Preamble

The University of Western Sydney recognises the crucial role of staff in bringing knowledge to life in Greater Western Sydney. Our People 2015 provides a strategic framework for attracting, developing and retaining a high quality diverse workforce representative of the Greater Western Sydney community and the student population it serves.

The staffing strategy aims to improve and strengthen the University’s organisational capability and the competencies of its people by applying policies and practices developed after extensive consultation and benchmarking. By promoting the establishment of a suitably qualified, diverse, talented and committed workforce, Our People 2015 will be instrumental in helping the University meet its performance targets.

Each of the nine strategic initiatives is supported by improvement actions which seek to foster the University’s reputation as an employer of choice and embed a culture of civility, service, quality and performance.

Under the new framework the staffing profile will align with the core activities of the University’s Colleges and Divisions and their workforce needs. Maintaining workforce continuity will be a key aim, along with the application of systems that recognise and reward the high performance of staff across the University.
Strategic initiatives and improvement actions

Use competitive and streamlined recruitment practices to attract and retain high-quality staff from a diverse talent pool by:

1.1 Benchmarking UWS practices against recruitment and selection procedures in other sectors, particularly the higher education and public sectors

1.2 Improving advertising, recruitment and selection practices as well as application processes

1.3 Implementing position capability profiles, including equity and diversity capabilities (developed under the UWS Capability Framework)

1.4 Improving the recruitment and management of casual staff and the engagement of temporary staff to ensure employment equity for all staff

1.5 Implementing an e-recruitment system to enable on-line recruitment and processing of applications

1.6 Investigating recruitment and branding options designed to attract a diversity of staff, including early career staff who are currently underrepresented

1.7 Implementing targeted induction and development programs for new staff and their supervisors

Develop an employer brand for UWS and promote UWS as an employer of choice by:

2.1 Establishing an employer brand that has clear links with the UWS mission and values and with Greater Western Sydney

2.2 Implementing the employer brand in all relevant processes including internal and external communications
Strategic initiatives and improvement actions cont.

Adopt employment strategies that help to embed Indigenous knowledge through UWS and its community by:

3.1 Implementing an Indigenous employment strategy to attract, retain and develop Indigenous staff at UWS

3.2 Aligning the Indigenous employment strategy with UWS strategies on recruitment and career development to increase Indigenous staff numbers overall, and the number teaching in Indigenous and mainstream programs

Map and align the university’s staff profile with its academic programs and core activities to project future gaps in skills and expertise by:

4.1 Consulting with stakeholders on workforce planning needs and alignment strategies

4.2 Implementing an appropriate workforce planning system and/or tools for mapping current and future workforce profiles

4.3 Implementing and integrating the UWS Capability Framework and data to support workforce mapping as it relates to required skills and knowledge

4.4 Researching and developing pathways that focus on early career staff

4.5 Analysing and comparing relevant UWS and sector workforce data to establish benchmarks and to undertake staffing risk analysis for Schools, Colleges, Research Centres, Divisions and academic programs
Strategic initiatives and improvement actions cont.

Introduce flexible employment options that make UWS an Employer of Choice by:

5.1 Researching, benchmarking, costing and developing flexible employment initiatives for attracting and retaining staff, including options for staff with family/carer or other responsibilities, staff with disabilities, early career staff, staff nearing retirement and those who have retired

5.2 Implementing new flexible employment initiatives including the flexi year scheme, working off campus policy, job share and job exchanges schemes

Develop a high-performance culture that recognises, encourages and rewards talented staff and high performers by:

6.1 Promoting career progression for general staff

6.2 Identifying career pathways and developing programs for talented staff and high performers, including internal and external mentoring/coaching and staff exchange programs

6.3 Improving exit interview/survey processes to inform retention strategies

6.4 Improving the UWS performance management system and related processes, including implementing systems software for recording, monitoring and reporting performance reviews

6.5 Ensuring the consistent application of performance reviews across the University and integrating the UWS Capability Framework and Personal Capability Profiles into the annual review process

6.6 Planning and managing succession to identify key positions and the key people to match them
Strategic initiatives and improvement actions cont.

Reward and recognise high-performing staff by:

- **7.1** Researching and benchmarking reward and recognition programs to inform and improve current practice
- **7.2** Reviewing the current Vice-chancellor Excellence Awards and staff recognition program
- **7.3** Costing all reward and recognition program recommendations

Improve the academic promotion process by:

- **8.1** Benchmarking across the sector, reviewing existing processes and recommending improvements for academic promotion at UWS
Strategic initiatives and improvement actions cont.

Promote an organisational and leadership culture at UWS by:

9.1 Implementing a leadership development framework that is underpinned by a commitment to equity and diversity and that develops and supports leaders, including senior managers, heads of schools and emerging leaders.

9.2 Developing the UWS Capability Framework and identifying core capabilities including equity and diversity capabilities required for UWS positions and staff.

9.3 Using appropriate surveys, such as climate and culture surveys, and reporting tools so that managers can shape and influence organisational culture.