

Review of operations

Staff

“AUQA commends the evident commitment and dedication of USC’s staff to the University and its mission and... wide awareness of the Code of Conduct...”

Australian Universities Quality Agency report



Loud Shirt Day... USC Student Administration and Student Services staff wear 'loud' shirts in support of the Hear and Say Centre, which helps deaf children and their families.

Goal: to attract, retain, develop and reward excellent staff

Recruit staff who will contribute to achieving the University’s strategic priorities and goals with energy, enthusiasm and excellence

Employer of Choice for Women

The University was named an Employer of Choice for Women for the third consecutive year by the Federal Government Equal Opportunity for Women in the Workplace Agency (EOWA). The citation recognises USC for its representation of women at executive levels and for helping employees maintain work/life balance.

The University was required to demonstrate improved outcomes for women, particularly in the areas of attracting, promoting and retaining numbers of female staff across the organisation. Staff benefits include 26 weeks

of paid maternity leave, flexible working hours, flexible appointment options, and promotional policies for both general and academic staff.

Workplace Health and Safety

The University seeks to make Workplace Health and Safety (WHS) an integral part of every operation.

Reported accidents and incidents showed little increase over the previous year, despite significant growth in numbers of buildings, facilities, staff and students as noted elsewhere in this report.

Initiatives to reduce workplace-related injury included:

- fortnightly campus inspections by an external WHS consultant;
- WHS inductions for new students and staff;
- first aid, fire warden and other WHS training programs;
- evacuation and fire emergency training in conjunction with the Queensland Fire and Rescue Service; and
- participation in the Federal Government’s *Safe Work Week*, promoting safe travel to and from work.

Average time lost rate

The average number of working days lost per employee who lodged a worker’s compensation claim due to incidents recorded from 1 April to 31 March each year:

	2004 (01/04/04–31/03/05)	2005 (01/04/05–31/03/06)	2006 (01/04/06–31/03/07)	2007 (01/04/07–31/03/08)
Average time lost (days)	7.94	0	7.14	6.87

Staff

Increase the professoriate to enhance academic leadership

Professoriate

Academic staff numbers have increased steadily at all levels over the past few years (table, page 60).

In 2007, in addition to Deans of the three faculties, the University's academic staff included Professors of:

- Nursing,
- Management,
- Education,
- Regional Engagement,
- Commerce,
- Psychology,
- Population Health Sciences and
- Property and Development

Adjunct staff

Seventeen appointments this year (including one for a 2008 start by an academic from the University of Florida) brought the number of adjunct staff, including adjunct professors, to 65. The practice strengthens links with business and industry partners, and ensures currency in teaching.

Provide staff training and development, including leadership development, that enhances high performance

Two series of Peer Leadership Forums were developed and delivered so as to create a network of astute, proactive middle managers with skills to establish and maintain a high-performance culture. Further forums will be offered in 2008.

The University also continued to invest in its staff development program, featuring diverse opportunities to enhance performance and personal growth. Activities included maintenance of a monthly staff development calendar and monitoring participation in internal staff development initiatives.



Carrick Citation winners... (from left) Dr Karen Brooks (Senior Lecturer, Cultural Studies) and Gayle Mayes (Lecturer, Tourism and Marketing) rated as two of the best teachers in Australia. The federally-funded Carrick Institute for Learning and Teaching in Higher Education awards about 200 prestigious citations annually.

Author, newspaper columnist and social commentator Dr Brooks (recently featured in the inaugural edition of Who's Who of Australian Women) was recognised for boosting theoretical and practical learning outcomes through sustained public engagement in the field of communication. 1992 Olympic kayaker and former adventure tourism operator Ms Mayes was honoured for enhancing students' employability and work readiness by providing a motivational work-integrated learning experience.

Continue to develop the University's performance management and related schemes with a view to rewarding high-performing staff and teams

Managing performance

Continuing performance management processes focused on probation; Performance Planning and Review (PPR—page 60); rewarding performance; workplace rehabilitation; staff development; the professional development program; and study assistance.

The University recognised staff via initiatives such as:

- the Vice-Chancellor's Medals for Outstanding University Researcher, awarded to Dr Alison Shapcott (page 33) and Outstanding University Teacher, awarded to Dr Phillip Ablett;

- the Vice-Chancellor's Medal for Outstanding Service (Administrative, Professional and Technical), awarded this year to Linda Addona, Judy Jakeman and Sharon Lenord; and
- grants such as the USC Teaching, Research and Development Grants (page 27).

High-achieving staff

Academic and general staff included numerous high achievers, as noted throughout this report. Some were recognised as award and grant recipients, some earned accolades in sectors outside higher education and others contributed to the community as specialists in their fields.

Staff

USC staff include...

- the youngest director elected to the eight-member board of the Australian Library and Information Association (ALIA): librarian Kate Watson, 27
- member of an advisory committee for the State Minister for Communities and Multiculturalism: Narayan Gopalkrishnan, Director of the Centre for Multicultural and Community Development
- lead authors for the Intergovernmental Panel on Climate Change (IPCC): Associate Professor Richard Warrick, Adjunct Associate Professors Graham Sem and Jeff Price, and Emeritus Professor Blair Fitzharris
- leader of Olympic Food Service Working Committee (part of Professionals in Nutrition for Exercise and Sport) working on nutrition for athletes at the 2008 Olympic Games in Beijing: sports dietitian Dr Fiona Pelly
- published authors including Associate Professor of Creative Writing Gary Crew (60 books) who helped launch the 2007 Brisbane Writers Festival, Senior Lecturer in Australian and Cultural Studies Dr Lynette Finch, Associate Professor of Nursing Margaret McAllister and Creative Writing Lecturer Lindsay Cripps
- All Blacks biomechanist and New Zealand Rugby Union national resource coach since 2004: Dr Mark Sayers (page 48)
- Brains Trust panellist in The Einstein Factor on ABC television: Dr Karen Brooks

Key performance indicators

Success in recruiting to key positions

The University successfully recruited to the following key positions in 2007.

- Professor of Psychology
- Professor of Population Health Sciences (Head, School of Health and Sport Sciences)
- Professor of Property and Development
- Head, School of Management
- Chief Financial Officer

- more consistent participation in performance discussions;
- greater clarity about roles, strategic priorities and achievements;
- more effective targeting of staff development and use of resources;
- improved career development and planning; and
- better alignment of staff development activities with the University's strategic plan.

High performance profile

The University's Performance, Planning and Review (PPR) process continues to improve staff performance profiles. PPR includes a comprehensive training program and mechanisms for annual monitoring of its implementation. Feedback on PPR implementation indicates results such as:

High qualifications profile

USC has the highest proportion of academic staff with higher degrees of any university in Queensland and the fifth highest in Australia. Ninety percent of academic staff (excluding casuals) have postgraduate qualifications. The University maintains a 65 percent DEST FTE PhD rating (source: *DEST 2006 staff publications*).

Increased proportion of staff at professorial level

DEST staff FTE (full-time equivalent) data on academic staff levels 2005–2007

Level	2005	% change	2006	% change	2007	% change
Above Senior Lecturer (D & E)	14	17%	22	57%	27	23%
Senior Lecturer (C)	32	10%	39	22%	43	10%
Lecturer (B)	48	7%	48	0%	56	17%
Associate Lecturer (A)	11	-27%	14	27%	17	21%
Total staff	105	10%	123	11%	143	14%

Increased uptake of staff development initiatives

In 2007, Human Resources continued to coordinate and develop a comprehensive range of staff development activities. Throughout the year, 651 staff participated in training and development opportunities organised through the University. This was an increase of 15 percent from 2006 participation rates.

The year 2008

- Recognition for high-achieving staff will again include University grants to advance promising projects, plus annual awards for outstanding researchers; teachers; and administrative, professional and technical staff.
- Continuing comprehensive training programs and PPR processes will support and encourage high-level staff performance.