

CHARLES STURT

U N I V E R S I T Y



Division of Human Resources

FINAL

2009 Operational Plan

Our Vision for Human Resources at CSU

CSU will be recognised for the outstanding achievements of its people

The New Division of Human Resources

Throughout 2008 the Division of Human Resources undertook a significant “realignment” activity. This has been the first review of the Division’s activity since its creation in 1997. The purpose of the activity has been to change the operational focus and structure of the Division to maximise the Division’s contribution and alignment with the strategic directions of the University. Resulting from extensive consultation throughout the University and engagement of an external consultant to guide the process the SEC approved changes to the Division which, following consultation with current staff of the Division, were implemented in late 2008 and the early part of 2009.

The new HR model is significantly different from previous operations in that the focus has been changed from geographical support via functional areas to one of support for the clients (managers and supervisors) through HR liaison staff dedicated to support specified areas with the holistic HR services. This is supported by increased access to information on-line, expanded functionality of the self service kiosk and the creation of the HR Service Centre. Specialist staff in various Directorates support service delivery provided by the HR liaison teams.

As a result of these changes a significant component of operational planning for 2009 is focused on the transition to the new model, which will become fully operational on 1 October 2009. Notwithstanding the changes I am mindful of the range of HR challenges that face the University during 2009 and the key activities that have been identified to date have been identified in this planning document.

The realignment activity has been an opportunity to review our current staff capability and align it with emerging needs. A detailed workforce plan will be developed to ensure staffing into the future.

Michael Knight

Executive Director, Human Resources

May 2009.

Division of Human Resources New Mission

Our mission is to facilitate achievement of the University's objectives through leadership in people management.

We will achieve this through our:

- Business knowledge
- Strategic contribution
- Strong relationships
- Effective HR service delivery
- Optimisation of technology

Consistent with the University's values, we will provide a supportive, high performing work environment through the OPTIMISE approach:

- **O**penness
- **P**artnerships
- **T**rust
- **I**nnovation
- **M**aximising potential
- **I**nclusion
- **S**tewardship
- **E**thical practice

Objective 1 - HR LEADERSHIP

Provide the HR leadership needed to support the strategic goals of the University.

- Develop, deliver, and monitor HR planning and accountability frameworks
- Develop a supportive, performance culture
- Foster supportive leadership

Objective 2 - STRATEGIC PARTNERSHIPS

Work in partnership with our clients to support their business outcomes.

- Understand CSU business
- Provide consultancy and advice
- Improve organisational capability

Objective 3 - HR EXPERTISE

Provide future-focused HR expertise to our clients.

- Provide timely, accurate advice and support services
- Develop and provide HR policies and best practice
- Provide relevant and valued HR technologies

Objective 4 - HUMAN CAPITAL DEVELOPMENT

Ensure our human capabilities meet the present and future needs of CSU in developing a performance culture.

- Leadership and management development
- Continuous professional development
- Career planning and talent management

Objective 5 - HR PROFESSIONAL CAPABILITY

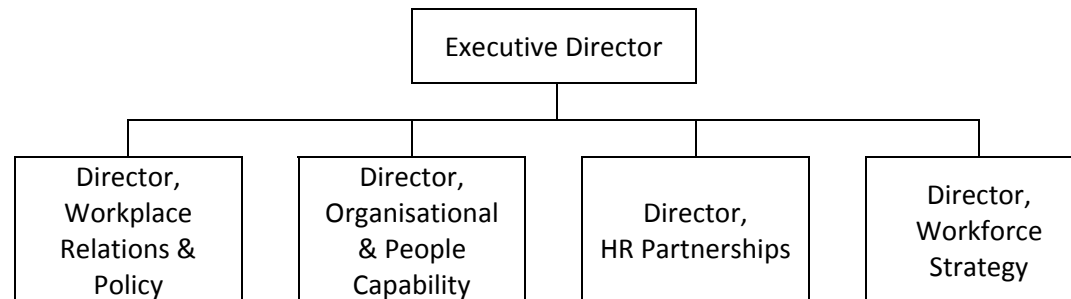
Build HR professional capabilities within the Division.

- Review and enhance our service integration
- Develop our delivery model
- Build our professional practice

Strategic Objective	Key Strategies for 2008/2009
<p>1. HR LEADERSHIP</p> <p>Provide the HR leadership needed to support the strategic goals of the University.</p> <ul style="list-style-type: none"> • Develop, deliver, and monitor HR planning and accountability frameworks • Develop a supportive, performance culture • Foster supportive leadership 	<ol style="list-style-type: none"> 1. Develop a strategic workforce plan for CSU. 2. Review HR delegations. 3. Review and enhance the <i>Leadership and Management Development Framework</i>. 4. Review and enhance the <i>Organisational and Staff Performance Framework</i>. 5. Take a planned approach to change.
<p>2. STRATEGIC PARTNERSHIPS</p> <p>Work in partnership with our clients to support their business outcomes.</p> <ul style="list-style-type: none"> • Understand CSU business • Provide consultancy and advice • Improve organisational and HR capability 	<ol style="list-style-type: none"> 1. Provide appropriate HR benchmarking data to our clients to inform business decisions. 2. Build strategic business partnerships with our client groups. 3. Provide consultancy services on organisational change and improvement initiatives.
<p>3. HR EXPERTISE</p> <p>Provide future-focused HR expertise to our clients.</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 	<ol style="list-style-type: none"> 1. Provide work design services. 2. Review and enhance attraction and retention strategies. 3. Review and enhance recruitment practices and processes. 4. Review and simplify HR policies. 5. Implement a series of on-line HR services for managers and staff.
<p>4. HUMAN CAPITAL DEVELOPMENT</p> <p>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 	<ol style="list-style-type: none"> 1. Undertake a University capability audit in line with projected work force needs. 2. Provide targeted and planned leadership, professional, and career development. 3. Ensure return on investment (ROI) through development programs provided.

Strategic Objective	Key Strategies for 2008/2009
<p>5. HR PROFESSIONAL CAPABILITY</p> <p>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 	<ol style="list-style-type: none"> 1. Review HR services and service delivery model. 2. Integrate HR delivery processes. 3. Develop HR professional capabilities. 4. Undertake HR benchmarking.

Division of Human Resources Structure



The Human Resource Executive Team (HRET)

The HRET Comprises of the Executive Director, Human Resources and the Directors of each area.

HRET's key responsibilities are to:

- Take a whole-of-Division view;
- Determine and align HR planning and strategy;
- Provide leadership;
- Develop and shape the culture of the Division through modelling appropriate behaviour;
- Ensure effective resourcing of the Division;
- Ensure the Division performs effectively and produces quality outcomes; and
- Share information, knowledge and learning.
- Co-ordinate HR aspects of University initiatives and changes
 - For 2009 identified at this stage to include including USM, Dentistry, Division/ Faculty re structures, CSU Ontario, One-line budget

A primary focus of the HRET throughout 2009 will be to ensure the effective transition to the new HR model.

Division of Human Resources Responsibilities of Key Functional areas

Workplace Relations and Policy	Organisational & People Capability	HR Partnerships	Workforce Strategy
<p><i>Responsibility of Director, Workplace Relations & Policy Mal Wilson</i></p>	<p><i>Responsibility of Director, Organisational & People Capability Jenny Bell</i></p>	<p><i>Responsibility of Director, HR partnerships Jennie Anderson</i></p>	<p><i>Responsibility of Director, Workforce Strategy Simon Thomson</i></p>
<ul style="list-style-type: none"> • HR policy and governance; • Change management processes; • Employee relations; • Workplace diversity and equity; • Workplace health and safety; • Remuneration strategy; • Job evaluation & classification; and • Complex case management. 	<ul style="list-style-type: none"> • Organisational renewal and improvement; • Organisational design; • Leadership development strategy; • Learning and development; • Career development, performance and engagement; and • Academic promotions. 	<ul style="list-style-type: none"> • HR Liaison Teams • Effective HR Support • Strategic & policy advice • Support in case and change management • HR Service Centre • Administration of conditions of employment • Administration of recruitment • Employee records • Tier 1 enquiries • Web Communications Team • Division Web strategy • Web content management • Infrastructure for Tier 0 enquiries • Service Development Team • HR information systems • Utilisation of technology 	<ul style="list-style-type: none"> • Workforce planning; • Job design and analysis; • Workforce information; • Attraction and retention strategy; • Diversity employment strategies; • Recruitment and selection advice; and • Executive recruitment.

Details of the tiers of HR Service Delivery at outlined as the end of this plan.

Division of Human Resources Key Focus areas for 2009

Each directorate has developed detailed operational plans to deliver outcomes in the following areas.

Workplace Relations and Policy	Organisational & People Capability	HR Partnerships	Workforce Strategy
<p>Responsibility of Director, Workplace Relations & Policy Mal Wilson</p> <ul style="list-style-type: none"> • Support transition to the new HR model • Support University wide HR projects, re-structures and change initiatives • Negotiation of a new enterprise agreement • Finalisation of workforce renewal via the Strategic Voluntary Separation Scheme • Effective case management for major initiatives (eg USM) • Review of HR policy content and format • On-going ER support • CSU Ontario transition to direct employment • Integration of various the workplace function and • Ensure on-going compliance with legislation and governmental reporting requirements. 	<p>Responsibility of Director, Organisational & People Capability Jenny Bell</p> <ul style="list-style-type: none"> • Support transition to the new HR model • Support University wide HR projects, re-structures and change initiatives • Facilitate executive staff leadership development • Support of Senior staff development (including role out of 360 and coaching); • Manage transition to Awards based rewards; • Climate Survey • Learning and development; • Career development, • performance and engagement; and • On going support for Academic promotions. 	<p>Responsibility of Director, HR partnerships Jennie Anderson</p> <ul style="list-style-type: none"> • Support transition to the new HR model • Support University wide HR projects, re-structures and change initiatives • Develop and provide effective HR services and HR advisory expertise through the new HR service delivery model via: <ul style="list-style-type: none"> ○ HR Liaison Teams ○ HR Service Centre ○ Web Communications Team ○ Service Development Team • Work with Divisions on the HR implications of the “one line budget” • Ensure on-going compliance with legislation and governmental reporting requirements and • Implement emerging on-line HR systems functionality 	<p>Responsibility of Director, Workforce Strategy Simon Thomson</p> <ul style="list-style-type: none"> • Support transition to the new HR model • Support University wide HR projects, re-structures and change initiatives • Promotion of the Workforce Enabling plan; • Job design and analysis support; • Provision of data to inform Workforce planning; • Review Attraction and retention strategy: • Review selection process; • Support liaison teams with policy Recruitment and selection advice; and • Executive searching and recruitment.

Division of Human Resources - Service Delivery Model

