

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 1570 jobs for 2019 and placed 518 academic and 1191 professional staff positions, along with an additional 556 direct appointments. The University received 48,653 applications. 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 2018 to 31 March 2019, the University's continuing and fixed-term workforce

increased to 6962 FTE, with a retention rate of 95.76 per cent and a separation rate of 4.24 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 2019, ten trainees were recruited into the Indigenous Traineeship Program. From the 2018 program, four of the eight were retained post-traineeship. 2019 also saw the launch of the new Vice-Chancellor's Indigenous Graduate Program, recruiting six graduates.

The table below shows University staff numbers as at 31 March 2019.

Remuneration and benefits

In the 2018/19 financial year, more than 20,000 ATO Income Statements were issued via the ATO's new Single Touch Payroll – MyGov system, with overall payroll, superannuation, payroll tax and ATO outgoings of just over \$1 billion.

Academic promotions

During the year, 180 academic staff members were promoted, comprising 39 promotions to Level B, 58 to Level C, 53 to Level D and 30 to Level E.

| University staffing FTE by function as at 31 March 2019 ¹ | | | | | | |
|--|----------------|--------------|----------------|--------------|-------------------|--------------|
| Continuing and fixed-term staffing | 2017 | | 2018 | | 2019 | |
| | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Teaching and research | 1134 | 15.0% | 1173 | 15.3% | 1199 | 14.9% |
| Research-focused | 1455 | 19.2% | 1441 | 18.8% | 1468 | 18.3% |
| Teaching-focused | 150 | 2.0% | 175 | 2.3% | 165 | 2.1% |
| Other | 27 | 0.4% | 26 | 0.3% | 22 | 0.3% |
| ACADEMIC FTE | 2766 | 36.5% | 2814 | 36.6% | 2854 | 35.5% |
| Research support | 486 | 6.4% | 483 | 6.3% | 504 | 6.3% |
| Other | 3354 | 44.2% | 3316 | 43.2% | 3604 | 44.9% |
| PROFESSIONAL FTE | 3841 | 50.7% | 3799 | 49.5% | 4108 | 51.2% |
| CONTINUING AND FIXED-TERM FTE ² | 6607 | | 6613 | | 6962 | |
| Casual staffing | 2017 | | 2018 | | 2019 ³ | |
| | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Academic | 451 | 5.9% | 507 | 6.6% | 507 | 6.3% |
| Professional | 525 | 6.9% | 562 | 7.3% | 562 | 7.0% |
| CASUAL FTE | 976 | | 1069 | | 1069 | |
| Total university staffing | 2017 | | 2018 | | 2019 | |
| | FTE | % of all FTE | FTE | % of all FTE | FTE | % of all FTE |
| Academic | 3217 | 42.4% | 3321 | 43.2% | 3361 | 41.9% |
| Professional | 4366 | 57.6% | 4361 | 56.8% | 4670 | 58.1% |
| ALL FTE (CONTINUING, FIXED-TERM, CASUAL) | 7583 | | 7682 | | 8031 | |
| Unpaid appointments | 2017 Headcount | | 2018 Headcount | | 2019 Headcount | |
| Honorary/Adjunct appointments | 2387 | | 2465 | | 2593 | |
| Academic titles | 3826 | | 4152 | | 4449 | |
| Conjoint appointments ⁴ | 147 | | 159 | | 185 | |
| ALL UNPAID APPOINTMENTS | 6360 | | 6776 | | 7287 | |

¹ 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.

² FTE represents full-time equivalent throughout table. University staffing as headcount (excluding casuals) as at 31 March 2019 is 7579.

³ The projected Casual FTE for 2019 is the 2018 actual figure as per Department of Education estimate. Actual Casual FTE for 2019 will be available 30 June 2020.

⁴ 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.

Staff support

Our Workplace Psychologist continued to provide general assistance, referrals and case management support to staff members with, or 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). Approximately 120 staff were assisted in 2019, with 57 being case-managed via rehabilitation and return-to-work activities, short-term assistance in responding to work and personal issues, and crisis management.

The Employee Assistance Program counselling services (provided by Best You by Benestar) continued to be well accessed, increasing from 6.9 per cent in December 2018 to 9.4 per cent in October 2019. This 2.5 per cent increase represents higher proactive early help-seeking by staff, protecting their mental health and promoting wellbeing. UQ's usage remained above the 'Education' industry rate of 2.7 per cent as at December 2018. The main presenting issues were mental health and personal relationships, mainly for personal rather than work-related reasons.

The University's accredited Mental Health First Aid program continued in 2019, with 18 courses offered at St Lucia and Gatton. During 2019, 330 staff completed Mental Health First Aid Accreditations, with 290 staff completing the two-day standard accreditation and 40 completing the three-yearly accreditation refresher.

A Mental Health Strategy coordinator commenced mid-year to implement staff-related initiatives aligned with the *UQ Mental Health Strategy 2018–2020*. Designed to enhance the mental health and wellbeing of both staff and students, the strategy outlines six key framework areas, ranging from policy and planning, mental health awareness, early intervention, supporting recovery staff with mental health concerns and ill health, and crisis management. A staff action plan was developed to enhance all six areas of the strategy, and initial delivery focused on benchmarking and the promotion of national mental health awareness campaigns, including the inaugural UQ Mental Health Symposium, World Mental Health Day, Safe Work Month, Mental Health Awareness Week, and R U OK? Day—collectively attracting 1800 staff participants.

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 2019 and eight were successful, and from the *Career Advancement for Senior Academic Women* program, five participants applied for professorial promotion with all achieving promotion to level E in 2019 (see page 27).

The suite of leadership development programs continued to be well attended, with more than 82 participants ranging from HEW3 to heads of schools—including 20 senior leaders—in the *Leading UQ* program.

Overall, the Staff Development Program coordinated the delivery of 781 courses to 7859 University staff and affiliates in 2019. These programs were largely driven by strategic priorities, with the notable introduction of *Project Management at UQ*, which was launched in recognition of a large but previously unconnected project management community. There has been an increasing appetite for mental health training courses and diversity-related programs such as the UQ Ally training.

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 five consecutive years, the University has hosted an annual UQ Awards for Excellence program, with nominations steadily increasing each year. In 2019, 412 staff members were nominated for individual and team nominations. Across the five categories, 121 staff members received an award or commendation (six team and four individual winners, 10 team and 11 individual commendations). In 2019, two categories were strengthened to align with the University's strategic priorities—the UQ Award for Excellence in Community, Diversity and Inclusion, and the UQ Award for Excellence in Mental and Physical Health, Safety and Wellness. 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 deliver and provide significant and strategic advice, representation and advocacy during 2019 on a range of matters predominantly relating to organisational change and restructuring, business transfers, performance and conduct. In addition, the team continued to provide general workplace relations advice, internal consultancy services, and advocacy before external tribunals and courts on a range of employment issues and matters.

Workplace Relations continued to support the implementation of UQ's new *2018–2021 Enterprise Agreement*, which came into effect on 19 March 2019 and sets out the conditions and entitlements relevant to the employment of staff covered by the Agreement. Several education sessions were delivered to UQ staff about key changes in the new Agreement.

Workplace Relations also continued to support the work of the Human Resources Policy and Strategy team in streamlining and enhancing all existing HR policies and procedures; and provided supporting tools and templates to enable the development of new high-quality, principle-based policies and procedures.

HR policy review

In accordance with the requirement of the Streamlining and Enhancing Policies and Procedures (SEPP) Program Management Plan, in 2019 Human Resources reviewed more than 160 documents in the Policy and Procedure Library (PPL). During this process, several policies were simplified and streamlined. This work is well advanced and the consultation and approval stages will commence in 2020.

Workplace diversity and inclusion

In 2019, the Workplace Diversity and Inclusion team delivered several strategies and plans in support of the University's stated diversity and inclusion goals, including the SAGE Pilot of Athena SWAN Gender Action Plan, Disability Action Plan, Aboriginal and Torres Strait Islander Employment Strategy, Ally Action Plan, and overarching inclusion framework. Programs initiated in 2019 included the Vice-Chancellor's Aboriginal and Torres Strait Islander Graduate Program, *Unconscious Bias* online training, the Warm Welcome Program, as well as initiatives to support Culturally and Linguistically Diverse staff. Some existing programs were refreshed in 2019, including the *Promoting Women's Fellowship* scheme, Indigenous Trainee Scheme, and *Vision Australia* trainee program; and the WDI Team also delivered a range of new staff development offerings, including Managing Diverse Teams, Disability Inclusion workshops and *Unconscious Bias* facilitator training.

The University continued to support the Promoting Women Fellowships, which have demonstrated improved promotion outcomes for attendees in terms of timeframes for promotion and success rates.

UQ was once again deemed compliant with the *Workplace Gender Equality Act 2012* after submitting the 2018/19 report.

The University continued to provide more opportunities for Aboriginal and Torres Strait Islander peoples and to make UQ a safe, culturally embracing environment. 2019 data shows that the number of Aboriginal and Torres Strait Islander staff at UQ has doubled



More than 1500 staff have taken advantage of UQ's Fitness Passport program to date.

since 2017; and this upward trajectory should continue in 2020. This success has been enabled by strong leadership and advocacy, targeted employment pathways, a strengthened Indigenous Staff network and delivery of UQ's Reconciliation Action Plan.

Excellent progress was made in the area of disability employment, with achievements including the establishment of a Disability Inclusion Group; new training addressing disability inclusion; improved accessibility of UQ systems; and improved guidance to support recruitment, selection and onboarding processes for people with disability. A new travel fund to support staff with disability was also launched in November 2019.

SAGE Pilot of Athena SWAN

UQ received the Athena SWAN Institutional Bronze Award in September as part of the Science in Australia Gender Equity, a national program promoting gender equity and gender diversity in science, technology, engineering, mathematics and medicine (STEMM). The award required the University to collect and analyse data to determine barriers and challenges impacting women's STEMM careers and develop an Action Plan to mitigate or remove the known barriers. Targeting multiple career stages, the Plan focuses on increasing diverse women's representation in leadership roles and addressing the gender pay gap. It also aims to improve the retention of mid-career researchers, enhance support for early-career academics, and increase the number of Aboriginal and Torres Strait Islander women STEMM academics.

Voice survey

UQ's fourth all-staff engagement survey was launched in April 2019 in conjunction with our external provider, the Voice Project. The survey achieved an excellent 72 per cent response rate, eclipsing 2015's rate of 65 per cent and topping the average response rates for both Go8 universities (63 per cent) and all Australian universities (69 per cent). Relative to 2015, the University's performance improved in 21 of the categories measured, remained steady in five and dropped in 13. Overall focus areas identified for action across the University included Cross unit cooperation and Change. Action planning at both the University and local level is ongoing.

HR staff training and support

Human Resources (HR) staff continued to be regularly updated and trained throughout 2019, with HR systems and procedures continuously enhanced to improve service delivery and client experience. 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 materials, HR communication emails, and quick-tip emails.

The HR systems, Aurion (HR information system) and UQ Jobs (recruitment system), were upgraded and refreshed during 2019, necessitating training for new HR staff, and refresher training for existing HR staff. Email quick tips on efficient use of Aurion and UQ jobs were periodically distributed and made available on HR SharePoint.

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 University's *Current Staff* website and enhancing its functionality to help staff achieve more.

Work/life balance

The UQ Wellness Program, part of the Health, Safety and Wellness Division, facilitates events, activities and services to support and promote staff health and wellbeing across the key areas of psychological wellbeing, physical health, lifestyle factors and UQ community engagement. This continued in 2019 with:

Modifiable risk factor clinics

More than 1560 staff participated in a range of health check clinics to receive education and early intervention for modifiable health risks, such as heart and skin health. Thirty-five were referred to their GP for further assessment.

Staff influenza vaccination program

Staff flu program participation increased by approximately 12 per cent in 2019,

with 5700 staff members receiving the vaccination (compared to 5037 in 2018). A comprehensive evaluation of the annual on-site program confirmed that staff value this service highly.

UQ Wellness and UQ Healthy Living pilot

A holistic health and wellbeing pilot program for those aged 55 and over was again offered in 2019, providing a comprehensive interprofessional health and wellness assessment with individualised action plans and reviews to the more than 60 staff members who participated.

Fitness Passport

To encourage staff to engage in regular exercise, the UQ Fitness Passport program provides an opportunity for staff and their immediate families to attend a range of health facilities for one cost-effective fee. Membership increased by 11 per cent from January to November 2019, with 1550 membership cards now in circulation.

Australasian University Health Challenge

Twelve universities across Australia and New Zealand participated in the inaugural six-week walking challenge, which attracted more than 2100 participants and was proposed and coordinated by UQ Wellness.

UQ 21-day Wellness Challenge

Based on the principles of positive psychology, a 21-day 'challenge' to promote physical, social and emotional wellbeing was conducted in 2019. A popular initiative, more than 800 staff and students participated. Evaluation showed that the challenge helps participants make ongoing and sustainable health behaviour changes to enhance wellbeing.

Health and wellbeing seminars

UQ Wellness provides a broad range of health and wellbeing seminars annually. Focus areas include resilience, financial wellbeing, parenting, burnout/stress, sleep, work/life balance, healthy communication, self-care and nutrition. Seminars and workshops in alternative areas of wellbeing with proven positive impacts on stress, relaxation and morale were also provided, and included Laughter yoga, African drumming and Unplugged (device-free relaxation).

Mind-body programs

Ongoing 'mind-body' classes, including yoga, pilates and tai chi, continued to be popular—with consistent participation of approximately 200 people across the classes.

Psychosocial risk management

A range of resources was produced, including training modules in the areas of:

- managing compassion fatigue (primarily aimed at staff working with animals)
- psychosocial hazards
- occupational violence and aggression
- meeting toolbox talks in the areas of wellbeing and psychological safety
- leadership.

Our governance

University governing body

The governing body of the University is the Senate, as constituted by the *University of Queensland Act 1998*. Senate has 22 members, comprising official members, appointed members, elected members and additional members.

Members serve a four-year term, except student members who serve for two years. The 34th Senate began its term on 1 January 2018 and will expire on 31 December 2021. Senate met seven times during 2019. Student member **Ziggy Turner** commenced on 25 February, filling the casual vacancy created by the resignation of **Zachary Taylor** in October 2018. **Kathy Hirschfeld, AM** and **Dr Zelle Hodge, AM** resigned from Senate with effect from 31 December 2019.

2019 UQ Senate



Front row, from left: Anne Cross, AM; Adjunct Associate Professor Dimity Dornan, AO; Rebecca Hurst; Tonia Dwyer (Deputy Chancellor); Peter N Varghese, AO (Chancellor); Professor Peter Høj, AC (Vice-Chancellor and President); Kathy Hirschfeld, AM; Julieanne Alroe; Dr Zelle Hodge, AM. Back row: Timothy Crommelin; Associate Professor Tony Roberts; Professor Greg Hainge; Ziggy Turner; Dr Sally Pitkin; Thomas Mackay; Associate Professor Douglas Cavaye; Professor Peter Adams; Philip Hennessy, AO. Absent: Jamie Merrick, Grant Murdoch, Michelle Tredenick, Cecile Wake.

The University complies with the *Voluntary Code of Best Practice for the Governance of Australian Public Universities*.

Senate achievements

In 2019, UQ Senate:

- under the Seal of the University, conferred 14,871 awards to 13,687 students*—including 764 PhD candidates
- unanimously agreed to appoint **Professor Deborah Terry, AO** as the University's Vice-Chancellor and President from 1 August 2020, in terms of Section 32 of the *University of Queensland Act 1998*
- established a UQ Freedom of Speech Implementation Group to consider how best to implement the Model Code for the Protection of Freedom of Speech and Academic Freedom in Australian Higher Education Providers
- approved a business case for the Student Residence program

- approved a business case for the Health and Recreation Centre program
- approved a business case for the Human Capital Management Solution program
- approved a proposal for a CBD campus
- invited one nominee to receive a Gatton Gold Medal.

Financial reporting

The financial statements are general purpose financial reports prepared in accordance with prescribed requirements. UQ is a statutory body and is audited by the Queensland Audit Office.

See also: uq.edu.au/about/year-ended-december-31-2019.

* This figure includes dual degrees as two awards because two testamurs are produced 'under the Seal of the University'. It also includes a subset of programs that are not considered federal government-reported awards—hence the variation from the Key Statistics table on page 13.