

University of Southern Queensland PEOPLE STRATEGY 2021–2025



OUR ASPIRATIONS

The USQ People Strategy enables us to build a future-fit workforce in support of the USQ Strategic Plan across all four components:

- Build a better future with our communities
- Translate ideas and knowledge into opportunities
- Be innovative, engaged and forward-thinking
- Create vibrant hubs of education and research

Reinforced by our core values, our People Strategy has been shaped across three connected pillars: People, Purpose and Place.

People

We continue to build a diverse, inclusive and capable community of people who share our strong sense of purpose and values.

Purpose

We will build a 'fit for purpose' people profile aligned to deliver outstanding student experiences and outcomes and grow the quality and quantity of our research outcomes and impact.

Place

We will create a place of work that is grounded in culture, Country and connection and leverages technology to create collaborative virtual and physical spaces for our people, students and communities.

We are focussed on fostering a culture centred around our values of **Respect, Integrity and Excellence**; one that is grounded in relationships and community, mutual respect, diversity and inclusion, and a strong commitment to ethics, integrity, accountability, collaboration and innovation.

OUR STRATEGIES

PEOPLE

WE ARE CONNECTED, INCLUSIVE AND HIGH PERFORMING

- Striving for excellence: We will create an environment in which our people can achieve their potential; are influential, high-performing and accountable; and where inclusive behaviours are recognised and rewarded
- Building capability in leaders and teams: We will support our people to grow and develop the competencies, behaviours and specialist skills required to deliver industry leading education, student success and quality research (innovation, collaboration, impact), and build leadership excellence which generates a shared vision for our people and creates high performing, accountable teams
- Fostering an inclusive culture: We are connected by our shared values and purpose, recognising all voices of the diverse communities we serve, and will develop a culturally competent workforce that recognises the richness of First Nations peoples and perspectives
- Health and wellbeing enhance engagement: We actively support the health and wellbeing of our people and enhance agile working with technology as an enabler

OUR STRATEGIC ENVIRONMENT

Our People Strategy has been developed in a time of significant global change, where the higher education sector is being impacted by a range of social, technological, economic, environmental and policy drivers.

Building on our signature strength of flexible, innovative education, the University is focused on creating and sharing knowledge, transforming lives and solving the problems that matter to our world.

We celebrate the living cultures of First Australians and recognise and respect the knowledge of Aboriginal and Torres Strait Islander peoples and the vital role they play in the ongoing evolution of our University.

As the future of work continues to transform, bringing with it ever-changing challenges and opportunities to attract, develop, engage and retain a high-quality workforce, we are re-imagining how we work at USQ.

Our People Strategy has been designed to create an environment where our people feel deeply connected to our vision, purpose and place and have the capabilities, motivation and support to achieve success.

It provides us the guidance to focus on:

- Becoming an engaged, outwardly focused, and adaptable organisation that can excel in a world of constant disruption
- Building the strategic capabilities we need to execute upon our Strategic Plan, including in our flagship areas
- Creating a University where people are unified through a shared purpose and direction with our First Nations perspectives interwoven into all we do



PURPOSE

WE ARE CLIENT DRIVEN, EMPOWERED AND CREATE VALUE FOR OUR COMMUNITIES

- Workforce Planning establishes metrics: We will anticipate the people profile and capabilities we need for the future and build a workforce management ecosystem that is aligned to our core academic endeavour, teaching and research priorities
- Harnessing change: We will foster organisational agility and adaptability to align and structure our workforce to priorities
- Leveraging the strength of our brand: We will proactively manage our employer brand and position in the market by establishing our reputation for excellence and distinctiveness and create an employee experience that makes us first choice for top talent
- Value for our communities: We will deliver outstanding student experiences and outcomes and solve problems through our research outcomes and impacts

OUR PERFORMANCE

Our measures of success include:

People

- We have a highly credentialled, capable and engaged workforce
- We have a community of people who have the capability to engage, challenge and take measured risks
- Our people reflect the diverse communities we serve
- First Nations peoples are an integral part of our business
- Our people feel connected, safe and valued

Purpose

- Our workforce composition meets the needs of the University
- We are recognised as University of choice for our people
- We deliver a 'people and positive experience first' approach for our clients
- We contribute to the improvement within our communities

Place

- We have a highly engaged workforce
- Our people are agile, resilient and innovative
- Our ways of working are grounded in culture, Country and connection
- We embrace technology to support productive and efficient ways of working

We will monitor progress to achieving our objectives using:

- Recruitment, progression and retention metrics
- Learning and development metrics
- Diversity and inclusion metrics
- Workforce plan horizons
- Pulse surveys
- Client feedback
- Employee experience surveys

PLACE

WE ARE AN ENGAGED AND ENABLED WORKPLACE

- Digital transformation and process simplification through innovation: We will leverage and enable the full capacity of our people by removing barriers to get work done and harnessing the power of technology and process automation
- Our ways of working are client centered: We will design and redefine our ways and patterns of working to enable flexibility and rapid transformation, and achieve optimum balance between professional services and academic delivery
- Our place of work: We will create environments, both physical and virtual, in which our people can demonstrate the value of their work through rewarding opportunities and career pathways
- Talent mobility: We will harness the skills and expertise of our people through internal talent pooling, talent mobilisation, and career pathways