

Goal: to attract, retain, develop and reward excellent staff.

Recruit staff who will contribute to achieving the University's strategic priorities and goals with energy, enthusiasm and excellence

Quality institution

Throughout 2006 the University continued to position itself as a quality institution that offers staff opportunities to engage closely with students through learning and teaching, while conducting research in a supportive environment.

Strong partnerships with external organisations, the development of research facilities on campus, and the introduction of a range of new programs provided impetus for the University to advertise an unprecedented number of academic and administrative positions.

Employer of Choice for Women

For the second year running, the University of the Sunshine Coast was named an 'Employer of Choice for Women' by the Federal Government Equal Opportunity for Women in the Workplace Agency. The University was one of just 16 Queensland-based organisations named on the list, and one of only 116 Australia-wide.

The citation recognises the University as a workplace that supports female staff by providing a positive and flexible environment.

Organisations awarded the citation have demonstrated that they have policies and practices that support women across the organisation and that these policies and practices have had positive outcomes for both women and the organisation. The award, which is valid for 12 months, helps attract high-quality staff to the University.



- Two University staff were recognised for their outstanding contributions to student learning as recipients of prestigious citations awarded annually by the Carrick Institute for Learning and Teaching in Higher Education.
- Creative Writing senior lecturer Gary Crew was cited for leadership in establishing and developing a professionally productive creative writing program in a new regional university, while Marketing lecturer Maria Raciti was recognised for creating a successful learning environment for business students of all abilities.
- The Carrick Institute is a federally funded body charged with the mission of promoting and advancing learning and teaching in Australian higher education. Each year the Institute presents up to 210 awards nation-wide.
- Dr Crew and Dr Raciti also received the 2006 Vice-Chancellor's Medals for Outstanding University Researcher and Teacher, respectively.

Workplace Health and Safety

The University implements a range of Workplace Health and Safety (WHS) initiatives.

In 2006, these included a new instructional information DVD addressing the topics of safe and effective fire extinguisher operation and office ergonomics. The DVD is available for viewing by all staff, and can be accessed via the WHS Resource page of the Staff Intranet.

Participation in Safe Work Australia (SWA) Week included distribution of SWA promotional items alerting staff to the Australian Government campaign. The University's Capital Programs and Operations section also distributed regular Health and Safety Tips via email. Positive feedback indicated many staff found this initiative beneficial.

An external WHS consultant is retained to conduct fortnightly inspections of the campus, and in 2006 a new consultant was appointed following the resignation of the previous consultant after 10 years of service to USC.

Average time lost rate

The average number of working days lost per employee who lodged a worker's compensation claim due to incidents recorded from 1 April to 31 March each year:

	2004 (01/04/04–31/03/05)	2005 (01/04/05–31/03/06)	2006 (01/04/06–31/03/07)
Average time lost (days)	7.94	0	7.14

Internal communications

A series of staff focus groups conducted in 2006 revealed some staff dissatisfaction with internal communications and information management. Consequently, the University developed an Internal Communication Strategy to enhance internal communication of University information, priorities and achievements. Development of the strategy highlighted the need to create online staff and student portals. A project team was formed to define specific purposes for the portals, and to ensure the finished products would meet the needs of staff and students. The University plans to have the portals in place by February 2007.

Industry recognition

- Public Health lecturer Lily O'Hara was appointed a Life Member of the Australian Health Promotion Association. Life membership is the highest award offered by the industry and Ms O'Hara was only the fourth person to receive the accolade for outstanding and distinguished service to the Association and to health promotion in Australia. Ms O'Hara was also appointed to the Health Promotion Journal of Australia Editorial Advisory Board. This peer-reviewed journal is the only one focused on health promotion research and practice in Australia, and has a small and select Advisory Board, making this appointment a great honour.
- Centre for Healthy Activities, Sport and Exercise (CHASE) Director Brendan Burkett traveled to the 2006 IPC World Swimming Championships in South Africa in December as Sports Science Coordinator for Swimming Australia. This trip followed Dr Burkett's work in the same role at the 2002 World Championships in Argentina, the 2004 Olympic Games in Athens, the 2006 European Games in Germany and the 2006 Pan American Games in America.
- The Brisbane Advertising and Design (BAD) Club, a professional association of about 700 members, named Art and Design lecturer Debra Livingston as its BAD Person of the Year. Ms Livingston was the first academic in the Club's 36-year history to receive the Person of the Year award.

- Adjunct Professor Peter Bycroft led a consortium awarded a \$600,000 contract by the Commonwealth Department of Health and Ageing to revise Australia's 'Living is for Everyone' framework, as a definitive blueprint for suicide prevention (page 32).

Increase the professoriate to enhance academic leadership

New appointments

Appointments and promotion have increased substantially the proportion of teaching and research staff at associate professorial (Level D) and professorial levels (Level E) (page 51). In addition, the University created new positions for heads of schools, teaching and learning coordinators, research and research management coordinators and regional engagement coordinators within the faculties, to guide staff in these areas. The University also appointed Professor and Associate Professor positions in expanding areas such as coastal studies, education, health sciences and nursing.

Nursing Director appointment

Sunshine Coast Health Service District Director of Nursing Services Graham Wilkinson was appointed an Adjunct Professor when he attended a Nursing Showcase event at the University.

Mr Wilkinson, who is in charge of 1,700 nurses in the district, said he aimed to increase resource-sharing between the industry and USC while encouraging discussions about joint opportunities and future curriculum.

"I'll be actively engaged in the advisory committee and expanding links formally between the Sunshine Coast Health Services District and Nursing Services and the facilities of the Faculty of Science, Health and Education, particularly in the area of nursing," he said.



• Marine Science senior lecturer Dr Thomas Schlacher was part of an international team of marine biologists reporting to the United Nations General Assembly in New York. The UN-commissioned team assessed how vulnerable deep-sea ecosystems were to human activities, particularly trawling (page 32).

Provide staff training and development, including leadership development, that enhances high performance

Staff development program

The University again invested significantly in its staff development program by providing a monthly staff development calendar and monitoring participation in internal staff development activities. These included a Staff Development/Induction Day for sessional staff; Foundations of University Teaching workshops; postgraduate supervision; recruitment, selection and appointment sessions; Performance Planning and Review (PPR) for All and PPR for Supervisors courses; and various information technology training courses.

Teaching and Research Services provided professional development activities for teaching and research staff. These included:

- academic staff induction
- Foundations of University Teaching (in collaboration with Education staff)
- New to University Teaching learning circle
- Annual Research Conference
- Vice-Chancellor's Learning and Teaching Colloquium (page 24)
- Sessional Staff Development Day (in collaboration with Human Resources)
- higher degree by research student and supervisor training with Associate Professor Jim Sillitoe, from the Victoria University Office of Postgraduate Research, and Principal Research Fellow at the University of Ballarat
- Getting the Most out of SFT (Student Feedback on Teaching) workshop
- Providing Positive Feedback to Students workshop
- Assessing Student Learning workshop
- Webinar, and Queensland University of Technology forum on e-learning, with Professor Diana Laurillard, from the London Knowledge Lab, London University
- ARC preparation
- ARC expert feedback from Professor Bob Breakspere, Emeritus Professor, University of Technology, Sydney
- funding teaching and research staff attendance at First Year in Higher Education conference

- Learning Spaces forum and discussion meetings (page 26)
- information sessions on Carrick Grants, Carrick Awards, Carrick Fellowships, HERDSA Fellowships, University Grants, Student Feedback on Courses (SFC), and Foundations of University Teaching

Leadership development program

In 2006 the University piloted a range of activities as part of a comprehensive and integrated leadership development program to be implemented from 2007. The program will address topics such as academic leadership, change management, and strategic and operational people and resource management. The aim is to enhance capacity to develop and maintain a robust and positive organisational environment that is conducive to high levels of engagement and standards of achievement. Targeted participation in appropriate external activities will also continue.

Continue to develop the University's performance management and related schemes with a view to rewarding high performing staff and teams

Performance management

The University reviewed all performance management processes and developed a fair, transparent and efficient performance management scheme. The performance management scheme is grouped under the Certified Agreement and includes policies, procedures and guidelines for probation, staff development, performance planning and review, rewarding performance, unsatisfactory performance, misconduct and serious misconduct, and managing ill health.

The University also revised or developed policies and systems for rewarding high-performing staff. These related to staff development, the Professional Development Program, Study Assistance and Performance Planning and Review (PPR).

Performance Planning and Review (PPR)

The University's PPR process continues to help in developing a high staff performance profile. The University provides a comprehensive training program for PPR and monitors implementation. Feedback on PPR implementation indicates that the process has resulted in more consistent participation in performance discussions and greater clarity about roles, strategic priorities and achievements; more effective targeting of staff development and use of resources; and improved career development and planning. Staff development activities also align more closely with the University's strategic directions and operational priorities.

Rewarding staff

Staff continued to be successful in applying for promotion and taking up opportunities for professional development. Of particular note in 2006 was the introduction of Outstanding Achievement Awards for Administrative, Professional and Technical (APT) staff. These recognise outstanding staff contributions, complementing existing awards for students and teaching and research staff. An award for Teaching and Research Services was also added.

The University celebrated the achievements of its staff with a Power of Ten at Twilight event in February (page 2). This event encouraged staff to reflect on their contributions to the University's development during its first 10 years, and provided an enjoyable social experience.

Key performance indicators

■ Success in recruiting to key positions

The University successfully recruited to the following key positions in 2006:

- Dean, Faculty of Business
- Heads of School, Faculty of Arts and Social Sciences
- Heads of School, Faculty of Science, Health and Education
- Research Director, Faculty of Arts and Social Sciences
- Learning and Teaching Coordinators—all faculties
- Research Coordinators—all faculties
- Professor of Nursing
- Associate Professor of Coastal Studies and Coordinator, Environmental Education Programs
- Associate Professor of Education
- Associate Professor of Health Sciences and Coordinator, Health Sciences Area
- Associate Professor of Nursing
- Director, Information Services
- Manager, Finance
- Manager, Financial Operations
- Manager, Office of Research
- Manager, Office of Teaching and Learning
- Manager, Risk and Procurement
- Manager, Technical Services, Faculty of Science, Health and Education

Rapid growth has meant a focus on recruitment activities and the University's recruitment rate remains higher than the national average for the higher education sector, reflective of the number of new positions created in response to the growth of the University.

DEST staff full-time equivalent data on academic staff levels 2004–2006 (Senior Lecturer, Lecturer, Associate Lecturer)

Level	2004	change	2005	change	2006	change
Senior Lecturer	29	26%	32	10%	39	22%
Lecturer	45	-10%	48	7%	48	0%
Associate Lecturer	15	50%	11	-27%	14	27%

■ High staff performance profile

The quality of staff performance was recognised by external organisations throughout the year with key appointments, memberships and awards. For example, two University of the Sunshine Coast staff won national awards for excellence in teaching from the Carrick Institute for Learning and Teaching in Higher Education. The Institute awards up to 210 prizes nation-wide each year (page 48).

■ High qualifications profile

DEST 2004 and 2005 Staff Publications show USC has the highest proportion of academic staff with doctoral or masters qualifications of any university in Queensland, and the fifth highest in Australia. USC has maintained a 62 percent DEST full-time equivalent PhD rating in 2005 and 2006 and 88 percent for postgraduate qualifications in 2006.

■ Increased proportion of staff at professorial level

DEST staff full-time equivalent data on academic staff levels 2004–2006 (Associate Professor and Professor)

Level	2004	change	2005	change	2006	change
Associate Professor and Professor	12	-8%	14	17%	22	57%

■ Increased uptake of staff development initiatives

Human Resources continued to coordinate and develop a comprehensive range of staff development activities (page 50). In 2006, increases were evident in the number and range of staff development initiatives and in the number of participants. Throughout the year, 567 staff attended training and development opportunities organised through the University, a substantial increase from 2005.