

22 March 2017

Human Resources

Service Description & Client Commitment



UQ Human Resources Service Description & Client Commitment

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This document is to be read in conjunction with the Human Resources

Supplementary Service Descriptions
Recruitment and On-boarding



UQ Human Resources Service Description & Client Commitment

Purpose of the Human Resources Service Description

From the beginning of January 2017, the business model for the delivery of specialist human resource (HR) activity has been changed. HR services have moved from a highly devolved service model to an integrated functional business model, with accountability for delivery resting with the functional head, the Director Human Resources.

This HR Service Description is designed to provide a meaningful level of detail in relation to the delivery model and arrangements that frame human resource activities. The HR Services Description is not intended to be an exhaustive list of activities or a process map for end-to-end services.

Central to the delivery of service is the creation of eight (8) Professional Services teams. The teams are structured and resourced to service a defined set of business units – faculties, research institutes and central portfolio areas. The Professional Services teams are responsible for local service implementation and are supported in their endeavours by a range of technical practice area knowledge experts – the HR Central Services unit. The HR Central Services unit comprises practice areas such as Workplace Relations, Payroll and Employee Benefits, Organisational and Leadership Development, Policy and Strategy and Staff Support and Rehabilitation.

The HR Service Description, within pages 7-22, outlines the separation of responsibilities between the local Professional

Services teams and the HR Central Services unit. You will note two adjacent columns (left and middle) contain detail on the separation of HR activity and responsibility between the Professional Services team and the HR Central Service unit.

A critical element of the HR Services Description is, of course, the Client. While the University's primary clients are students and research stakeholders, the Client for the purposes of the HR Service Description is any employee of the University who may require advice, support or guidance on a human resources matter. As a Client may have the responsibility of managing a team, he or she may also have a role responsibility for certain activities. The Client responsibilities are outlined in the final of the three columns, the far right column, within pages 7-22 of the document.

If you, the reader, have questions regarding your personal responsibility, please contact a member of the HR function for advice. Contact details for the senior HR team members are included in the HR Service Description, on page 4.

Further information on HR services and arrangements

Please contact one of the senior team members listed below

Bill Kernahan – Deputy Director Human Resources (Client Services)

Email: b.kernahan@uq.edu.au

Phone: 334 31072

Professional Services Team	HR Leader	Email	Telephone
Faculty of Business, Economics, Law	Declan Hughes	dhughes@bel.uq.edu.au	336 56965
Faculty of Engineering, Architecture and Information Technology	Felicity Ray	f.ray@uq.edu.au	334 64414
Faculty of Health and Behavioural Sciences	Chelse Dunne	chelse.dunne@uq.edu.au	336 54798
Faculty of Humanities and Social Sciences	Declan Hughes	dhughes@bel.uq.edu.au	336 56965
Faculty of Medicine	Julie Campbell	j.campbell@uq.edu.au	336 55030
Faculty of Science	Sherry Easson	s.easson@uq.edu.au	334 67550
UQ Research Institutes (AIBN, IMB, QAAFI, QBI, SMI)	Felicity Ray	f.ray@uq.edu.au	334 64414
Central Services	Justine Kay	j.kay@uq.edu.au	3343 1071

UQ Human Resources HR Vision, Client Commitment and Values

Our Vision:

Excellence and **integrity** in employment **advice** and **support**.

Our Client Commitment:

- **Timely, proactive** and **client-focused** advice
- Increasingly **streamlined HR processes** are consistently applied
- A focus on client service and **continuous improvement**
- **Specialist services** delivered from the Centre.

Our “One UQ HR Service Team” Values:

- One **integrated UQ HR community**
- Led by our **integrated HR Leadership Team**
- **Clarity** on roles, accountability, service levels
- Access to **professional development, coaching, career and mobility opportunities** across UQ.

UQ Professional Services Operating Model and Roles

Director, HR

- Accountable for all elements of HR planning and delivery, including policy, systems, capability, and reporting.

Deputy Director HR, Client Services

- Support HR Director in leading and embedding new HR service delivery model; ongoing focus on service improvement. Strategic guidance to HR Relationship Managers and their clients on HR service delivery

HR Relationship Managers

- Accountable for the delivery of end-to-end HR solutions, services and advice. Provides leadership and guidance to HR Professional Services team

HR Business Partners

- Operational management and delivery of HR advice and services. Key client contact for HR advice

HR Advisors

- Policy interpretation and advice; escalation of complex issues as appropriate

HR Services Officers

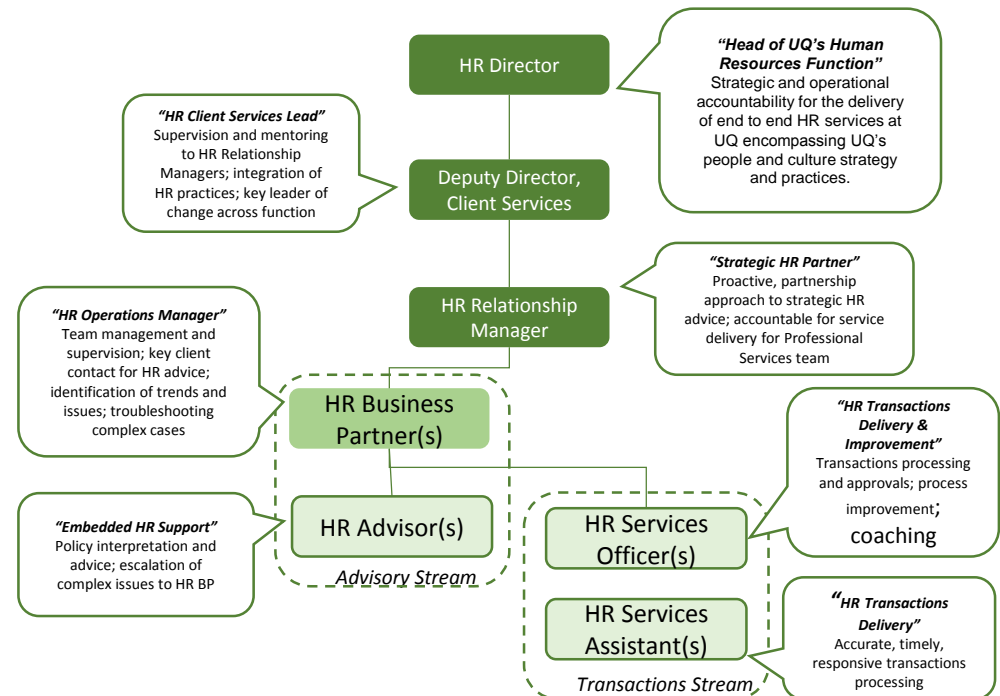
- Coordination and delivery of HR transaction processing activity. Approval of the delivery of HR transactions and troubleshooting complex transactions or issues

HR Services Assistants

- HR transaction processing and data entry

HR Specialist Central Services

- Deep technical capability and service delivery in specialist HR areas such as workplace relations, organisational development, remuneration, superannuation, change management, diversity and inclusion, and workforce data analysis
- Design practical HR policies and frameworks in collaboration with embedded HR advisory colleagues and clients
- Work with embedded HR colleagues to resolve complex issues



UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | HR Strategy

Core Services	HR Professional Services Team	HR Central Services	Client
Integration of HR and Finance	<ul style="list-style-type: none"> The HR and Finance leaders within each PST will jointly respond to ambiguity of process or role responsibility arising between the two functions The HR and Finance leaders within each PST will jointly respond to issues flagged by the client such as service timeliness, communication (to the client), resource levels, rework or duplication, or process inefficiency arising between the two functions. 	<ul style="list-style-type: none"> In the event that the HR and Finance leaders in a PST identify the need for role, process or policy redesign arising between the functions, HR and Finance Central Services will be notified. 	<ul style="list-style-type: none"> In the event that a client becomes concerned about resource, role design, process or policy issues arising between the HR and Finance functions, the client will notify the HR and Finance PST leaders. The PST leaders will then conduct a joint review.
Governance and Service Standards	<ul style="list-style-type: none"> Provide information and advice to the client on governance requirements, policy interpretation Administer and implement HR policies and procedures Provide HR Central Services with regular, evidence-based feedback Implement controls and audits to ensure local compliance Maintain register of Conflicts of Interest (COI), where delegated from the client (Exec Dean, Institute Director, or VCC member), and provide advice or guidance on related issues Draw on COI training support and services of the Investigation and Integrity Unit, as appropriate Develop and implement local communication strategies to educate clients on policies and procedures, including changes Advise HR Central Services where there is a perceived need for a policy or process change, or change to an attendant control 	<ul style="list-style-type: none"> Develop HR policies and procedures, governance and service standards, in line with legislation and sound practice Develop (in conjunction with ITS) and implement service measures (metrics), controls, and reports for the monitoring of performance and quality e.g. HR dashboard Incorporate feedback from clients and HR PSTs into ongoing improvements to governance and service delivery models Monitor external environment to identify the need for new policy or process, based on perceived risk or compliance needs 	<ul style="list-style-type: none"> Input to HR service standards and policy development Actively communicate to staff members and provide input to HR PST on policy and procedures Direct staff members to complete and submit Conflict of Interest documentation Be familiar with HR policies and procedures, seek HR guidance or support, as needed Provide feedback on the current design and application of policy and process

UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | HR Strategy

Core Services	HR Professional Services Team	HR Central Services	Client
Organisational & Leadership Development	<ul style="list-style-type: none"> Tailor and implement local organisational and leadership development strategies and initiatives in partnership with Central Organisational and Leadership Development team and aligned with local business priorities Implement specific organisational development-related projects initiatives including organisational re-structures, talent management strategies, coaching and mentoring programs in consultation with HR Central Service teams Facilitate client access to centrally coordinated mentoring programs and leadership programs at UQ 	<ul style="list-style-type: none"> Develop and implement an organisation wide culture strategy and supporting tools Develop and implement a talent strategies and management cycle that focuses on engaging, developing, supporting, motivating and retaining employees Develop & implement a leadership capability framework Develop and implement coaching and mentoring programs 	<ul style="list-style-type: none"> Identify organisational and leadership development goals and priorities Work with HR Professional Services team to ensure Organisational and Leadership Development initiatives are meeting requirements
Strategic Workforce Planning and Design	<ul style="list-style-type: none"> Undertake timely analysis of client workforce trends to identify any systemic workforce or succession planning issues Design and implement local tailored workforce or succession planning strategies and initiatives Align local workforce or succession planning activities with client business priorities 	<ul style="list-style-type: none"> Design and develop workforce and succession planning frameworks for use across UQ Design and develop workforce or succession planning initiatives for local adaptation and implementation Develop organisation design approach that can be adopted by local business units Provide advice to clients and HR Professional Services team colleagues on organisation design 	<ul style="list-style-type: none"> Identification of need for organisation re-design as well as specific workforce capability and capacity requirements Input to workforce and succession planning activities including interpretation of data and workforce trends, future workforce supply and demand considerations

UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Employment Advisory

Core Services	HR Professional Services Team	HR Central Services	Client
Workplace Diversity & Inclusion	<ul style="list-style-type: none"> Actively promote an equitable, diverse and inclusive workplace Provide feedback to the HR Central services regarding identified issues or needs of their clients in regards to equity, diversity and inclusion matters Assist in the implementation of UQ Diversity and Inclusion programs and supporting initiatives (e.g., Aboriginal and Torres Strait Islander Employment Strategy Disability Action Plan) 	<ul style="list-style-type: none"> Design, develop and facilitate the implementation of UQ Workplace Diversity and Inclusion programs and supporting initiatives Analyse, monitor and report on workplace diversity and inclusion matters and devise actions to remedy inequities Provide expert information and advice on the application of the principles of equity, diversity and inclusion and the alignment with legislative requirements in all aspects of the workplace and employee life cycle Provide support, contribute and report to Workplace Diversity and Inclusion senates, committees, working groups and projects. Lead the University's involvement in national programs, such as the SAGE Pilot of the Athena SWAN program Lead/coordinate action plans, networks, tools and new initiatives to promote equity, diversity and inclusion 	<ul style="list-style-type: none"> Assist in the implementation of UQ Diversity and Inclusion programs and supporting initiatives (e.g., Aboriginal and Torres Strait Islander Employment Strategy Disability Action Plan) Provide input to diversity and inclusion planning, including identifying specific issues and potential solutions Apply the principles of equity, diversity and inclusion to all aspects of the workplace, including management practices

UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Employment Advisory

Core Services	HR Professional Services Team	HR Central Services	Client
Workplace Relations	<ul style="list-style-type: none"> • Work in partnership with HR Central Services to case manage employment issues including managing performance, misconduct , medical conditions, grievances and disputes • Provide advice, assistance and support to leaders on how to approach and manage conflict • Work with leaders to develop and maintain a positive, safe, diverse and inclusive workplace 	<ul style="list-style-type: none"> • Collaborate with clients and HR PST on the workplace relations policy framework • Provide guidance and advice direct to clients as well as Professional Services team colleagues on managing employment issues including misconduct, grievances, disputes • Act as representative or advocate in individual matters including appearing before Courts and Tribunals • Lead on engagement with relevant Unions 	<ul style="list-style-type: none"> • Lead the management of employment issues in partnership with HR Professional Services team • Work to develop and maintain a healthy workplace which is equitable, diverse and inclusive
Enterprise Agreement	<ul style="list-style-type: none"> • Work in partnership with HR Central Services to provide advice on interpreting and applying the EA and associated industrial relations legislation • Work with clients to ensure the application of local HR practices comply with the EA 	<ul style="list-style-type: none"> • Collaborate with senior management on the enterprise bargaining strategy • Collaborate in developing and revising Policy • Negotiate, implement and administer Enterprise Bargaining Agreement on behalf of UQ • Lead on engagement with relevant Unions 	<ul style="list-style-type: none"> • Contribute to enterprise bargaining planning and formulate strategic claims • Ensure management practices comply with EA and seek advice as appropriate • Provide feedback on existing agreement in line with enterprise bargaining cycle as appropriate

UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Employment Advisory

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Organisational Change</p>	<ul style="list-style-type: none"> • Work in partnership with HR Central Services to provide sound advice to clients on due process associated with organisational change processes • Assist clients to develop formal change documentation with support from HR Central Services as required • Provide support to staff during organisational change processes, including communicating the change, assistance with exploring available options • Escalate matters of substantial industrial sensitivity or employee engagement to HR Central • Work with HR Central Services to ensure adequate union and employee consultation is embedded within the change plan, if required 	<ul style="list-style-type: none"> • Set organisational change policy framework • Provide guidance and advice direct to clients as well as HR PST on managing organisational change processes • Oversee industrial relations component of change processes to minimise disputation and ensure equitable outcomes to the greatest extent possible • Drafting of documentation and correspondence as required • Lead interaction with relevant unions and tribunals, with support from HR PST • Ensure that organisational restructures and changes do not disadvantage under-represented groups 	<ul style="list-style-type: none"> • Identify need for organisational change and engage HR support as appropriate • Work with the HR PST and HR Central Services to develop documentation and undertaken process • Lead change plan in local organisational unit • Monitor impacts and feedback throughout change process

UQ Human Resources Services Description

STRATEGY FRAMEWORK & DEVELOPMENT | Employment Advisory

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Staff Support & Rehabilitation</p>	<ul style="list-style-type: none"> • Work in partnership with HR Central to provide advice and support to leaders on how to approach and manage mental health issues, training and support • In the case of staff members returning from injury or illness, work with OH&S specialists such as Occupational Therapists, and client, to design suitable alternative work arrangements • Promotion of Mental Health wellbeing for staff 	<ul style="list-style-type: none"> • Provide non-clinical guidance and advice direct to clients as well as HR PST on managing staff with mental health issues • Lead on non-clinical case management • Provide non-clinical support to staff identifying as needing assistance with mental health issues • Provide scheduled training session in Mental Health First Aid and targeted training • Promotion of Mental Health wellbeing for staff 	<ul style="list-style-type: none"> • Actively engage in management of staff with mental health issues or physical injury or illness • Actively participate in return to work arrangements for staff members returning from injury or illness • Maintain open communication and support to staff members experiencing long term absences from the workplace • Promotion of Mental Health wellbeing for staff

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Recruitment & Selection – Senior Staff (Level E and Hew 10)</p>	<ul style="list-style-type: none"> • In partnership with clients, identify recruitment needs • Scope new or revised positions in terms of accountabilities, capabilities, skills and knowledge, indicative HEW level • Create the Job Card • Liaise with external search agencies, external organisations (e.g. health services on conjoint appointments), other UQ organisational units throughout recruitment • Review job advertisement and position description (client may draft- including creating senior recruitment booklet and having it finalised by OMC) • Support clients in identifying suitable sourcing strategies • With approval of HR Central Services, engage external recruitment and search agencies as required • Establish and join the selection panel • Assist the client in forming criteria for shortlisting • Advise on the principles of equity, diversity and inclusion • Assist with arranging interviews and interview packs • Provide advice to client regarding their selection decisions • Assist client in undertaking reference reports • Arrange diagnostic and psychometric testing, as needed • Process and issue the offer and appointment • Write to unsuccessful applicants • Candidate care through to commencement, as needed (including providing support as needed for the relocation and orientation of new hires) 	<ul style="list-style-type: none"> • Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations) • Interpret the UQ Recruitment policy and advise the client and HR PST • Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion • Maintain a panel of external recruitment and search agencies • With approval of HR Central Services, engage external recruitment and search agencies as required • Under the direction of the Director HR, provide high level end-to-end support for appointment to positions within the University's Senior Management Group, including those services listed at left, in the HR PST column 	<ul style="list-style-type: none"> • Identify recruitment needs and forward plan • Work with HR PST on sourcing strategy • Draft position description, if needed (HR PST to review) • Request HR assistance with classification, as needed • Draft job advertisement (HR PST to review) • Conduct short-list of candidates (seek HR guidance, as required) • Advise HR to update status of unsuccessful candidates • Work with HR on remuneration



NOTE: Additional information may be found on this Core Service in the Supplementary Service Description – Recruitment and On-Boarding

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Recruitment & Selection – Other</p>	<ul style="list-style-type: none"> • In partnership with clients, identify recruitment needs • Scope new or revised positions in terms of accountabilities, capabilities, skills and knowledge, indicative HEW level • Create the Job Card • Liaise with external search agencies, external organisations (e.g. health services on conjoint appointments), other UQ organisational units throughout recruitment • Review job advertisement and position description (client may draft- including creating senior recruitment booklet and having it finalised by OMC) • Support clients in identifying suitable sourcing strategies • Liaise with external search agencies, external organisations (e.g. health services on conjoint appointments), other UQ organisational units throughout recruitment • Provide advice to clients with their approach to interviews • Advise on the principles of equity, diversity and inclusion • Provide advice to client regarding their selection decisions • Process and issue the offer and appointment • Write to unsuccessful applicants 	<ul style="list-style-type: none"> • Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations) • Interpret the UQ Recruitment policy and advise the client and HR PST • Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion • Maintain a panel of external recruitment and search agencies • Engage external recruitment and search agencies as required 	<ul style="list-style-type: none"> • Identify recruitment • Draft position description, if needed (HR PST to review) • Request HR assistance with classification, as needed • Draft job advertisement (HR PST to review) • Conduct short-list of candidates (seek HR guidance, as required) • Advise HR to update status of unsuccessful candidates • Establish selection panel • Develop interview guide (HR PST to support, as required) • Undertake recruitment and complete selection report (seek guidance from HR, as required) • Work with HR on remuneration package • Submit selection report to HR for update on system (not required for casuals)



NOTE: Additional information may be found on this Core Service in the Supplementary Service Description – Recruitment and On-Boarding

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
On-boarding & Induction	<ul style="list-style-type: none"> • Provide advice to the new hire on matters such as pay arrangements, superannuation, salary sacrifice • Provide advice to the new hire on key employment policy and practices • Provide guidance to new hires on training support for enterprise systems • Alert client on key probation dates • Ensure that equity and diversity considerations are factored into probation reviews • Work to drive a consistently high standard of content and delivery for induction programs • Generate reports for clients on mandatory training outcomes 	<ul style="list-style-type: none"> • Set induction guidelines and associated policies and processes • Ensure that induction and on-boarding processes reflect the principles of equity, diversity and inclusion • Set probation period process and activities and provide advice • Develop and implement engagement strategies for new recruits (e.g. pulse survey new starters during the probation period) • A new on-line induction program is to be designed and implemented in 2017 – this will be coordinated from HR Division and will be an adjunct to local induction processes 	<ul style="list-style-type: none"> • Communicate to new hire on start time and location • Prepare the work location • Announce the appointment • Provide local orientation to workplace and colleagues • Provide appropriate behavioural and cultural guidance • Monitor staff performance during probation and seek HR advice, as required • Discuss mandatory training non-compliance with employee • Sign-off on recruitment check list



NOTE: Additional information may be found on this Core Service in the Supplementary Service Description – *Recruitment and On-boarding*

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
Immigration	<ul style="list-style-type: none"> • Provide support and guidance on immigration process to clients and prospective international appointees • Submit the visa nomination documents • Support the relocation of migrating employees (e.g. assistance with reimbursements for relocation costs and provision of information on accommodation, schooling and other services that new staff member may require) • Seek advice, or refer to HR Central Services, on the University's immigration law partners, as needed • Advise HR Central Services on feedback in relation to the use of immigration law partners • Check commencement pre-requisites including visas, licences and qualifications 	<ul style="list-style-type: none"> • Determine and advise on UQ approach to immigration matters and cases, as needed • Provide specialist immigration advice direct to clients and HR PST, as appropriate • Maintain panel of external relocation agents and engage on behalf of UQ as required • Provide updates to HR PSTs in relation to key changes in immigration and visa arrangements • Distribute updates to HR PSTs on sanctioned countries • Management of relationship with immigration and visa agents • Report to Department of Immigration and Border Protection on changes in employment status of visa holders 	<ul style="list-style-type: none"> • Engage early with HR Professional Services team when an international appointment is likely • Consider possible visa sponsorship requirements and alert HR PST at the earliest opportunity • Ensure the workplace is inclusive and supportive to new staff • Advise HR Professional Services team of sponsored visa holders who are leaving UQ

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Engage and Develop

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Career Development</p>	<ul style="list-style-type: none"> • Work with client to design and implement tailored career development strategies in local organisational unit • Facilitate access to UQ-wide development programs for specific development areas (e.g. coaching and mentoring; Leadership Development Program) • Provide advice to clients on and coordinate processes for academic promotion, fellowships, SSP/sabbaticals, study leave, special studies program, and secondments • Work with clients in identifying stretch assignments/secondments to develop capability for specific individuals • Support the continuing and academic promotion (CAP) process including liaising with clients and candidates and ensuring compliance with policy and procedures • Identify, with the support of HR Central Services frameworks and policies, career development needs for under-represented groups. 	<ul style="list-style-type: none"> • Design and implement UQ Career Development framework and supporting policies and procedures ensuring alignment with strategic priorities (e.g. increasing the proportion of and career advancement of under-represented groups) • Design and manage UQ Professional Services Capability Framework (in progress) • Design and administer specific career development programs (e.g. Leadership Development) • Maintain panel of third party providers that can support career development • Engage third parties for specific career development needs when required • Coordination of communications and information sessions regarding the CAP process and timeline • Provision of advice to HR PSTs and clients on the CAP process and timeline • Administrative support for the Professorial Confirmation and Promotion Committee • Administrative support for the Honorary and Adjunct Professorial Appointments Committee • Coordination of A to D promotion appeals • Secretariat support for the Academic Confirmation and Promotion Advisory Committee 	<ul style="list-style-type: none"> • Work with HR Professional Services team to identify career development needs and strategies for business unit • Keep abreast with key processes including Continuing Appointments and Promotions (CAP) and fulfil responsibilities in terms of documenting and tracking performance • Identify capability gaps and support staff participation in Leadership and Development programs and initiatives including secondments • Support the professional development and career advancement of groups that are under-represented, in accordance with strategic diversity and inclusion priorities

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Engage and Develop

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Performance Cycle</p>	<ul style="list-style-type: none"> • Provide advice and support to clients throughout the performance cycle process including assessing performance, promotion and confirmation decisions and conversations, ensuring compliance with policy and procedure • Support clients in troubleshooting performance issues and having difficult conversations (e.g. underperformance) • Respond to training and development needs that have been identified by clients through the performance cycle (e.g. compliance training, soft skill development needs) • Provide advice to clients on extended leave and secondment processes and facilitate access where appropriate 	<ul style="list-style-type: none"> • Set the University Performance Cycle framework and supporting policies, ensuring alignment with broader agreed HR principles (e.g. equity, diversity and inclusion) • Design and implement performance cycle tools and supporting guidelines for staff (Recognition and Development) • Provide advice to HR Professional Services teams and clients on managing performance • Provide to the HR PST a set of professional training materials relating to performance assessments 	<ul style="list-style-type: none"> • Be familiar with relevant policies and procedures relating to the UQ Performance Cycle • Participate in performance cycle for own performance as well as for performance counselees. • Conduct regular performance conversations with all staff • Ensure that staff participate in the Recognition and Development process • Seek advice from HR PST on issues associated with the application of Recognition and Development process

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Engage and Develop

Core Services	HR Professional Services Team	HR Central Services	Client
Recognition & Reward	<ul style="list-style-type: none"> Design and implement local tailored Recognition & Reward initiatives Align local Recognition and Reward activities with client business priorities and UQ policy Seek direction from HR Central, as needed, on market loadings, allowances, superannuation levels, pay increments, and classification increases 	<ul style="list-style-type: none"> Design and communicate UQ Reward and Recognition framework and supporting policy Set clear policy and guidelines in relation to market loadings, allowances, superannuation levels, pay increments, and classification increases Seek feedback from HR PST and clients on Recognition and Reward strategies and frameworks 	<ul style="list-style-type: none"> Work with HR Professional Services team to design and implement tailored local Recognition and Reward initiatives aligned with business priorities and UQ policy Encourage increased staff access to broader recognition and reward activities Seek direction from HR PST on market loadings, allowances, superannuation levels, pay increments, and classification increases
Culture & Engagement	<ul style="list-style-type: none"> Educate staff on the Code of Conduct and other behaviour related expectations Implement the UQ-wide culture and engagement initiatives and surveys With functional approval, design and implement tailored local staff engagement and culture initiatives Develop and implement internal staff communications to support major UQ-wide or local cultural or organisational change programs With excellence and integrity, support the client in addressing behaviour or actions that are not aligned with UQ values, culture, codes and policies of conduct 	<ul style="list-style-type: none"> Educate staff on the Code of Conduct and other behaviour related expectations In consultation with the Professional Service Team, design and develop UQ-wide culture and engagement initiatives and surveys Analyse results of staff engagement surveys and use results to develop UQ-wide staff engagement initiatives, in consultation with the Professional Service Team 	<ul style="list-style-type: none"> Educate staff on the Code of Conduct and other behaviour related expectations Provide active leadership and participation in staff engagement and culture initiatives and surveys Support the development of positive staff engagement and culture Secure the early involvement and advice of the Professional Services Team in addressing behaviour or actions that are not aligned with UQ values, culture, codes and policies of conduct

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Engage and Develop

Core Services	HR Professional Services Team	HR Central Services	Client
Job Evaluation	<ul style="list-style-type: none"> • Provide advice to clients on job design, role classification and position descriptions including ensuring compliance with the EA • Refer applications for position re-classifications to HR Specialist Central Services • Moderate classification review and be active panel members • Provide support to client in completing role classification documentation 	<ul style="list-style-type: none"> • Undertake job classification for new or amended positions as per established UQ methodology (work may be undertaken by members of Central PST) • Assess position re-classification applications • Engage third party providers for advice on job classification as required 	<ul style="list-style-type: none"> • Identify requirements for job re-classification • Draft request for classification review (seek HR PST support as needed) • Work with HR PST to scope new positions and draft position descriptions to inform assessment
Remuneration & Benefits	<ul style="list-style-type: none"> • Provide consistent and timely first level advice on remuneration, leave and conditions of employment, escalating to HR Central Services as appropriate • Work in partnership with HR Central Services to provide advice and guidance to clients on UQ remuneration and benefits policy • Support the implementation of the remuneration and benefits policy at the local level 	<ul style="list-style-type: none"> • Set and implement remuneration and benefits policy and procedures e.g. salary packaging, performance payments, salary loadings • Periodic review and analysis of employee remuneration, allowances and benefits UQ-wide to identify trends and issues (e.g. gender pay inequity) • Provide advice on complex matters relating to remuneration and benefits 	<ul style="list-style-type: none"> • Comply with UQ Remuneration & Benefits policies • Remain up to date on changes in the EA as relevant to Remuneration and Benefits • Advise HR Professional Services team members of any changes to personnel information as relevant
Retention	<ul style="list-style-type: none"> • Work with clients to identify local talent retention trends and issues and underlying root causes (e.g. exit surveys) • Tailor and implement local retention initiatives that are aligned with the UQ Retention Strategy (e.g. flexible working arrangements, performance pay, special studies program etc.) 	<ul style="list-style-type: none"> • Develop and implement a standardised UQ exit survey • Monitor and report on retention by organisational unit and demographic factors • Develop and implement UQ Retention Strategy and initiatives (e.g. flexible working arrangements, performance pay, special studies program etc.) 	<ul style="list-style-type: none"> • Work with HR Professional Services team to identify retention issues and develop and implement local level retention initiatives

UQ Human Resources Services Description

EMPLOYEE LIFECYCLE | Exit

Core Services	HR Professional Services Team	HR Central Services	Client
Terminations	<ul style="list-style-type: none"> • Work with clients and exiting staff members throughout the termination process • Ensure compliance with termination process and provide advice to clients on business continuity and knowledge retention • Administer exit surveys and conduct exit interviews as appropriate • Administer internal redeployment or transfers, as appropriate • Encourage the use of Employee Assistance Program services, as appropriate • Support to client, as needed, to act as a collection point for University property that is being returned from a separating employee 	<ul style="list-style-type: none"> • Set policy and process to support employee terminations (e.g. resignation, retirement, redundancy & non-performance) • Manage and administer termination payments (e.g. redundancy, non-performance and retirement) • Encourage the use of Employee Assistance Program services, as appropriate • Calculate severance payments • Provide Employee Relations advice to the employee, client or HR PST • Refer requests from external parties for a reference on a former employee, to the client or HR PST, as appropriate 	<ul style="list-style-type: none"> • Seek out advice and support from HR PST to manage termination situations (e.g. non-performance) • Engage with exiting staff member throughout the process and complete appropriate documentation for termination • Encourage the use of Employee Assistance Program services, as appropriate • Finalise departure, including updating postal address for issuance of future Payment Summary – notify HR of any changes in contact details • Act as a collection point for University property that is being returned from a separating employee (seek HR PST support as needed)
Post-Employment	<ul style="list-style-type: none"> • Administer Statement of Service to exiting staff member, if required • Prior Service Form to be completed if transitioning to another Australian University • Work with clients to administer Honorary Appointment for departing Academics, as appropriate • Inform Department of Immigration & Border Protection of departing visa holder, if required 	<ul style="list-style-type: none"> • Manage and administer mail out of PayG Summary of departed staff members • Administer Separation Certificate for departing staff member 	<ul style="list-style-type: none"> • Arrange honorary appointment for departing Academic Staff member, as appropriate • Advise Student Administration Teams of staff departure for advisor status to be updated

UQ Human Resources Services Description

DATA & TRANSACTIONS SERVICES | HR Data Analytics and Transactions

Core Services	HR Professional Services Team	HR Central Services	Client
<p>Data Analytics & HR Reporting</p>	<ul style="list-style-type: none"> Maintain employee records in a timely and accurate manner Undertake timely analysis of client workforce trends to identify issues and provide advice to clients to inform decision making 	<ul style="list-style-type: none"> Design and implement a Workforce Data Analytics Reporting Cycle including requirements Develop, analyse and report on HR trends for client groups (e.g. leave management, absenteeism, turnover, recruitment activity etc.) and by diversity measures (e.g. gender, Aboriginal and Torres Strait Islander status) Develop, analyse and report on staff profile to internal and external stakeholder groups as determined by legislation or as agreed (e.g. WGEA, SAGE pilot of Athena SWAN) 	<ul style="list-style-type: none"> Provide feedback on Workforce Data Analytics requirements Devise strategies to address issues identified
<p>HRIS Transactions</p>	<ul style="list-style-type: none"> Process transactions in Aurion in line with standard operating procedures Process transactions in Aurion in line with EA and UQ policies 	<ul style="list-style-type: none"> Entering and reviewing HR transactions Maintenance of HR data integrity through periodic reviews, monitoring compliance with policy etc. Determine HR data reporting requirements and engage with ITS on this Timely and accurate dissemination of HR reports that draw from Aurion 	<ul style="list-style-type: none"> Timely approval of actions that trigger an HRIS transaction (and are aligned with UQ HR Policy)
<p>Payroll</p>	<ul style="list-style-type: none"> Administer and maintain activities associated with the fortnightly pay run including collation and entry of employee earnings and deduction information that is used to prepare payroll, report time and process income tax. 	<ul style="list-style-type: none"> Manage and oversee fortnightly pay run Manage and administer termination payments (e.g. redundancy, non-performance and retirement) Administer and maintain casual payroll, overtime claims, government PPL, salary packaging, superannuation entitlements, specialised terminations (e.g. redundancy), UQ Sports Provide support and advice to the HR Professionals Services team and manage exceptions. 	<ul style="list-style-type: none"> Timely, accurate submission of timesheets and supporting documentation associated with Payroll as required

UQ Human Resources

Key Performance Metrics

Service Element	Key Performance Metric	Target
Recruitment	<ul style="list-style-type: none"> • Time to fill (time between requisition and placement of advertisement; data source: PageUp) (measure: # working days) • Offer acceptance rate (% of offers accepted, excluding non-acceptance due to remuneration offered) • Hiring manager satisfaction (measure: survey) 	<ul style="list-style-type: none"> • Average # days to fill • % of accepted to offered • % Satisfaction rating on Recruitment support
On-boarding	<ul style="list-style-type: none"> • Client satisfaction with on-boarding (measure: survey) 	<ul style="list-style-type: none"> • % Satisfaction with On-boarding
Advisory services: HR Professional Services teams	<ul style="list-style-type: none"> • Client satisfaction with HR PST advisory service (measure: survey) 	<ul style="list-style-type: none"> • % Satisfaction with specific service sub-categories (TBC)
Organisational Development	<ul style="list-style-type: none"> • Number of Professional Development Programs delivered (and # of attendees across UQ) • Participant satisfaction ratings with Programs 	<ul style="list-style-type: none"> • % Satisfaction with Professional Development Programs
Payroll	<ul style="list-style-type: none"> • Accuracy – overpayment rate; payroll error rate • Payroll Expense per Employee 	<ul style="list-style-type: none"> • Errors per 1,000 transactions • \$ Payroll per Employee
Efficiency	<ul style="list-style-type: none"> • HR Expense per FTE • Relative increase in HR cost 	<ul style="list-style-type: none"> • \$ HR / Total Payroll • Increase in HR costs versus Increase in Total Payroll

UQ Human Resources

Balanced Scorecard for HR

Client Service Delivery

1. Client Service Effectiveness Survey results
- % Satisfaction etc.
1. Recruitment – time to fill measure
2. Payroll accuracy and timeliness measures
3. Participant satisfaction with Professional Development Programs

Financial Performance

1. Tracking of expenditure against Budget
2. % reduction in total HR cost over time

People and Culture

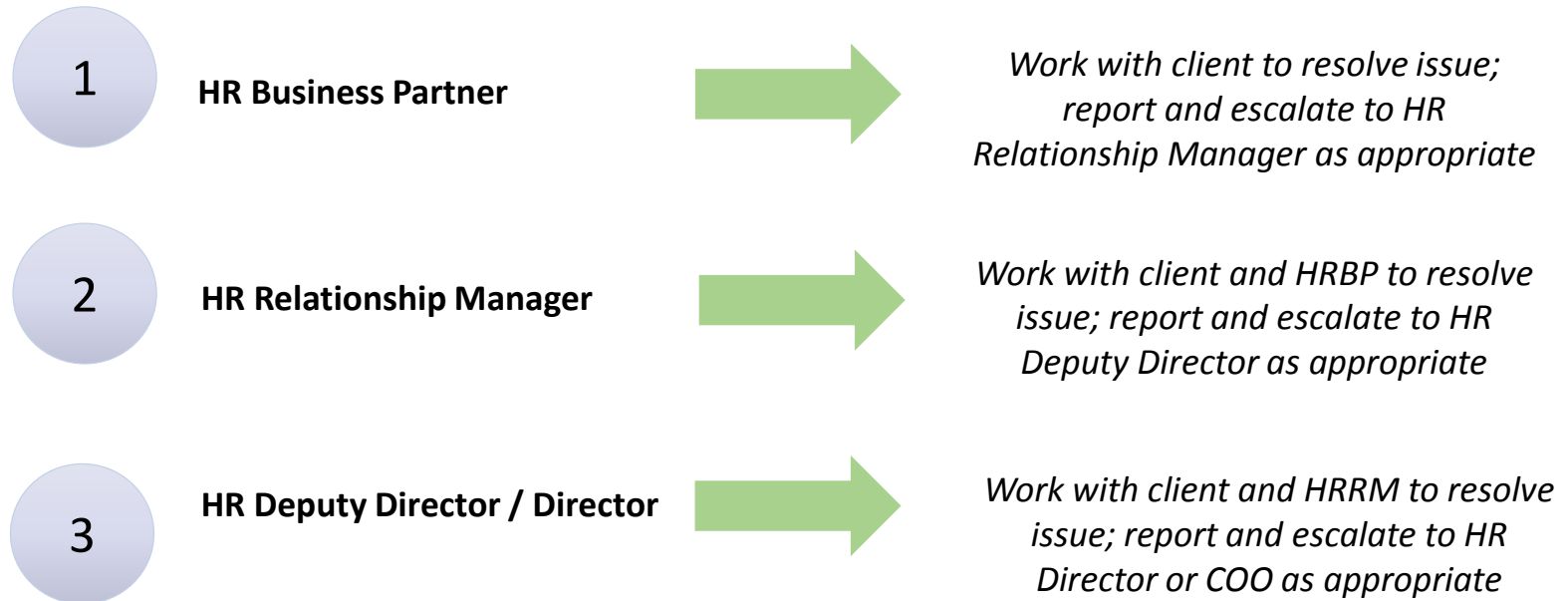
1. % turnover
2. Unplanned leave measure
3. Staff engagement survey measures
4. Gender and ATSI diversity measures

Continuous Improvement

1. \$ value of benefits realised from improvement projects
2. % reduction in HR FTE / total cost over time
3. Other specific project outcomes that can be measured

UQ Human Resources Services Issue Resolution

Issue resolution and escalation



Feedback on the HR Service Description may be directed to:
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The HR Service Description will be periodically updated and feedback gathered between drafts will be carefully considered for future editions.

Ends – 22 March 2017