

Operational Priorities Plan 1999-2000

MANAGEMENT PRIORITIES - ACTIVITIES TO DATE

| Priorities/Objectives | Targets/Indicators of Success | Implementation Strategies | Responsibility/ Accountability* | Activities to Date/Indicators of Success |
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| <ul style="list-style-type: none"> Improving community relations and service [which includes improving market research and communications strategies, and enhancing our service to major stakeholders]. | <ul style="list-style-type: none"> Demonstrated improvement in community perceptions of UWA (local, national, international) as indicated by survey results. The achievement of 'favourable' policy outcomes at the system level. | <ul style="list-style-type: none"> Complete market research project and develop marketing and communication strategies for the University, and for each Faculty. Develop UWA staffing policies to improve the recognition, encouragement and reward for service. Establish a more effective focal point for visitors to UWA (such as a Visitors' Centre). Provide effective student support services, including special support for 'disadvantaged' students. | Pro Vice-Chancellor (Community & Development) | <ul style="list-style-type: none"> Market research completed; marketing plan 70% implemented. Visitors' Centre established. Student mentor scheme expanded with plans to extend to all faculties in 2001 |
| <ul style="list-style-type: none"> Improving management and planning information. | <ul style="list-style-type: none"> Demonstrated improvement in the satisfaction of major information system users with the quality and timeliness of management information. | <ul style="list-style-type: none"> Develop and extend the EIS and improve links with major information systems (FRS, HRS, etc.) and statistical collections. Conduct training and user-surveys in relation to the major systems (FRS, HRS). Improve internal communications through more creative use of websites. Benchmark with 'good practice' universities on system development. | Registrar and Executive Director (Finance & Resources) | <ul style="list-style-type: none"> See priority/objective 'Enhancing the University's use and management of information technology' on page 4. A review of the Campus Wide Information System and University home page is in progress. Benchmarking with other universities has been established (eg. Bristol) with regard to research management, several universities with regard to student records systems, space management). |

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| <ul style="list-style-type: none"> Enhancing quality and equity in staffing, particularly in performance management and flexibility of staffing arrangements. | <ul style="list-style-type: none"> Demonstrated improvements in recruiting, developing and retaining highest quality staff (as evidenced by various institutional performance indicators). Demonstrated improvements in the various equity performance indicators in the University Equal Opportunity Management Plan, such as <ul style="list-style-type: none"> % of women academic staff % women general staff at senior levels. | <ul style="list-style-type: none"> Incorporate more strategic and flexible employment conditions, rewards, and incentives into Enterprise Bargaining negotiations. Investigate options for further links between performance and remuneration. Enhance performance appraisal and development skills in all staff. Focus training on key performance management issues (eg. for Heads of Departments, Heads of Sections). Focus training and awareness-raising in relation to equity and equal opportunity policies. Benchmarking with 'good practice' universities in the area of quality and equity of human resources practices. | Deputy Vice-Chancellor | <ul style="list-style-type: none"> Numerous provisions consistent with this implementation strategy have been included in both the General Staff and Academic Staff enterprise agreements explicitly referenced to the OPP and the University mission. The Agreements facilitate: <ul style="list-style-type: none"> Salary packaging. Salary progression to reward excellent performance. Flexible arrangements so that working hours meet as far as possible, both operational and individual needs. 48/52 and 42/52 week years to provide flexibility in terms of salary earned and extended time off on leave. Deferred salary scheme allowing payment of salary at 80% over 4yrs with the 5th year off on 80% of salary. Flexible options for clearance of LSL. Option of part-time return to work following maternity/paternity leave. Schedule B of the Academic agreement sets out a range of changes and commitments to change consistent with achievement of objectives arising from the OPP. Revised guidelines on remuneration clarifying and expanding the opportunities to reward good performance were disseminated in mid 2000. Workshops to assist managers in learning how to use the remuneration strategy are planned for 2001. Academic Staff Development Review and General Staff Development Review workshops provide skills training to supervisors in conducting staff development review and objective-setting discussions. Skills workshops are offered to general staff reviewees to allow them to optimise their participation in the feedback and development process. <p style="text-align: right;"><i>...cont'd</i></p> |

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| <ul style="list-style-type: none"> Improving selectivity in resource allocation. | <ul style="list-style-type: none"> Identification of priority areas and implementation of commensurate resourcing strategies. | <ul style="list-style-type: none"> Develop the University's academic plan. Review the balance between formula funding and discretionary funding in the University and Faculty for budget models. | Deputy Vice-Chancellor | <ul style="list-style-type: none"> The University's Academic Profile has been developed to establish an academic plan as the basis for greater selectivity. The Profile has been endorsed by the Academic Board and Senate and is the academic basis for the Review of Academic Structures (in progress) and the foreshadowed Review of the University Budget in 2001. |
| <ul style="list-style-type: none"> Enhancing the University's use and management of information technology. | <ul style="list-style-type: none"> Demonstrated improvement of the University's information technology resources and increased user-satisfaction (from staff and students). | <ul style="list-style-type: none"> Completion of the Review of Information Technology Strategy. Implementation and training for FRS (People Soft). Implementation and training for HRS (Concept). Enhancement of the EIS. Review of SRS. Development of an Electronic Document Management System. Development of a Research Management System. Computerisation of timetabling and venue allocation. | Executive Director (Finance & Resources) and Registrar | <ul style="list-style-type: none"> The Review of Information Technology has been completed. A plan has been established from the Review Report identifying an agenda of specific priority objectives, associated targets, implementation strategies and responsibility points. An IT Policy Committee has been established to drive the University's use of information technology. One of the objectives of the Committee is to ensure that in such a rapidly changing environment the use of information technology is incorporated into the highest levels of the University's strategic planning and budgeting structures; that a strategy is implemented and regularly updated; and that, while maintaining a largely devolved responsibility for IT, the expertise present in the University is fully drawn upon. <p style="text-align: right;">...cont'd</p> |

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