

CSU WORKFORCE PLAN 2007-2011: OUR STAFF ARE OUR FUTURE

This plan outlines the key priorities to ensure we have quality and skilled staff, who can achieve the objectives the University Strategy 2007-2011 and build University strength, reputation and sustainability for the future.

Our staff will be crucial to the future success of the University

We recognise and value the diversity of the roles and contributions of all our staff in supporting the delivery of our objectives in: Courses; Research; Learning and Teaching; and Institutional Development. We will attract, retain, develop and support staff to:

- Strive for excellence in learning and teaching and their own areas of expertise
- Be student focused
- Be at the forefront of excellence in higher education learning and teaching practice and in the creation of new knowledge to advance our fields of study
- Work across global boundaries and engage with a cultural and socially diverse student base
- Have expertise in their fields or disciplines and understand industry needs
- Engage with emerging technologies and state of the art equipment
- Model and promote the benefits of CSU
- Uphold our quality principles, seek continual improvement, be concerned with process and outcomes focused

Our Leaders and Managers will support our staff achievements

- They will play a critical role in our organisational culture by modelling, leading, coaching and supporting our staff to maximise their performance and career aspirations.
- They will use a range of flexible and innovative workforce management strategies to attract, retain, develop and build the capability of our staff to deliver organisational outcomes in a changing global market. They will consider the:
 - Availability of talent in the declining national labour markets
 - Increased mobility of the workforce
 - Differing employment needs of an intergenerational workforce
 - Evolving skill needs of the University

Our commitment to the future

We will continuously review our workforce strategies to ensure they are:

- Ethical, transparent, flexible and responsive to the diverse needs of our staff and our business.
- Aligned to the achievement of excellence in learning and teaching and research and to the working conditions which support this.

OUR KEY PRIORITIES TO ENHANCE OUR WORKFORCE CAPABILITY [2008-2011]

PRIORITY 1

Develop a sustainable workforce through our attraction and retention strategies

- a. Maximise our capacity to recruit quality staff who move into regions where the University has a presence, or those willing to relocate**
 - Implement recruitment strategies that promote the energy and excitement of working at CSU as a growing dynamic university
 - Develop an industry marketing strategy to promote our unique geographical locations, lifestyle and diversity
 - Enhance our relocation incentives and improve the competitiveness of our employment offers

- b. Grow our own by simultaneously developing our staff and renewing our workforce**
 - Articulate a range of internal career options and development pathways for our staff to grow and evolve with the organisation
 - Introduce structured entry programs
 - Recruit staff with good personal attributes and potential and then invest in a structure and programs to systematically shape their skills within the University context
 - Develop strategies to attract experienced staff by offering flexible working arrangements
 - Develop strategies to extend the working life of our staff through phased retirement options

PRIORITY 2

Create a culture of engagement through our support, development and recognition strategies

- a. Provide a flexible working environment that reflects the changing profile and needs of our staff:**
 - Recognise and reward our staff in ways which are meaningful to them
 - Develop our reputation as an “employer of choice” that supports the wellness and well being of our staff
 - Respond innovatively to the diversity of employment needs of an intergenerational workforce

- b. Ensure our staff’s skill and knowledge aligns with our evolving needs in service delivery and student need**
 - Enhance our use of technology , and structured work-based learning activities to support the continuous development of staff to deliver our core business
 - Introduce innovative and/or fast-track approaches to obtaining higher education or technical qualifications for our staff
 - Actively manage any skills gap between the current capacity of our staff and future capability requirements of our workforce

PRIORITY 3

Align the efforts of staff to University objectives and outcomes through quality leadership and management practice

a. Build leadership capability for the future

- Develop our leadership capacity to coach and engage staff in a performance culture that strives for excellence
- Implement formal succession plans for all senior leadership positions
- Implement leadership succession planning within each academic discipline

b. Employ flexible and responsive workforce management strategies

- Undertake systematic work design and job analysis to identify the changing skills required to deliver strategic objectives.
- Actively manage staff exits from work to promote the transfer of corporate knowledge
- Reshape our workforce to reflect the diversity and availability of the replacement labour force which are under-represented at CSU eg: young people; women in senior positions; Indigenous staff ; International staff; people with disabilities.

This Workforce Plan reflects the corporate themes identified in the *Institutional Development Plan* [Organisational Culture, Sustainability and Service Alignment].

It is underpinned by the [CSU Workforce Planning Framework](#) which describes the management planning and accountability framework in which workforce planning is to occur.

The framework also includes performance indicators and targets that will inform the development of the workforce profile at CSU. Ongoing achievements in relation to performance indicators and achievements against the three priorities will be reported throughout the life of this plan.

ACHIEVEMENTS

PRIORITY 1

Achievements 2007-2008

Develop a sustainable workforce through our attraction and retention strategies

- Making strategic Professorial appointments to further our research objectives
- Reviewing Academic Probation as a development and retention strategy

PRIORITY 2

Achievements 2007-2008

Create a culture of engagement through our support, development and recognition strategies

- Developing a skilled, IT enabled workforce through the OLE Platform [Interact]
- Reviewing our support for sessional staff to recognise their contribution to learning and teaching

PRIORITY 3

Achievements 2007-2008

Align the efforts of staff to University objectives and outcomes through quality leadership and management practice

- Realignment of Faculty structures to reflect our courses profile and applied research fields
- Restructure of Divisions to support the delivery of our strategic objectives.
- Work Process Improvement to align staff, process and strategy.
- Development of the CSU Discipline profile to align the skills and capabilities of academic staff with the University Strategy
- Identifying a new profile of academic work - teaching/professional which supports the delivery of the University Strategy
- Implementing the Academic Strategic Voluntary Separation Scheme to align academic staff contributions to the University Strategy
- Continuing to implement the Courses and Subject Review Project to redefine the parameters of academic work and reduce academic workloads
- Introducing Research and Teaching Fellowships to enhance practice, scholarship and capacity to deliver high quality research output in applied fields of research.
- Reviewing Laboratory functions to support learning and teaching and research outcomes
- Reviewing Faculty and School Administration services to support learning and teaching and research outcomes
- Establishment of supernumerary pools of staff to support CSU project implementation

PERFORMANCE INDICATORS

[Included in the CSU Workforce Planning Framework 2006]

1. Every Faculty, Division or Office will have a workforce plan in place which is aligned to its annual operational plan *[Instigated in 2007]*.
2. Participation rates for newly appointed staff who are required to complete the online Induction and Development Program. *[2006 results: 86%]*
3. Participation rates for all eligible staff who are required to have a Performance Management Plan in place.
4. Participation rates in professional development activity which is aligned to annual performance management planning.
5. Staff responses in staff exit data in relation to their experiences of working at Charles Sturt University.
6. Employee Engagement Index Results in the triennial staff Climate Survey
7. *Job Satisfaction [2006 results: 80%]*
8. *Organisational Commitment [2006 results: 75%]*
9. *Intention to Stay [2006 results: 67%]*
10. An increase in the proportion of CSU academic staff with a doctoral degree [Target: to be above 60% by 2011] *Objective 4 of the University Strategy 2007 -2011: Increased institutional strength and sustainability*
11. An annual increase in the number of state, national and international awards received for teaching, research or service *[Objective 4 of the University Strategy 2007 -2011: Increased institutional strength and sustainability]*
12. Indigenous Australians to represent 2.0% of all staff by 2007, progressing towards 3% by 2011 *[CSU Employment Equity Plan 2007- 2011]*
13. People whose first language was not English to represent 9% of all staff by 2011. *[CSU Employment Equity Plan 2007- 2011]*
14. People with a disability who require work related adjustments to represent 3.0% of all staff by 2011. *[CSU Employment Equity Plan 2007- 2011]*
15. The percentage of women in continuing academic appointments increases to 45% by 2011 *[CSU Employment Equity Plan 2007- 2011]*
16. By 2011 the percentage of women increases at: Academic level C - to 35% Academic levels D &E - to 25% HEW levels 10+ - to 40% Senior staff - to 30% *[CSU Employment Equity Plan 2007- 2011]*
17. By 2011 there is an increase in the proportion of academic women holding PhDs. *[CSU Employment Equity Plan 2007- 2011]*