

## Summary of

# Human resources

The Human Resources (HR) division is central to driving UQ's values and culture. By attracting high-quality staff and supporting them in diverse, inclusive, welcoming, safe and progressive workplaces, we create teams that are creative and impactful, with a foundation of integrity and respect, in the pursuit of knowledge leadership for a better world. HR delivers key services in talent acquisition and onboarding, role clarity, staff engagement, learning, recognition, support for personal growth, and career development.

## HR overview

### New operating model

In 2021, HR underwent a transformation of its target operating model in preparation for the implementation of a Human Capital Management Solution (HCMS), Workday. This created better alignment with the intended strategic direction and service offerings of the HR function. New focus areas included rewards and recognition, culture and capability, a centralised HR advisory support function, AskHR, and a specialist centre focused on HR's ongoing transformation and internal capability development.

### HR Client Partnering

The HR Client Partnering team provides timely advice and guidance to academic and professional staff, including direction on the application and obligations of UQ's enterprise agreement, policies, procedures and systems. The team also advises on workplace culture, team management, employment-related regulations and case law. The team supports many of UQ's talent assessment and promotion processes, and advises on complex and sensitive matters of performance and behaviour. Finally, the team provides practical support in the area of organisational change, including structural change and role design.

The past year was a demanding one for the team, supporting multiple change initiatives and dealing with the COVID-19 pandemic.

### Organisational Culture and Capability

This specialist centre offers services and expertise in the areas of talent, learning, development, and diversity and inclusion, which includes the delivery of diversity and inclusion programs and pathways, staff development program coordination and delivery, academic development and progression, talent and career development, leadership capacity-building, organisational culture assessment and consultation, change management, and coordination of multiple strategic committees.

### Rewards and Workplace Relations

This function is responsible for the management of all employee relations matters, assuming responsibility for enterprise bargaining, policies and procedures, and the management of grievances. Within the team, the global mobility function assumes responsibility for the management of visa and migration arrangements for all employees and visitors to the University. This team also administers the engagement of the adjuncts, academic title holders and unpaid resources who provide assistance for learning activities.

### Organisational Effectiveness

Organisational Effectiveness is an in-house HR specialist service focused on complex and cross-divisional strategic projects, inclusive of strategic planning, operational model design, organisational structure design and workforce planning. In 2021, the focus included the School Leadership Capability and Development project, 3 enterprise-level function reviews, and the COO portfolio strategic planning process.

### HR Governance, Transformation and Strategy

Governance, Transformation and Strategy section is responsible for managing HR's ongoing transformation, internal deployment and lateral career moves across HR, HR analytics, and the maturity of the AskHR function.

### People Services

People Services comprises 4 core teams: Talent Acquisition, Employee Services, Payroll and Benefits, and HCMS Support. Focused on the attraction, acquiring, onboarding and payment of talent for the University, People Services administers a range of HR-related transactional changes throughout the employee lifecycle including payroll and legislative compliance through the use of advanced technology, which the teams maintain and enhance on an ongoing basis.

University staffing FTE by function as at 31 March 2021 <sup>1</sup>							
Continuing and fixed-term staffing	2019		2020		2021		
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE	
Academic	Teaching and research	1,199	14.8%	1,234	15.1%	1,127	14.3%
	Research-focused	1,468	18.1%	1,525	18.7%	1,537	19.5%
	Teaching-focused	165	2.0%	173	2.1%	174	2.2%
	Other	22	0.3%	25	0.3%	26	0.3%
ACADEMIC FTE		2,854	35.2%	2,957	36.2%	2,864	36.4%
Professional	Research support	504	6.2%	533	6.5%	577	7.3%
	Other	3,604	44.4%	3,717	45.6%	3,476	44.2%
	PROFESSIONAL FTE	4,108	50.6%	4,251	52.1%	4,053	51.5%
CONTINUING AND FIXED-TERM FTE <sup>2</sup>		6,962	85.8%	7,208	88.3%	6,917	87.9%
Casual staffing	2019		2020		2021 <sup>3</sup>		
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE	
Academic	556	6.8%	475	5.8%	475	6.0%	
Professional	598	7.4%	477	5.9%	477	6.1%	
CASUAL FTE		1,154		952		952	
Total university staffing	2019		2020		2021		
	FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE	
Academic	3,410	42.0%	3,432	42.1%	3,339	42.4%	
Professional	4,707	58.0%	4,728	57.9%	4,530	57.6%	
ALL FTE (CONTINUING, FIXED-TERM, CASUAL)		8,117		8,160		7,869	
Unpaid appointments		2019 Headcount		2020 Headcount		2021 Headcount	
Honorary/Adjunct appointments		2,593		2,661		2,743	
Academic titles		4,449		4,484		4,561	
Conjoint appointments <sup>4</sup>		185		211		260	
ALL UNPAID APPOINTMENTS		7,227		7,356		7,564	

<sup>1</sup> The staffing function shown here aligns with the reporting requirements of data for the Department of Education, Skills and Employment. 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 2021 is 7,524.

<sup>3</sup> The projected Casual FTE for 2021 is the 2020 actual figure as per Department of Education estimate. Actual Casual FTE for 2021 will be available 30 June 2022.

<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.

## University staff

### Recruitment and selection

From 1 January to 31 December 2021, UQ externally advertised close to 2,000 jobs and placed 650+ academic and 1,700+ professional staff positions, along with an additional 1,500 direct appointments. The University received more than 52,000 applications. The primary medium for recruitment was the UQ Careers e-recruitment website, with several externally hosted recruitment websites also used extensively.

From 31 March 2020 to 31 March 2021, the University's continuing and fixed-term workforce increased to 7,524 FTE, with a retention rate of 96.48 per cent and a separation rate of 3.52 per cent for 'continuing' staff members in 2021.

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

Inclusive workplace strategies such as the Aboriginal and Torres Strait Islander Employment Strategy were once again widely promoted by Human Resources.

The table above shows University staff numbers as at 31 March 2021.

### Academic promotions

During the year, 179 academic staff members were promoted, comprising 36 promotions to Level B, 69 to Level C, 54 to Level D and 20 to Level E.

### Staff support

UQ's Workplace Psychologist continued to provide general assistance, referrals and case management support to staff members with, or at risk of having, mental health issues; and the Employee Assistance Program (provided by Best You by Benestar) offered counselling as required.

Use of the service increased between 2020 and 2021.

### UQ Mental Health Strategy

The delivery and implementation of the *UQ Mental Health Strategy (2018-2020)* action plan for staff continued until July 2021, to consolidate the range of activities introduced from 2018 - such as awareness events, staff development sessions, and a range of online support material.

### Organisational and leadership development

In line with UQ's *Strategic Plan 2018–2021*, a strong focus continued to be placed on supporting staff development activities. Despite the ongoing resourcing and logistical impacts of the COVID-19 pandemic on the delivery of the Staff Development program, 64,146 learning instances took place. This comprised 1,781 instructor-led (face-to-face) completions and 62,365 digital course completions. There continues to be a strong appetite for mental health first aid, leadership, and diversity-related programs such as the UQ Ally training, all of which were strongly attended.

Several leadership programs for managers and supervisors were offered across the institution, including the popular *Career progression for women* and *Career advancement for senior academic women* programs, which continued to help women gain promotion.

Significant support was also provided to teams across the University to facilitate strategic planning sessions, promote team culture development, and support organisational change.

### Annual performance and development

In 2021, the refreshed Annual and Performance and Development (APD) process was launched to all academic, professional and executive staff across the University. The aim of refreshing the APD process was to move away from a process that predominantly reflects on the past and past achievements, to a process that focuses on the future and individualised goals that will support each person on their development journey. The launch of the refreshed APD process in 2021 was the culmination of extensive consultation, design, and engagement across a 2-year period to develop an impactful process for all staff cohorts.

To support the launch of APD, the HR Organisational Culture and Capability team led 59 hours of engagement sessions, reaching approximately 2,164 people across 48 separate engagement sessions.

The refreshed APD process will continue to be implemented throughout 2022 with additional learning being designed and delivered, with the aim of supporting our people to effectively lean into or lead this process.

### Workplace relations

The newly established Rewards and Workplace Relations team provided strategic advice, representation and advocacy throughout 2021 on matters relating to organisational change and restructuring, business transfers, disputes, performance, compensation and conduct. The team also commenced negotiations for a new enterprise agreement, to replace the 2018–2021 one, while also conducting a comprehensive external payroll review.

The global mobility function continues to provide immigration support in a rapidly changing international environment, requiring adaption to traditional processes associated with immigration. During 2021, the policy function concluded a comprehensive review of University policies affected by the implementation of Workday.

The team will be actively involved with the implementation of the recent requirements linked to the COVID-19 vaccination.

### UQ Awards for Excellence

For 7 consecutive years, the University has hosted an annual UQ Awards for Excellence program, with nominations remaining strong each year. In 2021, 113 individual and team nominations were received for more than 420 staff, and a new category of *Reconciliation* was introduced. Across the 6 categories, 112 staff members received an award or commendation (7 team and 6 individual winners, 6 team and 8 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.

### 2021 UQ Awards for Excellence winners

#### Innovation

Associate Professor Tim Kastle  
Learning through COVID-19 engagement and impact team

#### Service

HASS PA2 team  
UQ International Development team

#### Community, Diversity and Inclusion

Dr Terrance Fitzsimmons  
Professor Mary Fletcher  
LeadHers (UQ Ventures) team

#### Mental and Physical Health, Safety and Wellness

Dr Chris Lilburne  
BEL Wellbeing Academic Group team

#### Leadership

Professor Linda Hwee-Lin Lua  
PRME Team

#### Reconciliation

Mia Strasek-Barker  
UQ Life team

### AskHR

AskHR was established in 2020 specifically in response to the COVID pandemic and has since evolved in 2021 to now be the first point of contact for all HR enquiries. The centralised Service Delivery Model has enabled significant improvements in response times and consistency and has enhanced engagement with colleagues – most notably with the implementation of Workday. Over the course of 2021, the team assisted with more than 35,000 enquiries and 12,000 phone calls.

Feedback on the service has been positive, with a 72 per cent overall rating on net promoter scores.

### HR governance and transformation

The Governance, Transformation and Strategy team conducted a whole of HR Ways of Working review, consolidated the HR operating model and integrated systems, and developed a Knowledge Base including 'How to' guides and Manager guides in preparation for the launch of Workday.

### Workday go-live

October saw the successful launch of Workday, the first major Human Capital Management System in over 20 years. Workday is a cloud-based software package designed and developed to manage enterprise resource planning and human capital management, and will ultimately enhance the employee experience. This major shift has consolidated thousands of systems and processes onto one platform. Feedback from clients and HR is currently being tracked in order to further refine and improve the system's functionality. To date:

- 26,000 users have accessed the system
- more than 2,900 enquiries and HR responses were lodged in the first 2 weeks
- more than 8,000 learning activities have been undertaken
- more than 5,000 leave bookings have been processed
- the first and subsequent pay cycles have been successfully completed.

### Rewards function

2021 saw the commencement of a rewards function to assume responsibility for compensation and benefit structuring. Its aim is to promote equity, while creating a platform to ensure that the University, through its compensation processes, is able to attract and retain highly skilled talent.

### Commitment to diversity, inclusion, culture and capability

In 2021, the Organisational Culture and Capability team:

- released new Annual Performance and Development process, policy and training packages
- delivered a UQ-wide Pulse survey to map workplace culture
- successfully transitioned UQ's staff learning and development framework and programs into Workday
- saw the achievement of UQ's silver accreditation through the Australian Workplace Equality Index awards; the World Access to Higher Education Day – Champions of Change Award to the Disability Inclusion Group; and an excellence award in the Australian Human Resources Awards being won by the Workplace Diversity and Inclusion team
- noted that 10 per cent of UQ staff are now registered as LGBTIAQ+ Allies; a 1.8 per cent reduction of the overall gender pay gap occurred at the University; UQ's new Cultural Inclusion Council was highlighted in the Leadership Council on Cultural Diversity's Workplace Cultural Diversity Tool; and UQ's leadership was referenced in the Australian Human Rights Commission *2021 Disability Action Plan Guide*
- delivered the first annual Gender Benchmarking report under the auspices of SAGE Athena SWAN
- in partnership with SBS, launched UQ's *Appropriate Workplace Behaviour* online training
- established the Age Friendly Council at UQ.

### Work/life balance

UQ aims to promote a positive balance between healthy work and a healthy life through the provision of a variety of health and wellbeing opportunities and programs. In 2021, health and wellbeing initiatives delivered via the UQ Wellness program, a key component of the Health, Safety and Wellness Division, included:

- the **staff influenza vaccination program**, which provided 5,832 vaccinations to staff (continuing, fixed-term, casual) and HDR students across multiple campuses
- supporting the provision of on-site **walk-in COVID-19 vaccination clinics** for UQ community and family members
- several **physical activity challenges**, including:
  - **Push-up for mental health** challenge, where 34 UQ teams completed a total of 377,535 push-ups across 25 days
  - **Australasian University Health Challenge** – a 6-week community health challenge where UQ competed against 16 other Australian and New Zealand universities; UQ participants completed a total of 167,208,240 steps during the 6-week period
- 1,187 free **health check appointments** being offered to staff across multiple campuses, with clinics conducted for skin checks and heart health, as well as back and posture assessments
- a broad range of **health and wellbeing programs** – including nutrition support, mindfulness activities, mental health week and RU OK day initiatives, Men's Health week virtual series, and Women's Health Week activities. More than 1,300 staff and students participated in these programs during 2021
- recruiting more than 40 staff volunteer **'Wellness Ambassadors'** to support health and wellbeing in local areas
- providing **workplace and team-based support** through wellbeing sessions on topics such as sleep and stress, as well as personal and workplace wellbeing
- facilitating **programs and resources** to increase awareness of work-related factors that may compromise the health and wellbeing of staff, including the implementation of the UQ People@Work program
- promoting access to multiple gyms and pool facilities across Queensland through the **UQ Fitness Passport** program.

▶ See also

Health, safety and wellness

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