billion.

A team of independent specialists was commissioned to undertake a review of payroll arrangements across the University. This included an assessment of payroll processes, risks, controls, structure, and legislative requirements, including a detailed analysis of how the suite of pay codes is applied. Payroll, Human Resources staff

University staffing FTE by function as at 31 March 2018 <sup>1</sup>						
Continuing and fixed-term staffing	2016		2017		2018	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Teaching and research	1145	14.9%	1134	15.0%	1173	15.5%
Research-focused	1460	19.0%	1455	19.2%	1441	19.0%
Teaching-focused	139	1.8%	150	2.0%	175	2.3%
Other	28	0.4%	27	0.4%	26	0.3%
ACADEMIC FTE	2772	36.0%	2766	36.5%	2814	37.1%
Research support	490	6.4%	486	6.4%	483	6.4%
Other	3441	44.7%	3354	44.2%	3316	43.7%
PROFESSIONAL FTE	3931	51.1%	3841	50.7%	3799	50.1%
CONTINUING AND FIXED-TERM FTE <sup>2</sup>	6703		6607		6613	
Casual staffing	2016		2017		2018 <sup>3</sup>	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	446	5.8%	451	5.9%	451	5.9%
Professional	544	7.1%	525	6.9%	525	6.9%
CASUAL FTE	990		976		976	
Total university staffing	2016		2017		2018	
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	3218	41.8%	3217	42.4%	3265	43%
Professional	4475	58.2%	4366	57.6%	4324	57%
ALL FTE (CONTINUING, FIXED-TERM, CASUAL)	7693		7583		7589	
Unpaid appointments	2016 Headcount		2017 Headcount		2018 Headcount	
Honorary/Adjunct appointments	221		2387		2465	
Academic titles	3653		3826		4152	
Conjoint appointments <sup>4</sup>	139		147		159	
ALL UNPAID APPOINTMENTS	6003		6360		6776	

<sup>1</sup> The staffing function shown here aligns with the reporting requirements of data for the Department of Education. There may be slight changes in historical data due to improvements made in UQ's reporting systems.

<sup>2</sup> FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2018 is 7233. Total payment summaries produced in 2018 is 18,617.

<sup>3</sup> The projected Casual FTE for 2018 is the 2017 actual figure as per Department of Education estimate. Actual Casual FTE for 2018 will be available 30 June 2019.

<sup>4</sup> Conjoint appointments are clinical academics jointly appointed by the University and an external health partner, with only one of the partners having an employment relationship with the appointee. While recorded as unpaid appointments in University systems, UQ contributes towards the cost of the appointment in cases where the external health partner is the employer.

and client groups across the University participated in the review, sharing their knowledge and experience. The review also included a broader assessment of the payroll function's organisational design, based on advanced design principles and contemporary practices in other major organisations. One of the outcomes included changes to the team structure with a more centralised delivery model. As a result, the People Services Unit was formed, bringing together Payroll, Superannuation, Employee Benefits and all HR Transactional staff into one physical area as the Employee Services team.

### Academic promotions

During the year, 152 academic staff members were promoted, comprising 38 promotions to Level B, 48 to Level C, 42 to Level D and 24 to Level E.

### Staff support

Our workplace psychologist continued to provide general assistance, referrals and case management support to staff members who have, or are at risk of having, mental health issues. Where possible, assistance was also provided in managing the rehabilitation and return to work of staff with non-mental health injury or illness (not covered by a work injury management claim). The number of staff assisted in various ways was around 100 in 2018, with half being case-managed—encompassing rehabilitation and return-to-work activities, short-term assistance in responding to work and personal issues, and in crisis management.

The Employee Assistance Program counselling services (provided by Best You by Benestar) continued to be well accessed. The main presenting issues were mental health and partner relationships, and were mainly for personal rather than work-related reasons.

The University's accredited Mental Health First Aid program continued in 2018, with courses being run at St Lucia and Gatton. To date, 226 University staff have participated in the two-day training, with most becoming accredited to recognise and support mental health issues in their immediate workplaces.

A mental health awareness campaign was again held in October during national Mental Health Week, with sessions well attended by both staff and students. R U OK? Day events were organised in local areas by local HR and OHS staff.

### Organisational and leadership development

In line with UQ's *Strategic Plan 2018-2021*, a strong focus was placed on enhancing leadership and career development, including the *Early-Career Academic Development* program and workshop for program alumni. The *Career Progression for Women* and *Career Advancement for Senior Academic Women* programs continued to support our academic women to gain promotion. Of the past participants in the *Career Progression for Women* program, nine applied for promotion to level D in 2018 with 100 per cent success rate, and from the *Career Advancement for Senior Academic Women* program, eight participants were successful and two were unsuccessful in achieving promotion to level E in 2018.

The suite of leadership development programs continued to be well attended, with more than 120 participants ranging from HEW3 to heads of schools—including 19 senior leaders—in the *Leading UQ* program.

Overall, the staff development program provided 751 courses to 8357 University staff and affiliates in 2018. Programs were driven by strategic priorities, with new courses focused on supporting both staff and students with mental health concerns and further supporting the development of the First Responders Network.

Support was also provided to teams across the University to facilitate strategic planning, promote team culture development, and work through organisational change.

### UQ Awards for Excellence

For four consecutive years, the University has instituted an annual UQ Awards for Excellence program, with nominations steadily increasing each year. In 2018, 250 staff members were nominated as part of 89 individual and team nominations. Across the five categories, 82 staff members received an award or commendation (six team and six individual winners, four team and seven individual commendations). By acknowledging and celebrating the achievements and behaviours of staff across all levels of the University, regardless of position, the Awards reflect and support UQ's values.

### Workplace relations

The Workplace Relations team continued to provide significant advice, representation and advocacy during 2018 on a range of matters predominantly relating to organisational change and restructuring, business transfers, performance and conduct. In addition, the Workplace Relations team undertook general workplace relations advice, internal consultancy services on employment issues, and advocacy before external tribunals and courts.

The University's workplace psychologist continued to undertake early intervention, support and return to work services for staff suffering mental health issues.

The Workplace Relations team and workplace psychologist coordinated or presented targeted training in areas such as workplace relations and Mental Health First Aid. Training for senior staff and executives on issues associated with dealing with difficult workplace behaviour was also facilitated twice in 2018.

### Workplace diversity and inclusion

In 2018, the Workplace Diversity and Inclusion (WDI) team delivered a number of strategies/plans in support of the University's stated diversity and inclusion goals, including a new Disability Action Plan, Aboriginal and Torres Strait Islander Employment Strategy, Ally Action Plan, and overarching inclusion framework. New programs initiated in 2018 included the Vision Australia Trainee program, Vice-Chancellor's Aboriginal and Torres Strait Islander Graduate Program, and several initiatives to support culturally and linguistically diverse staff. Some existing programs were also refreshed in 2018, including the Promoting Women's Fellowship Scheme, Indigenous Trainee Scheme and a range of staff development offerings delivered by the WDI team.

In addition to the *Career Progression for Women* and *Career Advancement for Senior Academic Women* programs, the University continued to support the Promoting Women Fellowships. Evaluations demonstrate that this program enables recipients to successfully apply for promotion faster than non-recipients.

UQ was once again deemed compliant with the *Workplace Gender Equality Act 2012* after submitting the 2017/18 report.

The University continued to provide more opportunities for Aboriginal and Torres Strait Islander peoples and to make UQ a safe, culturally embracing environment. The Indigenous-specific temporary employment service continued to provide opportunities for employing Indigenous Australian people at all levels across the institution.

Excellent progress was made in the third year of the *UQ Disability Action Plan 2016–2018* with achievements including the establishment of a Staff and Student Disability Consultative Group; development and delivery of the *Supporting Students with Disability* workshop for staff; review of recruitment, selection and onboarding processes for disability inclusion; enhanced web accessibility; and an audit on rooms with hearing assistive technologies.

#### SAGE Pilot of Athena SWAN

UQ continued to conduct research to support its participation in the Science in Australia Gender Equity (SAGE), a national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM). The Self-Assessment Team reflected on UQ's practices, policies and processes to apply for a bronze award in the SAGE Pilot of Athena SWAN (Scientific Women's Academic Network) Institutional Awards, which focuses on identifying and mitigating barriers and challenges for academic women in STEMM disciplines. The action plan developed for the SAGE Pilot of Athena SWAN will drive UQ's gender equity efforts for the next four years.

#### HR staff training and support

Human Resources (HR) staff continued to be regularly updated and trained throughout 2018, and HR systems and procedures were continuously enhanced to improve service delivery. A new page was created on the HR SharePoint site to support training requirements for HR staff and included a training calendar for upcoming HR systems training, training material, HR communication emails, and quick tip emails.

Specific training initiatives included the reinstatement of Aurion (HR information system) and UQ Jobs (recruitment system) training for new HR staff, with refresher training for existing HR staff; and quick tips on efficient use of Aurion and UQ jobs being sent out to all HR staff fortnightly. Both Aurion and UQ Jobs were upgraded and refreshed during the year.

The HR Client Services team began releasing Aurion workforce reports for supervisors and managers through the employee self-service portal (MyAurion) to facilitate leave, payroll and HR insights about direct-reporting staff, based on real-time live data from Aurion.

The Systems Training Hub was upgraded to move the training web-portal from a superseded 'Drupal' module to the new information hierarchy module 'Compendium', making it consistent with the Current Staff website and enhancing its functionality to help staff achieve more.

#### Work/life balance

##### Smoke-free UQ

Smoke-free UQ was successfully implemented on 1 July 2018. Support to quit options were offered to all staff, students and contractors, and by year's end, 44 staff, 36 students and three contractors had taken advantage of the quit smoking options, which are being offered until end June 2019.

##### Modifiable risk factor clinics

Modifiable risk factor clinics were offered across several UQ sites, including St Lucia, Herston, Gattton, Long Pocket and Woolloongabba. In 2018, 422 staff members received a body health check, which included an assessment of blood pressure, cholesterol, biodata (height/weight/waist) and lifestyle factors (smoking, nutrition, alcohol, physical activity, obesity and sedentary behaviour); following assessment at the clinic, more than 20 individuals were referred to their local health professional. A comprehensive skin check was received by 654 staff members, with several individuals being referred for further assessment.

##### Flu program

Staff Influenza Vaccination Program participation increased by approximately 12 per cent in 2018, with 5037 staff members receiving a flu vaccination (compared to 4438 in 2017).



UQ Gattton staff taking advantage of the aquatic facilities on campus.

#### UQ Wellness and UQ Healthy Living collaborative pilot

UQ Wellness and UQ Healthy Living joined together to facilitate a holistic health and wellbeing pilot program for those aged 55 and over. The program offered a comprehensive interprofessional health and wellness assessment (60 minutes, provided by supervised students from a range of disciplines) and a review appointment, which included an individualised client health action plan (30 minutes).

##### Fitness passport

Membership in the UQ Fitness Passport Program increased by 15.5 per cent from December 2017 through to the end of December 2018, with 1224 membership cards currently issued.

##### UQ community 10,000 steps challenge

Approximately 1000 staff and students participated in a six-week 10,000 Steps Team Challenge, with the vast majority of teams noting an increase in activity during the challenge period.

##### Seminars

UQ Wellness also actively supported R U OK? Day, World Mental Health Day, Mental Health Awareness Week and Safe Work Month, through the provision of several seminars, which were attended by approximately 600 staff members.

Additionally, throughout 2018, UQ Wellness continued to encourage participation in walking groups and mind-body health programs such as meditation, pilates and yoga. Mind-body health programs had consistent participation of approximately 100 people across the classes.

# GLOSSARY

**3MT\*** Three Minute Thesis

**AAH** Australian Academy of the Humanities

**AAHMS** Australian Academy of Health and Medical Sciences

**AAS** Australian Academy of Science

**AIBN** Australian Institute for Bioengineering and Nanotechnology

**AP** Accounts payable

**APARA** Accounts payable and accounts receivable

**ARC** Australian Research Council

**ARWU** Academic Ranking of World Universities

**ASSA** Academy of the Social Sciences in Australia

**ATO** Australian Taxation Office

**ATSE** Australian Academy of Technological Sciences and Engineering

**ATSI Unit** Aboriginal and Torres Strait Islander Studies Unit

**BCBA** Children's Book Council of Australia

**CDF** Career Development Framework

**CEO** Chief Executive Officer

**CFO** Chief Financial Officer

**CO-ADD** Community for Open Antimicrobial Drug Discovery

**CPI** Consumer Price Index

**CRM** Customer relationship management system

**CwIth** Commonwealth

**CWTS** Centre for Science and Technology Studies

**DECRA** Discovery Early Career Researcher Awards

**DHSEL** Dorothy Hill Science and Engineering Library

**E&I** Entrepreneurship and innovation

**EBITDA** Earnings before interest, tax, depreciation and amortisation

**edX**—an online learning destination and MOOC provider, offering high-quality courses from the world's best universities and institutions to learners everywhere

**EFTSL** Equivalent full-time student load

**EMCR** Early and Mid Career Researcher Committee

**ERA** Excellence in Research in Australia

**FEE-HELP**—a federal government loan scheme that assists eligible fee-paying students to pay all or part of their tuition fees

**FTE** Full-time equivalent

**FTSE** Financial Times Stock Exchange

**Go8** Group of Eight—a coalition of leading Australian universities intensive in research and comprehensive in general and professional education

**HDR** Higher degree by research—PhD, MPhil, DBiotech, DVCS

**HEA** Higher Education Academy, a fellowship scheme to recognise outstanding teaching

**HECS-HELP** Higher Education Contribution Scheme—Higher Education Loan Program

**HEW** Higher Education Worker (professional staff classification level)

**HR** Human Resources

**ICT** Information and communications technology

**IITD** Indian Institute of Technology—Delhi

**IMB** Institute for Molecular Bioscience

**InspireU**—a tertiary aspiration-building program for Aboriginal and Torres Strait Islander secondary students, involving a series of residential camps

**IT** Information Technology

**KPI** Key performance indicator

**KRI** Key risk indicator

**LIEF** Linkage, Infrastructure, Equipment and Facilities (ARC grant)

**MOOC** Massive Open Online Course

**MRI-UQ** Mater Research Institute—UQ

**NAIDOC** National Aboriginals and Islanders Day Observance Committee

**NHMRC** National Health and Medical Research Council

**NTROs** Non-traditional research outputs

**OCR** Optical character recognition

**OHS** Occupational health and safety

**ORCID**—an alphanumeric code to uniquely identify scientific and other academic authors and contributors

**PAYG** Pay as you go

**QAAFI** Queensland Alliance for Agriculture and Food Innovation

**QBI** Queensland Brain Institute

**QLA** Queensland Literary Awards

**QS** Quacquarelli Symonds (World University Rankings)

**R&D** Research and development

**RAP** Reconciliation Action Plan

**RAS** Risk Appetite Statement

**SAGE** Science in Australia Gender Equity

**SMI** Sustainable Minerals Institute

**SRI** Socially Responsible Investment

**SSAH** Social Sciences and Humanities [Library]

**STEM/STEMM** Science, technology, engineering and mathematics/and medicine

**SWAN** Scientific Women's Academic Network

**T&L** Teaching and Learning

**TEQSA** *Tertiary Education Quality and Standards Agency Act 2011*

**The Act** *University of Queensland Act 1998*

**U21** Universitas 21—an international alliance of research-intensive universities

**UNESP** Sao Paulo State University, Brazil

**UQ** The University of Queensland

**UQP** University of Queensland Press

**UQRDM** UQ Research Data Manager

**UQx**—UQ's participation in edX, developing MOOCs, researching online learning, and collaborating with partner institutes

**WDI** Workplace Diversity and Inclusion

**YAP** Young Achievers Program—a program that supports the tertiary study and career aspirations of motivated secondary school students from low-income families

#### Qualifications/Honorifics

AC Companion of the Order of Australia, Adel Adelaide, AdvMgmtProg Advanced Management Program, ALF Australian Laureate Fellowship, AM Member of the Order of Australia, ANU Australian National University, AO Officer of the Order of Australia, Auck Auckland, BA Bachelor of Arts, BBus (Comm) Bachelor of Business (Communication), BBusAcc Bachelor of Business (Accountancy), BCAE Brisbane College of Advanced Education, BCom Bachelor of Commerce, BComm Bachelor of Communication, BE Bachelor of Engineering, BEc/BEcon Bachelor of Economics, BEd Bachelor of Education, BHMS Bachelor of Human Movement Studies, BJuris (Hons) Bachelor of Jurisprudence (Honours), BMSc Bachelor of Medical Science, BSc Bachelor of Science, BSocWk Bachelor of Social Work, BSpTh Bachelor of Speech Therapy, CA Chartered Accountant, Cant Canterbury, CertIV (TAE) Certificate 4 in Training and Assessment, CFRE Certified Fund Raising Executive, Chem Chemistry, CpSp Certified Practising Speech Pathologist, CQU Central Queensland University, DipEd Diploma of Education, Dipl.-Ing Master of Engineering, DipSpTh Diploma of Speech Therapy, DipT (Sec) Diploma of Teaching (Secondary), DLitt Doctor of Letters, Dr.-Ing. Doctor of Engineering, DPhil Doctor of Philosophy, DUniv (Honoris Causa) Doctor of the University (honorary degree), Econ Economics, Ed Education, ExecDevptProg Executive Development Program, FAA Fellow, Australian Academy of Science, FAICD Fellow, Australian Institute of Company Directors, FAIESEP Fellow, International Association for Physical Education in Higher Education, FAHA Fellow, Australian Academy of the Humanities, FAHMS Fellow, Australian Academy of Health and Medical Sciences, FAMA Fellow, Australian Medical Association, FASMF Fellow, Sports Medicine Australia, FASSA Fellow, Academy of the Social Sciences in Australia, FAustMS Fellow, Australian Mathematics Society, FEESA Fellow, Exercise and Sports Science Australia, FICHEM Fellow of the Institution of Chemical Engineers, FIEAust Fellow of the Institution of Engineers Australia, FIML Fellow, Institute of Managers and Leaders Australia and New Zealand, FNAI (US) Fellow, National Academy of Inventors (United States), FRACGP Fellow, Royal Australian College of General Practitioners, FRACP Fellow of the Royal Australasian College of Physicians, FRACS Fellow of the Royal Australasian College of Surgeons, FRSC Fellow of the Royal Society of Chemistry, FSIA Fellow of the Securities Institute of Australia, FSPAA Fellow, Speech Pathology Australia, FTSE Fellow of the Australian Academy of Technological Sciences and Engineering, GAICD Graduate Member of the Australian Institute of Company Directors, GCEBusLead Graduate Certificate in Business Leadership, GCELead Graduate Certificate in Leadership, GCHEd Graduate Certificate in Higher Education, Grad Dip Graduate Diploma, GradDipTeach(Sec) Graduate Diploma of Teaching (Secondary), GTC Gladstone Training College, H Honorary, Harv Harvard, Hons Honours, JP Justice of the Peace, LLB Bachelor of Laws, LLM Master of Laws, LSLC Cert AVT Listening and Spoken Language Specialist Certified Auditory-Verbal Therapist, MA Master of Arts, MBA Master of Business Administration, MBBS Bachelor of Medicine/Bachelor of Surgery, MCom Master of Commerce, MComm Master of Communications, MDP Master of Development Practice, MEd Master of Education, MEdSt Master of Education Studies, Melb Melbourne, MIT Massachusetts Institute of Technology, MLitt Master of Letters, MPH Master of Public Health MSc Master of Science, MSocWk Master of Social Work, PhD Doctor of Philosophy, PFHEA Principal Fellow Higher Education Academy, Qld Queensland, QUT Queensland University of Technology, S.Aust South Australia, SFHEA Senior Fellow Higher Education Academy, Tas Tasmania, UNE University of New England, UNSW University of New South Wales, USQ University of Southern Queensland, UWA University of Western Australia