
**TOGETHER, MAKING
VU A GREAT PLACE
TO WORK**

**PEOPLE STRATEGY
2019–2020**



**VICTORIA
UNIVERSITY**

THINGS ARE CHANGING AROUND HERE

In recent years, we've been busy revolutionising our approach to learning and teaching, disrupting the tertiary education sector. Now, it's time to reimagine how we work at Victoria University, and we're doing it together. We want to create an employee experience that is as progressive, inclusive and engaging as our student experience. We want to make Victoria University an even better place to work.

WHY OUR PEOPLE AND CULTURE MATTER

In our VU Strategic Plan 2016–2020 and White Paper, we outlined key objectives for our organisation looking forward. These included striving for openness and excellence in all that we do, driving a transformational agenda and being financially sustainable. We also defined key areas that we would use to measure success, including our ability to lead, engage, innovate, collaborate, and deliver excellence.

Investing in our people, our students, our campuses, our technologies and our partnerships is vital to our success. We know that we can only achieve our organisation's goals together.



WHAT WE FOUND

Victoria University is an organisation with a compelling vision and employees who are passionate and committed to its success. We have shown that we are innovative and team-oriented. We are aware of the importance of keeping each other safe and we value working in a diverse and inclusive organisation.

Together we identified some areas for improvement. This people strategy is designed to address those issues over the coming years.

WHAT OUR LEADERS SAY

We want VU to be a great place to work, where we proudly embrace and celebrate our moral purpose – to transform the lives of our students and the communities we serve.

PETER DAWKINS
VICE-CHANCELLOR & PRESIDENT

VU puts people first. We want VU to be a place of vibrant performance and innovative culture, where people feel highly valued, engaged and proud to work at VU.

MARCIA DEVLIN
SENIOR DEPUTY VICE-CHANCELLOR

To succeed as an agile, dynamic and innovative university of the 21st century, we must work together on an organisational culture that values our authenticity. All employees should feel engaged and connected to the purpose of our university and principally focused on achieving student success.

SHAUN ELTHAM
VICE-PRESIDENT, PEOPLE & CULTURE

WHAT OUR EMPLOYEES SAY

Working for VU, I know my contribution is valued among my colleagues. I enjoy the opportunity to make a difference in the community where I live and work.

KATE SMITH
COORDINATOR INDUSTRY, STRATEGY & PLANNING, VU POLYTECHNIC

The most exciting part of working at VU is the opportunity to explore, challenge, learn and share alongside some very talented and passionate people. I don't have to look far to find exceptional stories about our employees, students and projects.

FRANCESCA TRIMBOLI
SENIOR MANAGER, MEDIA & CONTENT

Victoria University has provided me with a nurturing working environment where I have the freedom to pursue my passion for science while also being mentored by more experienced senior colleagues.

NEIL FERNANDES
ACADEMIC TEACHING SCHOLAR

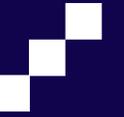


PETER DAWKINS, VICTORIA UNIVERSITY'S VICE-CHANCELLOR & PRESIDENT.

INTRODUCING OUR NEW PEOPLE STRATEGY 2019–2020

Our new People Strategy has been designed to create the best environment for all employees. Welcoming and empowering, it is supportive, inclusive and champions diversity. The strategy comprises six main pillars, each one talking to actionable steps that will drive desirable outcomes.

**PROFESSIONAL DEVELOPMENT FOR
A SUCCESSFUL FUTURE.**



**ENABLE EMPLOYEES BY PROVIDING
THE RIGHT INFORMATION.**



**ORGANISATION DESIGN THAT ENABLES
AN AGILE WORKFORCE.**



**PROCESSES THAT ARE LEAN, EFFICIENT
AND CONTEMPORARY.**

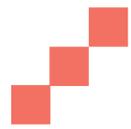


**LEADERS WHO LISTEN, EMPOWER
AND INSPIRE EMPLOYEES, FOSTERING
INNOVATION AND COLLABORATION.**



**ENGAGING WORKPLACE WITH
A CARING CULTURE.**





PROFESSIONAL DEVELOPMENT

FOR A SUCCESSFUL FUTURE

Enhancing knowledge, skills, capabilities and career growth through professional development is a key driver of our success. It is through this that we become an agile empowered workforce ready for the future.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

- 1 Being more open about expectations of all employees in terms of their roles and behaviour.
- 2 Offering further study options, mentoring and events that will enhance professional development.
- 3 Reviewing the Academic Promotions and SSP Policies & Procedures to make sure they are fit for purpose and fair and transparent.
- 4 Reviewing the VU Develop process to identify areas where the employee experience could be enhanced.
- 5 Creating a succession planning model for leadership and critical roles.



ENABLE

EMPLOYEES BY PROVIDING THE RIGHT INFORMATION

Access to all of the right information not only allows us to do our jobs efficiently, but also enables us to leverage the power of data to make decisions based on evidence. Readily available information also helps us garner a deeper understanding of our organisation's operations on both a macro and micro scale.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

- 1 Identifying and deploying fit for purpose internal communication tools (e.g. email and intranet) that encourage collaborative and innovative practice.
- 2 Helping all employees to become more financially aware, and being more transparent about VU's financial situation.



ORGANISATION DESIGN

THAT ENABLES AN AGILE WORKFORCE

To succeed as an organisation, our mindset, approach and actions need to reflect a future-focused way of working. If we can succeed in becoming a more contemporary workforce, we can focus on delivering an exceptional experience for our students, partners and community.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

- 1 Reviewing the way we work to identify areas where a shift in approach is needed.
- 2 Reviewing our position descriptions to ensure they are succinct and clearly define what people are accountable for.
- 3 Developing a workforce planning toolkit aligned to our current and future needs.
- 4 Enhancing workforce reporting to enable effective planning and strategic decision making.



PROCESSES

THAT ARE LEAN, EFFICIENT AND CONTEMPORARY

Well-defined business processes will allow us to work more effectively and efficiently. The benefits will go beyond improving workplace performance and culture, informing how Victoria University can achieve its goals as a whole.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

- 1 Reviewing our recruitment processes to ensure they are open, transparent, fair and effective in choosing the right people for the right roles.
- 2 Training our hiring managers to make good selection decisions.
- 3 Reviewing our business processes with a focus on reducing bureaucratic barriers to productivity and effectiveness.
- 4 Investing in business improvements.



LEADERS

WHO LISTEN, EMPOWER AND INSPIRE EMPLOYEES, FOSTERING INNOVATION AND COLLABORATION.

Our leaders have a unique opportunity and responsibility to shape the culture of our workplace by acting as role models and fostering open and transparent communication.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

1

Encouraging senior executives and leaders to be more connected with employees, genuinely engage with their teams, and consider feedback before acting.

2

Acknowledging employees when they join and leave our organisation.

3

Continuing our VU leadership and management development programs and initiatives across the university.



ENGAGING WORKPLACE WITH A CARING CULTURE

Coming to work and feeling connected to the Victoria University community should be an enjoyable experience for all. When we feel our role has purpose, our work is engaging and the culture is supportive, our teams and the wider organisation will thrive.

WE'RE TAKING ACTION TO MAKE THIS HAPPEN BY:

1

Better defining our values and embedding them into all areas of the organisation.

2

Developing strategies and initiatives for diversity and inclusion, wellbeing and prevention of violence against women that will benefit all employees.

3

Developing a way to recognise and reward employee contributions.

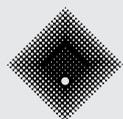


TOGETHER, WE CAN MAKE VICTORIA UNIVERSITY AN EVEN BETTER PLACE TO WORK.

Together, we can ensure our workplace is one filled with passion, purpose and pride. We can strive for excellence, achieve success and create opportunity, while still being a university with a heart.

For further information, please contact
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