5.1 Proactively build the capacity and capability of our workforce to achieve our strategic goals.

Enhancing UQ policies and procedures

With the aim of better governance and improved discipline on strategic and operational matters, by year end the majority of UQ governance policies and a significant number of operational and research policies had been reviewed and updated to enable clarity of objectives, roles, responsibilities and accountability. This review extended to teaching and learning policies as part of the Program Architecture 2 Project.

Conflict of Interest

All UQ are committed to upholding the highest ethical standards in relation to integrity, transparency and accountability. In accordance with these values, in 2019 the University built and successfully piloted the highest ethical standards in relation to Conflict of Interest.

Architecture 2 Project.

At UQ, we are committed to upholding learning policies as part of the Program roles, responsibilities and accountabilities. Research policies had been reviewed and achieved our strategic goals.

5.2 Enhance IT governance to ensure that UQ's information technology aligns with the University's strategy and priorities, appropriately considers risk and provides maximum value.

IT governance

During the year, Information Technology (IT) governance at UQ was enhanced through: the development of key Enterprise Architecture Services and the IT Change Management Framework; both will support IT investment initiatives in delivering identified benefits: the identification of key IT investment portfolios supported by a strategic vision that aligns to UQ priorities, and an investment roadmap that will deliver on the IT Strategy; the publication of new IT Policies and Procedures, including the identification of UQ's Information Stewards and Custodians; the new policies and procedures will reduce UQ's risk position and ensure UQ is able to leverage its information assets for value creation; further development of IT project management practices with the inclusion of new tools and templates; UQ created and host project manager forums providing valuable learnings for all attendees, as well as having more than 60 project managers attend the new formal IT project manager induction training that will help ensure best practice is being applied to all IT projects at the University.

5.3 Simplify, streamline, standardise and automate administrative process and work flows across the University.

Accounts payable and accounts receivable automation (APARA)

The key objective of the APARA project was to centralise, standardise, streamline and automate Accounts Payable and Accounts Receivable processes at UQ. In 2019, an optical character recognition (OCR) system was implemented, which enabled automatic invoice payments and an opportunity to future streamline and improve business processes. Work is now focused on streamlining and resolving operational issues in order to leverage the benefits of this new technology platform.

Contract and grants financial management

Following recommendations made to improve the more than 35 processes involved in contract research and grants financial management, a new streamlined process went live on 1 July 2019. The new process complements the new Research budget management system, MyBalance, implemented in late 2018. Work is also well underway to review the policies, procedures and related processes for consultancies and secondary employment.

HR transformation

Human Resources is currently redesigning how it supports UQ with the aim of making it easier to find HR information online, and to find the right person to talk to at the right time. In addition, staff prepared for the 2020 implementation of a world-class HR system, Human Capital Management Solution (HCM), that will support all aspects of the employee life cycle. HCM will replace manual or paper-based processes with simplified and automated workflows for quicker and more consistent service delivery. Other benefits expected include: simplified business processing and authorisations; reduced manual processes with minimal duplication; an easily accessible, improved user interface; and a comprehensive, single and accurate view of employees.

5.4 Review our delivery model for student services and administration to maximise effectiveness and efficiency and enhance the student experience.

Location analytics

Following the guidelines set by the Space Optimisation Working Group, a set of tools and dashboards was created to better manage the use of the University's physical spaces. To date, the dashboards, mainly focused on teaching spaces, have been well received and continue to improve accuracy and extend into other space types such as laboratory use. This led to the new Space Management Policy that was drafted during the year and which is currently in consultation phase. Its aim is to develop and implement best practice office space policy.

UQ Spaces

UQ Spaces, an online app designed to help students find study spaces near them or their class, began development phase mid-year. Students were asked to try the prototype and give feedback on its look, feel and usability.

Student administration

The UniTask student administration project continued to make progress, enhancing business processes for students. To December 2019, the project team had delivered 147 process forms (five phases and three processes with multiple versions) and 14 significant system enhancements, including Extension of Assessment Due Date, Extend Submissions and New Confirmation of Enrolment, Removal of Financial Liability, Student Fee Refund, and Change of Personal Details. More than 62,000 student submissions have been received.

Key performance indicators

Agile operations

Improved internal collaboration

Proportion of staff who agree there is good communication across all sections of UQ

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per cent</td>
<td>32.0</td>
<td>31.0</td>
<td>32.0</td>
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</tbody>
</table>

Proportion of staff who agree there is cooperation between different sections of UQ

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2015</th>
<th>2016</th>
</tr>
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<tbody>
<tr>
<td>Per cent</td>
<td>38.0</td>
<td>37.0</td>
<td>40.0</td>
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</tbody>
</table>

3. Source: The UQ survey
4. Average VHE results for all Australian and New Zealand Universities 30 per cent.
5. Average VHE results for all Australian and New Zealand Universities 38 per cent.