

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.

		2019		2020		2021	
		FTE	% of all FTE	FTE	% of all FTE	FTE	% of all FTE
Academic	Continuing and fixed-term sta ng						
	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%
Academic		556	6.8%	475	5.8%	475	6.0%
Professional		598	7.4%	477	5.9%	477	6.1%
CASUAL FTE							

<sup>1</sup> The sta ng 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 sta ng 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 sta

### 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 sta 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' sta 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 b

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 adaptation 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 Kestelle 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

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

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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.