Faculty of Education
WORKFORCE RENEWAL PROGRAM

Diana Chegwidden and Marie Emmitt

What this information session covers:

• Welcome and Introduction
• Strategic Plan 2009-2011 – the agenda for a sustainable future
• Why is there a Workforce Renewal Program at the University?
• What is the Workforce Renewal Program for the Faculty of Education?
• What do we hope to achieve from the Workforce Renewal Program for the Faculty of Education and for the University?
• Summary and Questions
Faculty of Education - Workforce Renewal Program

Who is here today:

- Diana Chegwidden, Director, Human Resources
- Marie Emmitt, Dean, Faculty of Education
- David Keegan, Coordinator, Remuneration and Benefits
- Michael Hanckel, HR Projects Coordinator (Office of the Director, Human Resources)
- Eric Thomson/Les Blackbell, UniSuper

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Strategic Plan 2009-2011—The agenda for a sustainable future

Vice-Chancellor’s introduction

- Embedding our essential character as Australia’s leading Catholic University;
- Dramatic increase in research quality and productivity;
- Comprehensive planning and high performance culture;
- Improved levels of student satisfaction and life;
- Establishment of new faculties and major degree programmes;
- Establish a sustainable staff profile and ensure staff are productive, valued and satisfied.
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Strategic Plan 2009-2011—the agenda for a sustainable future

**Vision**
The Australian Catholic University is Australia’s outstanding Catholic university and a leading Catholic university in the world. Teaching and researching within the great Catholic intellectual tradition, it is national in its reach, public in its relevance and committed to the common good.

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Strategic Plan 2009-2011—the agenda for a sustainable future

**Faculty of Education Vision**
A Faculty of Education that is recognised for its outstanding graduates and staff who have developed a personal vision for leading and transforming their communities through research and teaching within clearly articulated ethical, spiritual and moral frameworks.
Student Experience

Australian Catholic University provides its students with a high quality learning experience. (Goal No.1)

University Performance Indicators
✓ Student Demand (up 1.1)
✓ Student satisfaction (upi 1.2)
✓ Graduate outcomes (upi 1.3)

Key Result Areas
✦ Range of course offerings (kra 1.1)
✦ Teaching quality (kra 1.2)
✦ Student life and support (kra 1.3)
✦ Graduate employability (kra 1.4)
### Major elements of the University's Strategic Plan

#### Research and Knowledge Transfer

**Australian Catholic University has a specialised, growing and well-regarded research environment.** (Goal No.2)

**University Performance Indicators**

- Research income (upi 2.1)
- Scholarly research output and impact (upi 2.2)
- Research graduates (upi 2.3)

**Key Result Areas**

- Research focus (kra 2.1)
- Research culture and infrastructure (kra 2.2)
- Research productivity (kra 2.3)
- Research training (kra 2.4)
- Intellectual engagement (kra 2.5)

#### Catholic Identity and Mission

**Australian Catholic University sustains a strong and visible commitment to the Catholic intellectual tradition.** (Goal No.3)

**University Performance Indicators**

- Church value (upi 3.1)
- Community satisfaction (upi 3.2)
- Societal impact (upi 3.3)

**Key Result Areas**

- Leading Catholic Institution (kra 3.1)
- Catholic university experience (kra 3.2)
- Catholic intellectual character (kra 3.3)
- Social justice and community engagement (kra 3.4)
Major elements of the University’s Strategic Plan

Service Delivery and Enablers

Australian Catholic University is a well-managed organisation. (Goal No.4)

University Performance Indicators

✓ Staff capacity (upi 4.1)
✓ Financial and infrastructure sustainability (upi 4.2)
✓ Service orientation and quality (upi 4.3)

Key Result Areas

✓ Strategic approach (kra 4.1)
✓ Staff profile, productivity and satisfaction (kra 4.2)
✓ Financial sustainability (kra 4.3)
✓ Infrastructure (kra 4.4)
✓ Service delivery (kra 4.5)
✓ External relations (kra 4.6)
✓ Internationalisation (kra 4.7)

Goal 1: STUDENT EXPERIENCE : The Faculty provides its students with a high quality learning experience

1.1 Portfolio of course offerings

• Increase the number and quality of student applications for admission for undergraduate and postgraduate courses by 25% (2011)

1.2 Access and equity

• The needs of students from identified equity groups addressed in Faculty programs
• Appropriate professional development provided

1.3 Teaching quality

• Increase student satisfaction – improved CEQ data
• Improved arrangements for collection and use of student evaluation data
• Enhanced assessment practices
• Increased evidence of scholarship of teaching
Goal 1: STUDENT EXPERIENCE : The Faculty provides its students with a high quality learning experience

1.4 Student life and support
- First year experience program established for all undergraduate courses
- Staff teaching in first year participate in relevant workshops
- Enhance the experience for international students
- Implement more flexible approaches to teaching and assessment
- Develop alternative approaches to preservice teacher education courses
- Increase use of online technologies and resources in teaching

1.5 Graduate employability
- Organise employment expos/forums and provide employment support to graduating students
- Increased collaboration with employer groups in course and unit development and teaching
- Integrate assessment of graduate attributes and generic skills with beginning teacher standards
Goal 2: RESEARCH & KNOWLEDGE TRANSFER: The Faculty will have a specialised, growing and well-regarded research environment

2.1 Research Focus

• Increased numbers of staff are engaged in designated research areas

2.2 Research Culture & Infrastructure

• Increase research collaboration internally and externally
• Promotion of research activities internally and externally
• Increased support for Early Career Researchers

2.3 Research Productivity

• Increase number of research active staff each year by 30%
• Increase in number & dollar value of research grants/income by 30% by end of 2011
• Increase in number and impact of scholarly research outputs:
  ❖ increase in publication rate for staff in 2009 and each subsequent year
  ❖ increase in number of authors each year
Goal 2: RESEARCH & KNOWLEDGE TRANSFER: The Faculty will have a specialised, growing and well-regarded research environment

2.4 Research training
- Increase in the number of higher degree research graduates
- Increase in number of timely completions (15% increase)
- Establish and promote research pathways for undergraduate and graduate entry courses

2.5 Intellectual engagement
- Increase research engagement and collaboration with external communities
- Increase promotion of Faculty research internally and externally
- Increase the recognition and reputation of the Journal of Catholic School Studies and Journal of Religious Education

Goal 3: CATHOLIC IDENTITY & MISSION: The Faculty sustains a strong and visible commitment to the Catholic intellectual tradition

Catholic identity and mission is mapped to courses and units
- Contribute to the development of core Mission units
- Make Catholicity more explicit in courses and units
- Invite staff from CEOs to contribute to course and unit development and teaching
- Increase and strengthen the number of partnerships with CEOs
Goal 4: SERVICE DELIVERY & ENABLERS: The Faculty is a well-managed organisation

4.1 Strategic approach

- Complete and implement research, learning and teaching, and organisation operational plans
- Access University’s resources and support services effectively to support School and Faculty plans
- Review Professional Experience and community engagement practices across the Faculty
- Develop, monitor and review the Faculty strategic marketing and communications plan

4.2 Staff profile, productivity and satisfaction

- Develop and implement a workforce planning and renewal program
- Improve support for sessional staff
- Improve efficiency in administrative processes
- Improve response rates to requests for information

4.3 Financial sustainability

- Increase non-DEEWR income:
  - 30% postgraduate students by 2011
  - 15% international students by 2011
Goal 4: SERVICE DELIVERY & ENABLERS: The Faculty is a well-managed organisation

4.4 Infrastructure
• Identify aspects and prioritise ITC program delivery needs

4.5 Service delivery
• Enhance efficient and effective working relationships with other University organisational units

4.6 Relations with external stakeholders
• Expand and enhance external relations

4.7 Internationalisation
• Increase the number of students participating in overseas study programs
• Develop closer links with international universities
STUDENT EXPERIENCE

- follow a student-learning-centred approach to teaching
- use online technology to enhance teaching and learning
- have authentic assessment aligned with unit learning outcomes
- support alternative school-based programs
- contribute to cross-campus collaboration
- contribute to assessment moderation
- evaluate and research own teaching
- inform students of the response to unit evaluations

RESEARCH

Staff who are:

- active researchers in priority areas
- publishing in high quality journals etc
- active in applying for and winning external competitive grants
- collaborative researchers
- competent supervisors of HDR students
Staff who are:

- willing and capable coordinators /leaders
- respond in a timely manner
- participate in School, Faculty and University events
- promote the University and profession

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Why is there a Workforce Renewal Program at the University?

Drivers

- ACU Strategic Plan 2009 – 2011 – 4.2.6 The University has in place arrangements to achieve its required workforce profile;
- AUQA Recommendation 1 – [urgent] AUQA recommends that, while noting ACU National’s current and planned activities to address workforce planning issues, mechanisms be strengthened to resolve workforce issues proactively;
- 2008 Institutional Assessment Framework discussion between ACU and Government – identified the need to address the University's ageing workforce proactively.
**Faculty of Education - Workforce Renewal Program**

**Why is there a Workforce Renewal Program at the University?**

**Data Set - Non-Casual Academic FTE Staff by Faculty and by the University**

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Arts &amp; Sciences</th>
<th>Education</th>
<th>Health Sciences</th>
<th>All Non-Casual Academic Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>&lt;25</td>
<td>0.0</td>
<td>0.0%</td>
<td>0.0</td>
<td>0.0%</td>
</tr>
<tr>
<td>25 to 29</td>
<td>7.8</td>
<td>4.5%</td>
<td>9.0</td>
<td>4.8%</td>
</tr>
<tr>
<td>30 to 34</td>
<td>2.0</td>
<td>1.2%</td>
<td>2.5</td>
<td>1.1%</td>
</tr>
<tr>
<td>35 to 39</td>
<td>5.6</td>
<td>3.2%</td>
<td>7.0</td>
<td>3.7%</td>
</tr>
<tr>
<td>40 to 44</td>
<td>13.9</td>
<td>8.0%</td>
<td>16.0</td>
<td>8.5%</td>
</tr>
<tr>
<td>45 to 49</td>
<td>28.9</td>
<td>17.6%</td>
<td>30.0</td>
<td>15.9%</td>
</tr>
<tr>
<td>50 to 54</td>
<td>43.3</td>
<td>25.2%</td>
<td>46.0</td>
<td>24.3%</td>
</tr>
<tr>
<td>55 to 59</td>
<td>38.9</td>
<td>23.5%</td>
<td>42.0</td>
<td>22.2%</td>
</tr>
<tr>
<td>60 to 64</td>
<td>28.1</td>
<td>16.5%</td>
<td>30.0</td>
<td>15.9%</td>
</tr>
<tr>
<td>65+</td>
<td>5.1</td>
<td>3.0%</td>
<td>7.0</td>
<td>3.7%</td>
</tr>
<tr>
<td>Total</td>
<td>132.7</td>
<td>100.0%</td>
<td>189.0</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Faculty of Education - Workforce Renewal Program**

**Distribution of Academic Staff Headcount by Age Category**

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Faculty of Arts &amp; Sciences</th>
<th>Faculty of Education</th>
<th>Faculty of Health Sciences</th>
<th>All Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;25</td>
<td>58.4</td>
<td>21.7%</td>
<td>84.0</td>
<td>30.9%</td>
</tr>
<tr>
<td>25 to 29</td>
<td>114.9</td>
<td>40.9%</td>
<td>125.0</td>
<td>46.6%</td>
</tr>
<tr>
<td>30 to 34</td>
<td>70.3</td>
<td>25.1%</td>
<td>70.0</td>
<td>26.1%</td>
</tr>
</tbody>
</table>

Source: DEEWR FT/FFT Report ACU HRIS 20/06/2008

Age calculated at 30/06/2008
Why is there a Workforce Renewal Program at the University

• Best Practice Workforce Planning
• To identify issues, such as, gaps between demand and supply for staff (critical, emerging, and ongoing)
• Develop a range of workforce management intervention/s to address the identified issues – specific to each organisational area of the University
• To manage the University’s workforce profile in order to support the achievement of University goals and objectives, while facilitating workforce sustainability.

What is the Workforce Renewal Program for the Faculty of Education?

• Effecting ongoing cultural change within the Faculty of Education – transforming with the new agenda for change
• Ongoing implementation of effective performance
• Discussions with staff about their retirement intentions and options available to them – Pre Retirement/Fixed-Term Transition to Retirement contracts
• Declared redundant positions – specialisation/workload
• Voluntary Early Retirement Scheme (VERs) as approved by the Australian Taxation Office on 25 February 2009
• A multi faceted recruitment and induction strategy
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### Pre Retirement Contracts

- Available after a staff member turns 50 years of age up to age 59.
- Can reduce workload/fraction and salary to 0.75 of full-time equivalent for a period of 3 to 5 years.
- For an agreed retirement date between 3 and 5 years in to the future.
  - Staff and ACU contributions are maintained at the pre-existing fraction
  - Staff member and ACU must set an agreed future retirement date
  - Available as a variation to existing contract of employment
  - Academic Staff are eligible to apply for a subsequent Post-Retirement Contract.

### Fixed-Term Retirement Transition Contract

- Available after a staff member turns 59 years of age or older.
- Can reduce workload/fraction and salary to 0.65 of full-time equivalent for up to 3 years before their agreed retirement date.
- Maximum contract period is 3 years.

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### Voluntary Early Retirement Scheme - Eligibility

- Academic Staff Levels B to E in the Faculty of Education;
- Aged 55 – 65 at the time of taking Voluntary Early Retirement;
- Who have been employed on a continuing basis for at least 5 years; and,
- Who do not work on the ACT Campus.
Voluntary Early Retirement Scheme – How many staff will be approved to go and how will this be determined?

- A total of 16 staff can be approved for Voluntary Early Retirement;
- No greater than 50% of the number of employees in any School will be approved for Voluntary Early Retirement;
- If more than this number or profile apply for Voluntary Early Retirement Scheme, the recommendation will order the applications by length of service with the University;
- The recommendation of the list of employees to be offered Voluntary Early Retirement will be prepared by the Dean, Faculty of Education and Director, Human Resources and approved by the Vice-Chancellor through the Pro-Vice-Chancellor, Academic.

Voluntary Early Retirement Scheme – When does a staff member leave?

If an eligible staff member applies for Voluntary Early Retirement, their separation date will be:

- no later than age 65 or no earlier than age 55;
- an agreed upon date between the University and the staff member but no later than 30 June 2010; and,
- at the end of a teaching semester.
Voluntary Early Retirement Scheme - Timeline

5 March 2009 - Launch of Faculty of Education inclusive of Voluntary Early Retirement Scheme
16, 18, 19 March 2009 – Roadshow
6 April – 20 April 2009 – Expression of Interest period for Voluntary Early Retirement Scheme is open
27 April 2009 – Recommendation to the Vice-Chancellor
1 May 2009 – Notification to applicants who expressed an Expression of interest in Voluntary Early Retirement (offer or unsuccessful)
11 May 2009 – Acceptance of offer / Application for a review of the decision
25 May 2009 – Review outcome notification to applicants
End of teaching Sem. 1, 2009 – earliest Voluntary Early Retirement Date

Voluntary Early Retirement Scheme – Can I be re-employed by the University if I take a Voluntary Early Retirement?

If an employee is offered and accepts a Voluntary Early Retirement, the University cannot re-employ nor consider re-employment of any kind for a minimum period of 70 weeks.

The University would be in breach of the Voluntary Early Retirement Class Ruling.

The employee places at risk the payment and taxation treatment on the Voluntary Early Retirement.

An employee can be re-employed with any other employer.
What do we hope to achieve from the Workforce Renewal Program for the Faculty of Education and for the University?

- Staff movement from within the Faculty to enable change in the staff profile
- Ongoing management of turnover (retirement based)
- Balanced age profile for a sustainable future
- High performing staff
- Identification of and rewarding excellent performers
- Development of staff for leadership roles
- Integration of new staff

Roles of the parties in the Faculty of Education - Workforce Renewal Program?

Role of the Head of School
- Communicating the strategic requirements and requirements for effective performance
- Being aware of all available options – policies and procedures
- Conversations with staff members about retirement intentions and available options
- Evaluating the impact of staff turnover on the School and on the Faculty – How does this feed into Recruitment and Induction
- Integrating impact into effective workforce planning
- Embedding this process as a regular and ongoing function of the Head of School
Who has information that can assist me?

- Human Resources Website
- Head of School
- UniSuper / other relevant Superannuation Funds
- Financial Planners / Taxation Accountant
- Human Resources Consultants (local)
- Early.Retire@acu.edu.au