Change Management Proposal

Faculty of Education - Workforce Renewal Program

1. Rationale for the Workforce Renewal Strategy
2. The potential benefits for staff or possible adverse effects on staff, if any
3. Suggestions for avoiding or mitigating any potentially adverse effects on staff
4. Post implementation review

Appendix 1: Details of the Faculty of Education Voluntary Early Retirement Scheme (VERS)
1. The Rationale for the Faculty of Education Workforce Renewal Program

The ACU Strategic Plan 2009 - 2011 states in Key Result Area (KRA) 4.2 that:

"The University will establish an appropriate staff profile and ensure that staff are productive and satisfied".

Consistent with this KRA, the Workforce Renewal Program is defined as a series of workplace interventions which are designed to create an appropriate and sustainable academic staff profile, in this particular instance for the Faculty of Education.

The purpose of the Workforce Renewal Program is to facilitate the re-structure of the profile of the academic staff of the Faculty of Education and by doing so achieve significant improvements in the structure, the mix of skills and expertise of the staff and consequently the operations of the Faculty, consistent with the University’s strategic objectives.

There are a number of driving forces underpinning the Faculty of Education Workforce Renewal program:

The first arose following the intense consultation(s) which occurred throughout the second half of 2008 regarding the strategic direction of the Faculty and the University. Following consideration of the issues and the feedback received from a variety of stakeholders, a strategic decision was taken by both the University and Faculty to update the curriculum and delivery, increase research output, and, create intensive (Teaching or Research) academic roles with commensurate workloads.

The second is to pro-actively address the ageing demographic of the academic staff members of the Faculty of Education and to begin to discuss individual staff retirement intentions to enable better planning. The following table demonstrates the demographics of the Faculty of Education staff compared to the University’s other faculties.

Table 1 Data – 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></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
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<tr>
<td>&lt;25</td>
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<td>25 to 29</td>
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<td>30 to 34</td>
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<td>35 to 39</td>
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<td>40 to 44</td>
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<td>60 to 64</td>
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<tr>
<td>65+</td>
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Age Profiles for ACU Academic Staff at 31 March 2008

All figures include staff in Research-only and Teaching-and-Research academic roles. ACU figures based on staff numbers as at 31 March 2008, with age calculated at 30 June 2008. Sources: ACU figures from ACU HRIS & 2008 DEEWR Return.
The third is an external driver, namely that the Australian Universities Quality Agency (AUQA) has emphasized that workforce planning for this Faculty must be considered an urgent priority for the University\(^1\).

"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."

In order to meet these challenges, the University proposes to implement a strategic Workforce Renewal Program for the Faculty of Education. The proposed Program is comprised of the following elements:

1. The ongoing implementation of cultural change within the Faculty of Education in order to assist staff to recognise the significant issues facing the Faculty of Education in order for it to achieve a sustainable future, consistent with the University’s draft Strategic Plan 2009 - 2011. One such issue concerns the intention to transition staff into Academic Teaching Intensive and Academic Research Intensive streams within the Faculty.

2. The ongoing implementation of effective performance management in accordance with the University’s Policies and procedures. In 2009 staff will be/staff have been provided with updated KPIs which are consistent with the University’s newly identified objectives, the Faculty’s 2009 Strategic Plan and the Minimum Standards for Academic Levels (MSALs);

3. Discussions to be held with staff about their retirement intentions including offering staff the option of entering into a pre-retirement contract or transition to retirement contract. The University’s options provide for a decrease in the fraction of work (0.75 FTE: 0.65 FTE\(^2\)) and the maintenance of full superannuation contributions with an agreed upon date of separation.

4. The implementation of a Voluntary Early Retirement Scheme (VERs) as approved by the Australian Taxation Office on 25 February 2009. This will enable eligible staff to self-select and take early retirement which will then enable the re-structure of the profile of the academic staff of the Faculty.

5. There is also the potential for some positions to be declared redundant where an individual staff member’s area of academic specialisation is no longer required by the University and there are either limited or no options for redeployment.

6. The implementation of a multi faceted recruitment and induction strategy to support the re-structuring of the profile of academic staff within the Faculty of Education. In particular the University will be seeking to recruit academic staff with proven research skills and expertise in order to re-focus and re-organise the Faculty’s priorities, planning and operations.


\(^2\) Staff who move to a Pre-retirement contract reduce their fraction to 0.75 FTE and staff who move to a Fixed-term Retirement Transition Contract reduce their fraction to 0.65 FTE as per the current University Policies.
2. **The potential benefits for staff or possible adverse effects on staff, if any:**

There are several potential benefits available for some staff and there is the possibility of some adverse affects for other staff which will arise from the implementation of the different elements of the Workforce Renewal Program. The focus of the program is to restructure the staffing profile of the Faculty in a way that sustains and builds its future, and overall there should be no net loss of academic positions. Longer term the University anticipates that the Faculty will grow and that the number of staff will grow commensurately.

2.1 **The potential benefits or possible adverse effects on staff of each part of the Workforce Renewal Program are listed below:**

<table>
<thead>
<tr>
<th>Workforce Renewal Program</th>
<th>Potential Benefits for Staff</th>
<th>Potential disadvantages for staff</th>
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<tbody>
<tr>
<td>1. Implementation of cultural change within the Faculty of Education in order to assist staff to recognise the significant issues facing the Faculty of Education in order for it to achieve a sustainable future, consistent with the University’s draft Strategic Plan 2009-2011. Transition of staff into Teaching Intensive and Research Intensive roles</td>
<td>Long term job security and sustainable academic teaching and research roles with ACU</td>
<td>Some staff may feel personally challenged by being required to recognize and deal with the various significant issues affecting the faculty (see list of drivers identified in Section 1)</td>
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<tr>
<td></td>
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<td>Some staff may be resistant to cultural and staffing changes - including moving to a teaching intensive role (with a commensurate increase in teaching workload) or a research intensive role (with an appropriate increase in outcomes required to remain research intensive)</td>
</tr>
<tr>
<td>2. The ongoing implementation of effective performance management in accordance with the University’s Policies and procedures. In 2009 staff will be/staff have been provided with updated KPIs which are consistent with the University’s newly identified objectives and the Faculty’s Strategic Plan</td>
<td>Staff will have a clear understanding about their workload, KPIs and the University’s expectations. High performing staff may receive additional recognition and/or rewards as per the University’s Academic Performance Management Policy</td>
<td>Staff who are identified as underperforming may be placed on a performance review, consistent with the provisions of the Enterprise Agreement. If performance does not improve, the University reserves the right to take appropriate disciplinary action</td>
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<tr>
<td>3. Discussions to be held with staff about their retirement intentions including offering staff the University’s pre-retirement contract/fixed-term transition retirement contract</td>
<td>The options provide for a decrease in the fraction of work and the maintenance of full superannuation contributions with an agreed upon date of separation and they provide a financial benefit to the staff member</td>
<td>None anticipated³</td>
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</tbody>
</table>

³ A staff member may agree to enter into a pre-retirement contract or fixed-term retirement transition contract and this would be a voluntary act which would be executed as an agreed variation to the contract of employment.
<table>
<thead>
<tr>
<th>Workforce Renewal Program</th>
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<th>Potential disadvantages for staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. The implementation of a Voluntary Early Retirement Scheme (VERs) as approved by the Australian Taxation Office on 25 February 2009. There is the potential for some positions to be declared redundant where an individual staff member’s area of academic specialization is no longer required by the University and there are either limited or no options for a trial redeployment.</td>
<td>Eligible staff may receive up to 70 weeks salary plus an additional 4 weeks conditional on an agreed date of separation. For details see 2.2.1 below. Under the Enterprise Agreement, the University will provide up to 12 months notice during which opportunities for trial redeployment can be explored along with re-training as appropriate. The Agreement provides for compensation of up to 52 weeks severance payments taxed as a redundancy benefit.</td>
<td>None anticipated for staff who choose to take VERs. Staff members whose application to take VERS are rejected may need individual consideration. Involuntary job loss.</td>
</tr>
<tr>
<td>6. The implementation of a multi faceted recruitment and induction strategy to support the re-structuring of the profile of academic staff within the Faculty of Education. In particular the University will be seeking to recruit academic staff with proven research skills and expertise in order to re-focus and re-organise the Faculty’s priorities, planning and operations.</td>
<td>An influx of new ideas, talent and experience into the faculty will assist with the cultural changes needed towards reaching its goal of sustainability.</td>
<td>None anticipated.</td>
</tr>
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2.2 Details of the Voluntary Early Retirement Scheme (See also Appendix 1)

2.2.1 Eligibility Criteria:
Staff members who will be eligible to be considered for the voluntary early retirement scheme are academic teaching and research staff, (Levels B – E) in the Faculty of Education who have been:

- employed on a continuing basis in the Faculty of Education for at least 5 years, and
- who do not work at the ACT Campus and
- who will be able to retire between 55 and 65 years of age during the period in which this VERS will be offered, ie from 25 February 2009 until 30 June 2010.

2.2.2 Number of VERS to be Offered
The University has set a limit of 16 academic staff who will be approved to take VERS under the Workforce Renewal Program. If more than 16 staff apply, the order in which a VERS will be offered will be by

- length of service, and
- by location (4 from Queensland, 4 from NSW and 8 from Victoria),

with no greater than 50% of the number of staff in any School or national School to be approved.

For detailed information regarding the proposed VERS, please see Appendix 1 which is a draft Information Booklet about the VERS for Faculty of Education staff.

3. Suggestions for avoiding or mitigating any potentially adverse effects on staff
The University will offer its SageCo Program twice in 2009 to assist staff to understand their preparedness for a retirement decision. This program includes components relating to self assessment, financial planning and health and wellbeing. In addition, the following strategies will be implemented to avoid or mitigate any potentially adverse effects on staff arising from the implementation of the Workplace Renewal Program:

3.1 Dealing with Cultural Change: Those staff who may feel personally challenged by being required to recognize and deal with the various significant issues affecting the Faculty, and/or who may be resistant to cultural and staffing changes will be encouraged to obtain independent advice and support, including from the University’s Employee Assistance Program Provider, Access. Additional support may also be provided through intensive training and development workshops as appropriate.

The University will engage in appropriate consultation regarding the transitioning of staff into Academic Teaching Intensive and Academic Research Intensive roles within the Faculty. Such consultation will include consideration of the objective criteria which will be used to determine the appropriate academic stream for each individual staff member. The criteria will be based generally on staff workloads over the past 3 years. It is anticipated that the transitioning arrangements will be implemented over a 6 – 12 month period commencing from Semester 2, 2009.
3.2 Performance Management: Staff who are identified as underperforming and who are then required to undertake a formal performance review will be encouraged to obtain independent advice and support, including from the University's EAP Provider, Access. The University may also provide additional training and development to assist the staff member achieve targeted performance improvements.

3.3 Redeployment and Redundancy: The University will only implement involuntary redundancies as a last resort. If an academic staff member's position is declared redundant, the University will make all reasonable efforts to retrain the staff member as appropriate, and will search for suitable alternative employment, including options for trial redeployment. The Enterprise Agreement provides for compensation for redundancy, including severance payments of up to 12 months salary depending on length of service and age.

4 Post implementation review

The University will progressively review the implementation of the various elements of the Faculty of Education Workforce Renewal Program.

4.1 The outcome of staff being accepting of the cultural and other changes needed for the Faculty of Education to become sustainable will be reviewed under the auspices of the People and Culture Plan, in approximately 18 months – 3 years.

4.2 Performance Management: The KPIs will be reviewed when the Faculty Strategic Plan is updated.

4.3 Transition to Retirement: At the end of each Semester up to S 2, 2014

4.4 Voluntary Early Retirement Scheme: At the end of each Semester up to S2, 2010

4.5 Redundancies (if applicable): As required

4.6 Strategic Recruitment and Induction: At the end of each semester and reported annually as part of the Faculty of Education Workforce Plan to the University's Core Planning Group.