



Division of Human Resources

2011 - 2013 Operational Plan

26 February 2011

Context of the Plan

Vision	Strategic Objectives
<p>CSU will be recognised for the outstanding achievements of its people.</p>	<p>Objective 1 - HR LEADERSHIP Provide the HR leadership needed to support the strategic goals of the University.</p>
<p>Mission</p>	<ul style="list-style-type: none"> • Develop, deliver and monitor HR planning and accountability frameworks • Develop a supportive, performance culture • Foster supportive leadership
<p>Our mission is to facilitate achievement of the University's objectives through leadership in people management.</p>	
<p>Operating Principles</p>	<p>Objective 2 - STRATEGIC PARTNERSHIPS Work in partnership with our clients to support their business outcomes.</p>
<p>Consistent with the University's values, we will provide a supportive, high performing work environment through the OPTIMISE approach:</p>	<ul style="list-style-type: none"> • Understand CSU business • Provide consultancy and advice • Improve organisational capability
<p>Openness</p>	
<p>Partnerships</p>	
<p>Trust</p>	
<p>Innovation</p>	
<p>Maximising potential</p>	
<p>Inclusion</p>	
<p>Stewardship</p>	
<p>Ethical practice</p>	
<p>CSU People Plan</p>	<p>Objective 3 - HR EXPERTISE Provide future-focused HR expertise to our clients.</p>
<p>A human resources enabling plan that supports the 2011 – 2015 University Strategy to facilitate delivery of:</p>	<ul style="list-style-type: none"> • Provide timely, accurate advice and support services • Develop and provide HR policies and best practice • Provide relevant and valued HR technologies
<ul style="list-style-type: none"> ▪ An effective course profile ▪ A focus on quality for students ▪ Excellence in research ▪ A culture that embodies University values 	
	<p>Objective 4 - HUMAN CAPITAL DEVELOPMENT Ensure our human capabilities meet the present and future needs of CSU in developing a performance culture.</p>
	<ul style="list-style-type: none"> • Leadership and management development • Continuous professional development • Career planning and talent management
	<p>Objective 5 - HR PROFESSIONAL CAPABILITY Build HR professional capabilities within the Division.</p>
	<ul style="list-style-type: none"> • Review and enhance our service integration • Develop our delivery model • Build our professional practice

1. HR LEADERSHIP				
Key Strategies	KPIs	Key Actions	Lead	Timeline
1.1 Develop a 'people plan' for the University.	1.1 a Plan is delivered.	1.1.1 Review institutional design/structure with the future directions of the University.	ED	Planning January - June 2011
		1.1.2 Implement the people plan to support the University strategy.	ED	2011-2012 - Ongoing
1.2 Enhance the University's standing as an employer of choice.	1.2 a Improvement in attraction and acceptance rates.	1.2.1 Align and integrate workload, work-life balance, change and innovation and supervisory practices to promote employee well-being.	OPC	January 2011 – June 2012
	1.2 b Improved climate survey results.			Monitor EA workload implementation 2011 - Ongoing Promotion of work/life balance policies. 2011 - Ongoing
1.3 Foster an enabling culture that facilitates achievement of agreed objectives.	1.3 a Leadership skills valued in the management of human resources across the University.	1.3.1 Review and enhance leadership expectations, framework and programs.	OPC	By August 2011
	1.3 b Improved climate survey results.	1.3.2 Increase participation from targeted groups in professional and career development.	OPC	2011 - Ongoing
1.4 Maintain knowledge of strategic risks and opportunities and lead strategy responses.	1.4 a HR issues are reflected in University planning and decision making.	1.4.1 Contribute to institutional planning.	ED	January – July 2011
		1.4.2 Implement measures of HR's value and effectiveness.	ED	By June 2011
		1.4.3 Provide consultancy services on organisational change and improvement initiatives.	ED	2011-2012 - Ongoing
1.5 Promote and develop line manager accountabilities.	1.5 a Level of compliance with required accountabilities.	1.5.1 Align and integrate roles, delegations and performance expectations and outcomes.	OPC	Job design/role definitions June 2011
	1.5 b Level of proactive resolution of HR			Review expectations and outcomes of supervisory roles September 2011

	issues by managers.			Build into performance management round: - October 2011 for academic staff - January-March 2012 for general staff - May 2012 for senior staff
		1.5.2 Identify line manager accountabilities and develop resources for new managers.	HRP	Manager toolkit By October 2011

2. STRATEGIC PARTNERSHIPS				
Key Strategies	KPIs	Key Actions	Lead	Timeline
2.1 Deliver tailored workforce strategies.	2.1 a Strategies are effective in attracting and retaining an appropriate workforce. 2.1 b Achieve workforce indicators including equity targets. 2.1 c Faculty/Division workforce plans are aligned with the University strategy, including course and research profiles.	2.1.1 Develop a range of innovative staffing options to build the staffing profile.	OPC	2011 – Ongoing
		2.1.2 Review and enhance attraction and retention strategies, onboarding and succession planning.	OPC	By June 2011
		2.1.3 Assist the University to assess the quality and effectiveness of workforce plans.	OPC	By November 2011
2.2 Provide information and analysis to support University decision making.	2.2 a Data is utilised.	2.2.1 Develop a suite of desktop reports for clients and provide initial assistance with interpretation.	HRP	Data Working Group Phase 1 – By June 2011 Phase 2 – By September 2011
		2.2.2 Expand national and international benchmarking.	OPC	By December 2011 & Ongoing
		2.2.3 Improve integration of University data.	HRP	2011-2012 - Ongoing

3. HR EXPERTISE				
Key Strategies	KPIs	Key Actions	Lead	Timeline
3.1 Continue to build excellence in HR service delivery, using technology as appropriate.	3.1 a Level of improvement in services compared to agreed benchmarks. 3.1 b HR is recognised for its quality service.	3.1.1 Implement the Talisma knowledge base.	HRP	Implement knowledge base By August 2011 (subject to IP:IA) Customer relationship module 2012?
		3.1.2 Targeted marketing of HR services and achievements.	HRP	2011-2012 - Ongoing
		3.1.3 Assess Alesco functionality and implement enhancements as appropriate.	HRP	2011-2012 - Ongoing
		3.1.4 Implement OrgPlus	HRP	By October 2011 (subject to IP:IA)
3.2 Provide HR policies and procedures aligned with the University strategy.	3.2 a Appropriateness and utilisation of policies.	3.2.1 Review the Organisational and Staff Performance Framework.	OPC	By July 2011
		3.3.2 Implement a policy renewal process.	WRP	Implementation plan By February 2011 2011-2012 – Ongoing
3.3 Work with managers to effectively implement the provisions of the Charles Sturt University Enterprise Agreement (2010-2012).	3.3 a Provisions are implemented.	3.3.1 Implement the key provisions of the Enterprise Agreement including: <ul style="list-style-type: none"> ▪ 35 hour week ▪ Purchased leave ▪ Parental leave, including the Government Paid Parental Leave Scheme ▪ Academic workloads ▪ Performance development and unsatisfactory performance ▪ Restructure of general staff salary scale ▪ Committee changes 	WRP	2011 – Ongoing 35 Hour Week Working Party February – December 2011

4. HUMAN CAPITAL DEVELOPMENT				
Key Strategies	KPIs	Key Actions	Lead	Timeline
4.1 Identify and develop critical workforce capabilities in line with the University needs.	4.1 a Workforce capabilities that facilitate the key plans: <ul style="list-style-type: none"> • Course profile • Research • Student experience 4.1 b Improved climate survey results.	4.1.1 Review the development and delivery of all HR professional development offerings to facilitate the University strategy.	OPC	2011 – Ongoing
		4.1.2 Facilitate the development of competency in managing innovation and change through coaching and professional development.	OPC	By August 2011
		4.1.3 Implement mechanisms to enhance the alignment of professional development with the University strategy.	OPC	By July 2011

5. HR PROFESSIONAL CAPABILITY				
Key Strategies	KPIs	Key Actions	Lead	Timeline
5.1 Undertake HR benchmarking and align and develop our HR capabilities.	5.1 a HR competency framework developed. 5.1 b Number of performance development plans aligned to the competency framework.	5.1.1 Professional development for HR staff in: <ul style="list-style-type: none"> ▪ Planning and analytical skills ▪ Principle based practice ▪ Facilitation ▪ Conflict resolution ▪ Specialist knowledge (eg employee relations, workforce planning, job evaluation) ▪ Professional currency. 	ED	2011 - Ongoing