Division of Administrative Services Plan 2010-2014

Context

As the university prepares to review the Blueprint our internal and external operating environment is characterised by significant federal government reform, infrastructure development, shifts in student demand and increasing student expectations.

The Corporate Review of the Division acknowledged the challenges we face to implement government reforms, balance compliance obligations with increased service expectations, address workforce changes and contribute to building sustainable quality in teaching and research. The report recognised and acknowledged the contribution of DAS staff, affirmed actions already underway and recommended future directions and identified future priorities.

An implementation plan has been approved to specify the actions the Division will take in response to the Review recommendations and to prepare for the changing environment. The DAS Plan reflects key elements of the implementation plan.

DAS makes a key contribution in support of the University’s vision for learning, research and partnerships through its expertise and leadership in the provision of management and support services. This support is critical to the achievement of QUT goals of:

- Building research capacity
- Quality learning and teaching
- Real world positioning
- Information and communications technology, and
- Scholarship.

Critical response is required from DAS for the management of:

- Service delivery
- QUT’s reputation, brand and student demand
- Higher Education reforms (participation, governance, administrative and industrial relations)
- Legislative and regulatory requirements
- Activities and services to support student expectations and enhance student engagement
- Workforce capability
- Financial and environmental sustainability
- Diversity and social justice
- Administrative systems to support current and future business activity.
- Participation in and preparation for the 2011 TEQSA Review

The Division:

- works in partnership with internal and external stakeholders to provide quality management and support services that foster a positive student and staff experience, strong demand for QUT programs and an enhanced reputation for the University
- aligns its capabilities and influences the University’s capabilities for a changing operating environment
- provides the governance framework for the University, including responsibility for the policy framework and compliance program.

Aim

DAS will work with faculties, other divisions and external organisations to ensure QUT has the appropriate services, governance and capability to support the achievement of current and future Blueprint goals.
Objective 1 - Services

1. Work with partners to provide leadership in innovative and client-focussed service delivery and respond to the increasingly competitive environment by:

1.1 Implementing outcomes from the DAS Corporate Review and the Business Service Improvement (BSI) project ‘Supporting a Quality Student Experience’, to drive real end-to-end changes to business processes in faculties and divisions (one to three year timeframe) incorporating a high level of service culture, provision of clear client contact points and a reduction in administrative complexity.

1.1.1 Continue working with Finance and Resource Planning (FRP) on load management, fee management and payroll issues.

1.1.3 Complete the review of legal services and cash-generating activities to develop recommendations regarding future business models.

1.1.4 Encourage the creative use of information technology to enhance service delivery by:

- Managing the post-implementation phase of SAMS following go live by building a sustainable implementation and improvement model for aligning processes and people to embed and support project deliverables. Seeking opportunities to leverage off the technology utilised in the SAMS implementation to apply to other DAS services.

- Continuing implementation of University’s electronic records management system (ERIP) for key record types to be completed 2010

- Identifying opportunities through web 2.0 and future web developments to improve services and functionality for staff and students.

- Collaborating with key stakeholders to identify paper-based HR processes to be prioritised for on-line conversion:
  - Implementation of the HR System Health and Safety Module
  - Implementation of the HR System staff rostering module
  - Improved email notifications to further automate processing of operational HR processes
  - Providing on line staff training via Blackboard
  - Providing on line application for Higher Duties
  - Implementation of an e-recruitment system

1.1.5 Realign the service provision structure of the Division to improve the customer interface and provide higher level strategic advice

- Division and departments to consolidate service functions

1.1.6 Develop clear lines of communication and intelligence sharing in the coordinated delivery of the strategic international plan by:

- deployment of new business models to improve global and local student recruitment
- collaboration with the Division of International and Development to achieve targets for international students
- DAS involvement in admission training for missions (ongoing)
- DAS representation on key admission missions (ongoing)
- Providing ‘offer training’ to faculty staff
- Implementing on-line admission and packaged offer modules in SAMS
1.2 Contribute to a quality experience for staff and students

For staff:

1.2.1 Assist areas to respond to outcomes from Staff Opinion Survey 2008

1.2.2 Improve current levels of support mechanisms (People and Culture Plan 3.1)
   - Staff Opinion Survey data
   - Staff leave balances
   - Staff retention
   - Exit surveys
   - Employee Assistance Program
   - Support during change processes
   - Staff development
   - Staff development and support for equity groups
   - Performance management

1.2.3 Increase staff engagement through services and information on the QUT website.

For students:

1.2.4 Enhance the student experience in a demand driven environment (People and Culture Plan 3.3) by developing innovative, responsive programs for all students, such as first year, targeted support programs, employment preparation, part time employment, accommodation and health and welfare assistance, and operate in partnership with other support providers for coherence and efficiency.
   - Student experience surveys (e.g. FYES, MYES, EYES and AUSSE)
   - Graduate Destination Survey
   - Course Experience Questionnaire
   - Feedback through TellQUT system

1.2.5 Respond to federal government initiatives to enhance student services and amenities including the proposed introduction of the Student Services and Amenities Fee and Loan scheme.
   - In conjunction with the Student Guild conduct an audit of all services and amenities provided for students
   - develop recommendations to Council regarding service provision responsibility and funding

1.2.6 Develop and implement an expanded range of support for equity target group students and operate in partnership with other support providers for coherence and efficiency. (People and Culture Plan 4.2)
   - Number of equity group students supported
   - Relative retention rates of students in equity groups

1.2.7 Collaborate with Office of Teaching Quality and the Division of International and Development to further develop and enhance support services for international students including:
   - language, learning and academic literacy support, particularly for postgraduate research and scholarship students
   - careers assistance, personal advice and counselling
   - orientation
- encouraging engagement with local students and the community, student association development and support, and enhancing students’ cultural and social experiences.

1.3 Contribute to an environmentally sustainable future for QUT

1.3.1 Lead implementation of sustainability initiatives arising from the Environmental Management Plan and QUT Sustainability Working Party including initiatives in:

- Cultural and organisational change
- Energy management
- Waste reduction and recycling
- Water use management
- Green IT
- Transport
- Environmental compliance and reporting
- Green purchasing

1.3.2 Implement a Green Star Rating for new and refurbished facilities.

1.4 Provide a physical environment which supports the maintenance and growth of learning, research and partnerships.

1.4.1 Based on the QUT master plan and advice from stakeholders, plan and oversee implementation of new and refurbished physical infrastructure projects including;

- Science and Technology Precinct project and associated GP Wet labs/Workshops and Decanting Projects; and CI Stage 2

1.4.2 Develop a coherent and strategic approach to space management within QUT.

1.4.3 Maintain and support the campus environment and activities.

1.4.4 Prepare proposals to support the university’s ambition to develop Caboolture Campus in partnership with Brisbane North Institute of TAFE.

1.5 Provide leadership in building the University’s reputation and image

1.5.1 Develop and deploy the approved QUT brand architecture including standards and resources for visual identity in print and online

1.5.2 Build QUT’s local and national media profile with particular attention to Blueprint priorities for research and engagement

1.5.3 Monitor and report on the University’s reputation in the news media and coordinate communication during issues and crises

1.5.4 Produce key publications including Annual Report, Inside QUT, and QUT Links

1.5.5 Enhance the usability and relevance of the University website for external visitors.

1.6 Provide professional marketing and communication services which assist faculties, divisions and institutes to achieve key performance indicators
1.6.1 Provide high quality integrated services for advertising, publications, websites and recruiting events

1.6.2 Provide media training to increase the capabilities of researchers and other staff to communicate successfully with the news media

1.6.3 Provide training to increase the knowledge and skills of staff in advising prospective students

1.7 Provide leadership and strategic advice in enhancing internal communication

1.7.1 For staff:
- raise awareness among managers at all levels of good organisational communication practice, particularly during change
- encourage further utilisation of StaffConnect functionalities

1.7.2 For current students:
- maintain services for students in a single website
- manage general, corporate-level communication with students
- monitor usage of AskQUT and assess student responsiveness and determine best way to expand the capabilities and content of the system.
- provide students with an open feedback channel (TellQUT) and ensure that QUT analyses and acts on feedback received and that such action is regularly reported back to the student body.

1.7.3 For staff and current students:
- develop an internal communications strategy for QUT to better meet the needs of staff and students with an emphasis on web and other electronic communications.

Objective 2 - Governance

2.1 Articulate and implement the governance framework for the University including
- revision of University Act, Statutes and policy
- compliance with ESOS and National Code and any amendments arising from the foreshadowed government review
- compliance with HESA 2003 and subsequent amendments
- compliance with National Greenhouse and Energy Reporting Act
- compliance with changes to industrial relations laws
- compliance with accepted governance standards

2.1.1 Oversee implementation of the governance framework in the University through induction and relevant training/orientation programs, including
- development of an online induction program for staff.
- oversee implementation of the revised Code of Conduct and Conflict of Interest Policy

2.1.2 Enhance a culture of compliance with external requirements and internal policies through training and awareness.
- No. of compliance reports returned (maintain at 100%)
- No. of high risk/non-compliance cases
- Reduction in reportable maladministration incidents
- Staff Opinion Survey reporting reduced incidences of discrimination/harassment/bullying
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- Organisational preparedness to implement legislative changes
- Number of staff completions of compliance-related training programs eg EO Online.

2.1.3 Support integration of the QUT health and safety management system with particular emphasis on teaching and research activities, through advisory support, monitoring and reporting on compliance and practice.

- National benchmarking and use of performance indicators
- Internal and external audits and reporting
- Number of incidents
- Evidence of successful risk management as assessed through effective risk control
- Safety culture and climate measures including effective crisis management plan

2.2 Prepare for and participate in the 2011 TEQSA Review

2.2.1 Continue to embed quality framework elements into all organisational areas’ operations

- Evidence of process and service improvements based on various feedback mechanisms

Objective 3 – Capability

3.1 Continue to work towards preferred student/staff profile (People and Culture 2.1, 4.2 and 6.2)

3.1.1 Audit, consolidate and expand student recruitment/attraction programs including merit scholarships, introduction of the College of Excellence, review of STARTQUT program and other initiatives to attract capable non-school leavers.

- Scholarships coordinator appointed and centralised management model developed for implementation
- Percentage of OP1 – OP3 and equivalent Year 12 entrants
- Increased market share of capable non school leavers.

3.1.2 Develop strategies to increase participation and retention of disadvantaged students in accordance with participation and partnership initiatives announced by the federal government in 2009.

- Establish and maintain partnerships to develop educational aspiration in target groups including participation in state wide working groups to develop joint positions and initiatives for Queensland.
- Collaborate with QUT areas involved in outreach, recruitment and student support to develop a whole of university approach to widening participation and student support.
- Increased funding for widening participation and partnership activities

3.1.3 Assist the University to embed workplace integrated learning into the curriculum and practice

- Increase the number of courses with workplace integrated learning
- Positive outcomes of CEQ, AUSSE and TellQUT
- Explore options to expand internships and volunteer experiences (domestically and internationally), as well as on-campus casual employment opportunities for students.
3.1.4 Respond to recent changes announced by the federal government in the administration of Commonwealth Scholarships and changes to Youth Allowance thresholds by:

- Continuing to administer University Equity Scholarship, Bursary and computer schemes for students incorporating government and continuous improvement reforms
- Scholarship program completed on time each year and meeting audit requirements
- Refine application process for students and prospective students for easier application and early outcome advice.

3.2 By 2011 strengthen existing staff capability and build new capability, including leadership

3.2.1 Collaborate with the Division of Teaching Quality and Division of Research and Commercialisation to continue to strengthen early career academic recruitment and development program and mid career academic development program

- Achievement of University KPI

3.2.2 Develop career support mechanisms for research only staff and sessional staff

- Policy and funding framework established by 2010

3.2.3 Continue to strengthen the Indigenous strategy, in particular academic staff percentage of Indigenous staff

- Tagged as priority for faculty and divisional Equity Committees and Executives
- Achievement of University KPI

3.2.4 Maintain support and development activities for female staff

- Achievement of University KPI

3.2.5 Enable the University to respond to critical areas of reform by providing areas requiring specialist expertise with appropriate support in the areas of

- workforce planning, with emphasis on capacity building and proactively managing an ageing workforce through development of a workforce management framework.
- change management, including workplace cultural change
- in collaboration with faculties and divisions develop and implement a new recruitment and retention strategy encompassing development of an employment brand and enhanced careers website and strategies to support targeted recruitment of priority groups
- more emphasis on consulting and advisory services to help identify workforce development needs and gaps in relation to strategic priorities
- increased self help for managers and staff via on-line systems such as StaffConnect

3.2.6 Continue to implement programs and policies to assist in the recruitment and retention of staff by

- finalising and implementing the work/life balance policy
3.3 Build business capacity in key administrative areas

3.3.1 Continue to develop business cases and secure funding for selected opportunities, leading to improved forecasting
- Key business process mix identified and aligned to needs

3.3.2 Investigate mechanisms to streamline business processes by utilising appropriate technologies in the post SAMS go-live environment
- Explore use of AskQUT software to streamline and improve TellQUT admin processes and reporting.

3.4 Monitor QUT’s environment (external and internal) and build capacity to implement timely and effective responses

3.4.1 Ensure workplace relations strategies support the changing QUT business environment

3.4.2 Ensure appropriate and timely devolution of responsibility for the implementation of relevant strategies

3.4.3 Oversee implementation of outcomes of the review of the University’s Crisis Management Plan.

3.5 Support the growth in off campus facilities, including those co-located with industry partners

3.5.1 Working in collaboration with the Division of Research and Commercialisation and faculties, plan and deliver new facilities to support research at off campus locations

3.5.2 Organise and manage the delivery of Facilities Management support services for off campus facilities.