Review of operations
Staff

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

Develop and implement a workforce plan informed by the University's strategic vision and integrated with University-wide plans

A more comprehensive approach to workforce planning (including comprehensive guidelines, staffing datasets and templates) was developed as part of the University's revised planning and budget framework. Each organisational area has established a three-year Workforce Plan.

Regularly monitor data on staff recruitment, development and retention and, where appropriate, review and improve processes

The Staff Plan was revised to align with the revised Strategic Plan and includes recruitment strategies designed to deliver the desired workforce profile.

Human Resources continued to monitor data on staff recruitment, development and retention, for benchmarking within the sector and against Australian industry averages. Human Resources also conducted an internal review of recruitment, selection and appointment processes to improve quality and efficiency.

Increase the professoriate to enhance academic leadership

Professional appointments in 2008 included the new Dean of the Faculty of Business and the nation's first Professor of Public Health Nutrition. USC now has 16 professors and 28 adjunct professors.

The proportion of teaching and research staff at Associate Professorial (Level D) and Professorial levels (Level E) continued to increase (by 37 percent in 2008).

DEEWR staff FTE data on academic staff levels 2007-2008

Level	2007	percent change	2008	percent change
Above senior lecturer (D & E)	27	23 percent	37	37 percent
Senior lecturer (C)	43	10 percent	46	7 percent
Lecturer (B)	56	17 percent	63	13 percent
Associate lecturer (A)	17	21 percent	27	71 percent
Total staff	143	14 percent	173	20 percent

Develop and implement an annual organisational climate survey by 2008 to obtain staff feedback and measure staff satisfaction levels

The University engaged the Voice Project Group from Macquarie University to conduct an employee opinion survey in August. The Voice Project has been utilised by a number of other Australian universities, which will allow opportunities for benchmarking.

The USC survey achieved a 53 percent response rate and results will be used to advance the University's understanding of how staff perceive their roles, working environment, and the way their University is managed.

Identify training and development needs, including performance management and leadership development, and provide appropriate programs

Human Resources facilitated regular (Middle) Management Forums and Heads of School Forums during 2008. These forums aim to create a communication network, promote discussion of leadership and management issues, and identify further development needs for managers and academic staff.

USC continued to invest significantly in the staff development program. Activities included development and delivery of a bi-monthly staff development calendar and promoting and monitoring participation in internal staff development activities.

The Learning and Teaching Management Committee undertook an extensive consultation process to inform professional development planning for 2009. This has resulted in the identification of curriculum design and program leadership as priority areas for academic staff development.

Develop and implement procedures for ensuring alignment of staff performance planning, management and review with strategic and operational goals

The planning process at USC involves four interlinked levels:

- the University of the Sunshine Coast Strategic Plan 2005-2010;
- functional plans;
- operational plans; and
- individual staff Performance, Planning and Review (PPR) plans.

Through this interlinked planning process, staff performance goals are set through the PPR process and are directly related to a work areas organisational plan, which in turn aligns with the University's Strategic Plan.

Additionally, PPR training workshops are delivered regularly and where a strategic, functional or operational change or need is identified, training is modified to ensure alignment.

Develop and implement a range of reward systems for staff to advance strategic goals

Teaching Research and Development Grants were awarded to staff in 2008 for two projects:

- *An evaluation of peer feedback on student oral presentations to investigate the concern of peer acceptance as a contributor to poor oral presentation outcomes*, led by Dr Amalia Matheson.
- *Teaching social theory in Australian universities in the twenty-first century: Issues, challenges and opportunities to investigate and improve the theoretically informed understanding and knowledge of successful teaching approaches to social theory in undergraduate courses*, led by Dr Phillip Ablett.

The University maintained competitive conditions of employment and rewarded exceptional performance (identified via the PPR process) through accelerated incremental salary progression, Promotion and Professional Development Programs.

USC honours its own ...Outstanding University Teacher Dr Ann Parkinson (left) and Outstanding University Researcher Associate Professor Julie Matthews won the 2008 Vice-Chancellor's Medals. Dr Parkinson lectures in physiology and anatomy. Dr Matthews' research interests include refugee and minority education, visual research and education, and sustainable education.

A fourth successive Employer of Choice for Women award recognised USC's own high performance as an employer.

USC staff include ...

- An invited delegate to the Federal Government's 2020 Summit, developing long-term options for the nation's future.
- One of only two Australian academics invited to speak in Guangzhou, China at the 10-day International Convention of Science Education and Medicine in Sport.
- A member of the national board of the 7,000-member Australian Association for Exercise and Sports Science.
- Winner of a national media award given by the Professional Teachers Council NSW, for a nationally-published article entitled *Teaching the teachers*.
- President of the board of Relationships Australia (Qld), which serves more than 25,000 clients annually.
- The Sports Science Coordinator for the Australian swimming team at the Beijing Paralympics.

Review of operations
Staff

Key performance indicators

Staff profile: proportion of women in senior positions

Overall, the University remained above sector averages for relevant senior female staff levels this year. Points of note include the following:

- Women held 41 percent of senior positions—well above the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA) overall Australian industry average of 28.1 percent.

(Note: At USC, the category of senior staff includes executives, senior staff, and Administrative, Professional and Technical Level 10 and teaching/research Level C and above.)

- USC was one of only 10 bodies in Queensland (and 99 nationally) named by EOWA this year as an Employer of Choice for Women. This was the University's fourth successive award.
- The University marked International Women's Day with lunchtime celebrations for staff and students. Highlights included presentations by three high-achieving staff, live entertainment featuring a female tribal dance group and a singer/guitarist, and a free sausage sizzle.

Employment Category	2006		2007		2008	
	% Female Staff	Sector Average	% Female Staff	Sector Average	% Female Staff	Sector Average*
Executive & Senior Staff	44%	32%	40%	34%	44%	Not available
Target achieved?		✓		✓		n/a
APT Level 10	33%	43%	50%	46%	69%	Not available
Target achieved?		✗		✓		n/a[1]
T&R Level E	20%	18%	20%	20%	30%	Not available
Target achieved?		✓		✓		n/a[1]
T&R Level D	43%	27%	47%	28%	45%	Not available
Target achieved?		✓		✓		n/a[1]
T&R Level C	63%	36%	31%	38%	32%	Not available
Target achieved?		✓		✗		n/a[1]
Total Staff (Senior positions)	33%	n/a	36%	n/a	41%	n/a

*Sector average derived from Universities' HR Benchmarking Program © (*2008 data not released until mid 2009).*

High qualification profile

The following table summarises the number and proportion of teaching and research staff and full-time equivalent staff with postgraduate qualifications. It also shows the University's national ranking for each category.

	2005		2006		2007		2008*	
	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD
USC FTE	37	92	77	107	89	123	103	143
USC Staff %	62%	88%	63%	88%	62%	85%	60%	83%
National Average	54%	75%	55%	75%	55%	79%	Not available	
National Rank	9th (equal)	3rd	10th (equal)	3rd (equal)	11th (equal)	5th (equal)	Not available	
Target achieved?	✓	✓	✓	✓	✓	✓	Not available	
#1 Rank	ANU	Avondale	ADFA & ANU	ADFA & Avondale	ANU	Avondale	Not available	
#2 Rank	UQ	Newcastle	UQ	UTS	UQ	Wollongong	Not available	

*Derived from published DEEWR Staff Tables at 31 March each year (*2008 national data released late 2009).*

Below is a snapshot of USC's teaching and research staff qualification profile (since 31 March 2008). Other points of note (based on available published data for 2005-2007) are as follows.

- USC is in the top quintile of Australian Higher Education Providers for teaching and research staff holding masters or higher-level degrees, and expects to maintain this measure.
- USC remains in the top third of Australian Higher Education Providers for full-time equivalent teaching and research staff holding PhD degrees, and expects to maintain this measure.

2008 Qualification Snapshot

Qualifications	31/03/2008		14/09/2008		03/11/2008	
	PhD	Masters or HD	PhD	Masters or HD	PhD	Masters or HD
USC FTE	103	143	103	136	103	139
USC Staff %	60%	83%	64%	84%	62%	84%

The year 2009

- PPR and induction will be delivered on-line.
- Results will be available from the USC employee opinion survey conducted in 2008 by the Voice Project Group (Macquarie University).
- The University will maintain its commitment to maintaining (1) high proportions of women in senior positions and (2) well-qualified academic staff.
- Comprehensive training programs and PPR processes will continue to support high-level job performance.
- Staff engagement and success with the Australian Learning and Teaching Council to continue to grow through the Promoting Excellence Project.