



# Strategic Staff Planning

**Susan Hudson  
&  
Ivan Skaines**

**University of Western Sydney  
Australia**





# University of Western Sydney

- **7<sup>th</sup> largest University in Australia**
- **35,000 + students**
- **2,500+ staff**
- **6 teaching campuses – spread across Greater Western Sydney region**
- **Major change over past 7 years**
- **Birth of a new organisation**



# **Our Change Journey 2001- 2007**

- **Academic Program review**
- **College and School Realignment**
- **Divisional (non-academic operations) review**
- **Board of Trustees – identified the need for an overarching strategic staffing plan to cover the next 10 years**



## Predictions for the future:

**“Over the next couple of decades nothing will impact OECD economies more profoundly than demographic trends and, chief among them, ageing”**

(Jean-Philippe Cotis, Chief Economist, OECD, March 2005)

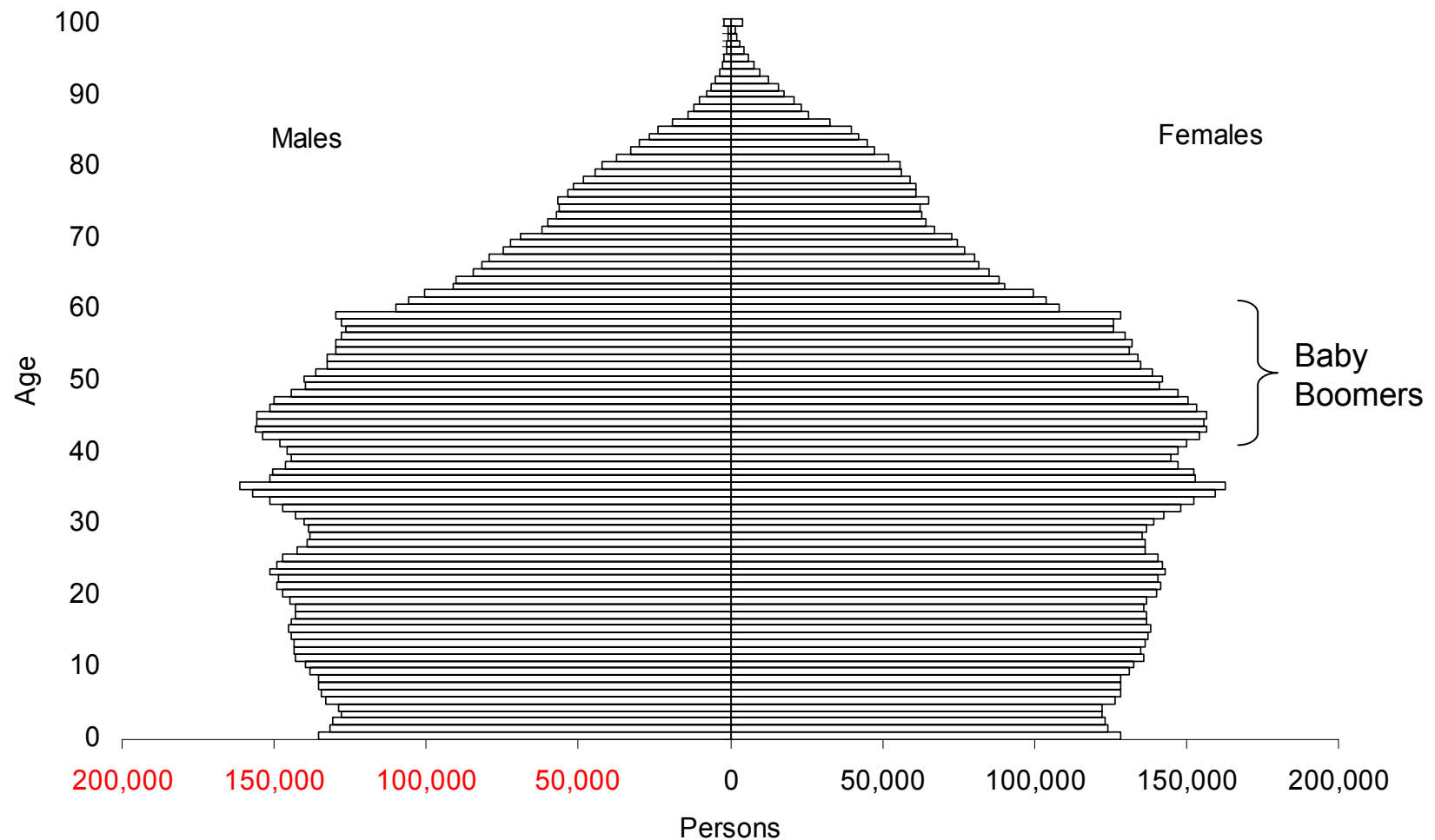
**“Around a quarter of the academic workforce will retire in the next decade and there’s a “lost generation” where their replacements should be”** (Professor Graeme Hugo 2005,

Professor of Geography and Director of the National Centre for Social Applications of GIS, University of Adelaide)



## Australia: Age-Sex Structure of the Population, June 2006

Source: ABS Estimated Resident Population data (courtesy of Professor Graeme Hugo)





## UWS and other Australian Universities: Academic Staff Aged 50+, 2006

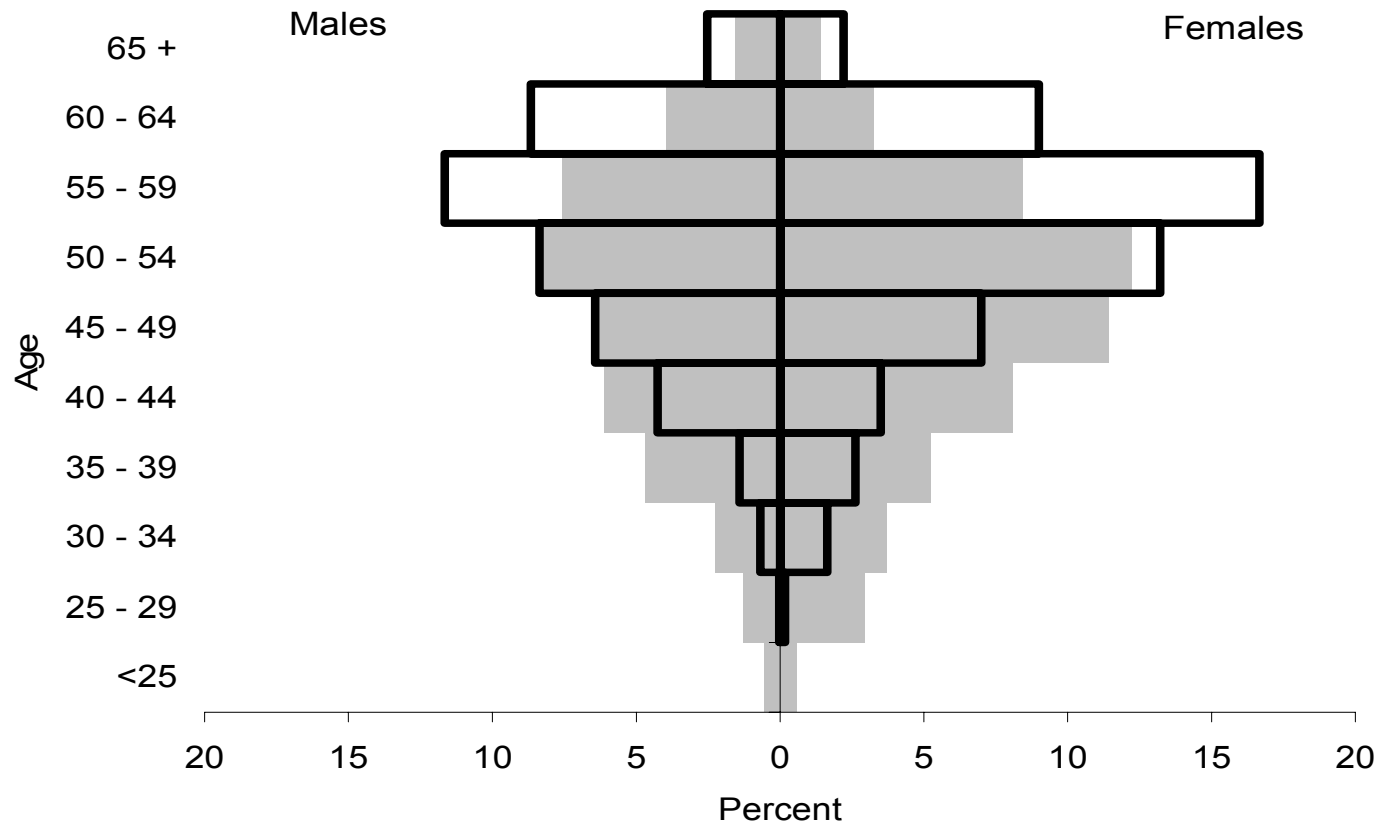
	Number	Percent
<b>UWS</b>	<b>542</b>	<b>52.4</b>
UNSW	1,476	40.6
ANU	548	38.0
Sydney	932	35.7
Go8	6,454	35.0
UWA	476	34.1
Melbourne	926	32.8
Monash	906	32.3
Adelaide	396	31.7
Queensland	733	29.3

Source: DEST (Supplied by Professor Graeme Hugo, University of Adelaide)



## Age Sex Structure of UWS, 2007, Projected 2012

2007 (shaded) and 2012



Source: DEST 2007 and Staff Projections 2007



## **Strategic staff planning process:**

- **Intensive literature search**
- **Internal (HRIS) staff data**
- **Discussions/benchmarking with 7 other Universities**
- **Open forum Focus groups held on all campuses**
- **Focus groups held with specific groups (Heads of Schools/Directors, Heads of Program, unions)**
- **On-line staff survey**



## **What we discovered:**

- **Workforce crisis looming**
- **Ageing workforce (brain drain)**
- **War for talent**
- **Generational differences will be a challenge**



## **Answers lie in:**

- **rejuvenation of the workforce**
- **introduction of flexible employment options including end of career transitioning to retirement**
- **enhanced attraction and retention, reward and recognition (improved recruitment and selection activity)**
- **workforce planning and profiling**
- **improved performance management (both talented staff and poor performers)**



# 5 KEY GOALS





## **9 Strategic action areas**

- **Recruitment and Selection**
- **Building an Employer Brand**
- **Indigenous Employment**
- **Workforce Alignment and Mapping**
- **Flexible employment options**
- **Performance and career development**
- **Reward and recognition**
- **Academic promotion**
- **Organisational and leadership culture**



# Questions