



UNIVERSITY  
OF SOUTHERN  
QUEENSLAND

# Connecting Data to Strategy: From Purpose to People

**A data driven approach to developing and  
implementing workforce strategy**



## Outline

- **USQ Strategic Planning Framework**
- **Workforce and Talent Management Plan**
- **Connecting data to strategy**
- **Case study**



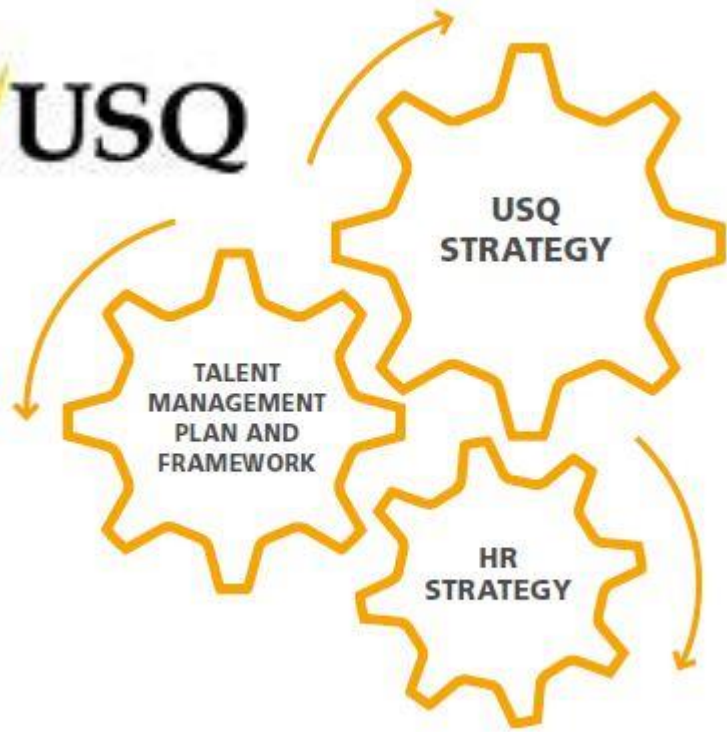
# USQ Strategic Planning Framework

- Purpose, Vision, and Values
- Pillars, goals and objectives
  - Education
  - Research
  - Enterprise
- Enterprise Objective 1: Be an employer of choice.



USQ Strategic Plan  
2016–2020





# USQ Strategic Planning Framework



**Our objective:**  
**USQ – An employer of choice**

**WE WILL:**

Attract, engage, develop, empower, and align a diverse pool of talent in order to build a healthy culture that is collaborative, innovative, and agile.

**BY:**

- Designing flexible workforce structures
- Growing workforce capability to meet strategic imperatives
- Engaging all members of the workforce



# Workforce and Talent Management Plan

- Organisational context
- Business drivers
- Workforce of the future
- Key Talent Strategies
- Actions and Indicators of Success



# Workforce and Talent Management Plan



What  
might the  
future  
look like?


- Our priorities and strategies
- Internal consultation with stakeholders
- External drivers that have the most impact on reshaping how we think about work
- Our sector
- Our unique institutional context

*For USQ to be an employer of choice and respond and adapt to the changing internal and external environment, key to our future success will be a culture and workforce with a defined set of **key characteristics**.*



# Workforce and Talent Management Plan

- Informed by multiple data sources
  - HR Benchmarking data
  - Voice Engagement Survey data
  - Internal data and metrics
  - External performance data
- Data that is aligned to key future workforce characteristics
- Data related to the three talent strategies and themes:
  - Workforce structures
  - Workforce capability
  - Workforce engagement
- Dashboard of key metrics



**What do  
we look  
like  
now?**



A large, central yellow circle containing the text "How will we get there?". This central circle is surrounded by several smaller yellow circles of varying sizes, some of which are hollow, creating a cluster of bubbles or data points.

**How  
will we  
get  
there?**

**Design flexible workforce structures**


**Grow workforce capability to meet strategic imperatives**

**Actively engage all members of the workforce**



# Workforce and Talent Management Plan

- Measuring success through a cascading approach:
  - **Strategic** : outcomes for Strategic Success Indicators in the USQ Strategic Plan
  - **Management** : outcomes for key metrics in the USQ Workforce and Talent Management Plan
  - **Foundational** : operational people data and measures in our Data Warehouse



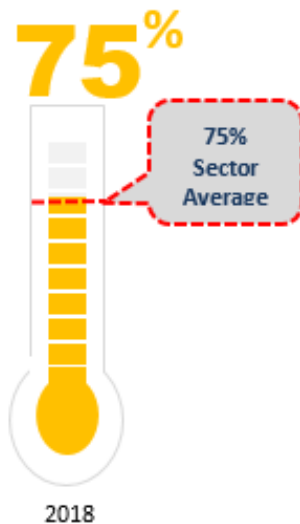
**How will we know we've got there?**

## Strategic Success Indicator-8:

Identified workplace diversity targets for the University are met or exceeded.

## Strategic Success Indicator-9:

Employee engagement levels are at or above the university sector mean.



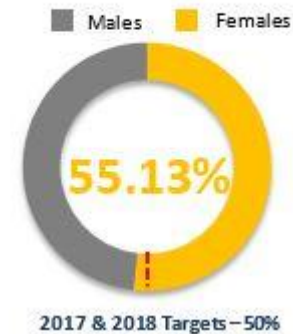
Proportion of female Level D and E academic employees



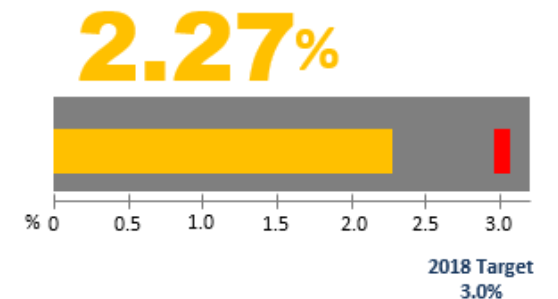
Proportion of female Salary Package and Executive employees



Proportion of female Professional Level 9 and 10 employees



Proportion of Aboriginal and Torres Strait Islander employees in academic and professional roles





# Strategic workforce management data connections

## Workforce Structure

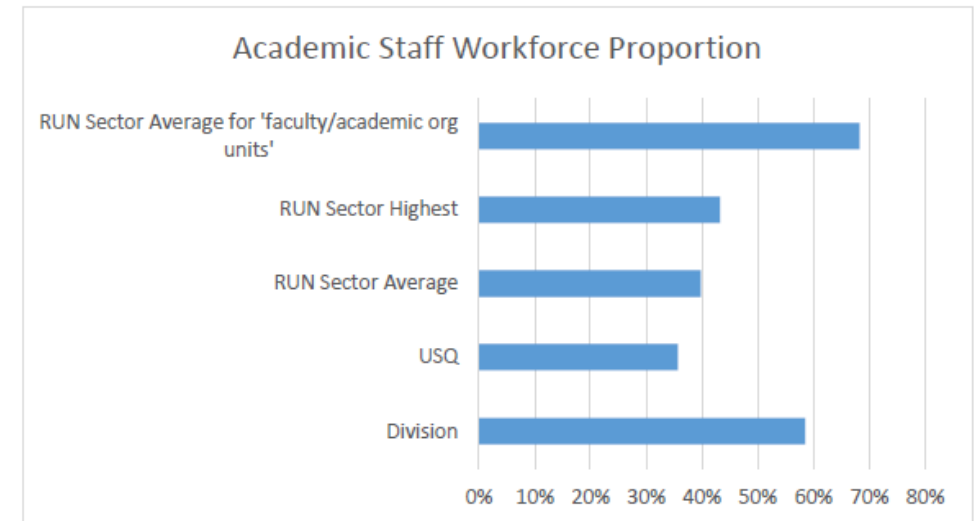
- High level indicators of success:
  - Key talent in the right roles
  - Organisation is staffed in the right mix
  - Diverse talent pools appropriately represented in the workforce
- Key metrics and targets:
  - Academic to Professional Staff profile
  - Workforce Location profile
  - Diversity Target Group profiles
  - Workplace Inclusion index
  - Academic Work Function profile
  - Workforce Costs

## Example:

### (a) Academic to Professional Staff Profile

**Metric:** Academic staff proportion of total workforce.

**Benchmark and Target:** Academic staff profile equivalent to the RUN sector average.



	Academic Division	USQ	RUN Sector Average	RUN Sector Highest	RUN Sector Average (Academic Units)
Academic workforce %	58.49%*	35.66%	39.76%	43.17%	68.19%*



# Strategic workforce management data connections

## Workforce Capability

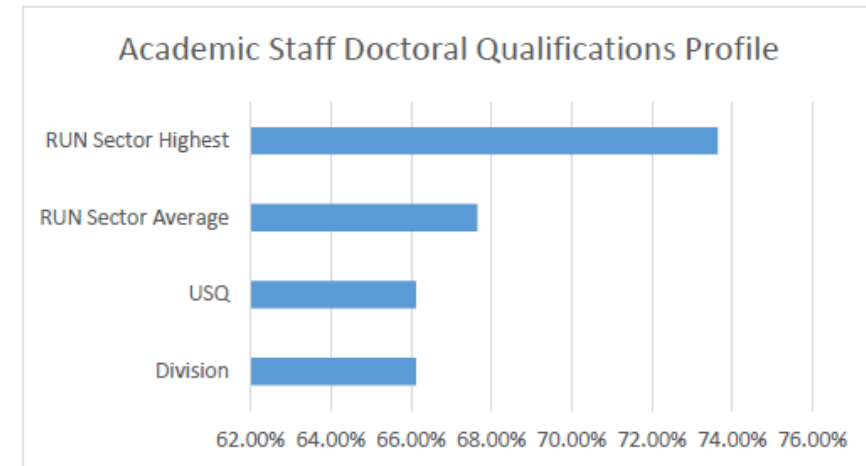
- High level indicators of success:
  - Key capabilities are developed across critical roles/leadership
  - Improved organisational performance
- Key metrics and targets:
  - Academic Qualifications profile
  - Leadership performance index
  - Employee Performance
    - Employee Research Performance
    - Employee Learning & Teaching Performance

## Example:

### (a) Academic Qualifications Profile

**Metric:** Proportion of academic staff with doctoral qualifications

**Benchmark and Target:** Staff Doctoral qualification % exceeding the RUN sector average.



	Division	USQ	RUN Sector Average	RUN Sector Highest
Doctoral Qualifications %	66.13%	66.13%	67.66%	73.64%



# Strategic workforce management data connections

## Workforce Engagement

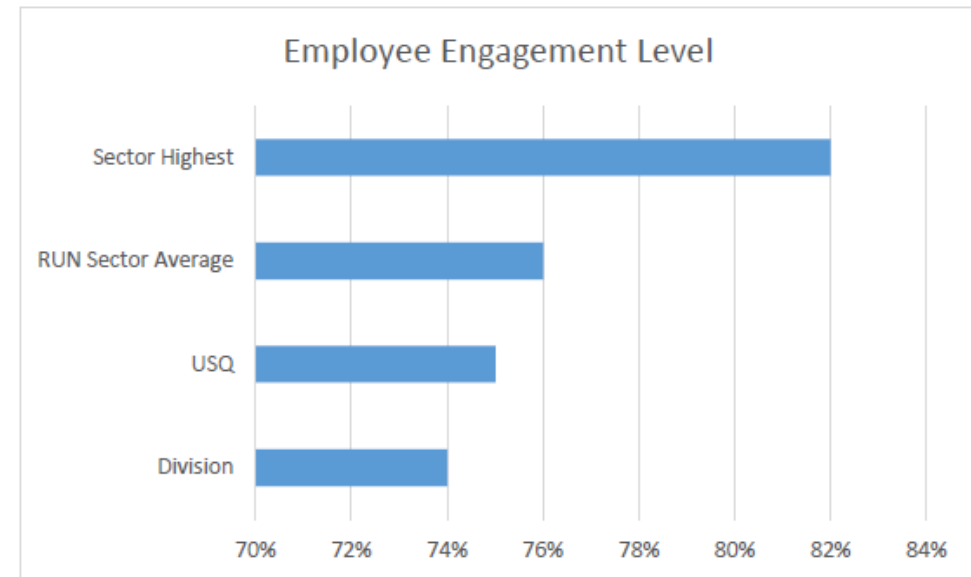
- High level indicators of success:
  - Ranking in sector for levels of employee engagement
  - Strength of USQ's employment brand
  - High levels of satisfaction with culture, values and wellness factors
- Key metrics and targets:
  - Employee engagement level
  - Employee net promotor score
  - Wellness index

## Example:

**Metric:** Latest employee engagement score for work area.

**Benchmark and Target:** Level of engagement (%) exceeding the RUN sector average.

**Long-Term Target:** Sector leading results for engagement levels.



	Division	USQ	RUN Sector Average	All Sector Highest
Engagement Level	74%	75%	76%	82%





Executive

## Executive Home

Search this site

### Dashboards

- Human Resources Strategic Success Indicators
- Workforce Profile
- Diversity
- Recruitment
- Development
- Performance
- Retention
- Wellness

### Reports

- Workforce Profile
- Employee Retention

### Recent

- SiteAssets
- Excel\_Conn
- Reports
- Site Contents

### Welcome to the Executive Business Intelligence Report Centre

The Executive BI Centre covers a range of key performance areas relating to USQ's employees. All data is sourced from the PeopleSoft HR system and refreshed daily, with the exception of recruitment data which is sourced from eRecruit and refreshed monthly.

#### Human Resources Strategic Success Indicators

USQ's Strategic Plan defines a set of Strategic Success Indicators (SSIs) by which the performance of the University is tracked and measured. SSIs are regularly reported to the USQ Council. SSI 8 (Workplace Diversity Targets) and SSI 9 (Employee Engagement Levels) are reported by the Human Resources department.

### Workforce Structures

#### Workforce Profile

Displays a variety staffing trends such as employment mode and type, classification level, leave liability and casual contracts. Average FTE or headcount is the average for the period (year, quarter or month). Classification Level shows includes staff employed under *The University of Southern Queensland Enterprise Agreement 2014-2017* and senior salary package staff only. Casual staff are not included unless specified.

#### Diversity

Displays staffing trends by various demographics such as age, gender and Aboriginal and/or Torres Strait staff. Average FTE or headcount is the average for the period (year, quarter or month). Classification Level shows includes staff employed under *The University of Southern Queensland Enterprise Agreement 2014-2017* and senior salary package staff only. Casual staff are not included unless specified.

### Workforce Capability

#### Recruitment

Displays applicant, successful applicant and new hire data. Includes vacancies advertised both internally and externally.

#### Development

Displays the completion rates for mandatory Induction and Annual Refresher Training.

#### Performance

Displays the completion rates for Enrich Annual Reviews. The year shown is the calendar year's performance reviewed, for example 2017 reviews are the reviews of the 2017 calendar year conducted in January to April 2018.

### Workforce Engagement

#### Retention

Displays turnover rates for employee initiated turnover as well as tenure. Turnover rates for the current year are forecasted based on year to date actuals. Classification Level shows turnover and tenure data for staff employed under *The University of Southern Queensland Enterprise Agreement 2014-2017* and senior salary package staff only.

#### Wellness

Displays information on absences taken. Unscheduled absences includes personal (sick) leave, carer's leave, annual leave taken in lieu of personal leave, long service leave taken in lieu of personal leave, etc.

#### Reports

Two strategic workforce planning reports are also available – the Workforce Profile Report which contains an analysis of various workforce demographic measures, and the Employee Retention Report which contains an analysis of the University's employee turnover metrics.



# Foundational data



Executive

## Workforce Profile > Campus

Search this site

Dashboards

Human Resources  
Strategic Success  
Indicators

Workforce Profile

Diversity

Recruitment

Development

Performance

Retention

Wellness

Reports

Workforce Profile

Employee Retention

**Recent**

SiteAssets

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Reports

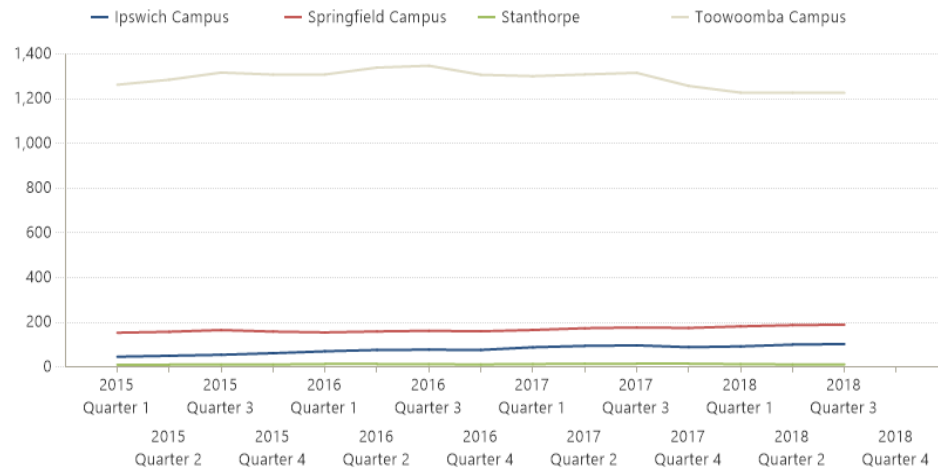
Site Contents

FTE and Headcount | Employment Mode | Employment Type | Classification Level | Academic Work Profile | **Campus** | Annual Leave Liability | Long Service Leave Liability | Employment Costs | Casual Contracts

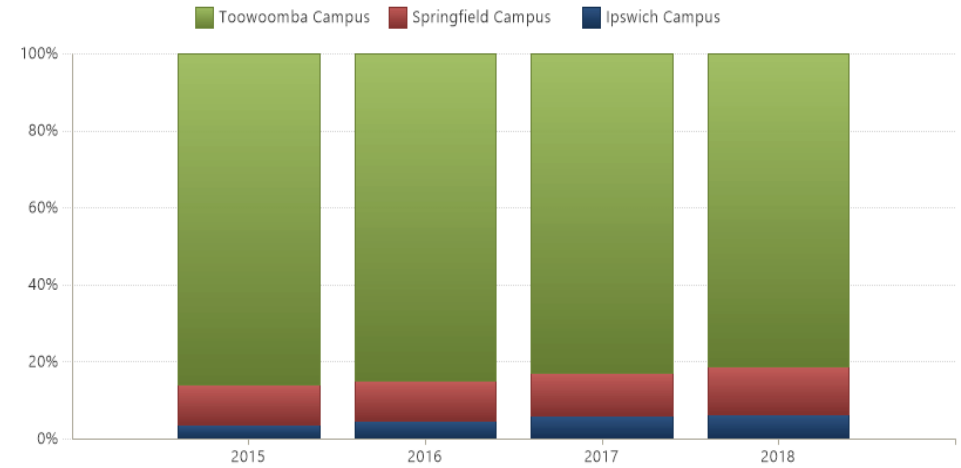
Department Hierarchy

Group

Average FTE by Campus by Quarter



Average FTE % by Campus



Average FTE by Campus

Campus Description	2015	2016	2017	2018
Ipswich Campus	53.41	75.41	92.38	98.25
Springfield Campus	158.85	159.18	173.02	186.12
Stanthorpe	11.16	12.92	14.65	12.30
Toowoomba Campus	1,293.40	1,325.98	1,295.99	1,227.13

Current FTE - Campus

Campus Description	Aug 2018
Ipswich Campus	103.51
Springfield Campus	189.73
Stanthorpe	11.85
Toowoomba Campus	1,224.37



# Foundational data



Executive

## Enrich > Enrich Completion

Search this site

Dashboards

Human Resources  
Strategic Success  
Indicators

Workforce Profile

Diversity

Recruitment

Development

**Performance**

Retention

Wellness

Reports

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Employee Retention

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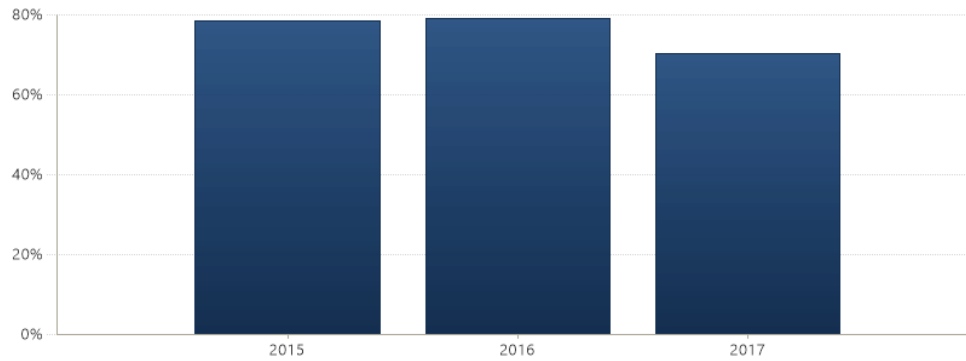
Reports

Site Contents

Enrich Completion

Department Hierarchy  Group

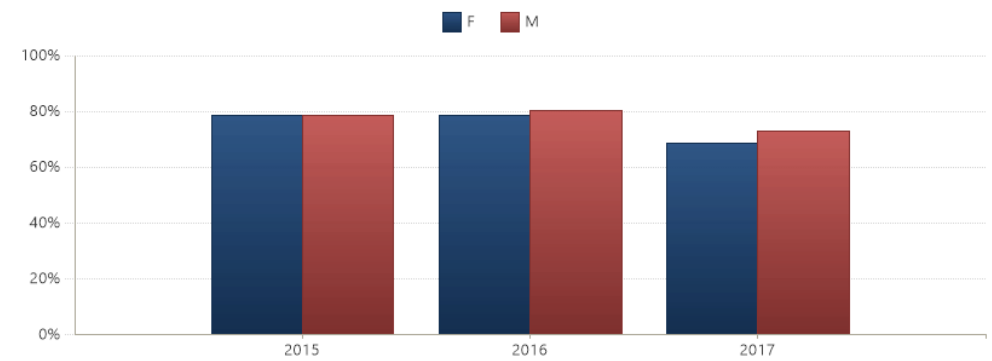
### Enrich Annual Reviews - Percentage Completed



### Current Enrich Annual Reviews - Status

Department Current USQ Division	Cancelled	Completed	Evaluation in Progress	Pending Acknowledgement
Academic Division	4.12 %	68.85 %	21.11 %	5.92 %
Corporate	6.82 %	79.55 %	11.36 %	2.27 %
Enterprise Services Division	2.71 %	78.31 %	16.57 %	2.41 %
Research and Innovation Division	6.98 %	59.88 %	26.74 %	6.40 %
Students and Communities Division	6.78 %	74.58 %	17.51 %	1.13 %
Vice-Chancellor's Division	20.00 %	10.00 %	60.00 %	10.00 %

### Enrich Annual Reviews - Completion Rate by Gender



### Enrich Annual Reviews - Completion by Level

Staff Classification Classification Level	2015	2016	2017
Academic Staff Level A	74.29 %	63.33 %	64.00 %
Academic Staff Level B	77.54 %	76.86 %	59.92 %
Academic Staff Level C	78.99 %	77.62 %	67.97 %
Academic Staff Level D	70.97 %	82.76 %	70.97 %
Academic Staff Level E	79.55 %	68.89 %	51.92 %
Professional Staff Level 2	20.00 %	20.00 %	0.00 %
Professional Staff Level 3	73.53 %	73.68 %	61.54 %
Professional Staff Level 4	78.70 %	72.48 %	80.95 %
Professional Staff Level 5	83.40 %	84.13 %	80.49 %
Professional Staff Level 6	81.09 %	87.98 %	77.49 %
Professional Staff Level 7	78.38 %	86.67 %	80.28 %
Professional Staff Level 8	81.05 %	79.82 %	72.50 %
Professional Staff Level 9	92.65 %	84.21 %	79.59 %
Professional Staff Level 10	78.95 %	79.17 %	89.29 %





# Gender equity case study

## ***Identifying the need***

- Change in corporate strategic metrics to more accurately reflect status and pipeline, and drive institutional focus
- New targets set based on historical growth rates, sector performance, and internal priorities
- Deep data analysis: participation rates, pay gaps, promotion, recruitment, turnover
- Projecting the future

## ***Responding to the need***

- Proactive development strategy change and intervention for gender equity initiatives
- Measuring success and performance outcomes



## Questions and thanks

**Find out more:**

@ [trudi.davidson@usq.edu.au](mailto:trudi.davidson@usq.edu.au) or [cathy.hammond@usq.edu.au](mailto:cathy.hammond@usq.edu.au)

📞 +61 7 4631 2663 📍 [www.usq.edu.au/hr](http://www.usq.edu.au/hr)