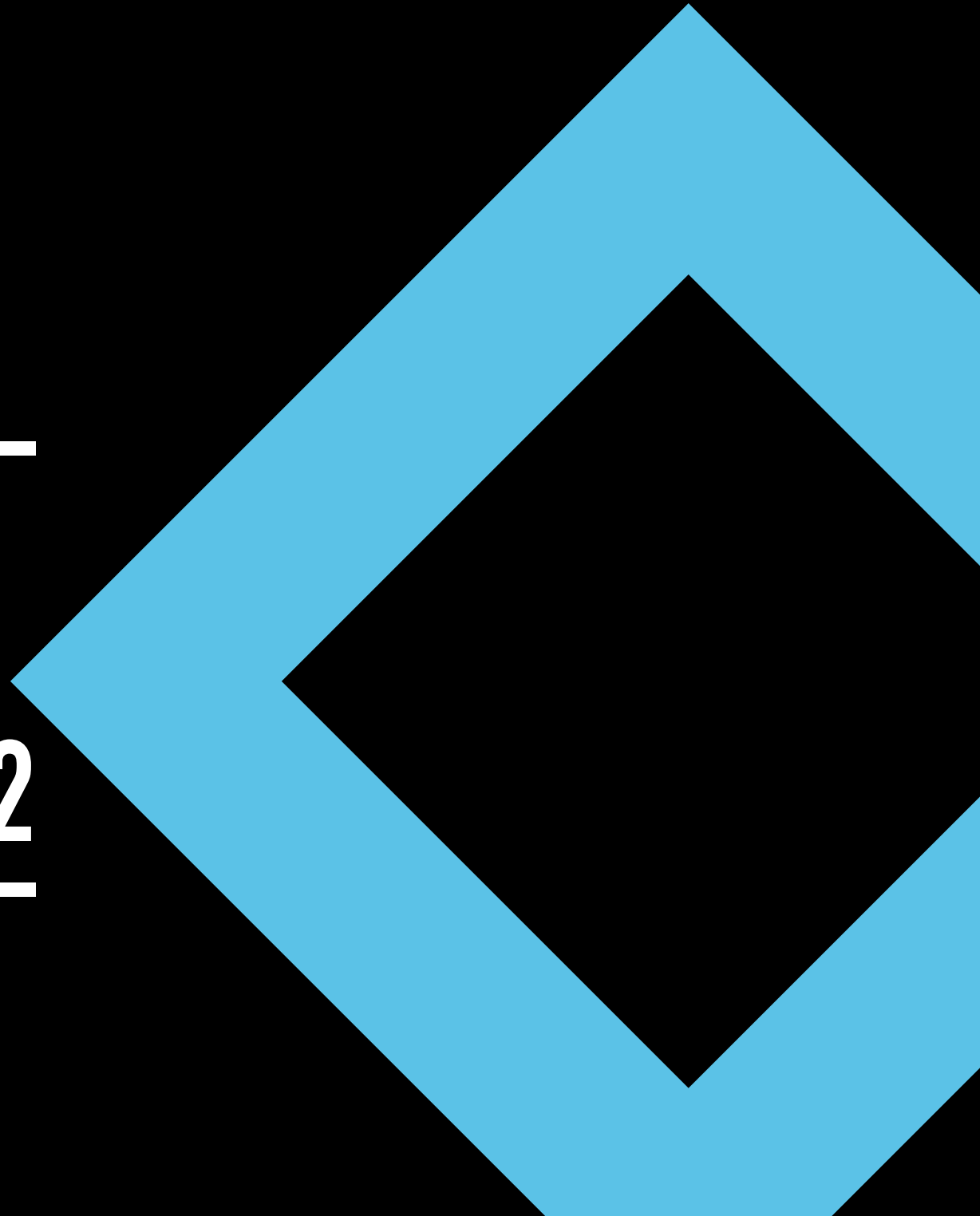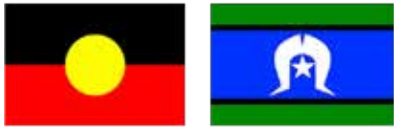![VICTORIA UNIVERSITY — MELBOURNE AUSTRALIA]

PEOPLE & CULTURE

WORKFORCE OPERATIONAL PLAN 2021–2022

THE NEW WAY TO DO UNI

ACKNOWLEDGEMENT OF COUNTRY

Victoria University acknowledges, recognises and respects the Ancestors, Elders and families of the Bunurong/Boonwurrung, Wadawurrung and Wurundjeri/Woiwurrung of the Kulin who are the traditional owners of University land in Victoria, and the Gadigal and Guring-gai of the Eora Nation who are the traditional owners of University land in Sydney.

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CONTENTS

OVERVIEW

The Workforce Operational Plan 2021–2022 has been developed in consultation with leaders from across Victoria University (VU), and underpins the University's new 'Strategic Plan 2022–2028', bringing to life the strategic drivers as they relate to 'People', with a particular emphasis on 'Protecting Country' and 'A Thriving Place to Study and Work'.

This plan is the University's commitment to enhancing the culture and capability of our workforce so that our people can continually learn, grow and thrive.

The plan will be owned and delivered by our passionate and dedicated employees, and will remain in place until it is superseded by a new People Plan in mid-2022.

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It contains three key pillars:

CULTURE

An inclusive culture – develop and implement strategies and actions to celebrate inclusion, increase diversity and promote collaborative engagement across the University.

A safety and wellbeing culture – strive towards a workplace wellbeing focused culture which promotes proactive care, timely support and learning tools/opportunities that create a sustained safety and wellbeing mind-set.

CAPABILITY

Building capability – create a continuous employee learning ecosystem by enabling blended delivery options and greater access to development opportunities and resources (both internally and externally) to enable professional and personal growth.

Right infrastructure – embed a continuous improvement mindset through the implementation of technology based solutions that create efficiencies in process and ways of working that enables change, agility and flexibility.

NEW PEOPLE PLAN

Co-create and implement a new VU People Plan that demonstrates the University's commitment to our students, employees, and communities.

AN INCLUSIVE CULTURE

Victoria University has an unwavering commitment to progressive inclusivity and honours its deep diversity as a foundation for collaboration and social progress.

As part of our responsibilities and desire to continue to improve inclusion and belonging for all employees, students and community partners, our key objective is to develop and implement a holistic inclusion and diversity framework and action plans to promote and amplify gender diversity and equity, cultural inclusion, LGBTIQ, disability awareness and prevention of gender based violence, that respects and recognises indigenous engagement and participation.

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AN INCLUSIVE CULTURE

Objective

Develop and implement strategies and actions to celebrate inclusion, increase diversity and promote collaborative engagement across the University.

Key Drivers

- ◆ Protecting Country
- ◆ Thriving Place to Study & Work

How will we do this?	
Development of a holistic image and framework that brings together all inclusion and diversity pillars.	◆ Clear articulation of the key pillars that sit within the framework and linkage between one another, showcasing real stories to raise awareness. ◆ Review places of religious worship.
Creation of a Gender Equality Action Plan as required under the Victoria Gender Equality Act and Employer of Choice for Gender Equality citation application.	◆ GEAP developed by 31st Oct 2021 (submit by 1 Dec). ◆ Identify and address systemic issues and gaps in gender representation at senior levels and ensure equality in the pay and remuneration profile. ◆ Prevention of gender based violence community program extended.
Bathelmun Yalingwa actions related to the workforce.	◆ Maintain current Indigenous community engagement and growing Indigenous led community research projects. ◆ Provide targeted information on Country and Traditional Owners. ◆ Embed indigenous culture in infrastructure as part of the campus master plan. ◆ Support Indigenous-specific wellbeing activities to be conducted as self-determined by Moondani Balluk (e.g. ceremony on campus as required). ◆ Enable time release to all employees to enrol in AEK1105 or AEK1204 to embed Aboriginal history and understanding in employees to grow systemic change and value-add to VU Strategic Plan goals.

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A WELLBEING AND SAFETY CULTURE

We recognise the challenging and complex nature of a rapidly changing environment where COVID has fundamentally shifted the way we work.

As we continue our COVID recovery plan, we are committed to the continued support and flexibility that promote a safe working environment.

We also acknowledge our commitment to improving the health and wellbeing of our local and global communities, and the planet that we share.

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A WELLBEING AND SAFETY CULTURE

Objective

Promote a safety and wellbeing culture which provides for proactive care, timely support and learning tools/opportunities that provide a sustained safety and wellbeing mind-set.

Key Drivers

- Thriving Place to Study & Work

How will we do this?	
Prioritise employee wellbeing and safety.	◆ Safety and wellbeing strategies developed and implemented including training programs. ◆ Effective resolution of workplace issues including Identification of hot spots and plans to address them. ◆ Review Discrimination, Harassment and Bullying Officer program. ◆ Transition to ISO 45001 (Safety Management System) standard for OH&S.
COVID Recovery Plan.	◆ Provide support and management of return to campus and flexible work arrangements resulting from COVID-19 and explore future ways of working (Workstyle and Workplace). ◆ Creation of COVID Recovery People Plan.

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BUILDING CAPABILITY

Victoria University empowers its people to design their future. We will provide employees with a continuous learning environment to promote and showcase their unique strengths and enhance their skills and capabilities to deliver world class learning opportunities for our students and exceptional service to our internal and external communities.

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BUILDING CAPABILITY

Objective

Create a continuous employee learning ecosystem by enabling blended delivery options and greater access to development opportunities and resources (both internally and externally) to enable professional and personal growth.

Key Drivers

- ◆ Protecting Country
- ◆ Thriving Place to Study & Work

| How will we do this?	
Design a fit for purpose learning architecture and curriculum for employee and leaders.	◆ Learning architecture developed. ◆ Design a learning and development platform that enables self-directed learning and professional capability enhancement. ◆ All capability frameworks implemented and embedded into learning offering. ◆ Targeted development programs that enhance critical and essential skills for individuals and cohorts: manager essentials, business acumen, critical thinking, digital and data literacy, decision making, problems solving, change management, cross-collaboration. ◆ Design and deliver a change leadership program that enhances and matures middle managers ability to lead teams through change.
Develop a succession planning model that identifies and develops future leaders, develop bespoke initiatives that close the gap in organisational and employee capability.	◆ Successful rollout of HCM Oracle Talent Assessment module. ◆ Each senior/critical role (>HEP10 or equivalent) has a defined succession plan. ◆ Creation of bespoke talent development learning offerings.
Develop appropriate workplace and workforce measurement tools focused on organisational engagement, workplace conduct, leadership success and organisational performance.	◆ Employee Engagement platform identified, surveys conducted and action plans in place to address outcomes. ◆ Employee recognition and reward program implemented.

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RIGHT INFRASTRUCTURE

To provide a thriving place to study and work where a focus on the user-experience is front of mind.

We also acknowledge that whilst technology is a great enabler for continuous improvement we also commit to providing a work environment and culture that supports and cultivates a continuous improvement mindset.

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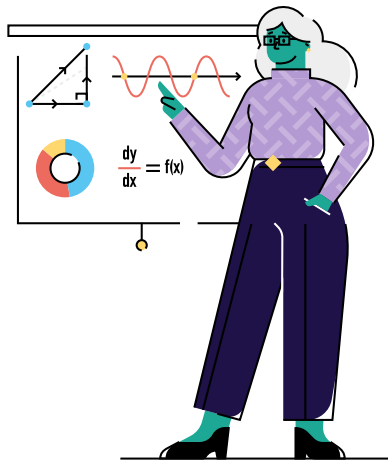
RIGHT INFRASTRUCTURE

Objective

Embed a continuous improvement mindset through the implementation of technology based solutions that create efficiencies in process and ways of working that enables change, agility and flexibility.

Key Drivers

◆ Thriving Place to Study & Work

How will we do this?	
Implement new enabling technologies.	◆ Human Capital Management system (HCM) Implemented. ◆ HE SMS Implemented. ◆ Enhance the user experience and self-service capability with systems and technology. ◆ Enhance the data and insights capability through technology adoption that provides for real-time decision making.
Coaching support for managers to effectively navigate and adopt technology improvements (i.e. HCM, SMS) to deliver efficiency and improved ways of working across the university.	◆ Establish a network of change champions and change coaches to support enterprise initiatives. ◆ Change management training and ongoing support established for all users.
Deliver a comprehensive review of university activities that can be rationalised, consolidated or divested.	◆ Continually review and refine the ways of working. ◆ Strategic Workforce Planning that ensures we are utilising our resources efficiently and effectively to deliver the University's strategic objectives.

NEW PEOPLE PLAN

Objective

Co-create and implement a new VU People Plan that demonstrates the University's commitment to our students, employees, and communities.

Key Drivers

- Protecting Country
- Thriving Place to Study & Work

How will we do this?

To support the Universities vision to be the premier dual sector research university in the world by 2028, it will be our people (our greatest resource) who get us there.

Our new People Plan will be an important roadmap in creating positive change and celebrating our students, employees, and community partnerships to lead us into the future.

Key actions for the development of the next people plan will include:

- Identification of key stakeholders
- Consultation and engagement
- Draft People Plan for feedback
- Final People Plan for endorsement
- Implementation Plan for mid 2022
- Launch.

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PEOPLE SCORECARD

PILLAR	OBJECTIVE	MEASURE	TARGET
Culture	An Inclusive Culture	Compliance with Victorian Gender Equality Act	Mar (2022)
		Gender balance (WGEA Benchmark) ◆ Key Management Personnel ◆ Senior Leaders (Other Executive & Senior Managers) ◆ ANZCO categories ◆ Clerical & Administration ◆ Community and Personal Services	>40% (Dec 2022) 50% (Dec 2022) 35% men by Mar (2023) 35% men by Mar (2023)
		Gender pay parity (WGEA Benchmark) ◆ Senior Leaders (SSC) ◆ HEP9/3	Dec (2022)
		Indigenous metrics ◆ Employment ◆ Research ◆ Teaching	1% (Dec 2022) TBC TBC
	Wellbeing & Safety Culture	Compliance with ISO 45001 Health & Safety Standard	Dec (2022)
		Employee metrics (AHEIA Benchmark) ◆ Workplace Health and Safety Claim Rate ◆ Unscheduled Absence	0.61 (2021) 5.94 (2021)
		Staff engagement (Wellbeing, Safety, Flexibility)	Baseline by Jun (2022)
Capability	Building Capability	Annual Training Compliance rate	>85%
		Succession Plans in place for all senior roles (EXEC/SSC)	Dec (2022)
		Staff engagement (Overall Engagement, Leadership, Performance, Development)	Baseline by Jun (2022)
	Right Infrastructure	HCM benefits realised	By end of Dec (2022)
		SMS benefits realised	By end of Dec (2023)
		Staff engagement (Technology, Change)	Baseline by Jun (2022)
New People Plan	People Plan	Developed and ready for implementation	June (2022)

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