

AUSTRALIAN TECHNOLOGY NETWORK OF UNIVERSITIES



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OF UNIVERSITIES

BUILDING PARTNERSHIPS
FINDING SOLUTIONS

ATN 2008 Conference



Alternative University Pay and Career Structures that Support the Attraction and Retention of Academic and General Staff: Workplace Productivity Program Project 2008-2010

Presentation from the ATN HR Group
January 2008

Project Aim



To develop a total rewards and career framework for academic and professional staff which:

- Aligns with overall organisational objectives;
- Facilitates the establishment of performance-based cultures;
- Provides a comprehensive approach to remuneration and reward at all levels;
- Supports the attraction and retention of high quality staff
- Provides a adaptable national approach to career and reward programs
- Is affordable
- Recognises current employee expectations of reward, benefits and careers

Project Partners

- ATN Group
- Mercer Human Resource Consulting
- Australian Higher Education Industrial Association (AHEIA)

Contextual factors

- Increasing attraction and retention difficulties
- Uneven remuneration practices have evolved in response such as loadings, partial broadbanding and selective incentive reward processes
- Fragmented implementation of performance management processes with imprecise linkages between expectations and organisational outcomes that lack measurement rigour
- Remuneration structures need to be more adaptive to differentiated career pathways and organisational skill needs ie. Commercial, innovation and entrepreneurial skills, teaching, academic vs general.

Project methodology - *total rewards and careers approach*



“the best reward strategies consider all of the ways in which organisations deliver financial value to employee –beyond remuneration and benefits to include career development, advancement, training and professional development” **Mercer**

- Employer perspective – do business and human capital strategies create competitive advantage in the labour market?
- Employee perspective – what do employees value?
- Cost perspective – what is the preferred market position, affordability, sustainability and ROI?

Project methodology

- **Analysis and design phase (1 year)**
 - External analysis - market review of current reward and career frameworks
 - Internal analysis – alignment of current reward and career frameworks with organisational goals/workforce maps
 - Total rewards and careers strategy development
 - Implementation priorities document development
- **Detailed implementation phase (2 years)**
 - Strategic implementation plan for each ATN university

Key considerations

- governance
- pilot sites
- industrial relations
- communication strategy
- training
- tailored implementation

What next?

- Sign offs on governance, risk management,
- Selection of pilot sites
- Data collection at institutional level