The Human Resources (HR) division is central to driving UQ’s values and culture. By attracting high-quality staff and supporting them in diverse, inclusive, welcoming, safe and productive workplaces, we create teams that are creative and impactful, with a foundation of integrity and respect, in the pursuit of knowledge leadership for a better world. HR delivers key services in talent acquisition and onboarding, role clarity, staff engagement, learning, recognition, support for personal growth, and career development.

**Organisational Culture and Capability**

This specialist centre offers services and expertise in the areas of talent, learning, development, and diversity and inclusion, which includes the delivery of diversity and inclusion programs and pathways, staff development program coordination and delivery, academic development and progression, talent and career development, leadership capacity building, organisational culture assessment and consultation, change management, and coordination of multiple strategic committees.

**Rewards and Workplace Relations**

This function 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.

**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 MCSM Support. The function focuses on attracting, 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.

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 by Human Resources.

The table above shows University staff numbers as at 31 March 2021.

**University staff**

**Recruitment and selection**

From 1 January to 31 December 2021, UQ externally advertised close to 2,000 jobs and placed 650+ academic and 1700+ professional staff positions, along with an additional 1500 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.

**Academic promotions**

During the year, 179 academic staff members were promoted, comprising 36 promotions to Level B, 69 to Level C, 54 to Level D and 20 to Level E.

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 by Human Resources.

**Staff support**

UQ’s Workplace Psychologist continued to provide general assistance, referrals and case management support to staff members, or at risk of having mental health issues; and the Employee Assistance Program (provided by Best You by Benestar) offered counselling as required. Use of the service increased between 2020 and 2021.

**UQ Mental Health Strategy**

The delivery and implementation of the UQ Mental Health Strategy (2008–2020) action plan for staff continued until July 2021, to consolidate the range of services introduced from 2008 – such as awareness events, staff development sessions, and a range of online support material.

**Summary of Human resources**

The Human Resources (HR) division is central to driving UQ’s values and culture. By attracting high-quality staff and supporting them in diverse, inclusive, welcoming, safe and productive workplaces, we create teams that are creative and impactful, with a foundation of integrity and respect, in the pursuit of knowledge leadership for a better world. HR delivers key services in talent acquisition and onboarding, role clarity, staff engagement, learning, recognition, support for personal growth, and career development.

**University staff by function as at 31 March 2021**

<table>
<thead>
<tr>
<th>Function</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>1,399</td>
<td>1,224</td>
</tr>
<tr>
<td>Teaching</td>
<td>1,332</td>
<td>1,227</td>
</tr>
<tr>
<td>Professional</td>
<td>3,928</td>
<td>4,264</td>
</tr>
<tr>
<td>CONTINUING AND FIXED-TERM FTE</td>
<td>4,053</td>
<td>4,286</td>
</tr>
<tr>
<td>AS A % OF TOTAL FTE</td>
<td>51.5%</td>
<td>56.4%</td>
</tr>
<tr>
<td>CONTINUING AND FIXED-TERM FTE</td>
<td>5,237</td>
<td>5,728</td>
</tr>
<tr>
<td>AS A % OF TOTAL FTE</td>
<td>57.9%</td>
<td>61.6%</td>
</tr>
<tr>
<td>CONTINUING AND FIXED-TERM FTE</td>
<td>1,633</td>
<td>1,770</td>
</tr>
<tr>
<td>AS A % OF TOTAL FTE</td>
<td>19.9%</td>
<td>20.4%</td>
</tr>
<tr>
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<td>1,633</td>
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</tr>
</tbody>
</table>

**HR overview**

New operating model
In 2021, HR underwent a transformation of its target operating model in preparation for the implementation of a Human Capital Management Solution (HCMS), Workday. This created better alignment with the intended strategic, direction and service offerings of the HR function. New focus areas included rewards and recognition, culture and capability, a centralised HR advisory support function, AskHR, and a specialist centre focused on HR’s ongoing transformation and internal capability development.

HR Client Partnering
The HR Client Partnering team provides practical support in the areas of talent, learning, diversity and inclusion, which includes the delivery of diversity and inclusion programs and pathways, staff development program coordination and delivery, academic development and progression, talent and career development, leadership capacity building, organisational culture assessment and consultation, change management, and coordination of multiple strategic committees.

Rewards and Workplace Relations
This function is responsible for managing 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 academic, academic title holders and unpaid resources who provide assistance for learning activities.

**University staff**

**Recruitment and selection**

From 1 January to 31 December 2021, UQ externally advertised close to 2,000 jobs and placed 650+ academic and 1700+ professional staff positions, along with an additional 1500 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 9,754 FTE, with a retention rate of 96.48 per cent and a separation rate of 3.52 per cent for ‘continuing’ staff 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 by Human Resources.

The table above shows University staff numbers as at 31 March 2021.

**Academic promotions**

During the year, 179 academic staff members were promoted, comprising 36 promotions to Level B, 69 to Level C, 54 to Level D and 20 to Level E.

**Staff support**

UQ’s Workplace Psychologist continued to provide general assistance, referrals and case management support to staff members, or at risk of having mental health issues; and the Employee Assistance Program (provided by Best You by Benestar) offered counselling as required. Use of the service increased between 2020 and 2021.

**UQ Mental Health Strategy**

The delivery and implementation of the UQ Mental Health Strategy (2008–2020) action plan for staff continued until July 2021, to consolidate the range of services introduced from 2008 – such as awareness events, staff development sessions, and a range of online support material.
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, 63,446 learning instances took place. The content delivered included 7,891 face-to-face 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.

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 broaden the way 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 2,946 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.

2021 UQ Awards for Excellence winners

Innovation

Associates Professor Tim Kartale

Learning through COVID-19 engagement and impact team

Service

MSS PA2 team

UQ International Development team

Community, Diversity and Inclusion

Dr Terrance Fitzsimmons

Professor Mary Fletcher

Loudhears (UQ Ventures) team

Mental and Physical Health, Safety and Wellness

Dr Chris Liburne

BEL Wellbeing Academic Group team

Leadership

Professor Linda Hsieh-Lin Lua

PRIME Team

Reconciliation

Mia Strassle-Barker

UQ Life team

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, 111 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.

AskHR

As hir was established in 2020 specifically in response to the COVID-19 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 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.

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 drive 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 2,900quiries 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 been processed
- the first and subsequent pay cycles have been successfully completed.

Rewards function

2021 saw the commencement of a rewards function to assume responsibility for compensation and benefit structuring. Its aim is to promote equity, while creating an aspirational platform to ensure that the University, through its compensation processes, is able to attract and retain highly skilled talent.

Commitment to diversity, inclusion, culture and capability

In 2021, the Organisational Culture and Capability team:

- released new Annual Performance and Development process, policy and training packages
- delivered a UQ-wide Pulse survey to map workplace culture
- successfully transitioned UQ’s staff learning and development framework and programs into Workday
- saw the achievement of UQ’s silver accreditation through the Australian Workforce Equality Index awards; the World Access to Higher Education Day – Champions of Change Award to the Disability Inclusion Group; and an excellence award in the Australian Human Resources Awards being won by the Workplace Diversity and Inclusion team
- noted that 10 per cent of UQ staff are now registered as LGBTQIA+ Allies; a 18 per cent reduction of the overall gender pay gap occurred at the University; UQ’s new Cultural Inclusion Council was highlighted in the Leadership Council on Cultural Diversity’s Workplace Cultural Diversity Tool; and UQ’s leadership was referenced in the Australian Human Rights Commission 2021 Disability Action Plan Guide
- delivered the first annual Gender Benchmarking report under the auspices of SAGE ATHRA (SAN); in partnership with SBS, launched UQ’s Workplace Cultural Diversity program
- celebrated UQ’s silver inclusion status in Workforce Equality Index awards; the Workplace Equality Index awards; the Workplace Equality Index awards
- established the Age Friendly Council
- celebrated UQ’s silver inclusion status in Workforce Equality Index awards; the Workplace Equality Index awards

UQ is a member of the Athena SWAN program, an international accreditation initiative and program of benchmarks, self-assessment tools and resources for advancing gender equality and inclusive workplace culture for women in higher education and research. UQ has been a member of Athena SWAN since 2014 and has been accredited at Silver level in 2018.

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.

Worklife balance

UQ aims to promote a positive balance between healthy work and a healthy life through the provision of a variety of health and wellbeing opportunities and programs. In 2021, health and wellbeing initiatives delivered via the UQ Wellness program, a key component of the Health, Safety and Wellness Division, included:

- the staff influenza vaccination program, which provided 1,003 vaccinations to staff (continued, fixed-term, casual) and HDR students across multiple campuses
- supporting the provision of on-site walk-in COVID-19 vaccination clinics for UQ community and family members
- several physical activity challenges, including:
  - Push-up for mental health challenge, where 34 UQ teams completed a total of 37,535 push-ups across 25 days
  - Australian University Health Challenge – a 6-week community health challenge where UQ competed against 16 other Australian and New Zealand universities; UQ participants completed a total of 167,208,240 steps during the 6-week period
  - 1,387 free health check appointments being offered to staff across multiple campuses, with clinics conducted for skin checks and heart health, as well as women’s health assessments
  - a broad range of health and wellbeing programs – including nutrition support, mindfulness activities, mental health week and R U OK day initiatives, Men’s Health week virtual series, and Women’s Health Week activities. More than 1,300 staff and students participated in these programs during 2021
  - recruiting more than 40 staff volunteer ‘Wellness Ambassadors’ to support health and wellbeing in local areas
  - providing workplace and team-based support through wellbeing sessions on topics such as sleep and stress, as well as personal and workplace wellbeing
  - facilitating programs and resources to increase awareness of work-related factors that may compromise the health and wellbeing of staff, including the implementation of the UQ People@Work program
  - promoting access to multiple gyms and pool facilities across Queensland through the UQ Fitness Passport program.