We fuel success through a positive and supportive culture that attracts and retains high-quality staff in diverse, inclusive, welcoming, safe and progressive workplaces. We design engaging learning experiences and recognise high performance and innovation; and we endorse sound business decisions and streamlined processes that incorporate change management knowledge and capability across the business.

**UNIVERSITY STAFF**

Recruitment and selection
UQ externally advertised 1046 professional and 486 academic staff positions in 2018. The primary medium for recruitment was the UQ jobs e-recruitment website, with several other external recruitment websites also used extensively, particularly SEEK, Unijob, and Global Academy Jobs. From 31 March 2017 to 31 March 2018, the University’s continuing and fixed-term workforce remained steady at 6613 FTE, with a retention rate of 94.97 per cent and a separation rate of 5.03 per cent for ‘continuing’ staff members.

All new recruits were invited to attend a formal induction program in addition to the job orientation. The Aboriginal and Torres Strait Islander Employment Strategy continued to be widely promoted by Human Resources. In 2018, eight trainees were recruited into the Indigenous Traineeship Program. Of these, six were retained post-traineeship.

The table below shows University staff numbers as at 31 March 2018. Remuneration and benefits
In the 2017/18 financial year, more than 18,000 ATO PAYE payment summaries were issued, with overall payroll, superannuation, payroll tax and ATO outgoings of just under $1 billion.

A team of independent specialists was commissioned to undertake a review of payroll arrangements across the University. This included an assessment of payroll processes, risks, controls, structure, and legislative requirements, including a detailed analysis of how the suite of pay codes is applied. Payroll, Human Resources staff

and client groups across the University participated in the review, sharing their knowledge and experience. The review also included a broader assessment of the payroll function’s organisational design, based on advanced design principles and contemporary practices in other major organisations. One of the outcomes included changes to the team structure with a more centralised delivery model. As a result, the People Services Unit was formed, bringing together Payroll, Superannuation, Employee Benefits and all HR Transactional staff into one physical area as the Employee Services team.

Academic promotions
During the year, 32 academic staff members were promoted, comprising 38 promotions to Level B, 48 to Level C, 42 to Level D and 24 to Level E.

Staff support
Our workplace psychologist continued to provide general assistance, referrals and case management support to staff members who have, or are at risk of having, mental health issues. Where possible, assistance was also provided in managing the rehabilitation and return to work of staff with non-mental health injury or Illness (not covered by a work injury management claim). The number of staff assisted in various ways was around 100. The University’s case-managed—ensuring rehabilitation and return-to-work activities, short-term assistance in responding to working and personal issues, and in crisis management.

The Employee Assistance Program counselling services (provided by Best You by Benestar) continued to be well accessed. The main presenting issues were mental health and partner relationships, and were mainly for personal rather than work-related reasons.

The University’s accredited Mental Health First Aid program continued in 2018, with courses being run at St Lucia and Gatton. To date, 226 University staff have participated in the two-day training, with most becoming accredited to recognise and support mental health issues in their immediate workplaces. A mental health awareness campaign was again held in October during national Mental Health Week, with sessions well attended by both staff and students. R U OK? Day events were organised in local areas by local HR and OHS staff.

Organisational and leadership development
In line with UQ’s Strategic Plan 2018-2021, a strong focus was placed on enhancing leadership and career development, including the Early-Career Academic Development program and workshops for program alumni. The Career Progression for Women and Career Advancement for Senior Academic Women programs continued to support our academic women to gain promotion. Of the past participants in the Career Progression for Women program, nine applied for promotion to level D in 2018 with 100 per cent success rate, and from the Career Advancement for Senior Academic Women program, eight participants were successful and two were unsuccessful in achieving promotion to level E in 2018.

The suite of leadership development programs continued to be well attended, with more than 100 participants ranging from HEW3 to heads of schools—including 19 senior leaders—in the Leading UQ program.

Overall, the staff development program provided 970 courses to BSEU University staff and affiliates in 2018. Programs were driven by strategic priorities, with new courses focused on supporting both staff and students with mental health concerns and on further supporting the development of the First Responders Network.

Support was also provided to teams across the University to facilitate strategic planning, promote team culture development, and work through organisational change.

**UQ Awards for Excellence**

For four consecutive years, the University has instituted an annual UQ Awards for Excellence program, with nominations steadily increasing each year. In 2018, 250 staff members were nominated as part of 89 individual and team nominations. Across the five categories, 82 staff members received an award or commendation (six team and six individual winners, four team and seven 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.

**Workplace relations**

The Workplace Relations team continued to provide significant advice, representation and advocacy during 2018 on a range of matters predominantly relating to organisational change and restructuring, business transfers, performance and conduct. In addition, the Workplace Relations team undertook general workplace relations advice, internal consultancy services on employment issues, and advocacy before external tribunals and courts.

The University’s workplace psychologist continued to undertake early intervention, support and return to work services for staff suffering mental health issues.

The Workplace Relations team and workplace psychologist coordinated or presented targeted training in areas such as workplace relations and Mental Health First Aid. Training for senior staff and executives of issues associated with dealing with difficult workplace behaviour was also facilitated twice in 2018.

**Workplace diversity and inclusion**

In 2018, the Workplace Diversity and Inclusion (WDI) team delivered a range of initiatives in support of the University’s stated diversity and inclusion goals, including a new Disability Action Plan, the Aboriginal and Torres Strait Islander Employment Strategy, Ally Action Plan, and overarching inclusion framework. New programs initiated in 2018 included the Vision Australia Trainee program, Vice-Chancellor’s Cultural Development program, and Ally Action Plan. The Workplace Diversity and Inclusion program continued to support the Promoting Women’s Fellowship Scheme, Indigenous Programs, and the Workplace Gender Equality Act 2012.

The Workplace Relations team continued to undertake early intervention, support and return to work services for staff suffering mental health issues.

**HUMAN RESOURCES**

Our workplace psychologist continued to undertake early intervention, support and return to work services for staff suffering mental health issues.

The Workplace Relations team and workplace psychologist coordinated or presented targeted training in areas such as workplace relations and Mental Health First Aid. Training for senior staff and executives of issues associated with dealing with difficult workplace behaviour was also facilitated twice in 2018.
The Systems Training Hub was upgraded to move the training and support from a superseded ‘Drupal’ module to the new information hierarchy module ‘Compendium’, making it consistent with the Current Staff website and enhancing its functionality to help staff achieve more.

Work/life balance

Smoke-free UQ

Smoke-free UQ was successfully implemented on 1 July 2018. Support to quit options were offered to all staff, students and contractors, and by year’s end, 44 staff, 35 students and 36 contractors had taken advantage of the quit smoking options, which were being offered until late June 2018.

Modifiable risk factors clinic

Modifiable risk factors clinics were offered across several UQ sites, including St Lucia, Herston, Gatton, Long Pocket and St Kilda. In 2018, 422 staff members received a body health check, which included an assessment of blood pressure, cholesterol, body mass index, waist circumference and lifestyle factors (smoking, nutrition, physical activity, alcohol and sedentary behaviour). Following assessment at the clinic, more than 20 individuals were referred to their local health professional. A comprehensive skin check was received by 159 staff members, with several individuals being referred for further assessment.

Flu program

Staff Influenza Vaccination Program

The program attempted by approximately 12 per cent in 2018, with 5037 staff members receiving a flu vaccination (compared to 4438 in 2017).

UQ Wellness and UQ Healthy Living collaborative pilots

UQ Wellness and UQ Healthy Living joined together to facilitate a holistic health and wellness pilot program for those aged 55 and over. The program offered a comprehensive interprofessional health and wellness assessment (60 minutes, provided by supervised staff from a range of disciplines) and a review appointment, which included an individualised client health action plan (30 minutes).

Fitness passport

The UQ Fitness Passport Program increased by 15.5 per cent from December 2017 through to the end of December 2018, with 1244 membership cards currently issued.

UQ community 10,000 steps challenge

Approximately 1000 staff and students participated in a six-week 10,000 Steps Team Challenge, with the vast majority of teams noting an increase in activity during the challenge period.

Seminars

UQ Wellness also actively supported a R U OK? Day, World Mental Health Day, Mental Health Awareness We Ops and Work Month, through the provision of provider-delivered seminars, which were attended by approximately 600 staff members.

In addition, throughout 2018, UQ Wellness continued to encourage participation in walking groups and mind-body health programs such as meditation, pilates and yoga. Mind-body health programs had consistent participation of approximately 100 people across the classes.

GLOSSARY

HP

Human Resources

Humanitas

ITC

Institute of Technology-Queensland

KRI

Korea Research Institute

LLM

Master of Laws

MSc

Master of Science

MBA

Master of Business Administration

PhD

Doctor of Philosophy

* Inclusions and exclusions are listed online at the Hancock Prospecting Group website.